



City of Lawrence
PARKS AND RECREATION



Lawrence, Kansas
Parks and Recreation Master Plan
February 2017

Contents

EXECUTIVE SUMMARY	1
A. INTRODUCTION	1
B. PURPOSE OF THE MASTER PLAN.....	2
C. PROJECT PROCESS.....	2
D. RECOMMENDATIONS	3
E. CONCLUSION.....	8
 I. INTRODUCTION, PURPOSE, PLANNING CONTEXT.....	 11
A. PURPOSE OF THIS PLAN	11
B. HISTORY OF LAWRENCE PARKS AND RECREATION DEPARTMENT	11
C. LAWRENCE PARKS AND RECREATION DEPARTMENT OVERVIEW	15
D. METHODOLOGY OF THIS PLANNING PROCESS.....	16
 II. OUR COMMUNITY AND IDENTIFIED NEEDS	 23
A. DEMOGRAPHIC PROFILE	23
B. PARK AND RECREATION INFLUENCING TRENDS	35
C. COMMUNITY FOCUS GROUP SUMMARY	47
D. RANDOM INVITATION AND OPEN LINK COMMUNITY SURVEY SUMMARY	51
E. ORGANIZATIONAL STRUCTURE AND STAFFING NEEDS.....	73
F. RECREATION PROGRAMMING AND SERVICES INVENTORY	77
G. BENCHMARKING/COMPARISON OF RESOURCE STANDARDS.....	88
H. ECONOMIC IMPACT ASSESSMENT.....	94
I. MARKETING/POSITIONING THE DEPARTMENT.....	94
 III. INVENTORY AND LEVEL OF SERVICE ANALYSIS.....	 97
 IV. KEY ISSUES AND FINDINGS.....	 105
A. PROGRAMS AND SERVICES	105
B. FACILITIES AND AMENITIES	106
C. ORGANIZATION	109
D. FINANCE	110
 V. GREAT THINGS TO COME - RECOMMENDATIONS AND ACTION PLANS.....	 115
A. RECOMMENDATIONS	115
B. ACTION PLAN, COST ESTIMATES, AND PRIORITIZATION	140
GOAL 1: IMPROVE PROGRAMS AND SERVICE DELIVERY	140
GOAL 2: PROVIDE NEW OR IMPROVED FACILITIES AND AMENITIES.	141
GOAL 3: ORGANIZATIONAL EFFICIENCY	145
GOAL 4: IMPROVE FINANCIAL POSITION OF LPRD	148
 APPENDIX A – SUGGESTED ORGANIZATIONAL CHART	 151
APPENDIX B – MEASURING THE IMPACT OF PARKS AND RECREATION	153
APPENDIX C – PARKS AND RECREATION INVENTORY CUT SHEETS	157
APPENDIX D – LARGE FORMAT MAPS	217
APPENDIX E – HARDWOOD CLASSIC QUESTIONNAIRE	233

List of Tables

Table 1: 2015 Lawrence General Demographic Profile	23
Table 2: Lawrence, Kansas Population Growth Trend	24
Table 3: Lawrence Housing Statistics	28
Table 4: Household Income Comparison	28
Table 5: Estimated Lawrence Residents Participation in Sports	32
Table 6: Estimated Lawrence Residents Attendance at Sporting Events	33
Table 7: Estimated Lawrence Residents Participation/Attendance in Leisure Activities	33
Table 8: Estimated Lawrence Residents – Televised Sports Viewing Habits	34
Table 9: LPRD Programs and Activities Summary	78
Table 10: 2015 Quarterly Attendance at LPRD Indoor Facilities	79
Table 11: Total 2015 Annual Program Participation	80
Table 12: 2015 LPRD Annual Program Area Summaries	80
Table 13: Eagle Bend Golf Course Budget	82
Table 14: Alternative Recreational Service Provider and Activities	83
Table 15: Non-City Facilities Used by LPRD for Programs and Activities	84
Table 16: 2015 LPRD Program Subsidy Levels	87
Table 17: Comparison of Benchmarked Recreation Facilities	91
Table 18: Budget Comparisons – Expense/Operations, Revenue, and CIP	93
Table 19: Lawrence Parks and Recreation Inventory Summary Table	97
Table 20: Key Issues Matrix (see Matrix Key on Previous Page)	113

List of Figures

Figure 1: Population Age Distribution: 2010 to 2020	25
Figure 2: Lawrence Racial and Ethnic Character 2010 to 2020	26
Figure 3: 2015 Educational Attainment of Lawrence Adult Residents Ages 25+	26
Figure 4: 2014 Educational Attainment of Young Adults Ages 18 – 24	27
Figure 5: 2014 Educational Attainment and Annual Income of Lawrence Residents Age 25+	27
Figure 6: Average Household Income of Lawrence Residents - Distribution Comparison 2010 to 2020	29
Figure 7: Employment by Industry in Lawrence – 2015	30
Figure 8: Employment by Occupation of Lawrence Residents - 2015	30
Figure 9: Top Ten Causes of Death in Douglas County, KS 2010-2014	31
Figure 10: Millennials (red) Vs. Non-Millennials (grey) on Health and Fitness	39
Figure 11: Demographic Profile	56
Figure 12: Residential Profile	57
Figure 13: Items of Importance to Survey Respondents	58
Figure 14: Current Facilities – Level of Importance vs. Needs Met Matrix	60
Figure 15: Importance of Future Recreation, Health, and Wellness Facilities	62
Figure 16: Importance of Future Recreation, Health, and Wellness Facilities Average Rating	63
Figure 17: Top Three Most Important Future Recreation, Health, and Wellness Facilities	64
Figure 18: Which of the following improvements to existing facilities would you like to see?	66
Figure 19: Top Three Improvements to Existing Lawrence Parks & Recreation Facilities	67
Figure 20: Need or Desire for the Following Programs	68
Figure 21: Top Three Programs Needed/Desired by Lawrence Households	69
Figure 22: Most Important Open Space Natural Areas (Invitation Sample)	71
Figure 23: Preferred Funding Mechanisms	72

Figure 24: Preferred Methods of Communication.....	73
Figure 25: Gymnasiums 2015 Weekday Reservations.....	85
Figure 26: Gymnasiums 2015 Weekend Reservations.....	85
Figure 27: Population Totals	89
Figure 28: Population Density.....	90
Figure 29: Median Annual Household Income	90
Figure 30: Park System Acreage.....	91
Figure 31: Employment Figures	92
Figure 32: Budget Comparisons – Expense/Operations, Revenue, and CIP	93
Figure 33: Best way for you to receive information	96

List of Maps

Map 1: Low Service Areas (Gaps).....	101
Map 2: Underserved Areas Shared Use Path.....	102
Map 3: Existing Aquatics Locations.....	103
Map 4: Recreation Center Locations	104
Map 5: Future Park Growth Areas	120
Map 6: Aquatic Center Locations.....	123
Map 7: Low Service Areas	125

Acknowledgements

Mayor and City Commission

Leslie Soden, Mayor
Stuart Boley, Vice Mayor
Mike Amyx, Commissioner
Matthew Herbert, Commissioner
Lisa Larsen, Commissioner

Administration

Tom Markus, City Manager
Diane Stoddard, Assistant City Manager
Casey Toomay, Assistant City Manager
Brandon McGuire, Assistant to the City Manager

Parks and Recreation Master Plan Steering Committee

<i>Lisa Larsen, City Commissioner</i>	<i>Pat Weaver</i>
<i>Sue Hack, LPRD Advisory Board</i>	<i>Colby Wilson</i>
<i>Ray Petty</i>	<i>Kelly Calvert</i>
<i>Tony Barron</i>	<i>Kristina Walker</i>
<i>Tonia Salvini</i>	<i>Ernie Shaw</i>
<i>Patricia Phillips</i>	<i>Mark Hecker</i>
<i>Kevin Loos</i>	<i>Bryan Kidney</i>
<i>Chris Tilden</i>	<i>Eileen Horn</i>

Parks and Recreation Advisory Board

Allen Humphrey, Chair
LaRisa Chambers, Vice Chair
Sue Hack
John Blazek
Mandy Enfield
Joe Caldwell (term ended December 2016)
Andy Clayton (term ended December 2016)

Parks and Recreation Staff

Ernie Shaw, Interim Director
Mark Hecker, Assistant Director
Crystal Miles, Manager
Rowan Green, Manager
Darin Pearson, Manager
Pat Hennessey, Manager
Tim Laurent, Manager
Brandy Shoemaker, Manager
Roger Steinbrock, Supervisor

Consultant Team

GreenPlay, LLC, Bartlett & West, Vireo, RRC Associates, Gould Evans
For more information about this document, contact GreenPlay, LLC
At: 1021 E. South Boulder Road, Suite N, Louisville, Colorado 80027, Telephone: 303-439-8369
Email: info@greenplayllc.com www.greenplayllc.com

Lawrence Parks and Recreation Department Mission:

To provide excellent city services that enhances the quality of life of the Lawrence community.

Lawrence Parks and Recreation Department Master Plan Guiding Principles:

The Lawrence Parks and Recreation Department Master Plan is inspired by the following guiding principles. These were derived through extensive community input through public surveys, meetings, and focus groups. They represent both our core values and our highest aspirations for parks and recreation services in the City of Lawrence, Kansas.

LPRD will enhance the health and well-being of our community and its residents by:

- Promoting active lifestyles for all ages and abilities;
- Protecting the environment and natural areas;
- Ensuring affordability and sustainability of services;
- Enhancing community pride through events and beautification of public spaces; and
- Building a diverse and equitable funding mix to support the needs of our growing community.

Parks and Recreation Master Plan Steering Committee

Lisa Larsen, City Commissioner

Sue Hack, LPRD Advisory Board

Ray Petty

Tony Barron

Tonia Salvini

Patricia Phillips

Kevin Loos

Chris Tilden

Pat Weaver

Colby Wilson

Kelly Calvert

Kristina Walker

Ernie Shaw

Mark Hecker

Bryan Kidney

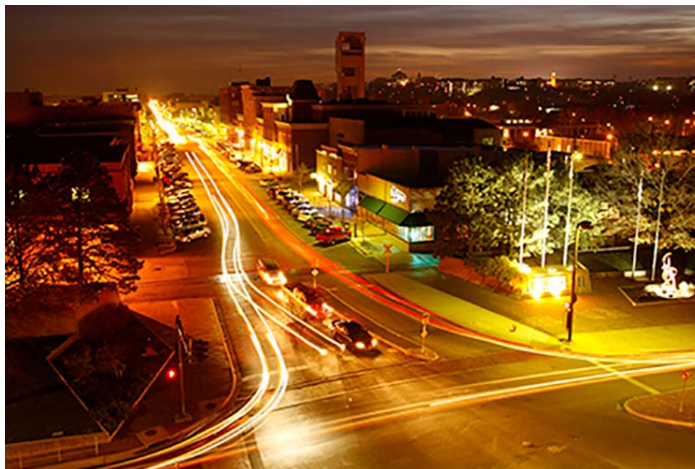
Eileen Horn

THIS PAGE INTENTIONALLY LEFT BLANK

Executive Summary

A. Introduction

For more than 70 years, the City of Lawrence Parks and Recreation Department has grown and developed programs, activities, parks, and its trail system to accommodate the evolving growth and expanding needs of the citizens of Lawrence. In 2000, a master plan was developed to help guide and shape the department to be efficient in resources and effective in its service delivery. For more than 10 years, the plan assisted the department to reach new heights and achievements, developing its park system to include 64



parks, with nearly 4,000 acres of parkland, the utilization of its recreational and aquatic facilities (three community recreation facilities; one sports pavilion; four aquatic facilities), and a trail system that travels more than 70 miles in and around the City. Recreational programming has also seen great increases over the years. With more than 550 programs and activities each season, the department set an all-time high for recreational program enrollment of nearly 24,000 enrollments in 2015. In 2008, the department helped establish the community coalition, LiveWell Lawrence, focused on the health and well-being of the community. Through its efforts, it continues to promote healthy, active lifestyles for all.

In 2014, the department saw the opening of the Sports Pavilion Lawrence facility. With its potential in being an economic driver, the department further enhanced its impact on the community. Along with helping the economy, the department looks to define the services it provides for the community and to ensure that its charges are adequate and equitable for all citizens. As the City also plans for its future through the Horizon 2020 update, the need to incorporate future parks, recreational facilities, and greenspace will be vital to the community.

With these factors in mind, a new master plan was critical to guide the department in its future development and assist in defining its role within the community. This master plan was developed through a community process overseen by a 16-person steering committee of a cross-section of citizens, which helped develop guiding principles used to frame this plan. Those core principles included:

- Promoting active lifestyles for all ages and abilities.
- Protecting the environment and natural areas.
- Ensuring affordability and sustainability of services.
- Enhancing community pride through events and beautification of public spaces.
- Building a diverse and equitable funding mix to support the needs of our growing community.

With these principles, the 2016 City of Lawrence Parks and Recreation Department Master Plan will allow the department to continue its mission of providing excellent City services to further enhance the quality of life of the Lawrence Community.

B. Purpose of the Master Plan

A Master Plan is a tool for prioritization and planning of projects and resources. A Master Plan must be considered in the context of other City needs and budget realities as each annual budget is developed by the City Manager and then approved by the City Commission. Given this, the projects and staffing levels outlined in this plan may likely shift over the course of the planning horizon and must be in sync with the City's adopted strategic plan and other needs over time.

Additionally, this plan helps create a clear set of goals, policies, standards, objectives, and budget requirements providing direction to City staff, City Commission, the Parks and Recreation Advisory Board, and the Lawrence community. It is also intended to support the Horizon 2020 Comprehensive Master Plan for the City of Lawrence for the development and enhancement of the City's parks and recreation system, open space, trails, facilities, programs and services, staffing, marketing, natural/historical features, and landscape, for the short-term and long-term future.

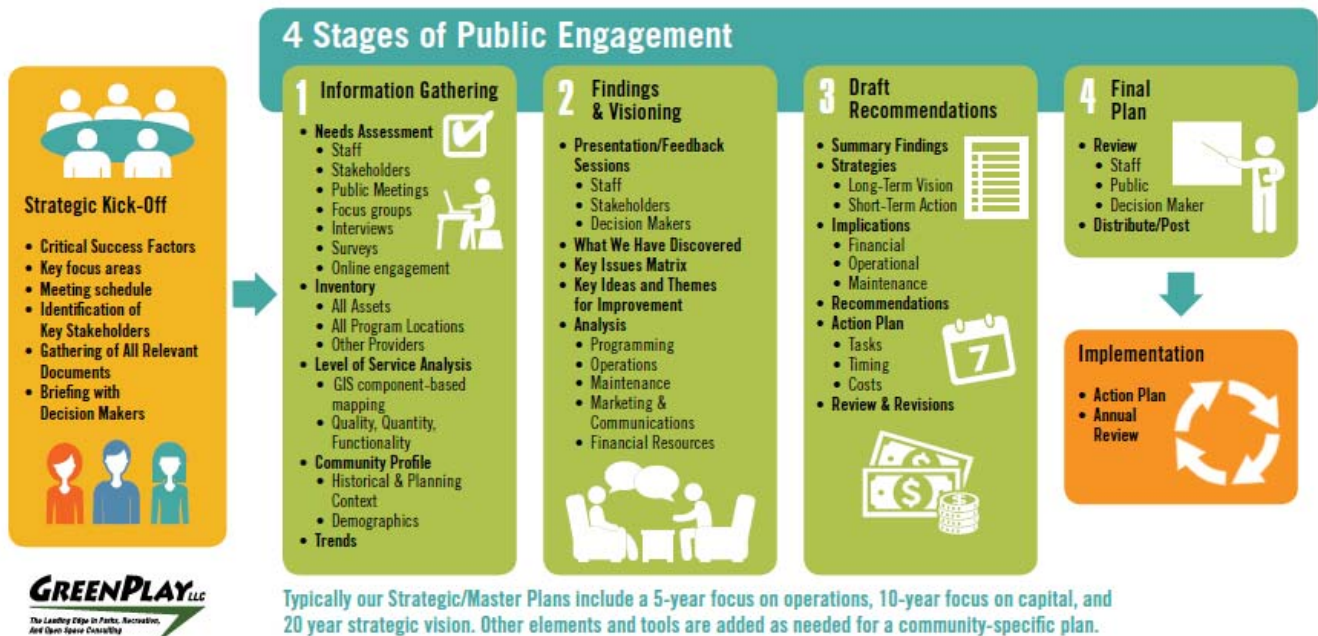
This community-supported Master Plan will provide guidance for future development, maintenance, policy development, funding, and delivery of city services; prioritize demands; identify opportunities; and provide a 10-year vision for the City of Lawrence including a strategic action plan for implementation. It supports expansion opportunities for ground-breaking amenities by creating a facility and space needs assessment using population growth, annexed areas, etc., and is rooted in innovative strategies including all-inclusive public engagement, cross boundary/collaborative approaches, and shared geo-referenced data collection.

The Parks and Recreation Master Plan will set the framework for decision makers in the planning, maintenance, and development of LPRD. The Master Plan is intended as a planning tool that both establishes parks, recreation, and facilities standards and addresses future needs. In addition, this Plan provides recommendations for a systematic and prioritized approach to implementation of parks and recreation projects and organizational needs.

C. Project Process

The master-planning process centered on a comprehensive public input process. The GreenPlay consultant team conducted 17 focus groups and two public forums with more than 250 participants. A community survey was distributed as a statistically-valid mail survey and an open web based survey that were tallied separately and compared for likeness. Four thousand (4,000) surveys were randomly mailed, and 588 responses were received, which is a response rate of 15.4 percent – well over the expected 10 percent return rate, resulting in a (+/-) 4 percent margin of error accuracy. The open link survey added an additional 1,382 responses for a total of 1,970 completed surveys, which is more than double the number of surveys typically returned from cities much larger than Lawrence.

The information received from the community input process, review of the information gathered throughout the process, staff and Steering Committee input, plus the observations of the consultant team and existing plans were utilized in the overall master planning process. As key issues and unmet needs were identified, strategies for recommendations were developed through the Master Plan process illustrated in the following graphic:



D. Recommendations

Recommendations in this plan are organized around four goal areas: (1) maintaining and enhancing program and service delivery, (2) maintaining and growing facilities and amenities, (3) ensuring operational efficiency to utilize existing resources in the best possible ways, and (4) ensuring financial stability of the department to adequately meet community needs. Recommendations were also noted as short-term (up to 3 years), mid-term (4-6 years), or long-term (7-10 years).

Goal 1: Ensure the availability of programs and services that meet community needs.

Community Vision and Guiding Principles for Programs and Service Delivery

The community vision for programming is to promote active lifestyles for all ages and abilities while enhancing community pride through events.



Strategies for Program and Service Delivery

In order to create stronger opportunities for Lawrence residents of all ages and abilities to engage in active lifestyles, LPRD will:

Short and mid-term

- Evaluate programming opportunities for:
 - Baby Boomers who may not attend traditional senior center activities.
 - Youth, including no-sport activities (in collaboration with partners including the Boys and Girls Club).
 - More different fitness, wellness, hobby, and recreation/nature programs.
- Seek additional programming during evenings and weekends.
- Adopt an inclusion policy (including ADA language) and develop additional programming for those with accessibility needs.
- Collaborate with community partners to develop and offer bicycle and pedestrian safety programs.
- Create or work with partners on community events.

Goal 2: Prioritize the maintenance and/or upgrading of existing facilities. Be open to opportunities to build new amenities and facilities that meet the needs, standards and expectations of the community.

Community Vision and Guiding Principles for Facilities and Amenities

The community vision for facilities and amenities includes maintaining equity while protecting the environment and natural areas, as well as maintaining beauty within the public spaces in Lawrence.

Strategies for Facilities and Amenities

In order to ensure that parks and recreation facilities and amenities meet the identified needs of community residents now and in the future, LPRD will:

Short and mid-term

- Conduct basic and enhanced maintenance at existing recreation centers and other facilities including:
 - Holcom: Replace HVAC in gym, resurface the North parking lot; remodel the interior including the floor, gym floor, and restrooms; and replace ball diamond lights at the sports complex.
 - East Lawrence: Add a new parking lot and remodel the interior including the floor, gym floor, and restrooms.
 - Community Building: Replace HVAC and renovate interior meeting room.
 - Eagle Bend Golf Course: Expand clubhouse and build additional parking.
 - Outdoor Aquatics Facility: Paint pools, replace water slide, and replace poor concrete sections.
 - Youth Sport Complex (YSC): Improve to tournament level fields, install ADA compliant restrooms, construct a concessions stand at the west side of the complex, resurface Speicher Road, extend 27th Street to the Clinton Lake Dam Road to be utilized as a second exit to YSC.

- Historical buildings: Maintain all buildings, including clean and tuck point of the oldest section of the Carnegie Building and renovate the interior and exterior of the Union Pacific Depot.
- Provide four new spray parks to be located at John Taylor Park, Burroughs Creek Park, Dad Perry Park, and South Park (replacing the current wading pool).
- Enhance existing community parks through amenity upgrades:
 - Add a trail around the pond at Green Meadows Park.
 - Add restrooms, parking, and a dog park at Peterson Park.
 - Resurface the parking lot at Broken Arrow Park.
 - Replace the shelter and restrooms at Broken Arrow Park.
 - Add a shelter and playground at Burcham Park.
 - Upgrade the courts at Veterans Park.
 - Add a shelter and restrooms at Deerfield Park.
 - Renovate shelter at Lyon Park.
 - Provide “destination” style playground equipment with an ADA approved play surface at South Park.
 - Replace and/or refurbish the low scoring park amenities that were rated as being in poor condition (amenities with a condition score of 1). This list is provided as a staff resource document.
 - Upgrade parking and restrooms throughout the system where needed and as money allows.
- Enhance the “Lawrence Loop” trail by installing new sections on 29th Street between the Haskell Rail Trail and Haskell Avenue, and between the existing Outside for A Better Inside trail near the hospital and the Peterson Road and Iowa Street intersection.
- Develop additional park amenities in North Lawrence.
- Replace the brick pavers in the sidewalks downtown.
- Dedicate significant dollars for future land acquisition of areas to include the west, north, and south areas of Lawrence.
- Create an ADA Self-Evaluation and Transition Plan to ensure compliance with all current Federal ADA regulations and current ADA standards for accessible design.
- Prioritize sustainability in park improvements, including energy efficiency, water conservation, and the use of native plants.

Long-term

- Preserve the city-owned natural areas and pocket parks throughout the community.
- Upgrades and Improvements to the Indoor Aquatic Center including painting the pools, replacing the HVAC unit in leisure pool, and pool lighting upgrades.
- Add major enhancements to the Holcom Recreation Center and East Lawrence to include workout/weight rooms and additional program space.
- Add additional 9 or 18 holes and additional amenities to the Eagle Bend Golf Course.
- Develop a new downtown event space in an appropriate location.
- Provide two additional new Spray Parks at Holcom Park and Broken Arrow Park.
- Promote stronger community connections to the Kansas and Wakarusa Rivers through additional riverfront recreational development.

- Explore the potential of an outdoor “sports complex” that meets the needs and preferences of the Lawrence community with the capability of generating a positive economic impact and showcasing the community by attracting tournaments that draw participants from across the state, region and nation.
- Develop an Adventure Park that provides activities such as zip lines, ropes courses, etc.
- Provide a new fenced dog park in east and/or southeast Lawrence.
- Provide a new large picnic shelter (200-250 people) that can be enclosed with air conditioning and heated as a large gathering space.
- Complete the Lawrence trail “loop” and build amenities including restroom facilities and drinking fountains in appropriate areas of the trail.
- Further develop these parks with the amenities listed:
 - Add a playground, shelter, and trail at Overland Drive Park.
 - Replace/add courts and ball diamond at Edgewood Park.
 - Upgrade the existing Skate Park at Centennial Park.

Goal 3: Develop and implement a new organizational structure for the department.

Community Vision and Guiding Principles for Operational Efficiency

The community vision for park and recreation operations is to provide excellent city services that enhance the quality of life of the Lawrence community with efficient resources.

Strategies for Operations

In order to ensure efficient and effective management and operations of the department, LPRD will:

Short and mid-term

- Create a Succession Plan to address pending retirements, as over 30 percent of the current LPRD workforce is eligible for retirement in the next five years.
- Increase wages for part-time and seasonal employees to the current market rate for wages to minimize the vast rollover of these temporary employees, as they quit for higher paying jobs, and LPRD full time resources are utilized to recruit, hire, and train for the same position several times.
- Convert part time positions to full time positions where it is the most effective to not retrain part time staff all the time.
- Develop and implement a new organizational chart for the department that includes the following positions that will be recruited to the department as resources become available:
 - An additional Assistant Director to create management expertise in both parks and recreation forming a top management triangle to better distribute responsibilities.
 - A Support Services Manager to supervise the Support Services section of LPRD to assist full time personnel with time-consuming duties that support the programs and facilities.
 - A Human Resources Specialist to assist full time personnel with time-consuming duties including recruiting, paperwork processing, interviewing, hiring, and training new employees including part time and seasonal.
 - A Grants, Alliances, Partnerships, and Sponsorships (GAPS) Specialist to research, apply, and track available grant opportunities. This position would also be the gatekeeper and clearing house for all partnerships and sponsorships to centralize this function.

- A Customer Services Registration Specialist to manage the program registration system including assistance with website management/update and the preparation of reports for staff to make informed decisions.
- Develop and implement a marketing and promotion strategic plan, which includes efforts to:
 - Review and adjust existing partnership agreements related to marketing.
 - Review of guest tax proceeds, working with the City Administration and eXplore Lawrence, to determine if LPRD funding through the tax reflects the economic impact of LPRD-sponsored activities and events.
 - Adopt routine evaluation and surveying relative to the effectiveness of marketing and promotions of the different LPRD activities and facilities, including analysis of existing message and materials to identify opportunities for targeted marketing of different LPRD offerings.
 - Develop specific marketing efforts for Eagle Bend Golf Course and Sports Pavilion Lawrence.
 - Reorganize the seasonal activity guide to make more user-friendly, including a transition toward an online-only version.
 - Redesign the website, with the help of a volunteer committee to review current LPRD portion of city website.
 - Develop a pilot social media program to increase immediacy of information sharing.
 - Simplify the online registration system.
 - Track, monitor, and report facility use to support economic impact measurements.

Goal 4: Improve the financial position of LPRD by increasing funding opportunities and demonstrating the economic impact of LPRD to decision-makers.

Community Vision and Guiding Principles for Financing

The community vision for park and recreation financing is to build a diverse and equitable funding mix to support the needs of our growing community while ensuring affordability and sustainability of services.

Strategies for Financing

In order to finance LPRD offerings that meet the needs of Lawrence residents, LRPD will:

Short- and mid-term

- Implement a Cost Recovery Philosophy and Policy to track cost center expenses in order to provide fair and equitable user fees. A direct expense formula needs to be established to ensure a consistent pricing calculation is used for all LPRD programs.
- Protect and develop revenue sources:
 - Develop and implement a Land Dedication (or Fee- In-Lieu) and Developer Impact Fee Policy for all new residential developments to build trails, parks, and open space approved by the City.
 - Pursue dedicated, ongoing funding through a sales or special Parks and Recreation District Tax.
 - Maintain a portion of the sales tax passed in 1994.
 - Investigate the creation of a LPRD Foundation to solicit tax-deductible donations for LPRD as well as the current Scholarship Fund established so “no child is turned away for the inability to pay”

- Create and fund a five-year CIP budget for LPRD to plan on deferred maintenance.
 - Investigate passing a future bond referendum for major facility upgrades in this Master Plan.
 - Develop and adopt a formal Sponsorship Policy and a formal Partnership Policy, and pursue new and ongoing partnership and/or sponsorship opportunities.
- Measure and demonstrate the economic impact of parks and recreation, by:
 - Collecting data on utilization of Parks and Recreation facilities and programs in order to estimate economic impact by determining the events/activities most likely to provide favorable results.
 - Utilizing the existing State of Kansas economic impact program so financial figures will be consistent with eXplore Lawrence values.

Long-term

- Dedicate significant dollars to future land acquisition of areas to include the southeast edge of Lawrence.
- Evaluate the possibility of creating fitness memberships for each of the recreation centers to promote long-term financial sustainability.

E. Conclusion

Lawrence Parks and Recreation Department is a National Parks and Recreation Association Gold Medal finalist for Excellence in Park and Recreation Management. The Parks and Recreation Master Plan sets the framework for decision makers in the planning, maintenance, and development of the department for the next ten years.

The Master Plan addresses future needs; establishes parks, recreation, and facilities standards, and provides recommendations for a systematic implementation approach to organizational development and to parks and recreation projects.

The Plan will inform the residents on where investments in capital improvements are expected in the future and how key issues that were brought forward during the extensive public input process are to be addressed. It is intended to guide the development and enhancement of the City's parks and recreation system, open space, trails, facilities, programs, and services for the short-term, mid-term, and long-term future.

This plan creates a clear set of goals, objectives, action steps, and budget requirements, which will provide direction to City staff, City Commission, Parks and Recreation Advisory Board, the Horizon 2020 Comprehensive Master Plan Update, and the Lawrence community. These stakeholders value both the importance of maintaining a first-class parks and recreation system to keep people living and working in the community and the economic impact the department has on the City.

The recommendations outlined in this Plan follow the mission and guiding principles identified during the planning process and were chosen to reflect the community needs expressed during that process. These capital improvement and program development plans have enough flexibility to take advantage of opportunities as they arise, and to be altered and updated when necessary. For this plan to be successfully implemented the following must occur:

- 1) The City Commission will need to allocate funding as it is available.
- 2) The LPRD will need to continually increase and refine its operational efficiencies through management of costs, revenues, programs, and staffing.

THIS PAGE INTENTIONALLY LEFT BLANK

I. Introduction, Purpose, Planning Context

A. Purpose of this Plan

The purpose of the Lawrence Parks and Recreation Department (LPRD) Master Plan is to create a clear set of goals, policies, standards, objectives, and budget requirements providing direction to City staff, the City Commission, the Parks and Recreation Advisory Board, and the Lawrence community. It is also intended to support the Horizon 2020 Comprehensive Master Plan for the City of Lawrence for the development and enhancement of the City's parks and recreation system, open space, trails, facilities, programs and



services, staffing, marketing, natural/historical features, and landscape, for both the short-term and long-term future. The Plan supports the City's STAR Communities Sustainability Framework, as it strives to improve access to public spaces for the quality of life and environmental benefits to our community.

This community-supported Master Plan will provide guidance for future development, maintenance, policy development, funding, and delivery of city services; prioritize demands; identify opportunities; and provide a 10-year vision for the City of Lawrence including a strategic action plan for implementation. It supports expansion opportunities for ground-breaking amenities by creating a facility and space needs assessment using population growth, annexed areas, etc., and is rooted in innovative strategies including all-inclusive public engagement, cross boundary/collaborative approaches, and shared geo-referenced data collection.

The Parks and Recreation Master Plan will set the framework for decision makers in the planning, maintenance, and development of LPRD. The Master Plan is intended as a planning tool that both establishes parks, recreation, and facilities standards and addresses future needs. In addition, this Plan provides recommendations for a systematic and prioritized approach to implementation of parks and recreation projects and organizational needs.

B. History of Lawrence Parks and Recreation Department

LPRD, established in 1946, has continued its mission to provide excellent city services, enhancing the quality of life for the Lawrence community since its start as the Lawrence Recreation Commission under the direction of Larry Heeb. At the time of the organization's establishment, Lawrence had 27.5-acres of parkland. This included Lawrence's first two parks established in 1854 – South Park, which was 12-acres at the time of its creation, and what is now Buford M. Watson, Jr. Park (formally known as Central Park), a seven-acre park.

From its organization and through the next decade of the 1950s, the City saw few additions to its parkland acreage. In late 1960, the City boasted 16 parks on 107 acres of land. Over the next decade, as the population of Lawrence would rise by nearly 13,000 people to approximately 45,700, developed parkland would also grow by 36-acres. However, the City would begin to purchase property to create green space, as well as land for future park developments as the City continued to grow. By the end of 1969, the City would have 1,014 acres for the future. The bigger property was 994 acres, which was natural green space until it began to be developed in 1980, and today it is known as Riverfront Park.

Also during the 1960s, the Lawrence Recreation Commission became a City department (1966). Wayne Bly, who had already been serving as director since 1950, remained at the helm of the department. In 1970, Fred DeVactor was hired as the assistant director to Bly. At the time of DeVactor's hiring, the department had six full-time employees and about a dozen developed parks. Bly led the organization for 24 years as director at the time of his retirement. DeVactor succeeded Bly in 1973 as director.

The greatest growth for LPRD occurred during DeVactor's tenure. In the mid-1970s, a chapter on parks and recreation was added to the City's land use plan, Plan 95, which was aimed at creating standards for community and neighborhood parks. Over the next two decades, the need for quality of life activities, programs, and facilities expanded as the community's population grew. The City was able to grow its parks through federal funding by way of Land and Water Conservation funds. The Land and Water Conservation Fund, which was signed into law in 1965, helped assist with the development of the State Assistance Program, which was a matching federal grant program, administered by the National Parks Service, helping states and local governments acquire land for parks and building recreational facilities on public land.

LPRD not only continued to grow in parkland but also in trails. Lawrence was the first city in Kansas to establish an operational trail on an abandoned railway corridor. In 1991, the Haskell Rail Trail was established through the Rails to Trails program, furthering the Lawrence community's desire to live healthy, active lifestyles through walkable/bikeable trails.

In 1994, a Parks and Recreation Comprehensive Master Plan was adopted to help guide development of recreation for the community. The City would sign a lease agreement in 1995 with the U.S. Army Corps of Engineers to develop Corps property for city recreational use. Additions to the property lease would continue into the early 2000s. In 2003, the department would have 1,612 acres by way of the lease.

In 1994, citizens approved a countywide one-cent sales tax with no sunset to fund a wide variety of community projects and reduce the property tax levies. Pursuant to the official ballot, the City of Lawrence used revenue from the sales tax for general governmental purposes, including but not limited to the following purposes: 1. The development and operation of parks and recreation facilities and program, including the acquisition of property, attendant improvements and related costs, pursuant to the City of Lawrence's adopted comprehensive plan for parks and recreation; 2. The acquisition, construction and improvement of facilities for the Bert Nash Mental Health Center, the Douglas County Visiting Nurses Association, and the Lawrence-Douglas County Health Department, and attendant improvements and costs; and 3. The reduction of ad valorem property tax levies as established and determined by the City of Lawrence¹.

1. Official General Ballot, State of Kansas, Douglas County, November 8, 1994.

Parks and Recreation projects funded through the 1994 sales tax initially included the renovation of several facilities, comprising the Outdoor Aquatic Center, East Lawrence Recreation Center, and Centennial Park. Funding also developed new parks and facilities, including the Indoor Aquatic Center, Clinton Lake Sports Complex, Prairie Park and Nature Center, the Centennial Park Skatepark, and Dad Perry Park. Other improvements were made at the Holcom Sports Complex, and utilities, parking, restrooms, and concessions were added at Clinton Lake Sports Complex and YSI (now YSC) over the years by way of the sales tax. A sales tax funded park acquisition fund has provided for new parks and open space areas, adding hundreds of acres to the department's park and trail system in recent years. More than 45 miles of hard-surface recreational trails have been completed in the community.

A feasibility study in the 1990s showed the need for an additional 18-hole golf course in the city, which led to the development of Eagle Bend Golf Course and Learning Center on the land leased from the Corps of Engineers. Eagle Bend is Lawrence's first public golf course, which opened in 1998.

When DeVictor retired in 2007, after serving 37 years with the City, with 34 years as director, he had led the agency for more than one-half of its existence. The fourth administrator, Ernie Shaw, currently serving 41 years with the City and directing its progress the past nine years, celebrated the department's platinum anniversary in 2016.

Throughout its history, the agency added a variety of services related to the field of parks and recreation including hike/bike trails, recreation facility operations, forestry, cemetery management, general landscaping in downtown Lawrence and other public spaces, and golf course management, as well as other quality of life programs and facilities.

Over the years, citizens of Lawrence have greatly supported the efforts of the department and have appreciated the services provided. That appreciation is reflected in public surveys over the years showing high rankings for the department's services as being good or excellent.

This satisfaction has propelled the department to achieve national distinction, and it has been a finalist three times (1997, 1998, and 2015) for the National Recreation and Parks Association's Gold Medal Award, which is the highest award an agency can receive in parks and recreation management. For 38 consecutive years, (LPRD) has also been recognized by the National Arbor Day Foundation as a Tree City USA for its continued commitment to providing green space and public education. The department operates recreational facilities and a park system that includes 64 parks encompassing more than 3,950 acres.

The department employs 78 full-time staff members and more than 987 part-time and seasonal employees in the divisions of recreation and facility operations, parks and facility maintenance, and Eagle Bend Golf Course. Recreation Divisions include Aquatics, Recreation Instruction, Adult Sports, Youth Sports, Nature and Wildlife Education, Special Events, Special Populations/Lifelong Recreation (50-Plus), and Recreation Facilities Operations. LPRD staff continues to develop new and innovative programming for the community and offers more than 550 programs each season.

LPRD believes that it is important for the youth in the community to have opportunities to develop life-enhancing skills from its programming. In 1996, the department created the Wee Folks Scholarship Fund, providing scholarships for area youth to participate in recreational activities and programs, with the intention to never turn a child away for the inability to pay. In 2004, the department teamed with the University of Kansas Men's Basketball Coach Bill Self to host a golf classic in support of the fund.

Since the establishment of the scholarship program, more than \$250,000 in scholarships has been awarded to children for participation in the department's programs and activities. LPRD was awarded the 2004 National Excellence in Aquatics Award by the National Recreation and Park Association and received the 2004 Best in Aquatics Award from *Aquatics International* magazine.

The department has also received recognition for its work in the area of wellness in the community. It was a founding member of the community coalition LiveWell Lawrence. LPRD, along with its community partners, received recognition from Blue Cross and Blue Shield of Kansas and the Kansas Recreation and Park Association, receiving the BlueCHIP Award in 2011, 2013, and 2016. The award recognizes Kansas communities that encourage and support healthy lifestyles through programs, initiatives, policies, and community involvement. LPRD was also the recipient of the Governor's Council on Fitness Health Champion Award in 2013.

In 2014 under the direction of Shaw, the department opened Sports Pavilion Lawrence, a state-of-the-art 181,000 sq. ft. facility, featuring eight full-size basketball courts, which also double as 16 full-size volleyball courts, an indoor turf area, a gymnastics room, an aerobics/fitness room, cardio and weights areas, a 1/8-mile indoor walking/jogging track, and meeting rooms that can be rented by the public. There are also eight lighted tennis courts and five miles of trails around the pavilion. Sports Pavilion Lawrence is nestled in the far northeast corner of what is known as Rock



Chalk Park. Rock Chalk Park consists of approximately 89 acres, adjacent to 46 acres that were already owned by the City of Lawrence, and includes the area along Baldwin Creek. The City purchased 26 acres for Sports Pavilion Lawrence as well as associated amenities such as shared use paths and outside tennis courts. Rock Chalk Park is the product of a partnership with the City of Lawrence, Kansas Athletics, KU Endowment, Bliss Sports, and the Assists Foundation. The City also ventured into sponsorship with the facility and developed sponsorship packages that were offered to the business community to assist with operation and maintenance costs, leveraging city assets as marketing opportunities.

The building of the state-of-the-art facility was a great achievement and answered some of the needs outlined in the PLAY Study of 2006, which was commissioned by the City of Lawrence, Lawrence Public Schools, Douglas County, and the Lawrence Chamber of Commerce. The Partners for Lawrence Athletics and Public Youth (PLAY) was commissioned to evaluate the need and potential support for state-of-the-art competitive and recreational sports venues within Lawrence. The needs assessment and feasibility study helped illustrate what sport facilities were lacking and what facilities could be accomplished in both the short and long-term. Along with improvements to school district facilities, Sports Pavilion Lawrence went a long way toward addressing the City's needs. Challenges continue to foster new ways of thinking and developing solutions to not only maintain the department's facilities, operations, and programs, but also to continue providing services as Lawrence grows and expands in the future. LPRD is committed to developing its programs and services in innovative, cost-efficient, and effective ways to further enhance Lawrence's quality of life.

C. Lawrence Parks and Recreation Department Overview

The City of Lawrence is located in northeastern Douglas County, Kansas, and is the sixth largest city in the State. The area of eastern Kansas is a top growth area within the State, and Lawrence continues to flourish, being named one of the 25 Best Places to Retire by *Money* magazine in 2012. The City of Lawrence is 45 minutes west of Downtown Kansas City and 30 minutes east of Downtown Topeka, the state capital. Lawrence is home to two universities: the University of Kansas and Haskell Indian Nations University. Approximately 28,000 students attend KU, while Haskell Indian Nations University is the nation's only inter-tribal university for Native Americans, representing more than 150 tribes from all across the country.

The City of Lawrence is a community of 93,917 people (Census est. 2014) and boasts 64 parks and open spaces, which accounts for nearly 4,000 acres of parkland. Since its establishment in 1946, LPRD has carried out its mission to enhance the quality of life of the Lawrence community. LPRD offers more than 550 programs and activities each season and operates four aquatic facilities; a nature center; an award-winning public golf course; four recreation centers (including Sports Pavilion Lawrence [which is more than a community recreation center as it is utilized as an economic driver], bringing day and multi-day visitors to Lawrence); 44 athletic fields; 19 picnic areas; three cemeteries; 30 playgrounds; 15 tennis courts; two off-leash dog parks; two disc golf courses; three skate parks; and over 70 miles of biking, walking, and/or hiking trails.

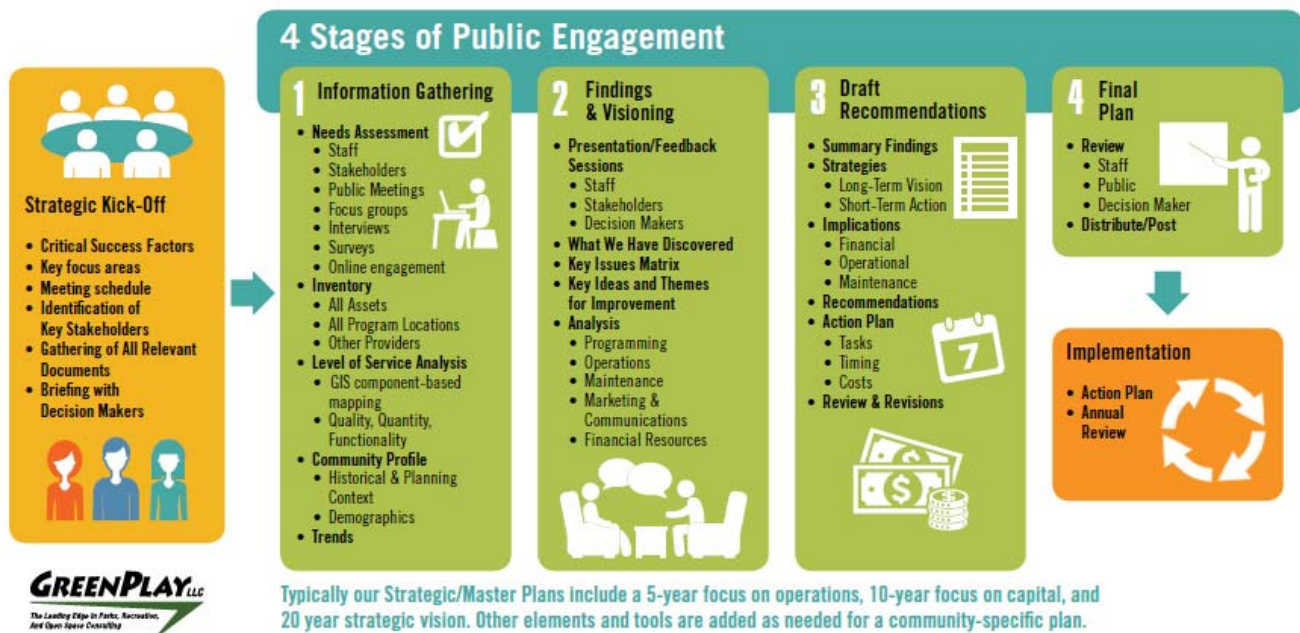
LPRD employs 78 full-time and nearly 987 part-time and seasonal employees throughout the year. The department operates on a budget of \$11M. Since the passage of a county-wide sales tax in 1994, more than \$40M has been invested in major LPRD capital improvements along with numerous smaller projects and continued maintenance, including:

- \$22.5 million Rock Chalk Park
 - \$10.5 million 181,000 sq. ft. Sports Pavilion Lawrence at RCP (opened in 2014)
 - \$12 million Infrastructure of Rock Chalk Park (RCP) (opened in 2014)
- \$9 million Indoor Aquatic Center (opened in 2001)
- \$3.2 million Eagle Bend Golf Course and Learning Center (opened in 1998)
- \$2.9 million in renovations to the Lawrence Outdoor Aquatic Center
- \$2 million in renovations to East Lawrence Recreation Center (opened in 1997)
- \$2 million Clinton Lake Softball Complex (opened in 1997)
- \$950,000 for Prairie Park Nature Center (opened in 1999)

In 2014, LPRD opened the state-of-the-art Sports Pavilion Lawrence, which has fast become an economic driver in the community hosting regional and national basketball and volleyball tournaments. Its first year saw 31 tournaments being hosted, and nearly 570,000 people walked through its doors for general use and tournaments combined. LPRD also oversees a number of things that add to beautification of the City, including right-of-way management, roundabouts and Downtown Lawrence. LPRD is committed to developing its programs and services in innovative, cost-efficient, and effective ways to further enhance Lawrence's quality of life.

D. Methodology of this Planning Process

The process utilized in developing this Master Plan included the development of an integrated Project Team that included staff and appointed officials. This project team provided detailed input to the GreenPlay team, consistent with the planning process. This allowed for a collaborative approach in creating a master plan that incorporates staff and consultant expertise; as well as local knowledge, institutional history, and engagement that only community members can provide. The development of this plan included the following tasks.



Strategic Kick-Off Meeting

The consultant team worked with the City’s management staff, the LPRD Advisory Board, and the Steering Committee to review the work plan, timeline, and details of the Master Plan. During the Strategic Kick-Off, “Critical Success Factors” and key issues were identified providing unique issues and goals, which have been incorporated into the plan. Written Monthly Progress Reports were supplied that covered project progress, any outstanding issues or information needed, upcoming meetings and agendas, and next steps. This was an effective communication tool, adding a level of efficiency and alignment of expectations to the project.

Document Collection and Review

Concurrent to public involvement and information gathering, the team reviewed and integrated relevant information from recent and/or current planning projects into this plan. These plans included the existing Parks and Recreation Master Plan (2000), Horizon 2020 – Issues Action Report (Updated April 2016), the latest Pedestrian/Bike report/plans (February 2016), the Complete Street Policy (March 2012), latest Community Survey (2015), Employee Survey (2015), P.L.A.Y. Feasibility Study (2007), the ongoing Ninth Street Corridor Project (2016), Cultural Arts Plan (October 2015), and the KU Master Plan (2014). Other relevant planning documents from the City were also reviewed, along with budgets, work plans, and funding plans utilized by the City to facilitate the comprehensive coordination of direction and recommendations.

Demographics and Population Projections

The project team confirmed the demographic characteristics of the City of Lawrence through a demographic analysis and market profile. The data was compiled from the following sources: Lawrence Planning and Development Services, U.S. Census Bureau, and Esri sources (a subscription-based demographic and population projection service).

This analysis incorporated information about seasonal populations as well as full-time residents. A detailed demographic analysis was conducted based on service areas and outlined trends and information that could affect the need for facilities and programming.

Trends Analysis

The trends analysis considered demographic shifts and their impact on future parks, open space, trails, aquatics, and recreation provisions. This analysis also identified interest and participation levels for a variety of activities; assessed how services are provided through both administrative and planning trends; and evaluated how Lawrence's facilities, programs, and amenities compare to national and regional trends. This process included strategic analysis of local, state, and national best practices and new and emerging developments in the field of parks and recreation.

Community Engagement and Staff Input

Innovative and cost-effective methods were utilized to generate and maximize public participation in the development of the Parks and Recreation Master Plan. In addition, the project team worked with the Steering Committee and the LPRD Advisory Board along with public officials and agencies, interested individuals, and parties representing a wide range of parks and recreation user groups. Seventeen (17) focus groups were held over a two-week period, along with two open public forums, which consisted of over 250 members of the Lawrence community. Several staff focus groups were also held over the same two-week period with all levels and divisions represented.

Statistically-Valid Public Survey

As part of the quantitative needs assessment portion of the master plan, a statistically-valid survey was conducted to get the opinions of the broader community. Working with the Steering Committee, a random mail-based survey of four pages in length (including cover letter) was created. To help improve response rates, the City assisted with marketing and creating public awareness of the survey through media and other channels, such as local newspaper, radio, cable TV, the City website, and newsletters.

The consultant team worked with the Steering Committee to draft questions regarding awareness, needs, satisfaction, participation, desires, priorities, willingness to pay, accessibility, barriers to participation, and/or other relevant issues. The City offered some participant incentives to residents by way of a prize drawing for passes to City-owned and operated facilities for completing the survey.

The survey was well written and easily understood, and the results of overall needs were tallied and summarized. All respondent comments are included in the final report. Many of the results are in the survey section of this Master Plan. Because of the size of the survey results document, it was submitted to the City as a staff level document referred to within this master plan document.

LPRD Facility Inventory

Along with community and stakeholder engagement, a comprehensive inventory of all recreational facilities including historical sites, trails, and parks was conducted. This thorough inventory of the existing recreational spaces condition and understanding of how these spaces are currently being utilized was essential for the City to develop both a maintenance plan for existing facilities and forecasting future amenities. The project team looked into configurations of existing facilities and investigated how these spaces might be reallocated to better serve the specific needs of the community. A rating system was used to prioritize renovations and new projects over the next 10 years, with the goal of maximizing the amenities already within the community, and proposing new facilities to better serve future needs. Additional mapping, comparison to similarly-sized communities and deferred maintenance issues were also considered as a part of this inventory process.

Level of Service Analysis

While touring facilities, staff members were interviewed to provide information about LPRD facilities and services. This information was supplemented with the project team's insight regarding the current practices and experiences in serving residents and visitors. Alternative providers of recreation services were also identified to provide insight regarding the market opportunities in the area for potential new facilities and services. An analysis and measurement of the current delivery of service for LPRD facilities was conducted using a very conservative participation draw radius for each park facility and building. These were translated into Level of Service Maps to review the service gaps revealed.

A level of service that is both feasible and aligned with the desires of citizens as expressed through the statistically-valid survey and other public outreach methods was set as the target for the department. This allowed the project team to determine future recommendations to more completely satisfy the level of service of having a recreation facility within one half mile of every home in Lawrence as a goal. This analysis is also represented graphically in the different Level of Service maps generated, as well as the overall resource map.

Organizational Structure and Staffing Needs Assessment

A review of the current LPRD organizational chart and positions, divisions, and park districts was conducted to determine alignments, staffing levels, and potential changes that could be made in the organization to either create better efficiencies or balance the levels of responsibility. Staffing areas and positions not meeting the established service level standards were evaluated as well. The organizational assessment suggests a need to correct deficiencies, as well as evaluate seasonal position recruitment and retention concerns.

Recreational Programming and Services Inventory

The project team created an inventory and analyzed current programs offered by the department and relevant other service providers within the community. Utilizing the RecTrac (the park and recreation registration software used by LPRD) registration template, information was collected on various aspects of programs in six characteristic categories including location, performance and outcomes, expenses, revenues, fees, and service providers. The staff assisted to assure accurate completion. RecTrac is a park and recreation management software system primarily used for enrollment management.

An assessment of participation, needs, desires, operations, and management strategies for programming and service offerings was conducted and utilized to make recommendations on potential programs to add, enhance, or discontinue. This assessment also helped to further define programming with a community health and wellness emphasis. Areas of service shortfalls and projected impact of future trends were also identified.

Benchmarking Comparison of Resource Standards

The project team compiled relevant benchmarking and comparison data of commonly accepted key items of importance to compare Lawrence's facilities, recreation delivery strategies, and resources with communities of similar size and demographics. The parks and recreation resources of Lawrence were compared with similar cities with regard to parks, park facilities, open space, recreation facilities, recreation programs and services, revenue/expenses, usage, and staffing levels.

The consultant team worked with the City and the Steering Committee to determine the most pertinent cities and items on which to base the benchmarking analysis. Twelve (12) selected agencies of comparable size and demographics in the region, as well as Lawrence's preferred benchmark cities, were contacted to gather relevant benchmarking data and provided a comprehensive profile of the findings. The benchmark analysis identified opportunities and deficiencies based on comparisons, which were then compared to the other community input tools and utilized to create recommendations and an implementation action plan. The team included some very broad benchmarking standards from the 2016 NRPA Field Study, which compares all the park and recreation agencies that are members of PRORAGIS, and standards within the same population band as the City of Lawrence. These are the same cities with which Lawrence competes for the National Recreation and Park Association's Gold Medal Award.

Findings Presentation

The team compiled a summary of findings from the demographics, public input, survey results, benchmarking summary, inventory, and level of service evaluation, and prepared a summary Findings Presentation for staff, Steering Committee, LPRD Advisory Board, decision makers, stakeholders (patrons with a vested interest in the facilities and services offered by LPRD including partners, participants, sponsors, supporters, etc. who are typically familiar with the offerings of LPRD), and the public to validate their accuracy. During this stage, all information identified and collected thus far was confirmed to be correct, and stakeholders were asked to share any additional issues or opportunities for consideration.

A Key Issues Triangulation Matrix was compiled for the Findings Presentation and Visioning Workshop that helped identify focus areas from the various tools and methodologies used to collect information. This matrix will help the department determine progress on goals set forth in the plan, and will serve as a basis for recommendations and plan updates in the future.

Visioning Workshop

A visioning strategies workshop was conducted with the staff, the Advisory Board, and the Steering Committee to fully analyze identified findings and to discuss preliminary recommendations for the future. Identified ideas and suggestions, along with qualitative and quantitative findings were presented. All interested members and key stakeholders were engaged to determine the future vision and action plan steps for the City's parks and recreation needs.

This workshop helped provide an articulated guiding vision for future acquisition, development, and maintenance of recreation facilities, with goals, desired outcomes, and standards identified to direct policy and acquisition for existing and proposed facilities.

Prioritizing Land Acquisition

Understanding the planning behind the growth of Lawrence in the next 10 years is essential in prioritizing general land acquisition. When developing priorities for land acquisition, standards-based methodology has limitations, and the consultant team prefers to use a needs-based methodology for establishing park acreage goals and trail corridor connections. In considering general land acquisition within the master plan, areas for the development of parks, open space, trails, historical sites, and recreation facilities were selected based on identifying the least amount of conflicts with optimal connectivity to existing and planned amenities. The team looked for opportunities that provide the most connectivity of neighborhood centers, linking existing and proposed parks, trails, and historical sites. Criteria were developed for prioritizing land acquisition over the next 10 years, progressing to a forecast population of 130,000 in year 2040, and including the completion of the loop-trail system.

Prioritizing LPRD Facilities Maintenance and Renovation

Planning for future LPRD facilities requires prioritization of maintenance and renovations, as well as phasing for new projects. To prioritize improvements, a rating system was created using the information gathered during the inventory and mapping phase. Projects are identified based on a cost-benefit ratio and basic needs.

Not all renovations and maintenance items will happen overnight, and will likely occur in specific phases over the course of many years. The project design team identified specific renovation and maintenance projects that are grouped into phases. As these phases were identified, consideration was given to current construction costs, and spatial and use priorities. LPRD were consulted to assemble a phasing plan that is in-line with the priorities of the City and its residents, and a set of prioritized recommendations for maintenance and renovation of existing LPRD facilities were developed.

Financial and Economic Impact Analysis

Capital costs and any additional operating costs were estimated in 2016 figures for all applicable recommendations. The economic impact and general role that LPRD plays in attracting and retaining business in the community was also defined. Areas of focus included Downtown Lawrence, current and future riverfront development with links to Downtown, and the area in and around Rock Chalk Park.

There is considerable research through the National Park and Recreation Association related to the economic impact of parks and recreation services on overall community vitality and economic well-being specifically that can be utilized. Using this information, as well as the most up-to-date information available, the team measured the economic impact of parks and recreation related spending on the local economy. Quantifiable outcomes of economic impact models were produced that show the benefit of LPRD events in the community that are suitable for planning purposes. These economic impact outcomes came from participation and economic data provided by LPRD, applying nationally recognized methodology.

Key considerations included:

- Defining who is a “participant.”
- Estimating the number of participants attracted to specific events or programs.
- Determining the level of spending of participants.
- Making assumptions about the trickle-down effect of such spending.

Marketing and Positioning the department

The department’s marketing strategies were reviewed, and recommendations were made. Areas of focus included:

- Reviewing existing marketing strategies and brand, both internal and external
Marketing strategies used within the City organization are as important as those used with external customers to secure the department’s sustainability relative to the many other competing public objectives and City service needs. Both internal and external marketing strategies were evaluated.
- Updating Target Market Assumptions
In addition to the usual analysis, potential improvements to attracting and keeping profitable partners were evaluated. This would give the department the tools to understand its market, and the team provided survey templates for Departmental use in constantly monitoring performance and effectiveness.
- Recommending New Strategies
This effort focused on “Generational Marketing” and having the right tools available for specific segments of the target market. Recommendations cover direct and indirect communication with residents, effective use of the website, social media, and other market outlets.
- Reviewing existing messaging, recommending improvements to both content and deployment.

The goal of the updated marketing strategies is to convince targeted customers that LRPD’s brand offers the greatest value and successful positioning within the City structure and community, as it is essential for financial stability and to attract customers, gaining market share, and building loyal life-long patrons. Recommendations focused on the marketing plan, the current social media process, the website, and other marketing outlets with suggested improvements.

Recommendations: Goals, Objectives, and Action Plan

After the Visioning Workshop and sign-off on the accuracy of the findings, recommendations were developed, along with an action plan summary table with goals, objectives, cost estimates, and timelines.

Draft and Final Plans

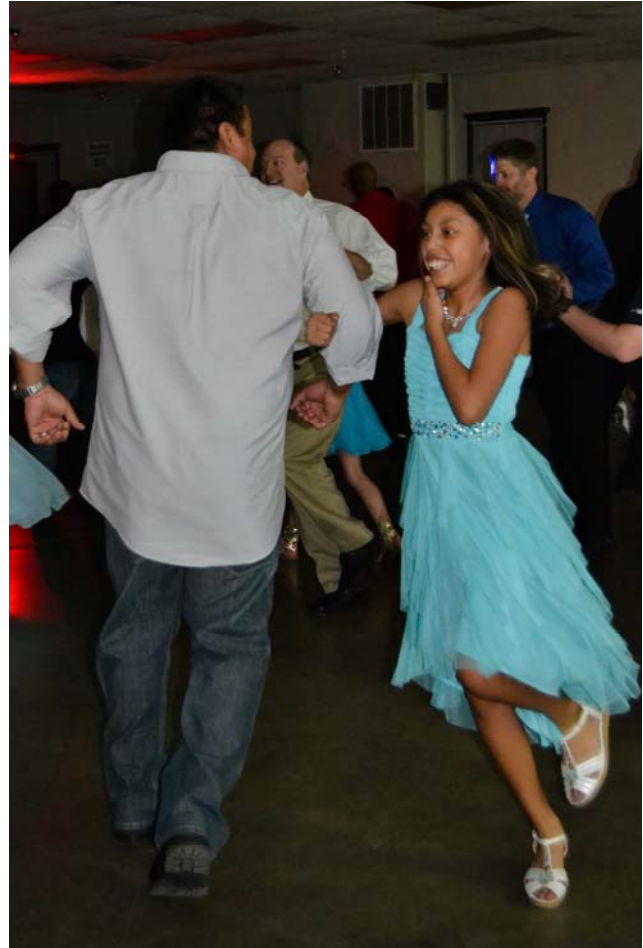
The Draft Parks and Recreation Master Plan included all findings, needs assessment, public engagement results, written goals, plans, objectives, and policy statements that articulated a clear vision and model (a “road map”) for the City’s future. They were submitted for preliminary review, and all comments were incorporated into the Final Master Plan. After the review, the project team assisted in guiding the Plan through the formal adoption process, including review and recommendation by the steering committee, presentations of the draft recommendations and final Master Plan to the department, its Advisory Board and the City Commission for adoption of the final plan.

Draft Recommendations Presentation

A Draft Presentation with staff and LPRD Advisory Board, Steering Committee, and City Commission was made at a City Commission Work Session Meeting. The presentation focused on the recommendations including priorities, costs, timelines, etc. After taking guidance from the City Commission, the Steering Committee reworked the Draft Plan, to include the recommendations and comments of the City Commission. A final draft was then provided to the City Commission at another Work Session Meeting for a second review of the document before it would be placed on a Regular Agenda to be considered for adoption.

Final City Commission Presentation for Adoption

Once a final review is completed after the second Work Session Meeting, this document will be presented to the City Commission for adoption consideration.



II. Our Community and Identified Needs

A. Demographic Profile

Gaining a clear understanding of the existing and projected demographic character of the City is an important component of the master planning process. By analyzing population data, trends emerge that can inform decision making and resource allocation. For example, if the population of young children was steadily on the rise and existing public recreation facilities for young children, such as playgrounds or tot lots, were barely meeting existing user demands, then the City may want to consider targeting investments to meet the increasing needs of this growing segment of the population.

Key areas were analyzed to identify current demographic statistics and trends that can impact the planning and provision of public parks and recreation services in Lawrence. Community characteristics analyzed and discussed below consist of:

- Existing and projected total population
- Age distribution
- Ethnic/racial diversity
- Household information
- Educational attainment
- Employment
- Health ranking
- Participation in sports, leisure, and entertainment activities

Data used in this demographic profile was sourced from the U.S. Census Bureau, U.S. Census Bureau American Community Survey (ACS), and Esri Business Analyst. A summary of existing demographic highlights is noted in **Table 1** below, followed by more detailed demographic analysis.

Table 1: 2015 Lawrence General Demographic Profile

Summary Demographics	
Population	93,917
Number of Housing Units	37,763
Avg. Household Size	2.35
Median Age	27.7
Median Household Income	\$46,929

Source: Esri Business Analyst and American Community Survey

Key general demographic comparisons – Local, State, and National:

- The median age of Lawrence residents was 27.7 years, lower than the median age for Kansas (36) and the United States (37.4).
- The median household income for Lawrence residents in 2015 was \$46,929. This is lower than both the median statewide household income of (\$51, 423) and national median household income of \$53, 217.
- Lawrence's population is almost evenly split between male (50.5%) and female (49.5%) residents. The populations of Kansas (49.7% male and 50.3% female) and the United States (49.2% male and 50.8% female) are also roughly evenly divided between the sexes.

Population Projections

Population projection methods are primarily based on trend data, and the most accurate projections can only be completed every 10 years after sufficient trend data has been established. Planning Staff has analyzed the effects that short and long-term growth trends would have on the population projections. Staff analyzed those growth trends in 2011 and issued new population projections (2011 Population Projections). Given recent population trends, staff is of the opinion that Lawrence is between the low and medium population projections from Horizon 2020 (completed in 2001), and the department currently projects Lawrence to reach between 102,000 and 135,000 people in 2030, which would be consistent with a medium projected growth rate. A 2030 estimated Lawrence population between 120,000 and 125,000 was used to forecast the growth scenarios for the Integrated Water Utilities Plan and the Wastewater Facilities Master Plan.

Although future population growth cannot be predicted with certainty, it is helpful to make growth projections for planning purposes. Trend data also shows that a 1.2 percent annual growth rate is reasonable given the City's historical growth trend from 2000 to 2016. Using the current population growth trend, Lawrence's population in 2030 would be approximately 115,000.

Table 2 contains low, medium, and high population projections for years 2020, 2030, and 2040.

Table 2: Lawrence, Kansas Population Growth Trend

Population Projections – City of Lawrence			
Projections	2020	2030	2040
Low (Avg. Growth Rate 2005 – 0.5%)	97,469	102,454	107,693
Medium (Linear Regression 2000-2009)	106,667	119,529	132,391
High (Avg. Growth Rate 2000-2005 – 1.9%)	111,930	135,111	163,092

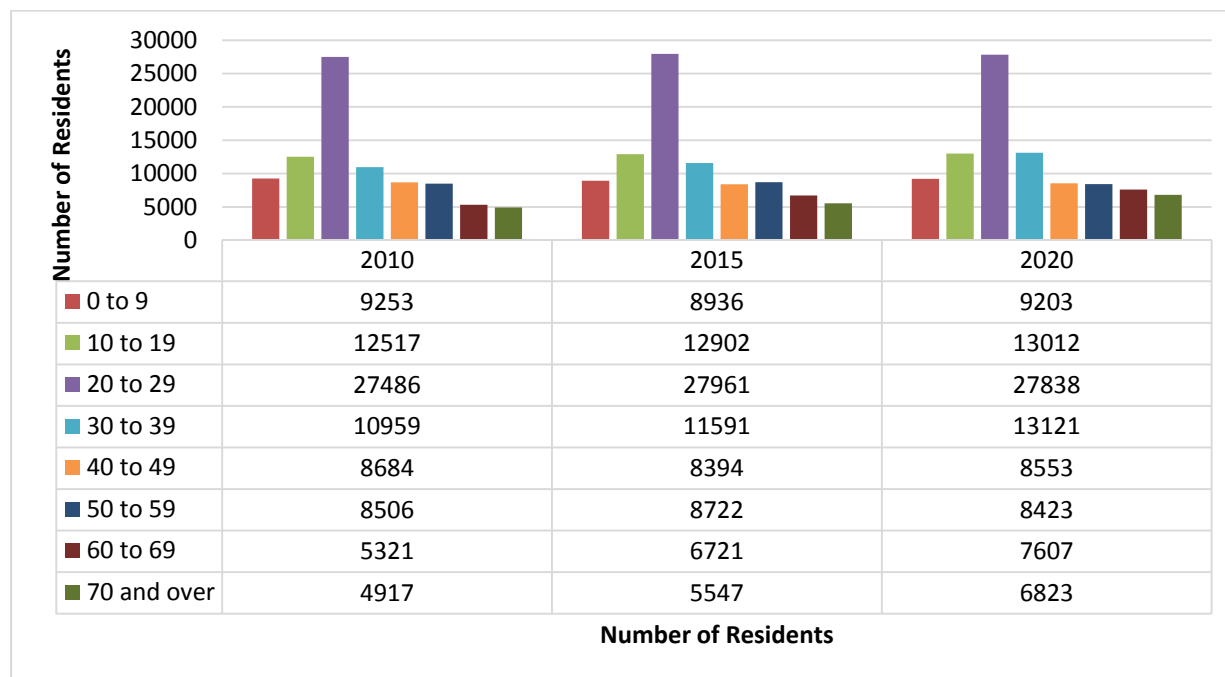
Source: City of Lawrence, Planning and Development Services, October 4, 2016 Memorandum

Population Age Distribution

Esri's model of the existing and projected population of different age groups within the City of Lawrence in 2010, estimated in 2015, and projected for 2020, is illustrated in **Figure 1**. Although the American Community Survey and Esri have different estimates for the total population of the City in 2015, Esri's model illustrates past and projected changes in the population's age dynamic. Several key age distribution characteristics of the model include:

- The population of Lawrence is relatively young, reflecting the university population. In 2015, approximately 31 percent of residents were 20–29 years of age, and 58 percent of residents were between the ages of 10 and 39.
- The number of 10–19-year-olds and 20–29-year-olds is projected to remain relatively stable through 2020.
- The population of residents ages 60–79 years steadily increased from 2010 to 2015, and growth within this age group is anticipated to continue through 2020.

Figure 1: Population Age Distribution: 2010 to 2020



Source: U.S. Census Bureau and Esri Business Analyst

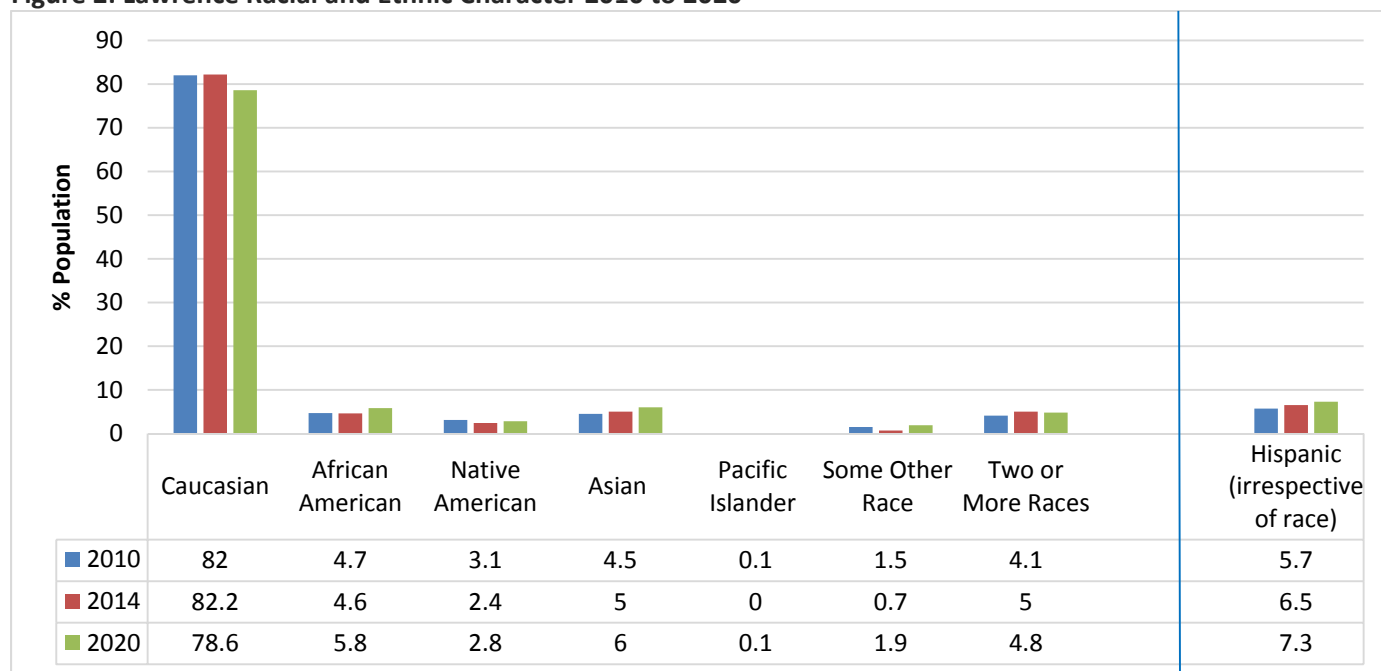
Race/Ethnicity

Figure 2 reflects the approximate racial/ethnic population distribution for Lawrence, Kansas, from 2010, estimated in 2014, and projected for 2020. The racial and ethnic composition of the City is roughly in-line with the State of Kansas. In 2010, the U.S. Census Bureau estimated the statewide population to consisted of roughly 80 percent Caucasian, approximately 10 percent Hispanic (irrespective of race), 5 percent African American, 2 percent Asian, and the remaining 3 percent (+/-) included Native Americans, and residents identifying with two or more races or some other racial or ethnic group. The population of Hispanic origin can be viewed as the heritage, nationality, lineage, or country of birth of the person or the person's parents or ancestors before arriving in the United States. In the U.S. census, people who identify as Hispanic, Latino, or Spanish may be any race and are included in all of the race categories. All race categories add up to 100 percent of the population; the indication of Hispanic origin is a different view of the population and is not considered a race.

Although the ethnic and racial composition of the City is not predicted to drastically change by 2020, the following trends are of note:

- The Caucasian population is anticipated to drop by 3.4 percentage points between 2010 and 2020.
- The Hispanic population (irrespective of race) is projected to increase by 1.6 percentage points between 2010 and 2020.
- The Asian population is projected to increase by 1.5 percentage points between 2010 and 2020.
- The African American population is projected to increase by 1.1 percentage points between 2010 and 2020.

Figure 2: Lawrence Racial and Ethnic Character 2010 to 2020

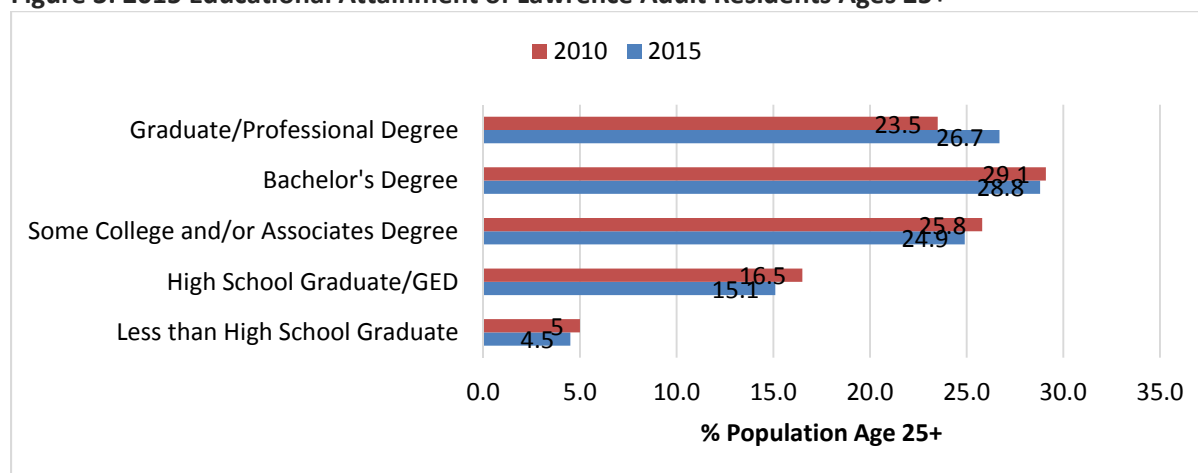


Source: U.S. Census Bureau, American Community Survey and Esri Business Analyst

Educational Attainment

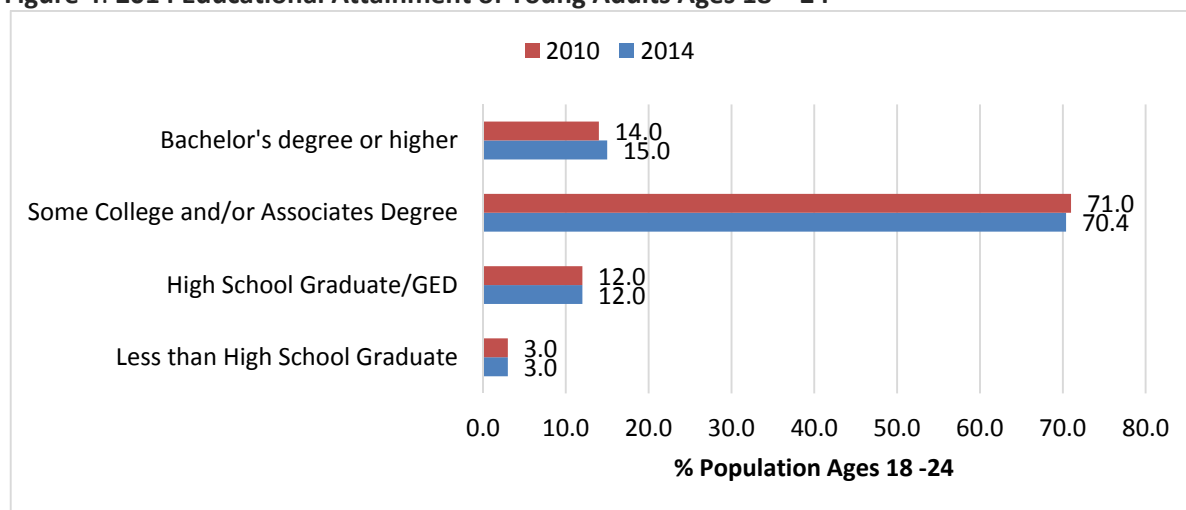
According to Esri, and as illustrated in **Figure 3**, residents age 25+ are generally well educated. According to the 2014 American Community Survey, and as shown in **Figure 4**, residents of the City ages 18 to 24 are also generally well educated. Education levels for both groups have generally remained level between 2010 and 2014. Most residents over the age of 18 have received at least a high school education. The majority of adults 25 years and older have earned at least a Bachelor's degree or higher, whereas the overwhelming majority (over 70 percent) of residents age 18–24 have some college education, or earned an Associate's degree. Overall, approximately 95 percent of Lawrence residents over the age of 18 have at least a high school level education, and over 50 percent have earned a Bachelor's degree or higher.

Figure 3: 2015 Educational Attainment of Lawrence Adult Residents Ages 25+



Source: Esri Business Analyst and U.S. Census Bureau

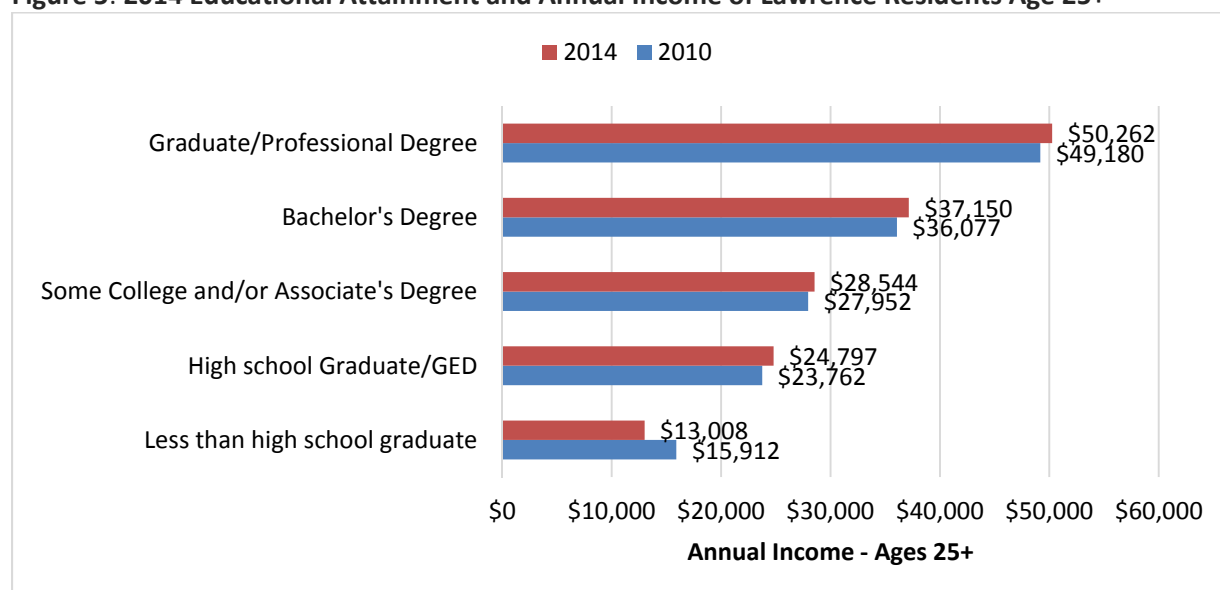
Figure 4: 2014 Educational Attainment of Young Adults Ages 18 – 24



Source: American Community Survey

According to a census study, education levels had a greater effect on earnings over a 40-year span in the workforce than any other demographic factor, such as gender, race, and ethnic origin.¹ **Figure 5** illustrates that Lawrence residents (age 25+) with higher levels of education tend to have higher annual incomes than those with lower levels of education. Residents with Bachelor's degrees earned roughly 1.5 times more annually than those with high school educations. Those with graduate or professional degrees earned roughly double that of those with high school level educations, and nearly four times as much as residents who did not graduate high school.

Figure 5: 2014 Educational Attainment and Annual Income of Lawrence Residents Age 25+



Source: American Community Survey

¹ Tiffany Julian and Robert Kominski, "Education and Synthetic Work-Life Earnings Estimates" American Community Survey Reports, US Census Bureau, <http://www.census.gov/prod/2011pubs/acs-14.pdf>, September 2011.

Household Information

According to Esri, and as reflected in **Table 3**, in 2015, the City had 39,095 housing units with an overall vacancy rate of approximately 6.6 percent. Between 2000 and 2010, the number of total housing units increased at an average rate of 472.5 new units annually. That growth slowed between 2010 and 2015, with an average of 318.6 new housing units being constructed annually. From 2015 to 2020, it is projected that the City will add an additional 1,799 housing units, at an average rate of 359.8 new housing units annually.

Several trends of note regarding household information in Lawrence:

- Since at least 2000, there have been more renters than home owners in the City. In 2015, there were approximately 13.5 percent more housing units occupied by renters versus owners.
- The number of owner occupied housing units has consistently been declining since 2000. Between 2000 and 2015, the number of owner occupied homes fell by 4.3 percent.
- The total number of households is anticipated to grow by 347.2 annually from 2015 to 2020, while average household size (2.3 occupants) is projected to remain stable.
- The median value of a home in Lawrence is projected to rise by an average of \$7,683 annually between 2015 (median home value \$166,221) and 2020 (median home value \$204,636). The average value of owner occupied homes is higher (\$213,632 in 2015, and projected to be \$261,138 in 2020) than the overall city-wide median home value.

Table 3: Lawrence Housing Statistics

	2000	2010	2015	2020
Total Housing Units	32,777	37,502	39,095	40,894
Number of Households	31,410	34,970	36,496	38,232
Average Household Size	2.3	2.3	2.3	2.3
Owner Occupied Housing Units	44.2%	43.6%	39.9%	39.9%
Renter Occupied Housing Units	51.6%	49.7%	53.4%	53.6%
Vacant Housing Units	4.2%	6.8%	6.6%	6.5%

Source: Esri Business Analyst

Household Income

The estimated 2014 median household income of residents of Lawrence was \$44,993 according to Esri, and \$46,929 according to the American Community Survey. This is lower than the median household income of residents in the State of Kansas and in the United States as estimated by Esri, and illustrated in **Table 4**.

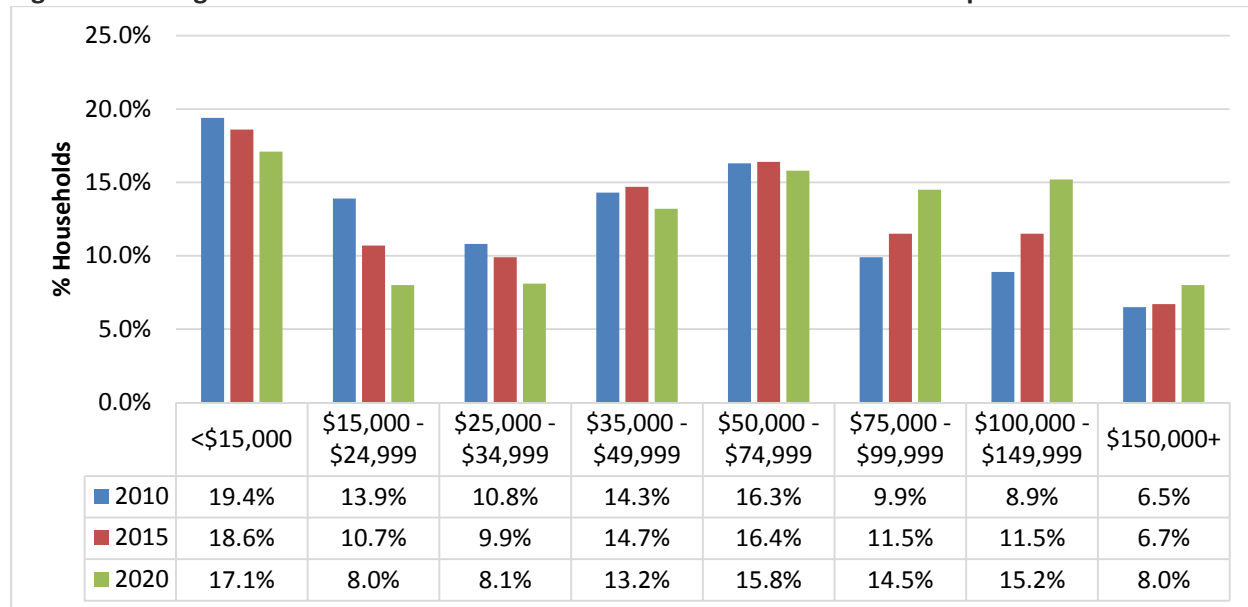
Table 4: Household Income Comparison

Location	2015 Median Household Income	2015 Average Household Income
Lawrence City, KS	\$44,993	\$61,954
Kansas	\$51,423	\$68,811
U.S.A.	\$53,217	\$74,699

Source: Esri Business Analyst

The average household income of Lawrence residents has steadily increased from \$58,543 in 2010 to \$61,954 in 2015, and is projected to increase to \$71,763 by 2020. **Figure 6** illustrates the distribution of household income for these time periods.

Figure 6: Average Household Income of Lawrence Residents - Distribution Comparison 2010 to 2020



Source: Esri Business Analyst and American Community Survey

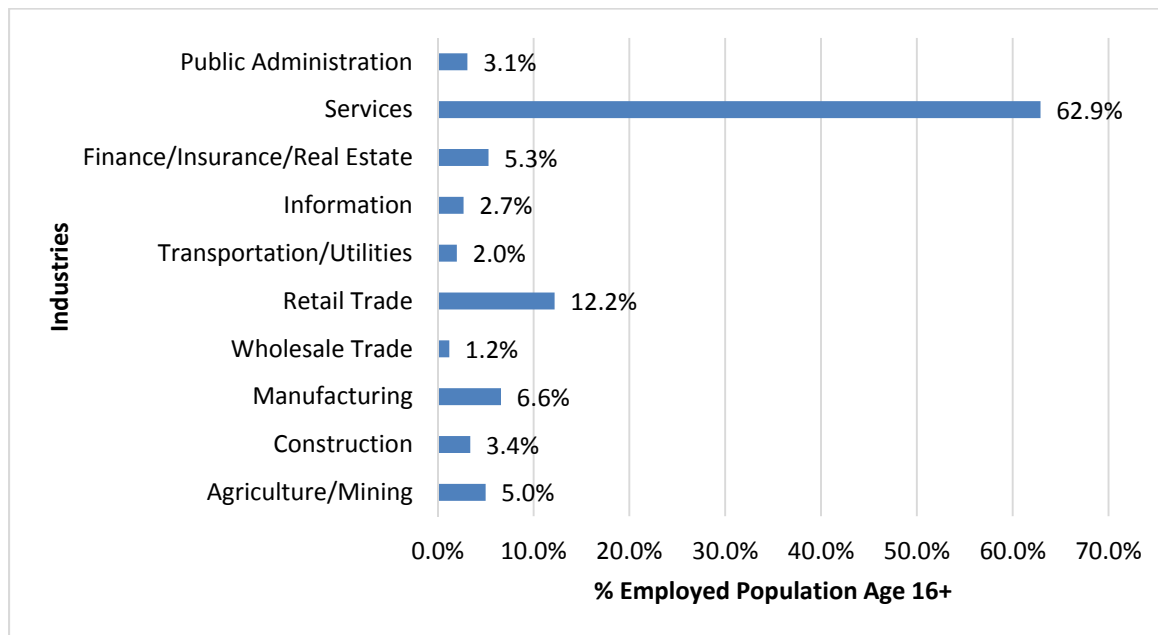
Key trends of note regarding the distribution of income among Lawrence households includes:

- From 2010 to 2020, the average household income is anticipated to rise by \$13,220 (an average increase of \$1,322 annually).
- The number of households with average annual incomes of less than \$34,999 are declining. From 2010 to 2020, the most significant reduction, 5.9 percent, is projected in the number of households with annual average incomes of \$15,000 – \$24,999.
- The number of households with average annual incomes of \$35,000 – \$74,999 are anticipated to remain relatively stable.
- The number of households with an average annual income of \$75,000 and greater are rising. This trend is anticipated to continue through 2020. The largest increase between 2010 and 2020 (6.3%) is expected in the number of the households with average earnings of \$100,000 – \$149,999.

Employment

In 2015, Lawrence had a total civilian working population (age 16 and greater) of 48,707. Of this total, approximately 93.2 percent were employed, and 6.8 percent were unemployed. The majority of city residents (62.9%) in the work force were employed in the services industries. Over 50 percent more residents were employed in service industry jobs versus the retail trade industry, the next most populous industry for residents (12.2%). **Figure 7** illustrates the industries where Lawrence residents were employed in 2015.

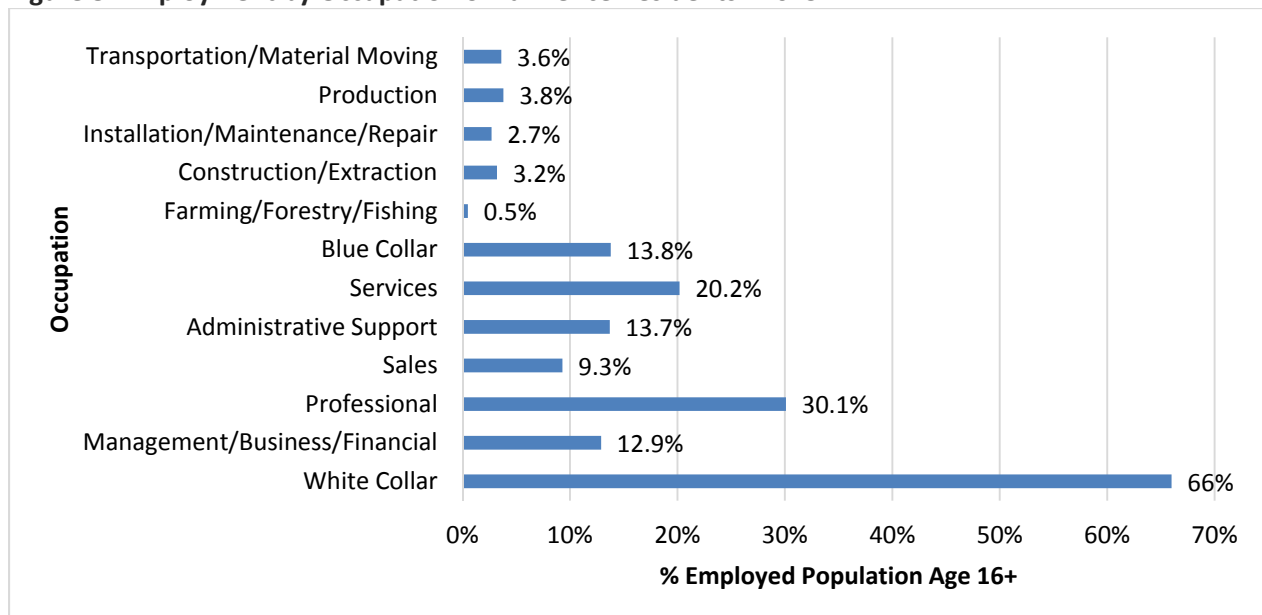
Figure 7: Employment by Industry in Lawrence – 2015



Source: Esri Business Analyst

Working residents (age 16+) in Lawrence were employed in white collar (66%), professional (30.1%), and services (20.2%) positions. Employment by occupation in 2015 of working residents of the City is illustrated in **Figure 8**.

Figure 8: Employment by Occupation of Lawrence Residents - 2015

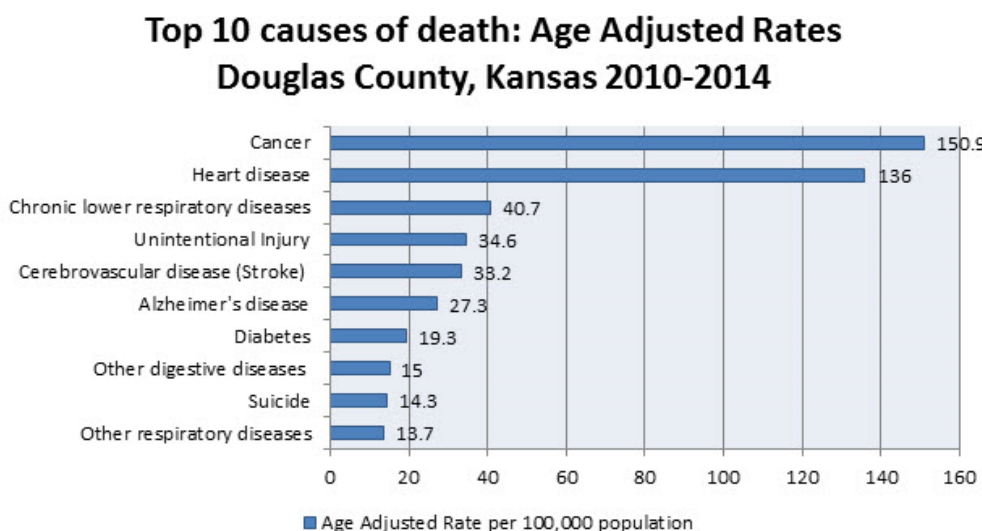


Source: Esri Business Analyst

Health Status

When compared to the other counties in Kansas and the United States as a whole, the overall health of Douglas County is relatively good, according to several sources including the Robert Wood Johnson Foundation's "County Health Rankings" and Kansas Health Matters (www.kansashealthmatters.org). Life expectancy, which is a good measure of a population's general health, is estimated to be 80 years of age in Douglas County, higher than that in Kansas and the U.S. (www.kansashealthmatters.org). As is true across the country, chronic diseases, and injury are the leading causes of death in Douglas County, with chronic conditions leading the way; four of the five leading causes of death are chronic conditions – cancer, heart disease, and chronic lower respiratory disease (**Figure 9**).

Figure 9: Top Ten Causes of Death in Douglas County, KS 2010-2014



Despite the fact Douglas County looks relatively healthy when compared to many other communities, there are areas for improvement. Of significant concern is the overall socioeconomic status as well as economic disparity found in Douglas County, where a higher percentage of people live in poverty than in the state or nation as a whole. People living in low-income families and neighborhoods tend to experience poorer health outcomes, suffer from higher rates chronic health problems such as diabetes, heart disease, high blood pressure, and mental health issues such as depression, and have higher rates of health risk factors such as tobacco use, inadequate physical activity, and poor diet. Health department data briefs (Idchealth.org/164/Data-Briefs) show that in 2013, 15 percent of Douglas County adults identified themselves as a "current smoker" (someone who currently smokes some days or every day), and individuals in households with incomes below \$35,000 a year were more likely to smoke than those with higher incomes. Adults in low-income households are also much more likely to report not participating in any physical activity and exercise. Nationally, poverty and food insecurity are associated with lower food expenditures, low fruit and vegetable consumption and lower-quality diets, and Douglas County data suggests that low-income adults may be more likely to have low fruit and vegetable consumption. This is important because these three risk behaviors (tobacco use, activity, and diet) are leading drivers of chronic diseases that are responsible for well over half the deaths in Douglas County. This not only suggests that health equity should be a major concern for Lawrence Parks and Recreation, but also that the department is in a good position to be both a key advocate for, and a major stakeholder in, community efforts to reduce and eliminate health disparities.

Participation in Sports, Leisure, and Entertainment Activities

The series of tables below illustrate the current estimated propensities of Lawrence residents to participate in various sports, leisure, and entertainment activities. Tables include estimates of the number of annual adult participants, percent population participation, and market potential index (MPI) of each activity. Per Esri's Business Analyst, "an MPI compares the demand for a specific product or service in an area with the national demand for that product or service. The MPI values at the U.S. level are 100, representing overall demand. A value of more than 100 represents higher demand, and a value of less than 100 represents lower demand."

Table 5: Estimated Lawrence Residents Participation in Sports

Activity	Expected # Adult Participants	Percent	MPI
Aerobics	9,099	12.1%	135
Archery	2,148	2.8%	104
Auto Racing	1,088	1.4%	72
Backpacking	3,844	5.1%	174
Baseball	3,122	4.1%	92
Basketball	7,350	9.8%	117
Bicycling (mountain)	3,811	5.1%	126
Bicycling (road)	8,773	11.6%	118
Boating (power boat)	3,261	4.3%	82
Bowling	8,865	11.8%	121
Canoeing/Kayaking	4,571	6.1%	113
Fishing (fresh water)	8,907	11.8%	95
Fishing (salt water)	2,628	3.5%	86
Football	4,728	6.3%	125
Frisbee	6,520	8.7%	188
Golf	7,842	10.4%	110
Hiking	9,478	12.6%	126
Horseback Riding	2,097	2.8%	114
Hunting (rifle)	3,711	4.9%	107
Hunting (shotgun)	3,161	4.2%	104
Ice Skating	2,324	3.1%	120
Jogging/Running	16,439	21.8%	171
Motorcycling	1,494	2.0%	65
Pilates	2,637	3.5%	125
Skiing (downhill)	2,648	3.5%	123
Soccer	4,176	5.5%	147
Softball	3,686	4.9%	143
Swimming	13,160	17.5%	110
Target Shooting	3,677	4.9%	108
Tennis	3,681	4.9%	115
Volleyball	3,657	4.9%	137
Walking for Exercise	24,440	32.4%	116
Weight Lifting	12,801	17.0%	160
Yoga	7,039	9.3%	131

Source: Esri Business Analyst

Table 6: Estimated Lawrence Residents Attendance at Sporting Events

Activity Attended In-Person	Expected # Adult Participants	Percent	MPI
Attended sports events	21,257	28.2%	120
Auto racing (NASCAR)	1,033	1.4%	68
Baseball game – MLB regular seas	7,864	10.4%	109
Basketball game (college)	2,925	3.9%	132
Basketball game – NBA regular seas	3,125	4.1%	131
Football game (college)	6,032	8.0%	142
Football game – NFL Mon/Thurs	2,239	3.0%	115
Football game – NFL weekend	3,434	4.6%	98
High school sports events	3,182	4.2%	92
Ice hockey game – NHL	1,861	2.5%	88

Source: Esri Business Analyst

Table 7: Estimated Lawrence Residents Participation/Attendance in Leisure Activities

Activity Attended In-Person	Expected # Adult Participants	Percent	MPI
Adult education course	5,201	6.9	106
Auto show	6,704	8.9	108
Dance performance	3,908	5.2	127
Movies in last 90 days: once a month	10,946	14.5	139
Movies in last 90 days: < once a month	30,549	40.5	112
Classical music/opera performance	4,243	5.6	147
Country music performance in last 12 months	4,585	6.1	111
Rock music performance in last 12 months	8,635	11.5	117
Visited Art Gallery	6,695	8.9	121
Went to the Beach	19,482	25.8	109
Played Billiards/Pool	7,506	10.0	129
Went Birdwatching	3,157	4.2	88
Played a Board Game	11,074	14.7	110
Read a Book	25,143	33.4	97
Participated in Book Club	3,385	4.5	164
Went Overnight Camping	12,133	16.1	126
Played Cards	13,404	17.8	108
Danced/Went Dancing	9,694	12.9	148
Dined Out	36,244	48.1	107
Participated in Fantasy Sports League	3,794	5.0	123
Visited a Museum	11,783	15.6	121
Visited a Zoo	10,963	14.5	124
Did Photography	9,354	12.4	126
Painted/Drawing	5,425	7.2	123

Source: Esri Business Analyst

Table 8: Estimated Lawrence Residents – Televised Sports Viewing Habits

Sport/Activity Watched on Television	Expected # Adult Participants	Percent	MPI
Watch Sports on TV Generally	48,743	64.7	103
Alpine Skiing/Ski Jumping	3,651	4.8	87
Auto Racing (NASCAR)	7,989	10.6	74
Baseball (MLB Regular Season)	18,888	25.1	106
Baseball (MLB Playoffs/World Series)	17,597	23.3	100
Basketball (College)	12,672	16.8	109
Basketball (NCAA Tournament)	13,030	17.3	110
Basketball (NBA Regular Season)	14,362	19.1	104
Basketball (NBA Playoffs/Finals)	14,655	19.4	98
Basketball (WNBA)	3,566	4.7	104
Bicycle Racing	2,190	2.9	99
Bowling	1,959	2.6	76
Boxing	4,620	6.1	71
Bull Riding (Pro)	3,107	4.1	74
Equestrian Events	2,519	3.3	101
Extreme Sports (Summer)	5,303	7.0	114
Extreme Sports (Winter)	5,761	7.6	112
Figure Skating	7,210	9.6	91
Fishing	3,402	4.5	66
Football (College)	23,030	30.6	115
Football (NFL Mon/Thurs Night Games)	25,806	34.2	100
Football (NFL Weekend Games)	26,677	35.4	98
Football (NFL Playoffs/Super Bowl)	27,229	36.1	97
Golf (PGA)	10,386	13.8	94
Golf (LPGA)	3,057	4.1	82
Gymnastics	5,877	7.8	95
Horse Racing	2,318	3.1	82
Ice Hockey (NHL Regular Season)	6,706	8.9	97
Ice Hockey (NHL Playoffs/St Stanley Cup)	7,241	9.6	102
Marathon/Road Running/Triathlon	1,495	2.0	89
Mixed Martial Arts (MMA)	3,872	5.1	102
Motorcycle Racing	2,618	3.5	76
Olympics (Summer)	20,559	27.3	103
Olympics (Winter)	19,451	25.8	101
TV: Poker	4,122	5.5	83
Rodeo	2,940	3.9	79
Soccer (MLS)	5,740	7.6	139
Soccer (World Cup)	10,162	13.5	141
Tennis (Men`S)	6,949	9.2	101
Tennis (Women`S)	6,309	8.4	95
Track & Field	3,423	4.5	81
Truck And Tractor Pull/Mud Racing	2,275	3.0	103
Volleyball (Pro Beach)	2,990	4.0	90
Weightlifting	1,385	1.8	104
Wrestling (WWE)	2,248	3.0	90

Source: Esri Business Analyst

B. Park and Recreation Influencing Trends

The provision of public parks and recreation services can be influenced by a wide variety of trends, including the desires of different age groups within the population, community values, and popularity of a variety of recreational activities and amenities. Within this section of the Master Plan, a number of local, regional, and national trends are reviewed that should be considered by the City when determining where to allocate resources toward the provision of parks, recreational facilities, and recreational programming to its residents and visitors. The following trends are the most relevant to the LPRD based on the information gathered as well as the consultant's observations.

For Lawrence, the main generations of the population are made up of Baby Boomers, Generation Z, and Millennials. These three generations make up 85 percent of the current population of Lawrence and each generation is projected to see increased growth. Generation X makes up about 10 percent of the population and is projected to see continued decreases in the future, according to Esri.

Demographic Trends in Recreation

Adults – Baby Boomers

Baby Boomers are defined as individuals born between 1946 and 1964, as stated in “Leisure Programming for Baby Boomers.”² They are a generation that consists of nearly 76 million Americans. In 2011, this influential population began its transition out of the workforce. In the July 2012 issue of NRPA’s *Parks and Recreation* magazine, Emilyn Sheffield, Professor of Recreation and Parks Management at California State University, at Chico, published an article titled, “Five Trends Shaping Tomorrow Today.” In it, she indicated that Baby Boomers are driving the aging of America, with Boomers and seniors over 65 composing about 39 percent of the nation’s population.³ As Baby Boomers enter retirement, they will be looking for opportunities in fitness, sports, outdoors, arts and cultural events, and other activities that suit their lifestyles. With their varied life experiences, values, and expectations, Baby Boomers are predicted to redefine the meaning of recreation and leisure programming for mature adults.

Three major age groups, the Baby Boomers, the Millennial Generation, and Generation Z, are having significant impacts in the planning and provision of parks and recreation services nationwide. In 2015, approximately 84 percent of the residents of Lawrence fell into one of these age groupings. Roughly 17 percent of the population were Baby Boomers, 43 percent Millennials, and 24 percent Generation Z.

In the leisure profession, this generation’s devotion to exercise and fitness is an example of its influence on society. When Boomers entered elementary school, President John Kennedy initiated the President’s Council on Physical Fitness; physical education and recreation became a key component of public education. As Boomers matured and moved into the workplace, they took their desire for exercise and fitness with them. Now as the oldest Boomers have passed age 65, park and recreation professionals are faced with new approaches to provide both passive and active programming for older adults. Boomers are second only to Gen Y/Millennials (born between 1980 and 1999) in participation in fitness and outdoor sports.⁴

² Linda Cochran, Anne Roshchadl, and Jodi Rudick, “Leisure Programming For Baby Boomers,” Human Kinetics, 2009.

³ Emilyn Sheffield, “Five Trends Shaping Tomorrow Today,” *Parks and Recreation*, July 2012, p. 16-17.

⁴ 2012 Participation Report, Physical Activity Council, 2012.

Jeffrey Ziegler, a past president of the Arizona Parks and Recreation Association identified “Boomer Basics” in his article, “Recreating Retirement: How Will Baby Boomers Reshape Leisure in their 60s?”⁵ Highlights are summarized below.



- *Boomers are known to work hard, play hard, and spend hard.* They have always been fixated with all things youthful. Boomers typically respond that they feel 10 years younger than their chronological age. Their nostalgic mindset keeps Boomers returning to the sights and sounds of their 1960s youth culture. Swimming pools have become less of a social setting and much more of an extension of Boomers’ health and wellness program. Because Boomers in general have a high education level, they will likely continue to pursue education as adults and into retirement.
- *Boomers will look to park and recreation professionals to give them opportunities to enjoy many life-long hobbies and sports.* When programming for this age group, a customized experience to cater to the need for self-fulfillment, healthy pleasure, nostalgic youthfulness, and individual escapes will be important. Recreation trends will shift from games and activities that Boomers associate with senior citizens, as Ziegler suggests that activities such as bingo, bridge, and shuffleboard will likely be avoided because Boomers relate these activities to being old.
- *Boomers will reinvent what being a 65-year-old means.* Parks and recreation agencies that do not plan for Boomers carrying on in retirement with the same hectic pace they have lived during their years in employment will be left behind. Things to consider when planning for the demographic shift:
 - Boomer characteristics
 - What drives Boomers?
 - Marketing to Boomers
 - Arts and entertainment
 - Passive and active fitness trends
 - Outdoor recreation/adventure programs
 - Travel programs

⁵ Jeffrey Ziegler, “Recreating Retirement: How Will Baby Boomers Reshape Leisure in Their 60s?” Parks and Recreation, October 2002.

Adult – Generation X

Generation X, or **Gen X**, is the demographic cohort following the Baby Boomers. There are no precise dates for when this cohort starts or ends; demographers and researchers typically use starting birth years ranging from the early-to-mid 1960s and ending birth years ranging from the late 1970s to early 1980s. Generation X is a relatively smaller demographic cohort born between two larger demographic cohorts, the Baby Boomers and the Millennials.

Despite being characterized as cynical and disaffected in their youth, research describes Gen Xers as active, happy adults that are achieving a work-life balance. They have also been credited with being independent, resourceful, and self-sufficient. Gen Xers take an active role in their health and well-being with approximately 50 percent participating in preventative healthcare activities⁶ with a majority always trying to eat healthy food and maintain a balanced diet, as well as 35 percent of Gen Xers exercising often.⁷ Gen Xers are a fun-loving group that works to live, not lives to work with 42 percent saying having fun is the main focus of life itself.⁸ However, 81 percent wish they could spend more time with their families⁹ and with more than 50 percent saying that most spare time is spent with family some may be actually achieving it.

The demographic and consumer trends in the industry demonstrate that Gen Xers do not skew the demand of expectations for parks and recreation programming and amenities compared to other generational cohorts.

Adult – The Millennial Generation

The Millennial Generation is generally considered to be those born between about 1980 and 1999, and in April 2016, the Pew Research Center reported that this generation had surpassed the Baby Boomers as the nation's most populous age group.¹⁰ In Lawrence, the average median age was 27.7 years in 2015. Millennials comprised nearly half (approximately 43 percent) of the City's 2015 total population, and are anticipated to continue to be the City's largest age group through 2020. Having a general understanding of some of the general characteristics of this age group can help guide decision making in the provision of parks and recreation services to this large segment of the City's population.

In their book, Millennials Rising, the Next Great Generation, authors William Strauss and Neil Howe identify the following seven characteristics of the Millennials¹¹:

1. Special: Used to receiving rewards just for participating, Millennials are raised to feel special.
2. Sheltered: Millennials lead structured lives filled with rules and regulations. Less accustomed to unstructured play than previous generations and apprehensive of the outdoors, they spend most of their time indoors, leaving home primarily to socialize with friends and families.
3. Team Oriented: This group has a "powerful instinct for community" and "places a high value on teamwork and belonging."

⁶ Kantar Media/MARS Consumer Health Study, 2014 & 2015

⁷ GfK Roper Reports® US Fall 2014

⁸ Forrester Research, North American Consumer Techographics Online Benchmark Survey (Part 2), Q2 2015

⁹ GfK MRI Spring/Fall 2014

¹⁰ Richard Fry, "Millennials overtake Baby Boomers as America's Largest Generation," *Pew Research Center Fact Tank*, April 25, 2016, <http://www.pewresearch.org/fact-tank/2016/04/25/millennials-overtake-baby-boomers/>, accessed May 2015

¹¹ William Strauss and Neil Howe, Millennials Rising, the Next Great Generation, Vintage: New York, New York, 2000.

4. Technically savvy: Upbeat and with a can-do attitude, this generation is “more optimistic and tech-savvy than its elders.”
5. Pressured: Millennials feel “pressured to achieve and pressured to behave.” They have been “pushed to study hard and avoid personal risk.”
6. Achieving: This generation is expected to do great things, and they may be the next “great” generation.
7. Conventional (and diverse): Millennials are respectful of authority and civic minded. Respectful of cultural differences because they are ethnically diverse, they also value good conduct and tend to have a “standardized appearance.”

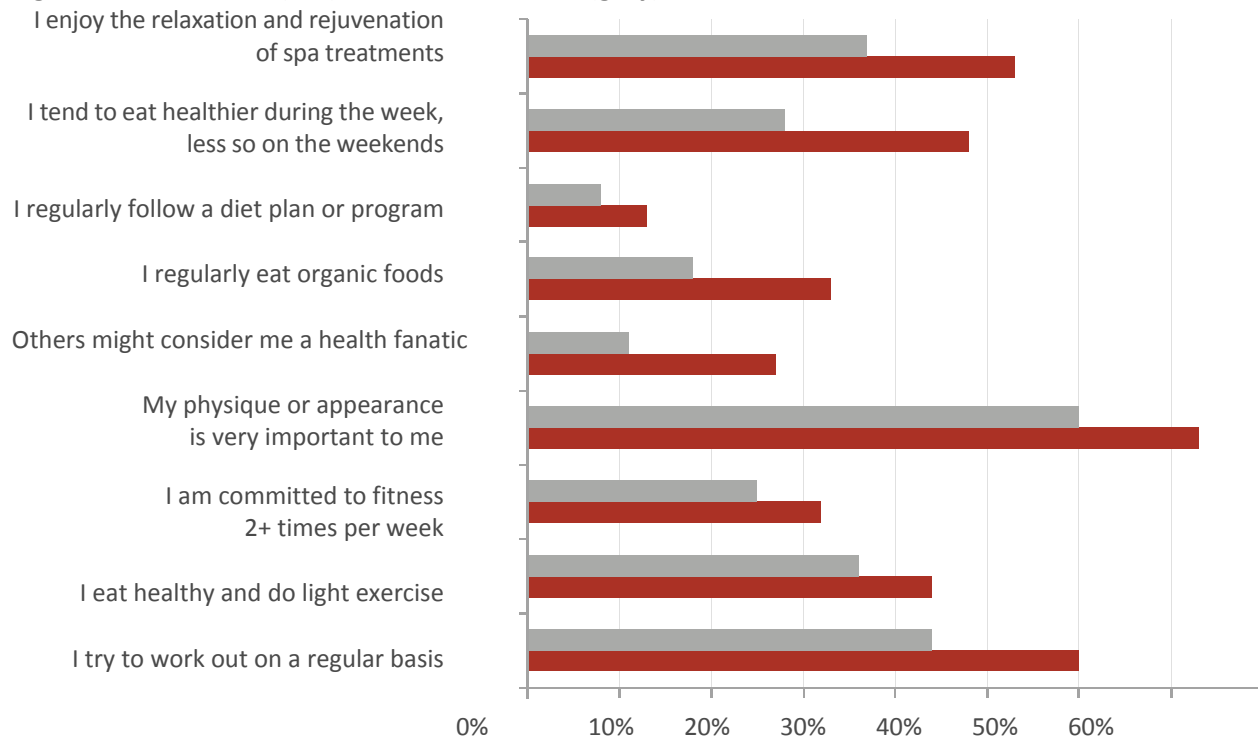
In a 2011 study of the Millennial Generation,¹² Barkley Advertising Agency made the following observations about Millennials and health/fitness:

- Sixty percent (60%) of Millennials say that they try to work out on a regular basis. Twenty-six percent (26%) consider themselves health fanatics.
- Much of this focus on health is really due to vanity and/or the desire to impress others – 73% exercise to enhance their physical appearance.
- Millennials are also fans of relaxation and rejuvenation, as 54% regularly treat themselves to spa services.
- Despite their commitment to health, Millennials stray from their healthy diets on weekends. There is a noticeable difference between their intent to work out regularly and the amount of exercise that they actually accomplish.

¹² American Millennials: Deciphering the Enigma Generation, <https://www.barkleyus.com/AmericanMillennials.pdf>, accessed May 2015

Figure 10 illustrates contrasts between Millennials and Non-Millennials regarding a number of health and fitness topics.¹³

Figure 10: Millennials (red) Vs. Non-Millennials (grey) on Health and Fitness



Source: *American Millennials: Deciphering the Enigma Generation*

Millennials tend to be a more tech-savvy, socially conscious, achievement-driven age group with more flexible ideas about balancing wealth, work, and play. They generally prefer different park amenities and recreational programs than their counterparts in the Baby Boomer generation. Engagement with this generation should be considered in parks and recreation planning. In an April 2015 posting to the National Parks and Recreation Association’s official blog, *Open Space*, Scott Hornick, CEO of Adventure Solutions suggests the following seven things to consider making parks Millennial friendly¹⁴:

1. Group activities are appealing.
2. Wireless internet/Wi-Fi access is a must – being connected digitally is a Millennial status-quo, and sharing experiences in real time is something Millennials enjoying doing.
3. Having many different experiences is important – Millennials tend to participate in a broad range of activities.
4. Convenience and comfort are sought out.
5. Competition is important, and Millennials enjoy winning, recognition, and earning rewards.
6. Facilities that promote physical activity, such as trails and sports fields, and activities like adventure races are appealing.
7. Many Millennials own dogs and want places they can recreate with them.

¹³ American Millennials: Deciphering the Enigma Generation, <https://www.barkleyus.com/AmericanMillennials.pdf>, accessed May 2015

¹⁴ Scott Hornick, “7 Ways to Make Your Park More Millennial Friendly,” *Parks and Recreation Open Space Blog*, August 19, 2015, <http://www.nrpa.org/blog/7-ways-to-make-your-parks-millennial-friendly>, accessed May 2016

In addition to being health conscious, Millennials often look for local and relatively inexpensive ways to experience the outdoors close to home – on trails, bike paths, and in community parks.¹⁵ They, along with the Baby Boomer generation, highly value walkability, and in a 2014 study by the American Planning Association, two-thirds noted that improving walkability in a community is directly related to strengthening the local economy. The study also noted that 46 percent of Millennials and Baby Boomers place a high priority on having sidewalks, hiking trails, bike paths, and fitness choices available to them in their community. In fact, these community features were viewed by study respondents to be of higher preference than a great school system, vibrant centers of entertainment and culture, and affordable and convenient transportation choices.¹⁶

Youth – Generation Z

Those that comprise the Generation Z age group were born after 1999. In her article, Sheffield also identified that the proportion of youth is smaller than in the past, but still essential to our future. As of the 2010 Census, the age group under age 18 forms about a quarter of the U.S. population. Nationwide, nearly half of the youth population is ethnically diverse, and 25 percent is Hispanic. In Lawrence, about 30 percent of the population is 19 and under.



Characteristics cited for Generation Z, the youth of today, include¹⁷:

- The most obvious characteristic for Generation Z is the pervasive use of technology.
- Generation Z members live their lives online and they love sharing both the intimate and mundane details of life.
- They tend to be acutely aware that they live in a pluralistic society and tend to embrace diversity.
- Generation Zers tend to be independent. They do not wait for their parents to teach them things or tell them how to make decisions.

With regard to physical activity, a 2013 article published by academics at Georgia Southern University noted that the prevalence of obesity in Generation Z (which they describe as individuals born since the year 2000) is triple that of Generation Xers (born between 1965 and 1979). It suggests that due to increased use of technology, Generation Z spends more time indoors, is less physically active, and more obese compared to previous generations. The researchers noted that Generation Z seeks social support from peers more so than any previous generation. This is the most competent generation from a technological standpoint, but Generation Zers tend to fear, and often struggle with, some basic physical activities and sports.

¹⁵ "Sneakernomics: How The 'Outdoor' Industry Became The 'Outside' Industry," *Forbes*, September 21, 2015, <http://www.forbes.com/sites/mattpowell/2015/09/21/sneakernomics-how-the-outdoor-industry-became-the-outside-industry/2/#50958385e34d>, accessed May 2016

¹⁶ American Planning Association, "Investing in Place: Two generation's view on the future of communities: millennials, boomers, and new directions for planning and economic development," <https://www.planning.org/policy/polls/investing>, accessed May 2015

¹⁷ Alexandra Levit, "Make Way for Generation Z," *New York Times*, March 28, 2015, <http://www.nytimes.com/2015/03/29/jobs/make-way-for-generation-z.html>, accessed May 2016

Facilities Trends

According to *Recreation Management* magazine's 2015 "State of the Industry Report,"¹⁸ national trends show an increased user-base of recreation facilities (private and public). Additionally, parks and recreation providers indicated that the average age of their community recreation facilities is 26.4 years. To meet the growing demand for recreational facilities, a majority of the parks and recreation providers who responded to the survey (72.6%) reported that they plan to build new facilities or renovate and/or expand existing facilities over the next three years. Additionally, the 2015 "State of the Industry Report" notes that the average planned capital improvement budget for parks and recreation departments increased slightly from an average of \$3,795,000 in 2014 to an average of \$3,880,000 in 2015. The Report further indicated that the top 10 park features planned for construction in the near future were likely to include:

1. Splash play areas
2. Playgrounds
3. Dog parks
4. Fitness trails and outdoor fitness equipment
5. Hiking and walking trails
6. Bike trails
7. Park restroom structures
8. Park structures such as shelters and gazebos
9. Synthetic turf sports fields
10. Wi-Fi services

An additional national trend of note is toward the construction of "one-stop" indoor recreation facilities to serve all age groups. These facilities are typically large, multipurpose regional centers that have been observed to help increase operational cost recovery, promote user retention, and encourage cross-use. Parks and recreation agencies across the United States are generally working toward increasing revenue production and cost recovery. Providing multiuse space and flexibility in facilities versus single, specialized spaces is a trend, offering programming opportunities as well as free-play opportunities. "One-stop" facilities often attract young families, teens, and adults of all ages.

Aquatics/Water Recreation Trends

According to the National Sporting Goods Association (NSGA), swimming ranked third nationwide among recreational activities in terms of participation in 2014.¹⁹ Nationally, there is an increasing trend toward indoor leisure and therapeutic pools (typically 3.5 – 4 feet deep, hot temperature pools up to 104 degrees, ADA accessible, utilized for therapy and/or rehab). Swimming for fitness is the top aspirational activity for inactive individuals in all age groups, according to the Sports & Fitness Industry Association (SFIA) 2016 "Sports, Fitness, and Leisure Activities Topline Participation Report," representing a significant opportunity to engage inactive populations.

¹⁸ Emily Tipping, "2015 State of the Industry Report, State of the Managed Recreation Industry," *Recreation Management*, June 2015.

¹⁹ National Sporting Goods Association, "2014 Participation – Ranked by Total,"

Aquatic amenities such as splash pads (water playgrounds on concrete pads with water sprays, dump buckets, and other fun leisure components for small children. They do not hold any water, are typically not fenced, and are free of charge and no lifeguards). Also referred to as spraygrounds, spraypads, shallow spray pools, and interactive fountains, they are becoming increasingly popular attractions in the summer, and if designed for such, can be converted into ice rinks for the winter. These features can also be designed to be ADA-compliant, and are often cheaper alternatives to build and maintain than community swimming pools. Trends in the architectural design for splash parks can be found in *Recreation Management* magazine articles in 2014 and 2015.²⁰

Dog Parks

Dog parks are increasingly popular community amenities and have remained among the top planned addition to parks and recreational facilities over the past three years. In fact, the 10 largest cities in the U.S. increased the number of dog parks in their parks system by 34 percent between 2005 and 2010. Dog parks not only provide safe spaces for animals to socialize and exercise, they are also places where dog owners socialize and enjoy the outdoors. They help build a sense of community and can draw potential new community members and tourists traveling with pets.²¹

Programming Trends

Current National Trends in Public Parks and Recreational Programming

According to *Recreation Management* magazine's 2015 "State of the Industry Report,"²² the most common programs offered by parks and recreation survey respondents included: holiday events and other special events (79.6%); youth sports teams (68.9%); day camps and summer camps (64.2%); educational programs (63.8%); adult sports teams (63.4%); arts and crafts (61.6%); programs for active older adults (56.2%); fitness programs (55%); sports tournaments and races (55%); and sports training such as golf or tennis instruction (53.8%).

About one-third (35.7%) of parks and recreation respondents indicated that they are planning to add programs at their facilities over the next three years. Per the 2015 "State of the Industry Report," the 10 most common types of additional programming planned for 2015/2016 included:

1. Environmental education programs
2. Mind-body/balance programs such as yoga and tai chi
3. Fitness programs
4. Educational programs
5. Programs for active older adults
6. Teen programming
7. Holidays and special events
8. Day camps and summer camps
9. Adult sports teams
10. Water sports such as canoeing and kayaking

²⁰ Dawn Klingensmith "Make a splash: Spraygrounds Get (Even More) Creative," *Recreation Management*, April 2014 (and April 2015 updates), http://recmanagement.com/feature_print.php?fid=201404fe01

²¹ Joe Bush, "Four-Legged-Friendly Parks," *Recreation Management*, February 2, 2016.

²² Emily Tipping, "2015 State of the Industry Report, Trends in Parks and Recreation," *Recreation Management*, June 2015.

Festivals and Special Events

Festivals and other special events are often popular activities in communities and not only entertain, generate economic activity, and serve to celebrate community identity, they are also fantastic means of introducing people to the community's public parks and recreation system. Public parks and recreation agencies play a major role in planning, managing, and hosting festivals and other community programs that often serve to draw new users into their facilities. Attendees to events hosted in parks or recreation centers who enjoy their experience may want to return for another event or program, or simply to enjoy the park or recreation facility. Participants in these special programs can become interested in visiting other parks or recreation facilities or participating in programs.

Older Adults and Senior Programming

Many older adults and seniors are choosing to maintain active lifestyles, and recognize the health benefits of regular physical activities. With the large number of adults in these age cohorts, many communities have found a need to offer more programming, activities, and facilities that support the active lifestyle this generation desires. Public parks and recreation agencies are increasingly expected to be significant providers of such services and facilities. The American Academy of Sports Medicine issues a yearly survey of the top 20 fitness trends.²³ It ranks senior fitness programs eighth among the most popular fitness trends for 2015. Whether it is Silver Sneakers, a freestyle low-impact cardio class, or water aerobics, more Americans are realizing the many benefits of staying active throughout life. According to the National Sporting Goods Association, popular senior programming trends include hiking, birding, and swimming.

Healthy Lifestyle Trends and Active Living

Active Transportation – Bicycling and Walking

In many surveys and studies on participation in recreational activities, walking, running, jogging, and cycling are nearly universally rated as the most popular activities among youth and adults. Walking, jogging, and running are often the most highly participated in recreational activity, and cycling often ranks as the second or third most popular activity. These activities are attractive, as they require little equipment or financial investment to get started, and are open to participation by nearly all segments of the population. For these reasons, participation in these activities is often promoted as a means of spurring physical activity and increasing public health. The design of a community's infrastructure is directly linked to physical activity – where environments are built with bicyclists and pedestrians in mind, more people bike and walk.

Higher levels of bicycling and walking also coincide with increased bicycle and pedestrian safety and higher levels of physical activity. Increasing bicycling and walking in a community can have a major impact on improving public health and life expectancy.

²³ American College of Sports Medicine, "Survey Predicts Top 20 Fitness Trends for 2015," <http://www.acsm.org/about-acsm/media-room/news-releases/2014/10/24/survey-predicts-top-20-fitness-trends-for-2015>, accessed January 2015.

Natural Environments and Open Space Trends

Conservation

Parks and public lands are critical to the quality of life for all Americans, and that quality of life for anyone, in any community, is improved by clean, green, and accessible parks and open space. Parks and open spaces serve an essential role in preserving natural resources and wildlife habitat, protecting clean water and clean air, and providing open space for current and future generations. Parks also provide an essential connection for Americans of all ages and abilities to the life-enhancing benefits of nature and the outdoors.²⁴

Economic Benefits of Parks

There are numerous economic and health benefits of parks, including the following:

- Americans spend \$646 billion on outdoor recreation annually – on gear, vehicles, trips, travel-related expenses, and more. In Kansas alone, outdoor recreation generates \$7.1 billion in annual consumer spending and \$477 million in state and local tax revenue.²⁵
- Trails, parks, and playgrounds are among the five most important community amenities considered when selecting a home.
- Research from the University of Illinois shows that trees, parks, and green spaces have a profound impact on people's health and mental outlook.²⁶
- U.S. Forest Service research indicates that when the economic benefits produced by trees are assessed, the total value can be two-to-six times the cost for tree planting and care.²⁷
- Nearly half of active Americans regard outdoor activities as their main source of exercise.²⁸

Health Benefits of Parks

The Benefits of Parks: Why America Needs More City Parks and Open Space, a report from the Trust for Public Land, makes the following observations about the health, economic, environmental, and social benefits of parks and open space²⁹:

- Physical activity makes people healthier.
- Physical activity increases with access to parks.
- Contact with the natural world improves physical and psychological health.
- Residential and commercial property values increase.
- Value is added to community and economic development sustainability.
- Benefits of tourism are enhanced.
- Trees are effective in improving air quality and act as natural air conditioners.
- Trees assist with storm water control and erosion.
- Crime and juvenile delinquency are reduced.
- Recreational opportunities for all ages are provided.
- Stable neighborhoods and strong communities are created.

²⁴ National Parks and Recreation Association, "Role of Parks and Recreation in Conservation," <http://www.nrpa.org/About-NRPA/Position-Statements/Role-of-Parks-and-Recreation-in-Conservation>, accessed May 2016

²⁵ Outdoor Industry Association, The Outdoor Recreation Economy, https://outdoorindustry.org/images/researchfiles/OIA_OutdoorRecEconomyReport2012.pdf; accessed May 2016

²⁶ F.E. Kuo, "Environment and Crime in the Inner City: Does Vegetation Reduce Crime?" *Environment and Behavior*, Volume 33, p. 343-367

²⁷ Nowak, David J., "Benefits of Community Trees," Brooklyn Trees, USDA Forest Service General Technical Report

²⁸ *Outdoor Recreation Participation Report 2016*

²⁹ Paul M. Sherer, "The Benefits of Parks: Why America Needs More City Parks and Open Space," The Trust for Public Land, San Francisco, CA, 2006

Nature Programming

Noted as early as 2003 in *Recreation Management* magazine, parks agencies have been seeing an increased interest in environmental-oriented “back to nature” programs. In 2007, the National Recreation and Park Association (NRPA) sent out a survey to member agencies in order to learn more about the programs and facilities that public parks and recreation agencies provide to connect children and their families with nature.³⁰ A summary of the results follow:

- Sixty-eight percent (68%) of public parks and recreation agencies offer nature-based programming, and 61% have nature-based facilities.
- The most common programs include nature hikes, nature-oriented arts and crafts, fishing-related events, and nature-based education in cooperation with local schools.
- When asked to describe the elements that directly contribute to their most successful programs, agencies listed staff training as most important followed by program content and number of staff/staff training.
- When asked what resources would be needed most to expand programming, additional staff was most important followed by funding.
- Of the agencies that do not currently offer nature-based programming, 90 percent indicated that they want to in the future. Additional staff and funding were again the most important resources these agencies would need going forward.
- The most common facilities include nature parks/preserves, self-guided nature trails, outdoor classrooms, and nature centers.
- When asked to describe the elements that directly contribute to their most successful facilities, agencies listed funding as most important followed by presence of wildlife and community support.

Trends in Adult and Youth Recreation

Adult Recreation: Pickleball

No adult recreational sport is taking off faster than pickleball.³¹ Pickleball is a racquet sport played on a badminton court with a lowered net, perforated plastic ball and wood paddles. While it originated in the Pacific Northwest in the 1960s, it has grown exponentially since 2000. The USA Pickleball Association (USAPA) estimates that there were about 500 pickleball players in 2000, with that number growing to 125,000 in 2013. It is especially popular with the 50+ crowd because it is low impact but gets the heart rate pumping.³² Pickleball is an attractive programming option for recreation managers, because it is adaptable to a variety of existing facilities – four pickleball courts fit in one tennis court.

Adult Sport Teams In and After the Work Place

Adult sports teams of all sorts, from competitive volleyball to local flag football teams to casual kickball, are becoming more and more popular around the country, especially among Millennials (young adults from around 18 to early 30s) who grew up with a full extra-curricular schedule of team sports.

³⁰ National Recreation and Parks Association, “NRPA Completes Agency Survey Regarding Children and Nature,” http://www.narrp.org/assets/Library/Children_in_Nature/nrpa_survey_regarding_children_and_nature_2007.pdf

³¹ Chris Gelbach, “Never Stop Playing: Trends in Adult Recreational Sports” *Recreation Management*, September 2013, http://recmanagement.com/feature_print.php?fid=201309fe02, accessed January 2015

³² David Crumpler, “Pickleball a fast-growing sport, especially for the 50 and older crowd,” *Florida Times Union*, January 26, 2015, <http://jacksonville.com/prime-time/2015-01-26/story/pickleball-fast-growing-sport-especially-50-and-older-crowd>, accessed January 2015

Youth Sports

The Sports & Fitness Industry Association (SFIA) produces a yearly report on sports, fitness, and leisure activities in the United States. The following findings regarding youth and sports were highlighted in the 2016 report.³³ In 2015, youth aged 6-16 (Generation Z) participation was highest for outdoor (62%), team (59%), and fitness sports (51%). Camping was a top interest for youth across the age spectrum, age 6-24.

Adventure Parks and Zip Lines

Adventure sports of various kinds have increased in popularity since the 1970. These sports include a spectrum of sports labeled “alternative,” “Extreme,” “X,” “gravity,” “lifestyle” and “action sports.” As explained by Gunnar Breivik³⁴ from the Norwegian School of Sport Sciences, the adventure sports concept contains elements of challenge, excitement, and usually risk. They are individualistic pursuits that take place in demanding environments and tend to represent a freedom from a dominant sport culture.

According to a story by National Public Radio on August 28, 2012, zip line tours and aerial adventure parks are booming in the Northwest United States.³⁵ At least a dozen commercial zip line attractions have opened in Oregon, Washington, and Idaho, plus an equal number in Alaska and British Columbia. While there have been some grumblings about bringing in private business to public parks, zip line purveyors point out that they are fun, not too expensive to make, and safe.

Tacoma, Washington’s public park district, Metro Parks Tacoma, recently opened a publicly-run zip line at its Northwest Trek Wildlife Park, looking to set itself apart from other local recreational opportunities and seeking to attract a different demographic. Municipal park departments around the country are looking at this booming trend and the potential revenue stream it can bring and are adding zip line attractions and aerial adventure parks to their public park offerings.

Administration Trends for Recreation and Parks

Municipal parks and recreation structures and delivery systems have changed, and more alternative methods of delivering services are emerging. Certain services are being contracted out, and cooperative agreements with non-profit groups and other public institutions are being developed. Newer partners include the health system, social services, the justice system, education, the corporate sector, and community service agencies. These partnerships reflect both a broader interpretation of the mandate of parks and recreation agencies and the increased willingness of other sectors to work together to address community issues. The relationship with health agencies is vital in promoting wellness.

The traditional relationship with education and the sharing of facilities through joint-use agreements is evolving into cooperative planning and programming aimed at addressing youth inactivity levels and community needs.

³³ Sports and Fitness Industry Association, *2016 Sports, Fitness and Leisure Activities Topline Participation Report*, <http://www.sfia.org/reports/all/>.

³⁴ Gunnar Breivik, “Trends in Adventure Sports in a Post-Modern Society,” *ResearchGate*, March 2010.

³⁵ Tom Banse, “Getting High in the Northwest...On Zip Lines,” *National Public Radio Story*, August 2012, <http://www.npr.org/templates/story/story.php?storyId=160244351&ft=3&f=160244351>

Listed below are additional administrative national trends:

- Level of subsidy for programs is lessening, and more “enterprise” activities are being developed, thereby allowing subsidy to be used where deemed appropriate.
- Information technology allows for better tracking and reporting.
- Pricing is often determined by peak, off-peak, and off-season rates.
- More agencies are partnering with private, public, and non-profit groups.

Americans with Disabilities Act (ADA) Compliance

On September 14, 2010, the U.S. Department of Justice (DOJ) issued an amended regulation implementing the Americans with Disabilities Act (ADA 2010 Standards)³⁶ and, for the first time, the regulations were expanded to include recreation environment design requirements. Covered entities were to be compliant with design and construction requirements and the development of three-year transition plan by March 15, 2012. The deadline for implementation of the three-year transition plan was March 15, 2015.

Trends in Marketing by Parks and Recreation Providers

Active Network offers expertise in activity and participation management. Their mission is to make the world a more active place. In their blog, they offered the following marketing mix ideas, which came out of a meeting with park and recreation professionals in the Chicago area.³⁷

- Updated booths and community event presence—Utilization of a tablet or laptop to show programs you offer and provide event participants the opportunity to register on the spot.
- Facebook redirect app—This application redirects people automatically to the link you provide. Add it to your Facebook page.
- Instagram challenge—Think about how you can use mobile and social tools at your next event. It could be an Instagram contest during an event set up as a scavenger hunt with participants taking pictures of clues and posting them on Instagram.
- Social media coupons—Research indicates that the top reason people follow an organization on a social network is to receive discounts or coupons. Consider posting an event discount on your social networks redeemable by accessing on phone or printing out.

C. Community Focus Group Summary

A series of 17 community focus groups conducted over a two-week period, along with two public forums with approximately 250 participants discussed the future of the LPRD over the next ten years. A focus group questionnaire was developed to standardize the discussions in each focus group. The summary of the focus group input follows, with items that were heard the most at the top and those that were not mentioned as much listed at the bottom of each response.

³⁶ U.S. Department of Justice, Americans with Disabilities Act, ADA Home Page, <http://www.ada.gov/>, accessed November 15, 2012.

³⁷ Active Network, <http://www.activenetwork.com>, accessed May 2014

Participants were asked how long they have been a resident of Lawrence to ensure that both long term and short-term residence were included in the focus groups. The percentages of their length of Lawrence residence is recorded here.

- 9%: less than 5 years
- 12%: between 5-9 years
- 16%: between 10-19 years
- 59%: over 20 years
- 4%: were not Lawrence residents but use programs and/or facilities

The participants were asked what they thought the strengths of LPRD were and the input included:

- | | | |
|-----------------------------|-----------------------|-----------------------|
| • Maintenance | • Equitable Access to | • Quality Instructors |
| • Marketing/Communications | Amenities | • Great Staff |
| • Economic Impact Events | • Dog Parks | ▪ Exceptional |
| • Diverse, Quality Programs | • Scholarship Program | ▪ Passionate |
| • Trail System | • City Beautification | ▪ Responsive |
| • Community Partnerships | • SPL | ▪ Knowledgeable |
| • Public Health Leaders | • Affordability | ▪ Customer Service |
| • Quality Facilities | • Partnerships | ▪ Committed |
| | • Volunteers | |

The areas for improvement (or weaknesses) LPRD should consider include:

- | | | |
|---|---|----------------------------------|
| • Sports Pavilion
Lawrence needs to: | • Better Education to the
Public of what LPRD does | • Geographic Equity |
| ▪ Include | • Upgrade Current Facilities
plus add more | • Utilize Social Media More |
| Additional
Program Times | • YSC Entrance/Traffic Flow | • Cost Recovery Consistency |
| ▪ Add More | • Online Registration | • Improve Communication |
| Fitness | • Difficult | • No Capital Replacement
Plan |
| Equipment | • Need Additional Staff | • Only 1 Outdoor Pool |
| ▪ Enlarge Parking
Stalls | • Current Webpage | • Relationship with Schools |
| • Land Acquisition in
Growth Areas | | |

Patrons were asked to identify any additional activities or programs they desired.

- | | | |
|---------------------------|-----------------------|----------------------|
| • Evening Sr. Programs | • Youth Summer | • Racquetball |
| • Youth Programs <6 | Programs | • Wallyball |
| • Tween Programs | • Competitive Girls | • Archery |
| • Teen Programs | Fastpitch Softball | • More Martial Arts |
| • Bike/Ped Programs | • Swim Camp | • Running Clinics |
| • Fall Baseball Leagues | • Youth Trips | • Rock Climbing |
| • Baseball Tournaments | • Wrestling | • Outdoor Recreation |
| • Outdoor Fitness Classes | • Special Populations | • Non-Sports Youth |
| | • Pickleball | • Women's Basketball |
| | • More Gymnastics | |

What improvements to existing facilities would you like to see?

- Add Restrooms in Parks, Trails
- Expand Parking at Facilities
- Expand Fitness at all Centers
- Upgrade YSC Batting Cages
- Pools Need Upgrading
- Skatepark Expansion
- Eagle Bend Clubhouse Expansion
- WiFi at Facilities
- Add Scoreboards
- Energy Efficiency Upgrades
- Add Bike Racks
- Add Trails – Loop/Connectors
- Expand Fitness at all Centers
- ADA Compliance
- Water Fountains on Trails (frost free)
- Pickleball Lines on Tennis Courts
- Trail Security Lighting/Mile markers
- More Storage in Facilities
- Control Geese at Arboretum
- Shelters in Lyons Park
- Art/History Along Trails
- Sell Beer at Clinton Lake Adult Softball Complex
- YSC Entrance/Traffic Flow
- More Native Plants

Please identify any underserved portions of city.

- Southeastern Lawrence
- Low Income Families
- North Lawrence
- Special Needs
- Runners
- Teens
- Tweens
- Residents Without Cars
- Pre-school
- East Lawrence
- 25th and Ridge Court

What new amenities would you like to see LPRD include in the future?

- Batting Cages
- Rectangular Ballfields
- Diamond Ballfields
- Outdoor Youth Tournament Complex
- Fitness Stations on Trails
- Splashpads
- Outdoor Pool on East Side and Southwest
- Therapeutic Pool
- Outdoor Amphitheater
- Botanical Gardens
- Bocce Ball Courts
- Pocket Parks/Green Space
- ADA Playground
- Ice Rink/Hockey Rink
- Roller Rink
- Additional Dog Parks (East)
- Dedicated Pickleball Courts
- Adventure Park (Zip Lines, Ropes Course, Rock Climbing Wall, etc.)
- Racquetball Courts
- Archery Range
- Portable Stage
- Indoor & Outdoor Turf
- Outdoor Multiuse Alternative Sports Court
- Outdoor Sand Volleyball
- Improve River Corridor

Are there any facilities, amenities, or activities you feel should be eliminated?

- Smaller Unused Parks and Use Revenue for Other Things
- ROW Maintenance
- Roundabout Maintenance
- Boulevard Maintenance

How do you think LPRD should be financially supported?

- Combination of Taxes and User Fees
- Do Not Lose Current Sales Tax
- Guest Tax
- Private/Public Partnerships
- Grants
- Dedicated Sales Tax
- Increase User Fees
- Corporate Sponsorships
- Bonds
- Keep Scholarship Program
- Need LPRD Foundation
- Sponsorship Catalog & Standards
- TIFF/TDD Districts
- Create Taxing District
- Utility Round Up Program
- Donations

What are the pros and cons to LPRD considering sponsorships, naming rights, and/or signage at their facilities or programs?

PROS

- Fits Mission
- Health & Wellness Related
- Appropriate
- If Tastefully Done
- Non-Political
- Increases Revenue
- Inside Facility OK

CONS

- Clutters Facility
- No Large Sign on Buildings
- Sponsor Turnover
- Uniformity in Signs
- Stay Within Tax Codes
- Policy Needed

What are the key issues and/or political sensitivities of creating this 10-year Master Plan?

- Funding/Underfunded
- Plan for South/Southeast Growth
- Current 1¢ Sales Tax Perception
- Maintain What You Have Before Adding More
- Do Not Compete with Private Businesses
- Raising Taxes Sensitive
- LPRD Understaffed
- ADA Accessibility
- Affordability
- State Government Fiscal Crisis
- Cost Recovery Equity
- Baby Boomer 55+
- Competing with Other City Needs
- Economic Impact Events
- Transient Guest Tax Split
- Geographic/Economic Equity
- Scholarship Program

What do you consider to be the top priorities in the next 5-10 years?

- Dedicated Funding
- Maintain Existing Facilities
- Land Acquisition in Growth Areas
- Continue to Add Trails
- Support Healthy Lifestyles
- Affordability
- Don't Build Anything You Can't Maintain
- Green Practices
- Accessibility
- Low Maintenance Native Plants
- Safety
- Increase Promotion & Education to the Public
- Economic Impact Events
- Create LPRD Foundation
- Outdoor Youth Tournament Complex
- Improve Partnership With School District, KU, Others
- YSC Entrance
- Parking
- Bicycling Education
- Geographic Equity

D. Random Invitation and Open Link Community Survey Summary

The survey research effort and subsequent analysis were designed to assist the City of Lawrence in developing a “road map” for future parks, trails, recreation, programs, facilities, and services. The analysis primarily focuses on responses from the invitees that provide a statistically-valid sample, though open link results are also included throughout.

This section of the Master Plan is an overall summary of survey results concentrating on the random sample invitation survey answers. The complete Master Plan Survey Results report has been submitted as a separate staff document due to the size and complexity of the document. The Master Plan Survey Results report includes all of the open link survey results that can be compared to the random invitation results as well as many different cross-tabs of the questions including how citizens responded according to age, location, and/or those with children in the home.

Introduction & Methodology

The purpose of this study was to gather public feedback on the LPRD facilities, services, and programs. This survey research effort and subsequent analysis were designed to assist the City of Lawrence in updating the City's Parks and Recreation Master Plan for future enhancements to existing and new facilities and services.

The survey was conducted using three primary methods: 1) an “Invitation” password-protected mail-back survey, 2) an online, invitation-only web survey to further encourage response from those residents within the defined invitation sample choosing to respond via the web rather than the paper form, and 3) an “Open-link” online survey for members of the public who were not part of the invitation sample. The analysis herein primarily focuses on responses from the statistically-valid invitation sample. However, open link responses are also analyzed and discussed in a separate section of the report, highlighting differences from the invitation sample.

The primary list source used for the invitation mailing was a third party list purchased from Melissa Data Corp., a leading provider of residential data listings with emphasis on U.S., Canadian, and international address and phone verification as well as postal software. Use of the Melissa Data list also includes renters in the sample who are frequently missed in other list sources such as utility billing lists.

A total of 4,000 surveys were mailed to a random sample of City of Lawrence residents in June 2016. After accounting for undeliverable addresses (179 total), 3,821 survey mailings were delivered, and 588 responses were received, resulting in a relatively high response rate of 15.4 percent. The margin of error for the 588 statistically-valid responses is approximately +/- 4.0 percentage points calculated for questions at 50 percent response.³⁸ Additionally, the open link survey received 1,382 completed responses.

The underlying data were weighted by age and income to ensure comparable representation of survey respondents to the actual profile of the City of Lawrence residents across different demographic cohorts in the sample. Using the U.S. Census Bureau 2014 American Community Survey five-year estimates, the age and income distribution within the invitation respondent sample was matched to the 2014 demographic profile of the City of Lawrence.

Due to variable response rates by some segments of the population, the underlying results, while weighted to best match the overall demographics of residents, may not be completely representative of some sub-groups of the population.

In an effort to focus on the statistically-valid sample, the findings explored in the survey results summary are focused solely on the invitation sample. The invitation and open link samples are compared in the complete Master Plan Survey Results report submitted as a separate staff document.

Summary of Selected Findings

This section provides a brief overview of some of the key findings in the survey. The summary focuses primarily on the statistically-valid invitation sample.

- Based on a list of amenities provided in the survey, the most important amenities in Lawrence included open space and natural areas, community parks, and trails and pathways. These results included a strong majority of the invitation respondents identifying open space and natural areas as important (84%). This is followed by community parks (81%) and trails and pathways (80%).
- Pocket parks/green space and improving the river corridor are the highest rated future priorities to be added, expanded, or improved. Over half of the invitation respondents identified these categories as important (56% and 54% respectively). In addition, an outdoor amphitheater, botanical gardens, and an adventure park were relatively frequently identified.

³⁸ For the total invitation sample size of 588, margin of error is +/- 4.0 percent calculated for questions at 50% response (if the response for a particular question is "50%" —the standard way to generalize margin of error is to state the larger margin, which occurs for responses at 50%). Note that the margin of error is different for every single question response on the survey depending on the resultant sample sizes, proportion of responses, and number of answer categories for each question. Comparison of differences in the data between various segments, therefore, should take into consideration these factors. As a general comment, it is sometimes more appropriate to focus attention on the general trends and patterns in the data rather than on the individual percentages.

- Desired improvements to existing facilities. Sixty-four percent (64%) of the invitation sample selected “trails – loop and connectors” as an important facility to be added, followed by adding restrooms in parks and on trails (60%). In a further indication of the priority placed on trails, when asked to prioritize what improvements to existing facilities are needed, 44 percent of invitation respondents identified adding trails as one of their top three improvements, with 17 percent selecting it as their number one priority. Adding restrooms in parks/on trails was the next most identified priority, with 35 percent identifying it in their top three and 14 percent calling it their number one priority.
- From a list of programs and activities needed by Lawrence households, the highest rated need is community events. The most desired program needed in Lawrence is community events such as festivals, concerts, triathlons, etc., with 70 percent of invitation respondents identifying it as a need, followed by fitness classes (57%). When asked to prioritize their top three program needs, 47 percent of invitation respondents prioritized community events as the top program need, 20 percent selected it as their number one priority, and 33 percent placed fitness classes in their top three choices.
- Protecting existing open space, natural areas and wildlife habitat are important (Q12) to most survey respondents. The most important aspects of Lawrence’s open space and natural areas are “protecting/preserving existing open space and natural areas” and “protecting wildlife habitats,” with a strong majority of invitation respondents, 87 percent and 85 percent respectively, identifying them as high in importance. The survey results indicate that most of the open space topics evaluated are important to residents, with only “fishing access” receiving less than 50 percent support from all respondents.
- The top supported funding mechanism is to use a portion of Transient Guest Tax. Seventy-five percent (75%) of invitation respondents are supportive of using a portion of the Transient Guest Tax (Hotel Tax) to fund exclusively parks and recreation, followed by a “utility bill round-up program to voluntarily round up to the next dollar” (66%).
- LPRD’s Activities Guide is the best method to receive information on parks and recreation facilities, services, and programs (Q14). Slightly over half of invitation respondents (52%) identified the LPRD Activities Guide as the best method of communication, followed by the internet/website (43%) and messages included in water bill (42%).
- Open-link respondents have similar views. Open link respondents were similar to invitation respondents. Open link respondents placed similar levels of importance on current facilities (open spaces and natural areas, community parks, and trails and pathways), identified similar program needs for Lawrence, and have comparable but generally higher levels of support for funding alternatives. There are a few notable differences between invitation and open link respondents including top future priorities to add, expand, or improve. Open link respondents were more likely to select splash pad/spray grounds (21%) and botanical gardens (20%) to add, expand, or improve on in Lawrence when compared to invitation respondents. In addition, open link respondents were considerably more likely to select email from the City as their preferred method of communication (54%) than invitation respondent (34%).

The data suggests that the open link respondents are active, relatively involved with Lawrence recreation facilities and programs and are well informed as a result of heavily using City email services.

Demographics

This section of the report details the respondent and household demographics of the invitation and open link samples. By understanding how the characteristics of these two sample groups differ, contrasting response patterns for various questions on the survey are more easily understood.

- Gender. The invitation responses skewed slightly more female (69%) than male (31%). The gender distribution in the open link sample was identical.
- Age. Fifty-nine percent (59%) of the invitation sample respondents are under the age of 45, following weighting of the sample. These figures are identical for the results from the 2014 American Community Survey. An additional 27 percent were between the ages of 45 and 64, and 15 percent were 65 or older. Open link respondents were slightly older, with 33 percent between the ages of 45 and 64 and 16 percent ages 65 or older.
- Household Profile. Invitation respondents were most likely to report that they live in a household without children (42%). Eleven percent (11%) are single with children, and 27 percent are couples with children. Twenty percent (20%) were empty nesters. Family households were more prominent in the open link sample, with half of respondents (50%) indicating they have children at home.

Both invitation respondents (58%) and open link respondents (77%) reported being in a couple.

- Dog Owner. Dog ownership is often associated with parks and trail use; as a result, the survey asked about dogs. Forty-four percent (44%) of invitation respondents were dog owners, 56 percent were not. Open link respondents were more equally split – 49 percent own dogs, and 51 do not.
- Household Income. As a result of the weighting process, 52 percent of invitation sample respondents reported annual household earnings of less than \$50,000. This figure corresponds to the American Community Survey. Roughly a third (29%) of respondents earn between \$50,000 and \$99,999, and 19 percent reported a household income of more than \$100,000. The open link sample is more affluent, with 36 percent reporting income of greater than \$100,000.
- Ethnicity/Race. Ninety-two percent (92%) of invitation respondents identify themselves as white, 3 percent as African American, 2 percent as Native American, 1 percent as Asian, and 2 percent as some other race. In addition, 4 percent indicated that they are of Hispanic, Latino, or Spanish origin. The open link sample is similar in distribution, with 92 percent identifying themselves as white. Three percent (3%) of open link respondents indicated that they are Hispanic/Latino/Spanish.

- Area of Residence. Approximately a third of both invitation (33%) and open link (36%) respondents live north of 15th St. and west of Iowa St. Other areas of residence among invitation sample respondents include north of 15th and east of Iowa (21%), south of 15th and east of Iowa (23%), and south of 15th and west of Iowa (20%). Three percent (3%) of the invitation sample lives in “other” areas. The open link sample followed a very similar pattern with slightly more open link respondents living north of 15th and west of Iowa (36%).



- Years in the City of Lawrence. Invitation respondents are typically long-time residents of the City of Lawrence, with 60 percent, three of every five respondents, having lived in the city for over 10 years and an average of 18.8 years. Open link sample respondents were similar in distribution, and have an average length of 20.7 years.
- Own or Rent. The survey garnered responses from owners and renters. A larger proportion of respondents in both invitation and open link samples own their household (62 percent invitation, 73 percent open link). However, residents who rent are well represented in the survey responses.
- Voter Registration. A strong majority of both the invitation (92%) and open link (90%) samples indicated that they are registered to vote in the City of Lawrence.
- Household Need for ADA-Accessible Facilities. Nine percent (9%) of invitation respondents and seven percent of open link respondents indicated that their household has a need for ADA-accessible facilities.

Introduction to the Graphs that Follow. In the following section, a series of figures portray the demographic profile of responses. The figures show results from the Invitation respondents and the Open Link responses side by side. As noted previously, there are general similarities, but for purposes of policy analysis, the invitation responses should be considered to be the statistically-valid results. They are based on a random sample of Lawrence residents.

Figure 11: Demographic Profile

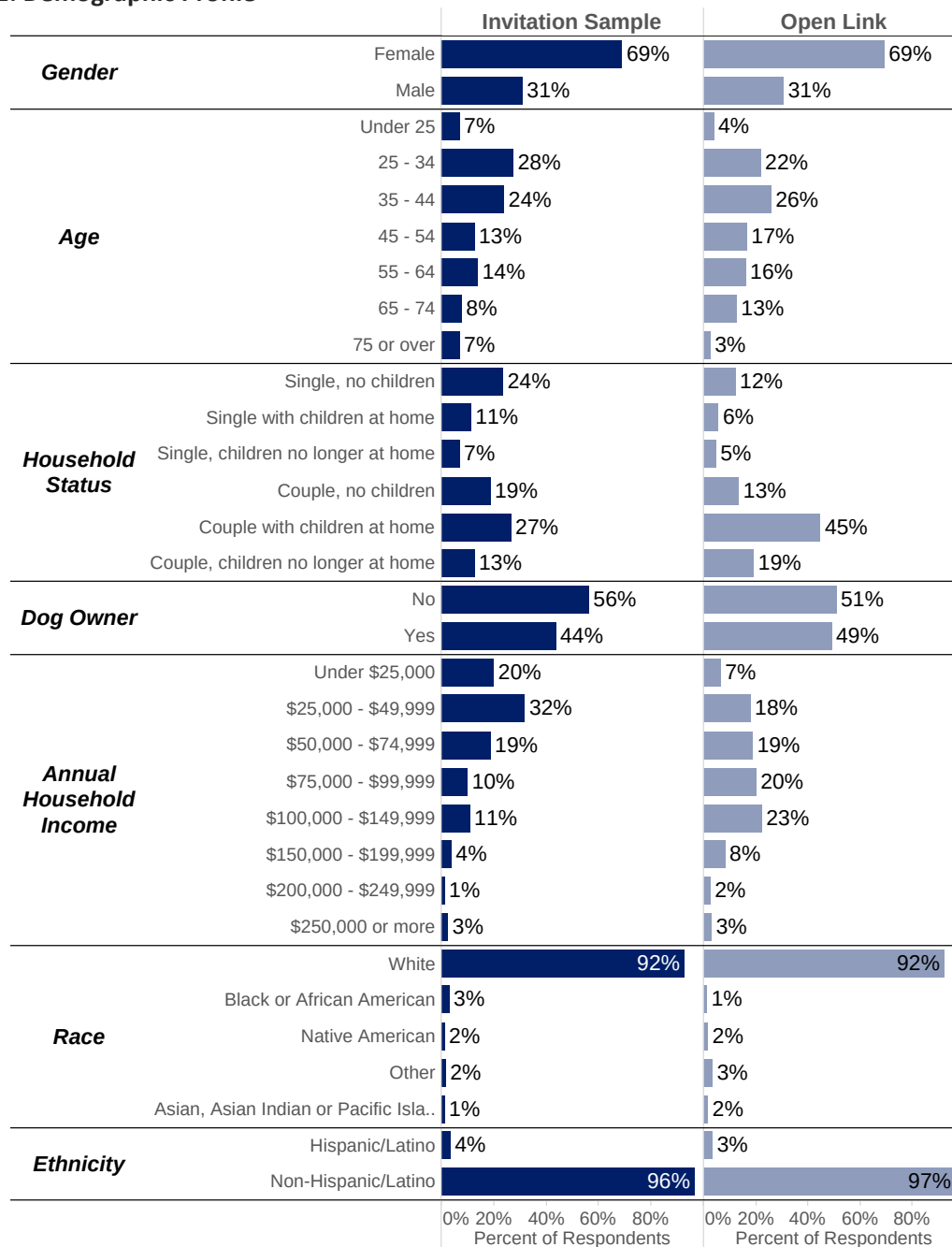
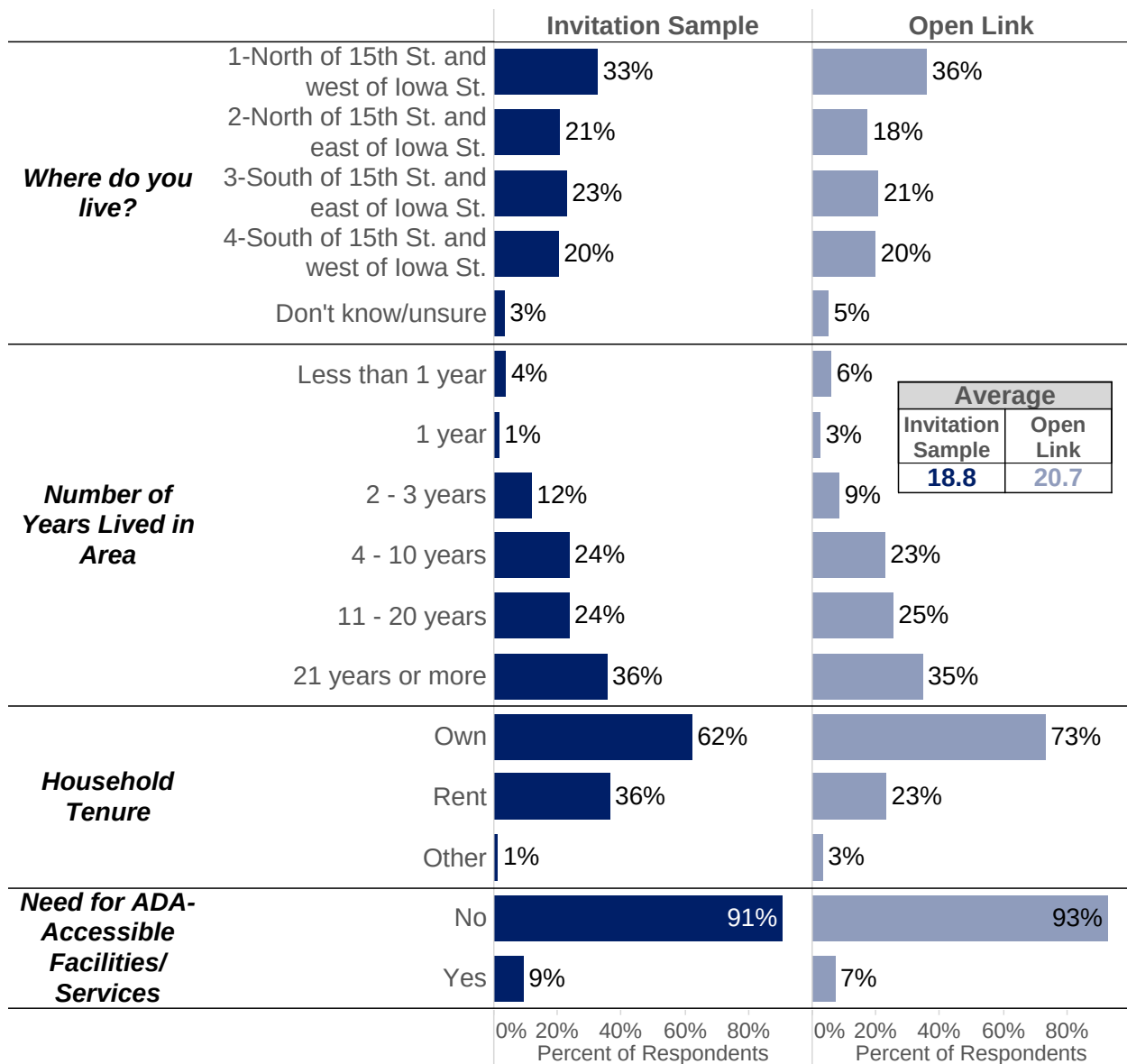
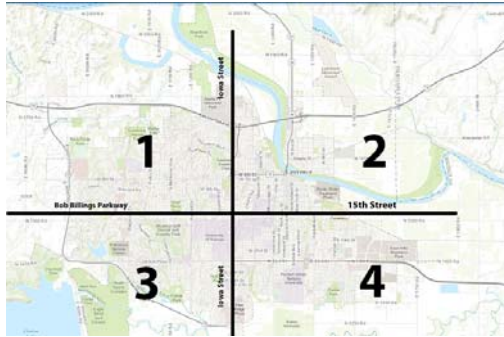


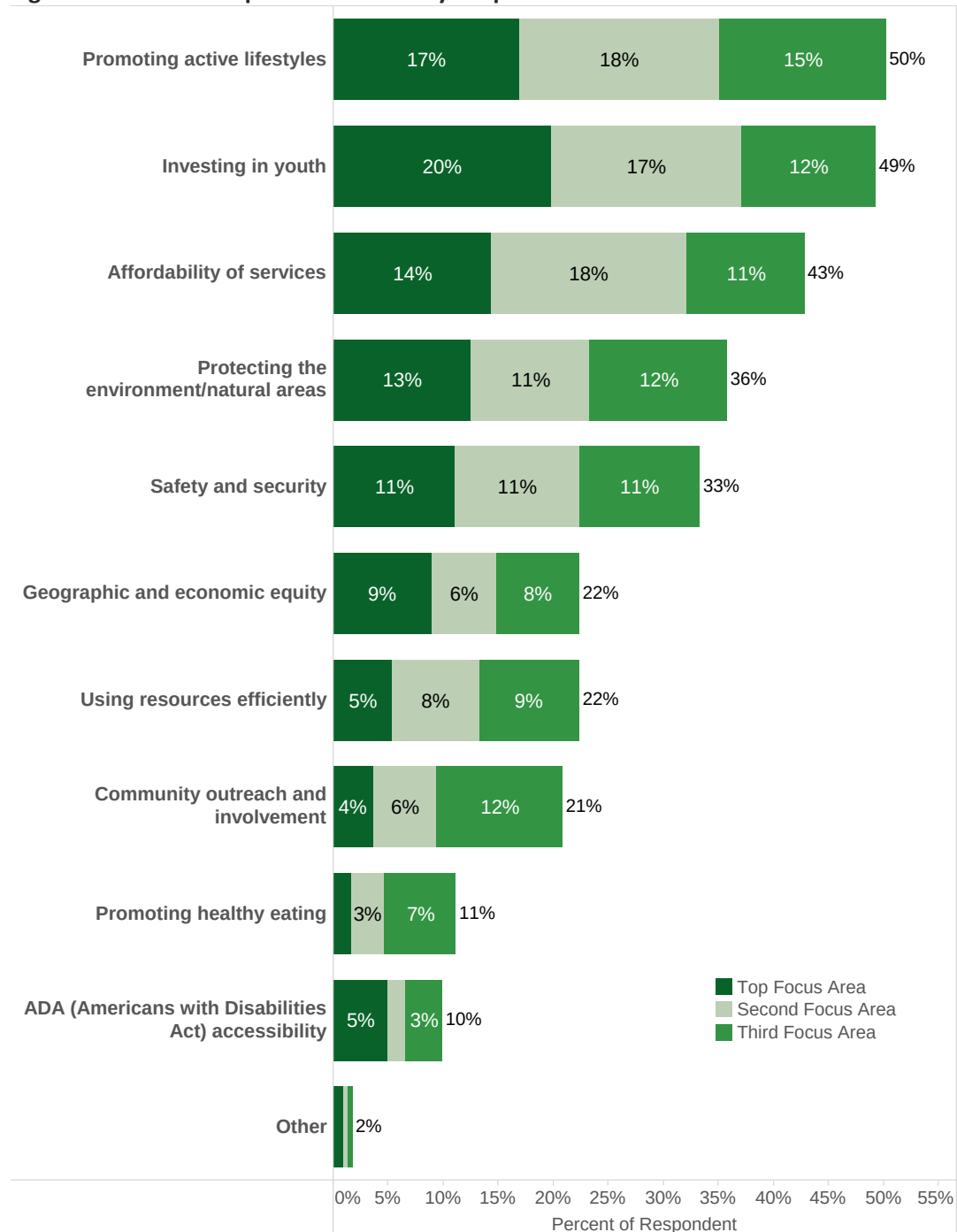
Figure 12: Residential Profile



Values and Vision

Respondents were asked to identify three community issues that LPRD should focus on improving from a list of ten potential areas. **Figure 13** illustrates the share of respondents who selected each of the items as their first, second or third priority as well as the percentage selecting each item as one of their top three priorities in aggregate. As is shown, the top areas of focus among invitation sample respondents are promoting active lifestyles (50% in aggregate, 17% identified as their first priority), followed closely by investing in youth (49% in aggregate), and affordability of services (43%).

Figure 13: Items of Importance to Survey Respondents



Importance of Current Facilities

Respondents were provided a list of current LPRD facilities and asked to rate the importance of each amenity to their household, as well as to identify the degree to which each amenity meets the community's needs. The results from each of these questions are summarized below.

Importance vs. Needs Met Matrix – Current Facilities – Plotting and comparing the facility ratings for level of importance and degree to which community needs are being met using an “Importance vs. Needs-Met” matrix provides a unique way of visualizing survey responses. Ratings are displayed in the following matrix using the midpoints for both questions to divide results into four quadrants.

The upper right quadrant depicts facilities that have high importance to households in the City of Lawrence and also adequately meet community needs. As these facilities are important to most respondents, they should be monitored and maintained in coming years, but are less of a priority for immediate improvements as needs are generally rated as being met:

- Community parks
- Open spaces and natural areas
- Trails and pathways
- Landscaping/beautification
- Prairie Park Nature Center
- Outdoor pool
- Playgrounds

Facilities located in the upper left quadrant have a high level of importance but a relatively lower level of needs being met, indicating that these are potential areas for enhancements. Improving these facilities would likely positively affect the degree to which community needs are met overall:

- Recreation Centers (Holcom, East Lawrence) (high “needs met”)

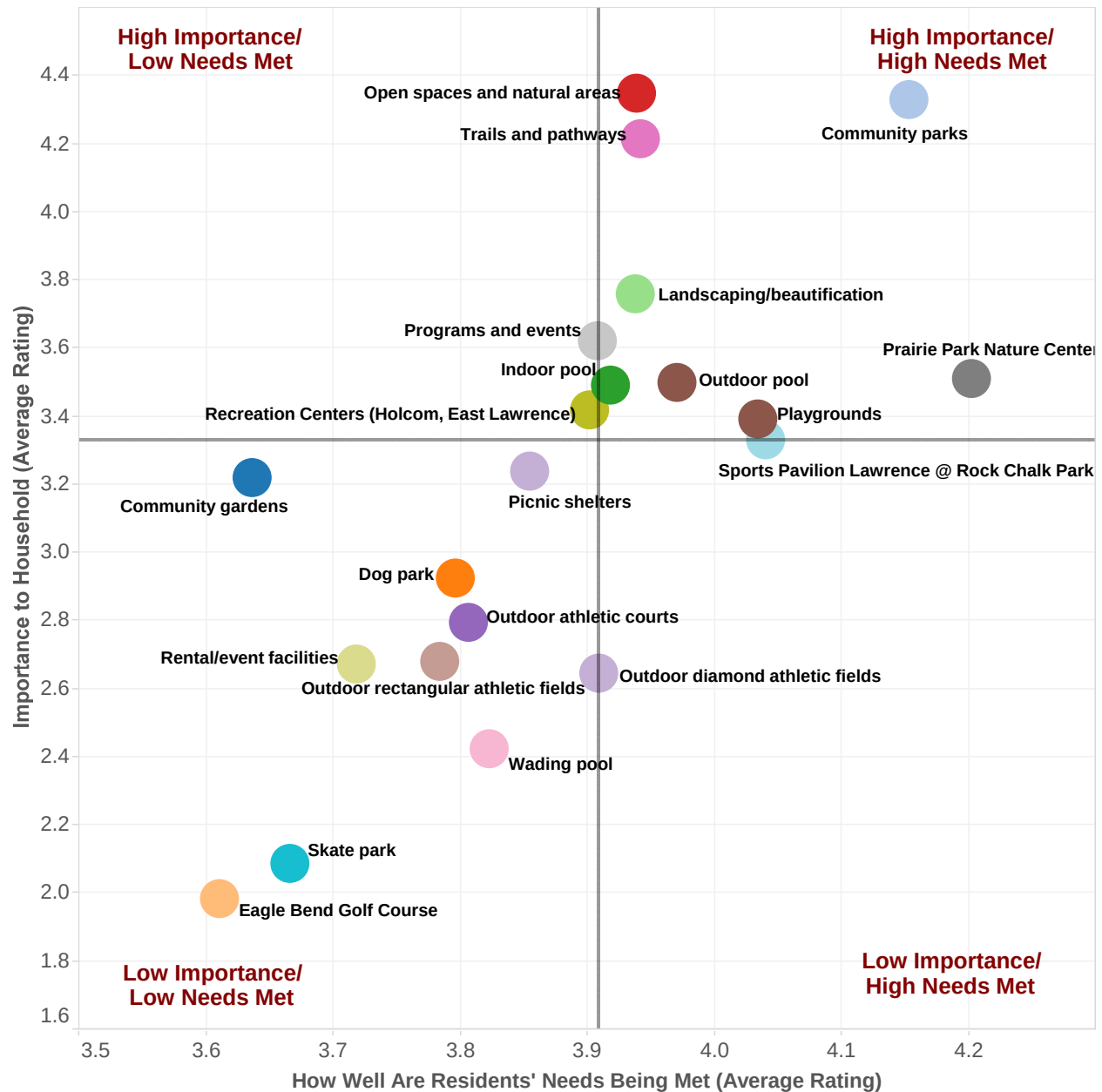
Shown in the lower right quadrant are facilities that are less important to most households, yet are meeting the needs of the community well. Future discussions evaluating whether the resources supporting these facilities outweigh the benefits may be constructive:

- Sports Pavilion Lawrence @ Rock Chalk Park
- Outdoor diamond athletic fields (on the cusp of high needs met)

Finally, facilities found in the lower left quadrant do not meet community needs well but are also important to a smaller part of the community. Deemed “niche” facilities, these amenities have a smaller but passionate following, so measurements of participation in discussions of future improvements may prove to be valuable:

- Picnic shelters
- Community gardens
- Dog Park
- Outdoor athletic courts
- Rental/event facilities
- Outdoor rectangular athletic fields
- Wading pool
- Skate park
- Eagle Bend Golf Course

Figure 14: Current Facilities – Level of Importance vs. Needs Met Matrix
Invitation Sample Only



Future Facilities, Amenities, and Services

Respondents were provided a list of 24 potential future facilities and asked to rate the importance of each proposed facility, as well as to select their top three priorities to be added, expanded, or improved in the City of Lawrence. This section discusses the findings from these two questions.

Importance of Future Additional Facilities

On a scale from 1 to 5, where 1 means “not at all important” and 5 means “very important,” respondents rated the importance of additional facilities using a list of 24 potential future facilities in the City of Lawrence. The percentage of invitation respondents selecting each rating is depicted in **Figure 15**. Facilities are sorted by their midpoint importance rating. The average importance rating for each item is shown in **Figure 16**.

Pocket parks/green space was identified as the most important amenity (average rating 3.5, 56 percent provided a “4” or “5” rating), followed by “improve the river corridor” (3.5 average, 54 percent rated 4 or 5), botanical gardens and outdoor amphitheater (each 3.2 average, 45 percent rated 4 or 5) and an adventure park (3.2 average, 48 percent rated 4 or 5).

Several facilities were rated considerably lower and each of these facilities received a larger proportion of respondents providing a “1” or “2” rating (indicating that the facility is relatively unimportant for receiving emphasis) than the proportion providing a “4” or “5” rating (indicating that the facility is important). These facilities are dedicated pickleball courts (average rating 1.7), bocce ball courts (1.9), racquetball courts (2.1), indoor and outdoor turf fields, archery range and outdoor sand volleyball (each 2.2), and they should probably be considered as lower priorities than the other listed facilities for future enhancements.

Top Three Priorities

Using the same list of facilities, respondents chose their priorities for the most important future facilities for their households. **Figure 17** illustrates the share of respondents who selected each of the items as their first, second, and third priority, as well as the percentage selecting each item as one of their top three priorities in aggregate. As shown, improving the river corridor is the top priority (29 percent of invitation respondents selected this as one of their top three priorities), followed closely by pocket parks/green space and an adventure park (each 28 percent in aggregate). Pocket parks (small parks typically less than one acre located in neighborhoods with few or no parking spaces and one or a couple of amenities such as a small play apparatus or swings) or green space received the largest percentage of respondents selecting this amenity as their single most important priority (12%).



Figure 15: Importance of Future Recreation, Health, and Wellness Facilities

Lawrence is evaluating the need for future additional recreation, health, and wellness facilities. How important are the following to you and your household? Invitation Sample Only

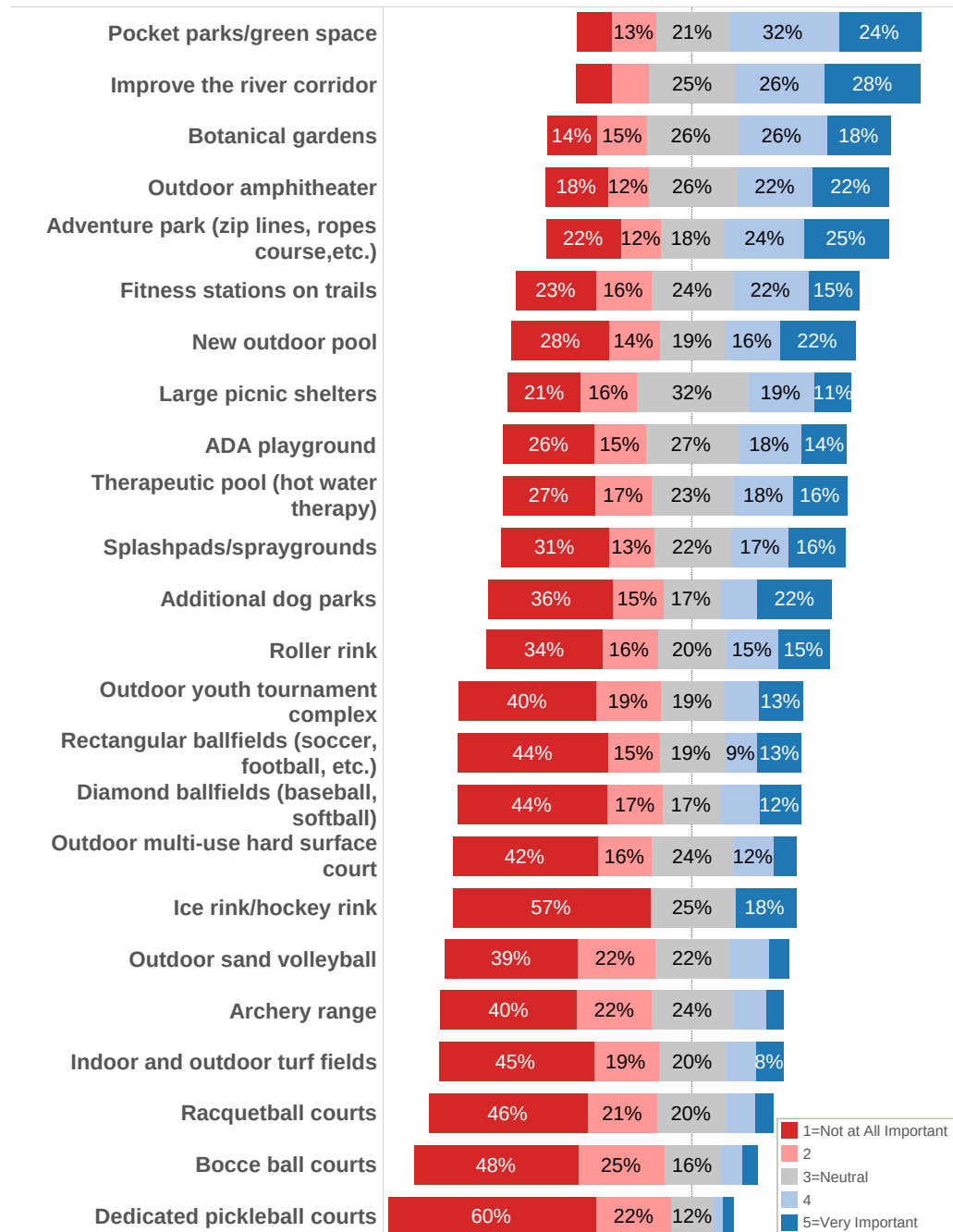


Figure 16: Importance of Future Recreation, Health, and Wellness Facilities Average Rating

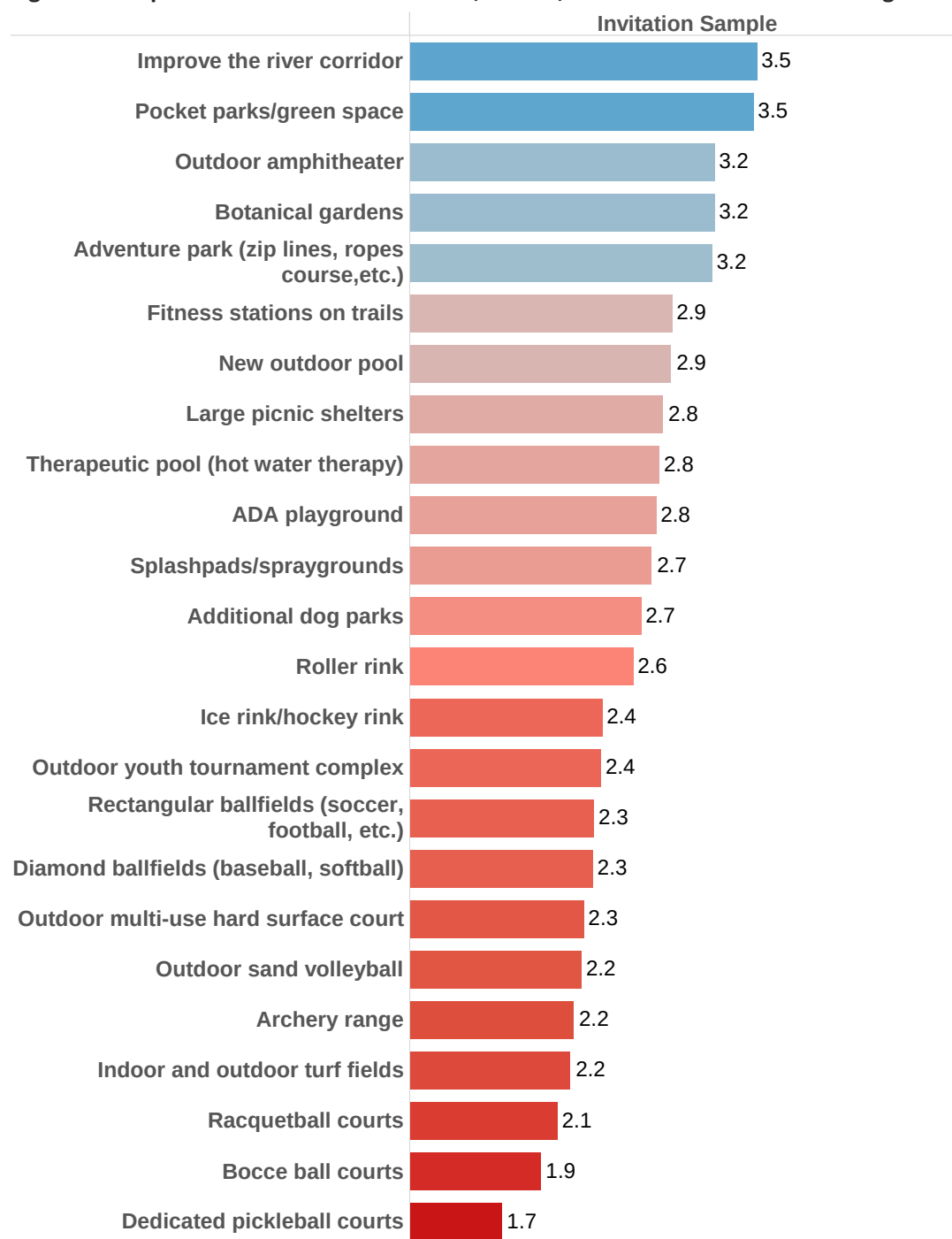
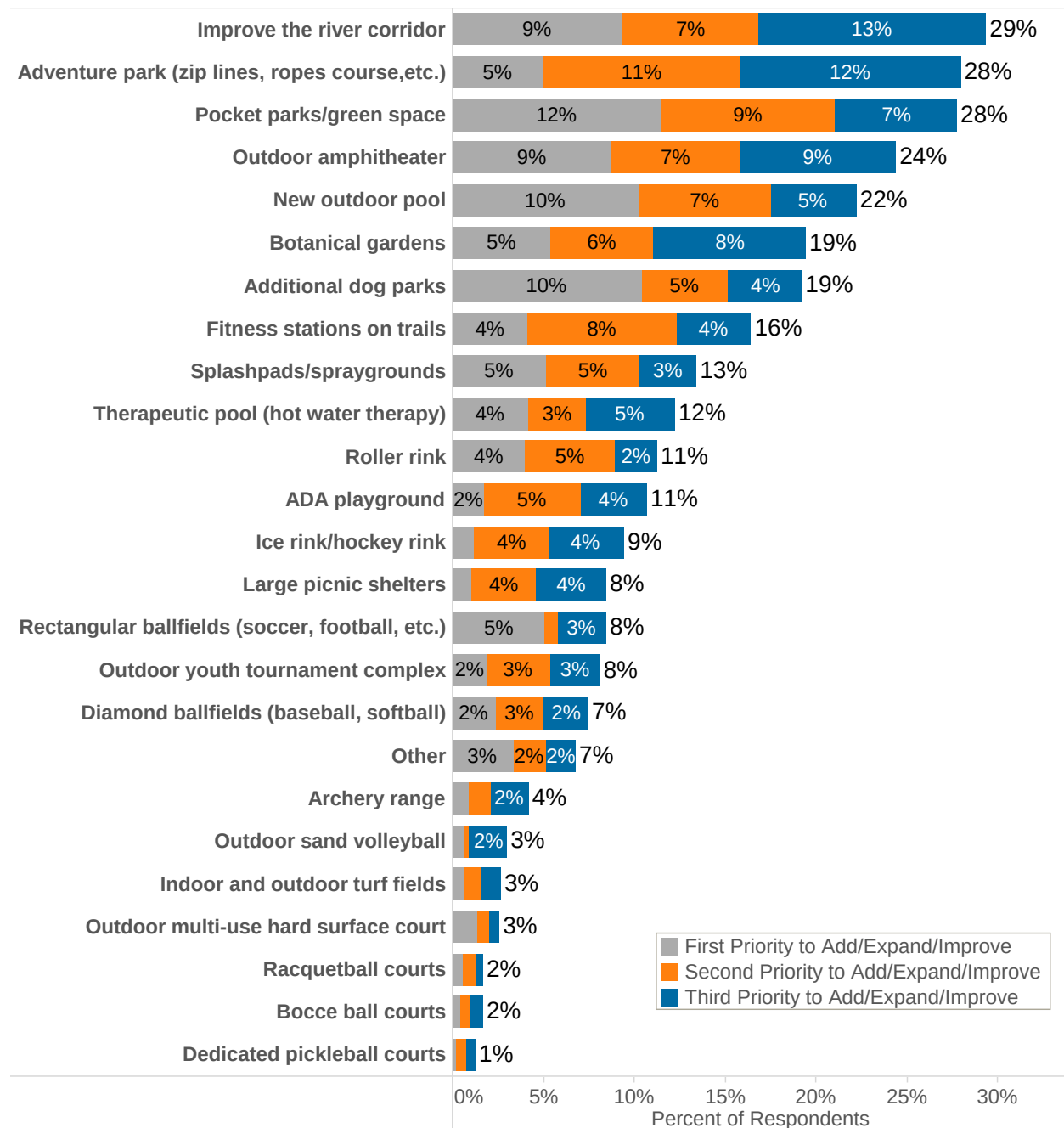


Figure 17: Top Three Most Important Future Recreation, Health, and Wellness Facilities
Invitation Sample Only



Most Important Improvements to Existing Facilities

Respondents were provided a list of 21 potential improvements. From the list, they were asked about improvements, “they would like to see to existing facilities.” As shown in **Figure 18**, the top rated improvements among invitation sample respondents are adding trails – loop and connectors (64%), adding restrooms in parks and on trails (60%), providing trail security lighting (54%), and providing trail signage and mile markers (48%). Few respondents selected adding pickleball lines on tennis courts (4%) and expanding Eagle Bend Clubhouse for tournaments (6%), indicating that these areas are not barriers for participation and/or are already adequately provided.

Top Three Improvements. In addition, respondents were asked to rank their top three highest priority improvements to existing facilities, using the same list illustrated in **Figure 18**. **Figure 19** illustrates the percentage of invitation respondents who selected each item as their first, second and third priority, ranked by the combined total to show prioritization of the potential improvement overall.

Respondents identified adding trails – loop and connectors (44 percent in aggregate) as one of their top three improvements. Adding trails also received the largest percentage of respondents selecting it as their first priority (17%). This was followed by adding restrooms in parks, on trails with 35 percent identifying it as among their top three and 14 percent selecting it as their number one priority.



Figure 18: Which of the following improvements to existing facilities would you like to see?

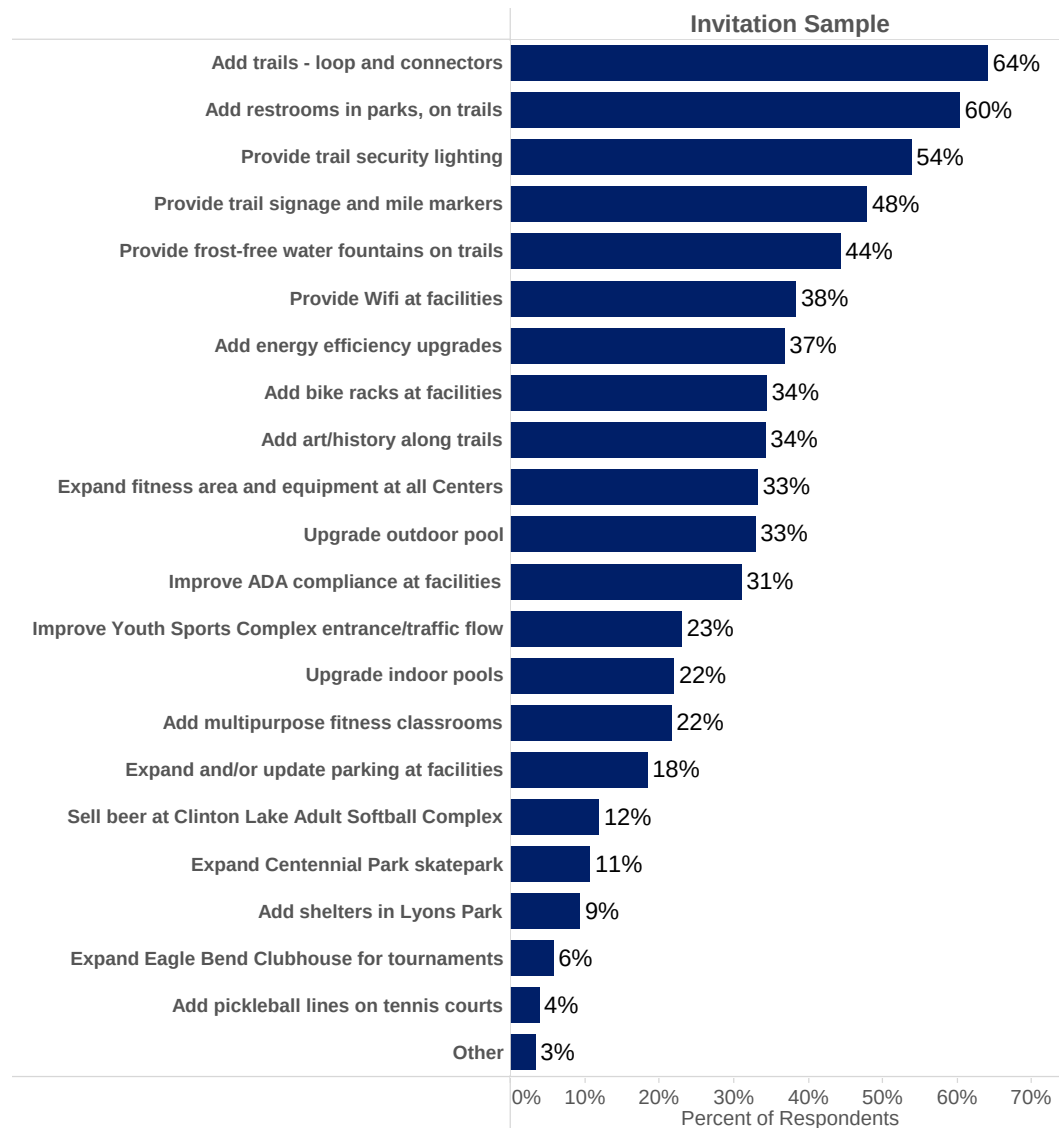
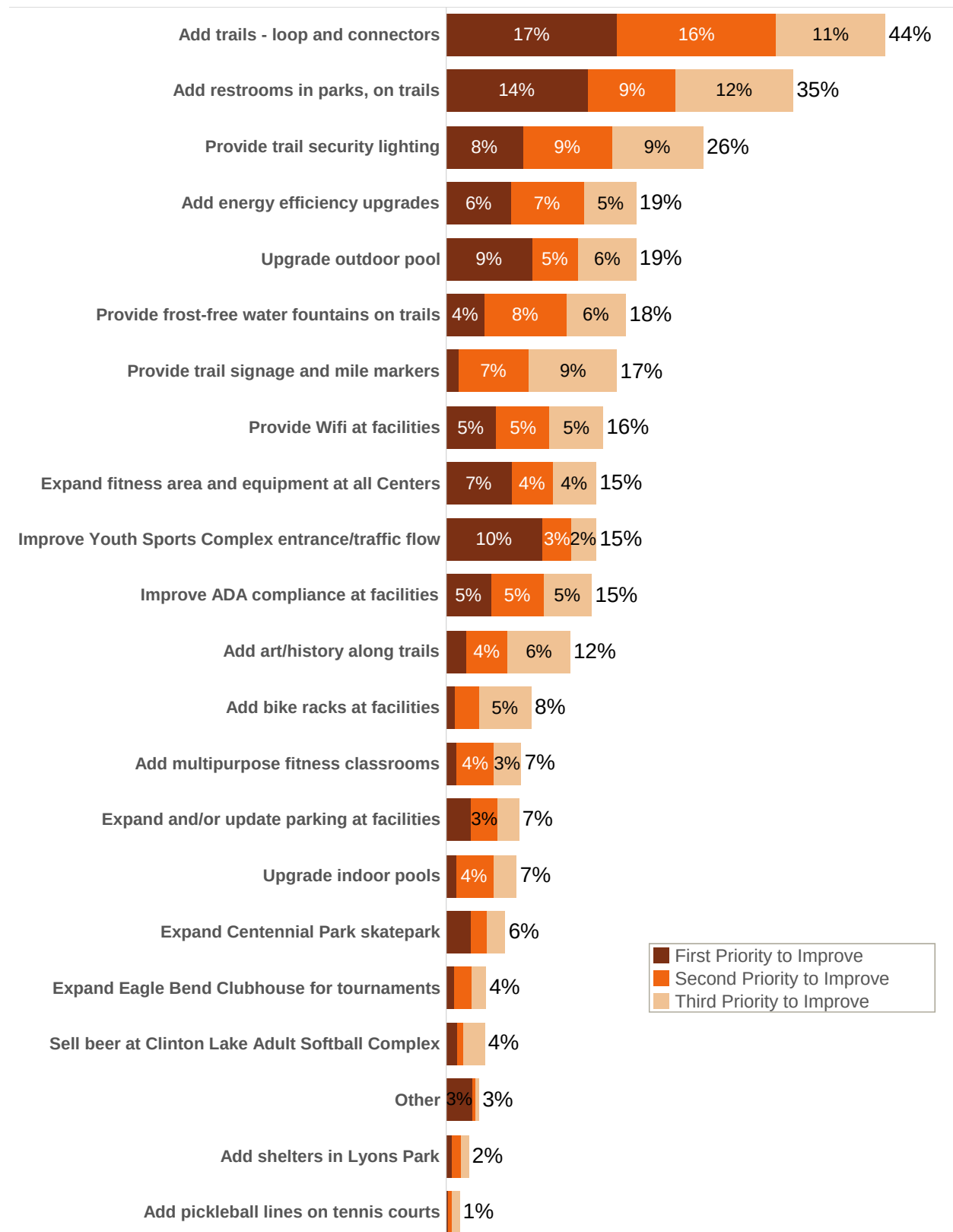


Figure 19: Top Three Improvements to Existing Lawrence Parks & Recreation Facilities
Invitation Sample Only



Programs and Activities

Respondents were provided a list of 19 programs and activities and were asked to select whether or not their household has a need or desire for each item. As illustrated in **Figure 20**, the top program needed by far is community events including concerts, festivals, triathlons, etc., (70%), followed by fitness classes such as yoga, martial arts, spin, etc., (57%), and hobby/interest programs and nature programs (each 46%).

Top Three Highest Priority Programs. Respondents were also asked to rank their top three most desired programs. **Figure 21** illustrates the share of respondents who selected each of the items as their first, second, or third priority as well as the percentage selecting each item as one of their top three priorities in aggregate. Invitation respondents prioritized community events as the top program need (47% in aggregate, 20% selecting it as their first priority), followed by fitness classes (33% in aggregate), hobby/interest programs (24%), and nature programs (23%).

Figure 20: Need or Desire for the Following Programs

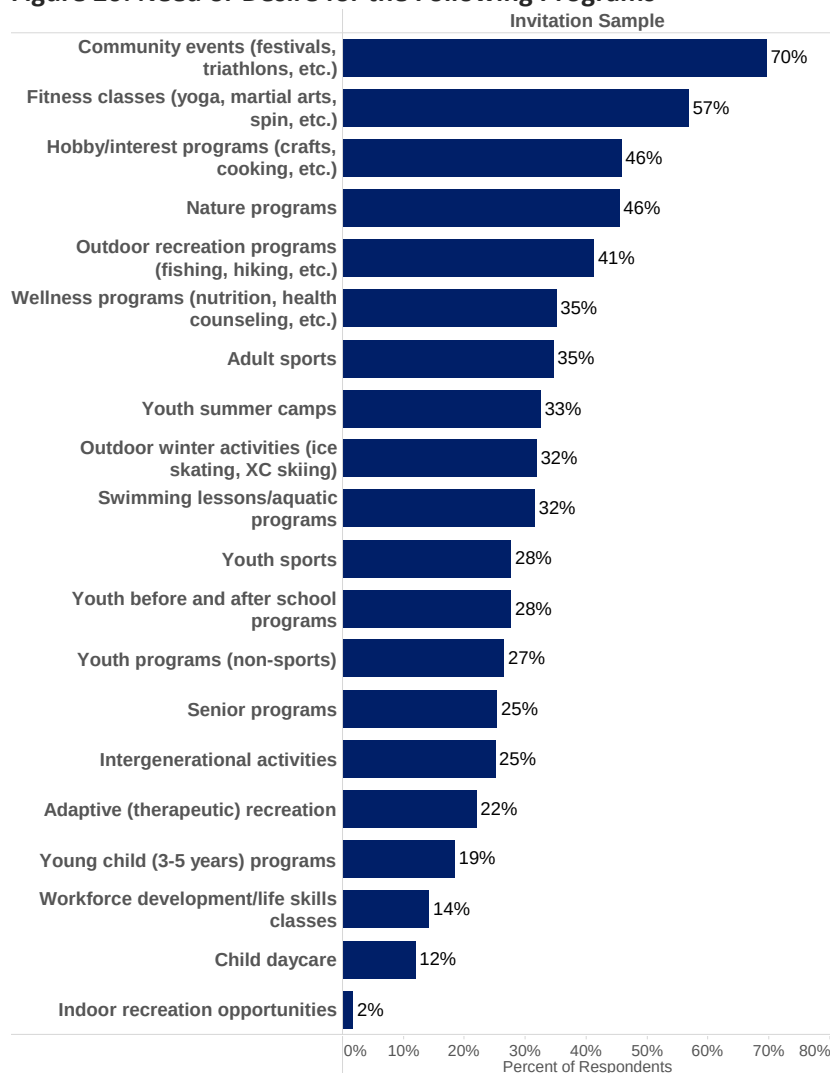
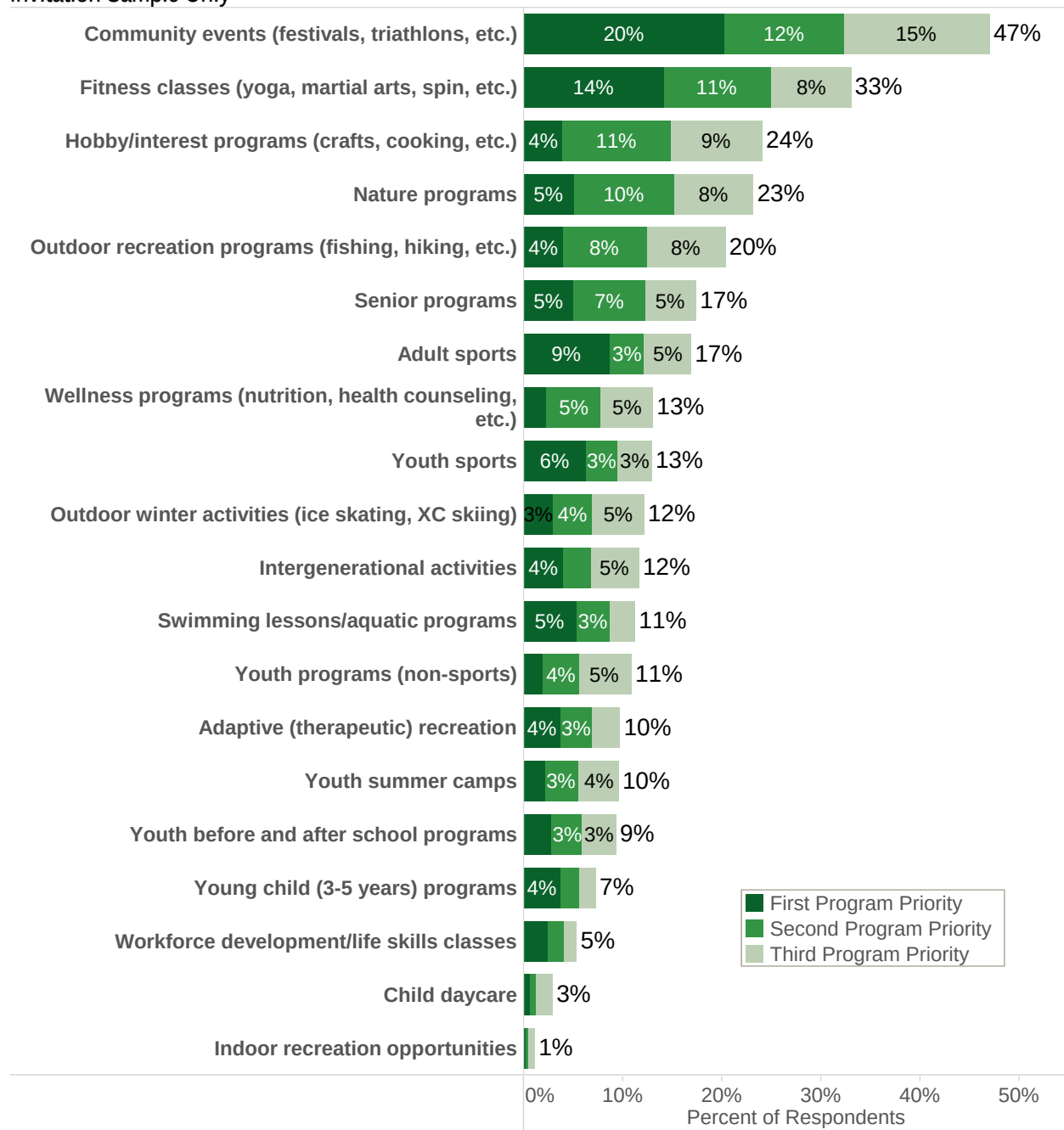


Figure 21: Top Three Programs Needed/Desired by Lawrence Households
Invitation Sample Only



Open Space and Natural Areas

Respondents were asked to rate the level of importance to their households of nine aspects relating to Lawrence open space and natural areas on a scale of 1 to 5, where 1 means “not at all important” and 5 means “very important.” **Figure 22:** Most Important Open Space Natural Areas (Invitation Sample) illustrates the percentage of the invitation respondents providing each rating. Open space and natural areas aspects are sorted by their midpoint rating.



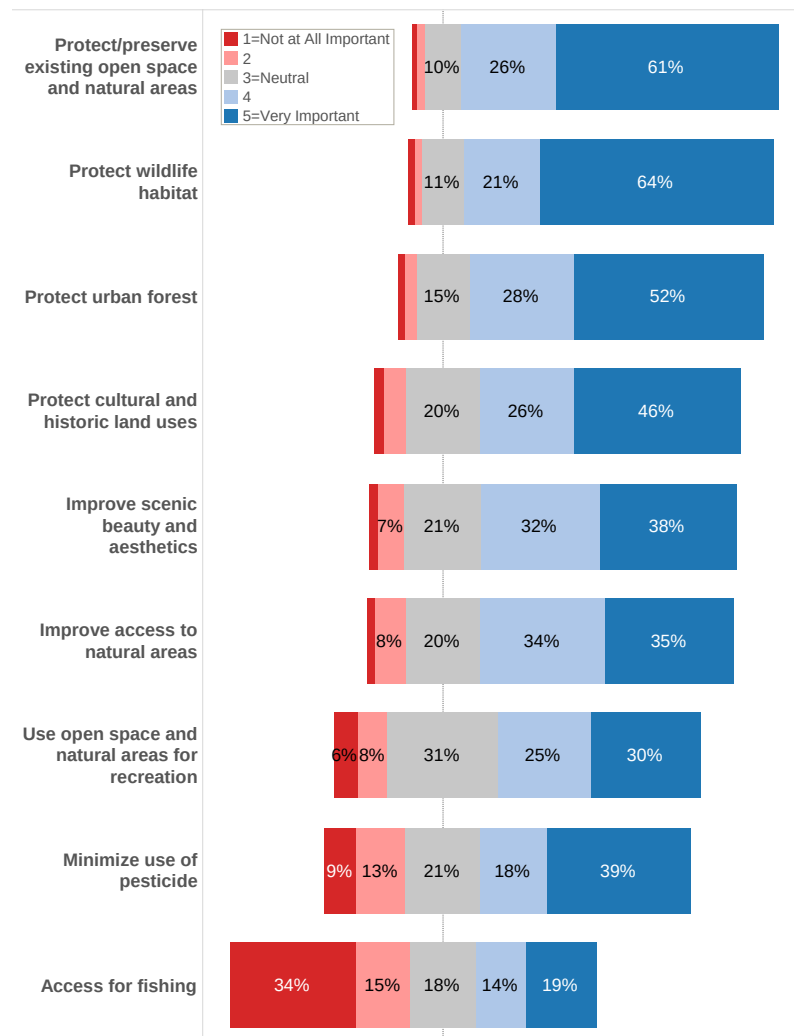
The most important aspect of Lawrence’s open space and natural areas is protecting/preserving existing open space and natural areas, with a strong majority of invitation respondents (average rating 4.4, 87 percent provided a “4” or “5” rating) identifying it high in importance. This was closely followed by protecting wildlife habitat (4.4 average, 85 percent rated 4 or 5), and protecting urban forest (4.3 average, 80 percent rated 4 or 5).

“Use of open space/natural areas for recreation” was rated relatively lower than the rest of those listed, as was minimizing the use of pesticides and access for fishing. Access for fishing received a larger proportion of respondents providing a “1” or “2” rating (indicating an unimportant priority) than the proportion providing a “4” or “5” rating (indicating an important area). Approximately half of respondents (49%) provided a “1” or “2” rating for access for fishing, with an average rating of 2.7.

Figure 22: Most Important Open Space Natural Areas (Invitation Sample)

With respect to Lawrence open space and natural areas, how important are the following to you and members of your household?

Invitation Sample Only



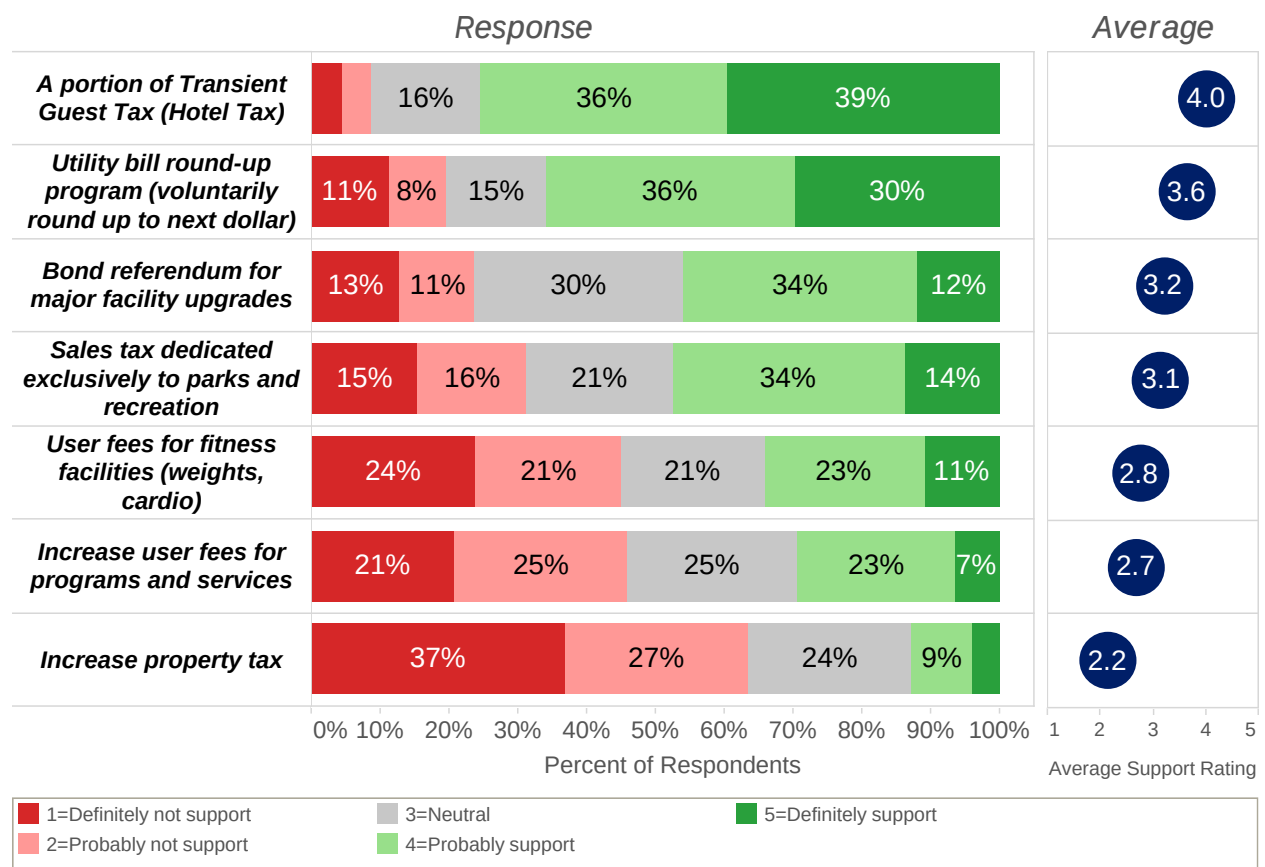
Financial Choices/Fees

The survey also examined future funding for LPRD items discussed in the survey. On a scale from 1 to 5, where 1 is “definitely not support” and 5 is “definitely support,” respondents were asked how willing they would be to support different funding mechanisms. Invitation sample respondents expressed the strongest support for a portion of Transient Guest Tax to fund future amenities and trails in Lawrence (average rating 4.0, 75 percent rated “4” or “5”). This is followed by a utility bill round-up program to voluntarily round up to the next dollar (3.6 average, 66 percent rated “4” or “5”) and a bond referendum for major facility upgrades (2.7 average, 46 percent rated “4” or “5”). Increasing property tax (average rating 2.2) received the lowest support, with a larger share of respondents providing “1” or “2” ratings (indicating unwillingness to support) than “4” or “5” rating (indicating willingness to support).

Figure 23: Preferred Funding Mechanisms

In the future, how would you like to see the Lawrence Parks and Recreation Department fund items discussed in this survey?

Invitation Sample Only

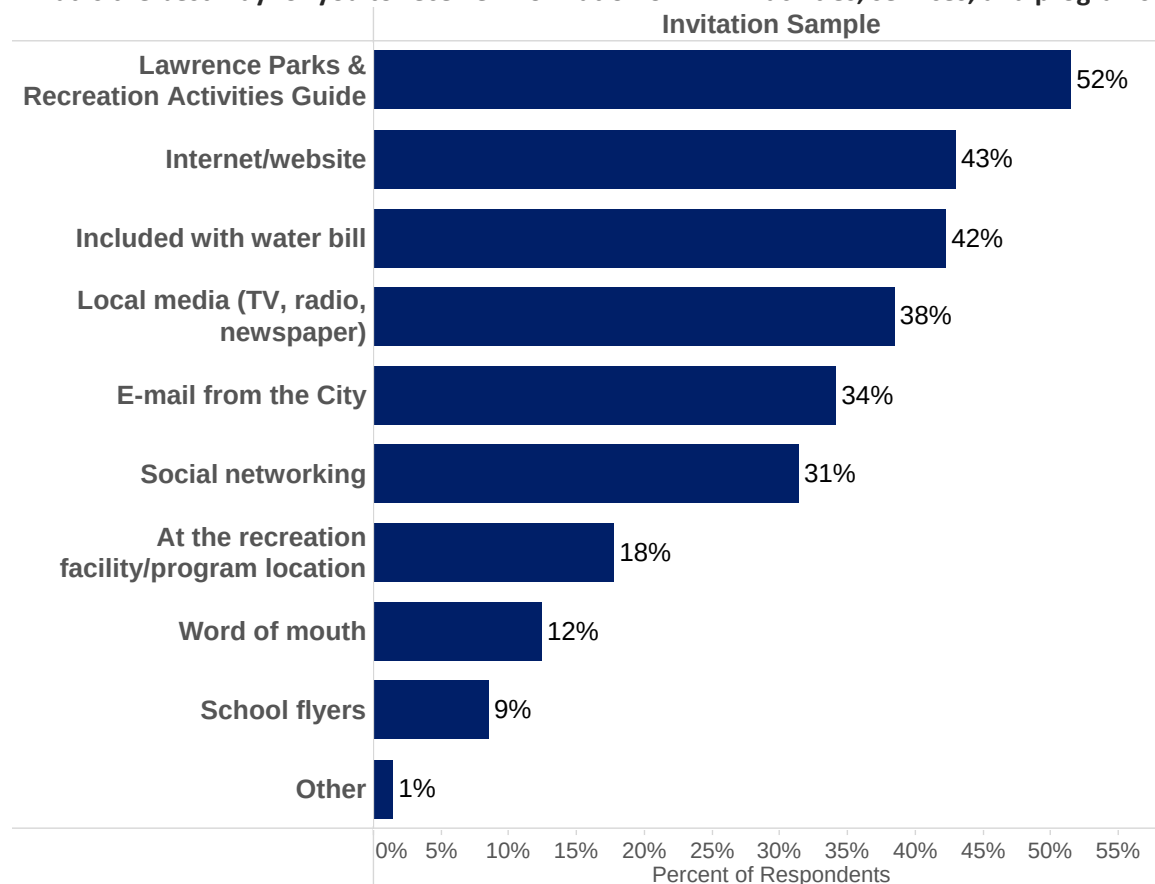


Communication

In a final section of the survey, respondents were asked to identify the best methods of communication for receiving information about LPRD offerings. When given the opportunity to select the three best methods, respondents were most likely to select the Lawrence LPRD Activities Guide (52%). Mentioned somewhat less frequently as preferred sources were the Internet/website (43%), included with the water bill (42%), local media (38%), an email from the City (34%), and social networking (31%). A lower tier of communication tools included, “at the recreation facility/program location,” word of mouth, and school flyers. The relatively lower level of importance placed on social media is notable. This is a measure that could be tracked over time, especially in light of the emphasis that is being placed on social media in many communities.

Figure 24: Preferred Methods of Communication

What is the best way for you to receive information on LPRD facilities, services, and programs?



E. Organizational Structure and Staffing Needs

Staffing Analysis

GreenPlay broadly assessed the management structure and staffing levels of the LPRD to determine effectiveness and efficiency in meeting current and future departmental responsibilities as related to the community's needs. Many observations were taken into account to determine if the LPRD has the right mix of staffing in the right places within the department.

The staffing analysis process included the observations and assessments of:

- Community input
- Staff focus groups
- Individual staff interviews
- Facility tours
- Observations of quality of maintenance
- Full hours of operation
- Professional knowledge in Parks and Recreation organizations
- Organizational chart

Staff and Community Focus Groups

A questionnaire was developed and used to create discussion in the staff and community focus groups with a primary emphasis on workloads, staffing needs, workplace climate, organizational culture, and future staffing needs.

A summary of the interviews, questionnaires, and consultant observations include:

- LPRD staff has a great public reputation and is a strength of the organization.
- Full-time staff is very professional, have good experience, and are diverse.
- The plus is that staff is very knowledgeable and loyal, and many have worked for LPRD for many years. The minus is that many staff will retire at approximately the same time, and their knowledge base will go with them.
- All full-time staff is stretched to the limits.
- SPL is so successful, it is taking more time to operate than predicted which affects all staff.
- Not all staff is able to perform their assigned duties, as they are asked to do other things that need immediate attention.
- When amenities are added to the organization, staffing and equipment resources are not added, and staff is expected to continually do more with less and meet the standards.
- The programming staff feels they do not have time to be creative and develop new programs because of other facility duties they are asked to perform outside their direct job responsibilities.
- Most current full time staff enjoys their jobs and love coming to work every day.
- A couple of employees feel that they were passed over for promotions in the last few years and are a little bitter.
- Most full time staff feels very much included as a team member on the current staff.
- Most supervisory staff feel that the organization is unbalanced and would like to see more working full time positions rather than management positions.
- The majority of the staff would hire a few additional full time staff versus part-time or seasonal staff, which would resolve many workload and customer service issues within the entire agency.
- With current workloads, most staff feels like the internal and external communications are one of the biggest challenges that needs to be improved and is a factor that lowers morale during busy times.
- The Marketing position is currently utilized as a “catch all” administrative position by the administration staff, which takes time away from the actual marketing and public relations for the department. Social media is one growing area of concentration that continually came up as an area of growth LPRD needs to expand.
- Supervisory staff spends an enormous amount of time recruiting, filling out a lot of paperwork, interviewing, hiring, and training part-time and/or seasonal employees just to see them quit for a better paying job somewhere else, and they have to start all over again to get the tasks covered. Currently, LPRD has 987 part-time and seasonal staff on payroll, which is at least one third more than the next benchmarked city and over twice as many as the average of the other benchmarked cities. The number of part-time and seasonal staff LPRD hires each year takes an incredible amount of full time staff resources only to have many of them leave for higher wages and they need to start again with the hiring process.

The staffing analysis was performed for the entire full time staff to very broadly assess the department identifying areas of concern with too little or too many staff positions for the workload expectations. There is not enough manpower for the maintenance crews for buildings and parks, particularly the non-traditional maintenance responsibilities of the right-of-ways, roundabouts, beautification, downtown planters, downtown Christmas lights, and cemetery, to keep up with the necessary tasks to meet the expected standards of the community. Additional amenities are continually added to the department's maintenance responsibilities without any additional resources including manpower and equipment to maintain at the current acceptable standards.

The new Sports Pavilion Lawrence (SPL) has been a great and successful addition to the City, although it has created some havoc with the amount of staff as well as the additional operating times from early mornings to late nights during the week with additional weekend hours. The current staff is trying to cover these hours with some part time staff, which is leaving the building without full time supervision capable of making decisions without calling a full time supervisor. This also creates a strain on the full time staff that has an office presence in the SPL without direct building duties, who need to resolve issues that take them away from their own assigned workload. Examples include the set-up and tear down of rooms, cleaning of courts, weekend maintenance, etc., that full time programming and management staff is doing, as there is not enough maintenance staff for the hours of operation and versatility of the facility set-up for patrons.

Heard repeatedly from the community as well as the staff is that LPRD does very well at maintenance with the resources they have, but they would be much better if they had the appropriate staff resources for their long extended hours.

As in every community, the Parks and Recreation Department operates so much differently than any other governmental department within the City. LPRD operates some facilities as well as programs seven days per week up to 96.5 hours a week. With full time staff continually working well over the standard 40 hours per week year round managing, supervising, scheduling, staffing, and troubleshooting, they do not have time to include the set-up, tear down, and fill-in maintenance required by the facilities.

Currently, LPRD has many employees working more than 40 hours per week without being paid overtime and are able to take comp time during less busy weeks of the year. New federal legislation now requires exempt public personnel working more than 40 hours a week to earn \$50,440 annually at minimum to prevent being paid overtime.

The low pay for seasonal and part-time staff is a concern and is definitely a reason LPRD cannot retain these employees. Many are working for \$9.00 (or less) per hour and are leaving for jobs that pay more, causing more hours for the full time staff to start again with recruitment, paperwork, interviewing, hiring, and training replacement seasonal and/or part-time staff. This is not only very time consuming for the full-time staff and takes away time to conduct their own tasks, but there is typically a time delay with getting new personnel through the process, and the vacancies must be covered by existing staff, again taking away from their own job responsibilities.

Potentially with the utilization of additional contractual assistance, the standards can not only be maintained, but elevated to meet the public expectations, and the existing maintenance staff can perform the daily tasks to maintain the standards. This strategy may keep the immediate need for additional full-time positions at bay and is a current practice. However, it will still take additional funds for additional maintenance contracts. One example of utilizing contractual versus part-time/seasonal is for umpires/officials. Rather than paying them individually, an officials association could be created that could schedule and pay umpires/officials and the City would be able to reduce the time and effort required of getting these individuals on the payroll.

The overall percentage of the personnel (staff and benefits) portion of the LPRD overall departmental operating budget is 53 percent. Typically, a park and recreation department's overall percentage of the personnel is in the 40–45 percent range. The Recreation budget has the highest personnel costs at 71.37 percent, with the Parks and Facility Maintenance second at 64.86 percent, and the Special Recreation Fund has 59.39 percent. Many cities do not have the lucrative benefits package that the City of Lawrence does. The longevity pay is very different from the norm, and covering 100 percent of health benefits is becoming less common, particularly with the Affordable Care Act. This could be an area of savings within the entire city budget and would allow more staff to be hired in the areas of need.

The current maintenance divisions seem to be functioning well, although most divisions feel the need for additional full-time staff. The replacement of part-time staff with full-time staff in appropriate areas and/or a combination of contractual labor can resolve most of the staffing issues on the maintenance side of the house.

Organizational Changes and Staffing Considerations

After considering all of the organizational observations and staffing assessment, the consultant team has determined that the LPRD does not have an adequate number of staff to operate its current system with the right mix of full-time staff in the right places within the department. To operate more effectively in the future and to implement the Master Plan, LPRD should consider hiring these additional staff positions also shown on the Recommended Organizational Function Chart in **Appendix A**.

- It is recommended that the department adds an additional Director position to create a triangle at the top of the department with a Director and two Assistant Directors.
- One Human Resources Specialist should be added with the knowledge to be the liaison between LPRD and the HR Department in City Hall for the current 987 part-time and seasonal employees LPRD currently hired. This would allow the full time staff to work on the areas of expertise for which they were hired and not on HR.
- One Grants/Alliances/Partnerships/Sponsorships (GAPS) Specialist is recommended to research/apply/distribute/track/etc. grants, the agency “clearing house” for all partnerships/sponsorships so local businesses will not be approached many times for smaller amounts of donations or in-kind services than they are capable and willing to give. They can be presented with a package of sponsorship opportunities and told that this is the only time LPRD will be asking for assistance this year.
- One Support Services Manager to supervise internal and external support services for LPRD including Marketing/PR Supervisor, Human Resources Specialist, Finance/Budget/Invoicing/Purchasing Specialist, Grants/Alliances/Partnerships/Sponsorships (GAPS) Specialist, and a Customer Services/Registration Specialist.

- One Finance/Budget/Invoicing/Purchasing Specialist with the knowledge to be the liaison between LPRD and the Finance Department in City Hall. This position would create and report the costs for each program area and facility to manage the cost recovery of the department. The annual budgets and daily financial tasks including invoicing and purchasing for the department would flow through this position to City Hall.
- One Customer Services/Registration Specialist to supervise program registration and administrative support.
- Ensure that staffing resource levels can maintain existing and new facilities at or above acceptable standards as the Master Plan is implemented.

A few changes were implemented in the recommended organizational chart that standardized the supervision of all the recreational facilities, programs, and services under one Assistant Director and the Parks and Facilities under the second Assistant Director. It is extremely important to create the leadership and management of the large department with a Director and two Assistant Directors. This triangle at the top combines the oversight with the expertise necessary to positively move LPRD into the future. The current Managers and Supervisors level positions can be combined through attrition, which may potentially release dollars that can be utilized for the recommended new staff. The same number of current Administrative Support staff is assumed in the new organizational chart and can be assigned as necessary. The new recommended LPRD Organizational Function Chart demonstrates the positions by function rather than by the number of staff for each division and can be found in **Appendix A**.

The new recommended organizational chart has been created to assist with issues hindering the quality standards of the department as far as providing programs and services the community desires. The new organizational chart is one the department can strive to implement as attrition occurs, such as with several retirements anticipated in the near future, to minimize the need for additional dollars for salaries.

F. Recreation Programming and Services Inventory

Programs and Activities

LPRD offers a diversity of programming opportunities at both indoor and outdoor facilities. LPRD never turns anyone away a child for the inability to pay, and the Wee Folks Scholarship Fund awards more than \$25,000 per year to make sure children who cannot afford to pay full program costs can participate. Indoor facilities include Sports Pavilion Lawrence, Holcom Park Recreation Center, East Lawrence Center, the Community Building, Prairie Park Nature Center, Carnegie Building, and the Lawrence Union Pacific Depot. Total 2015 attendance for all the LPRD indoor facilities including program participants, rentals, etc., is 835,718 as shown in **Table 9**.

Table 9: LPRD Programs and Activities Summary

Program Area	Max	Enrolled	Percentage of Capacity	Waitlist
Adult Sports	1,475	768	52%	0
Aquatics	4,717	3,391	72%	450
Gymnastics	4,928	2,736	56%	57
Lifelong Recreation	4,109	2,330	57%	12
Paririe Park Nature Center	1,293	491	38%	37
Recreation Instruction	12,486	6,283	50%	114
Special Events	941	778	83%	35
Special Populations	5,212	2,766	53%	0
Youth Sports	7,386	4,588	62%	6
Grand Total	42,547	24,131	57%	711

Table 9 provides an overview of the program participation for all of the different Lawrence Parks and Recreation program areas. It shows an overall participation of 57 percent, but this total is somewhat skewed. For example, youth baseball had more than 1,200 participants in 2015 but could accommodate a maximum number closer to 5,000, resulting in a 24 percent participation rate. Conversely, a Parent/Child swimming class can hold a



a much smaller total of 30 participants, and when full, it results in a 100 percent participation rate. New programs can take a year or two to reach high-level participation. If a class does not reach a certain minimum enrollment, it may ultimately be canceled. All of this directly impacts the overall percentage of participants. Some of the most popular programs do fill up, and waiting lists are created as shown in the last column. Also included is the number of people who are placed on voluntarily a waitlist for classes that have reached the maximum enrollment prior to the first day of the program or activity should someone disenroll, opening a spot for someone else. This number represents the number of people who have remained on a waitlist after a program or activity has begun. Because of ratios for the learn-to-swim classes being 1 instructor to 6 participants, a greater number of individuals remain on waitlists.

Table 10: 2015 Quarterly Attendance at LPRD Indoor Facilities

2015 Quarterly Attendance at LPRD Indoor Facilities					
Community Building	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Annual
LPRD Activities/Classes	9,249	6,019	4,168	6,898	26,334
Reservations	1,976	2,707	2,690	2,439	9,812
Free Play	5,341	5,456	4,756	6,420	21,973
Weight Room	3,068	2,607	2,577	4,605	12,857
Cardio Room	3,310	2,596	2,232	4,602	12,740
Totals	22,944	19,385	16,395	24,964	83,685
East Lawrence Center	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Annual
LPRD Activities/Classes	9,541	3,671	5,027	4,586	22,825
Reservations	4,588	4,741	2,454	4,693	16,476
Free Play	5,927	6,419	5,057	4,420	21,823
Weight/Cardio Room	2,797	2,325	2,197	2,152	9,471
Game Area	3,946	3,534	3,586	3,637	14,703
Office	89	142	124	160	515
Totals	26,888	20,832	18,445	19,648	85,813
Holcom Park Rec Center	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Annual
LPRD Activities/Classes	14,355	8,593	6,989	13,393	43,330
Reservations	5,233	6,079	4,501	4,970	20,783
Free Play	7,394	6,621	7,728	6,076	27,819
Weight/Cardio Room	4,380	3,962	4,335	3,171	15,848
Game Area	2,239	2,202	2,613	2,410	9,464
Racquetball	2,315	2,264	1,902	1,964	8,445
Lobby	2,288	1,542	1,227	1,049	6,106
Totals	37,687	30,759	29,082	33,033	130,561
Sports Pavillion	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Annual
LPRD Activities/Classes	24,227	17,221	12,610	43,631	97,689
Reservations	39,421	32,265	18,251	22,865	112,622
Free Play	18,146	21,336	19,196	26,170	84,848
Weight Area	9,066	9,930	10,602	10,567	40,165
Cardio Area	10,570	11,743	12,183	12,661	47,157
Track	17,197	12,975	12,233	14,680	57,085
Turf	4,008	6,246	7,924	8,545	26,723
Lobby/Mezzanine	11,924	8,991	5,832	7,998	34,745
Totals	134,379	120,707	98,831	147,117	501,034
Carnegie Building	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Annual
Total Attendance	3,252	5,156	4,201	6,687	19,296
Union Pacific Depot	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Annual
Total Attendance	3,074	3,935	3,702	4,618	15,329
Total Indoor Attendance	228,224	200,774	170,653	236,067	835,718

Combined programs for all ages and locations in 2015 included 925 unique programs over four seasons, not taking into consideration repeat sessions (such as an ongoing yoga class) or multiple offerings of the same event (such as concerts) which is a total of 2,486 programs with 24,495 participants annually in 2015. **Table 11** lists the total 2015 LPRD programming figures including maximum class capacity (per person if each class was full), percentage of capacity (per person versus per class) and number of patrons on waiting lists.

Table 11: Total 2015 Annual Program Participation

2015 Annual Program Participation	
Maximum Number of Participants if All Classes Full	43,197
Total Number of Actual Participants	24,414
Class Capacity (Per Person Basis)	57%
Total Individuals on Waiting Lists	711

The public responded favorably as to the quality and diversity of programs available during public outreach. Many of the program analysis figures in this section are summarized in **Table 12**.

Table 12: 2015 LPRD Annual Program Area Summaries

Lawrence Parks and Recreation Annual Program Area Summary 2015		
Program Area	Number of Programs	Number of Seasons
Adult Sports	37	4
Aquatics	64	4
Golf	16	3
Gymnastics	113	4
Lifelong Recreation	135	4
Nature Center	37	4
Recreational Instruction	423	4
Special Events	14	3
Special Populations	54	4
Youth Sports	32	4
Totals	925	

Recreational Instruction is the largest recreational program area with 423 classes offered in 2015 over four seasons. These programs range from martial arts to fitness, to all types of dance, to toddler programs, to meditation and yoga, and many more.

The 135 Lifelong Recreation programs offered in 2015 over four seasons include fitness, hobby classes, lifelong sports such as tennis, and many other activities intended for participants to be able to do most of their lives.

The Recreational Instruction and Lifelong Recreation programs were fee supported at 123 percent with no tax subsidy in 2015. As the largest programming area, \$505,652 in user fees were brought in with \$412,284.49 in currently defined direct costs which only includes the instructors and supplies for the program.

LPRD offered 113 gymnastics programs for different age groups in various levels of expertise. Revenues and direct expenses for the gymnastics classes are included in the Recreation Instruction budget.

The Sports Pavilion Lawrence has had tremendous success in its first year of operation generating 44 percent cost recovery through its revenues, and it is tax subsidized by 56 percent. It is the second facility cost center set up to track all revenues and direct expenses for the facility. In 2015, SPL recorded \$903,609.39 in expenses with \$401,635 in revenue other than tax dollar support.

Aquatics programs including swim lessons, water fitness classes, Kids Night Out, Pooch Plunge, etc., are offered at the three pools over four seasons, and generated \$702,695 in revenue in 2015 for the 64 programs offered. With \$1,286,448.40 in expenses, the cost recovery for aquatics is 55 percent, and the subsidy from tax dollars for the aquatic program in 2015 was 45 percent.

Special Populations and 50+ programs generated \$161,446 in revenue in 2015 from the 54 programs offered over four seasons. The subsidy level from tax dollars was 35 percent, which makes the Special Populations and 50+ program area 65 percent cost recovery from user fees based on \$249,961.26 for current direct costs.

The Prairie Park Nature Center offered 37 activities in 2015 over four seasons, with a minimal user fee, and several of the programs free of charge. The range of nature programs includes environmental education programs, special events at the nature center, senior nature programs, archery, geocaching, etc. The Nature Center revenue for nature programs in 2015 was \$52,774 of which \$24,599 was generated through Prairie Park Camps with direct expenses at \$253,137.58. The Nature Center has the largest subsidy level from tax dollars at 79 percent.

Adult sports offered 37 programs in 2015 over four seasons including softball, volleyball, basketball, pickleball, flag football, kickball, bowling, and indoor soccer. In 2015, Adult sports generated \$318,006 in revenue with \$303,092.76 in current direct costs for a cost recovery of 105 percent and 0 percent subsidy from tax dollars.

Youth sports offered 32 programs in 2015 over four seasons through a variety of activities including volleyball, soccer, softball, baseball, and basketball. Youth sports revenues for 2015 were \$287,033 in revenue with \$272,216.84 in current direct costs for a cost recovery of 105 percent and 0 percent subsidy from tax dollars.



LPRD hosts numerous special events (14) throughout the year. These include Kids Fishing Derby, the Fall Arts and Crafts Show, Easter Eggstravaganza, the Halloween Paint-In, and Spring Break Camp, among others. Special events were subsidized by tax dollars at 60 percent in 2015, amounting to \$166,178.36, giving the Special Events program area a cost recovery of 40 percent. Many sponsorships support these events with other program revenues generating a total of \$110,425 in 2015. Attendance estimates are over 800 participants annually. Special events are highly valued by the public and are seen as a strength of the department. Although the public thinks most community-wide special events are hosted by LPRD, the department often assists with those hosted by other community groups.

The Eagle Bend Golf Course is one of two cost centers within the LPRD financial system, as it is an enterprise fund that is set up to cover all of the operational costs with revenues coming in through the golf course. **Table 13** lists the revenue sources and all the expenses and in 2015, Eagle Bend Golf Course had a 97 percent cost recovery rate.

Table 13: Eagle Bend Golf Course Budget

Golf Course Fund - 506 Budget					
	2015 Expenditures	2015 Revenue	2015 Difference	Fee Support	Tax Support
506-4-4910 Operations	337,045.86				
506-4-4920 Maintenance	417,067.60				
506-0-0000-3440 : Concessions		95,371.14			
506-0-0000-3442 : Golf Lessons		3,903.00			
506-0-0000-3443 : Retail Sales		45,197.49			
506-0-0000-3444 : Green Fees		386,795.15			
506-0-0000-3445 : Golf Carts		159,632.71			
506-0-0000-3446 : Special Orders		8,063.45			
506-0-0000-3447 : Driving Range		27,076.93			
506-0-0000-3455 : Misc Charges		22,212.76			
506-0-0000-3498 : Credit Card Fees		(14,455.10)			
506-0-0000-3601 : Interest Unrestricted Fees		208.30			
506-0-0000-3740 : Other Misc		7,629.00			
506-0-0000-3747 : Gift Certificate Sales		(7,641.16)			
506-0-0000-3790 : Cash long and short		20.00			
Total	754,113.46	734,013.67		97%	0%
Amount subtracted from Golf Fund - 2015 Fund Balance			(20,099.79)	3%	

Programs are evaluated on an ongoing basis. If a program does not meet minimum participation numbers after few seasons, it is not offered again. Program staff also keep up on programming trends and new options for activities based on what current participants would like to see. Program evaluations are done annually and used to improve programs and offerings, as well as provide instructors feedback during performance reviews.

Alternative Recreational Service Providers

The Lawrence community has access to a diversity of recreational program opportunities and amenities through alternative service providers. **Table 14** is not meant to be an all-inclusive list but demonstrates the broad spectrum of most of the major available services. In review of the types of programs and activities the alternative service providers offer, there seems to be enough capacity in Lawrence for these activities that there is not much concern regarding any unhealthy duplication of services. In many cases, the private sector is much more expensive, and price can be a deterrent for those that cannot afford their services. The public sector typically provides a different level of service at a more affordable price.

Gymnastics and fitness programs are good examples of there being a large enough market to share and allow participants to make a choice depending on what they are looking for in terms of program experience, location, price, amenities, instructors, etc..

The exception might be to not compete with the Boys and Girls Club for the after school market for teens and tweens programming. This is their niche market, and they have transportation and funding for this purpose.

Table 14: Alternative Recreational Service Provider and Activities

Alternative Providers * = Current Partnerships	
Lawrence Gymnastics Academy	Gymnastics, Competitive Team, Birthday Parties, Open Gym
Top Tumble	Tumbling Classes
Prime	Martial Arts, Karate/Tae Kwan Do/Kung Fu Classes
ATA	Martial Arts, Karate/Tae Kwan Do/Kung Fu Classes
Premiere Martial Arts	Martial Arts, Karate/Tae Kwan Do/Kung Fu Classes
New Ages	Martial Arts, Karate/Tae Kwan Do/Kung Fu Classes
Dance Gallery	Dance Classes, Youth & Adult
Point B	Dance Classes, Youth & Adult
Lawrence Arts Center*	Dance Classes, Youth & Adult, Art Instruction
Genesis Health Club	Fitness Classes
Underground Lab	Fitness Classes
Cross Fit	Fitness Classes
RydeBarre	Fitness Classes
Body Boutique	Fitness Classes
Anytime Fitness	Fitness Classes
Summit Fitness	Fitness Classes
SNAP Fitness	Fitness Classes
Genesis Health Club	Tennis Instruction
Om Tree Shala	Yoga Classes
Westside Yoga	Yoga Classes
Be Moved Studio	Yoga Classes
Yoga Center of Lawrence	Yoga Classes
Bikram Yoga	Yoga Classes
Lawrence Adult Soccer*	Soccer Instruction/Leagues
Sporting Kaw Valley*	Soccer Instruction/Leagues
Topeka/Shawnee County Baseball Association	Youth Sports Leagues
Osher Institute	Senior Trips & Tours, Senior Education
Banks, Churches, Civic Clubs*	Senior Trips & Tours
Great American Tours	Senior Trips & Tours
Private Trip/Tour Operators*	Senior Trips & Tours
Yoga Studios (Several Local)	Senior Fitness
Genesis Health Club (SilverSneakers)	Senior Fitness
Lawrence Memorial Hospital*	Senior Fitness/Personal Training
Private Fitness Clubs (Several Local)	Senior Fitness
Lawrence Public Library*	Senior Education Opportunities, Preschool Storytime (Nature Education)
Watkins Museum*	Senior Education Opportunities
Lawrence Arts Center	Senior Education Opportunities
Audubon Club*	Senior Outdoor Education
Dirty Girls Club	Senior Outdoor Education
Kansas Dept. Wildlife, Parks, Tourism*	Senior Outdoor Education, School Nature Programs

Alternative Providers * = Current Partnerships	
Senior Resource Center of Douglas County*	Senior Programming
Special Olympics	Special Populations Sports Programming
Best Buddies/Natural Ties (KU)	Special Populations Social Programming
Theatre Lawrence	Special Populations
Boys & Girls Club*	Camps, After School Programming, Compete for space in all school gyms for adult, youth sports programming. Adult Fitness Classes.
Ernie Miller Nature Center	School Nature Programs
Lawrence Art Center	Preschool Nature Education, Camps
Topeka Zoo*	School Nature Programs, Birthday Parties
Lawrence Pet World*	Nature Camps, Birthday Parties
Girl Scouts Hidden Valley Camp*	Nature Camps
Baker Wetlands Discovery Center*	Nature Education
Natural History Museum*	School Nature/History Programs, Camps, Weekend Programs
G-FORCE	Recreation Programs
Interceptive Site Coalition - Kansas Passport to Adventure (KC Metro)*	Interpretive Programs

LPRD also uses additional facilities that are not city owned. **Table 15** shows these facilities as well as the volume of activities at each. Some, as noted, are no longer available for the use by LPRD as of 2016.

Table 15: Non-City Facilities Used by LPRD for Programs and Activities

Non-City LPRD Uses for Programs and Activities		
Type of Facility	Facility	Reservations
Non-City Classrooms	Castle Tea Room	13
Multipurpose	Fairgrounds Bldg, 21	25
Multipurpose	Douglas County Senior Center	265
Multipurpose	First Baptist Church	24
Gym	G-Force Gymnastics	593
Multipurpose	Crescent Moon Winery	1
Non-City Classrooms	Good Earth Gatherings Farm	1
Multipurpose	Presbyterian Manor	26
Non-City Classrooms	Walmart	2
Gym	Broken Arrow Elementary School	64
Gym	Deerfield Elementary School	80
Gym	Hillcrest Elementary School	64
Gym	Langston Hughes Elementary School	96
Gym	Lawrence Central Junior High School	64
Gym	Lawrence South Junior High School	96
Gym	Lawrence West Junior High School	64
Gym	New York Elementary School	32
Gym	Pinckney Elementary School	48
Gym	Prairie Park Elementary School	64
Gym	Quail Run Elementary School	96
Gym	Southwest Junior High School	128
Gym	Schwegler Elementary School	48
Gym	Woodlawn Elementary School	32

In evaluating the capacity of each of the city-owned facilities that LPRD programs, it appears that most of what is considered prime time program hours/days are close to capacity with the exception of the number of classes that may have been cancelled due to lack of registration or lack of staffing. There is always going to be capacity at the non-peak hours, as many people work during the week, and children are in school most of the year.

Figure 25: Gymnasiums 2015 Weekday Reservations

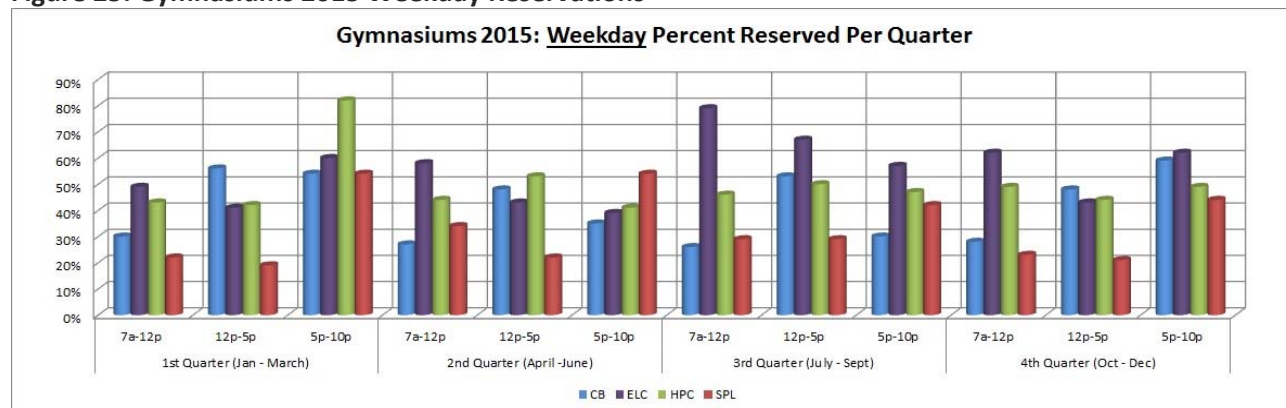


Figure 26: Gymnasiums 2015 Weekend Reservations

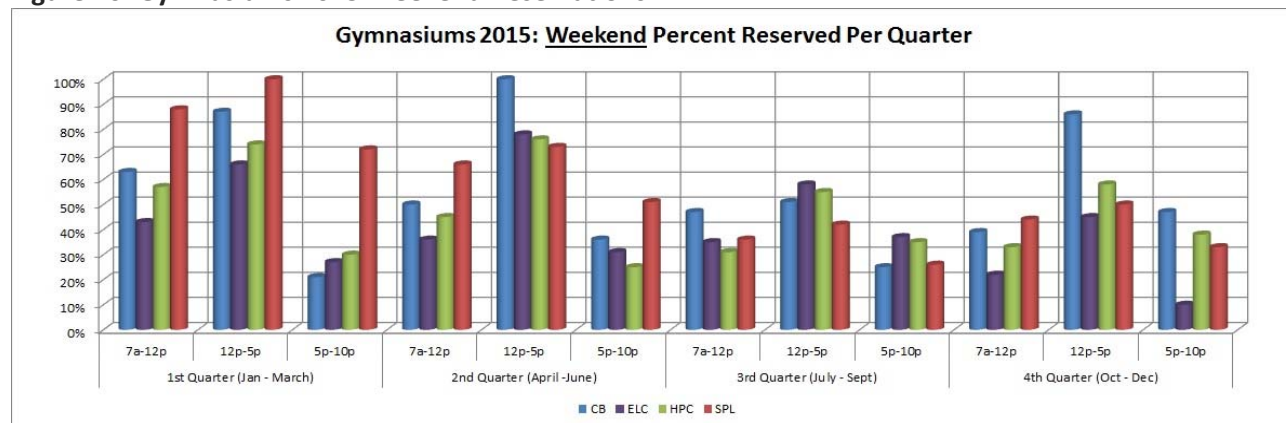


Figure 25 and **Figure 26** provide an overview of **reserved space** in Lawrence Parks and Recreation gymnasiums for 2015. Comprised of LPRD programming and reservations made by the general public, the tables do not represent the number of people using the gymnasiums, nor do they represent prime-time or non-prime-time usage. Rather, they are simply an overview of daily reservations analyzed quarterly for the year.

Figure 25 shows that **weekday** reservations remain fairly steady throughout the year with some exceptions. Holcom Park Recreation Center (HPC) sees a spike in evening reservations during the first quarter, which is due to increased practices for club volleyball and LPRD youth basketball leagues. East Lawrence



Recreation Center (ERC) shows a high percentage in the third quarter due to Special Populations summer camps. Overall **weekend** reservations on **Figure 26** are high in the first and second quarters due to LPRD youth sports programming and Sports Pavilion Lawrence volleyball tournaments. Reservations decline throughout the summer months as patrons turn their attention to outdoor pursuits only to pick up slightly in the fall. It is important to note that the goal of LPRD is not to have all gymnasiums reserved 100 percent of the time. Having open gym or free play time available at each location is an integral part of LPRD programming and the service it provides to the community.

Current Cost Recovery Circumstances

LPRD does not have a cost recovery standard or philosophy that is comprehensive that would require all program staff to set fees universally based on an approved methodology. Facility and maintenance expenses are often not included in program costs. To be able to determine the true cost of each program, unit costs (per hour, per session, per class, etc.) of overhead can be figured into the costs of each activity if the financial system is set up to do this. Currently, the City of Lawrence's financial software system is not able to track this information.

Table 16: 2015 LPRD Program Subsidy Levels

Recreation Fund 211 Budget					
Accounts	2015 Expenditures	2015 Revenue	2015 Difference	Fee Support	Tax Support
Recreation Instruction / Lifelong Recreation					
211-4-4110 : Class Enrollments	412,284.49				
211-0-0000-3458 : Recreation Instruction		505,652.00			
	412,284.49	505,652.00	93,367.51	123%	0%
Youth Sports					
211-4-4130 : Youth Sports	272,216.84				
211-0-0000-3454 : Sports Entry Fees/Youth Sports		287,033.00			
	272,216.84	287,033.00	14,816.16	105%	0%
Adult Sports					
211-4-4120 : Adult Sports	303,092.76				
211-0-0000-3614 : Field Rental (Property Lease)		122,760.00			
211-0-0000-3453 : Sports Entry Fees/Adult Sports		195,246.00			
	303,092.76	318,006.00	14,913.24	105%	0%
Facility Operations					
211-4-4105 : Facility Operations	241,861.05				
211-0-0000-3610 : Building Rental (CB,ELC, HPC, Depot)		190,254.50			
	241,861.05	190,254.50	(51,606.55)	79%	21%
Special Populations / 50 plus programing					
211-4-4140 : Special Populations	249,961.26				
211-0-0000-3461 : Special Populations		161,446.00			
	249,961.26	161,446.00	(88,515.26)	65%	35%
Aquatics					
211-4-4180 : Aquatic Operations	1,118,971.74				
211-4-4185 : Aquatic Maintenance	167,476.66				
211-0-0000-3448 : Aquatic Center/Outdoor Pool		187,333.00			
211-0-0000-3449 : Aquatic Center/Carl Knox Pool		22,303.00			
211-0-0000-3450 : Aquatic Center/Indoor Aquatic		493,059.00			
	1,286,448.40	702,695.00	(583,753.40)	55%	45%
Sports Pavilion Lawrence / Gymnastics					
211-4-4195 : SPL Operations	699,535.76				
211-4-4198 : SPL Maintenance	204,073.63				
211-0-0000-3451 : SPL Revenue		401,635.00			
	903,609.39	401,635.00	(501,974.39)	44%	56%
Special Events					
211-4-4150 : Special events	276,603.36				
211-0-0000-3452 : Special Events		110,425.00			
	276,603.36	110,425.00	(166,178.36)	40%	60%
Nature Center					
211-4-4170 : Nature Center	253,137.58				
211-0-0000-3459 : PPNC Programming		44,297.00			
211-0-0000-3711 : Retail Sales PPNC Gift Shop		7,314.00			
211-0-0000-3711 : Prairie Park Nature Ctr		1,163.00			
	253,137.58	52,774.00	(200,363.58)	21%	79%
Administration					
211-4-4100 : Administration	680,130.63				
211-4-4160 : Marketing	134,070.23				
211-4-4190 : Carnegie (Maintenance)	48,257.98				
211-0-0000-3002 : Ad Voletem/delinquent		204.68			
211-0-0000-3740 : Other Miscellaneous		710.00			
211-0-0000-3462 : Seasonal Rec Facilities (Skating/BatCages)		17,490.00			
211-0-0000-3710 : Donations		25,010.00			
211-0-0000-3441 : Concessions		19,916.00			
211-0-0000-3498 : Credit Card Fees		-41,660.00			
211-0-0000-3601 : Interest Unrestricted Funds		876.47			
211-0-0000-3747 : Gift Certificate Sales		-894.00			
211-0-0000-3790 : Cash Long/Short		-120.00			
	862,458.84	21,533.15	(840,925.69)	2%	98%
Total	5,061,673.97	2,751,453.65		54%	
211-0-0000-3901 : Transfer From General Fund (Sales Tax)		2,230,157.00			44%
Total	5,061,673.97	4,981,610.65			
Amount subtracted from Recreation Fund - 2015 Fund Balance			(80,063.32)	2%	

The expense figures in the previous **Table 16** are for the current direct costs for each program area which includes instructors, officials, supplies, etc. for the programs but not any of the facility maintenance, set-up or tear down, additional cleaning, trash pick-up, facility supervisors, etc. that each program creates.

This level of information regarding the cost of doing business would be beneficial for the LPRD, as well as all other operations of the City. A shift in the budgeting and financial system would need to be considered so these expenses can be tracked to program areas and cost centers and then utilized to determine desired cost recovery levels based on the direct costs to be recovered. Varying percentages of cost recovery are common depending on the type of service being delivered, the benefit to the individual receiving the service, and the benefit to the tax paying community as a whole.

The creation of a cost recovery and subsidy allocation philosophy and policy is a key component to maintaining LPRD's financial control, equitably pricing offerings, and helping to identify core services including programs and facilities.

Critical to this philosophical undertaking is the support and buy-in of elected officials and advisory boards, staff, and ultimately, citizens. Whether or not significant changes are called for, the organization should be certain that it philosophically aligns with its constituents. The development of a financial resource allocation philosophy and policy is built upon a very logical foundation, based upon the theory that those who benefit from parks and recreation services ultimately pay for services.

G. Benchmarking/Comparison of Resource Standards

Limits of Comparative Data and Analysis

Benchmarking is an important tool that allows the comparison of certain attributes of the City of Lawrence's management of public spaces (parks, recreation, aquatics, and related services) with other similar communities. For this plan, benchmarking data was collected from the following comparable cities: Bloomington, Indiana; Boulder, Colorado; Columbia, Missouri; Flagstaff, Arizona; Iowa City, Iowa; and St. Cloud, Minnesota.

It is very difficult to find exact comparable communities because each has its own unique identity, its own way of conducting business and differences in what populations it serves. It is important to keep in mind that while many park and recreation departments serve primarily residents, others serve a large portion of non-residents.

Additionally, organizations do not typically break down the expenditures of parks, trails, facilities, and maintenance the same way. Agencies also vary in terms of how they organize their departments and budgets. Additionally, field and facility usage varies by agency. It should also be noted that some of the information sent is incomplete even after numerous requests to each agency. This being said, the benchmarking information presented here should be used as a catalyst for the City of Lawrence to continue to research best practices for more specific areas when they are needed. Analysis on certain portions of the collected data is provided below.

Benchmarking Data Sought

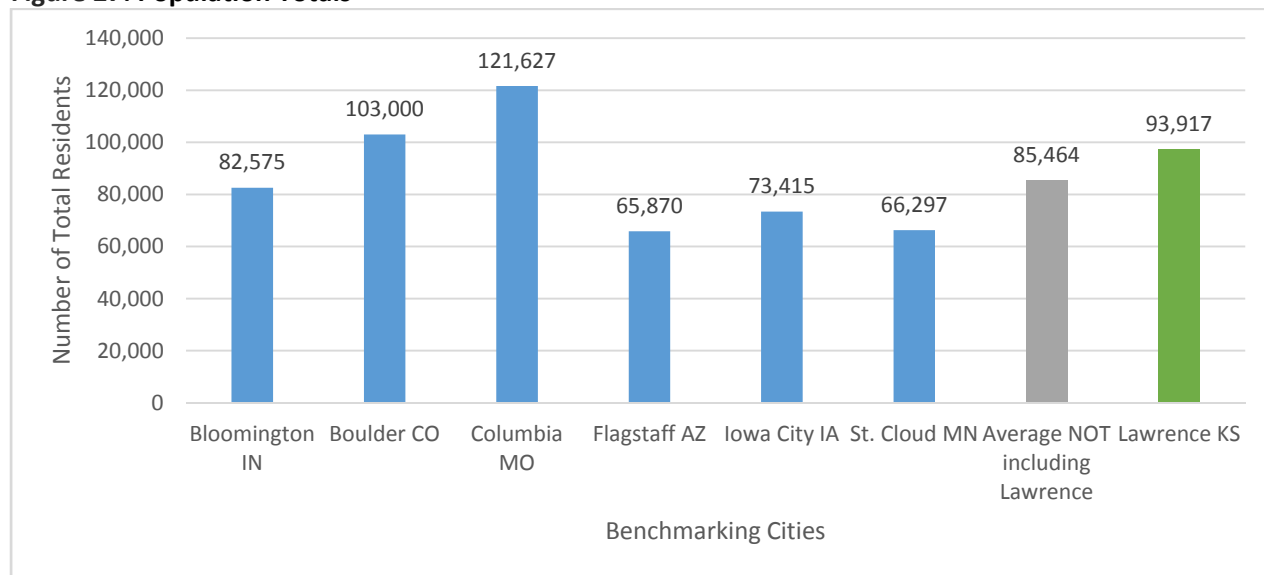
Communities were chosen primarily due to the perceived similarities with Lawrence, Kansas. Requested benchmarking data included:

- Population characteristics
- Total acres of developed and undeveloped park land
- Budgets – expense/operating, revenue, and capital improvement plans
- Total employees and full time equivalencies (FTE)
- Number of indoor recreation facilities
- Number of rectangular and diamond game ball fields
- Number of indoor/outdoor pools, aquatic centers and splashpads/spraygrounds
- Number of golf courses
- Miles of multipurpose hard surface trails
- Funding sources

Additionally, benchmarking data looks to weigh pertinent data along with comparing against a “per thousand” population calculation in some cases in order to compare “apples to apples” within the various categories. Analysis of selected categories follows:

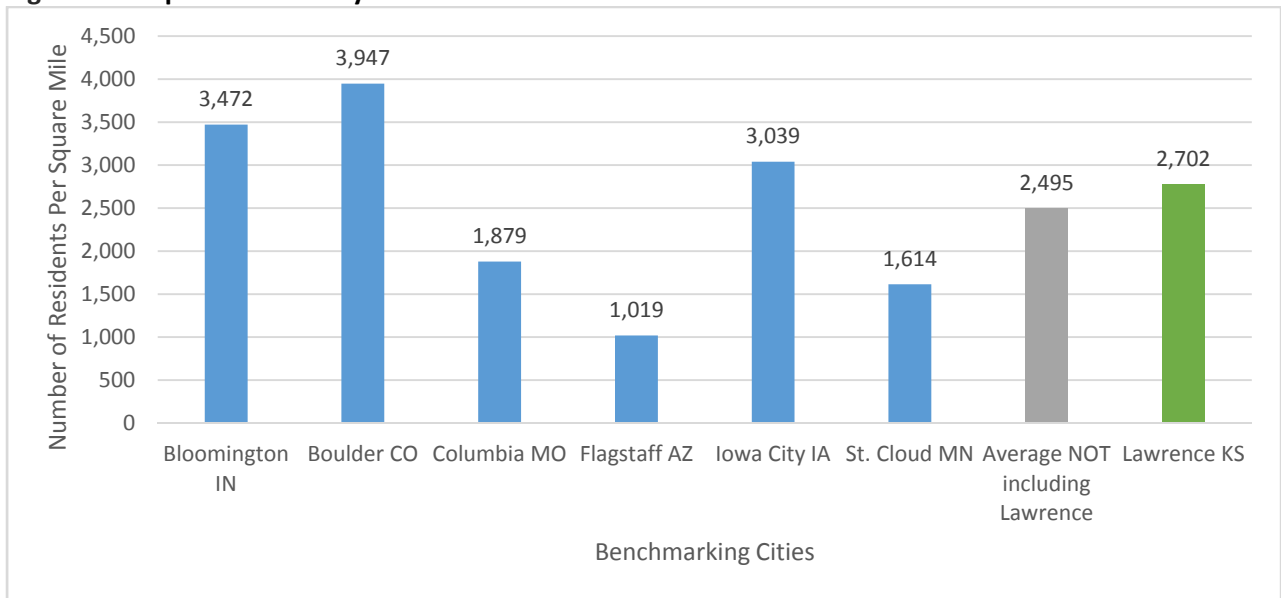
Population Characteristics

Figure 27: Population Totals



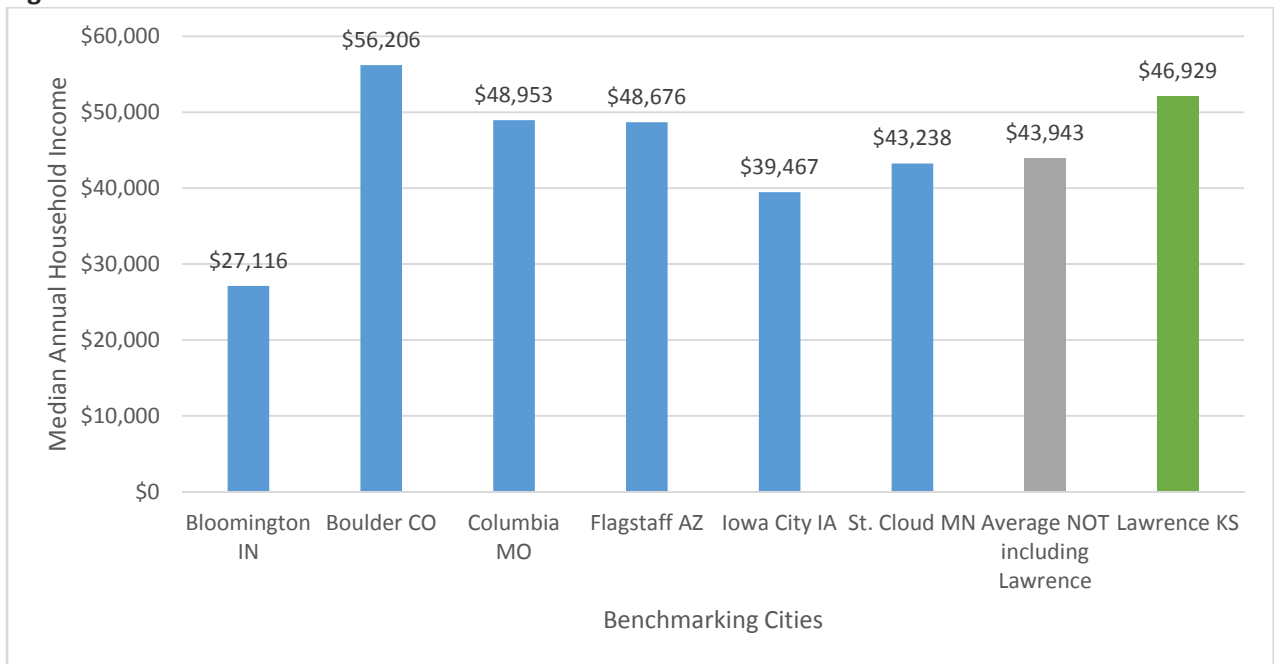
The population of Lawrence is greater than four of six of the comparison cities, and total number of residents exceeds the average population of all comparison cities by 11,729.

Figure 28: Population Density



The population density in Lawrence is slightly greater than the average of all comparison cities.

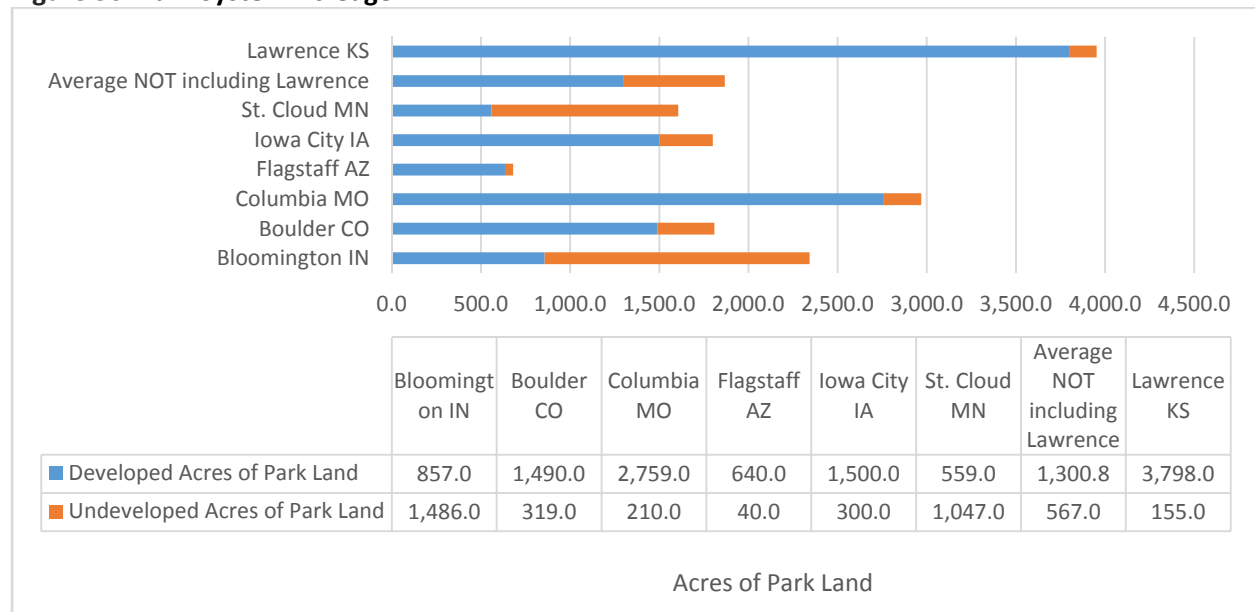
Figure 29: Median Annual Household Income



Lawrence had the second highest average median household income of all cities studied. Boulder, Colorado, households had the highest reported median annual income, \$4,066 greater than those in Lawrence. However, Lawrence households' median annual income was \$8,197 more than the average of all cities studied, and nearly doubles the median annual household income of Bloomington, Indiana.

Parks Acreage

Figure 30: Park System Acreage



The City of Lawrence has nearly three times the acres of land in its park system when compared to the average of the comparison cities' park systems. The majority of land managed by these agencies is developed with amenities such as sports fields, recreation centers, and playgrounds.

Facilities

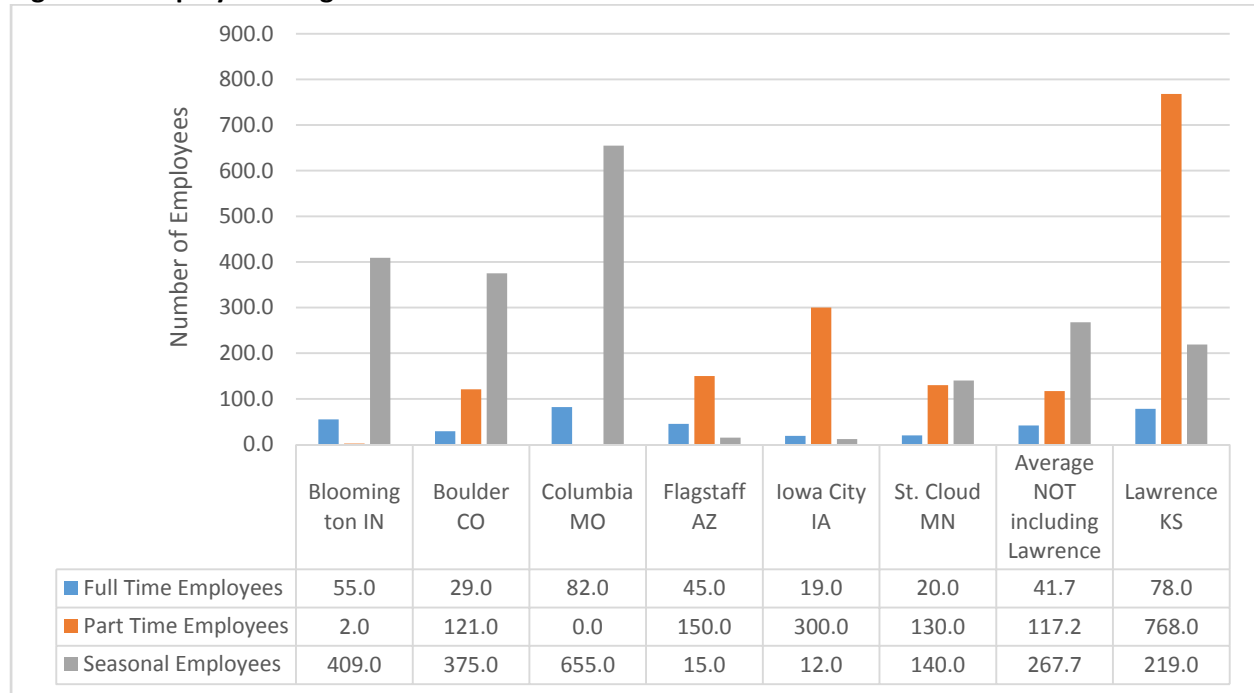
Table 17: Comparison of Benchmarked Recreation Facilities

	Low	Average	High	Lawrence
Indoor Recreational Facilities	1 (St. Cloud)	3.5	7 (Lawrence)	Highest
Total Sq Ft. of Indoor Recreational Facilities	40,000 (St. Cloud)	95,758	269,500 (Lawrence)	Highest
Rectangular Game Ball Fields	2 (Bloomington)	16.7	29 (Columbia)	15 - Below Average
Diamond Game Ball Fields	10 (Flagstaff)	21.3	35 (St. Cloud)	13 - Below Average
Outdoor Pools/Aquatic Centers	0 (multiple cities)	1.5	4 (Columbia)	1 - Below Average
Indoor Pools/Aquatic Centers	0 (Bloomington)	1.5	3 (Boulder)	1 - Below Average
Splashpads/Spraygrounds	0 (multiple cities)	2.8	10 (St. Cloud)	1 - Below Average
Municipal Golf Courses	0 (multiple cities)	0.8	2 (Columbia)	1 - Above Average
Miles of Multipurpose Hard Surface Trails	14.9 (Columbia)	61.9	236 (Boulder)	45 - Below Average

Lawrence has both the highest number, and total square feet, of indoor recreational facilities of all cities studied. However, the City has fewer game ball fields, pools, aquatic facilities, and miles of hard surfaced trails compared to the average of the comparison cities.

Employees

Figure 31: Employment Figures



In providing recreation programs, facilities and activity opportunities, the City of Lawrence employs more full time employees than the majority of comparison cities. Lawrence employs fewer seasonal employees than average, but employs nearly seven times as many part time employees.



Budget and Finance

Figure 32: Budget Comparisons – Expense/Operations, Revenue, and CIP

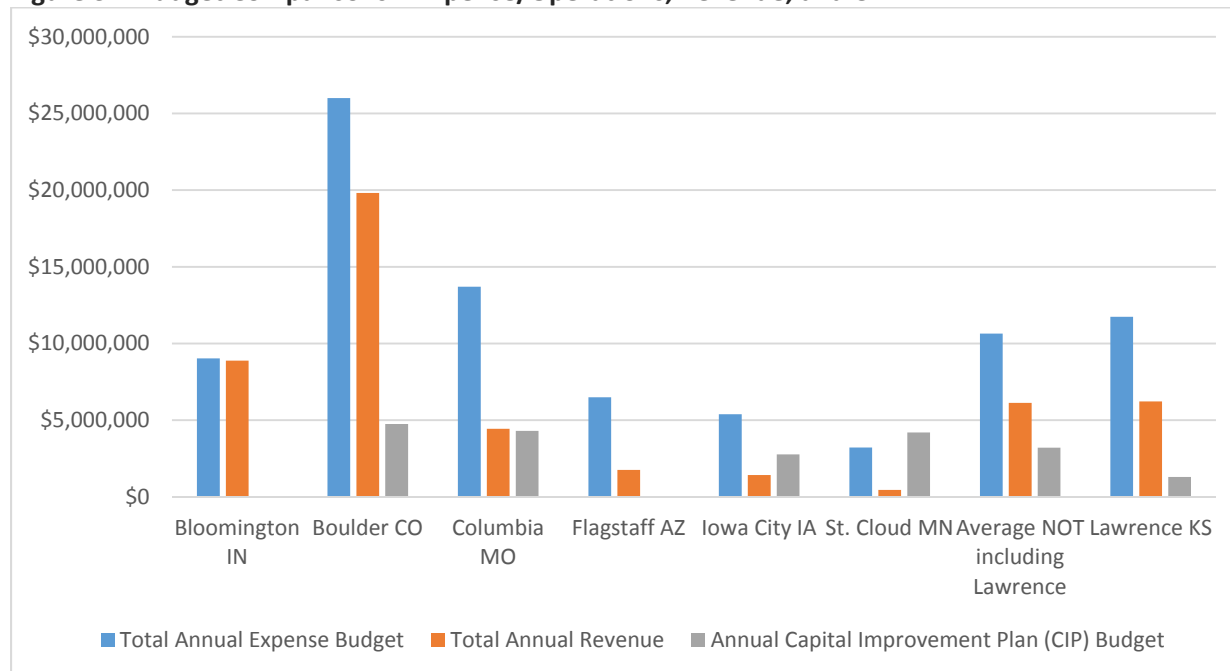


Table 18: Budget Comparisons – Expense/Operations, Revenue, and CIP

	Low	Average	High	Lawrence	
Expense Budget	\$3.2 million (St. Cloud)	\$10.6 million	\$26 million (Boulder)	\$11.7 million	Above Average
Revenue	\$0.45 million (St. Cloud)	\$6.1 million	\$19.8 million (Boulder)	\$6.2 million	About Average
CIP Budget	\$0 (Bloomington)	\$3.2 million	\$4.8 million (Boulder)	\$1.3 million	Below Average

The expense budget of LPRD is slightly above the average of the comparison cities. Lawrence park system also generates slightly more revenue than the average of the comparison park systems. However, Lawrence's Capital Improvement Plan (CIP) budget is almost \$2 million less than the average of the comparison cities.

H. Economic Impact Assessment

Economic Impact Analysis

LPRD contributes to the community in many ways, not the least of which is its ongoing economic vitality. The key to successfully measuring and communicating economic impact is data collection. The more credible the data, the more credible the results. The review of economic impact processes consisted of the following:

- A meeting with staff to understand what is being done now.
- Discussions with Explore Lawrence and the Chamber.
- A literature review of two nationally recognized sources for consistency with Lawrence practice.

Meeting with LPRD Staff

Currently, LPRD collects data on the use of Sports Pavilion Lawrence. This is excellent information and has been collected since the facility opened. There is an interest in and a need to expand this data collection to other facilities, events, and programs. Staff shared that there are others in the community measuring economic impact – the Chamber, Explore Lawrence, and the City Manager’s Office/Finance Director. City efforts are centered on measuring the effectiveness of economic incentive programs and were not helpful with information related to LPRD. In the staff discussion, questions were raised about the per person/per day spending amount and the need to validate this number.

Discussions with Explore Lawrence and the Chamber of Commerce

Explore Lawrence is the Visitors Bureau of Lawrence. One of its responsibilities is to assess economic impact of tourism activities. LPRD uses per person/per day spending for overnight stays provided by Explore Lawrence. The department is also using a figure of 40 percent of overnight stay for the local and regional spending allocation. In talking with Explore Lawrence representatives, this practice, although typical of such organizations seemed to result in a spending rate higher than reasonable for local and regional visitors.

Literature Review

There are two nationally recognized publications on this topic, the Trust for Public Land “Measuring the Economic Value of a City Park System” 2009 and John Crompton’s report for the National Recreation and Park Association, “Measuring the Economic Impact of Park and Recreation Services,” (2010 see **Appendix B**). These are excellent resources for both expanding the kinds of data collected and for best practices related to collection methods and reporting of data for greatest benefit. For the most part, the department’s practices are consistent with national practices, and the recommendations section focuses on expanding data collection efforts.

I. Marketing/Positioning the department

Marketing and Promotions

Currently, LPRD has one staff member dedicated to marketing and public relations. He is assisted by part-time staff when available. The position has broad duties and reports directly to the LPRD Director. The department works under the public relations framework of the City and follows city-wide protocols for website design and social media use.

Marketing is handled on an informal basis; there is no marketing plan. The person in the position is a public relations professional with excellent background, skills, and knowledge and has been with the City for many years. He is stretched thin, especially in this age of social media immediacy and the variety of duties expected of him. The review of marketing and promotions was a high-level scan and consisted of:

- A meeting with the marketing specialist
- A session with Division Managers
- Review of public survey results

The marketing specialist emphasized the need for a written marketing plan and for additional staff assistance to do the job effectively. The current practice of carefully documenting procedures is helpful, but the marketing plan would be helpful to someone entering the position for the first time and for keeping marketing and promotion efforts on track.

There is a city-wide framework that LPRD works under for communications, and given that parks and recreation is quite a different animal than most city services, this works in some ways, but in some very important ways it does not. The marketing specialist works hard to cooperate with the City-wide effort, while being challenged to meet the needs of LPRD staff through “the system” especially as it relates to the website and social media.

Session with the Division Managers

This discussion highlighted issues identified earlier and raised new ones. Many of the comments focused on the website and the lack of “personality” to the site. Staff would like to see it be more friendly, inviting, and fun, and they recognized the difficulty in working with the City-wide framework. With respect to the website, there was some feeling that all divisions are not appropriately represented with the focus being on recreation. Environmental activities were specifically mentioned as being hard to find on the website.

Target markets were also discussed. As is characteristic, the staff definition for target market was “everyone.” However, the need for more specificity was recognized, and some target markets were identified for emphasis. There was discussion around the uniqueness of Eagle Bend and Sports Pavilion Lawrence given they are both regional draws, and marketing efforts and budget needed to reflect these particular circumstances.

The group supported the use of the activity guide as the major marketing piece for LPRD, although they felt that it could benefit from some refinement especially related to categorization of activities for specific target markets. This is all geared to making the activities easier for the user to find and to register. They also talked about making this digital rather than the current practice of printing.

Finally, the approach to social media was discussed. They expressed a need for broader access to posting content and pictures to take advantage of benefit of the platform – immediacy. This access is currently limited due to City-wide protocols. Finding a way to use these tools more effectively was important to them. In terms of promotions, participants felt that opportunities for online promotions were underutilized.

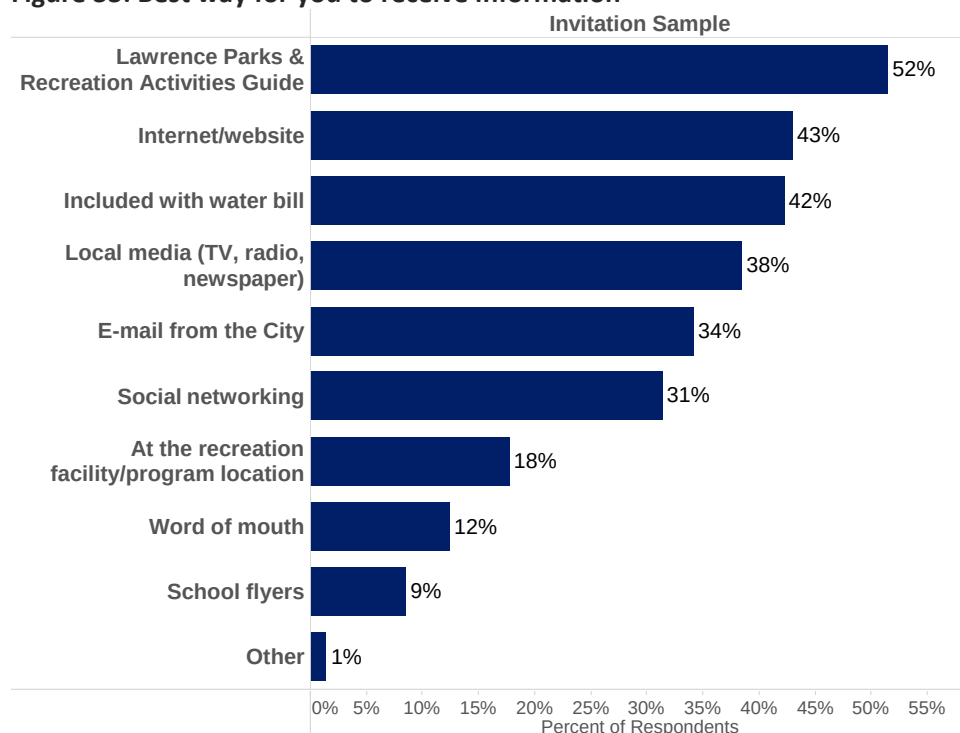
Review of Public Survey Results

Although not a focus of the Public Survey effort there was some marketing and promotion feedback to guide recommendations. First, response to the survey was extraordinary. This shows good support for the LPRD and demonstrates the value it has to the community.

Second, there was confirmation of the importance of the activity guide. The following is a quote from the survey results report.

- LPRD's Activities Guide is the best method to receive information on LPRD facilities, service and programs (Q14). Slightly over half of invitation respondents (52%) identified the LPRD Activities Guide as the best method of communication, followed by the internet/website (43%) and messages included in water bill (42%), as shown in **Figure 33**.

Figure 33: Best way for you to receive information

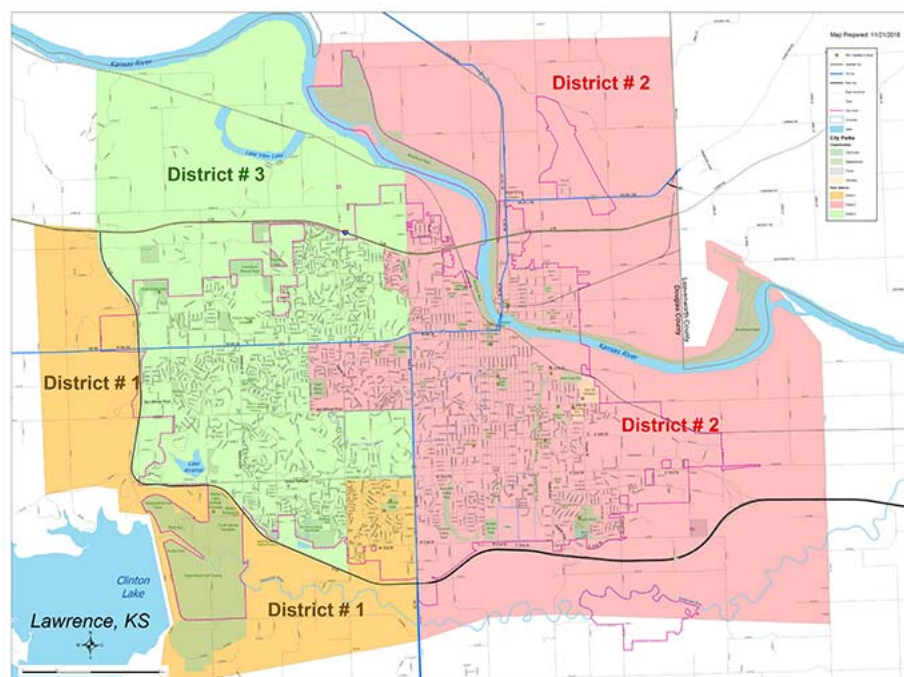


III. Inventory and Level of Service Analysis

Table 19: Lawrence Parks and Recreation Inventory Summary Table

Park District	Number of Park Locations	Park Land (Acres)	Total Length of Shared Use Path Inside District (miles)	Total Length of Soft Surface Path in District (acres)	Total of Landscape/Right-of-Way Areas (acres)
District 1	2	1,635	1	8	0
District 2	43	1,820	11.3	26	87
District 3	18	580	31	9	140.5
Landscape	0	0	0	0	80
Entire Park System	63	4,035	43.3	43	307.5

Note: Trail lengths were calculated using City-provided GIS data.



Lawrence Parks and Recreation has organized the community into three service districts to organize the Department's operational support and ensure efficient and effective service delivery. This map reflects the organization of these districts for operational purposes. This organizational structure allows for a management practice that better utilizes resources both in materials and personnel. The district model provides a cost-savings to the department's budget and eliminates unnecessary travel from one side of the community to the other for employees. The district model helps in responding to basic parks and recreation service needs in a timely manner, while being mindful of impacts to the environment, especially emissions from vehicle usage.

Nontraditional Park Maintenance Amenities

Lawrence Parks and Recreation is currently responsible for the maintenance of amenities that are considered to be nontraditional. For most communities, these nontraditional amenities are usually maintained by other city departments such as public works. Lawrence is the exception with the following amenities falling under their responsibility for maintenance.

- Total, non-park, contracted mowing areas is 307.5 acres (right-of-ways, parkways, and public building).
- Approximately 23 acres of landscape beds maintained on right-of-ways.
- Mass Street Downtown – Colorscaping in 50+ planters, and maintenance of over 300 trees to provide visual enhancement and canopy shade for downtown shoppers and sidewalk dining.
- Downtown parking lots maintained (turf and landscape) – 11 total.
- Landscaped Round-a-bouts maintained – 38 total.
- City Forestry staff provides tree maintenance activities on all trees residing within city right-of-way for 852 miles of public streets. Estimated number of trees to maintain is 30,000.
- From 2013-2015 LPRD removed 1,215 trees, planted 2,139 trees, and pruned 2,875 trees.
- LPRD is responsible for treating, removing, and replanting 3,200 Ash trees on public right-of-ways over the next 8-10 years due to Emerald Ash Borer.

Inventory and Level of Service Analysis

The purpose of this Inventory Assessment and Level of Service analysis was to evaluate how facilities and parks in Lawrence serve the community. This required site-specific inventory in which members of the master plan team visited each park. During the individual park visits inventory was taken of park amenities present along with their physical condition. A rating system was utilized to determine how the park amenities were serving the community. The rating system scored amenities from 1-3.

Low Scoring 1's (Poor Condition) – Park amenity shows significant signs of deterioration. Amenity components have dated/dirty appearance and should be replace/repared relatively soon so they are safe and function as intended. Examples of such low-scoring amenities is playground equipment with significant rust present, paint and protective coating peeling, and plastic components faded and damaged.

Medium Scoring 2's (Fair Condition) – Park amenity shows beginning signs of deterioration. Immediate attention is not necessary, although the amenity components will need repairs such as paint, stain, re-setting them in place or replacing individual components of the amenity in a few years so they remain safe and function as intended.

High Scoring 3's (Good Condition) – Park amenity shows little signs of deterioration. Amenity has new and up-to-date appearance and is fully functional and should not need to be replace/repared during the 10 year life of this Master Plan.

Stonegate Park	3706 Hunters Hill Dr
Assessment of On-site Amenities and Physical Condition	
• (1) Set of Playground Equipment ○ Good condition ○ Wood mulch play surface • (3) Park Benches, metal ○ (1) bench is in poor condition ○ (1) bench needs to be reset in place • (2) Picnic Tables, wood ○ Poor condition ○ Needs to be refurbished or replaced • (1) Open Green Space ○ Turf grass, mowed • (1) Grill ○ Good condition • (2) Trash Receptacles ○ Good condition	
Future Considerations & Recommendations	
• Replace (1) park bench • Replace or refurbish (2) picnic tables, wood	
Existing Conditions and Concerns Expressed from the District Manager	
• Older style of playground equipment • Mulch playground surface needs to be replaced with poured in place rubber surface	
	
Stonegate Park Images	

Image A: Park inventory and assessment cut sheet example. Cut sheets were developed for each park per each of the three Maintenance Districts and are found in the **Appendix C**.

Summary of Existing Park Conditions

Analysis of the park system as a whole reveals several recurring conditions and themes. Park maintenance system-wide is excellent, including well-manicured parks, no trash in parks, consistent mowing, and weeds trimmed. The existing well-maintained park condition of individual parks in Lawrence reflects well for the maintenance standards of the department. With the exception of a few areas experiencing routine vandalism, most parks are approachable with a clean/safe appearance. Generally, most low scoring park amenities in Lawrence consist of aging playground equipment, park shelters, park benches, and picnic tables, and deteriorating pavement surfaces. Parks containing team sports fields are generally in good condition with the exception of a few locations containing low scoring backstops, team benches, bleachers, and sport specific goals.

Summary of Existing Indoor Facilities Conditions

LPRD maintains several facilities including:

- Prairie Park Nature Center
- Eagle Bend Golf Course
- Indoor Aquatics Center
- Outdoor Aquatics Center
- Carl Knox Natatorium
- Community Building (Downtown)
- East Lawrence Recreation Center
- Holcom Park Recreation Center
- Administrative Office in South Park
- Sports Pavilion Lawrence (SPL)
- Carnegie Building
- Lawrence Union Pacific Depot
- Maintenance Facilities
 - District 1 & 3
 - District 2
 - Eagle Bend
 - Memorial Park Cemetery
 - Oak Hill Cemetery
 - Landscape/Horticulture
 - Forestry/Construction
 - Holcom Complex

Facilities maintenance system-wide is good including well painted facilities, trash emptied, always clean, hard surface floors mopped and carpets vacuumed. The existing well-maintained condition of individual indoor facilities in Lawrence reflects well for the maintenance standards of the department.. A number of the facilities through remodels or new construction meet the needs of the community. The Indoor Aquatic Center is in need of additional spectator and team space for swim meet facilitation. The neighborhood recreation centers could use minor remodels and/or additions to address the changing needs of the community. The Carl Knox Natatorium is owned by the Unified School District and is maintained by LPRD.

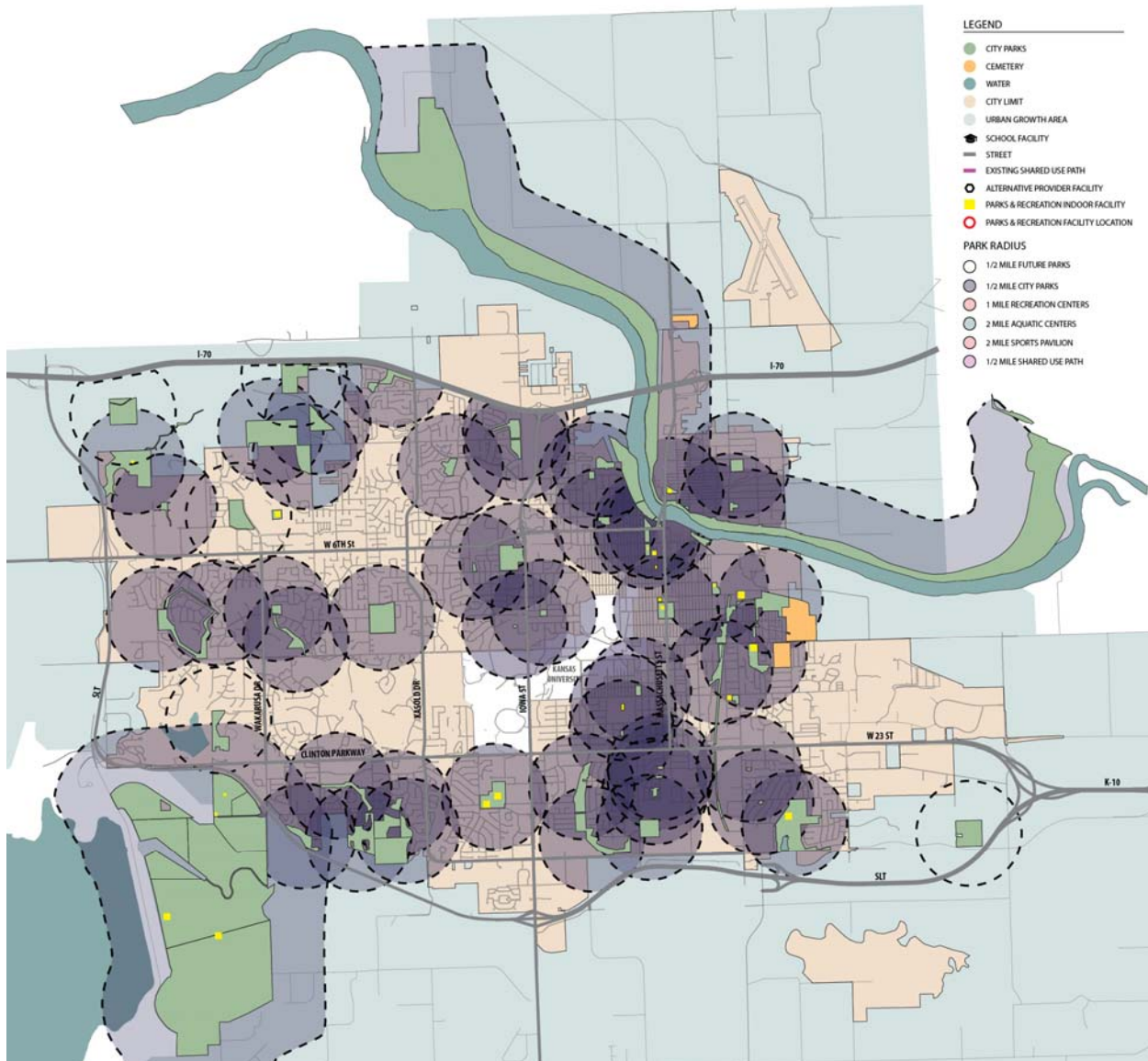
Level of Service Assessment for Existing Parks

Parks in Lawrence are fairly well distributed and found in all quadrants of the existing city limits. It was necessary for the planning process to identify areas within the city that are underserved by parks. Applying a one-half mile walking radius to all parks identified as low-service areas (gaps) lacking parks or containing limited access to nearby parks. The majority of land in these zones consists of existing/planned industrial developments, commercial developments, Alvamar



Golf Course, and the Kansas University campus. This suggests that the majority of Lawrence is well served from the existing park system with the exception of a few neighborhoods located in the low-service areas (gaps) illustrated in **Map 1, which highlights low-service areas without substantial parkland or green space. These areas should not be dismissed for future potential parks and green space should the opportunity arise for development.**

Map 1: Low Service Areas (Gaps)

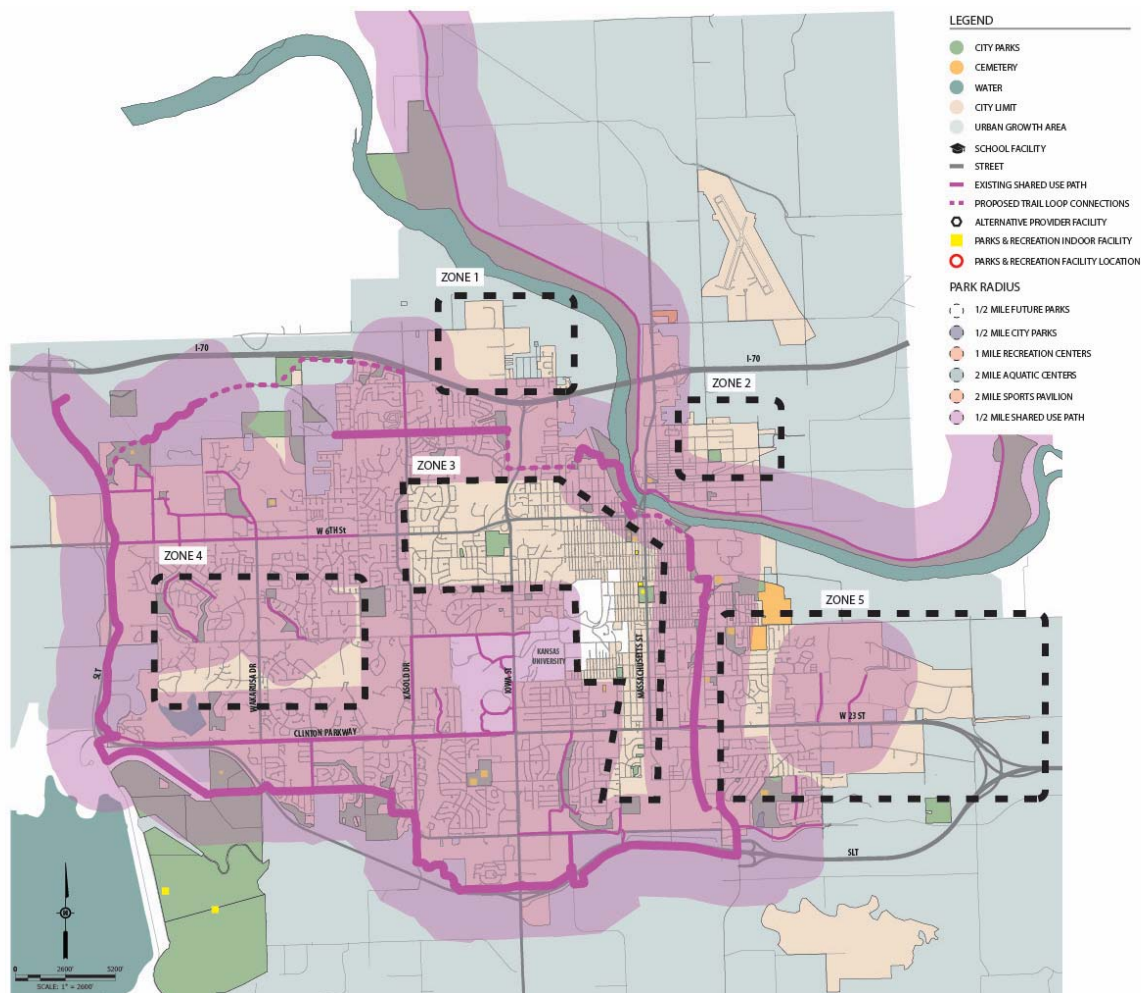


*City of Lawrence map showing low served areas (gaps) in Lawrence lacking access to nearby parks. To see larger 11" x 17" maps please refer to **Appendix D**.*

Level of Service Assessment for Shared Use Path Network

Connectivity between parks is another focus for level of service analysis. Survey results from Lawrence community members revealed a high level of importance for trails and pathways. Finishing the "Trail Loop" around Lawrence has been identified as a priority for the community. It was necessary to map all existing shared use paths in Lawrence and identify areas underserved from this trail network. **Map 2** illustrates all existing shared use locations with a one-half mile walking radius. Five zones have been identified in **Map 2**, which shows areas being underserved from the shared use path network. Although the priority is to finish the "Trail Loop," there will be several zones still underserved as this loop is completed. It is recommended that these zones be included in planning for future shared path connections as well as finishing the "Trail Loop."

Map 2: Underserved Areas Shared Use Path



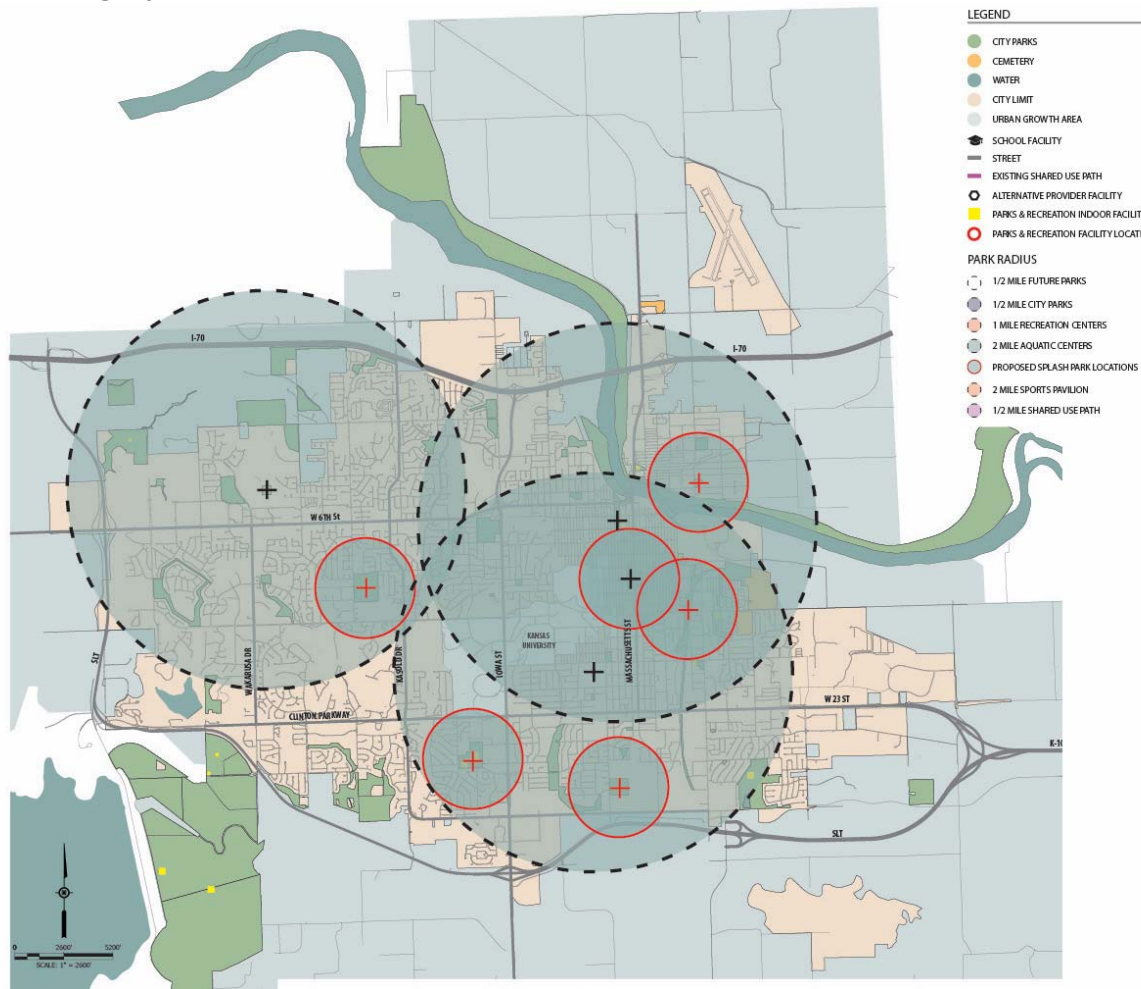
City Map highlighting areas of Lawrence being underserved from the existing shared use path network.

Level of Service Assessment for Aquatic Centers & Pools

Lawrence Parks and Recreation currently has one Indoor Aquatic Center, one Outdoor Aquatic Center, the Carl Knox Natatorium, and one Wading Pool. All aquatic parks are popular and heavily used by the community. The Indoor Aquatic Center and Carl Knox Natatorium host competition events as well as being open for public recreation/exercise. The Carl Knox Natatorium is not available to the public year round, because it is closed while the Outdoor Aquatic Center is open for the summer. In addition, adding a third pool would cause a staffing issue.

Mapping the location of all existing aquatic parks in **Map 3** shows that most of Lawrence generally has good access to these facilities. However, the map does not illustrate the demand for additional aquatic recreational parks. The Outdoor Aquatic Center and South Park Wading pool are currently the only two facilities solely dedicated to recreation. It is the recommendation of this Masterplan team to provide six new splash parks dedicated to open public recreation. **Map 3** shows both proposed locations of the new splash parks and existing aquatic facilities.

Map 3: Existing Aquatics Locations



City Map highlighting existing Aquatic Center locations as well as proposed splash park locations.

Level of Service Assessment for Recreation Centers

Lawrence Parks and Recreation currently has four (4) recreation centers. All four facilities are popular and heavily used throughout the year.

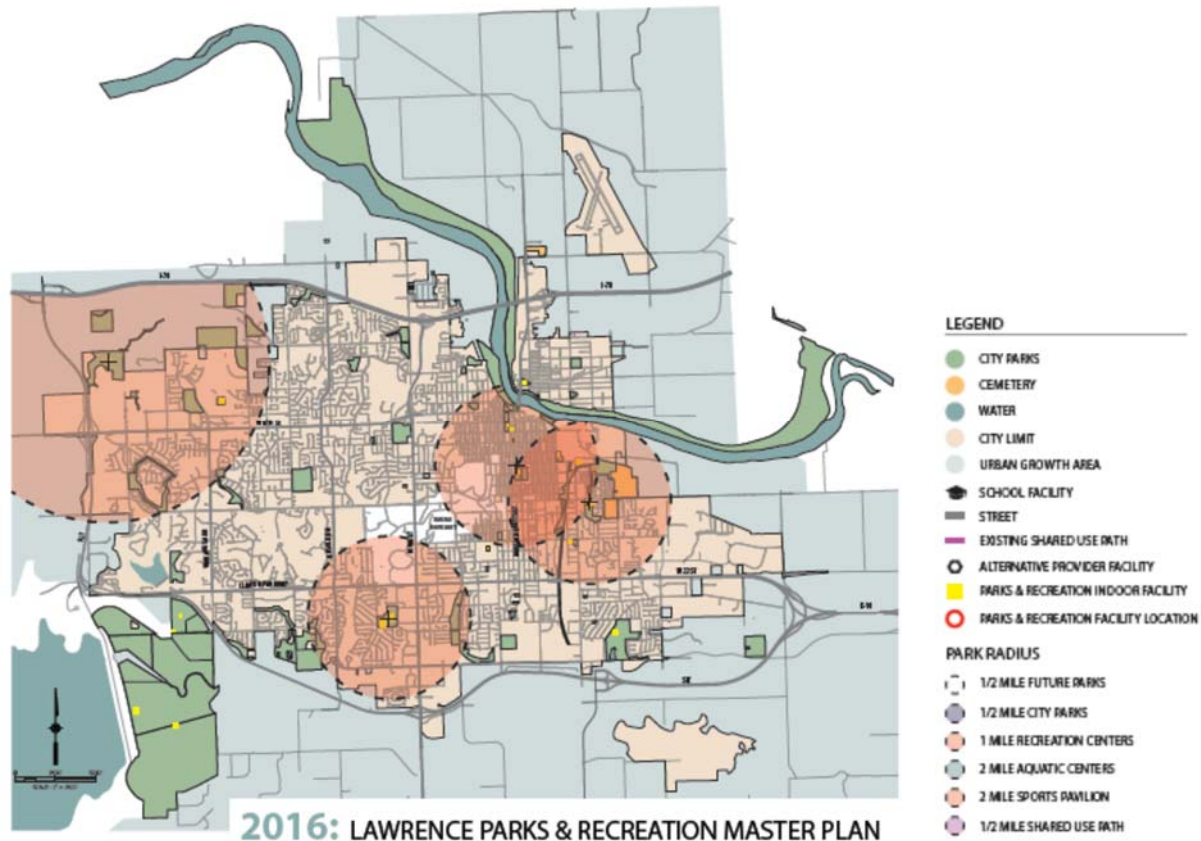
Sports Pavilion Lawrence (SPL) has eight full size basketball courts, one full size indoor soccer turf field, a gymnastics area, a fitness areas, an indoor track, multipurpose rooms, and individual dressing rooms. Due to its size and many amenities, it draws people from all over Lawrence including out-of-town users.

Holcom Recreation Center has one full size basketball court, one racquetball court, a small fitness area, a gaming area, and multi-purpose/meeting rooms that double for fitness, dance classes, and other programmed classes. In general, the racquetball court, fitness area, and multi-purpose rooms are undersized for the demand.

East Lawrence Recreation Center has one full sized basketball court, a small gym for gymnastics, a small fitness area, a gaming area, and a small meeting room that doubles for fitness, dance, and other programmed classes. The fitness area and multi-purpose rooms are undersized for the demand.

Community Building (downtown) has one full size basketball court, two remodeled fitness areas, a dance studio, several classrooms, and a large multi-purpose room in the basement. The Community Building serves the public well.

Map 4: Recreation Center Locations



City Map highlighting existing Recreation Center locations.

IV. Key Issues and Findings

Through the public input process, stakeholder interviews and staff interaction, key issues were identified in four broad categories: Programs and Services (the activities LPRD provides), Facilities and Amenities (the parks and indoor facilities LPRD maintain and operate), Organization (LPRD agency policies and procedures), and Financial (budgeting, funding, and cost recovery). Key Issues for each area are bulleted, and Findings are addressed in more detail.

A. Programs and Services

Key Issues identified through the public outreach process detailed the following program areas where more activities are needed:

- Active Seniors (55+) programs
- Teens and Tweens programs
- Non-sports youth programs
- Outdoor sports weekend tournaments
- Fitness and Wellness programs
- Hobby interest programs
- Outdoor Recreation and Nature programs
- Adult and Senior programs during non-working hours
- Adult Sports programs
- Adaptive Recreation and Special Needs programs
- Bicycle and Pedestrian programs
- Community-wide Special Events



The public outreach processes showed that many residents are not aware of the many programs offered by the LPRD. LPRD utilizes traditional and social media; however, newer facilities may have not been “discovered” as yet. Cross marketing is an effective tool.

Typically, if a certain program that a patron would like to see is not offered at the exact time and day or location they would like to see it offered, the response is that there are not enough of those type of programs.

LPRD evaluates all programs and program trends four times each year to determine if programs are successful or did not have enough registrations to make it viable to offer again after a few seasons. Input is gathered from participants on what activities they would like to see as well as when and where.

Teen and tween programs are very difficult to offer in the right mix to increase attendance. This portion of the demographics is hard to please and is ever changing.

LPRD has just hired a 55+ programmer to create activities for the active senior population.

B. Facilities and Amenities

Key Issues identified:

- Maintain and/or upgrade existing facilities.
- Need to acquire new park land in the growth areas and gaps in the level of service areas.
- Need to expand fitness amenities at all centers.
- Need to finish the Loop Trail and add connector trails.
- Need to upgrade trails with signage, mile makers, frost free water fountains, and restrooms.
- Need to upgrade parking lots and restrooms throughout the system.
- Need to upgrade existing or build a new outdoor aquatic center.
- Need to upgrade the Indoor Aquatic Center to create crash area, spectator seating and activity area.
- Need to construct large picnic shelters.
- Need to build splashpads in areas without easy access to pools.
- Need to improve Youth Sports Complex (YSC) entrance.
- Need additional diamond and rectangular athletic fields in an outdoor tournament complex.
- Need fitness stations and security lights on trails.
- Need to improve the River Corridor.
- Need to expand Eagle Bend Golf Course clubhouse.
- Need an additional dog park.
- need an adventure park with zip lines, ropes course, climbing wall, etc.
- Need to preserve natural areas and pocket parks.
- Need new facilities including: outdoor amphitheater, botanical gardens, recreation centers, downtown plaza event space, destination playground, etc.

LPRD needs to maintain and/or upgrade existing facilities as identified. The inventory assessment also identified some low scoring amenities that are included in a staff level document, as most of these amenities can be upgraded as funds are available. The recommendations include items over \$75,000 and are located in the Action Plan located in the last section of the Master Plan. All cost estimates are in 2016 dollars. Many of the recommendations and upgrades are approved for CIP funding annually as part of the budget process.

It is imperative for LPRD to acquire new park land in the growth areas and in gaps areas in the level of service analysis illustration. As Lawrence grows, there is a need for additional parks to work toward the standard of each Lawrence resident having a recreational amenity within one half mile of their home.

The community input suggested the need to expand and upgrade fitness amenities at all centers including East Lawrence Center, Holcom Park Recreation Center, Community Building, and SPL. As the public supported user fees as a funding source, this will allow increased yet affordable membership prices at each center.

One of the most important items the public would like to see is to finish the Loop Trail and add connector trails. With the wide spread demographic of trail users, of all the facility upgrades, this will be utilized by the most residents. The public would also like to see the trails upgraded with signage, mile makers, frost free water fountains, and restrooms where appropriate.

Another high priority according to the public input is to upgrade parking lots and restrooms throughout the system.



Based on the age and usage of the current outdoor pool, there is a need to either upgrade the existing pool or build a new outdoor aquatic center. Many of the amenities are outdated and there is no longer a need for a 50 meter outdoor pool now that there is one at the Indoor Aquatic Center. New leisure components (such as a lazy river, drop slides, etc.) that will attract more swimmers can be built.

In order to continue swim meets, there is a need to upgrade the Indoor Aquatic Center to create crash area, spectator seating and activity area for continued economic impacts to the city.

The public would like to see LPRD construct large picnic shelters in a few different parks that can be used year round. These would be able to be enclosed or open depending on the weather and time of year and either air conditioned or equipped with a fireplace or heater. These are money generators through rentals.

Building splashpads in areas without easy access to pools is a great solution for access to summertime water activities with the ability to cool off. Splashpads generally do not require lifeguards, as there is no standing water, and can operate on timers activated by participants, eliminating the need for an admission fee. Splashpads are inexpensive to build and operate compared to typical pools and aquatic centers.

The only entrance and exit to the Youth Sports Complex (YSC) is a safety hazard, as the vast number of cars attempting to get in or out at the same time is far beyond the capacity of the intersection. This is being evaluated by the state, and LPRD has representation on the committee, although the solution is not a funded project at this time.

The public would like to see additional diamond and rectangular athletic fields in an outdoor tournament complex so there can be the same economic impact for the City of Lawrence for outdoor weekend tournaments as there has been for the indoor weekend tournaments at SPL. There also appears to be a need for the local teams to play and practice from Monday through Thursday.

Public input reflected support for the trend of having fitness stations located on trails in clusters as an outdoor opportunity to work out. They also wanted some security lights on trails in appropriate locations that were off the beaten path.

One of the public priorities is to improve the River Corridor. This is more than a parks and recreation issue as a plan exists for LPRD to integrate trail access to amenities in downtown Lawrence and/or businesses that are built along the river in the future.

A need to expand Eagle Bend Golf Course clubhouse to improve the revenue opportunities was brought up and discussed. The ability to hold golf tournaments with an air-conditioned space rather than an outdoor park shelter was a favorable idea. The other indicator from the public is that Alvamar Golf Course will soon be entirely private leaving Eagle Bend as the only regulation 18-hole public golf course in Lawrence. The number of golfers at Eagle Bend is likely to increase possibly warranting an additional 9 to 18 holes in the long term.

Based on the fact that 56 percent of households in Lawrence own dogs, there is a need for an additional dog park. The two existing dog parks are located on the far north and far southwest portions of Lawrence. It is recommended new dog park locations be considered closer to populated areas.



One of the trends discussed in the public input sessions included an adventure park with zip lines, ropes course, climbing wall, etc. These are becoming very popular with the local population as well as the business community.

There is an overwhelming response for the need to preserve natural areas rather than develop active recreational amenities in all park areas. The citizenry wants to maintain a balance of active and passive areas including green spaces/pocket parks.

Some of the new facilities the public would like to see in the future include an outdoor amphitheater, botanical gardens, additional recreation centers, a downtown plaza event space, and a destination playground, etc.

C. Organization

Key Issues identified:

- Director and Assistant Directors needed
- Full time staff spends inordinate amount of time signing up part-time and seasonal employees
- Need dedicated staff for grant writing, partnerships, and sponsorships
- Need more social media marketing, website attention, and online registration simplified
- Need more full time working staff versus part time staff
- Low pay for part-time and seasonal staff causes large turnover after training

The current organizational chart is a result of not filling full time positions when vacant (including the Director, Recreation Superintendent, and Parks Superintendent), replacing full time positions with part-time/seasonal employees, and promoting existing employees beyond their supervisory and management capabilities, etc. The current organizational chart is less than adequate with a lack of full-time positions below the supervisor level.

A shortage of full-time “working” staff and an abnormal amount of part-time and seasonal employees were identified through many of the input opportunities. There is a tremendous amount of turnover in the part-time and seasonal ranks that can be eliminated if more lower end positions were full-time.

The marketing supervisor is being pulled in many directions for administrative tasks that minimize the time available to spend on improving social media marketing, attention to keeping the website current, and working to simplify the online registration process.

Based on the low pay for the part-time and seasonal positions, many will leave LPRD jobs for higher paying jobs elsewhere in the community. Most of the time, these employees leave after the resources for the process of recruiting, applications, interviews, background checks, hiring, and training is complete. As people in these positions resign for better paying jobs, LPRD must invest in the positions to keep the part-time and seasonal positions filled.

The start-to-finish HR process to hire part time and seasonal staff is very time consuming for full time LPRD supervisory staff to complete while performing the other tasks required of their positions. With high turnover described previously, this cumbersome HR process must be repeated many times within the department to keep the part time and seasonal positions (many of which are the primary customer service contact positions with the public) filled.

There is no dedicated staff to research, apply, track, and evaluate grants that are available to LPRD from the local, state, and federal level. Likewise, there is no staff position to research, approach, propose, negotiate an agreement, track, and evaluate potential partnerships and sponsorships for LPRD. There are many opportunities for grants, partnerships, and sponsorships that are never investigated, because these tasks require time that the full time supervisory staff cannot devote due to other job duties. When the full time staff does recruit sponsorships, many local businesses are solicited several times per year for a little money here and there, rather than being able to approach them with a one-time annual request and promise that no one else from LPRD will be approaching them during the year.

D. Finance

Key Issues identified:

- Need more Guest Tax from the large weekend tournaments.
- Need to standardize the pricing process and increase user fees, as it is inconsistent throughout the department.
- Need to investigate a Development Impact Fee.
- There is no dedicated funding source for LPRD.
- Existing deferred maintenance CIP items are not funded at an appropriate level.
- Need to create a LPRD Foundation, which will allow the Wee Folks Scholarship Fund to grow.
- Need to increase the sponsorship and partnership opportunities.
- Need a bond referendum for the major facility upgrades and/or additions.

Several weekend tournaments with many players and spectators have been held at the Sports Pavilion Lawrence since its opening, and a larger share of the Guest Tax for LPRD as the host of these activities would assist in the cost of operating these tournaments.

Currently, the different program areas within LPRD do not have a standardized method of identifying the direct costs that are typically included in the pricing of programs and activities. Therefore, user fees are not consistently set with any equitable methodology. Currently, the City does not track expenses per facility or any maintenance costs (with the exception of SPL, Eagle Bend Golf Course, and the Aquatics Division) that are usually included in the direct costs of each program area. The community input shows support for equitable user fees as long as there is provision for low-income residents to participate.

Currently, there are no Development Impact Fees with mandatory requirements for developers to include trails (built to City standards) and parks (with amenities approved by LPRD) in new neighborhood developments. Most communities have had Development Impact Fees for many years to ensure the level of service for parks and recreation is geographically equitable. Residential lots are more valuable and seem to sell more quickly when they are within walking distance to a park and connector trail.

There is no dedicated funding source for LPRD; therefore, the department must compete with other City departments for the General Fund and Sales Tax Funds each year during the budgeting process. Public safety departments (Police and Fire) are typically viewed as the priority, although the public has indicated its view of parks and recreation as a major quality of life contributor in Lawrence.

Existing deferred maintenance CIP items are not funded at an appropriate level with a dedicated CIP fund. Again, the LPRD deferred maintenance CIP items must compete with the CIP projects of all the other City departments. Not having a funded deferred maintenance CIP fund for LPRD has contributed to many of the existing aging facilities needing upgrades at the same time.

LPRD needs to create a 501c(3) LPRD Foundation for all types and sizes of donations and contributions that are dedicated to the department's operation. Currently, LPRD is using the Douglas County Foundation for donations where there are specific conditions based on the size of the contribution, and the Foundation keeps a percentage of what is collected. A new LPRD Foundation will allow citizens to contribute whatever amount they would like and make sure it



is spent where they want. Having a dedicated foundation would make it more convenient for local businesses to contribute to the Wee Folks Scholarship Fund, which makes sure no child is turned away for their inability to pay.

LPRD needs to foster more partnership and sponsorship opportunities to assist in programming the cost of facilities, amenities, programming, and operations. Currently, many events and activities would not be feasible without these community sponsorships and partnerships.

The 1994 sales tax is currently being budgeted in the General Fund, which leaves questions upon its appropriation moving forward. Historically, the sales tax has been used to fund LPRD operations and capital projects. This is one source of funding from which an appropriate amount could be dedicated to LPRD each year.

For major facility upgrades and any new facilities, a bond referendum would need to be passed by the voters. There are not any current funding sources large enough to renovate existing facilities or build new facilities.

Key Issues Matrix Key for Table 20

Key Issues Matrix Key

These findings capture all the key issues that surfaced during the Master Plan process as summarized and prioritized on the Key Issues Matrix in four categories:

- a) Priority
- b) opportunity to improve
- c) minor or future issue
- ☐ Left blank means the issue did not come up or wasn't addressed in that venue

The qualitative data planning tools used to determine the priority of the key issues include:

1. Existing planning documents
2. Consultant team's expertise
3. LPRD staff input
4. Public forum input
5. Stakeholder focus group input
6. LPRD leadership team input

The quantitative data planning tools used to determine the priority of the key issues include:

1. Community survey
2. LPRD data
3. Facility Assessment and Level of Service Analysis

The key issues were organized into four areas including:

1. Organizational issues
2. Finance issues
3. Programs and Service Delivery issues
4. Facility and Amenities issues

The Key Issues Matrix summarizes the areas that need attention and determine the direction of the implementation of recommendations in the Master Plan.

Key Issues Matrix - a) = Priority; b) = Opportunity to improve;

Table 20: Key Issues Matrix (see Matrix Key on Previous Page)

Data Source	Qualitative Data				Quantitative Data		
	Existing Documents	Consultant Team	Staff / Leadership	Focus Groups	Survey	Benchmarking	Inventory / LOS
 City of Lawrence PARKS AND RECREATION							
Programs and Activities							
Need more 55+ programs for "active seniors"	a	a	a	a			
Need more teen & tween programs	a	a	a	a			
Need more youth non-sports programming	a	a	a	a			
Need more outdoor sports weekend tournaments	a	a	a	a			
Need more fitness & wellness classes		b	b	a	a		
Need more hobby interest programs		b	b	a	a		
Need more outdoor recreation and nature programs		b	b	a	a		
Need more adult & senior programs during non-work hours		a	b	a			
need more adult sports programs		b	b		a		
Need more adaptive recreation programs (special needs)		b	b	a			
Need more Bike/Ped programs		b	b	a			
Need more community events				b	a		
Facilities and Amenities							
Maintain and/or upgrade existing facilities	a	a	a	a	a		a
Need to acquire new park land in growth areas and gaps in LOS areas	a	a	a	a	a		a
Expand fitness amenities at all centers	a	a	a	a	a		a
Finish Loop Trail and add connector trails	a	a	a	a	a		a
Need additional parks in growth areas	a	a	a	a	a		a
Need to upgrade trail with signage, mile markers, frost free water fountains, and restrooms	a	a	a	a	a		a
Upgrade parking and restrooms throughout system	a	a	a	a	a		a
Need to upgrade and add new outdoor aquatic center	a	a	a	a	a		a
Need large picnic shelters	a	a	a	a	a		a
Need splash pads in areas without as much access to pools	a	a	a	b	a		a
Improve YSC entrance	a	a	a	a	a		a
Need additional diamond & rectangle fields in an outdoor tournament complex	a	a	a	a	b		a
Need fitness stations and security lighting on trails	a	a	a	a			b
Need to improve River Corridor	a	a	b	a	a		a
Need to expand Eagle Bend Clubhouse	a	a	a	b			a
Need additional Dog Park		a	a	b	b		a
Need an Adventure Park (Zip Lines, Ropes Course, Climbing Wall, etc)		a		b	a		b
Need to preserve natural areas and Pocket Parks		b		b	a		b
Need new facilities including: Outdoor Amphitheater, Botanical Gardens, Recreation Centers, Downtown Plaza/Event Space, Destination Playground, etc.		b		b	a		b
Organization							
Need more social media marketing, website attention, online registration simplified	a	a	a	a	a		
Current organizational chart is not effective in positive results and chain of command	a	a	a			a	
Need more full time working staff versus part time	a	a	a			a	
Low pay for part time & seasonals causes large turnover after training	a	a	a				
Full time staff spends unbelievable amount of time signing up part time & seasonal employees		a	a				
No dedicated staff for grant writing & tracking, partnerships, or sponsorships	a	a	a				
Finance							
Need more Guest Tax for the large weekend tournaments	a	a	a	a	a	b	
Need to increase User Fees & determination is not consistent throughout department and cost recovery goals are very low for most program areas	a	a	a	a	b	a	
Need to investigate a Development Impact Fee	a	a	a	a	a		
No dedicated funding source for LPRD	a	a	a	a	b		
Existing deferred maintenance CIP items not funded	a	a	a	a		b	
Need to create a LPRD Foundation & increase Scholarship program	a	a	a	a			
Need more partnership & sponsorship opportunities	a	a	a	a			
LPRD share of 1994 sales tax diminishing	a	a	a	a			
Need a bond referendum for major facility upgrades	a	b	b		b		

THIS PAGE INTENTIONALLY LEFT BLANK

V. Great Things to Come - Recommendations and Action Plans

A. Recommendations

Findings of all the input throughout this process, the qualitative and quantitative data, and the LOS analysis provide guidance in consideration of how to improve LPRD opportunities in the City of Lawrence. This section describes ways to enhance the level of service and the quality of life through improvement of existing sites, future development of new facilities, future land acquisition, organizational enhancements, financial improvements, increased programming, improved safety, and potential partnerships.

Lawrence Parks and Recreation Department Master Plan Guiding Principles:

The Lawrence Parks and Recreation Department Master Plan is inspired by the following guiding principles. These were derived through extensive community input through public surveys, meetings, and focus groups. They represent both our core values and our highest aspirations for parks and recreation services in the City of Lawrence, Kansas.

LPRD will enhance the health and well-being of our community and its residents by:

- Promoting active lifestyles for all ages and abilities;
- Protecting the environment and natural areas;
- Ensuring affordability and sustainability of services;
- Enhancing community pride through events and beautification of public spaces; and
- Building a diverse and equitable funding mix to support the needs of our growing community

The decimal numbers listed with each recommendation corresponds with the Goals, Objectives, and Action Steps in the Action Plan, Cost Estimates, and Prioritization Table in the next section as a cross reference.

Goal 1: Program and Activity Recommendations

Objective 1: Enhance Program Development

Understanding core services in the delivery of parks and recreation services will allow the City of Lawrence Parks and Recreation Department to improve upon those areas while developing strategies to assist in the delivery of other services. The basis of determining core services should come from the guiding principles and mission developed by the City and what brings the greatest community benefit in balance with the competencies of the department and the competitive market.

The department should pursue program development around the priorities identified through customer feedback, program evaluation, and research. The following criteria should be examined when developing new programs.

- **Need:** outgrowth of a current popular program, or enough demonstrated demand to successfully support a minimal start (one class for instance).
- **Budget:** accounting for all costs and anticipated, (conservative) revenues should meet cost recovery targets established by the department.
- **Location:** appropriate, available, and within budget.
- **Instructor:** qualified, available, and within budget.
- **Materials and supplies:** available and within budget.
- **Marketing effort:** adequate and timely opportunity to reach intended market, within budget (either existing marketing budget or as part of new program budget).

Research into what types of programming would be successful needs to be continued. Successful programs are the result of continuous creative assessments, research, and planning. The department has a process in place that evaluates the success of current program offerings and criteria to determine if new program ideas should be instituted or if changes should be made to current programs.

Prior to the creation of each program guide the program staff reviews information such as class/program survey results, participation and attendance rates, and program expenses and also determines the number of offerings sufficient for each area of the population for whom they are programming. LPRD also tracks attendance for programs and sunset programs they feel have reached their life potential for success. They have also added program offerings each year based on the needs assessment, survey results, and solicited community feedback.

Moreover, new leisure and recreation trends may drive different needs. It is very easy to focus on programs that have worked for a number of years, especially if they are still drawing enough interested participants to justify program continuation. Starting new programs based on community demand and/or trends can be risky due to the inability to predict their success. If the program interest seems great, as with those identified in the citizen survey, then programs should be expanded. Available space may hinder new or expanded opportunities in some cases.

Using historical participation levels to determine program popularity and participant feedback can be helpful in deciding if programs should be continued. In addition, utilizing citizen surveys and participant feedback, and researching trends in park and recreational programming are useful tools in determining future programming needs and desires. Sources for trends information include:

- Kansas Parks and Recreation Association's and Conferences
- National Recreation and Parks Association
- International Health, Racquet, and Sports Association
- Parks and Recreation Trade Publications
- Outdoor Industry Association

Enhance Program Evaluation

- All current programs should be evaluated annually to determine whether they should be continued, changed (market segment focus, time/day offered, etc.), or discontinued. A few simple questions should be asked about each program: Is participation increasing or decreasing? If participation is increasing, it could clearly mean that the program should be continued. If participation is decreasing, are there any steps needed to increase interest through marketing efforts, changing the time/day of the program is offered and/or changing the format or instructor? If not, it may be time to discontinue the program.
- Is there information contained in the participation feedback that can be used to improve the program?
- Are cost recovery goals being met? If not, can fees be realistically increased?
- Is there another provider of the program that is more suitable to offer it? If yes, the department could provide referrals for its customers for the program it does not or is not willing or able to offer.
- Is this program taking up facility space that could be used for expansion of more popular programs or new programs in demand by the community?

Objective 1.1 Consider Programs and Services Suggested by the Public and Recreational Trends

- **1.1.a** Pursue appropriate activities for active Baby Boomers that won't attend the traditional senior center activities.
- **1.1.b** Initiate and enhance youth non-sports activities where possible.
- **1.1.c** Work with Boys & Girls Club to allow teens and tweens to assist in creating programs & activities they will attend.
- **1.1.d** When tournament quality facilities are available, offer sports events that create positive economic impact
- **1.1.e** Offer more fitness & wellness classes.
- **1.1.f** Offer more hobby interest programs.
- **1.1.g** Offer more outdoor recreation and nature programs.
- **1.1.h** Initiate programming sessions weekday evenings and weekends.
- **1.1.i** Offer more adult sports programs.
- **1.1.j** Research and implement programs for those with special needs in partnership with local outreach; adopt inclusion policy; comply with ADA regulations.
- **1.1.k** Develop bike & pedestrian safety programs with local partners.
- **1.1.l** Create additional community events.

Through the goals of Programs and Services, the outcomes will further expand our guiding principles of promoting healthy, active lifestyles for all ages and abilities and will ensure programs and services are affordable while promoting beautification of facilities, parks, open spaces, and preservation of nature and habitat, which in turn will grow community pride. By building programs and facilities through diverse and equitable funding mixes, we will also show foresight and support for future community growth.

Goal 2: Provide New or Improved Facilities and Amenities

Sustainability within Park Facilities

As parks and facilities are upgraded or developed, staff should consider environmental sustainability concerning waste, water, energy, climate, and horticulture management. In particular, new facilities should be designed to facilitate single stream recycling, energy efficient systems such as LED park lighting, low water use irrigation systems, and pesticide-free horticulture management.

Objective 2.1 Maintain and/or Upgrade Facilities

Because of the extreme popularity of Sports Pavilion Lawrence and the variety of amenities it offers in health and fitness, the current usage of the new facility has been extremely high, specifically with the workout room/weights room. The three existing recreational centers (Holcom, East Lawrence, and Community Building) currently have small workout rooms, limited opportunity to serve multiple visitors at one time, and limited equipment options. In order to better serve the needs of existing residents in close proximity to each facility and increase usage, it is recommended that additional program space be added at each location to allow for more user-friendly workout options. These amenities should provide additional building square footage for cardio/aerobic exercise areas, more equipment options, and more technology options for the supplied exercise equipment.

2.1a Holcom Park Recreation Center

There are several areas in need of improvements/repairs for the Holcom Park Center. These areas include replacing the HVAC units in the gym. The north parking lot needs to be resurfaced. Interior remodeling includes the floor, gym floor, and restrooms. The ball diamond light at the complex needs to be replaced, and major enhancements to Holcom Recreation Center workout/weight rooms and additional program space are required for the facility to function properly. Additional program space required is 2,500 sf – 3,000 sf.

2.1.b East Lawrence Recreation Center

The East Lawrence Center currently needs additional amenities and upgrades/repairs to adequately serve the surrounding community. The recreation center will greatly benefit from the installation of a new parking lot to accommodate increasing numbers of visitors. Interior components such as the floor, gym floor, and restrooms need to be remodeled. Major enhancements to the East Lawrence Center workout/weight rooms is necessary to accommodate upgraded equipment and visitors. The recreation center also requires an additional 2,000 – 2,500 sf of program space to support its existing programs.

2.1c Community Building

The Community Building is in need of several enhancements and repairs to remain functioning at the level for which the facility is intended. The HVAC system is near the end of its life span and needs to be replaced. The interior meeting room is outdated and in need of renovations. Major enhancements to the Community Building workout/weight rooms is necessary to accommodate upgraded equipment and visitors. The Community Building also requires an additional 3,000 – 3,500 sf of program space to support its existing programs.

2.1.d Lawrence Loop Trail

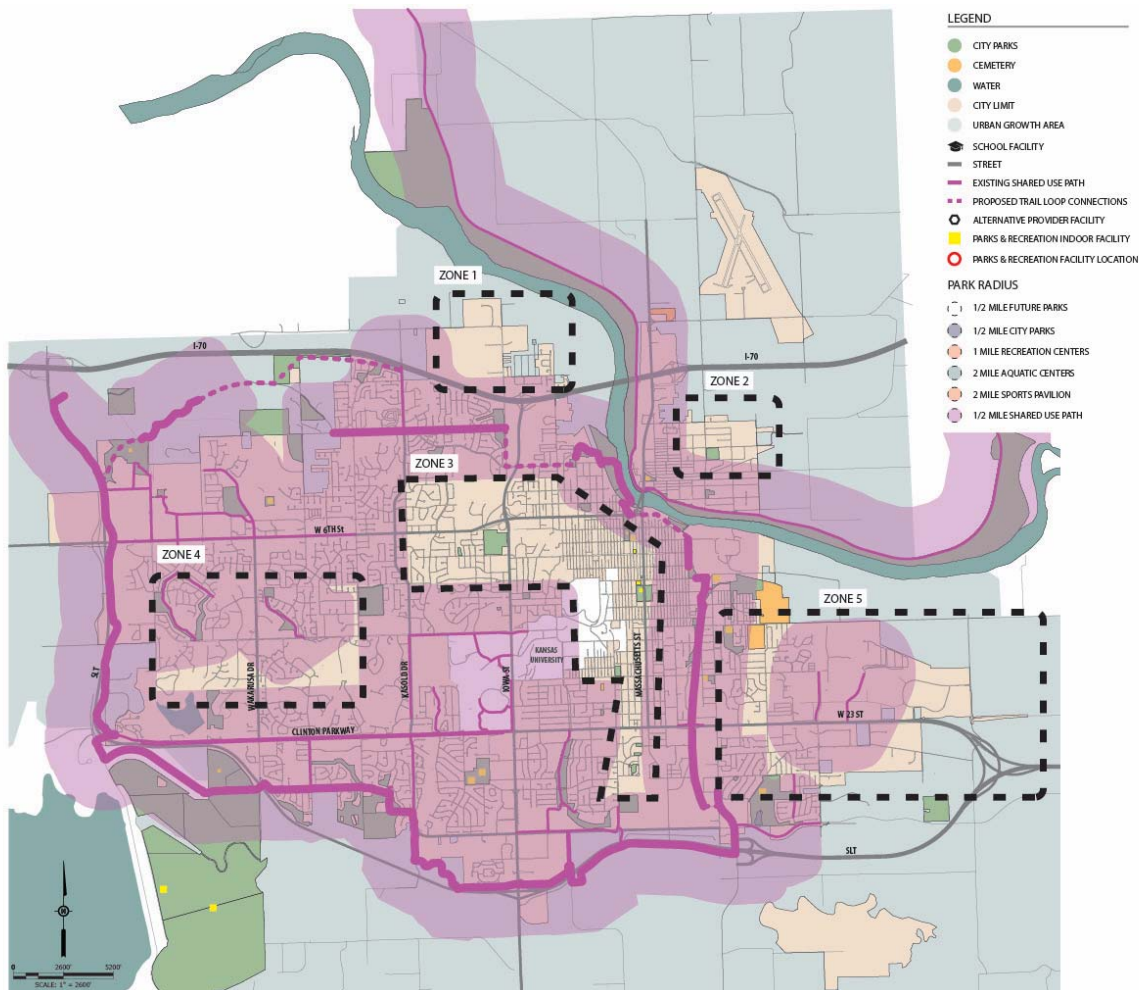
Improve Connectivity

Survey results from Lawrence community members revealed a high level of importance for trails and pathways providing connectivity between parks, and finishing the “Trail Loop” around Lawrence has been identified as a priority for the community. Five zones have been identified in **Map 2**, that show areas underserved from the shared use path network. Although the priority is to finish the “Trail Loop,” it is recommended that these zones be included in planning for future shared path connections, as well as finishing the “Trail Loop.” Areas of Lawrence to receive new trail sections include a new section on 29th Street to Haskell Avenue and the development of a trail from the hospital to Peterson Road.

Provide Additional Trail Network Amenities

There is also emphasis on providing additional amenities along the trails. These amenities include upgraded signage, mile markers, frost-free water fountains, restrooms, fitness stations, and new security lighting.

Map 2: Underserved Areas by Shared Use Pathways



City Map highlighting areas of Lawrence being underserved from the existing shared use path network.

2.1.e Land Acquisition

Prepare for Future Growth

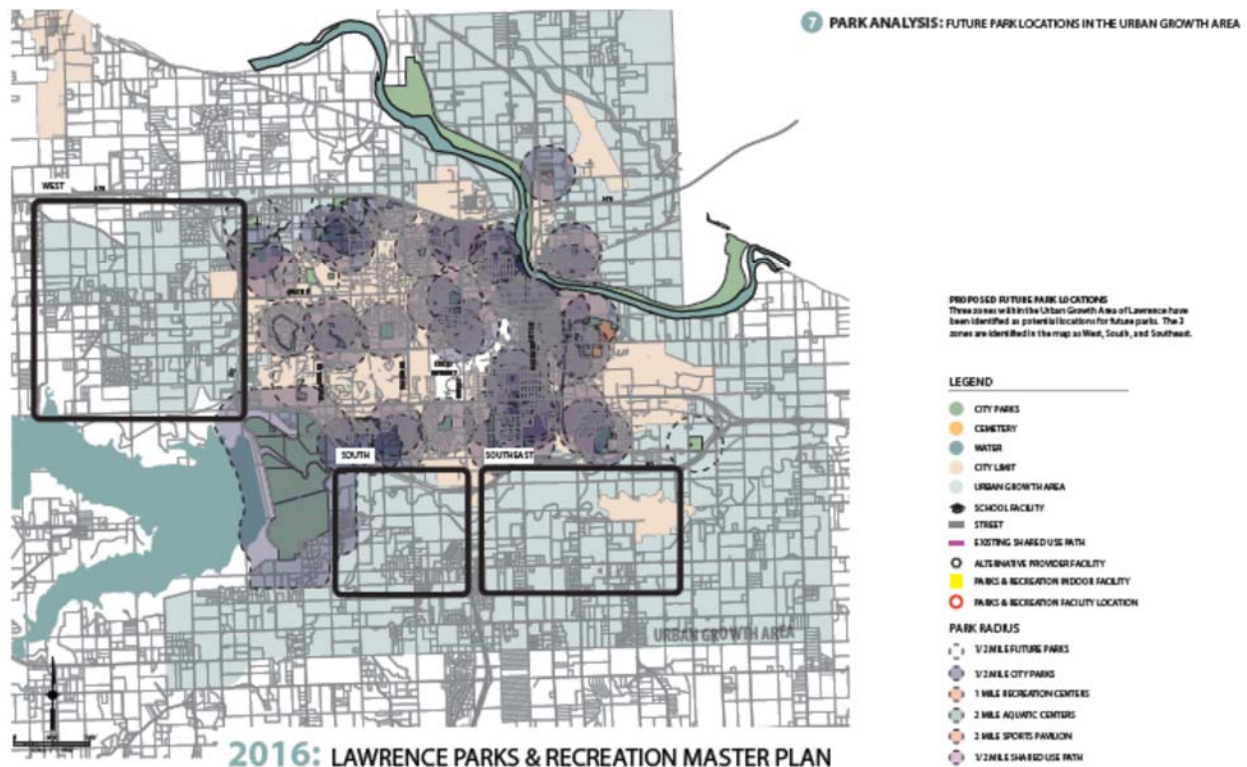
As Lawrence continues to grow, it is appropriate to prepare to “be ahead of growth,” especially when it comes to having adequate land for future parks and recreation spaces. Significant dollars (\$300k to \$500k at a minimum) in future CIP plans is needed to assist in purchasing land in anticipated growth areas of the community, particularly:

- West (west of existing SLT)
- South (south of existing SLT and west of Highway 59)
- Southeast (south of new SLT connection and east of Highway 59)

It is recommended that the purchase of 5 to 50 acres of land be acquired in these three strategic zones over the course of the next 10 years to stay ahead of private development and have adequate control of future park and recreation opportunities.

In the survey, community members ranked the category “Open spaces and natural areas” as the most important with a score of 4.3. Therefore, staff should consider acquiring new properties with critical ecosystem functions or habitat to conserve, or consider restoring degraded land back to ecological health.

Map 5: Future Park Growth Areas



2.1.f Eagle Bend Golf Course

Expand Clubhouse & Parking Facilities

The Eagle Bend Golf Course is a great amenity and recreation option for those who love to golf. With recent news that another existing public golf course in the community may be turning entirely private, public golf course options will become extremely limited within the city. The clubhouse at Eagle Bend Golf Course is very small and combines uses for the snack bar, pro-shop and a small seating space in a very compact area. A larger outdoor pavilion with multiple picnic tables is currently used when hosting golf tournaments. Due to the anticipated demand



for increased public golf, additional public tournament requests, and desire for long-term viability of the golf course, it is recommended that the current clubhouse space be re-programmed for expansion to better host larger tournaments where all participants can be seated inside during the long, hot summer months of Kansas. The need for additional parking spaces would go hand in glove along with expansion of the clubhouse, most specifically to accommodate tournaments and indoor events.

Construction of Additional 9 or 18 Holes and Enhanced Maintenance Facilities

In the long term, growing Eagle Bend Golf Course with an additional 9 or 18 holes could both meet a significant recreational need caused by a lack of public golf course options and increased revenues. It is recommended that additional holes be considered within the next 10 years, necessary upgrades be performed, along with an increase in maintenance equipment and size of maintenance facilities, as well as adding a pump station.

2.1.g Historic Structures

Lawrence Parks and Recreation Department currently maintains several historic structures. These historic structures have been identified in the community as an asset to its heritage and history. Historic structures in Lawrence Parks and Recreation inventory include the Carnegie building, Union Pacific Depot, and landscape elements such as the stone wall located in Clinton Park. The Carnegie building needs clean and tuck point to the oldest part of the structure. The Union Pacific Depot is in need of interior and exterior renovations. Many more maintenance dollars are spent for the upkeep of historical buildings versus the other recreational buildings. There are many federal regulations that need to be adhered to when maintaining and/or renovating historical buildings.

2.1.h Downtown

Downtown Plaza/Event Space for Lawrence

Lawrence Parks and Recreation has identified a strong need for a designated event space for downtown Lawrence. The city would benefit from incorporating a new urban space that provides amenities such as a large paved area, water, power, designated restrooms, and adequate lighting. The area of focus called out in the CIP establishing this new event/plaza space is Vermont St. between 7th & 8th St.

In addition to providing a new downtown plaza several streetscape improvements are necessary to maintain the character of Downtown Lawrence. These streetscape improvements include the replacement of brick pavers in the sidewalk, and downtown planter/streetscape improvements.

2.1.i – 2.1.k Spray Parks

Opportunity to Provide New Aquatic Recreation in Existing Parks

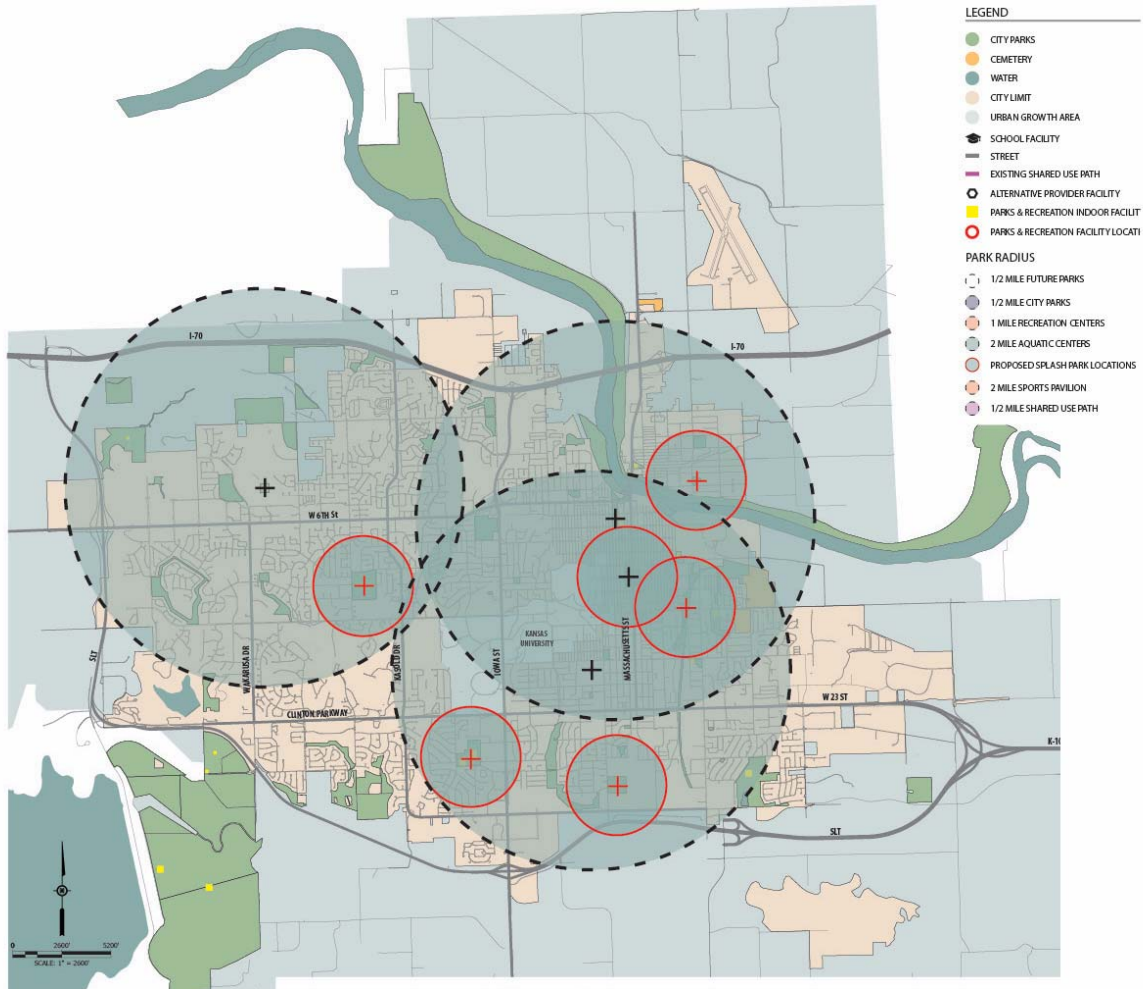
LRPD currently has one indoor aquatic center, one outdoor aquatic center, one Wading Pool and operate USD 497's Carl Knox Natatorium, offering programs and conducting pool maintenance. All aquatic parks are popular and heavily used by the community. The Indoor Aquatic Center and Carl Knox Natatorium host competition events and



are open as well for public recreation/exercise. **Map 6** shows that most of Lawrence generally has good access to these facilities. However, the map does not illustrate the demand for additional aquatic recreational parks. The Outdoor Aquatic Center and South Park Wading pool are currently the only two facilities solely dedicated to recreation.

During the public input, overall, the community was not familiar with spray parks (also known as spraypads, splash pads, or spraygrounds). Even though spray parks were not one of the top priorities of the public input, it is the recommendation of this Masterplan team to provide six new splash parks dedicated to open public recreation. These facilities enhance the aquatic level of service to the community while being very cost effective to build and operate. The map shows proposed locations of the new splash parks along with existing aquatic facilities. New spray park locations include John Taylor Park, Burroughs Creek Park, South Parks, Dad Perry Park, Holcom Park, and Broken Arrow Park.

Map 6: Aquatic Center Locations



City Map highlighting existing aquatic center locations as well as proposed splash park locations.

2.1.i Spray Parks

Provide 2 new spray parks at John Taylor Park and Burroughs Creek Park.

2.1.j Spray Parks

Provide 2 new spray parks at South Park and Dad Perry Park.

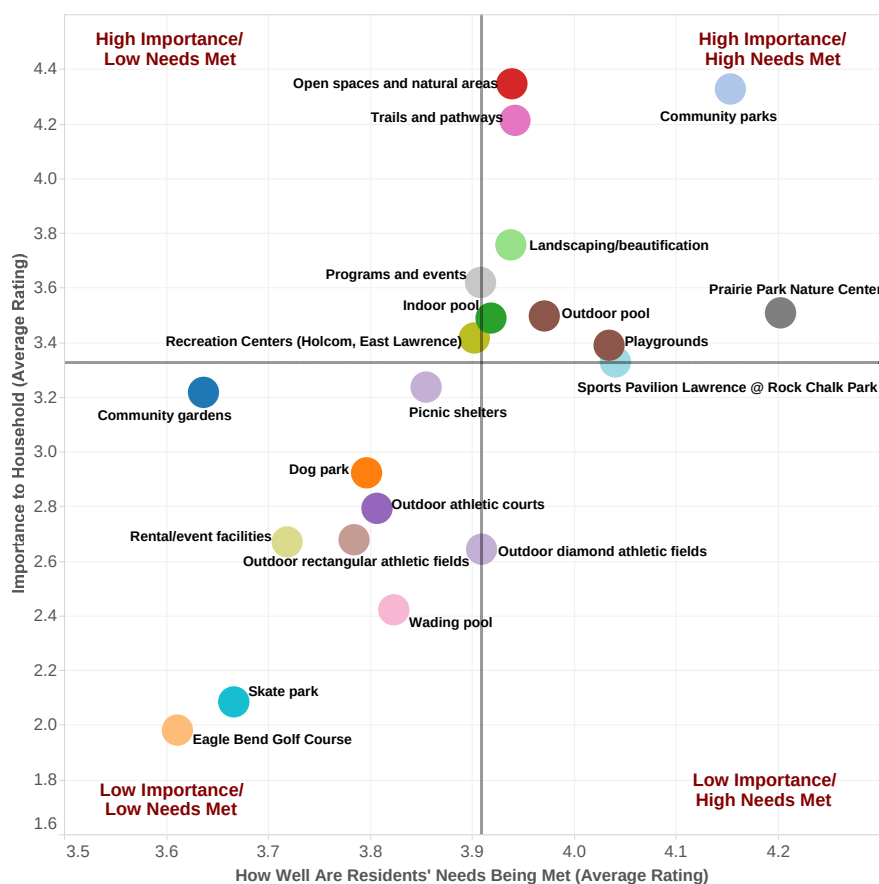
2.1.k Spray Parks

Provide 2 new Spray parks at Holcom Park and Broken Arrow Park.

2.1.l Outdoor Aquatic Center

Replace Pool Amenities, Sections of Concrete Pavement, and Provide Aesthetic Upgrades

The Outdoor Aquatic Center is currently the only outdoor pool dedicated to public recreation in Lawrence. It is well liked by the community and popular during the summer months. The Current Facilities – Level of Importance vs. Needs Met matrix shows the Outdoor Aquatic Center identified in the survey as high Importance/high needs met. This illustrates the importance this facility has to the community. The last major renovation to the Outdoor Aquatic Center was in 1995, and the facility is becoming outdated and needs repairs. The pool needs to be repainted, an old water slide needs to be replaced, bad sections of concrete need to be replaced, and a major renovation to the Outdoor Aquatics Facility is required to support current public use.



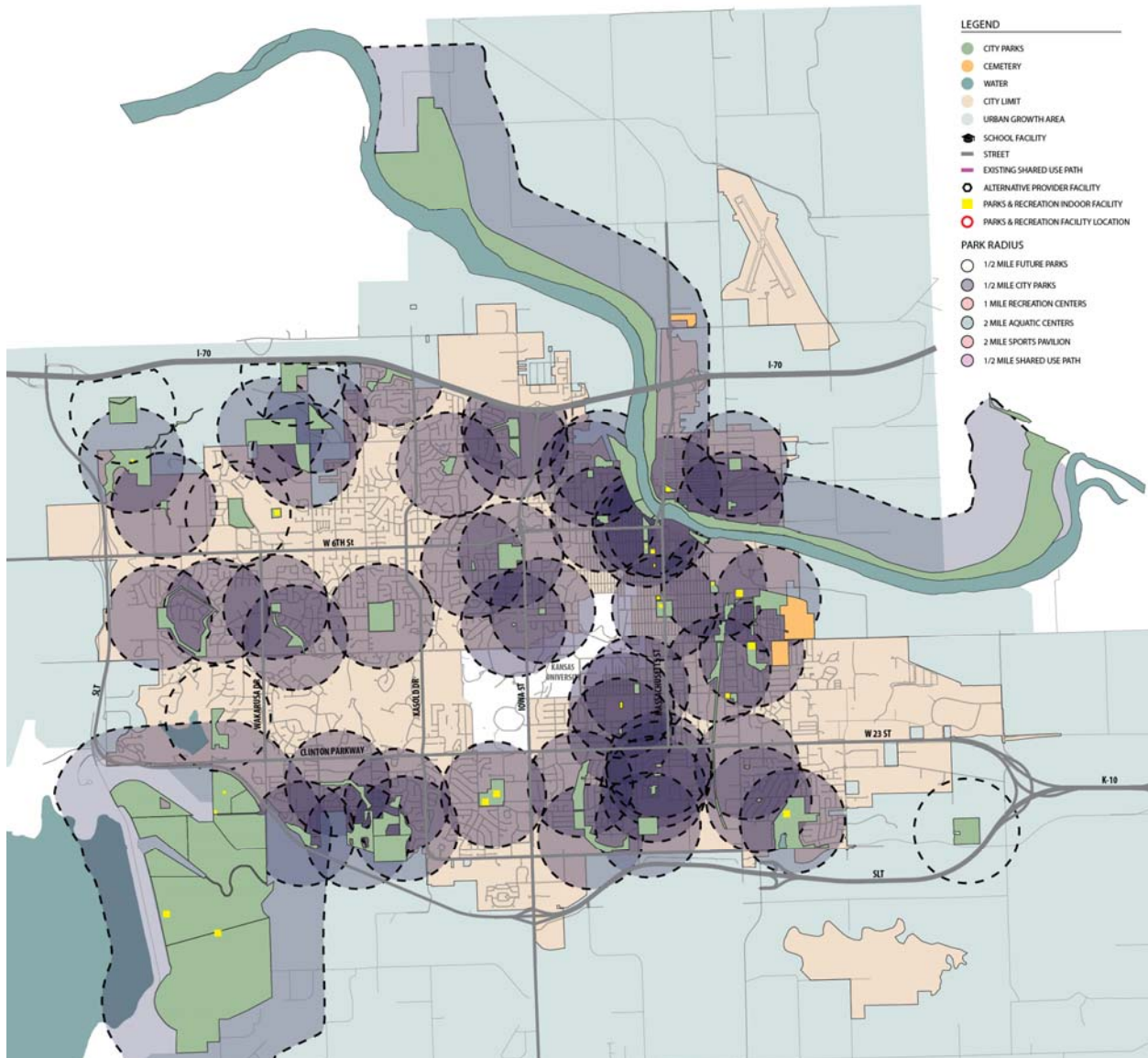
Current facilities – Level of Importance vs. Needs Met Matrix Invitation Sample Only

2.1.m Commit to an Updated (or additional) Park Space in North Lawrence

North Lawrence is Currently Underserved by the Existing Park System

Parks in Lawrence are fairly well distributed and found in all quadrants of the existing city limits. Applying a half mile walking radius to all parks identified six zones lacking parks or containing limited access to nearby parks. The majority of land in these zones consists of existing and planned industrial developments, commercial developments, Alvamar Golf Course, and Kansas University's Campus. This suggests that the majority of Lawrence is well served from the existing park system with the exception of a few neighborhoods located in the six zones illustrated in **Map 7**.

Map 7: Low Service Areas



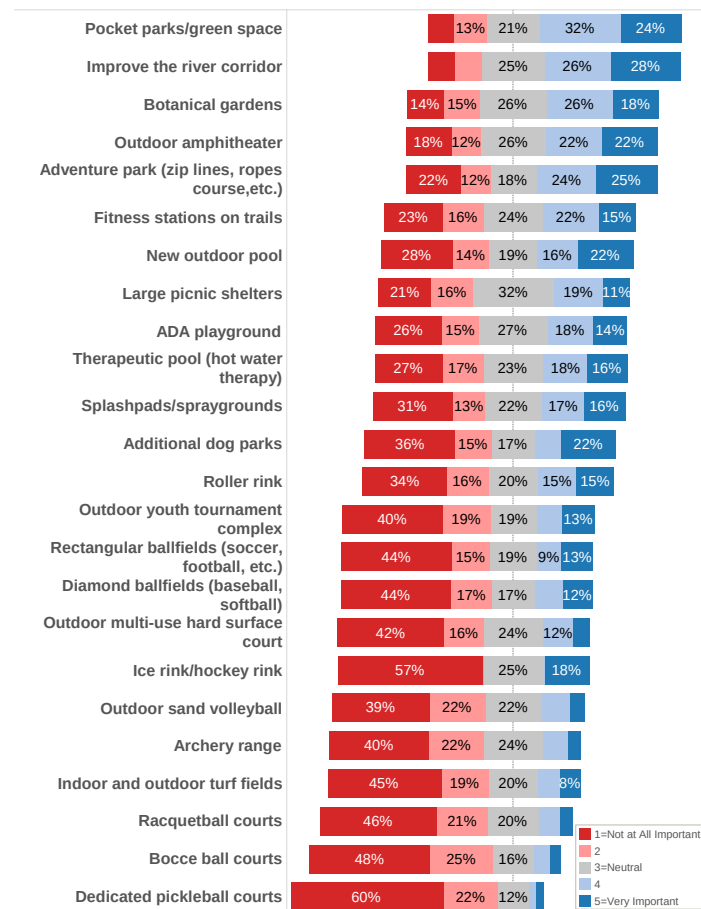
City of Lawrence map showing low served areas in Lawrence lacking access to nearby parks.

North Lawrence is one of the six zones identified as underserved by the existing park system. Lyon Street Park is one location identified in North Lawrence to receive upgrades and provide additional services to the community. One upgrade included in the CIP will provide a new park shelter at Lyon Street Park.

2.1.n Amphitheater

Strong Public Interest in Providing a New Outdoor Amphitheater

In evaluating the need for future additional recreation, health, and wellness facilities, the community was asked from a listing of options, “How important are the following to you and your household?” Results show that the outdoor amphitheater ranked 4th in overall importance at 22 percent. Due to this strong demand, plans for a new outdoor amphitheater and identification of potential locations is recommended. One area for consideration is Sesquicentennial Point, offering panoramic views of Clinton Lake. Another option for consideration would be an amphitheater at Rock Chalk Park, which was included on the Master Plan of the park. However, it is shown on land owned by KU Endowment.



2.1.o Provide a New Connection to the Kansas and Wakarusa Rivers with Future Riverfront Development

Lawrence Parks and Recreation Takes the Lead

Lawrence Parks and Recreation staff has identified an opportunity to take a proactive role in further developing the Kansas River Front. The River Front Park occupies 994 acres of land and provides approximately 20 miles of hiking and mountain bike trails. Further planning for the parks adjacent to the Kansas River such as River Front Park and exploring options of how these parks can support or promote future development is recommended. The River Front also provides an important opportunity for riparian corridor habitat conservation, and future park development in this area should consider riparian ecosystem function and habitat.

Opportunities also exist in the future development of trail and park land along the Wakarusa River corridor. This area will be a key green space preservation opportunity as Lawrence develops to the South.

2.1.p Youth Sport Complex

Strong Need for Additional Sports Fields

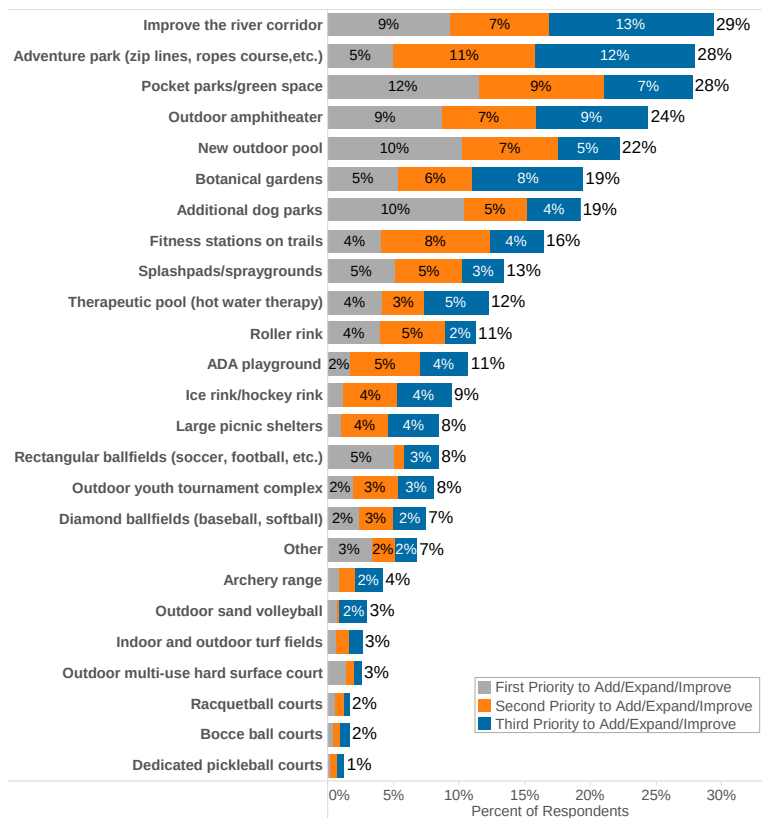
There is a strong demand for team sports fields in Lawrence illustrated by the popularity of YSC. An outdoor “destination complex” for tournaments to include major enhancements to YSC by providing additional soccer fields, football fields, and better site access along with additional parking is recommended. The complex would also benefit from new baseball and softball facilities. Items for improvement in the CIP include the installation of ADA compliant restrooms, installation of concessions at west end of complex, resurfacing Speicher Road, extend 27th Street to Dam road for a second exit, improve access from Highway 10, and the development of a paved walking trail.

2.1.q Adventure Park

Let’s Have an Adventure!

Survey results highlight a strong interest in providing an alternative to traditional parks. The recurring theme of a new adventure park scored high in several survey questions. The consultant team feels an Adventure Park would be a great addition to LPRD and set Lawrence apart from other like size cities. The Top Three Most Important Future Recreation, Health, and Wellness Facilities ranks an adventure park 2nd in importance following just behind improving the river corridor. An adventure park would include activities such as zip lines, ropes courses, etc. One potential location would be the Prairie Nature Center.

Top Three Most Important Future Recreation, Health and Wellness Facilities



2.1.r Develop Parks

10 Underdeveloped Properties Maintained by Lawrence Parks & Recreation

Lawrence Parks and Recreation has 10 locations in need of additional development. The future development of these parks will ensure that each location adequately supports the surrounding community. Future park additions include a pond and trail for Green Meadows Park; a new restroom with parking and a dog park at Peterson Park; a new parking lot and replacement of shelter and restroom at Broken Arrow Park; upgraded courts at Veterans Park; a new shelter and restroom at Deerfield Park; a new playground, shelter, and trail at Overland Drive Park; new courts and ball diamond at Edgewood park; and an upgraded skate park at Centennial Park.

2.1.s Dog Park

Dog Park

When asked with the survey question “Rank the top three most important future recreation, health, and wellness facilities,” the invitation sample ranked dog parks as high importance for future recreation. Top Three most Important Future Recreation, Health, and Wellness Facilities by Area of Residence pinpoints south Lawrence (south of 15th St. and East of Iowa St.) as an area identifying the need for a new dog park to be important. A new dog park in East/Southeast Lawrence is recommended.

2.1.t South Park Playground

Opportunity for a New Style of Playground

South Park is one of the most popular parks in Lawrence. Its existing playground equipment is becoming outdated and will need to be replaced in the near future, providing an opportunity for an alternative to typical playground equipment. “Destination” style playground equipment (very large, customized and typically themed playground equipment for all ages with enough features that classrooms and busloads of children can play together at the same time) set for South Park with an ADA approved play surface is recommended, and the consultant team feels that adding a Destination Playground in South Park, which is adjacent to downtown Lawrence, will enhance the family environment to all downtown visitors both residents and non-residents.

2.1.u Provide a New Large Picnic Shelter

Climate Controlled 200 – 250 Person Capacity Park Shelter

The current CIP calls for a new large park shelter to be installed and it is recommended that potential park locations be identified and considered. The shelter should include an air conditioned/heated gathering space allowing it to be utilized throughout the year.

2.1.v Indoor Aquatic Center

The Indoor Aquatic Center is at Capacity

The Indoor Aquatic Center is at capacity, being heavily used by the community and hosting numerous competition and recreational activities. There is a strong need for additional team space to service competition events, the facility is becoming outdated, and maintenance repairs are needed. These repairs include the replacement of 2 HVAC units for the lap pool, upgrades and improvements to the indoor aquatic center, new pool paint, and lighting upgrades.

2.1.w Replace and/or Refurbish Low Scoring Park Amenities in Poor Condition

Park Inventory and Amenity Assessment

All Lawrence Parks & Recreation facilities, trails, and parks were visited and evaluated on a scale of 1 - 3. Low scoring 1s were considered to be in poor condition and described as follows: “Park amenity shows significant signs of deterioration. Amenity components have dated/dirty appearance and should be replaced/repared relatively soon so they are safe and function as intended. Examples of low scoring 1’s are playground equipment with significant rust present, paint and protective coating peeling, and plastic components faded and damaged.” All low scoring park amenities are recommended to be replaced and/or refurbished.

2.1.x Preserve Natural Areas and Pocket Parks

Open Spaces and Natural Areas are Important to Lawrence

When presented with the survey question: Please rate how important the following facilities are to your household? Community members ranked the category “Open spaces and natural areas” as the most important with a

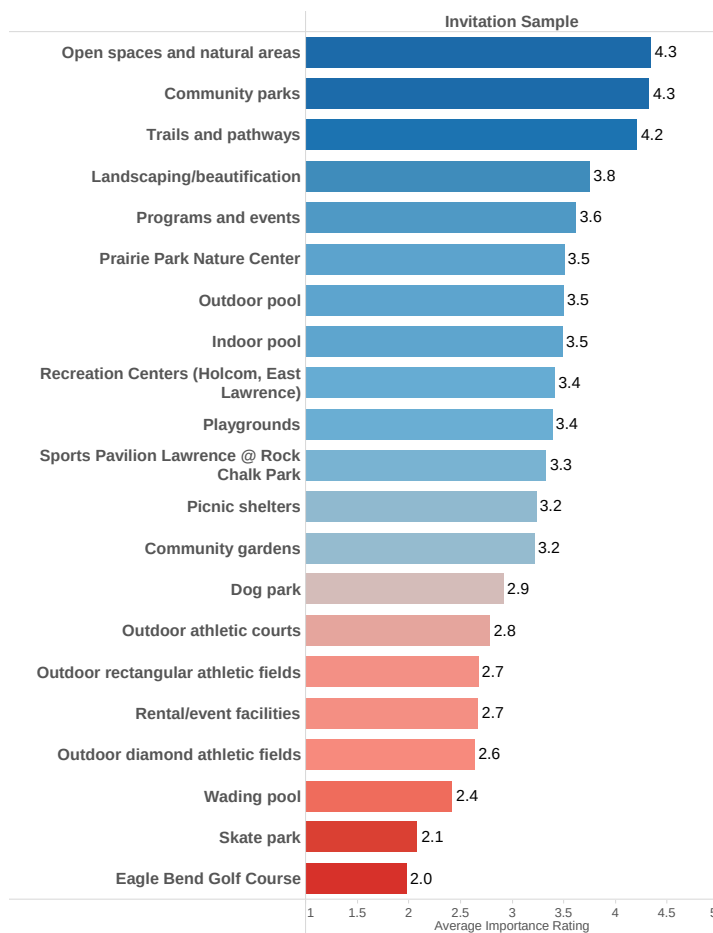
score of 4.3. The continued preservation of natural areas and maintaining of pocket parks is recommended.



In particular, when parks are acquired or planned for, staff should prioritize the use of native plants for landscaping. Native plants provide wildlife and pollinator habitat and require less water usage than other species.

In addition, the department should continue to participate and support the City’s Common Ground community garden program.

Please rate how important the following facilities are to your household: Average Rating



2.1.y Upgrade Parking and Restroom Facilities throughout the System

Inventory and Amenity Assessment

Low scoring amenities in the inventory and assessment section of this master plan have revealed several recurring themes in which types of amenities scored low and were considered to be in poor condition. A large number of parking lots have been identified system-wide as in poor condition and in need of upgrades and/or replacement. In addition to parking lot conditions, restrooms throughout the system are in need up upgrades and/or replacement.

2.1.z Create an ADA Transition Plan

ADA Transition Plan and Compliance

According to the ADA.gov website, “Access to civic life by people with disabilities is a fundamental goal of the Americans with Disabilities Act (ADA). To ensure that this goal is met, Title II of the ADA requires State and local governments to make their programs and services accessible to persons with disabilities... One important way to ensure that Title II's requirements are being met in cities of all sizes is through self-evaluation, which is required by the ADA regulations. Self-evaluation enables local governments to pinpoint the facilities, programs, and services that must be modified or relocated to ensure that local governments are complying with the ADA.”

Self-evaluation should result in the required ADA Transition Plan, which is also required and must be a high priority of the Parks and Recreation Department.

Through the goals of Facilities and Amenities Recommendations, continued support of guiding principles will be shown through the upkeep of facilities to a standard that will attract participation in programs and services that promote healthy, active lifestyles. Providing weight and cardio rooms, as well as paved trails and outdoor fitness equipment in community parks also aid in living up to this value. Updating facilities and improving their energy efficiency will ensure sustainability and also assist in lowering expenses.

Goal 3: Organizational Recommendations

Objective 3.1 Aspire to the Recommended Organizational Chart

3.1.a As attrition occurs, LPRD needs to hire people that have the management and supervisory skills and experience that fit the positions on the recommended organizational chart. Maintaining a balanced organizational chart with the right mix of supervisory personal will be important as the organization advances. (See **Appendix A**.)

3.1.b With many long time LPRD employees nearing retirement at the same time, a Succession Plan should be developed to strategically approach reorganization of the department over the long term. Every position that is replaced should match the new organizational chart rather than merely replacing the position vacated. As this occurs, current job descriptions should be reviewed and updated for the new positions.

Objective 3.2 Employ Full Time and Part Time/Seasonal Positions to the City's Advantage

3.2.a Transforming existing part time and seasonal positions into fewer but more reliable and loyal full time positions where they are needed the most would be helpful to reduce the large number of employees that full time staff has spent so much time training, just to see them leave.

3.2.b Raising the rates of part time and seasonal employees to \$10.50 per hour would help in the retention of these employees. Adjusting annual wages for returning part time and seasonal employees is also good incentive to return.

Objective 3.3 Create a Support Services Section within LPRD

According to the current organizational chart, the marketing position is a direct employee of the Director position rather than aligning as a staff resource to the recreation program and supervisory staff. It is very typical and a best practice model to have a Support Services division within LPRD to assist in many important tasks, rather than burdening full time program staff already working over 40 hours per week with their program load. These services include human resources that most program staff do not have the expertise to comply with and grant writing requiring time to research, apply for, and track the vast number of grant opportunities that exist at the local, state, and federal levels.

A Finance Manager is also recommended to manage the finances of LPRD including budgeting, invoices, and purchasing. As an activity based costing system is implemented to track expenses, determine direct costs, and track cost recovery per program area and facility, this is a crucial position to create the financial system and to interface with the Finance Director at City Hall.

Upgrading the website and online registration, along with adding programs and activities will require more dedicated resources focused on registration and customer service. These are within the Support Services section of the new organizational chart.

It is recommended to hire six new positions for the Support Services section within LPRD and move the marketing function into this section.

- **3.3.a** Assistant Director
- **3.3.b** Support Services Manager
- **3.3.c** Human Resources Specialist
- **3.3.d** Finance Manager
- **3.3.e** Grants, Alliances, Partnerships, and Sponsorships (GAPS) Specialist
- **3.3.f** Customer Services and Registration Specialist
- Current Marketing Supervisor moves into Support Services
 - Move part-time Marketing position for social media and website updates

Objective 3.4 Enhance Marketing and Promotions

Currently, LPRD has a position that focuses on and does a good job of marketing with limited resources. There is, however, a need to formalize a Marketing Plan. The update of the Master Plan is a good time to do this, ensuring that the Plan meets the Vision and Goals identified in the Plan.

Staff and stakeholder discussions led to a number of recommendations for marketing efforts. They can be categorized as follows:

- Defining Our Customers, Target Markets/Audiences
- Enhancing Partnerships
- Refining Marketing Strategies
- Identifying new Public Relations Strategies
- Establishing Performance Measures

Objective 3.5 Define Our Customers, Target Markets/Audiences

LPRD has long held that “everyone” is the customer for parks and recreation services. Although this is technically true, it is not particularly helpful from a marketing perspective. It was agreed that the market is primarily Lawrence citizens for most facilities and programs, though Eagles Bend Golf Course and Sports Pavilion Lawrence are of more regional significance, with potentially larger target markets.

3.5.a The more LPRD can target specific audiences with targeted information the better. Some initial local target markets include:

- 50+ Consider marketing to other specific age groups with messages and activities tailored to them.
- Teams currently going to Kansas City to play – they need to know they can play closer to home.
- Families
- Return Customers
- Fitness Users

3.5.b A critical assessment of existing messages and materials is recommended to determine which are easily used as is, but targeted in terms of “pushing” them to specific customers. Then, new tailored marketing materials and efforts can be developed along with a schedule for getting them to customers.

3.5.c Eagle Band Golf Course and Sports Pavilion Lawrence will benefit from their own specific marketing plans and budgets. These are regional attractions; therefore, marketing is more far reaching than many park and recreation facilities, and the target users will be different and unique to each. There is also opportunity to partner on marketing these facilities with others i.e., Explore Lawrence and KU, making Departmental marketing dollars stretch as far as possible.

3.6. Enhance Partnerships

“Better Together” is a foundational concept to improving partnerships. In discussions with staff, existing partnerships are helpful and an excellent way to leverage marketing efforts through cross promotion. In Lawrence, the relationship with Explore Lawrence is one that is beneficial, though it could be enhanced. Both the department and Explore Lawrence benefit from a tax on hotel stays. Proceeds from the tax generates are allocated annually by the City Commission. To ensure equitable distribution, it is recommended that the department work with Explore Lawrence to agree on a funding formula that reflects the contribution of each agency.

3.7 Refine Marketing Strategies

Marketing strategies necessarily include both online and print media. Initial staff discussions and stakeholder feedback support taking a look at both.

- **Print:** The Activity Guide is the significant print marketing piece for LPRD services. The survey conducted in conjunction with the Master Planning process showed that residents rely heavily on this publication to learn of parks and recreation opportunities. At the same time, stakeholder feedback suggested that there is too much information displayed, and the effort might be improved by consolidating/categorizing into smaller program flyers.

Although the printed guide is popular, it is recommended that the department move to put this piece on-line over time, with the objective of eliminating the printed version. This allows for more flexibility with changes, reduces costs, and actually increases distribution. In any case, printed materials should drive people to the website.

- **Online:** Near term, there are opportunities for refinement to the website and to the use of social media. As the City gets more sophisticated in online marketing, there is additional potential of using other platforms (e-blasts, Twitter, etc.) to a better effect. It should be noted that the City has organization-wide protocols for online efforts and it is important to adhere to these with proposed refinements or to work through channels implementing changes beneficial to the department.

3.7.a Website – Currently, the website is consistent with over-all City requirements. There are a number of recommendations.

1. First, LPRD is really a different “animal” than other city services. Largely customers are compelled to use most city services, while parks and recreation is discretionary and the need to “sell” is greater. It is recommended that LPRD work to establish a stronger Parks and Recreation identity on the website. This is accomplished through graphics and layout that make it **friendly, inviting, and fun.**

Also from a graphic perspective, there is a need to build a graphic hierarchy on the page. Currently, all items have the same graphic importance. It is helpful to the user to establish graphically which items on the website are primary, secondary, etc.

2. Ensure that all divisions are equitably represented and easily found on the website, having as much information as possible available with one click. The best example of needed refinement is in the case of Environmental Initiatives. One has to dig deeply to find them, to such an extent that staff is asked if there IS an environmental program at work within the City.
3. It is recommended a volunteer user committee be established to constructively critique the website on an ongoing basis. This can help ensure that the website is designed to serve the user – the customer.
4. Over time, re-format the Activity Guide as necessary for on-line deployment. It should be easily searchable and eventually interactive rather than a static pdf.

3.7.b Social Media – The advantage of social media is the immediacy of sharing information or an experience. The current City protocols for social media use dampen its effectiveness. Some recommendations in this area include:

1. In the near-term, investigate the potential for multiple Park and Recreation “posters” through the Sprout Social product to take better advantage of the immediacy benefit of social media.
2. In the mid-term outline a pilot program to present to City management to increase Park and Recreation access to posting. This would include developing suggested policies on who may use it, when and how, emphasizing what topics and photos are appropriate. For instance, opinions should not be posted. Photos must have permission of those being photographed or be far enough away to afford anonymity to those pictured.
3. This is an area where additional staff time would benefit the effort tremendously, making the use of social media truly an asset to the department.

3.7.c Simplify online registration – The online registration can be improved and simplified and more customer friendly to the public.

3.8.a&b Develop Public Relations Strategies

It is recommended that the department develop and implement a promotions plan. This will necessarily be tied to the Social Media initiative as that is the likely avenue for distributing promotions. Ideas for promotions should be evaluated based on the effort to create, disseminate, and manage them relative to the impact each will have on revenue generation and public awareness enhancement.

An important aspect of promotions is that they be monitored and changed frequently, monitored for effectiveness, and changed to sustain customer interest in checking back and participating regularly. Some ideas for new promotions include:

- Cyber Days
- Rewards Programs
- Sibling Discounts
- Social Media Coupons

3.9 Establish Performance Monitoring

It is recommended that the department establish performance measures for marketing efforts.

3.9.a Surveys are an effective tool for gathering data on performance measures and should be conducted with participants often and at every level.

3.9.b Tracking, monitoring, and reporting facility use should be continued. This information is essential to building the department’s economic impact case as is further covered in the Economic Impact section of this Plan.

Through the goals of Organizational Recommendations, all guiding principles will be reached. Having a department structure that is updated to maximize resources, as well as providing opportunity for staff to maximize personal skills and talents, the community will have opportunities to participate in a greater number of programs aimed at creating a healthy, active lifestyle. The structure will also assist in building a funding mix to support the needs of the community through a variety of ways including partnerships and grants.

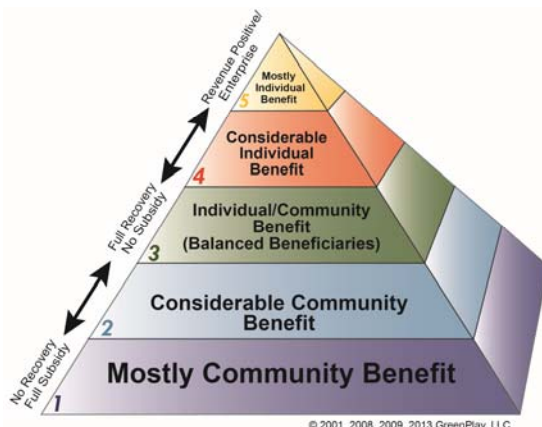
Goal 4: Finance Recommendations

Objective 4.1 Improve Funding Opportunities

4.1.a Develop and Implement a Cost Recovery Philosophy and Policy

It is important for the City to develop a Resource Allocation and Pricing Philosophy that reflects the values of the community and the responsibility it has to the community. This Philosophy will be especially important if the City moves forward in the development of new programs and additional and/or expanded facilities, and as it strives for sustainability and determines how much it is willing to subsidize operations with tax dollars.

One means of accomplishing this goal is applying a process using an industry tool called the “**Pyramid Methodology**.” This methodology develops and implements a refined cost recovery philosophy and pricing policy based on current “best practices” as determined by the mission of the agency and the program’s benefit to the community and/or individual. Critical to this philosophical undertaking is the support and understanding of elected officials and ultimately citizens.



Whether or not significant changes are necessary, the agency wants to be certain that it is philosophically aligned with its residents. The development of the core services and cost recovery philosophy and policy is built on a very logical foundation, using the understanding of who is benefitting from recreation services to determine how the costs for that service should be offset.

Recreation programs and services are sorted along a continuum of what delivers the greatest community benefit to what delivers the greatest individual benefit. The amount of subsidy for each level (not necessarily each individual program) is then determined to create an overall cost recovery philosophy.

Developing effective ongoing systems that help measure success in reaching cost recovery goals and anticipate potential pitfalls are dependent on the following:

- Understanding of current revenue streams and their sustainability.
- Tracking all expenses and revenues for programs, facilities, and services to understand their contributions to overall Department cost recovery.
- Analyzing who is benefitting from programs, facilities, and services and to what degree they should be subsidized.
- Acknowledging the full cost of each program (those direct and indirect costs associated with program delivery) and where the program fits on the continuum of who benefits from the program or service to determine appropriate cost recovery targets.
- Defining direct costs as those that typically exist purely because of the program and the change with the program.
- Defining indirect costs as those that are typically costs that would exist anyway (like full-time staff, utilities, administration, debt service, etc.).
- Program fees should not be based on ability to pay, but an objective program should be in place that allows for easy access for lower income participants through availability of scholarships and/or discounts. In many instances, qualification for scholarships and/or discounts can mirror requirements for free or reduce cost lunch in schools.

Additional Opportunities to Improve Funding Opportunities

- **4.1.b** Implement a Park Land Dedication (or Fee In Lieu of) Policy and Park Development Impact Fee for all new residential developments to acquire land, build trails and make improvements on park land, all subject to approval by the City.
- **4.1.c** Pursue dedicated, ongoing funding source through sales or special Parks and Recreation district tax.
- **4.1.d** Create and fund a five year CIP budget for Parks and Recreation to focus on deferred maintenance.
- **4.1.e** Investigate the creation of a LPRD Foundation to solicit tax deductible donations for LPRD as well as the Scholarship Fund.
- **4.1.f** Pursue new and continue on-going opportunities with university, schools, wellness, state and other public or private opportunities.
- **4.1.g** Maintain a dedicated portion of the sales tax passed in 1994.
- **4.1.h** Pursue sponsorships with appropriate entities for capital improvements.
- **4.1.i** Pursue partnerships with organizations that can assist with joint programming opportunities.
- **4.1.j** Investigate passing a bond referendum for major facility upgrades.

- **4.1.k&l Develop Partnership and Sponsorship Policies**

Partnership and sponsorship policies need to be established so that everyone within the organization understands the acceptable businesses and brands for all LPRD facilities and activities. The policies identify the criteria sponsors and partners will need to meet for the different opportunities. LPRD should consider partnering with public health organizations and/or local medical institutions in Healthy Communities Initiative (www.gpred.org/hcrg) and to leverage funding sources.

Objective 4.2 Articulate the Direct Economic Impact of Lawrence Parks & Recreation

LPRD contributes to the community in many ways, not the least of which is its ongoing economic vitality. Understanding how to collect, analyze, and report information related to the significance of this impact is important to the department as citizens and the City continue to wrestle with funding priorities and limited budgets. There are two nationally recognized publications on this issue, both of which have informed the information below, The Trust for Public Land “Measuring the Economic Value of a City Park System,” 2009 and John Crompton’s report for the National Recreation and Park Association, “Measuring the Economic Impact of Park and Recreation Services,” 2010.

Historically, tourism has capitalized on the concept of economic impact more than Park and Recreation Departments. This is despite the fact that many of the facilities, events, and programs that foster local tourism are funded, built, and operated by parks and recreation. LPRD began collecting information upon which an assessment of direct economic impact may be made with the opening of Sports Pavilion Lawrence.

Staff felt that the formula for single day trippers yielded an inflated impact number and have had discussions with Explore Lawrence staff to look into formula changes. If this formula were used in the future, staff suggested changing the day tripper estimated spending from \$63.60 to \$25 per person.

With recent staff changes at Explore Lawrence, it was decided to revisit the formulas used to estimate impact on the local economy and to better reflect what was being used at the state level. This would allow for all entities to report in the same way and have numbers that would mesh well with how the state reported its estimates.

The estimate being used now will show the “trickle down” impact parks and recreation events and programs have on the community. The State of Kansas Tourism Office developed this new tool to assist communities in quantifying the direct, indirect, and induced impact of events. The tool, EVENT IMPACT CALCULATOR (www.travelks.com), relies on accurate participation information as outlined above and creates a sound benefit estimate and a quick estimate of net return for events and programs. Benefits measured include output/spending, job creation, and tax receipts. Using this tool calculates the larger economic impact of an event or program and creates an easy to understand report for communicating the results to decision-makers.

LPRD used the new method during a recent tournament, the Hardwood Classic, held at Sports Pavilion Lawrence. The Hardwood classic example in **Appendix E** shows the impact on the local economy using the new formula.

4.2.a It is also recommended the department expand the data collection to additional activities, events and venues. It is important that these be selected based on the ability to obtain credible data. Generally speaking, the following lend the best results.

- Events and venues with a gated entry
- Tournaments with lists of participants

4.2.b Implement data collection plan and utilize the State of Kansas economic impact program
As the department collects more credible data, it will be possible to use the results and apply them to other events and facilities.

This is important to do as illustrated by event estimates provided by LPRD, as the true economic impact of activities, programs, and events could be many times that of what is currently reported. For instance, the following chart shows information with estimated participation and a number of assumptions about them drawn from the SPL event information. This extrapolation is used for illustrative purposes only, using the formula no longer being used. The events below are quite different from those where actual data is available (the SPL Data), and this difference can be significant to the outcome.

Interviews are a cost effective and reasonably reliable source of data. A copy of the tool developed by John Crompton and provided in his publication for the National Recreation and Parks Association, “Measuring the Economic Impact of Park and Recreation Services,” 2010 is included in **Appendix B**.

4.2.c “Trickle Down” method shows Impact of Parks and Recreation Events and Programs

LPRD should use the new model implemented by the State of Kansas Tourism Office to calculate the economic impact events have on communities. Continued coordination of the three agencies (State of Kansas Office of Tourism, Explore Lawrence, and LPRD) is recommended to ensure that estimates are reported in the same manner. This new tool will also calculate a much broader economic impact on the local community.

Additional Tools to Keep an Eye On

Tools for understanding where people go, how long it took them to get there, and how long they stayed are getting more sophisticated. There are some interesting developments in data collection based on cell phone location. They use historical data and can isolate specific times and locations to give very detailed event data that can lend more accuracy to traditional data collection methods. There is a cost to this approach – \$5,000 to \$10,000 per event depending on the circumstances but it could accurately inform assumptions made about economic impact. This is something on which Parks and Recreation, Explore Lawrence, and KU could collaborate.

An example of one company working on this is AirSage. Their software applications allow them to be far more accurate than traditional data collection methods.

- They can tell you what your visitors do:
 - Where do they spend their day?
 - How long do they stay?
 - When did they arrive?
 - When did they leave?
- They can tell you who your visitors are from a demographic perspective.
- They report the differences in resident and visitor behavior.

- They can report the peak areas within an attraction or event.
- They can measure changes in visitor activity based on day of the week or time of the day.

Continuing and expanding data collection related to participation is essential in communicating the real impact of LPRD on the Lawrence economy and thereby helping governing bodies understand the importance of continuing to invest in Parks and Recreation.

Through the goals of Financial Recommendations, the outcomes will further expand our guiding principles of promoting healthy, active lifestyles for all ages and abilities through department program and service evaluation, assigning each to a level within a cost recovery model that weighs a program's cost to community benefit. This keeps programs affordable while developing sustainable revenue streams, providing citizens a true sense of what programs cost to run and maintain. Also, the establishment of a method to report the economic impact of programs, facilities and services that is in concert with other entities will provide and assist in developing the diverse and equitable funding mix.

B. Action Plan, Cost Estimates, and Prioritization

The following Goals, Objectives, and Action Items for the recommendations are drawn from the public input, inventory and level of service analysis, findings feedback, other information gathered during the master planning process, and consultant expertise. There is a primary focus on maintaining, sustaining, and improving Lawrence parks, recreation, open space, and trails. All cost estimates, where applicable, are in 2016 figures. Most costs are based on the extent of the enhancements and improvements determined or known at this time and are subject to change based on final determination of the specific action.

Suggested timeframe to complete is designated as:

- Short-term (up to 3 years)
- Mid-term (4-6 years)
- Long-term (7-10 years)

Goal 1: Improve Programs and Service Delivery

Objective 1.1:

Increase programming using public input and recreational trends

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.1.a Pursue more active opportunities for Baby Boomers who may not attend traditional senior center activities.	N/A	TBD	Short to Mid Term
1.1.b Initiate programming sessions to enhance youth non-sports activities where possible.	N/A	TBD	Short to Mid Term

1.1.c Work with Boys & Girls Club to allow teens and tweens to assist in creating programs and activities they will attend.	N/A	TBD	Short to Mid Term
1.1.d When tournament quality facilities are available, create outdoor economic impact sports events.	N/A	TBD	Long Term
1.1.e Offer more fitness & wellness classes.	N/A	TBD	Short to Mid Term
1.1.f Offer more hobby interest programs.	N/A	TBD	Short to Mid Term
1.1.g Offer more outdoor recreation and nature programs.	N/A	TBD	Short to Mid Term
1.1.h Initiate programming sessions weekday evenings and weekends.	N/A	TBD	Short to Mid Term
1.1.i Offer more adult sports programs.	N/A	TBD	Short to Mid Term
1.1.j Research and implement programs in partnership w/ local outreach; adopt inclusion policy; ADA language.	N/A	TBD	Short to Mid Term
1.1.k Develop Bike & Pedestrian safety programs with local partners.	N/A	TBD	Short to Mid Term
1.1.l Create additional community events.	N/A	TBD	Short to Mid Term

Goal 2: Provide New or Improved Facilities and Amenities.

Objective 2.1:

Maintain and/or upgrade existing facilities and build new amenities and facilities

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
2.1.a Holcom Park Center Replace HVAC units in gym.	\$250,000	TBD	Short Term
Resurface North Parking Lot.	\$104,000		Short Term
Interior remodel, floor, gym floor, restrooms.	\$75,000		Short Term
Replace Ball Diamond Light on Complex.	\$500,000		Short Term
Major enhancements to Holcom Recreation Center workout/weight rooms and additional program space. (2,500 – 3,000 sf addition).	\$800,000		Long Term

2.1.b East Lawrence Center Add Parking Lot. Interior remodel, floor, gym floor, restrooms. Major enhancements to the East Lawrence Center workout/weight rooms and additional program space. (2,000 – 2,500 sf addition).	\$83,000	TBD	Short Term
	\$75,000		Short Term
	\$600,000		Long Term
2.1.c Community Building HVAC Replacements. Interior meeting room renovations. Major enhancements to the Community Building workout/weight rooms and additional program space. (3,000 – 3,500 sf renovation).	\$200,000	TBD	Short Term
	\$100,000		Short Term
	\$600,000		Long Term
2.1.d Lawrence Loop Trail Install new section on 29 the street to Haskell. Develop trail from hospital to Peterson Road. Finish the Lawrence trail “loop.” and include new restroom facilities and drinking fountains.	\$300,000 (south)	TBD	Short Term
	\$300,000 (west)		Short Term
	\$300,000 (southeast)		Long Term
2.1.e Land Acquisition Dedicate significant dollars to future land acquisition of no less than 3 areas. These areas to include the west, south, and southeast edges of Lawrence.	\$300,000 (south)	N/A	Short Term
	\$300,000 (west)		Short Term
	\$300,000 (southeast)		Long Term
2.1.f Eagle Bend Golf Course Upgrades to Eagle Bend Golf Course including the expansion of the clubhouse and additional parking. Upgrades to Eagle Bend Golf Course including additional maintenance facilities, add 9 or 18 holes to the course, and an additional pump station.	\$500,000	TBD	Short Term
	\$1,200,000		Long Term
2.1.g Historic Structures Carnegie Building – Clean and tuck point oldest part of building. Union Pacific Depot interior and exterior renovation. Preservation of Historic Structures.	\$150,000	N/A	Short Term
	\$75,000		Short Term
	\$700,000		Long Term

2.1.h Downtown Replace brick pavers in sidewalk	\$375,000 (\$75,000 for 5 years)		Short Term
Downtown planter/streetscape improvements	\$500,000	TBD	Long Term
Locate and Provide a new downtown event space to include large paved area, water, power, designated restrooms, and adequate lighting. One potential area for the new Downtown Event Space is Vermont St. between 7 th & 8 th St.	\$750,000		Long Term
2.1.i Spray Parks Provide 2 new spray parks at John Taylor Park and Burroughs Creek Park.	\$450,000 (\$225,000 per park)	TBD	Short Term
2.1.j Spray Parks Provide 2 new Spray Parks at South Park and Dad Perry Park.	\$450,000 (\$225,000 per park)	TBD	Mid Term
2.1.k Spray Parks Provide 2 new Spray Parks at Holcom Park and Broken Arrow Park.	\$450,000 (\$225,000 per park)	TBD	Long Term
2.1.l Outdoor Aquatic Center Paint Pool.	\$75,000		Short Term
Replace Old Slide.	\$95,000	N/A	Short Term
Remove and replace bad section of concrete.	\$75,000		Short Term
Renovate the Outdoor Aquatics Facility.	\$2,000,000		Mid Term
2.1.m Commit to an updated (or additional) park space in North Lawrence. Updates to include a renovated shelter at Lyon Street Park.	\$120,000	TBD	Mid Term
2.1.n Amphitheater Provide a new community outdoor amphitheater.	\$1,300,000	TBD	Long Term
2.1.o Work on providing a new connection to the Kansas and Wakarusa Rivers with future riverfront development. Lawrence Parks & Rec has the opportunity to take on a lead role in this effort.	TBD	TBD	Long Term

2.1.p Youth Sport Complex Install ADA compliant restrooms.	\$120,000		Short Term
Install concessions at west end of complex.	\$125,000		Short Term
Resurface Speicher Road.	\$100,000		Mid Term
Extend 27 th Street to Dam road for second exit.	\$400,000		Mid Term
Improve access from Hwy 10.	TBD	TBD	Long Term
Develop paved walking trail.	\$900,000		Long Term
Develop an outdoor “destination complex” for tournaments in Lawrence. Destination complex to include major enhancements to YSC (additional soccer fields, football fields, and better site access along with additional parking) and building a new baseball and softball complex.	\$2,300,000		Long Term
2.1.q Adventure Park Develop a new Adventure Park that provides activities such as Zip lines. One possible location could be the Prairie Nature Center.	\$750,000	TBD	Long Term
2.1.r Develop Parks Green Meadows Park – Pond trail Peterson Park – restroom, parking, dog park Broken Arrow Park – Parking Lot Broken Arrow Park – Replace Shelter and Restroom Burcham Park – shelter and playground Veterans Park – Upgrade courts Deerfield Park – shelter and restroom Overland Drive Park – playground, shelter, trail Edgewood Park – courts and ball diamond Centennial Park – Upgrade Skate Park	\$150,000 \$200,000 \$100,000 \$350,000 \$75,000 \$115,000 \$120,000 \$200,000 \$75,000 \$125,000	TBD	Short Term Short Term Short Term Mid Term Mid Term Mid Term Mid Term Long Term Long Term Long Term
2.1.s Dog Park Provide a new fenced in dog park for east/southeast Lawrence.	\$150,000	TBD	Long Term
2.1.t South Park Playground Provide “destination” style of playground equipment at South Park. Remove existing playground equipment and provide ADA approved play surface.	\$500,000	TBD	Mid Term
2.1.u Provide a new large picnic shelter (200-250 people) including ac/heated gathering space.	\$800,000	TBD	Long Term

2.1.v Indoor Aquatic Center HVAC unit Replacements in Leisure Pool.	\$330,000		Short Term
Upgrades and Improvements to the Indoor Aquatic Center.	\$900,000	N/A	Short Term
Paint Pool.	\$75,000		Short Term
Lighting upgrades.	\$100,000		Long Term
2.1.w Replace and/or refurbish low scoring park amenities in poor condition. (Amenities with a score of 1).	See <i>Staff Document</i>	N/A	On Going
2.1.x Preserve natural areas and pocket parks.	TBD	N/A	On Going
2.1.y Upgrade parking and restroom throughout the system.	TBD	N/A	Short Term
2.1.z Create an ADA Transition Plan.	N/A	Staff Time	Short Term

Goal 3: Organizational Efficiency

Objective 3.1:

Aspire to the new recommended organizational chart

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.1.a As attrition occurs, hire the right people that fit the positions on the new org. chart.	N/A	Staff Time	Short Term
3.1.b Create a Succession Plan to address pending retirements.	N/A	Staff Time	Short Term

Objective 3.2:

Employ full time and part time/seasonal positions to the City's advantage

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.2.a Convert part time to full time positions where it is the most effective.	N/A	Added cost of benefits	Short Term
3.2.b Increase wages for part-time and seasonal employees to a minimum of \$10.50 per hour.	N/A	\$666,720 per year	Short Term

Objective 3.3:

Create a Support Services section of LPRD per the new recommended organizational chart

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.3.a Add one Assistant Director for LPRD.	N/A	\$68,500 per year + Benefits	Short Term

3.3.b Add one Support Services Manager to supervise the Support Services section of LPRD.	N/A	\$50,000 per year + Benefits	Mid to Long Term
3.3.c Add one Human Resources Specialist for LPRD.	N/A	\$50,000 per year + Benefits	Mid to Long Term
3.3.d Add one Finance Manager for LPRD.	N/A	\$50,000 per year + Benefits	Mid to Long Term
3.3.e Add one Grants, Alliances, Partnerships, and Sponsorships (GAPS) Specialist for LPRD.	N/A	\$40,000 per year + Benefits (Can bring in more than Paid)	Mid to Long Term
3.3.f Add one Customer Services Registration Specialist for LPRD.	N/A	\$35,000 per year + Benefits	Mid to Long Term
Objective 3.4: Define Customers, Target Markets/Audiences			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.4.a Review preliminary list of strategies provided and refine.	N/A	Staff Time	Short Term
3.4.b Assess existing messages and materials for targeting to identified audiences.	N/A	Staff Time	Short Term
3.4.c Evaluate potential for creating specific Marketing Plans and Budgets for Eagle Bend Golf Course and Sports Pavilion Lawrence and implement as appropriate.	N/A	Staff Time	Short Term
Objective 3.5: Enhance Partnerships			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.5.a Assess existing partnerships specifically related to marketing; identify those to strengthen.	N/A	Staff Time	Short Term
3.5.b Work with Explore Lawrence and City Administration to review guest tax proceeds distribution.	N/A	Staff Time	Short Term
Objective 3.6: Refine Marketing and Promotion Strategies			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.6.a.(1) Review Activity Guide for opportunities to make the document more user friendly – perhaps reorganize; use the guide to move people to the website. Begin to move away from paper to electronic guide.	N/A	Staff Time	Short Term

3.6.a.(2) Enlist the help of a volunteer committee to review the website for ease of use.	N/A	Staff Time	Short Term
3.6.a.(3) Review the possibilities for redesign of the website to be more friendly, inviting, and fun within constraints of the overall City system.	N/A	Staff Time	Short Term
3.6.b Social Media review – present pilot program for increasing immediacy of information sharing.	N/A	Staff Time	Short Term
3.6.c Simplify online registration.	N/A	Staff Time	Short Term
Objective 3.7: Public Relations Strategies			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.7.a Design and implement a one-year program of initial promotions.	N/A	Staff Time	Short Term
3.7.b Evaluate effectiveness and revise as appropriate.	N/A	Staff Time	Short Term
Objective 3.8: Performance Monitoring			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.8.a Design and implement routine surveys relative to effectiveness of marketing and promotions. Specifically include a question of where people get their information regarding programs and activities on all materials.	N/A	Staff Time	Ongoing
3.8.b Continue to track, monitor, and report facility use to support economic impact measurements.	Increase in CIP	N/A	Ongoing

Goal 4: Improve Financial Position of LPRD

Objective 4.1:

Increase Funding Opportunities

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
4.1.a Implement a Cost Recovery Philosophy and Policy to track cost center expenses and provide consistent, equitable, and fair user fees.	N/A	\$50,000	Short Term
4.1.b Implement Land Dedication (or Fee- In-Lieu) and Developer Impact Fee Policy for all new residential developments to build trails, parks, and open space approved by the City.	N/A	Staff Time	Short to Mid Term
4.1.c Pursue dedicated, ongoing funding source through sales or special Parks and Recreation district tax.	N/A	Staff Time	Mid Term
4.1.d Create and fund a five-year CIP budget for LPRD to plan on deferred maintenance.	TBD	Staff Time	Short to Mid Term
4.1.e Investigate the creation of a LPRD Foundation to solicit tax-deductible donations for LPRD as well as the Scholarship Fund.	N/A	Staff Time	Short to Mid Term
4.1.f Pursue new, and continue ongoing, opportunities with universities, schools, wellness, state, and other public or private opportunities.	N/A	Staff Time	Ongoing
4.1.g Maintain portion of the sales tax passed in 1994.	N/A	Staff Time	Short to Mid Term
4.1.h Pursue sponsorships with appropriate entities.	N/A	Staff Time	Ongoing
4.1.i Develop and adopt a formal Partnership Policy.	N/A	Staff Time	Short Term
4.1.j Investigate passing a bond referendum for major facility upgrades.	N/A	Staff Time	Mid to Long Term
4.1.k Develop and adopt a formal Sponsorship Policy.	N/A	Staff Time	Short Term
4.1.l Pursue partnerships with organizations that can assist with joint programming opportunities.	N/A	Staff Time	Ongoing

Objective 4.2:

Articulate the Economic Impact of LPRD to the City

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
4.2.a Expand data collection and determine events/activities likely to provide most credible results and prioritize data collection in a data collection plan.	N/A	Staff Time	Short Term
4.2.b Staff and implement the data collection plan.	N/A	Staff Time	Short Term
4.2.c Utilize the State of Kansas Tourism economic impact program. Look for partnering opportunities with Explore Lawrence and KU.	N/A	N/A	Short Term

THIS PAGE INTENTIONALLY LEFT BLANK

Appendix A – Suggested Organizational Chart

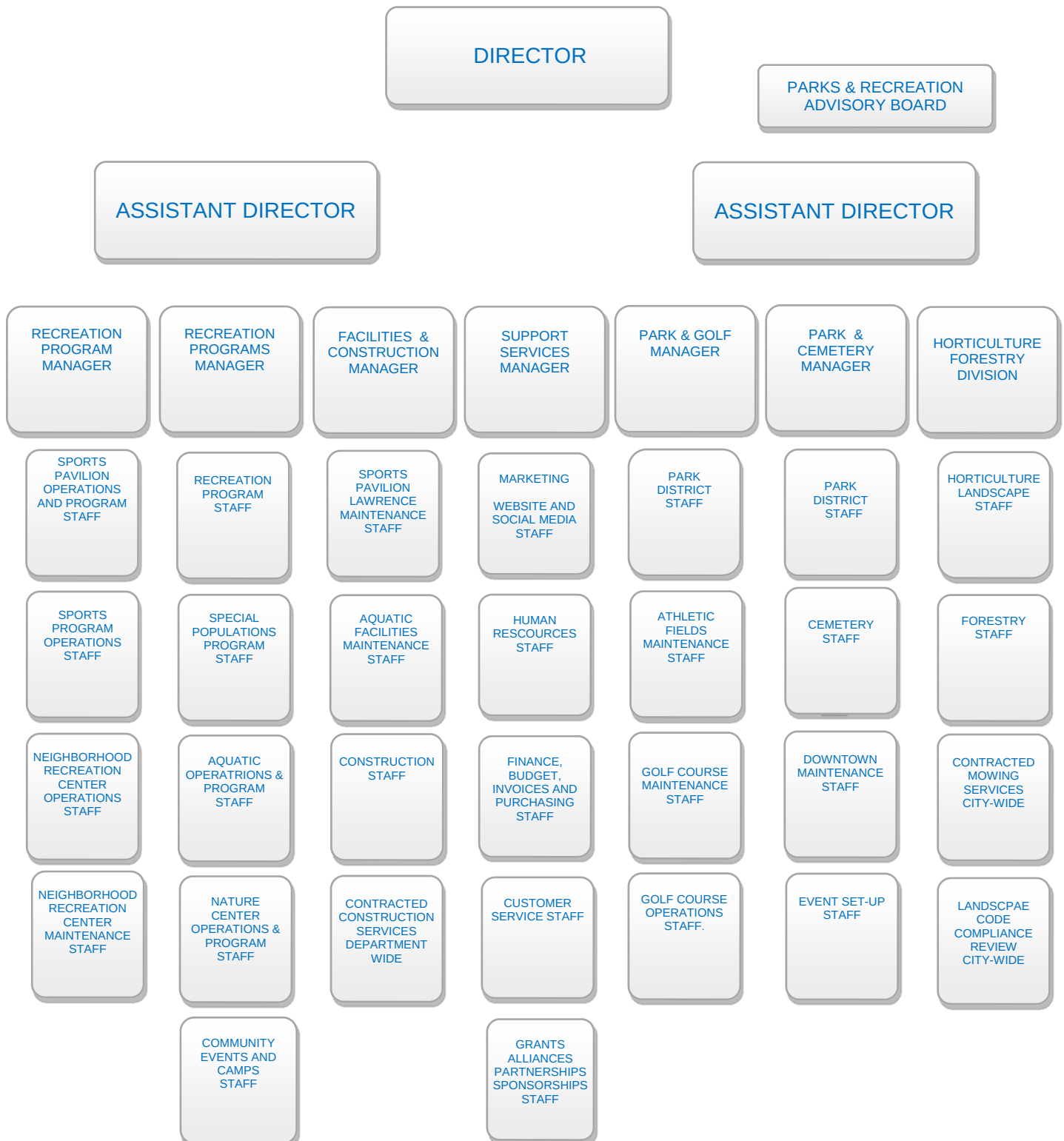
THIS PAGE INTENTIONALLY LEFT BLANK



City of Lawrence

PARKS AND RECREATION

Functional Organizational Structure



THIS PAGE INTENTIONALLY LEFT BLANK

Appendix B – Measuring the Impact of Parks and Recreation

THIS PAGE INTENTIONALLY LEFT BLANK

Exhibit 3-2

Economic Impact Questionnaire

1. What is the ZIP code at your home address? _____

Alternative question 1 to be used in the context of a sports tournament.

1. What is the name of your team? _____

2. Which of the following are you (check one): ☐ athlete ☐ spectator ☐ coach ☐ vendor
☐ exhibitor ☐ referee/umpire ☐ media person ☐ sponsor ☐ other

3. How many days will you be at this event? _____ days

4. How many nights will you be spending in the area? _____ nights

- 4a. Where will you be staying (check one): ☐ motel/hotel ☐ with friends and relatives ☐ camping
☐ bed and breakfast ☐ other

5. How many people (**including yourself**) are in your immediate group? (This is the number of people for whom you typically pay the bills, e.g., your family or close friends) _____ people.

6. To better understand the economic impact of the (Name of Event), we are interested in finding out the approximate amount of money you and other visitors in your immediate group will spend, including travel to and from your home. We understand that this is a difficult question, but please do your best because your responses are very important to our efforts. **DURING THE COURSE OF YOUR VISIT, WHAT IS THE APPROXIMATE AMOUNT YOUR IMMEDIATE GROUP WILL SPEND IN EACH OF THE FOLLOWING CATEGORIES:**

TYPE OF EXPENDITURE	Amount spent in the (name of city) area	Amount spent outside the (name of city) area
A. Admission/Entry Fees		
B. Restaurants, Bars, Concessions, Night Clubs		
C. Groceries		
D. Retail Shopping (clothing, souvenirs, gifts, etc.)		
E. Lodging Expenses (hotel, motel, B&B, camping, etc.)		
F. Gas and Oil (auto, RV, boats)		
G. Private Auto Expenses (repairs, parking fees, etc.)		
H. Rental Car Expenses, Taxis		
I. Any Other Expenses <i>Please identify:</i>		

Questions 7, 8, and 9 are not required for sports tournaments.

7. Would you have come to the (Name of City) area at this time even if this event had not been held?

☐ Yes ☐ No

- 7a. If "Yes," did you stay longer in the (Name of City) area than you would have done if this event had not been held? ☐ Yes ☐ No

- 7b. If "Yes" (in 7a), how much longer? _____ days

8. Would you have come to (Name of City) in the next three months if you had not come at this time for this event? ☐ Yes ☐ No

9. Circle the number below that best describes how important this (facility/event) was in your decision to visit (Name of City) on this trip, where 0 indicates it had no influence and you would have come to the area anyway and 10 indicates that this (facility/event) is the only reason for visiting (Name of City) on this trip.

0	1	2	3	4	5	6	7	8	9	10
↑					↑					↑
None: I would have come to the area anyway				Half of my reason for coming to the area.			My only reason for coming to the area.			

THIS PAGE INTENTIONALLY LEFT BLANK

Appendix C – Parks and Recreation Inventory Cut Sheets

THIS PAGE INTENTIONALLY LEFT BLANK

2016 Lawrence Parks & Recreation Master Plan Update

Existing Parks & Facilities Inventory

Park System Summary

Park District	Number of Park Locations	Park Land (acres)	Total Length of Shared Use Path inside District (miles)	Total Length of Soft Surface Path in District (acres)	Total of Landscape/Right-of-Way Areas (acres)
District 1	2	1635	1	8	0
District 2	43	1820	11.3	26	87
District3	18	580	31	9	140.5
Landscape	0	0	0	0	80
Entire Park System	63	4035	43.3	43	307.5

Note: Trail lengths were calculated using city provided GIS data.

District 1 Summary

	PARK NAME	ACREAGE	TRAIL LENGTH (MILES)	ADDRESS
1	ARMY CORPS OF ENGINEER PROPERTY - CLINTON INTERNATIONAL MODEL AIRPORT - CLINTON LAKE SOFTBALL COMPLEX - EAGLE BEND GOLF COURSE - MUTT RUN - OUTLET PARK - ROTARY ARBORETUM - SESQUICENTENNIAL POINT - YSC	1612	7.83	4911 W. 27th Street
2	HOLCOM PARK & SPORTS COMPLEX	31	NONE	2601 West 25th Street

Note: Trail lengths were calculated using city provided GIS data.

Assessment of On-site Amenities and Physical Condition

- **(2) Gravel Parking Lots**
 - Fair condition
- **(1) Picnic Shelter**
 - Good condition
 - (9) Park Benches – Fair condition
- **Large Open Green Space**
 - Good condition
 - Used by model airplane enthusiasts
- **(1) Maintenance Shed**
 - Good Condition
- **(1) Metal Bleacher**
 - Fair condition



Clinton Lake International Model Airport Images

Assessment of On-site Amenities and Physical Condition

- **(1) Asphalt Parking Lot**
 - Poor condition
- **(1) Softball Fields**
 - Good condition
- **(4) Batting Cages**
 - Poor condition
- **(1) Playground Equipment**
 - Fair condition
- **(1) Concession Building With Restrooms**
 - Good condition
- **(1) Softball Warm Up Area**
 - Poor condition
 - Ag Lime surface experience drainage issues, sections of area have become eroded
- **(2) Maintenance Sheds**
 - Fair condition
- **(1) Picnic Grounds**
 - Fair condition

Future Considerations & Recommendations

- Repair sections of the softball warm up area
- Repair and repaint red maintenance shed
- Replaces (1) asphalt parking lot
- Repair or remove batting cages



Clinton Lake Softball Complex Images

Assessment of On-site Amenities and Physical Condition

- **(1) Gulf Clubhouse/Pro Shop**
 - Good condition, inadequate in size
- **(1) Golf Maintenance Facility**
- **(1) Golf Cart Maintenance/Charging Building (62 Golf Carts Can Be Stored)**
 - Good condition
- **(1) Asphalt Parking Lot**
 - fair condition
- **(1) Golf Driving Range**
 - Good condition
- **(1) Short Iron Driving Range**
 - Good condition
- **(1) New Putting Green**
 - Good condition
- **(1) Picnic Shelter**
 - Good condition
- **(1) Men's Restroom With (1) Toilet (1) Urinal At The Club House**
 - Good condition, inadequate size
- **(1) Women's Restroom At The Club House**
 - Good condition, inadequate in size
- **(2) Restrooms On The Course**
- **(2) Drink Fountains Separate From Clubhouse**



Eagle Bend Golf Course Images

Assessment of On-site Amenities and Physical Condition

- **(2) Asphalt Parking Lots**
 - Poor condition
- **(1) Picnic Shelter**
 - Good condition
 - (8) picnic tables, fair condition, paint is peeling
- **(1) Bocce Ball Ag Lime Court**
 - Good condition, new
 - (2) park benches, good condition
- **(2) Sand Volleyball Courts**
 - Good condition
- **(1) Playground Set**
 - Good condition
- **(1) Playground Swing Set**
 - Fair condition
 - Rust on chains, paint faded
- **(1) Restroom Facility**
 - Fair condition
- **(2) Tennis Courts**
 - Good condition, newly resurfaced
- **(2) Basketball Courts**
 - Good condition
 - Basketball hoops showing signs of rust and age
- **(2) Wall Handball Courts**
 - Fair condition
- **(1) Concessions Stand / Restroom Facility**
 - Good condition
- **(1) Skate Park, Small**
 - fair condition
 - drainage problems present
- **(3) Baseball/Softball Fields**
 - Good condition
- **(1) Baseball Field**
 - Good condition
- **(2) Tee Ball Fields**
 - Good condition
- **(1) Batting Cage**
 - Good condition
- **(1) Sports Complex Sidewalks**
 - poor condition

- **(1) Park Bench**
 - Poor condition

Future Considerations & Recommendations

- Replace (2) asphalt parking lots
- Light poles and fixtures need to be updated. Poles are currently wood
- Fences need to be repaired/replaced
- Replace damaged sections of sidewalk throughout the park and sports complex
- Skate park drainage issues need to be corrected
- Replace or refurbish (1) park bench



Holcom Park Images

Assessment of On-site Amenities and Physical Condition

- **(1) Single Stall Pit Toilet , No Sewer Connection**
 - Fair condition
- **(1) Picnic Shelter**
 - Good condition
 - Small in size
- **(1) Single Park Bench Shelter**
 - poor condition
 - located at fenced dog park
- **(1) Drinking Fountain**
 - Good condition
- **(4) Picnic Tables**
 - Good condition

Future Considerations & Recommendations

- Replace (1) single park bench shelter
- An upgraded restroom facility would benefit the park
- Off leash dog area has no clear boundaries and would benefit from increased signage and/or fencing
- Expanded parking lot will help manage increasing number of park guests
- Grass has difficult time thriving and needs to be reseeded numerous time a year



Mutt Run Park Images

Assessment of On-site Amenities and Physical Condition

- **(1) Picnic Shelter**
 - Poor condition, roof is showing signs of deterioration
 - (6) picnic tables, fair condition
- **(1) Picnic Shelter (East Shelter)**
 - good condition
 - (6) picnic tables, fair condition
- **(2) Restroom Facilities (Pit Toilets)**
 - good condition
- **Gravel Parking Lots**
 - fair condition
- **(1) Playground Set**
 - Fair condition
 - Dated appearance
- **(1) Playground Swing Set**
 - fair condition
- **(1) Park Bench**
 - Poor condition

Future Considerations & Recommendations

- replace or repair (1) picnic shelter
- replace (1) park bench
- Road and parking lot improvements needed
- Add 2 soccer practice fields



Outlet Park Images

Assessment of On-site Amenities and Physical Condition

- **(3) Park Gazebos (2 wood, 1 metal)**
 - Good condition
- **(1) Performing Arts Venue**
 - Wood deck, good condition
- **(2) Lakes**
 - Water feature with pump
- **South Lawrence Traffic Way Trail**
 - Good condition
- **(1) Arboretum**
 - Good condition
- **(1) Horticultural Gardens**
 - Good condition
- **(1) Information Kiosk**
 - Good condition
- **(1) Art Sculpture**
 - Fair condition
- **(1) Custom Bike Rack**
 - Good condition
- **(1) Drinking Fountain**
 - Good condition
- **(3) Picnic Tables**
 - Wood and metal, good condition
- **(9) Park Benches**
 - Wood and metal, fair - good condition

Future Considerations & Recommendations

- Explore possibility of adding a parking lot
- Explore possibility of adding Shelter house
- Explore possibility of adding restrooms



Rotary Arboretum Images

Assessment of On-site Amenities and Physical Condition

- **(1) Plaza And Time Walk**
 - Good condition
- **(1) Small Park Sign**
 - Poor condition
- **(2) Picnic Table**
 - fair condition

Future Considerations & Recommendations

- Proposed amphitheater location
- Repair or replace picnic tables
- The park would benefit from an upgraded information sign kiosk. Current sign is small and damaged



Sesquicentennial Point Images

Assessment of On-site Amenities and Physical Condition

- **(8) Baseball – Softball Fields**
 - Good condition
- **(5) Football Fields**
 - Good condition
- **(15) Soccer Fields**
 - Good condition
- **(1) Concessions Stand**
 - Good condition
- **(1) Picnic Shelter**
 - Good condition
 - (3) picnic tables, good condition
- **(1) Maintenance Metal Shed**
 - Good condition

Future Considerations & Recommendations

- Explore alternative options for the entrance into the youth sports complex. Traffic becomes congested with only (1) entrance into the sports complex.
- Provide additional lighting for the soccer/football combined field
- Parking lot in poor condition, needs improvement
- ADA compliant restrooms needed
- ADA compliant sidewalks to access athletic fields



Youth Sports Complex Images

2016 Lawrence Parks & Recreation Master Plan Update

Existing Parks & Facilities Inventory

District 2 Summary

	PARK NAME	ACREAGE	TRAIL LENGTH (MILES)	ADDRESS
1	BROKEN ARROW PARK	20	NONE	2800 LOUISIANA
2	BROOK CREEK PARK	50	NONE	1200 BROOK STREET
3	BUFORD M. WATSON, JR. PARK	7	0.31	727 KENTUCKY ST
4	BURCHAM PARK	23	0.63	200 INDIANA
5	BURROUGHS CREEK TRAIL & LINEAR PARK	32	1.61	900 E 15 TH ST
6	CENTENNIAL PARK	35	NONE	2124 W 9 TH
7	CHAPARRAL PARK	1	NONE	2700 PONDEROSA DR
8	CHIEF JIM MCSWAIN PARK	2.8	NONE	E 9 TH ST & HASKELL AVE
9	CLINTON PARK	3	NONE	901 WEST 5 TH
10	CONSTANT PARK	2	.12	230 WEST 6 TH ST
11	DAD PERRY PARK	45	0.98	1200 MONTEREY WAY
12	DEPOT GARDENS, PARKING, ARTWORK	3.5	NONE	402 NORTH 2 ND ST
13	EDGEWOOD PARK	18	NONE	1245 EAST 15 TH ST
14	HAND PARK	1	NONE	1040 HOME CIRCLE
15	HASKELL RAIL TRAIL	7	.81	E 29 TH ST TO E 23 RD ST
16	HOBBS PARK AND MUNICIPAL STADIUM	4	NONE	1004 DELAWARE ST
17	JAPANESE FRIENDSHIP GARDEN	1	NONE	1045 MASSACHUSETTS ST
18	JOHN TAYLOR PARK	3	NONE	200 NORTH 7 TH STREET
19	LIBRARY PLAZA	0.5	NONE	707 VERMONT ST
20	LUDLAM PARK	1.5	NONE	2800 WEST 9 TH ST
21	LYON STREET PARK	2	NONE	700 NORTH LYON ST
22	MAPLE GROVE CEMETERY	10	NONE	1710 N 3 RD ST
23	MEMORIAL PARK CEMETERY	25	NONE	1517 EAST 15TH
24	NAISMITH VALLEY PARK	57	.90	1400 West 27th Street
25	NATURE CONSERVANCY AREA, EAST OF CITY HALL	6.3	NONE	802 EAST 8 TH ST
26	OAK HILL CEMETERY	65	NONE	1605 OAK HILL RD
27	OUTDOOR AQUATIC CENTER	2.4	NONE	727 KENTUCKY ST
28	PARK HILLS PARK #1	1.5	NONE	5250 W. 27 TH ST
29	PARK HILLS PARK #2	1.5	NONE	1900 MOODIE RD
30	PARK HILLS PARK #3	1	NONE	201 NEBRASKA ST
31	PARNELL PARK	3	NONE	901 EAST 15 TH STREET
32	PETERSON PARK	20	NONE	2250 PETERSON RD
33	PRAIRIE PARK	73	3.14	901 EAST 15 TH ST
34	QUARRY PARK	1	NONE	2141 TERRACE RD
35	RIVER FRONT PARK	994	22.91	1595 N. 3 RD ST
36	ROBINSON PARK	1	NONE	4 WEST 6 TH STREET
37	SANDRA J. SHAW COMMUNITY	8.5	0.39	110 MAINE STREET

	HEALTH PARK			
38	SOUTH PARK SOUTH PARK WADING POOL	13	NONE	1141 MASSACHUSETTS ST
39	VETERANS PARK	3	NONE	1840 LOUISIANA
40	WALNUT PARK	0.75	NONE	211 N 4 TH ST
41	WATER TOWER PARK	2	NONE	1225 SUNSET DR
42	WOODY	4	NONE	201 MAINE STREET
43	UNDEVELOPED PARK 1	40	NONE	N 1300 & E 1700
FACILITIES OPEN TO PUBLIC RECREATION				
1	CARL KNOX NATATORIUM	1901 LOUISIANA ST		
2	CARNEGIE BUILDING	200 W 9TH		
3	PRAIRIE PARK NATURE CENTER	2730 HARPER ST		
4	UNION PACIFIC DEPOT	402 NORTH 2 ND ST		
5	COMMUNITY BUILDING	115 WEST 11 TH ST		
6	EAST LAWRENCE CENTER	1245 EAST 15 TH ST		

Note: Trail lengths were calculated using city provided GIS data.

Assessment of On-site Amenities and Physical Condition

- **(1) Sand Volleyball court**
 - fair condition
- **(2) Baseball practice field**
 - Poor condition
 - Chain link backstop is damaged and showing signs of deterioration
 - (2) metal bleachers, fair condition
- **(1) Lawrence Horseshoe courts**
 - Good condition
 - Lights present
 - Metal bleachers are heavily rusted, fair condition
 - (1) park bench damaged, poor condition needs to be reset or replaced
- **(1) Baseball field**
 - Fair condition
 - (2) players benches in poor condition
 - (6) metal bleachers heavily rusted, appearance is dated
 - Lights/Poles
 - Fair condition
 - Fencing
 - Poor condition
- **(1) Picnic Shelter, large**
 - Stone and wood structure
 - Poor condition
 - (17) picnic tables in fair – good condition
- **(1) Picnic Shelter South, wood structure**
 - Dated appearance, wood is faded
 - Poor condition
- **(1) Picnic Shelter South, metal structure**
 - Poor condition
 - Outdated and dirty appearance
- **Park Restroom**
 - Poor condition
- **(1) Playground Set, Large**
 - Fair condition
 - Upgrade playground surface
- **(1) Playground set, small**
 - Fair condition
 - Plastic components are weathered, general appearance is dirty
- **(1) Toddler playground swing set**
 - Poor condition
 - Appearance is dated and shows signs of deterioration

- **(2) Playground swing sets**
 - Good condition

Future Considerations & Recommendations

- Replace large shelter and restroom
- Upgrade or replace (1) medium sized wood picnic shelter (1982 Donated by Lawrence Lions Club)
- Replace (1) metal picnic shelter
- Replace chain link backstop for (1) sports field, east side of the park
- Replace (1) toddler swing set
- Metal bleachers need to be phased out and replaced
- Replace (2) player's benches at west side baseball field
- Reset (1) park bench at horseshoe courts
- Possible location for dog park
- Upgrade ball diamond fencing



Broken Arrow Park Images

Assessment of On-site Amenities and Physical Condition

- **(1) Half-Court Basketball Court**
 - Fair condition
 - Cracks present in concrete surface
- **(1) Restroom Facility**
 - Fair condition
- **(1) Playground set**
 - Good condition
 - Protective coating peeling off
 - Rust present
 - Plastic is faded and appears dirty
- **(1) Picnic shelter**
 - Good condition
 - (1) picnic table, good condition
 - (5) park benches, good condition
- **(1) Playground swing set**
 - good condition
- **(1) Playground set, small**
 - good condition
- **(1) Picnic area**
 - Concrete surface, fair condition
 - (4) picnic tables, fair condition

Future Considerations & Recommendations

- Phase out wood mulch, replace with ADA approved play surface



Brook Creek Park Images

Assessment of On-site Amenities and Physical Condition

- **(1) Historic Train**
 - fair condition
- **(1) Basketball court**
 - Fair condition
- **(1) Playground large**
 - Fair condition
 - Adjacent concrete pavement, poor condition
- **(1) Park Gazebo**
 - Fair condition
 - Sections of wooden roof showing signs of deterioration
 - (1) picnic table, good condition
- **(1) Concrete and brick path**
 - poor condition
 - brick is settling below concrete sidewalk, safety hazard
- **(1) Playground small**
 - Fair condition
- **Trail (0.31 Miles)**
 - Fair condition
 - Concrete pavement
- **(12) park benches**
 - Fair condition

Future Considerations and Recommendations

- replace or repair concrete/brick sidewalk sections
- Upgrade electrical service for large events
- Paint Historic Train



Buford M. Watson, Jr. Park Images

Assessment of On-site Amenities and Physical Condition

- **(1) Asphalt road entrance with parking lot**
 - Good condition
- **(1) Shelter, metal & wood**
 - Poor condition
 - Concrete slab is cracking, showing signs of deterioration
- **(1) Sculpture Garden**
 - Good condition
- **(1) River observation deck**
 - Good condition
 - Concrete with metal railing
- **Burcham Park River Trail (0.63 Miles)**
 - Good condition
- **(1) Drinking fountain**
 - Good condition
- **(2) Swinging Park Bench, metal**
 - Good condition
- **(8) Picnic Tables, metal & wood**
 - Good condition
- **(2) Park benches, metal**
 - Good condition

Future Considerations & Recommendations

- Replace picnic shelter
- Possible trail additions
- Refurbish / replace damaged picnic tables
- Improve restrooms
- Improve amenities for hosting events



Burcham Park Images

Assessment of On-site Amenities and Physical Condition

- **(1) Concrete Parking Lot**
 - Good condition
- **(1) Playground Swing Set**
 - Good condition
- **(1) Playground Set**
 - Good condition
 - Relatively new equipment
 - Wood mulch surface
- **(1) Trail (1.61 Miles)**
 - Good condition
 - Concrete pavement
- **(2) Picnic Tables**
 - Poor condition
 - Relatively new park table but it's protective cover is deteriorating
- **(2) Park Benches**
 - Good condition

Future Considerations and Recommendations

- Replace (2) picnic tables
- Phase out wood mulch play surface, replace with ADA approved play surface



Burroughs Creek Playground Park Images

Assessment of On-site Amenities and Physical Condition

- **(1) Asphalt Parking Lot, West Side of Park**
 - Good condition
- **(1) Asphalt Parking Lot, South Side Of The Park**
 - Good condition
- **(1) Skate Park, Large**
 - Good condition
 - Concrete structure shows little signs of stress / cracks
- **(2) Restroom Facilities**
 - Good condition
 - Outside has clean appearance
- **(1) Rocket Sculpture**
 - Good condition
- **Concrete Shared Use Path / Sidewalks**
 - Poor – good condition
 - Sections of pavement are damaged and presents accessibility problems
- **(1) Disk Golf Course**
 - Fair condition
- **(1) Picnic Shelter / Gazebo, West Side Of The Park**
 - Good condition
 - all tables and benches are relatively new, powder coated metal
- **(1) Picnic Shelter, Southeast Side Of The Park**
 - Good condition
 - Some areas of paint chipping occurring
 - Wood decking is in fair condition, paint chipping occurring on deck's surface
- **(1) Playground Set**
 - Good condition
- **(1) Playground Swing Set**
 - Good condition

Future Considerations & Recommendations

- Replace damaged sections of sidewalk
- Upgrade playground surface
- Add walking trail from previous master plan
- Add phase 2 of skate park development
- Upgrade disc golf course



Centennial Park Images

Chaparral Park

2700 Ponderosa Drive

Assessment of On-site Amenities and Physical Condition

- **(1) Half-Court Basketball Court**
 - poor condition
 - concrete surface is cracked, dated appearance
 - basketball hoop in fair condition
- **(1) Playground Set**
 - Fair condition
 - Dated appearance
- **(1) Playground Swing Set**
 - Fair condition
- **(1) Climbing Bar Set**
 - Fair condition
- **(1) Park Bench**
 - Poor condition, wood is deteriorating

Future Considerations and Recommendations

- replace (1) wood park bench
- Resurface basketball court



Chaparral Park Images

Assessment of On-site Amenities and Physical Condition

- **(1) Basketball Court**
 - Good condition
 - Asphalt surface showing early signs of deterioration
 - (2) basketball hoops in good condition
- **(1) Picnic Shelter**
 - Poor condition
 - Wood structure appearance is outdated, weathered
- **(1) Playground Set**
 - Fair condition
 - Outdated appearance
 - Plastic components are weathered, faded, and have a dirty appearance

Future Considerations and Recommendations

- Picnic shelter needs to be refurbished or replaced



Chief Jim McSwain Park Images

Assessment of On-site Amenities and Physical Condition

- **(1) Asphalt Parking Lot**
 - poor condition
- **(1) Half-Court Basketball Court**
 - Fair condition
 - (1) basket basketball hoop, fair condition
- **(1) Picnic Shelter**
 - good condition
- **(1) Restroom Facility**
 - Good condition
- **(1) Historic Stone Wall**
 - Poor condition
- **(1) Playground Set**
 - good condition
 - rubber mulch
- **(1) Playground Climbing Wall**
 - good condition
- **(1) Playground Swing Set**
 - good condition
- **(1) Playground Climbing Set**
 - good condition
- **(1) Park Bench**
 - fair condition

Future Considerations and Recommendations

- replace asphalt parking lot surface
- Improve historic stone wall
- Install ADA playground surface



Clinton Park Images

Assessment of On-site Amenities and Physical Condition

- **(1) Gravel Road Entrance**
 - Poor condition
 - Drainage issues present
 - Needs to be re-surfaced
- **(1) Asphalt Parking Lot**
 - Poor surface condition
 - Drainage issues present
- **(1) Shared Use Path, Concrete (0.12 Miles)**
 - good condition
 - connects to Burcham Park
- **(2) Historical Markers / Signs**
 - Good - fair condition
 - Needs to be repainted
- **(2) Bike Rack Bollards**
 - good condition
- **(2) Park Benches, Wood and Metal**
 - fair condition
 - needs to be cleaned up and re-stained

Future Considerations and Recommendations

- replace asphalt surface for the parking lot
- upgrade / refurbish historical markers and signs



Constant Park Images

Assessment of On-site Amenities and Physical Condition

- **(2) Asphalt Parking Lot**
 - West - Poor condition
 - North – Fair condition
- **(1) Tennis Court**
 - Poor condition
 - Cracked pavement
 - Damaged chain link fence
- **(1) Basketball Court**
 - Poor condition
 - Cracked pavement
- **(2) Restroom Facility**
 - West – Good condition
 - North – Fair condition
- **(2) Playground Sets**
 - West - Fair condition
 - North – Poor condition
- **(2) Picnic Shelters**
 - West - Good condition
 - North – Good condition
- **(1) Sand Volleyball Court**
 - good condition
- **Trail (0.98 Miles)**
 - Nature trail – good condition
- **(2) Soccer Goals**
 - Poor condition
 - torn nets
- **(1) Park Bench, Metal**
 - good condition
- **(1) Park Bench, Metal**
 - Poor condition

Future Considerations & Recommendations

- Repair asphalt parking lot surface on west side
- Resurface tennis courts, and replace damaged sections of chain link fence
- Resurface basketball court pavement
- replace (1) metal park bench



Dad Perry Park Images

Edgewood Park

1245 E 15th St

Assessment of On-site Amenities and Physical Condition

- **(1) Asphalt Parking Lot**
 - Poor condition
- **(1) Baseball Practice Field**
 - Fair condition
 - Metal backstop is in poor condition
- **(1) Multi-Sport Court**
 - Poor condition
 - Surface is cracked
- **(1) Gravel Parking Lot**
 - Fair condition
- **(1) Playground Near Recreation Center**
 - Good condition
 - Poured in place ADA surfacing
- **(1) Playground Set South**
 - Fair condition
 - Wood mulch play surface
- **(1) Playground Swing Set South**
 - Fair condition
- **(1) Metal Bleachers**
 - Poor condition
 - Rusted and damaged

Future Considerations & Recommendations

- Replace (1) chain link backstop for sports field
- Upgrade (1) gravel parking lot to pavement
- Replace (1) asphalt parking lot surface
- Upgrade (1) multi-sport court
- Replace metal bleachers



Edgewood Park Images

Hand Park

1040 Home Circle

Assessment of On-site Amenities and Physical Condition

- **(1) Half - Court Basketball Court**
 - Good condition
 - Basketball hoop is in good condition
- **(1) Toddler Playground Swing Set**
 - Good condition
 - Rubber mulch
- **(1) Playground Set**
 - Good condition
 - Rubber mulch
- **(1) Playground Swing Set**
 - Good condition
 - Rubber mulch
- **(3) Park Benches, Powder Coated Metal**
 - Good condition



Hand Park Images

Haskell Rail Trail

E 29th St to E 23rd St

Assessment of On-site Amenities and Physical Condition

- **.81 Miles Of Concrete Pavement**
 - Connects to Burroughs Creek trail
 - Good condition
 - No amenities



Haskell Rail Trail Images

Hobbs Park

702 East 11th St

Assessment of On-site Amenities and Physical Condition

- **Historic House (Murphy-Bromelsick)**
 - Fair condition
 - Interior needs renovation
- **(1) Concrete Stadium Seating**
 - poor condition
 - steps are deteriorating
 - seating is deteriorating
- **(1) Baseball Field**
 - good condition
- **(1) Basketball Court**
 - Asphalt surface, poor condition
 - Lights poor condition
- **(1) Picnic Facility**
 - fair condition
- **(1) Restroom Facility**
 - good condition
- **(1) Playground Swing Set**
 - good condition
- **(1) Playground**
 - Good condition
- **(2) Basketball Hoops**
 - Fair condition

Future Considerations & Recommendations

- resurface (1) basketball court
- repair or replace damaged sections of stadium seating and stairs
- Interior renovation for historic house



Hobbs Park Images

Japanese Friendship Garden

1045 Massachusetts Street

Assessment of On-site Amenities and Physical Condition

- **(1) Gazebo**
 - Fair condition
 - Shingles showing signs of age and weathering
- **(2) Ornamental Park Benches**
 - Fair condition
 - Concrete beginning to chip and deteriorate

Future Considerations and Recommendations

- Monitor condition of ornamental benches
- Repair or replace gazebo roofing



Japanese Friendship Park Images

John Taylor Park

200 North 7th St

Assessment of On-site Amenities and Physical Condition

- **(1) Asphalt Parking Lot**
 - Fair condition
- **(1) Shelter**
 - fair condition
 - showing signs of age, outdated appearance
- **(1) Playground Equipment Set**
 - good condition
 - wood mulch surface
- **(1) Basketball Court**
 - good condition
 - stripping is in good condition
 - (2) basketball hoops in fair condition, appearance is outdated
- **(1) Community Garden**
- **(6) Park Light Poles**
 - fair condition

- **(1) Swing Set**
 - fair condition
 - individual swings and chains need to be replaced
- **(4) Picnic Tables**
 - Good condition, metal & wood
- **(4) Park Benches**
 - good condition, metal

Future Considerations and Recommendations

- asphalt parking lot will need to be resurfaced
- Install ADA compliant playground surface
- Possible location for spray park



John Taylor Park Images

Library Plaza

707 Vermont St

Assessment of On-site Amenities and Physical Condition

- **(4) Park Light Fixtures**
 - Good condition, new
- **(7) Park Benches**
 - Good condition, new

Future Considerations & Recommendations

- Current plan is to pave a section of the plaza, provide shade, seating and artificial ice skating rink to be utilized in the winter
- Incorporate shade structures



Library Plaza Images

Ludlam Park

2800 West 9th Street

Assessment of On-site Amenities and Physical Condition

- **(1) Playground Swing Set**
 - Fair condition
- **(1) Overhead Light Pole**
 - Fair condition
 - Wood pole
- **(1) Picnic Table**
 - Fair condition
 - Wood components showing signs of weathering and age



Ludlam Park Images

Assessment of On-site Amenities and Physical Condition

- **(1) Tennis Center**
 - (4) Pickle ball courts – good condition
 - (2) Tennis courts – good condition
 - Metal pole lights – good condition
- **(1) Basketball Court**
 - Good condition
 - (4) basketball goals – good condition
- **(2) Asphalt Parking Lots**
 - North parking lot – poor condition
 - South parking lot – fair condition
- **(2) Softball/Kickball Fields**
 - Good condition
 - Metal light poles – good condition
- **(1) Restroom Facility**
 - Good condition
- **(1) Playground Set**
 - Good condition, wood mulch base
 - Outdated appearance
- **(1) Swing Set**
 - Good condition, wood mulch base
- **(1) Picnic Shelter, Metal**
 - Poor condition

Future Considerations and Recommendations

- Replace north parking lot asphalt surface
- Replace (1) picnic shelter
- Install ADA surfacing on playground



Lyon Street Park Images

Maple Grove Cemetery

1710 N 3rd St

Assessment of On-site Amenities and Physical Condition

- **Gravel Road**
 - Good condition
- **Community Garden**
 - Fair condition

Future Considerations and Recommendations

- Provide additional landscape screening along the north side and south side of the cemetery



Maple Grove Cemetery Images

Memorial Park Cemetery

1517 east 15th

Assessment of On-site Amenities and Physical Condition

- **Sections Of Asphalt Road**
 - Poor condition
 - Sections of curb and gutter damaged
 - Landscape well maintained



Memorial Park Cemetery Images

Naismith Valley Park

1400 West 27th St

Assessment of On-site Amenities and Physical Condition

- **Trail (.90 Miles)**
 - Good condition
 - Concrete pavement
 - Sections of the path are experiencing drainage issues
- **Undeveloped Woodland**



Naismith Valley Park Images

Nature Conservancy Area

E 7th St & New York St

Assessment of On-site Amenities and Physical Condition

- Habitat Restoration Area
- Undeveloped park – no amenities

Oak Hill Cemetery

1605 Oak Hill Rd

Assessment of On-site Amenities and Physical Condition

- **Sections Of Road**
 - Poor condition
 - Sections of curb and gutter damaged



Memorial Park Cemetery Images

Outdoor Aquatic Center

727 Kentucky St

Assessment of On-site Amenities and Physical Condition

- **(2) Water Slides**
 - Fair condition
- **Zero Depth Children's Area**
- **Diving Well**
- **Concessions Area & Restrooms**
 - Fair condition
- **Interactive Play Features**
 - Fountains
 - Spray mushroom
 - Water buckets
 - 50-meter competition area

Future Considerations & Recommendations

- Replace pool slide
- Remove and replace bad concrete sections in pool deck
- Paint pool
- Facility is approximately 20 years old and would benefit from a complete renovation

Existing Conditions

- Facility is around 20 years old and out of date
- Only 1 slide
- Surface concrete is in poor condition

Park Hills Park #1

500 Oklahoma St

Assessment of On-site Amenities and Physical Condition

- **(1) Half-Court Basketball Court**
 - Concrete surface is in good shape
 - Basketball hoop is in fair shape, dated appearance
- **(1) Playground Slide**
 - Good condition
 - Dated appearance
 - Plastic components are weathered, dirty appearance
- **(1) Playground Swing Set**
 - Good condition
 - Paint is peeling
 - Dated / dirty appearance
- **(2) Picnic Tables**
 - good condition

Future Considerations and Recommendations

- Improve park access



Park Hills Park #1 Images

Park Hills Park #2

300 Kansas St

Assessment of On-site Amenities and Physical Condition

- **(1) Playground Swing Set**
 - Good condition
 - wood mulch surface
- **(1) Park Bench**
 - good condition



Park Hills Park #2 Images

Park Hills Park #3

201 Nebraska St

Assessment of On-site Amenities and Physical Condition

- Open green space
- No amenities



Park Hills Park #3 Images

Parnell Park

901 East 15th Street

Assessment of On-site Amenities and Physical Condition

- **(1) Half-Court Basketball Court**
 - Fair condition
 - Dated appearance
 - Basketball hoop is leaning, needs to be reset
- **(1) Park Bench**
 - Good condition

Future Considerations and Recommendations

- Basketball hoop needs to be reset in place
- Park would benefit from expanded basketball court or new pavement surface



Parnell Park Images

Assessment of On-site Amenities and Physical Condition

- **(1) Playground Rock Climbing Wall**
 - Good condition
 - Appearance is new and clean
 - Plastic material
- **(1) Playground Swing Set**
 - Good condition
- **(1) Playground Climbing Bars**
 - Good condition
 - Appearance is new and clean
- **(1) Community Garden**
 - Good condition
 - Appears to be well maintained
- **(1) Large Open Green Space**
 - Large area of mowed turf grass
 - Appears available for new programming
 - (1) park bench, fair condition
- **(1) Picnic Table**
 - Good condition
 - Metal and wood
- **(1) Park Bench**
 - Good condition

Future Considerations and Recommendations

- Large open green space needs to be programmed
- Opportunity to provide sports fields in open green space
- Update previous park master plan
- Possible site for dog park
- Replace narrow sidewalk on east side of park



Peterson Park Images

Assessment of On-site Amenities and Physical Condition

- **(2) Asphalt Parking Lots**
 - Kensington - Poor condition
 - Harper – Fair condition
- **(1) Restroom Facility**
 - fair condition
- **(2) Picnic Shelter**
 - East Shelter - Fair condition
 - Paint is peeling
 - (10) picnic tables, good condition
 - Mary's Lake Shelter – Fair condition
- **(1) Tennis Court**
 - fair condition
 - drainage issues present
- **(1) Basket Ball Court**
 - fair condition
 - drainage issues present
- **Mary's Lake**
 - Dock – Fair condition
 - Trail – Good condition
- **(1) Playground Set**
 - good condition
- **(1) Playground Swing Set**
 - good condition
- **Trail (3.14 Miles)**
 - good condition
 - nature trail

Future Considerations and Recommendations

- Resurface Kensington asphalt parking lot
- Repaint / repair section of the picnic shelter
- Mitigate drainage issues present at tennis and basketball courts



Prairie Park Images

Quarry Park

2141 terrace Road

Assessment of On-site Amenities and Physical Condition

- Entire park is a dense woodland

Future Considerations and Recommendations

- Opportunity to establish nature trails
- Park needs signage and parking



Quarry Park Images

River Front Park

1595 N 3rd St

Assessment of On-site Amenities and Physical Condition

- **10.5 Miles of Mountain Bike Trail**
 - Fair condition
- **9.5 Miles of Levee Trail**
 - Fair condition
- **(2) Boat Ramps**
 - Fair condition
- **(2) Gravel / Asphalt Parking Lot**
 - Fair condition
- **(1) Off-Leash Dog Park**
 - Good condition
- **(1) Disc Golf Course**
 - Good condition
- **(1) Large Information Kiosk**
 - Good condition
 - Wood structure
- **(1) Small Information Kiosk**
 - Good condition, wood structure
 - Mountain bike trail location
- **(1) Picnic Table, Wood & Concrete**
 - Poor Condition

Future Considerations and Recommendations

- Repair or replace (2) gravel parking lots
- Replace or refurbish (1) picnic table
- Provide a new restroom facility



Riverfront Park Images

Robinson Park

4 West 6th Street

Assessment of On-site Amenities and Physical Condition

- **(1) Stone Monument**
 - good condition
- **(1) Historical Cannon Display**
 - good condition
- **Park Sidewalk**
 - Poor condition
 - Pavement is cracked and has settled
- **(1) Park Bench, Wood**
 - fair condition
- **(2) Park Benches, Concrete**
 - fair condition

Future Considerations and Recommendations

- replace sections of damaged sidewalk to meet ADA requirements



Robinson Park Images

Assessment of On-site Amenities and Physical Condition

- **(1) Lake With Concrete Pier**
 - Good condition
 - Recently constructed
 - Erosion is present along edges of concrete pier
- **Concrete Path (0.39 miles)**
 - Good condition
 - Recently constructed
- **(1) Gravel Parking Lot**
 - Good condition
- **(2) Picnic Tables**
 - Good condition

Future Considerations and Recommendations

- Replace gravel parking lot with paved surface
- Provide a picnic shelter



Sandra J. Shaw Community Health Park Images

Assessment of On-site Amenities and Physical Condition (West Side of Massachusetts St.)

- **(1) Large Playground Set**
 - Fair condition
 - Plastic components appearance is faded / outdated
- **(1) Metal Swing Set**
 - Good condition
 - paint is peeling
- **(1) Toddler Swing Set**
 - Good condition
 - Paint is peeling
- **(10) Park Lights**
 - Good condition
 - fixtures are faded, appear outdated
- **Picnic Tables**
 - good condition
- **(10) Park Benches**
 - good condition
- **(2) Curved Park Benches**
 - good condition

Assessment of On-site Amenities and Physical Condition (East Side of Massachusetts St.)

- **(1) Roosevelt Fountain**
 - Good condition
- **(1) Bandstand**
 - fair condition
- **(4) Picnic Tables, Metal**
 - Good condition
- **(18) Picnic Tables**
 - Good condition
- **(8) Park Benches**
 - Good condition
- **(2) Park Benches, Wood**
 - fair condition
- **(1) Park Bench, Wood**
 - poor condition

Future Considerations & Recommendations

- Replace (1) park bench, wood
- Bandstand's metal railing showing signs of rust. Continue to monitor condition
- Bandstand's gutters will need to be replaced
- Phase out wood mulch play surfaces, replace with ADA approved play surface
- Replace outdated playground with a Destination Playground



South Park Images

South Park Wading Pool

1141 Massachusetts St

Assessment of On-site Amenities and Physical Condition

- **(1) Restroom Facility**
 - Good condition
- **(1) Pool Pavement**
 - Fair condition
 - Showing signs of age and deterioration
- **(2) Water Play Features**
 - Fair condition
 - Paint is fading and peeling off
 - Dated appearance

Future Considerations & Recommendations

- Wading pool is showing signs of its age and will need to be upgraded
- Explore options for wading pool upgrades/spray parks



South Park Wading Pool Images

Assessment of On-site Amenities and Physical Condition

- **(1) Asphalt Parking Lot**
 - Fair condition
- **(2) Basketball Courts**
 - Fair condition
- **(2) Tennis Courts**
 - Fair condition
- **(1) Playground Set**
 - Fair condition
- **(1) Playground Swing Set**
 - fair condition
- **(1) Park Bench, Wood**
 - good condition
- **(3) Park Bench, Wood**
 - poor condition
- **(1) Park Bench, Wood**
 - fair condition

Future Considerations and Recommendations

- Replace or refurbish (3) park benches, wood
- Resurface courts
- Upgrade playground and surfacing



Veterans Park Images

Walnut Park

211 North 4th St

Assessment of On-site Amenities and Physical Condition

- **(2) Small Shelters**
 - Fair condition
- **(1) Riverfront Levee Trail Entrance**
 - Dirt path on side of the levee
- **(1) Swing Set**
 - Good condition
- **(2) Light Poles**
 - Fair condition
- **(1) Playground Slide**
 - Fair condition

Future Considerations and Recommendations

- Improve access to levee trail



Walnut Park Images

Water Tower Park

1225 Sunset Drive

Assessment of On-site Amenities and Physical Condition

- **(1) Sports Field With Small Chain Link Backstop**
 - Chain link backstop is in poor condition
 - Rust is present on majority of the metal backstop
- **(1) Playground Slide**
 - Fair condition
 - plastic components showing signs of weathering, general appearance is dirty
- **(1) Playground Swing Set**
 - Good condition
- **(2) Picnic Tables**
 - good condition
- **(1) Park bench**
 - fair condition

Future Considerations and Recommendations

- Replace / refurbish (1) chain link backstop



Water Tower Park Images

Woody Park

201 Main St

Assessment of On-site Amenities and Physical Condition

- **(1) Gravel Parking Lot**
 - Poor condition
 - Drainage issues present
 - Metal railing is bent and damaged
- **(1) Baseball Practice Field**
 - Poor condition
- **(1) Baseball Field Backstop**
 - Poor condition
 - Chain link
- **(1) Playground Slide**
 - poor condition
 - plastic components of the slide are weathered and it's general appearance is dirty
- **(1) Playground Set Of Climbing Bars**
 - Outdated appearance
 - Poor condition
- **(1) Players Bench For The Baseball Field**
 - poor condition
 - wood components weathered and show signs of deterioration

Future Considerations and Recommendations

- Upgrade or relocate park amenities



Woody Park Images

Undeveloped Park 1

N 1300 & E 1700

Assessment of On-site Amenities and Physical Condition

- Undeveloped park – no amenities

Union Pacific Depot Gardens & Artwork

402 North 2nd Street

Assessment of On-site Amenities and Physical Condition

- **(1) Asphalt Parking Lot, Adjacent To The Depot**
 - Fair condition
- **(1) Asphalt Parking Lot, South**
 - Poor condition
 - (1) curved park bench – good condition
 - (1) Bicycle repair station with pump – good condition
 - (12) Bike Racks – good condition
 - Sidewalk pavement – poor condition
- **(7) Decorative Bike Racks**
 - Fair condition
 - Rust is present
- **(4) Curved Park Benches**
 - Good condition



Union Pacific Depot Gardens & Artwork Images

2016 Lawrence Parks & Recreation Master Plan Update

Existing Parks & Facilities Inventory

District 3 Summary

	PARK NAME	ACREAGE	TRAIL LENGTH (MILES)	ADDRESS
1	CONRAD & VIOLA MCGREW NATURE PRESERVE	15	0.6	4600 BOB BILINGS PARKWAY
2	DEERFIELD PARK	10	NONE	2801 PRINCETON BLVD
3	FRED DEVICTOR PARK	44	1.96	1100 GEORGE WILLIAMS WAY
4	GREEN MEADOWS PARK	15	0.35	3613 BRUSH CREEK DR
5	HEATHERWOOD TRAIL		.5	EAST OF HEATHERWOOD DR
6	KANZA SOUTHWIND NATURE PRESERVE	15	.84	2850 WILDFLOWER DR
7	LAWRENCE NATURE PARK	96	1.67	201 N FOLKS RD
8	MARTIN PARK	19	0.71	600 N FOLKS RD
9	OREGON TRAIL PARK	4.3	.32	GEORGE WILLIAMS WAY & OVERLAND DR
10	PAT DAWSON-BILLINGS NATURE AREA	42	NONE	3951 W. 27th
11	QUAIL RUN PARK	5	NONE	1134 INVERNESS DR
12	ROCK CHALK PARK & TRAILS	72	4.25	101 GEORGE WILLIAMS WAY
13	SLT SHARED USE PATH	0	9.1	ADJACENT TO SLT
14	STONEGATE PARK	4	NONE	3706 HUNTERS HILL DR
15	UNDEVELOPED PARK 1	40	NONE	N 1750 RD & E 936 RD
16	UNDEVELOPED PARK 2	15	NONE	3920 W 27 TH ST
17	UNDEVELOPED PARK 3	30	NONE	5100 OVERLAND DR
18	UNDEVELOPED PARK 4 (OLD LANDFILL)	30	NONE	2001 WAKARUSA DR

Note: Trail lengths were calculated using city provided GIS data.

Conrad & Viola McGrew Nature Preserve

4600 Bob Billings Pkwy

Assessment of On-site Amenities and Physical Condition

- **(1) Trail**
 - Concrete pavement – Good condition

Future Considerations & Recommendations

- Continue to maintain and monitor condition of pavement
-



Conrad & Viola McGrew Nature Preserve Images

Deerfield Park

2801 W Princeton Blvd

Assessment of On-site Amenities and Physical Condition

- **(1) Parking Lot, Asphalt Surface**
 - Poor condition
- **(1) Skate Park**
 - Concrete surface is in good condition
- **(1) Basketball Court, Concrete Surface**
 - Good condition
- **(1) Picnic Shelter**
 - Poor condition
 - Shelter needs to be refurbished or replaced
- **(1) Baseball Practice Field**
 - fair condition
- **(1) Tot Playground Equipment**
 - Good condition
- **(1) Outdoor Exercise Equipment**
 - Good condition
- **(6) Picnic Tables**
 - Fair condition
- **(2) Drinking Fountains**
 - Good condition
- **(4) Park Benches, Wood**
 - Good condition
- **(2) Team Benches - poor condition**

Future Considerations & Recommendations

- Repair or replace (1) picnic shelter
- Replace (1) parking lot pavement
- Replace (2) sports field player's benches
- Investigate adding park restrooms



Deerfield Park Images

Fred DeVictor Park

1100 George Williams Way

Assessment of On-site Amenities and Physical Condition

- **(1) Preservation Area With Native Grasses**
- **(1) "Natural Style" Set Of Playground Equipment**
 - Good condition, wood mulch play surface
- **(1) Tree House**
 - Good condition
- **(1) Drinking Fountain**
 - Good condition, metal
- **(1) Trail**
 - Good condition
- **(1) Environmental Education Area**
 - Fair condition

Future Considerations & Recommendations

- Monitor and maintain natural style of playground equipment
- Pave section of trail to connect with existing sidewalk
- Concrete aggregate lime section of trail
- Concrete east side nature trail



Fred DeVictor Park Images

Green Meadows Park

3613 Brush Creek Dr.

Assessment of On-site Amenities and Physical Condition

- **SLT Bike Path Through Park**
 - Good condition
- **(1) New Playground Set**
 - Good condition
 - Rubber mulch play surface
 - (1) swing set, (4) swings
 - (1) Climbing Jungle gym
- **(1) Large Open Green Space**
 - Good condition - Native grasses
- **(1) Park Bench**
 - Fair condition

Future Considerations & Recommendations

- Refurbish or replace (1) park bench
- Update previous master plan



Green Meadows Park Images

Heatherwood Trail

East of Heatherwood Dr

Assessment of On-site Amenities and Physical Condition

- **Concrete Trail**
 - Good condition
 - Dense woodland



Heatherwood Trail Images

Kanza Southwind Nature Preserve

2898 Wildflower Dr.

Assessment of On-site Amenities and Physical Condition

- **Mowed Trails**
 - Good condition
- **(1) Pond**
 - Good condition



Kanza Southwind Nature Preserve Images

Lawrence Nature Park

201 North Folks Road

Assessment of On-site Amenities and Physical Condition

- **(1) Parking Lot**
 - Fair condition
- **(1) Trail**
 - Fair condition (Nature trail, not paved)
- **(1) Park Bench**
 - Fair condition

Future Considerations & Recommendations

- Repair or replace (1) gravel parking lot
- Repair or replace (1) park bench
- Extend trail
- Add access to trail from west side



Lawrence Nature Park Images

Martin Park

600 Folks Rd

Assessment of On-site Amenities and Physical Condition

- **(1) Gravel Parking Lot**
 - Poor condition
- **Trail**
 - Fair condition (Nature trail, not paved)

Future Considerations & Recommendations

- Repair or replace gravel parking lot



Martin Park Images

Oregon Trail Park

Rock Chalk Dr

Assessment of On-site Amenities and Physical Condition

- **(1) Pond**
 - Good condition
- **(1) Gazebo**, Good condition
- **Fishing Pier** – Good condition
- **Walking Trail** - Good condition



Oregon Trail Park Images

Pat Dawson-Billings Nature Area

4021 W 27th St.

Assessment of On-site Amenities and Physical Condition

- 3 ponds, 2 stocked with fish – Good Condition
- (1) Parking Lot
 - Poor condition
 - Gravel surface

Future Considerations & Recommendations

- Repair or replace (1) gravel parking lot



Pat Dawson-Billings Nature Area Images

Quail Run Park

1134 Inverness Dr.

Assessment of On-site Amenities and Physical Condition

- Wooded area – no amenities

Rock Chalk Park & Trails

101 George Williams Way

Assessment of On-site Amenities and Physical Condition

- Paved And Unpaved Nature Trail
 - Fair condition
 - Drainage and erosion problems present due to terrain and rain events



Rock Chalk Trail Images

SLT Shared Use Path

Adjacent to SLT

Assessment of On-site Amenities and Physical Condition

- **Concrete Shared Use Path**
 - Good condition
 - Sections of path are showing signs of deterioration



SLT Trail Images

Stonegate Park

3706 Hunters Hill Dr

Assessment of On-site Amenities and Physical Condition

- **(1) Playground Equipment**
 - Fair condition
 - Wood mulch play surface
- **(2) Picnic Tables, Wood**
 - Poor condition
- **(3) Park Benches, Metal**
 - Fair condition

Future Considerations & Recommendations

- Replace (1) park bench
- Replace or refurbish (2) picnic tables, wood
- Extend concrete trail, east and west as part of the Lawrence loop trail system



Stonegate Park Images

Undeveloped Park 1

N 1750 Rd & E 936 Rd

Assessment of On-site Amenities and Physical Condition

- Undeveloped park – no amenities

Undeveloped Park 2

3920 W 27th St

Assessment of On-site Amenities and Physical Condition

- Undeveloped park – no amenities

Undeveloped Park 3

5100 Overland Dr

Assessment of On-site Amenities and Physical Condition

- Undeveloped park – no amenities

Undeveloped Park 4

2001 Wakarusa Dr

Assessment of On-site Amenities and Physical Condition

- Undeveloped park – no amenities
- Old landfill

Appendix D – Large Format Maps

THIS PAGE INTENTIONALLY LEFT BLANK



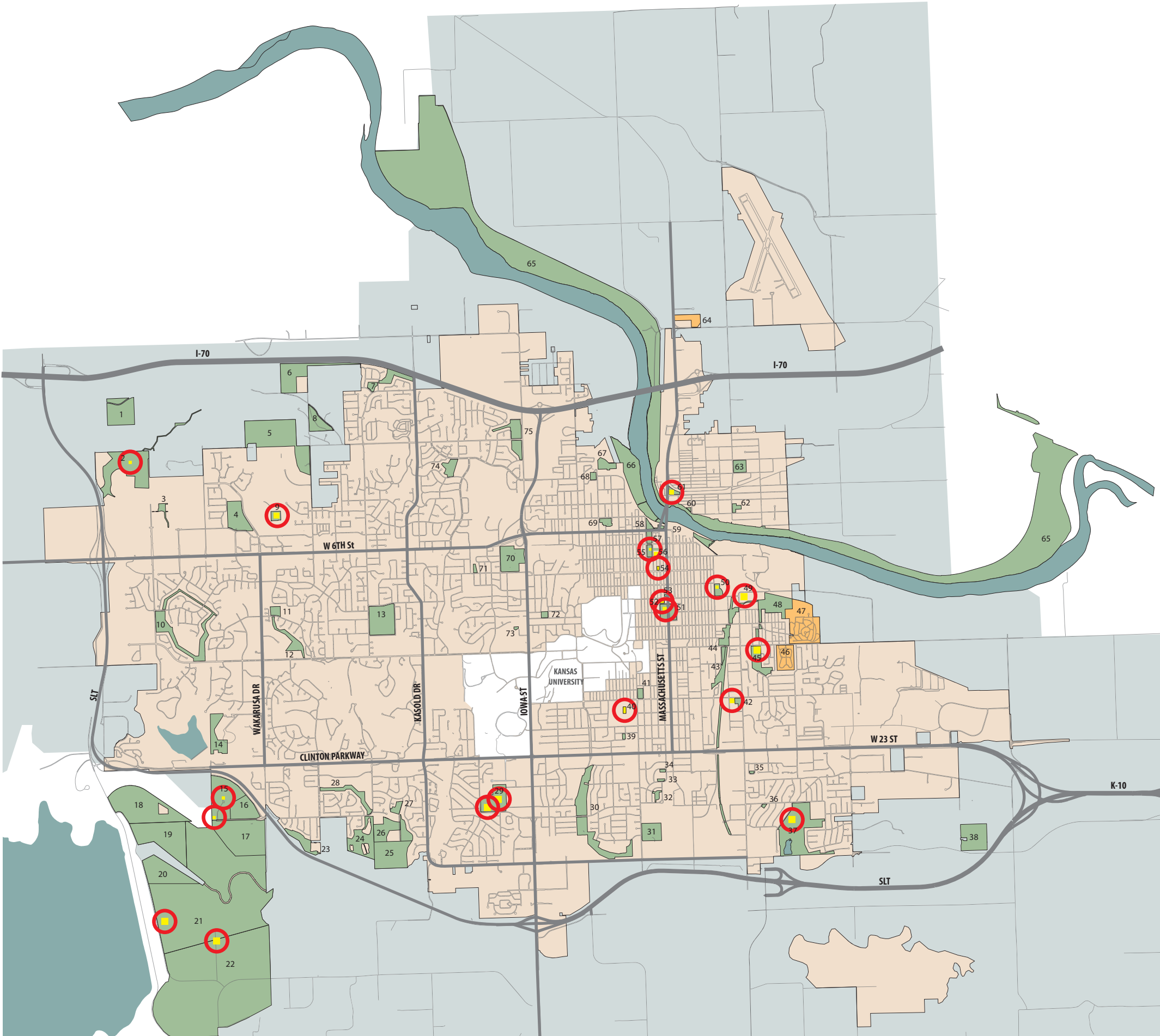
1 PARKS & RECREATION RESOURCE MAP

PARK AND FACILITY LOCATIONS

- | | |
|--|--|
| 1) FUTURE PARK | 53) JAPANESE FRIENDSHIP GARDEN |
| 2) LAWRENCE SPORTS PAVILION | 54) CARNEGIE BUILDING |
| 3) OREGON TRAIL PARK | 55) LAWRENCE AQUATIC CENTER |
| 4) FUTURE PARK | 56) LIBRARY PLAZA & SENIOR CENTER |
| 5) LAWRENCE NATURE PARK | 57) BUFORD M. WATSON PARK |
| 6) FUTURE PARK | 58) CONSTANT PARK |
| 7) STONEGATE PARK | 59) ROBINSON PARK |
| 8) MARTIN PARK | 60) WALNUT PARK |
| 9) INDOOR AQUATIC CENTER | 61) UNION PACIFIC DEPOT |
| 10) DEVICTOR PARK | 62) JOHN TAYLOR PARK |
| 11) QUAIL RUN PARK | 63) LYONS PARK |
| 12) VIOLA & CONRAD MCGREW NATURE PRESERVE | 64) MAPLE GROVE CEMETERY |
| 13) "DAD" PERRY PARK | 65) RIVERFRONT PARK |
| 14) FUTURE PARK | 66) BURCHAM PARK |
| 15) CLINTON LAKE SOFTBALL COMPLEX | 67) SANDRA J. SHAW COMMUNITY HEALTH PARK |
| 16) ROTARY ARBORETUM | 68) WOODY PARK |
| 17) YOUTH SPORTS COMPLEX & DISTRICT #1 SHOP | 69) CLINTON PARK |
| 18) SESQUICENTENNIAL POINT | 70) CENTENNIAL PARK |
| 19) MUTT RUN | 71) LUDLAM PARK |
| 20) OUTLET PARK | 72) WATER TOWER PARK |
| 21) EAGLE BEND GOLF COURSE | 73) QUARRY PARK |
| 22) CLINTON INTERNATIONAL MODEL AIRPORT | 74) DEERFIELD PARK |
| 23) KANZA SOUTHWIND NATURE PRESERVE | 75) PETERSON PARK |
| 24) PAT DAWSON BILLINGS NATURE AREA | |
| 25) FUTURE PARK | EXISTING SCHOOLS |
| 26) FUTURE PARK | A) FREE STATE HIGH SCHOOL |
| 27) GREEN MEADOWS PARK | B) SUNFLOWER ELEMENTARY SCHOOL & SOUTHWEST MIDDLE SCHOOL |
| 28) FUTURE PARK | C) RAYMOND A SCHWEGLER ELEMENTARY SCHOOL |
| 29) HOLCOM PARK | D) SOUTH MIDDLE SCHOOL |
| 30) NAISMITH VALLEY PARK | E) PRAIRIE PARK ELEMENTARY SCHOOL |
| 31) BROKEN ARROW PARK | F) KENNEDY ELEMENTARY SCHOOL |
| 32) PARK HILL PARK #1 | G) LAWRENCE HIGH SCHOOL |
| 33) PARK HILL PARK #2 | H) CORDLEY ELEMENTARY SCHOOL |
| 34) PARK HILL PARK #3 | I) LIBERTY MEMORIAL CENTRAL MIDDLE SCHOOL |
| 35) HAND PARK | J) EAST HEIGHTS ELEMENTARY SCHOOL |
| 36) CHAPARRAL PARK | K) NEW YORK ELEMENTARY SCHOOL |
| 37) PRAIRIE PARK & NATURE CENTER | L) WOODLAND ELEMENTARY SCHOOL |
| 38) FUTURE PARK | M) PINCKNEY ELEMENTARY SCHOOL |
| 39) LAWRENCE TENNIS CENTER | N) HILLCREST ELEMENTARY SCHOOL |
| 40) CARL KNOX NATATORIUM | O) SUNSET HILL ELEMENTARY SCHOOL |
| 41) VETERANS PARK | P) DEERFIELD ELEMENTARY SCHOOL |
| 42) CHIEF JIM MCSWAIN PARK & DISTRICT #2 SHOP | |
| 43) BURROUGHS CREEK TRAIL & LINEAR PARK | ALTERNATIVE PROVIDERS |
| 44) PARNELL PARK | Q) LAWRENCE GYMNASTICS ACADEMY |
| 45) EDGEWOOD PARK & EAST LAWRENCE CENTER | R) ANYTIME FITNESS |
| 46) MEMORIAL PARK CEMETERY | S) GENESIS HEALTH CLUB |
| 47) OAK HILL CEMETERY | T) PLANET FITNESS |
| 48) BROOK CREEK PARK | U) SNAP FITNESS |
| 49) FACILITIES & MAINTENANCE & LANDSCAPE SHOP | V) BOYS & GIRLS OF LAWRENCE |
| 50) HOBBS PARK & MURPHY-BROMELSICK HOUSE | W) GENESIS HEALTH CLUB |
| 51) SOUTH PARK, WADDING POOL & ADMINISTRATION OFFICE | |
| 52) COMMUNITY BUILDING | |

LEGEND

- CITY PARKS
- CEMETERY
- WATER
- CITY LIMIT
- URBAN GROWTH AREA
- SCHOOL FACILITY
- STREET
- EXISTING SHARED USE PATH
- ALTERNATIVE PROVIDER FACILITY
- PARKS & RECREATION INDOOR FACILITY
- PARKS & RECREATION FACILITY LOCATION



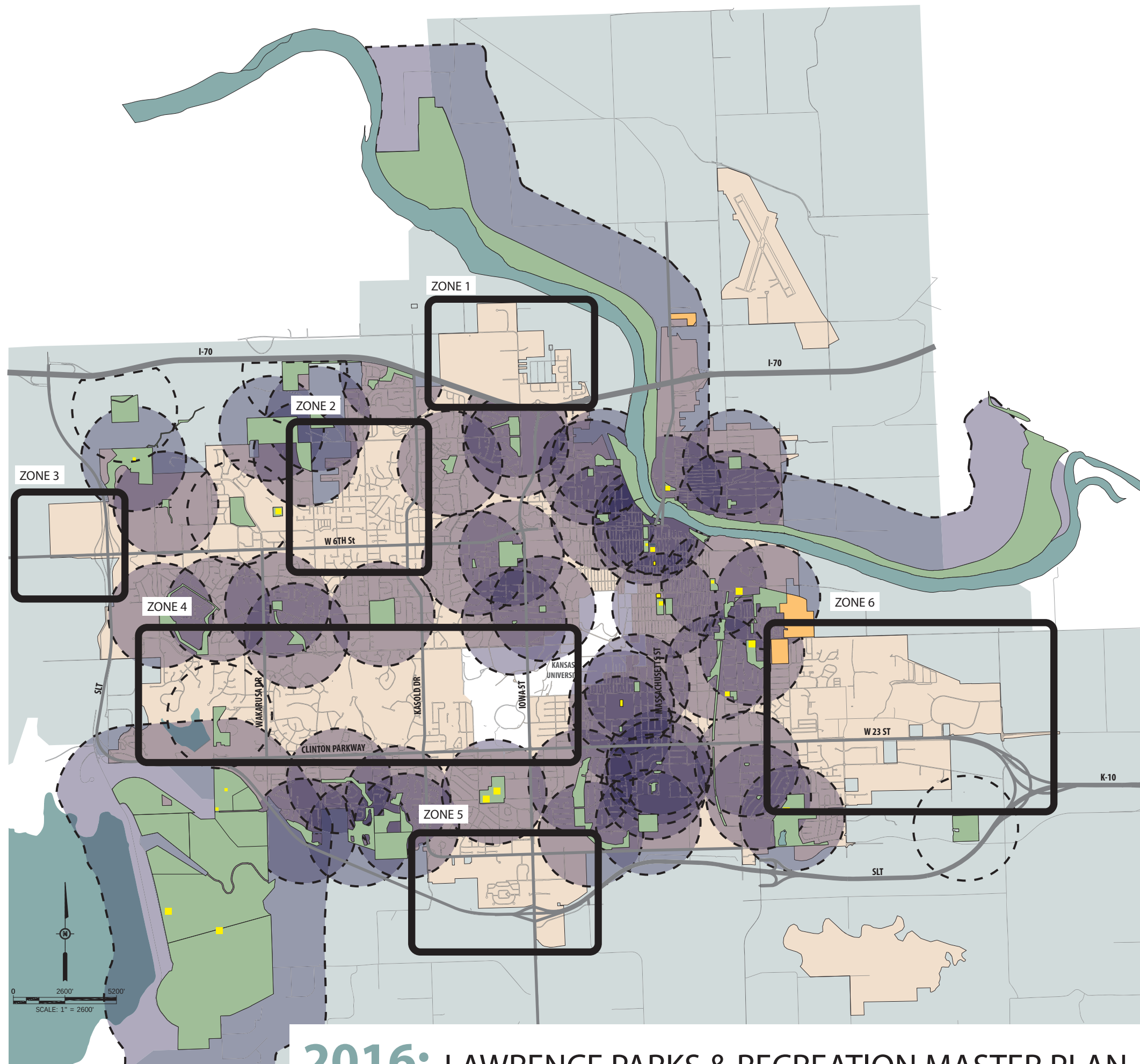
2 PARKS & RECREATION FACILITIES MAP

PARK AND FACILITY LOCATIONS

- | | |
|---|--|
| 1) FUTURE PARK | 53) JAPANESE FRIENDSHIP GARDEN |
| 2) LAWRENCE SPORTS PAVILION | 54) CARNEGIE BUILDING |
| 3) OREGON TRAIL PARK | 55) LAWRENCE AQUATIC CENTER |
| 4) FUTURE PARK | 56) LIBRARY PLAZA & SENIOR CENTER |
| 5) LAWRENCE NATURE PARK | 57) BUFORD M. WATSON PARK |
| 6) FUTURE PARK | 58) CONSTANT PARK |
| 7) STONEGATE PARK | 59) ROBINSON PARK |
| 8) MARTIN PARK | 60) WALNUT PARK |
| 9) INDOOR AQUATIC CENTER | 61) UNION PACIFIC DEPOT |
| 10) DEVICTOR PARK | 62) JOHN TAYLOR PARK |
| 11) QUAIL RUN PARK | 63) LYONS PARK |
| 12) VIOLA & CONRAD MCGREW NATURE PRESERVE | 64) MAPLE GROVE CEMETERY |
| 13) "DAD" PERRY PARK | 65) RIVERFRONT PARK |
| 14) FUTURE PARK | 66) BURCHAM PARK |
| 15) CLINTON LAKE SOFTBALL COMPLEX | 67) SANDRA J. SHAW COMMUNITY HEALTH PARK |
| 16) ROTARY ARBORETUM | 68) WOODY PARK |
| 17) YOUTH SPORTS COMPLEX & DISTRICT #1 SHOP | 69) CLINTON PARK |
| 18) SESQUICENTENNIAL POINT | 70) CENTENNIAL PARK |
| 19) MUTT RUN | 71) LUDLAM PARK |
| 20) OUTLET PARK | 72) WATER TOWER PARK |
| 21) EAGLE BEND GOLF COURSE | 73) QUARRY PARK |
| 22) CLINTON INTERNATIONAL MODEL AIRPORT | 74) DEERFIELD PARK |
| 23) KANZA SOUTHWIND NATURE PRESERVE | 75) PETERSON PARK |
| 24) PAT DAWSON BILLINGS NATURE AREA | |
| 25) FUTURE PARK | |
| 26) FUTURE PARK | |
| 27) GREEN MEADOWS PARK | |
| 28) FUTURE PARK | |
| 29) HOLCOM PARK | |
| 30) NAIMSMITH VALLEY PARK | |
| 31) BROKEN ARROW PARK | |
| 32) PARK HILL PARK #1 | |
| 33) PARK HILL PARK #2 | |
| 34) PARK HILL PARK #3 | |
| 35) HAND PARK | |
| 36) CHAPARRAL PARK | |
| 37) PRAIRIE PARK & NATURE CENTER | |
| 38) FUTURE PARK | |
| 39) LAWRENCE TENNIS CENTER | |
| 40) CARL KNOX NATATORIUM | |
| 41) VETERANS PARK | |
| 42) CHIEF JIM MCSWAIN PARK & DISTRICT #2 SHOP | |
| 43) BURROUGHS CREEK TRAIL & LINEAR PARK | |
| 44) PARNELL PARK | |
| 45) EDGEWOOD PARK & EAST LAWRENCE CENTER | |
| 46) MEMORIAL PARK CEMETERY | |
| 47) OAK HILL CEMETERY | |
| 48) BROOK CREEK PARK | |
| 49) FACILITIES & MAINTENANCE & LANDSCAPE SHOP | |
| 50) HOBBS PARK & MURPHY-BROMELSICK HOUSE | |
| 51) SOUTH PARK, WADING POOL & ADMINISTRATION OFFICE | |
| 52) COMMUNITY BUILDING | |
- | | |
|------------------------------|---|
| EXISTING SCHOOLS | |
| A) | FREE STATE HIGH SCHOOL |
| B) | SUNFLOWER ELEMENTARY SCHOOL & SOUTHWEST MIDDLE SCHOOL |
| C) | RAYMOND A SCHWEGLER ELEMENTARY SCHOOL |
| D) | SOUTH MIDDLE SCHOOL |
| E) | PRAIRIE PARK ELEMENTARY SCHOOL |
| F) | KENNEDY ELEMENTARY SCHOOL |
| G) | LAWRENCE HIGH SCHOOL |
| H) | CORDLEY ELEMENTARY SCHOOL |
| I) | LIBERTY MEMORIAL CENTRAL MIDDLE SCHOOL |
| J) | EAST HEIGHTS ELEMENTARY SCHOOL |
| K) | NEW YORK ELEMENTARY SCHOOL |
| L) | WOODLAND ELEMENTARY SCHOOL |
| M) | PINCKNEY ELEMENTARY SCHOOL |
| N) | HILLCREST ELEMENTARY SCHOOL |
| O) | SUNSET HILL ELEMENTARY SCHOOL |
| P) | DEERFIELD ELEMENTARY SCHOOL |
| ALTERNATIVE PROVIDERS | |
| Q) | LAWRENCE GYMNASIACS ACADEMY |
| R) | ANYTIME FITNESS |
| S) | GENESIS HEALTH CLUB |
| T) | PLANET FITNESS |
| U) | SNAP FITNESS |
| V) | BOYS & GIRLS OF LAWRENCE |
| W) | GENESIS HEALTH CLUB |

LEGEND

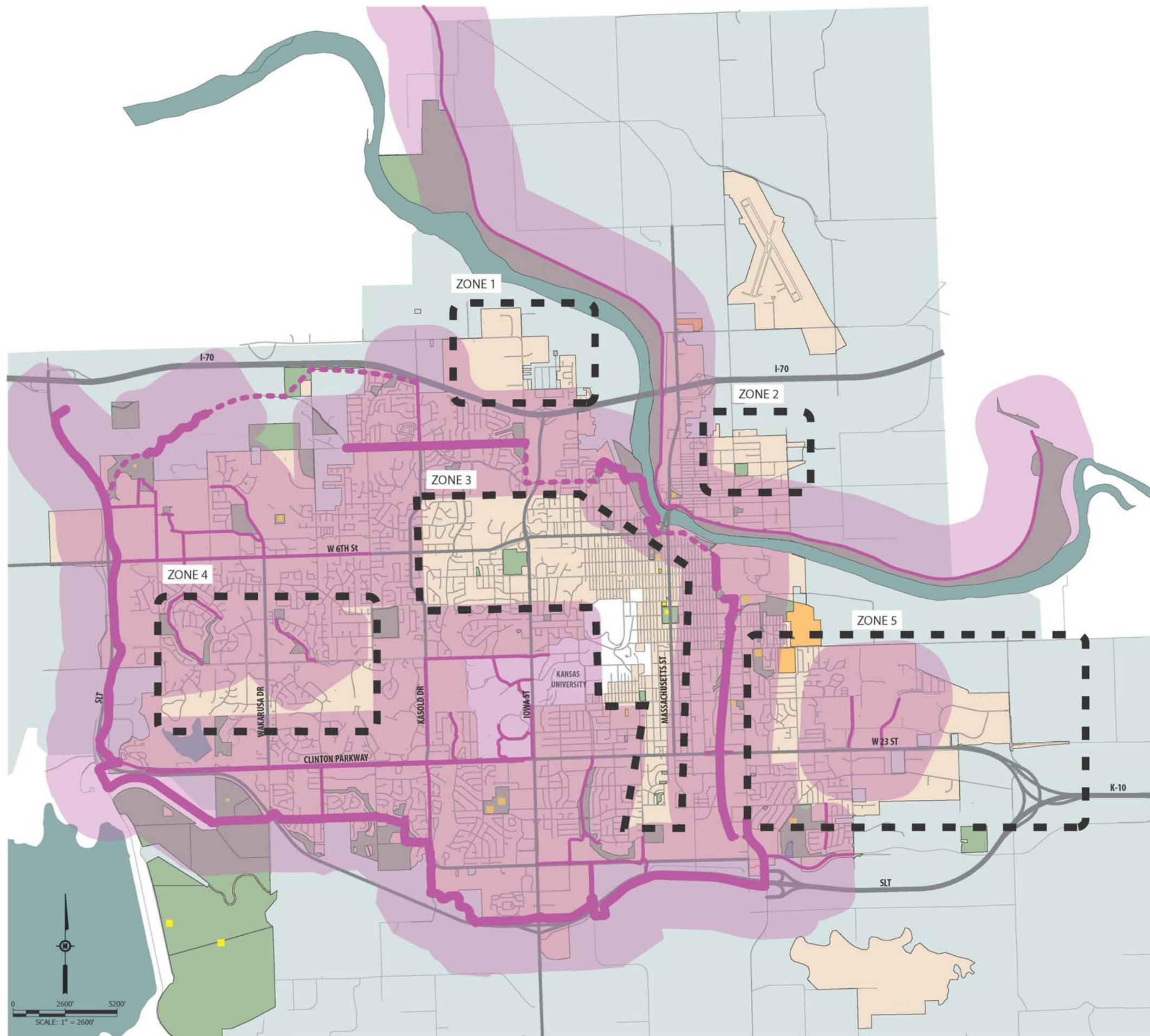
- CITY PARKS
- CEMETERY
- WATER
- CITY LIMIT
- URBAN GROWTH AREA
- SCHOOL FACILITY
- STREET
- EXISTING SHARED USE PATH
- ALTERNATIVE PROVIDER FACILITY
- PARKS & RECREATION INDOOR FACILITY
- PARKS & RECREATION FACILITY LOCATION



3 PARK ANALYSIS: CITY PARKS & FUTURE CITY PARK LOCATIONS

- ZONE 1**
Zone 1 is occupied by industrial and residential developments. The west side of zone 1 is industrial. The east side of Zone 1 is Residential.
- ZONE 2**
The majority of Zone 2 is residential neighborhoods.
- ZONE 3**
The majority of Zone 3 is currently zoned as Conditional along with the First United Methodist Church located south of W 6th St.
- ZONE 4**
Zone 4 is primarily residential neighborhoods. It also includes Alvamar Golf Course which is directly west of Kasold Dr. and portions of Kansas University Campus.
- ZONE 5**
Zone 5 contains (1) residential neighborhood directly west of Iowa Street. The remaining sections of zone 4 is primarily commercial development.
- ZONE 6**
The western edge of Zone 6 consists of residential neighborhoods. The east portions of Zone 5 contains existing and proposed industrial developments.

- LEGEND**
- CITY PARKS
 - CEMETERY
 - WATER
 - CITY LIMIT
 - URBAN GROWTH AREA
 - SCHOOL FACILITY
 - STREET
 - EXISTING SHARED USE PATH
 - ALTERNATIVE PROVIDER FACILITY
 - PARKS & RECREATION INDOOR FACILITY
 - PARKS & RECREATION FACILITY LOCATION
- PARK RADIUS**
- 1/2 MILE FUTURE PARKS
 - 1/2 MILE CITY PARKS
 - 1 MILE RECREATION CENTERS
 - 2 MILE AQUATIC CENTERS
 - 2 MILE SPORTS PAVILION
 - 1/2 MILE SHARED USE PATH



4 PARK ANALYSIS: EXISTING SHARED USE PATH

ZONE 1

Zone 1 is occupied by industrial and residential developments. The west side of zone 1 is industrial. The east side of Zone 1 is Residential.

ZONE 2

The majority of Zone 2 is residential neighborhoods.

ZONE 3

Zone 3 contains a large amount of residential neighborhoods along with portions of Downtown Lawrence and the Kansas University Campus. Zone 3 also contains several parks that offer an opportunity to connect using a shared use path.

ZONE 4

The majority of zone 4 is comprised of residential neighborhoods. There is also several commercial properties located directly west of Wakarusa Drive.

ZONE 5

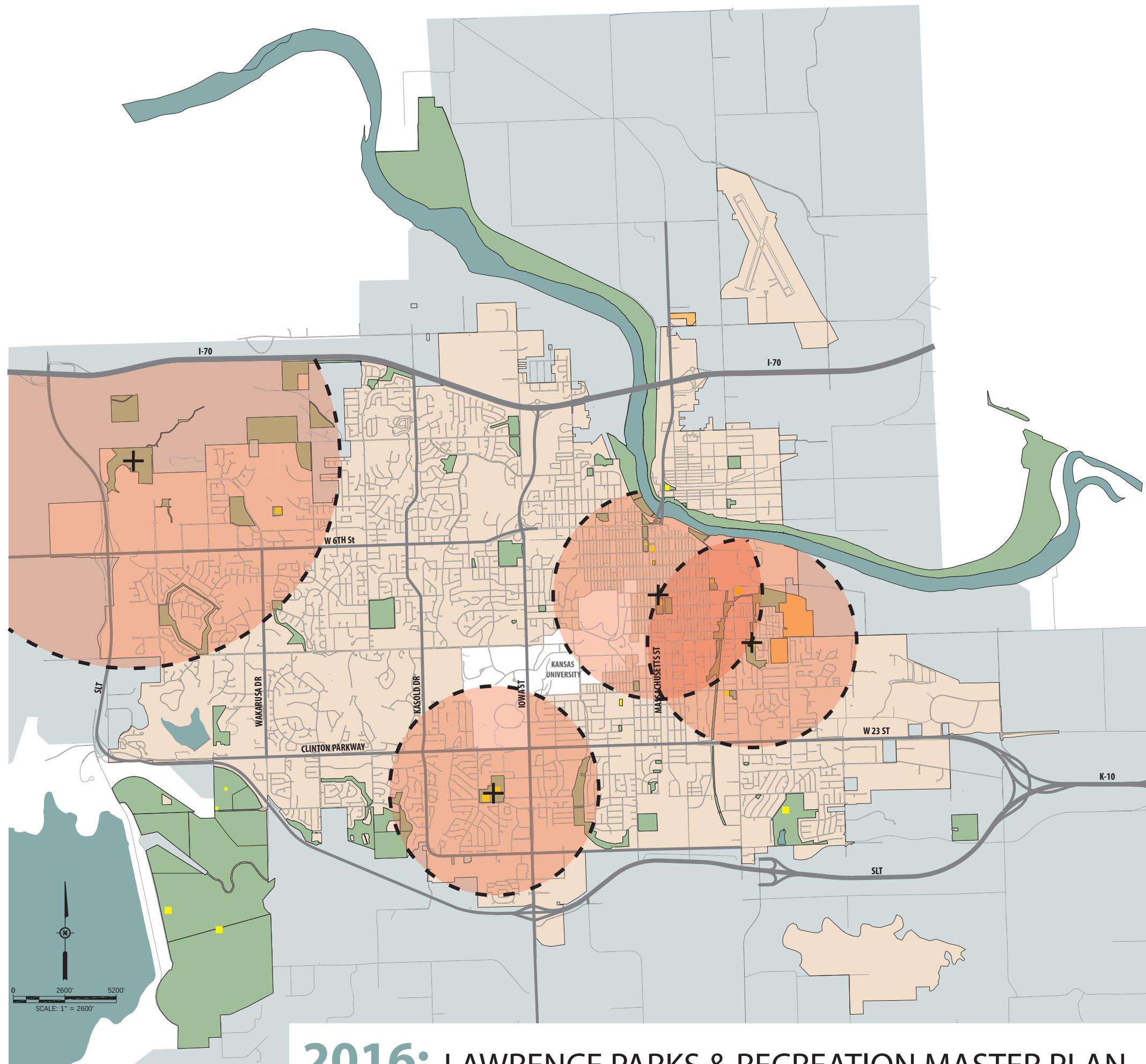
The western edge of Zone 5 consists of residential neighborhoods. The east portions of Zone 5 contains existing and proposed industrial developments.

LEGEND

- CITY PARKS
- CEMETERY
- WATER
- CITY LIMIT
- URBAN GROWTH AREA
- SCHOOL FACILITY
- STREET
- EXISTING SHARED USE PATH
- - - PROPOSED TRAIL LOOP CONNECTIONS
- ALTERNATIVE PROVIDER FACILITY
- PARKS & RECREATION INDOOR FACILITY
- PARKS & RECREATION FACILITY LOCATION

PARK RADIUS

- 1/2 MILE FUTURE PARKS
- 1/2 MILE CITY PARKS
- 1 MILE RECREATION CENTERS
- 2 MILE AQUATIC CENTERS
- 2 MILE SPORTS PAVILION
- 1/2 MILE SHARED USE PATH



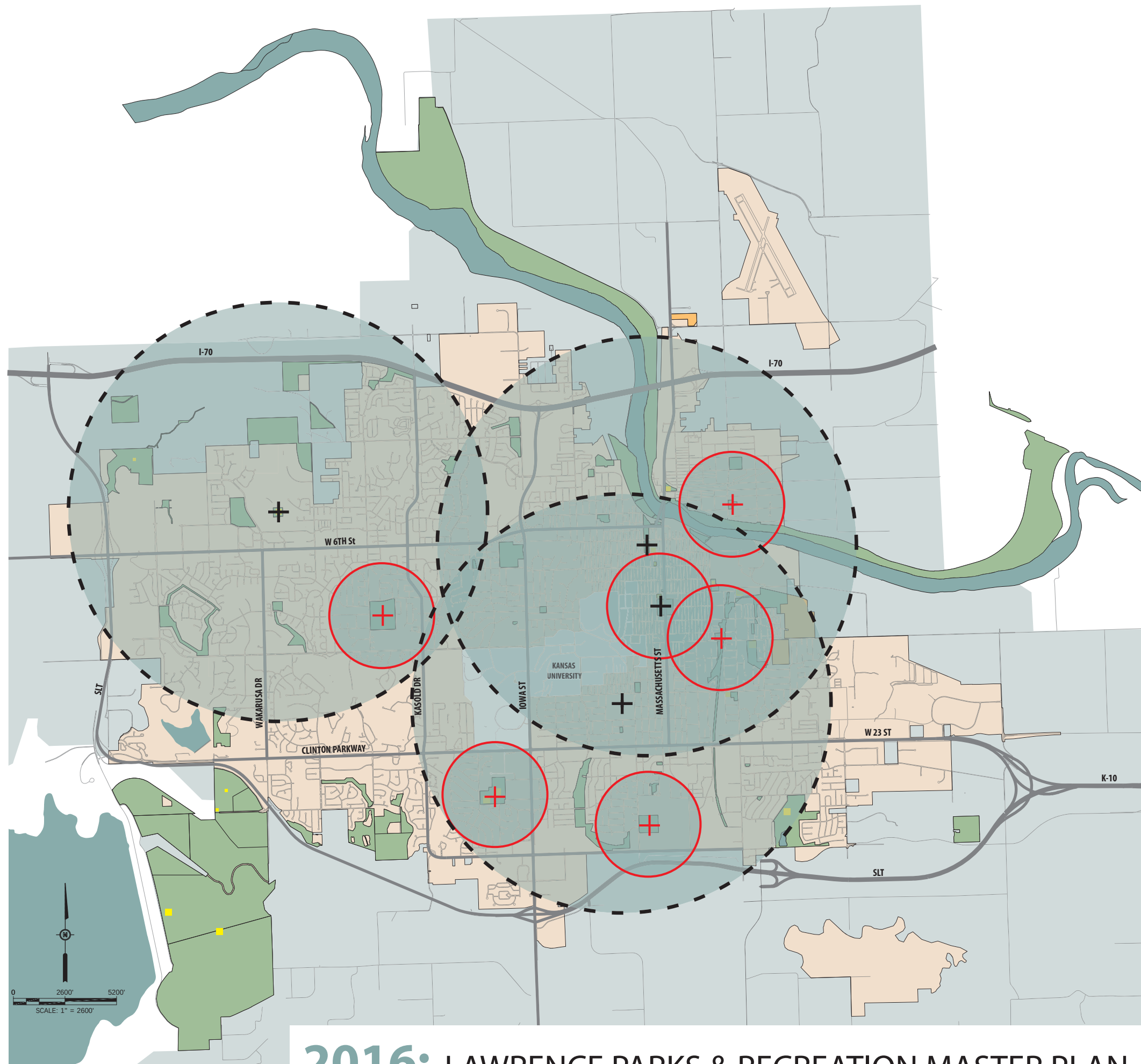
LEGEND

- CITY PARKS
- CEMETERY
- WATER
- CITY LIMIT
- URBAN GROWTH AREA
- SCHOOL FACILITY
- STREET
- EXISTING SHARED USE PATH
- ALTERNATIVE PROVIDER FACILITY
- PARKS & RECREATION INDOOR FACILITY
- PARKS & RECREATION FACILITY LOCATION

PARK RADIUS

- 1/2 MILE FUTURE PARKS
- 1/2 MILE CITY PARKS
- 1 MILE RECREATION CENTERS
- 2 MILE AQUATIC CENTERS
- 2 MILE SPORTS PAVILION
- 1/2 MILE SHARED USE PATH

6 PARK ANALYSIS: AQUATIC CENTERS



LEGEND

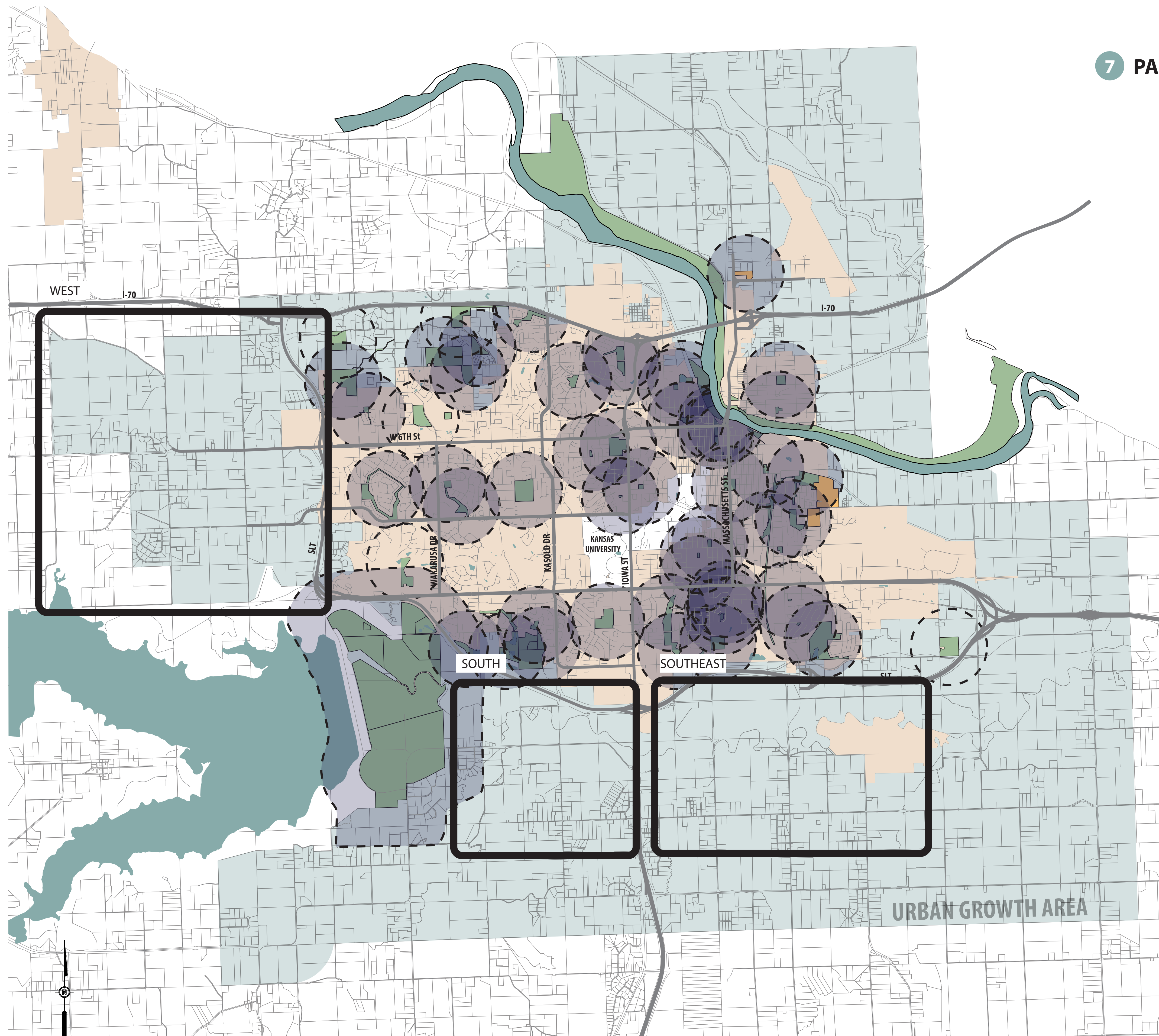
- CITY PARKS
- CEMETERY
- WATER
- CITY LIMIT
- URBAN GROWTH AREA
- + SCHOOL FACILITY
- STREET
- EXISTING SHARED USE PATH
- ⬡ ALTERNATIVE PROVIDER FACILITY
- PARKS & RECREATION INDOOR FACILITY
- PARKS & RECREATION FACILITY LOCATION

PARK RADIUS

- ⬢ 1/2 MILE FUTURE PARKS
- 1/2 MILE CITY PARKS
- 1 MILE RECREATION CENTERS
- 2 MILE AQUATIC CENTERS
- PROPOSED SPLASH PARK LOCATIONS
- 2 MILE SPORTS PAVILION
- 1/2 MILE SHARED USE PATH

2016: LAWRENCE PARKS & RECREATION MASTER PLAN

7 **PARK ANALYSIS:** FUTURE PARK LOCATIONS IN THE URBAN GROWTH AREA



PROPOSED FUTURE PARK LOCATIONS
Three zones within the Urban Growth Area of Lawrence have been identified as potential locations for future parks. The 3 zones are identified in the map as West, South, and Southeast.

- LEGEND**
- CITY PARKS
 - CEMETERY
 - WATER
 - CITY LIMIT
 - URBAN GROWTH AREA
 - SCHOOL FACILITY
 - STREET
 - EXISTING SHARED USE PATH
 - ALTERNATIVE PROVIDER FACILITY
 - PARKS & RECREATION INDOOR FACILITY
 - PARKS & RECREATION FACILITY LOCATION
- PARK RADIUS**
- 1/2 MILE FUTURE PARKS
 - 1/2 MILE CITY PARKS
 - 1 MILE RECREATION CENTERS
 - 2 MILE AQUATIC CENTERS
 - 2 MILE SPORTS PAVILION
 - 1/2 MILE SHARED USE PATH

Appendix E – Hardwood Classic Economic Impact Summary

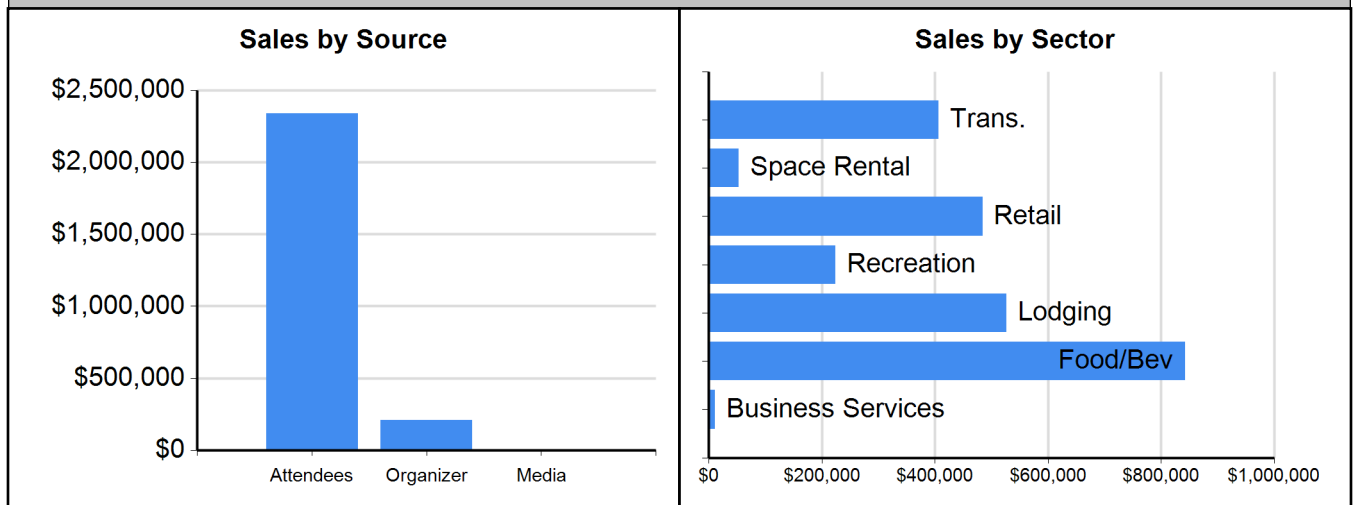
THIS PAGE INTENTIONALLY LEFT BLANK

Event Impact Summary

Destination: Kansas Department of Wildlife, Parks and Tourism Division

Event Parameters		Key Results	
Event Name:	Hardwood Classic	Business Sales (Direct):	\$2,547,433
Organization:	eXplore Lawrence	Business Sales (Total):	\$4,101,277
Event Type:	Sports: Youth Amateur	Jobs Supported (Direct):	972
Start Date:	7/21/2016	Jobs Supported (Total):	1,300
End Date:	7/24/2016	Local Taxes (Total):	\$204,317
Overnight Attendees:	3400	Net Direct Tax ROI:	\$152,112
Day Attendees:	15250	Estimated Room Demand:	4,422

Direct Business Sales



Industry	Attendees	Organizer	Media/Sponsors	Total
Lodging	\$526,201	\$0	\$0	\$526,201
Transportation	\$397,383	\$8,496	\$461	\$406,340
Food & Beverage	\$703,992	\$138,590	\$0	\$842,582
Retail	\$484,756	\$0	\$0	\$484,756
Recreation	\$224,311	\$0	\$0	\$224,311
Space Rental	\$0	\$52,571	\$0	\$52,571
Business Services	\$0	\$10,412	\$260	\$10,672
TOTAL	\$2,336,643	\$210,069	\$721	\$2,547,433

Event Impact Details

Destination: Kansas Department of Wildlife, Parks and Tourism Division

Event Name: Hardwood Classic 2016

Organization: eXplore Lawrence

Economic Impact Details			
	Direct	Indirect/Induced	Total
Business Sales	\$2,547,433	\$1,553,844	\$4,101,277
Personal Income	\$882,899	\$532,967	\$1,415,866
Jobs Supported			
Persons	972	328	1,300
Annual FTEs	32	11	43
Taxes and Assessments			
<u>Federal Total</u>	<u>\$233,881</u>	<u>\$142,024</u>	<u>\$375,905</u>
<u>State Total</u>	<u>\$198,647</u>	<u>\$60,434</u>	<u>\$259,081</u>
sales	\$138,288	\$23,890	\$162,179
income	\$43,280	\$26,126	\$69,406
bed	\$0	-	\$0
other	\$17,079	\$10,418	\$27,497
<u>Local Total</u>	<u>\$152,112</u>	<u>\$52,204</u>	<u>\$204,317</u>
sales	\$22,486	\$3,885	\$26,371
income	\$0	\$0	\$0
bed	\$21,048	-	\$21,048
per room charge	\$0	-	\$0
tourism district	\$0	-	\$0
property tax	\$100,115	\$43,158	\$143,273
restaurant	\$0	\$0	\$0
other	\$8,463	\$5,162	\$13,625

Event Return on Investment (ROI)

Direct	
Direct Tax Receipts	\$152,112
DMO Hosting Costs	\$0
Direct ROI	\$152,112
Net Present Value	\$152,112
Direct ROI (%)	-
Total	
Total Local Tax Receipts	\$204,317
Total ROI	\$204,317
Net Present Value	\$204,317
Total ROI (%)	-

Category	Value
Costs	\$0
Local Taxes	\$204,317

Estimated Room Demand Metrics

Room Nights (total)	4,422
Room Pickup (block only)	3,400
Peak Rooms	1,259
Total Visitor Days	23,033