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# BENCHMARK COMPARISON STUDY

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# City of Bloomington Minnesota Parks and Recreation Benchmark Report





## Benchmark Report

### Methodology

PROS Consulting and the City of Bloomington Parks and Recreation (CBPR) identified operating metrics to Benchmark against comparable parks and recreation agencies. The goal of the analysis is to evaluate how CBPR is positioned among peer agencies, as it applies to efficiency and effectiveness practices. The Benchmark Assessment is organized into specific categories based on peer agency responses to targeted questions that lend an encompassing view of each system's operating metrics as compared to the CBPR.

The information provided should be viewed as a point in time. It demonstrates each community's approach to how they manage their park and recreation agency and their philosophy towards certain elements that make up their park and recreation system. This does not mean that Bloomington Parks and Recreation should move in a certain direction, but it does demonstrate best practices from NRPA award winning agencies and CAPRA Accredited agencies as a comparison to the way Bloomington Parks and Recreation operates their park and recreation system. If there are elements in these agencies that seem to resonate with Bloomington Parks and Recreation staff and or key leadership team of the city, further communication with that agency and the Bloomington Park and Recreation staff should occur to study their results within the community they have questions on that need more information.

When selecting agencies for Benchmark Analysis, PROS utilizes park systems in communities of near similar population, like facilities, physical park size, staffing, and budget. PROS has worked with some of these agencies and others that are NRPA Gold Medal Award Recipients and NRPA CAPRA Accredited. PROS understands how their operations and information will be useful in the Benchmark Analysis, and realizes that not all information will be an exact comparison for consideration in the analysis. However, the amenities and core programs are comparable for the City of Bloomington Parks and Recreation and the recreational services they provide. Overall financial information is important in the analysis to evaluate cost of services and revenue for budgetary areas of the analysis, and; where appropriate, financials are used proportionately.

Information used in this analysis was obtained directly from each participating Benchmark Agency and the National Recreation and Park Association. Due to differences in how each system collects, maintains, and reports data, variances may exist. These variations can impact the per capita and percentage allocations, and the overall comparison must be viewed with this in mind. The Benchmark data collection for all systems was complete as of December 2020, and it is possible that information may have changed since the original collection date. The information sought was a combination of operating metrics that factor budgets, staffing levels, and inventories. In some instances, the information was not tracked or not available. **Bloomington Parks and Recreation is managed by two separate divisions within the city – The Park and Recreation Department and the Park Maintenance Division which is part of the Public Work Department. This is unusual as 96% of all park and recreation agencies across the United States are combined and managed by a single department that is responsible for park and recreation administration and maintenance.**



**Benchmark Agencies contributing to this report:**

- City of Brooklyn Park; Brooklyn Park, MN
- Lee's Summit Parks and Recreation; Lees Summit, MO
- Carmel Clay Parks and Recreation; Carmel, IN
- City of Plymouth Parks and Recreation; Plymouth, MN
- City of Rochester Parks and Recreation; Rochester, MN

Various levels of service, and facilities are used to Benchmark CBPR with the five other park systems. These agencies are also comparable with the population they serve, parks in their system, total square miles of the city, as well as facilities and programs they offer to their community.

The Benchmark Analysis used to compile this report will provide valuable information for the City of Bloomington for the Master Plan as they look to future progress in achieving their goals.

**Data used for comparative standards are from NRPA Agency Performance Review for 2020.**



March 2, 2021

## Benchmark Agencies

AGENCY	STATE	NUMBER OF PARKS IN SYSTEM	POPULATION	JURISDICTION SIZE: Sq. Mi.
City of Brooklyn Park	MN	60	80,160	27 sq. mi.
Lee's Summit Parks and Recreation	MO	32	99,218	65.87sq. mi.
Carmel Clay Parks and Recreation	IN	17	95,797	47.46 sq. mi.
City of Plymouth Parks and Recreation	MN	88	79,745	36 sq. mi.
City of Rochester Parks and Recreation	MN	102	116,961	55.7 sq. mi.
<b>City of Bloomington Parks and Recreation:</b>	<b>MN</b>	<b>97</b>	<b>88,812</b>	<b>38 sq. mi.</b>

The City of Bloomington has the second smallest population (88,882) in comparison to other Benchmark cities yet has more individual parks than four of the other park systems. The square mile area of the CBPR is in the middle of the other five cities in terms of density. **The 97 parks the system manages accounts for 915 residents per park. Nationally residents per park make is 2,281 residents per park.**



March 2, 2021

## 1. Indoor Recreation Facilities

Indoor recreation / community centers are present in all benchmark agencies except for the city of Bloomington. Performing Arts centers are only present in the city of Brooklyn and Bloomington. Indoor aquatic centers and pools are in three of the five agencies. Recreation / Community Centers that include fitness activities, walking tracks, indoor pool and gymnasiums are in four of the cities listed. The CBPR does not have a Recreation / Community Centers although they are valued in other communities. Indoor walking tracks and racquetball courts are only listed in one of the park systems and CBPR does not have either of these types of amenities. **CBPR has the least number of indoor facilities of all Benchmark agencies.** The key element in this assessment is that indoor space is typically a priority for cold weather cities listed because it extends the opportunity for year-round use of the park and recreation system. The majority of these communities listed who have indoor spaces cover their full operational cost through membership fees, daily access fees and program fees. Recreational / Community Centers tend to be multigenerational in design that incorporates several spaces that can be converted for other programs that appeal to a wide segment of age groups. **On a national average, 61% of cities across the United States provide indoor community centers in their communities. Typical standards for indoor space that include aquatics and community centers is 2 square feet per population served. In the case of Bloomington, that indicates a need for 177,624 square feet of indoor space. The total level of need for indoor space would include the current Senior Center square footage, Art Center square footage and the Icehouse Square footage.**

Indoor Recreation Facilities											
Benchmark Agencies	Recreation / Community Center / Performing Arts Theater	Aquatic Center (spray ground / splash pad)	Sports Dome	Ice Arena (Rinks)	Senior Center	Pool	Weight Room	Designated Fitness Room	Walking Track	Racquetball Court	Program Pavilion
City of Brooklyn Park	2	1	1	1 Arena (2 Rinks)	1		1	1	1	1	
Lee's Summit Parks and Recreation	4		1			1	3	3			
Carmel Clay Parks and Recreation	1		1			1	1	10			2
City of Plymouth Parks and Recreation	1			1 Arena (3 Rinks)	1						
City of Rochester Parks and Recreation	1			2 Arenas (1 with 4 Rinks & 1 with 2)	1	1	1	2			
<b>Bloomington Parks and Recreation</b>		<b>1</b>		<b>1 Arena (3 Rinks)</b>	<b>1</b>						





March 2, 2021

## 2. Outdoor Recreation Facilities

Type and Number of Outdoor Recreation Facilities																											
Benchmark Agencies	Park Shelter / Picnic Pavilion	Shade Structures	Warming Houses / programming pavilions	Historic House	Traditional Playgrounds	Inclusive ADA Playgrounds	Splashpad	Wading Pool	Water Park	Outdoor Theater - Bandshell	Nature Play	Aquatic Center (water play)	Pool	Ice Rinks - Pleasure	Ice Rink - Hockey	Golf Course - 9 holes	Golf Course 18 holes	Driving Range	Disc Golf- 9 or less holes	Disc Golf - 18 holes	Beaches	Outdoor Fitness Equipment	Dog Park	Skate Park	Archery Range Stalls	Recreation Dome	Other
City of Brooklyn Park	27				44	1					4			7	5	1	1	1	2				2	1	6		
Lee's Summit Parks and Recreation	19				25	1	3		1	1				1								2	2				
Carmel Clay Parks and Recreation	22				10	1	3		1		1	1				1	2		1	1		1	1				
City of Plymouth Parks and Recreation	24	45		1	47					1	1			6	6				1		3	1	3			1	
City of Rochester Parks and Recreation	21				98		1	2				1	2	2	8	3			3		2		2				
<b>Bloomington Parks and Recreation</b>	<b>23</b>	<b>A</b>	<b>16 B</b>	<b>1</b>	<b>43</b>		<b>1</b>		<b>1</b>	<b>1</b>		<b>1</b>	<b>1</b>	<b>12</b>	<b>16</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>		<b>1</b>		<b>1 - C</b>	<b>1</b>	<b>20</b>		

Note: Facility size is not included or considered in this study

A Shade shelters included Park Shelter / Picnic Pavilli

B Not all warming houses are used for programming

C 1 additional park for summer use (Ice Rink)

Benchmark agencies have a variety of outdoor recreation facilities. Having 23 park shelters / picnic pavilions, BCPR provides a similar number of park shelters as the other benchmark communities. **CBPR has by far the greatest number of outdoor ice rinks (for pleasure and hockey with 22 rinks. Nationally, calculations for the population size of Bloomington would only require 3 outdoor rinks; 1 rink for every 29,830 people)** The CBPR along has 62% as many ice rinks for pleasure and hockey that all other Benchmark agencies combines. CBPR is the only agency providing warming houses (16). Some of the warming houses are used as program pavilions in the summer.

CBPR has a comparable number of traditional playgrounds as in all other Benchmarked park and recreation agencies at (43). One agency has significantly more playgrounds than all others at (98) which is the City of Rochester. **Bloomington provides one playground to every 2,065 people which is well above the national average of one playground to every 3,859 people nationwide for similar size cities.**





**Some form of outdoor water recreation (splash pad, wading pool, water park, aquatic center, or pool) is found in four of the six Benchmark agencies including CBPR. On a national level, cities the size of Bloomington would typically have two pools of similar size (1 pool to 45,825 people).** CBPR is diverse in their water recreation facilities and they have three of the four water recreation amenities in the Benchmark Study that include a wading pool, water park, and flatwater pool. CBPR has an outdoor theater as does two other Benchmark agencies. Golf facilities are popular with four of the five agencies having at least a (9) hole or (18) hole golf course. CBPR has both a 9 and 18-hole golf courses as well as a driving range. Two of the five Benchmark Agencies also have driving ranges. Disc golf is offered at three of the Benchmark park systems. Nature Play and Outdoor Fitness are common with four of the six Benchmark agencies including CBPR. **Dog parks are very popular with all Benchmark agencies having at least one dog park. The national standard for a dog park is one dog park for every 58,000 people.** A volleyball center and recreation dome are present at only two Benchmark agencies.



### 3. Outdoor Fields / Courts

Outdoor Fields / Courts																	
Benchmark Agencies	Baseball	Softball	City Diamonds	Elementary Diamonds	Football	Soccer	Rectangular - Multipurpose	Basketball: Full Court	Basketball: Half Court	Volleyball	Tennis	Pickleball - designate	Pickleball & Tennis	Pickleball: Practice	Bocce Ball	Horseshoes	Pump Track
City of Brooklyn Park			40	6			25	19		3	14	6				18	
Lee's Summit Parks and Recreation	20	15			3	12	13		3	4	9	7					
Carmel Clay Parks and Recreation							2		1	2		4					
City of Plymouth Parks and Recreation	43						28	24		7 sand		7	24	3	1		1
City of Rochester Parks and Recreation	54						37	15		19 sand	34	7					
<b>Bloomington Parks and Recreation</b>	<b>12</b>	<b>75</b>					<b>32</b>	<b>13</b>	<b>26</b>	<b>10</b>	<b>49</b>	<b>8</b>	<b>27</b>		<b>6</b>	<b>28</b>	

All agencies in the chart have sport court facilities in their park system for a variety of sports that include tennis, basketball, and pickleball. The greatest number of outdoor fields are baseball / softball at three of the parks systems involved in the assessment with CBPR having the greatest number of 87 total baseball/softball playfields. CBPR has the least number of baseball diamond fields at 12 but has the highest number of softball fields at 75. Softball fields are popular with only one Benchmark agency which is Lee Summit. CBRP has 60 more softball diamonds than Lee's Summit with 15 softball fields. **National standards for sports fields are as follows:**

- **Diamond Baseball Fields (1 field for youth baseball is 7,222 population) Bloomington meets that standard at one field for 7,401 population.**
- **For youth softball fields the national standard is (1 field for every 12,000 population) and Bloomington meets that standard (1 field for 1,741 population).**
- **For adult softball, the national standard is (1 field for every 15,500 people) and Bloomington meets that standard at (1, field for 1,741 people).**

Rectangular / multipurpose fields are present at all the Benchmark agencies – giving them the option to use those fields for several types of field sports. CBPR has 32 multipurpose fields, with just one agency having more fields which is the city of Rochester. Designated sports fields for



football and soccer were in only one Lee Summit park system. **For youth and adult soccer fields, Bloomington has 32 fields and the national standard is one field for every 10,467 people. Bloomington meets that standard at 1 field for 2,775 people.**

**Four park systems have full size basketball courts within their system. Bloomington has 13 total full-size courts. The national average for full court basketball courts in park systems is one court per 8,557 people.** Some parks systems that do not have full size basketball courts, but they do have half-court basketball courts.

CBPR has by far the greatest number of tennis courts at 49. **The national standard for tennis courts is one court for 5,589 people. Bloomington far exceeds that number at (1 court for 1,812 people).** Pickleball is a popular court sport with all Benchmark agencies having some courts, there is not an established standard for Pickleball courts currently. Only one park system (the city of Plymouth) has combination pickleball and tennis courts and have practice courts for pickleball.

One Benchmark Agency (city of Brooklyn) has horseshoe pits, and they are very popular at that park with 18 pits total. At CBPR, horseshoes are very popular with 28 horseshoe pits present. There is no national standard for horseshoe pits or bag courts. CBPR does not offer pickleball / tennis combination courts, bocce ball, or a pump track currently.



#### 4. Charge for Athletic Fields

Benchmark Agencies	Charge for use?	Charge recognized athletic associations.	Do recognized athletic associations pay a reduced fee?
City of Brooklyn Parks and Recreation	Yes	Not a field rental fee. Athletic associations pay a per player administrative /registration and field use fee	No
Lee's Summit Parks and Recreation	Yes	Yes	No
Carmel Clay Parks and Recreation	No	-	-
City of Plymouth Parks and Recreation	Yes	Yes	Yes
City of Rochester Parks and Recreation	Yes	Yes	Yes
<b>City of Bloomington Parks and Recreation:</b>	<b>No</b>	<b>No</b>	<b>No</b>

Charging for field use is done by all but one Benchmark Agency. **CBPR is in the only park system that does not charge athletic associations for using athletic fields. Most fees charged for use of sports fields are approximately 50% of the true cost to maintain the fields during the time these sports groups play on the fields. This cost is for maintenance and lighting.**



## 5. Core Programs Offered

Core Programs Offered																																	
Benchmark Agencies	Youth	Adults	Rentals	Aquatics	Community Wellness	Senior Programming	Adult Sports	Special Events	Dance	Youth Athletics	Adult Athletics	Adaptive Recreation	Teen Recreation	Skate Lessons	Preschool Nature Cam	Swimming	Summer Camps	Nature	Creative Arts	Enrichment	Science and Tech	Homeschool	Adaptive	Health and Fitness	Education	Athletics	Specialty	Trips	HockeyTournaments	Dry Floor Events	Ice Arena	Golf	
City of Brooklyn Park	•	•				•		•	•	•	•	•	•	•	•	•																	
Lee's Summit Parks and Recreation	•		•	•	•	•	•	•																									
Carmel Clay Parks and Recreation			•	•	•	•												•	•	•	•	•	•										
City of Plymouth Parks and Recreation				•	•			•						•					•							•	•	•					
City of Rochester Parks and Recreation	•	•	•	•				•															•					•	•	•			
<b>Bloomington Parks and Recreation</b>	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•

Thirty-three total core programs were listed within the Benchmark agencies as being provided. As with many core programs, the ones shown may have other subcategories of programs listed under the core programs. These subcategories were not a part of the Benchmarking process. CBPR offers 9 core programs which is the average of all agencies. **CBPR has four core programs that are the most popular core programs of the agencies listed. CBPR is the only agency offering golf as a core program.** Typical core services provided by a community the size of Bloomington would include the following core programs:

- Youth and Adult Sports
- Senior Services
- Adaptive programs
- Wellness and Fitness programs
- Golf programs
- Youth services which include before and after school program and summer camps
- Aquatic programs for youth and adults
- Performing Arts and Fine Arts programs
- Community-wide Special events



- Teen programs and events
- Nature education programs
- Life skill enrichment programs for youth and adults include some STEM programs.



## 6. On-Line Program Registration / Reservations

Benchmark Agencies	Registration completed on-line	Registrations done in person
City of Brooklyn Parks and Recreation	77%	23%
Lee's Summit Parks and Recreation	80%	20%
Carmel Clay Parks and Recreation	90%	10%
City of Plymouth Parks and Recreation	89%	11%
City of Rochester Parks and Recreation	85%	15%
<b>City of Bloomington Parks and Recreation:</b>	<b>99%</b>	<b>1%</b>

On-line registration is done significantly more than registering in person (at least 77% on-line). All Benchmark agencies including CBPR have registrations completed online. **CBPR's on-line registration percentage is 9% greater than the highest percent Benchmark Agency.**

## 7. On-line Registrations: Facilities, Fields, and Services

Benchmark Agencies	Are user groups able to reserve / book facilities and field use permits online	Services that are NOT available for on-line registration
City of Brooklyn Parks and Recreation	Yes	Room Rentals (weddings, meeting, conferences)
Lee's Summit Parks and Recreation	Yes	<ul style="list-style-type: none"> <li>If patron requires a permit for Shelter Reservation (alcohol, bounce house, vendor, or other specialty activities)</li> <li>Group exercise, racquetball, gymnasium, facilities</li> </ul>
Carmel Clay Parks and Recreation	Yes	Field rentals, room / Pavilion rentals
City of Plymouth Parks and Recreation	Yes	Special Events, Field reservations
City of Rochester Parks and Recreation	Yes	Major special events that require permits from other departments
<b>City of Bloomington Parks and Recreation:</b>	<b>No</b>	<b>N/A</b>





**CBPR is the only agency where users are not able to reserves fields online. Of those that allow users to reserve facilities online; special events, room rentals, certain facilities or activities that require special permits are the amenities that agencies do not allow to be reserved on-line.**

### 8. How many miles of paved and unpaved trails are in your system?

Agency	Population	Paved Trails	Unpaved Trails	Total Trail Miles	Trail Miles per 1,000 Residents
City of Brooklyn Parks and Recreation	80,160	56	12	68.00	0.85
Lee’s Summit Parks and Recreation	99,218	91	0	91.00	0.92
Carmel Clay Parks and Recreation	95,797	21	3.67	24.70	0.26
City of Plymouth Parks and Recreation	79,745	167.7	7.04	174.70	2.19
City of Rochester Parks and Recreation	116,961	100	0	100.00	0.85
<b>City of Bloomington Parks and Recreation:</b>	<b>88,812</b>	<b>41.81</b>	<b>43.9</b>	<b>85.71</b>	<b>1.04</b>

**CBPR has 85.71 total miles of paved and unpaved trails. This accounts for .96 miles per 1,000 people - which is excellent. Nationally .33 miles per 1,000 people is the current standard and Bloomington far exceeds this standard by .63 mile per 1,000 people.** Three Benchmark agencies have 90+ miles of paved trails. All Benchmark agencies have significantly less miles of unpaved trails compared to their paved trails; however, CBPR paved and unpaved trails are close in the number of miles. Four park systems have more paved trails than CBPR, but CBPR has the most unpaved trails of all Benchmark agencies at 43.9 miles. All other park systems in the Benchmark have less miles except for one that has just over 2 miles of trails per 1,000 residents.

### Do you have natural resource plans completed for your natural areas in your system?

Benchmark Agencies	Natural Resource Plan
City of Brooklyn Parks and Recreation	Yes
Lee’s Summit Parks and Recreation	Yes
Carmel Clay Parks and Recreation	Yes
City of Plymouth Parks and Recreation	Yes
City of Rochester Parks and Recreation	Yes
<b>City of Bloomington Parks and Recreation:</b>	<b>No</b>

**All agencies except CBPR have a Natural Resource Plan in place. Typical park and recreation agencies have natural resource plans to protect wildlife in the parks and support flood control. This is considered best practices.**



### 9. Do you contract out your maintenance work on natural areas in your system?

Benchmark Agencies	Contract out Maintenance
City of Brooklyn Parks and Recreation	Yes, we contract out some invasive work.
Lee's Summit Parks and Recreation	Some: Mowing, brush hogging
Carmel Clay Parks and Recreation	Yes, project dependent: Projects that are Technical / Advanced are contracted
City of Plymouth Parks and Recreation	Some: buckhorn removal, lake and pond shorelines, and prairie areas
City of Rochester Parks and Recreation	Yes
<b>City of Bloomington Parks and Recreation:</b>	<b>No</b>

All Benchmark agencies contract some maintenance of their natural areas except for CBPR.

### 10. Contracted Maintenance Services

Benchmark Agencies	Total	Maintenance Service and Amount
City of Brooklyn Parks and Recreation	\$955,322	Park Operations: \$440,600 Recreation and Parks: \$514,722
Lee's Summit Parks and Recreation	Total: For Parks- \$233,681  For Recreation- \$189,205	Custodial Services: \$51,077 Electrical Repairs: \$44,649 Plumbing Repairs: \$44,734 HVAC Maintenance: \$36,351 Security/Alarm Services: \$12,394
Carmel Clay Parks and Recreation	\$1,381,037.96	N/A
City of Plymouth Parks and Recreation	N/A	N/A
City of Rochester Parks and Recreation	Total: \$609,516	N/A
<b>City of Bloomington Parks and Recreation:</b>	<b>\$471,807</b>	Cleaning \$12,720 Electrical \$56,918 STS Labor \$54,399 HVAC \$13,378 Alarms \$1,870 Plumbing \$4,931 Trail Maint. \$36,210 Tennis Courts \$46,510 Pool Testing \$2,871 Fencing \$39,000 Tree Removals \$93,000 Garbage and Recycling \$110,000

CBPR spends in the mid-range of Benchmark agencies on contracted maintenance.



## 11. Staff / Employees

Benchmark Agencies	Staff (FTE)	Staff Part Time / Seasonal
City of Brooklyn Parks and Recreation	20	12
Lee's Summit Parks and Recreation	47.7	58
Carmel Clay Parks and Recreation	76	400 year round / 200 seasonal
City of Plymouth Parks and Recreation	46.4	321
City of Rochester Parks and Recreation	65	350
<b>City of Bloomington Parks and Recreation:</b>	<b>46.5</b>	<b>345</b>

The number of full-time employees (FTE) in the Benchmark agencies range from 20 to 76 employees. CBPR, at 46.5 total staff members is in the mid-range number of full-time employees as the other park systems. This does not include park maintenance staff. Three Benchmark agencies have part time / seasonal staff of 300 and above, while BCPR calculates 53 part time and seasonal employees per working hours / year. **The typical park and recreation agency has 8.1 FTEs per 10,000 residents. The typical park and recreation agency spends \$97,093 in annual operating expenditures per employee.**

## 12. Volunteer Programs

Benchmark Agencies	Work performed by Volunteers	Full time Coordinator	If no full time Coordinator – who does this work?
City of Brooklyn Parks and Recreation	We have a Adopt a Park Program, currently supported by our Parks and Facility Manager and Park Operations Supervisor. We also use volunteers for our Community Festival and Park Commission Members.	Not fully implement yet	One FT Recreation Supervisor that over sees our Sr., Special Events, Fitness and Volunteer program.
Lee's Summit Parks and Recreation	The Parks Department utilizes volunteers for picking up trash, planting trees and landscape beds, and stream clean ups throughout the parks. Recreation utilizes volunteers for youth sports leagues and programs, special events, amphitheater events, and senior programs and luncheons	No	N/A



Carmel Clay Parks and Recreation	Volunteers are utilized for citizen science efforts, invasive species management, and park stewardship	Yes	-
City of Plymouth Parks and Recreation	N/A	Yes	
City of Rochester Parks and Recreation	Volunteers are engaged in park clean-up, invasive plant removal, tree planting, and recreation programs	No	Supervisors coordinate volunteer activities
<b>City of Bloomington Parks and Recreation</b>	Volunteer management in Bloomington is done by individual departments. Various staff positions within the Parks and Recreation Department recruit and manage volunteers for things such as special events, outdoor skating rink warming house attendants and youth programs. Corporations, non-profits, and individuals seek opportunities for invasive species management and off-road trail grooming/management. We work with Park Maintenance staff to provide opportunities as requests are received but it is not programed.	<b>No</b>	

**Best practice agencies use volunteers to make up 10% of their total workforce hours a year.**

### 13. Operating Budget

Benchmark Agencies	Total Parks and Recreation Operating Budget
City of Brooklyn Parks and Recreation	\$8,544,816
Lee's Summit Parks and Recreation	\$8,120,169
Carmel Clay Parks and Recreation	\$15,072,254
City of Plymouth Parks and Recreation	\$11,198,947
City of Rochester Parks and Recreation	\$12,006,923



<b>City of Bloomington Parks and Recreation:</b>	<b>\$9,371,963</b>
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CBPR is third of the five Benchmark Agencies for total operating budget. Three agencies have higher operating budgets than CBPR. The highest per capita spending among the other agencies is \$157.33. The following agencies per capita budget equates to:

- Brooklyn Park and Recreation – \$106.59 per capita- cost recovery level of total budget is 14.7%
- Lee Summit Parks and Recreation- \$81.84 per capita-cost recovery level of total budget is 39%.
- Carmel Clay Parks and Recreation- \$157.33 per capita-cost recovery level of total budget is 33%.
- City of Plymouth Parks and Recreation-\$140.43 per capita-cost recovery level of total budget is 36.8%
- City of Rochester Parks and Recreation-\$103.17 per capita-cost recovery level of total budget is 34.8%
- City of Bloomington Parks and Recreation-\$105.53 per capita- cost recovery level of total budget is 13.3%

Nationally cost recovery levels are 25% in park systems. The key to this obtaining this financial Benchmark is how much of the agency’s total budget is from earned income.

#### 14. Non-tax Revenue Sources

Benchmark Agencies	Total
City of Brooklyn Parks and Recreation	<b>TOTAL \$1,261,303</b>
Lee’s Summit Parks and Recreation	<b>TOTAL: \$4,475,303</b> <b>Source 1:</b> \$3,662,163 - Recreational activity fees, gate receipts, memberships, facility/shelter rentals, Concessions/Pro shop Sales <b>Source 2:</b> \$207,250 – Sponsorships (contractor and LSPR secured) <b>Source 3:</b> \$201,286 – Interest Income <b>Source 4:</b> \$145,285 – Services related to Cemetery, Monument Sales and Grave/Columbarium Sales <b>Source 5:</b> \$132,728 Other Revenue, Miscellaneous Revenue, Gov Deals, Refunds/Reimbursement <b>Source 6:</b> \$122,727 – User Fees, Vendor Permits, Banner Permits <b>Source 7:</b> \$3,630 Art Grant
Carmel Clay Parks and Recreation	<b>TOTAL \$11,352,164.80</b> <b>General Fund</b> (Does not generate revenue) <b>MCC Fund:</b> \$6,647,498.14 <b>ESE Fund:</b> \$4,544,007.16



	<b>R&amp;F Fund:</b> \$160,659.48
City of Plymouth Parks and Recreation	<b>TOTAL: \$4,121,899</b> (excluding facilities)
City of Rochester Parks and Recreation <i>City of Rochester Parks and Recreation continued</i>	<b>TOTAL: \$4,189,521</b> Service Fees \$215,011 Membership/User Fees \$611,960 Rentals & User Fees \$2,791,865 Program Fees \$416,541 Advertising \$45,189 Commissions \$108,955
<b>City of Bloomington Parks and Recreation:</b>	<b>TOTAL \$1,253,501</b> <b>Source 1:</b> \$680,298 – programs/registration fees <b>Source 2:</b> \$573,203– cell tower leases, donations, rents

Total non-tax revenue for the Benchmark agencies in the study ranges from; \$1,261,303 at Brooklyn Park to Carmel at \$11,352,164.80. CBPR’s non-tax revenue is 13.3% which is similar to the lowest amount of Brooklyn Park. Nationally park and recreation agencies recover approximately 25.9% of their operational budget from non-tax revenues.

### 15. Operating Budget Uses

Benchmark Agencies	Operating Budget Uses
City of Brooklyn Parks and Recreation	<ul style="list-style-type: none"> <li>• Personnel: \$2,644,060</li> <li>• Personnel benefits: \$566,286</li> <li>• Supplies \$183,612</li> <li>• Professional Services \$2,070</li> <li>• Contractual Services \$514,722</li> <li>• Communications \$27,016</li> <li>• Utilities (CAC included in Contractual Services – internal transfer) \$3,366</li> <li>• Cost of Sale \$3,484</li> <li>• Conferences and Seminars \$27,943</li> <li>• Dues and Subscriptions \$6,902</li> <li>• Other: \$111,594</li> <li>• Central Garage \$21,108</li> <li>• Central Buildings \$516,916</li> <li>• IT Charges \$186,488</li> <li>• Insurance (Loss Control) \$35,357</li> <li>• Operations: \$183,612</li> <li>• Capital expenses \$0 (not associated with CIP):</li> <li>• <b>Budget Total Expense \$4,800,075</b></li> </ul>







	<ul style="list-style-type: none"> <li>• Other: \$47,145</li> </ul>
City of Rochester Parks and Recreation	<ul style="list-style-type: none"> <li>• Personnel: \$5,164,233</li> <li>• Personnel benefits: \$1,960,503</li> <li>• Operations: \$4,897,768</li> <li>• Capital expenses (not associated with CIP) \$13,566</li> </ul>
<b>City of Bloomington Parks and Recreation:</b>	<ul style="list-style-type: none"> <li>• Park and Recreation personnel: \$1,829,414</li> <li>• Personnel benefits: \$540,347</li> <li>• Park Maintenance personnel and benefits: \$2,762,342</li> <li>• Operations: \$4,224,860</li> <li>• Capital Exp (not associated with CIP) \$15,000</li> </ul>

**Nationally park systems spend 44 % of their operational budget on management and maintenance of parks. Currently Bloomington spends 74.6% of the operational costs on park maintenance.**

## 16. Earned Income

Benchmark Agencies	Naming Rights Policies	Sponsorship Policy	Donations / Memorial Policy
City of Brooklyn Parks and Recreation	Yes	Yes	Yes
Lee's Summit Parks and Recreation	No	No	Yes
Carmel Clay Parks and Recreation	Yes	Yes	No
City of Plymouth Parks and Recreation	No	Yes	Yes
City of Rochester Parks and Recreation	Yes	Yes	Yes
<b>City of Bloomington Parks and Recreation:</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>

**Benchmark agencies have different perspectives regarding policies for earned income. CBPR has no policies for all earned income categories in the chart. Sponsorship and Donations / Memorial Policies are the most popular with Benchmark Agencies.**

Benchmark Agencies	Five Year Average
City of Brooklyn Parks and Recreation	\$1, 136,500
Lee's Summit Parks and Recreation	\$3,856,000
Carmel Clay Parks and Recreation	\$4,956,195



City of Plymouth Parks and Recreation	\$4,830,000, does not include PCC Renovation & Expansion
City of Rochester Parks and Recreation	\$4,339,084
<b>City of Bloomington Parks and Recreation:</b>	<b>\$1,340,000</b>

**Bloomington generates approximately 13.3% of their total operational budget from earned income:**

- City of Brooklyn Park generates 23%
- Carmel Clay generates 33%
- Plymouth generates 36.8%
- Rochester generates 36%
- Lee Summit generates 39%

**Nationally earned income makes up 25.9% of park systems' operating budgets.**

### Amount of Capital Improvement Funding

One Benchmark Agency has a five-year average capital improvement funding very close to CBPR. The other four Benchmark agencies' five-year average ranged from \$3,856,000 to 4,956,195. **Nationally, park systems with a population of 50,000 to 99,000 will receive \$8.8 million in capital improvement spending over a five-year period.**

### 21. Tax Subsidy

Which of these facilities in your park system are supported by tax dollars?	City of Brooklyn Parks and Recreation	City of Plymouth Parks and Recreation	Lee's Summit Parks and Recreation	Carmel Clay Park and Recreation	City of Rochester Parks and Recreation	City of Bloomington Parks and Recreation
<b>1. Senior Center</b>	Not budgeted separately	Senior Center: rooms within the PCC	39%	N/A	Yes	87%
<b>2. Ice Center for Hockey and Figure Skating</b>	Special Revenue Fund. Supported by 4.19% tax levy in 2019.	Enterprise fund - no tax support	N/A	N/A	Yes	5%



<b>3. Golf Course</b>	Two are City owned: One is Enterprise Fund / other is Special Revenue Fund. Some support in past years	N/A	N/A	No subsidy	Yes	8%
<b>4. Sports Complexes</b>	Yes	Playfields are all general fund	No subsidy	No subsidy	Yes	N/A
<b>5. Aquatic Center (outside only)</b>	N/A	No pool, three beaches, lease two indoor pools	No subsidy	N/A	Yes	30%
<b>6. Art Center</b>	N/A	N/A	N/A	N/A	Yes	69%
<b>7. Community Center</b>	Yes	No subsidy	No subsidy	No subsidy	Yes	N/A

The information provided in the above chart depicting tax subsidy levels for the facilities in each city vary widely with the exception of golf. For most park and recreation systems, the decision is made on subsidy level based on the operating philosophy of the organization and what was the public promise was behind it when the facility was originally built. As an example, most golf courses were built with the philosophy that the golf course operational cost would be covered by the golfers' fees and the amount is place in an Enterprise Fund or a Revenue Fund for the city to demonstrate that promise to the public. The same can be said for sports complexes as well as Ice Centers for Hockey and Figure Skating because they were primarily developed with the philosophy that they will cover a majority of their operational cost through leagues, tournaments, and special events; because the need is there and the public is willing to pay for it.

For facilities like aquatic centers, art centers, and senior centers the philosophy varies by the age of the facility, and was it designed for the purpose it is serving now. Or, was it converted to another purpose because the specific city needed to provide programming for the targeted group that wanted a facility? This also includes how much of the services provided in the facility are specialized services to individuals for a private good versus the public good. If multiple people benefit from the service, it has some level of cost recovery, but isn't expected to cover all of its costs.



For Bloomington, the true cost of the facilities they manage should be established for both direct and indirect costs. Determine what programs will be provided in the facility and its public value, versus its private value and establish how functional the spaces are in the facility. This is to provide multiple types of programs in the same space. Finally, it should be considered how the programs being offered work in the space they are being held in. It is much easier to achieve a higher cost recovery goal when spaces are specifically designed for a program versus trying to fit a program in a space it was never designed to be used. When spaces are designed for revenue, they do well in meeting the public's expectation for cost recovery. For Bloomington, this type of assessment should be done in the future.

## 22. Marketing

Benchmark Agencies	Budgeted Amount Dedicated
City of Brooklyn Parks and Recreation	\$27,016 (contractual and supply only)
Lee's Summit Parks and Recreation	\$120,500
Carmel Clay Parks and Recreation	\$624,650
City of Plymouth Parks and Recreation	\$61,000 this does not include staffing dollars
City of Rochester Parks and Recreation	\$20,088
<b>City of Bloomington Parks and Recreation:</b>	<b>\$20,000</b>

Two Benchmark agencies have dedicated marketing funds over \$100,000. CBPR's marketing budget (\$20,000) is the lowest of all five Benchmark agencies. Typically, marketing budgets make up 3% to 5% of the total operating budget. Bloomington's is + .2 of 1% which is extremely low for a system this size.

# PROGRAM ASSESSMENT

C

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## CHAPTER ONE : PROGRAM ASSESSMENT

### 1.1 OVERVIEW

#### 1.1.1 INTRODUCTION

As part of the Bloomington Parks & Recreation Master Plan, PROS Consulting INC. assisted Confluence in performing a Recreation Program Assessment of the services offered by the City’s Parks and Recreation Department (“Department”). The assessment offers an in-depth perspective of program and service offerings and helps identify strengths, challenges, and opportunities regarding programming. The assessment also assists in identifying core programs, program gaps within the community, key system-wide issues, areas of improvement, and future programs and services for residents and visitors.

The consulting team based these program findings and comments from a review of information provided by the Department including program descriptions, financial data, website content, and discussions with staff. This report addresses the program offerings from a systems perspective for the entire portfolio of programs.

#### 1.1.2 FRAMEWORK

The Department strives to “provide great parks, trails, facilities, programs and events for Bloomington residents of all ages.”

The Department provides a comprehensive array of arts, recreation, leisure and cultural programs to a diverse population with a wide range of recreational needs. These program offerings are supported with dedicated spaces and amenities which include: 97 City parks, over 41 miles of paved trails and 43 miles



unpaved, 43 playgrounds, 16 park buildings, 23 picnic shelters and a variety of athletic fields and facilities.



### 1.1.1 PROGRAM ASSESSMENT OVERVIEW

Below are some overall observations that stood out when analyzing the program assessment sheet:

- Overall, the **program descriptions** effectively communicate the key benefits and goals of each Core Program Area.
- **Age segment distribution** is good, but needs to be annually monitored to ensure program distribution aligns with community demographics.
- **Program lifecycles:** Approximately 5% of the system's current programs are categorized in the Introduction Stage; while 8% of programs fall into the Decline Stage. A complete description of Lifecycle Stages can be found in **Section 1.3.2**.
- The City's **volunteer program** allows residents and organizations to easily get involved and give back to the community through various volunteer opportunities, special events, programs, etc.
- From a **marketing and promotions** standpoint, the staff utilizes a variety of marketing methods when promoting their programs including: printed and online program guides, the City's website, flyers/brochures, direct mail, email blasts, road sign marquees, SMS, online newsletters, in-facility signage, QR codes, and various social media channels (primarily City accounts) as a part of the marketing mix.
  - The Department would benefit from identifying marketing Return on Investment (ROI) for all marketing initiatives
  - Opportunity to increase the number of cross-promotions

Currently, **customer feedback methods** are rather limited. Moving forward, it is highly recommended that the Department begins incorporating user feedback, on a more consistent basis, as a key performance measure that can be tracked over time. Specifically, pre/post-program evaluations and lost customer surveys are highly recommended feedback tools that should be considered moving forward.

- **Pricing strategies** are varied across the board. Currently, the most frequently used approaches include: residency rates, market competition rates, and customer's ability to pay. These are good practices and must be continued. In addition, it is essential to understand current cost of service in order to determine ideal cost recovery goals.
- **Financial performance measures** such as cost recovery goals are not currently being utilized. Moving forward, it is recommended for staff to begin tracking cost recovery for all Core Program Areas. When doing so, the staff should factor in all direct and indirect costs pertaining to programming. A focus on developing consistent earned income opportunities would be beneficial to the Department's overall quest for greater fiscal sustainability.

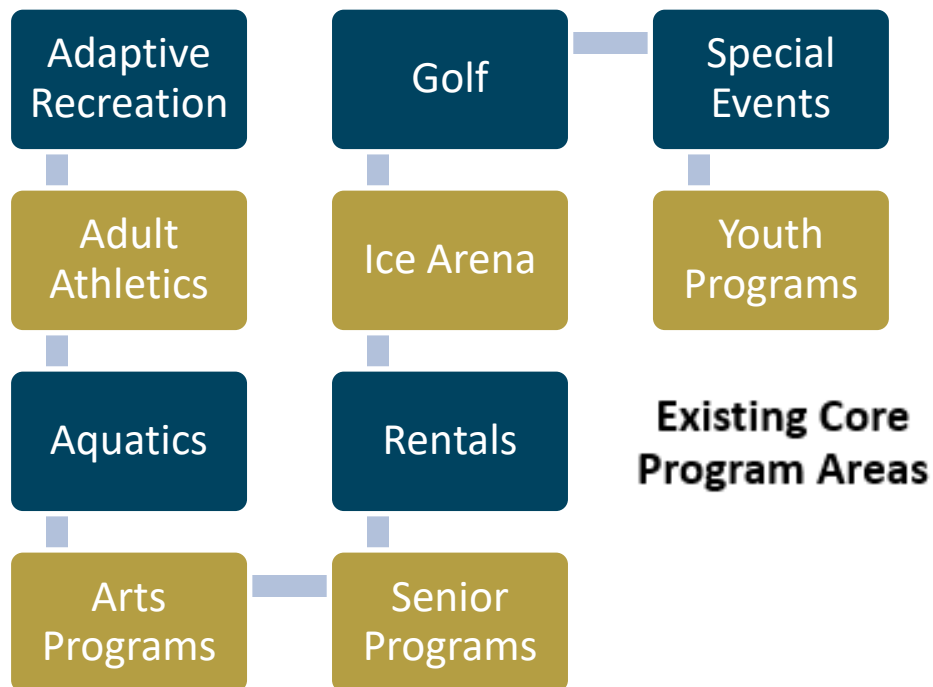
## 1.2 CORE PROGRAM AREAS

To help achieve the mission, it is important to identify Core Program Areas based on current and future needs to create a sense of focus around specific program areas of greatest importance to the community. Public recreation is challenged by the premise of being all things to all people. The philosophy of the Core Program Area is to assist staff, policy makers, and the public to focus on what is most important. Program areas are considered as Core if they meet a majority of the following categories:

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

### 1.2.1 EXISTING CORE PROGRAM AREAS

In consultation with Department staff, the planning team identified ten Core Program Areas currently being offered.



Adaptive Recreation



**Description:** Activities designed for the social, physical, and recreational enrichment of both youth and adults with disabilities.

**Goals:** Provide equitable adaptive programming for youth and adults at a low cost to meet physical and social aspects of recreation designed for people with disabilities.

- Dance Your Socks Off
- Softball
- ARLE Database
- Inclusion Support

Adult Athletics



**Description:** Leagues and programs designed for adult recreational opportunities.

**Goals:** Provide regionally competitive, self-sustaining, equitable programs that meet the ever-changing needs of our community. Allow optimized use of the wide-ranging facilities Bloomington has to offer.

- Flag Football
- Volleyball
- Pickleball
- Basketball
- Spikeball

Aquatics



**Description:** Activities utilizing water resistance or programs taking place at one of the City of Bloomington's aquatic facilities including Bush Lake Beach, the Bloomington Family Aquatic Center and Cedarcrest Splashpad

**Goals:** To be able to effectively track and increase: operating revenue as a % of operating expenses, number of season passes sold, number of daily admission sold, number of group reservations booked, and concessions stand revenues

- Bush Lake Beach
- Swim Team Rentals
- Adult Aqua Exercise
- Safety Trainings
- Cedarcrest Splashpad




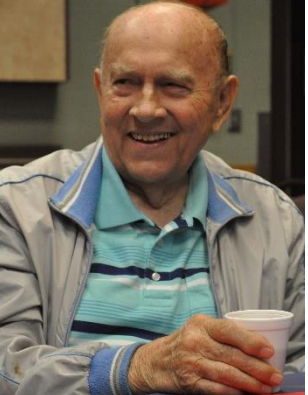
Arts Programs



**Description:** Cultural arts programs are geared toward participants of all ages from youth to seniors and provided through City-contracted services, resident arts organizations, and affiliated arts organizations.

**Goals:** Provide arts opportunities that are high quality, educational, enriching and accessible to all Bloomington residents and visitors from surrounding areas. While also making Bloomington a more desirable place to live, work, conduct business and visit through a thriving and vital cultural arts community.

- BCA Performing Arts Series
- Atrium Gallery Exhibits
- Cambiata
- Annual Gala
- Ukulele Jam/Sing Alongs

Golf		<p><b>Description:</b> Leagues and golf programs designed for all ages and all levels.</p> <p><b>Goals:</b> Offer recreational and competitive golf opportunities for all ages and abilities to serve the Bloomington community.</p>	<ul style="list-style-type: none"> <li>• Golf</li> </ul>
Ice Arena		<p><b>Description:</b> Facility rentals, leagues and programs designed for youth and adult recreational opportunities.</p> <p><b>Goals:</b> Provide sheets of ice to provide local and regional opportunities for all ages and abilities to skate recreationally and competitively.</p>	<ul style="list-style-type: none"> <li>• Learn to Skate</li> <li>• Pro's Ice</li> <li>• Ice Rentals</li> </ul>
Rentals		<p><b>Description:</b> Facility rentals provided by the city for a wide range of programs, activities, and organizations.</p> <p><b>Goals:</b> Offer high quality facilities with competitive pricing with the surrounding area. While also helping make Bloomington a desired destination for events and happenings.</p>	<ul style="list-style-type: none"> <li>• Picnic Shelter Reservations</li> <li>• Canoe Racks</li> <li>• Community Gardens</li> <li>• Field Rentals</li> <li>• Bike Lockers</li> </ul>
Senior Programs		<p><b>Description:</b> A wide range of programs, including recreation, fitness, arts and crafts, and cards designed to keep ages 50+ actively engaged in the community.</p> <p><b>Goals:</b> Offer a wide range of programming to fit the different needs and interests of those ages 50+ to keep individuals active and socially connected.</p>	<ul style="list-style-type: none"> <li>• Needleworkers</li> <li>• Woodshop</li> <li>• Euchre</li> <li>• Chair Yoga</li> <li>• Nintendo Wii</li> </ul>

Special Events



**Description:** Large community events, cultural arts, historical, and sustainability focused programs utilizing performing arts, multicultural learning, history experiences, and the natural environment.

**Goals:** Provide a wide range of high-quality special event programming to enhance the quality of life for Bloomington residents, emphasizing fun, entertainment, and learning. Continuing to reach new audiences and ever-increasing segments of the community.

- Summer Fete
- Arts in the Parks
- River Rendezvous
- Spring Egg Hunt
- Outdoor Farmers Market

Youth Programs



**Description:** Activities designed for the social, physical, and recreational enrichment of youth, typically ages pre-school through middle school.

**Goals:** Provide a variety of equitable youth programming at an affordable rate to meet both physical and social aspects of recreation.

- Camp Kota
- The View
- Safety Boot Camp
- Creekside Open Rec.
- Music and Dance Recess



1.2.2 CORE PROGRAM AREA RECOMMENDATIONS

These existing core program areas provide a generally well-rounded and diverse array of programs that could serve the community at present. Based upon the observations of the planning team, demographic and recreation trends information, Department staff should evaluate Core Program Areas and individual programs, ideally on an annual basis, to ensure offerings are relevant to evolving demographics and trends in the local community. After reviewing the Statistically-Valid Community Survey, potential program areas that could become their own standalone Core Program Areas are Fitness/Health & Wellness and Nature/Environmental Education. Both of these program areas received a very high Priority Investment Rating (PIR) base on resident responses as well as a strong household need.

(See Figures 1 & 2)

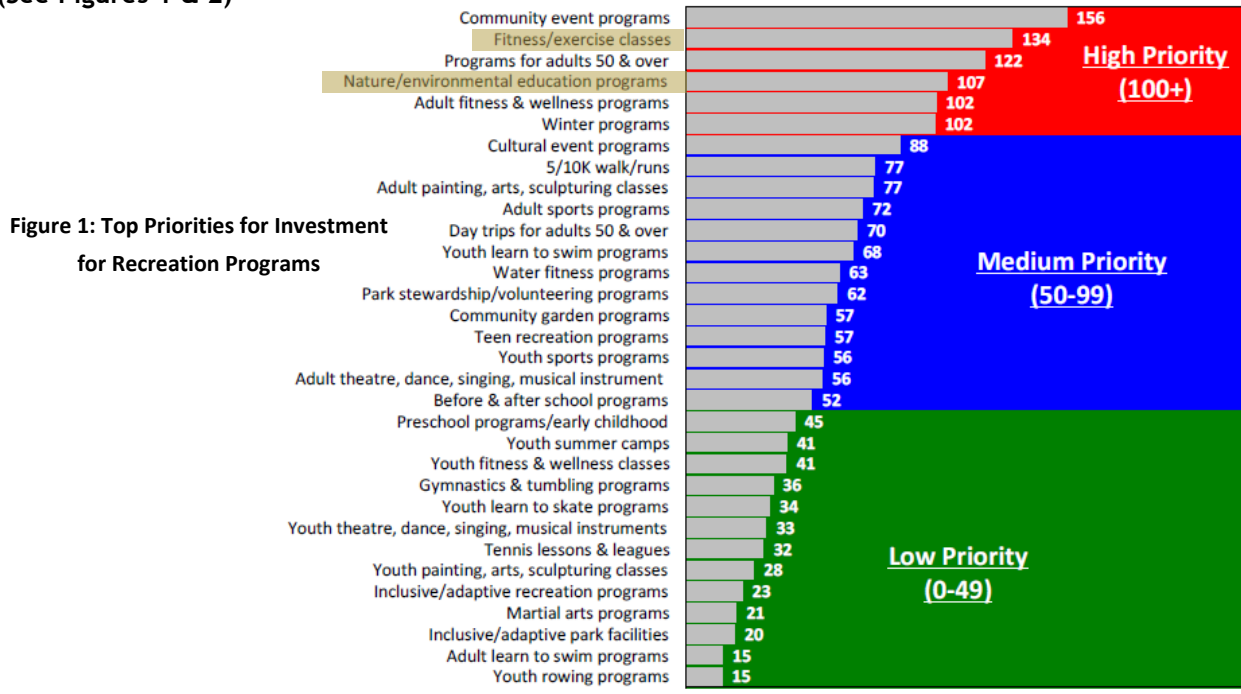


Figure 1: Top Priorities for Investment for Recreation Programs

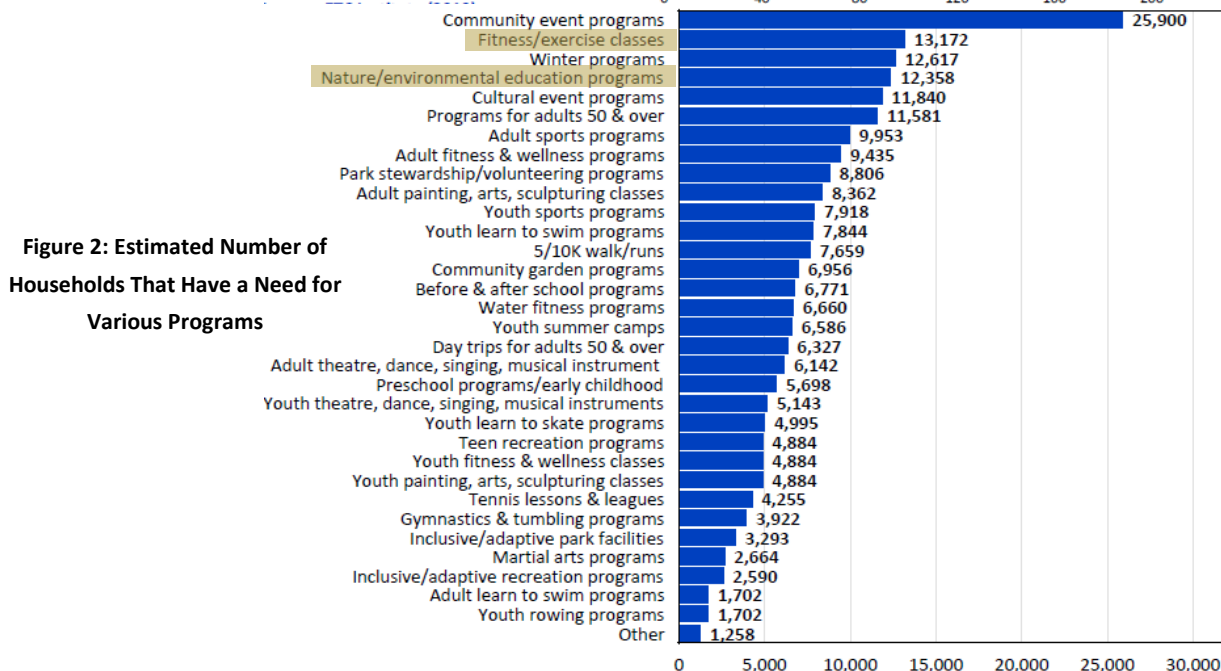


Figure 2: Estimated Number of Households That Have a Need for Various Programs

**1.3 PROGRAM STRATEGY ANALYSIS**

**1.3.1 AGE SEGMENT ANALYSIS**

The table below depicts each Core Program Area and the most prominent age segments they serve. Recognizing that many Core Program Areas serve multiple age segments, Primary (noted with a ‘P’) and Secondary (noted with an ‘S’) markets are identified.

Age Segment Analysis						
Core Program Area	Preschool (5 & Under)	Elementary (6-12)	Teens (13-17)	Adult (18+)	Senior (55+)	All Ages Programs
Adaptive Recreation		S	P	P	P	
Adult Athletics				P	S	
Aquatics	P	P	P	P	P	P
Arts Programs		P	P	P	P	P
Golf	S	S	P	P	P	P
Ice Arena	S	P	P	S	S	S
Rentals	S	P	P	P	P	P
Senior Programs					P	
Special Events	P	P	P	P	P	P
Youth Programs	P	P	P			

**Figure 3: Bloomington Program Priority by Age Segment**

For this report, an Age Segment Analysis was completed by Core Program Area, exhibiting an over-arching view of the age segments served by different program areas, and displaying any gaps in segments served. It is also useful to perform an Age Segment Analysis by individual programs, in order to gain a more nuanced view of the data. Based on the age demographics of the City, current programs seem to be fairly well-aligned with the community’s age profile. With roughly 44% of Bloomington’s population falling between 18-54, it is fitting that the Adult segment is highly catered to.

That being said, the lack of primary programs dedicated to the Preschool segment is noticeable. Moving forward, it is recommended that the Department considers introducing new programs to address any unmet needs. With approximately 18% of the City’s overall population falling between 0-17 years-old, offering an adequate number of Preschool and Youth programs is essential for the Departments success.



Staff should continue to monitor demographic shifts and program offerings to ensure that the needs of each age group are being met. It would be best practice to establish a plan including what age segment to target, establish the message, which marketing method(s) to use, create the social media campaign, and determine what to measure for success before allocating resources towards a particular effort.

1.3.2 PROGRAM LIFECYCLE

A Program Lifecycle Analysis involves reviewing each program offered by the Department to determine the stage of growth or decline for each. This provides a way of informing strategic decisions about the overall mix of programs managed by the agency to ensure that an appropriate number of programs are “fresh” and that relatively few programs, if any, need to be discontinued. This analysis is not based on strict quantitative data, but rather, is based on staff members’ knowledge of their program areas. The following table shows the percentage distribution of the various lifecycle categories of the City’s programs. These percentages were obtained by comparing the number of programs in each individual stage with the total number of programs listed by staff members.

Lifecycle	Description	Actual Programs Distribution	Recommended Distribution
Introduction	New Programs; modest participation	4%	50%-60% Total
Take-Off	Rapid participation growth	7%	
Growth	Moderate, but consistent participation growth	27%	
Mature	Slow participation growth	20%	40%
Saturation	Minimal to no participation growth; extreme competition	31%	0-10% Total
Decline	Declining participation	11%	

Figure 4: Bloomington Program Lifecycle Distribution

**The Lifecycle Analysis depicts a skewed program distribution.** Approximately 38% of all programs fall within the beginning stages (Introduction, Take-Off, & Growth). It is recommended to have 50-60% of all programs within these beginning stages because it provides the Department an avenue to energize its programmatic offerings. Eventually, these programs will begin to move into the Mature stage, so these stages ensure the pipeline for new programs is there. It is key to continue adding new programs in the Introduction stage as those programs are meant to progress through the lifecycle stages.

According to staff, 20% of all program offerings fell into the Mature Stage. This stage anchors a program portfolio and it is recommended to have roughly 40% of programs within the Mature category in order to achieve a stable foundation.

Additionally, 42% of programs are in the Saturation or Decline Stage. It is a natural progression for programs to eventually evolve into saturation and decline. However, if programs reach these stages rapidly, it could be an indication that the quality of the programs does not meet expectations, or there is not as much of a demand for the programs.

As programs enter into the Decline stage, they must be closely reviewed and evaluated for repositioning or elimination. When this occurs, the Department should modify these programs to begin a new lifecycle with the Introductory stage or to add new programs based upon community needs and trends.

Staff should complete a Program Lifecycle Analysis on an annual basis and ensure that the percentage distribution closely aligns with desired performance. Furthermore, the Department could include annual performance measures for each Core Program Area to track participation growth, customer retention, and percentage of new programs as an incentive for innovation and alignment with community trends.



### 1.3.3 PROGRAM CLASSIFICATION

Conducting a classification of services analysis informs how each program serves the overall organization mission, the goals and objectives of each Core Program Area, and how the program should be funded with regard to tax dollars and/or user fees and charges. How a program is classified can help to determine the most appropriate management, funding, and marketing strategies.

Program classifications are based on the degree to which the program provides a public benefit versus a private benefit. Public benefit can be described as everyone receiving the same level of benefit with equal access, whereas private benefit can be described as the user receiving exclusive benefit above what a general taxpayer receives for their personal benefit.

For this exercise, the Department used a classification method based on three indicators: Essential Services, Important Services, and Value-Added Services. Where a program or service is classified depends upon alignment with the organizational mission, how the public perceives a program, legal mandates, financial sustainability, personal benefit, competition in the marketplace, and access by participants. The following graphic describes each of the three program classifications.

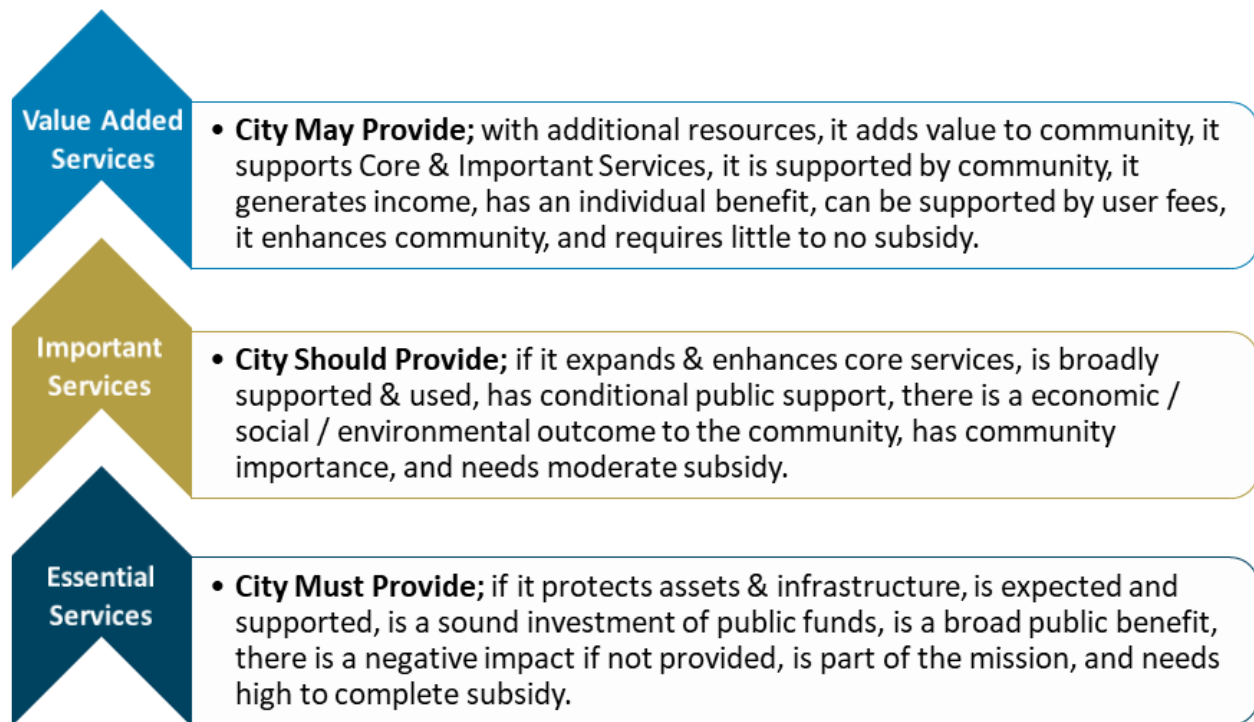


Figure 5: Program Classifications

With assistance from staff, a classification of programs and services was conducted for all of the recreation programs offered by the Department. The results presented in the following table represent the current classification of recreation program services. Programs should be assigned cost recovery goal ranges within those overall categories. A full program list organized by core area can be found in **APPENDIX A**.

Bloomington Program Classification Distribution		
Essential	Important	Value-Added
9%	30%	61%

Figure 6: Bloomington Program Classification Distribution

As the Department continues to evolve to better meet the community’s needs, there could be an added benefit to managing the services if they all were classified according to the Cost Recovery Model for Sustainable Services depicted below in **Figure 7**.

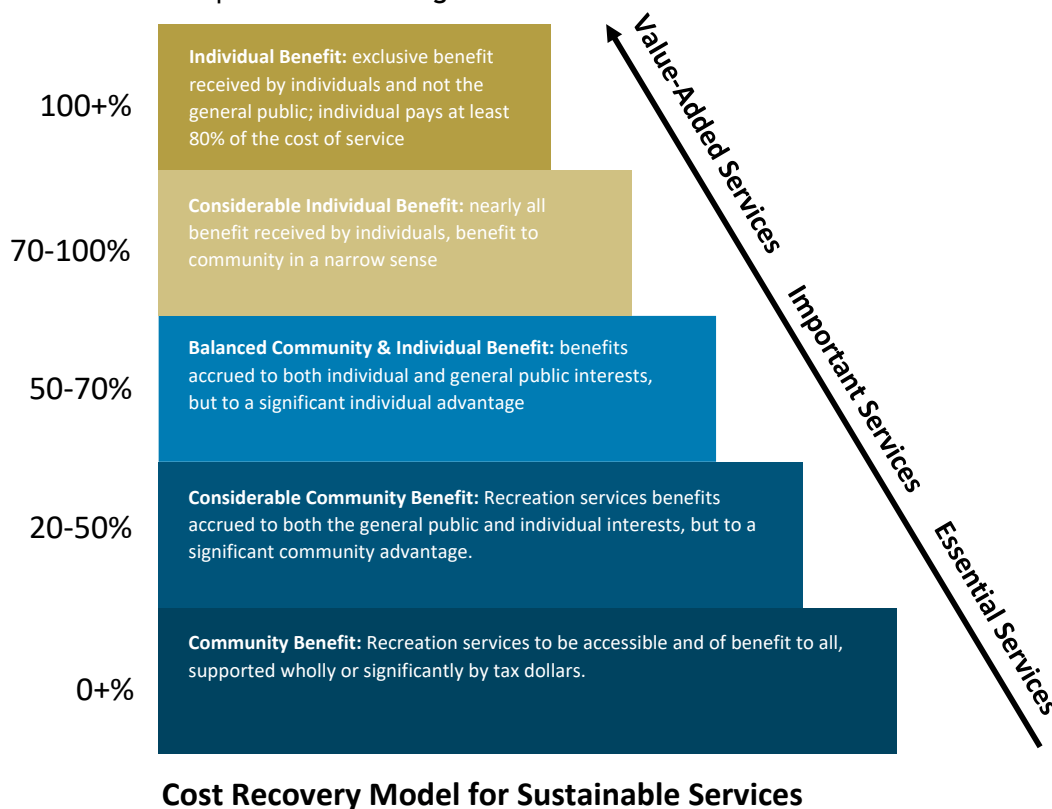


Figure 7: Cost Recovery Model

Given the broad range of cost recovery goals (i.e., 0% to 40% for Essential Services or 40% to 80% for Important Services), it would be helpful to further distribute programs internally within sub-ranges of cost recovery as depicted in the previous Figure. This will allow for programs to fall within an overall service classification tier while still demonstrating a difference in expected / desired cost recovery goals based on a greater understanding of the program’s goals (e.g., Pure Community services versus Mostly Community Services or Community and Individual Mix versus Mostly Individual Mix).

**1.3.4 COST OF SERVICE & COST RECOVERY**

Cost recovery targets should at least be identified for each Core Program Area, and for specific programs or events where realistic. The previously identified Core Program Areas would serve as an effective breakdown for tracking cost recovery metrics including administrative costs. Theoretically, staff should review how programs are grouped for similar cost recovery and subsidy goals to determine if current practices still meet management outcomes.

Determining cost recovery performance and using it to make informed pricing decisions involves a three-step process:

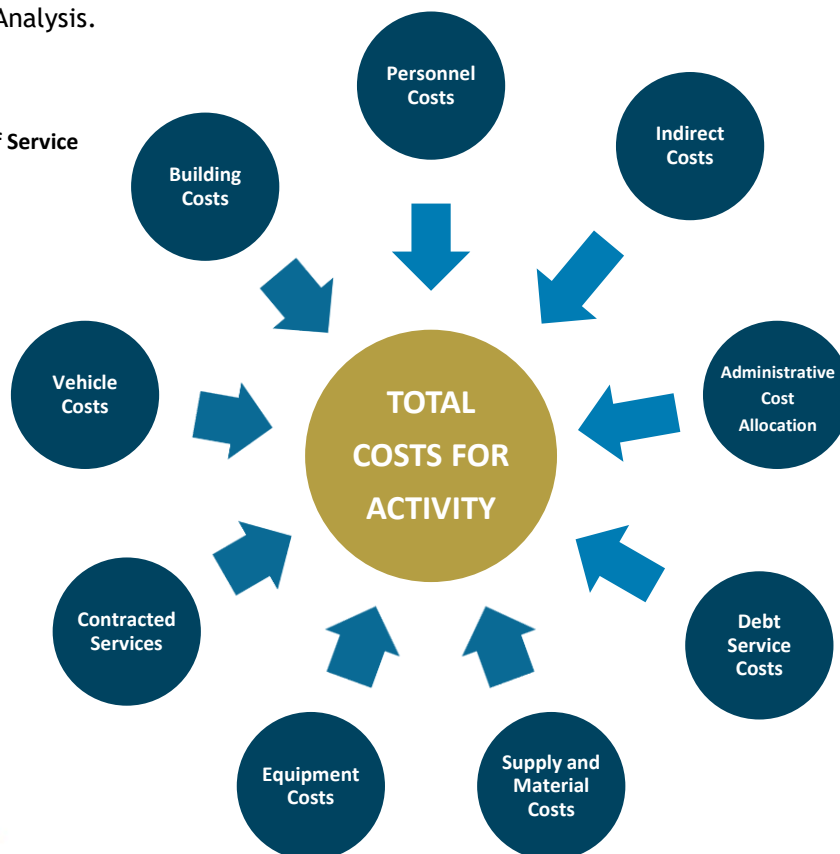
1. Classify all programs and services based on the public or private benefit they provide (as completed in the previous section).
2. Conduct a Cost of Service Analysis to calculate the full cost of each program.
3. Establish a cost recovery percentage, through Department policy, for each program or program type based on the outcomes of the previous two steps and adjust program prices accordingly.

The following provide more detail on steps 2 & 3.

**UNDERSTANDING THE FULL COST OF SERVICE**

To develop specific cost recovery targets, full cost of accounting needs to be created on each class or program that accurately calculates direct and indirect costs. Cost recovery goals are established once these numbers are in place, and the Department’s program staff should be trained on this process. A Cost of Service Analysis should be conducted on each program, or program type, that accurately calculates direct (i.e., program-specific) and indirect (i.e., comprehensive, including administrative overhead) costs. Completing a Cost of Service Analysis not only helps determine the true and full cost of offering a program, but it also provides information that can be used to price programs based upon accurate delivery costs. **Figure 8** illustrates the common types of costs that must be accounted for in a Cost of Service Analysis.

**Figure 8: Cost of Service Analysis**



The methodology for determining the total Cost of Service involves calculating the total cost for the activity, program, or service, then calculating the total revenue earned for that activity. Costs (and revenue) can also be derived on a per unit basis. Program or activity units may include:

- Number of participants
- Number of tasks performed
- Number of consumable units
- Number of service calls
- Number of events
- Required time for offering program/service.

Agencies use Cost of Service Analysis to determine what financial resources are required to provide specific programs at specific levels of service. Results are used to determine and track cost recovery as well as to benchmark different programs provided by the Department between one another. Cost recovery goals are established once Cost of Service totals have been calculated. Program staff should be trained on the process of conducting a Cost of Service Analysis and the process should be undertaken on a regular basis.

**CURRENT COST RECOVERY**

With regard to programs, services, and events, methods to measure and track cost recovery have not been developed up to this point. It is best practice to have cost recovery goals at the Core Program Area level, and over time, evolve into implementing cost recovery goals at the individual program level as well. The below table shows cost recovery best practices for those Core Program Areas identified. Setting, tracking, and reaching cost recovery goals for every Core Program Area will help the Department justify program expense and make a case for additional offerings in the future.

Cost Recovery Goal by Core Program Area			
Core Program Area	Best Practice in Cost Recovery	Core Program Area	Best Practice in Cost Recovery
Adaptive Recreation	0%-25%	Ice Arena	25%-75%
Adult Athletics	25%-75%	Rentals	100%+
Aquatics	50%-100%	Senior Programs	25%-50%
Arts Programs	25%-75%	Special Events	0%-25%
Golf	75%-100%+	Youth Programs	25%-75%

Figure 9: Cost Recovery by Core Program Area

As shown in the table above, cost recovery targets can vary based on the Core Program Area, and even at the program level within a Core Program Area. Several variables can influence the cost recovery target, including lifecycle stage, demographic served, and perhaps most important, program classification. These are best practices for Core Program Areas. Programs within each Core Program Area will vary in price and subsidy level. The program mix within each Core Program Area will determine the cost recovery capabilities. The Department should determine the current cost recovery of each Core Program Area to begin establishing goals. With an approved cost recovery goal, annual tracking, and quality assurance cost recovery goals will improve. Use this key performance indicator in Figure 9 and update it annually to include the actual cost recovery achieved. Each Core Program Area can be benchmarked against itself on an annual basis.

### **COST RECOVERY BEST PRACTICES**

Cost recovery targets should reflect the degree to which a program provides a public versus individual good. Programs providing public benefits (i.e., Essential programs) should be subsidized more by the Department; programs providing individual benefits (i.e., Value-Added programs) should seek to recover costs and/or generate revenue for other services. To help plan and implement cost recovery policies, the consulting team has developed the following definitions to help classify specific programs within program areas.

- **Essential Programs**-category are critical to achieving the organizational mission and providing community-wide benefits and, therefore, generally receive priority for tax-dollar subsidization.
- **Important or Value-Added** program classifications generally represent programs that receive lower priority for subsidization.
  - **Important** programs contribute to the organizational mission but are not essential to it; therefore, cost recovery for these programs should be high (i.e., at least 80% overall).
  - **Value-Added** programs are not critical to the mission and should be prevented from drawing upon limited public funding, so overall cost recovery for these programs should be near or in excess of 100%.

1.3.5 PRICING

Pricing strategies are one mechanism agencies can use to influence cost recovery. Overall, the degree to which the Department uses various pricing strategies rather sporadic. Pricing tactics are concentrated in residency rates, market competition rates, and customer’s ability to pay. However, some core areas also use group discounts, location pricing, and cost recovery goals.

The core area with the largest variety of pricing strategies is Aquatics which utilizes 8 of the 10 options. Moving forward, the Department should consider utilizing age segment pricing, family/household status, weekday/weekend rates, prime/non-prime time rates more frequently as they are also valuable strategies when setting prices. These untapped pricing strategies are useful to help stabilize usage patterns and help with cost recovery for higher quality amenities and services. The consulting team recommends that all Core Program Areas utilize cost recovery as a major factor in determining pricing and look at underutilized pricing strategies to bolster participation and revenue.

Staff should continue to monitor the effectiveness of the various pricing strategies they employ and make adjustments as necessary. It is also important to continue monitoring for yearly competitor and other service providers (i.e., similar providers) as found in **Appendix B**. The table below details pricing methods currently in place by each Core Program Area and additional areas for strategies to implement over time.

Pricing Strategies										
Core Program Area	Age Segment	Family/ Household Status	Residency	Weekday/ Weekend	Prime / Non- Prime Time	Group Discounts	By Location	By Competition (Market Rate)	By Cost Recovery Goals	By Customer's Ability to Pay
Adaptive Recreation										X
Adult Athletics			X					X	X	
Aquatics	X	X	X		X	X	X	X		X
Arts Programs			X	X		X	X	X	X	X
Golf			X					X	X	
Ice Arena					X			X	X	
Rentals				X			X	X		X
Senior Programs			X					X		X
Special Events			X			X	X		X	X
Youth Programs	X		X					X		X

Figure 10: Pricing Strategies

### 1.3.6 PROGRAM STRATEGY RECOMMENDATIONS

In general, the Department program staff should continue the cycle of evaluating programs on both individual merit as well as the program mix as a whole. This can be completed at one time on an annual basis, or in batches at key seasonal points of the year, as long as each program is checked once per year. The following tools and strategies can help facilitate this evaluation process:

#### MINI BUSINESS PLANS

The planning team recommends that Mini Business Plans (2-3 pages) for each Core Program Area be updated on a yearly basis. These plans should evaluate the Core Program Area based on meeting the outcomes desired for participants, cost recovery, percentage of the market and business controls, cost of service, pricing strategy for the next year, and marketing strategies that are to be implemented. If developed regularly and consistently, they can be effective tools for budget construction and justification processes in addition to marketing and communication tools.

#### PROGRAM DEVELOPMENT & DECISION-MAKING MATRIX

When developing program plans and strategies, it is useful to consider all of the Core Program Areas and individual program analysis discussed in this Program Assessment. Lifecycle, Age Segment, Classification, and Cost Recovery Goals should all be tracked, and this information along with the latest demographic trends and community input should be factors that lead to program decision-making. Community input can help staff focus in on specific program areas to develop new opportunities in what group of citizens to target including the best marketing methods to use.

A simple, easy-to-use tool similar to **Figure 11** below will help compare programs and prioritize resources using multiple data points, rather than relying solely on cost recovery. In addition, this analysis will help staff make an informed, objective case to the public when a program in decline, but beloved by a few, is retired. If the program/service is determined to have strong priority, appropriate cost recovery, good age segment appeal, good partnership potential, and strong market conditions the next step is to determine the marketing methods using the Figure below.

Marketing & Promotion Methods				
Program Idea (Name or Concept): _____				
Marketing Methods	Content Developed	Contact Information	Start Date	
Activity Guide				
Website				
Newspaper Article				
Radio				
Social Media				
Flyers - Public Places				
Newspaper Ad				
Email Notification				
Event Website				
School Flyer/Newsletter				
Television				
Digital Sign				
Friends & Neighbors Groups				
Staff Promotion @ Events				

Internal Factors			
<b>Priority Ranking:</b>	High	Medium	Low
<b>Program Area:</b>	Core	Non-core	
<b>Classification</b>	Essential	Important	Discretionary
<b>Cost Recovery Range</b>	0-40%	60-80%	80+%
<b>Age Segment</b>	Primary	Secondary	
<b>Sponsorship/Partnership</b>			
<b>Potential Partnerships</b>	Monetary	Volunteers	Partner Skill
<b>Potential Sponsors</b>	Monetary	Volunteers	Sponsor Skill
<b>Market Competition</b>			
<b>Number of Competitors</b>			
<b>Competitiveness</b>	High	Medium	Low
<b>Growth Potential</b>	High	Low	

Figure 11: Mini Business Plan Examples

**PROGRAM EVALUATION CYCLE (WITH LIFECYCLE STAGES)**

Using the Age Segment and Lifecycle analysis, and other established criteria, program staff should evaluate programs on an annual basis to determine program mix. This can be incorporated into the Program Operating/Business Plan process. A diagram of the program evaluation cycle and program lifecycle is found in *Figure 12*. During the Introductory Stages, program staff should establish program goals, design program scenarios and components, and develop the program operating/business plan. Regular program evaluations will help determine the future of a program.

If participation levels are still growing, continue to provide the program. When participation growth is slowing (or non-existent) or competition increases, staff should look at modifying the program to re-energize the customers to participate. When program participation is consistently declining, staff should terminate the program and replace it with a new program based on the public’s priority ranking and/or in activity areas that are trending nationally/regionally/locally, while taking into consideration the anticipated local participation percentage.

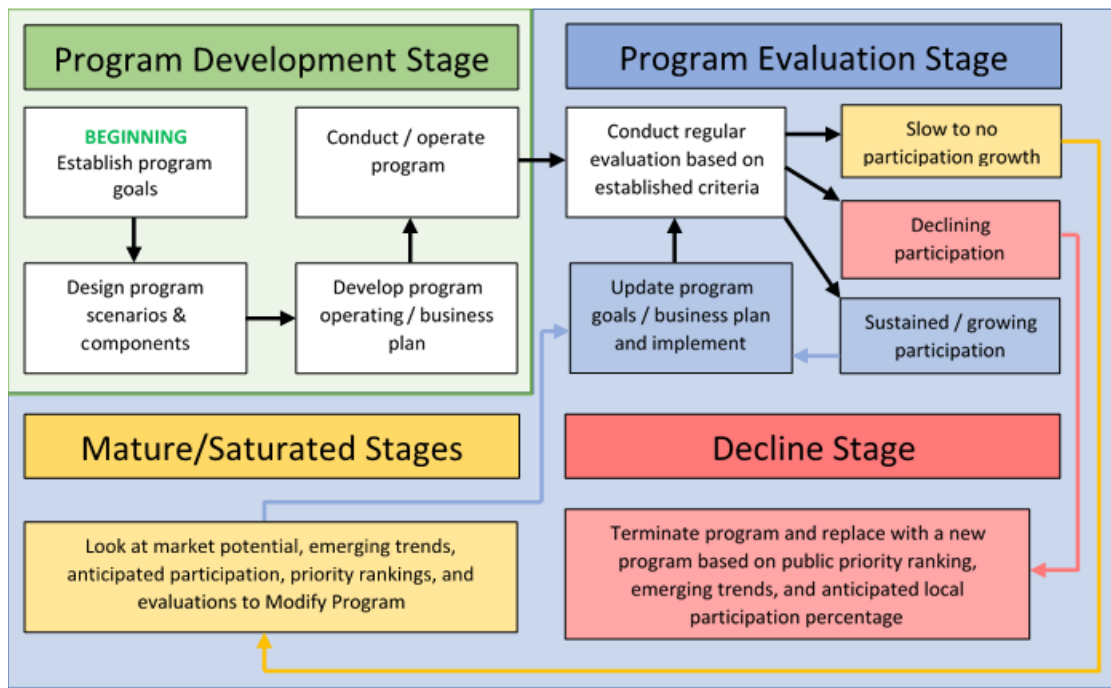


Figure 12: Evaluation Cycle with Program Lifecycle Logic Matrix



## 1.4 MARKETING, VOLUNTEERS, AND PARTNERSHIPS

### 1.4.1 CURRENT RECREATION MARKETING AND COMMUNICATIONS

The Department follows a marketing plan which currently communicates with residents through printed and online program guides, the City’s website, flyers/brochures, direct mail, email blasts, road sign marquees, SMS, online newsletters, in-facility signage, QR codes, and various social media channels (primarily City accounts).

Effective communication strategies require striking an appropriate balance between the content with the volume of messaging while utilizing the “right” methods of delivery. The Department has a broad distribution of delivery methods for promoting programs. It is imperative to continue updating the Marketing Plan annually to provide information for community needs, demographics, and recreation trends.

An effective marketing plan must build upon and integrate with supporting plans and directly coordinate with organization priorities. The plan should also provide specific guidance as to how the Department’s identity and brand is to be consistently portrayed across the multiple methods and deliverables used for communication.



1.4.2 WEBSITE

The Department’s homepage has a ribbon down the left side with several hyperlinks directing users to secondary pages with various information including: REC Online (Recreation Experience Center), Farmers Market, Golf Courses, Park Locations, Park FAQ’s, Program Registration, Volunteer Opportunities, and more. This allows visitors to easily find and access desired information, making the webpage very user friendly.

**BLOOMINGTONMN.gov**

Enter keywords

[A TO Z](#) | [CALENDAR](#) | [NEWS](#) | [ONLINE SERVICES](#) | [CONTACT](#)

HOME RESIDENTS BUSINESS GOVERNMENT ENVIRONMENT ARTS AND RECREATION COVID-19

**PARKS AND RECREATION LINKS**

**Parks and Recreation HOME**

- REC Online (Recreation Experience Center)
- Arts in the Parks
- Bloomington Ice Garden
- Center for the Arts
- + Creekside Community Center
- Community Engagement
- + Farmers Market
- Golf Courses
- Parks Commission
- Park Locations
- + Programs
- Park FAQs
- Park improvement projects
- Park System Master Plan 2020
- Performance Series
- Registration
- Rentals
- Seasonal Jobs with Parks and Rec
- + Special events
- Volunteer with Parks and Rec

**Parks and Recreation Department**

The City of Bloomington has initiated changes to Parks and Recreation operations and programming in response to the COVID-19 pandemic. [Learn more about cancellations, closures, and delays.](#) Bloomington's parks, playgrounds and trails remain open. Please follow CDC precautionary guidelines. [Learn more.](#)

The [CDC guide to Visiting Parks and Recreational Facilities](#) offers recommendations on how to protect yourself and others from COVID-19.

The City of Bloomington Parks and Recreation Department provides great parks, trails, facilities, programs and events for Bloomington residents of all ages. Use the links on this page to learn more.

**FEATURED PROGRAMS AND SERVICES**

The new [Recreation Experience Center \(REC Online\)](#) is your comprehensive online resource for fun, engaging, inclusive, and accessible activities that you can enjoy without leaving home!

**Follow Parks and Rec**

**Contact Information**

**Parks and Recreation Department**

952-563-8877  
[parksrec@BloomingtonMN.gov](mailto:parksrec@BloomingtonMN.gov)

**E-Subscribe**

Get email updates from the Parks and Recreation Department.

\* Enter your email:

### 1.4.3 SOCIAL MEDIA

The City of Bloomington uses of Web 2.0 technology with Facebook, Instagram, Nextdoor, Twitter, and YouTube. The key to successful implementation of a social network is to move the participants from awareness to action and creating greater user engagement. This could be done by:

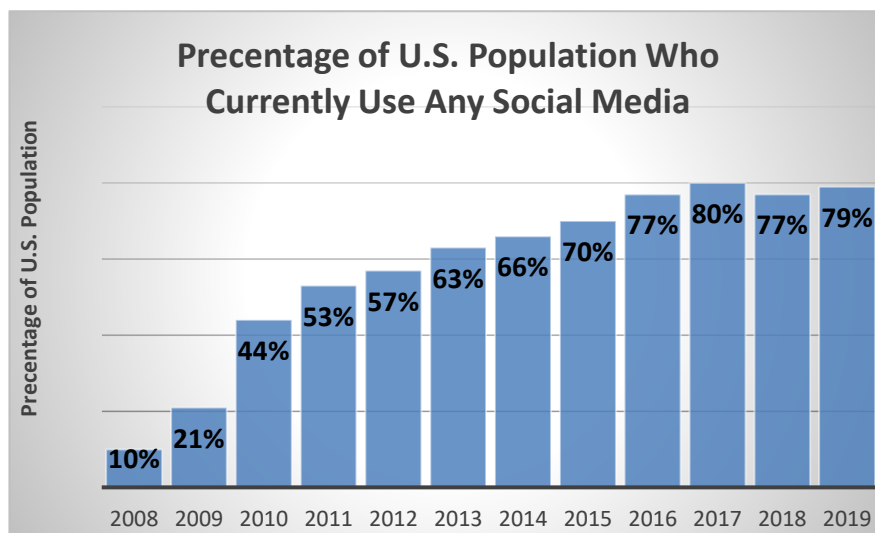


- Allowing controlled ‘user generated content’ by encouraging users to send in their pictures from the City’s special events or programs
- Introducing Facebook-only promotions to drive greater visitation to Facebook
- Leverage the website to obtain customer feedback for programs, parks and facilities and customer service
- Expand opportunities for Crowdsourcing information on an ongoing basis. Crowdsourcing is use for a call out of all types of resources such as man power, volunteers, and equipment to help accomplish your set goal
  - Some existing resources include [mindmixer.com](http://mindmixer.com) and [peakdemocracy.com](http://peakdemocracy.com) which can be evaluated if the Department has the resources and can utilize it on an on-going basis.
  - Crowdsourcing options could include printing program guides or developing marketing material
- Provide opportunities for Donations or Crowdfunding through the website. Crowdfunding is a monetary call out to complete a project or meet a goal.
  - [kickstarter.org](http://kickstarter.org) / [indiegogo.com](http://indiegogo.com) / [razoo.com](http://razoo.com) these sites help bring small amounts of money together to create needed capital
- Maximize the website’s revenue generating capabilities
- Conduct annual website strategy workshop with the staff to identify ways and means that the website can support the City’s Social Media Trends



### SOCIAL MEDIA USERS

Over the last decade, social media has become one of the Country’s fastest growing trends. With only ten percent of the country using social media in 2008; today, an estimated seventy-nine percent of the U.S. population is currently using some form of social media. With such a large percentage of the population using these online media platforms in their daily lives, it becomes essential for the City to take advantage of these marketing opportunities.

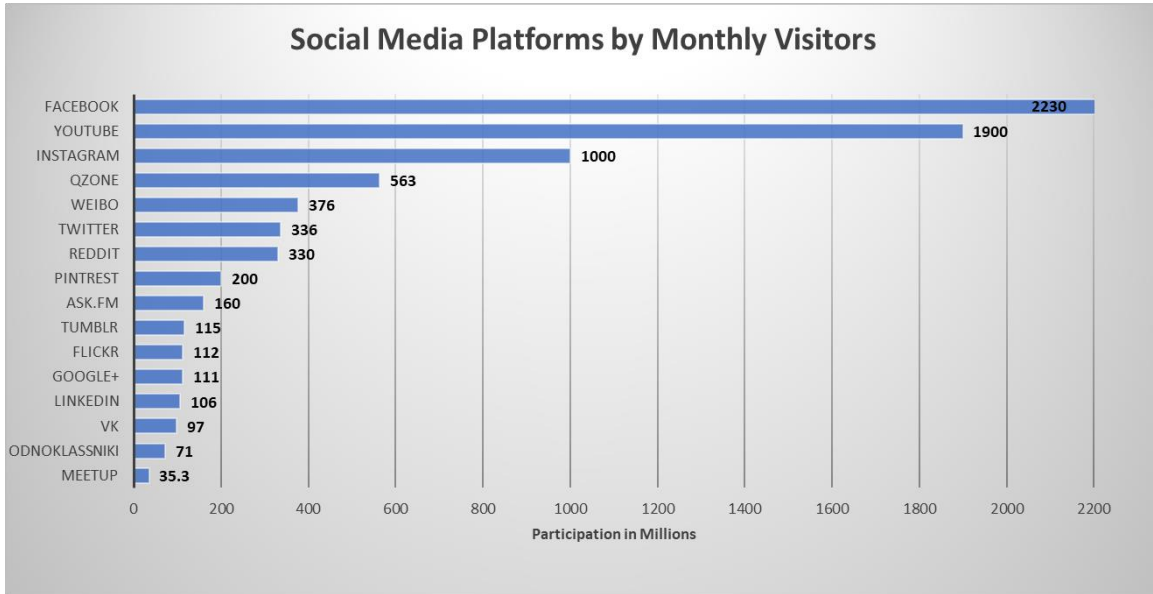


Source: <https://www.statista.com/statistics/273476/percentage-of-us-population-with-a-social-network-profile/>

Social media can be a useful and affordable tool to reach current and potentially new system users. Such platforms as Facebook, YouTube, Instagram, Pinterest, Twitter, or LinkedIn are extremely popular with not only today’s youth but also young and middle-aged adults.

**SOCIAL MEDIA PLATFORMS**

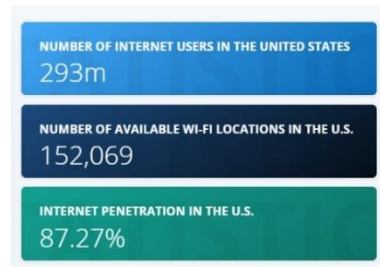
Below is a chart that depicts the most frequently used social media sites throughout the world. As of August 2019, Facebook stands out as the most heavily trafficked social media platform, with an estimated 2.2 billion visitors per month. YouTube is second with 1.9 billion visitors per month.



Source: [www.dreamgrow.com/top-15-most-popular-social-networking-sites/](http://www.dreamgrow.com/top-15-most-popular-social-networking-sites/)

**MEDIUMS USED TO ACCESS THE INTERNET**

The neighboring image is taken directly from Statista.com and depicts the number of internet users in the United States, number of available Wi-Fi locations, and internet penetration in the US. Only 10% of surveyed adults state they do not use the internet in 2019. As of 2018 Statista, the United States has the largest online market in the world with 312 million users.



Source: [www.statista.com/topics/2237/internet-usage-in-the-united-states/](http://www.statista.com/topics/2237/internet-usage-in-the-united-states/)

**1.4.4 MARKETING AND COMMUNICATIONS RECOMMENDATIONS**

- Ensure the marketing plan includes the components and strategies identified in this section.
- Establish priority segments to target in terms of new program/service development and communication tactics.
- Establish and review regularly performance measures for marketing; performance measures can be tracked through increased use of customer surveys as well as some web-based metrics.
- Leverage relationships with partners to enhance marketing efforts through cross-promotion that include defined measurable outcomes.



**1.4.5 VOLUNTEER AND PARTNERSHIP MANAGEMENT**

Today’s realities require most public recreation and parks departments to seek productive and meaningful partnerships with both community organizations and individuals to deliver quality and seamless services to their residents. These relationships should be mutually beneficial to each party to better meet overall community needs and expand the positive impact of the agency’s mission. Effective partnerships and meaningful volunteerism are key strategy areas for the City to meet the needs of the community in the years to come.

**CURRENT VOLUNTEER MANAGEMENT**

When managed with respect and used strategically, volunteers can serve as the primary advocates for the City and its offerings. Currently, the Department has volunteer opportunities posted on the Department website, underneath the “Volunteer with Parks and Rec” tab on their homepage. This is a great initiative that should be continued, making it easy for residents to find volunteer opportunities. At this time, park and recreation volunteer opportunities include:

- Warming House volunteers
- Adaptive Recreation volunteer opportunities
- Farmers Market Volunteers
- Pond House volunteers
- Special Event volunteers
- Summer Tena volunteer opportunities
- Park volunteer projects
- Help Monitor Emerald Ash Borer in your Neighborhood-Wasp Watchers Program

Management of volunteers includes regularly tracking individual volunteers, their skills, and hours volunteered. Tracking volunteer hours can be used in budget discussions showing how well the Department is able to leverage limited resources. Additionally, the Department is currently working with the City to develop a formal volunteer policy. This is strongly recommended and considered a best practice. The image below represents the volunteer information available online.

**Volunteer with Parks and Recreation**

Make a positive impact through volunteerism. You can build your resume, make friends and increase quality of life in your community – all while helping others. Check out the opportunities below and apply today!

**Contact Information**

**Parks and Recreation Department**

[952-563-8877](tel:952-563-8877)  
[parksrec@BloomingtonMN.gov](mailto:parksrec@BloomingtonMN.gov)

- ▶ Warming House volunteers
- ▶ Adaptive Recreation volunteer opportunities
- ▶ Farmers market volunteers
- ▶ Pond House volunteers
- ▶ Special events volunteers
- ▶ Summer Teen volunteer opportunities
- ▶ Park volunteer projects
- ▶ Help monitor Emerald Ash Borer in your neighborhood - Wasp Watchers Program information

## BEST PRACTICES IN VOLUNTEER MANAGEMENT

In developing a volunteer policy, some best practices that the Department should be aware of include:

- Involve volunteers in cross-training to expose them to various organizational functions and increase their skill. This can also increase their utility, allowing for more flexibility in making work assignments, and can increase their appreciation and understanding of the Department.
- Ensure a Volunteer Coordinator (a designated program staff member with volunteer management responsibility) and associated staff stay fully informed about the strategic direction of the agency overall, including strategic initiatives for all divisions. Periodically identify, evaluate, or revise specific tactics the volunteer services program should undertake to support the larger organizational mission.
- A key part of maintaining the desirability of volunteerism in the agency is developing a good reward and recognition system. The consultant team recommends using tactics similar to those found in frequent flier programs, wherein volunteers can use their volunteer hours to obtain early registration at programs, or discounted pricing at certain programs, rentals or events, or any other City function. Identify and summarize volunteer recognition policies in a Volunteer Policy document.
- Regularly update volunteer position descriptions. Include an overview of the volunteer position lifecycle in the Volunteer Manual, including the procedure for creating a new position.
- Add end-of-lifecycle process steps to the Volunteer Manual to ensure that there is formal documentation of resignation or termination of volunteers. Also include ways to monitor and track reasons for resignation/termination and perform exit interviews with outgoing volunteers when able.



In addition to number of volunteers and volunteer hours, categorization and tracking volunteerism by type and extent of work, is important:

- **Regular volunteers:** Those volunteers whose work is considered to be continuous, provided their work performance is satisfactory and there is a continuing need for their services.
- **Special event volunteers:** Volunteers who help out with a particular event with no expectation that they will return after the event is complete.
- **Episodic volunteers:** Volunteers who help out with a particular project type on a recurring or irregular basis with no expectation that they will return for other duties.
- **Volunteer interns:** Volunteers who have committed to work for the agency to fulfill a specific higher-level educational learning requirement.
- **Community service volunteers:** Volunteers who are volunteering over a specified period of time to fulfill a community service requirement.

The Department should continue to encourage employees to volunteer themselves in the community. Exposure of staff to the community in different roles (including those not related to parks and recreation) will raise awareness of the agency and its volunteer program. It also helps staff understand the role and expectations of a volunteer if they can experience it for themselves.

#### **1.4.6 RECREATION PROGRAM PARTNERSHIPS**

The Department currently works with several different types of partners throughout the community. These partnerships support facilitation of programs and sponsorships of community events. As with tracking of volunteer hours, tracking partnerships helps show leadership how well staff are able to leverage resources. Currently, the Department does not have a database of existing/potential partner organizations. Moving forward, it is highly recommended that the Department begin doing so in order to better track and manage partnerships.

In many instances, partnerships are inequitable to the public agency and do not produce reasonable shared benefits between parties. It is not suggested that the Department's existing partnerships are inequitable; rather, in general many park and recreation agencies' partnerships tend to be inequitable.

The following recommended policies will promote fairness and equity within the existing and future partnerships while helping staff to manage against potential internal and external conflicts. Certain partnership principles must be adopted by the Department for existing and future partnerships to work effectively. These partnership principles are as follows:

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

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

#### **POLICY BEST PRACTICE FOR ALL PARTNERSHIPS**

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

- Each partner will meet with or report to the Department staff on a regular basis to plan and share activity-based costs and equity invested.
- Partners will establish measurable outcomes and work through key issues to focus on for the coming year to meet the desired outcomes.
- Each partner will focus on meeting a balance of equity agreed to and track investment costs accordingly.
- Measurable outcomes will be reviewed quarterly and shared with each partner, with adjustments made as needed.
- A working partnership agreement will be developed and monitored together on a quarterly or as-needed basis.
- Each partner will assign a liaison to serve each partnership agency for communication and planning purposes.

### 1.4.7 POLICY RECOMMENDATIONS FOR PUBLIC/PRIVATE PARTNERSHIPS

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

- Upon entering into an agreement with a private business, group, association or individual, the Department staff and political leadership must recognize that they must allow the private entity to meet their financial objectives within reasonable parameters that protect the mission, goals and integrity of the Department.
- As an outcome of the partnership, the Department must receive a designated fee that may include a percentage of gross revenue dollars less sales tax on a regular basis, as outlined in the contract agreement.
- The working agreement of the partnership must establish a set of measurable outcomes to be achieved, as well as the tracking method of how those outcomes will be monitored by the agency. The outcomes will include standards of quality, financial reports, customer satisfaction, payments to the agency, and overall coordination with the Department for the services rendered.
- Depending on the level of investment made by the private contractor, the partnership agreement can be limited to months, a year or multiple years.
- If applicable, the private contractor will provide a working management plan annually that they will follow to ensure the outcomes desired by the Department. The management plan can and will be negotiated, if necessary. Monitoring of the management plan will be the responsibility of both partners. The agency must allow the contractor to operate freely in their best interest, as long as the outcomes are achieved and the terms of the partnership agreement are adhered to.
- The private contractor cannot lobby agency advisory or governing boards for renewal of a contract. Any such action will be cause for termination. All negotiations must be with the Department Director or their designee.
- The agency has the right to advertise for private contracted partnership services or negotiate on an individual basis with a bid process based on the professional level of the service to be provided.
- If conflicts arise between both partners, the highest-ranking officers from both sides will try to resolve the issue before going to each partner's legal counsels. If none can be achieved, the partnership shall be dissolved.



## PARTNERSHIP OPPORTUNITIES

The Department currently has a strong network of recreation program partners. Therefore, the following recommendations are both an overview of existing partnership opportunities available to the Department, as well as a suggested approach to organizing partnership pursuits. This is not an exhaustive list of all potential partnerships that can be developed, but this list can be used as a reference tool for the agency to develop its own priorities in partnership development. The following five areas of focus are recommended:

1. **Operational Partners:** Other entities and organizations that can support the efforts of the Department to maintain facilities and assets, promote amenities and park usage, support site needs, provide programs and events, and/or maintain the integrity of natural/cultural resources through in-kind labor, equipment, or materials.
2. **Vendor Partners:** Service providers and/or contractors that can gain brand association and notoriety as a preferred vendor or supporter of the City or Department in exchange for reduced rates, services, or some other agreed upon benefit.
3. **Service Partners:** Nonprofit organizations and/or friends' groups that support the efforts of the agency to provide programs and events, and/or serve specific constituents in the community collaboratively.
4. **Co-Branding Partners:** Private, for-profit organizations that can gain brand association and notoriety as a supporter of the Department in exchange for sponsorship or co-branded programs, events, marketing and promotional campaigns, and/or advertising opportunities.
5. **Resource Development Partners:** A private, nonprofit organization with the primary purpose to leverage private sector resources, grants, other public funding opportunities, and resources from individuals and groups within the community to support the goals and objectives of the agency on mutually agreed strategic initiatives.

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### 1.4.8 VOLUNTEER AND PARTNERSHIP RECOMMENDATIONS

The planning team recommends the following regarding volunteers and partnerships:

#### **ESTABLISH FORMAL VOLUNTEER AND PARTNERSHIP POLICIES AND AGREEMENTS**

Following the best practice listed in the previous section, continue developing volunteer and partner policies and agreements which are tailored to the different types of volunteers and partnerships the Department encounters. Additionally, begin compiling a list/database of all partner organizations. This will help with managing partnerships and overall assist in having good relationships with partners. Lastly, ensure background checks for all volunteers working with all programs are being conducted thoroughly.

1.5 APPENDIX A: PROGRAM CLASSIFICATION

Core Program Areas (Key)	
Adaptive Recreation	Ice Arena
Adult Athletics	Rentals
Aquatics	Senior Programs
Arts Programs	Special Events
Golf	Youth Programs

Classifications	
Essential	
Camp Kota	Adaptive programs
Summer Adventure Playgrounds	Inclusion Support
The View	The City Diner at Creekside
The Mini View	Loaves and Fishes
Teen Volunteers	Education programs

Classifications		
Important		
Bloomington Family Aquatic Center	Adult Tennis	Bone Builders
Bush Lake Beach	Adult Spikeball	Country Kickers Line Dancing
Safety Trainings	Tennis Lessons	Low Impact Exercise
Cedarcrest Splashpad	Pickleball	SAIL
Ice Rink Rentals	Summer Fete	Silver Sneakers - Strength and Balance
Normandale Lake Bandshell	Arts in the Parks	Chair Yoga
Adult Softball	Winter Fete	Gentle Mat Yoga
Adult Volleyball	Outdoor Farmers Market	Stretch Relax Meditate
Adult Basketball	Learn to Skate	Fare for All
Adult Kickball	Ice Rental	BCA Rentals
Adult Flag Football	Needle workers	BCA Performing Arts Series

<b>Classifications</b>		
<b>Value-Added</b>		
Swim Team Rentals	Cribbage	Card Making Classes
Adult Aqua Exercise	Euchre	AARP Tax Aide
Picnic Shelters	Hand and Foot Canasta	Outdoor Pavilion Concerts
Canoe Racks	Hearts	Galley Exhibits
Community Gardens	Pinochle	Art on Loan Program (Civic Plaza)
Bike Lockers	Card lessons	Artist Support Services
Safety Boot Camp	Byte Syte Advanced Computer User Group	Music in the Gallery Events
River Rendezvous	Dakim Brain Fitness	Creative Placemaking Program
Historical Programs	English as a Second Language	Visual Arts, Dance & Performing Arts Classes & Workshops
Indoor and Midweek Markets	Open Computer Lab	Youth Summer Arts Camp
Naturalist Programs	AARP Smart Driver Program	Outreach & Community Partner Programs
Pro's Ice	Writers Club	Gallery and Theater Tours (all ages)
Golf	Foot Care provided by Happy Feet	New York Arts Experience (adults/seniors)
Boutique	Health Insurancn Counseling provided by MAAA	Family Free Art Days (at BCA)
Ceramics	The Nurse Is In provided by Public Health	Artist in Residence Programs (youth & adult)
Leatherworking	Bloomingtones	Ticketed Theater Performances
North Star Scroller	Classic Country Music Jam	OLLI Lifetime Learning Workshops
Quilting	Creekside Crickets	Chamber Musical Concerts
Rock Shop	Garden Club	Youth & Adult Choir Classes & Performances
Woodcarvers	Pool	Ticketed Fundraiser Concert
Woodshop	Bingo	Annual Gala
Bridge	Lunch Parties	Community Performances & Concerts
Club 500		

1.6 APPENDIX B: SIMILAR PROVIDER BENCHMARK

Other Service Providers					
Name of Agency	Location in the City / County	Operator (Public / Private / Not-for-Profit)	General Description	Price Comparison with your Services	Distance in minutes from your Prime Facility
Great Wolf Lodge	Bloomington	Private		Higher	2 minutes
Richfield Aquatic Center	Richfield	Public		Same	5 minutes
Edina Aquatic Center	Edina	Public		Higher	10 minutes
Southdale YMCA	Edina	Non-Profit		N/A	8 minutes
Bloomington Community Education	Bloomington	Public		N/A	1 minute
Cascade Bay Waterpark	Eagan	Public		Higher	15 minutes
Lifetime Fitness	Bloomington	Private		Higher	5 minutes
Adult Sports	Many cities	Public		N/A	
Special Events	City of Minneapolis	Public	variety of special events	N/A	20 minutes
Facility Rentals	Many cities	Public and Private	event space rentals, community gardens	Varies	5-20 minutes
Ames Art Center	Burnsville	City-owned and operated facility	Performance space, galleries, rental spaces, special events	N/A	7 minutes
Eagan Art House	Eagan	City-owned and operated facility	Galleries, classrooms, rental spaces, outdoor spaces	Same	21 minutes
Eden Prairie Art Center	Eden Prairie	City-owned and operated facility	Galleries, classrooms, rental spaces, outdoor spaces	Higher	17 minutes
Edina Art Center	Edina	City-owned and operated facility	Galleries, classrooms, rental spaces, outdoor spaces	N/A	15 minutes
Hopkins Center for the Arts	Hopkins	Public and Private partnership	Performance space, galleries, rental spaces, special events	Same	18 minutes
Maple Grove Arts Center	Maple Grove	Non-Profit	Art galleries and classrooms	No rentals	30 minutes

<i>Name of Agency</i>	<i>Location in the City / County</i>	<i>Operator (Public / Private / Not-for-Profit)</i>	<i>General Description</i>	<i>Price Comparison with your Services</i>	<i>Distance in minutes from your Prime Facility</i>
MN Masonic Heritage Center	Bloomington	Private	Performance space, galleries, rental spaces, special events	N/A	8 minutes
Minnetonka Center for the Arts	Minnetonka	Non-Profit	Gallery and classrooms	No rentals	28 minutes
Paramount Center for the Arts	St. Cloud	Non-Profit	Performance space, galleries, classrooms, rental spaces, outdoor spaces	N/A	20 minutes
White Bear Center for the Arts	White Bear Lake	Non-Profit	Galleries, classrooms, rental spaces, outdoor spaces	N/A	37 minutes
Yellow Tree Theater	Osseo	Non-Profit	Performance space	N/A	29 minutes
Edina Senior Center	Edina	Public		Higher	15 minutes
Richfield Community Center	Richfield	Public	Community Center that hosts older adult programs	Same	10 minutes
Eden Prairie Senior Center	Eden Prairie	Public		Higher	19 minutes
Burnsville Senior Center	Burnsville	Public	Senior Center connected to Burnsville School district	Same	10 minutes

# DEMOGRAPHICS AND TRENDS STUDY

C

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## 1.1 MARKET ANALYSIS

### 1.1.1 INTRODUCTION

The City of Bloomington selected PROS Consulting, INC. to assist in completing a Community Center Business Plan. This plan will create a guide with proposed standards, business planning, cost estimating, and operations of similar facilities.

### 1.2 DEMOGRAPHIC ANALYSIS

The Demographic Analysis describes the population within Bloomington’s service area. This assessment is reflective of Bloomington’s total population and its key characteristics such as age segments, race, ethnicity, and income levels. It is important to note that future projections are based on historical patterns and unforeseen circumstances during or after the time of the analysis. This could have a significant bearing on the validity of the projected figures.



### 1.2.1 DEMOGRAPHIC OVERVIEW



2019 Total Population  
**88,812**



2019 Total Households  
**38,071**



2019 Median Age  
**44.7**



2019 Median Household Income  
**\$75,813**



2019 Race  
**76% White Alone**



1.2.2 METHODOLOGY

Demographic data used for the analysis was obtained from U.S. Census Bureau and from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in August 2019 and reflects actual numbers as reported in the 2010 Census as well as estimates for 2019 and 2024 as obtained by ESRI. Straight line linear regression was utilized for 2029 and 2034 projections. The City’s boundaries shown below were utilized for the demographic analysis (Figure 1).

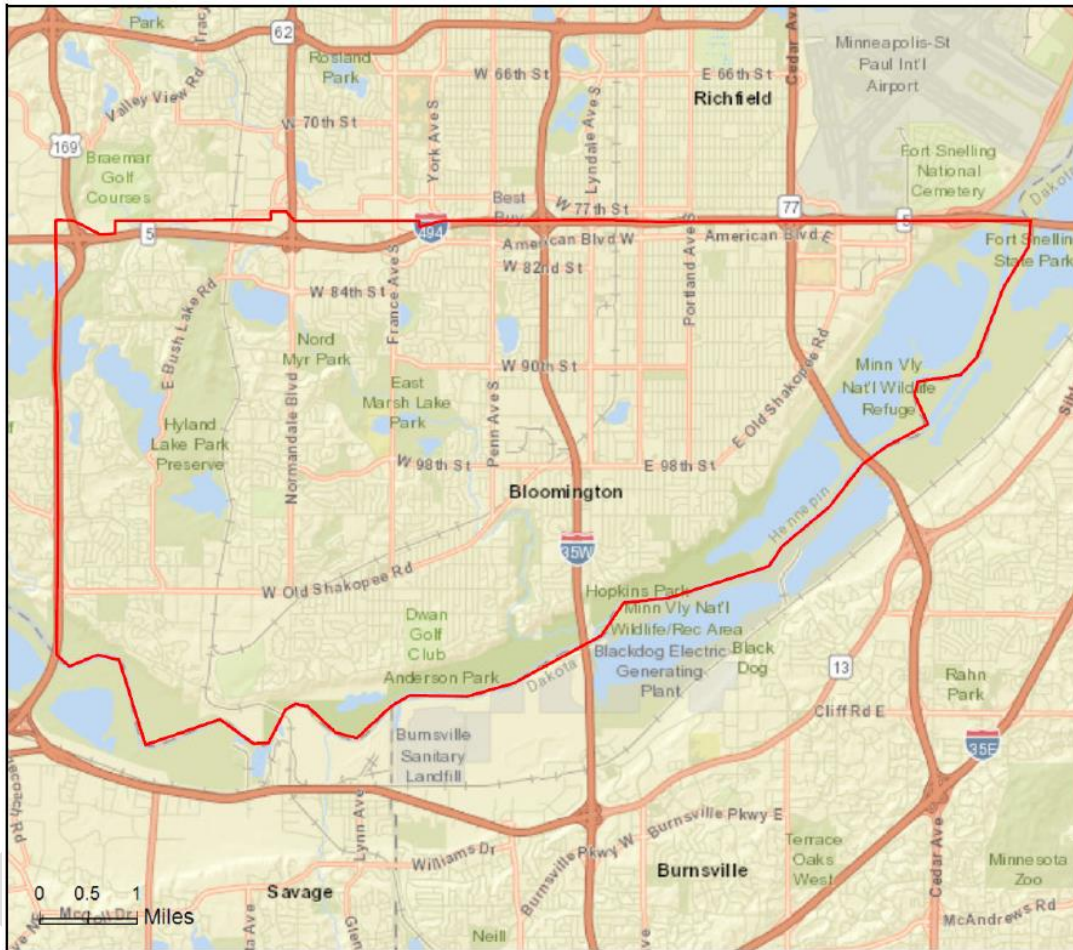


Figure 1: City Boundaries



### 1.2.3 SERVICE AREA POPULACE

#### POPULATION

The City of Bloomington’s population experienced an increase in growth within recent years, increasing 7.11% from 2010 to 2019 (0.79% per year). This is below the national annual growth rate of 0.85% (from 2010-2019). Similar to the population, the total number of households also experienced an increase in recent years (6.03% since 2010) with 0.67% per year.

Currently, the population is estimated at 88,812 individuals living within 38,071 households. Projecting ahead, the total population and total number of households are both expected to increase over the next 15 years. The 2034 predictions expect to have 99,874 residents living within 42,173 households (Figures 2 & 3).

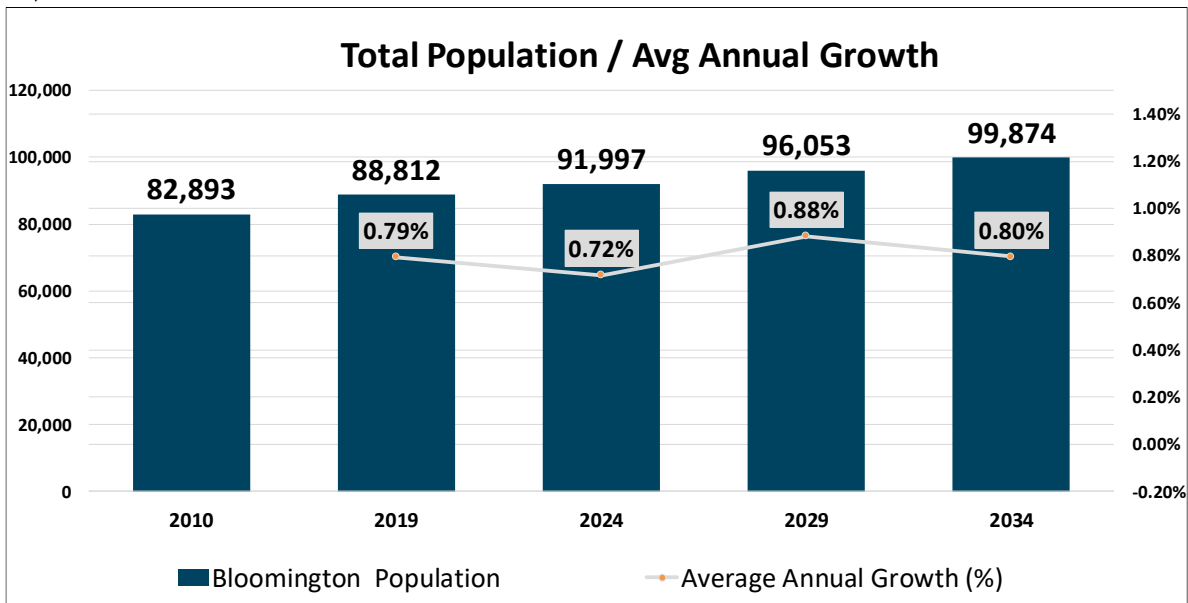


Figure 2: Total Population

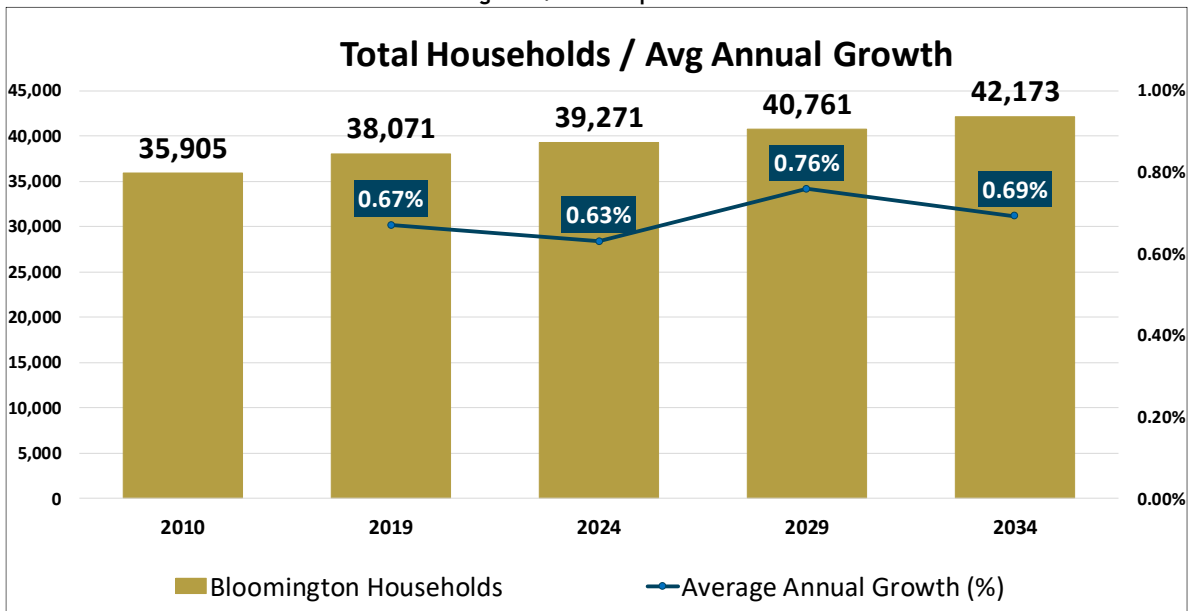


Figure 3: Total Number of Households

**AGE SEGMENT**

Evaluating the City by age segments, currently the service area has a higher population in age segment of 55-74 (27%). A potential to grow to 30% of the population in the next 15 years. The City of Bloomington is already ahead of the aging national trend with the median age of 44.7 (Figure 4).

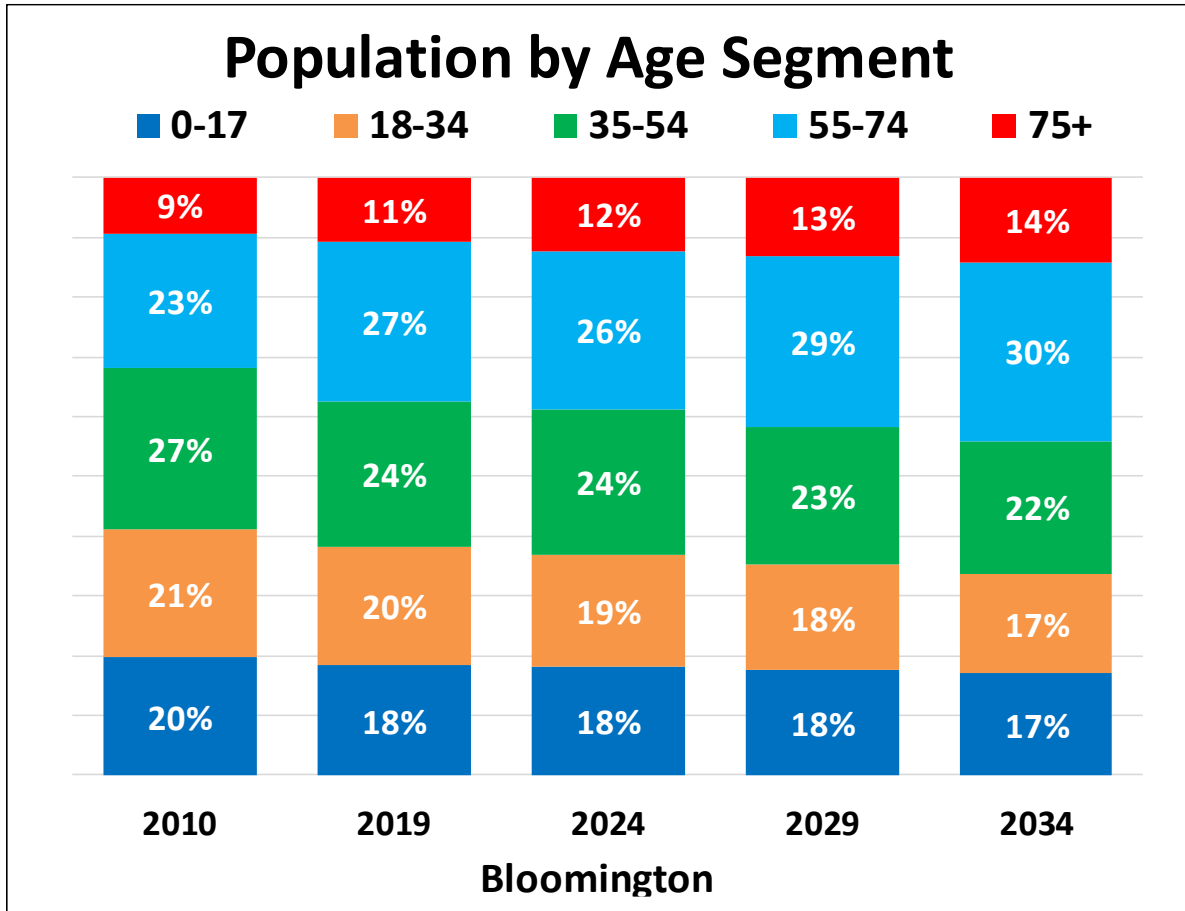


Figure 4: Population by Age Segments

## RACE AND ETHNICITY DEFINITIONS

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

- American Indian - This includes a person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment
- Asian - This includes a person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam
- Black - This includes a person having origins in any of the black racial groups of Africa
- Native Hawaiian or Other Pacific Islander - This includes a person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands
- White - This includes a person having origins in any of the original peoples of Europe, the Middle East, or North Africa
- Hispanic or Latino - This is an ethnic distinction, a subset of a race as defined by the Federal Government; this includes a person of Mexican, Puerto Rican, Cuban, South or Central American, or other Spanish culture or origin, regardless of race

*Please Note: The Census Bureau defines Race as a person's self-identification with one or more of the following social groups: White, Black or African American, Asian, American Indian and Alaska Native, Native Hawaiian and Other Pacific Islander, some other race, or a combination of these. While Ethnicity is defined as whether a person is of Hispanic / Latino origin or not. For this reason, the Hispanic / Latino ethnicity is viewed separate from race throughout this demographic analysis.*

**RACE**

Analyzing race, City’s current population is primarily White Alone (76%). The 2019 estimate shows that (8.7%) of the population falls into the Black Alone category and Asian (7.5%) represent the next largest population groups. The City is less diverse than the national population, which is approximately (70%) White Alone, (13%) Black Alone, and (7%) Some Other Race. The predictions for 2034 expect the City’s population to become (69%) White Alone, (11%) Black Alone, and (10%) Asian (Figure 5).

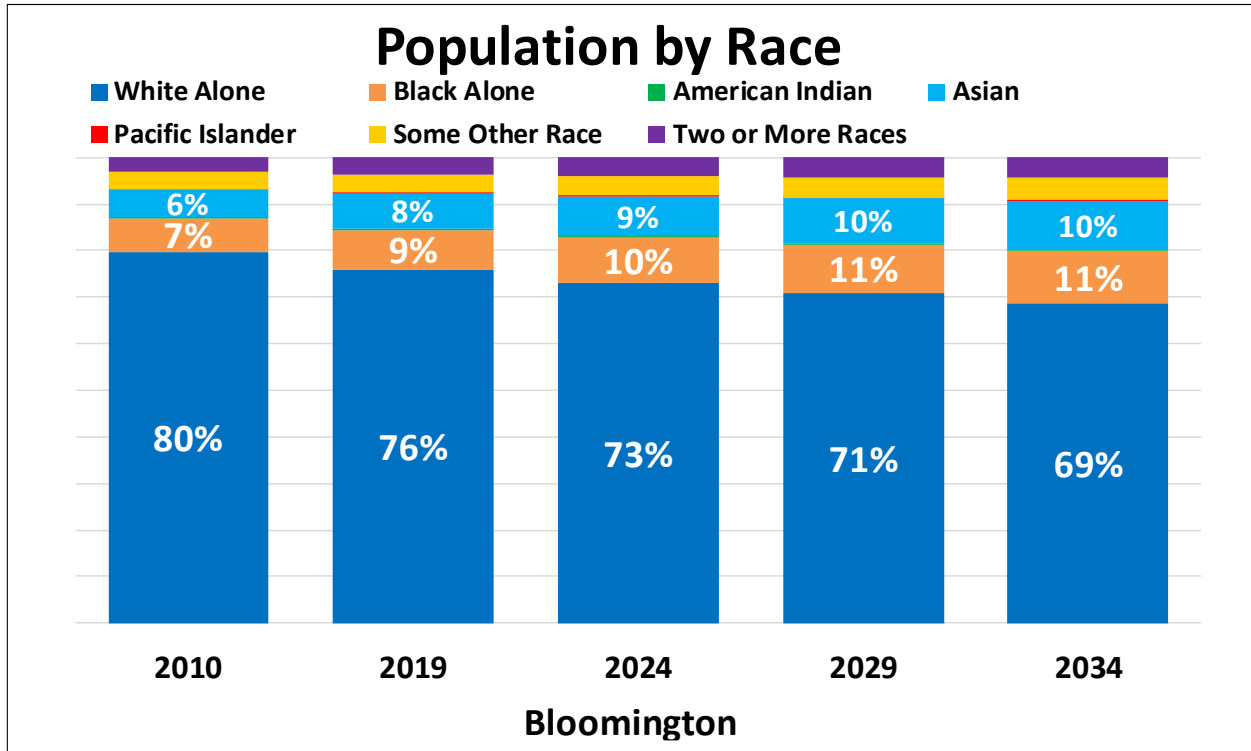


Figure 5: Population by Race

**ETHNICITY**

The City’s population was also assessed based on Hispanic/Latino ethnicity, which, by the Census Bureau definition, is viewed independently from race. It is important to note that individuals who are Hispanic/Latino can also identify with any of the racial categories from above. Based on the current estimate for 2019, those of Hispanic/Latino origin represent just 7% of the City’s current population, which is much lower than the national average (18% Hispanic/Latino). The Hispanic/Latino population is expected to slightly grow over the next 15 years, to represent (9%) of the City’s total population by 2034 (Figure 6).

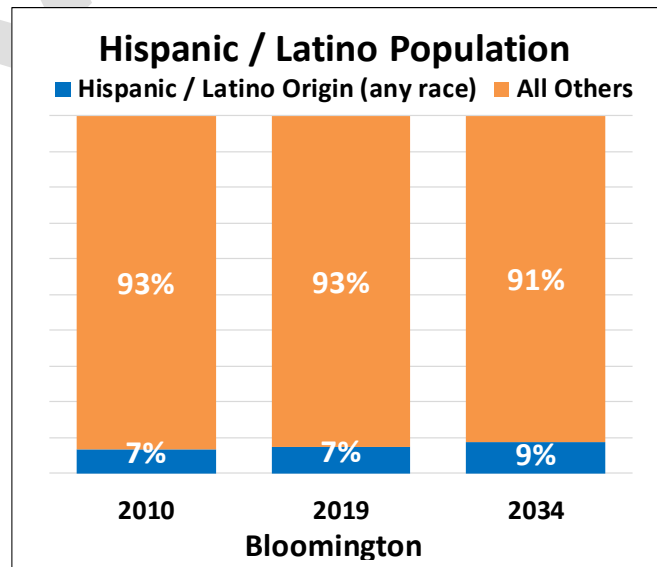


Figure 6: Population by Ethnicity

## HOUSEHOLD INCOME

The City's median household income (\$75,813) is higher than the state (\$69,559) and national (\$60,548) levels. The City's per capita income (\$43,800) is higher than both the state (\$36,727) and national (\$33,028) level. This may indicate a higher rate of disposable income among the population served and should be considered when developing financial sustainability within the City of Bloomington's future plans for community needs.

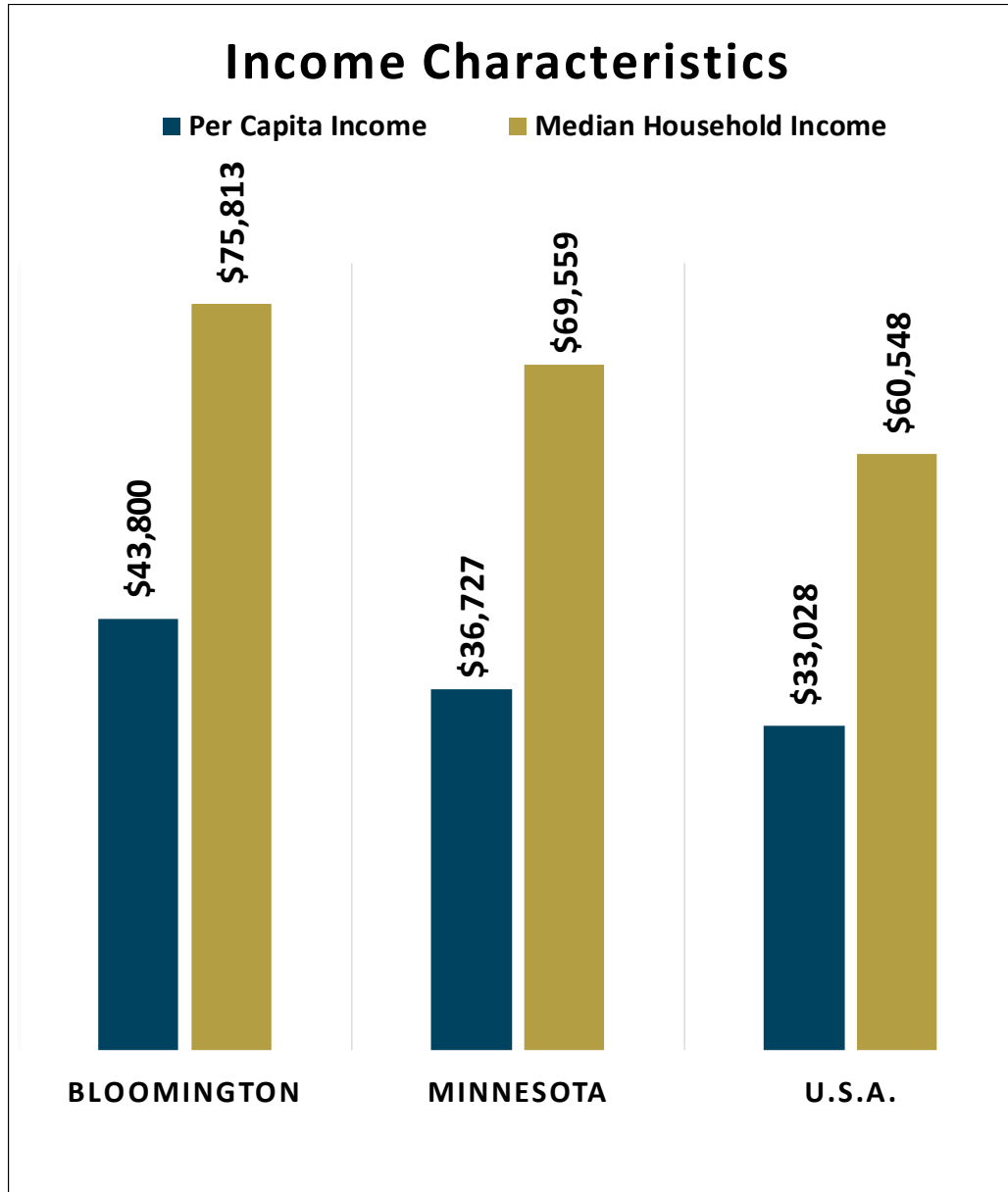


Figure 7: Income Characteristics

1.2.4 DEMOGRAPHIC COMPARATIVE SUMMARY

The table below is a summary of the City’s demographic figures. These figures are then compared to the state and U.S. populations to enable a local and national comparison of the local demographic. The highlighted cells represent key takeaways from the comparison between the City and the State/National population.

- = Significantly higher than the State/National Average
- = Significantly lower than the State/National Average

2019 Demographic Comparison		Bloomington	Minnesota	U.S.A.
Population	Annual Growth Rate (2010-2019)	0.79%	0.86%	0.85%
	Projected Annual Growth Rate (2019-2034)	0.83%	0.93%	0.90%
Households	Annual Growth Rate (2010-2019)	0.67%	0.81%	0.80%
	Average Household Size	2.31	2.49	2.59
Age Segment Distribution	Ages 0-17	18%	22%	22%
	Ages 18-34	20%	23%	23%
	Ages 35-54	24%	25%	25%
	Ages 55-74	27%	23%	23%
	Ages 75+	11%	7%	7%
Race Distribution	White Alone	75.8%	81.5%	69.6%
	Black Alone	8.7%	6.8%	12.9%
	American Indian	0.4%	1.2%	1.0%
	Asian	7.5%	5.2%	5.8%
	Pacific Islander	0.1%	0.1%	0.2%
	Some other Race	4.0%	2.3%	7.0%
	Two or More Races	3.6%	2.9%	3.5%
Hispanic/Latino Population	Hispanic / Latino Origin (any race)	7.3%	5.6%	18.6%
	All Others	92.7%	94.4%	81.4%
Income Characteristics	Per Capita Income	\$43,800	\$36,727	\$33,028
	Median Household Income	\$75,813	\$69,559	\$60,548

Figure 8: Service Area’s Demographic Comparative Summary Table



## DEMOGRAPHIC SUMMARY

- The annual growth rate of the City's population (0.79%) is lower than national rate (0.85%) and state's annual rate (0.86%)
- The City's household annual growth rate (0.67%) is lower than national (0.80%) and state (0.81%) averages.
- When assessing age segments 55-74 (27%) is higher than national (23%) and state (23%) age segments.
- The City's racial distribution has White Alone (75.8%), Black Alone (8.7%) and Asian (7.5%).
- The City's percentage of Hispanic/Latino population (7%) is well below the national level (18.6%)
- City's per capita income (\$43,800) and median household income (\$75,813) is above average compared to the state (\$36,727 & \$69,559) and U.S. (\$33,028 & \$60,548) income characteristics.

To support the summary and opportunity reflected in the demographics, The City should examine the regional and national recreational and sports trends defined in the next section while also considering their own communities' market potential index (Figures 9-21).





### 1.3 RECREATIONAL TRENDS ANALYSIS

The Trends Analysis provides an understanding of national, regional, and local recreational trends as well as generational participation trends. Trends data used for this analysis was obtained from Sports & Fitness Industry Association's (SFIA), National Recreation and Park Association (NRPA), and Environmental Systems Research Institute, Inc. (ESRI). All trends data is based on current and/or historical participation rates, statistically-valid survey results, or NRPA Park Metrics.

#### 1.3.1 NATIONAL TRENDS IN RECREATION

##### METHODOLOGY

The Sports & Fitness Industry Association's (SFIA) *Sports, Fitness & Recreational Activities Topline Participation Report 2019* was utilized in evaluating the following trends:

- National Sport and Fitness Participatory Trends
- Core vs. Casual Participation Trends
- Participation by Generation
- Non-Participant Interest by Age Segment



The study is based on findings from surveys carried out in 2018 by the Physical Activity Council (PAC), resulting in a total of 20,069 online interviews. Surveys were administered to all genders, ages, income levels, regions, and ethnicities to allow for statistical accuracy of the national population. A sample size of 20,069 completed interviews is considered by SFIA to result in a high degree of statistical accuracy. A sport with a participation rate of five percent has a confidence interval of plus or minus 0.31 percentage points at a 95 percent confidence interval. Using a weighting technique, survey results are applied to the total U.S. population figure of 300,652,039 people (ages six and older). The purpose of the report is to establish levels of activity and identify key participatory trends in recreation across the U.S.

##### CORE VS. CASUAL PARTICIPATION

In addition to overall participation rates, SFIA further categorizes active participants as either core or casual participants based on frequency. Core participants have higher participatory frequency than casual participants. The thresholds that define casual versus core participation may vary based on the nature of each individual activity. For instance, core participants engage in most fitness and recreational activities more than 50 times per year, while for sports, the threshold for core participation is typically 13 times per year.

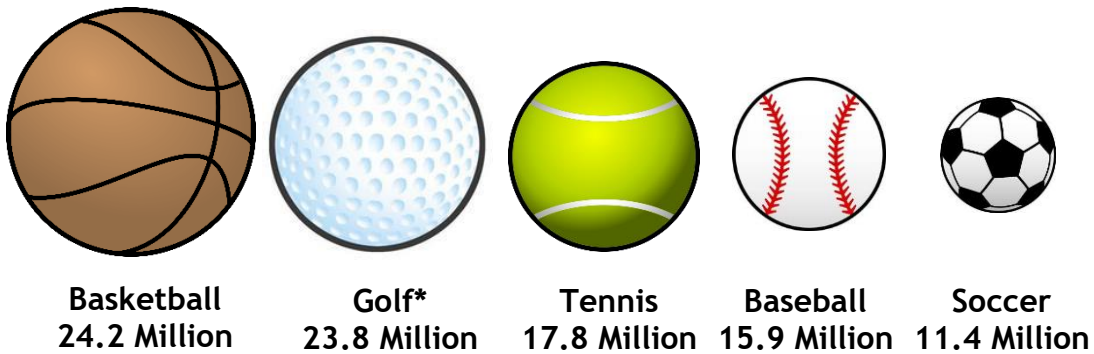
In a given activity, core participants are more committed and tend to be less likely to switch to other activities or become inactive (engage in no physical activity) than casual participants. This may also explain why activities with more core participants tend to experience less pattern shifts in participation rates than those with larger groups of casual participants.

### 1.3.2 NATIONAL SPORT AND FITNESS PARTICIPATORY TRENDS

#### NATIONAL TRENDS IN GENERAL SPORTS PARTICIPATION LEVELS

The most heavily participated in sports in the United States were Basketball (24.2 million) and Golf (23.8 million in 2017), which have participation figures well in excess of the other activities within the general sports category. This was followed by Tennis (17.8 million), Baseball (15.9 million), and Soccer (11.4 million).

Even though Golf has experienced a recent decrease in participation, it still continues to benefit from its wide age segment appeal and is considered a life-long sport. Basketball's success can be attributed to the limited amount of equipment needed to participate and the limited space requirements necessary, which make basketball the only traditional sport that can be played at the majority of American dwellings as a drive-way pickup game.



#### FIVE-YEAR TREND

Since 2013, Roller Hockey (33.6%) and Rugby (31.9%) have emerged as the overall fastest growing sports. During the last five-years, Baseball (19.5%), Cheerleading (18.7%), and Flag Football (17.1%) have also experienced significant growth. Based on the five-year trend, the sports that are most rapidly declining include Ultimate Frisbee (-46.6%), Touch Football (-22.7%), Tackle Football (-16.4%), Badminton (-11.4%), and Outdoor Soccer (-10.4%).

#### ONE-YEAR TREND

In general, the most recent year shares a similar pattern with the five-year trends; with Pickleball (5.4%), Basketball (3.5%), and Baseball (1.5%) experiencing the greatest increases in participation this past year. However, some sports that increased rapidly over the past five years have experienced recent decreases in participation, such as Roller Hockey (-5.5%). Other sports including Squash (-13.9%) and Ultimate Frisbee (-13.3%) have also seen a significant decrease in participation over the last year.

#### CORE VS. CASUAL TRENDS IN GENERAL SPORTS

Highly participated in sports, such as Basketball, Baseball, and Slow Pitch Softball, have a larger core participant base (participate 13+ times per year) than casual participant base (participate 1-12 times per year). While less mainstream sports, such as Ultimate Frisbee, Roller Hockey, Squash, and Boxing for Competition have larger casual participation base. These participants may be more inclined to switch to other sports or fitness activities, which is likely why they have all experienced a decline in participation this past year. *Please see Appendix A for full Core vs. Casual Participation breakdown.*

National Participatory Trends - General Sports					
Activity	Participation Levels			% Change	
	2013	2017	2018	5-Year Trend	1-Year Trend
Golf (9 or 18-Hole Course)	24,720	23,829	N/A	N/A	N/A
Basketball	23,669	23,401	24,225	2.3%	3.5%
Tennis	17,678	17,683	17,841	0.9%	0.9%
Baseball	13,284	15,642	15,877	19.5%	1.5%
Soccer (Outdoor)	12,726	11,924	11,405	-10.4%	-4.4%
Softball (Slow Pitch)	6,868	7,283	7,386	7.5%	1.4%
Football, Flag	5,610	6,551	6,572	17.1%	0.3%
Badminton	7,150	6,430	6,337	-11.4%	-1.4%
Volleyball (Court)	6,433	6,317	6,317	-1.8%	0.0%
Football, Touch	7,140	5,629	5,517	-22.7%	-2.0%
Soccer (Indoor)	4,803	5,399	5,233	9.0%	-3.1%
Football, Tackle	6,165	5,224	5,157	-16.4%	-1.3%
Volleyball (Sand/Beach)	4,769	4,947	4,770	0.0%	-3.6%
Gymnastics	4,972	4,805	4,770	-4.1%	-0.7%
Track and Field	4,071	4,161	4,143	1.8%	-0.4%
Cheerleading	3,235	3,816	3,841	18.7%	0.7%
Racquetball	3,824	3,526	3,480	-9.0%	-1.3%
Pickleball	N/A	3,132	3,301	N/A	5.4%
Ultimate Frisbee	5,077	3,126	2,710	-46.6%	-13.3%
Ice Hockey	2,393	2,544	2,447	2.3%	-3.8%
Softball (Fast Pitch)	2,498	2,309	2,303	-7.8%	-0.3%
Lacrosse	1,813	2,171	2,098	15.7%	-3.4%
Wrestling	1,829	1,896	1,908	4.3%	0.6%
Roller Hockey	1,298	1,834	1,734	33.6%	-5.5%
Rugby	1,183	1,621	1,560	31.9%	-3.8%
Squash	1,414	1,492	1,285	-9.1%	-13.9%
Boxing for Competition	1,134	1,368	1,310	15.5%	-4.2%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
<b>Legend:</b>	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 9: General Sports Participatory Trends

## NATIONAL TRENDS IN GENERAL FITNESS

### PARTICIPATION LEVELS

Overall, national participatory trends in fitness have experienced strong growth in recent years. Many of these activities have become popular due to an increased interest among Americans to improve their health and enhance quality of life by engaging in an active lifestyle. These activities also have very few barriers to entry, which provides a variety of options that are relatively inexpensive to participate in and can be performed by most individuals. The most popular general fitness activities amongst the U.S. population include: Fitness Walking (111.1 million), Treadmill (53.7 million), Free Weights (51.3 million), Running/Jogging (49.5 million), and Stationary Cycling (36.7 million).



**Fitness  
Walking**  
111.1 Million



**Treadmill**  
53.7 Million



**Dumbbell  
Free Weights**  
51.3 Million



**Running/  
Jogging**  
49.5 Million



**Stationary  
Cycling**  
36.7 Million

### FIVE-YEAR TREND

Over the last five years (2013-2018), the activities growing most rapidly are Trail Running (47.4%), Aerobics (24.8%), Barre (21.8%), Stair Climbing Machine (18.8%), and Yoga (18.2%). Over the same time frame, the activities that have undergone the biggest decline include: Dumbbell Free Weights (-12.0%), Running/Jogging (-8.7%), Fitness Walking (-5.3%), Traditional Triathlon (-4.2%), and Boot Camps Style Cross Training (-3.1%).

### ONE-YEAR TREND

In the last year, activities with the largest gains in participation were Trail Running (9.4%), Yoga (5.1%), and Elliptical Motion Trainer (3.0%). From 2017-2018, the activities that had the largest decline in participation were Non-Traditional Triathlon (-15.5%), Running/Jogging (-2.6%), and Cross-Training Style Workout (-2.1%).

### CORE VS. CASUAL TRENDS IN GENERAL FITNESS

It should be noted that many of the activities that are rapidly growing have a relatively low user base, which allows for more drastic shifts in terms of percentage, especially for five-year trends. Increasing casual participants may also explain the rapid growth in some activities. All of the top trending fitness activities, for the one-year and five-year trend, consist primarily of casual users. This is significant, as casual users are much more likely to switch to alternative activities compared to a core user. *Please see Appendix A for full Core vs. Casual Participation breakdown.*

National Participatory Trends - General Fitness					
Activity	Participation Levels			% Change	
	2013	2017	2018	5-Year Trend	1-Year Trend
Fitness Walking	117,351	110,805	111,101	-5.3%	0.3%
Treadmill	48,166	52,966	53,737	11.6%	1.5%
Free Weights (Dumbbells/Hand Weights)	58,267	52,217	51,291	-12.0%	-1.8%
Running/Jogging	54,188	50,770	49,459	-8.7%	-2.6%
Stationary Cycling (Recumbent/Upright)	35,247	36,035	36,668	4.0%	1.8%
Weight/Resistant Machines	36,267	36,291	36,372	0.3%	0.2%
Elliptical Motion Trainer	30,410	32,283	33,238	9.3%	3.0%
Yoga	24,310	27,354	28,745	18.2%	5.1%
Free Weights (Barbells)	25,641	27,444	27,834	8.6%	1.4%
Bodyweight Exercise	N/A	24,454	24,183	N/A	-1.1%
Dance, Step, & Choreographed Exercise	N/A	22,616	22,391	N/A	-1.0%
Aerobics (High Impact)	17,323	21,476	21,611	24.8%	0.6%
Stair Climbing Machine	12,642	14,948	15,025	18.8%	0.5%
Cross-Training Style Workout	N/A	13,622	13,338	N/A	-2.1%
Trail Running	6,792	9,149	10,010	47.4%	9.4%
Stationary Cycling (Group)	8,309	9,409	9,434	13.5%	0.3%
Pilates Training	8,069	9,047	9,084	12.6%	0.4%
Cardio Kickboxing	6,311	6,693	6,838	8.4%	2.2%
Boot Camp Style Cross-Training	6,911	6,651	6,695	-3.1%	0.7%
Martial Arts	5,314	5,838	5,821	9.5%	-0.3%
Boxing for Fitness	5,251	5,157	5,166	-1.6%	0.2%
Tai Chi	3,469	3,787	3,761	8.4%	-0.7%
Barre	2,901	3,436	3,532	21.8%	2.8%
Triathlon (Traditional/Road)	2,262	2,162	2,168	-4.2%	0.3%
Triathlon (Non-Traditional/Off Road)	1,390	1,878	1,589	14.3%	-15.4%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
<b>Legend:</b>	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 10: General Fitness National Participatory Trends

## NATIONAL TRENDS IN OUTDOOR RECREATION

### PARTICIPATION LEVELS

Results from the SFIA report demonstrate a contrast of growth and decline in participation regarding outdoor/adventure recreation activities. Much like the general fitness activities, these activities encourage an active lifestyle, can be performed individually or within a group, and are not as limited by time constraints. In 2018, the most popular activities, in terms of total participants, from the outdoor/adventure recreation category include: Day Hiking (47.9 million), Road Bicycling (39.0 million), Freshwater Fishing (39.0 million), and Camping within ¼ mile of Vehicle/Home (27.4 million), and Recreational Vehicle Camping (16.0 million).



**Hiking**  
(Day)  
**47.9 Million**



**Bicycling**  
(Road)  
**39.0 Million**



**Fishing**  
(Freshwater)  
**39.0 Million**



**Camping**  
(<¼mi. of Car/Home)  
**27.4 Million**



**Camping**  
(Recreational Vehicle)  
**16.0 Million**

### FIVE-YEAR TREND

From 2013-2018, BMX Bicycling (58.6%), Day Hiking (39.2%), Fly Fishing (18.1%), Backpacking Overnight (16.2%), and Recreational Vehicle Camping (9.8%) have undergone the largest increases in participation.

The five-year trend also shows activities such as In-Line Roller Skating (-17.8%), Birdwatching (-12.8%), Camping within ¼ mile of Home/Vehicle (-6.3%), and Road Bicycling (-4.5%) experiencing the largest decreases in participation.

### ONE-YEAR TREND

The one-year trend shows activities growing most rapidly being Day Hiking (6.6%), Camping within ¼ mile of Home/Vehicle (4.4%), and Fly Fishing (2.2%). Over the last year, activities that underwent the largest decreases in participation include: Adventure Racing (-12.4%), In-Line Roller Skating (-4.3%), and Overnight Backpacking (-4.0%).

### CORE VS. CASUAL TRENDS IN OUTDOOR RECREATION

A large majority of outdoor activities have experienced participation growth in the last five- years, with In-Line Roller Skating, Birdwatching, Camping within ¼ mile of Home/Vehicle, and Road Bicycling being the only activities decreasing in participation. Although this a positive trend for outdoor activities, it should be noted that a large majority of participation growth came from an increase in casual users. This is likely why we see a lot more activities experiencing decreases in participation when assessing the one-year trend, as the casual users likely found alternative activities to participate in. *Please see Appendix A for full Core vs. Casual Participation breakdown.*

National Participatory Trends - Outdoor / Adventure Recreation					
Activity	Participation Levels			% Change	
	2013	2017	2018	5-Year Trend	1-Year Trend
Hiking (Day)	34,378	44,900	47,860	39.2%	6.6%
Bicycling (Road)	40,888	38,866	39,041	-4.5%	0.5%
Fishing (Freshwater)	37,796	38,346	38,998	3.2%	1.7%
Camping (< 1/4 Mile of Vehicle/Home)	29,269	26,262	27,416	-6.3%	4.4%
Camping (Recreational Vehicle)	14,556	16,159	15,980	9.8%	-1.1%
Fishing (Saltwater)	11,790	13,062	12,830	8.8%	-1.8%
Birdwatching (>1/4 mile of Vehicle/Home)	14,152	12,296	12,344	-12.8%	0.4%
Backpacking Overnight	9,069	10,975	10,540	16.2%	-4.0%
Bicycling (Mountain)	8,542	8,609	8,690	1.7%	0.9%
Archery	7,647	7,769	7,654	0.1%	-1.5%
Fishing (Fly)	5,878	6,791	6,939	18.1%	2.2%
Skateboarding	6,350	6,382	6,500	2.4%	1.8%
Roller Skating, In-Line	6,129	5,268	5,040	-17.8%	-4.3%
Bicycling (BMX)	2,168	3,413	3,439	58.6%	0.8%
Climbing (Traditional/Ice/Mountaineering)	2,319	2,527	2,541	9.6%	0.6%
Adventure Racing	2,095	2,529	2,215	5.7%	-12.4%

NOTE: Participation figures are in 000's for the US population ages 6 and over

<b>Legend:</b>	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)
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Figure 11: Outdoor / Adventure Recreation Participatory Trends



## NATIONAL TRENDS IN AQUATICS PARTICIPATION LEVELS

Swimming is deemed as a lifetime activity, which is most likely why it continues to have such strong participation. In 2018, Fitness Swimming was the absolute leader in overall participation (27.6 million) amongst aquatic activities, largely due to its broad, multigenerational appeal.



### FIVE-YEAR TREND

Assessing the five-year trend, all aquatic activities have experienced growth. Aquatic Exercise stands out having increased 24.0% from 2013-2018, most likely due to the ongoing research that demonstrates the activity's great therapeutic benefit, followed by Competitive Swimming (15.4%) and Fitness Swimming (4.6%).

### ONE-YEAR TREND

Similar to the five-year trend, all aquatic activities also experienced growth regarding the one-year trend. Fitness Swimming (1.6%) had the largest increase in 2018, with Competitive Swimming (1.3%) and Aquatic Exercise (0.6%) not far behind.

National Participatory Trends - Aquatics					
Activity	Participation Levels			% Change	
	2013	2017	2018	5-Year Trend	1-Year Trend
Swimming (Fitness)	26,354	27,135	27,575	4.6%	1.6%
Aquatic Exercise	8,483	10,459	10,518	24.0%	0.6%
Swimming (Competition)	2,638	3,007	3,045	15.4%	1.3%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
<b>Legend:</b>	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 12: Aquatic Participatory Trends

### CORE VS. CASUAL TRENDS IN AQUATICS

All aquatic activities have undergone increases in participation over the last five years, primarily due to large increases in casual participation (1-49 times per year). From 2013 to 2018, casual participants of Competition Swimming increased by 45.5%, Aquatic Exercise by 40.0%, and Fitness Swimming by 10.7%. However, all core participation (50+ times per year) for aquatic activities have decreased over the last five-years. Please see *Appendix A* for full Core vs. Casual Participation breakdown.

## NATIONAL TRENDS IN WATER SPORTS / ACTIVITIES

### PARTICIPATION LEVELS

The most popular water sports / activities based on total participants in 2018 were Recreational Kayaking (11.0 million), Canoeing (9.1 million), and Snorkeling (7.8 million). It should be noted that water activity participation tends to vary based on regional, seasonal, and environmental factors. A region with more water access and a warmer climate is more likely to have a higher participation rate in water activities than a region that has long winter seasons or limited water access. Therefore, when assessing trends in water sports and activities, it is important to understand that fluctuations may be the result of environmental barriers which can greatly influence water activity participation.



**Kayaking**  
11.0 Million



**Canoeing**  
9.1 Million



**Snorkeling**  
7.8 Million



**Jet Skiing**  
5.3 Million



**Sailing**  
3.8 Million

### FIVE-YEAR TREND

Over the last five years, Stand-Up Paddling (73.3%) was by far the fastest growing water activity, followed by Recreational Kayaking (26.4%), White Water Kayaking (19.4%), Boardsailing/Windsurfing (17.5%), and Sea/Tour Kayaking (4.1%). From 2013-2018, activities declining in participation most rapidly were Surfing (-21.4%), Water Skiing (-20.0%), Jet Skiing (-17.0%), Wakeboarding (-15.7%), and Rafting (-11.3%).

### ONE-YEAR TREND

Contradicting the five-year trend, Surfing was the fastest growing of all water sports/activities increasing 7.2% in 2018. Recreational Kayaking (4.6%) and Stand-Up Paddling (3.8%) also had a spike in participation this past year. Activities which experienced the largest decreases in participation in the most recent year include: Wakeboarding (-7.0%), Snorkeling (-6.8%), and Water Skiing (-5.9%)

### CORE VS. CASUAL TRENDS IN WATER SPORTS/ACTIVITIES

As mentioned previously, regional, seasonal, and environmental limiting factors may influence the participation rate of water sport and activities. These factors may also explain why all water-based activities have drastically more casual participants than core participants, since frequencies of activities may be constrained by uncontrollable factors. These high casual user numbers are likely why a majority of water sports/activities have experienced decreases in participation in recent years. *Please see Appendix A for full Core vs. Casual Participation breakdown.*

National Participatory Trends - Water Sports / Activities					
Activity	Participation Levels			% Change	
	2013	2017	2018	5-Year Trend	1-Year Trend
Kayaking (Recreational)	8,716	10,533	11,017	26.4%	4.6%
Canoeing	10,153	9,220	9,129	-10.1%	-1.0%
Snorkeling	8,700	8,384	7,815	-10.2%	-6.8%
Jet Skiing	6,413	5,418	5,324	-17.0%	-1.7%
Sailing	3,915	3,974	3,754	-4.1%	-5.5%
Stand-Up Paddling	1,993	3,325	3,453	73.3%	3.8%
Rafting	3,836	3,479	3,404	-11.3%	-2.2%
Water Skiing	4,202	3,572	3,363	-20.0%	-5.9%
Surfing	3,658	2,680	2,874	-21.4%	7.2%
Scuba Diving	3,174	2,874	2,849	-10.2%	-0.9%
Kayaking (Sea/Touring)	2,694	2,955	2,805	4.1%	-5.1%
Wakeboarding	3,316	3,005	2,796	-15.7%	-7.0%
Kayaking (White Water)	2,146	2,500	2,562	19.4%	2.5%
Boardsailing/Windsurfing	1,324	1,573	1,556	17.5%	-1.1%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
<b>Legend:</b>	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 13: Water Sports / Activities Participatory Trends

1.3.3 PARTICIPATION BY GENERATION

Analyzing participation by age for recreational activities reveals that fitness and outdoor sports were the most common activities across all generations. Breaking down activity level by generation shows a converse correlation between age and healthy activity rates.

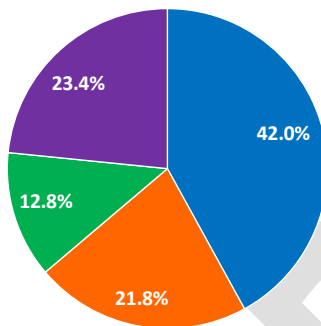
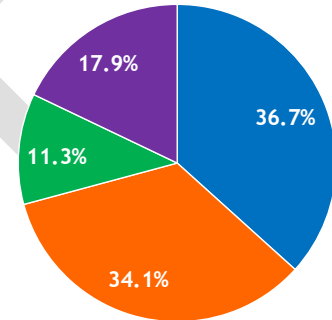
2018 PARTICIPATION RATES BY GENERATION

U.S. population, Ages 6+



**Generation Z (born 2000+)**

Generation Z were the most active, with only 17.9% of the population identifying as inactive. Approximately 81% of individuals within this generation were deemed high calorie burning in 2018; with 36.7% being active high calorie and 34.1% being casual high calorie.

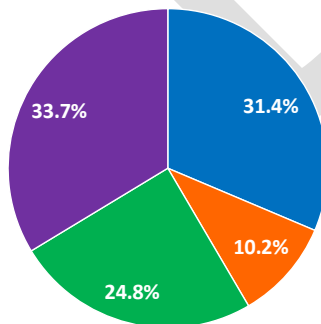
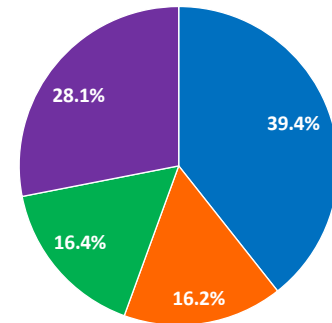


**Millennials (born 1980-1999)**

Almost half (42.0%) of millennials were active high calorie (35.4%) or active & high calorie (11.3%), while 24.0% claimed they were inactive. Even though this inactive rate is much higher than Generation Z's (17.6%), it is still below the national inactive rate (28%).

**Generation X (born 1965-1979)**

Generation X has the second highest active to a healthy level rate (35.0%) among all generations, only being 0.4% less than Millennials. At the same time, they also have the second highest inactive rate, with 28.1% not active at all.



**The Boomers (born 1945-1964)**

The Boomers were the least active generation, with an inactive rate of 33.3%. This age group tends to participate in less intensive activities. Approximately 34% claimed to engage in casual & low/med calorie (4.3%) or low/med calorie (29.6%) burning activities.

**Definitions:** Active (3+ times per week), Casual (1-2 times per week), High Calorie (20+ minutes of elevated heart rate), Low/Med Calorie (>20 minutes of elevated heart rate), Inactive (no physical activity in 2018)

### 1.3.4 NON-PARTICIPANT INTEREST BY AGE SEGMENT

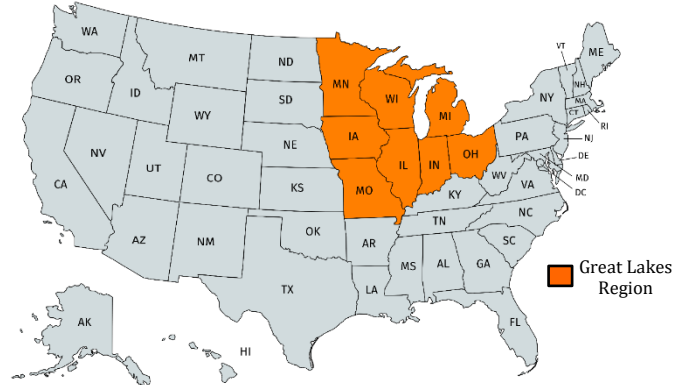
In addition to participation rates by generation, SFIA also tracks non-participant interest. These are activities that the U.S. population currently does not participate in due to physical or monetary barriers, but is interested in participating in. Below are the top five activities that each age segment would be most likely to partake in, if they were readily available.

Overall, the activities most age segments are interested in include: Camping, Bicycling, Fishing, and Swimming for Fitness. All of which are deemed as low-impact activities, making them obtainable for any age segment to enjoy.



**NATIONAL AND REGIONAL PROGRAMMING TRENDS**  
**PROGRAMS OFFERED BY PARK AND RECREATION AGENCIES (GREAT LAKES REGION)**

NRPA’s *Agency Performance Review 2019* summarize key findings from NRPA Park Metrics, which is a benchmark tool that compares the management and planning of operating resources and capital facilities of park and recreation agencies. The report contains data from 1,075 park and recreation agencies across the U.S. as reported between 2016 and 2018.



Based on this year’s report, the typical agency (i.e., those at the median values) offers 175 programs annually, with roughly 63% of those programs being fee-based activities/events.

According to the information reported to the NRPA, the top five programming activities most frequently offered by park and recreation agencies, both in the U.S. and regionally, are described in the table below (Figure 14). A complete comparison of regional and national programs offered by agencies can be found in Figure 15.

When comparing Great Lakes Region agencies to the U.S. average, themed special events, social recreation events, team sports, health & wellness education, and fitness enhancement classes were all identified as the top five most commonly provided program areas offered regionally and nationally.

Top 5 Most Offered Core Program Areas (Offered by Parks and Recreation Agencies)	
Great Lakes (% of agencies offering)	U.S. (% of agencies offering)
<ul style="list-style-type: none"> <li>Themed Special Events (89%)</li> </ul>	<ul style="list-style-type: none"> <li>Themed Special Events (87%)</li> </ul>
<ul style="list-style-type: none"> <li>Social Recreation Events (87%)</li> </ul>	<ul style="list-style-type: none"> <li>Team Sports (87%)</li> </ul>
<ul style="list-style-type: none"> <li>Team Sports (84%)</li> </ul>	<ul style="list-style-type: none"> <li>Social Recreation Events (86%)</li> </ul>
<ul style="list-style-type: none"> <li>Health &amp; Wellness Education (81%)</li> </ul>	<ul style="list-style-type: none"> <li>Health &amp; Wellness Education (79%)</li> </ul>
<ul style="list-style-type: none"> <li>Fitness Enhancement Classes (79%)</li> </ul>	<ul style="list-style-type: none"> <li>Fitness Enhancement Classes (77%)</li> </ul>

Figure 14: Top 5 Core Program Areas

Overall, Great Lakes Region parks and recreation agencies are very similar to the U.S. average regarding program offerings. However, utilizing a discrepancy threshold of +/-5% (or more), Great Lakes agencies are currently offering Performing Arts and Golf programs at a higher rate than the national average.

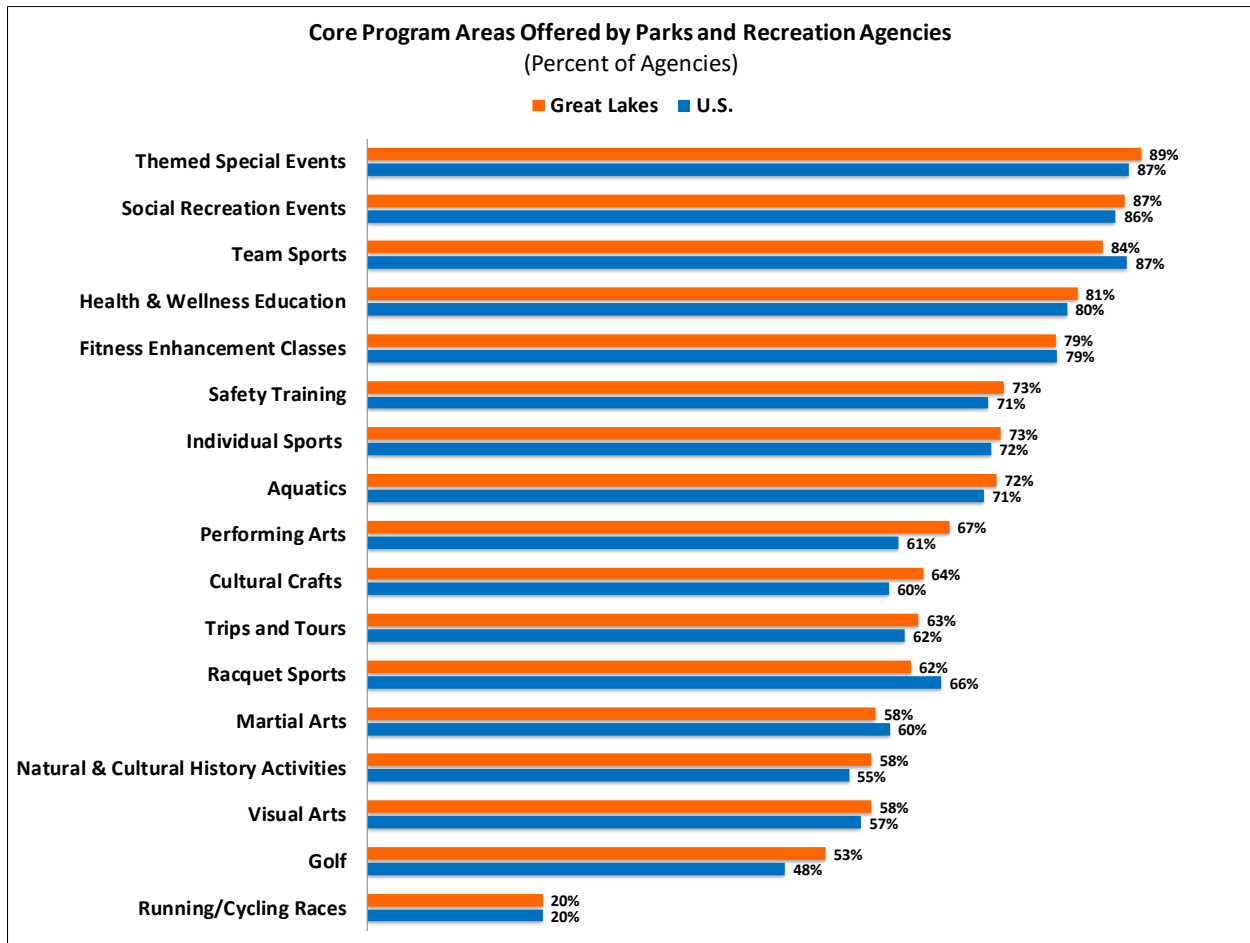


Figure 15: Programs Offered by Parks and Recreation Agencies



TARGETED PROGRAMS FOR CHILDREN, SENIORS, AND PEOPLE WITH DISABILITIES

For a better understanding of targeted programs (programs that cater to a specific age segment, demographic, etc.), NRPA also tracks program offerings that are dedicated specifically to children, seniors, and people with disabilities. This allows for further analysis of these commonly targeted populations on a national and regional basis.

Based on information reported to the NRPA, the top three targeted programs offered by park and recreation agencies, nationally and regionally, are described in the table below (Figure 16). A complete comparison of regional and national targeted program offerings can be found in Figure 17.

Top 3 Most Offered Core Program Areas (Targeting Children, Seniors, and/or People with Disabilities)	
Great Lakes (% of agencies offering)	U.S. (% of agencies offering)
<ul style="list-style-type: none"> <li>Summer Camp (81%)</li> </ul>	<ul style="list-style-type: none"> <li>Summer Camp (82%)</li> </ul>
<ul style="list-style-type: none"> <li>Senior Programs (76%)</li> </ul>	<ul style="list-style-type: none"> <li>Senior Programs (78%)</li> </ul>
<ul style="list-style-type: none"> <li>Teen Programs (65%)</li> </ul>	<ul style="list-style-type: none"> <li>After School Programs (77%)</li> </ul>

Figure 16: Top 3 Core Target Program Areas

Agencies in the Great Lakes Region tend to offer targeted programs at a lower rate than the national average. Great Lakes agencies are currently offering After School Programs at a significantly lower rate than the national average. Preschool Programs, and Before School Programs are above the national average.

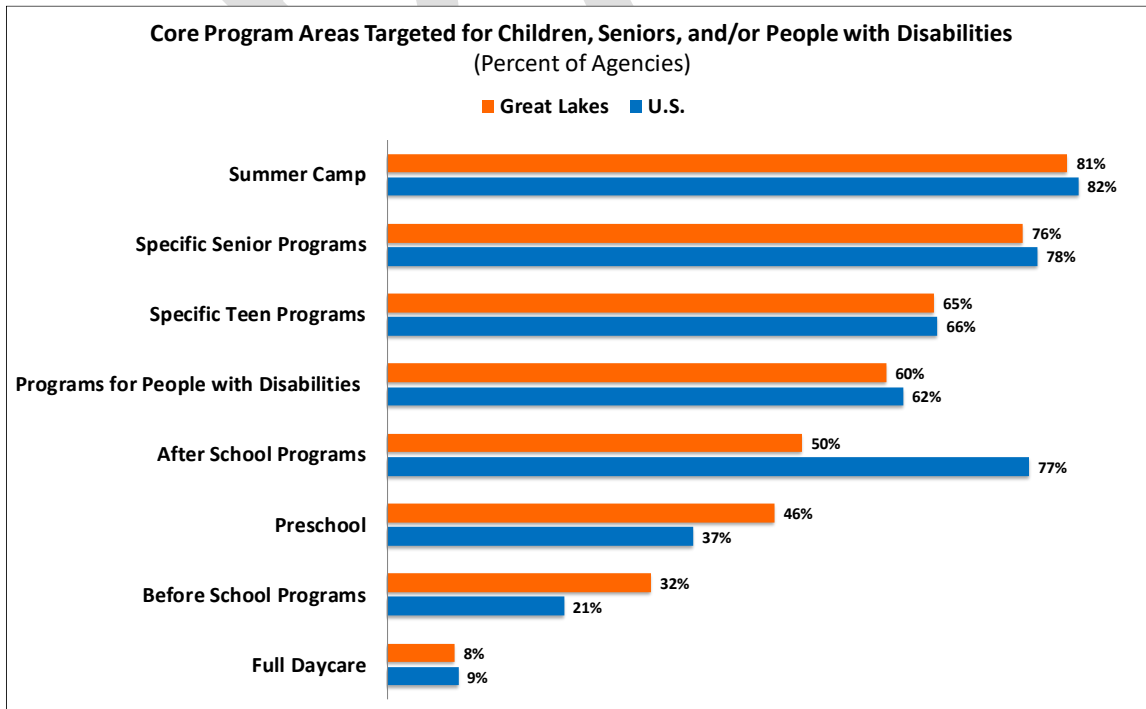


Figure 17: Targeted Programs for Children, Seniors, and People with Disabilities

### 1.3.5 LOCAL SPORT AND LEISURE MARKET POTENTIAL

#### MARKET POTENTIAL INDEX (MPI)

The following charts show sport and leisure market potential data for The City of Bloomington’s service area, as provided by ESRI. A Market Potential Index (MPI) measures the probable demand for a product or service within the City. The MPI shows the likelihood that an adult resident of the target area will participate in certain activities when compared to the U.S. national average. The national average is 100; therefore, numbers below 100 would represent lower than average participation rates, and numbers above 100 would represent higher than average participation rates. The service area is compared to the national average in four (4) categories - general sports, fitness, outdoor activity, and commercial recreation.

As seen in the charts below, the following sport and leisure trends are most prevalent for residents within the service area. The activities are listed in descending order, from highest to lowest MPI score. High index numbers (100+) are significant because they demonstrate that there is a greater potential that residents within the service area will actively participate in offerings provided by the City of Bloomington Parks and Recreation.

#### GENERAL SPORTS MARKET POTENTIAL

When analyzing the general sports MPI chart, Golf (119 MPI), Volleyball (113 MPI), and Softball (112 MPI) are the most popular sports amongst City’s residents when compared to the national average.

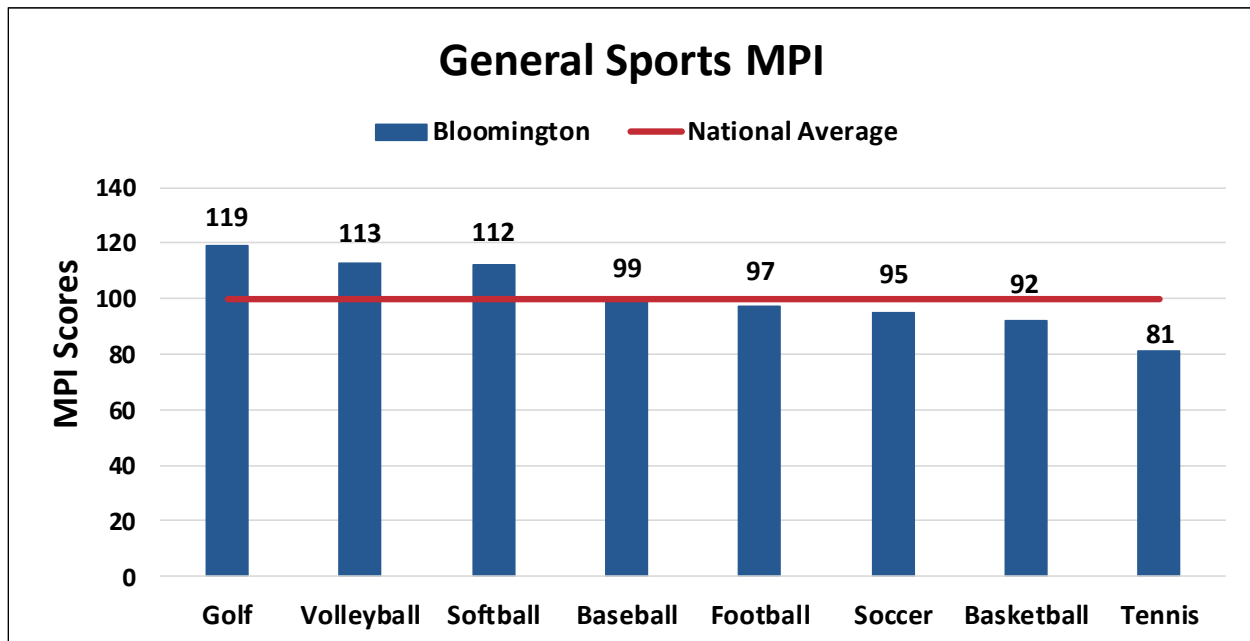


Figure 18: General Sports Participation Trends

FITNESS MARKET POTENTIAL

The City’s MPI for Fitness is well above the national average of 100. The top four most popular activities are weight lifting (119 MPI), walking for exercise (117 MPI), Zumba (114 MPI) and swimming (107 MPI).

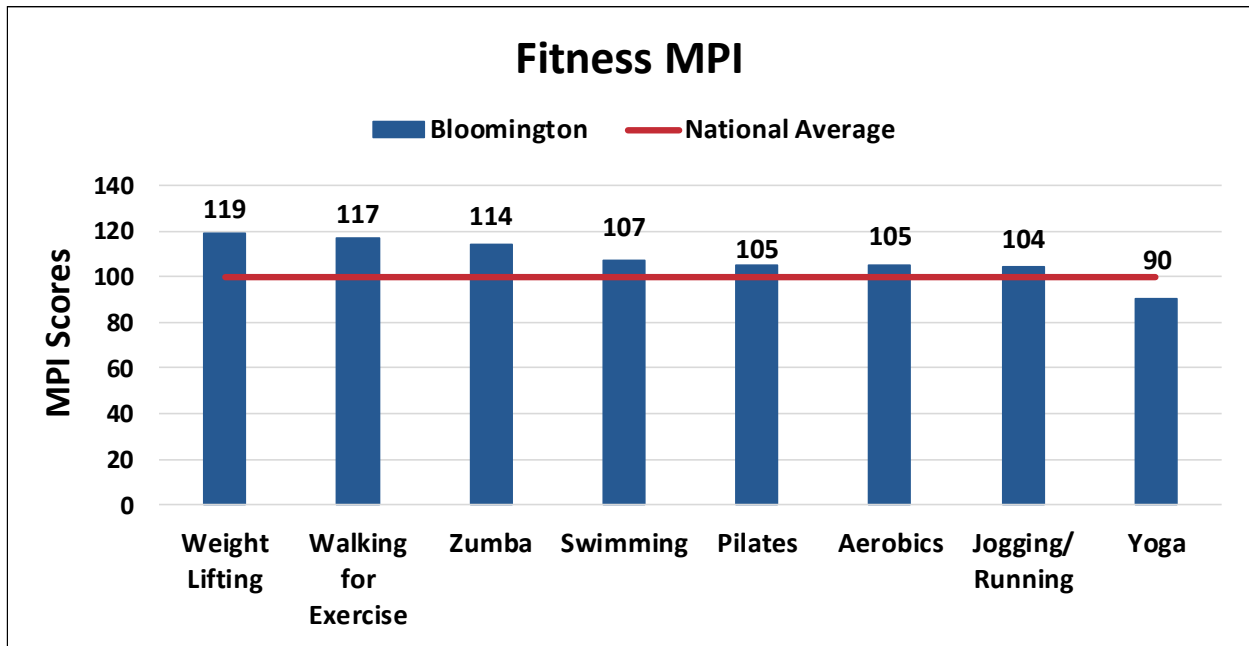


Figure 19: Fitness Participation Trends

OUTDOOR ACTIVITY MARKET POTENTIAL

When analyzing the outdoor activity MPI chart, Backpacking (121 MPI), Canoeing/Kayaking (117 MPI) and Hiking (116 MPI) were the most popular activity among the City’s residents. Overall, the City’s residents have a higher propensity for participating in outdoor activities.

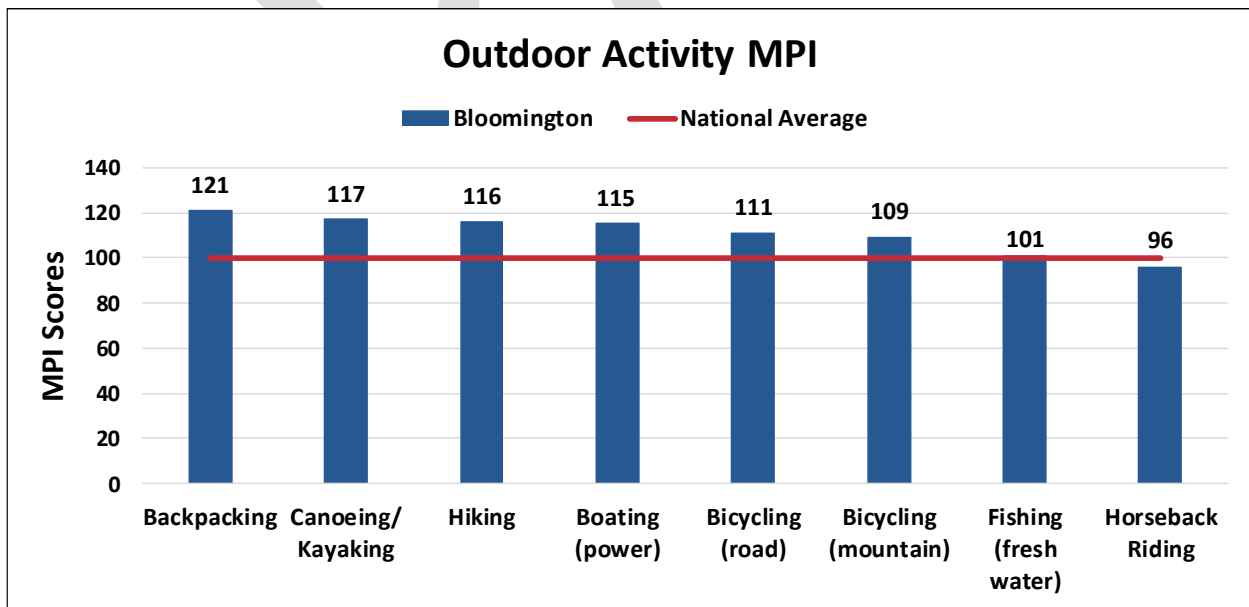


Figure 14: Outdoor Activity Participation Trends

## COMMERCIAL RECREATION MARKET POTENTIAL

The commercial recreation MPI chart shows did painting/drawing (126 MPI), attended sports events (120 MPI), and went to an art gallery (114 MPI) as the most popular activities amongst City’s residents.

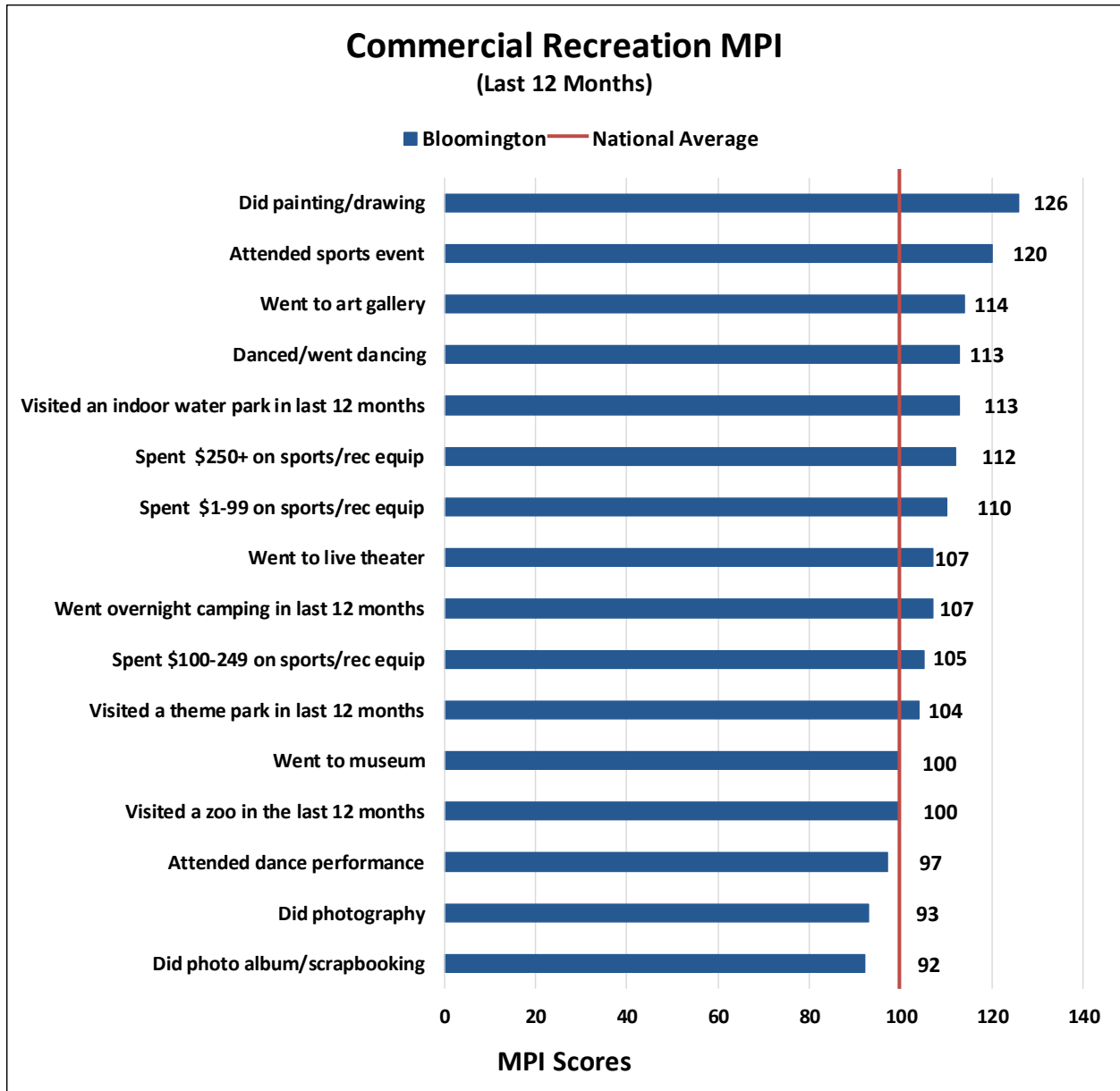


Figure 15: Commercial Recreation Participation Trends

## 1.4 APPENDIX A- CORE VS. CASUAL PARTICIPATION TRENDS

## 1.4.1 GENERAL SPORTS

National Core vs Casual Participatory Trends - General Sports								
Activity	Participation Levels						% Change	
	2012		2016		2017		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
<b>Golf * (2011, 2015 and 2016 data)</b>	<b>25,682</b>	<b>100%</b>	<b>24,120</b>	<b>100%</b>	<b>23,815</b>	<b>100%</b>	<b>-7.3%</b>	<b>-1.3%</b>
<b>Basketball</b>	<b>23,708</b>	<b>100%</b>	<b>22,343</b>	<b>100%</b>	<b>23,401</b>	<b>100%</b>	<b>-1.3%</b>	<b>4.7%</b>
<i>Casual (1-12 times)</i>	7,389	31%	7,486	34%	8,546	37%	15.7%	14.2%
<i>Core(13+ times)</i>	16,319	69%	14,857	66%	14,856	63%	-9.0%	0.0%
<b>Tennis</b>	<b>17,020</b>	<b>100%</b>	<b>18,079</b>	<b>100%</b>	<b>17,683</b>	<b>100%</b>	<b>3.9%</b>	<b>-2.2%</b>
<b>Baseball</b>	<b>12,976</b>	<b>100%</b>	<b>14,760</b>	<b>100%</b>	<b>15,642</b>	<b>100%</b>	<b>20.5%</b>	<b>6.0%</b>
<i>Casual (1-12 times)</i>	3,931	30%	5,673	38%	6,405	41%	62.9%	12.9%
<i>Core (13+ times)</i>	9,046	70%	9,087	62%	9,238	59%	2.1%	1.7%
<b>Soccer (Outdoor)</b>	<b>12,944</b>	<b>100%</b>	<b>11,932</b>	<b>100%</b>	<b>11,924</b>	<b>100%</b>	<b>-7.9%</b>	<b>-0.1%</b>
<i>Casual (1-25 times)</i>	6,740	52%	6,342	53%	6,665	56%	-1.1%	5.1%
<i>Core (26+ times)</i>	6,205	48%	5,590	47%	5,259	44%	-15.2%	-5.9%
<b>Softball (Slow Pitch)</b>	<b>7,411</b>	<b>100%</b>	<b>7,690</b>	<b>100%</b>	<b>7,283</b>	<b>100%</b>	<b>-1.7%</b>	<b>-5.3%</b>
<i>Casual (1-12 times)</i>	2,825	38%	3,377	44%	3,060	42%	8.3%	-9.4%
<i>Core(13+ times)</i>	4,586	62%	4,314	56%	4,223	58%	-7.9%	-2.1%
<b>Badminton</b>	<b>7,278</b>	<b>100%</b>	<b>7,354</b>	<b>100%</b>	<b>6,430</b>	<b>100%</b>	<b>-11.7%</b>	<b>-12.6%</b>
<i>Casual (1-12 times)</i>	5,092	70%	5,285	72%	4,564	71%	-10.4%	-13.6%
<i>Core(13+ times)</i>	2,185	30%	2,069	28%	1,867	29%	-14.6%	-9.8%
<b>Volleyball (Court)</b>	<b>6,384</b>	<b>100%</b>	<b>6,216</b>	<b>100%</b>	<b>6,317</b>	<b>100%</b>	<b>-1.0%</b>	<b>1.6%</b>
<i>Casual (1-12 times)</i>	2,553	40%	2,852	46%	2,939	47%	15.1%	3.1%
<i>Core(13+ times)</i>	3,831	60%	3,364	54%	3,378	53%	-11.8%	0.4%
<b>Football, Flag</b>	<b>5,865</b>	<b>100%</b>	<b>6,173</b>	<b>100%</b>	<b>6,551</b>	<b>100%</b>	<b>11.7%</b>	<b>6.1%</b>
<i>Casual (1-12 times)</i>	2,963	51%	3,249	53%	3,572	55%	20.6%	9.9%
<i>Core(13+ times)</i>	2,902	49%	2,924	47%	2,979	45%	2.7%	1.9%
<b>Football, Touch</b>	<b>7,295</b>	<b>100%</b>	<b>5,686</b>	<b>100%</b>	<b>5,629</b>	<b>100%</b>	<b>-22.8%</b>	<b>-1.0%</b>
<i>Casual (1-12 times)</i>	4,015	55%	3,304	58%	3,332	59%	-17.0%	0.8%
<i>Core(13+ times)</i>	3,280	45%	2,386	42%	2,297	41%	-30.0%	-3.7%
<b>Volleyball (Sand/Beach)</b>	<b>4,505</b>	<b>100%</b>	<b>5,489</b>	<b>100%</b>	<b>4,947</b>	<b>100%</b>	<b>9.8%</b>	<b>-9.9%</b>
<i>Casual (1-12 times)</i>	3,040	67%	3,989	73%	3,544	72%	16.6%	-11.2%
<i>Core(13+ times)</i>	1,465	33%	1,500	27%	1,403	28%	-4.2%	-6.5%
<b>Football, Tackle</b>	<b>6,220</b>	<b>100%</b>	<b>5,481</b>	<b>100%</b>	<b>5,224</b>	<b>100%</b>	<b>-16.0%</b>	<b>-4.7%</b>
<i>Casual (1-25 times)</i>	2,566	41%	2,242	41%	2,145	41%	-16.4%	-4.3%
<i>Core(26+ times)</i>	3,655	59%	3,240	59%	3,078	59%	-15.8%	-5.0%
<b>Gymnastics</b>	<b>5,115</b>	<b>100%</b>	<b>5,381</b>	<b>100%</b>	<b>4,805</b>	<b>100%</b>	<b>-6.1%</b>	<b>-10.7%</b>
<i>Casual (1-49 times)</i>	3,252	64%	3,580	67%	3,139	65%	-3.5%	-12.3%
<i>Core(50+ times)</i>	1,863	36%	1,800	33%	1,666	35%	-10.6%	-7.4%
<b>Soccer (Indoor)</b>	<b>4,617</b>	<b>100%</b>	<b>5,117</b>	<b>100%</b>	<b>5,399</b>	<b>100%</b>	<b>16.9%</b>	<b>5.5%</b>
<i>Casual (1-12 times)</i>	2,006	43%	2,347	46%	2,657	49%	32.5%	13.2%
<i>Core(13+ times)</i>	2,611	57%	2,770	54%	2,742	51%	5.0%	-1.0%
<b>Track and Field</b>	<b>4,257</b>	<b>100%</b>	<b>4,116</b>	<b>100%</b>	<b>4,161</b>	<b>100%</b>	<b>-2.3%</b>	<b>1.1%</b>
<i>Casual (1-25 times)</i>	1,820	43%	1,961	48%	2,040	49%	12.1%	4.0%
<i>Core(26+ times)</i>	2,437	57%	2,155	52%	2,121	51%	-13.0%	-1.6%
<b>Participation Growth/Decline</b>	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
<b>Core vs Casual Distribution</b>	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	
							Mostly Casual Participants (greater than 75%)	

\*Golf participation figures are from 2015

National Core vs Casual Participatory Trends - General Sports								
Activity	Participation Levels						% Change	
	2012		2016		2017		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
<b>Cheerleading</b>	<b>3,244</b>	<b>100%</b>	<b>4,029</b>	<b>100%</b>	<b>3,816</b>	<b>100%</b>	<b>17.6%</b>	<b>-5.3%</b>
<i>Casual (1-25 times)</i>	1,514	47%	2,365	59%	2,164	57%	42.9%	-8.5%
<i>Core(26+ times)</i>	1,730	53%	1,664	41%	1,653	43%	-4.5%	-0.7%
<b>Ultimate Frisbee</b>	<b>5,131</b>	<b>100%</b>	<b>3,673</b>	<b>100%</b>	<b>3,126</b>	<b>100%</b>	<b>-39.1%</b>	<b>-14.9%</b>
<i>Casual (1-12 times)</i>	3,647	71%	2,746	75%	2,270	73%	-37.8%	-17.3%
<i>Core(13+ times)</i>	1,484	29%	927	25%	856	27%	-42.3%	-7.7%
<b>Racquetball</b>	<b>4,070</b>	<b>100%</b>	<b>3,579</b>	<b>100%</b>	<b>3,526</b>	<b>100%</b>	<b>-13.4%</b>	<b>-1.5%</b>
<i>Casual (1-12 times)</i>	2,572	63%	2,488	70%	2,451	70%	-4.7%	-1.5%
<i>Core(13+ times)</i>	1,498	37%	1,092	30%	1,075	30%	-28.2%	-1.6%
<b>Pickleball</b>	<b>N/A</b>	<b>N/A</b>	<b>2,815</b>	<b>100%</b>	<b>3,132</b>	<b>100%</b>	<b>N/A</b>	<b>11.3%</b>
<b>Ice Hockey</b>	<b>2,363</b>	<b>100%</b>	<b>2,697</b>	<b>100%</b>	<b>2,544</b>	<b>100%</b>	<b>7.7%</b>	<b>-5.7%</b>
<i>Casual (1-12 times)</i>	1,082	46%	1,353	50%	1,227	48%	13.4%	-9.3%
<i>Core(13+ times)</i>	1,281	54%	1,344	50%	1,317	52%	2.8%	-2.0%
<b>Softball (Fast Pitch)</b>	<b>2,624</b>	<b>100%</b>	<b>2,467</b>	<b>100%</b>	<b>2,309</b>	<b>100%</b>	<b>-12.0%</b>	<b>-6.4%</b>
<i>Casual (1-25 times)</i>	1,245	47%	1,198	49%	1,077	47%	-13.5%	-10.1%
<i>Core(26+ times)</i>	1,379	53%	1,269	51%	1,232	53%	-10.7%	-2.9%
<b>Lacrosse</b>	<b>1,607</b>	<b>100%</b>	<b>2,090</b>	<b>100%</b>	<b>2,171</b>	<b>100%</b>	<b>35.1%</b>	<b>3.9%</b>
<i>Casual (1-12 times)</i>	788	49%	1,153	55%	1,142	53%	44.9%	-1.0%
<i>Core(13+ times)</i>	819	51%	938	45%	1,030	47%	25.8%	9.8%
<b>Roller Hockey</b>	<b>1,367</b>	<b>100%</b>	<b>1,929</b>	<b>100%</b>	<b>1,834</b>	<b>100%</b>	<b>34.2%</b>	<b>-4.9%</b>
<i>Casual (1-12 times)</i>	875	64%	1,438	75%	1,419	77%	62.2%	-1.3%
<i>Core(13+ times)</i>	493	36%	491	25%	415	23%	-15.8%	-15.5%
<b>Wrestling</b>	<b>1,922</b>	<b>100%</b>	<b>1,922</b>	<b>100%</b>	<b>1,896</b>	<b>100%</b>	<b>-1.4%</b>	<b>-1.4%</b>
<i>Casual (1-25 times)</i>	965	50%	1,139	59%	1,179	62%	22.2%	3.5%
<i>Core(26+ times)</i>	957	50%	782	41%	717	38%	-25.1%	-8.3%
<b>Rugby</b>	<b>887</b>	<b>100%</b>	<b>1,550</b>	<b>100%</b>	<b>1,621</b>	<b>100%</b>	<b>82.8%</b>	<b>4.6%</b>
<i>Casual (1-7 times)</i>	526	59%	1,090	70%	1,097	68%	108.6%	0.6%
<i>Core(8+ times)</i>	361	41%	460	30%	524	32%	45.2%	13.9%
<b>Squash</b>	<b>1,290</b>	<b>100%</b>	<b>1,549</b>	<b>100%</b>	<b>1,492</b>	<b>100%</b>	<b>15.7%</b>	<b>-3.7%</b>
<i>Casual (1-7 times)</i>	928	72%	1,111	72%	1,044	70%	12.5%	-6.0%
<i>Core(8+ times)</i>	361	28%	437	28%	447	30%	23.8%	2.3%
<b>Field Hockey</b>	<b>1,237</b>	<b>100%</b>	<b>1,512</b>	<b>100%</b>	<b>1,596</b>	<b>100%</b>	<b>29.0%</b>	<b>5.6%</b>
<i>Casual (1-7 times)</i>	578	47%	773	51%	897	56%	55.2%	16.0%
<i>Core(8+ times)</i>	659	53%	739	49%	700	44%	6.2%	-5.3%
<b>Boxing for Competition</b>	<b>959</b>	<b>100%</b>	<b>1,210</b>	<b>100%</b>	<b>1,368</b>	<b>100%</b>	<b>42.6%</b>	<b>13.1%</b>
<i>Casual (1-12 times)</i>	769	80%	1,035	86%	1,168	85%	51.9%	12.9%
<i>Core(13+ times)</i>	190	20%	176	14%	199	15%	4.7%	13.1%

NOTE: Participation figures are in 000's for the US population ages 6 and over

Participation Growth/Decline	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	
<b>Core vs Casual Distribution</b>	Mostly Core Participants (greater than 75%)	More Core Participants (56-74%)	Evenly Divided (45-55% Core and Casual)	More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)

## 1.4.2 GENERAL FITNESS

National Core vs Casual Participatory Trends - General Fitness								
Activity	Participation Levels						% Change	
	2012		2016		2017		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
<b>Fitness Walking</b>	<b>114,029</b>	<b>100%</b>	<b>107,895</b>	<b>100%</b>	<b>110,805</b>	<b>100%</b>	<b>-2.8%</b>	<b>2.7%</b>
<i>Casual (1-49 times)</i>	35,267	31%	34,535	32%	35,326	32%	0.2%	2.3%
<i>Core(50+ times)</i>	78,762	69%	73,359	68%	75,479	68%	-4.2%	2.9%
<b>Treadmill</b>	<b>50,839</b>	<b>100%</b>	<b>51,872</b>	<b>100%</b>	<b>52,966</b>	<b>100%</b>	<b>4.2%</b>	<b>2.1%</b>
<i>Casual (1-49 times)</i>	22,248	44%	23,490	45%	24,444	46%	9.9%	4.1%
<i>Core(50+ times)</i>	28,591	56%	28,381	55%	28,523	54%	-0.2%	0.5%
<b>Free Weights (Dumbbells/Hand Weights)</b>	<b>N/A</b>	<b>100%</b>	<b>51,513</b>	<b>100%</b>	<b>52,217</b>	<b>100%</b>	<b>N/A</b>	<b>1.4%</b>
<i>Casual (1-49 times)</i>	N/A		18,245	35%	18,866	36%	N/A	3.4%
<i>Core(50+ times)</i>	N/A		33,268	65%	33,351	64%	N/A	0.2%
<b>Running/Jogging</b>	<b>51,450</b>	<b>100%</b>	<b>47,384</b>	<b>100%</b>	<b>50,770</b>	<b>100%</b>	<b>-1.3%</b>	<b>7.1%</b>
<i>Casual (1-49 times)</i>	21,973	43%	21,764	46%	24,004	47%	9.2%	10.3%
<i>Core(50+ times)</i>	29,478	57%	25,621	54%	26,766	53%	-9.2%	4.5%
<b>Stationary Cycling (Recumbent/Upright)</b>	<b>35,987</b>	<b>100%</b>	<b>36,118</b>	<b>100%</b>	<b>36,035</b>	<b>100%</b>	<b>0.1%</b>	<b>-0.2%</b>
<i>Casual (1-49 times)</i>	18,265	51%	18,240	51%	18,447	51%	1.0%	1.1%
<i>Core(50+ times)</i>	17,722	49%	17,878	49%	17,588	49%	-0.8%	-1.6%
<b>Weight/Resistant Machines</b>	<b>38,999</b>	<b>100%</b>	<b>35,768</b>	<b>100%</b>	<b>36,291</b>	<b>100%</b>	<b>-6.9%</b>	<b>1.5%</b>
<i>Casual (1-49 times)</i>	15,383	39%	14,346	40%	14,496	40%	-5.8%	1.0%
<i>Core(50+ times)</i>	23,617	61%	21,422	60%	21,795	60%	-7.7%	1.7%
<b>Stretching</b>	<b>35,873</b>	<b>100%</b>	<b>33,771</b>	<b>100%</b>	<b>33,195</b>	<b>100%</b>	<b>-7.5%</b>	<b>-1.7%</b>
<i>Casual (1-49 times)</i>	8,996	25%	9,793	29%	10,095	30%	12.2%	3.1%
<i>Core(50+ times)</i>	26,877	75%	23,978	71%	23,100	70%	-14.1%	-3.7%
<b>Elliptical Motion Trainer*</b>	<b>28,560</b>	<b>100%</b>	<b>32,218</b>	<b>100%</b>	<b>32,283</b>	<b>100%</b>	<b>13.0%</b>	<b>0.2%</b>
<i>Casual (1-49 times)</i>	13,638	48%	15,687	49%	15,854	49%	16.2%	1.1%
<i>Core(50+ times)</i>	14,922	52%	16,532	51%	16,430	51%	10.1%	-0.6%
<b>Free Weights (Barbells)</b>	<b>26,688</b>	<b>100%</b>	<b>26,473</b>	<b>100%</b>	<b>27,444</b>	<b>100%</b>	<b>2.8%</b>	<b>3.7%</b>
<i>Casual (1-49 times)</i>	9,435	35%	10,344	39%	10,868	40%	15.2%	5.1%
<i>Core(50+ times)</i>	17,253	65%	16,129	61%	16,576	60%	-3.9%	2.8%
<b>Yoga</b>	<b>23,253</b>	<b>100%</b>	<b>26,268</b>	<b>100%</b>	<b>27,354</b>	<b>100%</b>	<b>17.6%</b>	<b>4.1%</b>
<i>Casual (1-49 times)</i>	13,305	57%	15,486	59%	16,454	60%	23.7%	6.3%
<i>Core(50+ times)</i>	9,949	43%	10,782	41%	10,900	40%	9.6%	1.1%
<b>Calisthenics/Bodyweight Exercise</b>	<b>N/A</b>	<b>100%</b>	<b>25,110</b>	<b>100%</b>	<b>24,454</b>	<b>100%</b>	<b>N/A</b>	<b>-2.6%</b>
<i>Casual (1-49 times)</i>	N/A	0	9,763	39%	10,095	41%	N/A	3.4%
<i>Core(50+ times)</i>	N/A	0	15,347	61%	14,359	59%	N/A	-6.4%
<b>Choreographed Exercise</b>	<b>N/A</b>	<b>100%</b>	<b>21,839</b>	<b>100%</b>	<b>22,616</b>	<b>100%</b>	<b>N/A</b>	<b>3.6%</b>
<i>Casual (1-49 times)</i>	N/A	0	14,158	65%	14,867	66%	N/A	5.0%
<i>Core(50+ times)</i>	N/A	0	7,681	35%	7,748	34%	N/A	0.9%

NOTE: Participation figures are in 000's for the US population ages 6 and over

Participation Growth/Decline	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)	More Core Participants (56-74%)	Evenly Divided (45-55% Core and Casual)	More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)

\*Cardio Cross Trainer is merged to Elliptical Motion Trainer



National Core vs Casual Participatory Trends - General Fitness								
Activity	Participation Levels						% Change	
	2012		2016		2017		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
<b>Aerobics (High Impact)</b>	<b>16,178</b>	<b>100%</b>	<b>21,390</b>	<b>100%</b>	<b>21,476</b>	<b>100%</b>	<b>32.7%</b>	<b>0.4%</b>
<i>Casual (1-49 times)</i>	7,819	48%	11,801	55%	12,105	56%	54.8%	2.6%
<i>Core(50+ times)</i>	8,359	52%	9,589	45%	9,370	44%	12.1%	-2.3%
<b>Stair Climbing Machine</b>	<b>12,979</b>	<b>100%</b>	<b>15,079</b>	<b>100%</b>	<b>14,948</b>	<b>100%</b>	<b>15.2%</b>	<b>-0.9%</b>
<i>Casual (1-49 times)</i>	7,303	56%	9,332	62%	9,501	64%	30.1%	1.8%
<i>Core(50+ times)</i>	5,676	44%	5,747	38%	5,447	36%	-4.0%	-5.2%
<b>Cross-Training Style Workout</b>	<b>N/A</b>	<b>100%</b>	<b>12,914</b>	<b>100%</b>	<b>13,622</b>	<b>100%</b>	<b>N/A</b>	<b>5.5%</b>
<i>Casual (1-49 times)</i>	N/A	N/A	6,430	50%	6,890	51%	N/A	7.2%
<i>Core(50+ times)</i>	N/A	N/A	6,483	50%	6,732	49%	N/A	3.8%
<b>Stationary Cycling (Group)</b>	<b>8,477</b>	<b>100%</b>	<b>8,937</b>	<b>100%</b>	<b>9,409</b>	<b>100%</b>	<b>11.0%</b>	<b>5.3%</b>
<i>Casual (1-49 times)</i>	5,053	60%	5,751	64%	6,023	64%	19.2%	4.7%
<i>Core(50+ times)</i>	3,424	40%	3,186	36%	3,386	36%	-1.1%	6.3%
<b>Pilates Training</b>	<b>8,519</b>	<b>100%</b>	<b>8,893</b>	<b>100%</b>	<b>9,047</b>	<b>100%</b>	<b>6.2%</b>	<b>1.7%</b>
<i>Casual (1-49 times)</i>	5,212	61%	5,525	62%	5,698	63%	9.3%	3.1%
<i>Core(50+ times)</i>	3,307	39%	3,367	38%	3,348	37%	1.2%	-0.6%
<b>Trail Running</b>	<b>5,806</b>	<b>100%</b>	<b>8,582</b>	<b>100%</b>	<b>9,149</b>	<b>100%</b>	<b>57.6%</b>	<b>6.6%</b>
<b>Cardio Kickboxing</b>	<b>6,725</b>	<b>100%</b>	<b>6,899</b>	<b>100%</b>	<b>6,693</b>	<b>100%</b>	<b>-0.5%</b>	<b>-3.0%</b>
<i>Casual (1-49 times)</i>	4,455	66%	4,760	69%	4,671	70%	4.8%	-1.9%
<i>Core(50+ times)</i>	2,271	34%	2,139	31%	2,022	30%	-11.0%	-5.5%
<b>Boot Camp Style Training</b>	<b>7,496</b>	<b>100%</b>	<b>6,583</b>	<b>100%</b>	<b>6,651</b>	<b>100%</b>	<b>-11.3%</b>	<b>1.0%</b>
<i>Casual (1-49 times)</i>	4,787	64%	4,484	68%	4,637	70%	-3.1%	3.4%
<i>Core(50+ times)</i>	2,709	36%	2,099	32%	2,014	30%	-25.7%	-4.0%
<b>Martial Arts</b>	<b>5,075</b>	<b>100%</b>	<b>5,745</b>	<b>100%</b>	<b>5,838</b>	<b>100%</b>	<b>15.0%</b>	<b>1.6%</b>
<i>Casual (1-12 times)</i>	1,207	24%	1,964	34%	2,021	35%	67.4%	2.9%
<i>Core(13+ times)</i>	3,869	76%	3,780	66%	3,816	65%	-1.4%	1.0%
<b>Boxing for Fitness</b>	<b>4,831</b>	<b>100%</b>	<b>5,175</b>	<b>100%</b>	<b>5,157</b>	<b>100%</b>	<b>6.7%</b>	<b>-0.3%</b>
<i>Casual (1-12 times)</i>	2,075	43%	2,678	52%	2,738	53%	32.0%	2.2%
<i>Core(13+ times)</i>	2,756	57%	2,496	48%	2,419	47%	-12.2%	-3.1%
<b>Tai Chi</b>	<b>3,203</b>	<b>100%</b>	<b>3,706</b>	<b>100%</b>	<b>3,787</b>	<b>100%</b>	<b>18.2%</b>	<b>2.2%</b>
<i>Casual (1-49 times)</i>	1,835	57%	2,245	61%	2,329	61%	26.9%	3.7%
<i>Core(50+ times)</i>	1,369	43%	1,461	39%	1,458	39%	6.5%	-0.2%
<b>Barre</b>	<b>N/A</b>	<b>N/A</b>	<b>3,329</b>	<b>100%</b>	<b>3,436</b>	<b>100%</b>	<b>N/A</b>	<b>3.2%</b>
<i>Casual (1-49 times)</i>	N/A	N/A	2,636	79%	2,701	79%	N/A	2.5%
<i>Core(50+ times)</i>	N/A	N/A	693	21%	735	21%	N/A	6.1%
<b>Triathlon (Traditional/Road)</b>	<b>1,789</b>	<b>100%</b>	<b>2,374</b>	<b>100%</b>	<b>2,162</b>	<b>100%</b>	<b>20.8%</b>	<b>-8.9%</b>
<i>Casual (1 times)</i>	616	34%	786	33%	754	35%	22.4%	-4.1%
<i>Core(2+ times)</i>	1,173	66%	1,589	67%	1,408	65%	20.0%	-11.4%
<b>Triathlon (Non-Traditional/Off Road)</b>	<b>1,075</b>	<b>100%</b>	<b>1,705</b>	<b>100%</b>	<b>1,878</b>	<b>100%</b>	<b>74.7%</b>	<b>10.1%</b>
<i>Casual (1 times)</i>	341	32%	647	38%	749	40%	119.6%	15.8%
<i>Core(2+ times)</i>	734	68%	1,058	62%	1,129	60%	53.8%	6.7%

NOTE: Participation figures are in 000's for the US population ages 6 and over

<b>Participation Growth/Decline</b>	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	
<b>Core vs Casual Distribution</b>	Mostly Core Participants (greater than 75%)	More Core Participants (56-74%)	Evenly Divided (45-55% Core and Casual)	More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)

## 1.4.3 OUTDOOR/ADVENTURE RECREATION

National Core vs Casual Participatory Trends - Outdoor / Adventure Recreation									
Activity	Participation Levels						% Change		
	2012		2016		2017		5-Year Trend	1-Year Trend	
	#	%	#	%	#	%			
Hiking (Day)	34,519	100%	42,128	100%	44,900	100%	30.1%	6.6%	
Bicycling (Road)	39,790	100%	38,365	100%	38,866	100%	-2.3%	1.3%	
	<i>Casual (1-25 times)</i>	18,966	48%	19,244	50%	20,212	52%	6.6%	5.0%
	<i>Core(26+ times)</i>	20,824	52%	19,121	50%	18,654	48%	-10.4%	-2.4%
Fishing (Freshwater)	39,002	100%	38,121	100%	38,346	100%	-1.7%	0.6%	
	<i>Casual (1-7 times)</i>	20,341	52%	20,308	53%	19,977	52%	-1.8%	-1.6%
	<i>Core(8+ times)</i>	18,660	48%	17,813	47%	18,369	48%	-1.6%	3.1%
Camping (< 1/4 Mile of Vehicle/Home)	31,454	100%	26,467	100%	26,262	100%	-16.5%	-0.8%	
Camping (Recreational Vehicle)	15,903	100%	15,855	100%	16,159	100%	1.6%	1.9%	
	<i>Casual (1-7 times)</i>	8,316	52%	8,719	55%	9,332	58%	12.2%	7.0%
	<i>Core(8+ times)</i>	7,587	48%	7,136	45%	6,826	42%	-10.0%	-4.3%
Fishing (Saltwater)	12,000	100%	12,266	100%	13,062	100%	8.9%	6.5%	
	<i>Casual (1-7 times)</i>	7,251	60%	7,198	59%	7,625	58%	5.2%	5.9%
	<i>Core(8+ times)</i>	4,749	40%	5,068	41%	5,437	42%	14.5%	7.3%
Birdwatching (>1/4 mile of Vehicle/Home)	13,535	100%	11,589	100%	12,296	100%	-9.2%	6.1%	
Backpacking Overnight	7,933	100%	10,151	100%	10,975	100%	38.3%	8.1%	
Bicycling (Mountain)	7,265	100%	8,615	100%	8,609	100%	18.5%	-0.1%	
	<i>Casual (1-12 times)</i>	3,270	45%	4,273	50%	4,389	51%	34.2%	2.7%
	<i>Core(13+ times)</i>	3,995	55%	4,342	50%	4,220	49%	5.6%	-2.8%
Archery	7,173	100%	7,903	100%	7,769	100%	8.3%	-1.7%	
	<i>Casual (1-25 times)</i>	5,967	83%	6,650	84%	6,602	85%	10.6%	-0.7%
	<i>Core(26+ times)</i>	1,205	17%	1,253	16%	1,167	15%	-3.2%	-6.9%
Fishing (Fly)	5,848	100%	6,456	100%	6,791	100%	16.1%	5.2%	
	<i>Casual (1-7 times)</i>	3,598	62%	4,183	65%	4,448	65%	23.6%	6.3%
	<i>Core(8+ times)</i>	2,250	38%	2,273	35%	2,344	35%	4.2%	3.1%
Skateboarding	6,227	100%	6,442	100%	6,382	100%	2.5%	-0.9%	
	<i>Casual (1-25 times)</i>	3,527	57%	3,955	61%	3,970	62%	12.6%	0.4%
	<i>Core(26+ times)</i>	2,700	43%	2,487	39%	2,411	38%	-10.7%	-3.1%
Roller Skating (In-Line)	6,647	100%	5,381	100%	5,268	100%	-20.7%	-2.1%	
	<i>Casual (1-12 times)</i>	4,548	68%	3,861	72%	3,853	73%	-15.3%	-0.2%
	<i>Core(13+ times)</i>	2,100	32%	1,520	28%	1,415	27%	-32.6%	-6.9%
Bicycling (BMX)	1,861	100%	3,104	100%	3,413	100%	83.4%	10.0%	
	<i>Casual (1-12 times)</i>	856	46%	1,760	57%	2,039	60%	138.2%	15.9%
	<i>Core(13+ times)</i>	1,005	54%	1,344	43%	1,374	40%	36.7%	2.2%
Adventure Racing	1,618	100%	2,999	100%	2,529	100%	56.3%	-15.7%	
	<i>Casual (1 times)</i>	672	42%	1,081	36%	899	36%	33.8%	-16.8%
	<i>Core(2+ times)</i>	945	58%	1,918	64%	1,630	64%	72.5%	-15.0%
Climbing (Traditional/Ice/Mountaineering)	2,189	100%	2,790	100%	2,527	100%	15.4%	-9.4%	

NOTE: Participation figures are in 000's for the US population ages 6 and over

Participation Growth/Decline	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)	More Core Participants (56-74%)	Evenly Divided (45-55% Core and Casual)	More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)

### 1.4.4 AQUATICS

National Core vs Casual Participatory Trends - Aquatics								
Activity	Participation Levels						% Change	
	2012		2016		2017		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
<b>Swimming (Fitness)</b>	<b>23,216</b>	<b>100%</b>	<b>26,601</b>	<b>100%</b>	<b>27,135</b>	<b>100%</b>	<b>16.9%</b>	<b>2.0%</b>
<i>Casual (1-49 times)</i>	15,139	65%	17,781	67%	18,319	68%	21.0%	3.0%
<i>Core(50+ times)</i>	8,077	35%	8,820	33%	8,815	32%	9.1%	-0.1%
<b>Aquatic Exercise</b>	<b>9,177</b>	<b>100%</b>	<b>10,575</b>	<b>100%</b>	<b>10,459</b>	<b>100%</b>	<b>14.0%</b>	<b>-1.1%</b>
<i>Casual (1-49 times)</i>	5,785	63%	7,135	67%	7,222	69%	24.8%	1.2%
<i>Core(50+ times)</i>	3,392	37%	3,440	33%	3,237	31%	-4.6%	-5.9%
<b>Swimming (Competition)</b>	<b>2,502</b>	<b>100%</b>	<b>3,369</b>	<b>100%</b>	<b>3,007</b>	<b>100%</b>	<b>20.2%</b>	<b>-10.7%</b>
<i>Casual (1-49 times)</i>	1,065	43%	1,881	56%	1,664	55%	56.2%	-11.5%
<i>Core(50+ times)</i>	1,437	57%	1,488	44%	1,343	45%	-6.5%	-9.7%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
<b>Participation Growth/Decline</b>	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
<b>Core vs Casual Distribution</b>	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	

### 1.4.5 WATER SPORTS/ACTIVITIES

National Core vs Casual Participatory Trends - Water Sports / Activities								
Activity	Participation Levels						% Change	
	2012		2016		2017		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
<b>Canoeing</b>	<b>9,813</b>	<b>100%</b>	<b>10,046</b>	<b>100%</b>	<b>9,220</b>	<b>100%</b>	<b>-6.0%</b>	<b>-8.2%</b>
<b>Kayaking (Recreational)</b>	<b>8,187</b>	<b>100%</b>	<b>10,017</b>	<b>100%</b>	<b>10,533</b>	<b>100%</b>	<b>28.7%</b>	<b>5.2%</b>
<b>Snorkeling</b>	<b>8,664</b>	<b>100%</b>	<b>8,717</b>	<b>100%</b>	<b>8,384</b>	<b>100%</b>	<b>-3.2%</b>	<b>-3.8%</b>
<i>Casual (1-7 times)</i>	6,904	80%	6,945	80%	6,721	80%	-2.7%	-3.2%
<i>Core(8+ times)</i>	1,760	20%	1,773	20%	1,663	20%	-5.5%	-6.2%
<b>Jet Skiing</b>	<b>6,996</b>	<b>100%</b>	<b>5,783</b>	<b>100%</b>	<b>5,418</b>	<b>100%</b>	<b>-22.6%</b>	<b>-6.3%</b>
<i>Casual (1-7 times)</i>	5,125	73%	4,143	72%	3,928	72%	-23.4%	-5.2%
<i>Core(8+ times)</i>	1,870	27%	1,640	28%	1,490	28%	-20.3%	-9.1%
<b>Sailing</b>	<b>3,841</b>	<b>100%</b>	<b>4,095</b>	<b>100%</b>	<b>3,974</b>	<b>100%</b>	<b>3.5%</b>	<b>-3.0%</b>
<i>Casual (1-7 times)</i>	2,565	67%	2,833	69%	2,720	68%	6.0%	-4.0%
<i>Core(8+ times)</i>	1,276	33%	1,262	31%	1,254	32%	-1.7%	-0.6%
<b>Water Skiing</b>	<b>4,434</b>	<b>100%</b>	<b>3,700</b>	<b>100%</b>	<b>3,572</b>	<b>100%</b>	<b>-19.4%</b>	<b>-3.5%</b>
<i>Casual (1-7 times)</i>	3,122	70%	2,667	72%	2,575	72%	-17.5%	-3.4%
<i>Core(8+ times)</i>	1,312	30%	1,033	28%	997	28%	-24.0%	-3.5%
<b>Rafting</b>	<b>3,756</b>	<b>100%</b>	<b>3,428</b>	<b>100%</b>	<b>3,479</b>	<b>100%</b>	<b>-7.4%</b>	<b>1.5%</b>
<b>Stand-Up Paddling</b>	<b>1,392</b>	<b>100%</b>	<b>3,220</b>	<b>100%</b>	<b>3,325</b>	<b>100%</b>	<b>138.9%</b>	<b>3.3%</b>
<b>Kayaking (Sea/Touring)</b>	<b>2,446</b>	<b>100%</b>	<b>3,124</b>	<b>100%</b>	<b>2,955</b>	<b>100%</b>	<b>20.8%</b>	<b>-5.4%</b>
<b>Scuba Diving</b>	<b>2,781</b>	<b>100%</b>	<b>3,111</b>	<b>100%</b>	<b>2,874</b>	<b>100%</b>	<b>3.3%</b>	<b>-7.6%</b>
<i>Casual (1-7 times)</i>	1,932	69%	2,292	74%	2,113	74%	9.4%	-7.8%
<i>Core(8+ times)</i>	849	31%	819	26%	761	26%	-10.4%	-7.1%
<b>Wakeboarding</b>	<b>3,368</b>	<b>100%</b>	<b>2,912</b>	<b>100%</b>	<b>3,005</b>	<b>100%</b>	<b>-10.8%</b>	<b>3.2%</b>
<i>Casual (1-7 times)</i>	2,237	66%	2,017	69%	2,101	70%	-6.1%	4.2%
<i>Core(8+ times)</i>	1,132	34%	895	31%	903	30%	-20.2%	0.9%
<b>Surfing</b>	<b>2,545</b>	<b>100%</b>	<b>2,793</b>	<b>100%</b>	<b>2,680</b>	<b>100%</b>	<b>5.3%</b>	<b>-4.0%</b>
<i>Casual (1-7 times)</i>	1,544	61%	1,768	63%	1,705	64%	10.4%	-3.6%
<i>Core(8+ times)</i>	1,001	39%	1,024	37%	975	36%	-2.6%	-4.8%
<b>Kayaking (White Water)</b>	<b>1,878</b>	<b>100%</b>	<b>2,552</b>	<b>100%</b>	<b>2,500</b>	<b>100%</b>	<b>33.1%</b>	<b>-2.0%</b>
<b>Boardsailing/Windsurfing</b>	<b>1,372</b>	<b>100%</b>	<b>1,737</b>	<b>100%</b>	<b>1,573</b>	<b>100%</b>	<b>14.7%</b>	<b>-9.4%</b>
<i>Casual (1-7 times)</i>	1,108	81%	1,449	83%	1,289	82%	16.3%	-11.0%
<i>Core(8+ times)</i>	264	19%	288	17%	284	18%	7.6%	-1.4%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
<b>Participation Growth/Decline</b>	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
<b>Core vs Casual Distribution</b>	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	

# MAINTENANCE AND MANAGEMENT ASSESSMENT

C

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## MAINTENANCE MANAGEMENT ASSESSMENT

### OBJECTIVE

The objective of the Maintenance Management Assessment is to provide an overall assessment of how an organization like Bloomington Parks and Recreation delivers park and recreation maintenance services to their residents in the form of maintenance for parks, recreation sports fields, trails, urban forestry, conservation areas, outdoor park amenities, and indoor facilities for recreation related purposes. This assessment includes an internal focus group meeting conducted on site by PROS Consulting to gain information about the system from the key leadership of the Park Maintenance Division within Public Works who provides maintenance services for the Parks and Recreation Department and on-site operations.

Bloomington Parks and Recreation is managed by two separate divisions within the city. The public works maintains all parks and recreation services and administration maintains the rest of the system. This is unusual since 96% of all park and recreation agencies across the United States are combined and managed by a single department.

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#### 1.1.2 INTERVIEWS: QUESTIONS AND ANSWER SUMMARY

- Park Maintenance Staff
- Parks and Recreation Key Staff
- Public Works and.

The Park and Recreation Staff's questions were centered on the following subjects as it applies to park maintenance with public works staff who provide park maintenance for them:

- a. **How do you coordinate with the Public Works staff on your park maintenance needs?**
  - A weekly meeting to coordinate what is needed from Public Works in the form of park maintenance, sports field maintenance, indoor facility maintenance and trail needs.
  - The Recreation Supervisors interface with programming staff on a one/one basis to get information about their maintenance needs for indoor and outdoor facilities and share with the public works supervisor assigned to the parks and recreation department.
  - Public Works staff receives scheduling for ballfields, picnic areas, tournaments, and any other activities that come up and may contact site coordinators for their maintenance needs.
  - Public Works staff coordinates with volunteers that do clean ups and get rid of weeds at various times of the year. These are community volunteers.
- b. **What works well and what does not work well? What needs adjustments are needed in the future for maintenance management planning from the public works staff to make park maintenance better?**
  - General maintenance of parks such as mowing, picking up trash and cleaning restrooms work well in public works. Areas that need more attention include; sports fields care and maintenance, ice center facilities, trail care and maintenance, building care and maintenance all need a much higher level of maintenance standards. No natural resource maintenance is done by public works staff now.

- c. Do you have a good maintenance management plan in place for all park related needs?**
- To manage the park system assets, they use *ViewWorks*, an asset inventory system that tracks lifecycle replacement needs which were done in last two years. The value of park assets is in the Capital Improvement Project links within *ViewWorks*.
- d. Do you have a work order system?**
- They use *ViewWorks*, and a city-wide financial package to track time maintaining parks and what supplies are being used. Project coding is also used for cost centers. *ViewWorks* has not worked well for them for park maintenance cost tracking. The maintenance staff indicated they are looking at *Dude Solutions*, management software, to manage park work orders. Park maintenance does not have their own system. Utilities own their system within the city system. Park Maintenance unique in how they operate and should fall under parks and recreation instead of Public Works to maximize their needs. Some parks and recreation maintenance needs fall under both public works and parks and recreation.
- e. What is your approach for dealing with customer complaints?**
- This happens in all kinds of ways. Calls come into maintenance, and they deal with them. If it comes into the Recreation Division, they deal with the call request..
- f. Does public works follow maintenance standards in meeting the community's expectations of the Department?**
- They do not have written maintenance standards and they do not generate many reports.
  - If a ball field is not ready – they know they failed. A lot depends on weather conditions.
  - Public Works maintains all park buildings. If equipment is inside a building (furnaces, water coolers, and other internal equipment.) they provide maintenance for those needs also. Some items are maintained twice a year, or once a month, or when needed. Just so they get repaired.
  - The Public Works staff would like to incorporate maintenance standards for parks, sports fields, trails, and indoor facilities for the future.
- g. Currently the Public Works staff does not track their cost of service for mowing, cleaning, inspections, trash removal, repairs, and equipment costs?**
- Currently the cost of service to maintain parks and facilities by public works is \$6,987,202 plus \$471,807 in contracted services. This makes up \$74.6% of the park and recreation budget. This is 35% higher than the national average (40%) of total operating budget for a park and recreation system included in park maintenance. This needs to be addressed in the future.
- h. How are staffing requirements that were established working out for the parks' maintenance needs?**
- Mowing crews are 4 guys per crew total 8. This divides the city in half.
  - Two primary playground inspectors.
  - Twenty-five permanent staff are use for winter work.
  - Thirty-eight are seasonal workers.
  - There are 3 seasonal staff and 1 part-time staff in evenings at Dread Scott Park



- Seasonal help works about 800 hours and they are mostly college kids that come in May and leave early August.
- i. Do you have your own maintenance shop for park maintenance?**
- Equipment is handled in the Fleet Department and charged back to parks and recreation when services are performed.
  - They operate their own fabrication shop.
  - Caring for aging facilities is major part of what they do. Some facilities are 40- 50 years old, and need replaced. The park system was primarily built over a 10-year period. Shelters and picnic areas are adequate but need comparisons to what they should be. There is a need for re-development and updated facilities to make the cost to maintain parks less expensive.
- j. What is amount of indoor square footage you are responsible for?**
- They have 35 main complex buildings. The square footage levels are not known. The cost to maintain these facilities are not tracked on a square foot basis to ensure that parks and recreation is paying their appropriate levels.
  - They get some seasonal help and they also care of 15 acres of a cemetery. No perpetual care funds pay for this work.
- k. What are policy issues you want to include in this maintenance management plan?**
- The Department has issues with playgrounds and how to keep them updated and tracked on an effective replacement schedule. There are 58 playgrounds in the system, and they all look similar.
  - The School District and Park Playgrounds share 50 /50 cost for surfacing when needed. Public Work Maintenance is responsible for inspecting and doing repairs.
- l. How often do you update individual park plans?**
- Some are just old at 25+ years and vendor selection is used to replace playground equipment. They want criteria and measurable lifecycle schedule for individual parks; not just replacing a playground.
- m. Do many of your parks have about the same amenities?**
- They have stayed in the same condition of what was there originally?
  - They want a list of popular playgrounds and equipment in another park systems.

### 1.1.3 PERFORMANCE OUTCOMES AND RECOMMENDATIONS

#### 1. The staff would like to see these performance outcomes included in the new plan:

- Determine capital needs versus funding options to determine how well the system is meeting those requirements on a yearly basis.
- Recommend proper staffing levels for maintaining all the grounds, facilities, and amenities now in place within parks the system. These positions would include full time, part time, and seasonal staff.
- Outline best practices for maintenance standards as they apply to each type of amenity currently in place. **See attached**
- Describe the most updated standards for facility maintenance compared to what the department is currently using.



- Describe best practices for landscape maintenance, forestry maintenance, and natural resource management.
- Provide information about best practices for sports field replacement.

### **2. Develop a true cost of service assessment for maintaining parks, playgrounds, sports fields, pools, ice rinks and determine the level of subsidy occurring now and make adjustments based on public value and private value and price based on level of exclusivity.**

- Track the true cost of park maintenance as it applies to sports fields, ice rinks, permitted spaces, and make price adjustments based on a cost recovery goal.
- Inform users of the cost to provide the service and the level of exclusivity they receive and make price adjustments accordingly to a pricing policy.
- Develop business plans and feasibility studies for new facilities so cost recovery is established at the beginning of a project and prices and earned income strategies follow.
- Inform users of the city's investment, even if the cost is zero so there is an appreciation for what the city is providing in services.
- Any group who generates income from city owned facilities should pay the full cost to operate the facilities for their group's gain.

### **3. Consider moving all park maintenance under the parks and recreation department and hold maintenance cost to 40% of the total park budget and make up the operational cost difference through user fees.**

- Evaluate what needs are truly park and recreation responsibilities and cost out the proper level of fulltime, part-time, and seasonal staff.
- Determine what is core essential work and non-essential work to eliminate any work that is not needed or serves a very low level of use.
- Eliminate amenities that receive little use but have a high cost to operate and maintain, such as outdoor winter ice rinks.
- Establish a working agreement with the Public Works Department for services and cost. If the price is too high, contract out the service to the private sector to provide it for the Parks and Recreation Department.
- Establish existing unit costs for park and recreation maintenance services.

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#### 1.1.4 LAND ACQUISITION POLICY

The following policy for land acquisition should be considered by the Department to help the City acquire needed park land for the future that allows the Department to buy land based on a set criterion versus because an opportunity becomes available.:

- The proposed land available would support an unmet need in the community and is in an underserved area of the community for that classification of park.
- The land is adjacent to an existing park or trail, will provide greater access for the community to enjoy a resource, or supports a connectivity route for a future trail extension



- The land supports a recreation facility need in the community such as a recreation center, aquatic center. A sports complex is an unmet need.
- The land is adjacent to a school where the value can be maximized by the school and the Parks Department for needed programs of both entities.
- The land supports and environmental endangered area in the Town and needs to be protected.
- The land is donated, and it meets one of the top six criteria listed.

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#### 1.1.5 PARK DESIGN PRINCIPLES

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

Every park, regardless of type, needs to have an established set of outcomes. Park planners /designers plan for these outcomes, including operational and maintenance costs associated with the design outcomes.

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

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

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#### 1.1.6 DEFINITIONS USED IN THE PARK DESIGN PRINCIPLES

**Land Usage:** The percentage of space identified for either passive use or active use in a park. A park master plan should follow land usage recommendations.

**Programming:** Can include active or passive (i.e., none). Active means it is organized and planned with pre-registration by the user. Examples of active programming include sports leagues, day camps, and

aquatics. Passive programming is self-directed by the user at their own pace. Examples of passive programming include playground usage, picnicking, Disc Golf, reading, or walking a dog.

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

- **Level 1 Maintenance:** High profile areas where the entire area is visible to foot traffic such as entrances to community centers, signature facilities, and areas where funding accommodates a higher level of maintenance. Examples of maintenance activities include: Mowing twice per week, 95% turf coverage at the start of season with 5% weeds and no bare areas, edging once per week, tree pruning cycle once annually, and litter pickup twice per week.
- **Level 2 Maintenance** – Moderate to heavy use is typical of most parks. Examples of maintenance requirements include: Mowing and edging once per week, 88% turf coverage at the start of the season with 8% weeds and 4% bare area, tree pruning cycle every seven years, litter pickup once per week.
- **Level 3 Maintenance** – Typical low usage parks or when funding is limited. Examples of maintenance requirements for this level include: Mowing and edging every 10 days, 80% turf coverage at the start of season with 20% weeds, edging once per week or every 2 weeks in off-season,\* tree pruning cycle every 10 years, litter pickup every other week.

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

**Park/Facility Classifications:** Includes; Neighborhood Parks, Community Parks, Regional Parks, Sports Complex Facilities, Special Use Parks/Facilities, Greenbelts/Trails/Paseos, and Open Space/Natural Areas.

**Revenue Facilities:** These include facilities that charge fees to play on them; access fee, player fee, team fee, or permit fee. These could include pools, golf courses, tennis courts, recreation centers, sport field complexes, concession facilities, hospitality centers, reservable shelters, outdoor or indoor theatre space, and special event spaces.



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

#### 1.1.7 NEIGHBORHOOD PARK

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

Design Principles for each park classification are:

- Size of park: Three to ten acres (usable area measured). Preferred size is 8 acres.
- Service radius: 0.5-mile
- Site Selection: On a local or collector street. If near an arterial street, provide natural or artificial barrier. Where possible, next to a school. Encourage location to link subdivisions and connect go other trails and parks.
- Length of stay: One hour experience or less
- Amenities: One signature amenity such as a major playground, spray ground park, sport court, or gazebo. No restrooms unless necessary for signature amenity. May include one non-programmed sports field and playgrounds for ages 2-5 and 5-12 with some shaded elements. No reservable shelters; has loop trails; one type of sport court; no non-producing/unused amenities; benches, small picnic shelters next to play areas. Amenities are ADA compliant.
- Landscape Design: Appropriate design to enhance the park theme, use, and experience.
- Revenue facilities: None
- Land usage: 85 % active/15 % passive
- Programming: Typically, none, but a signature amenity that is programmed may be included.
- Maintenance Standards: Provide the highest-level maintenance with available funding. Seek a goal of Level 2 maintenance standards. Some amenities may require Level 1 maintenance.
- Signage: Directional signage and facility/amenity regulations to enhance user experience.
- Parking: Design should include widened on-street parking area(s) adjacent to park. Goal is to maximize usable park space. As necessary, provide 5-10 spaces within the park including handicap spaces. Traffic calming devices such as speed bumps are encouraged next to park.
- Lighting: Security or amenity only. Lighting on dual time system with 50%of lights off at a set time and 50% on all night for security.
- Naming: Consistent with the Town's ordinances for naming of parks, or may be named after a prominent or historic person, event, or natural landmark.

- Other: Overall park customized to demographics of the neighborhood; safety design meets established CPTED standards with integrated color scheme throughout.

### 1.1.8 COMMUNITY PARKS

Community Parks are intended to be accessible to multiple neighborhoods and should focus on meeting community-based recreational needs as well as preserving unique landscapes and open spaces. Community Parks are generally larger in scale than neighborhood parks, but smaller than regional parks and are designed typically for residents who live within a 3-mile radius. When possible, the park may be developed adjacent to a school. Community Parks provide recreational opportunities for the entire family and often contain facilities for specific recreational purposes: athletic fields, swimming pool, tennis courts, extreme sports amenity, recreation center, loop trails, picnic areas, reservable picnic shelters, sports courts, permanent restrooms, large turf and landscaped areas and a playground or spray ground. Community Parks contain more recreation amenities than a Neighborhood Park. They also contain more recreation amenities than a Neighborhood Park.

Passive outdoor recreation activities such as meditation, quiet reflection, and wildlife watching also take place at Community Parks.

- Can be up to one hundred acres but generally range from twenty to sixty acres depending on the community
- Service radius: One-to-three-mile radius
- Site Selection: On two collector streets minimum and preferably one arterial street. If near arterial street, provide natural or artificial barrier. Minimal number of residences abutting the site. Preference is streets on four sides, or three sides with school or municipal use on fourth side. Encourage trail linkage to other parks.
- Length of stay: Two to three hours experience
- Amenities: Four signature amenities at a minimum: (e.g., trails, sports fields, large shelters/pavilions, community playground for ages 2-5 and 5-12 with some shaded elements, recreation center, pool or family aquatic center, sports courts, water feature); public restrooms, ample parking, and security lighting. Amenities are ADA compliant. Sport Fields and Sport Complexes are typical at this park.
- Revenue facilities: One or more (e.g., pool, sports complex, pavilion)
- Land usage: 60% active and 35% passive
- Programming: Minimum of 4 essential program services (e.g., sports, day camps, or aquatics)
- Maintenance Standards: Provide the highest-level maintenance with available funding. Seek a goal of Level 2 maintenance standards. Some amenities may require Level 1 maintenance.
- Parking: Sufficient to support the amenities; occupies no more than 10% of the park. Design should include widened on-street parking area adjacent to the park. Goal is to maximize usable park space. Traffic calming devices encouraged within and next to the park.
- Lighting: Amenity lighting includes sport field light standards. Security lighting on dual time system with 50% of lights off at a set time and 50% on all night for security
- Signage: Directional signage and facility/amenity regulations to enhance user experience. May include kiosks in easily identified areas of the park.



- Landscape Design: Appropriate design to enhance the park theme use and experience. Enhanced landscaping at park entrances and throughout park.
- Naming: Consistent with the Town's naming right ordinance, may be named after a prominent or historic person, event, or natural landmark.
- Other: Strong appeal to surrounding neighborhoods with integrated color scheme throughout the park. Partnerships developed with support groups, schools, and other organizations. Loop trail connectivity linked to Regional Park, trail, or recreation facility and safety designs meets established CPTED standards.

#### 1.1.9 REGIONAL PARK

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

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

- Size of park: 100 to 1,000 acres.
- Service radius: Three miles or greater radius.
- Site Selection: Prefer location which can preserve natural resources on-site such as; wetlands, streams, and other geographic features or sites with significant cultural or historic features. Significantly, are a large parcel of land with access from public roads capable of handling anticipated traffic.
- Length of stay: All day experience.
- Amenities: Ten to twelve amenities to create a signature park such as; a golf course, tennis complex, sports complex, lake, regional playground, 3 or more reservable picnic shelters, camping, outdoor recreation/extreme sports, recreation center, pool, gardens, trails, zoo, specialty facilities); public restrooms, concessions, restaurant, ample parking, and a special event site. Sport Fields and Sport Complexes are typical at regional parks. See details in Sport Complex classification and Appendix A: Sport Field Amenities for more information.
- Revenue facilities: More than two park designed facilities that will produce revenue to offset operational costs.
- Land usage: Up to 50% active/50% passive.
- Programming: More than four recreation experiences per age segment with at least four core programs provided.

- Maintenance Standards: Provide the highest-level maintenance with available funding. Seek a goal of Level 2 maintenance standards. Some amenities may require Level 1 maintenance.
- Parking: Sufficient for all amenities. Traffic calming devices encouraged within and next to the park.
- Lighting: Amenity lighting includes sport field light standards. Security lighting on dual time system with 50% of lights off at a set time and 50 % on all night for security
- Signage: Directional signage and facility/amenity regulations to enhance user experience. May include kiosks in easily identified areas of the park.
- Landscape Design: Appropriate design to enhance the park theme, use, and experience. Enhanced landscaping at the park entrances and throughout park.
- Naming: Consistent with the Town's naming ordinance and may be named after a prominent or historic person, event, or natural landmark.
- Other: Safety design may meet CPTED safety standards; integrated color scheme throughout the park. The park should be linked to major trail systems, and public transportation. Concessions available with food, and retail sales available. Dedicated site managers on duty. Telephone/Cable TV conduit.

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### 1.1.10 SPORTS COMPLEXES

Sports complexes at Community Parks, Regional Parks, and stand-alone Sports Complexes are developed to provide 4 to 16 fields or courts in one location. A sports complex may also support extreme sports facilities such as BMX and skateboarding. They can be single focused or multi-focused and include indoor or outdoor facilities to serve the needs of both youth and adults. Outdoor fields should be lighted to maximize value and productivity of the complex. Agencies developing sports complexes focus on meeting the needs of residents while also attracting sport tournaments to increase economic impact on the community.

Sports field designs include appropriate field distances for each sport's governing body and support amenities designed to produce revenue to offset operational costs.

Signature sports complexes include enhanced amenities such as artificial turf, multipurpose field benches and bleachers, scoreboards, amplified sound, scorer's booths, and other features to enhance enjoyment of participants and spectators. Enhanced amenities would be identified through discussions between Town and Schools and / or sports associations and are dependent upon adequate funding.

- Size of park: Preferably 40 or more acres for stand-alone complexes.
- Service radius: Determined by community demand.
- Site Selection: Stand-alone sports complexes are strategically located on / or near arterial streets. Refer to community or regional park sections if the sport complex is located within a park. The preference is to have streets on four sides, or three sides with a school or municipal use on the fourth side.
- Length of stay: Two to three hours of experience for single activities. Can be all day for tournaments or special events.





- Amenities: Four to sixteen fields or sports courts in one setting and also have public restrooms, ample parking, turf types appropriate for the facility's anticipated usage, and field lighting. Amenities are ADA compliant.
- Revenue facilities: Four or more (e.g., fields, concession stand, picnic pavilion).
- Land usage: 95% active and 5% passive.
- Programming: Focus on active programming for all amenities.
- Maintenance Standards: Provide the highest-level maintenance with available funding. Plan for Level 1 and sometimes 2 level of maintenance standards at signature facility.
- Parking: Sufficient to support the amenities. Traffic calming devices are encouraged within and next to park.
- Lighting: Amenity lighting includes sport field light standards. Security lighting on dual time system with 50% of lights off at a set time and 50% on all night for security.
- Signage: Directional signage and facility/amenity regulations to enhance user experience. May include kiosks in easily identified areas of the facility.
- Landscape Design: Appropriate design to enhance the park theme/use/experience. Enhanced landscaping at entrances and throughout complex.
- Naming: Consistent with the Town's naming ordinance and may be named after a prominent or historic person, event, or natural landmark
- Other: Integrated color scheme throughout the park. The safety design meets established CPTED standards. Telephone/Cable TV conduit.

#### 1.1.11 SPECIAL USE PARK/FACILITY

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

- 1. Historic/Cultural/Social Sites** – Unique local resources offering historical, educational, and cultural opportunities. Examples include historic downtown areas, commercial zones, plaza parks, performing arts parks, arboretums, display gardens, performing arts facilities, indoor theaters, churches, and amphitheaters. Frequently these are in Community or Regional Parks
- 2. Golf Courses** – Nine and eighteen-hole complexes with ancillary facilities such as club houses, driving ranges, program space and learning centers. These facilities are highly maintained and support a wide age level of males and females. Programs are targeted for daily use play, tournaments, leagues, clinics, and special events. Operational costs come from daily play, season pass holders, concessions, driving range fees, earned income opportunities and sale of pro shop items.
- 3. Indoor Recreation Facilities:** Specialized or single purpose facilities. Examples include community centers, senior centers, and community theaters. Frequently these are in Community or Regional Parks

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

Special use facilities guidelines are as follows:

- Size of park: Depends upon facilities and activities included. Their diverse character makes it impossible to apply acreage standards.
- Service radius: Depends upon facilities and activities included. Typically serves special user groups while a few serve the entire population.
- Site Selection: Given the variety of potential uses, no specific standards are defined for site selection. As with all park types, the site itself should be located where it is appropriate for its use.
- Length of Stay varies by facility.
- Amenities: Varies by facility
- Revenue Facilities: Due to nature of certain facilities, revenue may be required for construction and/or annual maintenance. This should be determined at a policy level before the facility is planned and constructed.
- Land usage: Varies by facility.
- Programming: Varies by facility
- Maintenance Standards: Provide the highest-level maintenance with available funding. Seek a goal of Level 2 maintenance standards. Some amenities (i.e., rose gardens) will require Level 1 maintenance.
- Parking: On-street or off-street parking provided as appropriate. Design should include widened on-street parking areas adjacent to park. The goal is to maximize usable park space. As necessary, provide 5 to 10 spaces within the park including handicap spaces. Traffic calming devices encouraged next to park.
- Lighting: Security or amenity only. Lighting on dual time system with 50% of lights off at a set time and 50% on all night for security.
- Signage: Directional signage and facility/amenity regulations to enhance user experience.
- Landscape Design: Appropriate design to enhance the park theme/use/experience.
- Naming: Follows Town ordinance for naming or may be named after a prominent or historic person, event, or natural landmark.
- Other: Integrated color scheme throughout the park and safety designs to meet established CPTED standards. Telephone/Cable TV conduit as appropriate.

### 1.1.12 GREENBELTS/TRAILS/PASEOS

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

- Size: Typically, at least a 30-foot width of unencumbered land for a Greenbelt or Paseo. May include a trail to support walking, biking, running, and equestrian type activities. Typically, an Urban Trail is 10-foot wide to support pedestrian and bicycle uses. In open space areas, trails include five feet of decomposed stone on both sides of the trail. Trails should incorporate signage to designate where a user is located and where the trails connect to a Town.

Equestrian uses can occur in both urban and open space settings by adding 10 feet more of space to separate equestrian usage from pedestrian/bike usage. In urban settings, equestrian use includes 5-foot of decomposed granite plus a 5-foot landscaped separation from the pedestrian/bike trail. In open space settings, equestrian use includes 5-foot of harrowed soil plus a 5-foot natural separation from the pedestrian/bike trail.

- Site Selection: Located consistent with approved Trails Master Plan
- Amenities: Parking and restrooms at major trailheads. May include small parks along the trail.
- Maintenance standards: Demand based maintenance with available funding.
- Lighting: Security lighting at trailheads and high use areas. Lighting on dual system with 50% of lights off at a set time and 50% on all night for security
- Signage: Mileage markers at half mile intervals. Interpretive kiosks as deemed appropriate.
- Landscape Design: Coordinated planting scheme in urban areas. Limited or no planting in open space areas
- Other: Connectivity to parks or other Town attractions and facilities is desirable

### 1.1.13 OPEN SPACE/NATURAL AREA

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

- Amenities: May include paved or natural trails, wildlife viewing areas, mountain biking, disc golf, interpretation, and education facilities
- Maintenance standards: Demand-based maintenance with available funding. Biological management practices observed.
- Lighting: None

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

### 1.1.14 SPORT FIELD AMENITIES

Basic sport field amenities provided by the Town are listed below.

#### BASEBALL FIELD AMENITIES - YOUTH SIZE

- Field size: Preferred: 225-foot outfield fence with 10-foot warning track with 4-foot-high outfield fence. Alternate: 215-foot outfield fence with 8-foot-high outfield fence.
- Baselines and infield: 60-foot and 70-foot skinned baseline with base sleeves with grass infield. Ball field mix extends from backstop down sidelines to fence opening at end of dugout. Home plate included. Bases specified by Town and provided by user groups.
- Permanent backstop. 2-foot-high concrete block with safety padding and 18-foot vertical fence (black vinyl coated chain link).
- Fencing: 8-foot-high fence (black vinyl coated chain link) from backstop to end of skinned infield. On 225-foot field, 4-foot-high sideline, and outfield fence (black vinyl coated chain link). On 215-foot field, outfield fence increases to 8-foot high. Yellow safety top on outfield fence. Foul poles at outfield fence. 12-foot wide dual-gate opening on one sideline fence for field maintenance equipment access.
- Concrete block bin: 6-foot by 6-foot for ball field mix located adjacent to 12-foot fence opening.
- Dugout: 21-foot by 7-foot including 15-foot-long players bench with backrest. 8-foot-high fencing around dugout. Dugout opens onto field at home base side of dugout. 2-foot safety wing fencing inside dugout to prevent foul ball entry. Slatted roof over dugout.
- Raised pitching mound with two pitching rubbers (46-foot and 50-foot to home plate). Equipment installed by Town maintenance staff.
- Interior warm up/practice pitching mound along sideline fences backing up to outfield fence (46-foot distance from pitching rubber to plate). Slats or padding in fence to maintain fence longevity.
- Three row bleachers (21-foot long) on concrete pad both baselines.
- 12-foot by 8-foot concrete pad for storage box. Equipment storage unit funded by user group – approved and installed by Town maintenance staff on same side as field mix bin.
- Conduit and pull boxes from power source to backstop, and from backstop to outfield field for future scoreboard. Scoreboard/controller provided by user group.
- Field lighting at community and regional parks.
- Concrete behind dugouts and in dugouts connected to park walkways on all fields.



- Quick disconnect for water behind pitcher's mound.

#### BASEBALL FIELD AMENITIES - ADULT SIZE

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

#### SOFTBALL FIELD AMENITIES - YOUTH SIZE

- Field size: Preferred: 225-foot outfield fence with 10-foot warning track with 4-foot-high outfield fence. Alternate: 215-foot outfield fence with 8-foot-high outfield fence.

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

### SOFTBALL FIELD AMENITIES - ADULT SIZE

- Field size: 300-foot outfield fence with 10-foot warning track and 8-foot-high outfield fence.
- Baselines and infield: 60-foot/ 65-foot/ 70-foot/ 80-foot baseline with base sleeves on skinned infield. Home plate included. Bases specified by Town and provided by user groups.
- Permanent backstop. 2-foot-high concrete block with safety padding and 18-foot vertical fence (black vinyl coated chain link).



- Fencing: 8-foot-high fence (black vinyl coated chain link) from backstop to end of skinned infield. 8-foot-high sideline and outfield fence (black vinyl coated chain link). Foul poles at outfield fence. 12-foot wide dual-gate opening on one sideline fence for field maintenance equipment access.
- Concrete block bin: 6-foot by 6-foot for ball field mix located adjacent to 12-foot fence opening.
- Dugout: 27-foot by 9-foot including 21-foot-long players bench with backrest. 8-foot-high fencing around dugout. Dugout opens onto field at home base side of dugout. 2-foot safety wing fencing inside dugout to prevent foul ball entry. Slatted roof over dugout.
- No pitching mound. Two pitching rubbers (50-foot /54-foot to home plate). Equipment installed by Town maintenance staff.
- Three row bleachers (21-foot long) on concrete pad both baselines.
- 12-foot by 8-foot concrete pad for storage box. Equipment storage unit funded by user group – approved and installed by Town maintenance staff on same side as field mix bin.
- Conduit and pull boxes from power source to backstop, and from backstop to outfield field for future scoreboard. Scoreboard/controller provided by user group.
- Field lighting at community and regional parks.
- Concrete behind dugouts and in dugouts connected to park walkways on all fields.
- Quick disconnect for water behind pitcher’s mound.
- Bomber system for watering infield preferred.

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

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

#### RESTROOM/CONCESSION BUILDING

- Restrooms to support male and females as well as family: typically installed at 1 per 20 acres of Community Park, Regional Park, or Sports Complex. Minimum of one restroom at parks with programmed fields.
- Concession Building: Provided when three or more fields exist at a Community Park or Regional Park. Owned by Town. Rental agreement required for user group use of facility, which includes



cost of building depreciation, building upkeep, and utilities. Building includes shelving, electrical, three-partition sink with hot water, and separate sink for hand washing. Facility built to health code requirements. Equipment supplied by user group.

### 1.1.15 MAINTENANCE STANDARDS

Based on data collected during site visits, maintenance standards were developed in both qualitative and quantitative formats, organized by three Levels of Service. Maintenance standards can change by season and month depending on the type of park area level of use. Standards will be calculated by time and equipment proposed for all parks in the system.

This format provides guidance in terms of understanding the required work activities and elements in a descriptive manner that can be quantified numerically. Following are descriptions of the levels of service and both qualitative and quantitative maintenance standards as proposed for all parks in the system.

#### LEVEL ONE MAINTENANCE STANDARDS AND DEFINITIONS FOR PARKS

- Turf Maintenance – high profile areas (small areas, entire area visible to foot traffic)
  - Mowing will occur 2 times/week.
  - Mowing heights
    - 2 ½ “during warm season (daytime highs consistently above 75 degrees)
  - Edging of all turf perimeters will occur 1 time/week.
  - 95% turf coverage
  - 3% weed infestation for existing areas (all efforts should be made to keep new areas 100% weed free)
  - 2% bare area
  - Remove grass clippings if visible.
  - Aerate 1 time/year (additionally if needed)
  - Inspect thatch layer regularly and remove as needed.
  - Test soil and water annually
    - Additional testing will occur if deemed necessary.
  - Soil moisture will be consistent.
    - No wet areas
    - No dry areas
    - Firm enough for foot and mower traffic
    - Apply wetting agents to assist in uniform soil moisture.
    - Hand water as needed.
  - Inspect daily for insects, disease, and stress and respond to outbreaks within 24 hours.
  - Fertilize (3) times per year.



- Top dress/over seed once a year
- Tree and Shrub Maintenance
  - Prune/trim trees and shrubs as dictated by species twice annually during spring and fall.
  - Remove sucker growth annually.
  - Test soil annually to ensure application of appropriate nutrients as needed.
  - Apply fertilizer to plant species according to their optimum requirements as needed or yearly.
  - Inspect regularly for insects and diseases. Respond to outbreaks within 48 hours.
  - Place 2” of organic mulch around each tree within a minimum 18” ring
  - Place 2” of organic mulch around shrub beds to minimize weed growth.
  - Remove hazardous limbs and plants immediately upon discovery.
  - Remove dead trees and plant material immediately unless located within an environmental area.
  - Remove or treat invasive plants within 5 days of discovery.
  - Flower bed maintenance done yearly.
  - Fertilize once a year.
  - Pond maintenance done yearly and inspect weekly.
  - Water features maintained weekly.
  - Invasive plant removal annually
- Storm Cleanup
  - Inspect drain covers at least twice monthly, before rain and immediately after flooding.
  - Remove debris and organic materials from drain covers immediately.
  - Maintain water inlet height at 100% of design standard.
- Irrigation Systems
  - Inspect irrigation systems at least once per month or computer monitors, as necessary.
  - Initiate repairs to non-functioning systems within 24 hours of discovery
  - Back flow testing done annually.
- Litter Control
  - Pick up litter and empty containers at least once daily or as needed.
  - Remove leaves and organic debris once a week or as necessary.

- **Playground Maintenance**
  - Audit each playground to ensure compliance with the current version of ASTM Performance Standard F1487 and the Consumer Product Safety Commission “Handbook for Public Playground Safety”.
  - Complete low-frequency playground inspections at least bi-monthly or as required. All low-frequency inspections are to be completed by a Certified Playground Safety Inspector (CPSI). Complete safety-related repairs immediately, and initiate other repairs within 48 hours of discovery
  - Complete high-frequency inspections at least weekly
  - Grooming surface three times weekly, nine months a year
- **Hard Surface Maintenance**
  - Remove debris and glass immediately upon discovery.
  - Remove sand, dirt, and organic debris from walks and hard-court surfaces weekly.
  - Remove trip hazards from pedestrian areas immediately upon discovery.
  - Paint fading or indistinct instructional / directional signs annually.
  - Blow grass clippings after mowing around hard surfaces.
  - Remove grass growing in cracks as needed.
- **Outdoor Court Maintenance**
  - Inspect tennis and basketball courts at least once monthly. Complete all repairs within 48 hours of discovery.
  - Repaint lines at least once each year.
  - Replace basketball nets when frayed, broken, or removed.
  - Maintain basketball goal posts, backboards, rims, tennis net posts, fencing, and hardware to original design specifications.
- **Trail Maintenance**
  - Inspect hard and soft surface trails at least once monthly.
  - Remove dirt, sand, and organic debris from hard surfaces at least once weekly.
  - Remove organic debris from soft surfaces at least once weekly.
  - Maintain a uniform 3-4” depth of compacted material on soft surface trails at all times.
  - Graffiti removed weekly.
  - Remove overhanging branches within 84” of the trail surface at least twice annually.
  - Mechanically or chemically control growth 24” on either side of the trails.
  - Inspect signs, benches, and other site amenities at least once monthly. Complete repairs within 10 days of discovery
  - Inspect and make necessary repairs to lighting systems at least once monthly.



- Repair / replace bulbs to maintain lighting levels to always design specifications.
- Site Amenity Maintenance
  - Inspect benches, trash containers, picnic tables and grills, bicycle racks, flag poles, drinking fountains, and other site amenities at least monthly. Complete repairs within 24 hours of discovery
  - Cleaning, scrub, and power wash of amenities twice yearly
  - Inspect daily for insects, disease, and stress and respond to outbreaks within 24 hours.
- Athletic fields grounds maintenance (Baseball, Soccer, Softball and Rugby)
  - Fields that are dedicated to softball, baseball, soccer, and rugby only.
  - Use mower capable of “striping” the turf.
  - Mowing will occur twice weekly.
  - Mowing heights
    - 2” during cool season (daytime highs consistently below 75 degrees)
  - Edging of field perimeters will occur twice monthly.
  - 95% turf coverage at the start of every season
  - 80% turf coverage after play begins.
  - 5% weed infestation.
  - 0% bare area at the start of every season
  - 15% bare and weak areas will be acceptable after play begins.
  - Apply pre-germinated seed to heavily worn areas after every tournament.
  - Remove grass clippings if visible.
  - Aerate 3 times annually.
  - Spots aerate high use areas as needed.
  - Inspect thatch layer regularly and remove as needed.
  - Test soil and water annually
    - Additional testing will occur if deemed necessary.
  - Soil moisture will be consistent.
    - No wet areas
    - No dry areas
    - Firm enough for foot and mower traffic
    - Apply wetting agents to assist in uniform soil moisture.
    - Hand water as needed.

- Inspect daily for insects, disease, and stress and respond to outbreaks within 24 hours.
- Fertilize monthly.
- Aerate and over seed yearly.
- Fence and Gate Maintenance
  - Inspect fences, gates, and bollards at least twice annually. Complete safety-related repairs immediately. Complete other repairs within 48 hours of discovery
  - Annually free fence of debris
- Sign Maintenance
  - Inspect sign lettering, surfaces, and posts at least once monthly.
  - Repair / replace signs to maintain design and safety standards within 24 hours of discovery.
  - Clean signs twice a year
  - Cut back plant material annually or more if needed.
- Pest Control
  - In accordance with the Department's Integrated Pest Management Program (IPM), problem areas are inspected monthly and remedied immediately upon discovery.
- Vandalism and Graffiti Removal
  - Initiate repairs immediately upon discovery. Document and photograph damage as necessary
- Picnic Shelters
  - Reserved units cleaned and litter removed prior to and after each reservation.
  - Minor repairs are made immediately upon discovery.
  - Non-reserved units are cleaned weekly by power washing, or as necessary.
- Lighting Security/Area
  - Foot-candle levels will be maintained to preserve original design.
  - Inspect once monthly.
  - Repairs/bulb replacement will be completed within 24 hours of discovery.
- Aquatic Center Standards when a pool is developed.
  - Vacuum pool weekly
  - Manually check water chemistry every two hours of operation
  - Check water electronically on a continuous basis.
  - Water checked for temperature, chlorine, and pH.
  - Check flow rates every 2 hours of operation.



- Water checked for clarity on a continuous basis.
- Clean concrete areas daily
- Repaint pool tank every two years.
- Pressure washes concrete areas weekly.
- Clean restrooms two times daily
- Inspect facility and associated equipment daily.
- Maintain all equipment per manufacturers suggestions.
- Inspect sand filter annually.
- Broken Equipment Standard
  - Broken equipment shall be repaired immediately, as staff is capable, and parts are available when noticed or reported.
  - If staff is not able to repair, the broken equipment will be signed and roped off with emergency tape indicating that the amenity is broken, not to be used, and when it will be repaired.
- Lifecycle Replacement
  - The Town has developed a lifecycle replacement program that must be built into the Capital Improvement Program based on contractor and product specifications.
- Concession Standards (outdoor) when developed in the future.
  - Concession facilities cleaned, wiped down, and sanitized before opening.
  - Electrical appliances checked for compliance and repaired if damaged.
  - Lights checked and repaired as needed.
  - Concession operating permits secured before opening.
  - Appliances cleaned thoroughly before opening.
  - Prices for concessions will be posted.
  - Cash registers tested to ensure they work properly.
  - Circuit breakers tested prior to opening.
  - Cleaning and sanitization supplies on hand before opening.
  - Pick up debris daily.
- Closing Concession Standards (outdoor)
  - Equipment cleaned thoroughly.
  - Supplies removed and discarded.
  - Electricity should be turned off.

- Refrigerators and cables turned off and sealed.
- Facility floors, sinks, and counters cleaned thoroughly.
- Hoses cleaned and drained.
- Kitchen cleaned thoroughly.
- Inspections of standards will occur monthly.
- Restrooms
  - Restrooms cleaned twice per day unless contracted.
  - Restrooms inspected hourly.
  - Restrooms locked/unlocked daily.
  - Replace waterless urinal cartridges monthly.
  - Leaks dealt with immediately and repaired within 24 hours of discovery.
- Open Space Standard
  - Maintain natural appearance to open space areas.
  - Remove trees and branches that pose a hazard to the users of the area.
  - Respond to disease and insect outbreaks within 24 hours of identification.
  - Inspect areas monthly.
  - Remove and clean dump sites within 48 hours of identification.
  - Post and maintain appropriate signage for each individual area.
  - Implement strategies to assist in reducing the stand of non-native invasive plants by 5% annually.
  - No large branches or debris will be allowed in parks and along perimeters.

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### 1.1.16 LEVEL TWO MAINTENANCE STANDARDS FOR PARKS

Maintenance standards can change by season and month depending on the park and level of use. Standards will be calculated by time and equipment needed to develop the required operation budgets. The difference between Level 1 and Level 2 standards is the frequency rate.

- Turf Maintenance
  - Mowing will occur once weekly.
  - Mowing heights
    - 2½" during cool season (daytime highs consistently below 75 degrees)
  - Edging of all turf perimeters will occur weekly during season and every 2 weeks in off-season.
  - 88% turf coverage
  - 8% weed infestation.





- 4% bare area will be acceptable after play begins.
- Remove grass clippings if visible.
- Aerate once annually in low use areas.
- Aerate twice annually in high use areas (additional if needed)
- Inspect thatch layer regularly and remove as needed.
- Test soil and water annually
  - Additional testing will occur if deemed necessary.
- Soil moisture will be consistent.
  - No wet areas
  - No dry areas
  - Firm enough for foot and mower traffic
  - Apply wetting agents to assist in uniform soil moisture.
  - Hand water as needed.
- Inspect weekly for insects, disease, and stress, and respond to outbreaks within 24 hours.
- Fertilize twice yearly.
- Tree and Shrub Maintenance
  - Prune/trim trees and shrubs as dictated by species at least once annually.
  - Apply fertilizer to plant species only if plant health dictates.
  - Remove sucker growth as needed.
  - Inspect regularly for insects and diseases. Respond to outbreaks within 48 hours.
  - Place 2" of organic mulch around each tree within a minimum 18" ring
  - Place 2" of organic mulch around shrub beds to minimize weed growth.
  - Remove hazardous limbs and plants immediately upon discovery.
  - Remove dead trees and plant material within 30 days of discovery.
  - Remove or treat invasive plants yearly.
- Storm Cleanup
  - Inspect drain covers at least once monthly and immediately after flooding occurs.
  - Remove debris and organic materials from drain covers within every other month.
  - Inspect and clean drains before forecasted storms begin.
  - Maintain water inlet height at 100% of design standard.
  - Invasive plant removal once a year or as needed.

- Drain system maintenance done once a year.
- Irrigation Systems
  - Inspect irrigation systems a minimum of once per month and as necessary.
  - Initiate repairs to non-functioning systems within 48 hours of discovery
  - Annual back flow inspection done yearly.
- Litter Control
  - Pick up litter and empty containers at least every other day or as needed.
  - Remove leaves and organic debris once a week.
- Playground Maintenance
  - Audit each playground to ensure compliance with the current version of ASTM Performance Standard F1487 and the Consumer Product Safety Commission “Handbook for Public Playground Safety”.
  - Complete low-frequency playground inspections at least bi-monthly or as required. All low-frequency inspections are to be completed by a Certified Playground Safety Inspector (CPSI). Complete safety-related repairs immediately and initiate other repairs within 48 hours of discovery
  - Complete high-frequency inspections at least weekly
  - Grooming surface two times weekly
- Hard Surface Maintenance
  - Remove debris and glass immediately upon discovery.
  - Remove sand, dirt, and organic debris from walks, lots, and hard surfaces every 30 days.
  - Remove trip hazards from pedestrian areas immediately upon discovery.
  - Paint fading or indistinct instructional/directional signs every other year.
  - Remove grass in the cracks monthly.
- Outdoor Court Maintenance
  - Inspect basketball courts at least once monthly. Complete repairs within 10 days of discovery
  - Repaint lines at least once every 2 years.
  - Replace basketball nets within 10 days when frayed, broken, or removed.
  - Maintain basketball goal posts, backboards, rims, fencing, and hardware to original design specifications. Complete repairs within 10 days of discovery
- Trail Maintenance
  - Inspect hard and soft surface trails at least once monthly.
  - Remove dirt, sand, and organic debris from hard surfaces at least once monthly.



- Remove organic debris from soft surfaces at least once monthly.
- Maintain a uniform 2-4" depth of compacted material on soft surface trails.
- Mechanically or chemically control growth 24" on either side of the trails.
- Remove overhanging branches within 84" of the trail surface at least once annually.
- Inspect signs, benches, and other site amenities at least once monthly. Complete repairs within 10 days of discovery
- Site Amenity Maintenance
  - Inspect benches, trash containers, picnic tables, grills, bicycle racks, drinking fountains, and other site amenities at least monthly. Complete repairs within 5 days of discovery
  - Cleaning and washing annually.
  - Inspect daily for insects, disease, and stress and respond to outbreaks within 24 hours.
- Athletic Field Grounds Maintenance (baseball, soccer, softball, and rugby)
  - Fields that are dedicated to soccer, baseball, softball, and rugby only.
  - Mowing will occur twice weekly.
  - Mowing heights
    - 2 ½ "during cool season (daytime highs consistently below 75 degrees)
    - 3" during warm season (daytime highs consistently above 75 degrees)
  - Edging of all field perimeters will occur once monthly.
  - 80% turf coverage at the start of every season
  - 65% turf coverage after play begins.
  - 20% weed infestation.
  - 5% bare area at the start of every season
  - 15% bare and weak areas will be acceptable after play begins.
  - Remove grass clippings if visible.
  - Aerate once annually.
  - Inspect thatch layer regularly and remove as needed.
  - Test soil and water annually
    - Additional testing will occur if deemed necessary.
    - Soil moisture will be consistent.
  - No wet areas
  - No dry areas
  - Firm enough for foot and mower traffic

- Inspect weekly for insects, disease, and stress, and respond to outbreaks within 24 hours.
- Fence and Gate Maintenance
  - Inspect fences, gates, and bollards at least once annually. Complete safety-related repairs immediately, and complete other repairs within 5 days of discovery
  - Clean debris annually
- Sign Maintenance
  - Inspect sign lettering, surfaces, and posts at least once every 3 months.
  - Repair/replace signs to maintain design and safety standards within 5 days of discovery.
  - Clean sign once a year
- Pest Control
  - In accordance with the Department's Integrated Pest Management Program (IPM), inspect problem areas monthly and remedy immediately upon discovery.
- Vandalism and Graffiti Removal
  - Initiate repairs immediately upon discovery. Document and photograph damage as necessary
- Picnic Shelters
  - Reserved units cleaned and litter removed prior to and after each reservation.
  - Minor repairs are made immediately upon discovery.
  - Non-reserved units are cleaned bi-weekly, or as necessary.
- Lighting Security/Area
  - Inspect quarterly.
  - Repairs/bulb replacement will be completed within 72 hours of discovery.
- Restrooms
  - Restrooms cleaned daily unless contracted.
  - Restrooms inspected every three hours.
  - Restrooms locked/unlocked daily.
  - Replace waterless urinal cartridges monthly.
  - Leaks dealt with immediately and repaired within 24 hours of discovery.

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### 1.1.17 LEVEL THREE MAINTENANCE STANDARDS FOR PARKS

Maintenance Standards can change by season and month depending on the type of park and level of use. Standards will be calculated by time and equipment needed to develop required operation budgets.

- Turf Maintenance (dog parks)
  - Mowing will occur once every 10 days.



- Mowing heights
  - 2½" during cool season (daytime highs consistently below 75 degrees)
- 50% turf coverage
- Up to 50% weed coverage for existing.
- Up to 20% bare area
- Safety of hazard only action

#### 1.1.18 MAINTENANCE ITEMS FOR WATER PARKS

The Department shall establish and implement a maintenance program to assure safe and enjoyable water park conditions.

##### MINIMUM STANDARD

The Department shall establish and administer programs for all areas of the water parks. These shall be maintained in good condition in conformance with the Department's minimum standards. The policies that will govern minimum standards for maintenance operations include but not are limited to:

- Customer Service
  - Safety and directional signs are properly positioned.
  - Entrance is clearly visible with appropriately placed road signs to access the water park.
  - Entrance is professionally landscaped with a "Welcome To" sign in place.
  - Parking lot is clean and well maintained.
  - Parking lot has designated handicapped slots.
  - Area surrounding water park is neatly groomed and landscaped.
  - Maintenance building is neat and clean.
- Buildings and structures
  - Bathhouse and restrooms floors should be disinfected daily.
  - Pool decks should be rinsed daily.
  - Buildings and structures shall be always maintained in good repair in a fashion which is consistent with fire and safety codes and regulations.
  - Tools, supplies and equipment will be organized in an orderly fashion.
  - Chemical storage shall be reported to the Department on an annual basis as part of SARA III reporting requirements. All chemicals shall be stored in a fashion consistent with local/state storage recommendations.
- Restrooms shall be checked at least hourly daily and maintained in a manner to provide clean and sanitary facilities. Soap, towels, toilet issue, etc., shall be always provided in adequate quantities.
- Water Park (when developed)

- Check the operation of the recirculation pump and motor daily.
- Check the operation of the disinfectant and pH chemical feeder daily.
- Check the filter operation, read the pressure gauges, and backwash, if necessary daily
- For all closed filters, manually release the air daily.
- Skimmer strainer baskets must be cleaned daily.
- Clean the bottom of the pool and manually skim debris from the surface daily.
- Measure and record the chlorine or bromine residual and the pH at least twice a day.
- The staff shall keep true, accurate, and complete records of water park maintenance, chemical applications, and safety inspections.
- Planters (All areas planted with ornamental plants, and having a definable border)
  - Planters shall be maintained free of trash and debris such as (e.g., paper, drinking cans, bottles, fallen limbs and leaves, etc.)
  - Planters shall be maintained free of weeds or grass by mechanical, manual, or chemical means.
  - Plant material (e.g., trees, shrubbery, and ground covering) in planters shall be trimmed for protection from wind, insect damage, and appearance.
  - Various planting areas throughout the facility will be cultivated, weeded, pruned, and fertilized regularly, with at least 2 replanting programs for annuals scheduled yearly.
- Irrigation (All equipment required to irrigate all areas of the property)
  - Repair or replace all heads, valves, control equipment, wiring and pipe as needed to maintain the proper operation of the irrigation system on an ongoing basis.
- Fences (All fences, chain links, walls, or barbed wire on or within boundaries of the property)
  - Repair all broken or damaged fencing as necessary
  - Immediately repair or replace all fences, gates and locking devices as needed for the protection of the water park.
- Parking, Sidewalks and Hardscape
  - All sidewalks, patios, and concrete paths must be kept edged. Edging around valve boxes, meter boxes, backflow preventers, etc., shall be done as needed to ensure there is no obstruction of play or maintenance from growth around these areas.
  - Any change in the physical characteristics of the water park or the modification of any portion of the grounds or structures, shall only be undertaken with the direct approval of the Department.
  - Trash and refuse shall be collected daily and removed from the property as necessary to ensure minimal problems from refuse odors, insects, etc.
- Park Amenities and Slides



- All slides are inspected daily for problems. Slides are waxed on a yearly basis.
- All in-park amenities are inspected daily and repaired as need.
- Sand in play areas is raked daily as it applies to play areas and volleyball areas.
- Picnic areas washed down daily prior to visitors the water park and tables inspected for repairs.
- Lazy river painted and repaired yearly as needed.
- Park pool painted and striped on a yearly basis.
- All tubes are inspected weekly.

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1.1.19 DOG PARKS MAINTENANCE (WHEN DEVELOPED)

- Mow park at least once a week at 3 inches
- Pick up trash daily in parking lots.
- Clean restroom at least once a week
- Inspect signage on how to use the park properly.
- Move dog areas every two weeks to keep areas from getting beat down.
- Grade parking lot monthly or as needed.
- Inspect fencing on a weekly basis.
- Inspect safety lighting on a weekly basis.



# PROS DESIGN AND MAINTENANCE STANDARDS

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## ACQUIRING, DEVELOPING & MAINTAINING PROPERTY

### 1.1 LAND ACQUISITION POLICY

The following policy for land acquisition should be considered by the Department to help the City acquire needed park land for the future that allows the Department to buy land based on a set criterion which will allow better analysis of opportunities:

- The proposed land supports an unmet need in the community and is located in a underserved area of the community for that classification of park
- The land is adjacent to an existing park or trail and will provide greater access for the community to enjoy the resource
- The land supports a recreation facility need in the community such as a recreation center, aquatic center, sports complex which is an unmet need.
- The land supports a connectivity route for an existing or future trail extension
- The land is adjacent to a school where the value can be maximized by the school and the Parks Department for needed programs
- The land supports and environmental endangered area in the Town and needs to be protected
- The land is donated and it meets one of the top six criteria listed

### 1.2 PARK DESIGN PRINCIPLES

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

Park Design Principles in this document should apply to existing and future parks needing Master Plans.

Every park, regardless of type, needs to have an established set of outcomes. Park planners /designers design to those outcomes, including operational and maintenance costs associated with the design outcomes.

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

- Ages 2-5
- Ages 6-8
- Ages 9-12

- Ages 13-17
- Ages 18-24
- Ages 25-34
- Ages 35-44
- Ages 45-54
- Ages 55-64
- Ages 65-75
- Ages 76+

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## DEFINITIONS USED IN THE PARK DESIGN PRINCIPLES

**Land Usage:** The percentage of space identified for either passive use or active use in a park. A park master plan should follow land usage recommendations.

**Programming:** Can include active or passive (i.e., none). Active means it is organized and planned with pre-registration by the user. Examples of active programming include sports leagues, day camps, and aquatics. Passive programming is self-directed by the user at their own pace. Examples of passive programming include playground usage, picnicking, Disc golf, reading, or walking the dog.

**Maintenance Standards:** Three maintenance levels are generally defined. The difference between levels is frequency of maintenance as determined by funding availability. Maintenance Standards have these general characteristics.

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

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

**Park/Facility Classifications:** Includes Neighborhood Park, Community Park, Regional Park, Sports Complex Facility, Special Use Park/Facility, Greenbelts/Trails/Paseos, and Open Space/Natural Area. Appendix A identifies sport field amenities.

**Revenue Facilities:** These include facilities that charge to play on them in the form of an access fee, player fee, team fee, or permit fee. These could include pools, golf courses, tennis courts, recreation centers, sport field complexes, concession facilities, hospitality centers, reservable shelters, outdoor or indoor theatre space, and special event spaces.

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

Design Principles for each park classification follow.

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### NEIGHBORHOOD PARK

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

- Size of park: Three to 10 acres (usable area measured). Preferred size is eight acres
- Service radius: 0.5 mile radius
- Site Selection: On a local or collector street. If near an arterial street, provide natural or artificial barrier. Where possible, next to a school. Encourage location to link subdivisions and linked by trails to other parks
- Length of stay: One hour experience or less
- Amenities: One signature amenity (e.g. major playground, spray ground park, sport court, gazebo); no restrooms unless necessary for signature amenity; may include one non-programmed sports field; playgrounds for ages 2-5 and 5-12 with some shaded elements; no reservable shelters; loop trails; one type of sport court; no non-producing/unused amenities; benches, small picnic shelters next to play areas. Amenities are ADA compliant
- Landscape Design: Appropriate design to enhance the park theme/use/experience
- Revenue facilities: none
- Land usage: 85 percent active/15 percent passive
- Programming: Typically none, but a signature amenity may be included which is programmed
- Maintenance Standards: Provide the highest level maintenance with available funding. Seek a goal of Level 2 maintenance standards. Some amenities may require Level 1 maintenance
- Signage: Directional signage and facility/amenity regulations to enhance user experience
- Parking: Design should include widened on-street parking area adjacent to park. Goal is to maximize usable park space. As necessary, provide 5-10 spaces within park including handicap spaces. Traffic calming devices encouraged next to park
- Lighting: Security or amenity only. Lighting on dual system with 50 percent of lights off at a set time and 50 percent on all night for security
- Naming: Consistent with the Town's ordinances for naming of parks, or may be named after a prominent or historic person, event, or natural landmark
- Other: Customized to demographics of neighborhood; safety design meets established CPTED standards; integrated color scheme throughout

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## COMMUNITY PARK

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

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

- Size of park: 20 to 60 acres normally. Can be up to 100 acres (usable area measured).
- Service radius: One to three mile radius
- Site Selection: On two collector streets minimum and preferably one arterial street. If near arterial street, provide natural or artificial barrier. Minimal number of residences abutting site. Preference is streets on four sides, or three sides with school or municipal use on fourth side. Encourage trail linkage to other parks
- Length of stay: Two to three hours experience
- Amenities: Four signature amenities at a minimum: (e.g., trails, sports fields, large shelters/pavilions, community playground for ages 2-5 and 5-12 with some shaded elements, recreation center, pool or family aquatic center, sports courts, water feature); public restrooms, ample parking, and security lighting. Amenities are ADA compliant. Sport Fields and Sport Complexes are typical at this park.
- Revenue facilities: One or more (e.g. pool, sports complex, pavilion)
- Land usage: 65 percent active and 35 percent passive
- Programming: Minimum of four essential program services (e.g. sports, day camps, aquatics)
- Maintenance Standards: Provide the highest level maintenance with available funding. Seek a goal of Level 2 maintenance standards. Some amenities may require Level 1 maintenance
- Parking: Sufficient to support the amenities; occupies no more than 10 percent of the park. Design should include widened on-street parking area adjacent to park. Goal is to maximize usable park space. Traffic calming devices encouraged within and next to the park
- Lighting: Amenity lighting includes sport field light standards. Security lighting on dual system with 50 percent of lights off at a set time and 50 percent on all night for security
- Signage: Directional signage and facility/amenity regulations to enhance user experience. May include kiosks in easily identified areas of the facility
- Landscape Design: Appropriate design to enhance the park theme/use/experience. Enhanced landscaping at park entrances and throughout park

- Naming: Consistent with the Town’s naming right ordinance, may be named after a prominent or historic person, event, or natural landmark
- Other: Strong appeal to surrounding neighborhoods; integrated color scheme throughout the park; partnerships developed with support groups, schools and other organizations; loop trail connectivity; linked to Regional Park, trail or recreation facility; safety design meets established CPTED standards. Telephone/Cable TV conduit.

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## REGIONAL PARK

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

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

- Size of park: 100 to 1,000 acres
- Service radius: Three mile or greater radius
- Site Selection: Prefer location which can preserve natural resources on-site such as wetlands, streams, and other geographic features or sites with significant cultural or historic features. Significantly large parcel of land. Access from public roads capable of handling anticipated traffic.
- Length of stay: All day experience
- Amenities: 10 to 12 amenities to create a signature facility (e.g. golf course, tennis complex, sports complex, lake, regional playground, 3+ reservable picnic shelters, camping, outdoor recreation/extreme sports, recreation center, pool, gardens, trails, zoo, specialty facilities); public restrooms, concessions, restaurant, ample parking, special event site. Sport Fields and Sport Complexes are typical at this park. See details in Sport Complex classification and Appendix A – Sport Field Amenities for more information
- Revenue facilities: More than two; park designed to produce revenue to offset operational costs
- Land usage: Up to 50 percent active/50 percent passive
- Programming: More than four recreation experiences per age segment with at least four core programs provided
- Maintenance Standards: Provide the highest level maintenance with available funding. Seek a goal of Level 2 maintenance standards. Some amenities may require Level 1 maintenance
- Parking: Sufficient for all amenities. Traffic calming devices encouraged within and next to park

- Lighting: Amenity lighting includes sport field light standards. Security lighting on dual system with 50 percent of lights off at a set time and 50 percent on all night for security
- Signage: Directional signage and facility/amenity regulations to enhance user experience, May include kiosks in easily identified areas of the facility
- Landscape Design: Appropriate design to enhance the park theme/use/experience. Enhanced landscaping at park entrances and throughout park
- Naming: Consistent with the Town's naming ordinance, may be named after a prominent or historic person, event, or natural landmark
- Other: Safety design may meet CPTED safety standards; integrated color scheme throughout the park; linked to major trails systems, public transportation available, concessions, food and retail sales available, dedicated site managers on duty. Telephone/Cable TV conduit.

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### SPORTS COMPLEX

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

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

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

- Size of park: Preferably 40 or more acres for stand-alone complexes
- Service radius: Determined by community demand
- Site Selection: Stand-alone sports complexes are strategically located on or near arterial streets. Refer to community or regional Park sections if sport complex located within a park. Preference is streets on four sides, or three sides with school or municipal use on fourth side.
- Length of stay: Two to three hours experience for single activities. Can be all day for tournaments or special events
- Amenities: Four to sixteen fields or sports courts in one setting; public restrooms, ample parking, turf types appropriate for the facility and anticipated usage, and field lighting. Amenities are ADA compliant.
- Revenue facilities: Four or more (e.g. fields, concession stand, picnic pavilion)
- Land usage: 95 percent active and 5 percent passive
- Programming: Focus on active programming of all amenities



- Maintenance Standards: Provide the highest level maintenance with available funding. Plan for Level 1 and sometimes 2 level of maintenance standards at signature facility
- Parking: Sufficient to support the amenities. Traffic calming devices encouraged within and next to park
- Lighting: Amenity lighting includes sport field light standards. Security lighting on dual system with 50 percent of lights off at a set time and 50 percent on all night for security
- Signage: Directional signage and facility/amenity regulations to enhance user experience. May include kiosks in easily identified areas of the facility
- Landscape Design: Appropriate design to enhance the park theme/use/experience. Enhanced landscaping at entrances and throughout complex
- Naming: Consistent with the Town's naming ordinance, may be named after a prominent or historic person, event, or natural landmark
- Other: Integrated color scheme throughout the park; safety design meets established CPTED standards. Telephone/Cable TV conduit.

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#### SPECIAL USE PARK/FACILITY

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

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

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

**Indoor Recreation Facilities** – specialized or single purpose facilities. Examples include community centers, senior centers and community theaters. Frequently these are located in Community or Regional Parks

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

- Size of park: Depends upon facilities and activities included. Their diverse character makes it impossible to apply acreage standards
- Service radius: Depends upon facilities and activities included. Typically serves special user groups while a few serve the entire population
- Site Selection: Given the variety of potential uses, no specific standards are defined for site selection. As with all park types, the site itself should be located where it is appropriate for its use.

- Length of stay: varies by facility
- Amenities: varies by facility
- Revenue facilities: Due to nature of certain facilities, revenue may be required for construction and/or annual maintenance. This should be determined at a policy level before the facility is planned and constructed
- Land usage: varies by facility
- Programming: varies by facility
- Maintenance Standards: Provide the highest level maintenance with available funding. Seek a goal of Level 2 maintenance standards. Some amenities (i.e., rose gardens) will require Level 1 maintenance
- Parking: On-street or off-street parking is provided as appropriate. Design should include widened on-street parking area adjacent to park. Goal is to maximize usable park space. As necessary, provide five to 10 spaces within park including handicap spaces. Traffic calming devices encouraged next to park
- Lighting: Security or amenity only. Lighting on dual system with 50 percent of lights off at a set time and 50 percent on all night for security
- Signage: Directional signage and facility/amenity regulations to enhance user experience
- Landscape Design: Appropriate design to enhance the park theme/use/experience
- Naming: Follows Town ordinance for naming or may be named after a prominent or historic person, event, or natural landmark
- Other: Integrated color scheme throughout the park; safety design meets established CPTED standards. Telephone/Cable TV conduit as appropriate.

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#### GREENBELTS/TRAILS/PASEOS

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

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

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

pedestrian/bike trail. In open space settings, equestrian use includes five foot of harrowed soil plus a five foot natural separation from the pedestrian/bike trail

- Site Selection: Located consistent with approved Trails Master Plan
- Amenities: Parking and restrooms at major trailheads. May include small parks along the trail
- Maintenance standards: Demand based maintenance with available funding
- Lighting: Security lighting at trailheads and high use areas. Lighting on dual system with 50 percent of lights off at a set time and 50 percent on all night for security
- Signage: Mileage markers at half mile intervals. Interpretive kiosks as deemed appropriate
- Landscape Design: Coordinated planting scheme in urban areas. Limited or no planting in open space areas
- Other: Connectivity to parks or other Town attractions and facilities is desirable

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#### OPEN SPACE/NATURAL AREA

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

- Amenities: May include paved or natural trails, wildlife viewing areas, mountain biking, disc golf, interpretation and education facilities
- Maintenance standards: Demand-based maintenance with available funding. Biological management practices observed.
- Lighting: None
- Signage: Interpretive kiosks as deemed appropriate
- Landscape Design: Generally none. Some areas may include landscaping, such as entryways or around buildings. In these situations, sustainable design is appropriate.

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#### SPORT FIELD AMENITIES

Basic sport field amenities provided by the Town are listed below.

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##### 1.2.9.1 BASEBALL FIELD AMENITIES - YOUTH SIZE

- Field size: Preferred: 225-foot outfield fence with 10-foot warning track with 4-foot high outfield fence. Alternate: 215-foot outfield fence with 8-foot high outfield fence.
- Baselines and infield: 60-foot and 70-foot skinned baseline w/ base sleeves w/ grass infield. Ball field mix extends from backstop down sidelines to fence opening at end of dugout. Home plate included. Bases specified by Town and provided by user groups.
- Permanent backstop. 2-foot high concrete block w/ safety padding and 18-foot vertical fence (black vinyl coated chain link).

- Fencing: 8-foot high fence (black vinyl coated chain link) from backstop to end of skinned infield. On 225-foot field, 4-foot high sideline and outfield fence (black vinyl coated chain link). On 215-foot field, outfield fence increases to 8-foot high. Yellow safety top on outfield fence. Foul poles at outfield fence. 12-foot wide dual-gate opening on one sideline fence for field maintenance equipment access.
- Concrete block bin: 6-foot by 6-foot for ball field mix located adjacent to 12-foot fence opening.
- Dugout: 21-foot by 7-foot including 15-foot long players bench with backrest. 8-foot high fencing around dugout. Dugout opens onto field at home base side of dugout. 2-foot safety wing fencing inside dugout to prevent foul ball entry. Slatted roof over dugout.
- Raised pitching mound with two pitching rubbers (46-foot and 50-foot to home plate). Equipment installed by Town maintenance staff.
- Interior warm up/practice pitching mound along sideline fences backing up to outfield fence (46-foot distance from pitching rubber to plate). Slats or padding in fence to maintain fence longevity.
- Three row bleachers (21-foot long) on concrete pad both baselines.
- 12-foot by 8-foot concrete pad for storage box. Equipment storage unit funded by user group – approved and installed by Town maintenance staff on same side as field mix bin.
- Conduit and pull boxes from power source to backstop, and from backstop to outfield field for future scoreboard. Scoreboard/controller provided by user group.
- Field lighting at community and regional parks.
- Concrete behind dugouts and in dugouts connected to park walkways on all fields.
- Quick disconnect for water behind pitcher’s mound.

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#### 1.2.9.2 BASEBALL FIELD AMENITIES – ADULT SIZE

- Field size: 320-foot down the foul line and 385-foot in center field. Includes 10-foot warning track,
- Baselines and infield: 90-foot skinned baseline w/ base sleeves w/ grass infield. Ball field mix extends from backstop down sidelines to fence opening at end of dugout. Home plate included. Bases specified by Town and provided by user groups.
- Permanent backstop. 2-foot high concrete block w/ safety padding and 18-foot vertical fence (black vinyl coated chain link).
- Fencing: 8-foot high fence (black vinyl coated chain link) from backstop to end of skinned infield. 4-foot high sideline and outfield fence (black vinyl coated chain link). Yellow safety top on outfield fence. Foul poles at outfield fence. 12-foot wide dual-gate opening on one sideline fence for field maintenance equipment access.

- Concrete block bin: 6-foot by 6-foot for ball field mix located adjacent to 12-foot fence opening.
- Dugout: 27-foot by 9-foot including 21-foot long players bench with backrest. 8-foot high fencing around dugout. Dugout opens onto field at home base side of dugout. 2-foot safety wing fencing inside dugout to prevent foul ball entry. Slatted roof over dugout.
- Raised pitching mound with pitching rubbers 60-foot, 6-inches to home plate). Equipment installed by Town maintenance staff.
- Interior warm up/practice pitching mound along sideline fences near outfield fence (60-foot, 6-inches to home plate). Slats or padding in fence to maintain fence longevity.
- Three row bleachers (21-foot long) on concrete pad both baselines.
- 12-foot by 8-foot concrete pad for storage box. Equipment storage unit funded by user group – approved and installed by Town maintenance staff on same side as field mix bin.
- Conduit and pull boxes from power source to backstop, and from backstop to outfield field for future scoreboard. Scoreboard/controller provided by user group.
- Field lighting at community and regional parks.
- Concrete behind dugouts and in dugouts connected to park walkways on all fields.
- Quick disconnect for water behind pitcher’s mound.

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### 1.2.9.3 SOFTBALL FIELD AMENITIES – YOUTH SIZE

- Field size: Preferred: 225-foot outfield fence with 10-foot warning track with 4-foot high outfield fence. Alternate: 215-foot outfield fence with 8-foot high outfield fence.
- Baselines and infield: 50-foot and 60-foot baseline w/ base sleeves on completely skinned infield. Home plate included. Bases specified by Town and provided by user groups.
- Permanent backstop. 2-foot high concrete block w/ safety padding and 18-foot vertical fence (black vinyl coated chain link).
- Fencing: 8-foot high fence (black vinyl coated chain link) from backstop to end of skinned infield. On 225-foot field, 4-foot high sideline and outfield fence (black vinyl coated chain link). On 215-foot field, outfield fence increases to 8-foot high. Yellow safety top on outfield fence. Foul poles at outfield fence. 12-foot wide dual-gate opening on one sideline fence for field maintenance equipment access.
- Concrete block bin: 6-foot by 6-foot for ball field mix located adjacent to 12-foot fence opening.
- Dugout: 21-foot by 7-foot including 15-foot long players bench with backrest. 8-foot high fencing around dugout. Dugout opens onto field at home base side of dugout. 2-foot safety wing fencing inside dugout to prevent foul ball entry. Slatted roof over dugout.
- No pitching mound. Three pitching rubbers (30-foot/35-foot/40-foot to home plate). Equipment installed by Town maintenance staff.

- Interior warm up/practice pitching area along sideline fences backing up to outfield fence (30-foot/35-foot/40-foot to home plate distance from pitching rubber to plate). Slats or padding in fence to maintain fence longevity.
- Three row bleachers (21-foot long) on concrete pad both baselines.
- 12-foot by 8-foot concrete pad for storage box. Equipment storage unit funded by user group – approved and installed by Town maintenance staff on same side as field mix bin.
- Conduit and pull boxes from power source to backstop, and from backstop to outfield field for future scoreboard. Scoreboard/controller provided by user group.
- Field lighting at community and regional parks.
- Concrete behind dugouts and in dugouts connected to park walkways on all fields.
- Quick disconnect for water behind pitcher’s mound.
- Bomber system for watering infield preferred.

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#### 1.2.9.4 SOFTBALL FIELD AMENITIES – ADULT SIZE

- Field size: 300-foot outfield fence with 10-foot warning track and 8-foot high outfield fence.
- Baselines and infield: 60-foot/ 65-foot/ 70-foot/ 80-foot baseline w/ base sleeves on skinned infield. Home plate included. Bases specified by Town and provided by user groups.
- Permanent backstop. 2-foot high concrete block w/ safety padding and 18-foot vertical fence (black vinyl coated chain link).
- Fencing: 8-foot high fence (black vinyl coated chain link) from backstop to end of skinned infield. 8-foot high sideline and outfield fence (black vinyl coated chain link). Foul poles at outfield fence. 12-foot wide dual-gate opening on one sideline fence for field maintenance equipment access.
- Concrete block bin: 6-foot by 6-foot for ball field mix located adjacent to 12-foot fence opening.
- Dugout: 27-foot by 9-foot including 21-foot long players bench with backrest. 8-foot high fencing around dugout. Dugout opens onto field at home base side of dugout. 2-foot safety wing fencing inside dugout to prevent foul ball entry. Slatted roof over dugout.
- No pitching mound. Two pitching rubbers (50-foot /54-foot to home plate). Equipment installed by Town maintenance staff.
- Three row bleachers (21-foot long) on concrete pad both baselines.
- 12-foot by 8-foot concrete pad for storage box. Equipment storage unit funded by user group – approved and installed by Town maintenance staff on same side as field mix bin.
- Conduit and pull boxes from power source to backstop, and from backstop to outfield field for future scoreboard. Scoreboard/controller provided by user group.
- Field lighting at community and regional parks.

- Concrete behind dugouts and in dugouts connected to park walkways on all fields.
- Quick disconnect for water behind pitcher’s mound.
- Bomber system for watering infield preferred.

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

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

#### 1.2.9.6 RESTROOM/CONCESSION BUILDING

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

### 1.3 MAINTENANCE STANDARDS

Based on data collected during site visits, maintenance standards were developed in both qualitative and quantitative formats, organized by three Levels of Service. Maintenance standards can change by season and month depending on the type of park area level of use. Standards will be calculated by time and equipment proposed for all parks in the system.

This format provides guidance in terms of understanding the required work activities and elements in a descriptive manner that then can be quantified numerically. Following are descriptions of the levels of service and both qualitative and quantitative maintenance standards as proposed for all parks in the system.

#### LEVEL ONE MAINTENANCE STANDARDS AND DEFINITIONS FOR PARKS

- Turf Maintenance – high profile areas (small areas, entire area visible to foot traffic)
  - Mowing will occur 2 times/week
  - Mowing heights
    - 2 ½ “ during warm season (day time highs consistently above 75 degrees)
  - Edging of all turf perimeters will occur 1 time/week



- 95% turf coverage
- 3% weed infestation for existing areas (all efforts should be made to keep new areas 100% weed free)
- 2% bare area
- Remove grass clippings if visible
- Aerate 1 time/year (additionally if needed)
- Inspect thatch layer regularly and remove as needed
- Test soil and water annually
  - Additional testing will occur if deemed necessary
- Soil moisture will be consistent
  - No wet areas
  - No dry areas
  - Firm enough for foot and mower traffic
  - Apply wetting agents to assist in uniform soil moisture
  - Hand water as needed
- Inspect daily for insects, disease, and stress and respond to outbreaks within 24 hours
- Fertilize (3) times per year
- Top dress/over seed once a year
- Tree and Shrub Maintenance
  - Prune/trim trees and shrubs as dictated by species twice annually during spring and fall
  - Remove sucker growth annually
  - Test soil annually to insure application of appropriate nutrients as needed
  - Apply fertilizer to plant species according to their optimum requirements as needed or yearly
  - Inspect regularly for insects and diseases. Respond to outbreaks within 48 hours
  - Place 2" of organic mulch around each tree within a minimum 18" ring
  - Place 2" of organic mulch around shrub beds to minimize weed growth
  - Remove hazardous limbs and plants immediately upon discovery
  - Remove dead trees and plant material immediately unless located within an environmental area
  - Remove or treat invasive plants within 5 days of discovery
  - Flower bed maintenance done yearly
  - Fertilize once a year

- Pond maintenance done yearly and inspect weekly
- Water features maintained weekly
- Invasive plant removal annually
- Storm Cleanup
  - Inspect drain covers at least twice monthly, before rain and immediately after flooding
  - Remove debris and organic materials from drain covers immediately
  - Maintain water inlet height at 100% of design standard
- Irrigation Systems
  - Inspect irrigation systems at least once per month or computer monitors as necessary
  - Initiate repairs to non-functioning systems within 24 hours of discovery
  - Back flow testing done annually
- Litter Control
  - Pick up litter and empty containers at least once daily or as needed
  - Remove leaves and organic debris once a week or as necessary
- Playground Maintenance
  - Audit each playground to insure compliance with the current version of ASTM Performance Standard F1487 and the Consumer Product Safety Commission “Handbook for Public Playground Safety”
  - Complete low-frequency playground inspections at least bi-monthly or as required. All low-frequency inspections are to be completed by a Certified Playground Safety Inspector (CPSI). Complete safety-related repairs immediately, and initiate other repairs within 48 hours of discovery
  - Complete high-frequency inspections at least weekly
  - Grooming surface three times weekly, nine months a year
- Hard Surface Maintenance
  - Remove debris and glass immediately upon discovery
  - Remove sand, dirt, and organic debris from walks and hard court surfaces weekly
  - Remove trip hazards from pedestrian areas immediately upon discovery
  - Paint fading or indistinct instructional / directional signs annually
  - Blow grass clippings after mowing around hard surfaces
  - Remove grass growing in cracks as needed
- Outdoor Court Maintenance
  - Inspect tennis and basketball courts at least once monthly. Complete all repairs within 48 hours of discovery

- Repaint lines at least once each year
- Replace basketball nets when frayed, broken, or removed
- Maintain basketball goal posts, backboards, rims, tennis net posts, fencing, and hardware to original design specifications
- Trail Maintenance
  - Inspect hard and soft surface trails at least once monthly
  - Remove dirt, sand, and organic debris from hard surfaces at least once weekly
  - Remove organic debris from soft surfaces at least once weekly
  - Maintain a uniform 3-4" depth of compacted material on soft surface trails at all times
  - Graffiti removed weekly
  - Remove overhanging branches within 84" of the trail surface at least twice annually
  - Mechanically or chemically control growth 24" on either side of the trails
  - Inspect signs, benches, and other site amenities at least once monthly. Complete repairs within 10 days of discovery
  - Inspect and make necessary repairs to lighting systems at least once monthly
  - Repair / replace bulbs to maintain lighting levels to design specifications at all times
- Site Amenity Maintenance
  - Inspect benches, trash containers, picnic tables and grills, bicycle racks, flag poles, drinking fountains, and other site amenities at least monthly. Complete repairs within 24 hours of discovery
  - Cleaning, scrub and power wash of amenities twice yearly
  - Inspect daily for insects, disease, and stress and respond to outbreaks within 24 hours
- Athletic fields grounds maintenance (Baseball, Soccer, Softball and Rugby)
  - Fields that are dedicated to softball, baseball, soccer and rugby only
  - Use mower capable of "striping" the turf
  - Mowing will occur twice weekly
  - Mowing heights
    - 2" during cool season (day time highs consistently below 75 degrees)
  - Edging of field perimeters will occur twice monthly
  - 95% turf coverage at the start of every season
  - 80% turf coverage after play begins
  - 5% weed infestation
  - 0% bare area at the start of every season

- 15% bare and weak areas will be acceptable after play begins
- Apply pre-germinated seed to heavily worn areas after every tournament
- Remove grass clippings if visible
- Aerate 3 times annually
- Spot aerate high use areas as needed
- Inspect thatch layer regularly and remove as needed
- Test soil and water annually
  - Additional testing will occur if deemed necessary
- Soil moisture will be consistent
  - No wet areas
  - No dry areas
  - Firm enough for foot and mower traffic
  - Apply wetting agents to assist in uniform soil moisture
  - Hand water as needed
- Inspect daily for insects, disease, and stress and respond to outbreaks within 24 hours
- Fertilize monthly
- Aerate and over seed yearly
- Fence and Gate Maintenance
  - Inspect fences, gates, and bollards at least twice annually. Complete safety-related repairs immediately. Complete other repairs within 48 hours of discovery
  - Annually free fence of debris
- Sign Maintenance
  - Inspect sign lettering, surfaces, and posts at least once monthly
  - Repair / replace signs to maintain design and safety standards within 24 hours of discovery
  - Clean signs twice a year
  - Cut back plant material annually or more if needed
- Pest Control
  - In accordance with the Department's Integrated Pest Management Program (IPM), problem areas are inspected monthly and remedied immediately upon discovery
- Vandalism and Graffiti Removal
  - Initiate repairs immediately upon discovery. Document and photograph damage as necessary

- Picnic Shelters
  - Reserved units cleaned and litter removed prior to and after each reservation
  - Minor repairs are made immediately upon discovery
  - Non-reserved units are cleaned weekly by power washing, or as necessary
- Lighting Security/Area
  - Foot-candle levels will be maintained to preserve original design
  - Inspect once monthly
  - Repairs/bulb replacement will be completed within 24 hours of discovery
- Aquatic Center Standards, when a pool is developed
  - Vacuum pool weekly
  - Manually check water chemistry every two hours of operation
  - Check water electronically on a continuous basis
  - Water checked for temperature, chlorine, and pH
  - Check flow rates every 2 hours of operation
  - Water checked for clarity on a continuous basis
  - Clean concrete areas daily
  - Repaint pool tank every two years
  - Pressure wash concrete areas weekly
  - Clean restrooms two times daily
  - Inspect facility and associated equipment daily
  - Maintain all equipment per manufacturers suggestions
  - Inspect sand filter annually
- Broken Equipment Standard
  - Broken equipment shall be repaired immediately, as staff is capable and parts are available when noticed or reported
  - If staff is not able to repair, the broken equipment will be signed and roped off with emergency tape indicating that the amenity is broken, not to be used, and if and when it will be repaired
- Lifecycle Replacement
  - The Town has developed a lifecycle replacement program that must be built into the Capital Improvement Program based on contractor and product specifications
- Concession Standards (outdoor) when developed in the future
  - Concession facilities cleaned, wiped down, and sanitized before opening

- Electrical appliances checked for compliance and repaired if damaged
- Lights checked and repaired as needed
- Concession operating permits secured before opening
- Appliances cleaned thoroughly before opening
- Prices for concessions will be posted
- Cash registers tested to ensure they work properly
- Circuit breakers tested prior to opening
- Cleaning and sanitization supplies on hand before opening
- Pick up debris daily
- Closing Concession Standards (outdoor)
  - Equipment cleaned thoroughly
  - Supplies removed and discarded
  - Electricity should be turned off
  - Refrigerators and cables turned off and sealed
  - Facility floors, sinks, and counters cleaned thoroughly
  - Hoses cleaned and drained
  - Kitchen cleaned thoroughly
  - Inspections of standards will occur monthly
- Restrooms
  - Restrooms cleaned twice per day unless contracted
  - Restrooms inspected hourly
  - Restrooms locked/unlocked daily
  - Replace waterless urinal cartridges monthly
  - Leaks dealt with immediately and repaired within 24 hours of discovery
- Open Space Standard
  - Maintain natural appearance to open space areas
  - Remove trees and branches that pose a hazard to the users of the area
  - Respond to disease and insect outbreaks within 24 hours of identification
  - Inspect areas monthly
  - Remove and clean dump sites within 48 hours of identification
  - Post and maintain appropriate signage for each individual area

- Implement strategies to assist in reducing the stand of non-native invasive plants by 5% annually
- No large branches or debris will be allowed in parks and along perimeters

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## LEVEL TWO MAINTENANCE STANDARDS FOR PARKS

*Maintenance standards can change by season and month depending on the park and level of use. Standards will be calculated by time and equipment needed to develop the required operation budgets. The difference between Level 1 and Level 2 standards is the frequency rate.*

- Turf Maintenance
  - Mowing will occur once weekly
  - Mowing heights
    - 2½" during cool season (day time highs consistently below 75 degrees)
  - Edging of all turf perimeters will occur weekly during season and every 2 weeks in off-season
  - 88% turf coverage
  - 8% weed infestation
  - 4% bare area will be acceptable after play begins
  - Remove grass clippings if visible
  - Aerate once annually in low use areas
  - Aerate twice annually in high use areas (additional if needed)
  - Inspect thatch layer regularly and remove as needed
  - Test soil and water annually
    - Additional testing will occur if deemed necessary
  - Soil moisture will be consistent
    - No wet areas
    - No dry areas
    - Firm enough for foot and mower traffic
    - Apply wetting agents to assist in uniform soil moisture
    - Hand water as needed
  - Inspect weekly for insects, disease, and stress, and respond to outbreaks within 24 hours
  - Fertilize twice yearly
- Tree and Shrub Maintenance
  - Prune/trim trees and shrubs as dictated by species at least once annually
  - Apply fertilizer to plant species only if plant health dictates

- Remove sucker growth as needed
- Inspect regularly for insects and diseases. Respond to outbreaks within 48 hours
- Place 2" of organic mulch around each tree within a minimum 18" ring
- Place 2" of organic mulch around shrub beds to minimize weed growth
- Remove hazardous limbs and plants immediately upon discovery
- Remove dead trees and plant material within 30 days of discovery
- Remove or treat invasive plants yearly
- Storm Cleanup
  - Inspect drain covers at least once monthly and immediately after flooding occurs
  - Remove debris and organic materials from drain covers within every other month
  - Inspect and clean drains before forecasted storms begin
  - Maintain water inlet height at 100% of design standard
  - Invasive plant removal once a year or as needed
  - Drain system maintenance done once a year
- Irrigation Systems
  - Inspect irrigation systems a minimum of once per month and as necessary
  - Initiate repairs to non-functioning systems within 48 hours of discovery
  - Annual back flow inspection done yearly
- Litter Control
  - Pick up litter and empty containers at least every other day or as needed
  - Remove leaves and organic debris once a week
- Playground Maintenance
  - Audit each playground to insure compliance with the current version of ASTM Performance Standard F1487 and the Consumer Product Safety Commission "Handbook for Public Playground Safety"
  - Complete low-frequency playground inspections at least bi-monthly or as required. All low-frequency inspections are to be completed by a Certified Playground Safety Inspector (CPSI). Complete safety-related repairs immediately and initiate other repairs within 48 hours of discovery
  - Complete high-frequency inspections at least weekly
  - Grooming surface two times weekly
- Hard Surface Maintenance
  - Remove debris and glass immediately upon discovery
  - Remove sand, dirt, and organic debris from walks, lots, and hard surfaces every 30 days



- Remove trip hazards from pedestrian areas immediately upon discovery
- Paint fading or indistinct instructional/directional signs every other year
- Remove grass in the cracks monthly
- Outdoor Court Maintenance
  - Inspect basketball courts at least once monthly. Complete repairs within 10 days of discovery
  - Repaint lines at least once every 2 years
  - Replace basketball nets within 10 days when frayed, broken, or removed
  - Maintain basketball goal posts, backboards, rims, fencing, and hardware to original design specifications. Complete repairs within 10 days of discovery
- Trail Maintenance
  - Inspect hard and soft surface trails at least once monthly
  - Remove dirt, sand, and organic debris from hard surfaces at least once monthly
  - Remove organic debris from soft surfaces at least once monthly
  - Maintain a uniform 2-4" depth of compacted material on soft surface trails
  - Mechanically or chemically control growth 24" on either side of the trails
  - Remove overhanging branches within 84" of the trail surface at least once annually
  - Inspect signs, benches, and other site amenities at least once monthly. Complete repairs within 10 days of discovery
- Site Amenity Maintenance
  - Inspect benches, trash containers, picnic tables, grills, bicycle racks, drinking fountains, and other site amenities at least monthly. Complete repairs within 5 days of discovery
  - Cleaning and washing annually
  - Inspect daily for insects, disease, and stress and respond to outbreaks within 24 hours
- Athletic Field Grounds Maintenance (baseball, soccer, softball, and rugby)
  - Fields that are dedicated to soccer, baseball, softball and rugby only
  - Mowing will occur twice weekly
  - Mowing heights
    - 2 ½" during cool season (day time highs consistently below 75 degrees)
    - 3" during warm season (day time highs consistently above 75 degrees)
  - Edging of all field perimeters will occur once monthly
  - 80% turf coverage at the start of every season
  - 65% turf coverage after play begins

- 20% weed infestation
- 5% bare area at the start of every season
- 15% bare and weak areas will be acceptable after play begins
- Remove grass clippings if visible
- Aerate once annually
- Inspect thatch layer regularly and remove as needed
- Test soil and water annually
  - Additional testing will occur if deemed necessary
  - Soil moisture will be consistent
- No wet areas
- No dry areas
- Firm enough for foot and mower traffic
- Inspect weekly for insects, disease, and stress, and respond to outbreaks within 24 hours
- Fence and Gate Maintenance
  - Inspect fences, gates, and bollards at least once annually. Complete safety-related repairs immediately, and complete other repairs within 5 days of discovery
  - Clean debris annually
- Sign Maintenance
  - Inspect sign lettering, surfaces, and posts at least once every 3 months
  - Repair/replace signs to maintain design and safety standards within 5 days of discovery
  - Clean sign once a year
- Pest Control
  - In accordance with the Department's Integrated Pest Management Program (IPM), inspect problem areas monthly and remedy immediately upon discovery
- Vandalism and Graffiti Removal
  - Initiate repairs immediately upon discovery. Document and photograph damage as necessary
- Picnic Shelters
  - Reserved units cleaned and litter removed prior to and after each reservation
  - Minor repairs are made immediately upon discovery
  - Non-reserved units are cleaned bi-weekly, or as necessary
- Lighting Security/Area
  - Inspect quarterly

- Repairs/bulb replacement will be completed within 72 hours of discovery
- Restrooms
  - Restrooms cleaned daily unless contracted
  - Restrooms inspected every three hours
  - Restrooms locked/unlocked daily
  - Replace waterless urinal cartridges monthly
  - Leaks dealt with immediately and repaired within 24 hours of discovery

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### LEVEL THREE MAINTENANCE STANDARDS FOR PARKS

Maintenance Standards can change by season and month depending on the type of park and level of use. Standards will be calculated by time and equipment needed to develop required operation budgets.

- Turf Maintenance (dog parks)
  - Mowing will occur once every 10 days
  - Mowing heights
    - 2½" during cool season (day time highs consistently below 75 degrees)
  - 50% turf coverage
  - Up to 50% weed coverage for existing
  - Up to 20% bare area
  - Safety of hazard only action

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### MAINTENANCE ITEMS FOR WATER PARKS

*The Department shall establish and implement a maintenance program to assure safe and enjoyable water park conditions.*

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#### 1.3.4.1 MINIMUM STANDARD

*The Department shall establish and administer programs for all areas of the water parks. These shall be maintained in good condition in conformance with the Department's minimum standards. The policies that will govern minimum standards for maintenance operations include but not are limited to:*

- Customer Service
  - Safety and directional signs are properly positioned
  - Entrance is clearly visible with appropriately placed road signs to access the water park
  - Entrance is well landscaped with a "Welcome To" sign in place
  - Parking lot is clean and well maintained
  - Parking lot has designated handicapped slots

- Area surrounding water park is neatly groomed and landscaped
- Maintenance building is neat and clean
- Buildings and structures
  - Bathhouse and restrooms floors should be disinfected daily
  - Pool decks should be rinsed daily
  - Buildings and structures shall be maintained in good repair at all times in a fashion which is consistent with fire and safety codes and regulations.
  - Tools, supplies and equipment will be organized in an orderly fashion
  - Chemical storage shall be reported to the Department on an annual basis as part of SARA III reporting requirements. All chemicals shall be stored in a fashion consistent with local/state storage recommendations
- Restrooms shall be checked at least hourly on a daily basis and maintained in a manner to provide clean and sanitary facilities. Soap, towels, toilet issue, etc., shall be provided in adequate quantities at all times.
- Water Park (when developed)
  - Check the operation of the recirculation pump and motor daily
  - Check the operation of the disinfectant and pH chemical feeder daily
  - Check the filter operation, read the pressure gauges, and backwash, if necessary daily
  - For all closed filters, manually release the air daily
  - Skimmer strainer baskets must be cleaned daily
  - Clean the bottom of the pool and manually skim debris from the surface daily
  - Measure and record the chlorine or bromine residual and the pH at least twice a day
- The staff shall keep true, accurate, and complete records of water park maintenance, chemical applications, and safety inspections
- Planters (All areas planted with ornamental plants, and having a definable border)
  - Planters shall be maintained free of trash and debris such as (e.g., paper, drinking cans, bottles, fallen limbs and leaves, and etc.)
  - Planters shall be maintained free of weeds or grass by mechanical, manual or chemical means
  - Plant material (e.g., trees, shrubbery and ground covering) in planters shall be trimmed for protection from wind, insect damage, and appearance
  - Various planting areas throughout the facility will be cultivated, weeded, pruned, and fertilized regularly, with at least 2 replanting programs for annuals scheduled yearly
- Irrigation (All equipment required to irrigate all areas of the property)
  - Repair or replace all heads, valves, control equipment, wiring and pipe as needed to maintain the proper operation of the irrigation system on an ongoing basis

- Fences (All fences, chain links, walls, or barbed wire on or within boundaries of the property)
  - Repair all broken or damaged fencing as necessary
  - Immediately repair or replace all fences, gates and locking devices as needed for the protection of the water park
- Parking, Sidewalks and Hardscape
  - All sidewalks, patios, and concrete paths must be kept edged. Edging around valve boxes, meter boxes, backflow preventers, etc., shall be done as needed to ensure there is no obstruction of play or maintenance from growth around these areas
  - Any change in the physical characteristics of the water park or the modification of any portion of the grounds or structures, shall only be undertaken with the direct approval of the Department
  - Trash and refuse shall be collected daily and removed from the property as necessary to ensure minimal problems from refuse odors, insects, etc.
- Park Amenities and Slides
  - All slides are inspected on a daily basis for problems. Slides are waxed on a yearly basis
  - All in-park amenities are inspected daily and repaired as need
  - Sand in play areas are raked daily as it applies to play areas and volleyball areas
  - Picnic areas washed down daily prior to visitors the water park and tables inspected for repairs
  - Lazy river painted and repaired yearly as needed
  - Park pool painted and striped on a yearly basis
  - All tubes are inspected weekly

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#### DOG PARKS MAINTENANCE (WHEN DEVELOPED)

- Mow park at least once a week at 3 inches
- Pick up trash on a daily basis in parking lots
- Clean restroom at least once a week
- Inspect signage on how to use the park properly
- Move dog areas every two weeks to keep areas from getting beat down
- Grade parking lot on a monthly basis or as needed
- Inspect fencing on a weekly basis
- Inspect safety lighting on a weekly basis