



City of Lawrence
PARKS AND RECREATION



Lawrence, Kansas
Parks and Recreation Master Plan
September, 2016 – Draft

Contents

EXECUTIVE SUMMARY	1
A. PURPOSE OF THIS PLAN	1
B. PLANNING PROCESS SUMMARY	1
C. KEY ISSUES SUMMARY	2
D. INVENTORY ASSESSMENT SUMMARY	4
E. RECOMMENDATIONS, ACTION PLAN, COST ESTIMATES, AND PRIORITIZATION.....	5
GOAL 1: ORGANIZATIONAL EFFICIENCY	6
GOAL 2: IMPROVE FINANCIAL POSITION OF LPRD.....	8
GOAL 3: IMPROVE PROGRAMS AND SERVICE DELIVERY	10
GOAL 4: PROVIDE NEW OR IMPROVED FACILITIES AND AMENITIES.....	11
I. INTRODUCTION, PURPOSE, PLANNING CONTEXT.....	15
A. PURPOSE OF THIS PLAN	15
B. HISTORY OF LAWRENCE PARKS AND RECREATION DEPARTMENT	15
C. DEPARTMENT FRAMEWORK AND MISSION.....	18
D. LAWRENCE PARKS AND RECREATION DEPARTMENT OVERVIEW	19
E. METHODOLOGY OF THIS PLANNING PROCESS.....	20
II. OUR COMMUNITY AND IDENTIFIED NEEDS	27
A. DEMOGRAPHIC PROFILE	27
B. PARK AND RECREATION INFLUENCING TRENDS.....	39
C. COMMUNITY FOCUS GROUP SUMMARY	50
D. RANDOM INVITATION AND OPEN LINK COMMUNITY SURVEY SUMMARY	56
E. ORGANIZATIONAL STRUCTURE AND STAFFING NEEDS	78
F. RECREATION PROGRAMMING AND SERVICES INVENTORY	82
G. BENCHMARKING/COMPARISON OF RESOURCE STANDARDS.....	91
H. LPRD’S ROLE IN FUTURE ECONOMIC IMPACT.....	97
I. MARKETING/POSITIONING THE DEPARTMENT	97
III. INVENTORY AND LEVEL OF SERVICE ANALYSIS.....	101
IV. KEY ISSUES AND FINDINGS.....	109
A. ORGANIZATION	109
B. FINANCE.....	110
C. PROGRAMS AND SERVICES.....	111
D. FACILITIES AND AMENITIES	112
V. GREAT THINGS TO COME - RECOMMENDATIONS AND ACTION PLANS.....	117
A. RECOMMENDATIONS	117
B. ACTION PLAN, COST ESTIMATES AND PRIORITIZATION.....	140
GOAL 1: ORGANIZATIONAL EFFICIENCY	141
GOAL 2: IMPROVE FINANCIAL POSITION OF LPRD.....	143
GOAL 3: IMPROVE PROGRAMS AND SERVICE DELIVERY	145
GOAL 4: PROVIDE NEW OR IMPROVED FACILITIES AND AMENITIES.....	146

APPENDIX A – SUGGESTED ORGANIZATIONAL CHART	151
APPENDIX B – PROGRAM INVENTORY.....	155
APPENDIX C – FACILITY PERCENTAGE OF USE	179
APPENDIX D – PARK CUT SHEETS.....	191
APPENDIX E – ECONOMIC IMPACT QUESTIONNAIRE	249
APPENDIX F – HARDWOOD CLASSIC IMPACT SUMMARY	253
APPENDIX G – MAPS.....	257

List of Tables

Table 1: 2015 Lawrence General Demographic Profile	27
Table 2: Lawrence Housing Statistics.....	32
Table 3: Household Income Comparison	32
Table 4: Estimated Lawrence Residents Participation in Sports.....	36
Table 5: Estimated Lawrence Residents Attendance at Sporting Events	37
Table 6: Estimated Lawrence Residents Participation/Attendance in Leisure Activities	37
Table 7: Estimated Lawrence Residents – Televised Sports Viewing Habits	38
Table 12: 2015 Quarterly Attendance at LPRD Indoor Facilities.....	83
Table 13: Total 2015 Programming Figures	84
Table 14: 2015 Lawrence Parks and Recreation Annual Program Area Summary	84
Table 15: Alternative Recreational Service Provider and Activities.....	89
Table 16: Non-City Facilities Used by LPRD for Programs and Activities.....	90
Table 17: Comparison of Benchmarked Recreation Facilities	94
Table 18: Budget Comparisons – Expense/Operations, Revenue and CIP	96

List of Figures

Figure 1: Lawrence, Kansas Population Growth Trend.....	28
Figure 2: Population Age Distribution: 2010 to 2020	29
Figure 3: Lawrence Racial and Ethnic Character 2010 to 2020	30
Figure 4: 2015 Educational Attainment of Lawrence Adult Residents Ages 25+.....	30
Figure 5: 2014 Educational Attainment of Young Adults Ages 18 – 24	31
Figure 6: 2014 Educational Attainment and Annual Income of Lawrence Residents Age 25+.....	31
Figure 7: Average Household Income of Lawrence Residents - Distribution Comparison 2010 to 2020...	33
Figure 8: Employment by Industry in Lawrence – 2015	34
Figure 9: Employment by Occupation of Lawrence Residents - 2015	34
Figure 10: Millennials (red) Vs. Non-Millennials (grey) on Health and Fitness.....	42
Figure 11: Demographic Profile	61
Figure 12: Residential Profile	62
Figure 13: Items of Importance to Survey Respondents	63
Figure 14: Current Facilities – Level of Importance vs. Needs Met Matrix.....	65
Figure 15: Importance of Future Recreation, Health and Wellness Facilities	67
Figure 16: Importance of Future Recreation, Health, and Wellness Facilities Average Rating	68
Figure 17: Which of the following improvements to existing facilities would you like to see?	71
Figure 18: Top Three Improvements to Existing Lawrence Parks & Recreation Facilities.....	72
Figure 19: Need or desire for the following programs.	73
Figure 20: Top Three Programs Needed/Desired by Lawrence Households.....	74
Figure 21: Most Important Open Space Natural Areas (Invitation Sample).....	76
Figure 22: Preferred Funding Mechanisms.....	77
Figure 23: Preferred Methods of Communication.....	78

Figure 24: Population Totals 92
Figure 25: Population Density..... 93
Figure 26: Median Annual Household Income 93
Figure 27: Park System Acreage..... 94
Figure 28: Employment Figures 95
Figure 29: Budget Comparisons – Expense/Operations, Revenue and CIP 96
Figure 30: Best way for you to receive information 99

Acknowledgements

Mayor and City Commission

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

Administration

Tom Markus, City Manager
Diane Stoddard, Assistant City Manager
Casey Toomay, Assistant City Manager

Parks and Recreation Master Plan Steering Committee

Lisa Larsen, City Commissioner
Sue Hack, LPRD Advisory Board
Ray Petty
Tony Barron
Tonia Salvini
Patricia Phillips
Kevin Loos
Chris Tilden

Pat Weaver
Colby Wilson
Kelly Calvert
Kristina Walker
Ernie Shaw
Mark Hecker
Bryan Kidney
Eileen Horn

Parks and Recreation Advisory Board

Sue Hack, Chair
Joe Caldwell
Andy Clayton
LaRisa Chambers
Allen Humphrey

Parks and Recreation Staff

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

Consultant Team

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

Lawrence Parks and Recreation Department Mission:

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

Lawrence Parks and Recreation Department Master Plan Guiding Principles:

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

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

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

Parks and Recreation Master Plan Steering Committee

Lisa Larsen, City Commissioner

Sue Hack, LPRD Advisory Board

Ray Petty

Tony Barron

Tonia Salvini

Patricia Phillips

Kevin Loos

Chris Tilden

Pat Weaver

Colby Wilson

Kelly Calvert

Kristina Walker

Ernie Shaw

Mark Hecker

Bryan Kidney

Eileen Horn

THIS PAGE INTENTIONALLY LEFT BLANK

Executive Summary

A. Purpose of this Plan

The purpose of the Lawrence Parks and Recreation Department (LPRD) Master Plan is to create a clear set of goals, policies, standards, objectives, and budget requirements providing direction to City staff, City Commission, the Parks and Recreation Advisory Board, and the Lawrence community. It is also intended to support the Horizon 20/20 Comprehensive Master Plan for the City of Lawrence for the development and enhancement of the City’s parks and recreation system, open space, trails, facilities, programs and services, staffing, marketing, natural/historical features, and landscape, for the short-term and long-term future.

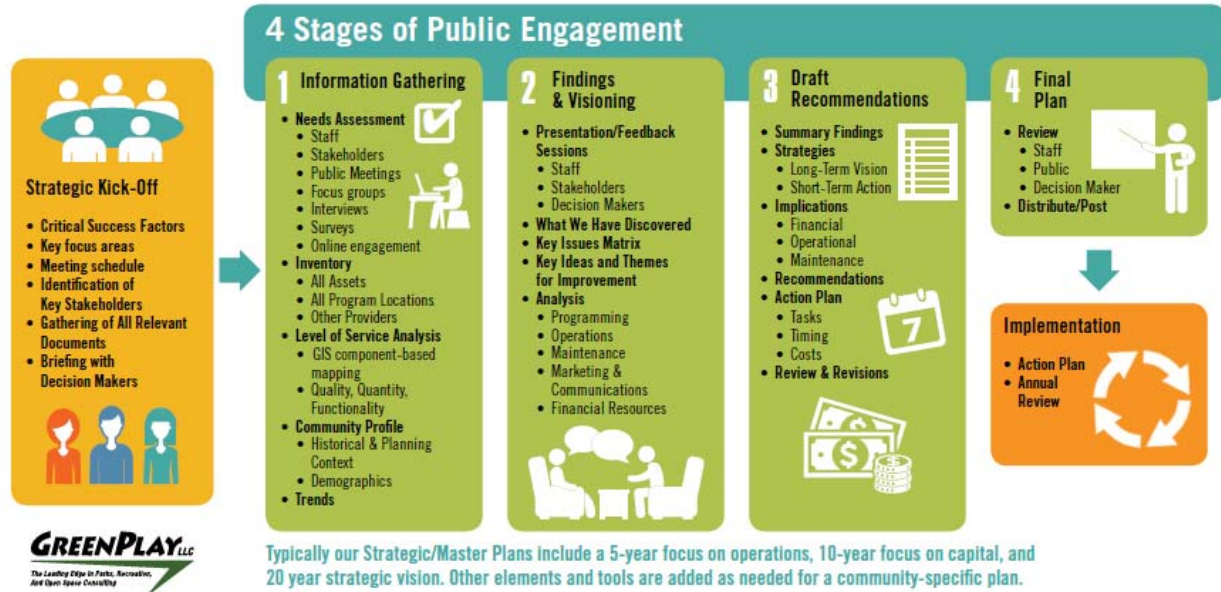
This community-supported Master Plan will provide guidance for future development, maintenance, policy development, funding, and delivery of city services; prioritize demands; identify opportunities; and provide a 10-year vision for the City of Lawrence including a strategic action plan for implementation.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

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

B. Planning Process Summary

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

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



C. Key Issues Summary

Through the public input process, stakeholder interviews, and staff interaction, key issues were identified in four broad categories: Organizational, Financial, Programs and Services, and Facilities and Amenities. Key Issues for each area are bulleted and Findings are addressed in more detail.

Organizational

Key Issues identified:

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

Finance

Key Issues identified:

- Need more Guest Tax from the large weekend tournaments.
- Need to standardize the pricing process and increase user fees, as it is inconsistent throughout the Department. Cost recovery goals are very low for most program areas.
- Do not track expenses per activity or facility.
- Need to investigate a Development Impact Fee.
- There is no dedicated funding source for LPRD.
- Existing deferred maintenance CIP items are not funded.
- Need to create a LPRD Foundation, which will allow for the Wee Folks Scholarship Fund to grow.

- Need to increase the sponsorship and partnership opportunities.
- The 1994 sales tax is currently being budgeted in the General Fund, which leaves questions upon its appropriation moving forward. Historically, the sales tax has been used to fund LPRD operations and capital projects.
- Need a bond referendum for the major facility upgrades and/or additions.

Programs and Services

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

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

Facilities and Amenities

Key Issues identified:

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

D. Inventory Assessment Summary

By the Numbers

The City of Lawrence Parks and Recreation Department inventory consists of:

- 63 parks and open spaces, measuring 4,035 acres
- 305.7 acres of landscaping and right-of-ways maintained
- 43.3 miles of shared use paths inside the District
- 43 miles of soft surface paths inside the District
- 2 community centers
- 3 recreation centers
- 1 sports pavilion
 - 8 full-size basketball courts (16 volleyball courts)
 - an indoor turf area
 - a gymnastics room
 - an aerobic/fitness room
 - cardio and weight areas
 - 1/8-mile indoor walking/jogging track
 - meeting rooms
- 4 swimming facilities
- 1 golf course
- 1 nature center
- 44 athletic fields
- 22 basketball/multi-use courts (indoor/outdoor)
- 19 picnic areas
- 3 cemeteries
- 30 playgrounds
- 15 tennis courts (6 with pickleball lines)
- 12 indoor pickleball courts
- 4 outdoor pickleball courts
- 2 skateparks
- 2 off-leash dog parks
- 2 disc golf courses

Summary of Existing Park Conditions

Analysis of the park system as a whole reveals several reoccurring conditions and themes. Park maintenance system-wide is excellent and reflected by the well maintained appearance of individual parks in Lawrence. With the exception of a few areas experiencing routine vandalism, most parks are approachable with a clean/safe appearance. Generally lower scoring park amenities in Lawrence consist of aging playground equipment, park shelters, park benches, and picnic tables, and deteriorating pavement surfaces. Parks containing team sports fields are generally in good condition with the exception of a few locations containing low scoring backstops, team benches, bleachers, and sport specific goals.

Summary of Existing Indoor Facilities Conditions

LPRD maintains several facilities including:

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

Facilities maintenance system-wide is good and reflected by the well maintained appearance of individual facilities. A number of the facilities through remodels or new construction meet the needs of the community. The Indoor Aquatic Center is in need of additional spectator and team space for swim meet facilitation. The neighborhood recreation centers could use minor remodels and/or additions to address the changing needs of the community. The Carl Knox Natatorium is owned by the Unified School District and is maintained by LPRD.

E. Recommendations, Action Plan, Cost Estimates, and Prioritization

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

Suggested timeframe to complete is designated as:

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

Goal 1: Organizational Efficiency

Objective 1: Enhance Marketing and Promotions

Objective 1.1:

Define Customers, Target Markets/Audiences

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.1.a Review preliminary list of strategies provided and refine.	N/A	Staff Time	Short Term
1.1.b Assess existing messages and materials for targeting to identified audiences.	N/A	Staff Time	Short Term
1.1.c Evaluate potential for creating specific Marketing Plans and Budgets for Eagle Bend Golf Course and Sports Pavilion Lawrence and implement as appropriate	N/A	Staff Time	Short Term

Objective 1.2:

Enhance Partnerships

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.2.a Assess existing partnerships specifically related to marketing; identify those to strengthen.	N/A	Staff Time	Short Term
1.2.b Work with Explore Lawrence and City Administration to review guest tax proceeds distribution.	N/A	Staff Time	Short Term

Objective 1.3:

Refine Marketing and Promotion Strategies

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.3.a Review Activity Guide for opportunities to make the document more user friendly – perhaps reorganize; use the guide to move people to the website. Begin to move away from paper to electronic guide.	N/A	Staff Time	Short Term
1.3.b Enlist the help of a volunteer committee to review the website for ease of use.	N/A	Staff Time	Short Term
1.3.c Review the possibilities for redesign of the website to be more friendly, inviting and fun within constraints of the overall City system.	N/A	Staff Time	Short Term
1.3.d Social Media review – present pilot program for increasing immediacy of information sharing.	N/A	Staff Time	Short Term
1.3.e Simplify online registration.	N/A	Staff Time	Short Term

Objective 1.4: Public Relations Strategies			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.4.a Design and implement a one-year program of initial promotions.	N/A	Staff Time	Short Term
1.4.b Evaluate effectiveness and revise as appropriate.	N/A	Staff Time	Short Term
Objective 1.5: Performance Monitoring			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.5.a Design and implement routine surveys relative to effectiveness of marketing and promotions. Specifically include a question of where people get their information regarding programs and activities on all materials.	N/A	Staff Time	Ongoing
1.5.b Continue to track, monitor, and report facility use to support economic impact measurements.	Increase in CIP	N/A	Ongoing
Objective 1.6: Aspire to the new recommended organizational chart			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.6.a As attrition occurs, hire the right people that fit the positions on the new org. chart.	N/A	Staff Time	Short Term
1.6.b Create a Succession Plan to address pending retirements.	N/A	Staff Time	Short Term
Objective 1.7: Employ full time and part time/seasonal positions to the City's advantage			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.7.a Convert part time to full time positions where it is the most effective.	N/A	Added cost of benefits	Short Term
1.7.b Increase wages for part-time and seasonal employees to a minimum of \$10.50 per hour.	N/A	\$666,720 per year	Short Term

Objective 1.8: Create a Support Services section of LPRD per the new recommended organizational chart			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.8.a Add one Support Services Manager to supervise the Support Services section of LPRD.	N/A	\$50,000 per year + Benefits	Mid to Long Term
1.8.b Add one Human Resources Specialist for LPRD.	N/A	\$40,000 per year + Benefits	Mid to Long Term
1.8.c Add one Human Resources Specialist for LPRD.	N/A	\$50,000 per year + Benefits	Mid to Long Term
1.8.d Add one Grants, Alliances, Partnerships, and Sponsorships (GAPS) Specialist for LPRD.	N/A	\$40,000 per year + Benefits (Can bring in more than Paid)	Mid to Long Term
1.8.e Add one Customer Services Registration Specialist for LPRD.	N/A	\$35,000 per year + Benefits	Mid to Long Term

Goal 2: Improve Financial Position of LPRD			
Objective: Direct Economic Impact Data Collection, Monitoring, and Reporting			
Objective 2.1: Create the Database for Data Collection			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
2.1.a Revise Economic Impact table as recommended.	N/A	Staff Time	Short Term
2.1.b Determine approach to local/regional participant reporting.	N/A	Staff Time	Short Term
Objective 2.2: Expand Data Collection			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
2.2.a Determine events/activities likely to provide most credible results and prioritize data collection in a data collection plan.	N/A	Staff Time	Short Term
2.2.b Staff and implement the data collection plan.	N/A	Staff Time	Short Term
2.2.c Research other data providers and techniques for applicability to Lawrence objectives. Look for partnering opportunities with Explore Lawrence and KU.	N/A	N/A	Mid Term

Objective 2.3: Increase Funding Opportunities			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
2.3.a Implement a Cost Recovery Philosophy and Policy to track cost center expenses and provide consistent, equitable, and fair user fees.	N/A	\$50,000	Short Term
2.3.b Implement Land Dedication (or Fee- In-Lieu) and Developer Impact Fee Policy for all new residential developments to build trails, parks and open space approved by the City.	N/A	Staff Time	Short to Mid Term
2.3.c Pursue dedicated, ongoing funding source through sales or special Parks and Recreation district tax.	N/A	Staff Time	Mid Term
2.3.d Create and fund a five-year CIP budget for LPRD to plan on deferred maintenance.	TBD	Staff Time	Short to Mid Term
2.3.e Investigate the creation of a LPRD Foundation to solicit tax-deductible donations for LPRD as well as the Scholarship Fund.	N/A	Staff Time	Short to Mid Term
2.3.f Pursue new and continue on-going opportunities with university, schools, wellness, state and other public or private opportunities.	N/A	Staff Time	Ongoing
2.3.g Maintain portion of the sales tax so it is distributed equitably as intended when it passed.	N/A	Staff Time	Short to Mid Term
2.2.h Develop and adopt a formal Sponsorship Policy.	N/A	Staff Time	Short Term
2.3.i Pursue sponsorships with appropriate entities.	N/A	Staff Time	Ongoing
2.2.j Develop and adopt a formal Partnership Policy.	N/A	Staff Time	Short Term
2.3.k Pursue partnerships with organizations that can assist with joint programming opportunities.	N/A	Staff Time	Ongoing
2.3.l Investigate passing a bond referendum for major facility upgrades.	N/A	Staff Time	Mid to Long Term

Goal 3: Improve Programs and Service Delivery

Objective 3.1:

Increase programming using public input and recreational trends

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.1.a Pursue more active opportunities for Baby Boomers who may not attend traditional senior center activities.	N/A	TBD	Short to Mid Term
3.1.b Initiate programming sessions to enhance youth non-sports activities where possible.	N/A	TBD	Short to Mid Term
3.1.c Work with Boys & Girls Club to allow teens and tweens to assist in creating programs and activities they will attend.	N/A	TBD	Short to Mid Term
3.1.d When tournament quality facilities are available, create outdoor economic impact sports events.	N/A	TBD	Long Term
3.1.e Offer more fitness & wellness classes.	N/A	TBD	Short to Mid Term
3.1.f Offer more hobby interest programs.	N/A	TBD	Short to Mid Term
3.1.g Offer more outdoor recreation and nature programs.	N/A	TBD	Short to Mid Term
3.1.h Initiate programming sessions weekday evenings and weekends.	N/A	TBD	Short to Mid Term
3.1.i Offer more adult sports programs.	N/A	TBD	Short to Mid Term
3.1.j Research and implement programs in partnership w/ local outreach; adopt inclusion policy; ADA language.	N/A	TBD	Short to Mid Term
3.1.k Develop Bike & Pedestrian safety programs with local partners.	N/A	TBD	Short to Mid Term
3.1.l Create additional community events.	N/A	TBD	Short to Mid Term

Goal 4: Provide New or Improved Facilities and Amenities.

Objective 4.1:

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

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
4.1.a Holcom Park Center Replace HVAC units in gym. Resurface North Parking Lot. Interior remodel, floor, gym floor, restrooms. Replace Ball Diamond Light on Complex. Major enhancements to Holcom Recreation Center workout/weight rooms and additional program space. (2,500 – 3,000 sf addition).	\$250,000 \$104,000 \$75,000 \$500,000 \$800,000	TBD	Short Term Short Term Short Term Short Term Long Term
4.1.b East Lawrence Center Add Parking Lot. Interior remodel, floor, gym floor, restrooms. Major enhancements to the East Lawrence Center workout/weight rooms and additional program space. (2,000 – 2,500 sf addition).	\$83,000 \$75,000 \$600,000	TBD	Short Term Short Term Long Term
4.1.c Community Building HVAC Replacements. Interior meeting room renovations. Major enhancements to the Community Building workout/weight rooms and additional program space. (3,000 – 3,500 sf renovation).	\$200,000 \$100,000 \$600,000	TBD	Short Term Short Term Long Term
4.1.d Lawrence Loop Trail Install new section on 29 the street to Haskell. Develop trail from hospital to Peterson Road. Finish the Lawrence trail “loop.” and include new restroom facilities and drinking fountains.	\$300,000 (south) \$300,000 (west) \$300,000 (southeast)	TBD	Short Term Short Term Long Term

4.1.e Land Acquisition Dedicate significant dollars to future land acquisition of no less than 3 areas. These areas to include the west, south, and southeast edges of Lawrence.	\$300,000 (south)	N/A	Short Term
	\$300,000 (west)		Short Term
	\$300,000 (southeast)		Long Term
4.1.f Eagle Bend Golf Course Upgrades to Eagle Bend Golf Course including the expansion of the clubhouse and additional parking.	\$500,000	TBD	Short Term
	Upgrades to Eagle Bend Golf Course including additional maintenance facilities, add 9 or 18 holes to the course, and an additional pump station. \$1,200,000		Long Term
4.1.g Historic Structures Carnegie Building – Clean and tuck point oldest part of building.	\$150,000	N/A	Short Term
	Union Pacific Depot interior and exterior renovation. \$75,000		Short Term
	Preservation of Historic Structures. \$700,000		Long Term
4.1.h Downtown Replace brick pavers in sidewalk	\$375,000 (\$75,000 for 5 years)	TBD	Short Term
	Downtown planter/streetscape improvements \$500,000		Long Term
	Locate and Provide a new downtown event space to include large paved area, water, power, designated restrooms, and adequate lighting. One potential area for the new Downtown Event Space is Vermont St. between 7 th & 8 th St. \$750,000		Long Term
4.1.i Spray Parks Provide 2 new spray parks at John Taylor Park and Burroughs Creek Park.	\$450,000 (\$225,000 per park)	TBD	Short Term
4.1.j Spray Parks Provide 2 new Spray Parks at South Park and Dad Perry Park.	\$450,000 (\$225,000 per park)	TBD	Mid Term
4.1.k Spray Parks Provide 2 new Spray Parks at Holcom Park and Broken Arrow Park.	\$450,000 (\$225,000 per park)	TBD	Long Term
4.1.l Outdoor Aquatic Center Paint Pool	\$75,000	N/A	Short Term
	Replace Old Slide \$95,000		Short Term
	Remove and replace bad section of concrete \$75,000		Short Term
	Renovate the Outdoor Aquatics Facility. \$2,000,000		Mid Term

4.1.m Commit to an updated (or additional) park space in North Lawrence. Updates to include a renovated shelter at Lyon Street Park.	\$120,000	TBD	Mid Term
4.1.n Amphitheater Provide a new community outdoor amphitheater.	\$1,300,000	TBD	Long Term
4.1.o Work on providing a new connection to the Kansas River with future riverfront development. Lawrence Parks & Rec has the opportunity to take on a lead role in this effort.	TBD	TBD	Long Term
4.1.p Youth Sport Complex Install ADA compliant restrooms	\$120,000	TBD	Short Term
Install concessions at west end of complex	\$125,000		Short Term
Resurface Speicher Road	\$100,000		Mid Term
Extend 27 th Street to Dam road for second exit	\$400,000		Mid Term
Improve access from Hwy 10	TBD		Long Term
Develop paved walking trail	\$900,000		Long Term
Develop an outdoor “destination complex” for tournaments in Lawrence. Destination complex to include major enhancements to YSC (additional soccer fields, football fields, and better site access along with additional parking) and building a new baseball and softball complex.	\$2,300,000		Long Term
4.1.q Adventure Park Develop a new Adventure Park that provides activities such as Zip lines. One possible location could be the Prairie Nature Center.	\$750,000	TBD	Long Term
4.1.r Develop Parks Green Meadows Park – Pond trail	\$150,000	TBD	Short Term
Peterson Park – restroom, parking, dog park	\$200,000		Short Term
Broken Arrow Park – Parking Lot	\$100,000		Short Term
Broken Arrow Park – Replace Shelter and Restroom	\$350,000		Mid Term
Burcham Park – shelter and playground	\$75,000		Mid Term
Veterans Park – Upgrade courts	\$115,000		Mid Term
Deerfield Park – shelter and restroom	\$120,000		Mid Term
Overland Drive Park – playground, shelter, trail	\$200,000		Long Term
Edgewood Park – courts and ball diamond	\$75,000		Long Term
Centennial Park – Upgrade Skate Park	\$125,000		Long Term

4.1.s Dog Park Provide a new fenced in dog park for east/southeast Lawrence.	\$150,000	TBD	Long Term
4.1.t South Park Playground Provide "destination" style of playground equipment at South Park. Remove existing playground equipment and provide ADA approved play surface.	\$500,000	TBD	Mid Term
4.1.u Provide a new large picnic shelter (200-250 people) including ac/heated gathering space.	\$800,000	TBD	Long Term
4.1.v Indoor Aquatic Center HVAC unit Replacements in Leisure Pool.	\$330,000	N/A	Short Term
HVAC unit Replacement in Leisure Pool.	\$330,000		Short Term
Upgrades and Improvements to the Indoor Aquatic Center.	\$900,000		Short Term
Paint Pool.	\$75,000		Short Term
Lighting upgrades.	\$100,000		Long Term
4.1.w Replace and/or refurbish low scoring park amenities in poor condition. (Amenities with a score of 1).	See Staff Document	N/A	On Going
4.1.x Preserve natural areas and pocket parks.	TBD	N/A	On Going
4.1.y Upgrade parking and restroom throughout the system.	TBD	N/A	Short Term
4.1.z Create an ADA Transition Plan.	N/A	Staff Time	Short Term

I. Introduction, Purpose, Planning Context

A. Purpose of this Plan

The purpose of the Lawrence Parks and Recreation Department (LPRD) Master Plan is to create a clear set of goals, policies, standards, objectives, and budget requirements providing direction to City staff, City Commission, the Parks and Recreation Advisory Board, and the Lawrence community. It is also intended to support the Horizon 20/20 Comprehensive Master Plan for the City of Lawrence for the development and enhancement of the City's parks and recreation system, open space, trails, facilities, programs and services, staffing, marketing, natural/historical features, and landscape, for both the short-term and long-term future.

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

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

B. History of Lawrence Parks and Recreation Department

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

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

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

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

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

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

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

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

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

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

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

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

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

LPRD believes that it is important for the youth in the community to have opportunities to develop life-enhancing skills from its programming. In 1996, the Department created the Wee Folks Scholarship Fund, providing scholarships for area youth to participate in recreational activities and programs, with the intention to never turn a child away for the inability to pay. In 2004, the Department teamed with the University of Kansas Men's Basketball Coach Bill Self to host a golf classic in support of the fund. Since the establishment of the scholarship program, more than \$250,000 in scholarships has been awarded to children for participation in the Department's programs and activities.

LPRD was awarded the 2004 National Excellence in Aquatics Award by the National Recreation and Park Association and received the 2004 Best in Aquatics Award from *Aquatics International* magazine.

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

In 2014 under the direction of Shaw, the Department opened Sports Pavilion Lawrence, the City's newest recreation facility presented by Lawrence Memorial Hospital. A state-of-the-art 181,000 sq. ft. facility, it features eight full-size basketball courts, which also double as 16 full-size volleyball courts, an indoor turf area, a gymnastics room, aerobic/fitness room, cardio and weights areas, a 1/8-mile indoor walking/jogging track, and meeting rooms that can be rented by the public. There are also eight lighted tennis courts and five miles of trails around the pavilion. Sports Pavilion Lawrence is nestled in the far northeast corner of what is known as Rock Chalk Park. Rock Chalk Park consists of approximately 89 acres, adjacent to 46 acres that were already owned by the City of Lawrence, and includes the area along Baldwin Creek. The City purchased 26 acres for Sports Pavilion Lawrence as well as associated amenities such as shared use paths and outside tennis courts. Rock Chalk Park is the product of a partnership with the City of Lawrence, Kansas Athletics, KU Endowment, Bliss Sports, and the Assists Foundation.

The building of the state-of-the-art facility was a great achievement and answered some of the needs outlined in the PLAY Study of 2006, which was commissioned by the City of Lawrence, Lawrence Public Schools, Douglas County, and the Lawrence Chamber of Commerce. The Partners for Lawrence Athletics and Public Youth (PLAY) was commissioned to evaluate the need and potential support for state-of-the-art competitive and recreational sports venues within Lawrence. The needs assessment and feasibility study helped illustrate what sport facilities were lacking and what facilities could be accomplished in both the short and long-term. Along with improvements to school district facilities, Sports Pavilion Lawrence went a long way toward addressing the City's needs.

For more than 70 years, LPRD has grown and developed programs, activities, and its park and trail system to accommodate the needs and growth of Lawrence. Challenges continue to foster new ways of thinking and developing solutions to not only maintain the department's facilities, operations, and programs, but also to continue providing services as Lawrence grows and expands in the future. LPRD is committed to developing its programs and services in innovative, cost-efficient, and effective ways to further enhance Lawrence's quality of life.

C. Department Framework and Mission

LPRD is tasked with providing a diversity of recreational opportunities to residents. This is accomplished through the provision of both indoor and outdoor amenities and programs including parks, trails, fields, playgrounds, specialized courts and courses, programs for a diversity of ages, and fitness/wellness opportunities.

Most youth athletic programs are offered through various youth sports associations that utilize fields but operate independently, although LPRD operates some youth sports programs as well. The two indoor aquatic centers are operated by LPRD while being built on the two local high school campuses as joint use facilities. The new Lawrence Sport Pavilion is built at Rock Chalk Park, along with Kansas University sports facilities including a state-of-the-art track and field stadium, a softball stadium, a soccer stadium, and an indoor tennis facility. Community partnerships are a critical component of the LPRD framework, and the adopted mission statement supports these efforts.

Lawrence Parks and Recreation Mission Statement:
To provide excellent city services that enhances the quality of life of the Lawrence community.

D. Lawrence Parks and Recreation Department Overview

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

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

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

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

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

E. Methodology of this Planning Process

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

Strategic Kick-Off Meeting

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

Document Collection and Review

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

Demographics and Population Projections

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

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

Trends Analysis

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

Community Engagement and Staff Input

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

Statistically-Valid Public Survey

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

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

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

LPRD Facility Inventory

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

Level of Service Analysis

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

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

Organizational Structure and Staffing Needs Assessment

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

Recreational Programming and Services Inventory

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

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

Benchmarking Comparison of Resource Standards

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

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

Findings Presentation

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

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

Visioning Workshop

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

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

Prioritizing Land Acquisition

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

Prioritizing LPRD Facilities Maintenance and Renovation

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

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

Financial and Economic Impact Analysis

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

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

Key considerations included:

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

Marketing and Positioning the Department

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

- Reviewing existing marketing strategies and brand, both internal and external. Marketing strategies used within the City organization are as important as those used with external customers to secure the Department’s sustainability relative to the many other competing public objectives and City service needs. Both internal and external marketing strategies were evaluated.
- Updating Target Market Assumptions
In addition to the usual analysis, potential improvements to attracting and keeping profitable partners were evaluated. This would give the Department the tools to understand its market, and the team provided survey templates for Departmental use in constantly monitoring performance and effectiveness.

- **Recommending New Strategies**
This effort focused on “Generational Marketing” and having the right tools available for specific segments of the target market. Recommendations cover direct and indirect communication with residents, effective use of the website, social media, and other market outlets.
- Reviewing existing messaging, recommending improvements to both content and deployment.

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

Recommendations: Goals, Objectives, and Action Plan

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

Draft and Final Plans

The Draft Parks and Recreation Master Plan includes all findings, needs assessment, public engagement results, written goals, plans, objectives, and policy statements that articulate a clear vision and model (a “road map”) for the City’s future. These have been submitted for preliminary review, and all comments will be incorporated into the Final Master Plan. After the review, the project team will assist in guiding the Plan through the formal adoption process, including review and recommendation by the project management team, presentations of the draft recommendations and final Master Plan to the Department and the City Commission for adoption of the final plan.

Draft Recommendations Presentation

A Draft Presentation with staff and LPRD Advisory Board, Steering Committee, and City Commission was made in a public meeting setting at a City Commission Work Session. The presentation focused on the recommendations including priorities, costs, timelines, etc.

Final City Council Presentation for Adoption

During the final stages of the plan, the team will make one adoption presentation at a City Commission meeting for the Master Plan adoption. The presentation will focus on the Executive Summary, which is also the first chapter of the final report.

THIS PAGE INTENTIONALLY LEFT BLANK

II. Our Community and Identified Needs

A. Demographic Profile

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

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

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

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

Table 1: 2015 Lawrence General Demographic Profile

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

Source: Esri Business Analyst and American Community Survey

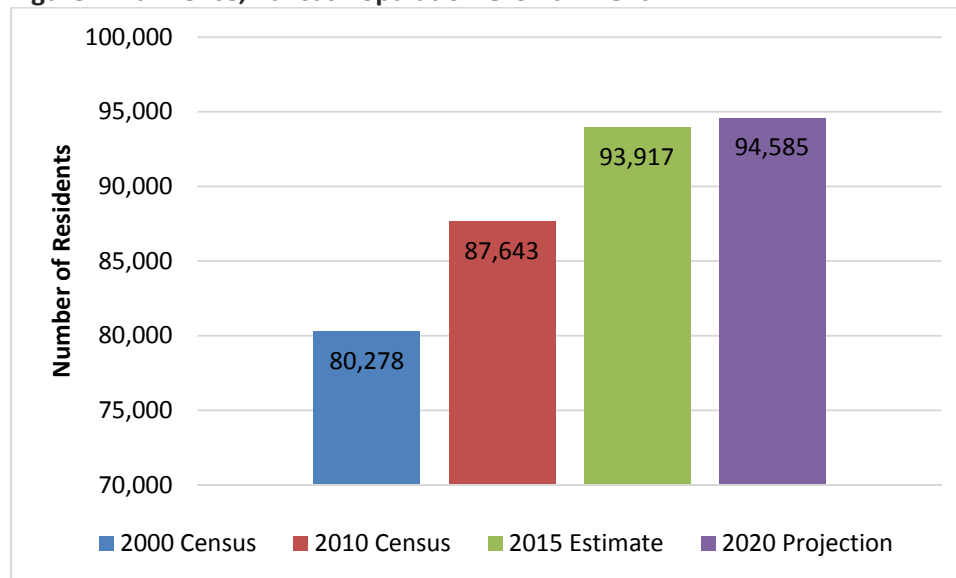
Key general demographic comparisons – Local, State, and National:

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

Population Projections

Although future population growth cannot be predicted with certainty, it is helpful to make growth projections for planning purposes. **Figure 1** contains actual population figures based on the 2000 and 2010 U.S. Census for Lawrence, as well as population estimates for 2015 and population projections for 2020. From 2000 through 2010, the City's population grew by 9.2 percent, and its projected growth rate for 2010 through 2020 is slightly lower at 7.9 percent. The projected growth of Lawrence's population is represented in **Figure 1**.

Figure 1: Lawrence, Kansas Population Growth Trend



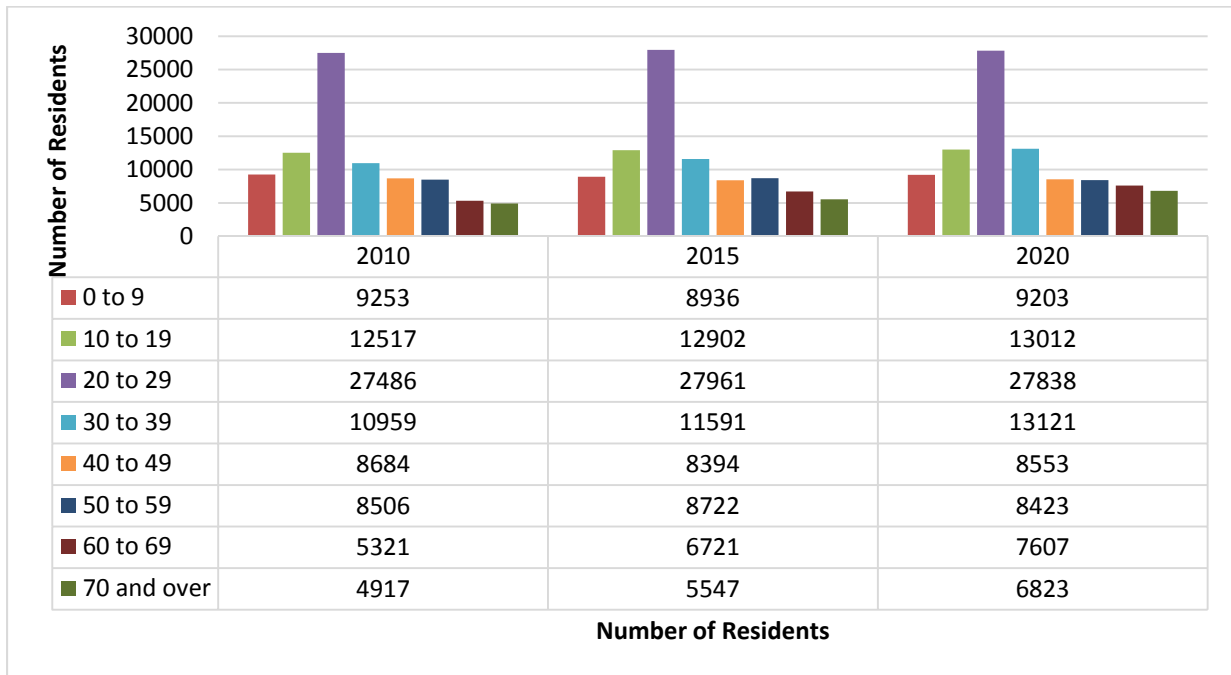
Source: U.S. Census Bureau, American Community Survey, and Esri Business Analyst

Population Age Distribution

Esri's model of the existing and projected population of different age groups within the City of Lawrence in 2010, estimated in 2015, and projected for 2020, is illustrated in **Figure 2**. Although the American Community Survey and Esri have different estimates for the total population of the City in 2015, Esri's model illustrates past and projected changes in the population's age dynamic. Several key age distribution characteristics of the model include:

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

Figure 2: Population Age Distribution: 2010 to 2020



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

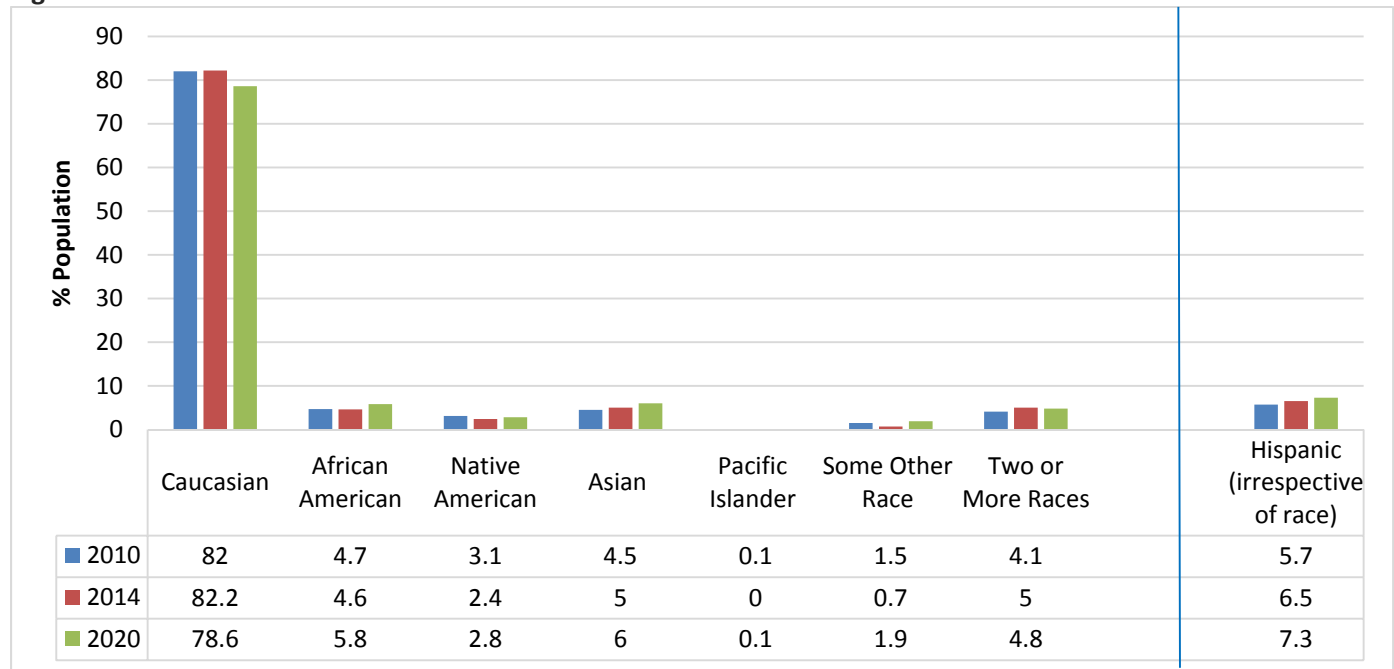
Race/Ethnicity

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

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

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

Figure 3: Lawrence Racial and Ethnic Character 2010 to 2020

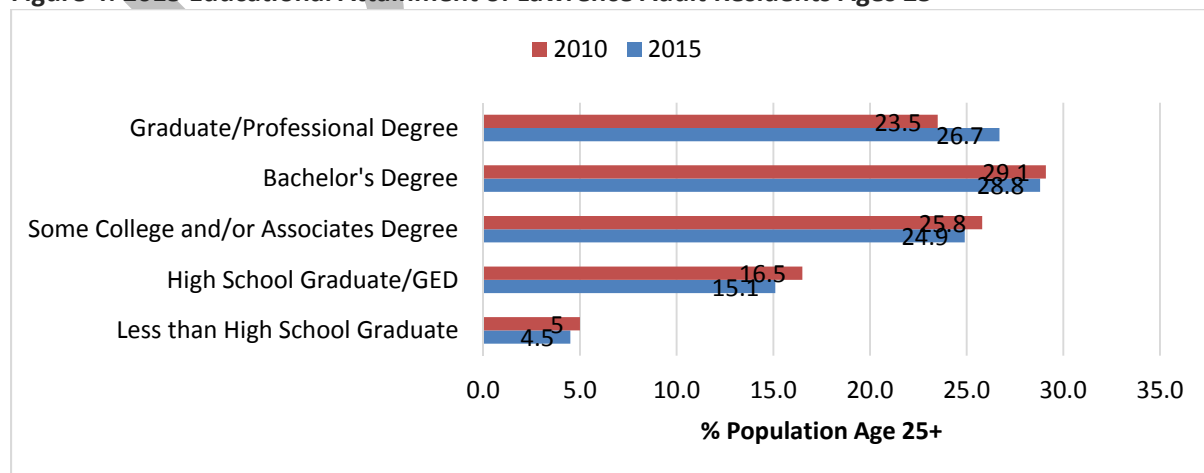


Source: U.S. Census Bureau, American Community Survey and Esri Business Analyst

Educational Attainment

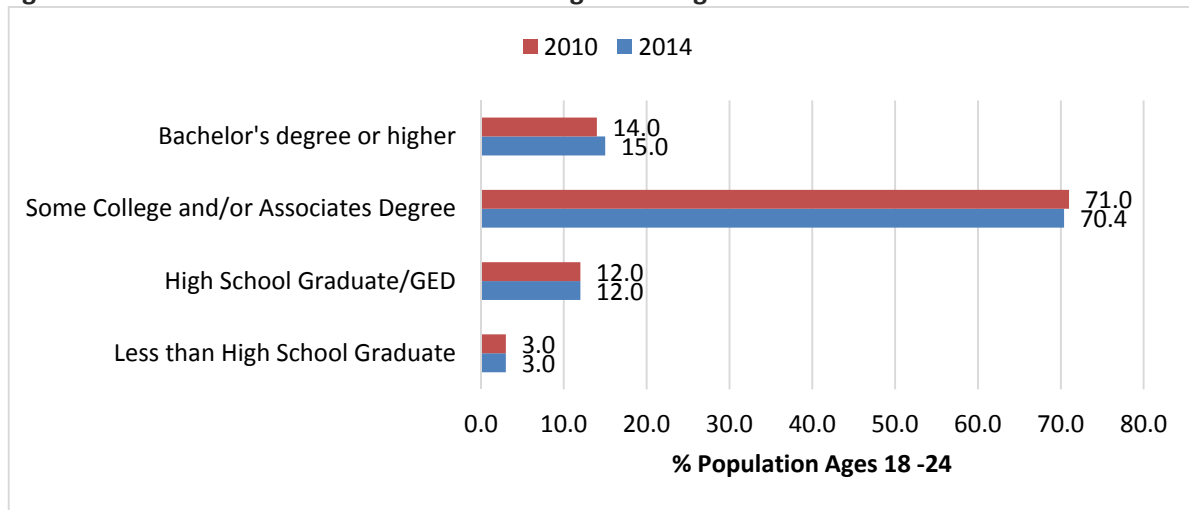
According to Esri, and as illustrated in **Figure 4**, residents age 25+ are generally well educated. According to the 2014 American Community Survey, and as shown in **Figure 5**, residents of the City ages 18 to 24 are also generally well educated. Education levels for both groups have generally remained level between 2010 and 2014. Most residents over the age of 18 have received at least a high school education. The majority of adults 25 years and older have earned at least a Bachelor’s degree or higher, whereas the overwhelming majority (over 70 percent) of residents age 18–24 have some college education, or earned an Associate’s degree. Overall, approximately 95 percent of Lawrence residents over the age of 18 have at least a high school level education, and over 50 percent have earned a Bachelor’s degree or higher.

Figure 4: 2015 Educational Attainment of Lawrence Adult Residents Ages 25+



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

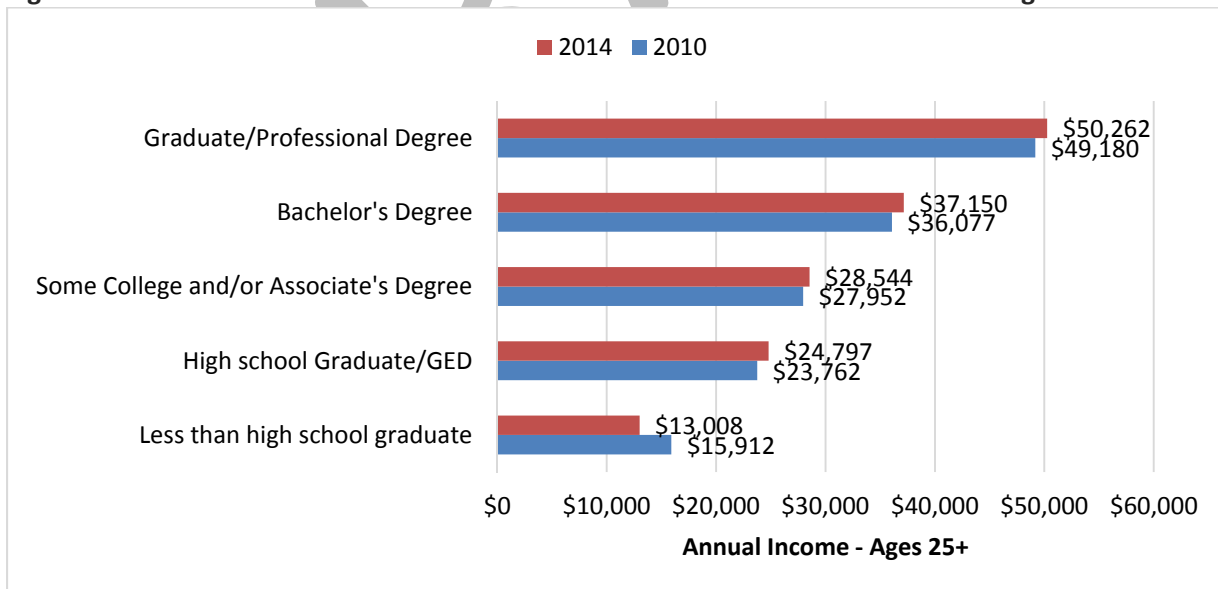
Figure 5: 2014 Educational Attainment of Young Adults Ages 18 – 24



Source: American Community Survey

According to a census study, education levels had more effect on earnings over a 40-year span in the workforce than any other demographic factor, such as gender, race, and ethnic origin.¹ **Figure 6** illustrates that Lawrence residents (age 25+) with higher levels of education tend to have higher annual incomes than those with lower levels of education. Residents with Bachelor's degrees earned roughly 1.5 times more annually than those with high school educations. Those with graduate or professional degrees earned roughly double than those with high school level educations, and nearly four times as much as residents who did not graduate high school.

Figure 6: 2014 Educational Attainment and Annual Income of Lawrence Residents Age 25+



Source: American Community Survey

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

Household Information

According to Esri, and as reflected in **Table 2**, in 2015 the City had 39,095 housing units with an overall vacancy rate of approximately 6.6 percent. Between 2000 and 2010, the number of total housing units increased at an average rate of 472.5 new units annually. That growth slowed between 2010 and 2015, with an average of 318.6 new housing units being constructed annually. From 2015 to 2020, it is projected that the City will add an additional 1,799 housing units, at an average rate of 359.8 new housing units annually.

Several trends of note regarding household information in Lawrence:

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

Table 2: Lawrence Housing Statistics

	2000	2010	2015	2020
Total Housing Units	32777	37502	39095	40894
Number of Households	31410	34970	36496	38232
Average Household Size	2.3	2.3	2.3	2.3
Owner Occupied Housing Units	44.2%	43.6%	39.9%	39.9%
Renter Occupied Housing Units	51.6%	49.7%	53.4%	53.6%
Vacant Housing Units	4.2%	6.8%	6.6%	6.5%

Source: Esri Business Analyst

Household Income

The estimated 2014 median household income of residents of Lawrence was \$44,993 according to Esri, and \$46,929 according to the American Community Survey. This is lower than the median household income of residents in the State of Kansas and in the United States as estimated by Esri, and illustrated in **Table 3**.

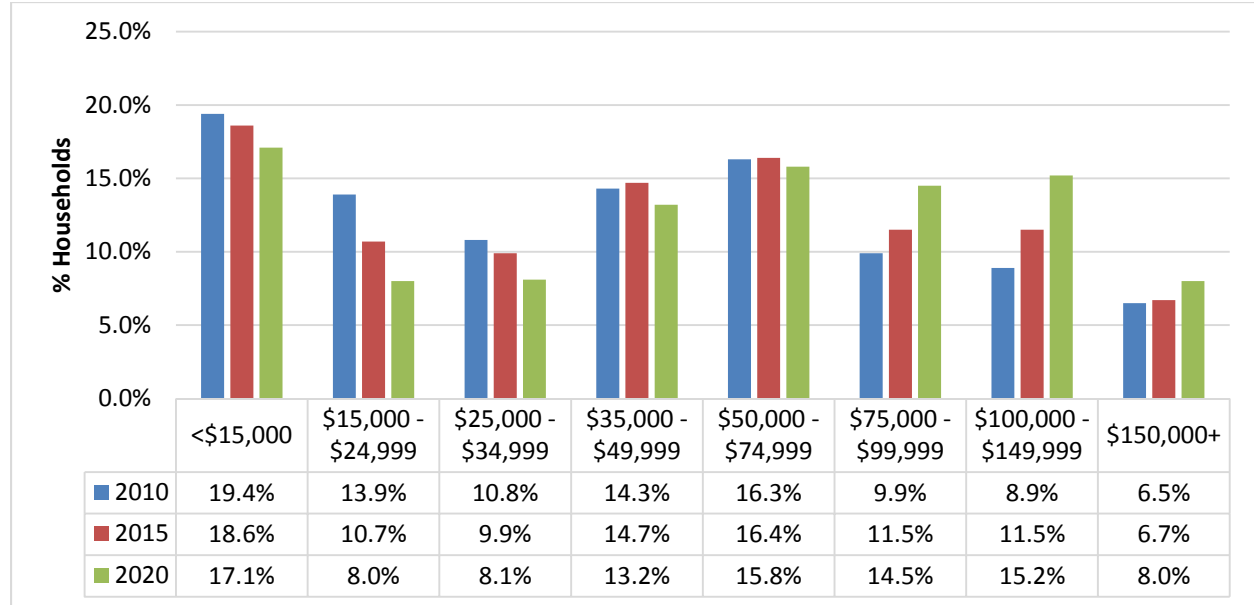
Table 3: Household Income Comparison

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

Source: Esri Business Analyst

The average household income of Lawrence residents has steadily increased from \$58,543 in 2010 to \$61,954 in 2015, and is projected to increase to \$71,763 by 2020. **Figure 7** illustrates the distribution of household income for these time periods.

Figure 7: Average Household Income of Lawrence Residents - Distribution Comparison 2010 to 2020



Source: Esri Business Analyst and American Community Survey

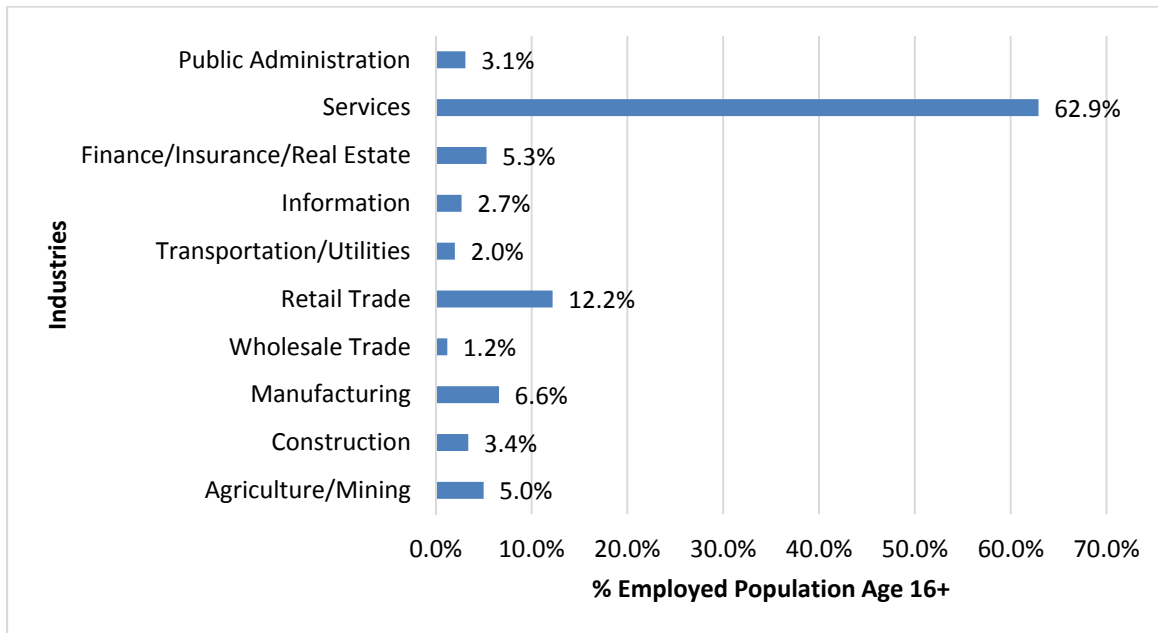
Key trends of note regarding the distribution of income among Lawrence households includes:

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

Employment

In 2015, Lawrence had a total civilian working population (age 16 and greater) of 48,707. Of this total, approximately 93.2 percent were employed and 6.8 percent were unemployed. The majority of City residents (62.9 percent) in the work force were employed in the services industries. Over 50 percent more residents were employed in service industry jobs versus the retail trade industry, the next most populous industry for residents (12.2 percent). **Figure 8** illustrates the industries where Lawrence residents were employed in 2015.

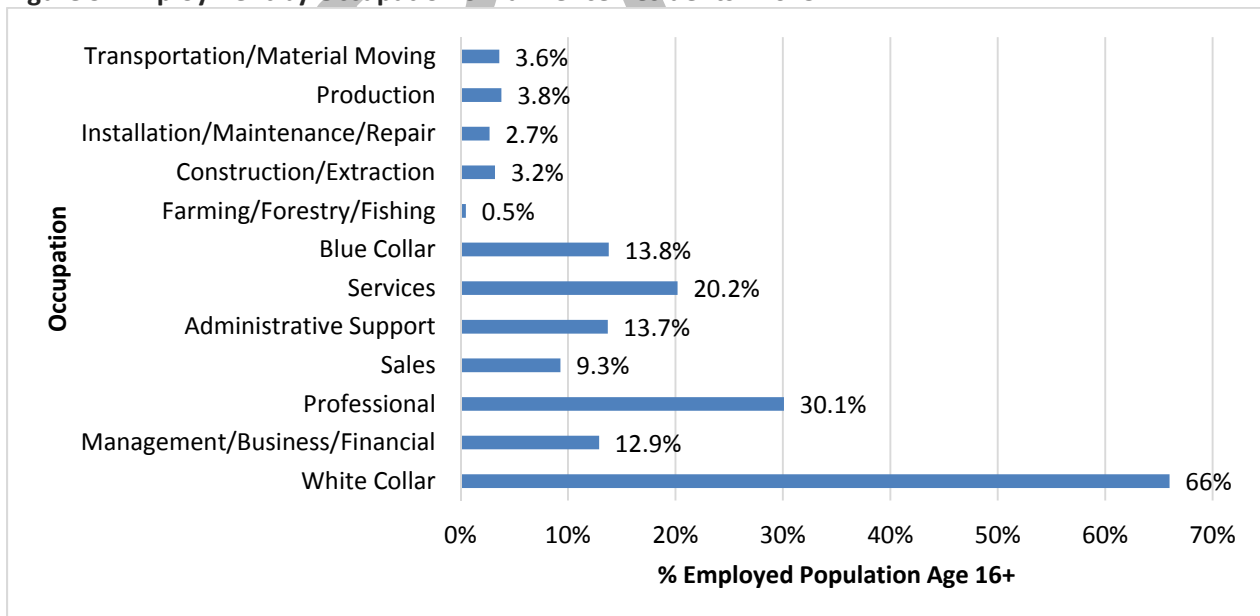
Figure 8: Employment by Industry in Lawrence – 2015



Source: Esri Business Analyst

The majority of working residents (age 16+) in Lawrence were employed in white collar (66%), professional (30.1%), and services (20.2%) positions. Employment by occupation in 2015 of working residents of the City is illustrated in **Figure 9**. It can be assumed that many of the City’s working residents are employed in white collar occupations within the service industry.

Figure 9: Employment by Occupation of Lawrence Residents - 2015



Source: Esri Business Analyst

Health Ranking

Specific health ranking data for the City of Lawrence is not readily available. However, the United Health Foundation's report titled, "America's Health Rankings" and Robert Wood Johnson Foundation's "County Health Rankings" provide annual data on the general health of national, state, and county populations. The health rankings generally represent how healthy the population of a defined area is perceived to be based on, "how long people live and how healthy people feel while alive," coupled with ranking factors including healthy behaviors, clinical care, social and economic, and physical environment factors.²

In 2015 the United Health Foundation's America's Health Rankings ranked Kansas as the 26th healthiest state nationally. According to the United Health Foundation, Kansas's health ranking strengths include few poor mental health days, few poor physical health days, and high immunization coverage among children. Challenges faced by the state include low immunization coverage among adolescents, low per capita public health funding, and a high prevalence of obesity.

The 2016 County Health Rankings for Douglas County, Kansas, of which the City of Lawrence is the county seat, were generally positive. The County ranked 8th (out of the 105 Kansas counties) in terms of health outcomes, a measure that weighs the length and quality of life of residents. Douglas County ranked 11th for health factors, a measure that considers the population's health behaviors, clinical care, social and economic factors and physical environment. Several areas where the County scored the lowest (and where enhancement work could improve the overall health of the population) include the physical environment, social and economic factors, and quality of life.

Douglas County Health Rankings (out of 105 Kansas counties):

- Overall Health Outcomes: 8th
- Overall Health Factors: 11th

- Ranking of select influencing health issues:
 - Length of Life: 5th
 - Quality of Life: 38th
 - Health Behaviors: 9th
 - Clinical Care: 7th
 - Social and Economic Factors: 49th
 - Physical Environment: 53rd

Participation in Sports, Leisure, and Entertainment Activities

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

² University of Wisconsin Population Health Institute & Robert Wood Johnson Foundation, *County Health Rankings 2016*, <http://www.countyhealthrankings.org>

Table 4: Estimated Lawrence Residents Participation in Sports

Activity	Expected # Adult		MPI
	Participants	Percent	
Aerobics	9099	12.1%	135
Archery	2148	2.8%	104
Auto Racing	1088	1.4%	72
Backpacking	3844	5.1%	174
Baseball	3122	4.1%	92
Basketball	7350	9.8%	117
Bicycling (mountain)	3811	5.1%	126
Bicycling (road)	8773	11.6%	118
Boating (power boat)	3261	4.3%	82
Bowling	8865	11.8%	121
Canoeing/Kayaking	4571	6.1%	113
Fishing (fresh water)	8907	11.8%	95
Fishing (salt water)	2628	3.5%	86
Football	4728	6.3%	125
Frisbee	6520	8.7%	188
Golf	7842	10.4%	110
Hiking	9478	12.6%	126
Horseback Riding	2097	2.8%	114
Hunting (rifle)	3711	4.9%	107
Hunting (shotgun)	3161	4.2%	104
Ice Skating	2324	3.1%	120
Jogging/Running	16439	21.8%	171
Motorcycling	1494	2.0%	65
Pilates	2637	3.5%	125
Skiing (downhill)	2648	3.5%	123
Soccer	4176	5.5%	147
Softball	3686	4.9%	143
Swimming	13160	17.5%	110
Target Shooting	3677	4.9%	108
Tennis	3681	4.9%	115
Volleyball	3657	4.9%	137
Walking for Exercise	24440	32.4%	116
Weight Lifting	12801	17.0%	160
Yoga	7039	9.3%	131

Source: Esri Business Analyst

Table 5: Estimated Lawrence Residents Attendance at Sporting Events

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

Source: Esri Business Analyst

Table 6: Estimated Lawrence Residents Participation/Attendance in Leisure Activities

Activity Attended In-Person	Expected # Adult Participants	Percent	MPI
Adult education course	5201	6.9	106
Auto show	6704	8.9	108
Dance performance	3908	5.2	127
Movies in last 90 days: once a month	10946	14.5	139
Movies in last 90 days: < once a month	30549	40.5	112
Classical music/opera performance	4243	5.6	147
Country music performance in last 12 months	4585	6.1	111
Rock music performance in last 12 months	8635	11.5	117
Visited Art Gallery	6695	8.9	121
Went to the Beach	19482	25.8	109
Played Billards/Pool	7506	10.0	129
Went Birdwatching	3157	4.2	88
Played a Board Game	11074	14.7	110
Read a Book	25143	33.4	97
Participated in Book Club	3385	4.5	164
Went Overnight Camping	12133	16.1	126
Played Cards	13404	17.8	108
Danced/Went Dancing	9694	12.9	148
Dined Out	36244	48.1	107
Participated in Fantasy Sports League	3794	5.0	123
Visited a Museum	11783	15.6	121
Visited a Zoo	10963	14.5	124
Did Photography	9354	12.4	126
Painted/Drawing	5425	7.2	123

Source: Esri Business Analyst

Table 7: Estimated Lawrence Residents – Televised Sports Viewing Habits

Sport/Activity Watched on Television	Expected # Adult Participants	Percent	MPI
Watch sports on TV generally	48743	64.7	103
Alpine skiing/ski jumping	3651	4.8	87
Auto racing (NASCAR)	7989	10.6	74
Baseball (MLB regular season)	18888	25.1	106
Baseball (MLB playoffs/World Series)	17597	23.3	100
Basketball (college)	12672	16.8	109
Basketball (NCAA tournament)	13030	17.3	110
Basketball (NBA regular season)	14362	19.1	104
Basketball (NBA playoffs/finals)	14655	19.4	98
Basketball (WNBA)	3566	4.7	104
Bicycle racing	2190	2.9	99
Bowling	1959	2.6	76
Boxing	4620	6.1	71
Bull riding (pro)	3107	4.1	74
Equestrian events	2519	3.3	101
Extreme sports (summer)	5303	7.0	114
Extreme sports (winter)	5761	7.6	112
Figure skating	7210	9.6	91
Fishing	3402	4.5	66
Football (college)	23030	30.6	115
Football (NFL Mon/Thurs night games)	25806	34.2	100
Football (NFL weekend games)	26677	35.4	98
Football (NFL playoffs/Super Bowl)	27229	36.1	97
Golf (PGA)	10386	13.8	94
Golf (LPGA)	3057	4.1	82
Gymnastics	5877	7.8	95
Horse racing	2318	3.1	82
Ice hockey (NHL regular season)	6706	8.9	97
Ice hockey (NHL playoffs/Stanley Cup)	7241	9.6	102
Marathon/road running/triathlon	1495	2.0	89
Mixed martial arts (MMA)	3872	5.1	102
Motorcycle racing	2618	3.5	76
Olympics (summer)	20559	27.3	103
Olympics (winter)	19451	25.8	101
TV: poker	4122	5.5	83
Rodeo	2940	3.9	79
Soccer (MLS)	5740	7.6	139
Soccer (World Cup)	10162	13.5	141
Tennis (men`s)	6949	9.2	101
Tennis (women`s)	6309	8.4	95
Track & field	3423	4.5	81
Truck and tractor pull/mud racing	2275	3.0	103
Volleyball (pro beach)	2990	4.0	90
Weightlifting	1385	1.8	104
Wrestling (WWE)	2248	3.0	90

Source: Esri Business Analyst

B. Park and Recreation Influencing Trends

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

Demographic Trends in Recreation

Adults – Baby Boomers

Baby Boomers are defined as individuals born between 1946 and 1964, as stated in "Leisure Programming for Baby Boomers."³ They are a generation that consists of nearly 76 million Americans. In 2011, this influential population began its transition out of the workforce. In the July 2012 issue of NRPA's *Parks and Recreation* magazine, Emily Sheffield, Professor of Recreation and Parks Management at California State University, at Chico, published an article titled, "Five Trends Shaping Tomorrow Today." In it, she indicated that Baby Boomers are driving the aging of America, with Boomers and seniors over 65 composing about 39 percent of the nation's population.⁴ As Baby Boomers enter retirement, they will be looking for opportunities in fitness, sports, outdoors, arts and cultural events, and other activities that suit their lifestyles. With their varied life experiences, values, and expectations, Baby Boomers are predicted to redefine the meaning of recreation and leisure programming for mature adults.

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

In the leisure profession, this generation's devotion to exercise and fitness is an example of its influence on society. When boomers entered elementary school, President John Kennedy initiated the President's Council on Physical Fitness; physical education and recreation became a key component of public education. As Boomers matured and moved into the workplace, they took their desire for exercise and fitness with them. Now as the oldest Boomers have passed age 65, park and recreation professionals are faced with new approaches to provide both passive and active programming for older adults. Boomers are second only to Gen Y/Millennials (born between 1980 and 1999) in participation in fitness and outdoor sports.⁵

³ Linda Cochran, Anne Roshchadl, and Jodi Rudick, "Leisure Programming For Baby Boomers," Human Kinetics, 2009.

⁴ Emily Sheffield, "Five Trends Shaping Tomorrow Today," *Parks and Recreation*, July 2012, p. 16-17.

⁵ 2012 Participation Report, Physical Activity Council, 2012.

Jeffrey Ziegler, a past president of the Arizona Parks and Recreation Association identified “Boomer Basics” in his article, “Recreating Retirement: How Will Baby Boomers Reshape Leisure in their 60s?”⁶ Highlights are summarized below.

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

Adult – The Millennial Generation

The Millennial Generation is generally considered to be those born between about 1980 and 1999, and in April 2016, the Pew Research Center reported that this generation had surpassed the Baby Boomers as the nation’s most populous age group.⁷ In Lawrence, the average median age was 27.7 years in 2015. Millennials comprised nearly half (approximately 43 percent) of the City’s 2015 total population, and are anticipated to continue to be the City’s largest age group through 2020. Having a general understanding of some of the general characteristics of this age group can help guide decision making in the provision of parks and recreation services to this large segment of the City’s population.

⁶ Jeffrey Ziegler, “Recreating Retirement: How Will Baby Boomers Reshape Leisure in Their 60s?” Parks and Recreation, October 2002.

⁷ Richard Fry, “Millennials overtake Baby Boomers as America’s Largest Generation,” Pew Research Center Fact Tank, April 25, 2016, <http://www.pewresearch.org/fact-tank/2016/04/25/millennials-overtake-baby-boomers/>, accessed May 2015

In their book, Millennials Rising, the Next Great Generation, authors William Strauss and Neil Howe identify the following seven characteristics of the Millennials⁸:

1. Special: Used to receiving rewards just for participating, Millennials are raised to feel special.
2. Sheltered: Millennials lead structured lives filled with rules and regulations. Less accustomed to unstructured play than previous generations and apprehensive of the outdoors, they spend most of their time indoors, leaving home primarily to socialize with friends and families.
3. Team Oriented: This group has a “powerful instinct for community” and “places a high value on teamwork and belonging.”
4. Technically savvy: Upbeat and with a can-do attitude, this generation is “more optimistic and tech-savvy than its elders.”
5. Pressured: Millennials feel “pressured to achieve and pressured to behave.” They have been “pushed to study hard and avoid personal risk.”
6. Achieving: This generation is expected to do great things, and they may be the next “great” generation.
7. Conventional (and diverse): Millennials are respectful of authority and civic minded. Respectful of cultural differences because they are ethnically diverse, they also value good conduct and tend to have a “standardized appearance.”

In a 2011 study of the Millennial Generation,⁹ Barkley Advertising Agency made the following observations about Millennials and health/fitness:

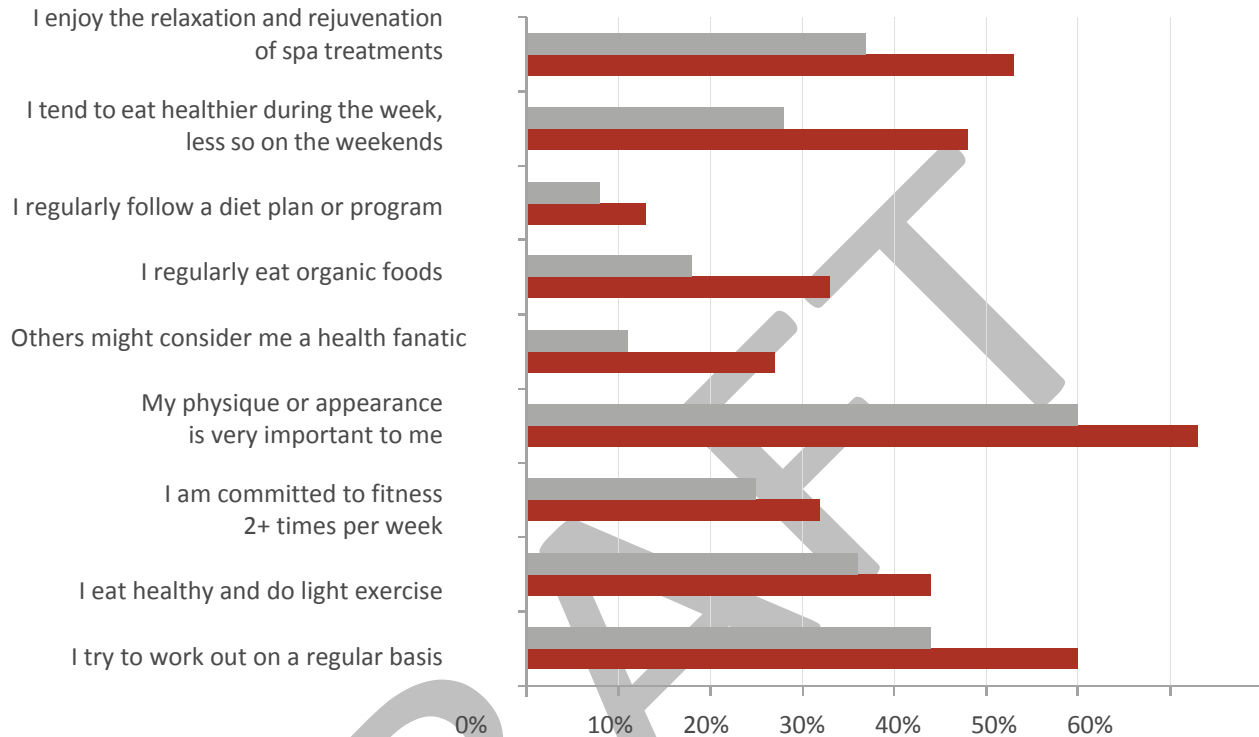
- Sixty percent (60%) of Millennials say that they try to work out on a regular basis. Twenty-six percent (26%) consider themselves health fanatics.
- Much of this focus on health is really due to vanity and/or the desire to impress others – 73% exercise to enhance their physical appearance.
- Millennials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

⁸ William Strauss and Neil Howe, Millennials Rising, the Next Great Generation, Vintage: New York, New York, 2000.

⁹ American Millennials: Deciphering the Enigma Generation, <https://www.barkleyus.com/AmericanMillennials.pdf>, accessed May 2015

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

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



Source: *American Millennials: Deciphering the Enigma Generation*

Millennials tend to be a more tech-savvy, socially conscious, achievement-driven age group with more flexible ideas about balancing wealth, work, and play. They generally prefer different park amenities and recreational programs than their counterparts in the Baby Boomer generation. Engagement with this generation should be considered in parks and recreation planning. In an April 2015 posting to the National Parks and Recreation Association’s official blog, *Open Space*, Scott Hornick, CEO of Adventure Solutions suggests the following seven things to consider making parks Millennial friendly¹¹:

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

¹⁰ American Millennials: Deciphering the Enigma Generation, <https://www.barkleyus.com/AmericanMillennials.pdf>, accessed May 2015

¹¹ Scott Hornick, “7 Ways to Make Your Park More Millennial Friendly,” *Parks and Recreation Open Space Blog*, August 19, 2015, <http://www.nrpa.org/blog/7-ways-to-make-your-parks-millennial-friendly>, accessed May 2016

In addition to being health conscious, Millennials often look for local and relatively inexpensive ways to experience the outdoors close to home – on trails, bike paths, and in community parks.¹² They, along with the Baby Boomer generation, highly value walkability, and in a 2014 study by the American Planning Association, two-thirds noted that improving walkability in a community is directly related to strengthening the local economy. The study also noted that 46 percent of Millennials and Baby Boomers place a high priority on having sidewalks, hiking trails, bike paths and fitness choices available to them in their community. In fact, these community features were viewed by study respondents to be of higher preference than a great school system, vibrant centers of entertainment and culture, and affordable and convenient transportation choices.¹³

Youth – Generation Z

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

Characteristics cited for Generation Z, the youth of today, include¹⁴:

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

With regard to physical activity, a 2013 article published by academics at Georgia Southern University noted that the prevalence of obesity in Generation Z (which they describe as individuals born since the year 2000) is triple that of Generation Xers (born between 1965 and 1981). It suggests that due to increased use of technology, Generation Z spends more time indoors, is less physically active, and more obese compared to previous generations. The researchers noted that Generation Z seeks social support from peers more so than any previous generation. This is the most competent generation from a technological standpoint, but Generation Zers tend to fear, and often struggle with, some basic physical activities and sports.

¹² "Sneakernomics: How The 'Outdoor' Industry Became The 'Outside' Industry," *Forbes*, September 21, 2015, <http://www.forbes.com/sites/mattpowell/2015/09/21/sneakernomics-how-the-outdoor-industry-became-the-outside-industry/2/#50958385e34d>, accessed May 2016

¹³ American Planning Association, "Investing in Place: Two generation's view on the future of communities: millennials, boomers, and new directions for planning and economic development," <https://www.planning.org/policy/polls/investing>, accessed May 2015

¹⁴ Alexandra Levit, "Make Way for Generation Z," *New York Times*, March 28, 2015, <http://www.nytimes.com/2015/03/29/jobs/make-way-for-generation-z.html>, accessed May 2016

Facilities Trends

According to *Recreation Management* magazine's 2015 "State of the Industry Report,"¹⁵ national trends show an increased user-base of recreation facilities (private and public). Additionally, parks and recreation providers indicated that the average age of their community recreation facilities is 26.4 years. To meet the growing demand for recreational facilities, a majority of the parks and recreation providers who responded to the survey (72.6%) reported that they plan to build new facilities or renovate and/or expand existing facilities over the next three years. Additionally, the 2015 "State of the Industry Report" notes that the average planned capital improvement budget for parks and recreation departments increased slightly from an average of \$3,795,000 in 2014 to an average of \$3,880,000 in 2015. The Report further indicated that the top 10 park features planned for construction in the near future were likely to include:

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

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

Aquatics/Water Recreation Trends

According to the National Sporting Goods Association (NSGA), swimming ranked third nationwide among recreational activities in terms of participation in 2014.¹⁶ Nationally, there is an increasing trend toward indoor leisure and therapeutic pools (typically 3.5 – 4 feet deep, hot temperature pools up to 104 degrees, ADA accessible, utilized for therapy and/or rehab). Swimming for fitness is the top aspirational activity for inactive individuals in all age groups, according to the Sports & Fitness Industry Association (SFIA) 2016 "Sports, Fitness, and Leisure Activities Topline Participation Report," representing a significant opportunity to engage inactive populations.

¹⁵ Emily Tipping, "2015 State of the Industry Report, State of the Managed Recreation Industry," *Recreation Management*, June 2015.

¹⁶ National Sporting Goods Association, "2014 Participation – Ranked by Total,"

Aquatic amenities such as splash pads (water playgrounds on concrete pads with water sprays, dump buckets, and other fun leisure components for small children. They do not hold any water, are typically not fenced, and are free of charge and no lifeguards). Also referred to as spraygrounds, spraypads, shallow spray pools, and interactive fountains, they are becoming increasingly popular attractions in the summer, and if designed for such, can be converted into ice rinks for the winter. These features can also be designed to be ADA-compliant, and are often cheaper alternatives to build and maintain than community swimming pools. Trends in the architectural design for splash parks can be found in *Recreation Management* magazine articles in 2014 and 2015.¹⁷

Dog Parks

Dog parks are increasingly popular community amenities and have remained among the top planned addition to parks and recreational facilities over the past three years. In fact, the 10 largest cities in the U.S. increased the number of dog parks in their parks system by 34 percent between 2005 and 2010. Dog parks not only provide safe spaces for animals to socialize and exercise, they are also places where dog owners socialize and enjoy the outdoors. They help build a sense of community and can draw potential new community members and tourists traveling with pets.¹⁸

Programming Trends

Current National Trends in Public Parks and Recreational Programming

According to *Recreation Management* magazine's 2015 "State of the Industry Report,"¹⁹ the most common programs offered by parks and recreation survey respondents included: holiday events and other special events (79.6%); youth sports teams (68.9%); day camps and summer camps (64.2%); educational programs (63.8%); adult sports teams (63.4%); arts and crafts (61.6%); programs for active older adults (56.2%); fitness programs (55%); sports tournaments and races (55%); and sport training such as golf or tennis instruction (53.8%).

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

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

¹⁷ Dawn Klingensmith "Make a splash: Spraygrounds Get (Even More) Creative," *Recreation Management*, April 2014 (and April 2015 updates), http://recmanagement.com/feature_print.php?fid=201404fe01

¹⁸ Joe Bush, "Four-Legged-Friendly Parks," *Recreation Management*, February 2, 2016.

¹⁹ Emily Tipping, "2015 State of the Industry Report, Trends in Parks and Recreation," *Recreation Management*, June 2015.

Festivals and Special Events

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

Older Adults and Senior Programming

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

Healthy Lifestyle Trends and Active Living

Active Transportation – Bicycling and Walking

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

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

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

Natural Environments and Open Space Trends

Conservation

Parks and public lands are critical to the quality of life for all Americans, and that quality of life for anyone, in any community, is improved by clean, green, and accessible parks and open space. Parks and open spaces serve an essential role in preserving natural resources and wildlife habitat, protecting clean water and clean air, and providing open space for current and future generations. Parks also provide an essential connection for Americans of all ages and abilities to the life-enhancing benefits of nature and the outdoors.²¹

Economic and Health Benefits of Parks

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

- Americans spend \$646 billion on outdoor recreation annually – on gear, vehicles, trips, travel-related expenses and more. In Kansas alone, outdoor recreation generates \$7.1 billion in annual consumer spending, and \$477 million in state and local tax revenue.²²
- Trails, parks, and playgrounds are among the five most important community amenities considered when selecting a home.
- Research from the University of Illinois shows that trees, parks, and green spaces have a profound impact on people’s health and mental outlook.²³
- U.S. Forest Service research indicates that when the economic benefits produced by trees are assessed, the total value can be two to six times the cost for tree planting and care.²⁴
- Nearly half of active Americans regard outdoor activities as their main source of exercise.²⁵

The Benefits of Parks: Why America Needs More City Parks and Open Space, a report from the Trust for Public Land, makes the following observations about the health, economic, environmental, and social benefits of parks and open space²⁶:

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

²¹ National Parks and Recreation Association, “Role of Parks and Recreation in Conservation,” <http://www.nrpa.org/About-NRPA/Position-Statements/Role-of-Parks-and-Recreation-in-Conservation>, accessed May 2016

²² Outdoor Industry Association, *The Outdoor Recreation Economy*, https://outdoorindustry.org/images/researchfiles/OIA_OutdoorRecEconomyReport2012.pdf; accessed May 2016

²³ F.E. Kuo, “Environment and Crime in the Inner City: Does Vegetation Reduce Crime?” *Environment and Behavior*, Volume 33, p. 343-367

²⁴ Nowak, David J., “Benefits of Community Trees,” Brooklyn Trees, USDA Forest Service General Technical Report

²⁵ *Outdoor Recreation Participation Report 2016*

²⁶ Paul M. Sherer, “The Benefits of Parks: Why America Needs More City Parks and Open Space,” The Trust for Public Land, San Francisco, CA, 2006

Nature Programming

Noted as early as 2003 in *Recreation Management* magazine, parks agencies have been seeing an increase in interest in environmental-oriented “back to nature” programs. In 2007, the National Recreation and Park Association (NRPA) sent out a survey to member agencies in order to learn more about the programs and facilities that public parks and recreation agencies provide to connect children and their families with nature.²⁷ A summary of the results follow:

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

Trends in Adult and Youth Recreation

Adult Recreation: Pickleball

No adult recreational sport is taking off faster than pickleball.²⁸ Pickleball is a racquet sport played on a badminton court with a lowered net, perforated plastic ball and wood paddles. While it originated in the Pacific Northwest in the 1960s, it has grown exponentially since 2000. The USA Pickleball Association (USAPA) estimates that there were about 500 pickleball players in 2000, with that number growing to 125,000 in 2013. It is especially popular with the 50+ crowd because it is low impact but gets the heart rate pumping.²⁹ Pickleball is an attractive programming option for recreation managers because it is adaptable to a variety of existing facilities – four pickleball courts fit in one tennis court.

²⁷ National Recreation and Parks Association, “NRPA Completes Agency Survey Regarding Children and Nature,” http://www.narrp.org/assets/Library/Children_in_Nature/nrpa_survey_regarding_children_and_nature_2007.pdf

²⁸ Chris Gelbach, “Never Stop Playing: Trends in Adult Recreational Sports” *Recreation Management*, September 2013, http://recmanagement.com/feature_print.php?fid=201309fe02, accessed January 2015

²⁹ David Crumpler, “Pickleball a fast-growing sport, especially for the 50 and older crowd,” *Florida Times Union*, January 26, 2015, <http://jacksonville.com/prime-time/2015-01-26/story/pickleball-fast-growing-sport-especially-50-and-older-crowd>, accessed January 2015

Adult Sport Teams In and After the Work Place

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

Youth Sports

The Sports & Fitness Industry Association (SFIA) produces a yearly report on sports, fitness, and leisure activities in the United States. The following findings regarding youth and sports were highlighted in the 2016 report.³⁰ In 2015, youth aged 6-16 (Generation Z) participation was highest for outdoor (62%), team (59%), and fitness sports (51%). Camping was a top interest for youth across the age spectrum, age 6-24.

Adventure Parks and Zip Lines

Adventure sports of various kinds have increased in popularity since the 1970. These sports include a spectrum of sports labeled “alternative,” “Extreme,” “X,” “gravity,” “lifestyle” and “action sports.” As explained by Gunnar Breivik³¹ from the Norwegian School of Sport Sciences, the adventure sports concept contains elements of challenge, excitement, and usually risk. They are individualistic pursuits that take place in demanding environments and tend to represent a freedom from a dominant sport culture.

According to a story by National Public Radio on August 28, 2012, zip line tours and aerial adventure parks are booming in the Northwest United States.³² At least a dozen commercial zip line attractions have opened in Oregon, Washington, and Idaho, plus an equal number in Alaska and British Columbia. While there have been some grumblings about bringing in private business to public parks, zip line purveyors point out that they are fun, not too expensive to make, and safe.

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

Administration Trends for Recreation and Parks

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

³⁰ Sports and Fitness Industry Association, *2016 Sports, Fitness and Leisure Activities Topline Participation Report*, <http://www.sfia.org/reports/all/>.

³¹ Gunnar Breivik, “Trends in Adventure Sports in a Post-Modern Society,” *ResearchGate*, March 2010.

³² Tom Banse, “Getting High in the Northwest...On Zip Lines,” *National Public Radio* Story, August 2012, <http://www.npr.org/templates/story/story.php?storyId=160244351&ft=3&f=160244351>

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

Listed below are additional administrative national trends:

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

Americans with Disabilities Act (ADA) Compliance

On September 14, 2010, the U.S. Department of Justice (DOJ) issued an amended regulation implementing the Americans with Disabilities Act (ADA 2010 Standards)³³ and, for the first time, the regulations were expanded to include recreation environment design requirements. Covered entities were to be compliant with design and construction requirements and the development of three-year transition plan by March 15, 2012. The deadline for implementation of the three-year transition plan was March 15, 2015.

Trends in Marketing by Parks and Recreation Providers

Active Network offers expertise in activity and participation management. Their mission is to make the world a more active place. In their blog, they offered the following marketing mix ideas which came out of a meeting with park and recreational professionals in the Chicago area.³⁴

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

C. Community Focus Group Summary

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

³³ U.S. Department of Justice, Americans with Disabilities Act, ADA Home Page, <http://www.ada.gov/>, accessed November 15, 2012.

³⁴ Active Network, <http://www.activenetwork.com>, accessed May 2014

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

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

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

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

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

- Sports Pavilion Lawrence needs to:
 - Include Additional Program Times
 - Add More Fitness Equipment
 - Enlarge Parking Stalls
- Land Acquisition in Growth Areas
- Geographic Equity
- Better Education to the Public of what LPRD does
- Upgrade Current Facilities plus add more
- YSC Entrance/Traffic Flow
- Online Registration Difficult

- Need Additional Staff
- Current Webpage
- Utilize Social Media More
- Cost Recovery Consistency
- Improve Communication
- No Capital Replacement Plan
- Only 1 Outdoor Pool
- Relationship with Schools

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

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

What improvements to existing facilities would you like to see?

- Add Restrooms in Parks, Trails
- Expand Parking at Facilities
- Expand Fitness at all Centers
- Upgrade YSC Batting Cages
- Pools Need Upgrading
- Skatepark Expansion
- Eagle Bend Clubhouse Expansion
- WiFi at Facilities
- Add Scoreboards

- Energy Efficiency Upgrades
- Add Bike Racks
- Add Trails – Loop/Connectors
- Expand Fitness at all Centers
- ADA Compliance
- Water Fountains on Trails (frost free)
- Pickleball Lines on Tennis Courts
- Trail Security Lighting/Mile markers
- More Storage in Facilities
- Control Geese at Arboretum
- Shelters in Lyons Park
- Art /History Along Trails
- Sell Beer at Clinton Lake Adult Softball Complex
- YSC Entrance/Traffic Flow
- More Native Plants

Please identify any underserved portions of city.

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

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

- Batting Cages
- Rectangular Ballfields
- Diamond Ballfields
- Outdoor Youth Tournament Complex
- Fitness Stations on Trails
- Splashpads
- Outdoor Pool on East Side and Southwest
- Therapeutic Pool
- Outdoor Amphitheater
- Botanical Gardens
- Bocce Ball Courts
- Pocket Parks/Green Space
- ADA Playground
- Ice Rink / Hockey Rink
- Roller Rink
- Additional Dog Parks (East)

- Dedicated Pickleball Courts
- Adventure Park (Zip Lines, Ropes Course, Rock Climbing Wall, etc.)
- Racquetball Courts
- Archery Range
- Portable Stage
- Indoor & Outdoor Turf
- Outdoor Multiuse Alternative Sports Court
- Outdoor Sand Volleyball
- Improve River Corridor

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

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

How do you think LPRD should be financially supported?

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

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

PROS

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

CONS

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

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

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

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

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

- Bicycling Education
- Geographic Equity

D. Random Invitation and Open Link Community Survey Summary

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

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

Introduction & Methodology

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

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

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

A total of 4,000 surveys were mailed to a random sample of City of Lawrence residents in June 2016. After accounting for undeliverable addresses (179 total), 3,821 survey mailings were delivered, and 588 responses were received, resulting in a relatively high response rate of 15.4 percent. The margin of error for the 588 statistically valid responses is approximately +/- 4.0 percentage points calculated for questions at 50 percent response.³⁵ Additionally, the open link survey received 1,382 completed responses.

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

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

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

Summary of Selected Findings

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

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

³⁵ For the total invitation sample size of 588, margin of error is +/- 4.0 percent calculated for questions at 50% response (if the response for a particular question is "50%"—the standard way to generalize margin of error is to state the larger margin, which occurs for responses at 50%). Note that the margin of error is different for every single question response on the survey depending on the resultant sample sizes, proportion of responses, and number of answer categories for each question. Comparison of differences in the data between various segments, therefore, should take into consideration these factors. As a general comment, it is sometimes more appropriate to focus attention on the general trends and patterns in the data rather than on the individual percentages.

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

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

Demographics

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

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

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

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

- Area of Residence. Approximately a third of both invitation (33 percent) and open link (36 percent) respondents live north of 15th St. and west of Iowa St. Other areas of residence among invitation sample respondents include north of 15th and east of Iowa (21 percent), south of 15th and east of Iowa (23 percent), and south of 15th and west of Iowa (20 percent). Three percent (3%) of the invitation sample lives in “other” areas. The open link sample followed a very similar pattern with slightly more open link respondents living north of 15th and west of Iowa (36 percent).
- Years in the City of Lawrence. Invitation respondents are typically long-time residents of the City of Lawrence, with 60 percent, three of every five respondents, having lived in the city for over 10 years and an average of 18.8 years. Open link sample respondents were similar in distribution, and have an average length of 20.7 years.
- Own or Rent. The survey garnered responses from owners and renters. A larger proportion of respondents in both invitation and open link samples own their household (62 percent invitation, 73 percent open link). However, residents who rent are well represented in the survey responses.
- Voter Registration. A strong majority of both the invitation (92 percent) and open link (90 percent) samples indicated that they are registered to vote in the City of Lawrence.
- Household Need for ADA-Accessible Facilities. Nine percent (9%) of invitation respondents and seven percent of open link respondents indicated that their household has a need for ADA-accessible facilities.

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

Figure 11: Demographic Profile

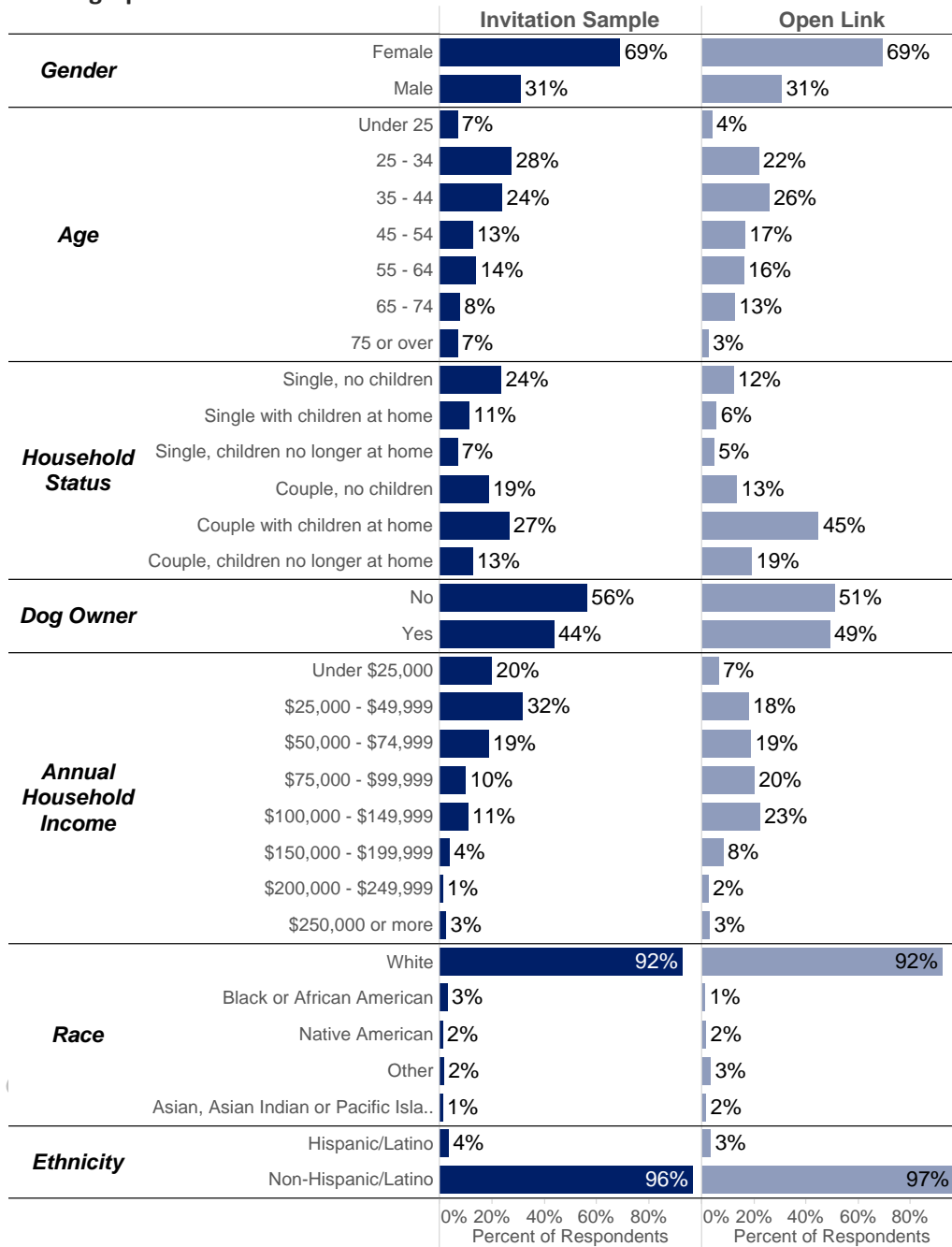
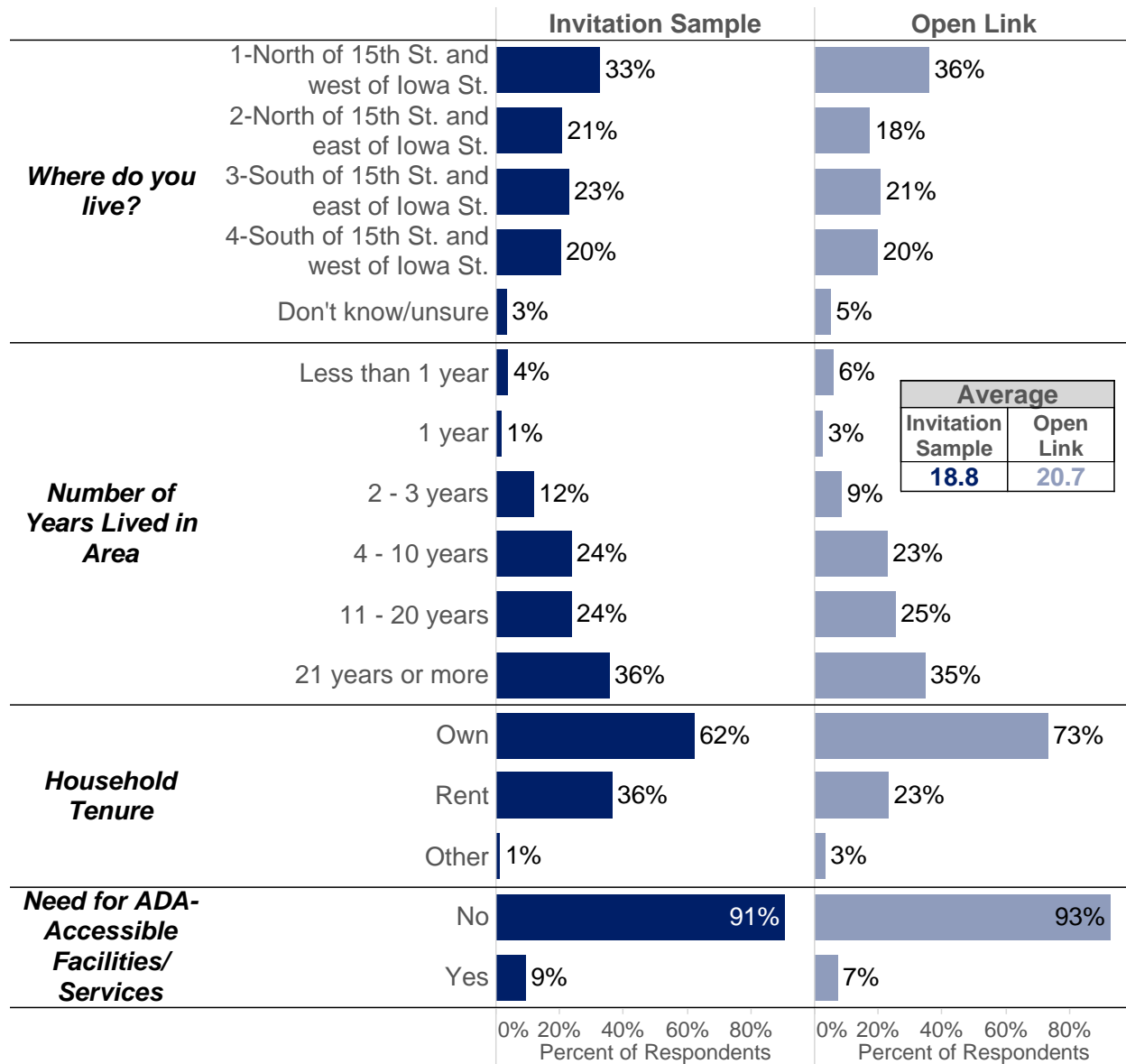


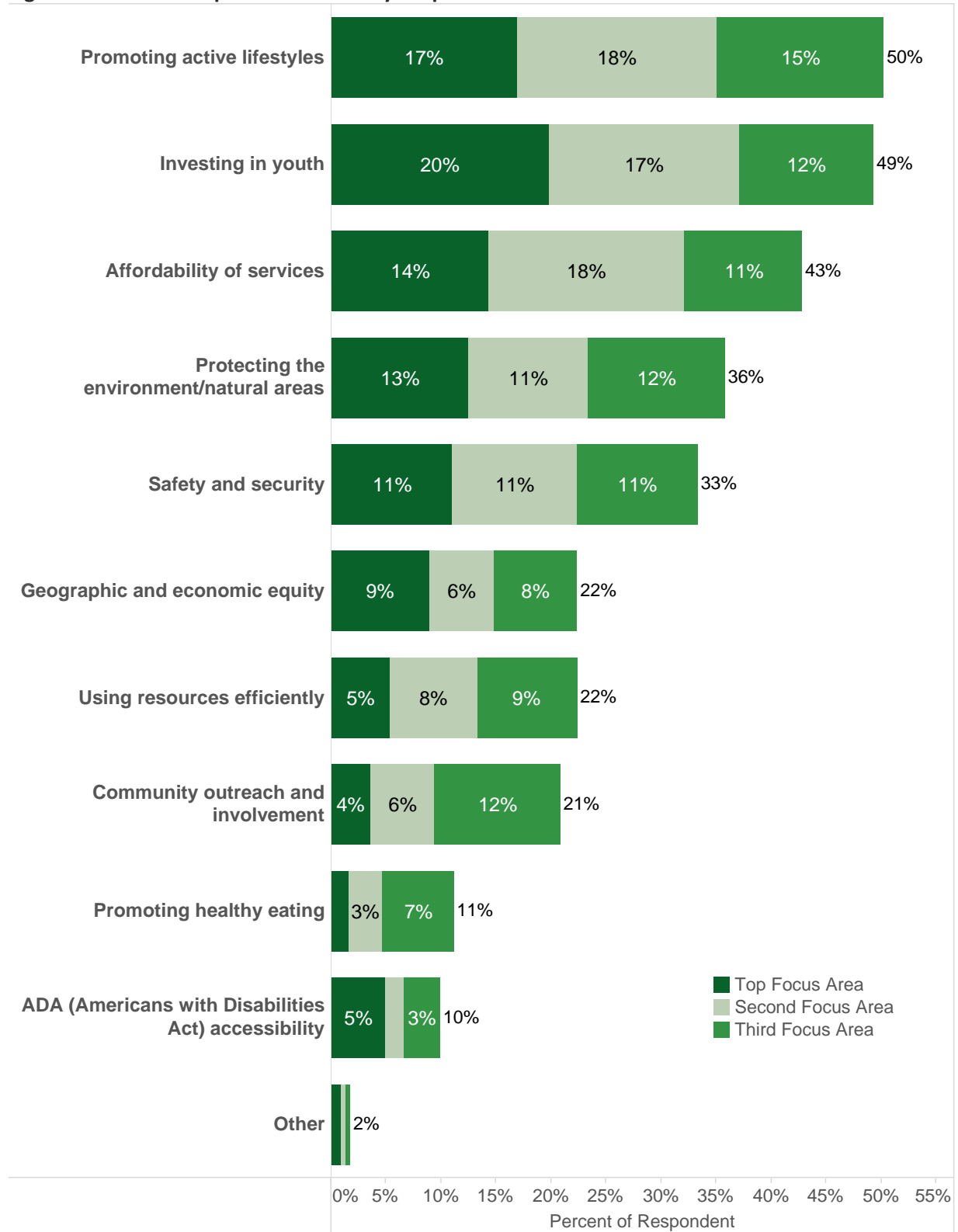
Figure 12: Residential Profile



Values and Vision

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

Figure 13: Items of Importance to Survey Respondents



Importance of Current Facilities

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

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

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

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

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

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

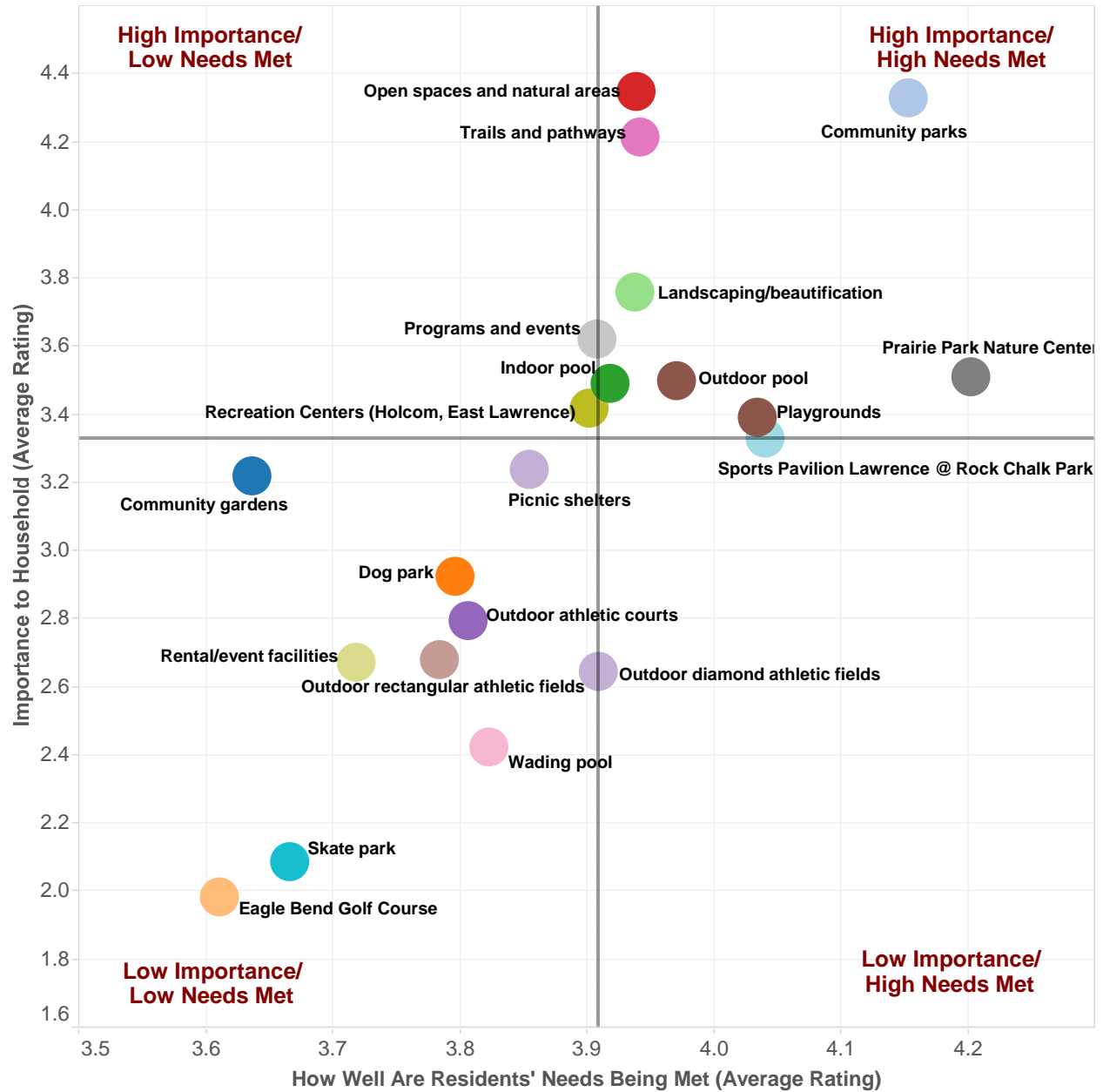
Shown in the lower right quadrant are facilities that are less important to most households, yet are meeting the needs of the community well. Future discussions evaluating whether the resources supporting these facilities outweigh the benefits may be constructive:

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

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

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

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



Future Facilities, Amenities, and Services

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

Importance of Future Additional Facilities

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

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

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

Top Three Priorities

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

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

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

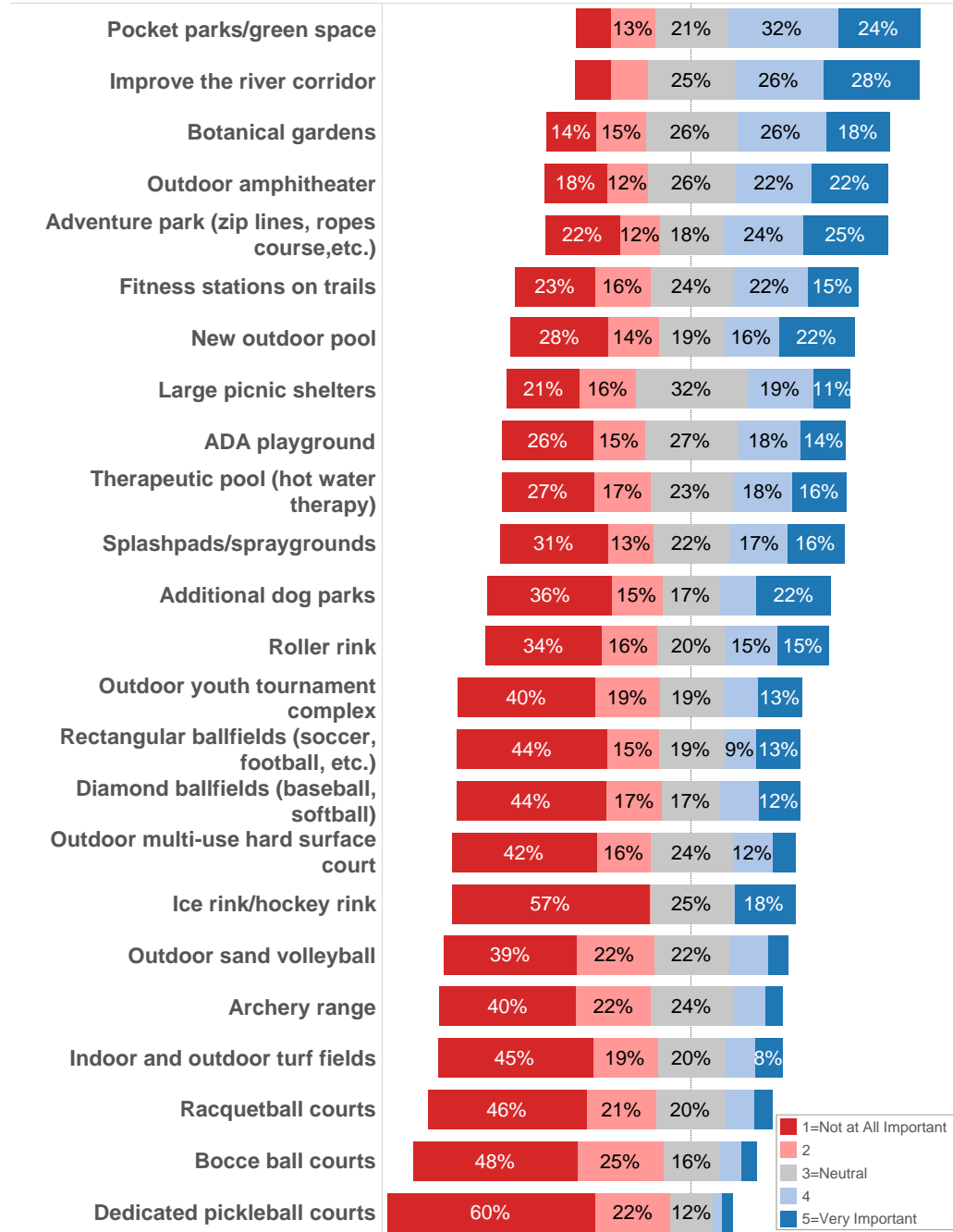


Figure 16: Importance of Future Recreation, Health, and Wellness Facilities Average Rating

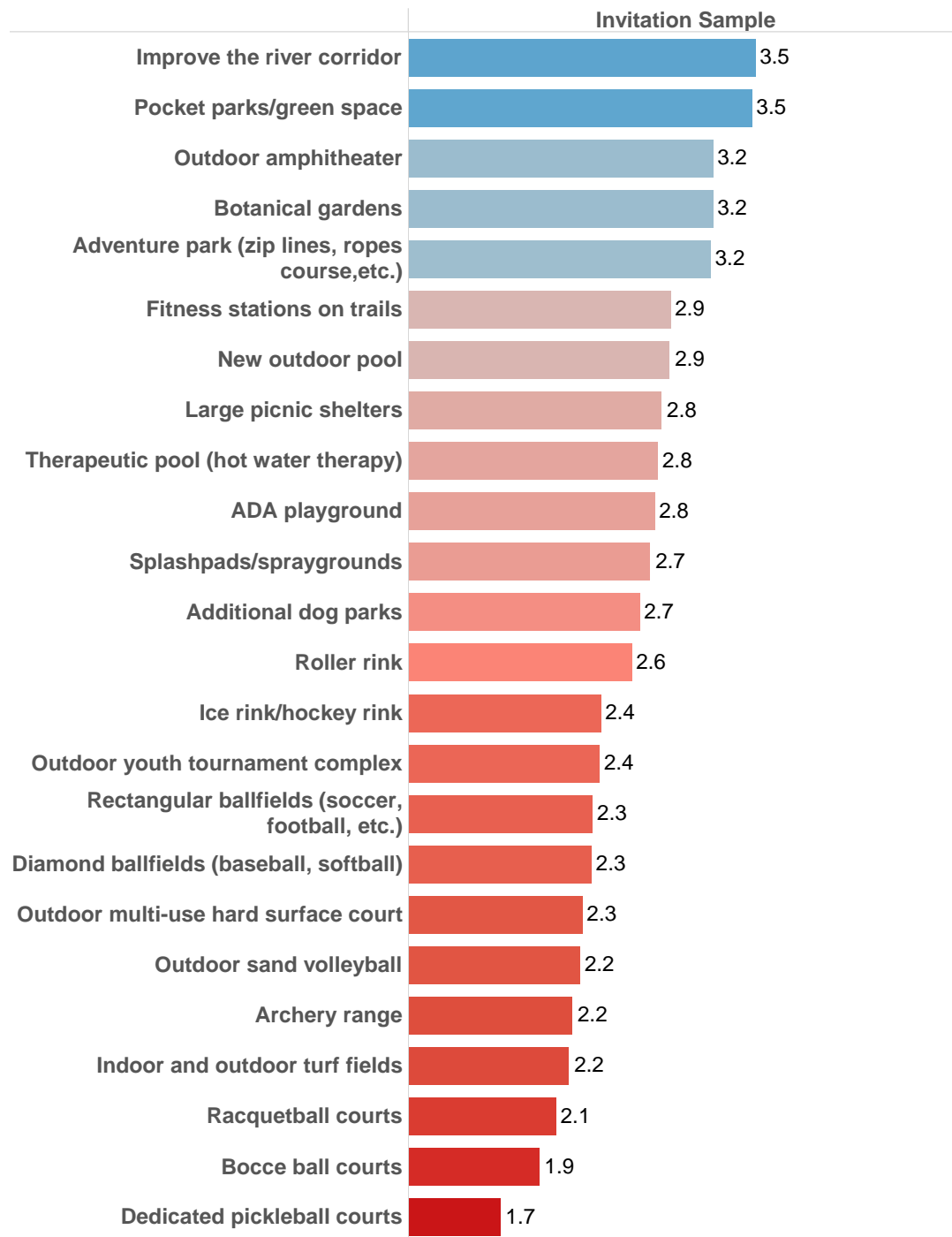
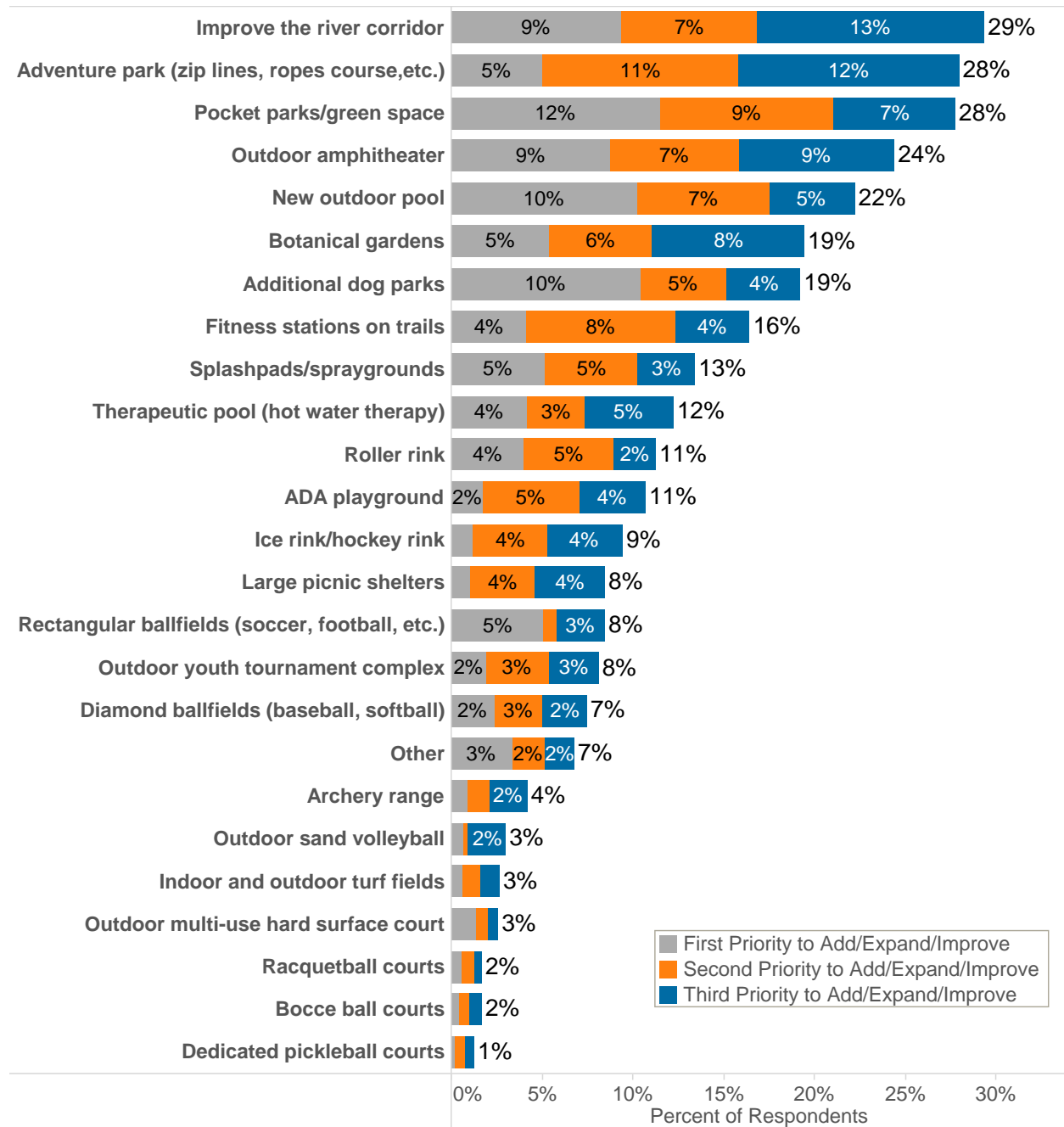


Figure 17: Top Three Most Important Future Recreation, Health, and Wellness Facilities
Invitation Sample Only



Most Important Improvements to Existing Facilities

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

Top Three Improvements. In addition, respondents were asked to rank their top three highest priority improvements to existing facilities, using the same list illustrated in **Figure 19**. **Figure 18** illustrates the percentage of invitation respondents who selected each item as their first, second and third priority, ranked by the combined total to show prioritization of the potential improvement overall. Respondents identified adding trails – loop and connectors (44 percent in aggregate) as one of their top three improvements. Adding trails also received the largest percentage of respondents selecting it as their first priority (17 percent). This was followed by adding restrooms in parks, on trails with 35 percent identifying it as among their top three and 14 percent selecting it as their number one priority.

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

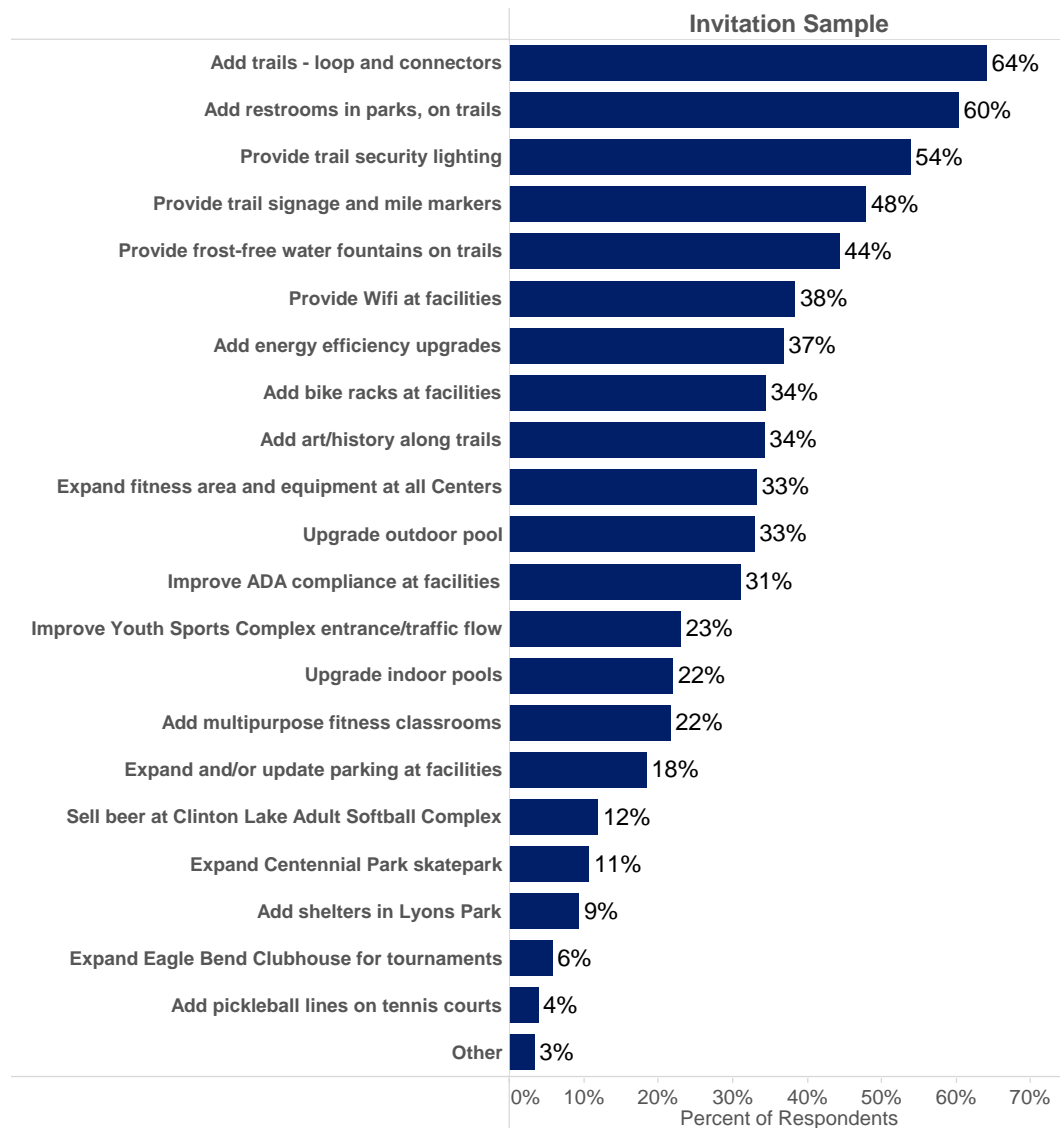
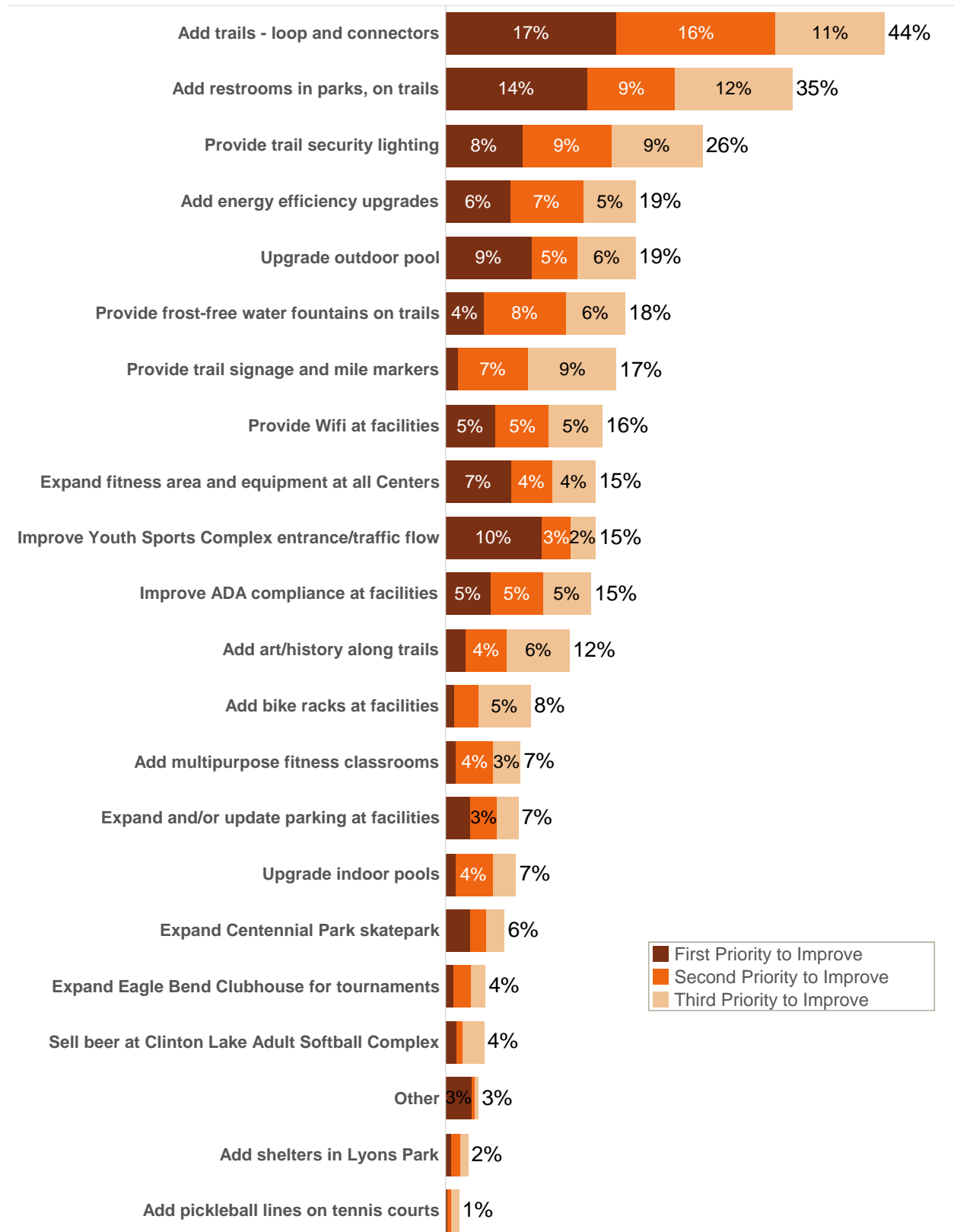


Figure 19: Top Three Improvements to Existing Lawrence Parks & Recreation Facilities
Invitation Sample Only

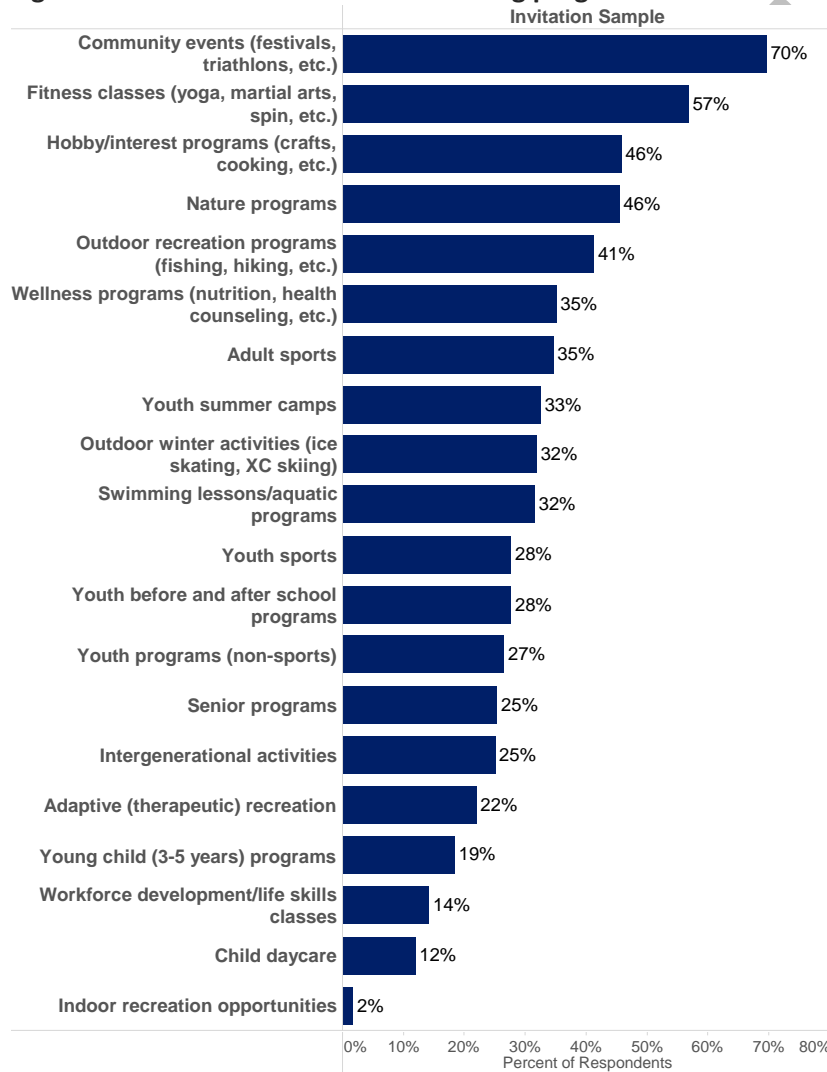


Programs and Activities

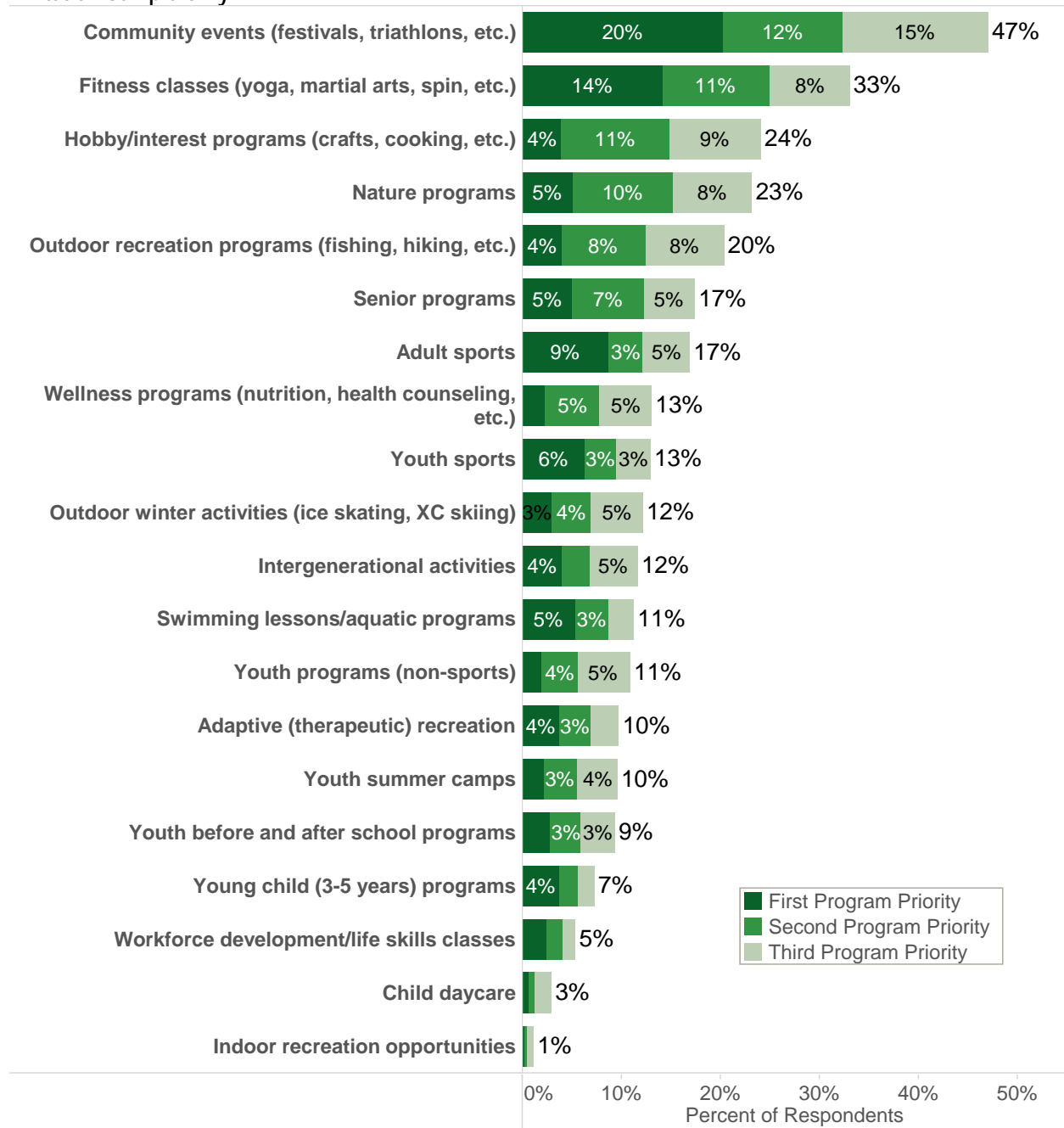
Respondents were provided a list of 19 programs and activities and were asked to select whether or not their household has a need or desire for each item. As illustrated in **Figure 20**, the top program needed by far is community events including concerts, festivals, triathlons, etc., (70 percent),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

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

Figure 20: Need or desire for the following programs.



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



Open Space and Natural Areas

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

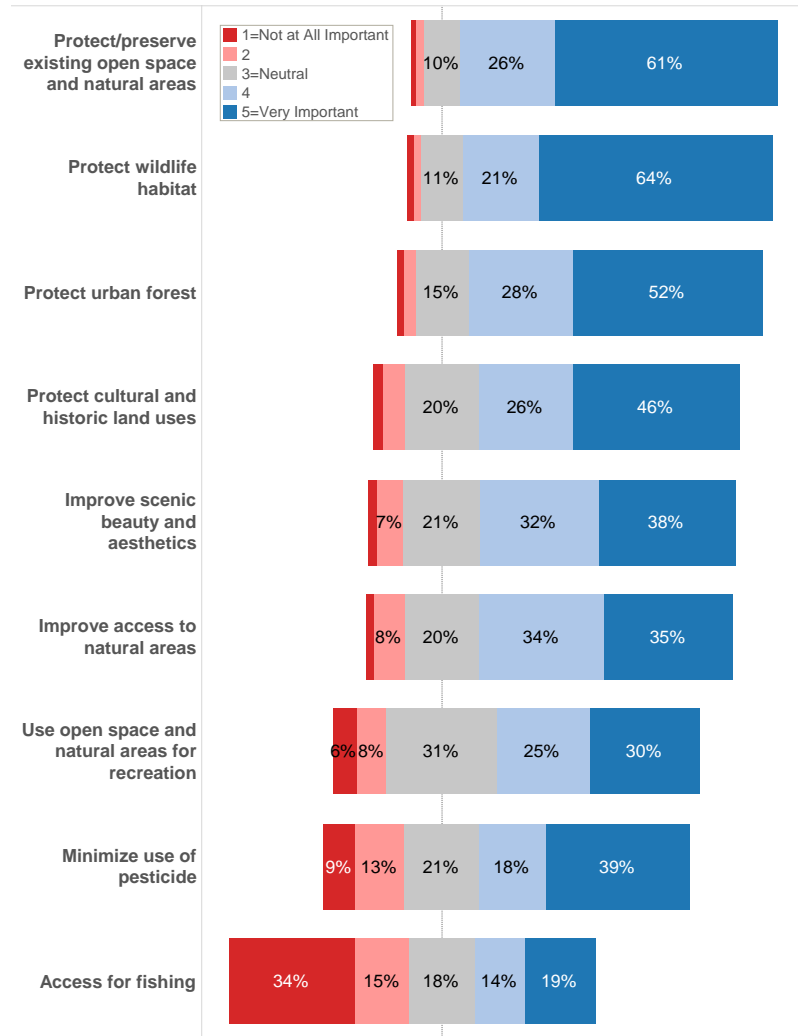
The most important aspect of Lawrence’s open space and natural areas is protecting/preserving existing open space and natural areas, with a strong majority of invitation respondents (average rating 4.4, 87 percent provided a “4” or “5” rating) identifying it high in importance. This was closely followed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

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

DRAFT

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

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



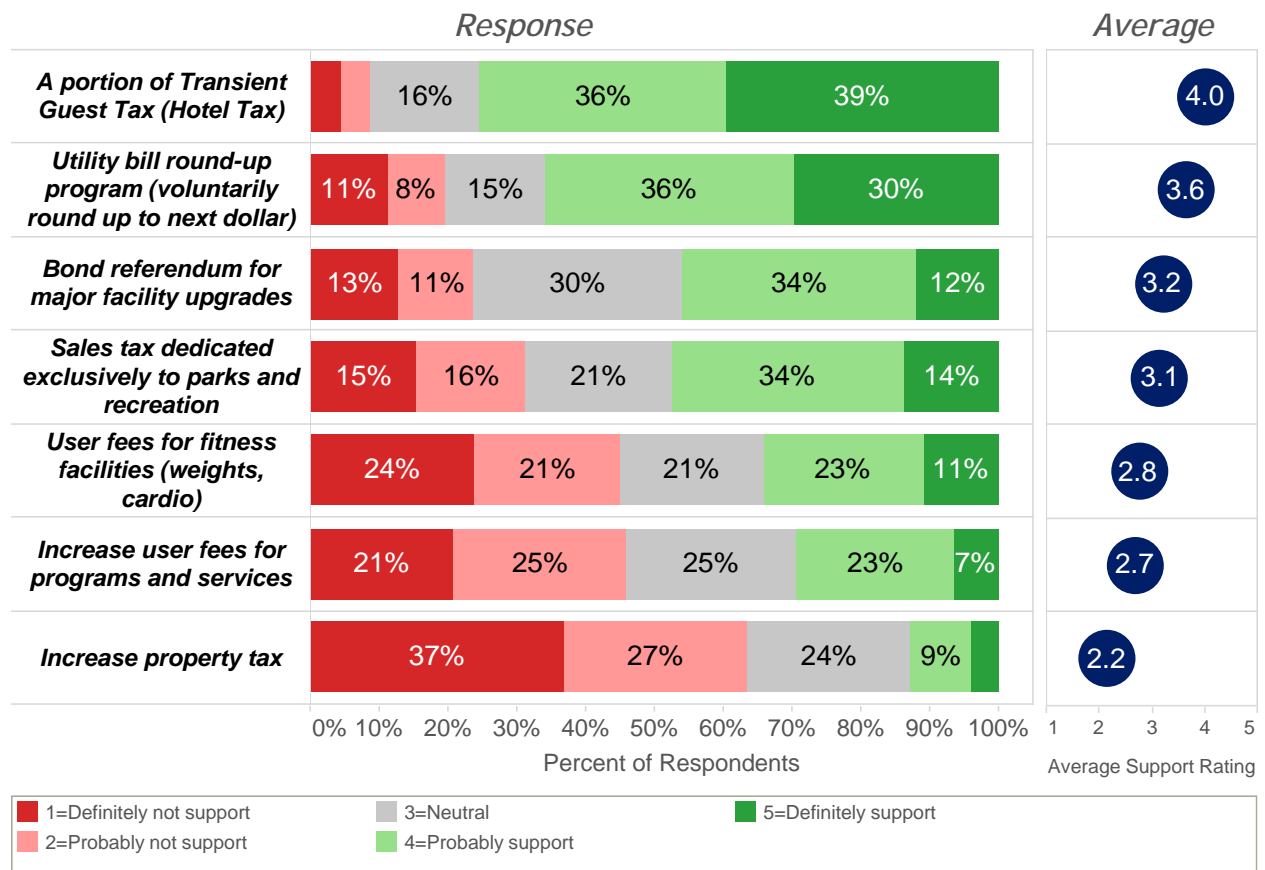
Financial Choices/Fees

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

Figure 23: Preferred Funding Mechanisms

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

Invitation Sample Only

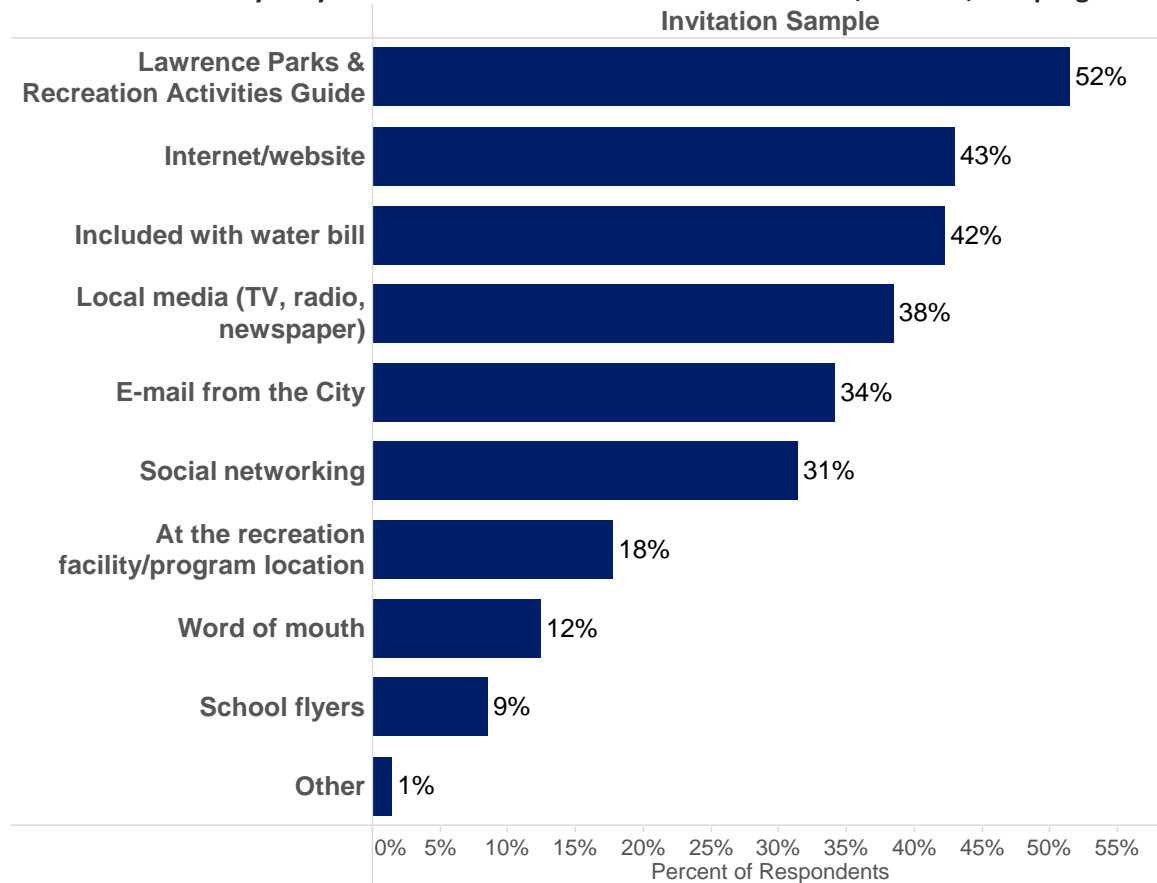


Communication

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

Figure 24: Preferred Methods of Communication

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



E. Organizational Structure and Staffing Needs

Staffing Analysis

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

The staffing analysis process included the observations and assessments of:

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

Staff and Community Focus Groups

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

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

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

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

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

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

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

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

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

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

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

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

Organizational Changes and Staffing Considerations

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

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

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

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

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

F. Recreation Programming and Services Inventory

Programs and Activities

LPRD offers a diversity of programming opportunities at both indoor and outdoor facilities. LPRD never turns anyone away a child for the inability to pay, and the Wee Folks Scholarship Fund awards more than \$25,000 per year to make sure children who cannot afford to pay full program costs can participate. Indoor facilities include Sports Pavilion Lawrence, Holcom Park Recreation Center, East Lawrence Center, the Community Building, Prairie Park Nature Center, Carnegie Building, and the Lawrence Union Pacific Depot. Total 2015 attendance for all the LPRD indoor facilities including program participants, rentals, etc., is 835,718 as shown in **Table 8**. A full listing of every program offered in 2015 along with revenues is located in **Appendix B**.

Table 8: 2015 Quarterly Attendance at LPRD Indoor Facilities

2015 Quarterly Attendance at LPRD Indoor Facilities					
Community Building	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Annual
LPRD Activities/Classes	9,249	6,019	4,168	6,898	26,334
Reservations	1,976	2,707	2,690	2,439	9,812
Free Play	5,341	5,456	4,756	6,420	21,973
Weight Room	3,068	2,607	2,577	4,605	12,857
Cardio Room	3,310	2,596	2,232	4,602	12,740
Totals	22,944	19,385	16,392	24,964	83,685
East Lawrence Center					
LPRD Activities/Classes	9,541	3,671	5,027	4,586	22,825
Reservations	4,588	4,741	2,454	4,693	16,476
Free Play	5,927	6,419	5,057	4,420	21,823
Weight/Cardio Room	2,797	2,325	2,197	2,152	9,471
Game area	3,946	3,534	3,586	3,637	14,703
Office	89	142	124	160	515
Totals	26,888	20,832	18,445	19,648	85,813
Holcom Park Rec Center					
LPRD Activities/Classes	14,355	8,593	6,989	13,393	43,330
Reservations	5,233	6,079	4,501	4,970	20,783
Free Play	7,394	6,621	7,728	6,076	27,819
Weight/Cardio Room	4,380	3,962	4,335	3,171	15,848
Game area	2,239	2,202	2,613	2,410	9,464
Racquetball	2,315	2,264	1,902	1,964	8,445
Lobby	2,288	1,542	1,227	1,049	6,106
Totals	37,687	30,759	29,082	33,033	130,561
Sports Pavilion					
LPRD Activities/Classes	24,227	17,221	12,610	43,631	97,689
Reservations	39,241	32,265	18,251	22,865	112,622
Free Play	18,146	21,336	19,196	26,170	84,848
Weight Area	9,066	9,930	10,602	10,567	40,165
Cardio Area	10,570	11,743	12,183	12,661	47,157
Track	17,197	12,975	12,233	14,680	57,085
Turf	4,008	6,246	7,924	8,545	26,723
Lobby/Mezzanine	11,924	8,991	5,832	7,998	34,745
Totals	134,379	120,707	98,831	147,117	501,034
Carnegie Building					
Total Attendance	3,252	5,156	4,201	6,687	19,296
Union Pacific Depot					
Total Attendance	3,074	3,935	3,702	4,618	15,329
Total Indoor Attendance	228,224	200,774	170,653	236,067	835,718

Combined programs for all ages and locations in 2015 included 925 unique programs over four seasons, not taking into consideration repeat sessions (such as an ongoing yoga class) or multiple offerings of the same event (such as concerts) which is a total of 2,486 programs with 24,495 participants annually in 2015. **Table 9** lists the total 2015 LPRD programming figures including maximum class capacity (per person if each class was full), percentage of capacity (per person versus per class) and number of patrons on waiting lists.

Table 9: Total 2015 Annual Program Participation

2015 Annual Program Participation	
MAXIMUM NUMBER OF PARTICIPANTS IF ALL CLASSES FULL	43,197
TOTAL NUMBER OF ACTUAL PARTICIPANTS	24,414
CLASS CAPACITY (PER PERSON BASIS)	57%
TOTAL INDIVIDUALS ON WAITING LISTS	711

The public responded favorably as to the quality and diversity of programs available during public outreach. Many of the program analysis figures in this section are summarized in **Table 10**.

Table 10: 2015 LPRD Annual Program Area Summaries

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

Table 11: 2015 LPRD Program Subsidy Levels

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

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

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

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

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

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

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

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

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

Adult Sports offered 37 programs in 2015 over four seasons including Softball, Volleyball, Basketball, Pickleball, Flag Football, Kickball, Bowling, and Indoor Soccer. In 2015, Adult Sports generated \$318,006 in revenue with \$303,092.76 in current direct costs for a cost recovery of 105% and 0% subsidy from tax dollars.

Youth Sports offered 32 programs in 2015 over four seasons through a variety of activities including Volleyball, Soccer, Softball, Baseball, and Basketball. Youth Sports revenues for 2015 were \$287,033 in revenue with \$272,216.84 in current direct costs for a cost recovery of 105% and 0% subsidy from tax dollars.

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

The Eagle Bend Golf Course is one of two cost centers within the LPRD financial system as it is an enterprise fund that is set up to cover all of the operational costs with the revenues coming in through the golf course. **Table 12** lists the revenue sources and all the expenses and in 2015, Eagle Bend Golf Course had a 97 percent cost recovery rate.

Table 12: Eagle Bend Golf Course Budget

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

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

Alternative Recreational Service Providers

The Lawrence community has access to a diversity of recreational program opportunities and amenities through alternative service providers. **Table 13** is not meant to be an all-inclusive list but demonstrates the broad spectrum of most of the major available services. In review of the types of programs and activities the alternative service providers offer, there seems to be enough capacity in Lawrence for these activities that there is not much concern regarding any unhealthy duplication of services. In many cases, the private sector is much more expensive and price can be a deterrent for those that cannot afford their services. The public sector typically provides a different level of service at a more affordable price.

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

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

DRAFT

Table 13: Alternative Recreational Service Provider and Activities

Alternative Service Providers	
Lawrence Gymnastics Academy	Gymnastics, Competitive Team, Birthday Parties, Open Gym
Top Tumble	Tumbling Classes
Prime	Martial Arts, Karate/Tae Kwon Do/Kung Fu Classes
ATA	Martial Arts, Karate/Tae Kwon Do/Kung Fu Classes
Premier Martial Arts	Martial Arts, Karate/Tae Kwon Do/Kung Fu Classes
New Ages	Martial Arts, Karate/Tae Kwon Do/Kung Fu Classes
Dance Gallery	Dance Classes, Youth & Adult
Point B	Dance Classes, Youth & Adult
Lawrence Arts Center	Dance Classes, Youth & Adult, art instruction
Genesis Health Club	Fitness Classes
Underground Lab	Fitness Classes
Cross Fit	Fitness Classes
Ryde Barr	Fitness Classes
Body Boutique	Fitness Classes
Anytime Fitness	Fitness Classes
Summit Fitness	Fitness Classes
SNAP Fitness	Fitness Classes
Genesis Health Club	Tennis Instruction
OmTree Shala	Yoga Classes
Westside Yoga	Yoga Classes
Be Moved Studio	Yoga Classes
Yoga Center of Lawrence	Yoga Classes
Bikram Yoga	Yoga Classes
Lawrence Adult Soccer	Soccer Instruction/Leagues
Kaw Valley Soccer Association	Soccer Instruction/Leagues
Topeka/Shawnee County Baseball Association	Youth Sport Leagues
Osher Institute	Senior Trips & Tours, Senior Education
Banks, Churches, Civic Clubs	Senior Trips & Tours
Great American Tours	Senior Trips & Tours
Private Trip/Tour Operators	Senior Trips & Tours
Yoga Studios (Several Local)	Senior Fitness
PATH Program	Senior Fitness
Genesis Health Club (Silver Sneekers)	Senior Fitness
Lawrence Memorial Hospital	Senior Fitness/Personal Training
Private Fitness Clubs (Several Local)	Senior Fitness
Lawrence Public Library	Senior Education Opportunities
Watkins Museum	Senior Education Opportunities
Lawrence Arts Center	Senior Education Opportunities
Audubon Club	Senior Outdoor Education
Dirty Girls Club	Senior Outdoor Education
Kansas Dept Wildlife, Parks, Tourism	Senior Outdoor Education
Special Olympics	Special Populations Sports Programming
Best Buddies/Natural Ties (KU)	Special Populations Social Programming
Boys & Girls Club	Camps, after school programming. Compete for space in all school gyms for adult, youth sports programming, Adult fitness classes.
Ernie Miller Nature Center	School nature programs
Lawrence Public Library	Preschool storytime (Nature Education)
Lawrence Art Center	Preschool Nature Education, Camps
Topeka Zoo	School nature programs, birthday parties
Lawrence Pet World	Nature Camps, birthday parties
Girl Scout Hidden Valley Camp	Nature Camps
Ks Dept of Wildlife, Parks, Tourism	School Nature programs
Natural History Museum	School Nature/History programs, camps, weekend programs

LPRD also uses additional facilities that are not city owned. **Table 14** shows these facilities as well as the volume of activities at each. Some, as noted, are no longer available for the use by LPRD as of 2016.

Table 14: Non-City Facilities Used by LPRD for Programs and Activities

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

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

Current Cost Recovery Circumstances

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

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

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

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

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

G. Benchmarking/Comparison of Resource Standards

Limits of Comparative Data and Analysis

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

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

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

Benchmarking Data Sought

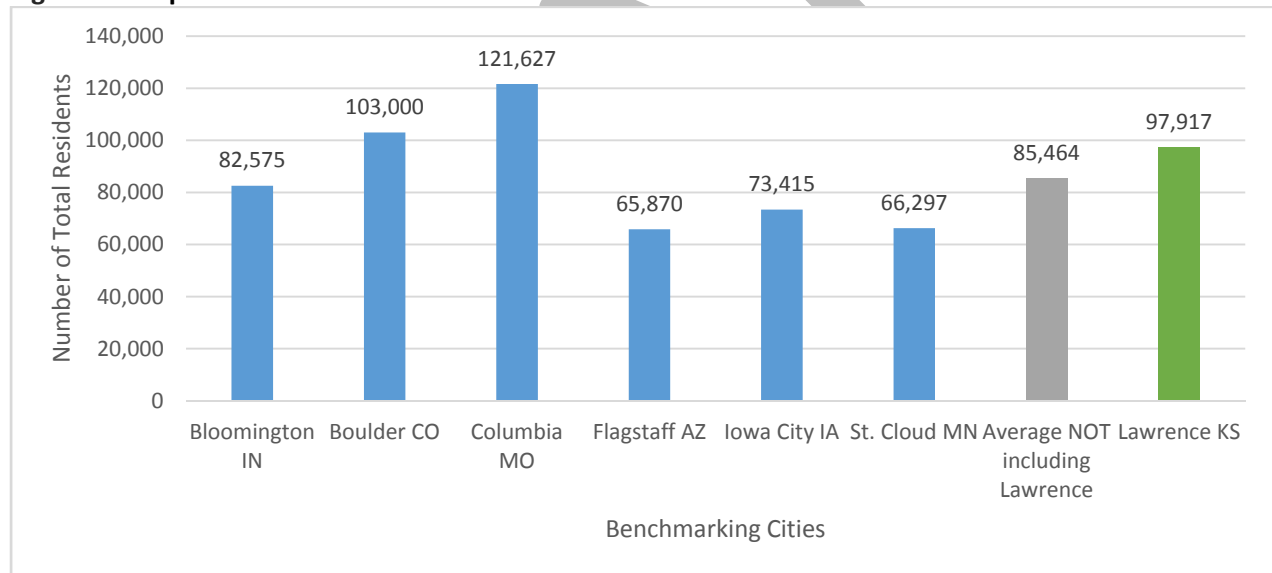
Communities were chosen primarily due to the perceived similarities with Lawrence, Kansas. Requested benchmarking data included:

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

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

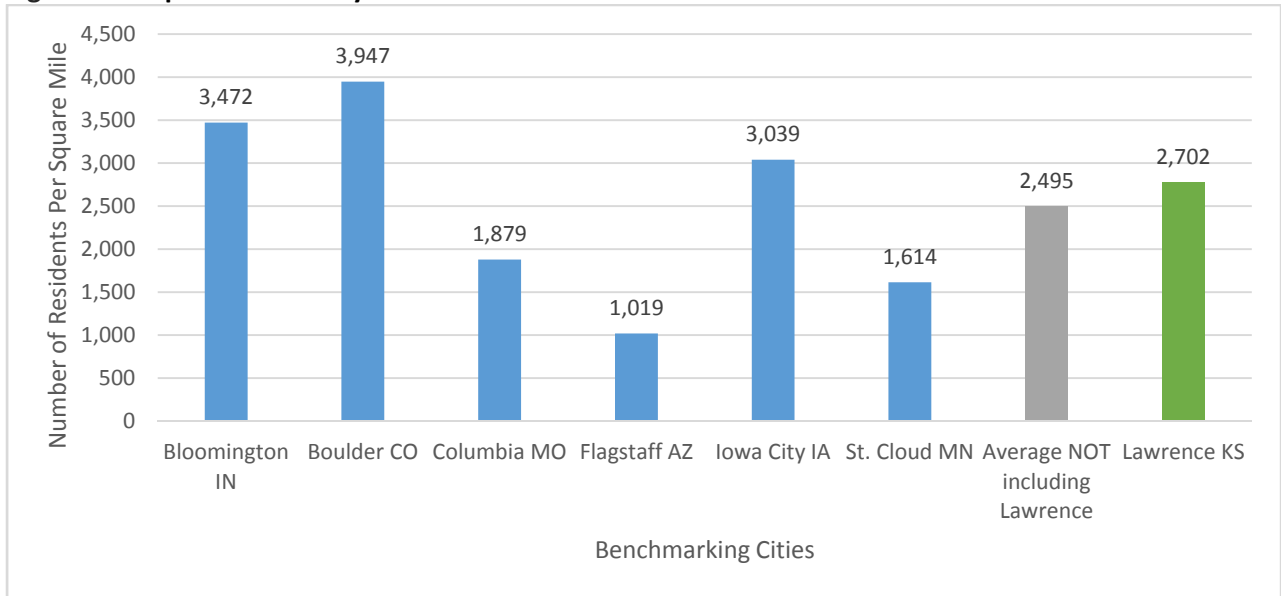
Population Characteristics

Figure 25: Population Totals



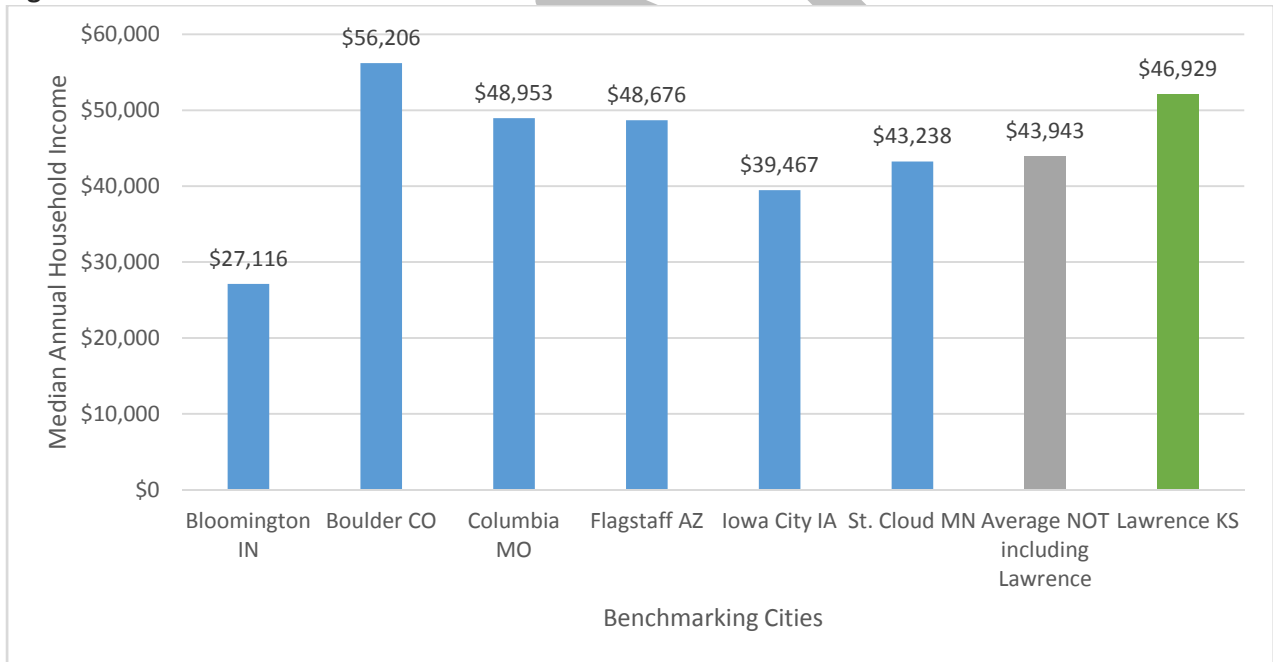
The population of Lawrence is greater than four of six of the comparison cities, and total number of residents exceeds the average population of all comparison cities by 11,729.

Figure 26: Population Density



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

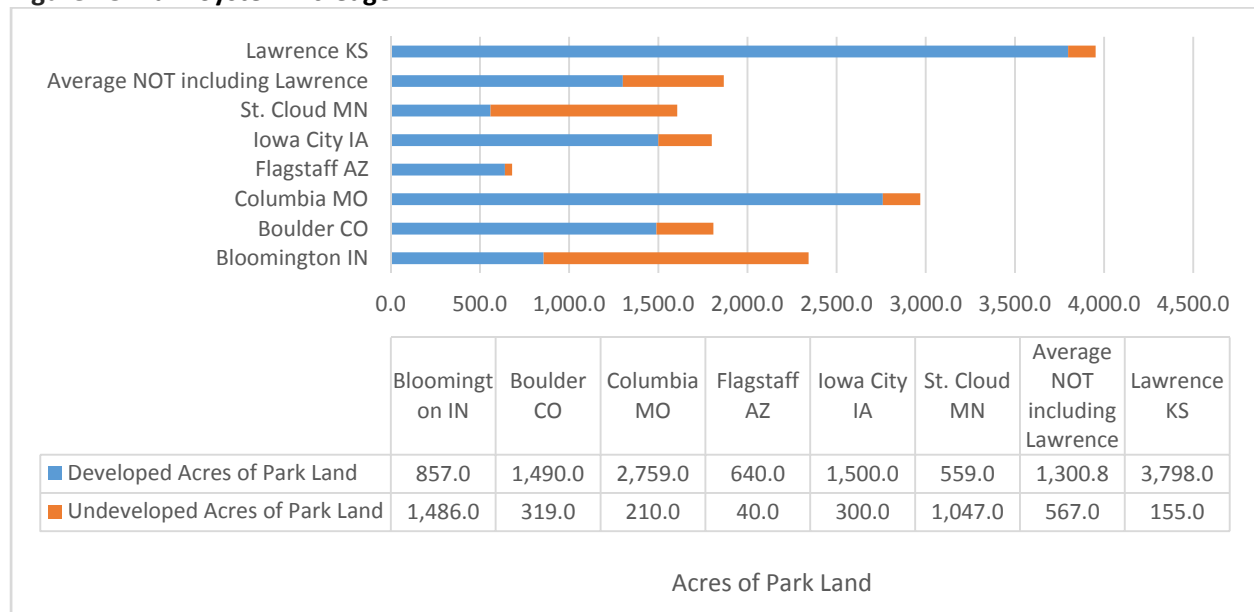
Figure 27: Median Annual Household Income



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

Parks Acreage

Figure 28: Park System Acreage



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

Facilities

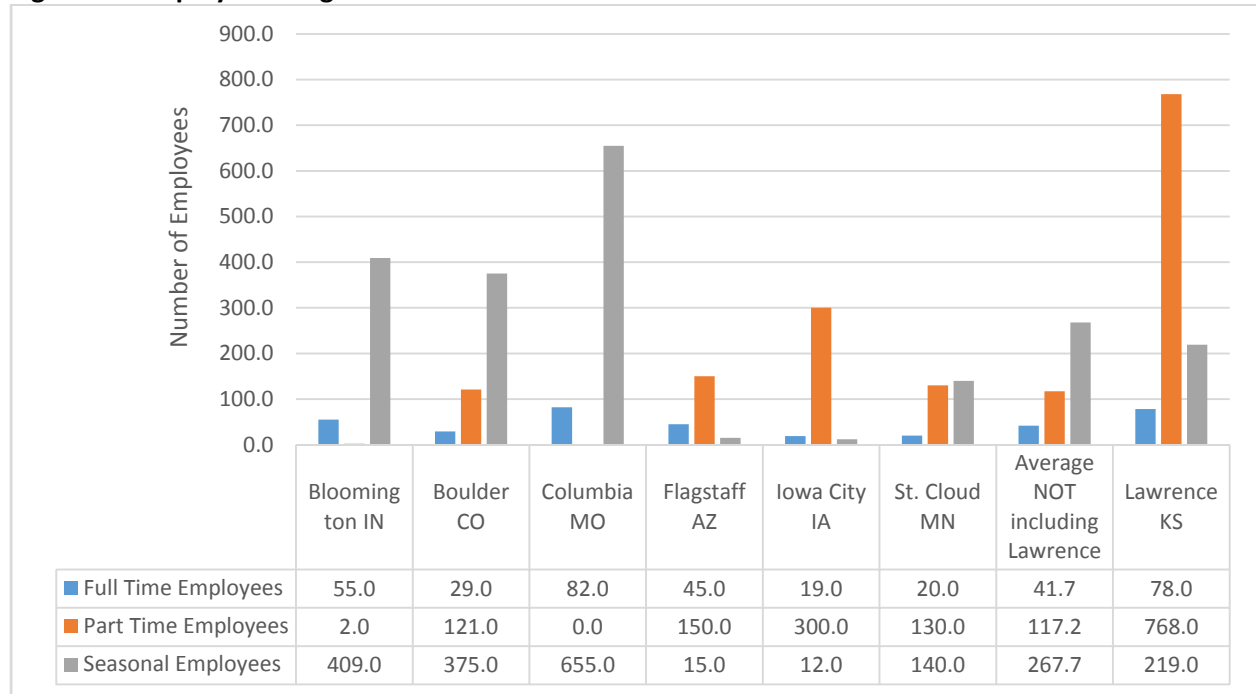
Table 15: Comparison of Benchmarked Recreation Facilities

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

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

Employees

Figure 29: Employment Figures



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

Budget and Finance

Figure 30: Budget Comparisons – Expense/Operations, Revenue, and CIP

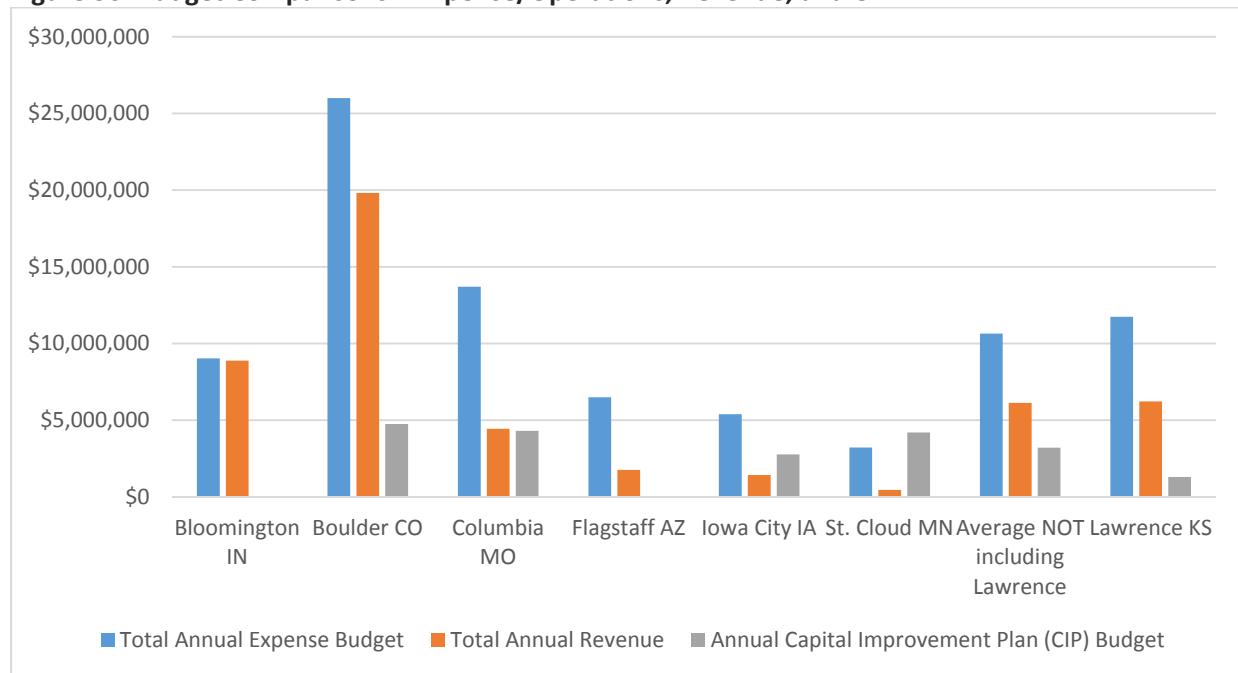


Table 16: Budget Comparisons – Expense/Operations, Revenue, and CIP

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

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

H. LPRD's Role in Future Economic Impact

Economic Impact Analysis

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

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

Meeting with LPRD Staff

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

Discussions with Explore Lawrence and the Chamber of Commerce

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

Literature Review

There are two nationally recognized publications on this topic, the Trust for Public Land "Measuring the Economic Value of a City Park System" 2009 and John Crompton's work for the National Recreation and Parks Association, "Measuring the Economic Impact of Park and Recreation Services, 2010 see **Appendix D**. These are excellent resources for both expanding the kinds of data collected and for best practices related to collection methods and reporting of data for greatest benefit. For the most part, the Department's practices are consistent with national-state-of-the practice and the recommendations section focuses on expanding data collection efforts.

I. Marketing/Positioning the Department

Marketing and Promotions

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

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

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

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

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

Session with the Division Managers

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

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

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

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

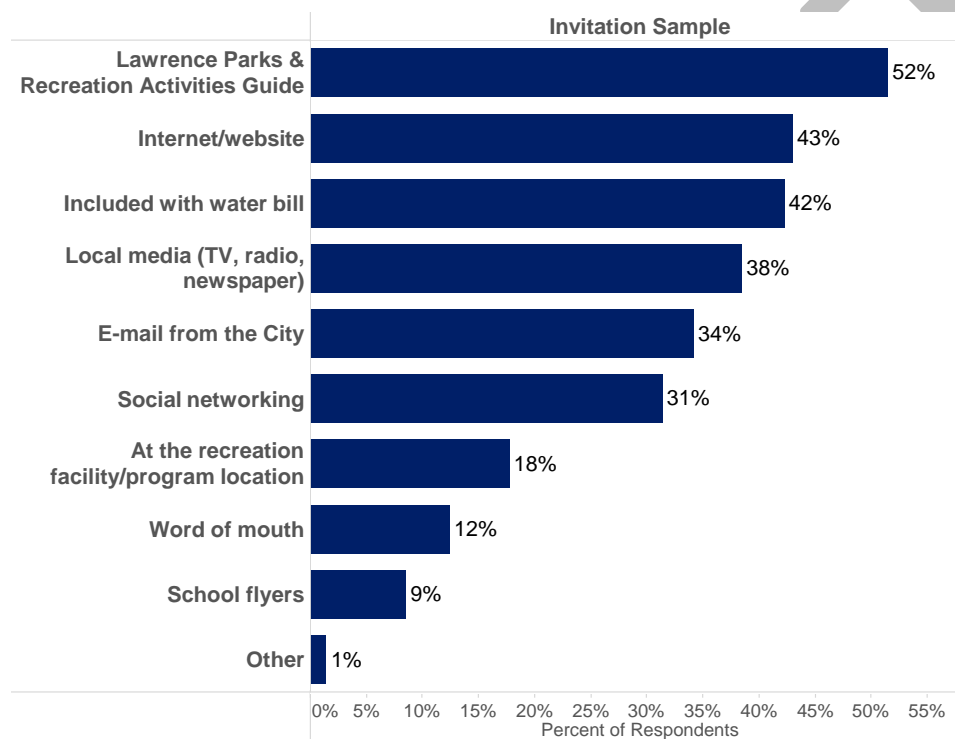
Review of Public Survey Results

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

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

- LPRD's Activities Guide is the best method to receive information on LPRD facilities, service and programs (Q14). Slightly over half of invitation respondents (52 percent) identified the LPRD Activities Guide as the best method of communication, followed by the internet/website (43 percent) and messages included in water bill (42 percent) as shown in **Figure 31**.

Figure 31: Best way for you to receive information



DRAFT

III. Inventory and Level of Service Analysis

Table 17: Lawrence Parks and Recreation Inventory Summary Table

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

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

Nontraditional Park Maintenance Amenities

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

- Total, non-park, contracted mowing areas is 307.5 acres (right-of-ways, parkways, and public building).
- Approximately 23 acres of landscape beds maintained on right-of-ways.
- Mass Street Downtown – Colorsclaping in 50+ planters, and maintenance of over 300 trees to provide visual enhancement and canopy shade for downtown shoppers and sidewalk dining.
- Downtown parking lots maintained (turf and landscape) – 11 total.
- Landscaped Round-a-bouts maintained – 38 total.
- City Forestry staff provides tree maintenance activities on all trees residing within city right-of-way for 852 miles of public streets. Estimated number of trees to maintain is 30,000.

Previous years’ Completed Tree Maintenance Activities

2015

- Total trees planted for city projects: 662
- Total tree removals: 321
- Total trees pruned: 721

2014

- Total trees planted for city projects: 971
- Total tree removals: 511
- Total trees pruned: 1,093

2013

- Total trees planted for city projects: 506
- Total tree removals: 383
- Total trees pruned: 1,061

Emerald Ash Borer Strategic Impact Plan

- Implementation began in 2016 with the approval of the City Commission
- 3,200 public Ash trees will die by invasive insect pests over the next 8-10 year period
- Plans call for removal of 200-400 ash trees per year, and equal replacement tree planting (this is in addition to the number shown above)

Inventory and Level of Service Analysis

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

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

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

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

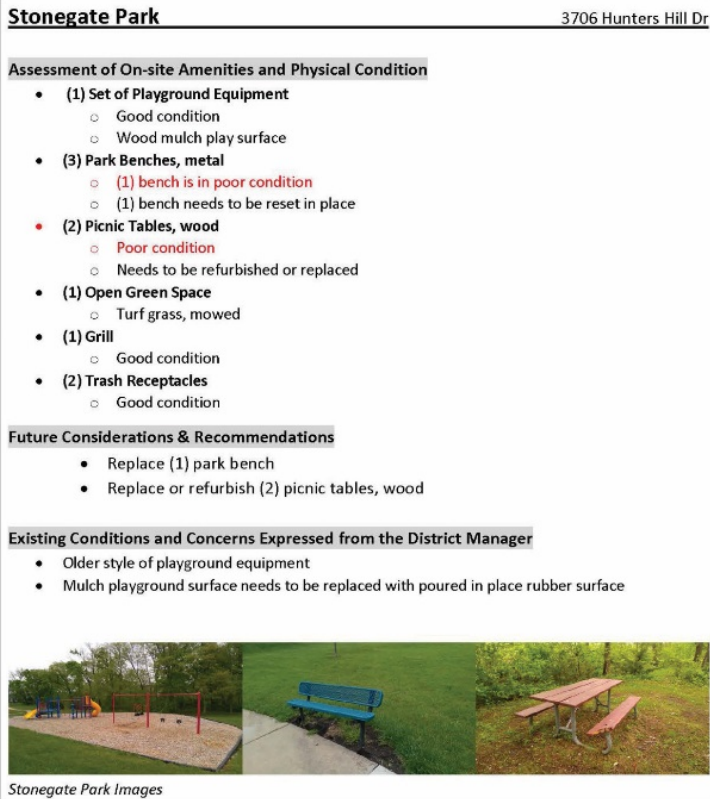


Image A: Park inventory and assessment cut sheet example. Cut sheets were developed for each park per each of the three Maintenance Districts and are found in the **Appendix D**.

Summary of Existing Park Conditions

Analysis of the park system as a whole reveals several recurring conditions and themes. Park maintenance system-wide is excellent and reflected by the well-maintained appearance of individual parks in Lawrence. With the exception of a few areas experiencing routine vandalism, most parks are approachable with a clean/safe appearance. Generally, most low scoring park amenities in Lawrence consist of aging playground equipment, park shelters, park benches, and picnic tables, and deteriorating pavement surfaces. Parks containing team sports fields are generally in good condition with the exception of a few locations containing low scoring backstops, team benches, bleachers, and sport specific goals.

Summary of Existing Indoor Facilities Conditions

LPRD maintains several facilities including:

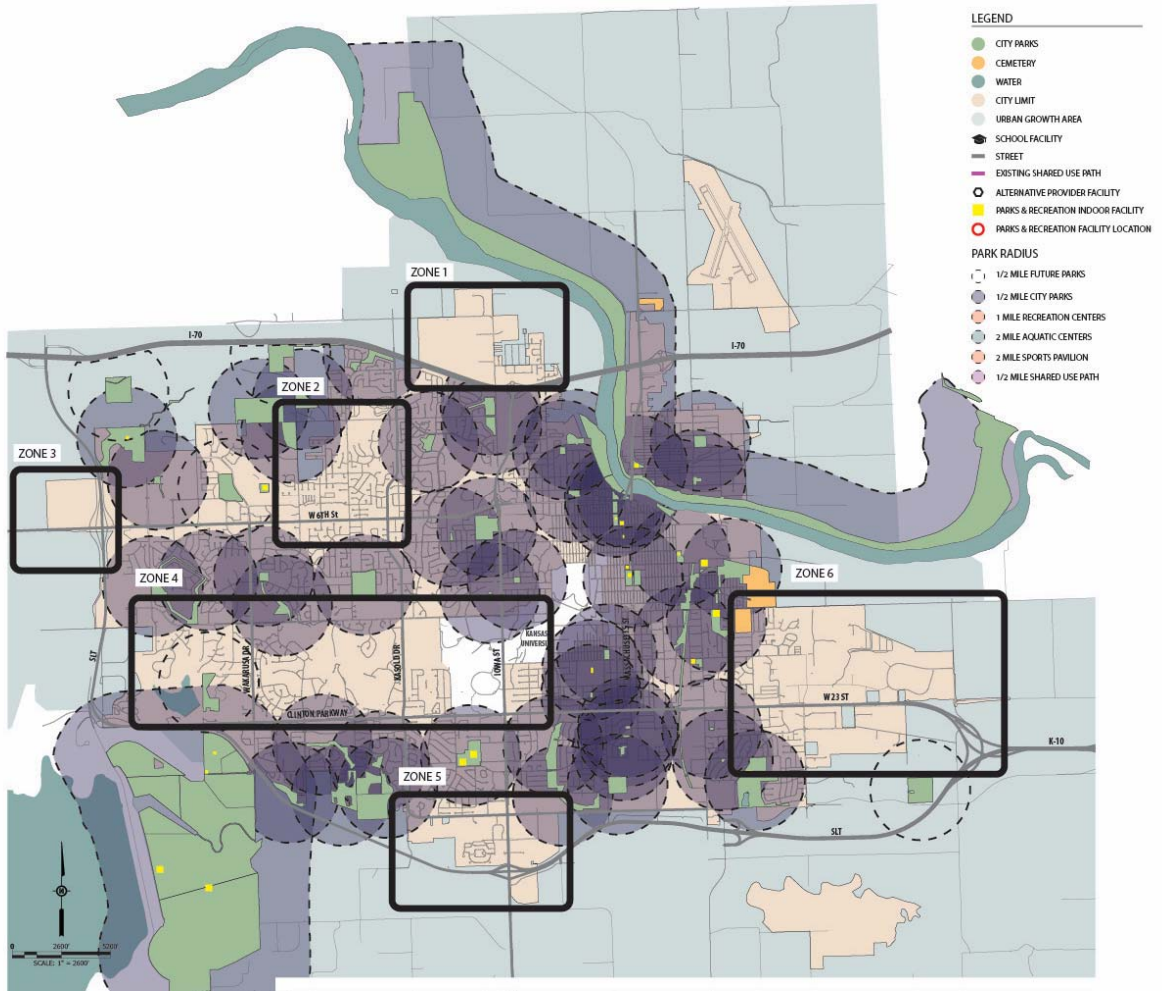
- Prairie Park Nature Center
- Eagle Bend Golf Course
- Indoor Aquatics Center
- Outdoor Aquatics Center
- Carl Knox Natatorium
- Community Building (Downtown)
- East Lawrence Recreation Center
- Holcom Park Recreation Center
- Administrative Office in South Park

- Sports Pavilion Lawrence (SPL)
- Carnegie Building
- Lawrence Union Pacific Depot
- Maintenance Facilities
 - District 1 & 3
 - District 2
 - Eagle Bend
 - Memorial Park Cemetery
 - Oak Hill Cemetery
 - Landscape/Horticulture
 - Forestry/Construction
 - Holcom Complex

Facilities maintenance system-wide is good and reflected by the well-maintained appearance of individual facilities. A number of the facilities through remodels or new construction meet the needs of the community. The Indoor Aquatic Center is in need of additional spectator and team space for swim meet facilitation. The neighborhood recreation centers could use minor remodels and/or additions to address the changing needs of the community. The Carl Knox Natatorium is owned by the Unified School District and is maintained by LPRD.

Level of Service Assessment for Existing Parks

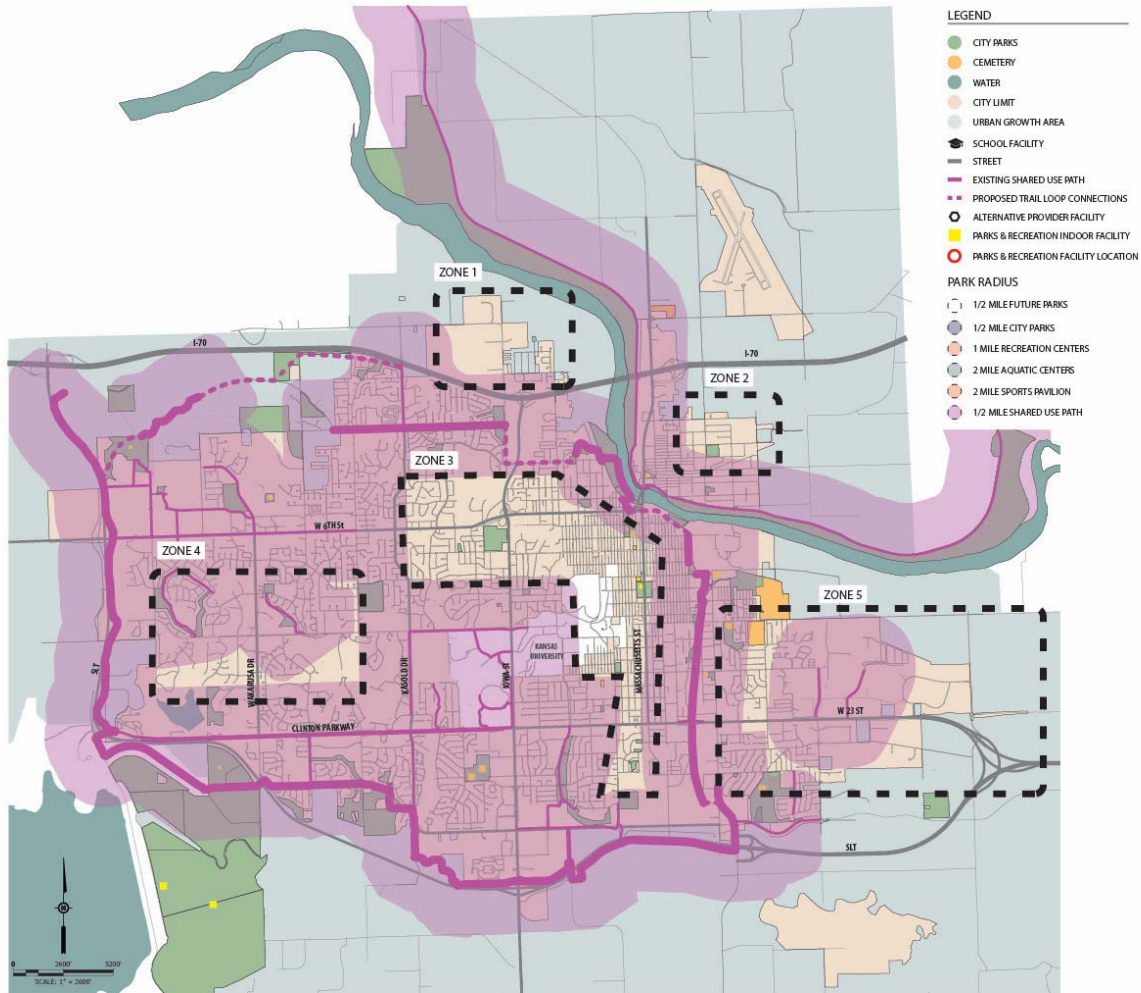
Parks in Lawrence are fairly well distributed and found in all quadrants of the existing city limits. It was necessary for the planning process to identify areas within the city that are underserved by parks. Applying a one-half mile walking radius to all parks identified six zones lacking parks or containing limited access to nearby parks. The majority of land in these zones consists of existing/planned industrial developments, commercial developments, Alvamar Golf Course, and the Kansas University campus. This suggests that the majority of Lawrence is well served from the existing park system with the exception of a few neighborhoods located in the six zones illustrated in Map 3.



Map 3: City of Lawrence map showing low served areas (gaps) in Lawrence lacking access to nearby parks.

Level of Service Assessment for Shared Use Path Network

Connectivity between parks is another focus for level of analysis. Survey results from Lawrence community members revealed a high level of importance for trails and pathways. Finishing the “Trail Loop” around Lawrence has been identified as a priority for the community. It was necessary to map all existing shared use paths in Lawrence and identify areas underserved from this trail network. Map 4 illustrates all existing shared use locations with a one-half mile walking radius. Five zones have been identified in Map 4 that shows areas being underserved from the shared use path network. Although the priority is to finish the “Trail Loop,” there will be several zones still underserved as this loop is completed. It is recommended that these zones be included in planning for future shared path connections as well as finishing the “Trail Loop.”

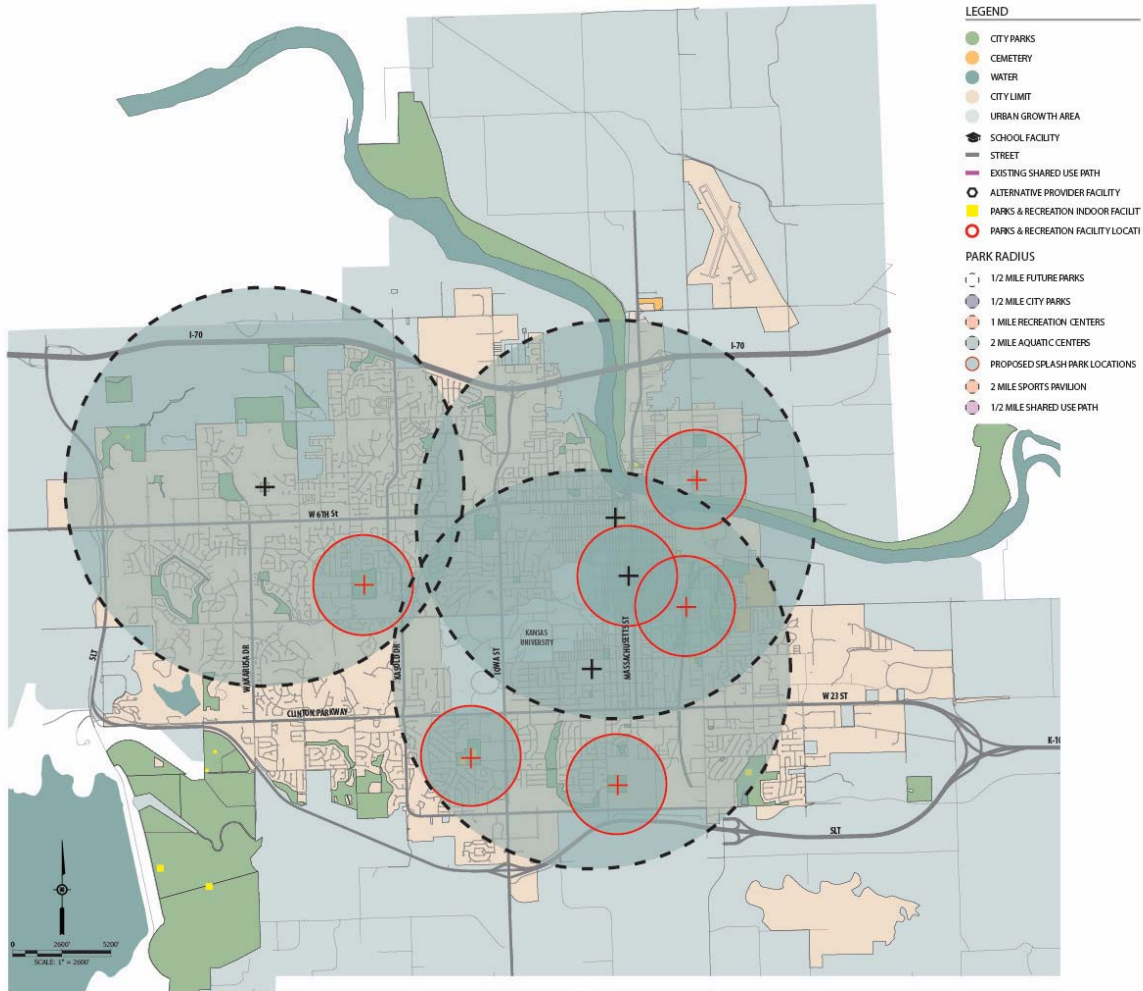


Map 4: City Map highlighting areas of Lawrence being underserved from the existing shared use path network.

Level of Service Assessment for Aquatic Centers & Pools

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

Mapping the location of all existing aquatic parks in Map 6 shows that most of Lawrence generally has good access to these facilities. However, the map doesn't illustrate the demand for additional aquatic recreational parks. The Outdoor Aquatic Center and South Park Wading pool are currently the only two facilities solely dedicated to recreation. It is the recommendation of this Masterplan team to provide six new splash parks dedicated to open public recreation. Map 6 shows both proposed locations of the new splash parks and existing aquatic facilities.



Map 6: City Map highlighting existing Aquatic Center locations as well as proposed splash park locations.

Level of Service Assessment for Recreation Centers

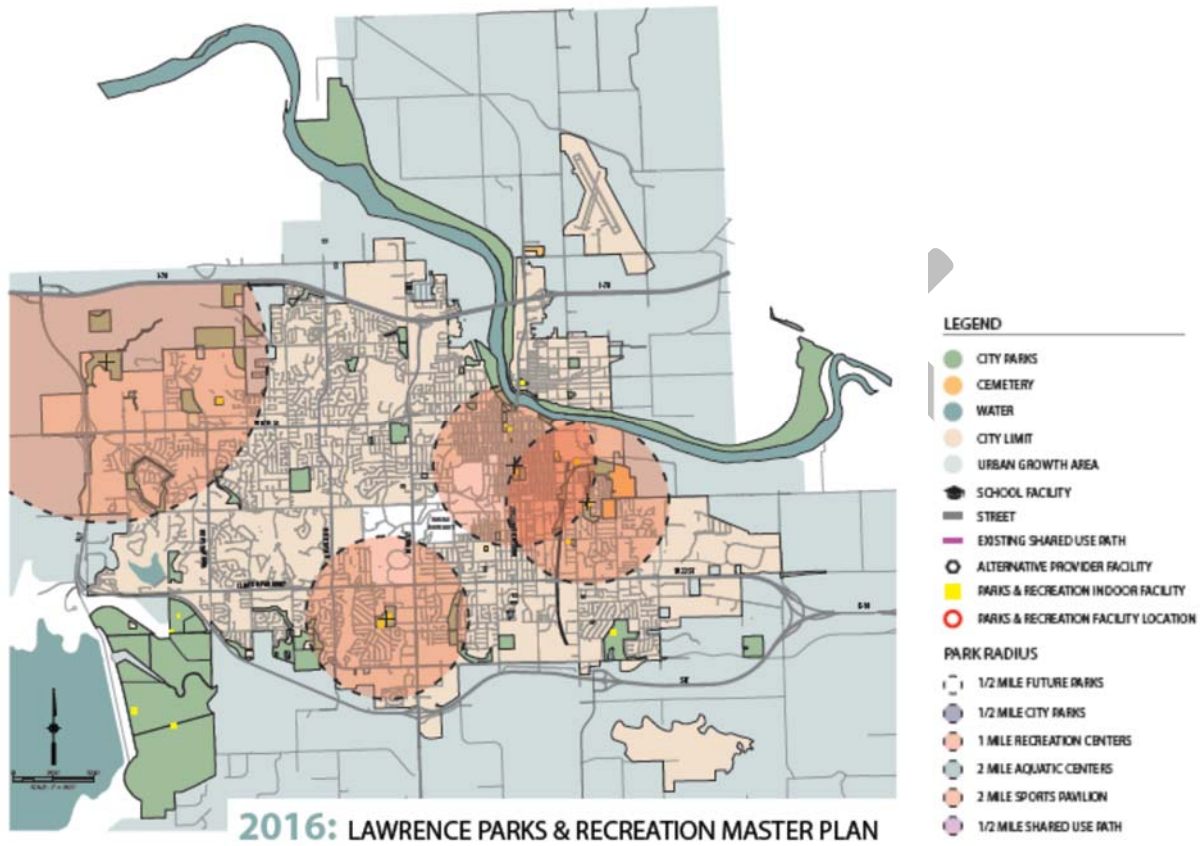
Lawrence Parks and Recreation currently has four (4) recreation centers. All four facilities are popular and heavily used throughout the year.

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

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

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

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



Map 7: City Map highlighting existing Recreation Center locations.

IV. Key Issues and Findings

Through the public input process, stakeholder interviews and staff interaction, key issues were identified in four broad categories: Organization, Financial, Programs and Services, and Facilities and Amenities. Key Issues for each area are bulleted and Findings are addressed in more detail.

A. Organization

Key Issues identified:

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

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

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

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

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

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

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

B. Finance

Key Issues identified:

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

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

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

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

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

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

LPRD needs to create a 501c(3) LPRD Foundation for all types and sizes of donations and contributions that are dedicated to the Department's operation. Currently, LPRD is using the Douglas County Foundation for donations where there are specific conditions based on the size of the contribution, and the Foundation keeps a percentage of what is collected. A new LPRD Foundation will allow citizens to contribute whatever amount they would like and make sure it is spent where they want. Having a dedicated foundation would make it more convenient for local businesses to contribute to the Wee Folks Scholarship Fund, which makes sure no child is turned away for their inability to pay.

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

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

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

C. Programs and Services

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

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

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

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

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

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

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

D. Facilities and Amenities

Key Issues identified:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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


The key issues were organized into four areas including:

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

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

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

DRAFT

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

V. Great Things to Come - Recommendations and Action Plans

A. Recommendations

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

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

Goal 1: Organizational Recommendations

Objective 1: Enhance Marketing and Promotions

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

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

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

1.1 Define Our Customers, Target Markets/Audiences

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

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

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

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

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

1.2.a+b Enhance Partnerships

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

1.3 Refine Marketing Strategies

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

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

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

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

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

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

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

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

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

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

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

1.4.a+b Develop Public Relations Strategies

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

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

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

1.5 Establish Performance Monitoring

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

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

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

1.6 Aspire to the Recommended Organizational Chart

1.6.a As attrition occurs, LPRD needs to hire people that have the management and supervisory skills and experience that fit the positions on the recommended organizational chart. Maintaining a balance organizational chart with the right mix of supervisory personal will be important as the organization advances.

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

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

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

1.8 Create a Support Services Section within LPRD

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

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

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

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

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

Goal 2: Finance Recommendations

2.1 Articulate the Direct Economic Impact of Lawrence Parks & Recreation

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

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

LPRD staff gathered information from those attending tournaments held at Sports Pavilion Lawrence, including overnight stays and calculating economic impact using a formula used by Explore Lawrence as in **Table 18**. While this is an excellent start, it is recommended that data collection expand to include all events, programs, and facilities for which accurate data is available or can be obtained.

DRAFT

Table 18: Sports Pavilion Lawrence Direct Economic Impact for Tournaments

Type	Total Individuals	Type of Stay	Individuals	Room Nights (Individuals/4 people per room)	Economic Impact Multiplier	Economic Impact Calculation	No. of days for event	Economic Impact	TOTAL ECONOMIC IMPACT
Volleyball	1470	Overnight (16 teams)	480	120	\$159	\$19,080.00	1	\$19,080.00	\$82,044.00
		Local/Regional Travel	990	0	\$63.60	\$62,964.00	1	\$62,964.00	
Volleyball	1770	Overnight (24 teams)	720	180	\$159	\$28,620.00	1	\$28,620.00	\$95,400.00
		Local/Regional Travel	1050	0	\$63.60	\$66,780.00	1	\$66,780.00	
Volleyball	2220	Overnight (17 teams)	510	127.5	\$159	\$20,272.50	1	\$20,272.50	\$129,028.50
		Local/Regional Travel	1710	0	\$63.60	\$108,756.00	1	\$108,756.00	
Volleyball	1740	Overnight (13 teams)	390	97.5	\$159	\$15,502.50	1	\$15,502.50	\$101,362.50
		Local/Regional Travel	1350	0	\$63.60	\$85,860.00	1	\$85,860.00	
Basketball	1620	Overnight (6 teams)	180	45	\$159	\$7,155.00	2	\$14,310.00	\$197,478.00
		Local/Regional Travel	1440	0	\$63.60	\$91,584.00	2	\$183,168.00	
Volleyball	1770	Overnight (15 teams)	450	112.5	\$159	\$17,887.50	1	\$17,887.50	\$101,839.50
		Local/Regional Travel	1320	0	\$63.60	\$83,952.00	1	\$83,952.00	
Volleyball	1800	Overnight (18 teams)	540	135	\$159	\$21,465.00	1	\$21,465.00	\$101,601.00
		Local/Regional Travel	1260	0	\$63.60	\$80,136.00	1	\$80,136.00	
Volleyball	2250	Overnight (20 teams)	600	150	\$159	\$23,850.00	1	\$23,850.00	\$128,790.00
		Local/Regional Travel	1650	0	\$63.60	\$104,940.00	1	\$104,940.00	
Volleyball	1800	Overnight (16 teams)	480	120	\$159	\$19,080.00	1	\$19,080.00	\$103,032.00
		Local/Regional Travel	1320	0	\$63.60	\$83,952.00	1	\$83,952.00	
Volleyball	2100	Overnight (17 teams)	510	127.5	\$159	\$20,272.50	1	\$20,272.50	\$121,396.50
		Local/Regional Travel	1590	0	\$63.60	\$101,124.00	1	\$101,124.00	
Volleyball	1800	Overnight (14 teams)	420	105	\$159	\$16,695.00	1	\$16,695.00	\$104,463.00
		Local/Regional Travel	1380	0	\$63.60	\$87,768.00	1	\$87,768.00	
Basketball	1650	Overnight (6 teams)	180	45	\$159	\$7,155.00	2	\$14,310.00	\$201,294.00
		Local/Regional Travel	1470	0	\$63.60	\$93,492.00	2	\$186,984.00	
Volleyball	1800	Overnight (33 teams)	990	247.5	\$159	\$39,352.50	2	\$78,705.00	\$181,737.00
		Local/Regional Travel	810	0	\$63.60	\$51,516.00	2	\$103,032.00	
Volleyball	1800	Overnight (20 teams)	600	150	\$159	\$23,850.00	1	\$23,850.00	\$100,170.00
		Local/Regional Travel	1200	0	\$63.60	\$76,320.00	1	\$76,320.00	
Volleyball	1800	Overnight (13 teams)	390	97.5	\$159	\$15,502.50	1	\$15,502.50	\$105,178.50
		Local/Regional Travel	1410	0	\$63.60	\$89,676.00	1	\$89,676.00	
Basketball	1830	Overnight (3 teams)	90	22.5	\$159	\$3,577.50	2	\$7,155.00	\$228,483.00
		Local/Regional Travel	1740	0	\$63.60	\$110,664.00	2	\$221,328.00	
Volleyball	930	Overnight (5 teams)	150	37.5	\$159	\$5,962.50	1	\$5,962.50	\$55,570.50
		Local/Regional Travel	780	0	\$63.60	\$49,608.00	1	\$49,608.00	
Volleyball	540	Overnight (4 teams)	120	30	\$159	\$4,770.00	1	\$4,770.00	\$31,482.00
		Local/Regional Travel	420	0	\$63.60	\$26,712.00	1	\$26,712.00	
Volleyball	2130	Overnight (31 teams)	930	232.5	\$159	\$36,967.50	1	\$36,967.50	\$113,287.50
		Local/Regional Travel	1200	0	\$63.60	\$76,320.00	1	\$76,320.00	
Volleyball	2130	Overnight (31 teams)	930	232.5	\$159	\$36,967.50	1	\$36,967.50	\$113,287.50
		Local/Regional Travel	1200	0	\$63.60	\$76,320.00	1	\$76,320.00	
Volleyball	1590	Overnight (29 teams)	870	217.5	\$159	\$34,582.50	1	\$34,582.50	\$80,374.50
		Local/Regional Travel	720	0	\$63.60	\$45,792.00	1	\$45,792.00	
Volleyball	1590	Overnight (29 teams)	870	217.5	\$159	\$34,582.50	1	\$34,582.50	\$80,374.50
		Local/Regional Travel	720	0	\$63.60	\$45,792.00	1	\$45,792.00	
Teams	38,130	Individuals							
Total Economic Impact For 2016 Tournaments									\$2,557,674

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

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

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

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

2.1.a Review and revise the formula relative to daily spending per person for local/regional travel

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

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

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

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

Single Day Possible Economic Impact of Selected Events					
Event	Total Participants*	Local/Regional**	Overnight	Direct/Person Impact/Day***	Total Direct Impact****
Spring Arts & Crafts	4,081	2,857	1,224	\$159	\$194,616
Summer Fest	2,092	1,465	627	\$159	\$99,788
Fall Arts & Crafts	7,130	4,991	2,139	\$159	\$340,101
Holiday Bazaar	4,110	2,877	1,233	\$159	\$196,047
Holiday Extravaganza	6,138	4,297	1,841	\$159	\$292,719
				Total Possible	\$1,123,271.00

*Includes vendors and attendees

** Uses average of the data collected in SPL as a percentage of the total (70 percent) – remainder, overnight.

***From the SPL data

****Only Overnight times \$159

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

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

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

Additional Tools to Keep an Eye On

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

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

They can tell you what your visitors do:

- Where do they spend their day?
- How long do they stay?
- When did they arrive?
- When did they leave?

They can tell you who your visitors are from a demographic perspective.

They report the differences in resident and visitor behavior.

They can report the peak areas within an attraction or event.

They can measure changes in visitor activity based on day of the week or time of the day.

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

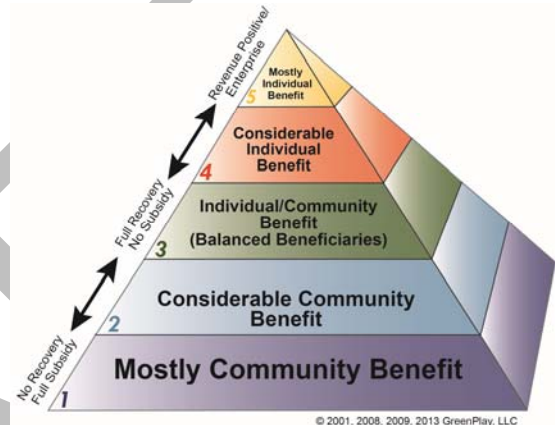
2.3 Improve Funding Opportunities

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

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

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

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



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

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

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

Additional Opportunities to Improve Funding Opportunities

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

2.3.h+j Develop Partnership and Sponsorship Policies

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

Goal 3: Program and Activity Recommendations

Enhance Program Development

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

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

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

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

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

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

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

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

Enhance Program Evaluation

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

3.1 Consider Programs and Services Suggested by the Public and Recreational Trends

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

Goal 4: Facilities and Amenities Recommendations

4.1 Provide Enhancements to Existing Recreation Centers

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

4.1a Holcom Park Center

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

4.1.b East Lawrence Center

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

4.1c Community Building

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

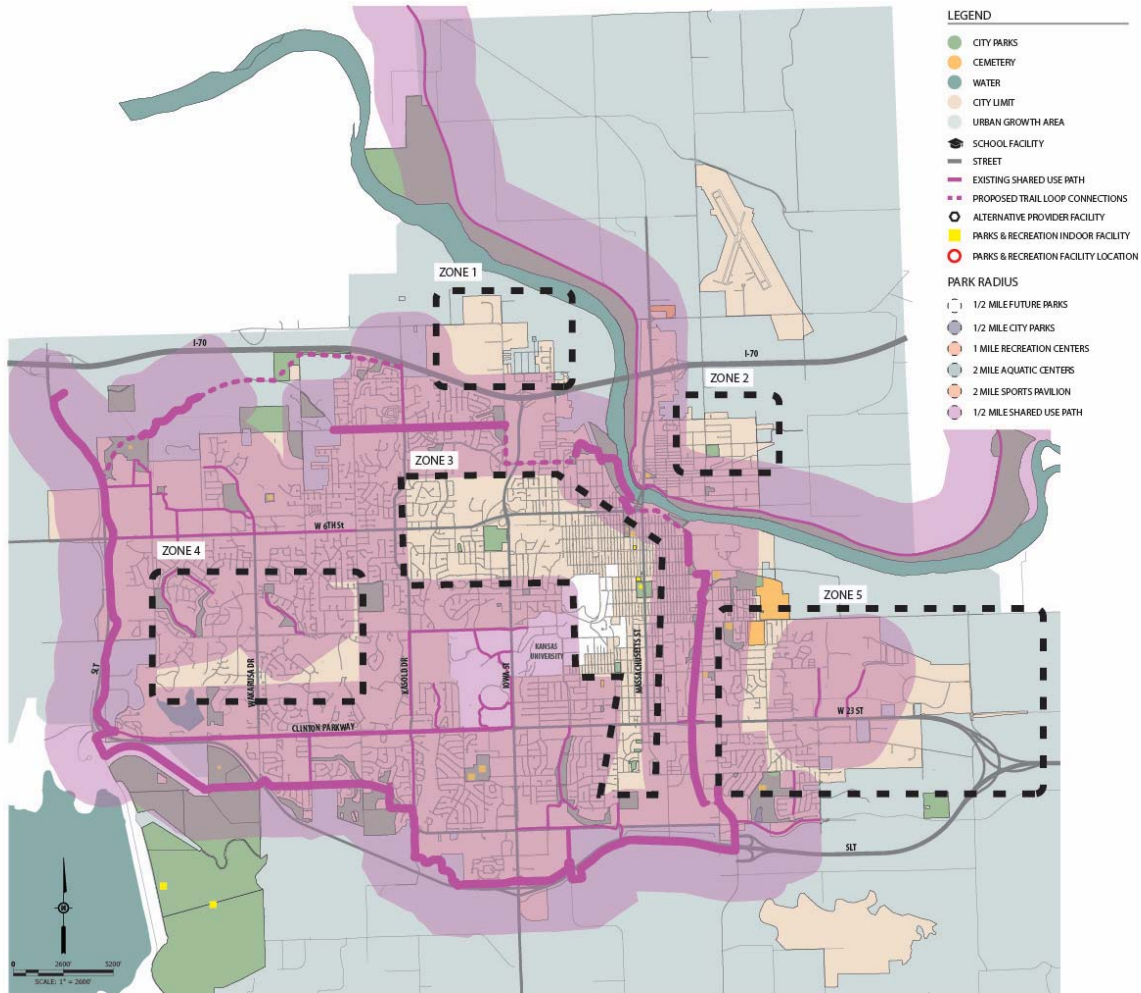
4.1.d Lawrence Loop trail

Improve Connectivity

Survey results from Lawrence community members revealed a high level of importance for trails and pathways providing connectivity between parks, and finishing the “Trail Loop” around Lawrence has been identified as a priority for the community. Five zones have been identified in Map 4, **Appendix G** that show areas underserved from the shared use path network. Although the priority is to finish the “Trail Loop,” it is recommended that these zones be included in planning for future shared path connections, as well as finishing the “Trail Loop.” Areas of Lawrence to receive new trail sections include a new section on 29th Street to Haskell Avenue and the development of a trail from the hospital to Peterson Road.

Provide Additional Trail Network Amenities

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



Map 4: City Map highlighting areas of Lawrence being underserved from the existing shared use path network.

4.1.e Land Acquisition

Prepare for Future Growth

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

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

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

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

4.1.f Eagle Bend Golf Course

Expand Clubhouse & Parking Facilities

The Eagle Bend Golf Course is a great amenity and recreation option for those who love to golf. With recent news that another existing public golf course in the community may be turning entirely private, public golf course options will become extremely limited within the city. The clubhouse at Eagle Bend Golf Course is very small and combines uses for the snack bar, pro-shop and a small seating space in a very compact area. A larger outdoor pavilion with multiple picnic tables is currently used when hosting golf tournaments. Due to the anticipated demand for increased public golf, additional public tournament requests, and desire for long-term viability of the golf course, it is recommended that the current clubhouse space be re-programmed for expansion to better host larger tournaments where all participants can be seated inside during the long, hot summer months of Kansas. The need for additional parking spaces would go hand in glove along with expansion of the clubhouse, most specifically to accommodate tournaments and indoor events.

Construction of Additional 9 or 18 Holes and Enhanced Maintenance Facilities

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

4.1.g Historic Structures

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

4.1.h Downtown

Downtown Plaza/Event Space for Lawrence

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

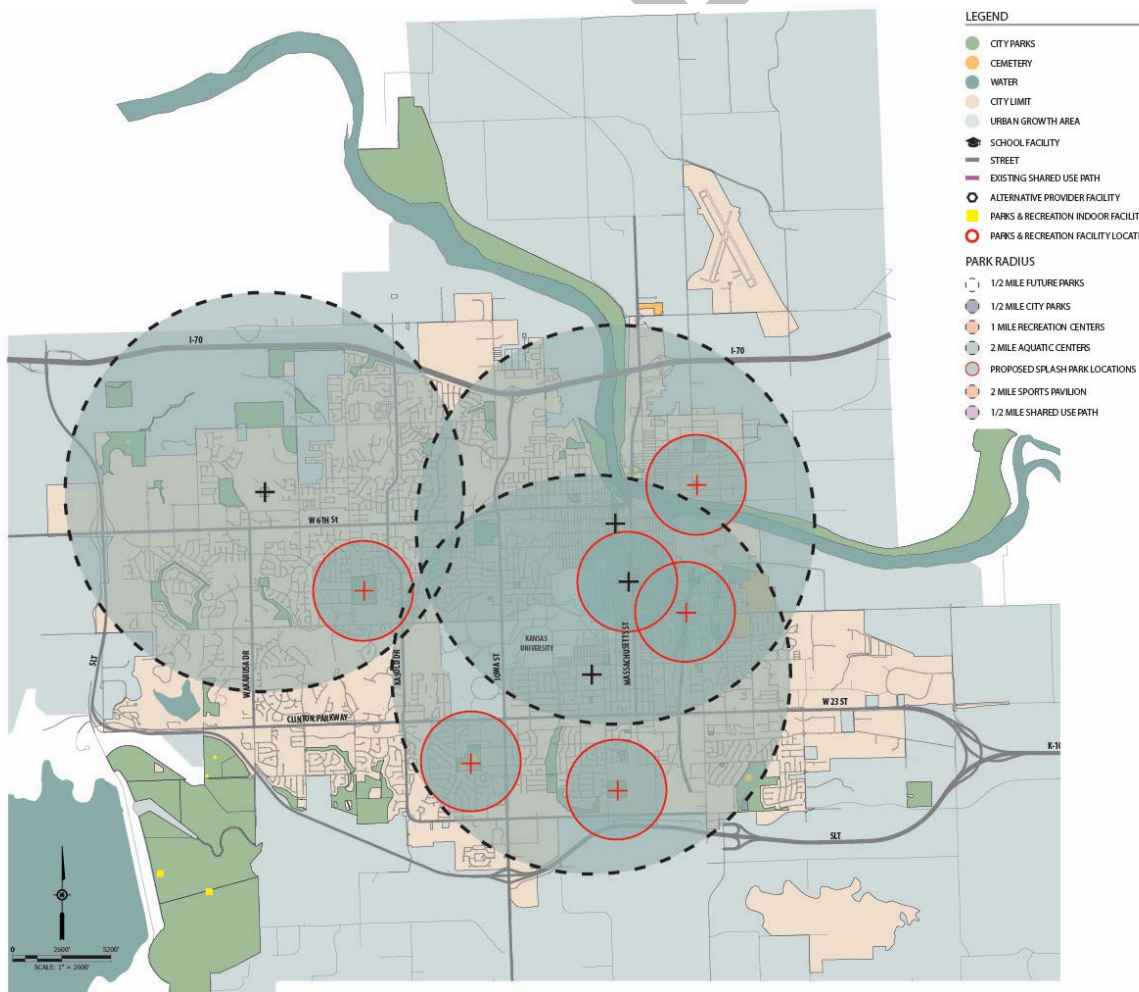
In addition to providing a new downtown plaza several streetscape improvements are necessary to maintain the character of Downtown Lawrence. These streetscape improvements include the replacement of brick pavers in the sidewalk, and downtown planter/streetscape improvements.

4.1.i – 4.1.k Spray Parks

Opportunity to Provide New Aquatic Recreation in Existing Parks

LRPD currently has one indoor aquatic center, one outdoor aquatic center, one Wading Pool and operate USD 497's Carl Knox Natatorium, offering programs and conducting pool maintenance. All aquatic parks are popular and heavily used by the community. The Indoor Aquatic Center and Carl Knox Natatorium host competition events and are open as well for public recreation/exercise. Map 6, **Appendix E** shows that most of Lawrence generally has good access to these facilities. However, the map does not illustrate the demand for additional aquatic recreational parks. The Outdoor Aquatic Center and South Park Wading pool are currently the only two facilities solely dedicated to recreation.

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



Map 6: City Map highlighting existing aquatic center locations as well as proposed splash park locations.

4.1.i Spray Parks

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

4.1.j Spray Parks

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

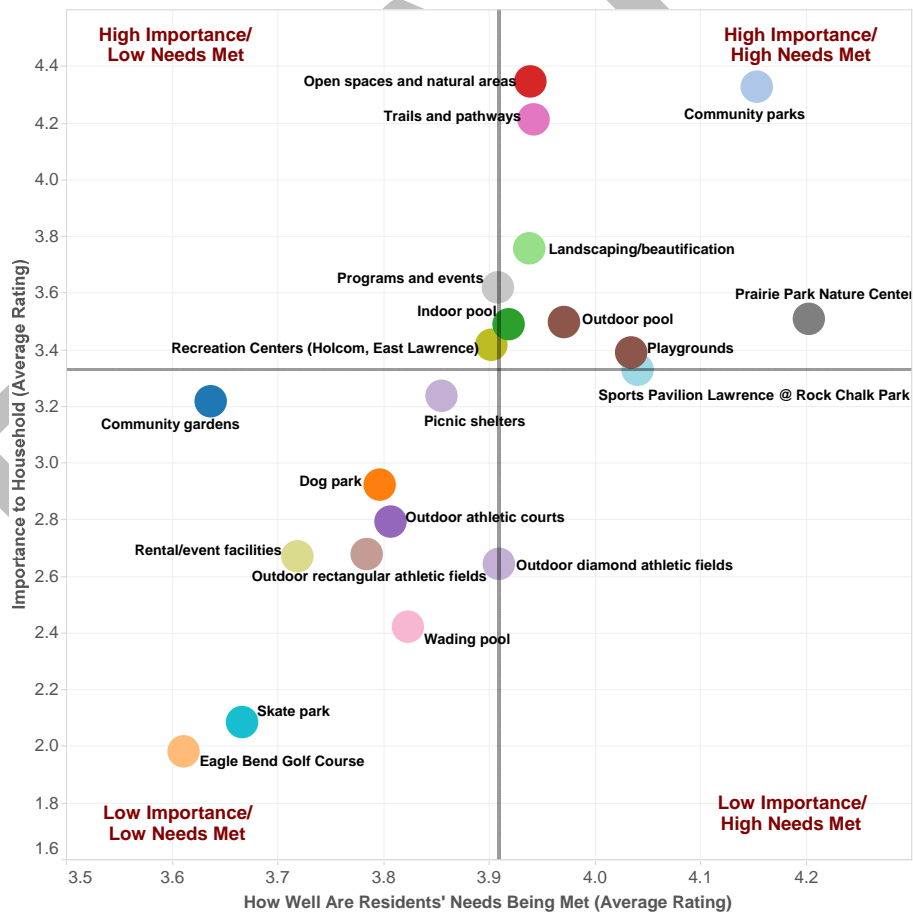
4.1.k Spray Parks

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

4.1.l Outdoor Aquatic Center

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

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

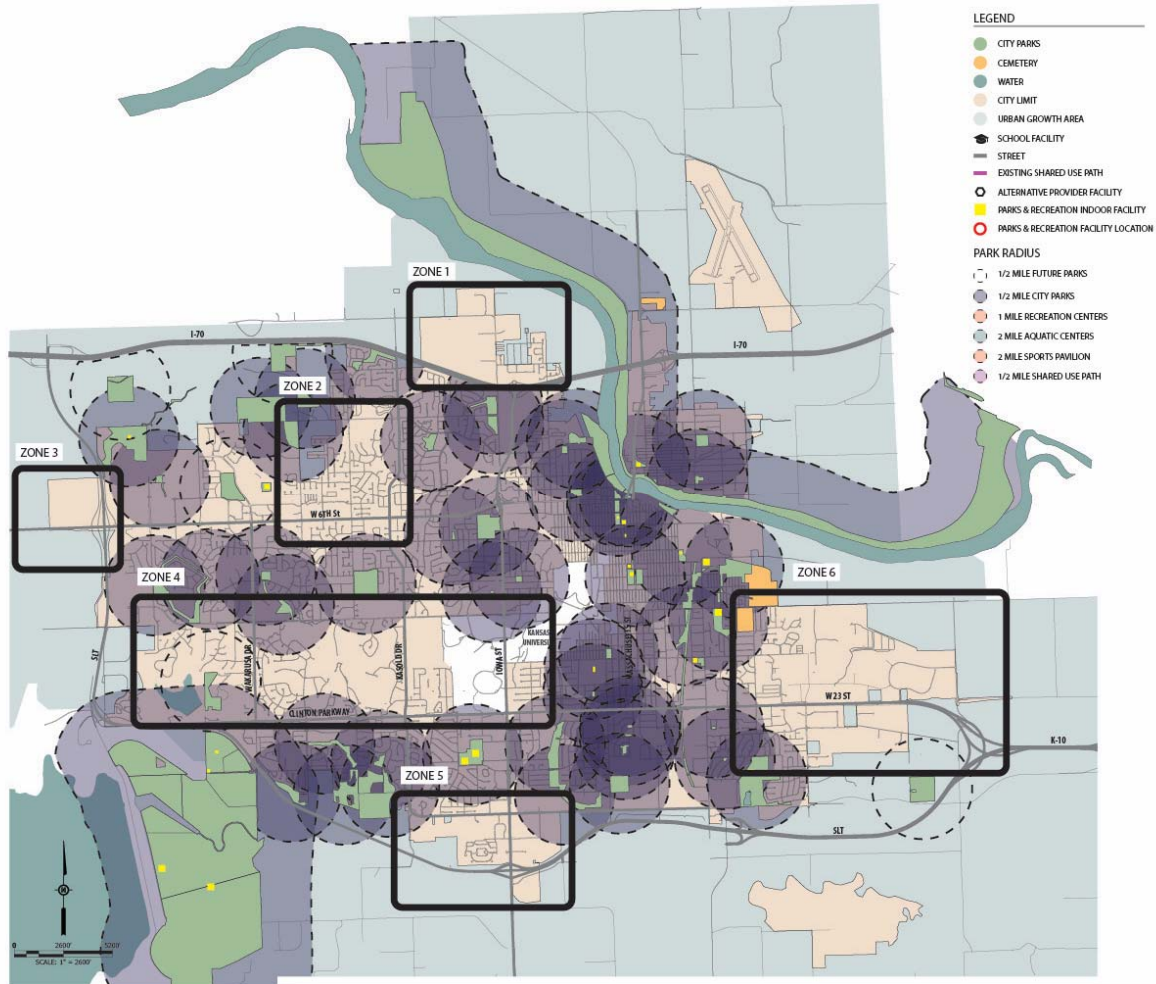


Current facilities – Level of Importance vs. Needs Met Matrix Invitation Sample Only

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

North Lawrence is Currently Underserved by the Existing Park System

Parks in Lawrence are fairly well distributed and found in all quadrants of the existing city limits. Applying a half mile walking radius to all parks identified six zones lacking parks or containing limited access to nearby parks. The majority of land in these zones consists of existing and planned industrial developments, commercial developments, Alvamar Golf Course, and Kansas University's Campus. This suggests that the majority of Lawrence is well served from the existing park system with the exception of a few neighborhoods located in the six zones illustrated in Map 3.



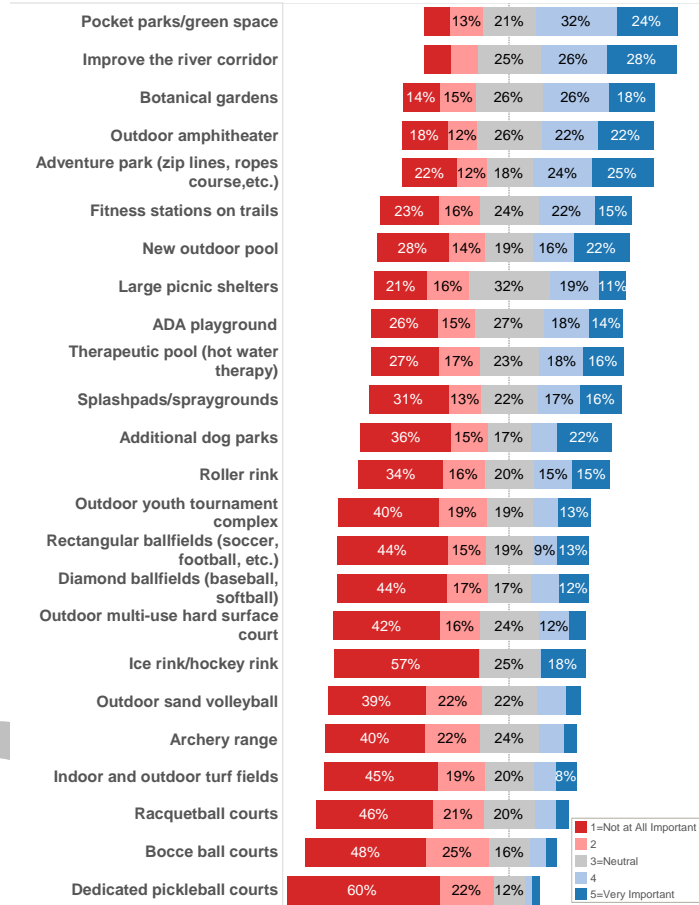
Map 3: City of Lawrence map showing low served areas in Lawrence lacking access to nearby parks.

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

4.1.n Amphitheater

Strong Public Interest in Providing a New Outdoor Amphitheater

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



4.1.o Provide a New Connection to the Kansas River with Future Riverfront Development

Lawrence Parks and Recreation Takes the Lead

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

4.1.p Youth Sport Complex

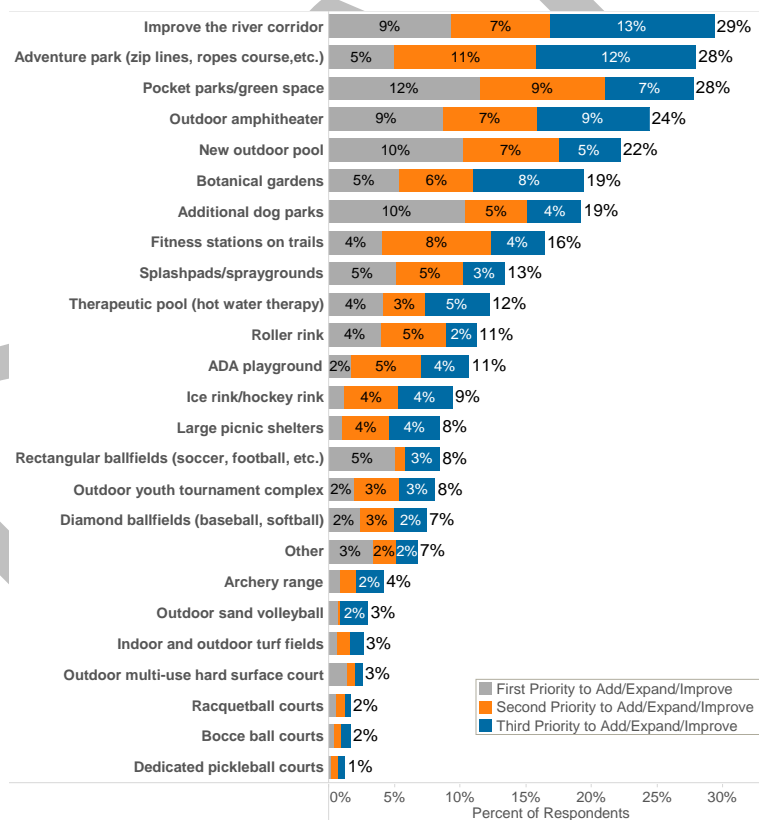
Strong Need for Additional Sports Fields

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

4.1.q Adventure Park

Let’s Have an Adventure!

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



Top Three Most Important Future Recreation, Health and Wellness Facilities

4.1.r Develop Parks

10 Under Developed Properties Maintained by Lawrence Parks & Recreation

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

4.1.s Dog Park

Dog Park

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

4.1.t South Park Playground

Opportunity for a New Style of Playground

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

4.1.u Provide a New Large Picnic Shelter

Climate Controlled 200 – 250 Person Capacity Park Shelter

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

4.1.v Indoor Aquatic Center

The Indoor Aquatic Center is at Capacity

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

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

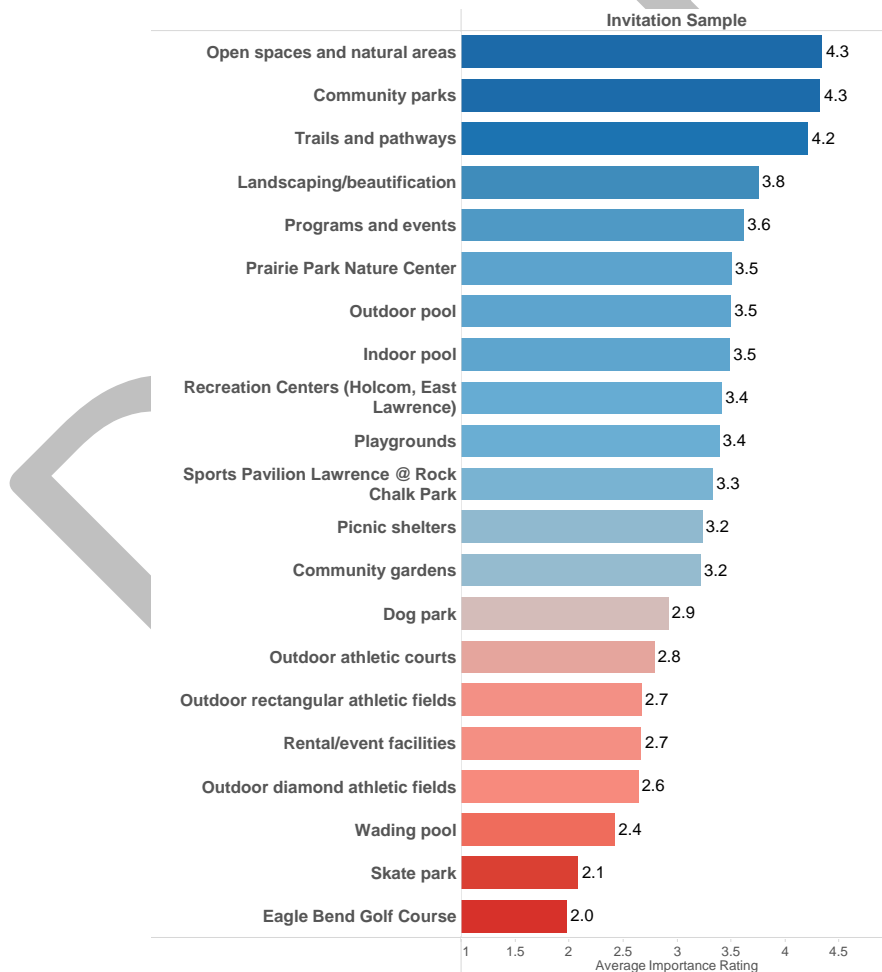
Park Inventory and Amenity Assessment

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

4.1.x Preserve Natural Areas and Pocket Parks

Open Spaces and Natural Areas are Important to Lawrence

When presented with the survey question: Please rate how important the following facilities are to your household? Community members ranked the category "Open spaces and natural areas" as the most important with a score of 4.3. The continued preservation of natural areas and maintaining of pocket parks is recommended. In addition, the department should continue to participate and support the City's Common Ground community garden program.



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

4.1.y Upgrade Parking and Restroom Facilities throughout the System

Inventory and Amenity Assessment

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

4.1.z Create an ADA Transition Plan

ADA Transition Plan and Compliance

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

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

Sustainability within Park Facilities

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

B. Action Plan, Cost Estimates and Prioritization

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

Suggested timeframe to complete is designated as:

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

Goal 1: Organizational Efficiency

Objective 1: Enhance Marketing and Promotions

Objective 1.1:

Define Customers, Target Markets/Audiences

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.1.a Review preliminary list of strategies provided and refine.	N/A	Staff Time	Short Term
1.1.b Assess existing messages and materials for targeting to identified audiences.	N/A	Staff Time	Short Term
1.1.c Evaluate potential for creating specific Marketing Plans and Budgets for Eagle Bend Golf Course and Sports Pavilion Lawrence and implement as appropriate.	N/A	Staff Time	Short Term

Objective 1.2:

Enhance Partnerships

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.2.a Assess existing partnerships specifically related to marketing; identify those to strengthen.	N/A	Staff Time	Short Term
1.2.b Work with Explore Lawrence and City Administration to review guest tax proceeds distribution.	N/A	Staff Time	Short Term

Objective 1.3:

Refine Marketing and Promotion Strategies

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.3.a Review Activity Guide for opportunities to make the document more user friendly – perhaps reorganize; use the guide to move people to the website. Begin to move away from paper to electronic guide.	N/A	Staff Time	Short Term
1.3.b Enlist the help of a volunteer committee to review the website for ease of use.	N/A	Staff Time	Short Term
1.3.c Review the possibilities for redesign of the website to be more friendly, inviting, and fun within constraints of the overall City system.	N/A	Staff Time	Short Term
1.3.d Social Media review – present pilot program for increasing immediacy of information sharing.	N/A	Staff Time	Short Term
1.3.e Simplify online registration.	N/A	Staff Time	Short Term

Objective 1.4: Public Relations Strategies			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.4.a Design and implement a one-year program of initial promotions.	N/A	Staff Time	Short Term
1.4.b Evaluate effectiveness and revise as appropriate.	N/A	Staff Time	Short Term
Objective 1.5: Performance Monitoring			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.5.a Design and implement routine surveys relative to effectiveness of marketing and promotions. Specifically include a question of where people get their information regarding programs and activities on all materials.	N/A	Staff Time	Ongoing
1.5.b Continue to track, monitor, and report facility use to support economic impact measurements.	Increase in CIP	N/A	Ongoing
Objective 1.6: Aspire to the new recommended organizational chart			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.6.a As attrition occurs, hire the right people that fit the positions on the new org. chart.	N/A	Staff Time	Short Term
1.6.b Create a Succession Plan to address pending retirements.	N/A	Staff Time	Short Term
Objective 1.7: Employ full time and part time/seasonal positions to the City's advantage			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.7.a Convert part time to full time positions where it is the most effective.	N/A	Added cost of benefits	Short Term
1.7.b Increase wages for part-time and seasonal employees to a minimum of \$10.50 per hour.	N/A	\$666,720 per year	Short Term
Objective 1.8: Create a Support Services section of LPRD per the new recommended organizational chart			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.8.a Add one Support Services Manager to supervise the Support Services section of LPRD.	N/A	\$50,000 per year + Benefits	Mid to Long Term

1.8.b Add one Human Resources Specialist for LPRD.	N/A	\$40,000 per year + Benefits	Mid to Long Term
1.8.c Add one Human Resources Specialist for LPRD.	N/A	\$50,000 per year + Benefits	Mid to Long Term
1.8.d Add one Grants, Alliances, Partnerships, and Sponsorships (GAPS) Specialist for LPRD	N/A	\$40,000 per year + Benefits (Can bring in more than Paid)	Mid to Long Term
1.8.e Add one Customer Services Registration Specialist for LPRD	N/A	\$35,000 per year + Benefits	Mid to Long Term

Goal 2: Improve Financial Position of LPRD

Objective: Direct Economic Impact Data Collection, Monitoring & Reporting

Objective 2.1:

Create the Database for Data Collection

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
2.1.a Revise Economic Impact table as recommended.	N/A	Staff Time	Short Term
2.1.b Utilize the State of Kansas Economic Impact website (https://www.travelks.com/industry/event-impact-calculator/) to calculate economic impact of events.	N/A	Staff Time	Short Term

Objective 2.2:

Expand Data Collection

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
2.2.a Determine events/activities likely to provide most credible results and prioritize data collection in a data collection plan.	N/A	Staff Time	Short Term
2.2.b Staff and implement the data collection plan.	N/A	Staff Time	Short Term
2.2.c Research other data providers and techniques for applicability to Lawrence objectives. Look for partnering opportunities with Explore Lawrence and KU.	N/A	N/A	Mid-Term

Objective 2.3:

Increase Funding Opportunities

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
2.3.a Implement a Cost Recovery Philosophy and Policy to track cost center expenses and provide consistent, equitable, and fair user fees.	N/A	\$50,000	Short Term

2.3.b Implement Land Dedication (or Fee- In-Lieu) and Developer Impact Fee Policy for all new residential developments to build trails, parks and open space approved by the City.	N/A	Staff Time	Short to Mid Term
2.3.c Pursue dedicated, ongoing funding source through sales or special Parks and Recreation district tax.	N/A	Staff Time	Mid Term
2.3.d Create and fund a five-year CIP budget for LPRD to plan on deferred maintenance.	TBD	Staff Time	Short to Mid Term
2.3.e Investigate the creation of a LPRD Foundation to solicit tax-deductible donations for LPRD as well as the Scholarship Fund.	N/A	Staff Time	Short to Mid Term
2.3.f Pursue new and continue on-going opportunities with university, schools, wellness, state and other public or private opportunities	N/A	Staff Time	Ongoing
2.3.g Maintain portion of the sales tax so it is distributed equitably as intended when it passed.	N/A	Staff Time	Short to Mid Term
2.2.h Develop and adopt a formal Sponsorship Policy.	N/A	Staff Time	Short Term
2.3.i Pursue sponsorships with appropriate entities.	N/A	Staff Time	Ongoing
2.2.j Develop and adopt a formal Partnership Policy.	N/A	Staff Time	Short Term
2.3.k Pursue partnerships with organizations that can assist with joint programming opportunities.	N/A	Staff Time	Ongoing
2.3.l Investigate passing a bond referendum for major facility upgrades.	N/A	Staff Time	Mid to Long Term

Goal 3: Improve Programs and Service Delivery

Objective 3.1:

Increase programming using public input and recreational trends

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.1.a Pursue more active activities for active baby boomers who won't attend the traditional senior center activities.	N/A	TBD	Short to Mid Term
3.1.b Initiate programming sessions to enhance youth non-sports activities where possible.	N/A	TBD	Short to Mid Term
3.1.c Work with Boys & Girls Club to allow teens and tweens to assist in creating programs and activities they will attend.	N/A	TBD	Short to Mid Term
3.1.d When tournament quality facilities are available, create outdoor economic impact sports events.	N/A	TBD	Long Term
3.1.e Offer more fitness & wellness classes.	N/A	TBD	Short to Mid Term
3.1.f Offer more hobby interest programs.	N/A	TBD	Short to Mid Term
3.1.g Offer more outdoor recreation and nature programs.	N/A	TBD	Short to Mid Term
3.1.h Initiate programming sessions weekday evenings and weekends.	N/A	TBD	Short to Mid Term
3.1.i Offer more adult sports programs.	N/A	TBD	Short to Mid Term
3.1.j Research and implement programs in partnership w/ local outreach; adopt inclusion policy; ADA language.	N/A	TBD	Short to Mid Term
3.1.k Develop Bike & Pedestrian safety programs with local partners.	N/A	TBD	Short to Mid Term
3.1.l Create additional community events.	N/A	TBD	Short to Mid Term

Goal 4: Provide New or Improved Facilities and Amenities.

Objective 4.1:

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

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
<p>4.1.a Holcom Park Center Replace HVAC units in gym.</p> <p>Resurface North Parking Lot.</p> <p>Interior remodel, floor, gym floor, restrooms.</p> <p>Replace Ball Diamond Light on Complex.</p> <p>Major enhancements to Holcom Recreation Center workout/weight rooms and additional program space. (2,500 – 3,000 sf addition).</p>	<p>\$250,000</p> <p>\$104,000</p> <p>\$75,000</p> <p>\$500,000</p> <p>\$800,000</p>	<p>TBD</p>	<p>Short Term</p> <p>Short Term</p> <p>Short Term</p> <p>Short Term</p> <p>Long Term</p>
<p>4.1.b East Lawrence Center Add Parking Lot.</p> <p>Interior remodel, floor, gym floor, restrooms.</p> <p>Major enhancements to the East Lawrence Center workout/weight rooms and additional program space. (2,000 – 2,500 sf addition).</p>	<p>\$83,000</p> <p>\$75,000</p> <p>\$600,000</p>	<p>TBD</p>	<p>Short Term</p> <p>Short Term</p> <p>Long Term</p>
<p>4.1.c Community Building HVAC Replacements.</p> <p>Interior meeting room renovations.</p> <p>Major enhancements to the Community Building workout/weight rooms and additional program space. (3,000 – 3,500 sf renovation).</p>	<p>\$200,000</p> <p>\$100,000</p> <p>\$600,000</p>	<p>TBD</p>	<p>Short Term</p> <p>Short Term</p> <p>Long Term</p>
<p>4.1.d Lawrence Loop Trail Install new section on 29 the street to Haskell.</p> <p>Develop trail from hospital to Peterson Road.</p> <p>Finish the Lawrence trail “loop.” and include new restroom facilities and drinking fountains.</p>	<p>\$300,000 (south)</p> <p>\$300,000 (west)</p> <p>\$300,000 (southeast)</p>	<p>TBD</p>	<p>Short Term</p> <p>Short Term</p> <p>Long Term</p>

4.1.e Land Acquisition Dedicate significant dollars to future land acquisition of no less than 3 areas. These areas to include the west, south, and southeast edges of Lawrence.	\$300,000 (south)	N/A	Short Term
	\$300,000 (west)		Short Term
	\$300,000 (southeast)		Long Term
4.1.f Eagle Bend Golf Course Upgrades to Eagle Bend Golf Course including the expansion of the clubhouse and additional parking.	\$500,000	TBD	Short Term
	Upgrades to Eagle Bend Golf Course including additional maintenance facilities, add 9 or 18 holes to the course, and an additional pump station. \$1,200,000		Long Term
4.1.g Historic Structures Carnegie Building – Clean and tuck point oldest part of building. Union Pacific Depot interior and exterior renovation. Preservation of Historic Structures.	\$150,000	N/A	Short Term
	\$75,000		Short Term
	\$700,000		Long Term
4.1.h Downtown Replace brick pavers in sidewalk Downtown planter/streetscape improvements Locate and Provide a new downtown event space to include large paved area, water, power, designated restrooms, and adequate lighting. One potential area for the new Downtown Event Space is Vermont St. between 7 th & 8 th St.	\$375,000 (\$75,000 for 5 years)	TBD	Short Term
	\$500,000		Long Term
	\$750,000		Long Term
4.1.i Spray Parks Provide 2 new spray parks at John Taylor Park and Burroughs Creek Park.	\$450,000 (\$225,000 per park)	TBD	Short Term
4.1.j Spray Parks Provide 2 new Spray Parks at South Park and Dad Perry Park.	\$450,000 (\$225,000 per park)	TBD	Mid Term
4.1.k Spray Parks Provide 2 new Spray Parks at Holcom Park and Broken Arrow Park.	\$450,000 (\$225,000 per park)	TBD	Long Term
4.1.l Outdoor Aquatic Center Paint Pool Replace Old Slide Remove and replace bad section of concrete Renovate the Outdoor Aquatics Facility.	\$75,000	N/A	Short Term
	\$95,000		Short Term
	\$75,000		Short Term
	\$2,000,000		Mid Term

4.1.m Commit to an updated (or additional) park space in North Lawrence. Updates to include a renovated shelter at Lyon Street Park.	\$120,000	TBD	Mid Term
4.1.n Amphitheater Provide a new community outdoor amphitheater.	\$1,300,000	TBD	Long Term
4.1.o Work on providing a new connection to the Kansas River with future riverfront development. Lawrence Parks & Rec has the opportunity to take on a lead role in this effort.	TBD	TBD	Long Term
4.1.p Youth Sport Complex Install ADA compliant restrooms	\$120,000	TBD	Short Term
Install concessions at west end of complex	\$125,000		Short Term
Resurface Speicher Road	\$100,000		Mid Term
Extend 27 th Street to Dam road for second exit	\$400,000		Mid Term
Improve access from Hwy 10	TBD		Long Term
Develop paved walking trail	\$900,000		Long Term
Develop an outdoor “destination complex” for tournaments in Lawrence. Destination complex to include major enhancements to YSC (additional soccer fields, football fields, and better site access along with additional parking) and building a new baseball and softball complex.	\$2,300,000		Long Term
4.1.q Adventure Park Develop a new Adventure Park that provides activities such as Zip lines. One possible location could be the Prairie Nature Center.	\$750,000	TBD	Long Term
4.1.r Develop Parks Green Meadows Park – Pond trail	\$150,000	TBD	Short Term
Peterson Park – restroom, parking, dog park	\$200,000		Short Term
Broken Arrow Park – Parking Lot	\$100,000		Short Term
Broken Arrow Park – Replace Shelter and Restroom	\$350,000		Mid Term
Burcham Park – shelter and playground	\$75,000		Mid Term
Veterans Park – Upgrade courts	\$115,000		Mid Term
Deerfield Park – shelter and restroom	\$120,000		Mid Term
Overland Drive Park – playground, shelter, trail	\$200,000		Long Term
Edgewood Park – courts and ball diamond	\$75,000		Long Term
Centennial Park – Upgrade Skate Park	\$125,000		Long Term

4.1.s Dog Park Provide a new fenced in dog park for east/southeast Lawrence.	\$150,000	TBD	Long Term
4.1.t South Park Playground Provide “destination” style of playground equipment at South Park. Remove existing playground equipment and provide ADA approved play surface.	\$500,000	TBD	Mid Term
4.1.u Provide a new large picnic shelter (200-250 people) including ac/heated gathering space.	\$800,000	TBD	Long Term
4.1.v Indoor Aquatic Center HVAC unit Replacements in Leisure Pool.	\$330,000	N/A	Short Term
HVAC unit Replacement in Leisure Pool.	\$330,000		Short Term
Upgrades and Improvements to the Indoor Aquatic Center.	\$900,000		Short Term
Paint Pool.	\$75,000		Short Term
Lighting upgrades.	\$100,000		Long Term
4.1.w Replace and/or refurbish low scoring park amenities in poor condition. (Amenities with a score of 1).	See Staff Document	N/A	On Going
4.1.x Preserve natural areas and pocket parks.	TBD	N/A	On Going
4.1.y Upgrade parking and restroom throughout the system.	TBD	N/A	Short Term
4.1.z Create an ADA Transition Plan.	N/A	Staff Time	Short Term

THIS PAGE INTENTIONALLY LEFT BLANK

Appendix A – Suggested Organizational Chart

DRAFT

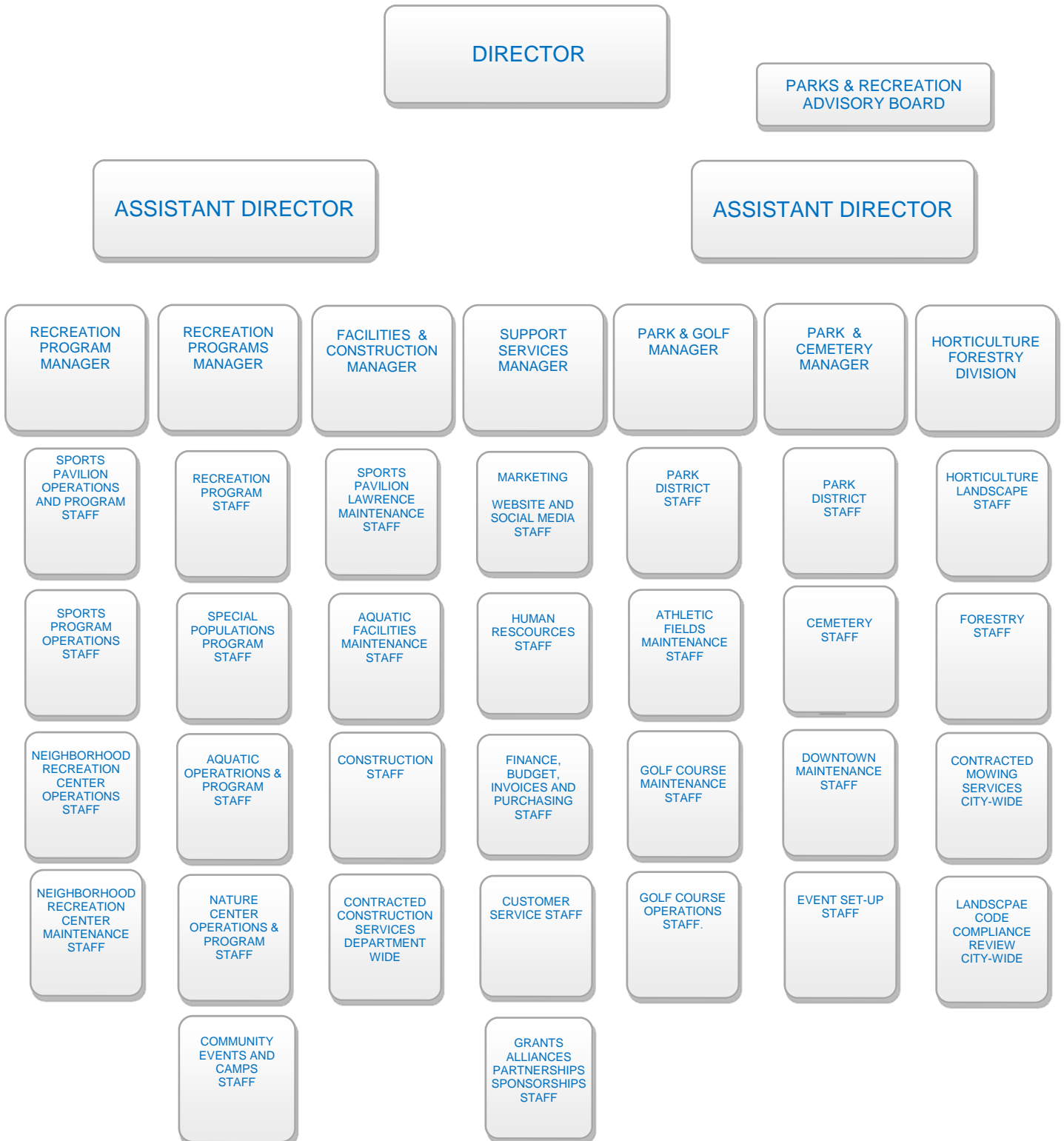
THIS PAGE INTENTIONALLY LEFT BLANK



City of Lawrence

PARKS AND RECREATION

Functional Organizational Structure



THIS PAGE INTENTIONALLY LEFT BLANK

Appendix B – Program Inventory

DRAFT

THIS PAGE INTENTIONALLY LEFT BLANK

Activity	Description	Program Area	Max	Enrl	% of Capacity	WaitLst	Season	Partners	Other Service Provider
150100	Winter Basketball	Adult Sports	64	32	50%	0	WINTR		
150300	Winter Volleyball	Adult Sports	74	54	73%	0	WINTR		
150600	Winter Adult Soccer	Adult Sports	6	6	100%	0	WINTR		
150800	Pickleball League	Adult Sports	36	40	111%	0	WINTR		
250100	Spring Adult Bb	Adult Sports	48	29	60%	0	SPRNG		
250201	Spring Coed Softball	Adult Sports	50	8	16%	0	SPRNG		
250202	Spring Mens Softball	Adult Sports	84	56	67%	0	SPRNG		
250203	Spring Softball Clas	Adult Sports	53	44	83%	0	SPRNG		
250204	Spring Softball Clas	Adult Sports	16	6	38%	0	SPRNG		
250300	Adult Volleyball	Adult Sports	75	46	61%	0	SPRNG		
250400	Spring Adult Kickbal	Adult Sports	48	21	44%	0	SPRNG		
250600	Spring Indoor Soccer	Adult Sports	16	4	25%	0	SPRNG		Lawrence Adult Soccer
250800	Spring Pickleball	Adult Sports	36	24	67%	0	SPRNG		
350100	Summer Basketball	Adult Sports	48	22	46%	0	SUMMR		
350201	Summer Softball Clas	Adult Sports	54	5	9%	0	SUMMR		
350202	Summer Mens Softball	Adult Sports	94	54	57%	0	SUMMR		
350203	Summer Softball Clas	Adult Sports	54	57	106%	0	SUMMR		
350204	Summer Softball Wom	Adult Sports	14	9	64%	0	SUMMR		
350300	Adult Vb League	Adult Sports	94	23	24%	0	SUMMR		
350400	Summer Adlt Kickball	Adult Sports	64	21	33%	0	SUMMR		
350600	Indoor Soccer - Sumr	Adult Sports	8	6	75%	0	SUMMR		Lawrence Adult Soccer
450100	Adult Basketball	Adult Sports	72	23	32%	0	FALL		
450201	Fall Coed Softball	Adult Sports	8	4	50%	0	FALL		
450202	Mens Fall Softball	Adult Sports	86	36	42%	0	FALL		
450203	Fall Softball Clas	Adult Sports	72	45	63%	0	FALL		
450204	Fall Softball Womens	Adult Sports	14	7	50%	0	FALL		
450300	Fall Adult VBall	Adult Sports	75	46	61%	0	FALL		
450400	Coed Kickball League	Adult Sports	48	17	35%	0	FALL		
450600	Indoor Soccer Fall	Adult Sports	16	5	31%	0	FALL		Lawrence Adult Soccer
450800	Pickleball League	Adult Sports	48	18	38%	0	FALL		
Adult Sports Total			1475	768	52%	0			

Activity	Description	Program Area	Max	Enrl	% of Capacity	WaitLst	Season	Partners	Other Service Provider
111001	Kid's Night Out	Aquatics	64	36	56%	0	WINTR		
112100	Parent/Child	Aquatics	30	24	80%	5	WINTR		
112101	Level 1	Aquatics	24	24	100%	1	WINTR		
112102	Level 2	Aquatics	24	23	96%	6	WINTR		
112103	Level 3	Aquatics	24	24	100%	6	WINTR		
112104	Level 4	Aquatics	18	18	100%	6	WINTR		
112105	Level 5	Aquatics	12	3	25%	0	WINTR		
112108	Adult	Aquatics	7	6	86%	2	WINTR		
112109	Adult 2	Aquatics	6	6	100%	0	WINTR		
112114	Preschool	Aquatics	15	15	100%	13	WINTR		
112115	Aqua Tots	Aquatics	20	19	95%	1	WINTR		
112122	LGTInstructor	Aquatics	10	4	40%	0	WINTR		
112410	Water Aerobics	Aquatics	35	26	74%	0	WINTR		
112411	Aqua Zumba	Aquatics	30	28	93%	1	WINTR		
112412	AquaStretchFusionII	Aquatics	15	10	67%	0	WINTR		
112420	Shallow Shakers	Aquatics	40	16	40%	0	WINTR		
112426	Pre-Natal Fitness	Aquatics	30	15	50%	0	WINTR		
112430	Jivin' Joints	Aquatics	40	33	83%	0	WINTR		
112433	Slow Gliders	Aquatics	20	5	25%	0	WINTR		
112434	AquaFit	Aquatics	40	25	63%	0	WINTR		
112437	AQUA HIIT	Aquatics	15	14	93%	0	WINTR		
211004	Underwater Eggstrava	Aquatics	50	35	70%	0	SPRNG		
211140	WetnWild Camp	Aquatics	11	15	136%	0	SPRNG		
212100	Parent/Child	Aquatics	60	55	92%	31	SPRNG		
212101	Level 1	Aquatics	30	30	100%	17	SPRNG		
212102	Level 2	Aquatics	36	36	100%	12	SPRNG		
212103	Level 3	Aquatics	42	42	100%	16	SPRNG		
212104	Level 4	Aquatics	30	22	73%	6	SPRNG		
212105	Level 5	Aquatics	18	15	83%	0	SPRNG		
212108	Adult	Aquatics	12	10	83%	3	SPRNG		
212109	Adult 2 Swim	Aquatics	6	7	117%	0	SPRNG		
212110	Water Safety Inst.	Aquatics	10	6	60%	0	SPRNG		
212114	Preschool	Aquatics	40	40	100%	17	SPRNG		
212115	Aqua Tots	Aquatics	35	29	83%	5	SPRNG		
212120	Lifeguard Training	Aquatics	35	25	71%	4	SPRNG		
212410	Water Aerobics	Aquatics	35	24	69%	0	SPRNG		
212411	Aqua Zumba	Aquatics	30	28	93%	4	SPRNG		
212412	AquaStretchFusionII	Aquatics	15	12	80%	0	SPRNG		

Activity	Description	Program Area	Max	Enrl	% of Capacity	WaitLst	Season	Partners	Other Service Provider
212420	Water Aerobics	Aquatics	40	17	43%	0	SPRNG		
212425	Aqua Baby & Me	Aquatics	15	11	73%	0	SPRNG		
212426	Pre-Natal Fitness	Aquatics	30	17	57%	0	SPRNG		
212430	Jivin' Joints	Aquatics	40	40	100%	0	SPRNG		
212433	Slow Glide	Aquatics	20	8	40%	0	SPRNG		
212434	AquaFit	Aquatics	40	30	75%	0	SPRNG		
212437	AQUA HIIT	Aquatics	15	12	80%	0	SPRNG		
311001	Kids Night Out	Aquatics	48	21	44%	0	SUMMR		
311140	Wet n Wild Camp	Aquatics	180	149	83%	1	SUMMR		
311142	Pooch Plunge	Aquatics	100	59	59%	0	SUMMR		
312000	Parent Child	Aquatics	120	86	72%	30	SUMMR		
312001	Level 1	Aquatics	88	81	92%	17	SUMMR		
312002	Level 2	Aquatics	132	103	78%	9	SUMMR		
312003	Level 3	Aquatics	132	109	83%	5	SUMMR		
312004	Level 4	Aquatics	106	80	75%	2	SUMMR		
312005	Level 5	Aquatics	54	45	83%	2	SUMMR		
312006	Level 6	Aquatics	40	15	38%	0	SUMMR		
312008	Adult	Aquatics	30	7	23%	0	SUMMR		
312009	Adult2	Aquatics	14	3	21%	0	SUMMR		
312014	Preschool	Aquatics	60	59	98%	21	SUMMR		
312015	Aquatot	Aquatics	45	43	96%	21	SUMMR		
312100	Parent Child	Aquatics	70	67	96%	9	SUMMR		
312101	Level 1	Aquatics	80	79	99%	12	SUMMR		
312102	Level 2	Aquatics	80	67	84%	7	SUMMR		
312103	Level 3	Aquatics	104	91	88%	8	SUMMR		
312104	Level 4	Aquatics	84	62	74%	1	SUMMR		
312106	Level 6	Aquatics	30	10	33%	0	SUMMR		
312107	Junior Swim	Aquatics	38	15	39%	0	SUMMR		
312108	Adult	Aquatics	36	27	75%	3	SUMMR		
312110	Water Safety Inst.	Aquatics	10	3	30%	0	SUMMR		
312114	Preschool	Aquatics	60	52	87%	15	SUMMR		
312115	Aquatot	Aquatics	30	27	90%	4	SUMMR		
312116	Daycare Swim Lessons	Aquatics	35	30	86%	0	SUMMR		
312120	Waterpark Lifeguard	Aquatics	10	6	60%	0	SUMMR		
312410	Aquarobics	Aquatics	30	29	97%	0	SUMMR		
312411	Aqua Zumba	Aquatics	45	47	104%	1	SUMMR		
312412	Aqua Stretch Fusion	Aquatics	40	31	78%	0	SUMMR		
312420	Shallow Shakers	Aquatics	40	39	98%	0	SUMMR		

Activity	Description	Program Area	Max	Enrl	% of Capacity	WaitLst	Season	Partners	Other Service Provider
312425	Aqua Baby & Me	Aquatics	15	15	100%	1	SUMMR		
312426	PreNatal Water Fitne	Aquatics	30	21	70%	0	SUMMR		
312430	Jivin' Joints	Aquatics	50	54	108%	5	SUMMR		
312433	Slow Gliders	Aquatics	40	15	38%	0	SUMMR		
312434	AquaFit	Aquatics	50	57	114%	2	SUMMR		
312437	Aqua HIIT	Aquatics	30	24	80%	0	SUMMR		
313000	Hospital	Aquatics	260	58	22%	0	SUMMR		
411007	Santa Splash Crafts	Aquatics	40	17	43%	0	FALL		
412100	Parent/Child	Aquatics	50	50	100%	22	FALL		
412101	Level 1	Aquatics	18	17	94%	23	FALL		
412102	Level 2	Aquatics	48	44	92%	8	FALL		
412103	Level 3	Aquatics	54	45	83%	9	FALL		
412104	Level 4	Aquatics	24	23	96%	12	FALL		
412105	Level 5	Aquatics	12	11	92%	2	FALL		
412107	Junior Swim	Aquatics	12	4	33%	0	FALL		
412108	Adult Swim Lessons	Aquatics	18	17	94%	0	FALL		
412109	Adult 2	Aquatics	6	6	100%	4	FALL		
412114	Preschool	Aquatics	10	10	100%	10	FALL		
412115	Aquatots	Aquatics	10	10	100%	7	FALL		
412120	Lifeguard Training	Aquatics	20	5	25%	0	FALL		
412410	Water Aerobics	Aquatics	70	50	71%	0	FALL		
412411	Aqua Zumba	Aquatics	60	55	92%	8	FALL		
412412	Aqua Stretch Fusion	Aquatics	40	30	75%	6	FALL		
412420	Shallow Shakers	Aquatics	80	40	50%	0	FALL		
412425	Aqua Baby & Me	Aquatics	30	12	40%	0	FALL		
412426	Prenatal	Aquatics	45	10	22%	0	FALL		
412430	Jivin' Joints	Aquatics	80	74	93%	4	FALL		
412433	Slow Gliders	Aquatics	40	13	33%	0	FALL		
412434	AquaFit	Aquatics	80	67	84%	3	FALL		
412437	Aqua HIIT	Aquatics	30	21	70%	0	FALL		
413000	Hospital	Aquatics	180	34	19%	0	FALL		
Aquatics Total			4717	3391	72%	450			

Activity	Description	Program Area	Max	Enrl	% of Capacity	WaitLst	Season	Partners	Other Service Provider
260104	SNAG Junior Golf Cam	Golf	10	1	10%	0	SPRNG		
260210	Welcome to Golf	Golf	30	2	7%	0	SPRNG		
260220	Building Blocks	Golf	30	6	20%	0	SPRNG		
360100	Start Swinging Camp	Golf	75	27	36%	0	SUMMR		
360101	Golf Camp Swinging	Golf	75	15	20%	0	SUMMR		
360103	SNAG1DAY	Golf	75	31	41%	0	SUMMR		
360105	Get Golf Ready	Golf	20	5	25%	0	SUMMR		
360106	Short Game Clinic	Golf	10	1	10%	0	SUMMR		
360210	Welcome to Golf	Golf	75	46	61%	0	SUMMR		
360220	Building Blocks	Golf	20	3	15%	0	SUMMR		
360301	Bill Self G. Classic	Golf	120	120	100%	0	SUMMR		
460100	Start Swinging Golf	Golf	30	6	20%	0	FALL		
460103	SNAG1DAY	Golf	30	3	10%	0	FALL		
460210	Welcome to Golf	Golf	50	17	34%	0	FALL		
Golf Total			650	283	44%	0			

Activity	Description	Program Area	Max	Enrl	% of Capacity	WaitLst	Season	Partners	Other Service Provider
116000	Tumbleweeds	Gymnastics	120	74	62%	1	WINTR		LGA
116001	Gymsters	Gymnastics	162	162	100%	9	WINTR		LGA
116002	Youth Cheer	Gymnastics	28	28	100%	2	WINTR		LGA
116004	Beg/Inter Tumb	Gymnastics	28	28	100%	0	WINTR		LGA
116007	Hot Shots	Gymnastics	24	18	75%	0	WINTR		LGA
116008	Beginning Boys	Gymnastics	36	29	81%	0	WINTR		LGA
116010	Beginning Girls	Gymnastics	147	142	97%	1	WINTR		LGA
116012	Intermediate Girls G	Gymnastics	84	82	98%	1	WINTR		LGA
116013	Advanced Girls Gymna	Gymnastics	28	11	39%	0	WINTR		LGA
116100	Diaper Dynos	Gymnastics	26	5	19%	0	WINTR		LGA
116101	Parents and Peanut	Gymnastics	52	31	60%	0	WINTR		LGA
116102	Tumbleweeds	Gymnastics	54	22	41%	0	WINTR		LGA
116103	Gymsters	Gymnastics	54	51	94%	1	WINTR		LGA
116104	Hot Shots	Gymnastics	6	7	117%	0	WINTR		LGA
116200	Begining Girls Gymna	Gymnastics	29	22	76%	0	WINTR		LGA
116206	Beg Boys Gymnastics	Gymnastics	18	7	39%	0	WINTR		LGA
116401	Girls Level 1 Compet	Gymnastics	28	9	32%	0	WINTR		LGA
116402	Girls Level 2	Gymnastics	56	16	29%	0	WINTR		LGA
116403	Girls Level 3	Gymnastics	56	21	38%	0	WINTR		LGA
116404	Girls Level 4	Gymnastics	28	14	50%	0	WINTR		LGA
116411	G-Force T&T PreSchoo	Gymnastics	12	5	42%	0	WINTR	G-Force	LGA
116412	G-Force T&T Beginnin	Gymnastics	36	13	36%	0	WINTR	G-Force	LGA
116413	G-Force T&T Intermed	Gymnastics	24	17	71%	0	WINTR	G-Force	LGA
116414	G-Force Trampoline	Gymnastics	12	3	25%	0	WINTR	G-Force	LGA
116415	G-Force Tumble I	Gymnastics	36	10	28%	0	WINTR	G-Force	LGA
116416	G-Force Tumble II	Gymnastics	24	5	21%	0	WINTR	G-Force	LGA
116417	G-Force Tumble III	Gymnastics	12	1	8%	0	WINTR	G-Force	LGA
116418	G-Force Tumble IV	Gymnastics	24	2	8%	0	WINTR	G-Force	LGA
116419	G-Force Boys Tumble	Gymnastics	12	4	33%	0	WINTR	G-Force	LGA
116425	G-Force T&T Advanced	Gymnastics	24	3	13%	0	WINTR	G-Force	LGA
116430	GFORCE T&T Beg 2	Gymnastics	12	5	42%	0	WINTR	G-Force	LGA
116431	GFORCE T&T Inter. 2	Gymnastics	12	2	17%	0	WINTR	G-Force	LGA
116439	G-FORCE CHEER TEAM	Gymnastics	110	60	55%	0	WINTR	G-Force	LGA
116440	G-FORCE TEAM TUMBLIN	Gymnastics	50	4	8%	0	WINTR	G-Force	LGA
116441	G-Force NAC	Gymnastics	50	4	8%	0	WINTR	G-Force	LGA
216000	Tumbleweeds	Gymnastics	142	111	78%	1	SPRNG		LGA
216001	Gymsters	Gymnastics	252	237	94%	12	SPRNG		LGA
216002	Youth Cheer	Gymnastics	40	33	83%	0	SPRNG		LGA

Activity	Description	Program Area	Max	Enrl	% of Capacity	WaitLst	Season	Partners	Other Service Provider
216004	Beg/Inter Tumb	Gymnastics	40	30	75%	0	SPRNG		LGA
216007	Hot Shots	Gymnastics	36	26	72%	0	SPRNG		LGA
216008	Beginning Boys	Gymnastics	54	33	61%	0	SPRNG		LGA
216010	Beginning Girls	Gymnastics	231	224	97%	7	SPRNG		LGA
216012	Intermediate Girls G	Gymnastics	128	140	109%	3	SPRNG		LGA
216013	Advanced Girls Gymna	Gymnastics	42	25	60%	0	SPRNG		LGA
216014	Gymnastics SB Camp	Gymnastics	21	14	67%	0	SPRNG		LGA
216100	Diaper Dynos	Gymnastics	23	3	13%	0	SPRNG		LGA
216101	Parents and Peanut	Gymnastics	43	17	40%	0	SPRNG		LGA
216102	Tumbleweeds	Gymnastics	48	32	67%	0	SPRNG		LGA
216103	Gymsters	Gymnastics	54	49	91%	4	SPRNG		LGA
216104	Hot Shots	Gymnastics	7	7	100%	0	SPRNG		LGA
216200	Beginning Girls Gymn	Gymnastics	35	24	69%	0	SPRNG		LGA
216206	Beg Boys Gymnastics	Gymnastics	18	6	33%	0	SPRNG		LGA
216401	Girls Level 1 Compet	Gymnastics	42	13	31%	0	SPRNG		LGA
216402	Girls Level 2	Gymnastics	84	22	26%	0	SPRNG		LGA
216403	Girls Level 3	Gymnastics	70	29	41%	0	SPRNG		LGA
216404	Girls Level 4	Gymnastics	42	15	36%	0	SPRNG		LGA
216411	G-Force T&T PreSchoo	Gymnastics	24	4	17%	0	SPRNG	G-Force	LGA
216412	G-Force T&T Beginnin	Gymnastics	36	13	36%	0	SPRNG	G-Force	LGA
216413	G-Force T&T Intermed	Gymnastics	24	13	54%	0	SPRNG	G-Force	LGA
216414	G-Force Trampoline	Gymnastics	12	4	33%	0	SPRNG	G-Force	LGA
216415	G-Force Tumble I	Gymnastics	36	11	31%	0	SPRNG	G-Force	LGA
216417	G-Force Tumble III	Gymnastics	24	4	17%	0	SPRNG	G-Force	LGA
216418	G-Force Tumble IV	Gymnastics	12	2	17%	0	SPRNG	G-Force	LGA
216419	G-Force Boys Tumble	Gymnastics	12	3	25%	0	SPRNG	G-Force	LGA
216425	G-Force T&T Advanced	Gymnastics	12	2	17%	0	SPRNG	G-Force	LGA
216430	GFORCE T&T Beg 2	Gymnastics	12	4	33%	0	SPRNG	G-Force	LGA
216431	GFORCE T&T Inter. 2	Gymnastics	12	4	33%	0	SPRNG	G-Force	LGA
216439	G-FORCE CHEER TEAM	Gymnastics	210	85	40%	0	SPRNG	G-Force	LGA
216440	G-FORCE TEAM TUMBLIN	Gymnastics	100	6	6%	0	SPRNG	G-Force	LGA
216441	NAC	Gymnastics	300	6	2%	0	SPRNG		LGA
316100	Babybears Gymnastics	Gymnastics	20	13	65%	0	SUMMR		LGA
316101	Littlebears Gymnasti	Gymnastics	46	22	48%	0	SUMMR		LGA
316102	Tumblebears Gymnasti	Gymnastics	42	17	40%	0	SUMMR		LGA
316103	Gymbears Gymnastics	Gymnastics	66	38	58%	0	SUMMR		LGA
316104	Hot Shots	Gymnastics	12	7	58%	3	SUMMR		LGA
316200	Beginning Girls Gymn	Gymnastics	42	32	76%	1	SUMMR		LGA

Activity	Description	Program Area	Max	Enrl	% of Capacity	WaitLst	Season	Partners	Other Service Provider
316202	Gymnastic Camp	Gymnastics	56	41	73%	0	SUMMR		LGA
316203	Tumble 'n Turn Camp	Gymnastics	42	18	43%	0	SUMMR		LGA
316206	Beg Boys Gymnastics	Gymnastics	12	3	25%	0	SUMMR		LGA
316411	G-Force T&T Pre-Scho	Gymnastics	24	4	17%	0	SUMMR	G-Force	LGA
316412	G-Force T&T Beginn	Gymnastics	36	12	33%	0	SUMMR	G-Force	LGA
316413	G-Force T&T Intermed	Gymnastics	24	7	29%	0	SUMMR	G-Force	LGA
316414	G-Force Trampoline	Gymnastics	12	5	42%	0	SUMMR	G-Force	LGA
316415	G-Force Tumbling 1	Gymnastics	24	11	46%	0	SUMMR	G-Force	LGA
316416	G-Force Tumble 2	Gymnastics	24	5	21%	0	SUMMR	G-Force	LGA
316417	G-Force Tumbling 3	Gymnastics	24	4	17%	0	SUMMR	G-Force	LGA
316418	G-Force Tumbling 4	Gymnastics	24	4	17%	0	SUMMR	G-Force	LGA
316419	G-Force Tumble-Boys	Gymnastics	12	5	42%	0	SUMMR	G-Force	LGA
316425	G-Force T&T Advanced	Gymnastics	24	3	13%	0	SUMMR	G-Force	LGA
316431	T & T Inter. 2	Gymnastics	12	1	8%	0	SUMMR		LGA
416014	Gymn. Winter Camp	Gymnastics	56	56	100%	9	FALL		LGA
416015	Gym Kids Night Out	Gymnastics	77	64	83%	0	FALL		LGA
416100	Babybears Gymnastics	Gymnastics	23	12	52%	0	FALL		LGA
416101	Littlebears Gymnasti	Gymnastics	36	14	39%	0	FALL		LGA
416102	Tumblebears Gymnasti	Gymnastics	42	12	29%	0	FALL		LGA
416103	Gymbears Gymnastics	Gymnastics	78	52	67%	0	FALL		LGA
416104	Hot Shots	Gymnastics	12	9	75%	0	FALL		LGA
416200	Beginning Girls Gymn	Gymnastics	42	30	71%	2	FALL		LGA
416206	Begining Boys	Gymnastics	12	11	92%	0	FALL		LGA
416412	G-Force T&T Beginn	Gymnastics	36	19	53%	0	FALL	G-Force	LGA
416413	G-Force T&T Intermed	Gymnastics	24	8	33%	0	FALL	G-Force	LGA
416415	G-Force Tumble1	Gymnastics	24	8	33%	0	FALL	G-Force	LGA
416416	G-Force Tumble 2	Gymnastics	12	1	8%	0	FALL	G-Force	LGA
416417	G-Force Tumbling 3	Gymnastics	24	3	13%	0	FALL	G-Force	LGA
416418	G-Force Tumbling 4	Gymnastics	24	6	25%	0	FALL	G-Force	LGA
416419	G-Force Tumbling Boy	Gymnastics	12	6	50%	0	FALL	G-Force	LGA
416430	GForce T&T Beg 2	Gymnastics	12	3	25%	0	FALL	G-Force	LGA
416431	GForce T&T Inter. 2	Gymnastics	12	2	17%	0	FALL	G-Force	LGA
Gymnastics Total			4928	2736	56%	57			

Activity	Description	Program Area	Max	Enrl	% of Capacity	WaitLst	Season	Partners	Other Service Provider
127102	Zumba Gold	Lifelong Rec	100	20	20%	0	WINTR		
127150	Personal Training LR	Lifelong Rec	40	7	18%	0	WINTR		
127201	Aerobic Dance	Lifelong Rec	100	76	76%	0	WINTR		
127204	Pilates Silver	Lifelong Rec	35	35	100%	0	WINTR		
127222	Cycling Pedal Pusher	Lifelong Rec	14	14	100%	0	WINTR		
127223	Yogilates 50 & Up	Lifelong Rec	12	5	42%	0	WINTR		
127233	Sr Strength Training	Lifelong Rec	40	27	68%	0	WINTR		
127234	Sr Strength Training	Lifelong Rec	60	67	112%	0	WINTR		
127251	Silver N' Fit	Lifelong Rec	30	8	27%	0	WINTR		
127252	Silver Steppers	Lifelong Rec	20	13	65%	0	WINTR		
127255	Super Senior Circuit	Lifelong Rec	12	7	58%	0	WINTR		
127256	Fit For Life	Lifelong Rec	30	15	50%	0	WINTR		
127270	Lifelong Yoga	Lifelong Rec	30	25	83%	1	WINTR		
127271	Mindfulness	Lifelong Rec	12	12	100%	4	WINTR		
127274	Tai Chi Beign	Lifelong Rec	50	39	78%	1	WINTR		
127301	Social Mah Jongg	Lifelong Rec	12	4	33%	0	WINTR		
127304	American Standard Ma	Lifelong Rec	12	12	100%	0	WINTR		
127407	Broadway Dance	Lifelong Rec	12	4	33%	0	WINTR		
127601	Buy, Sell, Trade	Lifelong Rec	10	1	10%	0	WINTR		
127603	Creating Family Arch	Lifelong Rec	40	13	33%	0	WINTR		
127604	Introduction to iPad	Lifelong Rec	18	10	56%	0	WINTR		
127801	Shear Madness New Th	Lifelong Rec	11	6	55%	0	WINTR		
127802	Day Trips	Lifelong Rec	27	13	48%	0	WINTR		
227102	Zumba Gold	Lifelong Rec	100	20	20%	0	SPRNG		
227146	Making Computer Vide	Lifelong Rec	12	5	42%	0	SPRNG		
227147	Computer 101	Lifelong Rec	12	7	58%	0	SPRNG		
227150	Personal Training LR	Lifelong Rec	20	5	25%	0	SPRNG		
227201	Aerobic Dance	Lifelong Rec	100	73	73%	0	SPRNG		
227204	Pilates Silver	Lifelong Rec	35	36	103%	1	SPRNG		
227222	Cycling Pedal Pusher	Lifelong Rec	14	13	93%	0	SPRNG		
227223	Yogilates 50 & UpYog	Lifelong Rec	15	7	47%	0	SPRNG		
227233	Sr Strength Training	Lifelong Rec	40	34	85%	0	SPRNG		
227234	Sr Strength Training	Lifelong Rec	60	71	118%	0	SPRNG		
227251	Silver n' Fit	Lifelong Rec	30	8	27%	0	SPRNG		
227252	Silver Steppers	Lifelong Rec	20	11	55%	0	SPRNG		
227255	Super Senior Circuit	Lifelong Rec	12	12	100%	0	SPRNG		
227256	Fitness For Life	Lifelong Rec	30	13	43%	0	SPRNG		
227270	Lifelong Yoga	Lifelong Rec	45	33	73%	0	SPRNG		

Activity	Description	Program Area	Max	Enrl	% of Capacity	WaitLst	Season	Partners	Other Service Provider
227273	Tai Chi Int.	Lifelong Rec	40	15	38%	0	SPRNG		
227274	Tai Chi Begin	Lifelong Rec	40	10	25%	0	SPRNG		
227303	Container Gardening	Lifelong Rec	15	7	47%	0	SPRNG		
227400	Unknown Class	Lifelong Rec	80	5	6%	0	SPRNG		
227403	Mosaic	Lifelong Rec	10	4	40%	0	SPRNG		
227411	Tree Treasures Tour	Lifelong Rec	15	17	113%	2	SPRNG		
227601	BST Safely	Lifelong Rec	12	14	117%	0	SPRNG		
227602	Facebook	Lifelong Rec	10	4	40%	0	SPRNG		
227604	Introduction to iPad	Lifelong Rec	18	12	67%	0	SPRNG		
227801	NT-Moon Over Buffalo	Lifelong Rec	14	5	36%	0	SPRNG		
227802	WWI Museum Tour	Lifelong Rec	12	6	50%	0	SPRNG		
227804	Somerset Wine Trip	Lifelong Rec	15	10	67%	0	SPRNG		
327102	Zumba Gold	Lifelong Rec	125	34	27%	0	SUMMR		
327150	Personal Training LR	Lifelong Rec	20	2	10%	0	SUMMR		
327201	Aerobic Dance Exerci	Lifelong Rec	150	105	70%	0	SUMMR		
327204	Pilates Silver	Lifelong Rec	70	66	94%	0	SUMMR		
327222	Cycling-Pedal Pusher	Lifelong Rec	28	9	32%	0	SUMMR		
327223	Yogilates For 50+	Lifelong Rec	30	14	47%	0	SUMMR		
327233	Beg&Adv. Senior Stre	Lifelong Rec	80	58	73%	0	SUMMR		
327234	Beg&Adv. Senior Stre	Lifelong Rec	120	51	43%	0	SUMMR		
327236	Wednesday Walks	Lifelong Rec	20	5	25%	0	SUMMR		
327252	Silver Steppers	Lifelong Rec	40	19	48%	0	SUMMR		
327255	Super Senior Circuit	Lifelong Rec	32	19	59%	0	SUMMR		
327256	Fitness For Life	Lifelong Rec	60	26	43%	0	SUMMR		
327270	Yoga	Lifelong Rec	90	64	71%	0	SUMMR		
327271	Mindfulness	Lifelong Rec	12	12	100%	0	SUMMR		
327274	Tai Chi-Beginning	Lifelong Rec	80	50	63%	0	SUMMR		
327277	Hand Pushing	Lifelong Rec	24	4	17%	0	SUMMR		
327304	American Standard Ma	Lifelong Rec	12	3	25%	0	SUMMR		
327313	Bridge 3	Lifelong Rec	16	2	13%	0	SUMMR		
327314	Bridge 4	Lifelong Rec	16	6	38%	0	SUMMR		
327408	Altered Books	Lifelong Rec	12	4	33%	0	SUMMR		
327410	Beginning Ukulele	Lifelong Rec	15	15	100%	0	SUMMR		
327414	Tree Treasures of So	Lifelong Rec	25	15	60%	0	SUMMR		
327418	Writing Our Family S	Lifelong Rec	15	5	33%	0	SUMMR		
327424	Intermediate Ukulele	Lifelong Rec	15	1	7%	0	SUMMR		
327604	Intro to iPads	Lifelong Rec	6	3	50%	0	SUMMR		
427102	Zumba Gold	Lifelong Rec	150	31	21%	0	FALL		

Activity	Description	Program Area	Max	Enrl	% of Capacity	WaitLst	Season	Partners	Other Service Provider
427150	Personal Training LR	Lifelong Rec	20	6	30%	0	FALL		
427201	Aerobic Dance Exerci	Lifelong Rec	100	94	94%	0	FALL		
427204	Pilates Silver	Lifelong Rec	70	67	96%	0	FALL		
427222	Cycling-Pedal Pusher	Lifelong Rec	28	9	32%	0	FALL		
427223	Yogilates For 50+	Lifelong Rec	30	13	43%	0	FALL		
427233	Beg&Adv. Senior Stre	Lifelong Rec	80	63	79%	0	FALL		
427234	Beg&Adv. Senior Stre	Lifelong Rec	160	118	74%	0	FALL		
427236	Wednesday Walks	Lifelong Rec	20	5	25%	0	FALL		
427237	Hikers Guild	Lifelong Rec	52	27	52%	0	FALL		
427251	Silver N' Fit	Lifelong Rec	60	7	12%	0	FALL		
427252	Silver Steppers	Lifelong Rec	40	19	48%	0	FALL		
427255	Super Senior Circuit	Lifelong Rec	32	31	97%	3	FALL		
427256	Fitness For Life	Lifelong Rec	60	25	42%	0	FALL		
427270	Yoga	Lifelong Rec	91	58	64%	0	FALL		
427273	Tai Chi-Intermediate	Lifelong Rec	70	36	51%	0	FALL		
427274	Tai Chi-Beginning	Lifelong Rec	69	41	59%	0	FALL		
427276	Arthritis Foundation	Lifelong Rec	30	16	53%	0	FALL		
427277	Hand Pushing	Lifelong Rec	24	8	33%	0	FALL		
427305	Winter Bird Feeding	Lifelong Rec	20	6	30%	0	FALL		
427306	Wildlife Proofing yo	Lifelong Rec	20	7	35%	0	FALL		
427315	Bridge 5	Lifelong Rec	16	6	38%	0	FALL		
427401	Contra Dancing	Lifelong Rec	20	7	35%	0	FALL		
427410	Beginning Ukulele	Lifelong Rec	15	16	107%	0	FALL		
427413	Oregon Trail Tour	Lifelong Rec	15	8	53%	0	FALL		
427415	Tree Treasures of Ol	Lifelong Rec	16	17	106%	0	FALL		
427416	Underground Railroad	Lifelong Rec	16	17	106%	0	FALL		
427417	Lawrence Architectur	Lifelong Rec	15	11	73%	0	FALL		
427420	John Brown/Blackjack	Lifelong Rec	15	10	67%	0	FALL		
427421	Safari Museum and Wa	Lifelong Rec	15	5	33%	0	FALL		
427422	Fort Scott and Louis	Lifelong Rec	15	9	60%	0	FALL		
427423	Jewelry Design and R	Lifelong Rec	8	7	88%	0	FALL		
427601	Buy,Sell,Trade,Safel	Lifelong Rec	12	12	100%	0	FALL		
427604	Intro to iPads	Lifelong Rec	6	7	117%	0	FALL		
427606	Computer 102	Lifelong Rec	8	4	50%	0	FALL		
427802	Day Trips	Lifelong Rec	15	15	100%	0	FALL		
427806	CRISIS Tour	Lifelong Rec	10	10	100%	0	FALL		
Lifelong Rec Total			4109	2330	57%	12			

Activity	Description	Program Area	Max	Enrl	% of Capacity	WaitLst	Season	Partners	Other Service Provider
123202	Preschool Adventures	Nature Center	15	1	7%	0	WINTR		
123203	Nature Story Time	Nature Center	15	2	13%	0	WINTR		
123220	Watching Winter Eagl	Nature Center	12	4	33%	0	WINTR		
123230	Winter Exploring Nat	Nature Center	60	7	12%	0	WINTR		
123323	Lets Feed the Birds	Nature Center	25	3	12%	0	WINTR		
123325	Natures Creations	Nature Center	20	1	5%	0	WINTR		
123333	Winterwildlife	Nature Center	25	7	28%	0	WINTR		
123400	Meet and Eat	Nature Center	70	6	9%	0	WINTR		
223202	Preschool Adventures	Nature Center	15	2	13%	0	SPRNG		
223265	AfterSchoolCrafts	Nature Center	12	2	17%	0	SPRNG		
223320	Sounds of Spring	Nature Center	14	1	7%	0	SPRNG		
223322	Home School Field Tr	Nature Center	40	4	10%	0	SPRNG		
223328	Butterfly Gardens	Nature Center	20	5	25%	0	SPRNG		
223329	Spring Break Wildlif	Nature Center	25	10	40%	0	SPRNG		
223331	Adult Archery	Nature Center	12	2	17%	0	SPRNG		
223332	Beginners Archery	Nature Center	20	15	75%	0	SPRNG		
223333	Archery Club	Nature Center	24	13	54%	0	SPRNG		
223338	Geocaching for Adult	Nature Center	12	1	8%	0	SPRNG		
323202	Preschool Program	Nature Center	15	3	20%	0	SUMMR		
323241	Prairie Park Camps	Nature Center	448	233	52%	21	SUMMR		
323262	Archery for Adults	Nature Center	10	3	30%	0	SUMMR		
323265	Canoeing	Nature Center	32	29	91%	11	SUMMR		
323266	Wildlife Explorers	Nature Center	25	4	16%	0	SUMMR		
323267	Archery, Beginners	Nature Center	48	45	94%	5	SUMMR		
323268	Archery Club	Nature Center	36	29	81%	0	SUMMR		
323320	We're Going to The Z	Nature Center	26	3	12%	0	SUMMR		
323328	Geocaching 101	Nature Center	20	3	15%	0	SUMMR		
323329	Gardening for Kids	Nature Center	25	2	8%	0	SUMMR		
423244	Fall Break Camp	Nature Center	25	21	84%	0	FALL		
423261	No Child Inside Hike	Nature Center	60	19	32%	0	FALL		
423267	Beginner Arche	Nature Center	12	4	33%	0	FALL		
423321	Homeschool fieldtrip	Nature Center	75	7	9%	0	FALL		
Nature Center Total			1293	491	38%	37			

Activity	Description	Program Area	Max	Enrl	% of Capacity	WaitLst	Season	Partners	Other Service Provider
113000	Hospital	Rec Instruction	90	30	33%	0	WINTR		
114009	Ballet, Pint-Size	Rec Instruction	30	27	90%	1	WINTR		
114014	Tiny Dancers	Rec Instruction	9	6	67%	0	WINTR		
114015	Little Tippy Toes	Rec Instruction	9	5	56%	0	WINTR		
114017	Mini Ballerinas	Rec Instruction	12	8	67%	0	WINTR		
114018	Jazz and Hip Hop	Rec Instruction	9	6	67%	0	WINTR		
114019	Rock & Roll Kids	Rec Instruction	9	6	67%	0	WINTR		
114021	Pint Size Cheery O's	Rec Instruction	18	15	83%	0	WINTR		
114023	Bollywood	Rec Instruction	20	11	55%	0	WINTR		
114024	B.A.D. Boys Athletic	Rec Instruction	9	6	67%	0	WINTR		
114100	Ballet, Pre	Rec Instruction	21	10	48%	0	WINTR		
114101	Ballet	Rec Instruction	9	5	56%	0	WINTR		
114105	Hip Hop	Rec Instruction	9	6	67%	0	WINTR		
114107	Youth Dance Funament	Rec Instruction	9	6	67%	0	WINTR		
114109	Ribbon Dancing	Rec Instruction	12	9	75%	0	WINTR		
114115	Ballet Fit	Rec Instruction	12	8	67%	0	WINTR		
114140	Night Club Sway Work	Rec Instruction	30	14	47%	0	WINTR		
114146	Beg / Inter East Coa	Rec Instruction	30	16	53%	0	WINTR		
114147	Night Club Dances	Rec Instruction	30	18	60%	0	WINTR		
114148	Line Dancing	Rec Instruction	30	21	70%	0	WINTR		
114160	Ultimate Dance Party	Rec Instruction	80	38	48%	0	WINTR		
114162	Country Couples	Rec Instruction	30	27	90%	0	WINTR		
114163	Latin Dance	Rec Instruction	30	14	47%	0	WINTR		
114164	Swing Dance	Rec Instruction	30	22	73%	0	WINTR		
114165	West Coast Swing	Rec Instruction	30	7	23%	0	WINTR		
114166	Wedding Dance Crash	Rec Instruction	40	6	15%	0	WINTR		
114167	Beginning Guitar	Rec Instruction	6	6	100%	0	WINTR		
114168	Daddy / Daughter	Rec Instruction	95	57	60%	0	WINTR		
114201	Belly Dance Basic	Rec Instruction	20	5	25%	0	WINTR		
114211	Belly Dance Intermed	Rec Instruction	20	4	20%	0	WINTR		
114212	Belly Dance Advanced	Rec Instruction	20	5	25%	0	WINTR		
115000	Zumba	Rec Instruction	235	135	57%	0	WINTR		
115009	Tabata Core	Rec Instruction	25	6	24%	0	WINTR		
115010	Total Step	Rec Instruction	20	15	75%	0	WINTR		
115011	Power Sculpt	Rec Instruction	50	43	86%	0	WINTR		
115012	Rock Bottom	Rec Instruction	25	13	52%	0	WINTR		
115014	Meditate and Breathe	Rec Instruction	20	14	70%	0	WINTR		
115015	Yoga For All	Rec Instruction	20	22	110%	0	WINTR		

Activity	Description	Program Area	Max	Enrl	% of Capacity	WaitLst	Season	Partners	Other Service Provider
115016	Yin Yoga	Rec Instruction	16	16	100%	0	WINTR		
115021	Save Olympic Lifting	Rec Instruction	12	7	58%	0	WINTR		
115022	Yoga Express	Rec Instruction	20	14	70%	0	WINTR		
115023	Weights Express	Rec Instruction	15	16	107%	1	WINTR		
115030	Barre Fitness	Rec Instruction	36	31	86%	4	WINTR		
115031	Barrelates	Rec Instruction	12	9	75%	0	WINTR		
115060	Tone Zone	Rec Instruction	25	9	36%	0	WINTR		
115076	Kick-Boxing Turbo	Rec Instruction	25	17	68%	0	WINTR		
115101	Circuit Training Boo	Rec Instruction	15	9	60%	0	WINTR		
115120	Body Burn	Rec Instruction	30	18	60%	0	WINTR		
115121	Yogilates	Rec Instruction	60	50	83%	1	WINTR		
115122	Cardio X Trainer	Rec Instruction	40	19	48%	0	WINTR		
115124	Max-Abs	Rec Instruction	25	9	36%	0	WINTR		
115152	Aerobic Exercise	Rec Instruction	75	22	29%	0	WINTR		
115250	Dance Fitness	Rec Instruction	60	30	50%	0	WINTR		
115271	Yoga	Rec Instruction	75	41	55%	0	WINTR		
115272	Prenatal Yoga	Rec Instruction	20	14	70%	0	WINTR		
115273	Power Yoga	Rec Instruction	20	7	35%	0	WINTR		
115274	Restorative Yoga	Rec Instruction	15	10	67%	0	WINTR		
115310	Slimnastics	Rec Instruction	50	35	70%	0	WINTR		
115330	Pre-Gladiator Traini	Rec Instruction	12	3	25%	0	WINTR		
115335	Gladiator Training	Rec Instruction	12	5	42%	0	WINTR		
115352	Cycling Power Ride	Rec Instruction	14	9	64%	0	WINTR		
115354	Cycling-Cardio Cycle	Rec Instruction	14	9	64%	0	WINTR		
115355	Cycling-Interval	Rec Instruction	28	19	68%	0	WINTR		
115356	Cycling Virtual Powe	Rec Instruction	14	6	43%	0	WINTR		
117110	Karate	Rec Instruction	55	49	89%	0	WINTR		
117120	Self Defense	Rec Instruction	20	4	20%	0	WINTR		
117125	Little Ninja's	Rec Instruction	12	12	100%	2	WINTR		
117131	Tae Kwon Do	Rec Instruction	40	40	100%	1	WINTR		
117138	Bagua, Martial Arts	Rec Instruction	15	5	33%	0	WINTR		
119150	Pee Wee Tennis	Rec Instruction	16	7	44%	0	WINTR		
119151	Tennis Team Red	Rec Instruction	32	14	44%	0	WINTR	JayHawk Tennis	
119152	Tennis Team Orange	Rec Instruction	32	10	31%	2	WINTR	JayHawk Tennis	
119153	Junior Development	Rec Instruction	32	18	56%	0	WINTR		
119201	Adult Beg/Int Clinic	Rec Instruction	16	9	56%	0	WINTR		
121006	Science - Preschool	Rec Instruction	15	9	60%	0	WINTR		
121112	Bridge 1	Rec Instruction	16	4	25%	0	WINTR		

Activity	Description	Program Area	Max	Enrl	% of Capacity	WaitLst	Season	Partners	Other Service Provider
121113	Bridge 2	Rec Instruction	16	6	38%	0	WINTR		
121120	Fencing	Rec Instruction	10	10	100%	0	WINTR		
121200	Safe Sitter	Rec Instruction	16	13	81%	0	WINTR		
121500	Beginning Woodworkin	Rec Instruction	12	15	125%	4	WINTR		
121600	Heartsaver Course	Rec Instruction	10	2	20%	0	WINTR		
122110	Adult All Star Sport	Rec Instruction	40	12	30%	0	WINTR		
122191	Fundamentals Of Art	Rec Instruction	30	27	90%	0	WINTR		
213000	Hospital	Rec Instruction	90	25	28%	0	SPRNG		
214001	Creative Movement	Rec Instruction	9	9	100%	0	SPRNG		
214009	Ballet, Pint-Size	Rec Instruction	30	12	40%	1	SPRNG		
214011	Tiny Hip Hoppers	Rec Instruction	21	8	38%	0	SPRNG		
214013	Rising Hip Hop	Rec Instruction	12	12	100%	1	SPRNG		
214015	Little Tippy Toes	Rec Instruction	12	8	67%	0	SPRNG		
214017	Mini Ballerinas	Rec Instruction	12	10	83%	0	SPRNG		
214018	Jazz and Hip Hop	Rec Instruction	12	8	67%	0	SPRNG		
214021	Pint Size Cheery O's	Rec Instruction	12	12	100%	0	SPRNG		
214023	Bollywood	Rec Instruction	20	11	55%	0	SPRNG		
214100	Ballet, Pre	Rec Instruction	24	20	83%	0	SPRNG		
214107	Combo-Funk,HipHop,Pr	Rec Instruction	9	7	78%	0	SPRNG		
214109	Ribbon Dancing	Rec Instruction	12	10	83%	0	SPRNG		
214115	Ballet Fit	Rec Instruction	12	10	83%	0	SPRNG		
214140	Line Dance Workshop	Rec Instruction	30	7	23%	0	SPRNG		
214143	Beg/Inter West Coast	Rec Instruction	30	16	53%	0	SPRNG		
214147	Night Club Dances	Rec Instruction	30	12	40%	0	SPRNG		
214151	Dance Fundamentals	Rec Instruction	30	4	13%	0	SPRNG		
214160	Ultimate Dance Party	Rec Instruction	120	39	33%	0	SPRNG		
214162	Country Couples	Rec Instruction	30	6	20%	0	SPRNG		
214163	Latin Dance	Rec Instruction	30	7	23%	0	SPRNG		
214164	Swing Dance	Rec Instruction	30	15	50%	0	SPRNG		
214166	Wedding Dance Crash	Rec Instruction	40	3	8%	0	SPRNG		
214167	Beginning Guitar	Rec Instruction	6	7	117%	2	SPRNG		
214211	Belly Dance Inter.	Rec Instruction	20	4	20%	0	SPRNG		
214212	Belly Dance Advanced	Rec Instruction	15	4	27%	0	SPRNG		
215000	Zumba	Rec Instruction	235	120	51%	0	SPRNG		
215009	Tabata Core	Rec Instruction	25	6	24%	0	SPRNG		
215010	Total Step	Rec Instruction	20	8	40%	0	SPRNG		
215011	Power Sculpt	Rec Instruction	50	40	80%	0	SPRNG		
215012	Rock Bottom	Rec Instruction	25	8	32%	0	SPRNG		

Activity	Description	Program Area	Max	Enrl	% of Capacity	WaitLst	Season	Partners	Other Service Provider
215014	Meditate and Breathe	Rec Instruction	20	10	50%	0	SPRNG		
215015	Yoga For All	Rec Instruction	20	20	100%	4	SPRNG		
215016	Yin Yoga	Rec Instruction	20	11	55%	0	SPRNG		
215020	PIYO LIVE	Rec Instruction	25	6	24%	0	SPRNG		
215021	Save Olympic Lifting	Rec Instruction	12	5	42%	0	SPRNG		
215022	Yoga Express	Rec Instruction	20	17	85%	0	SPRNG		
215023	Weights Express	Rec Instruction	15	14	93%	0	SPRNG		
215030	Barre Fitness	Rec Instruction	36	19	53%	2	SPRNG		
215031	Body by Pilates	Rec Instruction	12	4	33%	0	SPRNG		
215060	Tone Zone	Rec Instruction	25	14	56%	0	SPRNG		
215076	Kickboxing Turbo	Rec Instruction	25	12	48%	0	SPRNG		
215101	Circuit Training Boo	Rec Instruction	15	10	67%	0	SPRNG		
215120	Body Burn	Rec Instruction	30	16	53%	0	SPRNG		
215121	Yogilates	Rec Instruction	60	52	87%	0	SPRNG		
215122	Cardio X Trainer	Rec Instruction	40	16	40%	0	SPRNG		
215124	Max-Abs	Rec Instruction	25	10	40%	0	SPRNG		
215152	Aerobic Exercise	Rec Instruction	75	22	29%	0	SPRNG		
215250	Dance Fitness	Rec Instruction	60	26	43%	0	SPRNG		
215271	Yoga	Rec Instruction	75	44	59%	0	SPRNG		
215272	Yoga, Prenatal	Rec Instruction	20	10	50%	1	SPRNG		
215274	Restorative Yoga	Rec Instruction	12	12	100%	0	SPRNG		
215310	Slimnastics	Rec Instruction	50	31	62%	0	SPRNG		
215330	Pre-Gladiator Traini	Rec Instruction	12	1	8%	0	SPRNG		
215335	Gladiator Training	Rec Instruction	10	3	30%	0	SPRNG		
215352	Cycling Power Ride	Rec Instruction	14	6	43%	0	SPRNG		
215354	Cycling - Cardio Cyc	Rec Instruction	14	7	50%	0	SPRNG		
215355	Cycling - Interval	Rec Instruction	28	23	82%	0	SPRNG		
215500	Tai Chi	Rec Instruction	15	8	53%	0	SPRNG		
217110	Karate	Rec Instruction	45	38	84%	7	SPRNG		
217125	Little Ninja's	Rec Instruction	12	12	100%	6	SPRNG		
217131	Tae Kwon Do	Rec Instruction	40	42	105%	0	SPRNG		
217138	Bagua, Martial Arts	Rec Instruction	15	4	27%	0	SPRNG		
219150	Pee Wee Tennis	Rec Instruction	16	10	63%	4	SPRNG		
219152	Tennis Team Orange	Rec Instruction	32	20	63%	1	SPRNG	JayHawk Tennis	
219153	Junior Develop Tenni	Rec Instruction	26	5	19%	0	SPRNG		
219200	Adult Drill & Play T	Rec Instruction	10	10	100%	2	SPRNG		
221006	Science - Preschool	Rec Instruction	15	14	93%	0	SPRNG		
221114	Bridge Defense	Rec Instruction	16	6	38%	0	SPRNG		

Activity	Description	Program Area	Max	Enrl	% of Capacity	WaitLst	Season	Partners	Other Service Provider
221120	Fencing	Rec Instruction	10	10	100%	0	SPRNG		
221200	Safe Sitter	Rec Instruction	20	8	40%	1	SPRNG		
221600	Heartsaver Course	Rec Instruction	15	6	40%	0	SPRNG		
221700	Historical Home Tour	Rec Instruction	14	14	100%	0	SPRNG		
314002	Dance Party Camp	Rec Instruction	12	6	50%	0	SUMMR		
314005	Lawrence Idol	Rec Instruction	12	9	75%	0	SUMMR		
314006	Prince & Princess Da	Rec Instruction	24	10	42%	0	SUMMR		
314007	Little Rock Stars Ca	Rec Instruction	24	18	75%	0	SUMMR		
314012	Mini Dancers	Rec Instruction	9	7	78%	0	SUMMR		
314013	Mini Hip Hop	Rec Instruction	12	12	100%	2	SUMMR		
314017	Mini Ballerinas	Rec Instruction	9	9	100%	2	SUMMR		
314018	Youth Jazz/ Hip Hop	Rec Instruction	12	6	50%	0	SUMMR		
314019	PS Jazz & Hip Hop	Rec Instruction	12	6	50%	0	SUMMR		
314020	Rising Jazz/ Hip Hop	Rec Instruction	12	5	42%	0	SUMMR		
314021	Pint SizeCheery O's	Rec Instruction	24	11	46%	0	SUMMR		
314023	Bollywood	Rec Instruction	25	11	44%	0	SUMMR		
314026	Tween Youth Dance Fu	Rec Instruction	9	5	56%	0	SUMMR		
314101	Mini Ballet	Rec Instruction	18	7	39%	0	SUMMR		
314103	FAIRBAL	Rec Instruction	9	12	133%	0	SUMMR		
314104	Pint Size Ballet	Rec Instruction	24	13	54%	0	SUMMR		
314115	Ballet Fit	Rec Instruction	12	9	75%	0	SUMMR		
314144	Beg. / Int. East Coa	Rec Instruction	30	6	20%	0	SUMMR		
314146	Beg. / Int. Salsa	Rec Instruction	30	14	47%	0	SUMMR		
314147	Night Club Dances	Rec Instruction	30	13	43%	0	SUMMR		
314148	Line Dancing	Rec Instruction	20	6	30%	0	SUMMR		
314149	Inter DanceWorkShop	Rec Instruction	30	6	20%	0	SUMMR		
314151	Dance Fundamentals 1	Rec Instruction	30	11	37%	0	SUMMR		
314160	Ultimate Dance Party	Rec Instruction	120	48	40%	0	SUMMR		
314162	Country Couples	Rec Instruction	30	12	40%	0	SUMMR		
314163	Latin Dance	Rec Instruction	30	6	20%	0	SUMMR		
314164	Swing Dance	Rec Instruction	60	31	52%	0	SUMMR		
314165	West Coast Swing	Rec Instruction	30	10	33%	0	SUMMR		
314166	Wedding Dance Crash	Rec Instruction	120	35	29%	0	SUMMR		
314202	Belly Dance Techniqu	Rec Instruction	20	7	35%	0	SUMMR		
314209	Belly Dance, Itty-Bi	Rec Instruction	9	3	33%	0	SUMMR		
314212	Belly Dance Advanced	Rec Instruction	20	4	20%	0	SUMMR		
315000	Zumba	Rec Instruction	530	194	37%	0	SUMMR		
315001	Zumba Toning	Rec Instruction	55	7	13%	0	SUMMR		

Activity	Description	Program Area	Max	Enrl	% of Capacity	WaitLst	Season	Partners	Other Service Provider
315011	Power Sculpt	Rec Instruction	100	54	54%	0	SUMMR		
315014	Meditate and Breathe	Rec Instruction	40	10	25%	0	SUMMR		
315015	Yoga for All	Rec Instruction	40	16	40%	0	SUMMR		
315016	Yin Yoga	Rec Instruction	40	6	15%	0	SUMMR		
315020	PiYo LIVE	Rec Instruction	45	20	44%	0	SUMMR		
315022	Yoga Express	Rec Instruction	40	17	43%	0	SUMMR		
315023	Weights Express	Rec Instruction	32	9	28%	0	SUMMR		
315030	Barre Fitness	Rec Instruction	96	54	56%	6	SUMMR		
315040	Kidz Zumba	Rec Instruction	30	12	40%	0	SUMMR		
315060	Tone Zone	Rec Instruction	50	25	50%	0	SUMMR		
315075	Kick-Boxing Turbo	Rec Instruction	50	40	80%	0	SUMMR		
315101	Circuit Training Boo	Rec Instruction	32	22	69%	0	SUMMR		
315120	Body Burn	Rec Instruction	50	33	66%	0	SUMMR		
315121	Yogilates	Rec Instruction	110	91	83%	0	SUMMR		
315124	Max-Abs	Rec Instruction	40	14	35%	0	SUMMR		
315250	Dance Fitness	Rec Instruction	120	51	43%	0	SUMMR		
315271	Yoga	Rec Instruction	250	101	40%	0	SUMMR		
315272	Prenatal Yoga	Rec Instruction	20	20	100%	1	SUMMR		
315310	Slimnastics	Rec Instruction	100	54	54%	0	SUMMR		
315335	Gladiator Training	Rec Instruction	22	2	9%	0	SUMMR		
315355	Cycling-Interval	Rec Instruction	56	33	59%	3	SUMMR		
317110	Karate	Rec Instruction	96	66	69%	0	SUMMR		
317120	Self Defense	Rec Instruction	12	10	83%	0	SUMMR		
317125	Little Ninja's	Rec Instruction	24	24	100%	6	SUMMR		
317131	Tae Kwon Do	Rec Instruction	80	66	83%	0	SUMMR		
317138	Bagua, Martial Arts	Rec Instruction	30	5	17%	0	SUMMR		
317140	Youth Shanolin Karat	Rec Instruction	24	11	46%	0	SUMMR		
319150	Team Pee Wee Tennis	Rec Instruction	50	24	48%	0	SUMMR	JayHawk Tennis	
319151	Players Quick Start	Rec Instruction	48	17	35%	0	SUMMR		
319152	Team Orange Tennis	Rec Instruction	48	27	56%	0	SUMMR	JayHawk Tennis	
319153	Junior Develop.Tenni	Rec Instruction	64	10	16%	0	SUMMR		
319155	Pee Wee Quick Start	Rec Instruction	35	17	49%	0	SUMMR		
319156	Quick Start 7-10	Rec Instruction	42	33	79%	1	SUMMR		
319157	Beg. Youth Tennis	Rec Instruction	21	17	81%	0	SUMMR		
319158	Int/ Adv Tennis	Rec Instruction	21	7	33%	0	SUMMR		
319159	Beg. Adult Tennis	Rec Instruction	16	7	44%	0	SUMMR		
319160	Tennis Camp	Rec Instruction	16	5	31%	0	SUMMR	JayHawk Tennis	
319161	Tennis Camp Quick St	Rec Instruction	32	20	63%	0	SUMMR	JayHawk Tennis	

Activity	Description	Program Area	Max	Enrl	% of Capacity	WaitLst	Season	Partners	Other Service Provider
319162	Tennis Camp 10-14	Rec Instruction	46	24	52%	0	SUMMR	JayHawk Tennis	
319200	Coed Drill & Play Te	Rec Instruction	14	5	36%	0	SUMMR		
319201	Beg. Adult Tennis	Rec Instruction	24	3	13%	0	SUMMR		
321007	Science - Preschool	Rec Instruction	15	8	53%	0	SUMMR		
321120	Fencing	Rec Instruction	10	7	70%	0	SUMMR		
321131	Mud Fort	Rec Instruction	30	15	50%	0	SUMMR		
321140	Movie Makers	Rec Instruction	12	12	100%	0	SUMMR		
321141	Video Game Design	Rec Instruction	24	24	100%	8	SUMMR		
321147	Game Design Apps	Rec Instruction	12	4	33%	0	SUMMR	Youth Tech Inc.	
321148	Secret Agent Lab	Rec Instruction	40	19	48%	0	SUMMR		
321150	The Gaming Academy	Rec Instruction	12	11	92%	0	SUMMR		
321151	Rockin Robots	Rec Instruction	40	30	75%	0	SUMMR		
321153	Animation (Digital D	Rec Instruction	12	12	100%	1	SUMMR		
321154	3D Game Design	Rec Instruction	24	10	42%	0	SUMMR		
321155	Web Design	Rec Instruction	12	4	33%	0	SUMMR		
321157	NASA:Journey into Ou	Rec Instruction	20	8	40%	0	SUMMR		
321158	Video Game Design Ca	Rec Instruction	16	16	100%	1	SUMMR		
321159	IWEB	Rec Instruction	12	3	25%	0	SUMMR		
321162	EUREKA! The Inventor	Rec Instruction	40	13	33%	0	SUMMR		
321170	LEGO Camps	Rec Instruction	72	42	58%	0	SUMMR	PlayWell TEKologies	
321200	Safe Sitter	Rec Instruction	16	15	94%	1	SUMMR		
321201	Radical Reactions	Rec Instruction	40	6	15%	0	SUMMR		
321202	Makers Studio	Rec Instruction	12	5	42%	0	SUMMR		
321204	Bash 'em Bots	Rec Instruction	24	24	100%	1	SUMMR		
321205	Cheer Camp	Rec Instruction	24	7	29%	0	SUMMR		
321710	Quantrill's Raid Gra	Rec Instruction	24	24	100%	1	SUMMR		
414012	Mini Dancers	Rec Instruction	9	6	67%	0	FALL		
414015	Giggles & Wiggles	Rec Instruction	36	15	42%	0	FALL		
414017	Mini Ballerinas	Rec Instruction	9	11	122%	0	FALL		
414021	Pint Size Cheery O's	Rec Instruction	24	12	50%	0	FALL		
414023	Bollywood	Rec Instruction	25	15	60%	0	FALL		
414026	Tween Youth Dance Fu	Rec Instruction	9	4	44%	0	FALL		
414107	Youth Dance Fundamen	Rec Instruction	12	5	42%	0	FALL		
414115	Ballet Fit	Rec Instruction	12	10	83%	0	FALL		
414143	Beg./Int. West Coast	Rec Instruction	30	10	33%	0	FALL		
414147	Night Club Dances	Rec Instruction	30	8	27%	0	FALL		
414148	Line Dancing	Rec Instruction	20	3	15%	0	FALL		
414149	Intermediate Dance W	Rec Instruction	90	18	20%	0	FALL		

Activity	Description	Program Area	Max	Enrl	% of Capacity	WaitLst	Season	Partners	Other Service Provider
414151	Dance Fundamentals 1	Rec Instruction	90	12	13%	0	FALL		
414160	Ultimate Dance Party	Rec Instruction	160	92	58%	0	FALL		
414162	Country Couples	Rec Instruction	30	14	47%	0	FALL		
414163	Latin Dance	Rec Instruction	30	11	37%	0	FALL		
414164	Swing Dance	Rec Instruction	30	11	37%	0	FALL		
414165	West Coast Swing	Rec Instruction	60	24	40%	0	FALL		
414166	Wedding Dance Crash	Rec Instruction	120	17	14%	0	FALL		
414169	Ballroom Blitz	Rec Instruction	40	2	5%	0	FALL		
414201	Belly Dance Basics	Rec Instruction	20	10	50%	0	FALL		
414211	Belly Dance Intermed	Rec Instruction	20	5	25%	0	FALL		
414212	Belly Dance Advanced	Rec Instruction	20	4	20%	0	FALL		
415000	Zumba	Rec Instruction	580	239	41%	0	FALL		
415001	Zumba Toning	Rec Instruction	105	38	36%	0	FALL		
415002	POUND Fitness	Rec Instruction	25	4	16%	0	FALL		
415008	20/20 Fitness	Rec Instruction	25	17	68%	0	FALL		
415011	Power Sculpt	Rec Instruction	100	53	53%	0	FALL		
415014	Meditate and Breathe	Rec Instruction	40	13	33%	0	FALL		
415015	Yoga for All	Rec Instruction	40	20	50%	0	FALL		
415016	Yin Yoga	Rec Instruction	40	16	40%	0	FALL		
415020	PiYo LIVE	Rec Instruction	80	33	41%	0	FALL		
415022	Yoga Express	Rec Instruction	40	28	70%	0	FALL		
415023	Weights Express	Rec Instruction	30	21	70%	0	FALL		
415030	Barre Fitness	Rec Instruction	96	77	80%	0	FALL		
415040	Kidz Zumba	Rec Instruction	30	7	23%	0	FALL		
415060	Tone Zone	Rec Instruction	50	23	46%	0	FALL		
415075	Kick-Boxing Turbo	Rec Instruction	50	29	58%	0	FALL		
415101	Circuit Training Boo	Rec Instruction	32	25	78%	0	FALL		
415120	Body Burn	Rec Instruction	50	13	26%	0	FALL		
415121	Yogilates	Rec Instruction	110	103	94%	6	FALL		
415122	Cardio X-Trainer	Rec Instruction	80	22	28%	0	FALL		
415124	Max-Abs	Rec Instruction	40	39	98%	1	FALL		
415250	Dance Fitness	Rec Instruction	90	43	48%	0	FALL		
415271	Yoga	Rec Instruction	230	100	43%	0	FALL		
415272	Prenatal Yoga	Rec Instruction	24	18	75%	0	FALL		
415274	Restorative Yoga	Rec Instruction	30	14	47%	0	FALL		
415275	Yoga Workshops	Rec Instruction	61	46	75%	0	FALL		
415278	Kids Yoga	Rec Instruction	30	26	87%	0	FALL		
415310	Slimnastics	Rec Instruction	100	61	61%	0	FALL		

Activity	Description	Program Area	Max	Enrl	% of Capacity	WaitLst	Season	Partners	Other Service Provider
415330	Pre-Gladiator Traini	Rec Instruction	24	2	8%	0	FALL		
415350	Cycling - Spin It	Rec Instruction	28	6	21%	0	FALL		
415352	Cycling Power Ride	Rec Instruction	28	9	32%	0	FALL		
415354	Cycling-Cardio Cycle	Rec Instruction	28	17	61%	0	FALL		
415355	Cycling-Interval	Rec Instruction	56	32	57%	0	FALL		
415356	Cycle Express	Rec Instruction	28	5	18%	0	FALL		
417110	Karate	Rec Instruction	80	63	79%	0	FALL		
417125	Little Ninja's	Rec Instruction	24	24	100%	7	FALL		
417131	Tae Kwon Do (8 & Up)	Rec Instruction	40	37	93%	0	FALL		
417138	Bagua, Martial Arts	Rec Instruction	30	11	37%	0	FALL		
417139	Adult Shanolin Karat	Rec Instruction	20	2	10%	0	FALL		
417140	Youth Shanolin Karat	Rec Instruction	24	15	63%	0	FALL		
419150	Team Pee Wee Tennis	Rec Instruction	38	14	37%	0	FALL	JayHawk Tennis	
419151	Team Red Tennis	Rec Instruction	48	14	29%	0	FALL	JayHawk Tennis	
419152	Team Orange Tennis	Rec Instruction	36	9	25%	0	FALL	JayHawk Tennis	
419153	Junior Develop. Ten	Rec Instruction	60	16	27%	0	FALL		
419155	Pee Wee Quick Start	Rec Instruction	14	14	100%	1	FALL		
419158	Int/Adv. Tennis	Rec Instruction	16	4	25%	0	FALL		
419159	Beg Adult Tennis	Rec Instruction	16	1	6%	0	FALL		
419200	Beg Adult Tennis	Rec Instruction	10	4	40%	0	FALL		
419201	Beginning Adult Ten	Rec Instruction	12	8	67%	0	FALL		
421125	Rowing Clinic	Rec Instruction	20	22	110%	4	FALL		
421200	Safe Sitter	Rec Instruction	16	15	94%	0	FALL		
421204	Star Wars Lego Camp	Rec Instruction	40	41	103%	3	FALL		
421500	Beginning Woodworkin	Rec Instruction	12	13	108%	10	FALL		
Rec Instruction Total			12486	6283	50%	114			

Activity	Description	Program Area	Max	Enrl	% of Capacity	WaitLst	Season	Partners	Other Service Provider
125190	Kids Day Off	Special Events	50	37	74%	0	WINTR		
225100	Spring Arts and Craf	Special Events	69	70	101%	7	SPRNG		
225120	Spring Break Camp	Special Events	85	84	99%	0	SPRNG		
225210	Sports Pavilion Trai	Special Events	100	74	74%	0	SPRNG		
425100	Fall Arts & Crafts	Special Events	150	109	73%	0	FALL		
425145	Breakfast with Santa	Special Events	100	68	68%	0	FALL		
425160	Holiday Happenings	Special Events	90	69	77%	0	FALL		
425180	Holiday Bazaar	Special Events	90	93	103%	7	FALL		
425190	Kids Day Off	Special Events	50	33	66%	0	FALL		
425200	Holiday Extravaganza	Special Events	107	123	115%	21	FALL		
430505	Candy Cane Hunt	Special Events	50	18	36%	0	FALL		
Special Events Total			941	778	83%	35			

Activity	Description	Program Area	Max	Enrl	% of Capacity	WaitLst	Season	Partners	Other Service Provider
122200	Pre-Coffeehouse Dinn	Special Pops	145	132	91%	0	WINTR		
122201	Coffeehouse	Special Pops	225	29	13%	0	WINTR		
122290	Introduction to iPad	Special Pops	24	7	29%	0	WINTR		
122300	Social Bowling w/Din	Special Pops	80	39	49%	0	WINTR		
122301	Social Bowling	Special Pops	60	11	18%	0	WINTR		
122400	Adaptive Zumba	Special Pops	25	20	80%	0	WINTR		
122401	Acting 101	Special Pops	90	21	23%	0	WINTR		
122410	Fit-Tritioni Fun	Special Pops	40	6	15%	0	WINTR		
222100	Unified Spring Break	Special Pops	60	21	35%	0	SPRNG		
222110	Adult All Star Sport	Special Pops	36	7	19%	0	SPRNG		
222180	Swim Team	Special Pops	25	11	44%	0	SPRNG		
222191	Fundamentals Of Art	Special Pops	30	24	80%	0	SPRNG		
222200	Pre-Coffeehouse Dinn	Special Pops	225	200	89%	0	SPRNG		
222201	Coffehouse	Special Pops	225	46	20%	0	SPRNG		
222300	Social Bowling w/Din	Special Pops	150	79	53%	0	SPRNG		
222301	Social Bowling	Special Pops	72	11	15%	0	SPRNG		
222400	Adaptive Zumba	Special Pops	25	22	88%	0	SPRNG		
222410	Fit-Tritioni Fun	Special Pops	30	1	3%	0	SPRNG		
322180	Swim Team	Special Pops	25	13	52%	0	SUMMR		
322191	Fundamentals Of Art	Special Pops	45	44	98%	0	SUMMR		
322200	Pre-Coffeehouse Dinn	Special Pops	225	206	92%	0	SUMMR		
322205	Coffeehouse	Special Pops	225	36	16%	0	SUMMR		
322300	Social Bowling Opt A	Special Pops	130	89	68%	0	SUMMR		
322301	Social Bowling Opt B	Special Pops	120	14	12%	0	SUMMR		
322400	Adaptive Zumba	Special Pops	25	15	60%	0	SUMMR		
322405	Music Appreciation	Special Pops	30	13	43%	0	SUMMR		
322500	Creative Movement	Special Pops	20	5	25%	0	SUMMR		
322600	Unified Day Camp Jr	Special Pops	150	56	37%	0	SUMMR		
322601	Unified Day Camp, Jr	Special Pops	150	128	85%	0	SUMMR		
322605	Unified Day Camp Sr.	Special Pops	150	39	26%	0	SUMMR		
322606	United Day Camp, Sr.	Special Pops	150	31	21%	0	SUMMR		
325100	KS Aviation Yth Camp	Special Pops	40	20	50%	0	SUMMR		
325200	Summer Fest	Special Pops	150	86	57%	0	SUMMR		
325300	Playgrounds Broken A	Special Pops	150	76	51%	0	SUMMR		
325302	Playgrounds South Pa	Special Pops	350	330	94%	0	SUMMR		
325350	Fun Days of Summer	Special Pops	120	68	57%	0	SUMMR		
325351	End of Summer Flings	Special Pops	90	87	97%	0	SUMMR		
422001	Wheelchair Basketbal	Special Pops	40	10	25%	0	FALL		
422160	Halloween Party	Special Pops	100	70	70%	0	FALL		
422180	Swim Team	Special Pops	25	13	52%	0	FALL		
422191	Fundamentals Of Art	Special Pops	45	66	147%	0	FALL		
422193	Winter Wonderland	Special Pops	50	38	76%	0	FALL		
422194	Unified Day Camp	Special Pops	100	27	27%	0	FALL		
422200	Pre-Coffeehouse Dinn	Special Pops	320	282	88%	0	FALL		
422205	Coffehouse	Special Pops	225	39	17%	0	FALL		
422300	Social Bowl Option A	Special Pops	150	114	76%	0	FALL		
422301	Social Bowl Option B	Special Pops	160	16	10%	0	FALL		
422400	Adaptive Zumba	Special Pops	55	33	60%	0	FALL		
422401	Acting 101	Special Pops	30	15	50%	0	FALL		
Special Pops Total			5212	2766	53%	0			

Activity	Description	Program Area	Max	Enrl	% of Capacity	WaitLst	Season	Partners	Other Service Provider
126100	Youth Volleyball	Youth Sports - Chad	57	44	77%	0	WINTR		
126101	GY Volleyball	Youth Sports - Chad	63	44	70%	0	WINTR		
126200	Little Kickers	Youth Sports - Chad	100	46	46%	0	WINTR		Sporting Kaw Valley
126201	Youth Indoor Soccer	Youth Sports - Chad	750	283	38%	0	WINTR		Sporting Kaw Valley
226200	Little Kickers	Youth Sports - Chad	90	56	62%	0	SPRNG		Sporting Kaw Valley
326001	Future Stars	Youth Sports - Chad	90	48	53%	1	SUMMR		Sporting Kaw Valley
326200	Little Kickers	Youth Sports - Chad	80	72	90%	0	SUMMR		
326250	All Sport Camp	Youth Sports - Chad	300	82	27%	0	SUMMR		
326300	Intro to Teeball	Youth Sports - Chad	200	156	78%	0	SUMMR		
326350	Youth Soccer Camp	Youth Sports - Chad	160	23	14%	0	SUMMR		
326450	Volleyball Camp	Youth Sports - Chad	120	85	71%	0	SUMMR		
326550	Youth Flag Football	Youth Sports - Chad	240	87	36%	0	SUMMR		
426001	Future Stars	Youth Sports - Chad	85	36	42%	0	FALL		
426100	Youth Volleyball	Youth Sports - Chad	114	64	56%	1	FALL		
426101	Middle School Volley	Youth Sports - Chad	67	70	104%	0	FALL		
426200	Little Kickers	Youth Sports - Chad	250	132	53%	4	FALL		Sporting Kaw Valley
426201	Youth Indoor Soccer	Youth Sports - Chad	750	262	35%	0	FALL		
426400	Youth Vb Clinic	Youth Sports - Chad	100	41	41%	0	FALL		
Youth Sports - Chad Tot			3616	1631		6			
124101	Youth Basketball K-8	Youth Sports - Lee	1000	770	77%	0	WINTR		
224200	DCABA	Youth Sports - Lee	272	195	72%	0	SPRNG		
224230	Louie Holcom Basebal	Youth Sports - Lee	16	14	88%	0	SPRNG		
224401	Youth Bb/Sb - K-8	Youth Sports - Lee	1300	1216	94%	0	SPRNG		
424101	Youth Basketball K-8	Youth Sports - Lee	1000	658	66%	0	FALL		
424105	Hoopster	Youth Sports - Lee	182	104	57%	0	FALL		
Youth Sports - Lee Tot			3770	2957	78%	0			
Grand Total			43,197	24,414	57%	711			

Appendix C – Facility Percentage of Use

DRAFT

THIS PAGE INTENTIONALLY LEFT BLANK

Community Building, Winter: January 1, 2016 - February 29, 2016

	7am-10am			10am-1p			1pm-4pm			4pm - 7pm			7pm-10pm		
	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used
Monday - Friday (advertised hours 7a-9p)															
Gymnasium	126	44	35%	126	17	13%	126	42	33%	126	93	74%	126	70	56%
Community Room	126	2	2%	126	20	16%	126	1	0%	126	28	22%	126	10	8%
Cycling Room	126	-	0%	126	6	5%	126	-	0%	126	43	34%	126	-	0%
Art Room	126	-	0%	126	-	0%	126	-	0%	126	11	8%	126	20	16%
Dace Studio	126	56	44%	126	28	22%	126	-	0%	126	48	38%	126	37	30%

	10am-1p			1pm-6pm		
	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used
Saturdays (advertised hours 10a-6p)						
Gymnasium	27	22	81%	45	38	84%
Community Room	27	22	83%	45	43	96%
Cycling Room	27	-	0%	45	-	0%
Art Room	27	6	22%	45	3	6%
Dance Studio	27	18	68%	45	-	0%

	10am-1p			1pm-6pm		
	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used
Sundays (advertised hours 1p-6p)						
Gymnasium	27	23	83%	45	36	80%
Community Room	27	13	49%	45	42	93%
Cycling Room	27	-	0%	45	-	0%
Art Room	27	14	50%	45	3	6%
Dance Studio	27	-	0%	45	18	39%

Community Building, Spring: March 1, 2016 - May 31, 2016

	7am-10am			10am-1p			1pm-4pm			4pm - 7pm			7pm-10pm		
	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used
Monday - Friday (advertised hours 7a-9p)															
Gymnasium	198	90	46%	198	53	27%	198	91	46%	198	128	65%	198	58	29%
Community Room	198	15	7%	198	42	21%	198	18	9%	198	35	18%	198	52	26%
Cycling Room	198	-	0%	198	8	4%	198	-	0%	198	50	25%	198	-	0%
Art Room	198	-	0%	198	-	0%	198	-	0%	198	22	11%	198	17	8%
Dance Studio	198	36	18%	198	45	23%	198	18	9%	198	30	15%	198	47	24%

	10am-1p			1pm-6pm		
	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used
Saturdays (advertised hours 10a-6p)						
Gymnasium	39	19	49%	65	65	100%
Community Room	39	23	59%	65	44	68%
Cycling Room	39	-	0%	65	-	0%
Art Room	39	-	0%	65	-	0%
Dance Studio	39	8	19%	65	1	2%

	10am-1p			1pm-6pm		
	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used
Sundays (advertised hours 1p-6p)						
Gymnasium	39	33	83%	65	58	89%
Community Room	39	10	25%	65	44	68%
Cycling Room	39	-	0%	65	-	0%
Art Room	39	20	50%	65	2	3%
Dance Studio	39	-	0%	65	-	0%

Community Building, Summer: June1, 2016 - August 31, 2016

	7am-10am			10am-1p			1pm-4pm			4pm - 7pm			7pm-10pm		
	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used
Monday - Friday (advertised hours 7a-9p)															
Gymnasium	198	77	39%	198	28	14%	198	79	40%	198	133	67%	198	20	10%
Community Room	198	5	3%	198	47	24%	198	16	8%	198	63	32%	198	54	27%
Cycling Room	198	-	0%	198	9	5%	198	-	0%	198	9	5%	198	-	0%
Art Room	198	-	0%	198	-	0%	198	45	23%	198	11	5%	198	11	6%
Dance Studio	198	-	0%	198	24	12%	198	38	19%	198	21	11%	198	15	8%

	10am-1p			1pm-6pm		
	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used
Saturdays (advertised hours 10a-6p)						
Gymnasium	39	9	23%	65	60	92%
Community Room	39	21	54%	65	20	31%
Cycling Room	39	-	0%	65	-	0%
Art Room	39	-	0%	65	-	0%
Dance Studio	39	1	2%	65	-	0%

	10am-1p			1pm-6pm		
	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used
Sundays (advertised hours 1p-6p)						
Gymnasium	39	29	74%	65	55	84%
Community Room	39	10	26%	65	34	53%
Cycling Room	39	-	0%	65	-	0%
Art Room	39	6	15%	65	-	0%
Dance Studio	39	1	2%	65	-	0%

Community Building, Fall: September 1, 2015 - December 31, 2015

	7am-10am			10am-1p			1pm-4pm			4pm - 7pm			7pm-10pm		
	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used
Monday - Friday (advertised hours 7a-9p)															
Gymnasium	264	225	85%	264	29	11%	264	107	41%	264	179	68%	264	93	35%
Community Room	264	10	4%	264	34	13%	264	11	4%	264	62	23%	264	47	18%
Cycling Room	264	-	0%	264	11	4%	264	-	0%	264	68	26%	264	-	0%
Art Room	264	1	0%	264	3	1%	264	-	0%	264	2	1%	264	13	5%
Dance Studio	264	56	21%	264	28	11%	264	20	8%	364	31	8%	264	24	9%

	10am-1p			1pm-6pm		
	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used
Saturdays (advertised hours 10a-6p)						
Gymnasium	51	24	47%	85	85	100%
Community Room	51	21	41%	85	38	44%
Cycling Room	51	-	0%	85	-	0%
Art Room	51	18	35%	85	6	7%
Dance Studio	51	4	8%	85	-	0%

	10am-1p			1pm-6pm		
	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used
Sundays (advertised hours 1p-6p)						
Gymnasium	51	44	86%	85	85	####
Community Room	51	19	37%	85	54	64%
Cycling Room	51	3	6%	85	5	6%
Art Room	51	26	50%	85	4	5%
Dance Studio	51	-	0%	85	14	16%

East Lawrence Recreation Center, Winter: January 1, 2016 - February 29, 2016

	7am-10am			10am-1p			1pm-4pm			4pm - 7pm			7pm-10pm		
	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used
Monday - Friday (advertised hours 7a-9p)															
Gymnasium	126	105	83%	126	19	15%	126	21	17%	126	111	88%	126	72	57%
Meeting Room	126	15	12%	126	1	1%	126	10	8%	126	25	20%	126	20	16%
Gymnastics Room	126	13	10%	126	69	55%	126	48	38%	126	84	66%	126	55	44%

	10am-1p			1pm-6pm		
	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used
Saturdays (advertised hours 10a-6p)						
Gymnasium	27	24	89%	45	34	74%
Meeting Room	27	14	50%	45	18	39%
Gymnastics Room	27	16	59%	45	13	28%

	10am-1p			1pm-6pm		
	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used
Sundays (advertised hours 1p-6p)						
Gymnasium	27	22	81%	45	22	49%
Meeting Room	27	16	59%	45	16	36%
Gymnastics Room	27	-	0%	45	3	7%

East Lawrence Recreation Center, Spring: March 1, 2016 - May 31, 2016

	7am-10am			10am-1p			1pm-4pm			4pm - 7pm			7pm-10pm		
	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used
Monday - Friday (advertised hours 7a-9p)															
Gymnasium	198	162	82%	198	41	21%	198	75	38%	198	126	63%	198	71	36%
Meeting Room	198	27	14%	198	21	11%	198	32	16%	198	35	18%	198	25	13%
Gymnastics Room	198	20	10%	198	116	58%	198	81	41%	198	130	66%	198	91	46%

	10am-1p			1pm-6pm		
	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used
Saturdays (advertised hours 10a-6p)						
Gymnasium	39	18	46%	65	57	88%
Meeting Room	39	15	38%	65	30	46%
Gymnastics Room	39	23	58%	65	4	5%

	10am-1p			1pm-6pm		
	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used
Sundays (advertised hours 1p-6p)						
Gymnasium	39	28	71%	65	27	42%
Meeting Room	39	22	55%	65	20	30%
Gymnastics Room	39	-	0%	65	5	8%

East Lawrence Recreation Center, Summer: June 1, 2016 - August 31, 2016

	7am-10am			10am-1p			1pm-4pm			4pm - 7pm			7pm-10pm		
	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used
Monday - Friday (advertised hours 7a-9p)															
Gymnasium	198	190	96%	198	97	49%	198	114	57%	198	145	73%	198	81	41%
Meeting Room	198	59	30%	198	154	78%	198	162	82%	198	35	18%	198	21	11%
Gymnastics Room	198	20	10%	198	68	35%	198	13	6%	198	93	47%	198	15	8%

	10am-1p			1pm-6pm		
	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used
Saturdays (advertised hours 10a-6p)						
Gymnasium	39	15	38%	65	65	100%
Meeting Room	39	14	35%	65	11	17%
Gymnastics Room	39	24	62%	65	1	2%

	10am-1p			1pm-6pm		
	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used
Sundays (advertised hours 1p-6p)						
Gymnasium	39	37	94%	65	28	42%
Meeting Room	39	24	62%	65	14	21%
Gymnastics Room	39	-	0%	65	-	0%

East Lawrence Recreation Center, Fall: September 1, 2015 - December 31, 2015

	7am-10am			10am-1p			1pm-4pm			4pm - 7pm			7pm-10pm		
	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used
Monday - Friday (advertised hours 7a-9p)															
Gymnasium	261	235	90%	261	52	20%	261	91	35%	261	203	78%	261	119	46%
Meeting Room	261	63	24%	261	44	17%	261	48	18%	261	52	20%	261	29	11%
Gymnastics Room	261	29	11%	261	101	39%	261	15	6%	261	116	45%	261	19	7%

	10am-1p			1pm-6pm		
	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used
Saturdays (advertised hours 10a-6p)						
Gymnasium	51	25	49%	85	63	74%
Meeting Room	51	12	24%	85	33	39%
Gymnastics Room	51	41	80%	85	45	53%

	10am-1p			1pm-6pm		
	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used
Sundays (advertised hours 1p-6p)						
Gymnasium	51	45	88%	85	41	48%
Meeting Room	51	34	67%	85	28	33%
Gymnastics Room	51	3	6%	85	8	9%

Holcom Park Recreation Center, Winter: January 1, 2016 - February 29, 2016

	7am-10am			10am-1p			1pm-4pm			4pm - 7pm			7pm-10pm		
	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used
Monday - Friday (advertised hours 7a-9p)															
Gymnasium	126	51	40%	126	39	31%	126	40	32%	126	95	76%	126	119	94%
Bly Room	126	78	62%	126	44	35%	126	6	5%	126	23	18%	126	14	11%
Racquetball Court	126	78	62%	126	93	73%	126	90	71%	126	112	89%	126	80	63%

	10am-1p			1pm-6pm		
	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used
Saturdays (advertised hours 10a-6p)						
Gymnasium	27	27	100%	45	34	74%
Bly Room	27	19	69%	45	20	44%
Racquetball Court	27	24	89%	45	42	93%

	10am-1p			1pm-6pm		
	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used
Sundays (advertised hours 1p-6p)						
Gymnasium	27	18	67%	45	35	78%
Bly Room	27	23	83%	45	12	26%
Racquetball Court	27	2	7%	45	44	98%

Holcom Park Recreation Center, Spring: March 1, 2016 - May 31, 2016

	7am-10am			10am-1p			1pm-4pm			4pm - 7pm			7pm-10pm		
	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used
Monday - Friday (advertised hours 7a-9p)															
Gymnasium	198	101	51%	198	62	31%	198	86	43%	198	198	100%	198	55	28%
Bly Room	198	106	54%	198	88	44%	198	25	13%	198	54	27%	198	37	18%
Racquetball Court	198	52	26%	198	128	65%	198	103	52%	198	151	76%	198	124	63%

	10am-1p			1pm-6pm		
	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used
Saturdays (advertised hours 10a-6p)						
Gymnasium	39	18	46%	65	55	84%
Bly Room	39	17	44%	65	38	58%
Racquetball Court	39	32	82%	65	41	63%

	10am-1p			1pm-6pm		
	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used
Sundays (advertised hours 1p-6p)						
Gymnasium	39	31	78%	65	50	77%
Bly Room	39	33	83%	65	32	49%
Racquetball Court	39	-	0%	65	39	60%

Holcom Park Recreation Center, Summer: June1, 2016 - August 31, 2016

	7am-10am			10am-1p			1pm-4pm			4pm - 7pm			7pm-10pm		
	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used
Monday - Friday (advertised hours 7a-9p)															
Gymnasium	198	93	47%	198	93	47%	198	120	60%	198	114	58%	198	72	36%
Bly Room	198	45	23%	198	86	43%	198	27	13%	198	49	25%	198	27	13%
Racquetball Court	198	87	44%	198	87	44%	198	72	36%	198	107	54%	198	101	51%

	10am-1p			1pm-6pm		
	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used
Saturdays (advertised hours 10a-6p)						
Gymnasium	39	12	29%	65	54	82%
Bly Room	39	13	32%	65	16	25%
Racquetball Court	39	18	46%	65	29	45%

	10am-1p			1pm-6pm		
	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used
Sundays (advertised hours 1p-6p)						
Gymnasium	39	29	74%	65	53	82%
Bly Room	39	34	86%	65	13	20%
Racquetball Court	39	-	0%	65	30	46%

Holcom Park Recreation Center, Fall: September 1, 2015 - December 31, 2015

	7am-10am			10am-1p			1pm-4pm			4pm - 7pm			7pm-10pm		
	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used
Monday - Friday (advertised hours 7a-9p)															
Gymnasium	261	224	86%	261	117	45%	261	101	39%	261	171	65%	261	132	51%
Bly Room	261	149	57%	261	130	50%	261	29	11%	261	75	29%	261	97	37%
Racquetball Court	261	76	29%	261	101	39%	261	123	47%	261	148	57%	261	168	64%

	10am-1p			1pm-6pm		
	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used
Saturdays (advertised hours 10a-6p)						
Gymnasium	51	21	41%	85	75	88%
Bly Room	51	20	39%	85	42	49%
Racquetball Court	51	37	73%	85	64	75%

	10am-1p			1pm-6pm		
	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used
Sundays (advertised hours 1p-6p)						
Gymnasium	51	38	75%	85	79	93%
Bly Room	51	45	87%	85	27	31%
Racquetball Court	51	-	0%	85	68	80%

SPL Winter: January 1, 2016 - February 29, 2016

	5:30am-10am			10am-1p			1pm-4pm			4pm - 7pm			7pm-10pm		
	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used
Monday - Friday (advertised hours 5:30a-9p)															
Gymnasiums (7)	1,323	418	32%	882	345	39%	882	273	31%	882	500	57%	882	784	89%
Free Play Gymnasium (1)	189	189	100%	126	126	100%	126	126	100%	126	126	100%	126	126	100%
Gymnastics Room	189	30	16%	126	52	41%	126	-	0%	126	91	72%	126	42	34%
Champions Room	189	16	8%	126	25	19%	126	2	2%	126	15	12%	126	7	5%
Fitness Room	189	21	11%	126	59	47%	126	-	0%	126	63	50%	126	36	28%
Legacy Room	189	2	1%	126	3	2%	126	4	3%	126	25	20%	126	10	8%
Victory Room	189	-	0%	126	-	0%	126	-	0%	126	1	0%	126	1	0%
Turf	189	129	68%	126	37	30%	126	11	8%	126	99	79%	126	105	83%

	7am-10am			10am-1p			1pm-6pm		
	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used
Saturdays (advertised hours 7a-6p)									
Gymnasiums (7)	189	173	92%	189	189	100%	315	315	100%
Free Play Gymnasium (1)	27	27	100%	27	27	100%	45	45	100%
Gymnastics Room	27	6	22%	27	21	77%	45	35	77%
Champions Room	27	18	67%	27	27	100%	45	40	88%
Fitness Room	27	7	25%	27	8	31%	45	11	23%
Legacy Room	27	4	15%	27	6	20%	45	10	21%
Victory Room	27	1	4%	27	23	83%	45	-	0%
Turf	27	15	56%	27	17	63%	45	22	49%

	10am-1p			1pm-4pm			4pm -9pm		
	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used
Sundays (advertised hours 1p-9p)									
Gymnasiums (7)	189	189	100%	189	189	100%	315	292	93%
Free Play Gymnasium (1)	27	27	100%	27	27	100%	45	45	100%
Gymnastics Room	27	18	67%	27	21	78%	45	14	30%
Champions Room	27	27	100%	27	27	100%	45	27	59%
Fitness Room	27	-	0%	27	14	52%	45	12	27%
Legacy Room	27	-	0%	27	-	0%	45	5	11%
Victory Room	27	-	0%	27	-	0%	45	1	2%
Turf	27	21	78%	27	21	78%	45	37	81%

SPL Spring: March 1, 2016 - May31, 2016

	5:30am-10am			10am-1p			1pm-4pm			4pm - 7pm			7pm-10pm		
	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used
Monday - Friday (advertised hours 5:30a-9p)															
Gymnasiums (7)	2,079	458	22%	1,386	477	34%	1,386	283	20%	1,386	531	38%	1,386	670	48%
Free Play Gymnasium (1)	297	297	100%	198	198	100%	198	198	100%	198	198	100%	198	198	100%
Gymnastics Room	297	46	15%	198	79	40%	198	-	0%	198	144	73%	198	70	35%
Champions Room	297	8	3%	198	16	8%	198	16	8%	198	20	10%	198	18	9%
Fitness Room	297	26	9%	198	61	31%	198	1	0%	198	75	38%	198	35	18%
Legacy Room	297	39	13%	198	42	21%	198	42	21%	198	47	24%	198	37	18%
Victory Room	297	4	1%	198	14	7%	198	15	8%	198	14	7%	198	4	2%
Turf	297	225	76%	198	88	45%	198	96	48%	198	198	100%	198	152	77%

	7am-10am			10am-1p			1pm-6pm		
	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used
Saturdays (advertised hours 7a-6p)									
Gymnasiums (7)	273	207	76%	273	273	100%	455	455	100%
Free Play Gymnasium (1)	39	39	100%	39	39	100%	65	65	100%
Gymnastics Room	39	10	25%	39	29	75%	65	47	72%
Champions Room	39	11	28%	39	15	37%	65	20	31%
Fitness Room	39	9	24%	39	16	40%	65	18	27%
Legacy Room	39	11	28%	39	12	29%	65	25	38%
Victory Room	39	2	4%	39	33	83%	65	-	0%
Turf	39	14	35%	39	18	47%	65	24	37%

	(advertised hours 1p-9p)	10am-1p			1pm-4pm			4pm -9pm		
		Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used
Sundays										
Gymnasiums (7)		273	246	90%	273	247	90%	455	162	35%
Free Play Gymnasium (1)		39	39	100%	39	39	100%	65	65	100%
Gymnastics Room		39	14	36%	39	27	69%	65	18	28%
Champions Room		39	15	38%	39	16	41%	65	18	28%
Fitness Room		39	7	17%	39	12	29%	65	26	40%
Legacy Room		39	-	0%	39	3	6%	65	11	16%
Victory Room		39	-	0%	39	-	0%	65	-	0%
Turf		39	12	31%	39	11	27%	65	9	13%

SPL Summer: June 1, 2016 - August 31, 2016

	5:30am-10am			10am-1p			1pm-4pm			4pm - 7pm			7pm-10pm		
	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used
Monday - Friday (advertised hours 5:30a-9p)															
Gymnasiums (7)	2,079	583	28%	1,386	735	53%	1,386	543	39%	1,386	580	42%	1,386	638	46%
Free Play Gymnasium (1)	297	297	100%	198	198	100%	198	198	100%	198	198	100%	198	198	100%
Gymnastics Room	297	25	8%	198	64	32%	198	85	43%	198	28	14%	198	25	13%
Champions Room	297	18	6%	198	29	15%	198	13	6%	198	19	10%	198	14	7%
Fitness Room	297	25	8%	198	61	31%	198	3	2%	198	59	30%	198	20	10%
Legacy Room	297	20	7%	198	36	18%	198	47	24%	198	42	21%	198	42	21%
Victory Room	297	20	7%	198	52	26%	198	64	32%	198	16	8%	198	2	1%
Turf	297	45	15%	198	65	33%	198	70	35%	198	68	34%	198	76	38%

	7am-10am			10am-1p			1pm-6pm		
	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used
Saturdays (advertised hours 7a-6p)									
Gymnasiums (7)	273	135	49%	273	205	75%	455	339	74%
Free Play Gymnasium (1)	39	39	100%	39	39	100%	65	65	100%
Gymnastics Room	39	-	0%	39	18	46%	65	37	56%
Champions Room	39	7	19%	39	3	8%	65	9	14%
Fitness Room	39	8	21%	39	20	52%	65	-	0%
Legacy Room	39	13	32%	39	9	22%	65	11	17%
Victory Room	39	1	3%	39	-	0%	65	-	0%
Turf	39	4	10%	39	6	15%	65	12	18%

	10am-1p			1pm-4pm			4pm -9pm		
	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used
Sundays (advertised hours 1p-9p)									
Gymnasiums (7)	273	168	61%	273	150	55%	455	112	25%
Free Play Gymnasium (1)	39	39	100%	39	39	100%	65	65	100%
Gymnastics Room	39	-	0%	39	14	36%	65	20	30%
Champions Room	39	9	23%	39	3	8%	65	19	29%
Fitness Room	39	9	24%	39	12	31%	65	3	5%
Legacy Room	39	3	8%	39	3	8%	65	5	8%
Victory Room	39	-	0%	39	-	0%	65	2	3%
Turf	39	6	15%	39	6	15%	65	5	8%

SPL Fall: September 1, 2015 - December 31, 2015

	5:30am-10am			10am-1p			1pm-4pm			4pm - 7pm			7pm-10pm		
	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used
Monday - Friday (advertised hours 5:30a-9p)															
Gymnasiums (7)	2,772	457	16%	1,848	466	25%	1,848	303	16%	1,848	946	51%	1,848	1,330	72%
Free Play Gymnasium (1)	396	396	100%	264	264	100%	264	264	100%	264	264	100%	264	264	100%
Gymnastics Room	396	57	14%	264	86	32%	264	18	7%	264	178	67%	264	59	22%
Champions Room	396	15	4%	264	34	13%	264	15	6%	264	27	10%	264	10	4%
Fitness Room	396	61	15%	264	94	36%	264	-	0%	264	77	29%	264	49	19%
Legacy Room	396	44	11%	264	22	8%	264	24	9%	264	51	19%	264	57	21%
Victory Room	396	4	1%	264	12	5%	264	12	5%	264	32	12%	264	9	3%
Turf	396	333	84%	264	80	30%	264	63	24%	264	228	86%	264	142	54%

	7am-10am			10am-1p			1pm-6pm		
	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used
Saturdays (advertised hours 7a-6p)									
Gymnasiums (7)	273	161	59%	273	260	95%	595	322	54%
Free Play Gymnasium (1)	51	51	100%	51	51	100%	85	85	100%
Gymnastics Room	51	12	24%	51	38	75%	85	64	75%
Champions Room	51	22	42%	51	15	29%	85	11	13%
Fitness Room	51	16	32%	51	30	58%	85	11	12%
Legacy Room	51	12	24%	51	3	6%	85	13	15%
Victory Room	51	-	0%	51	-	0%	85	-	0%
Turf	51	13	25%	51	14	27%	85	15	17%

	10am-1p			1pm-4pm			4pm -9pm		
	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used	Hrs Open	Hrs Used	% Used
Sundays (advertised hours 1p-9p)									
Gymnasiums (7)	357	122	34%	357	147	41%	595	147	25%
Free Play Gymnasium (1)	51	51	100%	51	51	100%	85	85	100%
Gymnastics Room	51	7	14%	51	36	71%	85	25	29%
Champions Room	51	-	0%	51	-	0%	85	-	0%
Fitness Room	51	23	46%	51	30	59%	85	39	45%
Legacy Room	51	-	0%	51	-	0%	85	-	0%
Victory Room	51	-	0%	51	-	0%	85	-	0%
Turf	51	2	4%	51	3	6%	85	14	16%

Appendix D – Park Cut Sheets

DRAFT

THIS PAGE INTENTIONALLY LEFT BLANK

2016 Lawrence Parks & Recreation Master Plan Update

Existing Parks & Facilities Inventory

Park System Summary

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

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

District 1 Summary

	PARK NAME	ACREAGE	TRAIL LENGTH (MILES)	ADDRESS
1	ARMY CORPS OF ENGINEER PROPERTY <ul style="list-style-type: none"> • CLINTON INTERNATIONAL MODEL AIRPORT • CLINTON LAKE SOFTBALL COMPLEX • EAGLE BEND GOLF COURSE • MUTT RUN • OUTLET PARK • ROTARY ARBORETUM • SESQUICENTENNIAL POINT • YSC 	1612	7.83	4911 W. 27th Street
2	HOLCOM PARK & SPORTS COMPLEX	31	NONE	2601 West 25th Street
FACILITIES OPEN TO PUBLIC RECREATION				

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

Assessment of On-site Amenities and Physical Condition

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



Clinton Lake International Model Airport Images

Clinton Lake Softball Complex

1501 Speicher Road

Assessment of On-site Amenities and Physical Condition

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

- **(1) Picnic Grounds**
 - Fair condition

Future Considerations & Recommendations

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



Clinton Lake Softball Complex Images

Eagle Bend Golf Course

1250 E 1000 Rd

Assessment of On-site Amenities and Physical Condition

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



Eagle Bend Golf Course Images

Holcom Park & Sports Complex

2700 West 27th Street

Assessment of On-site Amenities and Physical Condition

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

- Good condition
- **(1) Baseball Field**
 - Good condition
- **(2) Tee Ball Fields**
 - Good condition
- **(1) Batting Cage**
 - Good condition
- **(1) Sports Complex Sidewalks**
 - poor condition
- **(1) Park Bench**
 - Poor condition

Future Considerations & Recommendations

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



Holcom Park Images

Mutt Run Dog Park

1330 East 902 Road

Assessment of On-site Amenities and Physical Condition

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

- Good condition
- **(4) Picnic Tables**
 - Good condition

Future Considerations & Recommendations

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



Mutt Run Park Images

Outlet Park

1316 E. 902 Road

Assessment of On-site Amenities and Physical Condition

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

Future Considerations & Recommendations

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



Outlet Park Images

Rotary Arboretum

5100 w 27th St

Assessment of On-site Amenities and Physical Condition

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

- Wood and metal, good condition
- **(9) Park Benches**
 - Wood and metal, fair - good condition

Future Considerations & Recommendations

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



Rotary Arboretum Images

Sesquicentennial Point

Clinton Lake

Assessment of On-site Amenities and Physical Condition

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

Future Considerations & Recommendations

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



Sesquicentennial Point Images

Assessment of On-site Amenities and Physical Condition

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

Future Considerations & Recommendations

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



Youth Sports Complex Images

2016 Lawrence Parks & Recreation Master Plan Update

Existing Parks & Facilities Inventory

District 2 Summary

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

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

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

Broken Arrow

2800 Louisiana St

Assessment of On-site Amenities and Physical Condition

- **(1) Sand Volleyball court**
 - fair condition
- **(2) Baseball practice field**
 - Poor condition
 - Chain link backstop is damaged and showing signs of deterioration
 - (2) metal bleachers, fair condition
- **(1) Lawrence Horseshoe courts**
 - Good condition
 - Lights present
 - Metal bleachers are heavily rusted, fair condition
 - (1) park bench damaged, poor condition needs to be reset or replaced
- **(1) Baseball field**
 - Fair condition
 - (2) players benches in poor condition
 - (6) metal bleachers heavily rusted, appearance is dated
 - Lights/Poles
 - Fair condition
 - Fencing
 - Poor condition
- **(1) Picnic Shelter, large**
 - Stone and wood structure
 - Poor condition
 - (17) picnic tables in fair – good condition
- **(1) Picnic Shelter South, wood structure**

- Dated appearance, wood is faded
- Poor condition
- **(1) Picnic Shelter South, metal structure**
 - Poor condition
 - Outdated and dirty appearance
- **Park Restroom**
 - Poor condition
- **(1) Playground Set, Large**
 - Fair condition
 - Upgrade playground surface
- **(1) Playground set, small**
 - Fair condition
 - Plastic components are weathered, general appearance is dirty
- **(1) Toddler playground swing set**
 - Poor condition
 - Appearance is dated and shows signs of deterioration
- **(2) Playground swing sets**
 - Good condition

Future Considerations & Recommendations

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



Broken Arrow Park Images

Assessment of On-site Amenities and Physical Condition

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

Future Considerations & Recommendations

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



Brook Creek Park Images

Assessment of On-site Amenities and Physical Condition

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

Future Considerations and Recommendations

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



Buford M. Watson, Jr. Park Images

Assessment of On-site Amenities and Physical Condition

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

Future Considerations & Recommendations

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



Burcham Park Images

Assessment of On-site Amenities and Physical Condition

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

Future Considerations and Recommendations

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



Burroughs Creek Playground Park Images

Assessment of On-site Amenities and Physical Condition

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

Future Considerations & Recommendations

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



Centennial Park Images

Chaparral Park

2700 Ponderosa Drive

Assessment of On-site Amenities and Physical Condition

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

Future Considerations and Recommendations

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



Chaparral Park Images

Assessment of On-site Amenities and Physical Condition

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

Future Considerations and Recommendations

- Picnic shelter needs to be refurbished or replaced



Chief Jim McSwain Park Images

Assessment of On-site Amenities and Physical Condition

- **(1) Asphalt Parking Lot**
 - poor condition
- **(1) Half-Court Basketball Court**
 - Fair condition
 - (1) basket basketball hoop, fair condition
- **(1) Picnic Shelter**
 - good condition
- **(1) Restroom Facility**

- Good condition
- **(1) Historic Stone Wall**
 - Poor condition
- **(1) Playground Set**
 - good condition
 - rubber mulch
- **(1) Playground Climbing Wall**
 - good condition
- **(1) Playground Swing Set**
 - good condition
- **(1) Playground Climbing Set**
 - good condition
- **(1) Park Bench**
 - fair condition

Future Considerations and Recommendations

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



Clinton Park Images

Constant Park

230 West 6th St

Assessment of On-site Amenities and Physical Condition

- **(1) Gravel Road Entrance**
 - Poor condition
 - Drainage issues present
 - Needs to be re-surfaced
- **(1) Asphalt Parking Lot**
 - Poor surface condition
 - Drainage issues present

- **(1) Shared Use Path, Concrete (0.12 Miles)**
 - good condition
 - connects to Burcham Park
- **(2) Historical Markers / Signs**
 - Good - fair condition
 - Needs to be repainted
- **(2) Bike Rack Bollards**
 - good condition
- **(2) Park Benches, Wood and Metal**
 - fair condition
 - needs to be cleaned up and re-stained

Future Considerations and Recommendations

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



Constant Park Images

“Dad” Perry Park

1200 S Monterey Way

Assessment of On-site Amenities and Physical Condition

- **(2) Asphalt Parking Lot**
 - West - Poor condition
 - North – Fair condition
- **(1) Tennis Court**
 - Poor condition
 - Cracked pavement
 - Damaged chain link fence
- **(1) Basketball Court**
 - Poor condition
 - Cracked pavement
- **(2) Restroom Facility**
 - West – Good condition

- North – Fair condition
- **(2) Playground Sets**
 - West - Fair condition
 - North – Poor condition
- **(2) Picnic Shelters**
 - West - Good condition
 - North – Good condition
- **(1) Sand Volleyball Court**
 - good condition
- **Trail (0.98 Miles)**
 - Nature trail – good condition
- **(2) Soccer Goals**
 - Poor condition
 - torn nets
- **(1) Park Bench, Metal**
 - good condition
- **(1) Park Bench, Metal**
 - Poor condition

Future Considerations & Recommendations

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



Dad Perry Park Images

Assessment of On-site Amenities and Physical Condition

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

Future Considerations & Recommendations

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



Edgewood Park Images

Hand Park

1040 Home Circle

Assessment of On-site Amenities and Physical Condition

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



Hand Park Images

Haskell Rail Trail

E 29th St to E 23rd St

Assessment of On-site Amenities and Physical Condition

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



Haskell Rail Trail Images

Assessment of On-site Amenities and Physical Condition

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

Future Considerations & Recommendations

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



Hobbs Park Images

Assessment of On-site Amenities and Physical Condition

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

Future Considerations and Recommendations

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



Japanese Friendship Park Images

Assessment of On-site Amenities and Physical Condition

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

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

Future Considerations and Recommendations

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



John Taylor Park Images

Library Plaza

707 Vermont St

Assessment of On-site Amenities and Physical Condition

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

Future Considerations & Recommendations

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



Library Plaza Images

Ludlam Park

2800 West 9th Street

Assessment of On-site Amenities and Physical Condition

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



Ludlam Park Images

Lyon Street Park

700 North Lyon St

Assessment of On-site Amenities and Physical Condition

- **(1) Tennis Center**
 - (4) Pickle ball courts – good condition
 - (2) Tennis courts – good condition
 - Metal pole lights – good condition
- **(1) Basketball Court**
 - Good condition
 - (4) basketball goals – good condition

- **(2) Asphalt Parking Lots**
 - North parking lot – poor condition
 - South parking lot – fair condition
- **(2) Softball/Kickball Fields**
 - Good condition
 - Metal light poles – good condition
- **(1) Restroom Facility**
 - Good condition
- **(1) Playground Set**
 - Good condition, wood mulch base
 - Outdated appearance
- **(1) Swing Set**
 - Good condition, wood mulch base
- **(1) Picnic Shelter, Metal**
 - Poor condition

Future Considerations and Recommendations

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



Lyon Street Park Images

Maple Grove Cemetery

1710 N 3rd St

Assessment of On-site Amenities and Physical Condition

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

Future Considerations and Recommendations

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



Maple Grove Cemetery Images

Memorial Park Cemetery

1517 east 15th

Assessment of On-site Amenities and Physical Condition

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



Memorial Park Cemetery Images

Naismith Valley Park

1400 West 27th St

Assessment of On-site Amenities and Physical Condition

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



Naismith Valley Park Images

Nature Conservancy Area

E 7th St & New York St

Assessment of On-site Amenities and Physical Condition

- Habitat Restoration Area
- Undeveloped park – no amenities

Oak Hill Cemetery

1605 Oak Hill Rd

Assessment of On-site Amenities and Physical Condition

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



Memorial Park Cemetery Images

Assessment of On-site Amenities and Physical Condition

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

Future Considerations & Recommendations

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

Existing Conditions

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

Park Hills Park #1

Assessment of On-site Amenities and Physical Condition

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

- **(2) Picnic Tables**
 - good condition

Future Considerations and Recommendations

- Improve park access



Park Hills Park #1 Images

Park Hills Park #2

300 Kansas St

Assessment of On-site Amenities and Physical Condition

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



Park Hills Park #2 Images

Park Hills Park #3

201 Nebraska St

Assessment of On-site Amenities and Physical Condition

- Open green space
- No amenities



Park Hills Park #3 Images

Parnell Park

901 East 15th Street

Assessment of On-site Amenities and Physical Condition

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

Future Considerations and Recommendations

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



Parnell Park Images

Peterson Park

Peterson Road

Assessment of On-site Amenities and Physical Condition

- **(1) Playground Rock Climbing Wall**
 - Good condition

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

Future Considerations and Recommendations

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



Peterson Park Images

Prairie Park

2811 Kensington St

Assessment of On-site Amenities and Physical Condition

- **(2) Asphalt Parking Lots**
 - Kensington - Poor condition
 - Harper – Fair condition

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

Future Considerations and Recommendations

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



Prairie Park Images

Quarry Park

2141 terrace Road

Assessment of On-site Amenities and Physical Condition

- Entire park is a dense woodland

Future Considerations and Recommendations

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



Quarry Park Images

River Front Park

1595 N 3rd St

Assessment of On-site Amenities and Physical Condition

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

Future Considerations and Recommendations

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



Riverfront Park Images

Robinson Park

4 West 6th Street

Assessment of On-site Amenities and Physical Condition

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

Future Considerations and Recommendations

- replace sections of damaged sidewalk to meet ADA requirements



Robinson Park Images

Assessment of On-site Amenities and Physical Condition

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

Future Considerations and Recommendations

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



Sandra J. Shaw Community Health Park Images

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

- **(1) Large Playground Set**
 - Fair condition
 - Plastic components appearance is faded / outdated
- **(1) Metal Swing Set**
 - Good condition
 - paint is peeling
- **(1) Toddler Swing Set**
 - Good condition
 - Paint is peeling

- **(10) Park Lights**
 - Good condition
 - fixtures are faded, appear outdated
- **Picnic Tables**
 - good condition
- **(10) Park Benches**
 - good condition
- **(2) Curved Park Benches**
 - good condition

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

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

Future Considerations & Recommendations

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



South Park Images

South Park Wading Pool

1141 Massachusetts St

Assessment of On-site Amenities and Physical Condition

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

Future Considerations & Recommendations

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



South Park Wading Pool Images

Veterans Park

1840 Louisiana St

Assessment of On-site Amenities and Physical Condition

- **(1) Asphalt Parking Lot**
 - Fair condition
- **(2) Basketball Courts**
 - Fair condition
- **(2) Tennis Courts**
 - Fair condition
- **(1) Playground Set**
 - Fair condition
- **(1) Playground Swing Set**
 - fair condition

- **(1) Park Bench, Wood**
 - good condition
- **(3) Park Bench, Wood**
 - poor condition
- **(1) Park Bench, Wood**
 - fair condition

Future Considerations and Recommendations

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



Veterans Park Images

Walnut Park

211 North 4th St

Assessment of On-site Amenities and Physical Condition

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

Future Considerations and Recommendations

- Improve access to levee trail



Walnut Park Images

Water Tower Park

1225 Sunset Drive

Assessment of On-site Amenities and Physical Condition

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

Future Considerations and Recommendations

- Replace / refurbish (1) chain link backstop



Water Tower Park Images

Assessment of On-site Amenities and Physical Condition

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

Future Considerations and Recommendations

- Upgrade or relocate park amenities



Woody Park Images

Undeveloped Park 1

Assessment of On-site Amenities and Physical Condition

- Undeveloped park – no amenities

Assessment of On-site Amenities and Physical Condition

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



Union Pacific Depot Gardens & Artwork Images

2016 Lawrence Parks & Recreation Master Plan Update

Existing Parks & Facilities Inventory

District 3 Summary

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

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

Conrad & Viola McGrew Nature Preserve

4600 Bob Billings Pkwy

Assessment of On-site Amenities and Physical Condition

- (1) Trail
 - Concrete pavement – Good condition

Future Considerations & Recommendations

- Continue to maintain and monitor condition of pavement



Conrad & Viola McGrew Nature Preserve Images

Deerfield Park

2801 W Princeton Blvd

Assessment of On-site Amenities and Physical Condition

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

Future Considerations & Recommendations

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



Deerfield Park Images

Fred DeVactor Park

1100 George Williams Way

Assessment of On-site Amenities and Physical Condition

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

Future Considerations & Recommendations

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



Fred DeVactor Park Images

Green Meadows Park

3613 Brush Creek Dr.

Assessment of On-site Amenities and Physical Condition

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

Future Considerations & Recommendations

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



Green Meadows Park Images

Heatherwood Trail

East of Heatherwood Dr

Assessment of On-site Amenities and Physical Condition

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



Heatherwood Trail Images

Kanza Southwind Nature Preserve

2898 Wildflower Dr.

Assessment of On-site Amenities and Physical Condition

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



Kanza Southwind Nature Preserve Images

Lawrence Nature Park

201 North Folks Road

Assessment of On-site Amenities and Physical Condition

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

Future Considerations & Recommendations

- Repair or replace (1) gravel parking lot

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



Lawrence Nature Park Images

Martin Park

600 Folks Rd

Assessment of On-site Amenities and Physical Condition

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

Future Considerations & Recommendations

- Repair or replace gravel parking lot



Martin Park Images

Oregon Trail Park

Rock Chalk Dr

Assessment of On-site Amenities and Physical Condition

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



Oregon Trail Park Images

Pat Dawson-Billings Nature Area

4021 W 27th St.

Assessment of On-site Amenities and Physical Condition

- 3 ponds, 2 stocked with fish – Good Condition
- (1) Parking Lot
 - Poor condition
 - Gravel surface

Future Considerations & Recommendations

- Repair or replace (1) gravel parking lot



Pat Dawson-Billings Nature Area Images

Quail Run Park

1134 Inverness Dr.

Assessment of On-site Amenities and Physical Condition

- Wooded area – no amenities

Rock Chalk Park & Trails

101 George Williams Way

Assessment of On-site Amenities and Physical Condition

- **Paved And Unpaved Nature Trail**
 - Fair condition
 - Drainage and erosion problems present due to terrain and rain events



Rock Chalk Trail Images

SLT Shared Use Path

Adjacent to SLT

Assessment of On-site Amenities and Physical Condition

- **Concrete Shared Use Path**
 - Good condition
 - Sections of path are showing signs of deterioration



SLT Trail Images

Stonegate Park

3706 Hunters Hill Dr

Assessment of On-site Amenities and Physical Condition

- **(1) Playground Equipment**
 - Fair condition
 - Wood mulch play surface

- **(2) Picnic Tables, Wood**
 - Poor condition
- **(3) Park Benches, Metal**
 - Fair condition

Future Considerations & Recommendations

- Replace (1) park bench
- Replace or refurbish (2) picnic tables, wood
- Extend concrete trail, east and west as part of the Lawrence loop trail system



Stonegate Park Images

Undeveloped Park 1

N 1750 Rd & E 936 Rd

Assessment of On-site Amenities and Physical Condition

- Undeveloped park – no amenities

Undeveloped Park 2

3920 W 27th St

Assessment of On-site Amenities and Physical Condition

- Undeveloped park – no amenities

Undeveloped Park 3

5100 Overland Dr

Assessment of On-site Amenities and Physical Condition

- Undeveloped park – no amenities

Assessment of On-site Amenities and Physical Condition

- Undeveloped park – no amenities
- Old landfill

THIS PAGE INTENTIONALLY LEFT BLANK

Appendix E – Economic Impact Questionnaire

DRAFT

THIS PAGE INTENTIONALLY LEFT BLANK

THIS PAGE INTENTIONALLY LEFT BLANK

Appendix F – Hardwood Classic Impact Summary

DRAFT

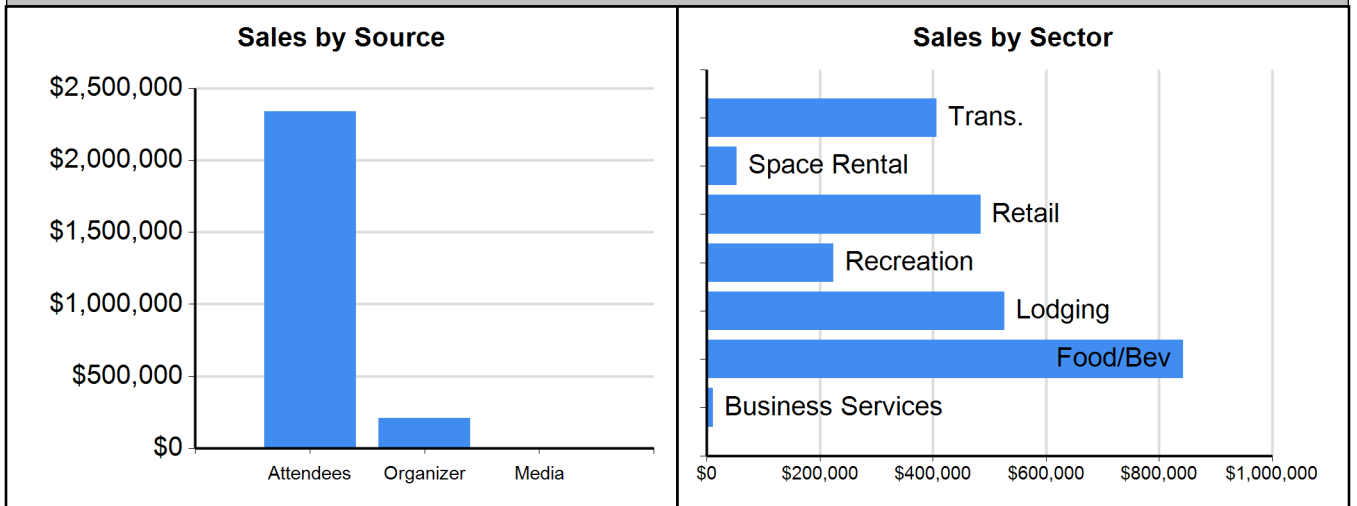
THIS PAGE INTENTIONALLY LEFT BLANK

Event Impact Summary

Destination: Kansas Department of Wildlife, Parks and Tourism Division

Event Parameters		Key Results	
Event Name:	Hardwood Classic	Business Sales (Direct):	\$2,547,433
Organization:	eXplore Lawrence	Business Sales (Total):	\$4,101,277
Event Type:	Sports: Youth Amateur	Jobs Supported (Direct):	972
Start Date:	7/21/2016	Jobs Supported (Total):	1,300
End Date:	7/24/2016	Local Taxes (Total):	\$204,317
Overnight Attendees:	3400	Net Direct Tax ROI:	\$152,112
Day Attendees:	15250	Estimated Room Demand:	4,422

Direct Business Sales



Industry	Attendees	Organizer	Media/Sponsors	Total
Lodging	\$526,201	\$0	\$0	\$526,201
Transportation	\$397,383	\$8,496	\$461	\$406,340
Food & Beverage	\$703,992	\$138,590	\$0	\$842,582
Retail	\$484,756	\$0	\$0	\$484,756
Recreation	\$224,311	\$0	\$0	\$224,311
Space Rental	\$0	\$52,571	\$0	\$52,571
Business Services	\$0	\$10,412	\$260	\$10,672
TOTAL	\$2,336,643	\$210,069	\$721	\$2,547,433

Event Impact Details

Destination: Kansas Department of Wildlife, Parks and Tourism Division

Event Name: Hardwood Classic 2016

Organization: eXplore Lawrence

Economic Impact Details			
	Direct	Indirect/Induced	Total
Business Sales	\$2,547,433	\$1,553,844	\$4,101,277
Personal Income	\$882,899	\$532,967	\$1,415,866
Jobs Supported			
Persons	972	328	1,300
Annual FTEs	32	11	43
Taxes and Assessments			
<u>Federal Total</u>	<u>\$233,881</u>	<u>\$142,024</u>	<u>\$375,905</u>
<u>State Total</u>	<u>\$198,647</u>	<u>\$60,434</u>	<u>\$259,081</u>
sales	\$138,288	\$23,890	\$162,179
income	\$43,280	\$26,126	\$69,406
bed	\$0	-	\$0
other	\$17,079	\$10,418	\$27,497
<u>Local Total</u>	<u>\$152,112</u>	<u>\$52,204</u>	<u>\$204,317</u>
sales	\$22,486	\$3,885	\$26,371
income	\$0	\$0	\$0
bed	\$21,048	-	\$21,048
per room charge	\$0	-	\$0
tourism district	\$0	-	\$0
property tax	\$100,115	\$43,158	\$143,273
restaurant	\$0	\$0	\$0
other	\$8,463	\$5,162	\$13,625

Event Return on Investment (ROI)

Direct		
Direct Tax Receipts	\$152,112	
DMO Hosting Costs	\$0	
Direct ROI	\$152,112	
Net Present Value	\$152,112	
Direct ROI (%)	-	
Total		
Total Local Tax Receipts	\$204,317	
Total ROI	\$204,317	
Net Present Value	\$204,317	
Total ROI (%)	-	

Estimated Room Demand Metrics

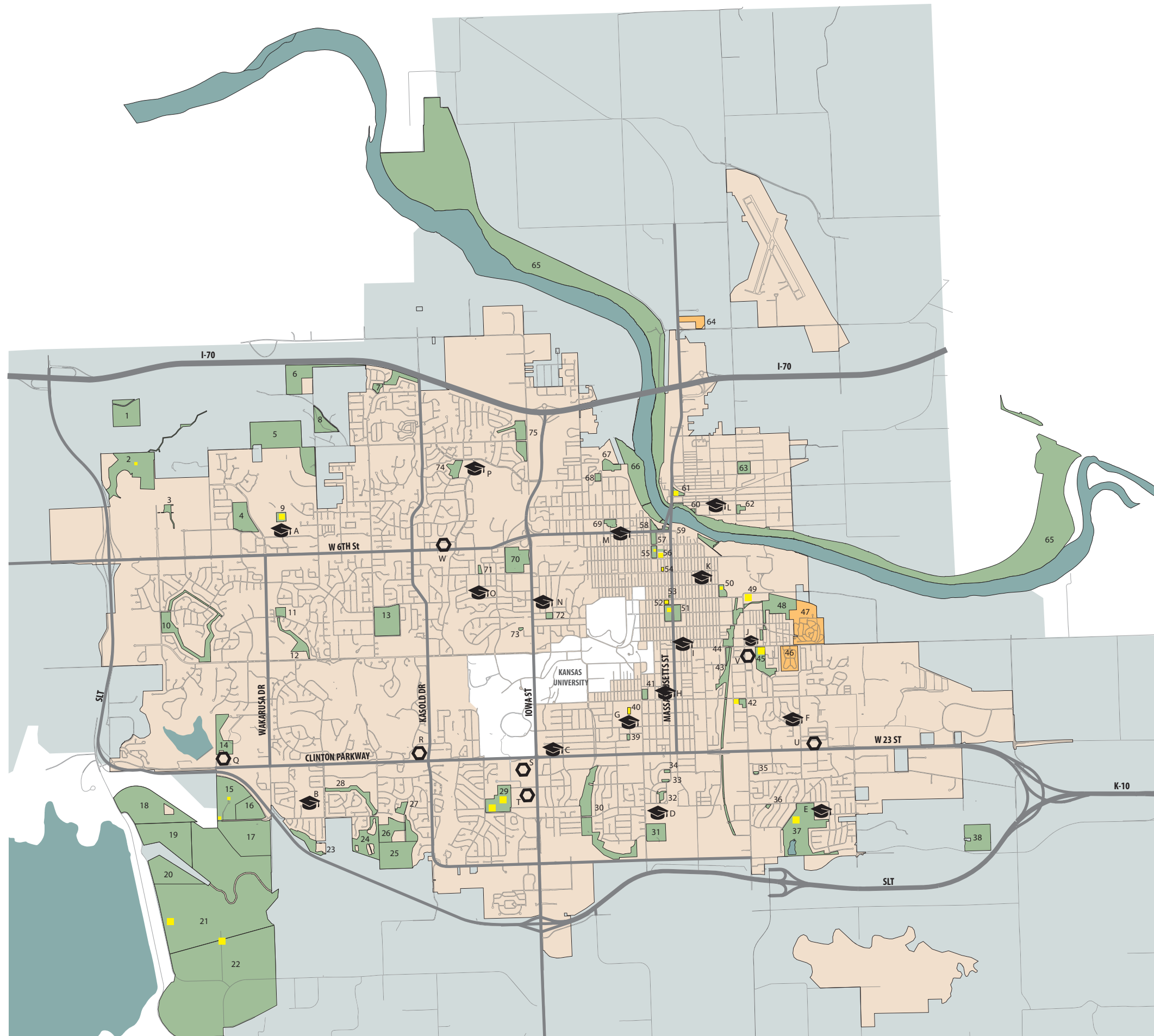
Room Nights (total)	4,422
Room Pickup (block only)	3,400
Peak Rooms	1,259
Total Visitor Days	23,033

Appendix G – Maps

DRAFT

THIS PAGE INTENTIONALLY LEFT BLANK

1 PARKS & RECREATION RESOURCE MAP



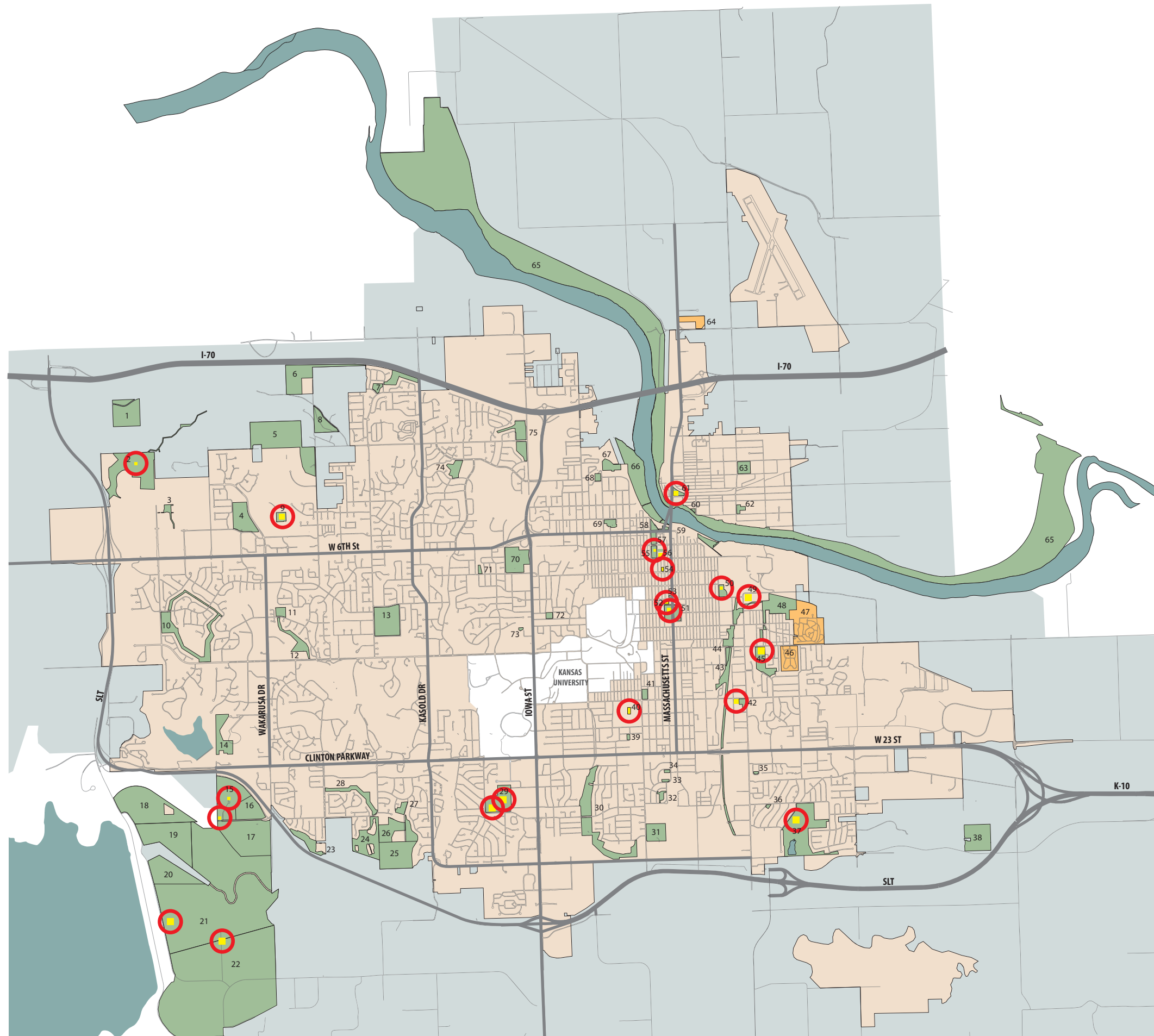
PARK AND FACILITY LOCATIONS

- | | |
|--|--|
| 1) FUTURE PARK | 53) JAPANESE FRIENDSHIP GARDEN |
| 2) LAWRENCE SPORTS PAVILION | 54) CARNEGIE BUILDING |
| 3) OREGON TRAIL PARK | 55) LAWRENCE AQUATIC CENTER |
| 4) FUTURE PARK | 56) LIBRARY PLAZA & SENIOR CENTER |
| 5) LAWRENCE NATURE PARK | 57) BUFORD M. WATSON PARK |
| 6) FUTURE PARK | 58) CONSTANT PARK |
| 7) STONEGATE PARK | 59) ROBINSON PARK |
| 8) MARTIN PARK | 60) WALNUT PARK |
| 9) INDOOR AQUATIC CENTER | 61) UNION PACIFIC DEPOT |
| 10) DEVICTOR PARK | 62) JOHN TAYLOR PARK |
| 11) QUAIL RUN PARK | 63) LYONS PARK |
| 12) VIOLA & CONRAD MCGREW NATURE PRESERVE | 64) MAPLE GROVE CEMETERY |
| 13) "DAD" PERRY PARK | 65) RIVERFRONT PARK |
| 14) FUTURE PARK | 66) BURCHAM PARK |
| 15) CLINTON LAKE SOFTBALL COMPLEX | 67) SANDRA J. SHAW COMMUNITY HEALTH PARK |
| 16) ROTARY ARBORETUM | 68) WOODY PARK |
| 17) YOUTH SPORTS COMPLEX & DISTRICT # 1 SHOP | 69) CLINTON PARK |
| 18) SESQUICENTENNIAL POINT | 70) CENTENNIAL PARK |
| 19) MUTT RUN | 71) LUDLAM PARK |
| 20) OUTLET PARK | 72) WATER TOWER PARK |
| 21) EAGLE BEND GOLF COURSE | 73) QUARRY PARK |
| 22) CLINTON INTERNATIONAL MODEL AIRPORT | 74) DEERFIELD PARK |
| 23) KANZA SOUTHWIND NATURE PRESERVE | 75) PETERSON PARK |
| 24) PAT DAWSON BILLINGS NATURE AREA | |
| 25) FUTURE PARK | |
| 26) FUTURE PARK | |
| 27) GREEN MEADOWS PARK | |
| 28) FUTURE PARK | |
| 29) HOLCOM PARK | |
| 30) NAIMSMITH VALLEY PARK | |
| 31) BROKEN ARROW PARK | |
| 32) PARK HILL PARK #1 | |
| 33) PARK HILL PARK #2 | |
| 34) PARK HILL PARK #3 | |
| 35) HAND PARK | |
| 36) CHAPARRAL PARK | |
| 37) PRAIRIE PARK & NATURE CENTER | |
| 38) FUTURE PARK | |
| 39) LAWRENCE TENNIS CENTER | |
| 40) CARL KNOX NATATORIUM | |
| 41) VETERANS PARK | |
| 42) CHIEF JIM MCSWAIN PARK & DISTRICT #2 SHOP | |
| 43) BURROUGHS CREEK TRAIL & LINEAR PARK | |
| 44) PARNELL PARK | |
| 45) EDGEWOOD PARK & EAST LAWRENCE CENTER | |
| 46) MEMORIAL PARK CEMETERY | |
| 47) OAK HILL CEMETERY | |
| 48) BROOK CREEK PARK | |
| 49) FACILITIES & MAINTENANCE & LANDSCAPE SHOP | |
| 50) HOBBS PARK & MURPHY-BROMELSICK HOUSE | |
| 51) SOUTH PARK, WADDING POOL & ADMINISTRATION OFFICE | |
| 52) COMMUNITY BUILDING | |
-
- | | |
|--|--|
| EXISTING SCHOOLS | |
| A) FREE STATE HIGH SCHOOL | |
| B) SUNFLOWER ELEMENTARY SCHOOL & SOUTHWEST MIDDLE SCHOOL | |
| C) RAYMOND A SCHWEGLER ELEMENTARY SCHOOL | |
| D) SOUTH MIDDLE SCHOOL | |
| E) PRAIRIE PARK ELEMENTARY SCHOOL | |
| F) KENNEDY ELEMENTARY SCHOOL | |
| G) LAWRENCE HIGH SCHOOL | |
| H) CORDLEY ELEMENTARY SCHOOL | |
| I) LIBERTY MEMORIAL CENTRAL MIDDLE SCHOOL | |
| J) EAST HEIGHTS ELEMENTARY SCHOOL | |
| K) NEW YORK ELEMENTARY SCHOOL | |
| L) WOODLAND ELEMENTARY SCHOOL | |
| M) PINCKNEY ELEMENTARY SCHOOL | |
| N) HILLCREST ELEMENTARY SCHOOL | |
| O) SUNSET HILL ELEMENTARY SCHOOL | |
| P) DEERFIELD ELEMENTARY SCHOOL | |
-
- | | |
|--------------------------------|--|
| ALTERNATIVE PROVIDERS | |
| Q) LAWRENCE GYMNASTICS ACADEMY | |
| R) ANYTIME FITNESS | |
| S) GENESIS HEALTH CLUB | |
| T) PLANET FITNESS | |
| U) SNAP FITNESS | |
| V) BOYS & GIRLS OF LAWRENCE | |
| W) GENESIS HEALTH CLUB | |

LEGEND

- CITY PARKS
- CEMETERY
- WATER
- CITY LIMIT
- URBAN GROWTH AREA
- SCHOOL FACILITY
- STREET
- EXISTING SHARED USE PATH
- ALTERNATIVE PROVIDER FACILITY
- PARKS & RECREATION INDOOR FACILITY
- PARKS & RECREATION FACILITY LOCATION

2 PARKS & RECREATION FACILITIES MAP



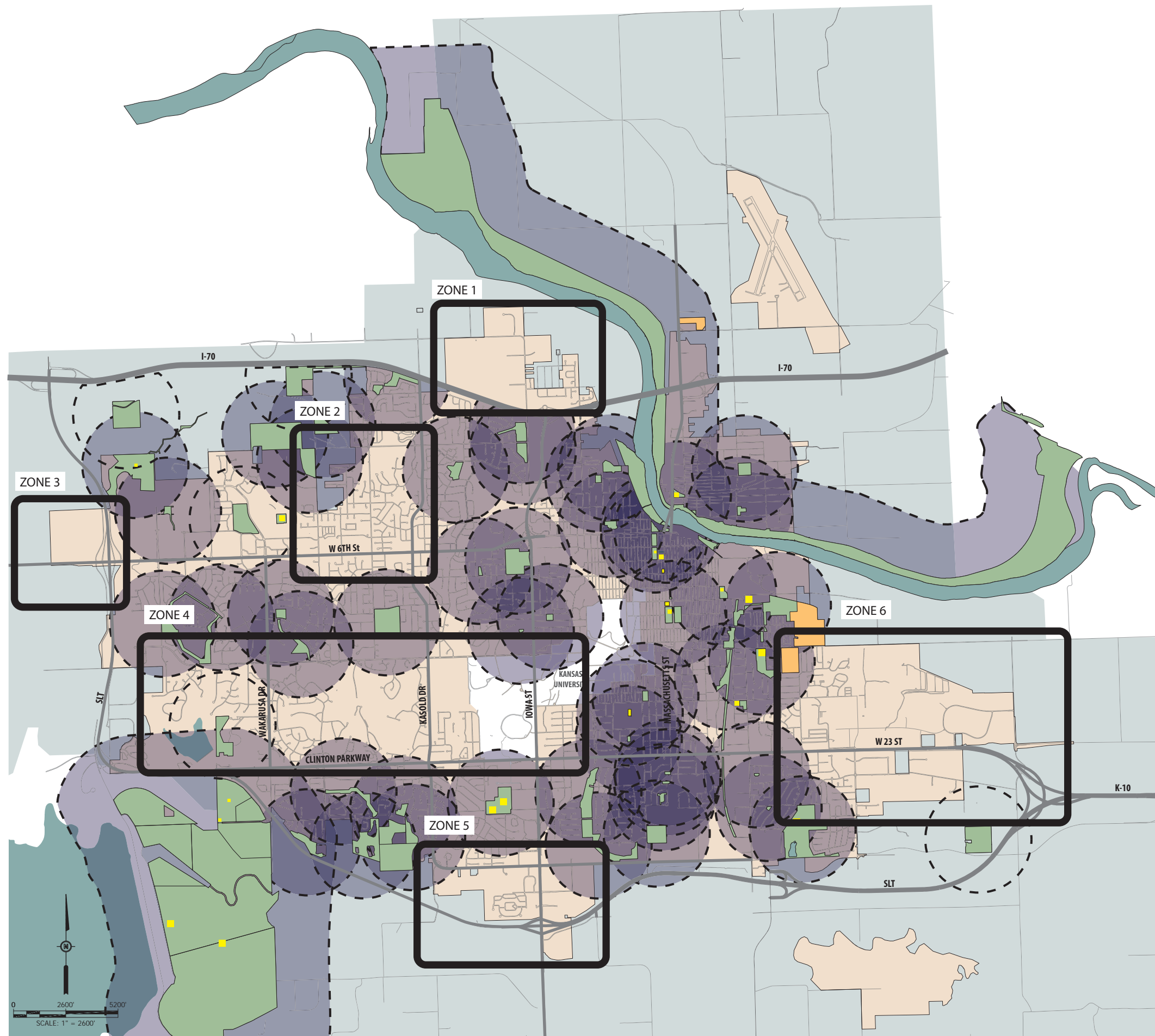
PARK AND FACILITY LOCATIONS

- | | |
|--|--|
| 1) FUTURE PARK | 53) JAPANESE FRIENDSHIP GARDEN |
| 2) LAWRENCE SPORTS PAVILION | 54) CARNEGIE BUILDING |
| 3) OREGON TRAIL PARK | 55) LAWRENCE AQUATIC CENTER |
| 4) FUTURE PARK | 56) LIBRARY PLAZA & SENIOR CENTER |
| 5) LAWRENCE NATURE PARK | 57) BUFORD M. WATSON PARK |
| 6) FUTURE PARK | 58) CONSTANT PARK |
| 7) STONEGATE PARK | 59) ROBINSON PARK |
| 8) MARTIN PARK | 60) WALNUT PARK |
| 9) INDOOR AQUATIC CENTER | 61) UNION PACIFIC DEPOT |
| 10) DEVICTOR PARK | 62) JOHN TAYLOR PARK |
| 11) QUAIL RUN PARK | 63) LYONS PARK |
| 12) VIOLA & CONRAD MCGREW NATURE PRESERVE | 64) MAPLE GROVE CEMETERY |
| 13) "DAD" PERRY PARK | 65) RIVERFRONT PARK |
| 14) FUTURE PARK | 66) BURCHAM PARK |
| 15) CLINTON LAKE SOFTBALL COMPLEX | 67) SANDRA J. SHAW COMMUNITY HEALTH PARK |
| 16) ROTARY ARBORETUM | 68) WOODY PARK |
| 17) YOUTH SPORTS COMPLEX & DISTRICT # 1 SHOP | 69) CLINTON PARK |
| 18) SESQUICENTENNIAL POINT | 70) CENTENNIAL PARK |
| 19) MUTT RUN | 71) LUDLAM PARK |
| 20) OUTLET PARK | 72) WATER TOWER PARK |
| 21) EAGLE BEND GOLF COURSE | 73) QUARRY PARK |
| 22) CLINTON INTERNATIONAL MODEL AIRPORT | 74) DEERFIELD PARK |
| 23) KANZA SOUTHWIND NATURE PRESERVE | 75) PETERSON PARK |
| 24) PAT DAWSON BILLINGS NATURE AREA | |
| 25) FUTURE PARK | |
| 26) FUTURE PARK | |
| 27) GREEN MEADOWS PARK | EXISTING SCHOOLS |
| 28) FUTURE PARK | A) FREE STATE HIGH SCHOOL |
| 29) HOLCOM PARK | B) SUNFLOWER ELEMENTARY SCHOOL & SOUTHWEST MIDDLE SCHOOL |
| 30) NAIMSMITH VALLEY PARK | C) RAYMOND A SCHWEGLER ELEMENTARY SCHOOL |
| 31) BROKEN ARROW PARK | D) SOUTH MIDDLE SCHOOL |
| 32) PARK HILL PARK #1 | E) PRAIRIE PARK ELEMENTARY SCHOOL |
| 33) PARK HILL PARK #2 | F) KENNEDY ELEMENTARY SCHOOL |
| 34) PARK HILL PARK #3 | G) LAWRENCE HIGH SCHOOL |
| 35) HAND PARK | H) CORDLEY ELEMENTARY SCHOOL |
| 36) CHAPARRAL PARK | I) LIBERTY MEMORIAL CENTRAL MIDDLE SCHOOL |
| 37) PRAIRIE PARK & NATURE CENTER | J) EAST HEIGHTS ELEMENTARY SCHOOL |
| 38) FUTURE PARK | K) NEW YORK ELEMENTARY SCHOOL |
| 39) LAWRENCE TENNIS CENTER | L) WOODLAND ELEMENTARY SCHOOL |
| 40) CARL KNOX NATATORIUM | M) PINCKNEY ELEMENTARY SCHOOL |
| 41) VETERANS PARK | N) HILLCREST ELEMENTARY SCHOOL |
| 42) CHIEF JIM MCSWAIN PARK & DISTRICT #2 SHOP | O) SUNSET HILL ELEMENTARY SCHOOL |
| 43) BURROUGHS CREEK TRAIL & LINEAR PARK | P) DEERFIELD ELEMENTARY SCHOOL |
| 44) PARNELL PARK | |
| 45) EDGEWOOD PARK & EAST LAWRENCE CENTER | ALTERNATIVE PROVIDERS |
| 46) MEMORIAL PARK CEMETERY | Q) LAWRENCE GYMNASTICS ACADEMY |
| 47) OAK HILL CEMETERY | R) ANYTIME FITNESS |
| 48) BROOK CREEK PARK | S) GENESIS HEALTH CLUB |
| 49) FACILITIES & MAINTENANCE & LANDSCAPE SHOP | T) PLANET FITNESS |
| 50) HOBBS PARK & MURPHY-BROMELSICK HOUSE | U) SNAP FITNESS |
| 51) SOUTH PARK, WADDING POOL & ADMINISTRATION OFFICE | V) BOYS & GIRLS OF LAWRENCE |
| 52) COMMUNITY BUILDING | W) GENESIS HEALTH CLUB |

LEGEND

- CITY PARKS
- CEMETERY
- WATER
- CITY LIMIT
- URBAN GROWTH AREA
- SCHOOL FACILITY
- STREET
- EXISTING SHARED USE PATH
- ALTERNATIVE PROVIDER FACILITY
- PARKS & RECREATION INDOOR FACILITY
- PARKS & RECREATION FACILITY LOCATION

3 PARK ANALYSIS: CITY PARKS & FUTURE CITY PARK LOCATIONS



ZONE 1
Zone 1 is occupied by industrial and residential developments. The west side of zone 1 is industrial. The east side of Zone 1 is Residential.

ZONE 2
The majority of Zone 2 is residential neighborhoods.

ZONE 3
The majority of Zone 3 is currently zoned as Conditional along with the First United Methodist Church located south of W 6th St.

ZONE 4
Zone 4 is primarily residential neighborhoods. It also includes Alvarado Golf Course which is directly west of Kasold Dr. and portions of Kansas University Campus.

ZONE 5
Zone 5 contains (1) residential neighborhood directly west of Iowa Street. The remaining sections of zone 4 is primarily commercial development.

ZONE 6
The western edge of Zone 6 consists of residential neighborhoods. The east portions of Zone 5 contains existing and proposed industrial developments.

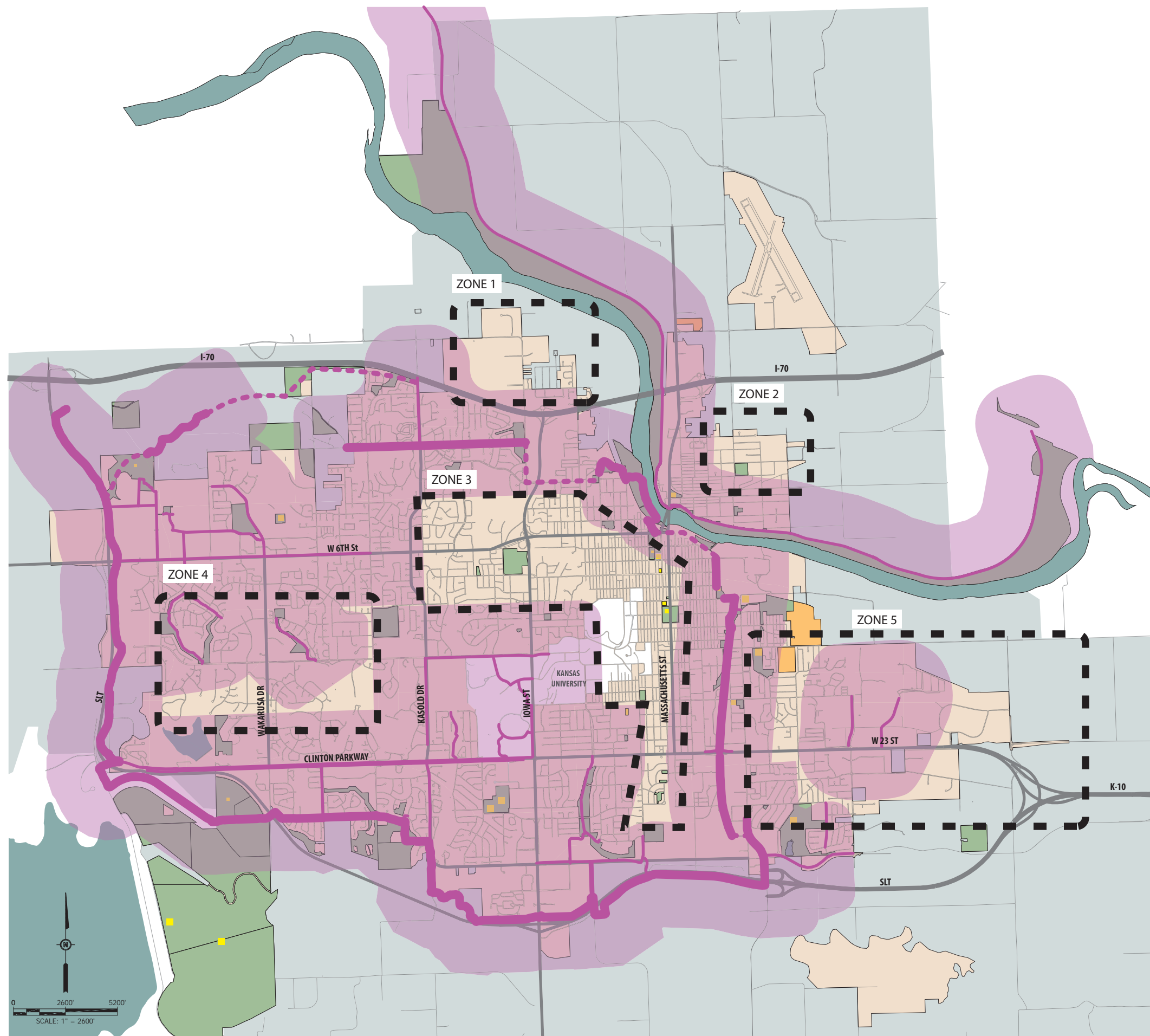
LEGEND

- CITY PARKS
- CEMETERY
- WATER
- CITY LIMIT
- URBAN GROWTH AREA
- Ⓔ SCHOOL FACILITY
- STREET
- EXISTING SHARED USE PATH
- ALTERNATIVE PROVIDER FACILITY
- PARKS & RECREATION INDOOR FACILITY
- PARKS & RECREATION FACILITY LOCATION

PARK RADIUS

- 1/2 MILE FUTURE PARKS
- 1/2 MILE CITY PARKS
- 1 MILE RECREATION CENTERS
- 2 MILE AQUATIC CENTERS
- 2 MILE SPORTS PAVILION
- 1/2 MILE SHARED USE PATH

4 PARK ANALYSIS: EXISTING SHARED USE PATH



ZONE 1
Zone 1 is occupied by industrial and residential developments. The west side of zone 1 is industrial. The east side of Zone 1 is Residential.

ZONE 2
The majority of Zone 2 is residential neighborhoods.

ZONE 3
Zone 3 contains a large amount of residential neighborhoods along with portions of Downtown Lawrence and the Kansas University Campus. Zone 3 also contains several parks that offer an opportunity to connect using a shared use path.

ZONE 4
The majority of zone 4 is comprised of residential neighborhoods. There is also several commercial properties located directly west of Wakarusa Drive.

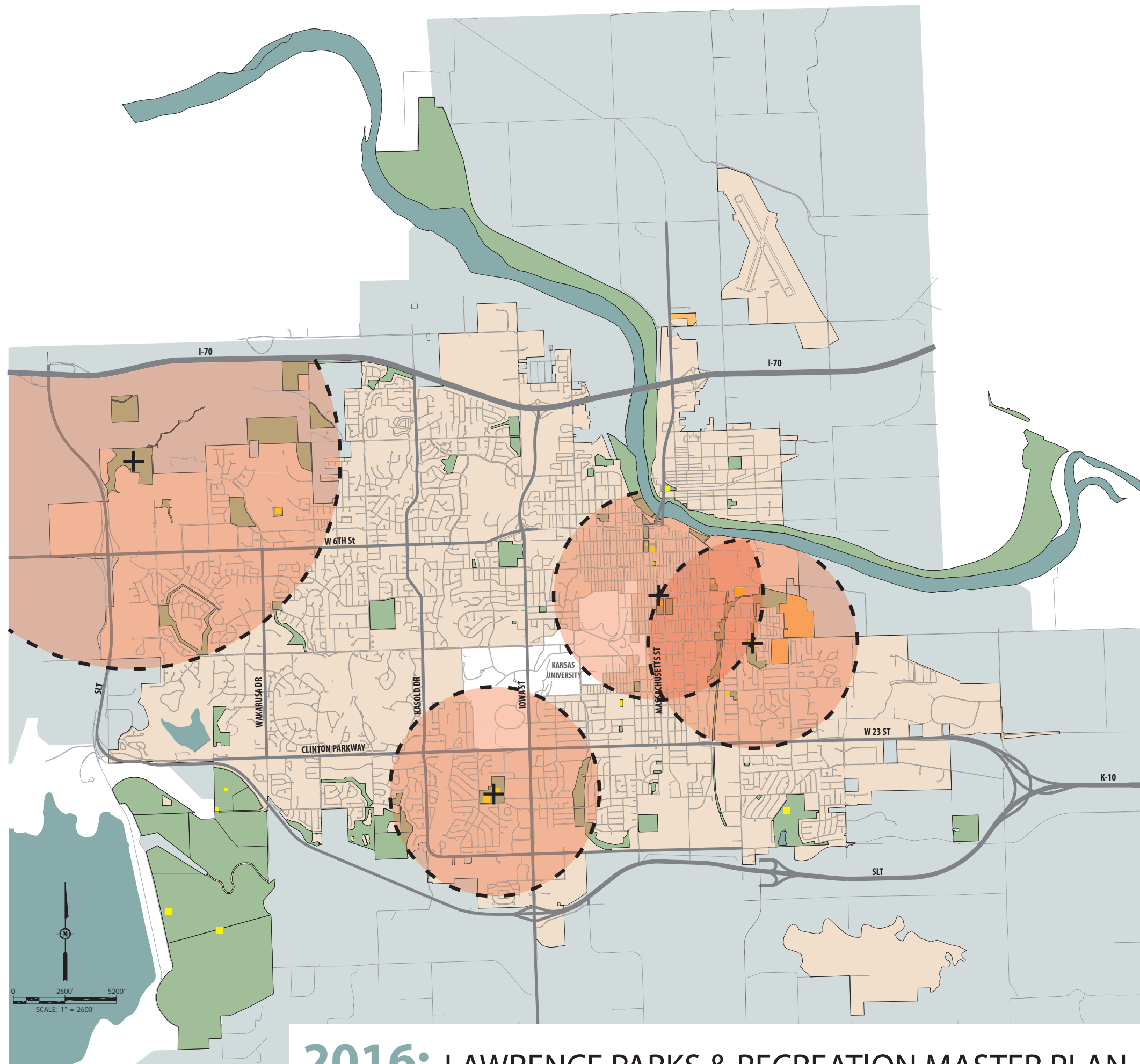
ZONE 5
The western edge of Zone 5 consists of residential neighborhoods. The east portions of Zone 5 contains existing and proposed industrial developments.

LEGEND

- CITY PARKS
- CEMETERY
- WATER
- CITY LIMIT
- URBAN GROWTH AREA
- SCHOOL FACILITY
- STREET
- EXISTING SHARED USE PATH
- PROPOSED TRAIL LOOP CONNECTIONS
- ALTERNATIVE PROVIDER FACILITY
- PARKS & RECREATION INDOOR FACILITY
- PARKS & RECREATION FACILITY LOCATION

PARK RADIUS

- 1/2 MILE FUTURE PARKS
- 1/2 MILE CITY PARKS
- 1 MILE RECREATION CENTERS
- 2 MILE AQUATIC CENTERS
- 2 MILE SPORTS PAVILION
- 1/2 MILE SHARED USE PATH



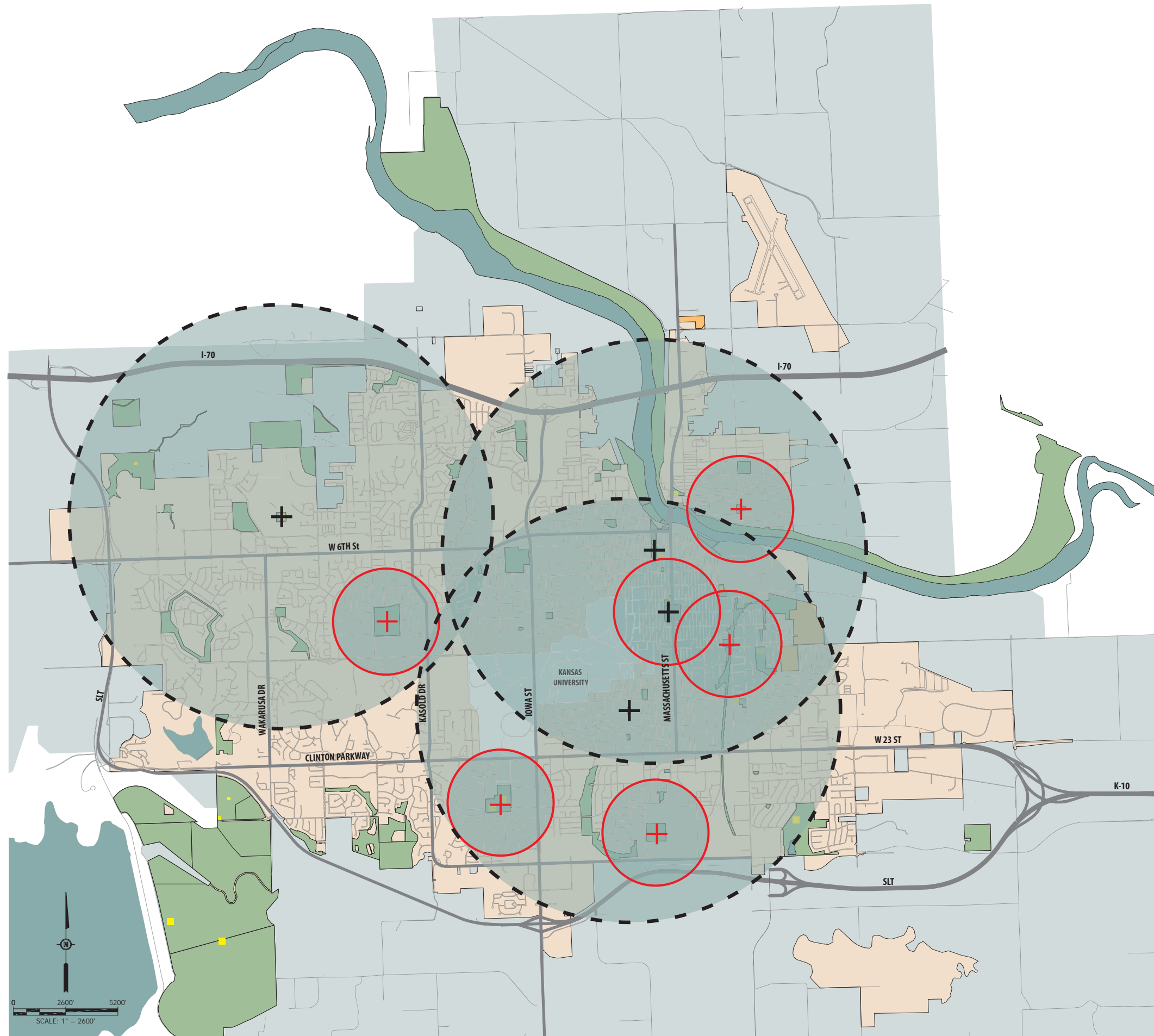
LEGEND

- CITY PARKS
- CEMETERY
- WATER
- CITY LIMIT
- URBAN GROWTH AREA
- ⊕ SCHOOL FACILITY
- STREET
- EXISTING SHARED USE PATH
- ⬡ ALTERNATIVE PROVIDER FACILITY
- PARKS & RECREATION INDOOR FACILITY
- PARKS & RECREATION FACILITY LOCATION

PARK RADIUS

- ⊖ 1/2 MILE FUTURE PARKS
- 1/2 MILE CITY PARKS
- 1 MILE RECREATION CENTERS
- 2 MILE AQUATIC CENTERS
- 2 MILE SPORTS PAVILION
- 1/2 MILE SHARED USE PATH

6 PARK ANALYSIS: AQUATIC CENTERS

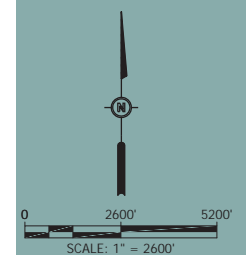


LEGEND

- CITY PARKS
- CEMETERY
- WATER
- CITY LIMIT
- URBAN GROWTH AREA
- ⊕ SCHOOL FACILITY
- STREET
- EXISTING SHARED USE PATH
- ⬡ ALTERNATIVE PROVIDER FACILITY
- PARKS & RECREATION INDOOR FACILITY
- ⊕ PARKS & RECREATION FACILITY LOCATION

PARK RADIUS

- 1/2 MILE FUTURE PARKS
- 1/2 MILE CITY PARKS
- 1 MILE RECREATION CENTERS
- 2 MILE AQUATIC CENTERS
- PROPOSED SPLASH PARK LOCATIONS
- 2 MILE SPORTS PAVILION
- 1/2 MILE SHARED USE PATH



2016: LAWRENCE PARKS & RECREATION MASTER PLAN

