Application

(Please check all applicable boxes and provide requested documentation.)

City: City of Mission  Contact Name: Emily Randel
Contact Phone Number: 913-676-8368  Contact Email: erandel@missionks.org

Which level of recognition are you applying for?

☐ Bronze / Awareness
☐ Silver / Assessment
☐ Gold / Implementation

Bronze / Awareness

Required:

☐ Governing body has adopted a resolution indicating its intent to become a Community for All Ages. (Please include a copy of the resolution.)

☐ One or more presentations made to governing body and relevant commissions (planning commission, strategic planning committee, aging task force, etc.) on becoming age friendly and the Communities for all Ages program. (Please include a copy of minutes or other documentation about the meetings.)

A minimum of two of the following are required:

☐ Held at least one community meeting to discuss Communities for All Ages issues and present information. (Please include documentation.)

☐ Prepared written materials on the issue and distributed to the public. (Please include materials.)

☐ Established a speakers bureau to share information with neighborhood groups, businesses and civic groups. (Please include a list of each presentation made.)

☐ Put information on demographic changes and CAAA on website. (Please include the web address where this information is located.)

Silver / Assessment

Required:

☐ Met the requirements for the Bronze / Awareness level.

☐ Assembled a committee to conduct the Communities for All Ages assessment, or appointed an existing committee to oversee the assessment. (Please provide documentation.)

☐ The committee used the “Communities for All Ages Checklist” to assess the community and issued a report of its findings, including recommended actions. (Please provide a copy of the report. To assist in recording your progress, download a Checklist workbook at MARC.org/CAAre cognition.)
Gold / Implementation

Required:

- Met the requirements for the Bronze / Awareness level and the Silver / Assessment levels.
- Adopted the Communities for All Ages plan developed from the community's assessment, either as a stand-alone plan or as a part of another plan, such as a comprehensive plan or street plan. (Please provide a copy of the plan and the resolution or ordinance adopting the plan.)

To maintain your recognition level

- After achieving one of these levels of recognition, a community must demonstrate that it is continuing to work to become a Community for All Ages, by moving to the next level or demonstrating a substantive investment identified in the Communities for All Ages plan.
- If a community fails to meet this maintenance standard every two years, it will forgo its recognition and the benefits that result.

Additional Comments

Please provide any additional comments you think are important for consideration of this application, including steps taken to implement plan recommendations.

Mission completed a Parks and Recreation Master Plan in 2016. Creating a thriving, multi-generational community is core to the mission statement of the plan and activities supporting that mission are already being implemented. Serving all generations is one of the plan’s seven “Big Ideas.” Improvements to ADA compliance and sidewalk conditions are identified in the plan as overlying facility needs throughout the park system. The theme of connectivity, wayfinding and access are woven through the plan as well, with the goal of pulling more people into the parks system, no matter their age or background. The Communities for All Ages Checklist is named specifically in the plan as a guide to expanding and improving park facilities. The plan in its entirety is available online: http://www.missionks.org/files/documents/ParksandRecreationMasterPlan1573055423072916 PM.pdf

The Sustainability Commission continues to engage with the Checklist, and identified continuing priorities from the Checklist as part of the activities leading up to the November 2017 recognition application. The group will be working on an action plan for select items in 2018.
RESOLUTION NO. 963

A RESOLUTION ACCEPTING THE RECOMMENDATIONS OF MISSION'S PARKS AND RECREATION MASTER PLAN.

WHEREAS, the Parks and Recreation Master Plan was developed through a lengthy planning and public input process that yielded a detailed set of recommendations for charting a course for the development, enhancement, and maintenance of parks and recreation facilities and programs within the City of Mission; and

WHEREAS, the Parks and Recreation Master Plan is intended to be a dynamic and flexible tool for the management of the City's recreational assets, and;

WHEREAS, the Master Plan is designed to allow the City to refine and rebalance the priorities as the demographics and recreation trends evolve or funding opportunities change; and;

WHEREAS, the Mission Parks and Recreation Commission reviewed the Master Plan and has determined that it meets the planning objectives and is in the best interest of the residents of the City of Mission.

NOW, THEREFORE, BE IT RESOLVED BY THE GOVERNING BODY OF THE CITY OF MISSION, KANSAS:

Section 1. The Mission City Council accepts the Parks and Recreation Master Plan as prepared by Confluence, as the Master Plan for the City of Mission to be used as a resource for the growth and development of parks and recreation facilities and programs within the City.

PASSED AND APPROVED BY THE CITY COUNCIL OF THE CITY OF MISSION, this 15th day of June 2016

APPROVED BY THE MAYOR this 15th day of June 2016.

ATTEST:

Martha Sumfall, City Clerk
ACKNOWLEDGEMENTS

MAYOR
Steve Schowengerdt

CITY COUNCIL
Pat Quinn
Jason Vaughn
Arcie Rothrock
Nick Schlossmacher
Kristin Inman
Debbie Kring
Suzie Gibbs
Ron Appletoft

STEERING COMMITTEE MEMBERS
John Arnett
Scott Babcock
Karin Capron
Brenda Crossfield
Robin Duke
Pat Quinn
Arcie Rothrock
Sandi Russell
Manny Trillo
David Schwenk
Martha Sumrall

CITY ADMINISTRATOR
Laura Smith

PARKS AND RECREATION DIRECTOR
Christy Humerickhouse

PLANNING TEAM
CONFLUENCE
Terry Berkbuegler
Hank Moyers
Carlin Henricksen

Darin Barr
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Statistically Valid Survey:  
Investment in Parks and Recreation plays a central role in the continued growth and economic health of Mission. The Parks and Recreation Master Plan will complement previous studies and planning efforts, such as the Mission Comprehensive Plan, Communities for All Ages Plan and Checklist, City of Mission’s Strategic Redevelopment Plan and Livable Streets Policy, City of Mission’s Sustainability Programs and Initiatives Plan 2010, benchmarking analyses from 2006 and 2015, and other previous studies. Similarly, future citywide planning efforts should incorporate the ideas and recommendations outlined in this plan.

1.2 MISSION AND VISION

A strong Parks and Recreation department must be built on a solid foundation made of bold aspirations and a clear mission of serving the community. City Staff and the Steering Committee invested considerable time during the initial stages of this planning process to thoughtfully discuss current departmental offerings as well as the long-term vision of where the department should strive to be in the future. The following Mission and Vision Statements not only provide guidance for discussions, but create a measuring stick for decisions made throughout the planning process. These statements should be made readily available and routinely reviewed with City leaders and staff, to ensure decisions are aligned with the community vision.

“TO ENRICH THE QUALITY OF LIFE FOR RESIDENTS OF MISSION AND SURROUNDING AREAS BY FOSTERING A STRONG SENSE OF COMMUNITY AND PROVIDING A VARIETY OF MULTI-GENERATIONAL ACTIVITIES THAT PROMOTE HEALTHY LIFESTYLES.”

-MISSION STATEMENT, MISSION PARKS AND RECREATION

“BECOME THE MOST INTEGRATED, CONNECTED AND ACCESSIBLE PARKS AND RECREATION SYSTEM IN NORTHEAST JOHNSON COUNTY.”

-VISION STATEMENT, MISSION PARKS AND RECREATION
1.1 PLAN OVERVIEW

The Mission Parks and Recreation Department administers several recreation facilities, including the Sylvester Powell, Jr. Community Center, the Mission Family Aquatic Center, seven parks totaling just over 30 acres, and a walking/biking trail that connects the city from east to west. Investing in the Parks and Recreation system increases the quality of life offered in Mission, boosts residential and business reinvestment, and attracts and maintains residents. Creating a comprehensive Parks and Recreation Master Plan, with extensive input from an appointed steering committee and the public, not only captures the community’s vision and aspirations, but also provides creative strategies to guide financially responsible investments in high quality programming and services.
1.3 PURPOSE

The Mission Parks and Recreation department strives to meet the needs of its citizens by providing high-quality Parks and Recreation services and facilities. The Parks and Recreation Master Plan is a comprehensive approach to guide long-term decision making regarding maintenance and improvements of the Parks and Recreation assets and the funding and management of ongoing Parks and Recreation activities. The 10-year vision includes research, public involvement, and the development of recommendations for all aspects of Mission’s Parks and Recreation activities.

1.4 PROCESS

The Parks and Recreation Master Plan was developed in three phases, and each phase integrated input from the public, the Steering Committee, and City Staff. The end result is a Master Plan that outlines a clear vision for the future of Mission’s Parks and Recreation Department. The Master Plan, built around a series of BIG IDEAS, also includes a series of specific recommendations and supporting action items.

PHASE 1 - NEEDS ASSESSMENT

To ensure the Needs Assessment provided a solid foundation for the Master Plan, the planning team recorded the current conditions of the Parks and Recreation system and hosted a variety of perspective group input sessions; logging feedback. A statistically valid citizen survey, public input, and steering committee participation provided a comprehensive understanding of the perceptions and realities of Mission’s parks today. An inventory of each park was completed, identifying the strengths and opportunities that exist in each park. The information obtained during the initial input meetings and the citizen survey guided development of the Vision Statement, and an update of the Parks and Recreation Mission Statement.

PHASE 2 - RECOMMENDATIONS

Based on the information assembled and evaluated during the Needs Assessment and citizen survey, the planning team and Steering Committee outlined seven BIG IDEAS that formed the basis for the specific Master Plan recommendations and supporting Action Items. These recommendations were presented to the Steering Committee and the public for review and consideration. The ideas and thoughts shared by the community helped refine the recommendations and, in some instances, defined additional recommendations. The recommendations address all facets of the Parks and Recreation system, including financial, operational, facility, and programming issues. Organized around a number of Big Ideas, these recommendations become the road-map by which City leaders can move toward successful realization of a Parks and Recreation system that its residents want.
PHASE 3 - IMPLEMENTATION

The key to achieving the plan recommendations is an organized and empowered team equipped with clear direction and responsibilities. The final phase of the master plan process involves organizing the key plan recommendations, developing meaningful and achievable action items, and prioritizing these elements to provide a manageable plan of attack. The planning team worked closely with City Staff to match recommendations to planned funding availability, recreation and program scheduling, staff availability, and other factors that influence success and accountability. The ultimate goal of the implementation matrix is to provide the City with a guide for action and a tool for tracking progress. The implementation matrix can be found in Chapter 4 of the Master Plan.

1.5 MASTER PLAN SUMMARY

The Parks and Recreation Master Plan will provide direction to City Leadership and staff for the next 10 years. Key factors that should be considered as the City begins to implement the components of the master plan are outlined below.

The City has made a significant investment in the active recreation centers within their inventory; the Sylvester Powell, Jr. Community Center and the Mission Family Aquatic Center. That investment is clearly illustrated annually, with 20-25% of the City’s overall operating budget earmarked for operations. The survey results indicate these facilities are well received by residents and non-residents alike. In contrast, the City has not made the same level of investment in the outdoor parks system, making that the primary focus of the master plan. However, the report also covers the department’s continued goals for operational improvements and quality service delivery system-wide.

Currently the Parks and Recreation staff are tasked with the operations of the community center and the aquatic center. The goal for the community center is to reach 100% cost recovery. In order for that to be accomplished, the City will need to continue to implement best practices, operate with a business mind-set and consider potential renovations to the facility. Renovations should focus on areas of high use and high return on investment, such as weights/cardio training and fitness. The market analysis section of the Master Plan indicates that these activities, along with exercise walking, represent a significant percentage of what patrons, both Mission residents as well as residents within the secondary service area desire.

Establishing an appropriate cost recovery goal for the aquatic center should be discussed. It will be important to recognize the challenges of other competing facilities in close proximity and the potential impact of weather on an outdoor aquatic facility.

Continued investment in both facilities is important, but attention must also be focused on implementation of the Master Plan as it relates to parks. The survey results indicated that maintenance of the existing parks was a high priority for residents. Identifying maintenance standards, and the resources necessary to implement them, will be an important first step in implementing the Master Plan. Additionally, the Master Plan can assist in developing a plan for investing in park system upgrades based on the wants/needs of the community.

Several of the recommendations included in the plan, such as improved shelters and reconfigured practice fields, would allow the City to generate additional revenue. In contrast, other recommended amenities - walking/biking trails, improved wayfinding, and theming - won’t directly generate revenue. However, they can improve overall exposure and appeal of the park system to the public, expanding use and creating other potential for revenue growth. It is rare that municipal Parks and Recreation agencies are able to achieve 100% cost recovery with both their parks operation and their recreation operation. It will be important that as the City continues to invest in parks that they adopt best practices and a business-like mindset.
After developing a comprehensive Master Plan, the challenge many municipal agencies face is funding the recommended improvements. In order to renovate and expand the Mission Family Aquatic Center, the City passed a 3/8 cent sales tax. A significant portion of that sales tax is devoted to retiring debt service for the aquatic center. However, a portion of the dollars can be directed toward operations and proposed improvements of Parks and Recreation facilities. By being a good steward of these tax dollars, and investing in alignment with the master plan, City leaders may build a strong case for renewal of the 3/8 cents sales tax upon sunset (2023).

The Master Plan was developed using a robust public input process. Following adoption of the Master Plan, that level of communication will need to continue. Keeping the public aware of the improvements being made and the reasoning behind them shows that they not only have been listened to, but that the City is spending tax dollars wisely. In many cases, Steering Committee members become an integral part of communication back to the public. They have been identified because of their involvement and connection with the community. As such, they should become champions of the plan and its recommendations. In many instances, their voice in the community becomes as strong as that of the staff.

The bottom line goal of the Master Plan is to continue to refine how the community centers and aquatic center operate and to chart a long term course for providing high quality, well maintained park facilities and popular, well attended, recreation and enrichment programs.
2.1 EXISTING PARKS SUMMARY

In January 2015, the team conducted a detailed inventory and assessment of each of Mission's parks, the Sylvester Powell, Jr. Community Center, and the Mission Family Aquatic Center. The assessments equipped the team with an understanding of existing features and conditions, along with size, age, and maintenance levels currently provided.

Based on these inventories, comprehensive recommendations for park classifications, based on National Recreation and Parks Association (NRPA) guidelines, were developed. These classifications help to define the existing level of service provided to the residents of Mission and form the basis for capital improvement recommendations for future improvements as well as expansion opportunities for the entire Parks and Recreation system.
SUMMARY OF SYSTEM FACILITIES

The following City of Mission Parks and Recreation facilities were evaluated:

- Andersen Park / 6000 W 61st St.
- Broadmoor Park / 5701 Broadmoor
- Mission Family Aquatic Center / 5930 W 61st St.
- Mohawk Park / 67th and Lamar
- Park on Beverly / 5935 Beverly
- Pearl Harbor Park / Martway and Maple
- Rock Creek Trail / Extends between Mission's eastern and western borders
- Streamway Park / 51st & Foxridge
- Sylvester Powell, Jr. Community Center / 6200 Martway St.
- Waterworks Park / 53rd and Woodson

Each facility was evaluated relative to amenities/activities offered, location, condition, accessibility, and potential for future improvements and/or expansion. Additional information was gathered pertaining to facility sizes, maintenance, and level of usage. A photographic inventory was assembled for each facility to document findings. The inventory and assessments from each facility are included in Appendix A6.
The following is a brief summary of the strengths and needs that exist throughout Mission's Parks and Recreation facilities.

**FACILITY STRENGTHS:**

- High Quality Facilities. The City of Mission is well served by the Sylvester Powell, Jr. Community Center and the Mission Family Aquatic Center. These facilities are comparable to other top facilities in the metropolitan area relative to programming, usage and quality.

- Safe and Clean Community. Residents have a variety of programming options to choose from in City parks that are clean, safe, and free of debris and graffiti.

- Well Attended Facilities. The Sylvester Powell, Jr. Community Center and Mission Family Aquatic Center are very high quality facilities that are well attended and should serve Mission's residents for decades if maintained properly.

**FACILITY NEEDS:**

- ADA Accessible Facilities. Many facilities do not currently meet ADA accessibility requirements, and improvements which allow access to all park users, regardless of age or ability should be considered.

- Greater Variety and Updated Play Elements. Many playgrounds will need to be updated. There is an opportunity to make specific playgrounds themed, as well as incorporate equipment and amenities that appeal to a wider spectrum of ages. These may include, but are not limited to: bocce ball courts, horseshoe pits, disc golf, exercise stations, splash pads, a dog park and volleyball courts.

- Expand Current Program Offerings. Opportunities within Mission exist to expand current offerings and connectivity between facilities in order to increase levels of service throughout the community.

- Maintenance of Existing Facilities. It is important to the community to maintain existing facilities and preserve the existing park system. Maintenance focus should include playgrounds, landscaping, structures, and site furnishings. As Mission is land locked, future park facility space is limited and providing a guiding maintenance cutline for park facilities will be vital to the future conditions of park elements.

- Park Facility Identity. Through the input of the community, increased awareness and wayfinding signage for the parks and the City were identified as top priorities. It was not uncommon to hear from respondents that they were unfamiliar with the park facilities offered in Mission. Facility identity is needed throughout the system and entry signage, shelters, furnishings, and wayfinding signage should be used to create that identity.

- Connective Trail Network. Input, received through both the public open houses and the statistically valid survey, ranked trail connectivity as a top priority for citizens of Mission. This includes providing connections within the parks, improving sidewalk conditions to access parks, and connections to adjacent park and trail networks. The City of Mission should continue to identify and work with potential partners to evaluate opportunities to connect to the regional trail system.

- Extend Usage of Park Facilities. There is a need to provide restroom facilities and water fountains at some parks. This will allow for park users to stay and enjoy the facilities for longer time periods, potentially increasing programming opportunities.
3.1 BIG IDEAS

In developing the Vision Statement and the Needs Assessment, a series of Big Ideas surfaced that became the inspiration and element of measure for the remaining components of the Parks and Recreation Master Plan. Simple, understandable, and action-oriented, these Big Ideas collectively encompass all of the issues and opportunities that Mission faces as it embarks on implementation of this plan over the next several years. As illustrated in the Implementation Matrix (pages 40-50), each of the Plan Recommendations are aligned with at least one, and often several Big Ideas.
The Big Ideas are further supported by thoughtful capital investment. The Capital Improvement Plan, at the end of this chapter, will assist City leadership with strategic investment that reinforces the Big Ideas and Plan Recommendations.

**SEVEN BIG IDEAS**

**ECONOMICS:** Leverage proximity and visibility of parks systems for long term economic benefit.

Mission is uniquely positioned within the Kansas City metropolitan area to attract visitors from neighboring cities to attend community events. Utilizing larger parks as venues for these events will further expand visibility of the system by attracting non-residents to local businesses.

**CONNECTION:** Provide access to high quality, diverse programs and services.

Access to Parks and Recreation facilities can be enhanced with an expanded sidewalk and trail network. Additionally, taking opportunities and services “out” to residents further expands the reach and accessibility of recreation opportunities.

**PROGRAMMING:** Provide high quality, diverse programs and services.

Mission has a great record of providing quality programming. Continuing to offer high quality programs that keep pace with current trends and community interests will be key to maintaining a high value/service ratio.

**VISIBILITY:** Improve awareness and visibility of park facilities.

Residents and focus group participants were unaware of where many of Mission’s parks are located and, in some cases, what amenities those parks offered. Developing consistent and visible wayfinding signage and park identification signage can be a cost effective strategy to increase park use.

**SUSTAINABILITY:** Reinforce Mission’s commitment to sustainability within the Parks and Recreation system.

Through the use of thoughtful planning and design, and by providing high quality open spaces that are well maintained, Mission’s Parks and Recreation system will support Mission’s environmental, economic and social goals for current and future generations.

**HEALTH:** Promote health and wellness as a city wide priority.

Mission can continue to gain a reputation as a healthy community by continuing efforts to promote walkability, providing programs that promote fitness and good nutrition, and creating an atmosphere and built environment that embraces active lifestyles.

**POPULATION:** Serve all generations and socio-economic populations.

Due to its proximity to downtown Kansas City, affordable housing stock, quality public schools, and small town appeal, Mission is home to a diverse population. Providing facilities and programs which serve multiple user groups will continue to be a key to the success of the Parks and Recreation system.
3.1 RECOMMENDATIONS

Based on the survey results, discussions with the Steering Committee, evaluation of existing facilities, and analysis of market data and trends, a series of specific recommendations have been developed to position the City to achieve long term success in the delivery of Parks and Recreation services. The recommendations that follow are grouped into four categories:

- Financial Recommendations
- Facility Recommendations
- Program Recommendations
- Operations and Management Recommendations

FINANCIAL RECOMMENDATIONS

GOAL: MAINTAIN A FISCALLY RESPONSIBLE PARKS AND RECREATION SYSTEM.

- Renew a dedicated revenue stream for Parks and Recreation upon the ten-year sunset of the current sales tax.
- Develop a capital investment plan that ensures proper funding is available for future Parks and Recreation improvements and amenities.
- Identify potential partnership opportunities to help fund park improvements and operations.
- Identify opportunities to shift the Sylvester Powell, Jr. Community Center to 100% cost recovery.
  - Increase memberships at the Community Center.
  - Increase exercise spaces, weight training spaces, and cardiovascular training spaces.
  - Evaluate current space uses and explore relocation of group exercise to first floor.
  - Continue to invest in the Community Center by refreshing indoor spaces and maintaining equipment.
- Identify opportunities to improve cost recovery of the Mission Family Aquatic Center.
  - Reinvest in the Aquatic Center by adding additional or refreshing current features.
  - Continue to participate in the “Super Pass” program for aquatics so as to maximize the revenue potential of that facility.
- Determine the cost of operating parks and the cost to provide these amenities to the community.
  - Establish an appropriate financial recovery goal for park operations and maintenance.
  - Continue tracking practices for rentals to the Parks and Recreation system facilities.
  - Expand tracking practices and implement a reservation schedule for park amenities, such as green space, to identify what is being used and how often.
- Set market appropriate rental rates that should be assessed to groups, regardless of group’s level of investment in the facility.

- Prohibit individual sport groups from having exclusive access to parks and require them to request scheduled times.

FACILITY RECOMMENDATIONS

**GOAL: CREATE A CONSISTENT IDENTITY FOR MISSION PARKS THAT IS RECOGNIZABLE TO THE PUBLIC AT LARGE.**

- Develop a Parks Signage Master Plan to enhance wayfinding, identification, and information signage throughout the Parks System.

- Create a Site Furnishing Standard guideline for the parks system. Site furnishings should include, but not be limited to: lighting, benches, trash receptacles, recycle receptacles, pet waste stations, pet water fountains, drinking fountains, etc.

- Establish guidelines for future shelter improvements that incorporate custom, iconic, and durable elements to create an identity for Mission’s parks.

**GOAL: ENHANCE CONNECTIVITY TO PARKS AND NEIGHBORING TRAIL NETWORKS.**

- Develop a trails master plan that addresses connectivity and accessibility throughout the City of Mission and to adjacent trail networks.

- Identify additional sidewalks needed throughout the city to connect under-served or inaccessible areas.

**GOAL: EXPAND AND IMPROVE PARK FACILITIES.**

- Analyze the costs associated with installing Wi-Fi connectivity within Mohawk Park, Broadmoor Park, Waterworks Park, and Andersen Park.

- Further study and analyze the development and maintenance of a dog park.

- Integrate elements such as environmental art, environmental learning stations, and nature play into different programs and / or park locations.

- Provide guidance, in connection with the Communities for All Ages Checklist, to maximize the physical accessibility of public spaces for all levels of ability and age.

- Develop / expand a theme for each individual park within Mission. Themes could be exhibited in the type of amenities and infrastructure, adult vs. youth activities, and even uniquely designed shelters and play equipment.
PROGRAM RECOMMENDATIONS

GOAL: PROMOTE EVENTS THAT BRING THE COMMUNITY TOGETHER.

- Expand and build on Mission’s special events. Some special events could include but are not limited to: Trick or Treat in the Park, Christmas Lights Showcase, Carnivals, Health and Wellness Fair, and a concert series.
- Review programs annually to evaluate their success and the potential for future impacts on staff or other operating costs.

GOAL: CONTINUALLY REINVEST IN PARK PROGRAMMING.

- Expand the existing programs that are offered within the Community Center to outdoor park areas.
- Identify and program trails and designated green spaces to allow for passive participation (Example: workout stations).
- Identify park programs that are ‘pay to participate’ programs.
OPERATIONS AND MANAGEMENT RECOMMENDATIONS

GOAL: MAXIMIZE PARK STAFFING EFFICIENCIES, TRAINING, AND EDUCATION.

- Continue to regularly review staff positions for re-evaluation of staff responsibilities prior to posting additional job positions.
- Evaluate staffing needs after a parks maintenance schedule is implemented.
- Identify and evaluate volunteer needs and opportunities.
- Continue to provide resources for staff to attend local, regional, and national conferences and networking seminars for continuing education and professional development.

GOAL: INITIATE STRATEGIC PARTNERSHIPS TO EFFICIENTLY PROVIDE PARKS AND RECREATION SERVICES.

- Establish partnership opportunities with other government agencies and private providers.
- Focus partnerships on the development of facilities, delivery of programs, and delivery of special events.
- Cross-reference and promote local Parks and Recreation plans to ensure complimentary goals and services.

GOAL: MAXIMIZE INFORMATION DISTRIBUTION THROUGH THE USE OF TECHNOLOGY.

- Cross-promote and market Parks and Recreation programs that encourage user frequency.
- Expand Mission’s current online presence by exploring other social media outlets, such as Twitter or Instagram, to further promote facilities, programs, and special events.
- Maintain Facebook pages for the Community Center and the Mission Family Aquatic Center for enhanced marketing.
- Create a Facebook page for the Mission Parks for enhanced marketing.
- Review and develop policies that provide social media guidelines to ensure timely posts.
- Ask members or program participants to provide e-mails when entering any form of contact information.
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<th>NO.</th>
<th>Recommendation + Action Items</th>
<th>Responsibility</th>
<th>Financial Return (Costs vs Return)</th>
<th>Priority Level</th>
<th>Big Idea(s) Supported</th>
<th>Performance Measure</th>
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<td>R7</td>
<td>Develop a Parks Signage Master Plan to enhance wayfinding, identification, and information signage throughout the Parks System.</td>
<td>P&amp;R Staff, PW Staff &amp; City Council</td>
<td>~$12,000 / Entry Sign ~$2,500 / Park Sign Medium Return</td>
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<td>Create a Site Furnishing Standard guideline for the parks system. Site furnishings should include, but not be limited to: lighting, benches, trash receptacles, recycle receptacles, pet waste stations, pet water fountains, drinking fountains, etc.</td>
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<td>~$5,000 High Return</td>
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<td>R9</td>
<td>Establish guidelines for future shelter improvements that incorporate custom, iconic, and durable elements to create an identity for Mission's parks.</td>
<td>P&amp;R Staff and PW Staff</td>
<td>~$7,500 High Return</td>
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**GOAL: ENHANCE CONNECTIVITY TO PARKS AND NEIGHBORING TRAIL NETWORKS.**

| R10 | Develop a trails master plan that addresses connectivity and accessibility throughout the City of Mission and to adjacent trail networks. | P&R Staff and City Council                          | ~$25,000 Medium Return            | 1              | ![](icons_icon)        | Master Plan Document                                    |
| R11 | Identify additional sidewalks needed throughout the city to connect underserved or inaccessible areas. | P&R Staff and City Council                          | ~$25,000 Medium Return (included as part of Trails Master Plan) | 1              | ![](icons_icon)        | Master Plan Document                                    |

**GOAL: EXPAND AND IMPROVE PARK FACILITIES.**

| R12 | Analyze the costs associated with installing Wi-Fi connectivity within Mohawk Park, Broadmoor Park, Waterworks Park, and Andersen Park. | P&R Staff                                           | Low Cost, Medium Return           | 3              | ![](icons_icon)        | Establish budgetary pricing and bids                   |
| R13 | Further study and analyze the development and maintenance of a dog park. | P&R Staff                                           | Low Cost, Low Return              | 1              | ![](icons_icon)        | Internal Review                                         |
| R14 | Integrate elements such as environmental art, environmental learning stations, and nature play into different programs and / or park locations. | P&R Staff and City Council                          | ~$18,000 (Planning) High Return   | 3              | ![](icons_icon)        | Final Installations as opportunities are investigated   |
| R15 | Provide guidance, in connection with the Communities for All Ages Checklist to maximize the physical accessibility of public spaces for all levels of ability and age. | P&R Staff and PW Staff                              | Low Cost, High Return             | 1              | ![](icons_icon)        | Accessible public spaces                               |
| R16 | Develop / expand a theme for each individual park within Mission. Themes could be exhibited in the type of amenities and infrastructure, adult vs. youth activities, and even uniquely designed shelters and play equipment. | P&R Staff                                           | Low Cost, Medium Return           | 2              | ![](icons_icon)        | Themed parks                                            |

**KEY:** Priority Level 1 = 1-3 YEARS; Priority Level 2 = 4-7 YEARS; Priority Level 3 = 8-10 YEARS.  
R = Recommendation A = Action Item  
NOTE: All estimated costs are based on 2016 dollars and should be adjusted annually for inflation.
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<th>Priority Level</th>
<th>Big Idea(s) Supported</th>
<th>Performance Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>R6</td>
<td>DETERMINE THE COST OF OPERATING PARKS AND THE COST TO PROVIDE THESE AMENITIES TO THE COMMUNITY.</td>
<td></td>
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<tr>
<td>A6.1</td>
<td>Establish an appropriate financial recovery goal for park operations and maintenance.</td>
<td>P&amp;R Staff, PW Staff, City Council</td>
<td>Low Cost, High Return</td>
<td>1</td>
<td></td>
<td>Should be developed based upon passive amenities and pay-to-play amenities</td>
</tr>
<tr>
<td>A6.2</td>
<td>Continue tracking practices for rentals to the parks and recreation system facilities.</td>
<td>P&amp;R Staff</td>
<td>Low Cost, High Return</td>
<td>1</td>
<td></td>
<td>Set goals/standards, achieve, repeat.</td>
</tr>
<tr>
<td>A6.3</td>
<td>Expand tracking practices and implement a reservation schedule for park amenities, such as green space, to identify what is being used and how often.</td>
<td>P&amp;R Staff</td>
<td>Medium Cost, High Return. Investment in new module of current reservation system or new system.</td>
<td>1</td>
<td></td>
<td>Goals for total rental should be set on rentable times; weekday evenings and weekends.</td>
</tr>
<tr>
<td>A6.4</td>
<td>Set market appropriate rental rates that should be assessed to groups, regardless of group’s level of investment in a facility.</td>
<td>P&amp;R Staff and City Council</td>
<td>Low Cost, High Return. In undertaking this process it ensure success to moving forward with maximization or rental</td>
<td>2</td>
<td></td>
<td>Should be undertaken every two years and should be based off of total rentals and cost recovery goal</td>
</tr>
<tr>
<td>A6.5</td>
<td>Prohibit individual sport groups from having exclusive access to parks and require them to request scheduled times.</td>
<td>P&amp;R Staff &amp; City Council</td>
<td>Low Cost, Low Return. This allows the City to remain in total control of the facilities and what is taking place in them.</td>
<td>1</td>
<td></td>
<td>Update contracts and agreements with agencies on an annual or bi-annual basis</td>
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</tbody>
</table>

KEY: Priority Level 1 = 1-3 YEARS; Priority Level 2 = 4-7 YEARS; Priority Level 3 = 8-10 YEARS.

R = Recommendation A = Action Item

NOTE: All estimated costs are based on 2015 dollars and should be adjusted annually for inflation.
5. **Social welfare programs** – An emerging area for many centers is the use of space for social service activities and programs. Special population activities, teen and senior assistance programs, childcare and other similar uses are now common in many facilities.

*Specific market segments include:*

1. **Families** - Within most markets, an orientation towards family activities is essential. The ability to have family members of different ages participate in a variety of activities together or individually, is the challenge.

2. **Pre-school children** - The needs of pre-school age children need to be met with a variety of activities and programs designed for their use. From drop-in childcare to specialized pre-school classes, a number of such programs can be developed. Interactive programming involving parents and toddlers can also be beneficial. This market is usually active during the mid-morning time frame, providing an important clientele during an otherwise slow period of the day. For parents with small children who wish to participate in their own activities, babysitting services are often necessary during the morning and early evening time slots.

3. **School age youth** - Recreation programming has tended to concentrate on this market segment; this age group should be emphasized at a center as well. This group requires a wide variety of programs and activities that are available after school, during the summer, or during weekend hours. Instructional programs and competitive sports programs are especially popular, as well as drop-in use of the facility.

4. **Teens** - A major focus of many community center projects is on meeting the needs of teenagers. There is a great debate among recreation providers throughout the country on how to best provide recreation programming for this age group. Some believe that dedicated teen space is required to meet their needs while others find that it is the activities and approach that is more important. Serving the needs of this age group will often require the use of many areas of the center at certain “teen” times of use.

5. **Seniors** - As the population of the United States and the service areas continue to age, meeting the needs of an older population will be essential. As has been noted, a more active and physically oriented senior is now demanding services to ensure their continued health. Social programs, as well as weight training and cardiovascular conditioning, have proven to be popular with this age group. This market segment will usually utilize a facility during the slower use times of early to mid-day which is appealing. Providing services for this age group should be more of a function of time than space.
6. **Business/corporate** - This market has a variety of needs from fitness/wellness and instruction, to recreation and social. The more amenities and services that can be offered at one location the more appeal there is to this market segment. The business community should be surveyed to determine their specific needs and expectations.

7. **Special needs population** - This is a secondary market, but with the ADA requirements and the existence of a number of recreation components, the amenities will be present to develop programs for this population segment. Association with health care providers and/or other social service agencies will be necessary to fully reach this market.

8. **Special interest groups** - This is a market that needs to be explored to determine the use potential from a variety of groups. These could include school functions, social service organizations and adult and youth sports teams. While the needs of these groups can be appealing to generate revenue, their demands on a center can often be incompatible with the overall mission of the facility. Care must be taken to ensure that special interest groups are not allowed to dictate use patterns for the center.

**Community Center Benchmarks:** Based on market research conducted by Ballard*King & Associates at community centers across the United States, the following represents the basic benchmarks for Sylvester Powell, Jr. Community Center. This information becomes important as they look to increase their overall cost recovery level.

- The majority of community centers that are being built today are between 65,000 and 75,000 square feet. Most centers include three primary components A) a pool area, usually with competitive and leisure amenities, B) multipurpose gymnasium space, and C) a weight/cardiovascular equipment area. In addition, most centers also have group exercise rooms, drop-in childcare, and classroom and/or community spaces.

- For most centers to have an opportunity to cover all of their operating expenses with revenues, they must have a primary service area population of at least 50,000 and an aggressive fee structure.

- Centers of this size generally have an operating budget of between $1.5 - $1.8 million annually. Nearly 65% of the operating costs come from personnel services, followed by approximately 25% for contractual services, 8% for commodities, and 2% for capital replacement.

- Centers that serve a more urban population and have a market driven fee structure, should be able to recover 70% to 100% of operating expenses. For centers in more rural areas, the recovery rate is generally 50% to 75%. Facilities that can consistently cover all of their operating expenses with revenues are rare. The first true benchmark year does not occur until the third full year of operation.