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Lawrence Parks, Recreation  
and Culture Department

**MASTER PLAN**

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January 8<sup>th</sup>, 2025

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**Dear Lawrence Residents and Members of the Governing Body,**

As the Director of the Parks, Recreation and Culture Department, I am pleased to serve as a steward of how our department meets the needs of our community. Lawrence's *Unmistakable Identity* outcome is deeply rooted in our community's unique cultural, recreational, and natural assets, and it is my privilege to work toward strengthening these foundations for the benefit of all residents. In order to identify and prioritize the needs of the city and any gaps in our delivery of parks, recreation or cultural services, the City engaged Confluence.

I am excited to share the Parks, Recreation and Culture Master Plan with you. This plan reflects extensive collaboration among City leaders, the Master Plan Steering Committee, the Parks and Recreation Advisory Board, the Cultural Arts Commission and, most importantly, our residents. My team and I fully accept the responsibility of carrying its vision forward, ensuring thoughtful and impactful decisions that deliver the results you expect and deserve.

The Master Plan provides a detailed roadmap to ensure that Lawrence continues to embody its *Unmistakable Identity* by offering the high-quality parks, recreation, and cultural opportunities that our residents need and deserve. At its core, the plan prioritizes the improvement and maintenance of existing facilities—including parks, trails, playgrounds, and recreation centers—while expanding access to arts and culture to foster a thriving, inclusive community. It also emphasizes financial sustainability, outlining innovative funding mechanisms and sound financial practices to ensure that the City's resources are managed responsibly and effectively.

Meeting these needs requires more than vision it requires sustainable funding and a practical approach to implementation. While the plan identifies several funding strategies, such as sponsorships, partnerships, impact fees, and other mechanisms, our department will take a closer look at our offerings to ensure they align with community priorities and reflect our commitment to sound fiscal stewardship. Striking a balance between vision and practicality will be essential to making thoughtful, effective use of every dollar to create meaningful, long-term benefits.

We must recognize that these recommendations will be shaped by economic conditions. Implementing this plan successfully will depend on a shared commitment to addressing funding challenges and remaining flexible in the face of changing circumstances. While economic uncertainties are unavoidable, collaboration and open communication within the community will be key to finding practical solutions and ensuring accountability and transparency throughout the process.

To keep this plan actionable and responsive, we will create annual work plans that prioritize specific projects and milestones each year. These updates will ensure that progress is shared with the community and the governing body, fostering collaboration and trust. This approach guarantees that the work we do today creates sustainable benefits for generations to come.

I want to express my sincere gratitude to everyone who contributed to this plan. Your voices have shaped its priorities, and this work is truly ours. My role is to ensure that your ideas are translated into action—strengthening Lawrence's parks, recreation, and cultural offerings in ways that align with the *Unmistakable Identity* outcome and our shared commitment to inclusivity, sustainability, and vibrancy.

I look forward to the opportunities ahead and am honored to lead the effort to bring this community-driven vision to life. Together, we can ensure that Lawrence's parks, trails, recreation, and cultural programs remain a source of pride and inspiration for years to come.

Sincerely,



Luis Ruiz  
Director, Parks, Recreation, Art, and Culture



# acknowledgements

project involvement

## City Commision

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The background is a solid blue color with several abstract, light blue shapes. On the left, there are thin, curved lines. In the center and right, there are larger, stylized shapes that resemble a gear or a fan with curved segments. A large, white, sans-serif number '01' is prominently displayed in the center-right area.

# 01

INTRODUCTION

# 01 INTRODUCTION

## 1.1 Plan Overview

The City of Lawrence Parks, Recreation and Culture Department (PRC) operates and maintains an extensive network of recreational and cultural facilities. These include an indoor aquatic center, an outdoor aquatic center, two splash pads, three recreation centers, three rental facilities, one nature center, one golf course, and one sports pavilion and seventy-one parks, covering approximately 4,500 acres of parkland. Additionally, PRC manages 82.24 miles of paved trails and 24.42 miles of unpaved trails.

PRC is also responsible for maintaining right-of-way spaces, downtown beautification efforts, and the City's nationally recognized tree canopy. Beyond physical maintenance, the department implements a wide range of recreational programs, including camps, community events, unified recreation activities, arts and culture initiatives, and event permitting.

Investing in the very popular Parks, Recreation and Culture Department and related programs increases the quality of life offered in Lawrence, boosts residential and business reinvestment, and attracts and maintains residents. Creating a comprehensive Parks, Recreation and Culture Department Master Plan, with extensive input from an appointed steering committee and community members, not only captures the community's vision and aspirations, but also provides creative strategies to guide financially responsible investments in high quality programming, services, and open spaces.

Investment in Parks, Recreation and Culture Department is key to the continued growth and economic health of Lawrence. Similarly, future City planning efforts should incorporate the ideas and recommendations outlined in this plan.

## 1.2 Mission and Vision

A strong Parks, Recreation and Culture 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 tied to the City's Strategic Plan provide not only guidance for discussions but also 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 that decisions are aligned with the community vision.

The Vision for this Master Plan is to provide a road map to guide the leadership of Lawrence towards accomplishing its stated Vision and Mission and articulate how it plans to follow the Action Plan in the successful operation, maintenance and overall development of Lawrence's existing parks and facilities in addition to the future development of a parks and recreation system. This Action Plan outlines a specific process to activate existing parks and amenities implement future recreation facilities and programming, improve existing conditions, and enhance the arts and cultural opportunities to make Lawrence a city of choice to live, work, play and experience.

The Lawrence City Commission adopted the City's Strategic Plan framework in October 2000. This framework outlines the core components of the strategic plan: Mission, Vision, Organizational Values, Outcomes and Commitments.

The following presents how the Parks, Recreation and Culture Department's Master Plan will move towards the stated goals over the next ten years by implementing the vision and mission of the City's Strategic Plan.

### Our Mission: How We Plan to Get There

The following is the Mission Statement for the City of Lawrence.

“We create a community where all enjoy life and feel at home.”

### Our Mission: What We Want to Be Known for

The following is the Vision Statement for how Lawrence will implement the stated mission:

“The City of Lawrence – supporting an unmistakably vibrant community with innovative, equitable, transparent and responsible local government.”

### Organizational Values:

Character  
Competence  
Courage  
Collaboration  
Commitment

### Unmistakable Identity

Lawrence is a welcoming community, synonymous with arts, diverse culture, fun, and a quintessential downtown. City parks and community events contribute to the vibrancy experienced by all people in Lawrence.

## 1.3 Process

### Phase 1 - Needs Assessment

To ensure the Needs Assessment provided a solid foundation for the Master Plan, the planning team assessed and recorded the current conditions of the parks and recreation system. An inventory of each park and facility was completed, identifying the strengths and opportunities that exist in each park. Public input, and steering committee participation provided a comprehensive understanding of the perceptions and realities of Lawrence's parks today. Examples of the potential programming boards and other community engagement tools put before the community are shown in *figures 1.1 - 1.6*.

### Phase 2 - Recommendations

Based on the information assembled and evaluated during the Needs Assessment, the planning team formed the basis for the specific Master Plan Recommendations and supporting Action Items. These recommendations were presented to the Steering Committee for review and consideration. The ideas and thoughts shared by the community and steering committee focus groups helped refine the recommendations and in some instances, defined additional recommendations. The recommendations address all facets of the parks and recreation system, including financial, facility, operations, governance, and Capital Improvement Plan issues. 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 involved organizing the key plan recommendations, developing meaningful and achievable action items to support those recommendations, and prioritizing these elements in order to provide a manageable plan to move forward. The planning team worked closely with City Staff to match recommendations to 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.

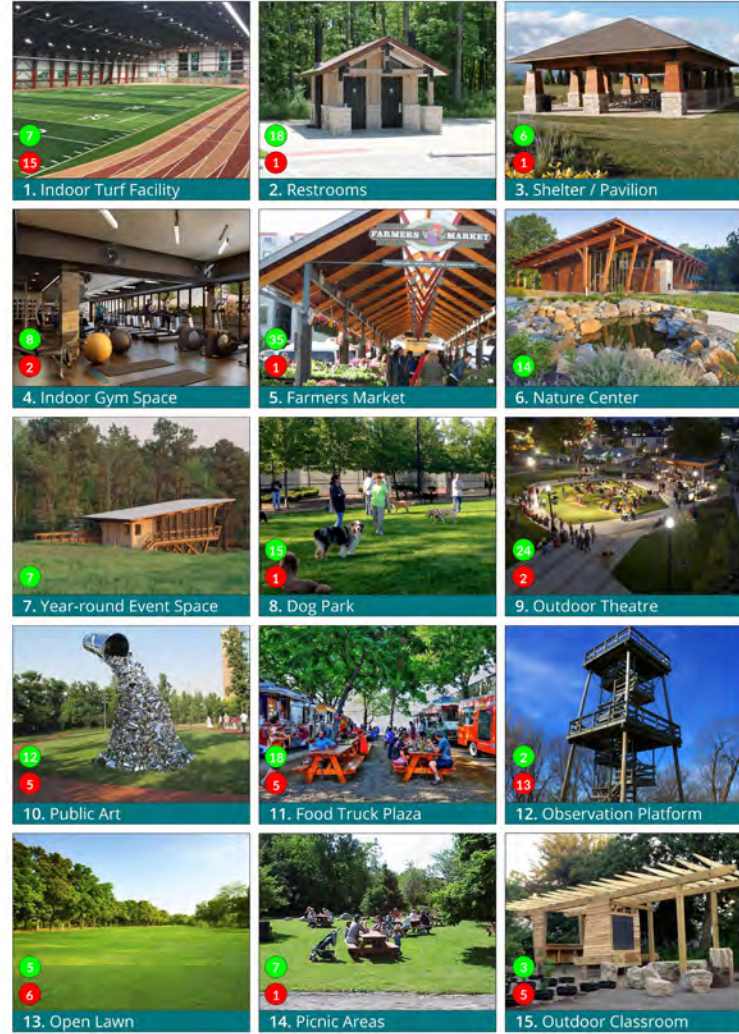


FIGURE 1.1 - Lawrence Programming Preference Board 1 Results



FIGURE 1.2 - Lawrence Programming Preference Board 2 Results

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FIGURE 1.3 - Lawrence Programming Preference Board 3 Results



FIGURE 1.4 - Lawrence Arts Preference Board 1 Results

IMAGE BOARD SURVEY

IMAGE BOARD SURVEY

(CONTINUED)

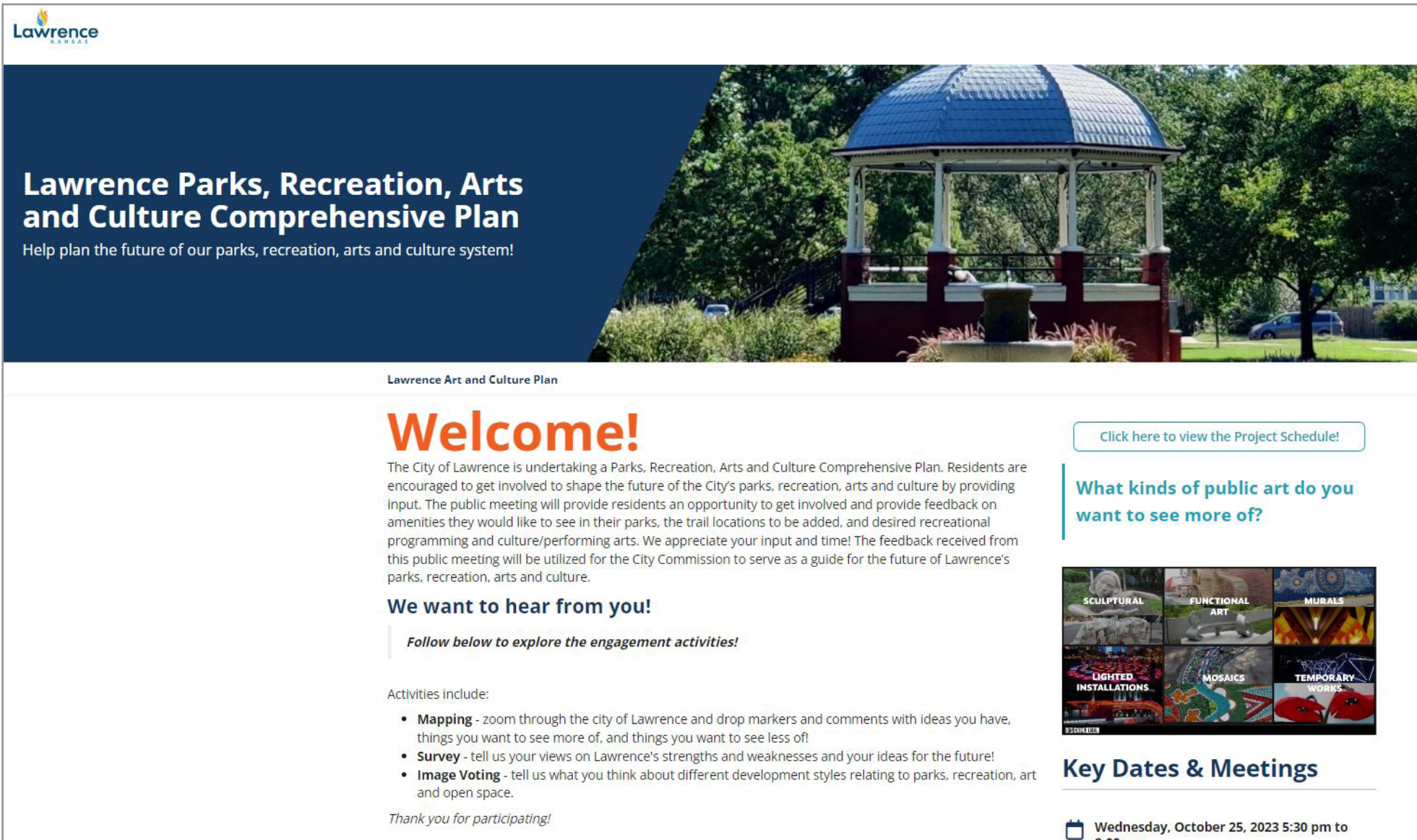


FIGURE 1.5 - Social Pinpoint Website Overview

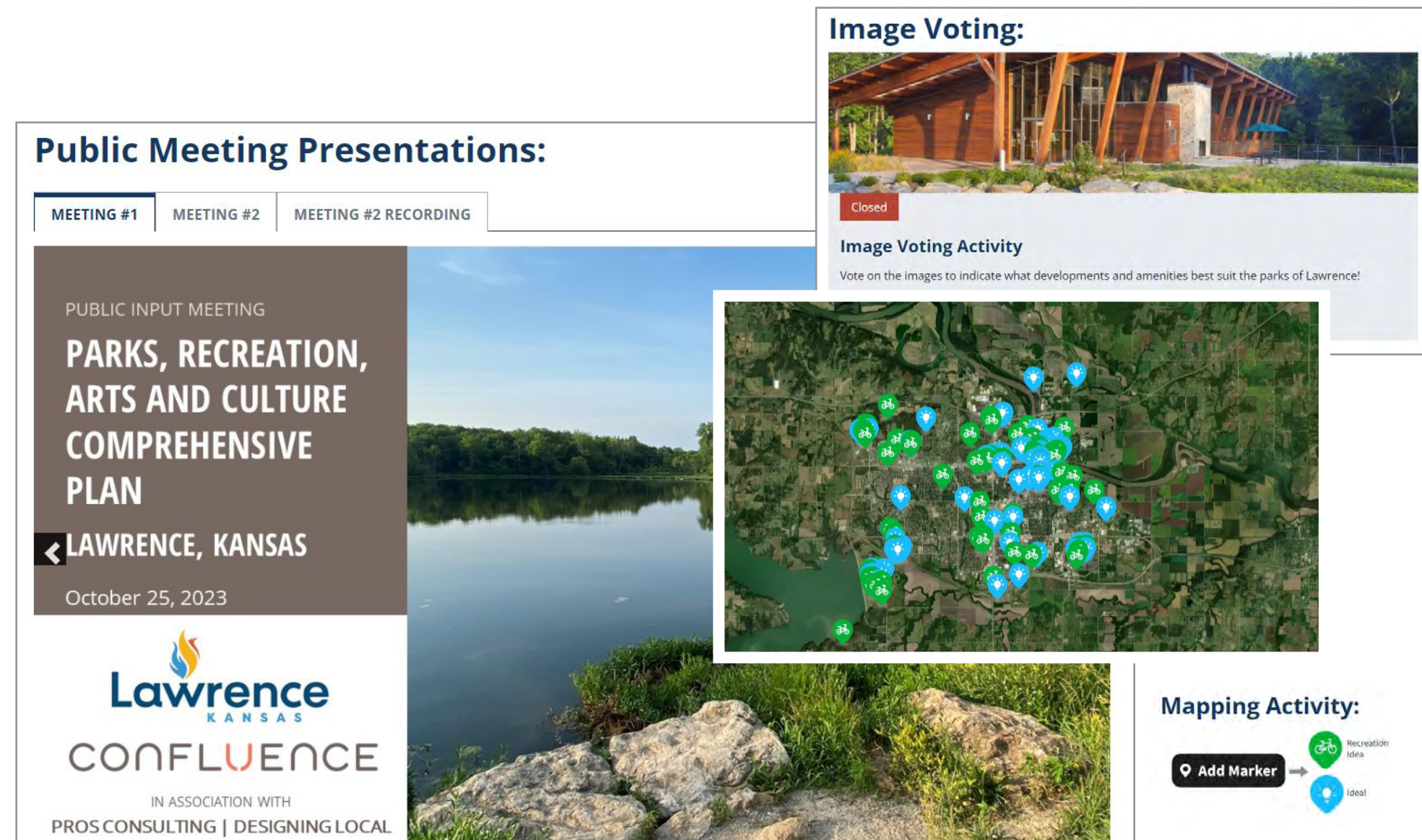


FIGURE 1.6 - Social Pinpoint Website Overview Continued

SOCIAL PINPOINT | ENGAGEMENT WEBSITE

SOCIAL PINPOINT | ENGAGEMENT WEBSITE

(CONTINUED)





## 1.6 VISION SUMMARY

Within Lawrence, 71 parks and four indoor recreation centers/aquatics facilities, and miles of hard and soft trails, as well as acres of green spaces and future parks serve the residents of the community. These facilities incorporate a variety of amenities for residents. Today, many of the parks are in need of investment dollars to provide greater access and more recreational opportunities that are responsive to recreational trends to ensure they continue to be valued assets for the citizens of Lawrence.

This Master Plan reflects a robust series of meetings, charrettes, and surveys that were conducted with City leaders, the Lawrence Parks, Recreation and Culture Department Master Plan Steering Committee and Lawrence residents. As a result of these meetings, residents and City leaders have established priorities for park improvements, additional park facilities and improving existing off and on-street sidewalks to strengthen the connections between park facilities. The report also covers the City's continued goals of incorporating Arts and Culture into the existing Parks and Recreation department, operational improvements and quality service delivery system-wide. Additionally, the Master Plan should be used to assist in developing a plan for investing in park system upgrades based on the wants/needs of the community.

Facility recommendations included in the plan such as improved shelters, sports/entertainment facilities and reconfigured or repurposed parks, would allow the city to generate additional revenue to help support the improved system. In contrast, other recommended amenities - walking/biking trails, restrooms, improved wayfinding, playgrounds, and theming - won't directly generate revenue. However, they can improve overall exposure and appeal of the park system to the public, expand use and create other potential outlets for revenue growth. It will be important as the city continues to invest in parks to adopt best practices and a business-like mindset.

After developing a comprehensive Parks, Recreation and Culture Department Master Plan, the challenge many municipal parks and recreation agencies face is funding the recommended improvements.

As identified in public input, Lawrence residents are willing to consider additional funding options to meet needs and desires. To fully meet expectations of residents, a variety of funding mechanisms and budgeting is necessary to prioritize department goals for the next 10 years. A list of Financial Recommendations is included in the Master Plan to help guide this process.

Following adoption of the master plan, a robust level of communication will need to continue. Keeping the public aware of the improvements being made and the reasoning behind them shows that they have not only been listened to, but that the city is spending their tax dollars wisely. In many cases Steering Committee members become an integral part of communication back to the public due to their involvement and connection with the community. As such, they should become champions of the plan and the changes being made. In many instances their voice in the community becomes as strong as that of City staff.

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# 02

DEMOGRAPHIC &  
RECREATION TRENDS  
ANALYSIS

# 2 DEMOGRAPHICS & RECREATION TRENDS ANALYSIS

## 2.1 INTRODUCTION


A key component of the Lawrence Parks, Recreation and Culture Master Plan is a Demographic & Recreation Trends Analysis. The purpose of this analysis is to provide the Lawrence Parks, Recreation and Culture Department (PRC) insight into the general makeup of the population they serve and identify market trends in recreation. It also helps quantify the market in and around the city and assists in providing a better understanding of the types of parks, facilities, and programs / services that are most appropriate to satisfy the needs of residents.

This analysis is two-fold – it aims to answer the who and the what. First, it assesses the demographic characteristics and population projections of Lawrence residents to understand who the city serves. Secondly, recreational trends are examined on a national and local level to understand what the population served wants to do. Findings from this analysis establish a fundamental understanding that provide a basis for prioritizing the community need for parks, trails, facilities, and recreation programs.

### Demographic Analysis


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

### DEMOGRAPHIC OVERVIEW




**Population:**

2022 population: 96,172  
Annual Growth Rate: 0.56%  
Total Households: 40,350




**Age:**

Median Age: 29.6  
Largest Age Segment: 18 - 34  
Continued growth of 55+ through 2037



**Race/Ethnicity:**

75% White Alone  
5% Black Alone  
8% Hispanic  
12% Two or more races  
3% American Indian or Native Alaskan Alone



**Income:**

Median household income: \$62,062  
Per capita income: \$39,772

The infographic on the previous page provides an overview of the city's populace based on current estimates of the 2022 population. A further analysis of each of these demographic characteristics (population, age segments, race, ethnicity, and income) can be found in Section 2.1.3.

## 2.1.2 METHODOLOGY

Demographic data used for the analysis was obtained from U.S. Census Bureau and from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in August 2022 and reflects actual numbers as reported in both the 2010 and 2020 Census. ESRI then estimates the current population (2022) as well as a 5-year projection (2027). PROS then utilized straight line linear regression to forecast demographic characteristics for 10 and 15-year projections (2032 and 2037).

### Demographic Analysis Boundary

The city boundaries shown on the following page: were utilized for the demographic analysis.

## 2.1.3 CITY POPULACE Population and Households

Lawrence's population has been increasing since the 2010 Census, growing from 88,093 to 94,934 by 2020, an increase of 7.8%. The population is expected to keep growing slightly and reach 96,172 people in 2022, an increase of .65% in two years. By 2037 the population is expected to be 104,281 with an average annual growth rate of 0.58%. (Figure 2.1)

The total number of households has increased in the city from 35,160 in 2010 to 39,668 in 2020, or an average increase of 12.88%. Households are expected to increase at an average rate of 1.67% from 2020 to 2022 for a total of 40,350 households. By 2037 households are expected to reach a total amount of 45,455 at an average growth rate of 0.85 % over a fifteen-year period. (Figure 2.2)

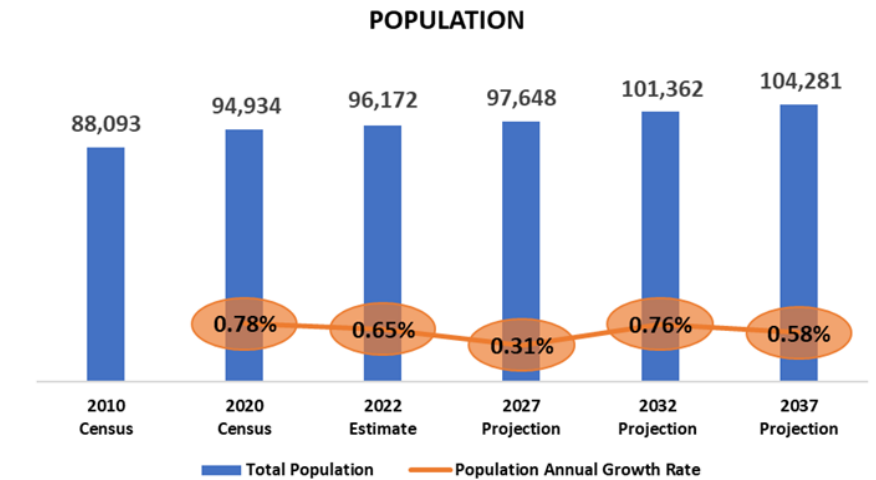


FIGURE 2.1 - Service Area's Population and Growth

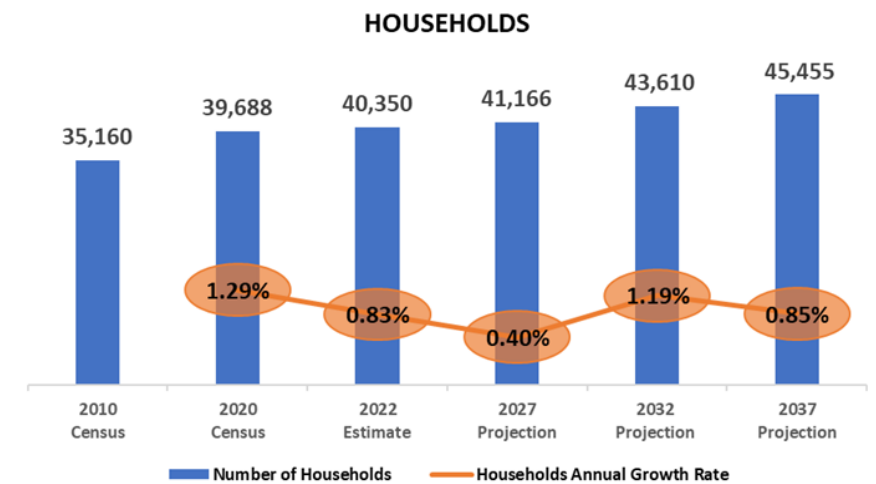


FIGURE 2.2 - Service Area's Households and Growth Rates

# DEMOGRAPHIC PROFILE

Lawrence City, KS

Geography: Place

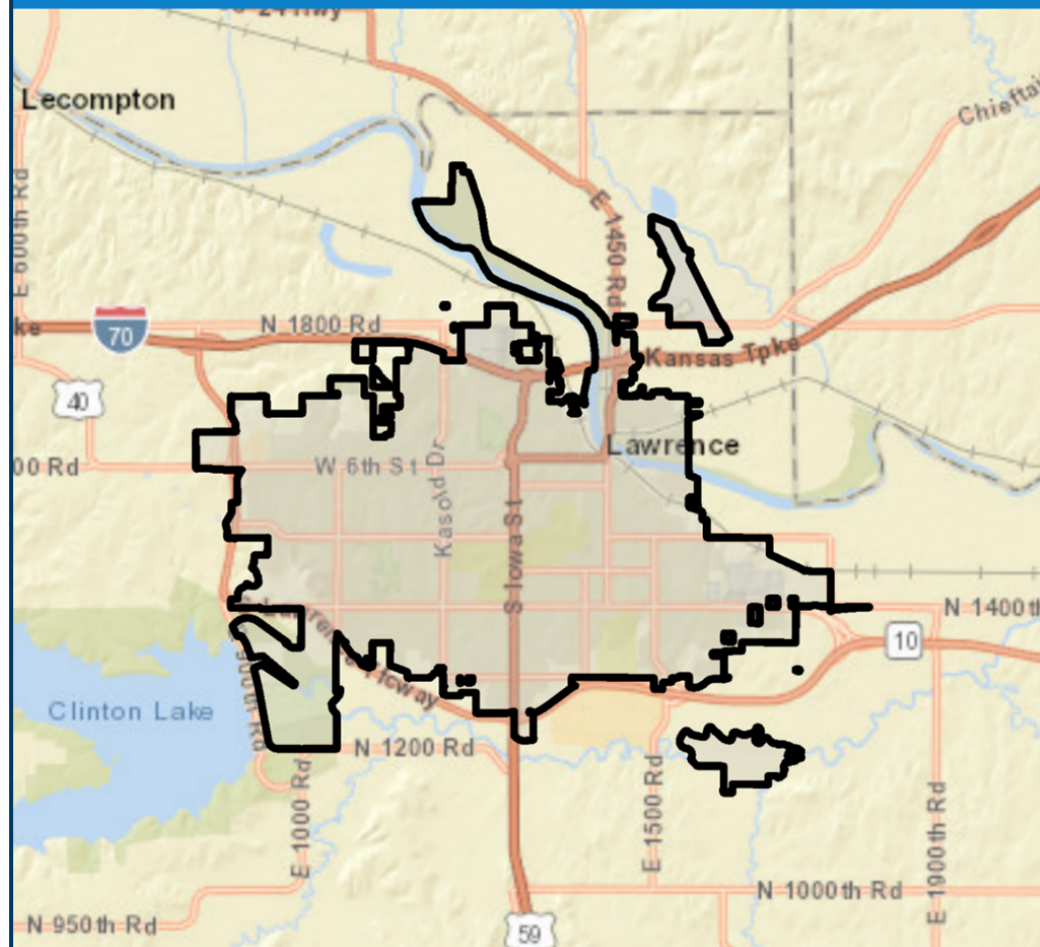


Figure 2.3 - Lawrence Kansas City Boundary

## Age Segmentation

Evaluating the city's age segmentation, the population exhibits an aging trend. The city's current median age is estimated at 29.6 years old which is considerably younger than the U.S. median age (38.8 years old), and it is expected the median age will increase in upcoming years. Currently 16% of city residents are 55+ years old.

By 2037 the 55+ population is expected to grow to 19% (3% increase) of Lawrence's total population. This is expected to be a result of increased life expectancies and most middle-aged adult residents "aging in place" while their children move elsewhere. The 35 to 54 years old population segment is expected to stay constant at the 20% level it is currently. The other two younger age segments 18 - 34 and 0 - 17 show minimal declines of 2% and 1% respectively. Overall, the population of Lawrence is relatively steady and experiences a growth or decline in all population segments of +/- 3%. (Figure 2.4)

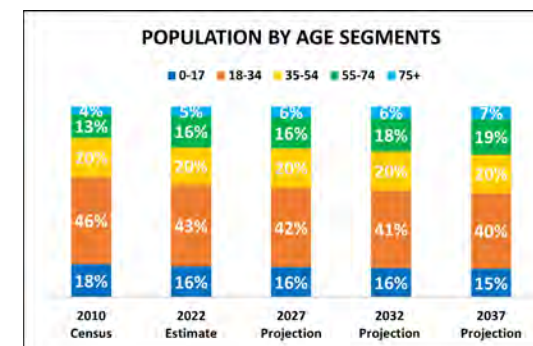


Figure 2.4 - Service Area's Population by Age Segments

Due to the continued growth of the older age segments, it is useful to further segment the "Senior" population beyond the traditional 55+ designation. Within the field of parks and recreation, there are three commonly used ways to partition this age segment. One is to simply segment by age: 55-64, 65-74, and 75+. However, as these age segments are engaged in programming, the variability of health and wellness can be a more relevant factor. For example, a 55-year-old who is struggling with rheumatoid arthritis may be limited to leisure recreation while a healthy 65-year-old may still be running 5K Marathons on an annual basis. Therefore, it may be more useful to divide this age segment into "Active," "Low-Impact," and/or "Social" Seniors.

## Race and Ethnicity Definitions

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

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

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

## Race

Analyzing race, Lawrence's current population is predominantly White Alone. The 2022 estimate shows that 75% of the population is in the White Alone category, which is the same percentage from the 2020 Census, however it is lower than the 2010 census by 7%. The 2022 estimates show that the largest minority group is black alone at 5% which is the same in 2020 and 2010 (Figure 2.5).

The 2022 estimate also portrays the other races as:

- 5% for Asian Alone (third largest population)
- Two or More Races at 10%
- 2% for Some Other Race
- White Alone at 75% (largest population)
- Native Hawaiian /Other Pacific Islander Alone 2%
- American Indian & Alaska Native Alone at 3%.
- Black or African American Alone with 5%

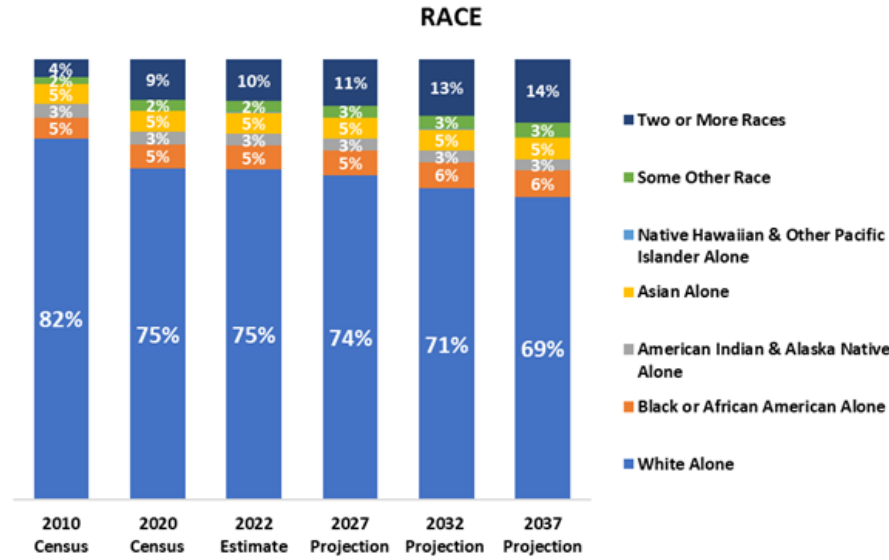


FIGURE 2.5 - Service Area's Population by Race

## Ethnicity

The city's population was also assessed based on Hispanic/Latino ethnicity, which by the Census Bureau definition is viewed independently from race. It is important to note that individuals who are Hispanic/Latino in ethnicity can also identify with any racial categories on the previous page.

Based on the current 2022 estimate, people of Hispanic/Latino origin represent 8% of the city's population, which is below the national average (19% Hispanic/Latino). However, the Hispanic/Latino population remains at 8% from 2020 to 2027 and increases only 1% in 2032 and 2037. (Figure 2.6).

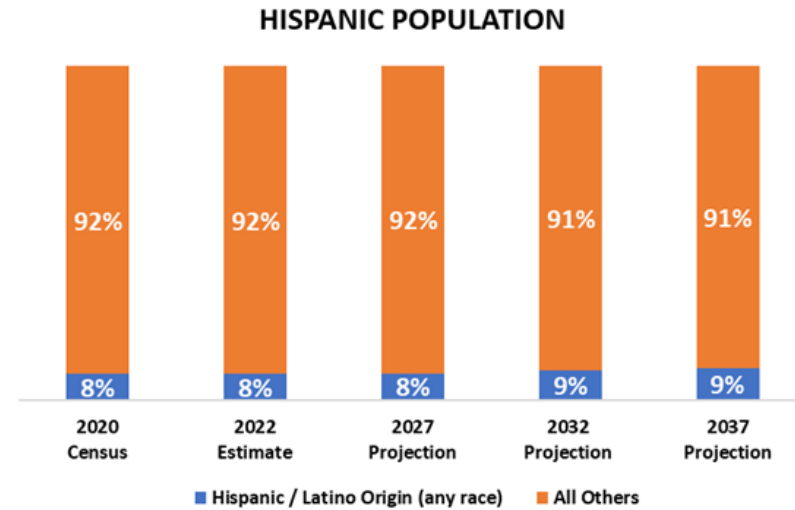


FIGURE 2.6 - Service Area's Population by Ethnicity

## Household Income

Per capita income is that which is earned by an individual while the median household income is based on the total income of everyone over the age of sixteen living within the same household. These differing income characteristics should be taken into consideration when the city is pricing out programs and calculating cost recovery goals.

As seen below, (Figure 2.7) the city's per capita income is (\$39,722) and median household income is (\$62,062). The city's per capita income is higher than both State and National Levels (\$35,028 and \$35,672 respectively), while Lawrence's Median Household Income (\$62,062) is lower than both State and National Levels (\$64,124 and \$65,712 respectively).

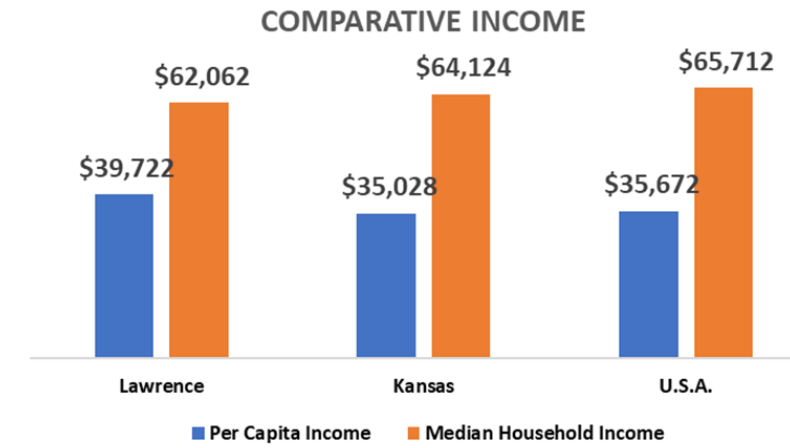


FIGURE 2.7 - Service Area's Population by Ethnicity

Employment in the city of Lawrence (Figure 2.8) breaks down with the vast majority of workers as white collar. (73%) The blue collar and services sectors make up a total of 26%. When choosing open hours for park facilities and times for programs, LPRCAD should consider times that best fit the breakdowns of worker types as well as businesses and their hours where residents work with white collar workers as a major consideration.

## EMPLOYMENT OVERVIEW



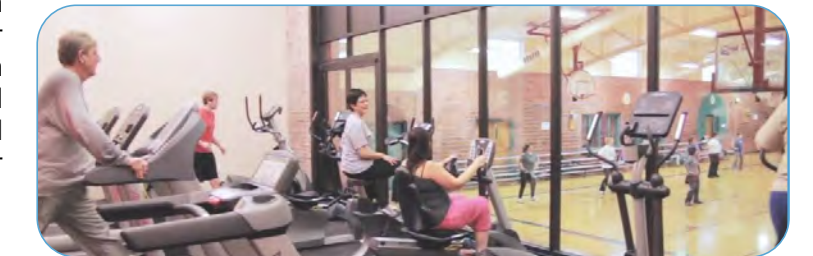
FIGURE 2.8 - Employment in the City of Lawrence

## 2.1.4 DEMOGRAPHIC IMPLICATIONS

While it is important not to generalize recreation needs and priorities based solely on demographics, the analysis suggests some potential implications for the Lawrence Parks, Recreation and Culture Department:

First, with the population increasing steadily over the past twelve years. (2010 to 2022) There is a small need to build new parks and amenities. However, updating and repairing existing features should be sufficient for the near future since expected population growth is moderate in the years up to 2037. Second, the city's minimally decreasing (3%) young population is nearly the same percentage increase as the "Active Adult" (2%) for recreational activities. Third, the city's household income characteristics suggest a potential lack of disposable income at the family level. The PRC should be mindful of this when pricing out programs and events.

Finally, the thin margin of ethnic growth and diversifying population is not a reason to become stagnant in programs PRC should offer and include in its offerings. Additional marketing/communications, and public outreach could increase the use of the system by ethnic groups. Population numbers for upcoming years to 2037 can also change depending on job opportunities and other circumstances that create population differences.



## 2.2.1 National Trends in Recreation

### Methodology

The Sports & Fitness Industry Association's (SFIA) Sports, Fitness & Leisure Activities Topline Participation Report 2023 was utilized in evaluating the following trends:

- National Recreation Participatory Trends
- Core vs. Casual Participation Trends



The study is based on findings from surveys conducted in 2022 by the Sports Marketing Surveys USA (SMS), resulting in a total of 18,000 online interviews. Surveys were administered to all genders, ages, income levels, regions, and ethnicities to allow for statistical accuracy of the national population. A sample size of 18,000 completed interviews is considered by SFIA to result in a high degree of statistical accuracy. A sport with a participation rate of five percent has a confidence interval of plus or minus 0.32 percentage points at a 95 percent confidence level. Using a weighting technique, survey results are applied to the total U.S. population figure of 305,439,858 people (ages six and older).

The purpose of the report is to establish levels of activity and identify key participatory trends in recreation across the U.S. This study looked at 124 different sports/activities and subdivided them into various categories including: sports, fitness, outdoor activities, aquatics, etc.

### 2.2.2 Overall Participation

Approximately 242 million people ages six and over reported being active in 2023, which is a 2.2% increase from 2022 and the greatest number of active Americans in the last 6 years. (Figure 2.9) This is an indicator that Americans are continuing to make physical activity more of a priority in their lives. Outdoor activities continue to thrive, recreation facilities reopened, fitness at home maintains popularity, and team sports are slowly reaching pre-pandemic participation levels. The chart below depicts participation levels for active and inactive (those who engage in no physical activity) Americans over the past 6 years.

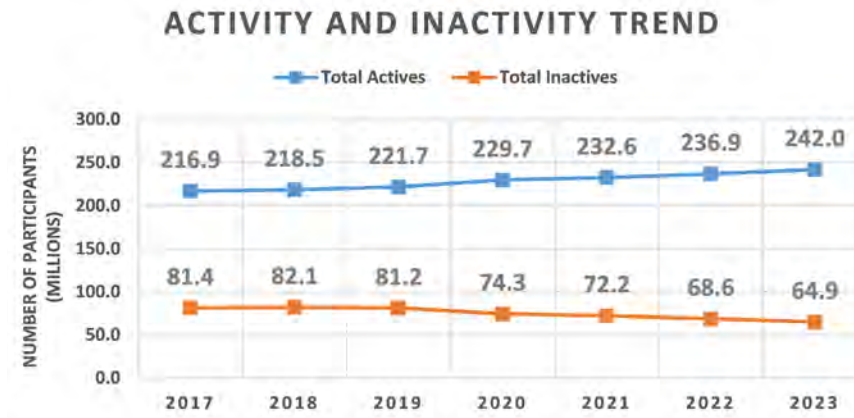


FIGURE 2.9 - Active vs. Nonactive Trend

### Core vs. Casual Participation

In addition to overall participation rates, SFIA further categorizes active participants as either core or casual participants based on frequency of participation. (Figure 2.10) Core participants have higher participatory frequency than casual participants. The thresholds that define casual versus core participation may vary based on the nature of each individual activity. For instance, core participants engage in most fitness activities more than fifty times per year, while for sports, the threshold for core participation is typically 13 times per year.

In each activity, core participants are more committed and tend to be less likely to switch to other activities or become inactive (engage in no physical activity) than casual participants. This may also explain why activities with more core participants tend to experience less pattern shifts in participation rates than those with larger groups of casual participants. Increasing for the sixth straight year, 165 million people were considered CORE participants in 2023.



FIGURE 2.10 - Total Core Activities

### Participation by Generation

The following chart shows 2023 participation rates by generation. Fitness sports continue to be the go-to means of exercise for Boomers, Gen X, and Millennials. Over half of the Gen X, Millennials, and Gen Z generation participated in one type of outdoor activity. (Figure 2.11) Team sports were heavily dominated by generation Gen Z and nearly a third of Gen X also participated in individual sports such as golf, trail running, triathlons, and bowling.

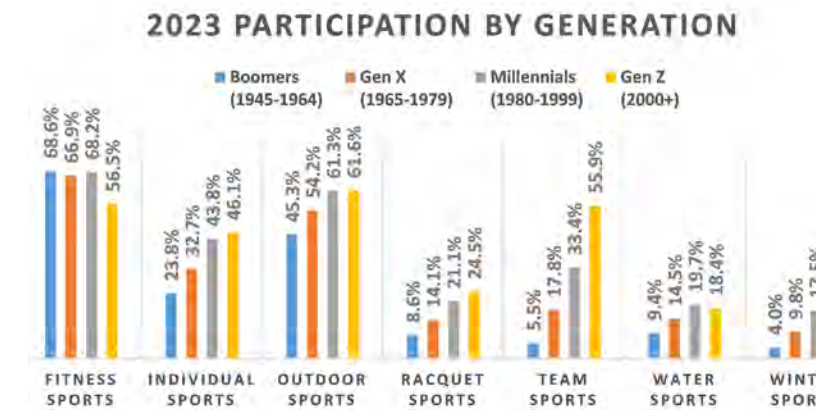


FIGURE 2.11 - Participation by Generation

### Highlights

Pickleball continues to be the fastest growing sport in America by reaching 13.6 million participants in 2023 which is a 223.5% growth since 2020. The growth of pickleball participants (13.6 million) has nearly reached the size of outdoor soccer participants (14.1 million). Following the popularity of pickleball, every racquet sport except table tennis has also increased in total participation in 2023.

Group, full-body workout activities such as tai chi, barre and Pilates saw the biggest increase in participation this past year. Americans continued to practice yoga, workout with kettlebells, started indoor climbing, and while others took to the hiking trail. The waterways traffic had increases in participation in all activities in the past year.

Over two-thirds (67.8%) of American's participated in fitness sports followed by over half (57.3%) of Americans participated in outdoor sports. Total participation for fitness, team, outdoor, racquet, water and winter sports are higher than their pre-pandemic participation rates. Individual sports are the only category still not at their pre-pandemic participation levels (45% in 2019 currently at 42.1% in 2023).

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## 2.2.3 NATIONAL TRENDS IN GENERAL SPORTS

### Participation Levels

The top sports most heavily participated in the United States were basketball (29.7 million), golf (26.6 million), and tennis (23.8 million) which have participation figures well more than the other activities within the general sports category. Playing golf at an entertainment venue (18.5 million) and baseball (16.7 million) round out the top five.

The popularity of basketball, golf, and tennis can be attributed to the ability to compete with small number of participants, this coupled with an ability to be played outdoors and/or properly distanced helps explain their popularity during the COVID-19 pandemic. Basketball's overall success can also be attributed to the limited amount of equipment needed to participate and the limited space requirements necessary, which make basketball the only traditional sport that can be played at most American dwellings as a drive-way pickup game. Golf continues to benefit from its wide age segment appeal and is considered a life-long sport. In addition, target type game venues or golf entertainment venues have increased drastically (99%) as a 5-year trend, using golf entertainment (e.g., Top Golf) as a new alternative to breathe life back into the game of golf.

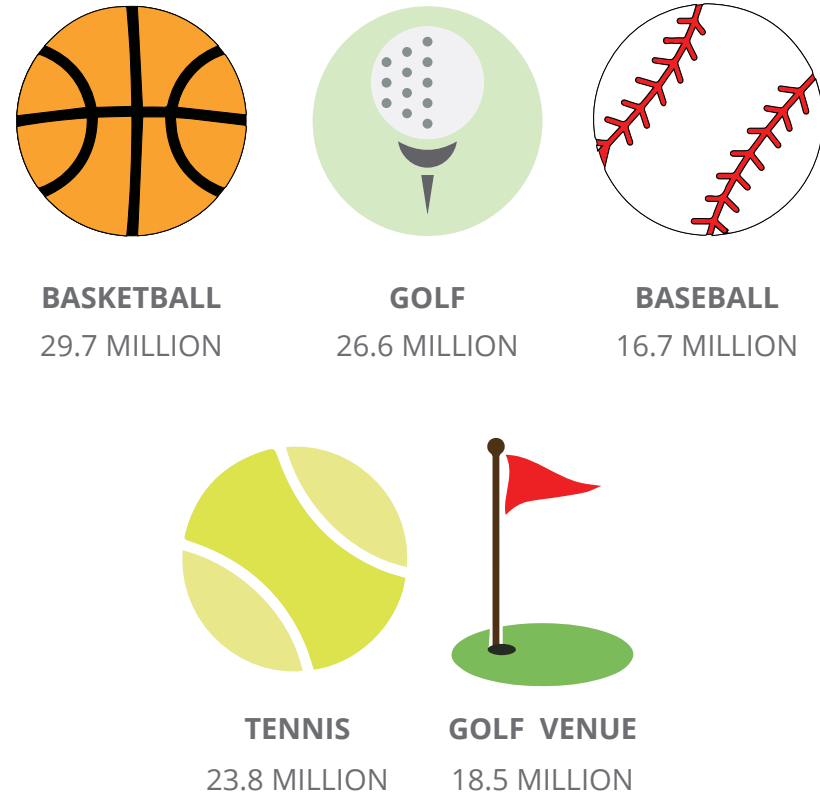
### Five-Year Trend

Since 2018, pickleball (311.5%), golf - entertainment venues (99.0%), and tennis (33.6%) have shown the largest increase in participation. Similarly, outdoor soccer (23.4%) and basketball (22.7%) have also experienced significant growth. Based on the five-year trend from 2018-2023, the sports that are most rapidly declining in participation include roller hockey (-28.7%), rugby (-28.7%), and ultimate frisbee (-23.0%).

### One-Year Trend

The most recent year shares some similarities with the five-year trends; with pickleball (51.8%) and golf - entertainment venues (18.8%) experiencing some of the greatest increases in participation this past year. Other top one-year increases include court volleyball (13.3%), ice hockey (9.6%), and cheerleading (8.3%).

Sports that have seen moderate 1-year increases, but 5-year decreases are cheerleading (8.3%), track and field (5.8%), lacrosse (5.5%) and slow-pitch softball (5.3%). This could be a result of coming out of the COVID-19 pandemic and team program participation on the rise. Like their 5-year trend, roller hockey (-9.6%), sand/beach volleyball (-5.1%), and rugby (-4.6%) have seen decreases in participation over the last year.



### Core vs. Casual Trends in General Sports

General sport activities, basketball, court volleyball, and slow pitch softball have a larger core participant base (participate 13+ times per year) than casual participant base (participate 1-12 times per year). (Figure 2.12). Due to the COVID-19 pandemic, most activities showed a decrease in their percentage of core participants, but these percentages for core users are slowly reaching their pre-pandemic levels. *Please see Appendix D for the full Core vs. Casual Participation breakdown.*

National Participatory Trends - General Sports					
Activity	Participation Levels			% Change	
	2018	2022	2023	5-Year Trend	1-Year Trend
Basketball	24,225	28,149	29,725	22.7%	5.6%
Golf (9 or 18-Hole Course)	24,240	25,566	26,565	9.6%	3.9%
Tennis	17,841	23,595	23,835	33.6%	1.0%
Golf (Entertainment Venue)	9,279	15,540	18,464	99.0%	18.8%
Baseball	15,877	15,478	16,655	4.9%	7.6%
Soccer (Outdoor)	11,405	13,018	14,074	23.4%	8.1%
Pickleball	3,301	8,949	13,582	311.5%	51.8%
Football (Flag)	6,572	7,104	7,266	10.6%	2.3%
Volleyball (Court)	6,317	6,092	6,905	9.3%	13.3%
Badminton	6,337	6,490	6,513	2.8%	0.4%
Softball (Slow Pitch)	7,386	6,036	6,356	-13.9%	5.3%
Soccer (Indoor)	5,233	5,495	5,909	12.9%	7.5%
Football (Tackle)	5,157	5,436	5,618	8.9%	3.3%
Football (Touch)	5,517	4,843	4,949	-10.3%	2.2%
Gymnastics	4,770	4,569	4,758	-0.3%	4.1%
Volleyball (Sand/Beach)	4,770	4,128	3,917	-17.9%	-5.1%
Track and Field	4,143	3,690	3,905	-5.7%	5.8%
Cheerleading	3,841	3,507	3,797	-1.1%	8.3%
Racquetball	3,480	3,521	3,550	2.0%	0.8%
Ice Hockey	2,447	2,278	2,496	2.0%	9.6%
Softball (Fast Pitch)	2,303	2,146	2,323	0.9%	8.2%
Wrestling	1,908	2,036	2,121	11.2%	4.2%
Ultimate Frisbee	2,710	2,142	2,086	-23.0%	-2.6%
Lacrosse	2,098	1,875	1,979	-5.7%	5.5%
Squash	1,285	1,228	1,315	2.3%	7.1%
Roller Hockey	1,734	1,368	1,237	-28.7%	-9.6%
Rugby	1,560	1,166	1,112	-28.7%	-4.6%

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

Participation Growth/Decline:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)
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FIGURE 2.12 - General Fitness National Participatory Trends



## 2.2.4 NATIONAL TRENDS IN GENERAL FITNESS

### Participation Levels

Overall, national participatory trends in fitness have experienced growth in recent years. Many of these activities have become popular due to an increased interest among Americans to improve their health and enhance quality of life by engaging in an active lifestyle. The most popular general fitness activities in 2023 were those that could be done in multiple environments such as at home, gym or in a virtual class setting. The activities with the most participation was walking for fitness (114.0 million), treadmill (54.8 million), free weights (53.9 million), running/jogging (48.3 million), and yoga (34.2 million).

#### Five-Year Trend

Over the last five years (2018-2023), the activities growing at the highest rate were trail running (48.7%), Pilates training (30.6%), barre (21.6%) and yoga (19.1%). Over the same period, the activities that have undergone the biggest decline in participation include group stationary cycling (-34%), cross-training style workout (-29.5%) and traditional/road triathlons (-19.8%).

#### One-Year Trend

In the last year, fitness activities with the largest gains in participation were group-related, slow, intentional movements activities, tai chi (16.3%), Pilates training (15.0%), and barre (12.9%). This 1-year trend is another indicator that participants feel safe returning to group-related activities. Trail running (12.3%) also saw a moderate increase indicating trail connectivity continues to be important for communities to provide. In the same span, fitness activities that had the largest decline in participation were boxing/MMA for fitness (-14.4%), traditional/road triathlons (-2.4%) and weight/resistant machines (-1.9%).

#### Core vs. Casual Trends in General Fitness

Participants of walking for fitness are mostly core users (participating 50+ times) and have seen a 1.3% growth in the last five years. *Please see Appendix D for the full core vs. casual participation breakdown.*



FITNESS WALKING  
114.0 Million



TREADMILL  
54.8 Million



FREE WEIGHTS  
53.9 Million



RUNNING / JOGGING  
48.3 Million



YOGA  
34.2 Million

National Participatory Trends - General Fitness					
Activity	Participation Levels			% Change	
	2018	2022	2023	5-Year Trend	1-Year Trend
Walking for Fitness	111,001	114,759	114,039	2.7%	-0.6%
Treadmill	53,737	53,589	54,829	2.0%	2.3%
Free Weights (Dumbbells/Hand Weights)	51,291	53,140	53,858	5.0%	1.4%
Running/Jogging	49,459	47,816	48,305	-2.3%	1.0%
Yoga	28,745	33,636	34,249	19.1%	1.8%
Stationary Cycling (Recumbent/Upright)	36,668	32,102	32,628	-11.0%	1.6%
Weight/Resistant Machines	36,372	30,010	29,426	-19.1%	-1.9%
Free Weights (Barbells)	27,834	28,678	29,333	5.4%	2.3%
Elliptical Motion/Cross-Trainer	33,238	27,051	27,062	-18.6%	0.0%
Dance, Step, & Choreographed Exercise	22,391	25,163	26,241	17.2%	4.3%
Bodyweight Exercise	24,183	22,034	22,578	-6.6%	2.5%
High Impact/Intensity Training	21,611	21,821	21,801	0.9%	-0.1%
Trail Running	10,010	13,253	14,885	48.7%	12.3%
Rowing Machine	12,096	11,893	12,775	5.6%	7.4%
Stair Climbing Machine	15,025	11,677	12,605	-16.1%	7.9%
Pilates Training	9,084	10,311	11,862	30.6%	15.0%
Cross-Training Style Workout	13,338	9,248	9,404	-29.5%	1.7%
Boxing/MMA for Fitness	7,650	9,787	8,378	9.5%	-14.4%
Martial Arts	5,821	6,355	6,610	13.6%	4.0%
Stationary Cycling (Group)	9,434	6,268	6,227	-34.0%	-0.7%
Cardio Kickboxing	6,838	5,531	5,524	-19.2%	-0.1%
Boot Camp Style Cross-Training	6,695	5,192	5,434	-18.8%	4.7%
Barre	3,532	3,803	4,294	21.6%	12.9%
Tai Chi	3,761	3,394	3,948	5.0%	16.3%
Triathlon (Traditional/Road)	2,168	1,780	1,738	-19.8%	-2.4%
Triathlon (Non-Traditional/Off Road)	1,589	1,350	1,363	-14.2%	1.0%

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

Participation Growth/Decline:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)
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FIGURE 2.13 - General Fitness National Participatory Trends

## 2.2.5 NATIONAL TRENDS IN OUTDOOR/ ADVENTURE RECREATION

### Participation Levels

Results from the SFIA report demonstrate rapid growth in participation regarding outdoor/adventure recreation activities. (Figure 2.14) Much like general fitness activities, these activities encourage an active lifestyle, can be performed individually, and are not as limited by time constraints. In 2023, the most popular activities, in terms of total participants include day hiking (61.4 million), freshwater fishing (42.6 million), road bicycling (42.2 million), camping (38.6 million), and wildlife viewing (21.1 million).

#### Five-Year Trend

From 2018-2023, camping (40.7%), birdwatching (33.0%), skateboarding (37.3%), BMX bicycling (29.7%), and day hiking (28.4%) has undergone large increases in participation. The five-year trend also shows that only two activities declined in participation, adventure racing (-18.4) and backpacking overnight (-5.2%).

#### One-Year Trend

The one-year trend shows most activities growing in participation from the previous year. The most rapid growth being indoor climbing (10.0%), BMX bicycling (6.7%), fly fishing (5.8%), and adventure racing (5.5%). Over the last year, the only activities that underwent decreases in participation were road bicycling (-3.0), overnight backpacking (-2.2%), RV camping (-2.0%), and skateboarding (-1.1%).

### Core vs. Casual Trends in Outdoor / Adventure Recreation

Although most outdoor activities have experienced participation growth in the last five-years., it should be noted that all outdoor activities participation, besides adventure racing, consist primarily of casual users. *Please see Appendix D for the full core vs. casual participation breakdown.*



DAY HIKING  
61.4 Million



ROAD BICYCLING  
42.2 Million



FRESHWATER FISHING  
42.6 Million



CAMPING  
38.6 Million



WILDLIFE VIEWING  
21.1 Million

National Participatory Trends - Outdoor / Adventure Recreation					
Activity	Participation Levels			% Change	
	2018	2022	2023	5-Year Trend	1-Year Trend
Hiking (Day)	47,860	59,578	61,444	28.4%	3.1%
Fishing (Freshwater)	38,998	41,821	42,605	9.2%	1.9%
Bicycling (Road)	39,041	43,554	42,243	8.2%	-3.0%
Camping	27,416	37,431	38,572	40.7%	3.0%
Wildlife Viewing (>1/4 mile of Vehicle/Home)	20,556	20,615	21,118	2.7%	2.4%
Camping (Recreational Vehicle)	15,980	16,840	16,497	3.2%	-2.0%
Birdwatching (>1/4 mile of Vehicle/Home)	12,344	15,818	16,423	33.0%	3.8%
Fishing (Saltwater)	12,830	14,344	15,039	17.2%	4.8%
Backpacking Overnight	10,540	10,217	9,994	-5.2%	-2.2%
Bicycling (Mountain)	8,690	8,916	9,289	6.9%	4.2%
Skateboarding	6,500	9,019	8,923	37.3%	-1.1%
Fishing (Fly)	6,939	7,631	8,077	16.4%	5.8%
Archery	7,654	7,428	7,662	0.1%	3.2%
Climbing (Indoor)	5,112	5,778	6,356	24.3%	10.0%
Roller Skating, In-Line	5,040	5,173	5,201	3.2%	0.5%
Bicycling (BMX)	3,439	4,181	4,462	29.7%	6.7%
Climbing (Traditional/Ice/Mountaineering)	2,541	2,452	2,569	1.1%	4.8%
Climbing (Sport/Boulder)	2,184	2,452	2,544	16.5%	3.8%
Adventure Racing	2,215	1,714	1,808	-18.4%	5.5%

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

Participation Growth/Decline:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)
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FIGURE 2.14 - Outdoor/Adventure Participatory Trends

## 2.2.6 NATIONAL TRENDS IN AQUATICS

### Participation Levels

Swimming is deemed a lifetime activity, which is why it continues to have such strong participation. In 2023, fitness swimming remained the overall leader in participation (28.2 million) amongst aquatic activities.

#### Five-Year Trend

Assessing the five-year trend, all three aquatic activities saw moderate increases in participation.

#### One-Year Trend

In 2023, all aquatic activities saw moderate increases in participation which can be asserted to facilities and programs returning to pre-COVID-19 pandemic levels. Swimming on a team (14.6%) saw the highest percentage increase in participation.

### Core vs. Casual Trends in Aquatics

All activities in aquatic trends have undergone an increase in casual participation (1-49 times per year) over the last five years. *Please see Appendix D for full the core vs. casual participation breakdown.*



FITNESS SWIMMING  
28.2 Million



AQUATIC EXERCISE



SWIMMING ON A TEAM

DRAFT

National Participatory Trends - Aquatics					
Activity	Participation Levels			% Change	
	2018	2022	2023	5-Year Trend	1-Year Trend
Swimming (Fitness)	27,575	26,272	28,173	2.2%	7.2%
Aquatic Exercise	10,518	10,676	11,307	7.5%	5.9%
Swimming on a Team	3,045	2,904	3,327	9.3%	14.6%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Participation Growth/Decline:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

FIGURE 2.15 - Aquatics Participatory Trends

## 2.2.7 NATIONAL TRENDS IN WATER SPORTS

### Participation Levels

The most popular water sports / activities based on total participants in 2023 were recreational kayaking (14.7 million), canoeing (10.0 million), and snorkeling (7.5 million). It should be noted that water activity participation tends to vary based on regional, seasonal, and environmental factors. A region with more water access and a warmer climate is more likely to have a higher participation rate in water activities than a region that has a long winter season or limited water access. Therefore, when assessing trends in water sports and activities, it is important to understand that fluctuations may be the result of environmental barriers which can influence water activity participation.

#### Five-Year Trend

Over the last five years, surfing (38.9%), recreational kayaking (33.7%), stand-up paddling (19.6%) and rafting (19.0%) were the fastest growing water activities. From 2018-2023, activities declining in participation were water boardsailing/windsurfing (-7.8%), water skiing (-6.8%), snorkeling (-4.2%) and sea/touring kayaking (-0.2%).

#### One-Year Trend

In 2023, zero activities saw a decrease in participation. Activities which experienced the largest increases in participation include scuba diving (15.2%), sailing (12.9%), and rafting (12.7%).

### Core vs. Casual Trends in Water Sports / Activities

As mentioned previously, regional, seasonal, and environmental limiting factors may influence the participation rate of water sport and activities. These factors may also explain why all water-based activities have drastically more casual participants than core participants, since frequencies of activities may be constrained by uncontrollable factors. *Please see Appendix D for the full core vs. casual participation breakdown.*



RECREATIONAL  
KAYAKING  
14.7 Million



CANOEING  
10.0 Million



SNORKELING  
7.5 Million



JET SKIING  
5.8 Million



STAND-UP PADDLING  
4.1 Million

National Participatory Trends - Water Sports / Activities					
Activity	Participation Levels			% Change	
	2018	2022	2023	5-Year Trend	1-Year Trend
Kayaking (Recreational)	11,017	13,561	14,726	33.7%	8.6%
Canoeing	9,129	9,521	9,999	9.5%	5.0%
Snorkeling	7,815	7,376	7,489	-4.2%	1.5%
Jet Skiing	5,324	5,445	5,759	8.2%	5.8%
Stand-Up Paddling	3,453	3,777	4,129	19.6%	9.3%
Sailing	3,754	3,632	4,100	9.2%	12.9%
Rafting	3,404	3,595	4,050	19.0%	12.7%
Surfing	2,874	3,692	3,993	38.9%	8.2%
Water Skiing	3,363	3,040	3,133	-6.8%	3.1%
Scuba Diving	2,849	2,658	3,063	7.5%	15.2%
Kayaking (White Water)	2,562	2,726	2,995	16.9%	9.9%
Wakeboarding	2,796	2,754	2,844	1.7%	3.3%
Kayaking (Sea/Touring)	2,805	2,642	2,800	-0.2%	6.0%
Boardsailing/Windsurfing	1,556	1,391	1,434	-7.8%	3.1%

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

Participation Growth/Decline:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)

FIGURE 2.16 - Water Sports/Activities National Participatory Trends

The background features a solid orange color with several white line graphics. On the left, a thin white line rises diagonally. In the center and right, a thicker white line forms a jagged, upward-trending path. Below this path, there are five vertical rectangular bars of varying heights, resembling a bar chart. The bars are white with a slight shadow effect.

# 03

BENCHMARK ANALYSIS

# BENCHMARK ANALYSIS

## 3.1 Methodology

Lawrence Parks, Recreation and Culture Department (PRC) identified operating metrics to benchmark against comparable parks and recreation agencies. The goal of the analysis is to evaluate how PRC is positioned amongst peer best-practice agencies. The information sought was a combination of operating metrics that factor budgets, staffing levels, and inventories, as well as perspective on each community's approach to public art.

Information used in this analysis was obtained directly from each participating benchmark agency (when available) and information available through the National Recreation and Park Association's (NRPA) Park Metrics Database.

Due to differences in how each system collects, maintains, and reports data, variances may exist. These variations can impact the per capita and percentage allocations, and the overall comparison must be viewed with this in mind. The benchmark data collection for all systems was complete as of November 2023, and it is possible that information in this report may have changed since the original collection date. In some instances, the information was not tracked or not available from the participating agencies, which is indicated by a blank space in the data tables where the information was missing.

The agencies listed below were selected for benchmarking because they were communities of similar size, which have colleges or universities in the city, and that have similar socioeconomic characteristics as that of PRC. These benchmarked agencies are:

- Bloomington Parks and Recreation, Bloomington, IN
- Columbia Parks and Recreation, Columbia, MO
- Corvallis Parks and Recreation, Corvallis, OR

The table below lists each benchmark agency in the study, arranged by total population served (Figure 3.1.)

COMMUNITY OVERVIEW					
Agency	State	Jurisdiction Type	Population	Jurisdiction Size (Sq. Mi.)	Population per Sq. Mi.
Columbia Parks and Recreation	MO	City	126,853	67.45	1,898
Lawrence Parks, Recreation and Culture Department	KS	City	96,172	34.97	2,748
Bloomington Parks and Recreation	IN	City	79,968	23.42	3,407
Corvallis Parks and Recreation	OR	City	59,922	14.13	4,200

FIGURE 3.1 - Benchmark City Overview



There are over 2 million acres of parks across the 100 most US populous cities.\*

\*Trust for Public Land, 2024 City Park Facts

## 3.2 Benchmark Comparison

### 3.2.1 Parks and Facilities

The following tables provide a general overview of each system's park acreage and trail network using the metrics of total park acres (Figure 3.2) and trail miles per 1,000 residents (Figure 3). PRC has the highest amount of park acreage and the highest total miles per 1,000 residents of the agencies compared.

PRC is well above the NRPA Medians for park acres per 1,000 residents and trail miles for populations between 50,000 and 99,999.

PARK ACRES					
Agency	Population	Total Park Acres	Total Developed Acres	TOTAL acres per 1,000 Residents	Total Developed Acres per 1,000 Residents
Lawrence Parks, Recreation and Culture Department	96,172	3,953	3,798	41.1	39.5
Columbia Parks and Recreation	126,853	3,754	2,129	29.6	16.8
Corvallis Parks and Recreation	59,922	1,800	560	30.0	9.3
Bloomington Parks and Recreation	79,968	2,622	1,888	32.8	23.6

2022 NRPA Median = 11.2 acres per 1,000 Residents for populations between 50,000 to 99,999

FIGURE 3.2 - Park Acres

TRAIL MILES					
Agency	Population	Soft Trail Miles	Paved Trail Miles	Total Trail Miles	Trail Miles per 1,000 Residents
Columbia Parks and Recreation	126,853	43.8	18.8	62.6	0.5
Corvallis Parks and Recreation	59,922	14.9	7.1	22.0	0.4
Bloomington Parks and Recreation	79,968	13.9	20.2	34.0	0.4
Lawrence Parks, Recreation and Culture Department	96,172	24.4	82.2	106.6	0.9

2022 NRPA Median = 19.0 Miles of trail for populations 50,000 to 99,999

FIGURE 3.3 - Trail Miles

### 3.2.2 Program Participations

The PRC has 36% more participations as Bloomington P&R, the agency with the largest number of participations. Although Bloomington's population is considerably less (16,204 residents less). This can indicate that Bloomington residents attend multiple programs when they visit Bloomington P&R's facilities. The popularity of programs at Bloomington may attract visitors to use more than one program.

According to NRPA Metrics, these are the most common programs that are offered by agencies that serve populations between 50,000 to 99,999 community members:

- Themed special events (95%)
- Social recreation events (93%)
- Team sports (93%)
- Fitness enhancement classes (93%)
- Health and wellness education (91%)

PROGRAM PARTICIPATIONS		
Agency	Population	Total Program Participations
Columbia Parks and Recreation	126,853	591,398
Corvallis Parks and Recreation	59,922	101,985
Bloomington Parks and Recreation	79,968	1,034,705
Lawrence Parks, Recreation and Culture Department	96,172	373,784

FIGURE 3.4 - Program Participants

### 3.2.3 Staffing

PRC has the highest number of FTEs per 10,000 residents and is below the NRPA Median. (Figure 5.) All other communities involved in the benchmark analysis also come in under the NRPA Median.

Employees: Full-Time Equivalents (FTEs)			
Agency	Population	Total FTEs	FTEs per 10,000 Residents
Columbia Parks and Recreation	126,853	82	6.5
Corvallis Parks and Recreation	59,922	40	6.8
Bloomington Parks and Recreation	79,968	57	7.2
Lawrence Parks, Recreation and Culture Department	96,172	78	8.1

2022 NRPA Median FTEs per 10,000 Residents for populations 50,000 to 99,999 = 11.1

FIGURE 3.5 - Full Time Equivalent Employees

### 3.2.4 Operating Expenses

PRC has the third highest operating expense compared to Columbia P&R and Bloomington P&R. PRC comes in below all other communities in operating expenses per capita, and per Full-time Equivalents. (Figure 3.6.) PRC has the lowest dollar amount per FTE (slightly over \$150,000) of all benchmark agencies, and the next to lowest operating expense. (Figure 3.7.) This is relative to the high number of FTEs on staff in the system. PRC has nearly the same operating expenses as Corvallis P&R, and with almost 50% more FTEs on staff, LRPD's operating expenses per FTE is 47% lower. The ratio of FTEs on staff and operating expenses adversely affects the operating expenses per resident in all benchmark agencies.

OPERATING EXPENSES PER CAPITA			
Agency	Population	Total Operating Expense	Operating Expense per Resident
Columbia Parks and Recreation	126,853	\$ 17,515,281	\$ 138.08
Corvallis Parks and Recreation	59,922	\$ 11,502,800	\$ 191.96
Bloomington Parks and Recreation	79,968	\$ 12,013,705	\$ 150.23
Lawrence Parks, Recreation, Arts and Culture Dept.	96,172	\$ 11,746,521	\$ 122.14
NRPA Median 2022 = \$120.70 for populations 50,000 to 99,999			

FIGURE 3.6 - Operating Expenses Per Capita

OPERATING EXPENSES PER FTE			
Agency	Total FTEs	Total Operating Expense	Operating Expense per FTE
Columbia Parks and Recreation	82	\$ 17,515,281	\$ 213,601
Corvallis Parks and Recreation	40	\$ 11,502,800	\$ 284,090
Bloomington Parks and Recreation	57	\$ 12,013,705	\$ 209,480
Lawrence Parks, Recreation, Arts and Culture Dept.	78	\$ 11,746,521	\$ 150,596
2022 NRPA Median Operating Expenses per FTE Employee for populations 50,000 to 99,999 = \$108,035			

FIGURE 3.7 - Operating Expenses Per FTE

### 3.2.5 Revenue Per Capita

PRC comes in as the second highest community behind Columbia P&R for revenue and revenue per resident. The highest revenue for Columbia P&R and second highest for PRC are in proportion to their population which are also first and second which would draw a conclusion that the higher population would produce the highest revenue for a park system.

This does not hold true for Corvallis P&R and Bloomington P&R. Bloomington P&R has a higher population and lower non-tax revenue. PRC per resident revenue is well above the NRPA Median.

REVENUE PER CAPITA			
Agency	Population	Total Non-Tax Revenue	Revenue per Resident
Columbia Parks and Recreation	126,853	\$ 8,407,335	\$ 66.28
Corvallis Parks and Recreation	59,922	\$ 2,645,644	\$ 44.15
Bloomington Parks and Recreation	79,968	\$ 2,538,159	\$ 31.74
Lawrence Parks, Recreation, Arts and Culture Dept.	96,172	\$ 6,223,908	\$ 64.72
2022 NRPA Median = \$32.91 for populations 50,000 to 99,999			

FIGURE 3.8 - Revenue Per Capita

### 3.2.6 Capital Expenditures Summary

Following the CIP budgets from the previous three years, PRC's CIP budget had a substantial increase from 2021 to 2022 but was nearly the same in 2023. This pattern was the same with Corvallis P&R, and Columbia P&R had a minor increase while Bloomington P&R had a decrease of just over \$3M. Corvallis P&R had a major CIP Budget increase in 2023, indicating upcoming plans for a building project or major improvements. Bloomington P&R decreased from 2022 to 2023 and may indicate that Bloomington P&R was not planning major projects for the upcoming two years past 2021. The average annual CIP for PRC aligned in dollars close to Columbia P&R and Bloomington P&R.

CAPITAL IMPROVEMENT PLAN				
Agency	CIP Budget 2021	CIP Budget 2022	CIP Budget 2023	Avg. Annual CIP
Lawrence Parks and Recreation				\$ 1,300,000
Bloomington Parks and Recreation	\$ 5,141,531	\$ 2,056,764	\$ 1,071,100	\$ 2,756,465
Columbia Parks and Recreation	\$ 2,848,792	\$ 3,757,228	\$ 3,530,000	\$ 3,378,673
Corvallis Parks and Recreation	\$ 7,656,700	\$ 9,151,600	\$ 12,405,500	\$ 9,737,933
2022 NRPA Median Five-Year Capital Budget Spending for populations 50,000 to 99,999 = \$17 million				

FIGURE 3.9 - Capital Improvement Plan

Generally, capital projects are fixed in nature, have a relatively long life expectancy and require a substantial financial investment.



### 3.3 Summary

The peer agencies selected for the benchmark analysis are comparable in size with population and population per square mile and each has a major college or university in the community. Specific areas where PRC's level of service comes in higher than the communities compared include park acres developed and trail miles per 1,000 residents as well as the number of FTEs per 10,000 residents.

Level of service areas where PRC comes in the lowest include operating expense per acre and per FTE. PRC also has a much lower annual capital budget than the communities included in the analysis.

Also included in this benchmark analysis was information about agency funds designated toward marketing within their overall operational budget and details on how public art is managed in each community.

#### MARKETING

Benchmarking data from the three agencies that participated included the amount of the operational budget that each Department contributed to marketing for the current year. Including staff salaries, the amount for each agency is provided below:

- Bloomington Parks and Recreation - \$540,874
- Columbia Parks and Recreation - \$120,000
- Corvallis Parks and Recreation - \$296,400

#### PUBLIC ART

The agencies were also asked whether they oversee their community's public art initiatives and have an established art commission, board, or advisory group. Only Columbia, MO Parks and Recreation implements a public art program with one percent of capital projects with a budget of at least \$1 million going to art installations.

Both Bloomington P&R and Corvallis P&R have public art programs in their communities managed by other organizations. The City of Bloomington contributes one percent of its operational budget to public art.

### 3.4 Benchmark Cities - Public Art

#### Bloomington, IN

- 11-member Bloomington Arts Commission (BAC), established in 1980
- BAC oversees 1% for art, established in 1997
- Public Art Master Plan adopted in 2023 through 2027
- Strategic Plan in-place for 2021-2025

Bloomington, Indiana recently published its Public Art Master Plan through 2027. The plan identifies the city's current public art strategy, but it also provides resources for artists aspiring to create public art in Bloomington. Features of the plan include a list of recommended fabricators, grant writing resources, and criteria for call for artists. A unique feature of Bloomington's Public Art Plan is its robust granting program for city-wide public art projects. Bloomington is the home of Indiana University, but there does not appear to be a direct linkage between the public art plan and the University.

The Public Art Plan is not housed within the Parks and Recreation department, whose own master plan identifies public art as "not a crucial item" and could be revisited in "future planning" (p. 132, Parks and Recreation Master Plan). The City has appointed an Assistant Director for the Arts to liaise with the city and the BAC on all public art matters.

#### Columbia, MO

- 5-member Standing Committee on Public Art, within Office of Cultural Affairs (not Parks and Rec)
- OCA oversees 1% for art, established in 1997
- No formal public art plan

Columbia, Missouri has no formal public art plan, but public art is facilitated with the Office of Cultural Affairs (OCA), whose Commission on Cultural Affairs oversees a Standing Committee on Public Art, established in 2008. While the Commission advises the city on overall arts and cultural matters, the Standing Committee specifically advises on public art planning, implementation, selection, and competition.

Columbia’s City Council implemented a Percent for Art Program (1%) in 1997. The program, which is managed by OCA, has empowered the city’s capacity for public art. The city’s public art collection is integrated into parks, transportation systems, and architecture. Columbia’s public art program also extends onto the campus of the University of Missouri. Features of Columbia’s public art program include an app-led public art tour, the city’s annual commemorative poster competition (established in 1992), and annual festivals, events, and arts-related programming.

In 2022, the economic impact of arts activity in Columbia generated over \$18 million. Americans for the Arts included Columbia as one of the 33 participating cities in its Arts & Economic Prosperity 6 study, which analyzes social and economic impact of the arts.

### **Corvallis, OR**

- 9-member Arts and Culture Advisory Board established in 2010
- Arts and Culture Strategic Plan adopted in 2015
- 1% for Art CIP Funding as of 2015

Corvallis, Oregon is home to Oregon State University, whose enrollment is more than half of Corvallis’ total population. The City’s nine-member Arts and Culture Advisory Board counsels the Corvallis Parks and Recreation Department on both advisory and policy matters for public art; this is a unique feature of Corvallis’ board, as it is more common for advisory and policy roles to be separated. Corvallis does not have a Percent for Art Policy, and funding is cited as a consistent barrier to a thriving public arts program.

Corvallis conducted an extensive Arts and Culture Study in 2015, and concluded that coalescing arts resources across the city (including those within OSU) would allow Parks and Recreation to better integrate its arts and culture services, initiatives, and offerings into Corvallis. The City currently owns 2 arts and culture venues: one is operated by a nonprofit that is contracted through the city, and the other is operated solely by Parks and Recreation. As of the release of the public art plan, there is not a dedicated staff member to liaise between the Arts and Culture Advisor Board and the Parks and Recreation department.

### **Norman, OK**

- Norman Arts Council manages public art in Norman
- Norman Arts Council has been managing the City’s multi-faceted excise tax and Percent for Public Art program since 2015 under the “Forward Norman” initiative
- No strategic plan publicly available

Norman, Oklahoma is roughly 20 miles south of Oklahoma’s capital city, and is also home to the University of Oklahoma. In 2021, the Norman Public Arts Board became the Public Arts Committee of the non-profit org Norman Arts Council. This merger allows for greater focus on arts funding and programming. The City of Norman contracts public art services through Norman Arts Council, dissolving the city’s formal facilitation of public art in the city. Any information about policies, public art plans, etc. is not publicly available.

### **Burlington, VT**

- Public Art managed by Burlington City Arts
- City’s Percent for Art (1%) ordinance was adopted in 2021.
- No strategic plan

For more than 30 years, Burlington City Arts (BCA) has facilitated Burlington, Vermont’s public art program. BCA is a privately and publicly funded nonprofit that is the City’s full-service cultural planner and is governed by an advisory board. Nearly 30 staff members operate BCA’s operations, programming, and services. The City’s Percent for Art (1%) ordinance was adopted in 2021.

There does not appear to be a direct link between Burlington’s Parks and Recreation department and BCA, nor does there seem to be a direct link between BCA and the University of Vermont. BCA regularly offers arts classes, programming, events, and exhibitions, in addition to its public art facilitation. BCA’s brick-and-mortar location is a rentable space.

### **Iowa City, IA**

- 9-member Public Art Advisory Committee
- No public art plan
- No percent for art program

Public Art in Iowa City, Iowa is facilitated by a 9-member Public Art Advisory Committee who advises City Council on arts and culture programming and strategy. There is no Percent for Art program. Iowa City’s signature art programs include its bus stop decorating initiative and the city’s annual Sculptor Showcase. Iowa City’s largest public artworks commissioned to date are two murals: one at the city’s airport, and another at Public Space One, which was co-organized by the University of Iowa.

White the city has no public art plan, a review of the PAAC’s meeting minutes revealed that many public art projects and initiatives are the result of strategic partnerships with nonprofits and other organizations, including schools, neighborhood associations, and other issues-focused nonprofit organizations. Examples of in-development projects include an Indigenous History Public Art Project, in partnership with Lucas Farms Neighborhood Association, and a mural project with a local school.

### **Redmond, WA**

- Redmond’s public art programming and initiatives are governed by the nine-member Redmond Arts & Culture Commission, which reports to the City and hosts a variety of programs with the Parks and Recreation Department.
- Three plans direct the program’s work: Downtown Cultural Corridor Master Plan (2013), Cultural Facilities Feasibility Study (2015), and the Redmond Public Art Plan (2016).
- The City has a 1% for Public Art Program

Redmond, Washington is located approximately 15 miles outside of Seattle. Redmond’s public art programming and initiatives are governed by the nine-member Redmond Arts & Culture Commission, which reports to the City and hosts a variety of programs with the Parks and Recreation Department.

The Redmond Arts Program emerged through the Commission’s partnership with Parks and Rec. The City’s Percent for Arts Program (1%) is among the variety of funding sources available to the Redmond Arts Program.

Three plans direct the program’s work: Downtown Cultural Corridor Master Plan (2013), Cultural Facilities Feasibility Study (2015), and the Redmond Public Art Plan (2016). Creativity, innovation, and diversity are among the goals for Redmond’s Public Art Plan, but the plan also seeks to “express natural systems and infrastructure through artworks that promote experiential understanding” (p. 7). This unique goal captures the intention to engage public art as a strategy and tool for Parks and Recreation’s more traditional deliverables.

Within the Public Art Plan, Redmond identified three strategies for implementation: 1) exploring a variety of “platforms” where public art can occur; 2) “leading with art and cultural engagement”, or “LACE,” a strategy that centers public art within decision-making; and 3) “Redmond 2030,” which is the city’s long-term plan for capital projects.



# 04

SYSTEM NEEDS



# 04 SYSTEM NEEDS

## 4.1 Site Specific Systems Needs

### Existing Summary

In March 2023, the team conducted a detailed inventory and assessment for each of Lawrence's parks, within the Lawrence's Department maintenance areas. 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 Lawrence and form the basis for capital improvement recommendations for future improvements as well as expansion opportunities for the entire parks and recreation system and arts and culture enhancement.

### Methodology

Inventory and assessment of each park visited included evaluation of the conditions exhibited on the site of various program elements and site features. Park program elements and site feature conditions were rated using a differential scale of +/0/-. The definition for each of these condition ratings is as follows:

### Rating System

Assessment Rating Definition:

- + Program elements or site features are in excellent condition with no apparent immediate maintenance needed.
- 0 Program elements or site features are in good working condition with little or no immediate maintenance required.
- Program elements or site features are in poor condition requiring significant immediate maintenance, removal, or replacement.

Program elements and site features contained within individual assessments indicate various constructed elements or activities supported on site. Specific examples of program elements and features include picnic areas, playgrounds, shelters or pavilions, ball fields, sport courts, etc.

DRAFT

## Summary of System Parks & Facilities

The following Lawrence Parks, Recreation and Culture Department facilities were evaluated:

- **Broken Arrow Park** / 2800 Louisiana St
- **Brook Creek Park** / 1140 E 12th St
- **Buford M. Watson, Jr. Park** / 727 Kentucky St
- **Burcham Park** / 200 Indiana St
- **Burroughs Creektrail & Linear Park** / 900 E 15th St
- **Carnegie Building** / 200 W. 9th St.
- **Centennial Park** / 600 Rockledge Road
- **Chaparral Park** / Lawrence, KS
- **Clinton Lake Regional Park** / 1316 E 902 Rd
- Clinton Lake Softball Complex / 5101 Speicher Rd
- **Clinton Lake Outlet Park** / 1316 E 902 Rd
  - **Clinton Park** / 901 West 5th St
- **Conrad & Viola McGrew Nature Preserve** / 4600 Bob Billings Pkwy
- **Community Building** / 115 West 11th Street
- **Constant Park** / 230 W 6th St
- **"Dad" Perry Park** / 1200 Monterey Way
- **Deerfield Park** / 2801 W Princeton Blvd
- **DeVictor Park** / 1100 George Williams Way
- **Eagle Bend Golf Course** / 1250 E 902 Rd
- **East Lawrence Recreation Center** / 1245 E 15th St
- **Edgewood Park** / 1245 E 15th St
- **Eisenhower Drive Park** / 301 Wakarusa
- **Green Meadows Park** / 3613 Brush Creek Dr
- **Hand Park** / 1040 Home Cir
- **Haskell Rail Trail** / Lawrence, KS
- **Heatherwood Trail Park** / 3200 Block of Clinton Parkway
- **Hobbs Park** / 702 E 11th St
- **Holcom Park** / 2700 W 27th St
- **Holcom Park Recreation Center** / 2700 W 27th St
- **Indoor Aquatics Center** / 4706 Overland Dr
- **Japanese Garden Park** / 1045 Massachusetts St
- **John Taylor Park** / 200 N 7th St
- **Lawrence Nature Park** / S Folks Rd
- **Lawrence Outdoor Aquatics Center** / 727 Kentucky St
- **Library Plaza Park** / 707 Vermont St
- **Ludlam Park** / 2800 W 9th St
- **Lyons Park** / 700 Lyon St
- **Maple Grove Cemetery** / Lawrence, KS
- **Martin Park** / Peterson Road and East 1130 Township Rd
- **McSwain Park** / 1941 Haskell Ave
- **Memorial Park Cemetery** / 1517 E 15th St
- **Mutt Run Dog Park** / Parking lot, 1330 E 902 Rd
- **Naismith Valley Park** / 1400 West 27th Street
- **Nature Area - Sandra Shaw Park** / 110 Maine St
- **Nature Area - N of Santa Fe Station** / 802 E 8th Street
- **Oak Hill Cemetery** / 1605 Oak Hill Av
- **Outdoor Aquatic Center** / 727 Kentucky St.
- **Oregon Trail Park Pond** / 301 Headwater Dr
- **Police Facility Property** / 5100 Overland Dr
- **Pat Dawson Billings** / 3951 W 27th St
- **Park Hills Parks** / 500 Oklahoma St, 300 Kansas St, 201 Nebraska St.
- **Parnell Park** / 901 E 15th St
- **Prairie Park** / 2730 Harper
- **Quail Run Park** / 1134 Inverness Dr
- **Quarry Park** / 2141 Terrace Road
- **Riverfront Park** / 1594 N 3rd St
- **Rock Chalk Park** / 100 Rock Chalk Ln
- **Rotary Arboretum** / 5100 W 27th St
- **Robinson Park** / 4 W 6th St
- **Sandra Shaw Community Health Park** / 110 Maine St
- **Santa Fe Train Station** / 413 E 7th St
- **Sesquicentennial Point** / Area within Clinton Lake Leased Land
- **South Park** / 1141 Massachusetts St
- **Sports Pavilion Lawrence** / 100 Rock Chalk Lane
- **Stonegate Park** / 3706 Hunters Hill Dr

- **Union Pacific Depot** / 402 Locust St
- **Veteran’s Park** / 1840 Louisiana St
- **Walnut Park** / 211 N4th Street
- **Woody Park** / 201 Maine St
- **Youth Sports Complex** / 4911 W 27th St
- **Peterson Park** / West of Hallmark Cards
- **Future Park** / 104 Stonecrest Place
- **Future Park** / 2300 Sequoia Court
- **Future Park** / Wakarusa Water Treatment
- **Future Park** - NW of 27th & Crossgate
- **Future Park - NW Area** / N 1750 Rd
- **Future Park** / NW of 27th & Crossgatex
- **Future Park** / SE Area N1300 & E1700
- **Future Park - Pump Station** / SE 27th & Crossgate
- **Future Park - Eisenhower**

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 analysis for each facility are included in Appendix A.

## 4.2 Strengths and Needs

The following is a summary of the strengths and needs that exist throughout Lawrence’s Parks and Recreations facilities.

### Facility Strengths

The parks facilities in Lawrence have a number of strengths that residents in the City have come to appreciate, including the number of facilities across the system and total miles of trails. This includes the variety of facility and amenity types from active to passive and, there is something for all ages and abilities in both indoor and outdoor facilities. One of the most notable aspects of the facilities is the number of athletic fields that meet the current demand of the City. However, there have been requests to modernize the tournament and organized level game fields with better lighting and fencing. The department has worked hard to provide connectivity to residents throughout the City and their linkages support the Lawrence Pedestrian and Bicycle Connectivity Plans. These strengths complement the future improvements and opportunities identified in the following sections below.

### Facility Needs

- Develop a Parks Signage Master Plan to enhance wayfinding, identification, and information signage throughout the Parks System.
- Adopt the City’s trails master plan that addresses connectivity and accessibility throughout the City of Lawrence and to adjacent trail networks. Identify additional sidewalks needed throughout the city to connect underserved or inaccessible areas.
- 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.
- Incorporate restrooms in parks which are designed to allow for visits longer than 2 hours (Community Level Parks and Upwards)
- Update the lifecycle replacement schedule of assets in the park with the goal of updating at least 5% of the total asset value of park amenities each year.
- Determine the level of use that certain assets get now and those that do not and priorities keeping assets that get the expected level of use and eliminate assets that are past their useful life where appropriate.
- Create a connected trail system that connects neighborhoods to City attractions and supports a 10-minute walk
- Enhance access and use of natural areas for recreational use.
- Develop additional outdoor water park experiences in underserved areas of the City with adequate parking.
- Increase pickleball courts in underserved areas lacking existing courts
- Determine where indoor and outdoor pickleball can be played without disturbing neighbors and build at least two pickleball parks of eight courts each.
- Update and replace playgrounds on a 15 year life cycle.
- Replace playground surfacing on a more regular cycle.
- Replace athletic surfacing on a more regular cycle.
- Enhance public access to water based activities (kayaking, paddleboarding, fishing, etc.)
- Provide opportunities to incorporate a Downtown event space.
- Identify and develop space for a Farmer’s Market.

## 4.3 Level of Service

Level of Service (LOS) is a standard measure indicating how well residents of a community are served by park facilities. This assessment considers the size and location of parkland as well as the available amenities and services. Previously, the National Recreation and Park Association (NRPA), established a standard of 10 acres of parkland per 1,000 residents to assist communities with planning, growth, and park system management. However, in 2000, the NRPA updated the guidelines to allow more flexibility in considering individual program elements or activities on a case by case basis in order to tailor the system to the most appropriate age range, quantity, and quality of recreational facilities within fiscal limits of the individual community. This essentially allows communities to determine what the standards should be for their community.

### Park Classifications

Information relating to general descriptions of each service level, typical program, site size standards and area required per 1,000 residents is further outlined below. The classification categories include:

- **Neighborhood Parks** - 5-10 acres with a half mile service radius; informal, active, and passive recreation; 5 acres / 1,000
- **Community Parks** - 10-100 acres with a 2-mile service radius
- **Regional Parks** - Variable based on amenities with a 10-mile service radius

### Levels of Service

The LOS for Lawrence’s system was initially calculated based on the previous NRPA standard (10 acres/1,000 people) in order to gain a baseline understanding of the system. A detailed assessment of the parks and open space available to Lawrence residents provides an understanding of the opportunities that might be available within the community for development of other recreational amenities.

To support the LOS analysis, the service radius for parks in Lawrence and surrounding areas was delineated to illustrate coverage and help quickly identify potential service area gaps. The map on the following page indicates visible gaps (shown in red) in the central, eastern, southern and northern portions of the city where residents may not be served as evenly by Neighborhood and Community Park facilities as residents in central and southern portions of the City. The under served areas indicate undeveloped and future expansions planned along this edge of the city, acquisition of land during development to meet this need makes sense.

## Levels of Service Summary

Level of Service (LOS) is a metric-based expression of the minimum recreation and park infrastructure capacity required to satisfy the needs of residents of the community. Agencies track LOS as a way to meet the desires of the community and maintain a desired state while taking into consideration limited financial and human resources.

Numeric LOS metrics are most commonly used when analyzing parkland and recreation facilities so as to express acreage or availability in per capita terms. A critical component of the LOS analysis is to provide insight regarding how service levels should change over time given the context and trends of the community. Findings provide direction for the City to plan and are also intended to ensure that a balance of facilities and services are provided uniformly across Lawrence. The establishment of unrealistic LOS strategies can create a system that cannot be achieved without substantial investment in land and new facilities. However, LOS strategies can and will change over time as the demographics, economics, and politics of a community change.

The LOS Analysis considers only those facilities and parks within the limits of the planning area (i.e., within city limits of Lawrence). Inventories of both the city facilities and other providers are listed to show the complete picture of facilities available to the general public. Private or membership-based facilities are excluded.

Existing LOS levels are listed along with NRPA recommended standards and/or best practices for agencies similar to Lawrence. These best practices are considered along with public/stakeholder input, staff feedback, and consultant observations to produce recommended LOS standards for Lawrence. The analysis also includes an assessment of how well the City is achieving these recommended standards currently (based upon the 2022 estimated population) as well as what future needs will be (based upon 2027 population projections).

Based on the previous NRPA standard, the 1,936.87 acres of land and approximately 27.16 miles of trails maintained by the City of Lawrence meets the need of the total acreage to adequately serve approximately 96,172 residents (2022 data). However, in order to provide an equitable distribution of parks throughout the Lawrence community, a need exists for additional neighborhood and community level park facilities in under served and growing areas of the community. In addition to outdoor facilities, an analysis of the indoor space provided to the community shows a need for additional indoor facilities included aquatic space and special use facilities. The amenity need identified in the level of service matrix are taken into consideration as recommendations for future improvements are identified within this document.



**LEGEND**

- Neighborhood Parks
- Regional Parks
- Community Parks
- Cemeteries

LOW HIGH Levels of Service

**NEIGHBORHOOD PARKS (-15 ACRES)**

1. 104 STONECREST PLACE (25 ACRES)
2. 2300 SEQUOIA PKWY (6 ACRES)
3. BUFORD M. WATSON, JR. PARK (7 ACRES)
4. CHAPARRAL PARK (2 ACRES)
5. CLINTON PARK (4.5 ACRES)
6. CONSTANT PARK (2.45 ACRES)
7. DEERFIELD PARK (10 ACRES)
8. HAND PARK (1 ACRE)
9. HASKELL RAIL TRAIL PARK (7 ACRES)
10. HEATHERWOOD TRAIL PARK AREA (3.8 ACRES)
11. HOBBS PARKS (4.6 ACRES)
12. JAPANESE GARDEN PARK (1 ACRE)
13. JOHN TAYLOR PARK (3 ACRES)
14. LIBRARY PLAZA PARK AREA (.5 ACRES)
15. LUDLAM PARK (1.5 ACRES)
16. LYON STREET PARK (6.7 ACRES)
17. MCSWAIN PARK (2.8 ACRES)
18. NATURE AREA BEHIND SANDRA SHAW PARK (14 ACRES)
19. NATURE AREA NORTH OF SANTA FE STATION (6.3 ACRES)
20. NW of 27th & CROSGATE (14.6 ACRES)
21. PARK AREA AROUND POLICE FACILITY (6.8 ACRES)
22. PARK HILLS PARKS (4 ACRES)
23. PARNELL PARK (2.7 ACRES)
24. QUAIL RUN PARK (5 ACRES)
25. QUARRY PARK (2.4 ACRES)
26. ROBINSON PARK (1 ACRE)
27. SANDRA J. SHAW COMMUNITY HEALTH PARK (8 ACRES)
28. GREEN MEADOWS PARK (18 ACRES)
29. STONEGATE PARK (4 ACRES)
30. UNION PACIFIC DEPOT PARK AREA (3.8 ACRES)
31. VETERANS PARK (3 ACRES)
32. WALNUT PARK (1/3 ACRE)
33. WATER TOWER PARK (2 ACRES)
34. WOODY PARK (4 ACRES)

**COMMUNITY PARKS (15-100 ACRES)**

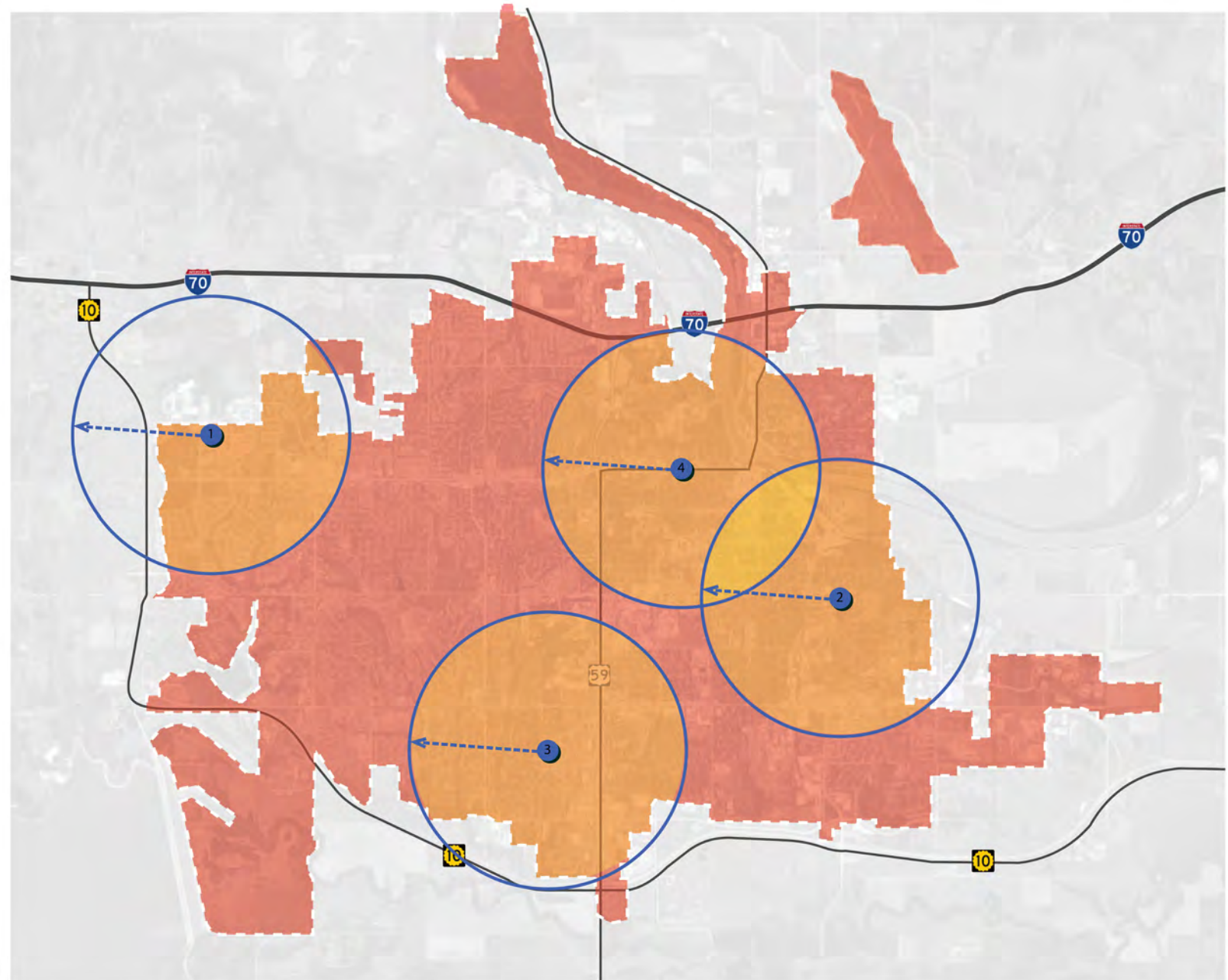
35. EISENHOWER DRIVE PARK (20 ACRES)
36. "DAD" PERRY PARK (41. ACRES)
37. ALONG TURNPIKE - N1750 ROAD (40 ACRES)
38. BEHIND WAKARUSA WATER TREAT (30 ACRES)
39. BROKEN ARROW PARK (20 ACRES)
40. BROOK CREEK PARK (43 ACRES)
41. BURCHAM PARK (70 ACRES)
42. BURROUGHS CREEK TRAIL & LINEAR PARK (36 ACRES)
43. CENTENNIAL PARK (35 ACRES)
44. CONRAD & VIOLA MCGRE NATURE PRESERVE (15 ACRES)
45. DEVCTOR PARK (40 ACRES)
46. EDGEWOOD PARK (18 ACRES)
47. SOUTH PARK (13 ACRES)
48. HOLCOM PARK (31 ACRES)
49. KANZA SOUTHWIND NATURE PRESERVE (19 ACRES)
50. MARTIN PARK (19 ACRES)
51. NAISMITH VALLEY PARK (65 ACRES)
52. NW - N1750 ROAD (40 ACRES)
53. PAT DAWSON BILLINGS (42 ACRES)
54. PETERSON PARK (20 ACRES)
55. PRAIRIE PARK (85 ACRES)
56. PUMP STATION SE OF 27TH & CROSGATE (72 ACRES)
57. ROCK CHALK PARK (72 ACRES)
58. ROTARY ARBORETUM (28 ACRES)
59. SE N1300 & E1700 (40 ACRES)
60. SESQUICENTENNIAL POINT (55 ACRES)
61. YSI SPORTS COMPLEX (55 ACRES)

**REGIONAL PARKS (100+ ACRES - 5 MILE RADIUS)**

62. LAWRENCE NATURE PARK (100 ACRES)
63. MUTT RUN DOG PARK (130 ACRES)
64. RIVERFRONT PARK (994 ACRES)
65. CLINTON LAKE REGIONAL PARK (1500)

**CEMETERIES (VARIOUS RADIUS)**

66. MAPLE GROVE CEMETERY (10 ACRES)
66. MEMORIAL PARK CEMETERY (25 ACRES)
67. OAK HILL CEMETERY (65 ACRES)



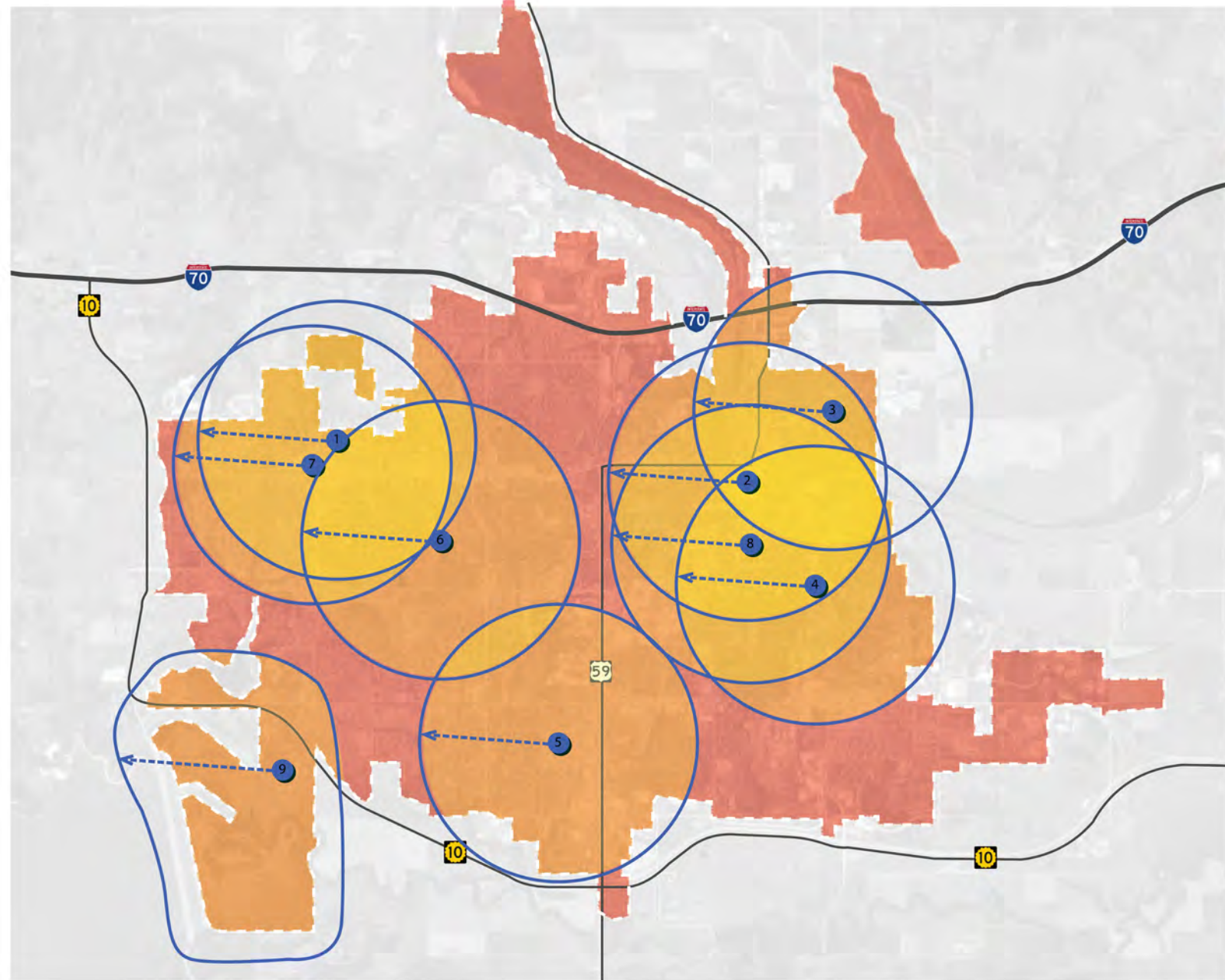
**LEGEND**

- Roadways
- Recreation Centers

LOW HIGH Levels of Service

**Recreation Centers**

1. SPORTS PAVILLION LAWRENCE
2. EAST LAWRENCE RECREATION CENTER
3. HOLCOM PARK RECREATION CENTER
4. COMMUNITY BUILDING



**LEGEND**

- Roadways
- Aquatic Centers

**LOW HIGH Levels of Service**

**AQUATIC CENTERS**  
 1. LAWRENCE INDOOR AQUATIC CENTER  
 2. LAWRENCE OUTDOOR AQUATIC CENTER

**SPLASH PADS**  
 3. LYONS PARK SPLASH PAD  
 4. BURROUGHS PARK / SPLASH PAD

**FUTURE SPLASH PAD**  
 5. HOLCOM PARK  
 6. DAD PERRY PARK  
 7. EISENHOWER RD PARK  
 8. SOUTH PARK  
 9. YSI COMPLEX

Level of Service Standards

Item	PUBLIC AGENCIES		Service Level Based on Current Population	Metrics		Recommended Standard		Current Needs		Funded and Approved CIP		5-Year Forecasted Needs	
	Lawrence	Total Public Agency Inventory		Recommended Service Levels for Study Area	Assessment	Additional Need	Projects	Total	Assessment	Additional Need			
<b>PARKLAND (ACRES)</b>													
Neighborhood Parks	272.35	272.35	2.83 acres per 1,000	3.00 acres per 1,000	Need Exists	16 Acres			Need Exists	19 Acres			
Community Parks	1,372.60	1,372.60	14.26 acres per 1,000	15.00 acres per 1,000	Need Exists	71 Acres			Need Exists	86 Acres			
Regional Parks	1,598.30	1,598.30	16.61 acres per 1,000	16.00 acres per 1,000	Meets Standard	- Acres			Meets Standard	- Acres			
Special-Use Parks/Facilities	989.75	989.75	10.28 acres per 1,000	10.00 acres per 1,000	Meets Standard	- Acres			Meets Standard	- Acres			
Greenways/Preserve Areas	280.12	280.12	2.91 acres per 1,000	3.00 acres per 1,000	Need Exists	9 Acres			Need Exists	12 Acres			
<b>Total Developed Park Acres</b>	<b>4,513.12</b>	<b>4,513.12</b>	<b>46.90 acres per 1,000</b>	<b>47.00 acres per 1,000</b>	<b>Need Exists</b>	<b>10 Acres</b>			<b>Need Exists</b>	<b>57 Acres</b>			
Undeveloped Parkland	259.85	259.85	2.70 acres per 1,000	0.00 acres per 1,000	Meets Standard	- Acres			Meets Standard	- Acres			
<b>Total Park Acres</b>	<b>4,772.97</b>	<b>4,772.97</b>	<b>49.60 acres per 1,000</b>	<b>11.2 acres per 1,000</b>	<b>Meets Standard</b>	<b>- Acres</b>			<b>Meets Standard</b>	<b>- Acres</b>			
<b>TRAILS (MILES)</b>													
Paved Trails	82.24	82.24	0.85 miles per 1,000	1.00 miles per 1,000	Need Exists	14.99 Miles	Lawrence Loop Projects		Need Exists	14.99 Miles			
Unpaved Trails	24.42	24.42	0.25 miles per 1,000	0.25 miles per 1,000	Meets Standard	- Miles			Meets Standard	- Miles			
<b>OUTDOOR FACILITIES</b>													
Shelter	22	22	1 site per 4,374	1 site per 4,000	Need Exists	2 Sites			Need Exists	2 Sites			
Rectangular Fields (Football, Soccer, Multipurpose)	20	20	1 field per 4,812	1 field per 4,000	Need Exists	22 Fields			Need Exists	22 Fields			
Baseball Diamond	10	10	1 field per 19,247	1 field per 10,000	Need Exists	5 Fields			Need Exists	5 Fields			
Softball Diamond	11	11	1 field per 13,748	1 field per 10,000	Need Exists	3 Fields			Need Exists	3 Fields			
Basketball Courts	11	11	1 court per 8,749	1 court per 8,000	Need Exists	1 Courts			Need Exists	1 Courts			
Tennis Courts	12	12	1 court per 8,020	1 court per 12,000	Meets Standard	- Courts			Meets Standard	- Courts			
Pickleball Courts	21	21	1 court per 12,029	1 court per 10,000	Need Exists	2 Courts			Need Exists	2 Courts			
Sand Volleyball	3	3	1 court per 48,118	1 court per 45,000	Need Exists	- Courts			Need Exists	- Courts			
Playgrounds	33	33	1 site per 2,916	1 site per 2,500	Need Exists	Sites			Need Exists	6 Sites			
Dog Parks	2	2	1 site per 96,235	1 site per 35,000	Need Exists	1 Sites		2	Need Exists	2 Sites			
Skateboard Park	4	4	1 site per 24,059	1 site per 50,000	Meets Standard	- Sites			Meets Standard	- Sites			
Splash Pad	2	2	1 site per 48,118	1 site per 30,000	Need Exists	1 Sites			Need Exists	1 Sites			
Outdoor Pool	1	1	1 site per 48,118	1 site per 35,000	Need Exists	1 Sites			Need Exists	1 Sites			
<b>INDOOR RECREATION SPACE (SQ. FT.)</b>													
Indoor Aquatic Space	45,000	45,000	0.47 SF per person	0.50 SF per person	Need Exists	3,118 Sq. Ft.			Need Exists	3,614 Sq. Ft.			
Indoor Recreation Space	264,700	264,700	2.75 SF per person	1.50 SF per person	Meets Standard	- Sq. Ft.			Meets Standard	- Sq. Ft.			
Special Use Facilities	13,800	13,800	0.14 SF per person	0.50 SF per person	Need Exists	34,318 Sq. Ft.			Need Exists	34,814 Sq. Ft.			

2023 Estimated Population	96,235
2028 Estimated Population	97,228

**Notes:**

\*The City also maintains 56.97 acres of landscape areas, and 6.96 of roundabouts and medians  
 \*Cementaries, levees, and large mowing areas are included in Special-Use Parks/Facilities inventory.



05

PROGRAM  
RECOMMENDATIONS

# 05 PROGRAM RECOMMENDATIONS

## 5.1 Overview

A significant component of the Lawrence Parks, Recreation and Culture Department Master Plan is the recreation program assessment. Recreation programs and services form the essential foundation of park and recreation systems. The goal of the analysis is to understand current recreation programs and activity offerings, as well as recommendations for additional programming to meet community needs and priorities identified in the community needs assessment.

The assessment helps identify strengths, challenges, and opportunities regarding programming. The assessment also assists in identifying core programs, program gaps within the community, key system-wide issues, areas of improvement, and future programs and services for residents and visitors.

The program findings and comments are based on a review of information provided by the Lawrence Parks, Recreation and Culture staff including program descriptions, financial data, and website content. This report addresses the program offerings from a systems perspective for the entire portfolio of programs.

### 5.1.2 Framework

Recreation programming is a critical part of the exceptional services that the Lawrence Parks, Recreation and Culture Department (PRC) provides its community. Programs that serve a large portion of the community demographics are also essential to the overall Vision, Mission, and Values of the City of Lawrence to create a vibrant community.

PRC has a diverse amount of program offerings for a broad range of age groups. Programs and activities are supported by several facilities including:

- Two aquatic centers (Indoor and Outdoor Aquatic Center)
- Eagle Bend Golf Course
- Prairie Park Nature Center
- Community Building
- East Lawrence Recreation Center
- Holcom Park Recreation Center
- Sports Pavilion Lawrence
- Clinton Lake Sports Complex
- Youth Sports Complex
- Municipal Stadium

### 5.1.3 Program Assessment Overview

Below are some overall observations that stood out during the analysis:

- The **program descriptions and goals** within each core program area effectively communicate the key benefits and desired outcome for the participants.
- **Age segments** are represented among various core program areas. This should be continuously monitored to ensure that programs represent future demographics.

- Of the different **program lifecycle** stages, 59% of PRC's programs are categorized in the Introduction, Take-Off, or Growth stages.
- **Pricing strategies** are used consistently across all Core Program Areas. PRC frequently prices programs according to market rate, established cost recovery goals, and the customer's ability to pay. This demonstrates a fair approach to pricing programs as well as ensuring that the Department continues to operate its programming as self-sufficiently as possible.
- A few core program areas are operating at or above established cost recovery goals. However, there are several core programs that PROS Consulting did not receive **cost recovery goals** or actual percentages for.
- PRC employs a variety of methods to track **program performance** including customer satisfaction levels through surveys, program cancellation rates, and participation levels.
- Methods for marketing and promotions rely heavily on technology including the PRC website, social media, and video creation. Print advertisements are also used regularly. The right marketing mixture should continuously be assessed according to the target market of each specific core program area.

## 5.2 Core Program Areas

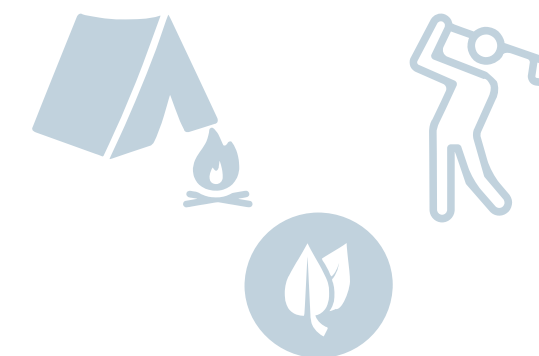
To help achieve the PRC's mission, it is important to identify Core Program Areas based on current and future needs to create a sense of focus around specific program areas of greatest importance to the community. Public recreation is challenged by the premise of being all things to all people. The philosophy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

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

### 5.2.1 Existing Core Program Areas

During the data collection phase, the consulting team collected the following Core Program Areas currently being offered by PRC and its contractors, and/or partnering organizations in Lawrence.

- Adult Sports
- Aquatics
- Camps
- Gymnastics
- Golf
- Lifelong Recreation
- Nature
- Special Events
- Youth Special Interest
- Youth Sports
- Unified Recreation



**RECOMMENDATIONS:**

### 5.2.2 Existing Core Program Areas

The existing Core Program Areas provide a generally well-rounded and diverse array of programs for the community. Based upon the observations of the consulting team as well as demographic and recreation trends information, Department staff should evaluate Core Program Areas and individual programs, ideally on an annual basis, to ensure offerings are relevant to evolving demographics and trends in the local community. Furthermore, based on key leadership/focus group input, statistically valid survey results, and discussions with Department staff, additional programming needs have been identified within these existing Core Program Areas.

Staff engagement and public input revealed several strengths to build on as well as some opportunities for improvement that will positively impact all core program areas:

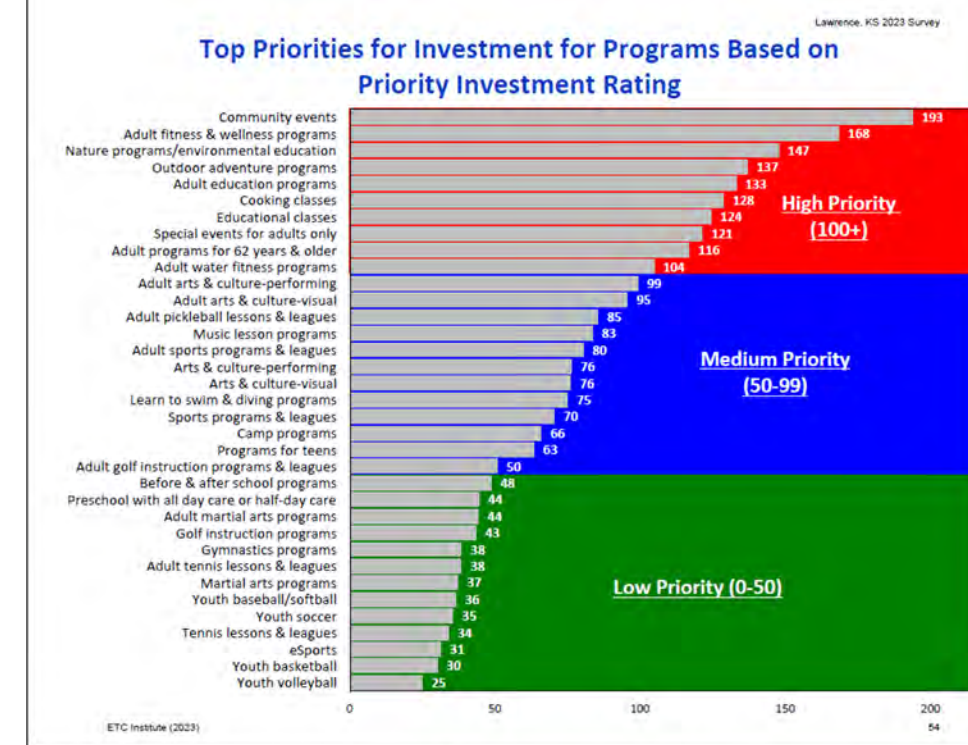
- Programs are often at capacity. This demonstrates that LPRD programs are well-received in the community and that they are in tune with community needs. **Additional programming staff and community partnerships can increase the capacity to take on more programs to meet demand.**
- Ball field usage by external leagues has increased. These leagues meet a need in the community to the extent that PRC may not need to duplicate services. **The field rental fee structure should be re-visited to ensure PRC is capturing the revenue it needs to offset field operation costs.**
- PRC provides free access to Recreation Centers and a scholarship fund for low-income families. **PRC should continue to identify sustainable funding streams to ensure access to recreation opportunities for low-income individuals and families.**

- An increase in community demand and programming can also increase the pressure on staff and efficient recreation management. PRC has several teams that oversee the various aspects of programs and events. **It is critical that PRC leadership continue to refine communication standards and a work order management process to ensure programmers and facility management eliminate gaps in communication which can impact the experience for the participants.**
- Program marketing and advertising should be a part of the program development process at the beginning to determine the right mixture for the target audience programmers are trying to reach. **A clear workflow and set of strategies as a part of a Program Resource Guide for the programming and marketing teams to follow will help eliminate communication gaps and provide a tool for proactive planning.**
- Training is paramount to ensure new staff and volunteers develop the right habits that have a direct influence on the services PRC provides. An excellent onboarding experience also plays a key role in employee retention. **A consistent onboarding process should be developed so that staff have the resources they need to understand programming standards, processes, and resources available to them.** An online database of program policies and procedures could also be a resource for current staff to refer to and serve as a continuous refresher. PRC can also create an “onboarding buddy program” that helps the new hire understand their role, who to talk to for specific needs, and to think strategically in their early days.
- Lawrence has many leisure and recreation opportunities available to residents offered by PRC and other providers in the non-profit and private sector. With limited resources, PRC cannot realistically provide all recreation opportunities at a high level. **Leadership should continuously assess its services to ensure they are not duplicating a program or activity that is already addressing a need in the community.** The MacMillan Matrix is a tool that can help staff determine if specific program areas are the right strategic investment for PRC.

### 5.2.3 Potential New Core Program Areas / Program Recommendations

#### Programming Priority Investment Rating (PIR):

The Lawrence Parks, Recreation and Culture Department Needs Assessment revealed several community priorities for core programming. Equally weighing the importance that residents place on specific programs and how many residents have unmet needs for the program, a priority investment rating is produced that will aide PRC in the decision-making process for future programming. PRC is already offering a wide array of programs and services that address many of the priorities identified in the survey. Some opportunities for new programs and the growth of current core program areas are outlined below.



Top Priorities for Investment for Programs: 2023 Parks, Recreation, Arts, and Culture Needs Assessment Survey Findings Report

### Culture / Community Celebrations:

The population in Lawrence is diversifying and PRC should continue to focus on cultural programming to celebrate the diversity of its residents. The most recent Needs Assessment shows strong support from the community for more art programming. Additionally, arts and cultural programming align with the City of Lawrence’s Strategic Plan and will be a large contributor to its vision to be an equitable and vibrant community and to be known as an art destination within the state.

Community events are the highest priority for residents according to the statistically valid needs assessment and are a great way to celebrate the unmistakable identity of Lawrence, Kansas. PRC staff should continue to assess the unique interests and ever-changing demographics of the city to develop inclusive and accessible celebrations for its residents to celebrate the arts, culture, and heritage of the city.

Some ideas for future arts and culture programming include:

- Develop partnerships community artists, cultural organizations, and community groups to foster a creative and collaborative spirit.
- Offer guided tours of public art installations and/or art studios around the city.
- Organize outreach efforts by transforming a bus or trailer into a mobile art studio to offer art workshops and activities in different neighborhoods.
- Host live art demonstrations by local artists in the parks highlighting various mediums like painting, pottery, music, sculpture, and other media.
- Plan an International Food Fair with booths offering food from different countries and cultures.



Outdoor Sculpture Exhibition RETURNS TO DOWNTOWN & THEATRE LAWRENCE



Some additional community events with a festival atmosphere and focus on outdoor entertainment and food and drinks could include:

- A partnership with the Kansas Craft Brewers Expo could grow into a community-wide, family event.
- Outdoor movies can have themed family games and activities in the park leading up to the show.
- Expand on the Lawrence City Band Summer Concert Series and Great Plains Art & Music Festival by offering additional concerts in various parks and public spaces throughout the year.

### Cooking Classes:

An additional opportunity for PRC to collaborate with community organizations and businesses would be through the development of more cooking classes for residents.

Beginner level, skill building, themed, and interactive classes offer many ideas to build on this program area. When considering cooking classes, PRC staff should cater programming to diverse skill levels, provide affordable options for low-income families, and highlight Kansas-grown products and local farmers. Developing a formalized partnership with the Lawrence Farmers Market could be a great place to start as they offer the venue and built-in ways to connect with local businesses and growers.

### Active Adult Programs For Ages 50-Plus:

Lawrence residents clearly value leisure and recreation opportunities for their older age groups. PRC addresses this priority through their “Lifelong Recreation” core program area offering wellness and social activities for adults ages 50 and older. One of the goals of this program area is to address barriers to participation by offering a wide range of programs for all ability levels.

PRC staff should continue these efforts as the population that makes the decision to age in place continues to grow. Some additional considerations for this demographic are outlined in the following:

- Collaborate with senior centers, health organizations, and fitness centers to expand PRC reach and wellness program resources.
- Explore additional modifications and adaptive equipment that can be used for varying ability levels.
- Consider intergenerational activities geared toward education, technology, the arts, nature, and outdoor adventure.
- Promote connections to nature through art from nature sessions, nature journaling, stewardship initiatives, photography classes, and gardening workshops.

## 5.3 Program Strategy Analysis

### 5.3.1 Age Segment Analysis

Figure 1 below depicts each Core Program Area and the most prominent age segments they serve. Recognizing that many Core Program Areas serve multiple age segments, Primary (noted with a ‘P’) and Secondary (noted with an ‘S’) markets are identified.

Age Segment Analysis								
Core Program Area	Preschool (5 and Under)	Elementary (6-12)	Teens (13-17)	Adult (18-34)	Adult (35-50)	Adult (51-69)	Adult (70+)	All Ages Programs
Adult Sports				P	P	S		
Aquatics	P	P	P	P	P	P	S	
Camps	P	P						
Golf	S	P/S	P/S	P	P/S	P/S	S	P
Gymnastics	P	P	P	S	S	S	S	S
Lifelong Recreation				S	S	P	P	
Nature	P	P	S	S	S	S	S	P
Special Events	P	P	S	P	P	P	P	P/S
Youth Special Interest		P	P					
Youth Sports	P	P	S					
Unified Recreation		P	P	P	P	P/S	P/S	

Figure 1: Core Program Area by Age Segment

For this report, an Age Segment Analysis was completed by Core Program Area, exhibiting an over-arching view of the age segments served by different program areas, and displaying any gaps in segments served. It is also useful to perform an Age Segment Analysis by individual programs, to gain a more nuanced view of the data. Based on the age demographics of the city, current programs are well-aligned with the community’s age profile. PRC offers a wide array of opportunities for the age segments between 18-34 years old, which is 43% of Lawrence’s total population.

Based on aging trends, it is recommended that the agency and/or their partnering organizations continue introducing new programs to the older adult segments to address any potential unmet needs. Particularly, the age segment of 55-74 is projected to grow by 2% to be 18% of Lawrence’s population by 2032.

Staff should continue to monitor demographic shifts and program offerings to ensure that the needs of each age group are being met. It is best PRctice to establish a program plan for each program or activity that identifies what age segment to target, establishes the right type of message and desired program outcome, which marketing method(s) to use, and determines what to measure for success before allocating resources towards a particular effort.

### 5.3.2 Program Lifestyle

A Program Lifecycle Analysis involves reviewing each program offered by the Department to determine the stage of growth or decline for each. This provides a way of informing strategic decisions about the overall mix of programs managed by the agency to ensure that an appropriate number of programs are “fresh” and that few programs, if any, need to be discontinued. This analysis is not based on strict quantitative data, but rather, is based on staff members’ knowledge of their programs. Figure 2 shows the percentage distribution of the various lifecycle categories of the department’s programs. These percentages were obtained by comparing the number of programs in each individual stage with the total number of programs listed by staff members.

Lifecycle Analysis				
Stages	Description	Actual Programs Distribution	Recommended Distribution	
Introduction	New Programs; modest participation	9%	59%	50%-60% Total
Take-Off	Rapid participation growth	10%		
Growth	Moderate, but consistent participation growth	36%		
Mature	Slow participation growth	20%	20%	40%
Saturated	Minimal to no participation growth; extreme competition	8%	11%	0%-10% Total
Decline	Declining participation	3%		

Figure 2: Program Lifecycle Analysis

The Lifecycle Analysis for PRC’s program distribution falls closely in line with the recommended distribution. It is recommended to have 50% to 60% of all programs within the beginning stages because it provides the agency with an avenue to energize its programmatic offerings. These stages ensure the pipeline for new programs is there prior to programs transitioning into the Mature stage. According to staff, 20% percent of all program offerings fall into the Mature Stage. This stage anchors a program portfolio, and it is recommended to have 40% percent of programs within the Mature category to achieve a stable foundation.

Additionally, 11% of programs are identified as Saturated or Declining. It is a natural progression for programs to eventually evolve into saturation and decline stages. However, if programs reach these stages rapidly, it could be an indication that the quality of the programs does not meet expectations, or there is not as much of a demand for the programs. As programs enter the Decline Stage, they must be closely reviewed and evaluated for repositioning or elimination. When this occurs, the Department should modify these programs to begin a new lifecycle within the Introductory Stage or replace the existing programs with innovative programs based upon community needs and trends.

Lastly, staff identified 9% of programs were cancelled due to a variety of reasons including low participation. These programs are not reflected in Figure 2.

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

### 5.3.3 Program Classification

Conducting a classification of services analysis informs how each program serves the overall organization mission, the goals and objectives of each Core Program Area, and how the program should be funded with tax dollars and/or user fees and charges. Where a program or service is classified depends upon alignment with the organizational mission, how the public perceives a program, legal mandates, financial sustainability, personal benefit, competition in the marketplace, and access by participants. Program classifications can also help to determine the most appropriate management, funding, and marketing strategies. Recommended classifications are outlined in *Figure 3*.

Value Added Services	Important Services	Essential Services
<ul style="list-style-type: none"> <li>Services that could be provided with additional resources.</li> <li>Typically services that have an individual benefit, are supported by user fees, and require little to no subsidy.</li> </ul>	<ul style="list-style-type: none"> <li>Services that should be provided if they expand and enhance core mission.</li> <li>Services should have community support and achieve an economic, social, or environmental benefit.</li> <li>Services may need moderate subsidy.</li> </ul>	<ul style="list-style-type: none"> <li>Services that are a sound investment of public funds and must be provided to the community.</li> <li>Typically services that have broad public benefit, protect resources, and are critical to the agency mission.</li> <li>Services require significant or complete subsidy.</li> </ul>

Figure 3: Program Classifications

With assistance from staff, a classification of programs and services was conducted for all the recreation programs offered by LPRD. The results presented in *Figure 4* represent the current classification distribution of recreation program services. Programs should be assigned cost recovery goal ranges, through a department pricing policy, for the different classifications or core program areas.

*Figure 5* depicts a cost recovery model for sustainable services.

Program Classification Distribution		
Essential	Important	Value-Added
29%	38%	33%

Figure 4: Program Classification Distribution

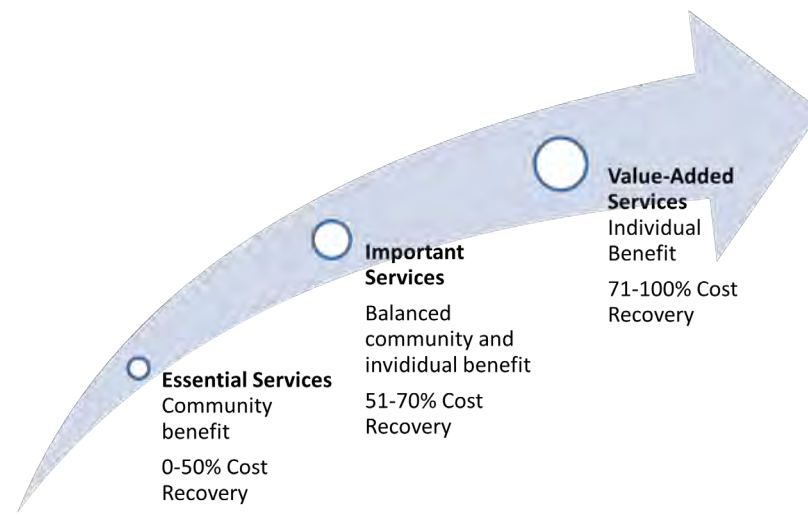


Figure 5: Cost Recovery Model for Sustainable Services

### 5.3.4 Cost of Service & Cost Recovery

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

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

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

The following section provides more details on steps 2 & 3.

#### Understanding the Full Cost of Service:

To develop specific cost recovery targets, full cost of accounting needs to be created for each class or program that accurately calculates direct and indirect costs. Cost recovery goals are established once these numbers are in place, and the Department's program staff should be trained on this process. A Cost-of-Service Analysis should be conducted on each program, or program type, that accurately calculates direct (i.e., program-specific) and indirect (i.e., comprehensive, including administrative overhead) costs. Completing a Cost-of-Service Analysis not only helps determine the true and full cost of offering a program, but it also provides information that can be used to price programs based upon accurate delivery costs. *Figure 6* illustrates the common types of costs that must be accounted for in a Cost-of-Service Analysis.

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

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



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

**Current Cost Recovery:**

PRC staff provided a few Core Program Areas that track cost recovery, however there were several that did not have this data. PROS Consulting recommends a policy that directs staff to cost recovery goals for each Core Program Area based on the factors previously mentioned.

Staff input also identified the need for more consistency with direction on cost recovery expectations. PRC has had a few different methods and models in the past that have created some confusion with programming staff. It is recommended that PRC create consistency with necessary policies and tools for implementation that have City leadership support.

A Program Development and Resource Guide can provide staff with consistent standards for developing, implementing, and evaluating programming.

One example includes creating a Program Development and Resource Guide that outlines a consistent program development process. This includes a worksheet that staff would fill out when proposing a new program or update to a current program. The worksheet outlines critical program details including projected expenses that are used to establish the program fee. The worksheet also asks for information related to program outcomes, marketing tactics, and whether a similar program is offered elsewhere within the community.

Also, as a part of the program development process, PRC should consider comparing planned programs and prioritizing resources using additional data points, such as potential partnership or sponsorship opportunities, market competition, and the program's priority investment ranking from the community needs assessment survey. This additional analysis will help staff make an informed, objective case for the public when a program is in decline, but beloved by a few, is retired. A strong case is made for resources to be allocated to the program/service if it has a high priority ranking, appropriate cost recovery, good age segment appeal, good partnership potential, and strong market conditions.

It should be noted that actual cost recovery can vary based on the Core Program Area, and even at the program level within a Core Program Area. Several variables can influence the cost recovery target, including lifecycle stage, demographic served, and perhaps most important, program classification. It is normal for programs within each Core Program Area to vary in price and subsidy level. The program mix within each Core Program Area will determine the cost recovery capabilities. With approved cost recovery goals, annual tracking, and quality assurance, actual cost recovery will improve. Cost recovery should be a key performance indicator for programming and goals should be updated annually to include the actual cost recovery achieved. Each Core Program Area can be benchmarked against itself on an annual basis.



**5.3.5 Pricing**

Pricing strategies are one mechanism agencies can use to influence cost recovery. Overall, the degree to which PRC uses various pricing strategies is consistent. Pricing tactics used most consistently by staff include regularly assessing market rate, ensuring rates achieve cost recovery goals, and determining the customer's ability to pay. Figure 7 below details various pricing methods currently in place as well as additional strategies that could be implemented over time.

Pricing Strategies										
Core Program Area	Age Segment	Family/ Household Status	Residency	Weekday/ Weekend	Prime / Non-Prime Time	Group Discounts	By Location	By Competition (Market Rate)	By Cost Recovery Goals	By Customer's Ability to Pay
Adult Special Interest	X									X
Adult Sports								X	X	
Aquatics									X	X
Camps									X	X
Golf	X			X	X	X		X	X	
Gymnastics								X	X	X
Lifelong Recreation								X	X	X
Nature	X		X				X	X	X	X
Special Events								X		
Youth Special Interest	X								X	X
Youth Sports								X	X	
Unified Recreation	X	X		X	X		X	X	X	X

Figure 7: Pricing Strategies

Household income for Lawrence suggests a potential lack of disposable income. PRC should be mindful of this with pricing services. Currently, the Core Program Areas that utilize the largest variety of pricing strategies are Golf, Nature, and Unified Recreation, which uses six or more of the ten mentioned tactics.

Moving forward, the agency should consider researching any untapped pricing strategies and the impact they could have on cost recovery goals. For instance, the Department could build their marketing budget by adding a marketing fee for those programs that require extensive promotions. It is also important to regularly monitor local competitors and other service providers as an increase in competition may alter program pricing.

**5.3.6 Program Strategy Recommendations**

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

**Mini Business Plans:**

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



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

**Program Evaluation Cycle (With Lifecycle Stages):**

Using the Age Segment and Lifecycle analysis, and other established criteria, program staff should evaluate programs on an annual basis to determine program mix. This can be incorporated into the Program Operating/Business Plan process. A diagram of the program evaluation cycle and program lifecycle is found in *Figure 8*.

During the Introductory Stages, program staff should establish program goals, design program scenarios and components, and develop the program operating/business plan. Regular program evaluations will help determine the future of a program.

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

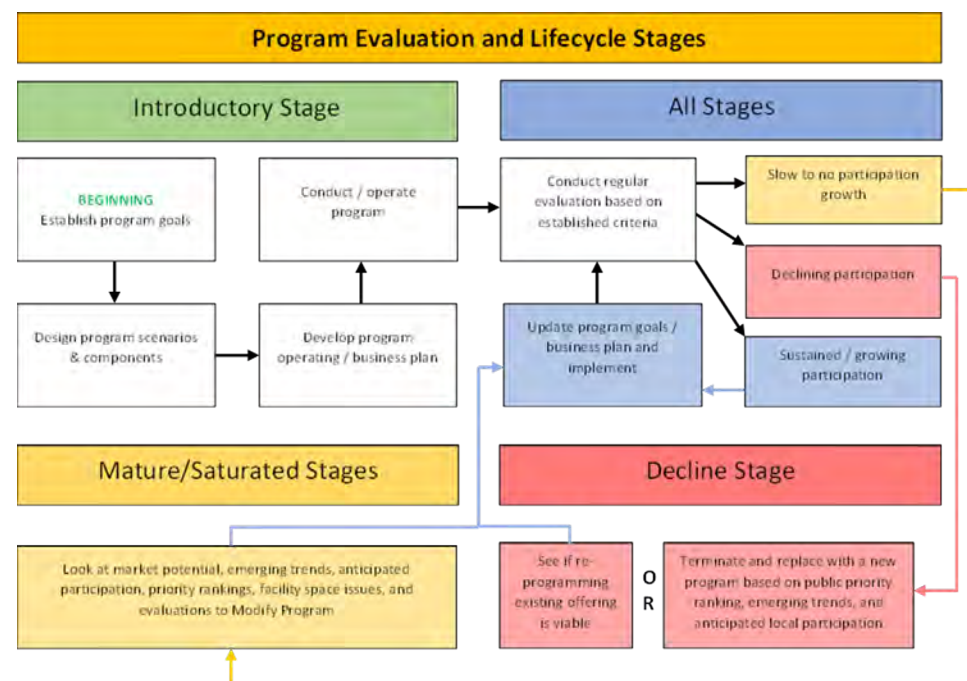


Figure 8: Program Evaluation and Lifecycle Stages

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**5.4 Marketing, Volunteering, and Partnerships**

**5.4.1 Current Recreation Marketing and Communications**

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

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

**5.4.2 Social Media**

Social media strategies play a critical role in telling the story of a parks and recreation agency. The right content can increase program participation and overall community awareness of PRC services. The Department currently uses several platforms to promote programs and events, update the community on park planning efforts, and highlight volunteer initiatives. The Department has increased the use of video through Reels to provide fitness demonstrations, highlight park and facility use, natural areas of the park system, and to promote upcoming community events.

PRC should continue to focus on high-quality photos and videos that highlight their parks, facilities, programs, and their users. The Department should consider online events and challenges, live polls, and partnerships with local influencers to drive more traffic to its social media channels. Additionally, maintaining a consistent posting schedule can ensure that fresh content is always being pushed out to the community.

A periodic social media audit is recommended to provide PRC a sound understanding on how social media impacts its programming, they are engaging with their audiences, and effective the platforms are at raising awareness of their services.

There are several components and benefits to a social media audit that are highlighted below.

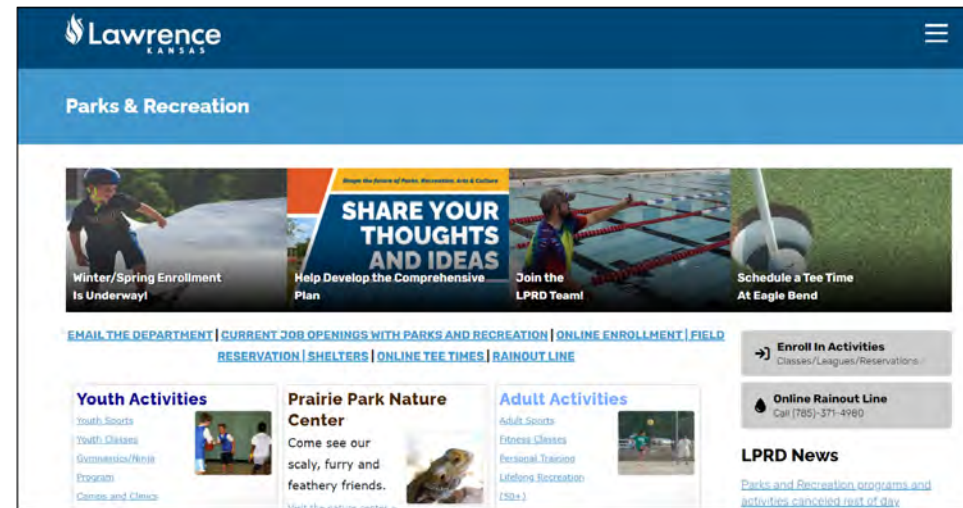
- Take inventory of the platforms that are in use and whether you need them by developing Key Performance Indicators.
  - Define goals for each platform to ensure multiple platforms are not pushing out the same type of content.
- Ensure branding and messaging are consistent across all platforms.
- Understand how to use social media analytics to determine where your social media traffic is coming from. Google analytics is another tool to inform PRC about website and social media users.
  - Understand the demographics and preferences on content type of PRC social media followers and tailor the messaging to the right audience.
- Identify the top performing social media posts and build on this success with future social media campaigns.



### 5.4.3 Website

The PRC website has several key features for users prominently displayed on the Parks & Recreation homepage.

- The PRC website is mobile friendly providing the same options as on a desktop.
- A ribbon at the top of the page has graphics and links to important information including programming, job opportunities, and current news.
- There is a PRC News feed on the right side of the page that directs users to important updates on the Department's business.
- There is also a link that directs users to the PRC online program registration and facility reservation system through Vermont Systems. The registration system has a keyword search for programs and filters for program categories.
- A link to RainoutLine provides users with up-to-date program and facility detail changes including status updates on cancellations, field conditions, and closures. RainoutLine also provides a phone number as well as email and text alerts. Lastly, it is mobile friendly and has an app for users to download.
- The homepage provides space for partner programs or sponsorships. Currently, there is a link to LMH Health's website and health tips.
- The online Activities Guide is in .pdf form and is interactive with links to key contacts, information, and the online program registration system.
- The field and shelter reservation link takes user to activity search. PRC should consider linking to a comprehensive facility calendar.



### 5.4.4 Marketing and Communications Recommendations

Based on PROS Consulting's assessment and staff engagement, below are some opportunities to build on the wide array of marketing and communication methods that PRC currently uses:

- A comprehensive marketing plan for PRC that outlines goals and strategies for core program areas can help program development timelines as well as the agency's marketing budget planning efforts.
- Appendix N is provided as an example of a marketing plan that should be completed for each program. This helps the programmer stay on the same page as the communications team on methods that will be used for the target audience and a timeline for promotions.
- Programming staff would benefit from consistent direction through a Marketing/Community Engagement Resource Guide that includes brand guidelines and flyer templates. This resource could help programmers create marketing materials for their programs and might help alleviate the burden on the marketing team.

### 5.4.5 Volunteer and Partnership Management

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

#### Current Volunteer Management:

Below are some observations from PROS Consulting on PRC's current volunteer engagement efforts:

- The Department provides an online application for volunteer coaches on their Youth Sports page. Volunteers that work with youth are subject to a background check.
- An online form is also available for jobs for individuals or groups including youth coaching, landscaping, and park clean-up.
- PRC's Adopt a park program provides an opportunity for individuals or service groups to clean up a specific part of the park system on a regular basis.
- The Friends of the Park program provides recognition opportunity for those that provide gifts to PRC and volunteer service hours logged.

### 5.4.6 Recreation Program Partnerships

The Department currently works with several partnering agencies, organizations, and corporations throughout the community. These partnerships support facilitation of programs and sponsorships of community events.

As with tracking of volunteer, tracking partnerships helps show leadership how well staff can leverage resources. In many instances, partnerships are inequitable to the public agency and do not produce reasonable shared benefits between parties. It is not suggested that Lawrence's existing partnerships are inequitable; rather, in general many parks and recreation agencies' partnerships tend to be one-sided.

The following recommended policies will promote fairness and equity within existing and future partnerships while helping staff to manage potential internal and external conflicts. Partnership principles for existing and future partnerships will maximize their effectiveness. These partnership principles are as follows:

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

A Partnership Policy guides staff to ensure partnerships have measurable outcomes and promotes fairness and equity.

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

#### 5.4.7 Volunteer and Partnership Recommendations

PROS Consulting recommends the following regarding volunteers and partnerships:

##### **Establish Formal Volunteer and Partnership Policies and Agreements:**

Following the best practice listed in the previous section as well as in *Appendix B*, continue to monitor and update established volunteer and partner policies and agreements which are tailored to the different types of volunteers and partnerships the Department encounters. Additionally, begin tracking volunteer metrics more consistently, including individual volunteers used annually and volunteer hours donated annually. Lastly, begin identifying measurable outcomes for each partnership and track these metrics annually.



06

CULTURE  
RECOMMENDATIONS

# 06 CULTURE RECOMMENDATIONS

## OVERVIEW

Lawrence is well known both state-wide and regionally as a uniquely creative community that proactively supports its exceptional arts and culture ecosystem. Given the city's equally strong reputation in parks and recreation, it is a natural progression to merge arts and culture into the newly developed Parks, Recreation and Culture Department (PRC).

The Designing Local consultant team collaborated closely with PRC staff to develop a comprehensive assessment strategy. This included conducting individual interviews and providing a range of community engagement opportunities with arts and culture stakeholders and participants. The goal was to gain a clear picture of the current landscape and to understand the community's vision for the future. The assessment also helped to identify core programs, uncover program gaps and duplications, address key system-wide issues, highlight areas for improvement, and propose potential future programs and services for both residents and visitors.

## 6.1 Arts + Culture in Parks and Recreation?

### 6.1.2 Vision and Why Now

The true pulse of a place not just in its buildings or politics, but also in the vibrant tapestry of experiences it offers. Art, Culture, Parks, and Recreation are the threads that weave this tapestry, fostering a sense of community, well-being, and connection that defines a truly livable city. These components are not luxuries; rather, they are the cornerstones upon which a city's soul is built.

They are the laughter echoing in parks, the inspirations sparked through newfound experiences, and the connections forged through shared moments. They are the essence of what distinguishes a city from a place where we truly thrive.

Lawrence, Kansas is uniquely positioned within its region to boast a vibrant local arts and culture scene. Propping up the cultural landscape of the community is a strong support system for the arts and will also provide other benefits for the city.

The backbone of arts and culture in Lawrence is the network of talent and support apparent in both the public and private sectors. This plan recognizes the value these organizations provide the Lawrence community and their contributions to the plan outcomes:

- University of Kansas
- Haskell University
- Sister Cities Lawrence
- Theater Lawrence
- Watkins Museum of History
- Lawrence Farmers Market
- Lawrence Chamber of Commerce
- Kansas Creative Arts Industries Commission
- eXplore Lawrence
- Downtown Lawrence
- Lawrence Library
- Lawrence Arts Center

### Town and Gown

The University of Kansas, with its renowned Fine Arts School, Spencer Museum of Art, and Haskell Indian Nations University, a center for indigenous education, stand as central community educational and cultural pillars drawing students an exceptional diversity of and faculty from around the nation and the world to the city of Lawrence.

### Lawrence Arts Center

The Lawrence Arts Center serves as a cornerstone of the Lawrence, Kansas artistic community. This center champions the idea "art is for everyone," fulfilling its mission by providing a multifaceted platform for both artistic creation and appreciation that is centered around education.

### Theater Lawrence

Theater Lawrence is a non-profit that enriches the community through live productions. Their season features a diverse range of professional shows, from classic dramas to contemporary musicals. Beyond traditional stage programming, Theatre Lawrence also hosts educational programs and workshops, fostering a love for theater among all ages. Local actors, directors, and designers often collaborate on productions, making Theater Lawrence a true champion of both professional and community-grown artistic talent.

Beyond these prominent institutions, local events, like those held in Downtown Lawrence, and the offerings of the Watkins Museum of History further enrich the cultural landscape.

### 6.1.3 Support for Arts + Culture at the City Level

Currently, arts and culture functions are supported and promoted by the city in a variety of ways, these include but are not limited to:

#### Transient Guest Tax Grant Program

As part of the 2023 budget, the City Commission approved a \$150,000 grant program to encourage, promote and strengthen events and programs that benefit the Lawrence community and/or enhance the visitor experience in Lawrence.

#### Strengthen the presence of the Indigenous community in City Government:

Create a Cultural Liaison position to connect with indigenous communities, advise city government, and influence cultural programming.

#### Formalize the Lawrence Public Art Program:

- Adopt the Current Draft Policy
- Update Ordinance
- Identify staff needs to support the Public Art Program both immediately and in 3 years
- The policy will clearly define how percent for art dollars can be used

#### Formalize a relationship with the Lawrence Arts Center as a Cultural Programming Partner of the PRC Department:

- Designate the Lawrence Arts Center as a cultural programming partner, providing a targeted funding strategy with strategic plan overlaps while developing more collaboration opportunities.
- Ensure age and needs-based subsidies are considered and outlined so those who need it most are offered access.
- Acknowledge where and how these two partners (the city and Lawrence Arts Center) work best to serve community interests.

#### Community Arts Grants

Community Arts Grants range between \$500 to \$10,000 per project. Community Arts Grants awards will equal no more than 50% of the total project or activity cost. Cost-share may be cash and/or in-kind. Fifty percent match funds must be clearly shown in the budget proposal on the grant application.

Only one grant is allowed per project. Up to five Community Arts *Mini Grants* are also available annually, awarding recipients up to \$500 each to help support artists with start-up costs for equipment specifically aligned with their art practice.

#### Phoenix Awards

The Phoenix Awards honor and celebrate outstanding artistic achievement in the Lawrence community. Since the inception of the Phoenix Awards, more than 100 local artists, sculptors, photographers, dancers, musicians, vocalists, educators, writers and literary supporters, administrators, and volunteers have been recognized by their peers and fellow Lawrencians.

There are 10 categories for five awards: Arts Advocate, Arts Administrator, Arts Education, Design Arts, Literary Arts, Musical Arts, Performing Arts, Visual Arts, Volunteer in the Arts, and the Phoenix Award for Exceptional Artistic Achievement. There is also a "Creative Spaces" Award category which recognizes outstanding achievement in imaginative and environmentally forward-thinking place-making.



## 6.2 Vision: Culture as a Parks Priority

The people of Lawrence agree, through survey results and community conversations, that:

Art and culture are at the heart of this community. There is an untapped current of creative energy in the city waiting to be freed and experienced. Through the fostering of cultural moments and the elevation of creative people and talent, Lawrence can become a regional destination for art and culture and a beloved champion of community experiences.

## 6.3 Community Engagement + Sentiments

Through individual interviews and focus groups, the plan gathered insights from a diverse range of stakeholders, including artists, cultural organizations, and community members.

The following questions were asked to each stakeholder:

1. Can you share your vision for arts and culture in Lawrence?
2. What has the city historically done well and where could they improve?
3. What should this plan address to support the work that you do in creating cultural experiences in Lawrence?

### Focus Groups

The following focus groups were held and engaged a total of 69 participants. The sentiments garnered informed plan recommendations and the vision for the community and broader strategies.

#### Arts Roundtable Event

- 16 Attendees

#### General Arts and Culture Focus Group

- 12 Attendees

#### Festivals and Events Focus Groups

- 11 Attendees

#### Visual Art

- 13 Attendees

#### Performing Arts

- 15 Attendees

### Survey Results

As part of the planning process, a statistically significant survey was conducted to capture feedback on all aspects of the plan strategy. What became clear through the results was that there is strong support for the integration of arts and culture programming and events alongside traditional parks and recreation offerings. Key desires include community events and experiences and the availability of arts and culture programming for all ages and audiences,

Through the community engagement process, a shared vision emerged:

Establish Lawrence as a prominent arts and culture destination within the state. Emphasizing inclusivity, calling for cultural parity in staffing, programming, and representation within the built environment.

To achieve this, this plan proposes a multi-pronged approach rooted in actionable steps to implement the structure to support a growing arts and culture ecosystem.

In essence, the community desires a strategic set of actions that address funding limitations, streamline administrative processes, creates dedicated creative spaces, fosters inclusivity, and strengthens collaboration. By implementing these measures, Lawrence can unlock the full potential of its thriving arts scene and position itself as a vibrant cultural hub.

## 6.4 Understanding the Value of Arts + Culture

The role that arts and culture plays in communities is central to the high quality of life of Lawrence residents. While often difficult to measure, studies support the multi-faceted value of investing in arts and culture.

While there are other benefits, arts and culture have an intrinsic value, and this value has been apparent long before there existed tools to measure it. This is evident in the millennia-long connection between people and artistry, the power of arts and culture to bring people together and to forward and strengthen societies through education, innovation, and the connection between people. Should this value not speak for itself there is also measurably:

- **Holistic Benefits:** Research engines for arts such as Americans for the Arts, The National Endowment for the Arts (NEA), the Knight Foundation, the Trust for Public Land, the Urban Institute, NORC at the University of Chicago:
  - Improved learning and academic performance
  - Reported feelings of desire to stay in one's community
  - Development of important life skills
  - Increased civic engagement and participation
  - Opportunities for disadvantaged individuals
  - A stronger connection to wider community identity
- **Economic Benefits:** Often under-reported and under-measured, the creative sector accounts for more than 1 trillion of the economy and nearly 30 billion in local tax revenue for cities across the US in 2023, employing 2.6 million people. (AEP6, AFTA)
  - job creation
  - revenue generation
  - increased tourism
- **Social Benefits:** It is critical to recognize the value of the social impacts of arts and culture. It fosters empathy, understanding, and shared experiences, bringing people together.

In 2015-16, the City of Lawrence and Douglas County participated in the AEP5 study conducted by Americans for the Arts. The study found that local arts and culture sector in Lawrence-Douglas County is \$30.8 million industry that supports 1,061 full-time equivalent jobs and generates \$2.8 million in local and state government revenue. These funds are split almost evenly between organizational spending and audience spending, with cultural consumers bringing \$15,090,256 of spending to the table with the average non-resident attendee spending \$36.46 per event beyond ticket cost.

While cursory figures are surprisingly strong, it must be acknowledged that the full impact of arts and culture is difficult to truly measure. Studies such as AEP5 give a valuable snapshot into the role that arts and culture plays in the local economy, but what is not reported cannot be measured, only felt through the quality of arts and culture offerings at the local level and the vibrancy created within our communities. It is important for cities to provide meaningful opportunities for culture creators to strategically align with community-wide goals and initiatives and focus on ways to report on the successes and impacts of their work.

### 6.4.1 Why Parks?

There's a powerful synergy between access to arts and culture and access to parks and recreation. Research indicates that both contribute to a stronger sense of community attachment and behaviors that support overall community wellbeing, such as a higher likelihood to be engaged in civic activities and being more likely to volunteer. This translates to residents being more invested in their communities, contributing both their time and resources. (Knight Foundation, Community Ties 2019)

Here's why investing in art within parks is a strategic move for cities:

- **Double Duty:** Art in parks leverages the existing draw of these community spaces, creating new and engaging experiences for park goers. This can range from sculptures and installations to performance spaces and art integrated with the landscape.
- **Deeper Connections:** Well-placed art can foster a deeper sense of connection between residents and their parks. It becomes more than just a place for passive recreation, transforming into a vibrant and dynamic space that sparks creativity and fosters memories.
- **Community Investment Magnet:** A vibrant arts scene within parks attracts residents and visitors alike. This increased foot traffic translates to a stronger sense of community ownership and a willingness to invest time and resources in maintaining and improving these spaces.
- **Public Good with a Return:** Art in parks represents a public good that yields significant returns for the city. Both are drivers of quality of life and can act as magnets for tourism and generate economic activity.

ARTS AND CULTURE RECOMMENDATIONS   LAWRENCE PRAC PLAN					
Acknowledgment of the Impact of Arts & Culture Community Identity: Strategic Plan Overlap					
Recommendation / Outcomes	Unmistakable Identity	Strong, Welcoming Neighborhoods	Prosperity and Economic Security	Connected City	Safe and Secure
Strengthen the relationship with Haskell and KU	X				
Strengthen the presence of the indigenous community in City Government	X				
Formalize the Lawrence Public Art Program	X	X	X		
Formalize a relationship with the Lawrence Arts Center as a Cultural Programming Partner of the PRAC Department	X		X		
Develop an Unmistakable Lawrence Division	X	X	X		
Provide Grants for a number of culture creators to create culture in Lawrence:	X	X	X		
Develop additional signature events in Lawrence	X		X		
Explore a new park monuments.	X	X			
Execute a market study for the building of an outdoor amphitheater to understand the community demand and programming types that would be successful in Lawrence.	X		X		
Affordable Housing in Lawrence for Artists (Existing Historic Fire Dept.)	X	X	X		



**R167 – Strengthen the Presence of the Indigenous Community through Arts and Culture Collaborations.**

The role of Indigenous culture in the Lawrence region has long run parallel to city functions and programming. To meaningfully elevate the role that Indigenous peoples of the area play in shaping the local Arts and Culture landscape, steps should be taken to create opportunities to promote, fund, and partner more deeply with the Indigenous community.

**Actions to Support**

- Identify opportunities to elevate Indigenous community members within the Cultural Arts Commission as well as any ad-hoc advisory and review boards as they relate to arts and culture.
- Establish MOUs outlining collaboration on cultural programming, artist exchange, and joint funding opportunities with Haskell Indian Nations University. Consider reciprocal representation on the Cultural Arts Commission.
- Consider the appointment of a city staff liaison to the Indigenous community and Haskell University to connect with Indigenous communities, advise city government, and influence cultural programming.

**Responsibility**

- P&R Staff

**Financial Return**

- Medium Cost, High Impact

**Priority Level**

- 2

**Project Timeline**

- Short-term (1-3 Years)

**Performance Measures**

- Increased engagement and participation by indigenous community members.
- A more diverse set of programming and community-centered experiences that elevate Indigenous themes, stories, and heritage.

**R168 – Formalize the Lawrence Public Art Program by advancing the thrice reaffirmed Resolution—initially passed in 1986— to an Ordinance and implementing the accompanying public art program.**

Lawrence has long been a supporter of public art, resolving nearly four decades ago to dedicate public dollars to public art for all community members to experience and enjoy. The natural next step is to reaffirm this resolution into a true ordinance, creating a reliable and predictable funding stream for public art and reaffirming the city's commitment to creating a vibrant place.

**Actions to Support**

- Adopt the Current Draft Policy
- Update the public art resolution as the Public Art Ordinance
- Identify staff needs to support the Public Art Program both immediately and in 3 years
- Utilizing the strengthened public art program under the new ordinance, a public art trail should be explored. This trail should bridge connections between urban spaces, parks, and trails and underscore the key relationship between Parks and Recreation and Arts and Culture.

**Responsibility**

- P&R Staff

**Financial Return**

- Medium Cost, High Impact

**Priority Level**

- 1

**Project Timeline**

- Short-term (1-3 Years)

**Performance Measures**

- An increase in sustainable public art funding
- Increased quantity, quality, and diversity of the public art collection

**R169 – Formalize collaborative relationships with the Lawrence Arts Center, Theatre Lawrence, and the Watkins Museum of History and/or Lawrence Public Library as Cultural Programming Partners of the PRC Department.**

Across all conversations with the community, an acknowledgement of the many partners working together to serve the community within the cultural sector was clear. Broad support for collaboration was abundant. Cultural creators and arts administrators are uniquely skilled at creating cultural experiences and providing programming and educational opportunities for wide audiences. The city of Lawrence should leverage its robust homegrown talent network to best serve the community-at-large. In doing so, the city can seek out ways to align around shared goals and interests and arts administrators can help to strategically impact reciprocal public funding structures, such as the transient guest tax grant program (TGT Grant Program).

**Actions to Support**

- Designate the following organizations as cultural programming partners: Lawrence Arts Center, Theatre Lawrence, and the Watkins Museum of History, and Lawrence Public Library.
- Provide a targeted funding strategy while developing more collaboration opportunities. Design an MOU to support this strategic overlap.
- Ensure age and need-based subsidies are considered and outlined to expand access.
- Acknowledge where and how these partners each work best to serve community interests, strategize around programming for efficiency
- Elevate and promote the programming created in partnership with the City across city-owned and controlled communication channels.

**Responsibility**

- P&R Staff

**Financial Return**

- Medium Cost, High Impact

**Priority Level**

- 2

**Project Timeline**

- Short-term (1-3 Years)

**Performance Measures**

- Compare new programming outcomes against strategic plan goals to qualify the impact these partnerships.

**R170 – Continue to provide and further improve grants to help support arts & culture creators and encourage collaborations with the city and creating arts & culture in Lawrence.**

Access to grants at the local level is key to creating opportunities for diverse voices and talents as well as serving to create relationships between the city and creators. Grants at the local level were met with some of the strongest community support across conversations with stakeholders. The preferred approach was a wide range of grant opportunities that encourages diversity in available experiences. This included grants to fund start-up costs to bolster local creative capital and deepen the network of local creators at all experience levels. Lawrence is uniquely positioned as the seat of KU and Haskell to support emerging talent and build relationships with young creators as they make the transition from education to employment or even entrepreneurship.

Additional opportunities included grants to fund murals across the city, a priority amongst stakeholders and a tactical way to bring vibrancy and provide opportunities to visual artists at the local level.

In addition, grants to fund musical performances across town were strongly supported. Community members believe that Lawrence is a performance and music-rich city. One avenue that the city could explore to fund performances would be in matching dollars paid performers in partnership with local businesses who want to create new experiences for patrons or in areas that see heavy pedestrian traffic such as Downtown Lawrence. Additional grant structures should be explored to support performances, such as grants to support performances in conjunction with new and existing community events.

**Actions to Support**

- Grants to fund music performances in local establishments
- Grants to create murals around the city
  - Create the Mural Program in accordance with the public art policy
- Grants for equipment and start-up costs for creatives
  - Seek to bolster local talent and create opportunities for emerging artists and creators
- Prioritize funding based on diversity of voices and talents and create more opportunities for marginalized groups

**Responsibility**

- P&R Staff

**Financial Return**

- Medium Cost, High Impact

**Priority Level**

- 1

**Project Timeline**

- Short-term (1-3 Years)

**Performance Measures**

- Number of applicants and diversity of applicants
- Quantity and Quality of available cultural experiences
- Growth in entrepreneurship in creative sector
- 

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**R171 – Develop and Champion Signature City events in Lawrence**

One of the highest priorities for stakeholders and community members as evidenced by focus groups and surveys is the desire to strengthen and increase the quality and quantity of community events and festivals. There was a strong emphasis on events that draw people to the region, increasing tourism revenue and creating reciprocity for arts organizations.

**Actions to Support**

- Audit and streamline the event permitting process
- Standardize events communication
- Explore the creation of an online events portal for permitting and inquiries
- Partner with eXplore Lawrence (Unmistakably Lawrence) to promote local cultural events to draw tourism and maintain the community calendar of Arts and Culture events
- Consider a regional public art event, examples: Blink, GLOW
- Establish a designated downtown event space
- Establish designated parks event spaces
- Explore the designation of a DORA district to support downtown events
- Explore the acquisition of a bandshell to support events
- Provide a communication channel for organizers to report back key metrics to measure event success and community impact
- Track and monitor cultural impact so the reciprocal nature of cultural programming is evident.
- Consider an annual summit for cultural creators and city leaders to share results and rally around common goals

**Responsibility**

- P&R Staff

**Financial Return**

- Medium Cost, Very High Impact

**Priority Level**

- 1

**Project Timeline**

- Short-term (1-3 Years)

**Performance Measures**

- Number of attendees
- Number of events held,
- Generation of TGT revenue

**R172 – Work with the community to explore adding a new monument/public artwork at Robinson Park as part of the public art program**

In recognition of the lasting impact of I'ŋzhúje'waxóbeand or the Sacred Red Rock and events of the past, a new monument to honor the stories of the Indigenous people of Lawrence should be explored, given a prominent and appropriate site, and installed through the Public Art program.

**Actions to Support**

- Identify a funding stream to support artwork installation (grant, CIP, etc.)
- Using the public art program as a guidebook commission a meaningful artwork to address long-term impacts of...?
- Prioritize working with an Indigenous Artist
- Encourage community involvement and input in the selection process

**Responsibility**

- P&R Staff

**Financial Return**

- Medium Cost, Medium Impact

**Priority Level**

- 3

**Project Timeline**

- Mid-term (3-5 Years)

**Performance Measures**

- Compare new programming outcomes against strategic plan goals to qualify the impact these partnerships.

**R173 – Execute a market study for the building of an outdoor event space/amphitheater to understand the community demand and programming types that would be successful in Lawrence.**

While there is strong support amongst community members and event organizers for a dedicated performance space to support community events and programming, questions remain as to what outcome would best serve community needs. A market study should be conducted to explore the feasibility of such a space.

**Actions to Support**

- Identify and contract with a consultant to conduct a market study
- Options to consider:
  - Bandshell
  - Outdoor Amphitheater
  - Bandwagon
  - Dedicated Public Spaces for Performances

**Responsibility**

- P&R Staff

**Financial Return**

- Medium Cost, Medium Impact

**Priority Level**

- 2

**Project Timeline**

- Mid-term (3-5 Years)

**Performance Measures**

- Study completion

**R174 – To increase the City's creative capital, work with the Affordable Housing office and Advisory Board to explore possibilities for Affordable Housing in Lawrence for Artists**

**Actions to Support**

- Partner with the Affordable Housing Office and Advisory Board to identify opportunities to connect artists with affordable housing
- Explore creating an artist in a residency program

**Responsibility**

- P&R Staff, City Commission

**Financial Return**

- Medium Cost, Medium Impact

**Priority Level**

- 3

**Project Timeline**

- Mid-term (3-5 Years)

**Performance Measures**

- Artists Housed

**R175 Explore developing the historic Grover Barn building into an Arts and Culture Site**

A site of great historical significance for the community as it was once a key location on the underground railroad and is deeply tied to Lawrence's Free State Identity. It currently is a designated site on the Underground Railroad Network to Freedom. As a historic building, the structure likely is uniquely constrained in the ways in which it can be redeveloped or restored for community enjoyment.

**Actions to Support**

- Following the public arts program and policies, identify opportunities to commission gateway art works
- Partner with the Watkins Museum, Guardians of the Grover Barn and other interested parties to explore the creation of a sustainable cultural site
- Conduct a site assessment to understand development constraints
- Seek out historic tax credits and other state and federal funding opportunities to support project completion
- Partner with local historians and community organizers to collaborate on redevelopment opportunities
- Pursue ways in which the history of the barn can be interpreted into the final experience, whether as a museum, or other cultural site.

**Responsibility**

- P&R Staff

**Financial Return**

- Medium Cost, Medium Impact

**Priority Level**

- 3

**Project Timeline**

- Mid-term (3-5 Years)

**Performance Measures**

- Redevelopment of the site

**R176 As part of the public art program, enhance City entrances with large landmark art pieces**

Community input was clear, the people of Lawrence believe that this is a city for the arts and they want that to be evident in the built fabric of their community. Commissioning artwork at gateways to the city and expanding the visibility of the arts in the built environment is a statement to all who enter, we are a place for the arts. In conjunction with the public art program, the city should pursue large-scale, landmark pieces at entrances which do not already have a piece of public art to welcome visitors to this vibrant.

**Actions to Support**

- Following the public arts program and policies, identify opportunities to commission gateway art works

**Responsibility**

- P&R Staff, Public Art Coordinator

**Financial Return**

- Variable Cost, High Impact

**Priority Level**

- 1

**Project Timeline**

- Rolling Basis

**Performance Measures**

- Commissions Completed

**R177 Develop a sculpture garden in the Rotary Arboretum**

Artwork plays a critical role in community spaces, enhancing already well-loved community assets and bringing a new dynamic to places. The city should explore the creation of works of art at the Rotary Arboretum to bring a new layer of experience to this cherished community space.

**Actions to Support**

- Identify and contract with a consultant to conduct a market study
- Options to consider:
  - Bandshell
  - Outdoor Amphitheater
  - Bandwagon
  - Dedicated Public Spaces for Performances

**Responsibility**

- P&R Staff, Public Art Coordinator

**Financial Return**

- Variable Cost, Medium Impact

**Priority Level**

- 2

**Project Timeline**

- Rolling Basis

**Performance Measures**

- Commissions Completed

**R178 – Develop a menu of collaborative special events to include cultural events that celebrate the diversity of the Lawrence community**

Community events faced the strongest level of support across all forms of public input throughout the plan process, its clear that the community experience is a high priority for the people of Lawrence. To create robust, diverse, and engaging community experiences the city should ensure that meaningful partnerships are leveraged to expand the variety of events offered to the community. This logic should be applied to new and existing events.

**Actions to Support**

- Working with cultural programming partners and the Cultural Arts Commission develop and promote special events to the public
- Find ways in which new and existing partnerships can collaborate to improve and consolidate existing offerings to create bigger draws for the community and region

**Responsibility**

- P&R Staff

**Financial Return**

- Variable Cost, High Impact

**Priority Level**

- 1

**Project Timeline**

- Rolling Basis

**Performance Measures**

- Increase in attendance
- Increase in tourism revenue
- Decrease in scheduling issues among organizers

The background is a solid orange color with several overlapping, semi-transparent geometric shapes in a lighter shade of orange. These shapes include diamonds, squares, and triangles, some of which are rotated. There are also several thin, light-colored lines scattered across the background, some parallel to the edges of the shapes and others at various angles.

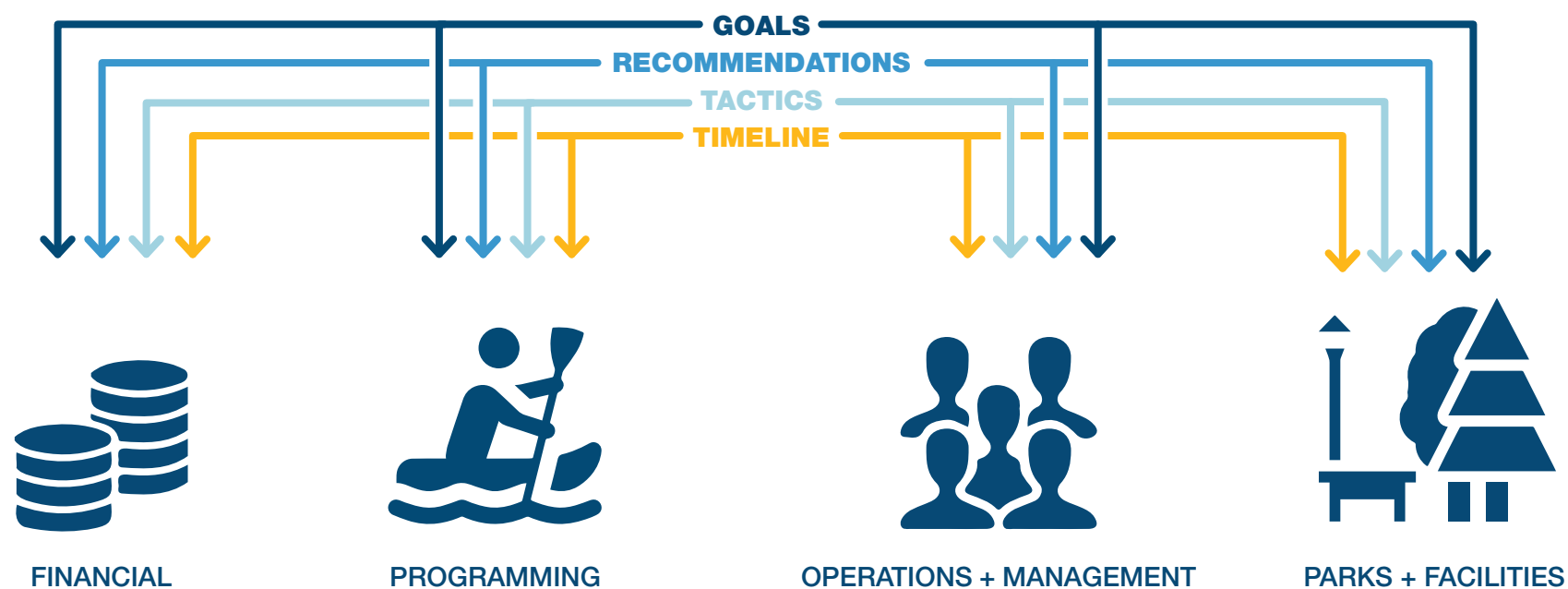
07

ACTION PLAN

# 07 ACTION PLAN

## 7.1 ACTION PLAN OVERVIEW

The following action plan outlines the goals, recommendations, tactics, and timeline to implement the Lawrence Master Plan by each section listed Financial, Programming, Operations and Management, and Parks and Facilities.



FINANCIAL RECOMMENDATIONS						
NO.	Recommendation + Action Items	Responsibility	Financial Impact (Costs vs Return)	Priority Level	Project Timeline	Performance Measure
GOAL: MAINTAIN A FISCALLY RESPONSIBLE PARKS AND RECREATION SYSTEM.						
R1	Renew a dedicated revenue stream for parks and recreation upon the ten-year sunset of the current sales tax.	City Council and Citizens	Low Cost, High Return.	1	Short Term	Renewal of sales tax (or other revenue stream).
R2	Develop a capital investment plan that ensures proper funding is available for future Parks and Recreation improvements and amenities.	PRC Staff & PW Staff	Low Cost, High Return. As with the other indoor facilities, replace and refresh will improve customer satisfaction.	1	Ongoing	Based upon manufacturer, industry standard and annual inspection
R3	Identify potential partnership opportunities to help fund park improvements and operations.	PRC Staff	Low Cost, High Return	1	Ongoing	Partnerships identified
R4	Track lifecycle maintenance costs on all capital investments.	PRC Staff	Low Cost, High Return	1	Ongoing	Commit to 5% asset value reinvestment

Short Term = 1-3 YEARS      Long Term = 6-10+  
 Mid-Term = 3-5 YEARS

FINANCIAL RECOMMENDATIONS						
NO.	Recommendation + Action Items	Responsibility	Financial Impact (Costs vs Return)	Priority Level	Project Timeline	Performance Measure
R5	Review and identify additional funding strategies dedicated to parks and recreation. Update funding strategy matrix annually.	PRC Staff	Low Cost, High Return	1	Ongoing	Implement alternative funding strategies for capital and operational expenses.
IDENTIFY OPPORTUNITIES TO IMPROVE COST RECOVERY OF THE LAWRENCE OUTDOOR AQUATIC CENTER.						
R6	Reinvest in the Outdoor Aquatic Center by adding additional or refreshing current features.	PRC Staff and City Council	High Cost, Medium Return. Will also require capital investment planning	2	2026	Increase membership and daily visits to increase cost recovery levels.
DETERMINE THE COST OF OPERATING PARKS AND THE COST TO PROVIDE THESE AMENITIES TO THE COMMUNITY. IDENTIFY OPPORTUNITIES FOR EACH REVENUE GENERATING FACILITY TO ACHIEVE DESIRED COST RECOVERY.						
R7	Establish an appropriate financial recovery goal for park operations.	PRC Staff, PW Staff, City Council	Low Cost, High Return.	1	Short Term	Should be developed based upon passive amenities and pay-to-play amenities
R8	Continue tracking practices for rentals to the parks and recreation system facilities. Determine membership and program pricing classifications for revenue producing facilities.	PRC Staff	Low Cost, High Return	1	Short Term	Set goals/standards, achieve, repeat.

Short Term = 1-3 YEARS Long Term = 6-10+  
 1=1 YEAR 2=2 YEARS 3=3-5 YEARS

FINANCIAL RECOMMENDATIONS						
NO.	Recommendation + Action Items	Responsibility	Financial Impact (Costs vs Return)	Priority Level	Project Timeline	Performance Measure
R9	Expand tracking practices and implement a reservation schedule for park amenities, such as green space, to identify what is being used and how often.	PRC Staff	Medium Cost, High Return. Investment in new module of current reservation system or new system.	1	Short Term	Goals for total rental should be set on rentable times; weekday evenings and weekends.
R10	Set market appropriate rental rates that should be assessed to groups on an annual basis.	PRC Staff and City Council	Low Cost, High Return. In undertaking this process it ensure success to moving forward with maximization or rental	2	Short Term	Should be undertaken every two years and should be based off of total rentals and cost recovery goal
R11	Prohibit individual sport groups from having exclusive access to parks and require them to request scheduled times.	PRC Staff & City Council	Low Cost, Low Return. This allows the City to remain in total control of the facilities and what is taking place in them.	1	Ongoing	Update contracts and agreements with agencies on an annual or bi-annual basis
GOAL: FIND A DEDICATED FUNDING SOURCE FOR LOCAL ARTIST AND ART RELATED ORGANIZATIONS.						
R12	Establish additional budget dollars to support the arts versus taking money from parks and recreation budget through a dedicated source of funding.	PRC Staff & City Council	Budget covers expectations	2	Short Term	Dedicated source of funding established.

Short Term = 1-3 YEARS Long Term = 6-10+  
 1=1 YEAR 2=2 YEARS 3=3-5 YEARS



FINANCIAL RECOMMENDATIONS						
NO.	Recommendation + Action Items	Responsibility	Financial Impact (Costs vs Return)	Priority Level	Project Timeline	Performance Measure
R13	Develop earned income opportunities through art related programs, events, and services to help offset the operational budget.	PRC	Covers 50% of costs	2	Short Term	Increase in programming and participation.
R14	Develop art venues both indoors and outdoors that support the arts.	PRC	High Cost, Medium Return. Will also require capital investment planning	1	Short Term	Capital Improvement Plan updated.
R15	Consider a local art grants program for art related groups to apply for each year.	PRC and City Council	Low Cost, High Return	2	Short Term	Determine appropriate goal of grant dollars distributed from operational budget annually. (e.g., 5%)

Short Term = 1-3 YEARS      Long Term = 6-10+  
 4-5 YEARS      Mid-Term = 3-5 YEARS

PROGRAM RECOMMENDATIONS						
NO.	Recommendation + Action Items	Responsibility	Financial Return (Costs vs Return)	Priority Level	Project Timeline	Performance Measure
<b>GOAL: PROMOTE EVENTS THAT BRING THE COMMUNITY TOGETHER.</b>						
R16	Expand and build on Lawrence's special events to celebrate and highlight the City's culture and diversity. Some special events could include, but are not limited to, an International Food Fair, art outreach and demonstrations, Vintage Movies in the Park, expanding the Summer Concert Series and music festivals.	PRC Staff	Medium Cost, Medium Return.	1	Short Term	Focus on seasonal/annual events, not one time ventures. Track event attendance and customer satisfaction data when applicable.
R17	Coordinate with community partners to update community calendars to provides an inventory of events throughout the Lawrence area. (Explore Lawrence, Art Center, Watkins Museum, Theater Lawrence, Library....).	PRC Staff	Low Cost, Medium Return.	1	Short Term	Utilize website analytics tools to track visits to the calendar section of the website. If using a mobile app, track app downloads and user activity within the calendar section. Develop goals for increasing visits based on historical data.
R18	Seek out partnership opportunities to maximize resources for community events. Develop a partnership MOU that defines the desired benefit of the program partnership	PRC Staff	Low Cost, Medium Return.	2	Ongoing	Track the dollar value of resources secured through partnerships compared to the cost of running the community events without partnerships. Aim for 15-20% of event expenses being offset from partnerships.
R19	Determine PRAC's appropriate role in supporting other community events to ensure resources are not stretched too thin and the operational budget is not negatively impacted. Consider sponsorship revolving fund for event operational expenses overseen by a resource development position.	Director / Assistant Directors	Low Cost, Medium Return.	1	Short Term	Track the number of events supported, and the type support the events receive. Monitor the amount of staff, supplies, equipment, or space utilization that is allocated to other community events.

Short Term = 1-3 YEARS      Long Term = 6-10+  
 4-5 YEARS      Mid-Term = 3-5 YEARS

PROGRAM RECOMMENDATIONS						
NO.	Recommendation + Action Items	Responsibility	Financial Return (Costs vs Return)	Priority Level	Project Timeline	Performance Measure
R20	Track the economic value of arts and sports related programs in the city and share the results with the city manager and city commission	Director / Assistant Directors	Medium Cost, Medium Return.	1	Ongoing	Track direct spending (e.g., program fees, tickets, concessions, travel/lodging), indirect spending (work with the visitors bureau or economic development agency to determine impact on restaurants, retail stores, etc.). Develop a metric based on findings.
R21	Invest in a specialized software platform dedicated to event management. The software should provide event staff and organizers with planning, implementation, and analytics tools that include automation features to maximize staff time.	PRC Staff and IT Staff	Medium Cost, High Return	1	Short Term	Implement event management software for 2025 events.
<b>GOAL: CONTINUALLY REINVEST IN PROGRAMMING.</b>						
R22	Review program lifecycles annually to evaluate their success, modifications that may be necessary, and the potential for future impacts on staffing or other operating costs.	PRC Staff	Low Cost, Medium Return.	3	Ongoing	50-60% of programs should fall in the beginning stages of the program lifecycle.
R23	Expand the existing programs that are offered within recreation centers to outdoor park areas and neighborhoods through a mobile recreation program. Programs can promote physical activity with obstacle courses or nature/art enrichment or learning opportunities.	PRC Staff	Low Cost, Medium Return.	2	Short Term	Maintain the pulse of trends and where programs can be expanded. Respond to customer demand and bring programs to neighborhoods.
R24	Identify and program trails and designated green spaces to allow for passive participation. Highlight the trail system with programs and events such as volunteer clean-up or stewardship events, walk the Loop, trail races, and seasonal events such as a haunted trail.	PRC Staff	Low Cost, Medium Return.	2	Short Term	Allows for continued program and continued movement towards better cost recovery for the department.

PROGRAM RECOMMENDATIONS						
NO.	Recommendation + Action Items	Responsibility	Financial Return (Costs vs Return)	Priority Level	Project Timeline	Performance Measure
R25	Identify parks and recreation programs and facilities that are 'pay to participate' programs. Initiate more variable pricing strategies and update pricing policy accordingly for revenue generating facilities and programs that benefit the individual user.	PRC Staff	Low Cost, High Return.	2	Short Term	Creation of 'Pay to Participate' programs list
R26	Identify ways to enhance the Lifelong Recreation core program area to expand active adult programming for the community.	PRC Staff	Low Cost, Medium Return.	1	Ongoing	Track annual participation and demographic data of participants annually.
R27	Find ways to expand nature and outdoor adventure programming through a mobile program or addition to the nature center.	PRC Staff	Low Cost, Medium Return.	2	Mid Term	Track program participation increase and participant satisfaction from surveys.
R28	Activate indoor spaces or other underutilized sports fields with specific program plans. Consider converting the spaces for other uses and develop a feasibility study to come up with other ideas.	PRC Staff	High Cost, High Return.	1	Mid Term	Develop a metric for increased space utilization (e.g., 20% more scheduled use time) and resident awareness as identified through surveys.
<b>GOAL: INCREASE MARKETING OF PROGRAMS AND SERVICES IN UNDERSERVED AREAS THROUGHOUT THE CITY.</b>						
R29	Re-establish a true marketing division that manages all aspects of marketing and communication including the registration process.	Director	Budget 5% on Marketing	1	Mid Term	Revenue increase by 10%
R30	Develop a marketing plan for the department that addresses all functional elements of marketing and communications with the public and includes the proper level of budget and staffing needs to meet the communities' expectations.	Arts and Culture Assistant Director	5% budget increase	1	2025 - 2026; Short Term	Revenue increase by 10%

Short Term = 1-3 YEARS      Long Term = 6-10+  
 deYEARS    Mid-Term = 3-5 YEARS

PROGRAM RECOMMENDATIONS						
NO.	Recommendation + Action Items	Responsibility	Financial Return (Costs vs Return)	Priority Level	Project Timeline	Performance Measure
R31	Implement periodic social media audits to provide PRAC a sound understanding on how social media impacts its programming, they are engaging with their audiences, and effective the platforms are at raising awareness of their services.	Arts and Culture Assistant Director	Increase awareness by 10%	2	2025 - 2026; Short Term	Enrollment increase by 5%
R32	Create a Marketing/Community Engagement Resource Guide that includes brand guidelines and flyer templates. This resource will help programmers create marketing materials for their programs and might help alleviate the burden on the marketing team.	Arts and Culture Assistant Director	Revenue Increase by 10%	1	2025 - 2026; Short Term	70% of targeted goal
R33	Incorporate marketing costs into program costs to help pay for the services desired.	Arts and Culture Assistant Director	5% added to programs	1	2025 - 2026; Short Term	budget is 4% of total budget
GOAL: INCREASE OUTDOOR RECREATION ACTIVITIES IN PARKS AS IT APPLIES TO KAYAKING, FISHING, AND ADVENTURE SPORTS FOR PEOPLE OF ALL AGES.						
R34	Develop skill development programs for youth and adults to promote environmental stewardship and outdoor recreation activities in parks through workshops and clinics.	Recreation Operations Manager	Low Cost, Medium Return.	2	Short Term	Track program participation and community involvement with environmental stewardship efforts.
R35	Find partners who are willing to invest in training and equipment for developing outdoor related programs and skills in the city.	Recreation Operations Manager	Low Cost, Medium Return.	2	Short Term	Partnership agreement outcomes.
R36	Activate natural areas with more collaborative programming such as with Clinton State Park and Baker Wetlands.	Recreation Operations Manager	Low Cost, Medium Return.	3	Mid Term	Increase in programming and participation.

Short Term = 1-3 YEARS Long Term = 6-10+  
 4-5 YEARS Mid-Term = 3-5 YEARS

PROGRAM RECOMMENDATIONS						
NO.	Recommendation + Action Items	Responsibility	Financial Return (Costs vs Return)	Priority Level	Project Timeline	Performance Measure
GOAL: DEVELOP PROGRAMS THAT PROMOTE OVERALL WELLNESS.						
R37	Identify growth potential in health and wellness programming areas as a core program of the city.	Recreation Operations Manager	Medium Cost, Medium Return.	1	Ongoing	Track increase in programming, distribution across age segments, and participation rates.
R38	Work with community partners to expand PRAC reach for wellness programs that target all ages to strengthen the community's awareness around complete wellness.	Recreation Operations Manager	Medium Cost, Medium Return.	2	Ongoing	Partnership agreement outcomes.
R39	Explore additional modifications and adaptive equipment that can be used for varying ability levels.	Recreation Operations Manager	Medium Cost, Medium Return.	1	Ongoing	Track participant experience and participation rates.
R40	Consider intergenerational activities geared toward education, technology, the arts, nature, and outdoor adventure.	Recreation Operations Manager	Medium Cost, Medium Return.	2	Ongoing	Track increase in programming, distribution across age segments, and participation rates.
R41	Promote connections to nature through art from nature sessions, nature journaling, stewardship initiatives, photography classes, and native plant gardening workshops.	Recreation Operations Manager	Low Cost, Medium Return.	2	Ongoing	Track increase in programming, distribution across age segments, and participation rates.
R42	Further develop sports and fitness programming for youth and adults	Recreation Operations Manager	Low Cost, Medium Return.	2	Ongoing	Track increase in programming, distribution across age segments, and participation rates.

Short Term = 1-3 YEARS Long Term = 6-10+  
 4-5 YEARS Mid-Term = 3-5 YEARS

OPERATIONS AND MANAGEMENT RECOMMENDATIONS						
NO.	Recommendation + Action Items	Responsibility	Financial Impact (Costs vs Return )	Priority Level	Project Timeline	Performance Measure
<b>GOAL: MAXIMIZE STAFFING EFFICIENCIES, TRAINING, AND EDUCATION.</b>						
R43	Continue to regularly review staff positions for re-evaluation of staff responsibilities and prior to posting additional job positions. Conduct an annual compensation study to ensure parks and recreation staff wages are aligned with the surrounding market.	PRC Staff	Low Cost, High Impact	2	Ongoing	Operational efficiency; staff morale; quality of services.
R44	Evaluate staffing needs after a parks, ROW, + trail maintenance schedule is implemented.	PRC Staff	Low Cost, High Return	2	Ongoing	Good steward of tax dollars and appropriate maintenance of facilities.
R45	Identify and evaluate volunteer needs and opportunities. A strong volunteer program will require a dedicated staff position to manage recruitment and allocation of volunteers.	PRC Staff	Medium Cost, Medium Return	3	Ongoing	Creation of events that need volunteers and begin to log / track these efforts
R46	Perform market studies every other year to assure part-time wages are keeping up with the local market for similar positions	PRC and HR Staff	Low Cost, High Return	2	Ongoing	Operational efficiency; staff morale; quality of services.
R47	Continue to provide resources for staff to attend local, regional, and national conferences and networking seminars for continuing education and professional development.	Director	Medium Cost, Medium Return	1	Ongoing	Staying current with trends.
<b>GOAL: INITIATE STRATEGIC PARTNERSHIPS TO EFFICIENTLY PROVIDE PARKS AND RECREATION SERVICES.</b>						
R48	Establish partnership opportunities through agreements or memorandums of understanding with other government, non-profit, and private sector organizations. Ensure agreements define cost to Department and equitable responsibilities.	PRC Staff	Medium Cost, Medium Return	1	Ongoing	Develop a Partnership Policy that provides direction on establishing agreements.

DRAFT

OPERATIONS AND MANAGEMENT RECOMMENDATIONS						
NO.	Recommendation + Action Items	Responsibility	Financial Impact (Costs vs Return )	Priority Level	Project Timeline	Performance Measure
R49	Focus partnerships on the development of facilities, delivery of programs, and delivery of special events.	PRC Staff	Medium Cost, Medium Return	1	Ongoing	Development of intergovernmental programming
<b>GOAL: MAXIMIZE INFORMATION DISTRIBUTION THROUGH THE USE OF TECHNOLOGY.</b>						
R50	Cross-promote and market parks and recreation programs that encourage user frequency.	Arts, Culture and Marketing Assistant Director	Low Cost, Medium Impact	1	Ongoing	Begin to track which participants are multiple program users.
R51	Review and develop policies that provide social media guidelines to ensure timely posts.	Arts, Culture and Marketing Assistant Director	Low Cost, Medium Impact	1	Ongoing	Guidelines established
R52	Implement GIS mapping software into parks and recreation maintenance and planning to improve decision making with data, planning for new parks or facilities, and streamlined maintenance operations.	PRC and MSO staff	Medium Cost, High Impact	1	Short Term	Software is integrated into daily operations and procedures for capital planning.
R53	Develop a business plan and a marketable sponsorship program for facilities, events and programs	PRC Staff	Medium Cost, Medium Return	1	Short Term	Business Plan developed
<b>GOAL: PROVIDE A QUALITY, AWARD WINNING PARK SYSTEM.</b>						
R54	Achieve CAPRA accreditation	Director / Assistant Directors	Medium Cost, Low Impact	3	Short Term	Attain accreditation.

Short Term = 1-3 YEARS      Long Term = 6-10+  
 2-5 YEARS      Mid-Term = 3-5 YEARS

OPERATIONS AND MANAGEMENT RECOMMENDATIONS						
NO.	Recommendation + Action Items	Responsibility	Financial Impact (Costs vs Return )	Priority Level	Project Timeline	Performance Measure
R55	Maintain Bicycle Friendly Community Bronze level and consider investments to achieve the Silver level as recommended by the League of American Bicyclists.	Director / Assistant Directors	Medium Cost, Low Impact	1	Mid-Term	Attain designation.
R56	Incorporate the AARP Livable Community checklist during early planning stages of all projects.	Director / Assistant Directors	Low Cost, Medium Impact	2	Mid-Term	Document each planning stage with checklist and attain designation.
R57	Maintain Tree City USA designation.	Hort and Forestry Manager	Low Cost, High Impact	1	Ongoing	Achieve Tree City USA designation through annual application.
R58	Regularly review and maintain the maintenance schedule for all facilities.	Park Operations Managers / Hort and Forestry Manager	Low Cost, High Impact	1	Ongoing	Establish Facilities Recommendations
R59	Follow Integrated Pest Management ( IPM ) policy to improve turf, tree, and landscape health / maintenance.	Park Operations Managers / Hort and Forestry Manager	Medium Cost, High Impact	2	Ongoing	Internal review and recommendations
R60	Implement Cityworks asset management software to enhance lifecycle maintenance tracking for facilities and park properties. Tracking should be implemented for all building systems, park amenities, and infrastructure. Lifecycle standards should be established.	PRC and MSO staff	Medium Cost, High Impact	1	Ongoing	Software is integrated into daily operations and procedures for capital planning.

Short Term = 1-3 YEARS      Long Term = 6-10+  
 6+YEARS    Mid-Term = 3-5 YEARS

OPERATIONS AND MANAGEMENT RECOMMENDATIONS						
NO.	Recommendation + Action Items	Responsibility	Financial Impact (Costs vs Return )	Priority Level	Project Timeline	Performance Measure
R61	Establish a life cycle standard and maintenance schedule for parking lot surfaces and trails.	PRC Staff and PW Staff	High Cost, High Impact	1	Ongoing	Internal review and recommendations
R62	Implement a playground and poured-in-place rubberized surfacing replacement program.	PRC Staff	High Cost, High Impact	1	Ongoing	Replacement schedule identified
R63	Develop a replacement schedule for lighting, where appropriate.	PRC Staff	Low Cost Initially, High Impact	1	Ongoing	Internal review and recommendations
R64	Maintain and update existing tree inventory for all right-of-way and park trees.	PRC Staff	Low Cost, High Return	1	Ongoing	Guidelines established
GOAL: BALANCE OPERATIONAL NEEDS BETWEEN FULL-TIME STAFF, PART-TIME STAFF, AND SEASONALS. FOCUS HIRING ON THE RIGHT PERSON WITH THE RIGHT SKILL SET IN ORDER TO ACHIEVE THE RIGHT OUTCOME FOR THE RIGHT PAY.						
R65	Tie staffing needs to maintenance and program standards including full-time, part-time, and seasonal needs, and contractors to meet the right skills required.	Director / Assistant Directors	Budget tied to Standards	1	Short Term	Staffing plan completed.
R66	Build staffing levels for programs and managing facilities into the cost to access these programs and facilities to help offset the operational budget.	Director / Assistant Directors	Develop cost of service	1	Short Term	Staffing plan completed.

Short Term = 1-3 YEARS      Long Term = 6-10+  
 6+YEARS    Mid-Term = 3-5 YEARS

OPERATIONS AND MANAGEMENT RECOMMENDATIONS						
NO.	Recommendation + Action Items	Responsibility	Financial Impact (Costs vs Return )	Priority Level	Project Timeline	Performance Measure
R67	Incorporate a new functional staffing structure to address underserved areas of staffing needs with proper funding.	Director / Assistant Directors	Incorporate cost to achieve	1	Short Term	Staffing plan completed.
GOAL: DEVELOP AN ORGANIZATIONAL STRUCTURE THAT IS FUNCTIONALLY BASED AND ENHANCE THE CULTURE OF THE DEPARTMENT.						
R68	Redesign areas of the department to create a more functionally aligned system.	Director / Assistant Directors	Higher levels of efficiency	1	Short Term	New organizational structure with teams focused on improving the critical functions of the Department.
R69	Increase cultural training on how to address issues in the department in a positive manner.	Director / Assistant Directors	Higher levels of efficiency	1	Short Term	Increased trainings and a learning management system implemented.
R70	Implement enhanced customer service training for all levels of the Department.	Director / Assistant Directors	Increased customer retention	1	Short Term	Consistency with internal and external customer service across the department.
R71	Develop better business planning practices and training to support operational expenses in the budget process.	Director / Assistant Directors	Higher levels of efficiency	1	Short Term	Increased trainings and a learning management system implemented.
R72	Develop key performance measures to demonstrate how well the department is meeting the recommendations in the master plan and celebrate accomplishments.	Director / Assistant Directors	Higher levels of efficiency	1	Short Term	Annual reports to the City Officials and the community on master plan implementation progress.

Short Term = 1-3 YEARS Long Term = 6-10+  
 6-10 YEARS Mid-Term = 3-5 YEARS

OPERATIONS AND MANAGEMENT RECOMMENDATIONS						
NO.	Recommendation + Action Items	Responsibility	Financial Impact (Costs vs Return )	Priority Level	Project Timeline	Performance Measure
R73	Share the entire budget process with supervisory staff so they understand what is expected of them and what is a priority for the department for that year.	Director / Assistant Directors	Higher levels of efficiency	1	Short Term	Increased trainings and a learning management system implemented.
R74	Increase staffing and funding to support what is expected of the department based on best practices in the industry.	Director / Assistant Directors	Higher levels of efficiency	1	Short Term	Staffing plan completed.
R74	A consistent onboarding process should be developed so that staff have the resources they need to understand programming standards, processes, and resources available to them.	HR Staff and PRC Staff	Higher levels of efficiency	1	Short Term	Document the journey of an applicant through the orientation process to identify pain points with hiring and onboarding.
R76	Develop a Program Development and Resource Guide that incorporates programming staff in a consistent program development process including critical program details such as the program outcomes, budget, marketing tactics, customer service expectations, and a similar provider analysis.	Recreation Operations Manager	Higher levels of efficiency	1	Short Term	Program Development and Resource Guide published.
GOAL: DEVELOP INDIVIDUAL BUSINESS PLANS FOR REVENUE GENERATING FACILITIES AND CORE PROGRAMS AREAS.						
R77	Establish a business plan for golf course operations that merges golf operations, programming, food and beverage, and maintenance under one umbrella. Define operational standards, cost recovery expectations, pricing strategies, and business controls.	Director / Assistant Directors	Medium Cost, High Impact	1	2025	Business Plan developed
R78	Develop a Business Plan for Sports Pavilion Lawrence to forecast future capital and operational needs, create strategies for program and revenue enhancement and establish standards for business, management, and operations.	Director / Assistant Directors	Medium Cost, High Impact	1	2025	Business Plan developed

OPERATIONS AND MANAGEMENT RECOMMENDATIONS

NO.	Recommendation + Action Items	Responsibility	Financial Impact (Costs vs Return)	Priority Level	Project Timeline	Performance Measure
R79	Implement daily entry fees or monthly passes for the Sports Pavilion Lawrence weights and cardio fitness area, open turf, open courts and open gym times to help cover operating cost of the facility	Director / Assistant Directors	Medium Cost, High Impact	1	2025	Business Plan developed
R80	Develop a Business Plan for cemetery operations forecast future capital and operational needs, create strategies for revenue enhancement and establish standards for business, management, and operations.	Director / Assistant Directors	Medium Cost, High Impact	1	2025	Business Plan developed
R81	Develop a Business Plan for rental facilities and sports complexes to forecast future capital and operational needs, create strategies for revenue enhancement and establish standards for business, management, and operations.	Director / Assistant Directors	Medium Cost, High Impact	1	2025	Business Plan developed
R82	Develop a Business Plan for recreation camps and trips to forecast operational needs, create strategies for revenue enhancement and establish standards for business, management, and operations.	Director / Assistant Directors	Medium Cost, High Impact	1	2025	Business Plan developed

PARKS & FACILITY RECOMMENDATIONS

NO.	Recommendation + Action Items	Responsibility	Financial Return (Costs vs Return)	Priority Level	Project Timeline	Performance Measure
GOAL: CREATE A CONSISTENT IDENTITY FOR LAWRENCE PARKS THAT IS RECOGNIZABLE TO THE PUBLIC AT LARGE.						
R83	Develop a Parks Signage Master Plan to enhance wayfinding, identification, and information signage throughout the Parks System.	PRC Staff, MSO Staff	~\$12,000 / Entry Sign ~\$2,500 / Park Sign Medium Return	1	Ongoing	Creation and implementation of a signage master plan
GOAL: ENHANCE CONNECTIVITY TO PARKS AND NEIGHBORING TRAIL NETWORKS.						
R86	Adopt trails master plan that addresses connectivity and accessibility throughout the City of Lawrence and to adjacent trail networks. Identify additional sidewalks needed throughout the city to connect underserved or inaccessible areas.	PRC Staff and MSO Staff	~\$25,000 Medium Return	1	2025	Master Plan Document
GOAL: EXPAND AND IMPROVE PARK FACILITIES						
R87	Further study and analyze the development and maintenance of a dog park.	PRC Staff	Low Cost, Low Return	1	Ongoing	Internal Review
R88	Integrate elements such as environmental art, environmental learning stations, and nature play into different programs and / or park locations.	PRC Staff	~\$18,000 (Planning) High Return	3	Ongoing	Final Installations as opportunities are investigated
R89	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.	PRC Staff and MSO Staff	Low Cost, High Return	1	Ongoing	Accessible public spaces

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Short Term = 1-3 YEARS Long Term = 6-10+  
Mid-Term = 3-5 YEARS

PARKS & FACILITY RECOMMENDATIONS						
NO.	Recommendation + Action Items	Responsibility	Financial Return (Costs vs Return)	Priority Level	Project Timeline	Performance Measure
R90	BROKEN ARROW PARK					
A90.1	Remove and replace playground in the south end of the park	PRC Staff	Low Cost, High Return	1	Short-term (1-3 Years)	Meets universal design standards
A90.2	Remove and replace old shelters in south end of the park	P&R Staff	Medium Cost, Medium Return	3	Short-term (1-3 Years)	Installation of shelters
A90.3	Ball Field Improvements: - Fences, Lights	PRC Staff	Low Cost, Medium Impact	3	Short-term (1-3 Years)	Determine lighting and fencing products using established guidelines
A90.4	Repair pavement within the park	PRC Staff	~\$37.50/LF (6' wide) High Return	2	Mid-term (3-5 Years)	Installation of pavement/trail network
A90.5	New fenced dog park	PRC Staff	Medium Cost, Medium Return	2	Long-term (6-10 Years)	Installation of fenced dog park and canine agility equipment
A90.6	New restroom for the south end of the park	PRC Staff	Medium Cost, Medium Return	3	Long-term (6-10 Years)	Installation of facilities using established guidelines
A90.7	Building and Horseshoe updates: Pathways + Connections	PRC Staff	Medium Cost, Medium Return	3	Long-term (6-10 Years)	Installation of trails network using master plan
R91	BROOK CREEK PARK					

PARKS & FACILITY RECOMMENDATIONS						
NO.	Recommendation + Action Items	Responsibility	Financial Return (Costs vs Return)	Priority Level	Project Timeline	Performance Measure
A91.1	Improve nature trail	PRC Staff	Low Cost, High Impact	3	Mid-term (3-5 Years)	Master Plan Document
A91.2	Remove park restroom	PRC Staff	Low Cost, Medium Impact	3	Short Term	Removal
A91.3	Remove and replace playground	PRC Staff	~\$175,000 - 225,000 High Return	2	Long-term (6-10 Years)	Meets universal design standards
R92	BUFORD M. WATSON, JR. PARK					
A92.1	Replace playground surfacing	PRC staff	Low Cost, Medium Impact	1	Short-term (1-3 Years)	Installation of improvements
A92.2	New park restroom installation with renovation project for the Lawrence Aquatic Center	PRC staff	High Cost, High Return	3	Short-term (1-3 Years)	Installation of facilities using established guidelines
A92.3	Renovate existing shelter	PRC staff	Low Cost, Medium Impact	3	Mid-term (3-5 Years)	Installation of facilities using established guidelines
A92.4	Replace and expand existing site furnishings	PRC staff	Low Cost, High Return	3	Mid-term (3-5 Years)	Meets furniture guidelines
A92.5	Relocate of basketball court	PRC staff	Medium Cost, Medium Return	3	Mid-term (3-5 Years)	Installation of improvements

Short Term = 1-3 YEARS      Long Term = 6-10+  
 4-5 YEARS      Mid-Term = 3-5 YEARS



PARKS & FACILITY RECOMMENDATIONS						
NO.	Recommendation + Action Items	Responsibility	Financial Return (Costs vs Return)	Priority Level	Project Timeline	Performance Measure
A92.6	Improve sidewalks and walking trail conditions within the park	PRC staff and MSO Staff	Medium Cost, Medium Return	1	Mid-term (3-5 Years)	Installation of pavement/trail network
A92.7	Paint historic train	PRC staff	Low Cost, Medium Impact	2	Mid-term (3-5 Years)	Staying current with trends, internal review required
A92.8	In accordance with Public Art Plan, allocate funding for maintenance and repair of art in the park	PRC staff	Medium Cost, Medium Return	2	Mid-term (3-5 Years)	Implement alternative funding strategies for art expenses
R93	BURCHAM PARK					
A93.1	Repair pavement within the park	PRC staff and MSO Staff	~\$37.50/LF (6' wide) High Return	2	Short-term (1-3 Years)	Installation of pavement/trail network
A93.2	Add playground equipment to the existing playground facility, and maintain playground surfacing	PRC staff	~\$100,000 - 225,000 High Return	3	Long-term (6-10 Years)	Meets U.S. Universal Design Standards
R94	BURROUGHS CREEK TRAIL & LINEAR PARK					
A94.1	Improve trail / sidewalk conditions within the park	PRC staff and MSO Staff	Medium Cost, Medium Return	1	Short-term (1-3 Years)	Installation of improvements
A94.2	Add park identification sign	PRC staff	Medium Cost, Medium Return	1	Short-term (1-3 Years)	Installation of signage using established guidelines
A94.3	Add benches along trails	PRC staff	Low Cost, High Return	2	Short-term (1-3 Years)	Meets furniture guidelines

Short Term = 1-3 YEARS Long Term = 6-10+  
 0-1 YEARS Mid-Term = 3-5 YEARS

PARKS & FACILITY RECOMMENDATIONS						
NO.	Recommendation + Action Items	Responsibility	Financial Return (Costs vs Return)	Priority Level	Project Timeline	Performance Measure
A94.4	Repair rubberized surfacing at play features	PRC staff	Medium Cost, Medium Return	1	Short-term (1-3 Years)	Installation of improvements
A94.5	Add Shade structures over playground and splash pad	PRC staff	\$75,000	3	Long-term (6-10 Years)	Installation of facilities using established guidelines
A94.6	Repairs to splash pad	PRC staff	High Cost, High Return	3	Long-term (6-10 Years)	Installation of improvements
R95	CARNEGIE BUILDING					
A95.1	Move historic display out of west gallery to provided added rental space	PRC staff	Low Cost, Medium Impact	1	Short-term (1-3 Years)	Installation of improvements
A95.2	Replace wood floors in historic gallery rooms	PRC staff	\$30,000	1	Short-term (1-3 Years)	Installation of improvements
A95.3	Improve lighting in stairwell	PRC staff	Low Cost, High Impact	1	Short-term (1-3 Years)	Determine lighting products using established guidelines
A95.4	Upgrade kitchen amenities for improved event catering	PRC staff	\$10,000	2	Mid-term (3-5 Years)	Installation of improvements

Short Term = 1-3 YEARS Long Term = 6-10+  
 0-1 YEARS Mid-Term = 3-5 YEARS

PARKS & FACILITY RECOMMENDATIONS						
NO.	Recommendation + Action Items	Responsibility	Financial Return (Costs vs Return)	Priority Level	Project Timeline	Performance Measure
A95.5	Replace window shade in main room	PRC staff	Low Cost, Medium Impact	2	Mid-term (3-5 Years)	Installation of improvements
A95.6	Tuck-point exterior brick on historic portion of the building	PRC staff and MSO Staff	\$95,000	2	Long-term (6-10 Years)	Installation of improvements
R96	CENTENNIAL PARK					
A96.1	Stair and accessibility updates for site circulation	PRC staff	Variable Costs, Medium Return	1	Short-term (1-3 Years)	Installation of improvements
A96.2	General gazebo / shelter maintenance	PRC staff	1&2: ~\$10,000 - 12,000 3: Cost Varies High Return	2	Short-term (1-3 Years)	Installation of facilities using established guidelines
A96.3	Address erosion issues in park	PRC staff	Variable Cost, Medium Return	2	Short-term (1-3 Years)	Erosion Control Plan
A96.4	Enclose East Shelter for year round use	PRC staff	\$15,000	2	Long-term (6-10 Years)	Installation of improvements
A96.5	Install pump track on the west side of the park	PRC staff	\$250,000	3	Long-term (6-10 Years)	Installation of improvements
R97	CHAPARRAL PARK					
A97.1	Add benches to the site	PRC staff	Low Cost, Medium Impact	1	Short-term (1-3 Years)	Meets furniture guidelines

Short Term = 1-3 YEARS Long Term = 6-10+  
 1=YEARS Mid-Term = 3-5 YEARS

PARKS & FACILITY RECOMMENDATIONS						
NO.	Recommendation + Action Items	Responsibility	Financial Return (Costs vs Return)	Priority Level	Project Timeline	Performance Measure
A97.2	Improve accessibility connection within and around the site	PRC staff	Low Cost, High Return	1	Short-term (1-3 Years)	Meets ADA Standards
A97.3	Improve playground equipment, and maintain playground surfacing	PRC staff	Medium Cost, Medium Return	3	Long-term (6-10 Years)	Meets universal design standards
R98	CHIEF JIM MCSWAIN PARK					
A98.1	Improve accessibility connection within and around the site	PRC staff	Low Cost, High Return	2	Short-term (1-3 Years)	Meets ADA Standards
A98.2	Replace playground equipment, include playground and court surfacing	PRC staff	\$150,000	2	Short-term (1-3 Years)	Meets universal design standards
A98.3	Improve site vegetation with planting plan	PRC staff	Medium Cost, Medium Return	3	Long-term (6-10 Years)	Installation of improvements
A98.4	Add parking signage	PRC staff	~\$2,500 - 3,000 Medium Return	3	Long-term (6-10 Years)	Installation of improvements
R99	CLINTON LAKE OUTLET PARK					
A99.1	Parking lot and road resurfacing	PRC staff and MSO Staff	Low Cost, Medium Impact	1	Short-term (1-3 Years)	Installation of improvements

Short Term = 1-3 YEARS Long Term = 6-10+  
 1=YEARS Mid-Term = 3-5 YEARS

PARKS & FACILITY RECOMMENDATIONS						
NO.	Recommendation + Action Items	Responsibility	Financial Return (Costs vs Return)	Priority Level	Project Timeline	Performance Measure
A99.2	Shelter replacements	PRC staff	\$125,000	1	Mid-term (3-5 Years)	Installation of facilities using established guidelines
A99.3	Improve accessibility connections within and around the site	PRC staff	Medium Cost, Medium Return	2	Mid-term (3-5 Years)	Meets ADA Standards
A99.4	Replace playground equipment, include playground and surfacing	PRC staff	\$150,000	3	Long-term (6-10 Years)	Meets universal design standards
R100	CLINTON LAKE REGIONAL PARK (LEASED PROPERTY)					
A100.1	Add lighted sand volleyball courts near adult softball complex	PRC staff	\$85,000	1	Short-term (1-3 Years)	Installation of improvements
A100.2	Add lighted pickleball complex by adult softball complex	PRC staff	\$1,300,000	1	Mid-term (3-5 Years)	Determine lighting and fencing products using established guidelines
A100.3	Restrooms (2) and dog wash facility at mutt run dog park	PRC staff	\$200,000	1	Mid-term (3-5 Years)	Installation of facilities using established guidelines
A100.4	Replace dog park shelter	PRC staff	Variable Costs, Medium Return	2	Mid-term (3-5 Years)	Installation of facilities using established guidelines
A100.5	Install paved bike paths	PRC staff and MSO Staff	Medium Cost, Medium Return	2	Long-term (6-10 Years)	Installation of improvements

Short Term = 1-3 YEARS Long Term = 6-10+  
 1=1 YEAR 2=2-3 YEARS 3=3-5 YEARS

PARKS & FACILITY RECOMMENDATIONS						
NO.	Recommendation + Action Items	Responsibility	Financial Return (Costs vs Return)	Priority Level	Project Timeline	Performance Measure
A100.6	Pavement upgrades and additions	PRC staff and MSO Staff	Variable Costs, Medium Return	2	Long-term (6-10 Years)	Installation of improvements
A100.7	Sesquicentennial Point - Large outdoor performance and event venue	PRC staff	\$2,500,000		Long-term (6-10 Years)	Installation of facilities using established guidelines
A100.8	Install large year round shelter with parking (200-250 person)	PRC staff	Medium Cost, Medium Return	3	Long-term (6-10 Years)	Installation of facilities using established guidelines
A100.9	Construct family fun park (mini golf, batting cages, go carts, zip lines)	PRC staff	High Cost, High Return	3	Long-term (6-10 Years)	Site Planning with community/public input
R101	CLINTON LAKE SOFTBALL COMPLEX					
A101.1	Replace sidewalk and upgrade parking lots	PRC staff and MSO Staff	Variable Costs, Medium Return	1	Short-term (1-3 Years)	Installation of improvements
A101.2	Irrigation upgraded on fields	PRC staff	\$75,000	1	Short-term (1-3 Years)	Installation of improvements
A101.3	Add parking for complex	PRC staff	\$150,000	2	Mid-term (3-5 Years)	Installation of improvements
A101.4	Landscape and tree replacements in the complex and parking lots	PRC staff	Medium Cost, Medium Return	1	Mid-term (3-5 Years)	Installation of improvements
A101.5	Install artificial turf infields on all diamonds	PRC staff	\$750,000	3	Mid-term (3-5 Years)	Installation of improvements

Short Term = 1-3 YEARS Long Term = 6-10+  
 1=1 YEAR 2=2-3 YEARS 3=3-5 YEARS

PARKS & FACILITY RECOMMENDATIONS						
NO.	Recommendation + Action Items	Responsibility	Financial Return (Costs vs Return)	Priority Level	Project Timeline	Performance Measure
R102	CLINTON PARK					
A102.1	Playground replacement with surfacing	PRC staff	\$125,000	1	2024	Installation of improvements
A102.2	Restroom repair	PRC staff	Low Cost, Medium Impact	1	2025	Installation of facilities using established guidelines
A102.3	Maintenance on bridge	PRC staff	Medium Cost, Medium Return	2	Short-term (1-3 Years)	Installation of improvements
A102.4	Masonry restoration/repairs of historic wall	PRC staff	Medium Cost, Medium Return	2	Short-term (1-3 Years)	Installation of improvements with regards to character
R103	COMMUNITY BUILDING					
A103.1	Improve building security / ADA access by moving elevator and/or staff control desk to one locations	PRC staff and MSO Staff	\$1,200,000	1	Short-term (1-3 Years)	Meets ADA Standards
A103.2	Tuck pointing the exterior of the building	PRC staff and MSO Staff	Medium Cost, Medium Return	3	Mid-term (3-5 Years)	Installation of improvements
R104	CONRAD & VIOLA MCGREW NATURE PRESERVE					

Short Term = 1-3 YEARS Long Term = 6-10+  
 0-1 YEARS Mid-Term = 3-5 YEARS

PARKS & FACILITY RECOMMENDATIONS						
NO.	Recommendation + Action Items	Responsibility	Financial Return (Costs vs Return)	Priority Level	Project Timeline	Performance Measure
A104.1	Erosion control near trail and bridges	PRC staff	Variable Costs, Medium Return	2	Mid-term (3-5 Years)	Erosion Control Plan
A104.2	Additional seating	PRC staff	Variable Costs, Medium Return	2	Mid-term (3-5 Years)	Meets furniture guidelines
A104.3	Bridge and trail improvements	PRC staff and MSO Staff	High Cost, Medium Return	3	Long-term (6-10 Years)	Installation of improvements
R105	CONSTANT PARK					
A105.1	Parking lot pavement repair	PRC staff and MSO Staff	Low Cost, Medium Impact	1	2025	Installation of improvements
A105.2	Signage maintenance	PRC staff	Low Cost, High Return	2	Mid-Term (3-5 Years)	Installation of improvements
A105.3	Replace benches	PRC staff	Medium Cost, Medium Return	2	Mid-Term (3-5 Years)	Meets furniture guidelines
A105.4	Improve trail connections in NW corner of site to eliminate at-grade crossing of railroad	PRC staff	Medium Cost, Medium Return	1	Mid-Term (3-5 Years)	Meets ADA Standards
R106	"DAD" PERRY PARK					

Short Term = 1-3 YEARS Long Term = 6-10+  
 0-1 YEARS Mid-Term = 3-5 YEARS

PARKS & FACILITY RECOMMENDATIONS						
NO.	Recommendation + Action Items	Responsibility	Financial Return (Costs vs Return)	Priority Level	Project Timeline	Performance Measure
A106.1	Replace grills	PRC staff	Medium Cost, Medium Return	2	Short Term	Meets furniture guidelines
A106.2	Replace Park Restrooms (2)	PRC staff	\$200,000	2	Mid Term	Installation of facilities using established guidelines
A106.3	Replace north playground and surfacing.	PRC staff	\$125,000	1	Short-term (1-3 Years)	Installation of improvements
A106.4	Replace west playground and surfacing	PRC staff	\$125,000	2	Long-term (6-10 Years)	Installation of improvements
A106.5	Enclose north Shelter for year round use	PRC staff	Low Cost, High Return	3	Long-term (6-10 Years)	Installation of improvements
A106.6	New Trail and connections; + volleyball court edging	PRC staff	Medium Cost, Medium Return	3	Long-term (6-10 Years)	Installation of improvements
A106.7	Splash pad installation, per park master plan	PRC staff and MSO Staff	\$700,000	2	Mid-term (3-5 Years)	Master Plan Document
R107	DEERFIELD PARK					
A107.1	Replace swings on playground	PRC staff	Medium Cost, Medium Return	1	Short Term	Installation of improvements

Short Term = 1-3 YEARS Long Term = 6-10+  
 1-2 YEARS Mid-Term = 3-5 YEARS

PARKS & FACILITY RECOMMENDATIONS						
NO.	Recommendation + Action Items	Responsibility	Financial Return (Costs vs Return)	Priority Level	Project Timeline	Performance Measure
A107.2	Skate park grading and drainage	PRC staff	Low Cost, High Return	1	Short Term	Grading/Drainage Control Plan
A107.3	Replace benches	PRC staff	Medium Cost, Medium Return	2	Short Term	Meets furniture guidelines
A107.4	Replace Park Shelter	PRC staff	\$70,000	3	Short-term (1-3 Years)	Installation of facilities using established guidelines
A107.5	Improve fencing and infield on baseball practice field	PRC staff	Medium Cost, Medium Return	3	Short-term (1-3 Years)	Determine lighting products using established guidelines
A107.6	Walking trail improvements	PRC staff	Medium Cost, Medium Return	3	Long-term (6-10 Years)	Installation of improvements
R108	DEVICTOR PARK					
A108.1	New playground surfacing	PRC staff	\$50,000	2	Short Term	Installation of improvements
A108.2	Additional benches	PRC staff	Medium Cost, Medium Return	2	Short Term	Meets furniture guidelines
A108.3	Add Nature Trails	PRC staff	Low Cost, High Return	2	Long-term (6-10 Years)	Installation of improvements

PARKS & FACILITY RECOMMENDATIONS						
NO.	Recommendation + Action Items	Responsibility	Financial Return (Costs vs Return)	Priority Level	Project Timeline	Performance Measure
A108.4	Add paved trail to east side of park	PRC staff and MSO Staff	\$300,000	3	Long-term (6-10 Years)	Installation of improvements
R109	DOWNTOWN LAWRENCE					
A109.1	Continue tree grate installation program as trees need to be replaced ( 10-15 per year)	PRC staff	Variable Costs, Medium Return	1	Short-term (1-3 Years)	Meets Program Guidelines
A109.2	Sidewalk improvement around parking lots	PRC staff and MSO Staff	\$300,000	2	Mid-term (3-5 Years)	Installation of improvements
A109.3	Replace planters along Mass Street	PRC staff and MSO Staff	\$300,000	2	Mid-term (3-5 Years)	Meets furniture guidelines
A109.4	Identify and develop Downtown event space	PRC staff and MSO Staff	\$800,000	2	Long-term (6-10 Years)	Installation of facilities using established guidelines
A109.5	Identify and develop space for Farmers Market	PRC staff and MSO Staff	\$1,200,000	2	Long-term (6-10 Years)	Installation of facilities using established guidelines
R110	EAGLE BEND GOLF COURSE					
A110.1	Drainage / irrigation improvements	PRC staff	~\$100,000 - 225,000 High Return	1	Short Term	Installation of improvements

Short Term = 1-3 YEARS Long Term = 6-10+  
 4-5 YEARS Mid-Term = 3-5 YEARS

PARKS & FACILITY RECOMMENDATIONS						
NO.	Recommendation + Action Items	Responsibility	Financial Return (Costs vs Return)	Priority Level	Project Timeline	Performance Measure
A110.2	Switch irrigation water supply to raw water to reduce reliance on city water (lower operational costs)	PRC staff and MSO Staff	\$1,800,000	1	Short-term (1-3 Years)	Installation of improvements
A110.3	Dredge irrigation pond on hole #3	PRC staff	\$100,000	2	Short-term (1-3 Years)	Installation of improvements
A110.4	Install new siltation pond to filter irrigation water on hole #4	PRC staff	\$90,000	1	Short-term (1-3 Years)	Installation of improvements
A110.5	Regrade driving range and range tees	PRC staff	\$350,000	2	Short-term (1-3 Years)	Grading/Drainage Control Plan
A110.6	Remodel concessions building to allow for full service concessions operations	PRC staff	\$150,000	2	Short-term (1-3 Years)	Installation of facilities using established guidelines
A110.7	Equipment storage expansion at maintenance facility	PRC staff	~\$100,000 - 225,000 High Return	2	Long-term (6-10 Years)	Installation of facilities using established guidelines
A110.8	Add heated restrooms out on the golf course	PRC staff	\$175,000	2	Mid Term	Installation of facilities using established guidelines
A110.9	Construct short game practice area south of the parking lot -3 hole practice area	PRC staff	\$300,000	2	Mid Term	Installation of improvements
A110.10	Irrigation improvements - system wide	PRC staff	\$2,000,000	2	Long-term (6-10 Years)	Installation of improvements

Short Term = 1-3 YEARS Long Term = 6-10+  
 4-5 YEARS Mid-Term = 3-5 YEARS

PARKS & FACILITY RECOMMENDATIONS						
NO.	Recommendation + Action Items	Responsibility	Financial Return (Costs vs Return)	Priority Level	Project Timeline	Performance Measure
A110.11	Construct an additional 9 golf holes to the south of the existing golf course	PRC staff and MSO Staff	\$4,500,000	3	Long-term (6-10 Years)	Installation of improvements
R111	EAST LAWRENCE RECREATION CENTER					
A111.1	Playground improvements	PRC staff	~\$10,000 - 75,000 High Return	1	Short-term (1-3 Years)	Installation of improvements
A111.2	Enhance landscape & improve turf	PRC staff	Variable Costs, Medium Return	2	Short-term (1-3 Years)	Installation of improvements
A111.3	Expand and renovate building	PRC staff	\$660,000	3	Mid Term	Installation of facilities using established guidelines
R112	EDGEWOOD PARK					
A112.1	Skate park maintenance	PRC staff	Low Cost, High Return	2	Short Term	Installation of improvements
A112.2	Baseball practice field improvements	PRC staff	Medium Cost, Medium Return	2	Short-term (1-3 Years)	Installation of improvements
A112.3	New pedestrian connections	PRC staff	Medium Cost, Medium Return	3	Long-term (6-10 Years)	Installation of improvements

Short Term = 1-3 YEARS Long Term = 6-10+  
 1-2 YEARS Mid-Term = 3-5 YEARS

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PARKS & FACILITY RECOMMENDATIONS						
NO.	Recommendation + Action Items	Responsibility	Financial Return (Costs vs Return)	Priority Level	Project Timeline	Performance Measure
A112.4	Install new park restroom near skatepark	PRC staff	\$125,000	3	Long-term (6-10 Years)	Installation of facilities using established guidelines
R113	EISENHOWER RD PARK					
A113.1	Install park identification signage	PRC staff	Medium Cost, Medium Return	1	2025	Installation of signage using established guidelines
A113.2	Playground add with surfacing installation per park master plan	P&R Staff	\$125,000	1	Short-term (1-3 Years)	Master Plan Document
A113.3	Tree planting in park	PRC staff	Medium Cost, Medium Return	1	Short-term (1-3 Years)	Installation of improvements
A113.4	Splashpad installation, per park master plan	PRC staff and MSO Staff	\$700,000	2	Mid-term (3-5 Years)	Master Plan Document
A113.5	Restroom installation per park masterplan	PRC staff and MSO Staff	\$125,000	2	Long-term (6-10 Years)	Master Plan Document
A113.6	Shelter and parking installation per park master plan	PRC staff and MSO Staff	\$250,000	3	Long-term (6-10 Years)	Master Plan Document
R114	GREEN MEADOWS PARK					

Short Term = 1-3 YEARS Long Term = 6-10+  
 1-2 YEARS Mid-Term = 3-5 YEARS

PARKS & FACILITY RECOMMENDATIONS						
NO.	Recommendation + Action Items	Responsibility	Financial Return (Costs vs Return)	Priority Level	Project Timeline	Performance Measure
A114.1	Playground surfacing improvements	PRC staff	\$50,000	2	Mid-term (3-5 Years)	Installation of improvements
A114.2	Install pond as shown in park master plan	PRC staff	~\$90,000 - 110,000 High Return	3	Long-term (6-10 Years)	Master Plan Document
R115	GROVER BARN					
A115.1	Convert historic property to cultural arts facility	PRC staff and MSO Staff	Variable Cost, High Return	3	Mid-term (3-5 Years)	Public Engagement & Participation
R116	HAND PARK					
A116.1	New playground surfacing	PRC staff	Low Cost, High Return	3	Long-term (6-10 Years)	Installation of improvements
A116.3	Accessible playground elements	PRC staff	Medium Cost, Medium Return	3	Long-term (6-10 Years)	Meets ADA universal design standards
R117	HEATHERWOOD TRAIL PARK AREA					
A117.1	Add benches	PRC staff	Medium Cost, Medium Return	3	Short-term (1-3 Years)	Meets furniture guidelines

Short Term = 1-3 YEARS Long Term = 6-10+  
 3-5 YEARS Mid-Term = 3-5 YEARS

PARKS & FACILITY RECOMMENDATIONS						
NO.	Recommendation + Action Items	Responsibility	Financial Return (Costs vs Return)	Priority Level	Project Timeline	Performance Measure
A117.2	Trail and Bridge improvements	PRC staff	Medium Cost, Medium Return	2	Long-term (6-10 Years)	Installation of improvements
R118	HOBBS PARK					
A118.1	New playground and surfacing	PRC staff	Low Cost, High Return	2	Long-term (6-10 Years)	Meets universal design standards
A118.2	Fencing updates	PRC staff	Variable Costs, Medium Return	2	Short-term (1-3 Years)	Meets furniture/site elements guidelines
A118.3	Stadium seating updates add ADA seating area	PRC staff and MSO Staff	Medium Cost, Medium Return	3	Long-term (6-10 Years)	Meets ADA Standards
A118.4	Pavement replacement at stadium	PRC staff and MSO Staff	Medium Cost, Medium Return	2	Long-term (6-10 Years)	Installation of improvements
R119	HOLCOM PARK					
A119.1	Playground surfacing improvements	PRC staff	Medium Cost, Medium Return	1	Short-term (1-3 Years)	Installation of improvements
A119.2	Parking lot and road repairs	PRC staff and MSO Staff	Low Cost, High Return	2	Short-term (1-3 Years)	Installation of improvements

Short Term = 1-3 YEARS Long Term = 6-10+  
 3-5 YEARS Mid-Term = 3-5 YEARS



PARKS & FACILITY RECOMMENDATIONS						
NO.	Recommendation + Action Items	Responsibility	Financial Return (Costs vs Return)	Priority Level	Project Timeline	Performance Measure
A119.3	Replace park restroom	PRC staff	\$125,000	3	Mid-term (3-5 Years)	Installation of facilities using established guidelines
A119.4	Skate park grading and drainage	PRC staff	Medium Cost, Medium Return	1	Mid-term (3-5 Years)	Grading/Drainage Control Plan
A119.5	Splashpad installation, per park master plan	PRC staff	\$700,000	3	Mid-term (3-5 Years)	Master Plan Document
A119.6	Shelter improvements	PRC staff	Medium Cost, Medium Return	3	Long-term (6-10 Years)	Installation of facilities using established guidelines
A119.7	Court resurfacing and fence improvements	PRC staff	Low Cost, Medium Return	2	Long-term (6-10 Years)	Installation of improvements using site elements guidelines
120	HOLCOM PARK RECREATION CENTER					
A120.1	Building renovation and expansion	PRC staff and MSO Staff	\$800,000	2	Mid-term (3-5 Years)	Installation of improvements
R121	HOLCOM SPORTS COMPLEX					
A121.1	Pavement and sidewalk improvements inside the complex	PRC staff and MSO Staff	Low Cost, High Return	1	2024	Installation of improvements

Short Term = 1-3 YEARS Long Term = 6-10+  
 1=1 YEAR 2=2 YEARS 3=3 YEARS

PARKS & FACILITY RECOMMENDATIONS						
NO.	Recommendation + Action Items	Responsibility	Financial Return (Costs vs Return)	Priority Level	Project Timeline	Performance Measure
A121.2	Install artificial turf on baseball infields	PRC staff	\$800,000	3	Mid-term (3-5 Years)	Installation of improvements
A121.3	Bleacher replacement in Ice field	PRC staff	\$150,000	2	Long-term (6-10 Years)	Installation of improvements using site elements guidelines
R122	LAWRENCE INDOOR AQUATICS					
A122.1	Locker room + family changing rooms) renovations	PRC staff	Medium Cost, Medium Return	1	Mid-term (3-5 Years)	Installation of improvements
A122.2	Paint Pools	PRC staff	\$180,000-\$200,0000	1	Short-term (1-3 Years)	Installation of improvements
A122.3	Replacements for chairs, timing and touch pads, and grates	PRC staff	Variable Costs, Medium Return	2	Mid Term	Installation of improvements
A122.4	Roof replacement in problem areas	PRC staff	Variable Costs, Medium Return	2	Mid-term (3-5 Years)	Installation of improvements
A122.5	Replace diving boards	PRC staff	Low Cost, Medium Return	2	Mid-term (3-5 Years)	Installation of improvements
A122.6	Replace pool boiler components	PRC staff	Medium Cost, Medium Return	1	Mid-term (3-5 Years)	Installation of improvements
A122.7	Pool equipment replacement in mechanical room ( pumps, valves, UV Systems, chlorinators, sensors, piping )	PRC staff	Variable Costs, Medium Return	1	Mid-term (3-5 Years)	Installation of improvements

Short Term = 1-3 YEARS Long Term = 6-10+  
 1=1 YEAR 2=2 YEARS 3=3 YEARS

PARKS & FACILITY RECOMMENDATIONS						
NO.	Recommendation + Action Items	Responsibility	Financial Return (Costs vs Return)	Priority Level	Project Timeline	Performance Measure
A122.8	Replace water feature pumps for leisure pool	PRC staff	Medium Cost, Medium Return	1	Mid-term (3-5 Years)	Installation of improvements
A122.9	Building addition to provide event space for swim meets	PRC staff	\$990,000-\$1,200,000	3	Mid-term (3-5 Years)	Installation of improvements
A122.10	Replace HVAC unit components	PRC staff	Medium Cost, Medium Return	1	Long-term (6-10 Years)	Installation of improvements
A122.11	Pool slide refresh	PRC staff	Variable Costs, High Return	2	Long-term (6-10 Years)	Installation of improvements
A122.12	Replace tankless water heaters for facility	PRC staff	Medium Cost, Medium Return	1	Long-term (6-10 Years)	Installation of improvements
R123	JAPANESE FRIENDSHIP GARDEN					
A123.1	Repair and maintain sculptures	PRC staff	Variable Costs, Medium Return	1	Short-term (1-3 Years)	Installation of improvements
A123.2	Continued maintenance and plantings	PRC staff	Variable Costs, Medium Return	1	Mid-term (3-5 Years)	Maintenance Evaluation
R124	JOHN TAYLOR PARK					
A124.1	Improve sidewalk connections to amenities in the park	PRC staff	Low Cost, Medium Impact	2	Short-term (1-3 Years)	Installation of improvements

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PARKS & FACILITY RECOMMENDATIONS						
NO.	Recommendation + Action Items	Responsibility	Financial Return (Costs vs Return)	Priority Level	Project Timeline	Performance Measure
A124.2	Parking lot resurfacing	PRC staff and MSO Staff	Low Cost, High Return	2	Short-term (1-3 Years)	Installation of improvements
A124.3	Court resurfacing	PRC staff	Medium Cost, Medium Return	3	Short-term (1-3 Years)	Installation of improvements
R125	KANZA SOUTHWIND PARK					
A125.1	Add soft nature trails	PRC staff	Variable Costs, Medium Return	3	Short-term (1-3 Years)	Installation of improvements
A125.2	Add interpretative signage	PRC staff	~\$2,500 - 15,000 Medium Return	3	Short-term (1-3 Years)	Installation of signage using established guidelines
A125.3	Add seating	PRC staff	Variable Costs, Medium Return	3	Short-term (1-3 Years)	Meets furniture/site elements guidelines
A125.4	Grading at entry gates	PRC staff	Variable Costs, Medium Return	3	Short-term (1-3 Years)	Grading Plan
R126	LAWRENCE LOOP TRAIL					
A126.1	Complete section of trail 8th street to 7th street	PRC staff and MSO Staff	\$230,000	1	2024	Installation of improvements

Short Term = 1-3 YEARS Long Term = 6-10+  
 1=1 YEAR 2=2 YEARS 3=3-5 YEARS

Short Term = 1-3 YEARS Long Term = 6-10+  
 1=1 YEAR 2=2 YEARS 3=3-5 YEARS

PARKS & FACILITY RECOMMENDATIONS

NO.	Recommendation + Action Items	Responsibility	Financial Return (Costs vs Return)	Priority Level	Project Timeline	Performance Measure
A126.2	Complete section of trail from Michigan to Sandra Shaw Park	PRC staff and MSO Staff	\$900,000	1	Short-term (1-3 Years)	Installation of improvements
A126.3	Complete section of trail from 7th street to Constant Park	PRC staff and MSO Staff	\$2,500,000	1	Short-term (1-3 Years)	Installation of improvements
A126.4	Install a grade separated crossing ( bridge) over Iowa Street	PRC staff and MSO Staff	\$2,500,000	2	Mid-Term (4-5 Years)	Installation of improvements
A126.5	Complete section of trail from Queens Road to Kasold RD	PRC staff and MSO Staff	\$3,000,000	3	Mid-Term (4-5 Years)	Installation of improvements
A126.6	Make repairs to older sections of trail	PRC staff and MSO Staff	~\$37.50/LF (6' wide) High Return	3	Long-term (6-10 Years)	Installation of improvements
A126.7	In accordance with Public Art Plan, develop annual program to add sculpture/artwork to the Lawrence Loop	PRC staff	Variable Costs, Medium Return	3	Long-term (6-10 Years)	Installation of improvements
R127	LAWRENCE NATURE PARK					
A127.1	Seating upgrades	PRC staff	Medium Cost, Medium Return	3	Short-term (1-3 Years)	Meets furniture/site elements guidelines
A127.2	Better park access and trail smoothing	PRC staff	Medium Cost, Medium Return	3	Long-term (6-10 Years)	Installation of improvements

Short Term = 1-3 YEARS Long Term = 6-10+  
dyYEARS Mid-Term = 3-5 YEARS

PARKS & FACILITY RECOMMENDATIONS

NO.	Recommendation + Action Items	Responsibility	Financial Return (Costs vs Return)	Priority Level	Project Timeline	Performance Measure
R128	LIBRARY PLAZA PARK AREA					
A128.1	Expand existing site furnishings	P&R Staff	Low Cost, High Return	3	Mid Term	Installation of improvements
A128.2	Develop site as Downtown event space	PRC staff	\$800,000	3	Mid-Term (4-5 Years)	Public Engagement & Participation
A128.3	Install shade structures and pave the upper level of the plaza for expanded rental opportunities	PRC staff	\$300,000	2	Mid-Term (4-5 Years)	Installation of facilities using established guidelines
R129	LUDLAM PARK					
A129.1	Add playground surfacing	PRC staff	~\$10,000 - 75,000 High Return	2	Mid Term	Installation of improvements
R130	LYONS PARK					
A130.1	Replace park picnic shelter	PRC staff	\$150,000	1	2024	Installation of facilities using established guidelines
A130.2	Improve sidewalks to connect parking to amenities	PRC staff	Medium Cost, Medium Return	1	2024	Installation of improvements

Short Term = 1-3 YEARS Long Term = 6-10+  
dyYEARS Mid-Term = 3-5 YEARS

PARKS & FACILITY RECOMMENDATIONS

NO.	Recommendation + Action Items	Responsibility	Financial Return (Costs vs Return)	Priority Level	Project Timeline	Performance Measure
A130.3	Fencing updates	PRC staff	Variable Costs, Medium Return	2	Mid-Term (4-5 Years)	Installation of improvements
A130.4	Replace park restroom	PRC staff	\$125,000	2	Mid-Term (4-5 Years)	Installation of facilities using established guidelines
A130.5	Repairs to splash pad	PRC staff	Medium Cost, Medium Return	3	Long-term (6-10 Years)	Installation of improvements
A130.6	Pavement repair/re-surfacing	PRC staff	Medium Cost, Medium Return	3	Long-term (6-10 Years)	Installation of improvements
R131	MAPLE GROVE CEMETERY					
A131.1	Roadway Improvements	PRC staff and MSO Staff	\$150,000	2	Short-term (1-3 Years)	Installation of improvements
A131.2	Plant trees / enhance landscape	PRC staff	Medium Cost, Medium Return	1	Short-term (1-3 Years)	Installation of improvements
R132	MAINTENANCE SHOP FACILITIES					
A132.1	Interior upgrade to install an additional restroom - landscape shop	PRC staff	High Cost, High Return	1	Short-term (1-3 Years)	Installation of improvements
A132.2	Interior upgrade to install an additional restroom - District #1 Shop	PRC staff	High Cost, High Return	2	Short-term (1-3 Years)	Installation of improvements

Short Term = 1-3 YEARS Long Term = 6-10+  
 4-5 YEARS Mid-Term = 3-5 YEARS

PARKS & FACILITY RECOMMENDATIONS

NO.	Recommendation + Action Items	Responsibility	Financial Return (Costs vs Return)	Priority Level	Project Timeline	Performance Measure
A132.3	Exterior door and window replacements - District #1 Shop	PRC staff	Medium Cost, Medium Return	2	Mid-Term (4-5 Years)	Installation of improvements
A132.4	Exterior door and window replacements - District #2 Shop	PRC staff	Medium Cost, Medium Return	2	Mid-Term (4-5 Years)	Installation of improvements
A132.5	Exterior tuck-point brick - District #2 Shop	PRC staff	Medium Cost, Medium Return	2	Mid-Term (4-5 Years)	Installation of improvements
A132.6	Exterior door and window replacements & painting - Landscape Shop	PRC staff	Medium Cost, Medium Return	3	Mid-Term (4-5 Years)	Installation of improvements
A132.7	Exterior doors and window replacements - Forestry Shop	PRC staff	Medium Cost, Medium Return	3	Mid-Term (4-5 Years)	Installation of improvements
A132.8	Parking lot improvements Landscape Shop	PRC staff and MSO Staff	Low Cost, Medium Return	3	Long-term (6-10 Years)	Installation of improvements
A132.9	Building addition - District #1 Shop	PRC staff and MSO Staff	\$150,000	3	Long-term (6-10 Years)	Installation of improvements
A132.10	Building addition - District #2 Shop	PRC staff and MSO Staff	\$150,000	3	Long-term (6-10 Years)	Installation of improvements
A132.11	Relocate Landscape Shop out of the flood plain	PRC staff and MSO Staff	High Cost, High Return	3	Long-term (6-10 Years)	Installation of improvements
R133	MARTIN PARK					

Short Term = 1-3 YEARS Long Term = 6-10+  
 4-5 YEARS Mid-Term = 3-5 YEARS

PARKS & FACILITY RECOMMENDATIONS						
NO.	Recommendation + Action Items	Responsibility	Financial Return (Costs vs Return)	Priority Level	Project Timeline	Performance Measure
A133.1	Possible route for NW section of Lawrence Loop	PRC staff and MSO Staff	Medium Cost, Medium Return	2	Mid-Term (4-5 Years)	Installation of improvements
A133.2	Develop trail head parking if Lawrence Loop passes through park	PRC staff and MSO Staff	Medium Cost, Medium Return	2	Mid-Term (4-5 Years)	Installation of improvements
R134	MEMORIAL PARK CEMETERY					
A134.1	Office and Maintenance Shop Replacement	PRC staff and MSO Staff	\$430,000	2	Short-term (1-3 Years)	Installation of improvements
A134.2	Add scatter garden	PRC staff	Low Cost, Medium Return	2	Short-term (1-3 Years)	Installation of improvements
A134.3	Roadway Improvements	PRC staff and MSO Staff	Medium Cost, Medium Return	2	Short-term (1-3 Years)	Installation of improvements
A134.4	Enhance landscape	PRC staff	Medium Cost, Medium Return	2	Short-term (1-3 Years)	Installation of improvements
R135	NAISMITH VALLEY PARK					
A135.1	Add wayfinding and directional signage at trailheads	PRC staff	~\$2,500 - 15,000 Medium Return	2	Short-term (1-3 Years)	Installation of improvements
A135.2	Surface repairs on bridge	PRC staff	Variable Costs, Medium Return	2	Short-term (1-3 Years)	Installation of improvements

Short Term = 1-3 YEARS Long Term = 6-10+  
 2=YEARS Mid-Term = 3-5 YEARS

PARKS & FACILITY RECOMMENDATIONS						
NO.	Recommendation + Action Items	Responsibility	Financial Return (Costs vs Return)	Priority Level	Project Timeline	Performance Measure
R136	OAK HILL CEMETERY					
A136.1	Pavement maintenance	PRC staff and MSO Staff	Low Cost, High Return	2	Short-term (1-3 Years)	Installation of improvements
A136.2	Tree planting and landscape enhancement	PRC staff	Medium Cost, Medium Return	2	Short-term (1-3 Years)	Installation of improvements
A136.3	Improve turf quality in entire cemetery	PRC staff	Medium Cost, Medium Return	2	Short-term (1-3 Years)	Installation of improvements
A136.4	Develop historical marker repair program	PRC staff	Low Cost, High Return	2	Mid Term	Installation of improvements
A136.5	Natural burial section additions	PRC staff	Low Cost, High Return	3	Long-term (6-10 Years)	Installation of improvements
R137	OUTDOOR AQUATICS CENTER					
A137.1	Develop facility renovations plan	PRC staff and MSO Staff	Low Cost, High Return	1	2024	Installation of facilities using established guidelines
A137.2	Make improvements to the facility based on the renovation plan	PRC staff and MSO Staff	Low Cost, High Return	1	Short-term (1-3 Years)	Installation of improvements

Short Term = 1-3 YEARS Long Term = 6-10+  
 2=YEARS Mid-Term = 3-5 YEARS

PARKS & FACILITY RECOMMENDATIONS						
NO.	Recommendation + Action Items	Responsibility	Financial Return (Costs vs Return)	Priority Level	Project Timeline	Performance Measure
R138	PAT DAWSON - BILLINGS NATURE AREA					
A138.1	Additional seating	PRC staff	Low Cost, High Return	3	Short-term (1-3 Years)	Installation of improvements
A138.2	Add wayfinding, interpretative, and directional signage	PRC staff	Medium Cost, Medium Return	3	Short-term (1-3 Years)	Installation of signage using established guidelines
A138.3	Add nature trails	PRC staff	Medium Cost, Medium Return	3	Long-term (6-10 Years)	Installation of improvements
A138.4	Add ADA boardwalks and fishing dock	PRC staff	\$60,000	3	Long-term (6-10 Years)	Meets ADA Standards
R139	PARNELL PARK					
A139.1	Maintain green spaces as flood control	PRC staff	Variable Costs, Medium Return	3	Ongoing	Installation of improvements
R140	PARKWAYS AND CITY ENTRANCES					
A140.1	North 2nd Street - upgrade and manage landscape corridor	PRC staff	Medium Cost, Medium Return	1	Short-term (1-3 Years)	Installation of improvements

Short Term = 1-3 YEARS Long Term = 6-10+  
 1-3 YEARS Mid-Term = 3-5 YEARS

PARKS & FACILITY RECOMMENDATIONS						
NO.	Recommendation + Action Items	Responsibility	Financial Return (Costs vs Return)	Priority Level	Project Timeline	Performance Measure
A140.2	North 2nd Street - In accordance with Public Art Plan, install large-scale public art with new City entrance sign	PRC staff	Variable Cost, High Return	2	Short-term (1-3 Years)	Installation of improvements
A140.3	McDonald Drive - In accordance with Public Art Plan, install large-scale public art with new City entrance sign	PRC staff	Variable Cost, High Return	2	Mid-Term (4-5 Years)	Installation of improvements
A140.4	23rd street / K-10 entrance - upgrade and manage landscape corridor	PRC staff	Medium Cost, High Return	1	Mid-Term (4-5 Years)	Installation of improvements
A140.5	23rd street / K-10 entrance - In accordance with Public Art Plan, install large-scale public art with new City entrance sign	PRC staff	Variable Cost, High Return	3	Mid-Term (4-5 Years)	Installation of improvements
A140.6	West 6th & K-10 In accordance with Public Art Plan, install large-scale public art with new City entrance sign	PRC staff	Variable Cost, High Return	3	Mid-Term (4-5 Years)	Installation of improvements
A140.7	South Iowa - upgrade and manage landscape corridor	PRC staff	Medium Cost, Medium Return	2	Long-term (6-10 Years)	Installation of improvements
A140.8	South Iowa - In accordance with Public Art Plan, install large-scale public art with new City entrance sign (after highway is rebuilt)	PRC staff	Variable Cost, High Return	3	Long-term (6-10 Years)	Installation of improvements
A140.9	Wakarusa and K-10 - In accordance with Public Art Plan, install large-scale public art with new City entrance sign (after highway is rebuilt)	PRC staff	Variable Cost, High Return	3	Long-term (6-10 Years)	Installation of improvements
R141	PARK HILLS PARKS					

Short Term = 1-3 YEARS Long Term = 6-10+  
 1-3 YEARS Mid-Term = 3-5 YEARS

PARKS & FACILITY RECOMMENDATIONS						
NO.	Recommendation + Action Items	Responsibility	Financial Return (Costs vs Return)	Priority Level	Project Timeline	Performance Measure
A141.1	Additional ADA Sidewalk connections to Park Hill #1 playground and basketball court	PRC staff	Variable Costs, Medium Return	1	Short-term (1-3 Years)	Installation of improvements
A141.2	Replace playground structures and surfacing to Park Hill Park #1	PRC staff	~\$100,000 - 225,000 High Return	2	Short-term (1-3 Years)	Meets universal design standards
A141.3	Add benches	PRC staff	~\$2,500 - 3,000 Medium Return	2	Short-term (1-3 Years)	Meets furniture/site elements guidelines
A141.4	Add trees to all three parks	PRC staff	Variable Costs, High Return	2	Short-term (1-3 Years)	Installation of improvements
R142	PETERSON ROAD PARK					
A142.1	Replace playground surfacing	PRC staff	Low Cost, High Return	2	Short-term (1-3 Years)	Installation of improvements
A142.2	Add fenced dog park	PRC staff	Medium Cost, Medium Return	2	Mid-Term (4-5 Years)	Installation of improvements
A142.3	New pedestrian connections	PRC staff	Medium Cost, Medium Return	3	Long-term (6-10 Years)	Installation of improvements
A142.4	Install practice fields and parking on the south side of the park ( per park master plan)	PRC staff	Medium Cost, Medium Return	2	Long-term (6-10 Years)	Master Plan Document

Short Term = 1-3 YEARS Long Term = 6-10+  
 4-5 YEARS Mid-Term = 3-5 YEARS

PARKS & FACILITY RECOMMENDATIONS						
NO.	Recommendation + Action Items	Responsibility	Financial Return (Costs vs Return)	Priority Level	Project Timeline	Performance Measure
A142.5	Install new enclosed shelter with restrooms and parking on the north side of the park ( per park master plan)	PRC staff	\$1,500,000	3	Long-term (6-10 Years)	Installation of facilities using established guidelines
R143	PRAIRIE PARK / MARYS LAKE					
A143.1	Provide added storage facility for canoes and kayaks near Mary's Lake	PRC staff	Medium Cost, Medium Return	1	2024	Installation of facilities using established guidelines
A143.2	Replace fishing docks on Mary's Lake	PRC staff	Medium Cost, Medium Return	1	2024-2025	Installation of improvements
A143.3	Remove invasive woody plant materials along nature trails and around lake	PRC staff	Low Cost, Medium Return	1	Short-term (1-3 Years)	Removal
A143.4	Replace wayfinding, directional and interpretive signage	PRC staff	Low Cost, High Return	2	Short-term (1-3 Years)	Installation of improvements
A143.5	New playground surfacing	PRC staff	Medium Cost, Medium Return	2	Mid-Term (4-5 Years)	Installation of improvements
A143.6	Re-surfacing of courts	PRC staff	Variable Costs, High Return	2	Long-term (6-10 Years)	Installation of improvements
R144	PRAIRIE PARK NATURE CENTER					
A144.1	Interior remodel - flooring and paint	PRC staff	Medium Cost, Medium Return	1	2024	Installation of improvements

Short Term = 1-3 YEARS Long Term = 6-10+  
 4-5 YEARS Mid-Term = 3-5 YEARS

PARKS & FACILITY RECOMMENDATIONS

NO.	Recommendation + Action Items	Responsibility	Financial Return (Costs vs Return)	Priority Level	Project Timeline	Performance Measure
A144.2	Add outdoor classroom space near Nature Center	PRC staff	Medium Cost, Medium Return	1	2024	Installation of improvements
A144.3	Relocate archery range	PRC staff	Low Cost, Medium Return	1	2024	Installation of improvements
A144.4	Add acoustic tiles to interior of facility	PRC staff	Medium Cost, High Return	1	Short Term	Installation of improvements
A144.5	Paint exterior of building	PRC staff	Low Cost, Medium Return	1	Short-term (1-3 Years)	Installation of improvements
A144.6	Paint exterior of garage	PRC staff	Low Cost, Medium Return	1	Short-term (1-3 Years)	Installation of improvements
A144.7	Building addition to provide added classroom space	PRC staff and MSO Staff	\$500,000	2	Mid-Term (4-5 Years)	Installation of improvements
A144.8	Parking lot and sidewalk improvements	PRC staff	Medium Cost, Medium Return	2	Mid-Term (4-5 Years)	Installation of improvements
A144.9	Upgrade natural playground near facility	PRC staff	Medium Cost, Medium Return	2	Mid-Term (4-5 Years)	Meets universal design standards
A144.10	Animal enclosure upgrades	PRC staff	Medium Cost, Medium Return	3	Long-term (6-10 Years)	Installation of improvements
A144.11	Building mechanical systems replacement	PRC staff and MSO Staff	High Cost, High Return	3	Long-term (6-10 Years)	Installation of improvements

Short Term = 1-3 YEARS Long Term = 6-10+  
 1=1 YEAR 2=2-3 YEARS 3=3-5 YEARS

PARKS & FACILITY RECOMMENDATIONS

NO.	Recommendation + Action Items	Responsibility	Financial Return (Costs vs Return)	Priority Level	Project Timeline	Performance Measure
R145	RIVERFRONT PARK					
A145.1	Install addition nature trail inside levee between 4th and 8th streets	PRC staff	Medium Cost, Medium Return	1	Short-term (1-3 Years)	Installation of improvements
A145.2	Road/pavement repairs	PRC staff and MSO Staff	Variable Costs, Medium Return	2	Short-term (1-3 Years)	Installation of improvements
A145.3	Erosion control around boat ramps	PRC staff	Low Cost, High Return	3	Long-term (6-10 Years)	Erosion Control Plan
A145.4	Additional Sidewalk connections to park amenities and parking	PRC staff	Variable Costs, Medium Return	3	Long-term (6-10 Years)	Installation of improvements
R146	ROBINSON PARK					
A146.1	Replace benches	PRC staff	~\$2,500 - 10,000 Medium Return	1	Short Term	Meets furniture/site elements guidelines
A146.2	In accordance with Public Art Plan, develop program to install public artwork	PRC staff	Variable Costs, Medium Return	2	Short-term (1-3 Years)	Public Art Plan
A146.3	Rebuild / repair historic rock wall	PRC staff	Medium Cost, Medium Return	3	Long-term (6-10 Years)	Installation of improvements

Short Term = 1-3 YEARS Long Term = 6-10+  
 1=1 YEAR 2=2-3 YEARS 3=3-5 YEARS



**PARKS & FACILITY RECOMMENDATIONS**

NO.	Recommendation + Action Items	Responsibility	Financial Return (Costs vs Return)	Priority Level	Project Timeline	Performance Measure
<b>R147</b>	<b>ROCK CHALK PARK</b>					
<b>A147.1</b>	<i>Install new park restroom along trails</i>	PRC staff and MSO Staff	High Cost, High Return	2	<i>Mid-Term (4-5 Years)</i>	Installation of facilities using established guidelines
<b>A147.2</b>	<i>Parking lot and sidewalk replacements / improvements</i>	PRC staff and MSO Staff	Medium Cost, Medium Return	3	<i>Long-term (6-10 Years)</i>	Installation of improvements
<b>R148</b>	<b>ROTARY ARBORETUM</b>					
<b>A148.1</b>	<i>Waterfall / pond maintenance</i>	<i>PRC staff</i>	Low Cost, Medium Return	1	<i>Short-term (1-3 Years)</i>	Installation of improvements
<b>A148.2</b>	<i>Additional tree / landscape installation</i>	<i>PRC staff</i>	Low Cost, Medium Return	1	<i>Short-term (1-3 Years)</i>	Installation of improvements
<b>A148.3</b>	<i>In accordance with Public Art Plan, develop annual program and the site as a sculpture garden</i>	<i>PRC staff</i>	Variable Costs, Medium Return	2	<i>Short-term (1-3 Years)</i>	Public Art Plan
<b>A148.4</b>	<i>Install new parking area on NE side of park</i>	PRC staff and MSO Staff	Medium Cost, Medium Return	2	<i>Mid-Term (4-5 Years)</i>	Installation of improvements
<b>A148.5</b>	<i>Install additional trails in NE section of park</i>	<i>PRC staff</i>	Medium Cost, Medium Return	2	<i>Mid-Term (4-5 Years)</i>	Installation of improvements

Short Term = 1-3 YEARS      Long Term = 6-10+  
 0-1 YEARS    Mid-Term = 3-5 YEARS

**PARKS & FACILITY RECOMMENDATIONS**

NO.	Recommendation + Action Items	Responsibility	Financial Return (Costs vs Return)	Priority Level	Project Timeline	Performance Measure
<b>A148.6</b>	<i>Install new pond in NE section of park</i>	<i>PRC staff</i>	High Cost, Medium Return	2	<i>Mid-Term (4-5 Years)</i>	Installation of improvements
<b>A148.7</b>	<i>Trail / pavement replacements</i>	<i>PRC staff</i>	Medium Cost, Medium Return	3	<i>Mid-Term (4-5 Years)</i>	Installation of improvements
<b>R149</b>	<b>SANDRA J. SHAW COMMUNITY HEALTH PARK</b>					
<b>A149.1</b>	<i>Add kayak rental self-service station</i>	<i>PRC staff</i>	Medium Cost, Medium Return	2	<i>Mid Term</i>	Installation of facilities using established guidelines
<b>A149.2</b>	<i>Erosion control around pond</i>	<i>PRC staff</i>	Low Cost, Medium Return	2	<i>Short-term (1-3 Years)</i>	Erosion Control Plan
<b>A149.3</b>	<i>General shelter maintenance</i>	<i>PRC staff</i>	Low Cost, High Return	2	<i>Short-term (1-3 Years)</i>	Installation of facilities using established guidelines
<b>A149.4</b>	<i>Parking improvements</i>	<i>PRC staff</i>	Low Cost, High Return	2	<i>Long-term (6-10 Years)</i>	Installation of improvements
<b>A149.5</b>	<i>Add playground at picnic area</i>	<i>PRC staff</i>	Medium Cost, Medium Return	3	<i>Long-term (6-10 Years)</i>	Meets universal design standards
<b>R150</b>	<b>SOUTH PARK</b>					
<b>A150.1</b>	<i>Play surfacing repairs</i>	<i>PRC staff</i>	Medium Cost, Medium Return	1	<i>2024</i>	Installation of improvements

Short Term = 1-3 YEARS      Long Term = 6-10+  
 0-1 YEARS    Mid-Term = 3-5 YEARS

PARKS & FACILITY RECOMMENDATIONS

NO.	Recommendation + Action Items	Responsibility	Financial Return (Costs vs Return)	Priority Level	Project Timeline	Performance Measure
A150.2	Additional crosswalk connections	PRC staff	Low Cost, High Return	1	Short-term (1-3 Years)	Installation of improvements
A150.3	Replace wading pool with a splash pad	PRC staff and MSO Staff	\$800,000	2	Mid-Term (4-5 Years)	Installation of improvements
A150.4	Additions to playground to make destination play structure	PRC staff	\$500,000	2	Mid-Term (4-5 Years)	Meets universal design standards
A150.5	Install surface drains in lower areas of park	PRC staff	Medium Cost, Medium Return	2	Mid-Term (4-5 Years)	Installation of improvements
A150.6	Additions to historic band stand for City band concerts	PRC staff	\$250,000	3	Long-term (6-10 Years)	Installation of improvements
R151	SPORTS PAVILION LAWRENCE					
A151.1	Replace turf in soccer area	PRC staff	\$850,000	1	Short-term (1-3 Years)	Installation of improvements
A151.2	Replace weights and fitness equipment	PRC staff	\$150,000	1	Short-term (1-3 Years)	Installation of improvements
A151.3	Replace exterior building lights, parking lot lights and courts lights as needed to maintain building security	PRC staff and MSO Staff	Low Cost, Medium Return	1	Short-term (1-3 Years)	Determine lighting products using established guidelines

Short Term = 1-3 YEARS Long Term = 6-10+  
 4-5 YEARS Mid-Term = 3-5 YEARS

PARKS & FACILITY RECOMMENDATIONS

NO.	Recommendation + Action Items	Responsibility	Financial Return (Costs vs Return)	Priority Level	Project Timeline	Performance Measure
A151.4	Replace motors and lift systems components for ceiling mounted equipment - basketball, volleyball, divider curtains and north side window shades	PRC staff	Medium Cost, Medium Return	2	Mid-Term (4-5 Years)	Installation of improvements
A151.5	Replace window blinds offices, weight room, fitness room, legacy room	PRC staff	Low Cost, Medium Return	3	Mid-Term (4-5 Years)	Installation of improvements
A151.6	Replace HVAC units for the facility	PRC staff and MSO Staff	\$350,000	2	Long-term (6-10 Years)	Installation of improvements
A151.7	Add programmable fitness classroom space to the west end of the building	PRC staff	\$300,000	3	Long-term (6-10 Years)	Installation of improvements
A151.8	Add storage space to the east side of the building	PRC staff	\$150,000	3	Long-term (6-10 Years)	Installation of improvements
A151.9	Tennis Court Resurfacing	PRC staff	Medium Cost, Medium Return	3	Long-term (6-10 Years)	Installation of improvements
R152	STONEGATE PARK					
A152.1	Add picnic tables and pads	PRC staff	~\$5,000 - 20,000, Medium Return	1	Short-term (1-3 Years)	Meets furniture/site elements guidelines
R153	UNION PACIFIC DEPOT					

Short Term = 1-3 YEARS Long Term = 6-10+  
 4-5 YEARS Mid-Term = 3-5 YEARS

PARKS & FACILITY RECOMMENDATIONS

NO.	Recommendation + Action Items	Responsibility	Financial Return (Costs vs Return)	Priority Level	Project Timeline	Performance Measure
A153.1	Replace interior flooring	PRC staff	Medium Cost, Medium Return	1	Short Term	Installation of improvements
A153.2	Interior painting and wall upgrades - remove old visitor center desk	PRC staff	Low Cost, Medium Return	1	Short Term	Installation of improvements
A153.3	Install AV equipment for use by rentals	PRC staff	Medium Cost, Medium Return	1	Short Term	Installation of improvements
A153.4	Upgrade kitchen amenities for improved event catering	PRC staff	Medium Cost, Medium Return	2	Short-term (1-3 Years)	Installation of improvements
A153.5	Replace roof on historic structure	PRC staff	High Cost, High Return	3	Long-term (6-10 Years)	Installation of improvements
A153.6	Painting and exterior waterproofing on historic structure	PRC staff	Medium Cost, Medium Return	3	Long-term (6-10 Years)	Installation of improvements
R154	UNION PACIFIC DEPOT PARK AREA					
A154.1	Pavement and sidewalk Improvements	PRC staff	Medium Cost, Medium Return	2	Short-term (1-3 Years)	Installation of improvements
A154.2	Landscape Improvements	PRC staff	Medium Cost, Medium Return	2	Short-term (1-3 Years)	Installation of improvements

Short Term = 1-3 YEARS Long Term = 6-10+  
 1st YEARS Mid-Term = 3-5 YEARS

PARKS & FACILITY RECOMMENDATIONS

NO.	Recommendation + Action Items	Responsibility	Financial Return (Costs vs Return)	Priority Level	Project Timeline	Performance Measure
R155	VETERAN'S PARK					
A155.1	Replace benches and water fountain	PRC staff	Low Cost, High Return	1	Short-term (1-3 Years)	Installation of improvements
A155.2	Pavement repair and connections to seating pads	PRC staff and MSO Staff	Medium Cost, Medium Return	2	Short-term (1-3 Years)	Installation of improvements
A155.3	Court Resurfacing	PRC staff	Low Cost, Medium Return	3	Mid-Term (4-5 Years)	Installation of improvements
A155.4	Additional pedestrian connections to park amenities (courts to sidewalk)	PRC staff	Variable Costs, Medium Return	2	Short-term (1-3 Years)	Installation of improvements
R156	WALNUT PARK					
A156.1	Replace grills	PRC staff	Medium Cost, Medium Return	3	Short Term	Meets furniture/site elements guidelines
A156.2	Update playground equipment, and new surfacing.	PRC staff	Low Cost, High Return	2	Mid-Term (4-5 Years)	Meets universal design standards
A156.3	Shelter replacement	PRC staff	Medium Cost, Medium Return	3	Long-term (6-10 Years)	Installation of facilities using established guidelines

Short Term = 1-3 YEARS Long Term = 6-10+  
 1st YEARS Mid-Term = 3-5 YEARS

PARKS & FACILITY RECOMMENDATIONS

NO.	Recommendation + Action Items	Responsibility	Financial Return (Costs vs Return)	Priority Level	Project Timeline	Performance Measure
A156.4	<i>Parking lot re-surfacing</i>	PRC staff and MSO Staff	Low Cost, High Return	2	<i>Long-term (6-10 Years)</i>	Installation of improvements
A156.5	<i>Additional pedestrian pathways to park amenities</i>	<i>PRC staff</i>	<i>Variable Costs, Medium Return</i>	2	<i>Long-term (6-10 Years)</i>	Installation of improvements
R157	WATER TOWER PARK					
A157.1	<i>Replace and expand playground equipment and new surfacing.</i>	<i>PRC staff</i>	Low Cost, High Return	1	<i>Short-term (1-3 Years)</i>	Installation of improvements
A157.2	<i>Replace benches and pads</i>	<i>PRC staff</i>	Medium Cost, Medium Return	1	<i>Short-term (1-3 Years)</i>	Meets furniture/site elements guidelines
A157.3	<i>Additional pedestrian pathways and neighborhood connections</i>	<i>PRC staff</i>	<i>Variable Costs, Medium Return</i>	1	<i>Short-term (1-3 Years)</i>	Installation of improvements
R158	WOODY PARK					
A158.1	<i>Practice field improvements</i>	<i>PRC staff</i>	Medium Cost, Medium Return	3	<i>Long-term (6-10 Years)</i>	Installation of improvements
R159	YOUTH SPORTS COMPLEX					
A159.1	<i>Upgrade 6 grass football and soccer fields to artificial turf with lights</i>	PRC staff and MSO Staff	\$3,600,000	1	<i>2024 - 2025</i>	Installation of improvements

Short Term = 1-3 YEARS Long Term = 6-10+  
 4-5 YEARS Mid-Term = 3-5 YEARS

PARKS & FACILITY RECOMMENDATIONS

NO.	Recommendation + Action Items	Responsibility	Financial Return (Costs vs Return)	Priority Level	Project Timeline	Performance Measure
A159.2	<i>Enhance landscape</i>	<i>PRC staff</i>	Low Cost, High Return	1	<i>Short Term</i>	Installation of improvements
A159.3	<i>Add new playground facility</i>	<i>PRC staff</i>	Medium Cost, Medium Return	3	<i>Mid-Term (4-5 Years)</i>	Meets universal design standards
A159.4	<i>New indoor artificial turf facility</i>	PRC staff and MSO Staff	\$7,000,000	3	<i>Mid-Term (4-5 Years)</i>	Installation of improvements
A159.5	<i>Improve parking and road systems to provide better traffic flow</i>	PRC staff and MSO Staff	Variable Costs, High Return	1	<i>Mid-Term (4-5 Years)</i>	Installation of improvements
A159.6	<i>Parking Lot Improvements</i>	PRC staff and MSO Staff	\$450,000	1	<i>Mid-Term (4-5 Years)</i>	Installation of improvements
A159.7	<i>Concession / Restroom facility addition at the west end of the complex</i>	PRC staff and MSO Staff	\$350,000	2	<i>Mid-Term (4-5 Years)</i>	Installation of facilities using established guidelines
A159.8	<i>Upgrade baseball / softball infields to artificial turf</i>	<i>PRC staff</i>	\$1,045,000	2	<i>Long-term (6-10 Years)</i>	Installation of improvements
A159.9	<i>Splash pad installation, per park master plan</i>	<i>PRC staff and MSO Staff</i>	\$700,000	2	<i>Mid-term (3-5 Years)</i>	Master Plan Document
R160	GOAL: IMPROVE SAFETY IN PARKS.					

Short Term = 1-3 YEARS Long Term = 6-10+  
 4-5 YEARS Mid-Term = 3-5 YEARS

PARKS & FACILITY RECOMMENDATIONS						
NO.	Recommendation + Action Items	Responsibility	Financial Return (Costs vs Return)	Priority Level	Project Timeline	Performance Measure
A160.1	Establish safety standards in all parks.	PRC Staff and MSO Staff	Low Cost, High Return	1	Short Term	Guidelines Document
A160.2	Incorporate CPTED Standards for all parks.	PRC Staff and MSO Staff	Medium Cost, Medium Return	1	Short Term	Guidelines Document
A160.3	Develop a safety program for users that interface with non-housed individuals living in parks.	Director / Assistant Directors	Medium Cost, High Return	1	Ongoing	Guidelines Document
A160.4	Increase footcandles in parks to 3-5 FC.	<i>PRC staff</i>	Medium Cost, Medium Return	2	Mid Term	Guidelines Document
A160.5	Incorporate security cameras in unsafe areas of the park system working with the Lawrence Police Department.	<i>PRC staff and LPD staff</i>	Medium Cost, High Return	1	Mid Term	Guidelines Document
R161	GOAL: IMPROVE THE LACK OF RESTROOMS IN PARKS.					
A161.1	Determine length of stay for each type of park based on the level of experiences available and rather a restroom is needed and what type of restroom is	PRC Staff and MSO Staff	Low Cost, Medium Return	1	Ongoing	Guidelines Document
A161.2	Establish a type of restroom standard needed in parks with a capital plan to improve access to them.	Director / Assistant Directors	High Cost, High Return	1	Ongoing	Guidelines Document
R162	GOAL: ENHANCE EXISTING INFRASTRUCTURE TO SUPPORT A STRONGER LEVEL OF USE					
A162.1	Update the lifecycle replacement schedule of assets in the park with the goal of updating at least 5% of the total asset value of park amenities each year.	PRC Staff and MSO Staff	Medium Cost, Medium Return	1	Ongoing	Guidelines Document

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Short Term = 1-3 YEARS Long Term = 6-10+  
 1=1 YEAR 2=2 YEARS 3=3 YEARS

PARKS & FACILITY RECOMMENDATIONS						
NO.	Recommendation + Action Items	Responsibility	Financial Return (Costs vs Return)	Priority Level	Project Timeline	Performance Measure
A162.2	Determine the level of use that certain assets get now and those that do not and priorities keeping assets that get the expected level of use and eliminate assets	PRC Staff and MSO Staff	Medium Cost, Medium Return	1	Ongoing	Guidelines Document
R163	GOAL: CREATE A CONNECTED TRAIL SYSTEM THAT CONNECTS NEIGHBORHOODS TO CITY ATTRACTIONS AND SUPPORTS A 10-MINUTE WALK.					
A163.1	Update the existing trails master plan in the city and create a loop spine system if possible.	PRC Staff and MSO Staff	Medium Cost, High Return	1	Short Term	Master Plan Document
A163.2	Incorporate access trails from neighborhoods to spine trails where appropriate.	PRC Staff and MSO Staff	Medium Cost, High Return	2	Short Term	Master Plan Document
A163.3	Establish maintenance standards for both hard surface and soft surface trails.	PRC Staff and MSO Staff	Medium Cost, Medium Return	1	Short Term	Guidelines Document
A163.4	Establish where trail linkage is lacking and prioritize trail development in those areas first.	PRC Staff and MSO Staff	Low Cost, High Return	1	Short Term	Master Plan Document
A163.5	Establish trail events to highlight for the community how to access and celebrate these trails.	PRC Staff and MSO Staff	Medium Cost, High Return	1	Ongoing	Accessible public spaces
A163.6	Develop a heart healthy trail program and monitoring system with the local hospital in the city.	PRC Staff and MSO Staff	Low Cost, High Return	1	Ongoing	Guidelines Document
A163.7	Establish a goal of making Lawrence the healthiest city in Kansas.	PRC Staff and MSO Staff	High Cost, High Return	1	Ongoing	Internal + Public Review
R164	GOAL: ENHANCE ACCESS AND USE OF NATURAL AREAS FOR RECREATIONAL USE.					
A164.1	Highlight where natural areas are in the city for people to explore.	P&R Staff and MSO Staff	Low Cost, High Return	1	Short Term	Master Plan Document

Short Term = 1-3 YEARS Long Term = 6-10+  
 1=1 YEAR 2=2 YEARS 3=3 YEARS

PARKS & FACILITY RECOMMENDATIONS						
NO.	Recommendation + Action Items	Responsibility	Financial Return (Costs vs Return)	Priority Level	Project Timeline	Performance Measure
A164.2	Enhance signage of those areas so the community is comfortable accessing them as well as provide educational interpretive signage.	P&R Staff and MSO Staff	-\$2,500/ Park Sign Medium Return	2	Short Term	Guidelines Document
R165	GOAL: DEVELOP ADDITIONAL OUTDOOR WATER PARK EXPERIENCES IN UNDERSERVED AREAS OF THE CITY WITH ADEQUATE PARKING.					
A165.1	Develop (4-6) new water parks; in underserved areas to support the outdoor aquatic needs of the community.	PRC Staff and MSO Staff	High Cost, High Return	2	2025 - 2028	Accessible public spaces
A165.2	Incorporate the appropriate bather capacity to support the growth of population occurring in Lawrence in underserved areas.	PRC Staff and MSO Staff	Medium Cost, Medium Return	2	Ongoing	Accessible public spaces
A165.3	Add new outdoor Aquatic Center (south of town)	PRC Staff and MSO Staff	Medium Cost, Medium Return	2	Mid-term (3-5 Years)	Accessible public spaces
A165.4	Add 4-6 new splash pads.	PRC Staff and MSO Staff	Medium Cost, Medium Return	2	Long-term (6-10 Years)	Accessible public spaces
R166	GOAL: INCREASE PICKLEBALL COURTS IN UNDERSERVED AREAS LACKING EXISTING COURTS.					
A166.1	Determine where indoor and outdoor pickleball can be played without disturbing neighbors and build at least two pickleball parks of eight courts each.	<i>PRC staff</i>	High Cost, High Return	2	2025	Internal Review
A166.2	Park Property Acquisition South of the City in the Urban Growth Areas.	<i>PRC staff</i>	High Cost, High Return	2	Short Term	Internal Review
A166.3	Park Property Acquisition West of the City in the Urban Growth Areas.	<i>PRC staff</i>	High Cost, High Return	2	Medium Term	Internal Review
A166.4	Add new Recreation Center South of the City on future Park Property	<i>PRC staff</i>	High Cost, High Return	2	Long Term	Internal Review

Short Term = 1-3 YEARS      Long Term = 6-10+  
 4-5 YEARS      Mid-Term = 3-5 YEARS

CULTURE RECOMMENDATIONS						
NO.	Recommendation + Action Items	Responsibility	Financial Return (Costs vs Return)	Priority Level	Project Timeline	Performance Measure
GOAL: CREATE A CONSISTENT UNMISTAKABLE IDENTITY FOR LAWRENCE PRC THAT IS RECOGNIZABLE TO THE PUBLIC AT LARGE.						
R167	Strengthen the presence of the indigenous community within the City through arts and culture collaborations	PRC Staff	Medium Cost, High Impact	2	Short-term (1-3 Years)	Increased engagement and participation by indigenous community members.
R168	Formalize the Lawrence Public Art Program by advancing the thrice reaffirmed Resolution—initially passed in 1986— to an Ordinance and implementing the accompanying public art plan.	City Commission	Medium Cost, High Impact	1	Short-term (1-3 Years)	Growth of public art collection
R169	Formalize collaborative relationships with the Lawrence Arts Center, Theatre Lawrence, and the Watkins Museum of History and/or Lawrence Public Library as Cultural Programming Partners of the PRC Department	PRC Staff, City Commission	Variable Cost, Medium Return	2	Short-term (1-3 Years)	Develop a report out structure with LAC that outlines: participation levels, demographics, scholarships awards, ect.
R170	Continue providing and further improve grants to help support arts & culture creators and encourage collaborations with the city and creating arts & culture in Lawrence	PRC Staff	Medium Cost, High Impact	1	Short-term (1-3 Years)	Number of applicants and diversity of applicants (demographics, art and culture forms produced as a result of grant funding)
R171	Develop additional signature City events in Lawrence	PRC Staff	Medium Cost, High Impact	1	Rolling basis	Number of attendees, number of events held, generation of TGT revenue
R172	Work with the community to explore adding a new monument/public artwork at Robinson Park as part of the public art plan	PRC Staff	Medium Cost, Medium Impact	3	Mid-term (3-5 Years)* could be tied to CIP	Installation of monument
R173	Execute a market study for the building of an outdoor event space/amphitheater to understand the community demand and programming types that would be successful in Lawrence.	PRC Staff	Medium Cost, Medium Impact	2	Mid-term (3-5 Years)	Conduct study

R174	To increase the City's creative capital, work with the Affordable Housing office and Advisory Board to explore possibilities for Affordable Housing in Lawrence for Artists	PRC Staff, City Commission	Medium Cost, High Impact	3	Mid-term (3-5 Years)	Artists housed
R175	Explore developing the historic Grover Barn building into an Art and Culture Site	PRC Staff, City Commission	Medium Cost, High Impact	3	Long Term 6-10 year	Installation of Improvements
R176	As part of the public art plan, enhance City entrances with large landmark art pieces	PRC Staff, City Commission	Variable Cost, High Impact	1	Long Term 6-10 year	Installation of landmark
R177	Develop a sculpture garden in the Rotary Arboretum	PRC Staff	Medium Cost, Medium Impact	2	Mid-term (3-5 Years)	Installation of sculpture garden
R178	Develop a menu of collaborative special events to include cultural events that celebrate the diversity of the Lawrence community	PRC Staff, City Commission	Variable Cost, High Impact	2	Mid-term (3-5 Years)	Number of attendees, number of events held, generation of TGT revenue

Short Term = 1-3 YEARS      Long Term = 6-10+  
 4-5 YEARS    Mid-Term = 3-5 YEARS



# 08

FUNDING + REVENUE  
STRATEGIES



# 08 FUNDING + REVENUE STRATEGIES

## Funding + Revenue Strategies Overview

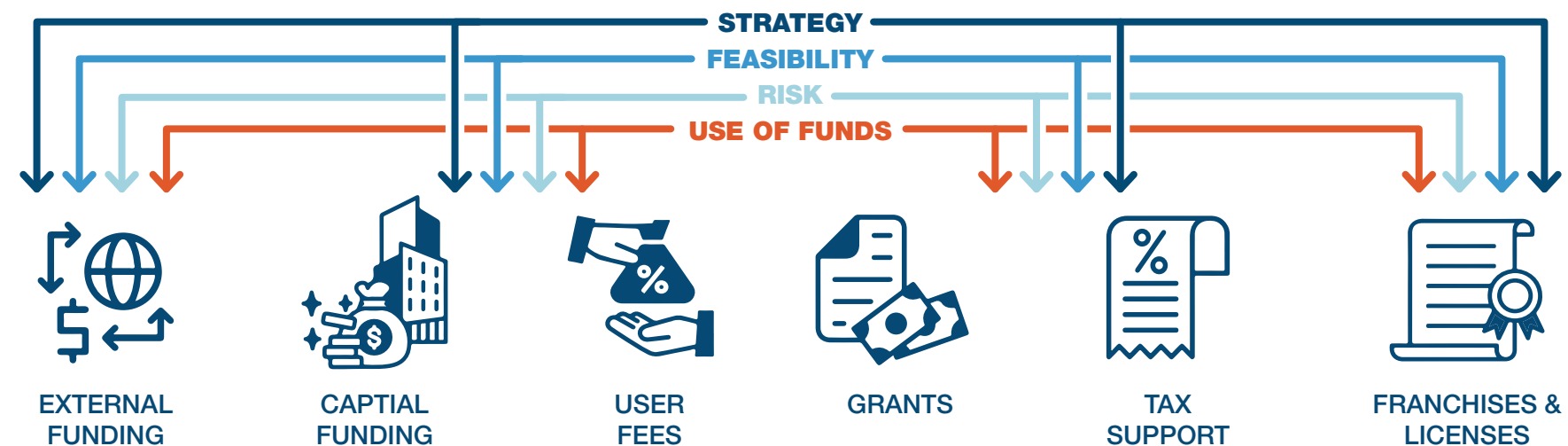
To help the Lawrence Parks, Recreation and Culture Department achieve financial sustainability, there are two ways to get there. The first way is to incorporate sustainability principles and the second is to create more funding options. This assessment is a guide for moving forward in a positive manner to continue to maintain a great park, recreation, and arts system that the community is expecting from this master plan process.

The sustainable principles are broken down into priority one, two and three so staff can make changes that will benefit the budget more quickly.

## 8.1 Introduction

To professionally manage the business elements of a park and recreation agency there are areas of emphasis in which the park system must be proficient. These areas include the following:

- Government Finance
- Cost Recovery
- Enterprise or Revenue Management
- Operations Management
- Fundraising
- Partnering



No two civic parks and recreation agencies are alike. Their differences stem from how they are governed to how they are funded and operated. The purpose of this finance assessment is to assist leaders and managers to identify the things that they will need to address to insure future financial sustainability for their park and recreation system.

If an agency clearly is familiar with how they resolve these important issues, the future sustainability of their agency will be successful.

The following information provides sustainability practices that PROS Consulting suggest Departments take a stronger look at in terms of how they manage their system.

## 8.2 Topics of Sustainability and Importance

### 8.2.1 Government Finance

- Currently Lawrence Parks and Recreation assets are worth 360 million dollars and do not include the cost of the land. The city is working on where those assets are in their lifecycle. This will allow the Department to determine where capital improvements need to be made and the cost benefit of those improvements to the system. Best practice agencies are investing at a minimum of 3-5% of asset value each year to protect the assets they own. **Priority 1.**
- The Department needs to find dedicated funding sources they can count on annually to support their operational and capital needs. **Priority 1.**
- Develop a Business Development division within the Departments to pursue grants, establish and manage effective partnerships, create more earned income, and develop business plans with staff managing revenue producing facilities to maximize each sites earned income capability. This will reduce the stress to consistently find capital money to take care of what they own and to keep up with the growth of Lawrence. The Business Development office should pursue grants, establish alliances, create partnerships and sponsorship including earned income opportunities. This office should also help write business plans for recreation centers, aquatic centers, golf, special events and core program areas. **Priority 1.**

- Develop a cost benefit analysis on all capital improvement projects prior to developing these future parks or facility sites to determine if it is financially feasible and whether operational dollars will be available to support it. **Priority 1.**
- Understand the real details of "Capital." What are the carrying costs of land, facilities, and equipment? Do not burden the Department with capital projects that cost the agency more to own than the land is worth. **Priority 2.**
- Consider setting up a specific revenue fund for each revenue producing park or facilities to allow the staff to manage in a government business model like a convention center, airport, or fieldhouse can operate in most communities. **Priority 2.**

### 8.2.2 Cost Recovery

- Replace revenue-producing equipment every 5 years to keep the user experience relevant and competitive with other service providers. This would be as an example the fitness center in the Lawrence Sports Pavilion or golf carts at the golf course. **Priority 1.**
- Include senior management staff in all design decisions. Force landscape designers and facility architects to outline the maintenance costs on all parks and facilities they design to ensure their design is aligned with the Department's maintenance and recreation operating budgets. **Priority 1.**
- Know your true costs to deliver program services, maintain parks, trails, and facilities, both direct and indirect costs so that the Department can determine the true costs of services on a unit cost basis. This helps to determine how to establish equitable partnerships and when to outsource tasks that are too expensive to provide for public employees. **Priority 1.**
- Develop business plans on any program service or facility that the Departments operates that costs more than \$100,000 a year to operate with a goal to deliver a cost recovery goal of 50% at a minimum. **Priority 1.**
- Classify services based on core essential, important, and value-added criteria and then price services that are furthest away from their mission at full cost recovery levels. This requires a pricing policy that is updated every five years. Lawrence needs an update to their pricing policy. **Priority 1.**

- Consider acquiring additional land along trails to set up the potential for land leases for concession operations for a land lease to help support operational costs of the trails system. **Priority 3.**

### 8.2.3 Enterprise or Revenue Management

- Set up specific revenue producing facilities and program budgets to maximize the use and ability to earn revenue to offset operational cost where appropriate. This could include aquatic centers, golf courses, sports complexes, rental centers, and Lawrence Sports Pavilion. **Priority 1.**
- Develop an annual revenue plan. This helps staff to learn how to manage revenue and costs collectively together. **Priority 1.**
- When building a park or trail system, require an agreement from your elected officials that you will receive the appropriate amount of operational funding to ensure that the Department can maintain these facilities once developed so you do not put undue pressure on the agency's budget. This requires that the staff develop an operational impact cost for each capital improvement developed for the system. **Priority 1.**
- Budget for marketing and branding of revenue producing facilities at 3-5% of total operational costs. **Priority 1.**
- Do not give any group in the community a larger than necessary discount because of their age, their occupation, their military service etc. All citizens are valuable and should be treated the same. Understand the size of the market for core programs and facilities and how much of the market the Department controls. Is there an opportunity to penetrate the market further? **Priority 1.**
- Track user analytics to understand who and how often patrons are using the system. Currently eXplore Lawrence is putting in Placer AI which is a great tool to measure the economic impact of special events and tournaments in the city. The City should consider partnering with eXplore Lawrence for direct access to Placer AI. **Priority 1.**

- Every three years bid out services where the costs are higher than in the private sector to keep Know the demographics of users to determine their needs and capability of supporting programs and capital costs. **Priority 2.**
- Develop a financial process that allows the Department to keep some of its earned income revenue in their operating budget without lowering the tax dollars received to be able to improve the service provided. The Department should not be penalized for generating revenue to keep the system well positioned for the future. **Priority 2.**
- Find dedicated funding sources that the Department can count on annually. Currently the city has a dedicated sales tax for parks, but staff seem confused about how it truly works in the city. **Priority 2.**
- Understand concession management, what it takes to make it worth the time and investment for the Department to provide the service versus an outside contractor. Don't allow special interest groups to have exclusive rights to concession operations without paying the Department some level of gross revenue. **Priority 2.**
- Design parks and recreation facilities for efficiency, productivity and to produce revenue that will offset operational costs at a predetermined cost recovery goal. **Priority 2.**
- Inform users and partners of what the Department's costs are so they appreciate the value the Department is putting in place for the facility or service. This strategy will help to reduce the entitlement of users. **Priority 2.**
- The Department's costs are competitive in the marketplace. **Priority 3.**
- Study and understand market strategies that will make a measurable difference and improve the economic positioning of the program or facility the system is targeting. **Priority 3.**

### 8.2.4 Operational Management

- Train staff regularly on business principles, cost recovery, cost of service and customer service. **Priority 1.**
- Hold staff accountable to cost recovery goals for programs, facilities and parks the Department maintains with revenue to support those services. This includes tracking performance outcomes. **Priority 1.**
- Develop sustainability performance outcomes to hold all divisions accountable. **Priority 1.**
- Hold employees accountable to productivity standards of facilities and programs and cost recovery levels and give them measurable outcomes to manage to and report out quarterly or every six months. **Priority 1.**
- The Department needs to consider not maintaining things in the park system that nobody uses and remove them from the park system or provide these facilities or amenities to another agency to manage that has a need for it to limit the stress on the Department's budget. **Priority 2.**
- Manage by standards and track the costs to implement each type of maintenance standard for park maintenance and program services. **Priority 2.**
- Track population trends and figure out how demographic changes in the city or area of the city will affect the Department in the future. **Priority 2.**
- Track employee costs of similar sized park systems. Review the wages and benefits for all positions every five years to understand how competitive the Department wages are with other systems. Judge if the city is below an acceptable level with or above the standard desired for wages and benefits. The goal for total wages including salaries and benefits should be no more than 55-60% of total operational budget costs. **Priority 2.**
- Employ the right people for the right job, for the right pay, to achieve the right outcome and benefits to the agency. Learn and apply the correct functionality and desired productivity of key positions within the system so that it is not personality driven but functionally driven. **Priority 2.**

- Reward employees for efficiency and productivity. **Priority 2.**
- Develop annual revenue and efficient work sessions with your staff. **Priority 2.**
- Professionally train staff in business management of concession operations. **Priority 2.**
- Train staff to understand the management strategies of their supervisors as one way to prepare them for positions at the next level of responsibility. **Priority 3.**

### 8.2.5 Fundraising

- Find philanthropists that will support users that do not have the ability to pay for services and have them invest in these users through a park foundation or friends group established for this purpose. These are typically done through some form of a scholarship program offered by the agency. **Priority 1.**
- Teach and train your key park and recreation related boards or city leaders that Friends Groups, Conservancy's, and Park Foundations are not in competition with them but need to function as your advocate. Placement of the right types of people on these boards is a particularly important process that needs to be taught and put into practice. These types of boards can meet the level of fundraising desired by the agency if the right people are on the board. Management agreements between each fundraising group need to be completed each year with goals, dollars to be raised for what purpose and benefit to the Department. The Lawrence Parks, Recreation and Culture Department has added a new core business that in other communities raises money privately for many of their programs and facilities through private investment in the arts. These include sculpture gardens, performing arts venues, art related special events, art centers and art related shows. **Priority 2.**

- Departments should consider establishing more park related Friends Groups, establishing a Park Foundation, or the development of a future Park Conservancy to help raise money for the system or a specific park as needs to continue grow. Example. Average Park foundations in cities the size of Lawrence typically raises 1-2 million a year for the parks system they represent. Being in a university town people recognize that fundraising is an important element of how government can support its capital development and operational costs. Some cities like Lawrence also create a Park Conservancy's for a specific large park or attraction. Example: The city of St. Louis has a Park Conservancy for Forest Park called Forest Park Forever that has raised over 200 million dollars for updating Forest Park and it manages elements of the park on a yearly basis to keep their investment working for the long term. They raise on average approximately 4 million a year for operations of that park. There are more than 2,000 conservancies across the United States helping to manage elements of parks in their city. Conservancies typically manage signature parks in cities across the United States based on Trust for Public Lands. **Priority 3.**
- Never allow a private or a not-for-profit group to make money off of PRC owned facilities without the Departments receiving a share of the gross revenue. Make sure the Department's split covers the true costs and then the revenue desired based on operating pro-forma from the event they are creating in the recreation or park facility it is being provided in. This can be in the form of sports tournaments, special events, and special fundraisers that are held on park system property that require a host of organizational and maintenance support. **Priority 1.**
- Contract out services where the Department does not have the capital dollars to operate and maintain the facility, park, or service that the system owns to a competitive cost per acre level. This could include concessions, revenue producing facilities and events. **Priority 1.**
- Do not partner with any single group unless the Departments have their own direct and indirect costs determined. Understand the equitable investment the potential partner or partners are putting into the relationship as well as what the city costs are to be in the partnership. **Priority 2.**
- Determine sponsorship opportunities and levels of sponsorships for the Departments system every five years. Hire a business development staff person who knows the value of sponsorships to organize and put into practice the partnership program. Most revenue producing government facilities sells sponsorships and advertising for facilities and events they manage. **Priority 2.**
- Ask the private sector to develop team building days in the Departments' parks and facilities by creating cleanup and fix up days. This builds community support, and it will overnight enhance The Departments' parks or facilities to a much higher level, and it gives the corporate partner a selling point to their value in the community. **Priority 3.**

### 8.2.6 Partnering

- Departments the size of Lawrence typically have an approved partnership policy that is written to support public/public partnerships, public/not-for-profit partnerships and public/private partnerships which is extremely limited now in the department. When there is not a working agreement in place, entitlement gets established by a well-meaning partner that makes it difficult for the park system to manage them in the future. This requires separate operational policies for each type of partnership that is established. Establish partnership principles that the Department will manage by so not to entitle the partner in any way. **Priority 1.**
- All partnerships must have working agreements with measurable outcomes. They are to be reviewed at least every two years as one means to hold each partner accountable. **Priority 1.**

## 8.3 Funding and Revenue

Park and Recreation systems across the United States today have learned to develop a clear understanding of how to manage revenue options to support parks and recreation services in a municipality-based system on the limited availability of tax dollars. Park and Recreation systems no longer rely on taxes as their sole revenue option but have developed new sources of revenue options to help support capital and operational needs.

A growing number of municipalities have developed policies on pricing of services and cost recovery rates, as well as partnership agreements for programs and facilities provided to the community and earned income policies to help finance their system. They also have developed strong partnerships that are fair and equitable in the delivery of services based on who receives the service, for what purpose, for what benefit and for what costs. In addition, agencies have learned to use parks and recreation facilities, amenities, programs, and events to create economic development as it applies to keeping property values high around parks and along trails through increased maintenance, adding sports facilities and events to drive tournaments into the region that create hotel room nights and increase expenditures in restaurants and retail areas. They have learned to recognize that people will drive into their community for good recreation facilities such as sports complexes, pools, and for special events if presented correctly and are managed.

Funding Category	Funding Strategy	Funding Description	Implementation Feasibility	Implementation Risk	Use of Funds	Comments
<b>External Funding</b>						
	<b>Corporate Sponsorships</b>	This revenue-funding source allows corporations to invest in the development or enhancement of new or existing facilities in park systems. Sponsorships are also highly used for programs and events.	Medium	Medium	O&M or Capital	
	<b>Crowdfunding</b>	Fairly new web-based source which aggregates funds from a group of people who are willing to support a specific project, be it program related or facility related. Some sites that successfully do that are www.kickstarter.org and www.razoo.com etc.	Medium	Medium	O&M or Capital	
	<b>Partnerships</b>	Partnerships are joint development funding sources or operational funding sources between two separate agencies, such as two government entities, a non-profit and a City department, or a private business and a City agency. Two partners jointly develop revenue producing park and recreation facilities and share risk, operational costs, responsibilities and asset management, based on the strengths and weaknesses of each partner.	High	Low	O&M or Capital	
	<b>Conservancies</b>	These are organized fund raising and operational groups who raise money for individual signature parks and or attractions such as zoo's, regional parks. There are over two thousand conservancies in the United States now.	High	High	O&M or Capital	
	<b>Foundations/Gifts</b>	These dollars are raised from tax-exempt, non-profit organizations established with private donations in promotion of specific causes, activities, or issues. They offer a variety of means to fund capital projects, including capital campaigns, gifts catalogs, fundraisers, endowments, sales of items, etc.	Medium	Medium	O&M or Capital	
	<b>Private Donations</b>	Private Donations may also be received in the form of funds, land, facilities, recreation equipment, art or in-kind services. Donations from local and regional businesses as sponsors for events or facilities should be pursued.	Select	Select	Select	
	<b>Friends Groups</b>	These groups are formed to raise money typically for a single focus purpose that could include a park facility or program that will better the community as a whole and their special interest.	Low	Low	O&M or Capital	

Funding Category	Funding Strategy	Funding Description	Implementation Feasibility	Implementation Risk	Use of Funds	Comments
	<b>Irrevocable Remainder Trusts</b>	These trusts are set up with individuals who typically have more than a million dollars in wealth. They will leave a portion of their wealth to the City in a trust fund that allows the fund to grow over a period of time and then is available for the City to use a portion of the interest to support specific park and recreation facilities or programs that are designated by the trustee.	High	Medium	O&M or Capital	
	<b>Volunteerism</b>	The revenue source is an indirect revenue source in that persons donate time to assist the department in providing a product or service on an hourly basis. This reduces the City's cost in providing the service plus it builds advocacy into the system.	Select	Select	Select	
	<b>Special Fundraisers</b>	Many park and recreation agencies have special fundraisers on an annual basis to help cover specific programs and capital projects.	Select	Select	Select	
<b>Capital Funding</b>						
	<b>Build Operate Transfer</b>	Build-Operate-Transfer statutes make it easier for municipalities and local government entities to enter into public-private-partnerships to develop projects in their communities. In the BOT framework a third party delegates to a private sector entity to design and build infrastructure and to operate and maintain these facilities for a certain period. During this period, the private party has the responsibility to procure the financing for the project. The facility will then be transferred to the public administration at the end of the agreement.	Select	Select	Select	
	<b>Capital Fees</b>	Capital fees are added to the cost of revenue producing facilities such as golf courses, pools, recreation centers, hospitality centers and sports complexes and are lifted off after the improvement is paid off.	Select	Select	Select	
	<b>Dedication/Development/ Redevelopment Fees</b>	These fees are assessed for the development of residential properties with the proceeds to be used for parks and recreation purposes, such as open space acquisitions, community park site development, neighborhood park development, regional park acquisition and development, etc. Additionally, redevelopment fees are attained from the property tax increase that comes from the development of trails, signature parks and destination facilities. (E.g. Atlanta / Charlotte)	Select	Select	Select	

Funding Category	Funding Strategy	Funding Description	Implementation Feasibility	Implementation Risk	Use of Funds	Comments
	<b>Impact Fees / Retail Impact Fees</b>	Impact fees are typically a one-time payment imposed by a local government on a property developer. The fee is meant to offset the financial impact a new development places on public infrastructure. Public infrastructure includes roads, schools, parks, recreational facilities, water and sewerage, among other services.	Select	Select	Select	
	<b>Capital Projects Fund</b>	The Coronavirus Capital Projects Fund (CCPF) takes critical steps to addressing many challenges laid bare by the pandemic, especially in rural America and low- and moderate-income communities, helping to ensure that all communities have access to the high-quality, modern infrastructure needed to thrive, including internet access.	Select	Select	Select	
	<b>Coronavirus State and Local Fiscal Recovery Funds</b>	The American Rescue Plan provides \$350 billion in emergency funding for eligible state, local, territorial, and Tribal governments to respond to the COVID-19 emergency and bring back jobs.	Select	Select	Select	
<b>User Fees</b>						
	<b>Recreation Service Fees</b>	This is a dedicated user fee, which can be established by a local ordinance or other government procedures for the purpose of constructing and maintaining recreation facilities. The fee can apply to all organized activities, which require a reservation of some type or other purposes, as defined by the local government. Examples of such activities include adult basketball, volleyball, tennis, and softball leagues, youth baseball, soccer, football and softball leagues, and special interest classes. The fee allows participants an opportunity to contribute toward the upkeep of the facilities being used.	Select	Select	Select	

Funding Category	Funding Strategy	Funding Description	Implementation Feasibility	Implementation Risk	Use of Funds	Comments
	<b>Fees/Charges</b>	The Department must position its fees and charges to be market-driven and based on both public and private facilities. The potential outcome of revenue generation is consistent with national trends relating to public park and recreation agencies, which generate an average 35% to 50% of operating expenditures. This could include daily fees for access to public owned facilities and parks	Select	Select	Select	
	<b>Ticket Sales/Admissions</b>	This revenue source is on accessing facilities for self-directed activities such as pools, ice skating rinks, ballparks and entertainment facilities. These user fees help offset operational costs.	Select	Select	Select	
	<b>Permits (Special Use Permits)</b>	These special permits allow individuals to use specific park property for financial gain. The City either receives a set amount of money or a percentage of the gross service that is being provided.	Select	Select	Select	
	<b>Reservations</b>	This revenue source comes from the right to reserve specific public property for a set amount of time. The reservation rates are usually set and apply to group picnic shelters, meeting rooms for weddings, reunions and outings or other types of facilities for special activities.	Select	Select	Select	
	<b>Equipment Rental</b>	The revenue source is available on the rental of equipment such as tables, chairs, tents, stages, bicycles, roller blades, boogie boards, etc. that are used for recreation purposes.	Select	Select	Select	
<b>Grants</b>						
	<b>Land &amp; Water Conservation Fund</b>	Up to 50 percent reimbursement for outdoor recreation projects. Natural Resources review LWCF grant applications and submits recommended projects to the National Park Service for final approval.	Select	Select	Select	
	<b>Recreational Trail Program</b>	For development of urban trail linkages, trail head and trailside facilities; maintenance of existing trails; restoration of trail areas damaged by usage; improving access for people with disabilities; acquisition of easements and property; development and construction of new trails; purchase and lease of recreational trail construction and maintenance equipment; environment and safety education programs related to trails.	Select	Select	Select	

Funding Category	Funding Strategy	Funding Description	Implementation Feasibility	Implementation Risk	Use of Funds	Comments
	<b>Local Nonprofit Foundation Grants</b>	These nonprofit foundations raise money through community foundations for parks and help support local park foundations on a local and regional level.	Select	Select	Select	
	<b>Partnership Enhancement Monetary Grant Program</b>	Partnership Enhancement Monetary Grant Program, administered by the National Tree Trust. Matching grants are available on a 50/50 cost share basis. Funds are available for projects which promote public awareness in support of tree planting, maintenance, management, protection and cultivation of trees in rural, community and urban settings. These are small grants ranging from \$500 to \$20,000.	Select	Select	Select	
	<b>Community and Urban Forestry Assistance (CUF-A) Grant</b>	The objective of this funding opportunity is to inventory, plan, evaluate, educate, and plant trees. The only allowable costs for this grant program include the cost of (1) tree inventories, (2) management plans and ordinance updates, (3) purchase of trees, (4) planting trees, and (5) urban forestry educational programming, publications, signage, etc. to encourage comprehensive urban forest management and better public understanding of urban forestry topics.	Select	Select	Select	
	<b>Historic Preservation Fund</b>	DHPA receives funding under the Historic Preservation Fund (HPF) Program, which is administered by the U.S. Department of the Interior, National Park Service. The HPF Program helps to promote historic preservation and archaeology.	Select	Select	Select	
	<b>NRPA Grant &amp; Funding Resources</b>	The National Recreation and Park Association (NRPA) periodically posts information about grant and fundraising opportunities that are available for park and recreation agencies. Grant opportunities are posted in areas of conservation, environmental/habitat, programming, social issue initiatives, Art and facility/amenity development.	Select	Select	Select	

Funding Category	Funding Strategy	Funding Description	Implementation Feasibility	Implementation Risk	Use of Funds	Comments
	<b>CDBG Funding</b>	Funding received in accordance with the Community Development Block Grant (CDBG) Programs national objectives as established by the U.S Department of Housing and Urban Development. Funding may be applied to such programs as Infrastructure Improvements, Public Facility and Park Improvements, Human Service Enhancements, Lead-Based Paint Education and Reduction, Housing Education Assistance, and Economic Development and Anti-poverty strategies.	Select	Select	Select	
	<b>Outdoor Recreation Legacy Partnership Program (ORLP)</b>	Kansas Department of Wildlife and Parks, Division of State Parks, is pleased to announce a new funding opportunity, the Outdoor Recreation Legacy Partnership Program (ORLP). This grant program is funded through the U.S. Department of the Interior, National Park Service. The program was created in 2014 as a complement to the Land and Water Conservation Fund grant program, and seeks to provide new or significantly improved recreation opportunities in economically disadvantaged communities. Eligible applicants include other state agencies and local governments such as cities, counties, and special purpose districts, such as park districts, within, or abutting, a city with a population of at least 30,000 people.	Select	Select	Select	
<b>Tax Support</b>						
	<b>Property Taxes</b>	Ad valorem taxes on real property	Select	Select	Select	
	<b>Lease of development rights below the ground along trails</b>	Lease land for fiber optics, utilities along side of trails to support operations trails	Select	Select	Select	
	<b>Transient (hotel) Tax</b>	Tax based on gross receipts from charges and meal services, which may be used to build and operate sports fields, regional parks, golf courses, tennis courts, and other special park and recreation facilities.	Select	Select	Select	

Funding Category	Funding Strategy	Funding Description	Implementation Feasibility	Implementation Risk	Use of Funds	Comments
	<b>Special Improvement District/Benefit District</b>	Taxing districts established to provide funds for certain types of improvements that benefit a specific group of affected properties. Improvements may include landscaping, the erection of fountains, and acquisition of art, and supplemental services for improvement and promotion, including recreation and cultural enhancements.	Select	Select	Select	
	<b>Sales Tax</b>	This existing revenue source has been very successful in funding the park system in Chesterfield, MO. This tax is very popular in high traffic tourism type cities and with county and state parks.	Select	Select	Select	
	<b>Tax Incremental Financing (TIF)</b>	TIF is a powerful financing tool used to fund economic development and investment in infrastructure. Principal behind TIF is based on "capturing" future increased tax dollars that are generated due to the development. Debt using TIF is outside of the normal controls and limits on debt services.	Select	Select	Select	
	<b>Food and Beverage Tax</b>	The tax is usually associated with convention and tourism bureaus. However, since parks and recreation agencies manage many of the tourism attractions, they receive a portion of this funding source for operational or capital expenses.	Select	Select	Select	
	<b>Public Improvement District (PID)</b>	New developments can establish a Public Improvement District (PID) when authorized by the City Council and legally set up according to state law. This taxing district provides funds especially for the operation and maintenance of public amenities such as parks and major boulevards.	Select	Select	Select	

Funding Category	Funding Strategy	Funding Description	Implementation Feasibility	Implementation Risk	Use of Funds	Comments
<b>Franchises and Licenses</b>						
	<b>Catering Permits and Services</b>	This is a license to allow caterers to work in the park system on a permit basis with a set fee or a percentage of food sales returning to the City. Also many cities have their own catering service and receive a percentage of dollars off the sale of their food.	Select	Select	Select	
	<b>Pouring Rights</b>	Private soft drink companies that execute agreements with the City for exclusive pouring rights within park facilities. A portion of the gross sales goes back to the City. The City of Westfield, IN just signed a 10 year, \$2 million pouring rights deal at their sports complex with Pepsi.	Select	Select	Select	
	<b>Concession Management</b>	Concession management is from retail sales or rentals of soft goods, hard goods, or consumable items. The City either contracts for the service or receives a set amount of the gross percentage or the full revenue dollars that incorporates a profit after expenses.	Select	Select	Select	
	<b>Private Concessionaires</b> Mobile beer garden events at key locations with a view in the park system.	Contract with a private business to provide and operate desirable recreational activities financed, constructed and operated by the private sector, with additional compensation paid to the City.	Select	Select	Select	
	<b>Greenway Utility</b> Allow options to develop the infrastructure within the trail easement. Terms for notification, minimal impact to users and replacing/repairing damage caused by utility company is important.	Greenway utilities are used to finance acquisition of greenways and development of the greenways by selling the development rights underground for the fiber optic types of businesses.	Select	Select	Select	

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Funding Category	Funding Strategy	Funding Description	Implementation Feasibility	Implementation Risk	Use of Funds	Comments
	<b>Naming Rights</b>	Many cities and counties have turned to selling the naming rights for new buildings or renovation of existing buildings and parks for the development cost associated with the improvement.	Select	Select	Select	
	<b>Land Leases</b>	This includes options where developers / agencies lease space from City-owned land through a subordinate lease that pays out a set dollar amount plus a percentage of gross dollars for recreation enhancements. These could include a golf course, marina, restaurants, driving ranges, sports complexes, equestrian facilities, recreation centers and ice arenas.	Select	Select	Select	
	<b>Leasebacks</b>	Leasebacks are instances whereby a private individual or company builds a community center or sports complex and the revenue earned comes back to pay the development costs	Select	Select	Select	
	<b>Easements</b>	This revenue source is available when the City allows utility companies, businesses or individuals to develop some type of an improvement above ground or below ground on their property for a set period of time and a set dollar amount to be received by the City on an annual basis.	Select	Select	Select	
	<b>Advertising Sales</b>	This revenue source is for the sale of tasteful and appropriate advertising on park and recreation related items such as in the City's program guide, on scoreboards, dasher boards and other visible products or services that are consumable or permanent that exposes the product or service to many people.	Select	Select	Select	
	<b>Interlocal Agreements</b>	Contractual relationships entered into between two or more local units of government and/or between a local unit of government and a non-profit organization for the joint usage/development of sports fields, regional parks, or other facilities.	Select	Select	Select	



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# 09

APPENDICES



# APPENDIX A:

## PARK FACILITY INVENTORY



# Broken Arrow

## 1. SITE LOCATION:

Broken Arrow Park is located in southeast Lawrence, directly south of Billy Mills Middle School.

2800 Louisiana St



## 2. GENERAL SITE DESCRIPTION:

**Size:** 20 Acres

**Classification:** Community Park

## 3. INVENTORY OF FACILITY AMENITIES AND CONDITIONS:

Baseball Fields - 0	Horseshoe Courts - 0
BBQ Grills - 0/-	Picnic Shelters - +/0
Benches - 0/-	Picnic Tables - 0/-
Drinking Fountain - 0	Playgrounds - +/0
Electrical Outlets - 0	Restrooms - 0
Gaga Ball Court - +/0	Walking Path - +/0

**Rating Key**  
 + Excellent Condition  
 0 Good Condition  
 - Needs Improvement

## 4. STRENGTHS AND OPPORTUNITIES:

**Strengths:** Broken Arrow Park offers several play and sporting options for users and has a brand new picnic shelter still in construction. There are two playgrounds, one is new and the other one is in older condition. There is excellent tree cover and access to the park from nearby schools and neighborhoods by sidewalk.

**Opportunities:** There is some minor wearing on the sporting fields. For example, the softball field has some warping in the metal fencing and the horseshoe court amenities are in older condition. The older playground and older shade structures are showing wear, with paint chipping and rusting on equipment.

# Broken Arrow

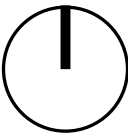
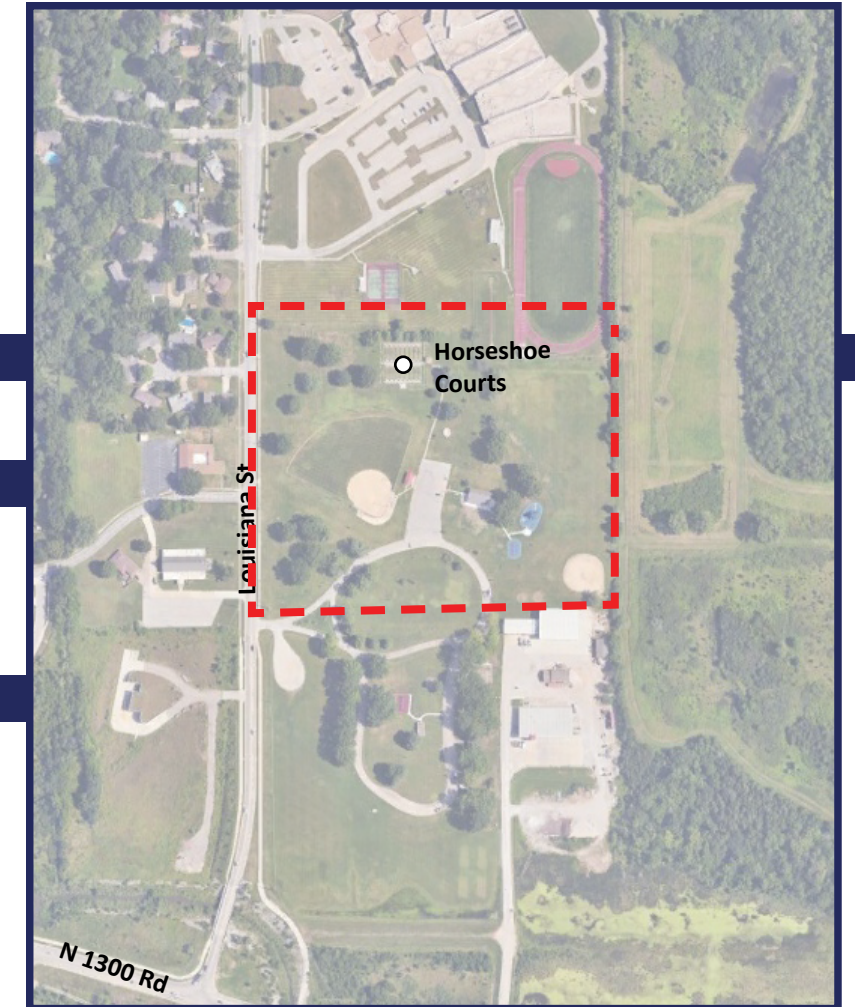
## 5. ACCESSIBILITY RATING | SCALE 1 TO 5 (HIGHEST)

Rating: 4

## 6. GENERAL NOTES:

Percentage Floodplain: 43%

Active/Passive: Active



# Brook Creek Park

## 1. SITE LOCATION:

Brook Creek Park is located in east Lawrence near the Kansas River. Close by are Edgewood park the Burroughs Creek Linear Park.

1140 E 12th St



## 2. GENERAL SITE DESCRIPTION:

**Size:** 7 Acre Park, 43 Acre Wooded Area  
**Classification:** Neighborhood Park

## 3. INVENTORY OF FACILITY AMENITIES AND CONDITIONS:

Basketball Court - 0  
 Electrical Outlets - 0  
 Picnic Shelter - 0  
 Picnic Tables - 0  
 Playground - 0/-  
 Restrooms - 0

**Rating Key**  
 + Excellent Condition  
 0 Good Condition  
 - Needs Improvement

## 4. STRENGTHS AND OPPORTUNITIES:

**Strengths:** Brook Creek Park has a good connection from the parking area to the walking path, seating areas, and playground. There is great tree cover.

**Opportunities:** Currently, there could be more sidewalk access from the nearby neighborhood to the park, as well as sidewalk access from the parking and playground area to the basketball court and restrooms. In addition, the larger playground is in older condition with some chipping and fading.

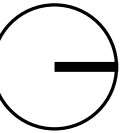
# Brook Creek Park

## 5. ACCESSIBILITY RATING | SCALE 1 TO 5 (HIGHEST)

Rating: 2

## 6. GENERAL NOTES:

Percentage Floodplain: 26%  
 Active/Passive: Active





# Buford M. Watson, Jr. Park

## 1. SITE LOCATION:

Buford M. Watson, Jr. Park is located in north Lawrence, across the street from Constant Park and Robinson Park.

727 Kentucky St



## 2. GENERAL SITE DESCRIPTION:

**Size:** 7 Acres  
**Classification:** Community Park

## 3. INVENTORY OF FACILITY AMENITIES AND CONDITIONS:

- |                        |                     |
|------------------------|---------------------|
| Aquatic Center - -/-   | Picnic Shelters - 0 |
| Basketball Court - 0/- | Picnic Tables - 0   |
| BBQ Grill - 0/-        | Playground - 0/+    |
| Benches - 0            | Walking Path - 0    |
| Drinking Fountain - 0  |                     |
| Electrical Outlets - 0 |                     |

<b>Rating Key</b>
+ Excellent Condition
0 Good Condition
- Needs Improvement

## 4. STRENGTHS AND OPPORTUNITIES:

**Strengths:** Watson Park is accessible from the surrounding neighborhoods through crosswalks and ramped sidewalks. This park provides frequent seating options and various play options, with playgrounds for different age groups. The aquatic center, walking trail, and basketball court provide options for recreation.

**Opportunities:** There are cracks in basketball and playground flooring that could use repair for safer basketball play. There is one shelter in the park, and adding more could allow for more rest and dining opportunities within the park. The southwest portion of the park does not have a sidewalk, which reduces overall access to the park. Some of the brick pavers along the walking path are missing.



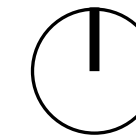
# Buford M. Watson, Jr. Park

## 5. ACCESSIBILITY RATING | SCALE 1 TO 5 (HIGHEST)

Rating: 3

## 6. GENERAL NOTES:

Percentage Floodplain: 29%  
Active/Passive: Active



# inw Burcham Park

## 1. SITE LOCATION:

Burcham Park is located in north Lawrence along the Kansas River. Just northwest of the park is Sandra J. Shaw Community Health Park.

South Powerhouse Road



## 2. GENERAL SITE DESCRIPTION:

**Size:** 60 Acres

**Classification:** Community Park

## 3. INVENTORY OF FACILITY AMENITIES AND CONDITIONS:

Benches - +  
 Drinking Fountains - 0  
 Electrical Outlets - 0  
 Picnic Shelter - +  
 Picnic Tables - 0  
 Playground - +  
 Walking Path - +

**Rating Key**  
 + Excellent Condition  
 0 Good Condition  
 - Needs Improvement

## 4. STRENGTHS AND OPPORTUNITIES:

**Strengths:** The amenities within Burcham Park, including the walking paths, swing set, picnic shelter, and park benches are in new condition. The swinging benches provide a unique opportunity for play for broader age groups. The garden surrounding the pavilion is in great condition.

**Opportunities:** Currently, the paving surrounding the sculptures is in older condition and could be replaced. There's also an opportunity to add more play options.

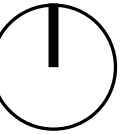
# inw Burcham Park

## 5. ACCESSIBILITY RATING | SCALE 1 TO 5 (HIGHEST)

Rating: 4

## 6. GENERAL NOTES:

Percentage Floodplain: 100%  
 Active/Passive: Passive





# Burroughs Creek Trail + Linear Park

## 1. SITE LOCATION:

Burroughs Creek Trail and Linear Park  
900 E 15th St - Park and Trailhead



## 2. GENERAL SITE DESCRIPTION:

**Size:** 33 Acres  
**Classification:** Neighborhood Park

## 3. INVENTORY OF FACILITY AMENITIES AND CONDITIONS:

- Exercise Equipment - +
- Playground - +
- Restrooms - +
- Shade Structure - +/-
- Splash Pad - +
- Walking & Biking Path - +

Rating Key	
+	Excellent Condition
0	Good Condition
-	Needs Improvement

## 4. STRENGTHS AND OPPORTUNITIES:

**Strengths:** Burroughs Creek Trail has new equipment in great condition. The playground and trails are well connected to adjacent parks and sidewalks, and the trail and playground are easily accessible from the parking lot. Overall, the trail and park have good tree cover and shade. The trail is well marked and provides educational signage and maps of the trail. When the trail intersects the road, there are pedestrian crossings.

**Opportunities:** There is an opportunity to add more benches along the trail. At the park, there is some graffiti on the benches and minor cracking on the playground rubber flooring. The Trail is more difficult to access from 23rd



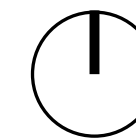
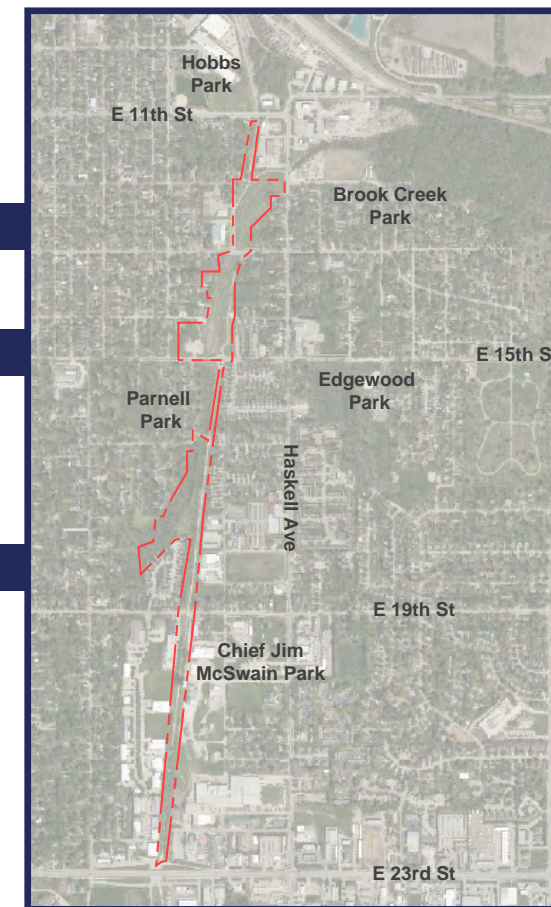
# Burroughs Creek Trail + Linear

## 5. ACCESSIBILITY RATING | SCALE 1 TO 5 (HIGHEST)

Rating: 4

## 6. GENERAL NOTES:

Percentage Floodplain: 74%  
Active/Passive: Active



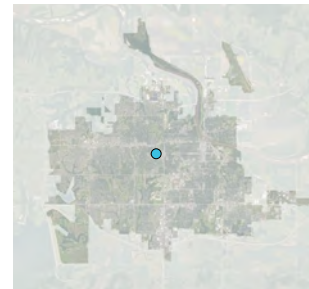


# inw Centennial Park

## 1. SITE LOCATION:

Centennial Park is located in the center of Lawrence and is northeast of West Middle School.

Intersection of Rockledge Rd and W 6th St



## 2. GENERAL SITE DESCRIPTION:

**Size:** 35 Acres

**Classification:** Community Park

## 3. INVENTORY OF FACILITY AMENITIES AND CONDITIONS:

BBQ Grills - 0	Picnic Tables - 0
Benches - +/-0	Playground - 0
Disc Golf Course - +/-0	Restrooms - 0
Electrical Outlets - 0	Skate park - +/-0
Gazebo - 0	Walking Path - 0
Picnic Shelter - +/-0	

**Rating Key**  
 + Excellent Condition  
 0 Good Condition  
 - Needs Improvement

## 4. STRENGTHS AND OPPORTUNITIES:

**Strengths:** Centennial Park has diverse options for play and recreation and is well connected to the surrounding neighborhood through sidewalks. There is plenty of tree cover and the shelters are in good condition.

**Opportunities:** The gazebo is showing some signs of wear and the retaining wall adjacent to the playground has some cracks in the stone. There are some chips in the stairs leading down to the skate park, as well.

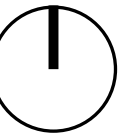
# inw Centennial Park

## 5. ACCESSIBILITY RATING | SCALE 1 TO 5 (HIGHEST)

**Rating: 3**

## 6. GENERAL NOTES:

Percentage Floodplain: 0%  
 Active/Passive: Active



DRAFT

# Chaparral Park

## 1. SITE LOCATION:

Chaparral Park is located in Southeast Lawrence, north of Prairie Park Nature Center.

Intersection of E 27th St and Pondersosa Dr



## 2. GENERAL SITE DESCRIPTION:

**Size:** 2 Acres

**Classification:** Neighborhood Park

## 3. INVENTORY OF FACILITY AMENITIES AND CONDITIONS:

Basketball Court - 0/-  
Benches - -  
Playground - 0/-

Rating Key	
+	Excellent Condition
0	Good Condition
-	Needs Improvement

## 4. STRENGTHS AND OPPORTUNITIES:

**Strengths:** Chaparral Park has good tree cover near the playground and has sidewalks along Pondersosa Drive and 27th Street, connecting to the surrounding neighborhood.

**Opportunities:** The benches, basketball hoop, and playground equipment at Chaparral Park are in moderate to older condition, with some signs of wear and chipping. There is also an opportunity to better connect the play and seating area to the sidewalks.

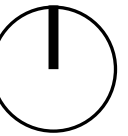
# Chaparral Park

## 5. ACCESSIBILITY RATING | SCALE 1 TO 5 (HIGHEST)

Rating: 1

## 6. GENERAL NOTES:

Percentage Floodplain: 0%  
Active/Passive: Active



# inw Chief Jim McSwain Park

## 1. SITE LOCATION:

Chief Jim McSwain Park is located in east Lawrence and sits east of Burroughs Creek Rail Trail.

1941 Haskell Ave



## 2. GENERAL SITE DESCRIPTION:

**Size:** 5 Acres

**Classification:** Neighborhood Park

## 3. INVENTORY OF FACILITY AMENITIES AND CONDITIONS:

Basketball Court - 0/-  
 Benches - 0/-  
 Electrical Outlets - n/a  
 Picnic Shelter - under construction  
 Picnic Tables - n/a

Playground - 0  
 Service Drive - +

**Rating Key**  
 + Excellent Condition  
 0 Good Condition  
 - Needs Improvement

## 4. STRENGTHS AND OPPORTUNITIES:

**Strengths:** Chief Jim McSwain Park has a new trail with access from parking to the basketball court and shelter. Currently, the shelter is under construction. There is a good amount of tree cover near the playground. Sidewalks line the north and east faces of the park, connecting to the surrounding neighborhoods.

**Opportunities:** There is an opportunity to add more signage to clearly mark what areas of parking are open to the public and which areas are for the fire station. There is also an opportunity to add more of a buffer between the park and E 19th Street, as well as adding more shade along the walking path and over the benches. The benches

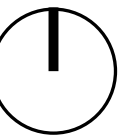
# inw Chief Jim McSwain Park

## 5. ACCESSIBILITY RATING | SCALE 1 TO 5 (HIGHEST)

Rating: 3

## 6. GENERAL NOTES:

Percentage Floodplain: 0%  
 Active/Passive: Active



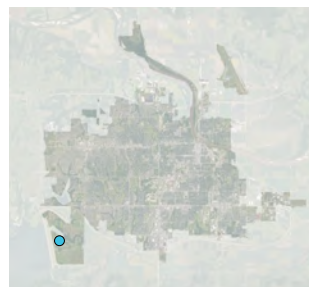


# Clinton Lake Outlet Park

## 1. SITE LOCATION:

Clinton Lake Outlet Park is located in southwest Lawrence along the east border of Clinton Lake and north of Eagle Bend Golf Course.

1316 E 902 Rd



## 2. GENERAL SITE DESCRIPTION:

**Size:** 60 Acres within the Clinton Lake Leased Area

**Classification:** Community Park

## 3. INVENTORY OF FACILITY AMENITIES AND CONDITIONS:

- BBQ Grills - 0/-
- Drinking Fountains - 0
- Picnic Tables - 0/-
- Picnic Shelters - 0/-
- Playground - 0/-
- Restrooms - 0

Rating Key	
+	Excellent Condition
0	Good Condition
-	Needs Improvement

## 4. STRENGTHS AND OPPORTUNITIES:

**Strengths:** Clinton Lake Outlet Park is spread out, with plenty of lawn space and shaded seating throughout. The shade structures and restrooms are well connected to the parking lots through sidewalks and the lawn and trees are well maintained.

**Opportunities:** There is an opportunity to update the park amenities as they are showing some wear. The playground and picnic shelters are in older condition. The playground area could be better connected to the parking lot in order to improve accessibility and there could be more tree cover in the lawn spaces adjacent to the



# Clinton Lake Outlet Park

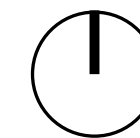
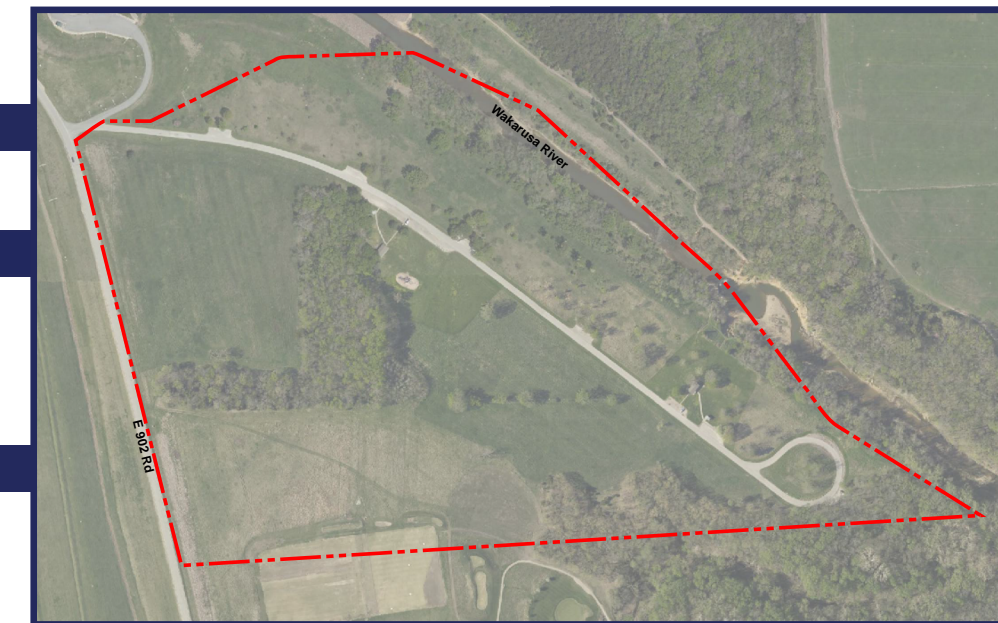
## 5. ACCESSIBILITY RATING | SCALE 1 TO 5 (HIGHEST)

Rating: 2

## 6. GENERAL NOTES:

Percentage Floodplain: 12%

Active/Passive: Active



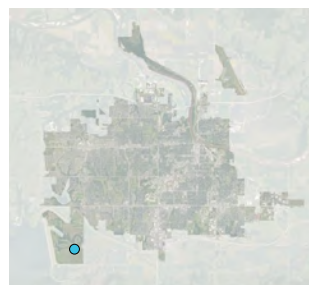


# Clinton Lake Regional Park

## 1. SITE LOCATION:

Clinton Lake Leased Area is in southwest Lawrence and just south of the Clinton Lake Outlet Park.

North of the intersection of E 1000 Rd and E 902 Rd



## 2. GENERAL SITE DESCRIPTION:

**Size:** 1515 Acres, includes the 60 acre Clinton Lake Outlet Park  
**Classification:** Neighborhood Park

## 3. INVENTORY OF FACILITY AMENITIES AND CONDITIONS:

- Arboretum - +
- Dog Park- 0
- Fishing - 0
- Golf Course - +
- Picnic Shelter - +/0
- Walking Paths - +/0

Youth Sports Complex - 0

Rating Key	
+	Excellent Condition
0	Good Condition
-	Needs Improvement

## 4. STRENGTHS AND OPPORTUNITIES:

**Strengths:** The sports fields , arboretum, and golf course amenities are in new condition. There is great tree cover throughout and the park areas are well maintained.

**Opportunities:** There is an opportunity to update the amenities at the dog park, such as the older shade structure and some uneven paving.



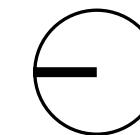
# Clinton Lake Regional Park

## 5. ACCESSIBILITY RATING | SCALE 1 TO 5 (HIGHEST)

Rating: 3

## 6. GENERAL NOTES:

Percentage Floodplain: 0%  
Active/Passive: Active

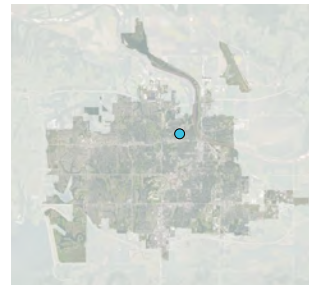


# Clinton Park

## 1. SITE LOCATION:

Clinton Park is located in north Lawrence and south of Burcham Park and Sandra J. Shaw Community Health Park.

Intersection of W 5th St and Maine St



## 2. GENERAL SITE DESCRIPTION:

Size: 3 Acres

Classification: Neighborhood Park

## 3. INVENTORY OF FACILITY AMENITIES AND CONDITIONS:

BBQ Grills - 0  
Basketball Court- 0  
Benches - 0  
Electrical Outlets - 0  
Picnic Shelter - +/0  
Picnic Tables - 0

Playground - +/0  
Restrooms - 0  
Walking Path - 0

**Rating Key**  
+ Excellent Condition  
0 Good Condition  
- Needs Improvement

## 4. STRENGTHS AND OPPORTUNITIES:

**Strengths:** Clinton park's playground and shelter are in newer condition. There is great sidewalk connection from the park to the surrounding neighborhood and a sidewalk connecting this playground to the playground area of Pickney Elementary School. There's also good tree cover throughout the park.

**Opportunities:** There is some wear on the bridge over the creek as well as some chipping and debris on the rock feature west of the playground.

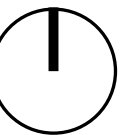
# Clinton Park

## 5. ACCESSIBILITY RATING | SCALE 1 TO 5 (HIGHEST)

Rating: 4

## 6. GENERAL NOTES:

Percentage Floodplain: 0%  
Maintenance Schedule:  
Active/Passive: Active





# Conrad & Viola McGrew Nature Preserve

## 1. SITE LOCATION:

Conrad & Viola McGrew Nature Preserve is located in west Lawrence off of the intersection of Bob Billings Parkway and Wakarusa Drive. To the north of the park is Quail Run Elementary School and Quail Run Park.

4600 Bob Billings Parkway



## 2. GENERAL SITE DESCRIPTION:

Size: 15 Acres

Classification: Greenway/Preserve Area

## 3. INVENTORY OF FACILITY AMENITIES AND CONDITIONS:

Walking Path - 0

Rating Key	
+	Excellent Condition
0	Good Condition
-	Needs Improvement

## 4. STRENGTHS AND OPPORTUNITIES:

**Strengths:** The Conrad and Viola McGrew Nature Preserve is in good condition overall. There is great tree cover and the paving of the pathways is in good shape.

**Opportunities:** The pathway could have more seating and water fountains to enhance user experience.



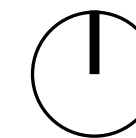
# Conrad & Viola McGrew Nature Preserve

## 5. ACCESSIBILITY RATING | SCALE 1 TO 5 (HIGHEST)

Rating: 4

## 6. GENERAL NOTES:

Percentage Floodplain: 0%  
Active/Passive: Passive



# inw Constant Park

## 1. SITE LOCATION:

Constant Park is located along the Kansas River and south of Burcham Park.

230 W 6th St



## 2. GENERAL SITE DESCRIPTION:

Size: 3 Acres

Classification: Neighborhood Park

## 3. INVENTORY OF FACILITY AMENITIES AND CONDITIONS:

Benches - 0  
Walking Path - +/-0

Rating Key	
+	Excellent Condition
0	Good Condition
-	Needs Improvement

## 4. STRENGTHS AND OPPORTUNITIES:

**Strengths:** Constant Park is well lit and well maintained, with ADA access to the park and majority of the sidewalks in new condition. The park's garden beds feature biodiversity and the tree cover provides shade to the users. The planting also helps block sounds from the adjacent roads and provide a sense of privacy.

**Opportunities:** Currently, there is a stop sign and a no trespassing sign between Constant Park and Burcham Park over a train track. Park users crossed this space to reach Burcham Park. Providing more signage could allow for a safer and clearer crossing of the railroad tracks. In addition, the parking lot paving of this park is in older condition. Also, northwest of the park, the trail does not connect to a sidewalk.

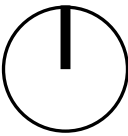
# inw Constant Park

## 5. ACCESSIBILITY RATING | SCALE 1 TO 5 (HIGHEST)

Rating: 4

## 6. GENERAL NOTES:

Percentage Floodplain: 60%  
Active/Passive: Passive



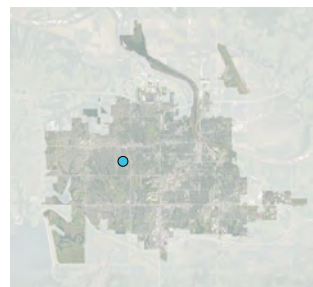


# inw

## "Dad" Perry Park

### 1. SITE LOCATION:

1200 Monterey Way



### 2. GENERAL SITE DESCRIPTION:

**Size:** 45 Acres  
**Classification:** Community Park

### 3. INVENTORY OF FACILITY AMENITIES AND CONDITIONS:

Basketball Court - +/0	Playgrounds - 0
BBQ Grills - -	Restrooms - 0
Benches - 0	Sand Volleyball Court - 0
Electrical Outlets - 0	Soccer Field - 0
Picnic Shelters - 0	Tennis Court - +/0
Picnic Tables - 0	Walking Path - 0

**Rating Key**  
 + Excellent Condition  
 0 Good Condition  
 - Needs Improvement

### 4. STRENGTHS AND OPPORTUNITIES:

**Strengths:** The amenities at Perry Park are in overall good condition. There are a variety of recreational and play options for users and the park itself is easily accessible from the parking lot. There is a lot shade throughout the park from tree cover.

**Opportunities:** There is an opportunity to connect the two playground and shelter areas of the park with a paved trail. There is currently an unpaved path in the park, but making a paved trail could improve accessibility.

# inw

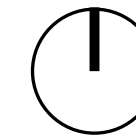
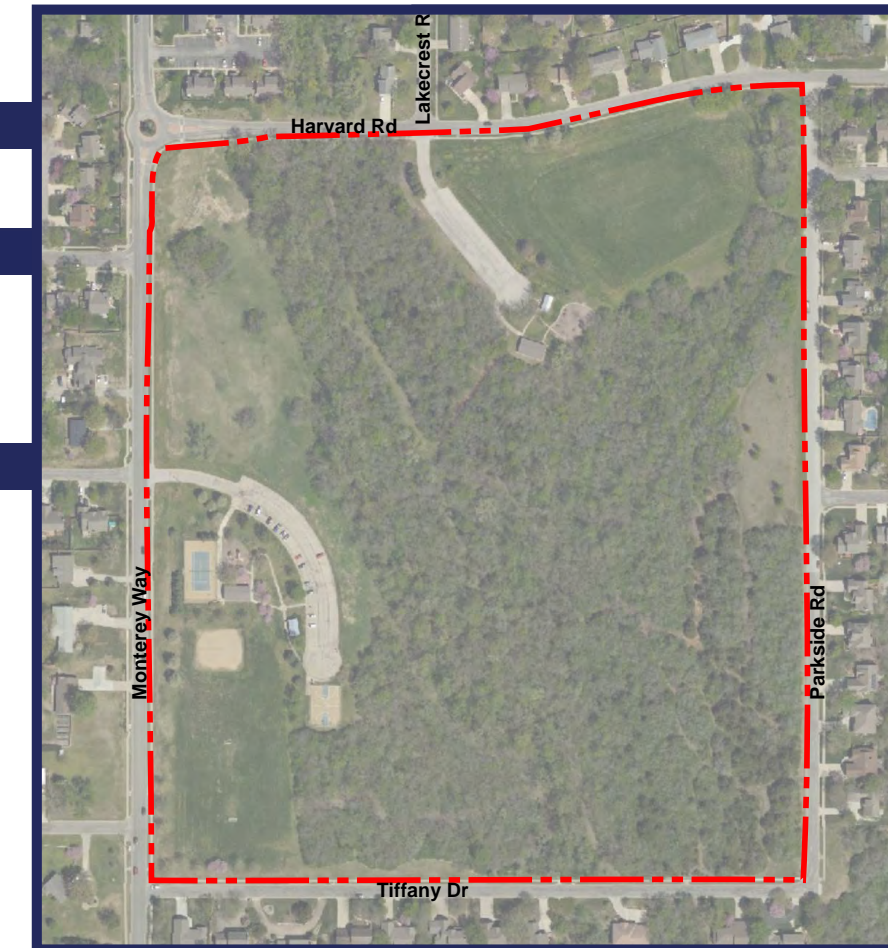
## "Dad" Perry Park

### 5. ACCESSIBILITY RATING | SCALE 1 TO 5 (HIGHEST)

Rating: 3

### 6. GENERAL NOTES:

Percentage Floodplain: 0%  
 Active/Passive: Active

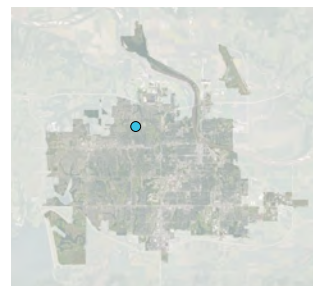


# inw Deerfield Park

## 1. SITE LOCATION:

Deerfield Park is located near Deerfield Elementary School and the Lawrence Country Club.

2801 W Princeton Blvd



## 2. GENERAL SITE DESCRIPTION:

**Size:** 10 Acres

**Classification:** Neighborhood Park

## 3. INVENTORY OF FACILITY AMENITIES AND CONDITIONS:

Baseball & Softball Fields - 0/-  
Basketball Court - 0  
BBQ Grill - 0  
Electrical Outlets - 0  
Exercise Equipment - 0  
Picnic Tables - +/-

Picnic Shelters - 0  
Playground - +/-  
Skate Park - 0  
Walking Path - +/-

**Rating Key**  
+ Excellent Condition  
0 Good Condition  
- Needs Improvement

## 4. STRENGTHS AND OPPORTUNITIES:

**Strengths:** Deerfield Park offers users several different options for recreation. The amenities of the park are in newer condition and they are easily accessible with sidewalks connecting them to the parking lot.

**Opportunities:** At the time of the site visit, there was some water pooling on the skate park concrete. The picnic shelters are older than the other amenities throughout the park, but are still in good condition overall.

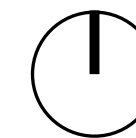
# inw Deerfield Park

## 5. ACCESSIBILITY RATING | SCALE 1 TO 5 (HIGHEST)

Rating: 4

## 6. GENERAL NOTES:

Percentage Floodplain: 10%  
Active/Passive: Active



# DeVictor Park

## 1. SITE LOCATION:

DeVictor Park is located in west Lawrence, with an open space area across the street from Langston Hughes Elementary School.

1100 George Williams Way



## 2. GENERAL SITE DESCRIPTION:

**Size:** 40 Acres

**Classification:** Neighborhood Park

## 3. INVENTORY OF FACILITY AMENITIES AND CONDITIONS:

Benches - +  
 Outdoor Classroom - +/-  
 Playground - +/-  
 Tree house - +  
 Water Fountain - 0  
 Walking & Biking Path - +

Rating Key	
+	Excellent Condition
0	Good Condition
-	Needs Improvement

## 4. STRENGTHS AND OPPORTUNITIES:

**Strengths:** The amenities at DeVictor Park are in good condition. The trail has new pavement and the playground, benches, and drinking fountains are well maintained. There is plenty of shade from trees along the trail.

**Opportunities:** There is an opportunity to pave the nature trail area in order to improve accessibility and allow more users to travel the path in a circle. There could also be more seating along the path.

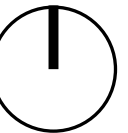
# DeVictor Park

## 5. ACCESSIBILITY RATING | SCALE 1 TO 5 (HIGHEST)

Rating: 3

## 6. GENERAL NOTES:

Percentage Floodplain: 0%  
 Active/Passive: Passive





# East Lawrence Recreation Center

## 1. SITE LOCATION:

The East Lawrence Recreation Center is located over on the Eastern side of Lawrence.

1245 E 15th St



## 2. GENERAL SITE DESCRIPTION:

**Size:** 18,500 sq. ft.  
**Classification:** Recreation Center

## 3. INVENTORY OF FACILITY AMENITIES AND CONDITIONS:

Indoor Facilities - +/-  
Outdoor Entrance - -/-  
Circulation/Paving - +/-  
Planting/Vegetation - -/-  
Restrooms - 0/-  
Parking - +/-

Rating Key
+ Excellent Condition
0 Good Condition
- Needs Improvement

## 4. STRENGTHS AND OPPORTUNITIES:

**Strengths:** East Lawrence Recreation Center has a gym, weight and fitness room, game room, multi-purpose room for the local gymnastics program, and other facility amenities.

**Opportunities:** The facility could benefit from a playground updated and new planting and vegetation. This area generally need updates regarding turf, planting and play amenities



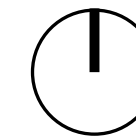
# East Lawrence Recreation Center

## 5. ACCESSIBILITY RATING | SCALE 1 TO 5 (HIGHEST)

Rating: 4

## 6. GENERAL NOTES:

Percentage Floodplain: 0%  
Active/Passive: Passive



# inw Edgewood Park

## 1. SITE LOCATION:

Edgewood Park is located in east Lawrence.

1245 E 15th St



## 2. GENERAL SITE DESCRIPTION:

Size: 23 Acres

Classification: Neighborhood Park

## 3. INVENTORY OF FACILITY AMENITIES AND CONDITIONS:

Baseball Field - 0/-  
 Benches - +/0  
 Disc Golf - +  
 Picnic Tables - 0/-  
 Playground - +  
 Rec Center - +  
 Skate Park - -

Rating Key	
+	Excellent Condition
0	Good Condition
-	Needs Improvement

## 4. STRENGTHS AND OPPORTUNITIES:

**Strengths:** Edgewood park has new playground equipment and new swinging benches. There is good tree cover along the walking path and the playground, swinging benches, and recreation center are in excellent, new condition.

**Opportunities:** The skate park is in older condition with water pooling on the surface and graffiti. The fencing for the baseball field is in older condition with rusting and warping. There is additionally an opportunity to add more sidewalk access along the south side of the park.

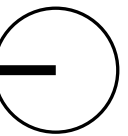
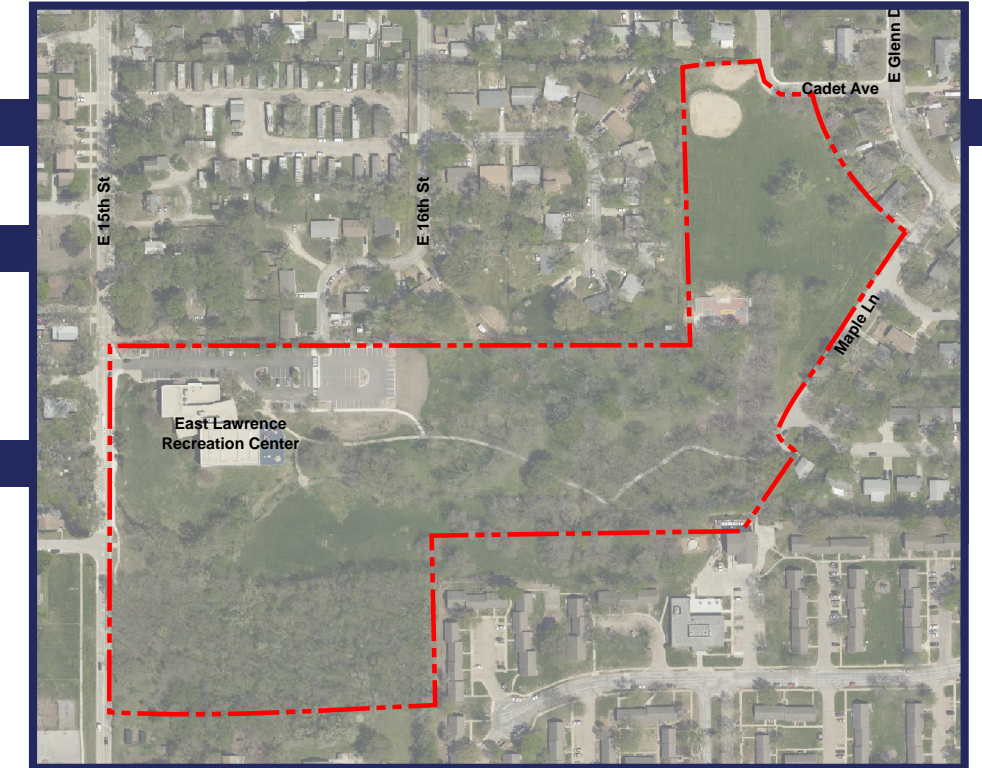
# inw Edgewood Park

## 5. ACCESSIBILITY RATING | SCALE 1 TO 5 (HIGHEST)

Rating: 4

## 6. GENERAL NOTES:

Percentage Floodplain: 15%  
 Active/Passive: Active



# inw Green Meadows Park

## 1. SITE LOCATION:

Green Meadows Park is located just off of 31st and Kasold Dr in South Lawrence.

3613 Brush Creek Dr.



## 2. GENERAL SITE DESCRIPTION:

**Size:** 10 acres

**Classification:** Public Park

## 3. INVENTORY OF FACILITY AMENITIES AND CONDITIONS:

Playground - +/-  
 Shade - -/  
 Seating - 0/  
 Paths/Circulation - 0/-

Rating Key	
+	Excellent Condition
0	Good Condition
-	Needs Improvement

## 4. STRENGTHS AND OPPORTUNITIES:

**Strengths:** Green Meadows Park serves the community as a neighborhood park and nature park. It contains vegetative design, wonderful views, trails, and an updated playground.

**Opportunities:** The park is very up to date, however it lacks areas of rest and shade. Shade structures within the trail system and near the playground area would be beneficial.

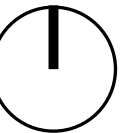
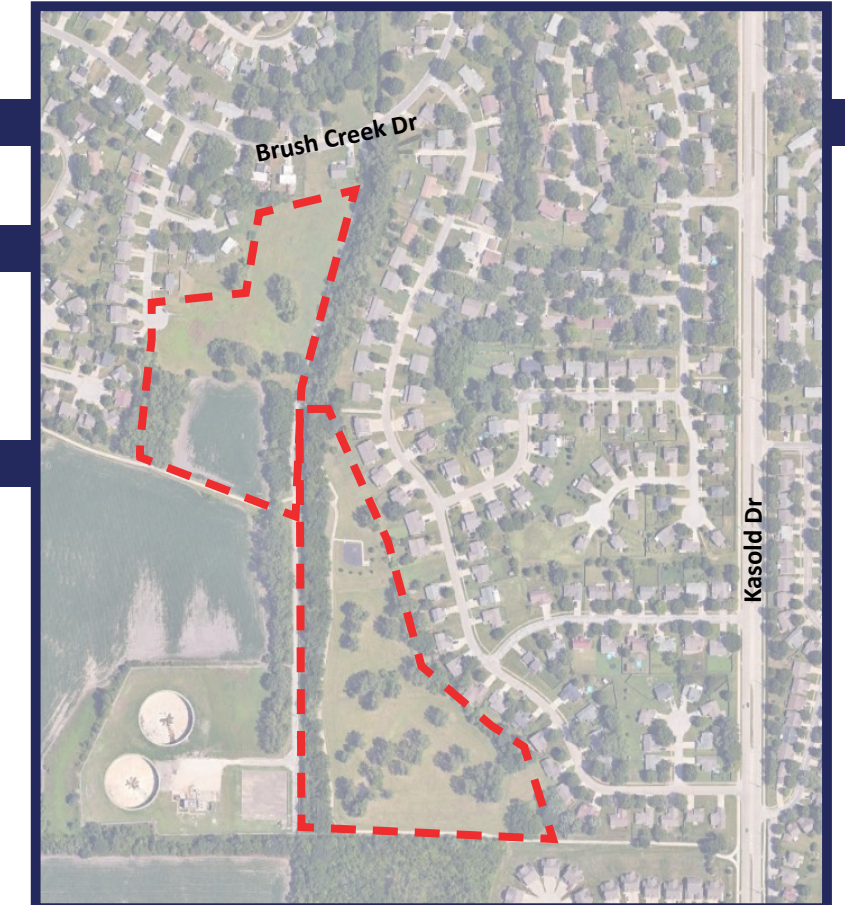
# inw Green Meadows Park

## 5. ACCESSIBILITY RATING | SCALE 1 TO 5 (HIGHEST)

Rating: 4

## 6. GENERAL NOTES:

Percentage Floodplain: 88%  
 Active/Passive: Active



# inw Hand Park

## 1. SITE LOCATION:

Hand Park is located in southeast Lawrence within the Prairie Park Neighborhood.

1040 Home Circle



## 2. GENERAL SITE DESCRIPTION:

Size: 1 Acre

Classification: Neighborhood Park

## 3. INVENTORY OF FACILITY AMENITIES AND CONDITIONS:

Basketball Courts - 0  
Benches - 0/-  
Picnic Tables - 0  
Playground Equipment - 0  
Walking Path - 0/-

Rating Key	
+	Excellent Condition
0	Good Condition
-	Needs Improvement

## 4. STRENGTHS AND OPPORTUNITIES:

**Strengths:** Hand Park is well connected to the surrounding neighborhood with adjacent sidewalks. The playground equipment is in good condition and there is good tree cover. Tall shrubs create a buffer between the basketball court and the nearby houses.

**Opportunities:** The playground is in good condition but there is an opportunity to add more accessible play options. Placing the benches closer to the trees could allow for more comfortable seating.

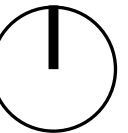
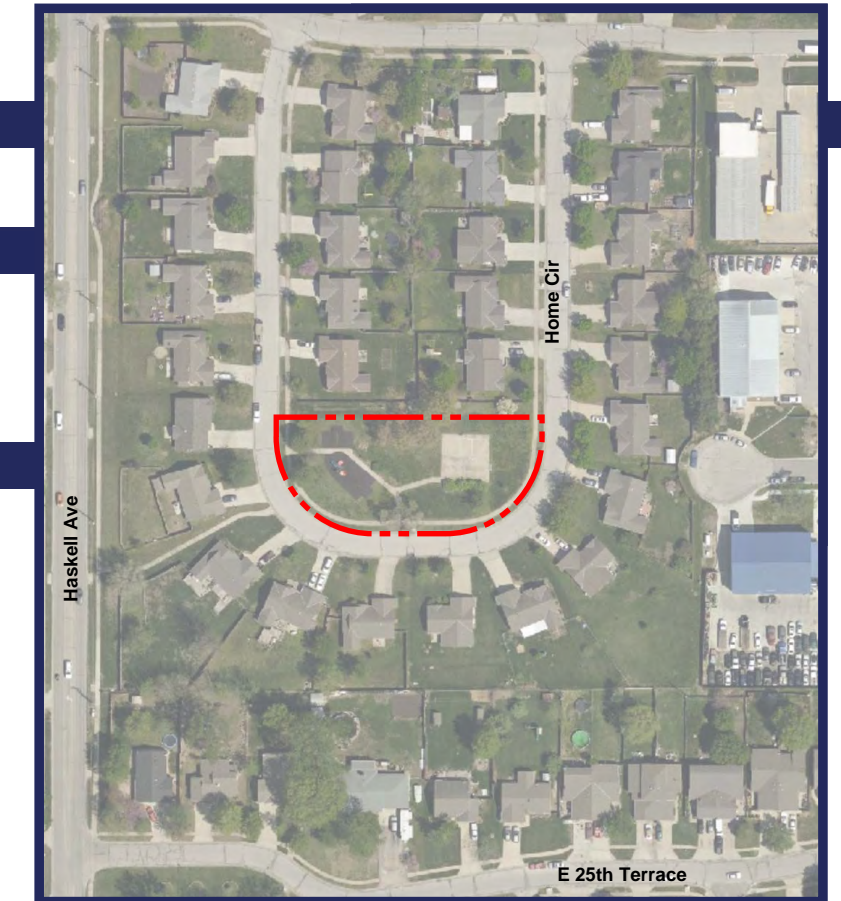
# inw Hand Park

## 5. ACCESSIBILITY RATING | SCALE 1 TO 5 (HIGHEST)

Rating: 4

## 6. GENERAL NOTES:

Percentage Floodplain: 0%  
Active/Passive: Active





# Heatherwood Trail Park Area

## 1. SITE LOCATION:

Heatherwood Trail is located just off of 23rd St. in the South west area of Lawrence.

Heatherwood Dr.



## 2. GENERAL SITE DESCRIPTION:

Length: .5 mile  
Classification: Trail

## 3. INVENTORY OF FACILITY AMENITIES AND CONDITIONS:

Shade - 0/  
Seating/Benches - -/  
Water Fountains - -/  
Hardscape/trails - -/

Rating Key	
+	Excellent Condition
0	Good Condition
-	Needs Improvement

## 4. STRENGTHS AND OPPORTUNITIES:

**Strengths:** The Heatherwood trail is a halfmile long trail, that runs nearby residential and recreational areas in addition to a local church.

**Opportunities:** The trail could benefit from more rest and experience opportunities, such as seating areas, shade structures, and potentially new hardscape.



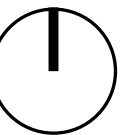
# Heatherwood Trail Park Area

## 5. ACCESSIBILITY RATING | SCALE 1 TO 5 (HIGHEST)

Rating: 4

## 6. GENERAL NOTES:

Percentage Floodplain: 100%  
Active/Passive: Active



DRAFT



# inw Hobbs Park

## 1. SITE LOCATION:

Hobbs Park is located in northeast Lawrence and is southeast of New York Elementary School and North of the Burroughs Creek Linear Park and Trail.

702 E 11th St



## 2. GENERAL SITE DESCRIPTION:

**Size:** 7 Acres

**Classification:** Neighborhood Park

## 3. INVENTORY OF FACILITY AMENITIES AND CONDITIONS:

Baseball & Softball Field - 0	Murphy-Bromelsick House - +
Basketball Court - 0	Picnic Shelter - 0
BBQ Grill - 0	Picnic Tables - 0
Bleachers - -	Playground - 0
Drinking Fountain - 0	Pollinator Garden - +
Electrical Outlet - 0	Walking Path - 0/+

**Rating Key**  
 + Excellent Condition  
 0 Good Condition  
 - Needs Improvement

## 4. STRENGTHS AND OPPORTUNITIES:

**Strengths:** Hobbs Park offers multiple play and recreation opportunities and has a large set of bleachers with plenty of seating. The park is well connected with sidewalks to the surrounding neighborhood and sidewalks to connect the parking lots to the playground, shelters, restrooms, and fields. The mural, garden, and Historic Murphy-Bromelsick House all provide unique educational opportunities.

**Opportunities:** There is an opportunity to expand upon the sidewalk access on the west edge of the park along the parking lot to allow pedestrians to avoid the roads and parking lot. Additionally, the bleachers are in older condition and have limited ADA access to seating. The playground has good tree cover but the walking path could use more shade.

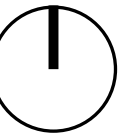
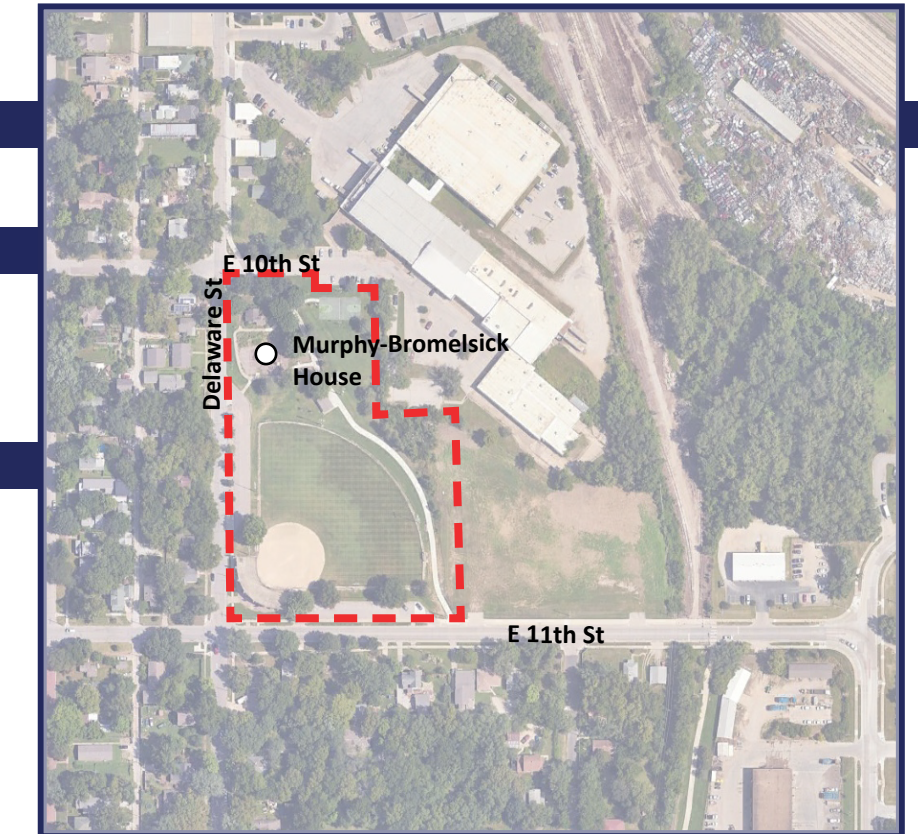
# inw Hobbs Park

## 5. ACCESSIBILITY RATING | SCALE 1 TO 5 (HIGHEST)

Rating: 2

## 6. GENERAL NOTES:

Percentage Floodplain: 4%  
 Active/Passive: Active



# inw Holcom Park

## 1. SITE LOCATION:

Holcom Park is located in south Lawrence. Nearby are several shops, restaurants, and apartments off of Highway 59.

2700 W 27th St



## 2. GENERAL SITE DESCRIPTION:

**Size:** 31 Acres

**Classification:** Community Park

## 3. INVENTORY OF FACILITY AMENITIES AND CONDITIONS:

Baseball Fields - +	Playground - 0
Basketball & Handball Courts - 0	Picnic Shelter - 0
BBQ Grill - 0/-	Picnic Tables - 0
Benches - 0	Restrooms - 0
Bocce Ball Courts - +	Sand Volleyball Courts - 0
Electric Outlets - 0	Skate Park - 0/-
Gaga Ball Court - +	

**Rating Key**  
 + Excellent Condition  
 0 Good Condition  
 - Needs Improvement

## 4. STRENGTHS AND OPPORTUNITIES:

**Strengths:** Holcom park is spacious with several play and recreation opportunities. There is good tree cover and the baseball fields and seating are in newer condition.

**Opportunities:** There is some cracking on the pavement surrounding the baseball fields, and the skate park currently has water pooling near one of the ramps, which is a potential safety hazard for skaters. Throughout the park there is great tree cover with an opportunity to add a few more trees around the skate park, and sand volleyball courts

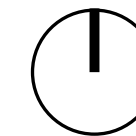
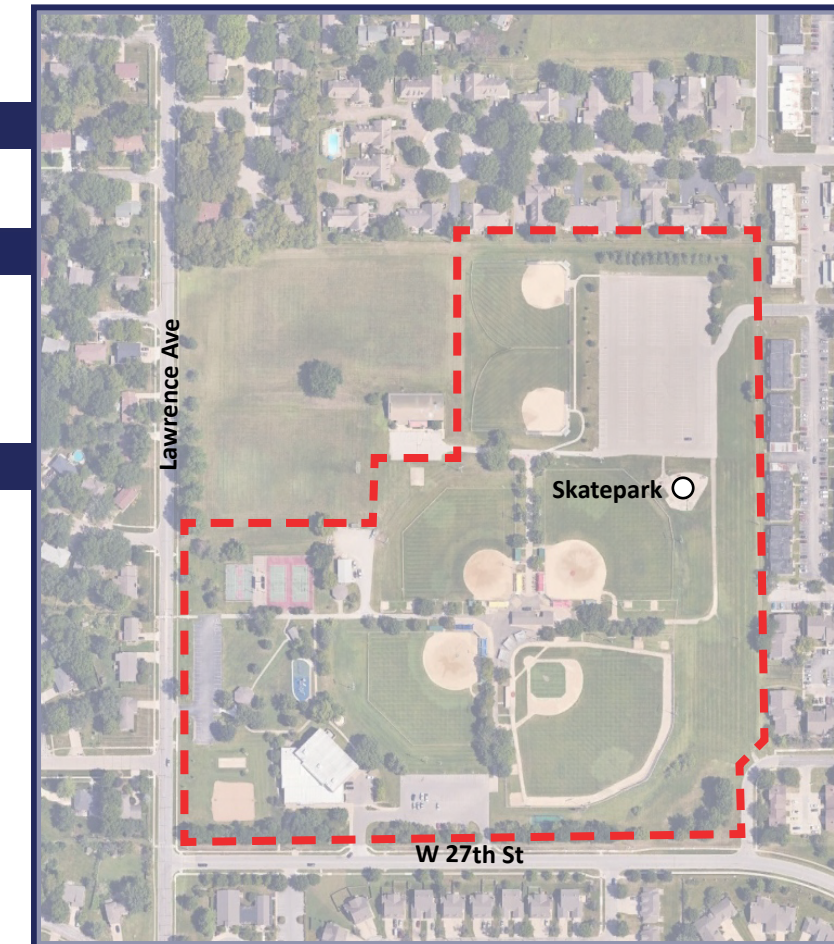
# inw Holcom Park

## 5. ACCESSIBILITY RATING | SCALE 1 TO 5 (HIGHEST)

Rating: 3

## 6. GENERAL NOTES:

Percentage Floodplain: 0%  
 Active/Passive: Active



# inw Japanese Friendship Garden

## 1. SITE LOCATION:

The Japanese Friendship Garden is Located in downtown Lawrence near South Park and north of the Watkins Community Museum.

1045 Massachusetts St



## 2. GENERAL SITE DESCRIPTION:

Size: .25 Acres

Classification: Other Maintained Area

## 3. INVENTORY OF FACILITY AMENITIES AND CONDITIONS:

Benches - 0  
Walking Path - 0

Rating Key	
+	Excellent Condition
0	Good Condition
-	Needs Improvement

## 4. STRENGTHS AND OPPORTUNITIES:

**Strengths:** The planting beds in the Japanese Friendship Garden are well maintained and beautiful. The plaque, ramps, sculptures, rock features, and paths are all in good condition. This park has a ramp, sidewalk access from parking, and frequent seating opportunities.

**Opportunities:** The furnishings, such as the blue benches and the smaller shade structure are beginning to show signs of wear but are still in usable condition.

# inw Japanese Friendship Garden

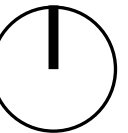
## 5. ACCESSIBILITY RATING | SCALE 1 TO 5 (HIGHEST)

Rating: 5

## 6. GENERAL NOTES:

Percentage Floodplain: 0%

Active/Passive: Passive



# John Taylor Park

## 1. SITE LOCATION:

John Taylor Park is located in northeast Lawrence, near the Kansas River.  
**200 N 7th St**



## 2. GENERAL SITE DESCRIPTION:

**Size:** 6 Acres  
**Classification:** Neighborhood Park

## 3. INVENTORY OF FACILITY AMENITIES AND CONDITIONS:

Basketball Court - 0	Picnic Tables - 0/-
BBQ Grill - 0/-	Picnic Shelter - 0/-
Benches - 0	
Drinking Fountain - 0	
Garden - +	
Playground - 0	

**Rating Key**  
 + Excellent Condition  
 0 Good Condition  
 - Needs Improvement

## 4. STRENGTHS AND OPPORTUNITIES:

**Strengths:** John Taylor Park provides a community garden with additional education and play options. The playground and swings are in good, newer condition and the park has ample tree shade.

**Opportunities:** Overall, adding more sidewalk access to the basketball court, swings, and garden, as well as adding sidewalk to south side of park would help the ADA access of the park and better connect the park to the surrounding neighborhoods. Furthermore, on the south sidewalks, the ramps could use some repair for better accessibility.

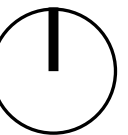
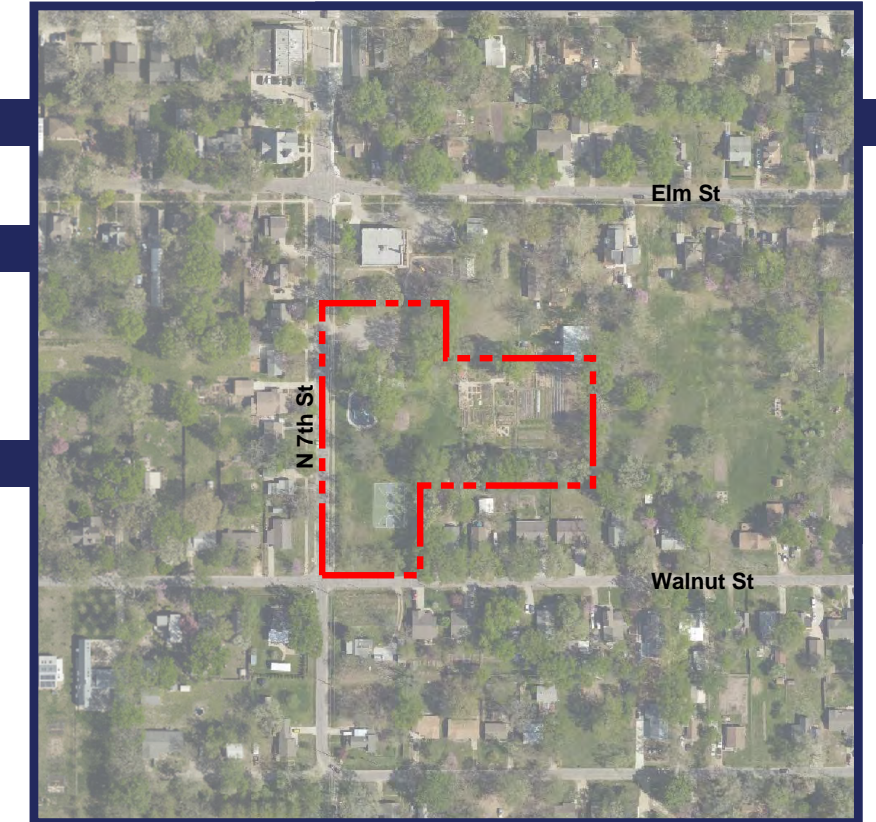
# John Taylor Park

## 5. ACCESSIBILITY RATING | SCALE 1 TO 5 (HIGHEST)

Rating: 3

## 6. GENERAL NOTES:

Percentage Floodplain: 0%  
 Active/Passive: Active



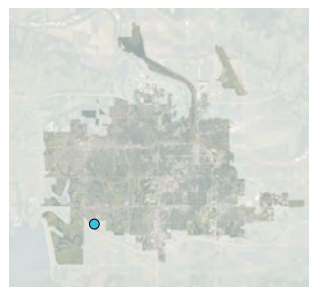


# KANZA Southwind Nature Preserve

## 1. SITE LOCATION:

KANZA Southwind Nature Preserve is located in southwest Lawrence. Just to the west is the Clinton Lake Leased Area and to the east is Pat Dawson Billings Nature Area. Southwest Middle School and Sunflower Elementary school are about a block north of the preserve.

2850 Wildflower Dr



## 2. GENERAL SITE DESCRIPTION:

Size: 18 Acres

Classification: Greenway/Preserve Area

## 3. INVENTORY OF FACILITY AMENITIES AND CONDITIONS:

Grass Area - 0  
Walking Path - +

Rating Key	
+	Excellent Condition
0	Good Condition
-	Needs Improvement

## 4. STRENGTHS AND OPPORTUNITIES:

**Strengths:** Kanza Southwind Nature Preserve is in good condition. The grass area appears full and healthy, with occasional weeds. There is excellent tree buffer along the south portion of the park.

**Opportunities:** There is some water pooling on the northeast side of the area, especially near Wildflower Drive. There is an opportunity to add seating to allow users to rest while walking along the path. There could also be some educational signage about the grass plantings in the preserve.



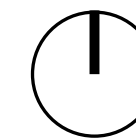
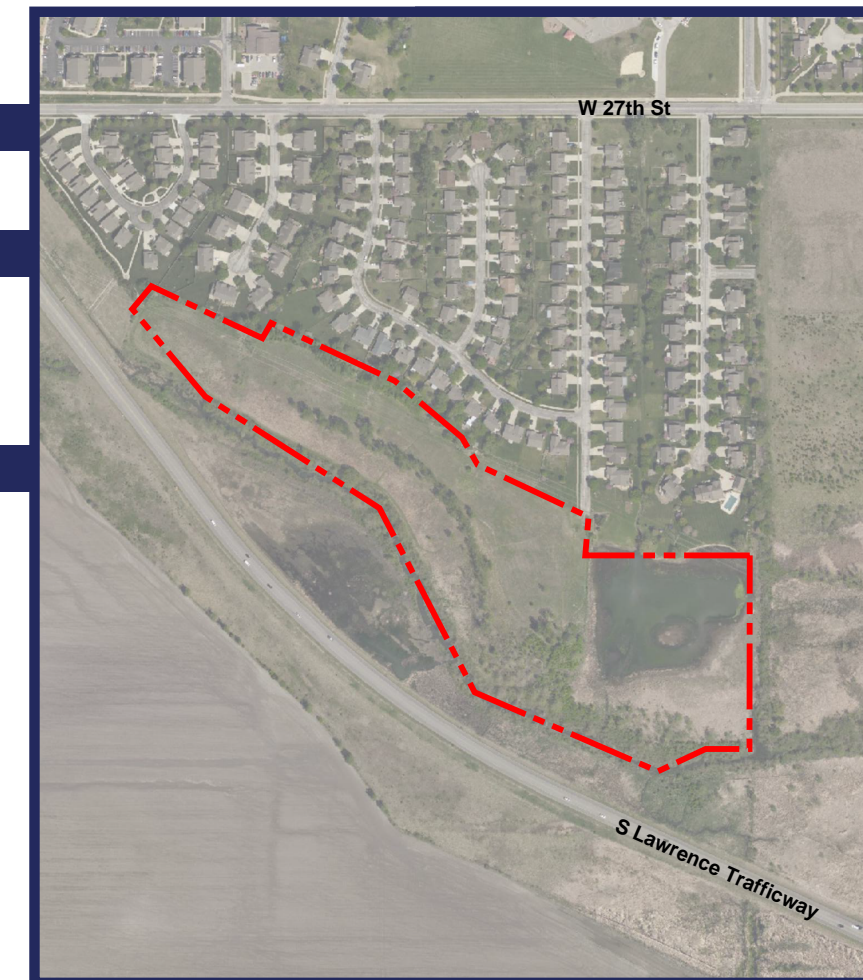
# KANZA Southwind Nature Preserve

## 5. ACCESSIBILITY RATING | SCALE 1 TO 5 (HIGHEST)

Rating: 2

## 6. GENERAL NOTES:

Percentage Floodplain: 96%  
Active/Passive: Passive



# inw Lawrence Nature Park

## 1. SITE LOCATION:

Lawrence Nature Park is located in northwest Lawrence.

201 N Folks Rd



## 2. GENERAL SITE DESCRIPTION:

Size: 96 Acres

Classification: Greenway/Preserve Area

## 3. INVENTORY OF FACILITY AMENITIES AND CONDITIONS:

Benches - 0  
Walking Paths - 0/-

Rating Key	
+	Excellent Condition
0	Good Condition
-	Needs Improvement

## 4. STRENGTHS AND OPPORTUNITIES:

**Strengths:** Lawrence Nature Park has signage and seating in good condition and spaced out well throughout the park

**Opportunities:** The walking path is muddy in places and has some obstructions from downed trees or overgrowth.

# inw Lawrence Nature Park

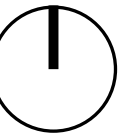
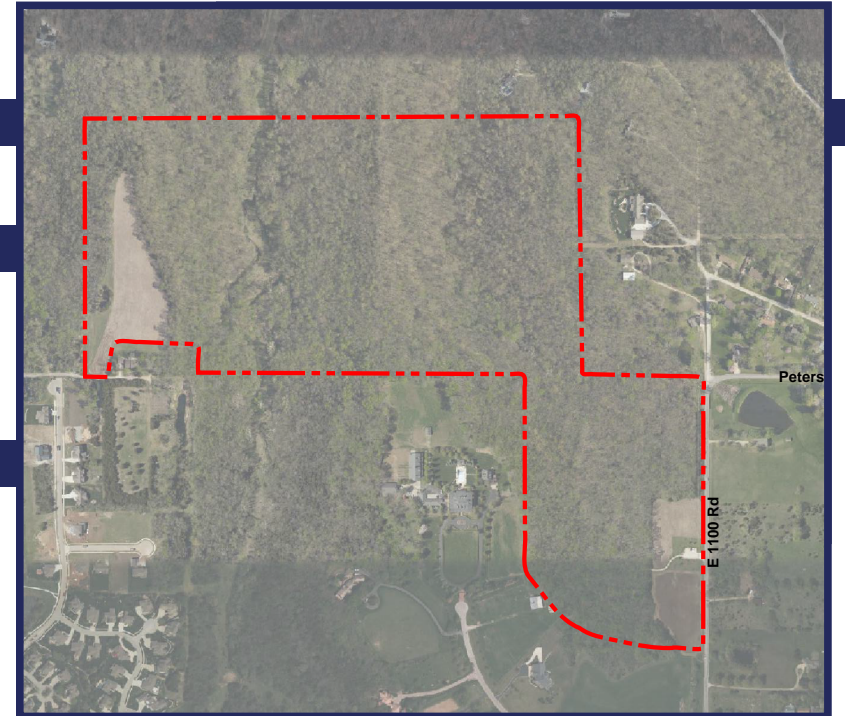
## 5. ACCESSIBILITY RATING | SCALE 1 TO 5 (HIGHEST)

Rating: 1

## 6. GENERAL NOTES:

Percentage Floodplain: 0%

Active/Passive: Passive



# Library Plaza Park Area

## 1. SITE LOCATION:

Library Plaza Park is located just next to the Library in North downtown Lawrence.

707 Vermont St



## 2. GENERAL SITE DESCRIPTION:

Size: .5 acres

Classification: Park / Green Space

## 3. INVENTORY OF FACILITY AMENITIES AND CONDITIONS:

Seating - 0/-

Shade - 0/-

Circulation/Walking Paths - 0/-

### Rating Key

+ Excellent Condition

0 Good Condition

- Needs Improvement

## 4. STRENGTHS AND OPPORTUNITIES:

**Strengths:** This park is in great condition with good amenities and great open space. People use the park for rest and relaxation in addition to transitioning throughout the downtown areas.

**Opportunities:** The space could benefit from more seating types than just benches. There could be added shade within the open green space to provide more levels of rest. The paths and circulation is great but could benefit from repairs.

# Library Plaza Park Area

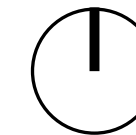
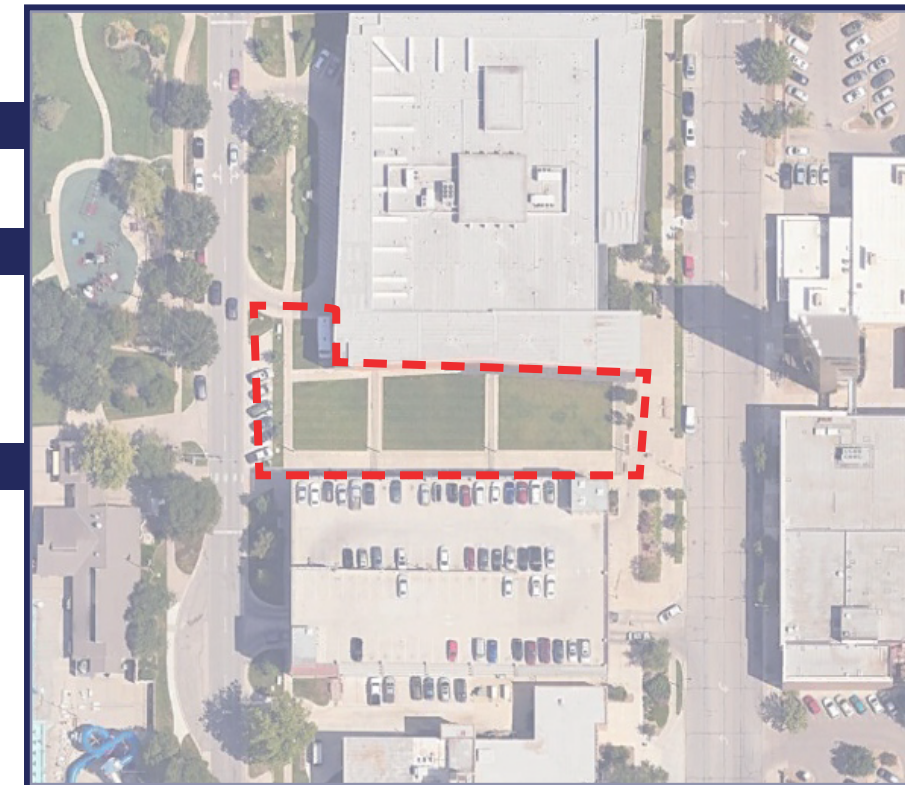
## 5. ACCESSIBILITY RATING | SCALE 1 TO 5 (HIGHEST)

Rating: 4

## 6. GENERAL NOTES:

Percentage Floodplain: 0%

Active/Passive: Both



# inw Ludlam Park

## 1. SITE LOCATION:

Ludlam Park is located in central Lawrence.

2800 W 9th St



## 2. GENERAL SITE DESCRIPTION:

Size: 1.4 Acres

Classification: Neighborhood Park

## 3. INVENTORY OF FACILITY AMENITIES AND CONDITIONS:

Benches - +  
 Picnic Tables - +  
 Playground - +  
 Walking Path - +

Rating Key	
+	Excellent Condition
0	Good Condition
-	Needs Improvement

## 4. STRENGTHS AND OPPORTUNITIES:

**Strengths:** Ludlam Park is connected to the surrounding neighborhood by connecting a path to the sidewalk. The play equipment is in new condition and there are trees along the border of the park to buffer the play space from the houses nearby.

**Opportunities:** There is an opportunity to add more trees closer to the playground and trail in order to provide more shade in the more active spaces.

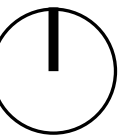
# inw Ludlam Park

## 5. ACCESSIBILITY RATING | SCALE 1 TO 5 (HIGHEST)

Rating: 4

## 6. GENERAL NOTES:

Percentage Floodplain: 0%  
 Active/Passive: Passive



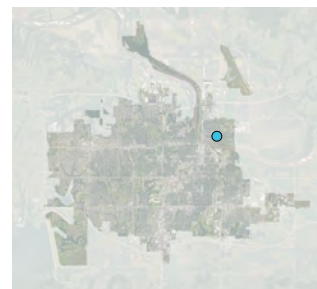


# inw Lyons Park

## 1. SITE LOCATION:

Lyons Park is located in northeast Lawrence.

**700 North Lyon Street**



## 2. GENERAL SITE DESCRIPTION:

**Size:** 10 Acres

**Classification:** Neighborhood Park

## 3. INVENTORY OF FACILITY AMENITIES AND CONDITIONS:

BBQ Grill - 0/-	Playground - 0
Basketball Court - +/0	Restrooms - +
Drinking Fountain - 0	Softball Fields - 0
Electrical Outlets - 0	Tennis Court - +
Picnic Shelter - 0	
Picnic Tables - 0	

**Rating Key**  
 + Excellent Condition  
 0 Good Condition  
 - Needs Improvement

## 4. STRENGTHS AND OPPORTUNITIES:

**Strengths:** Lyons park provides several recreational opportunities and accommodates users of a wide age range. The restrooms, softball fields, and the playground are in good condition. Two parking lots make both sides of the park easily accessible.

**Opportunities:** The southeast portion of the park could use sidewalk access to allow for easier entry to the park from the adjacent neighborhood. The sidewalk on the east side of the park is in older condition and the sidewalks surrounding the softball courts could use re-surfacing to make them more accessible.

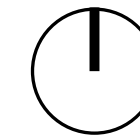
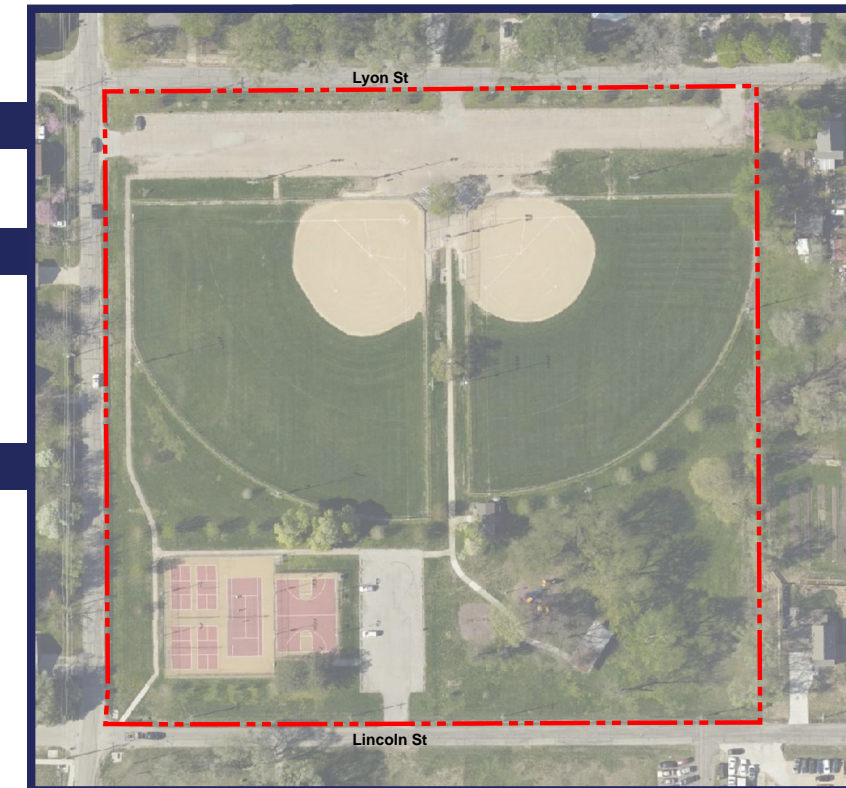
# inw Lyons Park

## 5. ACCESSIBILITY RATING | SCALE 1 TO 5 (HIGHEST)

Rating: 4

## 6. GENERAL NOTES:

Percentage Floodplain: 50%  
 Active/Passive: Active



# inw

## Maple Grove Cemetery

### 1. SITE LOCATION:

Maple Grove Cemetery is located just North of the river in North Lawrence.

1462 Highway 40



### 2. GENERAL SITE DESCRIPTION:

**Size:** 10 acres

**Classification:** Funeral Services & Cemeteries

### 3. INVENTORY OF FACILITY AMENITIES AND CONDITIONS:

Hardscape/Paths - - / -  
 Circulation - 0 / -  
 Seating - - / -  
 Shade - - / -

Rating Key	
+	Excellent Condition
0	Good Condition
-	Needs Improvement

### 4. STRENGTHS AND OPPORTUNITIES:

**Strengths:** Maple Grove Cemetery is a moderate-sized cemetery that has a small number of services and burials per year.

**Opportunities:** The site could benefit from additional areas of rest such as benches or small shade structures. Other improvement could include roadway entry, new paving/paths throughout the site and vegetation/planting design to enhance the appeal of the site.

# inw

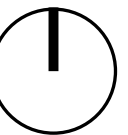
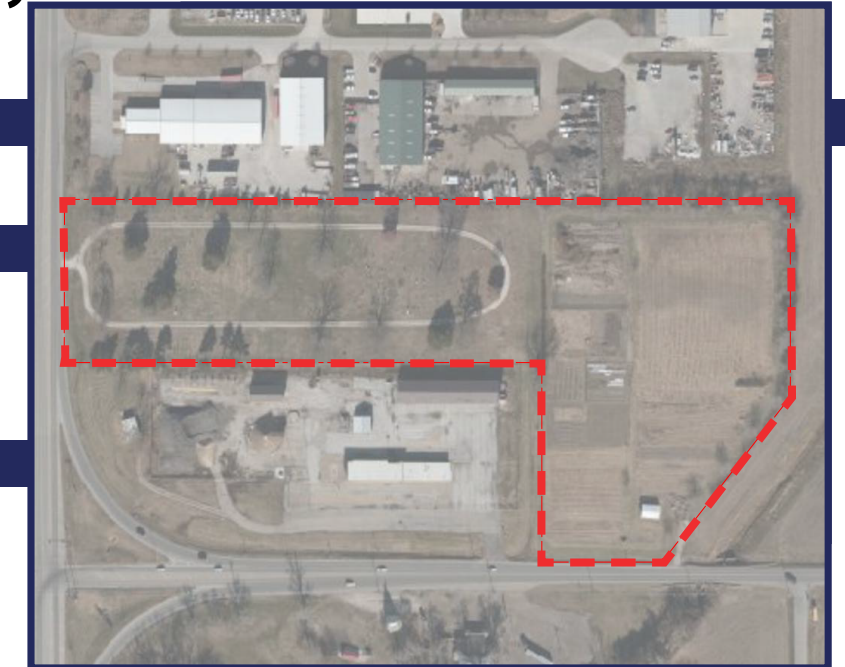
## Maple Grove Cemetery

### 5. ACCESSIBILITY RATING | SCALE 1 TO 5 (HIGHEST)

Rating: 3

### 6. GENERAL NOTES:

Percentage Floodplain: 8%  
 Active/Passive: Passive



# inw Martin Park

## 1. SITE LOCATION:

Martin Park is located in northwest Lawrence. Across East 1100 Road is the Lawrence Nature Area.

Intersection of Peterson Rd & E 1130 Township Rd



## 2. GENERAL SITE DESCRIPTION:

**Size:** 19 Acres

**Classification:** Greenway/Preserve Area

## 3. INVENTORY OF FACILITY AMENITIES AND CONDITIONS:

Walking Path - 0

Rating Key	
+	Excellent Condition
0	Good Condition
-	Needs Improvement

## 4. STRENGTHS AND OPPORTUNITIES:

**Strengths:** Martin Park has remained very natural, with plenty of planing and wildlife biodiversity.

**Opportunities:** There is an opportunity to re-surface the trail and to add seating along the trail. Currently, the trail could have more signage from the main road to help users with wayfinding.

# inw Martin Park

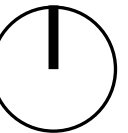
## 5. ACCESSIBILITY RATING | SCALE 1 TO 5 (HIGHEST)

Rating: 1

## 6. GENERAL NOTES:

Percentage Floodplain: 0%

Active/Passive: Passive



# inw Memorial Park Cemetery

## 1. SITE LOCATION:

Memorial Park Cemetery is located on the Eastern side of Lawrence.

1517 E 15th St



## 2. GENERAL SITE DESCRIPTION:

**Size:** 24.2 acres

**Classification:** Funeral Services & Cemeteries

## 3. INVENTORY OF FACILITY AMENITIES AND CONDITIONS:

Hardscape/Paths - 0/-  
 Circulation - 0/-  
 Seating - -/-  
 Shade - 0/-

**Rating Key**  
 + Excellent Condition  
 0 Good Condition  
 - Needs Improvement

## 4. STRENGTHS AND OPPORTUNITIES:

**Strengths:** Maple Grove Cemetery is a moderate-sized cemetery that has a large number of services and burials per year.

**Opportunities:** The site could benefit from additional areas of rest such as benches or small shade structures. Other improvements could include more unique paths and circulation and enhancing the planting design.

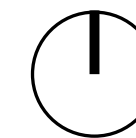
# inw Memorial Park Cemetery

## 5. ACCESSIBILITY RATING | SCALE 1 TO 5 (HIGHEST)

Rating: 4

## 6. GENERAL NOTES:

Percentage Floodplain: 0%  
 Active/Passive: Passive



# inw Mutt Run Dog Park

## 1. SITE LOCATION:

Mutt Run Dog Park is located right near Clinton Lake and Outlet Park in South Lawrence.

1330 E 902 Rd



## 2. GENERAL SITE DESCRIPTION:

Size: 130 acres

Classification: Dog Park

## 3. INVENTORY OF FACILITY AMENITIES AND CONDITIONS:

Vegetation/Planting - -/  
 Site Amenities - -/  
 Trails/Paths - 0/  
 Seating - -/  
 Shade - -/  
 Open Space - +/-

Rating Key
+ Excellent Condition
0 Good Condition
- Needs Improvement

## 4. STRENGTHS AND OPPORTUNITIES:

**Strengths:** Mutt Run Dog Park is a large dog park with trails, agility equipment, and other site amenities. It is mown and has open fields and is lined with wooded areas.

**Opportunities:** The park could benefit from several improvements, such as new agility equipment, seating, and shade structures. Another need for the site is new restroom facilities and watering facilities for the dogs, due to them being very unusable and outdated.

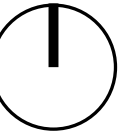
# inw Mutt Run Dog Park

## 5. ACCESSIBILITY RATING | SCALE 1 TO 5 (HIGHEST)

Rating: 4

## 6. GENERAL NOTES:

Percentage Floodplain: <4%  
 Active/Passive: Active

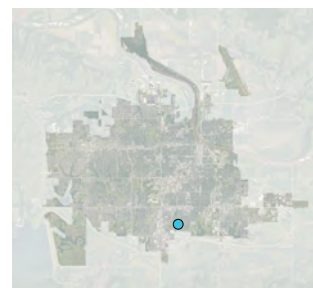


# inw Naismith Valley Park

## 1. SITE LOCATION:

Naismith Valley Park is located in south Lawrence off of the intersection of State Highway 10 and US Highway 59. The park spans a nearly a mile long from W 24th St to W 31st St.

1400 W 27th St



## 2. GENERAL SITE DESCRIPTION:

**Size:** 25 Acres  
**Classification:** Greenway/Preserve Area

## 3. INVENTORY OF FACILITY AMENITIES AND CONDITIONS:

Benches - 0/-  
 Walking Path - 0, Portions of path under construction.

Rating Key	
+	Excellent Condition
0	Good Condition
-	Needs Improvement

## 4. STRENGTHS AND OPPORTUNITIES:

**Strengths:** The walking path is in good condition, with the north half of the park under construction at the time of visiting. There is pedestrian crossing signage where the park intersects with major roads. The pedestrian crossing at 27th street is especially safe, with a stop light allowing easy crossing. There is a good mix of areas with high tree cover and open space.

**Opportunities:** There is an opportunity for clearer signage on the far north and far south trailheads. Additionally, some of the benches are in older condition and showing signs of wear. There is some minor water pooling in the lawn on the southwest portion of the park.

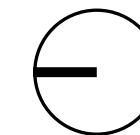
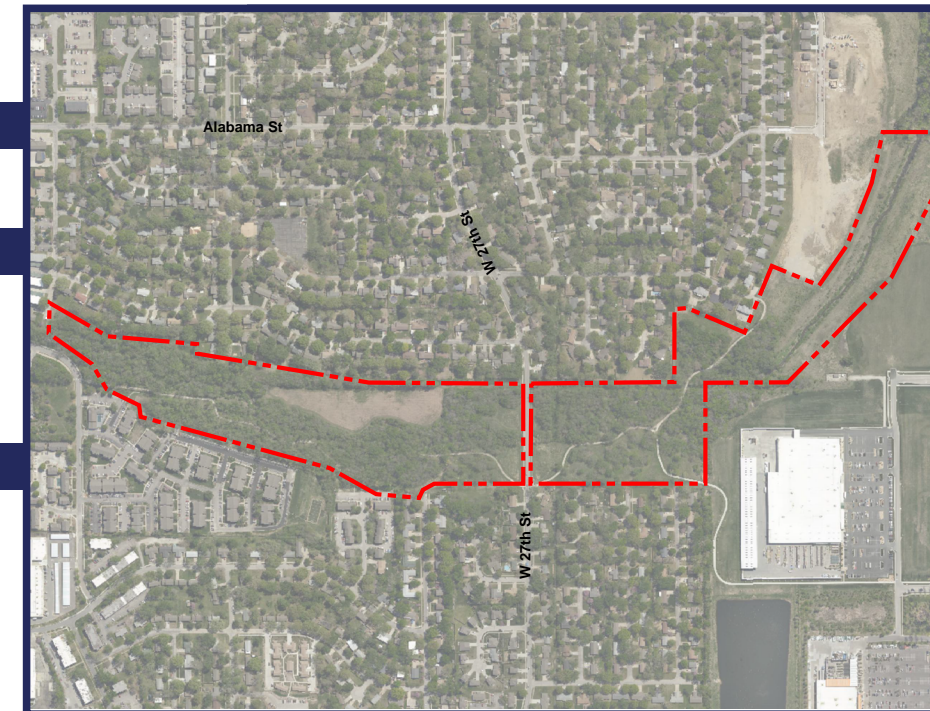
# inw Naismith Valley Park

## 5. ACCESSIBILITY RATING | SCALE 1 TO 5 (HIGHEST)

Rating: 4

## 6. GENERAL NOTES:

Percentage Floodplain: 92%  
 Active/Passive: Passive



# inw Oak Hill Cemetery

## 1. SITE LOCATION:

Oak Hill Cemetery is located on the Eastern side of Lawrence.

1605 Oak Hill Ave



## 2. GENERAL SITE DESCRIPTION:

**Size:** 60 acres

**Classification:** Funeral Services & Cemeteries

## 3. INVENTORY OF FACILITY AMENITIES AND CONDITIONS:

Hardscape/Paths - 0/-  
 Circulation - 0/-  
 Seating - -/-  
 Shade - +/-

Rating Key	
+	Excellent Condition
0	Good Condition
-	Needs Improvement

## 4. STRENGTHS AND OPPORTUNITIES:

**Opportunities:** The cemetery could benefit from some paving repair and additional planting design to help enhance the site's appearance. There is a good amount of tree shade but could include areas of rest such as tables and chairs or benches.

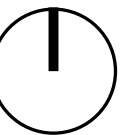
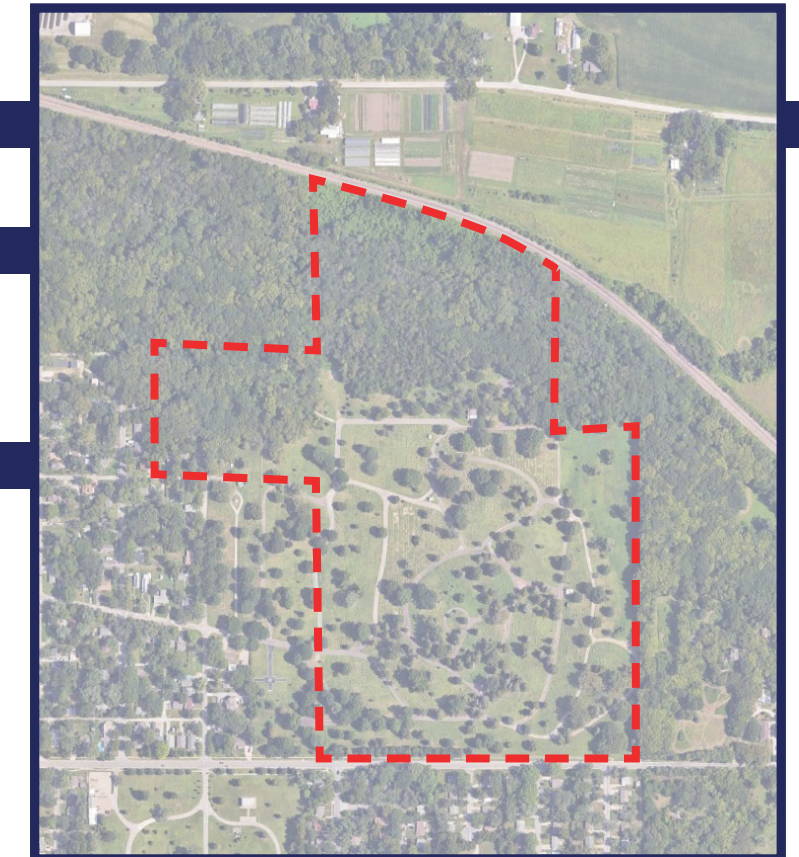
# inw Oak Hill Cemetery

## 5. ACCESSIBILITY RATING | SCALE 1 TO 5 (HIGHEST)

Rating: 5

## 6. GENERAL NOTES:

Percentage Floodplain: 0%  
 Active/Passive: Passive





# Outdoor Aquatic Center

## 1. SITE LOCATION:

The Outdoor Aquatic Center is located in Northern downtown Lawrence.

727 Kentucky St



## 2. GENERAL SITE DESCRIPTION:

Size: 3.5 acres

Classification: Recreation / Aquatic Center

## 3. INVENTORY OF FACILITY AMENITIES AND CONDITIONS:

Facility Roof --  
... - 0/-

Rating Key	
+	Excellent Condition
0	Good Condition
-	Needs Improvement

## 4. STRENGTHS AND OPPORTUNITIES:

**Strengths:** Lawrence Aquatic Center is an outdoor aquatic park/facility. It has a zero-entry pool space, playground, basketball court, swimming lap pool, slides, diving well, and a children's pool. It also features a shade structure and provides few seating opportunities.

**Opportunities:** The facility can benefit from building updates or additions, providing more seating and shade options, and developing a more appealing and updated park theme/color scheme.



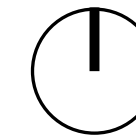
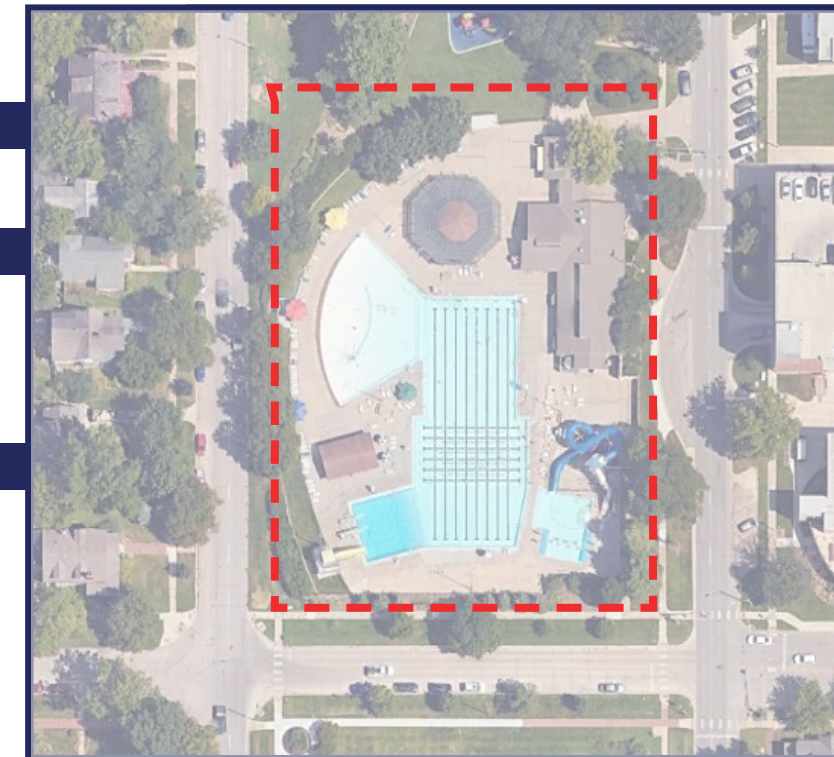
# Outdoor Aquatic Center

## 5. ACCESSIBILITY RATING | SCALE 1 TO 5 (HIGHEST)

Rating: 3

## 6. GENERAL NOTES:

Percentage Floodplain: 0%  
Active/Passive: Active





# inw Parnell Park

## 1. SITE LOCATION:

Parnell Park is located in east Lawrence and sits along Burroughs Creek Trail and across the street from the Burroughs Creek Trail Playground.

901 E 15th St



## 2. GENERAL SITE DESCRIPTION:

**Size:** 2.7 Acres

**Classification:** Neighborhood Park

## 3. INVENTORY OF FACILITY AMENITIES AND CONDITIONS:

Basketball Court - 0  
Benches - 0  
Picnic Tables - 0

Rating Key	
+	Excellent Condition
0	Good Condition
-	Needs Improvement

## 4. STRENGTHS AND OPPORTUNITIES:

**Strengths:** Parnell Park is well connected to Burroughs Creek Trail. There is good tree cover between the park and Maryland Street.

**Opportunities:** There is an opportunity to add sidewalks along Maryland Street to improve ADA access to the basketball courts and picnic tables.

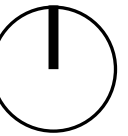
# inw Parnell Park

## 5. ACCESSIBILITY RATING | SCALE 1 TO 5 (HIGHEST)

Rating: 1

## 6. GENERAL NOTES:

Percentage Floodplain: 0%  
Active/Passive: Active



# inw Park Hills Parks

## 1. SITE LOCATION:

The Park Hills Parks are located in south Lawrence, sitting north of Billy Mills Middle School and west of Haskell Indian Nations University.

Along Montana and Vermont street, between Park Hill Terrace and Nebraska Street



## 2. GENERAL SITE DESCRIPTION:

Size: 2 Acres

Classification: Neighborhood Park

## 3. INVENTORY OF FACILITY AMENITIES AND CONDITIONS:

Basketball Courts - 0  
 BBQ Grill - 0  
 Playground, Park Hills #1 - -/-  
 Playground, Park Hills #2 - +  
 Picnic Tables - 0/-

Rating Key	
+	Excellent Condition
0	Good Condition
-	Needs Improvement

## 4. STRENGTHS AND OPPORTUNITIES:

**Strengths:** Park Hills #2 has new equipment in good condition. There is sidewalk access from the surrounding neighborhood and good tree cover.

**Opportunities:** There is an opportunity to improve side walk access and tree cover to parks #1 and #3. Park #1 has limited ADA access to the playground and basketball court and steeper terrain. The playground at park #1 is older and the benches are also in older condition with graffiti.

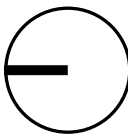
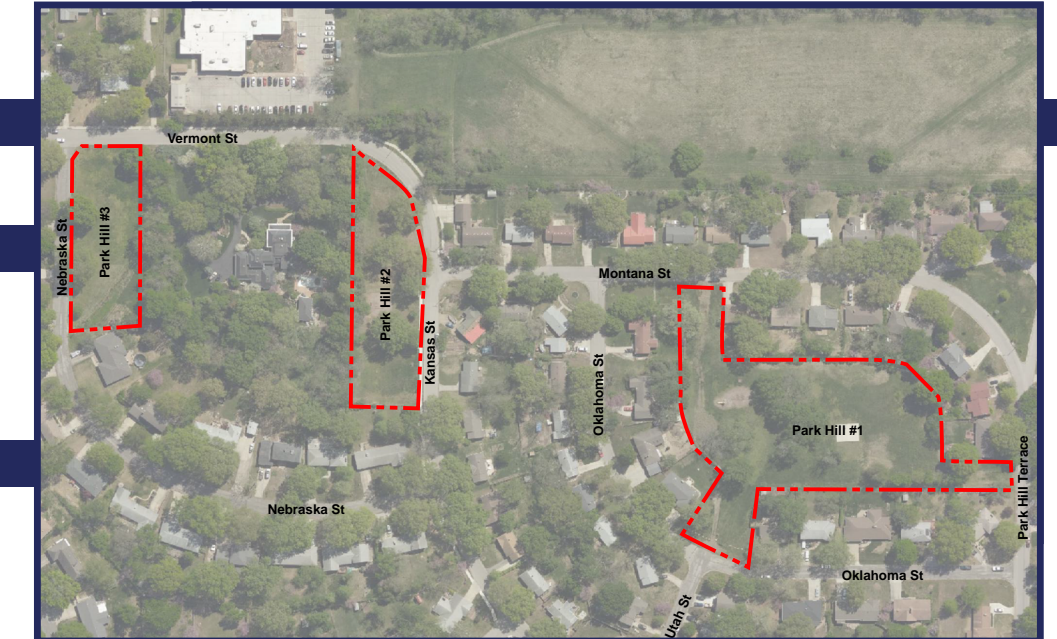
# inw Park Hills Parks

## 5. ACCESSIBILITY RATING | SCALE 1 TO 5 (HIGHEST)

Rating: 4

## 6. GENERAL NOTES:

Percentage Floodplain: 0%  
 Active/Passive: Passive



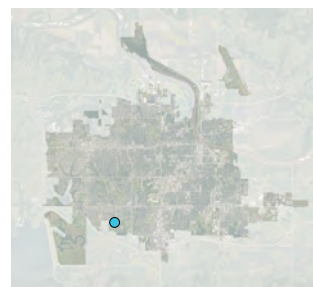


# Pat Dawson-Billings Nature Area

## 1. SITE LOCATION:

Pat Dawson-Billings Nature Area is located in southwest Lawrence. Nearby is the Kanza Southwind Nature Preserve and the Clinton Lake Leased Area.

3951 W 27th St



## 2. GENERAL SITE DESCRIPTION:

**Size:** 42 Acres

**Classification:** Greenway/Preserve Area

## 3. INVENTORY OF FACILITY AMENITIES AND CONDITIONS:

Fishing - 0

Walking path - 0/-

Rating Key	
+	Excellent Condition
0	Good Condition
-	Needs Improvement

## 4. STRENGTHS AND OPPORTUNITIES:

**Strengths:** This nature area has great tree cover and has good sidewalk access on the north side. The existing tree cover creates a buffer between the park and the nearby roads.

**Opportunities:** There is an opportunity to improve the access to the path from the sidewalk and parking lot. Currently, the path appears blocked by a gate and park goes cut through the grass or between the rocks and gate in order to access the trail. There is an opportunity to add seating along the path and near the water.



# Pat Dawson-Billings Nature Area

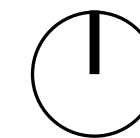
## 5. ACCESSIBILITY RATING | SCALE 1 TO 5 (HIGHEST)

Rating: 1

## 6. GENERAL NOTES:

Percentage Floodplain: 100%

Active/Passive: Passive



# inw Peterson Road Park

## 1. SITE LOCATION:

Peterson Road Park is located in north Lawrence. South of the park is Deerfield Elementary School, Deerfield Park, and the Lawrence Country Club.

2250 Peterson Rd



## 2. GENERAL SITE DESCRIPTION:

Size: 22 Acres

Classification: Other

## 3. INVENTORY OF FACILITY AMENITIES AND CONDITIONS:

Benches - 0  
Community Garden - +  
Picnic Tables - 0/-  
Playground - +

Rating Key	
+	Excellent Condition
0	Good Condition
-	Needs Improvement

## 4. STRENGTHS AND OPPORTUNITIES:

**Strengths:** Peterson Road Park is not completely developed, but the existing amenities are in good condition. There is a crosswalk adjacent to the park allowing for better accessibility and safety of users.

**Opportunities:** Currently, one of the picnic tables at the park has been damaged. There is an opportunity to add temporary shade structures or flexible seating/play options in the open space while the park awaits funding for completion.

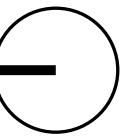
# inw Peterson Road Park

## 5. ACCESSIBILITY RATING | SCALE 1 TO 5 (HIGHEST)

Rating: 3

## 6. GENERAL NOTES:

Percentage Floodplain: 0%  
Active/Passive: Active



# inw Prairie Park

## 1. SITE LOCATION:

Prairie Park is located in southeast Lawrence and is south of Chaparral Park.

2811 S Kensington Rd



## 2. GENERAL SITE DESCRIPTION:

**Size:** 72 Acres

**Classification:** Community Park

## 3. INVENTORY OF FACILITY AMENITIES AND CONDITIONS:

Basketball Court - 0	Picnic Shelters - 0
BBQ Grill - 0/-	Playground - +/-0
Benches - 0/-	Restrooms - 0
Drinking Fountain - 0/-	Tennis Courts - 0
Electrical Outlets - 0	Walking Paths - 0
Picnic Tables - 0	

**Rating Key**  
 + Excellent Condition  
 0 Good Condition  
 - Needs Improvement

## 4. STRENGTHS AND OPPORTUNITIES:

**Strengths:** Prairie Park is well connected to the surrounding neighborhood sidewalks and the trails provide users with ADA access throughout the park. There is signage to guide users through the paths and the nature center and playground provide educational opportunities, various play options, and plenty of shaded seating.

**Opportunities:** There is an opportunity to add a map of the site along the trails in addition to the existing arrow signage. The trail could use more benches along the water and more tree buffer between the trail and E 31st st. There are educational signs along the trail in older condition and fading. The eastern playground has some wear and graffiti, but is overall in good condition.

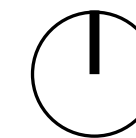
# inw Prairie Park

## 5. ACCESSIBILITY RATING | SCALE 1 TO 5 (HIGHEST)

Rating: 4

## 6. GENERAL NOTES:

Percentage Floodplain: 0%  
 Active/Passive: Active



# inw Quail Run Park

## 1. SITE LOCATION:

Quail Run Park is in west Lawrence and north of the Conrad and Viola McGrew Nature Preserve. East of the park is Quail Run Elementary School.

1134 Inverness Dr



## 2. GENERAL SITE DESCRIPTION:

Size: 5 Acres

Classification: Neighborhood Park

## 3. INVENTORY OF FACILITY AMENITIES AND CONDITIONS:

Rating Key	
+	Excellent Condition
0	Good Condition
-	Needs Improvement

## 4. STRENGTHS AND OPPORTUNITIES:

**Strengths:** Quail Run Park has good tree cover.

**Opportunities:** There is an opportunity to connect this area to the adjacent playground and sidewalks by adding a trail or seating. Adding more amenities to the space could encourage more use of the open space.

# inw Quail Run Park

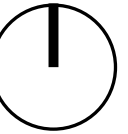
## 5. ACCESSIBILITY RATING | SCALE 1 TO 5 (HIGHEST)

Rating: 2

## 6. GENERAL NOTES:

Percentage Floodplain: 0%

Active/Passive: Passive



# inw Riverfront Park

## 1. SITE LOCATION:

Riverfront Park is located in northeast Lawrence with 10 miles of a trail along the east side of the Kansas River.

1594 N 3rd St



## 2. GENERAL SITE DESCRIPTION:

Size: 994 Acres

Classification: Community Park

## 3. INVENTORY OF FACILITY AMENITIES AND CONDITIONS:

Boat Ramps - 0  
 Disk Golf - 0  
 Dog Park - 0  
 Native Grass Area - 0  
 Walking & Biking Trails - 0/-

Rating Key	
+	Excellent Condition
0	Good Condition
-	Needs Improvement

## 4. STRENGTHS AND OPPORTUNITIES:

**Strengths:** Riverfront park provides great views to the water, excellent tree cover, plenty of space, and a variety of recreational use options for users.

**Opportunities:** The roads entering into the park are in poor condition with large potholes. There are trails closer to the river used by hikers and disc golfers that have become overgrown with vines in some spaces and could use a more consistent paving. Currently, the levee trail is only accessible from the parking lot by hiking a steep road. The dog park is in good condition with no fence.

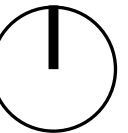
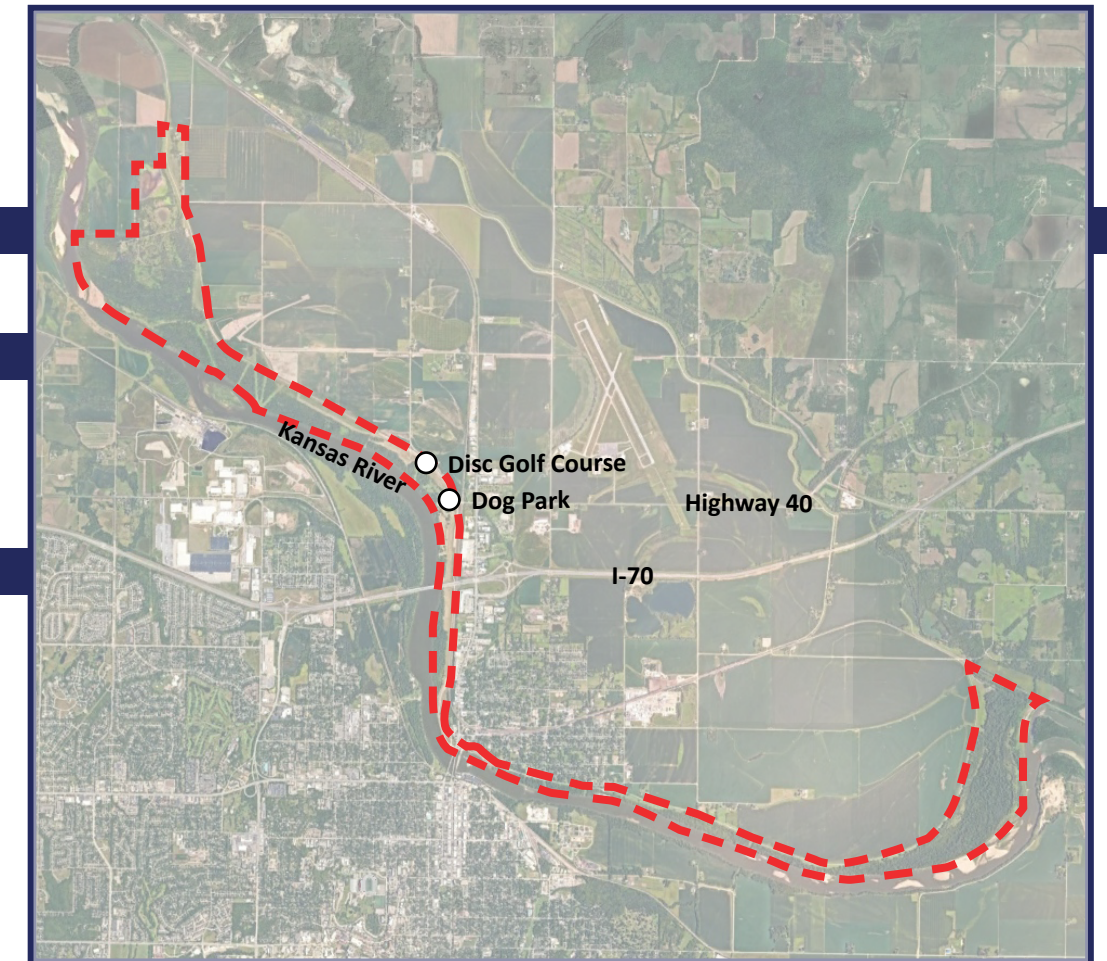
# inw Riverfront Park

## 5. ACCESSIBILITY RATING | SCALE 1 TO 5 (HIGHEST)

Rating: 2

## 6. GENERAL NOTES:

Percentage Floodplain: 100%  
 Active/Passive: Passive



# Robinson Park

## 1. SITE LOCATION:

Robinson Park is located in north east Lawrence along the Kansas River right before the Massachusetts and Vermont St bridge.

4 W 6th St



## 2. GENERAL SITE DESCRIPTION:

Size: 1 Acre

Classification: Neighborhood Park

## 3. INVENTORY OF FACILITY AMENITIES AND CONDITIONS:

Benches - 0/  
Walking Path - 0

Rating Key	
+	Excellent Condition
0	Good Condition
-	Needs Improvement

## 4. STRENGTHS AND OPPORTUNITIES:

**Strengths:** Robinson Park is accessible from the surrounding neighborhoods, with sidewalk access on the east and west. The planters on the streetscape are well maintained and the park has mature trees providing shade.

**Opportunities:** Even more screen trees could be added to reduce noise from the adjacent road. Some of the benches are in moderate condition.

# Robinson Park

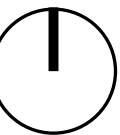
## 5. ACCESSIBILITY RATING | SCALE 1 TO 5 (HIGHEST)

Rating: 4

## 6. GENERAL NOTES:

Percentage Floodplain: 0%

Active/Passive: Passive



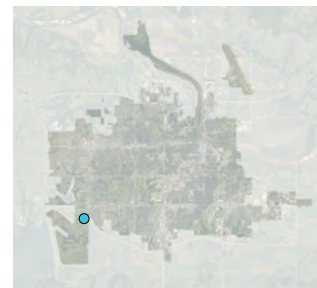


# Rotary Arboretum

## 1. SITE LOCATION:

The Rotary Arboretum is located just off of the K-10 Highway in South Lawrence.

5100 W 27th St.



## 2. GENERAL SITE DESCRIPTION:

**Size:** 28 acres

**Classification:** Arboretum / Nature Gardens

## 3. INVENTORY OF FACILITY AMENITIES AND CONDITIONS:

Site Structures - +/-  
 Trails/Paths - 0/-  
 Vegetation/Planting - +/-  
 Seating - +/-

Rating Key	
+	Excellent Condition
0	Good Condition
-	Needs Improvement

## 4. STRENGTHS AND OPPORTUNITIES:

**Strengths:** The Rotary Arboretum has several gardens, native pollinator gardens and butterfly gardens. There are trails, shade structures/pavillions, seating, and waterfront views.

**Opportunities:** The Arboretum could benefit from updating area with poor hardscape and paving. Some of the site amenities are a little out-of-date, and so some seating and furniture could be replaced.

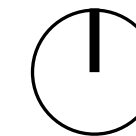
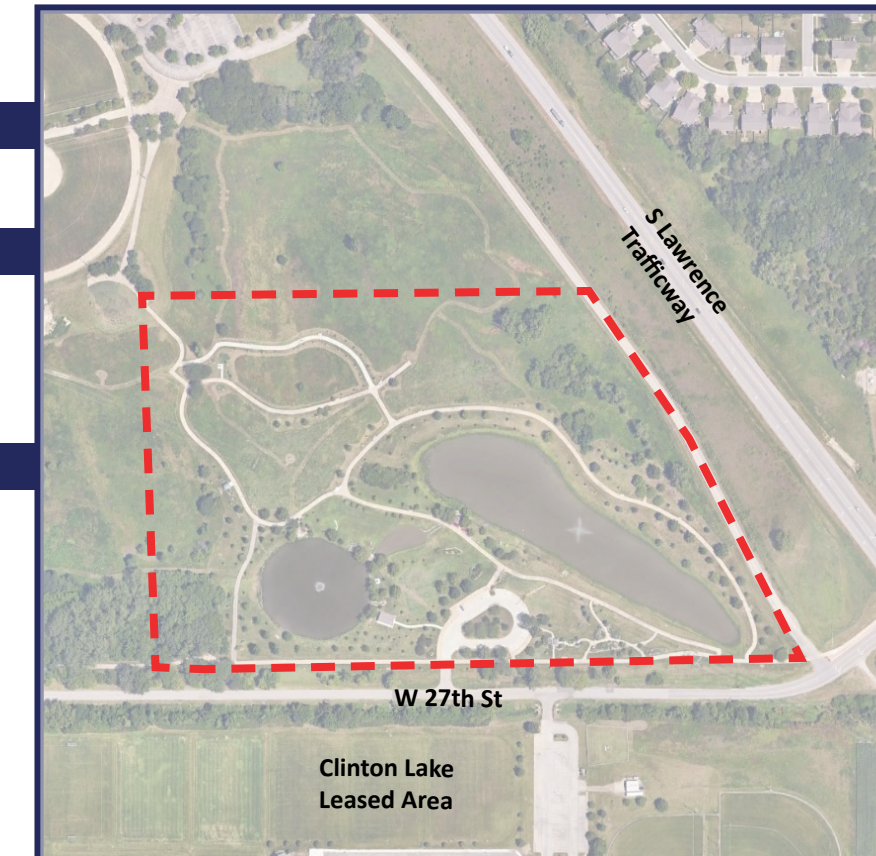
# Rotary Arboretum

## 5. ACCESSIBILITY RATING | SCALE 1 TO 5 (HIGHEST)

Rating: 4

## 6. GENERAL NOTES:

Percentage Floodplain: 75%  
 Active/Passive: Passive



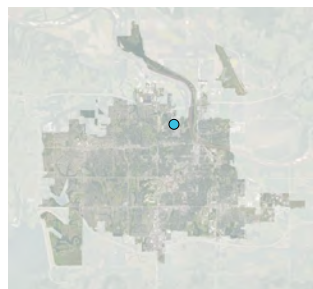


# Sandra J. Shaw Community Health Park

## 1. SITE LOCATION:

Sandra J. Shaw Community Health Park is in North Lawrence and to the west of Burcham Park.

110 Maine St



## 2. GENERAL SITE DESCRIPTION:

Size: 7.8 Acres

Classification: Neighborhood Park

## 3. INVENTORY OF FACILITY AMENITIES AND CONDITIONS:

- Benches - 0
- Fishing - 0
- Picnic Shelter - 0/-
- Picnic Tables - 0
- Walking & Biking Path - +/-0

Rating Key	
+	Excellent Condition
0	Good Condition
-	Needs Improvement

## 4. STRENGTHS AND OPPORTUNITIES:

**Strengths:** The walking path is in great condition and well connected to Maine Street.

**Opportunities:** There is typical wear on the shelters and benches. There is also an opportunity to integrate more comfortable and more frequent benches. Currently, there is a seating area near the parking lot that could be more screened to allow for a quieter user experience. Additionally, the parking lot is unpaved and has some water pooling.



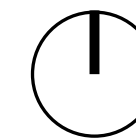
# Sandra J. Shaw Community Health Park

## 5. ACCESSIBILITY RATING | SCALE 1 TO 5 (HIGHEST)

Rating: 4

## 6. GENERAL NOTES:

Percentage Floodplain: 100%  
Active/Passive: Passive



# South Park

## 1. SITE LOCATION:

South Park is in East Lawrence. The Lawrence Parks and Recreation Admin Office sits in the center of the park.

1198 Massachusetts St



## 2. GENERAL SITE DESCRIPTION:

Size: 14 Acres

Classification: Community Park

## 3. INVENTORY OF FACILITY AMENITIES AND CONDITIONS:

Aquatic Center - 0	Picnic Tables - 0
Butterfly Garden - +	Playground - +
Community Building - 0	Restrooms - 0/-
Electrical Outlets - 0	
Flower Gardens - +	
Gazebo - +	

**Rating Key**  
 + Excellent Condition  
 0 Good Condition  
 - Needs Improvement

## 4. STRENGTHS AND OPPORTUNITIES:

**Strengths:** South Park has new and inclusive play equipment and overall a variety of play and recreation opportunities. There is ample space both in shade and sun to sit and plenty of different seating options. The planting beds throughout the park are well maintained.

**Opportunities:** There is a crosswalk between the two east and west halves of the park in the center of the block. Adding improved crosswalks on both the north and south intersections could allow easier access.

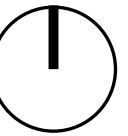
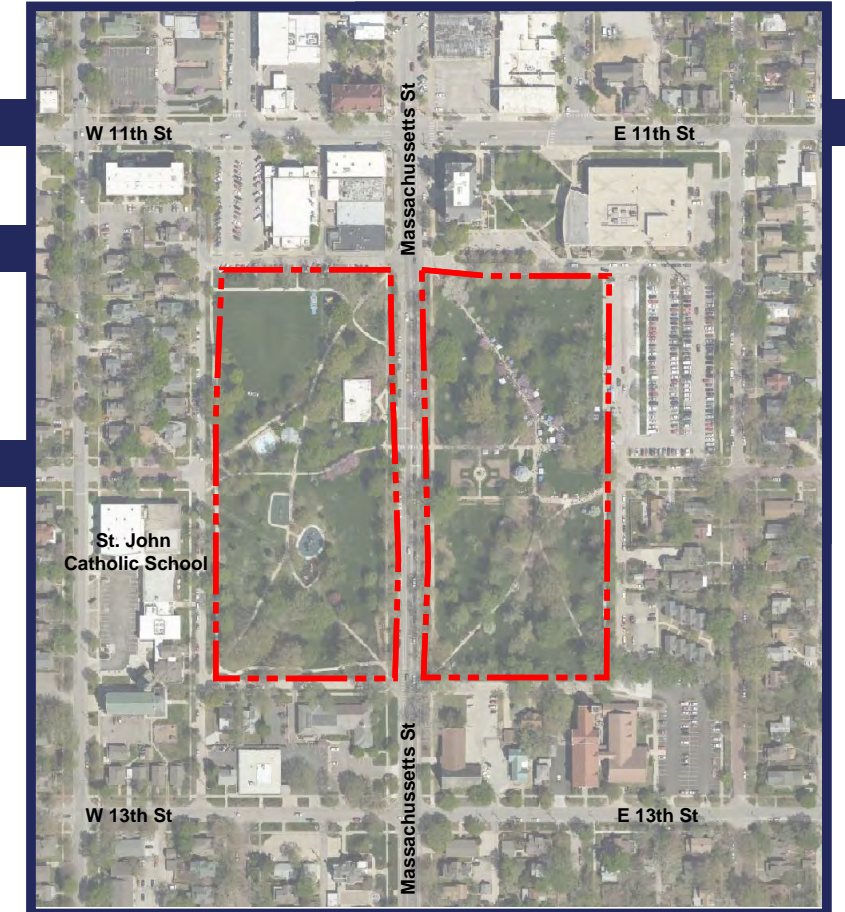
# South Park

## 5. ACCESSIBILITY RATING | SCALE 1 TO 5 (HIGHEST)

Rating: 4

## 6. GENERAL NOTES:

Percentage Floodplain: 100%  
 Active/Passive: Active



# inw Stonegate Park

## 1. SITE LOCATION:

Stonegate Park is located in north Lawrence and sits just south of I-70.

3706 Hunters Hill Dr



## 2. GENERAL SITE DESCRIPTION:

Size: 4 Acres

Classification: Neighborhood Park

## 3. INVENTORY OF FACILITY AMENITIES AND CONDITIONS:

Benches - 0  
 Playground - under construction  
 Walking Path - 0

Rating Key	
+	Excellent Condition
0	Good Condition
-	Needs Improvement

## 4. STRENGTHS AND OPPORTUNITIES:

**Strengths:** Overall, the walking path is in good condition with good tree cover. The trail is well-connected to the sidewalk of the surrounding neighborhood.

**Opportunities:** There are a few places where the walking path is cracking. There is an opportunity to add more seating along the length of the trail.

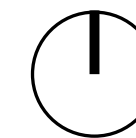
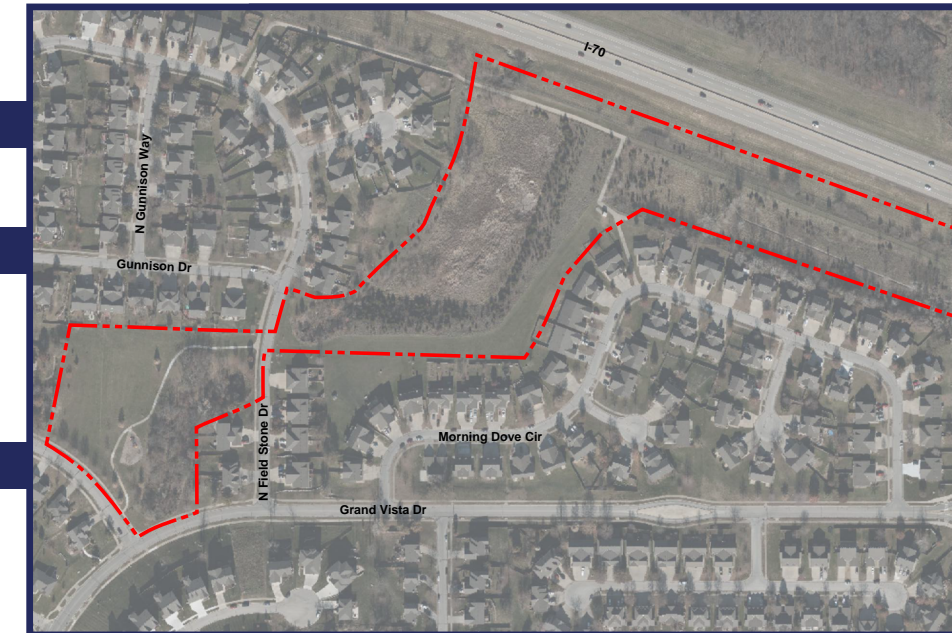
# inw Stonegate Park

## 5. ACCESSIBILITY RATING | SCALE 1 TO 5 (HIGHEST)

Rating: 4

## 6. GENERAL NOTES:

Percentage Floodplain: 0%  
 Active/Passive: Active





# Union Pacific Depot Park Area

## 1. SITE LOCATION:

Union Pacific Depot Park is located just north of the river in North Lawrence.

402 N 2nd St



## 2. GENERAL SITE DESCRIPTION:

Size: 3 acres

Classification: Train Depot / Public Park

## 3. INVENTORY OF FACILITY AMENITIES AND CONDITIONS:

Facility/Structure - +/-  
Sculpture Area - 0/-  
Seating - -/-  
Planting/Vegetation - 0/-  
Hardscape/Paving - -/-

Rating Key	
+	Excellent Condition
0	Good Condition
-	Needs Improvement

## 4. STRENGTHS AND OPPORTUNITIES:

**Strengths:** The Union Pacific Depot Park is a functional train stop that offer the public a place visit and see the trains in addition to a flower garden with art sculptures. The facility also provides other public amenities that make is easy to for small outdoor events during the warmer seasons.

**Opportunities:** The park serves as a great and unique space for events, exploration and relaxation. It could benefit from some updates on hardscape and paving, due to some damaged and uneven areas, in addition to updated seating.



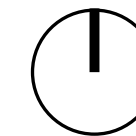
# Union Pacific Depot Park Area

## 5. ACCESSIBILITY RATING | SCALE 1 TO 5 (HIGHEST)

Rating: 4

## 6. GENERAL NOTES:

Percentage Floodplain: <1%  
Active/Passive: Both

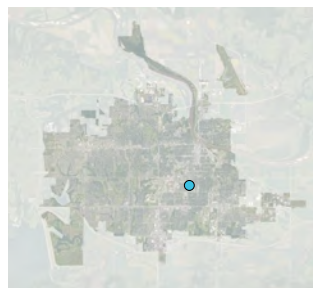


# inw Veteran's Park

## 1. SITE LOCATION:

Veteran's Park is located in central Lawrence and is north of Lawrence High School.

Intersection of W 19th St and Ohio St



## 2. GENERAL SITE DESCRIPTION:

Size: 3 Acres

Classification: Neighborhood Park

## 3. INVENTORY OF FACILITY AMENITIES AND CONDITIONS:

Basketball Courts - 0  
Benches - 0/-  
Playground - +  
Tennis Court - +/-  
Walking Path - +  
Water Fountain - -

### Rating Key

+ Excellent Condition  
0 Good Condition  
- Needs Improvement

## 4. STRENGTHS AND OPPORTUNITIES:

**Strengths:** Veteran's Park offers plenty of recreational activities, is well connected to the surrounding neighborhoods and parking, and has a great balance of tree cover to open lawn. The playground is in new condition.

**Opportunities:** There is an opportunity to update the entries into the tennis courts, as there is some cracking and wear along the curbs. In addition, some of the benches and the water fountain are in older condition.

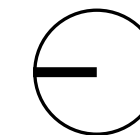
# inw Veteran's Park

## 5. ACCESSIBILITY RATING | SCALE 1 TO 5 (HIGHEST)

Rating: 4

## 6. GENERAL NOTES:

Percentage Floodplain: 0%  
Active/Passive: Passive



# inw Walnut Park

## 1. SITE LOCATION:

Walnut Park is located in northeast Lawrence along the Kansas River. The park sits west of Woodlawn Elementary School and John Taylor Park.

211 N 4th St



## 2. GENERAL SITE DESCRIPTION:

**Size:** 2.5 Acres

**Classification:** Neighborhood Park

## 3. INVENTORY OF FACILITY AMENITIES AND CONDITIONS:

BBQ Grill - 0/-  
 Picnic Shelter - -  
 Playground - 0/-  
 Picnic Tables - 0/-

Rating Key	
+	Excellent Condition
0	Good Condition
-	Needs Improvement

## 4. STRENGTHS AND OPPORTUNITIES:

**Strengths:** Walnut Park has a good amount of tree cover and the swings are in good condition.

**Opportunities:** Other than the swings, the rest of the playground equipment is older and can use some more diversity of play options. The picnic shelter has some rusting and warping and the parking lot has some uneven spots. In addition, adding sidewalk access from the parking lot and surrounding neighborhood to the park would allow for better accessibility.

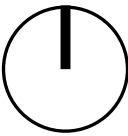
# inw Walnut Park

## 5. ACCESSIBILITY RATING | SCALE 1 TO 5 (HIGHEST)

Rating: 2

## 6. GENERAL NOTES:

Percentage Floodplain: 0%  
 Active/Passive: Active



# Water Tower Park

## 1. SITE LOCATION:

Water Tower Park is in central Lawrence, south of Hillcrest Elementary School and next to the University of Kansas.

1648 Stratford Rd



## 2. GENERAL SITE DESCRIPTION:

Size: 2 Acres

Classification: Neighborhood Park

## 3. INVENTORY OF FACILITY AMENITIES AND CONDITIONS:

Benches - 0/-  
 Picnic Tables - 0  
 Playground - 0  
 Walking Path - 0

Rating Key	
+	Excellent Condition
0	Good Condition
-	Needs Improvement

## 4. STRENGTHS AND OPPORTUNITIES:

**Strengths:** Water Tower Park is connected to the surrounding neighborhood with its sidewalks to the south and west.

**Opportunities:** There is an opportunity for even better access to the surrounding neighborhood through adding a sidewalk on the east sides of the property. The sidewalk on the south side of the playground could be better marked.

Note: north portion of property is under construction as of 3/30/23

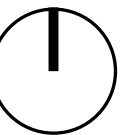
# Water Tower Park

## 5. ACCESSIBILITY RATING | SCALE 1 TO 5 (HIGHEST)

Rating: 2

## 6. GENERAL NOTES:

Percentage Floodplain: 0%  
 Active/Passive: Active





# Woody Park

## 1. SITE LOCATION:

Woody Park is located in north Lawrence, near to Sandra J. Shaw Community Health Park and Burcham Park.

201 Maine St



## 2. GENERAL SITE DESCRIPTION:

Size: 4 Acres

Classification: Neighborhood Park

## 3. INVENTORY OF FACILITY AMENITIES AND CONDITIONS:

Baseball & Softball Field - 0/-

Rating Key	
+	Excellent Condition
0	Good Condition
-	Needs Improvement

## 4. STRENGTHS AND OPPORTUNITIES:

**Strengths:** Woody Park sits on a large plot of land with plenty of open space in addition to the baseball field. The park is in walking distance to the trailhead for Sandra J. Shaw Community Health Park.

**Opportunities:** There is limited sidewalk access to the park. Adding in a sidewalk all along the east and south faces of the park would allow for easier access from the surrounding neighborhoods. The benches and curbs in the dugouts are in older condition and there is an opportunity to add spectator seating for baseball games.

# Woody Park

## 5. ACCESSIBILITY RATING | SCALE 1 TO 5 (HIGHEST)

Rating: 1

## 6. GENERAL NOTES:

Percentage Floodplain: 6%

Active/Passive: Active



# APPENDIX B:

## VOLUNTEER / PARTNERSHIP BEST PRACTICES & RECOMMENDATIONS

### Best Practices in Volunteer Management

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

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

- Add end-of-lifecycle process steps to the Volunteer Manual to ensure that there is formal documentation of resignation or termination of volunteers. Also include ways to monitor and track reasons for resignation/termination and perform exit interviews with outgoing volunteers when able.
- In addition to number of volunteers and volunteer hours, categorization and tracking volunteerism by type and extent of work, is important:
  - Regular volunteers: Those volunteers whose work is continuous, provided their work performance is satisfactory and there is a continuing need for their services.
  - Special event volunteers: Volunteers who help with a particular event with no expectation that they will return after the event is complete.
  - Episodic volunteers: Volunteers who help with a particular project type on a recurring or irregular basis with no expectation that they will return for other duties.
  - Volunteer interns: Volunteers who have committed to work for the agency to fulfill a specific higher-level educational learning requirement.
  - Community service volunteers: Volunteers who are volunteering over a specified period to fulfill a community service requirement.

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

### Policy Recommendations for Public/Private Partnerships

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

- Upon entering into an agreement with a private business, group, association or individual, the Department staff and political leadership must recognize that they must allow the private entity to meet their financial objectives within reasonable parameters that protect the mission, goals and integrity of the Department.
- As an outcome of the partnership, the Department must receive a designated fee that may include a percentage of gross revenue dollars less sales tax on a regular basis, as outlined in the contract agreement.
- The working agreement of the partnership must establish a set of measurable outcomes to be achieved, as well as the tracking method of how those outcomes will be monitored by the agency. The outcomes will include standards of quality, financial reports, customer satisfaction, payments to the agency, and overall coordination with the Department for the services rendered.
- Depending on the level of investment made by the private contractor, the partnership agreement can be limited to months, a year or multiple years.



- If applicable, the private contractor will provide a working management plan annually that they will follow to ensure the outcomes desired by the Department. The management plan can and will be negotiated, if necessary. Monitoring the management plan will be the responsibility of both partners. The agency must allow the contractor to operate freely in their best interest, if the outcomes are achieved, and the terms of the partnership agreement are adhered to.
- The private contractor cannot lobby agency advisory or governing boards for renewal of a contract. Any such action will be cause for termination. All negotiations must be with the Department Director or their designee.
- The agency has the right to advertise for private contracted partnership services or negotiate on an individual basis with a bid process based on the professional level of the service to be provided.
- If conflicts arise between both partners, the highest-ranking officers from both sides will try to resolve the issue before going to each partner's legal counsels. If none can be achieved, the partnership shall be dissolved.

## Partnership Opportunities

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

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

## Best Practice for All Partnerships

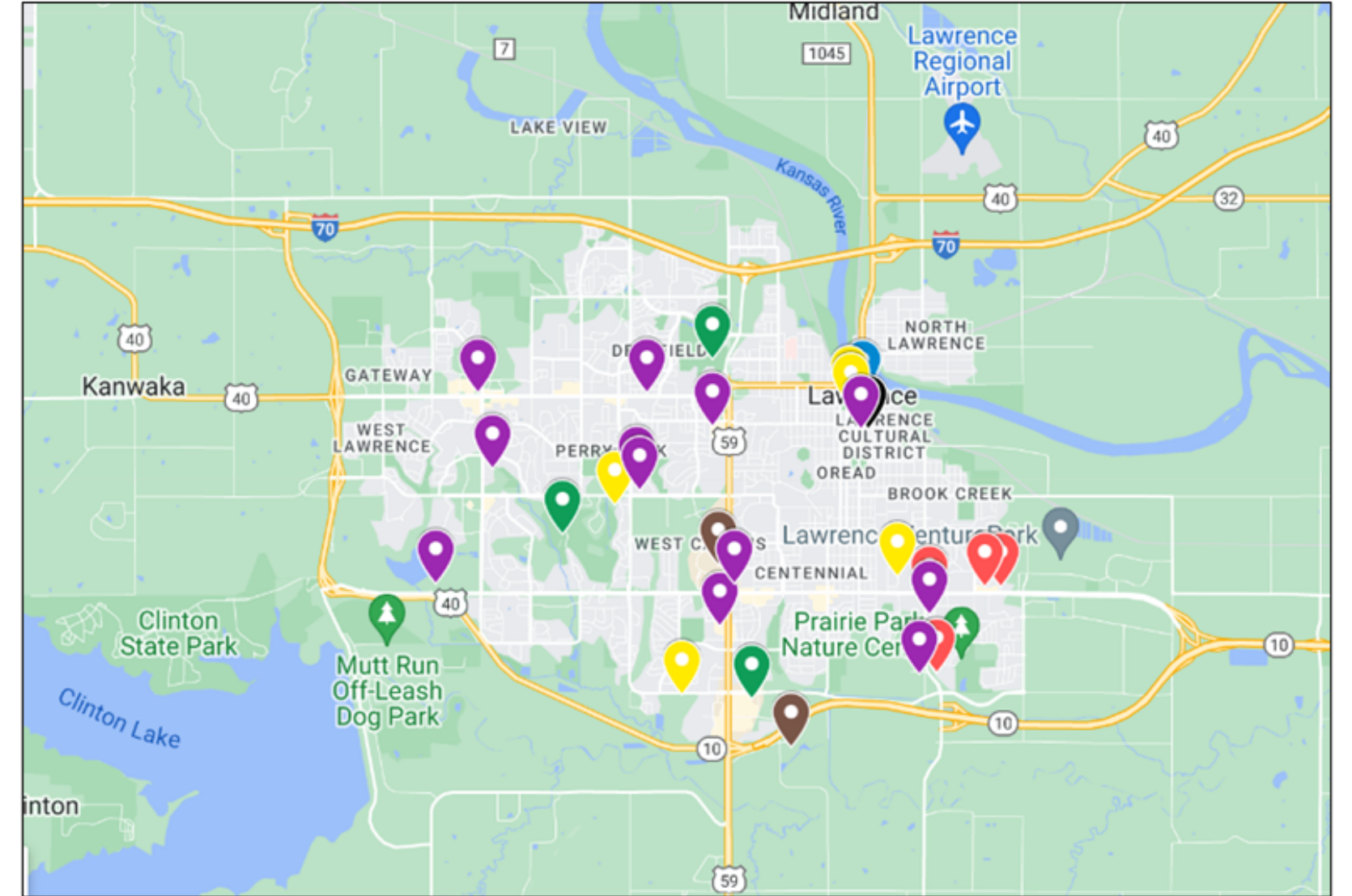
All partnerships developed and maintained by the Department should adhere to common policy requirements. These include:

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

# APPENDIX C:

## SIMILAR PROVIDER ANALYSIS

The map and table below show several similar providers that staff deem competitors to the Lawrence Parks & Recreation Department. These similar providers, as well as new competitors, should be monitored on an annual basis to ensure program prices and facility memberships are positioned appropriately within the market.



Similar Providers					
Name of Agency	Location in the City / County	Operator (Public / Private / Not-for-Profit)	General Description	Price Comparison with your Services (Same / Lower / Higher)	Distance in minutes from your Prime Facility
Lawrence Gymnastics Academy	4930 Legends Dr, Lawrence, KS 66049 (785) 865-0856	Private	General Description	Higher	5 min
Jayhawk Gymnastics	2332 Haskell Ave, Lawrence, KS 66046 (785) 727-1721	Private	General Description	Higher	20 min
Lawrence Country Club		private	General Description	higher	5 miles
Jayhawk Club		private	privately owned	higher	3 miles
Douglas Country Special Olympics	Lawrence/Douglas Country	Not-For profit	Offers year-round sports training, education, and athletic competition for children and adults with intellectual disabilities We share a lot of participants.	Lower	
Cottonwood Inc.	Lawrence/Douglas Country	Not-For profit	Provide services to individuals with intellectual development disabilities. Work with them and provide services to many of their clients		4.2 miles

Goodlife Innovations	Lawrence/Douglas Country	Not-For profit	Provide services to individuals with intellectual development disabilities. Work with them and provide services to many of their clients		1.8 miles
Art in the Park	South Park	Lawrence Arts Guild - not-for-profit	Fine Arts Fair - food trucks, music	Higher	0
Bizarre Bazaar	Lawrence Arts Center	Lawrence Arts Center	Event with music, food and hand-crafted specialty items created by local artists	Same	0.25 mile
Lawrence Arts Center	940 New Hampshire	Not for profit	All arts space, including youth/adult dance	No fees easily accessible	5 minutes
Hughs Dance	1414 N. 3rd St	Private	Youth/adult dance	No fees easily accessible	10 minutes
Sunflower State Dance	2004 E. 23rd St	Private	Youth dance	No fees easily accessible	15-20 minutes
Dazzlers Christian Dance	925 Iowa	Private	Youth dance	\$52/1 hour monthly	15-20 minutes
Lawrence Dance Gallery	4940 Legends Dr.	Private	Youth Dance	\$60/half hour monthly	25 minutes
JF Dance	512 E. 9th St	Private	Adult Dance	\$85/1 hour monthly	3 miles
Prime Martial Arts	1310 Research Park and 1800 E. 23rd ST	Private	Youth/Adult Martial Arts	No fees easily accessible	25 minutes
Rivers Brazilian Jiu Jitsu	911 Mass. St	Private	Youth/Adult Martial Arts	No fees easily accessible	3 miles
Genesis	Lawrence, KS	Private	Health Club- Has Tennis	Higher	10 Minutes

Level Up Arena	Kansas City	Private	Esports	Higher	42 Min
Boys and Girls Club	Lawrence, KS	Not for profit	day camps	NA	10 minutes
Genesis Health Club	3201 Mesa Way Lawrence, KS 66049	Private	offers water fitness classes and swimming lessons with membership	same rate information only available during membership orientation	5 min
Shawnee County P&R	Topeka	Not-for-Profit	Offers Baseball, Basketball, Softball, Volleyball	Lower	35 min
Johnson County P&R	Shawnee, New Century, Roeland Park	Not-for-Profit	Offers Basketball, Flag Football, Pickleball, Soccer, Softball, Volleyball	Higher	45-50 min
Olathe P&R	Olathe	Not-for-Profit	Offers Basketball, Soccer, Softball, Volleyball, Tennis Clinics	Same to Higher	35 min
KC Crew	Overland Park, Kansas City	Public	Offers Basketball, Cornhole, Golf, Pickleball, Softball, Volleyball	Higher	45-60 min
Lenexa P&R	Lenexa	Not-for-Profit	Offers Basketball, Pickleball (Clinics, Leagues, & Tournaments)	Same	40 min
Blue Valley Recreation	Blue Valley	Not-for-Profit	Offers Fencing Lessons, Kickball, Pickleball, Table Tennis, Tennis (Leagues & Lessons)	Higher	50 min
Sporting Adult Leagues	Kansas City	Public	Offers Kickball, Soccer	Higher	35 min

Baker Wetlands Discovery Center	1365 N. 1250 Road, Lawrence KS 66046	Private	Nature center on a wetland preserve that offers environmental education programs to similar age demographics. May have a stronger market niche with adults, weaker market niche with school field trips, camps.	Similar	3.2 miles
KU Field Station Education Program	350 Wild Horse Road, Lawrence, KS, 66044	Public	New educational branch of KU Field Station. Still in the earliest stages of becoming a robust environmental education organization. May have a stronger market niche with adults, weaker market niche with children.	Lower	11 miles
Lawrence Public Library Retirement Boot Camp	707 Vermont Street, Lawrence, KS 785-843-3833	Public	Library programs for age 50 and older	Rate info: <a href="https://lplks.org/">https://lplks.org/</a>	.5 miles
Senior Resource Center	746 Vermont Street, Lawrence, KS 785-842-0543	Public	Programs and services for age 50 and older	Rate info: <a href="https://yoursrc.org/">https://yoursrc.org/</a>	.5 miles
Osher Institute	151 St. Andrews Drive, Lawrence, KS 785-864-6779	Non-Profit	Education, travel and events for age 50 and older	Rate info: <a href="https://jayhawkglobal.ku.edu/osher-home">https://jayhawkglobal.ku.edu/osher-home</a>	1 mile
Lawrence Arts Center	940 New Hampshire Street, Lawrence, KS 785-843-2787	Non-Profit	Arts classes	Rate info: <a href="https://lawrenceartscenter.org/">https://lawrenceartscenter.org/</a>	.5 miles

Body Boutique	2330 Yale Road, Lawrence, KS 785-749-2424	Private	Fitness classes, personal training	Rate info: <a href="https://www.bodyboutiquefitness.com/">https://www.bodyboutiquefitness.com/</a>	1.5 miles
Crunch Fitness	1900 W 23rd Street, Lawrence, KS 785-371-4044	Private	Fitness classes, personal training	Rate info: <a href="https://www.crunch.com/locations/lawrence">https://www.crunch.com/locations/lawrence</a>	2.5 miles
Planet Fitness	2525 Iowa Street, Lawrence, KS 785-865-3771	Private	Fitness classes, personal training	Rate info: <a href="https://www.planetfitness.com/gyms/lawrence-ks">https://www.planetfitness.com/gyms/lawrence-ks</a>	1 mile
Genesis	5200 Clinton Parkway and 3201 Mesa Way, Lawrence, KS	Private	Fitness classes, personal training	Rate info: <a href="https://www.genesishealthclubs.com/locations/lawrence.html">https://www.genesishealthclubs.com/locations/lawrence.html</a>	3 miles
The Underground Lab	919 E. 29th St. 785-312-9862	Private	Personal Training	Rate Info: <a href="https://www.uglination.com/">https://www.uglination.com/</a>	3.1 miles
Yoga Center of Lawrence	920 Mass St. 785-917-0432	Private	Yoga Classes	Rate Info: <a href="https://www.yogacenteroflawrence.org/pricing">https://www.yogacenteroflawrence.org/pricing</a>	.5 miles
Yellow Brick Yoga	1410 Kasold Dr. 785-504-9617	Private	Yoga Classes	Rate Info: <a href="https://www.yellowbrick.yoga/rates">https://www.yellowbrick.yoga/rates</a>	3.5 miles
Be Moved Studio	2 E. 7th St. 785-550-0205	Private	Yoga Classes	Rate Info: <a href="https://bemovedstudio.com/">https://bemovedstudio.com/</a>	.7 miles
Om Tree and Sunflower	804 Mass St. 785-218-0038	Private	Massage, Pilates, Yoga	Rate Info: <a href="https://www.omtreeshalayoga.com/">https://www.omtreeshalayoga.com/</a>	.4 miles

Lava Yoga Lawrence	1520 Wakarusa Dr. 785-371-9600	Private	Hot & Cool Yoga Classes	Rate Info: <a href="https://lavayogalawrence.com/prices/">https://lavayogalawrence.com/prices/</a>	4.8 miles
Bluestem Yoga	3727 W. 6th St. 785-274-9774	Private	Yoga, Meditation	Rate info: <a href="https://www.bluestemyoga.com/pricing-1">https://www.bluestemyoga.com/pricing-1</a>	3.4 miles
Tallgrass Training & Wellness	3300 Bob Billings Pkwy. 785-917-8344	Private	Yoga, meditation, personal training	Rate Info: <a href="https://www.tallgrasstrainingandwellness.com/">https://www.tallgrasstrainingandwellness.com/</a>	3.2 miles
Aligned Pilates	4824 Quail Crest Pl. 785-505-0066	Private	Pilates, Yoga, Barre	Rate Info: <a href="http://alignedpilateslawrence.com/rates/">http://alignedpilateslawrence.com/rates/</a>	5.1 miles
Genesis Health Club	5200 Clinton Pkwy. 785-749-6762	Private	Yoga, Fitness, Zumba	Rate Info: <a href="https://www.genesishealthclubs.com/">https://www.genesishealthclubs.com/</a>	6.5 miles
Vibe Studio	1014 Mass St.	Private	Yoga	Rate Info: <a href="https://www.vibelawrence.com/yoga">https://www.vibelawrence.com/yoga</a>	.4 miles
Tallgrass Training & Wellness	3300 Bob Billings Pkwy. 785-917-8344	Private	Personal Training & Fitness	Rate Info: <a href="https://www.tallgrasstrainingandwellness.com/">https://www.tallgrasstrainingandwellness.com/</a>	3.3 miles
Medlen's Health & Fitness	1033 Home Cir. 785-979-7954	Private	Personal Training, fitness coach	Rate Info: <a href="http://www.medlenfitness.com">www.medlenfitness.com</a>	2.4 miles
Athletic Strength Institute	720 E. 9th St. 785-813-1823	Private	Personal Training, Martial Arts, Sports Performance	Rate Info: 785-813-1823	1.1 miles

Next Level Rising	711 W. 23rd St. 785-760-0036	Private	Personal Training, HITT Training, Boxing, Nutrition	Rate Info: 785-760-0036	2 miles
Orange Theory	565 Wakarusa Dr. 785-727-4220	Private	Personal Training	Rate Info: <a href="https://www.orangetheory.com/en-us">https://www.orangetheory.com/en-us</a>	4.9 miles
Invictus Fitness	900 New Jersey No Phone	Private	Personal Training	Rate Info: <a href="http://www.invictusfitnesslawrence.com">www.invictusfitnesslawrence.com</a>	.6 miles
Evolution Athletics	1811 W. 31st St. 785-813-1164	Private	Personal Training	Rate Info: <a href="https://www.evolutionathletics.net/">https://www.evolutionathletics.net/</a>	4.1 miles
Credo Fit	1215 Delaware St. 913-285-0181	Private	Personal Training	Rate Info: <a href="https://www.credo.fit/">https://www.credo.fit/</a>	.6 miles

# APPENDIX D:

## CORE PROGRAMS - DESCRIPTIONS, GOALS, AND EXAMPLES

Core Program Area	Example Programs
<p><b>Adult Sports</b></p> <p>Description: Competitive and recreational sports leagues open to adults in Lawrence.</p> <p>Goals/Outcomes: Provide competitive and recreational athletics to the public. Achieve full cost recovery.</p>	<ul style="list-style-type: none"> <li>Basketball</li> <li>Pickleball</li> <li>Softball</li> <li>Volleyball</li> </ul>
<p><b>Aquatics</b></p> <p>Description: Water fitness has all the components of fitness: cardiovascular fitness, flexibility, muscular and endurance strength. Water can offer aerobic activity, resistance training and flexibility all at the same time. Working out in the water is perfect for those who find certain movements on land-running, striding, kicking, dancing-too jarring or painful. We have a wide variety of classes, including classes for expecting mothers, seniors, individuals with arthritis, or those recovering from an injury</p> <p>Aquatics instruction includes learning the basics of Learn-to Swim, Lifeguard Training, Water Safety Instructor training, Private Swimming lessons and Private personal training</p> <p>Goals/Outcomes: Provide overall fitness for patrons. This includes physical, social and emotional fitness.</p> <p>Achieve full cost recovery for advanced skill programs and specialized private trainings.</p>	<ul style="list-style-type: none"> <li>Swim Lessons</li> <li>Water Safety</li> <li>Aqua Fit</li> <li>Aqua HIIT</li> </ul>
<p><b>Camps</b></p> <p>Description: Provide activities such as trips, swimming, bowling, arts and crafts, etc... Along with promoted STEM, and free summer lunches.</p> <p>Goals/Outcomes: Provide a positive impact on the children's mental and physical health. Provide essentially all-day day care from 730-530pm. Strive to be a safe and fun place for children ages 5-12 can come during the entire summer.</p>	<ul style="list-style-type: none"> <li>School Break Camps</li> <li>Summer Camp</li> </ul>
<p><b>Gymnastics</b></p> <p>Description: Parks and Recreation offers a comprehensive gymnastics program to guide children in their gymnastic skill development, as well as increase self-esteem, independence, and character while having fun and unique experiences in a healthy atmosphere. Gymnastics classes for children ages 18 months and up at Sports Pavilion Lawrence®</p> <p>Goals/Outcomes: To provide Gymnastics programming for children from walking age to 14 years old. This will allow youth opportunities to be involved</p>	<ul style="list-style-type: none"> <li>Tumble Bears</li> <li>Beginning, Intermediate, and Advanced Boys and Girls Gymnastics</li> <li>Ninja Warriors</li> <li>Camps</li> </ul>

<p>in physical fitness at a low cost. Achieve cost recovery for all programs offered.</p>	
<p><b>Golf</b></p> <p>Description: Instructional and competitive golf programming for preschool aged children to seniors. Programs are designed to build an interest in golf, build skill levels with various parts of the game, and to allow more experienced players opportunities to enjoy a social and competitive environment.</p> <p>Goals/Outcomes: Provide programs to build interest in the game of golf for all skill levels. Achieve full cost recovery for value added programs and ancillary services.</p>	<ul style="list-style-type: none"> <li>Men's and Women's League</li> <li>Private Lessons</li> <li>Junior and Adult Clinics</li> <li>Tournaments</li> </ul>
<p><b>Lifelong Recreation</b></p> <p>Description: Designed to maintain an active lifestyle for adults of all ages with an emphasis on the interests and schedules of people aged 50 and older.</p> <p>Goals/Outcomes: Provide programs that promote physical and mental wellness, education, and creative expression in a social environment. Address barriers to participation with varied opportunities. Achieve fiscal goals.</p>	<ul style="list-style-type: none"> <li>Yoga</li> <li>Trips</li> <li>Strength Training</li> <li>Creative Writing</li> </ul>
<p><b>Nature</b></p> <p>Description: Environmental education programs and outdoor recreation activities to promote an appreciation of the importance of conserving the natural world.</p> <p>Goals/Outcomes:</p> <ul style="list-style-type: none"> <li>Provide programs and an environmental education facility for all citizens to have the opportunity to experience connection with the natural world.</li> <li>Provide programs with a broad price range to reach outcomes of both financial sustainability as well as equity.</li> <li>Achieve full cost recovery for most programs.</li> <li>Earn a total program revenue for the year that is greater than previous years.</li> </ul>	<ul style="list-style-type: none"> <li>Community Outreach</li> <li>Breakfast with Animals</li> <li>Winter Hiking Club</li> <li>Nature Creations</li> </ul>
<p><b>Special Events</b></p> <p>Description: Free and open to the public - arts, culture and entertainment opportunities accessible to the entire community of all ages.</p> <p>Goals/Outcomes: Equitable and inclusive community programs that also help us meet our goals related to the Strategic Plan:</p> <ul style="list-style-type: none"> <li>Unmistakable identity progress indicators UI-1 - UI-6. <a href="https://stories.opengov.com/lawrencecks/published/cmnhutGSW">https://stories.opengov.com/lawrencecks/published/cmnhutGSW</a></li> </ul>	<ul style="list-style-type: none"> <li>Holiday Extravaganza</li> <li>Summerfest</li> <li>City Band Concerts in the Park</li> <li>Spring Craft Show</li> </ul>
<p><b>Youth Sports</b></p>	








# APPENDIX E:

## PROGRAM DEVELOPMENT WORKSHEET TEMPLATE

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

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

# APPENDIX F:

## PRECEDENT IMAGERY SURVEY

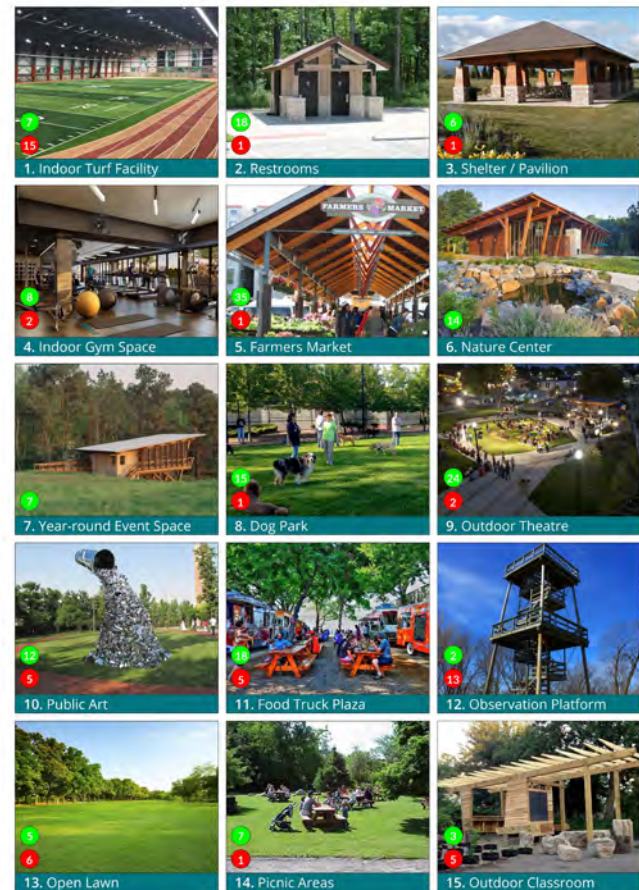


FIGURE 1.1 - Lawrence Programming Preference Board 1 Results

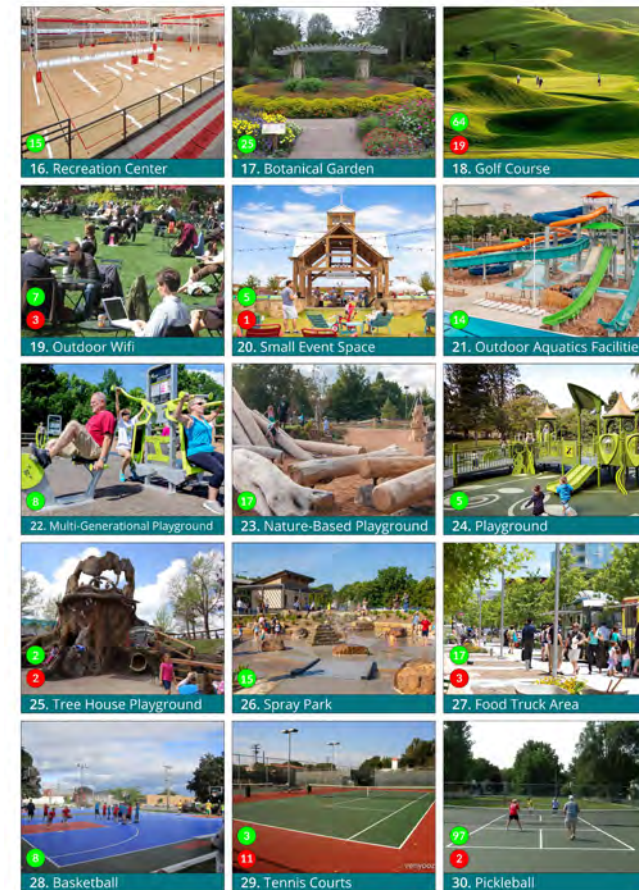


FIGURE 1.2 - Lawrence Programming Preference Board 2 Results

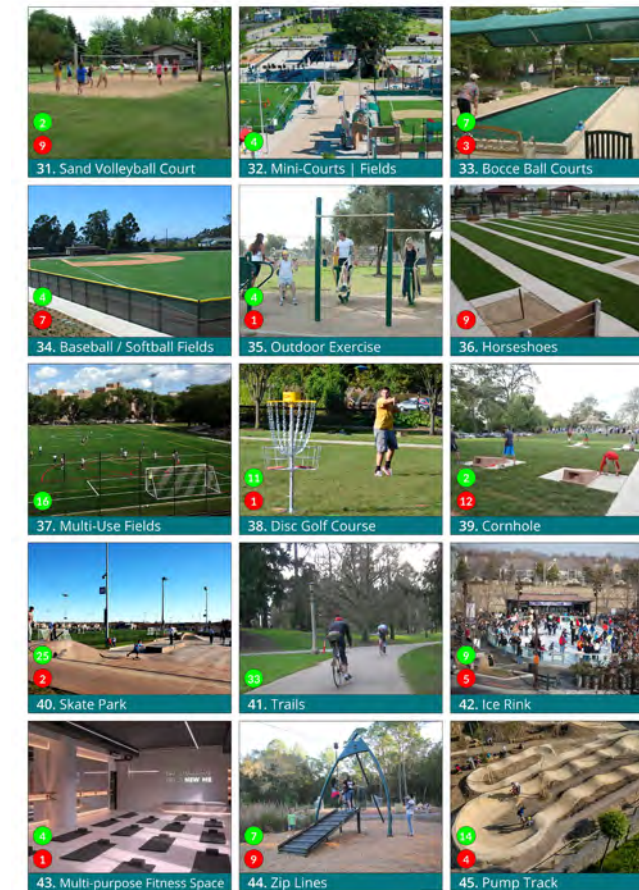


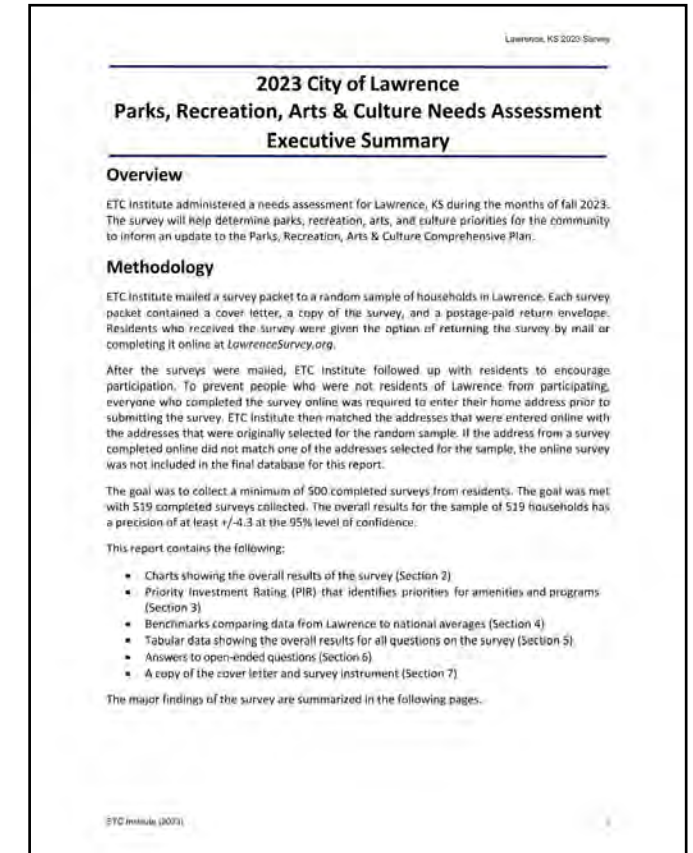
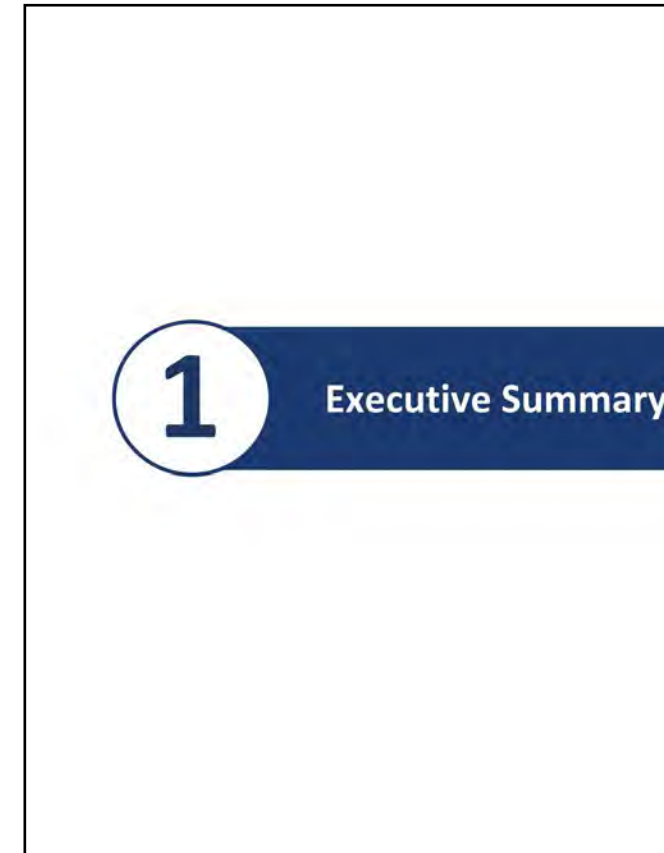
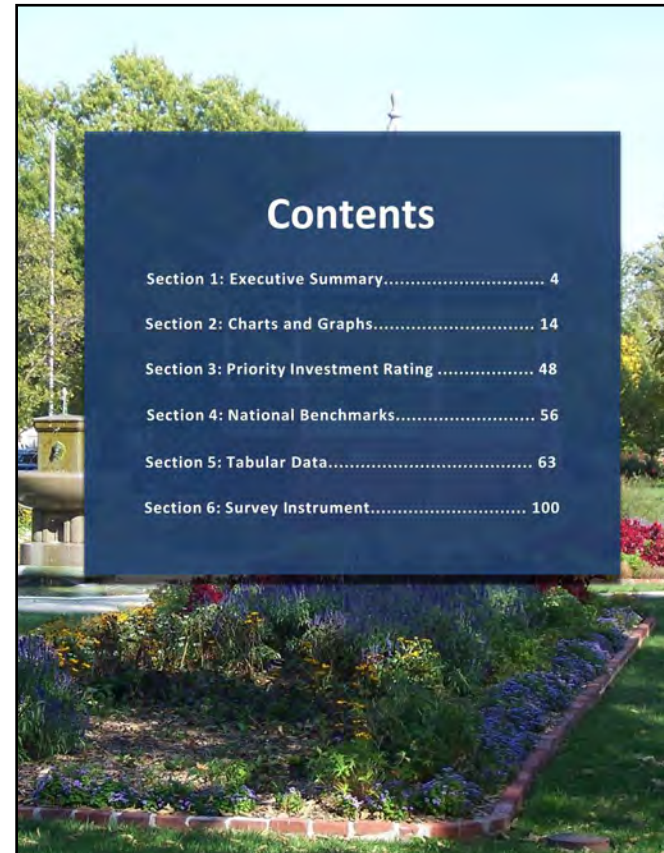
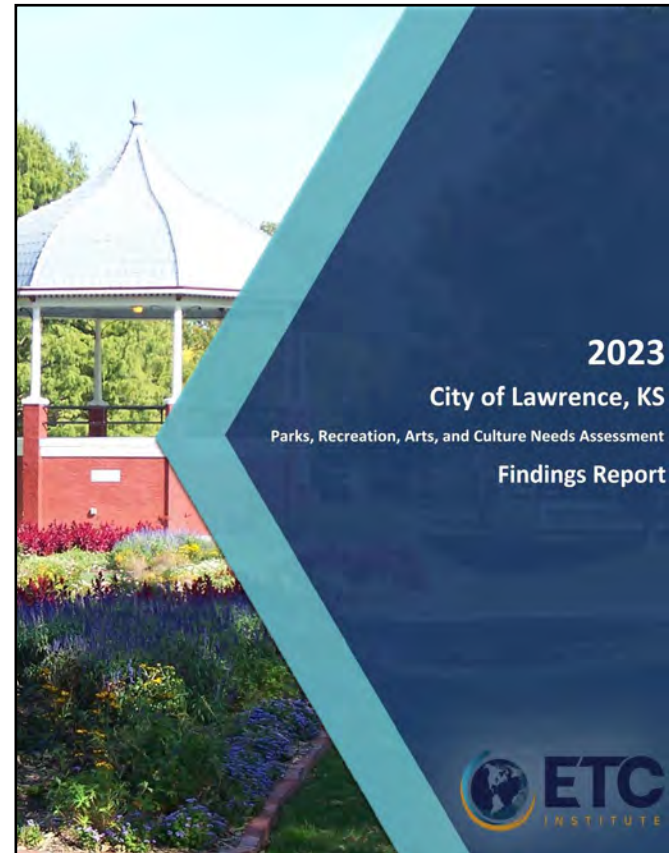
FIGURE 1.3 - Lawrence Programming Preference Board 3 Results



FIGURE 1.4 - Lawrence Arts Preference Board 1 Results

# APPENDIX G:

## STATISTICALLY VALID SURVEY



DRAFT

**Lawrence Parks and Recreation Facilities**

**Use Overview.** Most respondents (92%) report visiting a City of Lawrence Parks and Recreation facility during a typical year. Respondents are most often discouraged from visiting because they do not feel safe using parks/facilities (29%), they use other city/state/private/HOA facilities (17%), or the lack of restrooms (17%).

**Support for Improvements.** Respondents were provided with a list of 10 potential improvements to parks and recreation facilities and asked to rate their level of support for the improvement. Respondents were most supportive (rating "somewhat supportive" or "very supportive") of improving existing parks infrastructure (88%), improving the existing trail system (85%), and improving/adding restroom facilities (83%). These are also the three improvements most important to respondent households.

**City of Lawrence Recreation Programs and Events**

**Recreation Program or Event Participation Overview.** Sixty-four percent (64%) of respondents report participating in recreation programs or events offered by the City of Lawrence in a typical year. Respondents are most often discouraged from participating because they are too busy/not interested (36%), they don't know what is offered (33%), or they prefer individual activities (20%).

**Community Arts and Culture Programs and Events Participation Overview.** Sixty-five percent (65%) of respondents report participating in community arts and culture programs or events in a typical year. Respondents are most often discouraged from participating because they don't know what is offered (43%) or they are too busy/not interested (41%).

**Importance of Arts and Culture Programs.** Respondents were asked to select the three roles/services provided by the city's arts and culture programs that are most important to their household. Respondents most often selected supporting local artists and art organizations (48%), preserving and presenting local history (34%), and exposure to local/regional artists and performers (34%).

**Interest in Event Concepts.** Respondents were asked to select all the types of event concepts that their household would be interested in. Art and cultural celebrations (73%), outdoor entertainment (65%), festivals (54%), and food/drink events (54%) were the event concepts with the highest level of interest.

**Awareness of Services/Programs.** Respondents were provided with a list of 8 arts and cultural services and programs offered by the City of Lawrence and asked to indicate their familiarity. Respondents were most aware of (selecting "use" or "aware, but do not use") community events (90%), performing arts classes (86%), and public art (85%).

**Support for Public Art Programs.** Most respondents (77%) either "somewhat support" (31%) or "strongly support" (46%) a public art program in Lawrence.

**Other Major Findings**

**Support for City Grant Programs.** Most respondents (78%) either "somewhat support" (31%) or "strongly support" (47%) city grant programs for arts, culture, and events.

**Access to the Arts.** Most respondents (52%) either "agree" (31%) or "strongly agree" (21%) that they would like more access to the arts for themselves or their family.

**Satisfaction with Overall Value.** Most respondents (65%) say they feel either "satisfied" (51%) or "very satisfied" (14%) with the overall value that their household receives from the City of Lawrence parks, facilities, programs, and services.

**Perceptions of Parks, Recreation, Arts, and Culture.** Respondents most often agreed (selecting "mostly agree" or "strongly agree") that they feel welcome in the City's parks, programs, and facilities (75%), the city has parks and recreation facilities for people like them (74%), and parks are well-maintained (72%).

**Benefits of Parks, Recreation, Arts, and Culture.** Respondents were provided with a list of 14 potential benefits of parks, recreation, arts, and culture and asked to rate their agreement with each. Respondents most often agreed (rating "agree" or "strongly agree") that they provide access to greenspace, nature, and playgrounds (87%), provide access to transportation (77%), improve physical health and fitness (77%), and preserve open space and protect the environment (77%).

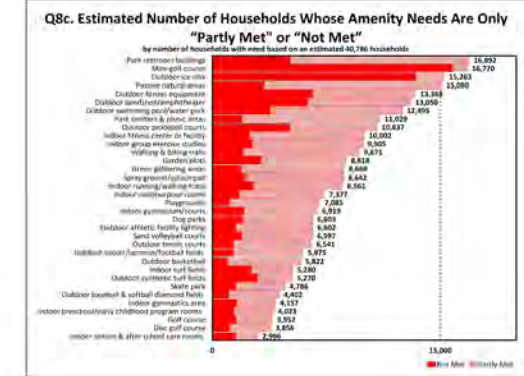
**Parks and Recreation Facilities/Amenities Needs and Priorities**

**Amenity Needs:** Respondents were asked to identify if their household had a need for 34 amenities and to rate how well their needs for each were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had the greatest "unmet" need for various amenities.

The three amenities with the highest percentage of households that have an unmet need:

1. Park restroom buildings – 16,892 households
2. Mini-golf course – 16,770 households
3. Outdoor ice rink – 15,263 households

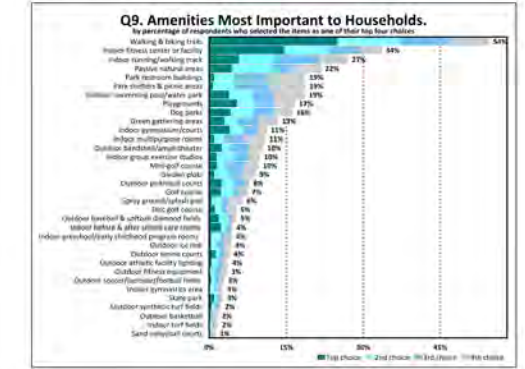
The estimated number of households that have unmet needs for each of the 34 amenities assessed is shown in the chart below.



**Amenities Importance:** In addition to assessing the needs for each amenity, ETC Institute also assessed the importance that residents placed on each item. Based on the sum of respondents' top four choices, these were the four amenities ranked most important to residents:

1. Walking & biking trails (54%)
2. Indoor fitness center or facility (34%)
3. Indoor running/walking track (27%)
4. Passive natural areas (22%).

The percentage of residents who selected each amenity as one of their top four choices is shown in the chart below.

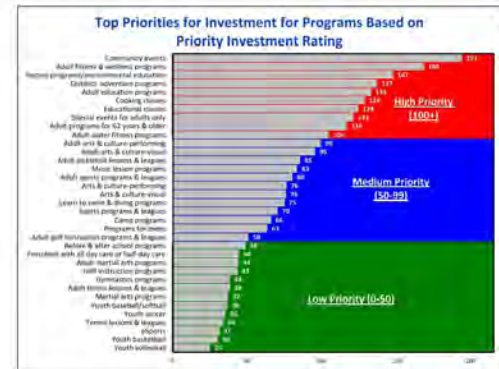


**Priorities for Program Investments:** The Priority Investment Rating (PIR) was developed by ETC Institute to provide organizations with an objective tool for evaluating the priority that should be placed on recreation and parks investments. The Priority Investment Rating (PIR) equally weighs (1) the importance that residents place on programs and (2) how many residents have unmet needs for the activity/program. [Details regarding the methodology for this analysis are provided in Section 3 of this report.]

Based on the Priority Investment Rating (PIR), the following programs were rated as high priorities for investment:

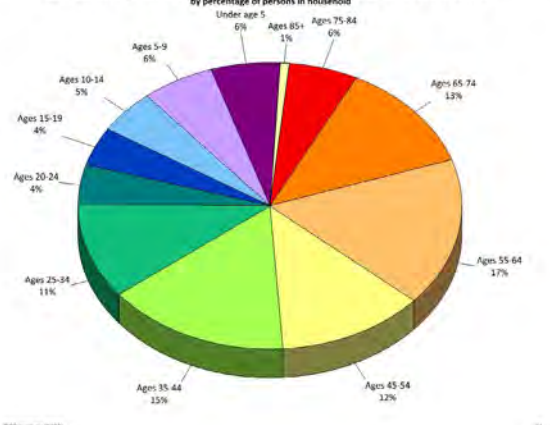
- Community events (PIR=193)
- Adult fitness and wellness programs (PIR=168)
- Nature programs/environmental education (PIR=147)
- Outdoor adventure programs (PIR=137)
- Adult education programs (PIR=133)
- Cooking classes (PIR=128)
- Educational classes (PIR=124)
- Special events for adults only (PIR=121)
- Adult programs for 62 years and older (PIR=116)
- Adult water fitness programs (PIR=104)

The chart below shows the Priority Investment Rating for each of the 35 programs assessed on the survey.

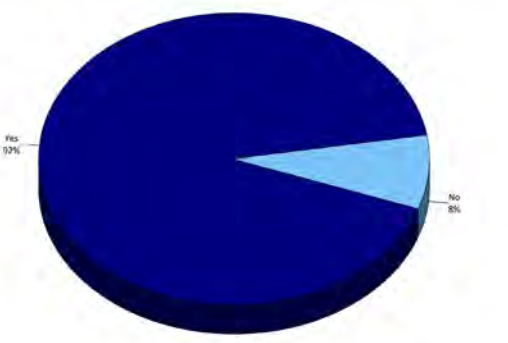


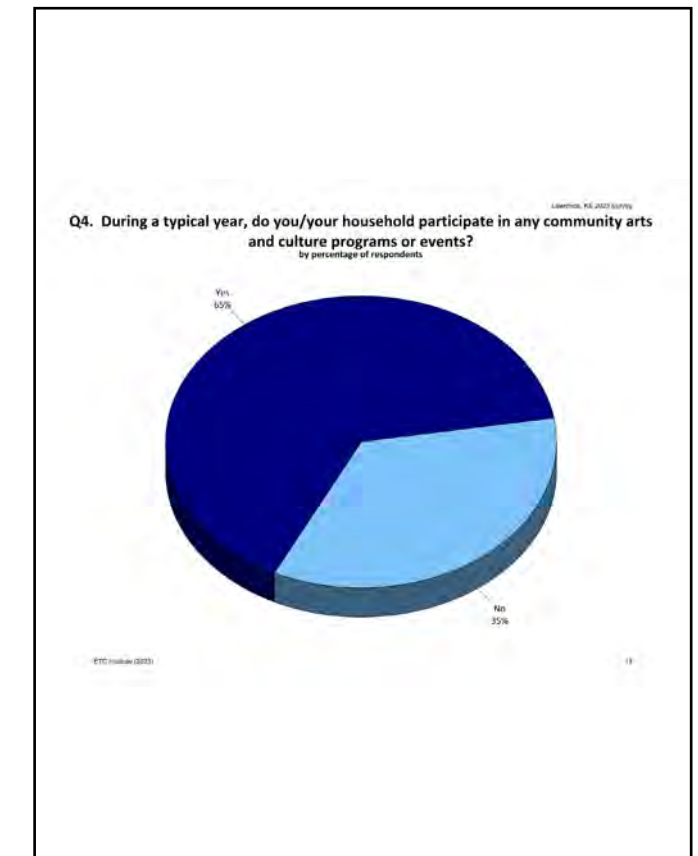
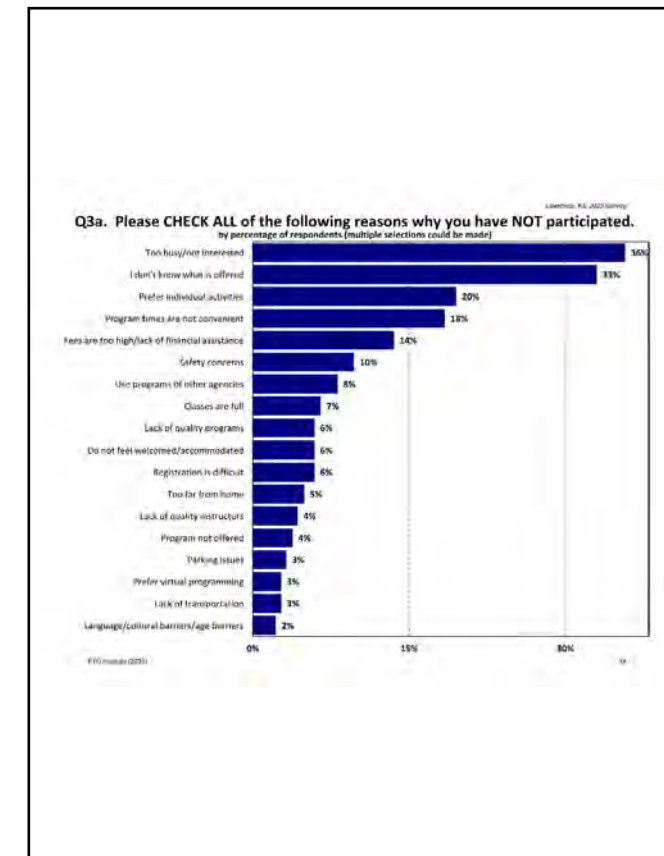
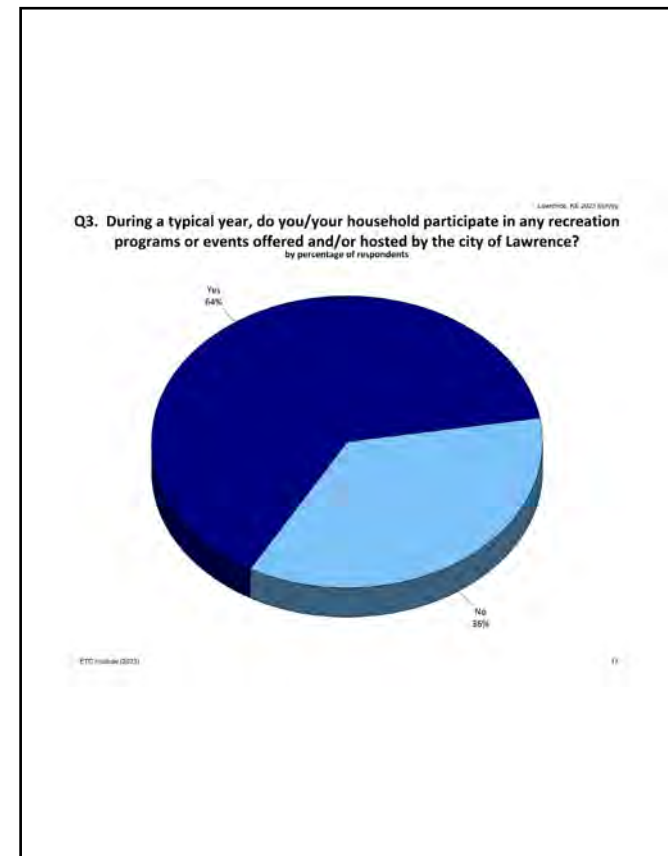
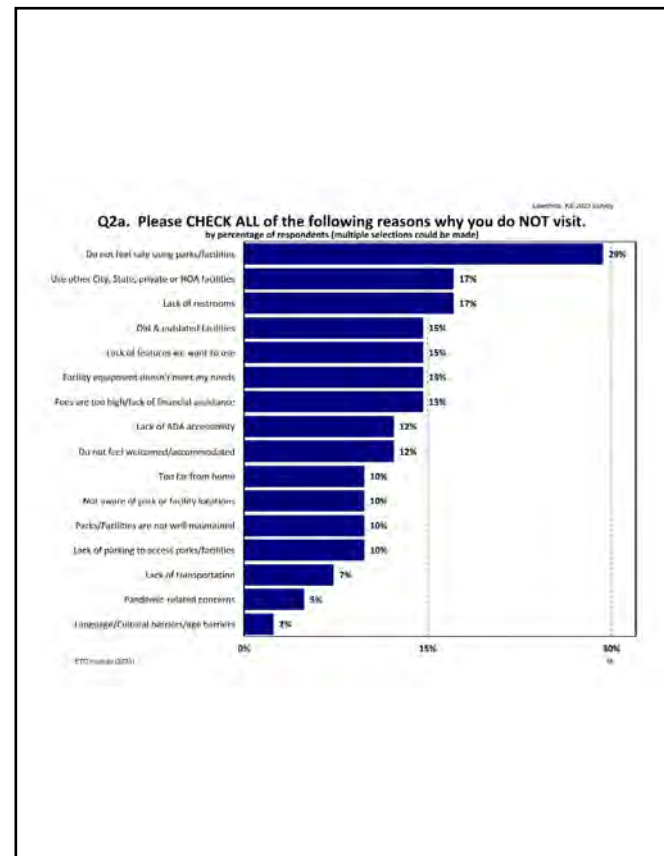
## 2 Charts & Graphs

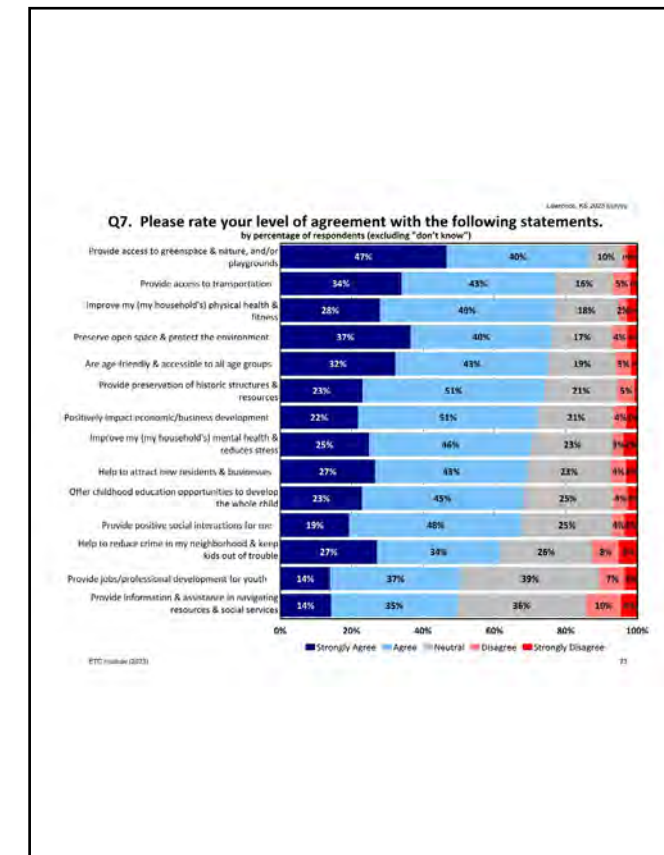
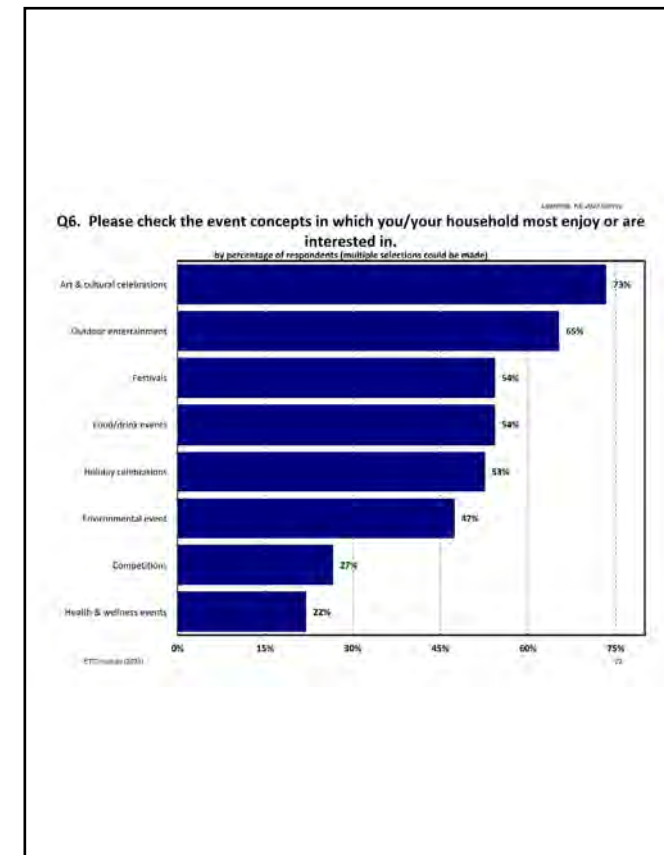
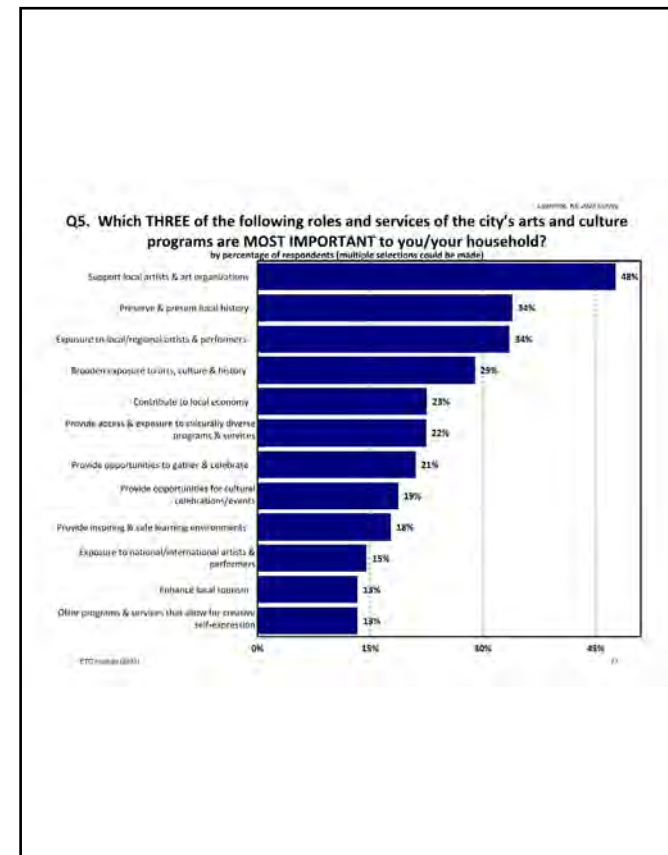
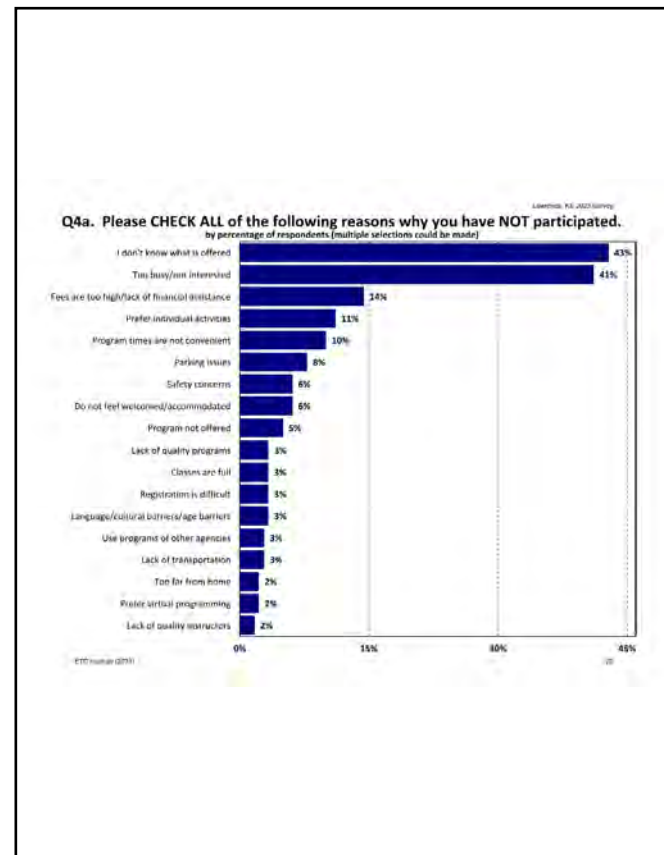
Q1. Counting yourself, how many people in your household are... by percentage of persons in household



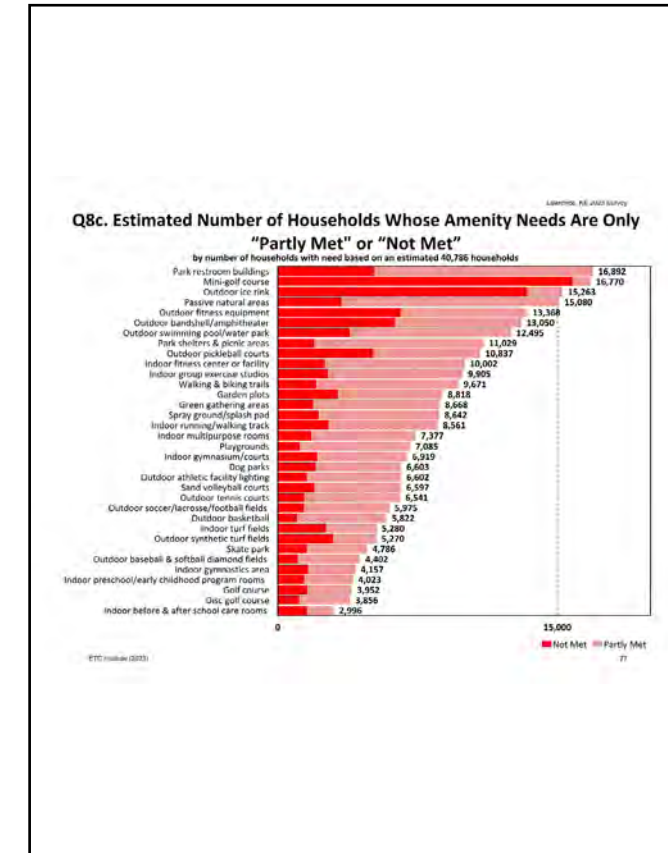
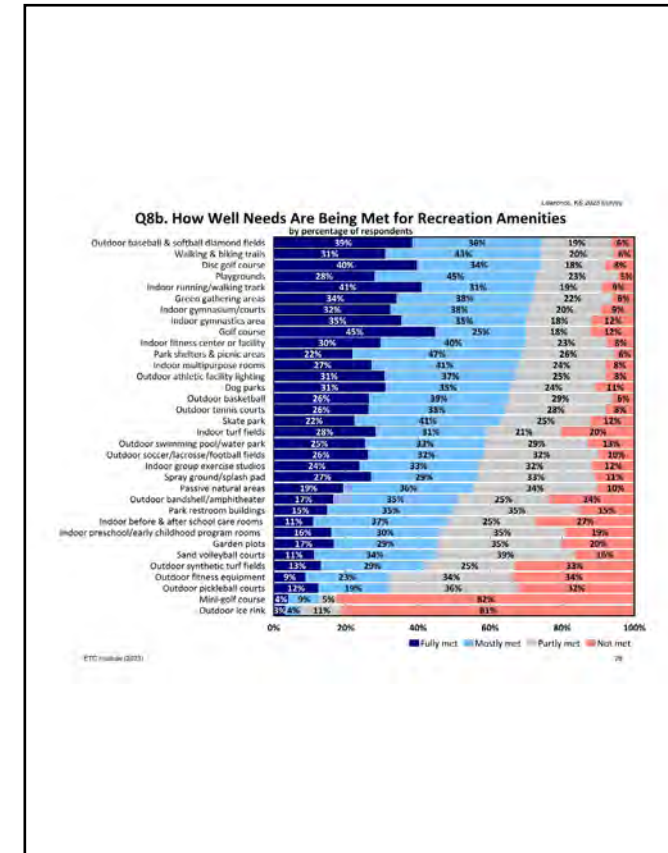
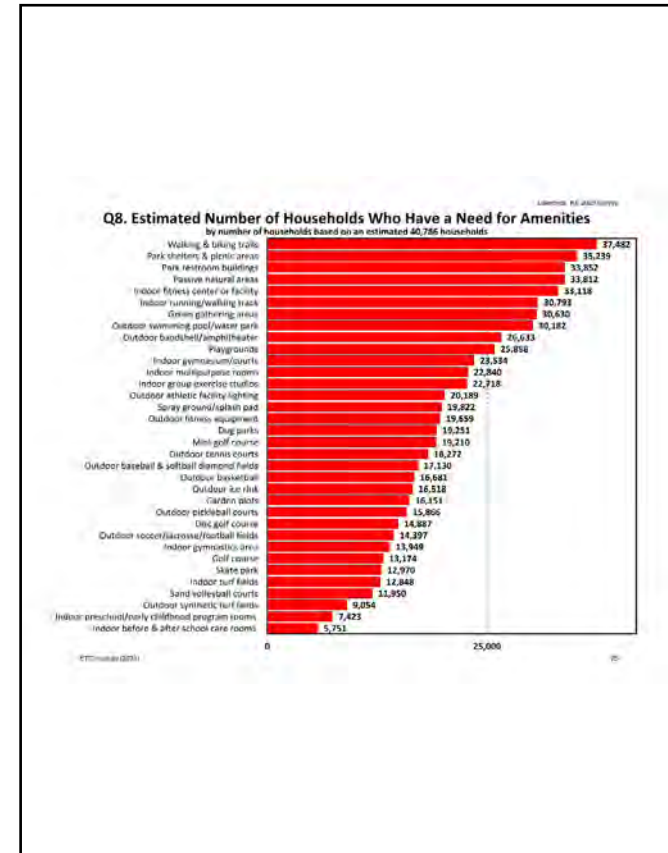
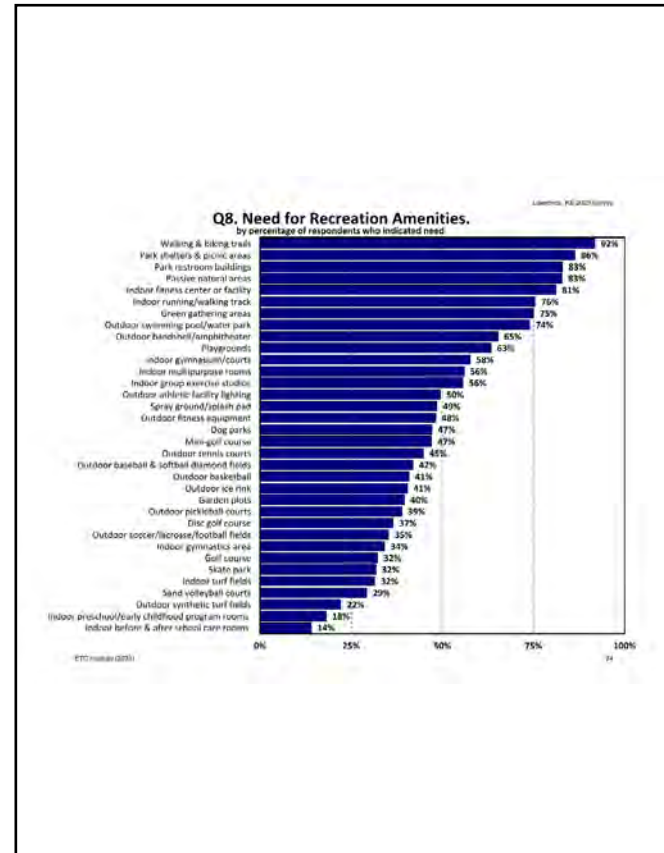
Q2. During a typical year, do you/your household visit any city of Lawrence parks and recreation facilities? by percentage of respondents

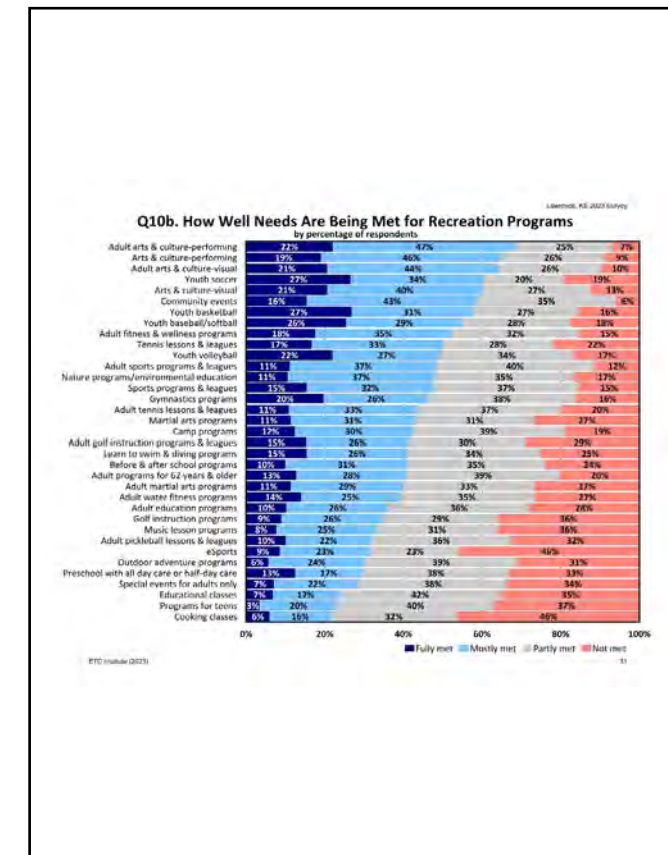
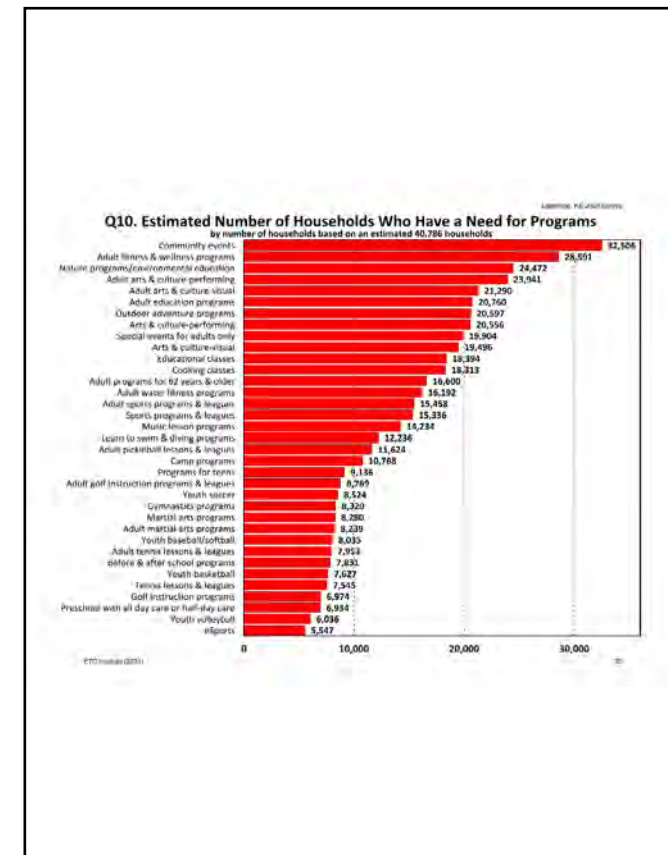
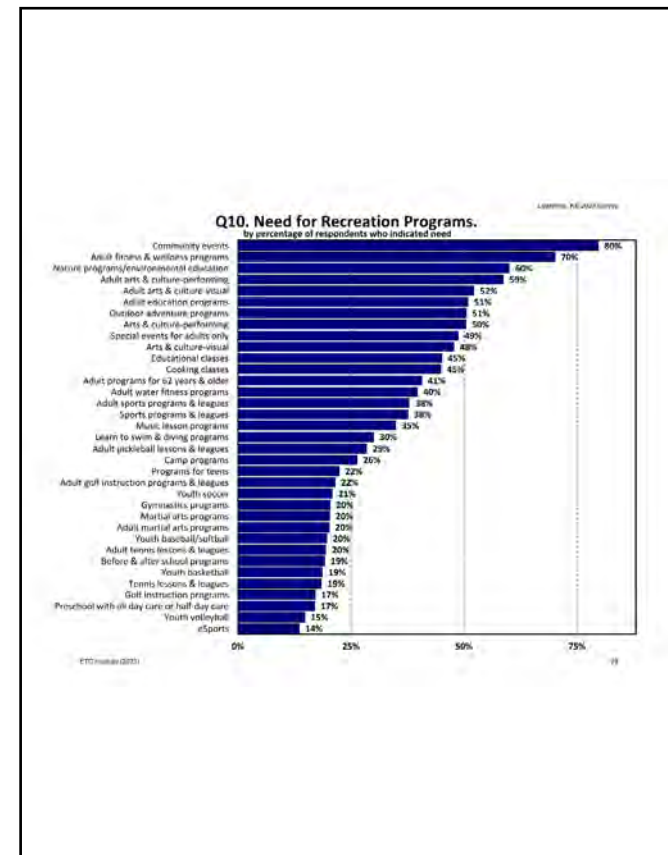
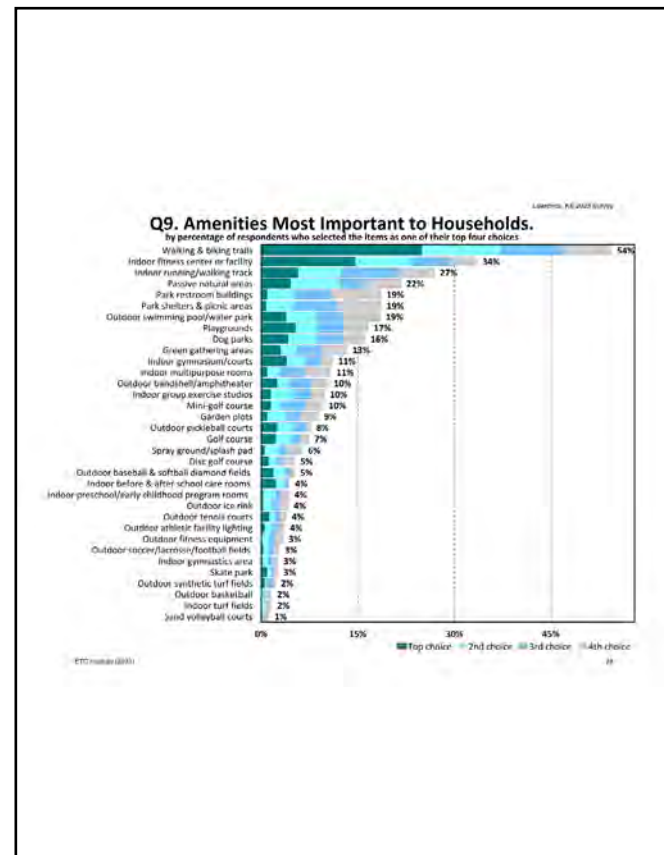


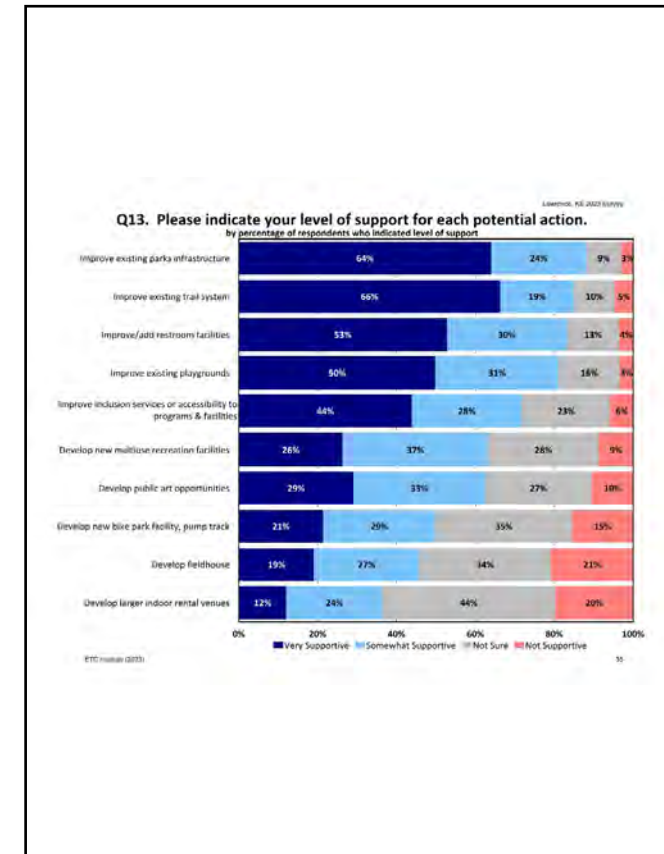
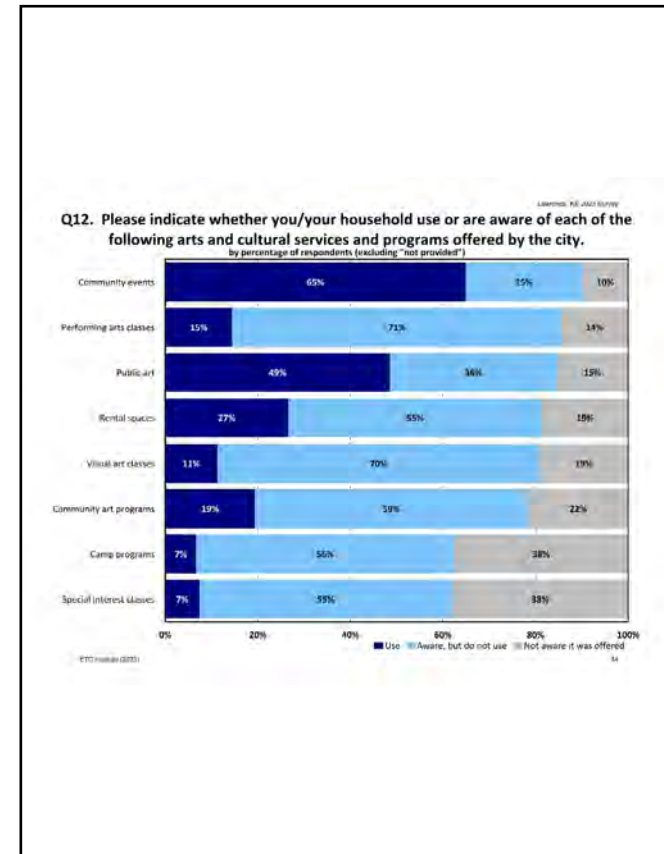
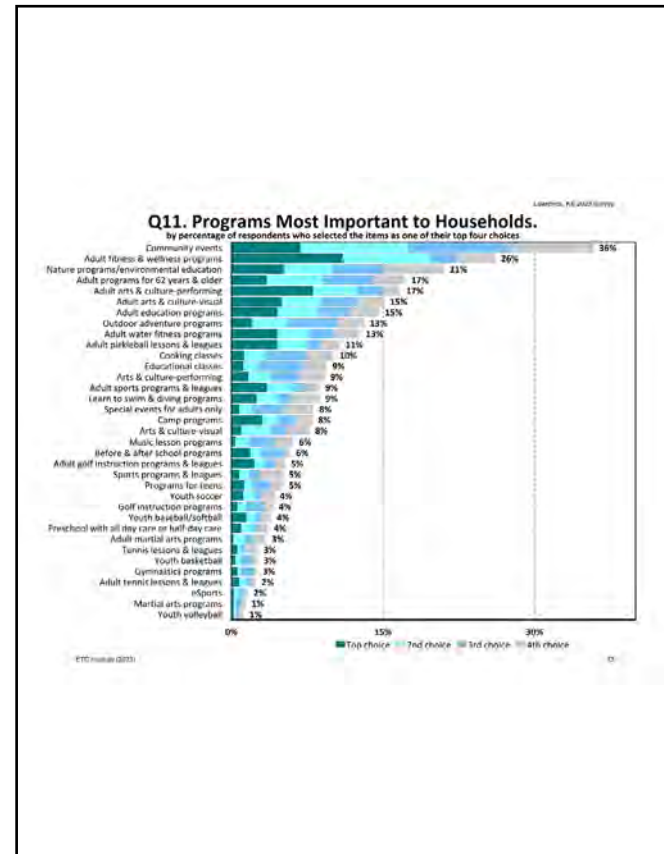
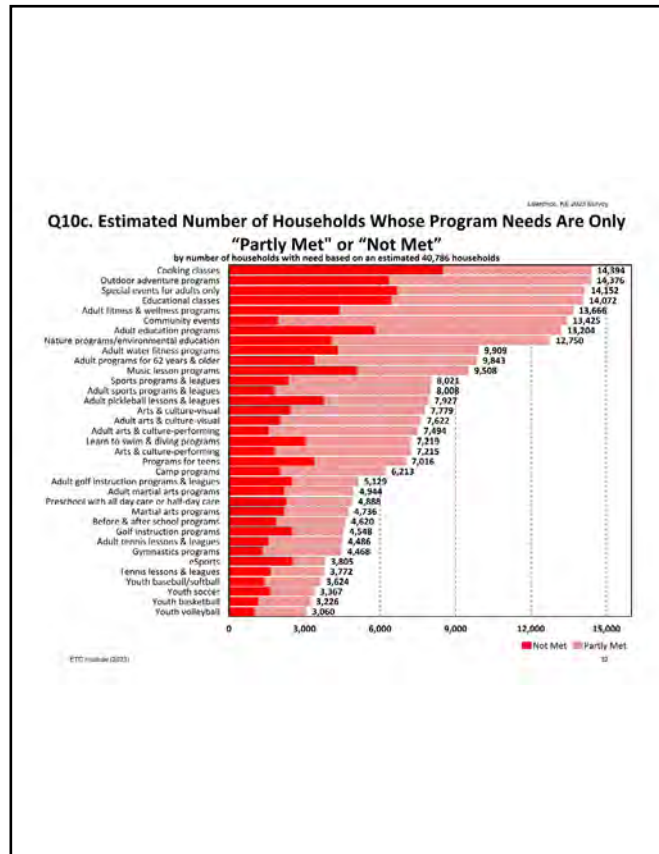


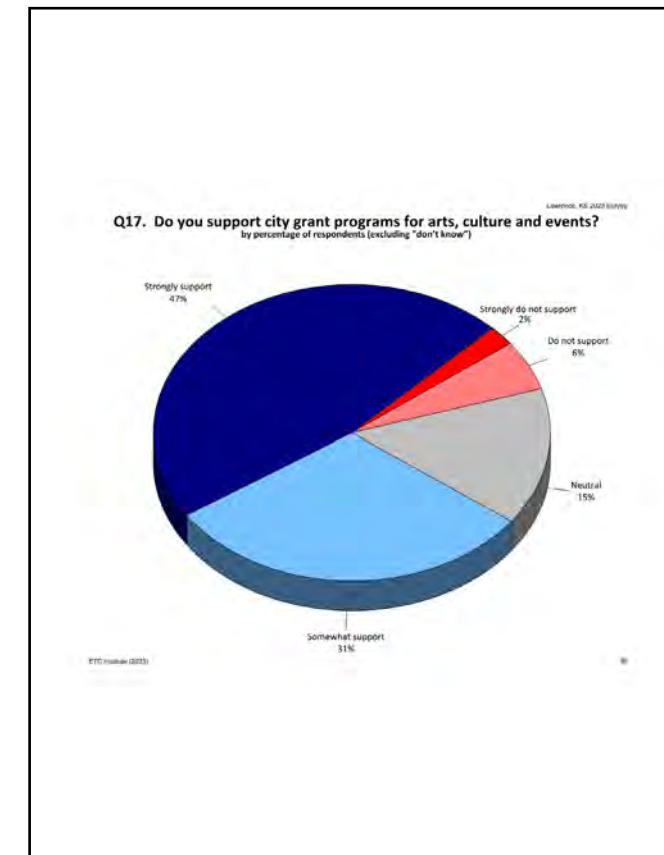
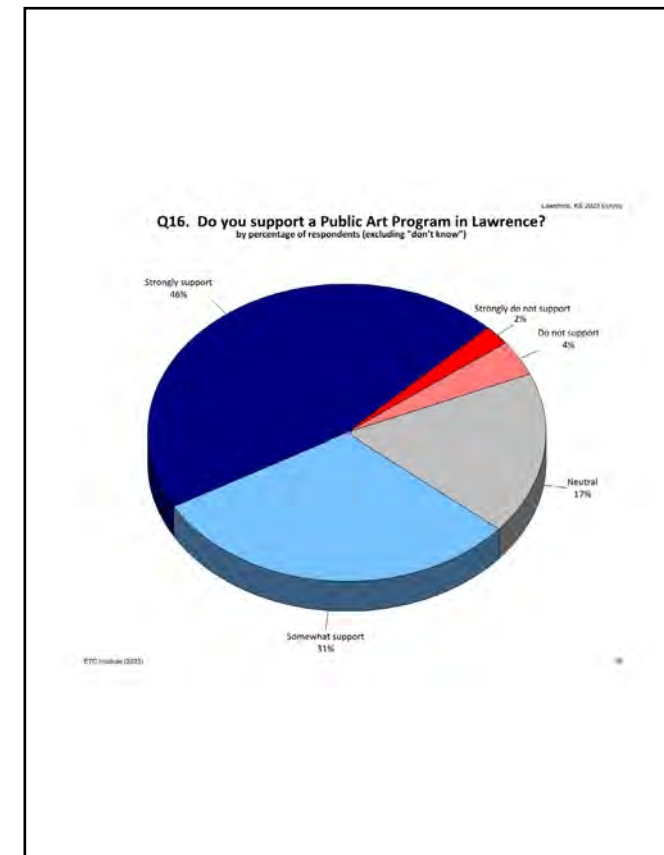
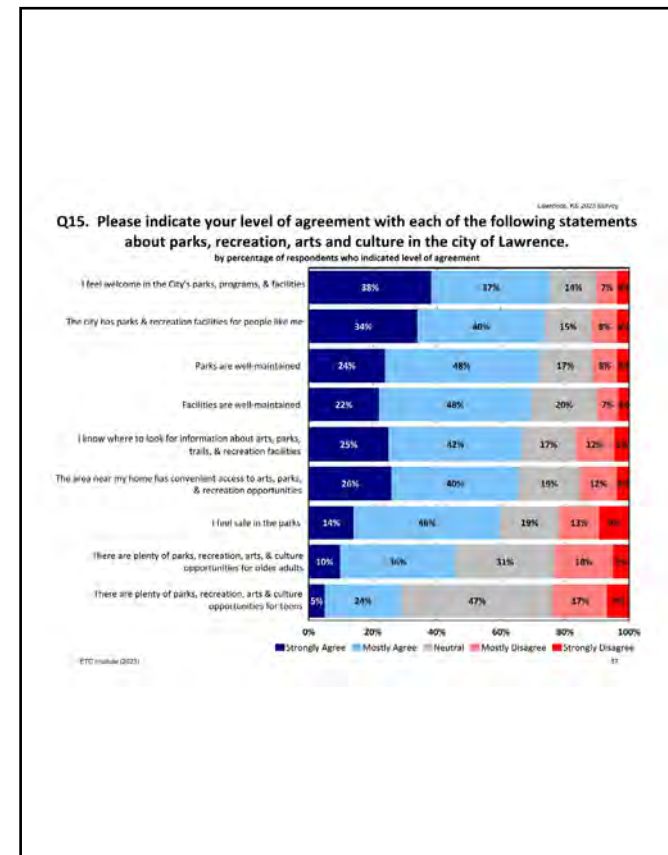
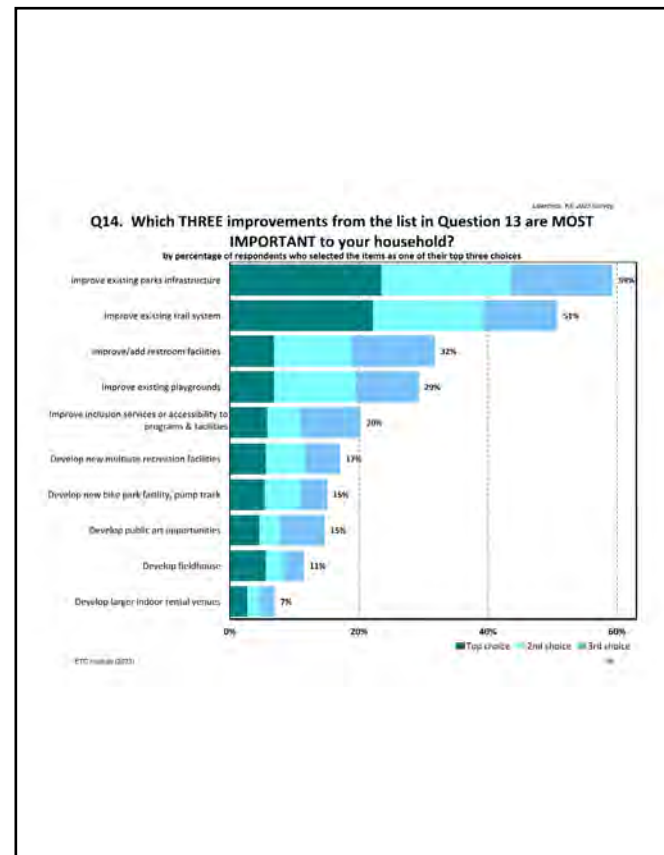


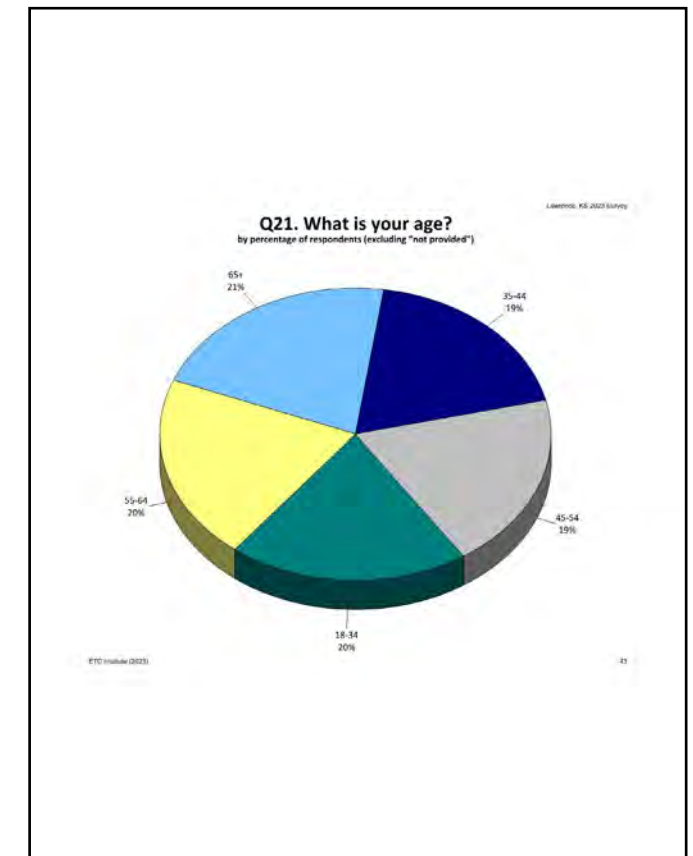
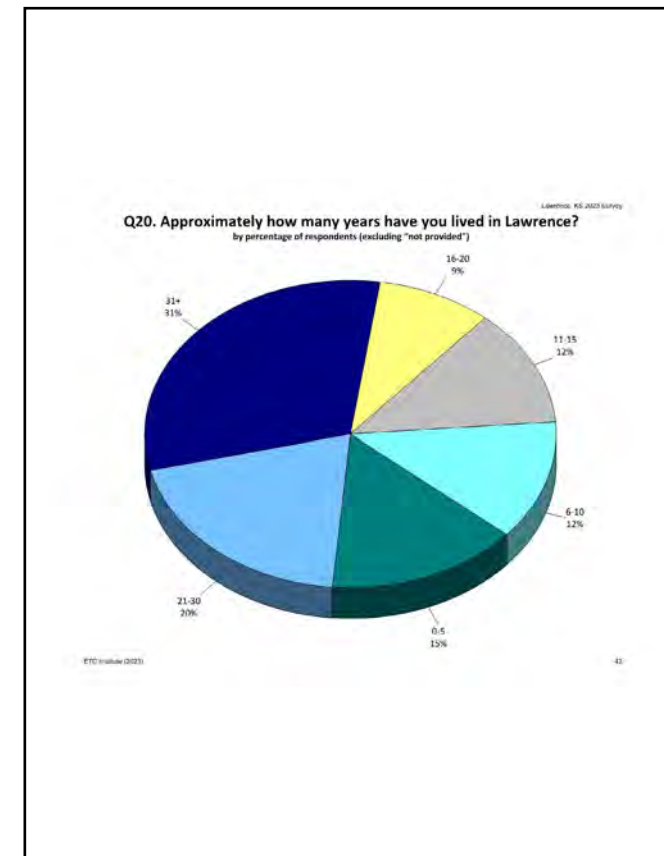
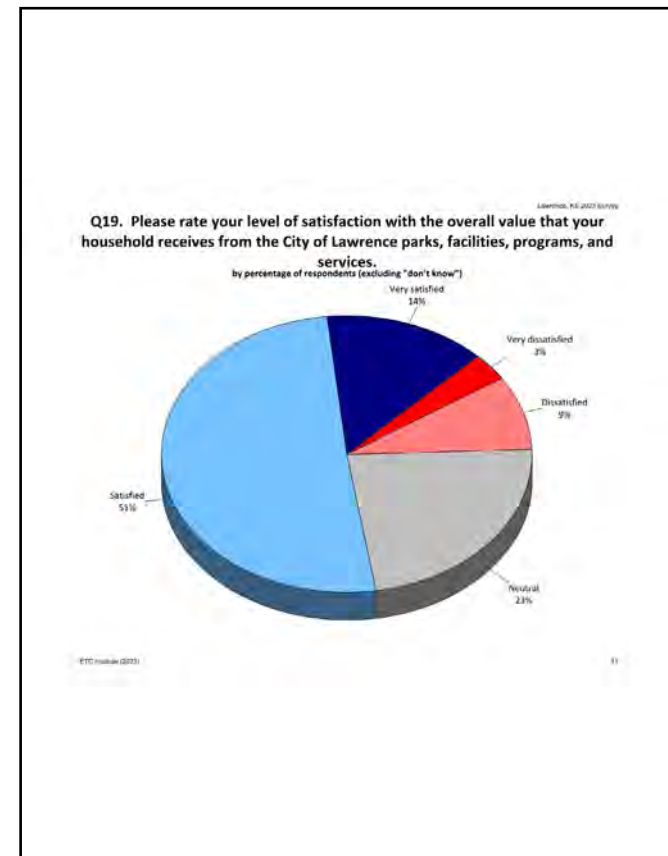
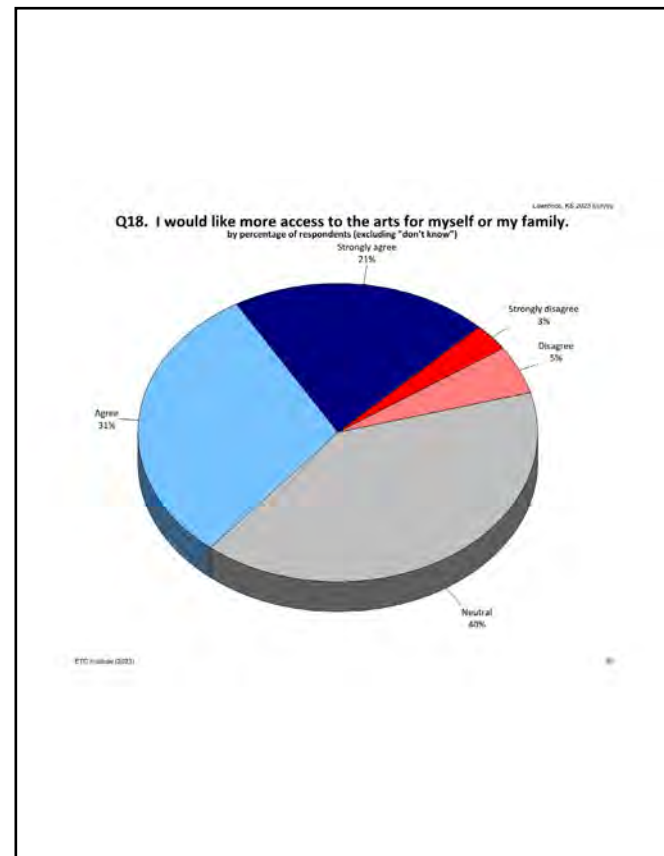


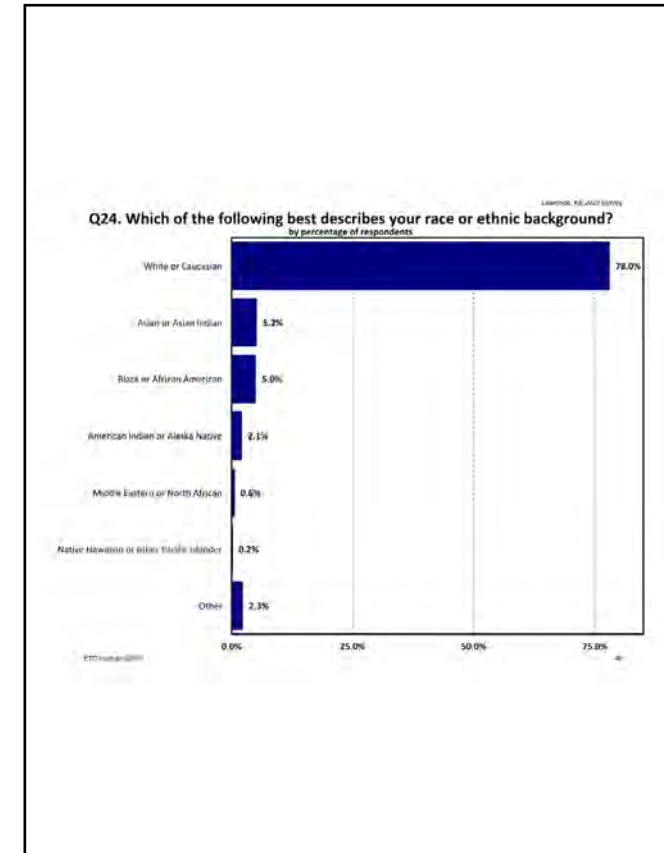
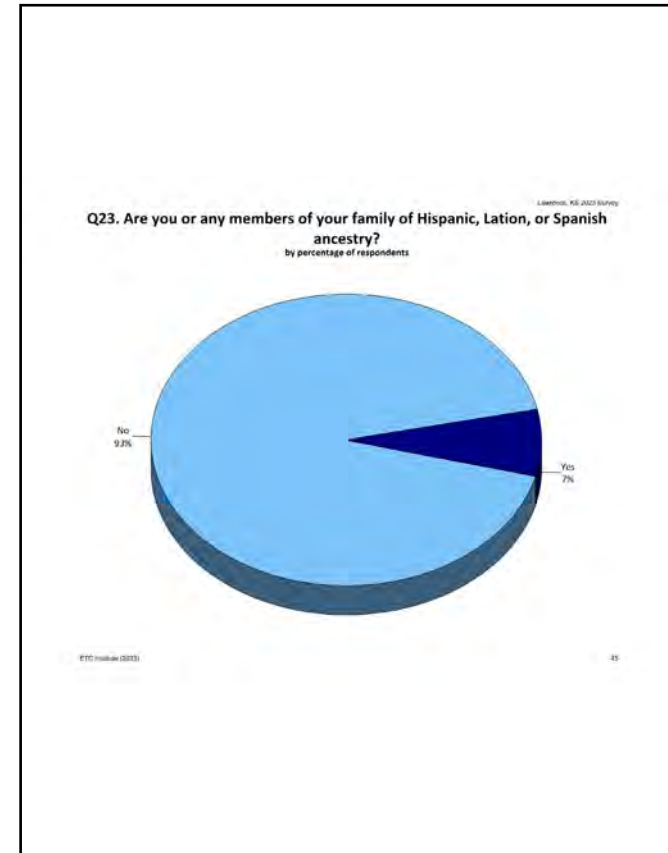
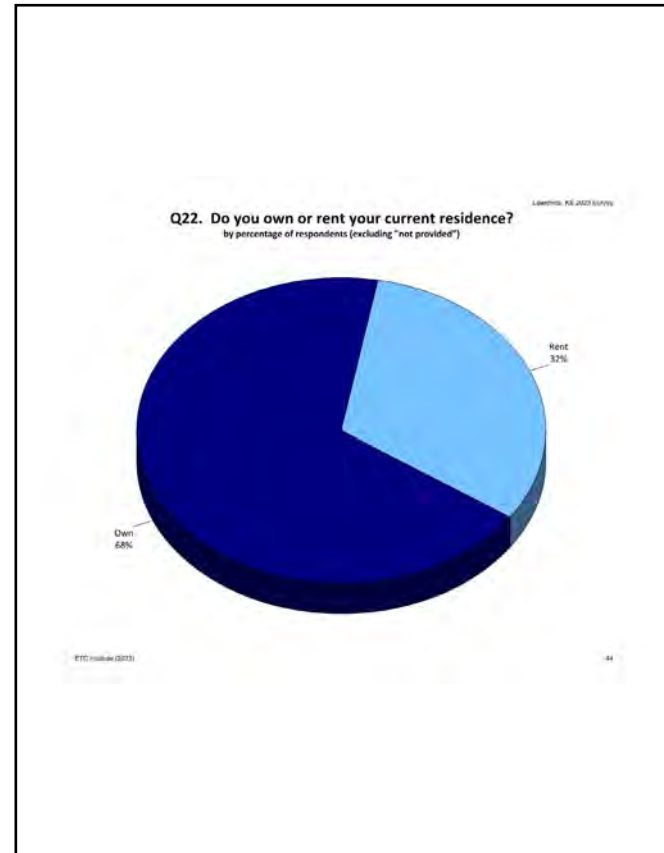












**3** Priority Investment Rating

### Priority Investment Rating Lawrence, KS

The **Priority Investment Rating (PIR)** was developed by ETC Institute to provide governments with an objective tool for evaluating the priority that should be placed on parks and recreation investments. The Priority Investment Rating was developed by ETC Institute to identify the facilities and programs residents think should receive the highest priority for investment. The priority investment rating reflects the importance residents place on items (sum of top 8 choices) and the unmet needs (needs that are not met or only partly met) for each facility/program relative to the facility/program that rated the highest overall. Since decisions related to future investments should consider both the level of unmet need and the importance of facilities and programs, the PIR weights each of these components equally.

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

$$PIR = UNR + IR$$

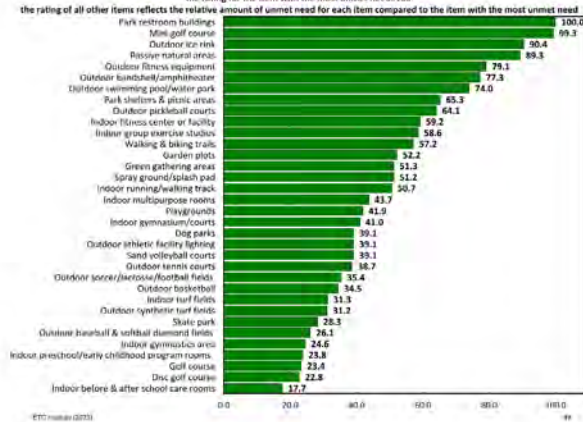
For example, if the Unmet Needs Rating for Community Gardens were 98.9 (out of 100) and the Importance Rating for Community Gardens were 21.6 (out of 100), the Priority Investment Rating for Community Gardens would be 120.5 (out of 200).

#### How to Analyze the Charts:

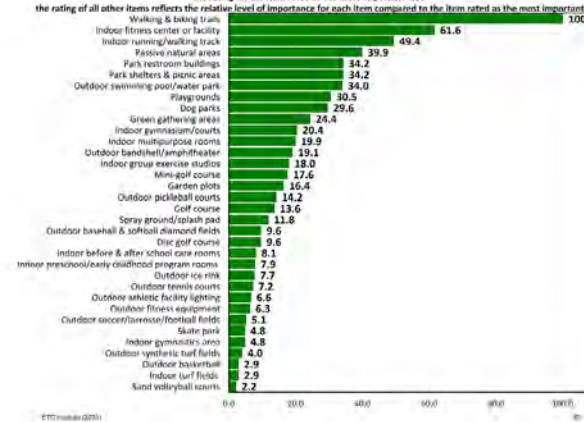
- High Priority Areas** are those with a PIR of at least 100. A rating of 100 or above generally indicates there is a relatively high level of unmet need and residents generally think it is important to fund improvements in these areas. Improvements in this area are likely to have a positive impact on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

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

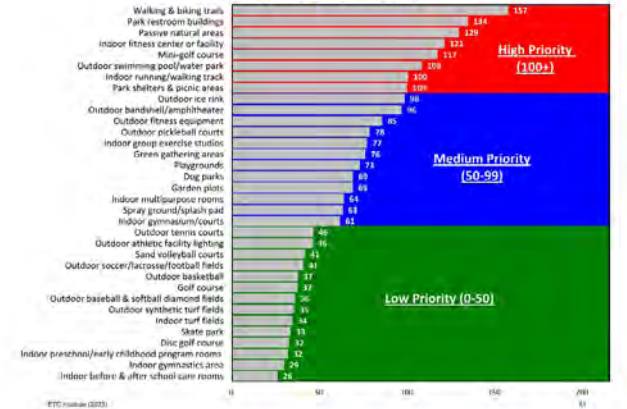
### Unmet Needs Rating for Amenities

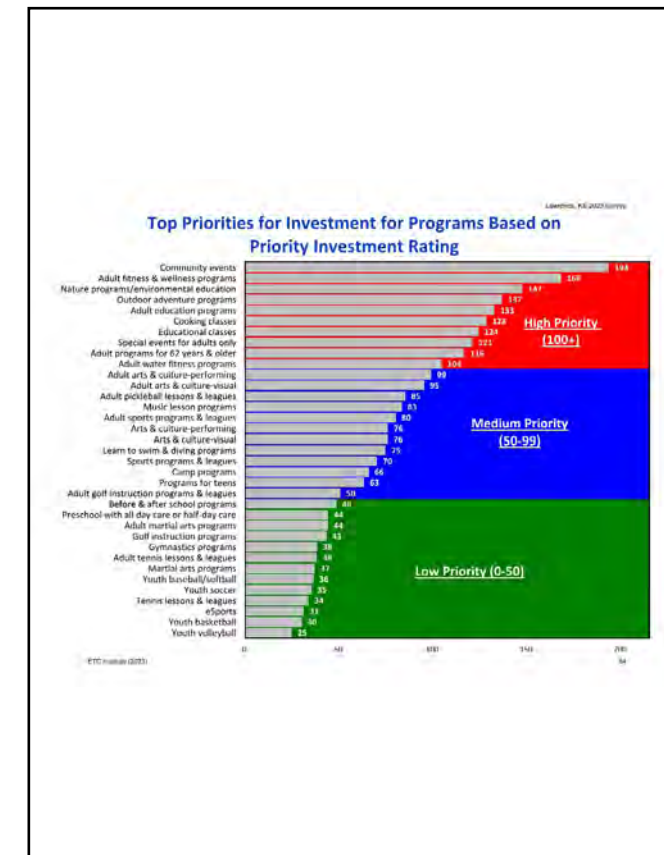
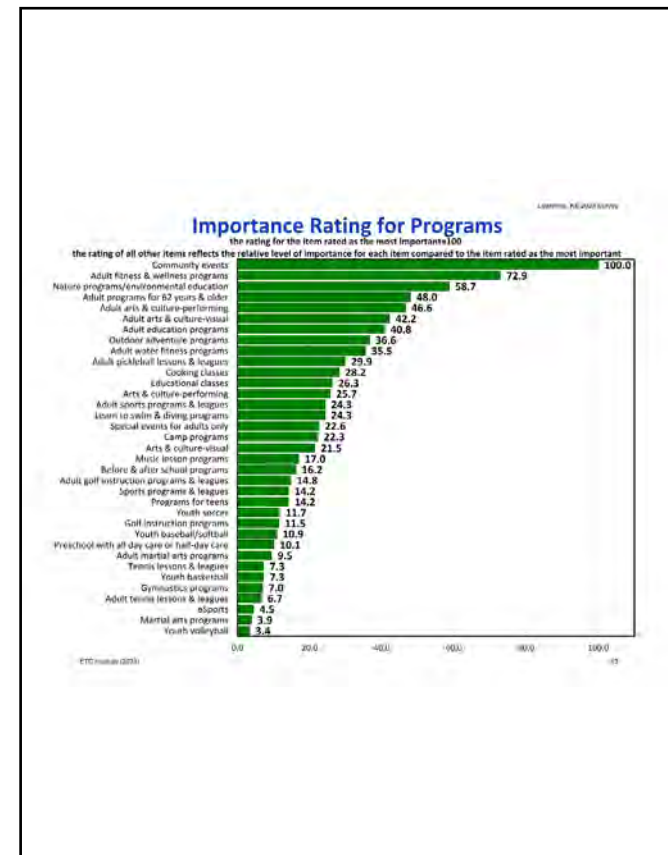
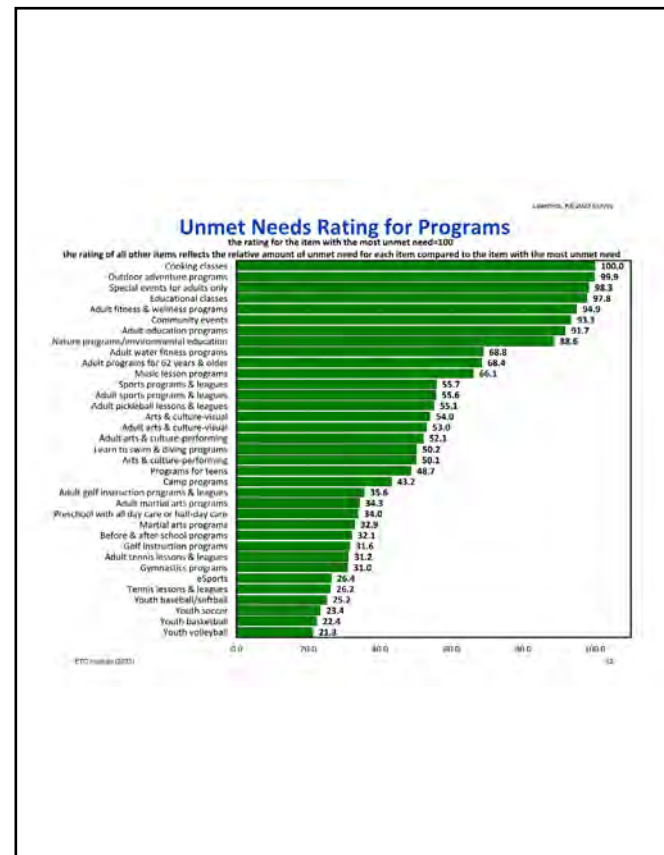


### Importance Rating for Amenities



### Top Priorities for Investment for Amenities Based on Priority Investment Rating





# 4

## Benchmarks

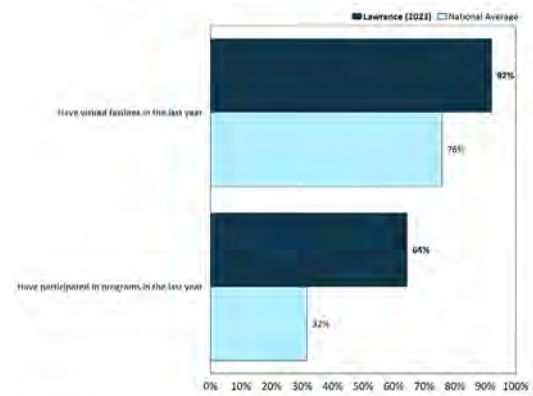


## National Benchmarks

Note: The benchmarking data contained in this report is protected intellectual property. Any reproduction of the benchmarking information in this report by persons or organizations not directly affiliated with Lawrence Parks and Recreation is not authorized without written consent from ETC Institute.

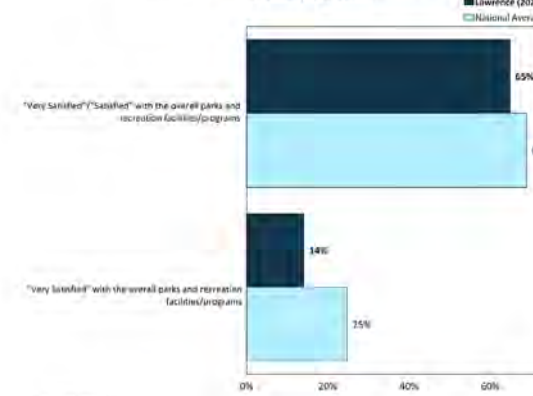
### Use of Recreation Facilities/Programs

by percentage of respondents



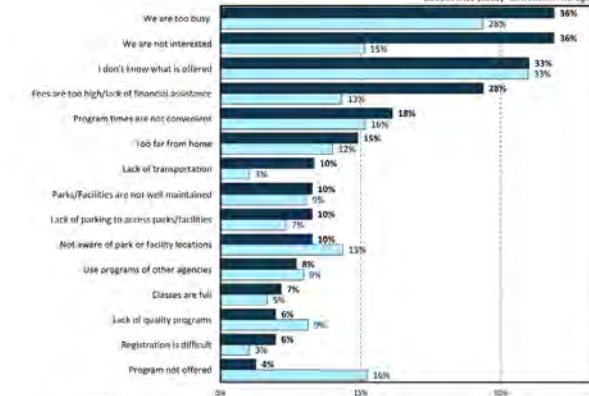
### Rating Parks and Recreation Locations

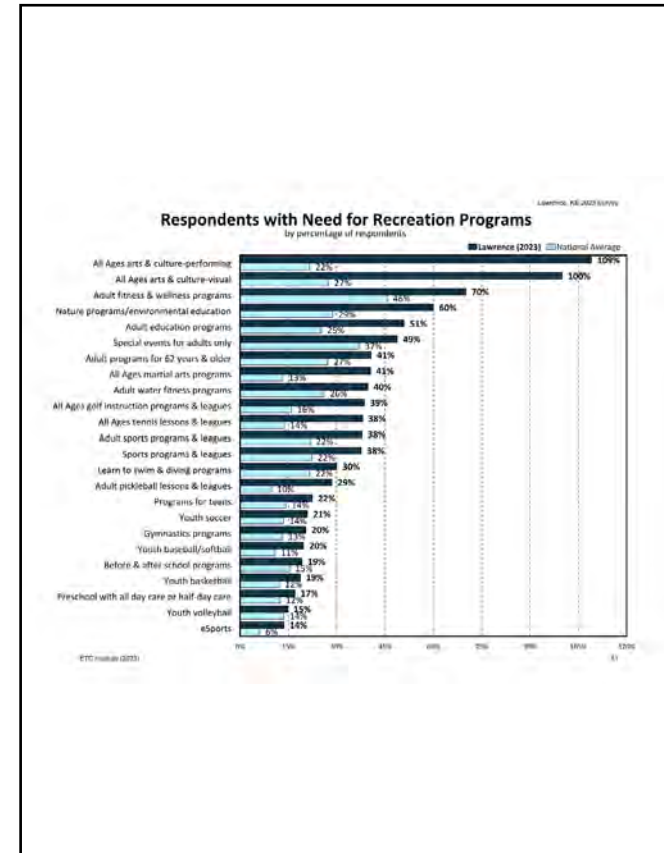
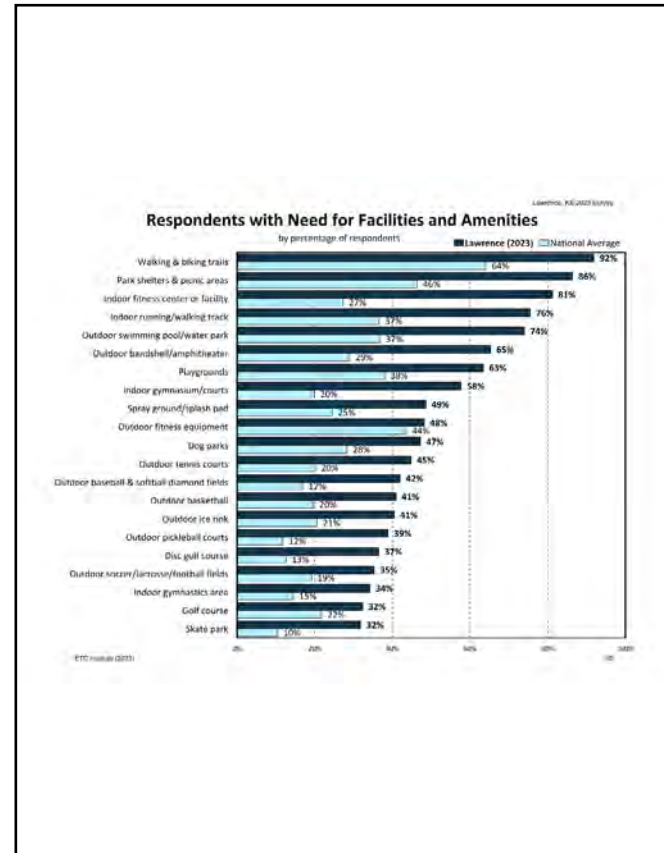
by percentage of respondents



### Barriers

by % of respondents





# 5 Tabular Data

Lawrence, KS 2023 Survey

**Q1. Please keep ALL members of your household in mind while completing this survey. Counting yourself, how many people in your household are...**

	Mean	Sum
number	2.38	1209
Under age 5	0.14	69
Ages 5-9	0.15	75
Ages 10-14	0.12	61
Ages 15-19	0.10	53
Ages 20-24	0.10	53
Ages 25-34	0.25	129
Ages 35-44	0.37	187
Ages 45-54	0.30	151
Ages 55-64	0.39	200
Ages 65-74	0.30	152
Ages 75-84	0.14	70
Ages 85+	0.02	9

**Q2. During a typical year, do you or any members of your household visit any City of Lawrence parks and recreation facilities? (Recreation Centers, parks, gazebos, etc.)?**

	Number	Percent
Q2. Does your household visit any City parks & recreation facilities during a typical year		
Yes	478	92.1%
No	41	7.9%
Total	519	100.0%

ETC Institute (2023)

DRAFT

Lawrence, KS 2023 Survey

**Q2a. If your household does NOT visit any City of Lawrence parks and recreation facilities in a typical year, please CHECK ALL of the following reasons why you do NOT visit.**

Q2a. All the reasons why you do not visit any City parks & recreation facilities in a typical year	Number	Percent
Use other City, State, private or HOA facilities	7	17.1%
Too far from home	4	9.8%
Not aware of park or facility locations	4	9.8%
Parks/facilities are not well maintained	4	9.8%
Old & outdated facilities	6	14.6%
Lack of features we want to use	6	14.6%
Lack of parking to access parks/facilities	4	9.8%
Do not feel safe using parks/facilities	12	29.3%
Facility equipment doesn't meet my needs	6	14.6%
Lack of ADA accessibility	5	12.2%
Do not feel welcomed/accommodated	5	12.2%
Lack of transportation	3	7.3%
Lack of restrooms	7	17.1%
Language/Cultural barriers/age barriers	1	2.4%
Fees are too high/lack of financial assistance	6	14.6%
Pandemic-related concerns	2	4.9%
Other	13	31.7%
Total	95	

**Q2a-17. Other:**

Q2a-17. Other	Number	Percent
REDUCED HOURS AND LACK OF SUPERVISION OF UNACCOMPANIED CHILDREN	1	7.7%
Not athletic, just walk and pedal	1	7.7%
Too many homeless	1	7.7%
Kids are older	1	7.7%
Too many homeless/transients	1	7.7%
Individual activity elsewhere	1	7.7%
Just moved here full-time	1	7.7%
No parks on west side of town	1	7.7%
Not safe, dirty	1	7.7%
Primarily live here for school	1	7.7%
Use Clinton Park Marina	1	7.7%
Homeless	1	7.7%
No real interest	1	7.7%
Total	13	100.0%

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Lawrence, KS 2023 Survey

**Q3. During a typical year, do you or any members of your household participate in any recreation programs or events offered and/or hosted by the City of Lawrence?**

Q3. Does your household participate in any recreation programs or events during a typical year	Number	Percent
Yes	334	64.4%
No	185	35.6%
Total	519	100.0%

**Q3a. If your household does NOT participate in any City of Lawrence recreation programs or events during a typical year, please CHECK ALL of the following reasons why you have NOT participated.**

Q3a. All the reasons why you do not participate in any recreation programs or events in a typical year	Number	Percent
I don't know what is offered	61	33.0%
Use programs of other agencies	15	8.1%
Lack of quality instructors	8	4.3%
Lack of quality programs	11	5.9%
Prefer individual activities	36	19.5%
Too far from home	9	4.9%
Program times are not convenient	34	18.4%
Classes are full	12	6.5%
Safety concerns	18	9.7%
Fees are too high/lack of financial assistance	25	13.5%
Prefer virtual programming	5	2.7%
Do not feel welcomed/accommodated	11	5.9%
Program not offered	7	3.8%
Registration is difficult	11	5.9%
Lack of transportation	5	2.7%
Too busy/not interested	66	35.7%
Language/cultural barriers/age barriers	4	2.2%
Parking issues	6	3.2%
Total	344	

ETC Institute (2023) 65

Lawrence, KS 2023 Survey

**Q4. During a typical year, do you or any member of your household participate in any community arts and culture programs or events?**

Q4. Does your household participate in any community arts & culture programs or events during a typical year	Number	Percent
Yes	339	65.3%
No	180	34.7%
Total	519	100.0%

**Q4a. If your household does NOT participate in any arts and culture programs during a typical year, please CHECK ALL of the following reasons why you have NOT participated.**

Q4a. All the reasons why you do not participate in any arts & culture programs in a typical year	Number	Percent
I don't know what is offered	77	42.8%
Use programs of other agencies	5	2.8%
Lack of quality instructors	3	1.7%
Lack of quality programs	6	3.3%
Prefer individual activities	20	11.1%
Too far from home	4	2.2%
Program times are not convenient	18	10.0%
Classes are full	6	3.3%
Safety concerns	11	6.1%
Fees are too high/lack of financial assistance	26	14.4%
Prefer virtual programming	4	2.2%
Do not feel welcomed/accommodated	11	6.1%
Program not offered	9	5.0%
Registration is difficult	6	3.3%
Lack of transportation	5	2.8%
Too busy/not interested	74	41.1%
Language/cultural barriers/age barriers	6	3.3%
Parking issues	14	7.8%
Total	305	

ETC Institute (2023) 66

Lawrence, KS 2023 Survey

**Q5. Which THREE of the following roles and services of the City's arts and culture programs are MOST IMPORTANT to you and members of your household?**

Q5. What roles & services of City's arts & culture programs are most important to your household	Number	Percent
Support local artists & art organizations	247	47.6%
Preserve & present local history	176	33.9%
Exposure to local/regional artists & performers	174	33.5%
Broaden exposure to arts, culture & history	150	28.9%
Contribute to local economy	117	22.5%
Provide access & exposure to culturally diverse programs & services	116	22.4%
Provide opportunities to gather & celebrate	109	21.0%
Provide opportunities for cultural celebrations/events	97	18.7%
Provide inspiring & safe learning environments	92	17.7%
Exposure to national/international artists & performers	75	14.5%
Enhance local tourism	69	13.3%
Offer programs & services that allow for creative self-expression	69	13.3%
Total	1491	

**Q6. The City of Lawrence is in the process of evaluating its event offerings. With that in mind, please check the event concepts in which you and members of your household most enjoy or are interested in.**

Q6. What event concepts in which your household most enjoys or is interested	Number	Percent
Art & cultural celebrations (e.g., Arts & Craft Fairs, music events, public art program, Phoenix Awards)	381	73.4%
Competitions (e.g., Bike Races, 5K Races, Fun Runs, etc.)	138	26.6%
Outdoor entertainment (e.g., City Band in South Park, outdoor concerts)	339	65.3%
Environmental event (e.g., Prairie Park conservation programs, Prairie Park Nature Center programs)	246	47.4%
Festivals (e.g., Summerfest/4th of July, Cultural Festivals, Safety Fair)	282	54.3%
Health & wellness events (e.g., Safety Fair)	114	22.0%
Holiday celebrations (e.g., Holiday Extravaganza Arts & Craft Fair, Reindeer Games)	273	52.6%
Food/drink events (e.g., Food Truck Festival)	282	54.3%
Total	2055	

ETC Institute (2023) 67

Lawrence, KS 2023 Survey

**Q7. Please rate your level of agreement with the following statements.**  
(N=519)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know
Q7-1. Help to attract new residents & businesses	25.4%	40.8%	22.2%	4.2%	2.9%	4.4%
Q7-2. Help to reduce crime in my neighborhood & keep kids out of trouble	25.6%	32.4%	24.3%	7.1%	4.8%	5.8%
Q7-3. Improve my (my household's) mental health & reduces stress	24.1%	44.1%	22.0%	2.9%	3.7%	3.3%
Q7-4. Improve my (my household's) physical health & fitness	27.2%	47.2%	17.5%	2.3%	2.7%	3.1%
Q7-5. Are age-friendly & accessible to all age groups	30.6%	40.7%	17.7%	4.2%	1.5%	5.2%
Q7-6. Offer childhood education opportunities to develop the whole child	18.7%	36.4%	20.6%	3.3%	2.1%	18.9%
Q7-7. Positively impact economic/business development	20.0%	46.4%	19.5%	3.3%	2.7%	8.1%
Q7-8. Preserve open space & protect the environment	35.1%	38.0%	16.2%	4.0%	2.7%	4.0%
Q7-9. Provide access to greenspace & nature, and/or playgrounds	45.5%	38.9%	9.2%	1.3%	2.5%	2.5%
Q7-10. Provide access to transportation (e.g., sidewalks, bikeways, trails, public transit)	32.4%	40.8%	15.6%	4.4%	1.9%	4.8%
Q7-11. Provide information & assistance in navigating resources & social services	11.8%	29.1%	29.7%	8.3%	3.7%	17.5%
Q7-12. Provide jobs/professional development for youth	11.4%	29.3%	31.2%	5.8%	2.7%	19.7%
Q7-13. Provide positive social interactions for me (my household/family)	18.7%	46.6%	24.5%	3.5%	3.3%	3.5%
Q7-14. Provide preservation of historic structures & resources	20.4%	44.9%	18.1%	4.2%	0.6%	11.8%

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Lawrence, KS 2023 Survey

**WITHOUT DON'T KNOW**  
Q7. Please rate your level of agreement with the following statements. (without "don't know")  
(N=519)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Q7-1. Help to attract new residents & businesses	26.6%	42.7%	23.2%	4.4%	3.0%
Q7-2. Help to reduce crime in my neighborhood & keep kids out of trouble	27.2%	34.4%	25.8%	7.6%	5.1%
Q7-3. Improve my (my household's) mental health & reduces stress	24.9%	45.6%	22.7%	3.0%	3.8%
Q7-4. Improve my (my household's) physical health & fitness	28.0%	48.7%	18.1%	2.4%	2.8%
Q7-5. Are age-friendly & accessible to all age groups	32.3%	42.9%	18.7%	4.5%	1.6%
Q7-6. Offer childhood education opportunities to develop the whole child	23.0%	44.9%	25.4%	4.0%	2.6%
Q7-7. Positively impact economic/business development	21.8%	50.5%	21.2%	3.6%	2.9%
Q7-8. Preserve open space & protect the environment	36.5%	39.6%	16.9%	4.2%	2.8%
Q7-9. Provide access to greenspace & nature, and/or playgrounds	46.6%	39.9%	9.5%	1.4%	2.6%
Q7-10. Provide access to transportation (e.g., sidewalks, bikeways, trails, public transit)	34.0%	42.9%	16.4%	4.7%	2.0%
Q7-11. Provide information & assistance in navigating resources & social services	14.3%	35.3%	36.0%	10.0%	4.4%
Q7-12. Provide jobs/professional development for youth	14.1%	36.5%	38.8%	7.2%	3.4%
Q7-13. Provide positive social interactions for me (my household/family)	19.4%	48.3%	25.3%	3.6%	3.4%
Q7-14. Provide preservation of historic structures & resources	23.1%	50.9%	20.5%	4.8%	0.7%

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**Q8. REGARDLESS OF THE PROVIDER, please indicate how well your needs are being met by each of the recreation amenities listed below on a scale of 4 to 1, where 4 means your needs are "Fully Met," and 1 means your needs are "Not Met" at all.**  
(N=519)

	Fully met	Mostly met	Partly met	Not met	No need
Q8-1. Indoor before & after school care rooms	1.5%	5.2%	3.5%	3.9%	85.9%
Q8-2. Indoor fitness center or facility	24.1%	32.6%	18.3%	6.2%	18.9%
Q8-3. Indoor group exercise studios	13.3%	18.1%	17.7%	6.6%	44.3%
Q8-4. Indoor gymnasium/courts (basketball, volleyball, pickleball)	18.7%	22.0%	11.8%	5.2%	42.4%
Q8-5. Indoor gymnastics area	12.1%	11.9%	6.2%	4.0%	65.7%
Q8-6. Indoor multipurpose rooms for programs, classes, meetings, or events	15.2%	22.7%	13.7%	4.4%	43.9%
Q8-7. Indoor preschool/early childhood program rooms	2.9%	5.4%	6.4%	3.5%	81.9%
Q8-8. Indoor running/walking track	31.0%	23.5%	14.3%	6.7%	24.5%
Q8-9. Indoor turf fields (baseball, soccer, lacrosse)	8.9%	9.6%	6.6%	6.4%	68.6%
Q8-10. Disc golf course	14.5%	12.5%	6.6%	2.9%	63.6%
Q8-11. Dog parks (off-leash)	14.6%	16.4%	11.2%	5.0%	52.8%
Q8-12. Garden plots	6.6%	11.4%	13.7%	7.9%	60.5%
Q8-13. Golf course	14.5%	8.1%	5.8%	3.9%	67.8%
Q8-14. Green gathering areas (lawn)	25.6%	28.3%	16.6%	4.6%	24.9%
Q8-15. Mini-golf course	1.9%	4.0%	2.3%	38.9%	52.8%
Q8-16. Outdoor athletic facility lighting (courts, diamonds, fields)	15.2%	18.1%	12.3%	3.9%	50.5%
Q8-17. Outdoor bandshell/amphitheater	10.8%	22.5%	16.6%	15.4%	34.7%
Q8-18. Outdoor baseball & softball diamond fields	16.2%	15.0%	8.1%	2.7%	58.0%
Q8-19. Outdoor basketball	10.8%	15.8%	11.8%	2.5%	59.2%
Q8-20. Outdoor fitness equipment	4.2%	11.2%	16.6%	16.2%	51.8%
Q8-21. Outdoor ice rink	1.3%	1.7%	4.6%	32.9%	59.3%
Q8-22. Outdoor pickleball courts	4.8%	7.5%	14.1%	12.5%	61.1%

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**Q8. REGARDLESS OF THE PROVIDER, please indicate how well your needs are being met by each of the recreation amenities listed below on a scale of 4 to 1, where 4 means your needs are "Fully Met," and 1 means your needs are "Not Met" at all.**

	Fully met	Mostly met	Partly met	Not met	No need
Q8-23. Outdoor soccer/lacrosse/football fields	9.2%	11.4%	11.2%	3.5%	64.7%
Q8-24. Outdoor swimming pool/water park	18.7%	24.7%	21.2%	9.4%	26.0%
Q8-25. Outdoor synthetic turf fields	2.9%	6.4%	5.6%	7.3%	77.8%
Q8-26. Outdoor tennis courts	11.8%	17.0%	12.5%	3.5%	55.3%
Q8-27. Park restroom buildings (permanent)	12.3%	29.3%	28.7%	12.7%	17.0%
Q8-28. Park shelters & picnic areas	18.7%	40.7%	22.2%	4.8%	13.7%
Q8-29. Passive natural areas (native plants)	16.0%	29.9%	28.5%	8.5%	17.1%
Q8-30. Playgrounds	17.7%	28.3%	14.5%	2.9%	36.6%
Q8-31. Sand volleyball courts	3.3%	9.8%	11.4%	4.8%	70.7%
Q8-32. Skate park	7.1%	12.9%	7.9%	3.9%	68.2%
Q8-33. Spray ground/splash pad	13.1%	14.3%	15.8%	5.4%	51.4%
Q8-34. Walking & biking trails	28.5%	39.7%	18.7%	5.0%	8.1%

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HOUSEHOLDS WITH A NEED ONLY
Q8. REGARDLESS OF THE PROVIDER, please indicate how well your needs are being met by each of the recreation amenities listed below on a scale of 4 to 1, where 4 means your needs are "Fully Met," and 1 means your needs are "Not Met" at all. (without "no need")

Table with 5 columns: Question ID, Fully met, Mostly met, Partly met, Not met. Rows include Q8-1 through Q8-22 covering various recreation amenities like indoor fitness centers, outdoor pools, and sports fields.

HOUSEHOLDS WITH A NEED ONLY
Q8. REGARDLESS OF THE PROVIDER, please indicate how well your needs are being met by each of the recreation amenities listed below on a scale of 4 to 1, where 4 means your needs are "Fully Met," and 1 means your needs are "Not Met" at all. (without "no need")

Table with 5 columns: Question ID, Fully met, Mostly met, Partly met, Not met. Rows include Q8-23 through Q8-34 covering various recreation amenities like outdoor soccer fields, synthetic turf, and walking trails.

Q9. Which FOUR facilities/amenities from the list in Question 8 are MOST IMPORTANT to your household?

Table with 3 columns: Facility/Amenity, Number, Percent. Lists top choices for Q9 such as indoor before & after school care rooms, indoor fitness centers, and outdoor athletic facility lighting.

Q9. Which FOUR facilities/amenities from the list in Question 8 are MOST IMPORTANT to your household?

Table with 3 columns: Facility/Amenity, Number, Percent. Lists top choices for Q9 such as indoor before & after school care rooms, indoor fitness centers, and outdoor athletic facility lighting.

Q9. Which FOUR facilities/amenities from the list in Question 8 are MOST IMPORTANT to your household?

Table with 3 columns: Q9\_3rd choice, Number, Percent. Lists various facilities like indoor before & after school care rooms, indoor fitness center, etc.

Q9. Which FOUR facilities/amenities from the list in Question 8 are MOST IMPORTANT to your household?

Table with 3 columns: Q9\_4th choice, Number, Percent. Lists various facilities like indoor before & after school care rooms, indoor fitness center, etc.

SUM OF TOP 4 CHOICES

Q9. Which FOUR facilities/amenities from the list in Question 8 are MOST IMPORTANT to your household? (top 4)

Table with 3 columns: Q9\_Sum of Top 4 Choices, Number, Percent. Lists various facilities like indoor before & after school care rooms, indoor fitness center, etc.

Q10. REGARDLESS OF PROVIDER, please indicate how well your needs are being met by each of the programs listed below on a scale of 4 to 1, where 4 means your needs are "Fully Met," and 1 means your needs are "Not Met" at all.

(N=519)

Table with 6 columns: Program Name, Fully met, Mostly met, Partly met, Not met, No need. Lists programs like Q10-1. Adult arts & culture-performing (dance, theater), Q10-2. Adult arts & culture-visual (drawing, painting), etc.

**Q10. REGARDLESS OF PROVIDER, please indicate how well your needs are being met by each of the programs listed below on a scale of 4 to 1, where 4 means your needs are "Fully Met," and 1 means your needs are "Not Met" at all.**

	Fully met	Mostly met	Partly met	Not met	No need
Q10-23. Martial arts programs	2.3%	6.4%	6.2%	5.4%	79.8%
Q10-24. Music lesson programs	2.7%	8.9%	10.8%	12.5%	65.1%
Q10-25. Nature programs/environmental education	6.4%	22.4%	21.2%	10.0%	40.1%
Q10-26. Outdoor adventure programs	2.9%	12.3%	19.7%	15.6%	49.5%
Q10-27. Preschool with all day care or half-day care	2.1%	2.9%	6.4%	5.6%	83.0%
Q10-28. Programs for teens	0.8%	4.4%	8.9%	8.3%	77.6%
Q10-29. Special events for adults only	3.5%	10.6%	18.3%	16.4%	51.3%
Q10-30. Sports programs & leagues	5.8%	12.1%	13.9%	5.8%	62.4%
Q10-31. Tennis lessons & leagues	3.1%	6.2%	5.2%	4.0%	81.5%
Q10-32. Youth baseball/softball	5.0%	5.8%	5.4%	3.5%	80.3%
Q10-33. Youth basketball	5.0%	5.8%	5.0%	2.9%	81.3%
Q10-34. Youth soccer	5.6%	7.1%	4.2%	4.0%	79.0%
Q10-35. Youth volleyball	3.3%	4.0%	5.0%	2.5%	85.2%

**HOUSEHOLDS WITH A NEED ONLY**  
**Q10. REGARDLESS OF PROVIDER, please indicate how well your needs are being met by each of the programs listed below on a scale of 4 to 1, where 4 means your needs are "Fully Met," and 1 means your needs are "Not Met" at all. (without "no need")**

(N=519)

	Fully met	Mostly met	Partly met	Not met
Q10-1. Adult arts & culture-performing (dance, theater)	22.0%	46.7%	24.7%	6.6%
Q10-2. Adult arts & culture-visual (drawing, painting)	20.7%	43.5%	26.2%	9.6%
Q10-3. Adult education programs (finance, language, technology)	10.2%	26.1%	35.6%	28.0%
Q10-4. Adult fitness & wellness programs	17.6%	34.6%	32.4%	15.4%
Q10-5. Adult golf instruction programs & leagues	15.3%	26.1%	29.7%	28.8%
Q10-6. Adult martial arts programs	11.4%	28.6%	33.3%	26.7%
Q10-7. Adult pickleball lessons & leagues	10.1%	21.6%	35.8%	32.4%
Q10-8. Adult programs for 62 years & older	12.8%	28.0%	38.9%	20.4%
Q10-9. Adult sports programs & leagues	11.2%	37.1%	40.1%	11.7%
Q10-10. Adult tennis lessons & leagues	10.9%	32.7%	36.6%	19.8%
Q10-11. Adult water fitness programs	14.1%	24.8%	34.5%	26.7%
Q10-12. Arts & culture-performing (dance, theater)	19.1%	45.8%	26.3%	8.8%
Q10-13. Arts & culture-visual (drawing, painting)	20.6%	39.5%	27.4%	12.5%
Q10-14. Before & after school programs	10.0%	31.0%	35.0%	24.0%
Q10-15. Camp programs (summer, spring, winter, holiday)	12.4%	29.9%	38.7%	19.0%
Q10-16. Community events (outdoor music, movies, holiday events)	15.5%	43.2%	35.3%	6.0%
Q10-17. Cooking classes	6.0%	15.5%	32.2%	46.4%
Q10-18. Educational classes (technology, special interest, STEAM)	6.8%	16.7%	41.5%	35.0%
Q10-19. eSports (video games/virtual gaming)	8.6%	22.9%	22.9%	45.7%
Q10-20. Golf instruction programs	9.0%	25.8%	29.2%	36.0%
Q10-21. Gymnastics programs	19.8%	26.4%	37.7%	16.0%
Q10-22. Learn to swim & diving programs	15.4%	25.6%	34.0%	25.0%

**HOUSEHOLDS WITH A NEED ONLY**  
**Q10. REGARDLESS OF PROVIDER, please indicate how well your needs are being met by each of the programs listed below on a scale of 4 to 1, where 4 means your needs are "Fully Met," and 1 means your needs are "Not Met" at all. (without "no need")**

	Fully met	Mostly met	Partly met	Not met
Q10-23. Martial arts programs	11.4%	31.4%	30.5%	26.7%
Q10-24. Music lesson programs	7.7%	25.4%	30.9%	35.9%
Q10-25. Nature programs/environmental education	10.6%	37.3%	35.4%	16.7%
Q10-26. Outdoor adventure programs	5.7%	24.4%	38.9%	30.9%
Q10-27. Preschool with all day care or half-day care	12.5%	17.0%	37.5%	33.0%
Q10-28. Programs for teens	3.4%	19.8%	39.7%	37.1%
Q10-29. Special events for adults only	7.1%	21.7%	37.5%	33.6%
Q10-30. Sports programs & leagues	15.4%	32.3%	36.9%	15.4%
Q10-31. Tennis lessons & leagues	16.7%	33.3%	28.1%	21.9%
Q10-32. Youth baseball/softball	25.5%	29.4%	27.5%	17.6%
Q10-33. Youth basketball	26.8%	30.9%	26.8%	15.5%
Q10-34. Youth soccer	26.6%	33.9%	20.2%	19.3%
Q10-35. Youth volleyball	22.1%	27.3%	33.8%	16.9%

**Q11. Which FOUR programs from the list in Question 10 are MOST IMPORTANT to your household?**

Q11. Top choice	Number	Percent
Adult arts & culture-performing (dance, theater)	42	8.1%
Adult arts & culture-visual (drawing, painting)	26	5.0%
Adult education programs (finance, language, technology)	24	4.6%
Adult fitness & wellness programs	57	11.0%
Adult golf instruction programs & leagues	12	2.3%
Adult martial arts programs	1	0.2%
Adult pickleball lessons & leagues	24	4.6%
Adult programs for 62 years & older	18	3.5%
Adult sports programs & leagues	18	3.5%
Adult tennis lessons & leagues	4	0.8%
Adult water fitness programs	24	4.6%
Arts & culture-performing (dance, theater)	9	1.7%
Arts & culture-visual (drawing, painting)	5	1.0%
Before & after school programs	10	1.9%
Camp programs (summer, spring, winter, holiday)	16	3.1%
Community events (outdoor music, movies, holiday events)	36	6.9%
Cooking classes	7	1.3%
Educational classes (technology, special interest, STEAM)	6	1.2%
eSports (video games/virtual gaming)	1	0.2%
Golf instruction programs	3	0.6%
Gymnastics programs	3	0.6%
Learn to swim & diving programs	13	2.5%
Martial arts programs	1	0.2%
Music lesson programs	2	0.4%
Nature programs/environmental education	27	5.2%
Outdoor adventure programs	11	2.1%
Preschool with all day care or half-day care	5	1.0%
Programs for teens	7	1.3%
Special events for adults only	4	0.8%
Sports programs & leagues	4	0.8%
Tennis lessons & leagues	3	0.6%
Youth baseball/softball	8	1.5%
Youth basketball	2	0.4%
Youth soccer	6	1.2%
Youth volleyball	1	0.2%
None chosen	79	15.2%
Total	519	100.0%

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**Q11. Which FOUR programs from the list in Question 10 are MOST IMPORTANT to your household?**

Q11_2nd choice	Number	Percent
Adult arts & culture-performing (dance, theater)	23	4.4 %
Adult arts & culture-visual (drawing, painting)	20	3.9 %
Adult education programs (finance, language, technology)	21	4.0 %
Adult fitness & wellness programs	45	8.7 %
Adult golf instruction programs & leagues	5	1.0 %
Adult martial arts programs	6	1.2 %
Adult pickleball lessons & leagues	16	3.1 %
Adult programs for 62 years & older	29	5.6 %
Adult sports programs & leagues	14	2.7 %
Adult tennis lessons & leagues	4	0.8 %
Adult water fitness programs	16	3.1 %
Arts & culture-performing (dance, theater)	12	2.3 %
Arts & culture-visual (drawing, painting)	15	2.9 %
Before & after school programs	5	1.0 %
Camp programs (summer, spring, winter, holiday)	8	1.5 %
Community events (outdoor music, movies, holiday events)	55	10.6 %
Cooking classes	11	2.1 %
Educational classes (technology, special interest, STEAM)	8	1.5 %
eSports (video games/virtual gaming)	3	0.6 %
Golf instruction programs	4	0.8 %
Gymnastics programs	2	0.4 %
Learn to swim & diving programs	12	2.3 %
Martial arts programs	1	0.2 %
Music lesson programs	7	1.3 %
Nature programs/environmental education	25	4.8 %
Outdoor adventure programs	18	3.5 %
Preschool with all day care or half-day care	6	1.2 %
Programs for teens	4	0.8 %
Special events for adults only	7	1.3 %
Sports programs & leagues	5	1.0 %
Tennis lessons & leagues	2	0.4 %
Youth baseball/softball	5	1.0 %
Youth basketball	3	0.6 %
Youth soccer	6	1.2 %
Youth volleyball	1	0.2 %
None chosen	96	18.5 %
Total	519	100.0 %

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**Q11. Which FOUR programs from the list in Question 10 are MOST IMPORTANT to your household?**

Q11_3rd choice	Number	Percent
Adult arts & culture-performing (dance, theater)	13	2.5 %
Adult arts & culture-visual (drawing, painting)	18	3.5 %
Adult education programs (finance, language, technology)	16	3.1 %
Adult fitness & wellness programs	13	2.5 %
Adult golf instruction programs & leagues	5	1.0 %
Adult martial arts programs	4	0.8 %
Adult pickleball lessons & leagues	7	1.3 %
Adult programs for 62 years & older	26	5.0 %
Adult sports programs & leagues	5	1.0 %
Adult tennis lessons & leagues	2	0.4 %
Adult water fitness programs	13	2.5 %
Arts & culture-performing (dance, theater)	13	2.5 %
Arts & culture-visual (drawing, painting)	8	1.5 %
Before & after school programs	12	2.3 %
Camp programs (summer, spring, winter, holiday)	9	1.7 %
Community events (outdoor music, movies, holiday events)	52	10.0 %
Cooking classes	21	4.0 %
Educational classes (technology, special interest, STEAM)	23	4.4 %
eSports (video games/virtual gaming)	2	0.4 %
Golf instruction programs	10	1.9 %
Gymnastics programs	7	1.3 %
Learn to swim & diving programs	6	1.2 %
Martial arts programs	3	0.6 %
Music lesson programs	13	2.5 %
Nature programs/environmental education	27	5.2 %
Outdoor adventure programs	26	5.0 %
Preschool with all day care or half-day care	2	0.4 %
Programs for teens	9	1.7 %
Special events for adults only	16	3.1 %
Sports programs & leagues	5	1.0 %
Tennis lessons & leagues	2	0.4 %
Youth baseball/softball	2	0.4 %
Youth basketball	3	0.6 %
Youth soccer	3	0.6 %
Youth volleyball	1	0.2 %
None chosen	120	23.1 %
Total	519	100.0 %

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**Q11. Which FOUR programs from the list in Question 10 are MOST IMPORTANT to your household?**

Q11_4th choice	Number	Percent
Adult arts & culture-performing (dance, theater)	9	1.7 %
Adult arts & culture-visual (drawing, painting)	14	2.7 %
Adult education programs (finance, language, technology)	15	2.9 %
Adult fitness & wellness programs	20	3.9 %
Adult golf instruction programs & leagues	5	1.0 %
Adult martial arts programs	6	1.2 %
Adult pickleball lessons & leagues	10	1.9 %
Adult programs for 62 years & older	16	3.1 %
Adult sports programs & leagues	8	1.5 %
Adult tennis lessons & leagues	2	0.4 %
Adult water fitness programs	13	2.5 %
Arts & culture-performing (dance, theater)	14	2.7 %
Arts & culture-visual (drawing, painting)	12	2.3 %
Before & after school programs	3	0.6 %
Camp programs (summer, spring, winter, holiday)	9	1.7 %
Community events (outdoor music, movies, holiday events)	43	8.3 %
Cooking classes	14	2.7 %
Educational classes (technology, special interest, STEAM)	12	2.3 %
eSports (video games/virtual gaming)	2	0.4 %
Golf instruction programs	4	0.8 %
Gymnastics programs	1	0.2 %
Learn to swim & diving programs	14	2.7 %
Martial arts programs	2	0.4 %
Music lesson programs	10	1.9 %
Nature programs/environmental education	30	5.8 %
Outdoor adventure programs	13	2.5 %
Preschool with all day care or half-day care	5	1.0 %
Programs for teens	7	1.3 %
Special events for adults only	15	2.9 %
Sports programs & leagues	12	2.3 %
Tennis lessons & leagues	6	1.2 %
Youth baseball/softball	5	1.0 %
Youth basketball	3	0.6 %
Youth soccer	6	1.2 %
Youth volleyball	3	0.6 %
None chosen	156	30.1 %
Total	519	100.0 %

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**SUM OF TOP 4 CHOICES**  
**Q11. Which FOUR programs from the list in Question 10 are MOST IMPORTANT to your household? (top 4)**

Q11_Sum of Top 4 Choices	Number	Percent
Adult arts & culture-performing (dance, theater)	87	16.8 %
Adult arts & culture-visual (drawing, painting)	78	15.0 %
Adult education programs (finance, language, technology)	76	14.6 %
Adult fitness & wellness programs	135	26.0 %
Adult golf instruction programs & leagues	27	5.2 %
Adult martial arts programs	17	3.3 %
Adult pickleball lessons & leagues	56	10.8 %
Adult programs for 62 years & older	89	17.1 %
Adult sports programs & leagues	45	8.7 %
Adult tennis lessons & leagues	12	2.3 %
Adult water fitness programs	66	12.7 %
Arts & culture-performing (dance, theater)	48	9.2 %
Arts & culture-visual (drawing, painting)	40	7.7 %
Before & after school programs	30	5.8 %
Camp programs (summer, spring, winter, holiday)	42	8.1 %
Community events (outdoor music, movies, holiday events)	186	35.8 %
Cooking classes	53	10.2 %
Educational classes (technology, special interest, STEAM)	49	9.4 %
eSports (video games/virtual gaming)	8	1.5 %
Golf instruction programs	21	4.0 %
Gymnastics programs	13	2.5 %
Learn to swim & diving programs	45	8.7 %
Martial arts programs	7	1.3 %
Music lesson programs	32	6.2 %
Nature programs/environmental education	109	21.0 %
Outdoor adventure programs	68	13.1 %
Preschool with all day care or half-day care	18	3.5 %
Programs for teens	27	5.2 %
Special events for adults only	42	8.1 %
Sports programs & leagues	26	5.0 %
Tennis lessons & leagues	13	2.5 %
Youth baseball/softball	20	3.9 %
Youth basketball	13	2.5 %
Youth soccer	21	4.0 %
Youth volleyball	6	1.2 %
None chosen	79	15.2 %
Total	1704	

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**Q12. Please indicate whether you or members of your household use or are aware of each of the following arts and culture services and programs offered by the City. (without "not provided")**

(N=519)

	Use	Aware, but do not use	Not aware it was offered
Q12-1. Camp programs	6.7%	55.7%	37.6%
Q12-2. Community events	64.9%	25.2%	9.9%
Q12-3. Community art programs (arts program grants, arts awards, etc.)	19.4%	58.9%	21.8%
Q12-4. Performing arts classes (dance, theater, music)	14.5%	71.1%	14.3%
Q12-5. Public art	48.6%	36.0%	15.4%
Q12-6. Rental spaces (meetings, celebrations, events)	26.6%	54.8%	18.6%
Q12-7. Visual art classes (painting, drawing, ceramics, fibers)	11.3%	69.5%	19.2%
Q12-8. Special interest classes (culinary, soap making, woodworking, welding, film history, creative writing)	7.4%	54.6%	38.0%
Q12-9. Other	56.3%	18.8%	25.0%

**Q12-9. Other:**

Q12-9. Other	Number	Percent
Festivals	1	7.1 %
Aquatic classes	1	7.1 %
For many activities unsure how much are supported by city	1	7.1 %
Use of golf course & leagues	1	7.1 %
Line dancing lessons	1	7.1 %
Yoga for adults/elderly	1	7.1 %
Nature education	1	7.1 %
Big fan of biking and Lawrence Loop	1	7.1 %
Special population adults	1	7.1 %
Stained glass art work	1	7.1 %
Accommodations for classes	1	7.1 %
Pickleball leagues	1	7.1 %
Trash/homeless people	1	7.1 %
Nature center programs	1	7.1 %
<b>Total</b>	<b>14</b>	<b>100.0 %</b>

**Q13. The following is a list of actions the City of Lawrence could take to improve its parks and recreation system. Please indicate your support for each potential action.**

(N=519)

	Very supportive	Somewhat supportive	Not sure	Not supportive
Q13-1. Develop fieldhouse (indoor sports fields facility)	19.1%	26.6%	33.5%	20.8%
Q13-2. Develop larger indoor rental venues	12.1%	24.3%	43.9%	19.7%
Q13-3. Develop new bike park facility, pump track	21.4%	28.5%	34.7%	15.4%
Q13-4. Develop new multiuse recreation facilities	26.4%	36.8%	28.1%	8.7%
Q13-5. Develop public art opportunities	29.1%	33.3%	27.2%	10.4%
Q13-6. Improve existing parks infrastructure (e.g., benches, shade structures, water fountains, wi-fi)	64.0%	24.1%	8.9%	3.1%
Q13-7. Improve existing playgrounds	49.9%	31.2%	15.6%	3.3%
Q13-8. Improve existing trail system (increasing connectivity/accessibility)	66.3%	18.7%	10.4%	4.6%
Q13-9. Improve inclusion services or accessibility to programs & facilities	43.9%	27.9%	22.5%	5.6%
Q13-10. Improve/add restroom facilities	52.8%	30.4%	13.3%	3.5%

**Q14. Which THREE improvements from the list in Question 13 are MOST IMPORTANT to your household?**

Q14. 3rd choice

	Number	Percent
Develop fieldhouse (indoor sports fields facility)	29	5.6 %
Develop larger indoor rental venues	14	2.7 %
Develop new bike park facility, pump track	28	5.4 %
Develop new multiuse recreation facilities	29	5.6 %
Develop public art opportunities	24	4.6 %
Improve existing parks infrastructure (e.g., benches, shade structures, water fountains, wi-fi)	122	23.5 %
Improve existing playgrounds	36	6.9 %
Improve existing trail system (increasing connectivity/accessibility)	115	22.2 %
Improve inclusion services or accessibility to programs & facilities	30	5.8 %
Improve/add restroom facilities	36	6.9 %
None chosen	56	10.8 %
<b>Total</b>	<b>519</b>	<b>100.0 %</b>

**Q14. Which THREE improvements from the list in Question 13 are MOST IMPORTANT to your household?**

Q14. 2nd choice

	Number	Percent
Develop fieldhouse (indoor sports fields facility)	14	2.7 %
Develop larger indoor rental venues	11	2.1 %
Develop new bike park facility, pump track	29	5.6 %
Develop new multiuse recreation facilities	31	6.0 %
Develop public art opportunities	17	3.3 %
Improve existing parks infrastructure (e.g., benches, shade structures, water fountains, wi-fi)	104	20.0 %
Improve existing playgrounds	66	12.7 %
Improve existing trail system (increasing connectivity/accessibility)	89	17.1 %
Improve inclusion services or accessibility to programs & facilities	27	5.2 %
Improve/add restroom facilities	62	11.9 %
None chosen	69	13.3 %
<b>Total</b>	<b>519</b>	<b>100.0 %</b>

**Q14. Which THREE improvements from the list in Question 13 are MOST IMPORTANT to your household?**

Q14. 1st choice

	Number	Percent
Develop fieldhouse (indoor sports fields facility)	16	3.1 %
Develop larger indoor rental venues	11	2.1 %
Develop new bike park facility, pump track	21	4.0 %
Develop new multiuse recreation facilities	28	5.4 %
Develop public art opportunities	35	6.7 %
Improve existing parks infrastructure (e.g., benches, shade structures, water fountains, wi-fi)	82	15.8 %
Improve existing playgrounds	50	9.6 %
Improve existing trail system (increasing connectivity/accessibility)	59	11.4 %
Improve inclusion services or accessibility to programs & facilities	48	9.2 %
Improve/add restroom facilities	67	12.9 %
None chosen	102	19.7 %
<b>Total</b>	<b>519</b>	<b>100.0 %</b>

**SUM OF TOP 3 CHOICES**

**Q14. Which THREE improvements from the list in Question 13 are MOST IMPORTANT to your household? (Top 3)**

Q14. Sum of Top 3 Choices

	Number	Percent
Develop fieldhouse (indoor sports fields facility)	59	11.4 %
Develop larger indoor rental venues	36	6.9 %
Develop new bike park facility, pump track	78	15.0 %
Develop new multiuse recreation facilities	88	17.0 %
Develop public art opportunities	76	14.6 %
Improve existing parks infrastructure (e.g., benches, shade structures, water fountains, wi-fi)	308	59.3 %
Improve existing playgrounds	152	29.3 %
Improve existing trail system (increasing connectivity/accessibility)	263	50.7 %
Improve inclusion services or accessibility to programs & facilities	105	20.2 %
Improve/add restroom facilities	165	31.8 %
None chosen	56	10.8 %
<b>Total</b>	<b>1386</b>	

Lawrence, KS 2023 Survey

**Q15. Please indicate your level of agreement with each of the following statements about parks, recreation, arts and culture in the City of Lawrence. Please rate your level of agreement on a scale of 1 to 5, where 1 means "Strongly Disagree," and 5 means "Strongly Agree." (without "not provided")**

(N=519)

	Strongly agree	Mostly agree	Neutral	Mostly disagree	Strongly disagree
Q15-1. I feel safe in the parks	14.1%	45.6%	18.5%	12.5%	9.3%
Q15-2. I feel welcome in City's parks, programs, & facilities	38.3%	37.1%	14.4%	6.6%	3.6%
Q15-3. I know where to look for information about arts, parks, trails, & recreation facilities	25.0%	41.6%	16.6%	12.2%	4.6%
Q15-4. The area near my home has convenient access to arts, parks, & recreation opportunities	25.9%	39.6%	19.1%	11.6%	3.8%
Q15-5. City has parks & recreation facilities for people like me	34.0%	39.6%	14.8%	8.0%	3.6%
Q15-6. Facilities are well-maintained	22.0%	47.5%	20.4%	6.8%	3.2%
Q15-7. Parks are well-maintained	23.8%	47.9%	16.8%	7.8%	3.8%
Q15-8. There are plenty of parks, recreation, arts & culture opportunities for teens	5.0%	23.9%	47.4%	16.9%	6.8%
Q15-9. There are plenty of parks, recreation, arts, & culture opportunities for older adults	9.9%	35.9%	30.9%	18.3%	5.0%

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**Q16. Do you support a Public Art Program in Lawrence?**

Q16. Do you support a Public Art Program in Lawrence	Number	Percent
Strongly support	222	42.8%
Somewhat support	149	28.7%
Neutral	85	16.4%
Do not support	19	3.7%
Strongly do not support	11	2.1%
Don't know	33	6.4%
Total	519	100.0%

**WITHOUT DON'T KNOW**

**Q16. Do you support a Public Art Program in Lawrence? (without "don't know")**

Q16. Do you support a Public Art Program in Lawrence	Number	Percent
Strongly support	222	45.7%
Somewhat support	149	30.7%
Neutral	85	17.5%
Do not support	19	3.9%
Strongly do not support	11	2.3%
Total	486	100.0%

**Q17. Do you support City grant programs for arts, culture and events?**

Q17. Do you support City grant programs for arts, culture & events	Number	Percent
Strongly support	228	43.9%
Somewhat support	149	28.7%
Neutral	72	13.9%
Do not support	27	5.2%
Strongly do not support	11	2.1%
Don't know	32	6.2%
Total	519	100.0%

**WITHOUT DON'T KNOW**

**Q17. Do you support City grant programs for arts, culture and events? (without "don't know")**

Q17. Do you support City grant programs for arts, culture & events	Number	Percent
Strongly support	228	46.8%
Somewhat support	149	30.6%
Neutral	72	14.8%
Do not support	27	5.5%
Strongly do not support	11	2.3%
Total	487	100.0%

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Lawrence, KS 2023 Survey

**Q18. I would like more access to the arts for myself or my family.**

Q18. I would like more access to the arts for myself or my family	Number	Percent
Strongly agree	103	19.8%
Agree	151	29.1%
Neutral	198	38.2%
Disagree	26	5.0%
Strongly disagree	15	2.9%
Don't know	26	5.0%
Total	519	100.0%

**WITHOUT DON'T KNOW**

**Q18. I would like more access to the arts for myself or my family. (without "don't know")**

Q18. I would like more access to the arts for myself or my family	Number	Percent
Strongly agree	103	20.9%
Agree	151	30.6%
Neutral	198	40.2%
Disagree	26	5.3%
Strongly disagree	15	3.0%
Total	493	100.0%

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Lawrence, KS 2023 Survey

**Q19. Please rate your level of satisfaction with the overall value that your household receives from the City of Lawrence parks, facilities, programs, and services.**

Q19. Your level of satisfaction with overall value your household receives from City parks, facilities, programs, & services	Number	Percent
Very satisfied	71	13.7%
Satisfied	255	49.1%
Neutral	116	22.4%
Dissatisfied	43	8.3%
Very dissatisfied	17	3.3%
Don't know	17	3.3%
Total	519	100.0%

**WITHOUT DON'T KNOW**

**Q19. Please rate your level of satisfaction with the overall value that your household receives from the City of Lawrence parks, facilities, programs, and services. (without "don't know")**

Q19. Your level of satisfaction with overall value your household receives from City parks, facilities, programs, & services	Number	Percent
Very satisfied	71	14.1%
Satisfied	255	50.8%
Neutral	116	23.1%
Dissatisfied	43	8.6%
Very dissatisfied	17	3.4%
Total	502	100.0%

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**Q20. Approximately how many years have you lived in Lawrence?**

Q20. How many years have you lived in Lawrence	Number	Percent
0-5	76	14.6 %
6-10	63	12.1 %
11-15	63	12.1 %
16-20	46	8.9 %
21-30	101	19.5 %
31+	156	30.1 %
Not provided	14	2.7 %
Total	519	100.0 %

**WITHOUT NOT PROVIDED**

**Q20. Approximately how many years have you lived in Lawrence? (without "not provided")**

Q20. How many years have you lived in Lawrence	Number	Percent
0-5	76	15.0 %
6-10	63	12.5 %
11-15	63	12.5 %
16-20	46	9.1 %
21-30	101	20.0 %
31+	156	30.9 %
Total	505	100.0 %

**Q21. What is your age?**

Q21. Your age	Number	Percent
18-34	101	19.5 %
35-44	98	18.9 %
45-54	99	19.1 %
55-64	104	20.0 %
65+	109	21.0 %
Not provided	8	1.5 %
Total	519	100.0 %

**WITHOUT NOT PROVIDED**

**Q21. What is your age? (without "not provided")**

Q21. Your age	Number	Percent
18-34	101	19.8 %
35-44	98	19.2 %
45-54	99	19.4 %
55-64	104	20.4 %
65+	109	21.3 %
Total	511	100.0 %

**Q22. Do you own or rent your current residence?**

Q22. Do you own or rent your current residence	Number	Percent
Own	353	68.0 %
Rent	164	31.6 %
Not provided	2	0.4 %
Total	519	100.0 %

**WITHOUT NOT PROVIDED**

**Q22. Do you own or rent your current residence? (without "not provided")**

Q22. Do you own or rent your current residence	Number	Percent
Own	353	68.3 %
Rent	164	31.7 %
Total	517	100.0 %

**Q23. Are you or any members of your household of Hispanic, Latino, or Spanish Ancestry?**

Q23. Are you or members of your household of Hispanic, Latino, or Spanish Ancestry	Number	Percent
Yes	37	7.1 %
No	482	92.9 %
Total	519	100.0 %

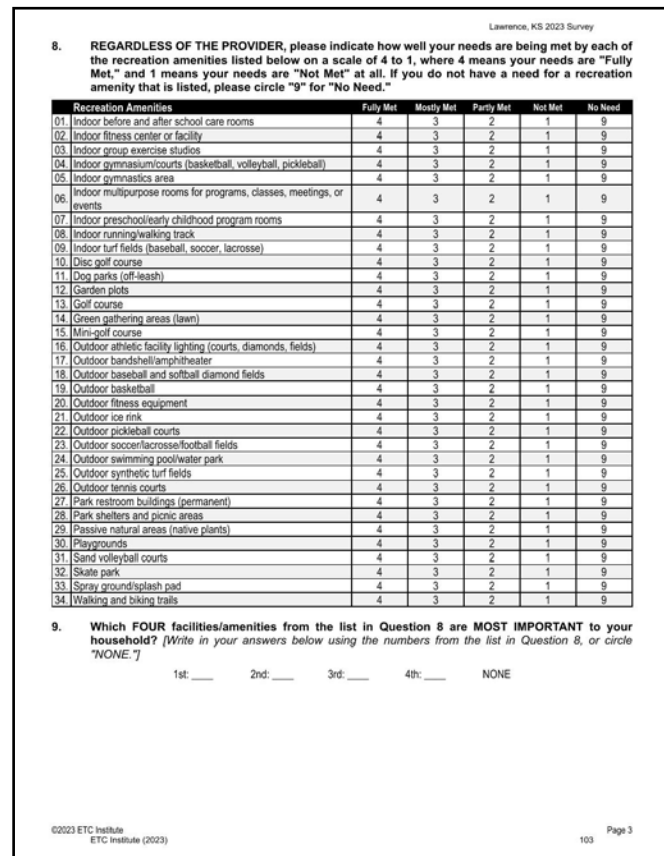
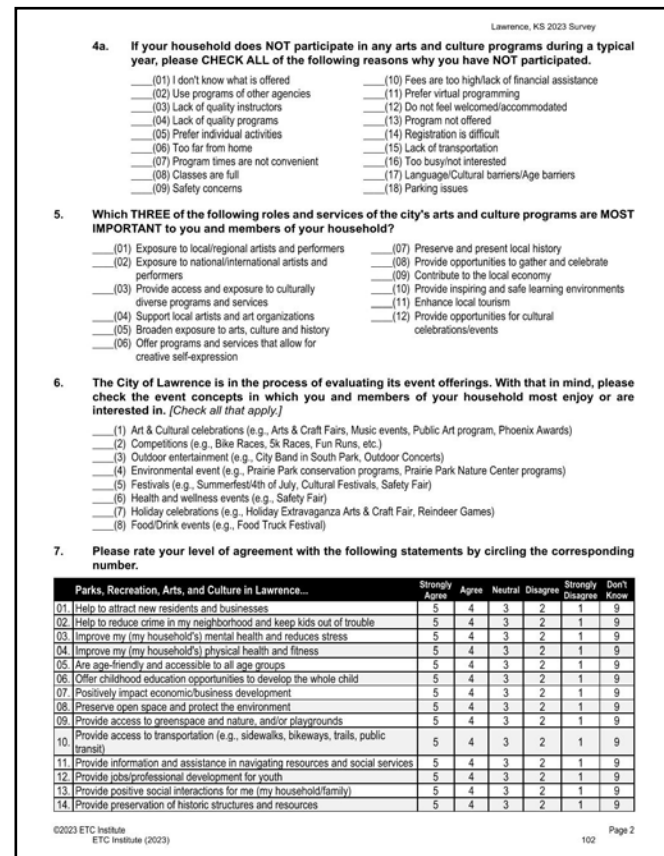
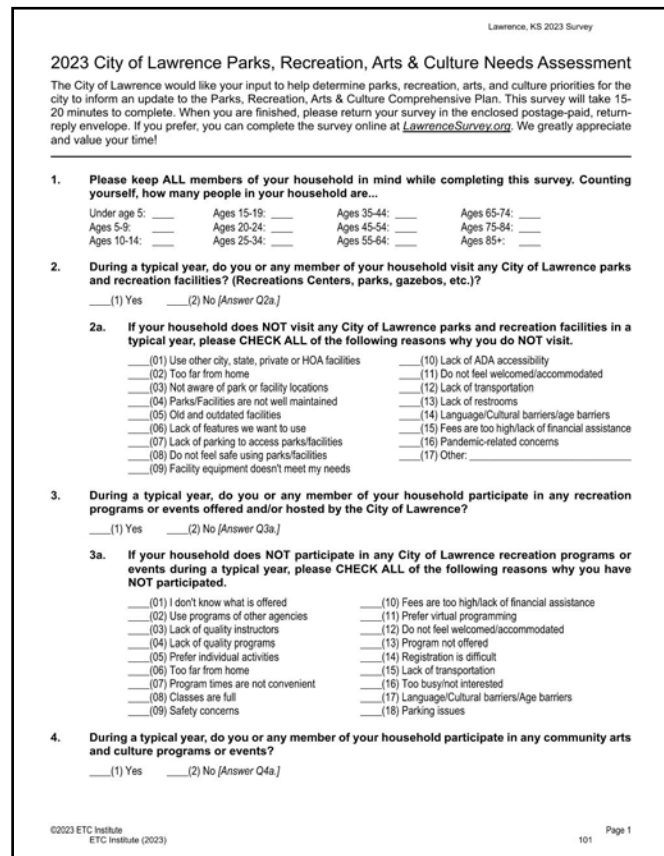
**Q24. Which of the following best describes your race or ethnic background?**

Q24. Your race/ethnicity	Number	Percent
Asian or Asian Indian	27	5.2 %
Black or African American	26	5.0 %
American Indian or Alaska Native	11	2.1 %
White or Caucasian	405	78.0 %
Native Hawaiian or other Pacific Islander	1	0.2 %
Middle Eastern or North African	3	0.6 %
Other	12	2.3 %
Total	485	

**Q24-7. Self-describe your race or ethnic background?:**

Q24-7. Self-describe your race/ethnicity	Number	Percent
Mixed	5	41.7 %
Hispanic	3	25.0 %
Mestizo	1	8.3 %
German/Irish	1	8.3 %
More than one	1	8.3 %
Eurasian	1	8.3 %
Total	12	100.0 %

**6** Survey Instrument



Lawrence, KS 2023 Survey

10. REGARDLESS OF PROVIDER, please indicate how well your needs are being met by each of the programs listed below on a scale of 4 to 1, where 4 means your needs are "Fully Met," and 1 means your needs are "Not Met" at all. If you do not have a need for a program that is listed, please circle "9" for "No Need."

Program	Fully Met	Mostly Met	Partly Met	Not Met	No Need
01. Adult arts & culture - performing (dance, theater)	4	3	2	1	9
02. Adult arts & culture - visual (drawing, painting)	4	3	2	1	9
03. Adult education programs (finance, language, technology)	4	3	2	1	9
04. Adult fitness and wellness programs	4	3	2	1	9
05. Adult golf instruction programs and leagues	4	3	2	1	9
06. Adult martial arts programs	4	3	2	1	9
07. Adult pickleball lessons and leagues	4	3	2	1	9
08. Adult programs for 62 years and older	4	3	2	1	9
09. Adult sports programs and leagues	4	3	2	1	9
10. Adult tennis lessons and leagues	4	3	2	1	9
11. Adult water fitness programs	4	3	2	1	9
12. Arts & Culture - performing (dance, theater)	4	3	2	1	9
13. Arts & Culture - visual (drawing, painting)	4	3	2	1	9
14. Before and after school programs	4	3	2	1	9
15. Camp programs (summer, spring, winter, holiday)	4	3	2	1	9
16. Community events (outdoor music, movies, holiday events)	4	3	2	1	9
17. Cooking classes	4	3	2	1	9
18. Educational classes (technology, special interest, STEAM)	4	3	2	1	9
19. E-Sports (video games/virtual gaming)	4	3	2	1	9
20. Golf instruction programs	4	3	2	1	9
21. Gymnastics programs	4	3	2	1	9
22. Learn to swim and diving programs	4	3	2	1	9
23. Martial arts programs	4	3	2	1	9
24. Music lesson programs	4	3	2	1	9
25. Nature programs/environmental education	4	3	2	1	9
26. Outdoor adventure programs	4	3	2	1	9
27. Preschool with all day care or half-day care	4	3	2	1	9
28. Programs for teens	4	3	2	1	9
29. Special events for adults only	4	3	2	1	9
30. Sports programs and leagues	4	3	2	1	9
31. Tennis lessons and leagues	4	3	2	1	9
32. Youth Baseball/Softball	4	3	2	1	9
33. Youth Basketball	4	3	2	1	9
34. Youth Soccer	4	3	2	1	9
35. Youth Volleyball	4	3	2	1	9

11. Which FOUR programs from the list in Question 10 are MOST IMPORTANT to your household? [Write in your answers below using the numbers from the list in Question 10, or circle "NONE."]   
 1st: \_\_\_\_ 2nd: \_\_\_\_ 3rd: \_\_\_\_ 4th: NONE

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Lawrence, KS 2023 Survey

12. Please indicate whether you or members of your household use or are aware of each of the following arts and culture services and programs offered by the City.

	Use	Aware, but Do Not Use	Not Aware It Was Offered
1. Camp programs	3	2	1
2. Community events	3	2	1
3. Community art programs (arts program grants, arts awards, etc.)	3	2	1
4. Performing arts classes (dance, theater, music)	3	2	1
5. Public art	3	2	1
6. Rental spaces (meetings, celebrations, events)	3	2	1
7. Visual art classes (painting, drawing, ceramics, fibers)	3	2	1
8. Special interest classes (culinary, soap making, woodworking, welding, film history, creative writing)	3	2	1
9. Other:	3	2	1

13. The following is a list of actions the City of Lawrence could take to improve its parks and recreation system. Please indicate your support for each potential action by circling the corresponding number to the right.

Types of Improvements	Very Supportive	Somewhat Supportive	Not Sure	Not Supportive
01. Develop fieldhouse (indoor sports fields facility)	4	3	2	1
02. Develop larger indoor rental venues	4	3	2	1
03. Develop new bike park facility, pump track	4	3	2	1
04. Develop new multiuse recreation facilities	4	3	2	1
05. Develop public art opportunities	4	3	2	1
06. Improve existing parks infrastructure (e.g., benches, shade structures, water fountains, wi-fi)	4	3	2	1
07. Improve existing playgrounds	4	3	2	1
08. Improve existing trail system (increasing connectivity/accessibility)	4	3	2	1
09. Improve inclusion services or accessibility to programs and facilities	4	3	2	1
10. Improve/Add restroom facilities	4	3	2	1

14. Which THREE improvements from the list in Question 13 are MOST IMPORTANT to your household? [Write in your answers below using the numbers from the list in Question 13, or circle "NONE."]   
 1st: \_\_\_\_ 2nd: \_\_\_\_ 3rd: NONE

15. Please indicate your level of agreement with each of the following statements about parks, recreation, arts and culture in the City of Lawrence. Please rate your level of agreement on a scale of 1 to 5, where 1 means "Strongly Disagree," and 5 means "Strongly Agree."

Rate Your Level of Agreement	Strongly Agree	Mostly Agree	Neutral	Mostly Disagree	Strongly Disagree
1. I feel safe in the parks	5	4	3	2	1
2. I feel welcome in the city's parks, programs, and facilities	5	4	3	2	1
3. I know where to look for information about arts, parks, trails, and recreation facilities	5	4	3	2	1
4. The area near my home has convenient access to arts, parks, and recreation opportunities	5	4	3	2	1
5. The city has parks and recreation facilities for people like me	5	4	3	2	1
6. The facilities are well-maintained	5	4	3	2	1
7. The parks are well-maintained	5	4	3	2	1
8. There are plenty of parks, recreation, arts and culture opportunities for teens	5	4	3	2	1
9. There are plenty of parks, recreation, arts, and culture opportunities for older adults	5	4	3	2	1

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Lawrence, KS 2023 Survey

16. Do you support a Public Art Program in Lawrence?   
 \_\_\_(5) Strongly support \_\_\_(3) Neutral \_\_\_(1) Strongly do not support   
 \_\_\_(4) Somewhat support \_\_\_(2) Do not support \_\_\_(9) Don't know

17. Do you support city grant programs for arts, culture and events?   
 \_\_\_(5) Strongly support \_\_\_(3) Neutral \_\_\_(1) Strongly do not support   
 \_\_\_(4) Somewhat support \_\_\_(2) Do not support \_\_\_(9) Don't know

18. I would like more access to the arts for myself/or my family.   
 \_\_\_(5) Strongly agree \_\_\_(3) Neutral \_\_\_(1) Strongly disagree   
 \_\_\_(4) Agree \_\_\_(2) Disagree \_\_\_(9) Don't know

19. Please rate your level of satisfaction with the overall value that your household receives from the City of Lawrence parks, facilities, programs, and services.   
 \_\_\_(5) Very satisfied \_\_\_(3) Neutral \_\_\_(1) Very dissatisfied   
 \_\_\_(4) Satisfied \_\_\_(2) Dissatisfied \_\_\_(9) Don't know

20. Approximately how many years have you lived in Lawrence? \_\_\_\_\_ years

21. What is your age? \_\_\_\_\_ years

22. Do you own or rent your current residence? \_\_\_(1) Own \_\_\_(2) Rent

23. Are you or any member of your household of Hispanic, Latino, or Spanish Ancestry?   
 \_\_\_(1) Yes \_\_\_(2) No

24. Which of the following best describes your race or ethnic background?   
 \_\_\_(01) Asian or Asian Indian \_\_\_(05) Native Hawaiian or other Pacific Islander   
 \_\_\_(02) Black or African American \_\_\_(09) Middle Eastern or North African   
 \_\_\_(03) American Indian or Alaska Native \_\_\_(99) Other: \_\_\_\_\_   
 \_\_\_(04) White or Caucasian

25. Would you like to be entered into a drawing for a chance to receive one \$500 prepaid Visa gift card for completing this survey?   
 \_\_\_(1) Yes [Answer Q25a.] \_\_\_(2) No

25a. Please provide your contact information:   
 Mobile Phone Number: \_\_\_\_\_ Email Address: \_\_\_\_\_

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

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# APPENDIX H:



## 7.3.1 Funding Sources for Capital Improvement Dollars and Operating Costs

The following **financial options** outline opportunities to consider in supporting the capital improvements as well as operational costs associated with managing the Lawrence Parks and Recreation system for the future. Many of these funding sources may not be allowed or have never been used but should be pursued through legislative means should the Department see the value in pursuing these funding sources.

**General Obligation Bond:** A general obligation bond is a municipal bond secured by a taxing authority to improve public assets that benefits the municipal agency involved that oversees some of the parks and recreation facilities in the city. General Obligation Bonds are a tool used by local governments to borrow money. The bonds are guaranteed by the governing body's full faith and credit and backed by property tax revenues. Departments can use revenue generated from the sale of general obligation bonds to fund a park project and repay the bonds and interest with future property tax revenue.

General Obligation Bonds should be considered for park and recreation facility projects, such as an update to Neighborhood, Community and Regional Parks, trails, recreation centers, aquatic centers, or a sports complex. Improvements to parks should also be covered by these funding sources because there are little operational revenues associated with these parks to draw from and some of the park's improvements need upgrades and renovations limiting the

uses of other revenue sources. These parks help frame the image and benefit a wide age segment of users and updating these parks will benefit the community as a whole and stabilize neighborhoods and other areas. This must be viewed as an economic impact improvement to stabilize neighborhoods and invite people to live in these neighborhoods because of the quality of parks in their neighborhood. If the parks are maintained to a higher level than the neighborhood, it raises the value of property. If parks are maintained below the level of existing homes in the neighborhood, it will bring property values down.

**Independent Municipal Corporations:** like Facility Authority can issue debt up to 2% of the debt limit of the city in most states for bond funding. This opportunity is subject to approval of the city council.

**Local Option Sales Tax for Parks and Recreation:** Many cities have used this funding source to help support parks and facilities in their city. Other cities have incorporated this option and moved dollars related to this funding source to support park infrastructure in their parks. Lawrence has this option available to them and is using some of it for parks and recreation purposes.

**Economic Impact Sales Tax or STAR Bonds:** These funds are used to support economic impact projects which can be in parks in Kansas. This may be an opportunity to create this funding source for park related economic improvements related to parks. This could be used for sports complexes, amphitheaters, field houses, destination golf courses and other attractions.

**Levy on Property Tax:** Public agencies around the country receive funding through property tax revenues. State laws vary on how these funds can be used- rather applied to operating cost or capital investments. Lawrence uses this resource now.

**Special Purpose Levies:** Public agencies, including parks, can receive funding through a tax levy designated to a specific purpose and generally for a limited period. This could be a one-time, special purpose levy implemented for a limited time or an ongoing levy.

**Recreation and Park Use of Impact Fees:** implementing an Impact fee on new development is used across the country if the Department wanted to pursue these funds from developers. Impact fees generally provide some capital funds but rarely are they sufficient to provide full funding for large projects. They can only be applied on new construction in most states.

**Internal Park Improvement Fund:** This funding source is created from a percentage of the overall park admissions to attractions such as sport complexes, golf courses, aquatic centers, fieldhouses or special events in a park and would allow a percentage usually in the 3-5% of gross revenues to be dedicate to the park or recreation facility for existing and future capital improvements. This type of user fee does not require voter approval but is set up in a dedicated fund to support the existing park for future capital, maintenance, and improvements.

**Tax Increment Finance District:** Commonly used for financing redevelopment projects. A Tax Increment Finance District (TIF) involves the issuance of tax-exempt bonds to pay front-end infrastructure and eligible development costs in partnership with private developers that are considered Quality of Life improvements that capture increases in property tax revenue within a designated geographic area and allocates it for a specific public purpose. TIF revenue has been used towards park acquisition, maintenance, and improvements in certain cities.

As redevelopment occurs, the "tax increment" resulting from redevelopment projects is used to retire the debt issued to fund the eligible redevelopment costs. The public portion of the redevelopment project funds itself using the additional taxes generated by the project. TIFs can be used for new park improvements and development as an essential infrastructure cost. These funds would work well in the downtown park redevelopment and in trail development in Lawrence.

**Sales Tax:** Some cities such as Lawrence allocate a percentage of local or state-wide sales taxes specifically for parks. A general sales tax applies to a broad base of goods, which means that "a substantial amount of revenue can be generated with a relatively low tax rate. This keeps the burden on household's low.

**Developer Cash-in-Lieu of meeting the Open Space Requirement:** Ordinances requiring the dedication of open space within developments to meet the park and recreation needs of the new residents often have provisions allowing cash contribution to substitute for the land requirement. Currently in Kansas developers of solar farms are paying the government in those communities' cash versus property taxes as an option.

**Park Land Dedication Fee:** A park land dedication fee requires that a portion of any housing or commercial/industrial development be dedicated to public use, in the form of parks, recreation facilities, playgrounds, etc. Alternatively, the development may pay cash in lieu of a land dedication, which would be put in a special fund and used for future park acquisition.

**Business Improvement District:** The public private partnership collects additional taxes from business within a designated area. The fees are used for public projects, based on the notion that a well-maintained public space will increase commerce for local businesses. Generally used in downtown areas, a Business Improvement District is a useful strategy for pooling revenue to support a common goal. BID funding is managed by a nonprofit corporation created through the city. This BID district can help support downtown parks as well. Lawrence is considering this funding source.

**Impact Development Fees:** Impact Development Fees are one-time fees assessed on residential or commercial development based on the theory that growth pays for growth. Revenue generated from impact fees is allocated towards public infrastructure, including parks. This is a major source of funding for many fast-developing communities.

**Facility Authority:** A Facility Authority is sometimes used by park and recreation agencies to improve a specific park or develop a specific improvement such as a stadium, large recreation center, large aquatic center, or sports venue for competitive events. Repayment of bonds to fund the project usually comes from a sales tax in the form of food and beverage. A facility Authority could oversee improvements for the large facilities, such as an aquatic center and sports field complex. The Facility Authority could include representation from the schools, the city, and private developers.

**Utility Lease Fee:** Utility lease fees have been used to support parks in the form of utility companies supporting a park from utility easements, storm water runoff and paying for development rights below the ground. This funding source is derived from fees on property owned based on measures such as the amount of impervious surfacing as well as fees from utility companies having access through the park. It is used by many cities to acquire and develop greenways and other open space resources that provide improvements in the park or development of trails. Improvements can include trails, drainage areas, and retention ponds that serve multiple purposes such as recreation, environmental protection, and storm water management. This could be a source for the utilities to contribute to support the parks and trails in the future. This has been highly successful in Houston along their bayous and in King County Washington.

**Transient Occupancy Tax:** This funding source is used by many cities and counties to fund improvements to parks from hotels that benefit from the parks in the form of sporting events or entertainment where participants stay in hotels when they use city or county owned sports complexes or competitive facilities. The Transient Occupancy Taxes are typically set at 3-5% on the value of a hotel room and a 1% sales tax that can be dedicated for park and recreation improvement purposes as well. Because of the value that parks could provide in the way of events, sports, entertainment and cultural events, hotels in the area that benefit could be set up with a portion of their occupancy funds going to support park and recreation related improvements. Tracking the economic value back to the hotels is important to build trust with the hotel business community.

**Food and Beverage Tax:** These dollars can come from the local community as well as visitors to help pay for a bond to finance future park and recreation related improvements. Food and Beverage Taxes are very well accepted in most communities. Many park and recreation agencies have a 1% food and beverage tax to support land acquisition across the country.

**Special Service District:** Many cities have moved parks and recreation services to a Special District especially in Ohio, Illinois, California, and Oregon. Businesses and property owners within a designated area can request that a city authorize a Special Service District. Within the district, property owners and businesses pay a service charge that is used for special services, such as park improvements for operations and maintenance.

**Capital Improvement Fee:** A capital improvement fee can be added to an admission fee to a recreation facility or park attraction to help pay back the cost of developing or updating the facility or attraction. This fee is usually applied to golf courses, aquatic facilities, recreation centers, stadiums, amphitheatres, and special use facilities such as sports complexes. The funds generated can be used either to pay back the cost of the capital improvement on a revenue bond that was used to develop or redevelop the facility. This could be considered for the water/irrigation cost for the golf course.

**Capitalizing Maintenance Costs:** Levies and bonds for new projects do not always account for the ongoing maintenance and operations funding that will be needed by those projects. By capitalizing maintenance costs, cities include those anticipated costs into the specific levy or bond proposal and then set the funding aside in an endowment to cover the future costs.

**Lease Back:** Lease backs are a source of capital funding in which a private sector entity such as a development company buys the park land site or leases the park land and develops a facility such as a park, recreation attraction, recreation center, pool, or sports complex; and leases the facility back to the municipality to pay off the capital costs over a 20 to 30-year period.

This approach takes advantage of the efficiencies of private sector development while relieving the burden on the municipality to raise upfront capital funds. This funding source is typically used for recreation and aquatic type facilities, stadiums, civic buildings, and fire stations. This is commonly used in Indiana and Kentucky called a PPP-3.

**Park and Recreation Capital Improvement Fund:** Fees, donations, and revenue from vending machines may be established and collected by the park and Recreation Board for particular special events held on park property as the Board may deem necessary for that specific event. Private organizations who hold their event on park property and who charge admission for the event shall donate a portion of those charges to The Park and Recreation Capital Improvement Fund. Revenue from all vending machines placed on park property and accessible to the public shall be placed in the fund.

**Partnerships:** Most park and recreation agencies do not have equitable agreements for how the partnership is financed. Establishing policies for public/public partnerships, public/not-for-private partnerships and public private partnerships needs to be established with measurable outcomes for each partner involved. The Departments can gain a lot of operational monies back to the department if they can manage their partnerships in a more equitable manner.

**Land Leases/Concessions:** Land leases and concessions are public/private partnerships in which the municipality provides land or space for private commercial operations that will enhance the park and recreational experience in exchange for payments to help reduce operating costs. They can range from food service restaurant operations to retail operations on city owned property such as marinas and bait shops. Leases usually pay back to the city a percentage of the value of the land each year in the 15% category and a percentage of gross from the restaurant or retail attraction. They also pay sales tax and employee income taxes to the city which supports the overall government system in the city.

**Admission to the Park:** Many park and recreation systems in the United States have admission fees on a per car, per bike and per person basis to access a park that can be used to help support operational costs. Car costs range from \$3 to \$5 a car and \$2 dollars a bicycle or \$2 dollars a person.

This is occurring in many park and recreation systems, especially at large regional parks. This would only apply to regional parks or special use sports complexes in the city if it is considered. This fee may be useful for large events and festivals that have the capability to be set up as a fee-based park, at least on weekends.

**Parking Fee:** Many parks that do not charge an admission fee will charge a parking fee. Parking rates range from \$3 to \$4 dollars a day. This funding source could work to help to support special events, festivals, and tournaments. City and County Park systems in Florida and Maryland charge parking fees for beaches, sports complexes, and special event sites. They also have parking meters in parks to support the system of individual parking and this could be applied to some parks that have high levels of people parking for free in city parks and going to work close by.

**User Fees:** User fees are fees paid by a user of recreational facilities or programs to offset the costs of services provided by Departments in operating a park, a recreation facility or in delivering programs and services. A perception of "value" must be instilled in the community by staff for what benefits the system is providing to the user. As the Department continues to develop new programs, all future fees should be charged based on cost recovery goals developed in a future Pricing Policy. The fees for the parks and/or core recreation services are based on the level of exclusivity the user receives compared to the general taxpayer. It is recommended that user fees for programs be charged at market rate for services to create value and operational revenue. For services that cannot move forward on adequate user fees to obtain the required cost recovery, consideration of contracting with a not-for-profit and/or private company to help offset service costs should be pursued. This would save the system dollars in their operational budgets while still ensuring the community receives the service to keep the quality of life at a high standard.

**Corporate Naming Rights:** In this arrangement, corporations invest in the right to name an event, facility, or product within a park in exchange for an annual fee, typically over a ten-year period. The cost of the naming right is based on the impression points the facility or event will receive from the newspapers, TV, websites, and visitors or users to the park. Naming rights for park and recreation facilities are typically attached to sports complexes, amphitheatres, recreation centers, aquatic facilities, stadiums, and events. Naming rights are a good use of outside revenue for parks, recreation facilities or special attractions.

**Corporate Sponsorships:** Corporations can also underwrite a portion, or all the cost of an event, program, or activity based on their name being associated with the service. Sponsorships typically are title sponsors, presenting sponsors, associate sponsors, product sponsors, or in-kind sponsors. Many agencies seek corporate support for these types of activities.

**Advertising Sales:** on sports complexes, scoreboards, gym floors, trash cans, playgrounds, in locker rooms, at dog parks, along trails, flowerpots, and as part of special events to help support operational costs have been an acceptable practice in parks and recreation systems for a long time and can support operational costs.

**Maintenance Endowment Fund:** This is a fund dedicated exclusively for a park's maintenance, funded by a percentage of user fees from programs, events, and rentals and is dedicated to protecting the asset where the activity is occurring.

**Park and Recreation Revenue Revolving Fund:** This is a dedicated fund to be used for park purposes only that is replenished on an ongoing basis from various funding sources such as grants, sponsorships, advertising, program user fees and rental fees within the park system.

**Permit Fees:** This fee is incorporated for exclusive reservations for picnic shelters, sports fields, special events that are for competition tournaments by other organizations who make a profit from the Department owned facilities. Permit fees include a base fee for all direct and indirect costs for the Department to provide the space on an exclusive basis plus a percentage of the gross for major special events and tournaments held on park owned permitted facilities. Alcohol permits should be explored and if determined worthwhile, added to these permits which would generate more dollars for these special use areas. These dollars could be applied to a Recreation and Park Revolving Fund to help support park improvements and operations in the future.

**Land Leases:** Many communities across the United States have allowed land leases for commercial retail operations along trails as a source of funding. The communities that have used land leases look for retail operations that support the needs of recreation users of the trails. This includes coffee shops, grill and food concessions, small restaurants, ice cream shops, bicycle shops, farmer's markets, and small local businesses. The land leases provide revenue to maintain the trails and/or to be used for in-kind matching.

**Sale of Development Rights below the Ground:** Some public agencies have sold their development rights next to greenways below the ground for fiber optic lines and utility lines for gas and electric on a lineal foot basis.

### 7.3.2 Private Funding Sources

**Hire a Grant Writer:** There are many local and national grant writers who can help the system acquire local, state, and national grants for a relatively low cost.

**Business/Citizen Donations:** Individual donations from corporations and citizens can be sought to support specific improvements and amenities. Crowd funding is used by many park and recreation agencies.

**Exclusive Product Placement:** Many cities have the official drink or food of parks and recreation, buying the right to be exclusively sold at kiosks and concession stands. They all pay for the right to be exclusive.

**Private Foundation Funds:** Nonprofit community foundations can be strong sources of support for The Departments and should be pursued for specific park and recreation amenities. This can come from a community foundation or a private foundation. Most large park systems have their own parks foundation as well.

**Nonprofit Organizations:** Nonprofit organizations can provide support for green space and parks in various ways. Examples include the following:

- **Conservancy or Friends Organization:** This type of nonprofit is devoted to supporting a specific park like Centennial Park. These Park Conservancy's or Friends Groups are a major funding source for parks in the United States.
- **Greenway Foundations:** Greenway foundations focus on developing and maintaining trails and green corridors on a County-wide basis. Departments could seek land leases along their trails as a funding source, in addition to selling miles of trails to community corporations and nonprofits. The development rights along the trails can also be sold to local utilities for water, sewer, fiber optic, and cable lines on a per mile basis to support development and management of these corridors. Some greenway foundations have created their own specific Greenway Trail license plate to help support the development and maintenance of trails.
- **Floodway Funding Sources:** Many cities and counties have used floodway funding sources to support development and operations of greenways. This funding source is used extensively in Houston, Texas, and in Cleveland, Ohio for their park systems.

**Greenway Trust Fund:** Another strategy used by several communities is the creation of a trust fund for land acquisition and facility development that is administered by a private greenway advocacy group, or by a local greenway commission. A trust fund can aid in the acquisition of large parcels of high-priority properties that may be lost if not acquired by private sector initiative. Money may be contributed to the trust fund from a variety of sources, including the municipal and county general funds, private grants, and gifts.

**Greenway Fundraising Programs:** Agencies across the United States have used greenways for not-for-profit fundraisers in the form of walks, runs, bicycle races, and special events. The local managing agency usually gets \$2-\$5 per participant in the events to go back to support the operations and maintenance costs.

**Greenways Conservation Groups:** Conservation groups adopt green corridors to support the operations and capital costs for specific greenway corridors. These groups raise needed money for designated greenways for capital and operations costs.

**Local Private-Sector Funding:** Local industries and private businesses may agree to provide support for greenway development through one or more of the following methods:

- Donations of cash to a specific greenway segment.
- Donations of services by large corporations to reduce the cost of greenway implementation, including equipment and labor to construct and install elements of a specific greenway.
- Reductions in the cost of materials purchased from local businesses that support greenway implementation and can supply essential products for facility development.

**Adopt-A-Foot Program:** These are typically small grant programs that fund new construction, repair/renovation, maps, trail brochures, facilities (bike racks, picnic areas, birding equipment) as well as provide maintenance support. The Adopt-A-Foot program is in the form of cash contributions that range from \$2,640 to \$26,400 over a five-year period.

**State Water Management Funds:** Funds established to protect or improve water quality could apply to a greenways/trails project if a strong link exists between the development of a greenway and the adjacent/nearby water quality. Possible uses of these funds include the purchase of critical strips of land along rivers and streams for protection, which could then also be used for greenways; developing educational materials, displays; or for storm water management.

**Estate Donations:** Wills, estates, and trusts may be also dedicated to the appropriate agency for use in developing and/or operating the greenway system.

### 7.3.3 Volunteer Sources

**Adopt-a- Area of a Park:** In this approach local neighborhood groups or businesses make a volunteer commitment to maintaining a specific area of a park. Adopt-a- area of a park arrangements are particularly well-suited for the Department.

**Adopt-a-Trail:** This is like Adopt-a-Park but involves sponsorship of a segment of a trail (e.g., one mile) for maintenance purposes.



**Community Service Workers:** Community service workers are assigned by the court to pay off some of their sentence through maintenance activities in parks, such as picking up litter, removing graffiti, and assisting in painting or fix up activities. Most workers are assigned 30 to 60 hours of work. This would seem to be a good opportunity for the parks to collaborate with the sheriff's department on using community service workers.

**Volunteer Assistance and Small-scale Donation Pro-Greenway Sponsors:** A sponsorship program for greenway amenities allows for smaller donations to be received both from individuals and businesses. The program must be well planned and organized, with design standards and associated costs established for each amenity. Project elements that may be funded can include mile markers, call boxes, benches, trash receptacles, entry signage and bollards, and picnic areas.

**Volunteer Work:** Community volunteers may help with greenway construction, as well as conduct fundraisers. Organizations that might be mobilized for volunteer work include the Boy Scouts and Girl Scouts.

### 7.3.4 Operational Assistance and Small Donation

The following are funding options to consider in operations of a system.

**Concessions:** Concessions can be leased out to a private operator for a percentage of gross profits. Typically, 15%-18% of gross profits for concessions of a profit operator, or a managing agency over a park site could manage concessions. This can include retail goods as well at golf pro-shops and tennis centers.

**Parking Fees:** During major special events, the park system could charge a \$5 parking fee for special events in the parks.

**Field Permits:** The Department can issue recreational use permits for activities, practice, or games. Permits should cover the operational cost of each field and management costs. If a private operator desires to rent the site for a sporting tournament for private gain, Departments should provide a permit fee plus a percentage of gross from the event for the exclusive use of the fields.

**Reservation Fees:** Reservation fees for picnic shelters, hospitality spaces and special use facilities are a great source of revenue for the system if priced correctly and include all operational and capital costs in the fee.

**Admission Fee:** An admission fee to an event in the park can be utilized.

**Walking and Running Event Fees:** Event fees for walking and running events in a park can be assessed to cover safety staff managing the event in the park.

**Advertising Revenue:** Advertising revenue can come from the sale of ads on banners in the parks. The advertising could include trashcans, trail markers, visitor pull trailers, tee boxes, scorecards, and restrooms.

**Wi-Fi Revenue:** Departments can set up a Wi-Fi area whereby a Wi-Fi vendor is able to sell the advertising on the Wi-Fi access banner to local businesses targeting the users of the site. This revenue has amounted to \$20,000-\$50,000 in revenue for similar systems.

**Cell Tower:** Cell tower leases can be used. This revenue source would support \$35,000-\$50,000 annually for the site if cell towers are in areas needing cell towers.

**Special Event Sponsors:** Special events provide a great venue for special events sponsors as it applies to a concert, stage, entertainment, and safety.

**Room Reservations:** Rental of rooms in the park system can gain operational revenues from these amenities with a typical range of \$200-\$500 a day for exclusive rental reservations.

**Special Fundraiser:** Many agencies hold special fundraisers on an annual basis to help cover specific programs and capital projects to be dedicated to a facility or district.

### 7.3.5 Other Government Funding Sourc-

**Governmental Funding Programs:** A variety of funding sources are available from the federal and state government for park-related projects.

For example, the **Land and Water Conservation** Fund funding program has been reinstated for 2024 levels at 900 million and can provide capital funds to state and local governments to acquire, develop, and improve outdoor recreation areas. **Federal Community Development Block Grant (CDBG)** funds are used to support open space related improvements including redevelopment and new development of parks and recreation facilities. **Transportation Enhancement Funds** available through BuildIT Funds, the current approved federal transportation bill, can be used for trail and related green space development, **AmeriCorps Grants** can be used to fund support for park maintenance. These examples are outlined below:

**SAFETULU** Funds as well as Safe Routes to School Funds should be pursued for the trail improvements outlined in the plan as well as **Transportation Enhancement Funds. Transportation Enhancement Funds** monies require a 20% match and Safe Routes to School Funds require no match.

**CDBG (Community Development Block Grants)** funds are used by many cities to enhance parks. These funds should be used to support the redevelopment of major facilities based on its location and what it will do to enhance the neighborhood and schools surrounding the park which is the purpose for CDBG monies.

**AmeriCorps Grants** should be pursued by the Parks Division to support park maintenance and cleanup of drainage areas where trails are located and small neighborhood parks.

**Conservation Reserve Program:** The U. S. Department of Agriculture (USDA), through its Agricultural Stabilization and Conservation Service, provides payments to farm owners and operators to place highly erodible or environmentally sensitive landscapes into a 10-15-year conservation contract. The participant, in return for annual payments during this period, agrees to implement a conservation plan approved by the local conservation district for converting sensitive lands to less intensive uses. Individuals, associations, corporations, estates, trusts, cities, counties, and other entities are eligible for this program. Funds from this program can be used to fund the maintenance of open space and non-public-use greenways along bodies of water and ridgelines.

**Wetlands Reserve Program:** The U.S. Department of Agriculture provides direct payments to private landowners who agree to place sensitive wetlands under permanent easements. This program can be used to fund the protection of open space and greenways within riparian corridors.

**Watershed Protection and Flood Prevention (Small Watersheds) Grants:** The USDA Natural Resource Conservation Service (NRCS) provides funding to state and local agencies or nonprofit organizations authorized to conduct, maintain, and operate watershed improvements involving less than 250,000 acres. The NRCS provides financial and technical assistance to eligible projects to improve watershed protection, flood prevention, sedimentation control, public water-based fish and wildlife enhancements, and recreation planning. The NRCS requires a 50-percent local match for public recreation, and fish and wildlife projects.

**Urban and Community Forestry Assistance Program:** The USDA provides small grants of up to \$10,000 to communities for the purchase of trees to plant along city streets and for greenways and parks. To qualify for this program, a community must pledge to develop a street-tree inventory, a municipal tree ordinance, a tree commission, committee or department, and an urban forestry-management plan.

**Small Business Tree-Planting Program:** The Small Business Administration provides small grants of up to \$10,000 to purchase trees for planting along streets and within parks or greenways. Grants are used to develop contracts with local businesses for their plants.

**Economic Development Grants for Public Works and Development of Facilities:** The U. S. Department of Commerce, Economic Development Administration (EDA), provides grants to states, counties, and cities designated as redevelopment areas by EDA for public works projects that can include developing trails and greenway facilities. There is a 30-percent local match required, except in severely distressed areas where federal contribution can reach 80 percent.

**National Recreational Trails Program:** These grants are available to government and nonprofit agencies, for amounts ranging from \$5,000 to \$50,000, for the building of a trail or piece of a trail. It is a reimbursement grant program (sponsor must fund 100% of the project up front) and requires a 20% local match. This is an annual program with an application deadline at the end of January. The available funds are split such that 30% goes toward motorized trails, 30% to non-motorized trails, and 40% is discretionary for trail construction.

**Design Arts Program:** The National Endowment for the Arts provides grants to states and local agencies, individuals and nonprofit organizations for projects that incorporate urban design, historic preservation, planning, architecture, landscape architecture, and other community improvement activities, including greenway development. Grants to organizations and agencies must be matched by a 50-percent local contribution. Agencies can receive up to \$50,000.

# APPENDIX I:

## The Role of Public Art

### Typologies

The following typologies serve as a guide to understanding the variety of public art types, a robust public art program would include a diverse set of pieces that span many typologies and create opportunities for the public to engage in a variety of ways with the art through its functionality, story-telling capacity, tone and mood, as well as its integration into and relationship with the site.

#### **Sculpture**

Sculptures are three-dimensional original artworks that can be made of any material that offers structural stability and durability. Sculptures are scaled to their surroundings and typically do not move from the location in which they are installed. Whether contemporary, whimsical, traditional or something more, sculptures are often the focal points of civic art. Sculptures may commemorate and celebrate our history, express civic pride, or be established as culturally defining showpieces for the city.

#### **Environmental Art**

Environmental art is any kind of outdoor public art that uses materials with a direct connection to nature, landscaping, or organic materials. Environmental art can be temporary or permanent, and its scale can vary. Its thematic context addresses environmentalism and sustainability.

#### **Fiber Art**

Fiber art is any kind of artwork that uses natural or synthetic fiber materials as the primary component of its overall composition. Fiber art can take the form of wall hangings, tree wraps, suspended sculptures, and beyond. Examples of fiber materials include fabric, yarn, polyurethane materials (like tarp), and mesh.

#### **Functional Art**

Functional Art is the ordinary infrastructure that has been reimagined and designed by an artist. Integrating unique designs into infrastructure may be an affordable and efficient way to create a major visual impact. Some possible options for functional art installations include bike racks, benches, play equipment, medians, subdivision walls, trash cans, transit stops, storm drains, manholes, monument signage, sidewalk treatments and more.

#### **Murals**

Murals are large-scale, two-dimensional compositions that can be: 1) painted onto the surface 2) graphic reproductions printed onto vinyl that is adhered to a surface, or 3) painted onto a panel that is affixed to the building. Environmental conditions, artwork display duration, artist ability, timeline, and budget are all considerations for which mural application style is suitable for a project. While curating permanent works of art as part of the collection is important, ephemeral works such as murals allow for the exposure of many artists over a short period of time rather than a few artists over a long period of time.

#### **Light Installations**

Artists use lighting in creative and interesting ways in order to manipulate the built environment with limited physical impacts. Light installations may be used on existing buildings, in parks on substantial landscape features, or as part of a larger installation of sculpture. They may be especially useful and impactful when used in infrastructure projects.

#### **Mosaic Art**

Mosaics come in many shapes and sizes and include glass or ceramics. The relative flexibility of the application of mosaics responds well to many art contexts. Mosaics can be inlaid for flooring or wall elements, or they may be a component of a sculpture. Terrazzo floors can be considered as a kind of mosaic installation.

#### **Multimedia Art**

Multimedia installations may combine many other art types in ways that expand the imagination. Video, lighting, sculpture, murals, and more can be combined to make multimedia installations. Multimedia installations are especially useful for temporary or pop-up installations.

#### **Site-Specific Art**

Site-specific art is artwork that is aesthetically, conceptually, and/or thematically connected to the unique circumstances, culture, history, and environment of a particular site. Site-specific art can take many forms and may be permanent or temporary. In this approach to art-making, artists extensively research the place, site, or area where the site-specific artwork will be placed. Site-specific art tells the story of a place through its surroundings, enriching the experience of the place itself.

#### **Time-Based Media**

Time-based Media is art that is created using photography, video, film, and/or audio whose composition transpired over a period of time. Time-based media artwork has clearly-defined beginning and ending points. This kind of artwork may run on a loop and is suitable for environments whose conditions are not suitable for traditional artwork materials.

## Public Art Placement Strategies

#### **Iterative Public Art Projects**

An iterative project is one that has many parts united by the same theme. For example, a park may commission an artist to create a series of sculptures placed in various locations around the park, united by the theme “Larger than Life Flowers.” Another example could be a recurring design motif or symbol placed in a range of sites around a town center. If a city’s symbol is a beehive, then an artist could design a series of beehive images to be printed on vinyl stickers and placed around a city. Iterative projects establish a “trail” for the community to follow across a predetermined area, making them a great option for retail areas, parks, or historic town centers.

#### **Single-Site Public Art Projects**

Single-presentation public art projects are those that do not repeat in multiple locations and their compositions are limited to one site. Examples of these kinds of projects include, a large-scale sculpture commissioned for a city hall lawn; a unique mural on the facade of a community center; or light installation that is engineered to complement the detailed architecture of a historic building. Single-presentation projects may be temporary, or long-term, and they are primarily characterized by their function as a landmark in public space.

## Engaging Public Art Opportunities

#### **Pop-up & Temporary Art**

Pop-up and Temporary Art are public art interventions that exist in a community between one day and two years. Some ideal locations for temporary installations include construction sites, sidewalks, alleyways, parks, and temporarily empty spaces and storefronts.

Temporary art can be cost effective and easy to execute, providing opportunities for additional artist engagement. In whatever form, its short lifespan gives energy to the space and drives excitement among the community. Temporary may also invite collaboration, be it with local schools or community groups, to rotate artwork over short periods of time.

In addition to robust, regular performing arts programming in public spaces, public performances could also appear in temporary or pop-up format. Pop up performances, specifically, have a lasting impact on a community by creating a sense of surprise and joy in unexpected places.

**Community Participatory Art**

Participatory art involves the community or a public group in the process of art-making, as guided by an artist. Artwork that emerges from a participatory experience enhances and celebrates its process and participants over short or long periods of time. Collaborative art pieces engage people to generate feelings of community pride and ownership.

# APPENDIX J:

## Policy

### Administration of the Lawrence Public Art Program

#### Lawrence Public Art Process

##### Project Discovery

The Lawrence Public Art Program staff collaborates closely with City Departments and other project stakeholders to determine the funding sources, objectives, and appropriate locations for public artworks. Public Art Program staff then develops a comprehensive project summary to be included in the Call to Artists (CTA).

##### Call to Artists

Based on insights gathered from preliminary engagement meetings, Lawrence Public Art Program staff drafts the project scope, outlines eligibility requirements, and prepares the CTA, which typically takes the form of a Request for Qualifications (RFQ). The CTA is presented to the Public Art Commission for review and approval before being published and widely disseminated.

##### Artist Selection

Program staff assembles a panel of arts professionals, community representatives, and project advisors to review artists' qualifications and select the most suitable artist(s) for each project.

The selection process is rigorous and transparent, ensuring that the chosen artist(s) possess the necessary skills, experience, and vision to create impactful and meaningful public artworks that resonate with the Lawrence community.

##### Community Engagement

The selected artist(s) engage in independent research and hold regular meetings with the City Project Manager, Public Art Staff, and constituent neighborhoods/communities to gain a deep understanding of the project's construction timelines, program objectives, and community priorities and values. This collaborative approach fosters a sense of ownership and ensures that the artwork reflects the unique character and identity of Lawrence.

##### Design and Fabrication

Program staff works closely with the selected artist(s) to develop the specifics of the artwork, including scale models, materials, detailed budget, timelines, and construction documents (shop/structural drawings) that clearly outline fabrication and installation methods. Fabrication may involve on or off-site painting, construction, forming, assembly, machining, or manufacturing of Artwork parts and final Artwork.

##### Project Closeout

In an ongoing process, the artist collaborates with Program staff and the City Parks and Recreation Department to coordinate the delivery, installation, and inspection of the completed Artwork at the specified site. Staff and the artist review the artwork maintenance plan, undergo conservation training when applicable, and finalize the transfer of title. Prior to the community celebration, the Program Staff completes the accessioning process, conducts a final inspection, receives the artwork title, documents the maintenance/conservation plan, and oversees the dedication ceremony.

##### Lawrence Public Art Program Administration

The Lawrence Public Art Program shall be administered by the City of Lawrence's Parks and Recreation Department.

##### Cultural Arts Commission

In order to steward the Lawrence Public Art Program and to build a world-class public art collection, the Cultural Arts Commission should continue to shepherd and manage the public art program.

The Cultural Arts Commission should focus on the following responsibilities:

- Support staff in establishing criteria and eligibility standards for applicants of projects;
- Support staff in establishing criteria for awarding projects;
- Support staff in evaluating proposed donations of public art;
- Support staff in collection maintenance;
- Support staff in evaluating removal of artwork from public display; and
- Act principally in an advisory capacity to staff in any matter pertaining to public art.

### Policy and Procedures

##### Collection Management

The Collection Management Policy is intended to maintain the value of the City's Permanent Collection and guard against inappropriate disposal of any of its pieces. Consideration and adoption of a Collection Management Policy would care for and recognize the value and legacy of the current collection while planning for the maintenance of the future collection. Sound collection management practices include routine documentation, monitoring, and maintenance.

A Collection Management Policy addresses and establishes the following:

- standards and processes for acquisition of new pieces into the collection through solicitation, purchase, commission, donation, accepting memorial gifts, and addressing temporary art
  - standards for maintenance and relocation and guards against inappropriate disposal of any of the pieces in the collection.
  - provides direction for surveying the collection, working with future artists to establish a maintenance plan for any commissioned work, and includes inspection guidelines.
  - creates procedures for individuals or organizations
- A designated staff member should administer or oversee the following tasks:
- Regular condition checking of objects in the collection for insurance, maintenance, and evaluation purposes
  - Regular collection inventory/database upkeep
  - Ensure routine maintenance and repairs or restoration is completed with the highest standards of professional conservation practice.
  - Plan for the future development of the collection.
  - Advocate for funding of maintenance of the collection when appropriate.

##### Temporary Public Art

Art can be long-lasting, or it can be something experienced for a short period of time. Though temporary art is not intended to live for a generation, it can have a lasting impact on a community by creating a sense of surprise and joy in unexpected places. Some ideal locations for temporary installations include construction sites, sidewalks, alleyways, parks, and temporarily empty spaces and storefronts. Currently, Lawrence has a rotating sculpture exhibition concentrated along Massachusetts Street. This collection helps to supplement.

Temporary art can be done inexpensively and easily, provide opportunity for additional artist engagement, and it can be a small investment for a huge impact. In whatever form, its short lifespan gives energy to the space and drives excitement among the community. Temporary art invites collaboration, be it with local schools or community groups, and creates opportunity for the artwork to evolve with the community over time.

Temporary Public Art should be administered in accordance with the Collections Management Plan.

### **Maintenance**

As part of the Collection Management Plan, this policy establishes the procedure for maintenance of the future art collection and pieces currently therein. Direction for surveying the collection, working with future artists to establish a maintenance plan for any commissioned work, and inspection guidelines are included.

The Maintenance Plan will enable the City to:

- Evaluate the quality and sustainability of the proposed or existing public artwork;
- Establish maintenance requirements, assign schedules, and identify potential costs; and
- Determine if the City should accept or decline the design proposal and/or public artwork.

To produce the Maintenance Plan, the artist should examine and render an opinion on the following:

- Durability;
- Type and integrity of materials;
- Construction/fabrication technique;
- Internal supports, anchoring and joining, and footings;
- Landscaping;
- Vulnerable and delicate elements;
- Drainage of artwork;
- Potentially dangerous elements;
- Security;
- Location;
- Environment;
- Whether the design encourages/discourages interaction; and
- Effects of skateboarding, graffiti, and any other potentially damaging activities.

The Maintenance Plan will include:

- A record of the artist's intentions for the work of art;
- Recommendations to mitigate potential problems discovered during the examination;
- Notes about how the artist would like the work of art to age;
- An itemization of long-range considerations and care, highlighting maintenance and the anticipated needs for periodic conservation treatment or repairs; and
- Identification of the lifespan of the artwork and a prognosis of its durability in consideration of that lifespan.

### **Lifespan of Artwork**

This lifespan will be selected from one of four categories:

- **Temporary:** 0-2 years
- **Short Term:** 2-10 years
- **Medium-Term:** 10- 25 years
- **Long-Term:** 25+ years

The artwork may also be identified as site-integrated, or part of the site and/or the architecture, as appropriate and will fall into the Long-Term lifespan category above.

### **Donation Process**

This policy establishes the donation process for artworks not commissioned by Lawrence, or for individuals or organizations who want or wish to donate artwork to the City. These donations may be considered on a case-by-case basis, and requests for consideration shall be made to the Public Art Staff Committee. Each proposed donation must come with a plan to fund and deliver ongoing maintenance, or the resolution accepting the public art must identify how maintenance of the donated public art will be funded. Donation requirements, responsibilities of the donating party, and the process for donating a piece of public art are outlined in this policy.

### **Funding**

In order to achieve the vision of the community for public art in Lawrence, sustainable funding is needed. There are many options for funding a municipal Public Art Program and several factors were considered when determining the best mechanism for Lawrence.

Considering a single traditional funding mechanism would likely not yield the funds necessary to achieve the vision set forth in this Plan, therefore a series of funding mechanisms are recommended to establish a Program that has lasting impact.

# APPENDIX K:

## Percent for Art

### Percent for Art Policy

Lawrence should dedicate 1% of qualifying capital projects to public art.

#### Percent for Art Ordinances

A Percent for Art in Capital Improvement Projects and a Percent for Art in Private Development will ensure long term funding for the Public Art Program. These strategies will yield momentum for the Public Art Program, building energy and support for future investment. These funding streams should be evaluated to determine if any alterations to the ordinance should be made after five years.

#### Percent for Art in Lawrence Capital Improvement Projects (CIP)

A Percent-for-art ordinance would encumber a percentage (1% is proposed) of City Capital Improvement Projects (CIP) per year for the commissioning of public artworks. The funding could go towards artworks sited in, on, or adjacent to the project being constructed or may be redirected to a fund that can then be redirected to priority throughout the City. This ordinance would guarantee a funding stream for public art projects well into the future. The policy also guarantees that public art projects will be planned each year, as long as CIPs are underway and municipal construction continues.

All capital construction projects qualify except the following:

- Regular road maintenance
- Underground infrastructure and underground utility projects with no above-ground components other than roads. Projects with underground infrastructure including utility projects should be included when there are visual elements of the project above ground. The total budget of the project should include all underground components.

Types of potential Capital Improvement Projects to Include Public Art within:

- Parks & Trails
- Streetscape Projects
- Fire and Police Stations
- City Facilities and Publicly Owned Institutions

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# APPENDIX L:

## Stakeholder Report

### Vision for the Future of Arts and Culture in Lawrence

- To be an arts and culture destination within the state
- To have cultural parity in staffing, programming, and representation in the built environment.

### Overarching strategies to explore to reach the vision

#### Public Art

- Formalize the public art ordinance with a supportive policy
- Explore temporary public art events in existing parks
- Place new public art in new parks
- Explore the creation of a mural grant program in Lawrence
- A city-wide public art “white rabbit” trail like prior Jayhawks statues

#### Staffing

- Liaison for Native American Affairs in the Parks Department
- Public Art Coordinator
- A recommendation for the formation of an arts council should be considered:
  - Specific Resources desired:
    - Community Calendar
    - Resource for festivals and events (web presence+human support)
    - Clearinghouse of contact information for cultural sector in Lawrence
    - Resource to share events on social channels if on the City calendar

- Marketing templates and support materials
- Connection with Explore Lawrence metrics for Success
- Build connections with KU and Haskell University

#### Programming and Events

- Provide streamlined process for creating and hosting events in Lawrence
- Expand grant programs to support festivals and events that are focused on cultural exploration and celebration
- Understand overlapping programs provided by Parks and Recreation and other organizations in the City and provide grant support for the program to be free/low cost for participants if happening outside of a parks and recreation facility.
- Explore an artist in residency at the City that could focus on Lawrence storytelling, creating public art, or support for the local music community.

#### Cultural Spaces

- Consistent mention of incubator spaces and artist studios or live/work spaces (affordable housing for artists/creatives?)
- Some desire for storage space for musicians/bands
- Support expansion of the music scene in Lawrence through a number of strategies:
  - Small stages with access to electricity in parks
  - Grants for businesses to host live music

#### Funding

- Formalize 2% for Art in Capital Projects
- Explore sustainable funding models for existing cultural organizations
- Explore how to develop more diverse public/private funding methods

#### General Marketing

- Explore Lawrence Marketing Campaign focused on Lawrence as a City of the Arts

#### Large Projects for Consideration

- Music Festival
- Temporary Public Art Festival
- Large installation at former site of Sacred Rock by indigenous artist
- New Bandshell/Outdoor amphitheater

#### Current Signature Events of Lawrence

- Busker Festival
- Juneteenth
- Fiddling and Picking Championship
- Free State Festival
- Art in the Park
- Farmers Market
- Old Fashioned Christmas Parade



# APPENDIX M:

## Public Art Policy Lawrence Public Art Program

### Introduction

In order to establish a strong, proactive, and unmistakable Public Art Program, the City of Lawrence will adopt this overall policy which includes: Roles & Responsibilities; Work Plan; Use of Funds; Acquisition; Collection Management; Donation; and Maintenance.

### Definitions

For the purposes of this policy, the following terms, phrases, words and their derivation shall have the meaning given herein:

**Artist** means a practitioner, or a team of practitioners, of the creative arts, generally recognized as such by critics and peers, with a body of work including Commissions, exhibitions, sales, publications, and collections. For the purposes of this document, “artist” shall not include persons primarily working in the professional fields of architecture, engineering, design or landscaping.

**Cultural Arts Commission** when used herein shall mean the designated arts Commission of the City of Lawrence, serving in an advisory capacity to the Lawrence City Commission.

**Lawrence Public Art Collection** when used herein shall mean all works of art owned by the City of Lawrence, Kansas, its agencies and authorities.

**Public Art Master Plan or Plan** when used herein shall mean the Public Art Master Plan of the City of Lawrence, Kansas, as it exists or may be amended. The Plan shall provide a process for the systematic selection of pieces of art and locations of art to be included in public spaces.

**Public Art Coordinator** when used herein shall mean the Public Art Program Coordinator as determined by the City Manager.

**Public Art Program** when used herein shall mean the Public Art Program of the City of Lawrence, Kansas.

**City** when used herein shall mean the City of Lawrence, Kansas.

**Public Art, Art or Artwork** when used herein shall mean public art, art, artwork or work of art means an original physical work created or produced by an Artist that is accessible to the public. Artwork may be free-standing or integrated with the work of other design professionals into a building or site. Artwork may be new or may be an existing work of art. Artwork may include, but is not limited to:

1. Sculpture: Free-standing, wall supported or suspended; kinetic, electronic; in any material or combination of materials.
2. Murals or portable paintings: in any material or variety of materials.

3. Decorative, ornamental, architectural, or functional elements which are designed by the building architect as opposed to elements created by an artist commissioned for that purpose.

4. Artwork in City facilities that are within employee offices or spaces.

5. Services or utilities necessary to operate and maintain an artwork over time.

**Public Space** when used herein shall mean any area or property (public or private) which is accessible or visible to the general public a minimum of 8 hours per business day.

**Publicly Owned Land** when used herein shall mean any land open to the public and managed by the City of Lawrence, Kansas, its agencies or authorities.

### Administrative Guide For Lawrence Public Art Pro-

The Administrative Guide (“Guide”) outlines the roles and responsibilities of residents, City staff, and elected officials in the development, funding and implementation of the City of Lawrence Public Art Program. This guide is intended to ensure that the City of Lawrence *Public Art Program* is implemented in a fair and consistent manner that enables a community-oriented, artistically creative process and promotes the cultural, aesthetic and economic vitality of Lawrence.

The *Public Art Program* will be led by the City of Lawrence Cultural Arts Commission and administered through City Staff assigned by the City Manager. The City will retain ultimate responsibility for the program. Day-to-day responsibility for the program will reside with the Public Art Coordinator. The Public Art Coordinator will have an oversight role of all public art projects that are executed within the City. The Public Art Coordinator will collaborate with additional City staff or outside contractors in order to execute projects. This guide is only to be used when public dollars are being spent on public art or when public art is being placed on City-owned property.

### Lawrence Mayor and City Commission

The Lawrence City Commission will adopt an ordinance establishing the Lawrence Public Art Program and adopting the Public Art Master Plan as the guiding document for the Public Art Program. The ordinance will also adopt the Lawrence Public Art Policy. As the community’s elected officials, the Lawrence City Commission members are ultimately responsible for the outcomes of the Public Art Program.

The Lawrence Mayor and City Commission have the following responsibilities:

- Review and approve the annual Public Art Work Plan as prepared by the Public Art Coordinator and recommended by the Cultural Arts Commission.
- Confirm Mayoral appointments to the Cultural Arts Commission.
- Approval of public art through the City’s procurement practices.

### Cultural Arts Commission

The Cultural Arts Commission (the “Commission”) shall be governed by the Administrative Policy Manual, which the City Commission approved on March 24, 2009. The Mayor appoints the members of the Cultural Arts Commission. This group is an eleven (11) member body. Duties, policies, and procedures for the Commission are described in the Administrative Policy Manual.

### City Staff

A Public Art Coordinator should be designated to oversee Citywide public art activities as they may occur throughout many City departments. Staff may delegate activities to a designee as needed and as approved by the City Manager.

Responsibilities include:

1. Work with various departments to develop potential projects for inclusion in the annual work plan.
2. Present an annual work plan to the City Manager.
3. Coordinate with the Commission to ascertain advice on any matter pertaining to public art including:
  - a. annual work plan
  - b. artist selection juries and process;
  - c. purchase of artworks;
  - d. Commission and placement of artworks; and
  - e. public art programming.

4. Present an annual report of public art activities.
5. Coordinate the hiring of an outside consultant or agency to administer public art projects on an as needed basis in accordance with City financial policies.
6. Ensure various City departments are following the City's Public Art Policy.
7. Develop special projects and programs.
8. Coordinate meetings and records of the Commission to comply with state laws.

The Cultural Arts Commission will review the Public Art Policy document annually, in concert with City Staff, The Lawrence Mayor, and City Commission. The Cultural Arts Commission reserves an option to initiate an out-of-cycle review on an as-needed basis. Any updates or revisions to the Public Art Policy must pass with a majority vote of the full Commission.

## Public Art Work Plan

### What is a Public Work Plan?

The Public Art Work Plan is an annual document that outlines what projects will be initiated in the coming fiscal year, as well as projects that will be in process during that fiscal year. The work plan is one of the most crucial elements of the public art program as it creates a roadmap for the year and allows for the input of community members, elected officials, and others who care deeply about public art in Lawrence.

The Public Art Coordinator will develop the Plan in consultation with the City Manager and Cultural Arts Commission and will submit it to the City Commission as part of the annual budget for its review and approval.

The following steps will be taken to develop the Public Art Work Plan:

1. Work with the City Manager to determine availability of funds for the upcoming year.
2. Identify projects to be paid for by identified funding including acquisition and maintenance.

3. Develop a draft Public Art Work Plan that will include locations, goals, and budgets for public art projects and programs for review.
4. Present the Plan to the City Commission as part of the City budget approval.
5. Integrate feedback from the City Commission to determine the final Work Plan.

## Use of Funds

Funding for the Lawrence Public Art Program may come from Lawrence's Percent for Art (2%) program, Capital Improvement Project Budget, or through other sources as deemed appropriate by the City, as well as from grants and/or contributions from private entities, other public agencies, or philanthropic sources. Lawrence's Percent for Art program is governed by Ordinance #####.

### Use of Funds

The public art funds may be spent for:

- Calls for Entry, RFQ's/RFP's, concept designs, maquettes, juror stipends,, and other costs related to competitions and Commissions
- Artist fees including travel stipends and expenses related to travel;
- Artwork fabrication and installation;
- Site preparation and cleanup;
- Acquisition of existing works of art;
- Relocation of existing or Commissioned works of art;
- Required permits and insurance during the fabrication and installation of the artwork;
- Informational/promotional materials and public events directly related to the artwork;
- Required equipment needed for installation;
- Artwork appraisal;
- Art related community events;
- Staffing and services of an Arts Administrator;
- Curators and contracted services.

The public art funds may not be spent for:

- Mass-produced work, with the exception of limited editions controlled by the artist.

- Professional graphics, unless designed or executed by an artist or used in the development of collateral material.
- Decorative, ornamental or functional elements that are designed by a project's architect or other designer.
- Routine maintenance, conservation, repair, or restoration, exceeding more than 10% of the annual budget.
- Purchase of existing works of art outside of the selection process.

## Public Art Aquisition

This policy establishes the practices for acquiring artworks. The policy creates a thorough and transparent process for acquiring artwork and favors open ended selection processes in order to ensure artistic excellence in the City's *Public Art* Collection.

### Process for Selecting an Artist or Team

Selecting the artist is one of the most important steps in commissioning public art. An open, equitable, competitive process that inspires the artist and engages the community can be an enriching experience and lead to more creative and exciting public art. The Public Art Coordinator will work with the Cultural Arts Commission to determine the appropriate method for commissioning new artwork for each *Public Art Program* project.

### Goals of the Selection Process

- To satisfy the goals of the project site through an appropriate artist selection.
- To further the mission and goals of the Public Art Program.
- To select an artist or artists whose existing public artworks or past collaborative design efforts have demonstrated a level of quality and integrity.
- To identify an approach to public art that is suitable to the goals and demands of the particular project.
- To select an artist or artists who will best respond to the distinctive characteristics of the site and the community it serves.
- To select an artist or artists who can work successfully as members of an overall project design team.
- To ensure that the selection process represents and considers the interests of all parties concerned, including the public.
- To ensure the demographics of the artists and selection committees are reflective of Lawrence's population, on average.

## Artist Selection Methods For Commissioning New Artwork

### Open Competition

In an Open Competition, any artist may submit their qualifications or proposal, subject to any requirements established by the Artist Selection Committee. The Requests for Qualifications (RFQs) or Requests for Proposals (RFPs) should be sufficiently detailed to permit artists to determine whether their art is appropriate for consideration. Open Competition allows for the broadest range of possibilities for a site and brings in new, otherwise unknown, and emerging artists.

### Limited or Individual Competition

In a Limited Competition, or Invitational, several pre-selected artists are invited by the Artist Selection Committee to submit their qualifications and/or proposals. This method may be appropriate when the City is looking for a small group of experienced artists, when there is a limited time frame, or if the project requirements are so specialized that only a limited number of already identified artists would be eligible. It is possible that this list of artists would come from a pre-qualified list.

### Direct Purchase

On occasion, artists may be chosen directly by the Artist Selection Committee. Direct selection may be useful on projects where an urgent timeline, low budget, or where very specific project requirements exist. It is possible that this artist would come from a pre-qualified list.

### Pre-qualified Artist Lists

The Public Art Coordinator may decide to develop a pre-qualified pool of artists from which it can choose artists for Limited Competition, Direct Selection and Direct Purchase. This pool would be developed based on a comprehensive review of artist qualifications. This list could be updated annually or biennially, depending on the frequency of new projects.

## Artist Selection Methods For Commissioning Existing Artwork

### Competitions

In competitions, the City may put out an open call to artists for a possible inclusion in an exhibition at a predetermined site. The competition, which may or may not take the form of a temporary exhibit may feature existing artworks.

Each selected artist may receive a stipend and the City may purchase one or more pieces of artwork at the conclusion of the exhibit to be placed in public locations around Lawrence. All calls for artists will be advertised on the City of Lawrence's website, appropriate procurement site and the state of Kansas Procurement Registry for local governments.

#### **Artist Selection Process**

Once an Artist Selection method is determined, a selection process will be established. If the budget for a single piece of artwork is \$25,000 or more, a selection committee must be formed. If the budget is less than \$25,000 the Cultural Arts Commission will act as the selection committee.

A selection committee will make recommendations for selected artists to create site-specific artwork or will make recommendations for selected artwork to be exhibited.

#### **Artist Selection Process | Purpose and Responsibilities**

The artist selection process will interpret and review artist's proposals based on the selection criteria.

#### **The goals of the selection process are as follows:**

- To satisfy the goals of a specific project or site through an appropriate artist selection.
- To further the mission and goals of the Public Art Program.
- To select an artist or artists whose existing public artworks or past collaborative design efforts have demonstrated a level of quality and integrity.
- To identify an approach to public art that is suitable to the goals and demands of the particular project.
- To select an artist or artists who will best respond to the distinctive characteristics of the site and the community it serves.
- To select an artist or artists who can work successfully as members of an overall project design team.
- To ensure that the selection process represents and considers the interests of all parties concerned, including the public, the arts community and the City department(s) involved.

#### **Artist Selection Committee**

#### **Membership of Selection Committees**

Membership will be recommended by the Public Art Coordinator and members of the Cultural Arts Commission and will be approved by the City Manager. The members of the selection committee will be representative of the community demographic and will consist of at least five (5) but no more than nine (9) members from the list below:

- Members of Cultural Arts Commission;
- Artist or arts administrator;
- Design professionals
- City of Lawrence project coordinator who may appoint the project architect or project landscape architect in their stead; and
- A member of the project steering committee if one has been appointed
- Community or neighborhood representative

#### **Conflict of Interest**

Committee members will declare any and all conflicts of interest for all projects and artwork under consideration at the beginning of their meetings. A conflict of interest exists if a committee member, an organization the committee member is associated with as a staff or board member, or a committee member's family member, has the potential to gain financially from the project under consideration by the Commission. In order to promote public confidence in this process, a committee member may also declare a conflict if they think there may be a perception that they have a conflict. Potential conflicts should be submitted in writing to the City Manager. If it is determined by the City Manager that a conflict exists, the committee member must resign from the selection committee.

#### **Procedures**

During an artist selection process, committee members will not submit applications for the placement of their own artwork and/or projects. City Staff and Commission Members are able to invite artists to participate but must refrain from giving advice to applicants or answering their questions and direct such questions to the coordinator during the selection process.

A formal vote recommending the selection to the City Lawrence City Commission Commissioners must be recorded in keeping with the City of Lawrence public record requirements.

#### **Project Implementation Process for Site-Specific Artworks**

Upon the decision of the Artist Selection Committee, the coordinator will prepare a contract that includes the scope of work, fee, schedule, and relevant terms and conditions to be approved by the City and artist.

The City will follow the process for contracting required by law. For some projects, the contract with the artist may be phased to include two scopes of work with separate pay schedules and deliverables. The first phase would include all design documentation, including final design, stamped engineering drawings, installation details, and a revised fabrication budget and timeline. The second phase would include all costs related to fabrication and installation.

The Public Art Coordinator will ensure all documents are signed and insurance coverage secured before issuing a notice to proceed and will be responsible for coordinating the work of the artist to ensure the successful integration of the artwork into the project. The Coordinator will organize a meeting with all integral staff to review roles, responsibilities and schedule.

If specified in the contract, the artist will develop design development drawings for review and approval from the City before proceeding with fabrication. The coordinator will schedule meetings with the appropriate offices to review and approve the plans.

If the artist proposes any significant design changes, the coordinator will secure the recommendation for approval from the Cultural Arts Commission, the City Manager, and the appropriate departments of the City before the City Manager approves said changes in writing, per the terms and conditions of the contract.

If the parties are unable to reach an agreement, the City Attorney will act as mediator. If the change will affect the budget, scope or schedule, the coordinator will initiate a contract modification for City manager approval, if funds are available to do so.

The coordinator will be responsible for overseeing the installation of the artwork. The coordinator will be responsible for ensuring that all the necessary requirements have been completed prior to interim and final invoice payments to the artist.

#### **Maintenance Plan**

Understanding maintenance and care of public art begins before an artwork is created. During the design phase or when a donation is initiated, the City, artist, or sponsor will review and analyze their design proposal and advise on maintenance and operations of the artwork. It is best practice and highly recommended that an art conservator is contacted to give a report on the proposed artwork.

On behalf of the City, the artist, sponsor, or the appropriate party will submit a Maintenance Plan to the City of Lawrence, who will review and then catalog any tasks associated with the maintenance of the artwork.

The Maintenance Plan will enable the City to:

- Evaluate the quality and sustainability of the proposed or existing public artwork;
- Establish maintenance requirements, assign schedules, and identify potential costs; and
- Determine if the City of Lawrence should accept or decline the design proposal and/or public artwork.

To produce the Maintenance Plan, the artist should examine and render an opinion on the following:

- Durability;
- Type and integrity of materials;
- Construction/fabrication technique;
- Internal supports, anchoring and joining, and footings;
- Landscaping;
- Vulnerable and delicate elements;
- Drainage of artwork;
- Potentially dangerous elements;
- Security;
- Location;
- Environment;
- Whether the design encourages/discourages interaction; and
- Effects of skateboarding, graffiti, and any other potentially damaging activities.

The Maintenance Plan will include:

- A record of the artist's intentions for the work of art;
- Recommendations to mitigate potential problems discovered during the examination;
- Notes about how the artist would like the work of art to age;
- An itemization of long-range considerations and care, highlighting maintenance and the anticipated needs for periodic conservation treatment or repairs; and
- Identification of the lifespan of the artwork and a prognosis of its durability in consideration of that lifespan.

#### Lifespan of Artwork

This lifespan will be selected from one of four categories:

- **Temporary:** 0-2 years
- **Short Term:** 2-10 years
- **Medium-Term:** 10- 25 years
- **Long-Term:** 25+ years

The artwork may also be identified as site-integrated, or part of the site and/or the architecture, as appropriate and will fall into the Long-Term lifespan category above.

### Collection Management

The City of Lawrence acquires artworks by commission and donation. Processes for commissions are dictated by the Public Art Ordinance. Processes for acquisitions through donation are dictated by The City of Lawrence's Administrative Policy 81. Artworks acquired through these processes are considered to have been accessioned into the City's Permanent Collection and must be cared for in accordance with the Policy and Procedure for Maintenance and the Collection Management Policy. Artworks in the City's possession that were acquired outside of or before these policies may not be accessioned pieces of the Permanent Collection and thus may not be subject to the Artwork Collection Management Policy. The Collection Management Policy is intended to maintain the value of the City's Permanent Collection and guard against the arbitrary disposal of any of its pieces.

#### Objectives

- Maintain a collection management program that results in a high-quality, City-owned public art collection;
- Eliminate artworks that are unsafe, not repairable, or no longer meet the needs of City of Lawrence;
- Respect the creative rights of artists; and
- Support an efficient workload for staff.

#### Definitions

**Deaccession** means a procedure for the withdrawal of an artwork from the Permanent Collection and the determination of its future disposition.

**Relocation** means a procedure for the withdrawal of an artwork from the Permanent Collection and the determination of its future disposition.

#### Life Span

- Temporary: 0-2 years
- Short Term: 2-10 years
- Medium-Term 10- 25 years
- Long-Term 25+ years

#### General Policies | Removal from Public Display

The Lawrence City Commission may consider the permanent removal of artwork upon the recommendation of the Cultural Arts Commission based on the deaccession criteria below.

If the artwork is removed from public display, the City may consider the following options:

- **Relocation:** If the Cultural Arts Commission decides that an artwork must be removed from its original site, and if its condition is such that it can be re-installed, the Cultural Arts Commission will attempt to identify another appropriate site. If the artwork was designed for a specific site, the Cultural Arts Commission will attempt to relocate the work to a new site consistent with the artist's intention. If possible, the artist's assistance will be requested to help make this determination.

- Store artwork until a new site has been identified or the City decides to deaccession the artwork.
- Sell or trade the artwork after deaccession.

If an artwork that was funded by Lawrence's Percent for Art program is removed from public display, Ordinance ### will dictate the City's options for removal.

#### Provision for Emergency Removal

In the event that the structural integrity or condition of an artwork is such that the artwork presents an imminent threat to public safety, the City Manager may authorize immediate removal without the artist's consent, and have the artwork placed in temporary storage. The artist must be notified of this action within 30 days. The City will then consider options for repair, reinstallation, maintenance provisions or deaccessioning. In the event that the artwork cannot be removed without being altered, modified, or destroyed, and if the Artist's agreement with the City has not been waived under the Visual Artists' Rights Act of 1990 (17 U.S.C.), the City must attempt to gain written permission before proceeding. In the event that this cannot be accomplished before action is required in order to protect the public health and safety, the City shall proceed according to the advice of the City Attorney. This policy applies to artworks that were funded by Lawrence's Percent for Art program.

#### Criteria for Deaccession

The Cultural Arts Commission may consider the deaccessioning of artwork for one or more of the following reasons in the event that it cannot be re-sited:

1. An artwork is not, or is only rarely, on display because of lack of a suitable site.
2. The condition or security of the artwork cannot be reasonably guaranteed.
3. The artwork has been damaged or has deteriorated and repair is impractical or unfeasible.
4. The artwork endangers public safety.
5. In the case of site-specific artwork, the artwork's relationship to the site is altered because of changes to the site.
6. The artwork has been determined to be incompatible within the context of the collection.
7. The City of Lawrence wishes to replace the artwork with work of more significance by the same artist.

8. The artwork requires excessive maintenance or has faults of design or workmanship.

9. The City has approved necessary alterations to the site.

10. Written request from the artist.

11. The artwork has become publicly associated with racism, sexism, homophobia, xenophobia, acts of assault or violence, or other offensive themes.

#### Integrity of Artworks

The Lawrence *Public Art Program* will seek to ensure the ongoing integrity of the artwork and the sites for which they were created, to the greatest extent feasible, in accordance with the artist's original intentions, and consistent with the rights afforded by the Visual Artists' Rights Act of 1990 (17 U.S.C.).

#### Access to Artworks

The City will seek to ensure continuing access to artwork by the public, although the City may limit availability due to circumstances such as funding, public safety, display space, and deaccession processes.

#### Life Spans

Life spans that have been assigned to the work during the commissioning process will be taken into consideration as part of requests for deaccession or removal. For artworks that have not been assigned a life span, the Cultural Arts Commission may engage experts to assist in assigning the artwork a life span, based on the life expectancy of the artwork's materials and fabrication methods.

#### Application Process | Preliminary Request

Permanent artworks must be in place for at least five years before deaccession or relocation requests will be considered, unless matters of public safety necessitate the removal. Deaccession or relocation requests may be submitted by one of the following:

- Neighborhood organization or Homeowners Association;
- City Manager;
- Independent Board or Commission or respective authority of the City; and
- City Lawrence City Commission Commissioners.

### Deaccession and Removal Form

The Cultural Arts Commission will provide applicants with an application form that will serve as the applicant's formal request for consideration by the City.

### Review Process

The Cultural Arts Commission will review requests and make a decision regarding deaccession or relocation.

### Public Meeting

The Cultural Arts Commission will hold at least one public meeting for the purpose of gathering community feedback on a proposed deaccession or removal, unless the removal is an emergency. The Cultural Arts Commission may also decide to hold additional public meetings or gather community input through other methods. The Cultural Arts Commission may seek additional information regarding the work from the artists, galleries, curators, appraisers or other professionals prior to making a recommendation.

### Artist Involvement

If deaccession or removal is recommended, the artist (if available) will be contacted and invited to provide input to the Cultural Arts Commission. The artist's contract, along with any other agreements or pertinent documents will be reviewed and sent to the City Attorney's office for final approval.

### Recommendation

The Cultural Arts Commission will prepare a report that includes the opinion of the City Attorney on any legal restrictions that may apply to the specific artwork. The Cultural Arts Commission recommendation may include dismissing the request and/or modifying, relocating, selling, donating, disposing, or storing the artwork.

The Cultural Arts Commission will provide all relevant correspondence including, but not limited to:

1. Artist's name, biographical information, samples of past artwork, and resume.
2. A written description and images of the Artwork.

3. Artist's statement about the Artwork named in Deaccession or Relocation Request (if possible)

4. A description of the selection process and all related costs that was implemented at the time the Artwork was selected.

5. A formal appraisal of the Artwork (if possible)

6. Information regarding the origin, history, and past ownership of the Artwork

7. Information about the condition of the Artwork and the estimated cost of its conservation.

8. Information and images of the Artwork's site

9. Any information gained from the public meeting held about the deaccession and removal of the work.

10. Feedback from the City Department responsible for operating and maintaining the Artwork.

11. Detailed budget for all aspects of conservation, maintenance, repair, installation, operation, insurance, storage, and City Staff support.

12. The Artist's contract with the City.

The Cultural Arts Commission can make a recommendation for one or more of the following methods for an artwork's deaccession:

1. Sale or Exchange - sale shall be in compliance with the State of Kansas and City of Lawrence laws and policies governing sale of public property.

a. Artist, or estate of the artist, will be given the first option to purchase or exchange the artwork(s).

b. Sale may be through auction, gallery resale, direct bidding by individuals, or other forms of sale in compliance with the State of Kansas and City of Lawrence law and policies governing surplus property.

c. Exchange may be through an artist, gallery, museum or other institution for one or more artwork(s) of comparable value by the same artist.

d. No works of art shall be traded or given to Cultural Arts Commission Board Members or City of Lawrence Staff.

e. Proceeds from the sale of artwork shall be placed in a Lawrence account designated for public art purposes. Any pre-existing contractual agreements between the artist and the City regarding resale shall be honored.

An exception to these provisions may be required if the artwork was originally purchased with funds that carried with them some restriction, for example, bond funds for street and sidewalk improvements, in which case the proceeds shall be placed in an account designated for art allowed under similar restriction(s).

2. Destruction of Artwork – if artwork is deteriorated or damaged beyond repair or deemed to be of negligible value.

3. If the City of Lawrence is unable to dispose of the artwork in a manner outlined above, the Cultural Arts Commission may recommend the donation of the artwork to a non-profit organization or another method.

### Costs

If deaccession or relocation accommodates the applicant's interests or project, they may be required to cover the costs of deaccession or relocation at no cost to the City.

### Conflict of Interest

No works of art shall be given or otherwise transferred publicly or privately, to its agencies or authorities, to officers, directors, or employees or staff of the City of Lawrence, or their immediate families or representatives of the City of Lawrence.

### Compliance with Applicable Policies and Regulations

Deaccession and relocation of artwork will be done in a manner that complies with all other applicable City of Lawrence, State of Kansas, and federal procedures, policies and regulations.

### Existing Public Art Pieces at Time of Policy Adoption

Existing public art pieces on City-owned property should be evaluated using the deaccession criteria to ensure that it is appropriate for the City to continue to own and maintain the piece. If it does not meet the deaccession criteria, then the piece will be accessioned into the Lawrence Public Art Collection.

### Donation Procedures

The Cultural Arts Commission will follow the procedures and policies for donated works of art in accordance with Administrative Policy 81.

### Memorial Gifts

Memorial gifts will have an additional review process, which will include, but will not be limited to, the following:

1. **Timeframe** – The person or historic event being memorialized must be deemed significant enough to merit such an honor. If the artwork is portraying a person in their likeness, the person so honored will have been deceased for a minimum of five years prior to consideration. The City reserves the right to remove memorials at any time should the City deem it necessary;

2. **Community Value and Timelessness** – The art selected represents broad community values and timeless qualities that will be meaningful to future generations; and

3. **Location** – The location under consideration is an appropriate setting for the memorial; in general, there should be some specific geographic justification for the memorial being located in a specific site.

### Art on Loan or Temporary Display on City-owned Property

Art on loan or art on temporary display on City-owned property must meet the Donation Requirements in Administrative Policy 81 and follow the Donation Proposal Procedures in Administrative Policy 81. Art on loan or art on temporary display on City-owned property must not be accessioned or added to the City's inventory list and master database.

### Acceptance and Accession of the Artwork

If the proposal is recommended by the Cultural Arts Commission and accepted by the City Manager, a formal agreement will be negotiated outlining the responsibilities of each party (the City, the sponsor(s), the artist, and outside contractors, where applicable).

The agreement will address project funding, insurance, siting, installation, operations and maintenance, project supervision, vandalism, the right of removal or transfer, public safety, and other issues as necessary.

The City of Lawrence will be the owner of the artwork and reserves the right to remove or alter the work to ensure public safety or because of any other City concerns. The City upholds copyright law and the Visual Artists' Rights Act of 1990 (17 U.S.C.). Any changes will be made in consultation with the artist and sponsor(s) when possible, or notification will be provided.

The completed and installed artwork will be accessioned and added to the City's inventory list and master database with all accompanying documentation.

### **Removal, Relocation or Deaccession of the Artwork**

In accepting a donation of artwork, the City of Lawrence will not be bound by any agreement with the donor that restricts the City's ability to act in the best interest of the City of Lawrence. Nothing in the acceptance of a donation of artwork shall prevent the City from approving subsequent removal, relocation or deaccessioning of such donations if it serves the City's best interest to do so. The City will deaccession and dispose of works of artwork in its collection in accordance with the Collection Management Policy.

### **Maintenance**

The *Public Art* Maintenance Program will be administered by the City of Lawrence upon recommendation from Public Art Coordinator or other outside partners through yearly evaluation and planning for maintenance of the existing collection.

The Program addresses:

- Accessioning and inventorying the City's collection of public art;
- Conducting a semiannual Survey and Condition Assessments of all work in the collection;
- Preparing a biennial Public Art Maintenance Plan; and
- Overseeing routine maintenance and special conservation treatment of the City's public art collection.

Every five years, the coordinator will conduct an assessment of the condition of all public art with a qualified professional conservator and develop a prioritized list of works in need of conservation or maintenance to submit to the Cultural Arts Commission. This list will be the basis of the biennial Public Art Maintenance Plan and will serve as a current list of art pieces within the collection for insurance purposes.

Under this plan, trained contractors may carry out routine maintenance. For work in need of a higher level of maintenance, specialized care, or conservation treatment, the Program will utilize the maintenance funds available held in the Public Art Acquisition Fund.

### **Procedures Prior to the Public Art Maintenance Program**

#### **Maintenance Plan**

As described in the Acquisition Policy, all acquired artworks must have a maintenance plan developed.

#### **Utilization of the Maintenance Plan**

The Maintenance Plan will be used to:

- Advise Cultural Arts Commission, City Department Directors, and others who must review and approve design proposals or accept or decline donated public artwork;
- Troubleshoot the production of construction drawings, the fabrication of the artwork, and the preparation of the site;
- Follow-up on the artist's recommendations; and
- Refer to during the post-fabrication/installation inspection to prepare a final report and a punch-list to complete the project.

The Cultural Arts Commission, City of Lawrence, professional conservators, and artists will strive to address the recommendations in the Maintenance Plan without unduly interfering with the aesthetic intent of the proposed public art.

#### **Post Fabrication/Installation Inspection**

The Post-Fabrication/Installation Inspection conducted by staff will be based upon and follow-up on the Maintenance Plan that was carried out during the design phase. It will include the following:

- Ensure that recommendations made in the Maintenance Plan and during fabrication were followed;
- Confirm that the artwork is executed as proposed and agreed upon;
- Confirm that there are no missing or incomplete elements;
- Establish that materials quality and stability are acceptable;
- Establish that fabrication quality and stability are acceptable;
- Confirm that installation is stable and secure;
- Confirm that stainless steel is fully and properly "passivated";
- Confirm that, if required, protective coatings have been applied;
- Ensure that warranties for electronic and other media are submitted as necessary;

- Identify any remaining vulnerabilities;
- Confirm no new damage resulting from installation process;
- Ensure that the maintenance and operations plan is accurate; amend as needed; and
- Confirm that the plaque/public notice meets program guidelines and is properly installed.

### **Mural Guidelines**

#### **Introduction**

Murals are a relatively quick and highly impactful way to bring public art into the built environment. Murals provide an opportunity for visual artists to show their talent and creativity while also contributing to a community's landscape and identity.

#### **Private Murals on Private Property**

The City of Lawrence and Lawrence Cultural Arts Commission encourage the installation of private murals on private property in order to support artists and enhance the visual environment in Lawrence. Private property owners are encouraged to voluntarily follow the guidelines set forth in this document as applicable and are also encouraged to consult with the Cultural Arts Commission and Parks and Recreation Department - Public Art Coordinator with regard to any questions or concerns as they develop and implement private murals.

#### **Publicly-Owned Murals**

The Lawrence Parks and Recreation department has oversight responsibility pertaining to the creation of publicly-owned murals in the City of Lawrence. Publicly-owned murals may occur on publicly-owned buildings or on privately-owned buildings where the property owner agrees to a mural easement allowing for the creation and maintenance of a publicly-owned mural on private property for a specific period of time.

The Cultural Arts Commission assists the Parks and Recreation Department with coordinating the creation and completion of publicly-owned murals. This assistance includes but is not limited to:

- Identifying potential mural sites.
- Issuing and administering the Request for Qualifications (RFQ) for mural artists.
- Coordinating a selection process for RFQ reviews and artist recommendations.

- Acting as a selection panel if the budget is under the \$25,000 project threshold.
- Making recommendations for the selection panel members if the budget is over the \$25,000 threshold.

#### **Mural Design Considerations**

Murals in the City of Lawrence are encouraged to be varied in both content and design. A wide variety of murals will ensure a vibrant visual experience for residents and visitors alike. Some murals may celebrate the history of Lawrence while others may be palettes for vibrant artistic expression, inject whimsy into the built environment, or showcase the artists' wildest dreams - the opportunities are endless.

While not relating to content, some design considerations should be made in order to ensure a successful project.

Design Considerations:

1. Scale - Who will be the intended viewer or audience? A mural intended for pedestrians may be of a different scale than one intended for automobile drivers or cyclists along a bike trail.
2. Accessibility - Are there opportunities to engage those who are visually impaired or otherwise not able to view the mural?
3. Maintenance - What are the long term maintenance implications of the design? Is it easily repairable?
4. Longevity - What is the expected life span of the mural? Is it intended to be a short or long term installation?
5. Experiential Elements - Is there a potential for additional elements that could be added to enhance the experience of the viewer such as virtual (VR) or augmented (AR) reality elements, audio elements either on site or online, instagram or social media interactions or other opportunities?

#### **Mural Easements**

In order to create additional mural opportunities within Lawrence, these guidelines encourage property owners to enter into easement agreements with the City that allow for public funds to be expended for murals on private property. Though there may be positive benefits for a property owner as a result of the creation of a publicly-owned mural on their building, there must be no direct correlation between the content of the mural and the property or any business housed in the property.

In order for the City to implement a publicly-owned mural on a privately-owned building the building owner must sign an easement created by the City of Lawrence which states that the owner will not paint over, destroy, cover, or alter the mural for the duration of the agreement. Agreements typically last for a minimum of 5 years but may be shorter or longer depending on the project. As part of easement negotiations, the City should also consider negotiating with the property owner for nightly illumination of the mural for the lifetime of the easement.

#### **RFQ Artist Selection**

A selection panel should be formed using the guidelines in the acquisition section of the policy in order to select artists. The following criteria should be utilized as the minimum criteria for the selection of artists for all mural projects. Additional project specific criteria may be added in addition to the baseline criteria.

- Experience with similar mural projects, examples of past projects – either in Lawrence or other cities with strong mural programs, including at least ten (10) color images of one or more completed mural projects – and three supporting professional references.
- Willingness to work with the Staff and the Cultural Arts Commission to develop and refine the mural design.
- Timely response to the RFQ, which shall include but not be limited to a requirement that at least ten (10) color renderings/designs of the proposed mural, a written description of the mural, and photographs of the proposed site and physical surroundings be submitted to the Cultural Arts Commission.
- Innovative and unique artistic vision, including technique, composition of visual art elements, use of line, color, form, and texture.
- Realistic project budget and timeline.
- Willingness to enter into a contractual agreement with the City of Lawrence.
- Liability/Workers compensation/automobile insurance.
- Agreement to allow images of the completed mural to be placed on the City of Lawrence website.

#### **Fundable Expenses**

The installation of a mural may necessitate additional expenses beyond the artist fee and materials. Additional fundable expenses include but are not limited to:

- Artist(s) fees for design and execution of murals.
- Rental or purchase of painting equipment or the purchase of painting supplies.
- Preparation of the mural surface including repairs and priming.
- Rental of barricades and other equipment required of street or alley closures.
- Lighting and electrical equipment.
- Other expenses that are pre-approved by the Cultural Arts Commission and the City of Lawrence.

#### **Mural Implementation**

Upon selection, the artist will work with the City of Lawrence to create a design, secure permits, as appropriate, such as street or alley closures. Below is a general overview:

- The Cultural Arts Commission will review and give final approval for the artist selection and mural design.
- City Staff will monitor the creation and completion of the mural.
- The Artist will create the artwork in a timely fashion. If more time is needed, the artist must notify the City so that any applicable permits may be extended.
- The creation of the mural must include materials that are long-lasting (at least five (5) years unless agreed to beforehand), graffiti and UV resistant, or include an anti-graffiti and UV resistant coating.
- The artist must notify the City when the mural is completed.
- When the mural is completed, the Cultural Arts Commission will hold a mural dedication event.

# APPENDIX N:

## MARKETING AND PROMOTIONS PLAN TEMPLATE

**Lawrence**  
KANSAS

### Marketing & Promotion Methods

Program Idea (Name or Concept): \_\_\_\_\_

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



DRAFT

