Grandview, MO
Parks and Recreation Master Plan

GRANDVIEW
PARKS & RECREATION

Acknowledgements

City of Grandview

Robert M. Beckers, Mayor

Board of Aldermen

Leonard Jones, Jr.
Steve Dennis
Debra McKinstry
Joseph E. Runions, Jr.
James N. Crain
Anthony Preyer

City of Grandview, Parks & Recreation Commissioners

Kenneth Cox, President
Ann Heinzler
Will Kaiser
Jim Demis
James Crain
Missy McBride
Robert Patrick
Don Fisher
Derrick Willis

City of Grandview Parks and Recreation

Advisory Staff
Anthony Finlay, Director
Don Fowler, Park Services Supervisor
Nancy Baker, Recreation Services Manager
Cindy Bellamey, Business Manager
Kraig Briggs, Facilities Supervisor

Consultant Team

GreenPlay, LLC
Design Concepts
Geowest

For more information about this document, contact GreenPlay, LLC
At: 3050 Industrial Lane, Suite 200, Broomfield, Colorado 80020, Telephone: 303-439-8369 Fax: 303-439-0628
Toll Free: 866-849-9959 Email: info@greenplayllc.com www.greenplayllc.com

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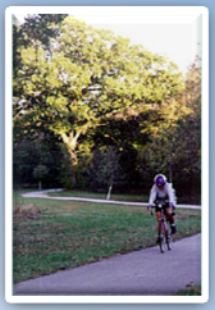
I. Executive Summary

Purpose of this Plan

The Grandview Parks and Recreation Master Plan is intended to help meet the needs of current and future residents by positioning Grandview to build on the community's unique parks and recreation assets and identify new opportunities. The citizen-driven plan establishes a clear direction to guide city staff, advisory committees, and elected officials in their efforts to enhance the community's parks and recreation services and facilities.

A Brief History of Grandview Parks and Recreation Department

1964/1965
The Grandview Jaycees developed Belvidere Park



1967
O'Donnell Park was donated
1970
The Board of Aldermen established a Parks and Recreation Committee
1970
Little Corner Park was purchased
1971
The City purchased Meadowmere Park
1972
The City purchased Mapleview Park and Valley View
1972
A bond issue for swimming pools and park development was passed
1972-73
The City acquired Grandview Ball Park and John Anderson Park
1973-1990
The City made improvements to John Anderson Park, Grandview Ball Park, Valley Park, Mapleview Park, Meadowmere Park, and Belvidere Park. Shalimar Park was acquired and developed.
1990
A sales tax issue to fund the construction of a community center failed
1991
The City funded a major renovation of both city pools
1992
A new therapeutic playground was purchased and installed in John Anderson Park
1993
The City bought and developed new Little Blue River Bike Trail
1994
River Oaks South Park was acquired
2000
"Beyond 2000- A Vision for Grandview" was convened
2001
Voters approved a one-half cent sale tax
2004
"The View" community center opened
2005
The City purchased land across from Meadowmere Park

Parks and Recreation Department Overview

The citizens of Grandview can boast of having one of the finest parks systems in the south Kansas City area. Grandview now has over 244 acres of parkland in 13 parks. A number of the parks are within walking distance from residents' homes. Additionally, the parks system has 12 playgrounds and employees plant and maintain over 30 flowerbeds.

Grandview Parks and Recreation is a department of the City of Grandview and receives funding authorized by the Board of Alderman through budget appropriations. Additional funding is provided from grants and from program and service fees. Additionally, the Grandview Parks and Recreation Foundation provides funds through donations and sponsorships that enhance department programs, services, and projects. Through these means, parks and recreation programs and services are provided and maintained for the citizens of Grandview.

Related Planning Efforts and Integration

The City of Grandview has undertaken several planning efforts in recent years that have helped inform the planning process for this Plan. These resulting documents include:

- Outdoor Aquatic Center Citizen Survey, 2007
- Aquatic Master Plan and Swimming Pool Audit, 2006
- Master Park Plan, 1995
- Master Park Plan, 1992

Methodology of this Planning Process

A project team, made up of city staff, the Park and Recreation Advisory Board, and representatives from the Board of Aldermen, has guided this project. This team provided input to the GreenPlay consulting team throughout the planning process. This collaborative effort creates a plan that fully utilizes the consultant's expertise and incorporates the local knowledge and institutional history that only community members can provide. The project consisted of the following tasks:

Needs Assessment and Public Involvement

Level of Service Analysis

Inventory

Assessment and Analysis

Recommendations: Goals, Objectives, and Action Plan

Needs Assessment and Public Involvement

- Review of previous planning efforts, city historical information, and recent statistically-valid community interest and opinion surveys.
- Consideration of the profile of the community and demographics, including population growth.
- Extensive community involvement effort including focus groups, meetings with key stakeholders, and community-wide public meetings.
- Identification of alternative providers of recreation services to provide insight regarding the market opportunities in the area for potential new facilities and services.
- Research of trends and statistics related to American lifestyles to help guide the efforts of programming staff.

Level of Service Analysis

- Interviews with staff to provide information about parks and recreation facilities and services, along with insight regarding the current practices and experiences of the City in serving its residents and visitors.
- Analysis addressing recreation, parks, and related services.

Inventory

- Inventory of parks and facilities using existing mapping, staff interviews, and on-site visits to verify amenities and assess the condition of the facilities and surrounding areas.

Assessment and Analysis

- Review and assessment of relevant plans.
- Measurement of the current delivery of service for park and recreation facilities using the GRASP® Level of Service Analysis and allowing for a target level of service to be determined that is both feasible and aligned with the desires of citizens as expressed through the citizen survey. This analysis is also represented graphically in GRASP® Perspectives.
- Exploration of finance and funding mechanisms to support development and sustainability within the system.

Recommendations: Goals, Objectives, and Action Plan

- Identification and categorization of recommendations into themes with goals, objectives, and an action plan for implementation.
- Development of an action plan for capital improvements including cost, funding source potentials, and timeframe to support the implementation of the plan.
- Conceptual designs for the four major parks.

Timeline for Completing the Master Plan

Start-up	**September 2007**
Needs Assessment and Public Involvement	October - December 2007
Inventory and Assessment of Existing Facilities	October - December 2007
Findings Compilation Report	February 2008
Standards and Recommendations	February – March 2008
Financial Expenditure Analysis	February – March 2008
Recommendations and Action Plans	March 2008
Final Plan, Presentation and Deliverables	April 2008

Community Profile

Service Area and Population

The primary service areas for this analysis is Grandview, Jackson County, and the State of Missouri, with additional analysis comparing Grandview to Lee's Summit and Kansas City, Missouri (KCMO). Many of the focus group attendees who work in Grandview live in Kansas City, MO or Lee's Summit. KCMO and Lee's Summit are included in this analysis as a comparative tool to assess the three populations, as well as to gain a deeper understanding of how Grandview relates to its surrounding communities. All estimated 2007 populations and breakdowns are provided by ESRI Business Information Solutions. The estimated 2007 population for Grandview is 25,285, for Jackson County is 673,880, and for the State of Missouri is 5,911,718. The estimated 2007 population estimate for Lee's Summit is 84,989 and for KCMO is 456,158.

Population Forecasts

Although we can never know the future with certainty, it is helpful to make assumptions about it for economic reasons. 2007 and 2012 projections are from ESRI Business Information Solutions. Grandview is projected to experience less of a population increase than the County or State. Lee's Summit is projected to experience the highest increase in population by 2012.

Population	2007	2012	Percent change 2007-2012
Grandview	25,285	25,603	1.2%
Lee's Summit	84,989	93,221	8.8%
KCMO	456,158	469,107	2.8%
Jackson County	673,880	687,627	2.0%
Missouri	5,911,718	6,153,642	3.9%

Community and Stakeholder Input

The following is a synopsis of issues that were identified during meetings held between October 16th and October 18th, 2007. Over 80 community members, as well as Grandview Park and Recreation Department staff, participated in eight focus groups and a public forum.

Meeting the diverse needs of the community

Many residents had concerns regarding the City's ability to provide programming, facilities, and facility amenities to the diverse population of Grandview. The following are key issues that were identified from the meetings. For a complete summary, see ***Appendix I***.

Strengths

- **The Department**
  - Very Reliable
  - Good Team
  - Well Managed
  - Good Community Publication
  - Fiscally prudent
  - Good at maintaining greenspace
  - Conscientious, dedicated, know they're jobs and want to do them
  - Staff are good about getting involved regardless of job title
- **General**
  - Park Levy
  - Located next to a regional park (Longview
  - Cooperation with school district
  - Many parks/geographically located
  - Good support from Aldermen
  - Good community support overall
- **Programs/Activities**
  - Day camp
  - Annual special events
  - Swimming lessons
- **Sites/Facilities**
  - Overall parks are clean, well maintained, and safe
  - Freedom park is well lit and well used
  - Trails
  - Skate park
  - The View
  - Accessible to everyone, well maintained, and clean

Areas for Improvement

- **General**
  - Underutilization of sites and facilities
  - Lack of promotion/marketing for programs, parks, and facilities
  - Lack of funding and staff
  - Poor image (City and school)
  - Lack of security at parks, sites, and facilities
  - Lack of transportation
  - Lack of trails and connectivity
  - Lack of accessibility to park amenities
  - Aging facilities
    - Aging outdoor pool
  - Lack of beautification efforts
    - Streetscapes, entryways into City, landscaping
  - Limited programs and services
  - Limited partnerships with other organizations
  - Lack of community feedback/involvement
  - Need for increased focus on revenue generation
  - Need for new staff hiring/training plan

RATINGS

5 Excellent 4 Very good 3 Good 2 Fair 1 Poor

	Average Rating
Quality of current programs	3.3
Quality of existing facilities	3.5
Maintenance of facilities	2.1
Quality of customer service	3.9
Effectiveness of seeking feedback	3.2

Additional Programs

Age-specific programming

- Families
- Teens & tweens
- Seniors
- Preschoolers

Non-sports programming

- Photo contests
- Community Days
- Cultural, educational, crafts
- Visual/performing arts
- Health clinics/fairs
- "How-to" classes

Sports programming

- Corporate programs, leagues, etc.
- Boating/kayaking/sailing
- Tennis
- Youth basketball
- Youth and adult volleyball

Improvements to Existing Parks and Facilities

Upgrade oudoor swimming pool

Expand skate park

Upgrade and improve city entryways

- More visible and attractive signage
- Landscaping

Upgrade and add to trails

- Widen, repave, lengthen

Upgrade athletic fields/courts

- Lighting, restrooms, drinking fountains

Parks

- Shelters, drinking fountains, grills, picnic areas, clean-up, electricity/lighting

The View

- Jacuzzi, office space, storage, racquetball courts, outdoor movie theater

Additional Parks and Facilities

- BMX park/bike park
- Dog park
- Ice arena
- New maintenance shop
- Archery facility
- Outdoor amphitheater
- Handicapped parks
- RC cars racing area
- Teen recreation center
- Miniature golf
- Go-cart area
- Sprayground
- Wedding chapel
- Disc golf
- Bowling alley
- Trails
- Driving range
- Community garden
- Batting cages
- Indoor soccer
- Outdoor pool and/or aquatic center
  - Spray features, zero-depth entry, lap lanes
- Athletic courts
  - Volleyball, tennis, basketball
- Athletic fields
  - Soccer, baseball, football

Underserved Portions of Grandview

West side of town
Teens & tweens
Seniors
Lower income families
Those without transportation
North of Main Street

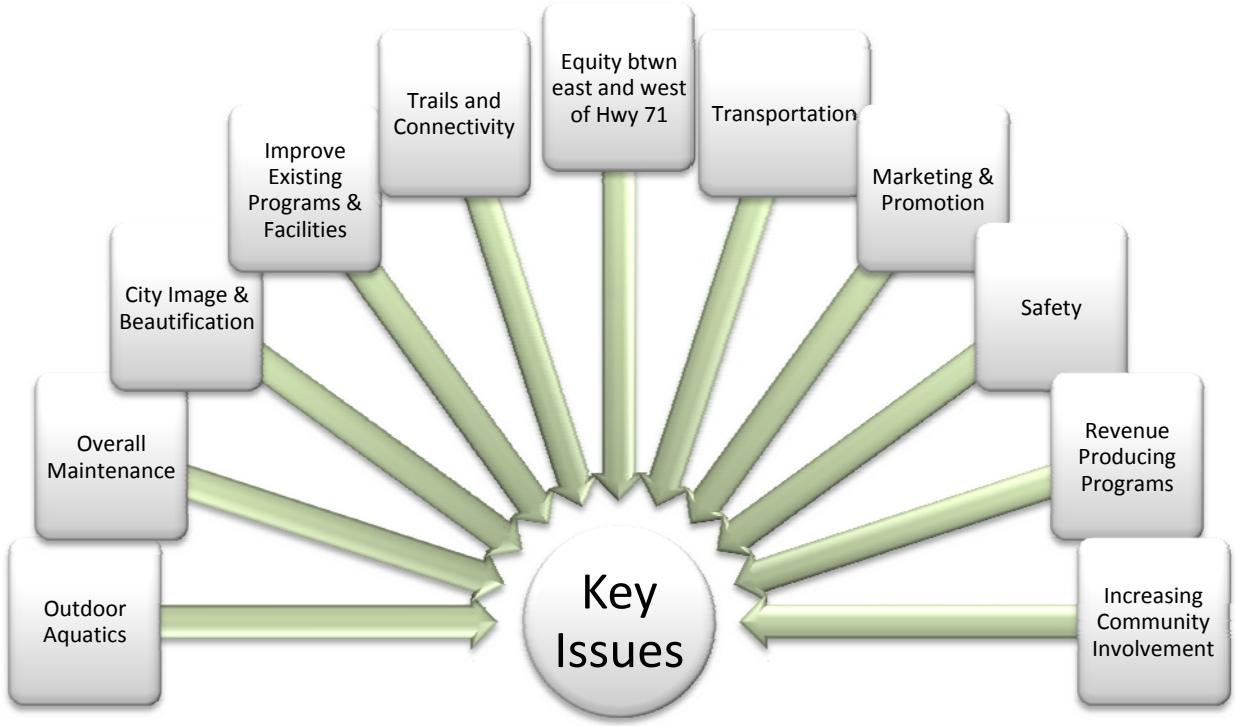
How to Support Programs and Facilities

No-tax increase levy
Grants
Foundation
Corporate sponsorships
User fees
General Fund
Sales Tax

Key Partners

Board of Aldermen
Administration and Park Commission
County
Local businesses
School district
Chamber of Commerce
Youth sports organizations
Civic organizations
Neighborhood associations
Missouri tourism orgs
Utility companies

Healthcare providers
Nonprofit orgs
Professional sports
Botanical societies
Booster clubs
Scouts
Student groups
Churches
Media
Police & fire
Developers



The Grandview Master Plan focuses on addressing the top priorities as identified by participants in the focus groups, as well as the citizen surveys recently conducted. The top priorities include (but are not limited to): upgrades to parks and facilities, beautifying city entry-points and signs, and increasing trails and connectivity.

Statistically-Valid Citizen Survey

The City of Grandview conducted a Community Attitude and Interest Survey in December and January 2007-08 to establish priorities for the future improvement of parks and recreation facilities, programs and services within the community. The survey was designed to obtain statistically valid results from households throughout the City of Grandview. The survey was administered by a combination of mail and phone.

Leisure Vision worked extensively with City of Grandview officials in the development of the survey questionnaire. This work allowed the survey to be tailored to issues of strategic importance to effectively plan the future system.

In December 2007, surveys were mailed to a random sample of 2,000 households in the City of Grandview. Approximately three days after the surveys were mailed, each household that received a survey also received an electronic voice message encouraging them to complete the survey. In addition, about two weeks after the surveys were mailed, Leisure Vision began contacting households by phone, either to encourage completion of the mailed survey or to administer the survey by phone.

The goal was to obtain a total of at least 400 completed surveys. This goal was accomplished, with a total of 408 surveys having been completed. The results of the random sample of 408 households have a 95% level of confidence with a precision of at least +/-4.9%.

Parks Facility Use

- 72% have visited Grandview Parks in the past year
- 56% have visited The View in past year
- 72% learn about P&R from brochure
- Restrooms, drinking fountains, park lighting, improved trails, and playground equipment were most important improvements to facilities

Programs

- 27% have participated in P&R programs in last year
- 86% rated programs as excellent or good
- Adult fitness and wellness, water fitness, senior programs, and city special events were the top four most important programs

Community Needs

- Walking and biking trails, indoor fitness facilities, and indoor track were top three needed facilities
- Less than 50% indicated the park/facility meets the needs of their household
- Adult fitness, water fitness, City special events, and nature programs are most needed
- Less than 25% indicated the program completely meets their needs

For additional survey data information can be found in ***Appendix II***.

Recommendations and Action Plans

Goal 1: Maximize the Planning Effort

Objective: Incorporate the action items of this plan into the City's annual work plans to achieve the recommendations of this plan and to enhance effectiveness of staff effort.

Strategy:

- Assign responsibility and time frame, and allocate resources necessary to complete each action identified in annual work plans.

Objective: Assure that all levels of staff are informed of and are set up to work together to implement the recommendations and strategies of the plan.

Strategies:

- Inform all levels of staff of the direction of the Plan, allow for staff input, encourage buy-in, and encourage input from all staff members.
- Provide cross-departmental staff teams/team members, as appropriate, with education development opportunities, necessary equipment, and supplies.

Goal 2: Strategically Increase Programming and Partnerships

Objective: Establish and promote more special events and local history programs in Grandview.

Strategies:

- Collaborate with local historical organizations to cross-market and promote existing history programs through website links, program guides, newsletters, and fliers.
- As additional funding is obtaining, establish dedicated city staffing for planning and marketing programming and special events.
- Establish a streamlined community special events plan through collaborative efforts between the City of Grandview and community partners and organizations, anchored to common goals.
- Investigate the community interest, agency budget capacity, and partnership opportunities for creating new community special events, such as:
    - Historical (i.e. -festivals, walking history tours, etc.)
    - Arts and Culture (i.e. -movies and concerts in the park, art festivals, children's storytelling, etc.)
    - Holiday related (i.e. -Halloween, egg scrambles, holiday market, etc.)
    - Health and Wellness (i.e. -fun runs and walks, community bike rides, dance contests, health fairs, etc.)

Objective: Strategically meet the community's demand for new programs and services
Provide a variety of recreational programming and opportunities to meet the various needs of the community.

Strategies:

- Allocate resources to provide quality recreation programming based on community input.
- Gain input from recreation participants through post-program or event evaluations.
- Continue to gain information from the community as to what programs are desired and popular through a statistically valid survey, at minimum every five years.
- Initiate collaborations to provide a greater quantity of diverse, cost effective recreation programs and activities.
- Expand the number of community-wide and regional special events which should be located in parks and/or facilities best suited to accommodate the activity/event (i.e. –historical festivals, concerts, etc.)
- Expand fitness and wellness programs for the entire community, with a focus on aquatics and adult programs.
- Consider marketing the cardio and weight facilities at The View to all ages, to better serve the needs of the entire community.
- Provide additional health and wellness programs like yoga, Pilates, and aerobics.
- Continue and expand in the following program areas to meet the interests and safety needs of the community:
    - Family oriented programs
    - Teen programming
    - Preschool programming
    - Boating/Kayaking/Sailing
    - Photo contests
    - Community days
    - Tie in history of Grandview
    - Non-sports programming
    - Cultural, educational, crafts
    - Visual/performing arts
    - Health clinics/fairs
    - Corporate programs, leagues, etc.
    - Additional programming for teens, tweens, and seniors
    - Sports
    - Tennis classes, youth basketball, youth and adult volleyball
    - "How to" classes
    - Quilting, gardening, crafts

Objective: Collaborate to attract more residents and visitors to utilize and participate in Grandview's parks and recreation services and facilities

Strategies:

- Work with local tourism organizations to attract private recreation companies to the Grandview area to provide activities such as environmental and wildlife education, tours to nearby attractions, historical tours, guided hiking, and ecotourism.

- Continue and establish relationships with the following partner organizations to implement the recommendations of this master plan and to provide an increased number of and high quality recreation programs, activities, and services that will attract both residents and visitors:
    - County
    - Local businesses
    - School district
    - Chamber of Commerce
    - Youth sports organizations
    - Civic organizations
    - Neighborhood associations
    - Missouri tourism organizations
    - Utility companies
    - Nonprofit organizations
    - Professional sports organizations
    - Botanical societies
    - Booster clubs
    - Scouts
    - Student groups
    - Churches/faith based organizations
    - Media (newspapers, TV, radio)
    - Police, fire department
    - Developers

Objective: Increase Partnerships and Collaborative Efforts
Build partnerships within the community to take advantage of existing facilities, share new facilities, and provide additional programming and services to the community.

Strategies:

- Investigate partnerships with local medical and health organizations to increase fitness and health programming for the aging population within the community.
- Create new and formalize existing partnerships (see Sample Partnership Policy in Appendix VII) with equity agreements that are reviewed annually.
- Strengthen and expand Intergovernmental Agreements (IGAs) with schools for use of fields, gyms, and multipurpose spaces.
- Explore the possibilities of revising and promoting an adopt-a-park program to help with park maintenance, beautification, and civic pride.
- Create a “Park Ambassador” program where residents living adjacent to parks are trained to inspect parks and then file a weekly report in exchange for a nominal fee or pass.

Goal 3: Increase Cost Recovery and Funding

Objective: Research potential traditional funding opportunities.

The City has the ability to use these mechanisms to enhance the quality of life in Grandview and expand recreation, park, trails, programs, and services to the community.

Strategies:

- Work with residents and partners to establish additional revenue through a combination of funding sources, located in Section V in this report, to implement the recommendations of the Master Plan.
- Further investigate support for an education campaign for a ballot initiative to pass a no tax increase bond referendum for future capital improvements identified in this Park and Recreation Master Plan.

Objective: Pursue alternative funding to implement the Master Plan.

The City of Grandview has experienced challenging times in the recent past, with limited funding and staffing levels, and the Department should explore the best means of achieving its funding goals. Alternative funding methods may be instrumental to the operations of the City's park and recreation facilities and services on an ongoing basis. Allocating resources (assigning staff time, matching funds, etc.) to pursue alternative funding should be considered an investment in the future, with an outlined and expected positive rate of return.

Strategies:

- Identify opportunities to increase community support and revenue such as grants, partnerships, sponsorships, volunteers and earned income (See Section V for Alternative Funding Sources).
- Assign staff resources and/or investigate the possibility of utilizing volunteer efforts to apply for such funding.
- Develop a "Wish List" to identify philanthropic opportunities that align with these needs. Once identified, aggressively apply for grant funding.
- Expand and formalize a volunteer program to include standards, recruiting, training, retaining, and rewarding volunteers in all program areas.
- Create new and formalize existing Sponsorships (see Sample Sponsorship Policy in Appendix VIII) with equity agreements that are reviewed annually.
- Create an annual "Sponsorship Manual" listing all the opportunities for the year and distribute within the community in a menu format that creates a sense of urgency within the business community.

Objective: Create a cost recovery philosophy and policy.

It is important for the City to develop a pricing and cost recovery philosophy that reflects the values of the community and the responsibility it has to the community. This philosophy will be especially important if the City moves forward in the development of new programs and additional and/or

expanded facilities; and as it strives for sustainability and determines how much it is willing to subsidize operations.

One means of accomplishing this goal is applying the Pyramid Methodology. This methodology develops and implements a refined cost recovery philosophy and pricing policy based on current "best practices" as determined by the mission of the agency and the program's benefit to the community and/or individual.

Critical to this philosophical undertaking is the support and understanding of elected officials and ultimately, its citizens. Whether or not significant changes are called for, the agency wants to be certain that it is philosophically aligned with its residents. The development of the core services and cost recovery philosophy and policy is built on a very logical foundation, using the understanding of who is benefiting from parks, recreation, and natural resources services to determine how the costs for that service should be paid. An overview of the Pyramid Methodology can be found in ***Appendix IX***.

Strategies:

- Develop ongoing systems that help measure cost recovery goals and anticipate potential pitfalls utilizing the following points:
    - Understand current revenue systems and their sustainability.
    - Track all expenses and revenues for all programs, facilities, and services to understand their contribution to overall department cost recovery.
    - Analyze who is benefiting from programs, facilities, and services and to what degree they should be subsidized.
    - Fees for programs should acknowledge the full cost of each program (those direct and indirect costs associated with program delivery) and where the program fits on the scale of who benefits from the program of service to determine appropriate cost recovery target. Current cost recovery is at an average level and creating a cost recovery philosophy could enhance revenues to an above average level for operations and maintenance.
    - Define direct costs as those that typically exist purely because of the program and change with the program.
    - Define indirect costs as those that would exist anyway (like full time staff, utilities, administration, debt service, etc.)
    - Define ability to pay as an implementation concern to be addressed through a fee reduction or scholarship program.
    - Continue to encourage the pursuit of alternative funding for the Department.

Objective: Increase participation and revenue from current services.

Strategies:

- Utilize the marketing strategies in the Marketing, Communications, and Credibility section (Goal 7), to work to increase participation numbers and user fee revenue.
- Evaluate participation numbers of current programming to increase marketing and participation in programs that are not currently at capacity.
- Establish a third tier user fee for nonresidents in the school district.
- Establish user fees for sports associations using city recreation facilities that cover all direct costs of the field or facility use.

Goal 4: Ensure Consistent Level of Service for Parks

Objective: Improve existing parks to meet community standards.

Strategies:

- Add comfort and convenience features to parks where they are lacking. These are features such as benches, drinking fountains, and restrooms.
- Use the park inventory and scoring spreadsheet to identify specific park amenities that need to be updated or replaced. Components that scored below expectations (score of 1), should be reviewed.
- Add a zero-depth spray feature to an existing park on Grandview's west side. Due to the indefinite closing of the pool at John Anderson Park, it is recommended that a zero-depth spray feature be added in this location. *A concept plan for this park has been completed as part of this planning effort.
- Develop a schedule to renovate and improve all playgrounds. With the exception of Freedom Park, every playground in Grandview's system needs to be upgraded.
- Develop a schedule to renovate all ballfields. All of Grandview's ballfields needs to be renovated. Consideration should be given not only to updating and repairing existing fields, but to long-term management of these facilities. In addition, improving the surrounding support spaces (such as plazas, playgrounds, and restrooms) should also be prioritized as these features will improve the LOS provided by ballfield complexes. **A concept plan for this park has been completed as part of this document.*

Objective: Look for opportunities to add parks in areas of new residential development.

Strategies:

- Ensure that public parks and trails are provided in new residential developments. The Sunrise Farm Development has been identified as an opportunity for the City to provide input on the park design process.
- Develop park design standards. Standards not only guide city parks, but those built in conjunction with new residential developments. This will help ensure an adequate and consistent level of service for all new parks. See Appendix XI for Example Park Design Standards.
- Increase funding and staffing for parks maintenance as needed when new amenities are added.

Objective: Improve design and "theming" (place-making) of new and existing parks.

Strategies:

- Develop park design standards. See Appendix XI for Example Park Design Standards.
- Hire qualified professional landscape architects to design all new parks.
- Include a strong public process in the development or redevelopment of parks and facilities. The design processes should include a strong outreach component to the surrounding neighborhood to solicit ideas and to ensure that the new design reflects the needs and desires of the people who will most likely use the park.

- Design new parks to reflect the history of the site, the diversity of the community, or other unique themes. Public art, interpretive signage, and unique elements in the park details and design should be explored.
- Develop a schedule to implement a unified park signage system at all parks. All parks should have visible signage that identifies them as owned and managed by the City of Grandview. Park signs should be uniform and easy to identify as city-owned.
- Develop a list of approved standards for trashcan, bench, and other site furnishings.

Objective: Look for opportunities to provide more practice and game fields.

Strategy:

- Pursue opportunities to build more playing fields to accommodate future programming needs. The new acreage east of the existing Meadowmere Park and Byars Road is an ideal location for future fields. **A concept plan for this park has been completed as part of this document.*

Objective: Plan for the continued improvement and maintenance of Grandview's existing parks.

Much of Grandview' existing park infrastructure is old and in need of repair or replacement. In order to better serve the community, each park should be studied and a plan for improving the equipment, layout, and design of individual parks should be undertaken.

Strategies:

- Provide an adequate level of maintenance to older parks.
- Update parks over time to reflect changing community needs. When updating or replacing equipment in parks, consider replacing the equipment with new components which might better serve the needs of the community. For example, a sandbox might be replaced with new modular play equipment.
- Replace equipment as it becomes old or outdated with high quality equipment which will be easy to maintain and have a long lifespan.
- Relocate maintenance facility (currently in Grandview Ball Park) to the new acreage in Meadowmere Park. The current location of the maintenance facility is not ideal because of its location west of the train tracks. Relocating this facility to the new acreage at Medowmere Park east of Byars Road will allow for easier access to all of Grandview's parks by providing a centralized location for maintenance operations. **A concept plan for this park has been completed as part of this document.*

Objective: Identify and develop facilities for new trends in parks and recreation.

Diversifying recreational opportunities in Grandview's existing parks by adding exciting new recreational facilities will ensure the creation of a diverse system that will attract both new and old residents. Such facilities will help make Grandview unique in the region and will foster a positive image of the City for residents and nonresidents alike.

Strategies:

- Look for opportunities to add a "destination playground" or a "boundless playground" to an existing park. Destination Playgrounds usually include special features such as a climbing wall, spray feature or adventure play. Often they involve special "theming" and opportunities to teach children and parents something of the local history, culture, or ecology of an area. Boundless playgrounds are designed to be fully accessible to children with disabilities and represent a growing trend in parks and recreation. While built to serve the local community, both may potentially attract disc golf course to John Anderson Park. If designed correctly and promoted, these facilities have the potential to attract tournaments to Grandview.
- Add an Outdoor Amphitheatre to Meadowmere Park. Adding an outdoor amphitheater to the new acreage adjacent to the existing Meadowmere Park will give Grandview a venue for holding cultural events such as concerts or plays.
- Add a new outdoor aquatic center in Meadowmere Park to replace the existing one. Adding a new outdoor aquatic center to Meadowmere Park will give Grandview an aquatic venue the community can be proud of and will be a fun safe environment for multigenerational activities.

Goal 5: Improve Trail Connectivity and Walkability

Objective: Improve walkable access to parks and recreation facilities.

Strategies:

- Work with other City departments to remove barriers to walkability. ***Appendix V includes*** a Recommendations Map that highlights important connections and suggested locations for improved pedestrian crossings.
- Work with the City to investigate the feasibility of constructing a pedestrian bridge over Highway 71. A major barrier to walkability in Grandview is Highway 71. A pedestrian bridge over the highway is a possible solution to this problem. Such a bridge would improve level of service by improving access to recreational resources to residents living on either side of the highway. The bridge could also serve as a gateway and help identify Grandview as a distinct and creative

community. See pictures below and Appendix XIII, Creative Crossings, for design ideas. The cost of the bridge will vary depending on the design chosen.

Denver, Colorado:
Pedestrian Bridge over I-25

Queensbury, New York:
Great Escape Pedestrian Bridge

- Look for land acquisition opportunities for trails in areas that have little or no service at a walkable level.
- Develop partnerships and user agreements with utility companies to develop trail corridors in easement right-of ways where safe and appropriate.
- Partner with community groups to conduct walkability workshops. The walkability checklist, as shown in Appendix XII, is a tool to be filled out by residents in all areas of the community to assess the walkability of the community as a whole. These workshops could be led by the Recreation Department and focus on access to park and recreation facilities.
- Address walkability issues as identified in the community walkability analysis. Work with other City Departments such as Public Works, and Economic Development to address issues that are identified.
- Work with other City departments and community groups to ensure safe pedestrian access across physical barriers to parks and recreation facilities. Incorporate traffic calming strategies at access points to parks, open space and trail heads. Incorporate traffic calming design techniques into design guidelines, as appropriate
- Create walking maps with routes and mileages of park and trail routes. Make these available online and in printed form.

Objective: Improve trail connectivity.

Grandview currently maintains only 2.38 miles of trail. Most of this mileage is actually attributed to loop walks within existing parks and they are not connected to any other trail system. The only exception to this is Little Blue Bike Trail which, while located within Meadowmere Park, connects to a County trail (Longview Lake Trail) which is 6.76 miles long. Appendix V includes a Recommendations Map that

highlights important connections and locates specific areas in need of safe pedestrian crossings. The location of trail on this map is schematic and is intended to show the need for connections between existing community resources. Actual trail routes and locations will vary from what is shown schematically on this map.

Strategies:

- Look for opportunities to provide trail links to specific destinations like schools, parks, indoor recreational facilities and downtown Grandview.
- Look for land acquisition opportunities for trails in areas that have little or no service at a walkable level.
- Develop partnerships and user agreements with utility companies to develop trail corridors in easement right-of ways where safe and appropriate.
- Develop more on-street bike lanes between designated connections.
- Add and improve sidewalks between designated connections.

Objective: Increase recreational and fitness walking opportunities for residents.

The survey conducted as part of this master plan revealed that residents want more walking and biking trails. Improving amenities in existing parks that encourage recreational and fitness walking will increase the level of service throughout Grandview's system while providing a popular and desired recreational amenity to residents.

Strategies:

- Add loop walks to existing parks, when appropriate. A loop walk should be incorporated into the design of the new acreage in Meadowmere Park (East of Byars Road). **A concept plan for this park has been completed as part of this document.*
- Provide signs with route maps and mileage in parks with loop walks and trails.

Goal 6: Work with City Leadership to Prioritize Projects that Improve Grandview's Visibility and Identity in the Greater Kansas City Area

Objective: Create a strong sense of identity for Grandview via gateway signage.
Due in part to Grandview's location on Highway 71, many visitors to the area do not realize that they are passing a unique City with its own interesting history and identity.
Improving Grandview's gateway signage will help residents and visitors alike distinguish Grandview from other outlying areas.

Strategies:

- Work with other City departments to create gateways at specific locations throughout the City.
- Hire qualified professional landscape architects to develop monument signage designs which can be applied to different locations.
- Develop the idea of a pedestrian bridge over Highway 71 in conjunction with smaller gateway signage opportunities. The design of the bridge should incorporate the identity of Grandview by utilizing similar materials and design elements to other gateway monument signage.

Objective: Address safety concerns in Grandview's parks.

There is currently a negative perception of some of Grandview's parks as being dangerous or unsafe due to criminal activity.

Strategies:

- Hire qualified professional landscape architects to design existing parks that are currently underutilized by the surrounding community due to a lack of desired amenities or safety concerns. Some of Grandview's existing parks would benefit from new design plans. Two parks which have been identified as priorities for this process include Belvedere Park and Valley Park.
- Install a double swing gate at Valley Park in order to limit and control vehicular traffic into the park.
- Increase visibility into problem parks by removing dense vegetation or relocating components to more highly visible areas.
- Establish an "Adopt-a-Park Program" to foster pride and a sense of ownership in all of Grandview's Parks.
- Host recreation activities in all of Grandview's Parks to increase usership and activity in parks.
- Add safety lighting to all parks.
- Implement specific opening and closing times at problem parks and enforce this with regularly scheduled patrols.
- Continue to develop a strong working relationship with the police department to ensure regular patrolling of parks and facilities, and quick response times.
- Provide opportunities for youth to interact with police officers via recreational programming.
- Buy and raze duplexes in front of Valley Park, replace bridge, and redo entryway.

Goal 7: Marketing, Communications, and Credibility

Objective: Generate awareness and credibility about Grandview Parks and Recreation offerings and needs as expressed by the public.

Strategies:

- Formalize an evaluation and annual in-house benchmarking program to solicit participant feedback and drive programming efforts.
- Collect feedback data that supports the expressed desire for improvements to programs and activities.
- Create a "Mystery Shopper" program where secret shoppers evaluate services anonymously and results are tracked.
- Prepare an annual report providing information to the public about parks and recreation funding, stewardship of tax dollars and fees and charges, and distribute the report as widely as possible.
- Work with the Chamber of Commerce and the local Welcome Wagon to develop information packets that promote city services to tourists and new residents.
- Create an annual marketing plan for the Parks and Recreation Department.
- Develop an evaluation process for marketing media such as newspaper, seasonal brochures, website, direct mail, targeted e-mails, radio, and television advertising to continuously determine effectiveness of marketing dollars.

- Create seamless product delivery for park and recreation services that delivers from a consumer vantage.

Objective: Create a seamless and cohesive customer service delivery system for the provision of all parks and recreation programs and services.

Strategies:

- Develop a comprehensive cross training program for all staff and instructors including knowledge of all program areas as well as customer service.
- Use program tracking and evaluation tools to capacity by designing reports to readily identify life cycles of programs, identify programs not meeting minimum capacity (review all program minimums for cost effectiveness), identify waiting lists, etc.
- Add online registration for all City services.

Goal 8: Track Performance Measures

Objective: Create standards for all park and recreation activities and services.

Strategies:

- Establish service standards for all community services activities. Suggested criteria for service standards include:
    - Programs:
        - Participation levels
        - Revenue
        - Instructors
        - Customer satisfaction
        - Cost per experience (or per hour, per class)
        - Customer retention
    - Instructors:
        - Experience
        - Knowledge
        - Friendliness
        - Recruiting
        - Rewarding
        - Training
        - Standards
    - Volunteers:
        - Experience
        - Knowledge
        - Friendliness
        - Recruiting
        - Rewarding
        - Training
        - Standards

    - Facilities:
        - Cleanliness
        - Aesthetics
        - Comfort
    - Staff:
        - Experience
        - Knowledge
        - Friendliness
        - Rewarding
        - Training
        - Trends
- Identify all major maintenance tasks including such things as:
    - Turf /Mowing
    - Plantings
    - Restrooms
    - Sidewalks and paths
    - Irrigation
    - Weed and insect control
    - Curb appeal
    - Playground and picnic equipment
    - Courts and fields
    - Litter control
    - Vandalism
- Evaluate and develop a scoring system for each task to meet desired and consistent service levels.
- Involve staff in the development of the standards and scoring system.
- Conduct maintenance standards training for all staff.
- Establish and monitor recordkeeping procedures to document the actual hours and materials costs for each maintenance operation.
- Apply appropriate maintenance standards and define set up/tear down requirements for all special events, tournaments, or other activities that currently stress resources. Assure adequate staffing and funding to take on the task, prior to making a commitment.

Recommendation Cost Estimates

The following table includes capital projects and additional items that significantly impact the annual operational and maintenance budgets. Funding sources listed are suggested methods of funding and can be enhanced with additional methods of funding. Overall staffing cost projections are included in the annual operational and maintenance cost estimates. Five-year recommendations (2009-2013) are in 2008 figures plus 7% annual inflation. Future six to fifteen year recommendations (2014-2023) are in 2008 figures.

Five Year Recommendations FY 2009-2013 Priorities	Capital Cost Estimate	Capital Funding Sources	Annual O&M Cost Estimate *(including staffing)*	O&M Funding Sources
In 2008 Figures plus 7% annual inflation				
John Anderson Park • New sprayground • New playground • Three new park shelters • New restroom facility • Improved Parking	**$940,400**	**GO Bond**	**$78,400**	**General Fund**
Mapleview Park • New playground • New park shelter • New restroom facility • Improved parking	**$350,000**	**GO Bond**	**$33,000**	**General Fund**
Little Corner Park • New play equipment • Benches • Trees	**$43,320**	**GO Bond**	**$8,000**	**General Fund**
Southview Park • New playground • New restroom facility • New park shelter • Improved access	**$184,965**	**GO Bond**	**$19,000**	**General Fund**
Terrace Park • New playground	**$88,065**	**GO Bond**	**$14,000**	**General Fund**

River Oaks South Park • New playground • New restroom facility • New park shelter • Improved parking	**$399,000**	**GO Bond**	**$33,000**	**General Fund**
Bobcat Park • New play equipment • Benches • Trees	**$45,980**	**GO Bond**	**$8,000**	**General Fund**
Valley Park • New playground • New restroom facility • New park shelter • Improved access and parking	**$1,137,400**	**GO Bond**	**$35,000**	**General Fund**
Belvidere park • New playground	**$100,000**	**GO Bond**	**$15,000**	**General Fund**
Freedom Park • New restroom facility • Landscaping	**$192,000**	**GO Bond**	**$5,000**	**General Fund**
Citywide Trails Design	**$34,200**	**GO Bond**	**N/A**	**N/A**
Feasibility Study for New Athletic Fields	**$53,500**	**GO Bond**	**N/A**	**N/A**
Upgrade to Existing Trails	**$50,000**	**GO Bond**	**$7,500**	**General fund**
• John Anderson Park • Mapleview Park • Meadowmere Park • Belvidere Park • River Oaks South Park				
Meadowmere Park	**$1,174,700**	**GO Bond**	**$90,500**	**General Fund**
• Three new park shelters				
• New restroom facility				

• New playground				
• Additional/improved parking				
• New dog park				
New Maintenance Facility	**$1,500,000**	**GO Bond**	**$10,000**	**General Fund**
• Build a new maintenance facility in existing Meadowmere Park (West of Byars Rd.)				
Total 5 Year Estimate	**$6,293,530**			

2014-2023 Future Priorities	**Capital Cost Estimate**	**Capital Funding Sources**	**Annual O&M Cost Estimate** *(including staffing)*	**O&M Funding Sources**
In 2008 Figures				
Install a new playground at Shalimar Ball Park	$77,250	TBD	$14,125	General Fund
Add new restroom/concessions building at Shalimar Ball Park	$350,000	TBD	$10,000	Sales, Fees
Add restroom building at Shalimar Ball Park	$150,000	TBD	$5,000	General Fund
Install new picnic shelter at Shalimar Ball Park	$40,000	TBD	$5,000	General Fund
Renovate existing fields (9) in Shalimar Ball Park	$900,000	TBD	N/A	N/A
Install new tennis courts (2) at John Anderson Park	$93,000	TBD	$12,000 *(per court)*	General Fund
Install Frisbee Golf Course at John Anderson Park	$20,000	TBD	$2,000	General Fund, User Fees, Partnerships
Create loop walk at John Anderson Park	$145,000	TBD	$5,000	General Fund

2014-2023 Future Priorities	Capital Cost Estimate	Capital Funding Sources	Annual O&M Cost Estimate *(including staffing)*	O&M Funding Sources
In 2008 Figures				
Add amphitheatre to new Meadowmere Park *(West of Byars Rd.)*	$100,000 *Cost will vary based on design and intended use.*	TBD	$60,000	User Fees, Partnerships, Sponsorships,
Create loop walk at new Meadowmere Park *(East of Byars Rd.)*	$145,000	TBD, Grants	$5,000	General Fund
Develop athletic fields at new Meadowmere Park *(East of Byars Rd.)*	$1,560,000	TBD	$40,000* *(per field)*	General Fund
Add restroom/shelter building to new Meadowmere Park *(East of Byars Rd.)*	$150,000	TBD	$5,000	General Fund
Add asphalt parking lot to new Meadowmere Park *(East of Byars Rd.)*	$550,000	TBD	$45,000	General Fund
Add concession building to new Meadowmere Park *(East of Byars Rd.)*	$250,000	TBD	$5,000	Sales, Fees
Complete other items for new Meadowmere Park *(East of Byars Rd.)* as identified by athletic feasibility study	TBD	TBD	TBD	General Fund
Complete design for new aquatic center at existing Meadowmere Park	$600,000	TBD	N/A	N/A
Add new Outdoor Aquatic Center to Meadowmere Park	$7,400,000	TBD	$300,000*	TBD
Install a new playground at Grandview Ball Park	$77,250	TBD	$14,125	General Fund
Renovate existing fields (2) in Grandview Ball Park	$300,000	TBD	N/A	N/A

2014-2023 Future Priorities	Capital Cost Estimate	Capital Funding Sources	Annual O&M Cost Estimate *(including staffing)*	O&M Funding Sources
In 2008 Figures				
Add restroom/concession building at Grandview Ball Park	$350,000	TBD	$5,000	General Fund
Install new picnic shelter at Grandview Ball Park	$40,000	TBD	$5,000	General Fund
Install new loop walking Trail at Shalimar Ball Park	$145,000	TBD	$5,000	General Fund
Complete other items for existing fields as identified in athletic field feasibility study	TBD	TBD	TBD	General Fund
Implement Trail Design	TBD	TBD, Grants, Partnerships	TBD	General Fund
Study the feasibility of building a pedestrian bridge over Hwy 71	TBD	Grants, MODOT, TBD	N/A	N/A
Total Future Priorities CIP	**$13,442,500**			

**Estimated cost not covered by user fees.*

II. Past, Present, and Future – The Planning Context

Purpose of this Plan

The Grandview Parks and Recreation Master Plan is intended to help meet the needs of current and future residents by positioning Grandview to build on the community's unique parks and recreation assets and identify new opportunities. The citizen-driven plan establishes a clear direction to guide city staff, advisory committees, and elected officials in their efforts to enhance the community's parks and recreation services and facilities.

History of Grandview Parks and Recreation Department

In 1964 and 1965, the Grandview Jaycees developed Belvidere Park (located at Highway 150 east of Fuller Street). On May 10, 1966, the citizens of Grandview passed a $50,000 bond program for parkland acquisition. In 1967, two acres south of the Park Hills subdivision was donated by Leo O'Donnell becoming O'Donnell Park. Soon after, the Cub Scouts constructed a baseball backstop in O'Donnell Park for baseball league games and practices. From 1968-70, O'Donnell Park was cleared, a road was built through the park, a cable fence surrounding the open area was constructed, and picnic tables and steel fireplaces were added.

On February 9th, 1970, the Board of Aldermen passed Ordinance #1603, establishing a Parks and Recreation Committee.

In the summer of 1970 "Little Corner Park" (located at 135th and Bennington) was purchased for the city park system. In 1971, the City of Grandview purchased the 11-acre Napier property (currently Meadowmere Park) and deeded O'Donnell Park to Jackson County for development and maintenance.

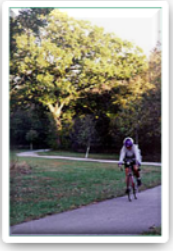
Summer of 1972 the City purchased 11 acres at 125th and Winchester (currently Mapleview Park) and the 16-acre Merrit property in the northwest part of the City (currently Valley Park), for the combined cost of $42,350.

A $620,000 bond issue for swimming pools and park development was passed by the citizens of Grandview. From 1972-73, the City acquired 14 acres at Arrington and Robinson Pike Roads (currently Grandview Ball Park), the 35-acre Edelbrock property south of 135th and east of Frisco Railroad (currently John Anderson Park), and 35 acres south of Meadowmere Park.

Over the following ten years the City of Grandview, with the assistance of $303,000 dollars in matching Land and Water Conservation Fund grant money, made improvements to John Anderson Park, Grandview Ball Park, Valley Park, Mapleview Park, Meadowmere Park, and Belvidere Park. Additionally, the City acquired and developed what is now known as Shalimar Park, a 25-acre softball complex used by the South Suburban Girls Softball Association.

From 1989-92, the City continued to make numerous improvements to the parks. In 1990, the voters were asked to approve a sales tax issue to fund the construction of a community center for the citizens of Grandview. The issued failed. In 1991, the City funded a major renovation of both city pools. Over $500,000 dollars in pool renovations were completed, including: two large waterslides, a new color scheme for both pools, and wood decking installed at John Anderson Pool.

In 1992, with the help of matching funds from the Grandview Heritage Commission, a new therapeutic playground was purchased and installed in John Anderson Park. This was the first playground specifically designed for special-needs populations to be installed in a Grandview Park.



The new Little Blue River Bike Trail acquisition and development occurred in 1993 with help from a donation from a developer, and a matching grant from the Land and Water Conservation Fund. This trail ties into an existing trail at Meadowmere Park.

In 1994, through donation of Land and Water funds and a matching grant from the Land and Water Fund, River Oaks South Park was acquired. This 5.5 acre park was developed with a small walking trail, playground, and shelter house. Also in 1994, an additional 4 acres were acquired for Meadowmere Park.

In November 2000, a strategic task force was convened called "Beyond 2000- A Vision for Grandview." This task force was formed to determine the City's most important strategic issues. From that task force, one of strategic issues that came forward was the need/want of a community center for the citizens of Grandview. That dream became a reality in 2001 when voters approved a one-half cent sale tax. The election, held in November resulted in 67% of the citizens voting to fund the construction of the new community center.

"The View" community center opened to the public in February 2004. The $11 million dollar facility is 60,000 square feet and features a fitness area with cardiovascular, circuit and free weight equipment, an aerobics/dance room, gymnasium, suspended running track, 25-yard lap pool, zero-depth entry pool with play features, a lazy river, waterslide, rock climbing wall. The facility has "tot drop" areas and 3,900 square feet of social and banquet rooms.

In September 2005, the City of Grandview accepted (by Ordinance #5953) the Report of Condemnation Commissioners on the Stony Point Development, L.L.C. and authorized payment of $330,000 to purchase a 52 acre tract of land east of Byars Road across from Meadowmere Park. This property connects to the Longview Lake property to the east.

Parks and Recreation Department Overview

The citizens of Grandview can boast of having one of the finest parks systems in the south Kansas City area. Grandview now has over 244 acres of parkland in 13 parks. A number of the parks are within walking distance from residents' homes. Additionally, the parks system has 12 playgrounds and employees plant and maintain over 30 flowerbeds.

Grandview Parks and Recreation is a department of the City of Grandview and receives funding authorized by the Board of Aldermen through budget appropriations. Additional funding is provided from grants and from program and service fees. Additionally, the Grandview Parks and Recreation Foundation provides funds through donations and sponsorships that enhance department programs, services, and projects. Through these means parks and recreation programs and services are provided and maintained for the citizens of Grandview.

Related Planning Efforts and Integration

The City of Grandview has undertaken several planning efforts in recent years that have helped inform the planning process for this Plan. These resulting documents include:
Outdoor Aquatic Center Citizen Survey, 2007
Aquatic Master Plan and Swimming Pool Audit, 2006
Master Park Plan, 1995
Master Park Plan, 1992

Methodology of this Planning Process

A project team, made up of city staff, the Park and Recreation Advisory Board, and representatives from the Board of Aldermen, has guided this project. This team provided input to the GreenPlay consulting team throughout the planning process. This collaborative effort creates a plan that fully utilizes the consultant's expertise and incorporates the local knowledge and institutional history that only community members can provide. The project consisted of the following tasks:

Needs Assessment and Public Involvement

Level of Service Analysis

Inventory

Assessment and Analysis

Recommendations: Goals, Objectives, and Action Plan

Needs Assessment and Public Involvement

- Review of previous planning efforts, city historical information, and recent statistically-valid community interest and opinion surveys.
- Consideration of the profile of the community and demographics, including population growth.
- Extensive community involvement effort including focus groups, meetings with key stakeholders, and community-wide public meetings.
- Identification of alternative providers of recreation services to provide insight regarding the market opportunities in the area for potential new facilities and services.
- Research of trends and statistics related to American lifestyles to help guide the efforts of programming staff.

Level of Service Analysis

- Interviews with staff to provide information about parks and recreation facilities and services, along with insight regarding the current practices and experiences of the City in serving its residents and visitors.
- Analysis addressing recreation, parks, and related services.

Inventory

- Inventory of parks and facilities using existing mapping, staff interviews, and on-site visits to verify amenities and assess the condition of the facilities and surrounding areas.

Assessment and Analysis

- Review and assessment of relevant plans.
- Measurement of the current delivery of service for park and recreation facilities using the GRASP® Level of Service Analysis and allowing for a target level of service to be determined that is both feasible and aligned with the desires of citizens as expressed through the citizen survey. This analysis is also represented graphically in GRASP® Perspectives.
- Exploration of finance and funding mechanisms to support development and sustainability within the system.

Recommendations: Goals, Objectives, and Action Plan

- Identification and categorization of recommendations into themes with goals, objectives, and an action plan for implementation.
- Development of an action plan for capital improvements including cost, funding source potentials, and timeframe to support the implementation of the plan.
- Conceptual designs for the four major parks.

Timeline for Completing the Master Plan

Start-up	**September 2007**
Needs Assessment and Public Involvement	October - December 2007
Inventory and Assessment of Existing Facilities	October - December 2007
Findings Compilation Report	February 2008
Standards and Recommendations	February – March 2008
Financial Expenditure Analysis	February – March 2008
Recommendations and Action Plans	March 2008
Final Plan, Presentation and Deliverables	April 2008

III. What We Want- Our Community and Identified Needs

Identification of current park and recreation resources, as well as recreation trends, community demographics, and needs help us better understand future recreational opportunities and identify the unique niche for the City of Grandview. The historic values and standards the Parks and Recreation Department brings to the community, along with park and recreation trends, work together to create a unique opportunity for Grandview to plan and implement future park and recreation facilities.

Following is an overview of the Grandview community and a needs assessment for park and recreation facilities and services. This section first describes the key demographic information as well as national and trends in parks and recreation services. Community input from stakeholder interviews, focus groups and a community meeting is described and identifies strengths, weaknesses, and opportunities for Grandview's park and recreation facilities and services. Results from a statistically-valid community survey are summarized and highlighted to further clarify park and recreation needs and interests. Finally, the GRASP® inventory of current park and recreation facilities is reviewed. All of this information provides a framework to understand Grandview's context, and community park and recreational needs, and help determine direction for the future.

General Demographic Information

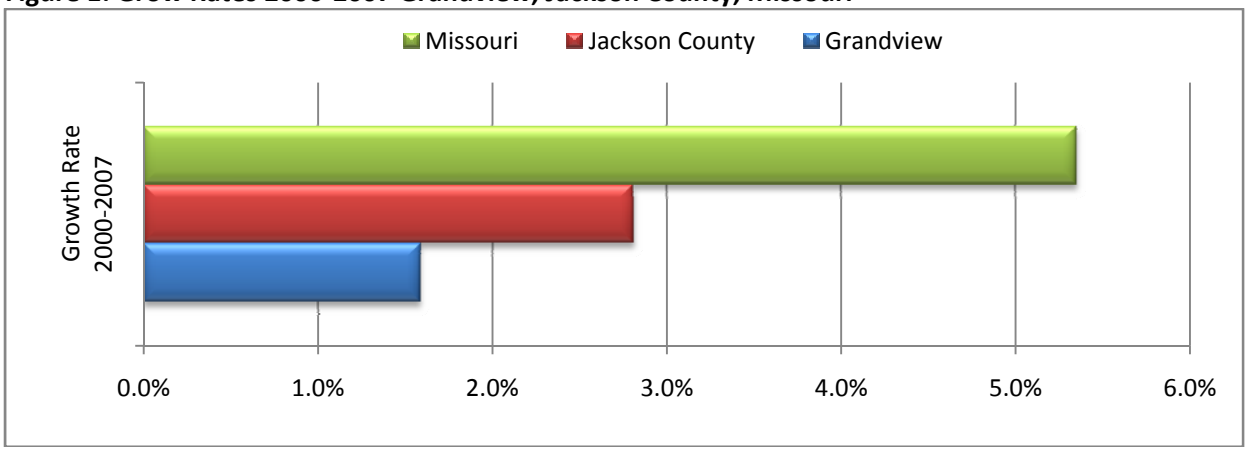
Sources
This analysis uses figures from the 2000 U.S. Census as well as projections from ESRI Business Information Solutions. ESRI offers a more current look at Census data by calculating current year estimates, as well as five-year projections for population and breakdowns.

Service Area and Population
The primary service areas for this analysis is Grandview, Jackson County, and the State of Missouri, with additional analysis comparing Grandview to Lee's Summit and Kansas City, Missouri (KCMO). Many of the focus group attendees who work in Grandview live in Kansas City, MO or Lee's Summit. KCMO and Lee's Summit are included in this analysis as a comparative tool to assess the three populations, as well as to gain a deeper understanding of how Grandview relates to its surrounding communities. All estimated 2007 populations and breakdowns are provided by ESRI Business Information Solutions. The estimated 2007 population for Grandview is 25,285, for Jackson County is 673,880, and for the State of Missouri is 5,911,718. The estimated 2007 population estimate for Lee's Summit is 84,989 and for KCMO is 456,158.

Population Distribution
The figures below show percent change in population growth from 2000-2007.

Figure 1 shows percent change in growth from 2000- 2007 for Grandview, Jackson County, and Missouri.
Figure 2 shows percent change in growth from 2000-2007 for Grandview, Lee's Summit, and Kansas City.

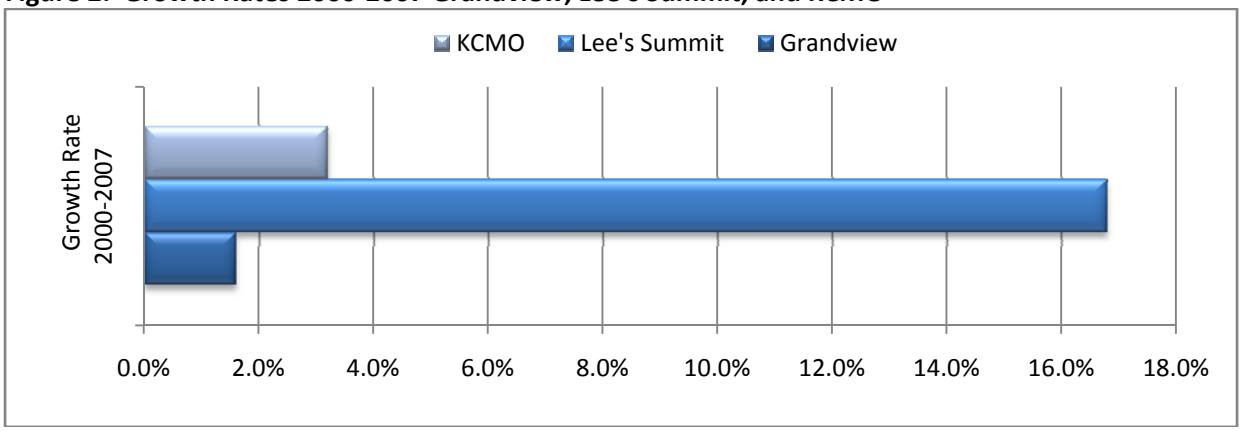
Figure 1: Grow Rates 2000-2007 Grandview, Jackson County, Missouri



Source: ESRI Business Information Solutions 2007

Compared to the County and State, Grandview has grown at a significantly slower rate over the last year. The State's growth rate is almost double that of the County and almost five times the rate of Grandview. Likewise, Grandview's estimated growth rate is less than Kansas City's and Lee's Summit. Lee's Summit is estimated to have experienced a significant growth rate over the last year.

Figure 2: Growth Rates 2000-2007 Grandview, Lee's Summit, and KCMO



Source: ESRI Business Information Solutions

Age Distribution

The following age breakdown is used to separate the population into age sensitive user groups and to retain the ability to adjust to future age sensitive trends. Percent of population distribution by age for Grandview, Jackson County, and Missouri is found in ***Figure 3***. Population distribution by age for Grandview, Lee's Summit, and KCMO is found in ***Figure 4***.

Under 5 years
This group represents users of preschool and tot programs and facilities, and as trails and open space users, are often in strollers. These individuals are the future participants in youth activities.

5 to 14 years
This group represents current youth program participants.

15 to 24 years
This group represents teen/young adult program participants moving out of the youth programs and into adult programs. Members of this age group are often seasonal employment seekers.

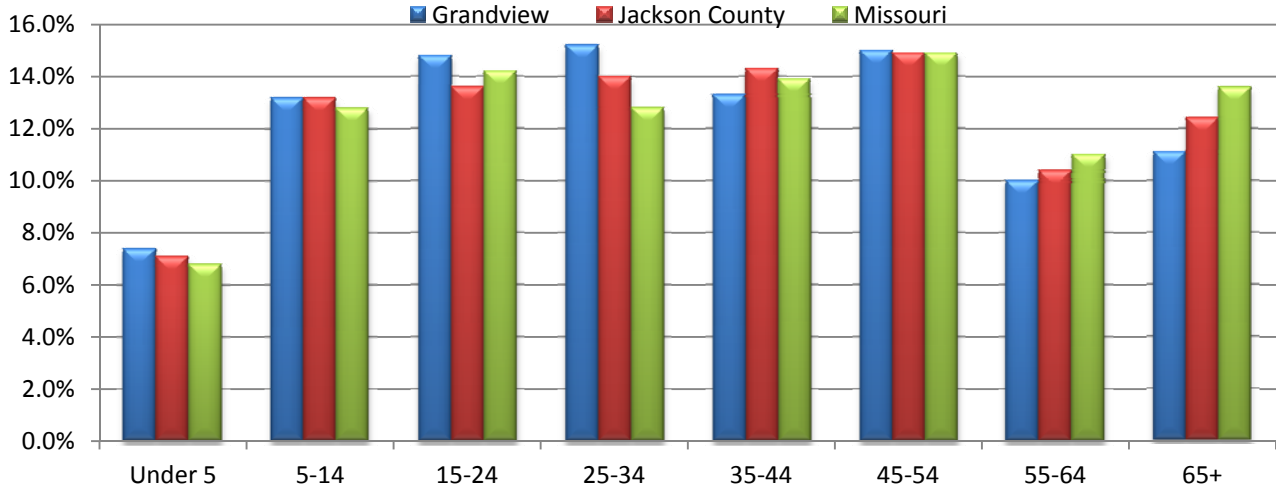
25 to 34 years
This group represents involvement in adult programming with characteristics of beginning long-term relationships and establishing families.

35 to 54 years
This group represents users of a wide range of adult programming and park facilities. Their characteristics extend from having children using preschool and youth programs to becoming empty nesters.

55 to 64 years
This group represents users of older adult programming exhibiting the characteristics of approaching retirement or already retired and typically enjoying grandchildren.

65 years plus
Nationally, this group will be increasing dramatically. Current population projections suggest that this group will grow almost 70% in the next 13 years. Programming for this group should positively impact the health of older adults through networking, training and technical assistance, and fundraising. Recreation centers, senior centers, and senior programs can be a significant link in the health care system. This group generally also ranges from very healthy, active seniors to more physically inactive seniors.

Figure 3: 2007 Population Breakdown Percent of Total by Age- Grandview, Jackson County, Missouri

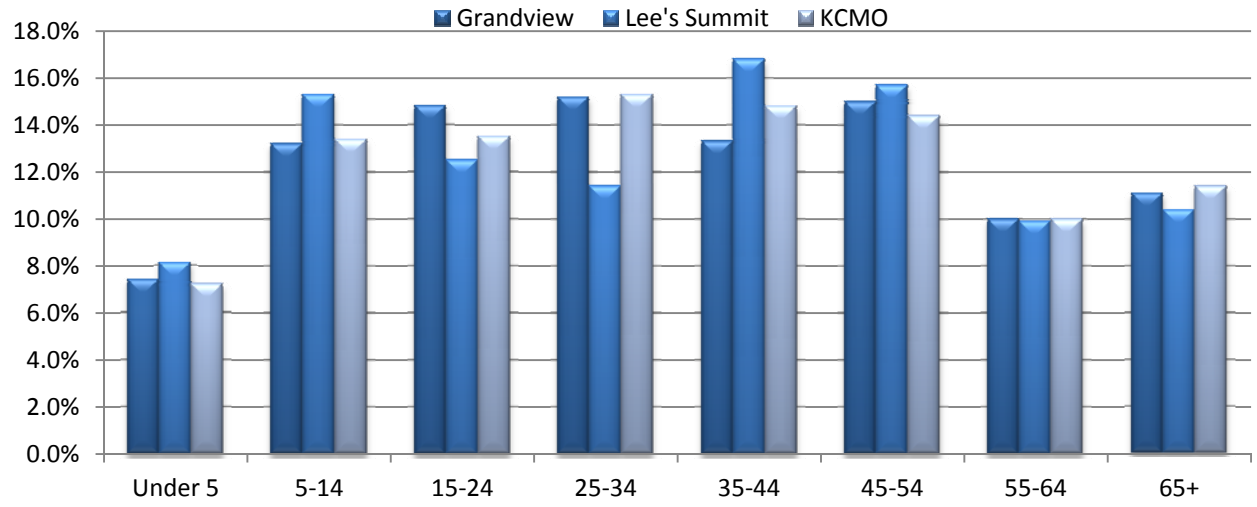


Source: ESRI Business Information Solutions 2007

Population Comparisons
Compared to the County and State, Grandview has a higher percentage of residents between the ages of 15 and 34, the largest percentage of the population is between the ages of 25 and 34. Grandview has a lower percentage of the population in the older age categories (older than 55) than the State and County. ***Figure 3*** shows population breakdowns by age for Grandview, Jackson County, and the State of Missouri.

Compared to Lee's Summit, Grandview has a lower percentage of young children (aged 0-14) but a higher percentage of residents in the 15-34 age range. Grandview has a lower percentage of the population in the 35-54 age range, but a slightly higher percentage in the 65 and older age range. Compared with KCMO, Grandview has similar age disbursements overall. However, Grandview has a significantly higher percentage of the population in the 15-24 age range, and a slightly higher percentage of the population in the 45-54 age range. ***Figure 4*** shows population breakdowns by age for Grandview, Lee's Summit, and KCMO.

Figure 4: Population Breakdowns Percent of Total by Age- Grandview, Lee's Summit, KCMO



Source: ESRI Business Information Solutions 2007

Race/Ethnicity
Table 1 provides the race and ethnicity breakdown for Grandview, Jackson County, and Missouri. ***Table 2*** provides the breakdowns for Grandview, Lee's Summit, and KCMO.

Table 1: 2007 Race/Ethnicity Comparisons for Grandview, Jackson County, and Missouri

Race	Grandview	Jackson County	Missouri
White Alone	52.3%	67.0%	83.7%
Black Alone	39.9%	25.1%	11.7%
American Indian Alone	0.6%	0.5%	0.5%
Asian or Pacific Islander Alone	1.5%	2.0%	1.6%
Some Other Race Alone	2.4%	2.9%	1.0%
Two or More Races	3.2%	2.5%	1.6%
Total	100%	100%	100%
Ethnicity	**Grandview**	**Jackson County**	**Missouri**
Hispanic/Latino Origin (Any Race)*	5.3%	6.5%	2.6%

Source: ESRI Business Information Solutions 2007
**Persons of Hispanic Origin may be of any race. This number reflects the percentage of the total population.*

Race/Ethnicity Comparisons

The largest percentage of the populations for all three areas is White Alone. However, compared to the County and State, Grandview has a much larger Black Alone population than the County or State. The Black Alone population in Grandview is 28.2% higher than Missouri, and 14.8% higher than Jackson County.

Lee's Summit has a significantly higher White Alone population than Grandview and KCMO, and a significantly lower Black Alone population. KCMO more closely resembles the racial and ethnic diversity that exists in Grandview.

Table 2: 2007 Race/Ethnicity Comparisons for Grandview, Lee's Summit, KCMO

Race	Grandview	Lee's Summit	KCMO
White Alone	52.3%	89.9%	58.1%
Black Alone	39.9%	5.6%	32.5%
American Indian Alone	0.6%	0.4%	0.5%
Asian or Pacific Islander Alone	1.5%	1.7%	2.6%
Some Other Race Alone	2.4%	0.7%	3.7%
Two or More Races	3.2%	1.7%	2.6%
Total	100%	100%	100%
Ethnicity	**Grandview**	**Lee's Summit**	**KCMO**
Hispanic/Latino Origin (Any Race)*	5.3%	2.7%	8.1%

Source: ESRI Business Information Solutions 2007
**Persons of Hispanic Origin may be of any race. This number reflects the percentage of the total population.*

Education (2000)

Overall, the disbursement of educational attainment throughout the residents of Grandview is similar to the County and State. Compared to Lee's Summit, Grandview has lower percentages of the population with a Bachelor's degree or higher. The percentage of the population in Lee's Summit with a Bachelor's degree or higher is 18% higher than in Grandview. The population of residents with a Bachelor's degree or higher is 6.4% higher in KCMO than in Grandview***. Table 3*** shows educational attainment levels of the 25 and older populations of Grandview, Jackson County, and Missouri. ***Table 4*** shows the same data for Grandview, Lee's Summit, and KCMO.

Table 3: Educational Attainment – 25 Years and Older (2000) Grandview, Jackson County, Missouri

Level of Education Attained	Grandview	Jackson County	Missouri
Less than 9th Grade	4.0%	4.4%	6.5%
9th-12th Grade, No Diploma	11.7%	12.2%	12.1%
High School Graduate	29.8%	30.0%	32.7%
Some College, No Diploma	28.6%	24.4%	21.9%
Associate Degree	6.7%	5.6%	5.1%
Bachelor's Degree	13.3%	15.5%	14.0%
Master's/Prof/Doctorate	6.0%	7.9%	7.6%

Source: 2000 U.S. Census

Table 4: Educational Attainment- 25 Years and Older (2000) Grandview, Lee's Summit, KCMO

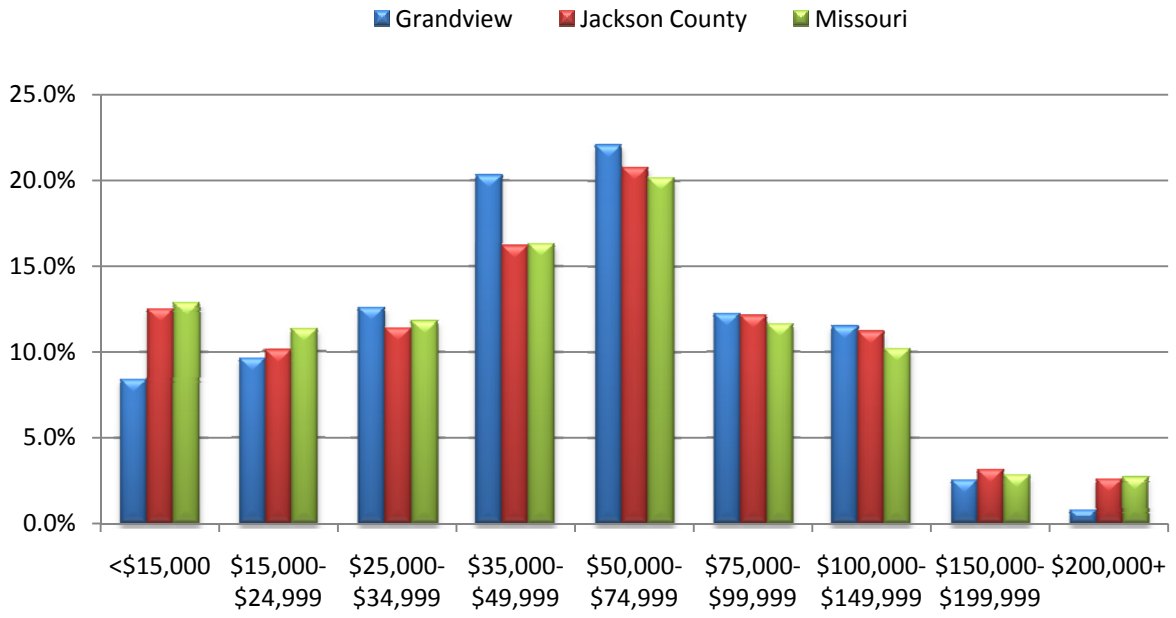
Level of Education Attained	Grandview	Lee's Summit	KCMO
Less than 9th Grade	4.0%	1.9%	4.7%
9th-12th Grade, No Diploma	11.7%	5.0%	12.9%
High School Graduate	29.8%	21.4%	27.8%
Some College, No Diploma	28.6%	27.1%	23.6%
Associate Degree	6.7%	7.3%	5.4%
Bachelor's Degree	13.3%	25.0%	17.0%
Master's/Prof/Doctorate	6.0%	12.3%	8.7%

Source: 2000 U.S. Census

Household Income

According to ESRI Business Information Solutions, the median household income is $47,568 in Missouri, $49,741 in Jackson County, and $49,271 in Grandview. ***Figure 5*** shows the percent of households by income for Grandview, Jackson County, and Missouri. ***Figure 6*** shows percent of households by income for Grandview, Lee's Summit, and KCMO.

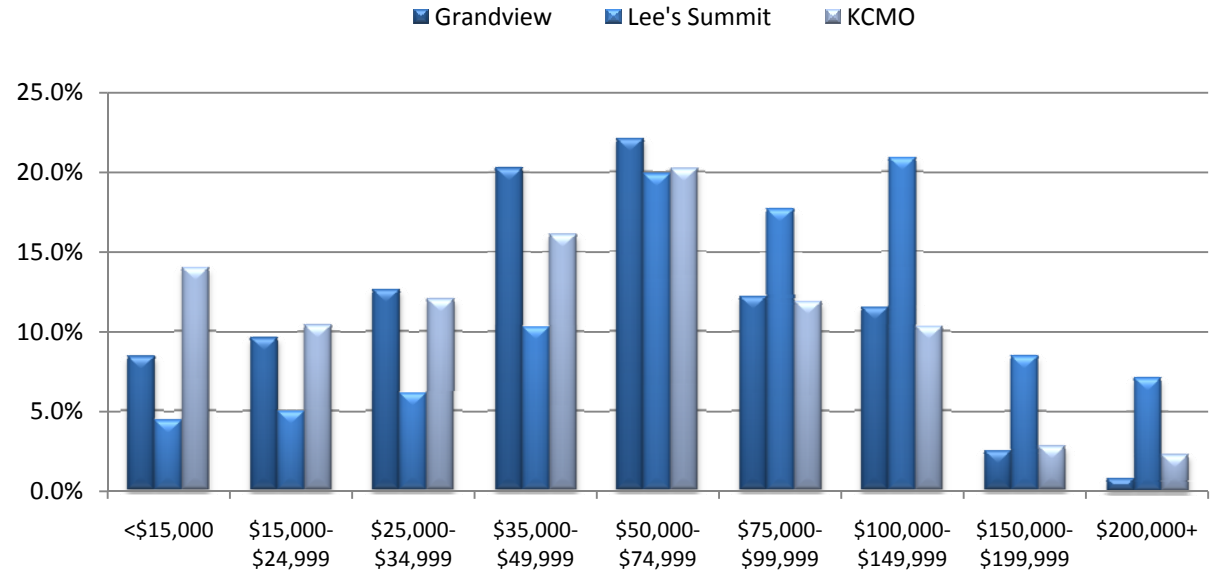
Figure 5: Percent of households by income- Grandview, Jackson County, Missouri



Source: ESRI Business Information Solutions

The highest percentage of households in Grandview earn an annual income between $50,000 and $74,999. The second largest population earns between $35,000 and $49,999. A higher percentage of the population in Grandview earns between $75,000 and $149,999 annually than both the County and State. However, the County and State have higher percentages of residents earning over $150,000 annually.

Figure 6: Households by Income- Grandview, Lee's Summit, KCMO



Grandview has significantly higher percentages of the population earning below $74,999 compared to Lee's Summit, and significantly lower percentages of the population earning over $75,000. Compared to KCMO, Grandview has higher percentages of the population earning $35,000-$149,999 annually, and lower percentages of the population earning less than $24,999 annually. The highest percentage of the population in Lee's Summit earns more than $100,000 annually (36.5%). In KCMO, 15.4% of the residents earn over $100,000 annually, and in Grandview 14.8% of the population earns $100,000 or more annually.

Household Size and Units

The 2007 estimated average household size in Grandview was 2.49 persons per household, in Jackson County it was 2.39, and in Missouri it was 2.45. The average household size in Lee's Summit was 2.67 and in KCMO it was 2.32 persons per household. Compared to Jackson County and Missouri, Grandview had less owner occupied housing units than the State and County, and more renter occupied housing units. ***Table 5*** shows 2007 housing units for Grandview, Jackson County, and Missouri.

Table 5: Housing Units (2007)- Grandview, Jackson County, Missouri

Housing Units	Grandview	Jackson County	Missouri
Owner Occupied Housing Units	56.8%	58.0%	63.8%
Renter Occupied Housing Units	34.6%	31.6%	24.7%
Vacant Housing Units	8.6%	10.5%	11.5%

Source: ESRI Business Information Solutions

Compared to Lee's Summit, Grandview has significantly less owner occupied housing units, and significantly higher renter occupied housing units. KCMO has less owner occupied housing units than Grandview, slightly more renter occupied housing units, and significantly more vacant housing units. ***Table 6*** shows housing units for Grandview, Lee's Summit, and KCMO.

Table 6: Housing Units (2007) - Grandview, Lee's Summit, KCMO

Housing Units	Grandview	Lee's Summit	KCMO
Owner Occupied Housing Units	56.8%	74.0%	52.5%
Renter Occupied Housing Units	34.6%	19.9%	35.6%
Vacant Housing Units	8.6%	6.1%	11.9%

Source: ESRI Business Information Solutions

Employment

According to 2007 ESRI estimates, 92.3% of the 16 and older population in the labor force is civilian employed. This is 1.6% higher than KCMO and 3.8% lower than Lee's Summit. Compared to the County (91.7%), Grandview has a slightly higher employment rate. Moreover, compared to the State (93.1%), Grandview has a slightly lower employment rate. Of the employed work force in Grandview, 32.3% are employed in white collar professions. Approximately 22.8% are employed in blue-collar professions, and the remainder are employed in service professions. Grandview residents have a similar disbursement to both the County and the State in this category. Compared to Lee's Summit, the population engaged in blue-collar professions in Grandview is 6.9%higher, and the percent of the population engaged in white-

collar professions is 12.6% less. Compared to KCMO, Grandview has a slightly higher percentage of the population engaged in white-collar professions, and a slightly lower percentage of the population engaged in blue-collar professions.

Health and Obesity

The United Health Foundation has ranked Missouri 35th in its 2006 State Health Rankings. It was also ranked 36th in 2005. The State's biggest strengths include:

- Ready access to adequate prenatal care
- A low rate of uninsured population
- A high rate of high school graduation

Some of the challenges the State faces include:

- High rate of deaths from cardiovascular disease
- High rate of cancer deaths
- High premature death rate
- High prevalence of smoking
- High prevalence of obesity

Source: http://www.unitedhealthfoundation.org/ahr2006/states/Missouri.html

Population Forecasts

Although we can never know the future with certainty, it is helpful to make assumptions about it for economic reasons. 2007 and 2012 projections are from ESRI Business Information Solutions. Grandview is projected to experience less of a population increase than the County or State. Lee's Summit is projected to experience the highest increase in population by 2012.

Table 7: Projected population estimates and percent change- Grandview and surrounding

Population	2007	2012	Percent change 2007-2012
Grandview	25,285	25,603	1.2%
Lee's Summit	84,989	93,221	8.8%
KCMO	456,158	469,107	2.8%
Jackson County	673,880	687,627	2.0%
Missouri	5,911,718	6,153,642	3.9%

Source: ESRI Business Information Solutions

Additional Information

Highway 71 runs north and south through Grandview bisecting the city. Approximately 28% of Grandview residents live west of the interstate (7,080), and 72% live east of the interstate (18,205). These percentages were also realized for the demographics for the respondents of the randomly distributed survey. The level of service analysis will likewise address the number and percentage of residents on each side of Highway 71 from a density perspective, as well as geographically, to ensure an overall balance within the community.

Current Park and Recreation Trends

Aging

National Trends

The following are trends related to the aging population in the United States:

- America is aging and it is estimated that by 2010, the median age will be 37 years, and by 2030 the median age will be 39 years.
- The current life expectancy at birth in the United States is 77.9 years.
- There is a growing body of evidence that indicates that aging has more to do with lifestyles and health behaviors than genetics.
- Seniors control more than 70% of the disposable income and have more than $1.6 trillion in spending power, according to Packaged Facts, a division of MarketResearch.com, which publishes market intelligence on several consumer industries.
- Seniors also are the fastest growing segment of health club memberships, according to the International Health, Racquet and Sportsclub Association (IHRSA).
- The top three sports activities for persons 65 years and older in 2004 were: exercise walking, exercising with equipment, and swimming. (NSGA)
- Baby Boomers are made up of adults born between 1946 and 1964. This generation makes up approximately 25% of the total population in the United States. The following are trends of this generation:
- According to International, Health, Racquet and Sportsclub Association data for 2003, 91% of Boomers feel the need to take measures to ensure their future health.
- Boomers claim 37.6% of all health club memberships.
- Eighty percent of Boomers in a study by AARP believe they will continue to work either full- or part-time into their retirement years.

Sports Participation

The 2006 National Sporting Goods Association Survey on sports participation found the top ten activities ranked by total participation included: exercise walking, swimming, exercising with equipment, bicycle riding, and fishing. Additionally, the following active, organized, or skill development activities still remain popular: hiking, running/jogging, soccer, basketball, football, and skateboarding. ***Table 8*** shows the top ten sports ranked by total participation for 2006.

Table 8: Top Ten Sports Ranked by Total Participation 2006

Sport	Total	Percent Change
Exercise Walking	87.5	1.7%
Swimming	56.5	-2.6%
Exercising with Equipment	52.4	-3.4%
Camping (vacation/overnight)	48.6	5.7%
Bowling	44.8	-1.3%
Fishing	40.6	-2.5%
Workout at Club	36.9	6.5%
Bicycle Riding	35.6	-13.3%
Aerobic Exercising	33.7	0.0%
Weight Lifting	32.9	-1.9%

Source: NSGA 2006

Among team sports, tackle football, swimming, and soccer had large increases in participation between 2001 and 2006. Additionally exercise activities including: working out at a club, weight lifting, aerobic exercising, and exercising with equipment, increased significantly. ***Table 9*** shows percent change in total participation for select activities from 2001 to 2006.

Table 9: Total participation percent change 2001 to 2006 in select activities

Sport	2006	2001	Percent Change
Total U.S.	**263.1**	**251.0**	**4.8%**
Football (tackle)	11.9	8.2	45.0%
Paintball Games	8.0	5.6	44.0%
Workout at Club	36.9	26.5	39.2%
Weight Lifting	32.9	23.9	37.6%
Aerobic Exercising	33.7	26.3	28.1%
Mountain Biking (off road)	8.5	6.9	23.8%
Exercising with Equipment	52.4	43.9	19.3%
Hiking	31.0	26.1	18.7%
Running/Jogging	28.8	24.5	17.3%
Exercise Walking	87.5	78.3	11.7%
Swimming	56.5	54.8	3.1%
Skateboarding	9.7	9.6	1.1%
Soccer	14.0	13.9	1.0%

From 2001 to 2006, there was a significant decline in participation in in-line skating and scooter riding. Additionally, softball, tennis, and volleyball experienced decreases in participation.

Youth Sports

- Specific offerings for kid's fitness are slowly increasing in health and fitness facilities. (IDEA)
- For youth seven to 11 years of age, bicycle riding has the highest number of participants.

According to the NSGA, in terms of overall youth participation, skateboarding, tackle football, and mountain biking experienced some of the largest increases in participation from 1997-2006. In-line skating experienced the largest decrease in participation. Volleyball, baseball, softball, basketball, and bicycle riding also experienced decreases in participation rates.

Table 10: Youth Participation in Selected Activities and Percent Change 1997-2006

	Overall % Change 1997-2006	Age 7-11 % Change 1997-2006	Age 12-17 % Change vs 1997
Total U.S.	**9.5%**	**0.0%**	**9.5%**
Baseball	3.5%	-22.1%	6.3%
Basketball	-12.8%	-20.6%	-8.4%
Bicycle Riding	-21.1%	-29.6%	-25.3%
Bowling	0.0%	-11.7%	6.9%
Fishing (Fresh water)	-6.0%	-7.5%	-19.1%
Football (Tackle)	44.6%	19.5%	39.1%
Golf	-6.8%	-16.1%	-4.7%
In-line Skating	-60.5%	-66.1%	-57.4%
Mountain Biking (off road)	5.4%	-13.5%	-16.1%
Skateboarding	53.6%	9.6%	84.8%
Soccer	2.7%	-14.7%	-0.3%
Softball	-23.9%	-1.9%	-17.7%
Tennis	-6.8%	-23.0%	25.5%
Volleyball	-38.0%	-39.2%	-18.0%

Source: National Sporting Goods Association 2006

Aquatics

According to the National Sporting Goods Association, swimming ranked second in terms of participation in 2006. There is an increasing trend towards indoor leisure and therapeutic pools. Additional amenities like "spray pads" are becoming increasingly popular as well.

Natural Environments and Open Space

In April, 2007 the NRPA sent out a survey to member agencies in order to learn more about the programs and facilities that public park and recreation agencies provide to connect children and their families with nature. A summary of the results follow:

- Sixty-eight percent of public park and recreation agencies offer nature-based programming and 61% have nature-based facilities. More than 30% of public agencies offer no nature programming, and slightly less than 40% have no nature-based facilities.
- The most common programs include nature hikes, nature-oriented arts and crafts, fishing-related events, and nature-based education in cooperation with local schools.
- When asked to describe the elements that directly contribute to their most successful programs, agencies listed staff training as most important followed by program content and number of staff/staff training.
- When asked what resources would be needed most to expand programming, additional staff was most important followed by funding.
- Of the agencies that do not currently offer nature-based programming, 90% indicated that they want to in the future. Additional staff and funding were again the most important resources these agencies would need going forward.
- The most common facilities include: nature parks/preserves, self-guided nature trails, outdoor classrooms, and nature centers.
- When asked to describe the elements that directly contribute to their most successful facilities, agencies listed funding as most important followed by presence of wildlife and community support.

According to the Outdoor Industry Association (OIA) report "the Active Outdoor Recreation Economy" released in 2006:

- Over three-quarters of Americans participate in active outdoor recreation each year.
- Five percent of Americans, almost 6.5 million, depend on the active outdoor recreation economy to make a living.
- Americans spend $289 billion each year on gear, trip-related items, and services to enjoy active outdoor recreation.

Trails and Specialty Parks

- Trails, parks, and playgrounds are among the five most important community amenities considered when selecting a home, according to a 2002 survey of recent homebuyers by the National Association of Home Builders and National Association of Realtors. (Pack & Schunuel)
- Two of the emerging specialty parks include skate parks and dog parks. (van der Smissen et al.)

- The Sporting Goods Manufacturers Association estimates there are about 1,000 skateboard parks in the United States.

Health

Statistics regarding health and fitness levels of citizens in the United States are astounding.

- Only 3% of the adult population is considered to be living healthy lifestyles according to a 2005 study. (Tip-off, August 2005)
- Sixty percent of adults in the United States do not get enough physical activity to provide health benefits, 64% of adults are overweight, and 30% are obese (CDC, 2004).
- In Missouri, 53.4% of resident's activity levels are below the recommended level, either insufficient or inactive, according to a 2005 report produced by the Center for Disease Control (CDC, 2005).

Youth Health

- Of children and adolescents aged 6 to 19 years in the United States, 15% are considered overweight, that's almost 9 million young people.
- According to the CDC's 2005 Youth Risk Behavior Survey, the State of Missouri reflects national averages.
- The survey reports 14% of high school aged children are overweight and 16% are at risk for becoming overweight.
- The study also reports that 50% of students did not attend physical education classes on one or more days during the school week, and only 62% of schools offer intramural activities or physical activity clubs for students (CDC, 2005).

User Fees

The average recreation fee that people are willing to pay is slightly over $12. However, the more satisfied they are with the experience, the more they are willing to pay. In a recent study published in Recreation Management "State of the Industry" in June of 2007, it was reported:

- 62.7% of respondents reported charging a membership or usage fee for people taking part in programs or using their facilities.
- Although 55.9% of respondents did not change their fee from 2005 to 2006, 53.7% are anticipating an increase in fees from 2007 to 2008.
- Private, for-profit organizations were more likely to have increased fees or be planning an increase in fees.
- In general, revenue for all types of facilities was reported on the rise from 2005 to 2006, with 54.3% of facilities seeing higher revenues than the previous year.

Facilities

The June 2007 "State of the Industry" published in Recreation Management, surveyed many types of organizations including public, private, and non-profit. The largest percent of respondents were in the Midwest (31.9%), and the highest percent of respondent organizations were public (67.1%).

- More than three-quarters of respondents reported that they have plans to build new facilities, add to their existing facilities, or renovate their existing facilities within the next three years.
- On average, facilities are planning to spend nearly $3.8 million on new facilities, additions, and renovations over the next several years.

- Across the board, the most common amenity included in facilities of all kinds were outdoor sport courts for such sports as tennis and basketball, locker rooms, bleachers and seating, natural turf sports fields for sports like baseball, football and soccer, and concession areas.
- More than 60% of respondents said their facility included an outdoor sports court.

The current national trend is toward a "one-stop" facility to serve all ages. Large, multipurpose regional centers help increase cost recovery, promote retention, and encourage cross-use. Agencies across the U.S. are increasing revenue production and cost recovery. Amenities that are becoming "typical" as opposed to alternative include:

- Multipurpose, large regional centers (65,000 to 125,000+ sq. ft.) for all ages/abilities with all amenities in one place. This design saves on staff costs, encourages retention and participation, and saves on operating expenses due to economies of scale.
- Leisure and therapeutic pools
- Interactive game rooms
- Nature centers/outdoor recreation and education centers
- Regional playground for all ages of youth
- Skate parks
- Partnerships with private providers or other government agencies
- Indoor walking tracks
- Themed décor

Amenities that are still considered "alternative" but increasing in popularity:

- Climbing walls
- BMX tracks and Indoor Soccer
- Cultural art facilities
- Green design techniques and certifications such as Leadership in Energy and Environmental Design (LEED). A recent BCA survey indicated that 52% of the recreation-industry survey respondents indicated they were willing to pay more for green design knowing that it would significantly reduce or eliminate the negative impact of buildings on the environment and occupants.

Partnerships

In the Parks and Recreation industry, it is common to form partnerships with other organizations either to increase funding potential or to improve programming options. According to the State of the Industry Report, 96.3% of survey respondents in the Parks and Recreation industry have found one way or another to partner with other organizations to accomplish their missions.

- Over 78% of parks and recreation departments reported forming partnerships with local schools.
- Local government was the second most common partnership. More than 67% of parks and recreation departments in the survey listed local government as a partner.
- Other partners listed in the survey include: IHRSA, the American Camp Association, Professional Golf Association (PGA), Rotary International, Lions and Elks Clubs, faith-based organizations, the Boys and Girls Clubs, Boy Scouts and Girl Scout, the Special Olympics, and local and state tourism boards.

- Facilities least likely to form partnerships with external organizations included: resorts and hotels, water parks, amusement parks and theme parks, campgrounds, youth camps, private camps, and RV parks.

Operations

- Cities are becoming the facility providers, schedulers, and maintainers, with sports organizations operating the leagues and tournaments and renting facilities from cities.
- Private sports organizations are operating local, regional, and national tournaments and renting facilities from cities.

Recreation and Park Administration

- Level of subsidy for programs is lessening and more "enterprise" activities are being developed, thereby allowing subsidy to be used where deemed appropriate.
- Agencies are hiring consultants for master planning, feasibility, and strategic/policy plans.
- Recreation programmers and administrators are being involved at the beginning of the planning process.
- Information technology allows for tracking and reporting.
- Pricing is often done by peak, off-peak, and off-season rates.
- More agencies are partnering with private, public, and non-profit groups.
- Organization is structured away from specific geographic units into agency-wide sections for athletics, youth/teen sports, seniors, facilities, parks, planning, etc.

Community and Stakeholder Input

The following is a synopsis of issues that were identified during meetings held between October 16th and October 18th, 2007. Over 80 community members, as well as Grandview Park and Recreation Department staff, participated in eight focus groups and a public forum.

Meeting the diverse needs of the community

Many residents had concerns regarding the City's ability to provide programming, facilities, and facility amenities to the diverse population of Grandview. The following are key issues that were identified from the meetings. For a complete summary, see ***Appendix I***.

Strengths

- **The Department**
  - Very Reliable
  - Good Team
  - Well Managed
  - Good Community Publication
  - Fiscally prudent
  - Good at maintaining greenspace
  - Conscientious, dedicated, know they're jobs and want to do them
  - Staff are good about getting involved regardless of job title
- **General**
  - Park Levy
  - Located next to a regional park (Longview
  - Cooperation with school district
  - Many parks/geographically located
  - Good support from Aldermen
  - Good community support overall
- **Programs/Activities**
  - Day camp
  - Annual special events
  - Swimming lessons
- **Sites/Facilities**
  - Overall parks are clean, well maintained, and safe
  - Freedom park is well lit and well used
  - Trails
  - Skate park
  - The View
    - Accessible to everyone, well maintained, and clean

Areas for Improvement

- **General**
  - Underutilization of sites and facilities
  - Lack of promotion/marketing for programs, parks, and facilities
  - Lack of funding and staff
  - Poor image (City and school)
  - Lack of security at parks, sites, and facilities
  - Lack of transportation
  - Lack of trails and connectivity
  - Lack of accessibility to park amenities
  - Aging facilities
    - Aging outdoor pool
  - Lack of beautification efforts
    - Streetscapes, entryways into City, landscaping
  - Limited programs and services
  - Limited partnerships with other organizations
  - Lack of community feedback/involvement
  - Need for increased focus on revenue generation
  - Need for new staff hiring/training plan

RATINGS

5 Excellent 4 Very good 3 Good 2 Fair 1 Poor

	Average Rating
Quality of current programs	3.3
Quality of existing facilities	3.5
Maintenance of facilities	2.1
Quality of customer service	3.9
Effectiveness of seeking feedback	3.2

Additional Programs

Age-specific programming

- Families
- Teens & tweens
- Seniors
- Preschoolers

Non-sports programming

- Photo contests
- Community Days
- Cultural, educational, crafts
- Visual/performing arts
- Health clinics/fairs
- "How-to" classes

Sports programming

- Corporate programs, leagues, etc.
- Boating/kayaking/sailing
- Tennis
- Youth basketball
- Youth and adult volleyball

Improvements to Existing Parks and Facilities

Upgrade oudoor swimming pool

Expand skate park

Upgrade and improve city entryways

- More visible and attractive signage
- Landscaping

Upgrade and add to trails

- Widen, repave, lengthen

Upgrade athletic fields/courts

- Lighting, restrooms, drinking fountains

Parks

- Shelters, drinking fountains, grills, picnic areas, clean-up, electricity/lighting

The View

- Jacuzzi, office space, storage, racquetball courts, outdoor movie theater

Additional Parks and Facilities

- BMX park/bike park
- Dog park
- Ice arena
- New maintenance shop
- Archery facility
- Outdoor amphitheater
- Handicapped parks
- RC cars racing area
- Teen recreation center
- Miniature golf
- Go-cart area
- Sprayground
- Wedding chapel
- Disc golf
- Bowling alley
- Trails
- Driving range
- Community garden
- Batting cages
- Indoor soccer
- Outdoor pool and/or aquatic center
  - Spray features, zero-depth entry, lap lanes
- Athletic courts
  - Volleyball, tennis, basketball
- Athletic fields
  - Soccer, baseball, football

Underserved Portions of Grandview

West side of town
Teens & tweens
Seniors
Lower income families
Those without transportation
North of Main Street

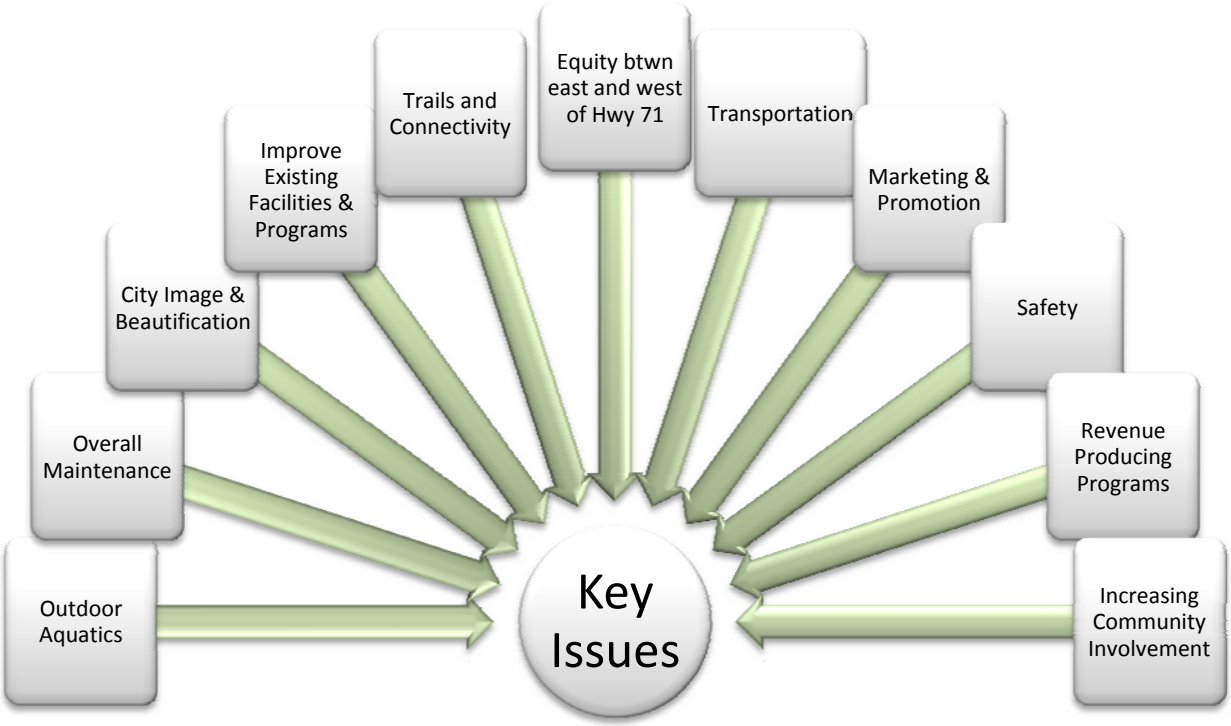
How to Support Programs and Facilities

No-tax increase levy
Grants
Foundation
Corporate sponsorships
User fees
General Fund
Sales Tax

Key Partners

Board of Aldermen
Administration and Park Commission
County
Local businesses
School district
Chamber of Commerce
Youth sports organizations
Civic organizations
Neighborhood associations
Missouri tourism orgs
Utility companies

Healthcare providers
Nonprofit orgs
Professional sports
Botanical societies
Booster clubs
Scouts
Student groups
Churches
Media
Police & fire
Developers



The Grandview Master Plan focuses on addressing the top priorities as identified by participants in the focus groups, as well as the citizen surveys recently conducted. The top priorities include (but are not limited to): upgrades to parks and facilities, beautifying city entry-points and signs, and increasing trails and connectivity.

Statistically-Valid Community Survey Findings

The City of Grandview conducted a Community Attitude and Interest Survey in December and January 2007-08 to establish priorities for the future improvement of parks and recreation facilities, programs, and services within the community. The survey was designed to obtain statistically valid results from households throughout the City of Grandview. The survey was administered by a combination of mail and phone.

Leisure Vision worked extensively with City of Grandview officials in the development of the survey questionnaire. This work allowed the survey to be tailored to issues of strategic importance to effectively plan the future system.

In December 2007, surveys were mailed to a random sample of 2,000 households in the City of Grandview. Approximately three days after the surveys were mailed, each household that received a survey also received an electronic voice message encouraging them to complete the survey. In addition, about two weeks after the surveys were mailed, Leisure Vision began contacting households by phone, either to encourage completion of the mailed survey or to administer the survey by phone.

The goal was to obtain a total of at least 400 completed surveys. This goal was accomplished, with a total of 408 surveys having been completed. The results of the random sample of 408 households have a 95% level of confidence with a precision of at least +/-4.9%.

Parks Facility Use

- 72% have visited Grandview Parks in the past year
- 56% have visited The View in past year
- 72% learn about P&R from brochure
- Restrooms, drinking fountains, park lighting, improved trails, and playground equipment were most important improvements to facilities

Programs

- 27% have participated in P&R programs in last year
- 86% rated programs as excellent or good
- Adult fitness and wellness, water fitness, senior programs, and city special events were top four most important programs

Community Needs

- Walking and biking trails, indoor fitness facilities, and indoor track were top three needed facilities
- Less than 50% indicated the park/facility meets the needs of their household
- Adult fitness, water fitness, City special events, and nature programs are most needed
- Less than 25% indicated the program completely meets their needs

Additional survey data information can be found in ***Appendix II***.

IV. What We Have Now- An Analysis of Spaces

Inventory

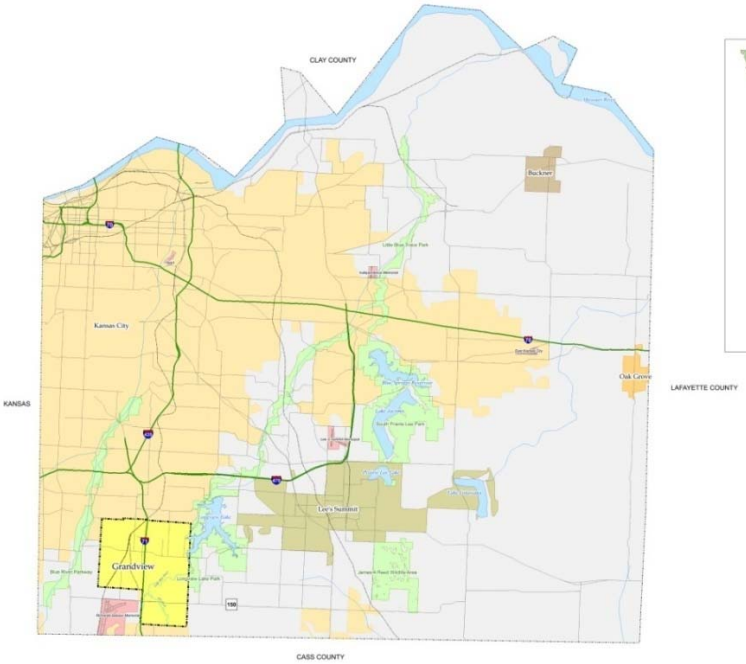
Grandview Context

Grandview is located south of Kansas City, Missouri along U.S. Highway 71. Grandview's proximity to Kansas City, U.S. Highway 71, and a major rail line have supported the growth of the community's strong industrial economic base. Along Grandview's western edge is a large County owned and operated park called Longview Lake Park. This 3,890 acre park provides the City of Grandview with a host of recreational opportunities, most of which are distributed along the shoreline of Longview Lake.

After a period of slow growth, Grandview is actively pursuing new development opportunities and marketing the town as a great place to live, work, and play. The town regards improving the recreational opportunities available in the community as an important part of attracting new businesses and residents.

Map A: Regional

The larger map shows the regional context of Grandview and its relationship to Kansas City and other surrounding communities. The small inset map shows the State of Missouri and Jackson County where Grandview is located.



Existing Infrastructure
Currently, Grandview has 13 parks totaling over 170 acres. The addition of 55 new acres of parkland adjacent to Meadowmere Park brings this total to over 200 acres. In addition to these outdoor facilities, Grandview has recently built a state of the art indoor recreation center (The View Community Center). Other smaller indoor facilities include the Shelton House and the Day Camp Building that provide meeting rooms and activity space for Grandview community groups and recreation programming.

In general, Grandview's parks are located on beautiful wooded properties that are integrated into the fabric of existing neighborhoods. The parks tend to be well spaced and distributed throughout the town, which ensures an equitable level of service to all Grandview residents. An appropriate number of components (activity spaces or structures) within these parks were noted, however, the quality of these components was often below expectations. As recommendations are made, it will be important to consider specific upgrades to existing park infrastructure including repair and replacement of equipment.

Grandview's thirteen city-owned parks can be grouped into three categories: small (neighborhood) parks, large (community) parks, and sport complex parks. The following is a brief description of what each of these three categories currently provides to Grandview residents.

Neighborhood Parks
Grandview's neighborhood parks are designed primarily to serve surrounding residents who are within walking distance of the park. Ranging in size from .31 acres to 16 acres, they tend to provide similar amenities to surrounding residents. Typical components in these parks include un-programmed open turf, small neighborhood playgrounds, and picnic shelters. Horseshoes, loop walks, basketball courts, picnic areas, and natural areas are also occasionally provided in these parks. Parks in this category include Bobcat Park, Little Corner Park, Terrace Park, Belvedere Park, River Oaks Park, Mapleview Park, and Valley Park. The level of service provided by these parks varies, but generally, all are in need of updating and improvement, especially in the area of ADA accessibility and playground equipment. In terms of design, these parks lack a coherent design theme or philosophy and the layout of various components tends to be arbitrary. Below are written descriptions of Grandview's neighborhood parks.

Bobcat Park is the smallest park in Grandview's system at .31 acres. Located south of the of 147th Street, this park is surrounded by a chain link fence and contains a small playground that includes a swing set, a sand box with digger, and a metal climbing structure. The playground does not meet ADA standards for accessibility and the equipment is old and outdated. As one of only two neighborhood parks located below 147th Street, this park represents an important recreation provider in Grandview's park system. Updating this park with new equipment and improved accessibility will improve the level of service provided by the park to the surrounding neighborhood. Likewise, improving the comfort and convenience features of the park by adding elements such as seating, water fountains, and planting areas will encourage more neighborhood use and increase the level of service provided by the park.

Little Corner Park is a .62 acre park located on the east side of Highway 71 in close proximity to Meadowmere Elementary School and Meadowmere Park. This park, like Bobcat Park is surrounded by a chain link fence and contains a small playground and open turf. Like Bobcat, the playground does not meet ADA standards for accessibility and the equipment is old and outdated. Updating this park with new equipment and improving ADA access will increase the level of service provided by the park to the surrounding neighborhood. Likewise, improving the comfort and convenience feature of the park by adding elements such as seating, water fountains, and planting areas will encourage more neighborhood use and increase the level of service provided by the park. The close proximity to playgrounds at both the nearby Elementary School and Meadowmere Park may make this park a candidate for removal.

Terrace Park is a 4.24 acre park located on the west side of Highway 71 in the northern end of Grandview. This park contains a playground, horseshoe pits, open turf and is bounded by woods that form a small natural area in the northwest corner of the park. This park also lacks ADA accessibility and has older equipment in the playground. However, unlike Bobcat and Little Corner Park, Terrace Park includes several comfort and convenience features such as picnic tables and benches that enhance the user experience. The park also boasts a forested northern edge with large mature trees that provide ample shade and lend to the design and ambiance of the park.

Belvedere Park is a 5.35 acre park located in the south of Grandview just below 147th Street. This park is next to a creek which divides the park into two areas. The steep slope of the asphalt path that leads from the small parking lot to the park is not ADA accessible. Due to the topography of the site it is difficult to see into the park which may negatively impacts the feeling of safety felt by park visitors. The park contains a basketball court, playground, picnic shelter, and picnic area with tables. All of these components are in need of updating, repair, or removal. The playground, while not ADA accessible, contains newer equipment. Better design and layout of park amenities would greatly improve the ambiance of the park. Additional features such as an accessible entry walk and security lighting would improve the design and ambiance and the level of service provided by park amenities.

Mapleview Park is approximately 12 acres in size and is located in the northeast corner of Grandview. As the only developed park in the area it represents an important recreation provider in Grandview's park system. This park contains a playground, a shelter, open turf, a loop walk, and a natural area. This park boasts lovely mature shade trees and a pastoral park landscape which is quite lovely. The playground includes a newer modular play piece which is accessible, as well as some older pieces of play equipment which should be removed or replaced with newer equipment. The large area of open turf at the south of the park may be big enough to program as a multi-use field or practice area for field sports. However, the park lacks parking which has discouraged this use.

River Oaks Park is a 5.86 acre park located in south Grandview adjacent to Oil Creek. This park contains a playground, shelter, natural area, and loop walk. The playground is not ADA accessible and contains older equipment in need of updating and replacement.

Valley Park is a 16.16 acre park located in the northwest corner of Grandview. As the only park in the area it represents an important recreation provider in Grandview's park system. The park contains a basketball court, playground, shelter, open turf, natural area. A creek runs along the southern edge of the park. The park sits at the top of a hill and does not have a paved ADA accessible path. Likewise some of the equipment is old and deteriorating, such as the merry-go-round and spring riders. Additional comfort and convenience features such as seating, drinking fountains, and bike racks would enhance the user experience and in combination to equipment upgrades would improve the level of service provided by the park.

South View Park is located at 7900 Harry Truman Drive and consists of 20.69 acres of open parkland. There are actually three pieces of property that combine to make up the 20.69 acres: the Twin Oaks Property (12.19 acres), the McNeil Property (8.0 acres), and the Lahl Property (.5 acres).

Community Parks

Grandview's three community parks include one small historically themed park which is less than five acres and two large parks over 30 acres in size that contain a wide range of amenities including programmed sport facilities (such as multiuse fields and ballfields). Parks in this category include Freedom Park, John Anderson Park, and Meadowmere Park. All of these parks attract users from both the immediate neighborhood and the broader Grandview community. The quality of components within the parks vary, but they tend to be similar to the neighborhood parks in the need to update equipment and improve ADA accessibility.

Freedom Park is the newest park in Grandview's system and represents a successful small park and community focal point. Although relatively small, at 4.73 acres, Freedom Park has become a communitywide draw due to its location off of Main Street and adjacent to City Hall (which provides ample parking for visitors). This park is well designed and contains unique features such as the Depot Museum (a historic structure which was relocated to the site), a historic red train caboose, a large gazebo, open turf, and an accessible playground. Although small in size, Freedom Park represents an example of successful park design- a model which can be used in the future as the City works to improve existing neighborhood parks.

John Anderson Park is located on the west side of Highway 71 and is 34.44 acres in size. This park is home to two of Grandview's indoor facilities- the Shelton House and the Day Camp building. A portion of the site is dedicated to the day camp facility and contains (along with the Day Camp Building) a storage building, a large shelter, and a multi-use field with a practice backstop. The rest of the park contains a variety of amenities including multipurpose fields, two tennis courts, a number of practice backstops, a natural area, shelters, and playgrounds. This park is also the site of one of two community outdoor pools. The City is currently in the process of deciding if this pool will remain in operation or be permanently closed. **In conjunction with the recommendations phase of this master plan, a conceptual plan for this park has been provided.*

Meadowmere Park is Grandview's largest park at 52.9 acres. Located on the east side of Highway 71, the park is home to Grandview's The View Community Center. It is also adjacent to a newly acquired parcel of 55 acres (located on the east side of Byars Rd.). Currently the park contains a playground, several shelters, a skate park, an outdoor pool, multipurpose fields, a practice backstop, and several areas of open turf. The park also has a multipurpose trail which connects to a larger country trail system that ends at Longview Lake. **In conjunction with the recommendations phase of this master plan, a conceptual plan for the newly acquired 55 acres has been provided.*

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Ballfield Parks

Grandview has two parks dedicated to ballfields. Both of these parks are in need of repair, better maintenance, and equipment replacement. The parks include Grandview Ball Park and Shalimar Park.

Grandview Ball Park is approximately 17.14 acres and has two lighted ballfields. Both fields are in need of repair or replacement. This park is adjacent to Grandview's maintenance facility which the City would like to move to another location. **In conjunction with the recommendations phase of this master plan, a conceptual plan for this park has been provided.*

Shalimar Park is 41 acres and has two separate complexes: a girls softball field complex containing four lighted fields and a boys baseball complex containing five lighted fields. Both complexes would benefit from renovation. Currently the ballfields are in need of repair and asphalt plazas and walkways are in poor condition. Other components (such as a small playground) are in need of replacement. Shalimar also contains restroom and concession facilities. **In conjunction with the recommendations phase of this master plan, a conceptual plan for this park has been provided*

Trails

Grandview currently maintains only 2.38 miles of trail. Most of this mileage is actually attributed to loop walks within existing parks that are not connected to any other trail system. The only exception to this is Little Blue Bike Trail which, while located within Meadowmere Park, connects to a county trail (Longview Lake Trail) which is 6.76 miles long. This creates a continuous stretch of trail of 7.67 miles and represents an important first step in the creation of a trail network. A goal of connecting existing trails to each other, existing parks, and other likely destinations (such as the downtown area and commercial centers) will be considered in future recommendations.

Table 11: Grandview Area Trails and Loop Walks

TRAIL	MILES	SURFACING
Belvedere Park (Loop Walk)	.22 miles	Asphalt
John Anderson Park (Loop Walk)	.63 miles	Asphalt
Mapleview Park (Loop Walk)	.40 miles	Asphalt
River Oaks South Park (Loop Walk)	.22 miles	Asphalt
Little Blue Bike Trail	.91 miles	Asphalt
Longview Lake Trail (County owned/maintained)	6.76 miles	Asphalt

Alternative Providers
Grandview has three alternate providers that are represented in the inventory: Longview Lake, the Truman Farm home, and Public Schools. For the purpose of this study, The Truman Farm Home and the schools were discounted by 50% to reflect the reduced access that these facilities provide. For example, the public cannot use playgrounds at schools during school hours.

For Longview Lake, only the components located on the western shore of the lake were included in the inventory. This is because geographically, these are the only components that would affect Grandview when the one-third and one-mile buffers are applied. Unlike the Truman Farm Home and the Schools, the components were not discounted because access is generally unrestricted.

Inventory of Existing Components
In planning for the delivery of parks and recreation services, it is useful to think of parks, trails, indoor facilities, and other public spaces as combining to create an infrastructure. This infrastructure allows people to exercise, socialize, and otherwise maintain a healthy physical, mental, and social well-being. The infrastructure is made up of components that support this goal. Components include such things as playgrounds, picnic shelters, courts, fields, indoor facilities and other elements that allow the system to meet its intended purpose.

A detailed inventory of these components was conducted in Grandview. For the purpose of this master plan, the inventory focused only on components at parks and indoor recreational facilities that are maintained for public use by the City of Grandview. The exception to this are the County operated Longview Lake and the Truman Family Home, which is federally owned and operated. The purpose of this study is to analyze the effectiveness of the city-provided services and to create a complete and accurate inventory. The inventory located and catalogued all of the components and

NRPA Standards

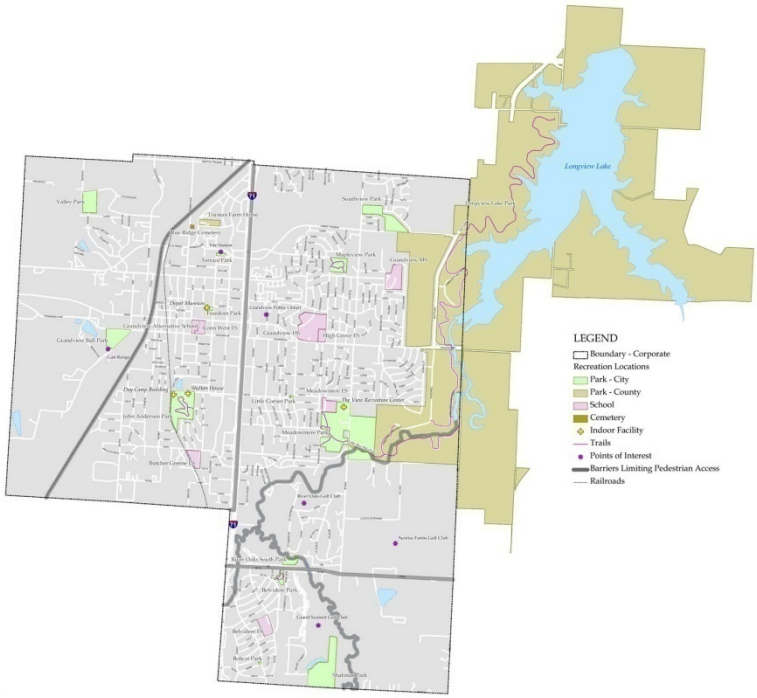
LOS is typically defined in parks and recreation master plans as the capacity of system components and facilities to meet the needs of the public. The traditional means of measuring Levels of Service (LOS), often called the **NRPA** (National Recreation and Parks Association) **Standards** method, was typically based on providing X number of facilities or acres per 1,000 population (or "capacity"). This methodology was developed in the 1970s and 80s and it is now recognized as not accurate for the majority of public agencies because each community has different demographics, physical conditions and market conditions that make national standards inappropriate. Even NRPA officials are now calling this standards methodology "obsolete."

Classification Schemes

While the traditional classification of "Neighborhood Parks" and "Community Parks" has been used in this analysis it is important to note that this traditional nomenclature is somewhat misleading. In Grandview, as in many municipalities, parks serve on both levels, and do not always fall neatly into one category or another. For this reason, the GRASP® process assigns both a neighborhood and a community value to each individual component within a park, without regard to the "classification" of that park. See ***Appendix X*** for a detailed history of Level of Service (LOS).

evaluated each one as to how well it was serving its intended function within the system. This information was used to analyze the Levels of Service provided by the system.

Map B: Inventory
This map shows where the existing components of the parks, recreation, trails, and open space system are located. In addition, schools, landmarks, and barriers to pedestrian access are shown for reference.



The inventory was completed in a series of steps. The planning team first prepared a preliminary list of existing components using aerial photography. Components identified in the aerial photo were given GIS points and names.

Next, field visits were conducted by the consulting team and by city staff to confirm the preliminary data and collect additional information.

During the field visits and evaluations, missing components were added to the data set, and each component was evaluated as to how well it met expectations for its intended function. During the site visits, the following information was collected:

- Component type
- Component location
- Evaluation of component condition - record of comfort and convenience features
- Evaluation of comfort and convenience features
- Evaluation of park design and ambience
- Site photos
- General comments

The inventory team used the following three-tier rating system to evaluate each component:
B = Below Expectations (1)
M = Meets Expectations (2)
E = Exceeds Expectations (3)

The scores were based on such things as the condition of the component, its size or capacity relative to the need at that location, and its overall quality.

Components were evaluated from two perspectives: first, the value of the component in serving the immediate neighborhood, and second, its value to the entire community.

The setting for a component and the conditions around it affect how well it functions, so in addition to scoring the components, each park site or indoor facility was given a set of scores to rate its comfort, convenience, and ambient qualities. This includes such things as the availability of restrooms, drinking water, shade, scenery, etc.

Information collected during the site visit was then compiled and corrections and comparisons made to GIS. Following the comparisons and compilation, the inventory was sent to city staff for corrections and comments.

The compiled inventory data can be found in Appendix III for the inventory spreadsheet and in Appendix V for the GRASP® Inventory Maps. A simplified inventory of all components in Grandview's system can be viewed in Appendix V- CHART A: INVENTORY.

The GRASP® Level of Service Analysis

Level of Service Analysis

During the planning process, several methods were employed to analyze the current system in relation to the needs of the community. This relationship is often referred to as Level of Service or LOS and each method used in this analysis provides a different look at the community and addresses different aspects of the system. These tools allow for analysis of the inventory, location, distribution, and access to the parks and recreation. When the results of each analysis are considered together as a group, a full view of the system and the LOS that is provided to each resident is created upon which recommendations can be formed.

This plan incorporates an enhanced approach using the Geo-Referenced Amenities Standards Process (GRASP®). This methodology builds on traditional community standards based on capacity, but can track not only the quantity, but also quality and distribution of amenities or components.

GRASP® methodology applies to individual components, such as basketball courts, as well as to overall facilities such as neighborhood and community parks. It replaces the traditional classification of park sites with a classification of the individual components within parks and open space according to their functions, to create a component-based system. By thinking of the components within the parks, trails, and recreational facility system as an integrated whole that provides a service to residents, it is possible to measure and quantify the net level of service provided.

Process

In the inventory stage of the plan, each of various components found within the park and recreation system were evaluated for quality and condition, and assigned a component score. The geographic location of each component was also recorded. The quantity of each component is recorded as well, providing a look at capacity.

Comfort, convenience, and ambience characteristics that are part of the context and setting of a component were also evaluated and recorded in the inventory as a modifier value. These comfort and convenience features are items such as drinking fountains, seating, and shade. They are not characteristics of the component itself, but when they exist in proximity to a component they enhance the value of the component. In GRASP® terminology these are referred to as modifiers. In addition the overall park setting was considered. The quality of the users' experience is also enhanced by a pleasant

setting and good design. Components within a park that is well-designed and maintained in good condition offer a higher level of service than ones in a park that nobody wants to visit. Good design not only makes a place look nice, it makes it feel safe and pleasant, and encourages people to visit more often and stay longer. This evaluation was recorded as the design and ambiance score.

Using GRASP® methodology, a Base Score is calculated for each component using the following formula:

Component Score x Modifier Value x Design and Ambience Score = Base Score

By combining the base scores of each component, it is possible to measure the service provided by the entire park system from a variety of perspectives and for any given location. This was done, and the results are presented in a series of maps (Perspectives in GRASP® terminology) and tables that make up the GRASP® analysis of the study area.

GRASP® Level of Service Perspectives show how well the community is served by any given set of components by using maps to graphically display the GRASP® values, and with quantified measurement spreadsheets (as presented in the Summary Tables, Community Components GRASP® Scores & Population Ratios, and the Capacities LOS Chart). This quantification system provides a benchmark against which a community can determine how well it is doing providing services in relation to the community's goals, presently and over time.

The GRASP® enabled dataset is "living" digital data. Grandview is encouraged to maintain and update this valuable resource, so that further analyses may be performed in the future to measure progress in maintaining and enhancing levels of service for the community.

GRASP® Perspectives

Maps that show GRASP® analysis results are called Perspectives. (Maps that do not show GRASP® data are referred to simply as "maps" or "resource maps"). To generate a Perspective, each inventoried component is assigned a service value, or GRASP® score, and a service area, (or buffer), based on a radius from the component. Components were scored two ways, first for their value to the surrounding neighborhood, and second for their value to the entire city (communitywide score). For example, a small tot-lot in a pocket park might have a high value to the immediate neighborhood and a low value to someone who lives across town. For the GRASP® mapping, only the neighborhood scores are used. The community scores are used to determine community levels of service for key components, which will be discussed in a later section.

The buffer is the distance from which getting to the component can be accomplished within a reasonable time frame. One-mile buffers have been placed around each component and shaded according to the component's GRASP® score. This represents a distance from which convenient access to the component can be achieved by normal means such as driving or bicycling. In addition, a one-third mile buffer has been plotted for each component. The one-third mile buffer shows the distance that a resident can reasonably walk in ten minutes. Scores are doubled within the one-third mile buffer to reflect the added accessibility of walking, since almost anyone can reach the location on their own by walking, even if they do not drive or ride a bicycle.

When service areas with their scores for multiple components are plotted on a Perspective, a picture emerges that represents the cumulative service provided by that set of components upon the geographic area. Where service areas for multiple components overlap, a darker shade results from the

overlap. Darker shades indicate locations that are "served" by a combination of more components and/or higher quality ones. In other words, darker shades indicate a higher level of service. The shades all have numeric values associated with them, which means that for any given location on a GRASP® Perspective, there is a numeric GRASP® Level of Service score for that location, and that particular set of components.

The Perspectives can be used to determine levels of service throughout the community from a variety of viewpoints. Perspectives can show a specific set of components, depict estimated travel time to services, highlight a particular geographic area, or display facilities that accommodate specific programming.

In the completed Perspectives, it is not necessary for all parts of the community to score equally in the analyses. The desired level of service for any particular location will depend on the type of service being analyzed and the characteristics of the particular location. Commercial, institutional, and industrial areas might reasonably be expected to have lower levels of service for parks and recreation opportunities than residential areas. Levels of service for retail services in high-density residential areas might be different from those for lower-density areas.

The Perspectives can be used to determine if current levels of service are appropriate in a given location. If so, then plans can be developed that provide similar levels of service to new neighborhoods. Conversely, if it is determined that different levels of service are desired, planning efforts can help achieve the desired LOS.

Reading the GRASP® Perspectives

Each Perspective shows the cumulative levels of service across the study area when the buffers for a particular set of components are plotted together. As stated before, where there are darker shades, the level of service is higher for that particular Perspective. It is important to note that the shade overlaying any given point on the map represents the cumulative value offered by the surrounding park system to an individual situated in that specific location, rather than the service being provided by components at that location to the areas around it.

The larger scale map in each of the Perspectives shows the GRASP® buffers with an infinite tone range that portrays the nuances of service that are being provided to the community. At this scale it is easier to see the differences in services provided by parks and individual components. The complete Perspective series is set to the same tone scale so the different Perspectives can be compared side-by-side.

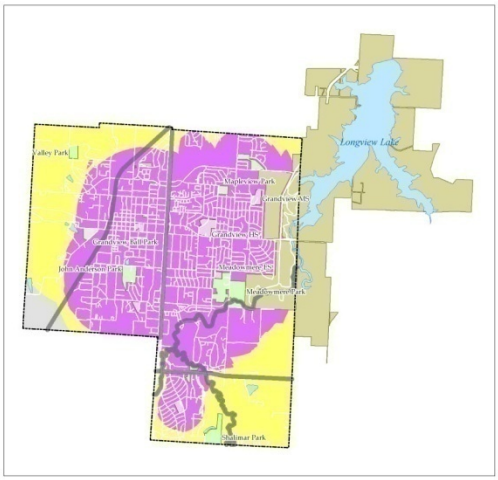
The inset map for each Perspective shows which parts of the study area fall above or below a certain GRASP® score in that perspective. For each perspective, a GRASP® score has been determined that represents the minimum level of service that should be provided to a typical residence. A description of this scoring method can be found in Appendix VI. In the inset, you can see clearly what areas fall above or below the target score. Different score breaks were used on the inset maps so that each set of components is being evaluated based on what the residential targets are for each Perspective. For this reason, these maps cannot be compared but are specific to each Perspective. The inset maps have been included with the perspective descriptions below, and can be found in ***Appendix V***.

By reviewing the Perspectives, it is possible to see where higher and lower levels of service are being provided from a given set of components. Decisions can then be made regarding the appropriateness of

the levels of service and whether or not to change the system in some way to alter levels of service in various locations.

GRASP® Perspectives Descriptions

The following section presents four GRASP® Perspectives of Grandview's Level of Service. The Inset Map, which uses bracketed scores to identify areas that are below target minimum (in yellow)and meeting or exceeding target minimum (in purple) results in a Perspective that looks like the one shown below. Two summary tables have also been prepared that show the GRASP® scores as they are below target minimum or meeting or exceeding target minimum and provides further analysis of the LOS.



LEGEND - ANALYSIS INSET

Neighborhood Access To All Components

Below Target Minimum Of 67.2

Meets Or Exceeds Target Minimum Of 67.2

No Service

Analysis Inset - City Of Grandview Perspective Showing GRASP®Values In Relation To Target Values

For Grandview, the decision was made to take this analysis one step further and analyze the level of service for both the west side of Interstate 71 and the east side of Interstate 71. We then did an analysis that included both sides, or the "Entire Area" of Grandview. This three-part approach was chosen due to the major barrier to pedestrian traffic which highway 71 represents. While perhaps not a barrier to vehicular traffic, the highway is considered a barrier to those using alternative modes of transportation and may represent a mental or psychological barrier as well.
The complete series of maps and GRASP® Perspectives can be found in Appendix V.

Perspective A - Neighborhood Access to All Components

This Perspective utilizes all components within the dataset to give a picture of how the system is serving the overall parks and recreation needs of Grandview. Each component is given both a one-third mile radius (representing a 10 minute walk) and a one mile radius (representing a short drive). The neighborhood score from the inventory has been used, along with the modifiers identified for each site, to derive GRASP® scores for each of the components as described before. This score is then applied to the buffers.

The Summary Table for the Access to All Components Perspective shows that the percent area with LOS is high at 98% (GRASP® score greater than zero). There is only a nominal difference between the east and west sides of town. Only about 5% of the west side of town is showing no service, while the east side shows 100% coverage. However, it is important to note that the area, which is without LOS on the west side of town (shown in grey in the southwest corner of the inset map above), is not residential. Therefore, the lack of service in this area is not a concern. All of Grandview can essentially be viewed as 100% covered, in that all residential areas have access to some level of service.

Table 12: Perspective A - Neighborhood Access to All Components - Overall Statistics

Zone	Total Acres	Acres With LOS	Percent of Area With LOS	Average LOS Per Acre Served	Acres Without LOS
Grandview *East Of Interstate*	5605.1	5605.1	100.0%	128.3	0.0
Grandview *West Of Interstate*	3850.9	3662.4	95.1%	109.1	188.6
Entire Area	9456.0	9267.4	98.0%	120.7	188.6

This Perspective showcases Grandview's well-distributed park system and the high number of components within the parks. However, the quality of those components should also be considered. ***Table 12*** shows that 32.7% of Grandview is below target minimum score (attained a GRASP score of less than 67.2). Further analysis shows that 28.5% of the East side of Grandview scored below the target minimum and 39.2 % of the west side scored below the target minimum. Again, the discrepancy between east and west is minimal. However, care should be taken to undertake upgrades to existing park infrastructure in an equitable way.

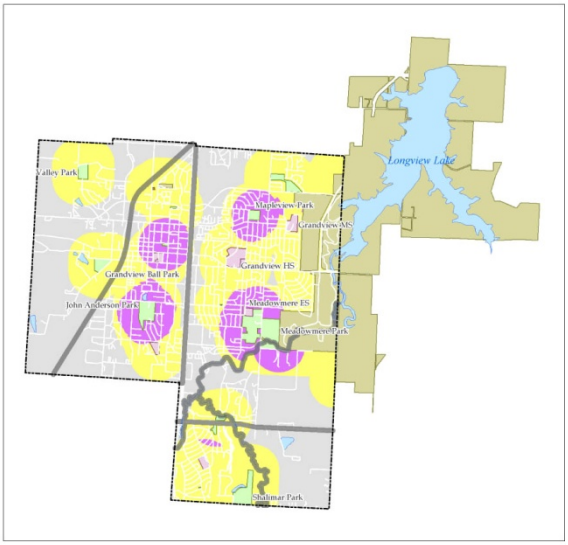
Table 13: Perspective A- Neighborhood Access to All Components - Current LOS Acres and Percentages

Zone	Acres Below Target Minimum Score	Percent Total Area Below Target Minimum Score	Percent LOS Area Below Target Minimum Score	Acres Above Target Minimum Score	Percent Total Area Above Target Minimum Score	Percent LOS Area Above Target Minimum Score
Grandview *East Of Interstate*	1595.0	28.5%	28.5%	4010.0	71.5%	71.5%
Grandview *West Of Interstate*	1436.6	37.3%	39.2%	2225.7	57.8%	60.8%
Entire Area	3031.7	32.1%	32.7%	6235.7	65.9%	67.3%

As a whole, these numbers indicate that Grandview would benefit from improving the quality of service provided in the yellow areas illustrated in the inset map above. Indeed, improving the quality of existing park components is highly desirable in all of Grandview's Parks. Much of the purple area shown in the inset map can be attributed to large parks with many components. The purple area does not necessarily reflect a high quality of components, but rather a high density of components (located in large parks like Meadowmere and John Anderson Park). Each of these large parks boasts over ten components, some of which are multiples.

For example, both have multiple playgrounds and multi-purpose fields. As the inventory spreadsheet Appendix III indicates, many components within the purple area are actually in need of repair and upgrade. A careful analysis of improvements for every park is made in the recommendations section of

this master plan. The focus of our recommendations is on upgrading existing components within these parks and the ongoing maintenance of existing components.



LEGEND - ANALYSIS INSET

Walkable Access To All Components

- Below Target Minimum Of 67.2
- Meets Or Exceeds Target Minimum Of 67.2
- No Service

Analysis Inset - City Of Grandview Perspective Showing GRASP®Values In Relation To Target Values

Perspective B - Walkable Access to All Components
This Perspective shows the level of service provided to the community at a walkable level. All components are shown and each has a one-third mile buffer which equates to about a 10 minute walk. These buffers have been truncated at the primary barriers (shown in dark grey). Scores within the buffers are equal to the base score for the components and doubled to reflect the walkable access, as was done on Perspective A. In a sense, this is Perspective A with the one-mile buffers removed.

As should be expected, the levels of service shown on this Perspective are lower than those on Perspective A. Grandview has five areas (shown in purple) which meet or exceed the Target minimum GRASP score of 67.2. This area represents just 13.5 % of Grandview and leaves plenty of room for improving Grandview's walkability.

The first four areas occur around parks- Freedom Park, John Anderson Park, Mapleview Park, and Meadowmere Park. It is interesting to note the difference between these parks as they range in size and composition. John Anderson and Meadowmere are large parks which feature many components. Meadowmere also contains The View Community Center- making it an especially attractive neighborhood commodity. The other two areas are centered on Freedom Park and Mapleview Park.

These parks are smaller and feature just a few components. It is important to recognize that small parks, such as Freedom Park, can generate a high level of service and thus increase the walkability of a neighborhood. Grandview has several of these small parks and can utilize this existing infrastructure (by increasing the level of service provided by this infrastructure) to further increase walkability.

The fifth (and smallest) area that registers as meeting or exceeding the target minimum score is located below 147th Street and occurs in the neighborhood located between Belvedere Elementary School and Belvedere Park. Providing adequate and safe pedestrian access across 147th Street would increase the walkability in this area as River Oaks South Park is located just across this major barrier to pedestrian access. Other opportunities to increase walkability in this area are Bobcat Park and Shalimar Park.

Improving the quality of the components within these parks will generate a higher walkable level of service for this area of Grandview. Both of these parks have playgrounds that are in dire need of an upgrade and renovation. Renovation of these parks will make them important neighborhood resources. Even Shalimar, which is primarily a sports park and is gated when not in use, could foster an open door policy for its playground and shelters for neighborhood and community use.

Table 14: Perspective B – Walkable Access to All Components - Overall Statistics

Zone	Total Acres	Acres with LOS	Percent of Area with LOS	Average LOS per Acre Served	Acres without LOS
Grandview *East Of Interstate*	5605.1	3902.5	69.6%	47.8	1702.5
Grandview *West Of Interstate*	3850.9	2067.5	53.7%	50.6	1783.5
Entire Area	9456.0	5970.0	63.1%	48.7	3486.0

Table 15: Perspective B- Walkable Access to All Components - Current LOS in Acres and Percentages

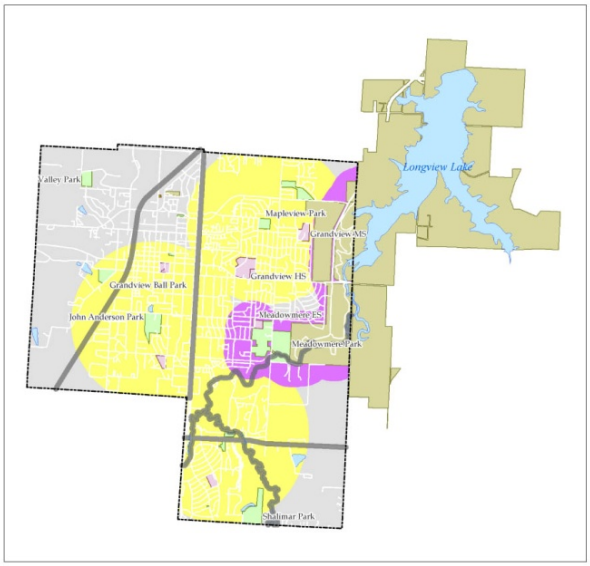
Zone	Acres Below Target Minimum Score	Percent Total Area Below Target Minimum Score	Percent LOS Area Below Target Minimum Score	Acres Above Target Minimum Score	Percent Total Area Above Target Minimum Score	Percent LOS Area Above Target Minimum Score
Grandview *East of Interstate*	3142.2	56.1%	80.5%	760.3	13.6%	19.5%
Grandview *West of Interstate*	1550.3	40.3%	75.0%	517.2	13.4%	25.0%
Entire Area	4692.5	49.6%	78.6%	1277.5	13.5%	21.4%

It is important to note that while this analysis accounts for major barriers to walking, such as busy streets, it does not account for the existence or condition of sidewalks and other facilities for walking. The importance of this Perspective is to show where the occurrence of components within walking distance is greatest in Grandview. These are places where assuring good sidewalks, trails, street crossings, and other pedestrian amenities can have the most benefit in terms of encouraging people to walk because there are more things to walk to.

Another important factor to acknowledge when considering Perspective B is Grandview's existing and future trails system. It is important to note that this trail system helps to increase the walkability of surrounding neighborhoods and that future trail development will be an important part of the Grandview's plans to increase accessibility and level of service for all residents.

GRASP® Perspective C - Neighborhood Access to Trails

For this perspective Grandview's loop walks and trails are isolated to show the level of service currently provided by these amenities. For the purpose of this analysis we have identified trails within parks as loop walks. They have been scored as components within a park and both a one-third mile radius and a one-mile radius have been applied. This approach was applied because loop walks are currently acting as recreational components within a given park, but are not connected to a greater trail system. As such, their recreational and value as transportation corridors is limited.



LEGEND - ANALYSIS INSET

Neighborhood Access To Trails

- Below Target Minimum Of 28.8
- Meets Or Exceeds Target Minimum Of 28.8
- No Service

Analysis Inset - City Of Grandview Perspective Showing GRASP®Values In Relation To Target Values

Little Blue Bike Trail, located in Meadowmere Park is the exception to this rule. While located within Medowmere Park, it connects to Longview lake trail, providing residents with a continuous stretch of trail which is 7.67 miles in length. Both Little Blue Bike Trail and Longview Lake Trail have been scored as "linear parks." This is because these types of trails function much like a park with a combination of active and passive components. As "linear parks," the score for a given length of trail was assigned to a one-third mile buffer paralleling the trail along both sides. The score for a given length of trail was assigned to a one-third mile buffer paralleling the trail along both sides.

Table 15 indicates that 67.9% of Grandview has some access to a trail or loop walk. The area that meets or exceeds the target minimum is located on the east side of Interstate 71 and is centered on the trail corridor that is composed of Little Blue Bike trail and Longview Lake Trail. Creating a contiguous trail network, which connects the east side of Grandview to the west side of Grandview, should be an important goal. Connecting existing loop walks within parks to this trail network is one strategy, but identifying possible trail corridors, such as utility right-of-ways is another important resource that should be explored.

Table 16: Perspective C –Neighborhood Access to Trails- Overall Statistics

Zone	Total Acres	Acres with LOS	Percent of Area with LOS	Average LOS per Acre Served	Acres without LOS
Grandview *East Of Interstate*	5605.1	4765.8	85.0%	13.9	839.2
Grandview *West Of Interstate*	3850.9	1654.6	43.0%	5.7	2196.3
Entire Area	9456.0	6420.5	67.9%	11.8	3035.6

Table 17: Perspective C- Neighborhood Access to Trails - Current LOS in Acres and Percentages

Zone	Acres Below Target Minimum Score	Percent Total Area Below Target Minimum Score	Percent LOS Area Below Target Minimum Score	Acres Above Target Minimum Score	Percent Total Area Above Target Minimum Score	Percent LOS Area Above Target Minimum Score
Grandview *East of Interstate*	3408.3	60.8%	71.5%	1357.5	24.2%	28.5%
Grandview *West of Interstate*	1654.6	43.0%	100.0%	0.0	0.0%	0.0%
Entire Area	5063.0	53.5%	78.9%	1357.5	14.4%	21.1%

Communitywide LOS

The GRASP® Perspectives show how service is distributed within the community. For some components, location is less important than having an adequate quantity or capacity at an expected level of quality. Because GRASP® scores are a blend of quantity and quality, they can be used to create numerical indices for LOS that account for both characteristics. During the inventory process, two sets of scores were assigned to each component, a neighborhood score and a communitywide score. ***Table 17*** GRASP® Analysis of Existing Community Components uses these scores to examine how increasing LOS on existing components in Grandview will improve the overall Level of Service provided by improving existing infrastructure. Reviewing this table, it is apparent that two of the main component types that are need of improvement in Grandview are playgrounds and ballfields. Focusing attention on these components types and developing a schedule to do so, will be an important recommendation.

Table 18 Capacities Analysis of Existing Components looks at the total number of each component and uses conventional quantity standards (per 1000 population) to analyze how many additional facilities may need to be built at Grandview's current population level. It is apparent when reviewing these two charts that Grandview has done a good job of providing the appropriate number of facilities community wide but are in need of bringing the facilities they have up to an acceptable level of service. When considering focus areas for improvements, this table might also make a case for improving components within the current system that are under-represented (according to conventional standards). Bringing these facilities (namely basketball courts and tennis courts) up to standards may improve LOS and possibly offset the need to build additional facilities.

This information in these tables can be used to plan for future improvements to Grandview's existing parks and recreation infrastructure. An emphasis on improving what is already in the system, rather than building more components is encouraged due to Grandview's slow projected growth. Because GRASP® scores are a blend of quantity and quality, it is possible to increase them by improving the quality of existing components. The GRASP® Indices can also allow the community to benchmark its combined LOS for quality and quantity of service over time and measure its progress.

Table 18: GRASP® Analysis of Existing Community Components

Component Type	Quantity	Total GRASP® score per component type	Score if all Components Met Expectations	Additional GRASP® score per component type
Ballfield	13	30.3	62.4	32.1
Basketball	2	2.2	9.6	7.4
Multi-use Field-Large	12	37.0	57.6	20.6
Outdoor Pool	2	8.4	9.6	1.2
Group Picnic Shelters	12	61.4	57.6	0.0
Playground (Local & Destination)	21	42.3	100.8	58.5
Skate Park	1	4.8	4.8	0.0
Tennis Courts	6	16.0	28.8	12.8
TOTAL		**202.40**	**331.20**	**132.60**

Table 19: Capacities Analysis of Existing Components

Component Type	Quantity	Population per Component	Conventional Standards per 1000 Population	Number to be added to achieve conventional standard at Current Population
Ballfield	13	1,945	5,000	0
Basketball	2	12,643	5,000	3
Multiuse Field Large	12	2,107	10,000	0
Outdoor Pool	2	12,643	20,000	0
Group Picnic Shelters	12	2,107	NA	NA
Playground (Local & Destination)	21	1,204	NA	NA
Skate Park	1	25,285	NA	NA
Tennis Courts	6	4,214	2,000	6

Grandview's Gateway Monuments and Landscape

Well-placed gateways or entry point landscaping can help define the identity of a town and inform visitors of where they are and what they might expect to find when visiting an unfamiliar area. They also help define an image or personality of a town and can highlight important areas such as historical downtowns or commercial centers. Grandview currently has some gateway landscape in place, but this is centered in the downtown area and is somewhat inconspicuous. The pictures above illustrate different sign and landscaping installations in this area. Issues of scale, design, maintenance, and consistency are addressed when making recommendations for how to improve Grandview's entry point landscaping. The following is an analysis of these four issues as they are currently addressed by Grandview's entry point landscaping.

An Inventory & Analysis of Grandview's Current Gateway Landscapes

Currently Grandview's entry signage is of a consistent scale that is appropriate for the downtown area in which it is centered. When considering other locations, such as adjacent to the highway or other busy traffic corridors, larger scale installations will likely be necessary.

Location

- One issue that has arisen is Grandview's location along highway 71 which bisects the town. Other major traffic thoroughfares run through the City and are important gateways. Locating signs and entry landscaping at these important junctures will be an important step in defining and separating Grandview from the rest of the greater Kansas City Area.

Design

- Finding a design or style which represents Grandview will be an important part of establishing a "look" for Grandview's entry signage. It will be important to establish a style that can be applied to a variety of locations and scales.

Consistency

- Currently Grandview's entry signage lacks a consistent design style. Sign style ranges from natural rock to metal, text styles vary, and logos are not consistently applied. For example, a sandblasted image of Main Street appears on the rock monument that identifies downtown and a more abstract logo is represented on the metal sign that resides off Highway 71. A standard palette of materials, text font and logo application will result in a better, more recognizable sign system and aid in the creation of a town identity.

Maintenance

- Gateway landscapes give a new visitor a "first impression" of a place. Once installed, it is important to maintain gateway landscaping. Avoid locating trash cans adjacent to signage (as shown in the picture above) and ensure that landscape materials such as annuals and perennials are properly installed and cared for throughout the year.

V. Funding

Grandview Parks and Recreation Department currently uses a variety of funding sources *for operations. The following is a description of funding sources* ***currently used*** **by the Department.**

Dedication/Development Fees
These fees are assessed for the development of residential and/or commercial properties with the proceeds to be used for parks and recreation purposes, such as open space acquisition, community park site development, neighborhood parks development, regional parks development, etc.

Land and Water Conservation Fund
These funds are awarded for acquisition and development of parks, recreation and supporting facilities through the National Park Service and State Park System.

Fees/Charges
The Department is far undervalued and must position its fees and charges to be market-driven and based on both public and private facilities. The View Community Center currently has a 68% cost recovery although the department overall is much less.

Cost Avoidance
The Department must take a position of not being everything for everyone. It must be driven by the market and stay with the Department's core businesses. The savings could be realized through partnering, outsourcing, or deferring to another provider in the provision of a service and/or facility.

Sales Tax
The revenue source is very popular for funding park and recreation agencies either partially or fully. The normal sales tax rate is one cent for operations and one half cent for capital. This tax is very popular in high-traffic tourism type cities and with counties and state parks. Grandview used the one-half cent sales tax for parks and storm water to fund the Community Center. It currently has a one-half cent sales tax in place for capital improvements.

Merchandising Sales
This revenue source comes from the public or private sector on resale items from gift shops and pro shops for either all of the sales or a set gross percentage.

Concession Management
Concession management comes from retail sales or rentals of soft goods, hard goods, or consumable items. The City can contract the service and receive a percentage of the profit, or manage concessions internally.

Reservations
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 type of facilities for a special activity.

Ticket Sales/Admissions
This revenue source is from accessing facilities for self-directed activities such as pools, ice-skating rinks, ballparks and entertainment activities. These user fees help offset operational costs.

Membership and Season Pass Sales
The cities or counties sell memberships to specific types of amenities to offset operational costs. These membership fees can apply to recreational and fitness centers, tennis centers, golf courses, pools, ice-rinks, etc.

Surplus Sale of Equipment by Auction
Cities and counties have surplus auctions to get rid of old and used equipment that generates some income on a yearly basis.

Security and Clean-Up Fees
Cities will charge groups and individuals security and clean-up fees for special events other types of events held in parks.

Recreation Service Fees
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, and softball leagues, youth baseball, soccer, softball leagues, and special interest classes. The fee allows participants an opportunity to contribute toward the upkeep of the facilities being used.

The following are funding sources that *could easily* be used by the City of Grandview Parks and Recreation Department to create the existing budgets for capital and operational expenditures.

General Obligation Bonds/Bond Referendum
Bonded indebtedness issued with the approval of the electorate for capital improvements and general public improvements. A bond referendum requires a vote by the citizens for general obligation bonds initiated through City Council approval prior to the citizen vote. A bond referendum is needed to approve General Obligation Bonds

Inter-modal Transportation and Efficiency Act
This funding program, commonly called TEA-21 Grants was authorized by the Federal Government in 1991. Funds are distributed through the state. There are several million dollars in enhancement revenues available for transportation related projects, including bicycle and pedestrian trails, rail depot rehabilitation, landscaping, and beautification projects.

Grants
A variety of special grants either currently exist through the Federal and State governmental systems or will be established through the life of current and proposed facilities.

Catering Permits and Services
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. In addition, many cities have their own catering service and receive a percentage of dollars off the sale of their food.

Equipment Rental
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.

Signage Fees
This revenue source taxes people and businesses with signage fees at key locations with high visibility for short term events. Signage fees range in price from $25.00 per sign up to $100.00 per sign based on the size of the sign and location.

Community Improvement District (CID)/Neighborhood Improvement District (NID)
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.

The following funding sources are potential funding opportunities the City of Grandview Parks and Recreation Department *should consider* for additional funding of capital and operational expenditures.

Corporate Sponsorships
This 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.

Revenue Bonds
Bonds used for capital projects that will generate revenue for debt service where fees can be set aside to support repayment of the bond.

Friends Associations
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.

Advertising Sales
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 expose the product or service to many people.

Volunteerism
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 and it builds advocacy into the system.

Special Fundraisers
Many park and recreation agencies have special fundraisers on an annual basis to help cover specific programs and capital projects.

Booth Lease Space
Some urban cities sell booth space to sidewalk type vendors in parks or at special events for a flat rate based on volume received. The booth space can also apply to farmers markets, art schools, and antique-type fairs.

Lighting Fees
Some cities charge additional fees for the lighting charges as it applies to leagues, special use sites, and signature type facilities that require lighting above a recreational level. This includes demand charges.

Program Contractor Fees
Cities and counties receive a percentage of gross contractor fees for contractor programs held on City or county facilities. The percentages range from 25% to 40% depending on space, volume, and the amount of marketing the City does for the contractor.

The following funding sources are potential funding opportunities the City of Grandview Parks and Recreation Department *could consider* for additional funding of capital and operational expenditures. These funding sources may not be available currently in the state or an intergovernmental agreement may be necessary for implementation. These funding sources may meet with some resistance and be more difficult to implement.

Partnerships
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.

Foundation/Gifts
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.

Hotel, Motel, and Restaurant Tax
Tax based on gross receipts from charges and meals services, which may be used to build and operate sports fields, regional parks, golf courses, tennis courts, and other special park and recreation facilities.

Inter-local Agreements
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.

Private Concessionaires
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.

Naming Rights
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.

Cell Towers
Cell towers attached to existing light poles in game field complexes is another source of revenue the City could seek in helping support the system.

Private Developers
These developers 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, and recreation centers and ice arenas.

Licensing Rights
This revenue source allows the Department and City to license its name on all resale items that private or public vendors use when they sale clothing or other items with the city's name on it. The normal licensing fee is 6-10% of the cost of the resale item.

Gaming Tax
This tax is very popular in the Midwest and Rocky Mountain states that have gambling. These dollars come in a form of a percentage of what the city and state receive. This is a very popular revenue source that is typically shared with schools, libraries, and parks.

Subordinate Easements – Recreation / Natural Area Easements
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 and a set dollar amount to be received by the city on an annual basis.

Irrevocable Remainder Trusts
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. Then it 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.

Life Estates
This source of money is available when someone wants to leave their property to the city in exchange for them being able to live on their property until their death. The city usually can use a portion of the property for park purposes and then all of it after the person's death. This revenue source is very popular for individuals who have a lot of wealth, their estate will be highly taxed at their death, and their children have to sell of their property because of probate costs. This allows the person to receive a good tax deduction yearly on their property while leaving a life estate. It is good for the city because it does not have to pay for the land.

Permits (Special Use Permits)
These special permits allow individuals to use specific park property for financial gain. The city receives either a set amount of money or a percentage of the gross service that is being provided.

Marine Slips/Permits
This revenue source is for a permit to store boats on public property for a set amount based on a lineal foot as well as service charges on an annual basis.

Room Overrides on Hotels for Sports Tournaments and Special Events
Cities have begun to keep a percentage of hotel rooms that are booked when the City hosts a major sports tournament or special event. The overrides are usually $5.00 to $10.00 depending on what type of room. Monies collected help offset operational costs incurred by the city in hosting the events.

Leasebacks on Recreational Facilities
Many cities do not have capital dollars to build revenue-producing facilities but they will hire a private investor to build the facility according to the specifications they want. The investment company will finance the project and the city will lease it back from them over 20 years. This can be reversed where by the city builds the facility and leases to private management to operate it for a percentage of gross dollars to pay off the construction loans through a subordinate lease.

Family Tree Program
Many cities have worked with local hospitals to provide cash to the parks system to buy and plant a tree in honor of every newborn in the city. The hospitals invest $250 to $300 and receive the credit from the parents of the newborns. The parks system gets new trees of ample size.

Maintenance Endowments
Maintenance Endowments are set up for organizations and individuals to invest in ongoing maintenance improvements and infrastructure needs. Endowments retain money from user fees, individual gifts, impact fees, development rights, partnerships, conservation easements, and for wetland mitigations.

Agricultural Leases
In some city and county parks, they lease low land property along rivers or excess land to farmers for crops. The city or county typically gets 1/3 of the value of the crops or they lease it on a per acre basis.

Camping Fees and Hook-Up Fees
city, county and state parks permit camping for RV's, tents, and primitive camping. Fees range from a high of $18 to $20 a night per site to $6 or $7 for primitive space. Additional fees will be added for water, electricity, sewer, and cable T.V. access.

Manufacturing Product Testing and Display
This is where the city works with specific manufacturers to test their products in parks, recreation facilities, and in program services. The city tests the product under normal conditions and reports back to the manufacturer how their product is doing. Examples are lighting, playgrounds, tires on vehicles, mowers, irrigation systems, seed, and fertilizers. This city gets the product free but must pay for the cost of installation and for tracking results.

Land Swaps
This is where the city or county trades property to improve its access for protection of resources. This could include property gained by the city for non-payment of taxes, or where a developer needs a larger or smaller space to improve their profitability. The city or county typically gains more property for more recreation opportunities in exchange for the land swap.

Hospital – Rehabilitation Contracting
Cities will contract with hospitals for rehabilitation services that can be provided at local recreation centers with hospital therapists overseeing the work. This provides a steady level of income for the fitness center and encourages patients after rehabilitation to join. Payments are made by health insurance companies.

Land Trust
Many counties have developed land trusts to help secure and fund the cost for acquiring land that needs to be preserved and protected for greenway purposes. This could be a good source to look to for acquisition of future lands.

Food and Beverage Tax
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.

VI. Benchmarking

Limits of Comparative Data and Analysis

Benchmarking is an important tool that allows the comparison of certain attributes of the city's management of public spaces (parks, recreation, aquatics, and related services) with other similar communities. For this Plan, benchmarking data was collected from comparable agencies including: Lakewood, CO, Raymore, MO, Blue Springs, MO, and Raytown, MO.

It is very difficult to find exact comparable communities because each has its own unique identity, its own way of conducting business, and differences in populations served. It is important to keep in mind that while many park and recreation departments serve primarily its residents, others serve a large portion of nonresidents. Additionally, organizations typically do not break down the expenditures of parks, trails, facilities, and maintenance the same way. Agencies also vary in terms of how they organize their budget information and it is sometimes difficult to assess whether or not the past year's expenses are typical for the community. This being said, the benchmarking information presented here should be used as a catalyst for the City of Grandview to continue to research best practices for more specific areas when needed.

Benchmarking Data Sought

The communities were chosen primarily due to the perceived similarities and geographic proximity to the City of Grandview. Requested benchmarking data includes:

- Population and median household income
- Current budget, prior year actual expenses, and prior year revenues for the entire department
- Current budget, prior year actual expenses, and prior year revenues for parks, recreation, and aquatics departments
- Number and square footage of recreation centers and number and type of pools
- Total acres of developed parkland, number of playgrounds, fields, and specialty parks
- Total miles of improved trails
- Number of FTE's for the Department and number of maintenance FTE's

Additionally benchmarking data looks to weigh pertinent data along with comparing against a "per thousand" population calculation in some cases. ***Table 20*** contains the compiled information from respondent communities.

Analysis of Benchmarking

Items of Note:

- Grandview has the lowest overall cost recovery compared to the other agencies (30% total department cost recovery). Raymore has the highest cost recovery (110%) but the lowest expenses per 1,000 persons.
- Grandview has the second highest expenses per 1,000 persons ($127,813), after Lakewood ($188,982).
- Grandview also has the lowest recreation cost recovery (40%) compared to the other communities. Raytown has the highest recreation cost recover (148%).
- Grandview has the lowest trails per 1,000 persons (.09). Lakewood has the highest trails per 1,000 persons (1.27).
- Grandview has the highest FTE's per 1,000 persons (2.02)

Table 20: Benchmarking Comparison – Grandview, MO

Topic	Grandview, MO	Raytown, MO	Blue Springs, MO	Lakewood, CO	Raymore, MO
Population	25,285	30,336	49,481	144,369	15,607
Median Household Income	$49,271	$51,578	$67,725	$61,216	$73,340
Budget					
Total Operating Parks and Recreation Budget ('08)	$3,382,349	$2,452,032 *incl. Amortization Accts.*	$5,104,907	$32,152,910	$775,945
Actual expenses from the prior year ('07)	$3,231,764	$1,396,650	$4,985,665	$27,283,270	$685,419
Expenses per 1,000 population	$127,813	$46,039	$100,759	$188,982	$43,917
Total department revenues from prior year ('07) *Not including tax subsidy, grants, etc.*	$986,039	$1,501,404	$2,716,729	$8,792,919	$757,993
Cost Recovery	**30%**	**107%**	**54%**	**32%**	**110%**
Current Parks Budget ('08)	$846,116	$1,057,522 *incl. Amortization Accts.*	$1,479,185	DNR	$513,497
Expenses from prior year ('07)	$787,018	$504,000	$1,468,316	$6,472,636*	$480,611
Revenues from prior year ('07) *Not including tax subsidy, grants, etc.*	$5,861	$19,370	$0	$414,265*	$75,265
Cost Recovery	**.7%**	**3.8%**	**0%**	**6.4%**	**15.6%**
Current Recreation Budget ('08)	$2,536,233	$37,000	$331,652	$3,935,222	$262,448
Expenses from prior year ('07)	$2,444,746	$27,086	$334,689	$3,715,548	$204,808
Revenues from prior year ('07) *Not including tax subsidy, grants, etc.*	$980,178	$40,148	$157,526	$2,612,742	$155,262
Cost Recovery	**40%**	**148%**	**47%**	**70%**	**76%**
Current Aquatics Budget ('08)	$362,059	$1,054,754 *incl. Amortization Accts.*	$354,684	DNR	n/a
Expenses from the prior year ('07)	$356,884	$427,510	$345,660	DNR	n/a
Revenues from prior year ('07) *Not including tax subsidy, grants, etc.*	$51,891	$496,499	$225,991	DNR	n/a
Cost Recovery	**14.5%**	**116%**	**65.3%**	**n/a**	**n/a**

Topic	Grandview, MO	Raytown, MO	Blue Springs, MO	Lakewood, CO	Raymore, MO
Facilities					
Number of Recreation/Community Centers	1	0	1	4	0
Total square footage of centers	60,000	n/a	14,000	168,391	n/a
Number of indoor pools	2	0	1	DNR	0
Number of indoor leisure pools	1	n/a	0	DNR	0
Number of indoor competitive pools	1	n/a	1	DNR	0
Number of outdoor pools	2	1	1	DNR	0
Number of outdoor leisure pools	2	1	1	DNR	0
Number of outdoor competitive pools	0	0	0	DNR	0
Parks and Fields					
Total acreage of developed park land	244	177	718	1109.7	DNR
Number of playgrounds	10	13	12	DNR	DNR
Number of softball/baseball fields	12	7	21	25	10
Number of multipurpose fields	6	6	4	21	2
Number of dog parks	0	0	1	2	0
Number of BMX/bike parks	0	1	1	1	0
Number of skate parks	1	1	2	1	1
Total miles of improved trails	2.38	4.5	8.6	183	5
Miles of trail per 1,000 population	.09	.15	.17	1.27	.32
Staff					
Total FTE's for entire Department	51.1	11	37.8	20.8	22.38
FTE's per 1,000 Population	2.02	.36	.76	.14	1.43
Total Maintenance FTE's	7	6	20.3	DNR	DNR

**2006 number*

VI. Great Things to Come- Recommendations & Action Plans

Recommendations

Goal 1: Maximize the Planning Effort

Objective: Incorporate the action items of this plan into the City's annual work plans to achieve the recommendations of this plan and to enhance effectiveness of staff effort.

Strategy:

- Assign responsibility and time frame, and allocate resources necessary to complete each action identified in annual work plans.

Objective: Assure that all levels of staff are informed of and are set up to work together to implement the recommendations and strategies of the plan.

Strategies:

- Inform all levels of staff of the direction of the Plan, allow for staff input, encourage buy-in, and encourage input from all staff members.
- Provide cross-departmental staff teams/team members, as appropriate, with education development opportunities, necessary equipment, and supplies.

Goal 2: Strategically Increase Programming and Partnerships

Objective: Establish and promote more special events and local history programs in Grandview.

Strategies:

- Collaborate with local historical organizations to cross-market and promote existing history programs through website links, program guides, newsletters, and fliers.
- As additional funding is obtaining, establish dedicated city staffing for planning and marketing programming and special events.
- Establish a streamlined community special events plan through collaborative efforts between the Grandview and community partners and organizations, anchored to common goals.
- Investigate the community interest, agency budget capacity, and partnership opportunities for creating new community special events, such as:
- Historical (i.e. -festivals, walking history tours, etc.)
- Arts and Culture (i.e. -movies and concerts in the park, art festivals, children's storytelling, etc.)
- Holiday related (i.e. -Halloween, egg scrambles, holiday market, etc.)
- Health and Wellness (i.e. -fun runs and walks, community bike rides, dance contests, health fairs, etc.)

Objective: Strategically meet the community's demand for new programs and services
Provide a variety of recreational programming and opportunities to meet the various needs of the community.

Strategies:

- Allocate resources to provide quality recreation programming, based on community input.
- Gain input from recreation participants through post-program or event evaluations.
- Continue to gain information from the community as to what programs are desired and popular through a statistically valid survey, at minimum every five years.
- Initiate collaborations to provide a greater quantity of diverse, cost effective recreation programs and activities.
- Expand the number of community-wide and regional special events which should be located in parks and/or facilities best suited to accommodate the activity/event (i.e. –historical festivals, concerts, etc.)
- Expand fitness and wellness programs for the entire community, with a focus on aquatics and adult programs.
- Consider marketing the cardio and weight facilities at The View to all ages, to better serve the needs of the entire community.
- Provide additional health and wellness programs like yoga, Pilates, and aerobics.
- Continue and expand in the following program areas to meet the interests and safety needs of the community:
    - Family oriented programs
    - Teen programming
    - Preschool programming
    - Boating/Kayaking/Sailing
    - Photo contests
    - Community days
    - Tie in history of Grandview
    - Non-sports programming
    - Cultural, educational, crafts
    - Visual/performing arts
    - Health clinics/fairs
    - Corporate programs, leagues, etc.
    - Additional programming for teens, tweens, and seniors
    - Sports
    - Tennis classes, youth basketball, youth and adult volleyball
    - "How to" classes
    - Quilting, gardening, crafts

Objective: Collaborate to attract more residents and visitors to utilize and participate in Grandview's parks and recreation services and facilities

Strategies:

- Work with local tourism organizations to attract private recreation companies to the Grandview area to provide activities such as environmental and wildlife education, tours to nearby attractions, historical tours, guided hiking, and ecotourism.

- Continue and establish relationships with the following partner organizations to implement the recommendations of this master plan and to provide an increased number of and high quality recreation programs, activities, and services that will attract both residents and visitors:
    - County
    - Local businesses
    - School district
    - Chamber of Commerce
    - Youth sports organizations
    - Civic organizations
    - Neighborhood associations
    - Missouri tourism organizations
    - Utility companies
    - Nonprofit organizations
    - Professional sports organizations
    - Botanical societies
    - Booster clubs
    - Scouts
    - Student groups
    - Churches/faith based organizations
    - Media (newspapers, TV, radio)
    - Police, fire department
    - Developers

Objective: Increase Partnerships and Collaborative Efforts
Build partnerships within the community to take advantage of existing facilities, share new facilities, and provide additional programming and services to the community.

Strategies:

- Investigate partnerships with local medical and health organizations to increase fitness and health programming for the aging population within the community.
- Create new and formalize existing partnerships (see Sample Partnership Policy in Appendix VII) with equity agreements that are reviewed annually.
- Strengthen and expand Intergovernmental Agreements (IGAs) with schools for use of fields, gyms, and multipurpose spaces.
- Explore the possibilities of revising and promoting an adopt-a-park program to help with park maintenance, beautification, and civic pride.
- Create a “Park Ambassador” program where residents living adjacent to parks are trained to inspect parks and then file a weekly report in exchange for a nominal fee or pass.

Goal 3: Increase Cost Recovery and Funding

Objective: Research potential traditional funding opportunities.

The City has the ability to use these mechanisms to enhance the quality of life in Grandview and expand recreation, park, trails, programs, and services to the community.

Strategies:

- Work with residents and partners to establish additional revenue through a combination of funding sources, located in Section V in this report, to implement the recommendations of the Master Plan.
- Further investigate support for an education campaign for a ballot initiative to pass a no tax increase bond referendum for future capital improvements identified in this Park and Recreation Master Plan.

Objective: Pursue alternative funding to implement the Master Plan.

The City of Grandview has experienced challenging times in the recent past, with limited funding and staffing levels, and the Department should explore the best means of achieving its funding goals. Alternative funding methods may be instrumental to the operations of the City's park and recreation facilities and services on an ongoing basis. Allocating resources (assigning staff time, matching funds, etc.) to pursue alternative funding should be considered an investment in the future, with an outlined and expected positive rate of return.

Strategies:

- Identify opportunities to increase community support and revenue opportunities such as grants, partnerships, sponsorships, volunteers and earned income (See Section V for Alternative Funding Sources).
- Assign staff resources and/or investigate the possibility of utilizing volunteer efforts to apply for such funding.
- Develop a "Wish List" to identify philanthropic opportunities that align with these needs. Once identified, aggressively apply for grant funding.
- Expand and formalize a volunteer program to include standards, recruiting, training, retaining, and rewarding volunteers in all program areas.
- Create new and formalize existing Sponsorships (see Sample Sponsorship Policy in Appendix VIII) with equity agreements that are reviewed annually.
- Create an annual "Sponsorship Manual" listing all the opportunities for the year and distribute within the community in a menu format that creates a sense of urgency within the business community.

Objective: Create a cost recovery philosophy and policy.

It is important for the City to develop a pricing and cost recovery philosophy that reflects the values of the community and the responsibility it has to the community. This philosophy will be especially important if the City moves forward in the development of new programs and additional and/or

expanded facilities; and as it strives for sustainability and determines how much it is willing to subsidize operations.

One means of accomplishing this goal is applying the Pyramid Methodology. This methodology develops and implements a refined cost recovery philosophy and pricing policy based on current "best practices" as determined by the mission of the agency and the program's benefit to the community and/or individual.

Critical to this philosophical undertaking is the support and understanding of elected officials and ultimately, its citizens. Whether or not significant changes are called for, the agency wants to be certain that it is philosophically aligned with its residents. The development of the core services and cost recovery philosophy and policy is built on a very logical foundation, using the understanding of who is benefiting from parks, recreation, and natural resources services to determine how the costs for that service should be paid. For an overview of the Pyramid Methodology, please review the contents in ***Appendix IX***.

Strategies:

- Develop ongoing systems that helps measure cost recovery goals and anticipates potential pitfalls utilizing the following points:
- Understand current revenue systems and their sustainability.
- Track all expenses and revenues for all programs, facilities, and services to understand their contribution to overall department cost recovery.
- Analyze who is benefiting from programs, facilities, and services and to what degree they should be subsidized.
- Fees for programs should acknowledge the full cost of each program (those direct and indirect costs associated with program delivery) and where the program fits on the scale of who benefits from the program of service to determine appropriate cost recovery target. Current cost recovery is at an average level and creating a cost recovery philosophy could enhance revenues to an above average level for operations and maintenance.
- Define direct costs as those that typically exist purely because of the program and change with the program.
- Define indirect costs as those that would exist anyway (like full time staff, utilities, administration, debt service, etc.)
- Define ability to pay as an implementation concern to be addressed through a fee reduction or scholarship program.
- Continue to encourage the pursuit of alternative funding for the Department.

Objective: Increase participation and revenue from current services.

Strategies:

- Utilize the marketing strategies in the Marketing, Communications, and Credibility section (Goal 4), to work to increase participation numbers and user fee revenue.
- Evaluate participation numbers of current programming to increase marketing and participation in programs that are not currently at capacity.
- Establish a third tier user fee for nonresidents in the school district.
- Establish user fees for sports associations using city recreation facilities that cover all direct costs of the field or facility use.

Goal 4: Ensure Consistent Level of Service for Parks

Objective: Improve existing parks to meet community standards.

Strategies:

- Add comfort and convenience features to parks where they are lacking. These features, such as benches, drinking fountains, and restrooms.
- Use the park inventory and scoring spreadsheet to identify specific park amenities that need to be updated or replaced. Components that scored below expectations (score of 1), should be reviewed.
- Add a zero-depth spray feature to an existing park on Grandview's west side. Due to the indefinite closing of the pool at John Anderson Park, it is recommended that a zero-depth spray feature be added in this location. *A concept plan for this park will be completed as part of this document.
- Develop a schedule to renovate and improve all playgrounds. With the exception of Freedom Park, every playground in Grandview's system needs to be upgraded.
- Develop a schedule to renovate all ballfields. All of Grandview's ballfields needs to be renovated. Consideration should be given not only to updating and repairing existing fields, but to long-term management of these facilities. In addition, improving the surrounding support spaces (such as plazas, playgrounds, and restrooms) should also be prioritized as these features will improve the LOS provided by ballfield complexes. **A concept plan for this park will be completed as part of this document.*

Objective: Look for opportunities to add parks in areas of new residential development.

Strategies:

- Ensure that public parks and trails are provided in new residential developments. The Sunrise Farm Development has been identified as an opportunity for the City to provide input on the park design process.
- Develop park design standards. Standards not only guide city parks, but those built in conjunction with new residential developments. This will help ensure an adequate and consistent level of service for all new parks. See Appendix XI for Example Park Design Standards.
- Increase funding and staffing for parks maintenance as needed when new amenities are added.

Objective: Improve design and theming (place-making) of new and existing parks.

Strategies:

- Develop park design standards. See ***Appendix XI*** for Example Park Design Standards.
- Hire qualified professional landscape architects to design all new parks.
- Include a strong public process in the development or redevelopment of parks and facilities. The design processes should include a strong outreach component to the surrounding neighborhood to solicit ideas and to ensure that the new design reflects the needs and desires of the people who will most likely use the park.

- Design new parks to reflect the history of the site, the diversity of the community, or other unique themes. Public art, interpretive signage, and unique elements in the park details and design should be explored.
- Develop a schedule to implement a unified park signage system at all parks. All parks should have visible signage that identifies them as owned and managed by the City of Grandview. Park signs should be uniform and easy to identify as city-owned.
- Develop a list of approved standards for trashcan, bench, and other site furnishings.

Objective: Look for opportunities to provide more practice and game fields.

Strategy:

- Pursue opportunities to build more playing fields to accommodate future programming needs. The new acreage east of the existing Meadowmere Park and Byars Road is an ideal location for future fields. **A concept plan for this park will be completed as part of this document.*

Objective: Plan for the continued improvement and maintenance of Grandview's existing parks.

Much of Grandview' existing park infrastructure is old and in need of repair or replacement. In order to better serve the community each park should be studied and a plan for improving the equipment, layout, and design of individual parks should be undertaken.

Strategies:

- Provide an adequate level of maintenance to older parks.
- Update parks over time to reflect changing community needs. When updating or replacing equipment in parks, consider replacing the equipment with new components which might better serve the needs of the community. For example, a sandbox might be replaced with new modular play equipment.
- Replace equipment as it becomes old or outdated with high quality equipment which will be easy to maintain and have a long lifespan.
- Relocate maintenance facility (currently in Grandview Ball Park) to the new acreage in Meadowmere Park. The current location of the maintenance facility is not ideal because of its location west of the train tracks. Relocating this facility to the new acreage at Medowmere Park east of Byars Road will allow for easier access to all of Grandview's parks by providing a centralized location for maintenance operations. **A concept plan for this park will be completed as part of this document.*

Objective: Identify and develop facilities for new trends in parks and recreation.

Diversifying recreational opportunities in Grandview's existing parks by adding exciting new recreational facilities will ensure the creation of a diverse system that will attract both new and old residents. Such facilities will help make Grandview unique in the region and will foster a positive image of the City for residents and nonresidents alike.

Strategies:

- Look for opportunities to add a "destination playground" or a "boundless playground" to an existing park. Destination Playgrounds usually include special features such as a climbing wall, spray feature or adventure play. Often they involve special theming and opportunities to teach children and parents something of the local history, culture, or ecology of an area. Boundless playgrounds are designed to be fully accessible to children with disabilities and represent a growing trend in parks and recreation. While built to serve the local community, both may potentially attract visitors outside Grandview.
- Add a Frisbee Golf Course to John Anderson Park. If designed correctly and promoted, these facilities have the potential to attract tournaments to Grandview.
- Add an Outdoor Amphitheatre to Meadowmere Park. Adding an outdoor amphitheater to the new acreage adjacent to the existing Meadowmere Park will give Grandview a venue for holding cultural events such as concerts or plays.
- Add a new outdoor aquatic center in Meadowmere Park to replace the existing one. Adding a new outdoor aquatic center to Meadowmere Park will give Grandview an aquatic venue the community can be proud of and will be a fun safe environment for multigenerational activities.

Goal 5: Improve Trail Connectivity and Walkability

Objective: Improve walkable access to parks and recreation facilities.

Strategies:

- Work with other City departments to remove barriers to walkability. See ***Appendix V*** for a Recommendations Map that highlights important connections and suggested locations for improved pedestrian crossings.
- Work with the City to investigate the feasibility of constructing a pedestrian bridge over Highway 71. A major barrier to walkability in Grandview is Highway 71. A pedestrian bridge over the highway is a possible solution to this problem. Such a bridge would improve level of service by improving access to recreational resources to residents living on either side of the highway. The bridge could also serve as a gateway and help identify Grandview as a distinct

and creative community. See pictures below and Appendix XIII Creative Crossings for design ideas. The cost of the bridge will vary depending on the design chosen.

Denver, Colorado:
Pedestrian Bridge over I-25

Queensbury, New York:
Great Escape Pedestrian Bridge

- Look for land acquisition opportunities for trails in areas that have little or no service at a walkable level.
- Develop partnerships and user agreements with utility companies to develop trail corridors in easement right-of ways where safe and appropriate.
- Partner with community groups to conduct walkability workshops. The walkability checklist, as shown in Appendix XII, is a tool to be filled out by residents in all areas of the community to assess the walkability of the community as a whole. These workshops could be lead by the Recreation department and focus on access to park and recreation facilities.
- Address walkability issues as identified in the community walkability analysis. Work with other City Departments such as Public Works, and Economic Development to address issues that are identified.
- Work with other City departments and community groups to ensure safe pedestrian access across physical barriers to parks and recreation facilities. Incorporate traffic calming strategies at access points to parks, open space and trail heads. Incorporate traffic calming design techniques into design guidelines, as appropriate
- Create walking maps with routes and mileages of park and trail routes. Make these available online and in printed form.

Objective: Improve trail connectivity.

Grandview currently maintains only 2.38 miles of trail. Most of this mileage is actually attributed to loop walks within existing parks and are not connected to any other trail system. The only exception to this is Little Blue Bike Trail which, while located within Meadowmere Park, connects to a county trail (Longview Lake Trail) which is 6.76 miles long. See Appendix V for a Recommendations Map

that highlights important connections and locates specific areas in need of safe pedestrian crossings. The location of trail on this map is schematic and is intended to show the need for connections between existing community resources. Actual trail routes and locations will vary from what is shown schematically on this map.

Strategies:

- Look for opportunities to provide trail links to specific destinations like schools, parks, indoor recreational facilities and downtown Grandview.
- Look for land acquisition opportunities for trails in areas that have little or no service at a walkable level.
- Develop partnerships and user agreements with utility companies to develop trail corridors in easement right-of ways where safe and appropriate.
- Develop more on-street bike lanes between designated connections.
- Add and improve sidewalks between designated connections.

Objective: Increase recreational and fitness walking opportunities for residents.

The survey conducted as part of this master plan revealed that residents want more walking and biking trails. Improving amenities in existing parks that encourage recreational and fitness walking will increase the level of service throughout Grandview's system while providing a popular and desired recreational amenity to residents.

Strategies:

- Add loop walks to existing parks, when appropriate. A loop walk should be incorporated into the design of the new acreage in Meadowmere Park (East of Byars Road). *A concept plan for this park will be completed as part of this document.
- Provide signs with route maps and mileage in parks with loop walks and trails.

Goal 6: Work with City Leadership to Prioritize Projects that Improve Grandview's Visibility and Identity in the Greater Kansas City Area

Objective: Create a strong sense of identity for Grandview via gateway signage.

Due in part to Grandview's location on Highway 71, many visitors to the area do not realize that they are passing a unique City with its own interesting history and identity.
Improving Grandview's gateway signage will help residents and visitors alike distinguish Grandview from other outlying areas.

Strategies:

- Work with other City departments to create gateways at specific locations throughout the City.
- Hire qualified professional landscape architects to develop monument signage designs which can be applied to different locations.
- Develop the idea of a pedestrian bridge over Highway 71 in conjunction with smaller gateway signage opportunities. The design of the bridge should incorporate the identity of

Grandview by utilizing similar materials and design elements utilized in other gateway monument signage.

Objective: Address safety concerns in Grandview's parks.

There is currently a negative perception of some of Grandview's parks as being dangerous or unsafe due to criminal activity.

Strategies:

- Hire qualified professional landscape architects to design existing parks that are currently underutilized by the surrounding community due to a lack of desired amenities or safety concerns. Some of Grandview's existing parks would benefit from new design plans. Two parks which have been identified as priorities for this process include Belvedere Park and Valley Park.
- Install a double swing gate at Valley Park in order to limit and control vehicular traffic into the park.
- Increase visibility into problem parks by removing dense vegetation or relocating components to more highly visible areas.
- Establish an "Adopt-a-Park Program" to foster pride and a sense of ownership in all of Grandview's Parks.
- Host recreation activities in all of Grandview's Parks to increase usership and activity in parks.
- Add safety lighting to all parks.
- Implement specific opening and closing times at problem parks and enforce this with regularly scheduled patrols.
- Continue to develop a strong working relationship with the police department to ensure regular patrolling of parks and facilities, quick response times.
- Provide opportunities for youth to interact with police officers via recreational programming.
- Buy and raze duplexes in front of Valley Park, replace bridge, and redo entryway.

Goal 7: Marketing, Communications, and Credibility

Objective: Generate awareness and credibility about Grandview Parks and Recreation offerings and needs as expressed by the public.

Strategies:

- Formalize an evaluation and annual in-house benchmarking program to solicit participant feedback and drive programming efforts.
- Collect feedback data that supports the expressed desire for improvements to programs and activities.
- Create a "Mystery Shopper" program where secret shoppers evaluate services anonymously and results are tracked.

- Prepare an annual report providing information to the public about parks and recreation funding, stewardship of tax dollars and fees and charges, and distribute the report as widely as possible.
- Work with the Chamber of Commerce and the local Welcome Wagon to develop information packets that promote city services to tourists and new residents.
- Create an annual marketing plan for the Parks and Recreation Department.
- Develop an evaluation process for marketing media such as newspaper, seasonal brochures, website, direct mail, targeted e-mails, radio, and television advertising to continuously determine effectiveness of marketing dollars.
- Create seamless product delivery for park and recreation services that delivers from a consumer vantage.

Objective: Create a seamless and cohesive customer service delivery system for the provision of all parks and recreation programs and services.

Strategies:

- Develop a comprehensive cross training program for all staff and instructors including knowledge of all program areas as well as customer service.
- Use program tracking and evaluation tools to capacity by designing reports to readily identify life cycles of programs, identify programs not meeting minimum capacity (review all program minimums for cost effectiveness), identify waiting lists, etc.
- Add online registration for all City services.

Goal 8: Track Performance Measures

Objective: Create standards for all park and recreation activities and services.

Strategies:

- Establish service standards for all community services activities. Suggested criteria for service standards include:
    - Programs:
        - Participation levels
        - Revenue
        - Instructors
        - Customer satisfaction
        - Cost per experience (or per hour, per class)
        - Customer retention
    - Instructors:
        - Experience
        - Knowledge
        - Friendliness
        - Recruiting
        - Rewarding
        - Training

        - Standards
    - Volunteers:
        - Experience
        - Knowledge
        - Friendliness
        - Recruiting
        - Rewarding
        - Training
        - Standards
    - Facilities:
        - Cleanliness
        - Aesthetics
        - Comfort
    - Staff:
        - Experience
        - Knowledge
        - Friendliness
        - Rewarding
        - Training
        - Trends
- Identify all major maintenance tasks including such things as:
    - Turf /Mowing
    - Plantings
    - Restrooms
    - Sidewalks and paths
    - Irrigation
    - Weed and insect control
    - Curb appeal
    - Playground and picnic equipment
    - Courts and fields
    - Litter control
    - Vandalism
- Evaluate and develop a scoring system for each task to meet desired and consistent service levels.
- Involve staff in the development of the standards and scoring system.
- Conduct maintenance standards training for all staff.
- Establish and monitor recordkeeping procedures to document the actual hours and materials costs for each maintenance operation.
- Apply appropriate maintenance standards and define set up/tear down requirements for all special events, tournaments, or other activities that currently stress resources. Assure adequate staffing and funding to take on the task, prior to making a commitment.

Recommendation Cost Estimates

The following table includes capital projects and additional items that significantly impact the annual operational and maintenance budgets. Funding sources listed are suggested methods of funding and can be enhanced with additional methods of funding. Overall staffing cost projections are included in the annual operational and maintenance cost estimates. Five-year recommendations (2009-2013) are in 2008 figures plus 7% annual inflation. Future six to fifteen year recommendations (2014-2023) are in 2008 figures.

Five Year Recommendations FY 2009-2013 Priorities	Capital Cost Estimate	Capital Funding Sources	Annual O&M Cost Estimate *(including staffing)*	O&M Funding Sources
In 2008 Figures plus 7% annual inflation				
John Anderson Park • New sprayground • New playground • Three new park shelters • New restroom facility • Improved Parking	**$940,400**	**GO Bond**	**$78,400**	**General Fund**
Mapleview Park • New playground • New park shelter • New restroom facility • Improved parking	**$350,000**	**GO Bond**	**$33,000**	**General Fund**
Little Corner Park • New play equipment • Benches • Trees	**$43,320**	**GO Bond**	**$8,000**	**General Fund**
Southview Park • New playground • New restroom facility • New park shelter • Improved access	**$184,965**	**GO Bond**	**$19,000**	**General Fund**
Terrace Park • New playground	**$88,065**	**GO Bond**	**$14,000**	**General Fund**

River Oaks South Park • New playground • New restroom facility • New park shelter • Improved parking	**$399,000**	**GO Bond**	**$33,000**	**General Fund**
Bobcat Park • New play equipment • Benches • Trees	**$45,980**	**GO Bond**	**$8,000**	**General Fund**
Valley Park • New playground • New restroom facility • New park shelter • Improved access and parking	**$1,137,400**	**GO Bond**	**$35,000**	**General Fund**
Belvidere park • New playground	**$100,000**	**GO Bond**	**$15,000**	**General Fund**
Freedom Park • New restroom facility • Landscaping	**$192,000**	**GO Bond**	**$5,000**	**General Fund**
Citywide Trails Design	**$34,200**	**GO Bond**	**N/A**	**N/A**
Feasibility Study for New Athletic Fields	**$53,500**	**GO Bond**	**N/A**	**N/A**
Upgrade to Existing Trails	**$50,000**	**GO Bond**	**$7,500**	**General fund**
• John Anderson Park • Mapleview Park • Meadowmere Park • Belvidere Park • River Oaks South Park				
Meadowmere Park	**$1,174,700**	**GO Bond**	**$90,500**	**General Fund**
• Three new park shelters				
• New restroom facility				

• New playground				
• Additional/improved parking				
• New dog park				
New Maintenance Facility	**$1,500,000**	**GO Bond**	**$10,000**	**General Fund**
• Build a new maintenance facility in existing Meadowmere Park (West of Byars Rd.)				
Total 5 Year Estimate	**$6,293,530**			

2014-2023 Future Priorities	**Capital Cost Estimate**	**Capital Funding Sources**	**Annual O&M Cost Estimate** *(including staffing)*	**O&M Funding Sources**
In 2008 Figures				
Install a new playground at Shalimar Ball Park	$77,250	TBD	$14,125	General Fund
Add new restroom/concessions building at Shalimar Ball Park	$350,000	TBD	$10,000	Sales, Fees
Add restroom building at Shalimar Ball Park	$150,000	TBD	$5,000	General Fund
Install new picnic shelter at Shalimar Ball Park	$40,000	TBD	$5,000	General Fund
Renovate existing fields (9) in Shalimar Ball Park	$900,000	TBD	N/A	N/A
Install new tennis courts (2) at John Anderson Park	$93,000	TBD	$12,000 *(per court)*	General Fund
Install Frisbee Golf Course at John Anderson Park	$20,000	TBD	$2,000	General Fund, User Fees, Partnerships
Create loop walk at John Anderson Park	$145,000	TBD	$5,000	General Fund

2014-2023 Future Priorities	Capital Cost Estimate	Capital Funding Sources	Annual O&M Cost Estimate *(including staffing)*	O&M Funding Sources
In 2008 Figures				
Add amphitheatre to new Meadowmere Park *(West of Byars Rd.)*	$100,000 *Cost will vary based on design and intended use.*	TBD	$60,000	User Fees, Partnerships, Sponsorships,
Create loop walk at new Meadowmere Park *(East of Byars Rd.)*	$145,000	TBD, Grants	$5,000	General Fund
Develop athletic fields at new Meadowmere Park *(East of Byars Rd.)*	$1,560,000	TBD	$40,000* *(per field)*	General Fund
Add restroom/shelter building to new Meadowmere Park *(East of Byars Rd.)*	$150,000	TBD	$5,000	General Fund
Add asphalt parking lot to new Meadowmere Park *(East of Byars Rd.)*	$550,000	TBD	$45,000	General Fund
Add concession building to new Meadowmere Park *(East of Byars Rd.)*	$250,000	TBD	$5,000	Sales, Fees
Complete other items for new Meadowmere Park *(East of Byars Rd.)* as identified by athletic feasibility study	TBD	TBD	TBD	General Fund
Complete design for new aquatic center at existing Meadowmere Park	$600,000	TBD	N/A	N/A
Add new Outdoor Aquatic Center to Meadowmere Park	$7,400,000	TBD	$300,000*	TBD
Install a new playground at Grandview Ball Park	$77,250	TBD	$14,125	General Fund
Renovate existing fields (2) in Grandview Ball Park	$300,000	TBD	N/A	N/A

2014-2023 Future Priorities	Capital Cost Estimate	Capital Funding Sources	Annual O&M Cost Estimate *(including staffing)*	O&M Funding Sources
In 2008 Figures				
Add restroom/concession building at Grandview Ball Park	$350,000	TBD	$5,000	General Fund
Install new picnic shelter at Grandview Ball Park	$40,000	TBD	$5,000	General Fund
Install new loop walking Trail at Shalimar Ball Park	$145,000	TBD	$5,000	General Fund
Complete other items for existing fields as identified in athletic field feasibility study	TBD	TBD	TBD	General Fund
Implement Trail Design	TBD	TBD, Grants, Partnerships	TBD	General Fund
Study the feasibility of building a pedestrian bridge over Hwy 71	TBD	Grants, MODOT, TBD	N/A	N/A
Total Future Priorities CIP	**$13,442,500**			

**Estimated cost not covered by user fees.*