PARKS & RECREATION

BUSINESS PLAN

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CHAPTER ONE - EXECUTIVE SUMMARY

1.1 INTRODUCTION

Kentwood Parks and Recreation Department desired to update their 2013 Business Plan to focus on how well they accomplished the recommendations from their first business plan and what new recommendations should be forthcoming in the updated plan to help meet the park and recreation needs of the community. The goal is to continue to focus on the best and most efficient way to be as productive as possible in meeting the community's expectations for parks and recreation services in the future. The challenge with any business plan is to have the staff resources to accomplish the recommendations outlined in the business plan.

The results of the first business plan resulted in the updating of the existing community center through a remodeling process, enhanced efforts to support the communities need and desire for more special events, much stronger level of cost recovery from programs and services provided than in the past which currently is 48% cost recovery, adding marketing staff, refocusing their efforts on core programs and making some park and trail improvements. These improvements have all been welcomed by the community of Kentwood.

This business plan update continues to build on the past five years with new issues to address and some continuation of the past issues primarily in how the Department is funded, staffing needs, facilities desired by the community, more park lands need for supporting a growing community and how to support the needs of a very diverse community.

The challenges are not easy but the goal is to continue to demonstrate what the community desires and expects from the city in terms of parks and recreation services and how to get there in the next five years. There is strong support by residents in the city for parks and recreation facilities and programs. The community supports a higher level of investment in parks and recreation and the challenge for the elected officials is how to address those needs through this process.

The outcome of the planning process will assist the City of Kentwood in refining its service delivery of programs, facilities and parks as well as its operational business practices and pricing strategies to enhance or sustain services over both the short and long term.

The key components of PROS Consulting's work included the following:

- Demographic and Trend Analysis
- Major Stakeholder interviews
- Focus group meetings
- Statistical-Valid survey
- Program Assessment
- Similar Provider Assessment
- Financial Management Analysis and Revenue Strategies
- Partnership Analysis
- Park Classifications and Facility Standards
- Functional Organizational Structure Review
- Development of Vision, Mission and Goals and Objectives
- Implementation Plan

1.2 KEY FINDINGS

The key findings from the public input process which included key stakeholder interviews, a public forum, focus group meetings, staff input, and the statistical valid citizen survey are as follows:

Parks and Facilities: The key findings include the following issues for parks and facilities:

- There is a need for a community center on the eastside of the city. The existing Activity Center is on the far west end of the city and is a major deterrent for growing program participants

- Lack of program space both indoors and outdoors to provide the community on the type of programs they desire.

- A designated special event site to adequately provide special events the communities desires is not available.

- There is no outdoor pool available in the city and the city lacks adequate level of splash pads

- More dedicated trails that link the community together is desired.

- A sports complex to house baseball, softball, soccer and fields sports in one setting is lacking.

- There is a desire for more efforts to preserve natural areas in the city including adding more nature trails.

- There is a desire to create a nature education center for the community.

- A off leash dog park is lacking in the city.

- More neighborhood parks and a larger community park is desired.

- Many people do not know where the parks and trails are located because of poor street signage.

Programs Key Issues: The key findings include the following issues for programs in the city.

- Program participation is low compared to similar size communities because of a lack of indoor and outdoor program space.

- There is a lack of program staff for the size of the community to meet the resident's needs.

- The core programs offered now is limited to adaptive recreation, adult enrichment, adult sports, youth sports, community events, farmers market, senior enrichment, youth sports and ARCH. The community desires more programs for youth of all ages, teen programs, family programs, environmental education, fitness, arts and aquatics.

- The possibility of the ARCH Grant not being renewed by the Federal Government is a possibility but the Department has the capability to self-operate the program with a broader set of guidelines if that should occur.

- Residents would like to see more special events to bring the community together.

- Programs for young adults are desired to entice them to live in the city in all areas of programming beyond sports.

- Program lifecycles need to be tracked to keep programs fresh.

- Programs need to drive facility development to meet what the community desires.

- There is a lack of awareness on what the city offers in programs.

- There is a desire for more programs for seniors and low-income families and people in early adult life
- The community is growing and getting older.

Park and Recreation Operations: The key findings include the following issues for Operations in the city.

- Staff in general is limited in the Department for what the leadership of the city expects and what the community expects from the Department for the size of the city.
- The community doesn't know where parks and program are located in the city because of a lack of marketing and communication. The existing marketing staff person is doing more programming than marketing for the Department.
- People in the community would like to see the program guide provide more often.
- Better partnership agreements are needed with some groups in the city such as the schools.
- The community desires more focus on the natural areas of the city to be better maintained by the city.
- CEPTED Standards are not present in parks for protection of users.
- The city doesn't have a volunteer coordinator to help coordinate people who want to work in the parks.
- Health and wellness components are not present in parks and the community would like to see more efforts to provide that as part of the design of parks.
- Improved data tracking to demonstrate efficiency, productivity, customer satisfaction and need is not present.
- The organizational structure is dysfunctional based on the number of direct reports the current director manages now.

Financing of the System: The key findings include the following issues for financing in the city.

- The Department does not have an approved pricing policy to price services to the leadership expectations.
- The Department does not have an approved partnership policy to manage existing and future partnerships from for the future.
- Funding is not adequate for the Department. Current per capita tax spending for parks and recreation in the city is $14.62 when you remove user fees. The national average for similar size cities is $77 dollars per capita. With taxes and revenues earned combined the per capita spending is 20.14 dollars.
- A park foundation is not present to help the department raise money for capital and operating money.
- The department lacks a dedicated millage to support the development of parks, recreation facilities and the delivery of programs. Most park systems in Michigan have dedicated millage for parks and recreation departments.
- The Department needs more staffing and program spaces to deliver programs in for the future.

CHAPTER TWO - COMMUNITY PROFILE

2.1 DEMOGRAPHIC ANALYSIS

The Demographic Analysis provides an understanding of the population within the City of Kentwood, Michigan. This analysis considers the City's total population, and its key characteristics such as age segments, income levels, race, ethnicity, and gender.

It is important to note that future projections are all based on historical patterns and unforeseen circumstances during or after the time of the projections could have a significant bearing on the validity of the final projections.

2.1.1 METHODOLOGY

Demographic data used for the analysis was obtained from U.S. Census Bureau and from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in February 2018 and reflects actual numbers as reported in the 2010 Censuses and estimates for 2017 and 2022 as obtained by ESRI. Straight line linear regression was utilized for projected 2027 and 2032 demographics. The boundaries that were utilized for the demographic analysis are shown below in **Figure 1**.

Figure 1 - Kentwood's City Boundaries

RACE AND ETHNICITY DEFINITIONS

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

- American Indian or Alaska Native Alone – This includes a person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment

- Asian Alone – This includes a person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam

- Black or African American Alone – This includes a person having origins in any of the black racial groups of Africa

- Native Hawaiian or Other Pacific Islander Alone – This includes a person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands

- White Alone – This includes a person having origins in any of the original peoples of Europe, the Middle East, or North Africa

- Hispanic or Latino – This is an ethnic distinction, a subset of a race as defined by the Federal Government; this includes a person of Mexican, Puerto Rican, Cuban, South or Central American, or other Spanish culture or origin, regardless of race

POPULATION AND HOUSEHOLDS

The City's population has experienced a steady growing trend in recent years. **(See Figure 2).**

Currently, the population is estimated at 52,711 individuals living within 21,293 households. Projecting ahead, the total population and total number of households are both expected to continue to grow over the next 15 years. Based on predictions through 2032, the City is expected to have 61,257 residents living within 24,649 households.

Figure 3: City of Kentwood Population and Households

The following chart below displays figures for owner and renter housing units along with family and average size households. Currently, owner occupied housing units make up 59% of the total household while renter occupied units make up 41% of the total. Family households represent over half of all households (58%) with this trend to remain the same through 2032.

Housing Summary	2010 Census	2017 Estimate	2022 Projection	2027 Projection	2032 Projection
Owner Occupied Housing Units	12,076	12,604	13,262	13,686	14,172
Renter Occupied Housing Units	7,665	8,689	9,159	9,847	10,477
Family Households	12,345	13,095	13,675	14,218	14,771
Average Household Size	2.45	2.45	2.46	-	-

AGE SEGMENT

Evaluating the population by age segments, the City exhibits a slightly skewed distribution. When comparing to the national average, the median age of the U.S. is 38.0 years old; and Kentwood's population is slightly younger with a median age of 35.5 years old. Fifty-one percent (51%) of Kentwood's population is between the age 18 to 54; indicating a large young and middle age adult population.

The City is projected to undergo a slight aging trend. While the 54 and under age segments are expected to remain stagnant or experience decreases in population percentage; the 55+ age segments are projected to continue increasing over the next 15 years. The City of Kentwood is projected to continue aging with 17% of its total population being 55 or older by 2032. This is partially assumed to be an outcome of the Baby Boomer generation aging into the senior age groups (**Figure 3).**

As the Baby Boomer generation ages, the population of the United States over the age of 55 will continue to grow. Due to the growth of this age segment and increasing life expectancy, it is useful to further segment the "Senior" population beyond the traditional 55+ designation.

Within the field of parks and recreation, there are two different ways to partition this age segment. One is to simply segment by age: 55-64; 65-74; and 75+. However, as these age segments are reached, variability of health and wellness can be marked. For example, a 57-year-old may be struggling with rheumatoid arthritis and need different recreation opportunities than a healthy 65-year old who is running marathons once a year. Therefore, it may be more useful to divide this age segment into "Active," "Low-Impact," and/or "Social" Seniors.

POPULATION BY AGE

■ 0-12 ■ 13-17 ■ 18-34 ■ 35-54 ■ 55-64 ■ 65-74 ■ 75+

	2010 CENSUS	2017 ESTIMATE	2022 PROJECTION	2027 PROJECTION	2032 PROJECTION
75+	6%	6%	6%	6%	6%
65-74	5%	8%	9%	10%	11%
55-64	11%	12%	11%	12%	12%
35-54	27%	25%	25%	25%	24%
18-34	26%	26%	25%	25%	25%
13-17	7%	6%	6%	6%	6%
0-12	18%	17%	17%	17%	16%

Figure 4 – Population by Age Segment

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RACE AND ETHNICITY

In analyzing race, the City's current population is fairly diverse. The 2017 estimate shows that 67% of the population falls into the White Alone category, while the Black or African American category (16%) represents the largest minority. The predictions for 2032 expect the population by race to become slightly more diverse. There is expected to be an increase in the Asian, Two or More Races and Some Other Race population; accompanied by decreases in the White Alone populations. (**Figure 4).**

POPULATION BY RACE

Legend:
- Two or More Races
- Some Other Race
- Native Hawaiian & Other Pacific Islander Alone
- Asian Alone
- American Indian & Alaska Native Alone
- Black or African American Alone
- White Alone

	2010 CENSUS	2017 ESTIMATE	2022 PROJECTION	2027 PROJECTION	2032 PROJECTION
Two or More Races	4%	4%	5%	5%	6%
Some Other Race	3%	4%	4%	4%	5%
Asian Alone	7%	9%	10%	11%	12%
Black or African American Alone	15%	16%	16%	16%	16%
White Alone	70%	67%	65%	63%	61%

Figure 5 - Population by Race

Based on the 2017 estimate, those of Hispanic/Latino origin currently represent 9% of the service area's total population. The Hispanic/Latino population is expected to experience a minor increase in population percentage (11%) by 2032. (**Figure 5)**

Ethnicity determines whether a person is of Hispanic origin or not. For this reason, ethnicity is broken out in two categories, Hispanic or Latino and Not Hispanic or Latino. Hispanics may report as any race.

HISPANIC POPULATION

Legend: Hispanic / Latino Origin (any race), All Others

	Hispanic / Latino Origin (any race)	All Others
2032 Projection	11%	89%
2017 Estimate	9%	91%
2010 Census	8%	92%

Figure 6 - Hispanic Population

HOUSEHOLD INCOME

As seen in **Figure 6**, the City's median household income ($51,675) and per capita income ($26,214), are similar to state averages but slightly lower than national averages

With the median household income being below the national averages, this is a strong indicator that disposable income maybe limited. With such a high presence of young adult and young families in the community, it would be important to make sure program offerings and facility fees are at a sensible price point.

COMPARATIVE INCOME CHARACTERISTICS

■ Per Capita Income   ■ Median Household Income

	Per Capita Income	Median Household Income
KENTWOOD	$26,214	$51,675
MICHIGAN	$27,549	$50,803
U.S.A.	$28,051	$53,046

Figure 7 - Comparative Income Characteristics

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2.2 TRENDS ANALYSIS

The Trends Analysis provides an understanding of national, regional, and local recreational trends. This analysis examines participation trends, activity levels, and programming trends. It is important to note that all trends are based on current and/or historical patterns and participation rates.

2.2.1 NATIONAL TRENDS IN RECREATION

METHODOLOGY
The Sports & Fitness Industry Association's (SFIA*) Sports, Fitness & Recreational Activities Topline Participation Report 2018* was utilized in evaluating National Trends in Sport and Fitness Participation

- Core vs. Casual Participation
- Activity by Generation

The study is based on findings from surveys carried out in 2017 and the beginning of 2018 by the Physical Activity Council, resulting in a total of 30,999 online interviews (individual and household surveys). A sample size of 30,999 completed interviews is considered by SFIA to result in a high degree of statistical accuracy. A sport with a participation rate of five percent has a confidence interval of +/- 0.27 percentage points at a 95% confidence interval. Using a weighting technique, survey results are applied to the total U.S. population figure of 298,325,103 people (ages six and older). The purpose of the report is to establish levels of activity and identify key participatory trends in recreation across the U.S.

2.2.2 NATIONAL SPORT AND FITNESS PARTICIPATORY TRENDS

NATIONAL TRENDS IN GENERAL SPORTS
The sports most heavily participated in the United States were Golf (23.8 million in 2016) and Basketball (23.4 million), which have participation figures well in excess of the other activities within the general sports category. The popularity of Golf and Basketball can be attributed to the ability to compete with relatively small number of participants. Even though Golf has experienced a recent decrease in participation, it still continues to benefit from its wide age segment appeal and is considered a life-long sport. Basketball's success can be attributed to the limited amount of equipment needed to participate and the limited space requirements necessary, which make basketball the only traditional sport that can be played at the majority of American dwellings as a drive-way pickup game.

Since 2012, Rugby and other niche sports, like Boxing, Lacrosse, and Roller Hockey have seen strong growth. Rugby has emerged as the overall fastest growing sport, as it has seen participation levels rise by 82.8% over the last five years. Based on the five-year trend, Boxing for Competition (42.6%), Lacrosse (35.1%), and Roller Hockey (34.2%) have also experienced significant growth. In the most recent year, the fastest growing sports were Boxing for Competition (13.1%) and Pickleball (11.3%).

During the last five years, the sports that are most rapidly declining include Ultimate Frisbee (-39.1%), Touch Football (-22.8%), Tackle Football (-16.0%), and Racquetball (-13.4%). For the most recent year, Ultimate Frisbee (-14.9%), Badminton (-12.6%), Gymnastics (-10.7%), and Volleyball-Sand/Beach (-9.9%) experienced the largest declines.

In general, the most recent year shares a similar pattern with the five-year trends. This suggests that the increasing participation rates in certain activities have yet to peak in sports like Rugby, Lacrosse, Field Hockey, and Competitive Boxing. However, some sports that increased rapidly over the past five years have experienced recent decreases in participation, including Squash, Ice Hockey, Roller Hockey and Volleyball-Sand/Beach. The reversal of the five-year trends in these sports may be due to a relatively low user base (ranging from 1-5 million) and could suggest that participation in these activities may have peaked.

National Participatory Trends - General Sports					
Activity	**Participation Levels**			**% Change**	
	2012	**2016**	**2017**	**5-Year Trend**	**1-Year Trend**
Golf * (2011, 2015, and 2016 data)	25,682	24,120	23,815	-7.3%	-1.3%
Basketball	23,708	22,343	23,401	-1.3%	4.7%
Tennis	17,020	18,079	17,683	3.9%	-2.2%
Baseball	12,976	14,760	15,642	20.5%	6.0%
Soccer (Outdoor)	12,944	11,932	11,924	-7.9%	-0.1%
Softball (Slow Pitch)	7,411	7,690	7,283	-1.7%	-5.3%
Football, Flag	5,865	6,173	6,551	11.7%	6.1%
Badminton	7,278	7,354	6,430	-11.7%	-12.6%
Volleyball (Court)	6,384	6,216	6,317	-1.0%	1.6%
Football, Touch	7,295	5,686	5,629	-22.8%	-1.0%
Soccer (Indoor)	4,617	5,117	5,399	16.9%	5.5%
Football, Tackle	6,220	5,481	5,224	-16.0%	-4.7%
Volleyball (Sand/Beach)	4,505	5,489	4,947	9.8%	-9.9%
Gymnastics	5,115	5,381	4,805	-6.1%	-10.7%
Track and Field	4,257	4,116	4,161	-2.3%	1.1%
Cheerleading	3,244	4,029	3,816	17.6%	-5.3%
Racquetball	4,070	3,579	3,526	-13.4%	-1.5%
Pickleball	N/A	2,815	3,132	N/A	11.3%
Ultimate Frisbee	5,131	3,673	3,126	-39.1%	-14.9%
Ice Hockey	2,363	2,697	2,544	7.7%	-5.7%
Softball (Fast Pitch)	2,624	2,467	2,309	-12.0%	-6.4%
Lacrosse	1,607	2,090	2,171	35.1%	3.9%
Wrestling	1,922	1,922	1,896	-1.4%	-1.4%
Roller Hockey	1,367	1,929	1,834	34.2%	-4.9%
Rugby	887	1,550	1,621	82.8%	4.6%
Field Hockey	1,237	1,512	1,596	29.0%	5.6%
Squash	1,290	1,549	1,492	15.7%	-3.7%
Boxing for Competition	959	1,210	1,368	42.6%	13.1%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

*2017 information not available for **Golf.** Information to be released by National Golf Foundation. Participation figures above reflect 2011, 2015, and 2016 data.

Figure 8 - National Participatory Trends - General Sports

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NATIONAL TRENDS IN GENERAL FITNESS

Overall, national participatory trends in fitness have experienced strong growth in recent years. Many of these activities have become popular due to an increased interest among Americans to improve their health and enhance quality of life by engaging in an active lifestyle. These activities also have very few barriers to entry, which provides a variety of options that are relatively inexpensive to participate in and can be performed by most individuals.

The most popular fitness activity, by far, is Fitness Walking, which had about 110.8 million participants in 2017, increasing 2.7% from the previous year. Other leading fitness activities based on total number of participants include Treadmill (52.9 million), Free Weights (52.2 million), Running/Jogging (50.7 million), Weight/Resistance Machines (36.2 million), and Stationary Cycling (36.0 million).

Over the last five years, the activities growing most rapidly are Non-Traditional / Off-Road Triathlons (74.7%), Trail Running (57.6%), and Aerobics (32.7%). Over the same time frame, the activities that have undergone the most decline include: Boot Camps Style Cross Training (-11.3%), Stretching (-7.5%), and Weight/Resistance Machines (-6.9%).

In the last year, activities with the largest gains in participation were Triathlon Non-Traditional/Off Road (10.1%), Running/Jogging (7.1%), and Trail Running (6.6%). From 2016-2017, the activities that had the most decline in participation were Traditional/Road Triathlon (-8.9%), Cardio Kickboxing (-3.0%), and Calisthenics/Bodyweight Exercise (-2.6%).

National Participatory Trends - General Fitness				
Activity	**Participation Levels**			**% Change**
	2012	**2016**	**2017**	**5-Year Trend**	**1-Year Trend**
Fitness Walking	114,029	107,895	110,805	-2.8%	2.7%
Treadmill	50,839	51,872	52,966	4.2%	2.1%
Free Weights (Dumbbells/Hand Weights)	N/A	51,513	52,217	N/A	1.4%
Running/Jogging	51,450	47,384	50,770	-1.3%	7.1%
Weight/Resistant Machines	38,999	35,768	36,291	-6.9%	1.5%
Stationary Cycling (Recumbent/Upright)	35,987	36,118	36,035	0.1%	-0.2%
Stretching	35,873	33,771	33,195	-7.5%	-1.7%
Elliptical Motion Trainer*	28,560	32,218	32,283	13.0%	0.2%
Free Weights (Barbells)	26,688	26,473	27,444	2.8%	3.7%
Yoga	23,253	26,268	27,354	17.6%	4.1%
Calisthenics/Bodyweight Exercise	N/A	25,110	24,454	N/A	-2.6%
Choreographed Exercise	N/A	21,839	22,616	N/A	3.6%
Aerobics (High Impact)	16,178	21,390	21,476	32.7%	0.4%
Stair Climbing Machine	12,979	15,079	14,948	15.2%	-0.9%
Cross-Training Style Workout	N/A	12,914	13,622	N/A	5.5%
Stationary Cycling (Group)	8,477	8,937	9,409	11.0%	5.3%
Trail Running	5,806	8,582	9,149	57.6%	6.6%
Pilates Training	8,519	8,893	9,047	6.2%	1.7%
Cardio Kickboxing	6,725	6,899	6,693	-0.5%	-3.0%
Boot Camp Style Cross-Training	7,496	6,583	6,651	-11.3%	1.0%
Martial Arts	5,075	5,745	5,838	15.0%	1.6%
Boxing for Fitness	4,831	5,175	5,157	6.7%	-0.3%
Tai Chi	3,203	3,706	3,787	18.2%	2.2%
Barre	N/A	3,329	3,436	N/A	3.2%
Triathlon (Traditional/Road)	1,789	2,374	2,162	20.8%	-8.9%
Triathlon (Non-Traditional/Off Road)	1,075	1,705	1,878	74.7%	10.1%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

*Cardio Cross Trainer is merged to Elliptical Motion Trainer

Figure 9 - National Participatory Trends - General Fitness

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NATIONAL TRENDS IN OUTDOOR RECREATION

Results from the SFIA report demonstrate a contrast of growth and decline in participation regarding outdoor / adventure recreation activities. Much like the general fitness activities, these activities encourage an active lifestyle, can be performed individually or within a group, and are not as limited by time constraints.

In 2017, the most popular activities, in terms of total participants, from the outdoor / adventure recreation category include: Day Hiking (44.9 million), Road Bicycling (38.8 million), Freshwater Fishing (38.3 million), and Camping within ¼ mile of Vehicle/Home (26.2 million).

From 2012-2017, BMX Bicycling (83.4%), Adventure Racing (56.3%), Backpacking Overnight (38.3%), and Day Hiking (30.1%) have undergone the largest increases in participation. Similarly, in the last year, activities growing most rapidly include: BMX Bicycling (10.0%), Backpacking Overnight (8.1%), and Day Hiking (6.6%).

The five-year trend shows activities declining most rapidly were In-Line Roller Skating (-20.7%), Camping within ¼ mile of Home/Vehicle (-16.5%), and Birdwatching (-9.2%). More recently, activities experiencing the largest declines were Adventure Racing (-15.7%), Traditional Climbing (-9.4%), and In-Line Roller Skating (-2.1%).

National Participatory Trends - Outdoor / Adventure Recreation					
Activity	**Participation Levels**			**% Change**	
	2012	**2016**	**2017**	**5-Year Trend**	**1-Year Trend**
Hiking (Day)	34,519	42,128	44,900	30.1%	6.6%
Bicycling (Road)	39,790	38,365	38,866	-2.3%	1.3%
Fishing (Freshwater)	39,002	38,121	38,346	-1.7%	0.6%
Camping (< 1/4 Mile of Vehicle/Home)	31,454	26,467	26,262	-16.5%	-0.8%
Camping (Recreational Vehicle)	15,903	15,855	16,159	1.6%	1.9%
Fishing (Saltwater)	12,000	12,266	13,062	8.9%	6.5%
Birdwatching (>1/4 mile of Vehicle/Home)	13,535	11,589	12,296	-9.2%	6.1%
Backpacking Overnight	7,933	10,151	10,975	38.3%	8.1%
Bicycling (Mountain)	7,265	8,615	8,609	18.5%	-0.1%
Archery	7,173	7,903	7,769	8.3%	-1.7%
Fishing (Fly)	5,848	6,456	6,791	16.1%	5.2%
Skateboarding	6,227	6,442	6,382	2.5%	-0.9%
Roller Skating, In-Line	6,647	5,381	5,268	-20.7%	-2.1%
Bicycling (BMX)	1,861	3,104	3,413	83.4%	10.0%
Adventure Racing	1,618	2,999	2,529	56.3%	-15.7%
Climbing (Traditional/Ice/Mountaineering)	2,189	2,790	2,527	15.4%	-9.4%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 10 - National Participatory Trends - Outdoor/Adventure Recreation

NATIONAL TRENDS IN AQUATIC ACTIVITY

Swimming is unquestionably a lifetime sport, which is most likely why it has experienced such strong participation growth among the American population. In 2017, Fitness Swimming is the absolute leader in overall participation (27.1 million) for aquatic activities, due in large part to its broad, multigenerational appeal. In the most recent year, Fitness Swimming reported the strongest growth (2.0%) among aquatic activities, while Aquatic Exercise and Competitive Swimming experienced decreases in participation.

Aquatic Exercise has had a strong participation base of 10.4 million, however it also has recently experienced a slight decrease in participants (-1.1%). Based on previous trends, this activity could rebound in terms of participation due largely to ongoing research that demonstrates the activity's great therapeutic benefit coupled with increased life expectancies and a booming senior population. Aquatic Exercise has paved the way as a less stressful form of physical activity, while allowing similar benefits as land-based exercises, such as aerobic fitness, resistance training, flexibility, and balance. Doctors are still recommending Aquatic Exercise for injury rehabilitation, mature patients, and patients with bone or joint problems. Compared to a standard workout, Aquatic Exercise can significantly reduce stress placed on weight-bearing joints, bones, and muscles, while also reducing swelling.

National Participatory Trends - Aquatics					
Activity	**Participation Levels**			**% Change**	
	2012	**2016**	**2017**	**5-Year Trend**	**1-Year Trend**
Swimming (Fitness)	23,216	26,601	27,135	16.9%	2.0%
Aquatic Exercise	9,177	10,575	10,459	14.0%	-1.1%
Swimming (Competition)	2,502	3,369	3,007	20.2%	-10.7%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 11 - National Participatory Trends - Aquatics

pros consulting inc.

NATIONAL TRENDS IN WATER SPORTS / ACTIVITIES

The most popular water sports / activities based on total participants in 2017 were Recreational Kayaking (10.5 million), Canoeing (9.2 million), and Snorkeling (8.3 million). It should be noted that water activity participation tends to vary based on regional, seasonal, and environmental factors. A region with more water access and a warmer climate is more likely to have a higher participation rate in water activities than a region that has long winter seasons or limited water access. Therefore, when assessing trends in water sports and activities, it is important to understand that fluctuations may be the result of environmental barriers which can greatly influence water activity participation.

Over the last five years, Stand-Up Paddling (138.9%) was by far the fastest growing water activity, followed by White Water Kayaking (33.1%), Recreational Kayaking (28.7%), and Sea/Tour Kayaking (20.8%). Although the five-year trends show water sport activities are getting more popular, the most recent year shows a different trend. From 2016-2017 Stand-Up Paddling Recreational Kayaking reflect much slower increases in participation (3.3% and 5.2%), while White Water Kayaking (-2.0%), Sea/Tour Kayaking (-5.4%) both show decreases in participation numbers.

From 2012-2017, activities declining most rapidly were Jet Skiing (-22.6%), Water Skiing (-19.4%), and Wakeboarding (-10.8%). In the most recent year, activities experiencing the greatest declines in participation included: Boardsailing/Windsurfing (-9.4%), Canoeing (-8.2%), and Scuba Diving (-7.6%).

National Participatory Trends - Water Sports / Activities					
Activity	**Participation Levels**			**% Change**	
	2012	**2016**	**2017**	**5-Year Trend**	**1-Year Trend**
Kayaking (Recreational)	8,187	10,017	10,533	28.7%	5.2%
Canoeing	9,813	10,046	9,220	-6.0%	-8.2%
Snorkeling	8,664	8,717	8,384	-3.2%	-3.8%
Jet Skiing	6,996	5,783	5,418	-22.6%	-6.3%
Sailing	3,841	4,095	3,974	3.5%	-3.0%
Water Skiing	4,434	3,700	3,572	-19.4%	-3.5%
Rafting	3,756	3,428	3,479	-7.4%	1.5%
Stand-Up Paddling	1,392	3,220	3,325	138.9%	3.3%
Wakeboarding	3,368	2,912	3,005	-10.8%	3.2%
Kayaking (Sea/Touring)	2,446	3,124	2,955	20.8%	-5.4%
Scuba Diving	2,781	3,111	2,874	3.3%	-7.6%
Surfing	2,545	2,793	2,680	5.3%	-4.0%
Kayaking (White Water)	1,878	2,552	2,500	33.1%	-2.0%
Boardsailing/Windsurfing	1,372	1,737	1,573	14.7%	-9.4%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 12 – National Participatory Trends - Water Sports/Activities

ACTIVITY BY GENERATION

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

Generation Z (born 2000+) were the most active, with only 17.6% identifying as inactive. Approximately 65% of individuals within this generation where active in 2017; with 26.3% being active to a healthy level, 18.5% being active & high calorie, and 20.1% being casual active & low/med calorie.

Almost half (46.7%) of **millennials (born 1980-1999)** were active to a healthy level (35.4%) or active & high calorie (11.3%), while 24.0% claimed they were inactive. Even though this inactive rate is much higher than Generation Z's (17.6%), it is still below the national inactive rate (28%).

Generation X (born 1965-1979) has the second highest active to a healthy level rate (35.0%) among all generations, only being 0.4% less than Millennials. At the same time, they also have the second highest inactive rate, with 28.1% not active at all.

The Boomers (born 1945-1964) were the least active generation, with an inactive rate of 33.3%. This age group tends to participate in less intensive activities. Approximately 34% claimed to engage in casual & low/med calorie (4.3%) or low/med calorie (29.6%) burning activities.

<div align="center">

2017 PARTICIPATION RATES BY GENERATION

US population, Ages 6+

</div>

■ **Active to a Healthy Level** ■ **Active & High Calorie** ■ **Casual & Low/Med Calorie** ■ **Low/Med Calorie**
■ **Inactive**

*Times per year: Casual (1-50), Active (51-150), Active to Healthy Level (151+)

LOCAL SPORT AND MARKET POTENTIAL

The following charts show sport and leisure market potential data from ESRI. A Market Potential Data (MPI) measures the probable demand for a product or service within the City of Kentwood. The MPI shows the likelihood that an adult resident of the target area will participate in certain activities when compared to the US National average. The national average is 100, therefore numbers below 100 would represent a lower than average participation rate, and numbers above 100 would represent higher than average participation rate. The service area is compared to the national average in four (4) categories – general sports, fitness, outdoor activity, and commercial recreation.

Overall, the City of Kentwood's market potential index (MPI) numbers hover just below and just above national average. High index numbers (100+) demonstrate that there is a greater potential that residents of the service area will actively participate in offerings provided by Kentwood Parks and Recreation.

As seen in the tables, the following sport and leisure trends are most prevalent for residents within the City. The activities are listed in descending order, from highest to lowest number of estimated participants amongst the population.

The top 10 activities with the highest number of estimated participants:

- Attended a movie – 24,019 participants

- Walking for exercise – 10,594 participants

- Attended a sports event – 7,915 participants

- Visited a theme park – 7,173 participants

- Swimming – 6,371 participants

- Jogging/running – 5,328 participants

- Went overnight camping – 5,198 participants

- Visited a zoo – 5,052 participants

- Fresh Water Fishing – 4,974 participants

- Went to a museum – 4,214 participants

GENERAL SPORTS MARKET POTENTIAL

Local Participatory Trends - General Sports				
Activity	**Estimated Participants**	**% of Population**		**MPI**
		Kentwood	**USA**	
Golf	3,550	8.8%	8.7%	**101**
Basketball	3,487	8.6%	8.4%	**102**
Football	2,177	5.4%	5.1%	**106**
Baseball	1,901	4.7%	4.6%	**103**
Soccer	1,747	4.3%	4.3%	**100**
Softball	1,513	3.7%	3.2%	**115**
Tennis	1,486	3.7%	3.8%	**97**
Volleyball	1,485	3.7%	3.4%	**110**

Figure 13 - General Sports MPI

FITNESS MARKET POTENTIAL

Local Participatory Trends - Fitness				
Activity	**Estimated Participants**	**% of Population**		**MPI**
		Kentwood	**USA**	
Walking for exercise	10,594	26.3%	27.1%	**97**
Swimming	6,371	15.8%	15.6%	**101**
Jogging/running	5,328	13.2%	13.5%	**98**
Weight lifting	4,148	10.3%	10.2%	**101**
Aerobics	3,303	8.2%	8.3%	**99**
Yoga	2,970	7.4%	7.6%	**97**
Zumba	1,703	4.2%	4.2%	**99**
Pilates	1,026	2.5%	2.6%	**95**

Figure 14 - Fitness MPI

OUTDOOR ACTIVITY MARKET POTENTIAL

Local Participatory Trends - Outdoor Activity				
Activity	**Estimated Participants**	**% of Population**		**MPI**
		Kentwood	**USA**	
Fishing (fresh water)	4,974	12.3%	11.9%	**103**
Hiking	4,057	10.1%	10.4%	**97**
Bicycling (road)	3,985	9.9%	10.3%	**96**
Canoeing/kayaking	2,187	5.4%	5.7%	**94**
Boating (power)	1,804	4.5%	5.1%	**89**
Fishing (salt water)	1,664	4.1%	4.1%	**100**
Bicycling (mountain)	1,597	4.0%	4.2%	**96**
Backpacking	1,346	3.3%	3.2%	**104**
Archery	1,293	3.2%	2.8%	**114**
Horseback riding	915	2.3%	2.3%	**98**

Figure 15 - Outdoor Activity MPI

COMMERCIAL RECREATION MARKET POTENTIAL

Local Participatory Trends - Commercial Recreation				
Activity	**Estimated Participants**	**% of Population**		**MPI**
		Kentwood	**USA**	
Attended a movie in last 6 months	24,019	59.5%	58.9%	**101**
Attended sports event	7,915	19.6%	20.0%	**98**
Visited a theme park in last 12 months	7,173	17.8%	18.0%	**99**
Went overnight camping in last 12 months	5,198	12.9%	12.2%	**106**
Visited a zoo in last 12 months	5,052	12.5%	11.5%	**109**
Went to museum in last 12 months	4,491	11.1%	12.3%	**90**
Did photography in last 12 months	4,214	10.4%	10.4%	**100**
Danced/went dancing in last 12 months	3,032	7.5%	7.7%	**98**
Attended adult education course in last 12 months	3,007	7.5%	7.4%	**101**
Spent $250+ on sports/rec equip	3,000	7.4%	7.7%	**96**
Did painting/drawing in last 12 months	2,890	7.2%	6.3%	**114**
Went to art gallery in last 12 months	2,738	6.8%	7.5%	**91**
Spent $100-249 on sports/rec equip	2,497	6.2%	6.3%	**98**
Spent $1-99 on sports/rec equip	2,497	6.2%	6.3%	**98**
Attended dance performance in last 12 months	1,762	4.4%	4.5%	**98**
Visited indoor water park in last 12 months	1,311	3.2%	2.8%	**113**

Figure 16 - Commercial Recreation MPI

CHAPTER THREE - COMMUNITY ENGAGEMENT
3.1 STAKEHOLDER AND FOCUS GROUP SUMMARY

3.1.1 FINDINGS

WHAT DO YOU FEEL THE ROLE OF KENTWOOD PARKS AND RECREATION SHOULD BE? (EXAMPLE: DEVELOP RECREATION FACILITIES BOTH INDOOR AND OUTDOOR? BUILD NEIGHBORHOOD AND COMMUNITY PARKS? DEVELOP PROGRAMS TO SERVE ALL AGES).

Participants in the community engagement process indicate while the park and recreation department are accomplishing what they are assigned to do in their work, the department appears to struggle with a lack of personnel to expand opportunities that are offered to the community and a shortfall of facilities to provide programs. Community members would like more attention given to care and upkeep of natural areas and the bicycle trail system.

Although there is an apparent lack of right sized facilities in the city, there are positive thoughts toward the staff when producing quality programs and special events. The staff is excellent with building relationships in the community. Future desires include additional programs for older adults.

- They are doing what they are supposed to do. Get residents and family involved in recreation and parks.

- It would be good to have some natural resource staff and the conservation district would like to do some invasive species assessment for the city

- Need to create more splash pads in the city

- Need designated space for senior's services in the city

- They do a good job for adult and youth sports

- The department is very approachable and they are willing to help people'

- East trail would be nice to have benches along the trail and more amenities

- They are doing a good job on the parks and the maintenance could be better around the Bowen Area and trash picked up

- The parks are well used however, people don't know where everything is

- The staff is handcuffed with lack of facilities

- They have done some great things here in the city and the special events are excellent

- They offer a lot of programs and good parks from my experience

- They use public school facilities a lot and they don't have the facilities that they need.

- They are great to work with. They follow through well. We coordinate a lot of programs and events.

- I love the 4th of July celebration and the all-day experience, they have good fireworks

OVER THE NEXT FIVE YEARS, WHAT ARE THE THREE TO FIVE MOST IMPORTANT ISSUES FACING KENTWOOD PARKS AND RECREATION THAT WE NEED TO MANAGE AGAINST IN DEVELOPING THIS BUSINESS PLAN?

The greatest need expressed from residents include the need for a larger, perhaps second community center that would serve as the catalyst that serves as a focal point for community activity. Quality community centers in other communities are often used as examples that Kentwood could emulate. Residents that are passionate about field sports would like to see a quality athletic complex comprised of field turf to reduce the strain on existing natural turf fields.

Residents would like to see greater efforts given toward increased/improved marketing of the services the city provides the residents through park and recreation services. Signage of park locations and bike trails are desired. An increase in population diversity in the community increases the desire for programming, promotions and staffing in that direction. Shortcomings in funding encourages the need for creative programming structures, enhanced partnership agreements and effective program pricing.

- We need a bigger facility that offers space for staff

- Need more soccer fields

- Growing the parks system

- Marketing needs to continue to be improved as some events can be better attended with better marketing

- Bring the diversity of the community together

- Create more partnerships

- The system needs money to move forward to meet user's expectations

- Inclusion for people with disabilities and people who settle here from other communities around the world

- I would like to see the program guide go out more often. People don't know a lot about indoor activities

- We need to have an AP for the community to access information about the system

- People would like to have a calendar of events sent out once a month in a city flyer

- Pricing of services

WHAT WOULD YOU LIKE TO SEE THE KEY OUTCOMES BE AT THE END OF FIVE YEARS BASED ON THE RESULTS OF THIS BUSINESS PLAN?

Respondents feel the park and recreation system is the heart and soul of the community. They are under resourced and lack the facilities to be on par with other communities in the region. The plan needs to reflect how the organization can be improved through the use of evidence that reflects the current state of the system and methods that can be implemented to ensure change. The plan needs to address the natural resources and habitat needs, enhanced programming and the potential for facility development that meets community expectations.

- Raise the awareness of what the needs of the city are for parks and recreation

- Having a natural resource plan for the system

- Habitat protection and how the parks can support habitat development

- Difficult to attend events if you are handicap person such as more parking for people with disabilities

- We need to have a better 4th of July parade in the community and the location is not a good location and the route is not suitable to a lot of people and be a citywide block party

- Would like to see the more fundraisers for parks and recreation and events to support the parks each year

- Some additional maintenance on the trails. Some of the trails need to be repaved

- The facilities are the core of any recreation program and we need to have more sports fields. We need a hub for recreation in the city

- We need a new community center in the community as the existing community center is so far west, it is not convenient for seniors

- More youth programs are needed. More sports programs are needed.

- Need to work more closely with the school district with more presence in the schools. This would include more athletic sports in all 20 buildings that are available. Grow their programs with the school district. Sometimes the two groups compete on the same programs

- The parks and recreation department are the face of the city and they need to have better support financially

DO YOU HAVE IDEAS ABOUT PARK OR RECREATION FACILITY NEEDS FOR THE FUTURE BASED ON WHAT YOU HEAR IN THE COMMUNITY?

Participants indicated the desire to improve athletic field presentation and volume. There is an interest in the creation of a central community center that includes collaborative thinking with other public service providers and increased aquatic opportunities. The increased provision of park amenities that enhance the use of parkland is needed.

- Need lighting in some park parking lots and follow CEPTED Standards

- Keeping buffers and natural area

- Open up the outdoor pools create more splash pads to expose kids to more aquatic programs

- We need more park elements to create a better experience for the residents

- More sports fields in the city for youth and adults

- We need a community center similar to Wyoming to be the heart of the community

- We need to make more access for wheel chair children and older adults

- Can grow relationships with the Chamber to help parks and recreation as it is not as good as it could be

- We need to do a city facility plan that include all public providers and their needs

- A turf field on 48th street is needed

WHAT RECREATION PROGRAMS ARE MISSING IN THE COMMUNITY THAT WE SHOULD ADDRESS IN THIS PLAN? WHERE DO PEOPLE GO TO GET THOSE SERVICES NOW?

Programs would be enhanced through the strategic placement of a volunteer coordinator assigned to improve habitat and natural areas. The staff person could also grow participation of volunteers in special event programming. There is a desire for changing the methods used to effectively communicate the activities of the park and recreation operations. There is an interest in program growth for seniors, low income families and people in early adulthood stages of life

- Natural resource programs

- Volunteer coordinator is needed in the park

- More culture services and lifelong learning programs for our diverse community

- Need to be able to communicate with the park users better

- We need to have more ways to get low income people involved in parks related programs

- We need more 18-40 crowd programs

- Would like to see more recreation programs in the parks in the summer

- There needs to be some correlation between what the schools and Kentwood Park and Recreation are doing

- Maybe support programs for new moms

- More senior programs are needed

- More pickleball courts are needed

- Healthy living classes

WHAT RECREATION FACILITIES NEED THE MOST ATTENTION WITHIN THE COMMUNITY THAT ARE NOT BEING SERVED BY ANYONE ELSE?

There appears to be a desire for the creation of a dedicated trail system in the community as a whole and in certain parks that will support fitness trails. The growth and preservation of natural areas are an important consideration when planning for the future.

- We need to have a balance in each of the parks for recreation and protecting the buffers in the natural areas

- Bowen Park and the north trail needs more attention and presence

- Maybe we should have a trail association to help with the maintenance of the trails such as clean ups and pruning as well as managing invasive species

- Need more street trails in the city for commuters and Loop fitness trails in parks

HOW WOULD YOU ASSESS THE CITY OF KENTWOOD PARKS AND RECREATION'S ABILITY TO ADDRESS MEETING THESE NEEDS AND THEIR ABILITY TO COMMUNICATE THOSE NEEDS TO THE RESIDENT?

The ability to expand and improve services are a challenge without the proper staff resources. It may be necessary to assess existing staff work load and determine the work that can be reasonably be done with those resources. Once understood, an increase in programs and product diversity can take place with existing and additional staff resources.

- As staff are more than stretched there is a need to prioritize what can be done with existing staff

- Need to keep the community informed on what the needs are and how to grow the staff

- There needs to be more social and digital marketing efforts

- Consider a parks and recreation AP that can be used to communicate with the public

- We need to list out more amenities in each park

- I think they are doing a great job with the staff they have and more resources and they could do more. The staffing levels are the major obstacle

HOW SHOULD THE FUTURE GROWTH OF KENTWOOD PARKS AND RECREATION BE FUNDED TO MATCH THE GROWTH OR CHANGES OF THE CITY?

Once need is understood and validated with evidence there is a feeling that the community would support a bond issue or a tax levy to support those findings. Some feel a grant writer or a fundraising person would be a benefit to improve economics in the city.

- If you can prove the need and show the need the resident would support a bond issue

- We need a stronger millage for parks and recreation and what the benefits

- We need to hire a fundraising person

- Revenue creation is an important element of this business plan

- Get the business community to donate to the parks system or each program

- I would like to have a millage that focuses on improving the community and building a system that supports the quality of life for the community

- Need a grant writer in the system to find money

ARE THERE ORGANIZATIONS IN THE AREA THAT KENTWOOD PARKS AND RECREATION SHOULD CONSIDER EXPLORING PARTNERSHIPS WITH?

A myriad of suggestions was offered that might be explored as potential partnership opportunities. The keys with each of the suggestions will be whether there is a match in desired outcomes that would emerge from the relationship. Each of the suggested relationships will fit in differing slots such as programming (food and beverage, library, governmental agencies, community college, clubs), capital assets (schools and healthcare systems, community college) and community building opportunities (Governmental organizations, Conservation District, Chamber of Commerce).

- Conservation District and the Lower Grand River Organization Watershed District

- The business community

- Hospital and health care providers

- Grocery stores and Food trucks

- Churches

- Various ethnic groups and businesses such as the Asian community

- Real Estate companies

- Senior population housing groups that can support the parks and recreation

- Jaycees

- Library

- Public and charter schools

- The community college

- Greater Bicycle Coalition would like to partner with the city

IS THERE ANYTHING ELSE YOU'D LIKE TO SHARE THAT HAVE NOT BEEN ASKED?

The plan needs to identify need, economic capability and potential results if initiated. There is a desire to ensure enhanced marketing of the park and recreation system can be implemented to effectively communicate the services, programs, parks and events offered by the department. How schools and parks can work together when offering programs and using capital assets owned by each to benefit the community as a whole.

- It is important that the plan show the need and financially how to achieve the plan

- Take action on cost prevention measures and the training of staff and volunteers regarding the management or elimination of invasive species

- Thorough marketing efforts need to be implemented to improve communication with the city, the planning commission and community members regarding the operations of the park and recreation system

- The parks and recreation system and the schools need improved communication regarding programs being provided in the parks and recreation through the schools

- The east/west trail needs to have doggy bags and trash systems in place on the trails

- Is there a parks foundation that can provide scholarship opportunities for families who can't pay?

- Need to have better street signage of where parks and trails are located in the city

- Perform and promote special events well and give them opportunities to succeed more than one year

3.2 STATISTICALLY-VALID SURVEY RESULTS

ETC Institute administered a needs assessment survey for the City of Kentwood Parks and Recreation Department during the spring of 2018. The survey was administered as part of the City's efforts to establish priorities for the future improvement of parks, recreation facilities, programs, and services within the community. The survey and its results will guide the Kentwood City in taking a community values-driven approach to making decisions that will guide the future of the parks system and recreation programs, enriching the lives of residents, and enhancing the community.

3.2.1 METHODOLOGY

ETC Institute mailed a survey packet to a random sample of households throughout the City of Kentwood. Each survey packet contained a cover letter, a copy of the survey, and a postage-paid return envelope. Residents who received the survey were given the option of returning the survey by mail or completing it on-line.

Ten days after the surveys were mailed, ETC Institute sent emails and placed phone calls to the households that received the survey to encourage participation. The emails contained a link to the on-line version of the survey to make it easy for residents to complete the survey. To prevent people who were not residents of the City of Kentwood from participating, everyone who completed the survey on-line was required to enter their home address prior to submitting the survey. ETC Institute then matched the addresses that were entered on-line with the addresses that were originally selected for the random sample. If the address from a survey completed online did not match one of the addresses selected for the sample, the on-line survey was not counted.

The goal was to obtain completed surveys from at least 350 residents. The goal was accomplished, with a total of 351 residents completing the survey. The overall results for the sample of 351 households have a precision of at least +/-5.2% at the 95% level of confidence.

The complete detailed report can be found in **Appendix B**

The most used Kentwood City parks and facilities include: Paul Henry Trail (32%), Pinewood Park (23%), and East West Trail (20%). Summerwood Park (1%) and Rondo Street Station (2%) were the least used facilities during the past 12 months.

Q1. Parks or Facilities Respondent Households Have Used in the Past 12 Months

by percentage of respondents (multiple choices could be made)

Facility	Percentage
Paul Henry Trail	32%
Pinewood Park	23%
East West Trail	20%
Stauffer Street Station	15%
East Paris Nature Park	15%
Old Farm Park	13%
Wing Station	11%
Jaycee Park	11%
Kellogg Woods Park	11%
Paris Park	9%
Veteran's Park	8%
Stanaback Park	7%
Northeast Park	6%
Bowen Street Station	5%
Home Acres Park	5%
Burgis Park	3%
Rondo Street Station	2%
Summerwood Park	1%

Source: ETC Institute (2018)

Burgis Park (100%), Summerwood Park (100%), East West Trail (96%) and Paul Henry Trail (95%) received the highest "excellent" and "good" responses when respondents were asked to rate the condition of the parks and facilities they have used.

Q1. Condition of Parks or Facilities

by percentage of respondents who have used during the past 12 months

Facility	Excellent	Good	Fair	Poor
Burgis Park	20%	80%		
Summerwood Park	33%	67%		
East West Trail	34%	62%	3%	
Paul Henry Trail	44%	51%	4%	1%
Stanaback Park	40%	52%	8%	
Pinewood Park	43%	46%	11%	
Stauffer Street Station	41%	45%	14%	
Northeast Park	28%	56%	17%	
East Paris Nature Park	25%	56%	17%	2%
Home Acres Park	13%	69%	13%	6%
Paris Park	23%	58%	19%	
Wing Station	25%	56%	17%	3%
Rondo Street Station		80%	20%	
Kellogg Woods Park	20%	54%	20%	6%
Veteran's Park	12%	60%	16%	12%
Bowen Street Station	13%	53%	33%	
Old Farm Park	19%	48%	33%	
Jaycee Park	15%	41%	41%	3%

■ Excellent □ Good □ Fair □ Poor

Source: ETC Institute (2018)

3.2.3 PROGRAM PARTICIPATION AND RATINGS

Twelve percent (12%) of respondents indicated they have participated in at least one recreation or sports program offered by the City of Kentwood Parks and Recreation Department during the past 12 months.

Q3. Have you or other members of your household participated in any recreation or sports programs offered by the City of Kentwood Parks & Recreation Department during the past 12 months?

by percentage of respondents

Yes
12%

No
88%

Source: ETC Institute (2018)

All respondents participated in three or fewer programs or activities during the past 12 months.

Q3a. Approximately how many different recreation or sports programs offered by the City of Kentwood Parks & Recreation Department have you or members of your household participated in over the past 12 months?

by percentage of households that have participated in programs in the past 12 months

1 program
54%

2-3 programs
46%

Source: ETC Institute (2018)

Ninety-five percent (95%) of respondents rated the overall quality of the programs and activities they have participated in as either "excellent" or "good".

Q3c. How would you rate the overall quality of the recreation programs that you and members of your household have participated in?

by percentage of households that have participated in programs in the past 12 months

Excellent
33%

Fair
5%

Good
62%

Source: ETC Institute (2018)

Most respondents (68%) indicated they primary reason they have participated in recreation programs or activities is due to the location of the facility.

Q3b. Reasons Preventing Households From Participating in City of Kentwood Recreation Programs

by percentage of households that have participated in programs in the past 12 months

Reason	Percentage
Location of facility	68%
Convenient times offered	44%
Quality of program	34%
Economical fees	29%
Dates offered	20%
Quality of instruction	15%
Quality of facility	15%
Friends participate	15%
Facilities are accessible	15%
Other	5%

Source: ETC Institute (2018)

3.2.4 ORGANIZATIONS USED FOR INDOOR AND OUTDOOR RECREATION

Twenty-seven percent (27%) of respondents indicated their household has used the City of Kentwood Parks and Recreation Department for indoor and outdoor recreation and sports activities during the past 12 months. The other organizations that households use the most include: churches (23%), County parks (23%), and school district facilities (22%).

Q5. Organizations Respondent Households Have Used for Indoor & Outdoor Recreation & Sports Activities

by percentage of respondents (multiple choices could be made)

Organization	Percentage
City of Kentwood Parks & Rec Dept	27%
Churches	23%
County Parks	23%
School District facilities	22%
Private clubs	17%
YMCA	17%
Homeowners Association/Apt Complex	9%
Private youth sports leagues	7%
Boys & Girls Club	0%
Other	6%
None	29%

Source: ETC Institute (2018)

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3.2.5 BARRIERS TO PARK, FACILITY AND PROGRAM USAGE

Respondents were asked from a list of 18 potential reasons to identify what prevents them from using parks, recreation facilities, or programs of the City of Kentwood more often. The top two reasons by a wide margin were: "I do not know what is being offered" (40%) and "I do not know location of facilities" (30%). Only 1% listed "customer service by staff" as a reason preventing them from using City parks, facilities or programs more often.

Q7. Reasons Preventing Households From Using Parks, Recreation & Sports Facilities

by percentage of respondents (multiple choices could be made)

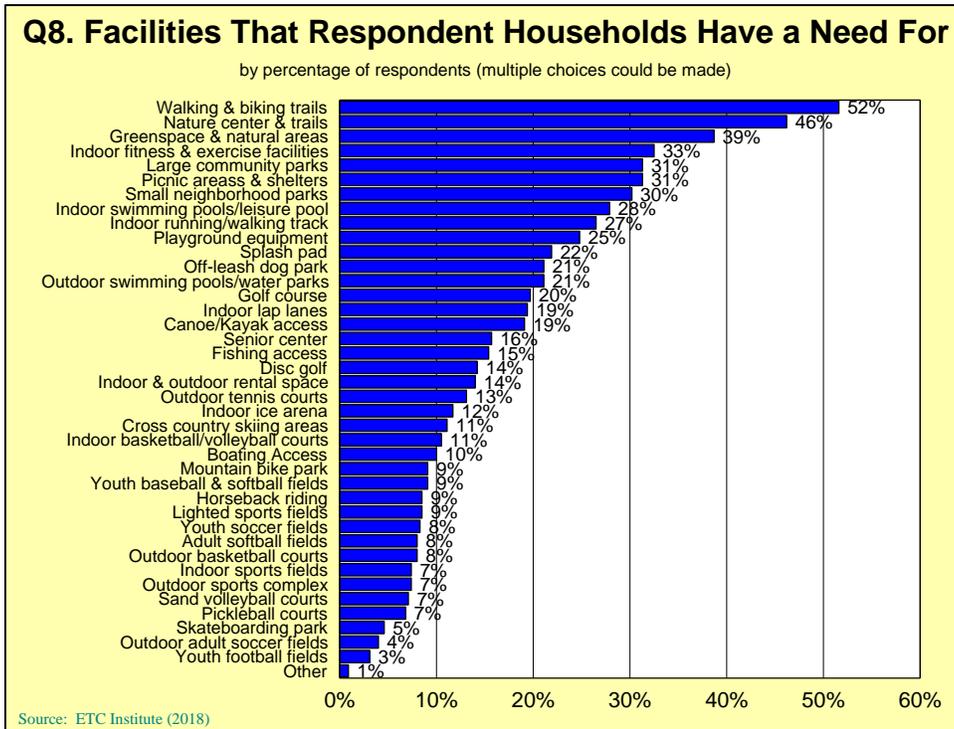| Reason	Percentage
I do not know what is being offered	40%
I do not know locations of facilities	30%
Program times are not convenient	11%
Facilities are not well maintained	8%
Security is insufficient	8%
Use services of other agencies	8%
Too far from our residence	8%
Program or facility not offered	7%
Fees are too high	7%
Facilities lack the right equipment	6%
Use facilities in other cities	5%
Lack of quality programs	5%
Facility operating hours not convenient	5%
Registration for programs is difficult	4%
Lack of parking by facilities & parks	3%
Not accessible for people with disabilities	2%
Poor customer service by staff	1%
Class full	1%
Other	13%

Source: ETC Institute (2018)
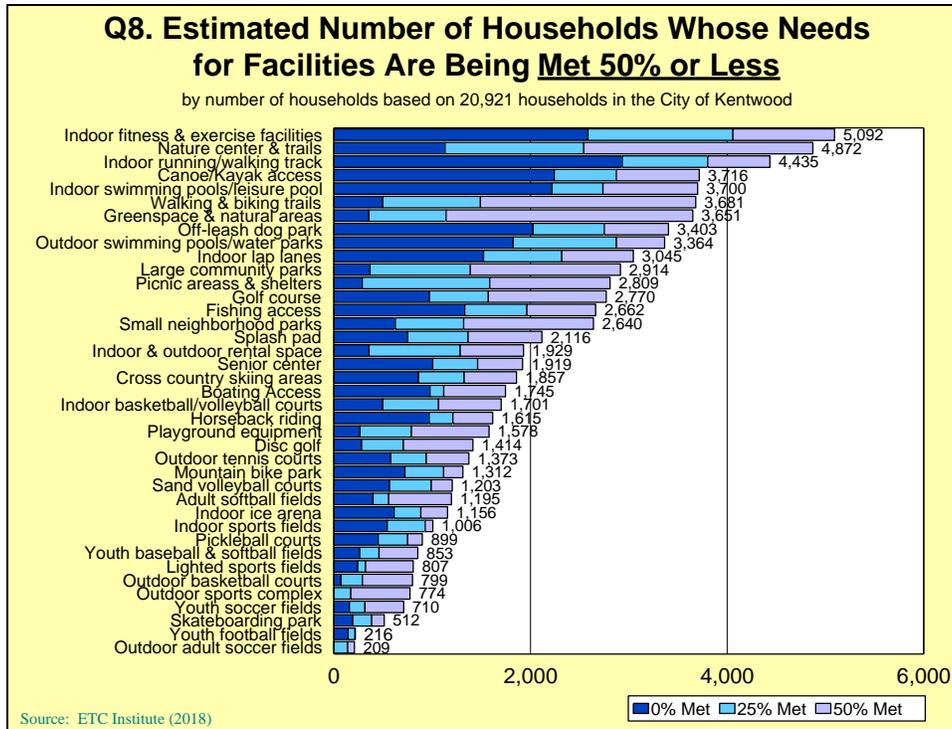
3.2.6 FACILITY NEEDS AND PRIORITIES

Facility Needs: Respondents were asked to identify if their household had a need for 39 recreation facilities and amenities and rate how well their needs for each were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had the greatest "unmet" need for various facilities.

The three recreation facilities with the highest percentage of households that indicated a need for the facility were: walking and biking trails (52%), nature center and trails (46%), and greenspace and natural areas (39%).

Q8. Facilities That Respondent Households Have a Need For

by percentage of respondents (multiple choices could be made)

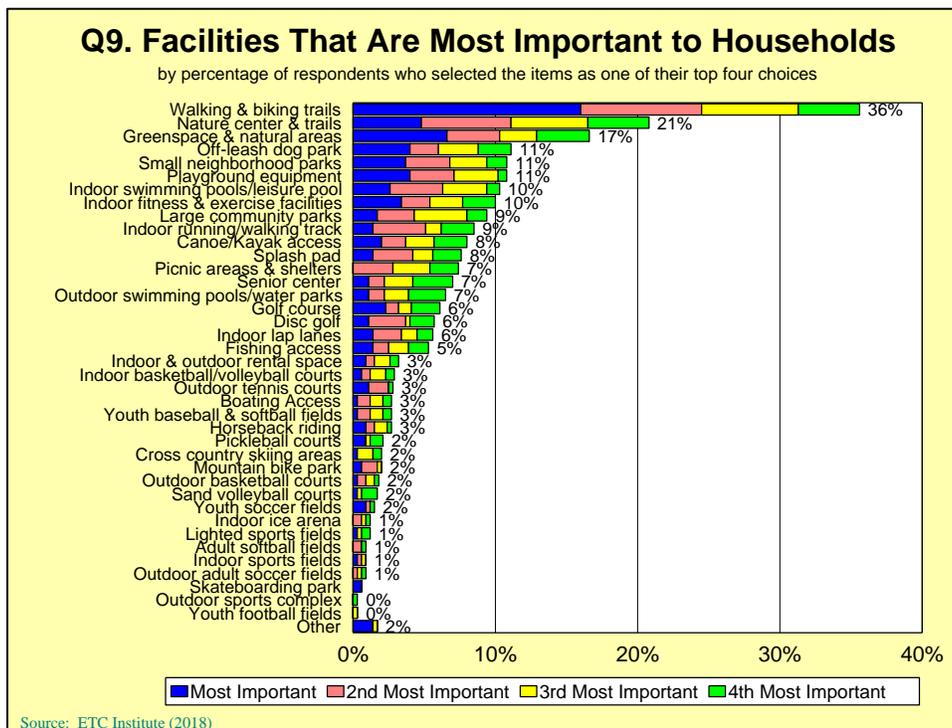| Facility	Percentage
Walking & biking trails	52%
Nature center & trails	46%
Greenspace & natural areas	39%
Indoor fitness & exercise facilities	33%
Large community parks	31%
Picnic areas & shelters	31%
Small neighborhood parks	30%
Indoor swimming pools/leisure pool	28%
Indoor running/walking track	27%
Playground equipment	25%
Splash pad	22%
Off-leash dog park	21%
Outdoor swimming pools/water parks	21%
Golf course	20%
Indoor lap lanes	19%
Canoe/Kayak access	19%
Senior center	16%
Fishing access	15%
Disc golf	14%
Indoor & outdoor rental space	14%
Outdoor tennis courts	13%
Indoor ice arena	12%
Cross country skiing areas	11%
Indoor basketball/volleyball courts	11%
Boating Access	10%
Mountain bike park	9%
Youth baseball & softball fields	9%
Horseback riding	9%
Lighted sports fields	9%
Youth soccer fields	8%
Adult softball fields	8%
Outdoor basketball courts	8%
Indoor sports fields	7%
Outdoor sports complex	7%
Sand volleyball courts	7%
Pickleball courts	7%
Skateboarding park	5%
Outdoor adult soccer fields	4%
Youth football fields	3%
Other	1%

Source: ETC Institute (2018)

When analyzing the needs in the community, ETC Institute determined that the facilities with the highest level of unmet needs are: indoor fitness and exercise facilities (5,092 households), nature center and trails (4,872 households) and indoor running/walking track (4,435 households). The estimated number of households that have unmet needs for each of the 39 facilities that were assessed is shown in the chart below.
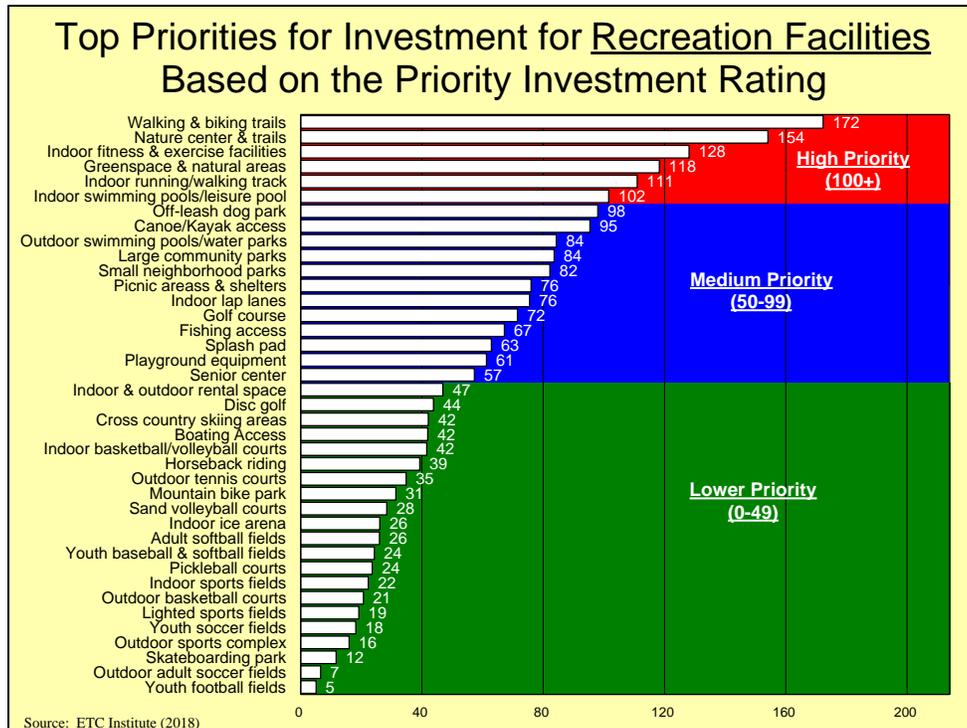
Q8. Estimated Number of Households Whose Needs for Facilities Are Being Met 50% or Less
by number of households based on 20,921 households in the City of Kentwood

Facility	Households
Indoor fitness & exercise facilities	5,092
Nature center & trails	4,872
Indoor running/walking track	4,435
Canoe/Kayak access	3,716
Indoor swimming pools/leisure pool	3,700
Walking & biking trails	3,681
Greenspace & natural areas	3,651
Off-leash dog park	3,403
Outdoor swimming pools/water parks	3,364
Indoor lap lanes	3,045
Large community parks	2,914
Picnic areass & shelters	2,809
Golf course	2,770
Fishing access	2,662
Small neighborhood parks	2,640
Splash pad	2,116
Indoor & outdoor rental space	1,929
Senior center	1,919
Cross country skiing areas	1,857
Boating Access	1,745
Indoor basketball/volleyball courts	1,701
Horseback riding	1,615
Playground equipment	1,578
Disc golf	1,414
Outdoor tennis courts	1,373
Mountain bike park	1,312
Sand volleyball courts	1,203
Adult softball fields	1,195
Indoor ice arena	1,156
Indoor sports fields	1,006
Pickleball courts	899
Youth baseball & softball fields	853
Lighted sports fields	807
Outdoor basketball courts	799
Outdoor sports complex	774
Youth soccer fields	710
Skateboarding park	512
Youth football fields	216
Outdoor adult soccer fields	209

Legend: ■ 0% Met ■ 25% Met ■ 50% Met

Source: ETC Institute (2018)

Facility Importance: ETC Institute also assessed the importance that residents placed on each facility. Based on the sum o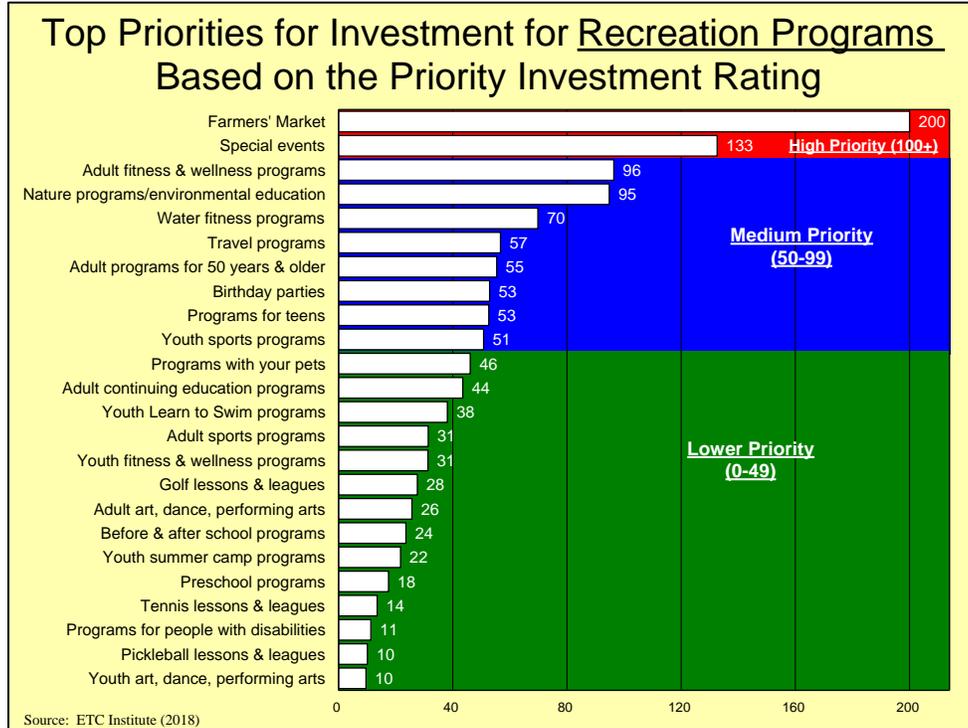f respondents' top four choices, the three most important facilities to residents were: walking and biking trails (36%), nature center and trails (21%), and greenspace and natural areas (17%).

Q9. Facilities That Are Most Important to Households
by percentage of respondents who selected the items as one of their top four choices

Facility	Percentage
Walking & biking trails	36%
Nature center & trails	21%
Greenspace & natural areas	17%
Off-leash dog park	11%
Small neighborhood parks	11%
Playground equipment	11%
Indoor swimming pools/leisure pool	10%
Indoor fitness & exercise facilities	10%
Large community parks	9%
Indoor running/walking track	9%
Canoe/Kayak access	8%
Splash pad	8%
Picnic areass & shelters	7%
Senior center	7%
Outdoor swimming pools/water parks	7%
Golf course	6%
Disc golf	6%
Indoor lap lanes	6%
Fishing access	5%
Indoor & outdoor rental space	3%
Indoor basketball/volleyball courts	3%
Outdoor tennis courts	3%
Boating Access	3%
Youth baseball & softball fields	3%
Horseback riding	3%
Pickleball courts	2%
Cross country skiing areas	2%
Mountain bike park	2%
Outdoor basketball courts	2%
Sand volleyball courts	2%
Youth soccer fields	2%
Indoor ice arena	1%
Lighted sports fields	1%
Adult softball fields	1%
Indoor sports fields	1%
Outdoor adult soccer fields	1%
Skateboarding park	0%
Outdoor sports complex	0%
Youth football fields	0%
Other	2%

Legend: ■ Most Important ■ 2nd Most Important ■ 3rd Most Important ■ 4th Most Important

Source: ETC Institute (2018)

Priorities for Facility Investments: The Priority Investment Rating (PIR) was developed by ETC Institute to provide organizations with an objective tool for evaluating the priority that should be placed on Parks, Recreation and Forestry investments. The Priority Investment Rating (PIR) equally weights (1) the importance that residents place on facilities and (2) how many residents have unmet needs for the facility.

Based the Priority Investment Rating (PIR), the following six facilities were rated as high priorities for investment:

- Walking and biking trails (PIR=172)

- Nature centers and trails (PIR=154)

- Indoor fitness and exercise facilities (PIR=128)

- Greenspace and natural areas (PIR=118)

- Indoor running/walking track (PIR=111)

- Indoor swimming pools/leisure pool (PIR=102)

Top Priorities for Investment for Recreation Facilities Based on the Priority Investment Rating

Facility	PIR
Walking & biking trails	172
Nature center & trails	154
Indoor fitness & exercise facilities	128
Greenspace & natural areas	118
Indoor running/walking track	111
Indoor swimming pools/leisure pool	102
Off-leash dog park	98
Canoe/Kayak access	95
Outdoor swimming pools/water parks	84
Large community parks	84
Small neighborhood parks	82
Picnic areass & shelters	76
Indoor lap lanes	76
Golf course	72
Fishing access	67
Splash pad	63
Playground equipment	61
Senior center	57
Indoor & outdoor rental space	47
Disc golf	44
Cross country skiing areas	42
Boating Access	42
Indoor basketball/volleyball courts	42
Horseback riding	39
Outdoor tennis courts	35
Mountain bike park	31
Sand volleyball courts	28
Indoor ice arena	26
Adult softball fields	26
Youth baseball & softball fields	24
Pickleball courts	24
Indoor sports fields	22
Outdoor basketball courts	21
Lighted sports fields	19
Youth soccer fields	18
Outdoor sports complex	16
Skateboarding park	12
Outdoor adult soccer fields	7
Youth football fields	5

High Priority (100+)

Medium Priority (50-99)

Lower Priority (0-49)

Source: ETC Institute (2018)

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Programming Needs. Respondents were also asked to identify if their household had a need for 24 recreational programs and rate how well their needs for each program were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had "unmet" needs for each program.

The three programs with the highest percentage of households that had needs were: Farmers' market (50%), adult fitness and wellness programs (31%), and special events (31%).

Q10. Sports & Recreation Programs Respondent Households Have a Need For

by percentage of respondents (multiple choices could be made)

Program	%
Farmers' Market	50%
Adult fitness & wellness programs	31%
Special events	31%
Adult programs for 50 years & older	27%
Water fitness programs	20%
Adult continuing education programs	18%
Nature programs/environmental education	17%
Travel programs	16%
Adult sports programs	14%
Youth sports programs	14%
Adult art, dance, performing arts	13%
Programs with your pets	12%
Youth Learn to Swim programs	12%
Youth summer camp programs	11%
Golf lessons & leagues	11%
Birthday parties	10%
Youth fitness & wellness programs	10%
Programs for teens	9%
Preschool programs	9%
Before & after school programs	9%
Tennis lessons & leagues	8%
Pickleball lessons & leagues	7%
Youth art, dance, performing arts	7%
Programs for people with disabilities	6%
Other	1%

Source: ETC Institute (2018)

When analyzing the needs in the community, ETC Institute determined that the programs with the highest level of unmet needs are: Farmers' market (6,052 households), adult fitness and wellness programs (4,976 households) and adult programs for ages 50 years and older (4,655 households).

Q10. Estimated Number of Households Whose Needs for Programs Are Being <u>Met 50% or Less</u>

by number of households based on 20,921 households in the City of Kentwood

Program	Value
Farmers' Market	6,052
Adult fitness & wellness programs	4,976
Adult programs for 50 years & older	4,655
Special events	4,401
Water fitness programs	3,005
Adult continuing education programs	2,982
Nature programs/environmental education	2,948
Travel programs	2,645
Programs with your pets	2,288
Adult sports programs	2,214
Golf lessons & leagues	2,171
Youth sports programs	1,787
Adult art, dance, performing arts	1,730
Birthday parties	1,708
Youth Learn to Swim programs	1,624
Youth summer camp programs	1,517
Youth fitness & wellness programs	1,471
Tennis lessons & leagues	1,410
Programs for teens	1,363
Pickleball lessons & leagues	1,254
Preschool programs	1,245
Youth art, dance, performing arts	1,104
Programs for people with disabilities	1,100
Before & after school programs	886

Legend: ■0% Met ■25% Met □50% Met

Source: ETC Institute (2018)

Program Importance. ETC Institute also assessed the importance that residents place on each program. Based on the sum of respondents' top four choices, the three most important programs to residents were: Farmers' Market (37%), adult fitness and wellness programs (18%), and special events (17%).

Q11. Programs That Are Most Important to Households

by percentage of respondents who selected the items as one of their top four choices

Program	Percentage
Farmers' Market	37%
Adult fitness & wellness programs	18%
Special events	17%
Adult programs for 50 years & older	14%
Nature programs/environmental education	12%
Water fitness programs	10%
Adult continuing education programs	9%
Programs with your pets	7%
Adult art, dance, performing arts	7%
Travel programs	7%
Youth sports programs	7%
Youth Learn to Swim programs	7%
Programs for teens	6%
Adult sports programs	5%
Before & after school programs	5%
Preschool programs	4%
Youth fitness & wellness programs	4%
Golf lessons & leagues	4%
Youth summer camp programs	4%
Birthday parties	4%
Pickleball lessons & leagues	4%
Tennis lessons & leagues	3%
Programs for people with disabilities	2%
Youth art, dance, performing arts	2%
Other	1%

Legend: ■Most Important ■2nd Most Important □3rd Most Important ■4th Most Important

Source: ETC Institute (2018)

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Priorities for Programming Investments. Based the priority investment rating (PIR), the following two programs were rated as "high priorities" for investment:

- Farmers' Market (PIR=200)
- Special events (PIR=133)

Top Priorities for Investment for <u>Recreation Programs</u> Based on the Priority Investment Rating

Program	Rating
Farmers' Market	200
Special events	133
Adult fitness & wellness programs	96
Nature programs/environmental education	95
Water fitness programs	70
Travel programs	57
Adult programs for 50 years & older	55
Birthday parties	53
Programs for teens	53
Youth sports programs	51
Programs with your pets	46
Adult continuing education programs	44
Youth Learn to Swim programs	38
Adult sports programs	31
Youth fitness & wellness programs	31
Golf lessons & leagues	28
Adult art, dance, performing arts	26
Before & after school programs	24
Youth summer camp programs	22
Preschool programs	18
Tennis lessons & leagues	14
Programs for people with disabilities	11
Pickleball lessons & leagues	10
Youth art, dance, performing arts	10

High Priority (100+)
Medium Priority (50-99)
Lower Priority (0-49)

Source: ETC Institute (2018)

3.2.8 OVERALL SATISFACTION WITH KENTWOOD CITY SERVICES

Respondents were asked to rate their satisfaction with the overall value their household receives from the City of Kentwood Parks and Recreation Department. Fifty percent (50%) of households are "very satisfied" or "somewhat satisfied" with the overall value they receive from the Parks and Recreation Department, compared to only 11% that are "very dissatisfied" of "somewhat dissatisfied". An additional 38% gave a rating of "neutral".

Q18. Overall Value Household Receives From City of Kentwood Parks & Recreation Department

by percentage of households

Somewhat Satisfied
32%

Very Satisfied
18%

Very Dissatisfied
3%

Somewhat Dissatisfied
9%

Neutral
38%

Source: ETC Institute (2018)

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From a list of 26 program spaces that could be added if the City built additional indoor fitness, aquatic or recreation space, households were asked to indicate which four facilities they would use the most. Based on the sum of their top 4 choices, the types of program spaces that households would use the most are: walking and jogging track (44%), fitness center/weight room (27%), and recreation pool (24%). The percentage of households who selected each item as one of their top four most important is shown in the chart below.

Q14. Program Spaces Respondent Households Use Most Often

by percentage of respondent households that selected the item as one of their top four choices

Program Space	Percentage
Walking & jogging track	44%
Fitness center/weight room	27%
Recreation pool	24%
Aerobics/fitness/dance class space	19%
Warm water for therapeutic purposes	17%
25 meter multipurpose pool	15%
Lap lanes for exercise swimming	13%
Expanded senior center	10%
Indoor cycling/spinning	9%
Arts & crafts room	7%
Ice Arena	7%
Rock climbing/bouldering wall	7%
Space for meetings, parties, banquets	7%
Basketball courts	6%
Daycare	5%
Youth/teen activity space	5%
Multi-use gymnasium space	4%
Pickleball courts	4%
Indoor tennis	3%
Racquetball/handball courts	3%
Concession area	3%
Indoor soccer/lacrosse	2%
Preschool programming space	2%
Club/Support groups space	2%
Recreation activity spaces at schools	1%
Performing arts room	1%
Other	2%

Legend: ■ Most Often ■ 2nd Most Often □ 3rd Most Often ■ 4th Most Often

Source: ETC Institute (2018)

Respondents were given a hypothetical situation where an extra $100 is available for City of Kentwood parks, trails, sports, and recreation facilities. The pie chart below shows how respondents would allocate the funds among the six categories of funding.

Q21. Allocation of $100 for Parks, Trails, Sports, and Recreation Facilities

by percentage of respondents

- Acquisition of new park land & open space $10
- Construction of new sports fields $10
- Acquisition & development of walking & biking trails $15
- Maintenance of existing parks & recreation facilities $20
- Development/improvement of indoor facilities $20
- Other $25

Source: ETC Institute (2018)

Compared to other priorities for the City (i.e. police, fire, streets), 85% of households feel it's "very important" or "somewhat important" to fund parks and recreation services; only 6% feel it's not important, and 9% indicated "not sure".

Q22. Compared to other priorities for the City of Kentwood such as police, fire, and streets, how important do you think it is to fund parks and recreation services?

by percentage of households

- Very important 41%
- Somewhat important 44%
- Not important 6%
- Not sure 9%

Source: ETC Institute (2018)

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Households were asked how supportive they would be of a millage to improve city parks and recreation opportunities with the City of Kentwood. Over two thirds (68%) were "very supportive" or "somewhat supportive"; only 15% were "not supportive", and 17% indicated "not sure".

Q23. In general, how supportive would you be of a millage to improve City parks and recreational opportunities within the City of Kentwood?

by percentage of households

Very supportive
30%

Somewhat supportive
38%

Not supportive
15%

Not sure
17%

Source: ETC Institute (2018)

3.2.10 ADDITIONAL FINDINGS

- Respondents were asked to indicate how their household learns about City of Kentwood Parks and Recreation Department programs and activities. The most frequently mentioned methods were: from friends and neighbors (30%), City website (30%), and parks and recreation program guide (29%).

- Respondents were asked to indicate their level of support for the City developing a youth sports association to assist in coordinating various programs offered in the community. Fifty-eight percent (58%) of households were "very supportive" or "somewhat supportive", compared to 10% who were "not supportive"; 32% indicated "not sure".

3.2.11 CONCLUSION

In order to ensure that the City of Kentwood continues to meet the needs and expectations of the community, ETC Institute recommends that the City sustain and/or improve the performance in areas that were identified as "high priorities" by the Priority Investment Rating (PIR). The facilities and programs with the highest PIR ratings are listed below.

Facility Priorities

- Walking and biking trails (PIR=172)

- Nature centers and trails (PIR=154)

- Indoor fitness and exercise facilities (PIR=128)

- Greenspace and natural areas (PIR=118)

- Indoor running/walking track (PIR=111)

- Indoor swimming pools/leisure pool (PIR=102)

Programming Priorities

- Farmers' Market (PIR=200)

- Special events (PIR=133)

CHAPTER FOUR – PROGRAM SERVICES EVALUATION

4.1 PROGRAM SERVICES ASSESSMENT

4.1.1 INTRODUCTION

As part of the Parks and Recreation Business Plan process, the consulting team performed a Recreation Program Assessment of the programs and services offered by the City of Kentwood Parks and Recreation Department ("Department"). The assessment offers an in-depth perspective of program and service offerings and helps identify strengths, weaknesses, and opportunities regarding programming. The assessment also assists in identifying core programs, program gaps within the community, key system-wide issues, areas of improvement, and future programs and services for residents.

The consulting team based these program findings and comments from a review of information provided by the Department's staff including program descriptions, financial data, partnership agreements, promotion methods, etc. This report addresses the program offerings from a systems perspective for the entire portfolio of programs, as well as individual program information.

4.1.2 PROGRAM ASSESSMENT OVERVIEW

The Department offers a wide scale of programs ranging from sports leagues to summer camps and fitness classes to special events. The following section is a brief overview of all program offerings provided by the Department.

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

- Overall the **program descriptions** effectively communicate the key benefits and goals of each Core Program Area.

- **Age segment distribution** is good but needs to be annually monitored to ensure program distribution aligns with community demographics.

- **Program lifecycles:** Approximately 32% of the system's current programs are categorized in the Introduction Stage; while 7% of programs fall into the Decline Stage. A complete description of Lifecycle Stages can be found in **Section 1.4.**

- The Department's **volunteer program** allows residents to easily get involved and give back to the community through various volunteer opportunities; special events, programs, etc.

- From a **marketing and promotions** standpoint, the staff utilizes a variety of marketing methods when promoting their programs including: print and online program guides, the City's website, brochures and flyers, email blasts, in-facility promotions/signage, and social media as a part of the marketing mix. Additionally, a custom app, SMS marketing, and QR codes are recommended.
    - Better identify marketing Return on Investment for all marketing initiatives

- Currently, **customer feedback methods** are rather limited and seldom utilized. Moving forward, it is highly recommended that the Department begins incorporating user feedback as a key performance measure that can be tracked over time.

- **Pricing strategies** are varied across the board. Currently, the different approaches used are cost recovery rates, competition (market) rates, customers' ability to pay rates, and residency rates. These are good practices and must be continued but there is an opportunity to better incorporate variable pricing strategies system-wide. In addition, it is essential to understand current cost of service in order to determine ideal cost recovery goals.

- The planning team recommends that **Mini Business Plans** (2-3 pages) for each Core Program Area be updated on a yearly basis. These plans should evaluate the Core Program Area based on meeting the outcomes desired for participants, cost recovery, percentage of the market and business controls, cost of service, pricing strategy for the next year, and marketing strategies that are to be implemented.

4.2 EXISTING CORE PROGRAM AREAS

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

- The program area has been provided for a long period of time (over 4-5 years) and/or is expected by the community.

- The program area consumes a relatively large portion (5% or more) of the agency's overall budget.

- The program area is offered 3-4 seasons per year.

- The program area has wide demographic appeal.

- There is a tiered level of skill development available within the programs area's offerings.

- There is full-time staff responsible for the program area.

- There are facilities designed specifically to support the program area.

- The agency controls a significant percentage (20% or more) of the local market.

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

1. Adaptive Recreation
2. Adult Enrichment
3. Adult Sports
4. Community Events
5. Farmers Market & Community Gardens
6. Senior Enrichment
7. Youth Sports

4.2.1 ADAPTIVE RECREATION

The Adaptive Core Program Area provides an all-inclusive recreation program that provides both sport and leisure opportunities to people with physical, cognitive, and developmental disabilities. This program provides opportunities for individuals with disabilities and their families to actively participate in their community, build leisure skills, develop relationships with others, gain independence, safely participate in leisure activities, and try new leisure skills. Examples of Adaptive Programs include:

- Waterski Lessons
- Halloween Dance
- Bike Club
- Pickle ball Clinic
- Friday Night Hike

4.2.2 ADULT ENRICHMENT

The Adult Enrichment Core Program Area provides recreation and leisure services for individuals 18 years of age and older. This program offers social skill building, relationship building, educational opportunities, community involvement, and health and wellness opportunities. Examples of Adult Enrichment Programs include:

- Essential Oils Workshops
- Organic Gardening
- Rock Climbing
- Dog Obedience
- Soap Making

4.2.3 ADULT SPORTS

The Adult Core Program Area provides sport recreation for individuals 18 years of age and older. Options for adult sports leagues include volleyball, soccer, softball, basketball, etc. Examples of Adult Sports Programs include:

- Volleyball - Indoor League
- Softball Leagues
- Yoga
- Soccer Leagues
- Dodgeball

4.2.4 COMMUNITY EVENTS

The Community Events Core Program Area provides opportunities for youth and families to experience offerings throughout Kentwood, have fun, meet new friends and be a part of the community. There are 19 Community Events hosted each year. Examples of Community Events Programs include:

- Valentine's Dash 5k
- Celebrate Kentwood

- End of Summer Food Truck Rally

- Freeze Fest Disc Golf

- Trunk or Treat

4.2.5 FARMERS MARKET & COMMUNITY GARDENS

The Farmers Market and Community Gardens Core Program Area provides a way for community members to get fresh, local food. The Farmers Market is offered on Saturdays for 18 weeks from June - October. The Community Garden is a place for people to rent a plot to garden in from April - October. Examples of Farmers Market and Community Gardens Programs include:

- Farmers Market

- Community Garden

4.2.6 SENIOR ENRICHMENT

The Senior Enrichment Core Program Area provides a wide variety of programming for seniors of all ages and abilities. The Department provides both active and more sedentary programs. As well as physical, cognitive, social and volunteer opportunities. Examples of Senior Enrichment Programs include:

- Coffee and Canvas

- Grandma and Me Tea

- Birthday Bingo

- Breakfasts

- Senior Advisory Council

4.2.7 YOUTH SPORTS

The Youth Sports Core Program Area provides recreation sport experiences for children under 18 years of age. This program helps with social skill building, relationship building, and teamwork. Examples of Youth Sports Programs include:

- Lacrosse

- Rugby

- Pickleball

- Rock Climbing

- T-Ball

4.2.8 ARCH

The ARCH program is a federally funded program focusing on after school activities and meal services for under privileged youth who fall into the 30% or lower financial bracket. The ARCH program is managed through the 21st Century Community Learning Center with the Michigan Department of Education. The Department manages the program in cooperation with the school district which includes 15 fulltime staff under a contract with the school district. This program is up for renewal for the next five years.

4.3 AGE SEGMENT ANALYSIS

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

Core Program Area	Preschool (5 & under)	Elementary (Grade K-5)	Middle School (Grades 6-8)	High School (Grades 9-12)	Adult (18+)	Senior (65+)	Families
Adaptive Recreation		S	S	S	P	S	P
Adult Enrichment					P	S	
Adult Sports					P	S	
Community Events	S	S	S	S	P	P	P
Farmers Market & Community Gardens	P	P	P	P	P	P	P
Senior Enrichment					P	P	S
Youth Sports	P	P	P	S			

For this report, an Age Segment Analysis was completed by Core Program Area, exhibiting an over-arching view of the age segments served by different program areas, and displaying any gaps in segments served. It is also useful to perform an Age Segment Analysis by individual programs, in order to gain a more nuanced view of the data. Based on the age demographics, current programs seem to be fairly well-aligned with the community's age profile. With roughly 50% of the Kentwood's population falling between the ages of 18-54 years old, it is fitting that the Adult segment is highly catered to.

That being said, the lack of primary programs dedicated to the youth age segments is noticeable. Moving forward, it is recommended that the Department considers introducing new programs to address any unmet needs. With Kentwood overall being a younger community (35 median age), offering an adequate number of youth and family programs is essential for the Departments success.

Additionally, program coordinators/managers should include this information when creating or updating program plans for individual programs. An Age Segment Analysis can also be incorporated into Mini Business Plans for comprehensive program planning.

4.4 PROGRAM LIFECYCLE ANALYSIS

A Program Lifecycle Analysis involves reviewing each program offered by the Department to determine the stage of growth or decline for each. This provides a way of informing strategic decisions about the overall mix of programs managed by the agency to ensure that an appropriate number of programs are "fresh" and that relatively few programs, if any, need to be discontinued.

This analysis is not based on strict quantitative data but, rather, is based on staff members' knowledge of their program areas. The following table shows the percentage distribution of the various lifecycle categories of the City's programs. These percentages were obtained by comparing the number of programs in each individual stage with the total number of programs listed by staff members.

Lifecycle Stage	Description	Actual Program Distribution		Recommended Distribution
Introduction	New program; modest participation	32%	**65% total**	50-60% total
Take-Off	Rapid participation growth	7%		
Growth	Moderate, but consistent population growth	26%		
Mature	Slow participation growth	19%	**19%**	40%
Saturation	Minimal to no participation growth; extreme competition	10%	**17% total**	0-10% total
Decline	Declining participation	7%		

The Lifecycle Analysis depicts a rather skewed trend, with a large number of programs falling in the Introduction stage (32%), and not enough in the Mature stage (19%). While this distribution is somewhat expected by younger agencies, the Department needs to ensure that new programs make their way out of the Introduction stage and are sustainable enough to reach the Mature stage or are repositioned to introduce other programs. This stage anchors a program portfolio and to achieve a stable foundation, roughly 40% of programs should fall into the Mature category.

Approximately 17% of all programs are in the Decline and Saturation stages, which shows concern that underperforming programs are likely sustained for too long. If a program is in Saturation stage, it may not necessarily need to be retired – it could be that it is a legacy program that is beloved by the community or are capped due to lack of program space to expand into.

It is useful to look at attendance trends – do you have fewer participants over the last few offerings? If so, the community may be looking for a different type of program. While there are exceptions, most programs in the Saturation and Decline stages are ready to retire.

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

4.5 PROGRAM CLASSIFICATION

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

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

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

Discretionary Services
- **City May Provide;** with additional resources, it adds value to community, it supports Core & Important Services, it is supported by community, it generates income, has an individual benefit, can be supported by user fees, it enhances community, and requires little to no subsidy.

Important Services
- **City Should Provide;** if it expands & enhances core services, is broadly supported & used, has conditional public support, there is a economic / social / environmental outcome to the community, has community importance, and needs moderate subsidy.

Core Services
- **City Must Provide;** if it protects assets & infrastructure, is expected and supported, is a sound investment of public funds, is a broad public benefit, there is a negative impact if not provided, is part of the mission, and needs high to complete subsidy.

Another way to describe these three classifications is to analyze the degree to which the program provides a community versus an individual benefit. These categories can then be correlated to the Core Services, Important, and Discretionary classifications with associated cost recovery levels.

As Kentwood Parks and Recreation continues to evolve to better meet the community's needs, there could be an added benefit to managing the services if they all were classified according to the Cost Recovery Model for Sustainable Services depicted below.

With assistance from staff, a classification of programs and services was conducted for all of the recreation programs offered by the City. The results are presented in the following table represent the current classification of recreation program services.

ESSENTIAL Programs	IMPORTANT Programs	VALUE-ADDED Programs
• Waterski Lessons • Waterski Clinics • Bowling League • Leisure Club • Spring Fling Dance • Halloween Dance • Canoe and Kayak Clinic • Soccer • 4th of July • Summer Concert Series • Farmers Market • Birthday Bingo • Breakfasts: Valentine's, Mother's/Father's, Magnificent Member, Veteran's • Card Clubs: Bridge, Euchre, Pinochle • Choir • Enhance Fitness • Exercise Class • Golf League • Lunches- Thanksgiving, Christmas • Softball League • Volunteer Appreciation Lunch • Be a Santa to a Senior • Holiday Food Drive • Hat & Mitten Tree • Choir Concerts- Christmas/Spring • Soccer • Basketball • T-Ball • Sports of all Sorts	• Golf League • Rock Climbing • Valentine's Day Dance • Downhill Ski Clinic • Dinner and a Movie • Archery Clinics • Bocce League • Track & Field Clinic • Cooking/Nutrition Classes • Educational Classes/Workshops • Volleyball - Indoor League • Softball Leagues • Yoga • Soccer Leagues • Fitness Center • Volleyball – Sand • Daddy Daughter Dance • Taste of Kentwood • Easter Egg Hunt • Celebrate Kentwood • Trunk or Treat • Tree Lighting • Spotlight on Seniors Health & Fitness Expo • Huddle Up Health Fair • Bowling League • Community Connections • Knit & Crochet • Pizza Potlucks • Podiatrist • Health Screenings • Pickleball • Tennis • Flag Football	• Swim Lessons • Archery Club • Pickleball Clinic • Friday Night Skate • Bike Club • Harvest Moon and Hike • Painting with a Purpose • Creative Movement • Badminton Clinic • Disc Golf League • Baseball Game Outing • Travel • Fencing • Fly Fishing • Line Dancing • Tap and Lyrical Dancing • Ballroom Dancing • Wine and Canvas • Coffee and Canvas • Essential Oils Workshops • Organic Gardening • Craft Beer 101 • Dog Obedience • Just Dance • Soap Making • Swim Lessons • Basketball • Dodgeball • Tai Chi • Rock Climbing • STRONG Fitness • Pickleball Lessons • Walking Clubs (Spring & Fall) • Basketball- Monday • Pickleball League • Tailgate Sports League • Cardio Hip Hop • Nature & Fitness • Yoga in The Park • Yoga - Prenatal & Postpartum • Yoga - 1 day themed • Kickball • Zumba • Valentine's Dash 5k • The Vibe Gala • End of Summer Food Truck Rally • Ugly Sweater 5k • Winter Concert Series • MLK Day • Freeze Fest Disc Golf Tournament

		• Old Farm Park Disc Golf Tournament • Limb Loss Awareness 5K • Community Garden • Senior Advisory Council • Bake Sales • Coffee and Canvas • Chess and Checkers • Driver's Safety • Grandma and Me Tea • Movie Monday • Name Your Game • Rugby • Lacrosse • Baseball • Dodgeball • Rock Climbing

4.5.1 COST OF SERVICE & COST RECOVERY

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

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

1. Classify all programs and services based on the public or private benefit they provide (as completed in the previous section).

2. Conduct a Cost of Service Analysis to calculate the full cost of each program.

3. Establish a cost recovery percentage, through Department policy, for each program or program type based on the outcomes of the previous two steps and adjust program prices accordingly.

The following provide more detail on steps 2 & 3.

UNDERSTANDING THE FULL COST OF SERVICE

To develop specific cost recovery targets, full cost of accounting needs to be created on each class or program that accurately calculates direct and indirect costs. Cost recovery goals are established once these numbers are in place, and the City's program staff should be trained on this process.

A Cost of Service Analysis should be conducted on each program, or program type, that accurately calculates direct (i.e., program-specific) and indirect (i.e., comprehensive, including administrative overhead) costs. Completing a Cost of Service Analysis not only helps determine the true and full cost of offering a program, but it also provides information that can be used to price programs based upon accurate delivery costs. Figure 5 below illustrates the common types of costs that must be accounted for in a Cost of Service Analysis.

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

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

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

CURRENT COST RECOVERY

As shown in the table below, cost recovery targets can vary based on the core program area, and even at the program level within a core program area. Several variables can influence the cost recovery target, including lifecycle stage, demographic served, and perhaps most important, program classification.

Cost Recovery Goals by Core Program Area	
Core Program Area	Current Cost Recovery Goal (collectively)
Adaptive Recreation	50%
Adult Enrichment	45%
Adult Sports	45%
Community Events	Not Available
Farmers Market & Community Gardens	Not Available
Senior Enrichment	Not Available
Youth Sports	45%

COST RECOVERY BEST PRACTICES

Cost recovery targets should reflect the degree to which a program provides a public versus individual good. Programs providing public benefits (i.e. Essential programs) should be subsidized more by the city; programs providing individual benefits (i.e., Discretionary programs) should seek to recover costs and/or generate revenue for other services.

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

4.5.2 PRICING

The pricing of programs should be established based on the Cost of Service Analysis, overlaid onto programs areas or specific events, and strategically adjusted according to market factors and/or policy outcomes.

Overall, the degree to which pricing strategies are used currently has a wide variety. Current pricing tactics are concentrated in the cost recovery goals, by competition market rates and residency. Others used are age segment, family/household status, group discounts, and by customers' ability to pay.

There are three pricing strategies not currently in use; weekday/weekend, prime/non-prime time and by location. There is an opportunity to use these and other pricing strategy gaps in certain core program areas. These untapped pricing strategies are useful to help stabilize usage patterns and help with cost recovery for higher quality amenities and services. The consulting team recommends that all core program areas continue to use cost recovery goals as a major factor in determining pricing and look to underutilized pricing strategies to bolster participation and revenue.

Staff should continue to monitor the effectiveness of the various pricing strategies they employ and make adjustments as necessary within the policy framework that guides the overall pricing philosophies. It is also important to continue monitoring for yearly competitor and other service providers benchmarking. The table below details pricing methods currently in place by the core program area.

Core Program Area	Age Segment	Family / Household Status	Residency	Weekday / Weekend	Prime / Non-Prime Time	Group Discounts	By Location	By Competition (Market Rate)	By Cost Recovery Goals	By Customer's Ability to Pay
	Different prices offered for different ages	Different prices offered for family / household	Different prices for resident vs non-resident	Different prices for different days of the week	Different prices for different times of the day	Different prices for groups	Different prices at different locations	Competitors' prices influence your price	Dept. cost recovery goals influence your price	Scholarships, subsidies, discounted rates offered for
Adaptive Recreation			X					X	X	X
Adult Enrichment	X	X	X					X	X	X
Adult Sports	X	X	X					X	X	X
Community Events						X		X		
Farmers Market & Community Gardens									X	
Senior Enrichment			X					X	X	
Youth Sports	X	X	X					X	X	X

4.5.3 PROGRAM STRATEGY RECOMMENDATIONS

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

MINI BUSINESS PLANS

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

PROGRAM DEVELOPMENT & DECISION-MAKING MATRIX

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

Program Idea *(Name or Concept):* _____

Internal Factors

Priority Ranking:	High	Medium	Low

Program Area:	Core	Non-core

Classification	Essential	Important	Discretionary

Cost Recovery Range	0-40%	60-80%	80+%

Age Segment	Primary	Secondary

Sponsorship/Partnership

Potential Partnerships	Monetary	Volunteers	Partner Skill	Location/Space

Potential Sponsors	Monetary	Volunteers	Sponsor Skill	Location/Space

Market Competition

Number of Competitors	

Competitiveness	High	Medium	Low

Growth Potential	High	Low

A simple, easy-to-use tool similar to the two tables below will help compare programs and prioritize resources using multiple data points, rather than relying solely on cost recovery. In addition, this analysis will help staff make an informed, objective case to the public when a program in decline, but beloved by a few, is retired.

If the program / service is determined to have strong priority, appropriate cost recovery, good age segment appeal, good partnership potential, and strong market conditions the next step is to determine the marketing methods using the table below.

Marketing & Promotion Methods

Program Idea *(Name or Concept):* _____

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

4.5.4 PROGRAM EVALUATION CYCLE (WITH LIFECYCLE STAGES)

Using the Age Segment and Lifecycle analysis, and other established criteria, program staff should evaluate programs on an annual basis to determine program mix. This can be incorporated into the Program Operating/Business Plan process. A diagram of the program evaluation cycle and program lifecycle can be found below. During the introductory stages program staff should establish program goals, design program scenarios and components, and develop the program operating/business plan. All stages of the lifecycle will conduct/operate the program and conduct regular evaluations to determine the future of the program. If participation levels are still growing, continue to provide the program. When participation growth is slow to no growth, or competition increases, staff should look at modifying the program to re-energize the customers to participate. When program participation is consistently declining, staff should terminate the program and replace it with a new program based on the public's priority ranking, in activity areas that are trending, while taking into consideration the anticipated local participation percentage.

4.6 MARKETING, VOLUNTEERS, AND PARTNERSHIPS

4.6.1 CURRENT RECREATION MARKETING AND COMMUNICATIONS

The City of Kentwood currently communicates with residents through the use of media such as seasonal program guides (print and online), the City website, flyers and brochures, email lists, verbal communication with staff, advertisements in their facilities, and through social media such as Facebook.

Effective communication strategies require striking an appropriate balance between the content with the volume of messaging while utilizing the "right" methods of delivery. The City has a broad distribution of delivery methods for promoting programs. It is recommended that the City update the marketing plan for parks, recreation, and events that factors in current successes with centralized and decentralized processes that complements any efforts of the City.

A strategic marketing plan should address the following:

- Target audiences/markets identification

- Key messages for each target market

- Communication channels/media for each target market

- Graphic identity and use protocols

- Style handbook for all marketing material

- Social media strategies and tactics

- Communication schedule (content calendar)

- Marketing roles and responsibilities

- Staffing requirements

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

4.6.2 MARKETING AND COMMUNICATIONS RECOMMENDATIONS

- Consider the addition of a marketing & communications fulltime position to unify existing staff efforts, protect the brand, and consistently engage the citizens/visitors on social media.

- Update the marketing plan specifically for the City's parks, recreation, and events to include the components identified above.

- Establish priority segments to target in terms of new program/service development and communication tactics.

- Establish and review regularly performance measures for marketing; performance measures can be tracked through increased use of customer surveys as well as some web-based metrics.

- Leverage relationships with partners to enhance marketing efforts through cross-promotion that include defined measurable outcomes.

4.6.3 WEBSITE

The current website is user-friendly and quick links on the Parks and Recreation homepage make it easy for the user to access more popular/desired information. The mobile friendly website is good and a key tool in today's times of increased smartphone utilization. The core program tabs take the users directly to the list of different programs offered within that core area and users can sign-up for their program easily.

The use of Web 2.0 technology must be increased beyond what is currently used: Facebook. The Parks and Recreation Department should look into adding Instagram, Twitter and YouTube. The key to successful implementation of a social network is to move the participants from awareness to action and creating a personal connection by telling your story and increasing user engagement. This could be done by:

- Allowing controlled 'user generated content' by encouraging users to send in their pictures from the Department's special events or programs
- Introducing Facebook-only promotions to drive greater visitation to Facebook
- Leverage the website to obtain customer feedback for programs, parks and facilities and customer service
- Expand opportunities for Crowd-sourcing information on an ongoing basis
  - Some existing resources include www.mysidewalk.com and www.peakdemocracy.com which can be evaluated if the agency has the resources and can utilize it on an on-going basis
- Provide opportunities for Donations or Crowd-funding through the website
  - **www.kickstarter.org** / **www.indiegogo.com** / **www.razoo.com** for   Crowd funding options including printing program guides or developing marketing material
- Maximize the website's revenue generating capabilities
- Conduct annual website strategy workshop with the staff to identify ways and   means that the website can support the Department

4.6.4 SOCIAL MEDIA TRENDS

SOCIAL MEDIA USERS

Over the last decade, social media has become one of the country's fastest growing trends. With only 24% of the country using social media in today, an estimated 81% of the U.S. population is currently using some of social media. With such a large percentage of the population using online media platforms in their daily it becomes essential for the Department to take advantage of marketing opportunities. Social can be a useful and affordable tool to current and potentially new system Such platforms as Facebook, YouTube, Instagram, and Twitter are extremely popular with not only today's youth but also young and middle-aged adults.

2008; form these lives, these media reach users.

Percentage of U.S. Population Who Currently Use Any Social Media

Year	Percentage
2008	24%
2009	34%
2010	48%
2011	52%
2012	56%
2013	62%
2014	67%
2015	73%
2016	78%
2017	81%

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

SOCIAL MEDIA PLATFORMS

Below is a chart that depicts the most frequently used social media sites throughout the world. As of March 2017, Facebook stands out as the most heavily trafficked social media platform, with an estimated 1.9 billion visitors per month. That is nearly double and triple the number of monthly visitors YouTube and Instagram receive (respectively).

Social Media Platforms by Monthly Visitors

Platform	Monthly Visitors
FACEBOOK	1,940,000,000
YOUTUBE	1,000,000,000
INSTAGRAM	700,000,000
TWITTER	313,000,000
REDDIT	250,000,000
VINE	200,000,000
ASK.FM	160,000,000
PINTEREST	150,000,000
TUMBLR	115,000,000
FLICKR	112,000,000
GOOGLE+	111,000,000
LINKEDIN	106,000,000
VK	90,000,000
CLASSMATES	57,000,000
MEETUP	30,300,000

Source: https://www.dreamgrow.com/top-15-most-popular-social-networking-sites/

MEDIUMS USED TO ACCESS THE INTERNET

The following graphic depicts the various devices used to access the internet. With 71% of internet users utilizing smartphones, it is crucial that all websites offer a mobile friendly option. Additionally, with smartphones being so heavily used, social media sites have become even easier to access and more frequently visited. The Department should be mindful of these trends when creating their marketing mix.

Device	Percentage
Mobile or smartphone	71%
Laptop or netbook	62%
Tablet computer	52%
Desktop computer	40%
Smart TV	21%
Other mobile device	18%

Source: Office for National Statistics (ONS) 2016

4.6.5 VOLUNTEER AND PARTNERSHIP MANAGEMENT

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

CURRENT VOLUNTEER MANAGEMENT

When managed with respect and used strategically, volunteers can serve as the primary advocates for the City and its offerings. Currently, the City does have a volunteer program to help supplement the labor needs of the Parks and Recreation Department. Management of volunteers should include regularly tracking individual volunteers, their skills, and hours volunteered. Tracking volunteer hours can be used in budget discussions showing how well the City is able to leverage limited resources.

BEST PRACTICES IN VOLUNTEER MANAGEMENT

In developing the policy, some best practices that the City should be aware of in managing volunteers include:

- Involve volunteers in cross-training to expose them to various organizational functions and increase their skill. This can also increase their utility, allowing for more flexibility in making work assignments, and can increase their appreciation and understanding of the City.

- Ensure a Volunteer Coordinator (a designated program staff member with volunteer management responsibility) and associated staff stay fully informed about the strategic direction of the agency overall, including strategic initiatives for all divisions. Periodically identify, evaluate, or revise specific tactics the volunteer services program should undertake to support the larger organizational mission.

- A key part of maintaining the desirability of volunteerism in the agency is developing a good reward and recognition system. The consultant team recommends using tactics similar to those found in frequent flier programs, wherein volunteers can use their volunteer hours to obtain early registration at programs, or discounted pricing at certain programs, rentals or events, or any other City function. Identify and summarize volunteer recognition policies in a Volunteer Policy document.

- Regularly update volunteer position descriptions. Include an overview of the volunteer position lifecycle in the Volunteer Policy, including the procedure for creating a new position.

- Add end-of-lifecycle process steps to the Volunteer Policy to ensure that there is formal documentation of resignation or termination of volunteers. Also include ways to monitor and track reasons for resignation/termination and perform exit interviews with outgoing volunteers when able.

In addition to number of volunteers and volunteer hours, categorize and track volunteerism by type and extent of work, such as:

- Regular volunteers: Those volunteers whose work is considered to be continuous, provided their work performance is satisfactory and there is a continuing need for their services.

- Special event volunteers: Volunteers who help out with a particular event with no expectation that they will return after the event is complete.

- Episodic volunteers: Volunteers who help out with a particular project type on a recurring or irregular basis with no expectation that they will return for other duties.

- Volunteer interns: Volunteers who have committed to work for the agency to fulfill a specific higher-level educational learning requirement.

- Community service volunteers: Volunteers who are volunteering over a specified period of time to fulfill a community service requirement.

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

4.6.6 CUSTOMER SERVICE AND FEEDBACK

Customer service is at the root of the success of any organization. A true community-service organization prides itself on identifying its customers' preferences and acting in accordance to help fulfill their needs. In order to do this, an ongoing and system-wide feedback mechanism is of vital importance and the Department's willingness to undertake an extensive customer service training initiative for its staff is a big step in the right direction.

Currently, there is not a system wide approach to customer feedback, with only a select few Core Program Areas collecting user feedback at this time. Post-program evaluations, user surveys, website comments, and online-surveys are sporadically used across the system but not consistently conducted. It would be recommended to provide customer service training to the entire staff in order to effectively identify and address customer issues as well as enhance the user experience.

4.6.7 RECREATION PROGRAM PARTNERSHIPS

The City currently works with several different types of partners throughout the community. As with tracking of volunteer hours, tracking partnerships helps show leadership, making budget decisions, how well the staff are able to leverage resources.

In many instances, partnerships are inequitable to the public agency and do not produce reasonable shared benefits between parties. To mitigate this, it is recommended that the City adopt a formal partnership policy, identifying a few major partnership types and ideal, measurable outcomes for each type of partnership.

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

- All partnerships require a working agreement with measurable outcomes and will be evaluated on a regular basis. This should include reports to the agency on the performance and outcomes of the partnership including an annual review to determine renewal potential.

- All partnerships should track costs associated with the partnership investment to demonstrate the shared level of equity.

- All partnerships should maintain a culture that focuses on collaborative planning on a regular basis, regular communications, and annual reporting on performance and outcomes to determine renewal potential and opportunities to strengthen the partnership.

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

4.6.8 VOLUNTEER AND PARTNERSHIP RECOMMENDATIONS

The planning team recommends the following regarding volunteers and partnerships:

ESTABLISH FORMAL VOLUNTEER AND PARTNERSHIP POLICIES AND AGREEMENTS

Following the best practice listed in the previous section, establish volunteer and partner policies and agreements that are tailored to the different types of volunteers and partnerships the City encounters. Consider background checks for all volunteers working with youth programs and adaptive recreation programs.

4.6.9 CONCLUSION

As Department and its offerings continue to grow, it will be crucial for staff to ensure key metrics are being tracked and monitored on an annual basis. The Program Assessment will assist the Department in doing so. Below are some overall significant takeaways that were identified throughout the Program Assessment Analysis:

- The Department has identified the following as **Core Program Areas**:
  - Adaptive Recreation
  - Adult Enrichment
  - Adult Sports
  - Community Events
  - Farmers Market & Community Gardens
  - Senior Enrichment
  - Youth Sports

- **Age segment distribution** is heavily catering to programming for *adults*. The Department needs to ensure segments such as *the youth* and *families* aren't being underserved.

- **Program Lifecycles:** Currently, the Introduction stage holds approximately 32% of the system's program offerings. Moving forward, the Department needs to make sure these programs make their way out of the Introduction stage and in the Take-Off, Growth, and Mature stages. For those that do not mature, the staff should look to either repurpose or retire specified programs.

- The Department should utilize the Essential, Important, and Value-Added classifications when generating **Cost Recovery Goals**.

- The Department's existing **volunteer program** allows residents to get involved through various special events and programs. Staff should ensure volunteer opportunities are promoted and easily available to residents.

- From a **marketing and promotions** standpoint, the Department uses a variety of marketing methods when promoting their programs. Most common methods utilized are print and online program guides, the City's website, email blasts, Facebook. It is recommended that the staff keep its marketing mix consistent throughout all Core Program Areas.

4.7 SIMILAR PROVIDER ASSESSMENT

A key component of the business plan is conducting a service provider assessment. The purpose of a service provider assessment is to identify direct and indirect similar service providers. Direct service providers would be surrounding fitness centers that offer similar services and facilities as the Kentwood Recreation Center. This would include such centers as the MVP Sportsplex, the Salvation Army Kroc Center, several YMCAs, as well as many other facilities providing similar health and fitness offerings. Indirect service providers would consist of smaller fitness centers that specialize in a particular area, but do not include many of the all-encompassing fitness components of a recreation center.

This type of analysis then allows the Kentwood Recreation Center to benchmark themselves against other comparable organizations and facilities within the area. This assessment targeted notable local fitness centers with similar offerings, group training centers, aquatic facilities, sport complexes, as well as outdoor amphitheaters.

4.7.1 LOCAL DIRECT SERVICE PROVIDERS

The search yielded a variety of direct (11) and indirect (92) service providers for the Kentwood service area. A twenty-mile radius was used to determine the service area. This list of similar service providers was used to research key comparable features, such as location, service offerings, pricing, and attractions. Not all facilities made this information readily available to our research team. All data was obtained directly from each facility's official website or from an onsite facility representative via phone/email

Direct Similar Providers			
Kentwood Service Area			
Facility	**Location**	**Time**	**Distance**
Davenport University Student Center	6193 Kraft Ave SE, Grand Rapids, MI 49512	15 Minutes	8.3 Miles
Grand Rapids Community College	143 Bostwick Ave NE, Grand Rapids, MI 49503	12 Minutes	7.6 Miles
MVP Sportsplex	4035 Burton St SE, Grand Rapids, MI 49546	17 Minutes	8.1 Miles
MVP Athletic Club	115 Crahen Ave NE, Grand Rapids, MI 49525	18 Minutes	14.8 Miles
Premier Athletic & Tennis Club	4250 Spartan Industrial Dr. SW, Grandville, MI 49418	13 Minutes	4.7 Miles
Salvation Army Kroc Center	2500 Division Ave S, Grand Rapids, MI 49507	8 Minutes	3.3 Miles
YMCA- David D Hunting Branch	475 Lake Michigan Dr NW, Grand Rapids, MI 49504	12 Minutes	7.8 Miles
YMCA- Mary Free Bed Branch	5500 Burton St SE, Grand Rapids, MI 49546	19 Minutes	9.5 Miles
YMCA- Spartan Stores Branch	5722 Metro Way SW, Wyoming, MI 49519	8 Minutes	3.9 Miles
YMCA- Wolverine Worldwide Family Branch	6555 Jupiter Ave NE, Belmont, MI 49306	21 Minutes	18 Miles
YMCA- Visser Family Branch	1335 Main St W, Lowell, MI 49331	17 Minutes	7.7 Miles

DIRECT PROVIDERS' INDOOR AMENITIES

To show a comparison between the direct similar providers, eleven different amenities were used for this analysis; gymnasium, indoor track, climbing wall, indoor aquatics, water play features, fitness center, group exercise studio, locker room, classrooms, child care, and concessions.   In analyzing the facility offerings, the David D Hunting YMCA and the Mary Free Bed YMCA included all amenities, while the Premier Athletic and Tennis Club had the fewest (5).

While all of the facilities assessed offer a fitness center, and a locker room, 82% of the facilities offer a group fitness studio. The least offered amenity was an indoor climbing wall (45%).

Direct Similar Provider Indoor Amenities Provided		Gymnasium	Indoor Track	Climbing Wall	Indoor Aquatics	Water Play Features	Fitness Center	Group Exercise Studio	Locker Rooms	Class / Meeting Spaces	Child Care	Concessions / Juice Bar
Kentwood Service Area	Davenport University Student Center	X	X	X			X		X	X		X
	Grand Rapids Community College	X	X		X		X		X	X		
	MVP Sportsplex	X			X	X	X	X	X	X	X	X
	MVP Athletic Club	X			X	X	X	X	X	X	X	X
	Premier Athletic & Tennis Club				X		X	X	X			X
	Salvation Army Kroc Center	X		X	X	X	X	X	X	X	X	
	YMCA- David D Hunting Branch	X	X	X	X	X	X	X	X	X	X	X
	YMCA- Mary Free Bed Branch	X	X	X	X	X	X	X	X	X	X	X
	YMCA- Spartan Stores Branch	X	X		X	X	X	X	X	X	X	X
	YMCA- Wolverine Worldwide Family Branch	X	X		X		X	X	X	X	X	X
	YMCA- Visser Family Branch	X	X	X	X		X	X	X	X	X	X

ROVIDERS' PROGRAM OFFERINGS

In analyzing program offerings, all five local YMCA branches, as well as the Salvation Army Kroc Center, provided programing in each area examined. Both MVP facilities, GRCC, and Davenport University provided the fewest number of offerings (8).   While all facilities analyzed provided personal training, adult sports and rentals, nutrition and life skills were the least offered (73%).

Direct Similar Provider Program Offerings		Camps	Youth Sports	Adult Sports	Personal Training	Group Fitness	Wellness & Nutrition	Life Skills / Enrichment	Aquatics	Visual / Performing Arts	Seniors	Special Events	Rentals
Kentwood Service Area	**Davenport University Student Center**	X		X	X		X	X		X		X	X
	Grand Rapids Community College			X	X		X	X	X	X		X	X
	MVP Sportsplex	X	X	X	X	X			X		X		X
	MVP Athletic Club	X	X	X	X	X			X		X		X
	Premier Athletic & Tennis Club	X	X	X	X	X			X		X	X	X
	Salvation Army Kroc Center	X	X	X	X	X	X	X	X	X	X	X	X
	YMCA- David D Hunting Branch	X	X	X	X	X	X	X	X	X	X	X	X
	YMCA- Mary Free Bed Branch	X	X	X	X	X	X	X	X	X	X	X	X
	YMCA- Spartan Stores Branch	X	X	X	X	X	X	X	X	X	X	X	X
	YMCA- Wolverine Worldwide Family Branch	X	X	X	X	X	X	X	X	X	X	X	X
	YMCA- Visser Family Branch	X	X	X	X	X	X	X	X	X	X	X	X

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YMCA PRICING

With five locations locally, YMCA is the largest direct competitor for the Kentwood Community Center. YMCA pricing is the same from location to location within the Grand Rapids' service area. YMCA pricing is based on the member's age. The pricing for an individual membership will range from as low as $23 per month up to $70 per month. Enrollment fees are also based on age and range from $25 to $100. The cost for adding an additional adult to an existing membership is $20 per month. Senior memberships are also available at a discounted rate of $55 per month.

YMCA		
Membership Type	**Enrollment Fee**	**Monthly Membership Rate**
Child (17 or younger)	$25	$23
Young Adult (18-26)	$50	$52
Adult (27 and older)	$50	$70
Joint	$100	$90
Family	$100	$104
Senior	$50	$55
Senior Couple	$100	$76

SALVATION ARMY KROC CENTER PRICING

Similar to the Grand Rapids' YMCA branches, the Salvation Army Kroc Center also uses age to determine the membership rates. Discounted rates are available to children and teens, but no discount is offered to seniors. There is also no additional charge for family members to add on to an existing membership. Enrollment fees also vary based on age and range from $0 to $50 per membership.

Salvation Army Kroc Center		
Membership Type	**Enrollment Fee**	**Monthly Membership Rate**
Youth (0-11)	$0	$12
Teen (12-17)	$25	$25
Adult (18+)	$50	$50
Family	$50	$50

MVP ATHLETIC CLUB AND MVP SPORTSPLEX PRICING

While there are four MVP locations in Michigan, only the MVP Athletic Club, and the MVP Sportsplex have been labeled as direct providers in this analysis. The MVP Metro Club lacks many of the amenities we are examining, and therefore is labeled as an indirect provider. The Holland club is outside the service area radius of 20 miles. MVP memberships can be either month-to-month, or a one-year commitment. The monthly rates do not vary between these options, however there is an additional $200 enrollment fee for any short-term membership. Offering members access to all MVP facilities for an additional rate is another unique pricing option within the MVP Sport Clubs. Single club memberships are also available.

MVP		
Membership Type	Enrollment Fee	Monthly Membership Rate
Single, One Club, Month-to-Month	$200	$79
Single, One Club, 1 Year Commitment	$0	$79
Single, All Clubs, Month-to-Month	$200	$95
Single, All Clubs, 1 Year Commitment	$0	$95
Joint, One Club, Month-to-Month	$200	$138
Joint, One Club, 1 Year Commitment	$0	$138
Joint, All Clubs, Month-to-Month	$200	$166
Joint, All Clubs, 1 Year Commitment	$0	$166

PREMIER ATHLETIC & TENNIS CLUB

Premier Athletic & Tennis Club membership rate is $54 per month and offers a discounted rate for the second person at $20 additional per month. Prepaid annual memberships include a free month. All memberships include a $50 enrollment fee.

Premier Athletic & Tennis Club		
Membership Type	Enrollment Fee	Monthly Membership Rate
Single Monthly	$50	$54
Joint Monthly	$50	$74
Single 1 Year Prepaid	$50	12th Month Free
Joint 1 Year Prepaid	$50	12th Month Free

DAVENPORT UNIVERSITY STUDENT CENTER

The Davenport University Student Center is available to all members of the community. There are no enrollment fees, and all memberships must be prepaid for the year. Memberships are free for students and faculty, and discounted memberships are available to alumni. For better comparison, all membership amounts have been converted into a monthly rate, which range from $0 to $25 per month.

Davenport University Student Center			
Membership Type	Enrollment Fee	Annual Membership Rate Prepaid	Converted to Monthly Rate
Student & Faculty	$0	Free	Free
Alumni	$0	$150	$12.50
Corporate Partners	$0	$250	$20.83
Community Member	$0	$300	$25
Additional Member	$0	$50	$4.17

GRAND RAPIDS COMMUNITY COLLEGE

Along with the Davenport University Student Center, the GRCC recreation center is available to all members of the community, and memberships must be prepaid for the year. However, discounted rates are not available for those who are affiliated with the college. Single and joint memberships are available and have also been converted into a monthly rate for better comparison. A single membership is the equivalent of $16.25 per month, and a joint is $27.08 per month.

Grand Rapids Community College			
Membership Type	Enrollment Fee	Annual Membership Rate Prepaid	Converted to Monthly Rate
Single	$0	$195	$16.25
Joint	$0	$325	$27.08

COMPARISON OF DIRECT PROVIDERS' MEMBERSHIP RATES

The following table is a comparison of membership rates between the direct providers within the Kentwood service area. While each facility offers several membership options, an adult single annual membership, and a joint annual membership paid on a monthly basis for a single club were selected for this analysis. While a facility might not offer a monthly payment membership, prepaid memberships have been converted to a monthly rate for analysis purposes.

Direct Providers' Monthly Membership Rates		
Facility	Single Membership Rate	Joint Membership Rate
Davenport University	$25	$29.17
GRCC	$16.25	$27.08
MVP	$79	$138
Premier	$54	$74
20	$50	$50
YMCA	$70	$90
Average:	*$49.04*	*$68.04*

4.7.4 KEY TAKEAWAYS:

Single Membership

- Highest Single Membership Cost: MVP- $79/month

- Lowest Single Membership Cost: GRCC- $16.25/month

- Average Single Membership Cost: $49.04/month

Joint Membership

- Highest Joint Membership Cost: MVP- $138/month

- Lowest Joint Membership Cost: Salvation Army- $50/month

- Average Joint Membership Cost: $68.04/month

AQUATIC PROVIDERS' AMENITIES

For the assessment of aquatics providers, any facility that offers either an indoor or outdoor pool within the service area was selected. To show a comparison between the aquatic providers, thirteen different amenities were used for this analysis; outdoor pool, indoor pool, wading pool, water play features, open swim, lap swim, group lessons, private lessons, swim team, locker room, concessions, aquatic fitness classes, and memberships. In analyzing the facility offerings, the MVP Sportsplex includes the most amenities (12), while the Premier Athletic and Tennis Club had the fewest (6).

While all of the facilities assessed offer locker rooms, and open swim, only 20% of the facilities offer outdoor pools. The least offered amenity was also water play features (20%).

Aquatic Providers' Amenities	Outdoor Pool	Indoor Pool	Wading Pool	Water Play Features	Open Swim	Lap Swim	Group Lessons	Private Lessons	Swim Team	Locker Room	Concessions	Aquatic Fitness Classes	Memberships
East Kentwood		2			X	X	X	X	X	X		X	X
Forest Hills Community & Aquatic Center		1			X	X	X			X		X	X
Goldfish Swim School		1			X	X	X	X	X	X	X		X
Grand Rapids @ Ottawa Hills HS		1			X	X	X	X	X	X			
Grand Rapids Community College		1			X	X				X		X	
Heather Downs Pool	1		1		X	X	X	X	X	X	X		X
MVP Sportsplex	2	1	X	X	X	X	X	X		X	X	X	X
MVP Athletic Club		1	X	X	X	X				X			X
Premier Athletic & Tennis Club	1	1			X					X	X		X
Salvation Army Kroc Center		2	X	X	X	X	X	X		X			X
YMCA- David D Hunting Branch		2			X	X	X	X		X	X	X	X
YMCA- Mary Free Bed Branch		2			X	X	X	X		X	X	X	X
YMCA- Spartan Stores Branch		1			X	X	X	X		X	X	X	X
YMCA- Wolverine Worldwide Family Branch		1			X	X	X	X		X	X	X	X
YMCA- Visser Family Branch		2			X	X	X	X		X	X	X	X

Kentwood Service Area

AQUATIC PRICING

The price of single use fees, as well as annual membership rates, and group lessons were examined when comparing the Kentwood area aquatic providers. Since many variables are used when determining price, an adult, resident, single use fee was used for the price comparison analysis. The price ranges from $1.50 up to $20 per use, with the average being $7.38, and the median cost being $3.

Aquatic Center	Aquatic Single Use Fees Adult (Resident/Non-Resident)	Aquatic Annual Membership Fees (Resident/Non-Resident)	Aquatic Group Lessons Fees
East Kentwood	$2.50/$3.50	$135/$185	8 classes/ $65
Forest Hills	$4/$5	$110/$160	6-10 classes/ $56-$118
Goldfish Swim School	$5	$960-$1920	$20/session
Grand Rapids @ Ottawa Hills HS	$1.50	N/A	$40/session
Grand Rapids Community College	$3	N/A	N/A
Heather Downs	N/A	$250	$30/session
MVP Sportsplex	$20	Included in Gym membership	8 sessions/ $80-$124
MVP Athletic Club	$20	Included in Gym membership	30 sessions/ $140-$215
Premier	N/A	Included in Gym membership	N/A
Salvation Army Kroc Center	$3/hour	Included in Gym membership	6 sessions/ $45-$64
YMCA	N/A	Included in Gym membership	8 sessions/ $64-$96

4.7.6 KEY TAKEAWAYS:

- Highest Single Use Fee: MVP- $20

- Lowest Single Use Fee: Ottawa Hills High School- $1.50

- Average Single Use Fee: $7.38

- Median Single Use Fee: $3

SPORT COMPLEXES' INVENTORIES

The following table shows the number of each sport amenity provided at each location. For this analysis, 13 different amenities were chosen; outdoor tennis courts, indoor tennis courts, pickle ball courts, indoor basketball courts, outdoor basketball courts, indoor volleyball courts, outdoor volleyball courts, soccer fields, multi-purpose fields, indoor walking track, and ice rink. The amenity seen most is outdoor tennis courts (32), and the least available is ice rink and outdoor volleyball courts (1).

Sport Complexes' Inventories	Outdoor Tennis Courts	Indoor Tennis Courts	Pickle ball Courts	Indoor Basketball Courts	Outdoor Basketball Courts	Indoor Volleyball Courts	Outdoor Volleyball Courts	Indoor Baseball/Softball Diamonds	Outdoor Baseball/Softball Diamonds	Soccer Fields	Multi-Purpose Fields	Indoor Walking Track	Ice Rink
Canepa Tennis Center					8								
Christian Athletic Complex									8		2		
Davenport University Sports Complex	8								2		1		
Diamonds Sports Training Academy								1					
Elite Baseball & Softball Training								2					
MSA Fieldhouse				5		6				5	5		
MSA Woodland				4		3					3		
MVP Sportsplex	6	6	1	2								X	
MVP Athletic Club	12	5		1								X	
Patterson Ice Center													1
Port Sheldon Sports Complex									1	8			
Premier Athletic & Tennis Club	4	6	2	1								X	
Salvation Army Kroc Center					2	2	1		1	2	1		
YMCA- David D Hunting Branch				2								X	
YMCA- Mary Free Bed Branch	2			5					7		2	X	
YMCA- Spartan Stores Branch				2								X	
YMCA- Wolverine Worldwide Family Branch				2								X	
YMCA- Visser Family Branch				2								X	

(Row group label: Kentwood Service Area)

4.7.8 OUTDOOR AMPHITHEATRES

MICHIGAN AMPHITHEATERS AND SEATING CAPACITY

Due to the limited number of outdoor amphitheaters in the Kentwood service area, the area for this analysis was expanded to include the entire state of Michigan.

Michigan Outdoor Amphitheaters			
Amphitheater	**Seating Capacity**	**Location**	**Distance**
Chene Park	6000	2600 Atwater St, Detroit, MI 48207	160 Miles
Chesaning Showboat	6600	807 S Front St, Chesaning, MI 48616	108 Miles
Clio	3,200	301 Rogers Lodge Dr, Clio, MI 48420	126 Miles
Eaton Rapids		315 W Knight St, Eaton Rapids, MI 48827	79.3 Miles
Frederik Meijer Gardens	1,900	1000 East Beltline Ave NE, Grand Rapids, MI 49546	8.5 Miles
Freedom Hill	7,200	14900 Metro Parkway, Sterling Heights, MI 48312	161 Miles
Kroc Center	450	2500 Division Ave S, Grand Rapids, MI 49507	3.3 Miles
Meadow Brook	7,700	201 W 4th St, Rochester, MI 48307	152 Miles
Owosso	600	219 N Water St, Owosso, MI 48867	93.8 Miles
Pine Knob	15,274	7773 Pine Knob Rd, Village of Clarkston, MI 48348	139 Miles

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INDIRECT SIMILAR PROVIDERS BY TYPE

The following table is a breakdown of the 92 indirect similar providers for the Kentwood service area by facility type.

Indirect Similar Providers	
Kentwood Service Area (20-Mile Radius)	
Facility Type	**Quantity**
Private Gym	21
Crossfit	5
Specialty Class/Group Fitness/ Personal Training Studio	19
Yoga/Pilates	6
Athletic/Sport Training	7
Martial Arts/ Boxing/Kickboxing	11
Aquatic Centers	5
Sport Complexes	8
Outdoor Amphitheaters (Michigan)*	10

* Service Area extended to entire state

PRIVATE GYMS

Facility	Location	Time	Distance
Anytime Fitness	6101 Kalamazoo Ave SE, Grand Rapids, MI 49508	7 Minutes	3.2 Miles
Anytime Fitness	5429 Northland Dr NE, Grand Rapids, MI 49525	24 Minutes	18.3 Miles
Endurance Fitness Center of Kentwood	1421 60th St SE, Grand Rapids, MI 49508	6 Minutes	2.9 Miles
Family Fitness Center of Grand Rapids	3030 Charlevoix Dr SE, Grand Rapids, MI 49546	21 Minutes	9.7 Miles
Fitness 19	1243 Leonard St NE, Grand Rapids, MI 49505	15 Minutes	10.9 Miles
Fitness 19	7561 Cottonwood Dr, Jenison, MI 49428	18 Minutes	9.1 Miles
No Limit Fitness	4560 Bowen Blvd SE Ste F, Grand Rapids, MI 49508	6 Minutes	2.5 Miles

Planet Fitness	3681 28th St SE, Grand Rapids, MI 49512	14 Minutes	6.6 Miles
Planet Fitness	4180 Plainfield Ave Ne, Grand Rapids, MI 49525	18 Minutes	15.7 Miles
Planet Fitness	2807 Lake Michigan Dr Ne, Grand Rapids, MI 49504	19 Minutes	11.5 Miles
Planet Fitness	3845 Rivertown Pkwy SW, Grandville, MI 49418	13 Minutes	5.7 Miles
Planet Fitness	5270 Eastern Ave SE, Grand Rapids, MI 49508	2 Minutes	1.2 Miles
Snap Fitness	5500 Cascade Rd SE, Grand Rapids, MI 49546	21 Minutes	11 Miles
Snap Fitness	850 Forest Hill Ave SE Ste A, Grand Rapids, MI 49546	23 Minutes	10 Miles
Snap Fitness	1600 Galbraith Ave SE, Grand Rapids, MI 49546	25 Minutes	11.3 Miles
Snap Fitness	1600 E Beltline Ave NE, Grand Rapids, MI 49525	18 Minutes	14.1 Miles
Snap Fitness	855 Michigan St NE, Grand Rapids, MI 49503	14 Minutes	9.6 Miles
Snap Fitness	746 4 Mile Rd NE, Grand Rapids, MI 49525	19 Minutes	13.9 Miles
Snap Fitness	2355 Belmont Center Dr NE, Belmont, MI 49306	20 Minutes	18.2 Miles
Snap Fitness	3845 Rivertown Pkwy SW, Grandville, MI 49418	12 Minutes	5.7 Miles
Snap Fitness	7177 Kalamazoo Ave SE, Caledonia, MI 49316	9 Minutes	4.6 Miles

CROSSFIT

Facility	Location	Time	Distance
Crossfit Forest Hills	6449 28th St SE, Grand Rapids, MI 49546	21 Minutes	10.1 Miles
Crossfit Grand Rapids	2994 Hillcroft Ave SW, Grand Rapids, MI 49548	8 Minutes	3.1 Miles
Crossfit Luminary	610 Maryland Ave NW Ste B, Grand Rapids, MI 49505	18 Minutes	11.9 Miles
Crossfit 616	2430 Turner Ave NW Ste A, Grand Rapids, MI 49544	15 Minutes	10.9 Miles
Friction Crossfit	3990 Broadmoor Ave SE Ste F, Grand Rapids, MI 49512	12 Minutes	6 Miles

GROUP FITNESS/SPECIALTY CLASSES/PERSONAL TRAINING STUDIOS

Facility	Location	Time	Distance
Aerial 4 Me	1601 Galbraith Ave Se Ste 301, Grand Rapids, MI 49546	22 Minutes	11.2 Miles
Body by Choice	4070 Lake Dr SE, Grand Rapids, MI 49546	20 Minutes	8.9 Miles
Catalyst Training Center	6791 Old 28th St SE, Grand Rapids, MI 49546	22 Minutes	10.6 Miles
Catalyst Training Center	4835 Cascade Rd SE, Grand Rapids, MI	21 Minutes	10.2 Miles
Dailey Method	1551 Wealthy St SE, Grand Rapids, MI 49506	15 Minutes	8.8 Miles
Empower Me	1234 Woodcliff Dr SE, Grand Rapids, MI 49506	20 Minutes	7.9 Miles
Fitness Together	1144 E Paris Ave SE, Grand Rapids, MI 49512	14 Minutes	9.1 Miles
Fitness Together	77 Monroe Center St NE, Grand Rapids, MI 49503	14 Minutes	7.8 Miles
Forest Hills Fit Body Bootcamp	6767 Cascade Rd SE, Grand Rapids, MI 49546	22 Minutes	10.6 Miles
F45 Grand Rapids	2741 28th St SE, Grand Rapids, MI 49512	12 Minutes	5.5 Miles
G Force Fitness	3876 E Paris Ave Se Ste 6, Grand Rapids, MI 49512	12 Minutes	6.2 Miles
Grip Center	5747 28th St SE, Grand Rapids, MI 49546	20 Minutes	9.2 Miles
Half Moon Fitness	1847 Marketplace Dr SE, Caledonia, MI 49316	11 Minutes	4.1 Miles
Orange Theory Fitness	2052 E Beltine Ave NE, Grand Rapids, MI 49546	15 Minutes	7.2 Miles
Orange Theory Grand Rapids	3108 28th St SE, Grand Rapids, MI 49512	13 Minutes	5.9 Miles
Quest Fitness	4316 Division Ave S, Grand Rapids, MI 49548	2 Minutes	1 Mile
R Athletics	2845 Thornhills Ave SE Ste A, Grand Rapids, MI 49546	22 Minutes	10.2 Miles
Rhythm Fitness Studio	6989 Division Ave S, Grand Rapids, MI 49548	6 Minutes	3.1 Miles
Stalta Weightlifting & Performance	1888 Breton Rd SE, Grand Rapids, MI 49506	15 Minutes	6.1 Miles

YOGA/PILATES

Facility	Location	Time	Distance
Body Mind Pilates	5775 28th St SE, Grand Rapids, MI 49546	21 Minutes	10.2 Miles
Breathe Ayurveda & Yoga	386 Forest Hill Ave SE, Grand Rapids, MI 49546	22 Minutes	10.5 Miles
Cascade Yoga Studio	5060 Cascade Rd SE, Grand Rapids, MI 49546	25 Minutes	10.5 Miles
Funky Buddha Yoga Hothouse	820 Forest Hill Ave SE, Grand Rapids, MI 49508	3 Minutes	1.2 Miles
Seva Yoga	2237 Wealthy St SE, Grand Rapids, MI 49506	17 Minutes	7.7 Miles
The Yoga Studio	933 52nd St SE, Grand Rapids, MI 49508	3 Minutes	1.2 Miles

ATHLETIC/ SPORT TRAINING

Facility	Location	Time	Distance
Diamonds Sports Training Academy	3470 Roger B Chaffee Dr SE, Grand Rapids, MI 49546	6 Minutes	2.6 Miles
Elite Baseball & Softball Training	5930 Clyde Park Ave SW, Wyoming, MI 49509	7 Minutes	3 Miles
Gain Line Performance	5610 Division Ave S Ste 105, Grand Rapids, MI 49548	3 Minutes	1.4 Miles
Patterson Ice Center	2550 Patterson Ave SE, Grand Rapids, MI 49546	16 Minutes	8.4 Miles
Premier Athletic & Tennis Club	4250 Spartan Industrial Dr SW, Grandville, MI 49418	13 Minutes	4.7 Miles
Starz Training Center	3380 Jefferson Ave SE Grand Rapids, MI 49548	6 Minutes	2.4 Miles
Xtreme Performance	5060 Cascade Rd SE, Grand Rapids, MI 49546	23 Minutes	10.5 Miles

MARTIAL ARTS/BOXING/KICKBOXING

Facility	Location	Time	Distance
Aikido Center Yushinkan Dojo	141 28th St SE, Grand Rapids, MI 49548	7 Minutes	3.1 Miles
CKO Kickboxing	6670 Kalamazoo Ave SE, Grand Rapids, MI 49508	8 Minutes	3.9 Miles
East Hills Judo Club	1640 E Paris Ave SE, Grand Rapids, MI 49546	22 Minutes	8.7 Miles
East West Karate Center	5330 Division Ave S, Grand Rapids, MI 49548	2 Minutes	1.1 Miles
Elite Karate & Fitness	419 Norwood Ave SE Ste 190, Grand Rapids, MI 49506	18 Minutes	8.8 Miles
Elite Karate & Fitness	510 28th St SE, Grand Rapids, MI 49548	8 Minutes	3.4 Miles
Mirandette's Martial Arts Center	4560 Bowden Blvd SE, Grand Rapids, MI 49508	6 Minutes	2.5 Miles
Oriental Martial Arts Center	5747 28th St SE Ste 104, Grand Rapids, MI 49546	19 Minutes	9.2 Miles
Panther Kickboxing Academy	4051 Shaffer Ave SE, Grand Rapids, MI 49512	10 Minutes	5.2 Miles
Title Boxing Club	4585 28th St SE, Grand Rapids, MI 49512	18 Minutes	7.8 Miles
Triumph Training Center	1251 Plainfield Ave NE, Grand Rapids, MI 49505	13 Minutes	9.5 Miles

4.7.10 SUMMARY OF SERVICE PROVIDER ASSESSMENT FINDINGS

Based on findings from the service provider assessment, overall the fitness market surrounding Kentwood is rather diverse; ranging from small, specialized training studios to large, all-inclusive fitness facilities.

FACILITY OFFERINGS

- 91% of Direct Similar Providers offers group fitness.

- 64% of Direct Similar Providers have an indoor walking track

- All providers offer fitness centers and locker rooms

- Climbing wall is the least utilized amenity at 45%

PROGRAM OFFERINGS

- Personal training, adult sports, and rentals are available at all facilities

- 91% of facilities have indoor aquatics

- 82% of facilities offer senior programming

- 91% of facilities offer camps

MEMBERSHIP PRICING

- Single monthly memberships range from $16.25 to $79

- Enrollment fees range from $0 to $200

- YMCA and Salvation Army pricing is based on age

- GRCC and Davenport University memberships offer only annual prepaid memberships

AQUATIC PROVIDERS

- 93% of providers have indoor pools

- 20% of providers have outdoor pools

- 20% of providers have water play features

SPORT COMPLEXES

- Outdoor tennis courts are the most available with 32 courts

- Ice rink and outdoor volleyball courts are the least available with only 1 each

CHAPTER FIVE – CURRENT AND FUTURE FACILITIES

5.1 PARK CLASSIFICATIONS AND DESIGN STANDARDS

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

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

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

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

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

5.1.1 DEFINITIONS USED IN THE PARK DESIGN PRINCIPLES

Land Use: This term represents the percentage of space identified for either passive use or active use in a park. A park master plan needs to follow land use recommendations.

Recreation Programming: The site can include active programming opportunities or passive use. Active means it is organized and planned with pre-registration by the user. Examples of active programming include sports leagues, day camps, and aquatics. Passive or "drop-in" programming is self-directed by the user at their own pace. Examples of passive programming include playground, picnicking, Disc golf, reading, or walking the dog.

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

- **Level 1 Maintenance** – High profile areas where the entire area is visible to foot traffic such as entrances to community centers, signature facilities, and areas where funding permits a higher level of maintenance. Example of maintenance activities include mowing and edging twice per week, 95% turf coverage at start of season with 5% weeds and 0% bare area, edging once per week, tree pruning cycle once annually, litter pickup twice per week.

- **Level 2 Maintenance** – Moderate to heavy use typical of most parks. Example maintenance activities include mowing and edging once per week, 88% turf coverage at start of season with 8% weeds and 4% bare area, tree pruning cycle every seven years, litter pickup once per week.

- **Level 3 Maintenance** – Typical for low usage parks or when funding is limited. Example maintenance activities include mowing and edging every 10 days, 80% turf coverage at start of season with 20% weeds, edging once per week or every 2 weeks in off-season, tree pruning cycle every 10 years, litter pickup every other week.

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

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

Revenue Facilities: These include facilities where a fee is assessed to use them. The fee will be in the form of an access fee, player fee, team fee, or permit fee. These could include pools, golf courses, tennis courts, recreation centers, sport field complexes, concession facilities, hospitality centers, shelters that are reserved, outdoor or indoor theatre spaces, and special event spaces.

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

Design Principles for each park classification follow.

5.1.2 NEIGHBORHOOD PARK

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

- Size of park: Three to 10 acres (usable area measured). Preferred size is eight acres.

- Service radius: 0.5-mile radius.

- Site Selection: On a local or collector street. If near an arterial street, provide natural or artificial barrier. Where possible, next to a school. Encourage location to link subdivisions and linked by trails to other parks.

- Length of stay: One-hour experience or less.

- Amenities: One signature amenity (i.e., major playground, spray ground park, sport court, gazebo); no restrooms are necessary unless there is a signature amenity; may include one non-programmed sports field; playgrounds for ages 2-5 and 5-12 with some shaded elements; no shelters that can be reserved; loop trails; one type of sport court; no non-producing/unused amenities; benches, small picnic shelters next to play areas. Amenities are ADA compliant.

- Landscape Design: Appropriate design to enhance the park theme/use/experience.

- Revenue facilities: none.

- Land use: 85% active/15% passive.

- Programming: Typically, none, but a signature amenity may be included which is programmed.

- Maintenance Standards: Provide the highest-level maintenance standard with available funding. Seek a goal of Level 2 maintenance. Some amenities may require Level 1 maintenance.

- Signage: Directional signs and facility/amenity regulations to enhance user experience.

- Parking: Design will include widened on-street parking area adjacent to park. Goal is to maximize usable park space. As necessary, provide 5-10 spaces within park including handicap spaces. Traffic calming devices encouraged next to park.

- Lighting: Security or amenity only. Lighting on dual system with 50% of lights off at a set time and 50% on all night for security.

- Naming: Consistent with the City's ordinances for naming of parks or may be named after a prominent or historic person, event, or natural landmark.

- Other: Customized to demographics of neighborhood; safety design meets established CPTED standards; integrated color scheme throughout.

5.1.3 COMMUNITY PARK

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

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

- Size of park: 20 to 60 acres normally. Can be up to 100 acres (usable area measured).

- Service radius: One to three-mile radius.

- Site Selection: On two collector streets minimum and preferably one arterial street. If near an arterial street, a natural or artificial barrier is provided. Minimal number of residences abutting site. Preference

is streets on four sides, or three sides with school or municipal use on the fourth side. Encourage trail linkage to other parks.

- Length of stay: Two to three-hour experience.

- Amenities: Four signature amenities at a minimum: (i.e., trails, sports fields, large shelters/ pavilions, community playground for ages 2-5 and 5-12 with some shaded elements, recreation center, pool or family aquatic center, sports courts, water feature); public restrooms, ample parking, and security lighting. Amenities are ADA compliant. Sport fields and sport complexes are typical at this park.

- Revenue facilities: One or more (i.e., pool, sports complex, pavilion).

- Land use: 65% active and 35% passive.

- Programming: Minimum of four essential program services (i.e., sports, day camps, aquatics).

- Maintenance Standards: Provide the highest-level maintenance with available funding. Seek a goal of Level 2 maintenance. Some amenities may require Level 1 maintenance.

- Parking: Sufficient to support the amenities; occupies no more than 10% of the park. Design will include widened on-street parking area adjacent to park. Goal is to maximize usable park space. Traffic calming devices encouraged within and next to the park.

- Lighting: Amenity lighting includes sport field light standards. Security lighting on dual system with 50% of lights off at a set time and 50% on all night for security.

- Signage: Directional signs and facility/amenity regulations to enhance user experience. May include kiosks in easily identified areas of the facility.

- Landscape Design: Appropriate design to enhance the park theme/use/experience. Enhanced landscaping at park entrances and throughout the park.

- Naming: Consistent with the City's naming right ordinance, may be named after a prominent or historic person, event, or natural landmark.

- Other: Strong appeal to surrounding neighborhoods; integrated color scheme throughout the park; partnerships developed with support groups, schools, and other organizations; loop trail connectivity; linked to Regional Park, trail or recreation facility; safety design meets established CPTED standards. Telephone/cable TV conduit.

5.1.4 REGIONAL PARK

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

A common size for a regional park is 100 to 1,000 acres but some parks can be 2,000 to 5,000 acres in size. A regional park will focus on activities and natural features not included in most types of parks and often based on a specific scenic or recreation opportunity. Facilities could include those found in a community park and have specialized amenities such as an art center, amphitheater, boating facility, golf course, or natural area with interpretive trails. Regional parks can and most time will promote tourism and economic development. Regional

parks can enhance the economic vitality and identity of the entire region. Eagle Creek Park is a representation of a regional park.

- Size of park: 100 to 1,000 acres.

- Service radius: Three mile or greater.

- Site Selection: Prefer location that can preserve natural resources on-site such as wetlands, streams, and other geographic features or sites with significant cultural or historic features. Significantly large parcel of land. Access from public roads capable of handling anticipated traffic.

- Length of stay: All day experience.

- Amenities: 10 to 12 amenities to create a signature facility (i.e., golf course, tennis complex, sports complex, lake, regional playground, 3+ picnic shelters available to reserve, camping, outdoor recreation/extreme sports, recreation center, pool, gardens, trails, zoo, restaurant, specialty facilities) with public restrooms, concessions, ample parking, and special event site. Sport fields and sport complexes are typical at this park. See details in Sport Complex classification and Appendix A – Sport Field Amenities for more information.

- Revenue facilities: More than two; park designed to produce revenue to offset operational costs.

- Land use: Up to 50% active/50% passive.

- Programming: More than four recreation experiences per age segment with at least four core programs provided.

- Maintenance Standards: Provide the highest-level maintenance with available funding. Seek a goal of Level 2 maintenance. Some amenities may require Level 1 maintenance.

- Parking: Sufficient for all amenities. Traffic calming devices encouraged within and next to park.

- Lighting: Amenity lighting includes sport field light standards. Security lighting on dual system with 50% of lights off at a set time and 50% on all night for security.

- Signage: Directional signs and facility/amenity regulations to enhance user experience, may include kiosks in easily identified areas of the facility.

- Landscape Design: Appropriate design to enhance the park theme/use/experience. Enhanced landscaping at park entrances and throughout park.

- Naming: Consistent with the City's naming ordinance, may be named after a prominent or historic person, event, or natural landmark.

- Other: Safety design may meet CPTED safety standards; integrated color scheme throughout the park; linked to major trails systems, public transportation available, concessions, food and retail sales available, dedicated site managers on duty. Telephone/cable TV conduit.

5.1.5 SPORTS COMPLEX

Sports complexes at community parks, regional parks, and stand-alone sports complexes are developed to provide four to 16 fields or courts in one setting. A sports complex may also support extreme sports facilities, such as BMX and skateboarding. Sports complexes can be single or multi-focused and can include indoor or outdoor facilities to serve the needs of both youth and adults. Outdoor fields are lighted to maximize value and

productivity of the complex. Agencies developing sports complexes focus on meeting the needs of residents while also attracting sport tournaments for economic purposes to the community.

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

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

- Size of park: Preferably 40 or more acres for stand-alone complexes.

- Service radius: Determined by community demand.

- Site Selection: Stand-alone sports complexes are strategically located on or near arterial streets. Refer to community or Regional Park sections if sport complex located within a park. Preference is streets on four sides, or three sides with school or municipal use on fourth side.

- Length of stay: Two to three hours experience for single activities. Can be all day for tournaments or special events.

- Amenities: Four to sixteen fields or sports courts in one setting; public restrooms, ample parking, turf types appropriate for the facility and anticipated usage, and field lighting. Amenities are ADA compliant.

- Revenue facilities: Four or more (i.e., fields, concession stand, picnic pavilion).

- Land use: 95% active and 5% passive.

- Programming: Focus on active programming of all amenities.

- Maintenance Standards: Provide the highest-level maintenance with available funding. Plan for Level 1 and sometimes 2 level maintenance at signature facility.

- Parking: Sufficient to support the amenities. Traffic calming devices encouraged within and next to park.

- Lighting: Amenity lighting includes sport field light standards. Security lighting on dual system with 50% of lights off at a set time and 50% on all night for security.

- Signage: Directional signs and facility/amenity regulations to enhance user experience. May include kiosks in easily identified areas of the facility.

- Landscape Design: Appropriate design to enhance the park theme/use/experience. Enhanced landscaping at entrances and throughout complex.

- Naming: Consistent with the City's naming ordinance, may be named after a prominent or historic person, event, or natural landmark.

- Other: Integrated color scheme throughout the park; safety design meets established CPTED standards. Telephone/cable TV conduit.

5.1.6 SPECIAL USE PARK/FACILITY

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

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

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

Indoor Recreation Facilities – specialized or single purpose facilities. Examples include community centers, senior centers and community theaters. Frequently these are located in community or regional parks.

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

- Size of park: Depends upon facilities and activities included. Their diverse character makes it impossible to apply acreage standards.

- Service radius: Depends upon facilities and activities included. Typically serves special user groups while a few serve the entire population.

- Site Selection: Given the variety of potential uses, no specific standards are defined for site selection. As with all park types, the site will be located where it is appropriate for its use.

- Length of stay: varies by facility.

- Amenities: Varies by facility.

- Revenue facilities: Due to nature of certain facilities, revenue may be required for construction and/or annual maintenance. This strategy needs to be determined at a policy level before the facility is planned and constructed.

- Land usage: Varies by facility.

- Programming: Varies by facility.

- Maintenance Standards: Provide the highest-level maintenance with available funding. Seek a goal of Level 2 maintenance. Some amenities (i.e., rose gardens) will require Level 1 maintenance.

- Parking: On-street or off-street parking is provided as appropriate. On street parking will include widened on-street parking areas adjacent to park. Goal is to maximize usable park space. As necessary, provide five to 10 spaces within park including handicap spaces. Traffic calming devices encouraged next to park.

- Lighting: Security or amenity only. Lighting on dual system with 50% of lights off at a set time and 50% on all night for security.

- Signage: Directional signs and facility/amenity regulations to enhance user experience.

- Landscape Design: Appropriate design to enhance the park theme/use/experience.

- Naming: Follows City ordinance for naming or may be named after a prominent or historic person, event, or natural landmark.

- Other: Integrated color scheme throughout the park; safety design meets established CPTED standards. Telephone/cable TV conduit as appropriate.

5.1.7 GREENBELTS/TRAILS/PASEOS

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

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

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

- Site Selection: Located consistent with approved Trails Master Plan.

- Amenities: Parking and restrooms at major trailheads. May include small parks along the trail.

- Maintenance Standards: Demand based maintenance with available funding.

- Lighting: Security lighting at trailheads and high use areas. Lighting on dual system with 50% of lights off at a set time and 50% on all night for security.

- Signage: Mileage markers at half-mile intervals. Interpretive kiosks as deemed appropriate.

- Landscape Design: Coordinated planting scheme in urban areas. Limited or no planting in open space areas.

- Other: Connectivity to parks or other City attractions and facilities is desirable.

5.1.8 OPEN SPACE/NATURAL AREA

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

- Amenities: May include paved or natural trails, wildlife viewing areas, mountain biking, disc golf, interpretation and education facilities.

- Maintenance standards: Demand-based maintenance with available funding. Biological management practices observed.

- Lighting: None.

- Signage: Interpretive kiosks as deemed appropriate.

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

5.1.9 SPORT FIELD AMENITIES

BASEBALL FIELD AMENITIES – YOUTH SIZE

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

- Baselines and infield: 60-foot and 70-foot skinned baseline w/ base sleeves w/ grass infield. Ball field mix extends from backstop down sidelines to fence opening at end of dugout. Home plate included. Bases specified by city and provided by user groups.

- Permanent backstop. 2-foot high concrete block w/ safety padding and 18-foot vertical fence (black vinyl coated chain link).

- Fencing: 8-foot high fence (black vinyl coated chain link) from backstop to end of skinned infield. On 225-foot field, 4-foot high sideline and outfield fence (black vinyl coated chain link). On 215-foot field, outfield fence increases to 8-foot high. Yellow safety top on outfield fence. Foul poles at outfield fence. 12-foot wide dual-gate opening on one sideline fence for field maintenance equipment access.

- Concrete block bin: 6-foot by 6-foot for ball field mix located adjacent to 12-foot fence opening.

- Dugout: 21-foot by 7-foot including 15-foot long players bench with backrest. 8-foot high fencing around dugout. Dugout opens onto field at home base side of dugout. 2-foot safety wing fencing inside dugout to prevent foul ball entry. Slatted roof over dugout.

- Raised pitching mound with two pitching rubbers (46-foot and 50-foot to home plate). Equipment installed by city maintenance staff.

- Interior warm up/practice pitching mound along sideline fences backing up to outfield fence (46-foot distance from pitching rubber to plate). Slats or padding in fence to maintain fence longevity.

- Three row bleachers (21-foot long) on concrete pad both baselines.

- 12-foot by 8-foot concrete pad for storage box. Equipment storage unit funded by user group – approved and installed by city maintenance staff on same side as field mix bin.

- Conduit and pull boxes from power source to backstop, and from backstop to outfield field for future scoreboard. Scoreboard/controller provided by user group.

- Field lighting at community and regional parks.

- Concrete behind dugouts and in dugouts connected to park walkways on all fields.

- Quick disconnect for water behind pitcher's mound.

BASEBALL FIELD AMENITIES – ADULT SIZE

- Field size: 320-foot down the foul line and 385-foot in center field. Includes 10-foot warning track,

- Baselines and infield: 90-foot skinned baseline w/ base sleeves w/ grass infield. Ball field mix extends from backstop down sidelines to fence opening at end of dugout. Home plate included. Bases specified by city and provided by user groups.

- Permanent backstop. 2-foot high concrete block w/ safety padding and 18-foot vertical fence (black vinyl coated chain link).

- Fencing: 8-foot high fence (black vinyl coated chain link) from backstop to end of skinned infield. 4-foot high sideline and outfield fence (black vinyl coated chain link). Yellow safety top on outfield fence. Foul poles at outfield fence. 12-foot wide dual-gate opening on one sideline fence for field maintenance equipment access.

- Concrete block bin: 6-foot by 6-foot for ball field mix located adjacent to 12-foot fence opening.

- Dugout: 27-foot by 9-foot including 21-foot long players bench with backrest. 8-foot high fencing around dugout. Dugout opens onto field at home base side of dugout. 2-foot safety wing fencing inside dugout to prevent foul ball entry. Slatted roof over dugout.

- Raised pitching mound with pitching rubbers 60-foot, 6-inches to home plate). Equipment installed by city maintenance staff.

- Interior warm up/practice pitching mound along sideline fences near outfield fence (60-foot, 6-inches to home plate). Slats or padding in fence to maintain fence longevity.

- Three row bleachers (21-foot long) on concrete pad both baselines.

- 12-foot by 8-foot concrete pad for storage box. Equipment storage unit funded by user group – approved and installed by city maintenance staff on same side as field mix bin.

- Conduit and pull boxes from power source to backstop, and from backstop to outfield field for future scoreboard. Scoreboard/controller provided by user group.

- Field lighting at community and regional parks.

- Concrete behind dugouts and in dugouts connected to park walkways on all fields.

- Quick disconnect for water behind pitcher's mound.

SOFTBALL FIELD AMENITIES – YOUTH SIZE

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

- Baselines and infield: 50-foot and 60-foot baseline w/ base sleeves on completely skinned infield. Home plate included. Bases specified by city and provided by user groups.

- Permanent backstop. 2-foot high concrete block w/ safety padding and 18-foot vertical fence (black vinyl coated chain link).

- Fencing: 8-foot high fence (black vinyl coated chain link) from backstop to end of skinned infield. On 225-foot field, 4-foot high sideline and outfield fence (black vinyl coated chain link). On 215-foot field, outfield fence increases to 8-foot high. Yellow safety top on outfield fence. Foul poles at outfield fence. 12-foot wide dual-gate opening on one sideline fence for field maintenance equipment access.

- Concrete block bin: 6-foot by 6-foot for ball field mix located adjacent to 12-foot fence opening.

- Dugout: 21-foot by 7-foot including 15-foot long players bench with backrest. 8-foot high fencing around dugout. Dugout opens onto field at home base side of dugout. 2-foot safety wing fencing inside dugout to prevent foul ball entry. Slatted roof over dugout.

- No pitching mound. Three pitching rubbers (30-foot/35-foot/40-foot to home plate). Equipment installed by city maintenance staff.

- Interior warm up/practice pitching area along sideline fences backing up to outfield fence (30-foot/35-foot/40-foot to home plate distance from pitching rubber to plate). Slats or padding in fence to maintain fence longevity.

- Three row bleachers (21-foot long) on concrete pad both baselines.

- 12-foot by 8-foot concrete pad for storage box. Equipment storage unit funded by user group – approved and installed by city maintenance staff on same side as field mix bin.

- Conduit and pull boxes from power source to backstop, and from backstop to outfield field for future scoreboard. Scoreboard/controller provided by user group.

- Field lighting at community and regional parks.

- Concrete behind dugouts and in dugouts connected to park walkways on all fields.

- Quick disconnect for water behind pitcher's mound.

- Bomber system for watering infield preferred.

SOFTBALL FIELD AMENITIES – ADULT SIZE

- Field size: 300-foot outfield fence with 10-foot warning track and 8-foot high outfield fence.

- Baselines and infield: 60-foot/ 65-foot/ 70-foot/ 80-foot baseline w/ base sleeves on skinned infield. Home plate included. Bases specified by city and provided by user groups.

- Permanent backstop. 2-foot high concrete block w/ safety padding and 18-foot vertical fence (black vinyl coated chain link).

- Fencing: 8-foot high fence (black vinyl coated chain link) from backstop to end of skinned infield. 8-foot high sideline and outfield fence (black vinyl coated chain link). Foul poles at outfield fence. 12-foot wide dual-gate opening on one sideline fence for field maintenance equipment access.

- Concrete block bin: 6-foot by 6-foot for ball field mix located adjacent to 12-foot fence opening.

- Dugout: 27-foot by 9-foot including 21-foot long players bench with backrest. 8-foot high fencing around dugout. Dugout opens onto field at home base side of dugout. 2-foot safety wing fencing inside dugout to prevent foul ball entry. Slatted roof over dugout.

- No pitching mound. Two pitching rubbers (50-foot /54-foot to home plate). Equipment installed by City maintenance staff.

- Three row bleachers (21-foot long) on concrete pad both baselines.

- 12-foot by 8-foot concrete pad for storage box. Equipment storage unit funded by user group – approved and installed by city maintenance staff on same side as field mix bin.

- Conduit and pull boxes from power source to backstop, and from backstop to outfield field for future scoreboard. Scoreboard/controller provided by user group.

- Field lighting at community and regional parks.

- Concrete behind dugouts and in dugouts connected to park walkways on all fields.

- Quick disconnect for water behind pitcher's mound.

- Bomber system for watering infield preferred.

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

- Field size: Regulation field – 360-foot by 240-foot. Limited space field– 210-foot by 150-foot. 25-foot buffer on same plane as field with no obstructions or drainage fixtures. Buffer applies to both field sizes.

- Goals: Portable, with size specified by user group and provided by city.

- No bleachers or players benches.

- Field lighting at community and regional parks.

RESTROOM/CONCESSION BUILDING

- Restroom: typically installed at 1 per 20 acres of Community Park, Regional Park, or sports complex. Minimum of one restroom at parks with programmed fields.

- Concession Building: Provided when three or more fields exist at a community park or regional park. Owned by City. Rental agreement required for user group use of facility, which includes cost of building depreciation, building upkeep, and utilities. Building includes shelving, electrical, three-partition sink with hot water, and separate sink for hand washing. Facility built to health code requirements. Equipment supplied by user group.

5.2 FACILITY STANDARDS

Level of Service (LOS) standards is a matrix displaying inventory for Kentwood Parks and Recreation and other similar providers. By totaling the inventory and applying Kentwood's population we can understand the current level of service for the City of Kentwood.

This analysis was based on the parks, facilities, and amenities offered within City limits.

The LOS can help support investment decisions related to parks, facilities, and amenities. The LOS can and will change over time as the program lifecycles change and demographics of a community change.

The recommended standards were evaluated using a combination of resources. These resources included: National Recreation and Park Association (NRPA) guidelines, recreation activity participation rates reported by the Sports & Fitness Industry Association's (SFIA) 2017 Study of Sports, Fitness, and Leisure Participation as it applies to activities that occur in the United States and in the Kentwood area, community and stakeholder input, findings from the statistically-valid survey and general observations. This information allowed standards to be customized for Kentwood.

These standards should be viewed as a conservative guide for future planning purposes. The standards are to be coupled with conventional wisdom and judgment related to the particular situation and needs of the community. By applying these facility standards to the City of Kentwood, gaps and surpluses in park and facility/amenity types are identified.

The standards that follow are based upon City population figures for 2017 and 2022, the latest estimates available at the time of analysis.

							2017 Inventory - Developed Facilities						2017 Facility Standards		2022 Facility Standards	
Inventory:	Kentwood Park Inventory	School	Churches & Clubs	Apartments	Private	Total Inventory	Current Service Level based upon population			Recommended Service Levels			Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed	Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed
PARKS:																
Pocket Parks (1-2 acres)	2.92					2.92	0.06	acres per	1,000	1.00	acres per	1,000	Need Exists	50 Acre(s)	Need Exists	53 Acre(s)
Neighborhood Parks (3-10 acres)	3.50					3.50	0.07	acres per	1,000	1.00	acres per	1,000	Need Exists	49 Acre(s)	Need Exists	52 Acre(s)
Community Parks (11+ acres)	332.40					332.40	6.31	acres per	1,000	7.00	acres per	1,000	Need Exists	37 Acre(s)	Need Exists	56 Acre(s)
Undeveloped Open Space Land	147.91					147.91	2.81	acres per	1,000	1.00	acres per	1,000	Meets Standard	- Acre(s)	Meets Standard	- Acre(s)
Total Park Acres	**486.73**					486.73	**9.23**	**acres per**	**1,000**	**10.00**	**acres per**	**1,000**	**Need Exists**	**40 Acre(s)**	**Need Exists**	**69 Acre(s)**
OUTDOOR AMENITIES:																
Picnic Shelters	8.00					8.00	1.00	site per	6,589	1.00	site per	5,000	Need Exists	3 Sites(s)	Need Exists	3 Sites(s)
Soccer Youth	4.00	19.00				23.00	1.00	field per	2,292	1.00	field per	5,000	Meets Standard	- Field(s)	Meets Standard	- Field(s)
Soccer Adult	4.00	10.00				14.00	1.00	field per	3,765	1.00	field per	7,500	Meets Standard	- Field(s)	Meets Standard	- Field(s)
Baseball Youth	-	34.00	3.00			37.00	1.00	field per	1,425	1.00	field per	5,000	Meets Standard	- Field(s)	Meets Standard	- Field(s)
Baseball Adult 90ft Bases	2.00	5.00				7.00	1.00	field per	7,530	1.00	field per	7,500	Need Exists	0 Field(s)	Need Exists	0 Field(s)
Multi-Use Field (Lacrosse/Football/Rugby)	-	4.00				4.00	1.00	field per	13,178	1.00	field per	7,000	Need Exists	4 Field(s)	Need Exists	4 Field(s)
Softball Adult	6.00		11.00			17.00	1.00	field per	3,101	1.00	field per	8,000	Meets Standard	- Field(s)	Meets Standard	- Field(s)
Outdoor Basketball Courts	9.00	78.00	3.00	4.00		94.00	1.00	court per	561	1.00	court per	4,000	Meets Standard	- Court(s)	Meets Standard	- Court(s)
Tennis Courts	9.00	46.00	4.00	13.00	12.00	84.00	1.00	court per	628	1.00	court per	4,000	Meets Standard	- Court(s)	Meets Standard	- Court(s)
Playstructures (Youth & Tot)	17.00	46.00	3.00	4.00	1.00	71.00	1.00	site per	742	1.00	site per	2,500	Meets Standard	- Site(s)	Meets Standard	- Site(s)
Dog Park	-					-	1.00	site per	-	1.00	site per	40,000	Need Exists	1 Site(s)	Need Exists	1 Site(s)
Volleyball Pit	1.00	3.00	6.00	5.00		15.00	1.00	court per	3,514	1.00	court per	4,000	Meets Standard	- Court(s)	Meets Standard	- Court(s)
Skate Park	3.00					3.00	1.00	site per	17,570	1.00	site per	40,000	Meets Standard	- Site(s)	Meets Standard	- Site(s)
Splashpad	1.00					1.00	1.00	site per	52,711	1.00	site per	40,000	Meets Standard	- Site(s)	Meets Standard	- Site(s)
Outdoor Pools	-		3.00	1.00	1.00	5.00	1.00	site per	10,542	1.00	site per	40,000	Meets Standard	- Site(s)	Meets Standard	- Site(s)
Multi-Use Trails (Miles)	11.51					11.51	0.22	miles per	1,000	0.50	miles per	1,000	Need Exists	15 Mile(s)	Need Exists	16 Mile(s)
INDOOR AMENITIES:																
Recreation Facilities (Square Feet)	-					-	-	SF per	person	1.50	SF per	person	Need Exists	79,067 Square Feet	Need Exists	83,324 Square Feet

2017 Estimated Population	52,711
2022 Estimated Population	55,549

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CHAPTER SIX - FINANCIAL & OPERATIONAL STRATEGY
6.1 FINANCIAL MANAGEMENT & FUNDING/REVENUE STRATEGIES

Currently the Department of Parks and Recreation receives approximately $1,088,316 dollars in appropriated money which is a combination of taxes and user fees. User fees make up approximately 31% of the total appropriation. Currently tax payers are paying on a per capita basis when you remove revenues earned from the operating budget equates to $14.62 cents. This doesn't not include capital dollars which vary from year to year.

Clearly this is not enough money to achieve what is expected from the Department as it applies to purchasing land for future parks, developing those lands into parks, developing another community center on the east side of the city, extending the trail network through the city, creating an indoor or outdoor aquatic facility and developing some level of a sports field complex. So, what is the answer?

The challenges are difficult to achieve without some level of dedicated funding sources. These are usually created in Michigan in the following categories:

- Impact Fees

- User Fees

- Tax support from Sales or Property Tax in the form of a millage

- Income Tax

- Special Improvement Districts

- Franchises and Licenses

- Earned Income

- Grants

- TIF Funding

Great Park and Recreation Systems use a combination of all of these funding sources to achieve the vision of the community for quality of life parks, facilities and programs.

For Kentwood, the funding for parks and recreation services primarily have come from property tax revenues and user fees to fund capital improvements and operational costs. It is always hard for park and recreation agencies to compete with police and fire in a city without having dedicated funding sources. So, the challenge of this business plan is to seek support from elected officials and public for supporting the future park and recreation systems with some level of dedicated funding sources.

As the Department moves forward it is important that they understand the many funding sources available and how to use them in the system and when. PROS is suggesting that the Department hire a business development person who has a full understanding a grasp on how to incorporate the funding source into daily operations and the cost benefit of each as it applies to develop the funding source and the return on investment.

The following sources are listed with an explanation of how it works. The Department already captures some of these source such as sponsorships, user fees, property taxes etc. But the goal here is not to lose sight of these opportunities for the future.

Funding Category	Funding Strategy	Funding Description
External Funding		
	Corporate Sponsorships	This revenue-funding source allows corporations to invest in the development or enhancement of new or existing facilities in park systems. Sponsorships are also highly used for programs and events.
	Crowdfunding	Fairly new web-based source which aggregates funds from a group of people who are willing to support a specific project, be it program related or facility related. Some sites that successfully do that are www.kickstarter.org and www.razoo.com etc.
	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.
	Conservancies	These are organized fund raising and operational groups who raise money for individual signature parks and or attractions such as zoo's, regional parks. There are over two thousand conservancies in the United States now.
	Foundations/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.
	Private Donations	Private Donations may also be received in the form of funds, land, facilities, recreation equipment, art or in-kind services. Donations from local and regional businesses as sponsors for events or facilities should be pursued.
	Friends Groups	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.
	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 and then is available for the city to use a portion of the interest to support specific park and recreation facilities or programs that are designated by the trustee.
	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 plus 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.

Funding Category	Funding Strategy	Funding Description
Capital Fees		
	Capital Fees	Capital fees are added to the cost of revenue producing facilities such as golf courses, pools, recreation centers, hospitality centers and sports complexes and are lifted off after the improvement is paid off.
	Dedication/Development/ Redevelopment Fees	These fees are assessed for the development of residential properties with the proceeds to be used for parks and recreation purposes, such as open space acquisitions, community park site development, neighborhood park development, regional park acquisition and development, etc. Additionally, redevelopment fees are attained from the property tax increase that comes from the development of trails, signature parks and destination facilities. (E.g. Atlanta / Charlotte)
	Impact Fees / Retail Impact Fees	These fees are on top of the set user rate for accessing facilities such as golf courses, recreation centers and pool facilities to support capital improvements that benefit the user of the facility. Retail Impact fees are based on retail development like hotels on parks system land.

Funding Category	Funding Strategy	Funding Description
User Fees		
	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, tennis, and softball leagues, youth baseball, soccer, football and softball leagues, and special interest classes. The fee allows participants an opportunity to contribute toward the upkeep of the facilities being used.
	Fees/Charges	The Department must position its fees and charges to be market-driven and based on both public and private facilities. The potential outcome of revenue generation is consistent with national trends relating to public park and recreation agencies, which generate an average 35% to 50% of operating expenditures. This could include daily fees for access to public owned facilities and parks
	Ticket Sales/Admissions	This revenue source is on accessing facilities for self-directed activities such as pools, ice skating rinks, ballparks and entertainment facilities. These user fees help offset operational costs.
	Permits (Special Use Permits)	These special permits allow individuals to use specific park property for financial gain. The city either receives a set amount of money or a percentage of the gross service that is being provided.
	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 types of facilities for special activities.
	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.

Funding Category	Funding Strategy	Funding Description
Grants		
	Local Nonprofit Foundation Grants	These nonprofit foundations raise money through community foundations for parks and help support local park foundations on a local and regional level.
	Partnership Enhancement Monetary Grant Program	Partnership Enhancement Monetary Grant Program, administered by the National Tree Trust. Matching grants are available on a 50/50 cost share basis. Funds are available for projects which promote public awareness in support of tree planting, maintenance, management, protection and cultivation of trees in rural, community and urban settings. These are small grants ranging from $500 to $20,000.
	CDBG Funding	Funding received in accordance with the Community Development Block Grant (CDBG) Programs national objectives as established by the U.S Department of Housing and Urban Development. Funding may be applied to such programs as Infrastructure Improvements, Public Facility and Park Improvements, Human Service Enhancements, Lead-Based Paint Education and Reduction, Housing Education Assistance, and Economic Development and Anti-poverty strategies.
	Land Trust	Many systems 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.

Funding Category	Funding Strategy	Funding Description
Tax Support And Land Leases		
	Property Taxes	Ad valorem taxes on real property
	Lease of development rights below the ground along trails	Lease land for fiber optics, utilities along side of trails to support operations trails
	Hotel, Motel and Restaurant Tax	Tax based on gross receipts from charges and meal services, which may be used to build and operate sports fields, regional parks, golf courses, tennis courts, and other special park and recreation facilities.
	Special Improvement District/Benefit District	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.
	Sales Tax	This existing revenue source has been very successful in funding the park system in Frisco, TX. This tax is very popular in high traffic tourism type cities and with county and state parks.
	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.
	Public Improvement District (PID)	New developments can establish a Public Improvement District (PID) when authorized by the City Council and legally set up according to state law. This taxing district provides funds especially for the operation and maintenance of public amenities such as parks and major boulevards.

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Funding Category	Funding Strategy	Funding Description
Franchises and Licenses		
	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. Also many cities have their own catering service and receive a percentage of dollars off the sale of their food.
	Pouring Rights	Private soft drink companies that execute agreements with the City for exclusive pouring rights within park facilities. A portion of the gross sales goes back to the City. The City of Westfield, IN just signed a 10 year, $2 million pouring rights deal at their sports complex with Pepsi.
	Concession Management	Concession management is from retail sales or rentals of soft goods, hard goods, or consumable items. The city either contracts for the service or receives a set amount of the gross percentage or the full revenue dollars that incorporates a profit after expenses.
	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.
	Greenway Utility	Greenway utilities are used to finance acquisition of greenways and development of the greenways by selling the development rights underground for the fiber optic types of businesses.
	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.
	Land Leases	This includes options where developers / agencies lease space from City-owned land through a subordinate lease that pays out a set dollar amount plus a percentage of gross dollars for recreation enhancements. These could include a golf course, marina, restaurants, driving ranges, sports complexes, equestrian facilities, recreation centers and ice arenas.
	Leasebacks	Leasebacks are instances whereby a private individual or company builds a community center or sports complex and the revenue earned comes back to pay the development costs
	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 of time and a set dollar amount to be received by the city on an annual basis.
	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 exposes the product or service to many people.
	Interlocal 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.

6.2 OPERATIONAL AND STAFFING PLAN

The following staffing plan reorganizes the Department to operate in a more functional manner. PROS recognizes that the only non-union employee in the system is the director currently but feels at a minimum there should be three to balance out the workload and supervisory requirements of the Department. The gold color positions are new positions PROS suggest that the Department focus on adding to the overall team.

6.3 PARTNERSHIP ANALYSIS

The Department currently works closely with several different types of partners which account for more than a 100+ groups. These groups represent program partners, facility partners, sponsors for events, and health related partnerships. These partnerships are not organized by type such as public/public partnerships, public/private partnerships and public/not-for-profit partnerships. A formalized, complete, municipal- or organization-wide database should be developed to track all partners and partnerships based on written agreements as they apply to public/public partners, public/not for profit partners and public private partners. As with tracking of volunteer hours, tracking partnerships helps show leadership making budget decisions how well the staff are able to leverage resources.

Many times, partnerships are inequitable to the public organization and do not produce reasonable shared benefits between parties. To mitigate this, it is recommended that the Department adopt a formal partnership policy, identifying a few major partnership types with measurable outcomes for each type of partnership.

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

- All partnerships require a working agreement with measurable outcomes and will be evaluated on a regular basis. This should include reports to the organization on the performance and outcomes of the partnership.

- All partnerships should track costs associated with the partnership investment to demonstrate the shared level of equity each provided to the program, facility or event.

- All partnerships should maintain a culture that focuses on ongoing collaborative planning, regular communications, and scheduled reporting on performance and outcomes.

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

6.3.1 POLICY BEST PRACTICE FOR ALL PARTNERSHIPS

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

- Each partner will meet with or report to Department staff on a regular basis to plan and share activity-based costs and equity invested in the project, program or event they are involved in.

- Partners will establish measurable outcomes and work through key issues to focus on for the coming year to meet the desired outcomes.

- Each partner will focus on meeting a balance of equity agreed to and track investment costs accordingly.

- Measurable outcomes will be reviewed quarterly and shared with each partner, with adjustments made as needed.

- A working partnership agreement will be developed and monitored together on a quarterly or as-needed basis.

- Each partner will assign a liaison to serve each partnership organization for communication and planning purposes.

- If conflicts arise between partners, the municipal-appointed lead, along with the other partner's highest-ranking officer assigned to the agreement, will meet to resolve the issue(s) in a timely manner. Any exchange of money or traded resources will be made based on the terms of the partnership agreement.

- Each partner will meet with the other partner's respective board or managing representatives annually, to share updates and outcomes of the partnership agreement.

6.3.2 PUBLIC/PUBLIC PARTNERSHIPS

The recommended policies and practices for public/public partnerships that may include other counties, cities, townships, schools, and other municipal services in the area are detailed below. Working together on the development, sharing, and/or operating, parks and recreation facilities and programs will be as follows:

- Each partner will meet with the board and staff annually to plan and share activity-based costs and equity invested by each partner in the partnership.

- Partners will establish measurable outcomes and work through key issues to focus on for the coming year between each partner to meet the outcomes desired.

- Each partner will focus on meeting a balance of 50% equity for each agreed-to partnership and track investment costs accordingly.

- Each partner will assign a liaison to serve each partnership agency for communication and planning purposes.

- Measurable outcomes will be reviewed quarterly and shared with each partner, with adjustments made as needed.

- Each partner will act as an agent for the other partner, thinking collectively as one, not two separate agencies for purposes of the agreement.

- A working partnership agreement will be developed and monitored together on a quarterly or as-needed basis.

- If conflicts arise between partners, the Mayor, or Park Board Chair, along with the other public agency's highest-ranking officer will meet to resolve the partnership issue. It should be resolved at the highest level or the partnership will be dissolved.

- No exchange of money between partners will be made until the end of the partnership year. A running credit will be established that can be settled at the end of the planning year with one check or will be carried over to the following year as a credit with adjustments made to the working agreement to meet the 50% equity level desired.

6.3.3 PUBLIC/PRIVATE PARTNERSHIPS

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

- Upon entering into an agreement with a private business, group, association or individual, Department staff and political leadership must recognize that they must allow the private entity to meet their financial objectives within reasonable parameters that protect the municipality's mission, goals, and integrity.

- As an outcome of the partnership, the Department must receive a designated fee (such as a percentage of gross revenue dollars less sales tax on a regular basis), as outlined in the contract agreement.

- The working agreement of the partnership must establish a set of measurable outcomes to be achieved, as well as the tracking method of how those outcomes will be monitored by the City and the organization. The outcomes will include standards of quality; public access and equity; affordability; public benefits of the partnership; financial reports; customer satisfaction; payments to the Department; and overall coordination with the Department for the services rendered.

- Depending on the level of investment made by the private contractor, the partnership agreement can be limited to months, a year or multiple years.

- If applicable, the private contractor will provide a working management plan that they will follow to ensure the outcomes desired by the City. The management plan can and will be negotiated, if necessary. Monitoring of the management plan will be the responsibility of both partners. The organization must allow the contractor to operate freely in their best interest, as long as the outcomes are achieved and the terms of the partnership agreement are adhered to.

- The private contractor cannot lobby organization advisory or governing boards for renewal of a contract. Any such action will be cause for termination. All negotiations must be with the Department Director and City Manager or his/her designee.

- The organization has the right to advertise for private contracted partnership services or negotiate on an individual basis with a bid process based on the professional level of the service to be provided.

- If conflicts arise between both partners, the highest-ranking officers from both sides will try to resolve the issue before going to each partner's legal counsels. If none can be achieved, the partnership shall be dissolved.

6.3.4 PUBLIC/NOT-FOR-PROFIT PARTNERSHIPS

The partnership policy for public/not-for-profit partnerships between the Department and the not-for-profit community of service providers is provided below. This relationship relates to associations working together in the development and management of facilities and programs within the city parks system. These principles are as follows:

- The not-for-profit partner agency or group involved with the Department must first recognize that they are in a partnership with the City to provide a public service or good; conversely, the City must manage the partnership in the best interest of the jurisdiction as a whole, not in the best interest of the not-for-profit agency.

- The partnership working agreement will be year-to-year and evaluated based on the outcomes determined for the partnership agencies or groups during the planning process at the start of the partnership year. At the planning workshop, each partner will share their needs for the partnership and outcomes desired. Each partner will outline their level of investment in the partnership as it applies to money, people, time, equipment, and the amount of capital investment they will make in the partnership for the coming year.

- Each partner will focus on meeting a balance of 50% equity or as negotiated and agreed upon as established in the planning session with the Department. Each partner will demonstrate to the other the method each will use to track costs, how it will be reported on a monthly basis, and any revenue earned.

- Each partner will appoint a liaison to serve each partnering agency for communication purposes.

- Measurable outcomes will be reviewed quarterly and shared with each partner with adjustments made as needed.

- Each partner will act as an agent for the other partner to think collectively as one, not two separate agencies. Items such as financial information will be shared if requested by either partner when requested to support a better understanding of the resources available to the partnership.

- Each partner will meet the other's respective board on a yearly basis to share results of the partnership agreement.

- If conflicts arise between both partners, the highest-ranking officers from both sides will try to resolve the issue before going to each partner's legal counsels. If none can be achieved, the partnership shall be dissolved.

6.3.5 PARTNERSHIP OPPORTUNITIES

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

1. Operational Partners: Other entities and organizations that can support the efforts of the municipality to maintain facilities and assets, promote amenities and park use, support site needs, provide programs and events, and/or ensure the integrity of natural/cultural resources via in-kind labor, equipment, or materials.

2. Vendor Partners: Service providers and/or contractors that can gain brand association and awareness as a preferred vendor or supporter of the municipality in exchange for reduced rates, services, or some other agreed upon benefit.

3. Service Partners: Non-profit organizations and/or friends groups that support the efforts of the organization to provide programs and events, and/or serve specific constituents in the community collaboratively.

4. Co-Branding Partners: Private, for-profit organizations that can gain brand association and awareness as supporter of the municipality in exchange for sponsorship or co-branded programs, events, marketing and promotional campaigns, and/or advertising opportunities.

5. Resource Development Partners: A private, nonprofit organization with the primary purpose to leverage private sector resources, grants, other public funding opportunities, and resources from individuals and groups within the community to support the goals and objectives of the organization on mutually agreed strategic initiatives.

6.3.6 OPERATIONS, FUNDING, AND POLICY

The current philosophy of the Kentwood Parks and Recreation is to budget for program services by a core service area as part of a total system approach to recreation services. Core programs are based more on the supervisors' philosophy and management style. This can make the core program more impactful or less impactful based on the management approach which has limited core program growth across the system.

Kentwood Parks and Recreation Department is a park and facility system first and a recreation program system second. There is not a clear philosophy of a core program approach to services within the system and how to activate programs within the system to bring people into the system with the exception of ARCH. Based on the recreation program assessment presented earlier in this document and observations from the consultant team, we would identify Kentwood's Parks and Recreation core programs as follows:

- Active Older Adult Programs
- ARCH -Out-of-School Programs
- Youth Sports
- Special Events
- Farmers Market
- Facility Program Provider for other users to program
- People with Disabilities

Programs drive energy into a park system and consistently attract new users. The Department should consider rethinking their approach to core programs and focus on core program budgeting. This would allow programs to grow and thrive in the system and open up the opportunity for new core programs to exist. These new core programs could include the following and be system-wide:

- Outdoor Adventure and Nature Education
- Adult Sports
- Aquatics
- Fitness
- Family Programs
- Arts and Culture
- Regional Sports Tournaments

Another fundamental shift includes expanding funding opportunities to offset operational and capital costs via a stronger development of core programs. This will require the system to have several new approaches to funding the recreation programs in the system. This will require the system to price services based on public and private benefit received. Also, cost recovery goals should be established for each core program area based on a true cost of service approach that evaluates direct and indirect costs associated with providing the program. Cost recovery goals can vary based on the level of exclusivity a user gets over a general taxpayer. This will take developing a fee policy across the system.

In addition, other funding sources to support operational costs for core programs and core facilities should be considered and are as follows:

- User fees should be based on direct and indirect costs

- Consider memberships and/or admission fees for some facilities based on the amount of experiences available to users. The stronger the number of experiences, the more value the destination of the site. This should be applied to community centers and aquatic centers in the future.

- Permit fees should have a cost recovery goal connected to the system based on the level of exclusivity associated with the facility and the direct and indirect costs.

- Reservations should be based on prime time and non-prime times, true cost of services, and rather if the user is a for-profit or non-profit group.

- Equipment rental costs should be included in all fees.

- Facility and reservation costs should include repair and clean-up costs.

- Partnerships should be costed out for direct and indirect costs associated with each partners' investment in the program and/or facility.

- Sponsorships monies should be shared with the city when groups have sponsors investing in programs and/or facilities.

- The Department should receive a use fee and a percentage of gross on all revenue-producing events held in city parks and facilities.

- Sports associations that partner with the Department need to have a total rethink. If they make money off of City-owned facilities (especially with no capital investment) they should pay a permit fee and a percentage of gross for their exclusive use of a facility for their private gain.

Key policy changes can make a very large difference in funding the operational costs of the system and include:

- Establishing a cost recovery goal for every core program, facility, and service that is provided to the community or for the Department-owned programs.

- Cost of service is completed and tracked for all partners involved in using City-owned facilities for their personal gain.

- The more exclusivity that one group or individual has, the more they should pay for that level of exclusivity.

- All partnerships should have written agreements with measurable outcomes that are tracked and reported on a yearly basis.

Pricing Policy:

Pricing polices establish the philosophy of pricing based on a public and private good of a service. The pricing policy should include the following elements:

- Purpose

- Procedures

- Guidelines

- What constitutes a basic public service, important or special public service and private benefit services.

- Prices should be identified in how revenues should be placed into enterprise or revenue funds and what is defined as a cost. Any fee adjustments and special situations should be spelled out.

CHAPTER SEVEN - STRATEGIC IMPLEMENTATION PLAN

7.1 VISION

Vision describes what the Department wants to be known for in the future.

"Connecting people to parks, recreation programs and facilities for life"

7.2 MISSION

The following is the mission for how Kentwood Parks and Recreation will implement the vision:

"We will create outstanding recreational, natural and cultural experiences to enrich Kentwood residents' lives by enhancing the quality of life for our community now and for future generations"

7.3 CORE VALUES

Our core values are as follows:

- Outstanding customer service
- Enthusiastic Attitude and Teamwork of all staff
- Accountability and Integrity
- Creativity and Innovation
- Stewardship of our parks and natural areas
- Inclusiveness and Accessibility
- Leadership and Professional Development
- Excellence in everything we do

7.4 GOALS

The Department has five key Themes and Goals to manage by over the next five years.

1. **Sustainability.** We will create a resilient park and recreation system using diverse, stable and predictable funding sources that maximize resources and encourages partnerships.

2. **Community Placemaking**: We will enhance placemaking of our parks, trails and recreation facilities that will build community by capitalizing on enhancing our park experiences that promote people's health, happiness and well-being.

3. **Health, Wellness and Fitness;** To achieve health equity through evidence-based programs and education. We will put forward strategies and actions that focus on improving physical activity and access through evidence-based programs and community recreation facilities that are affordable, equitable, distributed and responsive to community needs.

4. **Conservation:** We will focus on preserving our natural resources and the promotion of good conservation and stewardship practices.

5. **Performance Excellence:** We will measure performance excellence of leadership, staff, parks, facilities and programs through established policies and processes, best practices, outcomes and measures and evaluations.

7.5 BUSINESS PLAN RECOMMENDATIONS

7.5.1 GOAL ONE - SUSTAINABILITY

We will create a resilient park and recreation system using diverse, stable and predictable funding sources that maximize resources and encourages partnerships.

Recommendations:

- Develop an established park and recreation millage to support the operational and capital needs of the system for the next ten years.

- Establish an effective pricing policy based on core essential, important and value-added service criteria that in activity costing based that covers both direct and indirect costs.

- Establish written partnership agreements with all partners that focus on managed expectations of each group with measurable outcomes. These would include public/public partnerships, public/not-for-profit partnerships and public/private partnerships.

- Design facilities to support revenue development that can support the operational costs associated with managing the facility at an agreed to cost recovery rate.

- Develop a business development position within the Department to establish partnership agreements, look for more earned income opportunities, support fundraising efforts for special events, support a park foundation, help in pricing of services with staff, upsell facilities and programs for the department, seek grants and track costs for the department.

- Hire needed staff in business development, volunteer development and management and to oversee rental of park spaces, two new program coordinators, a facility director and an assistant director for the department. These are necessary positions to move the organization forward for the future.

- Consider partnering with other cities next to Kentwood to be their park and recreation manager in cities such as Gains and Calone to maximize each other park and recreation needs collectively.

- Re-organize the functionality of the Park and Recreation Department to address how best to manage the system forward for the next ten years.

7.5.2 GOAL TWO - COMMUNITY PLACEMAKING

We will enhance placemaking of our parks, trails and recreation facilities that will build community by capitalizing on enhancing our park experiences that promote people's health, happiness and well-being.

Recommendations:

- Update signage of all parks and street access so the community knows where the parks in the city exist.

- Develop at least (6) experiences for a neighborhood park, and experience is described as a walking loop trail, a basketball court, a playground, a picnic shelter, a fishing pond or playfield), (12) experiences for a community park and (20) experiences for a regional park.

- Continue to develop the trail network in the city to connect trails to neighborhoods to build a safe environment to walk, run and bike in the city.

- Develop designated facilities for special events, dogs, youth and adult sports, farmers market, nature education and outdoor aquatic spaces.

- Convert underutilized tennis courts to pickleball courts.

- Convert other underutilized amenities in parks to new amenities that will support the community needs and energize the parks

- Need to create a significant brand and logo for the Department with a web site to drive people to use for program information and sign-up, upcoming special events and how to access parks, facilities and programs.

- Acquire another community park as well as more neighborhood parks in underserved areas of the city.

- Update existing park master plans for those that needed and enhance existing sites to be more user experience friendly.

7.5.3 GOAL THREE - HEALTH, WELLNESS AND FITNESS

To achieve health equity through evidence-based programs and education. We will put forward strategies and actions that focus on improving physical activity and access through evidence-based programs and community recreation facilities that are affordable, equitable, distributed and responsive to community needs.

Recommendations:

- Seek to ask voters to fund the development of a second multi-generational community center on the east side of Kentwood that would include at a minimum an indoor aquatic center, fitness center, two basketball courts, a walking track, senior lounge and youth play spaces. To attract young adults to want to live in the city the city must be willing to duplicate facilities that college students have on campuses in their own communities.

- Change the name of the existing west Activity Center to the East Kentwood Community Center.

- Develop a sports complex to serve local and regional sports leagues and tournaments for soccer, baseball, softball, field hockey, lacrosse, rugby and any other field sports. Consider lighting at least one of the soccer fields for fall play.

- Develop heart healthy trails in parks working with the local hospital as a partner.

- Develop additional core programs in health and wellness services, day care for youth, senior services, art and culture, nature education and outdoor adventure, fitness and aquatics if a new community center is built.

- Develop mini-business plans for core programs to depict the cost accurately, the cost recovery and pricing strategies, how much of the market the program controls, how to deal with existing partners and establish new partners and develop earned income strategies.

- Consider developing a youth sports association to manage sports play and field use on a more consistent basis.

- Preparations should be made now on how to move the ARCH program to a regular afterschool program that is eligible for all youth in the city for a fee should the Federal Government not renew the program as it is a valuable program for working families to have this type of program available to them for the future regardless of how it is administered.

7.5.4 GOAL 4 - CONSERVATION

We will focus on preserving our natural resources and the promotion of good conservation and stewardship practices.

Recommendations:

- Develop resource management plans for all-natural areas in the system.

- Develop volunteer corps to help alleviate non-native species in parks.

- Teach and train park staff on conservation practices as they maintain existing parks.

- Develop a conservation ethic in design of parks and programs in the system.

- Consider development of a nature-based learning center for the city to inform school groups and residents of nature education and resource management practices.

- Develop a resource management team within the city to help guide parks but also public works.

7.5.5 GOAL 5 - PERFORMANCE EXCELLENCE

We will measure performance excellence of leadership, staff, parks, facilities and programs through established policies and processes, best practices, outcomes and measures and evaluations.

Recommendations:

- Track cost of service for all programs and facilities on a unit cost basis

- Track at least 15 performance metrics each year.

- Achieve at least a 50% level of cost recovery in programs and at least 75% cost recovery from special use facilities.

- Track partnership equity level and partnership commitments.

- Maximize at least 70% of available time for facilities for program uses

APPENDIX A – DETAILED ACTION PLAN

APPENDIX B – DETAILED STATISTICALLY VALID SURVEY REPORT

APPENDIX C – EXAMPLE OF BALLOT INITIATIVE COMMUNICATION STRATEGY