



CITY OF SOUTH BEND 5-YEAR PARK MASTER PLAN

2014-2018



BLANK PAGE

ACKNOWLEDGEMENTS

City of South Bend
Mayor Peter Buttigieg

Common Council

Oliver J. Davis, Council President, 6th District
Derek D. Dieter, Vice-President, At Large
Tim Scott, 1st District Council Member
Henry Davis, Jr., 2nd District Council Member
Valerie Schey, 3rd District Council Member & Committee of Whole Chair
Dr. Fred Ferlic, 4th District Council Member
Dr. David Varner, 5th District Council Member
Gavin Ferlic, At Large Council Member
Karen L. White, At Large Council Member

City of South Bend Park Board of Commissioners:

Mr. Robert GoodrichPresident
Term Expires 12.31.2014
Ms. Amy Hill Vice President
Term Expires 12.31.2017
Mr. Bruce BonDurantMember
Term Expires 12.31.2014
Mr. Garrett MullinsMember
Term Expires12.31.2015

South Bend Park and Recreation Department:

Phil St. Clair, Executive Director
Susan O’Conner, Deputy Director
Mark Bradley, Marketing Director
Bill Carleton, Finance Director
Michael Dyszkiewicz, Maintenance Director
Paul McMinn, Assistant Recreation Director
Matthew Moyers, Special Project Coordinator
Randy Nowacki, Director of Golf

Consultants

Jones Petrie Rafinski
Chris Chockley, PLA, AICP, Project Manager
GreenPlay, LLC
Jessica Osborne, Project Manager
Design Concepts
Dave Peterson
Public Research Group
Tod Stanton



TABLE OF CONTENTS

I.	WHO ARE WE - PAST, PRESENT, AND FUTURE	1
A.	SOUTH BEND PARKS AND RECREATION MISSION:	1
B.	PURPOSE OF THIS PLAN	2
C.	DEFINITION OF THE PLANNING AREA	2
D.	HISTORY OF SOUTH BEND PARKS AND RECREATION DEPARTMENT.....	3
E.	PARKS AND RECREATION DEPARTMENT OVERVIEW AND STRUCTURE	9
F.	RELATIONSHIP TO THE PREVIOUS MASTER PLAN.....	12
G.	RELATED PLANNING EFFORTS AND INTEGRATION.....	12
H.	METHODOLOGY OF THIS PLANNING PROCESS.....	12
I.	TIMELINE FOR COMPLETING THE MASTER PLAN	13
II.	WHAT WE WANT - OUR COMMUNITY AND IDENTIFIED NEEDS.....	14
A.	REGIONAL SETTING:	14
B.	NATURAL FEATURES AND LANDSCAPE	15
C.	MANMADE, HISTORICAL AND CULTURAL FEATURES.....	18
D.	ADA ACCESSIBILITY COMPLIANCE	26
E.	CURRENT PARK AND RECREATION TRENDS.....	27
F.	COMMUNITY AND STAKEHOLDER INPUT	47
G.	STATISTICALLY VALID COMMUNITY SURVEY FINDINGS	69
III.	WHAT WE HAVE NOW - PUBLIC PROGRAMS AND SPACES.....	79
A.	BACKGROUND FOR ASSETS AND AFFORDANCES ANALYSIS.....	79
B.	CREATING THE ASSETS INVENTORY	79
C.	ASSETS CONTEXT	81
D.	AFFORDANCES INVENTORY	82
E.	LEVEL OF SERVICE - THE GRASP® ANALYSIS.....	87
IV.	HOW WE MANAGE - OPERATIONS AND OVERSIGHT	98
A.	ADMINISTRATION, MANAGEMENT, AND ORGANIZATIONAL DEVELOPMENT	98
B.	ORGANIZATIONAL DEVELOPMENT	99
C.	CAPRA ACCREDITATION	100
D.	FINANCES - TRADITIONAL AND ALTERNATIVE FUNDING.....	101
E.	SOUTH BEND PARKS FOUNDATION	114
F.	VOLUNTEERS.....	115
G.	MAINTENANCE.....	115
V.	GREAT THINGS TO COME - RECOMMENDATIONS AND ACTION PLANS	117
A.	STRATEGIC PLAN	117
B.	AREAS OF SPECIAL FOCUS	124
C.	STRATEGIC ACTION PLAN.....	127
D.	PARKS AND RECREATION MAINTENANCE COST	151
E.	PARK BOND ANALYSIS.....	163
F.	RECOMMENDATION COST ESTIMATES AND TIMELINES	164
VI.	APPENDIX.....	165
A.	APPENDIX A: GRASP® COMPOSITE VALUES LEVEL OF SERVICE ANALYSIS HISTORY AND METHODOLOGY ..	165
B.	APPENDIX B: MAINTENANCE AND OPERATIONS MANAGEMENT.....	169



I. WHO ARE WE - PAST, PRESENT, AND FUTURE

A. SOUTH BEND PARKS AND RECREATION MISSION:

We Build Community Through People Parks and Programs

Our **Mission**: Creating Community is more than an action plan for South Bend Parks and Recreation Department—it is a plan to reposition the diverse profession of parks and recreation for the future.

We, the parks and recreation profession, include commercial and for-profit organizations, such as health clubs and equipment vendors; nonprofit organizations, such as the YMCA and Boys and Girls Club; natural resource agencies, such as the U.S. Forest Service, Department of Natural Resources and county/state parks; therapeutic recreation agencies, such as hospitals, rehabilitation centers and long-term care facilities; community colleges and universities which prepare our future professionals; adult education providers who offer lifelong learning opportunities; park professionals who preserve the natural environment, enhance safety and protect our valuable resource investment; special districts and local recreation agencies that provide parks and recreation opportunities to local residents; students who are the professionals of the future; citizen volunteers who provide many direct services; and others. All are part of the vision for the future.

To **build** is to bring into being or to cause. This word emphasizes the active role of parks and recreation in the task of creating community.

Community is a sense of belonging, ownership and common purpose that develops among people who live or work together as a social unit. Within parks and recreation, a community may be a city, a hospital ward, a park and recreation district, a senior center, a neighborhood or a for-profit business or nonprofit agency. It includes both your co-workers and the people we serve.

Parks and recreation often delivers services through **people**—our staff and volunteers make connections with our clients and residents to improve lives. It is this person-to-person contact that relieves the loneliness of senior citizens, reduces the stress and isolation of working adults, and inspires and teaches youth to become productive community members. Parks and recreation professionals mobilize people to solve community problems—from building trails to coaching sports leagues to tutoring youth-at-risk. We are the essential connection to people and their needs in the communities and settings that we serve.

As a profession, we are known for our **parks** and open space. They create a green infrastructure that is essential to our area's economy—from the regional attractions to a pocket park in the midst of our neighborhood. We provide relief from urban development, preserve the environment and provide opportunities for recreation through our facilities. In addition to parks, we provide many types of facilities today to meet the needs of our customers—water spray splash pads, fitness centers, wilderness areas, skate parks, community centers, etc. In the vision statement the word “parks” can be interpreted as any facility provided by parks and recreation to meet needs.

Programs can be recreation activities, services or organizational structures designed to produce specific outcomes or benefits to our clients. Historically, our programs have also been an important means of connecting with clients and creating community. As such, these programs must be acknowledged in our vision statement.



B. PURPOSE OF THIS PLAN

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

The purpose of the master plan is to be proactive in determining the future of the South Bend Parks and Recreation Department's abilities and activities. Through the development and implementation of a cohesive five-year vision and a prioritized plan of action, the ultimate goal is to maximize the benefits to our community through our efforts.

The plan provides strategies for strategic positioning, partnership building, community involvement and feedback, necessary capital improvements and for ongoing operation and maintenance. The master plan defines a balanced system of city-wide facilities serving the City's entire population and our visitors. It works in conjunction with and reinforces the City of South Bend's larger goals under City Plan and other planning documents.

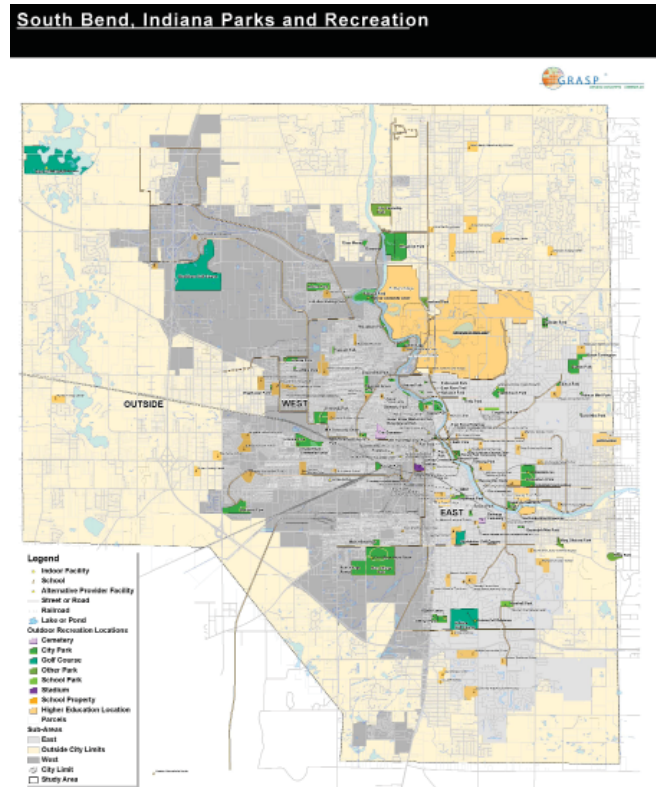
While this document is a five year plan for the South Bend Parks and Recreation Department, it is intended to be a dynamic tool for planning, decision making and for implementation of the identified steps. This document is to be reviewed regularly throughout the year and kept up to date, reflecting modifications to the existing system and adapting to the changing needs of the community.

Strategic Action Plan

The Department, with Park Board and public input, develops a Strategic Action Plan that outlines the allocation of department resources on an annual basis for a period of five to ten years. The Strategic Action Plan provides measurable objectives and strategies for completing each goal identified.

C. DEFINITION OF THE PLANNING AREA

The planning area for the South Bend Parks and Recreation Department is the same as the service area. Although the department is an operational unit of the City of South Bend, the services, collaborative partnerships, and impact of its operations are not limited to the city limits. Several facilities, parks, and programs offered by the department have a regional influence and many users of the park system are not residents.



D. HISTORY OF SOUTH BEND PARKS AND RECREATION DEPARTMENT

The City Park Board, responsible for the acquisition, development, and maintenance of city park lands, held its first meeting on December 7, 1921. The original Park Board consisted of the following officers:

- Mr. Eugene Bender, President
- Mr. Albert Hoadley, Vice-President
- Mrs. Alice Cosler, Secretary

The Department of Recreation was formed in 1946. It was originally governed by the City Recreation Council, which consisted of the School Board, the Park Board, the Recreation Commission, and seven members at-large. In 1948, the governing body was changed and the Department was sponsored by the Board of Education, and the Board of Recreation. The Department of Parks and Recreation held its first meeting on June 26, 1952, bringing the efforts of the City Park Board and the Department of Recreation into one department. This structure serves the park and recreation needs of the City today.

The South Bend Parks and Recreation Department has long been established as a key component to the quality of life in South Bend and has a rich and storied history. Howard Park, the first in the system, was developed in 1879 and set the standard for parks in the area. With the adoption by the South Bend Common Council of an ordinance in 1929, the South Bend Department of Public Parks was first formed, its powers and duties were defined, and a taxing district for park purposes under the first class cities legislation was established.

Today’s park system now includes Potawatomi Zoo, first established in 1902 and Indiana’s oldest zoo, and Leeper Park and George Kessler Boulevard, both designated as national treasures by the federal Historic Preservation Committee.

Located on the historic east race site of the St. Joseph River is North America’s first man made white water rapids course and the Belleville Softball Complex on the city’s south side continues to host the finest calibre annual tournaments in the region.

The inventory of park facilities includes a state of the art fitness center, a competition-designed concrete poured skate park, and Coveleski Stadium which houses South Bend’s own minor league baseball team.

Past Park Commissioners & Terms in Office

On June 8, 1891, the South Bend Common Council Elected a Board of Park Commissioners. This Board served until the a new city charter was enacted in 1901, when the Park Board was dissolved and the Board of Public Works took over the administration of city parks.

- 1. Frank Mayr1891-1894
- 2. Corwin B. Vanpelt1891-1898
- 3. Samuel S Perley1891-1893
- 4. Joseph E. Robert1893-1894
- 5. Martin J. Roach 1894-1901
- 6. Orin G. Huff 1894-1901
- 7. Irving A. Sibley1898-1901



In 1910, a new Board of Park Commissioners was formed under state law, and this is the continuing institution that is responsible for the South Bend Parks and Recreation to the present.

1. Richard Elbel.....	1910-1937	28. Ben H. Drollinger	1949-1953
2. F.O Winkler	1910-1912	29. Alex J. Dlugosz	1951-1953
3. Simon Greenbaum	1910-1913	30. Charles A. VanDe Veire	1952-1967
4. George M. Studebaker	1910-1911	31. Paul D. Gilbert	1953-1959
5. Dr. Edwin J. Lent	1910-1918	32. Stanley F. Kromkowski	1954-1957
6. Horace L. Greene	1911-1915	33. Edwin S. Ehlers	1955-1967
7. Irwin Jackson	1913-1920	34. Richard S. Kromkowski	1957-1969
8. W.W. Ridenour	1912-1923	35. Herbert R. Solbrig	1960-1963
9. Carl D. Britton	1918-1920	36. James E. Beaudway	1964-1975
10. George Olatner	1920-1927	37. Richard J. Feil	1967-1977
11. Otis S. Romine	1920-1930	38. Thomas F. Broden	1970-1977
12. Ward L. Mack	1923-1929	39. Reginald R. Howard	1973-1976
13. George H. Wheelock	1927-1938	40. James P. Considine	1976-1979
14. David Fishgrund	1929-1943	41. N. Jerry Hubner	1977-1980
15. Wilson E. Freeman.....	1930-1934	42. Gwen Stiver	1979-1996
16. John B. Sniadecki	1930-1939	43. Melvin L. Holmes	1980-1993
17. William A. Freeman	1937-1941	44. John L. Horvath	1981-1987
18. Dr. James L. Wilso	1939-1947	45. Phillip G. Long	1988-1994
19. Larry J. Bojewicz	1939-1945	46. Fred S. Kahn	1988-1994
20. Carl Gintz	1941-1948	47. Jerome Perkins	1993-1997
21. Hugh L. Woolverton	1943-1949	48. Tom Kelly	1994-2011
22. Frank B. Klimek	1946-1949	49. Robert Henry	1994-2012
23. Russell With. Koehler	1947-1948	50. Bob Goodrich	1997-present
24. Dr. James M. Wilson	1948-1949	51. Garrett Mullins	1997-present
25. George T. Koch	1949-1952	52. Amy Hill.....	2011-present
26. Maurice Tucker	1949-1951	53. Bruce BonDurant.....	2012-present
27. Dr. Lorenze A. Rausch	1949-1954		

Chronological History of South Bend Parks Department

1879	Ordinance passed to establish Howard Park as South Bend's first park.
1891	City Council creates first Board of Park Commissioners.
1901	South Bend Board of Park Commissioners abolished by special legislature, put under of Board of Public Works.
1902	Leeper Park is established as South Bend's second park.
1905	Potawatomi Park is established
1910	Legislature changes establishing authority of parks to Board of Park Commissioners.
1910	Herman Byer, appointed as first Park Superintendent.
1912	George Kessler develops boulevard system to connect city parks.
1912	A.E. Perly appointed Park Superintendent.
1916	Rum Village Park was acquired for \$45,000.00.
1918	South Bend Board of Park Commissioners acquired Pinhook property from County Commissioners.
1920	Potawatomi Park used as a zoo.
1920	Studebaker golf course opens as South Bend's first municipal golf course.
1922	South Bend's first pool, the Harry Engman Natatorium opened in July.
1924	Ordinance passes to build South Bend's first and only Greenhouse.
1925	The Albert Erskine golf course opens.
1937	Richard Elbel retired after serving 28 years on the South Bend Board of Park Commissioners.
1938	Paul Hayes appointed Park Superintendent.
1939	Howard Park administrative building is completed as part to the With.P.A. program.



1941 Pierre Navarre Park opens at the location of the present day O'Brien Park.
 1944 Lysly McNabb appointed Park Superintendent.
 1950 Kelly Park established.
 1951 Veterans Memorial Park established.
 1954 Keller Park established.
 1954 Bendix baseball park completed, it is now called Kennedy Park.
 1954 Sorin park established.
 1954 First comprehensive park master plan developed.
 1955 South Bend Community School Corp. and the Park Department Recreation Commission.
 1955 Paul Boehm named first Recreation Director.
 1956 Potawatomi Pool built for \$153,000.00 and Bendix Pool built for \$190,000.00 and opened in June.
 1956 Potawatomi Band Shell built for \$23,000.00 and Studebaker Proshop for \$42,000.00.
 1957 Rum Village shelter house completed.
 1957 Storyland Zoo opens at Rum Village. The children train begins operation in Rum Village park.
 1958 City's first recreation center opens, donated by the Federal Housing Authority.
 1959 Park Department signs a 99 year lease with Izaak Walton to establish park.
 1959 Beck's Lake and subsequently LaSalle Park was purchased by the Park Department.
 1959 Pierre Navarre cabin renovated at Leeper Park.
 1959 Navarre Park is named O'Brien Park, Lombardy Park is now named Navarre Park.
 1960 Howard Park Maintenance Building is completed.
 1960 Park Department signs lease with S.B.C.S.C. to build Studebaker on existing park.
 1960 Voorde Park established, park fully developed in 1963.
 1961 LaSalle Park established.
 1961 Dutch Elm disease ruins thousands of city trees.
 1961 Elbel Park purchased for \$35,000.00, later to become Elbel Golf Course.
 1963 Park Department sells \$800,000.00 in bonds to develop Pinhook, Elbel and Voorde Parks.
 1963 Park employees join union.
 1963 Ella Morris donates funds for the Morris Conservatory. The Conservatory opens in 1964.
 1963 George Wheelock Park donated to Park Department. Park Department leased to Izaak Walton.
 1964 Pinhook beach opens.
 1965 Elbel Golf Course opens at the cost of \$550,000.00.
 1966 National Guard Armory leased to the Park Department, later named the Newman Center.
 1966 Riverside Manor Park established.
 1967 Ralph Newman retires after 19 years as Superintendent.
 1967 Charles Van Deive named Park Superintendent.
 1967 J.D. Oliver Park established.
 1967 Muessel Ellison Trust Foundation donated funds for Tropical Garden Facility.
 1968 Lasalle Recreation Center Opens.
 1968 Leeper Park Tennis clubhouse is completed.
 1968 Park Department begins the development of South Bend's first "mini parks."
 1969 Teamster local #364 recognized as the bargaining agent for hourly employees.
 1969 Fremont Park established.
 1970 New county park system is being developed.
 1971 Friends of the Zoo organized, later became the Potawatomi Zoological Society.
 1971 Jim Seitz appointed as Park Superintendent.
 1972 Bendix Recreation Center opened.
 1972 Bendix Park and Pool changed to Kennedy Park and Pool.
 1972 Boland Park established.
 1973 For the first time, Park rules are now ordinances passed by the City Council.
 1973 Paul Boehm retires after 18 years as Recreation Director. He is succeeded by Bob Goodrich.
 1973 Martin Luther King Recreation Center opens.



1973 First Ethnic Festival.
 1974 Rum Village Nature Center opens.
 1974 Arizona Desert House opens at the Conservatory.
 1975 Bi-Centennial Park completed.
 1975 Island Park completed.
 1976 Pier Park completed.
 1976 Boehm Park established in honor of Paul Boehm.
 1976 Dean Johnson Park established.
 1976 Belleville's "Sheridan Field" is completed with lighting, dugouts and fencing.
 1978 Park Department takes over "Ice Box" ice rink and develops partnerships with other agencies.
 1978 The 56 year old Engman Natatorium closes permanently.
 1979 First Major Zoo renovation in 52 years at Potawatomi Zoo. Cost is \$1.5 million.
 1981 Storyland Zoo closes after 24 years of operations.
 1981 Park Department hosts first annual Winter Fest.
 1982 Five Year master plan completed.
 1982 Arthur Fredrickson donated money for establishment of a park.
 1982 First Zoo Tide at Potawatomi Zoo.
 1984 East Race Waterway opens at the cost of \$4.5 million.
 1984 Fredrickson Park is established.
 1985 Seitz Park is established.
 1985 Coveleski Stadium bond and funding process begins for the \$5.7 million project.
 1987 Coveleski Stadium completed at the cost of \$8 million.
 1987 Fish ladder on East Race completed.
 1987 Five year master plan completed. 1988 South Bend White Sox begin to play at Coveleski.
 1988 Jim Seitz retires as Park Superintendent after 18 years. Karl Stevens named his successor.
 1989 Pinhook Park beach closed permanently after 25 years of operation.
 1989 St. Joseph County Vietnam Veterans Memorial established in Howard Park.
 1991 Bob Goodrich retires
 1992 Kids Kingdom is built at Potawatomi Park.
 1992 Phil St. Clair is appointed Park Superintendent.
 1993 Non reverting funds are established for the first time to create dollars for capital improvements.
 1993 Study completed on possible merger of City-County parks, and establishments of park districts.
 1994 Leeper Park duck pond is renovated.
 1994 Blackthorn Golf Course is opened. It is South Bend's fourth municipal golf course.
 1994 The "Moving Wall" came to Howard Park to honor Vietnam Veterans.
 1994 Park Department restructured to include budgeted divisions within Park Department.
 1994 City's first disc golf course opens at Rum Village.
 1995 City's first mountain bike trail and course opens at Rum Village.
 1995 S.B.C.S.C. and Recreation Commission dissolves 40 year partnership with Park Department.
 1995 Recreation Division is entirely funded by the City Park budget.
 1995 Park Department receives \$900,000. grant to extend riverwalk.
 1995 Park Department established "in house" Concessions Division.
 1996 Irrigation system installed Studebaker and Elbel golf courses at the cost of \$750,000.00.
 1996 Dean Johnson and Studebaker Parks are permanently closed due to construction of schools.
 1996 Boehm Park baseball facility is completed.
 1996 Kaukema's Courtyard playground is completed at Rum Village park.
 1996 Gwen Stiver retires from South Bend Board of Park Commissioners after 17 years of service.
 1997 Karl Stevens Memorial Nursery established at Elbel.
 1997 Park Department takes over city's special events operation.
 1997 Riverwalk completed at a cost of \$1.2 million.
 1997 The new \$1.6 million Belleville Softball Complex opened in June.



- 1997 Leeper Park is designated a historic landmark by the Historic Preservation Commission.
- 1998 Five Year Parks & Recreation Master Plan completed.
- 1998 \$500,000 Buddy Bonds Community Center constructed at LaSalle Center.
- 1998 Recreation Program TRU Soldier, B.L.A.S.T., River City Basketball & “Kid’s World” were established.
- 1998 Park & Recreation Department hosted the 25th Annual Ethnic Festival
- 1998 Park & Recreation Department and City of South Bend designated “Tree City USA” by the National Arbor Day Foundation.
- 1999 Belleville Softball Complex hosts its first amateur Softball Association National Championship tournament.
- 1999 Karl Stevens Tree Nursery dedicated and opened April 6th.
- 1999 Potawatomi Zoo opens new alligator exhibit.
- 2000 O’Brien Administration and Recreation Center opened to the public.
- 2000 Kennedy Family Water Playground facility opened to the public.
- 2000 Belleville Softball Complex hosts the 2000 Women’s Olympic Softball team on July 18th.
- 2000 Potawatomi Zoo opens new zebra exhibit and greenhouse.
- 2000 Potawatomi Zoo obtains American Zoo and Aquarium Association National Accreditation.
- 2000 Erskine Golf Course celebrates its 75th anniversary.
- 2000 Parks and Recreation Department creates a new marketing division.
- 2001 Potawatomi Zoo opens new veterinary hospital.
- 2001 Parks and Recreation Department creates first “Kid’s Triathlon” with 438 entries.
- 2002 O’Brien Skate Park opens in July. 2002 Belleville hosts an unprecedented two A.S.A. National Championship Tourneys.
- 2002 Parks and Recreation Department implements “Hearts ‘n Parks” program.
- 2003 Parks and Recreation Department website recognized by the National Recreation and Parks Association as “Best of all Class III Cities in the United States.
- 2003 South East Neighborhood Park opens, replaces former Johnson Park.
- 2004 Parks renovate the 32 year old Martin Luther King Recreation Center
- 2005 New O’Brien 7,500 sq. ft. Fitness Center opened at the O’Brien Center
- 2005 The South Bend Parks and Recreation and the South Bend Rotary partnership create the Friendship Station Playground.
- 2005 “Friendship Station” is dedicated and officially opens to the public in Belleville Park
- 2005 Potawatomi Zoological Society provides the C.B. Hunting passenger train as a permanent zoo structure.
- 2005 The 80 year old Potawatomi Park Pavilion was completely rehabilitated to serve as South Bend’s largest outdoor rental facility.
- 2006 South Bend Swim Club implemented.
- 2006 New Maintenance Facility located at 1020 High St. is opened. The old maintenance facility built in 1960 and located at Howard Park is demolished.
- 2006 Department of Natural Resources recognizes South Bend as Tree City USA for the 10th consecutive year.
- 2006 Renovation of Pinhook Pavilion Hall completed.
- 2006 New lion exhibit is completed at Potawatomi Zoo.
- 2007 Completion of the 1.75 mile river walk along Riverside Drive.
- 2007 South Bend Botanical Society is formed to create a partnership with the South Bend Parks and Recreation Department.
- 2007 South Bend Parks & Recreation Dept. receives accreditation from CAPRA
- 2007 Renovation of Leeper Park Tennis Courts completed and Grand Re-Opening.
- 2008 Potawatomi Park Universally Accessible Playground is built and opens to the public.
- 2008 Women’s Olympic Softball Team returns to Belleville for an unprecedented 3rd time.
- 2008 Community Gardening group, in partnership, begins to use park property at Potawatomi Park for growing of local food.
- 2008 South Bend Parks and Recreation install their 5th water splash pad in the city parks. Locations include LaSalle Park, Coquillard Park, King Park, O’Brien Park, and Southeast Community Park.



- 2008 Belleville Softball Complex host 10th and 11th A.S.A. National Championship Softball Tournament and receives it's 10th and 11th James Farrell Award for Excellence as one of the best organized softball tournaments in the U.S.
- 2009 Creation of the Memorandum of Understanding with the newly formed South Bend Botanical Society allowing the Botanical Society to operate and maintain the Potawatomi Conservatories for the use of the community.
- 2009 Completion of the Five-year Master Plan Update (2009-2013)
- 2009 Completion of the Association of Zoo and Aquariums Accreditation for the Potawatomi Zoo Howard Park Ice Rink celebrates fifty years of continuous service.
- 2010 Opening of the Otter Exhibit at Potawatomi Zoo
- 2010 Formation of the South Bend Parks Foundation
- 2010 Online registration added to the Department's services
- 2011 The South Bend Parks and Recreation begins a three-year study, creating new strategies and integrating community resources to address obesity in children ages 10-14 as a Beta Site with the Healthy Communities Research Group.
- 2011 Opening of the City Wellness program.
- 2011 Inaugural Blues and Ribs Fest at Howard Park in support of the Miracle Park concept.
- 2011 Renovation (Phase 1) to Coveleski Stadium begins
- 2011 New synthetic turf and field drainage installed at Coveleski stadium
- 2012 Substantial renovation of the Potawatomi Conservatories. The South Bend Botanical Society manages daily programming, educational opportunities and awareness campaigns.
- 2012 Friendship Station at Belleville Park replaced
- 2012 First ADA designed splash pad installed at Potawatomi Park in partnership with the St. Joseph Community Foundation and a local private investor.
- 2012 CAPRA five-year reaccreditation process completed.
- 2012 Digitizing of cemetery records begun with the Historic Preservation Society and Notre Dame.
- 2012 Creation of the Active Youth Initiative (AYI) to further the impact of the Healthy Communities Research Group's work with South Bend.
- 2012 Renovation (Phase 2) to Coveleski Stadium begins.
- 2013 Entered into a Public/Private Partnership with the Zoological Society to manage the operations at Potawatomi Zoo.
- 2013 The Graffiti Abatement Program created and operated by the Parks and Recreation Department, receiving reports and resolving over six hundred sites in 2013.
- 2013 Creation of a Deputy Director position for the Parks and Recreation Department.

Awards Received

- 2001 O'Brien Center awarded "Best New Park Facility" by Indiana Parks and Recreation Association.
- 2002 Indiana Parks and Recreation Association awarded City Parks Department with Best Recreation Program for B.L.A.S.T., and best new facility for the O'Brien Skate Park.
- 2003 IPRA awards Park and Recreation Department "Best New Park Development" for Southeast Park
- 2004 Great Lakes Region/NRPA Partnership Award for relationship between Potawatomi Zoo and the Potawatomi Zoological Society.
- 2004 IPRA Award for Outstanding Park Development for Southeast Park Women's Olympic Softball Team returns to Belleville for a 2nd time.
- 2004 Child Magazine ranked Potawatomi Zoo as one of the 20 Best Zoos for Kids.
- 2004 IPRA Essential Services award to Hearts N Parks program
- 2005 IPRA Essential Services Award for Promoting health & fitness through Parks & Recreation
- 2005 IPRA Outstanding Facility Award for the Martin Luther King Jr. Center renovation
- 2005 Child Magazine names Potawatomi Zoo as one of the top 20 zoos in the U.S. for kids.
- 2006 South Bend Parks & Recreation Dept. receives Award of Excellence from the National Institute of Health and the Department of Health & Human Services for the WeCan Program, and is named one of the first



“We Can!” cities in the U.S.

2007 IPRA Outstanding Service Award for Dedicated Service to I.P.R.A.

2008 IPRA Awards for:

Essential Service for Health & Fitness:

Outdoor Awareness:

Wildwood Studio Nature Program

Outstanding Park Development:

Potawatomi Park Universally Accessible Playground

Outstanding Service Work:

Susan O'Connor

2007 IPRA Outstanding Park Agency of the Year

2009 Distinguished Lifetime Member Award, Susan O'Connor

2010 Park Professional of the Year, Phil St. Clair

2011 Outstanding Agency of the Year

2012 Coveleski Stadium receives Baseball Digest's "Ballpark Renovations of the Year" Award due to recent ballpark renovations.

E. PARKS AND RECREATION DEPARTMENT OVERVIEW AND STRUCTURE

The South Bend Parks and Recreation is a department of the City of South Bend and receives funding authorized by the Common Council through budget appropriations. Additional funding is provided through fees charged for specific programs and services and through grant funds. Additionally, the South Bend Parks Foundation provides funds through donations and bequests that enhance department programs, services, and projects.

The Department manages over 56 parks covering over 1,200 acres including a nature center, 3 golf courses, East Race Water Way, Potawatomi Park, Potawatomi Conservatory, over 55 sports fields, 59 playgrounds, 42 tennis courts, 7 water playgrounds, 1 pool, over 27 miles of multi-use trails, the O'Brien Skate Park, 6 community/recreation centers, fitness facilities, gymnasiums, meeting rooms and facilities, and more.

Board of Parks Commissioners

The South Bend Board of Parks Commissioners, by ordinance, operates under the Indiana Park and Recreation Law (36-10-3) which establishes the exclusive government, management and control of all parks and recreation areas within the City/Town subject only to the laws of the state.

The Board of Park Commissioners is composed of four (4) members, not more than two of them shall be of the same political party, appointed by the Mayor to four-year terms. The Board has authority under statute for:

1. Operation of the Department of Parks (i.e. user fees, special events, Master Plans, etc.)
2. Adopting rules and regulations
3. Acquiring and selling park lands
4. Adopting capitol improvement programs
5. Approving annual operating expenses
6. Selling bonds for capital improvement.

The Current Board of Park Commissioners

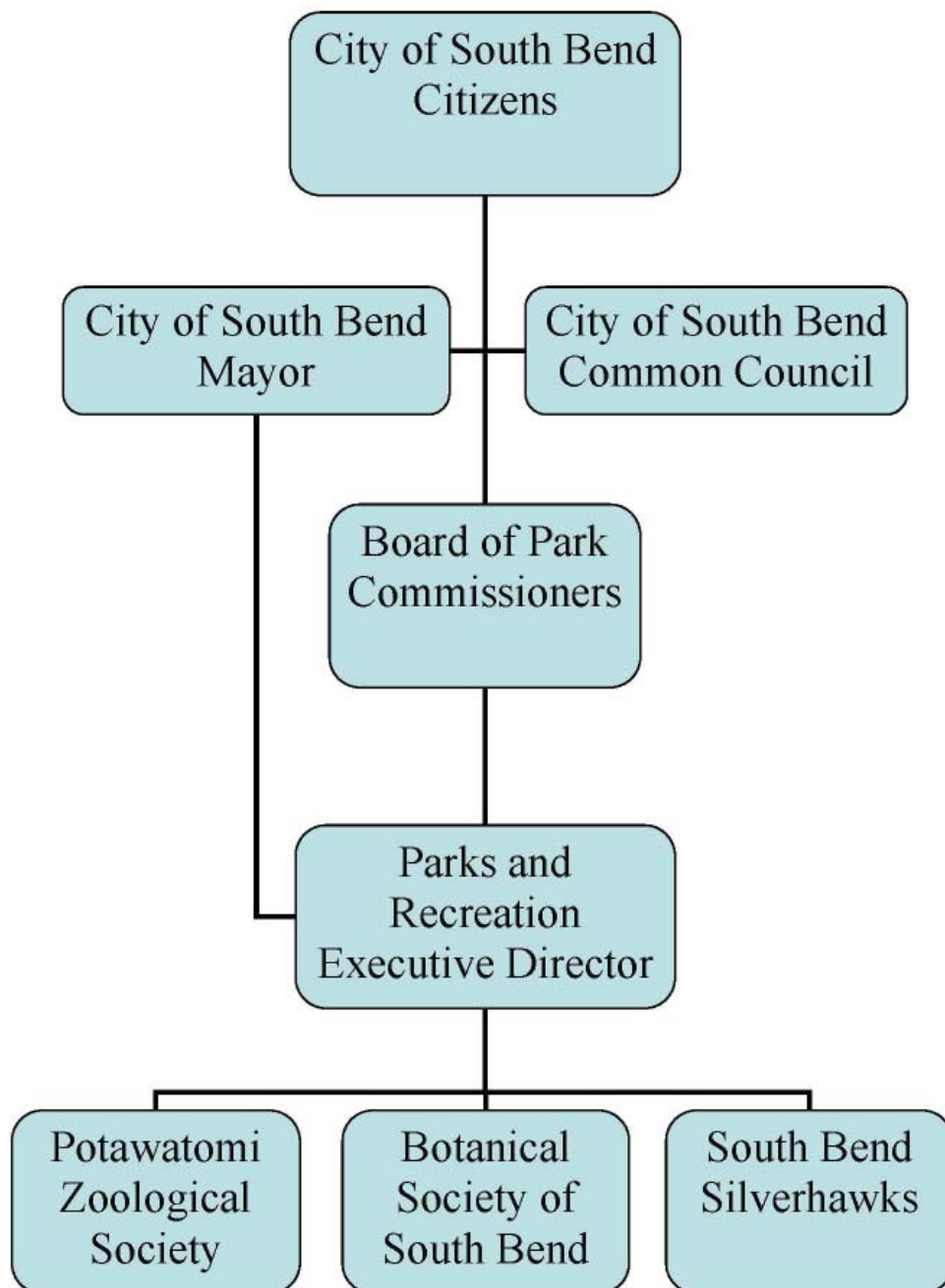
Mr. Robert GoodrichPresident
Term Expires12.31.2014
Ms. Amy HillVice President
Term Expires12.31.2017

Mr. Bruce BonDurantMember
Term Expires 12.31.2014
Mr. Garrett MullinsMember
Term Expires 12.31.2015



BOARD OF PARK COMMISSIONERS / PARKS AND RECREATION ORGANIZATION

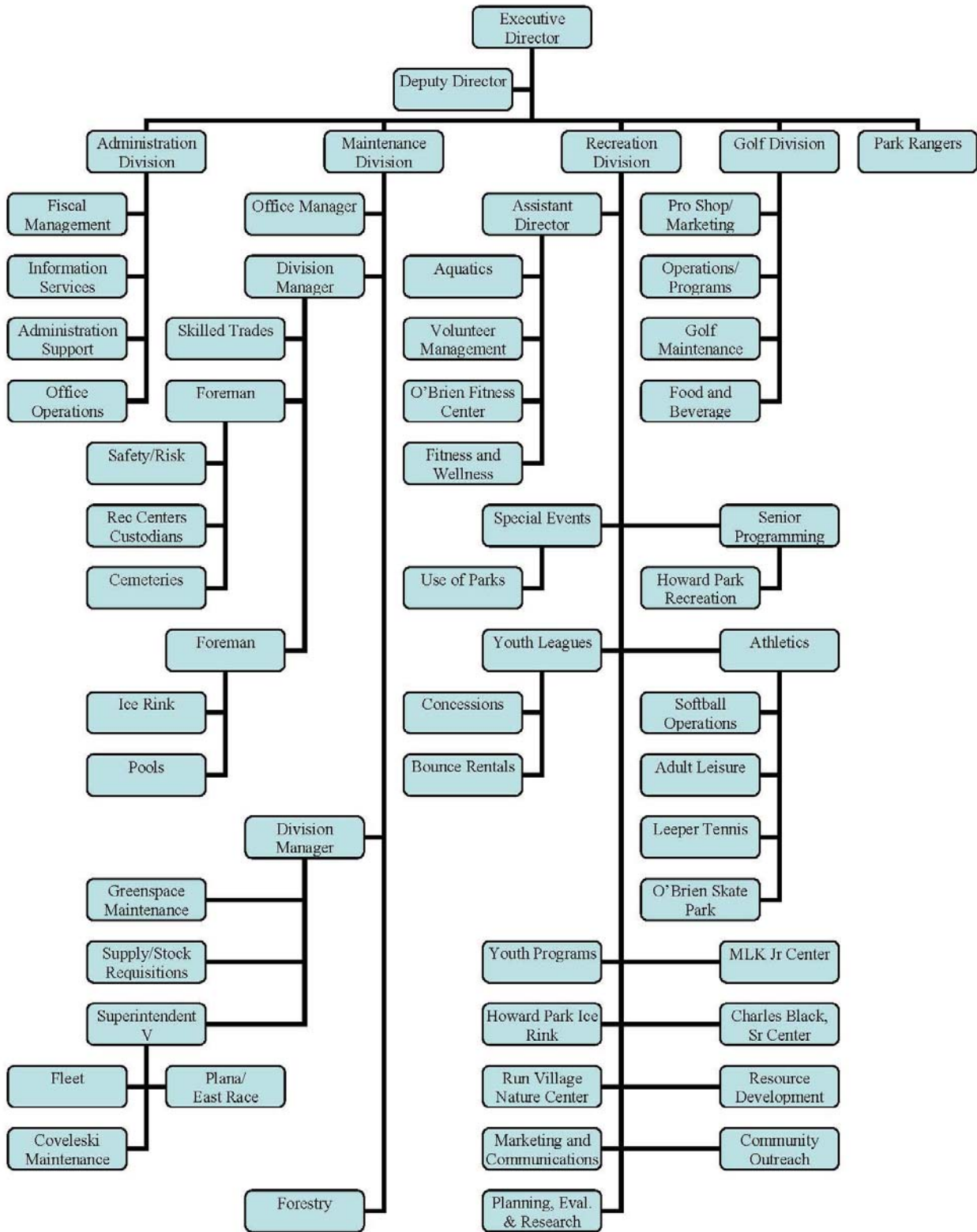
The following organization chart show the relationship between the Mayor's office, Common Council, Board of Park Commissioners, Parks and Recreation Executive Director and the Private Partnerships that operate the various city facilities.



PARKS AND RECREATION DEPARTMENT ORGANIZATION

The Park Department have four main divisions and the parks rangers Including Administration, Maintenance, Recreation and Golf. The following chart shows the organization of the Parks and Recreation Department and the levels of responsibility identified for each division.

PARKS AND RECREATION DEPARTMENT ORGANIZATION



F. RELATIONSHIP TO THE PREVIOUS MASTER PLAN

The South Bend Five-Year Parks Master Plan (2014-2018) builds off of the previous Parks Master Plan including the identified issues and goals developed during that planning process.

G. RELATED PLANNING EFFORTS AND INTEGRATION

The City of South Bend has undertaken several planning efforts in recent years that have helped inform the planning process for this Parks and Recreation Master Plan. These plans and studies include:

- Annexation Plan (1992)
- Bike South Bend 2010-12 Plan (2010)
- City Plan External Link (2006)
- Housing and Community Development Plan (2009)
- East Bank Village Master Plan – Phase 1 (2008)
- Howard Park Neighborhood Plan (2012)
- Keller Park Neighborhood Strategic Action Plan (2001)
- Southeast Neighborhood Action Plan (1995)
- West Side/LaSalle Park/Oliver Gateway Neighborhood Restoration Plan (2004)
- Mishawaka Avenue Streetscape Beautification Plan (2008)
- Lincolnway and Western Avenue Corridor Plan (2014)
- Smart Streets Initiative (2014)

For more information of the various plans and studies: <http://www.ci.south-bend.in.us/government/content/plans-studies>

H. METHODOLOGY OF THIS PLANNING PROCESS

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

Needs Assessment and Public Involvement

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



- Trend analysis in the fields of recreation and leisure services.

Level of Service Analysis

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

Inventory

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

Assessment and Analysis

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

Recommendations: Goals, Objectives, and Action Plan

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

I. TIMELINE FOR COMPLETING THE MASTER PLAN

Start-up (January 2014)

Needs Assessment and Public Involvement (February - March 2014)

Inventory and Assessment of Existing Facilities (January - June 2014)

Findings Compilation Report (June 2014)

Standards and Recommendations (March - June 2014)

Financial Resource Analysis (March - June 2014)

Recommendations and Action Plans (June - July 2014)

Final Plan and Presentation (July - September 2014)



II. WHAT WE WANT - OUR COMMUNITY AND IDENTIFIED NEEDS

COMMUNITY PROFILE AND DEMOGRAPHIC INFORMATION

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

The following is an overview of South Bend and a needs assessment of parks and recreation facilities and services. This section first describes the existing natural features and landscape and then looks at key demographic information, South Bend's cultural characteristics, and national and local trends in parks and recreation services.

Community input from stakeholder interviews, focus groups and a community meeting is described and identifies strengths, weaknesses, and opportunities of South Bend's parks and recreation facilities and services. Results from a statistically-valid community survey are summarized and highlighted to further clarify recreation needs and interests. Finally, the GRASP® inventory of current parks and recreation facilities is reviewed. All of this information provides a framework to understand South Bend's context, community needs, and future direction.

A. REGIONAL SETTING:

South Bend—a 2011 All-America City

As the fourth largest city in Indiana with more than 101,000 residents, South Bend is touted as one of the best college football towns in the country, according to both USA Today and Away.com.¹ The cultural landscape of South Bend includes a museum of art, the Morris Performing Arts Center, a symphony, civic theater and the Studebaker National Museum, honoring the company that helped build South Bend.

South Bend is the county seat for St. Joseph County and the economic hub not only for the county but also for a nine-county, bi-state (Indiana and Michigan) region with nearly one million people referred by locals as Michiana.

In 2011, South Bend was named an All-America City by the National Civic League. Known as a civic Oscar, the All-America City designation is the nation's oldest and most prestigious community award. Each year, a panel of national judges looks at cities that demonstrate innovation and showcase successful civic efforts.

While perhaps most famous as home to the University of Notre Dame, South Bend stands out in the area of post-secondary education, health care, data centers and logistics. Innovation Park at Notre Dame and Ignition Park are driving research and commercializing it to develop further opportunities for the community's economy. Innovation Park at Notre Dame builds commercialization bridges between the University and businesses at all stages of development. Ignition Park is South Bend's 140-acre technology park, sparking the creativity of researchers and engineers into the commercialization of new innovative products.



¹ source: <http://www.sjchamber.org/economicdevelopment/community-overview/>



The south side of South Bend continues its retail growth with multiple shopping centers like Erskine Village and Erskine Commons, including retail giants like Walmart, Target, Lowe's and Bed, Bath & Beyond.

Downtown South Bend is home to the Morris Performing Arts Center, Studebaker National Museum, the Oliver Mansion, the historic district at West Washington and numerous other culturally significant spots like the Civil Rights Heritage Center. Downtown is pedestrian-friendly, and the trail along the East Race Waterway, a man-made kayaking course, is perfect for evening walks.

B. NATURAL FEATURES AND LANDSCAPE

LOCATION:

The City of South Bend is located in the north central portion of Indiana just south of the Michigan State line. It is situated within St. Joseph County and is in the St. Joseph River Valley. The City is approximately 140 miles north of Indianapolis and 90 miles east of Chicago.

EARLY HISTORY SOUTH BEND

- **Early Exploration of the St. Joseph River²**

In 1673, Father Marquette, thought to be the first European to discover the St. Joseph River, reached the waterway approximately two miles from South Bend. The mouth of the St. Joseph River was discovered in 1679 by French explorer Robert LaSalle.

- **Early European Settler**

In 1820, Pierre Navarre was the first European to settle permanently in the area.

As an agent of the American Fur Company, Alexis Coquillard came to the area in 1824.

In 1829, Colonel Lathrop Taylor was appointed as the area's first Postmaster.

- **Industry**

The first industry in South Bend was developed in the in the late 1830s. By the mid-1840s, more and more industries were developing along the St. Joseph River, especially along the two races (man-made canals) on either side of the waterway. The east race was bounded by the St. Joseph River, Niles Avenue, Madison Street, and Corby Street. The west race ran next to what is now Century Center. By the late 1800s, Studebaker, Oliver Chilled Plow Works, Singer Sewing Machine Company, Bendix and South Bend Lathe were just some of the companies that were making South Bend world-famous.

- **Electricity**

The first electricity-producing plant in South Bend was linked to the east and west races. A steam-powered generator was used on the east race to produce vast quantities of power that lit and heated most of South Bend. In 1903, the west race was purchased by the Oliver Chilled Plow Company, which constructed a power plant on the waterway (a part of which can still be seen in the river today). It supplied electricity for light, heat, and power to the Oliver Opera House, Oliver Hotel, South Bend factories, and other Oliver buildings.

- **Transportation**

The John Stryker was the first locomotive to reach South Bend, roaring into town on October 4, 1851, to a crowd of cheering citizens. In 1882, the first electric street car in America was put into service on Michigan Street in South Bend.

- **Communication**

In 1847, a telegraph line first connected South Bend to the rest of the world. In 1899 the first private line telephone (party lines already existed) was installed from the South Bend Tribune to the Oliver Chilled Plow Works.

- **Water**

Most early residents of South Bend received drinking water from wells or the St. Joseph River. In 1871, a plan was developed by the Holly Water Works Company to provide South Bend with water that could be piped directly into homes.

2 Source: *Downtown South Bend & Center for History*



NATURAL REGIONS / VEGETATION

A natural region is “a major, generalized unit of the landscape where a distinctive assemblage of natural features is present.³ It is part of a classification system that integrates several natural features, including climate, soils, glacial history, topography, exposed bedrock, pre-settlement vegetation, species composition, physiography, and plant and animal distribution to identify a natural region” (Homoya, et al, 1985).

South Bend is within the Northern Lakes Natural Region. The following natural region descriptions are from “The Natural Regions of Indiana,” by Homoya et al. (1985).

“There are numerous natural community types within the Northern Lakes Natural Region. They include: bogs, fens, marshes, prairie, sedge meadows, swamps, seep springs, lakes and various deciduous forest types. Oak and hickory species, especially red oak, white oak, black oak, shagbark hickory, and pignut hickory, dominate the dry and dry-mesic upland forests. Mesic sites characteristically have beech, sugar maple, black maple, and tulip tree as dominants. Floodplain forests typically include sycamore, American elm, red elm, green ash, silver maple, red maple, cottonwood, hackberry and honey locust. Swamp communities commonly border lake and bog sites where red maple, silver maple, green ash, American elm, black ash, and locally, yellow birch, are typical. Swamps dominated by black ash typically are associated with seep springs.”

The Northern Lakes Natural Region is characterized by numerous freshwater lakes of glacial origin. Marsh communities are often associated with these lakes. Typical marsh species include swamp loosestrife, cattails, bulrush, marsh fern, marsh cinquefoil and sedges, notably *Carex stricta* and *C. lasiocarpa*. In deeper water, distinctive species such as spatterdock, watershield, fragrant water-lily, pickerelweed, hornwort, wild celery, pondweeds, Virginia arrow-arum and sedge occur. Bogs are more numerous in this natural region than any other. Bogs commonly consist of a floating mat of *Sphagnum* moss occupying a glacial depression.

GEOLOGY

(Source: Indiana Department of Transportation)

An understanding of the bedrock in the South Bend planning area is important in order to determine if properties are suitable for the construction of buildings and structures. The bedrock geology in St. Joseph County is primarily Mississippian rocks, while Marshall County is primarily Devonian and Mississippian shale (Gutschick, 1966). Below the Wisconsin and Illinois glacial materials are bedrock formations of Mississippian, Devonian and Silurian ages. These bedrock formations are considered to be sufficiently stable to support large buildings

The bedrock aquifers are not considered an important source of water in this area due to their depth, low-yielding character and the occurrence of good aquifers in the glacial drift. The major sources of ground water are contained in the glacially derived unconsolidated deposits, which are of particular importance in the region (Clark, 1980). Unconsolidated glacial deposits in the project area range from 150 to 300 feet thick. Wells are typically in sand or gravel formations in the drift and can be less than 50 feet deep to greater than 400 feet deep.

While the understanding of the geology is important in determining whether sites are generally suitable for construction of large buildings and structures it is important to note that prior to any construction activities that a full geotechnical investigation is conducted to determine if and mitigation measures are required to insure proper construction.

TOPOGRAPHY

South Bend is located within the Indiana region known as the Upper Great Lakes Plain. This region covers the Southern half of Michigan, Northwestern Ohio, Northern Indiana, Northern Illinois, Southern Wisconsin, Southeastern Minnesota, and Northeastern Iowa. Glacial moraines and dissected plateaus are characteristics of the topography (McNab and Avers 1994).

The topography of the area, in general, is typical of terrain which has been altered by the last continental glacier

³ *(Source: Indiana Department of Transportation)*



which moved through the area approximately 15,000 years ago. The last glacial advance, called the Wisconsin Glacier, streamlined the topography by rounding off the hills and filling in the valleys. This accounts for the numerous sand and gravel beds in the South Bend area. The glacial materials in the St. Joseph County area range in thickness from about 70 feet to nearly 300 feet.

The formations along the St. Joseph River Valley are mainly sand and gravel having a relatively thin strata of clay inter-bedded with them. The clay, although it may only be a very thin layer, can greatly hinder the recharge of water to the water-bearing beds from precipitation, streams and lakes. This is very probably the cause of the formation of the large areas of muck located within the planning area.

The excessive breadth of the St. Joseph River Valley is due entirely to the fact that the river carried huge volumes of glacial meltwaters from the receding Wisconsin Glacier and was at one time much larger than the Mississippi River is today. As the glacier withdrew, the meltwaters subsided, thus reducing the river to its present size. This explains why the valley appears to be so broad when compared to the relatively narrow river which flows through it.

SOILS

As with the underlying geology a basic understanding of the overall soils within the planning area is important in order to determine the most appropriate location for parks and its components during the planning process. As in most cases when a site or a site's improvements have been determined a full geotechnical report will be required to determine the appropriate soil mitigation and/or structural design required for longevity of the project.

In reviewing the St. Joseph County Soil Reports, South Bend soils consist of very deep, well drained soils formed in as much as 18 inches of Loess and the underlying outwash and loamy till. These soils are on moraines, kames, eskers, and outwash terraces. Most slopes in this area range from 0 to 40 percent. They tend to be well draining with a seasonal high water table being greater than 6 feet. (USDA - Dept of Natural Resources Conservation Service).

It is important to note that due to South Bend being located in both the St. Joseph River Watershed as well as in the headwaters of the Kankakee River Watershed there are areas of poor soils which are typically in the floodplains of rivers and streams. These soils, consisting of 12" to 42" of black muck, typically require significant building cost in order to mitigate the soils for the construction of buildings. In general, most areas within the planning area would allow for the construction of building.

WATER RESOURCES

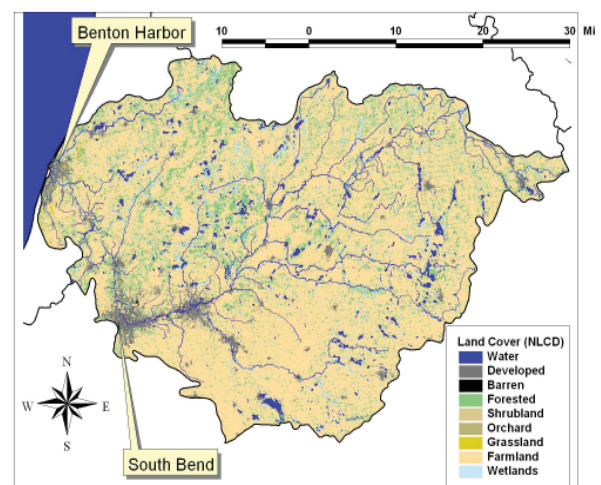
(Source: Indiana Department of Transportation)

Surface Water

South Bend is located in the Kankakee and St. Joseph River watersheds in St. Joseph County. A majority of the planning area is drained by the St. Joseph River and its tributaries, which then drains to Lake Michigan.

The majority of the primary tributaries are considered legal drains by the St. Joseph County Surveyor's Office and are regulated and maintained for drainage by the respective County Drainage Boards.

The citizens and guests of South Bend utilize the the St. Joseph River for many aquatic recreation activities including kayaking down the East Race, canoeing, fishing and general boating.



Source: US environmental Protection Agency



Ground Water

Groundwater resources throughout the project area are extensively developed for drinking water supplies. Groundwater is the drinking water source for 96% - 100% of the population in St. Joseph counties (Bechert and Heckard, 1966). A sole source aquifer has been identified by the Environmental Protection Agency in the St. Joseph Aquifer System. The boundary of the Sole Source Aquifer Designated Area includes South Bend and Elkhart along the St. Joseph River.

CLIMATE

South Bend is under the climatic influence of Lake Michigan, which has a moderating effect on the regions temperature, with its nearest shore 20 miles to the northwest. South Bend is considered to be in a humid continental climate.⁴

Fall/Winter Months: This lake greatly affects the temperature and snowfall during the winter months, giving the area warmer temperatures in the winter but also greater cloudiness and snowfall when there is a passage of northwest winds over the lake. Predominant snow is experienced from November through March. The coldest and snowiest month is typically January with temperature lows averaging near 23 degrees.

Spring/Summer Months: Summertime temperatures average near 73 degrees with brief hot, humid periods typically in July. Although there are occasional droughts, precipitation is fairly evenly distributed with the greatest amounts occurring in April and October. June through August are typically the warmest months with temperatures averaging near 80 °F .

Average Temperature/Percipitation: The mean temperature is 49.5 degrees. The mean precipitation (rain) is 35.3 inches, and the mean snowfall is 81.8 inches.

C. MANMADE, HISTORICAL AND CULTURAL FEATURES

TRANSPORTATION LINKS

South Bend is a multi-modal community by offering numerous transportation options.

Air & Rail Transportation: The South Bend Airport, location in the northwest corner of the City, is one of the few multi-modal transportation facilities in America that provides international and regional flights, interstate bus transportation, and interstate rail service at one terminal. The South Shore Line, an inter-urban rail line providing service from South Bend to Chicago.

Vehicular Transportation: In the northern portion of the city, the I-80/90 Tollroad connects to Toledo, Ohio and Chicago. The US 20 Bypass, St. Joseph Valley Parkway, heads around the west and south sides of South Bend takes traffic from the east-west US 20 around the city. The US 20 Bypass connects to SR 2 (West to Michigan City), US 12 in Michigan (to Sturgis and Detroit to the East and Michigan City and Chicago to the West), SR 23 (a main artery through the city as well as St. Joseph County), the I-80/90 toll road, as well as all other major roads from Elkhart to South Bend and into Michigan.

Bike Paths/Routes: The City of South Bend was recognized in 2010 as a Bicycle Friendly Community by the League of American Bicyclists and is one of only 303 communities in the United States to be awarded this status for the City's commitment to bicycling and bicycling safety. Expansion of the City's bike and pedestrian trail system to connect to the neighboring communities have both taken place and are currently being planned.

Due to the major roadways radial pattern from South Bend's downtown core there are several potenial constraints

4 Data collected from the National Weather Service Weather Forecast Office "South Bend Indiana Climate." Retrieved on 07-31-2014



related to pedestrian connections to various parts of the City. As part of the master plan process this has been reviewed as it relates to the City's current and proposed Level of Service.

ECONOMY

South Bend's economy was founded on industrial sectors from late 19th century to the mid-20th century utilizing the major railroads that bisect the city. The larger industrial companies including Bendix Corporation, Studebaker, Oliver Plow, Honeywell Corporation, and Bosch Corporation have ceased or minimized their operations in South Bend.

Since the 1960s, education, health care, and small business have come to the forefront of South Bend's economy. The University of Notre Dame and Memorial Hospital are considered the two largest employers in South Bend.

Efforts are underway to spur economic growth in South Bend. The St. Joe Valley Metronet is a not-for-profit organization working to create a significant telecommunications infrastructure providing affordable high-speed data transmission. This effort has led to attracting hi-tech companies.

South Bend's top employment sectors⁵ are:

- Educational and health services
- Trade, transportation and utilities
- Manufacturing
- Government
- Professional and business services
- Leisure and hospitality

DEMOGRAPHICS

In order to do any kind of analysis and planning, it is essential to have current data on the community, including an accurate profile of those who live there.

This process included a full analysis of the current demographics for the City of South Bend, with data mined and analyzed from the 2010 US Census, projections provided by Economic and Social Research Institute (ESRI – a national professional demographics and population projection agency).

Table 1: Summary Demographics for South Bend – 2013

South Bend Summary Demographics	
Population	100,339
Number of Households	39,403
Avg. Household Size	2.43
Median Age	33.8
Median Household Income	\$32,812
Average Household Income	\$45,016
Per Capita Income	\$17,988
Employed	39,212

Source: 2010 U.S Census, ESRI Business Analyst forecasts for 2013

5 CityTownInfo website. Retrieved on 08-03-2014



Population Projections

Table 2 contains population estimates and projections. South Bend's population is predicted to decrease by annual rate of -.11% percent from 2013 to 2018, to 99,802 from 100,339. This is down from a population of 108,740 in 2000. This compares to an annual growth rate of .42% for the State of Indiana as a whole.

Table 2: Population Projections for South Bend, Indiana

US Census (2000 and 2010) and ESRI Projections	
2000 Population	108,740
2010 Population	101,168
2013 Estimated	100,339
2018 Projected	99,802

Source: U.S. Census and ESRI Business Information Solutions

Population, Age Ranges, and Family Information

The information in **Table 3** was collected for each quadrant using the 2010 US Census data for: Age Distribution, Median Age, Average Household Size, and Median Income

Table 3: 2013 Demographic Overview of South Bend, Indiana

	Median Age	Average Household Size	Median Income
South Bend	33.8	2.48	\$37,027
State of Indiana	37.4	2.51	\$46,401

Source: ESRI Business Information Solutions forecasts for 2013 based on the 2010 U.S. Census.

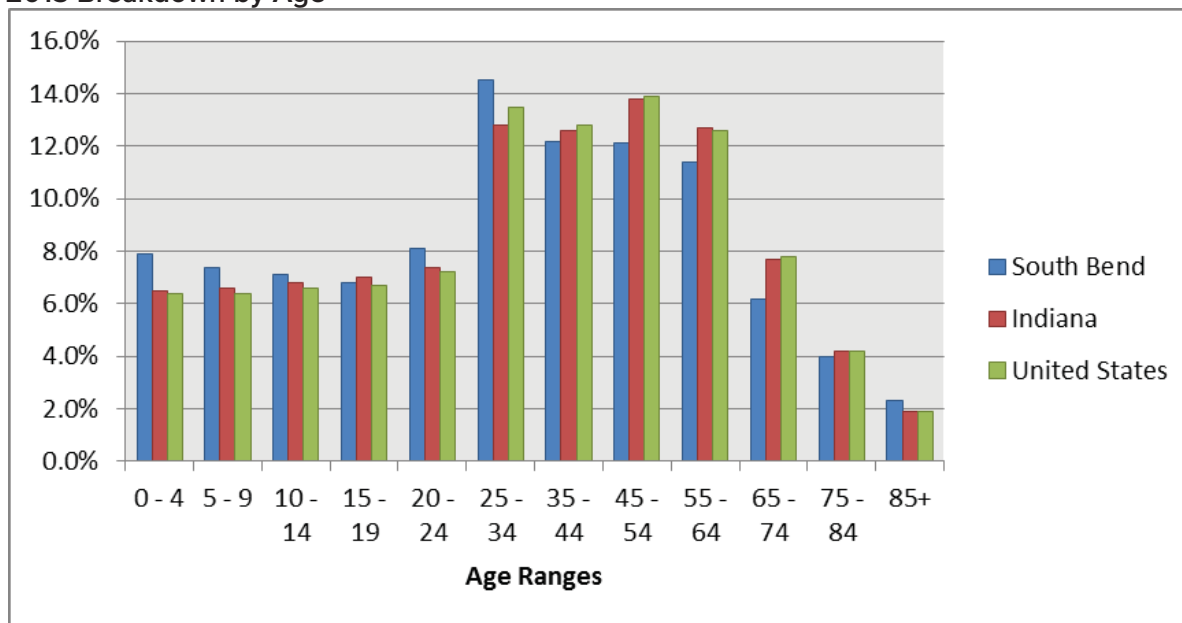
- The median age for South Bend (33.8) is younger than that of the State of Indiana (37.4) and that of the United States (37.3).
- South Bend's median household income is significantly lower than for the State of Indiana as a whole.

Age Distribution and Housing Unit Distribution

- Understanding South Bend's age distribution can help strategically target programs and services toward the needs of various age groups. This analysis compares the age distribution between South Bend, the State of Indiana, and the U.S. As shown in Figure 1, South Bend has a younger population than either the State of Indiana or the United States (which track each other closely in the population breakout by age).
- South Bend has the highest population in the 25-34 age cohort (14.4%), followed by ages 35-44, and 45-54, each with approximately 12% of the population.
- Indiana and the United States have higher populations in the 35 – 64 age range (39.1% and 39.3%, respectively) compared to 35.7% for South Bend.



Figure 1: 2013 Breakdown by Age



Source: 2010 U.S. Census; 2013 estimates provided by ESRI Business Information Solutions, 2013.

The following age breakdown is used to separate the population into age sensitive user groups.

- Under 5 years: This group represents users of preschool programs and facilities. As trails and open space users, this age group is often in strollers. These individuals are the future participants in youth activities.
- 15 to 24 years: This group represents teen/young adult program participants moving out of the youth programs and into adult programs. Members of this age group are often seasonal employment seekers.
- 25 to 34 years: This group represents potential adult program participants. Many in this age group are beginning long-term relationships and establishing families.
- 35 to 54 years: This group represents users of a wide range of adult programming and park facilities. Their characteristics extend from having children using preschool and youth programs to becoming empty nesters.
- 55 to 64 years: This group represents users of older adult programming exhibiting the characteristics of approaching retirement or already retired and typically enjoying grandchildren. This group may also be caring for older parents.
- 65 years plus: Nationally, this group will be increasing dramatically. Pew Research reports that in 2030, 15 percent of the population will be 65 or older as the last wave of Baby Boomers reach that age. Recreation centers, senior centers, and senior programs can be a significant link in the health care system. This group ranges from very healthy, active seniors to more physically inactive seniors.

As reflected in Table 4, in 2013, South Bend had 46,328 housing units with a 49.8 percent owner-occupied housing rate, compared to a 35.2 percent renter occupied rate.

Table 4: South Bend Residential Statistics (2013)

Median home value	\$97,441
Total housing units	46,328
Percent owner occupied	49.8%
Percent renter occupied	35.2%
Percent vacant	14.9%

Source: 2010 U.S. Census; 2013 estimates provided by ESRI Business Information Solutions, 2013.

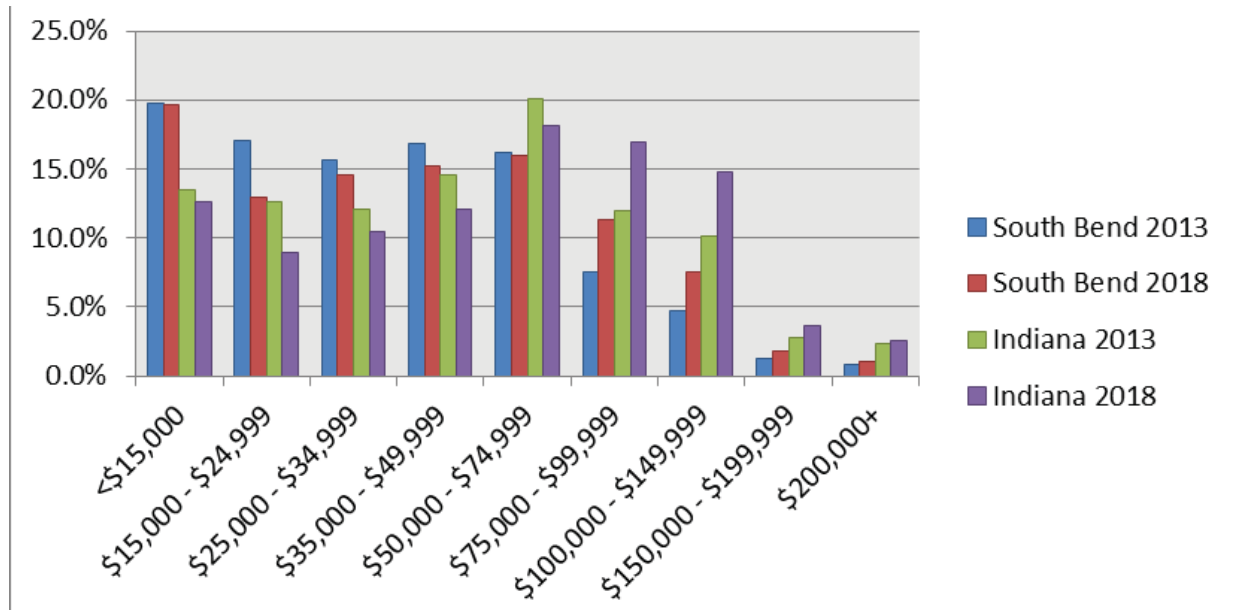


Household Income

Household income is consistently lower in South Bend than in Indiana and across the country. This analysis, when combined with survey data and community information gathering helps assess residents' willingness to pay for programs and services. Figure 2 shows the average household income in South Bend to be significantly lower than the national average. The estimated 2013 median household Income for South Bend residents was \$32,811, compared to \$46,401 for the State of Indiana. Median income for South Bend is forecast to grow to \$37,027 by 2018 and to \$56,206 for the State of Indiana. Figure 2 demonstrates the full income distribution for the city and state in 2013 and that predicted for 2018.

- City-wide, the largest percent of the population is in the “under \$15,000” level (19.8%) followed closely by the \$15,000 - \$24,999 and \$35,000-\$49,999 income levels (around 17 %), and \$25,000-\$34,999 and \$50,000-\$74,999 levels (around 16%).
- For both South Bend and the State of Indiana, income levels are predicted to grow in the \$75,000 - \$99,999 and \$100,000 - \$149,999 income levels, by 2018.

Figure 2: Annual Household Income Distribution



Source: ESRI Business Information Solutions, 2012.

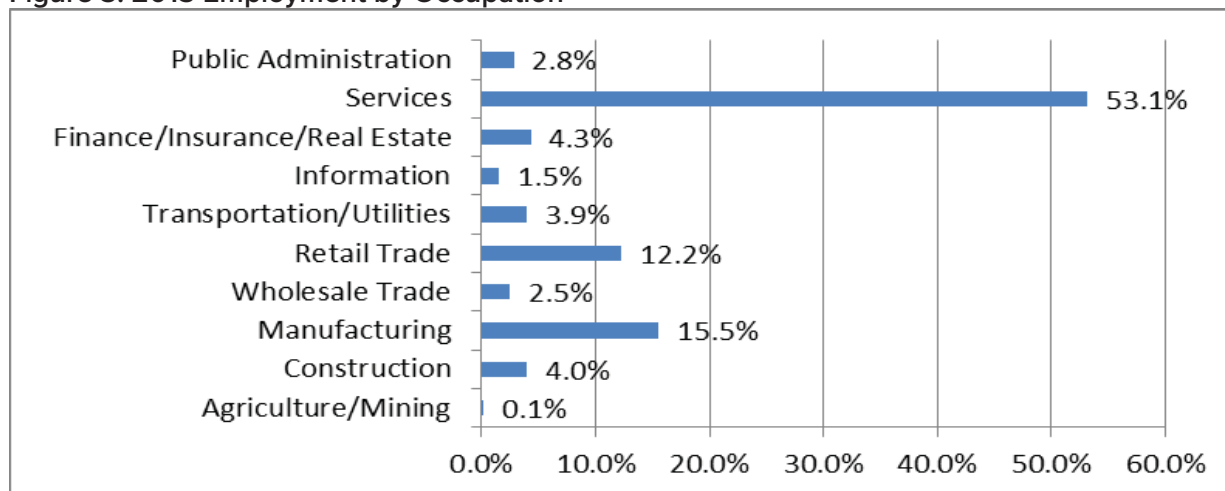
Employment

The unemployment rate in both South Bend was at a low of 5.6 percent in December 2007 and reached a high of 13.5 percent June 2010. In December 2013, South Bend had an unemployment rate of 8.7 percent compared to 6.3 % for the State of Indiana. (Source: Bureau of Labor Statistics).

According to the ESRI estimates for 2013, the industries in South Bend providing the greatest employment percentages are the Service Industry (53.1 %), Manufacturing (15.5%), and Retail Trade (12.2%). Figure 3 reflects the ESRI estimate of employment by occupation in South Bend 2013.



Figure 3: 2013 Employment by Occupation



Source: ESRI Business Information Solutions, 2013 estimate from 2010 U.S. Census.

Race/Ethnicity

- Analyzing the ethnic diversity in a community helps policy makers, administrators, and staff members understand cultural preferences for parks and recreation services. Comparing the racial/ethnic population breakdown for South Bend, the State of Indiana and the United States reflects significantly differing ethnic profiles.
- The African American population in South Bend is at a little over 25 percent, compared to 9.3 percent for Indiana and 12.7 percent for the United States.
- South Bend's Hispanic population at 14.2 percent approaches the percentage of Hispanics for the country as a whole at 17.4 percent, substantially higher than that for the State of Indiana at 6.8 percent.
- South Bend has a much more diverse population than the State of Indiana which has an 83.6 percent Caucasian population.

Table 5 illustrates the percentages of population in each race as well as Hispanic ethnicity (persons of Hispanic ethnicity may be of any race). White Alone is the highest cohort for all three areas evaluated

Table 5: Ethnicity Statistics (2013)

	South Bend	Indiana	United States
Caucasian Alone	60.5%	83.6%	71.6%
African-American Alone	25.9%	9.3%	12.7%
Some Other Race Alone	7.6%	3.0%	6.8%
Two or More Races	4.2%	2.1%	3.1%
Asian Alone	1.3%	1.7%	4.9%
American Indian Alone	0.5%	0.3%	1.0%
*Hispanic Origin (Any Race)	14.2%	6.8%	17.4%

Source: 2010 U.S. Census; 2013 estimates provided by ESRI Business Information Solutions, 2013.

*Note: Hispanic Origin is a separate look at the population, irrespective of race.

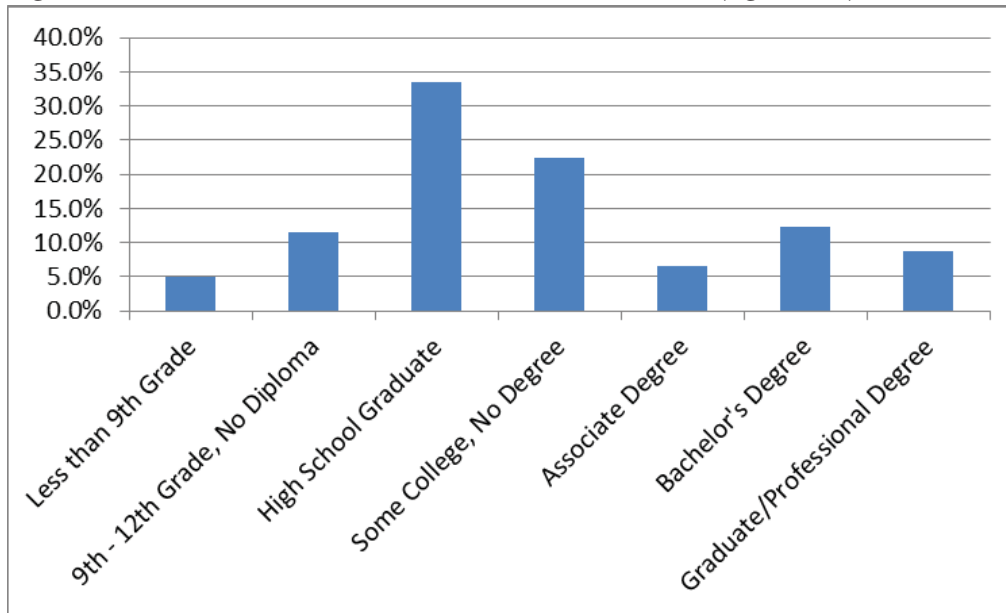


Education

According to a new U.S. Census Bureau study, education levels had more effect on earnings over a 40-year span in the workforce than any other demographic factor, such as gender, race, and ethnic origin. As Shown in Figure 4, ESRI's forecasts from the U.S. Census provide the following education level estimates for 2013 in South Bend:

- The highest ranking cohorts in South Bend are “high school graduate” (33.4%) followed by “some college, no degree” (22.4%).

Figure 4: 2010 Educational Attainment for South Bend (ages 25+)



Source: ESRI Business Information Solutions, 2013 estimate from 2010 U.S. Census

CULTURE

The City of South Bend, the surrounding communities and St. Joseph County are rich in culture. As shown above, the city has a diverse population providing a diverse cultural spectrum. The following are some of the services, activities, and events offered to citizens and visitors:

Universities / Colleges

- Bethel College
- Holy Cross College
- Indiana University South Bend
- Ivy Tech Community College of Indiana
- Saint Mary's College
- University of Notre Dame

Museums/Convention Center

- Hannah Lindahl Children's Museum
- Military Honor Park
- Oliver Mansion and Northern Indiana Center for History
- Snite Museum of Art, University of Notre Dame
- South Bend Museum of Art
- Studebaker National Museum



- Healthworks! Kids' Museum

Attractions

- Century Center
- Morris Performing Arts Center
- Palais Royale Ballroom/Banquet Facility
- Potawatomi Conservatories
- Potawatomi Zoo
- South Bend Civil Rights Heritage Center and The Natatorium
- The Kitchen BMX & Skatepark
- Four Winds Field - Home of the South Bend Silver Hawks

Arts and Entertainment

- Broadway Theatre League
- Colfax Cultural Center
- DeBartolo Performing Arts Center
- Ernestine M Raclin School of the Arts, IUSB
- Everest-Rohrer Chapel / Fine Arts Center - Bethel College
- Moreau Center for the Arts at St. Mary's College
- Morris Performing Arts Center
- The Morris facility circa 1922 is listed on the National Register of Historic Places.
- Notre Dame Center for Arts and Culture
- Patchwork Dance Company
- Saint Mary's College Conference and Event Services
- Snite Museum of Art
- South Bend Civic Theatre
- South Bend Symphony Orchestra
- Southold Dance Theater
- Summer Shakespeare @ Notre Dame

Events

- Art Beat
- Arts Everywhere
- Celtic Festival
- Dyngus Day
- First Fridays
- Greek Festival
- Notre Dame Shakespeare Festival

Outdoor Activities/ Recreation

- East Bank Trail/Riverwalk
- East Race Waterway - in 2014, celebrating it's 30th anniversary.
- Howard Park Outdoor Ice Rink
- University of Notre Dame, Compton Family Ice Arena (2 rinks)
- Ice Box Indoor Ice Rink (2 rinks)
- Rum Village Nature Center
- Golf Courses
 - Blackthorn Golf Course (City of South Bend) - 18-hole course
 - Elbel Golf Course (City of South Bend) - 18-hole course
 - Erskine Golf Course (City of South Bend) - 18-hole course
 - Studebaker Golf Course (City of South Bend) - 9-hole course
 - Notre Dame Golf Course (University of Notre Dame) - 9-hole course



- Warren Golf Course (University of Notre Dame) - 18-hole course
- Juday Creek Golf Course (Granger) - 18-hole course
- Morris Park Country Club (South Bend) - 18-hole course
- South Bend Country Club (South Bend) - 18-hole course
- City of Mishawaka Parks
 - The City of Mishawaka, South Bend's neighbor to the east, consists of over 28 parks providing a full range of facilities, programs and bike trails.
- St. Joseph County Parks
 - Bendix Woods County Park - 195 acre park
 - St. Patrick's County Park - 105 acres
 - Ferrettie/Baugo Creek County Park - 210 acre park
 - Spicer Lake County Park
- State Parks
 - Potato Creek State Park

D. ADA ACCESSIBILITY COMPLIANCE

The Americans with Disabilities Act (ADA) was passed by Congress and signed into law by the President of the United States on July 26, 1990. This legislation extends civil rights protections to people with disabilities and prohibits discrimination on the basis of disability in all aspects of employment, in accessing public services such as transportation and recreation, and guaranteeing access to public accommodations, commercial facilities, and telecommunications.

South Bend Disability Status:

According to the 2012 American Community Survey (by the U.S. Census Bureau), approximately 14.7% of the population in South Bend has a mental or physical disability. The following are the breakdowns per age group:

- Ages 5 to 18: 1,875 residents or 6.9% of the population within this age group
- Ages 18 to 64: 7,720 residents or 12.8% of the population within this age group
- Ages 64 and older: 5,047 residents or 41.5% of the population within this age group

In comparison to the state average, the City of South Bend has a higher number of persons with disabilities. In order to meet the recreational needs of park and recreation visitors and guests with disabilities, the South Bend Park and Recreation Department strives to offer barrier-free programs, services and facilities that are inclusive of all users whenever financially and physically feasible.

A portion of the park interviews conducted by the staff was dedicated to ADA compliancy. The ADA-specific questions posed were in regards to: parking, access routes from parking lots to parks, curb cuts, ramps, handrails, drinking fountains, access to existing facilities, restrooms, playground equipment, playground surface, and surface depth. Evaluation criteria were developed to determine the areas within the park system that needed the most attention.

ADA Self Evaluation and Transition Plan

The Americans with Disabilities Act of 1990 (as amended) dictates comprehensive civil rights protections to individuals with disabilities. In particular, it prohibits the discrimination of individuals with disabilities in relation to programs, services, or activities offered by local and state governments.

The City of South Bend is currently implementing an ADA compliance transition plan with the Americans with Disabilities Act in all physical and non-physical aspects. The park system's buildings, facilities, and sites are currently being evaluated to determine what currently meets ADA requirements and those that need to be brought up to ADA and Universal Design Standards. When new construction or renovation work takes place, ADA and Universal



Design guidelines are to be incorporated into the project.

ADA Compliance Goal:

The South Bend Park and Recreation Department is committed to providing facilities and activities for people of all abilities and will respond with reasonable and acceptable accommodations should someone believe that accessible accommodations are not being provided.

ADA Compliance Officer:
Aladean DeRose
227 West Jefferson Boulevard
South Bend, IN 46601
(574)235-5866
aderose@southbendin.gov

E. CURRENT PARK AND RECREATION TRENDS

RELEVANT TRENDS AND BEST MANAGEMENT PRACTICES

Programmatic Trends Affecting Service in South Bend

In this fast-paced society, it is important to stay on top of current trends impacting parks, open space, and recreation. The following information highlights relevant local, regional, and national trends from various sources that may influence South Bend Parks and Recreation decision-making over the next ten years. The following summary looks at national, regional, and local trends have been determined to be most relevant to the South Bend Master Plan.

Adults – The Baby Boomers and Planning for the Demographic Shift

Baby Boomers are defined as individuals born between 1946 and 1964, and are a generation that consists of nearly 76 million Americans. In 2011, this influential population began their transition out of the workforce. As Baby Boomers enter retirement, they will be looking for opportunities in fitness, sports, outdoors, arts and cultural events, and other activities that suit their lifestyles. With their varied life experiences, values, and expectations, Baby Boomers are predicted to redefine the meaning of recreation and leisure programming for mature adults.

The highest ranking age cohort in South Bend is 25-34 (14.4% of the population) followed closely by the 35-44 (12.1%), 45-54 (12%), and 55-64 (11.6%) Planning for the next ten years suggests a growing demand for programs and services for youth, baby boomers and senior adults.

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

Jeffrey Ziegler, a past president of the Arizona Parks and Recreation Association identified "Boomer Basics" in his article, "Recreating retirement: how will Baby Boomers reshape leisure in their 60s?" Highlights are summarized below.



Boomer Basics

Boomers are known to work hard, play hard, and spend hard. They have always been fixated with all things youthful. Boomers typically respond that they feel 10 years younger than their chronological age. Their nostalgic mindset keeps boomers returning to the sights and sounds of their 1960s youth culture. Swimming pools have become less of a social setting and much more of an extension of boomers' health and wellness program. Because boomers in general have a high education level, they will likely continue to pursue continuing education (such as recreational classes, senior seminars, arts, languages, health education, etc.) as adults and into retirement, often turning to their local recreation or senior centers for offerings.

Boomers will look to park and recreation professionals to give them opportunities to enjoy many life-long hobbies and sports. When programming for this age group, a customized experience to cater to their need for self-fulfillment, healthy pleasure, nostalgic youthfulness, and individual escapes will be important. Recreation trends will shift from games and activities that boomers associate with senior citizens. Ziegler suggests that activities such as bingo, bridge, and shuffleboard will likely be avoided because boomers relate these activities to being old.

Boomers will reinvent what being a 65-year-old means. Parks and recreation agencies that do not plan for boomers carrying on in retirement with the same hectic pace they have lived during their years in employment will be left behind. Things to consider when planning for the demographic shift:

- Boomer Characteristics and Marketing Strategies
- Passive and Active Fitness and Wellness Opportunities
- Cultural Arts and Entertainment
- Outdoor Recreation/Adventure Programs
- Travel Programs

South Bend offers numerous facilities, activities and events that appeal to Adults, including the following:

- Ella Morris and Muessel-Ellison Botanical Conservatories and Potawatomi Greenhouse
- Rum Village Nature Center
- East Bank Trail/Riverwalk
- South Bend Regional Museum of Art
- South Bend Symphony
- Art Beat
- Arts Everywhere
- Leeper Art Fair

Youth - Planning for the Demographic Shift

Emilyn Sheffield also identified as one of the five trends shaping tomorrow today that the proportion of youth is smaller than in the past, but still essential to our future. As of the 2010 Census, the age group under age 18 forms about a quarter of the U.S. population, and this percentage is at an all-time low. Nearly half of this population group is ethnically diverse and 25% is Hispanic.

South Bend has many activities and amenities that appeal to youth, including the following:

- Healthworks! Kids' Museum
- Howard Park Ice Rink
- Public ice skating rink located in Howard Park.
- Potawatomi Zoo
- The Kitchen BMX & Skatepark

MULTICULTURALISM

Our country is becoming increasingly racially and ethnically diverse. In May 2012, the U.S. Census Bureau



announced that non-white babies now account for the majority of births in the United States. “This is an important tipping point,” said William H. Frey , the senior demographer at the Brookings Institution, describing the shift as a “transformation from a mostly white baby boomer culture to the more globalized multi-ethnic country that we are becoming.”

As the recreation field continues to function within a more diverse society, race and ethnicity will become increasingly important in every aspect of the profession. More than ever, recreation professionals will be expected to work with, and have significant knowledge and understanding of, individuals from many cultural, racial, and ethnic backgrounds.

South Bend’s demographic profile indicates that approximately 61% of the current population is Caucasian, 25% is African American, and 14% is of Hispanic origin (any race).

- **Outdoor Participation varies by Ethnicity:** Participation in outdoor activities is higher among Caucasians than any other ethnicity and lowest among African Americans in nearly all age groups.
- **Minority Youth, More Focused on School:** Minority youth participants cite school work as the top reason they don’t get out more often – a barrier they cite more prominently than Caucasian youth.
- **Hispanics, Looking for Nearby Outdoor Recreation:** Hispanic participants and nonparticipants alike cite a lack of access to nearby places to participate in outdoor activities as a barrier to participation more often than other ethnicities.

Recreational Preferences among Ethnic/Racial Groups (Self-Identifying):

Nationwide participation in outdoor sports in 2012 was highest among Caucasians in all age groups and lowest among African-Americans, according to the 2013 Outdoor Recreation Participation Report . The biggest difference in participation rates was between Caucasian and African American adolescents, with 64 percent of Caucasians ages 13 – 17 participating and only 46 percent of African Americans in this age range participating.

African-Americans

African American youth ages 6 – 17 (54% participation), are the only age group in this demographic to participate in outdoor recreation at a rate of more than 50 percent. By comparison, Caucasians in four of the five age groupings participated in outdoor sports at rates of 60 percent or more, with only those aged 45+ (40% participation) participating at under 50 percent. According to the 2013 Outdoor Recreation Participation Report, the most popular outdoor activities among African-Americans are: running and jogging (19%); fishing (freshwater, saltwater and fly) (11%); road and mountain biking and BMX (11%); birdwatching/wildlife viewing (5%); and, camping (car, backyard and RV) (4%).

Hispanics (Any Race)

According to Emilyn Sheffield, in the United States, the Hispanic population category increased by 43 percent over the last decade, compared to five percent for the non-Hispanic portion, and accounted for more than half of all the population growth. The growing racial and ethnic diversity is particularly important to recreation and leisure service providers since family and individual recreation patterns and preferences are strongly shaped by cultural influences.

Participation in outdoor sports among those who identify as Hispanic is at 7% nationwide, according to the 2013 Outdoor Recreation Participation Report. Those who do get outdoors, however, participate more frequently than other outdoor participants, with an average of 43 outings per year. Hispanic youth (ages 6 – 17) are the most likely age group to participate in outdoor recreation, in the Hispanic demographic, followed closely by those in the 25-44 age range. The most popular outdoor activities among Hispanics are: running and jogging



(22%); road and mountain biking and BMX (17%); fishing (freshwater, saltwater and fly) (14%); Camping (car, backyard and RV) (11%); and, hiking (9%).

Caucasians

According to the 2013 Outdoor Recreation Participation Report, the most popular outdoor activities among Caucasians are: running and jogging (18%); fishing (freshwater, saltwater and fly) (17%); road and mountain biking and BMX (16%); camping (car, backyard and RV) (16%); and, hiking (14%).

Asian-Americans

Research about outdoor recreation among Asian-Americans in the San Francisco Bay Area (Chinese, Japanese, Korean, and Filipino) found significant differences among the four groups concerning the degree of linguistic acculturation (preferred language spoken in various communication media). The research suggests that communications related to recreation and natural resource management should appear in ethnic media, but the results also suggest that Asian Americans should not be viewed as homogeneous with regard to recreation related issues. Another study found that technology use for finding outdoor recreation opportunities is highest among Asian/Pacific Islander populations. Over 60% of these populations use stationary or mobile technology in making decisions regarding outdoor recreation.

According to the 2013 Outdoor Recreation Participation Report, the most popular outdoor activities among Asian/Pacific Islanders are: running and jogging (24%); road and mountain biking and BMX (14%); hiking (13%); camping (car, backyard and RV) (10%); fishing (freshwater, saltwater and fly) (9%); and, skiing (cross-country, alpine, freestyle and telemark) (8%).

Multiculturalism and Marketing

Today the marketplace for consumers has dramatically evolved in the United States from a largely Anglo demographic, to the reality that the United States has shifted to a large minority consumer base known as “new majority.”

The San Jose Group, a consortium of marketing communications companies specializing in reaching Hispanic and non-Hispanic markets of the United States, suggests that today’s multicultural population of the United States, or the “new majority,” is 107.6 million, which translates to about 35.1 percent of the country’s total population. The United States’ multicultural population alone could essentially be the 12th largest country in the world . Parks and recreation trends in marketing leisure services continue to emerge and should be taken into consideration in all planning efforts, as different cultures respond differently to marketing techniques.

FACILITIES

According to Recreation Management’s “2013 State of the Industry Report”, national trends continue to show an increased user-base of recreation facilities (private and public). To meet that growing need, a majority of the survey respondents (62.7 %) reported that they have plans to build new facilities or make additions or renovations to their existing facilities over the next three years. The average age of respondents’ main facilities is 27.7 years. Public parks and recreation respondents planning construction were the most likely to be planning renovations (50.5%), building new facilities (28.3%), and making additions to current facilities (27.9%).

The average amount planned by public parks and recreation respondents for construction for parks in the 2013 budgets saw an increase of 15.5 percent from an average of \$3,440,000 in last year’s survey to an average of \$3,973,000 for 2013. The five most commonly planned facility additions include: dog parks, splash play areas, trails, park structures (shelters/restrooms), and playgrounds.

The current national trend is toward “one-stop” indoor recreation facilities to serve all ages. Larger, multi-purpose recreation centers that serve large portions of the community help increase cost recovery, promote retention, and



encourage cross-use. Agencies across the U.S. are increasing revenue production and cost recovery. Multi-use facilities versus specialized space is a trend, offering programming opportunities as well as free-play opportunities. “One stop” facilities attract young families, teens, and adults of all ages.

AQUATICS

According to the National Sporting Goods Association (NSGA), swimming ranked third nation-wide in terms of participation in 2012. Outdoor swimming pools are not typically heated and open year round. Swimming for fitness is the top aspirational activity for “inactives” in 6 of 8 age categories in the SFIA “2013 Sports, Fitness and Leisure Activities Topline Participation Report”, representing a significant opportunity to engage inactive populations. Nationally, there is an increasing trend towards indoor leisure and therapeutic pools. Additional indoor and outdoor amenities like “spray pads” are becoming increasingly popular as well. In some cities and counties spray pools are popular in the summer months and turn into ice rinks in the winter months.



The 2013 Outdoor Recreation Participation Topline Report provided nation-wide trends for various outdoor activities, including the following water recreation activities: board sailing/windsurfing, canoeing, fishing, kayaking, rafting, sailing, stand-up paddling, and wakeboarding (Table 1). Among water recreation activities, boardsailing/windsurfing has had the largest increase in participation in the past three years (17.6% increase) followed by whitewater kayaking (13.3% increase). Participation in fly fishing is up while other fishing activities are down in the past three years. Stand-up paddling had the highest number of new participants of all sports rated in the past year, while rafting participation is down over the past three years.

Table 6: Water Recreation Participation by Activity (in thousands) (6 years of age or older)

	2008	2009	2010	2011	2012	3 Year Average Change
Boardsailing/Windsurfing	1,307	1,128	1,607	1,151	1,593	17.6%
Canoeing	9,935	10,058	10,553	9,787	9,839	-.6%
Fishing (Fly)	5,941	5,568	5,478	5,360	6,012	2.6%
Fishing (Freshwater/ Other)	40,331	40,961	38,860	39,071	39,135	-1.5%
Kayaking (Recreational)	6,240	6,212	6,465	8,229	8,144	10.1%
Kayaking (White Water)	1,242	1,369	1,842	1,546	1,878	13.3%
Rafting	4,651	4,318	4,460	3,821	3,690	-4.8%
Sailing	4,226	4,342	3,869	3,725	3,958	-2.8%
Stand Up Paddling	no data	no data	1,050	1,242	1,542	no data
Wakeboarding	3,544	3,577	3,645	3,389	3,348	-2.1%

Source: Outdoor Foundation 2013 (numbers in thousands)

South Bend currently offers its residents and visitors 6 splash pads, one public pool, and recreational activities and programs that utilize the St. Joseph River and East Race Waterway. Public input collected indicated a desire for additional splash pads and aquatic activities to meet the needs throughout the community.

DOG PARKS

Dog parks are a rising trend for parks and recreation. 2013 was the second year that dog parks were the top



planned addition to parks and recreational facilities. Recreation Magazine suggests that they can represent a relatively low-cost way to provide an oft-visited and popular community amenity. Dog parks can be as simple as a gated area, or more elaborate with “designed-for-dogs” amenities like water fountains, agility equipment, and pet wash stations, to name a few. According to Dog Fancy Magazine, an ideal dog park should include the following:

- One acre or more surrounded by a 4- to 6-foot fence
- Shade and water
- Adequate drainage
- Parking near the site
- A double gated entry
- Benches
- Pet-waste disposal stations with pickup bags and covered waste receptacles

Public input collected during the development of this master plan indicated the desire of the community for a dog park in an easily accessible and safe location within the city.

HEALTH AND ACTIVE LIVING TRENDS AND PRACTICES

Public Health, Fitness, and Wellness

Demand for fitness and wellness offerings continue to increase with strong support from national initiatives and funding to help increase physical activity and reduce the growing obesity epidemic. While private sector health provision is strong, in reality only 24 percent of the population nationwide uses private fitness clubs. Public sector agencies are increasing their offerings to help the other 76 percent get “off the couch.” While having trails available for walking continues to be the most desired amenity, instructional programs and indoor facilities are also very popular.

Fitness Programming

There have been many changes in fitness programs in the last ten years. What clients wanted in 2000 is not necessarily what they want today. The American College of Sports Medicine’s (ACSM’s) Health and Fitness Journal has conducted an annual survey since 2007 to determine trends that would help create a standard for health and fitness programming. Table 2 shows survey results that focus on trends in the commercial, **corporate**, clinical, and community health and fitness industry. Strength training remains at a solid 2nd for the second year in a row and body weight training appears for the first time in the top 20 trend survey. Zumba and outdoor activities appeared in the top 10 for the first time in 2012 and remains at 12, one of the biggest trends in fitness over the past three years.

Figure 5: Calculated BMI for St. Joseph County

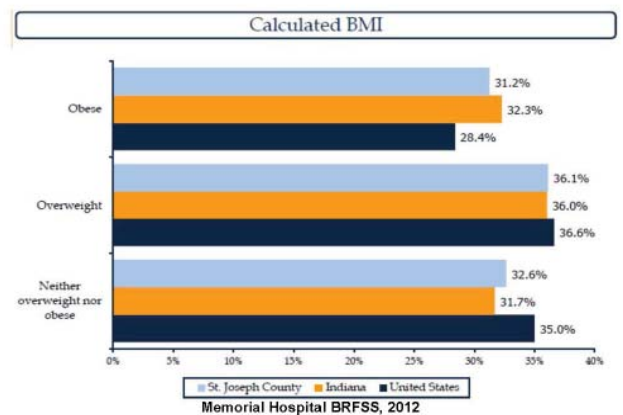


Table 7: Top 10 Worldwide Fitness Trends for 2007 and 2013

2007	2013
1.Children and obesity	1. Educated and experienced fitness professionals
2.Special fitness programs for older adults	2. Strength training
3.Educated and experienced fitness professionals	3. Body weight training
4. Functional fitness	4. Children and obesity
5. Core training	5 Exercise and weight loss
6 Strength training	6. Fitness programs for older adults
7. Personal training	7. Personal training
8. Mind/Body Exercise	8. Functional fitness
9 Exercise and weight loss	9 Core training
10. Outcome measurements	10. Group personal training

Source: American College of Sport Medicine

General Programming

One of the most common concerns in the recreation industry is creating innovative programming to draw participants into facilities and services. Once in, participants recognize that the benefits are endless. According to Recreation Management's "2013 State of the Industry Report," the most popular programs, offered by survey respondents, include holiday events and other special events (64.2 %), fitness programs (61.4%), educational programs (58.9), day camps and summer camps (55.2%), youth sports teams (54.3%), sports tournaments and races (49.2 %), mind-body/balance programs (49.1%), swimming programming (teams and lessons) (48.5%), adult sports teams (47.8 %), sports training (44.1%), arts and crafts (42.7%), and programs for active older adults (40.9%).

The report also suggested slightly more three in 10 (30.2%) respondents indicated that they are planning to add additional programs at their facilities over the next three years. The most common types of programming they are planning to add include:

1. Educational programs (up from No. 5 on 2012 survey)
2. Fitness programs (up from No. 3)
3. Mind-body/balance programs – yoga, tai chi, Pilates or martial arts (up from No. 6)
4. Day camps and summer camps (up from No. 10)
5. Holiday events and other special events (up from No. 7)
6. Environmental education (down from No. 1)
7. Teen programming (down from No. 2)
8. Active older adults programming(down from No. 4)
9. Sports tournaments or races (not on the 2012 survey)
10. Sport training (not on the 2012 Survey)

Off the top 10 list for new programming from 2012 are adult sport teams and performing arts.

General Sports and Recreation Trends

The National Sporting Goods Association (NSGA) survey on sports participation in 2012 found the top five athletic activities ranked by total participation included: exercise walking, exercising with equipment, swimming, camping, and aerobic exercising. Additionally, the following active, organized, or skill development activities remain popular: hiking, running/jogging, bicycle riding, basketball, golf, and soccer. Table 3 outlines the top twenty sports ranked by total participation in 2012.



Table 8: Top Twenty Sports Ranked by Total Participation (in millions) in 2012

Sport	Total
1. Exercise Walking	102.1
2. Exercising with Equipment	57.7
3. Swimming	48.6
4. Camping (vacation/overnight)	45.2
5. Aerobic Exercising	44.8
6. Hiking	42.2
7. Running/Jogging	40.0
8. Bicycle Riding	39.3
9. Bowling	35.5
10. Workout at Club	35.2
11. Weight Lifting	31.1
12. Fishing (Freshwater)	30.8
13. Wrestling	28.4
14. Basketball	25.6
15. Yoga	22.9
16. Billiards/Pool	21.8
17. Target Shooting	21.7
18. Golf	21.1
19. Hunting with Firearms	19.4
20. Boating, Motor/Power	17.0

Source: NSGA 2012

The Sports & Fitness Industry Association (SFIA) produces a yearly report on sports, fitness and leisure activities in the US. The following findings were highlighted in the 2013 Report :

- Overall participation in sports, fitness and related physical activities remained relatively steady from 2011 to 2012.
- Fitness Sports had the largest increase in participation (2% increase to 61.1%).
- Racquet Sports participation also increased (1% increase to 12.8%) but still remains the 2008 peak rate of 14%.
- Both team (21.6%) and water sports 12.5%) participation increased slightly while individual (36%) and winter sports (6.6%) participation decreased slightly.
- Outdoor Sports participation remained stable at around 49%.
- Spending on team sports at school and lessons/instruction/sports camp was expected to increase in 2013 as it has in 2011 and 2012. Overall participation in sports, fitness and related physical activities remained relatively steady from 2011 to 2012.
- 28% of all Americans are inactive while 33% are active to a healthy level (engaged in high calorie level sport/fitness activities 151 or more times). Indiana was among the states with the highest activity levels (from 38% to 43.4%).

Adventure/Extreme Sports

A 2008 SGMA report shown in Table 4, demonstrates the popularity of extreme sports.



Table 9: Most Popular Extreme Sports in the USA (U.S. population; 6 years of age or older)

Extreme Sport	# of Participants (participated at least once in 2007)
1. Inline Skating	10,814,000
2. Skateboarding	8,429,000
3. Mountain Biking	6,892,000
4. Snowboarding	6,841,000
5. Paintball	5,476,000
6. Cardio Kickboxing	4,812,000
7. Climbing (Indoor, Sport, Boulder)	4,514,000
8. Trail Running	4,216,000
9. Ultimate Frisbee	4,038,000
10. Wakeboarding	3,521,000
11. Mountain/ Rock Climbing	2,062,000
12. BMX Bicycling	1,887,000
13. Roller Hockey	1,847,000
14. Boardsailing/Windsurfing	1,118,000

Source: Sporting Goods Manufacturers Association, 2007

In recent years, mountain biking, and BMX biking have continued their upward trend while inline skating and skateboarding have trended downward in popularity. Outside Recreation Participation Topline Report 2012.

Youth Sports

The 2013 SFIA sports participation report indicates that in 2012 youth (ages 6-12) participation was highest for outdoor (63.1%), team (53.1%) and individual sport (49.8%). Children in this age group have increased interest in camping, while young adults ages 18 – 24 are becoming more interested in running/jogging.

The NSGA Youth Sports Participation Report from 2001 – 2011 indicates that specific offerings for kid's fitness are slowly increasing in health and fitness facilities. Facilities are offering more youth-specific exercise equipment. Individualized youth sports training opportunities are becoming more popular as well. In 2011, in-line roller skating experienced the largest percentage decrease in participation. For youth ages seven to 17 years, exercise walking, exercising with equipment, and swimming, followed by overnight/vacation camping had the highest number of participants in 2011 .

In 2009, an article in the Wall Street Journal observed that, in recent years lacrosse has become one of the country's fastest growing team sports. Participation in high school lacrosse has almost doubled this decade. An estimated 1.2 million Americans over age seven played lacrosse in 2009. A 2011 report, "U.S. Trends in Team Sports", finds that Lacrosse and other niche team sports and volleyball are continuing to experience strong growth for youth and adults.

NATIONAL TRENDS

In October, 2010 the Robert Wood Johnson Foundation's Vulnerable Populations Portfolio shared thoughts on how health is impacted by where and how we live, learn, work, and play. Below demonstrates the connection that nonmedical factors play in where health starts before illness sets in.



Where We Live

Residential instability has adverse health impacts. Examples include:

- Homeless children are more vulnerable to mental health problems, developmental delays, and depression than children who are stably housed.
- Difficulty keeping up with mortgage payments may be linked to lower levels of psychological well-being and a greater likelihood of seeing a doctor.
- The connection between access to public transportation and health studies found that people who live in counties with high “sprawl indexes” were likely to have a higher body mass index than people living in more compact counties.
- Convenient, affordable, and available eating habits result from inability to move from place to place within the community. PolicyLink and the Food Trust, two nonprofits focused on expanding access to fresh foods where low-income people live, have found that “decreased access to healthy food means people in low-income communities suffer more from diet-related diseases like obesity and diabetes than those in higher-income neighborhoods with easy access to healthy food, particularly fresh fruits and vegetables.”
- Communities without crime are healthier. Researchers from the Baltimore Memory Study found that residents living in the most dangerous neighborhoods were nearly twice as likely to be obese as those living in the least dangerous neighborhoods.

Where We Work

The relationship between work and health is critical to creating productive environments.

- Investing in the right ways to support employees, businesses can help create a workforce that is less stressed and more content. The net result: a happier, healthier workforce which is more productive and yields better results.
- An approach such as “lifestyle leave” to take care of the inevitable personal and family needs that arise is a valuable asset for many of the parents. Programs which help provide employees with the peace of mind also help them to breathe and work more easily.
- Business leaders and employees alike should view work as a place of opportunity — a source of support, satisfaction, and motivation, which can offer mutual benefits when done right.

Where We Learn

Eight times more lives can be saved with education than with medical advances.

- Without graduating from high school, one is likely to earn less money and struggle to make ends meet, work longer hours and maybe even two jobs just to feed a family, and live in a compromised neighborhood without access to healthy food.
- Better educated people have more opportunities to make healthier decisions. They have the money and access necessary to buy and eat healthier foods.
- Data from the National Longitudinal Mortality Study indicates that people with higher education live five to seven years longer than those who do not finish high school.
- Schools are not just centers of teaching and learning, they are places that provide the opportunity to improve the health of all Americans.

Where We Play

Play is a profound biological process that shapes brain function.

- Play prompts us to be continually, joyously, physically active, combating obesity and enhancing overall health and well-being.
- Play can interrupt the damage done by chronic stress, and even gives the immune system some relief.
- Play is a basic need; a biological requirement for normal growth and development. Scientists associated with the National Institute for Play are united in their concern about “play under-nutrition,” noting that the corrosive effects of this form of starvation gradually erode emotional, cognitive and physiologic well-being – a major aspect of sedentary, obesity, and poor stress management can be readily linked to play starvation.



- Providing places to spend leisure time and recreate are critical to creating healthy communities.

Additional National Healthy Lifestyle Trends

The population is becoming more diverse. As demographics are experiencing an age and ethnic shift, so too are landscapes, daily lifestyles and habits changing. The number of adults over the age of 65 has increased, lifestyle changes have encouraged less physical activity; collectively these trends have created profound implications for the way local governments conduct business. Below are examples of trends and government responses.

- According to the article “Outdoor Exercise ‘Healthier than Gym Workouts,’” published in February 2011, researchers found that going for a run outdoors is better than exercising in the gym because it has a positive impact on mental, as well as physical health. Levels of tension, confusion, anger, and depression were found to be lowered. This aligns with the trend of adult fitness playgrounds that are popping up all over the world.
- Café Plus Concepts – Mather’s Cafes are opening around the country to attract Boomers and seniors. The concept is more than a café. The “plus” offers leisure activities, trips/tours, educational offerings, social opportunities, and fitness. These concepts can be integrated into community centers or stand-alone facilities.
- Essential services, healthy food options, workplaces, and other destinations are frequently not located within easy walking or bicycling distance from where people live, work, learn, and play.
- The link between health and the built environment continues to grow as a trend for local governments. They are increasingly incorporating active living and physical activity into daily routines.

More and more, local governments are accepting the role of providing preventative health care through park and recreation services. The following facts are from an International City/County Management local government survey:

- 89% of respondents believed P&R departments should take the lead in developing communities conducive to active living.
- 84% had already implemented recreation programs that encourage active living in their community.
- The highest priority selected for the greatest impact on community health and physical inactivity was a cohesive system of parks and trails and accessible neighborhood parks.

LOCAL TRENDS

In an effort to educate Americans and encourage them to take steps toward a healthier future, the United Health Foundation annually presents America’s Health Rankings®: A Call to Action for Individuals & Their Communities. In an effort to educate Americans and encourage them to take steps toward a healthier future, the United Health Foundation annually presents America’s Health Rankings®: A Call to Action for Individuals & Their Communities.

The UHF has tracked the health of the nation for the past 22 years, providing a unique, comprehensive perspective on how the nation - and each state - measures up. Recent editions of the Rankings suggest our nation is extremely adept at treating illness and disease. However, Americans are struggling to change unhealthy behaviors such as smoking and obesity, which cause many of these diseases. Obesity continues to be one of the fastest growing health issues in our nation, and America is spending billions in direct health care costs associated with poor diet and physical inactivity.

The United Health Foundation ranked Indiana 41st in 2013, unchanged from 2011, but lower than in 2010, when it was ranked 37th. According to the UHF 2013 report, Indiana’s strengths and weaknesses are as follows:

Strengths:

- High immunization coverage among adolescents
- Low incidence of infectious diseases
- Small disparity in health status by educational attainment



Challenges:

- High prevalence of smoking
- High levels of air pollution
- Low immunization coverage among children

Health and Obesity

According to the Center for Disease Control (CDC), obesity continues to be a serious issue in America, growing at an epidemic rate—almost tripling since 1990. Overall, more than one-third (35.7%) of adults and 17% of children in the United States are obese. Indiana's 2013 Health Ranking for Obesity was 43rd, with 31.4 percent of the population estimated to be obese. These statistics illustrate the importance of intercepting the epidemic in youth.

As obesity in the United States continues to be a topic of interest for legislators and our government, there continues to be research suggesting that activity levels are stagnant among all age groups. The following are statistics that support this concern.

- Only 25 percent of adults and 27 percent of youth (grades 9-12) engage in recommended levels of physical activity.
- 59 percent of American adults are sedentary.
- Children nationally spend 4.5 - 8 hours daily (30-56 hours per week) in front of a screen (television and/or computer).

PARKS AND RECREATION'S FIT IN PUBLIC HEALTH

Increasingly, governmental agencies and professionals in the public health realm are realizing that parks and recreation agencies can be key public health providers, as in most communities these agencies own and manage the majority of the public built and natural environment, and provide most of the recreation programs and facilities.

In 2011, South Bend Parks and Recreation Department (SBPRD) began work with GP RED's Healthy Communities Research Group (HCRG) (www.GPRED.org) to participate in a three-year project as a **Beta Site** to test *the Healthy Communities Surveillance and Management Toolkit*. This project is designed to analyze, document, and evaluate the five primary systematic assessment elements for positioning of parks and recreation as a primary public health provider, and to look at **increasing physical activity and reducing obesity** in South Bend by:

- **Convening Community Stakeholders and Champions – Residents? Partners? Providers?**
- **Creating a Warrant for Agency Action – Why? Who? What is the Impact?**
- **Evaluating Policies, Laws, and Procedures – What is influencing active living in South Bend?**
- **Identifying Fiscal Resources and Distribution – What funds? How should they be allocated?**
- **Inventorying and Analysis of Assets and Affordances – Programs? Parks? Facilities? Food?**

In **Year One**, information for South Bend was collected through a process that included many staff and stakeholder meetings, identifying community champions and partners. Templates were used to compile digital data for development of strategic concepts for improvement, and articulation, prioritization, management, and surveillance of outcomes over time. There is a focus on ages 10-14 for the HCRG, but templates are designed for use by SBPRD for analysis of all ages if desired. "Findings and Visioning Sessions" were held with staff and stakeholders to review the key findings from the work in **Year One**, and to determine priorities for moving forward in **Year Two**. **Year Three** included stakeholder continuation of Action Items, along with focus on continued measurement, funding, and viability of the initiatives on an ongoing basis after Year Three.

Quick Year One Review

- Initial Identification of Stakeholders and Meetings
- Inventory of Partners and Volunteers
- Complete CVM Inventory of All SBPRD Assets
- Inventory of Affordances
- Financial Analysis
- Development of Purpose (Warrant)
- Initial Review of Policies
- Concept of Active Youth Initiative (AYI)
- Year Two Action Plan

There is a lack of available information specific to South Bend and especially ages 10-14

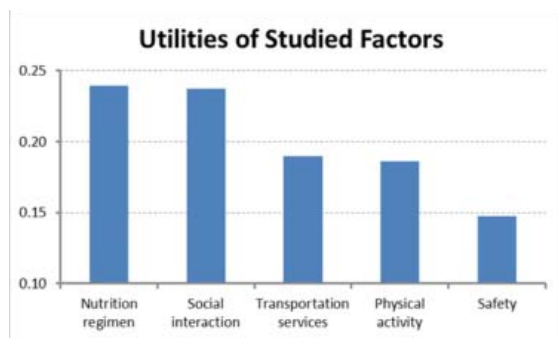


Year One was focused on identifying the over 80 stakeholders (SBPRD, St. Joseph’s County Public Health, Schools, public works, planning, transportation, police, private and non-profit alternative providers, etc.). Information was collected and the concept and catalyst for the organized **“Active Youth Initiative” (AYI)** was born.

Key Themes for Action in Year One were to:

- Conduct an Educational Campaign to Change Culture and Perceptions
- Collect More South Bend-Specific Data
- Increase Awareness and Available Programs
- Identify Key Asset (Built Environment) gaps by neighborhood for walkability analysis
- Continue to Refine and Test the HCRG Surveillance and Management Toolkit and Evaluation

In **Year Two**, the SBPRD sponsored the facilitation and organization of the AYI with monthly meetings. Robin Meleski from St. Joseph’s County Public Health Department became Chair of the AYI, and SBPRD became actively involved with a seat on the Steering Committee for the Reducing Obesity Coalition and other County-wide planning efforts, thus increasing the Department’s role and influence. In addition, the Department updated the assets and program inventories, financial analysis, and used a Multi-Attributes Utilities Technique (MAUT) process to identify policy factors and indicators that are most influencing these issues in South Bend.



The **Year Three** Action Plan includes a focus on positive policy and internal actions related to the top five South Bend SMT MAUT indicators:

1. Nutritional Education
2. Social Environment and Awareness
3. Availability of Healthy Food
4. Relevancy of Programs for Physical Activity
5. Accessibility to Connect / Transportation / Safety

Primary AYI Accomplishments

- Created an organized formal resource in South Bend to deal with this issue with 20+ active partners
- South Bend Parks and Recreation Department partnered in the creation of the “Passport to Play” Programs
- Initiated an “AYI Facebook Page”
- Created a “Prescription to Play” program with area physicians, enabling them to write “prescriptions” for activities at the South Bend Kroc Center, YMCA, and SBPRD facilities
- Continued to Identify and add Alternative Providers to the group and facilities inventory

Primary South Bend Parks and Recreation Accomplishments

- Enacted AYI Marketing and Awareness Campaign
- Identified over 80 community Partners and Champions
- Focused Programming Improvements within the Department
- Adopted a Nutrition Policy
- Updated analysis of the assets and programs available
- Became a national medal-winning “Let’s Move City”
- Became “umbrella organization” for these issues in South Bend

A key issue identified in Year One is that the culture of South Bend is such that many parents simply do not realize that their youth are overweight or obese, so education and awareness is very important. There needs to be more walkable programs and places, and the City must partner with the County, Schools, and private/ non-profit partners to make improvements.



Focus for Year Three Actions and Beyond (See the Full Year Three Report for Details – available from SBPRD)

- Identify funding, grants, and ongoing resources to continue to address this important issue
- Continue the educational campaigns to help change perceptions and awareness
- Collect more South Bend youth-specific information through statistically-valid surveying and youth surveying in conjunction with schools, with ongoing evaluation of the outcomes
- Use the South Bend MAUT nominal group process indicators to enact positive policies and internal practices and useful indicators for Stella Modeling
- Workshop through the analytical mapping by zip codes to identify future program location and capital improvement opportunities to increase walkable access
- Adopt safety inventory practices and policy as needed
- Implement ongoing Action Plan and community master planning, with outcomes and evaluation
- Continue to emphasize relationships with St. Joseph's County, schools, other governmental agencies, non-profits, and for-profit partners to further evoke a culture for change and to increase physical

Trails and Health

That a connected system of trails increases the level of physical activity in a community has been scientifically demonstrated through the Trails for Health initiative of the (CDC) . Trails can provide a wide variety of opportunities for being physically active, such as walking/running/hiking, rollerblading, wheelchair recreation, bicycling, cross-country skiing and snowshoeing, fishing, hunting, and horseback riding. Recognizing that active use of trails for positive health outcomes is an excellent way to encourage people to adopt healthy lifestyle changes; American Trails has launched a “Health and Trails” resource section in its website: www.americantrails.org/resources/benefits/.

The health benefits are equally as high for trails in urban neighborhoods as for those in state or national parks. A trail in the neighborhood, creating a ‘linear park’, makes it easier for people to incorporate exercise into their daily routines, whether for recreation or non-motorized transportation. Urban trails need to connect people to places they want to go, such as schools, transit centers, businesses, and neighborhoods.

Walk with a Doc

Also popping up in parks around the country are “Walk with a Doc” programs. These programs encourage people to join others in a public park to learn about an important health topic, get a health assessment, e.g. blood pressure and to take a healthy walk along a scenic trail, led by a physician, cardiologist or pediatrician. This is a great way to make the important connection between people, parks and physical and mental health. Cardiologist Dr. David Sabgir created this doctor-patient interactive program in 2004. With physicians ‘walking the talk’, the programs are getting people out in the parks, engaging in healthy physical activity, and reversing the consequences of a sedentary lifestyle “in order to improve the health and well-being of the public.”

Shade and Skin Cancer Protection

Communities around the country are considering adding shade structures as well as shade trees to their parks, playgrounds and pools, as “a weapon against cancer and against childhood obesity” ; both to reduce future cancer risk and promote exercise among children. A 2005 study found that melanoma rates in people under 20 rose three percent a year between 1973 and 2001, possibly due to a thinning of the ozone layer in the atmosphere. It is recommended that children seek shade between 10am and 4pm, but with so little shade available, kids have nowhere to go. Additionally, without adequate shade, many play areas are simply too hot to be inviting to children. On sunny days, the playground equipment is hot enough to scald the hands of would-be users.

Trees would help, as tree leaves absorb about 95 percent of ultraviolet radiation, but they take a decade or more



to grow large enough to make a difference. So, many communities are building shade structures instead. As part of creating a healthy and safe environment, local government can play a key role in providing the community with public places, facilities, open spaces, and services that provide protection from sun exposure.

(Source: SunWise Web site at: www.epa.gov/sunwise/statefacts.html)

The non-profit Shade Foundation of American is also a good resource for information about shade and shade structures, www.shadefoundation.org.

Americans with Disabilities Act (ADA) - Compliance

On September 14, 2010 the U.S. Department of Justice (DOJ) issued an amended regulation implementing the Americans with Disabilities Act (ADA 2010 Standards) . On March 15, 2011 the amended Act became effective and, for the first time in history, includes recreation environment design requirements. Covered entities were to be compliant with design and construction requirements and the development of three-year transition plan by March 15, 2012. Implementation of the three-year transition plan must be complete by March 15, 2015.

The Role of the ADA with regard to Parks and Recreation Programming

How a community interprets and implements the guidelines of the ADA regarding parks and recreation programs and services for children, youth, and adults with disabilities ultimately depends upon the philosophy of staff and how accepting they are of people with disabilities. Some organizations provide a basic level of service as per the law and other communities embrace the notion of accessibility and choose to exceed what is expected.

Community therapeutic recreation programs must address the needs of all people with disabilities. Disabilities may include autism, developmental, physical, learning, visual impairments, hearing impairments, mental health and more. Community therapeutic recreation programs should also serve children, youth, and adults of all ages.

The types of programs offered by a community therapeutic recreation program may include specialized, inclusive, and unified programs. Specialized recreation programs generally serve the needs specifically for someone with a disability. A “Learn to Swim” program for children with autism or an exercise program for adults with arthritis are just two examples of specialized programs. An inclusive program is one in which a person with a disability chooses to participate in a regular recreation program with a reasonable accommodation, alongside typical peers who do not have a disability. A third type of program is a unified program. This program is for individuals with and without disabilities who participate together as a “buddy”, or are paired or matched -- able-body with disabled. Many Special Olympic programs are offered as unified programs.

Funding

According to Recreation Management Magazine’s “2013 State of the Industry Report”, survey respondents from parks and recreation departments/districts reporting about their revenues from 2009 through 2014 reveals the impact of the recession as well as the beginning of a recovery. More than 25 percent of respondents saw their revenues decrease from 2009 to 2010 and 21.8 percent of respondents reported a further decrease in 2011. 43.8 percent of park and recreation respondents reported increases from 2011 to 2012.

ECONOMICS OF HEALTH

Economic Effects of Inactivity and Obesity

The Alliance for Biking and Walking’s Bicycling and Walking in the United States 2012 Benchmark Report indicates:

- Bicycling and walking levels fell 66 percent between 1960 and 2009, while obesity levels increased by 156 percent.
- Between 1966 and 2009, the number of children who bicycled or walked to school fell 75 percent, while the



percentage of obese children rose 276 percent.

- In general, states with the highest levels of bicycling and walking have the lowest levels of obesity, hypertension (high blood pressure), and diabetes and have the greatest percentage of adults who meet the recommended 30-plus minutes per day of physical activity.

Inactivity and obesity in the United States cost the country hundreds of billions of dollars annually. Recent studies have identified at least four major categories of economic impact linked with the meteoric rise of obesity in this country, likely leading to over \$215 billion in economic costs associated with obesity, annually:

- direct medical costs (as much as 100% higher than for healthy weight adults)
- productivity costs (absenteeism, presenteeism (working while sick), disability, and premature mortality – total productivity costs as high as \$66 billion annually)
- transportation costs and human capital costs (studies indicate significant but further work is needed to quantify).

The economic benefits of bicycling and walking:

- Bicycling and walking projects create 11 to 14 jobs per \$1 million spent, compared to just seven jobs created per \$1 million spent on highway projects.
- Cost benefit analyses show that up to \$11.80 in benefits can be gained for every \$1 invested in bicycling and walking.

At the 2013 Walking Summit held in Washington D.C. , presenters called walking a wonder drug with the generic name “physical activity”. While other forms of physical activity work equally well, three factors were cited as making walking the most effective treatment:

1. Low or no cost
2. Simple to do for people of all ages, incomes and fitness levels, and
3. Because walking is America’s favorite physical activity, we are more likely to stick with a walking program than other fitness or pharmaceutical regimens.

Economic Impact of Festivals

In the context of urban development, from the early 1980’s there has been a process that can be characterized as ‘festivalization’, which has been linked to the economic restructuring of towns and cities, and the drive to develop communities as large-scale platforms for the creation and consumption of ‘cultural experience’.

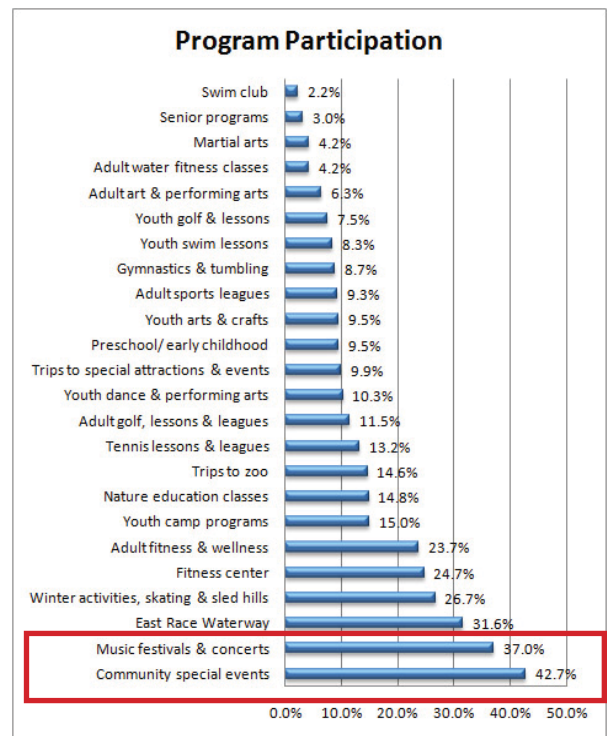
The success rate for festivals should not be evaluated simplistically solely on the basis of profit (sales), prestige (media profile), size (numbers of events). Research by the European Festival Research Project (EFRP) indicates there is evidence of local and city government supporting and even instigating and managing particular festivals themselves to achieve local or regional economic objectives, often defined very narrowly (sales, jobs, and tourists). There are also a growing number of smaller more local community-based festivals and events in communities, most often supported by local councils that have been spawned partly as a reaction to larger festivals that have become prime economic-drivers. These community-based festivals often will re-claim cultural ground based on their social, educational and participative value. For more information on the values of festivals and events, see the CRC Sustainable Tourism research guide on this topic.

In 2014, festivals are growing in popularity as economic drivers and urban brand builders. Chad Kaydo describes the phenomenon in the January 2014 issues of *Governing Magazine*: “Municipal officials and entrepreneur see the power of cultural festivals, innovation-focused business conferences and the like as a way to spur short-term tourism while shaping an image of the host city as a cool, dynamic location where companies and citizens in

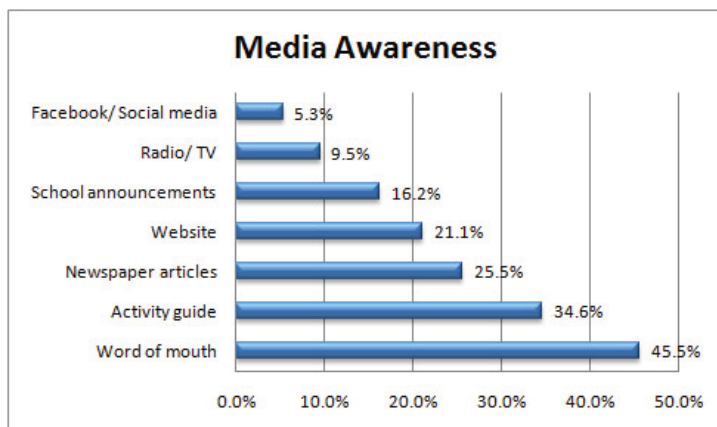


modern, creative industries can thrive.” Examples of successful festivals and events offered in South Bend include:

- Martin Luther King Walk
- St. Patrick’s Day Parade
- Cinco de Mayo Festival at Howard Park
- Sunburst Run
- Bike the Bend
- Leeper Park Art Fair , Art’s Cafe, Art Beat
- Bend it till it Breaks Pub Crawl
- Friday’s by the Fountain
- Juneteenth -LaSalle Park
- Potawatomi Park Concert Summer
- East Race Concert Series
- Potawatomi Park Concert Series
- Urban Adventure
- On the River Festival
- Celtic Festival
- First Fridays Downtown



Marketing by Parks and Recreation Providers



Niche marketing trends have experienced change more frequently than ever before as technology affects the way the public receives information. Web 2.0 tools and now Web 3.0 tools are a trend for agencies to use as a means of marketing programs and services. Popular social marketing electronic tools include:

- Facebook
- Whirl
- Twitter
- YouTube
- Tagged
- LinkedIn

Mobile marketing is a current trend. Young adults engage in mobile data applications at much higher rates than adults in age brackets 30 and older. Usage rates of mobile applications demonstrate chronologically across four major age cohorts, that millennials tend to get information more frequently using mobile devices such as smart phones. For example, 95 percent of 18-to-29-year-old cell phone owners send and receive text messages, compared to 82 percent of 30-to-49-year-olds, 57 percent of 50-to-64-year-olds, and 19 percent of 65 and older.

It is also a fact that minority Americans lead the way when it comes to mobile internet access. Nearly two-thirds of African-Americans (64%) and Latinos (63%) are wireless internet users, and minority Americans are significantly more likely to own a cell phone than are their white counterparts (87 percent of Blacks and Hispanics own a cell phone, compared with 80 percent of whites). By 2015, mobile internet penetration is forecast to grow to 71.1% for Hispanics compared to 58.8% for whites.

Based on input from the public input sessions, focus group meetings and the surveys there is a significant interest



in expanding the marketing efforts by the SBPRD regarding the upcoming activities, events and the extents of what the parks departments city-wide responsibilities are.

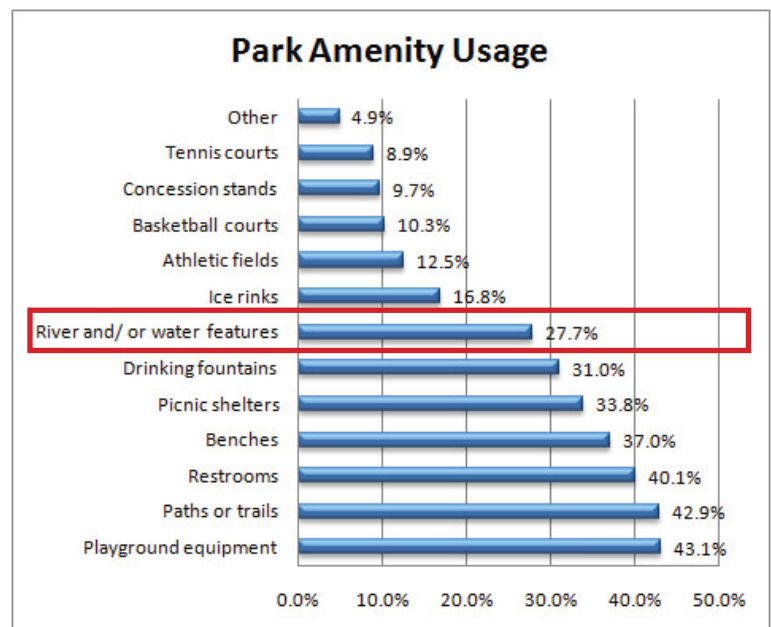
Active Transportation

The Center for Disease Control (CDC) has studied the health implications of the current U.S. transportation infrastructure, which “focuses on motor vehicle travel and provides limited support for other transportation options for most Americans.” Several quality of life and health concerns emerge from the CDC’s study.

- Physical activity and active transportation have declined compared to previous generations. The lack of physical activity is a major contributor to the steady rise in rates of obesity, diabetes, heart disease, stroke and other chronic health conditions in the United States.
- Motor vehicle crashes continue to be the leading cause of injury-related death for many age groups. Pedestrians and bicyclists are at an even greater risk of death from crashes than those who travel by motor vehicles.
- Many Americans view walking and bicycling within their communities as unsafe because of traffic and the lack of sidewalks or multi-modal paths, crosswalks, and bicycle dedicated lanes.
- Although using public transportation has historically been safer than highway travel in light duty vehicles, highway travel has grown more quickly than other modes of transportation.
- A lack of efficient alternatives to automobile travel disproportionately affects vulnerable populations such as the poor, the elderly, people who have disabilities and children by limiting access to jobs, health care, social interaction, and healthy food choices.
- Although motor vehicle emissions have decreased significantly over the past three decades, air pollution from motor vehicles continues to contribute to the degradation of our environment and adversely effects respiratory and cardiovascular health.
- Transportation accounts for approximately one-third of all U.S. greenhouse gas emissions thusly contributing to climate change.

As a result of these implications, communities around the country are creating programs to address and support alternative methods of transportation. Policy is being created, funding options are available, and partnerships are emerging. Initiatives like Safe Routes to Schools and Safe Routes to Play, and designing for “Complete Streets” are emerging to create safe, walkable communities.

In November 2013, the Institute for Transportation & Development Policy published a Standard for Transportation Oriented Design, with accessible performance objectives and metrics, to help municipalities, developers and local residents design land use and the built environment “to support, facilitate and prioritize not only the use of public transport, but the most basic modes of transport, walking and cycling.” The TOD Standard, along with its performance objectives and scoring metrics, can be found at www.itdp.org/documents/TOD_v2_FINAL.pdf.



The City of South Bend’s East Bank/Riverwalk trail in South Bend provides over 13 miles of paved space for walking and biking. Many community members use the trail for active commuting, and with more connections to



nearby trails, there are many more opportunities to increase this trend in the City.

National Bicycle Trends

- Bike sharing and bike libraries allow people to rent bikes and tour communities using multiple pick up and drop off locations.
- Infrastructure to support biking communities is becoming more commonly funded in communities.
- Cycling participation by age almost doubled in the age group 25-64 from 23 percent in 1995 to 42 percent in 2009.
- Cycling participation by ethnicity shows non-Hispanic whites have the highest bike mode sharing among ethnic groups, and cycling rates are rising faster among African Americans, Hispanics, and Asian Americans.

Indiana and South Bend Bicycle/Pedestrian Trails Trends

Indiana ranks 42nd among states for bicycling safety and 26th for safe places to walk, according to a report by the Alliance for Biking & Walking. “Bicycling and Walking in the U.S.: 2012 Benchmarking Report”. In 2010, however, the League of American Bicyclists recognized South Bend as one of eight Bicycle Friendly Communities in the State of Indiana. The league’s ratings are based on the following the 5 E’s:

- Engineering—Physical infrastructure and hardware to support cycling
- Education—Programs that ensure the safety, comfort and convenience of cyclists and fellow road users
- Encouragement—Incentives, promotions and opportunities that inspire and enable people to ride
- Enforcement—Equitable laws and programs that ensure motorists and cyclists are held accountable
- Evaluation—Processes that demonstrate a commitment to measuring results and planning for the future.

South Bend Smart Streets Initiative:

Roadways including Lincolnway, Western Avenue, Sample Street, Portage Avenue, US 31/933 radiate out from the city’s downtown core providing easy vehicular access in and out of town. In the 1960’s/1970’s the downtown streets were converted to a one-way systems making it easier for vehicles to get in and out of the downtown business district. Recently, the city has analyzed and acknowledged that the one-way street system not only limits the potential for downtown economic vitality, but also creates physical and safety barriers for pedestrian access into the downtown area but also the community as a whole. The City is currently implementing it’s Smart Street Initiative by converting the one-way street system back to a two-way system with narrower lane widths, incorporating bike lanes and safer pedestrian crossings. This new transportation system will provide the necessary linkages through the community, to the trail systems and to the numerous park facilities.

NATURAL ENVIRONMENTS AND OPEN SPACE - ECONOMIC AND HEALTH BENEFITS OF PARKS

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

- Trails, parks, and playgrounds are among the five most important community amenities considered when selecting a home.
- Research from the University of Illinois shows that trees, parks, and green spaces have a profound impact on people’s health and mental outlook.
- US Forest Service research indicates that when the economic benefits produced by trees are assessed, the total value can be two to six times the cost for tree planting and care.
- Fifty percent of Americans regard outdoor activities as their main source of exercise.

The Trust for Public Land has published a report titled: “The Benefits of Parks: Why America Needs More City Parks and Open Space.” The report makes the following observations about the health, economic, environmental, and social benefits of parks and open space :

- Physical activity makes people healthier.
- Physical activity increases with access to parks.



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

Researchers have long touted the benefits of outdoor exercise. According to a study published in the Journal of Environmental Science and Technology by the University of Essex in the United Kingdom, “as little as five minutes of green exercise improves both mood and self-esteem.” A new trend started in China as they prepared to host the 2008 Summer Olympics. Their aim was to promote a society that promotes physical fitness and reaps the benefits of outdoor exercise by working out on outdoor fitness equipment.

The United States is now catching up on this trend, as park and recreation departments have begun installing “outdoor gyms.” Equipment that can be found in these outdoor gyms is comparable to what would be found in an indoor workout facility, such as leg and chest presses, elliptical trainers, pull down trainers, etc. With no additional equipment such as weights and resistance bands, the equipment is fairly easy to install. Outdoor fitness equipment provides a new opportunity for parks and recreation departments to increase the health of their communities, while offering them the opportunity to exercise outdoors. Such equipment can increase the usage of parks, trails, and other outdoor amenities while helping to fight the obesity epidemic and increase the community’s interaction with nature.

The Outdoor Foundation releases a “Participation in Outdoor Recreation” report, annually. According to the 2013 report, while there continues to be fallout from the recent economic downturn, the number of outdoor recreation outings reached the highest participation an all-time high in 2012. The foundation reports that the top outdoor activities in 2012 were running, fishing, bicycling, camping, and hiking. Bird watching is also among the favorite outdoor activities by frequency of participation.

Outdoor recreation trends are also a recurring topic of study by the United States Forest Service through the Internet Research Information Series (IRIS). An IRIS report dated January 2012 provides the following recent nature-based outdoor recreation trends: Participation in walking for pleasure and family gatherings outdoors were the two most popular activities for the U.S. population as a whole. These outdoor activities were followed closely in popularity by viewing/ photographing wildlife, boating, fishing, snow/ice activities, and swimming. There has been a growing momentum in participation in sightseeing, birding and wildlife watching in recent years.

Winter Recreation Trends

In a 2012 report, Snow Sports Industries America (SIA) uncovered the following snow sports participation habits:

- 6.9% of the total U.S. population (+6 years old) participates in at least one snow sport discipline.
- High-income earners account for large segments of participants with 50% of alpine skiers and 37% of snowboarders respectively having annual incomes of \$100,000 or more.
- Snow sports are becoming more diverse; minority ethnic groups make up over twenty-five percent (25%) of all participants.

The Outdoor Foundation’s Topline Outdoor Recreation Report for 2012 reflects a three-year increase in participation (from 2009 to 2011) in cross-country skiing (12.2%) and snowshoeing (40%). Additional winter sports to consider are extreme sledding, all the rage in Minnesota, as well as the new winter sports trends such as speed riding (skiing while attached to a paraglider), equestrian skjoring (skier pulled along by a pony), and dog sledding.



F. COMMUNITY AND STAKEHOLDER INPUT

Over 28 meetings including public open house meetings, stakeholder meetings, focus group meetings, City Department meetings were conducted to obtain the maximum amount of input and feedback on this master plan. All meetings times, dates, and locations were advertised through the following means:

- Press releases
- Direct email
- City of South Bend website
- Parks and Recreation website
- Newspaper (South Bend Tribune), Radio, and Television
- Neighborhood Associations websites or neighborhood listserves

Public Input Sessions (Non-Random):

A total of 18 meeting including three (3) park staff meetings, six (6) focus group meetings, one (1) Council member meeting, and eight (8) public open house meetings were held between March 3rd and 5th, 2014 to obtain public input for the Parks & Recreation Master Plan. Participants were asked to discuss key issues, challenges, and opportunities related to parks and recreation in South Bend.

The open house meetings were held in the six (6) districts throughout the City of South Bend with three of the meetings held in the 2nd District. Those that attended the focus group meetings represented various interests concerning parks and recreations including, but not limited to:

- Neighborhood Associations
- YMCA, Kroc Center, Boys and Girls Clubs, local scouting organizations, and other youth service providers.
- City Departments
- Community health organizations including Memorial Hospital, St. Joseph Hospital and South Bend Clinic
- South Bend Board of Park Commissioners & South Bend Parks Foundation
- Youth and Adult Sports Organizations
- Michiana Bike Coalition
- Downtown South Bend
- Universities and Colleges (University of Notre Dame, IUSB, Bethel College, Ivy Tech, Saint Mary's College)
- Community School Corporations
- Indiana Department of Natural Resources
- St. Joseph County Parks

The following tables show the dates of the meeting, locations, attendance and a summary of the input collected.



PUBLIC INPUT SESSIONS SUMMARY

	Time	Locations	Public Attendance	Summary of Input Collected
March 3, 2014	5:00pm - 6:30pm	District #4 - Howard Park Senior Center	42	<p>What Activities/Facilities Do you Attend?</p> <ul style="list-style-type: none"> • 2 neighborhood parks in North Shore triangle • Green spaces • Leeper Park. • Coquillard Park • Kelly Park • Seitz Park in the summer • East Race • Howard Park • Bike trails and Riverside trail • City golf courses <p>What does the Park Department Do Well? (Strengths)</p> <ul style="list-style-type: none"> • great community to raise a family, but we need to maintain and sustain that for the community. • Potawatomi Zoo • Concerts at Potawatami • Golf courses are tremendous for the value • Bike trails around Rum Village • Summer programs • East Race waterway • Great access along the river. <p>What Needs Improvement? (Weaknesses)</p> <ul style="list-style-type: none"> • Maintenance is a big issue • Continued improvement within parks is still needed. • Need benches, walking trail in Coquillard Park • Frederickson Park needs continual maintenance and upkeep • There are no dog parks • Park Security - appearance that parks are safe • Camp Awareness • Baseball and softball fields have issues with parking, need more garbage cans around the field • East Race waterway- very unique and terribly underutilized. Programs where kids stay busy with crafts every day <p>Possible priorities and what should happen in the next 5 years? (Opportunities)</p> <ul style="list-style-type: none"> • Want a paved exercise course • Plays and activities weekly in the park • Collaboration with parochial schools to assist in taking care of fields and facilities for games • School/park joint use agreements needed for indoor and outdoor recreation! • Collaborate with downtown investment, hope the City keeps focus on downtown parks and near east parks- • important to continued improvement to parks. • Wi-fi access to the area would be nice. • Unity garden in every park. • Provide opps for teens in parks, adding wi-fi in the parks to get them outside. • Bike rental facility in conjunction with visitor's bureau. • Could be cool and connected to parks and Notre Dame. • Pinhook Park is underutilized, a scary place now.



PUBLIC INPUT SESSIONS SUMMARY

	Time	Locations	Public Attendance	Summary of Input Collected
March 3, 2014	7:00pm - 8:30pm	District #3 - Potawatomi Conservatories	11	<p>What Activities/Facilities Do you Attend?</p> <ul style="list-style-type: none"> • Music and concerts at Chris Wilson in the summer. • Bike and walk downtown • Various activities and family, kid-oriented programming • Potawatami Park- cookouts, walk dog • Trail systems • O'Brien • Potawatami Park <p>What does the Park Department Do Well? (Strengths)</p> <ul style="list-style-type: none"> • O'Brien Center is outstanding • Parks dept does well in the 3rd District for activities • Program fees are reasonable <p>What Needs Improvement? (Weaknesses)</p> <ul style="list-style-type: none"> • Poor parking for seniors at most parks and facilities • Traffic is an issue on Sundays during the concerts • The website isn't very clear and they couldn't find info on classes, activities. • Park signage could be improved and updated. • Connecting people to PR, using FB, social media to increase info to the public. • Park budget isn't acceptable, need to find alternatives to move things forward. <p>Possible priorities and what should happen in the next 5 years? (Opportunities)</p> <ul style="list-style-type: none"> • Increase trash pickup and add recycle bin to each park • Need more indoor facilities. Existing facilities need to be upgraded. • Increase of Hispanic population- need to offer more activities to meet the growing population. Soccer? • To bring in other groups to take advantage of the parks need more indoor facilities in the winter. • Talk to the mayor and city council- maybe a park bond? Go for it! Crowd sourcing? PPP's. Other ways to generate funding • Privatizing East Race course to let the City make some \$ and keep it open longer and more often during the day? • Incorporate new trendy programming including urban races, crossfit, extreme workouts, art projects, add an aesthetic into the parks and bring people together- sculptures, bring artists in to mentor and draw people out for events. Mommy and me project, South Bend Adventure Club, other ideas to get youth out. • Look at needs for Urban Forestry and the Urban Canopy • Improve maintenance at the parks to make them more attractive. • Need to maintain what we have and use the parks and enjoy the amenities. • Outreach, especially to kids, activities need to increase. • Improve Howard Park.



PUBLIC INPUT SESSIONS SUMMARY

	Time	Locations	Public Attendance	Summary of Input Collected
March 4, 2014	5:00pm - 6:30 pm	District #5 - O'Brien Center Board Room	19	<p>What Activities/Facilities Do you Attend?</p> <ul style="list-style-type: none"> • Elbel golf course- • O'Brien Recreation Center and Skate Park • Use the golf courses to cross country ski in the winter, but would like concessions for coffee, rentals, etc. at the courses • East Race has a good area for biking <p>What does the Park Department Do Well? (Strengths)</p> <ul style="list-style-type: none"> • Staff does a fantastic job running O'Brien, and doing great things with our youth so they can stay active • O'Brien- respect for the user and their purpose for being there, a variety of users and their needs. <p>What Needs Improvement? (Weaknesses)</p> <ul style="list-style-type: none"> • No sidewalk to OBrien Recreation Center • Elbel- bag storage, cart paths out there to get more people out playing who can't walk. • Band-Aid program, only fixing what's broken. • Structures at golf courses are showing thier age and are in need of significan repair. • Erskine- everything is deteriorating with the courses. Want things the way they used to be. • Getting to the parks is an issue. • No park or bike trail system on the South side for the kids to use. • Reduce amount of park land requiring mowing. • Facilities at the Charles Black Center need to be renovated. • Need HVAC system at both MLK and Charles Black Centers. • Being reactive to repairs seem to be the rule, not improving anything. • Frustrated that things are in such a state of disrepair. <p>Possible priorities and what should happen in the next 5 years? (Opportunities)</p> <ul style="list-style-type: none"> • A pool would be a great asset at O'Brien. • Meditation labyrinth and yoga/tai chi outside in an area. • Capitalize on hockey leagues and basketball leagues • Marketing, communication improvements • SB table tennis association would like to work with P&R to put on a tournament here • Coordination with other agencies for alignment- Transpo and the county working on their plans • O'Brien- individualized service for each member, partner and networking with other groups. • Citizen committee approach should be done regularly, appreciate that they ask for feedback annually • East Race is unique- other opportunities to think about innovative ideas to draw in new users? • Tournaments that generate a lot of revenues and economic development for the community, creating \$ for areas of need. • Water park to generate revenue in the park system.



PUBLIC INPUT SESSIONS SUMMARY

	Time	Locations	Public Attendance	Summary of Input Collected
	7:00pm - 8:30 pm	District #1 - Near Northwest Neighborhood	7	<p>What Activities/Facilities Do you Attend?</p> <ul style="list-style-type: none"> • Zoo • Seitz Park concerts and concerts at the parks • Art fairs at the parks • Walking, biking, driving along the trails by the river • Howard Park, celtic fest, cinco de mayo festivals, skating rink • Indoor basketball for youth • River activities- fly fish <p>What does the Park Department Do Well? (Strengths)</p> <ul style="list-style-type: none"> • Green space and beauty • Being able to bike all the way to downtown Mishawaka. • Good public access to the river , fishing is a popular activity here. • East Race is very popular. • Howard Park. • Snow removal in general. • Outstanding rec programs like softball, East Race, swift water training rescue is great <p>What Needs Improvement? (Weaknesses)</p> <ul style="list-style-type: none"> • People want to volunteer more, need a way to make this easier. • Parents don't know about programs until they're booked up. • SBPRD does not advertise enough. • Communication and marketing is a big challenge. • Need something for kids in our area to do in the summer. • Partnering with neighborhood organizations. • Not enough money put aside for maintenance. • District 1 isn't well served, and Pinhook is not being utilized. • Not enough trash or recycle bins at Leeper Park <p>Possible priorities and what should happen in the next 5 years? (Opportunities)</p> <ul style="list-style-type: none"> • Dog parks. • Need a sustainable park plan. • Pinhook- make it a destination again. • Upgrade the facilities and work on marketing and outreach. • Take care of deferred maintenance. • Leasing the facilities- add eyes on the parks to reduce some of the issues with crime, drug use, etc. • Energy cost reduction and performance contracts- we upgraded our lighting to meet this. HVAC systems would benefit from this in the future. • Turbine- we aren't taking advantage of this now. • Keller Park needs electricity in the park pavilion- needs it again for our block parties. • Snow removal in Howard Park, and the sloping sidewalk gets very icy. Pervious pavers might help with this- can we think of a demo to make this area safer since the sidewalk needs maintenance anyway?



PUBLIC INPUT SESSIONS SUMMARY

	Time	Locations	Public Attendance	Summary of Input Collected
March 5, 2014	5:00pm - 6:30pm	District #5 - Charles Black Center	48	<p>What Activities/Facilities Do you Attend?</p> <ul style="list-style-type: none"> Slide down the hill at Howard Park with kids. <p>What does the Park Department Do Well? (Strengths)</p> <ul style="list-style-type: none"> LaSalle Park softball league, additions to Bendix water park. Tennis is increasing due to tennis program, Greater Friendship Church helping to increase golf course <p>What Needs Improvement? (Weaknesses)</p> <ul style="list-style-type: none"> Park Commissioners Board needs to have diversity. Parks in this District are underutilized. Howard Park doesn't have much going on Need some other options kids might be interested in. Programs offered are stereotypical for the African American population. Need other options offered. Walkways aren't cleared of snow, can't walk, want equity so we can walk. Have to go across the tracks to enjoy activities and we can't-musical activities, etc. Have a pavilion at Kennedy Park, but not enough benches in the pavilion, tennis court is in bad shape. Signage is poor. Security of parks. Tired of seeing drug deals on the corner. Soccer field for youth is rough. Need infrastructure upgrades. An outside pool is desired, would be more advantageous to the community and a splash pad. More softball leagues for young and old, things for all ages to participate in. Parks Dept. on a budget, if you're going to do something, do it equally, we want to look good too. Focus groups- want to be involved in the focus groups Pulaski Park- heavily used by the Hispanic community, wants more than just soccer for the kids. No Park in District 2, the one that was there is now the baseball stadium. Howard Park is closest. <p>Possible priorities and what should happen in the next 5 years? (Opportunities)</p> <ul style="list-style-type: none"> Kennedy Park restoration for kids and families including benches Senior programs west of the river Collaboration with the school corporation- would be nice if they would work with P&R on other activities they can participate in together Size needs to increase for buildings to accommodate the activities. Information and programming, communication needs to improve here- have great technology, but it isn't getting to the community. Pulaski Park- more opportunities for kids



PUBLIC INPUT SESSIONS SUMMARY				
	Time	Locations	Public Attendance	Summary of Input Collected
	7:00pm - 8:30pm	District #6 - Rum Village Nature Center	0	Meeting was canceled due to lack of attendance.
March 18, 2014	5:00pm - 6:30pm	Harrison Primary Center	4	What Activities/Facilities Do you Attend? What does the Park Department Do Well? (Strengths) What Needs Improvement? (Weaknesses) Possible priorities and what should happen in the next 5 years? (Opportunities)
	7:00pm - 8:30pm	Martin Luther King Center	5	What Activities/Facilities Do you Attend? What does the Park Department Do Well? (Strengths) What Needs Improvement? (Weaknesses) Possible priorities and what should happen in the next 5 years? (Opportunities)
		Total Attendance	136	



PARK STAFF SESSIONS SUMMARY

	Time	Division(s)	Attendance	Summary of Input Collected
March 3, 2014	8:00am - 11:00am	Maintenance Division (O'Brien Center)	15	<ul style="list-style-type: none"> Reduction in the work force Can't maintain what we have now, can't take care of what we have based on consistent reduction in budget and staff. The Department and community will be lucky to have one more year with an operating ice rink. The rink was built in 1956 and is well beyond its life cycle (almost 30 years beyond). Tax revenue uncertainty is a big issue. Need to upgrade facilities we have now, given the shortage of staff. (With the 1000 homes program), property needs to go through citation process before we have to maintain. Reimbursed through Code Enforcement for budget, salary. Don't want the lots to become pocket parks. Volunteers aren't a solution, cause more problems for us later. Community gardens are a problem too, but people don't take care of them, a few are irrigated. Some groups that take care of gardens are separate from City-Unity Gardens takes care of their sites, but P&R mows and drops mulch off, but not official, just a trickle-down effect. Newman Park is falling apart, exterior brick falling, and mold. 1/2 of building isn't habitable, sealed off, should be torn down soon- River City basketball is the only thing being used, bathrooms in bad shape. With closing of Newman Center, Department has limited option for storage including rafts, playground equipment, climbing wall. Cold storage with a fence on 1020 High St- empty field with an easement, need a separate fence and minimal electricity for storage. Golf courses are the community gems, highly regarded as city courses. Changing due to \$ issues and demographics, and is structured around a profit-based profile. Separate budget and revenue base, needs to change if we want to keep these in operation. Golf course buildings and support facilities are outdated and needs to be upgraded to keep up with public demands for a nice, new facility. Sink money in, no benefit Parking lots, tennis & basketball courts are expensive, minimal usage from the community. Covelski Park, Potawami picnic areas being most heavily used. Observatories has limited attendance of 4000 people in a year. Parks being underutilized. Hamilton Playground is maintained by P&R Pulaski Park is being used most by the soccer teams, has graffiti, fence is falling down. Neighborhood parks don't have a lot of use. Tennis- can downsize the courts to save \$ City Department need to work together to solve issues especially related to the long term maintenance of capital improvements and investments.



PARK STAFF SESSIONS SUMMARY

	Time	Division(s)	Attendance	Summary of Input Collected
March 3, 2014	11:00am - 12:00am	Golf / Forestry	14	<p>Golf:</p> <ul style="list-style-type: none"> • South Bend owns Blackthorn under the Redevelopment Commission, and is competing against the City's course. • Financial at the end of the year aren't good, and there's talk of privatization. • The crew here is strong, lots of experience. • Equipment is aging, but they keep repairing it. • Old courses, frozen pipes, floor buckles, aging facilities and the need to rebuild is pretty important. • Parking is a problem, but we like to see the people out here. • Have a detailed plan on how update/upgrade golf facilities to make them more competitive but lack funds to make them happen. • Lost 5 full time in last 15 years, 1 FT 4 years ago. Budget is \$39K from \$50K. • 9 FT employees now- not sure about how many concession managers can come on with ACA. • Flat roof on Erskine clubhouse, bad drainage, carts need to be moved back and forth every day. • Studebaker doing very well: was going to be shut down years ago, but they kept it open, and it's a great place for kids to go. • Good forestry crew, really benefits the course with the work they do. • First tee program- they would rent the clubhouse and course. Will work with the group and balance the need to bring in youth to the sport with the revenues we need to make. • Attract more people to the course, up the amenities, but no one wants to come to an old, leaking clubhouse. • It's hard to figure out how to improve the equipment and replace it vs just maintaining what we have, but our fairways and amenities out on the course bring people out to play golf. • In 33 years, things have not been maintained the way they should be, and have never been. <p>Forestry:</p> <ul style="list-style-type: none"> • Ash tree removal has been an issue, wants more funds to plant new trees, has a nursery with 500-600 trees, but funding for replacement isn't there. • Staff attrition has been an issue, and will only go downhill if we don't have staff and \$ to maintain the courses and trees. • Forestry- year backlog, have decent equipment though. City parks, storm damage from the tree lawn, alleys, dangerous trees hanging down in the streets. • Cemeteries, zoos, golf courses. Put up Christmas lights and banners downtown. • We don't have a program to replace trees downtown- have an inventory to replace, but the funds are gone. • Tree replacement is their biggest priority. • Storm damage removal and repair- probably 40% of our time.



PARK STAFF SESSIONS SUMMARY

	Time	Division(s)	Attendance	Summary of Input Collected
March 4, 2014	8:30am - 11:00am	Recreation / Marketing	19	<ul style="list-style-type: none"> • Programming offered to the entire community is strong and highly rated. • People come to the table with what they have, but the kids' triathlon- has a negative effect because they pulled some of our users away, like a sports program. • Everyone struggles with financial resources for people to use the center and programs- creating a new landscape for us with respect to kids. • Programming (110 total), we meet all age groups. We are running with a leaner staff, and the expectations continue to be high from the customer. • Adaptable and we move quickly and do it well, and set the standard for others. • Committed staff working for the dept. Longevity of staff. • Only one gym and River City takes over at 5. Limitation with space • Duration of programs might be something to consider. • Facilities are outdated- how do you cycle the kids through with limited space? Same with senior facilities. We need help. • Lack technology at the centers too. Need to reach out to other areas of town to accommodate more individuals. • Infrastructure is crumbling. Need to meet the needs in modern spaces that the public expects now. • Community centers aren't used as much as the parks are, according to the surveys- in a lost place due to size, etc. • Use of wi-fi in the parks is an interest from more than just kids. • Need connectivity with partners and alternate providers • Struggling with our identity as being part of Parks- people don't know that we're individuals • Things we do for the community for kids and their parents don't even know what they're doing. • Marketing challenges • Operating budgets haven't changed since 90's. • Need better signage to get to the different rec centers-people don't know where you are. • Park Department name confusion, and confusion about what's under the City's umbrella • Need more Spanish speaking staff to meet the needs of the growing Hispanic community, and people don't trust the centers • Communication is critical with Hispanic population • Need more athletic fields to deal with the increase in usage. • Rum Village- only 2 educators at the village, and we can't accommodate the growth in interest. Volunteerism will be our emphasis due to lack of funding. • Seniors-how to get 50+ out to visit when they work. Looking at earlier times during the day, more trendy activities like Wii yoga, or to socialize with their friends. • Location of Howard Park Senior Center door is unfriendly; mechanics of the building are dated. Cold in am, hot in pm, no central air. • Space is an issue- Newman Center is going to be shut down most likely. Programs are going to be limited • Age of rink is a problem, but ice quality is high. • Gigantic splash pad would be great to bring in more people. • Need a cabin at Camp Awareness



PARK STAFF SESSIONS SUMMARY

	Time	Division(s)	Attendance	Summary of Input Collected
March 4, 2014	11:00am - 12:00 pm	Park Police/ IT/Finance	11	<p>Park Police Park police presence makes a difference</p> <ul style="list-style-type: none"> Handled over 3000 money deposits last year Take care of alarm calls, dealing with the systems, and respond to the alarm calls 6 am-10 pm Share the police radio, and police come if there is a serious issue, but less busy now than in the summer. Rum Village has improved in the troubled areas Training, not in the parks enough, only issue citations, don't have full authority 90% of the police want to accept them as parks police, but there's a lack of support from upper levels for training. Need more cooperation from the department. Bouncing people to 311 when they want to work directly with P&R is frustrating for the customer. We know the programs and can direct people more efficiently than just sending them to 311. <p>IT</p> <ul style="list-style-type: none"> POS web track services going very well, working on getting fiber to Charles Black and Kings Center and wi-fi to other sites With the constraints we have, we do a pretty good job. Like to expand wi-fi to all of the parks, but some are distant from the city. Howard Park is on the slate for it, but up to Downtown to decide. Alarm systems-able to log in and see what's happening in some of the buildings. King Center set up Few complaints about technology from staff, digitizing the City and Bowman cemetery info with the historical society, and updating GIS and working with Public Works on their map to update P&R info on that. Bringing in Maintenance Software to track ongoing maintenance issues and tasks. <p>FINANCE</p> <ul style="list-style-type: none"> Push to upgrade technology and hardware/software, provide better customer service through the 311 line. Communicate better between depts. with software. Work to decentralize operations from downtown. Cost and training an issue. Big data- push for KPI's to make smart decisions. Significant reduction in budget and capital investment funds. Haven't have a park bond in over 42 years (last on in 1972) and all parts of the parks department and facilities are showing it. Better technology helps park police with interdepartmental mail is a good thing, and reduces police running from one place to another, and get things done more quickly. Working with the front office on rules in the parks so they can provide it at the point of contact. People in the fitness dept handle evening and weekend calls Website is Matt's task to manage. 311 uses the website all the time. Can send email from the website for general contact Maintenance- talented staff (not enough of us- budget cuts hit us hard), communication is getting better, flexible.



FOCUS GROUP SESSIONS SUMMARY

	Time	Focus Groups	Attendance	Summary of Input Collected
March 3, 2014	1:00pm - 2:30pm	Educators/ Other Services (O'Brien Center)	42	<p>What Activities/Facilities Do you Attend?</p> <ul style="list-style-type: none"> • South Bend Community School Corp. uses Elbel for golf, uses HS for swimming, • P&R uses Riley's pool, and they use Erskine for golf, summer program, parks adjacent to schools are used for recreational activities, talk of shared uses, • Notre Dame use of boathouse at Howard Park for crew team. • Healthworks partners with Passport to Play for youth. • Uses free lunch programs to provide games and activities. • Boys & Girls club uses parks for programming • Healthy Families program uses parks for meeting spaces. • Fire uses Potawatami for rescue training. • Partner with IU and SB schools for teacher training for ecology- they use river and zoo. <p>What does the Park Department Do Well? (Strengths)</p> <ul style="list-style-type: none"> • Distribution of parks fairly good, walk zones have decent coverage • Maintenance program- use park services, things are maintained well, taken care of • Tennis at Leeper- very well maintained and operates well • Flexibility when they can't use something. • Embraced needs for disabilities. • Events at facilities are great. • Professional staff and flexible • Partnerships are good for cultural events. <p>What Needs Improvement? (Weaknesses)</p> <ul style="list-style-type: none"> • Aesthetics need to be improved. • Need to improve community outreach • Perception that parks are safe. • Connectivity to the parks is an issue • SB has an aging parks system, different environment then vs now. • Kids can't always afford to go to the zoo due to costs. • Accessibility- half dozen schools in Districts 5 & 6 and not many parks. • Recycle- promote this in the parks and SB could be a leader for that. • Lack of green space in District 2, need grass or pocket park for kids to play ages 8-12 <p>Possible priorities and what should happen in the next 5 years? (Opportunities)</p> <ul style="list-style-type: none"> • Howard Park ice rink is a big deal, should be a priority. • Improve what you have with limited resources. • Need a priority list to work on connectivity and help ensure collaborations are happening in our parks. • Build ownership, and well-being of people in the neighborhood. • Capitalize on our natural resources- nature walks along the river. • Make sure things are clean and well-kept. • Partnerships are key-complement each other • Take targeted areas and start with those. • Use volunteer hours or in-kind donations to help out



FOCUS GROUP SESSIONS SUMMARY

	Time	Focus Groups	Attendance	Summary of Input Collected
March 3, 2014	2:30pm - 4:00pm	Governmental Departments	18	<p>What Activities/Facilities Do you Attend?</p> <ul style="list-style-type: none"> • Trails, running paths are packed <p>What does the Park Department Do Well? (Strengths)</p> <ul style="list-style-type: none"> • Programs- wellness, daddy daughter dances, equestrian rides, get families involved. • Fishing programs are done well. • Urban parks more focused on recreational activities • Distribution of parks is pretty good. • Facilities well-distributed, clean, family oriented. • Programming is well advertised and branded. • Partners really well for activities and programs. <p>What Needs Improvement? (Weaknesses)</p> <ul style="list-style-type: none"> • Marketing and communication with other departments and community • Social networking can be an integrative tool, and we aren't using it enough to engage the public • Some parks are not visible and signage needs to be updated. • How do we work together to solve that issue and encourage inter-departmental collaboration? • Lack facilities for the special needs community. • Capital spending on facilities- they're showing their age • Bathrooms need to be bigger and have better infrastructure. Need constant maintenance. • Maintenance- need to focus our investments <p>Possible priorities and what should happen in the next 5 years? (Opportunities)</p> <ul style="list-style-type: none"> • Heritage and destination tourism- looking for new experiences. Leeper Park had formal gardens, and gateway into SB through Leeper Park isn't showcased the way it should be. • Get garden clubs and master gardeners to come up with planting plan. • SB is unique, and they should capitalize on what makes it unique. • Bring tourism back to help build upon what it does well. • Keep it simple and focus on natural resources. • Facilities need to be accessible for pedestrians and older adults, special needs, etc. • People want to access the amenities that live downtown. • Improve ongoing maintenance of facilities and parks. • Connectivity between the cities and regional connections. • Greater collaboration and partnership with land use, public works, streets, etc. Develop system to ensure that collaboration is being addressed on a regular basis • Develop a Complete Streets ordinance • Use limited resources strategically and finding alternative coverage areas being taken care of by someone else. • Develop a "Fan club" for the parks and have e-blasts • Establish maintenance endowments for new city projects.



FOCUS GROUP SESSIONS SUMMARY

	Time	Focus Groups	Attendance	Summary of Input Collected
March 4, 2014	1:00pm - 2:30pm	Businesses (O'Brien Center)	x	<p>What Activities/Facilities Do you Attend?</p> <ul style="list-style-type: none"> Howard Park, East Race trail, Sites Park <p>What does the Park Department Do Well? (Strengths)</p> <ul style="list-style-type: none"> Bike paths are good, let's keep connecting up to MI White water rafting is a novel idea-keep leveraging this Google calendar for activities is easy to add <p>What Needs Improvement? (Weaknesses)</p> <ul style="list-style-type: none"> Some of the parks aren't clean or safe enough (perception) Funding challenges- advertising on the website? Website needs improvement, not easy to find information, Need to get staff to update the online calendar Pinhook building- need a place to hang coats. Ignite Michiana and South Bend Adventure Club- students interning for mayor's office- students like to be off-campus, we should focus on creating opportunities for them to volunteer and get away from the university <p>Possible priorities and what should happen in the next 5 years? (Opportunities)</p> <ul style="list-style-type: none"> Volunteers to help with landscaping/flower gardens Linear parks on abandoned railroads- like to see development there. Ways to connect the parks and open spaces to each other. Recycling bins needed in the parks- free transfer station here. Working with young professionals to give more insight about what they want. Tap into the student body Most students are staying on campus, but those who do volunteer work with the Let's Move program with the Health Dept. Internships for students? IUSB has connections and interest in helping out Dancing activities? Training on how to utilize the river, fly-fishing lessons, rafting, canoeing, How to utilize the facilities more for the public Social change is happening in SB- new ideas- how do we tie into this energy and let them know we're here? Focused on downtown Crowdsourcing, community foundations? P&R integrate their goals with other community goals and making sure their presence is known. Stop giving away programs and offering free programming. P&R can't do everything for everyone- focus and pick top 5 areas to focus on since resources are so constrained.



FOCUS GROUP SESSIONS SUMMARY

	Time	Focus Groups	Attendance	Summary of Input Collected
March 4, 2014	2:30pm - 4:00pm	Healthcare Providers (O'Brien Center)	x	<p>What Activities/Facilities Do you Attend?</p> <ul style="list-style-type: none"> • Hiking, St. Pat's park • Play with band at Potawatomi, in front of the fountain • Use RiverWalk in SB north of Angela, run up Lincolnway • East Race for transportation, fitness and recreation • Sites Park for music, Potawatomi for family activities • Rum Village, disc golf, recreational use • Paths along the river, hockey, practice at Howard Park <p>What does the Park Department Do Well? (Strengths)</p> <ul style="list-style-type: none"> • Summer music programs- glad they exist, well attended • Parks dept. up for anything- very open minded and flexible • Easy to partner with, less territorial • HealthWorks- partners with P&R, they run camps • Variety of ages at P&R, splash pads, events for elderly at CBC Youth lunch program- pair up with Unity Garden • In good shape- grass is mowed, flowers, taken care of. • People use the trails to run in the winter, they keep it clear. <p>What Needs Improvement? (Weaknesses)</p> <ul style="list-style-type: none"> • Connectivity & Communication, • Expansion of other services- on East Raceway • How can we expand it to create more energy downtown? • Bring more things into downtown to attract more people • SB is a Let's Move City, doing some block parties in the summer • Howard Park rink is heavily used, packed on weekends, Friday nights, especially when there are issues at other nearby rinks- needs to be expanded. • Quality of life issues, blue zones, and trends on wellness • Wider walkways, free movies in the park • Leeper Pond bird droppings are a problem • Transportation is an issue- between parks and Transpo • Bikeways and trails to connect the parks to each other and families to the system. • Perception of people moving into the community? Huge qualities of life issue- recreation, safety, education are high on the list. <p>Possible priorities and what should happen in the next 5 years? (Opportunities)</p> <ul style="list-style-type: none"> • Marketing & Collaborations with PPPs • Get a Parks Bond • Access into the parks and accessibility to make it easier for people to use the parks • Collaborate with partners to spread the word- fundraising through the parks board? • Restore the parks with volunteers- big deal, lots of interest for youth.



FOCUS GROUP SESSIONS SUMMARY

	Time	Focus Groups	Attendance	Summary of Input Collected
March 5, 2014	1:00pm - 2:30pm	Sports Providers (O'Brien Center)	48	<p>What Activities/Facilities Do you Attend?</p> <ul style="list-style-type: none"> • Leeper and Washington (before)- tennis tournaments and youth tennis programs for free • Rum Village for mountain biking • Tennis and softball at Southeast • 5 Ks around town • Golf • O'Brien for fitness classes • Use any facility for work activities and events that can be promoted <p>What does the Park Department Do Well? (Strengths)</p> <ul style="list-style-type: none"> • Usually has available facilities and able to accommodate events from the SBVC • People who already use parks and facilities know what's happening, but if you aren't a user, it's not easy to find out info- friends use private fitness facilities- don't know about things they can do for free. <p>What Needs Improvement? (Weaknesses)</p> <p>Marketing</p> <ul style="list-style-type: none"> • Maintaining equipment at the parks on the west side of town • Tennis- want help fired up about what they're doing- not enthusiastic, • staff not playing at the courts to get kids excited. • We need ambassadors for programs and in the parks system. • Make it fun, and get kids and parents excited about playing • Expanding football program for kids, but would like P&R to lead this someday • Provide a well-rounded experience for kids and get them exposed to new sports they didn't know about before. • Rotating introductions to new sports like lacrosse, tennis, etc. • Pull kids out of their comfort zones and bring adults in (or college students- like IUSB, Notre Dame students) who are learning too, and they can help get involved. <p>Possible priorities and what should happen in the next 5 years? (Opportunities)</p> <ul style="list-style-type: none"> • Find something where \$ can be poured back into the parks • Grants as a possibility, but they're competitive, • Looking at grants from the transportation sector, DNR, etc. Potentially RWJF for youth nutrition, but we want to partner up with coalitions to apply for those. • Federal grants for law enforcement- reducing youth violence, education- are there possibilities for that? PAL- police athletic league has grants, USTA grants, etc.



FOCUS GROUP SESSIONS SUMMARY

	Time	Focus Groups	Attendance	Summary of Input Collected
March 5, 2014	2:30pm - 4:00pm	Neighborhood Organizations	15	<p>What Activities/Facilities Do you Attend?</p> <ul style="list-style-type: none"> • Summer programs with lunches in the parks • Parks downtown, a huge partnership with DTSB • Regional and local bike trails • Pool • Playgrounds and summer activities in local parks • Neighborhood Association and Keller Park improvements • Howard Park, trails and Potawatomi Park • Event space- downtown depends on those spaces, need more gathering spaces for concerts and festivals <p>What does the Park Department Do Well? (Strengths)</p> <ul style="list-style-type: none"> • Hall of Fame space- open green space- wants that to stay as is- our own little Central Park in SB. • Plows trails- see a lot of older people out using the trail • Squeeze blood out of a turnip • Helpful with solving problems • Keep up with all of the parks very well • Flexible, willing to try new things • Outreach to the neighborhood, especially Keller Park • Daddy Daughter dance and mother son dance- difficult to imagine a community that does it better. <p>What Needs Improvement? (Weaknesses)</p> <ul style="list-style-type: none"> • Access for kids to get to recreation- urban parks are critical • Connecting parks together to create a system that links them together. Create a pedestrian highway • Communication and Marketing • Riverwalks are neglected in some areas- some areas should be shut down that are in bad shape, need ped-level lighting, visibility. West bank downtown is a museum of neglect. • More cooperative sports instead of competitive sports! –Tie to AYI • Use the river to its full advantage- canoeing, kayaking. East Race is the exception, and this needs to be re-programmed like it used to be- East Race Committee disbanded. <p>Possible priorities and what should happen in the next 5 years? (Opportunities)</p> <ul style="list-style-type: none"> • Collaboration with summer lunch programs and Unity Gardens around the city (26 parks with programs and 3 Unity Gardens) • How do we raise \$ to make parks and facilities more profitable? Partial outdoor and indoor rec facility with a fee to use and bring it downtown? • Trail from Eddy St Commons to Benjamin • Boathouse- partner with Notre Dame to build it at Howard Park and teach kayaking/crew? PPP opportunity and could bring in races. • Whitewater training at East Race? Have to go to Indianapolis to take lessons. • Branding SB- how can we brand it as the most trail-integrated community in the Midwest and highlight the river?



Finding and Vision Public Meetings:

After the input was collected from the Public Input Sessions and after the input from the Statistically-Valid Survey (Random Survey) was tallied, a findings and visioning meeting were held on June 3rd and 4th, 2014 to validate this information collected. These meeting included one (1) with City of South Bend Administration, two (2) with park staff, two (2) focus group meetings, and four (4) open houses to summarize the input from the focus groups and solicit additional feedback.

The following tables indicates the dates, locations, attendance of the findings and vision meetings.

FINDINGS AND VISION MEETINGS				
Date	Time	Group	Attendance	Topic
July 3, 2014	9:00 - 10:00 am	City Administration	7	Reviewed with Administration presentation material and overall project schedule
	11:00 - 12:00 am	SBPRD Exec. Staff Meeting	10	Prepared presentation, discussed goal, objectives and desire outcomes of upcoming meetings
	1:00 - 2:30 pm	Focus Group Meeting - Educators	6	Need more workout equipment stations in the parks More picnic benches Work with neighborhood groups to be eyes on the park Pinhook- good walkway attached to provide connectivity to Riverwalk Update playground equipment Create a 10 year schedule for maintenance and make sure changes are being made in a park in each district every year Adopt a park or facility to help maintain parks Facilities- need facelifts and deep cleaning to keep up
	2:30 - 4:00 pm	Focus Group Meeting	9	Connection with Notre Dame Business School- working with student projects and assignments during the semester to help with marketing People need to learn more about who SBPRD is and what it does. Need better signage that designates it as a SBPRD event, building, etc. Branding! Presentations to neighborhoods and rec centers on programs How do we channel \$ and get a more active foundation to leverage \$ and get more funding? Safety is a great partnership opportunity Focus on youth & senior programs, health & wellness Gainesville- successful crowd funding for a specific project.
	5:00 - 6:00 pm	Public Meeting #1 - Charles Black Center	20	Kennedy Park needs more pavilions and benches, replace the playground equipment that was removed (need a joint use agreement with adjacent school for playground use) Summer concerts and local cultural activities need to be expanded to increase exposure for kids to the arts Economic development around the West side isn't happening- disinvestment and neglect are obvious and disappointing Note that the Boy Scouts is interested in partnering with SBPRD on activities and programs Lighting and security near the senior center is lacking, and older adults don't feel safe going out at night. The gyms at Charles Black and MLK need air conditioning Lawns need more regular mowing and general maintenance



FINDINGS AND VISION MEETINGS

	6:30 - 7:30 pm	Public Meeting #2 - Martin Luther King Center	9	<p>Grass needs to be more regularly mowed at Fremont Park- questions about electricity access- call SBPRD maintenance with questions or if there's an event planned. Need tables there too.</p> <p>Rec center not available for youth activities on Saturday- needs to change</p>
July 4, 2014	8:00 - 12:00 pm	SBPRD Staff - Visioning Session		<p>Cove and Zoo- City still owns them, have contractual arrangements, and we need to communicate that it's in our best interest to promote our ongoing ownership and investment</p> <p>Benches and walkways can be improved</p> <p>Call boxes could be expanded- improve the perception of safety</p> <p>Maintenance is falling behind.</p> <p>According to CityVoices- splash pads are a big interest</p> <p>Perception of cost needs to be addressed- people don't know how much things cost.</p> <p>Howard Ice Rink- cost-\$1.4 million- only outdoor facility with staff in the winter in SB- Parks Foundation and DTSB can both apply for grants.</p> <p>Neighborhood associations- fostering a sense of ownership at the neighborhood level.</p> <p>MLK- walking trail around the center- track or sidewalk around the perimeter for older adults, and a gym to keep up with youth programs (have to turn away youth).</p> <p>Signage on Lincoln Way for people to find the center. Using social media- Retail Me Not App- use technology to tell people what's going on as they pass it</p> <p>Gyms are too hot in the summer- need HVAC at MLK and Charles Black or air circulation.</p> <p>Need storage space, shelving at MLK, C.B.</p> <p>Charles Black- storage space needed too- game room isn't being utilized well. Fitness rooms are too full- need program space.</p> <p>Bathrooms are an issue- soccer league and programing on weekends- gets pretty full.</p> <p>Need a full time maintenance person at CB.</p> <p>Basketball courts at CB- (used heavily at CB, needs to be updated)</p> <p>Portable restrooms at CB by the soccer fields and picnic pavilions</p> <p>Marketing/Communication and Outreach: Possible solutions?</p> <p>What is the budget for Marketing at SBPRD vs city-wide</p> <p>Difficult to find the niches for optimal communication</p> <p>Zoo, Coveleski still City owned-how to communicate this?</p> <p>Looking at self-promotion- what does PR do?</p> <p>Add sponsors to guide to help pay for this</p> <p>MLK- Social media- older than 35-FB, under 30, Twitter, Instagram is growing in usage- but usage with social media is very high... a lot of oversight and rules about content, info</p> <p>Charles Black- through FB page, Instagram, FB, Twitter- very beneficial for users-</p> <p>Consider adding P&R news to the monthly water bills that are mailed out to residents.</p> <p>Connections- key issue is access, not just building more trails,</p>



FINDINGS AND VISION MEETINGS

1:00 - 2:30 pm	Focus Group Meeting - Businesses	9	<p>CBC- great example of what's going on- deal with the language barrier (employee to be hired who must be bilingual), bilingual signage too</p> <p>More programming throughout the parks that target the Hispanic population</p> <p>CBC- want a Latino-centric center like MLK- don't feel comfortable and are turned away from many places.</p> <p>But previous vandalism in the bathroom is a problem, and they've been avoiding the center because of that issue.</p> <p>The park is drawing a diversity of audiences- and is changing rapidly to a very multi-cultural population.</p> <p>ADA compliance- any new structures need to be compliant. Parks and playgrounds need to also be ADA compliant.</p> <p>DNR representative discussed the grants available for trail construction under their Recreation Division- new legislation approved for grant funding to support trail maintenance in the near future.</p> <p>Accessibility programming for special needs</p> <p>Lack of handicapped parking spaces is an issue</p> <p>Set goals and standards for volunteers</p> <p>Tennis courts- if they're removed we need to add something in to offset the removal</p>
5:00 - 6:00 pm	Public Meeting #3 - O'Brien Center	12	<p>Populations of people are very different, so their needs are not the same</p> <p>Bike rentals at Howard Park, using an old bldg</p> <p>Zumba classes at the park, spray & play, summer lunch program, street striders at various locations</p> <p>Announcements on the monthly water bill</p> <p>Public private partnerships – Bike the Bend or Michigan coalition to step in & help manage programs & events</p> <p>Economic benefits of P&R to the community- show that in plan?</p> <p>Young networking groups for sharing info</p> <p>Volunteer to help keep neighborhood parks and spaces clean and weed-free</p> <p>Increase grant applications and sponsorships with groups</p>
6:30 - 7:30 pm	Public Meeting #4 - Howard Park	9	<p>Maintaining what we have is the top priority</p> <p>Any facility that has outlived its purpose or lifespan should be removed to decrease pressure on the budget</p> <p>Recognizing that the budget makes it hard to introduce new projects, but are there any new and exciting things SBPRD can do?</p> <p>Any new plans or projects?</p> <p>Interest in creating a dog park</p> <p>Trash removal and weeds along the Riverwalk should be a top priority</p> <p>Maximize the potential of the river</p> <p>Sponsorships and partnerships to help manage trash and weed clean up is something SBPRD should encourage</p>



Over 300 people attended these focus group and public meetings. Below is a summary of comments from these meetings. (Note: The summaries below represents comments made by individuals attending the above meetings. These comments should be reviewed along with the statistically-valid survey results, which show community preferences, opinions, and priorities.)

STRENGTHS

General/Administration

- Quality, dedicated staff
- Distribution of the facilities around the City
- Partnerships (gov't, non-profit, sports)
- Affordable programs
- Low program costs
- High program participation
- Well organized activities
- Well maintained parks and trails year round

Facilities and Programs

- City Park Recreation Centers
- Riverside Trail
- Potawatomi Park and Zoo
- Summer concerts
- Golf courses
- Youth Programs
- Accessibility to the river for boats, fishing and recreation
- Rum Village mountain biking trails and trails for various activities in the winter
- Summer programs and lunch in the parks for kids

CHALLENGES/WEAKNESSES

General/Administration

- Lack of Capital Improvement funds to make improvement to facilities or infrastructure
- Most facilities are outdated.
- Aging infrastructure throughout parts of the city parks system
- Limited resources and facility space to expand programs
- Awareness/publicity of facilities and programs
- More effective marketing via social media
- Overall connections and access to parks

- Riverfront improvements for water interaction
- Older parks and facilities do not meet current sustainable practices Limited staffing for leisure programming
- Concerns about reduced maintenance staffing levels, deferred maintenance
- Need more creative and diverse opportunities to get youth active and engaged in the community
- Lack of active indoor recreational space
- Some parkland is being underutilized.

OPPORTUNITIES

- Develop a long-term parks vision and plan.
- Pursue additional funding sources (capital and operations).
- Expand partnerships (e.g. schools, businesses).
- Expand and enhance marketing.
- Enhance the use the river as a recreational asset
- Increase volunteer involvement (maintenance, gardening, etc.).
- Educate public about the benefits of parks and natural areas.
- Consider new facilities and renovations(Howard Park, Pinhook Park, Charles Black Center, MLK, Miracle Park, etc.)
- Expand creative leisure programming.
- Parks as engines for quality of life and sense of place
- Continue to develop opportunities for positive economic impact through park activities, events and facilities.
- Improve signage to better direct residents to local parks and recreation resources.
- Ensure that any changes made are sustainable over the long-term and responsive to evolving trends.
- Continue to evaluate programs and services to avoid duplication of community amenities.
- Explore non-traditional offerings.
- Improve connectivity (e.g. schools to parks and parks to trails) to encourage biking and walking.



FOCUS GROUP AND PUBLIC MEETING SUMMARY

Generally, the public input sessions and focus group participants agree that the parks, existing trails and the recreation center are valued attributes of the City and are a great source of pride within the community. However, they also feel that the facilities are showing their age and will become exponentially more costly to update if not their current condition is not address soon. The recreation centers are aging, overcrowded and unable to fully meet the demands for programs desired by the community, especially in the area of interests and recreation variety for both youth and teen populations. The primary issues with trails are described as a general lack of connectivity and ease of access to public transportation. Infrastructure improvement nedds, such as lighting, seating, restrooms, and maintenance, were also sited.

Community members would like to see improved communication and marketing about what services the park department provides to its community including it's sport leagues, recreation center activities, community events, maintenance levels, additional trail connectivity, and partnerships. It is apparent that there are many community interests that seek the City's support in order to flourish and improve active opportunities.

There were many positive comments about the Department, especially related to it programming offerings and quality of staff, however, there was a significant amount of concern about the lack of funding that the Department is receiving. It is apparent to the community as a whole that many of the park and recreation facilities are in need of replacement or renovation. From park bonds to splash pads, to existing community centers and outdoor ice rinks, the system has aged and needs immediate attention. The facilities that the preventative maintenance strategies the South Bend Park and Recreation Department have been successfully managing for the past 20 plus years are at a cross roads of either needing additional funding for significant repairs or updates or several facilities may be forced to close. Participants of these numerous meetings were more interested in taking care of the existing facilities and amenities than getting new ones.

Almost every area of the City was identified as having shortcomings in regards to parks and recreation facilities in terms of replacing outdated equipment, renovation of existing facilities, and in providing services that meets current trends. In reviewing the input there is a significant desire in maintaining parks and recreation facilities, programs, and services regardless of age, income levels, or neighborhood.

Favorite Activities and Locations

- East Race Waterway
- Howard Park
- Howard Park Ice Rink
- Potawatomi Park & Zoo
- Rum Village
- Riverside Trail
- Picnics and Concerts
- Programs and the recreation and community centers
- Daddy-Daughter dances
- Fishing at Pinhook Park
- Soccer and youth athletic programs
- Golf at all of the courses

Future Program/Facility Ideas

- Dog park
- Develop intern program with colleges and universities in South Bend
- Implement sustainable environment practices where feasible
- Increase indoor recreation space through expansion or construction of new facilities
- Enhance recreation facilities and programs along the riverfront to promote ecomonic activities
- Improve wayfinding and/or signage
- Increase seating, shade structures in the parks and along trails
- Enhanced collaboration with the schools and universities
- Increase access to aquatics

Priorities for the next 5 years

- Update/upgrade equipment at parks and facilities
- Create a strategic plan for park promotion, community outreach, and park branding
- Equitable access to recreation opportunities to all segments of our community
- Research targeting grants for funding assets or affordances (hire grant writer)
- Facility and park infrastructure upgrades
- Provide facility and park develop along the river
- Donor/sponsorship campaign
- Tree planting
- Establish ongoing maintenance fund for non-park city initiatives



G. STATISTICALLY VALID COMMUNITY SURVEY FINDINGS

Introduction

In February and March 2014, on behalf of the City of South Bend and Jones Petrie Rafinski, Public Research Group (PRG) conducted email, telephone and mail surveys in an attempt to identify South Bend's park and recreational behaviors, wants and needs. A total of 506 randomly generated email, telephone and mail responses were obtained. Email responses were generated from desktop computers, smart phones and tablets. The goal of the survey was to produce findings that could be generalized over the entire population of the community.

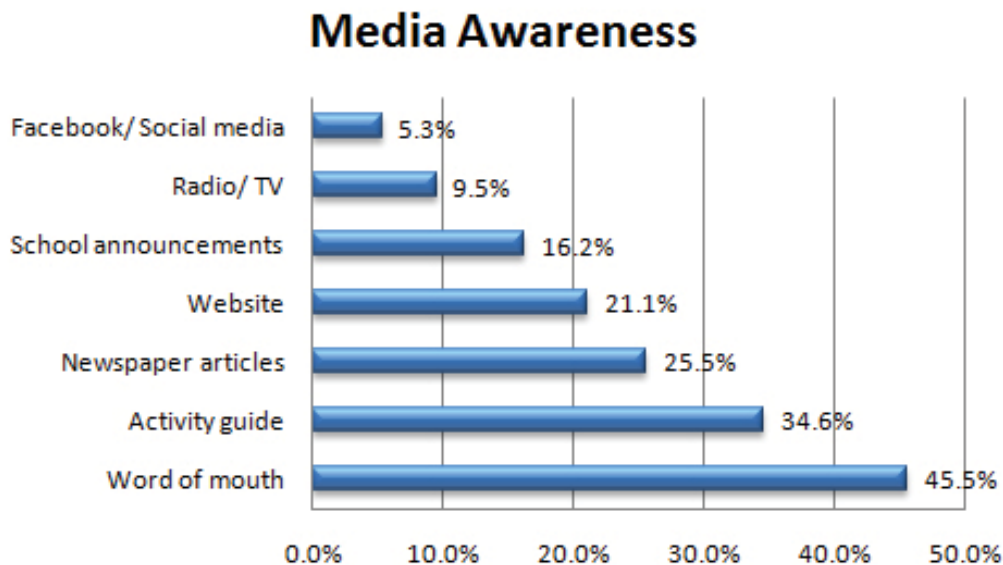
In addition, a non-random self-selecting online survey was created and placed on the park and recreation department website in both English and Spanish language formats. This second sample was not combined with the primary random sample, but rather was compared to the statistically valid results for additional insight into the survey findings.

It should be noted that the 506 households responding to the random sample survey is representative of the responses of all 42,900 total households in the City of South Bend within a margin of error of plus or minus 4.5%, and a confidence level of 95%.

Major Survey Findings

The survey contained a series of questions that were designed to measure behavior as well as perceptions by residents of South Bend surrounding the Parks & Recreation Department. Furthermore, there were several opportunities for participants to provide specific comments from "open end" questions.

Communication/Media Awareness:



The data in the graph shows that word of mouth had the highest response rate, with 45.5% saying that word of mouth was how they heard about the parks and recreation department. The second highest was the activity guide at 34.6%, with 25.5% saying newspaper articles, 21.1% the website and 16.2% school announcements. FaceBook had the lowest response rate at 5.3%.



Quality of Programs:



The graph shows that 27.0% said the programs were excellent, 62.4% said they were good, 10.3% said they were fair and .only .2% said they were poor. The data suggests a relatively high percentage of residents who appear to be satisfied with the programs offered by the parks and recreation department. The national average for overall satisfaction with quality of programs based on very satisfied with the value is 27%. This is very similar to the results found for South Bend.

Barriers to Participation:

The survey listed the top three reasons as;

- Not aware of the program (33.2%)
- Inconvenient times (32.4%)
- Fees to high (14.2%)

In terms of a national average comparison, inconvenient times is at 16% and fees to high is at 18%.

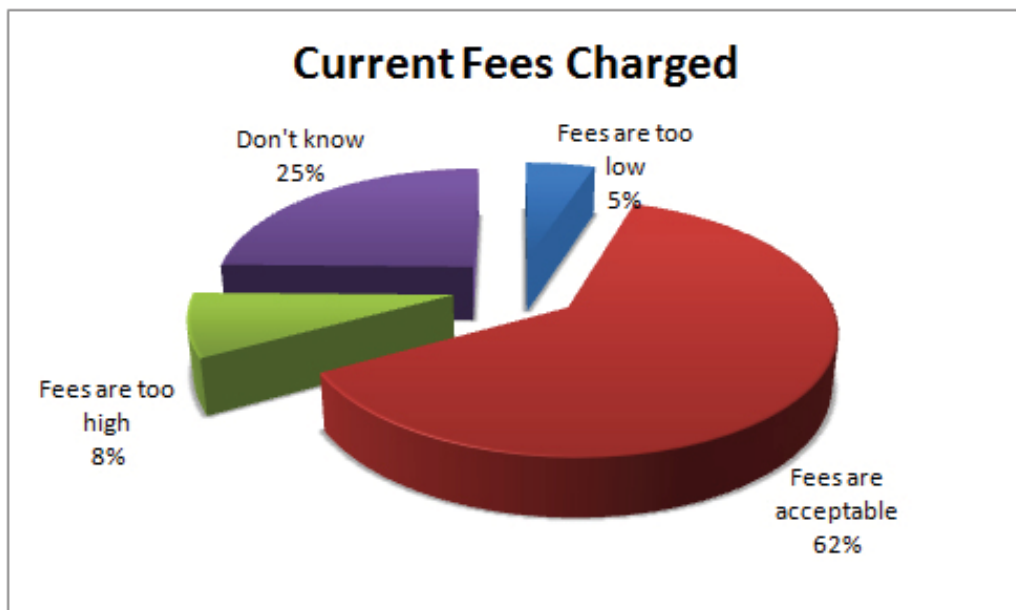
Program Participation:

The survey listed the top five programs as;

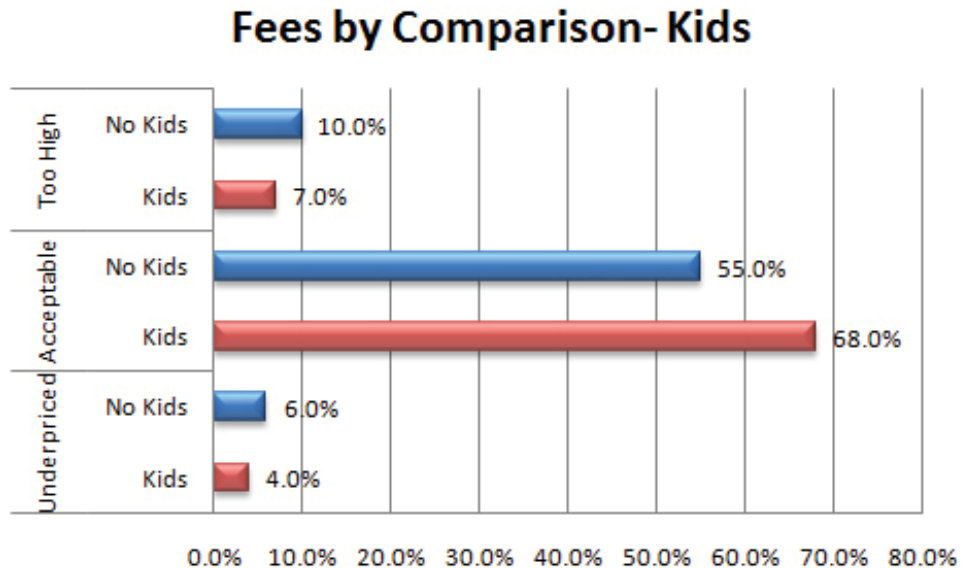
- Community special events (42.7%)
- Music festivals & concerts (37.0%)
- East West Raceway (31.6%)
- Winter activities, skating & sled hills (26.7%)
- Fitness center (24.7%)

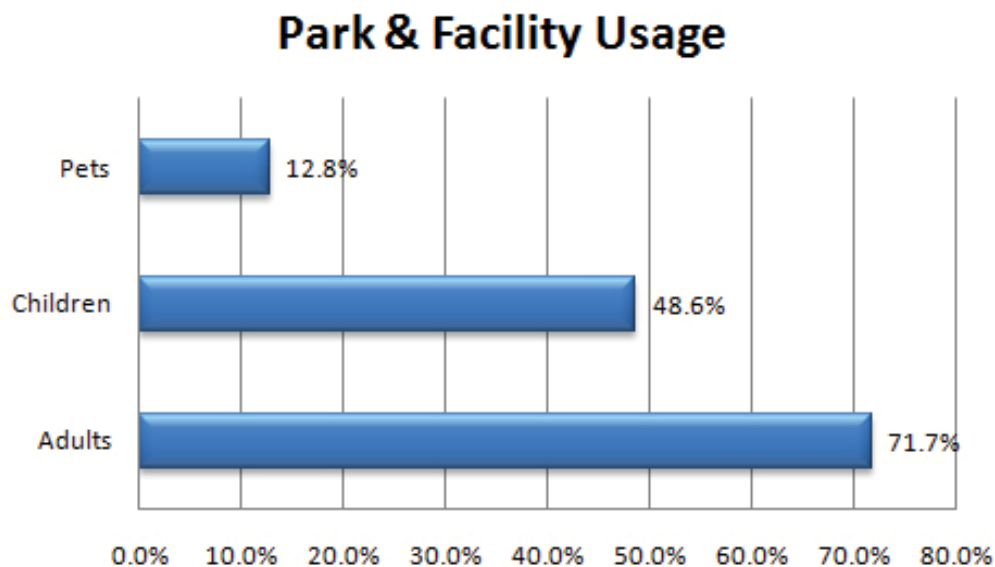


Fees:



As you can see on the previous page, fees are general acceptable. The graph below shows that households with children are more likely to rate current South Bend Parks and Recreation Department fees as acceptable compared to households without children. Households with kids were slightly more likely to rate fees as underpriced and slightly less likely to rate them as too high. The differences may be due to the fact that households without children are less likely to have an opinion about fees.





The random sample findings presented in the graph show that 12.8% of all households said they had pets that used the parks and facilities, 71.7% said adults and 48.6% said children. The findings suggest that parks are not just for kids; they are for adults in a big way. The finding that 71.7% of households have adult park and facility users is significant, suggesting that park and facility amenities should to be tailored to them as well as children.



The chart shows that 64.5% of random sample respondents rated the parks as being in good condition, 20.8% in excellent condition, 13.7% in fair condition, and 1.1% in poor condition. The nation average for ratings of excellent regarding the conditions of parks that were visited is 34%. The findings suggest that the parks are generally good but there is room to improve.



Park Usage:

The survey listed the top five most visited parks as;

- Potawatomi Park (54.3%)
- Howard Park (35.4%)
- Rum Village Park (29.6%)
- Leeper Park (25.5%)
- O'Brien Park (23.1%)

Most Desired Park Amenities:

The survey listed the top five amenities that should be added to the parks as;

- Restrooms (26.3%)
- Drinking Fountains (23.3%)
- Benches (22.5%)
- Paved Pathways (22.3%)
- Playground Equipment (19.6%)

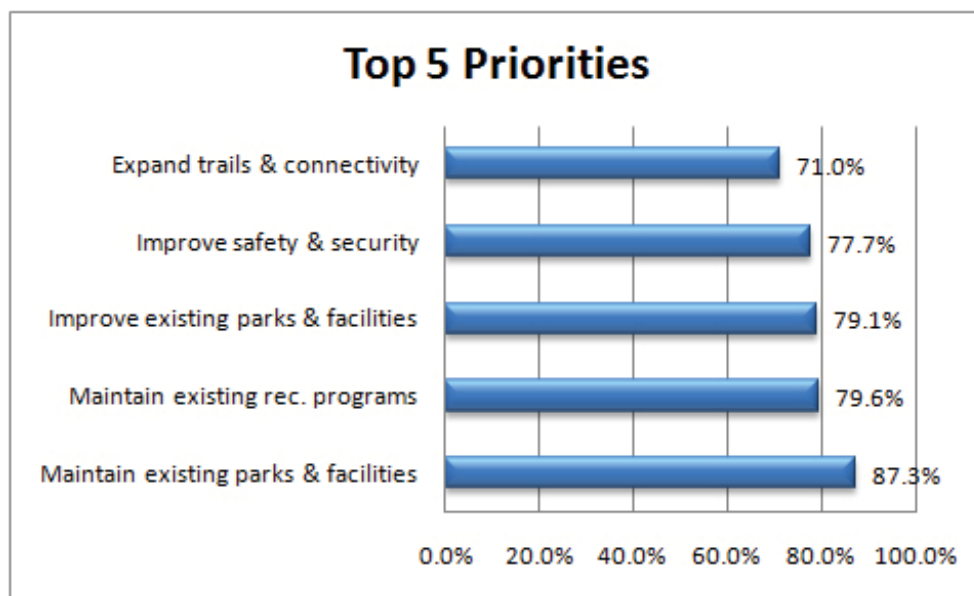
Facility Usage:

The survey listed the top five most visited facilities as;

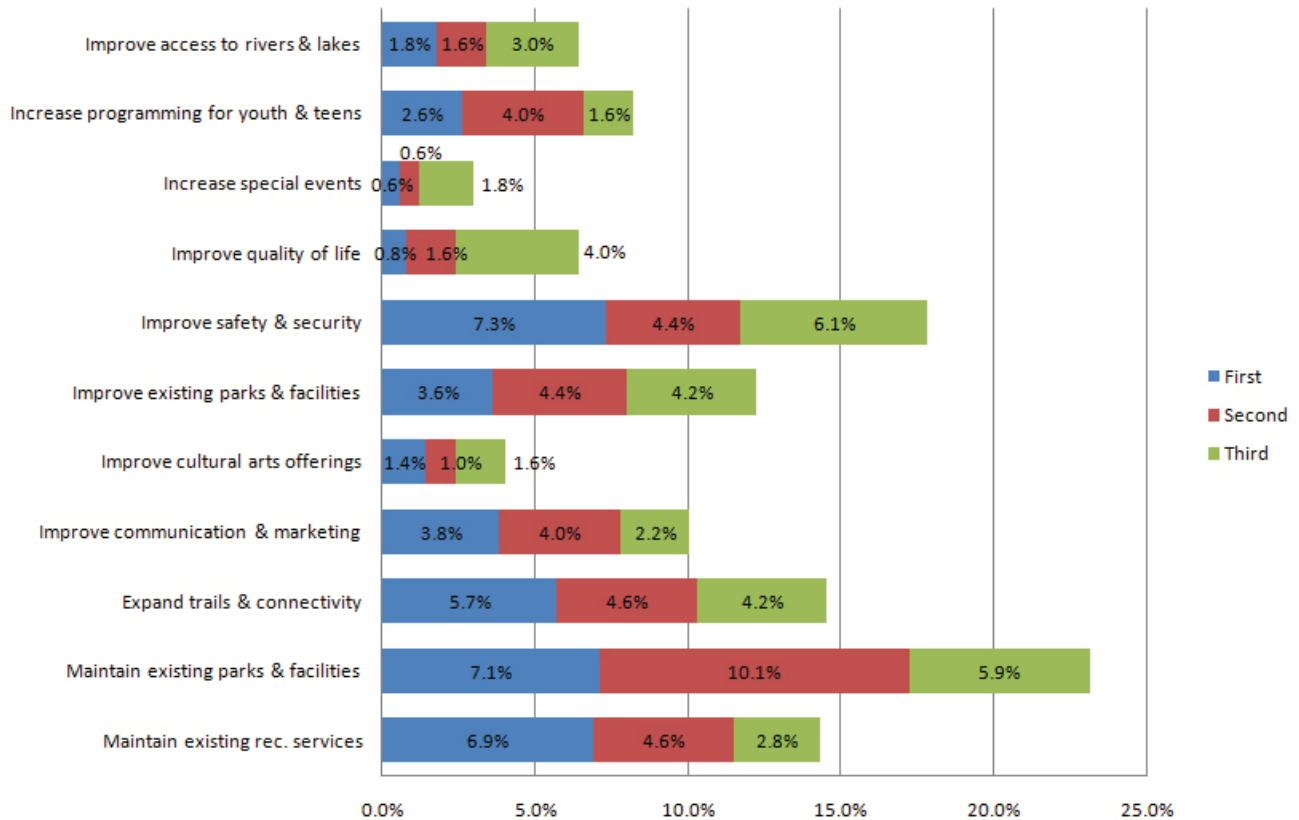
- Potawatomi Zoo (47.8%)
- South Bend Riverwalk (45.7%)
- Stanley Coveleski Stadium (37.7%)
- East West Race Waterway (29.2%)
- O'Brien Fitness Center (25.9%)

Priorities for the Future:

The top five priorities are maintaining existing parks and facilities, improving existing parks and facilities, maintaining existing recreation services, improving safety and security, and expanding trails and connectivity. Increasing programming to families, youth and teens, as mentioned, had 70%. All other priorities were in the 60 percentiles or lower.



Priority Ranking



Survey Conclusions

The executive summary is meant to abbreviate the extensive survey findings into a short, concise format. Conclusions can be made from this large data set to aid in the general understanding of the importance of the agency and the establishment of priorities for the South Bend Parks & Recreation Department. These include:

- Parks and recreation are an important part of the South Bend community.
- Investments made for park and leisure activities in the downtown area have paid off with high use and satisfaction.
- Traditional park amenities are desired by the community.
- Maintaining existing facilities is slightly more important than improving them but there is a need to build new facilities that are past simply maintaining them.
- Improving safety is listed as a top priority.
- Programs are general well regarded for quality but there is room for improvement.
- Youth programs could be expanded.
- Community special events as well as fitness related programs are highly used.
- Large community parks and facilities garner the most use in the park and recreation system.
- Neighborhood parks have seen very little improvements for many years and need to be addressed for improvements in the near future.
- The top ranked priorities have very similar percentages suggesting that all the priorities are an important consideration in future planning initiatives.



CITYVOICE

In addition to the public input sessions, focus group meetings, and the Statistically-valid survey the South Bend Parks and Recreation launched CityVoice, an additional method to obtain public input on the various parks and facilities.

CityVoice, the City of South Bend Code for America team's award-winning application for gathering feedback on vacant and abandoned properties and the City's West Side Corridors Plan, was implemented for the Parks master plan.

Code for America, known as the technology world's version of the Peace Corps, connects web-industry professionals with municipal governments to promote openness and efficiency. Throughout 2013, Code for America worked with the City of South Bend to develop CityVoice, which was the corecipient of the Civic App of the Year award.

CityVoice helped the master plan process by providing an efficient and proactive method in giving residents a direct line to provide input. Signs indicating the CityVoice program were placed at several of the parks and facilities. (Refer to the table on the left for locations which the signs were placed). Once residents determined a park's location code via CityVoice signage in a park or online at sbparksplan.com, they were asked to call toll-free 855-690-9359 and complete a short survey that collected information on general ideas for park improvements and programming.

CITYVOICE WAS DEPLOYED ACROSS THE DEPARTMENT'S TWENTY MOST POPULAR PARKS, THE CITY'S TRAIL SYSTEMS AND THROUGHOUT THE MAJORITY OF FACILITIES AND CENTERS. IT ALLOWED OUR USERS TO TAKE NO MORE THAN TWO OR THREE MINUTES AND HELP THE PARK DEPARTMENT BETTER UNDERSTAND HOW THEY WERE USING THE PARKS AND SERVICES AND HOW THEY ENVISIONED THEM BEING IMPROVED.

Callers were asked the following questions:

- Do you use this park more than once a month?
- Is this park important to you?
- Does this park meet the community needs?
- Do you or your family feel comfortable at this park?

The voice messages left by callers were hosted online for anyone interested in a specific park or operation to listen to and to call in to comment upon. The suggestions we received were specific, local and are being utilized in annual capital improvement plans for this and future years to address the site-specific concerns and suggestions gathered.



CODE	# exterior 36x24	# interior 24x18	Park (24) Trails (3) Facility (15)	Lat	Long
10	1	2	Potawatomi Zoo	41.6686165	-86.2193897
11	1	2	Stanley Coveleski Stadium	41.670962	-86.255174
12	1	1	Martin Luther King, Jr. Recreation Center	41.679397	-86.273466
13	1	1	Charles Black, Sr. Recreation Center	41.6758215	-86.2953105
14		1	Howard Park Recreation Center	41.6745806	-86.2424038
15		1	Rum Village Nature Center	41.6467996	-86.2705646
16		2	O'Brien Recreation Center*	41.6316343	-86.2447591
17		1	O'Brien Fitness Center*	41.6316343	-86.2447591
18	1	1	Leeper Tennis Center	41.6862607	-86.2531157
19		1	Potawatomi Conservatories	41.6668354	-86.2160013
20		1	Potawatomi Pool	41.667217	-86.217795
21		1	Kennedy Water Playground	41.6831384	-86.2888709
22	1	1	Erskine Park Golf Course	41.6317359	-86.2363727
23	1	1	Ebel Park Golf Course	41.746493	-86.382542
24	1	1	Studebaker Park Golf Course	41.6532605	-86.2390366
25	1		Belleville Softball Complex	41.683548	-86.322444
26	1		O'Brien Park/Skate Park	41.6311558	-86.2494714
27	1		East Bank Trail*	41.6767993	-86.2449983
28	2		Riverside Trail*	41.7022121	-86.2627789
29	2		Northside Trail*	41.66138	-86.210392
30	2		Potawatomi Park	41.667217	-86.217795
31	2		Howard Park	41.6745806	-86.2424038
32	2		Rum Village Park	41.646536	-86.272983
33	2		Leeper Park	41.686891	-86.251524
34	1		Pinhook Park	41.714002	-86.273103
35	1		Seitz Park/East Race Waterway	41.676013	-86.245288
36	1		Boehm Park	41.697926	-86.204138
37	1		Keller Park	41.698533	-86.2645605
38	1		Riverside Park	41.727417	-86.2685589
39	1		Belleville Park	41.6589975	-86.3158685
40	1		Parkovash Park	41.6907339	-86.2554052
41	1		Kennedy Park	41.6826936	-86.2880125
42	1		Veteran's Memorial Park	41.660852	-86.224108
43	1		Boland Park	41.7167573	-86.289971
44	1		LaSalle Park	41.6769029	-86.293344
45	1		Coquillard Park	41.685624	-86.230141
46	1		City Cemetery	41.678561	-86.267926
47	1		Kelly Park	41.6877341	-86.2397374
48	1		Southeast Neighborhood Park	41.6636044	-86.2391168
49	1		Walker Field Park	41.651139	-86.269819
50	1		Brownfield Park	41.69281	-86.264584
51	1		Tarkington Park	41.6989433	-86.1963776
52	1		Voorde Park	41.697778	-86.298051
33			18		



CityVoice Summary

The CityVoice program tailored for the Parks and Recreation Master Plan received a total 152 responses. Of the 38 parks that contained a sign 20 parks received survey responses and of the 18 park facilities only 10 received input.

In general, the received comments broadly supported the findings from the public survey, focus group meetings, and the data from the other public feedback methods. CityVoice was unique and useful, though, in clearly providing a sharper focus on the individual properties on which it was deployed.

A few notable trends: the desire for splash pads in many parks was a key theme, the concerns about bicyclists' and pedestrians' shared use of the trails came up often, and needs for restroom access and park infrastructure were repeated.

	Yes	No			
Do you use this park more than once a month?	116	14	130	89.23%	10.77%
Is this park important to you?	112	1	113	99.12%	0.88%
Does this park meet the community needs?	69	38	107	64.49%	35.51%
Do you or your family feel comfortable at this park?	89	15	104	85.58%	14.42%

CityVoice Parks Project

152 total responses

Parks	Responses	Frequency		Importance		Needs		Safety	
		Yes	No	Yes	No	Yes	No	Yes	No
Brownfield	4	3	1	4		2	2	4	
Southeast Park	1	1		1		1	1		
City Cemetery	3	2	1	3		1		3	
LaSalle Park	1	1	1	1		1		1	
Boland Park	4	4		3		3		3	
Veteran's Memorial Park	2	2		2		2	2		
Kennedy Park	2	2		2		1	1	2	
Parkovash Park	21	20	1	21		14	6	20	
Belleville Park	1	1		1		1		1	
Riverside Park	1	1		1		1	1	1	
Keller Park	1	1		1		1		1	
Boehm Park	4	4		4		1	3	4	
Seitz/East Race	8	6	2	8		6	2	7	
Pinhook Park	2	2		2		2		2	
Leeper Park	4	3	1	4		4		4	
Rum Village	2	2		2		1	1	1	1
Howard Park	2	2		2		1	1	1	
Potawatomi Park	4	3	1	4		0	3	2	1
Northside Trail	3	2	1	3		2	1	2	1
Riverside Trail	18	16	2	18		13	5	13	5
Facilities									
O'Brien Skate Park	5	5		5		1	4	4	1
Belleville Softball Complex	1	1		1		1		1	
Elbel Park Golf Course	4	4		4		3	1	2	2
Potawatomi Pool	1		1	1		1			1
Potawatomi Conservatories	1	1		1		1		1	
Leeper Tennis Center	1	1		1		1		1	
O'Brien Fitness Center	1	1		1		1		1	
Howard Park Recreation C	2	1	1	2		1	1	1	1
Charles Black Center	3	2	1	2		1	1	2	
MLK Center	1	1		1		1	1	1	

NEEDS ASSESSMENT SUMMARY

In order to better understand the various comments from the public input process and methods (public input sessions, focus group meetings, statistically-valid survey, non-random survey, findings and vision meetings, discussions with City Administration, Parks and Recreation staff, and discussions with the Board of Park Commissioners) a Key-Issues Matrix was developed that identified the issues and needs that had been repeated throughout the discussions.

The various issues discussed were categorized into the following topics:


- Planning, Management, and Sustainability
- Programs to Add, Expand or Improve
- Indoor Facilities or Amenities to Add, Expand or Improve
- Outdoor Facilities or Amenities to Add, Expand or Improve
- Safety
- Other

After the identified issue were placed into the appropriate category they were assigned a priority based on the amount of times there were mentioned in the meeting, in discussions with staff, xxxxx, xxxxx. The priorities are as follows:

- A - Priority - Immediate/Short Term
- B - Opportunity to Improve/Expand - Mid/Longer Term
- C- Minor or Future Issue
- Blank - the issue didn't come up or wasn't addressed



Key Issues Analysis Matrix

									Quantitative Data		
2014 Data Source											
Key Issue - Rating Scale		Consultant Team	Staff Input	Park Management	Public Meetings	Focus Groups	Parks Board	City Voices	Statistically Valid Survey	Open Link Survey	Index for Action Plan
a - priority - immediate/short-term b - opportunity to improve/expand - mid/longer-term c - minor or future issue blank means the issue didn't come up or wasn't addressed											
Planning, Management and Sustainability											
Assure long term financial and service sustainability		A	A	A	B	A	A				A1
Forest Canopy management/Downtown Trees		C	A	B			A				A2
Improve marketing outreach		A	A	B	A	A	B				A3
Improve public awareness of park department duties and responsibilities		B	A	B	A	A	B		A	A	A4
Increase public awareness of benefits of parks and programs		B	A	B	B	B	B		A	A	A5
Additional property tax to support development and improvements		B	B	A			A		B	B	A6
Cost of deferred maintenance		A	A	A	A	B	A				A7
Planned lifecycle replacement - Preventative Maintenance Program/software		A	A	A			A		A	A	A8
Impact of natural features (opportunities and constraints)		C	C	B	B	C	B				A9
Address new trends and changing needs		B	B	A	C	B	B		B	B	A10
Maintain what we have		A	A	A	A	B	A	A	A	A	A11
Fund and implement existing planned parks and recreation development and improvement projects		A	A	A	B		A	C	A	A	A12
Establish strategic partnerships with other organizations to promote parks & programs		B	B	B	B	A	B	B	C	c	A13
Encourage and expand volunteer opportunities		B	B	B	A	A	B				A14
Park, parking and center inadequacies		B	A	B	A	C	A	A	B	B	A15
Handicap or special need access		A	B	A	B	B	A		C	C	A16
Aesthetics - Maintenance - Trash		B	B	B	B	B	A	A	A	A	A17
Affordability		B	B	B	B	B	B		B	B	A18
Programs to Add, Expand or Improve											
Aquatics		B	B	B			B	A	A	A	P1
Interpretive/Naturalist instruction		C	B	B			A		B	B	P2
Senior Programming		B	B	B	B		B		A	A	P3
Youth athletic leagues		A	A	A	A		A		A	A	P4
Adult athletic leagues		B	B	B			C		B	B	P5
Introduce alternative sports		B	C	B	B	B	B				P6
Involve students from universities/school in park programming events		B	B	B	B	B	B				P7
Youth Mentoring/ Job Corps		B	B	A	B		A				P8
Fitness & wellness		A	B	A	B	B	A	B	A	A	P9
Encourage increased use of park by outside organizations		B	B	B	A	A	B				P10
Encourage increase use of bike travel		B	B	B	B	B	B	B	A	A	P11
Cultural and arts		B	B	B		B	B		B	B	P12
Sustainability/environmental projects		B	B	B		B	B		C	C	P13
Local food growing, preparation and preserving		C	C	B	B	B	B				P14
Summer programs for youth		A	A	A	B	B	A		A	A	P15
Special Events		A	A	B	B		A		A	A	P16
Recycling Programs		A	B	B	A	A	B				P17
Indoor Facilities or Amenities to Add, Expand or Improve											
Community Center - full service		A	A	A			A		A	A	F1

Key Issues Analysis Matrix

Key Issue - Rating Scale		Consultant Team	Staff Input	Park Management	Public Meetings	Focus Groups	Parks Board	City Voices	Statistically Valid Survey	Open Link Survey		Index for Action Plan
a - priority - immediate/short-term												
b - opportunity to improve/expand - mid/longer-term												
c - minor or future issue												
blank means the issue didn't come up or wasn't addressed												
Martin Luther King Center Expansion		A	A	B	B		B	B	A	B		F2
Charles Black Center Expansion		A	A	A	B		B	B	A	A		F3
Newman Center Demolition		A	A	A	B	B	A		C	C		F4
Gyms (for basketball, volleyball, etc.)		A	A	A	B		A		A	A		F5
Cardio Equipment and Free Weights		B	B	B			B		A	A		F6
Pinhook Park Community Center		A	B	A	B		A		B	B		F7
Howard Park Senior Center Expansion		B	B	B	B		A		A	B		F8
Seitz Park support services - Restrooms/Concessions		A	B	A			A		A	A		F9
Family Restrooms at O'Brien/Restrooms for Fitness Center		B	A	B			B		C	C		F10
Outdoor facilities or amenities to add, expand or improve												
Howard Park Ice Rink Replacement		A	B	A	A	B	A		C	C		O1
City Cemeteries - Renovation/Renewal		A	A	A	B	A	B					O2
Howard Park Master Plan Implementation		A	B	A		B	A					O3
Miracle Park Facility		A	A	A	B	B	A					O4
Pinhook Park renovation		B	B	A	B		A		B	B		O5
Fenced dog parks		B	B	A	B		C		B	B		O6
Playgrounds		A	B	B	B		B	B	B	A		O7
Athletic fields/courts/hoops		A	A	A			B		A	A		O8
Downtown Riverwalk trail repair/replacement		A	A	B	B	B			B	A		O9
Update East Race Water Park		B	B	B			B		A	A		O10
Trails, connections, and loop walks		A	B	B	A	A	B	B	A	A		O11
Parking lots and park roads		B	A	B			B		C	B		O12
Increase walkable LOS		B	B	B	B		B		A	A		O13
Neighborhood parks		B	B	A		B	A	B	A	A		O14
Community gardens		C	C	B		B	C		A	B		O15
Restrooms and potable water		B	B	B	B	B	B	A	A	A		O16
Open space/conservation lands		C	B	B			B		B	A		O17
Structure playgrounds (Kid's Kingdom. Etc)		A	B	B			B					O18
River access		B	C	B			C					O19
Outdoor pools updates and expansions		A	B	A	B		B		A	A		O20
Golf Courses		B	B	B	B	B	C		C	B		O21
Disc golf		C	B	B			B		C	C		O22
Tennis		B	B	B			B		C	C		O23
Park Shelters		B	B	B			B		A	A		O24
Skatepark		A	B	B	B	B	C	B	B	A		O25
Open green space		C	B	B		B	B		A	B		O26
Park Signage / Wayfinding		A	A	B	A	A	A		C	C		O27
Safety												
Illegal behavior in parks		A	A	A	B	B	A	B	B	A		S1
Broken or Damaged Equipment		A	A	B			A	A	A	A		S2
Design improvements		B	B	B	C		B					S3
Lack of enforcement		B	B	B		B	B		B			S4
Other												
Impact of non-residents		B	B	B			B					M1
Neighborhood reassessment of Parks		B	B	A	B	B	A					M2
History of Parks		A	A	B		A	A					M3
Alternative Transportation		B	B	B	B	B	B					M4

III. WHAT WE HAVE NOW - PUBLIC PROGRAMS AND SPACES

South Bend Parks and Recreation, as indicated by the community survey results, is recognized as the primary recreation provider in the area. According to the respondents, 71% of adults and 41% of children have used the Department's services at least once over the last 12 months. Furthermore, for both youth and adult recreation activities, residents use SBRPD activities more than any other provider.

The Department is known for the quality and variety of its park and recreation services, not only by the community but nationally through CAPRA Accreditation. The Department provides an extensive number of services, in comparison to other communities of its size, and impressively does this on a very limited budget. Findings related to facilities, uses, and Level of Service analysis follow in the GRASP® Level of Service Analysis section to provide insights into how these parks and recreation facilities are meeting current needs and will meet future needs.

A. BACKGROUND FOR ASSETS AND AFFORDANCES ANALYSIS

The process used for this analysis included the assembly of a detailed inventory of public and semi-public physical assets and affordances available for use in South Bend. These are further defined below.

Our common general working definitions include:

Definitions

Our common general working definitions include:

Assets – Public facilities and lands that are available for recreation. Assets are also referred to as components in this study.

Affordances - An affordance is an action that an individual can potentially perform in his or her environment. For this project, we have included activities, programs, and services that are publicly available for action by a member of the community. By common definition, assets can also be considered one additional form of affordances, but we have purposefully kept the physical assets (parks, playgrounds, trails, etc.) separate from the available programs and services so they can be managed and analyzed separately.

Characteristics - Each asset and affordance has a set of characteristics which provide additional information. The characteristics used for the assets and affordances in this project are further described and discussed in following sections.

Composite-Values Level of Service (LOS) Analysis – This is the process used to inventory and analyze the assets and affordances, including quantity, location, and various qualities of each. The process utilizes MS Excel, MS Access, and common GIS software. The composite-values based LOS analysis process used by GreenPlay and Design Concepts is proprietary, and known as “GRASP®” (Geo-referenced Amenities Standards Process). It has been somewhat automated through creation of additional software code and template design for efficiency in data collection and analysis. The usage of the GRASP® methodology has been licensed to GP RED for this project. See Appendix A for a detailed history and overview of Composite-Values Based Level of Service Analysis.

B. CREATING THE ASSETS INVENTORY

The inventory of assets was created to serve the City in a number of ways, including for this study. It will be used for a wide variety of planning and operations tasks, such as future strategic and master plans. The assets inventory currently only includes public parks, recreation, and trails assets managed by the Parks and Recreation Department, and those school facilities that are open to usage for recreation outside of school hours. Assets of other types may be inventoried and added to the digital dataset at a later time, if desired.

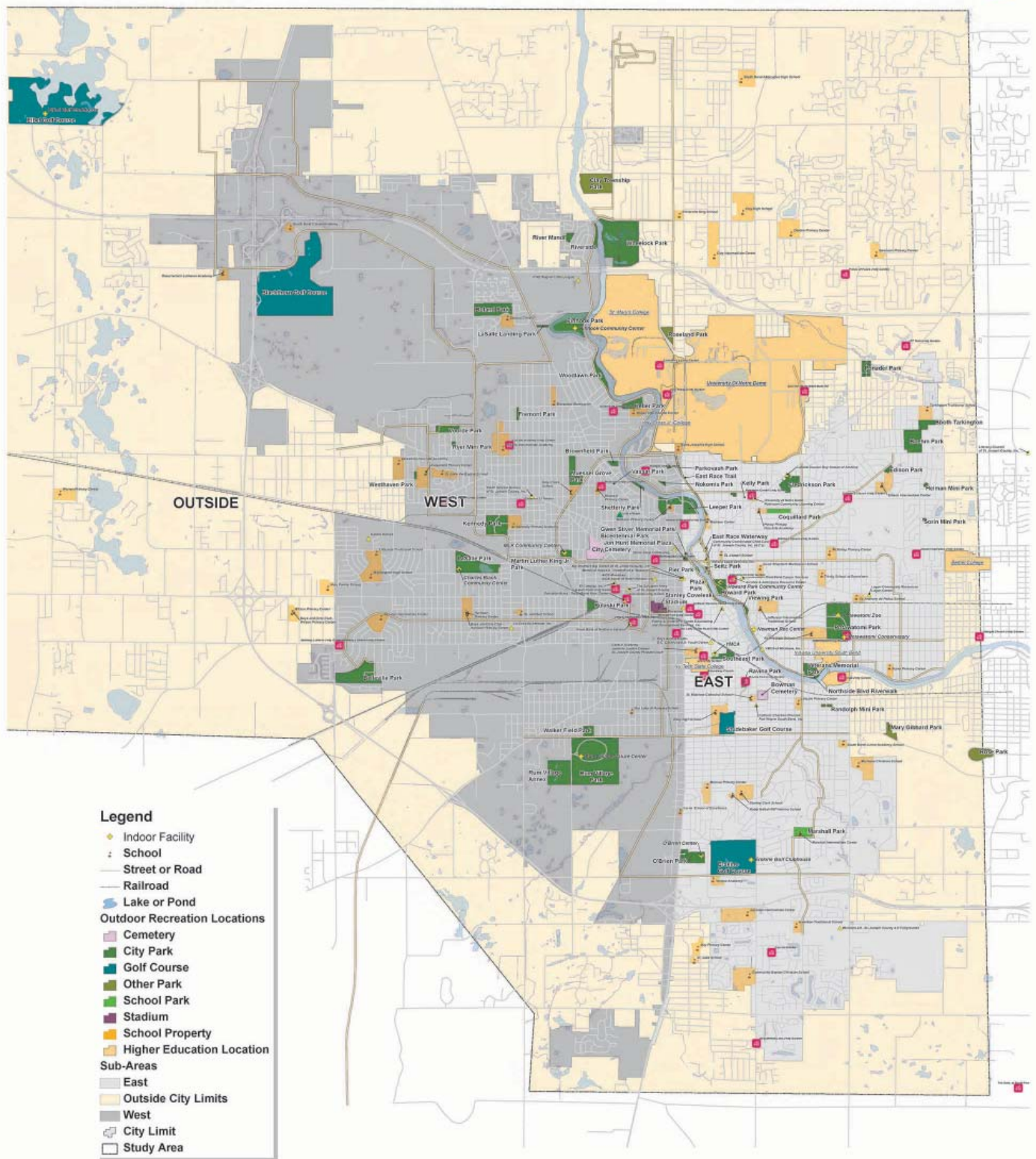


The following map shows the study area and key locations of properties. Shading on the map delineates three subareas that were defined as part of the analysis.

South Bend, Indiana Parks and Recreation Master Plan

Resource Map A: System Map

A



C. ASSETS CONTEXT

The current inventory available includes the following main features:
Full inventory of each of the parks can be found in the ATLAS available through the Parks and Recreation Department.

1. Community Parks

Community parks often support organized programming with staff and frequently generate revenue. They typically contain facilities such as recreation centers, swimming pools or programmed athletic complexes. These are major sites that draw a significant portion of users from outside the South Bend city limits. South Bend's larger parks provide a variety of experiences to residents. Here are examples of some of the community's larger parks:

- Potawatomi Park is perhaps the most unique. It contains a zoo, a large universal-access playground, and an outdoor performance venue where concerts and other events are held.
- Belleville Park contains ball diamonds of various sizes to serve a variety of players. It also contains a large playground and courts for tennis and basketball.
- Rum Village Park is unique in that it has large natural areas, trails for hiking, and a disk golf course, among other amenities.

2. Neighborhood Parks

Neighborhood parks serve local informal/unorganized recreational needs. They are primarily walk-to facilities serving a community within a 0.5 mile walkable network. Although they may offer substantial amenities, they are focused on the needs of nearby neighborhood. These small parks are located throughout the community. Most of the small parks offer play equipment, open turf, and a wooded area. Several offer tennis courts or other more unique features.

3. Block Parks

Block parks are small sites containing limited amenities such as playgrounds. They generally serve only the immediate vicinity.

4. Greenway Trails

South Bend has a number of trails and greenways. One of the most significant runs through the central part of the city along the river. Along its way, it connects a variety of plazas, overlooks, parks, and other green spaces, including the East Race Waterway. This is a whitewater course right downtown that utilizes a historic diversion channel and other waterworks for kayak racing and other special events.

5. Nature Preserves

The inventory for this study does not include many large tracts set aside strictly for conservation purposes. However, many of South Bend's parks have wooded areas, streams, ponds, wetlands, and other natural features within them.

PARK INVENTORY	District	Park Type	Acres
Community Park			
Belleville Gardens	6	Community	43.65
Boehm Park	4	Community	30
Boland Park	1	Community	21.03
Howard Park	4	Community	11.49
Kennedy Park	2	Community	38.56
LaSalle Park, Charles Black, Sr.	2	Community	39.8
Leeper Park	1	Community	25.72
Martin Luther King, Jr. Park	2	Community	6
O'Brien Park	5	Community	17.02
Pinhook Park	1	Community	42.69
Potawatomi Park and Zoo	3	Community	62.18
Rum Village Park	6	Community	160
Rum Village Annex	6	Community	37
Wheelock Park	1	Community	72
Community Park Acreage			607.14

Neighborhood Park			
Brownfield Park	1	Neighborhood	2.7
Coquillard Park (& school)	4	Neighborhood	12.84
Fredrickson Park	4	Neighborhood	14.24
Fremont Park	1	Neighborhood	2
Keller Park	1	Neighborhood	16.91
Kelly Park	4	Neighborhood	1.1
Marshall Park	5	Neighborhood	9
McKinley Playground	4	Neighborhood	1.1
Muessel Park	2	Neighborhood	17.26
Nakomis Park	4	Neighborhood	1.94
Newman Recreation Center	3	Neighborhood	4.9
Parkovash	4	Neighborhood	1.65
Ponader	county	Neighborhood	10.38
Pulaski Park	2	Neighborhood	6.32
Ravina	3	Neighborhood	0.4
River Bank Plaza	2	Neighborhood	5.5
Riverside Manor	1	Neighborhood	5.48
Riverside Park	1	Neighborhood	2.58
South East Neighborhood Park	3	Neighborhood	9.5
Tarkington Park	4	Neighborhood	10.96
Veterans Memorial Park	3	Neighborhood	16.11
Viewing Park	4	Neighborhood	4
Voorde Park	1	Neighborhood	14
Walker Field Park	6	Neighborhood	8.33
Westhaven	2	Neighborhood	5.68
Woodlawn Park	1	Neighborhood	16.56
Neighborhood Park Acreage			201.44

Block Park			
Helman Mini Park		Block	
LaSalle Landing Park (Memorial)	1	Block	1.56
Lincoln Plaza Playground	1	Block	1.1
Ryer Park		Block	
Vassar Park	1	Block	0.4
Shetterly Park	4	Block	2.66
Sorin Playground	4	Block	0.55
Block Park Acreage			6.27

Special Park			
Bicentennial Park/Gwen Stiver	1	Special	0.38
East Bank Trail	4	Special	1.1
East Race Waterway	4	Special	5.1
Ebel Golf Course	N/A	Special	313.25
Erskine Golf Course	5	Special	120
Fish Ladder and Hydro	4	Special	0.16
Morris Green Park	4	Special	0.7
Park Maintenance Facility	4	Special	6
Pier Park	2	Special	0.5
Four Winds Field (formerly Coveleski Stadium)	2	Special	6
Seitz Park	4	Special	0.3
Riverside and Northside Trails	N/A	Special	Over 5 Miles
Studebaker Golf Course and Park	3	Special	23.94
Special Park Acreage			477.43
Total Park Acres			1,292.28



6. Indoor Facilities

The City has several indoor facilities that provide spaces for a variety of programming. The physical assets represented by these facilities have been inventoried, and the programmed uses that they serve are addressed in the Affordances section of this report.

7. Other Providers

There are several other recreation providers in the community that both partner with and compliment the efforts of the City. Primary partners such as schools are included in the inventory, sometimes with a weighted analysis if they are not open to the public at all times.

8. Inventory of Existing Components

In planning for the delivery of parks and recreation services, it is useful to think of parks, trails, indoor facilities, and other public spaces as components, combined to create an infrastructure. This infrastructure allows people to exercise, socialize, and maintain a healthy physical, mental, and social wellbeing. The infrastructure is made up of components that support this goal. Components include such amenities as playgrounds, picnic shelters, courts, fields, indoor facilities, and other elements that allow the system to meet its intended purpose. A description of this Composite-Values Methodology (CVM) process is included in Appendix A.

For Assets, the following information was inventoried:

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

The inventory team used the following three tier rating system to evaluate each component on such things as the condition of the component, its size, or capacity relative to the need at that location, and its overall quality:

B = Below Expectations (1)

M = Meets Expectations (2)

E = Exceeds Expectations (3)

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

D. AFFORDANCES INVENTORY

Composite-Values Methodology (CVM) LOS for Affordances is a relatively new process in the industry, and there are no industry standards. GreenPlay and Design Concepts have completed this type of inventory on a parks and recreation master planning level for other communities, usually as part of an overall Service Assessment, including South Bend during the recent Healthy Communities.

To begin the inventory, the team met to start identifying which Affordances would need to be inventoried, how South Bend staff would gather the information, and which characteristics would be necessary. The **Affordance Inventory Collection Template** in MS Excel has been updated and provided for this project to include additional characteristics that the Project Team deemed potentially available to any and all age groups. In addition, the information desired for this type of analysis is not always the type of information typically collected by a City Parks and Recreation Department as part of their ongoing daily, or even annual, work reporting. The City of South Bend Parks and Recreation Department is a high-functioning agency, with progressive staff who understand the value of good management and planning practices. That being said, the study of affordances is in its infancy in this industry, and even computerized registration software packages are not collecting the information needed to comprehensively analyze data regarding affordances. Even so, the staff and the project team worked diligently to gather information and define characteristics that are public parks and recreation.



**South Bend
Affordances Category
Inventory Master 2014**

Map ID	Catchment	Target Age Group	Season	Frequency/Year	Duration	Participation Un	% 10-14 Age	Con / Non-Con	% retention	% cancellation	Waiting list	Social	Physical	Cognitive	Environmenta	Indirect Econom	Healthy Living	Contributor	Fee per Unit	Unit Fee Quant	Scholarship	Cost per Unit	Agency Provide	Partnership /	Rental	Origin
Sports																										
0001	3	50+ 12-15	Q	1	2W	170	50%	C	50%	0%	N	Y	Y	Y	Y	Y	Y	Y	\$10,000	1	0	\$0.35	Y	N	N	YF1
0003	3	50+ 12-15	Q	2	8 or 8 weeks	310	50%	C	70-80%	0%	Y	Y	Y	Y	Y	Y	Y	Y	\$30,000	3	0	47	Y	N	N	YF1
0004	3	50+ 12-15	Q	1	6-8 weeks	198	30%	N	70-80%	<10%	N	Y	Y	Y	Y	Y	Y	Y	545	1	<10		Y	Y	Y	YF1
0005	3	50+ 12-15	Q	1	4 weeks	28	30%	N	85%	0%	N	Y	Y	Y	Y	Y	Y	Y	\$2,000	1	0		Y	Y	Y	YF1
0006	3	50+ 12-15	Q	1	2 hrs	4253	100%	C	85%	0%	N	Y	Y	Y	Y	Y	Y	Y	varies	1	0		Y	Y	Y	YF1
0007	3	50+ 12-15	Q	1	3-2 day	490	10%	C	80%	5%	N	Y	Y	Y	Y	Y	Y	Y	17.25/hr	1	0		Y	Y	Y	YF1
0008	3	50+ 12-15	Q	1	1 day	50 team	0%	C	50%	0%	N	Y	Y	Y	Y	Y	Y	Y	50/team	4	0		Y	Y	Y	YF1
0009	3	50+ 12-15	Q	1	3-2 day	251	0%	C	80%	0%	N	Y	Y	Y	Y	Y	Y	Y	500/team	4	0%		Y	Y	Y	YF1
0010	3	50+ 12-15	Q	1	3-2 day	251	0%	C	80%	0%	N	Y	Y	Y	Y	Y	Y	Y	500/team	4	0%		Y	Y	Y	YF1
0011	3	50+ 12-15	Q	1	3-2 day	251	0%	C	80%	0%	N	Y	Y	Y	Y	Y	Y	Y	500/team	4	0%		Y	Y	Y	YF1
0012	3	50+ 12-15	Q	1	3-2 day	251	0%	C	80%	0%	N	Y	Y	Y	Y	Y	Y	Y	500/team	4	0%		Y	Y	Y	YF1
0013	3	50+ 12-15	Q	1	3-2 day	251	0%	C	80%	0%	N	Y	Y	Y	Y	Y	Y	Y	500/team	4	0%		Y	Y	Y	YF1
0014	3	50+ 12-15	Q	1	3-2 day	251	0%	C	80%	0%	N	Y	Y	Y	Y	Y	Y	Y	500/team	4	0%		Y	Y	Y	YF1
0015	3	50+ 12-15	Q	1	3-2 day	251	0%	C	80%	0%	N	Y	Y	Y	Y	Y	Y	Y	500/team	4	0%		Y	Y	Y	YF1
0016	3	50+ 12-15	Q	1	3-2 day	251	0%	C	80%	0%	N	Y	Y	Y	Y	Y	Y	Y	500/team	4	0%		Y	Y	Y	YF1
0017	3	50+ 12-15	Q	1	3-2 day	251	0%	C	80%	0%	N	Y	Y	Y	Y	Y	Y	Y	500/team	4	0%		Y	Y	Y	YF1
0018	3	50+ 12-15	Q	1	3-2 day	251	0%	C	80%	0%	N	Y	Y	Y	Y	Y	Y	Y	500/team	4	0%		Y	Y	Y	YF1
0019	3	50+ 12-15	Q	1	3-2 day	251	0%	C	80%	0%	N	Y	Y	Y	Y	Y	Y	Y	500/team	4	0%		Y	Y	Y	YF1
0020	3	50+ 12-15	Q	1	3-2 day	251	0%	C	80%	0%	N	Y	Y	Y	Y	Y	Y	Y	500/team	4	0%		Y	Y	Y	YF1
0021	3	50+ 12-15	Q	1	3-2 day	251	0%	C	80%	0%	N	Y	Y	Y	Y	Y	Y	Y	500/team	4	0%		Y	Y	Y	YF1
0022	3	50+ 12-15	Q	1	3-2 day	251	0%	C	80%	0%	N	Y	Y	Y	Y	Y	Y	Y	500/team	4	0%		Y	Y	Y	YF1
0023	3	50+ 12-15	Q	1	3-2 day	251	0%	C	80%	0%	N	Y	Y	Y	Y	Y	Y	Y	500/team	4	0%		Y	Y	Y	YF1
0024	3	50+ 12-15	Q	1	3-2 day	251	0%	C	80%	0%	N	Y	Y	Y	Y	Y	Y	Y	500/team	4	0%		Y	Y	Y	YF1
0025	3	50+ 12-15	Q	1	3-2 day	251	0%	C	80%	0%	N	Y	Y	Y	Y	Y	Y	Y	500/team	4	0%		Y	Y	Y	YF1
0026	3	50+ 12-15	Q	1	3-2 day	251	0%	C	80%	0%	N	Y	Y	Y	Y	Y	Y	Y	500/team	4	0%		Y	Y	Y	YF1
0027	3	50+ 12-15	Q	1	3-2 day	251	0%	C	80%	0%	N	Y	Y	Y	Y	Y	Y	Y	500/team	4	0%		Y	Y	Y	YF1
0028	3	50+ 12-15	Q	1	3-2 day	251	0%	C	80%	0%	N	Y	Y	Y	Y	Y	Y	Y	500/team	4	0%		Y	Y	Y	YF1
0029	3	50+ 12-15	Q	1	3-2 day	251	0%	C	80%	0%	N	Y	Y	Y	Y	Y	Y	Y	500/team	4	0%		Y	Y	Y	YF1
0030	3	50+ 12-15	Q	1	3-2 day	251	0%	C	80%	0%	N	Y	Y	Y	Y	Y	Y	Y	500/team	4	0%		Y	Y	Y	YF1
0031	3	50+ 12-15	Q	1	3-2 day	251	0%	C	80%	0%	N	Y	Y	Y	Y	Y	Y	Y	500/team	4	0%		Y	Y	Y	YF1
0032	3	50+ 12-15	Q	1	3-2 day	251	0%	C	80%	0%	N	Y	Y	Y	Y	Y	Y	Y	500/team	4	0%		Y	Y	Y	YF1
0033	3	50+ 12-15	Q	1	3-2 day	251	0%	C	80%	0%	N	Y	Y	Y	Y	Y	Y	Y	500/team	4	0%		Y	Y	Y	YF1
0034	3	50+ 12-15	Q	1	3-2 day	251	0%	C	80%	0%	N	Y	Y	Y	Y	Y	Y	Y	500/team	4	0%		Y	Y	Y	YF1
0035	3	50+ 12-15	Q	1	3-2 day	251	0%	C	80%	0%	N	Y	Y	Y	Y	Y	Y	Y	500/team	4	0%		Y	Y	Y	YF1
0036	3	50+ 12-15	Q	1	3-2 day	251	0%	C	80%	0%	N	Y	Y	Y	Y	Y	Y	Y	500/team	4	0%		Y	Y	Y	YF1
0037	3	50+ 12-15	Q	1	3-2 day	251	0%	C	80%	0%	N	Y	Y	Y	Y	Y	Y	Y	500/team	4	0%		Y	Y	Y	YF1
0038	3	50+ 12-15	Q	1	3-2 day	251	0%	C	80%	0%	N	Y	Y	Y	Y	Y	Y	Y	500/team	4	0%		Y	Y	Y	YF1
0039	3	50+ 12-15	Q	1	3-2 day	251	0%	C	80%	0%	N	Y	Y	Y	Y	Y	Y	Y	500/team	4	0%		Y	Y	Y	YF1
0040	3	50+ 12-15	Q	1	3-2 day	251	0%	C	80%	0%	N	Y	Y	Y	Y	Y	Y	Y	500/team	4	0%		Y	Y	Y	YF1
0041	3	50+ 12-15	Q	1	3-2 day	251	0%	C	80%	0%	N	Y	Y	Y	Y	Y	Y	Y	500/team	4	0%		Y	Y	Y	YF1
0042	3	50+ 12-15	Q	1	3-2 day	251	0%	C	80%	0%	N	Y	Y	Y	Y	Y	Y	Y	500/team	4	0%		Y	Y	Y	YF1
0043	3	50+ 12-15	Q	1	3-2 day	251	0%	C	80%	0%	N	Y	Y	Y	Y	Y	Y	Y	500/team	4	0%		Y	Y	Y	YF1
0044	3	50+ 12-15	Q	1	3-2 day	251	0%	C	80%	0%	N	Y	Y	Y	Y	Y	Y	Y	500/team	4	0%		Y	Y	Y	YF1
0045	3	50+ 12-15	Q	1	3-2 day	251	0%	C	80%	0%	N	Y	Y	Y	Y	Y	Y	Y	500/team	4	0%		Y	Y	Y	YF1
0046	3	50+ 12-15	Q	1	3-2 day	251	0%	C	80%	0%	N	Y	Y	Y	Y	Y	Y	Y	500/team	4	0%		Y	Y	Y	YF1
0047	3	50+ 12-15	Q	1	3-2 day	251	0%	C	80%	0%	N	Y	Y	Y	Y	Y	Y	Y	500/team	4	0%		Y	Y	Y	YF1
0048	3	50+ 12-15	Q	1	3-2 day	251	0%	C	80%	0%	N	Y	Y	Y	Y	Y	Y	Y	500/team	4	0%		Y	Y	Y	YF1
0049	3	50+ 12-15	Q	1	3-2 day	251	0%	C	80%	0%	N	Y	Y	Y	Y	Y	Y	Y	500/team	4	0%		Y	Y	Y	YF1
0050	3	50+ 12-15	Q	1	3-2 day	251	0%	C	80%	0%	N	Y	Y	Y	Y	Y	Y	Y	500/team	4	0%		Y	Y	Y	YF1
0051	3	50+ 12-15	Q	1	3-2 day	251	0%	C	80%	0%	N	Y	Y	Y	Y	Y	Y	Y	500/team	4	0%		Y	Y	Y	YF1
0052	3	50+ 12-15	Q	1	3-2 day	251	0%	C	80%	0%	N	Y	Y	Y	Y	Y	Y	Y	500/team	4	0%		Y	Y	Y	YF1
0053	3	50+ 12-15	Q	1	3-2 day	251	0%	C	80%	0%	N	Y	Y	Y	Y	Y	Y	Y	500/team	4	0%		Y	Y	Y	YF1
0054	3	50+ 12-15	Q	1	3-2 day	251	0%	C	80%	0%	N	Y	Y	Y	Y	Y	Y	Y	500/team	4	0%		Y	Y	Y	YF1
0055	3	50+ 12-15	Q	1	3-2 day	251	0%	C	80%	0%	N	Y	Y	Y	Y	Y	Y	Y	500/team	4	0%		Y	Y	Y	YF1
0056	3	50+ 12-15	Q	1	3-2 day	251	0%	C	80%	0%	N	Y	Y	Y	Y	Y	Y	Y	500/team	4	0%		Y	Y	Y	YF1
0057	3	50+ 12-15	Q	1	3-2 day	251	0%	C	80%	0%	N	Y	Y	Y	Y	Y	Y	Y	500/team	4	0%		Y	Y	Y	YF1
0058	3	50+ 12-15	Q	1	3-2 day	251	0%	C	80%	0%	N	Y	Y	Y	Y	Y	Y	Y	500/team	4	0%		Y	Y	Y	YF1
0059	3	50+ 12-15	Q	1	3-2 day	251	0%	C	80%	0%	N	Y	Y	Y	Y	Y	Y	Y	500/team	4	0%		Y	Y	Y	YF1
0060	3	50+ 12-15	Q	1	3-2 day	251	0%	C	80%	0%	N	Y	Y	Y	Y	Y	Y	Y	500/team	4	0%		Y	Y	Y	YF1
0061	3	50+ 12-15	Q	1	3-2 day	251	0%	C	80%	0%	N	Y	Y	Y	Y	Y	Y	Y	500/team	4	0%		Y	Y	Y	YF1
0062	3	50+ 12-15	Q	1	3-2 day	251	0%	C	80%	0%	N	Y	Y	Y	Y	Y	Y	Y	500/team	4	0%		Y	Y	Y	YF1
0063	3	50+ 12-15	Q	1	3-2 day	251	0%	C	80%	0%	N	Y	Y	Y	Y	Y	Y	Y	500/team	4	0%		Y	Y	Y	YF1
0064	3	50+ 12-15	Q	1	3-2 day	251	0%	C	80%	0%	N	Y	Y	Y	Y	Y	Y	Y	500/team	4	0%		Y	Y	Y	YF1</

South Bend Affordances Category Inventory Master 2014														Origin													
Map ID	Catchment	Target Age Group	Season	Frequency/Year	Duration	Participation Units	% 10-14 Age	Com / Non-Com	% retention	% cancellation rate	Waiting list	Social	Physical	Cognitive	Environmental	Indirect Economic	Healthy Living	Contributor	Fee per Unit	Unit Fee Quotient	Scholarship	Cost per Unit	Agency Provided	Partnered / Facilitated	Rental	Origin	
1007	4	3-4.5	Q	YR	3HR/52WK	1771	Q	N	80%	0%	N	Y	Y	Y	N	N	Y	N	N	52	2	0	25.00/HR	Y	N	N	FIT
1007	4	3-4.5	Q	YR	1.75 HR/52	1481	Q	N	80%	1%	N	Y	Y	Y	N	N	Y	N	N	52	2	0	25.00/HR	Y	N	N	FIT
1007	4	5	Q	YR	2HR/52WK	138	Q	N	80%	1%	N	Y	Y	Y	N	N	Y	N	N	54	2	0	25.00/HR	Y	N	N	FIT
1007	4	5	Q	YR	1.5 HR/52WK	2183	Q	N	80%	0%	N	Y	Y	Y	N	N	Y	N	N	50	0	0	25.00/HR	Y	Y	N	FIT
1007	4	3-4.5	Q	YR	1 HR/52WK	97	Q	N	80%	1%	N	Y	Y	Y	Y	N	Y	N	N	55	2	0	(of registrant)	Y	N	N	FIT
1007	4	3-4.5	Q	YR	1 HR/52WK	79	Q	N	80%	1%	N	Y	Y	Y	Y	N	Y	N	N	55	2	0	(of registrant)	Y	N	N	FIT
1005	4	3-4.5	Q	YR	1 HR/52WK	87	Q	N	80%	1%	N	Y	Y	Y	Y	N	Y	N	N	56	2	0	(of registrant)	Y	N	N	FIT
1007	4	3-4.5	Q	YR	1 HR/52WK	336	Q	N	80%	1%	N	Y	Y	Y	Y	N	Y	N	N	52	2	0	28.00/HR	Y	Y	N	FIT
1007	4	3-4.5	Q	YR	1 HR/52WK	121	Q	N	80%	1%	N	Y	Y	Y	Y	N	Y	N	N	53	2	0	28.00/HR	Y	Y	N	FIT
1007	4	3-4.5	Q	YR	1 HR/52WK	488	Q	N	80%	1%	N	Y	Y	Y	Y	N	Y	N	N	52	2	0	28.00/HR	Y	Y	N	FIT
1007	4	50+	2,3,4	4	YR	0	Q	N	80%	1%	N	Y	Y	Y	Y	N	Y	Y	Y	52.00	1	0%	0%	Y	N	N	HP5
1007	4	50+	2,3,4	2	YR	0	Q	N	80%	1%	N	Y	Y	Y	Y	N	Y	Y	Y	52.00	1	0%	0%	Y	N	N	HP5
1007	4	1	4	2	6 wks	9	Q	N	0%	0%	N	Y	Y	Y	Y	N	N	N	Y	55	1	0%	5%	Y	N	N	YF2
1007	4	1	4	2	6 wks	0	Q	N	0%	0%	N	Y	Y	Y	Y	N	N	N	Y	55	1	0%	5%	Y	N	N	YF2
1007	4	1	1,3	2	8-12 wks	70	Q	N	85%	5%	N	Y	Y	Y	Y	N	Y	Y	Y	55	1	0%	5%	Y	N	N	YF2
1007	4	1	1,3	3	1 HR	0	Q	N	100%	0%	N	Y	Y	Y	Y	N	Y	Y	Y	57	1	0%	5%	Y	N	N	YF2
1007	4	1,3,4	1,3	4	8 hours	2	Q	N	0%	0%	N	Y	Y	Y	Y	N	N	Y	Y	58	1	0%	5%	Y	N	N	YF2
1007	4	2,3,4,5	4	4	2-8 wks	1	Q	N	0%	0%	N	Y	Y	Y	Y	N	Y	Y	Y	55	1	0%	5%	Y	N	N	YF2
1007	4	1,3,4	1,3,4	2	8-12 wks	22	Q	N	10%	0%	N	Y	Y	Y	Y	N	Y	Y	Y	56	1	0%	5%	Y	N	N	YF2
1007	4	1,3,4	1,3,4	2	8-12 wks	22	Q	N	10%	0%	N	Y	Y	Y	Y	N	Y	Y	Y	56	1	0%	5%	Y	N	N	YF2
1007	4	1,3,4	1,3,4	2	8-12 wks	28	Q	N	10%	0%	N	Y	Y	Y	Y	N	N	Y	Y	55	1	0%	5%	Y	N	N	YF2
1007	4	1,3,4	1,3,4	2	8-12 wks	13	Q	N	10%	0%	N	Y	Y	Y	Y	N	N	Y	Y	55	1	0%	5%	Y	N	N	YF2
1007	4	1	3	2	8 wks	3	Q	N	0%	50%	N	Y	Y	Y	Y	N	N	Y	Y	55	1	0%	5%	Y	N	N	YF2
1005	4	Q	Q	YR	7-9 hours	280	95%	N	75%	0%	N	Y	Y	Y	Y	N	Y	Y	Y	55	1	0%	5%	Y	N	N	YF2
1005	4	Q	Q	YR	7-9 hours	43	15%	N	75%	0%	N	Y	Y	Y	Y	N	Y	Y	Y	55	1	0%	5%	Y	N	N	YF2
1007	4	1	1,3	2	7-8 wks	4	Q	N	0%	100%	N	Y	Y	Y	Y	N	Y	Y	Y	55	1	0%	5%	Y	N	N	YF2
1007	4	1	1,3,4	2	7-8 wks	4	Q	N	0%	100%	N	Y	Y	Y	Y	N	Y	Y	Y	55	1	0%	5%	Y	N	N	YF2
1007	4	1	1,3,4	2	7-8 wks	4	Q	N	0%	100%	N	Y	Y	Y	Y	N	Y	Y	Y	55	1	0%	5%	Y	N	N	YF2
1007	4	1	1,3,4	2	7-8 wks	4	Q	N	0%	100%	N	Y	Y	Y	Y	N	Y	Y	Y	55	1	0%	5%	Y	N	N	YF2
1007	4	1	1,3,4	2	7-8 wks	4	Q	N	0%	100%	N	Y	Y	Y	Y	N	Y	Y	Y	55	1	0%	5%	Y	N	N	YF2
1007	4	1	1,3,4	2	7-8 wks	4	Q	N	0%	100%	N	Y	Y	Y	Y	N	Y	Y	Y	55	1	0%	5%	Y	N	N	YF2
1007	4	1	1,3,4	2	7-8 wks	4	Q	N	0%	100%	N	Y	Y	Y	Y	N	Y	Y	Y	55	1	0%	5%	Y	N	N	YF2
1007	4	1	1,3,4	2	7-8 wks	4	Q	N	0%	100%	N	Y	Y	Y	Y	N	Y	Y	Y	55	1	0%	5%	Y	N	N	YF2
1007	4	1	1,3,4	2	7-8 wks	4	Q	N	0%	100%	N	Y	Y	Y	Y	N	Y	Y	Y	55	1	0%	5%	Y	N	N	YF2
1007	4	1	1,3,4	2	7-8 wks	4	Q	N	0%	100%	N	Y	Y	Y	Y	N	Y	Y	Y	55	1	0%	5%	Y	N	N	YF2
1007	4	1	1,3,4	2	7-8 wks	4	Q	N	0%	100%	N	Y	Y	Y	Y	N	Y	Y	Y	55	1	0%	5%	Y	N	N	YF2
1007	4	1	1,3,4	2	7-8 wks	4	Q	N	0%	100%	N	Y	Y	Y	Y	N	Y	Y	Y	55	1	0%	5%	Y	N	N	YF2
1007	4	1	1,3,4	2	7-8 wks	4	Q	N	0%	100%	N	Y	Y	Y	Y	N	Y	Y	Y	55	1	0%	5%	Y	N	N	YF2
1007	4	1	1,3,4	2	7-8 wks	4	Q	N	0%	100%	N	Y	Y	Y	Y	N	Y	Y	Y	55	1	0%	5%	Y	N	N	YF2
1007	4	1	1,3,4	2	7-8 wks	4	Q	N	0%	100%	N	Y	Y	Y	Y	N	Y	Y	Y	55	1	0%	5%	Y	N	N	YF2
1007	4	1	1,3,4	2	7-8 wks	4	Q	N	0%	100%	N	Y	Y	Y	Y	N	Y	Y	Y	55	1	0%	5%	Y	N	N	YF2
1007	4	1	1,3,4	2	7-8 wks	4	Q	N	0%	100%	N	Y	Y	Y	Y	N	Y	Y	Y	55	1	0%	5%	Y	N	N	YF2
1007	4	1	1,3,4	2	7-8 wks	4	Q	N	0%	100%	N	Y	Y	Y	Y	N	Y	Y	Y	55	1	0%	5%	Y	N	N	YF2
1007	4	1	1,3,4	2	7-8 wks	4	Q	N	0%	100%	N	Y	Y	Y	Y	N	Y	Y	Y	55	1	0%	5%	Y	N	N	YF2
1007	4	1	1,3,4	2	7-8 wks	4	Q	N	0%	100%	N	Y	Y	Y	Y	N	Y	Y	Y	55	1	0%	5%	Y	N	N	YF2
1007	4	1	1,3,4	2	7-8 wks	4	Q	N	0%	100%	N	Y	Y	Y	Y	N	Y	Y	Y	55	1	0%	5%	Y	N	N	YF2
1007	4	1	1,3,4	2	7-8 wks	4	Q	N	0%	100%	N	Y	Y	Y	Y	N	Y	Y	Y	55	1	0%	5%	Y	N	N	YF2
1007	4	1	1,3,4	2	7-8 wks	4	Q	N	0%	100%	N	Y	Y	Y	Y	N	Y	Y	Y	55	1	0%	5%	Y	N	N	YF2
1007	4	1	1,3,4	2	7-8 wks	4	Q	N	0%	100%	N	Y	Y	Y	Y	N	Y	Y	Y	55	1	0%	5%	Y	N	N	YF2
1007	4	1	1,3,4	2	7-8 wks	4	Q	N	0%	100%	N	Y	Y	Y	Y	N	Y	Y	Y	55	1	0%	5%	Y	N	N	YF2
1007	4	1	1,3,4	2	7-8 wks	4	Q	N	0%	100%	N	Y	Y	Y	Y	N	Y	Y	Y	55	1	0%	5%	Y	N	N	YF2
1007	4	1	1,3,4	2	7-8 wks	4	Q	N	0%	100%	N	Y	Y	Y	Y	N	Y	Y	Y	55	1	0%	5%	Y	N	N	YF2
1007	4	1	1,3,4	2	7-8 wks	4	Q	N	0%	100%	N	Y	Y	Y	Y	N	Y	Y	Y	55	1	0%	5%	Y	N	N	YF2
1007	4	1	1,3,4	2	7-8 wks	4	Q	N	0%	100%	N	Y	Y	Y	Y	N	Y	Y	Y	55	1	0%	5%	Y	N	N	YF2
1007	4	1	1,3,4	2	7-8 wks	4	Q	N	0%	100%	N	Y	Y	Y	Y	N	Y	Y	Y	55	1	0%	5%	Y	N	N	YF2
1007	4	1	1,3,4	2	7-8 wks	4	Q	N	0%	100%	N	Y	Y	Y	Y	N	Y	Y	Y	55	1	0%	5%	Y	N	N	YF2
1007	4	1	1,3,4	2	7-8 wks	4	Q	N	0%	100%	N	Y	Y	Y	Y	N	Y	Y	Y	55	1	0%	5%	Y	N	N	YF2
1007	4	1	1,3,4	2	7-8 wks	4	Q	N	0%	100%	N	Y	Y	Y	Y	N	Y	Y	Y	55	1	0%	5%	Y	N	N	YF2
1007	4	1	1,3,4	2	7-8 wks	4	Q	N	0%	100%	N	Y	Y	Y	Y	N	Y	Y	Y	55	1	0%	5%	Y	N	N	YF2
1007	4	1	1,3,4	2	7-8 wks	4	Q	N	0%	100%	N	Y	Y	Y	Y	N	Y	Y	Y	55	1	0%	5%	Y	N	N	YF2
1007	4	1	1,3,4	2	7-8 wks	4	Q	N	0%	100%	N	Y	Y	Y	Y	N	Y	Y	Y	55	1	0%	5%	Y	N	N	YF2
1007	4	1	1,3,4	2	7-8 wks	4	Q	N	0%	100%	N	Y	Y	Y	Y	N	Y	Y	Y	55	1	0%	5%	Y	N	N	YF2
1007	4	1	1,3,4	2	7-8 wks	4	Q	N	0%	100%	N	Y	Y	Y	Y	N	Y	Y	Y	55	1	0%	5%	Y	N	N	YF2
1007	4	1	1,3,4	2	7-8 wks	4	Q	N	0%	100%	N	Y	Y	Y	Y	N	Y	Y	Y	55	1	0%	5%	Y	N	N	YF2
1007	4	1	1,3,4	2	7-8 wks	4	Q	N	0%	100%	N	Y	Y	Y	Y	N	Y	Y	Y	55	1	0%	5%				

In addition to the list of groups, the affordances were also identified by pre-defined applicable characteristics. Some of these characteristics are helpful from a mapping/location standpoint, some are more administrative information, and many are mobile or community based with no specific or designated local of offering.

Table 12 shows the definitions for affordance characteristics. The green areas indicate those characteristics that are locational for mapping. The pink cells indicate administrative, financial, participation, and/or multiple categories. The yellow cells represent more detailed analysis for reasoning behind motivation for participation beyond financial or availability criteria.

Table 10: Affordance Characteristic Definitions

Affordance Characteristics Definitions	
Characteristic	Definitions
Map ID	# = Location in GRASP® dataset; For those with multiple sites, use additional rows; C = community wide availability
Catchment	Target service area - 1 = neighborhood, 2 - 3 miles, 3 = City-wide, 4 = County or regional
Target Age Group 10-14-year-olds	0 = all, 1 = < 10, 2 = 10-14, 3 = 15-24, 4 = 25-55, 5 = >55
Season	Seasons offered: 0 = all, 1 - Winter, 2 - Summer, 3 = Fall, 4=Spring
Frequency/Year	Number of times offered per year, for multiple separate seasons, use additional rows, or YR for year-round
Duration	Length of session per offering in hours or weeks (e.g.: 2 hours 8 weeks, etc.); format = # plus (H=hours: W=weeks)
Participation units	number of participant units (individual contact points) per year
Con/Non-Con	C = Consequential = a win/lose, competitive activity; N = Non-Consequential = non-competitive
% adherence	% of repeat participants (retention rates)
cancellation rate	% of cancelled sessions offered
Waiting list	Y = this offering typically has a wait list; N = this offering typically does not have a wait list
Social	Y = program or service provides a social benefit
Physical	Y = program or service provides a physical benefit
Cognitive	Y= program or service provides a cognitive benefit
Environmental	Y = program or service provides a benefit to the community environment (conservation, preservation, or other)
Indirect Economic	Y = program or service provides a substantial indirect economic benefit to the community (may or may not for the direct agency)
Healthy Living Contributor	Y = program or service provides a contribution to Healthy Living for target market
fee per unit	Fee charged to user per unit of offering
unit fee quartile	quartile of fee ranking relative to agency offerings per unit; 0 - free, 1 - 1-25%, 2 = 26-50%, 3 = 51-75%, 4 = 76=100%
% on scholarship	% of participants participating through use of scholarship funds
cost per unit	Direct cost to agency to provide a unit of service
Agency Provided	Y = this program or service is programmed and offered by the project agency
Partnered / Facilitated	Y = this program or service is offered by a partner, and facilitated by the agency through a formal partnership or agreement
Rental	Y = this program or service is offered by another entity, merely renting or utilizing agency land or facilities

E. LEVEL OF SERVICE - THE GRASP® ANALYSIS

An analytical technique known as *Composite-Values Methodology* (CVM) was used to analyze levels of service (LOS) provided by assets and affordances in South Bend. The proprietary version of CVM used is known as GRASP®. The process used analytical maps known as Perspectives to study LOS across the City. Level of Service Perspectives show how well the community is served by any given set of components by utilizing maps to graphically display values, along with quantified measurement spreadsheets. This quantification system provides



a benchmark against which a community can determine how well it is doing providing services in relation to the community's goals, both presently and over time.

1. THE ASSETS PERSPECTIVES

Perspectives were generated to evaluate the assets available to residents, along with charts provided to provide quantitative data. Each inventoried component has been assigned a service value, or GRASP® score, and a catchment area (or buffer) based on a radius from the component. The catchment area is the distance within which a majority of people using the component might reasonably be expected to come. Scores for the component's value to the surrounding neighborhood that were recorded in the inventory process were used.

When service areas, along with their scores for multiple components, are plotted on a map, a picture emerges that represents the cumulative service provided by that set of components upon the geographic area. Where service areas for multiple components overlap, a darker shade results from the overlap. Darker shades indicate locations that are served by a combination of more components and/or higher quality ones. The shades all have numeric values associated with them, which means that for any given location on a GRASP® Perspective, there is a numeric GRASP® Level of Service score for that location and that particular set of components. Larger perspectives have been provided to the Department as part of a separate Staff Resource Document.

For purposes of more detailed analysis and to compare one part of South Bend to another, the study area was divided into three sub-areas. These are shown on the Perspectives and labeled as West, East and Outside (meaning outside of the city). **Table 13** below shows the population and size statistics for the subareas and the entire study area. Because population is used in some of the LOS analyses, an estimated population was determined using ESRI software. This number was also used to calculate the Population per Acre, so that the population density could be used in the LOS calculations as well.

Table 11: South Bend Subarea Statistics

Subarea	Total Acres	2013 Population	Population Per Acre
<i>West</i>	17,181	49,816	2.9
<i>East</i>	9,460	50,718	5.4
<i>Outside City Limit</i>	38,746	61,615	1.6
Study Area	65,387	162,149	2.5

Each Perspective is a model of the service being provided across the study area. The model can be further analyzed to derive statistical information about that service in a variety of ways. The results of these are described in the text that follows.

Map B: Access to All Components Perspective

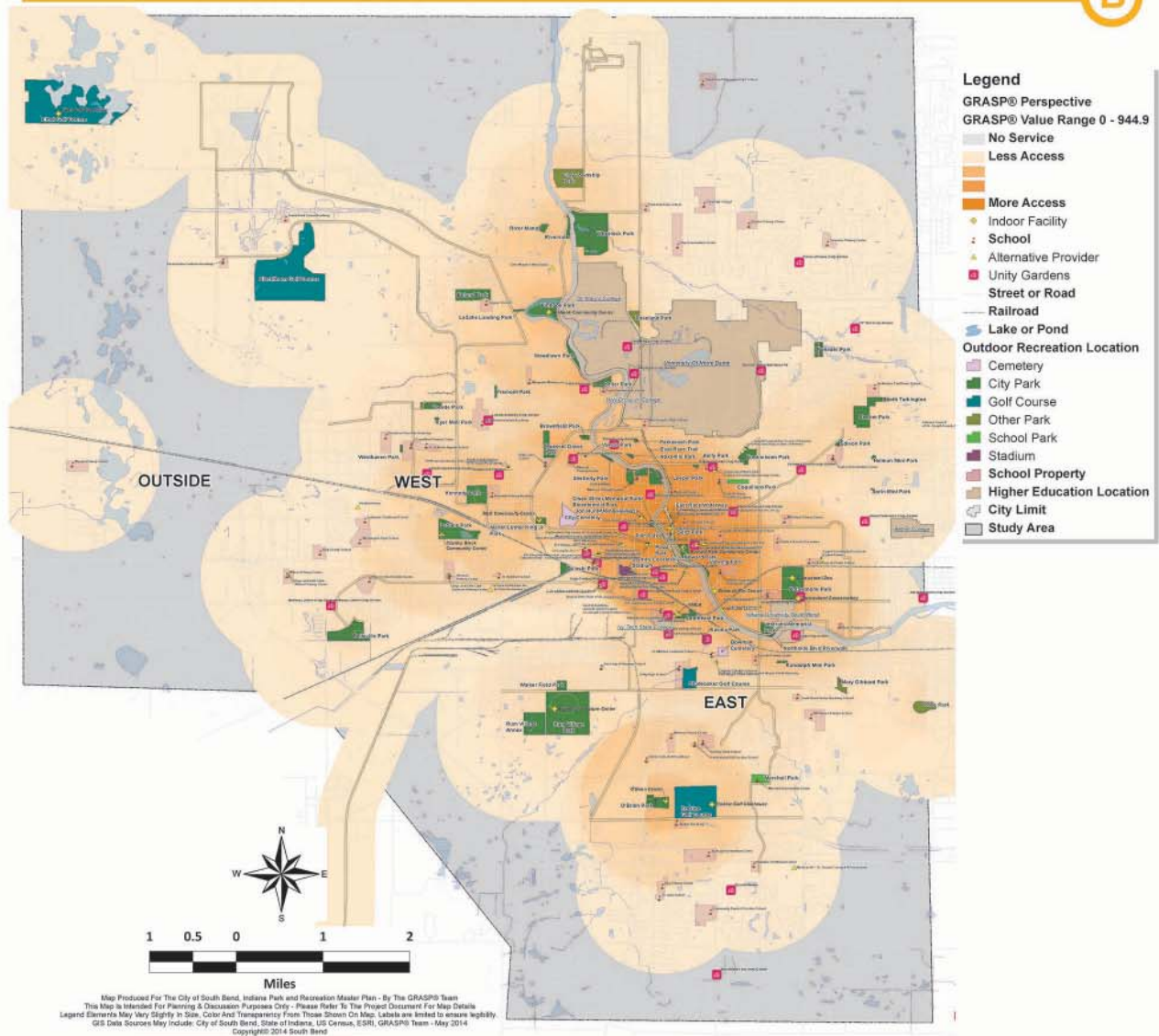
Map B on the following page models access to all components by all transportation modes. One-mile buffers have been placed around each component and shaded relative to the component's GRASP® score. This represents a distance from which convenient access to the component can be achieved by normal means such as driving or bicycling. In addition, the one-third mile buffer shows the distance that a resident can reasonably walk in ten minutes. Scores are doubled within the one-third mile buffer to reflect the added value of walkable proximity, since most healthy individuals can reach a location on their own by walking, even if they do not drive or ride a bicycle.



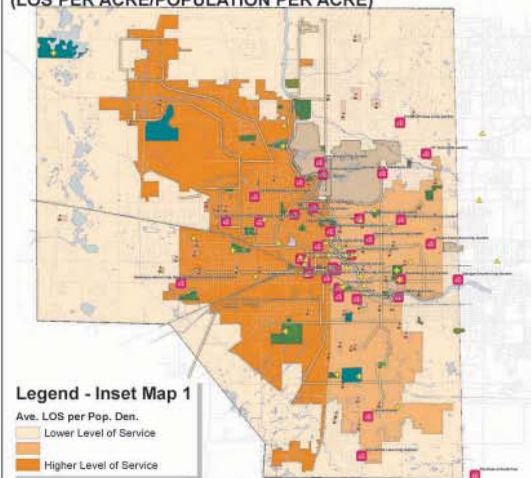
South Bend, Indiana Parks and Recreation Master Plan

Map B: Access to All Recreation

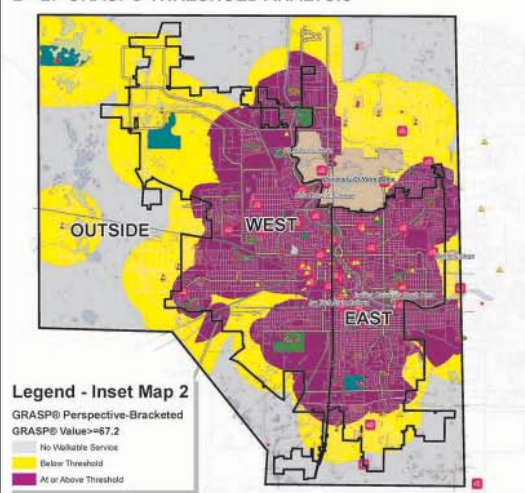
B



B - 1: AVERAGE GRASP® LOS PER POPULATION DENSITY (LOS PER ACRE/POPULATION PER ACRE)



B - 2: GRASP® THRESHOLD ANALYSIS



The table below shows the statistical information derived from *Access to All Components Perspective*.

Table 12: Statistics for Map B

	Percent With LOS	Avg. LOS Per Acre Served	Avg. LOS Per Acre Per Pop. Den.	GRASP® Index	Percent Total Area >0 AND <67.2	Percent Total Area >=67.2
West	95.6%	163	56	25	31%	65%
East	95.1%	264	49	19	13%	82%
Outside City Limit	56.4%	53	34	4	42%	15%
Study Area	72.3%	132	53	15	35%	38%

The first column of numbers in the table shows the percentage of each planning area that has at least some service (LOS >0) based on the service areas used in the analysis. Coverage of service for the West and East subareas is almost identical. Service coverage outside the city limits is considerably lower.

The second column of numbers shows the average numerical value of LOS for the total area with service within each planning area. Average LOS in the West is about 60% of what is shown for the East, and average LOS outside the city limits is less than 1/3 of what is shown for the West.

The third column shows the results of dividing the number from the previous column (Average LOS per Acre Served) by the population density in that planning area. The inset map B-1 also shows the results of this calculation. Higher numbers indicate a higher LOS for the target population within that area. While the result is lower for the West subarea than for the East, the difference between the two is less than ten percent, indicating that while there is some inequity, it is not a major issue.

The GRASP® Index shown in the next column is from a simple numerical calculation that involves dividing the total numerical value of all of the components physically located within the planning area by the Target Group population of that area, in thousands. The difference between the GRASP® Index and the previous number is that the GRASP® Index reflects the total value of assets in a planning area in relation to the number of people they serve, while the previous number relates the density of service per acre to the density of people per acre. It also allows service from assets outside the planning area to be accounted for, while the GRASP® Index does not.

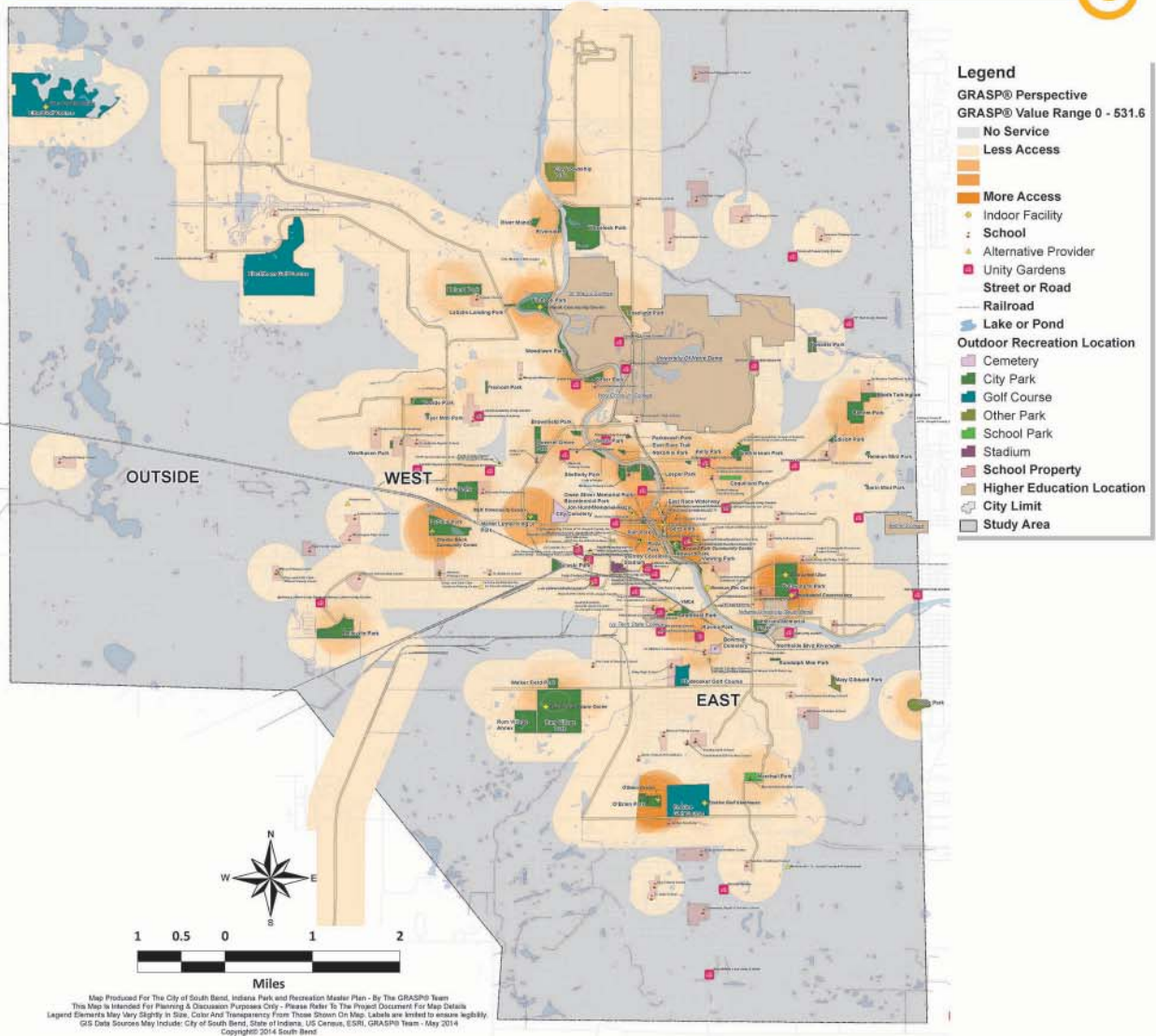
Interestingly, while the average LOS is higher in the East than in the West, the reverse is true for the GRASP® Index. The index is higher in the West than in the East. This suggests that there is a higher ratio of assets to people in the West than in the East, but that those assets are more spread out in the West, so the net LOS they yield to a given location tends to be lower. Recall that the West subarea is nearly twice as large in area as the East, even though both have similar numbers of people in the target population. Placing equal numbers of assets and equal numbers of people in both subareas would still yield lower average LOS values in the West because the service is spread “thinner” in the West.

The last two columns show statistics from a threshold analysis of the values on the Perspective. The values on the Perspective were bracketed to show where LOS is above or below a threshold. The result is shown on map B-2 (the inset map with purple and yellow). On this map, areas that have at least some service are shown in yellow. Areas that are shown in purple have LOS that exceeds the threshold score of 67.2 that was described earlier. Out of the total study area, 38% has a score above 67.2.

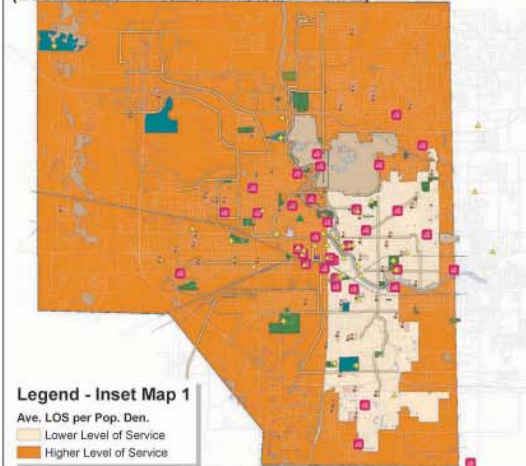
A conclusion that may be drawn from this Perspective is that, while the numbers of residents similar between the East and West subareas, the fact that population is more spread out in the West results in a lower average LOS for that subarea. (This is even more evident for the Outside subarea, which has population numbers that are similar to the other two subareas, but a much larger land area.) However, density in the West is probably less uniform than in the East. There are likely to be pockets of high and low density throughout the West subarea. This may result in localized variations in service that are not revealed in this analysis.



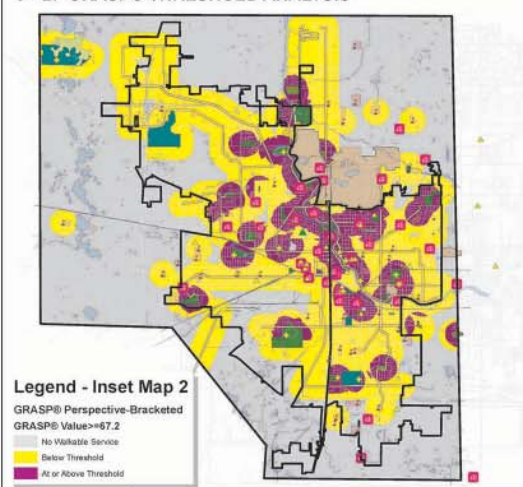
Map C: Walkable Access to All Recreation



**C - 1: AVERAGE GRASP® LOS PER POPULATION DENSITY
(LOS PER ACRE/POPULATION PER ACRE)**



C - 2: GRASP® THRESHOLD ANALYSIS



Map C on the previous page is intended to show the LOS available across South Bend if walking is the only way to get to assets. Only the one-third mile buffers were used, to reflect the distance that a resident can reasonably walk in ten minutes. Scores are doubled within the one-third mile buffer to reflect the added value of walkable proximity, allowing direct comparisons to be made between this analysis and the previous perspective.

The table below shows the statistical information derived from *Walkable Access to All Components Perspective*.

Table 13: Statistics for Map C

	Percent With LOS	Avg. LOS Per Acre Served	Avg. LOS Per Acre Per Pop. Den.	GRASP® Index	Percent Total Area >0 AND <67.2	Percent Total Area >67.2
West	77.8%	58	20	25	57%	21%
East	80.7%	86	16	19	49%	31%
Outside City Limit	25.2%	31	20	4	23%	2%
Study Area	47.1%	56	23	15	36%	11%

The numbers in each column are as described in the explanation for Map B above. The most obvious difference between this Map B and Map C is that the level of service for a person who must walk to get to assets is lower than the level of service enjoyed by someone who can drive.

The areas shown in yellow on the inset map **C-2** are areas of opportunity, because they are areas where land and assets that provide service are currently available, but the value of those does not add up to the threshold. It may be possible to improve the quantity and quality of those assets to raise the LOS without the need for acquiring new lands.

Existing Capacity - Level Of Service Analysis

One of the traditional tools for evaluating service for parks and recreation is the capacity analysis. This analysis compares the quantity of assets to population. Table XX above, shows the current capacities for selected components in South Bend. This table can be used in conjunction with other information, such as input from focus groups, staff, and the general public, to determine if the current capacities are adequate or not for specific components. Public input received during the master plan process would indicate there are major areas of concerns when it comes to specific park components. Projecting future needs can also be done based on this type of analysis, however, when a community is not expected to grow this has limited applicability.

Table 14: Existing Capacity Analysis

Capacity Levels of Service for Community Recreation Components														
Level of Service by Component	System Acres	Ballfields	Basketball	Aqua Feat., Spray	Loop Walk	MP Field, all sizes	Open Turf	Picnic Grounds	Playground, all sizes	Shelters	Tennis	Water Access, All	Volleyball	
Inventory														
South Bend	1545	23	21	8	10	26	17	20	40	22	41	17	0	
Other	78	7	3.5	1		4	6	6	5	6	3	0	2	
Total	1623	30	24.5	9	10	30	23	26	45	28	44	17	2	
Current Ratio Per Population														
CURRENT POPULATION 2014 - Total Study Area	100,339													
Current Ratio per 1000 Population	16.18	0.30	0.24	0.09	0.10	0.30	0.23	0.26	0.45	0.28	0.44	0.17	0.02	
Population per component	62	3,345	4,095	11,149	10,034	3,345	4,363	3,859	2,230	0	2,280	5,902	50,170	
Commonly Referenced "Standards"	10	5000	5000			10000					2000		5000	
Projected Ratio Per Population														
Projected 2018 City Population*	99802													
Total # needed to maintain current ratio of all existing facilities at projected population		30	24	9	10	30	23	26	45	28	44	17	2	
Number that should be added to achieve current ratio at projected population		0	0	0	0	0	0	0	0	0	0	0	0	

* Based on ESRI Business Analyst. ESRI projects future population based on the 2010 census



According to the table above, the South Bend Parks and Recreation Department will not need to add any additional facilities in order to maintain their current level of service for recreation components. This is based on projected population growth. Parks including in the “other” category that are outside of the SBPRD responsibilities include: Clay Township Park, Mary Gibbard Park, Rose Park, Roseland Park since they offer nearby components.

ASSETS KEY CONCLUSIONS

A key conclusion from the Asset Perspectives is that density and transportation are factors in the provision of service, especially for the target population. The per-capita provision of assets is reasonably equitable across South Bend, which works fine if everyone has equitable and adequate access to motorized transportation. Even so, wherever the population is spread out the net service received is lower than in more densely populated areas with the same ratio of assets. This situation is compounded if the opportunity to be driven to a destination is not available. This creates a paradox where the way to increase overall LOS is to add assets where there are fewer people. However, a more realistic approach is to increase service in areas where localized population density is high but service is low. This situation is most likely to occur in the West subarea, but may occur elsewhere as well. Further analysis, and a review of the information received from surveys, focus groups, and other sources may be needed to identify these locations

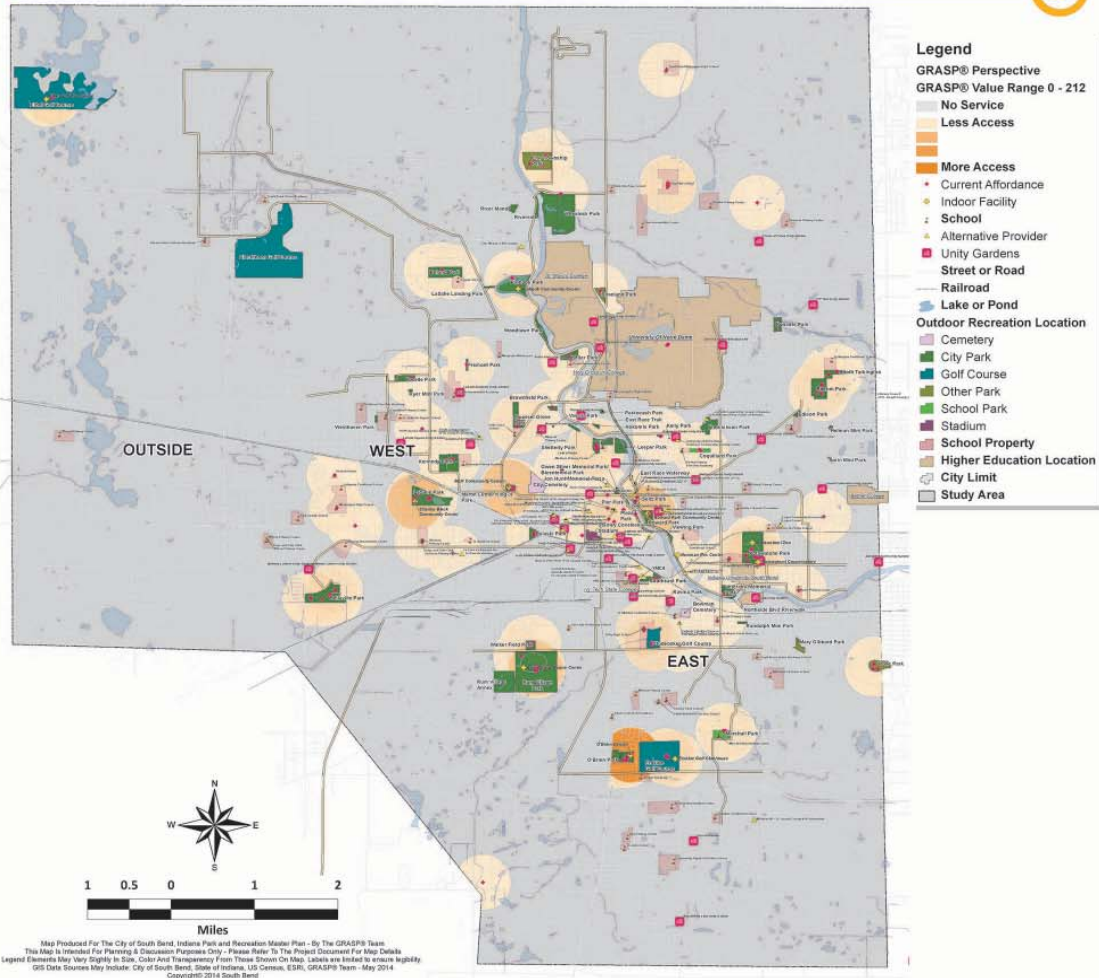


2. PERSPECTIVE FOR AFFORDANCES

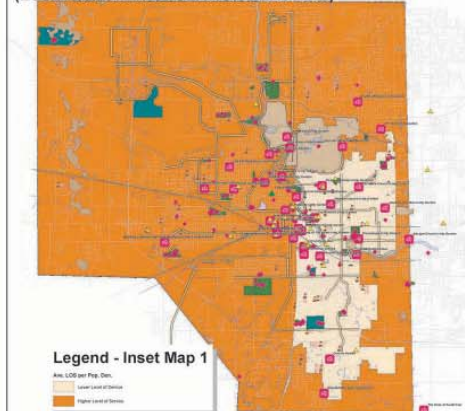
As noted earlier, once the inventory is compiled and validated, there are a variety of analysis Perspectives that can be produced, depending on the issues to be examined, and the combination of characteristics and/or qualifiers that need to be included. The team chose to produce a walkability perspective to show availability of affordances if access is limited to walking.

South Bend, Indiana Parks and Recreation Master Plan

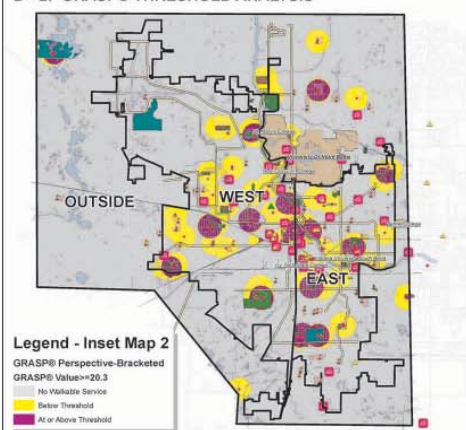
Map D: Walkable Access to All Affordances



D - 1: AVERAGE GRASP® LOS PER POPULATION DENSITY
(LOS PER ACRE/POPULATION PER ACRE)



D - 2: GRASP® THRESHOLD ANALYSIS



Affordances Composite Perspective -- Walkability for the Target Age Group – This includes all affordances listed in the dataset (similar to the Composite Perspective for Assets, but for Affordances) but only a one-third mile (not the one-mile) buffer is used. This shows a realistic representation of what areas have service from affordances within a ten minute walk.

Key Findings from these Affordances Perspectives

By reviewing the Perspectives, it is possible to see where higher and lower levels of service are being provided from a given set of components. Decisions can then be made regarding the appropriateness of the levels of service and whether or not to change the system in some way to alter levels of service in various locations. Larger versions of these Perspectives have been provided to Department staff.

The Affordances Perspective depicting Walkability (the ability to walk to an affordance within one-third mile or less) is very spotty and low in value. Note that users from many parts of town cannot walk to affordances and must rely on transportation. Additional analysis could examine the role that public transportation plays in affordance access. The quantitative scoring is as follows.

Table 15: Statistics for Map D

	Percent With LOS	Avg. LOS Per Acre Served	Avg. LOS Per Acre Per Pop. Den.	GRASP® Index	Percent Total Area >0 AND <67.2	Percent Total Area ≥67.2
<i>West</i>	28.7%	19	7	5	21%	7%
<i>East</i>	38.1%	27	5	5	26%	13%
<i>Outside City Limit</i>	5.9%	12	7	1	5%	1%
<i>Study Area</i>	16.5%	20	8	3	12%	4%

This table shows that the east has slightly higher access to affordances but it also has a higher population density. Based on Inset Map D-2, we see that 38% of the east subarea has walkable access to at least one affordance vs 29% for the west. The average level of service per acre is also higher in the east but when we correct for population density we see that the east falls below the west with a score of 5 vs 7 for the west (Inset Map D-1).

The threshold value (based on average value of LOS for all areas with service on the map) for this Perspective is 20.3 compared to the value of 171.3 in the previous Perspective. It should be noted this threshold is completely arbitrary and based simply on the average LOS for all areas with service on the map. In order for any area to reach the threshold, a person would need access to more than 5 different affordances within a 10 minute walk. Therefore we see purple areas typically around facilities that offer a wide range of services. 13% of the east area is above the threshold score while the west is at 7%. From this analysis, in order to increase service, adding programs and services at current locations alone will not suffice, but locations or transportation would also need to be added for greater access. One should also take into account the availability of the community wide class of affordances. These affordances are typically mobile or have a variety of locations where they are offered. Targeting these affordances in areas currently show below threshold or lacking in any service at all could help provide service to populations currently in need.

KEY CONCLUSIONS FROM THE AFFORDANCES PERSPECTIVES

The affordances Perspective suggest two guiding principles to follow in order to enhance service for South Bend. First, if independent access (i.e. walking, biking, public transit, etc.) is a goal, then it is important to offer the right mix of affordances especially in areas with some level of service but not currently meeting the threshold. Second, continued use of mobile or community wide affordances is important to reaching underserved populations. Some combination of new locations and new programs is the likely solution, and the analyses above can help decide where to add new affordances and locations.



3. Summary Tables

The set of tables below show the statistics from all Perspectives in one place for comparison. Green highlighting shows the highest value in each set of numbers, and yellow highlighting shows the lowest.

Service Coverage Summary - Percent With Service			
	P-A: All	P-B: Walkability	P-D: WALKABLE AFFORDANCES
<i>West</i>	95.6%	77.8%	28.7%
<i>East</i>	95.1%	80.7%	38.1%
<i>Outside City Limit</i>	56.4%	25.2%	5.9%
<i>Study Area</i>	72.3%	47.1%	16.5%
LOS. Summary - Avg. LOS Per Acre Served			
	P-A: All	P-B: Walkability	P-D: WALKABLE AFFORDANCES
<i>West</i>	163	58	19
<i>East</i>	264	86	27
<i>Outside City Limit</i>	53	31	12
<i>Study Area</i>	132	56	20
LOS. Summary - Avg. LOS Per Acre / Population Per Acre			
	P-A: All	P-B: Walkability	P-D: WALKABLE AFFORDANCES
<i>West</i>	56	20	7
<i>East</i>	49	16	5
<i>Outside City Limit</i>	34	20	7
<i>Study Area</i>	53	23	8
LOS. Summary - GRASP® Indices			
	P-A: All	P-B: Walkability	P-D: WALKABLE AFFORDANCES
<i>West</i>	25	25	5
<i>East</i>	19	19	5
<i>Outside City Limit</i>	4	4	1
<i>Study Area</i>	15	15	3

3. More on Reading and Utilizing the GRASP® Perspectives

Different Perspectives can be used to determine levels of service throughout the community from a variety of views. These Perspectives can show a specific set of components, depict estimated travel time to services, highlight a particular geographic area, or display facilities that accommodate specific programming. It is not necessarily beneficial for all parts of the community to score equally in the analyses. The desired level of service for any particular location will depend on the type of service being analyzed and the characteristics of the particular location. Commercial, institutional, and industrial areas might reasonably be expected to have lower levels of service for parks and recreation opportunities than residential areas. Levels of service for retail services in high density residential areas should probably be different than those for lower density areas.

Used in conjunction with other needs assessment tools (such as needs surveys and a public process), Perspectives can be used to determine if current levels of service are appropriate in a given location. If so, plans can then be developed that provide similar levels of service to new neighborhoods. Conversely, if it is determined that



different levels of service are desired, new planning can differ from the existing community patterns to provide the desired LOS.

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

The larger scale map in each of the Perspectives shows the GRASP® buffers with an infinite tone range that shows the nuances of service that is being provided to the community. At this scale it is easier to see the differences in services provided by parcels, facilities, program areas, and individual components. The complete Perspective series is set to the same tone scale so they can be compared side by side for shading.

Different score breaks were used on the inset maps so that each set of components is being evaluated based on what the expectations are for each Perspective. For this reason, typically individual Perspective scores cannot be compared relative to each other.



IV. HOW WE MANAGE - OPERATIONS AND OVERSIGHT

A. ADMINISTRATION, MANAGEMENT, AND ORGANIZATIONAL DEVELOPMENT

Sustainability

The Department is known as a celebrated resource in the community for its excellent services and programs, unique destination facilities, and dedicated staff, all of which strongly contribute to the South Bend community's quality of life. However, the Department has not been in a sustainable position for some time. With a decrease in budget allocation over the past several years, the Department has had to rely on its reserves to support operations, maintenance, and programs, thus continually reducing the level of those reserves. In fact, there is approximately \$10 million dollars in deferred maintenance. This trend needs to be reversed.

Financial Resources

Since 1972, the City of South Bend has not passed a Park Bond to provide the needed capital funds to ensure that existing facilities are maintained properly and that new facilities are built to keep up with community demands. The Department's budget has been provided through taxes. Since 2003, the parks budget for maintenance and capital improvements has been significantly reduced.

Over the past several decades, the Department has used its financial reserves to maintain the level and quality of services the community has come to expect. These expectations for a high quality and wide variety of services have not diminished, but without additional funding allocated, the Department will not be able to continue this level of service. The allocations of future budget cycles are critical to the long term sustainability of the Department. Establishing a target reserve minimum so that efforts can be made to replenish the reserve funds will provide a clearer picture. This must go hand in hand with identifying the full costs of all current services as well as anticipating the full cost of new services and re-tooled services (such as the consideration of partnerships) so that decisions are well informed.

Facility Partnerships

Given the current and projected financial constraints, it is very important to investigate potential partnerships to provide for the increasing demands of the community. In particular, survey results indicate that the community is in need of new and improved indoor recreation facilities. However, without the resources to build and maintain new facilities, the Department has been "bandaiding" its existing facilities, which are quite aged and worn and in some cases are beyond repair (i.e. Newman Center).

During the public input process, the consultants and staff spoke with numerous current and potential partnering organizations. Some of these organizations include the South Bend Community School Corporation (SBCSC), the YMCA, Downtown South Bend, Notre Dame, Indiana University-South Bend, St. Mary's College, and the South Bend Park and Recreation Foundation.

There are a number of potential opportunities to partner with these organizations to provide indoor recreation facilities, youth programs, and health and wellness activities. The Department should continue conversations with each of these organizations, assess the alignment of their missions, goals, and objectives, and then begin to discuss the detailed planning and management logistics associated with each partnership opportunity. The discussions should also include a specific focus on desired outcomes and resources each partner brings to the table to be able to appropriately evaluate the opportunity and make decisions on whether or not to move forward.

One particular opportunity that currently seems to align with the goals of the Department is a potential partnership with the Universities in developing a Mentoring program for the community youth. Students and student athletes and looking for opportunities to get off campus and to offer their experiences, talents and Mentoring capacities to the local community. The South Bend Park and Recreation Department are looking for opportunities to offer



alternative sports programs, such as lacrosse, to parts of the communities that may not have the ability to experience these sports. This prospect should continue to be thoroughly investigated and defined.

Core Services and Pricing Philosophies

The community's increasing demands for recreation services, as well as the agency's reputation for providing quality programs, has influenced the high number and broad areas of service the Department currently provides.

In conversations with the staff and alternative providers it was discussed that the Department may potentially be providing services that are outside of its mission and core services. The Department should initiate a strategic planning effort, with a primary focus on the evaluation of its programs and services. It is important to identify the Department's core programs and services and balance those with the resources available.

Section V of this document contains a description of the GreenPlay Pyramid Methodology used to assist with pricing and cost recovery issues. This methodology may also be used to consider the appropriate allocation of department resources. It is based on the premise that use of tax dollars should align with programs and services that benefit the broader community and are clearly within the mission of the Department. Programs and services that benefit smaller segments of the community, provide a higher degree of individual benefit, and/or are not directly aligned with the mission of the Department should be much less dependent on tax subsidy, should be highly supported through fees and charges, or should be accomplished through partnership with others who have mutual interest.

B. ORGANIZATIONAL DEVELOPMENT

Planning

SBPRD is a progressive and sophisticated agency that has placed a high priority on its planning, evaluation, and reporting efforts. Furthermore, the Department has administrative procedures and reporting in place that allow the tactical implementation of its strategic planning on a daily, monthly, and annual basis. These include efforts such as an annual marketing plan, program evaluations, detailed division budgeting procedures and accounting.

Emphasis on strategic planning, evaluation and reporting must continue, especially considering the Department's financial constraints. Detailed accounting and reporting should be used to illustrate the efficiencies and innovations of the Department, as well as financial limitations. It will become increasingly important to illustrate the compounded deferred maintenance costs as a result of shortfalls in capital, operations, and maintenance funding.

Due to very broad missions, it is common for parks and recreation agencies to be asked to support numerous initiatives from maintenance and operations to programming. It is also true that park and recreation agencies want to be in a position to respond to those requests. However, often there is inadequate accounting for the cost of that support, which also eats into the Department budget. When a request is being considered, the true cost of responding to that cost should be identified and conveyed regardless of the City's decision to waive a fee that would cover the cost or to charge an appropriate fee to cover or at least partially offset some of the cost.

Succession Planning

In discussions with staff, it became apparent that there is some concern about succession planning for the retirement of key staff members. Steps have been taken to administer an organizational review analysis. The purpose of the analysis is to create a vision for what the internal structure of the Department will be in five to 10 years. This planning process will also identify the actions needed to minimize knowledge loss during staffing transitions and retirement.

Staffing

It will also be important for the Department to address not only staff efficiencies and time allocations but also the reduction in staff. Key elements to this issue are staffing levels, recruitment, and retention of seasonal staff. Funding has been cut to staff throughout the Department, which has created a heavy burden on full-time staff.



Conclusion

From a strategic thinking standpoint, the Department has to put itself in a position to tell its story regarding the fulfillment of its mission, and illustrate that story with the true financial picture that goes along with it. The interpretation of a public park and recreation agency's mission is generally very broad. It is expected to be a direct service provider as well as to provide untold support to many other organizations. It is imperative that conscious decisions to provide service and support be based on a full understanding of the costs involved.

Beginning in the 1980's, an expectation emerged that parks and recreation agencies should "run like a business." In some communities this was translated to "pay for play" without appropriate regard for the contribution that the agencies make to the overall wellbeing of the community. This resulted in some cases in losing sight of the agency's mission and expectations of the community regarding use of their tax dollars to support the parks and recreation program. Today, "running like a business" has been reinterpreted to the more appropriate strategic action of being accountable. Decision makers must have accurate and full information at their disposal in order to make purposeful decisions that lead to desirable and sustainable outcomes.

C. CAPRA ACCREDITATION

The Commission for Accreditation of Park and Recreation Agencies (CAPRA) Standards for National Accreditation provide an authoritative assessment tool for park and recreation agencies. Through compliance with these national standards of excellence, CAPRA accreditation assures policy makers, department staff, the general public and tax payers that an accredited park and recreation agency has been independently evaluated against established benchmarks as delivering a high level of quality.



Every park and recreation agency, whatever its focus or field of operation, is rightfully concerned with the efficiency and effectiveness of its operations. With the importance of park and recreation programs and services to the quality of life, each agency has an essential role in the lives of the people it serves. CAPRA accreditation is a quality assurance and quality improvement process demonstrating an agency's commitment to its employees, volunteers, patrons and community.

Accreditation Process

Accreditation is based on an agency's compliance with the 144 standards for national accreditation. To achieve accreditation, an agency must comply with all 36 Fundamental Standards and at least 85% of the remaining 108 standards.

CAPRA accreditation is a five-year cycle that includes three phases, development of the agency self-assessment report, the on-site visitation, and the Commission's review and decision. The on-site visitation follows the agency's development of its self-assessment report. If accreditation is granted by the Commission at its meeting following the on-site visit, the agency will develop a new self assessment report and be revisited every five years. Within each of the four years between on-site visits, the agency submits an annual report that addresses its continued compliance with the accreditation standards.

Understanding Standards

A standard is a statement of desirable practice as set forth by experienced professionals. In evaluating an agency for accreditation, the standards are a measure of effectiveness using the cause and effect ("if...then") approach. If one acts in a certain way, then it is expected that there will be a certain outcome. In practice, if an agency complies with a given standard, then it is expected that the agency's operations related to that standard will be positively affected. Viewed holistically, if an agency complies with the vast majority of the standards (i.e., all fundamental standards and at least 85 percent of the remaining), then it is understood that the agency is performing a quality operation. Standards enable evaluation by comparing what is found within an agency operation to what is accepted by professionals as desirable practices.

These standards are not a quantitative measure of the local availability of funds, lands, personnel, etc. and should



be distinguished from other types of standards which address specific elements, such as open space standards, which are population-based, and playground equipment standards, which are product-based. These qualitative standards for accreditation are comprehensive, dealing with all aspects of agency operations.

The standards provide an effective and credible means of evaluating a park and recreation agency's overall system. The standards apply to all park and recreation systems, inasmuch as they are considered to be the elements for effective and efficient operations. Most agencies administer both park and recreation functions; however, some agencies only administer recreation programs and services, not park systems, and others only administer park systems, not recreation programs and services. Additionally, the jurisdictional structure of agencies differs throughout the country, with many agencies operating under municipal authority, while others operate under county, park district, or other structures. Further, the standards apply to agencies of all sizes in terms of personnel, budget, and population served. It is recognized that each community is unique and may meet the standards in differing ways.

History of CAPRA Standards for National Accreditation

A forerunner of the CAPRA standards was a document titled, Evaluation and Self-Study of Public Recreation and Park Agencies, first issued in 1965. The standards in the document were initially determined by leading professionals in the Great Lakes District of the then National Recreation Association. Eight years later, in 1972, a statewide study in Pennsylvania encompassing thirty municipal park and recreation departments resulted in the document being updated and revised; and, after twenty years, it was replaced by the CAPRA standards.

The CAPRA standards were developed by a special committee initiated in 1989 by the American Academy for Park and Recreation Administration (AAPRA) and the National Recreation and Park Association (NRPA). The standards and accreditation process were field tested at park and recreation agencies of varying characteristics. In 1993, the Commission for Accreditation of Park and Recreation Agencies was established to implement and administer the accreditation program. Since then, the CAPRA standards have been reviewed and revised several times, notably in 1996, 2001, and 2009.

In 1998 work was begun to adapt the accreditation program to military recreation. An Army version of the standards, developed by the Army, was approved in 1999 and a representative of military services was added to the Commission board. In 2007, the Department of Defense proposed a revised set of military standards that applies to all military services; and was approved by the Commission in 2008 for use by all military services. The military accreditation standards are available as a separate document.

South Bend Park and Recreation CAPRA Accreditation

The South Bend Parks and Recreation Department is one of just 110 out of 1,100 parks departments throughout the nation that has achieved CAPRA accreditation. The designation places the department in the top 1% of all park & recreation agencies in having achieved this recognition.

D. FINANCES - TRADITIONAL AND ALTERNATIVE FUNDING

Budget Analysis and Sustainability

Current City Economic Conditions

The City of South Bend, like most cities in the U.S., has been heavily impacted by the national recession, and the resulting tax decreases leaving lower available funding. Staff members from all Divisions were asked to “do more with less,” and did so. At this point, analysis indicates that all SBPRD Divisions are operating on a very lean basis. Services have been cut and facilities are beginning to deteriorate, but the demand for more programs and services have continued to increase. **At this point, it appears that there is no room for further growth in acreages or assets maintained or program provision, without additional staffing allocations and funding resources.**

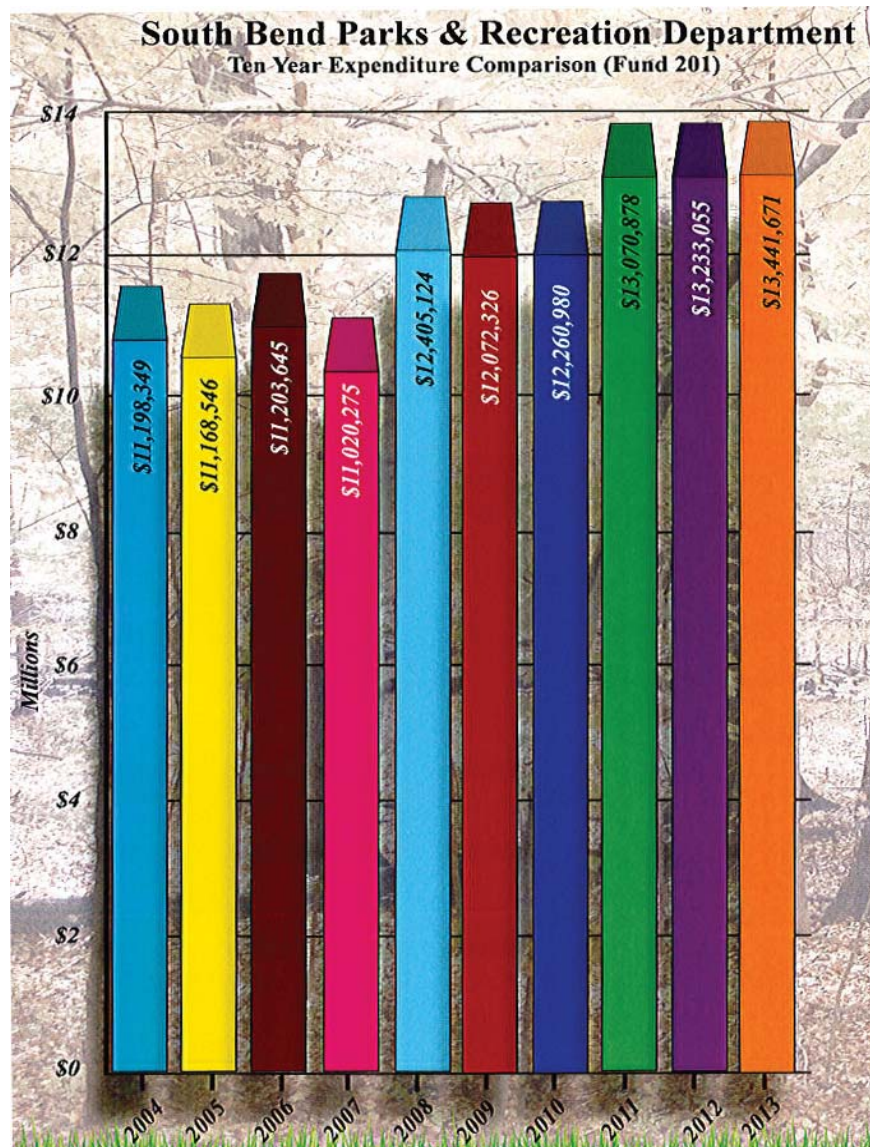


A 2% debt limit is established by the Constitution of the State of Indiana. This limitation does not include revenue bonds payable from the Governmental funds shown in the general long-term debt account group applicable to the debt limits of the Redevelopment Commission, Redevelopment Authority or Civic Center Building Authority.

South Bend Parks and Recreation primarily utilizes two main funding categories for provision of programs, services, facilities, and personnel.

Fund 201 is the general operating fund for Parks and Recreation. It is funded through property tax and user fees. It consists of seven divisions, Administration, Maintenance, Golf, Recreation, Conservatory, Potawatomi Zoo and Graffiti Abatement. Fund 203 accounts for recreation programs and events that are self-supporting through user fees or sponsorships and donations.

Below is a graph showing expenditures from the 201 fund over the past ten years for the Department:



South Bend's Parks and Recreation Department budget has remained very consistent over the past ten years, without significant variance in expenditures or revenues.

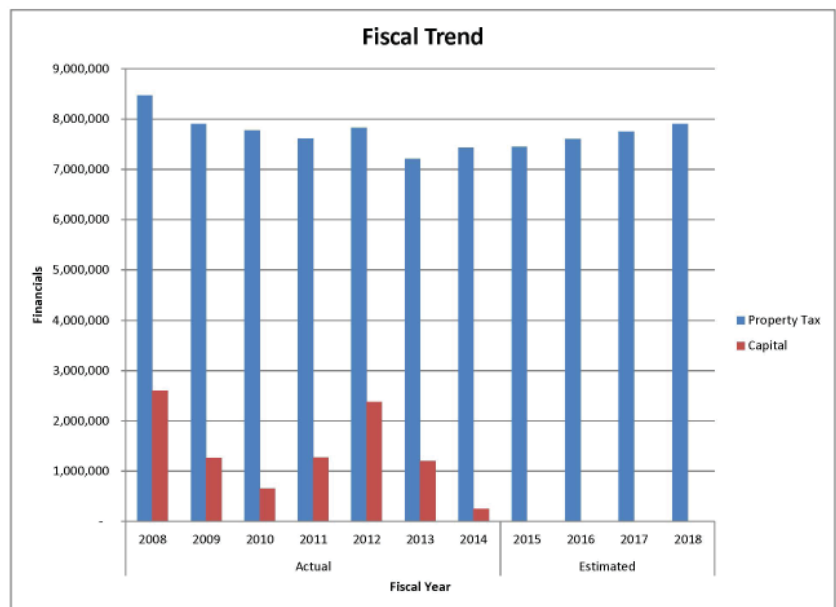


Despite fairly flat fiscal growth over time, in 2014, SBPRD has (or will have by the end of 2014) accomplished the following with funding sources 201(Parks & Recreation Fund), and 203(Recreation Non-Reverting Fund):

- Membership at the O'Brien Fitness Center grew again in 2014, with rates between 1200 and 1500 members.
- South Bend Parks Foundation web site is created
- Parks maintenance is beginning application of a new Facility Management Software Program
- Completion of the Parks and Recreation Five Year Master Plan, and completed 24 public meetings and three different survey types pertaining to the Master Plan process
- Customer Service Index Rating is 4.7 out of 5 for all programs and facilities
- Successful zoo transition with Potawatomi Zoo Society
- Parks web site is projected to have over 200,000 visits and over 800,000 pages visited
- Creation of the summer Job Corp Program for local youth at Charles Black and MLK Recreation Centers
- The first Country Music Fest was held at Coveleski Stadium. Attendance was 3,408.
- The 2014 ASA Men's Major Softball National Tournament will be held again at Belleville Park. This is one of the country's top softball tournaments.
- Two Part time employees were hired for the "Made Men" Program at Martin Luther King Jr Center. This program is funded through EDIT.
- In June of this year, USA Fitness closed. A special membership rate was offered to their members through August. 225 people have joined to date.
- Rum Village Nature Center celebrates its 40th anniversary this September with a celebration.

Fund Projections

Fund Projections for 2015 through 2019 indicate that SBPRD will show modest increases for the 201 and 203 funds over time, and decreases in expenditures as the privatization of Potawatomi Zoo is finalized in 2014 and those changes are reflected in the 2015 budget. Revenues will also decrease from the zoo fees, and that loss has been accounted for in the budget projections.



Park Bond History

From 1956 to 1972 South Bend had 6 park bonds to fund the development of several parks and facilities which are still being used today, however some of these facilities including the Howard Park Ice Rink have far exceeded their life expectancy. Since 1972, the South Bend Parks and Recreation Department has relied solely on property tax revenue to maintain their facilities and parks. While SBPRD has not experience a park bond for over 40 years other Indiana communities, similar in size to South Bend, have been utilizing park bonds to update their existing park infrastructure or develop new opportunities to meet their citizens needs.



The following table depicts recent bonding history within the State of Indiana. This information was provided by Indiana.gov. EC Redevelopment TIF bonds are not included in this table. The data is a list of incorporated second-class cities in the State of Indiana as of July 7th, 2012. Second-class cities have a population of at least 35,000 and up to 600,000 at the time of designation, and have a nine-member city council and an elected clerk.

Table 16: Park Bond Analysis

City	Population	Park Bond Dates		Bond Amount	Funding Source
		Start	Finish		
Anderson	56,129				
Park District Bond (Shadyside)		1999	2013	\$2,740,000	city sinking fund
Park District Bond (Urban Park)		2003	2020	\$2,000,000	park district
Elkhart	50,949				
Park District Bond		2010	2015	\$10,500,000	Property Tax
Park District Bond (Renovations)		2007	2012	\$1,850,000	Property Tax
Evansville	117,429				
Park District (Zoo, other)		2004	2022	\$15,325,000	Property Tax
Park District Refunding Bond		2010	2021	\$9,390,000	Property Tax
Ft. Wayne	253,691				
Park District Bond (facility repairs)		2006	2015	\$10,000,000	CEDIT
Park District Refunding Bond		2010	2019	\$3,100,000	Revenue from park
Indianapolis	820,445				
Park District Bond		1993	2013	\$223,193,568	Property Tax
Park District Refunding Bond		2008	2018	\$12,320,000	Property Tax
Park District Refunding Bond		2008	2013	\$548,000	Property Tax
Park District Refunding Bond		2015	2018	\$5,551,000	Property Tax
Lafayette	67,140				
Park District Bond (demo)		1999	2019	\$5,585,289	Property Tax
Park District Bond (rec remod)		2002	2017	\$4,000,000	Property Tax
Park District Bond (park improve)		2004	2017	\$2,500,000	Property Tax
Lawrence	46,000				
Park District Bond		1999	2018	\$3,400,000	PILOT utility
Marion	29,948				
Park District Bond (Aqua Center)		2006	2026	\$5,000,000	Property Tax
Michigan City	31,479				
Park District Bond (gen improv)		1998	2013	\$3,500,000	CEDIT
Mishawaka	48,252				
General Park Obligation		2006	2014	\$1,500,000	Property Tax
Richmond	36,812				
Park District Bond (general park)		2010	2019	\$1,995,000	Property Tax
South Bend	100,339				
				\$0	

Subsidy Allocation and Cost Recovery Philosophy

A philosophy that guides decisions relative to resource allocation is invaluable for making financial management decisions such as allocating subsidy and determining fair and equitable pricing of services.

The City of South Bend's Parks and Recreation has participated in discussions over the years regarding the City's philosophy related to desired cost recovery for these services.

Cost Recovery

There is no standard national target for cost recovery (calculated as the amount of revenue collected vs. the expense) for Parks and Recreation services, but this is a growing area for management attention. Based on national numbers from various reports, the average cost recovery for PROST (Parks, Recreation, Open Space and Trails) agencies across the country is 34 percent. The target in each individual community should be based on the expectation of that community, and their willingness to pay for these types of services.

Typically, parks, open space, and trails, have much lower cost recovery, and recreation departments have higher cost recovery (they usually charge fees for programs and facilities). Ranges are extreme, from zero for parks and trails to about five percent for large urban departments that have small community centers and many free programs, up to about 85 percent for some special districts that have large multi-purpose regional recreation



facilities. There are no known public agencies offering comprehensive public parks and recreation services that have direct cost recovery of 100 percent or greater. If this could be done, they would most likely be offered on a private for profit basis.

Table 17: South Bend Parks and Recreation Cost Recovery

	2009		2010		2011		2012		2013	
	Fund 201	Fund 203	Fund 201	Fund 203	Fund 201	Fund 203	Fund 201	Fund 203	Fund 201	Fund 203
REVENUES:										
Tax Revenue	\$8,518,088	\$0	\$8,229,950	\$0	\$8,226,754	\$0	\$8,400,182	\$0	\$7,826,899	\$0
Other Revenue	3,098,355	1,027,465	3,336,726	996,098	3,762,303	1,023,636	3,875,203	1,039,835	3,941,376	1,003,318
TOTAL REVENUE	\$11,616,443	\$1,027,465	\$11,566,676	\$996,098	\$11,989,057	\$1,023,636	\$12,275,385	\$1,039,835	\$11,768,275	\$1,003,318
EXPENSES:										
Personal Services	\$7,210,995	\$610,004	\$6,987,081	\$552,146	7,189,188	\$466,184	7,443,625	\$485,874	7,609,507	\$438,880
Supplies	1,193,814	147,245	1,338,531	195,317	1,552,836	226,853	1,584,516	178,685	1,741,911	219,805
Services	1,853,405	158,280	1,953,403	173,344	1,886,772	190,864	2,026,116	248,443	2,483,135	227,141
Capital	23,097	65,180	391,086	78,079	741,790	20,642	560,094	38,492	348,562	0
Other Uses	410,166	22,763	364,227	24,487	388,034	161,930	392,015	26,160	209,824	10,375
TOTAL EXPENSE	\$10,691,476	\$1,003,472	\$11,034,328	\$1,023,373	\$11,758,619	\$1,066,473	\$12,006,366	\$977,654	\$12,392,940	\$896,201
OVER (UNDER) EXPENSE	\$924,966	\$23,993	\$532,348	(\$27,275)	\$230,438	(\$42,837)	\$269,019	\$62,181	(\$624,665)	\$107,117
FUND 201 & 203 TOTALS										
Tax Revenue	\$8,518,088		\$8,229,950		\$8,226,754		\$8,400,182		\$7,826,899	
Other Revenue	4,125,820		4,332,824		4,785,939		4,915,038		4,944,694	
TOTAL REVENUE	\$12,643,908		\$12,562,774		\$13,012,693		\$13,315,220		\$12,771,594	
Personal Services	7,820,999		7,539,227		7,655,371		7,929,499		8,048,387	
Supplies	1,341,059		1,533,848		1,779,689		1,763,201		1,961,716	
Services	2,011,685		2,126,748		2,077,636		2,274,560		2,710,277	
Capital	88,277		469,165		762,432		598,586		348,562	
Other Uses	432,929		388,714		549,964		418,175		220,199	
TOTAL EXPENSE	\$11,694,949		\$12,057,701		\$12,825,092		\$12,984,020		\$13,289,141	
OVER (UNDER) EXPENSE	\$948,960		\$505,073		\$187,601		\$331,200		(\$517,547)	
COST RECOVERY RATIO	\$1.08		\$1.04		\$1.01		\$1.03		\$0.96	
NON-TAX COST RECOVERY RATIO	35.28%		35.93%		37.32%		37.85%		37.21%	

In addition to the Affordances template, the City has created policies regarding fee structures within the Department in 2007, and updated in 2012. As noted below, the policy's purpose is as stated:

“Fees and charges for recreation services are charged for four (4) primary reasons. First, the need to provide services without increasing taxes is self-evident and generally supported City-wide. Second, the charging of fees promotes equity in that those who benefit from a recreation service pay for the service and users from outside the community pay more for the same services. Third, the charging of fees increases accountability in government units creating entrepreneurial incentives and ensuring only needed services are offered. Fourth and finally, the charging of fees generally provides for a positive attitude on the part of users due to enhanced respect and esteem for the usefulness of the service.”

South Bend's Fee Structure

SBPRD recognizes in their policies for cost recovery that while certain community services shouldn't be fee-based, there are distinctions for different types of users within South Bend, including non-residents, or families in need of financial assistance, and incentives for new programs or services, and tailor their fees accordingly. SBPRD also understands that by providing more social services to the community at no cost there will be an impact in the ability to provide a high-level of cost recovery.

South Bend's Cost Recovery/Subsidization Rate in the General Fund

SBPRD has defined strategies for evaluating the cost recovery for programs and services, and outlined recovery rates that correspond to the following service types below in their Fee Structures policy:



“The Parks Board shall annually review the City’s recreation offerings and determine which of the following general cost recovery rate categories each group of programs falls under. The Parks Board shall make this determination after consultation with, and recommendation by the parks and recreation staff.”

All organizations should “act as a business,” but public parks, recreation, and open space agencies are an essential governmental business, which exists to offer program and services that the community wants to at least partially fund through taxes for the common good.

Special Services - High demand service where fees are easily charged for highly-individualized and specialized activities. These services largely benefit individuals and have limited enrollment in order to provide a high quality experience. Those who do not participate generally derive no direct benefit as members of the general public. Examples include adult sport leagues, art classes, trips and excursions, golf courses, etc. A sense of accomplishment and recognition are provided. Cost Recovery Range: up to 100% of all direct and indirect expenses; capital depreciation costs and overhead may be included, and these services may be used to generate income to subsidize other Park and Recreation operations. A heavy factor for determining cost will be market forces and comparative fees of competition for similar or identical services.

Merit Services - Generally programs that are educational, promote personal development and/or health of area youth and adults. These programs particularly benefit the public in general through diversion, education and learning objectives provide a sense of belonging to the community and benefit the community as a whole. Examples include social and education programs, childcare, swim and skate lessons, youth sports and selected youth programs, etc. Cost Recovery Range: 50 to 100% of direct and indirect expenses only, but often less as the ability of the target users will be weighed heavily in the final fees.

Basic Services - Determined as an essential service to the community which meet basic needs and are difficult to establish as individual costs, these services increase the attractiveness of the City as a place to live, bring the community together for an event or activity, establish a sense of community, serve as outreach programs for older adults, the disabled, at-risk clients or provide a basis for tourism or community promotion. Cost Recovery Range: 0 to 100% of direct and indirect expenses only. Almost all maintenance operations and most special outreach projects fall into this category.”

There is no currently identified particular objective process in place for determining appropriate cost recovery goals or pricing for PROST programs. They are usually “market priced” if changes are made. There is an unofficial guiding policy that the Recreation and Facility Management Department should “act as a business,” and also provide quality service and be accessible to the masses. The inherent conflicts between providing necessary public programs that need tax subsidy, and ongoing needs for stringent allocation of resources and increased cost recovery are common challenges.

National Park and Recreation Funding Trends

According to Recreation Management magazine’s “2011 State of the Industry Report,” from fiscal 2010 to fiscal 2012, the largest increases in operating budgets are expected among community centers, where State of the Industry survey respondents are expecting a 12.4 percent increase to operating expenditures, and among camps at 11 percent. The lowest increases are found among health clubs, where respondents projected a 0.4 percent increase to operating budgets, and colleges, at 3.1 percent. YMCAs reported the highest operating expenditures for fiscal 2010 at \$2,008,000, 40.7 percent more than the across-the-board average. They were followed by parks at \$1,614,000, 13.1 percent more. The lowest operating expenditures in 2010 were found among community centers at \$923,000 and camps, at \$991,000.

The Pyramid Methodology – a Potential Management Tool

Refining the subsidy and cost recovery philosophy is important as the City works to sustain services in both the short and long term. The Pyramid Methodology is an effective management tool currently being utilized by agencies across the country as a way to develop and articulate a subsidy and cost recovery philosophy.



The methodology helps articulate the level of benefit that services such as activities, facilities, and lands provide as they relate to the mission of an agency. Its design leads to the logical determination of core services, resource allocation, and subsidy/cost recovery goals, and future fees and charges. Establishing guidelines and a methodology for the determination of these critical operational issues is imperative to sound fiscal responsibility, governmental accountability, and decision-making. While the Recreation and Leisure Services Divisions currently track overall cost recovery, it can be helpful to look at specific categories within those divisions. For example, it may help to have a city-wide cost recovery expectation for entry-level adult educational classes. For most communities this means it does not necessarily matter whether that class is an entry-level birding class through open space, an entry-level volleyball skills class through recreation, an entry level pottery class through cultural arts, or an entry-level computer class through the library. The City's residents do not care which division offers the class, and it is targeting the same level of participant, with a non-judgmental approach towards which leisure-time offering a resident prefers. Each class would have the same percentage goal for cost recovery, and prices are based first on that expectation of percentage of cost recovery over direct expenses. Prices are then adjusted for market acceptability (after and not before the overall ranking based on mission, community expectations, and willingness to pay).

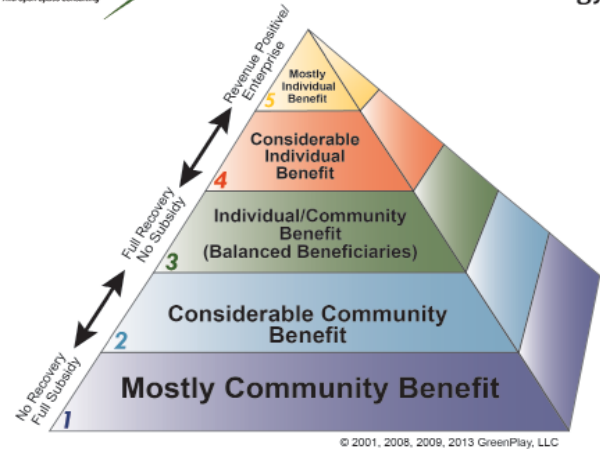


Table 18: South Bend Parks and Recreation Subsidy and Cost Recovery

			LEVELS	FINANCIAL RECOVERY	PROGRAMS / FACILITIES / SERVICES
		SBPRD LEVEL 3	LEVEL 5 - MOSTLY INDIVIDUAL BENEFIT	REVENUE POSITIVE/ ENTERPRISE	RECREATION CLASSES FITNESS CENTER
	SBPRD LEVEL 2		LEVEL 4 - CONSIDERABLE INDIVIDUAL BENEFIT	FULL RECOVERY/ NO SUBSIDY	RECREATION CLASSES GOLF
			LEVEL 3 - INDIVIDUAL/COMMUNITY BENEFIT	LITTLE RECOVERY / LITTLE TO NO SUBSIDY	SPORTS LEAGUES HOWARD PARK ICE RINK SPECIAL EVENTS
SBPRD LEVEL 1			LEVEL 2 - CONSIDERABLE COMMUNITY BENEFIT	SMALL RECOVERY / MAJORITY SUBSIDY	AFTER SCHOOL PROGRAMS MENTORING PROGRAMS SUMMER TEEN JOB PROGRAMS RECREATION CENTERS POTAWATOMI ZOO
			LEVEL 1 - MOSTLY COMMUNITY BENEFIT	NO RECOVERY/ FULL SUBSIDY	PARK MAINTENANCE OPEN SPACE & TRAILS OPEN GYM AND RECREATION AFTERNOON TUTORING YOUTH SCHOLARSHIP FUNDING ADULT RECREATION AT HOWARD PARK CENTER

Economic Benefits and Value

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

- Trails, parks, and playgrounds are among the five most important community amenities considered when



selecting a home.

- Research from the University of Illinois shows that trees, parks, and green spaces have a profound impact on people's health and mental outlook.
- US Forest Service research indicates that when the economic benefits produced by trees are assessed, the total value can be two to six times the cost for tree planting and care.
- Fifty percent of Americans regard outdoor activities as their main source of exercise.

The Trust for Public Land has published a report titled: "The Benefits of Parks: Why America Needs More County Parks and Open Space." The report makes the following observations about the health, economic, environmental, and social benefits of parks and open space:

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

Researchers have long touted the benefits of outdoor exercise as a benefit on health and to reduce healthcare costs. According to a study published in the Journal of Environmental Science and Technology by the University of Essex in the United Kingdom, "as little as five minutes of green exercise improves both mood and self-esteem."

Park and Recreation as Local Economic Engines

Jobs, Jobs, Jobs

Parks and recreation provides a community with hundreds of seasonal and part time jobs in the form of summer lifeguards, grounds and maintenance crews, out of school camp counselors, etc. As a grassroots employer (often providing the entry level employment opportunities), as well as a local consumer, tremendous real economic impact is generated as a result of local government services.

Property Values

Dr. John L. Crompton, Texas A&M University Department of Recreation, Parks, and Tourism Services, shares that property values increase in proximity to parks as evidenced by the fact that people are willing to pay more for homes the closer they are to a park¹. Those properties that are adjacent to parks can command as much as 20 percent more.

The notion that investment in conservation and open space boosts both residential and commercial land values and property taxes has been around for some time. In a Trust for Public Land² white paper, the author cited case studies identifying that the value in land near parks is passed on to cities in the form of higher property taxes. In turn, these additional taxes can be used to pay for building and maintaining park and recreation infrastructure.

Parks and Recreation Role in Tourism

A city benefits from both increased property tax from the increase in property value because of proximity to

¹ Crompton, John L. (October 2005). The impact of parks on property values: the empirical evidence from the past two decades in the United States, *Managing Leisure* 10, 203-218

² Gies, Eric, (2009). *Conservation: An Investment That Pays*, The Economic Benefits of Parks and Open, The Trust for Public Land



parks and increased sales tax on spending by tourists who visit primarily because of the city's parks. According a 2009 Trust for Public Land study, "Beyond the tax receipts, these factors also bolster the collective wealth of residents through property appreciation and tourism revenue."³

In his research⁴, Dr. Crompton discusses the economic impacts of parks and recreation:

"Tourism depends on attractions. Rarely do people travel because they enjoy the car or airplane ride or because they want to stay in a particular hotel or dine at a restaurant in a different city. The desire to go to another place is stimulated by attractions. In most communities, primary attractions are sports tournaments, festivals, parks, and major recreation facilities operated by park and recreation departments. However, most stakeholders remain unaware of park and recreation departments' role in tourism."

Dr. Crompton says that you can calculate the value of the visitor spending to indicate the economic impact by using this formula:

"number of visitors x average spending per visitor x multiplier"

This formula indicates there are four steps involved:

- (1) Define who qualifies as a visitor;
- (2) Estimate the number of visitors attracted to the community by the park and recreation event or facility;
- (3) Estimate the average level of spending of visitors in the local area; and
- (4) Determine the ripple effects of this new money through the community by applying appropriate multipliers.

In addition, most are concerned with identifying the true economic benefit, subtracting from the revenues all of the costs for these tourism experiences. This is the net economic benefit. Dr. Crompton identifies four types of costs that must be captured: direct event costs, infrastructure costs, displacement costs, and opportunity costs.

Indirect Economic Impact Values

Local park and recreation systems have a number of economic benefits that are more difficult to quantify (and are outside the scope of this study) but are nevertheless significant.

1. Property Value

It is fairly well established that the proximity of parks and open space adds value to property.⁵ The effect has been estimated at from 10 to over 20 percent, and can reach as much as half a mile from the park or amenity in question. An estimate of this effect in South Bend is outside the scope of this study, but such increased value would benefit not only to citizens but also to the SBPRD's property tax revenue.

2. Direct Use Value

South Bend's residents who use park and recreation facilities gain a benefit through the cost they forgo by not having to use private facilities (which, as a rule, would be more expensive). The funds they save in this way are available to expend on other goods and services.

3. Health Value

The availability of open space and recreation provides a health benefit to the citizens of the city. An exact measurement of this effect is beyond the scope of this study, but has been well established in other areas.⁶

4. Reducing the Cost of Managing Storm Water

Parks and open space in the city limits serve a vital role in absorbing storm water and filtering it as it penetrates

3 Harnik, Peter, and Ben Welle.(2009). Measuring The Economic Value of a City Park System. The Trust for Public Land

4 Crompton, John L. (2010). Measuring the Economic Impact of Park and Recreation Services, NRPA 2010 Research Series

5 "The Proximate Principle: The Impact of Parks, Open Space and Water Features on Residential Property Values and the Property Tax Base," 2nd edition. John L. Crompton, National Recreation and Park Association, 2004.

6 The Trust for Public Land estimated that the health benefits of the park system of the City of Seattle contributed \$64 million annually to the City's economy. "The Economic Benefits of Seattle's Park and Recreation System," The Trust for Public Land Center for Park Excellence. March 2011.



the ground. This reduces the necessity of a storm water collection and treatment system and saves city resources for other purposes. In Seattle, the Trust for Public Land estimated that the park system saved the city \$2.3 million annually.⁷

LOCAL FUNDING SOURCES

As with many communities, South Bend faces the challenge of finding funding for the variety of programs and facilities needed and expected by the community. Overcoming these limitations and constraints requires the use of various funding sources available. Below are descriptions of the possible resources accessible to the South Bend Park and Recreation Department for implementing programs and developing recreational facilities.

Parks and Recreation General Budget

Annual tax allocations from the General City Tax Levy, Auto- Air Excise Tax and other local funding could be utilized for both staffing and financing capital improvements within the Park and Recreation Department. However, general tax dollars may be limited or unavailable for extensive capital improvements.

Non-Reverting Account Funds

Monies collected from certain fees and rentals can be placed in one of two non-reverting accounts. Funds are available from the Non-Reverting Operating Account to offset operation costs from administration of programs within the Park and Recreation Department. Funds from the Non-Reverting Capital Account are available for capital improvements in the Park and Recreation Department.

Gifts and Donations Fund

Donations of money, land and time are important resources to any Park and Recreation Department. Donations are important from the point that they can be used to match grants from other sources.

Lease Purchase

This is a traditional mechanism used to finance capital projects including equipment and vehicles. City Council must annually levy a tax payable from property taxes sufficient to pay lease rentals; except that the levy may be reduced any year to the extent other money is pledged or available for the payment of the lease rentals (I.C. 36-10-1).

Cumulative Capital Improvement Funds

The Park and Recreation Law (36-10-3-20) allows money to be placed in a fund for the purposes of acquiring land or making specific capital improvements. The Park and Recreation Department can also make requests to the City Council for funds from the general city CCI Fund for specific projects. (Note: A CCI Fund cannot be established if a Recreational Impact Fee is in place).

Recreational Impact Fees

In 1991, the Indiana General Assembly passed an impact fee bill that created an alternative funding mechanism for infrastructure improvements in fast growing areas. The essence of the legislation was to allow local governments the option of passing onto new residents the costs of building the new infrastructure expected by those same residents.



FINANCING TOOLS

Type of Financing	Description	Who pays?	Where can the funds be used?	Time Duration
Bond-General Obligation	Loan taken out by a city or county against the value of the taxable property	City or county through taxes paid by property owners	Park, open space, and recreation: acquisition and capital improvements	Bonds are typically issued for 15, 20 or 30 years
Bond-Revenue	Loan paid from the proceeds of a tax levied for the use of a specific public project, or with the proceeds of fees charged to those who use the facility that the bonds finance	City or county through taxes paid by general population or user of a service	Park, open space, and recreation: acquisition and capital improvements	Bonds are typically issued for 15, 20 or 30 years
Income Tax	Tax on individual income	Individual taxpayers	Park: acquisition, maintenance, and capital improvements	Ongoing
Mitigation	Developer set aside of land	Developers of a project	Wetlands and natural areas: acquisition and protection	One-time cost to developer
Park Impact Fee	One-time fee to off-set costs of infrastructure caused by new development	Developers of a project	Park, open space, and recreation: acquisition and development	One-time cost to developer
Property Tax	Tax on real property	Commercial and residential property owners	Park, open space, and recreation: maintenance, operations, and capital improvements	Tax ongoing or increased for a defined time period
Real Estate Transfer Tax	Tax on the sale of property	Sometimes the seller, sometimes the buyer	Park and open space: acquisition (proceeds are often deposited into land banks)	One-time cost to home seller or buyer
Sales & Use Tax	Tax on the sale of goods or services	Purchase of goods or services	Park, open space, and recreation: maintenance, operations, acquisition, and capital improvements	Tax ongoing or increased for a defined time period
Special Assessment District	Separate units of government that manage specific resources within defined boundaries	Residents of the district through property taxes, user fees, or bonds	Park, open space, and recreation: maintenance, operations, acquisition, and capital improvements	Tax ongoing or increased for a defined time period
User Fee	Fee that covers the cost of a service	Anyone who chooses to take advantage of a service	Park, open space, and recreation: maintenance and operations	One-time cost to user
Tax Increment Financing	Financing mechanism used to stimulate economic development in a blighted area	Property owners when redevelopment results in increased property values	Park: acquisition and capital improvements	Typically for a duration of 20 to 30 years.



GRANT OPPORTUNITIES

Congestion Mitigation/Air Quality Improvement Program (CMAQ)

In 1990, Congress amended the Clean Air Act to accelerate America's efforts to attain the National Ambient Air Quality Standards (NAAQS). The amendments required further reductions in the amount of permissible tailpipe emissions, initiated more stringent control measures in areas that still failed to attain the NAAQS (nonattainment areas), and provided for a stronger, more rigorous linkage between transportation and air quality planning. The following year, Congress adopted the Intermodal Surface Transportation Efficiency Act (ISTEA) of 1991. This law authorized the Congestion Mitigation and Air Quality Improvement Program to provide funding for surface transportation and other related projects that contribute to air quality improvements and congestion mitigation. The CAA amendments, ISTEA and the CMAQ program together were intended to realign the focus of transportation planning toward a more inclusive, environmentally-sensitive, and multimodal approach to address transportation problems. The CMAQ program, continued in SAFETEA-LU at a total funding level of \$8.6 billion through 2009, provides a flexible funding source to State and local governments for transportation projects and programs to help meet the requirements of the Clean Air Act. The main goal of the CMAQ Program is to fund transportation projects that reduce emissions in non-attainment and maintenance areas.

Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU)

On July 6, 2012, President Obama signed into law P.L. 112-141, the Moving Ahead for Progress in the 21st Century Act (MAP-21). Funding surface transportation programs at over \$105 billion for fiscal years (FY) 2013 and 2014, MAP-21 is the first long-term highway authorization enacted since 2005. MAP-21 represents a milestone for the U.S. economy – it provides needed funds and, more importantly, it transforms the policy and programmatic framework for investments to guide the growth and development of the country's vital transportation infrastructure.

MAP-21 creates a streamlined, performance-based, and multimodal program to address the many challenges facing the U.S. transportation system. These challenges include improving safety, maintaining infrastructure condition, reducing traffic congestion, improving efficiency of the system and freight movement, protecting the environment, and reducing delays in project delivery.

MAP-21 builds on and refines many of the highway, transit, bike, and pedestrian programs and policies established in 1991. This summary reviews the policies and programs administered by the Federal Highway Administration. The Department will continue to make progress on transportation options, which it has focused on in the past three years, working closely with stakeholders to ensure that local communities are able to build multimodal, sustainable projects ranging from passenger rail and transit to bicycle and pedestrian paths.

Safe Routes to School

This program enables and encourages primary and secondary school children to walk and bicycle to school. Both infrastructure-related and behavioral projects will be geared toward providing a safe, appealing environment for walking and biking that will improve the quality of our children's lives and support national health objectives by reducing traffic, fuel consumption, and air pollution in the vicinity of schools.

Indiana Heritage Trust

The Indiana Heritage Trust was established in 1992 to ensure that Indiana's rich natural heritage would be preserved and enhanced for present and future generations. The purpose of the Indiana Heritage Trust Program (IHT) is to acquire state interests in real property that are examples of outstanding natural resources and habitats that have historical or archaeological significance, or provide areas for conservation, recreation, protection or restoration of native biological diversity within the State of Indiana. The use of the power of eminent domain to carry out its purposes is expressly prohibited. The Indiana Heritage Trust buys land from willing sellers to protect Indiana's rich natural heritage for wildlife habitat and recreation. General Assembly appropriations, Environmental License Plate sales, and additional donations are the three ways we've been able to protect over 45,000 acres since the program's inception.



Lake and River Enhancement Program (LARE) - IDNR Division of Fish & Wildlife

The Lake and River Enhancement Program (LARE) goal is to ensure the continued viability of public-access lakes and streams by utilizing a watershed approach to reduce non-point source sediment and nutrient pollution of Indiana's and adjacent states' surface waters to a level that meets or surpasses state water quality standards. To accomplish this goal, the LARE Program provides technical and financial assistance for qualifying projects. Approved grant funding may be used for one or more of the following purposes:

1. Investigations to determine what problems are affecting a lake(s) or a stream segment.
2. Evaluation of identified problems and effective action recommendations to resolve those problems.
3. Cost-sharing with land users in a watershed above upstream from a project lake or stream for installation or application of sediment and nutrient reducing practices on their land.
4. Matching federal funds for qualifying projects.
5. Watershed management plan development.
6. Feasibility studies to define appropriate lake and stream remediation measures.
7. Engineering designs and construction of remedial measures.
8. Water monitoring of public lakes.

The LARE program will cost-share up to 80 percent on approved watershed land treatment practices. As of August 2011, the previous suspension LARE Grant awards have limited the number grants for sediment removal, watershed land treatment, biological, engineering, and construction projects starting in August 2011.

Urban Forest Conservation Grants (UFC) - IDNR Division of Forestry

The Urban Forest Conservation (UFC) Grants are intended to help communities develop long term programs to manage their urban forests. Grantees may conduct any project that helps to improve and protect trees and other associated natural resources in urban areas. Community projects that target program development, planning and education are emphasized. Projects funded in the past include activities such as conducting tree inventories, developing tree maintenance and planting plans, writing tree ordinances, conducting programs to train municipal employees and the public, purchase or development of publications, books and videos, hiring consultants or city foresters, etc. Certified Tree Cities may spend up to 20% of the grant funds on demonstration tree planting projects. Local municipalities, not-for-profit organizations, and state agencies are eligible to apply for \$2,000 to \$20,000.

Historic Preservation Fund - IDNR Division of Historic Preservation and Archaeology

1. Type of funds: Federal Program occurrence; Annual Total funds available: Variable
2. Maximum grant award: Variable, usually \$50,000
3. Matching share ratios: 50% federal / 50% local for most projects
4. 70% federal / 30% local for survey projects
5. Length of program: 15 months
6. Eligible applicants:
7. Municipal government entities
8. Educational institutions
9. Not-for-profit organizations with 501(c)(3) status

Project categories: Architectural and Historical, Archaeological, and Acquisition and Development (Rehabilitation).

Each year, the DHPA receives funding under the Historic Preservation Fund (HPF) Program, which is administered by the U.S. Department of the Interior, National Park Service. The HPF Program helps to promote historic preservation and archaeology in Indiana by providing assistance to projects that will aid the state in meeting its goals for cultural resource management. Of Indiana's annual HPF allotment, about 85% is set aside to fund a matching grant program and cooperative agreements to foster important preservation and archaeology activities, such as co-sponsorship of the annual Cornelius O'Brien Conference on Historic Preservation. The remainder of this funding pays for office interns, Archaeology Month and Preservation Week programs, printing and mailing of



the Division's newsletter and other public education materials, and the purchase of necessary office equipment for the Division. Under the HPF matching grants program, grant awards are made in three project categories. When applying for grant funds, applicants must be certain to request and complete the appropriate application packet for their project category.

Architectural and Historical projects include: historic sites and structures surveys for cities and counties; survey publication and printing; National Register nominations for eligible historic districts; public education programs and materials relating to preservation, such as workshops, training events, publications, and brochures; feasibility studies, architectural and engineering plans, and specifications for the rehabilitation and/or adaptive reuse of National Register-listed properties; historic structure reports for National Register-listed properties; and historic context studies with National Register nominations for specific types of historic resources.

Archaeological projects include: survey, testing, and research focused on specific geographic areas or cultural groups; National Register nominations for individual or multiple archaeological sites; and public education programs and materials relating to archaeology, such as workshops, training events, public and mock digs, publications, and brochures.

Acquisition and Development projects include the preservation, rehabilitation, restoration, and acquisition of National Register-listed properties. This category is often referred to as "bricks and mortar money," and is used to help save buildings and structures that are severely threatened or endangered. *Note that properties not listed in the National Register are not eligible to receive federal HPF funds.*

Grant Program	Uses	Funding Source	% Match	Min/Max Amount	Grant Rounds	Eligibility
Recreational Trails Program (RTP)	Applications may include land acquisition and/or development, maintenance, and ethics education of multi-use trails.	Federal	80/20	\$10,000-150,000	Applications due by May 1st	Units of Governments and 501(c)(3) not-for-profits
Land & Water Conservation Fund (LWCF)	Applications may consist of land acquisition and/or outdoor recreation facility construction or renovation.	Federal	50/50	\$10,000-200,000	Applications due by June 1st	Park Board & 5- Year Park and Recreation Master Plan

E. SOUTH BEND PARKS FOUNDATION

The South Bend Parks Foundation is a 501(c)(3) nonprofit organization founded in 2011 to support the South Bend Parks and Recreation Department. The Foundation is governed by a volunteer Board of Directors and seeks to raise funds to support Parks and Recreation programming, special events, facility development, land acquisitions, and park awareness campaigns. The Foundation is a separate entity from the City of South Bend and the Parks and Recreation Department. Contributions and/or donations from individuals or business entities are tax deductible according to IRS guidelines.



F. VOLUNTEERS

In 2013, SBPRD had 535 volunteers totaling nearly 22,000 hours of volunteer service to the departmental programs and events. This equates to 26 (29 hour/week) part-time employees or 12 full-time employees year round. Table 18 is a detailed account and related costs for which volunteer services were contributed.

Table 19: Volunteer Hours and related costs

Volunteer	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	year to date	
Zoo	156.3	237.9	181.4	193	440.62	722.3	763.9	367.53	224	279	25	0	3590.95	
	\$ 5,025.05	\$ 7,648.49	\$ 5,832.01	\$ 6,204.95	\$ 14,165.93	\$ 23,221.95	\$ 24,559.39	\$ 11,816.09	\$ 7,201.60	\$ 8,969.85	\$ 803.75	\$ -	\$115,449.04	
	49.75	115	121	283.75	741.75	881	1159.75	442	399	372	116.5	13.5	4695	
	\$ 911.92	\$ 2,107.95	\$ 2,217.93	\$ 5,201.14	\$ 13,596.28	\$ 16,148.73	\$ 21,256.22	\$ 8,101.86	\$ 7,313.67	\$ 6,818.76	\$ 2,135.45	\$ 247.46	\$86,059.35	
Recreation	0.75	0.75	0	0	2	12	17	3	30	4	28	12.5	110	
	\$ 24.11	\$ 24.11	\$ -	\$ -	\$ 64.30	\$ 385.80	\$ 546.55	\$ 96.45	\$ 964.50	\$ 128.60	\$ 900.20	\$ 401.88	\$3,536.50	
	472.75	645.75	838	622.5	350.5	1369.75	1278	1370	450	345	1530	694	9966.25	
	\$ 8,665.51	\$ 11,836.60	\$ 15,360.54	\$ 11,410.43	\$ 6,424.67	\$ 25,107.52	\$ 23,425.74	\$ 25,112.10	\$ 8,248.50	\$ 6,323.85	\$ 28,044.90	\$ 12,721.02	\$182,681.36	
Maintenance	5	5	12	17	20	15	12	40	10	65	6	350	557	
	\$ 160.75	\$ 160.75	\$ 385.80	\$ 546.55	\$ 643.00	\$ 482.25	\$ 385.80	\$ 1,286.00	\$ 321.50	\$ 2,089.75	\$ 192.90	\$ 11,252.50	\$17,907.55	
	214	97	125.5	622.5	122	365	58	309	251	693	26	90	2973	
	\$ 3,922.62	\$ 1,778.01	\$ 2,300.42	\$ 11,410.43	\$ 2,236.26	\$ 6,690.45	\$ 1,063.14	\$ 5,663.97	\$ 4,600.83	\$ 12,702.69	\$ 476.58	\$ 1,649.70	\$54,495.09	
													Volunteer Total - Hours	21892.2
													Volunteer Total - Dollars	\$460,128.90

G. MAINTENANCE

In many instances, the image of a community is based on how well its parks and facilities are maintained. Parks are known to be the front door to many communities and the first impression to visitors and guests is critical. South Bend is fortunate to have a beautiful and unique park system.

Effective park maintenance requires planning, organization, schedules, and capital. There must be a sound, basic understanding of the purpose, goals, and objectives of park maintenance in order to operate at top efficiency.

Based on observations and discussions with staff and the Park Director, the park department's maintenance staff does a good job with the resources available. The level of maintenance for South Bend, as established by the National Recreation and Park Association, is currently at Maintenance Mode II and Mode III (see Appendix B for the tasks associated with the different Modes). This is considered an acceptable operating standard for municipal parks and recreation systems of this size. Given the projected limited population growth, the current resources prove to be adequate (see Level of Service Analysis). Currently, the maintenance staff is able to deliver on all elements of park maintenance. However, as equipment and facilities continue to age, maintenance will become increasingly important and must be dealt with pro-actively rather than reactively.

Maintenance and Operations Management

Mode I - State of the art maintenance applied to a high quality diverse landscape. Usually associated with high traffic urban areas such as public squares, malls, governmental grounds or high visitation parks.

Mode II - High level maintenance associated with well developed park areas with reasonably high visitation.

Mode III - Moderate level maintenance associated with locations with moderate to low levels of development, moderate to low levels of visitation or with agencies that, because of budget restrictions, can't afford a high intensity of maintenance.

Mode IV - Moderately low level usually associated with low level of development, low visitation, undeveloped areas or remote parks.

Mode V - High visitation natural areas usually associated with large urban or regional parks. Size and user frequency may dictate resident maintenance staff. Road, pathway or trail systems relatively well developed. Other facilities at strategic locations such as entries, trail heads, building complexes and parking lots.

Move VI – Minimum maintenance low level visitation natural area or large urban parks which are undeveloped.

CAPRA Maintenance Standards and Guidelines



Maintenance standards should be documented and tracked for compliance based on desired outcomes. These include documenting maintenance tasks that have been completed and the time it took to complete the work. The documentation and implementation of standards should be made a priority for the coming budget year. Creating a maintenance system that includes a work order system and establishes performance measures tied to written maintenance standards will help to develop staffing needs and equipment requirements.

Based on the park inventory, discussions with staff, input gathered from the key person interviews, and public input from the survey, numerous park components are in need of being audited to determine if they need to be updated or removed. It is critical that a thorough inspection of all park equipment is conducted to determine if the various park elements meet current standards for playground safety. Prioritizing and following through with the needed maintenance and or replacement will help to reduce the potential for any liability claims against the City.

This list of items should be used as a guide in terms of regular maintenance and overall review of needed maintenance, safety inspections, and audits.

NON-TRADITION MAINTENANCE REQUIREMENT:

In addition to the required maintenance for the existing 1,200 acres parks and facilities the South Bend Parks and Recreation Department is also responsible for the maintenance of approximately 150 intersections and medians, and over 400 lots/properties throughout the City of South Bend. They are also responsible and partner up with the Code Enforcement Department to maintain and mow over 3000 acres of vacant and abandoned properties.

The Forestry division of the Department is responsible storm damage cleanup not only for it's parks but also assist with the other city departments when damage occurs through other parts of the city.

The Department is also responsible for graffiti abatement funded through the City's Code Enforcement Department, provides plowing assistance, and partners with other departments in the Re-Leaf Program to pick up leaves during the fall season.



V. GREAT THINGS TO COME - RECOMMENDATIONS AND ACTION PLANS

A. STRATEGIC PLAN

Strategic Directions

Through the extensive community input sessions, data gathered during the Statistically-Valid Survey, Staff meetings, and the valuable input from CityVoices, clear needs and priorities were identified for the South Bend Parks and Recreation system. The following seven strategies have been developed to guide the City's park and recreation system toward meeting the identified community needs.

Project Purpose:

The South Bend Parks and Recreation Department has adopted the *VIP Project* action plan process, originally developed by the California Park & Recreation Society, to develop their Strategic Plan for the 5-Year Park Master Plan. The purpose of using the *VIP Project: Vision, Insight, Planning (VIP)* is to be proactive in determining the future of the Department through the development and implementation of a vision and action plan that creates future success.

- **Vision** is the power of anticipating that which may come to be; the ability to foresee what is going to happen, a mental image created by the imagination, intelligent foresight...
- **Insight** is the capacity to discern the true nature of a situation...
- **Planning** is a technique for formulating a detailed scheme, program or method that leads to accomplishing a goal...

The VIP Project process is intended to:

- place the Department at the table when critical issues are framed and decisions are made;
- proactively address future trends;
- meet the needs of a rapidly changing society; and
- develop a common vision leading to a preferred future

Why incorporate VIP into this plan?

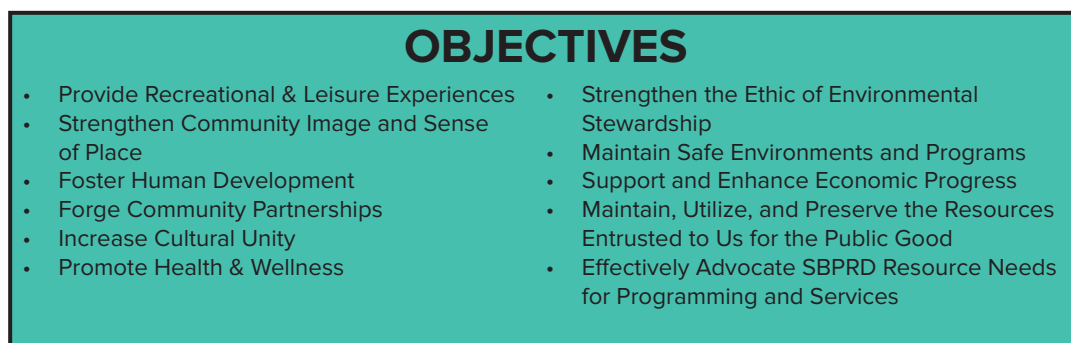
By utilizing an action plan that demonstrates the outcomes, the Department will establish itself as an essential service provided to the community. The department will become more self-sufficient and enjoy broader support, and consequently will not see many cuts to budgets and programs during difficult economic times. This plan will be implemented through collaborative partnerships, including contributions that will be made by individuals; specific public, private, and nonprofit organizations; and professional associations.

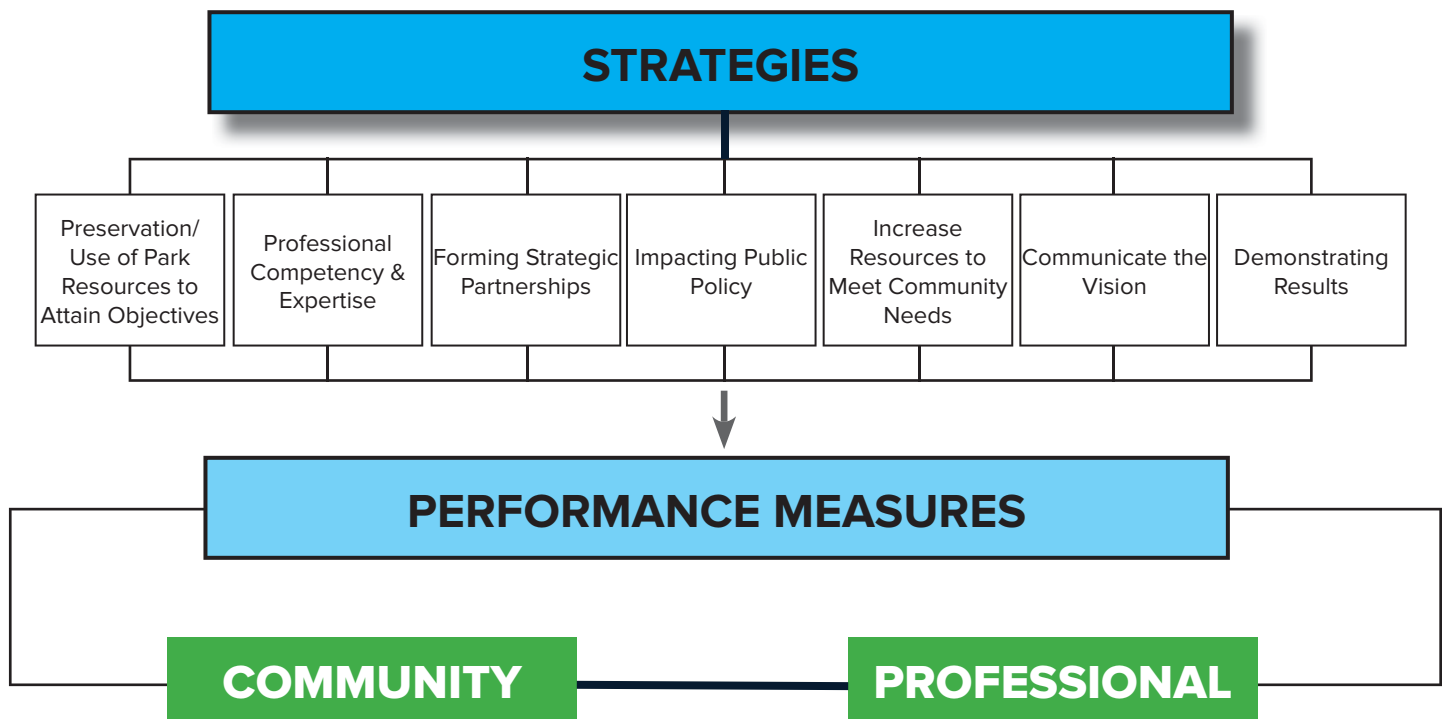
Cornerstone Philosophies of the Strategic Plan:

The following philosophies guide the project's development:

- Developing broad-based knowledge and support: We must look inside and outside of the Department to find answers, solutions and partners. We recognize the diversity of our profession's service delivery system and the need to seek out and call upon our partners as we look to the future of our profession.
- Creating a vision that has relevance to all members of the Department and City. The vision must transcend agency boundaries and be relevant to staff with diverse interests and settings—students and administrators; educators and practitioners; outdoor recreation professionals and programming staff; therapeutic, aging and aquatic specialists; and citizen volunteers, park planners, park maintenance professionals and park users.
- Applying the VIP strategies in our community: The action plan will be used by individuals and organizations both to meet community needs and to strengthen the Department. The plan must be user-friendly and must be easy to adapt for use by individuals, organizations and agencies.







Action Plan Framework Overview

As illustrated in the action planning framework diagram, shown above, there are five core elements of this action plan:

- Core Values
- Mission
- Core Competencies
- Strategies
- Performance Measures

Core Values. Core values are defined here as the qualities most valued by the Department.

Mission. Based on the core values of the Department, a mission statement was developed through an interactive process. The mission describes “the business” of the Department.

Core Competencies. The Department’s greatest strengths, or core competencies, have been noted in the plan as well as shortcomings or needs that are recognized currently.

Opportunities & Key Trends. By analyzing trends and competencies, opportunities have been identified that can provide significant benefits to our community and can help demonstrate the value of parks and recreation.

Strategies. The Department focused on 8 strategy areas to move the Department forward for current and future generations. For each of the strategy areas, short-, medium- and long-range action items were developed. An implementation plan is now being developed by an Action Team formed to guide the implementation process.

Performance Measures. Preliminary performance measures presented in this document will be refined by the Action Team and used to guide project success.



Core Values, Vision and Mission

Park and recreation services are provided by a diverse community of individuals—including volunteers, professionals, allied professionals and organizations. This diverse group has a shared belief in certain principles and values. These principles and attributes should guide all plans and activities. Such values form a foundation for the Department that will successfully meet the needs of South Bend residents.

Articulating Our Core Values

Core values are the qualities most valued by providers of parks and recreation. The following values have been identified as core values of the Department:

- Stewardship;
- Inclusivity;
- Variety of Facilities and Programs;
- Education;
- Health and Wellness;
- Service through Leadership;
- Personal Development;
- Professional Growth;
- Outreach

Stating Our Vision for the Future

A mission statement describes the preferred future of the Department. It uses language to convey a sense of how success would look and feel, and reflects the unique concerns, goals, values and aspirations of the Department.

OUR OPPORTUNITIES FOR PARKS AND RECREATION

Positioning Strategy

By taking a customer-driven, outcome-oriented and collaborative approach, the park and recreation department will play a central role in maintaining and improving quality of life in South Bend.

To determine an appropriate positioning strategy for the future of parks and recreation, core competencies of the park and recreation department and key trends were examined. These opportunities are driven by trends identified that respond to community needs.

Recognizing Core Competencies

Core competencies are defined as the special skills and abilities of park and recreation department. In order to compete in an ever-changing market, the department and staff have the skills and flexibility needed to deliver services in the always evolving community we live in. As we go about our business, the world is rapidly changing around us. Adapting to these changes is paramount for the future success of the department.

The Department employees individuals that have the courage to lead our department into the future. Those who will survive will be those who respond to the issues in a proactive way by providing services that our communities and customers value. Those who thrive can weave a complex web of stakeholders and coalitions into a force that achieves our vision and mission will flourish.

These are the professionals who will succeed in the future: professionals who understand and articulate our role in creating community; individuals who master the political process to achieve their goals; leaders in their own communities; individuals who have compassion for people; professionals who not only respond and react to changes and trends, but can be trendsetters; innovative professionals who have relevant, finely honed skills; multifaceted individuals who can broker resources and bring coalitions together; and leaders who are called to



the table when important decisions are made. Those who prefer the status quo and do not recognize the forces that shape us will flounder.

Some competencies that may be attributed to the South Bend Park and Recreation Department and its professionals today include:

- Creator of Variety of Experiences and Programs
- Flexibility to Rethink and Adapt
- Unity in Identity and Purpose
- Wide Range of Skills and Expertise
- Maintenance of Green Space
- Partnership & Coalition Builder
- Utilization of Volunteers
- Facilitator
- Customer Experience
- Mentoring
- Multi-tasking
- Innovation
- Positive Public Perception

Other skills will be needed to be a vital, vibrant and relevant Department. These necessities include:

- Provide Adequate Staff to Meet Maintenance and Department Needs
- Culturally Competent Community Engagement
- Cultural Competency in Programming and Services
- Strategic Investment in Desired or Renovated Facilities
- Cooperative Planning
- Technology
- Resource Sharing
- Natural Resource Management
- Leadership in Community Engagement
- Preservation/Facility Management Strategies
- Strategic Thinking
- Effective Research and Evaluation

It is said that a chain is only as strong as its weakest link. All individuals in the department need to take responsibility for developing new skills, shedding irrelevant and outdated work habits, learning new paradigms and accepting future challenges to move the Department and the City closer to our common vision. We all play a role in strengthening the park and recreation department—whether you are the Executive Director, a Recreation Therapist in a hospital or community setting, or a student just beginning their career.

In a rapidly changing society, we know that the role of the Department will change. We also know that the ability to respond to needs with the flexibility of a variety of roles will be essential. More than ever before, we recognize that no one agency working alone can possibly meet all the recreational needs of a community. The Department will be more likely to work as a member of a multi-disciplinary team than in a group of like professionals. In the past, the Department has been best known as a direct provider of services and facilities. This role will continue to be important. However, we also will be called upon to assume a variety of roles as our clients move from greater dependence on the Department for recreational experiences to greater self-sufficiency and independence. Some emerging roles for Department include enabler/facilitator and advocate. One model visualizes the Departments services as a continuum—moving from direct service to advocacy:

- **Direct Service Provider.** A centralized agency provides services directly to customers. Information-Referral Provider. An agency that develops partnerships to meet recreation needs and shares its knowledge of



resources with customers. This model recognizes the role of the entire community in meeting needs.

- **Enabler/Facilitator:** An agency that works with the customer to improve their skills through developmental activities.
- **Advocate:** An agency that actively represents the needs of its constituency and is a leader in community problem-solving.

In the future, we will see the Department assume these and other roles as they experience a typical day and face a variety of community issues.

Identified Strategic Issues for the Action Step Matrix

The strategies in this section describe how the Department will achieve its vision and mission. These are the methods, resources, processes and systems we will deploy to achieve success. Eight major strategy areas were identified in the Action Planning Framework:

- Preservation/Use of Park Resources to Attain Stated Mission
- Professional Competency & Expertise
- Form Strategic Partnerships
- Direct Public Policy
- Increase Resources to Meet Community Needs
- Communicate the Vision
- Strategic Leadership & Involvement with Community Investment

A. Preservation of Park Resources to Attain Objectives

The SBPRD is doing the most it can to maintain and improve existing parks. However, the Department's current and projected budget is not sufficient to maintain and improve current parks and facilities to the level needed to meet community needs.

B. Professional Competency and Expertise

The SBPRD shall utilize the extensive staff competency and expertise to build upon the successful programs offered to the community and to look for alternative solutions to meet the future facility demands.

Provide opportunities for professional and continuing education to increase the skills and knowledge base of the core competencies that will be needed for success in the future.

C. Form Strategic Partnerships

Strategic partnerships with both the public and private sector are essential to maximize the potential of the facilities and programs offered to the community.

Communicate and demonstrate the Mission and value of parks and recreation to businesses, citizens, media outlets, and policymakers to develop much needed strategic partnerships and allies.

D. Impacting Public Policy

The SBPRD shall continue to conduct research and implement innovative solutions to document the value of parks and recreation and to influence public policy and opinions. The Department is a leader in impacting public policy at the local, state, and federal level in accordance with the values of Parks and Recreation and to the benefit of the community.

E. Increase Resources to Meet Community Needs

F. Communicate the Vision

Communicating the vision and value of the South Bend Park and Recreation system to the community and administration. South Bend's parks provide essential services and benefits including environmental



sustainability, encourage economic development, and enhance the residents quality of life in addition to providing recreation spaces and activities.

G. Demonstrating Results

The SBPRD shall continue to evaluate its parks and programs to determine their effectiveness, overall cost and affordability, and their overall benefit to the local and regional economy. In addition benchmarks will be developed to compare the provided services and programs with other providers and to continually improve on achieving the high standards set forth by CAPRA.

IMPLEMENTING THE ACTION PLAN

Defining and Measuring Our Success

Performance measures are quantitative statistics or qualitative findings that provide information on the department's success. Once strategies and actions are identified, we must measure the outcomes we produce to assess our value.

One of the action steps is to develop strategic partnerships. We will create performance measures that are quantitative (number of strategic partnerships developed) or qualitative (quality of strategic partnerships developed). We will also measure outcomes that benefit the community or customers who are served by our agency (community outcomes).

THE DEPARTMENT SETS SPECIFIC ANNUAL NUMERICAL GOALS FOR EACH PERFORMANCE MEASURE. THROUGH THAT PROCESS, PERFORMANCE MEASURES WILL BE INDIVIDUALIZED BASED ON THE INITIAL GOALS OF THE PROGRAM, FACILITY OR SERVICE. DATA CAN BE COLLECTED THROUGH A VARIETY OF MEANS, INCLUDING OBSERVATION, TESTIMONIALS, CUSTOMER SATISFACTION SURVEYS AND REVIEW OF DATA FROM OTHER SOURCES, SUCH AS PUBLIC SAFETY REPORTS OR CRIME STATISTICS. ESTABLISHED ASSESSMENT TOOLS THAT HAVE DEMONSTRATED RELIABILITY WILL BE USED. CONSULTANTS SPECIALIZING IN PUBLIC OPINION RESEARCH AND UNIVERSITY FACULTY CAN ASSIST AGENCIES WHO MUST DEVELOP CUSTOMIZED ASSESSMENT TOOLS.

The action team—charged with directing the plan implementation—will utilize and refine the performance measures presented below in measuring the success of the strategic plan implementation. These performance measures also should be considered in department action planning processes:

Measuring Success Towards our Mission:

Recreational and Leisure Experiences

- Percentage of community members who report being “very satisfied” with the quality of recreational experiences
- Agency expenditures on park and recreation service

Community Image and Sense of Place

- Percentage of community members who report that the community has a “very strong” image and sense of place
- Number of community volunteers
- Increased sense of community among residents through the use of public survey and other related feedback methods

Human Development

- Percentage of community members who report improvements in physical, intellectual, social or spiritual abilities as a result of participating in recreation programs or using park facilities
- Increased recognition of the role of the Department as facilitators of positive human development among the general public

Community Partnerships

- Number of community issues successfully resolved through the use of the Department resources
- Number of community or neighborhood councils established
- Increased perception among the general public of the importance of the Department as community problem-solvers



Cultural Unity

- Number of individuals who report increased cultural awareness through participating in Department opportunities
- Reduction in reported social conflicts noted by recreation staff

Health and Wellness

- Number of individuals who report improvements in health and wellness from participating in park and recreation opportunities
- Number of recreation facilities developed and maintained that contribute to health and wellness, such as number of miles of trails, number of indoor gyms, number of swimming pools.
- Improved perception of the importance of parks and recreation in promoting health and wellness among the general public

Natural Resources

- Number of projects undertaken to protect and enhance natural resources
- Improved perceptions of community environmental quality among the general public
- Number of acres preserved

Safer Community

- Percentage decrease in juveniles arrested between 3 and 7 p.m.
- Improved perceptions of community safety among residents and businesses

Economic Development.

- Number of businesses and/or residents who report that parks and/or recreation services was a major factor in their decision to move to a community
- Number of dollars generated annually by tourism
- Number of jobs provided by the Department
- Number of dollars generated by a community event

B. AREAS OF SPECIAL FOCUS

Based on data collected from the community and demographic analysis, comprehensive and indepth community input process (random and non-random, statistically-valid survey, Level-of-Service analysis, discussion with City Administration and Department staff members, review of the Department's history and current organization and identification of the Department adopted strategic planning methodology, the master planning process has identified the desired priorities for the next five years. The following areas of special focus should help the City of South Bend and the South Bend Parks and Recreation Department in achieving or providing direction in obtaining the identified goals and objectives.

Pricing and Cost Recovery

It is important for the Department to develop a philosophy for resource allocation, cost recovery, and resultant pricing and fees that reflect the values of the community and the responsibility the City has to the community. This method is invaluable for making tough resource allocation decisions, and creating pricing and cost recovery strategies. These strategies need to be equitable, defensible, and implementable at all levels, and should be based on the value of the services to the community, not just a comparative evaluation of what has been done before or what others are doing. This philosophy will be very important to providing for the sustainability of the Department.

Review of Department's Mission and Objectives to be in line with the City Administrations goals.

The Department reviews it's current Mission and operations to ensure that the programs and services it offers to the community fits within the City Administration goals "to ensure South Bend is a **strong**, and **open** city for **everyone**, where:

- Government services are first rate
- The basics are easy for citizens
- Everyone can thrive (economic impact)"



Specialized Focus Youth Development for Community Improvement:

Part of the South Bend Parks and Recreation Department goals is to implement services and programs that provide positive social change to meet community needs. Some of the programs that the Department currently offers are as follows:

Naturalist Detectives (Rum Village Nature Center)

Day Camps

Junior Golf

Camp Awareness

Youth Mentoring Programs

Life Skills Development

After School Education Assistance

Increase Partnerships and Collaborations

The South Bend Park and Recreation Department has experienced significant budget reductions and due to its current funding cannot be everything to everyone. The Department has done a great job partnering with community organizations and nonprofits to provide services and minimize duplication of efforts. It will be extremely important that the Department continue its philosophy of communication and partnerships with other service providers. Throughout the public input process, it was stressed that the Department should work to compliment other community organizations and fill the gaps where needs are not being met.

It cannot be emphasized enough the value and benefit of existing and potential partnerships to the community. Collaborations within the community between local governmental agencies such as the South Bend Parks and Recreation Department and the South Bend Community School Corporation, universities, private sector, nonprofit organizations, etc. are the most efficient method of delivering quality services. Each entity has strengths and/or niches to offer to the partnership that can be utilized effectively and without duplication.

There is an increasingly successful trend for Park and Recreation Departments to partner with schools on adjacent land so indoor and outdoor amenities can be shared for usage, capital expenditure, operational costs, scheduling, etc. and each partner increases their value and benefits more efficiently. There is also a growing trend for Parks and Recreation Departments to acquire existing facilities that the private sector built and operated but couldn't generate enough income to stay in business. Typically the cost of the acquisition is much less than planning, designing, and building a new facility. SBPRD should research opportunities to implement these trends in the future to increase the Level Of Service within the community. Partnering should continue to be a major focus of the SBPRD now and in the future to ensure the quality level of service the community of South Bend supports and expects.

Traditional and Alternative Funding

The City of South Bend has many aging park and recreation facilities in need of renovations and repairs, and in some cases the City may need to add onto existing buildings or build new facilities. With the reductions in the Parks and Recreation Department's budget there is great need to regain funding allocations and establish new and significant funding sources.

The Department will need to initiate a bond process in order to keep up with the community demands and to continue to provide the Level of Service that the community expects. This is especially important since the dependency on future grants is unreliable. Trends in recent federal grant awards are primarily for the development of trails, with very little funding allocated for building new facilities or renovating existing ones. South Bend's needs are to renovate and maintain existing facilities.

In addition to regaining traditional funding, it will be important for the Department to actively seek monies from alternative funding sources. The Department will need to continue its efforts to obtain grants, donations, and sponsorships in order to provide for the sustainability of the agency. The City's highest priority for implementing



this Master Plan will have to be identifying and obtaining ways to invest in and fund desired and expected quality of life amenities.

Special needs and limited access individuals in the Community

The South Bend Parks and Recreation Department is dedicated to meeting the needs of the Special Needs population. As identified in the demographic section of this plan the City of South Bend has a higher percentage of people with disabilities than the state as a whole. The Department has reviewed its current parks and facilities inventory and has generated a list of various improvement needed to ensure that they meeting current ADA compliancy requirement including accessibility and access to all parks and facilities.

With over 6% of youth between the age of 5 and 18 having either a physical or mental disability, the Department strongly believes that there needs to be a focus to provide recreation opportunities for the special needs community. The Department has been working diligently in developing plans and raising funds for the Miracle Park project, a destination facility for the Special Needs community to engage and enjoy various components of sports and recreation.

Capital Improvement Priorities

Focus group participants, staff, and survey respondents all shared major concerns about the age and condition of South Bend's indoor recreation facilities, as well as improvements needed to some of the neighborhood parks and athletic fields. Indoor facilities such as the Charles Black Center, Martin Luther King Center, Pinhook Park, and Howard Park Senior Center are in need of major renovations or new buildings that are more functional for the activities and programs conducted in them or to provide additional programming opportunities and community outreach.

Some of the types of outdoor facilities that were identified by the community and staff as desired for development include renovation of Howard Park and the ice rink, development of Miracle Park that will provide activities for the special needs community, renovation of Pinhook Park, update and renovate the numerous neighborhood parks through out community (new playgrounds, benches, picnic shelters, walking paths, etc.), and additional multi-use paths to provide safe pedestrian connections throughout the city.

It will be extremely important to prioritize these capital improvements and allocate funding to address the facility needs which most largely contribute to the City's quality of life.

Recreation Programming and Special Events

South Bend residents have a high need for youth and adult recreation programming, as well as special events. These activities contribute strongly to the high quality of life that residents have come to expect. Citizens identified that it is important to continue the wide variety of special events, movies in the park, lunch with the arts, concerts, and holiday related events to name a few. With limited resources, identifying the core services of the Department will be important to maintaining its high quality of programming.

Marketing and Communications

The Department has done a tremendous job of promoting the wide variety and high number of programs and facilities that it provides, despite decreases in marketing dollars over the past several years. In addition, the Department and community organizations provide so many activities and services for the community it is difficult for residents to keep track of all that is offered to them. Given these challenges, the Department must find additional creative means and mediums, including a Social Media presence, to continue to increase the public's knowledge of the recreation programs and services that the Department is providing.

Urban Forestry

There is great potential for expansion and improvement of the City's urban forest. In order to evaluate the potential for improvement and develop recommendations to achieve it, the City conducted an analysis of its current plans,



policies, and programs that affect the future of the urban forest. This section reports on the result of that analysis, identifies areas for potential improvement, and evaluates the improvement that is achievable through various actions.

Analysis Of The Department Facilities And Programs In Relationship To The Project Funds To Make The Department A Sustainable Entity.

The Department is currently reviewing their existing park and facility inventory to determine if possible reduction can be obtained without affecting the Level of Service provided to the entire community. Two possible candidates of property reduction may include:

- Parks and Facilities:

- Newman Center

- Ponader Park

- Programs:

- Programs are evaluated each year to determine usefulness and profitability. The programs offered are typically self sustaining (Fund 203). The Department continually evaluates the programs that it offers as well as those provide by private organizations to determine if the ones provide by the Department should continue and compete with the other organizations or if they should be eliminated since the Level of Service for that program is being met.

Special focus on City Cemetery

South Bend City Cemetery, a 22-acre designed landscape is South Bend's oldest cemetery, founded in 1832. City Cemetery is situated immediately west of the city's downtown core, just northwest of the West Washington National Register District, added to the Register in 1975 and is about one mile southwest of the St. Joseph River. The trapezoid shaped site, a result of multiple expansions, contains approximately 14,800 burials. It is composed of lots that are of a regular grid pattern as well as an (1899) expansion of irregular and circular lots. These later meandering roadways, in response to the little topographic variation, were designed to provide a variety of changing vistas.

The style of City Cemetery ranges from municipal to Lawn Park and includes veterans' sections and a potter's field. Characteristic of the lawn park movement of the late 19th century, the cemetery site combines a variety of three-dimensional stone types, as well as a wide variety of tree species. Today surrounded by an urban neighborhood, City Cemetery is a unique representation of this cemetery type rarely seen in a rapidly developing urban setting

Unlike many other institutions, the City Cemetery was never segregated. Members of South Bend's prominent African American families, such as the Powells and Bryants, are buried throughout its 21 acres. Schuyler Colfax Jr., who is buried here, served as U.S. Vice President under Ulysses S. Grant and Speaker of the House.

The St. Joseph County Historic Preservation Commission and the South Bend Parks and Recreation Department are currently digitizing the historic records since the inception of the cemetery and are also working with the City's Engineering Department to develop a GIS (Geographical Information System) map of all the know burial plots. This GIS map will contain specific information as to who is buried in each of the plots and when they were interred.

C. STRATEGIC ACTION PLAN

Based on all of the input collected during the master plan process specific strategies have been identified to The following tables are the seven strategiesgoals that provide direction for the parks department for the next five to ten years. Each of the strategies is followed objectives and strategies.



South Bend Plan Recommendations		Responsibility	Timing							
			2014	2015	2016	2017	2018	City Admin Directives	Linkage	Key Issue Matrix
Goal #1 - Preservation of Park Resources to Attain Objectives										
Objective 1.1: Preservation and Protection										
Strategy 1.1.1: Creation of a realistic comprehensive maintenance plan for each park and facility		IT / Maintenance						G	1.4, 1.5	A7, A8, A11, M2
Strategy 1.1.2: Develop a Natural Resource Management Plan for park properties outlining areas of special concern or value and general management techniques for preservation		Recreation / Forestry						G	3.5.3, 3.5.7, 2.4.1	A9, P13, O26
Strategy 1.1.3: In partnership with other agencies, encourage the preservation of designated historic building and features with the Department		Maintenance						G	3.1	A13, P10, M3
Strategy 1.1.4: Provide efficient park security, in coordination with South Bend Police and partnerships, to monitor activity at local parks and recreation venues		Operations						G	4.9	S1, S4
Objective 1.2: Development of facilities and services										
Strategy 1.2.1: Pursue land acquisition and development in accord with City Plan's Land Use policies and objectives		Operations						G, E	5.1.4, 5.4.3	A12, O14, O17, O18, O26, M1
Strategy 1.2.2: Creation of site master plans for each of the city's parks		Development						G, E	1.4.5, 1.2.6	A10, O1-O27
Strategy 1.2.3: Incorporate the principle of landscape design in all development , public spaces, park and greenways		Operations						G	1.2.2	O1-O27, A17
Strategy 1.2.4: Use needs assessment, standards and community feedback on all development and planning of future parks		Operations						G	3.1.3, 3.1.8	O1-O27
Strategy 1.2.5: Develop a user-friendly registration policy that is accessible to the widest range of our diverse community		IT / Operations						G, E	2.3.6	A18, A10
Strategy 1.2.6: Assess feasibility of universal access and design for all park facilities and properties		Operations						G	1.2.2, 3.1.2	O1-O26, A16



South Bend Plan Recommendations		Responsibility	Timing					City Admin Directives	Linkage	Key Issue Matrix
Objective 1.3: Improve Trails Connections and Connectivity			2014	2015	2016	2017	2018			
Strategy 1.3.1: Seek out ways to continue to develop and link up greenways, pathways, and park properties as part of alternative transportation and leisure routes	Development							G, E	1.3.2, 3.6.4	P11, M4
Strategy 1.3.2: Enact System-wide Priority Trail Improvements	Operations							G, E	1.3.1, 3.6.4	P11, M4
Objective 1.4: Improve Capacity for Maintenance										
Strategy 1.4.1: Provide adequate resources to increase staff, supplies and capital to meet demands	Operations							B, G, E		A1, A6, M1
Strategy 1.4.2: Implement new facilities management software program	Operations							G, E	1.1, 1.5	A7, A8, M2, A11
Strategy 1.4.3: Provide continuing education and training opportunities to update staff on latest safety and skills.	Operations							G	4.2	A10, P1-P16, S1-S4
Strategy 1.4.4: Develop listing of programs available for volunteer and organization partnerships for maintenance related items	IT / Operations							G	2.3.10, 7.1.6	P1, A13, A14
Strategy 1.4.5: Potential reduction of park properties (Newman Center, Ponader Park)	Operations							G	1.2.2	A1, A7, A18
Objective 1.5: Maintain an inventory of all park assets including condition, deferred maintenance, and life cycle replacement schedules										
Strategy 1.5.1: Include GIS geo-coding and link in with City GIS system. Continue to update information	IT / Development							G	1.1, 1.4, 1.5, 2.3.5	A8
Strategy 1.5.2: Incorporate with facility management software	IT							G	1.1, 1.4, 1.5	A7, A8
Strategy 1.5.3 Conduct routine on-site park inspections	Operations							G	1.4	S2



South Bend Plan Recommendations		Responsibility	Timing					City Admin Directives	Linkage	Key Issue Matrix
			2014	2015	2016	2017	2018			
Goal #2 -Increase Resources to Meet Community Needs										
Objective 2.1: A fiscal management strategy that creates and continually improves sound fiscal policies										
Strategy 2.1.1: Fiscal management team will operate to identify multiple types of alternative funding	Finance						E	2.1	A1	
Strategy 2.1.2: As part of an annual evaluation, determine fiscal successes and short-comings documenting each program and implementing changes	Finance						E	7.4, 7.6.1	A1	
Strategy 2.1.3: Maximize the opportunities for cooperative purchasing both inside the department	Finance / IT						E	2.2.7	A1	
Strategy 2.1.4: Internally, use cross promotion, one area of park programming promoting another	Operations						E	6.3	A1, A3	
Strategy 2.1.5: Establish seeking, researching and writing grants as a core component of the Development and Marketing Division	Development						E		A1	
Objective 2.2: Develop alternative (non-tax) sources of revenue										
Strategy 2.2.1: Goal: 30% of all Department operations expense to be derived from non-tax sources	Finance						E		A1	
Strategy 2.2.2: Goal: 30% of park budget revenue to come from fee-based programming	Operations						E		A1, A18	
Strategy 2.2.3: Identify and develop sponsorship opportunities	Development						E	3 (ALL)	A13	
Strategy 2.2.4: Maximize partnership operations	Development						E	3 (ALL)	A3, A5,A13	
Strategy 2.2.5: Develop and utilize local service organizations	Operations						E		A3, A5, A13	
Strategy 2.2.6: Partner with South Bend Park Foundation to solicit and handle bequests	Development						E		A1, A13	



South Bend Plan Recommendations	Responsibility	Timing					City Admin Directives	Linkage	Key Issue Matrix
		2014	2015	2016	2017	2018			
Strategy 2.2.7: Use of exclusivity contract for products (within purchasing policy guidelines) for financial contributions	Development						E	2.1.3	A1
Strategy 2.2.8: Partnership with N.F.P. support organizations for capital projects and fund-raising (Zoological Society, Botanical Society, Park Foundation, etc.)	Operations						E	3.2.2	A13
Strategy 2.2.9: Completion and quarterly update to a Marketing Plan for the Department targeting and addressing sponsorship needs	Development						G, E	6 (ALL)	A3, A13
Strategy 2.2.10: Maintain comprehensive volunteer program. This will include recruiting, organizing, training, tracking, utilization and recognition through the assignment of a staff Volunteer Coordinator.	Development						E	1.4.4, 7.1.6	A14
Objective 2.3: More Effective Use of Technology									
Strategy 2.3.1: Collaborate with other City department to ensure seamless and instant communication	Finance / IT						G, E	5.1.5	A1
Strategy 2.3.2: Mobile devices for quicker on-site data entry	IT / Operations						G, E		A10
Strategy 2.3.3: Transition to digital archiving	Operations						G		A10
Strategy 2.3.4: Expand use of webinar for less expensive conferencing and training	Operations						G, E		A10
Strategy 2.3.5: Complete integration of park inventory and services with GPS services	Development / IT						G	1.5.1	A7, A8
Strategy 2.3.6: Expansion of online registration programs and opportunities	IT						B, G	1.2.5	A8, A10
Objective 2.4: Effective Use of Energy and Resources									
Strategy 2.4.1: Promote and align the Department with environmental stewardship	Operations						G	1.1.2	A9, A13, P13



South Bend Plan Recommendations	Responsibility	Timing					City Admin Directives	Linkage	Key Issue Matrix
		2014	2015	2016	2017	2018			
Strategy 2.4.2: Annual experimental demonstration project highlighting an energy saving technique within Department operations	Operations						E	1.1.2	A10, P13
Strategy 2.4.3: Lighting (required purchase of energy-efficient lighting and evaluation of motion detector or timing switches for facilities)	Operations						E		A1, P13
Strategy 2.4.4: Fleet - (asses alternative fuel options)	Maintenance						E		A1, P13
Strategy 2.4.5: Partnership with/ Public Works for Combined Sewer Outflow	Operations						E		A1, A12, P13
Strategy 2.4.6: Ongoing retrofit to upgrade to higher efficiency for department wide HVAC systems	Operations						E		A1, A7, A12, P13
Strategy 2.4.7: Use of recycled materials available and practical for all construction projects (LEED)	Maintenance						E		A1, P13
Strategy 2.4.8: Encourage the use of renewable energy technology in all developments	Maintenance						E		A1, P13
Strategy 2.4.9: Create a water-use tracking and conservation program for park properties and facilities	Finance						E		A1, P13



South Bend Plan Recommendations		Responsibility	Timing					City Admin Directives	Linkage	Key Issue Matrix
Goal #3 - Form Strategic Partnerships			2014	2015	2016	2017	2018			
Objective 3.1: Reinforce existing partnerships										
Strategy 3.1.1: Encourage and document staff involvement in civic and service organizations	Operations							G	5.3	A10
Strategy 3.1.2: Utilized civic and service organizations for development of strategic partnerships	Development							G	2.2.8, 5.3	A13
Strategy 3.1.3: Solicit and develop neighborhood partnerships	Development							G	1.2.4, 5.4, 6.4	A4, A13
Strategy 3.1.4: Include church groups and organizations where missions overlap	Development							G	5.3.2	A4, A13
Strategy 3.1.5: Provide links on Departments website and social media accounts to partnership services in outreach efforts to assist the public in connecting to these providers	Development							G	6.1	A4, A5, A13
Strategy 3.1.6: Develop partnerships to assist in providing or enhancing services and programs at the community centers	Operations							G, E	3.4.4	A13, P1-P16, F1
Strategy 3.1.7: Review and evaluate the benefits of a Citizen Advisory Board for each suitable component of the Department	Operations							G		A13
Strategy 3.1.8: Provide opportunities for collaboration with the general public, including youth and seniors, in the planning, design, maintenance, and program selection of parks, facilities and programs	Operations							G	1.2.4, 3.2.1	A4, A5



South Bend Plan Recommendations	Responsibility	Timing					City Admin Directives	Linkage	Key Issue Matrix
		2014	2015	2016	2017	2018			
Strategy 3.1.9: Partner with realtors, businesses, and community groups to promote the strengths and benefits of the park systems, promoting the benefits to the community	Development						G	5.2	A3, A5
Objective 3.2: Expand partnerships with other service providers									
Strategy 3.2.1: Reinforce partnerships, joint services and goals with South Bend Community School Corporation	Operations						G, E	3.1.8, 3.2.5, 3.7.1	A13, P7
Strategy 3.2.2: Develop a comprehensive list of services offered in the community through potential partnership organizations	Operations						B, G		A13
Strategy 3.2.3: Further develop current mailing list of other service providers and partners and send out ongoing program information	Operations						G		A3
Strategy 3.2.4: Conduct regularly schedule meeting with Chamber of Commerce and the C.V.B. to update them of park issues, activities and benefits to the community	Marketing						G	5.1.6	A4, A13
Strategy 3.2.5: Develop strong partnerships with schools, colleges/universities, private organizations, and neighboring jurisdictions to provide adequate recreation facilities and programs to the community.	Operations						G	3.2.1, 3.7.1	A13, P7
Objective 3.3: Continue to Assess Public/Private Partnerships within the Park System									
Strategy 3.3.1: Monitor existing public/private partnerships and measure overall effectiveness and community benefits	Operations						G	7.1	A13
Strategy 3.3.2: Evaluate system for favorable options for possible partnerships	Operations						G		A1



South Bend Plan Recommendations		Responsibility	Timing					City Admin Directives	Linkage	Key Issue Matrix
			2014	2015	2016	2017	2018			
Objective 3.4: Focus on senior and youth population's needs										
Strategy 3.4.1: Expand Senior programming opportunities to more diverse locations throughout the community	Operations						G		A13, P3	
Strategy 3.4.2: Provide opportunities and support for people of all abilities	Operations						B, G	1.2.2, 1.2.6, 3.12.1	A13, A16	
Strategy 3.4.3: Develop new programs or enhance existing ones that provide alternative and non-stereotypical programming through the community	Operations						G		P1-P16	
Strategy 3.4.4: Implement Job Corps programs to mentor	Operations						G	3.1.6, 3.10.6	P8	
Objective 3.5: Encourage sustainable environmental practices										
Strategy 3.5.1: Continue to provide educational information to the public on the importance of trees and urban forestry in partnership with the Tree City USA program and <i>Cool City</i>	Forestry						G		A2	
Strategy 3.5.2: Work in partnerships to provide the necessary succession tree planting to meet the Urban Forestry Canopy recommendations for the City	Operations						G		A2, A13	
Strategy 3.5.3: Provide information to the public on the how ecosystems work and humans place and responsibility in protecting the environment	Operations						G	1.1.2	A13, P2, P13	
Strategy 3.5.4: Maintain City Forestry and the tree nursery as a high priority	Operations						G		A2, P13	
Strategy 3.5.5: Develop a Master Plan for tree replacement and installation of succession plantings through out the city	Operations						G		A2	
Strategy 3.5.6: Provide, encourage and support recycling efforts within the city and park system including the use of recycling containers	Operations						G		A13, P13, P17	



South Bend Plan Recommendations	Responsibility	Timing					City Admin Directives	Linkage	Key Issue Matrix
		2014	2015	2016	2017	2018			
Strategy 3.5.7: Encourage the retention, preservation and protection of wetlands and the St. Joseph Valley Aquifer	Operations						G	1.12	A13, P13, O17
Objective 3.6: Develop partnerships dealing with Health and Wellness issues									
Strategy 3.6.1: Continue to develop opportunities and partnerships to include the Health and Fitness component of the Departments Mission in more components of operations	Recreation						G		P9
Strategy 3.6.2: Continue participation with National initiatives for health and wellness (WeCan!, Heart 'n Parks, etc.)	Recreation						G		P9
Strategy 3.6.3: Creatively promote successes from AYI both locally and nationally and strive to be a leader in this effort	Recreation / Development						G		P9
Strategy 3.6.4: Sponsor fitness clubs or offer shared resource use (Walking clubs, Bike Michiana, etc.)	Recreation						G	1.3	P9, P10
Strategy 3.6.5: Create partnerships with health care community to educate the uninsured or underserved populations on proper health care and healthy living	Operations						G		A13, P9
Strategy 3.6.6: Partner on the dissemination of information to parents with infants and to seniors on the importance of immunizations	Operations						G		A13, P9
Strategy 3.6.7: Partner with healthcare programs that support and educate the public about preventive screening	Operations						G		A13, P9
Objective 3.7: Work with Universities and Schools to develop innovative programming									
Strategy 3.7.1: Develop internship programs provide job and workskill development	Development						G	3.2.1, 3.2.5	P8



South Bend Plan Recommendations	Responsibility	Timing					City Admin Directives	Linkage	Key Issue Matrix
		2014	2015	2016	2017	2018			
Strategy 3.7.2: Create working relationships to develop Mentoring opportunities to engage community by introducing alternative sports	Development						G		P6, P8
Strategy 3.7.3: Provide reciprocal access agreement for cooperative use	Development						G		A13, P10
Strategy 3.7.4: Provide access for community service projects	Development						G		P10
Objective 3.8: Enhance partnership with the Art and Entertainment sectors									
Strategy 3.8.1: Strengthen partnership to enhance and expand upon successful concert series at Chris Wilson Pavilion and at Seitz Park	Operations						G		P12
Strategy 3.8.2: Actively pursue additional music and performing arts venues to other parts of the city	Operations						G, E		P12
Strategy 3.8.3: Actively pursue additional partnerships to expand upon the arts and entertainment events and activities through the community	Development						G, E		P12
Strategy 3.8.4: Build upon current community wide energy related to the City's arts and entertainment public and private initiatives. Engage community to develop engaging collaborations with the various groups in the community.	Development						G, E		A13, P12
Strategy 3.8.5: Expand, through partnerships, the use of parks and park facilities as public art and culture space throughout the city.	Development						G, E		A13, P10, P12
Objective 3.9: Provide information, resources and services to educate our community									
Strategy 3.9.1: Use programs and create partnerships to educate the community about natural history	Operations						G		A13, P2



South Bend Plan Recommendations	Responsibility	Timing					City Admin Directives	Linkage	Key Issue Matrix
		2014	2015	2016	2017	2018			
Strategy 3.9.2: In partnerships, provide education about the City's geographic region and outstanding features	Operations						G		P2, A13
Strategy 3.9.3: The Department should be involved in partnerships to educate the community about the local history and its preservation	Operations						G		P2, A13
Objective 3.10: Partner to take an active role in the teaching and fostering of life skills to all segments of the population									
Strategy 3.10.1: Maintain a Drug Awareness program in partnership arrangements	Operations						G		A13
Strategy 3.10.2: Partner and promote services teaching good nutrition, activities and lifestyles	Operations						G		A13, P14
Strategy 3.10.3: Include an active partnership arrangement in the gambling and anti-smoking education components of programming	Operations						G		A13
Strategy 3.10.4: Mentoring programs for character development and life-skills development	Operations						G		A13, P8



South Bend Plan Recommendations	Responsibility	Timing					City Admin Directives	Linkage	Key Issue Matrix
		2014	2015	2016	2017	2018			
Strategy 3.10.5: Support vocational education, continuing education and workforce development skills through department services	Operations						G	3.4.4	A13, P8
Objective 3.11: Be an active component in safety education, and emergency preparedness within our community									
Strategy 3.11.1: Continue with and support water safety programs (<i>Lifeguard, WSI, Jr. Lifeguards, River Rescue, etc</i>)	Recreation						G		A13, P1
Strategy 3.11.2: Partner with medical, governmental, and nonprofit entities for department facilities or resources to be available for disaster preparedness	Operations						G		A13
Strategy 3.11.3: Collaborate with other organizations to maintain emergency plans for natural disasters, epidemics, hazardous spills and acts of terrorism	Operations						G		A13
Goal 3.12: Especially with focus on universal access and design for all park facilities and properties									



South Bend Plan Recommendations	Responsibility	Timing					City Admin Directives	Linkage	Key Issue Matrix
		2014	2015	2016	2017	2018			
Strategy 3.12.1: Park involvement with partnerships to promote and transform properties and facilities to be more universally accessible	Operations						G	1.2.6, 3.4.2	A13, A16



South Bend Plan Recommendations		Responsibility	Timing					City Admin Directives	Linkage	Key Issue Matrix
Goal #4 - Utilize Professional Competency and Expertise										
Objective 4.1: Provide more effective communication and sharing of information methods										
Strategy 4.1.1: Provide quarterly presentations of updates to the Development/Marketing plan		Development						G		A3, A4
Strategy 4.1.2: Provide transparency of information to all levels of the Department for better decision making opportunities		Park's IT / Operations						B, G		A1
Objective 4.2: Orientate, train, and develop staff comprehensively										
Strategy 4.2.1: Require tours of all parks, facilities, and operations for all new full-time staff		Operations						G	1.4.3	
Strategy 4.2.2: Provide annual investment in job-cross training								G	1.4.3	
Strategy 4.2.3: Complete and distribute an employee development program for each division		Operations						G	1.4.3	
Strategy 4.2.4: Maintain support for professional development and certifications as per City policies		Operations						G	1.4.3	
Strategy 4.2.5: Encourage and foster staff involvement in professional organizations beneficial to the Department's mission		Operations						G		
Strategy 4.2.6 Create and maintain an employee incentive program (<i>through the City of South Bend's Human Resources policies</i>)		Operations						G		
Strategy 4.2.7: Encourage staff to attend professional conferences for the development of specialized expertise		Operations						G	1.4.3	
Strategy 4.2.8: Conduct an annual general safety training for all staff		Operations						G	1.1.4	S1, S2, S4
Strategy 4.2.9: Support in-service training and internship opportunities for youth		Operations						G		P7



South Bend Plan Recommendations		Responsibility	Timing					City Admin Directives	Linkage	Key Issue Matrix
			2014	2015	2016	2017	2018			
Objective 4.3: Effective leadership and constructive feedback										
Strategy 4.3.1: Continue labor/management meetings as needed		Operations						G		
Strategy 4.3.2: Develop leadership and follow-up skills (management seminars)		Operations						G		
Strategy 4.3.3: Use and track staff involvement in customer service training		Development						G		
Strategy 4.3.4: Utilize annual staff review as an effective employee development tool		Operations						G		
Objective 4.4: Foster creativity and innovation										
Strategy 4.4.1: Provide opportunities for regular Brainstorming sessions specifically targeted towards current trends in the field, new ideas and concepts, and fresh identified opportunities by Division		Operations						G		A10
Strategy 4.4.2: Utilize professional organizations and partnerships to develop new concepts and new operations templates		Operations						G		A10
Strategy 4.4.3: Require engagement and participation with other peer organizations		Operations						G		A10
Objective 4.5: Conduct on-going trend analysis to position for future needs										
Strategy 4.5.1: Gather on-going national and local trend data from other professional organizations, publications, web-searches, social media, partner organizations		Development						G		A10
Strategy 4.5.2: Conduct regularly scheduled public feedback opportunities and include input gathered into trend analysis		Development						G	7	A10



South Bend Plan Recommendations	Responsibility	Timing					City Admin Directives	Linkage	Key Issue Matrix
		2014	2015	2016	2017	2018			
Strategy 4.5.3: Use trending information in all annual evaluation of park services and programs as part of the review process	Operations						G	7	A10



South Bend Plan Recommendations		Responsibility	Timing					City Admin Directives	Linkage	Key Issue Matrix
			2014	2015	2016	2017	2018			
Goal#5 - Impacting Public Policy										
Objective 5.1: Recommend park department participation in future planning related to facilities and parks										
Strategy 5.1.1: Annually present at least one Board of Park Commissioner’s meeting the overall Mission and impact of the Department		Development						G	7.6.2	A3, A4, A5
Strategy 5.1.2: Present Annual Report to the City Common Council		Operations						G		A4, A5
Strategy 5.1.3: Increased relationships and coordination with local park agencies (Roundtable Meetings, collaboration with St. Joseph County Parks, IPRA Northern District, etc.)		Operations						G		A5
Strategy 5.1.4: Actively participation in planning and public policy decisions with all Departments		Operations						G	1.2.1, 2.3.1	O1, O2, O3, O26
Strategy 5.1.5: Through park representation at city management team forums and task forces		Operations						G	6.2.2, 6.2.3	O26, P13, S1, S4
Strategy 5.1.6: Have an assigned liaison and active rapport with the Chamber of Commerce, the CVB, and DTSB		Development						G	3.2.4	A4, A5
Objective 5.2: Professional Involvement in the Field										
Strategy 5.2.1: Align with professional organizations for promotion of standards and shared missions (USTA, ASA, PGA, IPRA, NRPA, etc.)		Operations						G	3.1.9	A10
Strategy 5.2.2: Create regular publication material for periodicals and magazines that pertain to our core issues (i.e. Health and Wellness, Profile (IPRA), etc.)		Operations						G		A5
Objective 5.3: Not-For-Profit Citizen Organizations										
Strategy 5.3.1: Encourage staff to be active members of civic organizations		Operations						G	3.11	A5



South Bend Plan Recommendations	Responsibility	Timing					City Admin Directives	Linkage	Key Issue Matrix
		2014	2015	2016	2017	2018			
Strategy 5.3.2: Become involved, as a Department, in not-for-profit service agencies to share impact on public issues (IV1, etc.)	Operations						G	6.4.2, 3.11, 3.14	A4, A5
Objective 5.4: Be Involved in Neighborhood Development									
Strategy 5.4.1: Staff from operation that are local to the neighborhoods should attend at least biannually	Operations						G	3.1.3	M2, A4, A5
Strategy 5.4.2: Public meeting use to receive feedback, convey Mission, and develop better local community connections	Development						G	3.1.3	A4, A5
Strategy 5.4.3: Park involvement with redevelopment agents and other city operations in neighborhood and development projects	Operations						G	3.1.3, 1.2.1	M1



South Bend Plan Recommendations	Responsibility	Timing					City Admin Directives	Linkage	Key Issue Matrix
		2014	2015	2016	2017	2018			
Goal #6 - Communicate the Vision									
Objective 6.1: Utilize electronic media to reach and inform the community									
Strategy 6.1.1: Structure Departments website to be more informative, easy to navigate, and reflect the mission of the Department	Park's IT / Development	\$13,000	\$13,000	\$13,000	\$13,000	\$13,000	B, G	3.1.5	A4, A5, A3
Strategy 6.1.2: Link website to other Social Networking sites for additional outreach	Park's IT / Development						G		A3, A4, A5
Strategy 6.1.3: Maintain an easily accessible calendar of events and activities on-line	Park's IT / Development						G		A3
Strategy 6.1.4: Use targeted program and service information through e-mail and listserve ab	Park's IT / Development						G, E		A3
Objective 6.2: Continue to reinforce Mission with Department staff									
Strategy 6.2.1: Emphasize the Mission and Department goals and objectives in every orientation, including staff and volunteers	Operations						G		A3
Strategy 6.2.2: Reinforce staff understanding of Department's Mission, goals and objectives during annual department-wide reviews	Operations						G	7.1.3	A3
Strategy 6.2.3: Reinforce and enhance relationships and communications with other City Departments	Operations						G	5.1.4, 5.1.5	A3
Objective 6.3: Increase marketing and business development capabilities									
Strategy 6.3.1: Posting of Vision Framework at all parks points of contact with the Department	Operations						G	2.1.4	A3
Strategy 6.3.2: Include Mission, goals and objectives on all promotion print, social media posting, and media distributions	Park's IT / Development						G		A3
Strategy 6.3.3: Include staff with appropriate expertise for each specialized presentation	Operations						G		A3



South Bend Plan Recommendations	Responsibility	Timing					City Admin Directives	Linkage	Key Issue Matrix
		2014	2015	2016	2017	2018			
Strategy 6.3.4: Develop Strategic Marketing Plan for promotion of Departments activities, programs and Mission	Development						G	2.1.4	A3
Strategy 6.3.5: Increase public awareness of benefits of parks to the community through regularly scheduled press releases, social medial posting and media distributions	Development						G	6.1	A3, A5
Strategy 6.3.6: Update signs for all park properties	Operations						G		O27, A3
Strategy 6.3.7: Further develop Activity Calendar to emphasize Mission, goals, objectives, programs and events to the community	Development						G		A3
Strategy 6.3.8: Develop strategic partnerships and collaborations to promote Department's Mission, goals and objectives	Development						G	3 (ALL)	A3, P13, P12, P14, P15
Objective 6.4: Further develop a community-wide campaign to increase awareness of the SBPRD mission and value of parks									
Strategy 6.4.1: Provide regularly scheduled informational presentations to neighborhood associations and partnership organizations	Development						G	3.1.3, 5.4	M2, A3
Strategy 6.4.2: Provide informational presentations to civic groups, philanthropic organizations, and professional organizations	Development						G	5.3	A3



South Bend Plan Recommendations		Responsibility	Timing					City Admin Directives	Linkage	Key Issue Matrix
Goal #7 - Demonstrating Results										
Objective 7.1: Display effectiveness of the programs in attaining their stated objectives to benefit the community										
Strategy 7.1.1: Create an internal databases listing all sponsors, programs, activities, and schedules	Parks's IT / Development							G	3.3.1	A1
Strategy 7.1.2: Maintain and continually update internal databases	Parks's IT / Development							G		A1
Strategy 7.1.3: For each facility, program and special event, a statement of purpose, expected outcomes, revenues & expenses is to be publicly available	Operations							G	6.2.2	A1
Strategy 7.1.4: Every program will have stated goals and objectives and will have measurable ways of monitoring its success in obtaining these goals	Operations							G		A1, P1-P17
Strategy 7.1.5: Survey information will include marketing questions to allow the department to track and demonstrate the effectiveness of advertising strategies	Development							G		A1, A3
Strategy 7.1.6: Track budget and value-added services from volunteer operations	Development							G, E	1.4.4, 2.3.10	A1, A14
Strategy 7.1.7: Every program, operation and facility is to have a documented annual review of its success in achieving its stated objectives	Operations							G		A1, O1-O27
Objective 7.2: Track and refine expenses and revenues										
Strategy 7.2.1: After review of each facility, program or special event is to be done annually, contrasting and comparing actual results with those anticipated, documentation and correction will be done for the next year's projections	Finance							G		A1
Objective 7.3: Address the community's needs										
Strategy 7.3.1: Every program and facility is to have an evaluation from the user's perspective	Operations							G		A18, A17



South Bend Plan Recommendations	Responsibility	Timing					City Admin Directives	Linkage	Key Issue Matrix
		2014	2015	2016	2017	2018			
Strategy 7.3.2: Track, maintain and use the customer feedback survey data to improve and evaluate programs, facilities, and services	Operations						G		P1-P17, O1-O26, A1
Strategy 7.3.3: Produce a quarterly report, analyzing all web-comments and feedback from surveys for self-improvement	Development						G		M1, M2
Strategy 7.3.4: Develop a “needs assessment” document based on the services currently offered in the community, recognized trends, national standards and public feedback	Operations						G		P1-P17
Strategy 7.3.5: At least once a year, evaluate these identified needs and try to implement improvements in our offerings to address them	Operations						G		P1-P17
Strategy 7.3.6: Assign staff responsible for follow-ups with individuals and groups for all comments or feed-back that must be addressed and to document	Development						G		
Strategy 7.3.7: Implement a secret “shopping” of our programs and services	Development						G		
Objective 7.4: Evaluate Economic Impact									
Strategy 7.4.1: Gather and collate research studies showing the economic impact of park operations (Chamber/CVB, Universities (ND, IUSB), professional organizations (NRPA, etc.)	Operations						E	2.1.2	A1, A10
Strategy 7.4.2: Develop “impact surveys” for appropriate facilities, events and services showing gate attendance, out-of-community draw and revenue brought to the area	Development						E	2.1.2	A1



South Bend Plan Recommendations	Responsibility	Timing					City Admin Directives	Linkage	Key Issue Matrix
		2014	2015	2016	2017	2018			
Objective 7.5: Create Benchmarks									
Strategy 7.5.1: Maintain up-to-date comparisons of similar operations and successful peer systems and programs. Solicit peer plans, policies, etc., and maintain a reference library	Operations						G	3.1.6	A1
Strategy 7.5.2: Provide and track wellness assessments for users of the fitness components	Recreation						G	3.6	P9
Strategy 7.5.3: Maintain and document the high standards of CAPRA National Accreditation for the department	Operations						B, G, E		ALL
Strategy 7.5.4: Utilize a strategic fiscal program that uses identifiable internal and external benchmarks - tie to Strategic Planning Process	Finance						B, G, E	2.1	A1
Objective 7.6: Reporting									
Strategy 7.6.1: Annual Report will contain impact information on economics, youth development and strategic issues	Operations						G	2.1.2	A1-A18
Strategy 7.6.2: Board of Park Commissioners meetings will include reports on status and progress on Strategic issues	Operations						G	5.1.1	ALL
Strategy 7.6.3: News releases and media alerts will include impact statements and statistics	Development						G	6.3.6	ALL
Strategy 7.6.4: The web-site will include impact and Strategic issues data	Operations						B, G		ALL
Strategy 7.6.5: Public Outreach and focus meetings will include impact and benefits to the community in presentations	Operations						G		ALL
Strategy 7.6.6: Maintain a public record of all involvement with professional organizations by staff and positions held.	Operations						G		A3, A5



South Bend Plan Recommendations	Responsibility	Timing					City Admin Directives	Linkage	Key Issue Matrix
		2014	2015	2016	2017	2018			
Strategy 7.6.7: Maintain a public record of all professional certifications held by staff.	Operations						G		A3, A5
Strategy 7.6.8: Document and demonstrate the complete orientation of staff	Operations						G	4.0	

D. PARKS AND RECREATION MAINTENANCE COST

The following tables represent maintenance, repairs, and items for facilities, parks, golf, fleet, and IT that are either needed or are considered deferred maintenance. The listed items have been identified through thorough site visits inspections to each of the facilities and park, from the public input sessions from this master plan process, public comments from CityVoice, or are ongoing maintenance needs that have not been addressed due to funding constraints. There has been a significant effort put forth during this process to identify the necessary needs and upgrades to ensure that the Level of Service expected by the community is met.

The costs of the items listed are not whole sale capital projects and are considered expenses that are above the current budget process. Additional funds above the adopted Park Department budget are needed to ensure that the identified top priority of Maintain What We have is meet.



PARKS AND RECREATION MAINTENANCE COSTS

	2014	2015	2016	2017	2018	2019	Funding Source	Priorities
FACILITIES								
CHARLES BLACK CENTER								
Replace AC units (2 left)		\$ 5,500					201	A
Roof repairs		\$ 7,000					201	A
New gym floor		\$ 40,000					201	A
Gym painted			\$ 7,500				201	B
Storage		\$ 12,000					201	A
New windows in game room		\$ 13,000					201	A
Kitchen remodel			\$ 8,500				201	B
New front doors		\$ 8,000					201	A
Continue sidewalk to senior bldg entry		\$ 3,000					201	A
New air handlers in gym		\$ 85,000					201	A
Floor burnisher		\$ 2,500					201	A
New blinds for community room		\$ 10,000					201	A
Kitchen freezer		\$ 1,500					201	A
Scoreboard for gymnasium		\$ 10,000					201	A
Tables and chairs		\$ 5,000					201	A
New sign		\$ 12,000					201	A
EAST RACE								
Restroom building			\$ 125,000				201	A
HOWARD PARK SENIOR CENTER								
New roof		\$ 20,000					201	A
Add heating and AC		\$ 10,000					201	A
Add water heaters		\$ 3,000					201	A
Upgrade exterior lighting			\$ 12,000				201	B
*Renovate restroom / enlarge concessions		\$ 37,000					201	A
Upgrade exterior lighting							201	A



PARKS AND RECREATION MAINTENANCE COSTS							
	2014	2015	2016	2017	2018	2019	Priorities
LEEPER TENNIS CENTER							
Move concessions to storage area			\$ 10,000			201	B
Remodel locker rooms			\$ 10,000			201	B
MAINTENANCE - 1020 HIGH STREET							
New garage doors (3)		\$ 12,000				201	A
AC service		\$ 5,000				201	A
Replace heaters in large garage		\$ 10,000				201	A
New carpet in offices				\$ 6,500		201	A
MARTIN LUTHER KING CENTER							
Replace AC units (3)		\$ 10,000				201	A
Garage for vans (3 door)		\$ 50,000				201	A
Install new ceiling fans for gym		\$ 10,000				201	A
New front sliding doors			\$ 25,000			201	B
Repair of gym floor		\$ 5,000				201	A
New powered bleachers				\$ 27,500		201	B
New sidewalk up to facility doors		\$ 12,500				201	A
Floor burnisher				\$ 2,500		201	A
O'BRIEN RECREATION CENTER/PARK ADMINISTRATION OFFICES							
Heating system upgrades		\$ 100,000				201	A
Update shower rooms			\$ 12,000			201	B
Update locker rooms			\$ 13,000			201	B
New carpet in board room and hallways		\$ 20,000				201	A
Storage		\$ 10,000				201	A
Update lighting		\$ 30,000				201	A
Replace fitness center flooring		\$ 20,000				201	A
Fitness equipment replacement		\$ 65,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	A
Group fitness equipment		\$ 5,000					A
Electric sign upgrade			\$ 2,500		\$ 2,500		A
Floor machine					\$ 8,000	\$ 8,000	A



PARKS AND RECREATION MAINTENANCE COSTS

	2014	2015	2016	2017	2018	2019	Funding Source	Priorities
PINHOOK PARK								
Roof repairs		\$ 3,500					201	A
New boiler and water heater		\$ 15,000					201	A
New plumbing fixtures		\$ 5,000					201	A
Floor burnisher					\$ 2,500		201	A
POTAWATOMI POOL								
New chemical doors		\$ 2,500					201	A
Replace rotted wood under roofing		\$ 3,000					201	A
Concrete replacement around sewer		\$ 2,000					201	A
RUM VILLAGE								
New roof (asphalt shingles)		\$ 20,000					201	A
Soffit and facial repairs		\$ 8,000					201	A
Replace AC system		\$ 4,500					201	A
Parking lot repairs		\$ 10,000					201	B
New carpet		\$ 4,000					201	A
Fence on Gertrude				\$ 7,500			201	B
New sign for Nature Center			\$ 4,000				201	B
GENERAL FACILITY REPAIRS								
HVAC Repairs	\$10,000	\$ 15,000	\$ 15,000	\$ 20,000	\$ 12,000	\$ 15,000	201	A
Plumbing upgrades	\$10,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	201	A
Coveleski unexpected repairs		\$ 6,000	\$ 6,000	\$ 7,000	\$ 7,000	\$ 6,000	401	A
Structural building repairs	\$10,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	201	A
Water Tank	\$7,000						201	A
Roof repairs	\$15,000			\$ 20,000	\$ 12,000	\$ 15,000	201	A
(3) freezers for concessions					\$ 1,500		201	A
(2) refrigerators (Bellville, Boehm)			\$ 1,600				201	A
Facility Maintenance Subtotal	\$ 52,000	\$ 764,500	\$ 309,100	\$ 138,000	\$ 84,500	\$ 91,000		



PARKS AND RECREATION MAINTENANCE COSTS								
	2014	2015	2016	2017	2018	2019	Funding Source	Priorities
PARKS								
BELLEVILLE SOFTBALL								
Concession upgrades		\$ 15,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	203	A
Softball improvements		\$ 40,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	203	A
CAMP AWARENESS								
New cabin			\$ 50,000				201	B
Replace section of rope course		\$ 2,000					201	A
CHARLES BLACK CENTER								
(2) Concrete picnic tables		\$ 4,200	\$ 4,200				201	A
CITY CEMETERY								
Foundation repairs at City Cemetery		\$ 15,000					730	A
Paint entrance gate at City Cemetery		\$ 2,000					730	A
EAST RACE								
Replace broken sidewalks (East Race)			\$ 10,000		\$ 10,000		405	A
Upgrade lighting along East Race		\$ 20,000		\$ 15,000		\$ 15,000	405	A
Replace fence along East Race				\$ 150,000			405	A
Paint head gate at East Race			\$ 5,000				405	A
East Race gate maintenance				\$ 50,000			405	A
East Race dam inspection		\$ 35,000					405	A
East Race Inspection					\$ 50,000		405	A
East Race rafts		\$ 10,000	\$ 10,000	\$ 6,000	\$ 6,000	\$ 6,000	405	A
East Race historical signs			\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	405	B
Concession trailer		\$ 9,000					405	A
GOLF COURSES								
Cart Path Paving		\$ 15,000	\$ 30,000	\$ 30,000			201	A
Elbel Entrance Renovations			\$ 10,000				201	A
Maintenance Paving (Elbel)				\$ 20,000			201	B



PARKS AND RECREATION MAINTENANCE COSTS								
	2014	2015	2016	2017	2018	2019	Funding Source	Priorities
Elbel Master Plan		\$ 60,000	\$ 60,000	\$ 60,000			201	B
Irrigation pond sealing (Elbel)				\$ 15,000			201	A
Perimeter Fencing (Elbel)						\$ 200,000	201	A
KENNEDY PARK								
Water Playground - New Component	\$4,000			\$ 12,000			201	A
New basketball court		\$ 40,000					201	A
MARTIN LUTHER KING CENTER								
Irrigation system for softball field				\$ 12,000			201	B
LASALLE PARK								
New volleyball court (LaSalle)			\$ 20,000				201	B
New sign for center		\$ 10,000					201	A
LEEPER PARK								
Leeper Park duck pond renovations			\$ 100,000				201	A
O'Brien Center								
Walking path through park					\$ 150,000		201	B
PLAZA PARK								
Replace broken sidewalks (Plaza Park)				\$ 10,000			201	A
Replace lighting (Plaza Park)						\$ 40,000	201	A
POTAWATOMI PARK								
Replace roof (Potawatomi)						\$ 25,000	201	A
New playground safety surfacing		\$ 15,000					201	A
New slide for diving well			\$ 15,000				201	B
Rebuild main water feature and new wading pool pump (Potawatomi)		\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	201	A



PARKS AND RECREATION MAINTENANCE COSTS							
	2014	2015	2016	2017	2018	2019	Funding Source Priorities
RIVERWALK							
West Bank boardwalk repair		\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	201 A
RUM VILLAGE							
New sign for Nature Center			\$ 4,000				201 B
New planting around Nature Center		\$ 1,000					201 A
Soil erosion repair on trails		\$ 1,000					201 A
New signs for trails and disc golf course				\$ 3,000			201 B
SEITZ PARK							
Changing room		\$ 6,000					201 A
SPECIAL EVENTS							
(2) 10X10 tents with park logo		\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	201 A
ADA ramp package for stage		\$ 11,000					201 A
GENERAL PARK REPAIRS / UPGRADES							
Ongoing parking lot crack seal / repair	\$40,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	201 A
Tennis and basketball court crack seal		\$ 50,000	\$ 50,000	\$ 50,000	\$ 25,000	\$ 50,000	201 A
Demolition of Walker Field restrooms		\$ 60,000					201 A
Re-roof pavilions		\$ 18,000	\$ 20,000			\$ 20,000	201 A
ADA issues at restrooms		\$ 12,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	201 A
ADA improvements		\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	201 A
Fence repair / replacement		\$ 25,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	201 A
Forestry equipment		\$ 9,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	405 A
Tree Replacement		\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	201 A
Concrete repairs		\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	201 A
Replace Plaza cart					\$ 10,000		201 A
GENERAL SITE FURNISHINGS & SITE REPAIRS							
40 portable benches		\$ 12,000	\$ 6,000	\$ 10,000	\$ 8,000	\$ 10,000	201 A



PARKS AND RECREATION MAINTENANCE COSTS								
	2014	2015	2016	2017	2018	2019	Funding Source	Priorities
75 picnic tables		\$ 5,625	\$ 3,000	\$ 5,000	\$ 3,000	\$ 5,000	201	A
25 playground mulch replenish	\$10,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	201	A
Playground Equipment		\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	201	A
Grills (10)		\$ 5,500		\$ 3,000		\$ 3,000	201	A
New bleachers (Marshall, LaSalle)		\$ 1,500					201	A
Walking paths (Keller, Kennedy, Boehm, Fredrickson)		\$ 60,000					201	B
Drinking fountain (1 per year)		\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	201	A
Trash Barrels (100)		\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	201	A
Recycle bin containers (9) Facilities			\$ 11,000				201	A
Recycle bin containers (10) Neighborhood Parks				\$ 12,000			201	A
Aluminum benches, pads for baseball (3 fields)		\$ 13,500		\$ 15,000		\$ 15,000	201	A
Replace older bounce house/new obstacles		\$ 16,000		\$ 9,000			201	A
Exercise equipment along Riverside Trail				\$ 10,000			201	B
4 new pavilions (Rum Village, Kennedy, MLK)		\$ 50,000	\$ 50,000				201	A
Parks Maintenance Subtotal	\$ 54,000	\$ 849,825	\$ 716,700	\$ 755,500	\$ 520,500	\$ 647,500		



PARKS AND RECREATION MAINTENANCE COSTS							
	2014	2015	2016	2017	2018	2019	Funding Source
GOLF - MAINTENANCE							
GOLF FACILITIES							
Elbel Pro/Clubhouse							
Eliminate skylights			\$ 6,000				201
Attached cart barn (20"x100')				\$ 35,000			201
Concession equipment			\$ 15,000				201
Replace windows				\$ 25,000			201
Elbel Maintenance							
Tear down existing building - construct new one (60'x100')				\$ 60,000			201
Insulated garage doors (2)				\$ 6,000			201
Demolition of existing house		\$ 3,500					201
Erskine Clubhouse							
Roof repair		\$ 3,000					201
New AC unity (2)		\$ 5,000					201
Composite decking			\$ 10,000				201
Erskine Maintenance							
Insulated garage doors (2)			\$ 6,000				201
Roof repair on rain shelter			\$ 5,000				201
Studebaker Golf							
Maintenance of existing roof		\$ 15,000					201
HVAC Repairs				\$ 6,000			201
Pro shop windows				\$ 12,000			201
Replace decking material			\$ 4,000				201
New carpet		\$ 5,000					201
Golf General Maintenance							
Building upgrades,ADA & other			\$ 20,000		\$ 15,000	\$ 15,000	201
Concession equipment			\$ 15,000				201
(2) 3/4 ton 4x4 pickup						\$ 64,000	
Greens Mowers		\$ 60,000					
Finish Mowers			\$ 70,000			\$ 44,000	
(2) Leaf Sweepers			\$ 26,000				



PARKS AND RECREATION MAINTENANCE COSTS								
	2014	2015	2016	2017	2018	2019	Funding Source	Priorities
Mower deck (Erskine)		\$ 15,000						A
Utility carts		\$ 8,000	\$ 8,000					A
Refurbish collars (Elbel)		\$ 15,000						A
Tee Box Renovations (Elbel)		\$ 10,000						A
Cart electric off peak hours		\$ 8,000						A
Tractor (Erskine)				\$ 20,000				A
(4) Leaf blowers					\$ 16,000			A
Golf Cart Fleet Lease (\$400,000 total)					\$ 90,000	\$ 90,000	201, 405	A
Golf Course Maintenance Subtotal	\$ -	\$ 147,500	\$ 185,000	\$ 164,000	\$ 121,000	\$ 213,000		



PARKS AND RECREATION MAINTENANCE COSTS							
	2014	2015	2016	2017	2018	2019	Funding Source
PARK - HEAVY AND LIGHT EQUIPMENT							
HEAVY EQUIPMENT							
Heavy Equipment Lease Purchase Program (potential lease payment)							
(2) Hi Ranger 4x4 Bucket Trucks Bed 4x4 Dump Trucks Clamp & 2.7 yd. Bucket		\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	A
(1) Single Axle Dump Truck with Snow Equipment							
Other Heavy Equipment							
Compact track loader		\$ 60,000					A
Self-contained leaf vac				\$ 50,000	\$ 50,000		A
4x4 tractor w/ mower deck							A
LIGHT EQUIPMENT							
4x4 trucks w/ plows	\$32,000	\$ 70,000	\$ 70,000	\$ 35,000	\$ 35,000	\$ 70,000	A
3/4 ton pickup w/ utility bed		\$ 30,000		\$ 25,000			A
3/4 ton 2x4 pickup truck	\$50,000				\$ 25,000	\$ 30,000	A
3/4 ton pre-owned/small bucket truck		\$ 75,000					A
(1) Full size van			\$ 25,000				A
(1) Mini-Van			\$ 22,000				A
(1) Mid-size auto						\$ 25,000	A
CNG upgrades		\$ 30,000	\$ 37,200	\$ 20,000	\$ 20,000	\$ 37,200	A
Chemical Sprayer		\$ 35,000					A
(4) Weed trimmers, (4) Backpack Blowers	\$7,000	\$ 5,000		\$ 5,000		\$ 5,000	A
Lift gate for 378		\$ 3,500					A
Backpack sprayers		\$ 5,000					A
(2) Cameras for reporting vandalism		\$ 7,000	\$ 7,000				A
(2) Trailers		\$ 2,800					A
Replace riding mowers (Plaza Park)						\$ 15,000	A
(1) Hustler Riding Mower			\$ 26,000	\$ 26,000	\$ 26,000		A
(2) Hustler Riding Mowers	\$25,000		\$ 26,000	\$ 26,000	\$ 26,000		A



PARKS AND RECREATION MAINTENANCE COSTS								
	2014	2015	2016	2017	2018	2019	Funding Source	Priorities
(4) Hustler Riding Mowers					\$ 52,000		201	A
(6) Hustler Riding Mowers		\$ 78,000					401	A
(1) Leaf Vacuum				\$ 50,000				A
4x4 tractor w/ mower deck					\$ 50,000			A
New golf utility cart for O'Brien		\$ 7,500						A
(2) 15 passenger van (MLK Center)			\$ 50,000					A
Heavy and Light Equipment Subtotal	\$ 114,000	\$ 608,800	\$ 463,200	\$ 437,000	\$ 484,000	\$ 382,200		B



PARKS AND RECREATION MAINTENANCE COSTS							
	2014	2015	2016	2017	2018	2019	Priorities
IT / TECHNOLOGY							
Supply, equipment Maintenance & Repairs	\$30,000	\$ 5,000	\$ 6,000	\$ 7,000	\$ 8,000	\$ 9,000	A
Additional Software		\$ 6,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	A
Web Maintenance / Social Media		\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	A
HP PC Leasing / Smart Devices		\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000	A
Obrien Security / Alarms / Fire alarm Updates		\$ 8,850					A
All other sites security / alarms/fire alarm updates		\$ 12,050					A
IT Maintenance Subtotal	\$ 30,000	\$ 57,900	\$ 39,000	\$ 40,000	\$ 41,000	\$ 42,000	

E. PARK BOND ANALYSIS

The following table represents possible park bond scenarios to meeting the needs of the South Bend Parks and Recreation related maintenance costs.

PARK BOND ANALYSIS							
Total Cost	\$ 250,000	\$ 2,428,525	\$ 1,713,000	\$ 1,534,500	\$ 1,251,000	\$ 1,375,700	
					Total (2015-2019)		\$ 8,302,725
\$2.5 Million Bond (Five Year)		\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	
Needed CIP funding		\$ (1,928,525)	\$ (1,213,000)	\$ (1,034,500)	\$ (751,000)	\$ (875,700)	
\$3.0 Million Bond (Five Year)		\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	
Needed CIP funding		\$ (1,828,525)	\$ (1,113,000)	\$ (934,500)	\$ (651,000)	\$ (775,700)	
\$4.0 Million Bond (Five Year)		\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000	
Needed CIP funding		\$ (1,628,525)	\$ (913,000)	\$ (734,500)	\$ (451,000)	\$ (575,700)	
\$5.0 Million Bond (Five Year)		\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	
Needed CIP funding		\$ (1,428,525)	\$ (713,000)	\$ (534,500)	\$ (251,000)	\$ (375,700)	
\$8.5 Million Bond (Five Year)		\$ 1,700,000	\$ 1,700,000	\$ 1,700,000	\$ 1,700,000	\$ 1,700,000	
Needed CIP funding		\$ (728,525)	\$ (13,000)	\$ 165,500	\$ 449,000	\$ 324,300	



F. RECOMMENDATION COST ESTIMATES AND TIMELINES

The following table includes capital projects and additional items that significantly impact the annual operational and maintenance budgets. The items shown are not listed in a precise priority order and should be implemented as resources allow or based on immediate needs that may change from year to year. All cost estimates are in 2014 figures. Funding sources listed are suggested methods of funding and can be enhanced with additional methods of funding. Overall staffing cost projections are included in the annual operational and maintenance cost estimates.

Table 20: Major Capital Improvements

RECOMMENDATION CAPITAL PRIORITIES	CAPITAL COST ESTIMATE	CAPITAL FUNDING SOURCES	ANNUAL OPERATION & MAINTENANCE COST ESTIMATE	O/M FUNDING SOURCES	2015-2019 Plan	2019-2024 Plan
Facility Capital Improvements						
Howard Park Community Center	\$ 4,000,000	Grants, TIF Funds, Bonds	N/A	General Fund		
Pinhook Recreation Center	\$ 7,000,000	Grants, TIF Funds, Bonds	N/A	TIF Funds		
Charles Black Center Expansion	\$ 3,500,000	Grants, TIF Funds, Bonds	N/A	General Fund		
Howard Park Ice Rink	\$ 1,500,000	Grants, TIF Funds, Bonds	N/A	TIF Funds		
Expand Aquatics through City	\$ 1,200,000	Grants, TIF Funds, Bonds	N/A	General Fund		
Erskine Clubhouse	\$ 850,000	Grants, TIF Funds, Bonds	N/A	General Fund		
Four Winds Field Improvements	\$ 725,000	General Fund	N/A	General Fund		
Potawatomi Zoo	\$ 400,000	Grants, TIF Funds, Bonds	N/A	General Fund		
Martin Luther King Upgrades	\$ 300,000	Grants, TIF Funds, Bonds	N/A	General Fund		
Obrien Center Upgrades	\$ 300,000	Grants, TIF Funds, Bonds	N/A	General Fund		
Storage Facility - High Street	\$ 275,000	General Fund	N/A	General Fund		
Newman Center Demolition	\$ 100,000	Grants, TIF Funds, Bonds	N/A	General Fund		
Potawatomi Conservatory	\$ 100,000	General Fund	N/A	General Fund		
Facility CIP Total	\$ 20,250,000					
Park Capital Improvements						
Howard Park Renovation	\$ 4,500,000	Grants, TIF Funds, Bonds	N/A	TIF Funds		
Miracle Park	\$ 200,000	Grants, TIF Funds, Bonds	N/A	TIF Funds		
Kennedy Park Improvements	\$ 300,000	Grants, TIF Funds, Bonds	N/A	General Fund		
Playground Upgrades	\$ 250,000	Grants, TIF Funds, Bonds	N/A	General Fund		
Dog Park (2+ Acres)	\$ 150,000	Grants, TIF Funds, Bonds	N/A	General Fund		
LaSalle Park Expansion	N/A	Grants, TIF Funds	N/A	TIF Funds		
Park CIP Total	\$ 5,400,000					
Misc. Capital Improvements						
Erskine Irrigation	\$ 550,000	Grants, TIF Funds, Bonds	N/A	General Fund		
ADA Improvements	\$ 250,000	Grants, TIF Funds, Bonds	N/A	General Fund		
East Bank Repairs	\$ 250,000	Grants, TIF Funds, Bonds	N/A	TIF Funds		
Site Master Plan for Individual Parks	\$ 125,000	Grants, TIF Funds, Bonds	N/A	General Fund		
City Cemetery	\$ 100,000	Grants, Bond, TIF Fund	N/A	General Fund		
Park Signage - City Wide	\$ 100,000	Grants, TIF Funds, Bonds	N/A	General Fund		
Master Plan for East Race	\$ 65,000	Grants, TIF Funds, Bonds	N/A	General Fund		
Trail Development - Master Plan	N/A	Grants, TIF Funds	\$1800 / mile	TIF Funds		
Lincolnway / Western Ave. Park Development	N/A	TIF Funds	N/A	TIF Funds		
Misc. CIP Total	\$ 1,440,000					
Total CIP Investment (2015-2024)	\$ 27,090,000					



VI. APPENDIX

A. APPENDIX A: GRASP® COMPOSITE VALUES LEVEL OF SERVICE ANALYSIS HISTORY AND METHODOLOGY

Analysis of the existing parks, open space, trails, and recreation systems are often conducted in order to try and determine how the systems are serving the public. A Level of Service (LOS) has been typically defined in parks and recreation master plans as the capacity of the various components and facilities that make up the system to meet the needs of the public. This is often expressed in terms of the size or quantity of a given facility per unit of population.

Brief History of Level of Service Analysis

In order to help standardize parks and recreation planning, universities, agencies and parks and recreation professionals have long been looking for ways to benchmark and provide “national standards” for how much acreage, how many ballfields, pools, playgrounds, etc., a community should have. In 1906 the fledgling “Playground Association of America” called for playground space equal to 30 square feet per child. In the 1970’s and early 1980’s, the first detailed published works on these topics began emerging (Gold, 1973, Lancaster, 1983). In time “rule of thumb” ratios emerged with 10 acres of parklands per thousand population becoming the most widely accepted norm. Other normative guides also have been cited as “traditional standards,” but have been less widely accepted. In 1983, Roger Lancaster compiled a book called, “Recreation, Park and Open Space Standards and Guidelines,” that was published by the National Park and Recreation Association (NRPA). In this publication, Mr. Lancaster centered on a recommendation “that a park system, at minimum, be composed of a core system of parklands, with a total of 6.25 to 10.5 acres of developed open space per 1,000 population (Lancaster, 1983, p. 56). The guidelines went further to make recommendations regarding an appropriate mix of park types, sizes, service areas, and acreages, and standards regarding the number of available recreational facilities per thousand population. While the book was published by NRPA and the table of standards became widely known as “the NRPA standards,” *these standards were never formally adopted for use by NRPA.*

Since that time, various publications have updated and expanded upon possible “standards,” several of which have been published by NRPA. Many of these publications did benchmarking and other normative research to try and determine what an “average LOS” should be. It is important to note that NRPA and the prestigious American Academy for Park and Recreation Administration, as organizations, have focused in recent years on accreditation standards for agencies, which are less directed towards outputs, outcomes and performance, and more on planning, organizational structure, and management processes. *In essence, the popularly referred to “NRPA standards” for LOS, as such, do not exist.* The following table gives some of the more commonly used capacity “standards” today.

Commonly Referenced LOS Capacity “Standards”



Activity/ Facility	Recommended Space Requirements	Service Radius and Location Notes	Number of Units per Population
Baseball Official	3.0 to 3.85 acre minimum	¼ to ½ mile Unlighted part of neighborhood complex; lighted fields part of community complex	1 per 5,000; lighted 1 per 30,000
Little League	1.2 acre minimum		
Basketball Youth	2,400 – 3,036 vs.	¼ to ½ mile Usually in school, recreation center or church facility; safe walking or bike access; outdoor courts in neighborhood and community parks, plus active recreation areas in other park settings	1 per 5,000
High school	5,040 – 7,280 s.f.		
Football	Minimum 1.5 acres	15 – 30 minute travel time Usually part of sports complex in community park or adjacent to school	1 per 20,000
Soccer	1.7 to 2.1 acres	1 to 2 miles Youth soccer on smaller fields adjacent to larger soccer fields or neighborhood parks	1 per 10,000
Softball	1.5 to 2.0 acres	¼ to ½ mile May also be used for youth baseball	1 per 5,000 (if also used for youth baseball)
Swimming Pools	Varies on size of pool & amenities; usually ½ to 2- acre site	15 – 30 minutes travel time Pools for general community use should be planned for teaching, competitive & recreational purposes with enough depth (3.4m) to accommodate 1m to 3m diving boards; located in community park or school site	1 per 20,000 (pools should accommodate 3% to 5% of total population at a time)
Tennis	Minimum of 7,200 s.f. single court area (2 acres per complex	¼ to ½ mile Best in groups of 2 to 4 courts; located in neighborhood community park or near school site	1 court per 2,000
Volleyball	Minimum 4,000 s.f.	½ to 1 mile Usually in school, recreation center or church facility; safe walking or bike access; outdoor courts in neighborhood and community parks, plus active recreation areas in other park settings	1 court per 5,000
Total land Acreage		Various types of parks - mini, neighborhood, community, regional, conservation, etc.	10 acres per 1,000

Sources:

David N. Ammons, *Municipal Benchmarks - Assessing Local Performance and Establishing Community Standards*, 2nd Ed., 2002

Roger A. Lancaster (Ed.), *Recreation, Park and Open Space Standards and Guidelines* (Alexandria, VA: National Recreation and Park Association, 1983), pp. 56-57.

James D. Mertes and James R. Hall, *Park, Recreation, Open Space and Greenways Guidelines*, (Alexandria, VA: National Recreation and Park Association, 1996), pp. 94-103.

In conducting planning work, it is key to realize that the above standards can be valuable when referenced as “norms” for capacity, but not necessarily as the target standards for which a community should strive. Each community is different and there are many varying factors which are not addressed by the standards above. For



example:

- Does “developed acreage” include golf courses”? What about indoor and passive facilities?
- What are the standards for skateparks? Ice Arenas? Public Art? Etc.?
- What if it’s an urban land-locked community? What if it’s a small town surrounded by open Federal lands?
- What about quality and condition? What if there’s a bunch of ballfields, but they haven’t been maintained in the last ten years?
- And many other questions....

GRASP®

In order to address these and other relevant questions, a new methodology for determining Level of Service was developed. It is called a composite-values methodology and has been applied in communities across the nation in recent years to provide a better way of measuring and portraying the service provided by parks and recreation systems. Primary research and development on this methodology was funded jointly by GreenPlay, LLC, a management consulting firm for parks, open space and related agencies, Design Concepts, a landscape architecture and planning firm, and Geowest, a spatial information management firm. The trademarked name for the composite-values methodology process that these three firms use is called GRASP® (Geo-Referenced Amenities Standards Program). For this methodology, capacity is only part of the LOS equation. Other factors are brought into consideration, including quality, condition, location, comfort, convenience, and ambience.

To do this, parks, trails, recreation, and open space are looked at as part of an overall infrastructure for a community made up of various components, such as playgrounds, multi-purpose fields, passive areas, etc. The ways in which the characteristics listed above affect the amount of service provided by the components of the system are explained in the following text.

Quality – The service provided by anything, whether it is a playground, soccer field, or swimming pool is determined in part by its quality. A playground with a variety of features, such as climbers, slides, and swings provides a higher degree of service than one with nothing but an old teeter-totter and some “monkey-bars.”

Condition – The condition of a component within the park system also affects the amount of service it provides. A playground in disrepair with unsafe equipment does not offer the same service as one in good condition. Similarly, a soccer field with a smooth surface of well-maintained grass certainly offers a higher degree of service than one that is full of weeds, ruts, and other hazards.

Location – To be served by something, you need to be able to get to it. The typical park playground is of more service to people who live within easy reach of it than it is to someone living all the way across town. Therefore, service is dependent upon proximity and access.

Comfort – The service provided by a component, such as a playground, is increased by having amenities such as shade, seating, and a restroom nearby. Comfort enhances the experience of using a component.

Convenience – Convenience encourages people to use a component, which increased the amount of service that it offers. Easy access and the availability of trash receptacles, bike rack, or nearby parking are examples of conveniences that enhance the service provided by a component.

Ambience – Simple observation will prove that people are drawn to places that “feel” good. This includes a sense of safety and security, as well as pleasant surroundings, attractive views, and a sense of place. A well-designed park is preferable to poorly-designed one, and this enhances the degree of service provided by the components within it.



In this methodology, the geographic location of the component is also recorded. Capacity is still part of the LOS analysis (described below) and the quantity of each component is recorded as well.

The methodology uses comfort, convenience, and ambience as characteristics that are part of the context and setting of a component. They are not characteristics of the component itself, but when they exist in proximity to a component they enhance the value of the component.

By combining and analyzing the composite values of each component, it is possible to measure the service provided by a parks and recreation system from a variety of perspectives and for any given location. Typically this begins with a decision on “*relevant components*” for the analysis, collection of an accurate inventory of those components, analysis and then the results are presented in a series of maps and tables that make up the GRASP® analysis of the study area.

Making Justifiable Decisions

All of the data generated from the GRASP® evaluation is compiled into an electronic database that is then available and owned by the agency for use in a variety of ways. The database can help keep track of facilities and programs, and can be used to schedule services, maintenance, and the replacement of components. In addition to determining LOS, it can be used to project long-term capital and life-cycle costing needs. All portions of the information are in standard available software and can be produced in a variety of ways for future planning or sharing with the public.

It is important to note that the GRASP® methodology provides not only accurate LOS and facility inventory information, but also works with and integrates with other tools to help agencies make decisions. It is relatively easy to maintain, updatable, and creates easily understood graphic depictions of issues. Combined with a needs assessment, public and staff involvement, program and financial assessment, GRASP™ allows an agency to defensibly make recommendations on priorities for ongoing resource allocations along with capital and operational funding.



B. APPENDIX B: MAINTENANCE AND OPERATIONS MANAGEMENT

The National Recreation and Park Association has developed a rating card for required maintenance based on the level of use and visibility of the various types of parks (i.e. Regional Park, Community Park, Pocket Park, etc.). This rating contains five maintenance mode levels which are defined as follows.

Mode I

State of the art maintenance applied to a high quality diverse landscape; usually associated with high traffic urban areas such as public squares, malls, governmental grounds or high visitation parks.

1. Turf care - Grass height maintained according to species and variety of grass. Mowed at least once every five working days but may be as often as once every three working days. Aeration as required, not less than four times per year. Reseeding or sodding as needed. Weed control should be practiced so that no more than one percent of the surface has weeds present.
2. Fertilizer - Adequate fertilization applied to plant species according to their optimum requirements. Application rates and times should ensure an even supply of nutrients for the entire year. Nitrogen, phosphorus and potassium percentages should follow local recommendations from your County Extension Service. Trees, shrubs and flowers should be fertilized according to their individual requirements of nutrients for optimum growth. Unusually long or short growing seasons may modify the chart slightly.
3. Irrigation - Sprinkler irrigated. Electric automatic commonly used. Some manual systems could be considered adequate under plentiful rainfall circumstances and adequate staffing. Frequency of use follows rainfall, temperature, seasonal length and demands of plant material.
4. Litter control - Minimum of once per day, 7 days per week. Extremely high visitation may increase the frequency. Receptacles should be plentiful enough to hold all trash generated between servicing without normally overflowing.
5. Pruning - Frequency dictated primarily by species and variety of trees and shrubs. Length of growing season and design concept also a controlling factor as are clipped hedges versus natural style. Timing usually scheduled to coincide with low demand periods or to take advantage of special growing characteristics such as low demand periods or to take advantage of special growing characteristics such as pruning after flowering.
6. Disease and Insect Control - Control program may use any of three philosophies: 1.) Preventative; a scheduled chemical or cultural program designed to prevent significant damage. 2.) Corrective; application of chemical or mechanical controls designed to eliminate observed problems. 3.) Integrated pest management; withholding any controls until such time as pests demonstrate damage to plant materials or become a demonstrated irritant in the case of flies, mosquitoes, gnats, etc. At this maintenance level the controlling objective is to not have the public notice any problems. It is anticipated at Mode I that problems will either be prevented or observed at a very early stage and corrected immediately.
7. Snow removal - Snow removal starts the same day as accumulations of ½ inch are present. At no time will snow be permitted to cover transportation or parking surfaces longer than noon of the day after the snow stops. Applications of snow melting compound and/or gravel are appropriate to reduce the danger of injury due to falls.
8. Lighting - Maintenance should preserve the original design. Damaged systems should be repaired as quickly as they are discovered. Bulb replacement should be done during the first working day after the outage is reported.
9. Surfaces - Sweeping, cleaning and washing of surfaces needs to be done so that at no time does an accumulation of sand, dirt and leaves distract from the looks or safety of the area. Repainting or restaining of structures should occur when weather or wear deteriorate the appearance of the covering. Wood surfaces requiring oiling should be done a minimum of four times per year. Stains to surfaces should be taken off within five working days. Graffiti should be washed off or painted over the next working day after application.
10. Repairs - Repairs to all elements of the design should be done immediately upon discovery provided replacement parts and technicians are available to accomplish the job. When disruption to the public might be major and the repair not critical, repairs may be postponed to a time period which is least disruptive.
11. Inspection - Inspections of this area should be done daily by a member of staff.
12. Floral plantings - Normally extensive or unusual floral plantings are part of the design. These may include ground level beds, planters or hanging baskets. Often multiple plantings are scheduled, usually at least two blooming cycles per year. Some designs may call for a more frequent rotation of bloom. Maximum care of



watering, fertilizing, disease control, disbudding and weeding is necessary. Weeding flowers and shrubs is done a minimum of once per week. The desired standard is essentially weed free.

13. Rest rooms - Not always a part of the design but where required will normally receive no less than once per day servicing. Especially high traffic areas may require multiple servicing or a person assigned as attendant.

14. Special features - Features such as fountains, drinking fountains, sculptures, speaker systems, structural art, flag poles or parking and crowd control devices may be part of the integral design. Maintenance requirements can vary drastically but for this mode it should be of the highest possible order.

Mode II

High level maintenance – associated with well developed park areas with reasonably high visitation.

1. Turf care - Grass cut once every five working days. Aeration as required but not less than two times per year. Reseeding or sodding when bare spots are present. Weed control practiced when weeds present visible problem or when weeds represent 5 percent of the turf surface. Some preemergent products may be utilized at this level.

2. Fertilizer - Adequate fertilizer level to ensure that all plant materials are healthy and growing vigorously. Amounts depend on species, length of growing season, soils and rainfall. Distribution should ensure an even supply of nutrients for the entire year. Nitrogen, phosphorus and potassium percentage should follow local recommendations from the County Extension Service. Trees, shrubs and flowers should receive fertilizer levels to ensure optimum growth.

3. Irrigation - Some type of irrigation system available. Frequency of use follows rainfall, temperature, seasonal length, and demands of plant material.

4. Litter control - Minimum of once per day, five days a week. Off-site movement of trash dependent on size of containers and use by the public. High use may dictate once per day cleaning or more. Containers are serviced.

5. Pruning - Usually done at least once per season unless species planted dictate more frequent attention. Sculptured hedges or high growth species may dictate a more frequent requirement than most trees and shrubs in natural growth style plantings.

6. Disease and Insect Control - Usually done when disease or insects are inflicting noticeable damage, reducing vigor of plant materials or could be considered a bother to the public. Some preventative measures may be utilized such as systemic chemical treatments. Cultural prevention of disease problems can reduce time spent in this category. Some minor problems may be tolerated at this level.

7. Snow removal - Snow removed by noon the day following snowfall. Gravel or snow melt may be utilized to reduce ice accumulation.

8. Lighting - Replacement or repair of fixtures when observed or reported as not working.

9. Surfaces - Should be cleaned, repaired, repainted or replaced when appearance has noticeably deteriorated.

10. Repairs - Should be done whenever safety, function, or bad appearance is in question.

11. Inspection - Inspection by some staff member at least once a day when regular staff is scheduled.

12. Floral planting - Some sort of floral plantings present. Normally no more complex than two rotations of bloom per year. Care cycle usually at least once per week except watering may be more frequent. Health and vigor dictate cycle of fertilization and disease control. Beds essentially kept weed free.

13. Rest rooms - When present should be maintained at least once per day as long as they are open to public use. High use may dictate two servicings or more per day. Servicing period should ensure an adequate supply of paper and that rest rooms are reasonably clean and free from bad odors.

14. Special features - Should be maintained for safety, function and high quality appearance as per established design.

Mode III

Moderate level maintenance – associated with locations with moderate to low levels of development, moderate to low levels of visitation or with agencies that because of budget restrictions can't afford a higher intensity of maintenance.

1. Turf care - Cut once every 10 working days. Normally not aerated unless turf quality indicates a need or in anticipation of an application of fertilizer. Reseeding or resodding done only when major bare spots appear. Weed control measures normally used when 50 percent of small areas is weed infested or general turf quality low in 15 percent or more of the surface area.



2. Fertilizer - Applied only when turf vigor seems to be low. Low level application done on a once per year basis. Rate suggested is one-half the level recommended for species and variety.
3. Irrigation - Dependent on climate. Rainfall locations above 25 inches a year usually rely on natural rainfall with the possible addition of portable irrigation during periods of drought. Dry climates below 25 inches normally have some form of supplemental irrigation. When irrigation is automatic a demand schedule is programmed. Where manual servicing is required two to three times per week operation would be the norm.
4. Litter control - Minimum service of two to three times per week. High use may dictate higher levels during warm season.
5. Pruning - When required for health or reasonable appearance. With most tree and shrub species this would not be more frequent than once every two or three years.
6. Disease and Insect Control - Done only on epidemic or serious complaint basis. Control measures may be put into effect when the health or survival of the plant material is threatened or where public's comfort is concerned.
7. Snow removal - Snow removal done based on local law requirements but generally accomplished by the day following snowfall. Some crosswalks or surfaces may not be cleared at all.
8. Lighting - Replacement or repair of fixtures when report filed or when noticed by employees.
9. Surfaces - Cleaned on complaint basis. Repaired or replaced as budget allows.
10. Repairs - Should be done whenever safety or function is in question.
11. Inspection - Once per week.
12. Floral planting - Only perennials or flowering trees or shrubs.
13. Rest rooms - When present, serviced a minimum of 5 times per week. Seldom more than once each day.
14. Special features - Minimum allowable maintenance for features present with function and safety in mind.

MODE IV

Moderately low level – usually associated with low level of development, low visitation, undeveloped areas or remote parks.

1. Turf care - Low frequency mowing schedule based on species. Low growing grasses may not be mowed. High grasses may receive periodic mowing to aid public use or reduce fire danger. Weed control limited to legal requirements of noxious weeds.
2. Fertilizer - Not fertilized.
3. Irrigation - No irrigation.
4. Litter control - Once per week or less. Complaint may increase level above one servicing.
5. Pruning - No regular trimming. Safety or damage from weather may dictate actual work schedule.
6. Disease and Insect Control - None except where epidemic and epidemic condition threatens resource or public.
7. Snow removal - None except where major access ways or active parking areas dictate the need for removal.
8. Lighting - Replacement on complaint or employee discovery.
9. Surfaces - Replaced or repaired when safety is a concern and when budget is available.
10. Repairs - Should be done when safety or function is in question.
11. Inspection - Once per month.
12. Floral plantings - None, may have wildflowers, perennials, flowering trees or shrubs in place.
13. Rest rooms - When present, five times per week.
14. Special features - Minimum maintenance to allow safe use.

Mode V

High visitation natural areas – usually associated with large urban or regional parks. Size and user frequency may dictate resident maintenance staff. Road, pathway or trail systems relatively well developed. Other facilities at strategic locations such as entries, trail heads, building complexes and parking lots.

1. Turf care - Normally not mowed but grassed parking lots, approaches to buildings or road shoulders, may be cut to reduce fire danger. Weed control on noxious weeds.
2. Fertilizer - None.
3. Irrigation - None.



4. Litter control - Based on visitation, may be more than once per day if crowds dictate that level.
5. Pruning - Only done for safety.
6. Disease and Insect Control - Done only to ensure safety or when problem seriously discourages public use.
7. Snow removal - One day service on roads and parking areas.
8. Lighting - Replaced on complaint or when noticed by employees.
9. Surfaces - Cleaned on complaint. Repaired or replaced when budget will permit.
10. Repairs - Done when safety or function impaired. Should have same year service on poor appearance.
11. Inspection - Once per day when staff is available.
12. Floral planting - None introduced except at special locations such as interpretive buildings, headquarters, etc. Once per week service on these designs. Flowering trees and shrubs, wildflowers, present but demand no regular maintenance.
13. Rest rooms - Frequency geared to visitor level. Once a day is the common routine but for some locations and reasons frequency may be more often.
14. Special features - Repaired whenever safety or function are a concern. Appearance corrected in the current budget year.

Mode VI

Minimum maintenance level – low visitation natural area or large urban parks that are undeveloped.

1. Turf areas - Not mowed. Weed control only if legal requirements demand it.
2. Fertilizer - Not fertilized.
3. Irrigation - No irrigation.
4. Litter control - On demand or complaint basis.
5. Pruning - No pruning unless safety is involved.
6. Disease and Insect Control - No control except in epidemic or safety situations.
7. Snow removal - Snow removal only on strategic roads and parking lots. Accomplished within two days after snow stops.
8. Lighting - Replacement on complaint basis.
9. Surfaces - Serviced when safety is consideration.
10. Repairs - Should be done when safety or function is in question.
11. Inspection - Once per month.
12. Floral plantings - None.
13. Rest rooms - Service based on need.
14. Special features - Service based on lowest acceptable frequency for feature. Safety and function interruption a concern when either seem significant.





