

MASTER PLAN

2019-2028



FOREWORD

The goal of the 2019 Parks and Recreation Master Plan is to provide a concise and user-friendly roadmap that will incorporate the community's values to assist the City with decision-making regarding key issues for the next 10 years. PROS Consulting, INC. a parks and recreation management and consulting firm based in Indianapolis, Indiana, developed the plan for the City and provided the following recommendations based upon publicly-driven input as obtained and analyzed throughout 2018.

This plan details the current state of the system while projecting focus areas based on a comprehensive assessment of community priorities and values for a ten-year planning horizon. This plan sought community input to identify their visions and expectations for the future of the Parks and Recreation System. Community input was received via focus groups, key leader and stakeholder interviews, open public forums, a community online open survey, a multi-lingual crowd-sourcing website (www.playroanoke.com), and a statistically-valid survey process. The information gathered from the community engagement process was combined with technical research to produce the final Master Plan as described within this Executive Summary.

This plan establishes recommendations for the parks and recreation services for the City of Roanoke to achieve the vision the community has as well as to achieve greater financial sustainability without sacrificing the value of the park assets and amenities or reducing the level of experiences and services available to users.



ACKNOWLEDGEMENTS

CITY OF ROANOKE

The Citizens of Roanoke

The City of Roanoke is grateful for the hundreds of citizens and visitors that assisted in this process by taking the time to fill out and submit surveys, attend public meetings, and contribute through our online feedback methods of engagement. The results herein in this Executive Summary represent the needs and priorities for the Parks and Recreation System of the City of Roanoke. Once adopted, this work shall be included within the City's Comprehensive Plan, which will serve as the guiding principles for Roanoke's future.

Roanoke City Council

Sherman P. Lea, Mayor
Joseph L. Cobb, Vice Mayor
William D. Bestpitch
Michelle L. Davis
Djuna L. Osborne
Anita J. Price
Patricia White-Boyd

Planning Commission

James E. Smith, Chair
Karri B. Atwood
Sarah Glenn
Kermit "Kit" Hale
Lora J. Katz
Frank Martin, III
Pamela Smith

Parks and Recreation Advisory Board

Pete Eshelman, Chair
Joshua Dietz, Vice Chair
Chris Bryant
Melanie Crovo
Lauren Hartman
Matthew Kelley
William Modica
Luke Priddy
Jared Rigby
Jerome Stephens
Sue Williams

City Manager's Office

Robert S. Cowell, Jr., City Manager
R. Brian Townsend, Assistant City Manager for Community Development

Parks and Recreation

Michael Clark, CPRP, Director of Parks and Recreation
Kat Andrew, Outdoor Recreation Coordinator
Marilyn Arbogast, Landscape Management Coordinator
Nicole Ashby, Business Coordinator
Patrick Boas, CPRP, Recreation Manager
Samantha Dickenson, CPRP, Athletics Coordinator
Dan Henry, Parks Manager
Stephanie Long, Marketing Coordinator
Cindy McFall, CPRP, AFO, Community Recreation Coordinator
Melida McKee, CPRP, Youth Development Coordinator
Michelle Phoenix, Park Management Coordinator
Bill West, Urban Forestry Coordinator
Donnie Underwood, Planning and Development Administrator

CONSULTING TEAM

PROS Consulting INC.

Neelay Bhatt, Principal Consultant and Project Lead
Leon Younger, Strategic Consultant
Sarah Durham, Project Consultant
Brayton McClure, Project Consultant

LPDA

Bill Mechnick, Principal

ETC Institute

Chris Tatham, President

TABLE OF CONTENTS

CHAPTER ONE - VISION, MISSION, VALUES	1
1.1 BIG MOVES.....	1
CHAPTER TWO - GOALS	2
CHAPTER THREE - PROCESS	3
CHAPTER FOUR - DEMOGRAPHICS	4
4.1 FOUR KEY DEMOGRAPHIC FINDINGS:.....	6
4.2 DEMOGRAPHIC IMPLICATIONS:	6
CHAPTER FIVE - BENCHMARK	11
5.1 KEY FINDINGS	12
CHAPTER SIX - COMMUNITY ENGAGEMENT	13
6.1 KEY FINDINGS FROM COMMUNITY ENGAGEMENT.....	13
6.2 CITIZEN SURVEY	17
CHAPTER SEVEN - PROGRAM ASSESSMENTS.....	19
7.1 KEY OBSERVATIONS:	19
7.2 CONCLUSIONS FOR PROGRAMMING AND MARKETING:	29
CHAPTER EIGHT - LEVELS OF SERVICE	30
CHAPTER NINE - EQUITY MAPPING	33
CHAPTER TEN - PRIORITY RANKINGS	38
CHAPTER ELEVEN - CAPITAL IMPROVEMENTS	40
CHAPTER TWELVE - FUNDING AND REVENUE STRATEGIES	44
CHAPTER THIRTEEN - STRATEGIC OPERATIONAL RECOMMENDATIONS	50
CHAPTER FOURTEEN - CONCLUSION.....	51
APPENDIX A - DEMOGRAPHICS	52
APPENDIX B - RECREATION TRENDS ANALYSIS	59
APPENDIX C - BENCHMARK.....	74
APPENDIX D - FOCUS GROUPS, STAKEHOLDER INTERVIEWS, AND PUBLIC FORUM	80
APPENDIX E - PUBLIC FORUM LIVE POLLING RESULTS	84
APPENDIX F - LIVE GRAPHIC SKETCHING.....	87
APPENDIX G - DETAILED CITIZEN SURVEY	89
APPENDIX H - COMMUNITY ONLINE SURVEY	97
APPENDIX I - DETAILED PROGRAM ASSESSMENT	126
APPENDIX J - EQUITY MAPS	134

CHAPTER ONE – VISION, MISSION, VALUES

Vision:

Be the reason people choose Roanoke

Mission:

Build a welcoming community through PLAY

Core Values:

Health and Well-Being, Inclusion, Service Excellence, Sustainability



1.1 BIG MOVES

The following are the big moves envisioned as an outcome of the 2019 Parks and Recreation Master Plan (“Plan”) over the next 10 years (listed in alphabetical order).

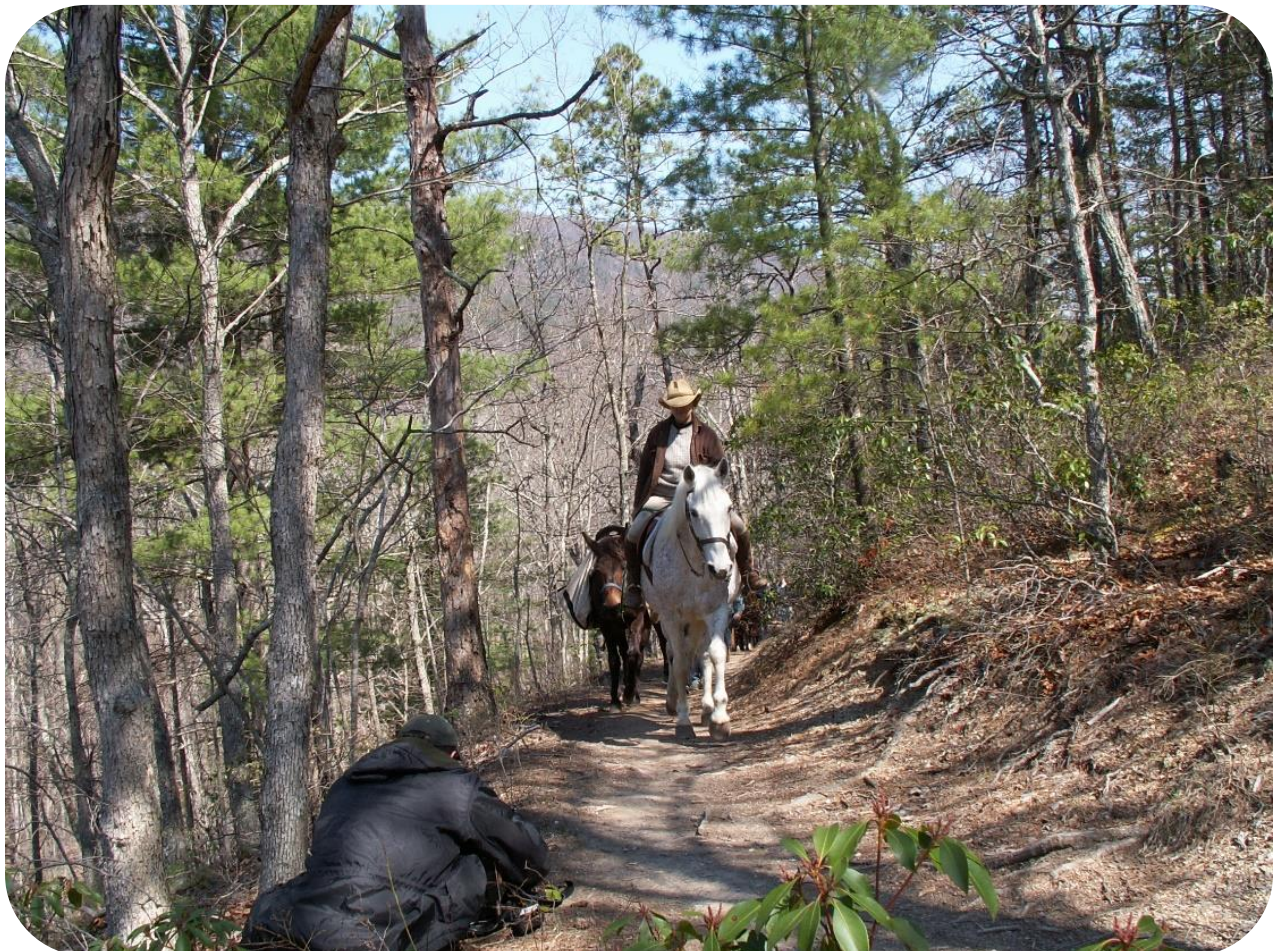
- Address age and condition of recreation centers
 - Upgrade Eureka and Preston to community recreation centers; add two new community recreation centers
 - Update smaller, specialty centers for equitable distribution
- Complete regional greenway trails and ensure neighborhood connectivity
 - Achieve 10-minute ADA compliant walkability to parks and greenways
- Ensure appropriate staffing levels and optimal cost recovery on programs and events
- Enhance funding sources for operating and capital needs
- Replace both antiquated outdoor pools (Family Aquatic and Upgraded 50 Meter Competition)

CHAPTER TWO - GOALS

As the fore ward indicated, the overarching goal of the Plan is to incorporate community values and provide a concise and user-friendly roadmap for the next 10 years.

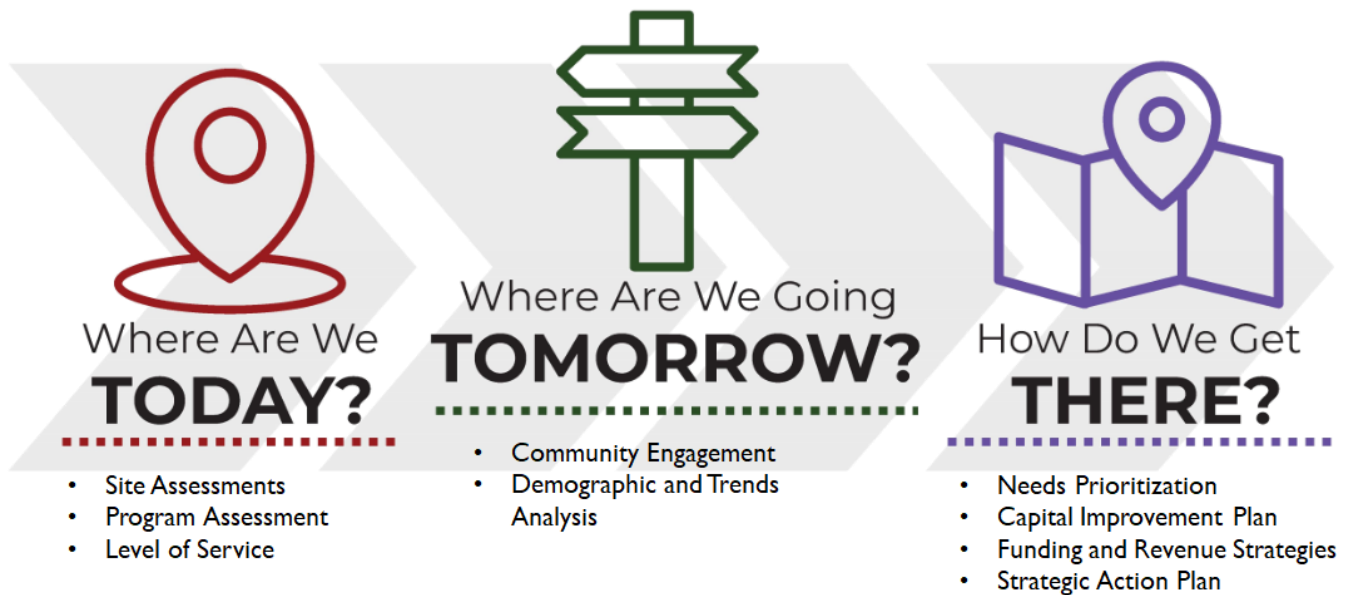
In order to help achieve that, the Plan process specifically sought to:

1. **Engage the community**, leadership and stakeholders through innovative public input means to build a shared vision for parks, open space, trails, and recreation in the City of Roanoke for the next five or more years.
2. **Utilize a wide variety of data sources and best practices**, including a statistically-valid survey to predict trends and patterns of use and how to address unmet needs in the City of Roanoke.
3. **Determine unique Level of Service Standards** to develop appropriate actions regarding parks, open space, trails, and recreation that reflects the City's strong commitment in providing high quality recreational activities for the community.
4. **Shape financial and operational preparedness** through innovative and "next" practices to achieve the strategic objectives and recommended actions with achievable strategies.
5. **Develop a dynamic and realistic strategic action plan** that creates a road map to ensure long-term success and financial sustainability for the City's parks, open space, trails and recreation, as well as action steps to support the family-oriented community and businesses that call Roanoke home.



CHAPTER THREE - PROCESS

The Plan followed a process of data collection, public input, on-the-ground study, assessment of existing conditions, market research, and open dialogue with local leadership and key stakeholders. The project process followed a planning path, as illustrated below:



CHAPTER FOUR – DEMOGRAPHICS



POPULATION:

100,823 people live in Roanoke

City is expected to grow to **109,228 residents** by 2032



AGE:

Median Age: **39.5**

By 2032, the **55+ age segment** will encompass 36% of the population



RACE:

62% of the population is White Alone

Slowly **diversifying** in the next 15 years



INCOME:

\$37,464 median household income

Median household income **lower** than state and national averages

2017 Demographic Comparison		Roanoke	Virginia	U.S.A.
Population	Annual Growth Rate (2010-2017)	0.57%	0.92%	0.87%
	Projected Annual Growth Rate (2017-2032)	0.56%	0.90%	0.83%
Households	Annual Growth Rate (2010-2017)	0.38%	0.83%	0.79%
	Average Household Size	2.25	2.56	2.59
Age Segment Distribution	Ages 0-17	22%	21%	22%
	Ages 18-34	21%	23%	24%
	Ages 35-54	25%	26%	26%
	Ages 55-74	23%	23%	22%
	Ages 75+	8%	7%	6%
Race Distribution	White Alone	61.7%	66.2%	70.2%
	Black Alone	28.7%	19.3%	12.8%
	American Indian	0.3%	0.4%	1.0%
	Asian	3.0%	6.7%	5.6%
	Pacific Islander	0.1%	0.1%	0.2%
	Some other Race	2.7%	3.8%	6.8%
	Two or More Races	3.4%	3.6%	3.4%
Hispanic/Latino Population	Hispanic / Latino Origin (any race)	6.5%	9.5%	18.1%
	All Others	93.5%	90.5%	81.9%
Income Characteristics	Per Capita Income	\$25,213	\$35,637	\$30,820
	Median Household Income	\$37,851	\$66,285	\$56,124

The table above is a summary of City of Roanoke’s demographic figures. These figures are then compared to the U.S. population as well as the state of Virginia. Highlighted cells represent key takeaways based on the largest discrepancies between the City and the U.S. as follows:

- A. Below Average: Population Growth
- B. Above Average: Black Alone Race Distribution
- C. Below Average: Hispanic/Latino Race Distribution
- D. Above Average: Representation of “All Others” Race Distribution
- E. Below Average: Income Characteristics

4.1 FOUR KEY DEMOGRAPHIC FINDINGS:

While it is important not to generalize parks and recreation needs and priorities based solely on demographics, the analysis suggests some potential implications for the City.

First, the slightly declining growth rate suggests that Roanoke should focus on the current services and facilities provided to ensure all opportunities are considered. With aging facilities, it is important to focus on updating these spaces and/or building new ones, especially where outdated facilities no longer meet safety and/or ADA compliances.

Second, the City's slight aging trend indicates the need to provide more programs and services for the 55+ population. Such a focus could also potentially attract baby boomers to retire in Roanoke. However, it will also be important to continue providing services for the 69% of residents who are under age 55.

Third, the City's below-average income characteristics reveals little presence of disposable income. This data recommends that all dollars should be maximized within these programs because it comes down to what the community can afford.

Fourth, the City should ensure that its rapidly growing Black Alone population is reflected in marketing and communications outreach, program participation figures, and response rates when surveying the community.

4.2 DEMOGRAPHIC IMPLICATIONS:

Based on the research, Roanoke has a diverse population compared to the national average, with large representation of Black Alone residents. In addition to the increase in diversity, the age segment distribution reflects an aging trend, as the senior population is expected to increase over the next 15 years. It is important to continue to evaluate programs and services to ensure that participation rates reflect the expected demographic shifts of the service area.

The population also demonstrates limited earning capabilities, as income per capita and median household income are well below state and national levels. This is important to consider in assessing program offerings, as local residents may be more sensitive to increases in pricing and costs associated with participating. It may be necessary to provide additional low-cost recreational opportunities and facilities, appropriate levels of subsidy, and options for financial assistance to ensure all residents have access to recreational programs and modern close-to-home facilities.

Roanoke's participation rates are slightly above average for team sports, such as adult softball, and indoor team sports such as both adult and youth basketball and volleyball; while fitness and outdoor/adventure activities were consistently below expected national participation rates. These lower rates could be attributed to factors related to the limited earning capabilities of many citizens, availability/accessibility to close-to-home, walkable parks and facilities, and/or other involvement barriers. It will be important to identify the most influential barriers to participation and develop effective strategies for increasing participation in recreational pursuits among residents in the future.

4.2.1 LIFESTAGES, LIFEMODE, AND LIFESTYLES

Traditional demographic identification terms and categories at times may not reflect the full picture to capture the customer marketplace for Roanoke. Consumer market segmentation is categorized in 67 distinct Lifemodes, such that localities such as Roanoke can better understand how their customers buy, how they prefer to recreate and how they spend their free time.

This information is useful to the City to identify target markets to ensure that Parks and Recreation services, facilities, and programs are aligned with the unique characteristics of the local community. The following page illustrates the Top 10 Tapestry Segments that make up over 70% of the entire population while the remaining segments make up small portions of the rest of the population.



Roanoke's Top 10 Tapestry Segments		
Rank	Tapestry Segment	Percent of Population
1	Rustbelt Traditions	11.2%
2	Hardscrabble Road	8.8%
3	In Style	8.6%
4	Old and Newcomers	8.2%
5	Traditional Living	7.4%
6	City Commons	6.9%
7	Modest Income Homes	5.4%
8	Emerald City	4.7%
9	Set to Impress	4.7%
10	Retirement Communities	4.6%
Total		70.5%

Source: ESRI's Tapestry Segmentation

1. Rustbelt Traditions

- Work force is primary white collar with a higher concentration of skilled worker in manufacturing, retail trade and health care.
- Residents are family oriented and value spending time at home - most have lived and worked in the same area for years.
- Budget aware shoppers that favor American made products.
- Activities include reading the newspaper, watching TV, online gaming, and listening to rock stations.
- Most residents live in modest, single family homes in older neighborhoods and have an average household size of 2.46 and median household income of \$49,000.

2. Hardscrabble Road

- Primarily family households, married couples with or without children, living in older housing, built before 1960.
- Work force has high unemployment rate, nearly twice the US rate
- Approximately 60% of householders are renters, living primarily in single-family homes
- These cost-conscious consumers purchase sale items in bulk and buy generic over name brands.
- Activities include reading parenting and health magazines, watching TV, participating in team sports, and listening to rap/hip-hop music.
- Residents have an average household size of 2.64 and median household income of \$26,000.

3. In Style
 - a. Young singles living alone or with roommates or partners, renting multiunit housing in urban settings.
 - b. Well educated, nearly half with bachelor degrees, with a median age of 35.5 and median household income of \$51,000.
 - c. Primarily spenders rather than savers, who travel often exploring new destinations and experiences.
 - d. Up-to-date on technology, using the internet and smartphones to keep up on latest styles and trends.
 - e. Socially and environmentally conscious, while also being attentive to good health and nutrition; shopping at Whole Foods or Trader Joe's and buy organic when they can.
4. Old and Newcomers
 - a. Mostly renters who are just beginning their careers or retiring.
 - b. Most residents are single households with a mix of married couples (no children).
 - c. Median age is 38.5 with a median household income of \$39,000.
 - d. Consumers are price aware and coupon clippers but open to impulse buys.
 - e. They are attentive to environmental concerns and comfortable with the latest technology.
5. Traditional Living
 - a. Diverse mixture of married couples, single parents, and singles with a median age of 38.8 and median household income of \$60,000.
 - b. Most housing is single-family homes or townhouses built before 1970 that have at least one vehicle.
 - c. Residents earn above average incomes but are also price savvy consumers and tend to seek out deals on brands they like at warehouse clubs, Walmart, or Target.
 - d. Residents are health-conscious consumers, while also being attuned to nature/environment and prefer to purchase low-calorie and natural products.
6. City Commons
 - a. One of the youngest markets with a median age of 28.5 living in large metropolitan cities and majority rent apartments in midrise building.
 - b. Single part households, primarily female, with an average household size 2.67 and a median household income of \$18,300.
 - c. Nearly a quarter of this population have not graduated from high school and have a low labor participation at 53%.
 - d. Primary purchases in baby and children's products and primarily shop at warehouse clubs like Sam's Club and Walmart.
 - e. Magazine are extremely popular source of news and latest trends and enjoy listening to radio.
7. Modest Income Homes
 - a. Single person or single parent (usually female) households, with some multigenerational presence, living in single family homes, with a median age of 36.1 and median household income of \$22,000
 - b. Low income and minimal education contribute to an abundance of households below the poverty level and highly dependent on Social Security and public assistance
 - c. Consider traditional gender roles and religious faith very important

- d. Consumers are unlikely to own a credit card and shop at warehouse clubs and low-cost retailers to make ends meet
 - e. Entertainment and recreational activities include gospel and RandB music, watching TV, and playing basketball
8. Emerald City
- a. Single-person and nonfamily households living in single family and multiunit housing, with median age of 36.6 and median household income of \$52,000
 - b. Well educated; more than half have a college degree and a professional occupation
 - c. Highly connected, use the internet and technology for everything, but still find time to work out and eat healthy
 - d. Environmentally conscious consumers
 - e. Leisure interests include cooking, reading, listening to music, fine arts, and travel
9. Set to Impress
- a. Single-person households make up over 40% of all households and found most in urban areas but also in suburbs.
 - b. Unemployment is higher, although most are still in college, and live in areas where it is easy to walk or bike to work.
 - c. Leisure activities include going to rock concerts, night clubs, and the zoo and are very comfortable with the latest technology.
 - d. Nearly one in three residents are 20-34 years old and live in apartment complexes that are multiple multiunit structures.
 - e. With a median household income of \$29,000; they are always looking for a good deal and will stock up when the price is right.
10. Retirement Communities
- a. Single-person households living in multiunit or single family homes with median age of 52 and median household income of \$35,000
 - b. Shop at large department stores for convenience and are brand loyal
 - c. Very frugal, pay close attention to finances
 - d. Prefer to read magazines over interacting with computers
 - e. Activities include bingo, golf, opera, the theater, reading, puzzles, and traveling



CHAPTER FIVE – BENCHMARK

Operating metrics were identified to benchmark against comparable park and recreation systems that have a similar mission and vision as the City. The communities of Roanoke County, Virginia; James City County, Virginia; Asheville, North Carolina; Bend, Oregon; and Bellevue, Washington were chosen due to their comparable high-quality services and their attainment of nationally accredited and/or Gold Medal achievements through the National Recreation and Park Association (NRPA). These Parks and Recreation departments all share the common drive to be “change agents” and are creating a lasting impact in their communities as they influence people, families, and businesses’ decisions to remain in or move to their town or city to live, to raise their families, to work, and to play.



The goal of the analysis is to evaluate how Roanoke is positioned among these peer agencies as it applies to efficiency and effectiveness practices. The benchmark assessment was organized into specific categories based on agency responses to targeted questions that lend an encompassing view of each system’s operating metrics in comparison to Roanoke. In addition, the benchmark comparison is also compared to national data from NRPA’s Park Metrics database and/or recommended best practice standards.

Information used in this analysis was obtained directly from each participating agency. Due to differences in how each system collects, maintains, and reports data, variances may exist. These variations can affect the per capita and percentage allocations, and the overall comparison must be viewed. For example, Roanoke’s data includes Carvins Cove Natural Reserve is 12,542 acres which skews park percentage allocations and distributions. The benchmark data collection for all systems was completed in October 2018, and information may have changed since the original collection date.

The information sought was a combination of operating metrics that factor budgets, staffing levels, and inventories. In some instances, the information was not tracked or not available.

5.1 KEY FINDINGS

Detailed findings on the benchmark analysis can be found in **Appendix C**. Based upon these comparisons, the following key findings were identified:

- With nearly 14,000 acres, Roanoke is the leader among the other departments in total park acres managed, as well as the highest level of service for acres per population. These figures are also exceeding the national median established by the NRPA park metrics.
- Roanoke is also the clear leader in trail miles with almost 91 total miles whereas Bellevue ranks second at 70. Roanoke's trail miles per population is nearly double what is considered best practice nationally.
- Unfortunately, Roanoke ranks near the bottom of the list for full-time staff equivalents (FTEs) with 93. Only Asheville has fewer with 91 FTEs.
- At approximately \$54 of operational expense per resident, the City is spending at the national median but it is still considerably lower to the other benchmark agencies despite having a considerably larger park system.
- Due to the low level of earned income, the City is only recovering 12% of its operational expenditures from non-tax revenues, well below the NRPA average of 26%. Cost recovery speaks directly to the sustainability of the system and the fact that its recovery level is well below standards should signal a strong need for enhancing the revenue generating capabilities of the Department.
- Roanoke has the lowest amount of square feet of indoor community/recreation center space per resident (0.5) of the benchmarked communities. This level of service is much lower than best practice levels, which is around 1.5-2.0 sq. ft. per resident, nationally. In addition, the existing space is also significantly older and the aging facilities limit the quality of the experience and revenue producing capacity of the Department, as well.



CHAPTER SIX – COMMUNITY ENGAGEMENT

As a fundamental component of the planning process, the consultant team conducted a series of focus group and stakeholder interviews to develop a sound understanding of the parks system in Roanoke through the lens of the constituents served. Questions asked of participants pertain to perceived strengths, potential opportunities, and top priorities for the Department. Understanding the city representatives', stakeholders' and citizens' goals and desires for parks, facilities, and programming created a clear vision for future planning.

More than 250 people attended the various community input meetings, 3,000 households were surveyed, and multitudes provided input online, totaling over 1,600 overall customers that participated in the Plan's community engagement process. In addition, they also represented a wide variety of interests, influence, and perspectives within the City to ensure the input was holistic and reflective of the broad demographic.



Detailed notes from the focus groups, stakeholder interviews and public forum can be found in **Appendix D**. Results from the live polling during the public forum can be found in **Appendix E** and results from the live Graphic Sketching is found in **Appendix F**.

6.1 KEY FINDINGS FROM COMMUNITY ENGAGEMENT

1. Strengths

Programming: The Department delivers high-quality programming that is affordable and accessible. A wide variety of creative offerings contributes to their capabilities in meeting/exceeding the diverse needs of the community and providing programs with broad age-segment appeal. Interview participants suggested the Department provides top-notch programming in athletics, youth activities, special events, and outdoor/adventure activities.

Parks: Many respondents also identified the parks, facilities, and trails as strengths of the system. Interviews highlighted the quantity and variety of experiences available to residents, as well as the balance of natural settings and developed parkland. Park sites and facilities are perceived to be generally maintained in a fair condition. Residents especially value the

connectivity and availability of trails and greenways throughout the City, although there is room for the regional system to be finished and connected into the neighborhoods.

There was also excitement about the recent progress made in developing mountain biking trails and the region receiving designation from International Mountain Bicycling Association (IMBA), primarily due to the City's excellent trail system. Park sites and facilities noted by interviewees as strengths of the system include: Mill Mountain, Carvins Cove, proximity to Blue Ridge Parkway, availability of high-quality rental facilities, and the new/future improvements at River's Edge Park.

Staff: The current staff of the Department was also identified as a strength. Interviewees suggest that parks employees are knowledgeable and passionate about their work, and the hospitality extended to users creates a welcoming, family-friendly environment. Other comments regarding staff point to the overall responsiveness and cooperation of the Department, as well as the resourcefulness and creativity of individual employees when interacting with users.

Partnerships: The Department is also recognized in the community for its ability to engage in partnerships that add great value to the system. Over time, the Department has demonstrated that it can attract alternative sources of income and collaboration in program delivery from a variety of public and private partner organizations throughout the community. Of note, the park system has enhanced service delivery through solid working relationships with schools, alternative recreation providers in the area, sports organizations, and private entities.

Marketing and Branding: Interviewees added that marketing efforts and the branding ("PLAY Roanoke") are another strength of the system. Respondents suggested the Department has effective outreach and communication with residents, along with strong promotion of offerings. Participants also cited good use of marketing channels, such as PLAY Magazine, the Department's website (www.playroanoke.com), and various social media outlets.

2. Challenges:

Parks: Interviewees identified upgrading and enhancing the current inventory of parks and facilities as the strongest opportunity for the Department due to a combination of facility age/poor functionality, ADA compliance, and antiquated design. Many referred to a need to modernize and build new facilities such as indoor gym spaces, high quality sports fields, better and additional park restrooms, and to repurpose old tennis courts.

Other suggestions for improving parks and facilities included: reopen Roanoke Mountain Campground/explore new camping opportunities; consolidate parklands and remove pocket parks; create a modern skate park; and develop both Horton Park and River's Edge Park North. There is also sentiment that many park sites need amenity updates to make them more inviting to visitors, such as improved parking, better ADA compliance, increased wayfinding and interpretive signage, and replacing old infrastructure such as restrooms that are often deemed unsafe.

Respondents identified that there is a need to finish the regional greenway trail system and connect those trails into neighborhood parks. It is important to note that this feedback is at

a point in time and not reflective of the comprehensive regional greenway and trails plans (in final stages of development) which will address several of these connection issues.

Design and Maintenance Management Standards: In addition to updates and upgrades to the system, many interviewees stressed the importance of developing design and maintenance management standards, evaluating amenity/facility lifecycles, and understanding true costs for routine maintenance and upkeep of parkland and facilities for efficient planning in the future.

Serving a Diverse Audience: Another frequent comment from focus group interviews is that the Department needs to increase the overall appeal of recreation programming to serve a more diverse audience. While the Department is providing quality programs for many residents currently, the current mix seems to lack opportunities for teens and young adults, as well as adaptive considerations for populations with disabilities. (Note: All opinions here are subjective and individual opinions.

The Department does offer Therapeutic Recreation programs that are contracted through Roanoke County). The interviewees also suggested there is a strong demand for additional programs that encourage active, healthy lifestyles and improve the overall quality of life in Roanoke, such as fitness programs, outdoor/adventure recreation, and community events.

Greater Staff Diversity and Incentives for Retention: Respondents also identified an opportunity to reduce staff turnover and right-size the current workforce. Much of the turnover is perceived to be attributed the lack of competitive wages and retention rates of part-time employees. Interviewees also indicated the limited diversity of the workforce and would like to see the City aim to proactively seek to diversify staff to more accurately reflect the makeup of the local populace. Greater internal communication and seeking more input from staff in decision-making was another suggestion for improving the current culture of the organization.

Public/Private Partnerships: Interviewees suggested an opportunity exists for the Department to increase and enhance both public and private partnerships. By developing effective new partnerships and strengthening existing ones, the Department could potentially expand its programming mix and increase value for users. Potential partners identified by interviewees as a focal point for the Department were local schools, libraries, healthcare providers, the Western Virginia Water Authority, and Explore Park (i.e. Roanoke County Parks, Recreation and Tourism).

Enhance Branding and Marketing: There were also some respondents that expressed a need for continuing to enhancing the Department's brand and developing a comprehensive marketing plan. In order to connect better with audiences, the Department should determine its 'story' and develop effective strategies to train staff in spreading consistent and inspiring messaging of who we are and why we are important to the end users.

6.1.1 TOP COMMUNITY ENGAGEMENT FINDINGS:

- Increase funding for the Parks and Recreation Department and explore additional funding sources.
- Enhance connectivity of regional greenway trail system and link to neighborhood parks.
- Increase focus on developing the river as a recreational amenity and increase outdoor adventure opportunities.
- Improve/enhance partnerships throughout the community to strengthen the system and greater advocacy and support from City leaders



6.2 CITIZEN SURVEY

6.2.1 OVERVIEW

ETC Institute administered a needs assessment survey for the City of Roanoke during the summer of 2018. The survey was administered as part of the City's efforts to plan the future for parks and recreation opportunities. The survey and its results will guide the City of Roanoke in making improvements to the City's existing and future parks, trails, and recreational programs to best serve the needs of residents. The survey will also help the City establish priorities for the future improvement of Parks, Recreation and Forestry facilities, programs and services within the community.

6.2.2 METHODOLOGY

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

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

The goal was to obtain completed surveys from at least 375 residents. The goal was exceeded with a total of 377 residents completing the survey. The overall results for the sample of 377 households have a precision of at least +/-5.0% at the 95% level of confidence. Detailed report findings can be found in **Appendix G**.

6.2.3 CONCLUSION AND RECOMMENDATIONS

When analyzing the programs offered by the City of Roanoke Parks and Recreation Department the same item was the most important to respondent's households and had the highest level of unmet need. Focusing on adding concerts and/or performing arts programs within the district would provide the greatest benefit for the largest number of residents within the City of Roanoke. Adult fitness and wellness programs is one of the top three most needed programs and was also in the top three who households have an unmet need for. Focusing on this amenity will give the City the opportunity to provide the greatest benefit for the largest number of residents.

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

Facility Priorities

- Paved walking trails (PIR=171)
- Paved greenway trails (PIR=148)

- Small neighborhood parks (PIR=147)
- Dog parks (PIR=138)
- Indoor swimming pools (PIR=137)
- Natural areas/wildlife habitats (PIR= 123)
- Indoor walking and running tracks (PIR=122)
- Playgrounds (PIR=120)
- Fishing areas (PIR=114)
- Outdoor adventure park (PIR=110)
- Mountain bike and hiking trails with natural surface (PIR=109)
- Outdoor pools/water parks (PIR=105)

Programming Priorities

- Adult fitness and wellness programs (PIR=200)
- Adult day trips (PIR=124)
- Special events (PIR=120)
- Nature programs (PIR=113)
- Adult art, dance, performing arts (PIR=110)

CHAPTER SEVEN – PROGRAM ASSESSMENTS

The assessment offers an in-depth perspective of program and service offerings and helps identify strengths, weaknesses, and opportunities regarding programming. The assessment also assists in identifying core programs, program gaps within the community, key system-wide issues, areas of improvement, and future programs and services for residents.

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

7.1 KEY OBSERVATIONS:

- Program descriptions effectively communicate the key benefits and goals of each Core Program Area.
- Age segment distribution is skewed towards the older age segments. It does seem that preschool age kids and teens are underserved. The age segment distribution should be monitored on an annual basis to help ensure program distribution aligns with community demographics.
- Program lifecycles: Currently, 13% of the system's programs are categorized in the Introduction Stage; while 11% of programs fall into the Decline Stage.
- From a marketing and promotions standpoint, the staff utilizes a variety of marketing methods when promoting their programs including: the Roanoke website, program guides, brochures and flyers, email blasts, smart phone enabled site, in-facility promotions and signage, and Facebook as a part of the marketing mix. The Play Roanoke branding has been very effective and seems to resonate with the community as well along with the newly introduced HAPPiFEET™ - Roanoke App.
 - Better identify marketing Return on Investment for all marketing initiatives
 - Opportunity to increase the number of cross-promotions.
- Currently, customer feedback methods are rather limited. Moving forward, it is highly recommended that the Department begin incorporating user feedback, on more consistent bases, as a key performance measure that can be tracked over time.
 - Specifically, pre-program evaluation and post customer surveys are highly recommended feedback tools that should be considered moving forward.
- Pricing strategies are varied. Currently, the most frequently used approaches include: market rate, cost recovery, and ability to pay which are good practices and must be continued.

7.1.1 CORE PROGRAM AREAS:

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

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

- The program area consumes a relatively large portion (5% or more) of the agency's overall budget.
- The program area is offered 3-4 seasons per year.
- The program area has wide demographic appeal.
- There is a tiered level of skill development available within the programs area's offerings.
- There is full-time staff responsible for the program area.
- There are facilities designed specifically to support the program area.
- The agency controls a significant percentage (20% or more) of the local market.



Core Program Areas for the City are:

- Athletics
- Community Recreation
- Outdoor Recreation
- Youth Development

7.1.2 AGE SEGMENT ANALYSIS

Core Program Areas	Preschool (5 and Under)	Elementary (6-12)	Teens (13-18)	Adult (18+)	Senior (55+)	Families
Aquatics	P	P	P	P	P	P
Adult Sports Leagues				P	P	
After School Programs	S	P	S	S	S	P
Arts, Culture, & Personal Interest Programs	S	P	P	P	P	P
Fitness and Wellness				P	P	
Outdoor Recreation		P		P	P	P
Summer Camps	S	P	S	S	S	P
Trips and Tours	S	S	S	P	P	P
Youth Sports Leagues	S	P	P			

An Age Segment Analysis was completed by Core Program Area, exhibiting an over-arching view of the age segments served by different core program areas, while displaying any gaps in segments served. It is also useful to perform an Age Segment Analysis by individual programs, in order to gain a more nuanced view of the data. Based on the age demographic, current programs are heavily skewed towards the 18+ population. With 30% of the City's population falling within the 55+ age segment, it would be expected that the 'Middle-Aged Adults' and 'Senior' segments would be highly catered to.

Additionally, the lack of primary programs dedicated to the 'Preschool' and 'High School' segment is noticeable. Teenagers make up a critical user group for parks and recreation departments. This age segment tends to be one of the most elusive in terms of overall participation in programs. It is important to engage teens in recreation offerings to ensure that youth have an opportunity to pose a positive impact in the community.

Furthermore, a department that is effective in capturing the teen segment is potentially tapping into strong volunteer resource to aid in the development of future leaders. It is recommended that Roanoke consider introducing new programs, specifically for the 'High School', 'and 'Preschool' age segments to address any unmet needs.



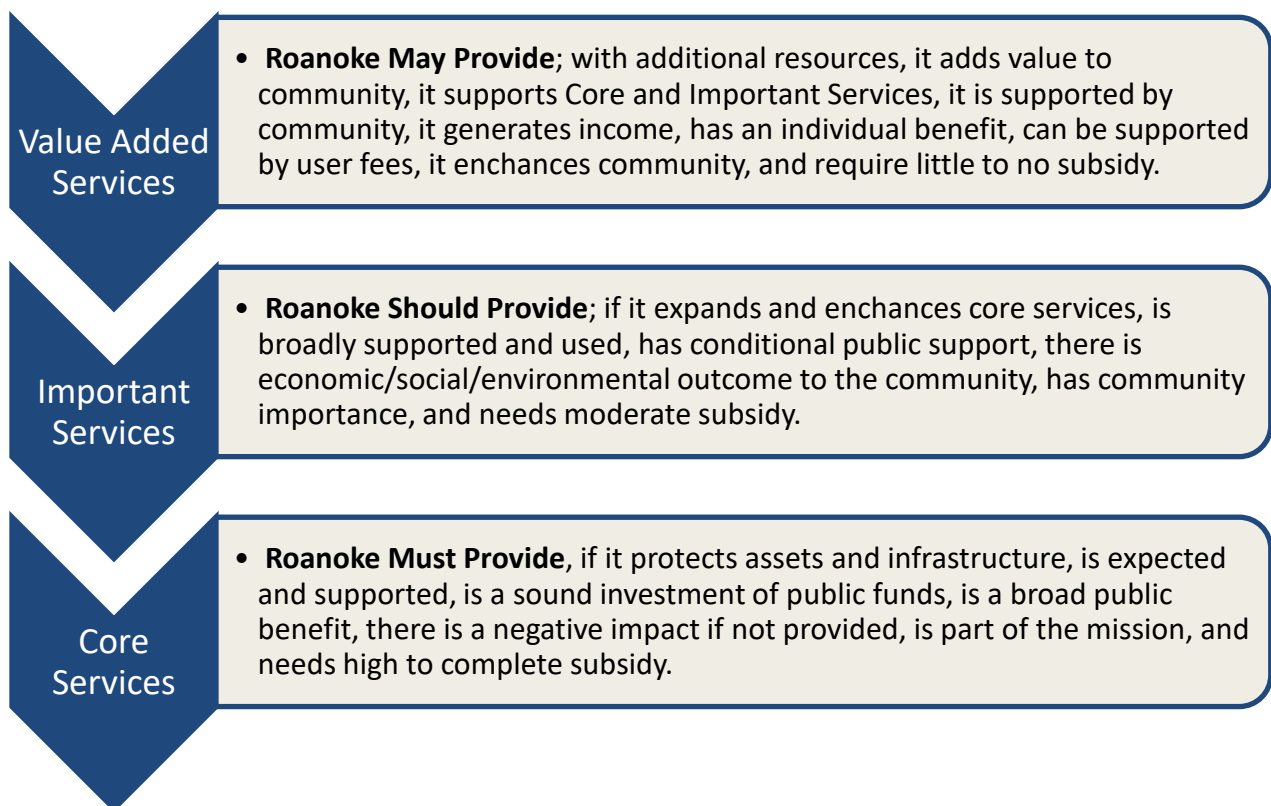
7.1.3 PROGRAM CLASSIFICATION

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

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

This plan proposes a classification method based on three indicators: Core, Important, and Value-Added. Where a program or service is classified depends upon alignment with the organizational mission, how the public perceives a program, legal mandates, financial sustainability, personal benefit, competition in the marketplace, and access by participants.

The following visual describes each of the three program classifications.

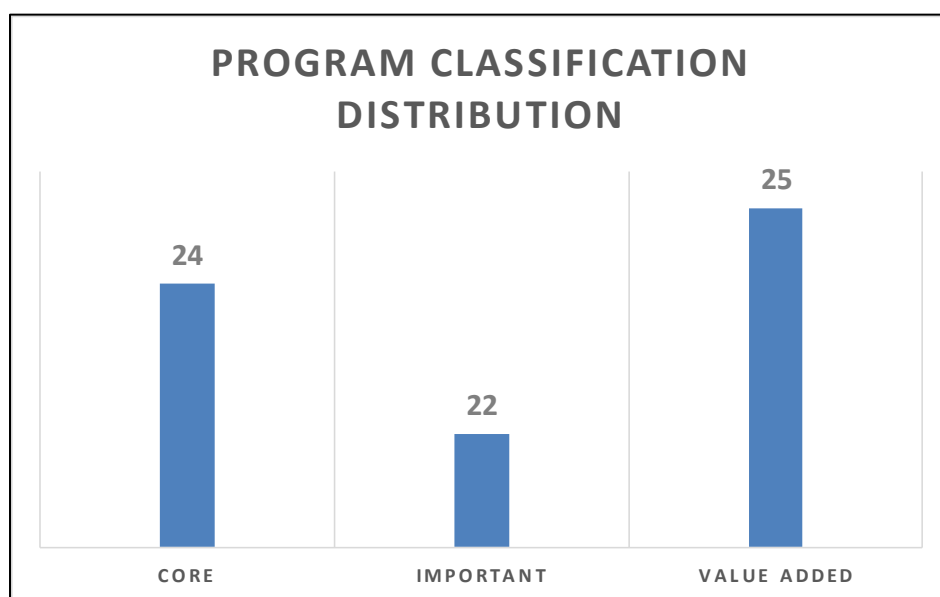


Another way to describe these three classifications is to analyze the degree to which the program provides a community versus an individual benefit. These categories can then be correlated to the Core, Important, and Value-Added classifications.

Program Classification Metrics	CORE Programs	IMPORTANT Programs	VALUE-ADDED Programs
Public interest; Legal Mandate; Mission Alignment	<ul style="list-style-type: none"> High public expectation 	<ul style="list-style-type: none"> High public expectation 	<ul style="list-style-type: none"> High individual and interest group expectation
Financial Sustainability	<ul style="list-style-type: none"> Free, nominal or fee tailored to public needs Requires public funding 	<ul style="list-style-type: none"> Fees cover some direct costs Requires a balance of public funding and a cost recovery target 	<ul style="list-style-type: none"> Fees cover most direct and indirect costs Some public funding as appropriate
Benefits (i.e., health, safety, protection of assets).	<ul style="list-style-type: none"> Substantial public benefit (negative consequence if not provided) 	<ul style="list-style-type: none"> Public and individual benefit 	<ul style="list-style-type: none"> Primarily individual benefit
Competition in the Market	<ul style="list-style-type: none"> Limited or no alternative providers 	<ul style="list-style-type: none"> Alternative providers unable to meet demand or need 	<ul style="list-style-type: none"> Alternative providers readily available
Access	<ul style="list-style-type: none"> Open access by all 	<ul style="list-style-type: none"> Open access Limited access to specific users 	<ul style="list-style-type: none"> Limited access to specific users

A classification of programs and services was conducted for all of the recreation programs currently being offered. The results are presented in the graphic below.

Approximately 35% of programs were deemed Value Added by staff, with 31% considered to be Important, and the remaining 34% being Core. This distribution breakdown is used to identify the current distribution and make recommendations that help the agency achieve a balance that helps achieve cost recovery goals.



7.1.4 COST OF SERVICE AND COST RECOVERY

Cost recovery targets have been identified for specific programs, services, and events where realistic. Through an in-depth analysis of program type, an effective breakdown for tracking cost recovery metrics was identified.

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

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

A full breakdown of cost of service analyses and associated cost recovery targets can be found in **Appendix I** of this document.

7.1.5 PRICING

The pricing of programs should be established based on the Cost of Service Analysis, overlaid onto programs areas or specific events, and strategically adjusted according to market factors and/or policy goals. Overall, the degree to which pricing strategies are used currently is robust. Current pricing tactics include age, family/household status, resident/nonresident rates, group discounts, market rates, cost recovery goals, and ability to pay.

The pricing strategies not currently in use are weekday/weekend and prime/non-prime time rates. There is an opportunity to use this and other pricing strategies gaps in certain core program areas. These untapped pricing strategies are useful to help stabilize usage patterns and help with cost recovery for higher quality amenities and services. The consulting team recommends that all core program areas use cost recovery goals as a factor in determining pricing and develop a fully functional process for tracking cost recovery, as long as the community's demographics or the kind of offering allow for it in Roanoke.



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

Pricing Strategies	Aquatics	Adult Sports Leagues	After School Programs	Arts, Culture, and Personal Interest
Age Segment	Yes		Yes	
Family/Household Status			Yes	
Residency			Yes	
Weekday/Weekend				
Prime/Non-Prime Time				
Group Discounts				
By Location				
By Competition (Market Rate)		Yes		Yes
By Cost Recovery Goals		Yes		Yes
By Customer's Ability to Pay		Yes	Yes	Yes

Pricing Strategies	Fitness and Wellness	Outdoor Recreation	Summer Camps	Trips and Tours	Youth Sport Leagues
Age Segment			Yes		
Family/Household Status			Yes		
Residency			Yes		
Weekday/Weekend					
Prime/Non-Prime Time					
Group Discounts					
By Location					
By Competition (Market Rate)	Yes	Yes		Yes	Yes
By Cost Recovery Goals	Yes	Yes		Yes	Yes
By Customer's Ability to Pay	Yes	Yes	Yes	Yes	Yes

7.1.6 MARKETING AND PROMOTION

This section reviews the Department's marketing and promotions. The number and types of methods used are certainly varied through the system. The Play Roanoke branding campaign has taken roots and resonates throughout the community and in the Department's offerings including the website (www.playroanoke.com) and the program guide.

Most programs are promoted via seasonal program guides (printed and online), the website, flyers and brochures, newsletters, signage, and verbal communication with staff, as well as social media platforms such as Facebook, and Twitter (for arts, culture, and personal interest and outdoor recreation).

Despite the extensive work done by the Department, "lack of awareness" was stated by the survey respondents as the top barrier preventing households from using Parks and Recreation services with 38% stating that and this further underscore the importance of investing additional resources towards marketing and telling the story. This is not unique to Roanoke since lack of awareness is cited as one of the top 3 barriers to participation among park and recreation agencies nationwide.

Given the limited marketing dollars that have been traditionally appropriated, it would be helpful for Roanoke to undertake a marketing return on investment (ROI) assessment to evaluate the effectiveness of the marketing mediums undertaken and tailor future marketing spending to focus on the most effective mediums. This could be done by ensuring every registrant and as many on-site users as possible are asked ‘How did you hear about us?’ Tying the participant responses to marketing mediums would allow for a better understanding of marketing spending and enable greater effectiveness of existing ones while eliminating non-effective mediums.

Cross promoting at special events would be highly recommended. It is imperative that the Department take advantage of the presence of high numbers of relative captive audience in the special event environment (especially signature ones such as GoFest) to promote its other offerings, programs, facilities, and rentals. Similarly, cross-promoting programs targeted towards the same age group audiences are highly encouraged.



MARKETING RECOMMENDATIONS:

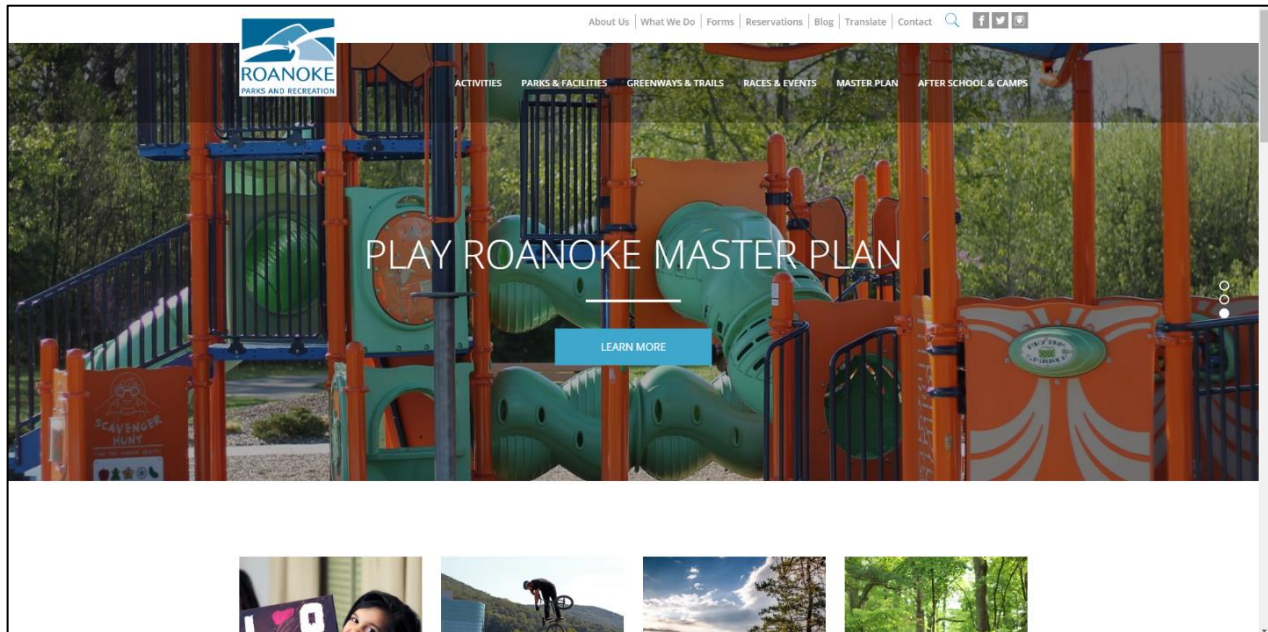
Marketing efforts must build upon and integrate with supporting plans, such as the master plan, maintenance plan, capital improvements plan, strategic plan, financial plan, and directly coordinate with organization priorities. Every priority the Department has needs a strategic communication component to it in order to stay ahead of misinformation. This requires an investment to achieve a better level of communication with your customers.

The following are potential opportunities to create an appropriate balance of resources to improve marketing and image:

- It is important for the Recreation staff and Marketing staff to collaborate on strategies and delivery of messaging. Each person has a role in the process and content development that will entice residents to participate and drive increased demand for services. There should be a process in place that identifies and describes the role of each position in the overall marketing strategy through promotion, communication, and telling the Department's story in a compelling manner that makes a human connection with the target audience.
- Ensure that capital projects include marketing/messaging/communication component, including its goals, priorities, and the implementation schedule.
- Make marketing a priority by dedicating staff, resources, time, and money to get out in front of operations proactively rather than reactively.
- Create college internships to help with the workload. There are three internship seasons a year, January - May, May - August, and August - December. Reach out to Virginia Tech, Roanoke College, Radford University, etc. to grow relationships with their program and career centers. It would be helpful to create a compensation package for them so they are focused on your agency and not how to pay for their internship.
- Where there are gaps in expertise, contract out. There are firms that can keep Roanoke up-to-date on market research, build a baseline content calendar, and design templates to give you a jump-start.
- Provide ongoing training and development for staff to learn and as refresher on marketing.
- Continue to ensure marketing has a seat at the table for all key decision-making meetings. Allow them to ask thought-provoking questions in order to dive deeper into potential bad publicity and possible misinformation. This will help them develop talking points to minimize the spread of misinformation that could damage the good that the agency is doing. Make sure the talking points are distributed in advance of external actions being taken, so the right message is released at the beginning.
- Document the marketing decisions and track the key performance indicators (KPI) to ensure that the Department's objectives are being achieved



7.1.7 WEBSITE



The current website is user-friendly and quick links on the Parks and Recreation homepage make it easy for the user to access more popular/desired information. The mobile friendly website key in today's times of increased smartphone utilization. The monthly newsletter and upcoming events are located on the home page with quick links, is a good practice which directly drives users' attention to upcoming programs, meetings, or activities residents may have not previously known about.

The use of Web 2.0 technology should continue to be used. Currently, Roanoke utilizes mediums such as Facebook and Twitter but should also consider platforms such as Instagram, YouTube, Flickr, Snapchat and/or Pinterest. The key to successful implementation of a social network is to move the participants from awareness to action and creating greater user engagement.



This could be done by:

- Leveraging the website and HAPPiFEET™ - Roanoke to obtain customer feedback for programs, parks and facilities and customer service
- Expanding opportunities for Crowd-sourcing information on an ongoing basis
 - Existing resources include www.mysidewalk.com and www.peakdemocracy.com which can be evaluated if the agency has the resources and can utilize it on an on-going basis
- Providing opportunities for Donations or Crowdfunding through websites such as
 - www.kickstarter.org/www.indiegogo.com/www.Mightycause.com
- Maximizing the website's revenue generating capabilities

7.1.8 SOCIAL MEDIA TRENDS:

Over the last decade, social media has become one of the fastest growing trends. With only 24% of the country using social media in 2008; today, an estimated 81% of the U.S. population is currently using some form of social media. With such a large percentage of the population using these online media platforms in their daily lives, it becomes essential for the Department to take advantage of these marketing opportunities. Social media can be a useful and affordable tool to reach current and potentially new system users. Such platforms as Facebook, YouTube, Instagram, Snapchat and Twitter are extremely popular with not only today's youth but also young and middle-aged adults.

7.2 CONCLUSIONS FOR PROGRAMMING AND MARKETING:

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

Roanoke has identified the following as Core Program Areas:

- **ATHLETICS**
 - Adult Sports Leagues
 - Youth Sports Leagues
- **COMMUNITY RECREATION**
 - Aquatics
 - Arts, Culture, and Personal Interest Programs
 - Fitness and Wellness
 - Trips and Tours
- **OUTDOOR RECREATION**
 - Outdoor Adventure
 - Special Events
- **YOUTH DEVELOPMENT/EXPERIENTIAL EDUCATION**
 - After School Programming
 - Summer Camps
- **Age segment** distribution is heavily catering to programming for Adult (18-54), Seniors (55+) and Families. Roanoke needs to ensure segments such as Preschool (5 and under) aren't being underserved.
- **Program Lifecycles:** Currently, the program distribution amongst lifecycle stages is out of balance. Moving forward, Roanoke needs to make sure a pipeline of new programs continue to be developed and that programs are not held on to for too long. A concerted effort to rethink programs that are in decline can re-energize programs until new programs using the data in this program assessment can be created.
- The current **Program Classification** breakdown is relatively favorable. The Department should utilize these classifications when setting and working towards Cost Recovery Goals.
- From a **Marketing and Promotions** standpoint, Roanoke uses a variety of marketing methods when promoting their programs. Most common methods utilized are seasonal program guides (printed and online, but not mailed), the website, flyers and brochures, newsletter, signage, and verbal communication with staff, as well as social media platforms such as Facebook and Twitter. It is recommended that the staff keep its marketing mix consistent throughout all Core Program Areas.

CHAPTER EIGHT – LEVELS OF SERVICE

Level of Service (LOS) standards are guidelines that define service areas based on population that support investment decisions related to parks, facilities, and amenities. LOS standards can and will change over time as the program lifecycles change and demographics of a community change.

The consulting team evaluated park facility standards using a combination of resources. These resources included market trends, demographic data, recreation activity participation rates, community and stakeholder input, NRPA data, the community online survey, statistically valid survey and general observations. This information allowed standards to be customized to Roanoke.

It is important to note that these LOS standards should be viewed as a guide. The standards are to be coupled with conventional wisdom and judgment related to the particular situation and needs of the community. By applying these standards to the population of Roanoke, gaps or surpluses in park and facility types are revealed.

According to the LOS, there are multiple needs to be met in the City to properly serve the community today and in the future. The existing level of service meets and exceeds best practices and recommended service levels for many items; however, there are several areas that do not meet recommended standards. Although Roanoke meets the standards for total park acres, there is a deficit for neighborhood and community park acreage. In the next fifteen years, the Department will need an additional 62 total park acres to meet the recommended standard.

For outdoor amenities, Roanoke shows a shortage of shelters, dog parks, skateparks, outdoor pools, paved and natural trails. The largest deficit is in the area of indoor recreation space where, the city has a shortage of approximately 148,835 ft. of indoor recreation space.

The standards that follow are based upon population figures for 2017, 2022, 2027, and 2032, the latest estimates available at the time of analysis.



Current Inventory		Current LOS			Recommended Standard			Current Needs			Five-Year Need Forecast			Ten-Year Need Forecast			Fifteen-Year Need Forecast		
Item	City of Roanoke	Service Level Based on Current Population			Recommended Service Levels for Study Area			Assessment	Additional Need		Assessment	Additional Need		Assessment	Additional Need		Assessment	Additional Need	
PARKLAND																			
Pocket Parks and Plazas	4.83	0.05	acres per	1,000		acres per	1,000	Meets Standard	-	Acres	Meets Standard	-	Acres	Meets Standard	-	Acres	Meets Standard	-	Acres
Neighborhood Parks	136.30	1.35	acres per	1,000	1.50	acres per	1,000	Need Exists	15	Acres	Need Exists	19	Acres	Need Exists	23	Acres	Need Exists	28	Acres
Community Parks	511.00	5.07	acres per	1,000	5.00	acres per	1,000	Meets Standard	-	Acres	Need Exists	7	Acres	Need Exists	21	Acres	Need Exists	35	Acres
Regional Parks	596.17	5.91	acres per	1,000	5.50	acres per	1,000	Meets Standard	-	Acres	Meets Standard	-	Acres	Meets Standard	-	Acres	Need Exists	5	Acres
Total Park Acres	1,248.30	12.38	acres per	1,000	12.00	acres per	1,000	Meets Standard	-	Acres	Meets Standard	-	Acres	Need Exists	29	Acres	Need Exists	62	Acres
Special Use Areas	71.30	0.71	acres per	1,000		acres per	1,000	Meets Standard	-	Acres	Meets Standard	-	Acres	Meets Standard	-	Acres	Meets Standard	-	Acres
Natural/Preservation Areas	12,601.70	124.99	acres per	1,000		acres per	1,000	Meets Standard	-	Acres	Meets Standard	-	Acres	Meets Standard	-	Acres	Meets Standard	-	Acres
Total Inventory Acres	13,921.30	138.08	acres per	1,000		acres per	1,000	Meets Standard	-	Acres	Meets Standard	-	Acres	Meets Standard	-	Acres	Meets Standard	-	Acres
TRAILS																			
Paved Trails	22.59	0.22	miles per	1,000	0.25	miles per	1,000	Need Exists	2.62	Miles	Need Exists	3.32	Miles	Need Exists	4.02	Miles	Need Exists	4.72	Miles
Natural Trails	70.23	0.70	miles per	1,000	0.75	miles per	1,000	Need Exists	5.39	Miles	Need Exists	7.51	Miles	Need Exists	9.60	Miles	Need Exists	11.69	Miles
OUTDOOR FACILITIES																			
Shelters	28	1	site per	3,601	1	site per	3,500	Need Exists	1	Sites	Need Exists	2	Sites	Need Exists	2	Sites	Need Exists	3	Sites
Multipurpose Fields	28	1	field per	3,601	1	field per	4,000	Meets Standard	-	Fields	Meets Standard	-	Fields	Meets Standard	-	Fields	Meets Standard	-	Fields
Ball Diamonds	27	1	field per	3,734	1	field per	4,000	Meets Standard	-	Fields	Meets Standard	-	Fields	Meets Standard	-	Fields	Need Exists	0	Fields
Basketball Courts	39	1	court per	2,585	1	court per	2,750	Meets Standard	-	Courts	Meets Standard	-	Courts	Meets Standard	-	Courts	Need Exists	1	Courts
Tennis Courts	50.5	1	court per	1,996	1	court per	2,500	Meets Standard	-	Courts	Meets Standard	-	Courts	Meets Standard	-	Courts	Meets Standard	-	Courts
Playgrounds	36	1	site per	2,801	1	site per	3,000	Meets Standard	-	Sites	Meets Standard	-	Sites	Meets Standard	-	Sites	Need Exists	0	Sites
Dog Parks	2	1	site per	50,412	1	site per	40,000	Need Exists	1	Sites	Need Exists	1	Sites	Need Exists	1	Sites	Need Exists	1	Sites
Skate Park	1	1	site per	100,823	1	site per	50,000	Need Exists	1	Sites	Need Exists	1	Sites	Need Exists	1	Sites	Need Exists	1	Sites
Outdoor Pools	2	1	site per	50,412	1	site per	40,000	Need Exists	1	Sites	Need Exists	1	Sites	Need Exists	1	Sites	Need Exists	1	Sites
INDOOR FACILITIES																			
Recreation Centers (Sq. Ft.)	52,811	0.52	SF per	person	2.00	SF per	person	Need Exists	148,835	Sq. Ft.	Need Exists	154,493	Sq. Ft.	Need Exists	160,057	Sq. Ft.	Need Exists	165,645	Sq. Ft.
2017 Estimated Population	100,823																		
2022 Estimated Population	103,652																		
2027 Estimated Population	106,434																		
2032 Estimated Population	109,228																		

Page Intentionally Left Blank

CHAPTER NINE – EQUITY MAPPING

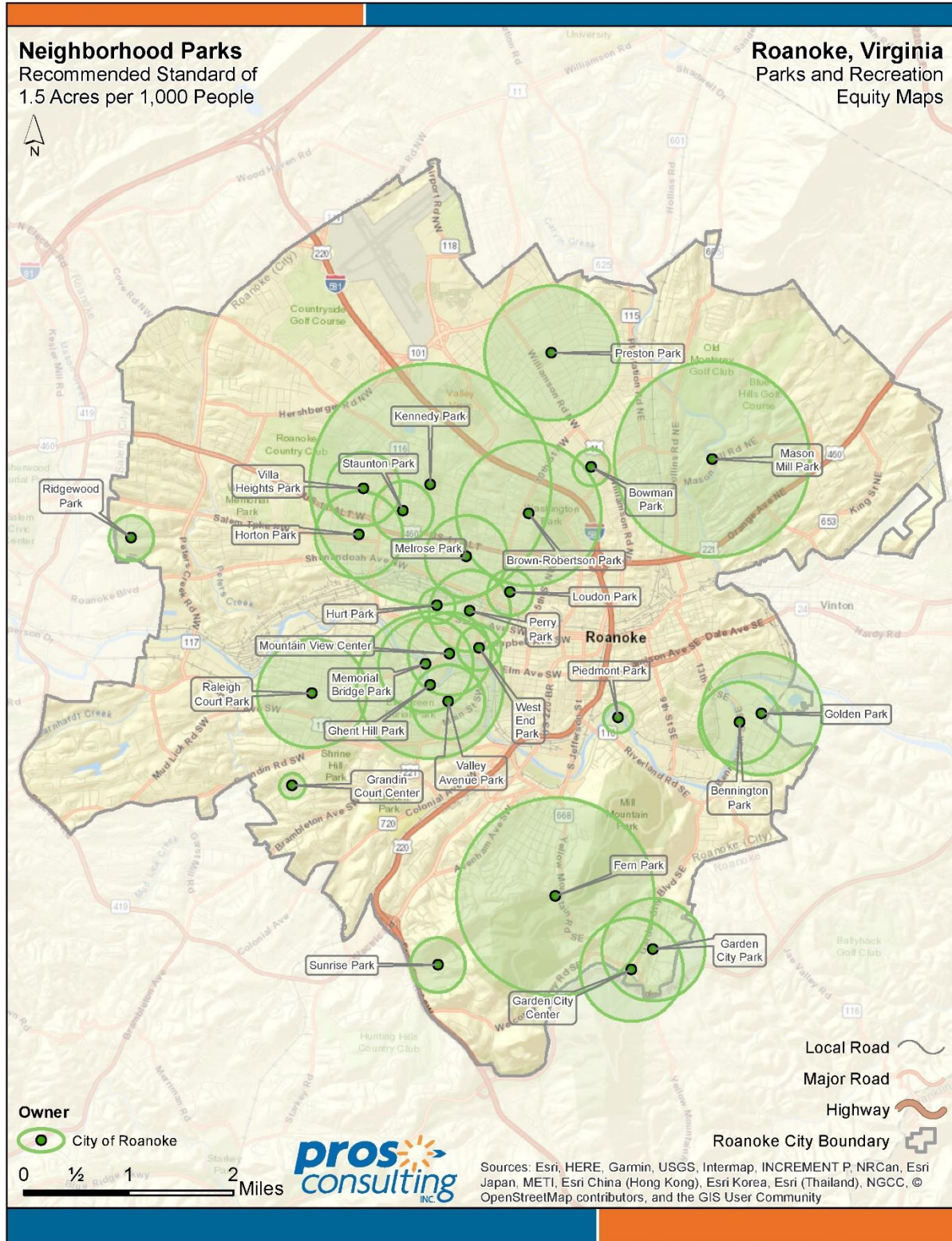
Service area maps and standards assist management staff and key leadership in assessing where services are offered, how equitable the service distribution and delivery is across the City’s service area and how effective the service is as it compares to the demographic densities. In addition, looking at guidelines with reference to population enables the City to assess gaps in services, where facilities are needed, or where an area is over saturated. This allows the City management to make appropriate capital improvement decisions based upon need for a system as a whole and the ramifications that may have on a specific area.

The following list shows the service area maps that were developed for each of the major assets:

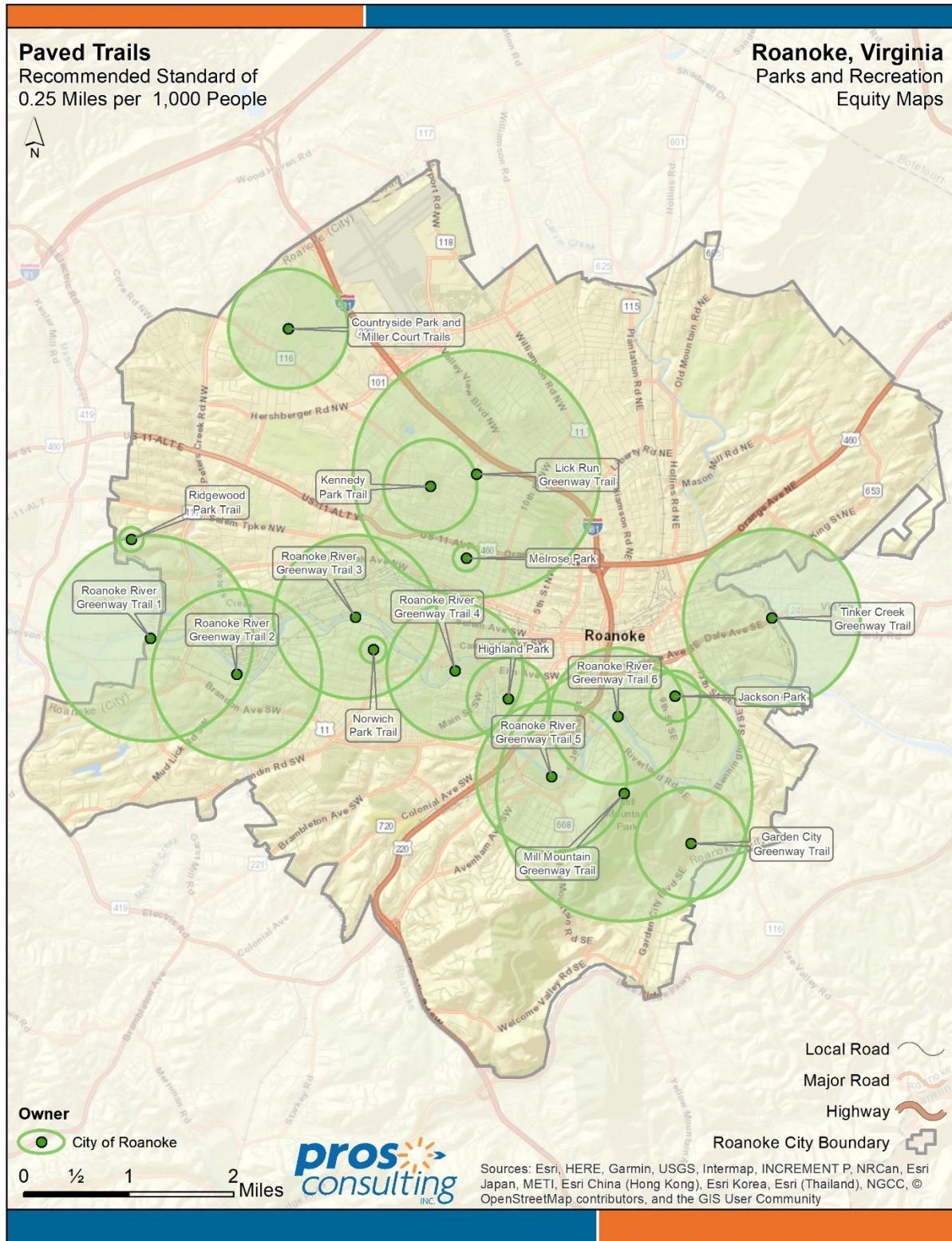
- Parkland
 - Pocket Parks and Plazas
 - Neighborhood Parks
 - Community Parks
 - Regional Parks
 - Special Use Areas
 - Natural/Preservation Areas
- Trails
 - Paved Trails
 - Natural Trails
- Outdoor Facilities
 - Shelters
 - Multipurpose Fields
 - Ball Diamonds
 - Basketball Courts
 - Tennis Courts
 - Playgrounds
 - Dog Parks
 - Skate Park
 - Outdoor Pools
- Indoor Facilities
 - Recreation Centers (Sq. Ft.)

The source for the population used for standard development is the estimated 2017 population and as reported by Environmental Systems Research Institute, Inc. (ESRI). The shaded areas in the Equity Maps indicate the service level (i.e., the population being served by that park type/amenity) as outlined in the previous section. The following are examples of equity maps for neighborhood parks, paved trails, tennis courts and recreation centers. All maps can be found in **Appendix J**.

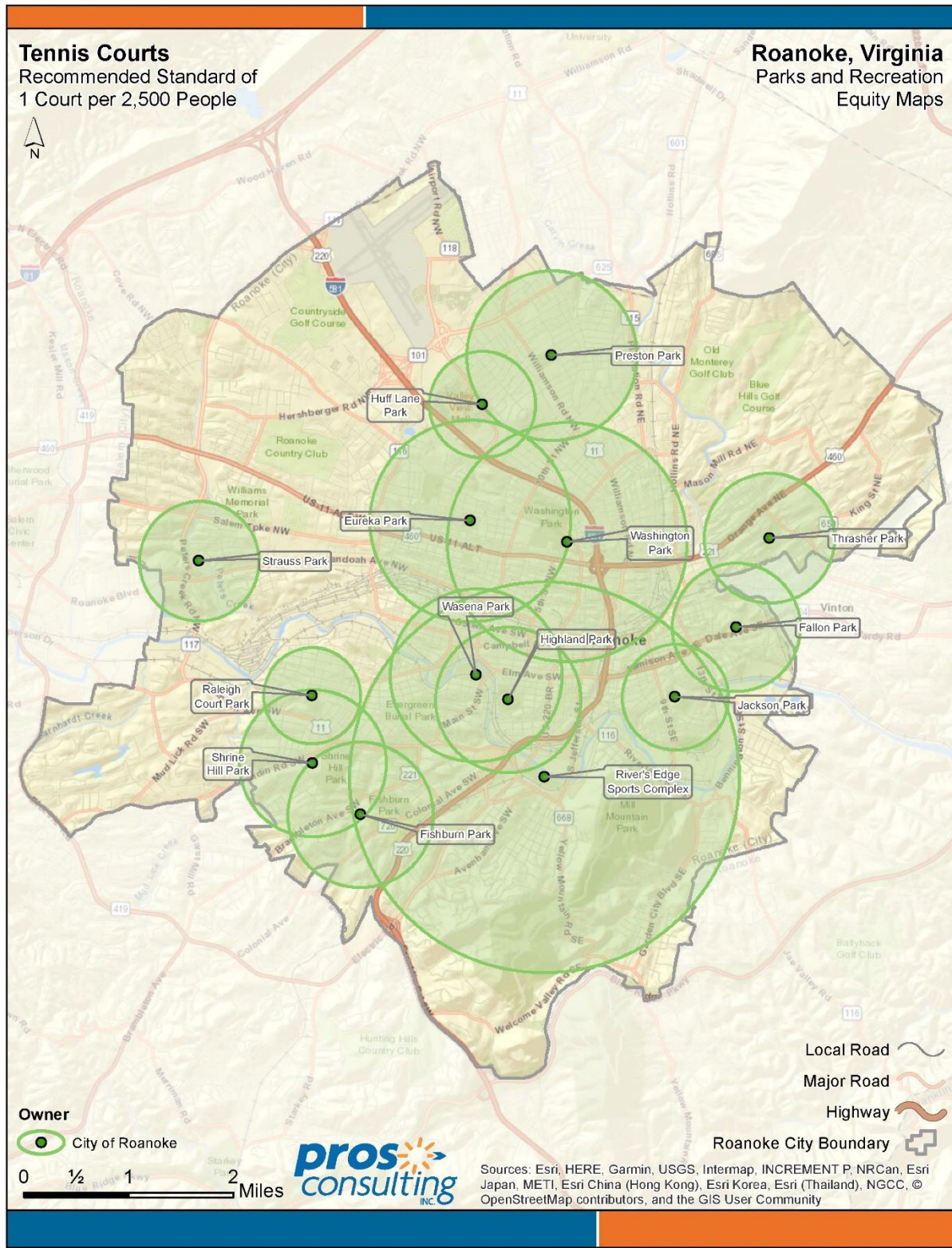
NEIGHBORHOOD PARKS



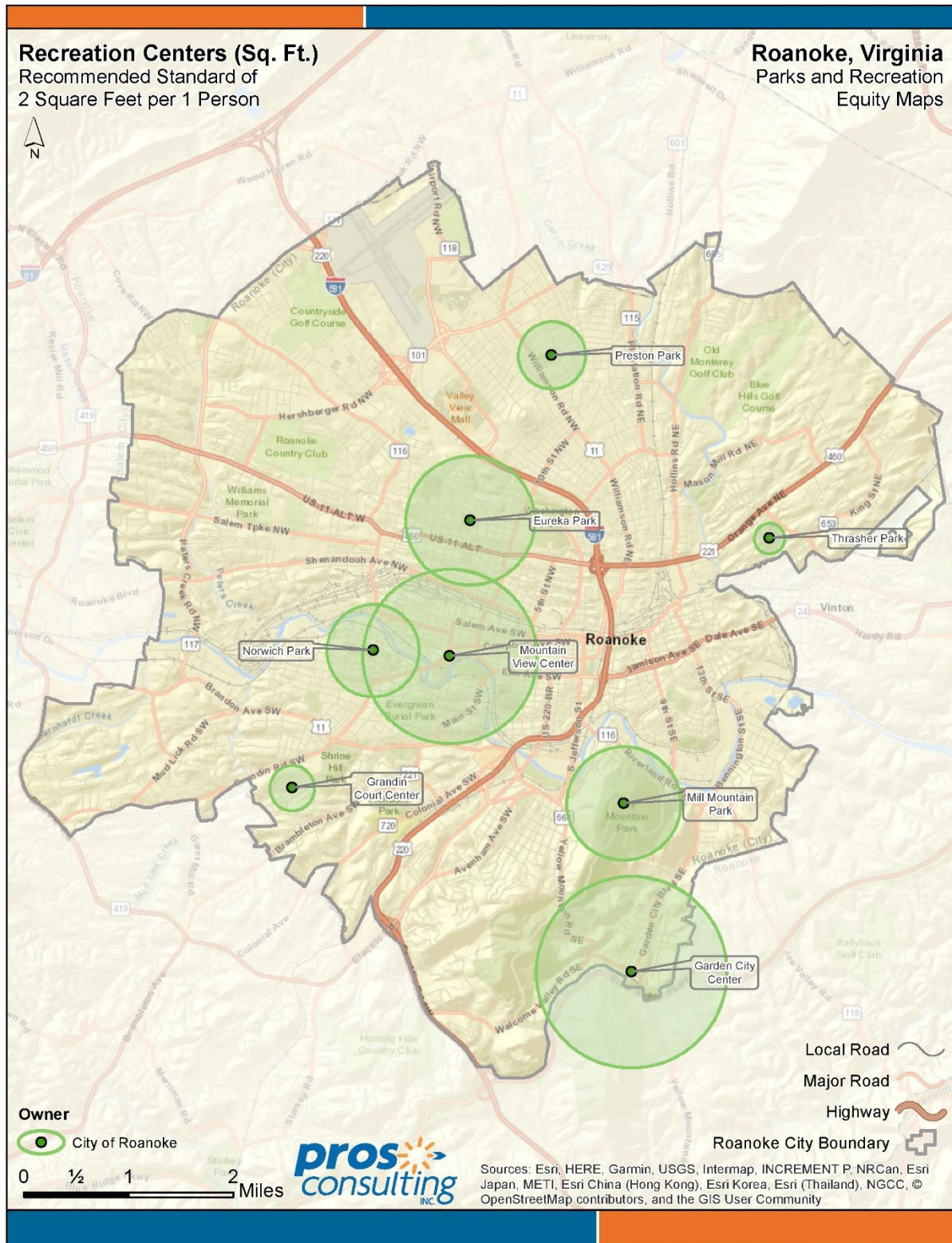
PAVED TRAILS



TENNIS COURTS



RECREATION CENTERS



CHAPTER TEN - PRIORITY RANKINGS

The purpose of the Facility and Program Priority Rankings is to provide a prioritized list of facility/amenity needs and recreation program needs for the community served by the City. The Consulting team evaluated both the quantitative and qualitative data of the citizen engagement process, facility assessments, demographics and trends as well as “Best Practices” in consultation with the city to provide the priority ranking of needs.

Priority Needs for Facilities/Amenities	
1. Paved Interior Park Walking Trails	
2. Modern Aquatic Facilities	
3. Modernized and Improved Recreation Centers	
4. Improved Neighborhood and Community Parks	
5. Indoor Walking and Running Tracks	
6. Improved River and Stream Opportunities	
7. Camping Facilities	
8. Dog Parks	
9. Natural Surface Trails for Hiking and Mountain Biking	

Priority Needs for Programs

1. Fitness and Wellness
2. Day Trips
3. Performing Arts
4. Nature Programs
5. Special Events
6. Paddle Sports
7. Outdoor Adventure
8. Before and After School
9. Adaptive
10. Teen and Young Adult



CHAPTER ELEVEN - CAPITAL IMPROVEMENTS

The City of Roanoke plans capital improvements over a five-year period with appropriations being made on an annual basis. This approach maintains flexibility in order to maximize efficiencies as the overall needs of the City change from year to year.

Over the next ten years, this Plan recommends a combination of building new and modernizing existing parks, facilities and amenities. The recommendation herein provides a three-phased approach to address the Short Term, Mid Term and Long-Term Priorities as listed below.

0-5 Years	5-10 Years	Long Term Planning (Outside of 10 Year Master Plan Timeframe)
Create Family Leisure Pool	Modernize 1st Recreation Center	Modernize 2nd Recreation Center
Improve ADA Access within Parks	Improve ADA Access within Parks	Improve ADA Access within Parks
Finish River's Edge Park North	Finish "Bridge the Gap"	Finish Tinker Creek Greenway Trails
Improve Mountain Bike Facilities	Upgrade Outdoor 50 Meter Pool	Finish Roanoke River Greenway Trail East
Enhance Blueway System	Improve Neighborhood Walkability to Parks	Improve Neighborhood Walkability to Parks
Replace Antiquated Play Areas	Enhance Blueway System	Create Camping Facilities
	Finish Phase II Tinker Creek Greenway Trail	Replace Antiquated Play Areas
	Replace Antiquated Play Areas	Create Inner Park Paved Walking Trails
	Create Inner Park Paved Walking Trails	Improve Small Community Centers
	Improve Small Community Centers	Improve Mountain Bike Facilities
	Improve Mountain Bike Facilities	
	Improve Dog Parks	

11.1 KEY INVESTMENTS

The following are the key investments listed in alphabetical order.

11.1.1 ADA COMPLIANCE

Parks and Recreation facilities must comply with the Outdoor Recreation standards of the Americans with Disabilities Act (ADA). Roanoke has numerous areas of improvement throughout its park system; it is recommended that the City maintain its ADA transition plan per National Accreditation Standards whereas areas on non-compliance are addressed and corrected on a frequent and documented basis.

11.1.2 COMPLETE RIVER'S EDGE PARK-NORTH

As approved by City Council, the first phase of development includes two new premier athletic fields with redesigned and improved parking, lighting, and access. The second and last phase of development is planned to complete and finalize park development such that the overall area of Roanoke's now southern tip of Downtown, will be the most synergetic area of living, work, and play arguably in the region. With further public input to determine the final amenities for these improvements, it is anticipated that the park could be completed as early as fiscal year 2020.



11.1.3 COMPLETE THE ROANOKE RIVER GREENWAY TRAIL

Continue to work towards a solution to fully develop the western gap in the trail for the City to connect with the City of Salem. Seek and apply for preferably non-matching state and federal grants for funds to finish the trails eastern edge near the Town of Vinton and Roanoke County.

11.1.4 COMPLETE THE TINKER CREEK GREENWAY TRAIL

The engineering design on Phase II is underway with an expected opening in fiscal year 2022. Post Phase II development, the consulting team as well as Roanoke's regional partners encourages the City to continue to apply for grant funds for the final phase of the trail northward, connecting into the Carvins Cove Natural Reserve. Further information can be found in the 2018 Roanoke Valley Regional Greenways Plan.

11.1.5 IMPROVING AQUATIC FACILITIES

The City has two outdoor L-shaped pools that are more than forty years of age. Each pool has the same design whereas they were largely designed for outdoor competition with recently added minor family-friendly elements. It is recommended that the City upgrade and improve its aquatic facilities by a) developing a new indoor or outdoor family leisure facility, and b) upgrade an outdoor facility to be the region's premier outdoor 50-meter competition venue.

11.1.6 IMPROVE THE BLUEWAY SYSTEM

Continually coordinate and work with regional partners to expand the region's water trails. Focus upon both the Roanoke River and Tinker Creek for improved canoe and kayak access points, wayfinding, and trailheads.

11.1.7 IMPROVE WALKABILITY TO NEIGHBORHOOD PARKS

Across-the-board, walking remains the most preferred form of recreational and fitness activities at national, state, and local levels. While virtually free to anyone, it is most important to those immediate areas around one's home and to their neighborhood park. While Roanoke has made great strides in the development of their trails system, it is evident through all forms of engagement within this plan that there is a significant desire to create better and inclusive connections within each of the twenty-six neighborhoods. By working with regional partners, transportation staff, the City Engineer, and the Regional Planning Commission, Parks and Recreation staff should consider analyzing the best walkable routes within each neighborhood.



11.1.8 MODERNIZE RECREATION CENTERS

Roanoke's most recent recreation center is more than 50 years old, with the oldest being more than 100 years old. The findings of center space assessments of both Preston and Eureka Centers revealed that both facilities have inadequate recreational spaces and antiquated mechanical/structural systems in various states of disrepair and obsolescence.

Coupled with the data illustrating that Roanoke has a severely low per square-foot of indoor recreational space per resident (per the Level of Service data), it is recommended that Roanoke upgrade and modernize their indoor recreational spaces, beginning with Preston and Eureka. These improvements would afford our youth and those young at-heart, the opportunity to participate in team sports, one-on-one play, classes, programs, activities, games, and community functions at all hours of the day.

Improvements of this fashion would also spark and reenergize their respective neighborhoods such that these facilities would become the social center of the area, improve home values, and offer better and closer before- and after-school opportunities for our youth.

In addition, these modernized facilities designed to current trends would lead to greater utilization and contribute positively to revenue generation and support greater financial sustainability overall.



11.1.9 MOUNTAIN BIKING AND HIKING FACILITIES

As one of the region's top tourism opportunities, continue to work with regional partners such as Pathfinder's for Greenways, the Roanoke Valley Greenway Commission, and local mountain biking and hiking organizations to develop, promote, and maintain a sustainable inter-connected system of natural surface trails.



11.1.10 PLAYGROUND REPLACEMENTS

Typical manufactured play equipment has a life span of about 10 years dependent upon wear and the availability of replacement components. With more than sixty play areas to-date, it is suggested that the City annually plan for playground replacements within the capital budget so that a ten-year rotating replacement cycle is maintained.

CHAPTER TWELVE - FUNDING AND REVENUE STRATEGIES

The purpose of developing funding and revenue strategies is to help Roanoke Parks and Recreation staff prepare for the plan's implementation by identifying viable funding opportunities, including fees, charges, and partnerships, and to pursue and share examples from other agencies that may have been in a similar place.

In order to continue to build and maintain a great park system, the following are some of the funding sources that are available and used by many other public agencies throughout the United States.

New, sustainable funding sources are essential to implementing the needs assessment and action plan. The City has been good stewards of public dollars and has managed well with the revenues generated from taxes and user fees to support the system. The key for future growth is to diversify funding sources that will help support the development and sustenance of the initiatives recommended in this plan.

The sources listed below have been selected in conjunction with staff based on their viability and the desire to pursue them further. These are meant to serve as recommendations and guidelines and do not commit the City or the Parks and Recreation staff to pursue them.

In today's environment, it is important for residents to know that all opportunities are being looked at as part of a bigger funding strategy that includes multiple sources. Explore the following external funding strategies to diversify the funding sources of the park system.



12.1.1 EXTERNAL FUNDING STRATEGIES:

CORPORATE SPONSORSHIPS

This revenue-funding source allows corporations to invest in the development or enhancement of new or existing facilities in park systems. Sponsorships are also highly used for programs and events.

PARTNERSHIPS

Partnerships are joint development funding sources or operational funding sources between two separate agencies, such as two government entities, a non-profit and a governmental entity, or a private business and a governmental entity. Two partners jointly develop revenue producing park and recreation facilities and share risk, operational costs, responsibilities and asset management, based on the strengths and weaknesses of each partner.

FOUNDATIONS AND GIFTS

These dollars are raised from tax-exempt, non-profit organizations established with private donations in promotion of specific causes, activities, or issues. They offer a variety of means to fund capital projects, including capital campaigns, gifts catalogs, fundraisers, endowments, sales of items, etc.

PRIVATE DONATIONS

Private Donations may also be received in the form of funds, land, facilities, recreation equipment, art or in-kind services. Donations from local and regional businesses as sponsors for events or facilities should be pursued.

IRREVOCABLE REMAINDER TRUSTS

These trusts are set up with individuals who typically have more than a million dollars in wealth. They will leave a portion of their wealth to the organization in a trust fund that allows the fund to grow over a period of time and then is available for the organization to use a portion of the interest to support specific park and recreation facilities or programs that are designated by the trustee.

VOLUNTEERISM

Volunteers are an indirect revenue source in that persons donate time to assist the organization in providing a product or service on an hourly basis. This reduces the organization's cost in providing the services such as recreation events, landscaping, painting, removing invasive species, and other needs where a volunteer's skill is matched with a Department need. It is also helpful to inform volunteers with operational details, as it builds advocates into the system.

CROWD-FUNDING:

It is the collection of funds to sustain an initiative from a large pool of backers—the "crowd"—usually made online by means of a web platform. The initiative could be a nonprofit campaign (e.g. to raise funds for a school or social service organization), a philanthropic campaign (e.g. for emergency funds for an ill person or to produce an emerging artist), a commercial campaign (e.g. to create and sell a new product) or a financing campaign for a public agency (capital projects or program/operations related e.g. printing costs for all marketing materials)

Crowdfunding models involve a variety of participants. They include the people or organizations that propose the ideas and/or projects to be funded, and the crowd of people who support the proposals. Crowdfunding is then supported by an organization (the "platform") which brings together the project initiator and the crowd. Given below are two examples of the most popular platforms that are currently out there.

12.1.2 CAPITAL AND USER FEES:

Capital Fees are added to the cost of revenue producing facilities such as golf courses, pools, recreation centers, hospitality centers and sports complexes and are lifted off after the improvement is paid off. This strategy is often used to help fund signature facilities such as recreations centers, aquatic centers, zoos and museums.

FEES AND CHARGES

The organization must position its fees and charges to be market-driven and based on both public and private facilities. The potential outcome of revenue generation is consistent with national trends relating to public park and recreation agencies, which generate an average 35% to 50% of operating expenditures. This could include program fees and daily fees for access to public owned facilities.

TICKET SALES AND ADMISSIONS

This revenue source is on accessing facilities for self-directed activities such as pools, ice skating rinks, ballparks and entertainment facilities. These user fees help off-set operational costs.

PERMITS (SPECIAL USE PERMITS)

These special permits allow individuals to use specific park property for financial gain. An example would be Great Parks of Hamilton County that either receive a set amount of money or a percentage of the gross service that is being provided by the company.

RESERVATIONS

This revenue source comes from reserving exclusive use of public property for a set amount of time. The reservation rates are usually set and apply to group picnic shelters, meeting rooms for weddings, reunions and outings or other types of facilities for special activities.

EQUIPMENT RENTAL

The revenue source is available on the rental of equipment such as tables, chairs, tents, stages, bicycles, roller blades, kayaks, boats etc. that are used for recreation purposes

PARKS AND GREENWAYS FOUNDATIONS

Parks and Greenways Foundations have been developing across the United States over the last several years to support matching monies for cities and counties. Foundations raise money for both capital improvements and operational costs.

RECREATIONAL TRAILS PROGRAM

This grant is for development of urban trail linkages, trail head and trailside facilities; maintenance of existing trails; restoration of trail areas damaged by usage; improving access for people with disabilities; acquisition of easements and property; development and construction of new trails; purchase and lease of recreational trail construction and maintenance equipment; environment and safety education programs related to trails.

PARTNERSHIP ENHANCEMENT MONETARY GRANT PROGRAM

Partnership Enhancement Monetary Grant Program, administered by the National Tree Trust. Matching grants are available on a 50 and 50 cost share basis. Funds are available for projects which promote public awareness in support of tree planting, maintenance, management, protection and cultivation of trees in rural, community and urban settings. These are small grants ranging from \$500 to \$20,000.

PARKS AND RECREATION TRUST FUND

The Parks and Recreation Trust Fund (PARTF) provides dollar-for-dollar matching grants to local governments for parks and recreational projects to serve the public.

COMMUNITY FOREST AND OPEN SPACE PROGRAM:

Federal Grant with Estimated Total Program Funding of \$3,150,000. Individual grant applications may not exceed \$400,000. The program pays up to 50% of the project costs and requires a 50% non-federal match. Eligible lands for grants funded under this program are private forests that are at least five acres in size, suitable to sustain natural vegetation and at least 75% forested.

LAND AND WATER CONSERVATION FUND

Preserve, develop and renovate outdoor recreation facilities. Focus is on America's Great Outdoors Initiative. New or renovation of pavilions, playgrounds or play areas, ball fields, bleachers, golf course meeting rooms, multi-purpose courts, parking facilities, pathways and trails, roads, signs, ski areas, snowmobile facilities and tennis courts. Federal Funds-Average Award is \$70,000.

CONGESTION MITIGATION AND AIR QUALITY PROGRAM-FUND

This source is for transportation projects that improve air quality and reduce traffic congestion. Projects can include bicycle and pedestrian projects, trails, links to communities, bike rack facilities. Average grant size \$50-\$100,000.

COMMUNITY FACILITIES GRANT AND LOAN PROGRAM-GRANT PROGRAM

This source is established to assist communities with grant and loan funding for the expansion, renovation and or remodeling of former school facilities and or existing surplus government facilities that have an existing or future community use. Facilities may be space for community gatherings and functions, recreational athletic facilities for community members, particularly youth. These include space for non-for-profit offices, child care, community education, theater, senior centers, youth centers and after school programs. CFP match requirements for requests up to \$250,000 are 10-% eligible project costs. For requests over \$250,000 to \$1 million, the match is 15%.

AMERICAN HIKING SOCIETY

Fund on a national basis for promoting and protecting foot trails and the hiking experience.

THE HELEN R. BUCK FOUNDATION

This foundation provides funding for playground equipment and recreational activities.

DEUPREE FAMILY FOUNDATION:

The Deupree Family Foundation provides grants for Recreation, parks/ playgrounds and children/ youth, on a national basis. This foundation supports: building/renovation, equipment, general/ operating support, program development and seed money.

THE JOHN P. ELLBOGEN FOUNDATION

Children/youth, services grants as well as support for capital campaigns, general/operating support and program development.

VIRGINIA DEPARTMENT OF TRANSPORTATION SMART SCALE

These grants are funded through the Federal Highway Administration for trails.

ECONOMIC DEVELOPMENT GRANTS FOR PUBLIC WORKS AND DEVELOPMENT OF FACILITIES

The U. S. Department of Commerce, Economic Development Administration (EDA), provides grants to states, counties and cities designated as redevelopment areas by EDA for public works projects that can include developing trails and greenway facilities. There is a 30% local match required, except in severely distressed areas where the federal contribution can reach 80%.



12.1.3 FRANCHISE AND LICENSES:

CATERING PERMITS AND SERVICES

This is a license to allow caterers to work in the park system on a permit basis with a set fee or a percentage of food sales returning to the organization. Many parks and recreation agencies have their own preferred catering service for signature facilities and receive a percentage of dollars off the sale of their food. This can apply to food trucks for outdoor events as well.

POURING RIGHTS

Private soft drink companies that execute agreements with organizations for exclusive pouring rights within facilities that include vending machines. A portion of the gross sales goes back to the organization. The City of Westfield, IN just signed a 10 year, \$2 million pouring rights deal at their sports complex with Pepsi. On a smaller scale, vending machine revenue within the parks can generate revenue. However, the vending companies may require the property owner to secure the machines on a nightly basis.

CONCESSION MANAGEMENT

Concession management is from retail sales of merchandise or rentals of recreational equipment. The organization either contracts for the service or receives a set amount of the gross percentage or the full revenue dollars that incorporates a profit after expenses.

PRIVATE CONCESSIONAIRES

This funding source is a contract with a private business to provide and operate desirable recreational activities financed, constructed and operated by the private sector, with additional compensation paid to the organization.

NAMING RIGHTS

Many cities and counties have turned to selling the naming rights for new buildings or renovation of existing buildings and parks for the development cost associated with the improvement. County of San Diego Parks and Recreation Department has a great naming rights program where individuals, business, and/or non-profit groups can have their name on variety of amenities ranging from ball fields, community gardens, playgrounds to multi-use trails.

<http://www.sdparks.org/content/dam/sdc/parks/NamingRights/NamingRightOpportunitiesBooklet.pdf>

GREENWAY UTILITY

Greenway utilities are used to finance acquisition of greenways and development of the greenways by selling the development rights underground for the fiber optic types of businesses, such as phone companies or cable companies.

ADVERTISING SALES

This revenue source is for the sale of tasteful and appropriate advertising on park and recreation related items such as in an organization's print materials, on scoreboards, dasher boards and other visible products or services that are consumable or permanent and exposes the product or service to many people.

INTERLOCAL AGREEMENTS

Contractual relationships entered into between two or more local units of government or between a local unit of government and a non-profit organization for the joint usage and development of sports fields, regional parks, or other facilities.

12.1.4 TAX SUPPORT**PROPERTY TAX**

Ad valorem taxes on real property collected by the City and distributed to municipal departments such as park and recreation for annual operations.

HOTEL, MOTEL, AND RESTAURANT TAX

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

SPECIAL IMPROVEMENT DISTRICT, BENEFIT DISTRICT

Taxing districts established to provide funds for certain types of improvements that benefit a specific group of affected properties. Improvements may include landscaping, the erection of fountains, and acquisition of art, and supplemental services for improvement and promotion, including recreation and cultural enhancements.

SALES TAX

This existing revenue source has been very successful in funding the park system in Frisco, TX. This tax is very popular in high traffic tourism type cities and with county and state parks.

CHAPTER THIRTEEN - STRATEGIC OPERATIONAL RECOMMENDATIONS

The consulting team and staff assimilated information from the various data sources and technical analysis to help identify overall priorities. Keeping in mind those priorities and through several iterative sessions between staff and the consulting team, the strategic action plan was developed.

This is meant to be an action plan for staff to implement and evaluate on an on-going basis for key functional areas within the Department. The overall strategies are shown below while the action plan including tactics, performance metrics, timelines etc. are all in the action plan matrix for staff to implement.

13.1.1 PARKS, FACILITIES, TRAILS:

- Create Site Specific Master Plans for Each Park Type
- Create Design and Maintenance Standards for All Park Types
- Transfer Management of Spaces that Are Not Parks
- Establish 30% Cost Recovery For Fees and Charges
- Upgrade Parks and Facilities to ADA Standards

13.1.2 OPERATING AND MAINTENANCE STRATEGIES:

- Create Deferred Capital Maintenance Funding Program
- Create Maintenance Management Plans for all Facilities
- Develop Operating and Maintenance Policies for Recreation Centers
- Define, Design, and Operate Parks and Facilities as Intended
- Establish Asset Replacement Program
- Increase Front-Line Full Time Staffing to Appropriately Maintain the System
- Implement a Single Facility Scheduling System for All Parks, Trails, Facilities
- Update Security Deposits to Accurately Reflect True Costs

13.1.3 PROGRAMMING STRATEGIES:

- Enhance Enterprise Accounting Methods
- Establish Sustainable Direction for Youth Athletics
- Expand Upon Existing Position Classifications
- Improve Partnerships That Align With Vision, Mission and Values
- Increase Successful Programs and Eliminate Those That Are Not
- Obtain Additional Inside Storage and Inventory Space
- Obtain and Implement New Facility Reservation System

13.1.4 MARKETING AND COMMUNICATIONS STRATEGIES

- Add Staff to Manage Digital Systems and Enhance Television Presence
- Evaluate Benefits of Hardcopy Marketing (PLAY)
- Expand Marketing Plan from Macro to Micro level strategies
- Determine Direct Value of Regional Marketing
- Develop Local Business Networks
- Grow Merchandise Sales
- Implement An Education Campaign To Grow Awareness About Offerings
- Improve Branding (Develop Unique Department Logo)

CHAPTER FOURTEEN – CONCLUSION

The Roanoke community is one of the most passionate and supportive community for parks, recreation and trails/greenways that this consulting firm has seen and the high level of engagement in the community input process bears testimony to that. This Plan represents the culmination of a comprehensive planning process with extensive engagement and analysis across varied sources. It is meant to be a living document that conveys the community's needs and vision for the future coupled with trends and analysis that will help inform prioritized decision-making.

The success of any such planning document is measured by its implementation. While Roanoke is renowned for its trails and greenway system and some outstanding natural assets including Mill Mountain and Carvins Cove, its recreation centers and pools have outlived their useful lives. This ultimately affects the overall recreation experience provided to the community and hinders the Department's ability to grow its overall financial sustainability in times of increasing competition among other public services.

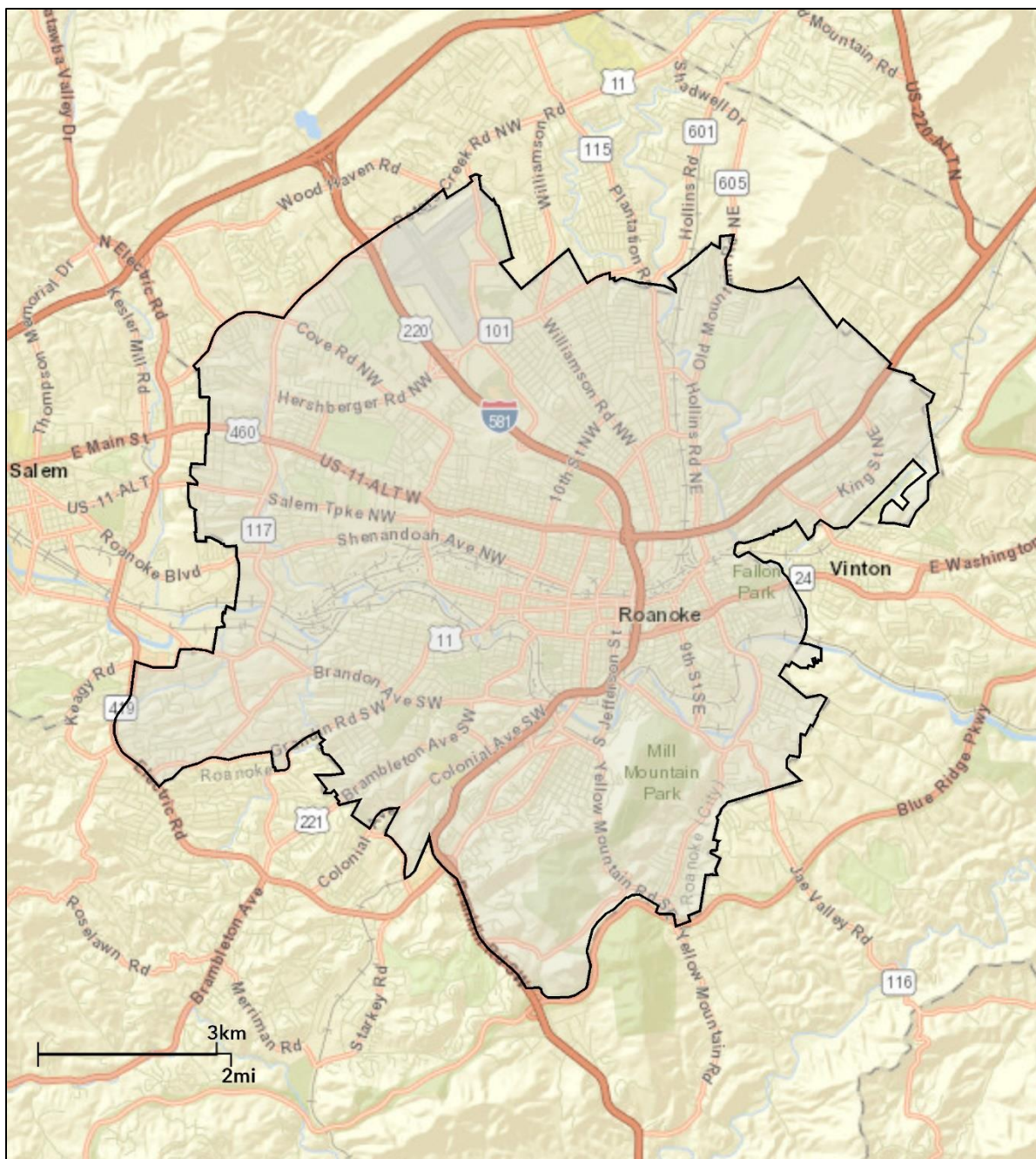
Taking into consideration that all of the identified needs cannot be achieved in a 10-year timeframe, this plan provides a community-driven vision that identifies both short- and long-term strategies that will position Roanoke as a premier, best in class agency. For the Department to continue growing and building on its national accreditation while supporting the City's ability to be competitive on multiple quality of life and economic indicators, continuation of the status quo is not sustainable.

Unlocking the staff's potential for creativity and innovation, emphasizing connectivity, and investing in upgrading and developing signature facilities would be the ideal combination to help realize the vision to "Be the Reason People Choose Roanoke."

APPENDIX A – DEMOGRAPHICS

METHODOLOGY

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



RACE AND ETHNICITY DEFINITIONS

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

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

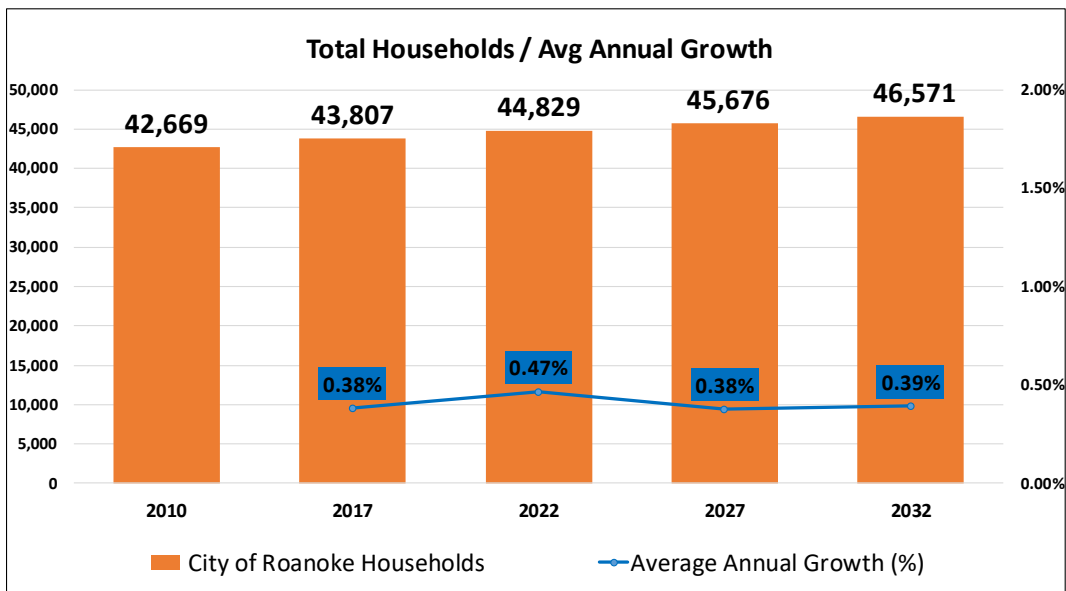
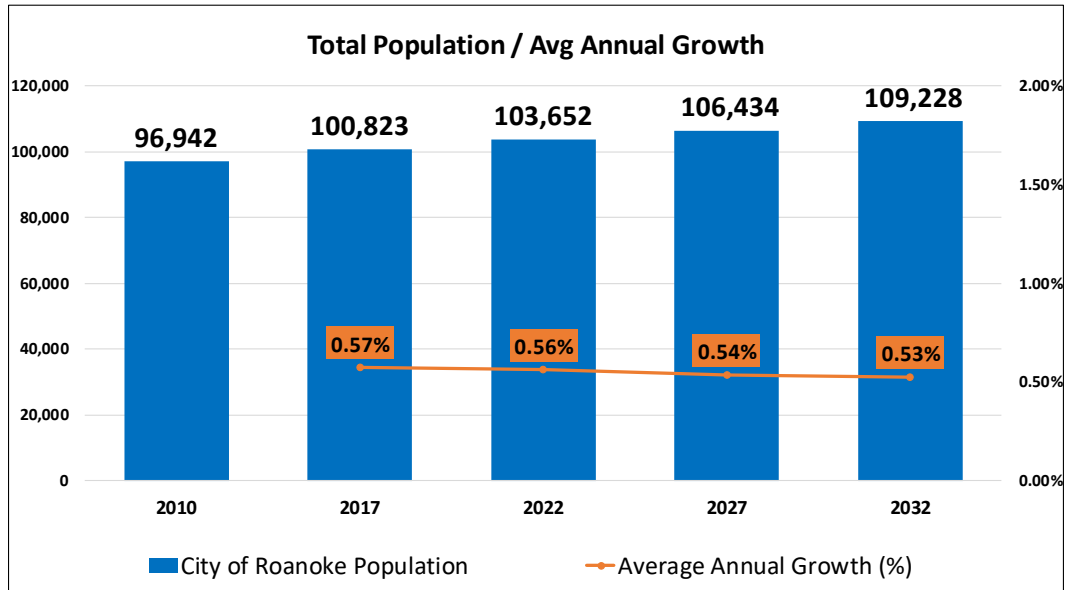
*Please Note: The Census Bureau defines Race as a person's self-identification with one or more of the following social groups: White, Black or African American, Asian, American Indian and Alaska Native, Native Hawaiian and Other Pacific Islander, some other race, or a combination of these. While Ethnicity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

14.1.1 THE CITY POPULACE

POPULATION

The City's population experienced slight growth rate of 4.00% from 2010 to 2017 (0.57% per year), which is below the national growth rate of 0.87% annually over the same period. Currently, the population is estimated at 100,823 individuals living within 43,807 households.

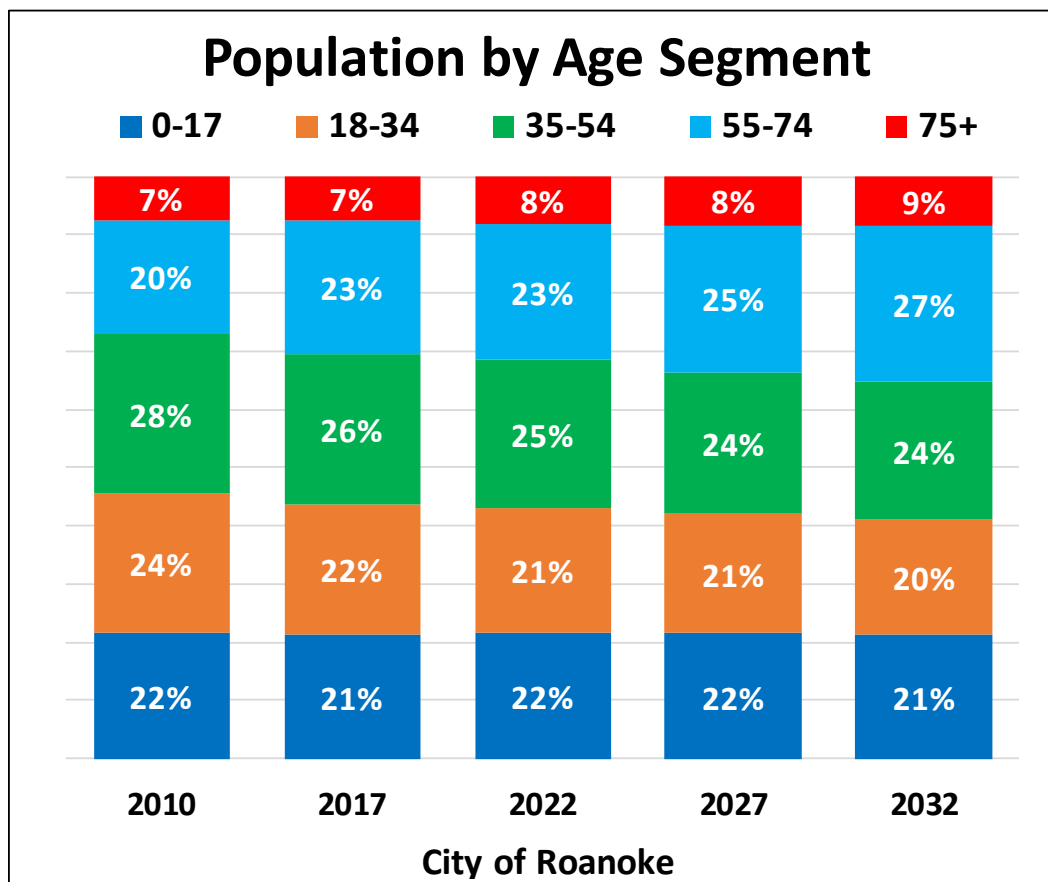
Projecting ahead, the total population and total number of households are both expected to continue growing over the next 15 years, but at a slower rate than years past. Based on 2032 predictions, the City is expected to have 109,228 residents living within 46,571 households.



AGE SEGMENT

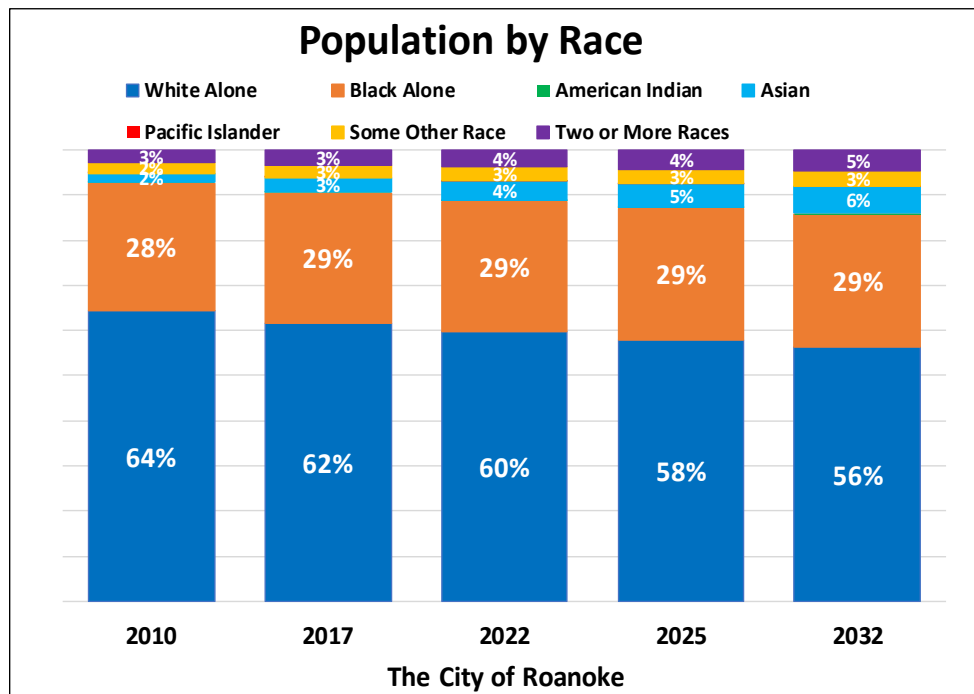
Evaluating the City by age segments, the population is aging rather quickly, with a median age of 39.5 years old which is well above the US median age of 38.2 years. Assessing the population as a whole, the City is projected to continue its current aging trend. By 2032, the older generations in ages 55+ will possess 36% of the population. This is largely due to the increased life expectancies and the remainder of the Baby Boomer generation shifting into the senior age groups.

Due to the continued growth of the older age segments, it is useful to further segment the “Senior” population beyond the traditional 55+ designation. Within the field of parks and recreation, there are two commonly used ways to partition this age segment. One is to simply segment by age: 55-64, 65-74, and 75+. However, as these age segments are engaged in programming, the variability of health and wellness can be a more relevant factor. For example, a 55-year-old may be struggling with rheumatoid arthritis and need different recreational opportunities than a healthy 65-year old who is running marathons once a year. Therefore, it may be more useful to divide this age segment into “Active,” “Low-Impact,” and/or “Social” Seniors.



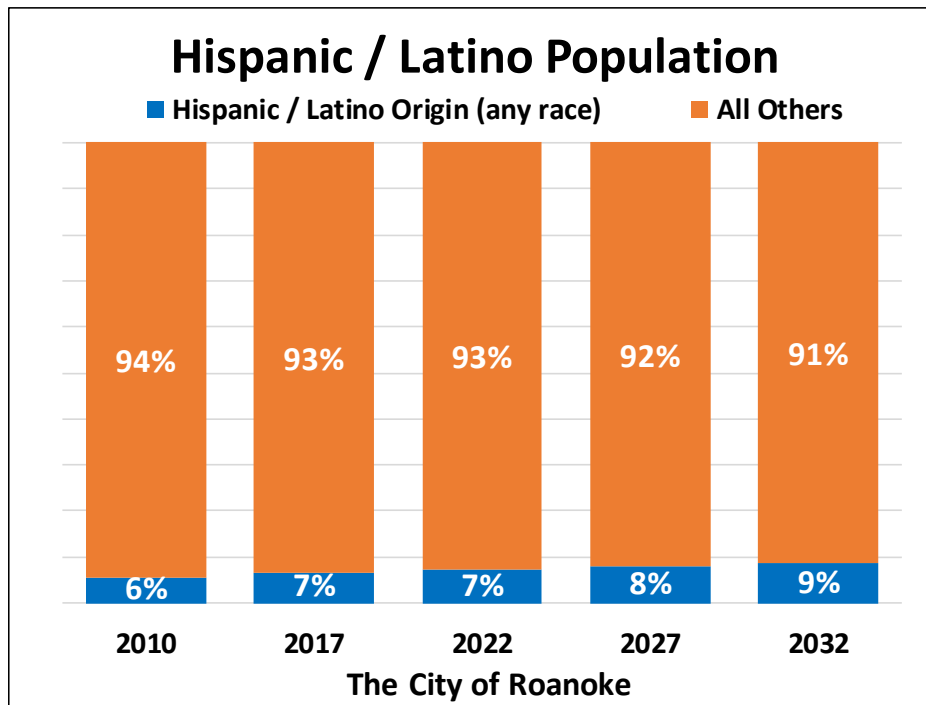
RACE

Analyzing race, the service area's current population is moderately diverse. The 2017 estimate shows that 62% of the population falls into the White Alone category, while the Black Alone category (29%) represents the largest minority. The racial diversification of the City is similar to the national population, which is approximately 70% White Alone. The predictions for 2032 expect the population continue to diversifying with the White Alone population is projected to decrease (-6%) while the Asian and remaining minority categories will experience a slight increase.



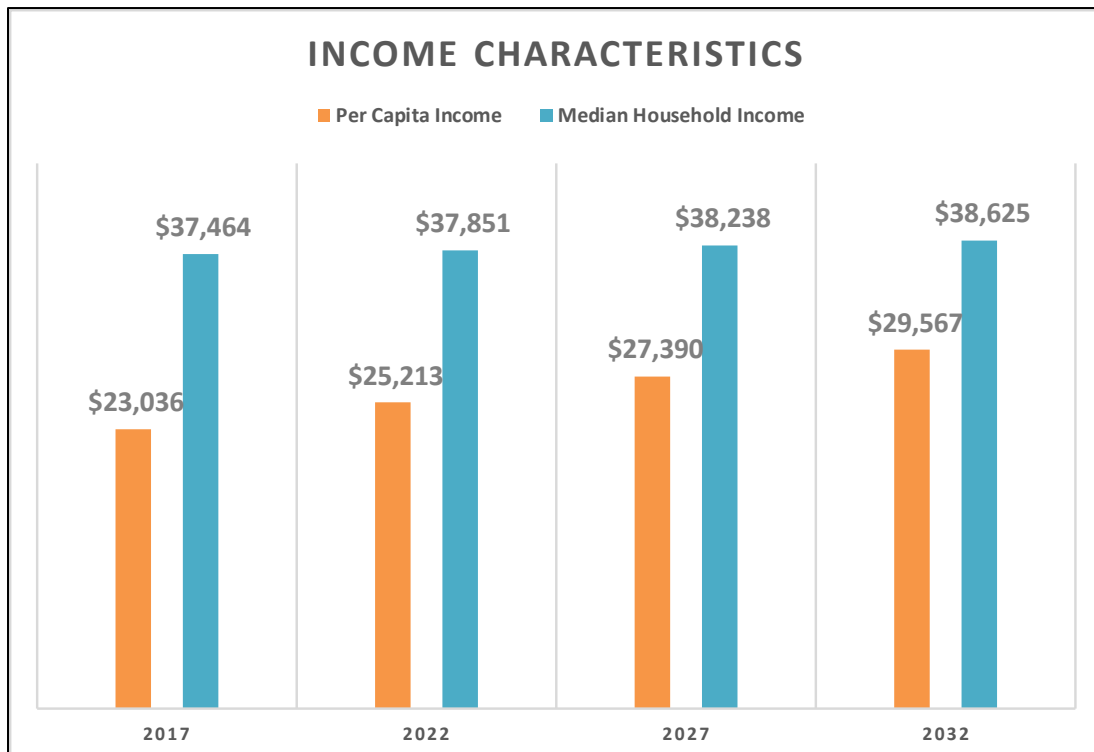
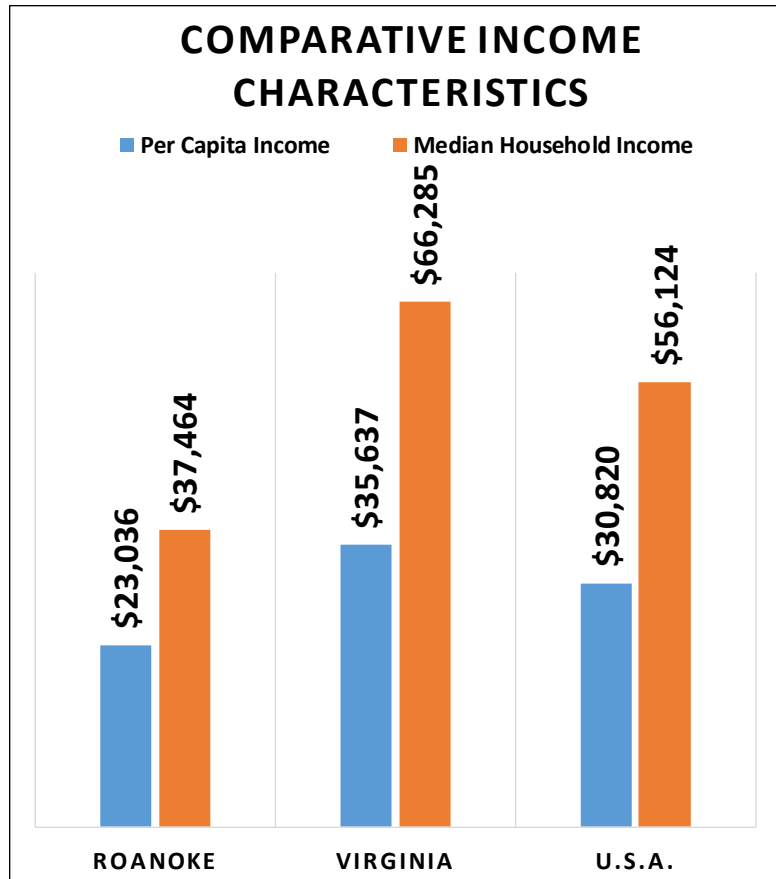
ETHNICITY

The City's population was also assessed based on Hispanic/Latino ethnicity, which by the Census Bureau definition is viewed independently from race. It is important to note that individuals who are Hispanic/Latino in ethnicity can also identify with any of the racial categories from above. Based on the 2010 Census, those of Hispanic/Latino origin represent under 7% of the service area's current population, which is lower than the national average (18% Hispanic/Latino). The Hispanic/Latino population is expected to continue growing over the next 15 years, increasing to 9% of the City's total population by 2032.



HOUSEHOLD INCOME

The City's per capita income (\$23,036) and median household income (\$37,464) are both currently below the national averages (\$30,820 and \$56,124). As seen in below, both per capita income and median household income are expected to continue growing over the next 15 years.



APPENDIX B – RECREATION TRENDS ANALYSIS

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

NATIONAL TRENDS IN RECREATION

METHODOLOGY

The Sports and Fitness Industry Association's (SFIA) *Sports, Fitness and Recreational Activities Topline Participation Report 2018* was utilized in evaluating the following trends:

- National Trends in Sport and Fitness Participation
- Core vs. Casual Participation
- Activity by Generation



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

CORE VS. CASUAL PARTICIPATION

In addition to overall participation rates, SFIA further categorizes active participants as either core or casual participants based on frequency. Core participants have higher participatory frequency than casual participants. The thresholds that define casual versus core participation may vary based on the nature of each individual activity. For instance, core participants engage in most fitness and recreational activities more than 50 times per year, while for sports, the threshold for core participation is typically 13 times per year. In a given activity, core participants are more committed and tend to be less likely to switch to other activities or become inactive (engage in no physical activity) than casual participants. This may also explain why activities with more core participants tend to experience less pattern shifts in participation rates than those with larger groups of casual participants.

In recent years, the percent of core participants has decreased in nearly every sport/activity as casual participation continues to become more common among today's generation. This is expected to be a result of several factors including time restraints, financial barriers, and the introduction of new activities. All of these factors are contributing to participants trying out new activities and casually participating in a wide variety of sports and recreation endeavors versus the former trend of dedicating all of one's time and finance to one (or two) activities.

INACTIVITY RATES/ACTIVITY LEVEL TRENDS

SFIA also categorizes participation rates by intensity, dividing activity levels into five categories based on the caloric implication (i.e., high calorie burning, low/med calorie burning, or inactive) and the frequency of participation (i.e., 1-50 times, 50-150 times, or above) for a given activity. Participation rates are expressed as 'super active' or 'active to a healthy level' (high calorie burning, 151+ times), 'active' (high calorie burning, 50-150 times), 'casual' (high calorie burning, 1-50 times), 'low/med calorie burning', and 'inactive'. These participation rates are then assessed based on the total population trend over the last five years, as well as breaking down these rates by generation.

14.1.2 NATIONAL SPORT AND FITNESS PARTICIPATORY TRENDS

NATIONAL TRENDS IN GENERAL SPORTS

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

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

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

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

CORE VS. CASUAL TRENDS IN GENERAL SPORTS

The most popular sports, such as Basketball and Baseball, have a larger core participant base (engaged 13+ times annually) than casual participant base (engaged at least 1 time annually). Less mainstream, less organized sports such as Ultimate Frisbee, Roller Hockey, Squash, and Boxing for Competition have larger casual participation. Although these sports increased in participation over the last five years, the newcomers were mostly casual participants that may be more inclined to switch to other sports or fitness activities, resulting in the declining one-year trends.

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

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

NATIONAL TRENDS IN GENERAL FITNESS

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

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

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

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

CORE VS. CASUAL TRENDS IN GENERAL FITNESS

It should be noted that many of the activities that are rapidly growing have a relatively low user base, which allows for more drastic shifts in terms of percentage, especially for five-year trends. Increasing casual participants may also explain the rapid growth in some activities. For instance, core/casual participation trends showed that over the last five years, casual participants increased drastically in Non-Traditional/ Off Road (119.6%) and Tai Chi (26.9%), while the core participant base of both activities experienced significantly less growth.

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

*Cardio Cross Trainer is merged to Elliptical Motion Trainer

NATIONAL TRENDS IN OUTDOOR RECREATION

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

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

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

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

CORE VS. CASUAL TRENDS IN OUTDOOR RECREATION

National participation trends for outdoor activities is on the rise; however, In-Line Roller Skating and Freshwater Fishing only experienced increases in *casual* participation over the last five years. Any decline in participation over the last five years was mainly ascribed to decreases in core participants for activities such as In-Line Roller Skating (-32.6%), Skateboarding (-10.7%), Road Bicycling (-10.4%), Camping Recreational Vehicle (-10.0%), and Archery (-3.2%).

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

NATIONAL TRENDS IN AQUATIC ACTIVITY

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

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

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

CORE VS. CASUAL TRENDS IN AQUATIC ACTIVITY

While all activities have undergone increases in participation over the last five years, most recently, casual participation (1-49 times) is increasing much more rapidly than core participation (50+ times). For the five-year timeframe, casual participants of Competition Swimming increased by 56.2%, Aquatic Exercise by 24.8%, and Fitness Swimming by 21.0%. However, core participants of Competition Swimming decreased by -6.5% and Aquatic Exercise declined by -4.6% (from 2012 to 2017).

NATIONAL TRENDS IN WATER SPORTS/ACTIVITIES

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

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

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

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

CORE VS. CASUAL TRENDS IN WATER SPORTS/ACTIVITIES

As mentioned previously, regional, seasonal, and environmental limiting factors may influence the participation rate of water sport and activities. These factors may also explain why all water-based activities have more casual participants than core participants, since frequencies of activities may be constrained by uncontrollable factors.

ACTIVITY BY GENERATION

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

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

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

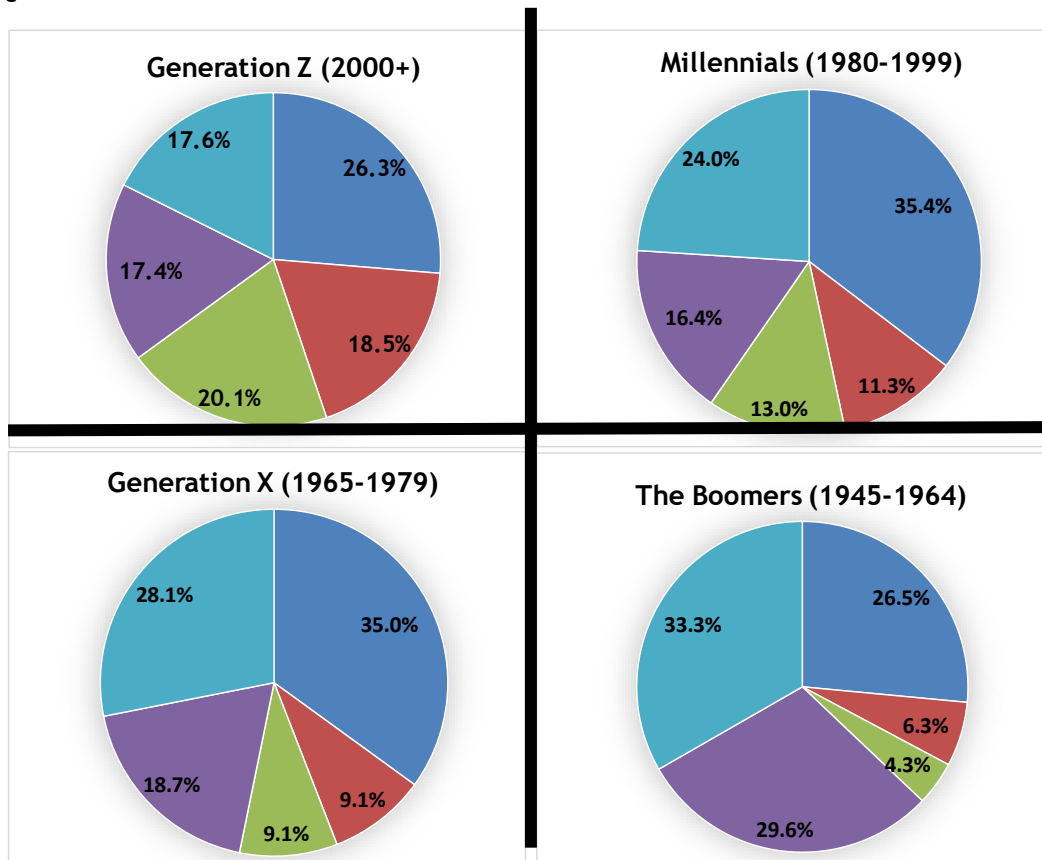
Generation X (born 1965-1979) has the second highest active to a healthy level rate (35.0%) among all generations, only being 0.4% less than Millennials. At the same time, they also have the second highest inactive rate, with 28.1% not active at all.

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

2017 PARTICIPATION RATES BY GENERATION

US population, Ages 6+

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



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

NATIONAL AND REGIONAL PROGRAMMING TRENDS

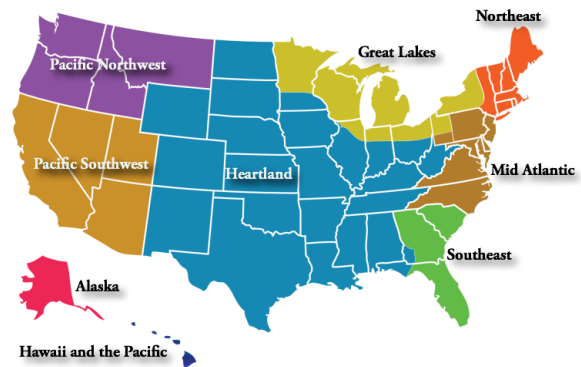
PROGRAMS OFFERED BY PARK AND RECREATION AGENCIES (MID-ATLANTIC REGION)

National Recreation and Park Association's ("NRPA's") *Agency Performance Review 2017* summarizes key findings from NRPA Park Metrics, which is a benchmark tool that compares the management and planning of operating resources and capital facilities of park and recreation agencies. The report contains data from 925 park and recreation agencies across the U.S. as reported between 2014 and 2016.

The report shows that typical agencies (i.e. those at the median values) offer 175 programs annually, with more than 50% of those programs offered as fee-based events.

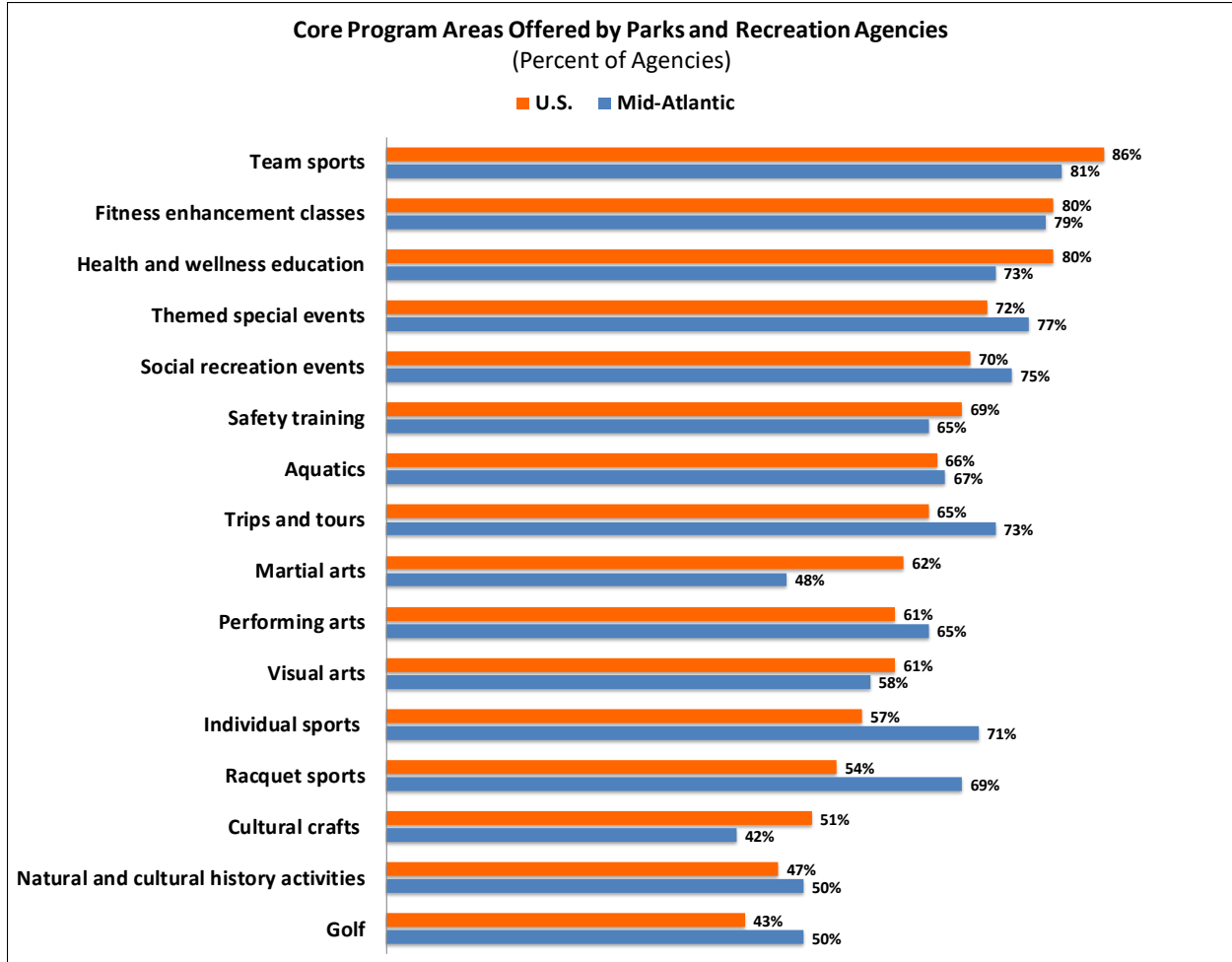
Based on information reported to the NRPA, the top five programming activities most frequently offered by park and recreation agencies, both in the U.S. and regionally, are described in the table below. A complete comparison of regional and national programs offered by agencies can be found below.

The U.S. and Mid-Atlantic agencies comprise of 5 of the top most offered program areas. The agency offerings' data was similar to the national averages as well. The popular programs included Team sports, Fitness enhancement classes, Themed special events, Social Recreation Events, and Health and Wellness Education, along with Trips and Tours showing the same offering percentage as Health and Wellness Education.



Top 5 Most Offered Core Program Areas (Offered by Parks and Recreation Agencies)	
U.S. (% of agencies offering)	Mid-Atlantic (% of agencies offering)
<ul style="list-style-type: none"> Team sports (86%) 	<ul style="list-style-type: none"> Team Sports (81%)
<ul style="list-style-type: none"> Fitness enhancement classes (80%) 	<ul style="list-style-type: none"> Fitness Enhancement Classes (79%)
<ul style="list-style-type: none"> Health and wellness education (80%) 	<ul style="list-style-type: none"> Themed Special Events (77%)
<ul style="list-style-type: none"> Themed special events (72%) 	<ul style="list-style-type: none"> Social Recreation Events (75%)
<ul style="list-style-type: none"> Social recreation events (70%) 	<ul style="list-style-type: none"> Health and Wellness Education (73%) Trips and Tours (73%)

In general, Mid-Atlantic park and recreation agencies offer programs at a higher rate than the national average. In addition to the top offered programs, Mid-Atlantic agencies offer programs such as trips and tours, individual sports, and racquet sports at a higher rate than the average agency in the U.S.



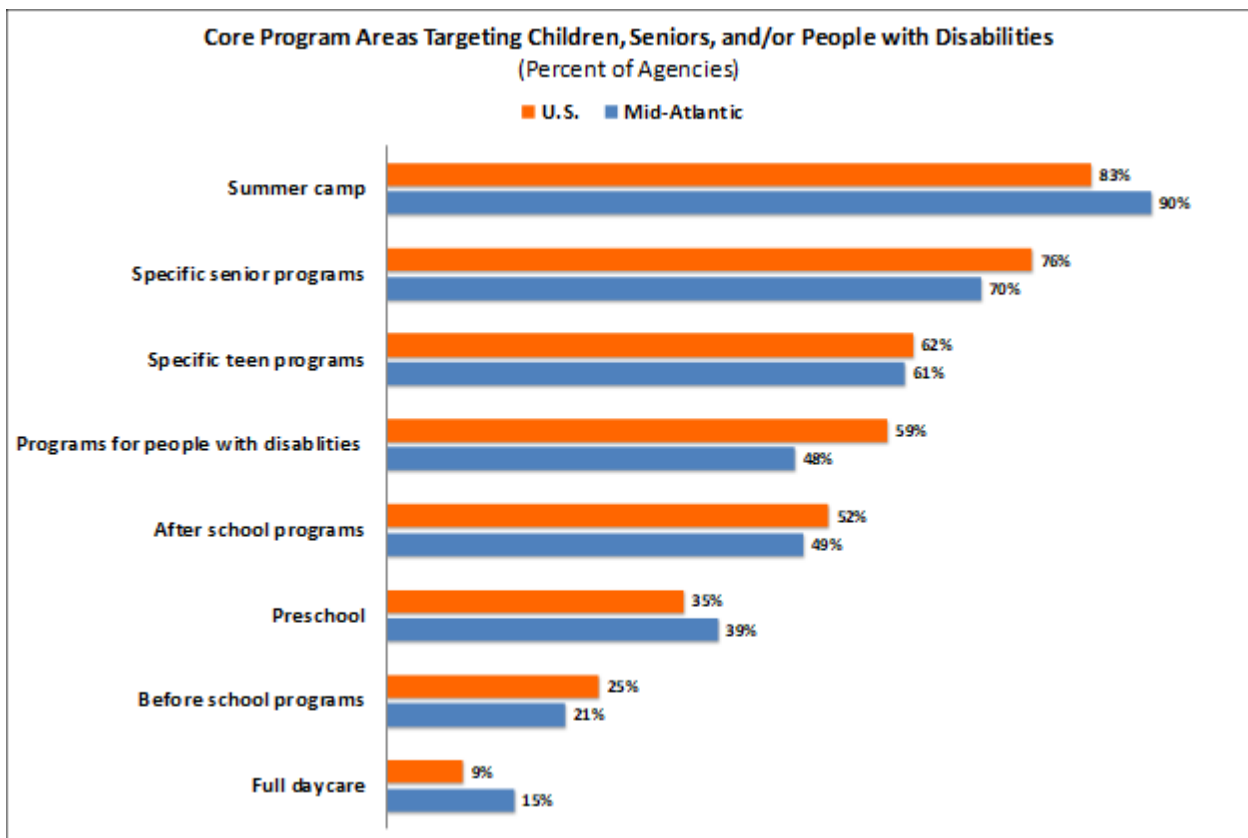
TARGETED PROGRAMS FOR CHILDREN, SENIORS, AND PEOPLE WITH DISABILITIES

To better understand targeted programs by age segment, the NRPA also tracks program offerings that cater to children, seniors, and people with disabilities, on a national and regional basis.

Based on information reported to the NRPA, the top three activities that target children, seniors, and/or people with disabilities most frequently offered by park and recreation agencies are described in the table below. A complete comparison of regional and national programs offered by agencies can be found below.

Top 3 Most Offered Core Program Areas (Targeting Children, Seniors, and/or People with Disabilities)	
U.S. (% of agencies offering)	Mid-Atlantic (% of agencies offering)
<ul style="list-style-type: none"> Summer Camp (83%) 	<ul style="list-style-type: none"> Summer Camp (90%)
<ul style="list-style-type: none"> Senior Programs (76%) 	<ul style="list-style-type: none"> Senior Programs (70%)
<ul style="list-style-type: none"> Teen Programs (62%) 	<ul style="list-style-type: none"> Teen programs (61%)

Agencies in the Mid-Atlantic tend to offer targeted programs at a lower rate than the national average agency, except for Summer camps, Preschool and Full Daycare.



LOCAL SPORT AND LEISURE MARKET POTENTIAL

MARKET POTENTIAL INDEX (MPI)

The following charts show sport and leisure market potential data for the City's service area, as provided by ESRI. A Market Potential Index (MPI) measures the probable demand for a product or service within the City. The MPI shows the likelihood that an adult resident of the target area will participate in certain activities when compared to the U.S. national average. The national average is 100; therefore, numbers below 100 would represent lower than average participation rates, and numbers above 100 would represent higher than average participation rates. The service area is compared to the national average in four (4) categories - general sports, fitness, outdoor activity, and commercial recreation.

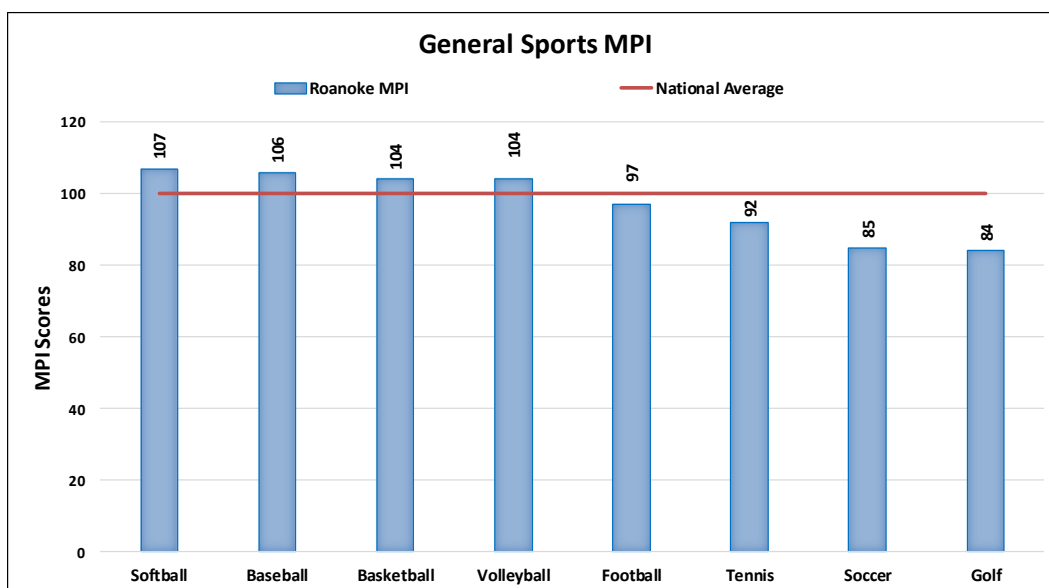
Overall, the City demonstrates below average market potential index (MPI) numbers; this is particularly noticeable when analyzing the fitness and outdoor activities. Nearly every activity within these categories has below average MPI scores (<100). Analyzing MPI for general sports, shows around half of the activities have above average MPI scores.

These overall low MPI scores show the City's residents may be forcing barriers to participating in many recreational activities, such as limited access to parks, facilities and programs or lower income earning capabilities of the population served. Analyzing MPI scores for recreational activities can be particularly insightful when the City is developing new programs or making capital investments, as a strong tool to estimate resident attendance and participation.

As seen in the charts below, the following sport and leisure trends are most prevalent for residents within the City. The activities are listed in descending order, from highest to lowest MPI score. High index numbers (100+) are significant because they demonstrate that there is a greater potential that residents within the service area will actively participate in offerings provided by the City.

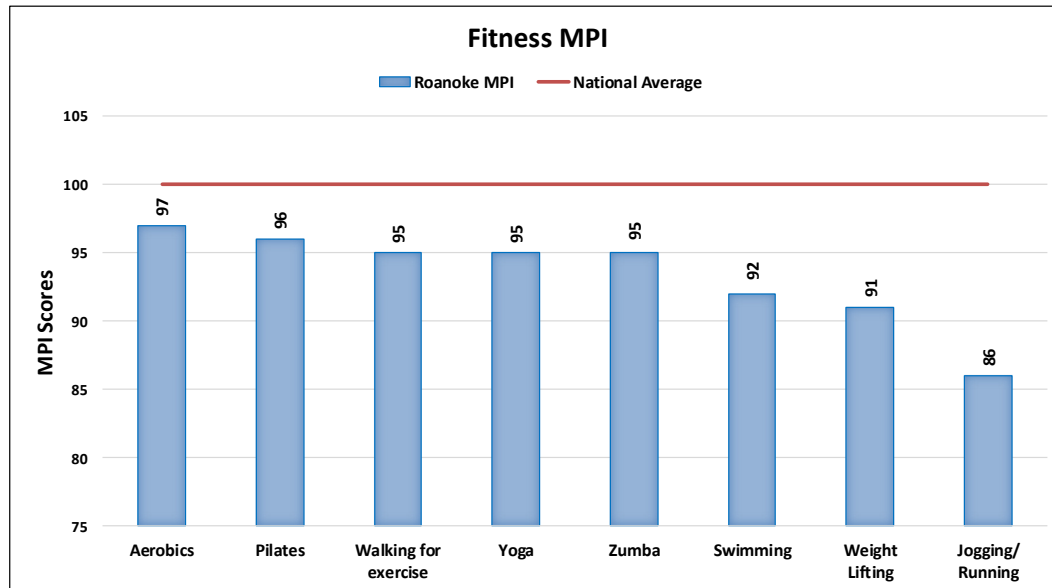
GENERAL SPORTS MARKET POTENTIAL

When analyzing the general sports MPI chart, Softball (107 MPI), Baseball (106 MPI), Basketball (104 MPI) and Volleyball (104 MPI) are the most popular activities amongst City of Roanoke residents when compared to the national average.



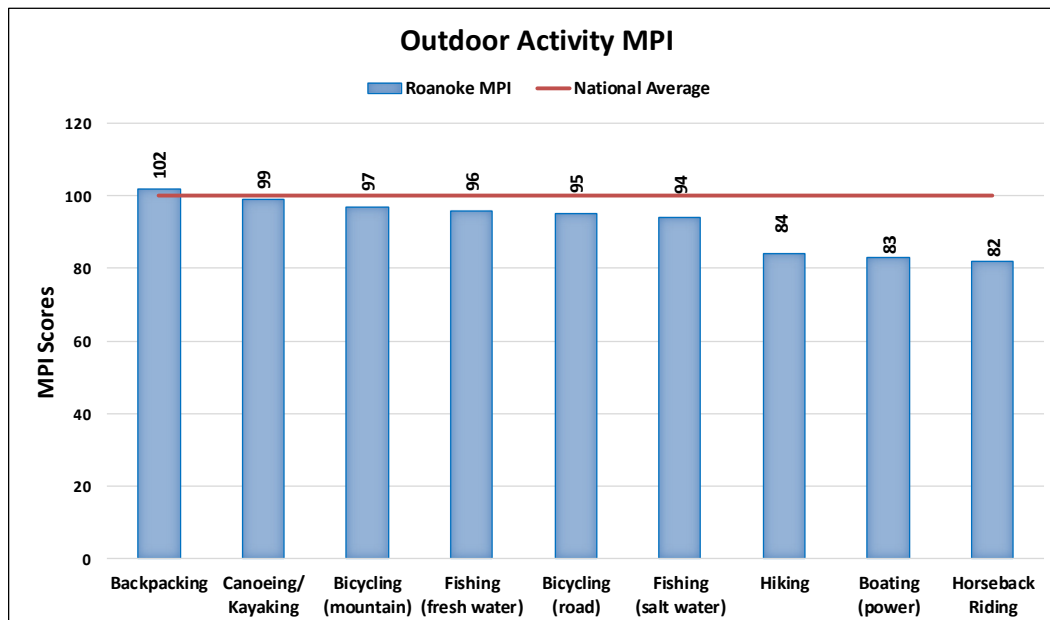
FITNESS MARKET POTENTIAL

When analyzing the fitness MPI chart, Aerobics (97 MPI), Pilates (96 MPI), and Walking for Exercise (95 MPI) are the most popular activities amongst the City's residents when compared to the national average.



OUTDOOR ACTIVITY MARKET POTENTIAL

When analyzing the outdoor activity MPI chart, Backpacking (102 MPI), Canoeing/ Kayaking (99 MPI), and Mountain Biking (97 MPI) are the most popular activities amongst the City's residents when compared to the national average.



14.1.3 TRENDS IMPLICATIONS

Below are some potential implications for the City based on the Trends Analysis utilizing both local and national recreational trends.

First, with Softball, Baseball, Basketball, and Volleyball being heavily participated in nationally as well as locally, it is essential that the City continues offering these activities for youth and adult residents.

Second, the City should look at increasing connectivity and access to more adventurous activities regarding the outdoors. With Backpacking (102 MPI), Canoeing/Kayaking (99 MPI), Bicycling - mountain (97 MPI) Fishing - fresh water (96 MPI) and Bicycling - road (95 MPI), it is essential for the City to provide residents with ample opportunities and programs for outdoor activities. With roughly 56% of outdoor activities showing scores from mid-to-high 90s, it's possible for participation to increase with more focus on the restructure and exposure of those particular activities.

Finally, it is observed that health and fitness activities have low participation in the City. It is advised The City continues offering these fitness opportunities. Furthermore, it is recommended that the City perform program assessments and re-visit enrollment costs to boost participation.

14.1.4 CONCLUSION

Based on the market research, the City has a diverse population compared to the national average, with large representation of Black Alone residents. In addition to the increase in diversity, the age segment distribution reflects an aging trend, as the senior population is expected to increase over the next 15 years. It's important to continue to evaluate programs and services to ensure that participation rates reflect the expected demographic shifts of the service area.

The City's population also demonstrates limited earning capabilities, as income per capita and median household income are well below state and national levels. This is important to consider in assessing program offerings, as local residents may be more sensitive to increases in pricing and costs associated with participating. It may be necessary to provide additional low-cost recreational opportunities, appropriate levels of subsidy, and options for financial assistance to ensure all residents have access to recreational programs.

From a national perspective many recreational activities related to sports, fitness, and outdoor/adventure are experiencing increased participation rates. When surveying parks and recreation agencies from the Mid-Atlantic region, program offerings for trips and tours, individual sports, and racquet sports are more prevalent than the national average.

Assessing the local market potential (MPI) for recreational activities, City residents are expected to participate less frequently than the national level for most activities. Only a few activities were slightly above average for sports, such as softball, baseball, basketball, and volleyball; while fitness and outdoor/adventure activities were consistently below expected national participation rates. Low MPI rates for the City could be attributed to factors related to the limited earning capabilities of residents, availability/accessibility of parks and facilities, and/or other involvement barriers. It will be important to identify the most influential barriers to participation and develop effective strategies for increasing participation in recreational pursuits among residents in the future.

APPENDIX C - BENCHMARK

The table below lists each benchmark agency in the study, arranged by population size served, and reveals key characteristics of each jurisdiction. The overview also indicates which agencies that have achieved CAPRA accreditation or are a Gold Medal agency along with the year won. Roanoke represents the second highest population (99,830) and has the third highest population density (2,347 residents per sq. mi.).

Agency	State	Population	Jurisdiction Size (Sq. Mi.)	Population per Sq. Mi.	NRPA Gold Medal	CAPRA Accredited
Bellevue Parks and Community Services Department	WA	139,400	33.40	4,174	No	Yes
Roanoke Parks and Recreation	VA	99,830	42.53	2,347	No	Yes
Roanoke County Parks and Recreation	VA	93,735	251.30	373	No	No
Asheville Parks and Recreation	NC	91,000	44.93	2,025	Yes (2002)	No
Bend Park and Recreation District	OR	88,138	42.08	2,094	Yes (2006)	Yes
James City County Parks and Recreation	VA	74,404	142.00	524	Yes (2012)	Yes

BENCHMARK COMPARISON

PARKS ACREAGE

The following table provides a general overview of each system's park acreage. Roanoke has the highest total acres owned or managed (13,903). Assessing level of service for park acres, Roanoke ranks first with 139.3 acres of parkland per 1,000 residents, which is exceptional and is above NRPA's upper quartile for all agencies with 16.6 acres per 1,000 residents. This exceptionally high level of service is largely driven by the high amount of non-maintained acres (natural areas) found at Carvins Cove Natural Reserve.

Agency	Population	Total Acres Owned or Managed	Total Developed Acres	Percentage of Developed Acres	Total Acres per 1,000 Residents
Roanoke Parks and Recreation	99,830	13,903	1,360	10%	139.3
Bend Park and Recreation District	88,138	3,035	1,972	65%	34.4
Roanoke County Parks and Recreation	93,735	2,248	1,348	60%	24.0
James City County Parks and Recreation	74,404	1,592	424	27%	21.4
Bellevue Parks and Community Services Department	139,400	2,800	2,230	80%	20.1
Asheville Parks and Recreation	91,000	926	871	94%	10.2

NRPA Median 9.6 Acres per 1,000 Residents

NRPA Lower Quartile 4.6 Acres per 1,000 Residents

NRPA Upper Quartile 16.6 Acres per 1,000

TRAIL MILEAGE

By comparing total trail mileage to the population of the service area, the level of service provided to the community can be determined, which is expressed as trail miles for every 1,000 residents. As seen below, Roanoke is among the best in class agencies nationwide with the highest total trail mileage per capita (0.91 miles per 1,000) among benchmark agencies. Benchmark agencies, as a whole, are providing high levels of service for trail mileage, as majority of benchmark agencies is above the national best practice of 0.25-0.5 miles of trail per 1,000 residents.

Agency	Population	Soft Trail Miles	Paved Trail Miles	Total Trail Miles	Trail Miles per 1,000 Residents
Roanoke Parks and Recreation	99,830	70.5	20.4	90.9	0.91
Bend Park and Recreation District	88,138	49.1	20.9	70.0	0.79
Bellevue Parks and Community Services Department	139,400	-	-	97.0	0.70
James City County Parks and Recreation	74,404	30.5	16.1	46.6	0.63
Roanoke County Parks and Recreation	93,735	35.3	3.2	38.5	0.41
Asheville Parks and Recreation	91,000	-	6.0	6.0	0.07

Best Practice Agencies 0.25-0.5 Trail Miles per 1,000 Residents

FTE'S PER 10,000 RESIDENTS

This section compares levels of staffing for each system by comparing full-time equivalents (FTEs) to total population. In order to provide a level comparison of staffing among benchmark agencies, total FTEs are calculated by summing all the hours worked by departmental staff and dividing the total by 2,080, which is traditionally accepted as equivalent to the total annual hours worked by one full-time employee.

Total FTEs per 10,000 residents is a key performance metric that assesses how well each agency is equipped, in terms of human resources, to serve its jurisdiction. Among peer agencies, Roanoke is lowest among the other benchmark agencies.

Agency	Population	Total FTEs	FTEs per 10,000 Residents
Roanoke County Parks and Recreation	93,735	300	32.0
Bend Park and Recreation District	88,138	243	27.6
Bellevue Parks and Community Services Department	139,400	222	15.9
James City County Parks and Recreation	74,404	111	15.0
Asheville Parks and Recreation	91,000	91	10.0
Roanoke Parks and Recreation	99,830	93	9.3

NRPA Median 7.3 FTEs per 10,000 Residents

NRPA Lower Quartile 3.7 FTEs per 10,000 Residents

NRPA Higher Quartile 14.9 FTEs per 10,000 Residents

OPERATING BUDGET

Benchmark agencies reported a wide range of annual operating expenditures, from \$31.2 million (Bellevue) to \$5.9 million (James City County). Dividing the annual operational budget to the service area's population allows for a comparison of how much each agency is spending per resident.

Roanoke is ranked the lowest among the benchmark agencies and slightly lower than the national median, for spending per resident. While a lower expense per resident can suggest some efficiencies in operation, it can also signal limited program offerings, lower maintenance standards or ability to maintain what currently exists and minimal opportunities to invest in growing programs, staffing or marketing efforts.

Agency	Population	Total Operating Expense	Operating Expense per Resident
Bellevue Parks and Community Services Department	139,400	\$ 31,259,588	\$ 224.24
Bend Park and Recreation District	88,138	\$ 18,766,000	\$ 212.92
Asheville Parks and Recreation	91,000	\$ 10,267,618	\$ 112.83
Roanoke County Parks and Recreation	93,735	\$ 9,788,700	\$ 104.43
James City County Parks and Recreation	74,404	\$ 5,998,006	\$ 80.61
Roanoke Parks and Recreation	99,830	\$ 5,437,195	\$ 54.46

Total Annual Operating Expenditures

NRPA Median \$3,501,000

NRPA Lower Quartile \$1,202,000

NRPA Higher Quartile \$9,446,000

Operating Expense per Resident

NRPA Median \$77.32 per Resident

NRPA Lower Quartile \$39.84 per Resident

NRPA Higher Quartile \$141.89 per Residents

FUNDING SOURCES

The following table is a breakdown of each peer agency's funding sources along with NRPA's average distribution of percentages. As seen, Roanoke has the highest percentage of general fund tax support of any agency (91%) and is higher than the NRPA average (59%). The remaining 8% comes from earned/generated revenue and indicates an opportunity to explore other earned income and creative funding sources to help diversify funding and create greater financial sustainability.

Agency	General Fund Tax Support	Dedicated Levies	Earned / Generated Revenue	Other Dedicated Taxes	Sponsorships	Grants	Other
Roanoke Parks and Recreation	91%	0%	8%	0%	0%	0%	0%
Bend Park and Recreation District	0%	66%	32%	0%	0%	0%	0%
James City County Parks and Recreation	40%	0%	60%	0%	0%	0%	0%
Asheville Parks and Recreation	80%	0%	20%	0%	0%	0%	0%
Roanoke County Parks and Recreation	51%	0%	49%	0%	0%	0%	0%
Bellevue Parks and Community Services Department	69%	2%	29%	0%	0%	0%	0%
NRPA Average Distribution	59%	8%	26%	2%	1%	2%	3%

NON-TAX REVENUES

By comparing each agency's annual non-tax revenue to the population, the annual revenue generated on a per resident basis can be determined. As seen below, there is a large discrepancy in revenue-generating capabilities among benchmark agencies. Roanoke falls at the bottom of the benchmark agencies for earned income generated per resident (\$5.70); also, is lower than NRPA's lower quartile (\$6.73). Roanoke is limited in its revenue generation, and a strong emphasis should be placed on increasing earned income for the Department.

Agency	Population	Total Non-Tax Revenue	Revenue per Resident
Bend Park and Recreation District	88,138	\$ 7,313,523	\$ 82.98
Bellevue Parks and Community Services Department	139,400	\$ 9,159,063	\$ 65.70
Roanoke County Parks and Recreation	93,735	\$ 4,885,039	\$ 52.12
James City County Parks and Recreation	74,404	\$ 3,628,929	\$ 48.77
Asheville Parks and Recreation	91,000	\$ 2,038,554	\$ 22.40
Roanoke Parks and Recreation	99,830	\$ 569,250	\$ 5.70

NRPA Median \$19.04 per Resident

NRPA Lower Quartile \$6.73 per Resident

NRPA Higher Quartile \$51.51 per Residents

OPERATIONAL COST RECOVERY

Operational cost recovery is arrived at by dividing total non-tax revenue by total operating expense, and measures how well each department's revenue generation covers the total cost of operations. Roanoke has the lowest cost recovery rate with 10% and has the lowest median household income (\$37,464). NRPA reports the median quartile for agencies at 29% and lower quartile at 14%. This imbalance in revenues to expenses can be largely attributed to the significantly low level of revenue generation in comparison to the other benchmark agencies.

In most agencies, programs and signature facilities help drive the operational revenue generation and, consequently, higher cost recovery e.g. Green Ridge Recreation Center in Roanoke County generates over 50% of their total non-tax revenues. Thus, the lack of facilities with revenue generating capabilities is a significant limiting factor to the city's ability to generate incremental revenue from their existing offerings.

Agency	Median Household Income	Total Non-Tax Revenue	Total Operating Expense	Operational Cost Recovery
James City County Parks and Recreation	\$ 80,226	\$ 3,628,929	\$ 5,998,006	61%
Roanoke County Parks and Recreation	\$ 60,380	\$ 4,885,039	\$ 9,788,700	50%
Bend Park and Recreation District	\$ 55,625	\$ 7,313,523	\$ 18,766,000	39%
Bellevue Parks and Community Services Department	\$ 100,703	\$ 9,159,063	\$ 31,259,588	29%
Asheville Parks and Recreation	\$ 44,946	\$ 2,038,554	\$ 10,267,618	20%
Roanoke Parks and Recreation	\$ 37,464	\$ 569,250	\$ 5,437,195	10%

NRPA Median 29% Cost Recovery

NRPA Lower Quartile 14% Cost Recovery

NRPA Higher Quartile 50% Cost Recovery

CURRENT CAPITAL IMPROVEMENT BUDGET

The following table shows the capital budget for years 2015, 2016, and 2017. Roanoke Parks and Recreation has the lowest reported forecasted CIP with \$6.5 million followed closely by Asheville with \$6.7 million. James City County did not report their forecasted capital budget.

Agency	CIP Budget 2015	CIP Budget 2016	CIP Budget 2017	Forecasted Capital Budget (2019-2024)
Bend Park and Recreation District	\$ 24,000,000	\$ 11,930,000	\$ 9,027,000	\$ 86,065,000
Bellevue Parks and Community Services Department	\$ -	\$ -	\$ 8,420,000	\$ 56,072,000
Roanoke County Parks and Recreation	\$ 1,160,000	\$ 2,210,000	\$ 5,110,000	\$ 9,676,606
Asheville Parks and Recreation	\$ 1,450,000	\$ 2,521,863	\$ 2,770,528	\$ 6,742,391
Roanoke Parks and Recreation	\$ 1,500,000	\$ 1,500,000	\$ 2,500,000	\$ 6,500,000
James City County Parks and Recreation	\$ 582,000	\$ 385,000	\$ 250,000	\$ -

INDOOR RECREATION SPACE

Assessing the available indoor community/recreation center space among benchmark agencies, many of the peer agencies are providing at or above best practice level of service. By dividing the existing square footage by the total population, the amount of indoor space available per resident can be determined. Roanoke's 0.49 square feet per resident is lowest among the peer agencies and much lower than the accepted national best practice of 1.5-2.0 sq. ft. of indoor space per resident.

Agency	Population	Number of Indoor Recreation Facilities	Sq. Ft. of Indoor Recreation Facilities	Sq. Ft. per Resident
Asheville Parks and Recreation	91,000	10	215,841	2.37
Bellevue Parks and Community Services Department	139,400	10	267,000	1.92
James City County Parks and Recreation	74,404	2	110,524	1.49
Bend Park and Recreation District	88,138	4	128,889	1.46
Roanoke County Parks and Recreation	93,735	5	130,055	1.39
Roanoke Parks and Recreation	99,830	6	49,155	0.49

Best Practice Agencies 1.5-2.0 Sq. Ft. per Resident

INNOVATION

Benchmark agencies were asked to provide an example of an innovative way in which their Department promotes or champions concerning social equity, health and wellness, and conservation. Only Roanoke, Bend, and Roanoke County provided information. The following are their examples:

Roanoke Parks and Recreation

- A. Social Equity: 1) Partnership with Roanoke Outside Foundation to offer the GO Outside Festival to over 40k participants free of charge.
- B. Health and Wellness: 1) Partnership with the Virginia Department of Health with the MEND Program and working with the USDA Food Summer Food Service program providing over \$200k

worth of meals to the youth in our community.2) Partnered with Roanoke College study of childhood obesity and chronic disease risk zones per City School data. This data helps us prioritize areas for play that is more active, trails, and park amenities.

- C. Conservation: 1) Partners with Stormwater Division regarding property management of park parcels that lie within the floodway. 2) re-naturalize unprogrammed park areas such that we have native perennial wildflower management areas that are designed to improve conservation and sustainability.

Bend Park and Recreation District

- A. Social Equity: BPRD has a needs-based assistance programming, offering discounted programming to underserved population. They also offer free community events programming such as 4th of July, Let's Picnic, Days of Play, Free Family nights, Discover Nature Days. In the summer alone BPRD hosts over 140 free activities and events.
- B. Health and Wellness: Health and Wellness fair, Free Fitness Weeks (offered 3x year), Kids on the Move - free afternoon childcare, Silver Sneakers and insurance supported older adult fitness programming for activity
- C. Conservation: Partnership with Upper Deschutes Watershed Council on Joint projects around river health and cleanup events. Strategic Energy Management which is a partnership with Energy Trust of Oregon to reduce energy consumption. Partnership with various other conservation groups: Oregon State University Master Gardeners, City of Bend Waterwise programs. Various Habitat management with Audubon Society and Oregon Department of Fish and Wildlife for bird boxes and geese relocation. District Natural Resources also works continuously on planting native species and eradicating noxious weeds.

Roanoke County Parks and Recreation

- A. Social Equity: 1) Inclusion of foster care promotions within recreation guide, 2) charitable special event sponsorships like Hike for Hospice and Toys for Tots, 3) RecBucks program
- B. Health and Wellness: 1) Sports Marketing, 2) Spartan Kids Race sponsorship, 3) Rewards points for program participation, 4) Green Ridge Recreation Center wellness programming, 5) Brambleton Center wellness programming, 6) Development of greenways and trails
- C. Conservation: 1) Explore Park Adventure Plan - Special Places Inventory, 2) Partnership with Blue Ridge Parkway to provide National Park Service Ranger Programs at Explore Park, 3) Partners with Community Development - Stormwater Division regarding management of County-owned parcels that are in the floodway and floodplain, 4) Partners with Community Development to place stormwater conservation easements on County owned and/or managed lands, 5) Tree City USA Designation (20 year anniversary in 2018), 6) Serves on Roanoke Valley Urban Forestry Council, 7) Annual Arbor Day Plantings, 8) Environmental Education Programming At Camp Roanoke and Explore Park, 9) Hinchee Trail Project - Connection to Cravins

APPENDIX D - FOCUS GROUPS, STAKEHOLDER INTERVIEWS, AND PUBLIC FORUM

As a fundamental component of the planning process, the consultant team conducted a series of focus group and stakeholder interviews to develop a sound understanding of the parks system in Roanoke through the lens of the constituents served. Questions asked of participants pertain to perceived strengths, potential opportunities, and top priorities for the Department.

The feedback received from community stakeholders is critical to the discovery phase of the process and many of the themes that emerge in these meetings help influence later recommendations of the Plan. Approximately 250+ individuals participated, representing a variety of interest, influence, and perspective within the city, including:

- Elected officials
- City departmental leaders
- Key parks and recreation staff
- Recreation Advisory Board
- School District
- Sports organizations
- Chamber of Commerce
- Local businesses
- Strategic community partners
- Community advocacy and development groups
- Various user groups

In addition to the focus group and stakeholder interviews, four public forums were held to solicit more feedback and provide an open invitation for the general public to provide input. The public forum sites included the Eureka Park Recreation Center, Preston Park Recreation Center, Jackson Park Library, and Grandin CoLab. These locations were strategically selected and geographically distributed to provide ample opportunity for a variety of residents to participate. These forums followed an open house format, where participants could learn about the planning process and express their opinions on the strengths, opportunities, and priorities of Roanoke Parks and Recreation. Also, each public forum audience participated in live polling related to visitation, facility/amenity needs, and user preferences.



FINDINGS

The following sections summarize interview feedback received from focus groups, stakeholders, and public forum participants based on inquiries related to strengths, opportunities, and top priorities for the system.

PERCEIVED STRENGTHS

The most frequently identified strength among interviewees were related to program offerings and the greenway network.



Programming: The Department is perceived to deliver high-quality programming that is affordable and accessible. A wide variety of creative offerings contributes to the Department’s capabilities in meeting/exceeding the diverse needs of the community and providing programs with broad age-segment appeal. Interview participants suggested the Department provides top-notch programming in athletics, youth activities, special events, and outdoor/adventure activities.

Parks and Greenways: Many respondents also identified the parks, facilities, and greenways (linear parks) as strengths of the system. Interviews highlighted the quantity and variety of experiences available to residents, as well as the balance of natural settings and developed parkland. Park sites and facilities are perceived to be well-maintained and easily accessible. Residents especially value the connectivity and availability of trails and greenways throughout the city, although there is room for the system to be expanded and enhanced further.

Trails: Those interviewed are also excited about the recent progress made in developing mountain biking trails and receiving designation from International Mountain Bicycling Association (IMBA). Park sites and facilities noted by interviewees as strengths of the system include: Mill Mountain, Carvins Cove, proximity to Blue Ridge Parkway, availability of high-quality rental facilities, and the new tennis courts at River’s Edge Sports Complex.

Staff: The current staff of the Department was also identified as a strength. Interviewees suggest that parks employees are knowledgeable and passionate about their work, and the hospitality extended to users creates a welcoming, family-friendly environment. Other comments regarding staff point to the overall responsiveness and cooperation of the Department, as well as the resourcefulness and creativity of individual employees when interacting with users.

Partnerships: The Department is also recognized in the community for its ability to engage in partnerships that add great value to the system. Over time, the Department has demonstrated that it can attract alternative sources of income and collaboration in program delivery from a variety of public and private partner organizations throughout the community. Of note, the park system has enhanced service delivery through solid working relationships with schools, alternative recreation providers in the area, sports organizations, and private entities.

Marketing and Branding: Some interviewees added that the Department's marketing efforts and the branding ("PLAY Roanoke") are another strength of the system. Respondents suggested the Department has effective outreach and communication with residents, along with strong promotion of offerings. Participants also cited good use of marketing channels, such as PLAY Magazine, the Department's website (www.playroanoke.com), and various social media outlets.

POTENTIAL OPPORTUNITIES

Upgrades to Existing System: Interviewees identified upgrading and enhancing the current inventory of parks and facilities as the strongest opportunity for the Department. Many referred to a need to develop a large sports complex to help address a severe lack of quality athletic fields, limited availability of indoor gym space, and tennis courts that are deteriorating. Other suggestions for improving parks and facilities included: reopen Roanoke Mountain Campground/explore new camping opportunities; consolidate parklands and remove pocket parks; update the skate park; and develop Horton Park and River's Edge Sports Complex - North.

Connectivity: Respondents identified a need for greater connectivity of both neighborhood and community park sites by developing a comprehensive strategy for expanding the existing trail system. It is important to note that this feedback is at a point in time and not reflective of the comprehensive regional greenway and trails plans (in final stages of development) which will address several of these connection issues.

Amenity Updates: There is also sentiment that many park sites need amenity updates to make them more inviting to visitors, such as more parking, better ADA compliance, increased wayfinding and interpretive signage, and improvements to restroom facilities that are often deemed unsafe.

Maintenance Management Standards: In addition to updates and upgrades to the system, many interviewees stressed the importance of developing maintenance management standards, evaluating amenity/facility lifecycles, and understanding true costs for routine maintenance and upkeep of parkland and facilities for efficient planning in the future.

Serving a Diverse Audience: Another frequent comment from focus group interviews is that the Department needs to increase the overall appeal of recreation programming to serve a more diverse audience. While the Department is providing quality programs for many residents currently, the current mix seems to lack opportunities for teens and young adults, as well as adaptive considerations for populations with disabilities. (Note: All opinions here are subjective and individual opinions. The Department does offer Therapeutic Recreation programs that are contracted through Roanoke County). The Department Interviewees also suggested there is a strong demand for additional programs that

encourage active, healthy lifestyles and improve the overall quality of life in Roanoke, such as fitness programs, outdoor/adventure recreation, and community events.

Greater Staff Diversity and Incentives for Retention: Respondents also identified an opportunity to reduce staff turnover and right-size the current workforce. Much of the turnover is perceived to be attributed the lack of competitive wages and retention rates of part-time employees. Interviewees also indicated the limited diversity of the workforce and would like to see the Department aim to proactively seek to diversify staff to more accurately reflect the makeup of the local populace. Greater internal communication and seeking more input from staff in decision making was another suggestion for improving the current culture of the organization.

Public/Private Partnerships: Interviewees suggested an opportunity exists for the Department to increase and enhance both public and private partnerships. By developing effective new partnerships and strengthening existing ones, the Department could potentially expand its programming mix and increase value for users. Seeking effective and equitable partnerships presents opportunities for higher quality programs and enhanced service delivery. Potential partners identified by interviewees as a focal point for the Department were: local schools, libraries, healthcare providers, the Western Virginia Water Authority, and Explore Park (i.e. Roanoke County Parks, Recreation and Tourism).

Enhance Branding and Marketing: There were also some respondents that expressed a need for enhancing the Department's brand and developing a comprehensive marketing plan. In order to connect better with audiences, the Department should determine its 'story' and develop effective strategies to train staff in spreading consistent and inspiring messaging of who we are and why we are important to the end users.

TOP PRIORITIES

In conclusion of the discussion on perceived strengths and opportunities for the system, those interviewed were asked to identify the top priority for the Department moving forward. In other words, 'If there was one desired outcome, or change, for the Department over the next 5-10 years, what would it be?' Based on response rates and consultant evaluation of all interviews as context, the following represents the top five priorities for the Department, as identified in the interview process:

- Increase funding for Parks and Recreation and explore additional funding sources to enhance financial sustainability.
- Increase and enhance athletic facilities and address severe lack of quality sports fields and indoor recreation space.
- Enhance connectivity of greenways and trails system to link park locations and neighborhoods, as well as create connections with other trail systems and communities.
- Increase focus on developing the river as a recreational amenity and increase outdoor/adventure opportunities.
- Improve/enhance partnerships throughout the community to strengthen the system and greater advocacy and support from city leaders.

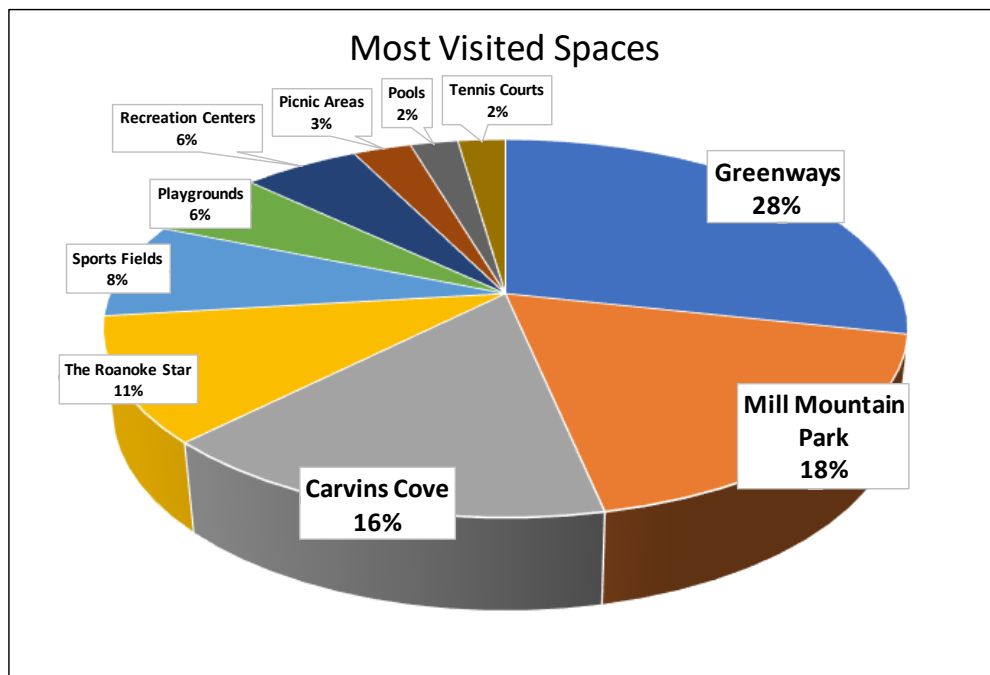
APPENDIX E - PUBLIC FORUM LIVE POLLING RESULTS

This portion summarizes the results of the live polling conducted during the public forum sessions, which included 250+ individuals in total. Audiences were polled on park visitation, existing facility/amenity needs, potential future development, communication methods, and barriers to participation. The following charts express the consolidated results from all four public forums. It is important to note that this is non-scientific polling and simply a reflection of the responses of the visitors in the meeting at that time.



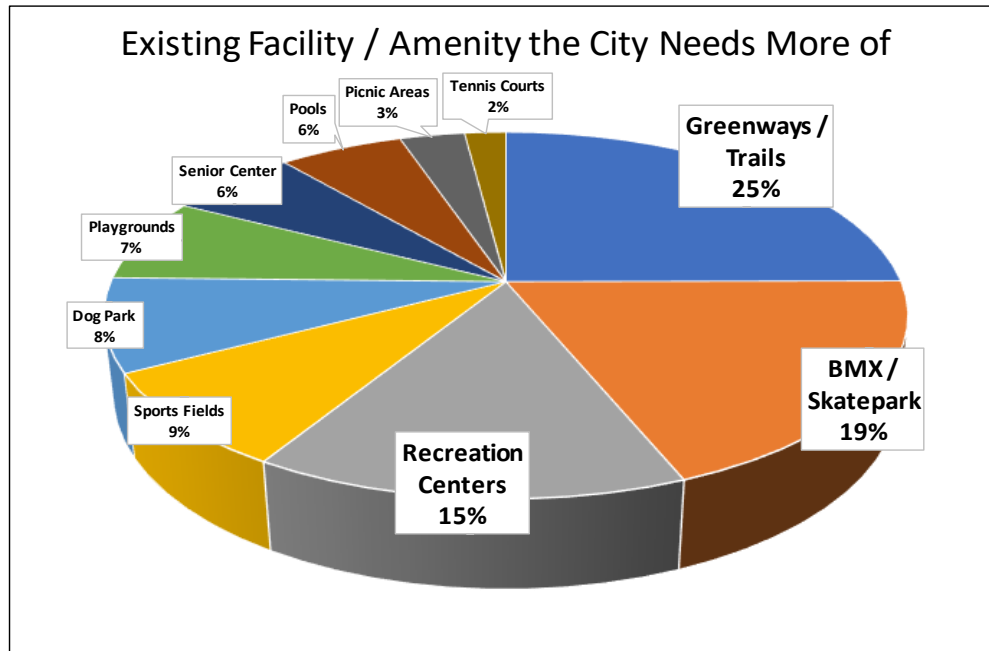
MOST FREQUENTLY VISITED LOCATION

Each participant was asked to select the top three recreation spaces they visit the most. The most frequently visited space was Greenways with 28% of total selections, followed by Mill Mountain Park (18%) and Carvins Cove (16%). The least visited spaces among respondents were Tennis Courts (2%), Pools (2%), and Picnic Areas (3%).



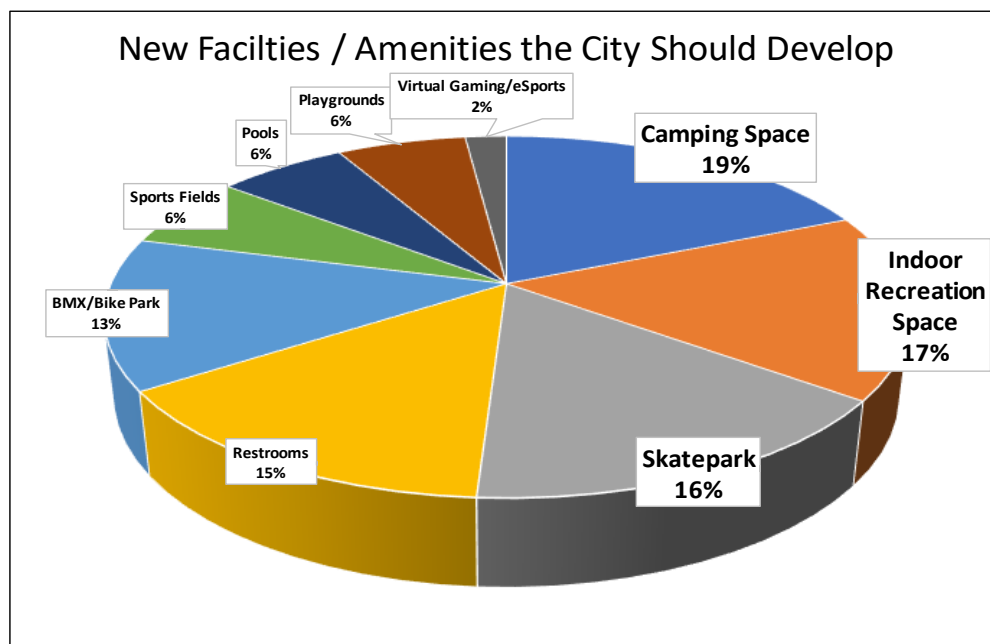
EXISTING FACILITY/AMENITY NEEDS

Each audience was then asked to select the three facilities/amenities they want the City to provide more of for the community. The top facility/amenity selected was Greenways/Trails with 25%, followed by BMX/Skatepark (19%) and Recreation Centers (15%).



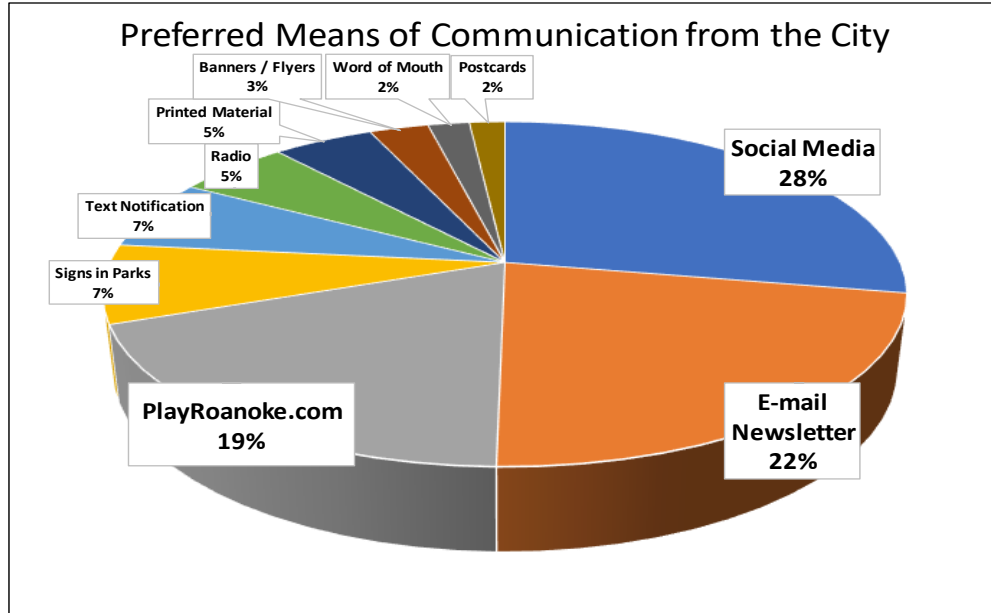
NEW FACILITIES/AMENITIES DESIRED

Participants were also asked to select the top three *new* facilities/amenities they would like the City to provide. The most desirable new facility/amenity is Camping Space (19%), followed closely by Indoor Recreation Space (17%) and Skatepark (16%). Facilities/amenities receiving the least interest for new development were Virtual Gaming/eSports Areas (2%), Playgrounds (6%), Pools (6%), and Sports Fields (6%).



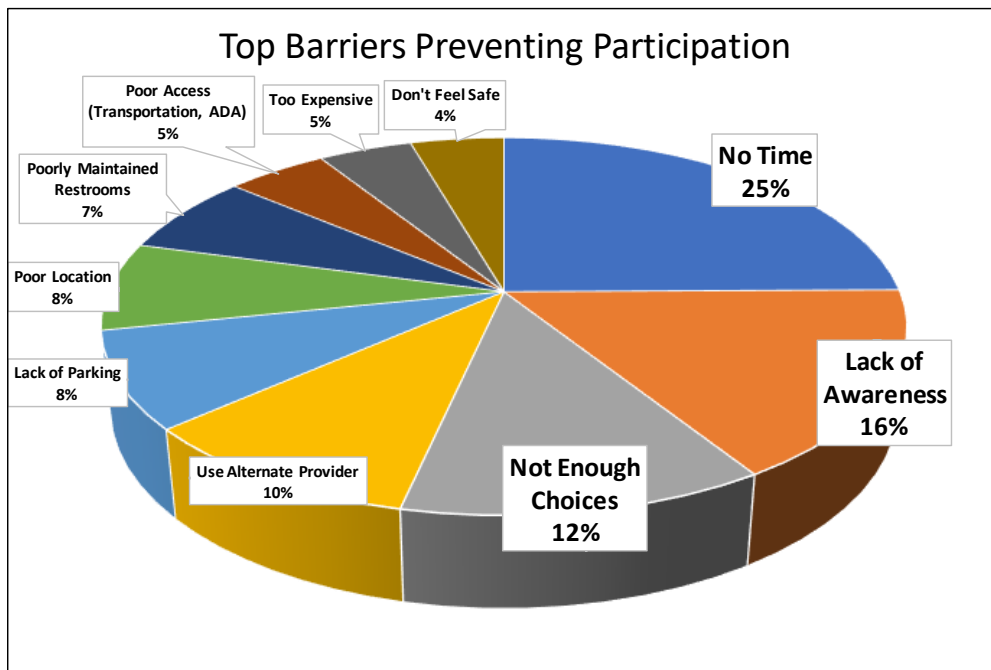
PREFERRED MEANS OF COMMUNICATION FROM THE CITY

Public forum attendees were also asked to identify their top three preferred means of communication from the City. The most effective means of communication identified in the poll was Social Media (28%), followed by E-mail Newsletter (22%), and PlayRoanoke.com (19%). Mediums that were least preferred were Postcards (2%), Word Of Mouth (2%), and Banners/Flyers (3%).



TOP BARRIERS TO PARTICIPATION

Finally, each audience identified the top three barriers that prevent them from participating in the City's offerings. One out of four responses attribute a lack of participation to No Time (25%), followed by Lack of Awareness (16%) and Not Enough Choices (12%). On a positive note, the least cited barriers to participation were Don't Feel Safe (4%), Too Expensive (5%), and Poor Access (5%).



APPENDIX F - LIVE GRAPHIC SKETCHING

In addition, the consulting team also included a live graphic sketch artist at each of the four public meetings. This was critical in order to leverage the value of visual learning and help synthesize and highlight the big ideas of each meeting. It helped the audience see their input being captured in real-time, and made the content of each session understandable, memorable and shareable.

These graphic boards are with the Parks and Recreation Department and kept in various places throughout the system as a constant visual reminder of the community's priorities and their vision for the future: the key tenets of this Plan and the values that the department staff lives by.





APPENDIX G – DETAILED CITIZEN SURVEY

OVERALL FACILITY USE AND RATINGS

Overall Use: Eighty-two percent (82%) of households surveyed indicated they had visited City of Roanoke’s parks and recreation facilities during the past year. The top three facilities that households have used or visited during the past year, were: paved trails/greenways, regional parks (Mill Mountain, River’s Edge) and the Elmwood amphitheater. Respondents were asked to indicate which facilities they or members of their household visited the most often, in which the top three facilities rated, were: paved trails/greenways, neighborhood parks, and the Elmwood amphitheater. When asked to rate the level of maintenance of all park and recreation facilities/parks; fifty-five percent (55%) of respondents rated facilities/parks as “good” and 29% rated facilities/parks as “excellent”.

Respondents were asked how often they and/or members of their household had used various recreation centers during the past 12 months, by percentage of respondents, twenty-three percent (23%) use the Discovery Center and 15% use the Eureka Center. From the percentage of households that have used recreation centers, twenty-two percent (22%) rated the overall quality of the recreation centers as “excellent” and 56% rated the overall quality as “good”.

PROGRAM PARTICIPATION AND RATINGS

Overall Participation: Nineteen percent (19%) of households surveyed indicated that they had participated in the City of Roanoke recreation programs during the past 12 months.

Use: When asked how many different recreation programs or activities their household have participated in, 34% of respondents who had participated in a program within the past 12 months indicated they participated in at least one program, 56% participated in 2-3 programs, and 10% participated in 4-6 programs. Forty-four percent (44%) of respondents indicated the reason they participate is because of the location of the program and/or facility, 35% indicated it was because their friends participate, and 32% indicated it was because of the times the program is offered. From the respondents who had participated in programs in the past 12 months were asked to rate the overall quality of programs. Thirty-one percent (31%) of participants rated the overall quality of programs as “excellent” and 42% rated them as “good”. The top three programs respondents indicated that they had participated in the most often, were: special events (15%), adult fitness and wellness programs (9%), and canoeing, kayaking, and paddle sports (8%).

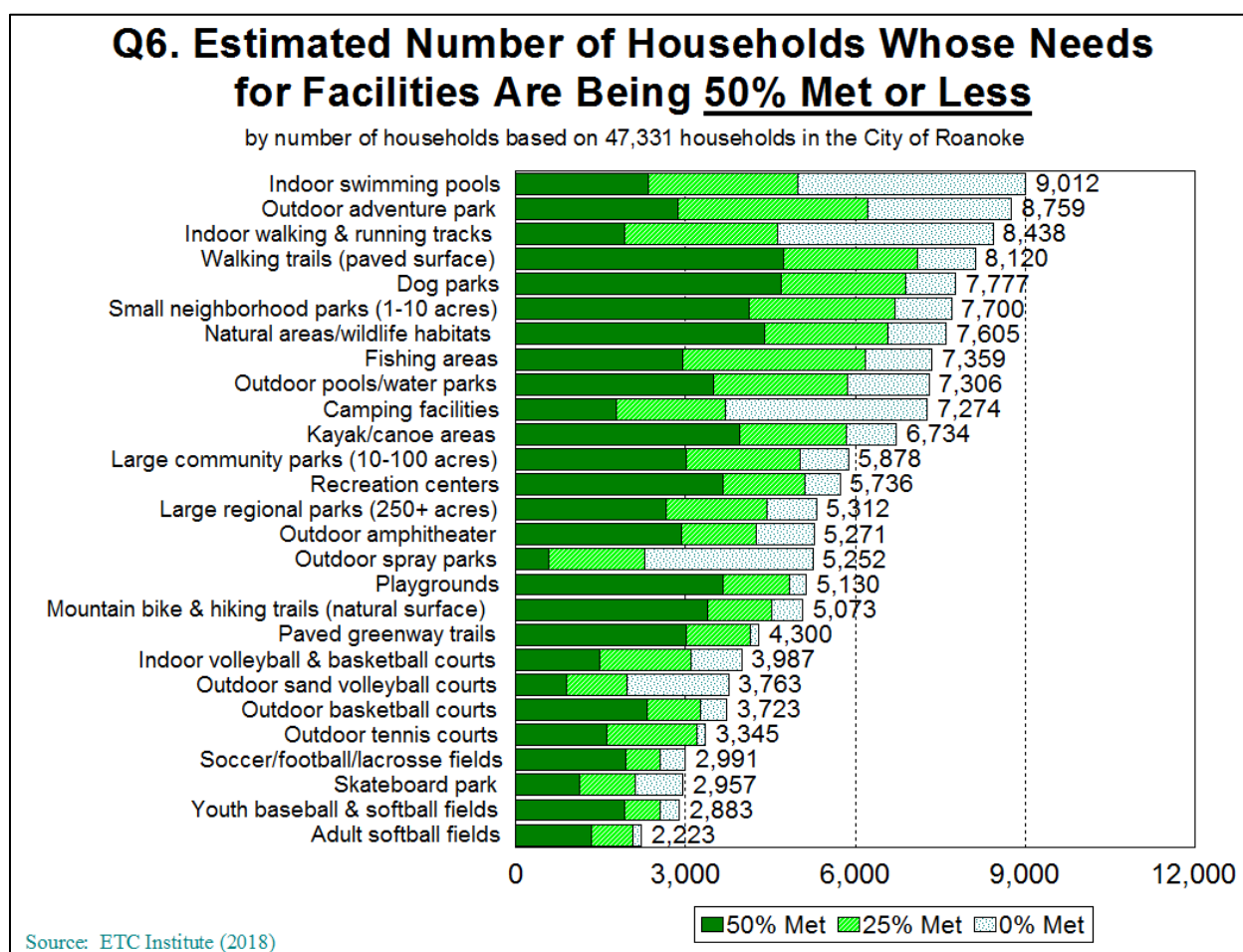
BARRIERS TO PARK, FACILITY AND PROGRAM USAGE

Respondents were asked from a list of 19 potential reasons to identify what prevents them from using parks, recreation facilities, and programs more often. The top three reasons residents indicated as what is preventing them from using parks and recreation facilities/programs, were: I do not know what is being offered (38%), not enough time (28%), and fees are too high (25%).

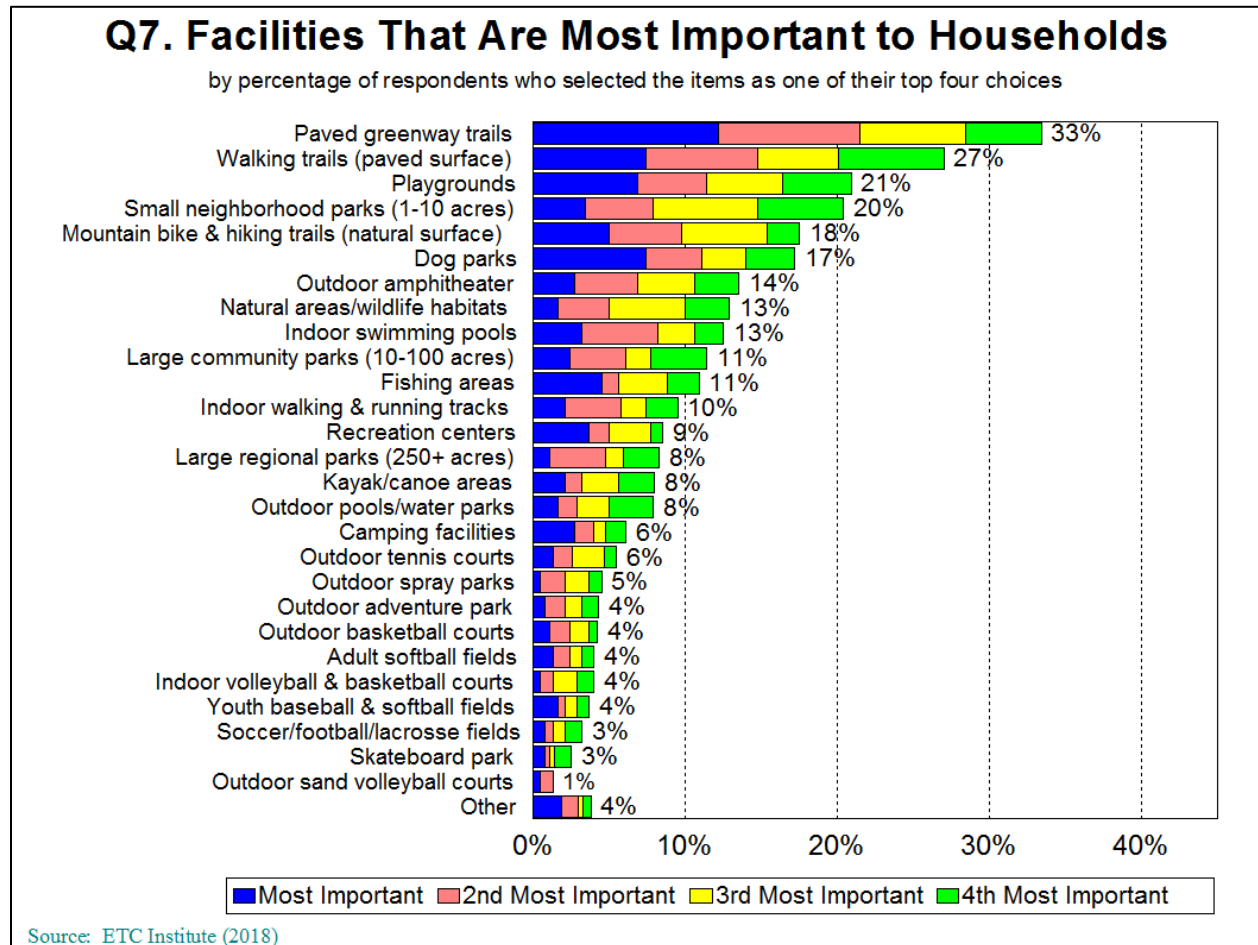
FACILITY NEEDS AND PRIORITIES

Facility Needs: Respondents were asked to identify if their household had a need for 27 recreation facilities and rate how well their needs for each were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had the greatest “unmet” need for various facilities.

The three recreation facilities with the highest percentage of households that indicated a need for the facility, were: paved walking trails (57%), paved greenway trails (54%), and small neighborhood parks (49%). When ETC Institute analyzed the needs in the community, five facilities stood out as a need that affected more than 20,000 households. ETC Institute estimates a total of 9,012 of the 47,331 households in the City of Roanoke have unmet needs for indoor swimming pools. The estimated number of households that have unmet needs for each of the 27 facilities that were assessed is shown in the table below.



Facility Importance: In addition to assessing the needs for each facility, ETC Institute also assessed the importance that residents placed on each facility. Based on the sum of respondents' top four choices, the three most important facilities to residents were: paved greenway trails (33%), paved walking trails (27%), and playgrounds (21%). The percentage of residents who selected each facility as one of their top four choices is shown below.

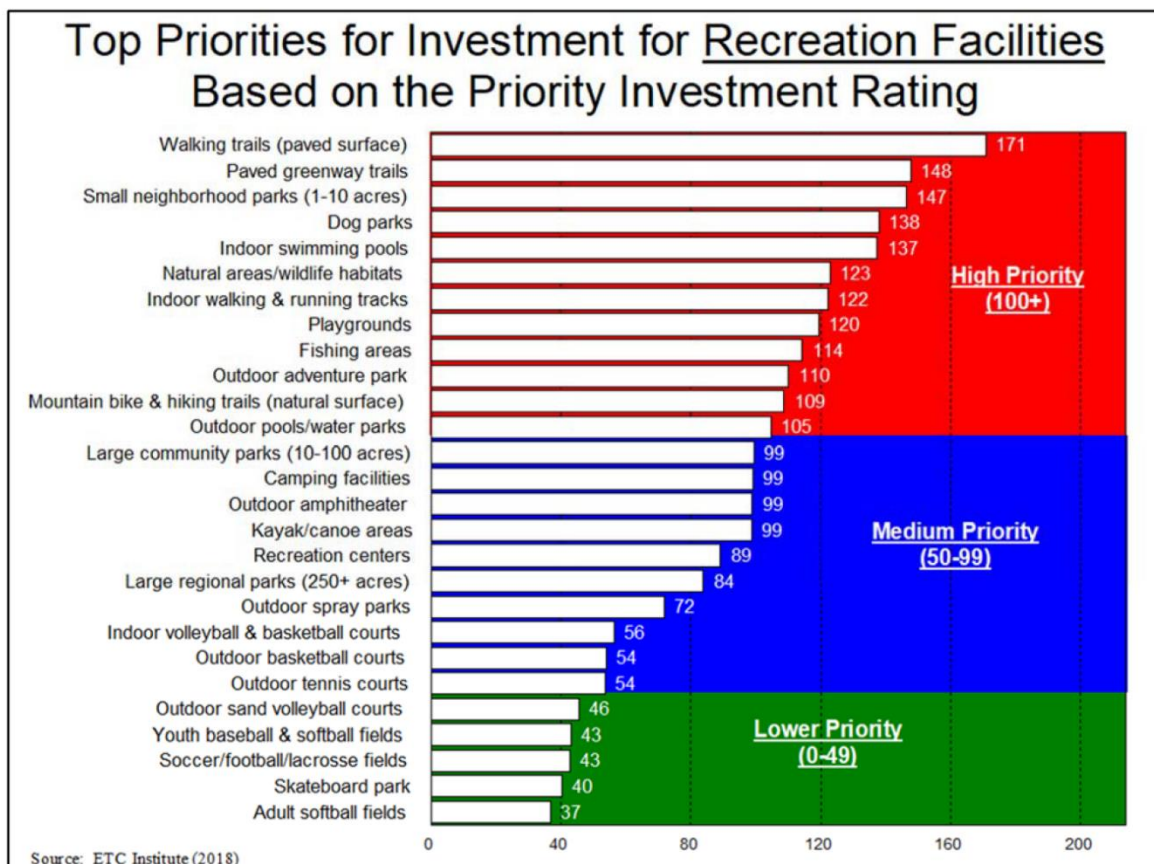


Priorities for Facility Investments: The Priority Investment Rating (PIR) was developed by ETC Institute to provide organizations with an objective tool for evaluating the priority that should be placed on Parks, Recreation and Forestry investments. The Priority Investment Rating (PIR) equally weights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

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

- Paved walking trails (PR=171)
- Paved greenway trails PR=148)
- Small neighborhood parks (PR=147)
- Dog parks (PR=138)
- Indoor swimming pools (PR=137)
- Natural areas/wildlife habitats (PR= 123)
- Indoor walking and running tracks (PR=122)
- Playgrounds (PR=120)
- Fishing areas (PR=114)
- Outdoor adventure park (PR=110)
- Mountain bike and hiking trails with natural surface (PR=109)
- Outdoor pools/water parks (PR=105)

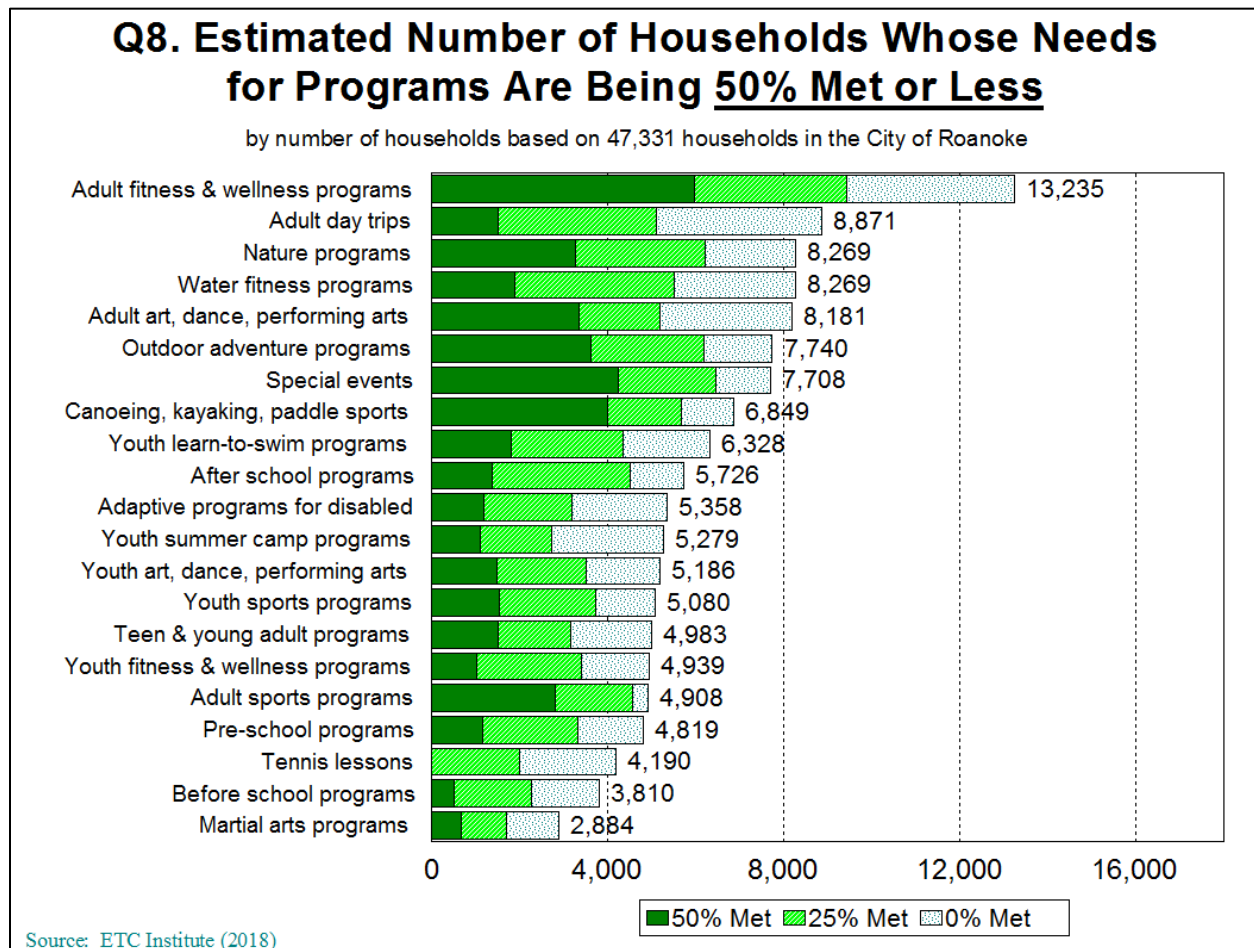
The chart below shows the Priority Investment Rating for each of the 27 facilities/amenities that were assessed on the survey.



PROGRAMMING NEEDS AND PRIORITIES

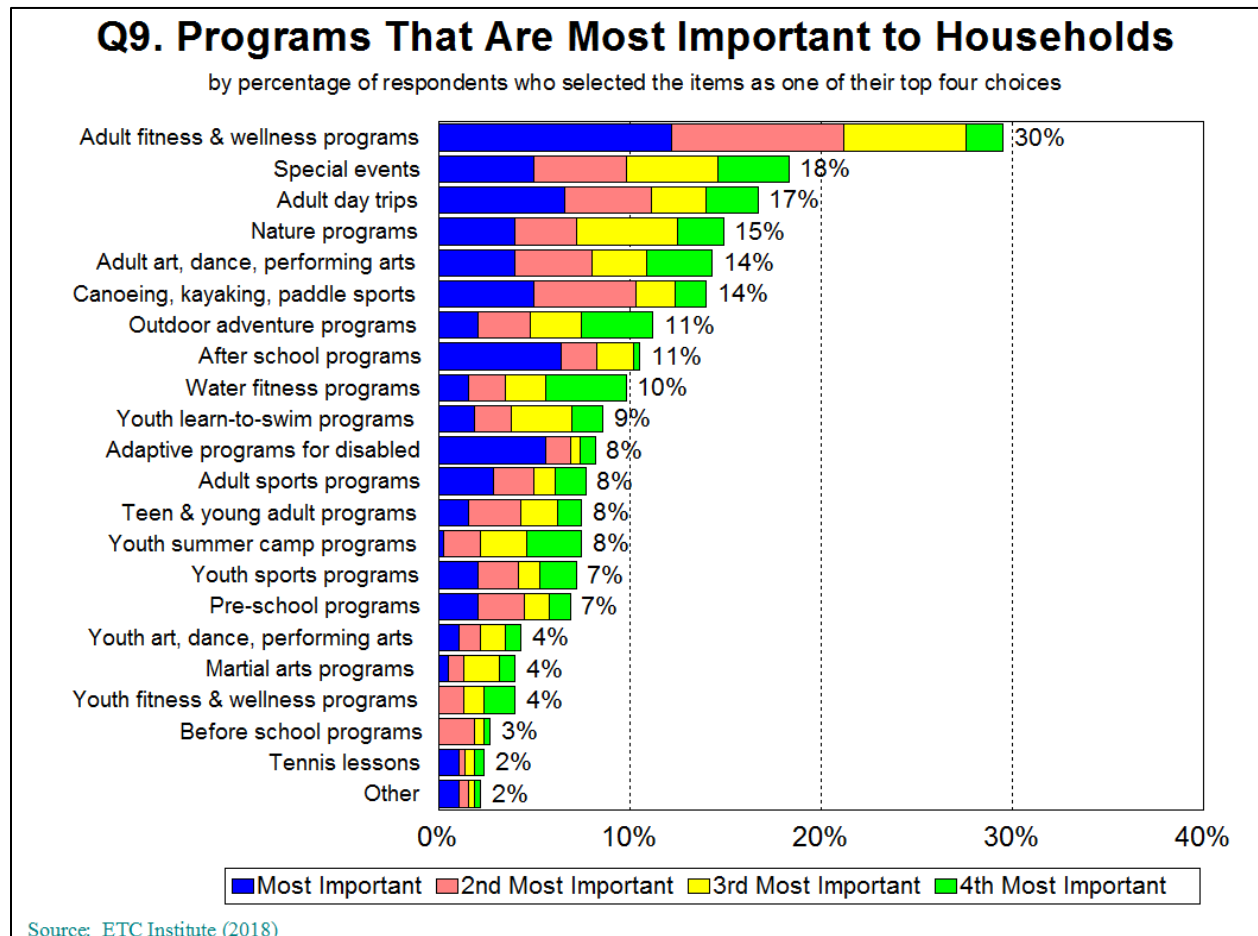
Programming Needs. Respondents were also asked to identify if their household had a need for 21 recreational programs and rate how well their needs for each program were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had “unmet” needs for each program.

The five programs with the highest percentage of households that had needs were: adult fitness and wellness programs (45%), special events (33%), nature programs (27%), adult art, dance, performing arts (27%), and canoeing, kayaking, paddle sports (27%). ETC Institute estimates a total of 13,235 households out of the 47,331 households in the City of Roanoke have an unmet need for adult fitness and wellness programs. The estimated number of households that have unmet needs for each of the 21 programs that were assessed is shown in the chart below



Program Importance. In addition to assessing the needs for each program, ETC Institute also assessed the importance that residents place on each program. Based on the sum of respondents' top four choices, the three most important programs to residents, were: adult fitness and wellness programs (30%), special events (18%), and adult day trips (17%).

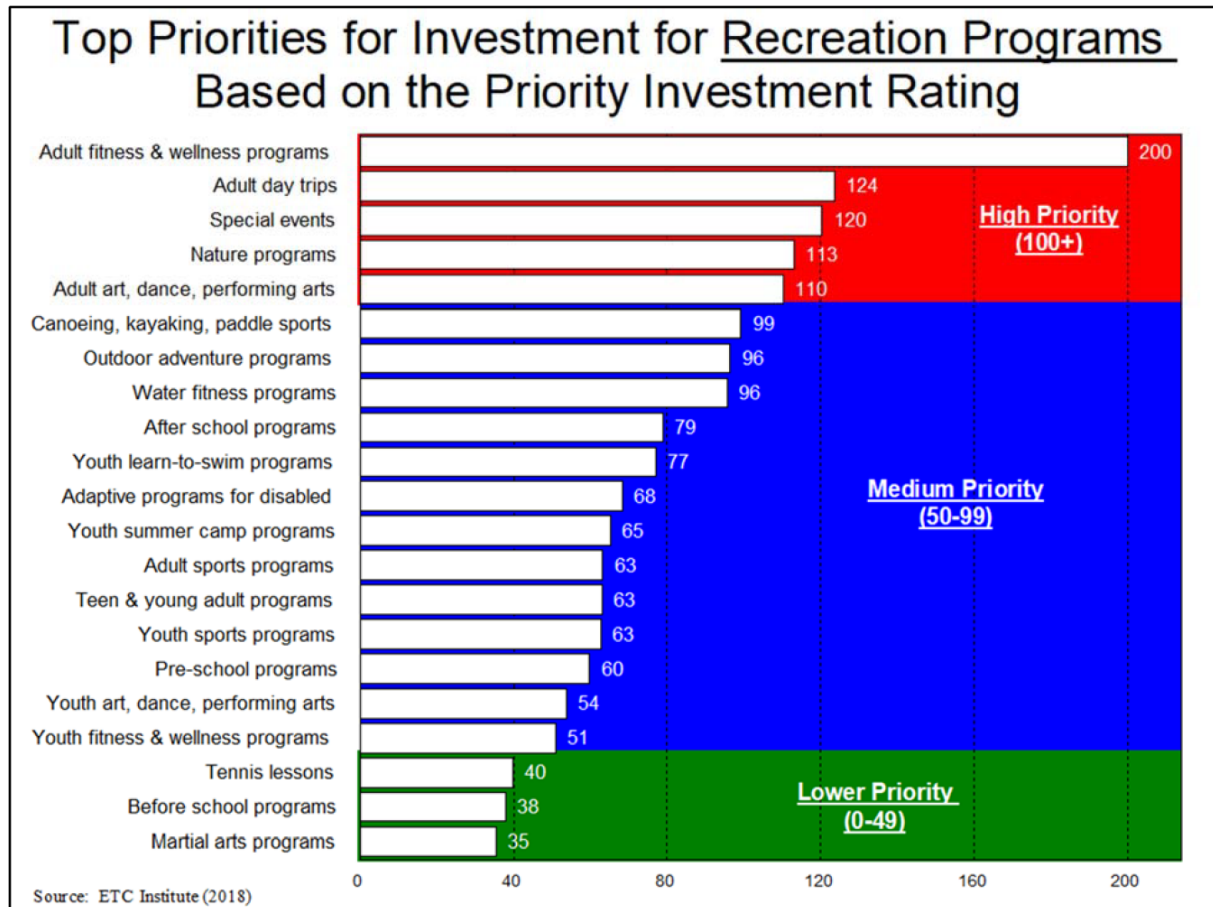
The percentage of residents who selected each program as one of their top four choices is shown below.



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

- Adult fitness and wellness programs (PR=200)
- Adult day trips (PR=124)
- Special events (PR=120)
- Nature programs (PR=113)
- Adult art, dance, performing arts (PR=110)

The chart below shows the Priority Investment Rating (PIR) for each of the 21 programs that were rated.



ADDITIONAL FINDINGS

The City of Roanoke asked its residents to rate their level of support of developing various facilities and/or amenities. The highest ratings of level of support of developing facilities/amenities, based upon the sum of “very supportive” and “somewhat supportive” responses, were: additional restrooms at existing parks (85%), paved multi-use trails (83%), and all-inclusive playgrounds for children (80%). Residents were asked to choose the top four development actions they would be most willing to fund and based upon the sum of their top four choices, the top four actions, were: adding additional restrooms at existing parks (36%), all-inclusive playgrounds for children (34%), paved multi-use trails (32%), and natural surface trails (31%).

The major actions with the highest level of support that could be taken to improve the parks and recreation system, based upon the sum of “very supportive” and “supportive” responses from residents, who had an opinion, were: upgrade existing neighborhood and community parks (83%), upgrade existing trails (78%), and acquire open space for passive activities (76%). The top three major actions whom respondents indicated they would be most willing to fund, based on the sum of the top four choices, were: upgrade existing neighborhood and community parks (33%), increase focus to develop river as recreational opportunities (23%), and develop new and connect the existing trail system (22%).

Respondents were asked to rate their level of importance that Roanoke Parks and Recreation develop, design, and maintain management standards, in which, fifty-two percent (52%) responded it is “very important”.

Forty-percent (40%) of respondents are “very supportive” of the City of Roanoke to actively seek effective and equitable partnerships.

The top three programs, based on the sum of respondent’s top four choices, that households currently participate in most often at City of Roanoke facilities, were: special events (15%), adult fitness and wellness programs (9%), and canoeing, kayaking, and paddle sports (8%).

The highest rated top four organizations that households use for Parks and Recreation programs, services, and facilities, were: churches (35%), Virginia State parks (35%), private or public schools (24%), and City of Roanoke programs (24%).

Respondents were asked how they and/or their household learns about Parks and Recreation programs and activities; fifty-three percent (53%) learn through friends and neighbors, 41% learn by social media, and 26% learn through the newspaper.

Residents were asked to rate their satisfaction with the overall value they and their household receives from parks and recreation; eighteen percent (18%) indicated they were “very satisfied” and 34% indicated they were “somewhat satisfied”.

APPENDIX H – COMMUNITY ONLINE SURVEY

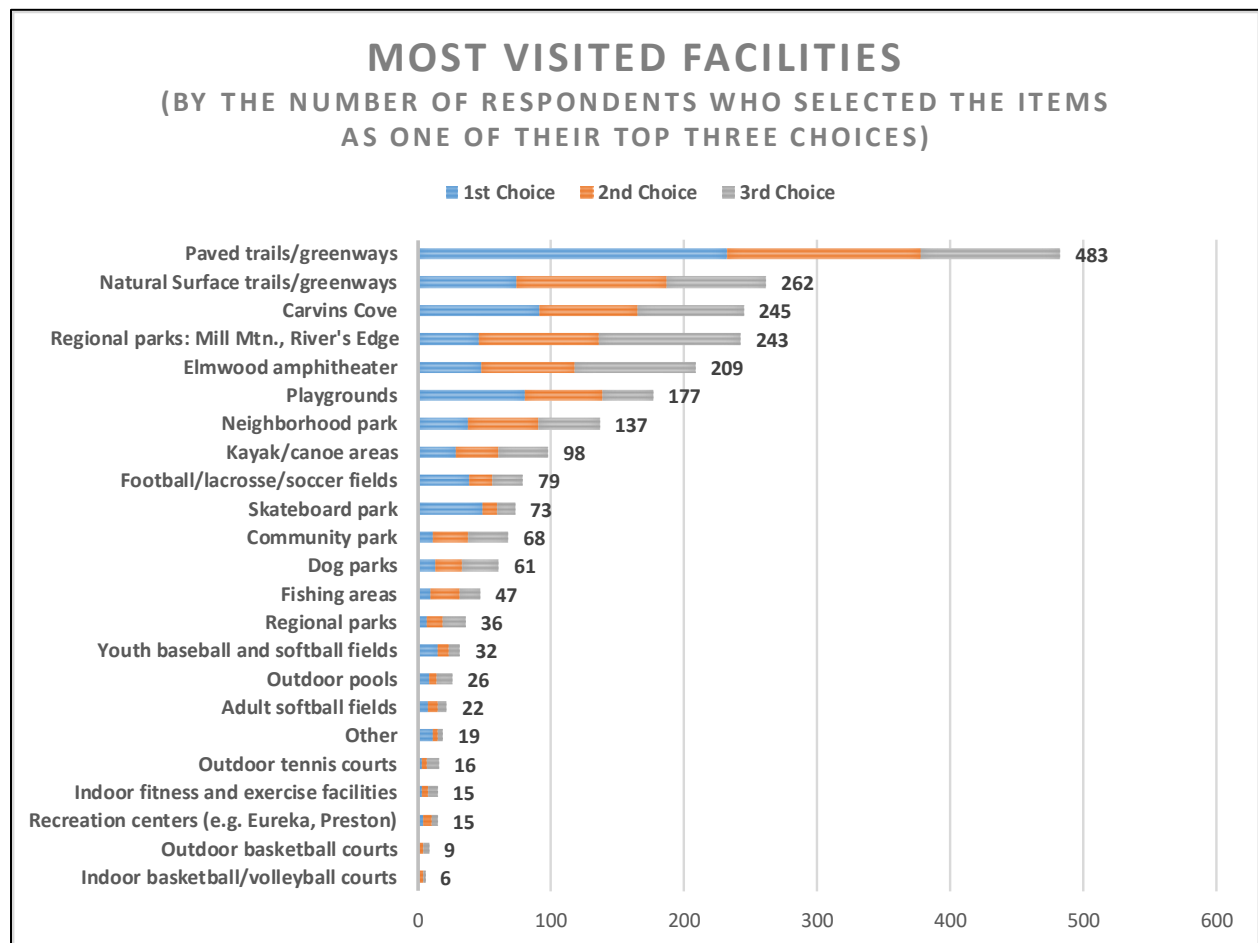
As part of the community input process, PROS Consulting conducted an on-line survey (powered by SurveyMonkey) for a better understanding of the characteristics, preferences, and satisfaction levels of Roanoke residents in relation to facilities, amenities and recreation programs/services. The survey was available from June 11th through July 11th and received a total of 997 responses.



The on-line survey emulated the statistically-valid survey questions distributed by ETC. This allowed the citizens of Roanoke another opportunity to provide input even if they did not receive the statistically-valid survey.

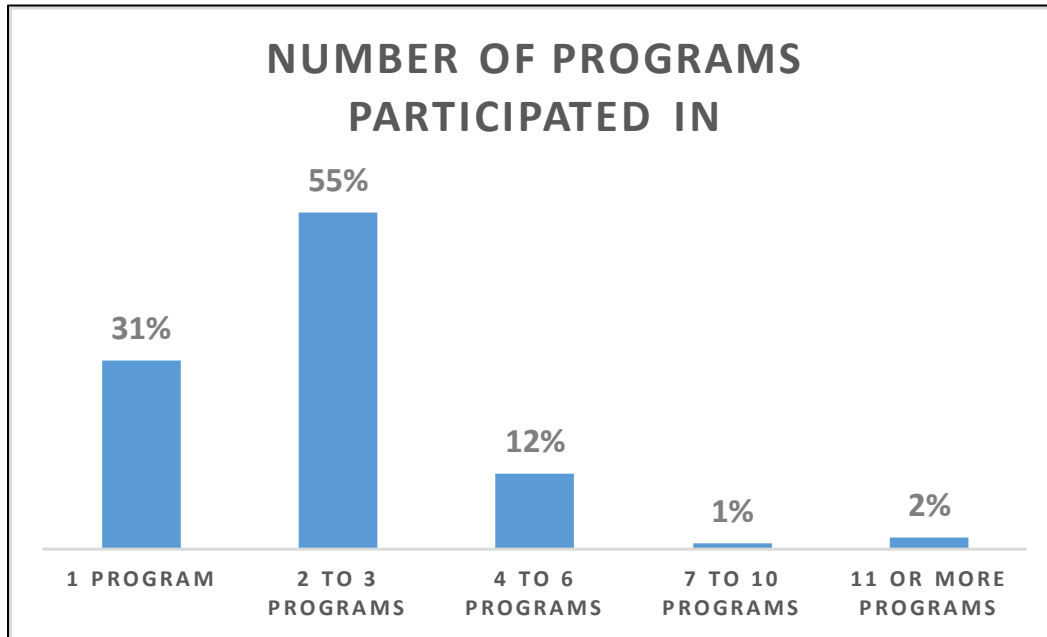
FACILITY USAGE

Ninety-five percent (95%) of respondents have used have visited a Roanoke's Parks and Recreation facilities in the past year. Most visited facilities were paved trails/greenways (483 respondents), natural surface trails/greenways (262 respondents), Carvins Cove (245 respondents), regional parks: Mill Mountain, River's Edge (243 respondents), and Elmwood Amphitheater (209 respondents).



PROGRAM PARTICIPATION

Sixty-one percent (61%) of respondents have participated in a recreation program offered by Roanoke Parks and Recreation Department. Of those who have participated in a recreation program, 86% participate in 1 to 3 programs. Ninety-four percent (94%) of respondents who participated in programs rated the quality of programs as either good or excellent.



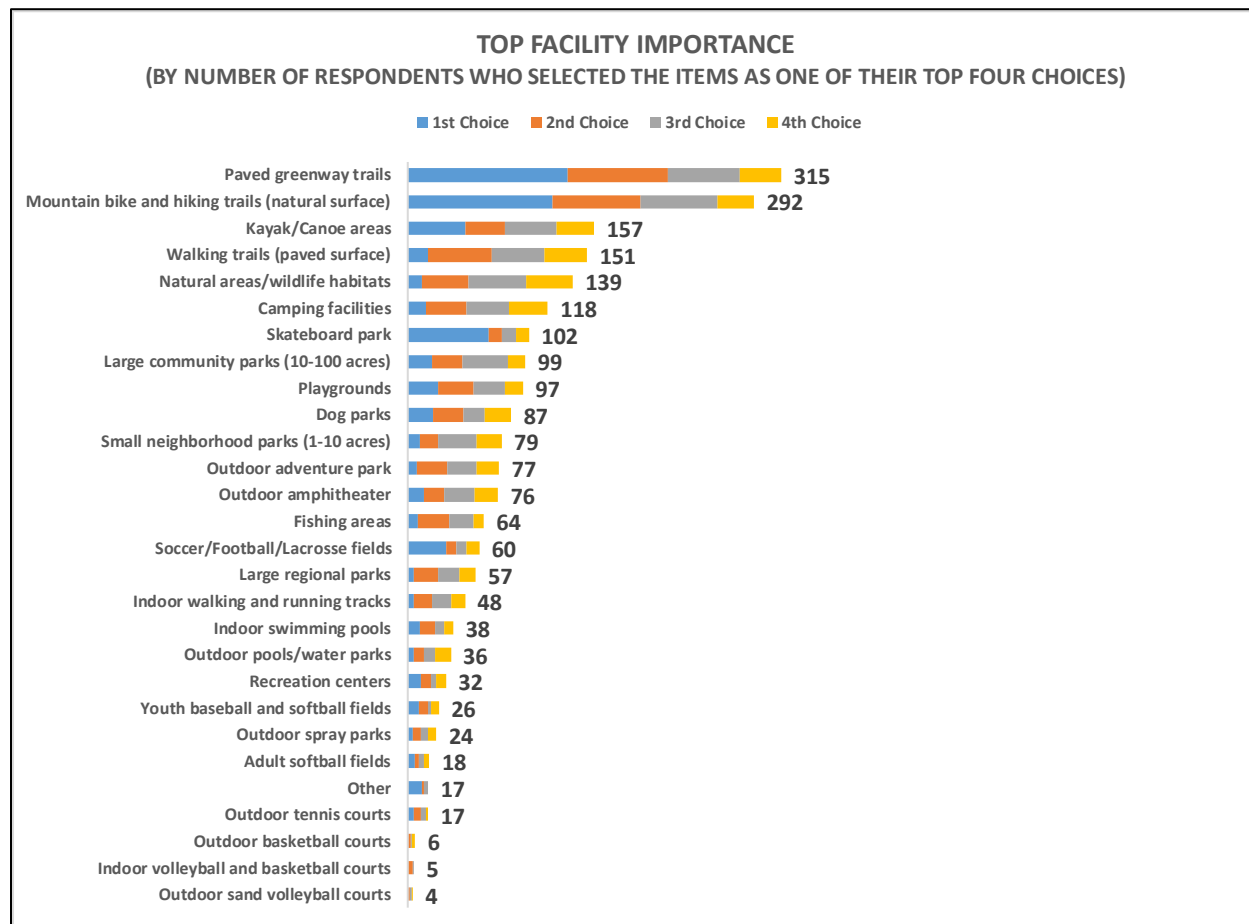
FACILITY NEED

Top three facility/amenity that respondents have a need for are paved greenway trails (93%), walking trails - paved surface (84%), and mountain bike and hiking trails - natural surface (83%).

Do you have a need for this facility or amenity?	Yes	No
Paved greenway trails	↑ 93%	↓ 7%
Walking trails (paved surface)	↑ 84%	↓ 16%
Mountain bike and hiking trails (natural surface)	↑ 83%	↓ 17%
Natural areas/wildlife habitats	↑ 78%	↓ 22%
Outdoor amphitheater	↑ 76%	↓ 24%
Large community parks (10-100 acres)	↑ 76%	↓ 24%
Kayak/Canoe areas	↑ 74%	↓ 26%
Small neighborhood parks (1-10 acres)	↑ 74%	↓ 26%
Large regional parks	↑ 73%	↓ 27%
Outdoor adventure park	→ 61%	→ 39%
Camping facilities	→ 60%	→ 40%
Playgrounds	→ 52%	→ 48%
Dog parks	→ 48%	→ 52%
Recreation centers	→ 48%	→ 52%
Fishing areas	→ 43%	→ 57%
Outdoor pools/water parks	→ 42%	→ 58%
Indoor walking and running tracks	→ 39%	→ 61%
Indoor swimming pools	→ 38%	→ 62%
Skateboard park	→ 36%	→ 64%
Soccer/Football/Lacrosse fields	↓ 35%	↑ 65%
Outdoor spray parks	↓ 32%	↑ 68%
Outdoor tennis courts	↓ 26%	↑ 74%
Youth baseball and softball fields	↓ 22%	↑ 78%
Outdoor basketball courts	↓ 22%	↑ 78%
Adult softball fields	↓ 19%	↑ 81%
Indoor volleyball and basketball courts	↓ 18%	↑ 82%
Outdoor sand volleyball courts	↓ 14%	↑ 86%

FACILITY IMPORTANCE

The top facilities most important to respondents are paved greenway trails (315 respondents), mountain bike and hiking trails - natural surface (292 respondents), kayak/canoe areas (157 respondents), walking trails (paved surface) (151 respondents), natural areas/wildlife habitats (139 respondents), camping facilities (118 respondents), skateboard park (102 respondents), large community parks (10-100 acres) (99 respondents), playgrounds (97 respondents), dog parks (87 respondents), small neighborhood parks (1-10 acres) (79 respondents), outdoor adventure park (77 respondents), outdoor amphitheater (76 respondents), fishing areas (64 respondents), soccer/football/lacrosse fields (60 respondents), large regional parks (57 respondents), indoor walking and running tracks (48 respondents), indoor swimming pools (38 respondents), outdoor pools/water parks (36 respondents), recreation centers (32 respondents), youth baseball and softball fields (26 respondents), outdoor spray parks (24 respondents), adult softball fields (18 respondents), other (17 respondents), outdoor tennis courts (17 respondents), outdoor basketball courts (6 respondents), indoor volleyball and basketball courts (5 respondents), outdoor sand volleyball courts (4 respondents).



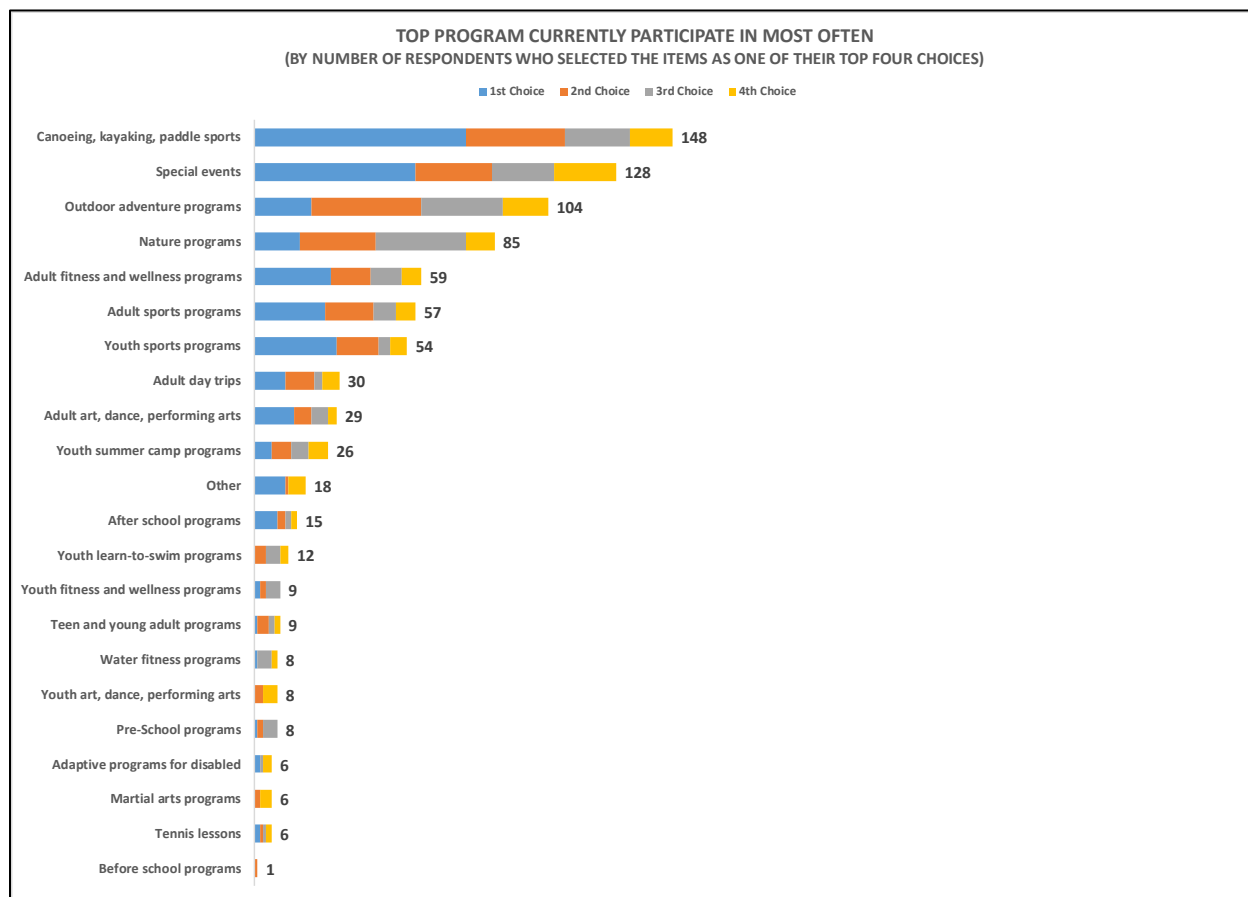
RECREATION PROGRAM NEED

Top three recreation programs that respondents have a need for are canoeing, kayaking, paddle sports (67%), outdoor adventure programs (55%), and special events (53%).

Do you have a need for this recreation program?	Yes	No
Canoeing, kayaking, paddle sports	↑ 67%	↓ 33%
Outdoor adventure programs	→ 55%	→ 45%
Special events	→ 53%	→ 47%
Adult fitness and wellness programs	→ 50%	→ 50%
Nature programs	→ 45%	→ 56%
Adult sports programs	→ 35%	→ 65%
Adult art, dance, performing arts	↓ 28%	↑ 72%
Youth sports programs	↓ 25%	↑ 75%
Adult day trips	↓ 24%	↑ 76%
Youth summer camp programs	↓ 22%	↑ 78%
Water fitness programs	↓ 22%	↑ 78%
Youth learn-to-swim programs	↓ 20%	↑ 80%
Teen and young adult programs	↓ 20%	↑ 80%
Youth fitness and wellness programs	↓ 17%	↑ 83%
After school programs	↓ 16%	↑ 84%
Youth art, dance, performing arts	↓ 16%	↑ 84%
Martial arts programs	↓ 15%	↑ 85%
Pre-School programs	↓ 13%	↑ 87%
Tennis lessons	↓ 12%	↑ 88%
Adaptive programs for disabled	↓ 10%	↑ 90%
Before school programs	↓ 5%	↑ 95%

RECREATION PROGRAM IMPORTANCE

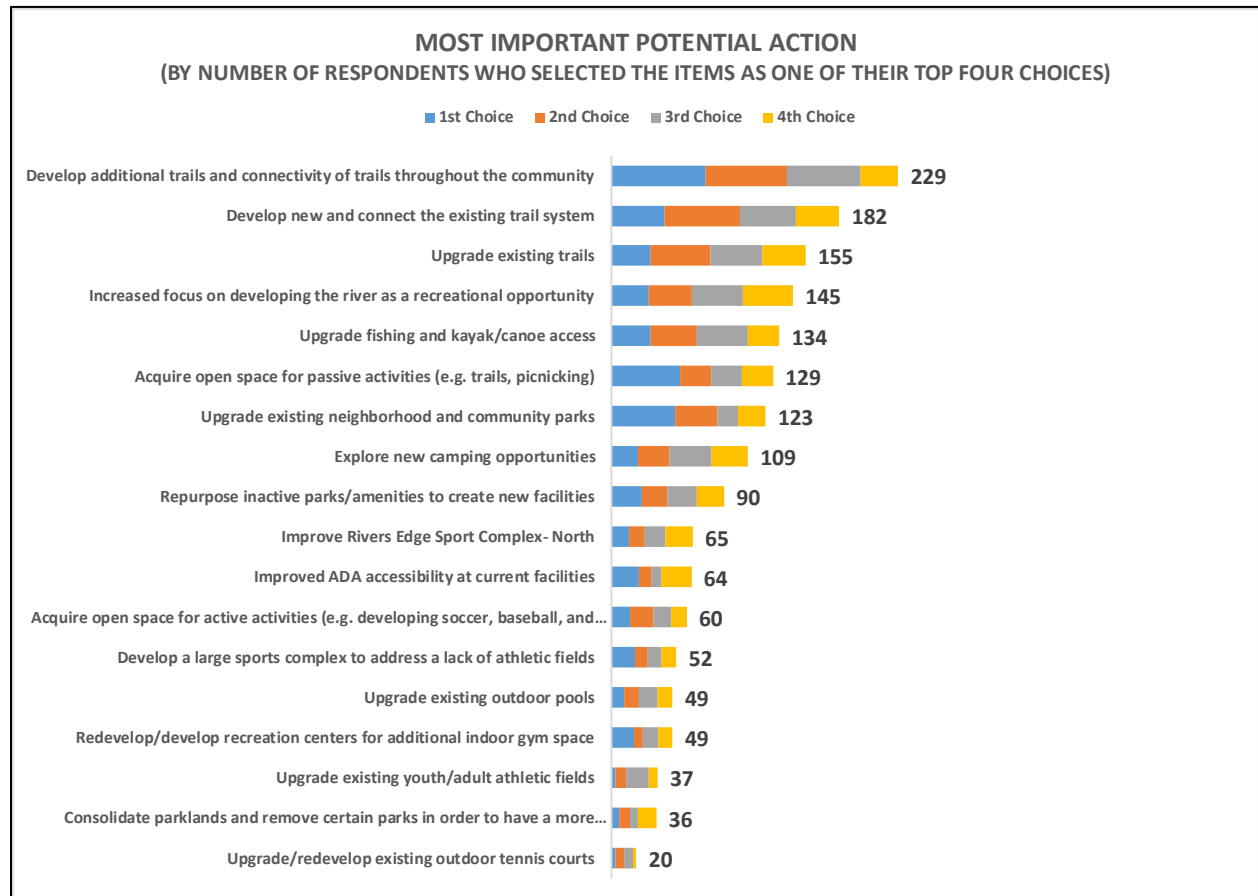
The top recreation programs most important to respondents are canoeing, kayaking, paddle sports (148 respondents), special events (128 respondents), outdoor adventure programs (104 respondents).



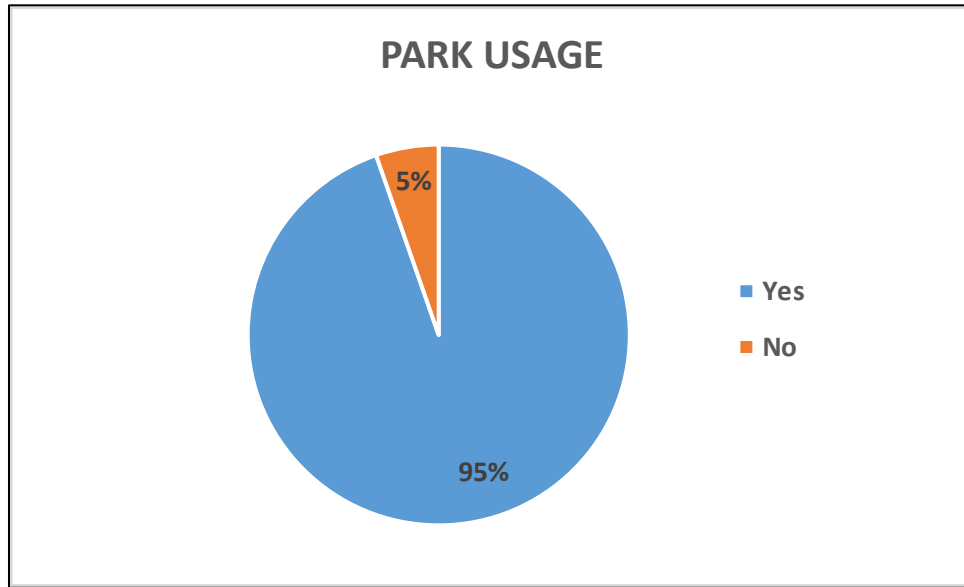
MOST WILLING TO FUND

Respondents were asked which of the following items would they be most willing to fund. Top actions included:

- Develop additional trails and connectivity of trails throughout the community (229 respondents)
- Develop new and connect the existing trail system (182 respondents)
- Upgrade existing trails (155 respondents)
- Increased focus on developing the river as a recreational opportunity (145 respondents)



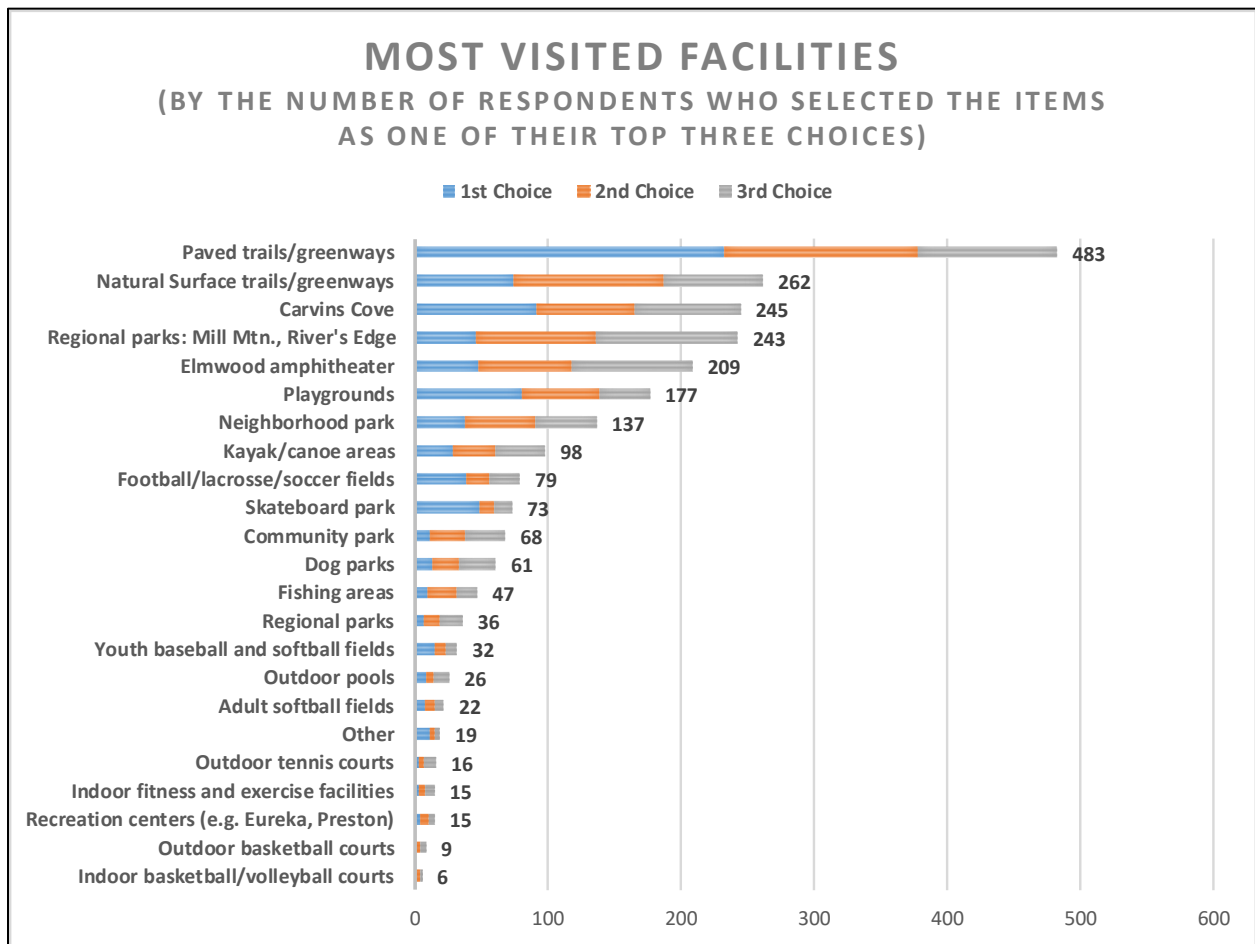
HAVE YOU OR MEMBERS OF YOUR HOUSEHOLD VISITED ANY OF THE CITY OF ROANOKE'S PARK AND RECREATION FACILITIES DURING THE PAST YEAR?



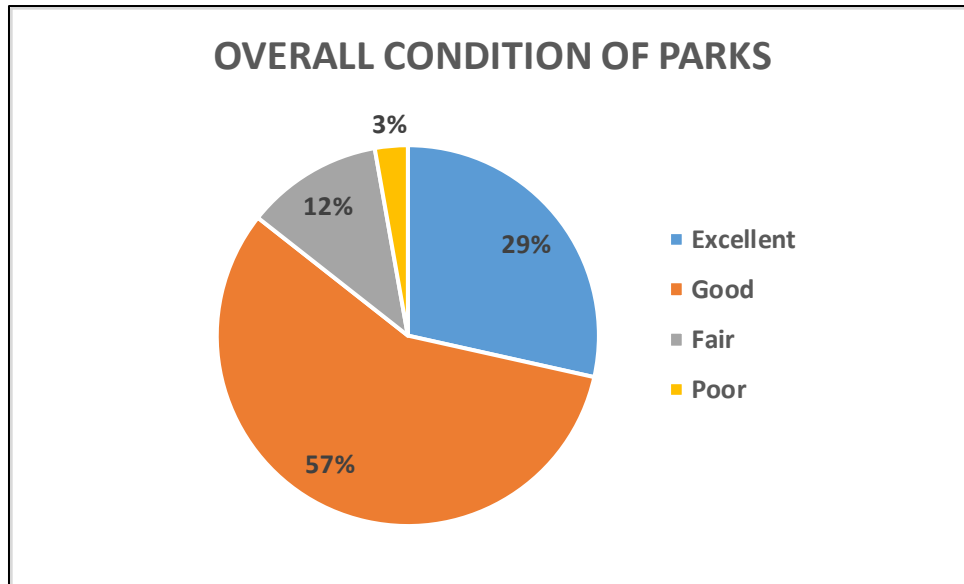
FROM THE FOLLOWING LIST, PLEASE CHECK ALL THE PARKS AND RECREATION FACILITIES YOU OR MEMBERS OF YOUR HOUSEHOLD HAVE USED OR VISITED IN THE CITY OF ROANOKE OVER THE PAST 12 MONTHS.

Most Frequently Used Facilities		
Park & Recreation Facilities	Response Percentage	Response Number
Paved trails/greenways	78%	654
Regional parks: Mill Mtn., River's Edge	67%	557
Elmwood amphitheater	65%	544
Natural Surface trails/greenways	63%	523
Neighborhood park	57%	473
Carvins Cove	54%	454
Playgrounds	49%	409
Community park	43%	360
Kayak/canoe areas	33%	279
Regional parks	26%	213
Dog parks	25%	209
Football/lacrosse/soccer fields	22%	187
Fishing areas	19%	160
Skateboard park	17%	140
Youth baseball and softball fields	15%	124
Outdoor tennis courts	12%	100
Adult softball fields	10%	82
Outdoor pools	9%	76
Outdoor basketball courts	8%	66
Recreation centers (e.g. Eureka, Preston)	8%	66
Indoor fitness and exercise facilities	6%	52
Other	5%	39
Indoor basketball/volleyball courts	4%	33

WHICH THREE OF THE PARKS AND RECREATION FACILITIES LISTED BELOW DO YOU AND MEMBERS OF YOUR HOUSEHOLD VISIT THE MOST OFTEN?



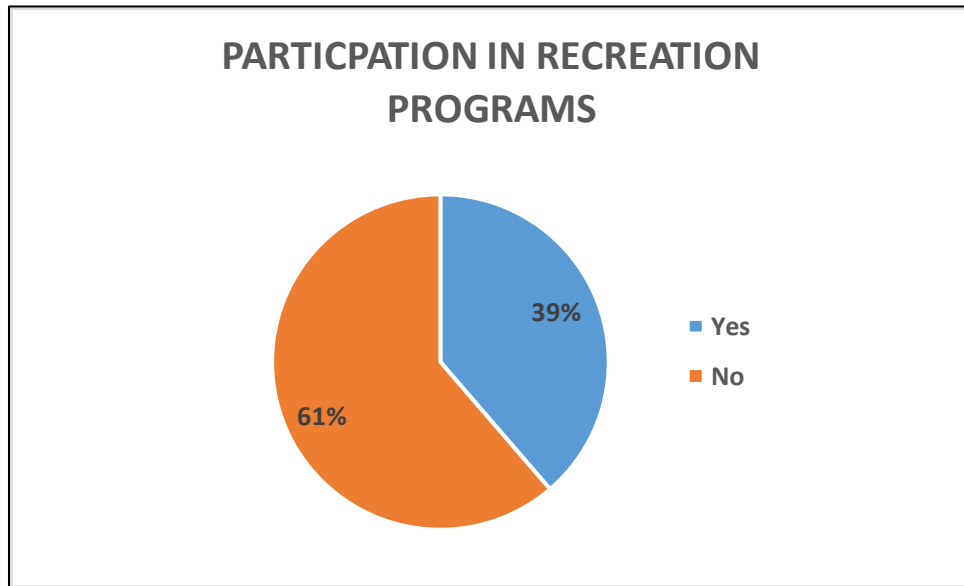
OVERALL, HOW WOULD YOU RATE THE LEVEL OF MAINTENANCE OF ALL OF THE PARK AND RECREATION FACILITIES/ PARKS YOU HAVE VISITED?



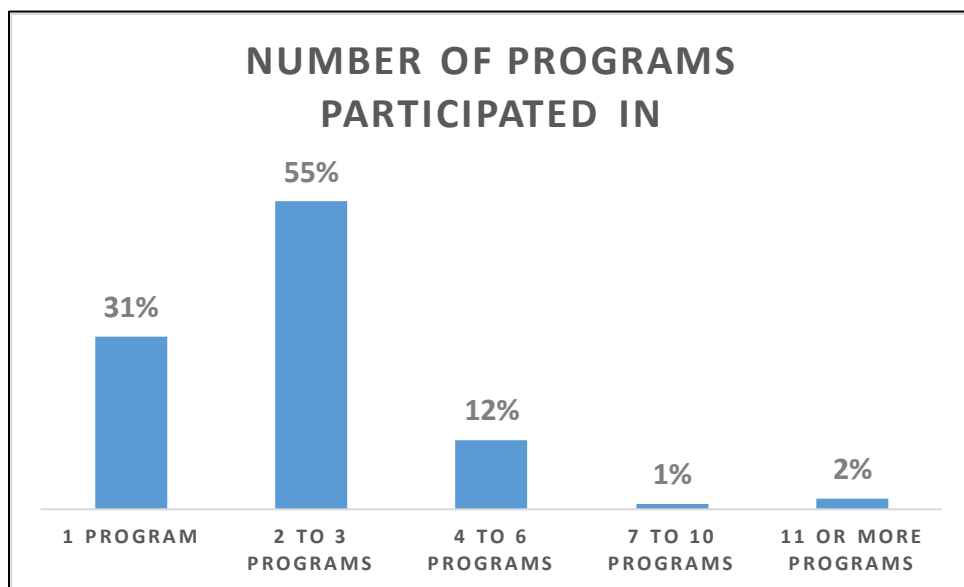
PLEASE CHECK ALL OF THE WAYS YOU LEARN ABOUT PARKS AND RECREATION PROGRAMS AND ACTIVITIES.

Information Sources	
Social Media (e.g. Facebook, Instagram, Twitter)	79%
From friends and neighbors	59%
PlayRoanoke.com	54%
City of Roanoke Website	24%
Banners in parks	21%
Newspaper	14%
E-Newsletter	11%
Conversations with Parks Dept. staff	10%
Internet bulletins	9%
Other	8%
Radio	8%
School fliers/newsletters	7%
Materials at city facilities	3%
Text notifications	1%

HAVE YOU OR OTHER MEMBERS OF YOUR HOUSEHOLD PARTICIPATED IN ANY RECREATION PROGRAMS OFFERED BY THE CITY OF ROANOKE PARKS AND RECREATION DURING THE PAST 12 MONTHS?



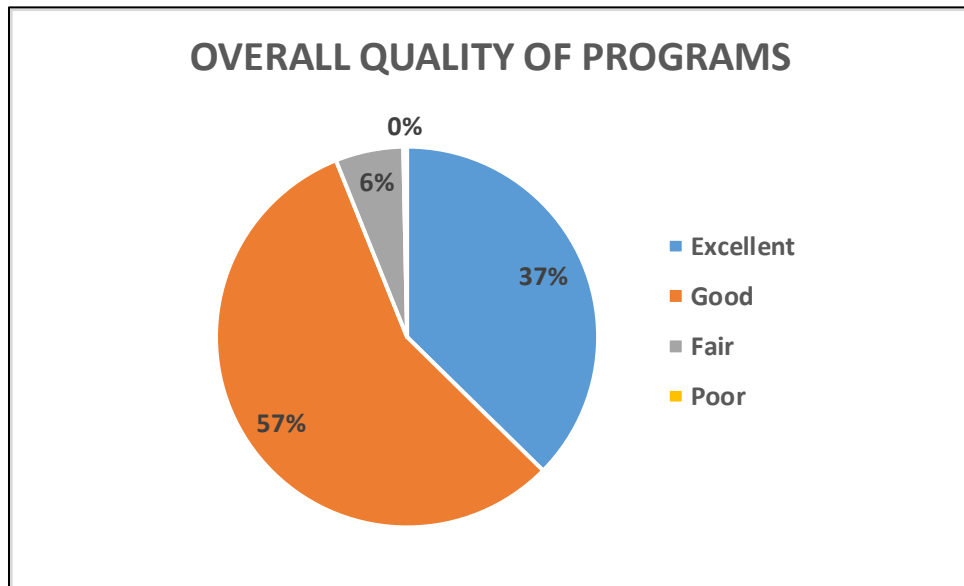
APPROXIMATELY HOW MANY DIFFERENT RECREATION PROGRAMS OFFERED BY THE CITY OF ROANOKE PARKS AND RECREATION DID YOU OR MEMBERS OF YOUR HOUSEHOLD PARTICIPATE IN OVER THE PAST 12 MONTHS?



FROM THE FOLLOWING LIST, PLEASE CHECK THE THREE PRIMARY REASONS WHY YOUR HOUSEHOLD HAS PARTICIPATED IN THE CITY OF ROANOKE'S PARKS AND RECREATION PROGRAMS.

Reasons for Participating in Programs		
Friends participate	✓	50%
Quality of program content	✓	49%
Location of the program facility	✓	43%
Fees charged for the class		31%
Dates the program is offered		27%
Times the program is offered		27%
Quality of the program facility		22%
Quality of instructors		20%
Other (please specify)		5%

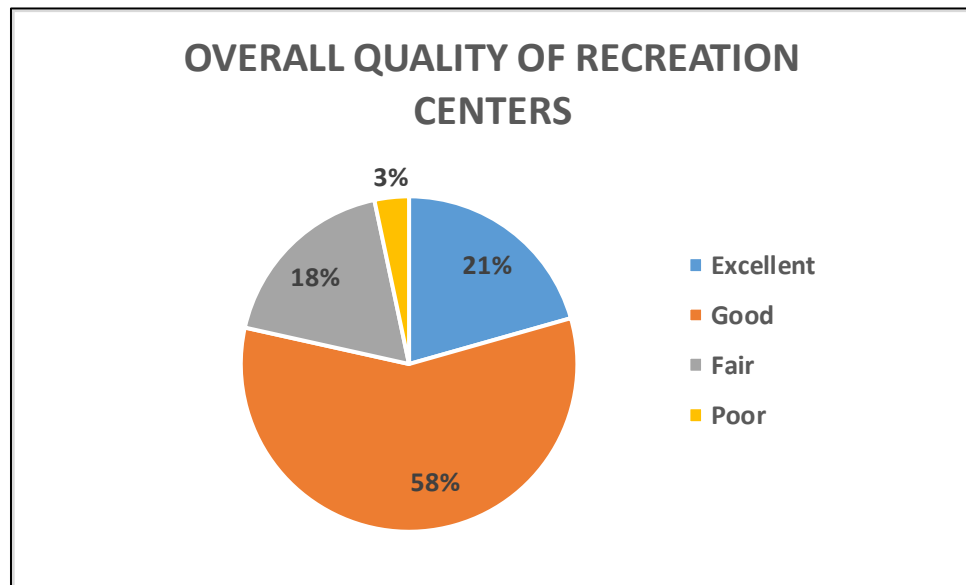
HOW WOULD YOU RATE THE OVERALL QUALITY OF THE PROGRAMS THAT YOU AND MEMBERS OF YOUR HOUSEHOLD HAVE PARTICIPATED IN?



PLEASE INDICATE HOW OFTEN YOU AND MEMBERS OF YOUR HOUSEHOLD HAVE USED EACH OF THE FOLLOWING RECREATION CENTERS OPERATED BY THE CITY OF ROANOKE PARKS AND RECREATION DURING THE PAST 12 MONTHS.

USAGE LEVEL OF RECREATION CENTERS BY NUMBER OF RESPONDENTS					
Recreation Centers	50+ Times	25-49 Times	10-24 Times	1-9 Times	Never
Discovery Center	2	7	22	274	452
Eureka Center	1	3	5	43	670
Garden City Center	1	2	4	42	672
Grandin Court Center	5	7	15	95	605
Mountain View Center	2	4	9	117	596
Norwich Center	1	1	5	29	680
Preston Center	1	3	3	36	673

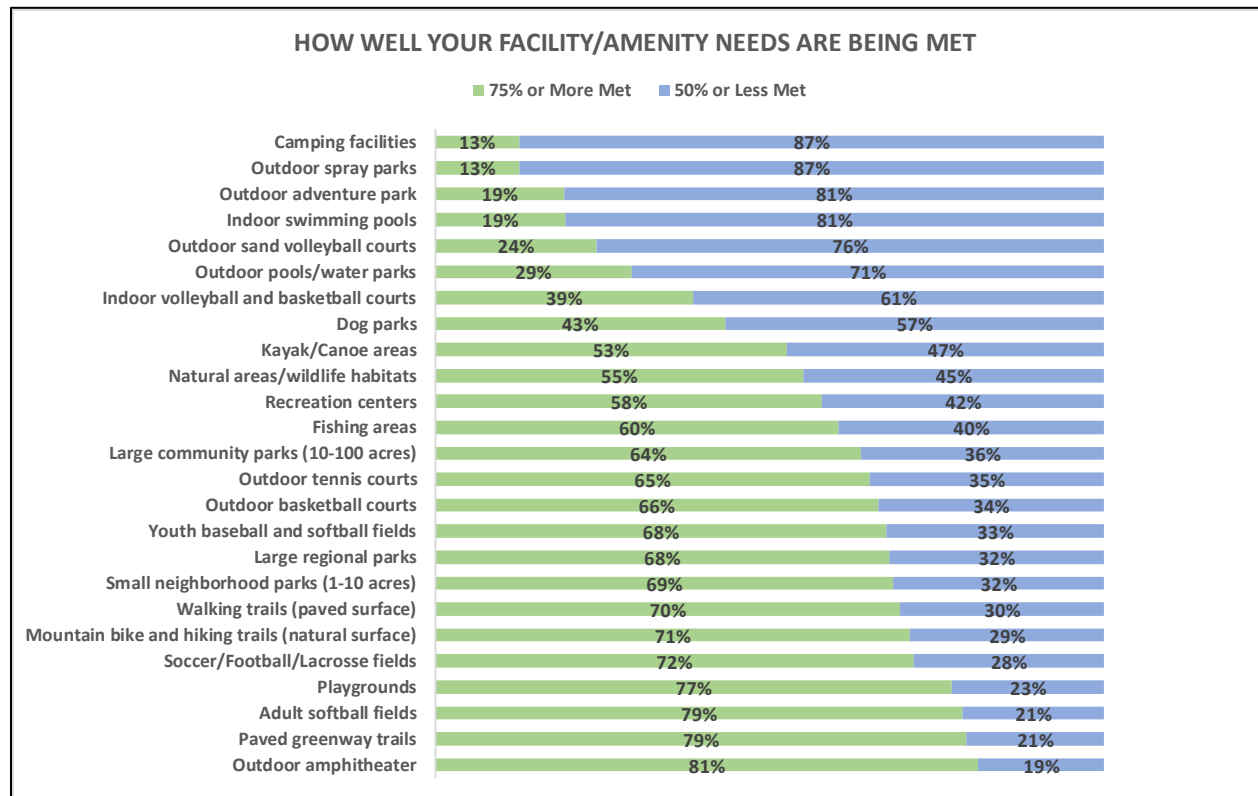
HOW WOULD YOU RATE THE OVERALL QUALITY OF THE RECREATION CENTERS LISTED ABOVE THAT YOU AND MEMBERS OF YOUR HOUSEHOLD HAVE USED DURING THE PAST 12 MONTHS?



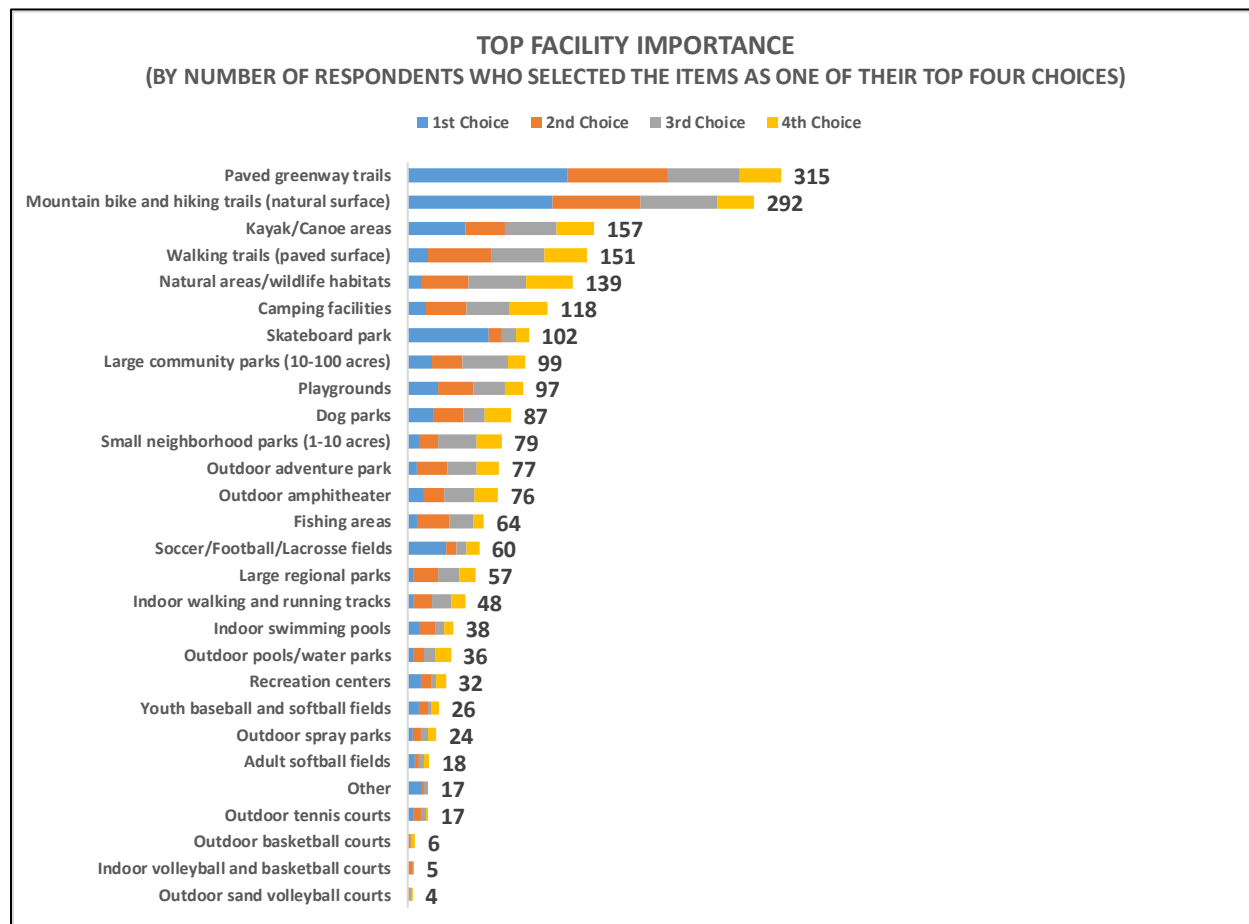
PLEASE INDICATE IF YOU OR ANY MEMBER OF YOUR HOUSEHOLD HAS A NEED FOR EACH OF THE PARKS AND RECREATIONAL FACILITIES LISTED BELOW BY SELECTING YES OR NO. PLEASE DON'T LIMIT YOUR RESPONSE TO WHAT IS CURRENTLY IN THE PARK SYSTEM.

Do you have a need for this facility or amenity?	Yes	No
Paved greenway trails	↑ 93%	↓ 7%
Walking trails (paved surface)	↑ 84%	↓ 16%
Mountain bike and hiking trails (natural surface)	↑ 83%	↓ 17%
Natural areas/wildlife habitats	↑ 78%	↓ 22%
Outdoor amphitheater	↑ 76%	↓ 24%
Large community parks (10-100 acres)	↑ 76%	↓ 24%
Kayak/Canoe areas	↑ 74%	↓ 26%
Small neighborhood parks (1-10 acres)	↑ 74%	↓ 26%
Large regional parks	↑ 73%	↓ 27%
Outdoor adventure park	→ 61%	→ 39%
Camping facilities	→ 60%	→ 40%
Playgrounds	→ 52%	→ 48%
Dog parks	→ 48%	→ 52%
Recreation centers	→ 48%	→ 52%
Fishing areas	→ 43%	→ 57%
Outdoor pools/water parks	→ 42%	→ 58%
Indoor walking and running tracks	→ 39%	→ 61%
Indoor swimming pools	→ 38%	→ 62%
Skateboard park	→ 36%	→ 64%
Soccer/Football/Lacrosse fields	↓ 35%	↑ 65%
Outdoor spray parks	↓ 32%	↑ 68%
Outdoor tennis courts	↓ 26%	↑ 74%
Youth baseball and softball fields	↓ 22%	↑ 78%
Outdoor basketball courts	↓ 22%	↑ 78%
Adult softball fields	↓ 19%	↑ 81%
Indoor volleyball and basketball courts	↓ 18%	↑ 82%
Outdoor sand volleyball courts	↓ 14%	↑ 86%

IF "YES", PLEASE RATE ALL OF THE FOLLOWING PARKS AND RECREATION FACILITIES OF THIS TYPE IN ROANOKE ON A SCALE OF THE NEEDS OF YOUR HOUSEHOLD ARE "100% MET" TO "0% MET."



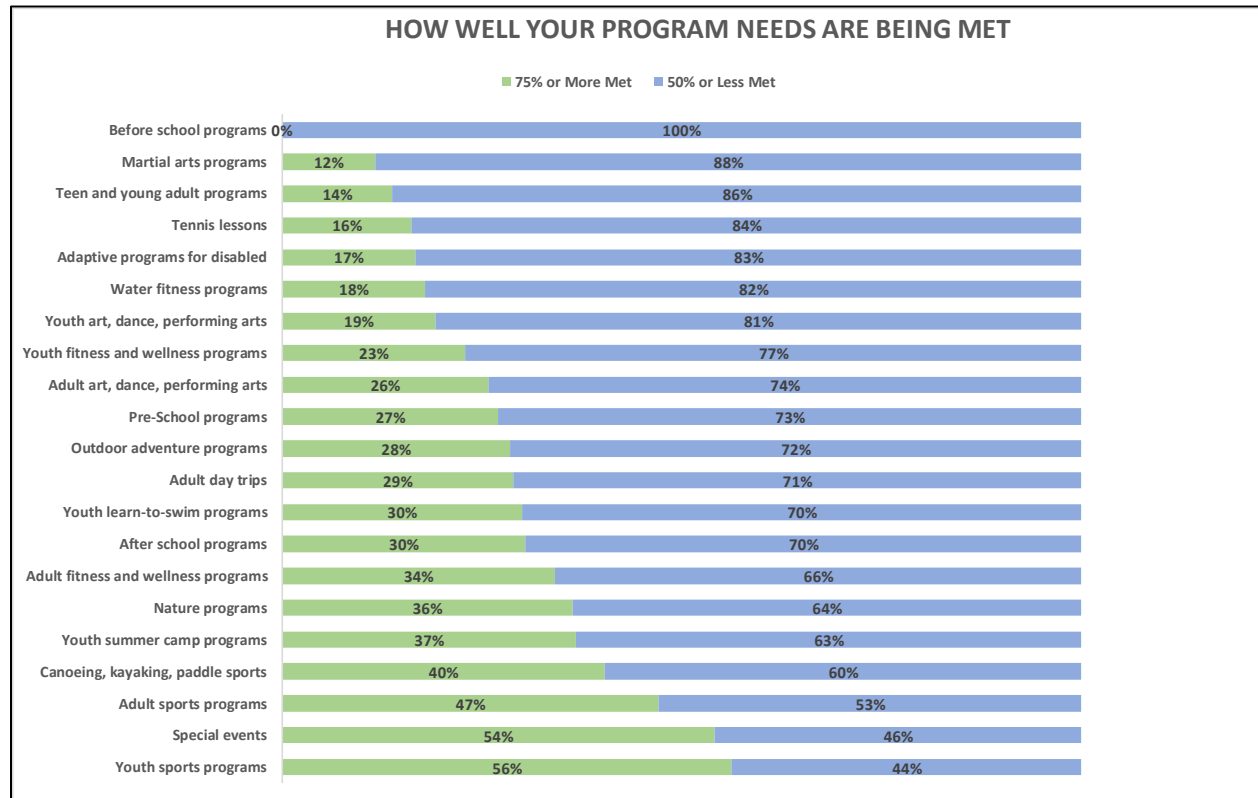
WHICH FOUR OF THE FACILITIES FROM THE LIST ABOVE ARE MOST IMPORTANT TO YOUR HOUSEHOLD?



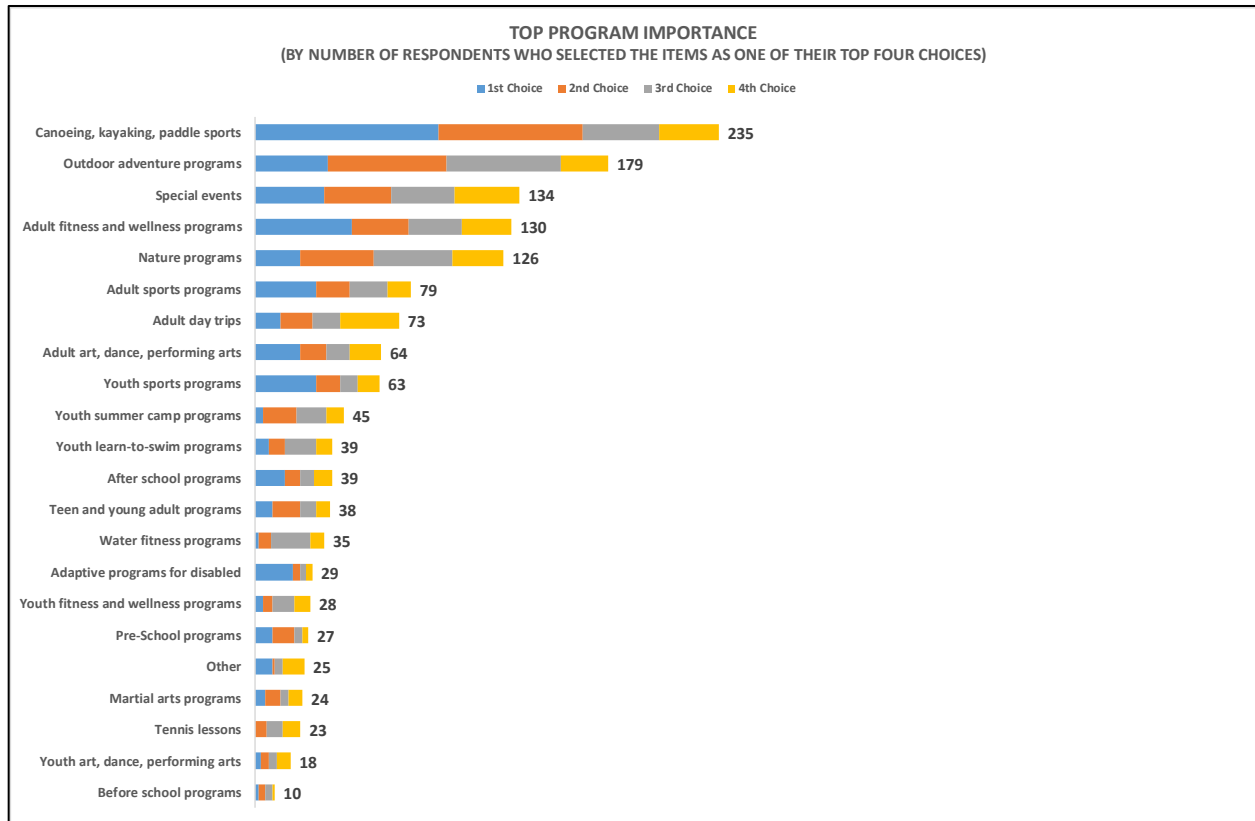
PLEASE INDICATE IF YOU OR ANY MEMBER OF YOUR HOUSEHOLD HAS A NEED FOR EACH OF THE RECREATION PROGRAMS LISTED BELOW BY SELECTING "YES" OR "NO". PLEASE DON'T LIMIT YOUR RESPONSE TO WHAT IS CURRENTLY IN THE PARK SYSTEM.

Do you have a need for this recreation program?	Yes	No
Canoeing, kayaking, paddle sports	↑ 67%	↓ 33%
Outdoor adventure programs	→ 55%	→ 45%
Special events	→ 53%	→ 47%
Adult fitness and wellness programs	→ 50%	→ 50%
Nature programs	→ 45%	→ 56%
Adult sports programs	→ 35%	→ 65%
Adult art, dance, performing arts	↓ 28%	↑ 72%
Youth sports programs	↓ 25%	↑ 75%
Adult day trips	↓ 24%	↑ 76%
Youth summer camp programs	↓ 22%	↑ 78%
Water fitness programs	↓ 22%	↑ 78%
Youth learn-to-swim programs	↓ 20%	↑ 80%
Teen and young adult programs	↓ 20%	↑ 80%
Youth fitness and wellness programs	↓ 17%	↑ 83%
After school programs	↓ 16%	↑ 84%
Youth art, dance, performing arts	↓ 16%	↑ 84%
Martial arts programs	↓ 15%	↑ 85%
Pre-School programs	↓ 13%	↑ 87%
Tennis lessons	↓ 12%	↑ 88%
Adaptive programs for disabled	↓ 10%	↑ 90%
Before school programs	↓ 5%	↑ 95%

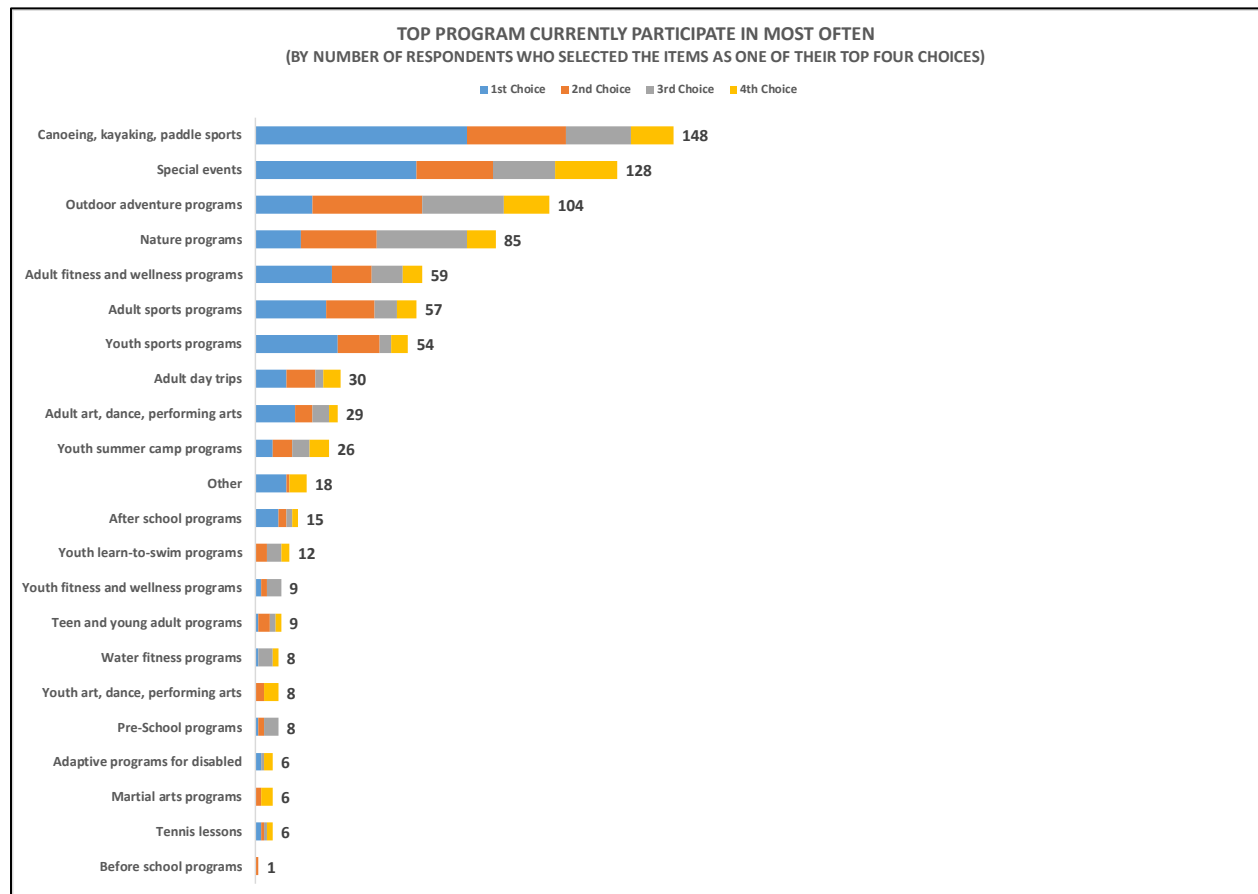
IF "YES", PLEASE RATE THE RECREATION PROGRAMS OF THIS TYPE IN ROANOKE ON A SCALE OF THE NEEDS OF YOUR HOUSEHOLD ARE "100% MET" TO "0% MET."



WHICH FOUR OF THE PROGRAMS FROM THE LIST ARE MOST IMPORTANT TO YOUR HOUSEHOLD?



WHICH FOUR OF THE PROGRAMS FROM THE LIST ABOVE DO YOU CURRENTLY PARTICIPATE IN MOST OFTEN AT CITY OF ROANOKE FACILITIES?



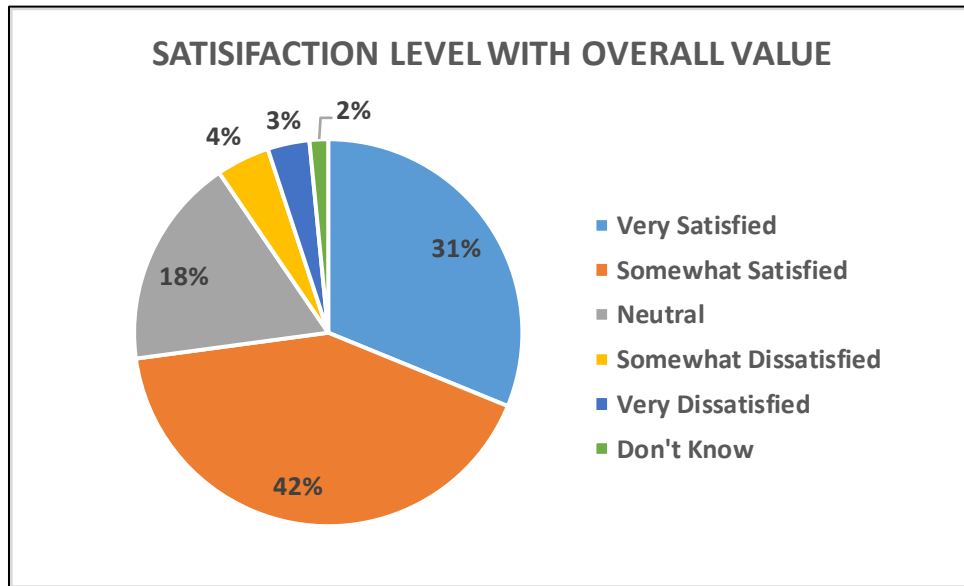
PLEASE CHECK ALL THE REASONS THAT PREVENT YOU OR OTHER MEMBERS OF YOUR HOUSEHOLD FROM USING PARKS, RECREATION FACILITIES AND PROGRAMS OF THE CITY OF ROANOKE MORE OFTEN.

Reasons for not using facilities or programs	
I do not know what is being offered	35%
Not enough time	35%
Program or facility not offered	34%
Program times are not convenient	27%
Too far from our residence	23%
Facilities are not well maintained	21%
Not enough choices	18%
Facilities do not have the right equipment	17%
Use other agencies in Roanoke	16%
Fees are too high	16%
Security is insufficient	16%
I do not know locations of facilities	15%
Lack of quality programs	14%
Use facilities in other communities	13%
Availability of parking	8%
Class full	6%
Facilities operating hours not convenient	6%
Registration for programs is difficult	5%
Accessibility/Transportation	4%
Poor customer service by staff	3%

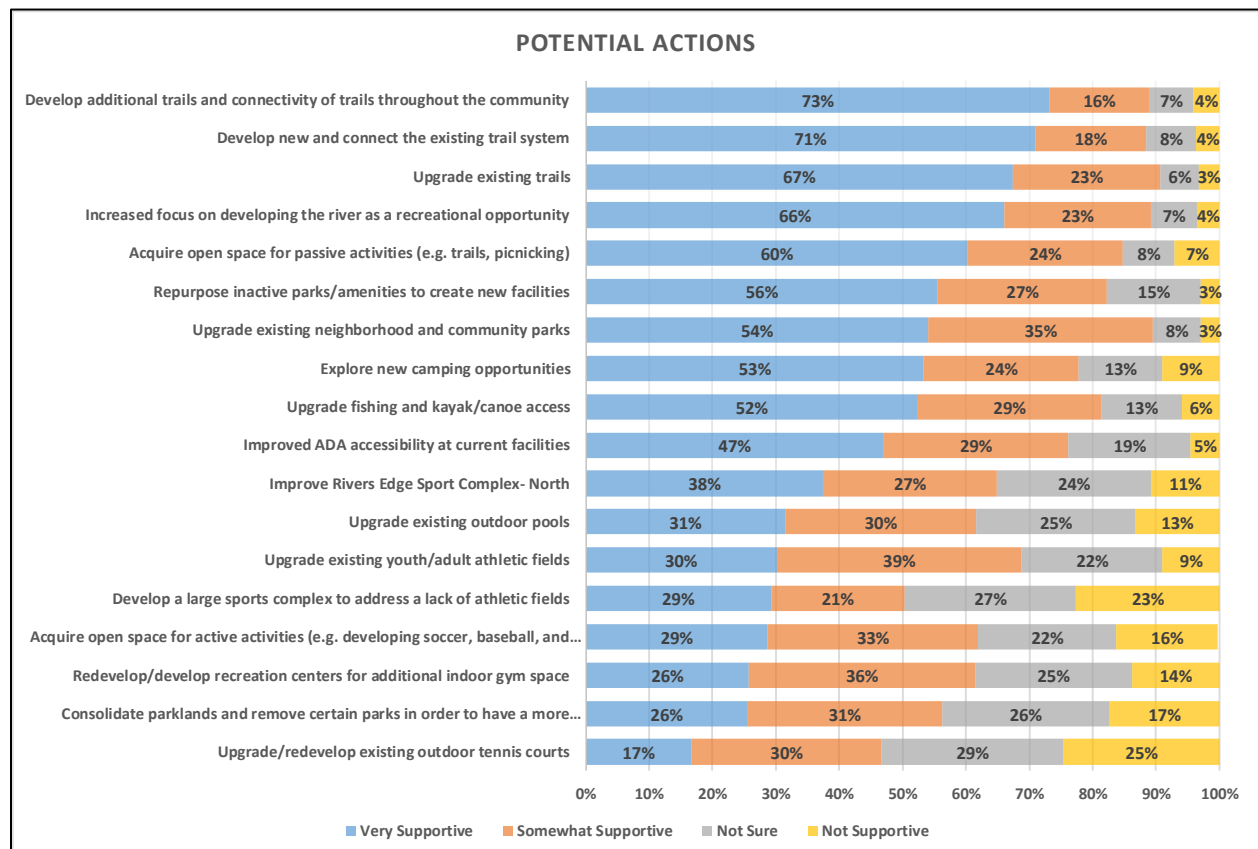
IF YOU HAD AN ADDITIONAL \$100, HOW WOULD YOU ALLOCATE THE FUNDS AMONG THE PARKS AND RECREATION CATEGORIES LISTED BELOW? [PLEASE BE SURE YOUR TOTAL ADDS UP TO \$100.]

ALLOCATED FUNDS	AVERAGE DOLLAR AMOUNT
Better maintain existing parks and facilities (e.g. playgrounds, shelters, sports fields, recreation centers, and pools)	\$ 38.00
Acquire new parkland and open space	\$ 31.00
Develop more multi-use trails	\$ 38.00
Renovate existing/build new sports fields (e.g. youth baseball/softball/soccer)	\$ 21.00
Renovate existing/build new outdoor pools/water parks	\$ 24.00
Renovate existing/build new indoor recreation centers	\$ 22.00
Develop nontraditional sports facilities (e.g. skatepark, BMX park)	\$ 49.00

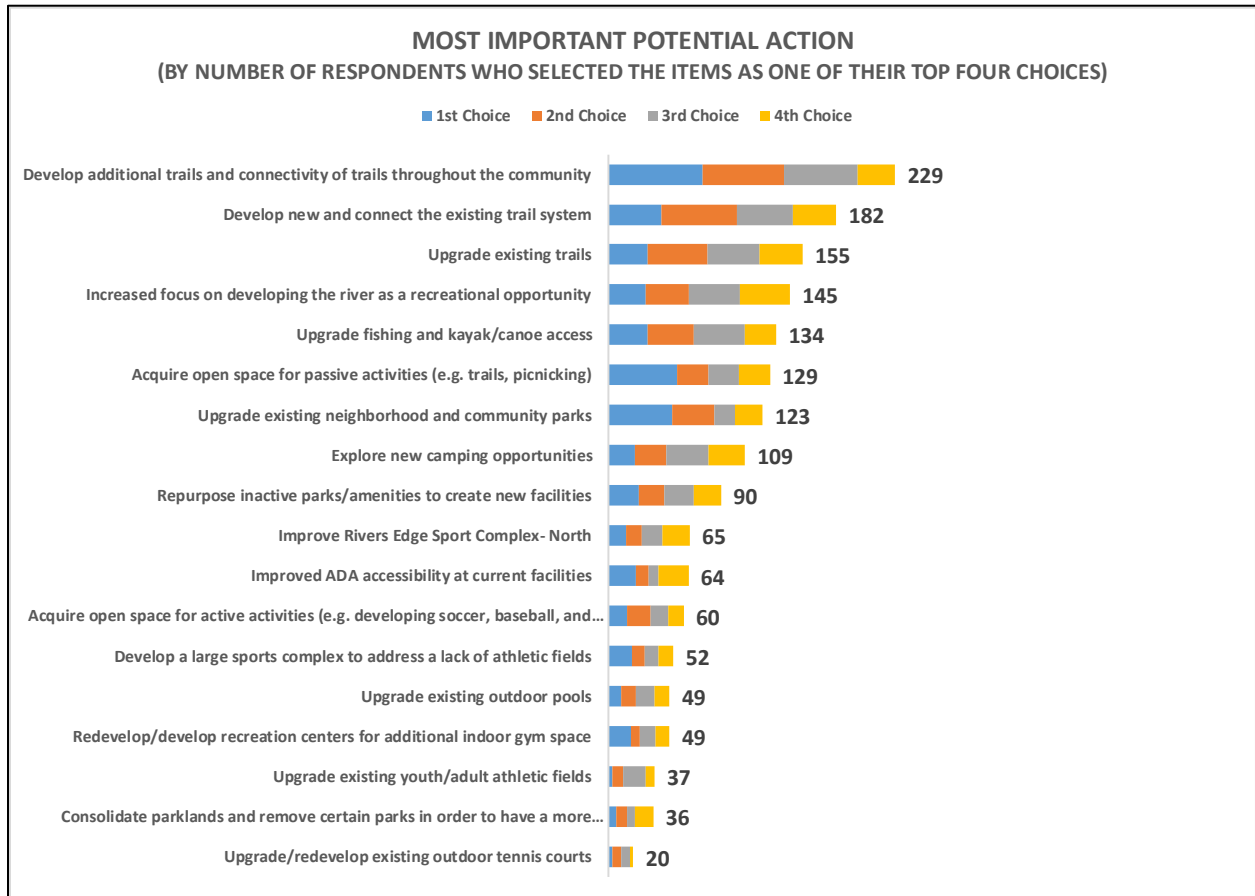
PLEASE RATE YOUR LEVEL OF SATISFACTION WITH THE OVERALL VALUE YOUR HOUSEHOLD RECEIVES FROM PARKS AND RECREATION.



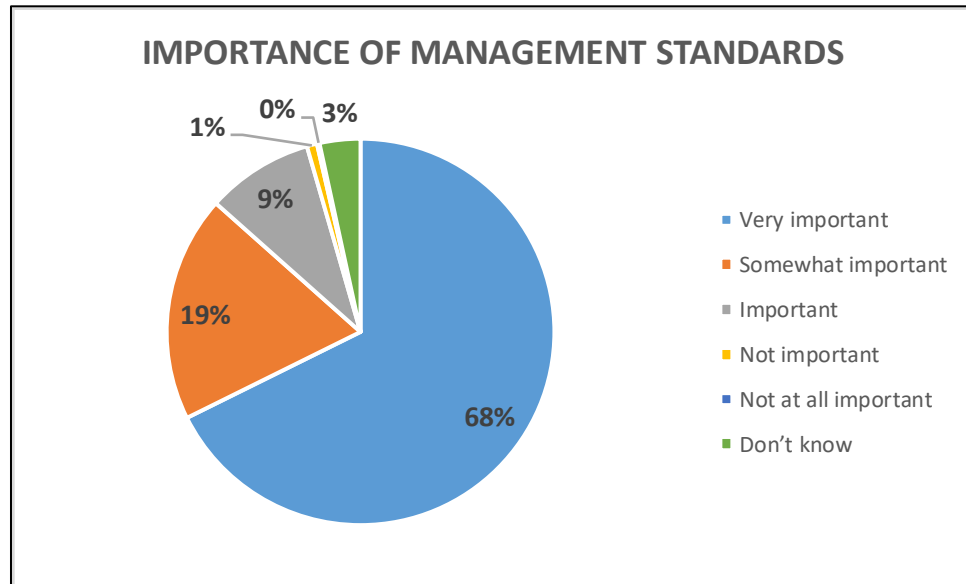
PLEASE INDICATE HOW SUPPORTIVE YOU WOULD BE OF EACH OF THE FOLLOWING MAJOR ACTIONS THAT THE CITY OF ROANOKE COULD TAKE TO IMPROVE THE PARKS AND RECREATION SYSTEM.



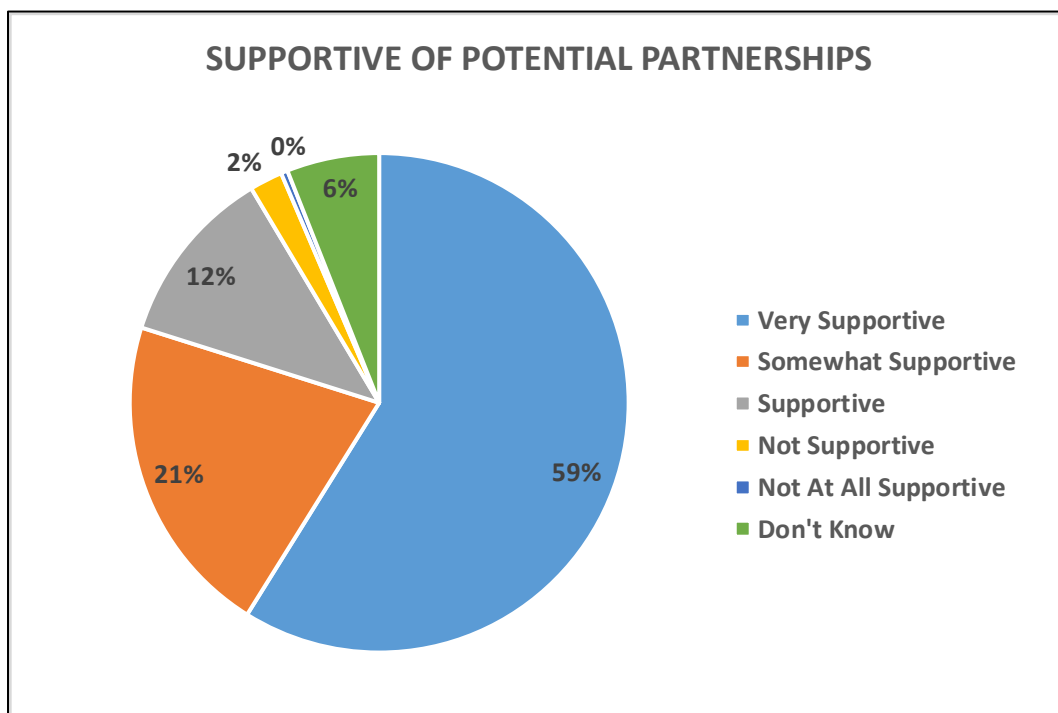
WHICH FOUR OF THESE ITEMS WOULD YOU BE MOST WILLING TO FUND WITH YOUR TAX DOLLARS?



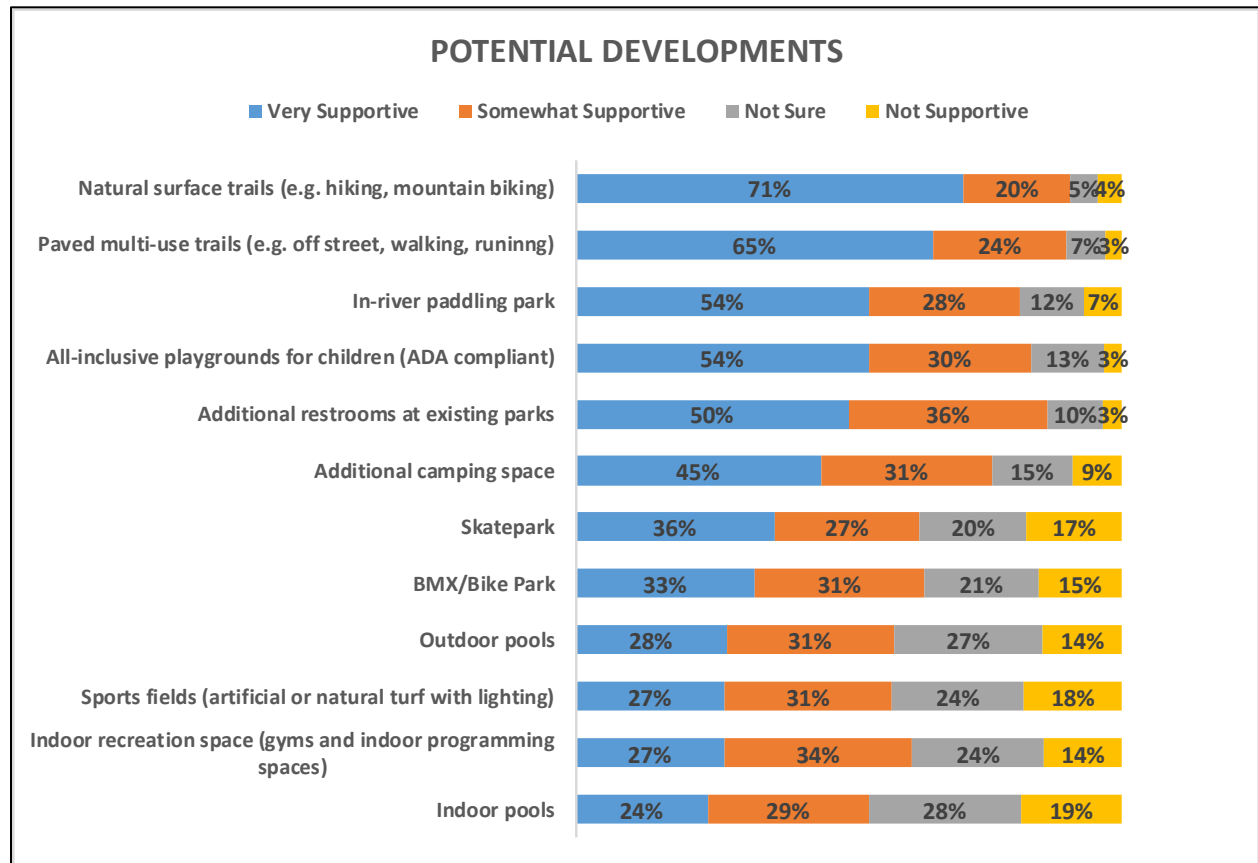
HOW IMPORTANT IS IT THAT ROANOKE PARKS AND RECREATION DEVELOP, DESIGN, AND MAINTAIN MANAGEMENT STANDARDS THAT WILL HELP THE CITY EVALUATE AMENITY/FACILITY LIFECYCLES AND BETTER UNDERSTAND THE TRUE COSTS FOR ROUTINE MAINTENANCE AND UPKEEP?



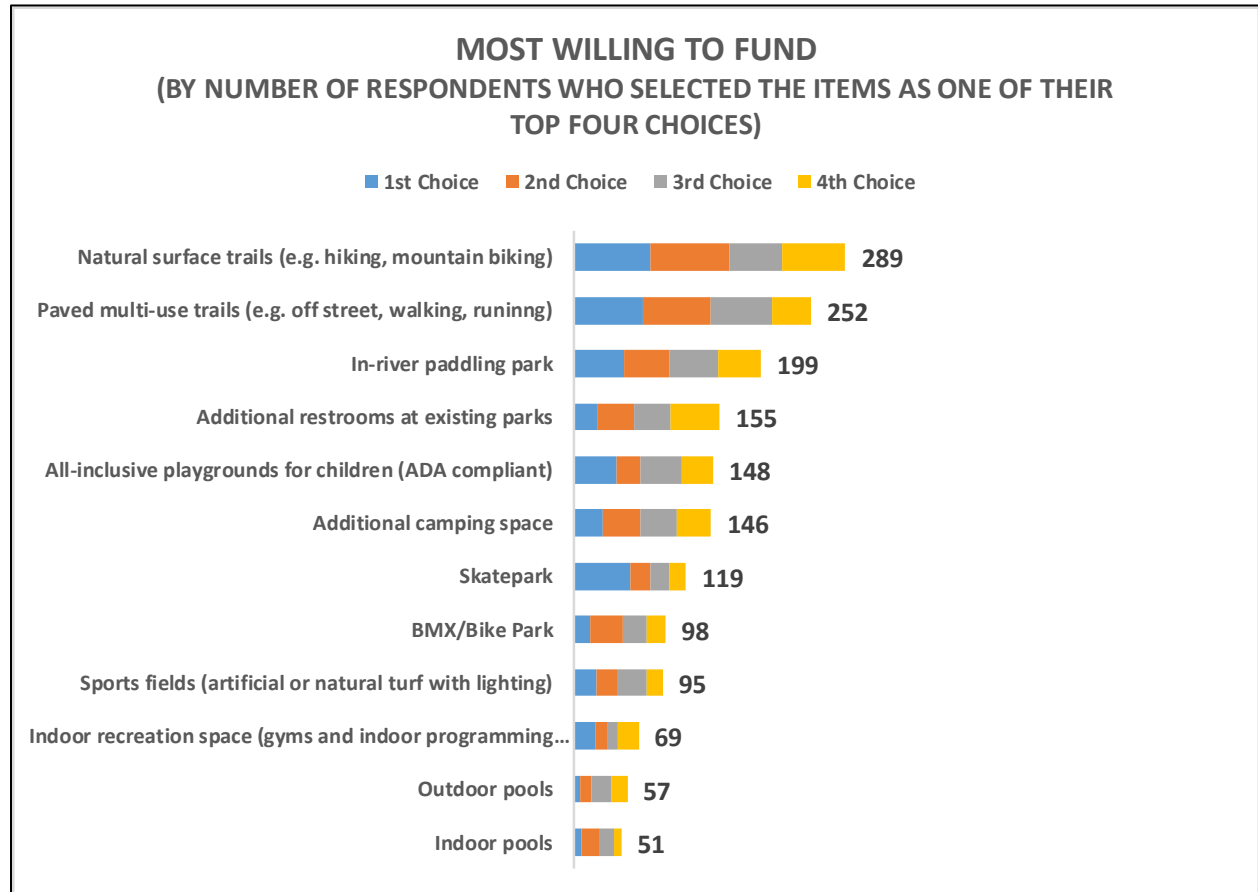
THE CITY OF ROANOKE COULD POTENTIALLY EXPAND ITS PROGRAMMING MIX AND INCREASE THE OVERALL VALUE OF SERVICES FOR USERS BY ENHANCING AND INCREASING PUBLIC AND PRIVATE PARTNERSHIPS. KNOWING THIS, HOW SUPPORTIVE ARE YOU OF THE CITY OF ROANOKE ACTIVELY SEEKING EFFECTIVE AND EQUITABLE PARTNERSHIPS TO PRESENT OPPORTUNITIES FOR HIGHER QUALITY PROGRAMS AND ENHANCED SERVICE DELIVERY?



PLEASE INDICATE HOW SUPPORTIVE YOU WOULD BE OF THE CITY DEVELOPING EACH OF THE FOLLOWING FACILITIES/AMENITIES TO IMPROVE THE PARKS AND RECREATION SYSTEM.

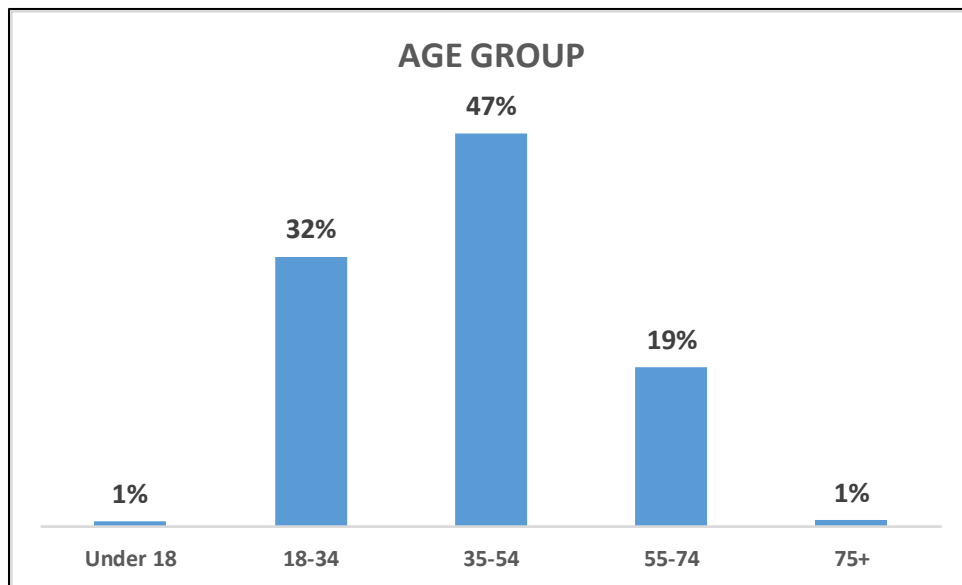


WHICH FOUR OF THESE ITEMS WOULD YOU BE MOST WILLING TO FUND WITH YOUR TAX DOLLARS?

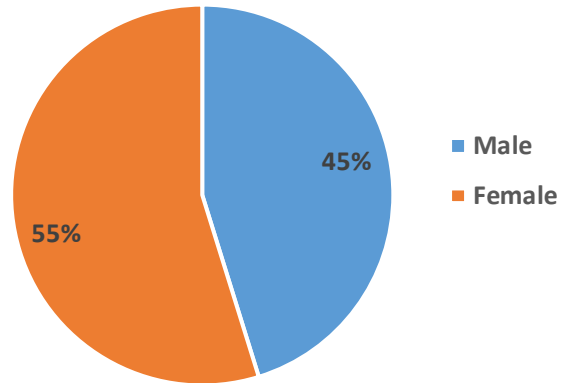


DEMOGRAPHICS

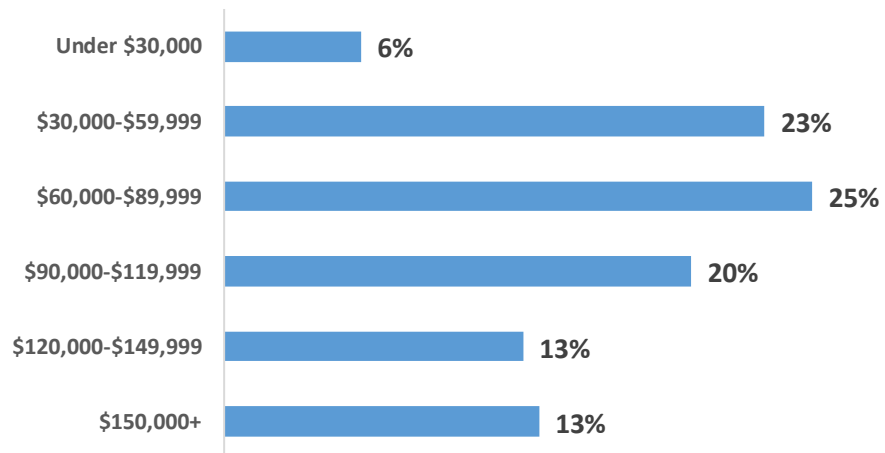
Counting yourself, how many people in your household?						
Age Segments	1	2	3	4	5	6+
Under age 5	59	16	3	0	0	0
Ages 5-9	62	20	2	2	2	0
Ages 10-14	57	23	3	2	0	0
Ages 15-19	48	23	4	0	0	0
Ages 20-24	43	20	0	1	0	0
Ages 25-34	72	89	1	0	0	0
Ages 35-44	80	75	0	0	0	0
Ages 45-54	57	65	1	0	0	0
Ages 55-64	46	39	0	0	0	0
Ages 65-74	26	16	0	0	0	0
Ages 75+	8	1	0	0	0	0

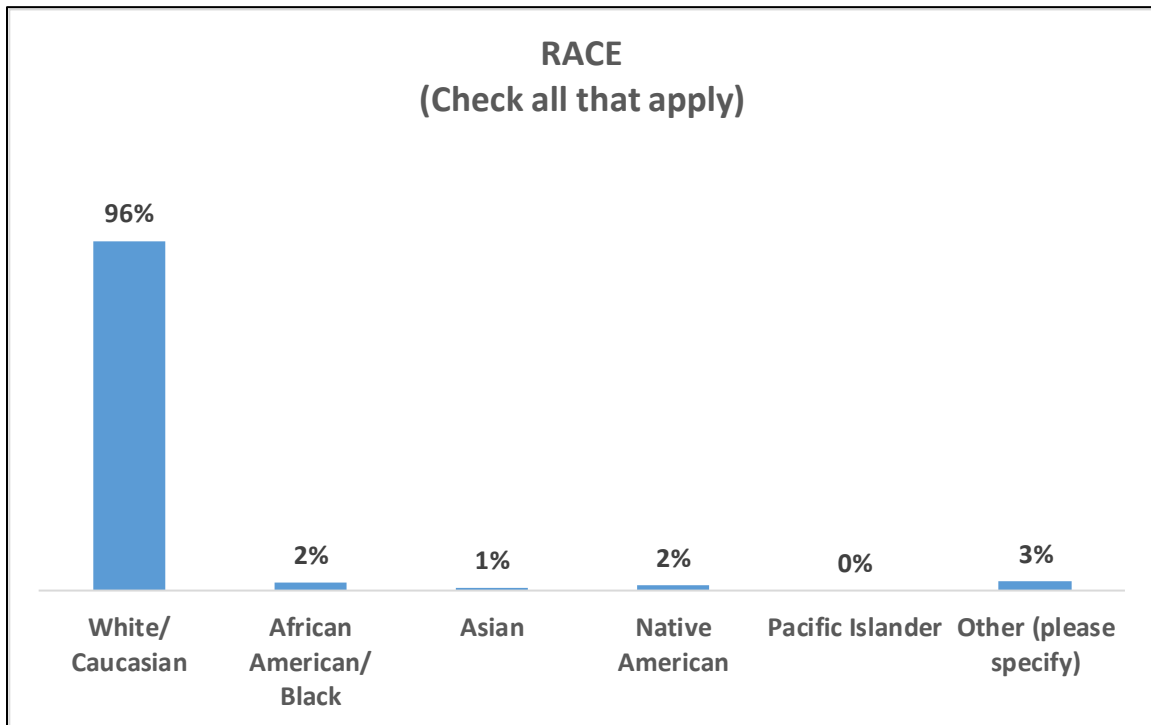
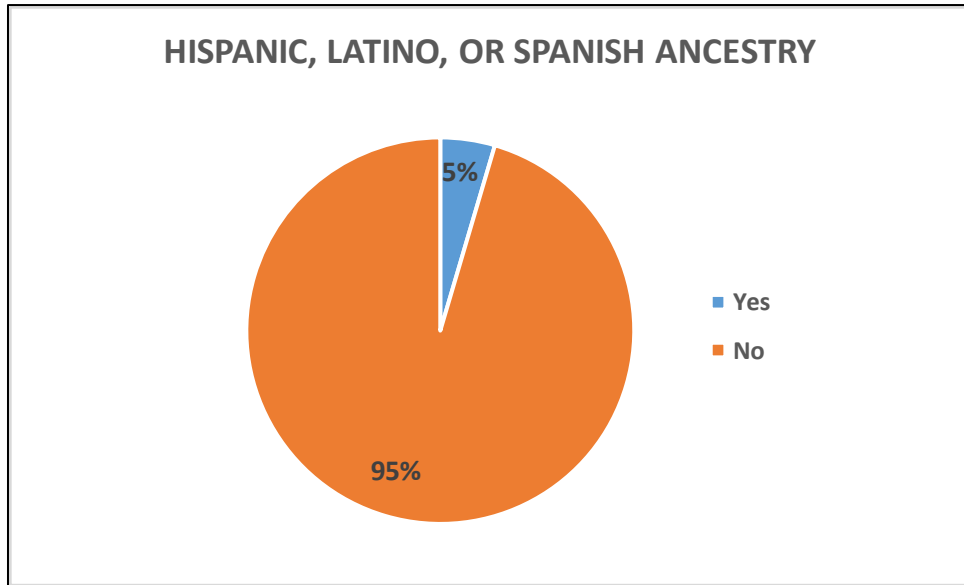


GENDER



HOUSEHOLD INCOME





APPENDIX I – DETAILED PROGRAM ASSESSMENT

ATHLETICS

YOUTH SPORTS LEAGUES

The Parks and Recreation Department works with four Recreation Clubs within the City to provide and facilitate recreational youth sport leagues. The Recreation Clubs are responsible for registration, creating teams, uniforms, and coaches. The Parks and Recreation Department provides fields/facilities, officials, scorekeepers and schedule of games. This relationship is for the following sports; basketball, baseball, softball, football, cheerleading and outdoor soccer. The purpose of these leagues, as well as the leagues the Parks and Recreation Department organize (indoor soccer and flag football) is provide an enjoyable experience for each participant, develop character, skills, sportsmanship and promote good will and healthy lifestyles.

- Rec Club - Basketball
- Rec Club - Baseball/Softball
- Rec Club - Football/Cheer
- City Run Indoor Soccer
- City Run Flag Football

ADULT SPORTS LEAGUES

The adult sports leagues work to provide and facilitate recreational adult sports leagues and tournaments. Examples of adult sports leagues are

- Fall and Spring Softball
- Kickball
- Dodgeball
- Ultimate Frisbee
- Indoor Soccer

COMMUNITY RECREATION

AQUATICS

Currently, the Parks and Recreation Department contracts out the operation of its two outdoor aquatic facilities for public swimming from Memorial Day through Labor Day.

ARTS, CULTURE, AND PERSONAL INTEREST PROGRAMS

Arts, culture and personal interest programs are offered to provide participants with opportunities to expand their lifetime learning, learn new interesting things about their community, enjoy special seasonal activities with friends and family and socialize with like-minded individuals that share common interests. Examples are:

- Seasonal Special Programs
- Cards and Games for Seniors
- Family Art Nights
- Youth and Adult Paint Programs
- Cooking Classes

FITNESS AND WELLNESS

Fitness and Wellness classes and workshops provide participants with opportunities to have fun, get fit, socialize with like-minded people and learn new ways to approach and manage their individual health related issues and maintain a healthy lifestyle. These programs provide affordable access to professional fitness and health care providers targeting specific personal needs. Examples of fitness and wellness programs include:

- Walking Programs and Initiatives
- Special Yoga Classes
- Holistic Health Workshops
- Fitness Dance Classes
- Yoga Classes

TRIPS AND TOURS

Trips and Tours provide participants with opportunities to travel and/or tour places of interest. These programs increase participant knowledge about their home, surrounding areas, and/or places far away. These programs offer companionship; safe travel; and tour guides to help them get the most out of their travel. Examples of Trips and Tours programs include:

- Multi-Day, Overnight Trips - International
- Multi-Day, Overnight Trips - Domestic
- Multi-Day, Overnight Trips - Regional
- One Day Special Interest Trips
- One Day Historic Trips and Tours

OUTDOOR RECREATION

OUTDOOR ADVENTURE

Outdoor Recreation programs provide enjoyable experience for each participant, encourage environmental stewardship and promote and healthy active lifestyles. Examples include:

- Stand Up Paddle boarding
- Canoeing
- Climbing Club
- Paddling
- Caving and Climbing
- Hiking and Backpacking
- Bike Tours and Clinics

SPECIAL EVENTS

Special events showcase the various programs and services offered by the Department and increase the vibrancy and livability of the community. Examples of special events include:

- GO Fest
- WazUPwidis
- Mountain Bike Races
- Concerts

YOUTH DEVELOPMENT/EXPERIENTIAL EDUCATION

AFTER SCHOOL PROGRAMMING

After school programming is offered in three recreation centers and one elementary school. With a low instructor-participant ratio, this program provides homework assistance, free play, and a safe space for children.

SUMMER CAMPS

Summer Camps are provided at various locations throughout the city. Program participants have a safe, educational, fun, social and creative place to spend their summers. The participants will be exposed to different cultures and ideas and learn new skills.

PROGRAM LIFECYCLE ANALYSIS

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

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

Lifecycle Stage	Description	Actual Program Distribution		Best Practice Distribution
Introduction	New program; modest participation	13%	40%	50-60%
Take-Off	Rapid participation growth	6%		
Growth	Moderate, but consistent participation growth	21%		
Mature	Slow participation growth	42%	42%	40%
Saturated	Minimal to no participation growth; extreme competition	7%	18%	0-10%
Decline	Declining participation	11%		

The Lifecycle Analysis depicts a rather skewed program distribution. Approximately 18% of all programs are in the Decline and Saturation stages, while only 40% of program offerings fall within the beginning stages (Introduction, Take-Off, and Growth). This could indicate that underperforming programs are being sustained for too long. If a program is in the Saturation stage, it may not necessarily need to be retired - it could be that it is a legacy program that is beloved by the community. However, it is useful to look at attendance trends - “do you have fewer participants over the last few offerings?” If so, the community may be looking for a different type of program. While there are exceptions, most programs in the Saturation and Decline stages are ready to be retired.

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

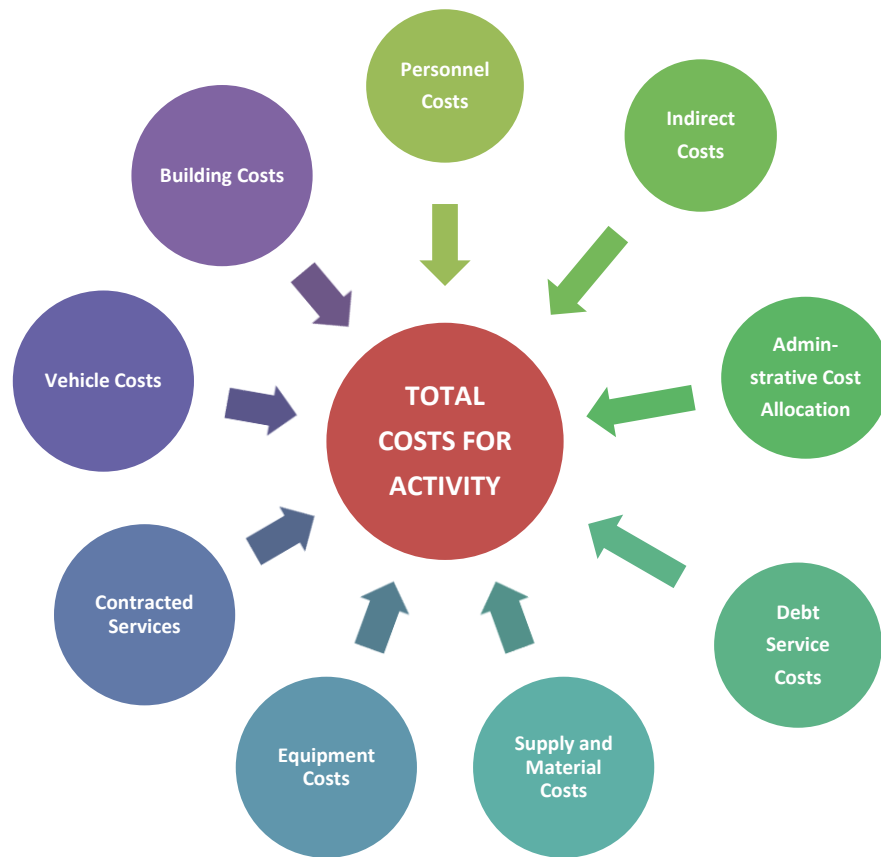
PROGRAM CLASSIFICATION BREAKDOWN

Core	Important	Value Added
<ul style="list-style-type: none"> • Rec Club - Basketball • Rec Club - Baseball/Softball • Rec Club - Football/Cheer • Rec Club - Soccer • After School Programs (Eureka, Preston and Grandin) • Summer Day Camps (Eureka and Preston) • Summer Day Camp (Grandin) • Hiking • Canoeing: Downriver and Flatwater • Stand Up Paddleboarding: Downriver and Flatwater • SUP Yoga • Sea Kayaking • Sit on Top Kayaking: Downriver and Flatwater • Le Tour de Roanoke - Foodie Bike Tour • Bike Maintenance Class • Bike Skills Clinic • Wild Caving • Outdoor Summer Camp • Outdoor Adventure Camp • Youth Climbing Club • Stargazing • Nature Lab • Environmental Programs • River Clean Ups 	<ul style="list-style-type: none"> • Outdoor Pool Operations • City - Adult Fall Softball League • City - Adult Spring Softball League • City- Adult Indoor Soccer League • Seasonal Special Programs • Cards and Games for Seniors • Family Art Nights • Partner Group Rentals • Neighborhood Group Rentals • City Run Indoor Soccer • City Run Flag Football • Youth and Adult Paint Programs • Traditional Art Programs (sewing; knitting; leather work; crochet; etc.) • Dance Classes (Ballroom; Tap; Bellydance; etc.) • Multi-Generational Programs • Private Rentals • Yoga classes • Walking Programs and Initiatives • Backpacking Trips and Clinics • Bike Tours • Mountain Bike Races • Cyclocross Races 	<ul style="list-style-type: none"> • City - Adult Bubble Soccer League • City- Adult Dodgeball Tournaments • City - Adult Pick-Up Ultimate Frisbee • Cooking Classes • (Grandparents/child; Father/Daughter; etc.) • Language Classes • Money Management Classes • Gardening Classes • Dog Obedience • Group Fitness Classes (aerobic and strengthening) • Special one -time yoga classes • Fitness Dance Classes • Health Related Cooking Classes • Physical Health Related Workshops • Holistic Health Workshops • Multi-Day, Overnight Trips - International • Multi-Day, Overnight Trips - Domestic • Multi-Day, Overnight Trips - Regional • One Day Special Interest Trips • One Day Historic Trips and Tours • Women Specific Backpacking • Whitewater Kayaking • Women Specific Bike Skills/ Maintenance Classes • Leave no Trace Trainer/ Educator • Wilderness First Responder Course

UNDERSTANDING THE FULL COST OF SERVICE

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

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



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

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

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

CURRENT COST RECOVERY

The below table shows current cost recovery goals for those core program areas that have a goal in place. The table also presents recommended cost recovery goals, based on best-practice, that are in-line with parks and recreation agencies of a similar size. Setting, tracking, and reaching cost recovery goals for every core program area will help the Department set more sustainable services moving forward.

Cost Recovery Goals by Core Program Areas		
Core Program Areas	Current Cost Recovery Goal (%)	Recommended Cost Recovery Goal (%)
Aquatics	N/A	50-75%
Adult Sports Leagues	100%	75-100%
After School Programs	85%	75-125%
Arts, Culture, & Personal Interest Programs	120%	50-100%
Facility Rentals	N/A	100-125%
Fitness & Wellness	120%	100-125%
Outdoor Recreation	120%	75-125%
Summer Camps	85%	75-125%
Trips & Tours	120%	100-125%
Youth Sports Leagues	N/A	50-100%

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

COST RECOVERY BEST PRACTICES

Cost recovery targets should reflect the degree to which a program provides a public versus private good. Programs providing public benefits (i.e. Core programs) should be subsidized more by Roanoke; programs providing private benefits (i.e., Value-Added programs) should seek to recover costs and/or generate revenue for other services. To help plan and implement cost recovery policies, the consulting team has developed the following definitions to help classify specific programs within program areas.

	Core Programs	Important Programs	Value Added Programs
Description	Part of the Department's mission Serves a majority of the community We must offer this program	Important to the community Serves large portions of the community We should offer this program	Enhanced community offerings Serves niche groups It is nice to offer this program
Desired Cost Recovery	None to Moderate	Moderate	High to Complete
Desired Subsidy	High to Complete	Moderate	Little to None

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

PROGRAM STRATEGY RECOMMENDATIONS

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

PRICING POLICY

The agency should consider a written formal pricing policy moving forward in managing to financial sustainability. The new Pricing Policy for Roanoke should provide staff with consistent guidelines in pricing admissions, use of facilities, establishing program and service fees based on the individual benefits a user receives above a general taxpayer. The policy will help Roanoke address revenue goals to support operational costs, provide greater fairness in pricing services to users, and help support the implementation of future programs, facilities and services. A pricing policy with cost recovery goals allows the participants, staff, and general taxpayers to better understand the philosophy behind pricing of a program or service.

MINI BUSINESS PLANS

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

implemented. If updated regularly and consistently, they can be effective tools for budget construction and justification processes in addition to marketing and communication tools.

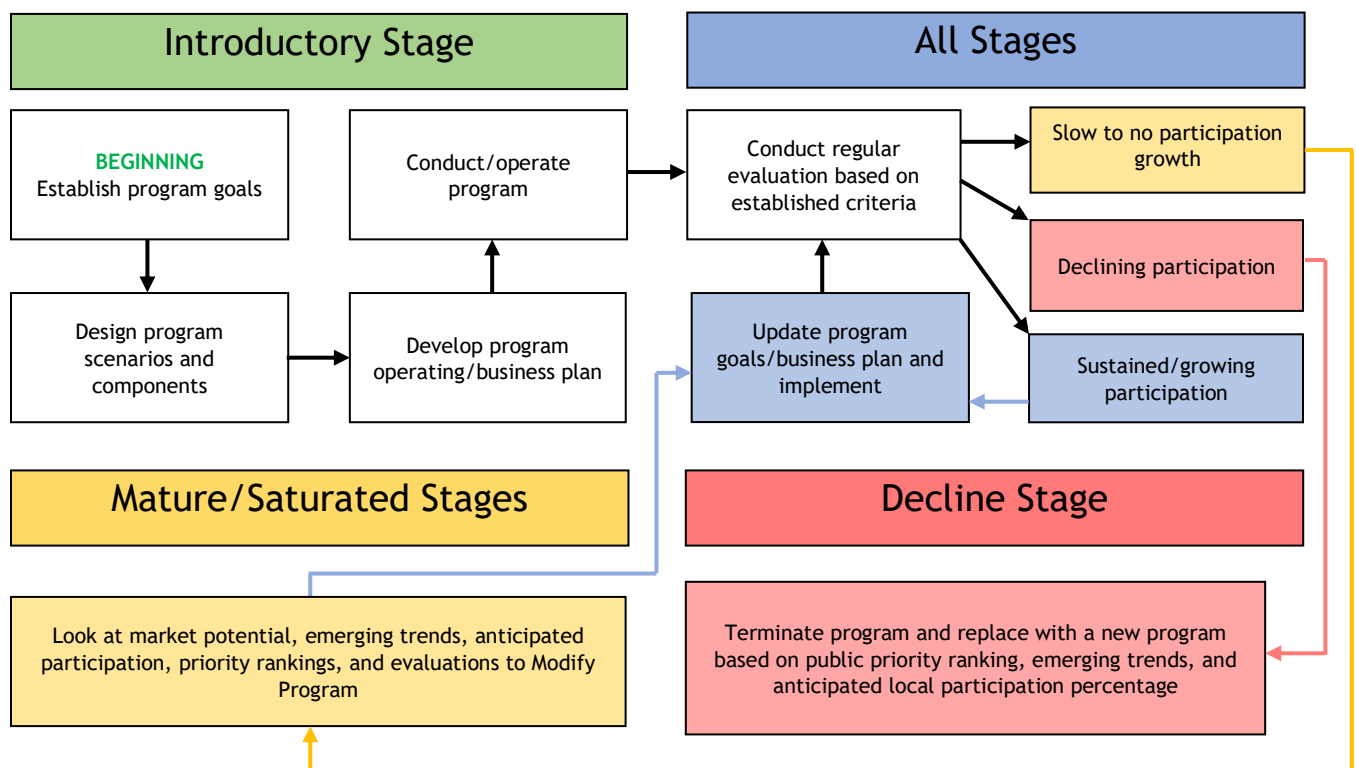
PROGRAM DECISION-MAKING MATRIX

When developing program plans and strategies, it is useful to consider all of the Core Program Area and individual program analysis discussed in this Program Assessment. Lifecycle, Age Segment, Classification, and Cost Recovery Goals should all be tracked, and this information along with the latest demographic trends and community input should be factors that lead to program decision-making.

PROGRAM EVALUATION:

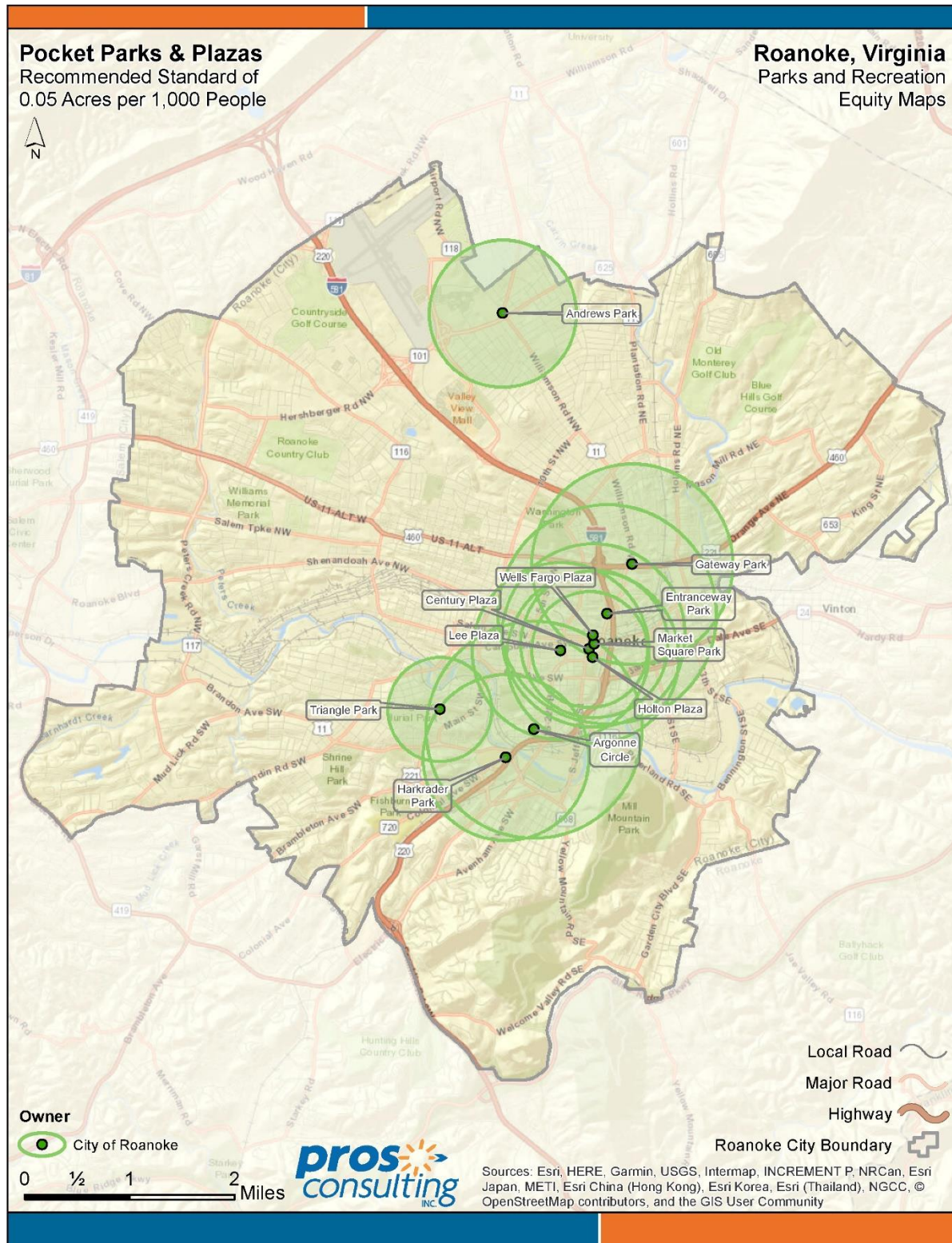
Using the Age Segment and Lifecycle analysis, and other established criteria, program staff should evaluate programs on an annual basis to determine program mix. This can be incorporated into the Program Operating/Business Plan process. A diagram of the program evaluation cycle and program lifecycle can be found below. During the introductory stages program staff should establish program goals, design program scenarios and components, and develop the program operating/business plan. All stages of the lifecycle will conduct/operate the program and conduct regular evaluations to determine the future of the program.

If participation levels are still growing, continue to provide the program. When participation growth is slow to no growth, or competition increases, staff should look at modifying the program to re-energize the customers to participate. When program participation is consistently declining, staff should terminate the program and replace it with a new program based on the public's priority ranking, in activity areas that are trending, while taking into consideration the anticipated local participation percentage.

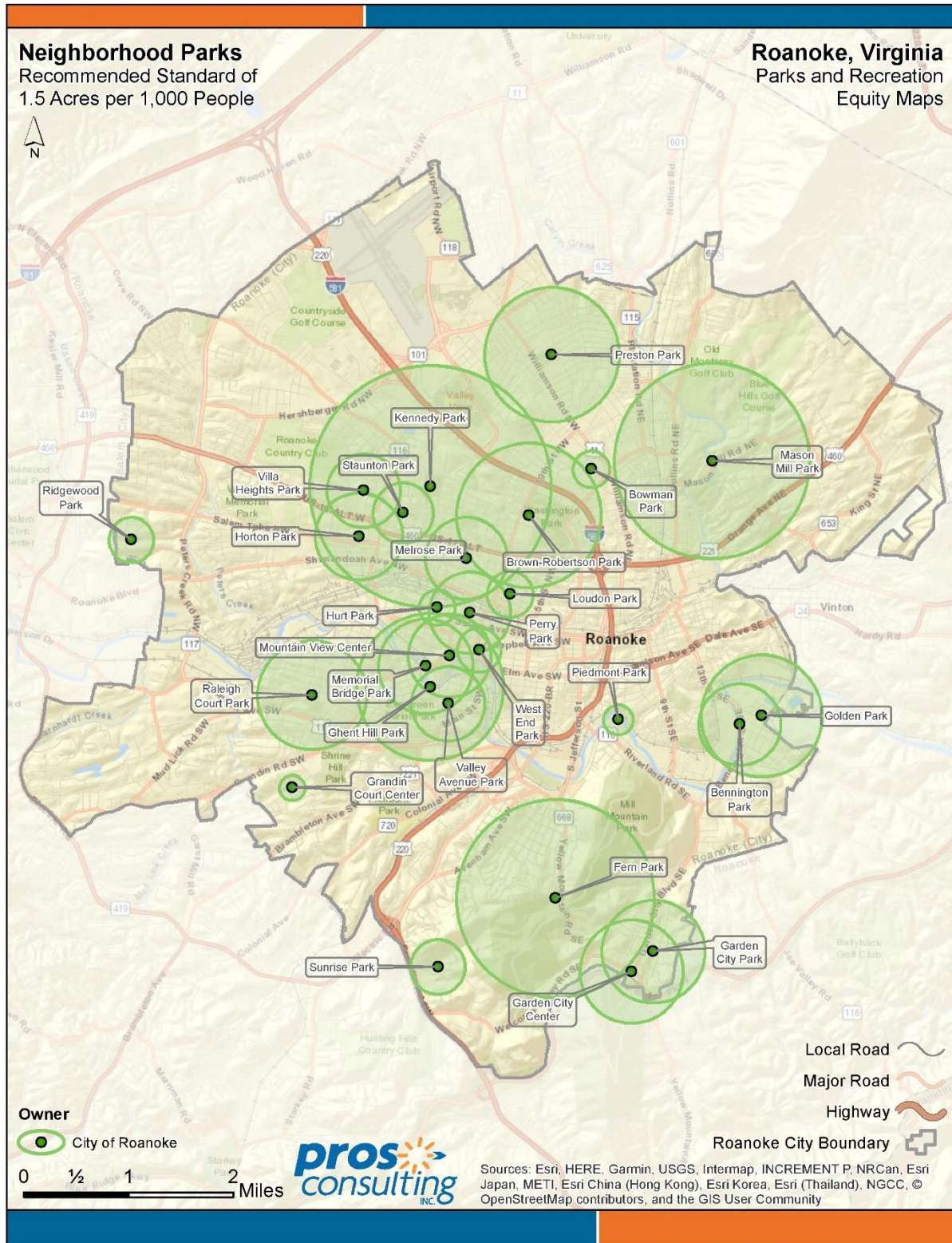


APPENDIX J – EQUITY MAPS

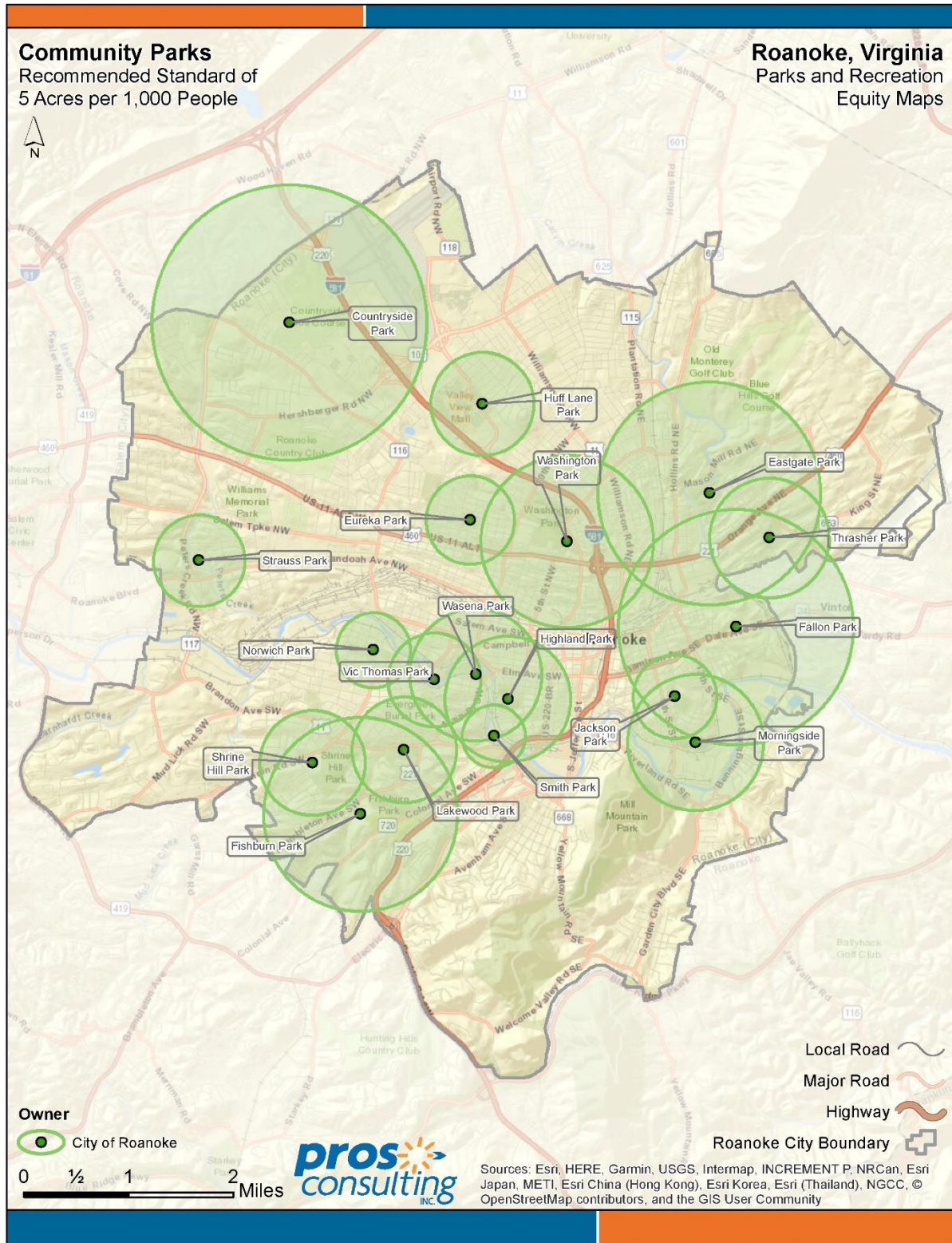
POCKET PARKS AND PLAZAS



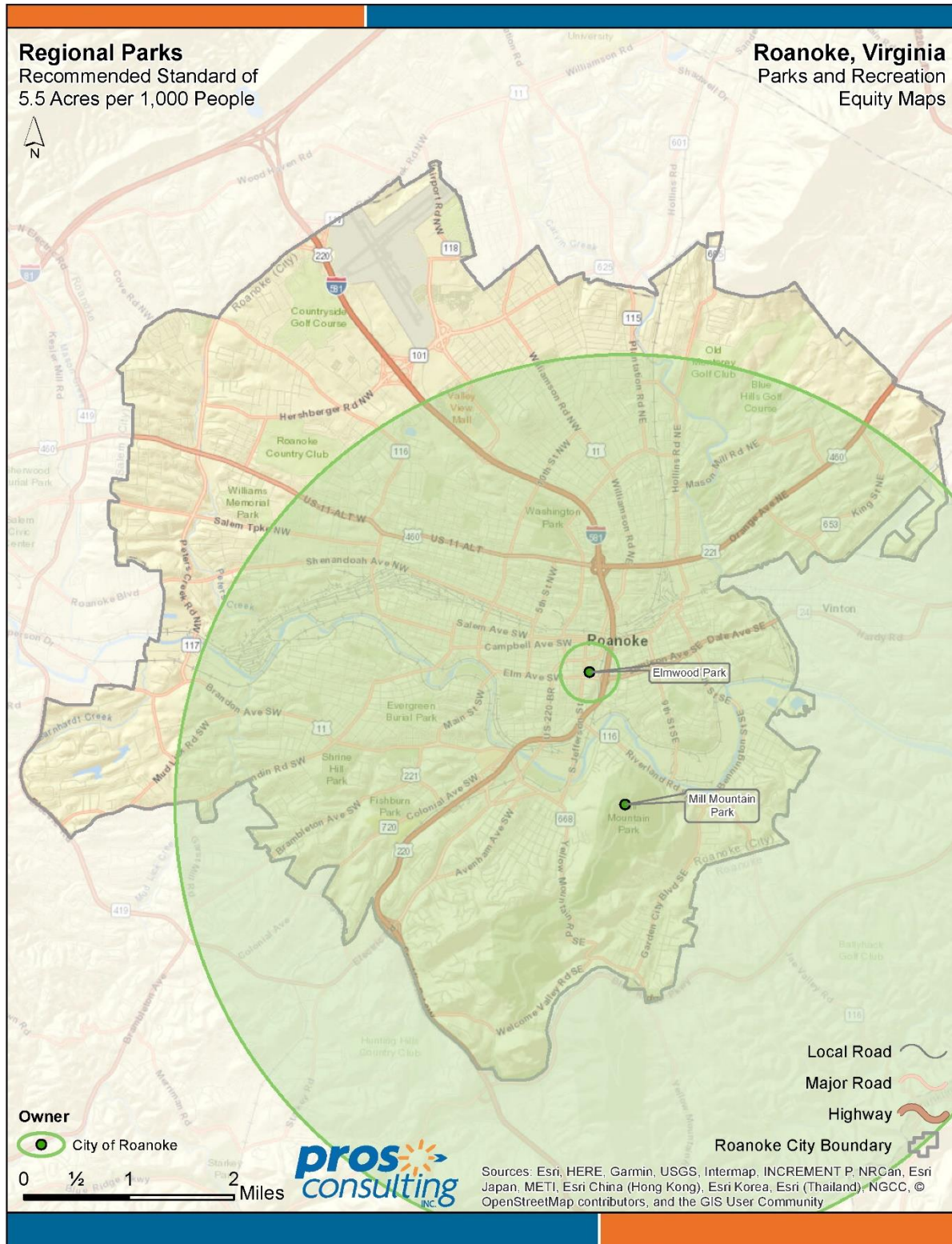
NEIGHBORHOOD PARKS



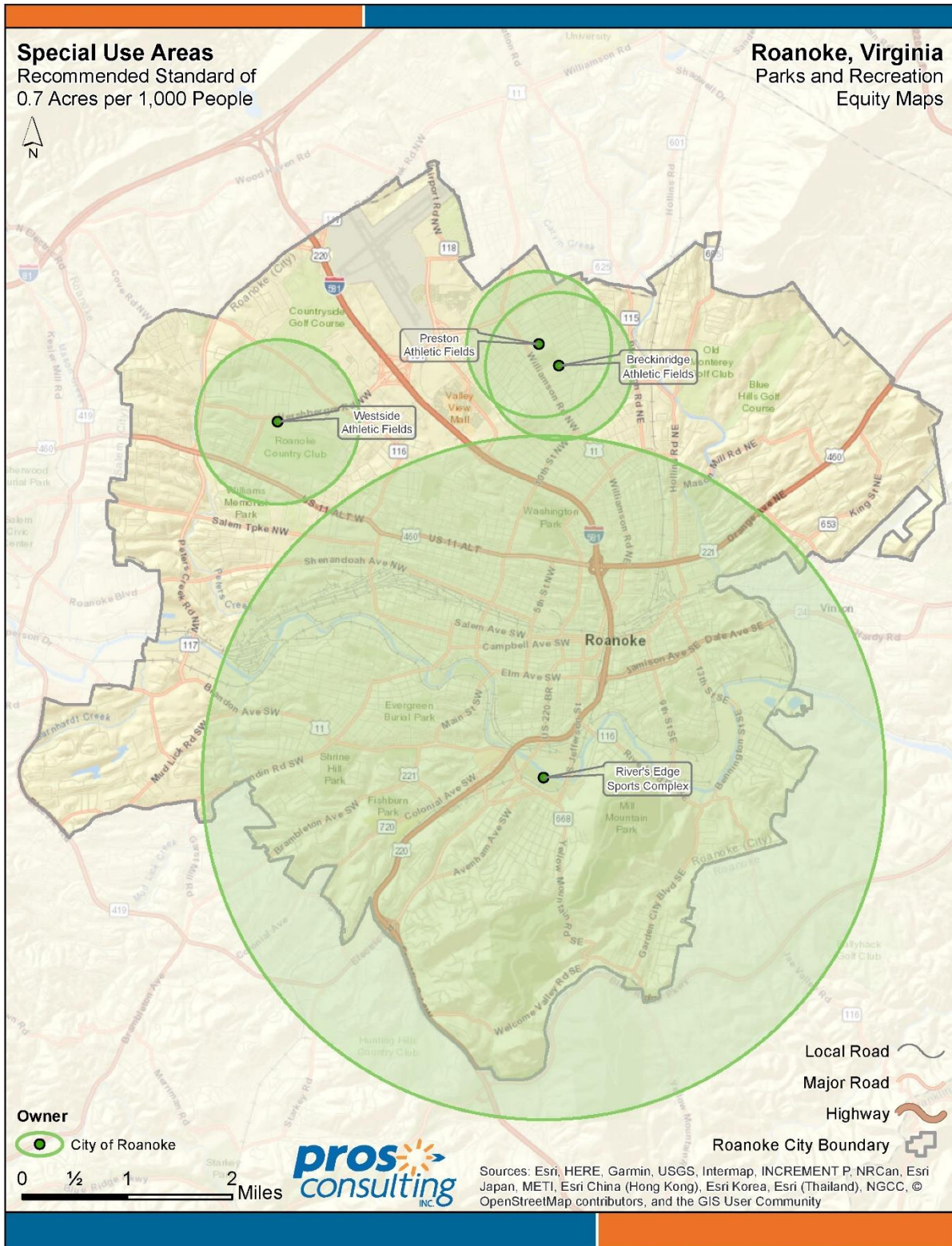
COMMUNITY PARKS



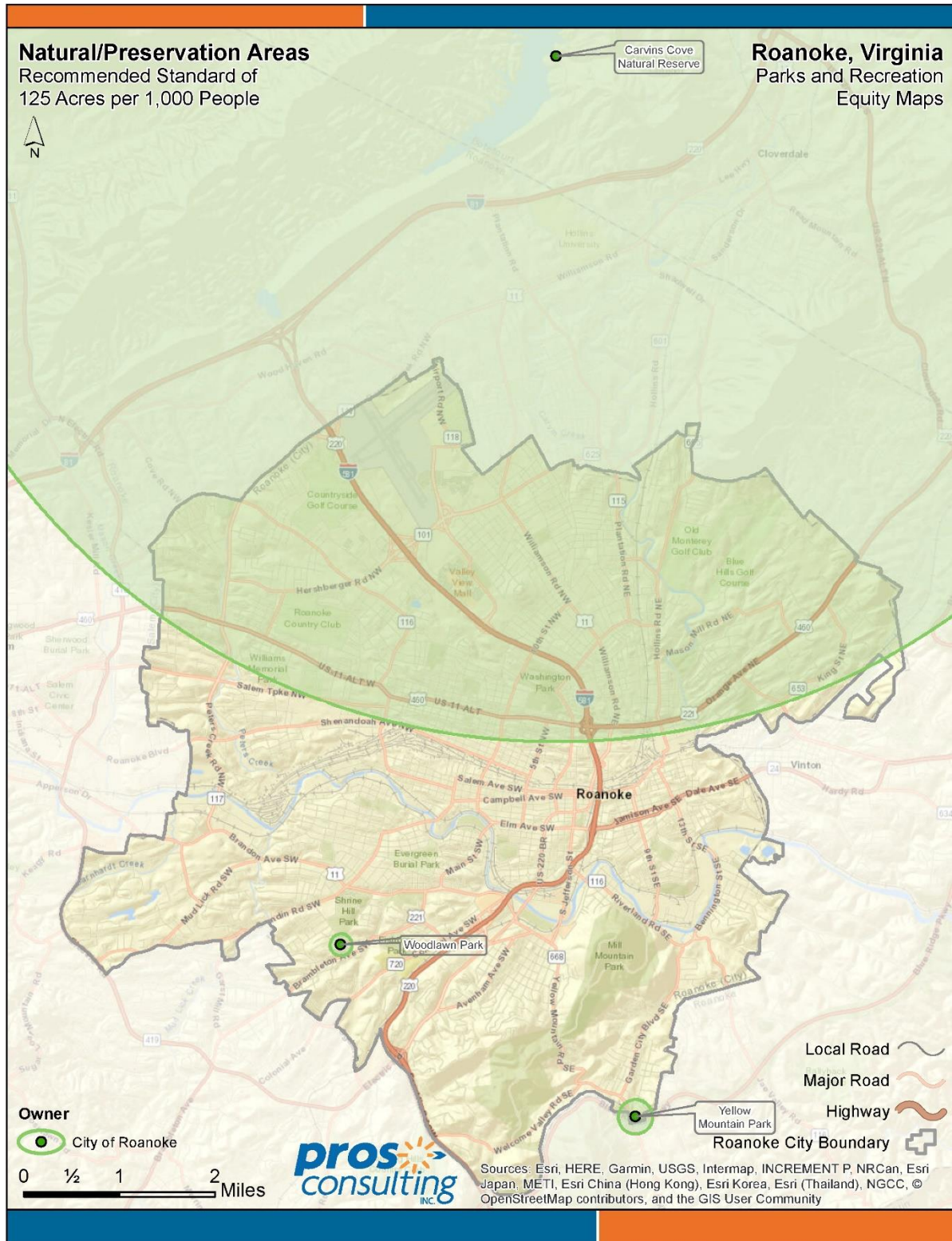
REGIONAL PARKS



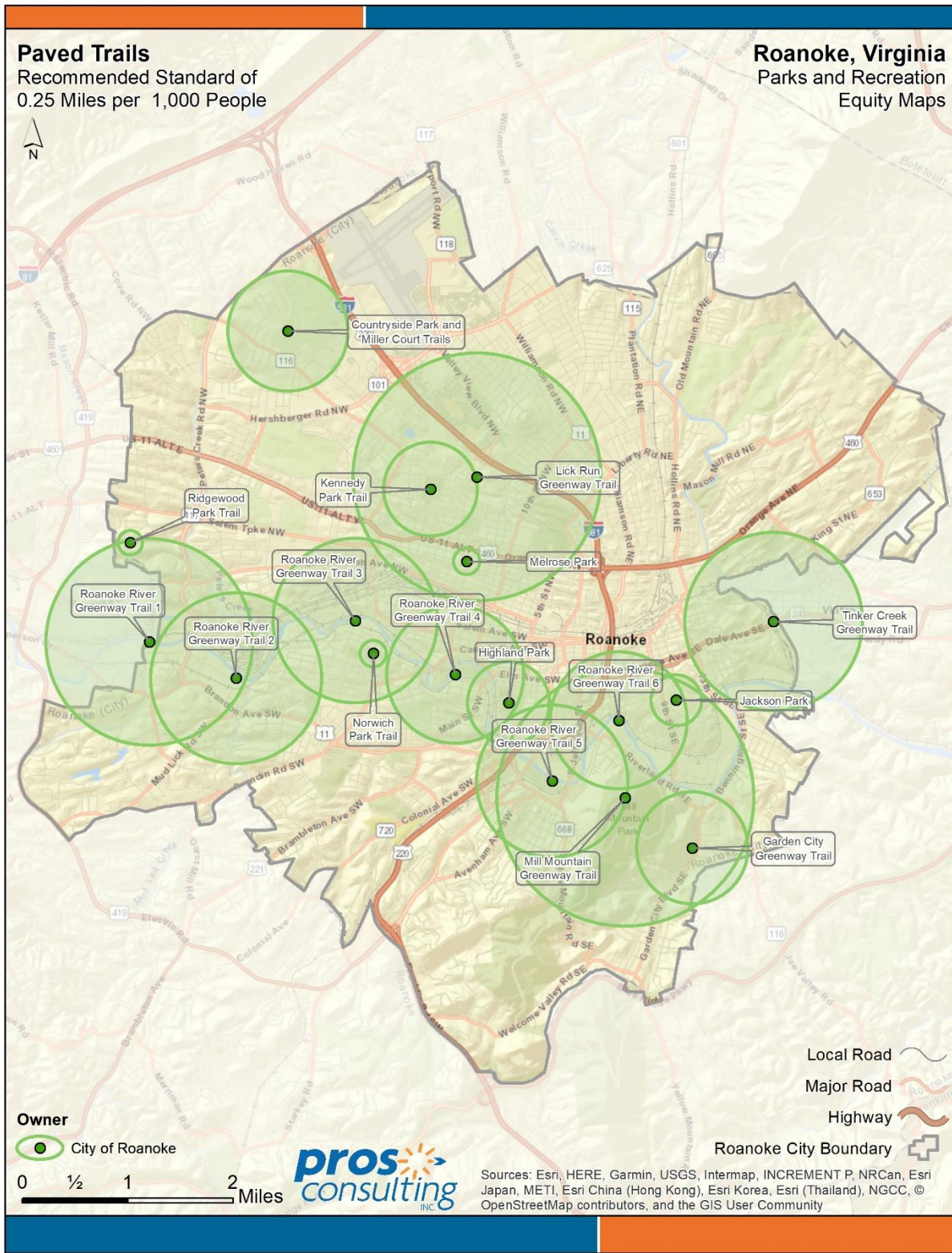
SPECIAL USE AREAS



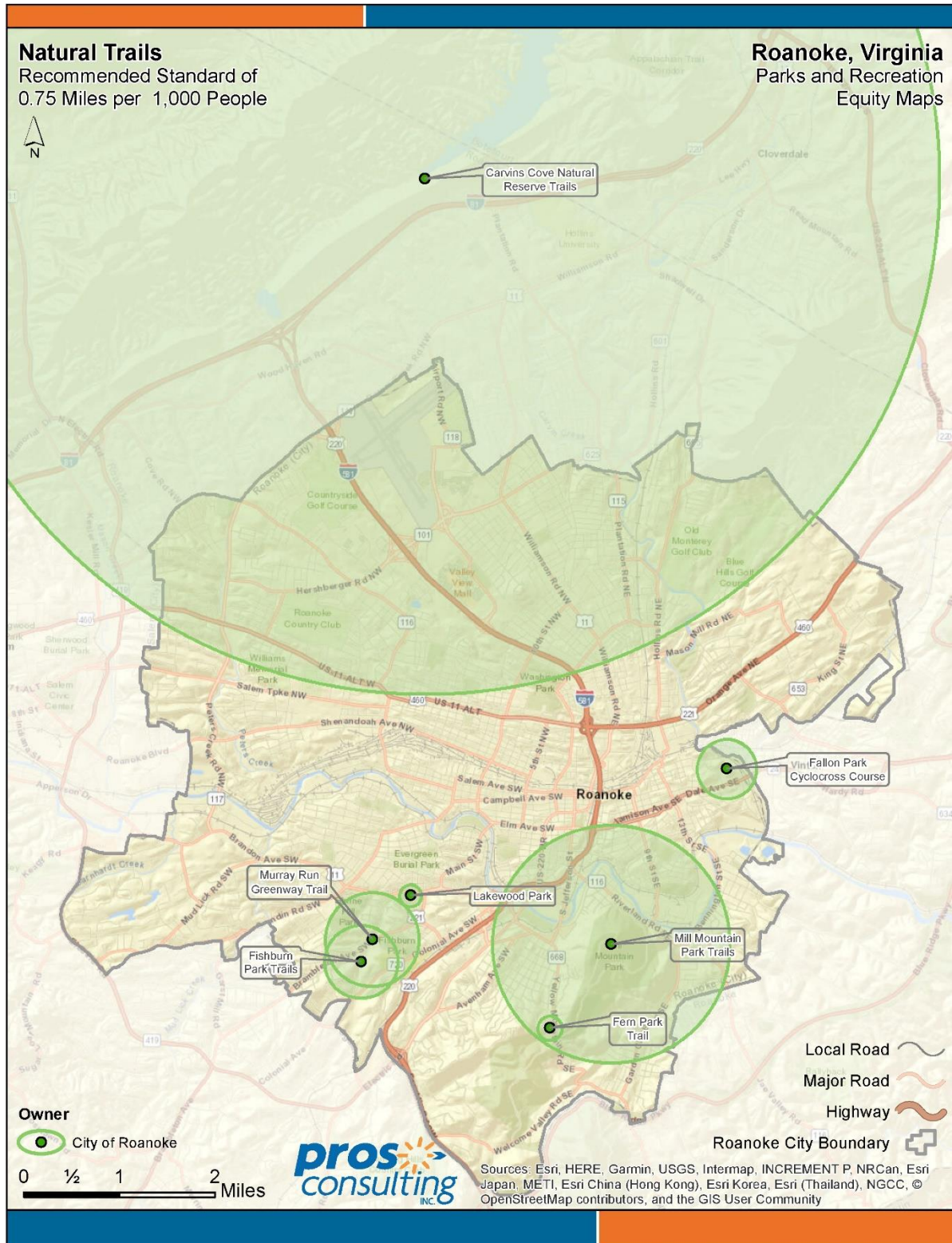
NATURAL/PRESERVATION AREAS



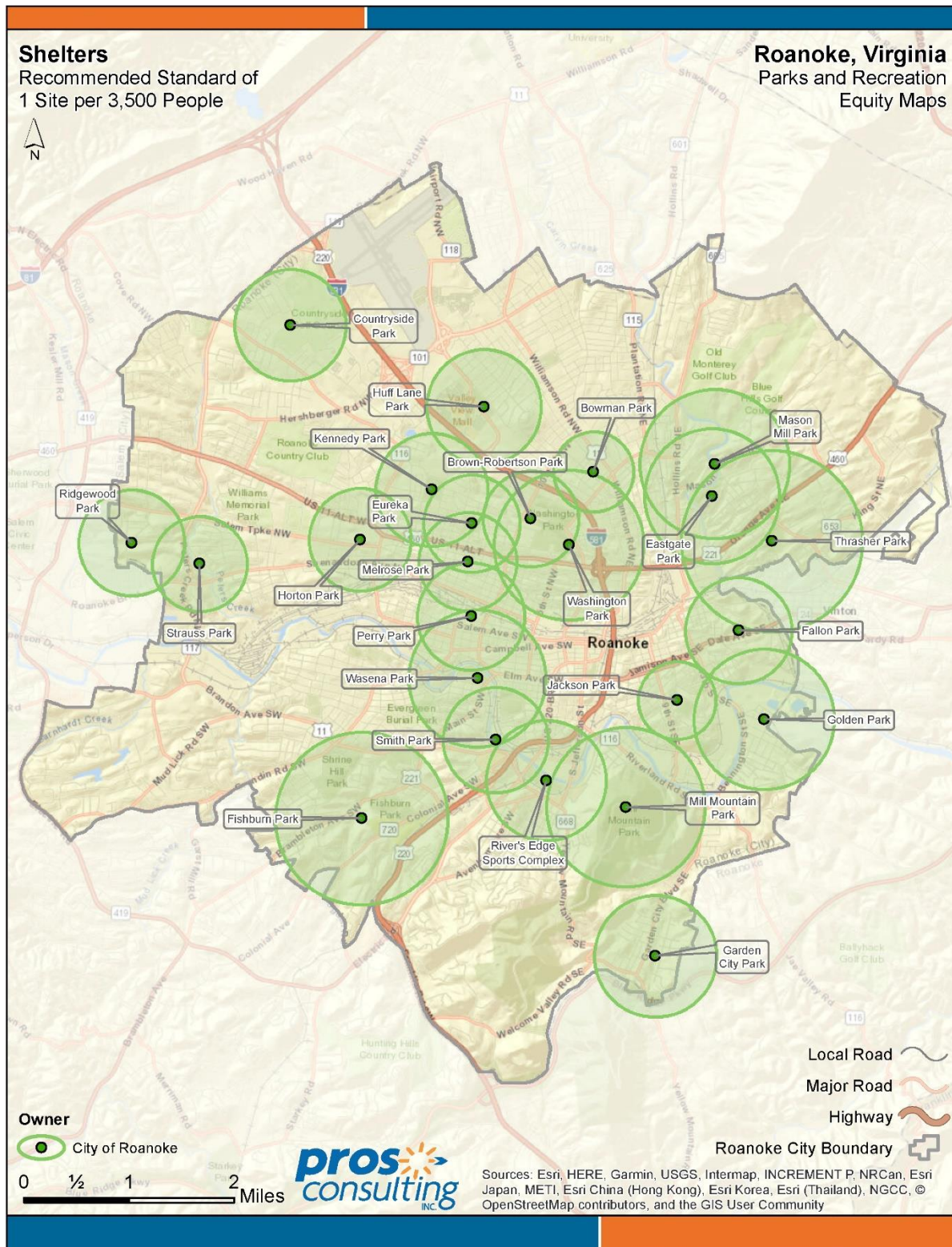
PAVED TRAILS



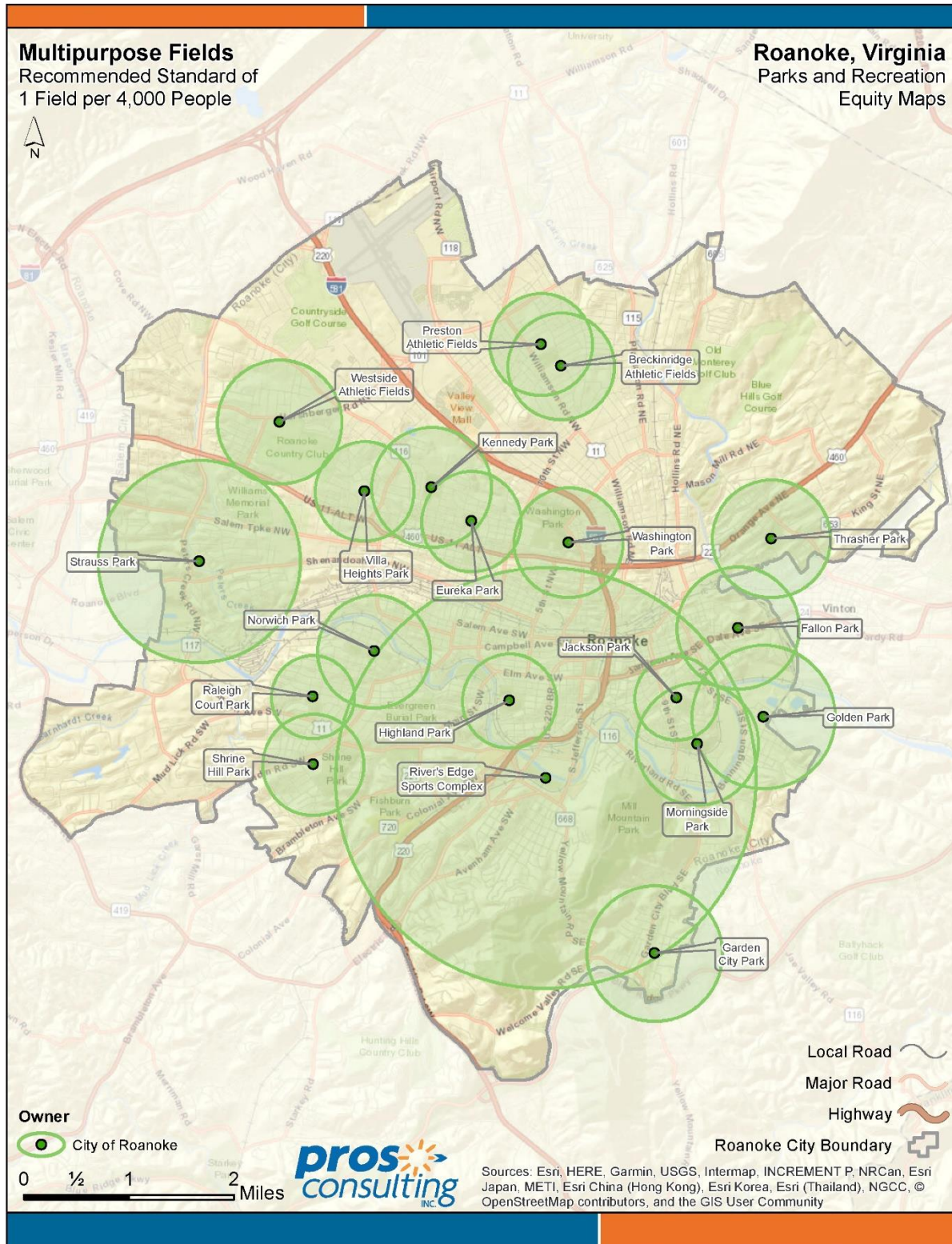
NATURAL TRAILS



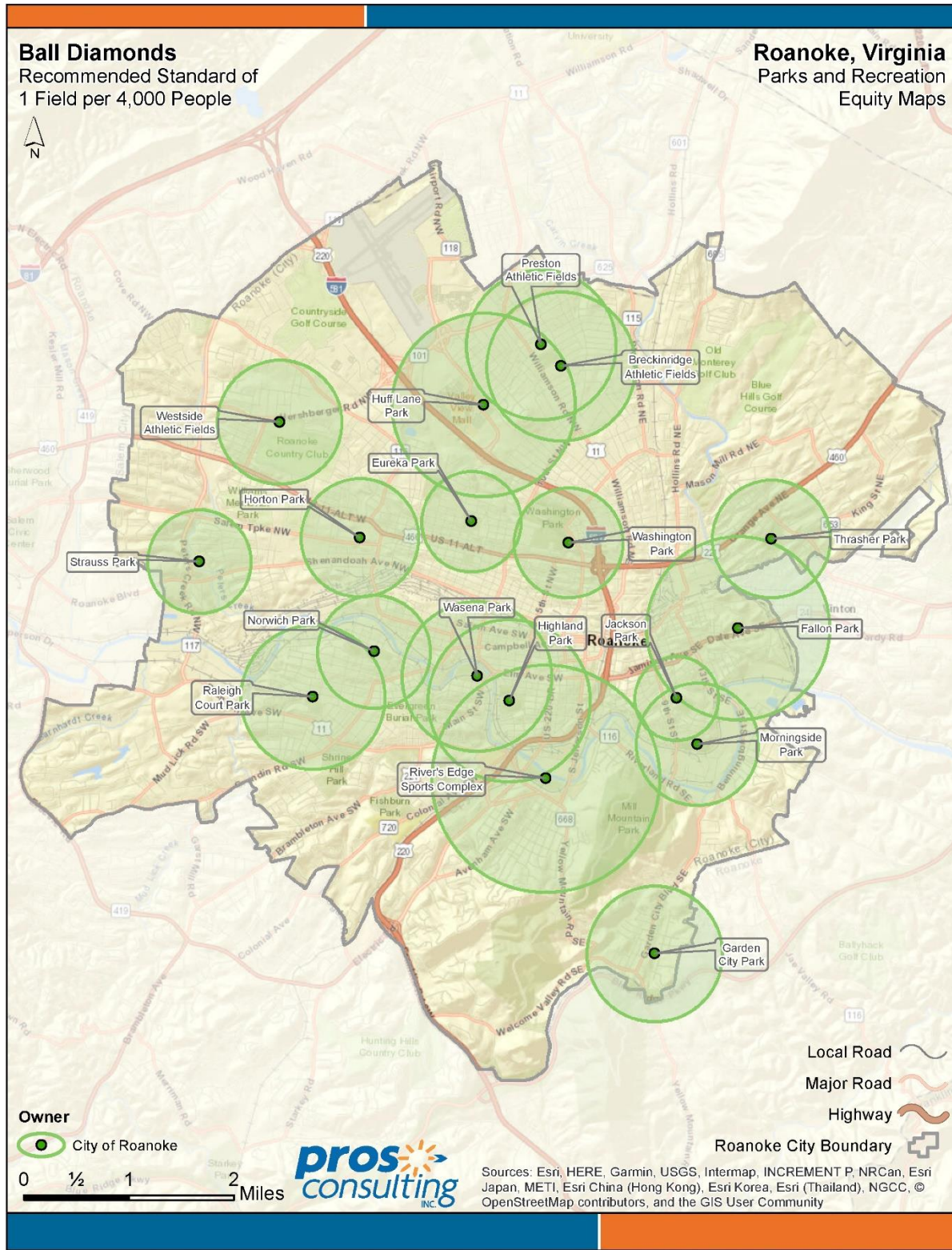
SHELTERS



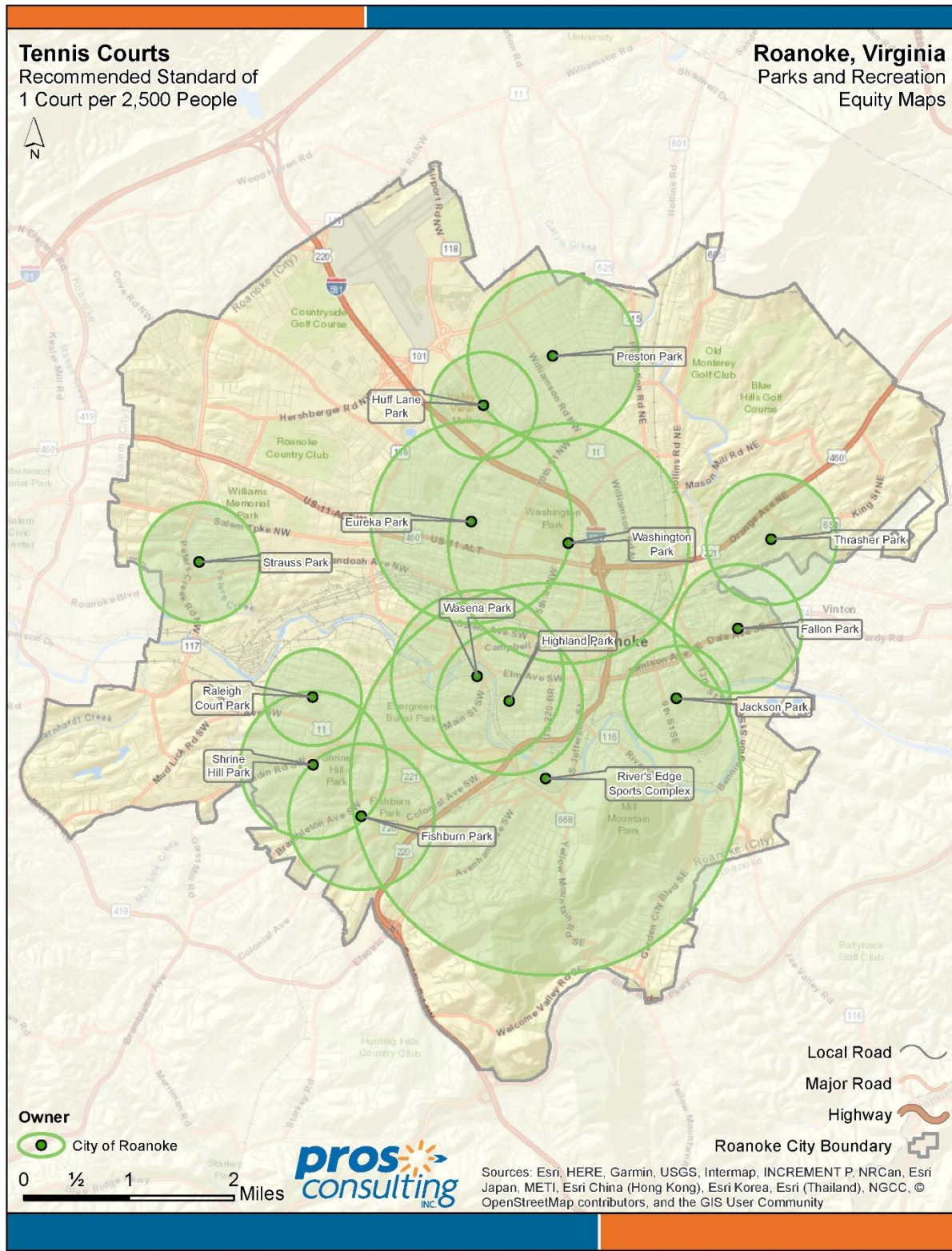
MULTIPURPOSE FIELDS



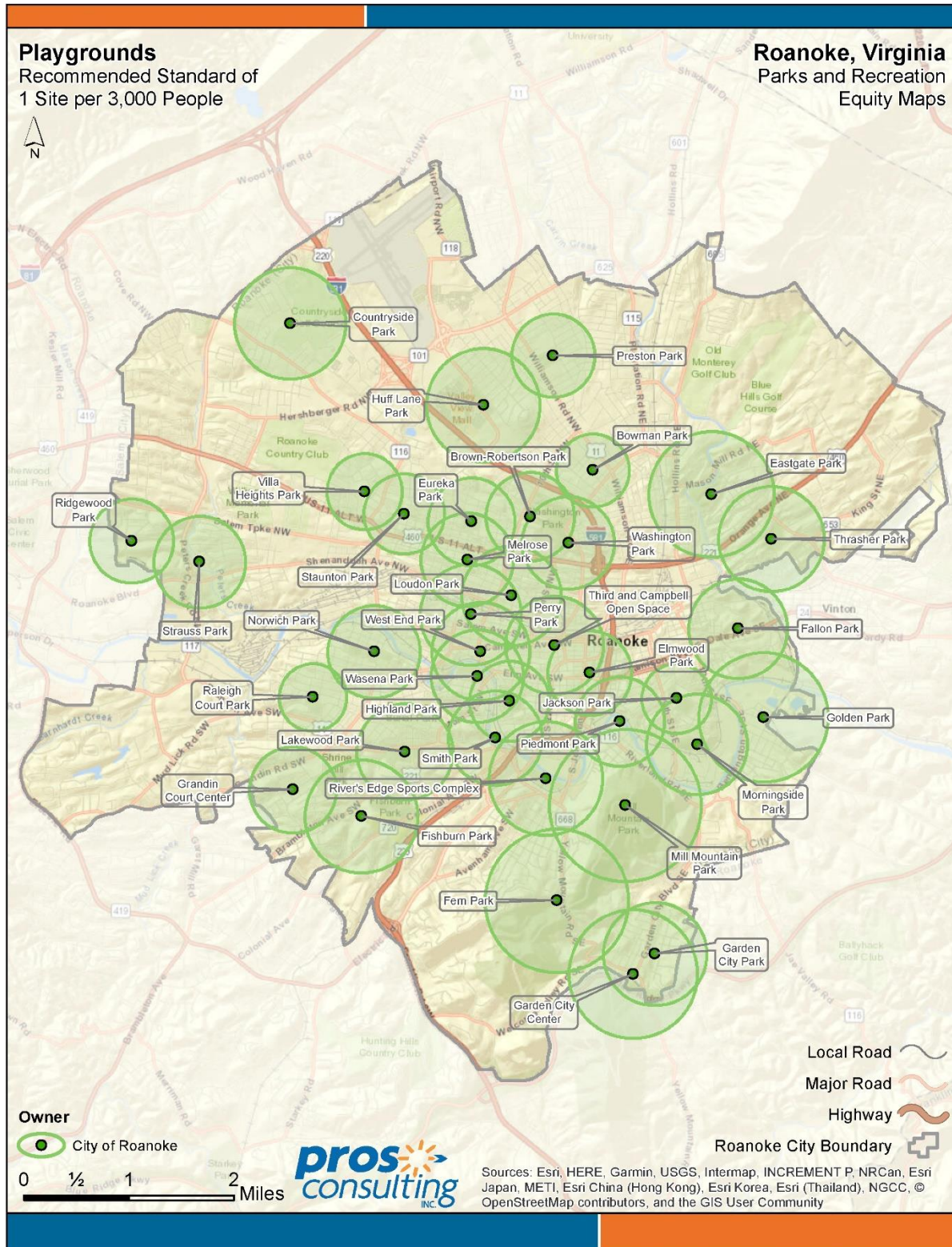
BALL DIAMONDS



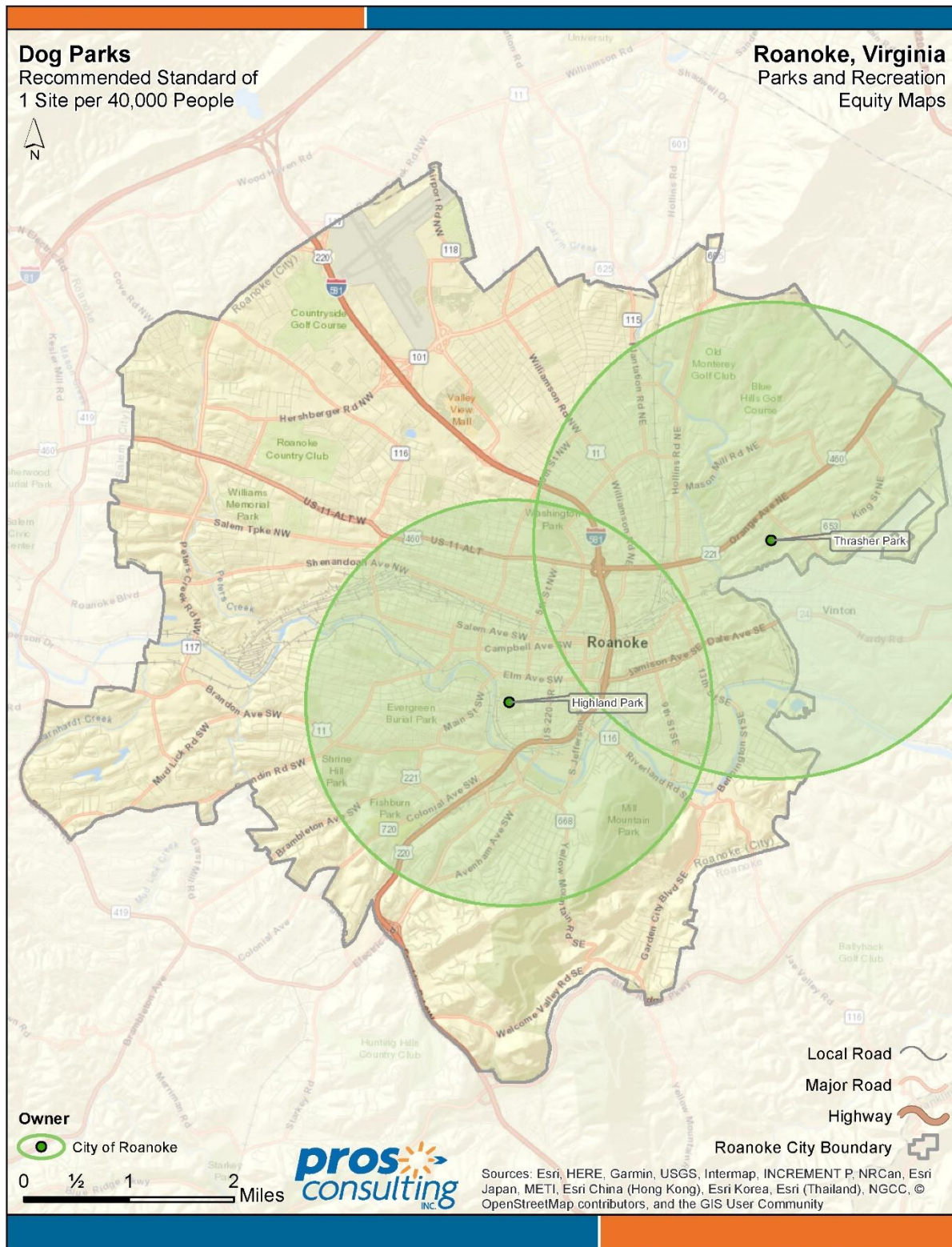
TENNIS COURTS



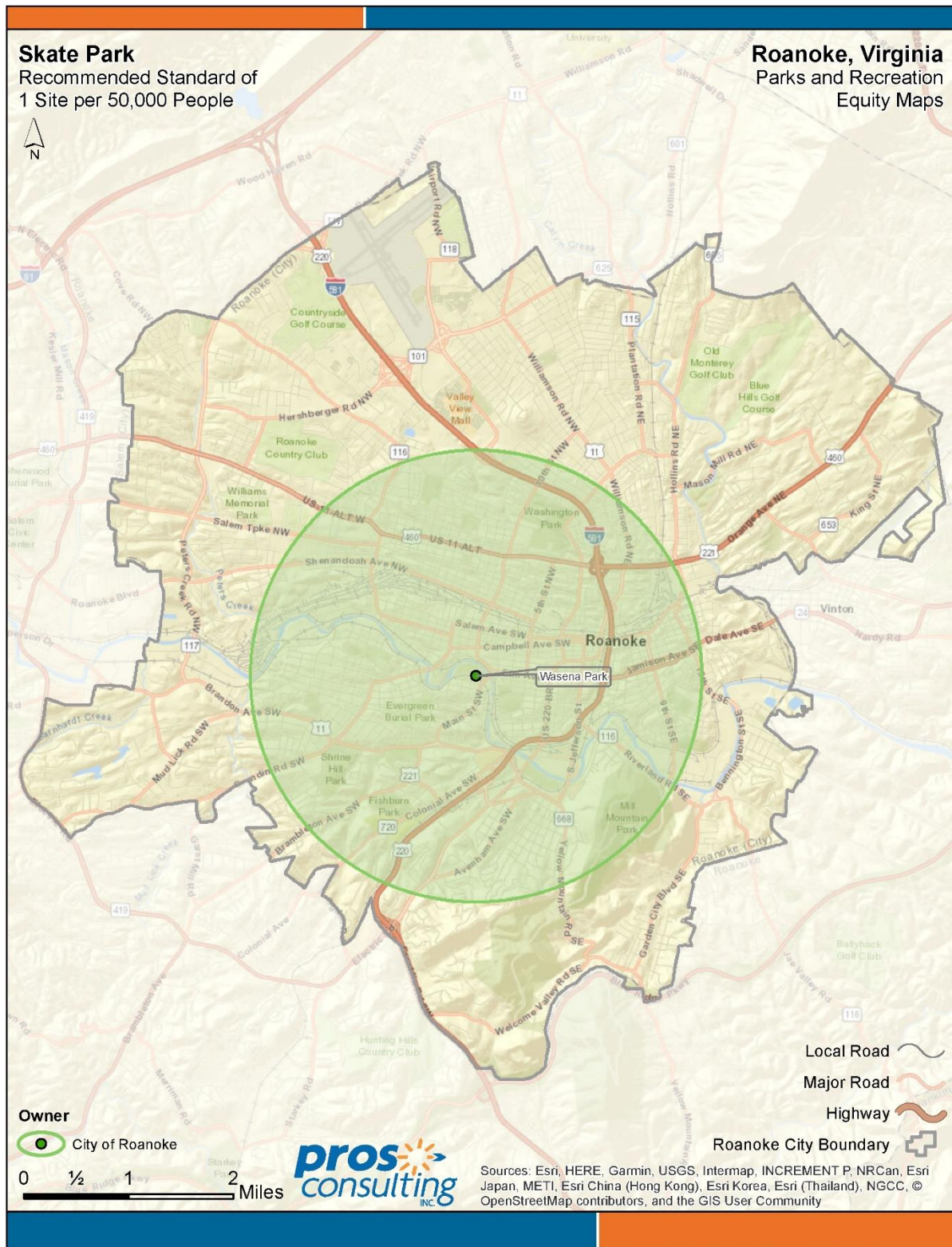
PLAYGROUNDS



DOG PARKS



SKATE PARK



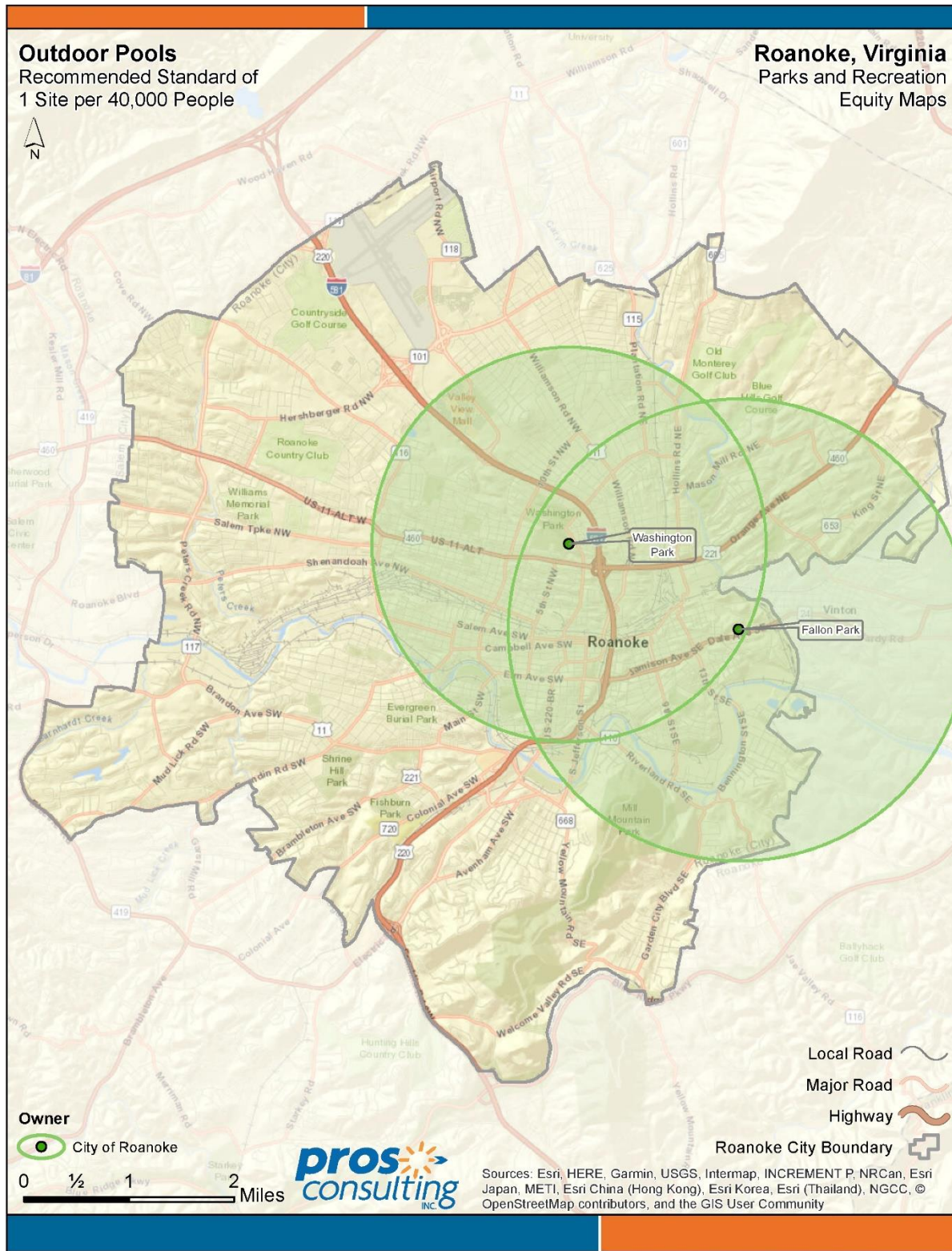
OUTDOOR POOLS

Outdoor Pools

Recommended Standard of
1 Site per 40,000 People



Roanoke, Virginia Parks and Recreation Equity Maps



RECREATION CENTERS

