

## Parks Master Plan December 2017





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# Executive Summary

## A. Purpose of this Plan

The 2017 Clinton Parks Master Plan is a visionary plan for the City of Clinton, Iowa. This is the first ever comprehensive plan for the City of Clinton parks and recreation system. The plan provides direction to help form the future vision of parks, open spaces, trails, and recreational facilities for Clinton in a way that enhances the quality of life, tourism, and economic development of the area. The process included community engagement and identified opportunities in an easy to read format that will be implementable and provide clear and concise direction on the development, redevelopment, and enhancement of parks, open spaces, trails, and recreational facilities for the City of Clinton.

Critical Success Factors were identified by the project team:

- Develop a Master Plan with useful qualitative and quantitative information that depicts the true needs of the community.
- Develop the plan in a usable format that the City can build upon over time, and engage community stakeholders throughout the process.
- Identify strengths, opportunities, and gaps for parks, open spaces, trails, and recreational facilities in Clinton for public, tourism, and economic development.
- Provide and present findings, recommendations, and implementation strategies that are realistic, usable, and implementable.

## B. Planning Process Summary

The process utilized in developing this Master Plan included the formation of an integrated project team that included staff and appointed officials. This project team provided detailed input to the GreenPlay team consistent with the planning process. This allowed for a collaborative approach in creating a master plan that incorporates staff and consultant expertise, as well as local knowledge, institutional history, and engagement that only community members can provide. The development of this plan included the following process:

<b>Strategic Kick-off and Determination of Critical Success Factors</b>	<b>January 2017</b>
Project Coordination	January
Integration of Existing Plans	January
<b>Community Engagement</b>	<b>January – July 2017</b>
Initial Information Gathering	January – July
Focus Groups/Staff and Stakeholder Interviews	March – July
Statistically Valid Survey	March
<b>Facility Inventory and Level of Service Analysis</b>	<b>March – July 2017</b>
Inventory and Level of Service	March - July
Demographics Trends and Community Profile	March - July
Assessment of Existing Standards	March – July
Land Use and Facility Gaps	March – July
Trails Analysis/Bike Pedestrian Plan	March - July
Program Analysis	March – July

<b>Action/Implementation Plan/Funding Analysis</b>	<b>July - August 2017</b>
Action Plan	July - August
Finance/Funding Analysis	July – August
Findings Presentation	July – August
Visioning Workshop	July - August
<b>Draft and Final Plans, Presentations, and Deliverables</b>	<b>September – December 2017</b>
Draft Plan Presentation	November
Final Plan Presentation	December

## C. Key Issues Summary

Key issues detailed in this section were identified through public input and information gathering as opportunities for Clinton Parks and Recreation and compiled in categories.

### **Organizational Opportunities:**

- Need for better marketing and communication with residents.
- Improve the use of technology to improve customer service and efficiencies.
- Increase the use of social media.
- Need to improve and develop better partnerships to assist funding, volunteers, and promotions.
- Lack of branding, brand division of recreation.

### **Finance Opportunities:**

- Need for event and activity sponsorships.
- Consider support for funding through taxes.
- Need for additional funding for trail and pathway connectivity.
- Need for more funding for improvements and/or renovating existing facilities and amenities at parks.
- Consider and look for more funding for adding facilities, enhancing current parks, developing new parks, and expanding programs and activities.
- Need for more grant and philanthropic opportunities.
- Need for a Cost Recovery and Pricing Philosophy.

### **Programs and Service Delivery Opportunities:**

- More community special events, seasonal activities (Riverfront area), and overall sense of community.
- Increase social networking.
- Teen/tween and young family programming.
- Outdoor recreation and family-oriented programming.
- Lack of activities that promote active lifestyles, health and wellness, and community outreach and involvement.
- Increase and improve volunteer opportunities and a volunteer program.
- Address senior programs and senior population as the age of community increases.
- Address opportunities for the growth that is occurring west of town.

### Facilities and Amenities Opportunities:

- Increase and improve maintenance and upkeep of existing amenities and facilities (playgrounds, shelters, restrooms, etc.).
- More connectivity/walkability throughout community, leading to amenities, and connecting with those outside of the city.
- Improve the condition of Ericksen Community Center.
- Need for a festival area.
- More open space/natural areas, additional trails/pathways, and shade features/picnic shelters.
- Lack of indoor multi-use sports complex.
- Lack of winter activities.
- Address safety and security of current facilities and trails. More lighting along trails.
- Address parking for events, programs, and other activities.
- Create park identity in existing and new parks.
- Create stronger partnerships and the need for more additional space for programming.
- Create user agreements and fee evaluations.
- Address ADA compliance throughout community.
- Need for more outdoor fitness equipment.

## D. Inventory Assessment Summary

Currently, the Department manages 22 parks with over 500 acres, containing multi-use trails, playgrounds, tennis courts, baseball fields, multiple multi-use fields, and facilities. Facilities include an aquatics center, lodge, community center, marina and boat launch, water fountains, bathrooms, pavilions, playgrounds, nature areas, RV camping, and other parks and recreation amenities. These parks are home to several major events each year and offer a variety of activities including tennis, fitness classes, recreational programming, and more. These facilities include:

- |                                  |                            |
|----------------------------------|----------------------------|
| • Eagle Point Park               | • Earl F. Mayer Park       |
| • Eagle Point Lodge              | • Four Square Park         |
| • Ericksen Center                | • George Morris Park       |
| • Clinton Marina and Boat Launch | • Hawthorne Park           |
| • Riverview Pool                 | • Locust Park              |
| • Emma Young Park                | • Mariposa Park            |
| • Honeywell Park                 | • Neubauer Park            |
| • Jurgensen Park                 | • Rainbow Playground       |
| • Riverview Park                 | • Root Park                |
| • Chancy Park                    | • 25th Avenue N. Boat Ramp |
| • Clinton Park                   | • 30th Avenue N. Boat Ramp |
| • Clinton Park                   | • Elijah Buell Terrace     |
| • DeWitt Park                    |                            |

## E. Recommendations and Action Plan Summary Table

Goal 1: Organizational Efficiency			
<b>Objective 1.1:</b> Enhance and improve marketing and communication regarding residents and visitors.			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
<b>1.1.a</b> Develop a marketing and communications plan. Review plan and update as needed.	N/A	Staff Time	Short-Term
<b>1.1.b</b> Increase the use of technology to improve customer service and efficiency. Explore opportunities to expand the current use.	N/A	Staff Time	Short-Term
<b>1.1.c</b> Develop a social media policy that allows for marketing and feedback.	N/A	Staff Time	Mid-Term
<b>Objective 1.2:</b> Improve use of technology.			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
<b>1.2.a</b> Increase the efficient use of current registration software system.	N/A	Staff Time	Short-Term
<b>1.2.b</b> Determine a staff member to be key point of contact for training and use of registration software.	N/A	Staff Time	Short-Term
<b>Objective 1.3:</b> Improve and develop enhanced funding partnerships, volunteers, and promotions.			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
<b>1.3.b</b> Identify staff member/intern/volunteer to take on grant writing for the Department.	N/A	Staff Time	Short-Term
<b>1.3.c</b> Create a park ambassador program.	N/A	Staff Time	Short-Mid-Term

<b>Objective 1.4:</b> Develop a department brand.			
<b>Actions</b>	<b>Capital Cost Estimate</b>	<b>Operational Budget Impact</b>	<b>Timeframe to Complete</b>
<b>1.4.a</b> Create consistent use of City/Department logo.	N/A	Staff Time	Mid-Term
<b>1.4.b</b> Review park signage and maintain consistent use throughout the city, including walking and biking trails.	Approximately \$2,500 each for primary park identification signs, and \$1,100 each for wayfinding signage	Staff Time	Mid-Term
<b>Goal 2: Finance</b>			
<b>Objective 2.1:</b> Explore additional funding options			
<b>Actions</b>	<b>Capital Cost Estimate</b>	<b>Operational Budget Impact</b>	<b>Timeframe to Complete</b>
<b>2.1.a</b> Develop strategy to seek alternative funding sources that includes donations, grants, partnerships, sponsorships, and bonds.	N/A	Staff Time	Short-Term
<b>2.1.b</b> Consider support for funding through taxes. Review impact fees, larger share of General Fund, and other opportunities to increase funds.	Increase in CIP	Increase in Revenue	Short-Term
<b>2.1.c</b> Continue to fund and seek additional funding for trail and pathway connectivity. Establish on-line maps, information on trails.	N/A	Staff Time	Short-Term
<b>2.1.d</b> Identify additional funding opportunities to address renovation of existing facilities/amenities, reuse of existing facilities/amenities (convert tennis to pickleball courts), and expanding programs/activities and address potential future growth of city west of town. Require developers to dedicate green space areas in new sub-divisions.	N/A	Staff Time	Mid-Term

<b>Objective 2.2:</b> Establish a best practice and cost recovery and pricing strategy.			
<b>Actions</b>	<b>Capital Cost Estimate</b>	<b>Operational Budget Impact</b>	<b>Timeframe to Complete</b>
<b>2.2.a</b> Develop a resource allocation and cost recovery philosophy, model, and policy that is grounded in the values, vision, and mission of the City of Clinton.	\$40,000-\$50,000	Staff Time	Mid-Term
<b>2.2.b</b> Establish a pricing methodology that continuously reflects community values, while generating adequate revenues to sustain Clinton facilities, parks, open space, programs, and services. Reviewed annually.	N/A	Staff Time Increase in Revenue	Mid-Term
<b>2.2.c</b> Develop a financial assistance program. Evaluate and review on a yearly basis.	N/A	Staff Time	Mid-Term
<b>Goal 3: Programs and Service Delivery</b>			
<b>Objective 3.1:</b> Explore additional opportunities to provide programming that meet the demands of the community.			
<b>Actions</b>	<b>Capital Cost Estimate</b>	<b>Operational Budget Impact</b>	<b>Timeframe to Complete</b>
<b>3.1.a</b> Explore opportunities to produce, attract, promote, and enhance special events and programs and increase sense of community. Make better and more frequent use of Riverfront area.	N/A	Staff Time Increase in Revenue	Short-Term
<b>3.1.b</b> Explore opportunities to develop new programs/social activities that attract and draw the teen/tween populations and young families.	N/A	Staff Time Increase in Revenue	Short-Term
<b>3.1.c</b> Address the need for senior programming and senior events by exploring new opportunities and identifying funding opportunities.	N/A	Staff Time Increase in Revenue	Short-Term
<b>3.1.d</b> Identify outdoor year-round recreation opportunities and new programming for individuals, as well as groups, adults, and families.	N/A	Staff Time	Long-Term
<b>3.1.e</b> Explore and promote programs/activities that address active lifestyles, health and wellness, and community outreach and involvement. Identify partnership opportunities in the community.	N/A	Staff Time	Long-Term

<b>3.1.f</b> Increase and improve volunteer program. Develop a volunteer policy/procedure for youth coaches and community volunteers.	N/A	Staff Time	Long-Term
<b>Goal 4: Facilities and Amenities</b>			
<b>Objective 4.1:</b> Maintain and Improve Current Facilities and Amenities			
<b>Actions</b>	<b>Capital Cost Estimate</b>	<b>Operational Budget Impact</b>	<b>Timeframe to Complete</b>
<b>4.1.a</b> Increase and improve maintenance and upkeep of existing amenities and facilities (playgrounds, shelters, restrooms, trails, walking paths, sidewalks, etc.).	N/A	Staff Time	Ongoing
<b>4.1.b</b> Identify low scoring amenities and make immediate improvements or re-purpose for more relevant use.	Variable based on repair vs. replacement cost of specific projects. Approximately \$150,000 per playground, \$50,000 - \$150,000 per new shelter, \$100,000 - \$400,000 per new restroom/concession, \$5,000 per drinking fountain, \$5/SF of asphalt parking surface (Costs for restroom/fountains assume no utility work.)	Staff Time	Ongoing
<b>4.1.c</b> Develop and implement existing and future plans, regular inspections, CIP, Master Plans, & Life Cycle Replacement Plan.	N/A	Staff Time	Ongoing
<b>4.1.d</b> Address current staff levels and look for opportunities to add additional staff as needed or consider contracting services to alleviate pressure on the Department.	N/A	Staff Time	Short-Term

<b>4.1.e</b> Address safety and security of parks/amenities. Complete repairs to walking trails to eliminate safety issues. Assess lighting on trails and add more as recommended. Work with neighborhood watch groups and community with local authorities.	TBD for lighting improvements based on assessment	Staff Time	Short-Term
<b>4.1.f</b> Address ADA compliance in all facilities and amenities. Develop an ADA transition plan.	TBD based on transition plan	Staff Time	Short-Term
<b>4.1.g</b> Create park themes in current and new parks. Add public art, create destination themes, natural playgrounds, etc.	N/A	Staff Time	Mid-Term
<b>Objective 4.2:</b> Address the Ericksen Center			
<b>Actions</b>	<b>Capital Cost Estimate</b>	<b>Operational Budget Impact</b>	<b>Timeframe to Complete</b>
<b>4.2.a</b> Update and improve the condition of the Ericksen Center by completing a Needs Assessment/ Feasibility Study/Conceptual Plan to address the outdated facility and improve the current conditions.	TBD based on outcome of facility assessment	Staff Time	Short-Term
<b>4.2.b</b> Explore opportunity to build or enhance preexisting location to increase indoor space for multi-sport opportunities, year-round training, off season sports, and activities.	TBD based on outcome of facility assessment	Staff Time	Mid-Term
<b>4.2.c</b> Address potential revenue and impact of indoor multi-use sports complex.	N/A	Staff Time	Mid-Term
<b>Objective 4.3:</b> Develop Future Facilities and Amenities			
<b>Actions</b>	<b>Capital Cost Estimate</b>	<b>Operational Budget Impact</b>	<b>Timeframe to Complete</b>
<b>4.3.a</b> Increase the funding of the Trails Master Plan, connectivity, and walkability of the community internally and outside of Clinton to attract users and connect amenities and attractions. Improve signage and on-line information portals.	Approximately \$3.50 - \$4.00 per square foot for off street asphalt bike trail	Staff Time	Short-Term

<b>4.3.b</b> Explore the Allied Steel property to develop a festival area to attract and provide special events, community activities, gathering place, and central staging area. Review previous Riverview Park Master Plan recommendation from SmithGroupJJR.	\$5M-\$7M	Staff Time	Short-Term
<b>4.3.c</b> Create more outdoor fitness equipment to be added along trails or in a centralized location to meet demand of community.	\$25,000-\$50,000	Staff Time	Short-Term
<b>4.3.d</b> Create joint splash pad/ice rink opportunity for winter and summer use.	\$1M-\$2.5M	Staff Time	Short-Term
<b>Objective 4.4:</b> Address the need for additional indoor and outdoor space			
<b>Actions</b>	<b>Capital Cost Estimate</b>	<b>Operational Budget Impact</b>	<b>Timeframe to Complete</b>
<b>4.4.a</b> Increase winter activities by exploring opportunities through additional facility or multi-use amenity, create sledding areas, explore locations to develop family-friendly sledding areas. Look at developing other winter activities, cross-country skiing, and splash pad/ice rink.	TBD based on facility/location selected	Staff Time	Short-Term
<b>4.4.b</b> Explore opportunities to increase availability of indoor/outdoor space to enhance and improve programs by developing strong partnerships and collaboration with school district, pickleball and other user groups.	N/A	Staff Time	Short-Term
<b>4.4.c</b> Reevaluate user agreements and fee evaluations with agencies for use of facilities. Evaluate current fees and negotiate with entities.	N/A	Staff Time	Short-Term

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# I. Introduction and Project Background

## A. Purpose of this Plan

The 2017 Clinton Parks Master Plan is a visionary plan for the City of Clinton, Iowa. Clinton is the eastern most city in the state and rests on the western shore of the Mississippi River. The City of Clinton and the surrounding area is known as the “Gateway Area.” The river, along with the railroad, provides transportation in all directions. The location and ease of access attracted manufacturing and heavy industry to the area, creating an industrial center.



This is the first ever plan for the Department, and it will provide direction to help form the future vision of parks, open spaces, trails, and recreational facilities for Clinton in a way that enhances the quality of life, tourism, and economic development of the area. Clear and concise recommendations have emerged for the future development, re-development, and enhancements of the City’s parks, open spaces, trails, and facilities.

The project team identified a vision for the project that stated, “The Parks Master Plan is expected to provide clear and concise direction on the development, redevelopment, and enhancement of parks, open spaces, trails, and recreational facilities for the City of Clinton. The plan will contain goals, objectives, policies, and standards for the City’s park system, trails, open space, and recreation facilities in order to enhance the quality of life for public, tourism, and economic development. The Master Plan will incorporate and/or give consideration to other approved plans on related matters for the City, such as the City Comprehensive Plan, current and past related trail plans, all past individual park master plans, and current and past Capital Improvements Plans.”

The stated vision led to the identification of several critical success factors that would help to achieve a successful project while identifying key performance measures to track these factors.

### Critical Success Factors

- Develop a Master Plan with useful qualitative and quantitative information that depicts the true needs of the community.
- Develop the plan in a usable format that the City can build upon over time, and engage community stakeholders throughout the process.
- Identify strengths, opportunities, and gaps for parks, open spaces, trails, and recreational facilities in Clinton for public, tourism, and economic development.
- Provide and present findings, recommendations, and implementation strategies that are realistic, usable, and implementable.

To track these factors, the project team identified actions steps including:

- Gain broad public input from the public meetings, statistically-valid survey, and the project team.
- Utilize existing data from the City to ensure consistency with other City planning efforts.
- Identify opportunities and trends that can be incorporated over a 10-year improvement and development plan.
- Improve and increase collaboration among community stakeholders and agencies.
- Identify opportunities for prioritizing parks and recreational assets and programs from the community input gathered and information obtained from previous planning efforts.
- Provide documents that synthesize all data and information gathered during the public input process and surveys.
- Provide a clear and concise plan that provides a road map for staff to follow.

## B. History of Parks and Recreation Department

The Clinton Parks and Recreation Department has a rich history of providing parks and recreational services to the citizens of its community. The Board of Park Commissioners was created by a mandate of the citizens of Clinton, Iowa, in the year 1900, under Chapter 370 of the Code of Iowa, electing one of three Board members every two years.

The Park Board functioned rather meagerly for 20 years, beginning with two downtown parks, Clinton and DeWitt. They acquired additional property, including Riverview and Eagle Point, some by purchase, and some by condemnation.

In 1921, Leo P. Hannaher was hired as the first Park Superintendent, and was given the job of developing Highway Park (now Neubauer Park). In 1946, the Recreation Commission was formed to provide activities. In July 1967, the Park Board assumed the duties of the Recreation Commission and consolidated the efforts of the Park and Recreation Department.

In July 1967, the Park Board named a Blue Ribbon Committee to begin the process of constructing the Ericksen Center. Plans were accepted in 1968 and approved and advertised for bid in February, 1969. Ground breaking took place on March 27, 1969, and the facility opened in June of 1970. The Ericksen Center is the current location for the Parks and Recreation Department and administrative offices. The center is located in Emma Young Park, a park with 148 acres that includes three ASA certified softball fields, four tennis courts, a cross country running trail, and a playground.



The Department has grown throughout the years to include over 500 acres of park property and currently offers over 170 recreational programs for all ages from preschool through the senior population. This is accomplished by a staff comprised of four full time employees, two permanent part time staff, and 150 seasonal and part time employees.

## C. Strategic Framework

Clinton is charged with the mission of enhancing the quality of life for the citizens of the City of Clinton and the surrounding metropolitan area. This is accomplished through the provision of amenities and programs including indoor/outdoor facilities, parks, trails, fields, playgrounds, specialized courts and courses, programs for a diversity of ages, and fitness/wellness opportunities. The Department benefits by offering eight different areas of recreation activities offered through various facilities and amenities in the local community:

- Clubs and wellness programs at the Ericksen Center
- Open swim, swim lessons, and special events at Riverview Pool
- Activities in and around Eagle Point Park
- Special interest programs and special events in the band shells at Riverview and Lyons Four Square parks
- Youth Sports Programs
- Adult Sports Leagues
- C.T.C. Adventure Zone summer activities childcare/day camp program and “Safety Town”
- Organization of “club sports” that have become popular including volleyball, baseball, and soccer being organized for next level competition and using facilities in which the Department has jurisdiction

## D. Parks and Recreation Department Overview

The current organizational structure for the Clinton Parks and Recreation Department is a fairly typical hierarchical chart. The Director reports directly to the City Administrator, who is ultimately responsible to citizens through the elected Mayor and City Council. The city recently promoted an internal employee into the vacated Director position and at the same time hired an Assistant Director, a newly created position who reports directly to the Director. Also reporting to the Director is the Senior Administration Specialist, Parks Supervisor, and Recreation Program Supervisor. These personnel oversee day-to-day operations within the various divisions, facilities, and programs of the city department.

Each of these areas also has supervisory staff, full time and permanent-part time staff, seasonal, contract, and volunteer positions to complete service delivery. The structure of the organization seems to work well to differentiate and allow focus within the various facilities and programs that are currently offered.

## E. Related Planning Efforts and Integration

Related planning efforts undertaken by the City were reviewed for pertinent information including:

- Riverview Park Master Plan, 1997
- Riverview Park Master Plan Revision and Former Allied Area Expansion Study, 2008

## F. Methodology of this Planning Process

The process utilized in developing this Master Plan included the formation of an integrated project team that included staff and appointed officials. This project team provided detailed input to the GreenPlay team consistent with the planning process. This allowed for a collaborative approach in creating a master plan that incorporates staff and consultant expertise, as well as local knowledge, institutional history, and engagement that only community members can provide. The development of this plan included the following tasks:

- Document Collection and Review
- Community Engagement
- Facility Inventory and Level of Service Analysis
- Needs Assessment
- Financial Analysis
- Program Analysis
- Recommendations: Goals, Objectives, and Action Plan

### **Document Collection and Review**

The City of Clinton provided various documents and data related to department operations to assist with the analysis and preparation of the plan including:

- Facility inventory
- Parks inventory
- Programs
- Other service providers
- Department operations
- Department budget
- Policies and procedures

### **Community Engagement**

Providing a variety of methods for the community to participate results in the richest data for analysis.

The following methods were used:

- Focus Groups
- Stakeholder meetings
- Community-wide public meetings
- Statistically-valid community interest and opinion survey
- Open link survey

### **Facility Inventory and Level of Service Analysis**

- Inventory of parks and facilities using existing mapping, staff interviews, and on-site visits to verify amenities and assess the condition of the facilities and surrounding areas.
- Interviews with staff to provide information about parks and recreation facilities and services, along with insight regarding the current practices and experiences in serving residents and visitors.
- Identification of alternative providers of recreation services to provide insight regarding the market opportunities in the area for potential new facilities and services.
- Targeting a level of service that is both feasible and aligned with the desires of citizens as expressed through the statistically-valid survey and other public outreach methods.

### **Needs Assessment**

- Consideration of the profile of the community and demographics, including population growth, and projections of demographic changes
- Further analysis of the statistically-valid community interest and opinion survey as well as open link survey
- Research trends related to Clinton metropolitan area and surrounding communities and American lifestyle trends to help guide the efforts to improve the delivery of parks and recreation services

### **Financial Analysis**

- Review of current operational and CIP budgeting process
- Introduction and evaluation of potential financing and cost recovery opportunities

### **Program Analysis**

- Evaluation of current program offerings
- Statistically-valid community interest and opinion survey
- Identification of alternative providers
- Identification of potential partner organizations

### **Operational and Marketing Analysis**

- SWOT Analysis
- Staffing assessment
- Marketing and communication assessment

### **Recommendations: Goals, Objectives, and Action Plan**

- Identification and categorization of recommendations into themes with goals, objectives, and an action plan for implementation
- Development of an action plan for capital improvements, including operational impacts, and timeframe to support the implementation of the plan

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## II. Community Profile and Needs Assessment

### A. Demographic Profile

Understanding community demographics and needs is an important component of master planning for Clinton Parks and Recreation. The data can help to project future needs in programming and facilities so that appropriate planning and budgeting can occur. The population data used in this demographic profile comes from Esri Business Information Solutions, based on the 2000 and 2010 U.S. Census data. A summary of demographic highlights is followed by more detailed demographic analysis.

**Table 1: 2016 City of Clinton General Demographic Profile**

<b>Population</b>	<b>26,450</b>
<b>Median Age</b>	<b>41</b>
<b>Average Household Size</b>	<b>2.33</b>
<b>Households</b>	<b>11,125</b>
<b>Median Household Income</b>	<b>\$41,370</b>

*Source: U.S. Census Bureau*

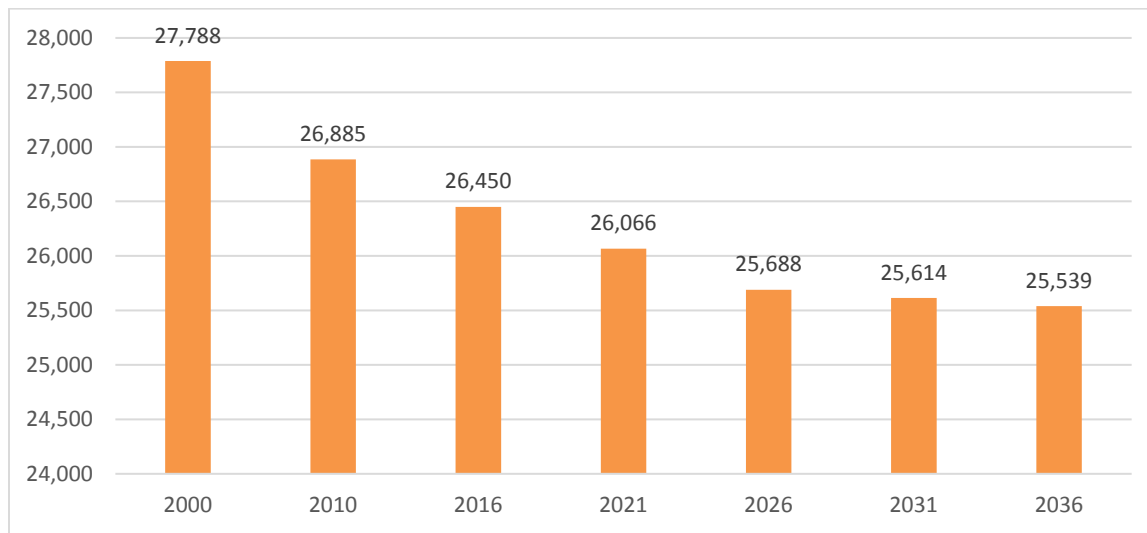
Key general demographic comparisons – Local, State, and National:

- The median age of City of Clinton residents was 41 years, higher than the median age for Iowa (38.7) and higher than the United States (38).
- The median household income for City of Clinton residents in 2016 was estimated to be \$41,370. This was lower than the statewide (\$53,696) and the national (\$54,149) median household incomes.
- The City of Clinton's 2016 population was almost evenly split between male (48.7%) and female (51.3%) residents. The populations of Iowa and the United States are also roughly evenly divided between the sexes.

#### Population and Demographic Trends

Although future population growth cannot be predicted with certainty, it is helpful to make growth projections for planning purposes. The state of Iowa was predicted to grow by a rate of 0.66 percent from 2016 to 2021; the United States was projected to grow at a slightly higher rate (0.84%). **Figure 1** contains actual population figures based on the 2000 and 2010 U.S. Census for City of Clinton. Data from the U.S. Census concludes that the population of the City is expected to decrease at a rate of -0.29 percent between 2016 and 2021. This rate of -0.29 percent was used in **Figure 2** to project population growth until 2036, although this growth rate could differ. Chronologically, the following population growth rates have been projected for the City, except for the period between 2000 and 2010, for which the growth rate has been recorded.

**Figure 1: City of Clinton, Iowa Population Growth Trend**



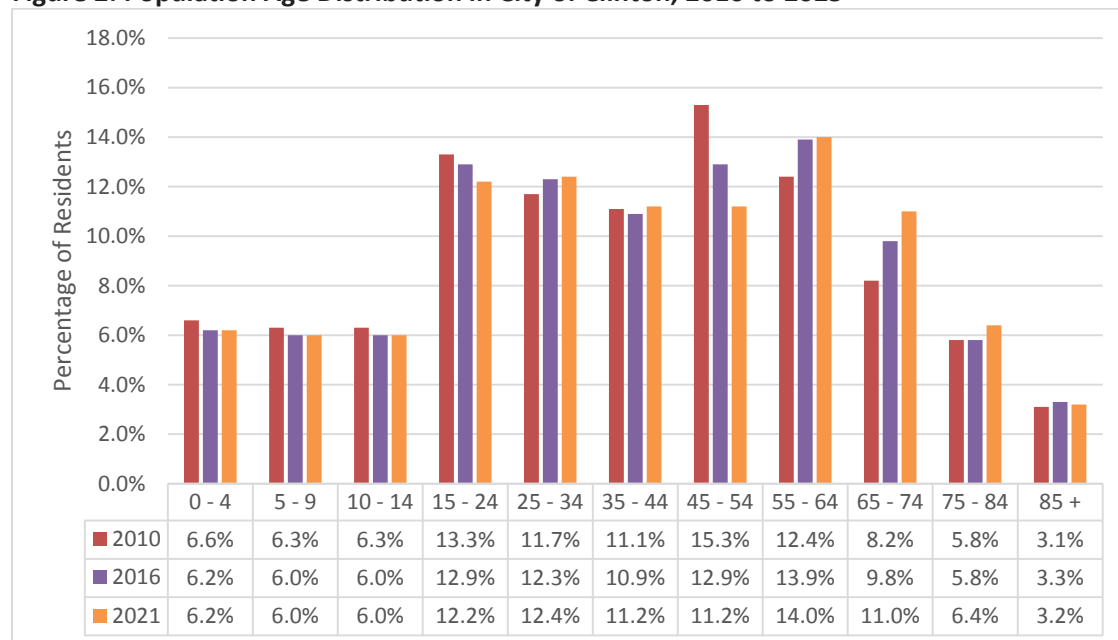
### **Population Make-up**

The existing and projected population of different age groups, or cohorts, within City of Clinton is illustrated in the following series of figures. **Figure 2** illustrates the 2010 Census recorded population, 2016 estimated population and 2025 projected populations. **Figure 3** provides an estimated breakdown of the 2016 population by age cohort.

Several key age characteristics of the existing and projected City population include:

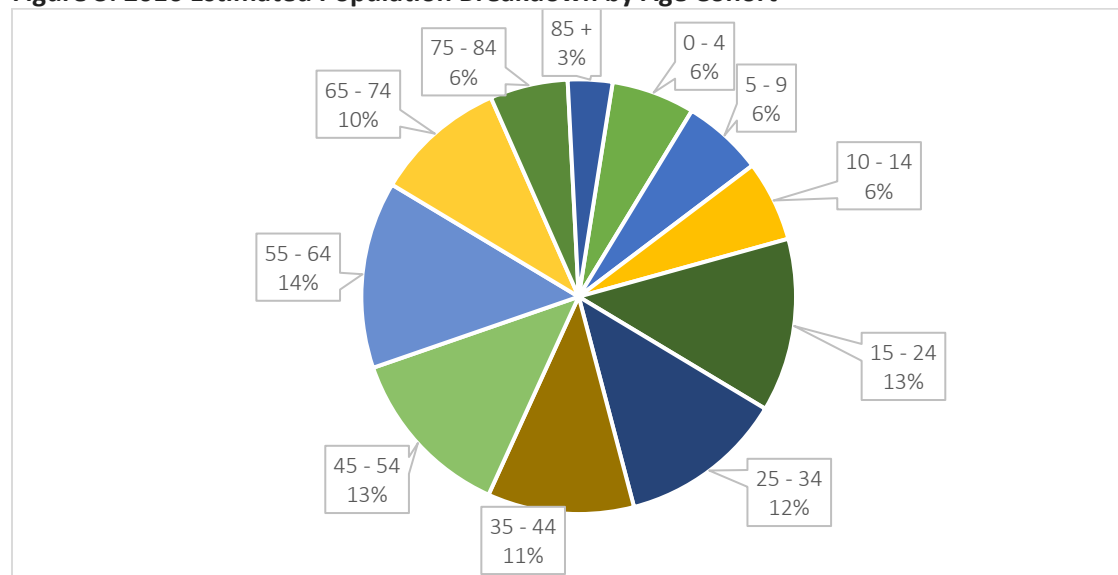
- The median age of City residents appears to be slowly increasing.
  - According to data from the U.S. Census Bureau, the median age rose slightly from 40.4 in 2010 to 41 in 2016, and it is projected to be 41.3 in 2021.
  - Projections suggest that age cohort expected to see the most growth is the 65-74-year-olds in the City of Clinton, which is likely to rise 2.8 percent between 2010 and 2021. The age cohort of 45-54 is anticipated to decrease between 2010 and 2021 by 4.1 percent.
  - All age cohorts under 24 years old are projected to decrease, while those 55+ are expected to increase.

**Figure 2: Population Age Distribution in City of Clinton, 2010 to 2025**



Source: U.S. Census Bureau

**Figure 3: 2016 Estimated Population Breakdown by Age Cohort**



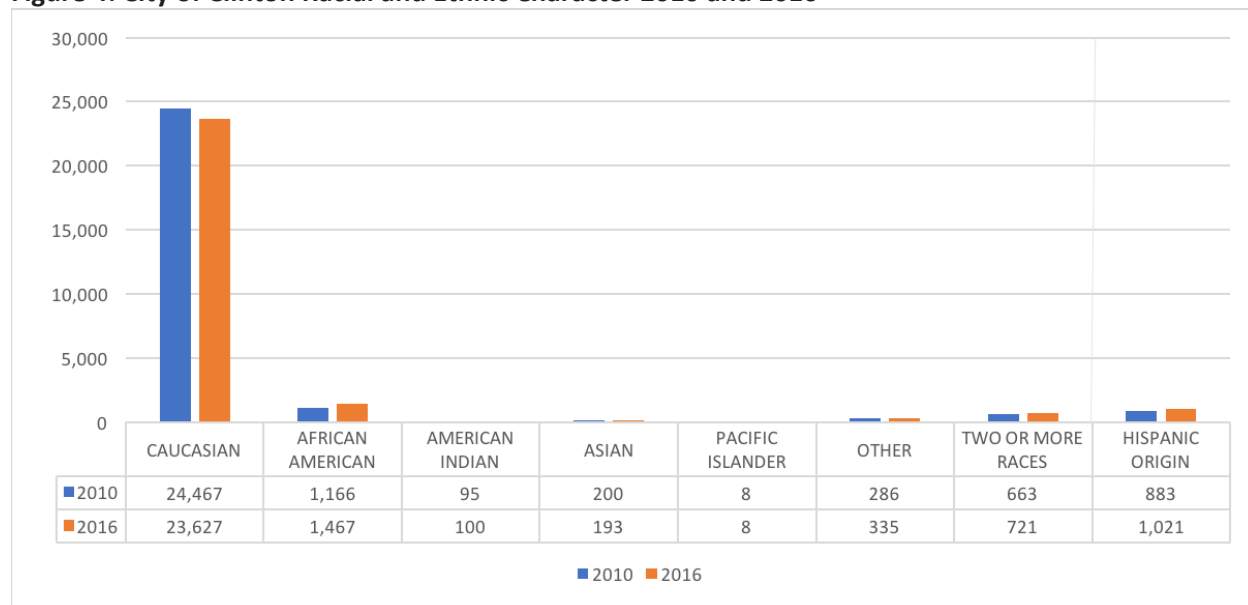
Source: U.S. Census Bureau

In 2016, the most populous age cohorts were 55-64 years old (14%), 45-54 years old (13%), and those between 15 and 24 years old (13%). Just three percent of residents were 85+. Age cohorts 0-4, 5-9, and 10-14 each made up six percent of residents respectively.

## Race/Ethnicity

**Figure 4** reflects the approximate racial/ethnic population distribution for City of Clinton based on the 2010 U.S. Census and 2014 American Community Survey. **Figure 4** provides a breakdown of the by racial/ethnic group as a percentage of the 2016 population.

**Figure 4: City of Clinton Racial and Ethnic Character 2010 and 2016**

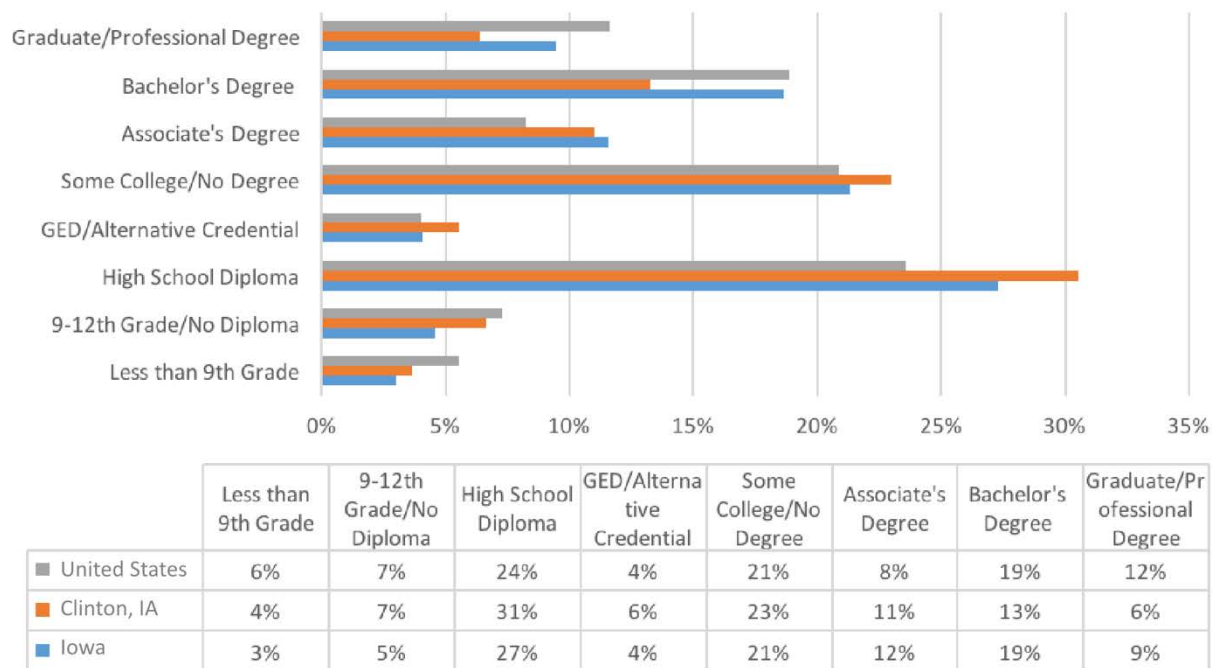


Source: U.S. Census Bureau

## Educational Attainment

According to the U.S. Census Bureau's latest American Community Survey (2014) on educational attainment, adult (ages 25+) residents of the City had lower attainment levels of Bachelor's and Master's degree programs than Iowa and the United States. Nearly 31 percent of adult residents were high school graduates, and 23 percent had completed "some college." Only 13.3 percent of residents had earned a Bachelor's degree, and less than seven percent of residents had received a graduate/professional degree. As illustrated in **Figure 5** and **Figure 6**, when compared to their peers at the statewide level, residents of the City had slightly lower levels of education.

**Figure 5: Educational Attainment of Adults (ages 25+) – City, State, and United States (2016)**



Source: U.S. Census Bureau

### Household Information

As reflected in **Table 2**, the total number of housing units in the City decreased by 121 units between 2010 and 2016. The overall number occupied households are expected to decrease about three percent from 2010-2021, while the percentage of vacant housing units is expected to increase by three percent. The number of renter occupied households is anticipated to stay about the same (0.5% increase from 2010 – 2021).

**Table 2: City of Clinton Housing Inventory**

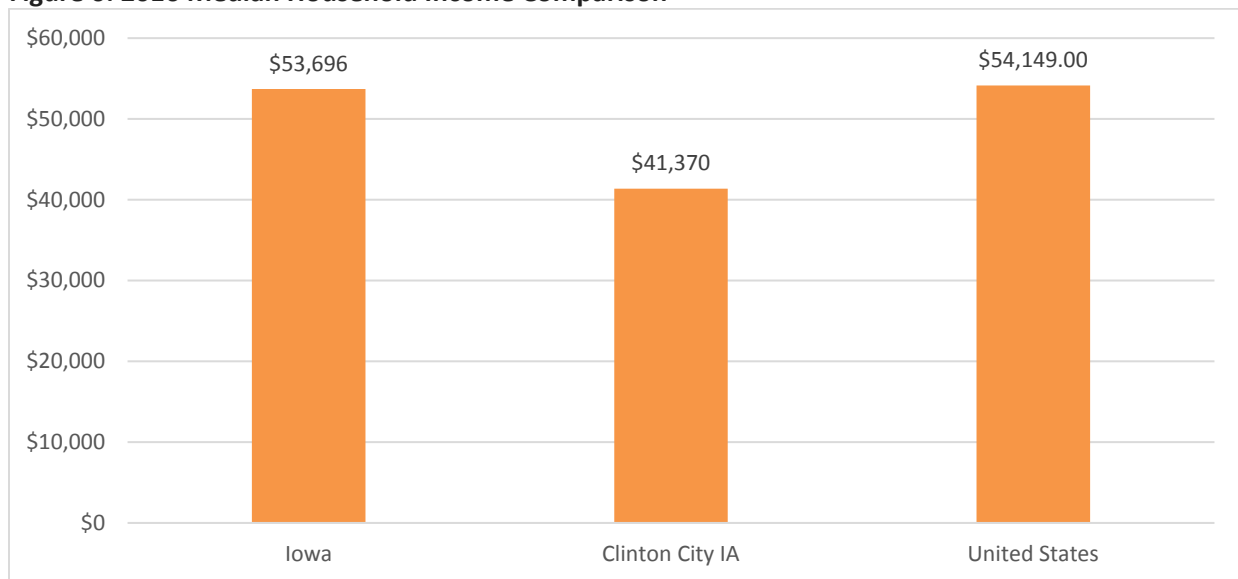
	2010	2016
<b>Total Housing Units</b>	12,202	12,350
<b>Owner Occupied Units</b>	61.7%	58.9%
<b>Renter Occupied Units</b>	30.4%	31.2%
<b>Vacant Housing Units</b>	7.8%	9.9%

Source: U.S. Census Bureau

### Household Income

The most current data (2016) from the U.S. Census Bureau and the American Community Survey, illustrated in **Figure 6**, indicates that the median household income in City of Clinton was lower than that of the average household in Iowa and the United States. The median household income in the City averaged \$41,370, almost \$12,326 less than the state median income level, and \$12,779 less than the United States median household income.

**Figure 6: 2016 Median Household Income Comparison**



Source: U.S. Census Bureau

## B. Park and Recreation Influencing Trends

Understanding trends in parks and recreation along with local demographics helps to make informed decisions about anticipated needs of future generations. Baby Boomers and Millennials comprise 52 percent of the population of Clinton.

According to the 2016 ESRI population estimate, the City of Clinton is composed of:

- 8% - Silent Generation (1925 – 1944)
- 26% - Baby Boomers (1945 – 1964)
- 18% - Generation X (1965 – 1979)
- 26% - Millennials (1980 – 1999)
- 22% - Generation Z (2000+)

## Adults – Baby Boomers

Baby Boomers are defined as individuals born between 1946 and 1964, as stated in “Leisure Programming for Baby Boomers.”<sup>1</sup> They are a generation that consists of nearly 76 million Americans, and according to estimates from the Maryland Department of Planning, Boomers comprised 26 percent of the City’s estimated population in 2016. In 2011, this influential population began its transition out of the workforce. In the July 2012 issue of *Parks and Recreation* magazine, Emilyn Sheffield, Professor of Recreation and Parks Management at the Maryland State University, at Chico, contributed an article titled “Five Trends Shaping Tomorrow Today.” In it, she indicated that Baby Boomers are driving the aging of America, with Boomers and seniors over 65 composing about 39 percent of the nation’s population.<sup>2</sup> As Baby Boomers enter retirement, they will be looking for opportunities in fitness, sports, outdoors, arts and cultural events, and other activities that suit their lifestyles. With their varied life experiences, values, and expectations, Baby Boomers are predicted to redefine the meaning of recreation and leisure programming for mature adults.

## Adults – The Millennial Generation

The Millennial Generation are generally considered those born between about 1980 and 1999, and in April 2016, the Pew Research Center reported that this generation had surpassed the Baby Boomers as the nation’s most populous age group.<sup>3</sup> According to estimates from the Maryland Department of Planning, in 2016, approximately 26 percent of the population of City of Clinton were members of the Millennial Generation. Understanding some of their general characteristics can help guide decision making in the provision of parks and recreation services to this significant segment of the local population.

In their book, *Millennials Rising, the Next Great Generation*, authors William Strauss and Neil Howe identify the following seven characteristics of the Millennials:<sup>4</sup>

1. Special: Used to receiving rewards just for participating, Millennials are raised to feel special.
2. Sheltered: Millennials lead structured lives filled with rules and regulations. Less accustomed to unstructured play than previous generations and apprehensive of the outdoors, they spend most of their time indoors, leaving home primarily to socialize with friends and families.
3. Team Oriented: This group has a “powerful instinct for community” and “places a high value on teamwork and belonging.”
4. Technologically savvy: Upbeat and with a can-do attitude, this generation is “more optimistic and tech-savvy than its elders.”
5. Pressured: Millennials feel “pressured to achieve and pressured to behave.” They have been “pushed to study hard and avoid personal risk.”
6. Achieving: This generation is expected to do great things, and they may be the next “great” generation.
7. Conventional (and diverse): Millennials are respectful of authority and civic minded. Respectful of cultural differences because they are ethnically diverse, they also value good conduct and tend to have a “standardized appearance.”

<sup>1</sup> Linda Cochran, Anne Roshchadl, and Jodi Rudick, “Leisure Programming For Baby Boomers,” *Human Kinetics*, 2009.

<sup>2</sup> Emilyn Sheffield, “Five Trends Shaping Tomorrow Today,” *Parks and Recreation*, July 2012, p. 16-17.

<sup>3</sup> Richard Fry, “Millennials overtake Baby Boomers as America’s Largest Generation,” *Pew Research Center Fact Tank*, April 25, 2016, <http://www.pewresearch.org/fact-tank/2016/04/25/millennials-overtake-baby-boomers/>, accessed May 2015

<sup>4</sup> William Strauss and Neil Howe, *Millennials Rising, the Next Great Generation*, Vintage: New York, New York, 2000.

Millennials tend to be a more tech-savvy, socially conscious, achievement-driven age group with more flexible ideas about balancing wealth, work, and play. They generally prefer different park amenities and recreational programs than their counterparts in the Baby Boomer generation. Engagement with this generation should be considered in parks and recreation planning. In an April 2015 posting to the National Parks and Recreation Association's official blog, *Open Space*, Scott Hornick, CEO of Baltimore-based Adventure Solutions suggested the following seven considerations to make your parks Millennial friendly:<sup>5</sup>

1. Group activities are appealing, and should be offered.
2. Providing wireless internet/Wi-Fi access is a necessity – having a constant digital connection and smartphone is status-quo, and sharing experiences in real time is something Millennials enjoy doing. Service providers are generally expected to provide free wireless internet access at their facilities.
3. Offering a variety of experiences is important – Millennials tend to participate in a broad range of activities.
4. Convenience and comfort are sought out.
5. Competition is important, and Millennials enjoy winning, recognition, and earning rewards.
6. Facilities that promote physical activity, such as trails and sports fields, and activities like adventure races are appealing.
7. Many Millennials own dogs and seek out places in which they can recreate with their canine companions.

In addition to being health conscious, Millennials often look for local and relatively inexpensive ways to stay fit and experience the outdoors close to home – on trails, bike paths, and in community parks.<sup>6</sup> They, along with the Baby Boomer generation, highly value walkability, and in a 2014 study by the American Planning Association, two-thirds of Boomers and Millennials noted that they believed improving walkability in a community was directly related to strengthening the local economy. This study also noted that 46 percent of Millennials and Baby Boomers place a high priority on having sidewalks, hiking trails, bike paths, and fitness choices available to them in their community. In fact, these community features were viewed by study respondents to be of higher preference than a great school system, vibrant centers of entertainment and culture, and affordable and convenient transportation choices.<sup>7</sup>

## Youth – Generation Z

In her 2012 *Parks and Recreation* magazine article, Emily Sheffield also noted that the proportion of youth now is smaller than in the past, but still essential to our future. As of the 2010 Census, the age group under age 18 formed about a quarter of the U.S. population. Nationwide, nearly half of the youth population is ethnically diverse, and 25 percent is Hispanic.

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<sup>5</sup>Scott Hornick, "7 Ways to Make Your Park More Millennial Friendly," *Parks and Recreation Open Space Blog*, August 19, 2015, <http://www.nrpa.org/blog/7-ways-to-make-your-parks-millennial-friendly>, accessed May 2016

<sup>6</sup> "Sneakernomics: How The 'Outdoor' Industry Became The 'Outside' Industry," *Forbes*, September 21, 2015, <http://www.forbes.com/sites/mattpowell/2015/09/21/sneakernomics-how-the-outdoor-industry-became-the-outside-industry/2/#50958385e34d>, accessed May 2016

<sup>7</sup>American Planning Association, "Investing in Place: Two generation's view on the future of communities: millennials, Boomers, and new directions for planning and economic development," <https://www.planning.org/policy/polls/investing>, accessed May 2015

Characteristics cited for Generation Z, the youth of today, include:<sup>8</sup>

- The most obvious characteristic for Generation Z is the pervasive use of technology.
- Generation Z members live their lives online, and they love sharing both the intimate and mundane details of life.
- They tend to be acutely aware that they live in a pluralistic society and tend to embrace diversity.
- Generation Z'ers tend to be independent. They do not wait for their parents to teach them things or tell them how to make decisions.

With regard to physical activity, a 2013 article published by academics at Georgia Southern University noted that the prevalence of obesity in Generation Z (which they describe as individuals born since the year 2000) is triple that of Generation Xers (born between 1965 and 1979). It suggests that due to increased use of technology, Generation Z spends more time indoors, is less physically active, and more obese compared to previous generations. The researchers noted that Generation Z seeks social support from peers more so than any previous generation. This is the most competent generation from a technological standpoint, but Generation Z'ers tend to fear, and often struggle with, some basic physical activities.

### **Older Adults and Senior Programming**

Many older adults and seniors are choosing to maintain active lifestyles and recognize the health benefits of regular physical activities. With the large number of adults in these age cohorts, many communities have found a need to offer more programming, activities, and facilities that support the active lifestyle this generation desires. Public parks and recreation agencies are increasingly expected to be significant providers of such services and facilities. The American Academy of Sports Medicine issues a yearly survey of the top 20 fitness trends.<sup>9</sup> It ranks senior fitness programs eighth among most popular fitness trends for 2015. Programs including Silver Sneakers, a freestyle low-impact cardio class, and water aerobics are becoming popular as more Americans are realizing the many benefits of staying active throughout life. According to the National Sporting Goods Association, popular senior programming trends include hiking, birding, and swimming.

### **Outdoor Recreation Participation Trends**

- In 2015, 48.4 percent of Americans ages 6 and older participated in at least one outdoor activity. This equated to 142.4 million Americans who went on a collective 11.7 billion outdoor recreation outings.
- Between 2012 and 2015, the outdoor activities that saw the greatest percentage increase in participants were stand up paddle boarding, triathlon (traditional/on-road), kayak fishing, triathlon (non-traditional/off-road), and trail running.
- Youth and young adult participation in outdoor recreation in 2015 was estimated to be:
  - 63% - ages 6 to 12
  - 59% - ages 13 to 17
  - 57% - ages 18 to 24

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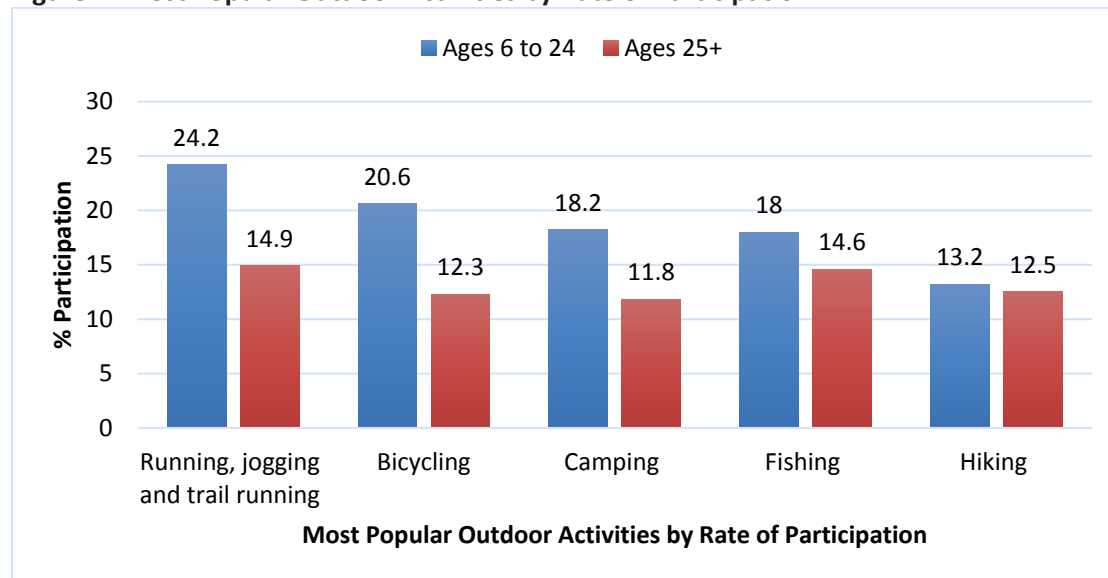
<sup>8</sup> Alexandra Levit, "Make Way for Generation Z," *New York Times*, March 28, 2015, <http://www.nytimes.com/2015/03/29/jobs/make-way-for-generation-z.html>, accessed May 2016

<sup>9</sup> American College of Sports Medicine, "Survey Predicts Top 20 Fitness Trends for 2015," <http://www.acsm.org/about-acsm/media-room/news-releases/2014/10/24/survey-predicts-top-20-fitness-trends-for-2015>, accessed January 2015.

- Adult participation in outdoor recreation in 2015 was estimated to be:
  - 56% - ages 25 to 44
  - 37% - ages 45 and over

**Figures 7, 8, and 9** summarize findings of the 2016 “Outdoor Recreation Participation Topline Report” for the most popular (by participation rate) and favorite (by frequency of participation) outdoor activities for youth and young adults ages 6-24, and adults over the age of 25 nationwide in 2015.

**Figure 7: Most Popular Outdoor Activities by Rate of Participation**



Source: 2016 Outdoor Recreation Participation Topline Report

### Public Recreation Facilities Trends

According to *Recreation Management* magazine’s 2015 “State of the Industry Report,”<sup>10</sup> national trends show an increased user-base of recreation facilities (private and public). Additionally, parks and recreation providers indicated that the average age of their community recreation facilities is 26.4 years. To meet the growing demand for recreational facilities, a majority of the parks and recreation providers who responded to the survey (72.6%) reported that they plan to build new facilities or renovate and/or expand existing facilities over the next three years.

<sup>10</sup> Emily Tipping, “2015 State of the Industry Report, State of the Managed Recreation Industry,” *Recreation Management*, June 2015.

Additionally, the 2015 “State of the Industry Report” notes that the average planned capital improvement budget for parks and recreation departments increased slightly from an average of \$3,795,000 in 2014 to an average of \$3,880,000 in 2015. The report further indicated that the top 10 park features planned for construction in the near future were likely to include:

1. Splash play areas
2. Playgrounds
3. Dog parks
4. Fitness trails and outdoor fitness equipment
5. Hiking and walking trails
6. Bike trails
7. Park restroom structures
8. Park structures such as shelters and gazebos
9. Synthetic turf sports fields
10. Wi-Fi services

Another national trend is toward the construction of “one-stop” indoor recreation facilities to serve all age groups. These facilities are typically large, multipurpose regional centers that have been observed to help increase operational cost recovery, promote user retention, and encourage cross-use. Parks and recreation agencies across the United States are generally working toward increasing revenue production and cost recovery. Providing multiuse space and flexibility in facilities versus single, specialized spaces is a trend, offering programming opportunities as well as free-play opportunities. “One-stop” facilities often attract young families, teens, and adults of all ages.

### **Parks and Recreational Programming Trends**

According to *Recreation Management* magazine’s 2015 “State of the Industry Report,”<sup>11</sup> the most common programs offered by parks and recreation survey respondents included: holiday events and other special events (79.6%), youth sports teams (68.9%), day camps and summer camps (64.2%), educational programs (63.8%), adult sports teams (63.4%), arts and crafts (61.6%), programs for active older adults (56.2%), fitness programs (55%), sports tournaments and races (55%), and sport training such as golf or tennis instruction (53.8%).

About one-third (35.7%) of parks and recreation respondents indicated that they are planning to add programs at their facilities over the next three years. Per *Recreation Management* magazine’s 2015 “State of the Industry Report,” the 10 most common types of additional programming planned for 2015/2016 included:

1. Environmental education programs
2. Mind-body/balance programs such as yoga and tai chi
3. Fitness programs
4. Educational programs
5. Programs for active older adults
6. Teen programming
7. Holidays and special events
8. Day camps and summer camps
9. Adult sports teams
10. Water sports such as canoeing and kayaking

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<sup>11</sup>Emily Tipping, “2015 State of the Industry Report, Trends in Parks and Recreation,” *Recreation Management*, June 2015.

## Pickleball

No adult recreational sport is taking off faster than pickleball.<sup>12</sup> In March 2016, the American Sports Builders Association reported that there are currently an estimated two million pickleball players in the United States, and the organization anticipates that figure to increase to eight million by 2018. The Association also reports that since 2010 there has been an astounding 385 percent increase in the number of facilities that can accommodate pickleball play.<sup>13</sup> As described by the USA Pickleball Association, pickleball is, “a paddle sport that combines elements of tennis, badminton, and ping-pong, that is played on a badminton-sized court with a slightly modified tennis net.”<sup>14</sup> While it originated in the Pacific Northwest in the 1960s, it has grown exponentially since 2000. The USA Pickleball Association (USAPA) estimates that there were about 500 pickleball players in 2000, with that number growing to 125,000 in 2013. It is especially popular with the 50+ crowd because it is low impact but gets the heart rate pumping.<sup>15</sup> Pickleball is an attractive programming option for recreation managers, because it is adaptable to a variety of existing indoor and outdoor courts and facilities.

As in other parts of the country, pickleball is growing in popularity in the City of Clinton. Additionally, the Parks and Recreation Department has recently retrofitted four tennis courts within existing City parks for pickleball play. The Department is also examining available space for the feasibility of creating dedicated pickleball courts in the future.

## C. Community and Stakeholder Input

Nine focus group meetings were held March 7 through March 9, 2017 to give invited participants an opportunity to provide input in the master planning process. Over the three-day period, a total of 97 people participated. A majority of the meeting participants (62%) have lived in Clinton for 20 or more years and are engaged in the community.

A public meeting was held in the evening of March 9, 2017 where the comments received from the focus groups were presented to the general public. The meeting had approximately 60 participants who listened to the comments received and provided additional comments and feedback. The following is a summary of the comments received from the focus groups and the public at the public meeting.

The residents of Clinton benefit from a large park system. There is a diversity of facilities available to the public with the riverfront and Eagle Point Park and Lodge serving as show pieces that highlight the benefits of the department and the city in general. According to the meeting participants, the strengths of the Clinton Parks and Recreation Department included the diversity of programs for all age groups, the diversity of facilities, the department staff, the history of the community, trails, Eagle Point Park Lodge, and the marina and riverfront area.

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<sup>12</sup> Chris Gelbach, “Never Stop Playing: Trends in Adult Recreational Sports” *Recreation Management*, September 2013, [http://recmanagement.com/feature\\_print.php?fid=201309fe02](http://recmanagement.com/feature_print.php?fid=201309fe02), accessed January 2015

<sup>13</sup> American Sports Builders Association, “Pickleball by the Numbers: Growing Across the US,” <https://sportsbuilders.wordpress.com/2016/03/28/pickleball-by-the-numbers-growing-across-the-u-s/>

<sup>14</sup> USAPA, “What is Pickleball?,” <http://www.usapa.org/what-is-pickleball/>, accessed September 2016

<sup>15</sup> David Crumpler, “Pickleball a fast-growing sport, especially for the 50 and older crowd,” *Florida Times Union*, January 26, 2015, <http://jacksonville.com/prime-time/2015-01-26/story/pickleball-fast-growing-sport-especially-50-and-older-crowd>, accessed January 2015

Conversely, the participants were asked about the weaknesses or areas of improvement for the Department. Many participants felt that there is a lack of maintenance due to decreased manpower and funding to maintain the current level of parks, marketing, and communication from the department, connectivity of the community, ADA compliance, and winter programming and activities. There was discussion about creating better partnerships with other organizations in the community and how those issues can influence the quality of the program.

Clinton residents appreciate their programs and love their sports. Although the residents are satisfied with the programs that are offered, they do have a demand for more program offerings. In addition to the current programs, the residents expressed an interest in more programs for teens, tweens, and Millennials, as many felt these demographics are the least served. Included among the additional programs, residents express a desire to see more special events, winter activities, arts and crafts, pickle ball, additional adult sports, and non-traditional and adventure sports opportunities. Social gatherings and fitness classes were also desired to increase the use of the Ericksen Center, other facilities, and available park space.

Participants were asked what improvements to current facilities are needed in the community. This led to discussion with regard to lack of staff time and funding. A majority of the city facilities and parks were mentioned during the discussion, with the following suggestions for renovations to be made:

- Restrooms
- Tennis/Pickleball resurfacing/improvements/dedicated space
- Updates to the Ericksen Center and other facilities/athletic fields
- Softball Complex updates and lighting
- Parking lots
- ADA compliance for all facilities and amenities
- Lighting on trails and throughout parks
- More RV Camping
- Eagle Point Park and Lodge continued upgrades
- Create outdoor winter activity opportunities, sledding, skating, etc.



When asked what new facilities or amenities are needed in the community, a majority of the discussion revolved around, “taking care of what we currently have,” with the following suggestions made for additional parks and recreation facilities and amenities:

- Additional trails
- Tournament Sports Complex/Additional Athletic Fields
- Indoor Multi-Sports Facility
- Year Round Splash Pad/Ice Rink
- Festival Space
- Gymnasium
- Additional Pickleball Courts
- Indoor Aquatics
- Batting Cages
- Public Art/Parks and Trails
- Pump Track
- Non-Sports Facilities
- Fitness Equipment on Trails
- Boat Slips/Docks
- Primitive Camping
- Adventure Recreation Opportunities/Facilities/Amenities
- Nature Play
- Senior Center
- Riverfront Basketball Courts
- Beach on Waterfront
- Boardwalk
- ADA Compliance
- Better identification of biking and walking areas: signage, web sites, maps, social media

In addition to adding new facilities, the participants were also asked if there are any programs or facilities that may need to be eliminated. Discussion focused on the possibility of privatizing or hiring a professional management company for the lodge at Eagle Point. Other discussion centered on the need to prioritize maintenance in specific areas of the community in order to increase maintenance levels that would meet the expectations of the community. There was also some small discussion on reevaluating and reprogramming current youth programs and special events.

Clinton residents value the history the Parks and Recreation Department has played in the community. Many residents believe that there is an underserved portion of the community that must be kept in mind while developing the master plan. Young families, teens/tweens, and seniors were key groups participants pointed out that need to be targeted for additional programming opportunities. There was also discussion regarding the new growth occurring in the west part of town and addressing this growth with parks, programs, and other recreational opportunities. In addition to the new growth, the north end of the community, in particular the Lyons neighborhood, was mentioned. A need was also identified to become more ADA compliant with facilities and parks.

Others items and issues that came to light during the discussion included addressing the lower income population in the community, understanding the “Clinton Identity” and maintaining the history of the community. The community is changing demographically, and this must be considered along with addressing the needs of young families, accessibility, the riverfront and taking funding and budget levels into consideration. Transparency is very important to the participants, and this must be maintained throughout the plan and during communication with the community.



Finance and funding was discussed with every focus group and at the public meeting. Participants were asked to identify how programs and activities should be funded into the future. User fees, grants, and private donations had the most interest. Others mentioned taxes and creating a parks and recreation foundation would be beneficial.

With regard to partnerships, the participants suggested that the Department work with many groups throughout the community, but a majority of the discussion focused on creating a better working relationship with the school district in regard to field use and user agreements. Other potential partnerships include businesses and civic clubs, sports organizations, art and theater groups, the YWCA, and many other volunteer and special interest groups that work within the community. The US Pickleball Association has a strong presence in the area and is very excited to develop a relationship with the city and grow the sport.

The top priorities for the Department over the next 5-10 years according to the participants were to take care and maintain the amenities and facilities that the city currently owns and operates, engage the community, develop strong partnerships, reevaluate current parks and programs, and identify Eagle Point as a destination area.

## D. Random Invitation and Open Link Community Survey Summary

The survey research effort and subsequent analysis were designed to assist the City of Clinton in developing a “road map” for future parks, trails, recreation, programs, facilities, and services. The analysis primarily focuses on responses from the invitation sample that provide a statistically valid sample, though open link results are also included throughout. The survey report is located in **Appendix A**.

This community survey section is a summary of the survey results. Many survey result charts and statements are utilized throughout this document. The complete survey results including the open-ended comments were provided as a separate staff resource document due to the large number of pages.

The survey was conducted using three primary methods: 1) a mail-back survey, 2) an online, invitation-only web survey to further encourage response from those residents already within the defined invitation sample, and 3) an open-link online survey for members of the public who were not part of the invitation sample. The analysis herein primarily focuses on responses from the statistically-valid invitation sample.

The primary list source used for the mailing was a third party list purchased from Melissa Data Corp., a leading provider of data with emphasis on U.S., Canadian, and international address and phone verification as well as postal software.

A total of 3,000 surveys were mailed to a random sample of Clinton residents in May 2017. Of the 3,000 mailed surveys, 456 responses were received, resulting in a high response rate of 16.1 percent. The margin of error for the 456 statistically-valid responses is approximately +/- 4.6 percentage points calculated for questions at 50 percent response. The open link survey received an additional 187 responses.

The underlying data were weighted by age and race to ensure appropriate representation of Clinton residents in the sample. Using the Esri Demographic and Income Profile, which generates a 2015 population profile using 2010 Census data, the age distribution and race distribution within the invitation sample were matched to the 2015 demographic profile of the City of Clinton.

The invitation sample skews female (64%), with 40 percent of respondents age 44 or younger. A little over one-third (38%) of invitation respondents are in a couple with children at home. Over half of invitation respondent households earn under \$75,000 (62%). A majority of respondents were white (96%) as indicated in **Tables 3** and **4** below.

**Table 3: Survey Respondent Profiles**

Demographic Profile		Invitation Sample	Open Link
<b>Gender</b>	Female	64%	61%
	Male	36%	39%
<b>Age</b>	Under 25	2%	5%
	25 - 34	14%	21%
	35 - 44	24%	23%
	45 - 54	18%	19%
	55 - 64	18%	21%
	65 - 74	11%	11%
	75 or over	13%	1%
<b>Household Status</b>	Single, no children	13%	8%
	Single with children at home	7%	3%
	Single, children no longer at home	9%	4%
	Couple, no children	8%	9%
	Couple with children at home	35%	49%
	Couple, children no longer at home	27%	27%

**Table 4: Survey Respondent Profiles**

Demographic Profile		Invitation Sample	Open Link
<b>Annual Household Income</b>	Under \$25,000	14%	2%
	\$25,000 - \$49,999	25%	15%
	\$50,000 - \$74,999	27%	17%
	\$75,000 - \$99,999	15%	21%
	\$100,000 - \$149,999	14%	31%
	\$150,000 - \$199,999	4%	8%
	\$200,000 - \$249,999	0%	4%
	\$250,000 or more	1%	1%
<b>Race</b>	White	96%	99%
	Other	2%	
	Black/African American	1%	1%
	Asian/Asian Indian/Pacific Islander	1%	1%
	Native American	0%	
<b>Ethnicity</b>	Hispanic/Latino	1%	1%
	Non-Hispanic/Latino	99%	99%

## Summary of Selected Findings

The following items were identified as the key issues through the survey process:

- Long-Term areas of focus should include maintaining/enhancing existing facilities.
- Some existing facilities are important, and all meet community needs.
- Restrooms, community/neighborhood parks, and programs and events are highly important to households but are not meeting their needs as well on a relative basis.
- Top future facility priorities include expanded trails and pathways and improved park amenities.
- Community events top list of program needs.
- Respondents support increasing funding, but not if it impacts their personal finances.
- Focus on improving communication.

The survey offered respondents an opportunity to express community values desired in Clinton. As shown in **Table 5**, the strongest support identified improving existing amenities (68%); followed by safety and security in parks and facilities and promoting year-round activities (each 64%); investing in youth (59%); and affordability and promoting health, wellness, and active lifestyles (57%).

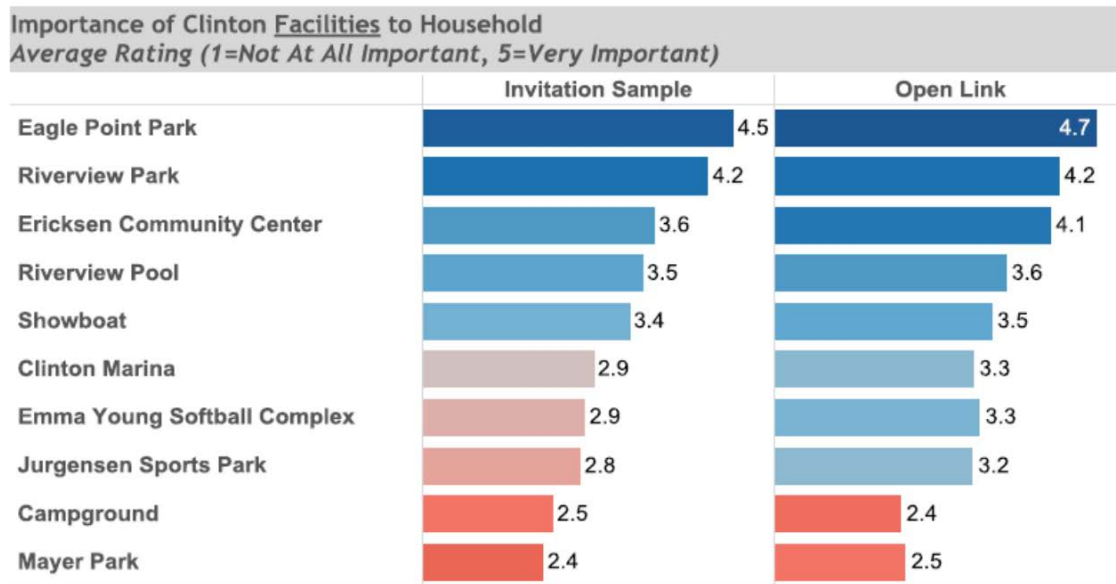
**Table 5: Top Community Values (Invitation and Open Link Sample)**

Values Clinton Should Focus On Improving for the Long Term		
	Invitation Sample	Open Link
Improving existing amenities	68%	73%
Safety and security in parks and facilities	64%	51%
Promoting year-round activities	64%	62%
Investing in youth	59%	67%
Affordability of services	57%	46%
Promoting health, wellness, and active lifestyles	57%	57%
Preserving natural areas	55%	40%
Access for all to parks and programs	52%	43%
Protecting the environment	48%	38%
Additional family-oriented recreation opportunities	44%	50%
Community outreach and involvement	32%	33%
Other	6%	2%

## Facilities

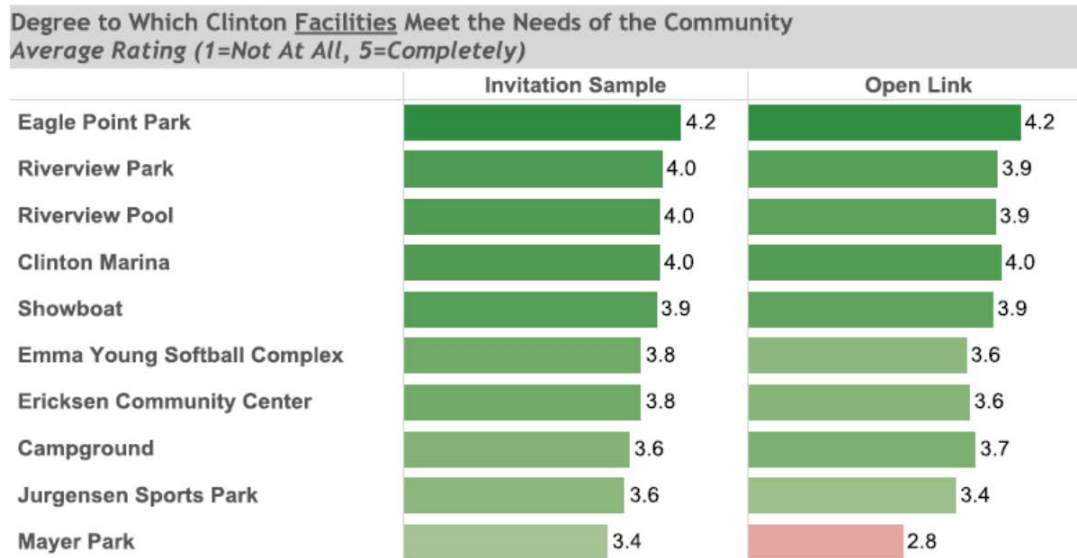
Respondents indicated the importance of current facilities to their household, with similarities between both the Invitation Sample and the Open Link. Eagle Point Park, Riverview Park, Ericksen Community Center, Riverview Pool, and the Showboat rated highest with a ratings of 3.4-4.7 on a point scale. Only the Campground and Mayer Park rated below 3.0 on the invitation and open link samples as seen in **Table 6**.

**Table 6: Importance of Clinton Facilities to Household (Invitation and Open Link Sample)**



Respondents were then asked if the facilities met the needs of the community. Again, there were similarities between the Invitation Sample and the Open Link, as seen in **Table 7**. Overall responses were positive for both the invitation and open link samples, with only Mayer Park rating below 3.0 on the open link sample.

**Table 7: Degree to Which Clinton Facilities Meet the Needs of the Community**

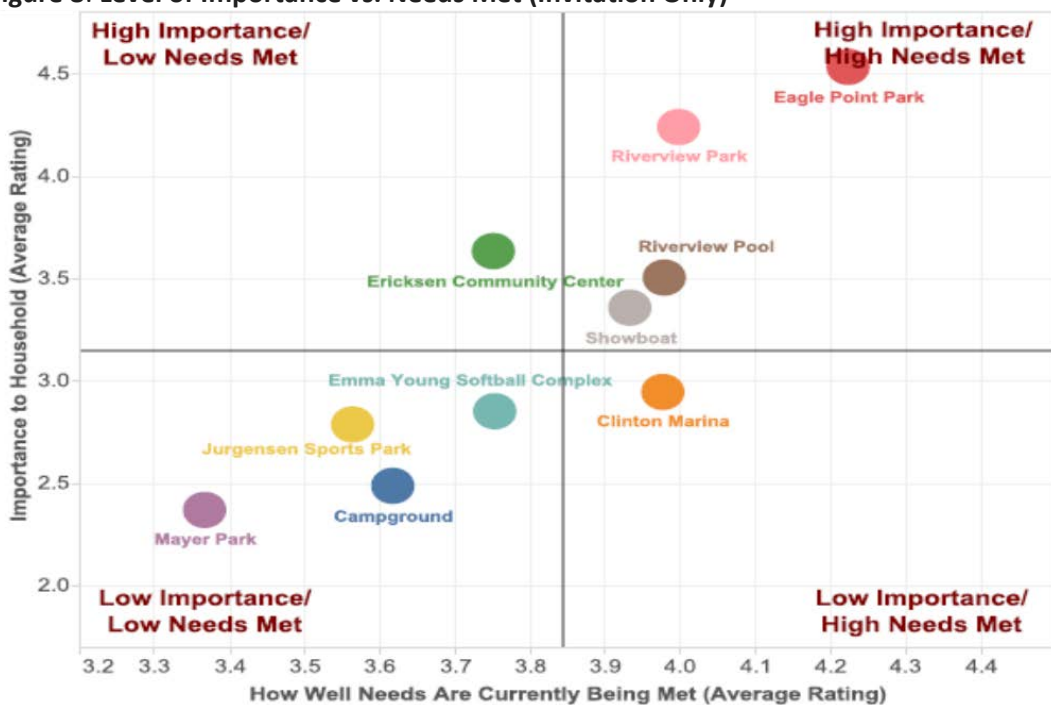


This data can be graphed on a performance matrix as seen in **Figure 8**. The matrix is sectioned into four quadrants using the median importance rating across all facilities for both questions:

- High Importance/Low Needs Met: These are key areas for potential improvements. Improving these facilities would likely positively affect the degree to which community needs are met overall.
- High Importance/High Needs Met: These amenities are important to most respondents and should be maintained in the future. These are less of a priority for improvements, as needs are currently being adequately met.
- Low Importance/Low Needs Met: These “niche” facilities have a small but passionate following, so measuring participation when planning for future improvements may prove to be valuable.
- Low Importance/High Needs Met: Current levels of support appear to be adequate. Future discussions evaluating whether the resources supporting these facilities outweigh the benefits may be constructive.

The Importance scale midpoint was 3.1 and the Needs-Met midpoint was 3.8.

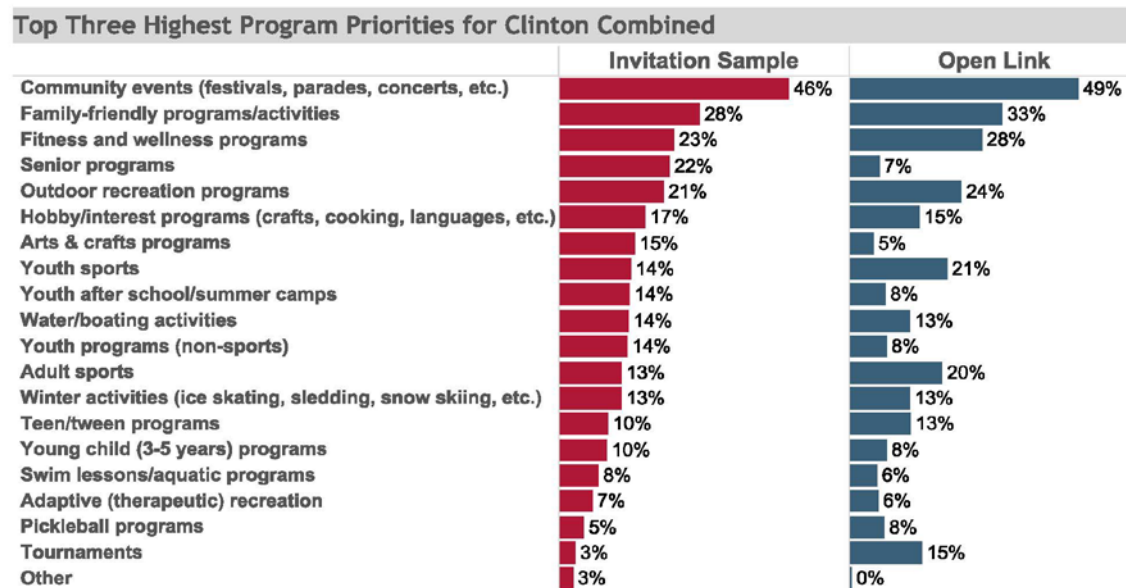
**Figure 8: Level of Importance vs. Needs Met (Invitation Only)**



## Programs

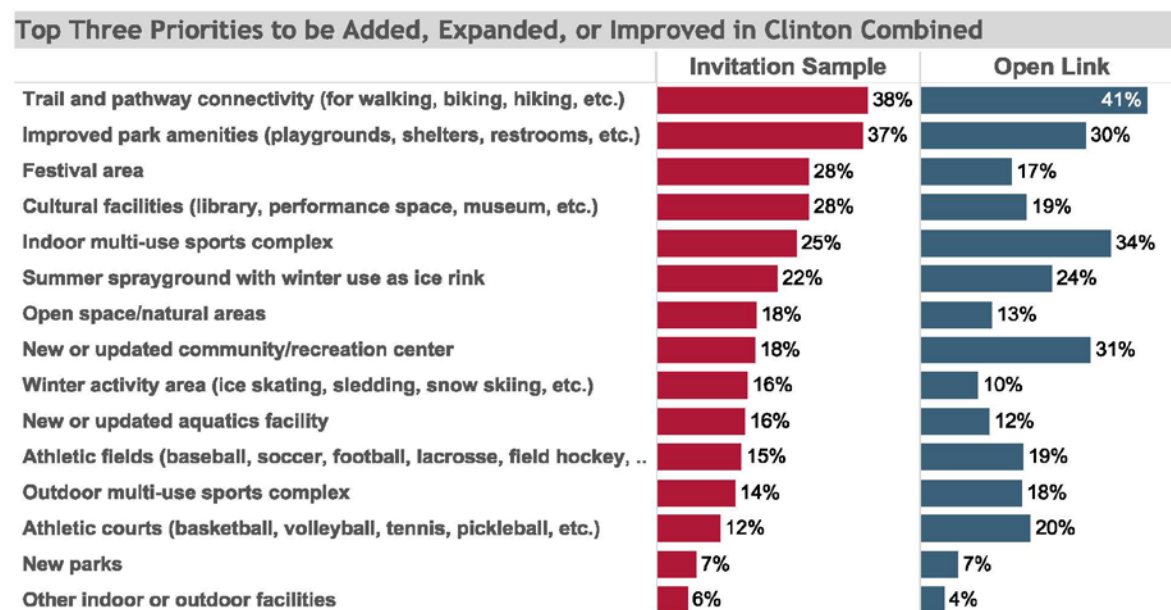
The survey asked respondents to identify their top three program priorities. The invitation sample and open link respondents both identified community events, family friendly programs and activities, and fitness and wellness programs as the top priorities, as identified in **Table 8**. Some differences in top program priorities emerged between the invitation and open link samples. Invitation respondents were more likely to prioritize senior programs, outdoor recreation programs, and arts & crafts programs, while open link respondents prioritized outdoor recreation, youth and adults sports, and tournaments to a greater degree.

**Table 8: Top Three Highest Program Priorities**



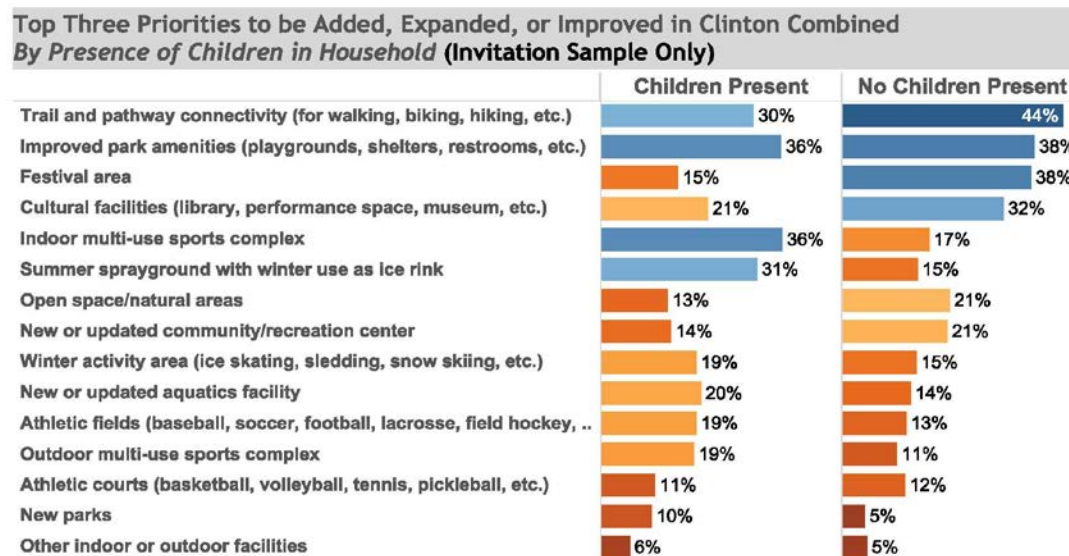
Respondents then had the opportunity to consider future facilities or improvements. When asked to name the top three priorities, trail and pathway connectivity (for walking, biking, hiking, etc.) ranked highest among all respondents, with improved park amenities also ranking high. Invitation respondents more frequently prioritized a festival area and cultural facilities when compared to open link respondents. In contrast, open link respondents were more likely to view an indoor multi-use sports complex, new or updated community/recreation center, and athletic courts as priorities, shown in **Table 9**.

**Table 9: Top three Priorities to be Added, Expanded, or Improved**



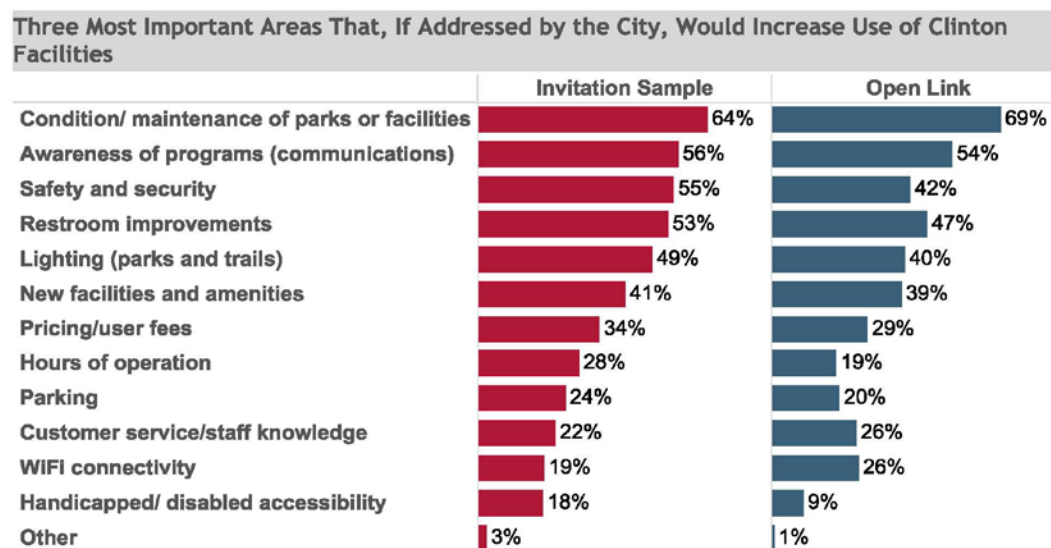
The survey also broke down the top three priorities based on respondents with children at home and those without children at home. Respondents with children at home more often prioritized an indoor multi-use sports complex, and a summer sprayground with a winter ice rink than those without children at home. Meanwhile, respondents without kids prioritized trail and pathway connectivity, a festival area, and cultural facilities more often, as compared in **Table 10**.

**Table 10: Top three Priorities to be Added, Expanded, or Improved by Presence of Children in Household**



The survey then asked respondents to select the most important areas, that if addressed would increase their usage of facilities. Condition/maintenance of parks or facilities topped the list, followed by awareness of programs, and safety and security as shown in **Table 11**.

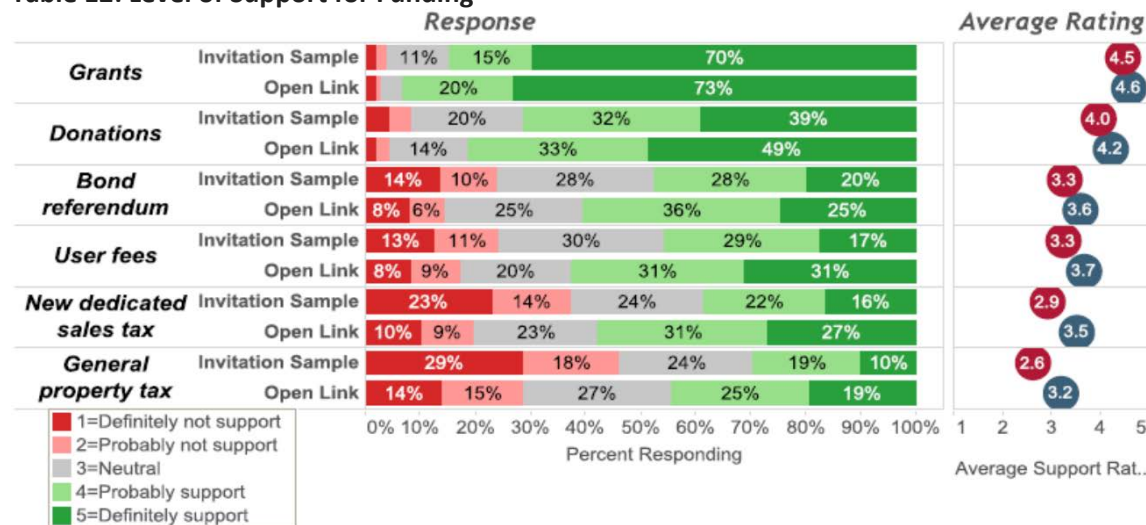
**Table 11: Three Most Important Areas That, if Addressed by the City, Would Increase Use of Facilities**



## Financial Choices

There is strong support for potential funding mechanisms that would not impact personal finances (grants, donations) and weak support for options that would (new sales tax, property tax). There is slight majority support for a bond referendum and increase of user fees. None of the other mechanisms received a majority of support, as seen in **Table 12**.

**Table 12: Level of Support for Funding**



## E. Organizational and Marketing Analysis

### Strengths and Opportunities for Improvement

On March 7, 2017, staff participated in a SWOT analysis to identify various perceived strengths, weaknesses, opportunities, and threats of the Department. Along with the staff discussion, the public also had an opportunity to address these issues through the various public meetings held March 7-9, 2017.

The residents of Clinton benefit from the fact that the Department provides a diverse offering of programs, with knowledgeable and dedicated staff. The Department does a good job in reaching out to the community beyond the city limits and benefits from the riverfront location. The facilities and amenities throughout the community are held in high regard. The facilities and amenities are in need of improvement, in particular the Ericksen Center and other parks and amenities that need updates and need to address ADA accessibility.

The Department would benefit by continuing to expand the trail system and connectivity throughout the community and the surrounding area. Attention must be placed on creating better partnerships, in particular with the schools, to share resources and expand and improve programming opportunities. Young families, seniors, and middle school age residents are those that need more attention with regard to programming and special event opportunities.

Along with the need for physical improvements, improvements in marketing, communication, and gaps in programming for target populations are needed to increase the visibility of the Department and the success of providing the level of service needed for the community.

## **Organizational Changes**

### **Staffing Analysis**

A staffing analysis was performed for the entire staff in addition to the SWOT analysis to very broadly assess the Department to identify areas of concern with too little or too many staff positions for the workload expectations. At this time, there is concern with the size of the maintenance crew to keep up with the current tasks that are needed to meet the expected standards of the community. The size of staff has been reduced over the years without replacement of the positions. As the Department moves forward and looks to renovate/add facilities, space, and trails, the need to identify maintenance staff strategy or potential contracted services must be established in order to maintain service levels that represent the standards of the community.

### **Marketing Analysis**

Programs are advertised through the Department newsletter, published seasonally four times per year as well as on the website. The Department engages in advertising through press releases and social media as well as flyers.

Marketing for programs and events should incorporate a diversity of resources and styles, from social media to announcements and other printed materials. Through internal feedback, as well as external feedback from the survey, lack of communication is a key issue with the Department. In order to improve this level of service, the Department would benefit by exploring innovative methods that can allow them to prevail for marketing programs, sharing information, and seeking input. It seems that the Department lacks a current policy that provides the proper communication to the community at large.

## **F. Recreation Programming Analysis**

### **Programs and Activities**

The Clinton Parks and Recreation Department offers an array of recreation programs that seeks to meet the needs of its diverse community. Programming consists of recreation, aquatics, special interest, special events, and general activities that take place through the Ericksen Community Center.

### **Recreation**

Youth sports programming makes up a large portion of the Department. The city offers a variety of leagues and instructional programs, including basketball, flag and tackle football, volleyball, soccer, softball, tennis, summer camps, and other special events. While the Department focuses on recreational level programming, competitive youth programs are offered through various sports organizations located in the city. Due to the dual use, many of the same space in the parks and school facilities are used to run the leagues and programs on the recreational and competitive level causing a shortage of playing fields and available space.

Adult programming is popular in the community and with the residents. Softball is the most prevalent adult program, with other opportunities for participation in volleyball, kickball, and basketball leagues. The city hosts various adult tournaments and special events. Adult programming is only offered through the city with little to no competition from outside groups.

### **Aquatics**

Aquatics programming is provided through the operation of the Riverview Pool, a seasonal facility located in Riverview Park. The pool strives to provide safe, clean, and supervised areas for the citizens of Clinton to swim and enjoy aquatic environments and programs. Swim lessons, lifeguard training, water safety instruction, lap swim, special events, as well as pool rentals, parties, and swim meets are among the many aquatic based responsibilities of the Department.

### **Special Interest**

The Recreation Department does a very good job of providing the residents with a variety of special interest activities. Dog training classes including puppy kindergarten, dog obedience, and dog agility training sessions are popular in the Department. Community classes such as Zumba, the community gardens, and Safety Town allow the Department to provide additional special interest services to the community.

### **Special Events**

The Department offers a diverse selection of special events that allow the residents of Clinton to enjoy the amenities of the city and take part in programs in a safe and structured environment. Santa's Calling, dodgeball, fishing derby, bow wow luau, wild things night event, Clinton Juneteenth, and the Easter Egg Hunt are some of the special events offered to the residents.

### **General Activities**

The Ericksen Community Center is home to many classes and activities offered to adults, seniors, and youth. The facility provides various opportunities, including square dancing, a variety of clubs, a billiards room, fitness equipment, gym area, and classrooms and meeting space.

### **Alternative Service Providers**

The Clinton community does have access to other recreational program opportunities and amenities through alternative service providers. Most of the access is through private/select youth sports organizations in and around Clinton, as well as access to opportunities located in close proximity to the Quad Cities region.

Though there is potential competition for advanced youth sports and other recreational opportunities outside of the city, the Department benefits by being the sole provider of the recreational programming for the community. Given this place in the community, the Department will benefit by developing more diverse partnerships and evaluating current and future programming to take into account the market demand and saturation of current and future offerings.

### **Program Participation and Financial Information**

Program participation in recreation activities is strong for the City of Clinton. The Department offers a wide array of sports and special events, particularly during the fall, spring, and summer seasons. Though special events and special interest programming is at times tough to determine participation rates, the current activities offered by the city are popular with the community and allow access to non-traditional programming. The city provided a breakdown of programming and participation numbers in various activities throughout the Department in 2014. **Table 13** reflects this information.

**Table 13: 2014 City of Clinton Programming Summary**

Department	Programming Categories	*Number of Programs	*Estimated Participants
<b>Recreation- Youth Sports</b>	Basketball, Flag and Tackle Football, Volleyball, Soccer, Tennis, Summer Camps	15	3,000
<b>Recreation- Adult Sports</b>	Softball, Volleyball, Kickball Leagues and Tournaments, Special Events	8	150 Teams
<b>Aquatics</b>	General Open Swim, Swim Lessons, Lifeguard Training, Water Safety Instruction, Special Events, Pool Rentals, Swim Meets	7	11,721
<b>Special Interest/Special Events</b>	Dog Training, Zumba, Wild Things Fun Night, Youth Dodgeball Night, Special Buddies Valentine Dance, Square Dance, Santa's Calling, Grand Easter Egg Hunt	11	2,730

The Department revenues were reported at \$409,000, and expenses totaled \$683,375 in the following categories – personnel services \$376,540, services and commodities \$301,935, and the Showboat \$4,900.

The Department will benefit by regularly reviewing its current fee structure and all expenses related to programming and special events. Re-evaluating partnerships and creating user agreements with entities such as the school district and other organizations that provide space to the recreate can allow the Department to renegotiate and project current and future expenses in a more efficient manner. Partnerships with community organizations and resource sharing can allow the Department to grow program offerings and also offset some expense by sharing resources and strengths and other organizations from the community.

## G. Financial Analysis

### Current Circumstances

The Parks and Recreation Department does not currently have a cost recovery standard that attempts to recover a specified percentage of direct costs.

An introductory workshop was held with city staff that introduced the Department to the GreenPlay Pyramid Methodology and the process to determine a cost recovery strategy for the Department. The GreenPlay Pyramid Methodology suggests a cost recovery strategy that includes such consideration and engages public and elected officials for full buy-in of a fee pricing methodology.

### Funding Support

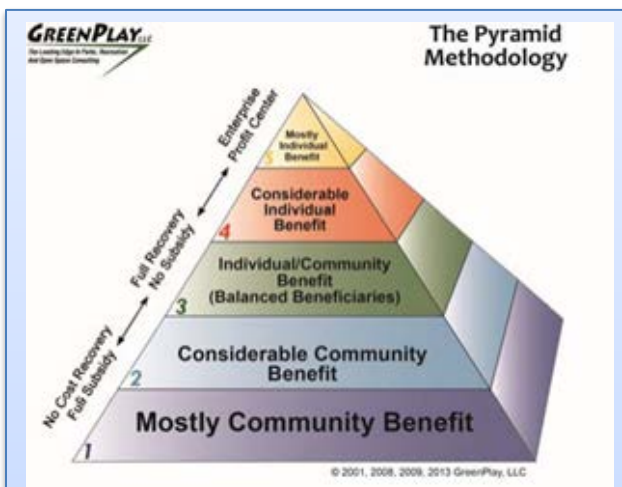
A variety of funding methodologies exist for ongoing operations/maintenance as well as capital/project related needs. There are also many alternative funding opportunities that have been identified and are listed below.

### Traditional Parks and Recreation Operations and Capital Funding Sources

There are an assortment of mechanisms that the City of Clinton can employ to provide services and to make public improvements. Parks and recreation operating and capital development funding typically comes from conventional sources such as sales, use, and property tax referenda voted upon by the community, along with developer exactions. Operating funds are typically capped by legislation; may fluctuate based on the economy, public spending, or assessed valuation; and may not always keep up with inflationary factors. In the case of capital development, “borrowed funds” sunset with the completion of loan repayment, and are not available to carry-over or re-invest without voter approval.

### Alternative Parks and Recreation Operations and Capital Funding Sources

Alternative funding sources include a variety of different or non-conventional public sector strategies for diversifying the funding base beyond traditional tax-based support. We have included known industry funding practices, potential sources, and strategies, as compiled by GreenPlay.



The creation of a cost recovery and subsidy allocation philosophy and policy is a key component to maintaining an agency’s financial control, equitably pricing offerings, and helping to identify core services including programs and facilities.

Critical to this philosophical undertaking is the support and buy-in of elected officials and advisory boards, staff, and ultimately, citizens. Whether or not significant changes are called for, the organization should be certain that it philosophically aligns with its constituents. The development of a financial resource allocation philosophy and policy is built upon a very logical foundation, based upon the theory that those who benefit from parks and recreation services ultimately pay for services.

**NOTE:** Not every funding mechanism on this list may be doable. The authority to put forth referenda or institute exactions must be researched for validity within each agency's local and state jurisdictions, as this list is comprised of the financial practices from across the nation. Some referenda are passed by simple majority of those who vote, while others require a larger percentage to pass. In certain circumstances, referenda are passed by the majority of eligible voters versus just those who vote.

### **Current Funding Sources**

These funding sources are currently being used, or could easily be used by Clinton Park and Recreation to create the existing budgets for capital and operational expenditures.

### **General or Operating Fund**

Parks and recreation services are typically funded by an agency's General or Operating Fund, which can be comprised of property tax, sales tax, and other compulsory charges levied by a government for the purpose of financing services performed for the common benefit of a community. These funds may also come from resources such as inter-governmental agreements, reimbursements, and interest and may include such revenue sources as franchise taxes, licenses and permits, fees, transfers in, reserves, interest income, and miscellaneous other incomes.

### **Property Tax**

Property tax revenue often funds park and recreation special districts and may be used as a dedicated source for capital development. When used for operation funding, it often makes the argument for charging resident and non-resident fee differentials.

### **Sales Tax**

This revenue source often funds public park and recreation agencies either partially or fully. Sales tax revenue is very popular in high traffic tourism agencies and with cities, counties, and state parks. Special Districts cannot exact sales taxes, which often calls into question the issue of charging resident and nonresident fee differentials.

### **Daily Admission and Annual Pass Sales or Vehicle Permits**

Daily and annual pass fees can apply to regional parks and aquatics centers. The consultant team recommends consideration of bulk discount buying of daily admission fees marketed as "monthly, seasonal, 3-month, 6-month, and/or annual passes."

### **Registration Fees**

This revenue source is for participating in programs, classes, activities, and events which typically require pre-registration to ensure a place. These services may or may not have limited space. These participant fees attempt to recover most if not all of the direct expenses and are often revenue positive due to market demand.

### **Ticket Sales/Admissions**

This revenue source is for accessing facilities for self-directed or spectator activities such as splash parks, ballparks, and entertainment activities. Fees may also be assessed for tours, entrance or gate admission, and other activities, which may or may not be self-directed. These user fees help offset operational costs or apply to new projects.

**General Obligation Bonds**

Bonded indebtedness issued with the approval of the electorate for capital improvements and general public improvements.

**Advertising Sales**

Advertising sales are a viable opportunity for revenue through the sale of tasteful and appropriate advertising on items such as program guides, scoreboards, dasher boards, and other visible products or services. This could be a viable strategy in the future if appropriate opportunities present themselves, such as the acquisition of scoreboards, etc. Current sign codes should be reviewed for conflicts or appropriate revisions.

**Corporate Sponsorships**

An agency can solicit this revenue-funding source itself or work with agencies that pursue and use this type of funding. Sponsorships are often used for programs and events where there are greater opportunities for sponsor recognition (greater value to the sponsor).

**Grants**

Grants often supplement or match funds that have already been received. For example, grants can be used for program purposes, information technology infrastructure, planning, design, seed money, and construction. Due to their infrequent nature, grants are often used to fund a specific venture and should not be viewed as a continuous source of funding.

**Management or Technical Assistance Grants**

Unlike most project grants, a technical assistance grant does not directly support the mission-related activities of an agency. Instead, they support management or administration and the associated fundraising, marketing, and financial management needs.

**Matching Grants**

Many grant makers will provide funding only on the condition that an amount equal to the size of the grant can be raised from other sources. This type of grant is another means by which foundations can determine the viability of an organization or program.

**Friends Associations**

These groups are typically formed to raise money for a single purpose that could include a park facility or program that will benefit a particular special interest population or the community as a whole.

**Volunteer Programs/In-Kind Services**

This revenue source is an indirect source in that persons donate time to assist an agency in providing a product or service on an hourly basis. This reduces cost in providing the service, plus it builds advocacy for the system. To manage a volunteer program, an agency typically dedicates a staff member to oversee the program for the entire agency.

**Equipment Rental**

This revenue source is generated from the rental of equipment such as tables and chairs tents, stages, bicycles, roller blades, boogie boards, etc. that are used for recreation purposes.

**Franchise Fee on Cable**

This would allow an agency to add a franchise fee on cable designated for parks and recreation. The normal fee is \$1.00 a month or \$12.00 a year per household. Fees usually go toward land acquisition or capital improvements.

**Lighting Fees**

Some agencies charge additional fees for lighting as it applies to leagues, special use sites, and special facilities that allow play after daylight hours. This fee may include utility demand charges.

**Processing/Convenience Fees**

This is a surcharge or premium placed on electronic transfers of funds, automatic payments, or other conveniences.

**Recreation Service Fee**

The Recreation Service Fee is a dedicated user fee that can be established by a local ordinance or other government procedure for the purpose of constructing and maintaining recreation facilities. The fee can apply to all organized activities that require a reservation of some type, or other purposes as defined by an agency. Examples of such generally accepted activities that are assigned a service fee include adult basketball, volleyball, and softball leagues; youth baseball, soccer, and softball leagues; and special interest classes. The fee, above and beyond the user fee, allows participants to contribute toward the construction and/or maintenance of the facilities being used.

**Recreation Surcharge Fees on Sports and Entertainment Tickets, Classes, MasterCard, Visa**

This fee is a surcharge on top of the regular sports revenue fee or convenience fee for use of MasterCard and Visa. The fee usually is no more than \$5.00 and is usually \$3.00 on all exchanges. The money earned would be used to help pay off the costs of improvements or for operational purposes.

**Security and Clean-Up Fees**

An agency may charge groups and individuals security and clean-up fees for special events other type of events held at facilities.

**Concession Management**

Concession management is the retail sale or rental of soft goods, hard goods, or consumable items. Through contracting, the agency either receives a percentage of the gross sales or the net revenue dollars from the revenue above direct expenses. Net proceeds are generally more difficult to monitor.

**Agricultural Leases**

In some agency parks, low land property along rivers, or excess land may be leased to farmers for crops.

**Special Use Permits**

Special permits allow individuals to use specific park property for financial gain. The agency receives either a set amount of money or a percentage of the gross service provided.

**Surplus Sale of Equipment by Auction**

Agencies often have annual surplus auctions to get rid of old and used equipment, generating additional income on a yearly basis.

### **Potential Funding Support**

These funding sources are potential funding opportunities Clinton Parks and Recreation Department would consider for additional funding of capital and operational expenditures.

### **Development Impact Fees**

Development impact fees are one-time charges imposed on development projects at the time of permit issue to recover capital costs for public facilities needed to serve new developments and the additional residents, employees, and visitors they bring to the community. State laws, with a few minor exceptions, prohibit the use of impact fees for ongoing maintenance or operations costs. Not all states allow the collection of impact fees.

### **Local Improvement Districts**

Different from cities that are direct beneficiaries of these funds, special districts (or local improvement districts) are the beneficiaries of pass-through funding from cities or counties, which have responsibility for their interests. Special districts cannot exact or collect the land dedication or the fee-in-lieu on their own.

### **Park Land Dedication Ordinance**

Park land dedication requirements typically state that all residential subdivisions of land (and often commercial), with some exemptions, are to provide for parks by either dedicating land, paying an in-lieu fee (the amounts may be adjusted annually), or a combination of the two.

### **Commercial Property Endowment Model – Operating Foundation**

John L. Crompton discusses government using the Commercial Property Endowment Model citing two case studies in the United Kingdom and Mission Bay Park in San Diego, California as an alternative structure to deliver park and recreation services. A non-profit organization may be established and given park infrastructure and/or land assets to manage as public park and recreation services along with commercial properties as income-earning assets or commercial lease fees to provide for a sustainable funding source. This kind of social enterprise is charged with operating, maintaining, renovating, and enhancing the public park system and is not unlike a model to subsidize low-income housing with mixed-use developments.

### **Inter-local Agreements**

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

### **Privatization – Outsourcing the Management**

Typically used for food and beverage management, golf course operations, ball field, or sports complex operations by negotiated or bid contract.

### **Partnership Opportunities**

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

Creating synergy based on expanded program offerings and collaborative efforts can be beneficial to all providers as interest grows and people gravitate to the type of facility and programs that best suit their recreational needs and schedules. Potential strategic alliance partnerships where missions run parallel and mutually beneficial relationships can be fostered and may include the following:

- YWCA
- School District
- Medical Center or Hospital
- Boys and Girls Club
- Kiwanis, Breakfast Optimists, VFWs, Elks, Rotary, and other service and civic organizations
- Chamber of Commerce
- Convention and Visitors Bureau
- Homeowner or Neighborhood Associations
- Youth Sports Associations
- Other counties, neighboring cities, and communities
- Private alternative providers
- Churches

### **Fundraising**

Many park and recreation agencies have special fundraisers on an annual basis to help cover specific programs and capital projects. This can include selling bricks, benches, pavers, tiles, and commemorative tree plantings, etc.

### **Crowdfunding**

Crowdfunding is the practice of funding a project or venture by raising many small amounts of money from a large number of people, typically via the Internet. Park and Recreation agencies are beginning to incorporate crowdfunding efforts alongside traditional fundraising strategies. NRPA has implemented a Fund Your Park crowdfunding platform. It's free to members, donations are tax deductible, and you have all the support you need from NRPA staff. *Source: Kara Kish, MPA, CPRE, CPSI, article in Parks and Recreation Magazine, December 2015.* <http://www.NRPA.org>

### **Facilities and Equipment Grants**

These grants help buy long-lasting physical assets, such as a building. The applicant organization must make the case that the new acquisition will help better serve its clients. Fund providers considering these requests will not only be interested in the applicant's current activities and financial health, but they will also inquire as to the financial and program plans for the next several years. Fund providers do not want allocate resources to an organization or program only to see it shut down in a few years because of poor management.

### **General Purpose or Operating Grants**

When a grant maker gives an operating grant, it can be used to support the general expenses of operating. An operating grant means the fund provider supports the overall mission and trusts that the money will be put to good use. Operating grants are generally much harder to procure than program or support grants.

### **Program-Related Investments (PRIs)**

In addition to grants, the Internal Revenue Service allows foundations to make loans—called Program-Related Investments (PRIs)—to nonprofits. PRIs must be for projects that would be eligible for grant support. They are usually made at low or zero interest. PRIs must be paid back to the grant maker. PRIs are often made to organizations involved in building projects.

### **Planning Grants**

When planning a major new program, an agency may need to spend a good deal of time and money conducting research. A planning grant supports this initial project development work, which may include investigating the needs of constituents, consulting with experts in the field, or conducting research and planning activities.

### **Private Grant and Philanthropic Agencies**

Many resources are available which provide information on private grant and philanthropic agency opportunities. A thorough investigation and research on available grants is necessary to ensure mutually compatible interests and to confirm the current status of available funding. Examples of publicly accessible resources are summarized below.

- Information on current and archived Federal Register Grant Announcements can be accessed from The Grantsmanship Center (TGCI) on the Internet at: <http://www.tgci.com>.
- Another resource is the Foundation Center's RFP Bulletin Grants Page on Health at: <http://foundationcenter.org>.
- Research [www.ecivis.com](http://www.ecivis.com) for a contract provider of a web-based Grants Locator system for government and foundation grants specifically designed for local government.

### **Program or Support Grants**

A program or support grant is given to support a specific or connected set of activities that typically have a beginning and an end, specific objectives, and predetermined costs. Listed below are some of the most common types of program or support grants:

#### ***Seed Money or Start-up Grants***

These grants help a new organization or program in its first few years. The idea is to give the new effort a strong push forward, so it can devote its energy early on to setting up programs without worrying constantly about raising money. Such grants are often for more than one year, and frequently decrease in amount each year.

#### ***Land and Water Conservation Fund***

This fund was reauthorized by Congress in December 2015 for 3 years. Generally, during this short period the level of funding allocated to states (through the State and Local Assistance Program) for outdoor recreation land acquisition and facility development is anticipated to rise. Every state runs its State and Local Assistance Program in a slightly unique manner, so we encourage any municipal or county parks personnel interested in LWCF to contact their LWCF State Liaison Officer (typically someone at a state's department of fish and game, environmental protection, or conservation and recreation) for more information.

### **Naming Rights**

Many agencies throughout the country have successfully sold the naming rights for newly constructed facilities or when renovating existing buildings. Additionally, newly developed and renovated parks have been successfully funded through the sale of naming rights. Generally, the cost for naming rights offsets the development costs associated with the improvement. People incorrectly assume that selling the naming rights for facilities is reserved for professional stadiums and other high profile team sport venues. This trend has expanded in recent years to include public recreation centers and facilities as viable naming rights sales opportunities.

Naming rights can be a one-time payment or amortized with a fixed payment schedule over a defined period of time. During this time, the sponsor retains the “rights” to have the park, facility, or amenity named for them. Also during this time, all publications, advertisements, events, and activities could have the sponsoring group’s name as the venue. Naming rights negotiations need to be developed by legal professionals to ensure that the contractual obligation is equitable to all agents and provides remedies to change or cancel the arrangements at any time during the agreement period.

### **Philanthropic**

Philanthropy can be defined as the concept of voluntary giving by an individual or group to promote the common good and to improve the quality of life. Philanthropy generally takes the form of donor programs, capital campaigns, and volunteers/in-kind services.

The time commitment to initiate a philanthropic campaign can be significant. If an agency decides to implement a capital fundraising campaign and current resources that could be dedicated to such a venture are limited, it may be recommended that the agency outsource some or most of this task to a non-profit or private agency experienced in managing community-based capital fundraising campaigns. Capital campaigns should be limited to large-scale capital projects that are desired by the community but for which dedicated funding is not readily available.

### **Conservancies**

According to a 2015 report by the Trust for Public Land, nearly half the nation’s top 100 cities now have conservancies that are often driven by financial need. Charlie McCabe, director of the Center for City Park Excellence at the national Trust for Public Land, says conservancies represent the new norm for parks, many of which now rely on a combination of public and private funding. They’re registered nonprofits that make formal agreements with a city or park district, usually to raise money for capital improvements or enhanced operations. While the nonprofits help cash-strapped cities improve parks without asking more from taxpayers, private funding for public spaces can spur accountability concerns. They should be visible and transparent by publishing annual reports and agreements, reporting donations and involving stakeholders.

### **Foundation/Gifts**

These dollars are received from tax-exempt, non-profit organization. The funds are 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, etc.

### **Adopt-a-Park/Adopt-a-Trail**

Programs such as adopt-a-park may be created with and supported by the residents, businesses, and/or organizations located in the park’s vicinity. These programs allow volunteers to actively assist in improving and maintaining parks, related facilities, and the community in which they live.

### **Neighborhood Park Watch**

As a way to reduce costs associated with vandalism and other crimes against property, an agency may consider a neighborhood park watch program. This program develops community ownership of an agency's facilities.

### **Gifts in Perpetuity**

#### ***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 an agency in a trust fund that allows the fund to grow over a period of time and then is available to use a portion of the interest to support specific park and recreation facilities or programs that are designated by the trustee.

#### ***Life Estates***

This revenue source is available when someone wants to leave their property to an agency in exchange for their continued residence on the property until their death. An agency can usually use a portion of the property for park and recreational purposes, and then use all of it after the person's death. This revenue source is very popular for individuals who have a lot of wealth and their estate will be highly taxed at their death. Their benefactors will have to sell their property because of probate costs. Life Estates allow individuals to receive a good yearly tax deduction on their property while leaving property for the community. Agencies benefit, because they do not have to pay for the land.

#### ***Maintenance Endowments***

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

### **Raffling**

Some agencies offer annual community raffles, such as purchasing an antique car that can be raffled off in contests.

### **Recreational Trails Program (RTP)**

The RTP provides funds to the States to develop and maintain recreational trails and trail-related facilities for both non-motorized and motorized recreational trail uses. It is an assistance program of the Department of Transportation's Federal Highway Administration (FHWA). Federal transportation funds benefit recreation including hiking, bicycling, in-line skating, equestrian use, cross-country skiing, snowmobiling, off-road motorcycling, all-terrain vehicle riding, four-wheel driving, or using other off-road motorized vehicles. The Fixing America's Surface Transportation (FAST) Act reauthorized the Recreational Trails Program (RTP) for Federal fiscal years 2016 through 2020 as a set-aside of funds from the Transportation Alternatives (TA) Set-Aside under Surface Transportation Block Grant Program (STBG). The amount set aside is equal to the State's FY 2009 RTP apportionment. Each State administers its own program. Contact your State RTP Administrator for guidance on State policies and project eligibility requirements.

**Capital Improvement Fees**

These fees are on top of the set user rate for accessing facilities such as sport and tournament venues and are used to support capital improvements that benefit the user of the facility.

**Development Surcharge/Fee**

Some agencies have added a surcharge on every transaction, admission, or registration to generate an improvement or development fund.

**Dog Park Fees**

These fees are attached to kennel clubs who pay for the rights to have dog park facilities for their own exclusive use. Fees are on the dogs themselves and/or on the people who take care of other people's dogs.

**Flexible Fee Strategies**

This pricing strategy would allow an agency to maximize revenues during peak times and premium sites/areas with higher fees and to fill in excess capacity during low use times with lower fees to maximize play.

**Percent-for-Art Legislation**

Percent-for-art legislation dedicates a percentage (usually .5 to 2) of publicly funded capital improvement projects (CIP) for art in public places, usually in, on, or adjacent to the project, building, or park being constructed or improved. This guarantees funding for public art projects and that public art projects will be planned with each new improvement. This can also be conceived as an Art-in-the-Park program.

**Real Estate Transfer – Tax/Assessment/Fee**

As agencies expand, the need for infrastructure improvements continues to grow. Since parks and recreation facilities add value to neighborhoods and communities, some agencies have turned to real estate transfer tax/assessment/fee to help pay for acquisition and needed renovations. Usually, the transfer tax/assessment/fee amount is a percentage on the total sale of the property and is assessed each time the property transfers to a new owner. Some states have laws prohibiting or restricting the institution, increase, or application of this tax/assessment/fee.

**Room Overrides on Hotels for Sports Tournaments and Special Events**

Agencies have begun to keep a percentage of hotel rooms reservation fees that are booked when the agency hosts a major sports tournament or special event. The overrides are usually \$5.00 to \$10.00 depending on the type of room. Monies collected would help offset operational costs for hosting the events.

**Self-Insurance Surcharge**

Some agencies have added a surcharge on every transaction, admission, or registration to generate a self-insured liability fund.

**Signage Fees**

This revenue source charges people and businesses with signage fees at key locations with high visibility for short-term events. Signage fees may range in price from \$25-\$100 per sign based on the size of the sign and location.

**Trail Fee**

These fees are used for access to closed bike trails to support operational costs. Fees for bike trails are typically \$35 to \$50 a year. This arrangement works for bike trails if the conditions of dedicated use, fencing for control, and continuous patrolling/monitoring are in place. Multi-purpose trails that are totally open for public use without these conditions in place make it difficult to charge fees and are nearly impossible to monitor.

**Utility Roundup Programs**

Some park and recreation agencies have worked with local utilities on a round up program whereby a consumer can pay the difference between their bill and the next highest even dollar amount as a donation to the agency. Ideally, these monies would be used to support utility improvements such as sports lighting, irrigation cost, and HVAC costs.

**Cell Towers and Wi-Fi**

Cell towers sited in strategic park locations are another potential source of revenue that an agency may consider. Typically, agencies engage in this service as a means of enhancing overall operational cost recovery.

Another type of revenue for a facility or complex can come from providing sites for supporting Wi-Fi technology. In California, the State Park System is providing wireless internet access and is charging \$7.95 for 24 hours of connectivity (approximately \$.33 per hour) within its service area. They have connected 85 state parks with SBC Communications. For more information, contact California State Parks at [www.parks.ca.gov](http://www.parks.ca.gov).

**Merchandising Sales or Services**

This revenue source comes from the public or private sector on resale items from gift shops, pro-shops, restaurants, concessions, and coffee shops for either all of the sales or a defined percentage of the gross sales. Typically, agencies engage in this type of service as a convenience to their patrons and as a means of enhancing overall operational cost recovery.

**Booth Lease Space**

Some agencies sell booth space to sidewalk vendors in parks or at special events for a flat rate or based on volume of product sold. The booth space can also be used for sporting events and tournaments.

**Catering Permits and Services**

This is a license to allow caterers to work in the system on a permit basis with a set fee or percentage of food sales returning to the agency. Also, many agencies have their own catering service or an authorized provider list and receive a percentage of dollars from the sale of food.

**Filming Rights**

Many agencies issue permits so that park sites may be used for commercial film and photography activities. The production company pays a daily fee for the site plus the loss of revenue the agency would incur during use of the community space.

**Leasebacks on Recreational Facilities**

Many agencies do not have adequate capital dollars to build desired revenue-producing facilities. One option is to hire a private investor to build the facility according to the specifications requested with the investment company financing the project. An agency would then lease the property back from the investor over 20+ years. This can be reversed whereby an agency builds the facility and leases to a private management company who then operates the property for a percentage of gross dollars to pay off the construction loans through a subordinate lease.

**Licensing Rights**

This revenue source allows an agency to license its name on all resale items that private or public vendors use when they sell clothing or other items with its agency's name on it. The normal licensing fee is 6 to 10 percent of the cost of the resale item.

**Private Developers**

Developers may lease land through a subordinate lease that pays out a set dollar amount plus a percentage of gross dollars for recreation enhancements. These could include sports complexes and recreation centers.

**Recycling Centers**

Some agencies and counties operate recycling centers for wood, mulch, and glass as revenue generators for their systems.

**Rentals of Houses and Buildings by Private Citizens**

Many agencies will rent out facilities such as homes to individual citizens for revenue purposes.

**Sale of Development Rights**

Some agencies sell their development rights below park ground or along trails to utility companies. The agency would receive a yearly fee on a linear foot basis. This type of activity would be dependent on grant restrictions on property purchased with grant funding.

**Subordinate Easements – Recreation/Natural Area Easements**

This revenue source is available when an agency allows utility companies, businesses, or individuals to develop some type of an improvement above ground or below ground on its property. Subordinate easements are typically arranged over a set period of time, with a set dollar amount that is allocated to the agency on an annual basis.

**Enterprise Funds**

These funds establish business units that are self-sustaining through fees and charges. Debt service and all indirect costs should be allocated or attributed to enterprise funds. Any excess revenue generated is maintained by the fund for future needs and cannot be used by another fund or department. Examples include premier sports tournament complexes.

**Land Trusts**

Many agencies have developed land trusts to help secure and fund the cost of acquiring land that needs to be preserved and protected for greenway purposes. This may also be a good source for the acquisition of future lands.

### **Positive Cash Flow**

Depending on how aggressively an agency incorporates marketing and management strategies, there may be a positive fund balance at the end of each year. While current facilities, projections, and fee policies do not anticipate a positive cash flow, the climate can change. The ending positive balance could be used, for example, to establish a maintenance endowment for agency recreation facilities, to set aside funds for capital replacement and/or repair, or to generate a fund balance for contingency or new programming opportunities.

### **Cost Avoidance**

An agency must maintain a position of not being everything for everyone. It must be driven by the market and stay with its core businesses. By shifting roles away from being a direct provider of facilities, programs, or services, an agency may experience additional savings. This process is referred to as *cost avoidance*. The estimated savings could be realized through partnering, outsourcing, or deferring to another provider in the provision of a service and/or facility. One example is purchasing in bulk.

### **Contract Re-negotiate or Re-bid**

At every opportunity, review contracts to ensure that you are not paying more than you have to, or are receiving the maximum amount of revenue possible.

### **Change Maintenance Standards/Practices**

- Add one extra day onto the mowing interval, thus reducing the amount of mowing in a season.
- Evaluate and determine actual maintenance needs and schedules for upkeep of different facilities and landscape features/types. Based on needs, evaluate resource needs (equipment, staff, etc.) and production rates of staff/equipment for the system's regularly occurring maintenance work and prioritize maintenance program needs, schedules, and relevant resource allocations.
- Consider turf management strategies by turf use/wear – high intensity use and maintenance needs (such as sports fields) versus low intensity use areas such as lawns along the edge of a woodlot or roadway – there are usually areas of turf that are regularly maintained because “they have always been mowed”; by changing the maintenance strategy to not mowing or not regularly mowing such areas, less time/resources need to be dedicated to mowing overall.
- Naturalizing areas of lawn where you don't need lawn is a “going green” type of practice that also reduces maintenance needs/costs.
- Buildings/Facilities
  - Evaluate needs and consider in house versus contracted maintenance workers for different needed services/trades.
  - Standardize equipment, fixtures, and relevant materials.
  - Are some facilities in such disrepair that continuing to throw limited funding on “band-aids” no longer practical?
  - In designing new facilities, are simple sustainability factors being vetted (such as orienting the building to maximize solar gain to reduce lighting and heating costs)?
- Add energy efficient fixtures, low flow water fixtures, eliminate throw away products like paper towels and replace with energy efficient hand dryers.
- Strategically locate trash and recyclable containers to reduce cost of having staff empty these and spend time picking up trash/recyclables that are not properly placed by patrons.
- Reduce cleaning frequency of office spaces and centralize trash and recyclables into one location in employee work areas to save on costs of related to housekeeping.

- Consider having staff complete multiple tasks at the same time – emptying recyclables and trash at the same time as doing rounds or inspections.
- Educate users to better utilize existing facilities and resources to cut down costs – clean up after themselves.
- Equipment and Supplies
  - Purchase better equipment that last longer and requires less maintenance – saving money on the front end does not always result in cost savings overall.
  - Standardize equipment (such as vehicles, grounds equipment and tools, etc.) as a way to increase efficiency in training staff to use it, and as a means to simplify and reduce costs associated with parts inventory and maintenance/repair programs (ex. Mechanic places one order for 10 air filters for 1 type of lawnmower and gets bulk price from one vendor, versus ordering 10 different filters for 10 different mowers, from multiple vendors and keeping track of it all)
  - Consider leasing vehicles or other heavily used equipment – it can be more cost effective for an organization to lease vehicles or equipment and rotate their fleet regularly versus allocating resources to maintain and repair aging fleets of old, well used vehicles/equipment that have higher likelihood of breakdowns and associated loss of production time.
- Use volunteers to assist with housekeeping and maintenance.
- Solicit in-kind donation of time and services in exchange for maintenance assistance

#### **Green Trends and Practices**

- Rooftop gardens and park structures
- Use light, water, and motion sensors
- Conduct energy audits
- Update to energy efficient ballasts, motors, appliances
- Use electric and hybrid vehicles
- Use greywater
- Use solar and wind energy
- Green operating practices
- Recycle Office Trash
- Go Paperless
- Conserve Resources
- Flex Scheduling
- Virtual Meetings
- Preventative Maintenance
- Reduce Driving
- Eliminate Environmentally Negative Chemicals and Materials
- Green Purchasing Policies
- LEED® Design Principles
- Purchase better equipment - less maintenance
- Re-analyze and Revised Practices and Standards
- Monitor and Report Results
- Lead by Example
- Public Education
- Incorporate Stewardship Principles in all Park and Recreation Services

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# III. Inventory and Level of Service Analysis

## A. Inventory

### Park Facilities

The City of Clinton has 22 park facilities described within this section, not including recreational facilities operated by other agencies within the City limits. The park system includes five community parks (larger park areas with multiple recreational facilities), 13 neighborhood parks (smaller park areas predominately serving the local neighborhood), and four special use park areas, which predominately consist of parks with a specific use. Classifications for individual parks are summarized in **Table 14**. Park locations are shown in **Figure 9**, including other recreational and green space resources such as natural areas, schools, golf courses, cemeteries, museums, churches, the YWCA, the Bickelhaupt Arboretum, and trails. In particular, the Clinton Community School District is a strong partner in supporting community recreation, and routinely provides gyms and outdoor playfields for Department use.

The following is a brief description for each City park facility, listed alphabetically by classification. Park diagrams and facility condition assessments are included in **Appendix C**.

**Table 14: Park Classifications**

Park	Classification	Size (acres)
Eagle Point Park	Community Park	148.6
Emma Young Park	Community Park	117.9
Honeywell Park	Community Park	8.1
Jurgensen Park	Community Park	24.5
Riverview Park	Community Park	90.3
Chancy Park	Neighborhood Park	8.5
Cleppe Park	Neighborhood Park	1.5
Clinton Park	Neighborhood Park	2.1
DeWitt Park	Neighborhood Park	1.4
Earl F. Mayer Park	Neighborhood Park	3.7
Four Square Park	Neighborhood Park	1.6
George Morris Park	Neighborhood Park	19.9
Hawthorne Park	Neighborhood Park	2.6
Locust Park	Neighborhood Park	0.2
Mariposa Park	Neighborhood Park	0.1
Neubauer Park	Neighborhood Park	0.9
Rainbow Playground	Neighborhood Park	1.7
Root Park	Neighborhood Park	3.9
25th Avenue N. Boat Ramp	Special Use Park	N/A
30th Avenue N. Boat Ramp	Special Use Park	N/A
Elijah Buell Terrace	Special Use Park	1.0

### Park Location Map



## Community Parks

### **Eagle Point Park**

Eagle Point Park is the historic jewel of the Clinton Parks System, located at the north side of the City on the bluffs overlooking the Mississippi River. After being established in 1888 by the Clinton and Lyons Railway, many of the existing park facilities were largely constructed during the Great Depression by the Works Progress Administration (WPA). The park provides a variety of facilities, many of which are unique within the overall park system:

#### ***Eagle Point Lodge***

The Eagle Point Lodge was constructed by the WPA in 1934 around one of the original rustic shelters built in 1907. Spearheaded by the Clinton Rotary Club, the Lodge recently underwent a major renovation in 2016 including improvements to the front entrance, main hall, catering kitchen and restrooms, additional bridal changing room, and an extension to the veranda overlooking the river. The facility is an extremely popular rental facility for weddings and other gatherings, with seating up to 299 guests.



#### ***Soaring Eagle Nature Center and Flannery School***

Soaring Eagle Nature Center is operated by the Clinton County Conservation Board to offer environmental and educational programming. Located at the south entrance to Eagle Point Park, the center includes the Nature Barn, Flannery School, restored prairie, butterfly garden, and approximately 3 miles of trails through wetland, woodland, and prairie habitats. The Nature Barn is an authentic 1938 barn containing interpretive displays, while the Flannery School is the last surviving one-room schoolhouse in Clinton County which was moved to the site in 1975. The Nature Barn and Flannery School are Emerging Sites within the Silos and Smokestacks National Heritage Area administered by the National Park Service.



### ***Prairie Pastures Dog Park***

Prairie Pastures Dog Park is located near the south end of Eagle Point Park near the Caretaker's Residence. Located on the site of a former zoo, Prairie Pastures has unique elements including a swimming pond for water training. The dog park is operated by the Soaring Eagle Nature Center and is maintained by members and volunteers.



### ***Disc Golf Course***

The disc golf course was added to Eagle Point Page in 2008. Featuring 18-holes through both open and wooded terrain, the course is challenging for players of all skill levels. The course includes 6 holes under 300 feet, 8 holes from 300 to 400 feet and 4 holes over 400 feet in length for a total course length of 5,740 to 6,280 feet. The course attracts users from throughout the Midwest.

### ***Equestrian Center and Trails***

The horse show arena was moved to Eagle Point Park from Riverview Park in 2001. Operated by the Clinton County Society Horseshow Association and the Clinton Horseman's Association, the arena located off of Deer Creek Road on the far north end of the park includes a show ring, bleachers, a concession building, storage, and a gravel parking lot. The lot also serves as a trailhead for equestrian trails through the north end of the park, as well as a large sledding hill.



### ***Entrance Features, Waterfall, and Park Drives***

In keeping with its historic character, Eagle Point Park features narrow drives that circulate through the beautiful bluff setting, with stone walls at overlooks of the Mississippi. A brick column entry and iron gate greets visitors at the park's main entrance. The 1.8 mile Serpentine Drive loops through the park following a route that was originally constructed in the 1920s. During the Christmas season, the Symphony of Lights is hosted along the drive, attracting many to the park to view the light displays. The park's stone waterfall was reconstructed in summer 2017, and floral displays still paint the Park's name on the slope as on historic postcards. Public art adds interest along the drive, including the Eagle Obelisk, Statue of Liberty, and dog park art features.

### ***Mississippi River Overlook***

Toward the north end of Serpentine Drive, a concrete overlook platform features two binoculars to look out over the Mississippi River. However, the platform feels dated, is not accessible, and appears to be eroding on the bluff side. A nearby modern restroom structure is fully accessible by a wooden bridge walkway.



### ***North Shelter and Picnic Area***

The picnic area within the loop road at the northern end of the park features several groves with tables as well as a central open shelter. The wood frame shelter is scheduled to have the roof replaced in fall 2017, and has a water spigot but no electric service. A large, relatively new playground with poured in place safety surface is also located in the north picnic zone, as well as an unimproved baseball diamond (backstop only).

### ***Central Shelter and Picnic Area***

The Central Shelter is located near the Eagle Point Lodge. This wood frame shelter is starting to show wear and needs accessibility upgrades, as well as a new grill. Nearby recreational facilities include two basketball courts and sand volleyball. Large picnic groves are also located north and south of the Lodge in lawn areas.

### ***South Shelter and Picnic Area***

The South Shelter is a masonry block restroom structure with an attached wood frame overhang for picnic tables. The structure is severely outdated and requires replacement. A large playground area is located near the shelter, spread over a large area on a wooded hillside. Flat areas are created on the hillside with concrete retaining walls for the play structures. A large newer structure with safety surface is central to the area, flanked by swings and smaller toddler-sized equipment. Closest to the South Shelter is a dated toddler structure and airplane rider. The Caretaker's Residence and maintenance shop is also located adjacent to this area.

### ***The Castle***

The Castle is a unique stone tower that was constructed by the WPA in the 1930s. The tower has a spiral stone staircase that winds around the structure to reach an observation deck at the top. Children love the tower for fairy tale play, and it is often used as a backdrop for wedding photos. The structure is in excellent condition.



### ***Trails and Stone Bridges***

The WPA constructed several stone bridges and trails in Eagle Point Park. The stone bridge between the Lodge and the South Shelter Picnic Area has been restored and is still in use. Other stone structures have been abandoned and are not maintained for access by the public, including the 1,000 Steps trail which traversed the bluff to access a beach along the river below. The steps are currently fenced off to prevent falls as many sections have crumbled off the face of the bluff.

Trails within the park are dirt surfaced and maintained in partnership with the Clinton Horseman's Association and the Human Powered League, a local volunteer group established to develop off road shared use trails. The trails are shared by hikers, runners, horseback riders, and mountain bikers. The established trail etiquette gives horses the right of way, and requires bikers to dismount and speak to the rider to avoid startling the animal.

### **Emma Young Park**

Emma Young Park is a recreational hub for the community. Facilities include three softball diamonds, a basketball court, pee wee soccer fields, four tennis courts, and a 5K cross country running course. A concession building and open picnic shelter are located near the ball diamonds. The park also has a newer playground with poured-in-place safety surface, and a large pond with a fishing pier.



Emma Young is also home to the Ericksen Community Center, which includes the administrative offices for the Parks and Recreation Department. The Center has community meeting space, small library, a weight room facility, two gymnasiums, and a game room with pool tables.

### **Honeywell Park**

Honeywell Park is the City's baseball complex and is home to the Clinton Junior Baseball Association. The park features 6 baseball diamonds, 3 batting cages, a combined restroom and concession building, an administration building with attached covered picnic shelter, and a separate storage shed. The Parks Department maintains the grounds and Clinton Junior Baseball is responsible for the buildings.

### **Jurgensen Park**

Jurgensen Park is the City's soccer complex, and currently hosts youth programs from K-5<sup>th</sup> grade. The park features 8 fields, set on three tiers on a hillside. The large parking area is gravel with a grass overflow area.



## **Riverview Park**

Riverview Park is Clinton's premier park located downtown on the Mississippi River. The park hosts many active uses, including the public marina and boat launch, Candlelight Inn, Showboat Theatre, Riverview Stadium/Ashford University Field, Discovery Trail, RV Campground, Rotary Playground, and the Riverview Bandshell. The following descriptions generally illustrate the facilities from north to south within the park.

### ***Clinton Marina and Boat Launch***

The marina stretches along the river shoreline along almost the entire length of Riverview Park. Located north of the flood gates at Joyce's Slough, "A" Dock consists of 43 older slips. The remainder of "B" Dock and "C" Dock were replaced in 2008 with a mix of 94 covered and uncovered slips. "C" Dock includes transient slips as well as a 65'x35' party deck. A fuel dock, parking lot improvements, security gates, and a 4-lane boat launch with boarding decks were also constructed at that time.



The marina amenities building is located south of "C" Dock and includes showers and restrooms, laundry facilities, and a marina mart. The upper floor of the building is occupied by The Candlelight Inn, a full service restaurant. The City leases operation of both the marina and restaurant facilities. A marina maintenance service building is located at the far north end of the park, and offers repair services. Winter boat storage is provided in a fenced facility north of the boat launch.

In general, the marina is in good condition, although the older slips may require replacement in the future.

### ***RV Campground***

The RV Campground was improved in 2006, with the construction of 24 campsites, a pump out station, restroom addition, and new playground with poured-in-place safety surfacing. Each campsite includes a concrete pad, utility pedestal, picnic table and campfire ring with grill rack. The overall facility is generally in good condition with the exception of the restroom, which has issues with interior paint, graffiti, lighting, and ventilation.

### ***Baseball Diamonds***

Between the RV Campground and 6<sup>th</sup> Avenue are two baseball diamonds used by Clinton Junior Baseball. The fields include electric scoreboards, a batting cage, and a concession building with attached restroom. The restroom is not accessible due to door threshold and size. Adjacent to the fields is a large asphalt parking lot in poor condition, which is used to support many events along the riverfront.



### ***Riverview Stadium/Ashford University Field***

Riverview Stadium is home to the Clinton LumberKings, a Class A professional baseball team that plays in the Midwest League. Clinton Parks is responsible for maintaining the baseball stadium, which includes amenities such as a party deck, picnic pavilion, and a children's playground and fun area. The asphalt parking lot located west of the stadium is in poor condition.

### ***Lubbers Fountain***

Lubbers Fountain was constructed in 1934 as a memorial to J. Albert Lubbers, a prominent local businessman and member of the American Legion, Rotary Club, and Chamber of Commerce. The fountain is surrounded by a brick paver walkway and open space. Other nearby amenities include a large sculptural art piece by Mac Hornecker titled "River's Edge" (2008) and the Sisters of St. Francis Peace Pole.

### ***Showboat Theatre***

The Clinton Showboat Theatre features professional theater production on a restored paddle wheel boat. The boat was constructed in 1935, and was a working barge on the Ohio River. The City of Clinton purchased it in 1966 to provide a theater and focal point for Riverview Park. In 1988, the Clinton Area Showboat Theatre (C.A.S.T.) was created as a non-profit group to run productions. The 2017 summer season included five Main Stage Productions, with a Children's Theater on Saturdays. The Parks Department is responsible for upkeep and maintenance of the Showboat facility.



### ***Riverview Bandshell***

The bandshell was originally constructed in 1985 and was renovated in 2014. The facility includes a stage, dressing room, and lighting. Several events are hosted during the summer months including Clinton Symphony Orchestra concerts, the 4<sup>th</sup> of July festival, and Juneteenth. Although the facility is in excellent condition, its location poses conflicts with noise at the adjacent Stadium and Showboat venues.

### ***Riverview Pool***

The Riverview Pool serves the community from Memorial Day to Labor Day weekends, with extended hours on days when the temperature exceeds 90 degrees. The original building was constructed in 1929 in the Spanish Colonial Revival Style, and the facility features lap, wading and diving pools, including a slide. An adjacent splash pad area is located near a separate concession and restroom building.



### ***Rotary Playground, Skate Park, and Tennis Courts***

The south end of Riverview Park is anchored with an active play area. Rotary Playground is an inclusive play facility designed to accommodate children of all abilities, funded entirely by the Clinton Rotary Club. The equipment includes a large structure, slide, zipline, toddler swings, two climbers, picnic shelter, and a modern restroom facility. The playground is in excellent condition with the exception of one wear spot in the safety surfacing at a climber, which needs repair. Just north of Rotary Playground are six tennis courts and a skatepark, as well as a picnic area with a small shelter. Multiple parking lots located south of the play area are in good condition.

### ***Veterans Memorial***

Located at the far southern end of Riverview Park, the Veterans Memorial sits on axis with the end of 5<sup>th</sup> Avenue South, providing a link between downtown and the riverfront. The memorial includes three flagpoles, with the base of the U.S. flag on a bronze sculpture featuring four soldiers. Two granite stones honoring Clinton County's fallen soldiers of WWII, Korea, and Vietnam are placed on either side of the center flag in the plaza area.

### ***Discovery Trail***

A long segment of the Discovery Trail runs through Riverview Park along the top of the levee at the river. A trailhead is featured where the trail turns east to cross over the floodgates onto Joyce Island, and includes a kiosk, drinking fountain with dog bowl, identification plaques, tables, and benches. Tables and benches are also located at regular intervals along the trail for the entire riverfront. Three lighthouse structures constructed in 1935 by the WPA provide focal points that add to the character of the river shoreline, and a pier extends off the trail to provide access to the water. The furnishings along the trail are generally in good condition, but the surface has heaving pavement sections that requires repair.

## **Neighborhood Parks**

### **Chancy Park**

Chancy Park is a large neighborhood park serving the southwest side of the City. Facilities include a playground area with climbers and swings, tennis courts, a baseball/softball diamond, basketball court, volleyball court, horseshoe pits, and a picnic area located in a grove of mature oak trees. A wood frame open picnic is located at the top of a steep hill that could be used for sledding. A historic pavilion called the "Chancy Little House" is located at the north edge of the park, but is currently unused. A gravel lot provides parking adjacent to the baseball diamond, while a paved lot is located in the southeast corner.



### **Cleppe Park**

Cleppe Park is primarily mown lawn open space, including a steeply sloping hillside surrounded by streets. The only improvement is a park identification sign.

### **Clinton Park**

Clinton Park is heavily used by the adjacent Prince of Peace Catholic School as an outdoor recess facility. The park has a large playground area including multiple structures and swings. The Vinson H. Jetter Basketball Courts are located at the northeast corner of the park, and is an excellent facility providing two smaller courts and one full-size half court. A picnic area at the southeast corner of the park features two smaller shelters with individual tables with grills. An unimproved baseball diamond (backstop only) is also located in the park. Parking is provided in the adjacent large City lot.



### **DeWitt Park**

DeWitt Park provides open space near downtown Clinton. The park has minimal facilities, with three benches and a grill.



### **Earl F. Mayer Park**

Earl F. Mayer Park is located across the street from the Rainbow Playground. The park includes two baseball diamonds and a section of the Discovery Trail. This park was constructed on a former landfill site, and the City has ongoing issues with differential settlement of the underlying waste material, which causes the fields and structures to settle.



### **Four Square Park**

Four Square Park is located in the center of the Lyons District, a historic town center that merged with the City of Clinton in 1895. The park is located on the four corners surrounding the intersection of Main Avenue and Roosevelt Street, and provides the front door for the public library and the former Lyons High School building (presently privately owned and vacant). The park hosts many events, including the Lyons Farmers Market on Wednesdays and Saturdays and the Main Avenue Craft Show in May. The main feature of the park is a bandshell, which is used for concerts during the Farmers Market. Other facilities include a statue and a landscape planter that was formerly a fountain.



### **George Morris Park**

The land that George Morris Park encompasses is partially owned by the City of Clinton and partially owned by Clinton Community College (CCC). The park provides athletic fields for CCC, including a rugby/football field, baseball diamond, and three large soccer fields. A central clubhouse facility provides concessions, vending, and restrooms. A gravel parking lot is located near the baseball diamond, which also has a picnic shelter. Additional parking includes an asphalt lot adjacent to the clubhouse and a grass/gravel lot at the southeast corner of the park.

### **Hawthorne Park**

Hawthorne Park is home to the River City Ringers Horseshoe Throwers League. This horseshoe facility has 10 courts and is lighted and fenced. Other park facilities include picnic tables, an unimproved baseball diamond (backstop only), basketball court, and parking lot.

### **Locust Park**

Locust Park is a pocket park located in a dense urban area near downtown. The park is loved by the neighborhood, who have decorated it with brightly painted pavement gameboards and provided balls and riding toys for children to use. The park features a basketball court and a small playground with monkey bars and a swing.



### **Mariposa Park**

Mariposa Park is a tiny pocket park located at the intersection of Caroline Avenue and Myra Place. The park has mature oak trees, but is surrounded and divided by several gravel driveways that serve private residences around the park.



### **Neubauer Park**

Neubauer Park is an older pocket park located next to the South Campus of the Mercy Medical Center. The park has a play area, a historic gazebo-type structure, and picnic tables. One interesting feature of the park is a time capsule, slated to be opened in 2076.



### **Rainbow Playground**

Rainbow Playground is a neighborhood park featuring a newer picnic shelter, a playground area, swings, a basketball court, open grass fields, and an unimproved baseball diamond (backstop only). The playground is unique in that it has an AstroTurf fall surface. Much of the equipment and other improvements were sponsored by the Rotary Club.



### **Root Park**

Root Park is not currently well defined. The City owns several buildings and asphalt lots on 25<sup>th</sup> Avenue that are currently used for storage. A natural area including a stream runs on the south side of 25<sup>th</sup> Avenue, and connects to Main Avenue. The park is currently unimproved.



### **Special Use Parks**

#### **25<sup>th</sup> Avenue N. Boat Ramp**

The 25<sup>th</sup> Avenue N. Boat Ramp is a one-lane boat launch that accesses the Mississippi River through flood gates in the levee. The launch area has parking, as well as a new restroom facility.



#### **30<sup>th</sup> Avenue N. Boat Ramp**

The 30<sup>th</sup> Avenue N. Boat Ramp is an unimproved one-lane boat launch that accesses the Mississippi River on the north side of the City. The launch area has no signage and limited parallel parking along the road.



#### **Elijah Buell Terrace**

The Elijah Buell Terrace commemorates the first settler of Clinton County. The terrace includes a stretch of the Discovery Trail along the top of the Mississippi River levee, and features an overlook plaza and covered shelter with views of the river.



### Southside Park

Southside Park is not clearly defined. The majority of the parcel that includes the park appears to be a stormwater detention facility. The park features a concrete boat ramp over the levee to the Mississippi River. With the exception of signs restricting driving on the levee and alerting to the presence of Eurasian Water Milfoil, there is no park identification sign and the launch area has no signage indicating public use. Parking appears to be a wider gravel area next to the launch.

### Scenic Byways and Trails

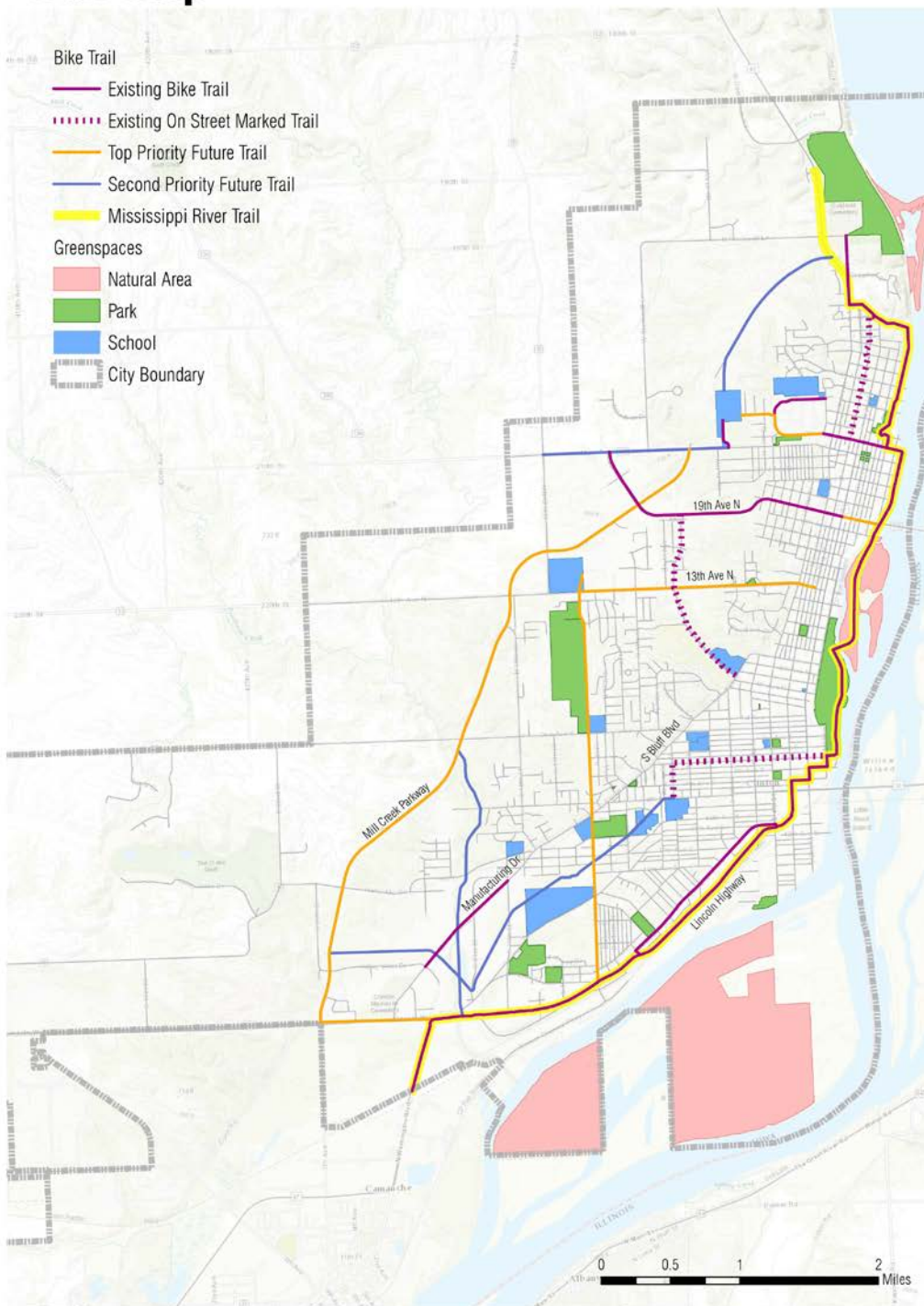
The City of Clinton is located at the intersection of two Scenic Byways. The Great River Road follows Highway 67 north to south through the City, while the Lincoln Highway enters from the southwest on Highway 30 and goes east at the North Bridge over the river. The Mississippi River Trail is also planned to follow the river from its headwaters in Minnesota south to the Gulf of Mexico. Portions of this trail are in place, while others are still in the planning stages.

The City of Clinton is fortunate to have the Discovery Trail located along the Mississippi River, which provides bike and pedestrian connectivity north-south along the City's eastern edge. Other designated bike trails include off-road trails along 19<sup>th</sup> Avenue North, 28<sup>th</sup> Avenue North, Rolling Hills Drive, and Manufacturing Drive. On-street designated lanes follow Springdale Drive and 5<sup>th</sup> Avenue South/9<sup>th</sup> Street. **Figure 10** shows locations of existing and proposed trail facilities, which have been divided into top priority and secondary priority improvements based on their ability to connect key destinations and to complete existing trail routes.



Figure 10: Existing and Proposed Future Trail Locations

## Trail Map



SMITHGROUP JJR



City of Clinton, Iowa  
611 South 3rd Street, Clinton, Iowa  
2017

## Other Community Recreational Amenities

The following is a list of other significant community recreational amenities not located in parks maintained by the City of Clinton:

- Bickelhaupt Arboretum – Owned by Clinton Community College, includes an award winning collection of trees, shrubs, groundcovers, and perennials.
- Valley Oaks Golf Course – Located on the west edge of town, offers a full 18 hole course and a 9 hole par 3 course.
- YWCA – Offers fitness facilities, swimming, child care and after school programs, tae kwon do, and other recreational activities.
- River Cities Tennis and Pickleball Complex – Provides four indoor tennis courts that are converted to eight pickleball courts for organized league play, including lessons for both adults and youth.
- Sawmill Museum – Showcases Clinton’s history as the “Lumber Capital of the World,” where harvested timber was shipped downriver from Minnesota and Wisconsin to be processed for the expansion of western America.
- Clinton County Historical Society – Features exhibits on the history of Clinton County from settlement to modern times.
- George M. Curtis Mansion – Displays a Victorian era home of a local lumber baron.
- Felix Adler Children’s Discovery Center – Provides interactive children’s exhibits as a tribute to world famous clown and Clinton native, Felix Adler.
- Catholic Historical Center – Showcases the history of the Catholic community in Clinton and the Lyons District.
- Clinton Symphony Orchestra – A full professional symphony performing classical concerts.
- Gateway Contemporary Ballet – Features classical and modern dance performances both in and outdoors.
- River Arts Center – Displays rotating art exhibits from local and national artists.
- River City Municipal Band – A volunteer City band, providing performances throughout the summer including venues in City parks.

## B. Level of Service

### Gap Analysis

For the City of Clinton, the parks Level of Service analysis examines the area of the city being serviced by neighborhood, community, and special use parks. Neighborhood parks are assigned a ½-mile service radius, as these park types typically are accessed by foot or bike by the surrounding residents. Community parks and special use parks are given a 1-mile radius as these parks feature shared community resources that are frequently accessed by driving, even though they may also serve as neighborhood parks for their local area. Because of the shared resources on school district property, elementary, middle, and high schools are included as a recreational resource at the neighborhood level (½-mile radius).

By overlaying the park service radii on a map of the city, the resulting diagram shows where gaps may exist in the area served by the existing park locations (See **Figure 11**). For the City of Clinton, coverage of the developed areas of the city is very good. Only two small areas towards the edges of the city are presently outside the service radii of the park and school sites. These areas are both primarily characterized as large lot subdivisions. First, the residences located northwest of Main Avenue and Stockwell Lane are north of the service area for Emma Young Park and west of the radius of Eagle Heights Elementary School. There is a bike trail connection to Main Avenue that does provide some connectivity to this neighborhood. Secondly, the residential development surrounding the Valley Oaks Golf Course on the far west side of the city similarly lacks park coverage. However, although it is privately owned, the golf course does provide open space for the local community.

### **Inventory Analysis**

The National Recreation and Park Association (NRPA) no longer publishes national standards for facility quantity, as they believe communities serve different residents with distinct needs and recreational preferences. However, they do distribute metrics based on evaluations of park and recreation agencies across the United States. Current data from the 2017 NRPA “Agency Performance Review” based on a survey of 925 agencies indicate the following for the typical community of 20,000 to 49,999 residents:

- 9.6 acres for every 1,000 residents.
- 1 park for every 1,901 residents.
- Over 90 percent of respondents offer playgrounds, with an average of one playground per every 3,010 residents.
- Over half of respondents offer indoor recreation centers with gyms, while approximately 2 in 5 offer senior centers and fitness centers.

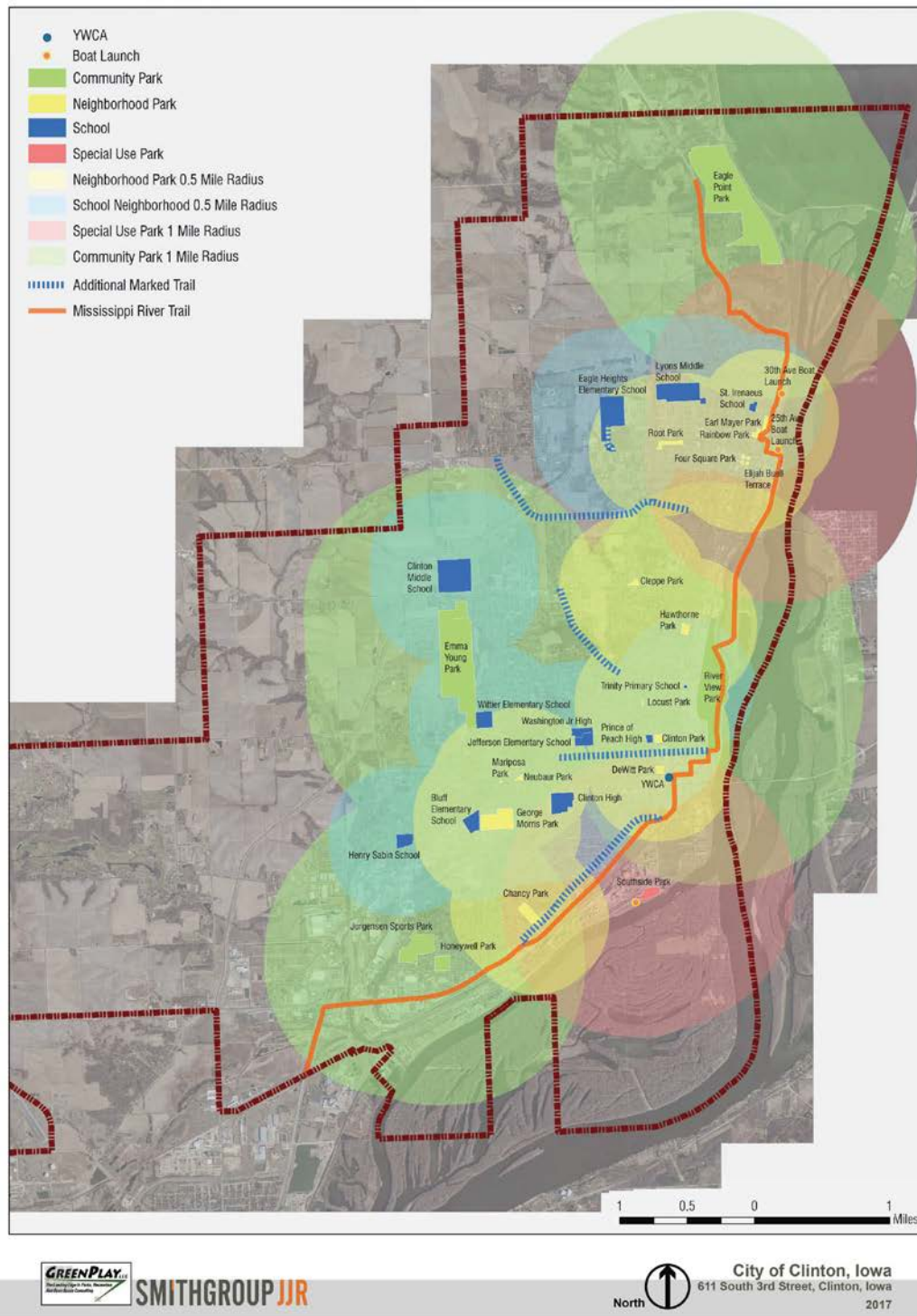
Based on current population projections, the City of Clinton will have approximately 25,500 to 26,000 residents through the next decade. Comparing the number of parks and acreage data from NRPA to the City of Clinton, the city has a favorable amount of park space for residents. Not including the special use parks, the city provides 16.8 acres of parkland per 1,000 residents, and 1 park per every 1,368 residents.

### **Level of Service Summary**

Given the results of the gap and inventory analyses, it is not recommended that the City of Clinton pursue acquisition of additional park property at this time. Instead, the focus should be on maintaining and improving the existing park facilities.

Figure 11: Gap Analysis Map

## Gap Analysis



This maps is included for illustrative purposes. Larger maps are included in Appendix C.

## IV. Key Issues

Key issues and themes for focus were identified using a number of tools, including review of existing plans and documents, focus groups, stakeholder meetings, a community survey, inventory and level of service analysis, and staff/project team input. The information gathered from these sources was evaluated, and the following recommendations and action plans were developed.

The findings are summarized on the Key Issues Matrix, which captures all of the key issues that surfaced during the Master Plan process and prioritizes them on one matrix. The key issues were placed into four categories on the matrix:

- a) Priority
- b) Opportunity to Improve
- c) Minor or Future Issue
- Left Blank means the issue did not come up or was not addressed in that venue


The qualitative data planning tools used to determine the priority of key issues include:

1. Existing planning documents/Staff Input
2. Consultant team's expertise
3. Public forum input

The quantitative data planning tools used to determine the priority of the key issues include:

1. Community Survey
2. Facility Assessment/LOS

Preliminary recommendations are listed for each key issue and presented to the Parks and Recreation project team to gather input on the prioritization of the final recommendations and action plans. The Key Issues Matrix summarizes the areas that need immediate attention and determine the direction of the implementation of recommendations in the Master Plan.

2017 Data Source		Qualitative Data			Quantitative Data	
	<b>Key Issue - Rating Scale</b>  a - priority b - opportunity to improve c - minor or future issue  blank means the issue didn't come up or wasn't addressed	Consultant Team	SWOT Analysis	Public Input	Survey	Level of Service Analysis
Organizational						
Lack of marketing and communication with the residents						
Improve the use of technology to improve customer service and efficiencies						
Increase the use of social media						
Need to improve and develop better partnerships to assist funding, volunteers and promotions						
Lack of branding, brand division of recreation						
Finance						
Lack of event & activity sponsorships						
Consider support for funding through taxes						
Need for additional funding for trail and pathway connectivity						
Need for more funding for making improvements and/or renovating existing facilities amenities at parks						
Need to consider and look at more funding for adding facilities, enhancing current and developing new parks, and expanding programs and activities						
Need for more Grant and philanthropic opportunities						
Need for a Cost Recovery & Pricing Philosophy						
Programs and Service Delivery						
Need for more community special events, seasonal activities (Riverfront area), and overall sense of community						
Need to increase social networking						
Need for Teen/Tween and Young Family programming						
Need for outdoor recreation/family oriented programming						
Lack of activities that promote active lifestyles, health and wellness, and community outreach and involvement						
Increase and improve volunteer opportunities and a volunteer program						
Need to address senior programs and senior population as the age of community increases						
Need to address opportunities for the growth that is occurring west of town						
Facilities and Amenities						
Need to increase and improve maintenance and upkeep of existing amenities and facilities (playgrounds, shelters, restrooms, etc.)						
Need more connectivity/walkability throughout community, leading to amenities, and connecting with those outside of the city						
Ericksen Community Center in poor condition						
Need for a festival area						
Need for more open space/natural areas, additional trails and pathways, shade features/picnic shelters						
Lack of Indoor Multi-use sports complex						
Lack of Winter activities						
Need more lighting, safety and security, condition/maintenance of parks or facilities, parking, additional facilities and amenities						
Lack enough parking and event/program/activity scheduling						
Need to create park identity in existing and new parks						
Lack of strong partnerships and need for more additional space						
Need for user Agreements/Fee Evaluations						
Lack of ADA Compliance throughout community						
Need for more Outdoor Fitness Equipment						

# V. Looking Toward the Future – Recommendations and Action Plans

## A. Recommendations

After analyzing the findings that resulted from this process, including the key issues matrix, a summary of all research, the qualitative and quantitative data, inventory, LOS analyses, and input assembled for this study, a variety of recommendations have emerged to provide guidance in consideration of how to improve parks and recreation services and facilities in Clinton, Iowa. This section describes ways to enhance the level of service and the quality of life with improvement through organizational efficiencies, financial opportunities, improved programming and service delivery, and facilities and amenities.

### Summary of Goals and Objectives

#### Organizational:

- Enhance and improve marketing and communication regarding residents and visitors.
- Improve use of technology.
- Improve and develop enhanced funding partnerships, volunteers, and promotions.
- Develop a department brand.

#### Finance:

- Explore additional funding options.
- Establish a best practice and cost recovery and pricing strategy.

#### Programs and Service Delivery:

- Explore additional opportunities to provide programming that meet the demands of the community.

#### Facilities and Amenities:

- Maintain and improve current facilities and amenities.
- Address the Ericksen Center
- Develop future facilities and amenities.
- Address the need for additional indoor and outdoor space.

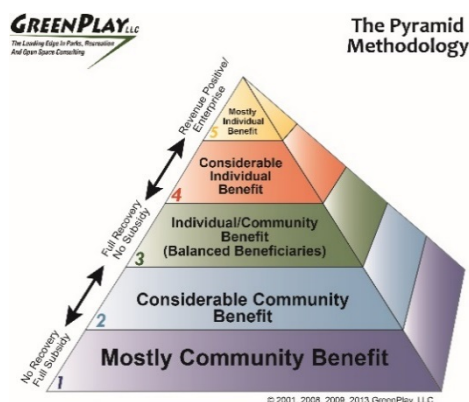
## Organizational

The Parks and Recreation Department should develop a Marketing and Communications Plan that will guide its efforts in communicating and promoting its activities and facilities not only to the residents of Clinton, but also to those that visit the City of Clinton and use their recreational trails, parks, and amenities. This will create greater awareness and should include all recommendations in the Master Plan for programs, services, and facility upgrades. The City needs to increase the utilization of technology to improve customer service and efficiencies with regard to the parks and recreation registration software and the increased use of social media to connect citizens and visitors with the City. Also, as part of the Marketing and Communications Plan, the Parks and Recreation Department should evaluate directional and wayfinding signage to facilities on roadway, pathways, and within parks. The Department should develop signage standards for parks and update existing park signs as parks are renovated to meet the new standard, creating a brand that becomes the signature of the Department. Additionally, the Marketing and Communications Plan should be reviewed and updated as needed. The plan should also include marketing strategies that incorporate the efforts of partner departments and projects and look to create a park ambassador program.

## Finance

The Department should continue to explore opportunities and develop strategies to seek alternative funding sources that includes donations, grants, partnerships, sponsorships, and impact fees. Tax incentives are a possible strategy for a dedicated revenue source to meeting park maintenance demands. Trail and pathway connectivity is one of the top priorities for the Department. Funding for additional connectivity will become an important aspect of the Master Plan process, and the city would benefit by seeking grants and other forms of securing funding to address this task. The growth of the west side of Clinton will also become a priority and will require the city to continue to devise and explore funding opportunities as growth continues.

The Parks and Recreation Department should implement a best practice Cost Recovery Policy such as the Pyramid Pricing Methodology (sample has been provided as a staff document) to determine a consistent method of pricing activities and services throughout the Department. The new resource allocation and cost recovery philosophy, model, and policy should be grounded in the values, vision, and mission of the City of Clinton, while generating adequate revenues to help sustain Clinton facilities, parks, programs, and services. It should be reviewed annually. As part of the cost recovery policy, include a scholarship opportunity or a financial assistance program to allow for inclusion and equity for participants and families.



## Programs and Service Delivery

The City of Clinton will benefit by exploring additional opportunities to provide programming that meet the demands of the community. The city benefits by the Riverfront area to showcase the city. The Riverfront provides an opportunity for the city to explore possibilities to produce, attract, promote, and enhance special events and programs and increase sense of community in Clinton. The Riverfront also provides the city an opportunity to draw non-residents and other visitors of the community to the area to take advantage of the marina, camping, trail system, and other amenities.

Young families are a population in need of additional program opportunities. This segment of the population identified special events and activities as services that would better serve this population. The teen/tween population is another age group that the city can look to develop and explore additional programming opportunities. Seniors make up a large percentage of the population in Clinton. The city needs to explore additional activities and special events catered to this age group.

Outdoor recreation opportunities were identified as a need for the community as well as programs and activities that promote active lifestyles, address health and wellness, and community outreach. The city has the opportunity to expand programming in this area through administering their own programs, as well as seeking partnerships and cross promoting activities that would meet the needs identified in this category.



While the city has a good volunteer program in reaching youth coaches for sports programs, the city would benefit by developing a volunteer policy and procedure standard for all areas in the Department. Opportunities are available for the city to create community volunteers and reach out beyond the youth sport realm to take advantage of those residents that want to volunteer and be proactive in the assisting the Parks and Recreation Department.

### **Facilities and Amenities**

The City of Clinton offers a wide variety of facilities and amenities throughout the city. The Ericksen Center, Eagle Point Park, and Riverfront area are the most popular locations comprised of a recreation center, athletic fields, parks, swimming pool, trails, and other various amenities. The numerous parks, trails, and other amenities located throughout the community allow the residents an opportunity to take advantage of recreational opportunities.

A recurring theme through the survey and feedback from staff and other stakeholders is for the city to “take care of what we have.” Increasing and improving the maintenance and upkeep of all facilities and amenities is a priority for the Department. The city would benefit by itemizing all low scoring amenities identified in the inventory and level of service analysis and make immediate improvements to this list. Staff size to take on maintenance standards is an area that must be addressed. The city will need to begin identifying various opportunities to alleviate pressure on the Department, whether this includes adding more maintenance staff or looking at opportunities for contracted services to address this need.

This city has been provided a staff document with a list of all low scoring amenities identified in the inventory and level of service analysis that need immediate attention.

Safety and security is another issue that was mentioned throughout the information gathering stage of the master plan process. The need for more lighting on trails, safety, and security in parks and amenities were identified as immediate needs. The city also has the opportunity to work with neighborhood watch groups or other volunteers to help assist in the safety and security of all parks and amenities and relaying information to the Department or local authorities.

Various buildings and locations lack ADA accessibility through the community. Creating an ADA transition plan would allow the city to identify areas that need immediate attention and create a path of transition that would allow the city to bring all of their facilities and amenities to the appropriate standards required for the community.

The Ericksen Center is a popular facility that is owned and operated by the city. The Parks and Recreation Department administrative offices are located in the building and the location is centered in a park that houses various athletic fields and other amenities that are popular in the city. In its current state, the building is outdated and need of attention. The city would benefit by completing a Needs Assessment/Feasibility Study to address the current situation and seek direction for to improve and update the offerings for the community.

Another popular and important area of the community is the Riverfront area. In a previous study, the city created a Master Plan for Riverview Park and identified the Allied Steel property as a potential location for expansion and development for a festival area. Festival space and special events were identified as important moving forward with the Master Plan. The city would be wise to continue looking at this location for festival development and creating future amenities and facilities to not only increase opportunities for residents but also to possibly use as a destination to increase opportunities for visitors from outside the city.

Other future facilities and amenities identified through the survey and community information gathering phase highlighted continuing to develop the Trails Master Plan and connectivity throughout the community, adding additional outdoor fitness equipment along the trails or in a centralized location and addressing winter activities by exploring the opportunity for a splash pad/ice rink amenity, additional sled hills and other opportunities to increase winter activity. Creating more indoor programming space for the Department programs is an opportunity that would enhance and improve programming of the Department. The Department would benefit by exploring and developing stronger partnerships to address this need and re-evaluating their current user agreements and negotiate process with outside entities.

The following are proposed general recommendations and improvements for each City park facility, listed alphabetically by classification identified through the inventory of the park system. Park diagrams and facility condition assessments are included in **Appendix B**.



*Sample splash pad/ice rink shared use facility*

### **Eagle Point Park**

The South Shelter and playground area is in the most need of improvement. The shelter should be scheduled for complete replacement. Consideration should be given to removing some of the play equipment from the hillside and moving it to the flatter area near the existing shelter. The newer structure with safety surface could be left on the hillside, with designated paths to facilitate access while fencing off adjacent areas with split rail or other materials for restoration of native vegetation to reduce erosion. As part of the path improvements, the edge of the parking lot along the playground area should be repaired to replace wheelstops and fix the crumbling edge of pavement.

Other recommended improvements for the park include removing or replacing defunct water fountains, replacing the observation point overlook with an accessible plaza, and completing repairs to the stone vehicular guardrails along the south park road as well as the post and cable guardrails along the northern road section. A signage study should be completed to evaluate directional wayfinding within the park to simplify and clarify locations of park features.

Finally, the bluffs and ravines within the park are being severely impacted by stormwater runoff and erosion. A study should be undertaken to evaluate best management practices and green infrastructure improvements to protect these sensitive natural resources.

### **Emma Young Park**

A facility evaluation is recommended for the Ericksen Community Center, as the building generally appears to be outdated and not meeting the gym and recreational needs of the community. A major accessibility issue is the lack of an elevator, which requires those with disabilities to go around the outside of the structure to get from the main to lower levels. Restroom sizes and locker room door thresholds also do not meet accessibility requirements, and the disabled parking and building entrance sidewalks are not ideal. An architectural facility evaluation will assist in determining whether the facility can be renovated or expanded, or if a replacement would be more economical and better meet the community's needs.

Other recommended improvements include resurfacing and repairing failed curbs and pavement in the parking lots, replacing the non-functioning drinking fountains in the park, and roof and siding replacement at the concession building. Asphalt trails within the park are scheduled for repair in fall 2017. Based on a desire for designated pickleball facilities in the community, the tennis courts at Emma Young Park are recommended to be converted for pickleball use. These courts are in poor condition and may need upgrade to accommodate this change in use. A tree planting program should also be developed for the park to replace the aging canopy.

Emma Young Park includes a large undeveloped area that is ideal for future expansion of park facilities, which could include a multi-use indoor or outdoor athletic complex.

### **Honeywell Park**

Parking is all gravel and the two lots generally lack definition for drive lanes and space layout. Timber landscape edging around north lot is in poor condition. Restrooms are not accessible due to door thresholds. Paint and roof repairs are needed for buildings. At the time of the inventory, plans were in place to skin the infield on two diamonds so that the fields could be shared between softball and peewee baseball programs.

### **Jurgensen Park**

The City's capital improvement plan has budgeted for improvements to level the playing fields and double the field capacity to serve all programs for ages 3-17. Phase 1 of implementation is scheduled to be completed for play by spring 2019, and includes field grading, parking lot pavement, an ADA compliant walkway, utilities, and stormwater detention facility. Phase 2 is budgeted for Fiscal Year 2019 to construct a joint concession and restroom building. These major improvements will ensure the facility serves the 1,400 youth soccer players that participate in the program annually, and allow for growth at the Recreation and Tournament/Club level.



### **Riverview Park**

Over the past 20 years, the City has been successfully implementing recommendations of the Riverview Park Master Plan completed in 1997. The next highest priority improvement from the plan would be to acquire the adjacent former Allied Steel property site for use as a festival ground. This space would include relocation of the bandshell to reduce conflicts with the Showboat and Stadium, as well as a new restroom structure and parking.

Other recommended improvements for Riverview Park include replacement of the RV Campground restroom and shower facility, establish an on-site RV campground host to better meet the needs of guests, and ensure compliance with rules. Additional RV sites with full-hookups are also recommended. Restroom improvements for the baseball diamond concession stand, repair of asphalt parking lots at the stadium, repair of the safety surface at the Rotary Playground, and repair of the Discovery Trail pavement surface.

### **Chancy Park**

Chancy Park needs renovation of all facilities. The playground equipment is antiquated and in need of replacement, and the sand safety surfacing requires augmentation. Walks within the park are in poor condition, and the concrete drinking fountains no longer function. The gravel parking lot needs to be repaired to correct drainage issues. The Little House requires masonry tuckpointing and would need accommodations to be made accessible if opened for use. Horseshoe pits and tennis courts are in poor repair and in need of removal or replacement. The wood frame picnic shelter is starting to show wear, and does not have an accessible route.

### **Cleppe Park**

Given that this park is not highly used, consider restoring the steep slopes to prairie to increase pollinator habitat and decrease maintenance mowing.

### **Clinton Park**

One of the playground structures is dated and should be scheduled for replacement. The sand safety surface was also in need of replenishment; consideration should be given to a different safety material given the high use of the playground area, with potential cost sharing of this improvement with the adjacent school due to their use of the park for recess. Two concrete drinking fountains no longer function. Picnic shelters are in excellent condition and provide ADA compliant tables; however, there is no accessible route from the parking lot to the shelters.

### **DeWitt Park**

Other than replacing or repairing the benches to improve their condition, no other improvements are recommended for DeWitt Park at this time.

### **Earl F. Mayer Park**

Given the challenges this site faces from settlement of the landfill, it is recommended that alternate sites be identified long-term to relocate the baseball diamonds and restore the park to open space.

### **Four Square Park**

The bandshell was renovated in 2000 and is in relatively good condition. The guardrail at the rear of the performance platform should be evaluated for code compliance against potential historic preservation requirements. Concrete walks within the park are generally in poor condition and require replacement. The concrete drinking fountain no longer functions. Concrete masonry block landscape planters in front of the library need to be reset.

### **George Morris Park**

Any improvements to the fields and facilities is the responsibility of CCC. However, it was noted that the soccer fields are in poor condition with drainage issues and uneven grading of field surfaces. The northwest and southeast gravel parking lots are also in need of repair, with uneven surfaces. There is no accessible route to the shelter at the baseball diamond, as the shelter is surrounded by crushed asphalt and landscape timbers block travel from the parking lot. The shelter is in need of paint, but otherwise seems to be in good repair. A sign located at the clubhouse entrance identifies the park as belonging to CCC and has an ambiguous arrow pointing to go east for a neighborhood park. It is unclear which City facility this arrow would be leading to, as the closest park (Neubauer) is located several blocks north and east.

### **Hawthorne Park**

The basketball court is in need of new hoops, but the surface is in relatively decent condition. There is a fall hazard that should be addressed at the edge of the court where the adjacent sidewalk slopes down to the street. Beautiful mature oak trees contribute to the overall character of the park; however, young trees should be planted to replace the oaks as they age.

### **Locust Park**

The park is in good condition. Future upgrades may include new play equipment. Access to the park could be enhanced by fixing the failed sidewalk along the street frontage.

### **Mariposa Park**

Consider closing the gravel driveway that bisects the park (paralleling Myra Place) and requiring that neighbor to use the gravel drives that ring the outside of the park in the right-of-way for access to their residence. Otherwise, no other improvements are recommended as Neubauer Park is located only a few blocks away.

### **Neubauer Park**

Neubauer Park needs renovation of all facilities. The playground equipment is antiquated and in need of replacement. Sand safety surfacing requires augmentation. Concrete walks within the park are in poor condition, and trees stumps should be removed with replacement trees provided. The concrete drinking fountain no longer functions. Although the gazebo is the focal point of the park from Bluff Street, it has fallen into disrepair and is in need of paint and masonry/roof repairs. Park identification signage should be relocated so that it is in a more visible location.

### **Rainbow Playground**

The playground is in relatively decent condition. Some play structures are aging and should be scheduled for replacement. Accessible access walk and table should be provided for the shelter. The grill requires repair or replacement.

### **Root Park**

Long term goals for this park may include a trail connection through the natural area or a playground for the adjacent economically challenged neighborhood.

### **25<sup>th</sup> Avenue N. Boat Ramp**

With the recent improvements, the launch is in good condition and is not in need of any repairs at this time.

### **30<sup>th</sup> Avenue N. Boat Ramp**

Signage would help identify the public launch and available parking.

### **Elijah Buell Terrace**

The terrace is showing signs of aging and is in need of repair. Specifically, the brick pavers at the overlook plaza are cracked and heaving with failing joints, and the asphalt on the Discovery Trail has cracks developing. Accessibility upgrades are needed to the ramp at the overlook. The stairs leading to the terrace were closed at the time of survey due to a failing handrail. The shelter is in relatively decent condition with only minor repairs needed.

### **Southside Park**

Signage would help identify the park, the public launch, and available parking.

## **B. Action Plan, Cost Estimates, and Prioritization**

The following Goals, Objectives, and Action Items for the recommendations are drawn from the public input, inventory, level of service analysis, findings feedback, and all the information gathered during the master planning process with a primary focus on maintaining, sustaining, and improving Clinton parks, recreation, open space, and trails. All cost estimates are in 2017 figures where applicable. Most costs are dependent on the extent of the enhancements and improvements determined or known at this time.

Timeframe to complete is designated as:

- Short-term (up to 3 years)
- Mid-term (4-6 years)
- Long-term (7-10 years)

## Goal 1: Organizational Efficiency

### Objective 1.1:

Enhance and improve marketing and communication regarding residents and visitors.

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
<b>1.1.a</b> Develop a marketing and communications plan. Review plan and update as needed.	N/A	Staff Time	Short-Term
<b>1.1.b</b> Increase the use of technology to improve customer service and efficiency. Explore opportunities to expand the current use.	N/A	Staff Time	Short-Term
<b>1.1.b</b> Develop a social media policy that allows for marketing and feedback.	N/A	Staff Time	Mid-Term

### Objective 1.2:

Improve use of technology.

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
<b>1.2.a</b> Increase the efficient use of current registration software system.	N/A	Staff Time	Short-Term
<b>1.2.b</b> Determine a staff member to be key point of contact for training and use of registration software.	N/A	Staff Time	Short-Term

### Objective 1.3:

Improve and develop enhanced funding partnerships, volunteers, and promotions.

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
<b>1.3.a</b> Determine immediate relationships to create partnerships that will benefit the community (school district, county).	N/A	Staff Time	Short-Term
<b>1.3.b</b> Identify staff member/intern/volunteer to take on grant writing for the Department.	N/A	Staff Time	Short-Term
<b>1.3.c</b> Create a park ambassador program.	N/A	Staff Time	Short-Mid-Term

### Objective 1.4:

Develop a department brand.

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
<b>1.4.a</b> Create consistent use of City/Department logo.	N/A	Staff Time	Mid-Term

<b>1.4.b</b> Review park signage and maintain consistent use throughout the city, including walking and biking trails.	Approximately \$2,500 each for primary park identification signs, and \$1,100 each for wayfinding signage	Staff Time	Mid-Term
<b>Goal 2: Finance</b>			
<b>Objective 2.1:</b> Explore additional funding options			
<b>Actions</b>	<b>Capital Cost Estimate</b>	<b>Operational Budget Impact</b>	<b>Timeframe to Complete</b>
<b>2.1.a</b> Develop strategy to seek alternative funding sources that includes donations, grants, partnerships, sponsorships, and bonds.	N/A	Staff Time	Short-Term
<b>2.1.b</b> Consider support for funding through taxes. Review impact fees, larger share of General Fund, and other opportunities to increase funds.	Increase in CIP	Increase in Revenue	Short-Term
<b>2.1.c</b> Continue to fund and seek additional funding for trail and pathway connectivity. Establish on-line maps, information on trails.	N/A	Staff Time	Short-Term
<b>2.1.d</b> Identify additional funding opportunities to address renovation of existing facilities/amenities, reuse of existing facilities/amenities (convert tennis to pickleball courts), and expanding programs/activities and address potential future growth of city west of town. Require developers to dedicate green space areas in new sub-divisions.	N/A	Staff Time	Mid-Term
<b>Objective 2.2:</b> Establish a best practice and cost recovery and pricing strategy.			
<b>Actions</b>	<b>Capital Cost Estimate</b>	<b>Operational Budget Impact</b>	<b>Timeframe to Complete</b>
<b>2.2.a</b> Develop a resource allocation and cost recovery philosophy, model, and policy that is grounded in the values, vision, and mission of the City of Clinton.	\$40,000-\$50,000	Staff Time	Mid-Term

<b>2.2.b</b> Establish a pricing methodology that continuously reflects community values, while generating adequate revenues to sustain Clinton facilities, parks, open space, programs, and services. Reviewed annually.	N/A	Staff Time Increase in Revenue	Mid-Term
<b>2.2.c</b> Develop a financial assistance program. Evaluate and review on a yearly basis.	N/A	Staff Time	Mid-Term
<b>Goal 3: Programs and Service Delivery</b>			
<b>Objective 3.1:</b> Explore additional opportunities to provide programming that meet the demands of the community.			
<b>Actions</b>	<b>Capital Cost Estimate</b>	<b>Operational Budget Impact</b>	<b>Timeframe to Complete</b>
<b>3.1.a</b> Explore opportunities to produce, attract, promote, and enhance special events and programs and increase sense of community. Make better and more frequent use of Riverfront area.	N/A	Staff Time Increase in Revenue	Short-Term
<b>3.1.b</b> Explore opportunities to develop new programs/social activities that attract and draw the teen/tween populations and young families.	N/A	Staff Time Increase in Revenue	Short-Term
<b>3.1.c</b> Address the need for senior programming and senior events by exploring new opportunities and identifying funding opportunities.	N/A	Staff Time Increase in Revenue	Short-Term
<b>3.1.d</b> Identify outdoor year-round recreation opportunities and new programming for individuals, as well as groups, adults, and families.	N/A	Staff Time	Long-Term
<b>3.1.e</b> Explore and promote programs/activities that address active lifestyles, health and wellness, and community outreach and involvement. Identify partnership opportunities in the community.	N/A	Staff Time	Long-Term
<b>3.1.f</b> Increase and improve volunteer program. Develop a volunteer policy/procedure for youth coaches and community volunteers.	N/A	Staff Time	Long-Term

## Goal 4: Facilities and Amenities

### Objective 4.1:

Maintain and Improve Current Facilities and Amenities

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
<b>4.1.a</b> Increase and improve maintenance and upkeep of existing amenities and facilities (playgrounds, shelters, restrooms, trails, walking paths, sidewalks).	N/A	Staff Time	Ongoing
<b>4.1.b</b> Identify low scoring amenities and make immediate improvements or re-purpose for more relevant use.	Variable based on repair vs. replacement cost of specific projects. Approximately \$150,000 per playground, \$50,000 - \$150,000 per new shelter, \$100,000 - \$400,000 per new restroom/concession, \$5,000 per drinking fountain, \$5/SF of asphalt parking surface (Costs for restroom/fountains assume no utility work.)	Staff Time	Ongoing
<b>4.1.c</b> Develop and implement existing and future plans, regular inspections, CIP, Master Plans, & Life Cycle Replacement Plan.	N/A	Staff Time	Ongoing
<b>4.1.d</b> Address current staff levels and look for opportunities to add additional staff as needed or consider contracting services to alleviate pressure on the Department.	N/A	Staff Time	Short-Term
<b>4.1.e</b> Address safety and security of parks/amenities. Complete repairs to walking trails to eliminate safety issues. Assess lighting on trails and add more as recommended, work with neighborhood watch groups and community with local authorities.	TBD for lighting improvements based on assessment	Staff Time	Short-Term

<b>4.1.f</b> Address ADA compliance in all facilities and amenities. Develop an ADA transition plan.	TBD based on transition plan	Staff Time	Short-Term
<b>4.1.g</b> Create park themes in current and new parks. Add public art, create destination themes, natural playgrounds, etc.	N/A	Staff Time	Mid-Term
<b>Objective 4.2:</b> Address the Ericksen Center			
<b>Actions</b>	<b>Capital Cost Estimate</b>	<b>Operational Budget Impact</b>	<b>Timeframe to Complete</b>
<b>4.2.a</b> Update and improve the condition of the Ericksen Center by completing a Needs Assessment/ Feasibility Study/Conceptual Plan to address the outdated facility improve the current conditions.	TBD based on outcome of facility assessment	Staff Time	Short-Term
<b>4.2.b</b> Explore opportunity to build or enhance preexisting location to increase indoor space for multi-sport opportunities, year round training, off season sports and activities.	TBD based on outcome of facility assessment	Staff Time	Mid-Term
<b>4.2.c</b> Address potential revenue and impact of indoor multi-use sports complex.	N/A	Staff Time	Mid-Term
<b>Objective 4.3:</b> Develop Future Facilities and Amenities			
<b>Actions</b>	<b>Capital Cost Estimate</b>	<b>Operational Budget Impact</b>	<b>Timeframe to Complete</b>
<b>4.3.a</b> Increase the funding of the Trails Master Plan, connectivity, and walkability of the community internally and outside of Clinton to attract users and connect amenities and attractions. Improve signage and on-line information portals.	Approximately \$3.50 – \$4.00 per square foot for off street asphalt bike trail	Staff Time	Short-Term
<b>4.3.b</b> Explore the Allied Steel property to develop a festival area to attract and provide special events, community activities, gathering place and central staging area. Review previous Riverview Park Master Plan recommendation from SmithGroupJJR.	\$5M-\$7M	Staff Time	Short-Term
<b>4.3.c</b> Create more outdoor fitness equipment to be added along trails or in a centralized location to meet demand of community.	\$25,000 – \$50,000	Staff Time	Short-Term

<b>4.3.d</b> Create joint splash pad/ice rink opportunity for winter and summer use.	\$1M-\$2.5M	Staff Time	Short-Term
<b>Objective 4.4:</b> Address the Need for Additional Indoor and Outdoor Space			
<b>Actions</b>	<b>Capital Cost Estimate</b>	<b>Operational Budget Impact</b>	<b>Timeframe to Complete</b>
<b>4.4.a</b> Increase winter activities by exploring opportunities through additional facility or multi-use amenity, create sledding areas, explore locations to develop family friendly sledding areas, look at developing other winter activities, cross-country skiing, and splash pad/ice rink.	TBD based on facility/location selected	Staff Time	Short-Term
<b>4.4.b</b> Explore opportunities to increase availability of indoor/outdoor space to enhance and improve programs by developing strong partnerships and collaboration with school district, pickleball, and other user groups.	N/A	Staff Time	Short-Term
<b>4.4.c</b> Reevaluate user agreements and fee evaluations with agencies for use of facilities. Evaluate current fees and negotiate with entities.	N/A	Staff Time	Short-Term

# Appendix A: Survey Report

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# CITY OF CLINTON

## PARKS & RECREATION SURVEY RESULTS

### JUNE 2017

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-  FINANCIAL CHOICES/FEES
-  COMMUNICATION & SUGGESTIONS



## METHODOLOGY & SELECTED FINDINGS

# INTRODUCTION

The purpose of this study was to gather public feedback on Clinton parks and recreation facilities, services, and programs. This survey research effort and subsequent analysis were designed to assist the City of Clinton in updating their master plan regarding existing and potential future facilities and services.

# METHODOLOGY

The survey was conducted using three primary methods: 1) a mail-back survey, 2) an online, invitation-only web survey to further encourage response from those residents already within the defined invitation sample, and 3) an open-link online survey for members of the public who were not part of the invitation sample. The analysis herein primarily focuses on responses from the statistically-valid invitation sample.

The primary list source used for the mailing was a third party list purchased from Melissa Data Corp., a leading provider of data with emphasis on U.S., Canadian, and international address and phone verification as well as postal software. Use of the Melissa Data list also includes renters in the sample who are frequently missed in other list sources such as utility billing lists.

# METHODOLOGY

A total of 3,000 surveys were mailed to a random sample of City of Clinton residents in May 2017. After accounting for undeliverable addresses (172 total), 2,828 surveys were delivered and 456 completed responses were received, resulting in a strong response rate of 16.1 percent. The margin of error for the 456 statistically valid responses is approximately  $\pm 4.6$  percentage points calculated for questions at 50% response<sup>1</sup>. The open link survey received an additional 187 completed responses.

For the total invitation sample size of 456, margin of error is  $\pm 4.6$  percent calculated for questions at 50% response (if the response for a particular question is “50%”—the standard way to generalize margin of error is to state the larger margin, which occurs for responses at 50%). Note that the margin of error is different for every single question response on the survey depending on the resultant sample sizes, proportion of responses, and number of answer categories for each question. Comparison of differences in the data between various segments, therefore, should take into consideration these factors. As a general comment, it is sometimes more appropriate to focus attention on the general trends and patterns in the data rather than on the individual percentages.

## WEIGHTING THE DATA

The underlying data was weighted by age to ensure appropriate representation of Clinton residents across different demographic cohorts in the sample. Using the U.S. Census Bureau 2015 American Community Survey five-year estimates, the age distribution within the invitation sample was adjusted to match the 2015 demographic profile of the City of Clinton.

Due to variable response rates by some segments of the population, the underlying results, while weighted to best match the overall demographics of residents, may not be completely representative of some sub-groups of the population.



# SUMMARY OF SELECTED FINDINGS

- Long-Term Areas of Focus Should Include Maintaining/Enhancing Existing Facilities. When asked to select the top two priority values that Clinton Parks & Recreation should focus on for the long term, invitation respondents most commonly chose improving existing amenities (33%). In addition, almost two-thirds of invitation respondents (64%) indicated that their usage of parks and recreation amenities would increase if the City addressed condition/maintenance of parks or facilities. This finding is further corroborated by other survey results, both quantitative and qualitative.
- Some Existing Facilities are Important, and All Meet Community Needs. Invitation sample respondents placed high importance on a handful of existing Clinton facilities, including Eagle Point Park, Riverview Park/Pool, Ericksen Community Center, and the Showboat. Other facilities were rated as relatively less important. However, all of the current facilities received average ratings above the 3 midpoint on the 5-point needs-met scale, indicating that respondents feel their needs are being met adequately by Clinton's facilities.



# SUMMARY OF SELECTED FINDINGS

- Existing Amenities are Generally Important and Generally Meet Needs. Invitation sample respondents rated all current Clinton parks and recreation amenities as important, with each amenity receiving an average importance rating above the 3-midpoint of the 5-point importance scale. Similarly, respondents rated all amenities as adequately meeting the needs of the Clinton community. Despite this finding, an analysis comparing importance and performance reveals that facilities such as restrooms, community/neighborhood parks, and programs and events are highly important to responding households but are meeting their needs less well on a relative basis.
- Top Future Facility Priorities Include Expanded Trails and Pathways, Improved Park Amenities. When asked to select their top three priorities for future Clinton facilities, invitation sample respondents were mostly likely to prioritize an expanded trail and pathway system (38%) and improved park amenities such as playgrounds, shelters, and restrooms (37%). Trails and pathways and community/neighborhood parks are clearly highly important amenities to responding households, with each receiving an average importance rating of 3.9 on a 5-point scale among invitation respondents.



# SUMMARY OF SELECTED FINDINGS

- Community Events Top List of Program Needs. A question about top program priorities revealed that invitation respondents were most likely to identify community events (46%) as the top priority for their households.
- Respondents Support Increasing Funding, but Not if it Impacts their Personal Finances. Invitation respondents indicated that they support a variety of funding sources for Clinton parks and recreation offerings, with many of the listed options receiving an average rating of 3 or higher on a 5-point scale. However, they were less likely to support funding sources that directly impact them financially, such as a general property tax (average rating 2.6) or a new dedicated sales tax (2.9).
- Focus on Improving Communication. Over a quarter (28%) of invitation respondents rated the effectiveness of Clinton's communications as a "1" or a "2" on a 5-point scale where 1 is "not at all effective" and 5 is "very effective," indicating that improvements to existing promotions could be beneficial. The City newsletter (69%) and local media (53%) topped the list of best ways to reach invitation respondents with parks and recreation information. Promoting health, wellness, and active lifestyles is a requested topic for communications, with 57% selecting it as an area of focus.



# SUMMARY OF SELECTED FINDINGS

- Priorities Vary Considerably by Age & Presence of Children in Home. Opinions and priorities among invitation respondents show some differences when segmented by respondent age or the presence of children in the respondent's household. These differences can be attributed to the varying priorities of each of the demographic subgroups.
- Open Link Sample Respondents Are Especially Invested in Parks and Recreation, Have Different Interests Based on Demographics. Throughout the results, open link respondents show relatively greater involvement and investment than invitation survey respondents in Clinton parks and recreation. They provided a higher average familiarity rating with Clinton parks and recreation amenities. They provided lower needs-met ratings for all of Clinton's existing amenities, indicating a greater desire for improvements. Open link respondents were also more likely to be supportive of all funding mechanisms, and less likely to indicate that user fee increases would limit their participation. In addition, open link respondents showed particular interest in youth, providing higher importance ratings for athletic courts and fields. The emergence of this special youth interest is likely due to the dominant presence of family households (52%) in the open link sample.



DEMOGRAPHICS



# DEMOGRAPHIC PROFILE

The invitation sample skews female (64%). Two in five (40%) invitation respondents are under age 45. Households with kids are the most prominent household type among invitation respondents (42%), though they are represented more strongly in the open link sample (52%).

## Demographic Profile

		Invitation Sample	Open Link
<b>Gender</b>	Female	64%	61%
	Male	36%	39%
<b>Age</b>	Under 25	2%	5%
	25 - 34	14%	21%
	35 - 44	24%	23%
	45 - 54	18%	19%
	55 - 64	18%	21%
	65 - 74	11%	11%
	75 or over	13%	1%
<b>Household Status</b>	Single, no children	13%	8%
	Single with children at home	7%	3%
	Single, children no longer at home	9%	4%
	Couple, no children	8%	9%
	Couple with children at home	35%	49%
	Couple, children no longer at home	27%	27%



# DEMOGRAPHIC PROFILE

Over three-quarters of invitation respondent households (81%) earn under \$100,000 annually, while open link respondent households tend to be more affluent (56%). A strong majority of invitation sample respondents identify as white (96%) and non-Hispanic/Latino (99%).

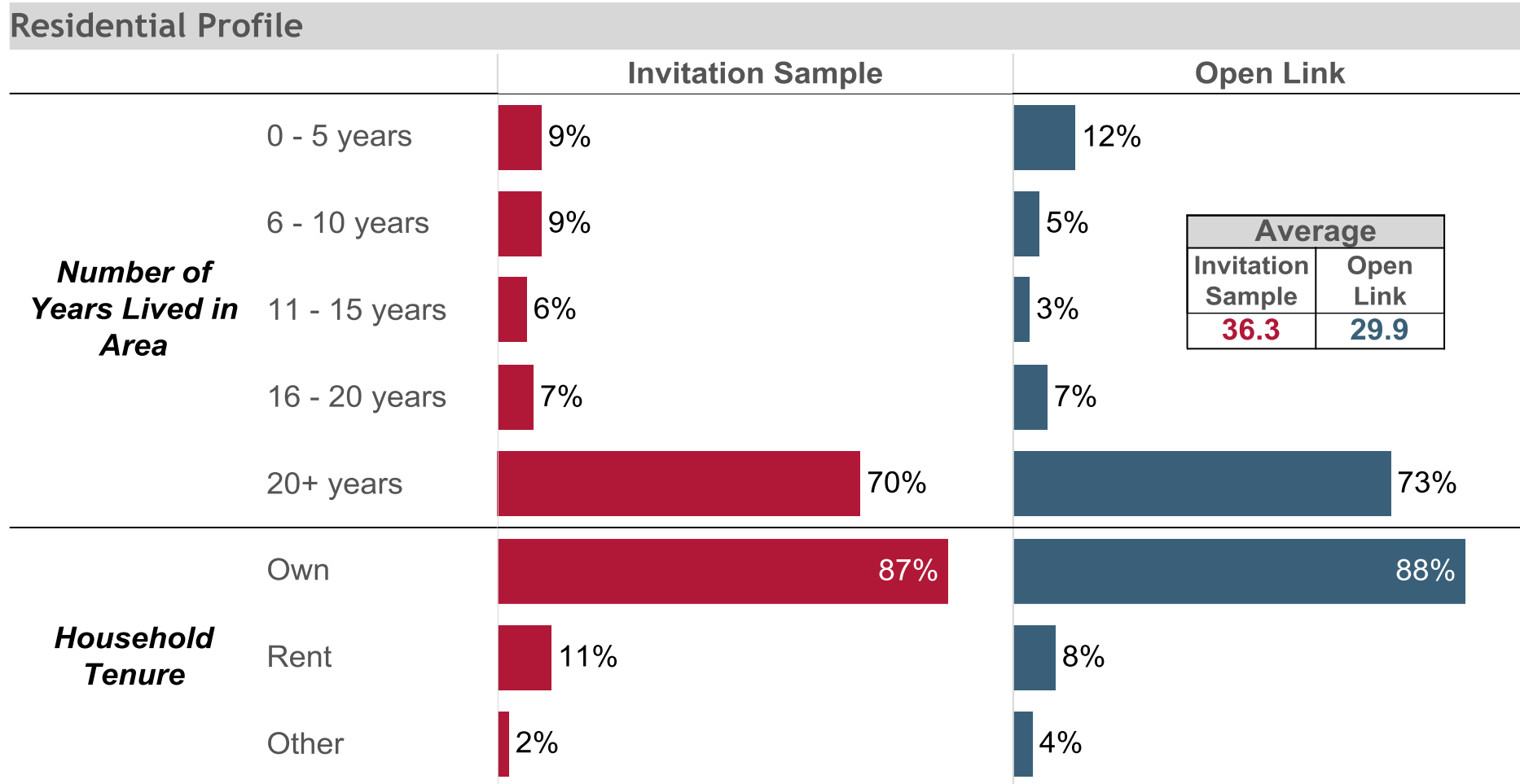
## Demographic Profile

		Invitation Sample	Open Link
<b>Annual Household Income</b>	Under \$25,000	14%	2%
	\$25,000 - \$49,999	25%	15%
	\$50,000 - \$74,999	27%	17%
	\$75,000 - \$99,999	15%	21%
	\$100,000 - \$149,999	14%	31%
	\$150,000 - \$199,999	4%	8%
	\$200,000 - \$249,999	0%	4%
	\$250,000 or more	1%	1%
<b>Race</b>	White	96%	99%
	Other	2%	
	Black/African American	1%	1%
	Asian/Asian Indian/Pacific Islander	1%	1%
	Native American	0%	
<b>Ethnicity</b>	Hispanic/Latino	1%	1%
	Non-Hispanic/Latino	99%	99%



# RESIDENTIAL PROFILE

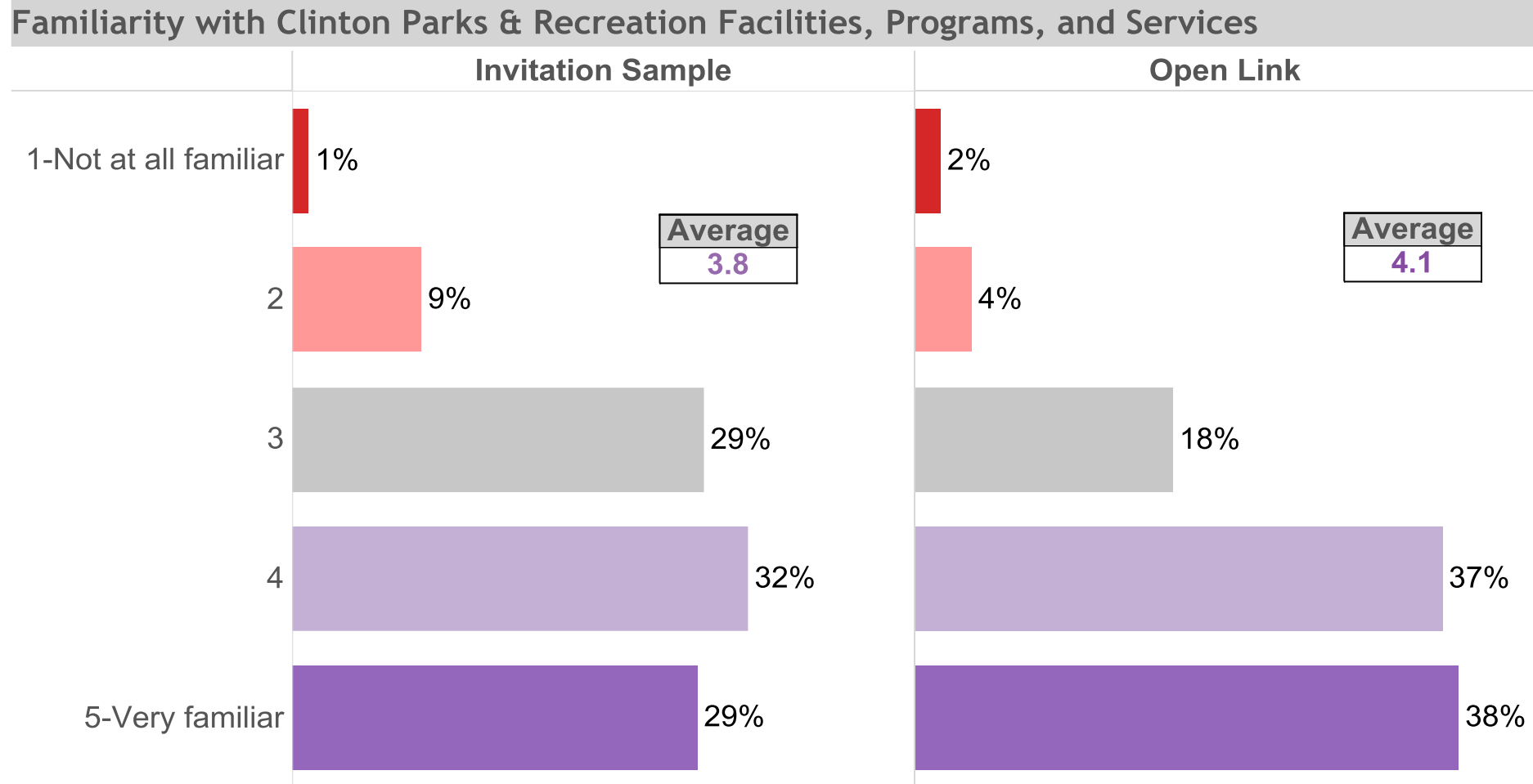
Invitation respondents have generally lived in Clinton for a long time, with an average length of 36.3 years. Open link respondents are slightly newer to the area (average length 29.9 years). A strong majority (87%) of invitation respondents own their residence.





# FAMILIARITY WITH CLINTON PARKS & RECREATION

Just under two-thirds (61%) of invitation respondents indicated that they are familiar with Clinton Parks & Recreation offerings on a scale from 1 to 5. Perhaps unsurprisingly, a larger share of open link respondents said they are familiar (76%).





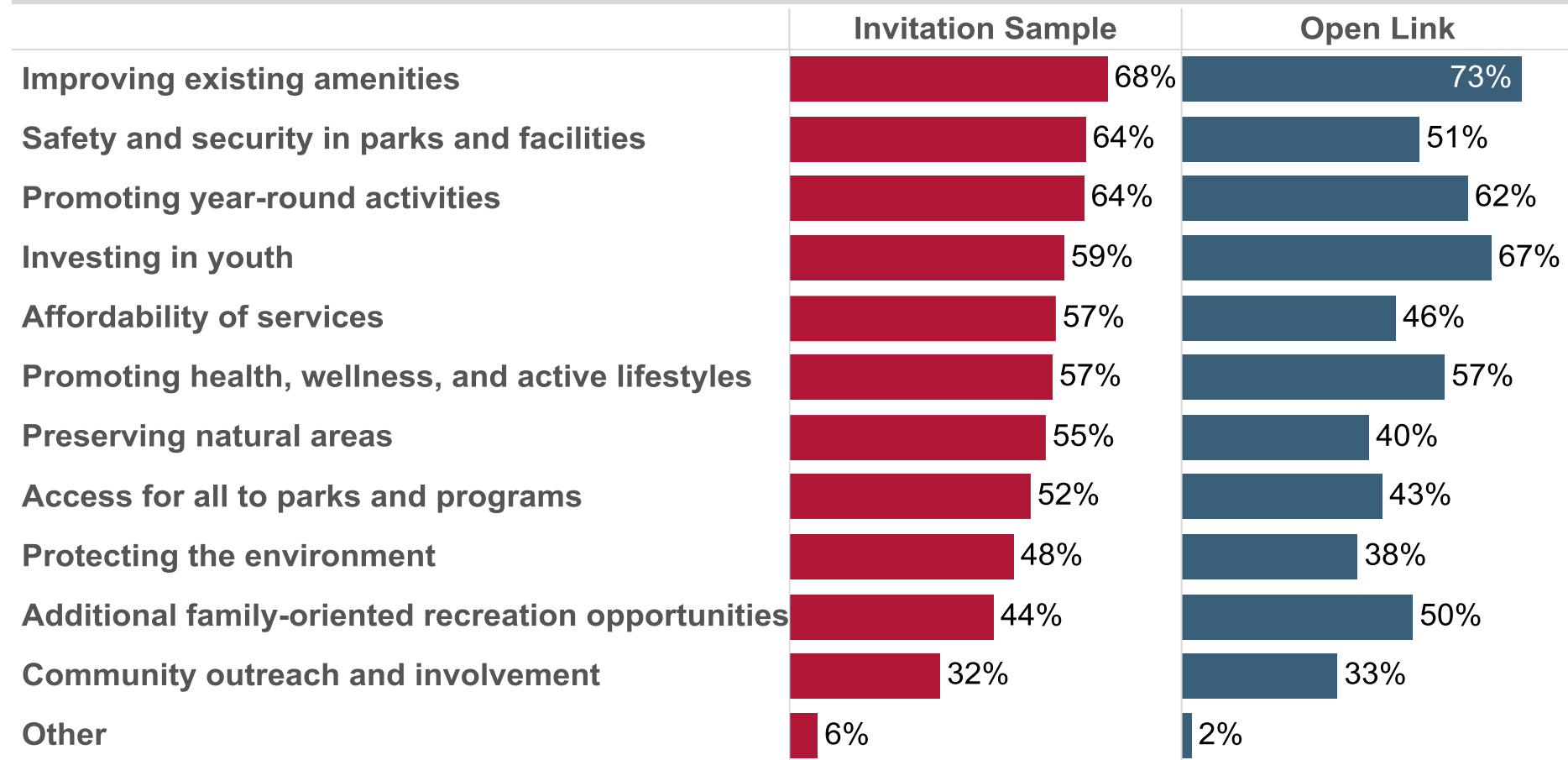
VALUES & VISION



# VALUES CLINTON SHOULD FOCUS ON

When asked to select the values that parks and recreation should focus on improving, invitation respondents show the strongest support for improving existing amenities (68%), followed by safety and security in parks and facilities and promoting year-round activities (each 64%).

## Values Clinton Should Focus On Improving for the Long Term

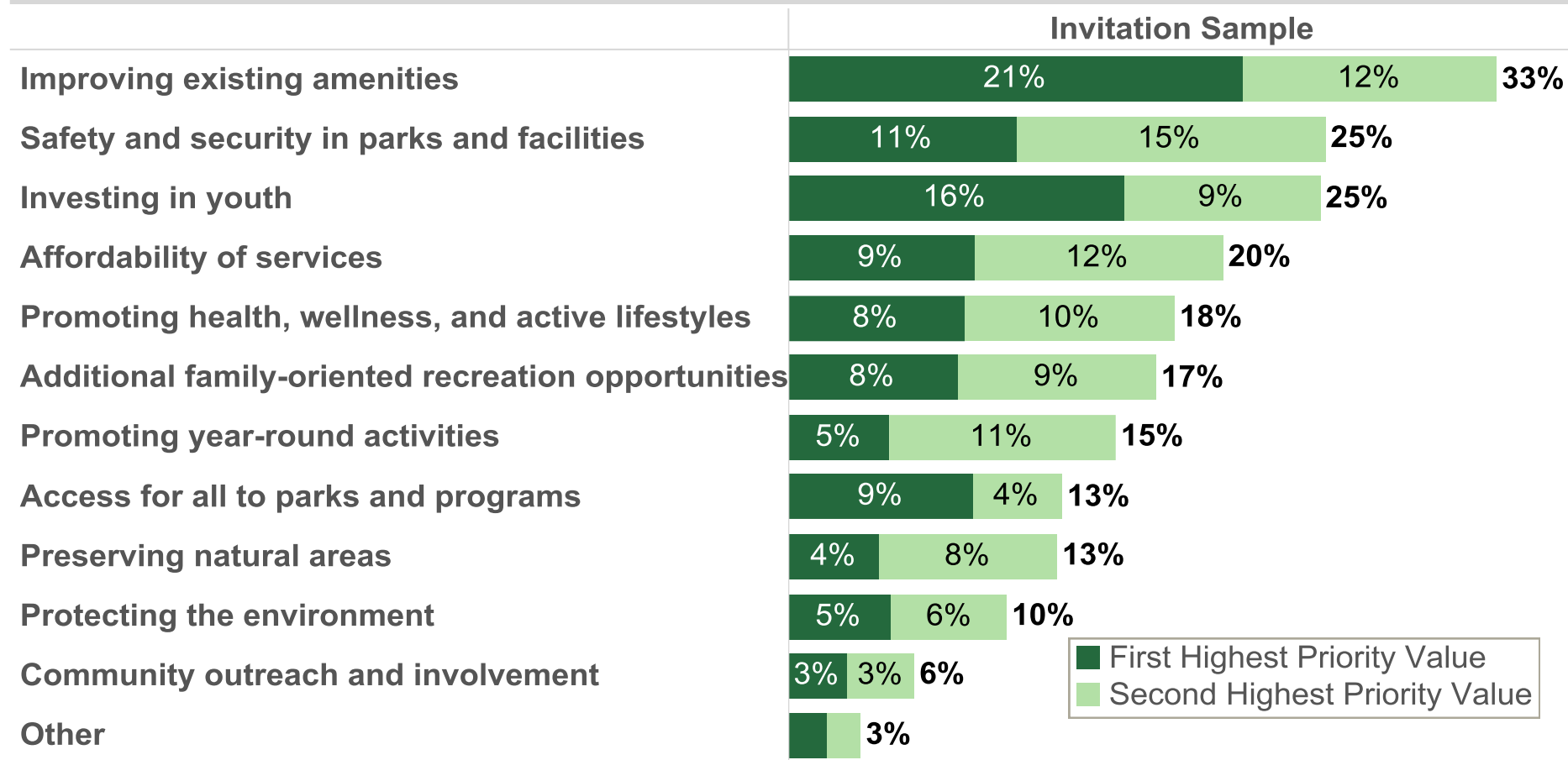




# TOP TWO VALUES TO FOCUS ON

When asked to select their top two priorities, respondents most frequently chose improving existing amenities as their first or second priority (33% overall, 21% chose as their number one priority). Other top priorities include safety and security in parks and facilities and investing in youth (each 25%).

## Top Two Highest Priority Values Clinton Should Focus On Improving for the Long Term





# TOP TWO VALUES TO FOCUS ON

Compared to invitation respondents, open link respondents were more likely to select improving existing amenities and investing in youth as their top two priorities. Invitation respondents, in contrast, more often prioritized affordability of services.

## Top Two Highest Priority Values Clinton Should Focus On Improving for the Long Term Combined

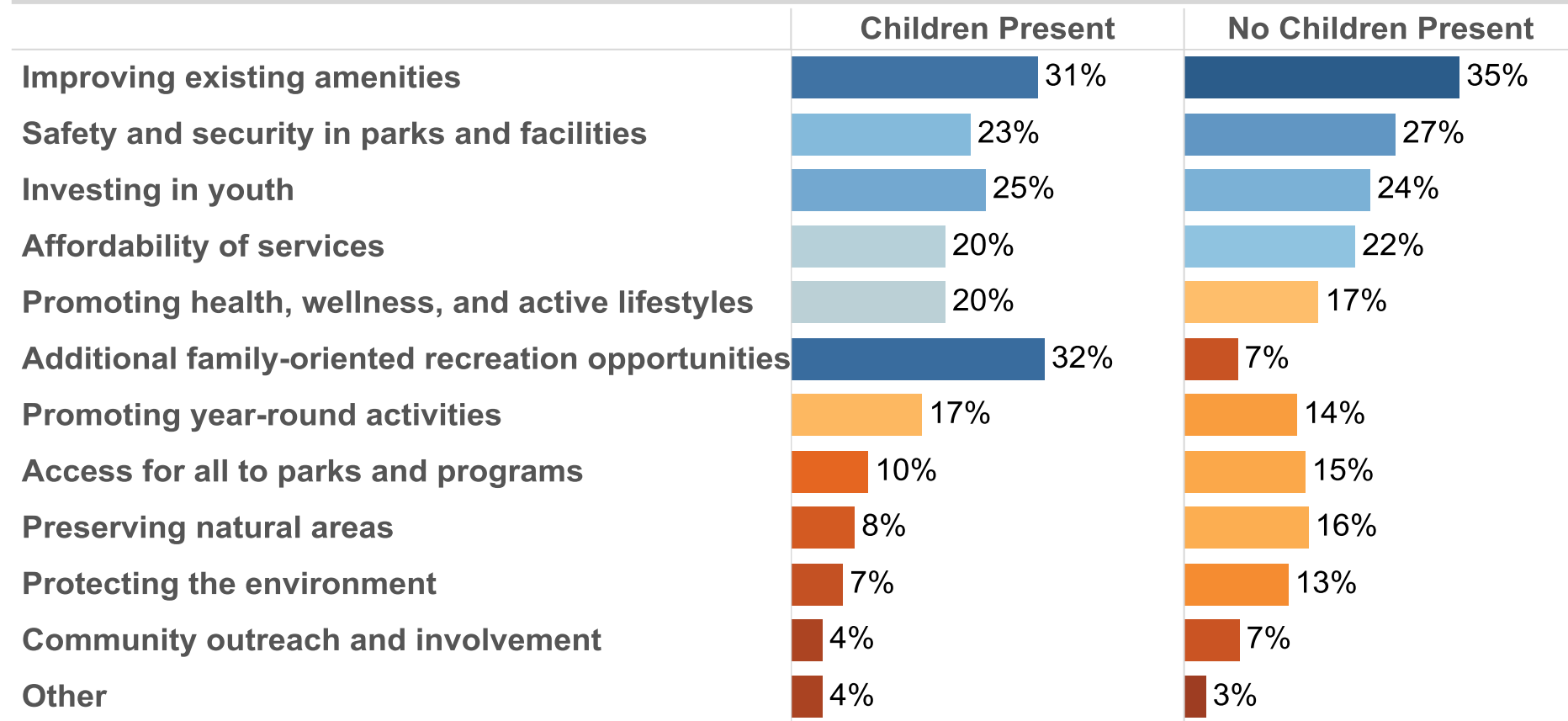
	Invitation Sample	Open Link
Improving existing amenities	33%	46%
Safety and security in parks and facilities	25%	22%
Investing in youth	25%	35%
Affordability of services	20%	12%
Promoting health, wellness, and active lifestyles	18%	20%
Additional family-oriented recreation opportunities	17%	17%
Promoting year-round activities	15%	18%
Access for all to parks and programs	13%	9%
Preserving natural areas	13%	9%
Protecting the environment	10%	6%
Community outreach and involvement	6%	7%
Other	3%	1%



# TOP TWO VALUES TO FOCUS ON

Value priorities were relatively similar between invitation respondents with children at home and those without, though there were some differences - additional family-oriented recreation opportunities was a much stronger priority among respondents with kids.

## Top Two Highest Priority Values Clinton Should Focus On Improving for the Long Term Combined - *By Presence of Children in Household (Invitation Sample Only)*

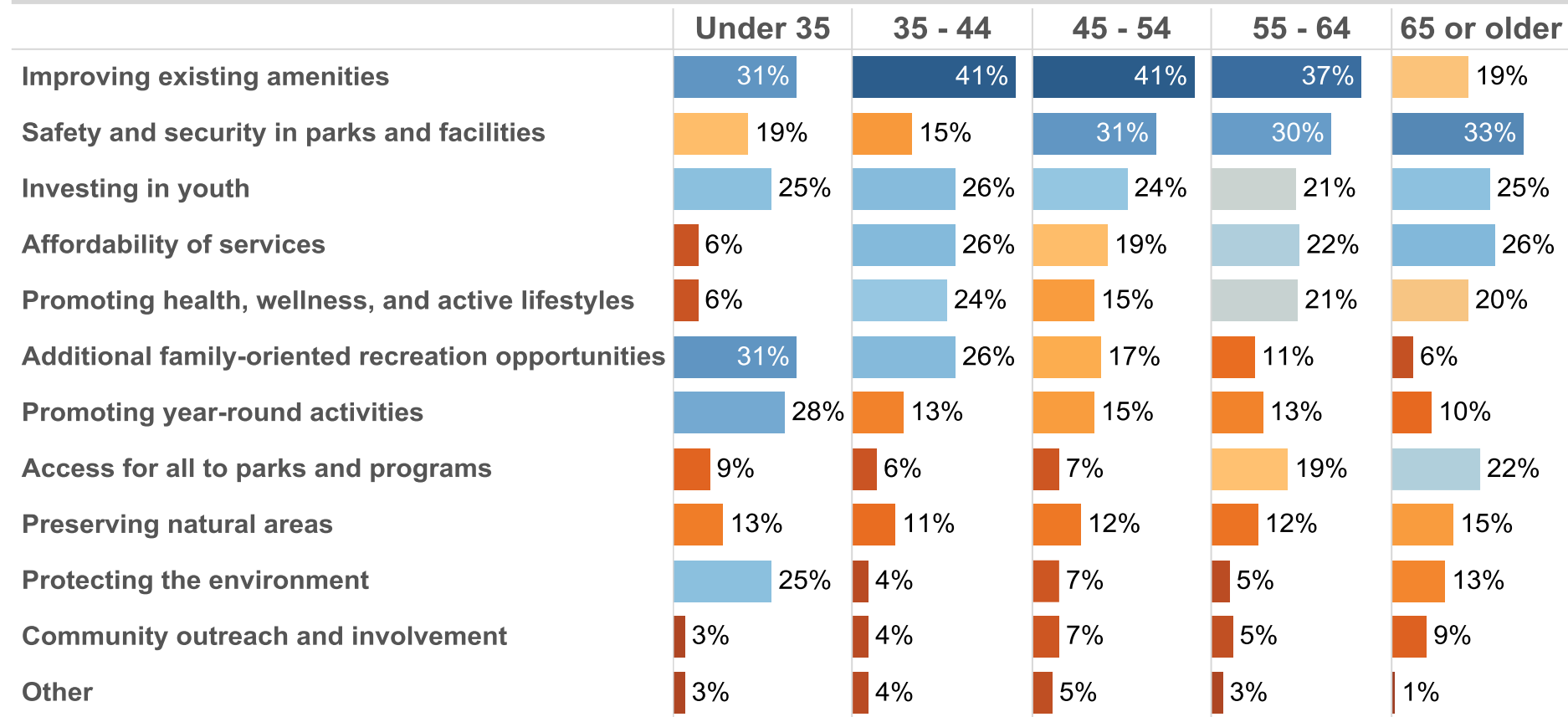




# TOP TWO VALUES TO FOCUS ON

Younger invitation respondents were more likely to prioritize additional family-oriented recreation opportunities, promoting year-round activities, and protecting the environment. Their older counterparts prioritized to a greater degree safety and security and access for all to parks/programs.

## Top Two Highest Priority Values Clinton Should Focus On Improving for the Long Term Combined - By Respondent Age (Invitation Sample Only)





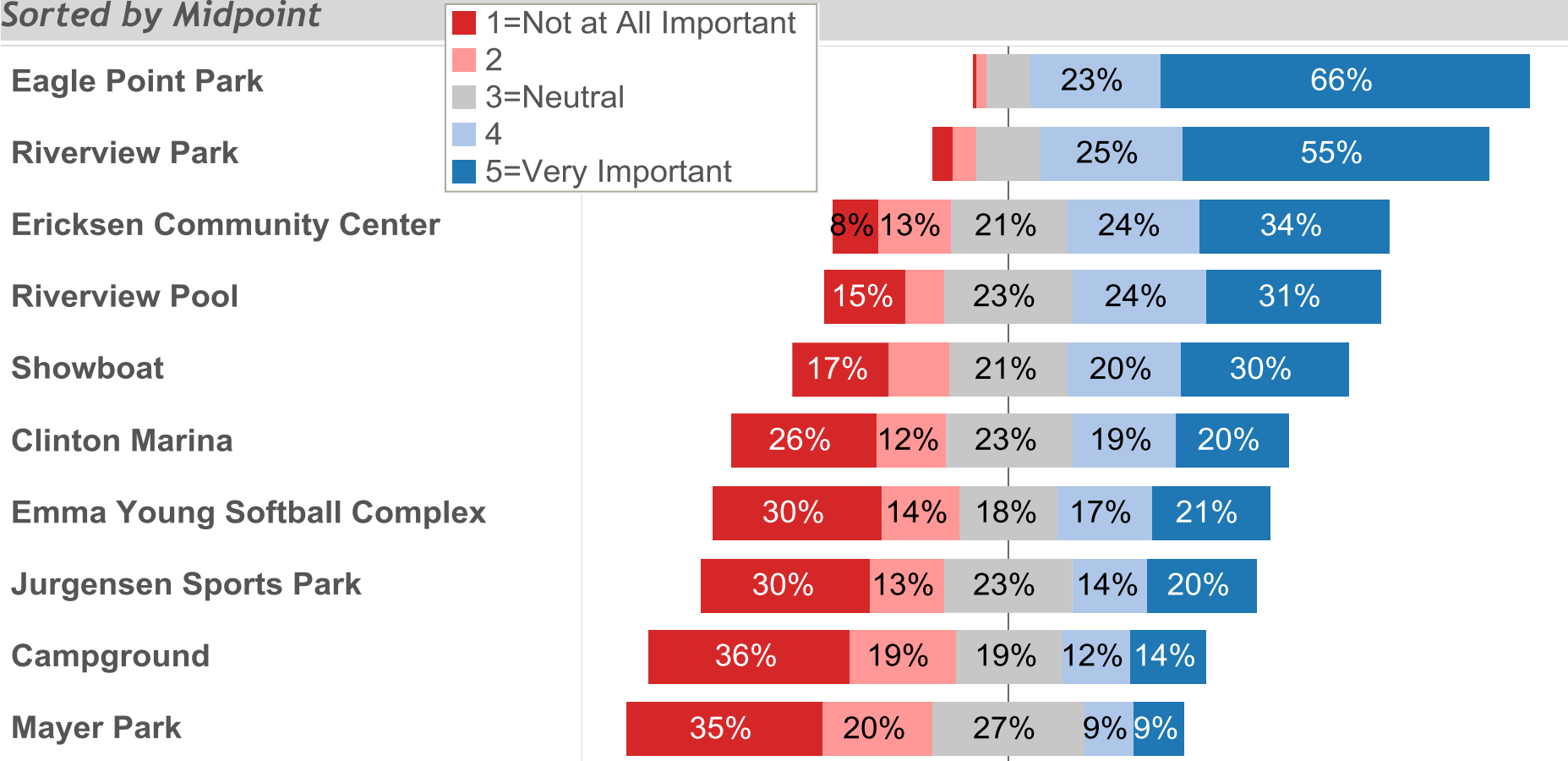
# IMPORTANCE OF FACILITIES



# IMPORTANCE OF EXISTING FACILITIES

When asked to rate the importance of existing Clinton facilities, invitation respondents identified Eagle Point Park (90% rated as important) as the most important facility, followed by Riverview Park (81%), Ericksen Community Center (58%), and Riverview Pool (55%).

## Importance of Clinton Facilities to Household - Invitation Sample Only *Sorted by Midpoint*

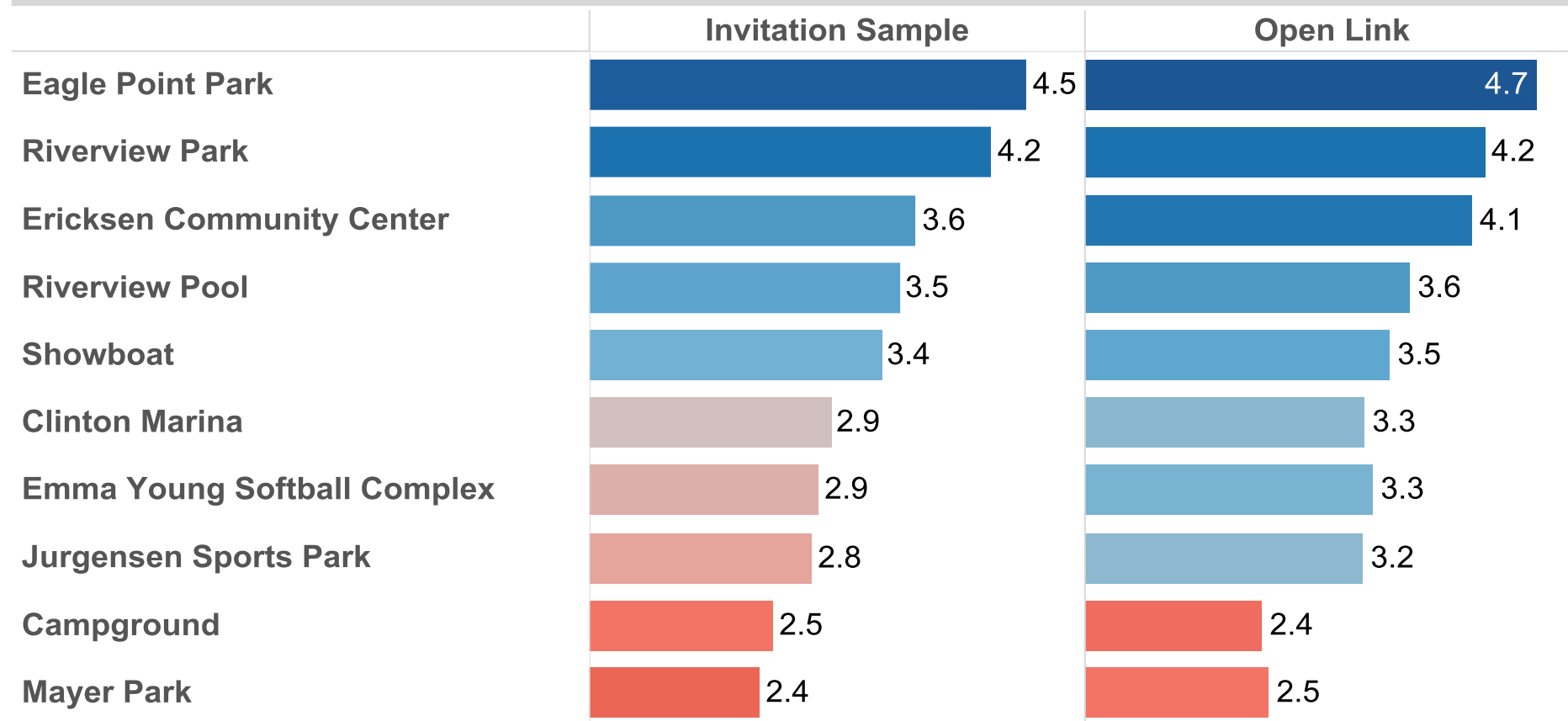




# IMPORTANCE OF EXISTING FACILITIES

Open link respondents provided higher importance ratings on average for most of the listed facilities, most notably the Ericksen Community Center, Clinton Marina, Emma Young Softball Complex, and Jurgensen Sports Park.

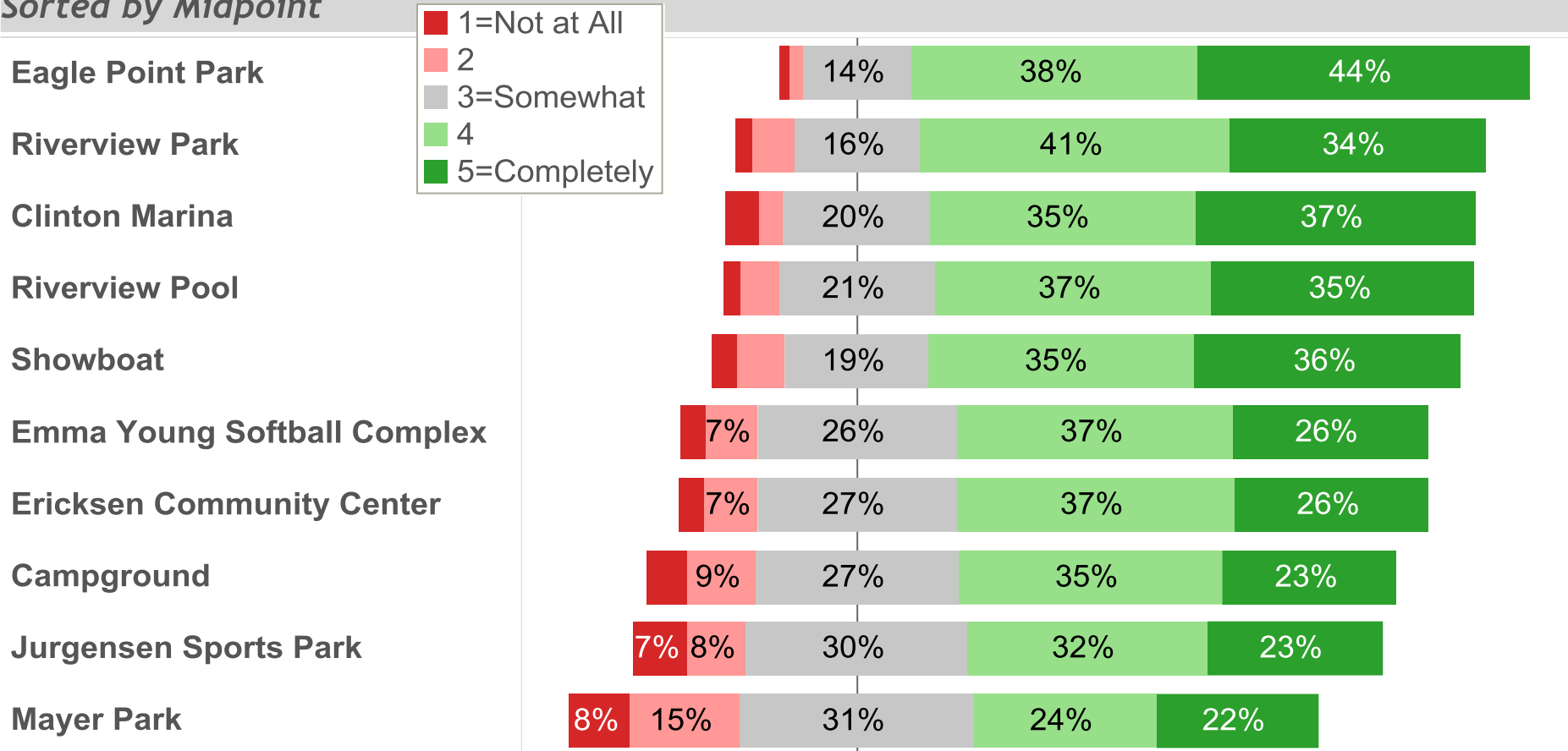
**Importance of Clinton Facilities to Household**  
*Average Rating (1=Not At All Important, 5=Very Important)*



# DEGREE TO WHICH FACILITIES MEET NEEDS

Respondents were then asked to rate how well existing facilities are meeting their needs. Eagle Point Park (82% indicated their needs are currently being met), Riverview Park (76%), the Clinton Marina (73%), and Riverview Pool (72%) topped the list of facilities adequately meeting needs.

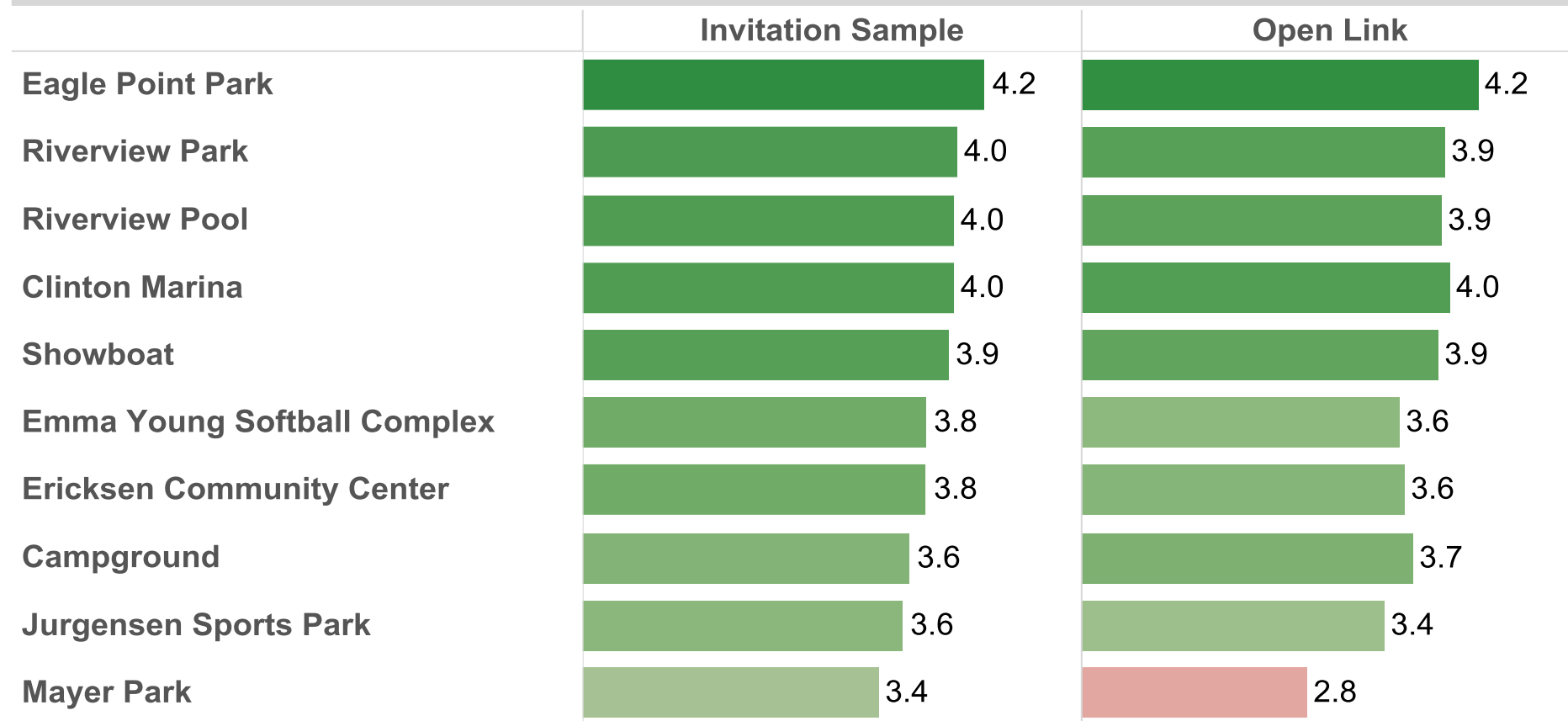
## Degree to Which Clinton Facilities Meet the Needs of the Community - Invitation Sample Only Sorted by Midpoint



# DEGREE TO WHICH FACILITIES MEET NEEDS

Invitation and open link respondents provided highly similar needs-met ratings for the facilities. Both samples indicated that all facilities are adequately meeting Clinton's needs, with the exception of open link respondents for Mayer Park, who rated it on average just below the 3 midpoint rating.

Degree to Which Clinton Facilities Meet the Needs of the Community  
Average Rating (1=Not At All, 5=Completely)





# IMPORTANCE-PERFORMANCE MATRIX

## High Importance/ Low Needs Met

These are key areas for potential improvements. Improving these facilities would likely positively affect the degree to which community needs are met overall.

## High Importance/ High Needs Met

These amenities are important to most respondents and should be maintained in the future, but are less of a priority for improvements as needs are currently being adequately met.

These “niche” facilities have a small but passionate following, so measuring participation when planning for future improvements may prove to be valuable.

## Low Importance/ Low Needs Met

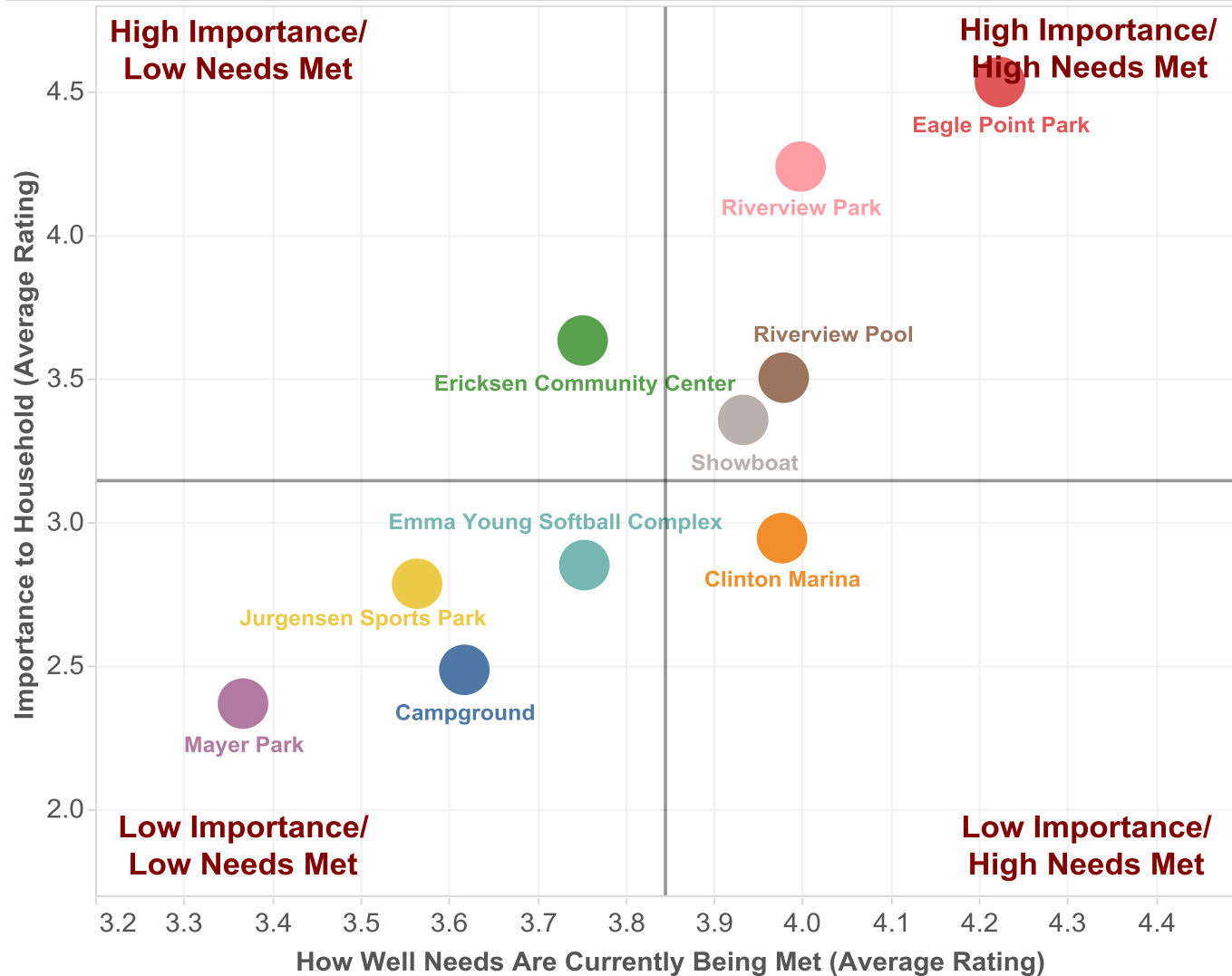
Current levels of support appear to be adequate. Future discussions evaluating whether the resources supporting these facilities outweigh the benefits may be constructive.

## Low Importance/ High Needs Met



# IMPORTANCE-PERFORMANCE MATRIX

Level of Importance vs. Needs Met for Current Clinton Facilities -  
Invitation Sample Only

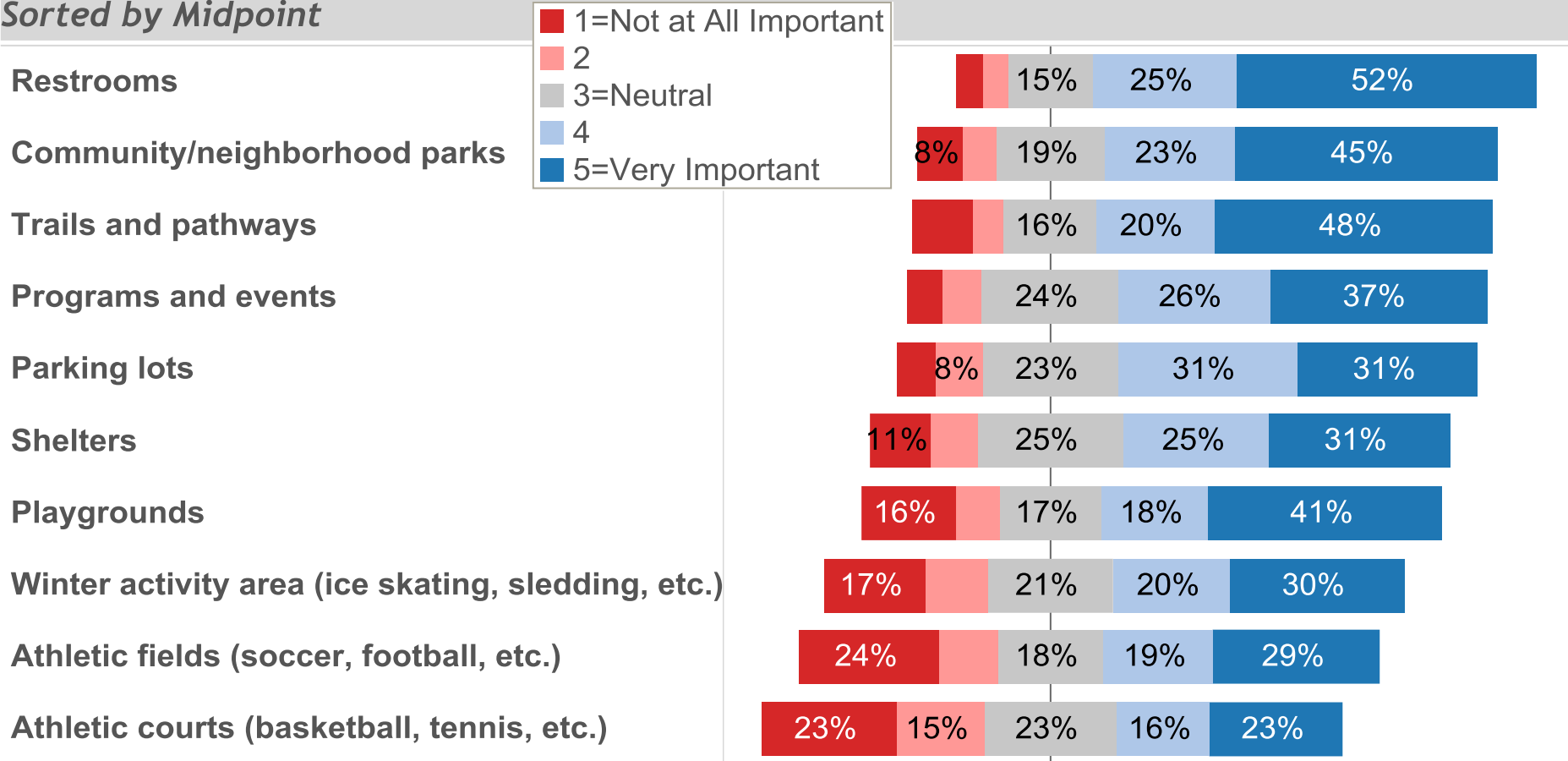




# IMPORTANCE OF EXISTING AMENITIES

When asked to rate the importance of existing Clinton amenities, invitation respondents identified restrooms (77% rated as important) as the most important amenity, followed by community/neighborhood parks, trails and pathways (each 68%), and programs and events (64%).

## Importance of Clinton Amenities to Household - Invitation Sample Only *Sorted by Midpoint*





# IMPORTANCE OF EXISTING AMENITIES

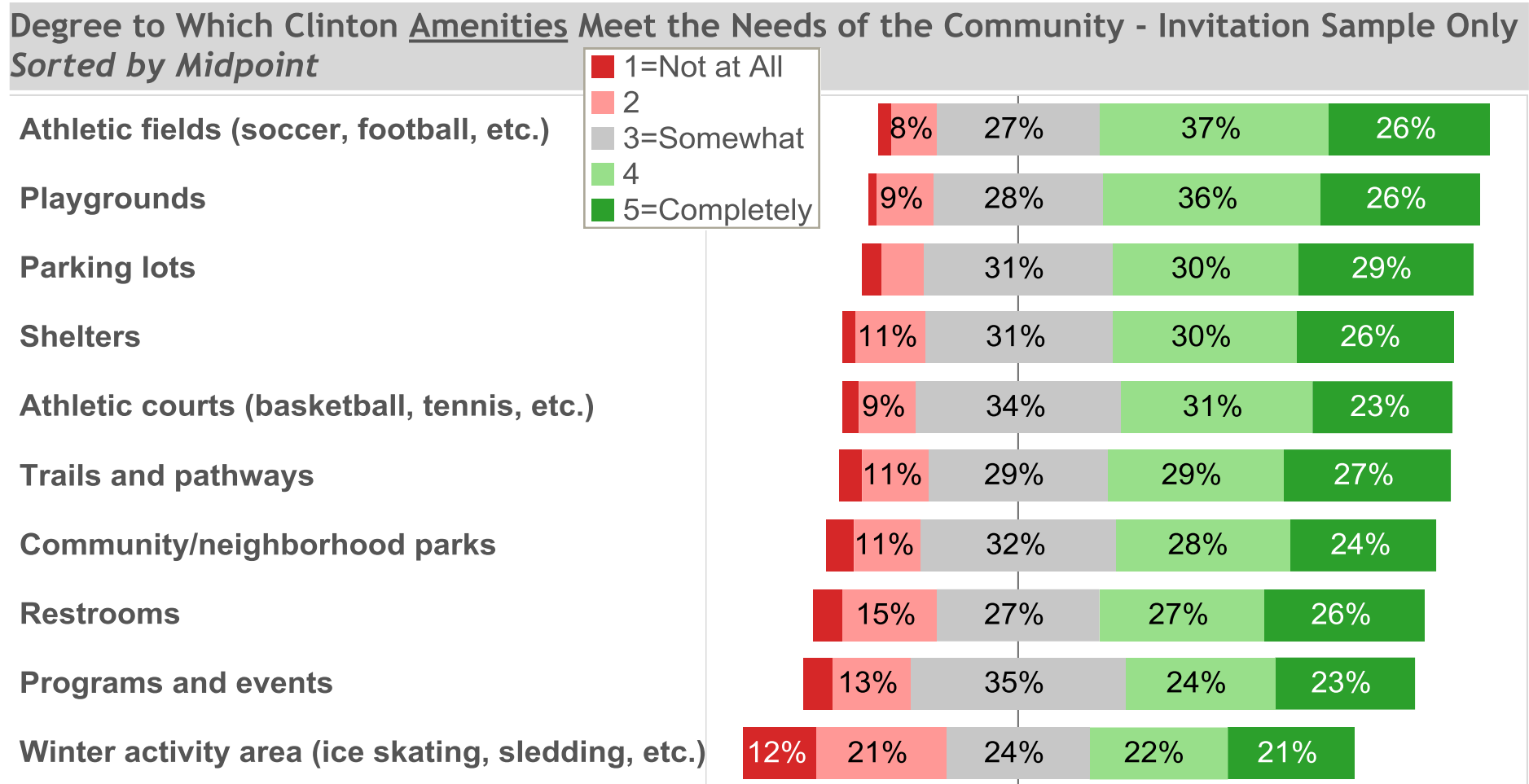
Open link respondents provided higher importance ratings on average to most of the existing amenities, particularly for athletic fields and athletic courts. This is likely attributable to the stronger presence of households with children in the open link sample.

**Importance of Clinton Amenities to Household**  
*Average Rating (1=Not At All Important, 5=Very Important)*

	Invitation Sample	Open Link
Restrooms	4.1	4.2
Community/neighborhood parks	3.9	4.0
Trails and pathways	3.9	3.9
Programs and events	3.8	4.0
Parking lots	3.7	3.6
Playgrounds	3.6	3.8
Shelters	3.6	3.4
Winter activity area (ice skating, sledding, etc.)	3.4	3.5
Athletic fields (soccer, football, etc.)	3.2	4.1
Athletic courts (basketball, tennis, etc.)	3.0	3.9

# DEGREE TO WHICH AMENITIES MEET NEEDS





















Respondents were then asked to rate how well existing amenities are meeting their needs. Athletic fields (64% indicated their needs are currently being met), playgrounds (62%), parking lots (59%), and shelters (56%) topped the list of amenities adequately meeting needs.



# DEGREE TO WHICH AMENITIES MEET NEEDS

By providing lower needs-met ratings on average, open link respondents indicated that their needs are being met less adequately than invitation respondents for existing amenities. Athletic fields, playgrounds, community/neighborhood parks, and programs and events are meeting needs less well.

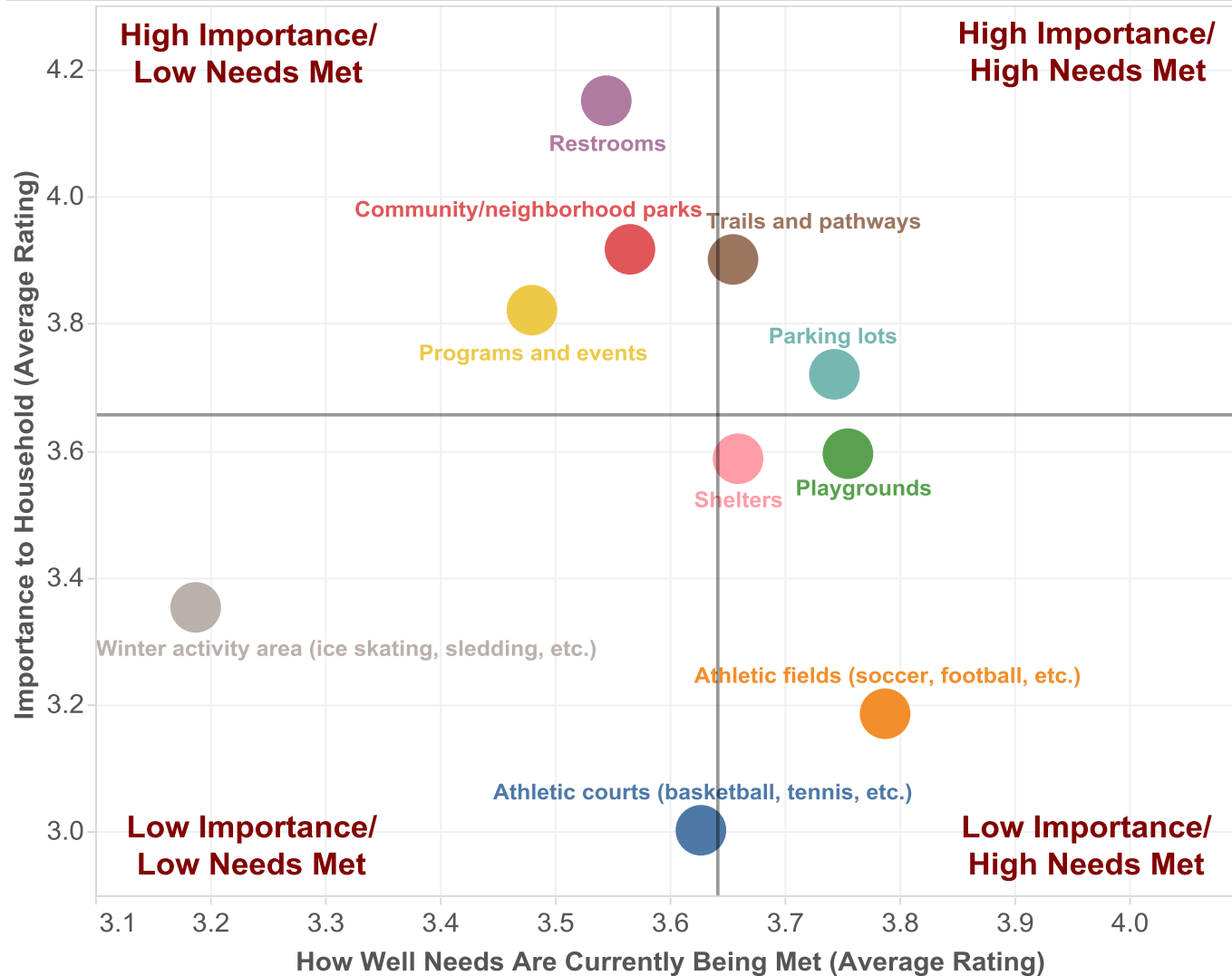
Degree to Which Clinton Amenities Meet the Needs of the Community  
Average Rating (1=Not At All, 5=Completely)

	Invitation Sample	Open Link
Athletic fields (soccer, football, etc.)	 3.8	 3.2
Playgrounds	 3.8	 3.3
Parking lots	 3.7	 3.4
Shelters	 3.7	 3.4
Trails and pathways	 3.7	 3.5
Athletic courts (basketball, tennis, etc.)	 3.6	 3.5
Community/neighborhood parks	 3.6	 3.2
Restrooms	 3.5	 3.5
Programs and events	 3.5	 2.8
Winter activity area (ice skating, sledding, etc.)	 3.2	 3.5



# IMPORTANCE-PERFORMANCE MATRIX

Level of Importance vs. Needs Met for Current Clinton Amenities -  
Invitation Sample Only





# SUGGESTIONS FOR IMPROVEMENTS

Respondents were given the opportunity to provide comments or suggestions as to how existing parks, facilities, and amenities can be improved to better meet community needs. Invitation respondents commonly mentioned maintenance and upkeep as an area that could be improved to benefit all facilities, as well as safety and cleanliness. A selection of verbatim invitation responses is shown below. The full listing of responses is provided in the appendix.

*I have always felt that the city of Clinton has a very nice park system. I hope that the emphasis will remain on maintaining those existing parks rather than building new facilities or parks.*

*Improvements must be made to existing facilities. Many of them are dated and are not in tune with today's offerings in other communities.*

*We enjoy them.. Safety would be my biggest concern.*

*Maintain existing walking paths/rec trails*

*Better security and routine visible patrols. Utilize functional security cameras at key locations. Increased utilization of vandal-resistant space lighting instead of decorative space lighting. Cleanliness of restrooms and shelters on weekends/holidays.*

# ADDITIONAL AMENITIES TO ENCOURAGE RELOCATION

Respondents were asked “what additional facilities, amenities, or programs do you feel would entice a family to relocate to Clinton?” Preserving the Riverfront Park came up multiple times among invitation respondents, as did additional events and programs, an ice skating facility, and a sports complex. Other respondents felt that the department should focus on maintaining existing facilities, improving promotion of current offerings, or increasing safety and security. A selection of verbatim invitation responses is shown below. The full listing of responses is provided in the appendix.

*It would be nice to see more seasonal events at Riverfront park. We have a beautiful riverfront, lets use it.*

*More organized activities for kids but the key is communication and marketing. Too many times the public doesn't know things like this are happening.*

*A "first class" indoor/outdoor multi-use sports complex. An idea: The David Johnson's Sports Complex or Clinton Heroes of Sports sports complex along with a museum of former and current professional all amateur Clinton sports great.*

*Indoor ice skating rink. More trails.*

*I think that the park system offers a nice variety of opportunities for Clinton families. The emphasis should be on maintaining existing parks and facilities at its current high level.*



# PROGRAMS & ACTIVITIES

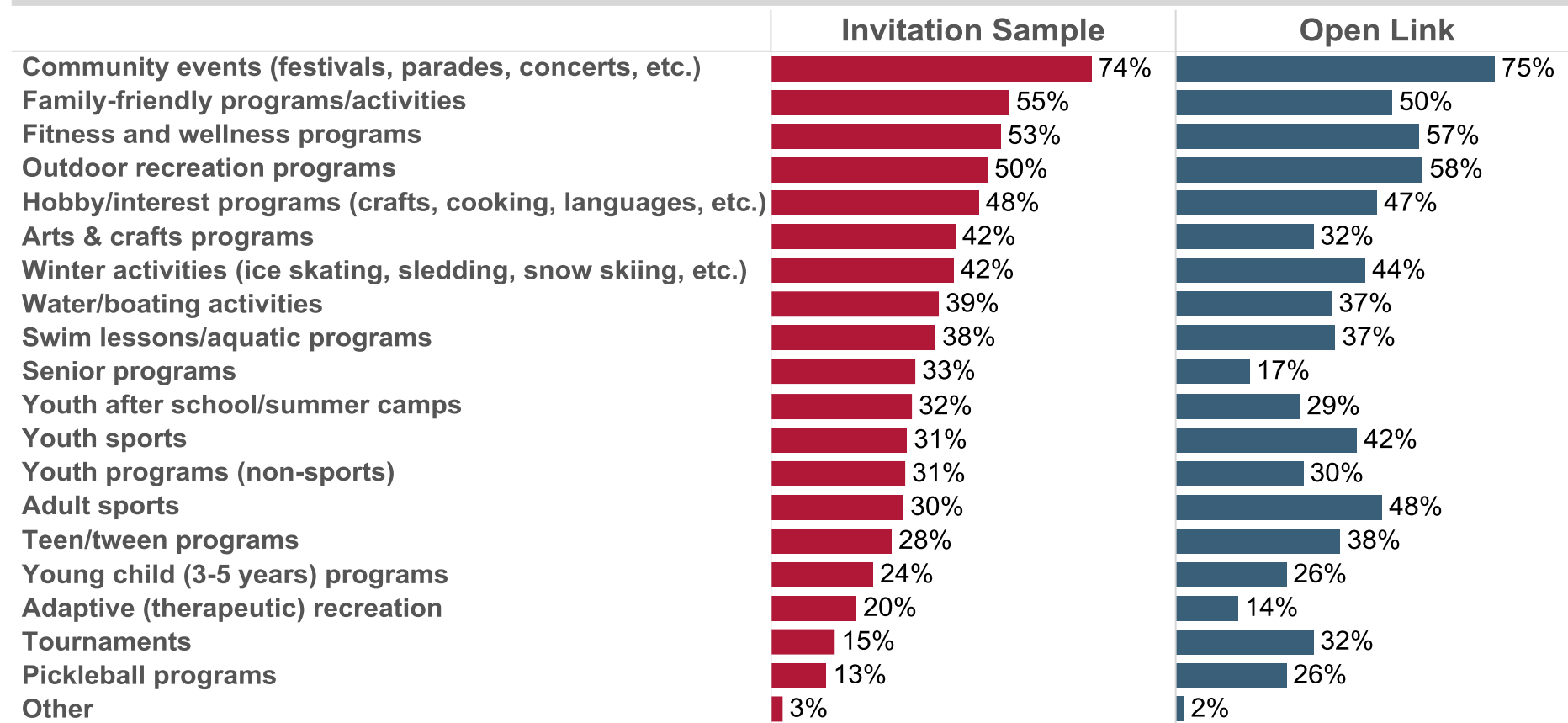


# HOUSEHOLD NEED FOR PROGRAMS

Invitation respondents identified community events (74%), family-friendly programs/activities (55%), fitness and wellness programs (53%), and outdoor recreation programs (50%) as the programs their households need or desire most.

Does your household have a need for the following programs?

*Percent Responding "Yes"*

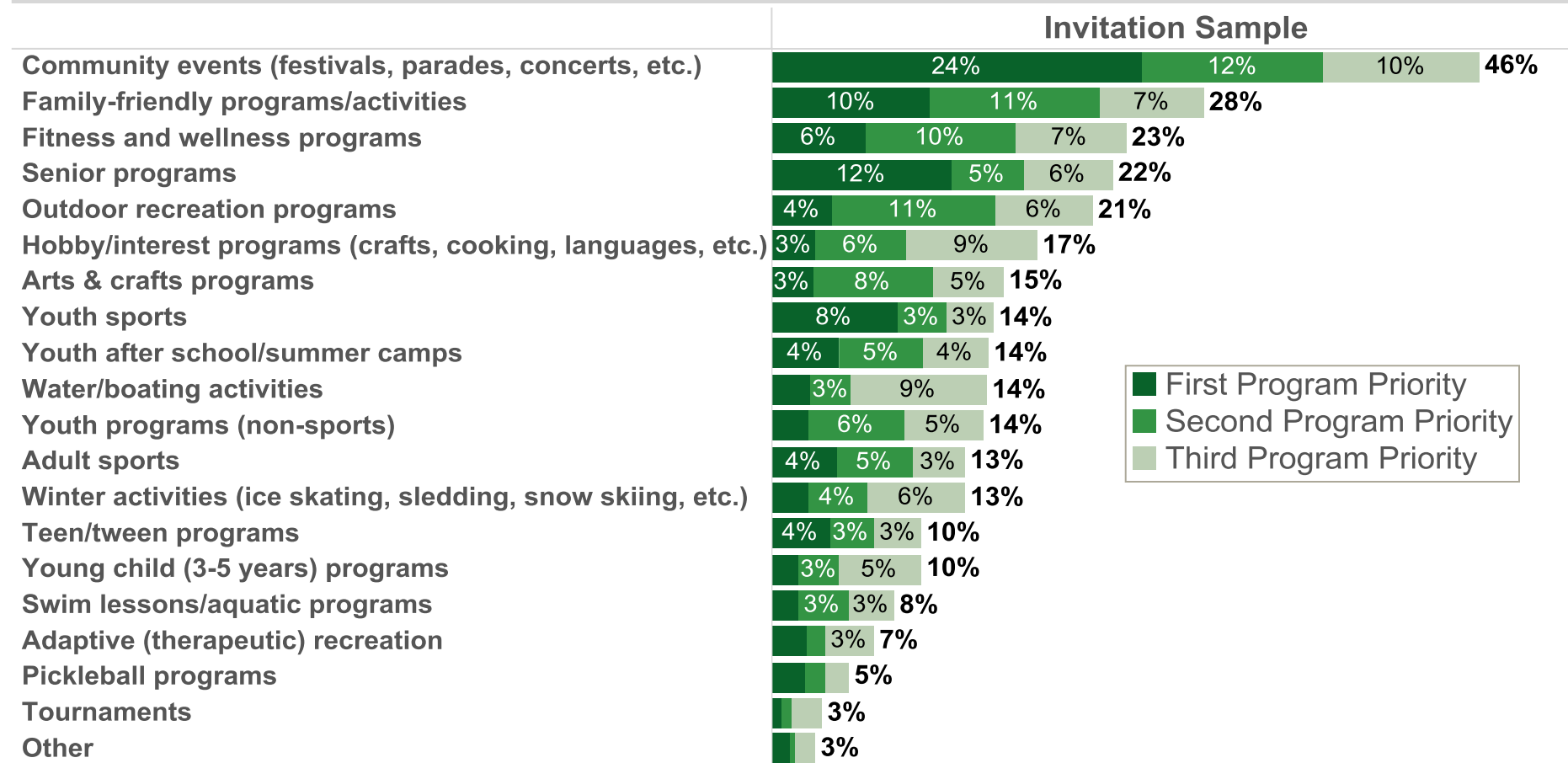




# TOP THREE PROGRAM PRIORITIES

Respondents then selected their top three program priorities. Community events was by far the top priority among invitation respondents, with almost half (46%) selecting it in their top three priorities and 24% choosing it as their number one priority. Family-friendly programs/activities (28%) followed.

## Top Three Highest Program Priorities for Clinton

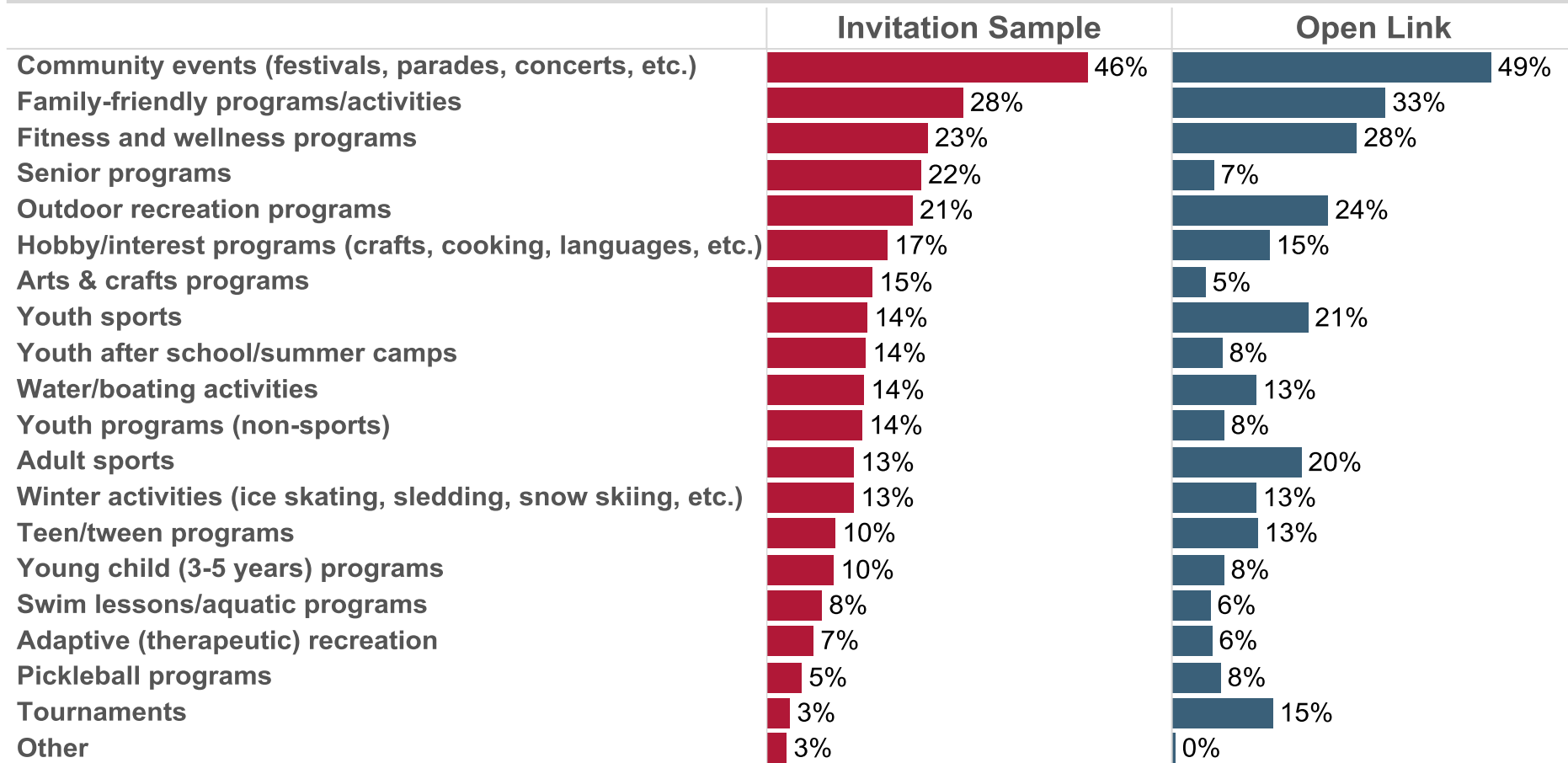




# TOP THREE PROGRAM PRIORITIES

Some differences in top program priorities emerged between the invitation and open link samples. Invitation respondents were more likely to prioritize senior programs and arts & crafts programs, while open link respondents prioritized tournaments to a greater degree.

## Top Three Highest Program Priorities for Clinton Combined





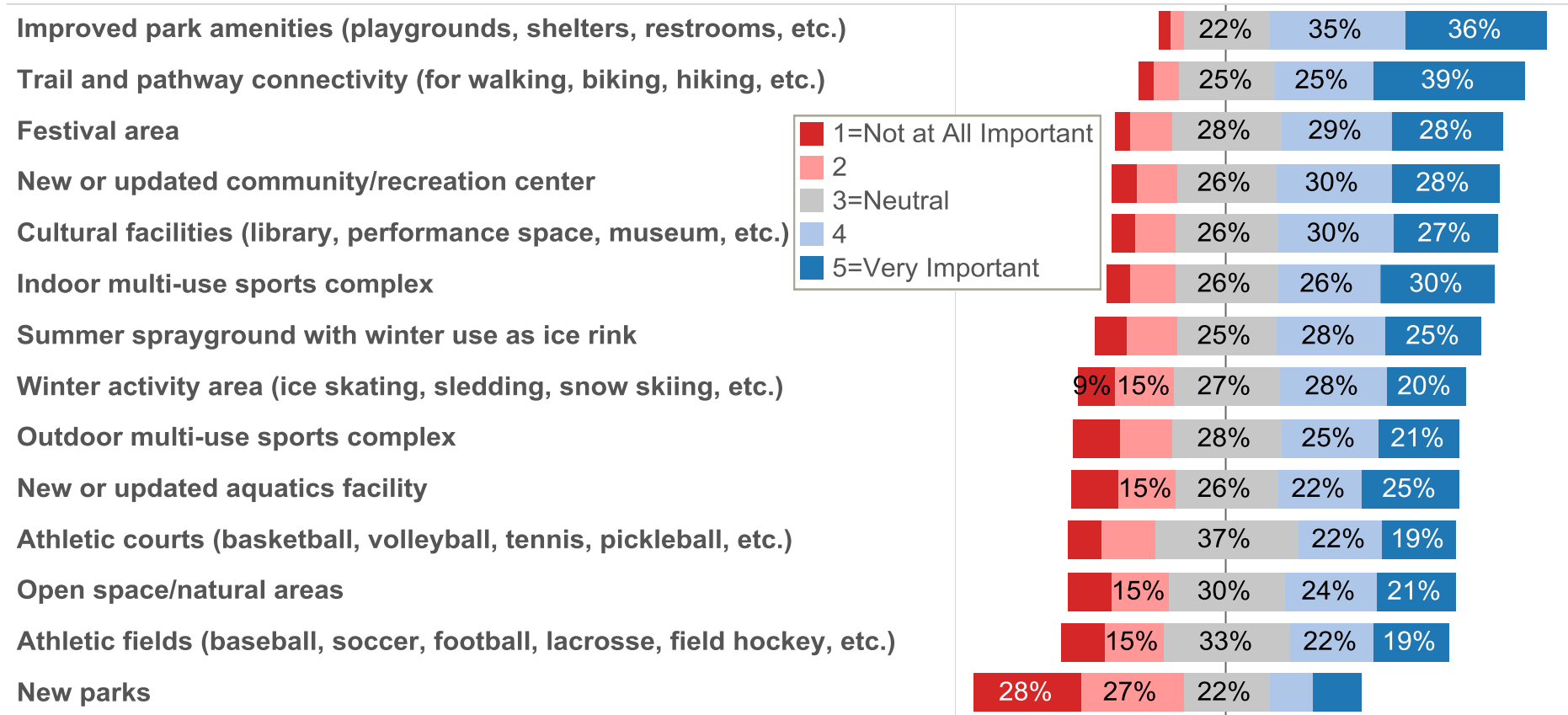
## FUTURE FACILITIES & AMENITIES



# IMPORTANCE OF FUTURE FACILITIES

Respondents rated the importance of a list of potential future facilities. Improved park amenities were most important among invitation respondents (71% rated as important), followed by trail and pathway connectivity (65%), a festival area (57%), and a new or updated community/recreation center (58%).

## Importance of Adding, Expanding, or Improving Clinton Facilities - Invitation Sample Only *Sorted by Midpoint*





# IMPORTANCE OF FUTURE FACILITIES

The importance of future facilities varied between invitation and open link respondents. While invitation respondents felt cultural facilities are more important, open link respondents gave higher importance ratings to an outdoor multi-use sports complex and athletic fields.

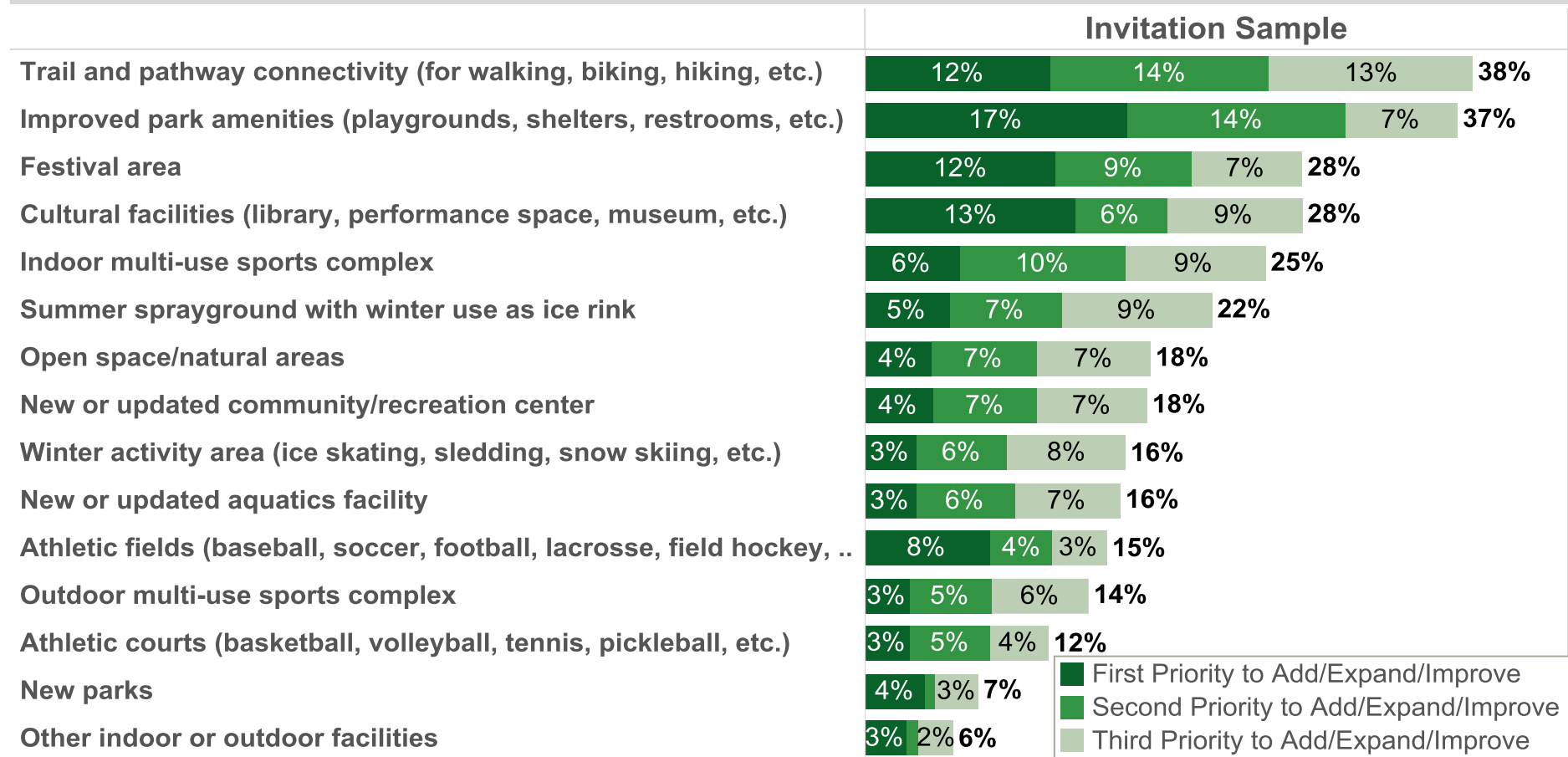
## Importance of Adding, Expanding, or Improving Clinton Facilities Average Rating (1=Not At All Important, 5=Very Important)

	Invitation Sample	Open Link
Improved park amenities (playgrounds, shelters, restrooms, etc.)	4.0	3.9
Trail and pathway connectivity (for walking, biking, hiking, etc.)	3.9	4.0
Festival area	3.7	3.5
Indoor multi-use sports complex	3.6	3.9
New or updated community/recreation center	3.6	3.9
Cultural facilities (library, performance space, museum, etc.)	3.6	3.3
Summer sprayground with winter use as ice rink	3.5	3.6
Winter activity area (ice skating, sledding, snow skiing, etc.)	3.3	3.2
New or updated aquatics facility	3.3	3.4
Outdoor multi-use sports complex	3.3	3.8
Athletic courts (basketball, volleyball, tennis, pickleball, etc.)	3.3	3.6
Open space/natural areas	3.3	3.3
Athletic fields (baseball, soccer, football, lacrosse, field hockey, etc.)	3.2	3.7
New parks	2.5	2.8

# TOP THREE FUTURE FACILITY PRIORITIES

When asked to select their top three priorities for future facilities, invitation respondents most commonly prioritized trail and pathway connectivity (38% selected it as one of their top three priorities), followed closely by improved park amenities (37%).

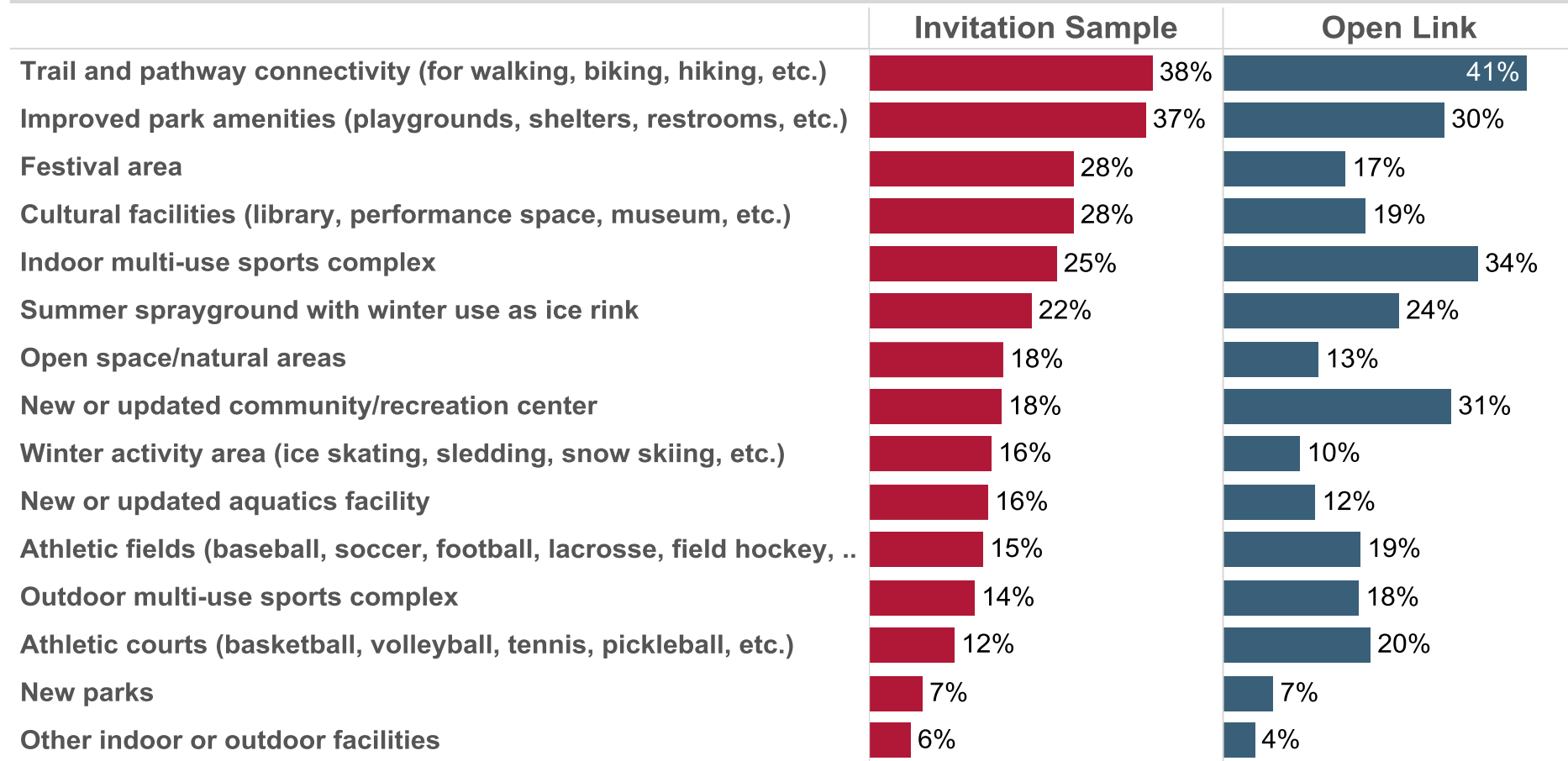
## Top Three Priorities to be Added, Expanded, or Improved in Clinton



# TOP THREE FUTURE FACILITY PRIORITIES

Invitation respondents more frequently prioritized a festival area and cultural facilities when compared to open link respondents. In contrast, open link respondents were more likely to view an indoor multi-use sports complex, new or updated community/recreation center and athletic courts as priorities.

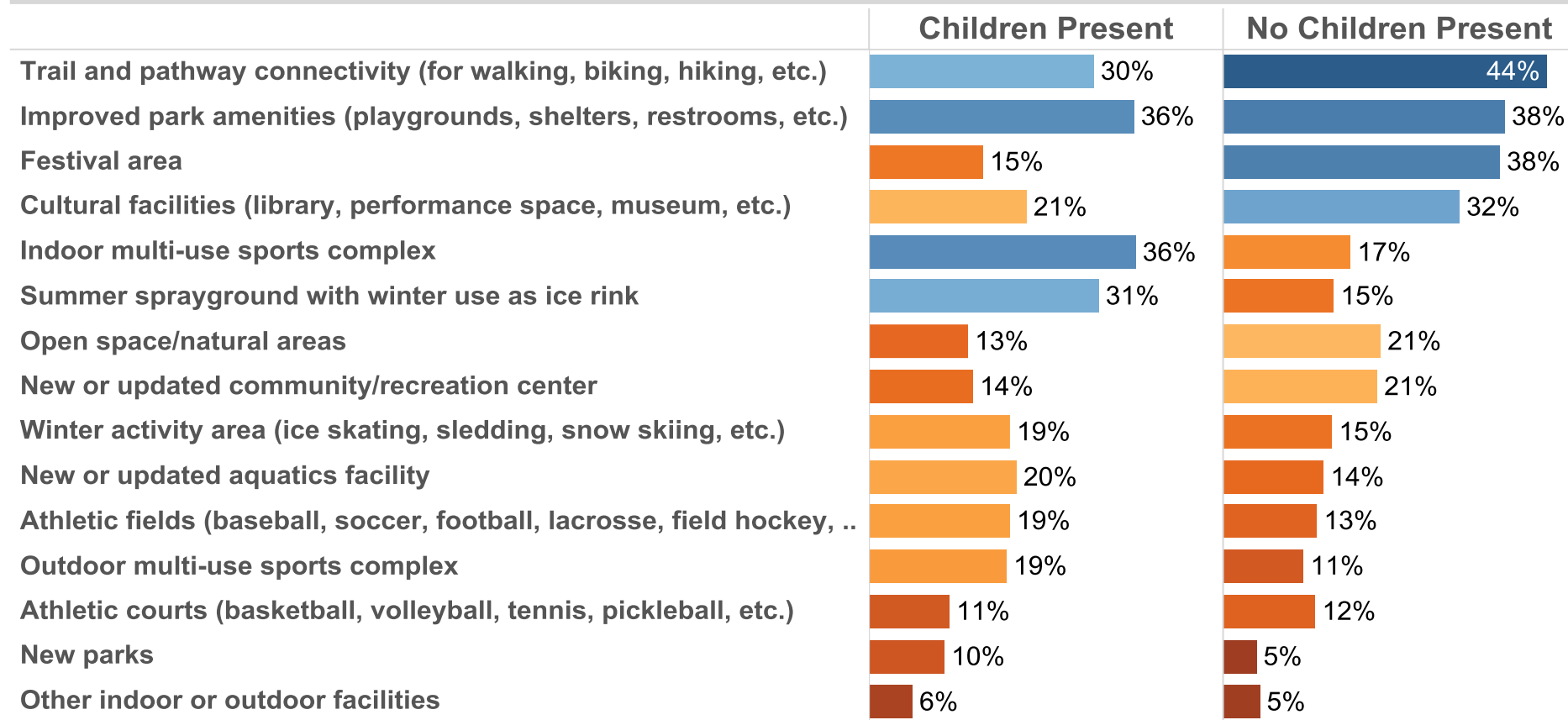
## Top Three Priorities to be Added, Expanded, or Improved in Clinton Combined



# TOP THREE FUTURE FACILITY PRIORITIES

Invitation respondents with children at home more often prioritized an indoor multi-use sports complex and a summer sprayground with a winter ice rink than those without. Meanwhile, respondents without kids prioritized trail and pathway connectivity, a festival area, and cultural facilities more frequently.

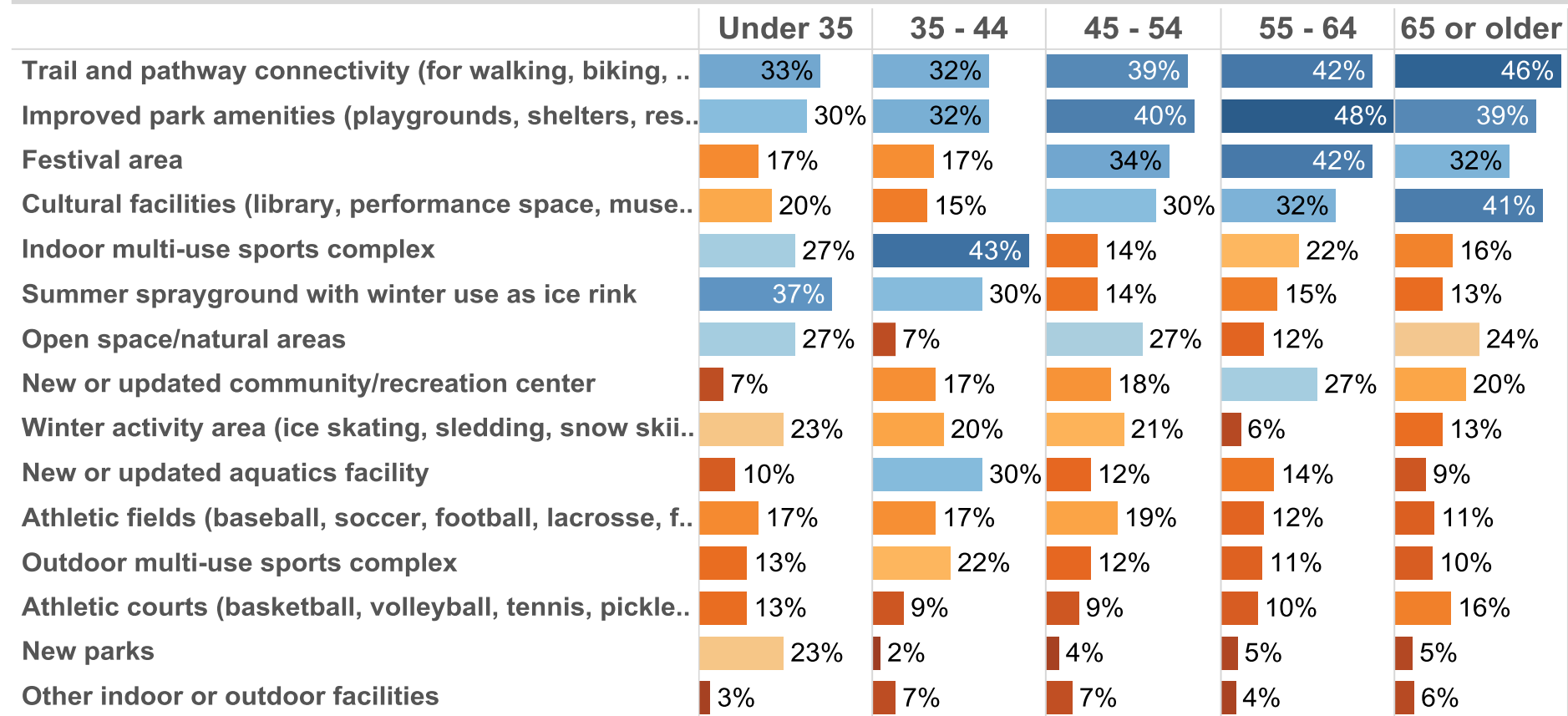
**Top Three Priorities to be Added, Expanded, or Improved in Clinton Combined**  
*By Presence of Children in Household (Invitation Sample Only)*



# TOP THREE FUTURE FACILITY PRIORITIES

By age, younger invitation respondents were more likely to pick an indoor multi-use sports complex, a summer sprayground with winter ice rink, and new parks as priorities, while older respondents prioritized to a greater degree trail and pathway connectivity, a festival area, and cultural facilities.

**Top Three Priorities to be Added, Expanded, or Improved in Clinton Combined  
By Respondent Age (Invitation Sample Only)**



# COMMENTS ON TOP FUTURE FACILITY PRIORITIES

Respondents were provided with an opportunity to comment on their future facility priority responses. Among invitation respondents, additional programs and events, more trails and pathways, a splash pad or sprayground, and a sports complex were mentioned most frequently. Some respondents also requested that resources should be put towards improving and maintaining existing facilities as opposed to creating new facilities. A selection of verbatim invitation responses is shown below. The full listing of responses is provided in the appendix.

*Continue to build, improve, and invest \$\$ in programs or activities for Clinton's aging population*

*Need trail in wooded area in Eagle Point Park*

*An indoor multi-use complex would bring people to Clinton - my grandchildren more often play volleyball and basketball out of town.*

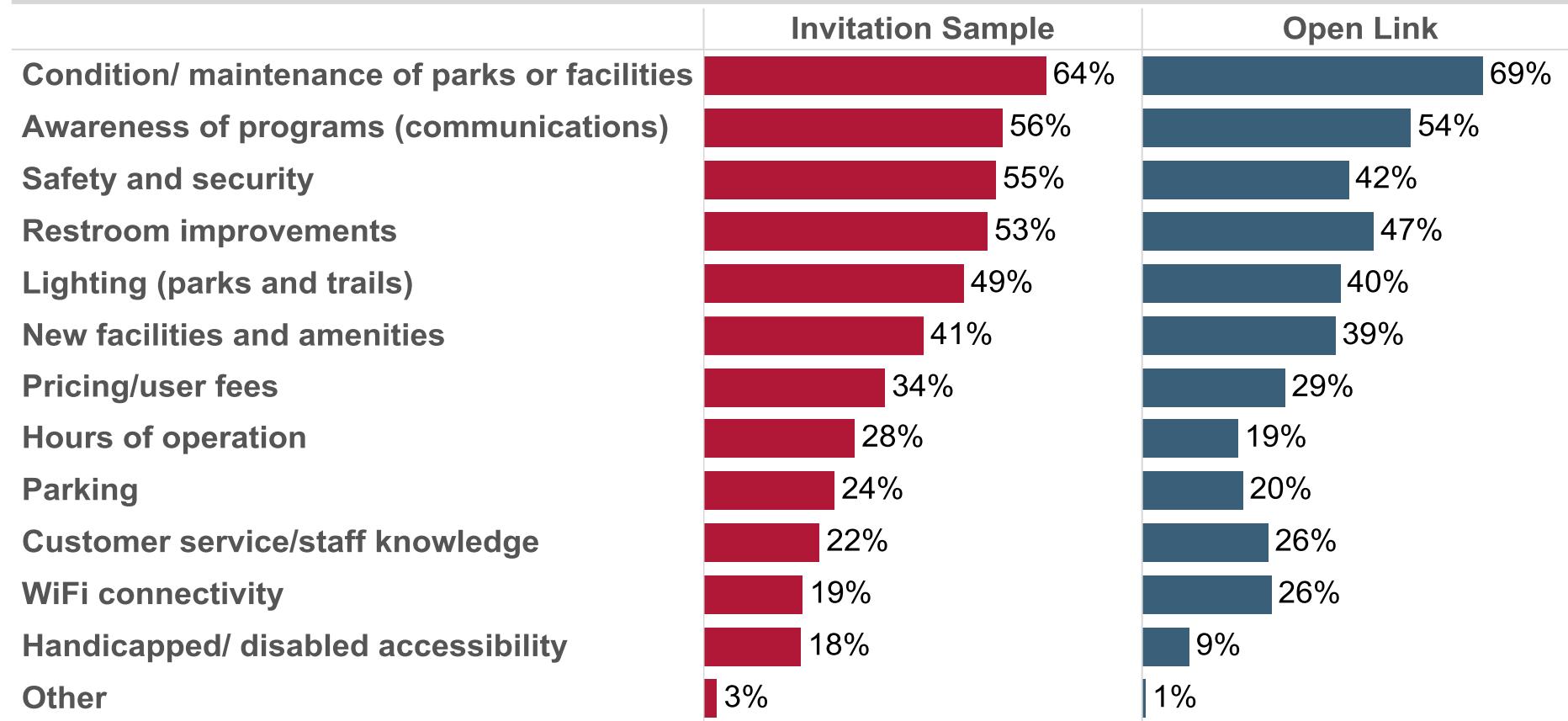
*A spray area would be fantastic! We moved from an area that had these open and free for the community and they were wonderful especially for small children who don't last long with such activities.*

*I think that Clinton should concentrate on maintaining what it has rather than spend extra money on expensive expansions.*

# FACTORS THAT WOULD INCREASE USAGE

Invitation respondents selected the most important areas that, if addressed by the City, would increase their usage of facilities. Condition/ maintenance of parks or facilities (64%) topped the list, followed by awareness of programs (56%) and safety and security (55%).

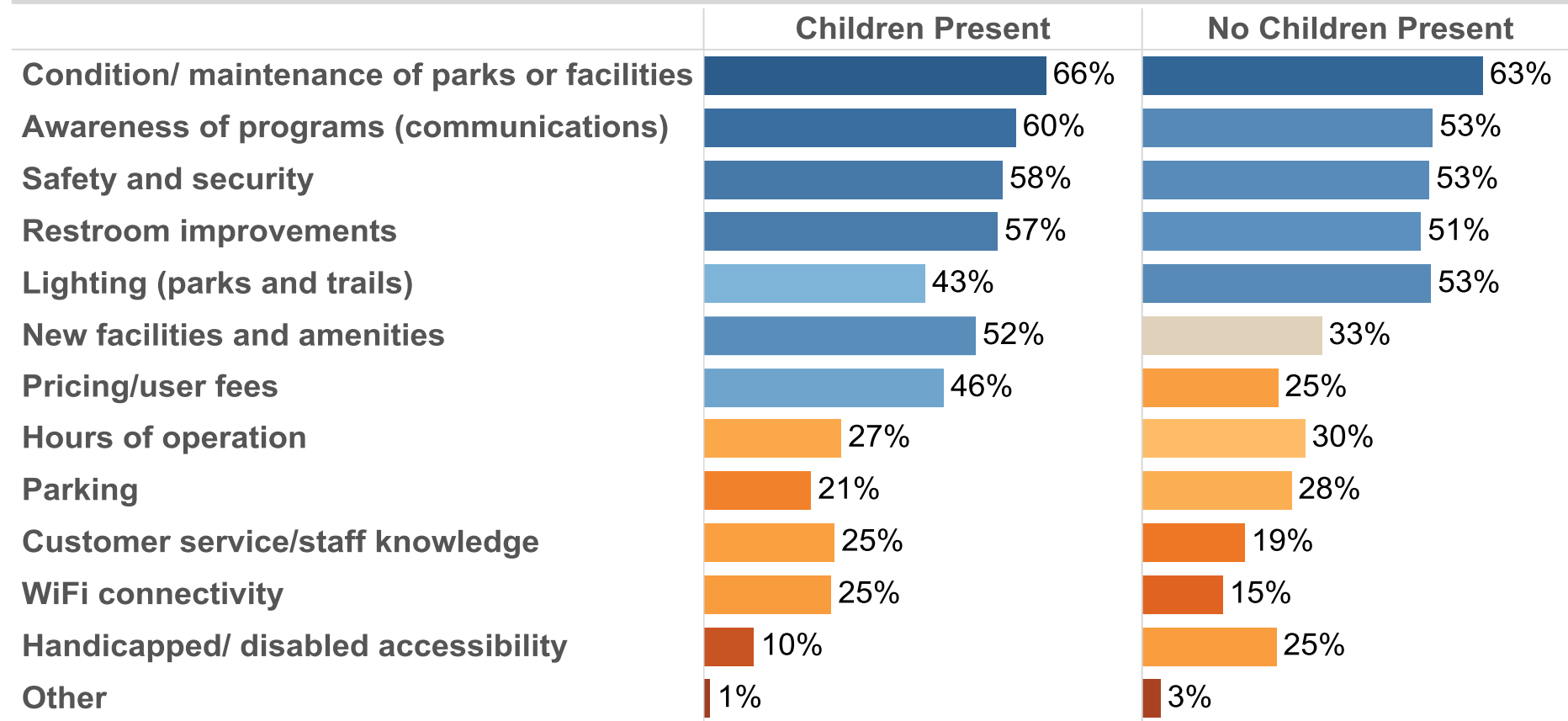
## Three Most Important Areas That, If Addressed by the City, Would Increase Use of Clinton Facilities



# FACTORS THAT WOULD INCREASE USAGE

Addressing new facilities and amenities and pricing/user fees is more likely to increase usage among invitation respondents with children at home; those without children more commonly felt that their usage would be increased with improved lighting and handicapped/disabled accessibility.

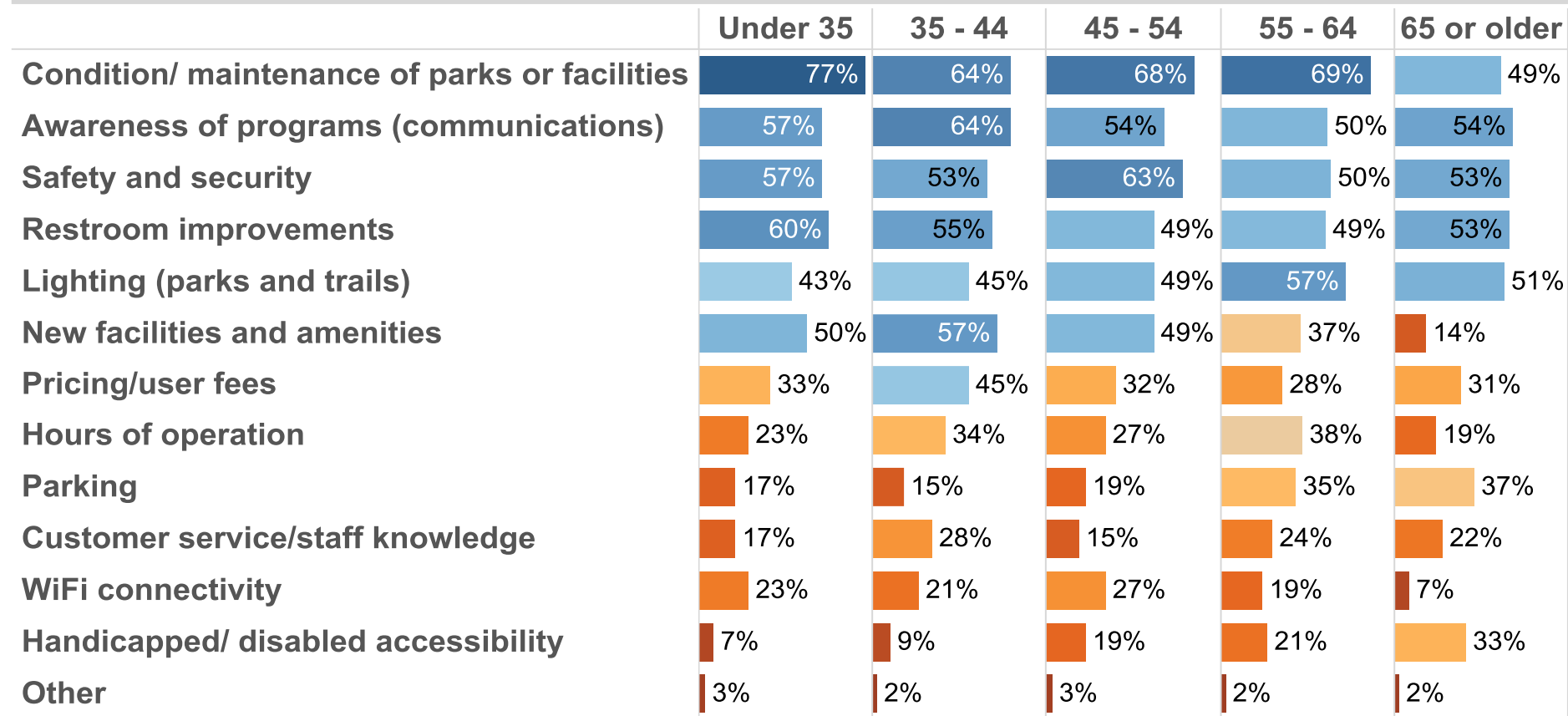
## Three Most Important Areas That, If Addressed by the City, Would Increase Use of Clinton Facilities - By Presence of Children in Household (Invitation Sample Only)



# FACTORS THAT WOULD INCREASE USAGE

Younger invitation respondents more often identified condition/maintenance of parks or facilities and new facilities and amenities as areas that, if addressed, would increase their usage, while older respondents were more likely to choose parking and handicapped/disabled accessibility.

## Three Most Important Areas That, If Addressed by the City, Would Increase Use of Clinton Facilities - By Respondent Age (Invitation Sample Only)





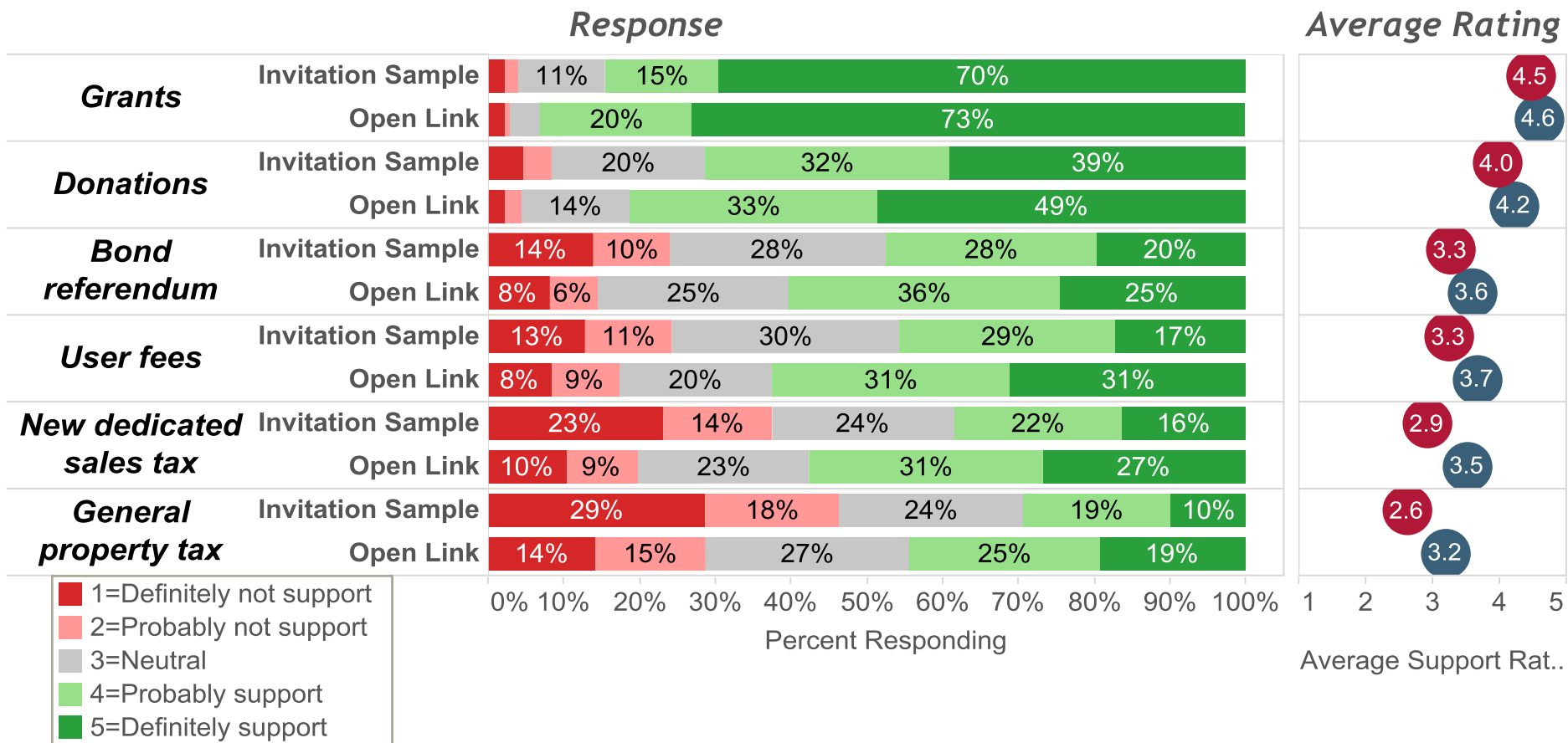
# FINANCIAL CHOICES / FEES



# LEVEL OF SUPPORT FOR FUNDING

When asked how supportive they would be of various funding options for parks and recreation offerings, invitation respondents showed strong support for options that would not impact their personal finances (grants, donations) and weak support for options that would (new sales tax, property tax).

## Willingness to Support Funding Mechanisms for Clinton Parks & Recreation Offerings

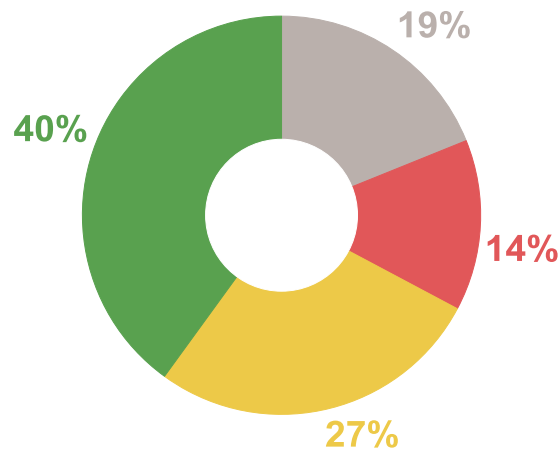


# IMPACT OF FEE INCREASES ON PARTICIPATION

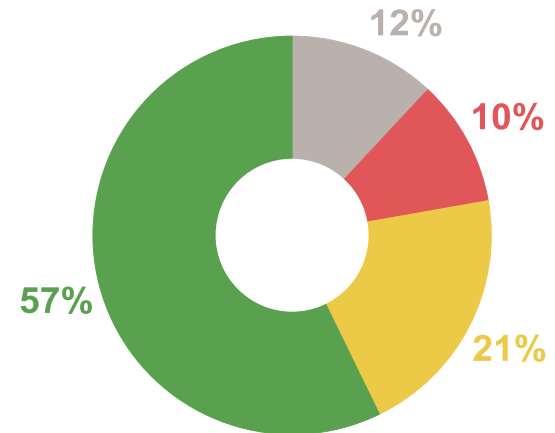
Two in five (40%) invitation respondents said user fee increases would not limit their ability to participate, a quarter (27%) said it would have a minor impact on their participation, and 14% said it would limit their participation significantly. An additional 14% didn't know.

## Impact of Fee Increases on Parks & Recreation Participation

- Moderate fee increases would not limit my/our ability to participate at all
- Moderate fee increases would limit my/our participation somewhat or would have a minor impact on ability to participate
- Moderate fee increases would limit my/our participation significantly
- Don't know/uncertain



Invitation Sample



Open Link



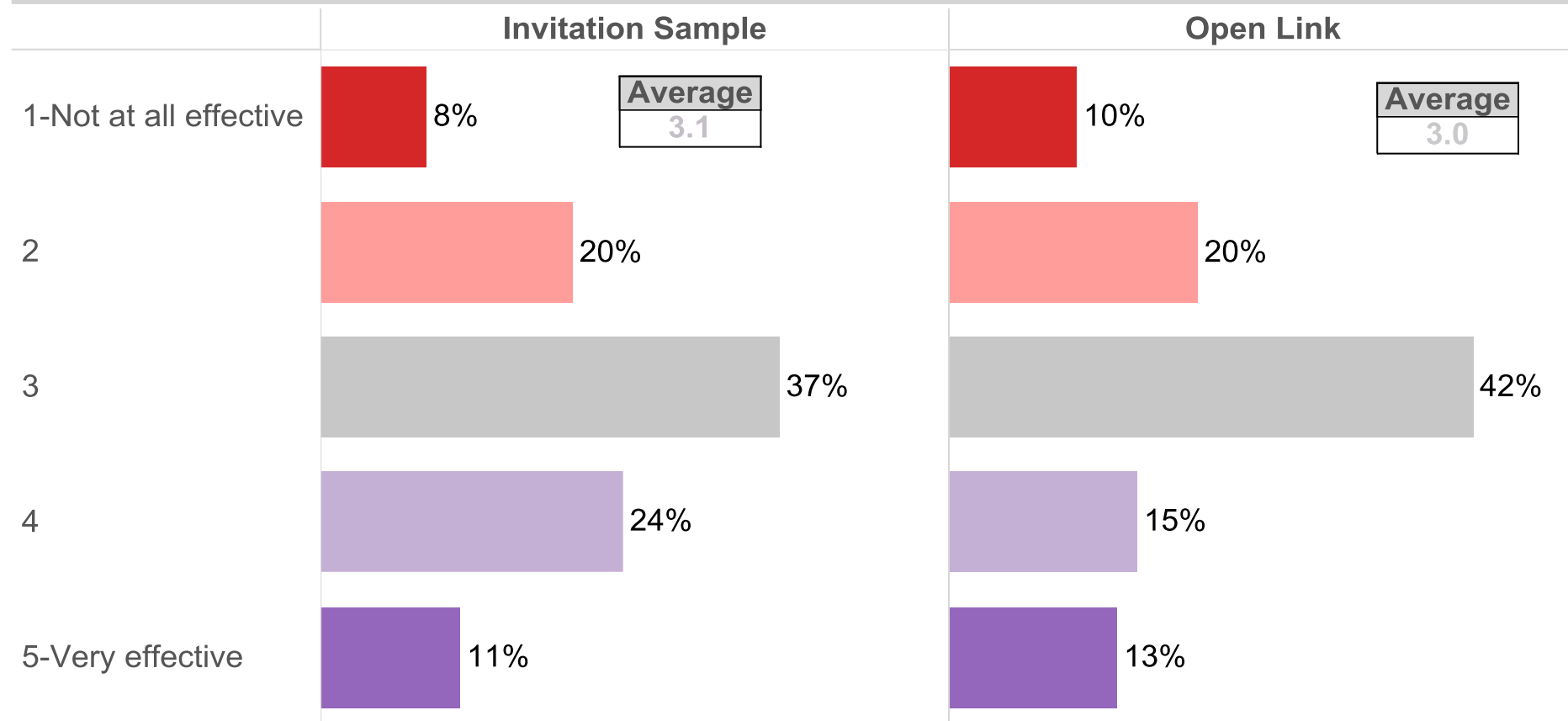
COMMUNICATION & SUGGESTIONS



# EFFECTIVENESS OF COMMUNICATION

Invitation respondents rated the effectiveness of Clinton Parks & Recreation's communications moderately, with just over a third of respondents (35%) identifying it as effective. Open link respondents felt similarly. Promoting year-round activities and health/wellness/active lifestyles are strong values for a majority of invitation respondents, presenting an opportunity for targeted communications.

How effective is Clinton at reaching you with information on parks & recreation facilities, services, and programs?

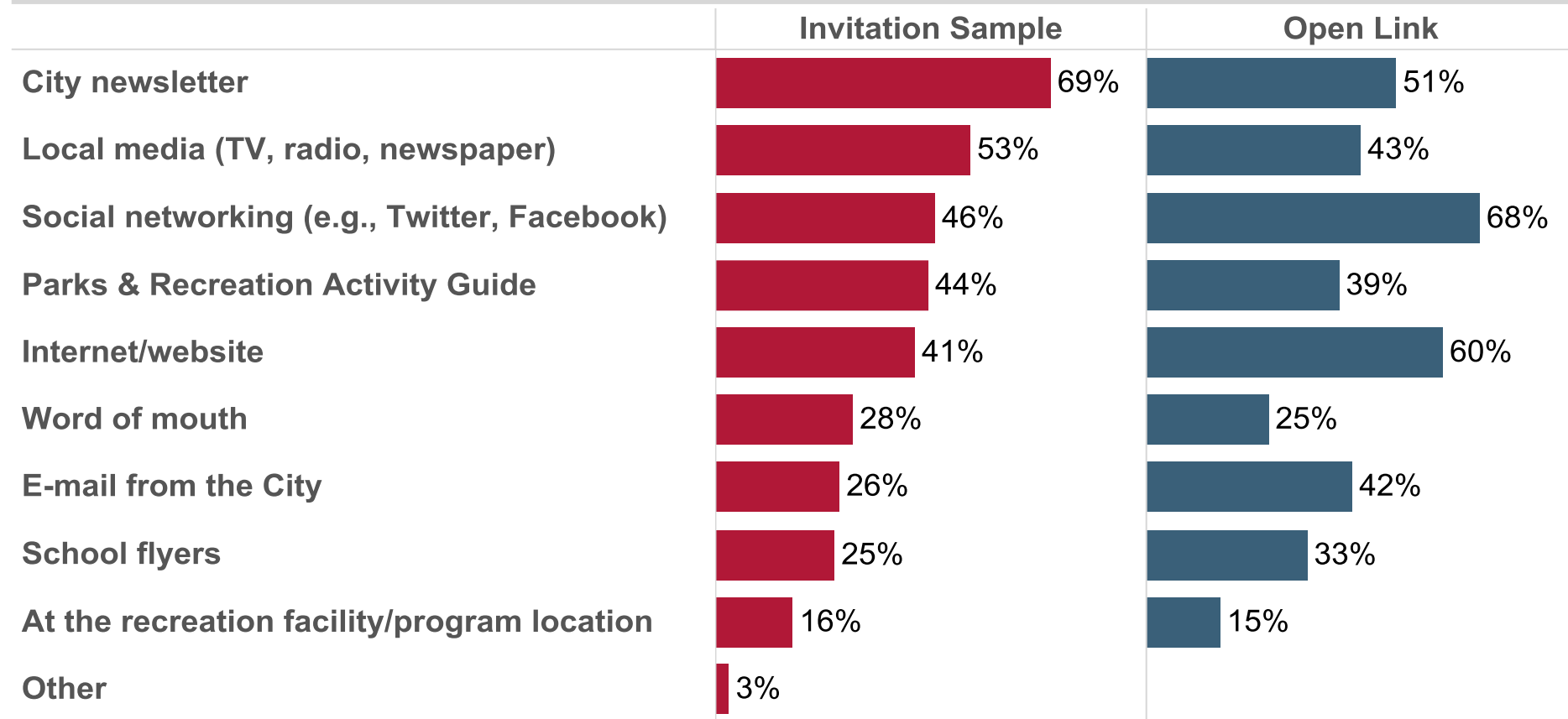




# BEST WAY TO RECEIVE INFORMATION

Invitation respondents identified the City newsletter as the best way to receive information about parks and recreation offerings (69%), followed by local media (53%) and social networking (46%). Social networking, the website, and an email from the City were more popular among open link respondents.

What is the best way for you to receive information on parks & recreation facilities, services, and programs?





# ADDITIONAL COMMENTS/SUGGESTIONS

At the end of the survey, respondents were given the opportunity to provide any additional comments or suggestions for Clinton Parks and Recreation. Themes that came up frequently through the survey were again prominent in this comment field, including a desire for upgrades and maintenance to existing facilities, increased affordability, improved communication and promotions, and an expanded trail and pathway system. Many invitation respondents also took the opportunity to praise the efforts of the department. A selection of verbatim invitation responses is shown below. The full listing of responses is provided in the appendix.

*Residents and visitors all enjoy our parks and the riverfront. We must maintain their beauty.*

*I think Clinton does a great job of maintaining the Parks and Rec facilities and the Activity Guide is very informative too*

*The printed guide does a good job of presenting Clinton park options. I would read it more quickly and thoroughly if it were on a website that was better publicized or sent as an e-mail that you could subscribe to.*

*There is a relatively large percent of people in poverty. I believe we need to keep as much as possible free; then keep fees low and provide "scholarships" so that all can participate*

*Expand paths and trails, light them up for safety. You will get a lot of people out there!*

# Appendix B: Inventory Maps and Spreadsheets

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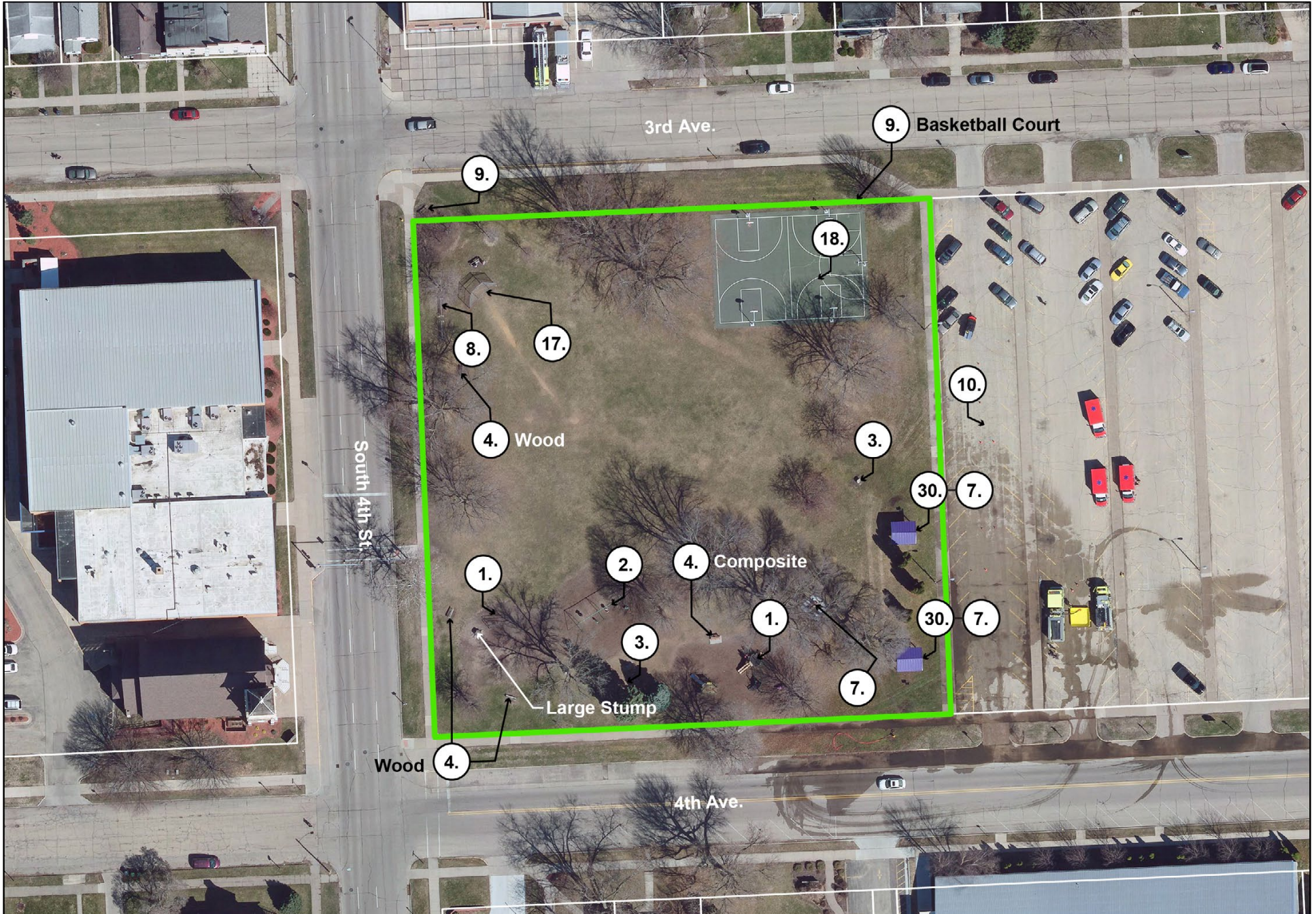
# CHANCY PARK



# CLEPPE PARK



# CLINTON PARK



# DEWITT PARK

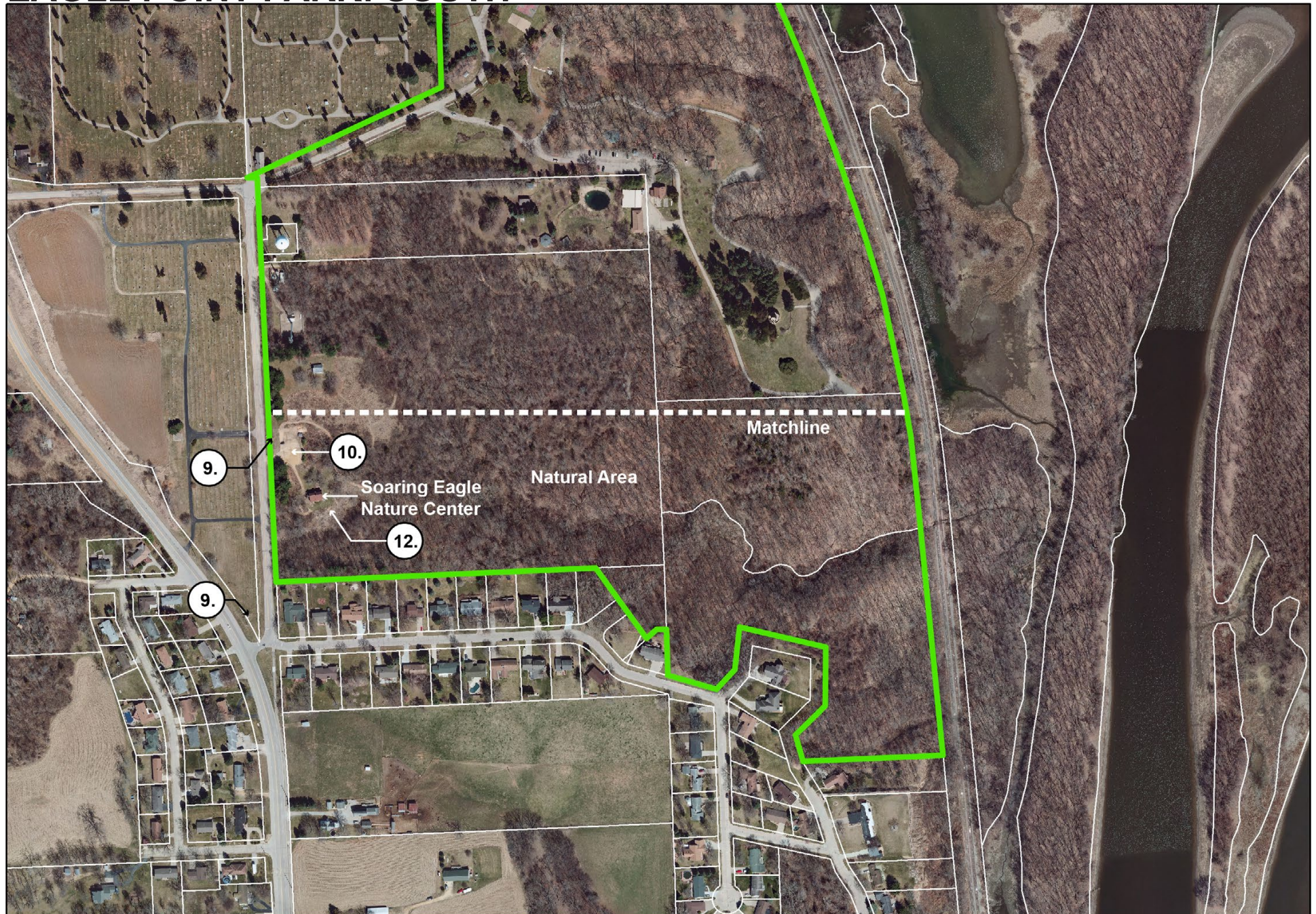


# EAGLE POINT PARK: NORTH





# EAGLE POINT PARK: SOUTH



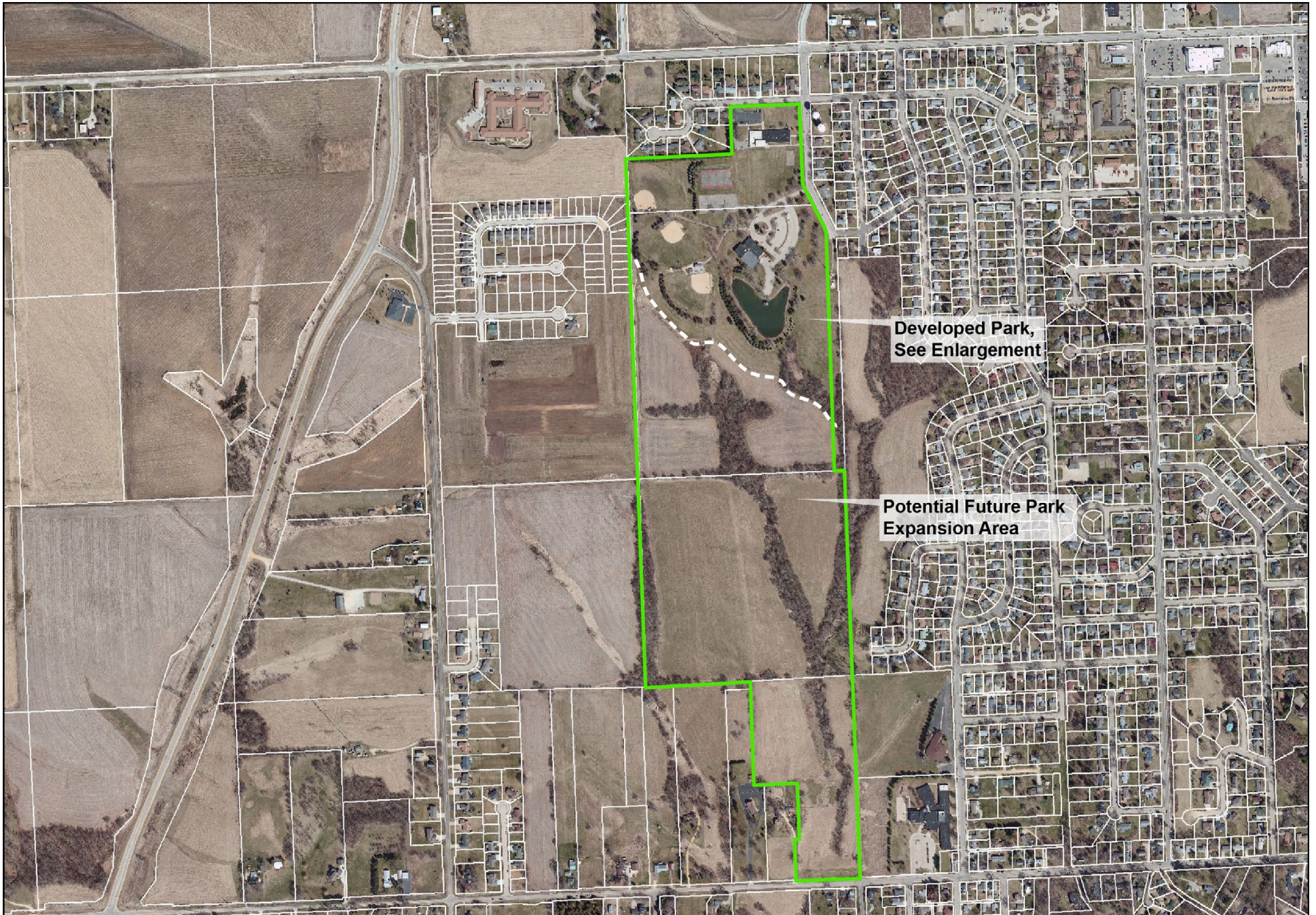
# EARL F. MAYER PARK



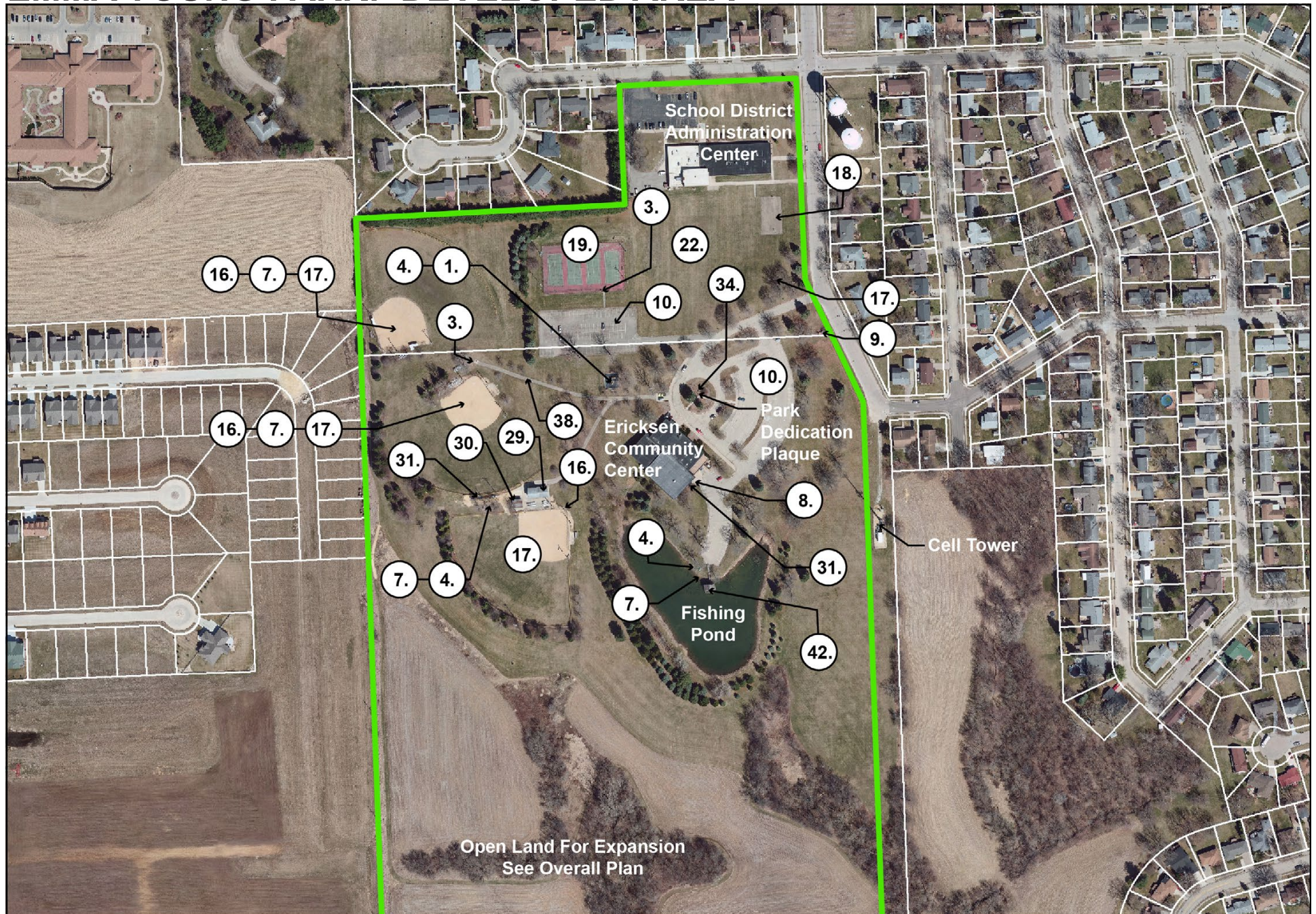
# ELIJAH BUELL TERRACE



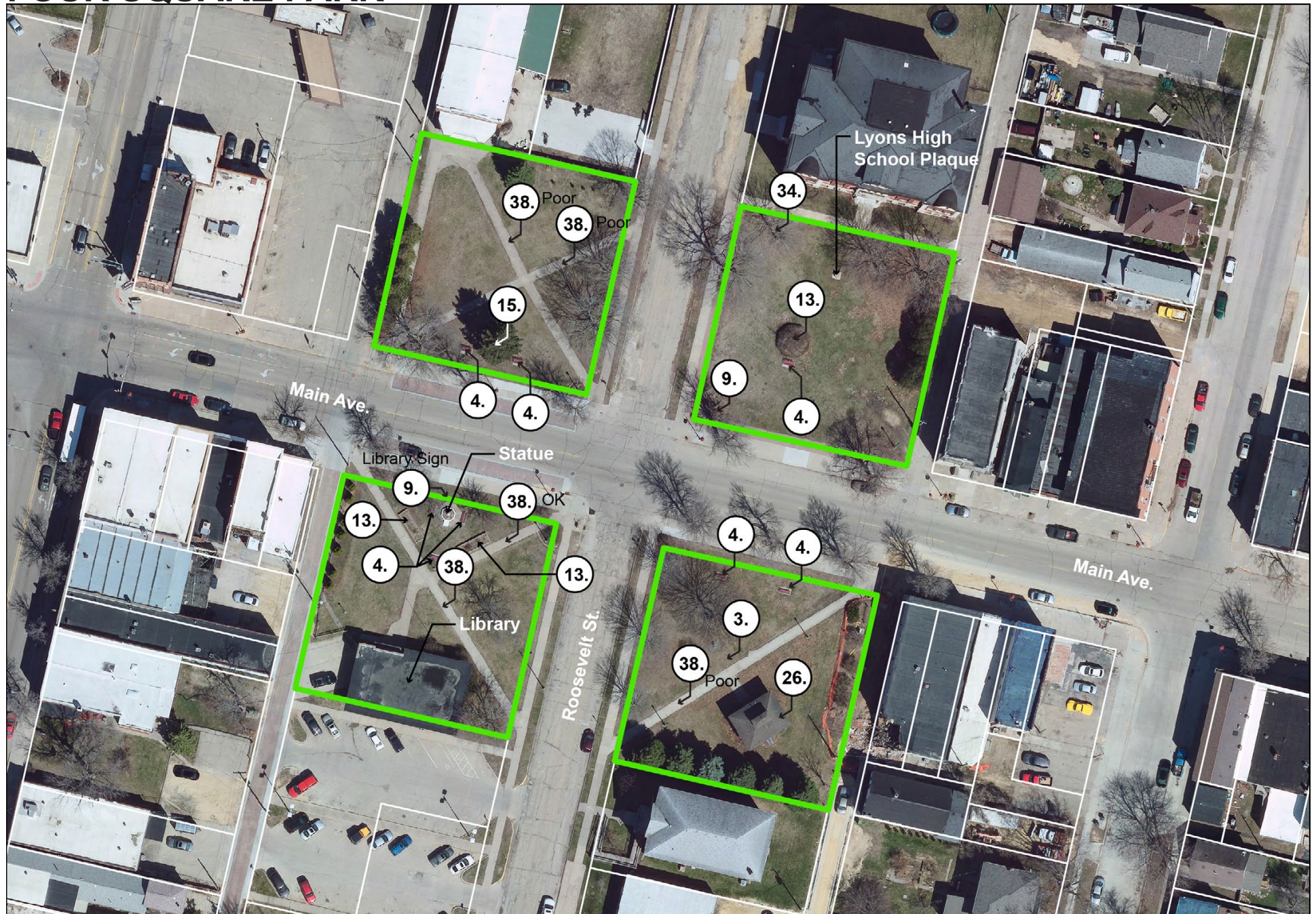
# EMMA YOUNG PARK: OVERALL



# EMMA YOUNG PARK: DEVELOPED AREA



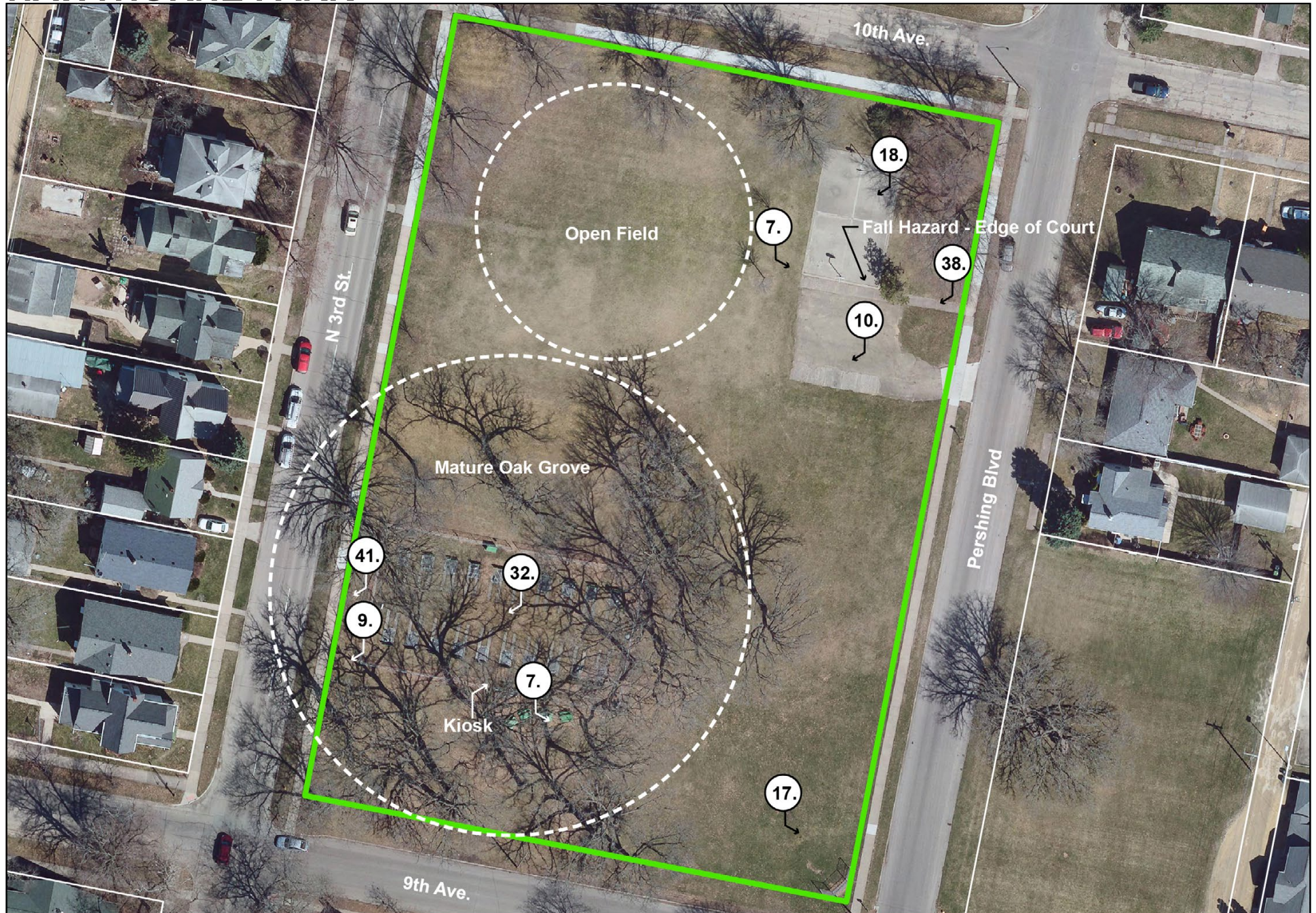
# FOUR SQUARE PARK



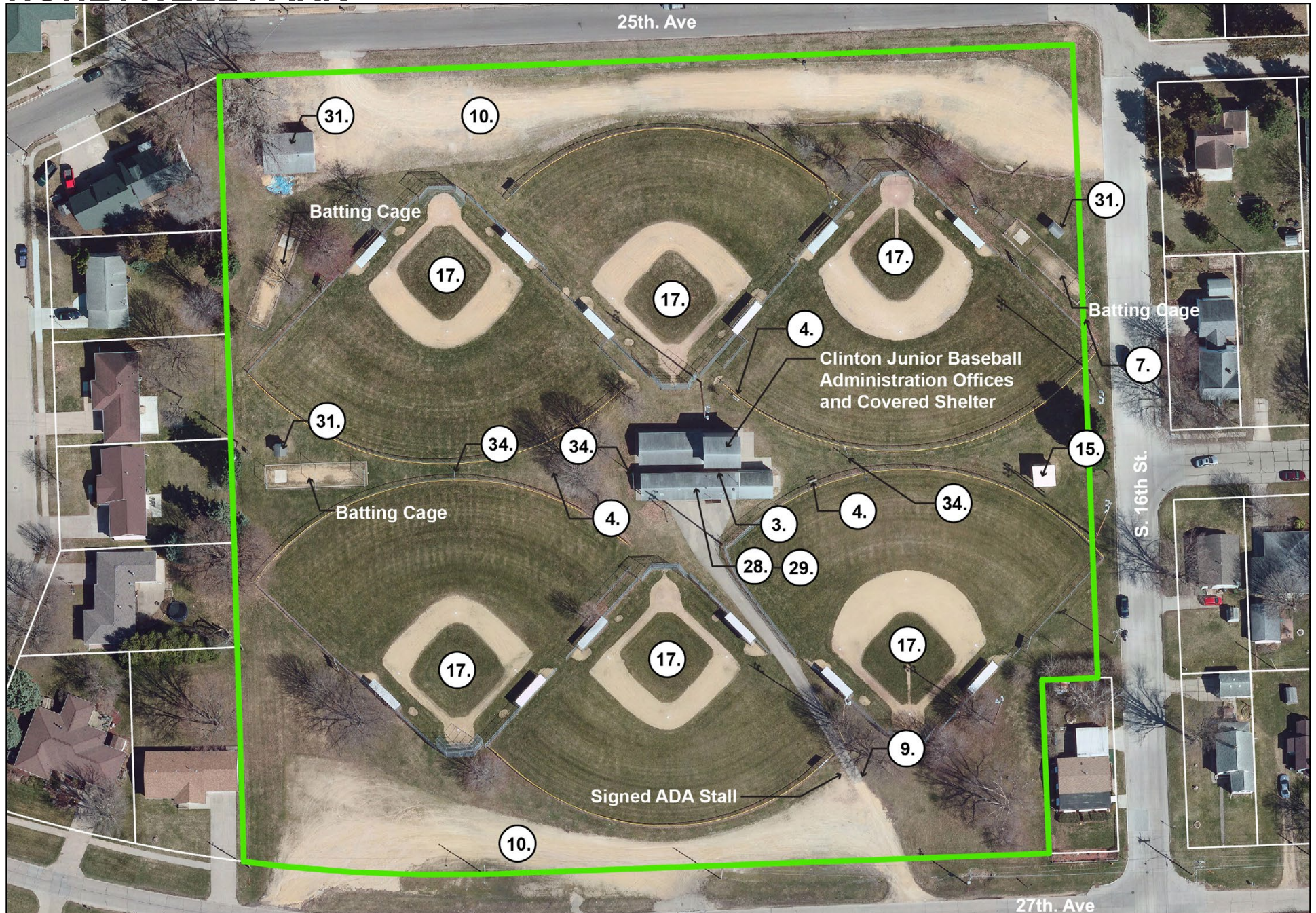
# GEORGE MORRIS PARK



# HAWTHORNE PARK



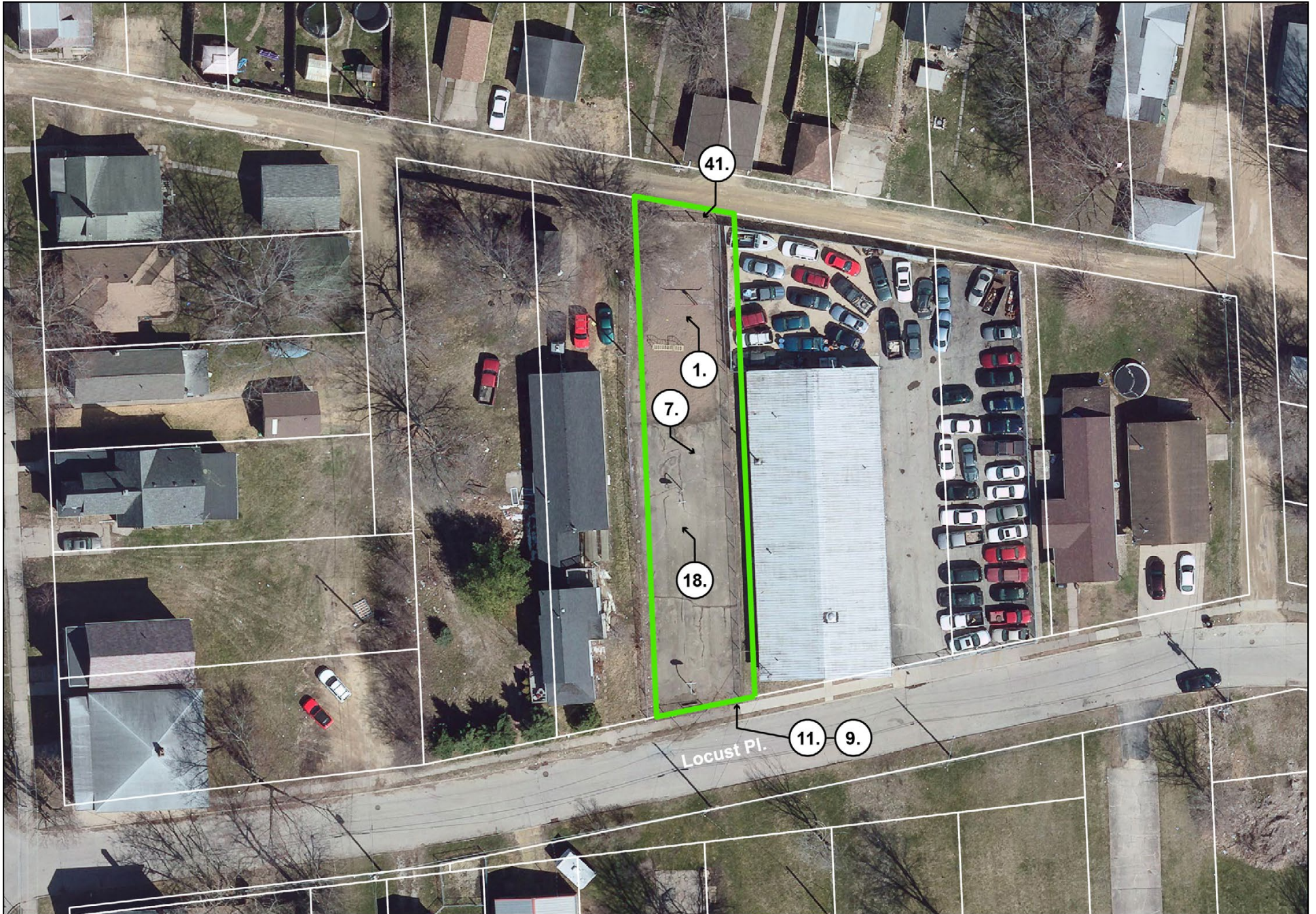
# HONEYWELL PARK



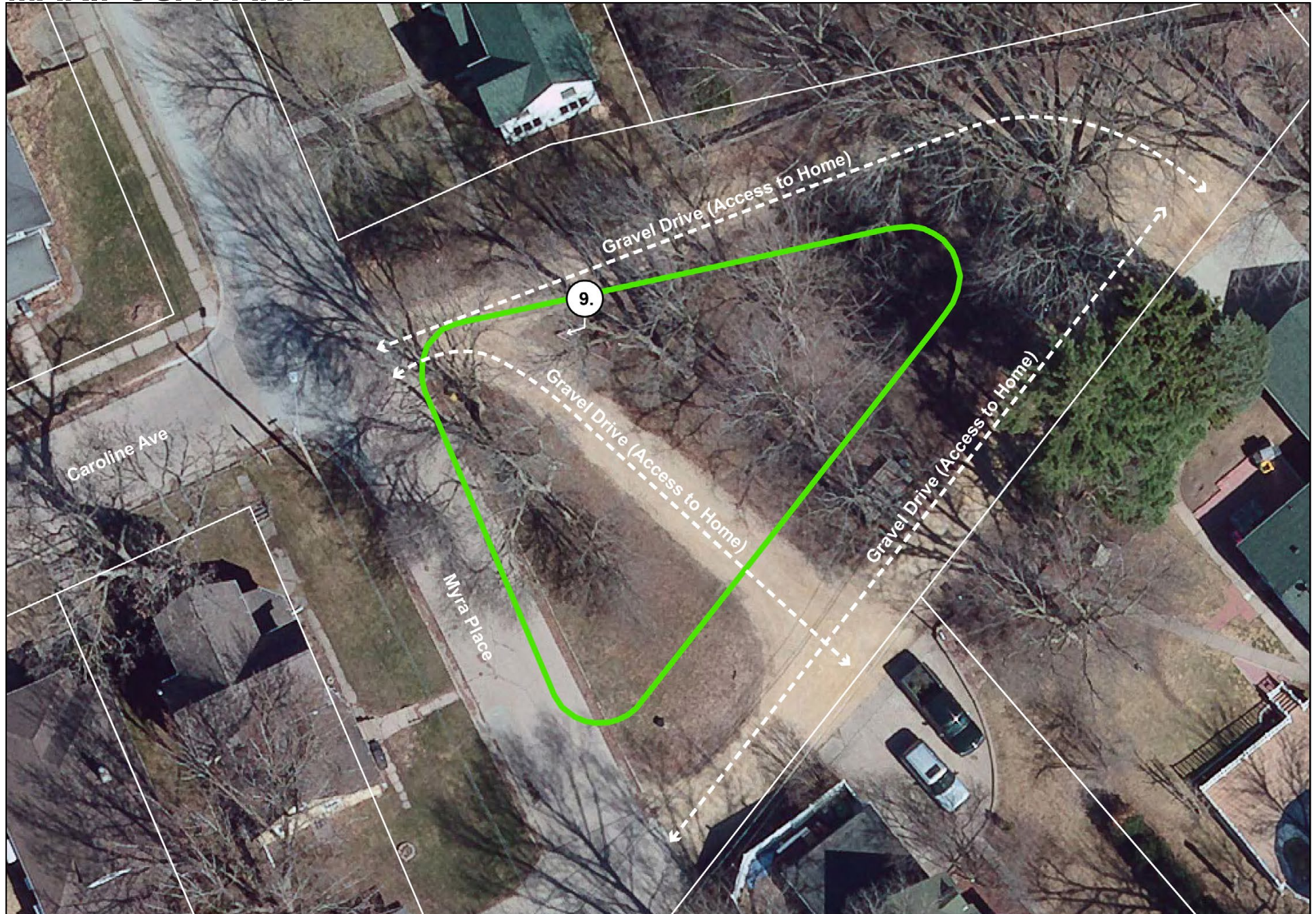
# JURGENSEN SOCCER PARK



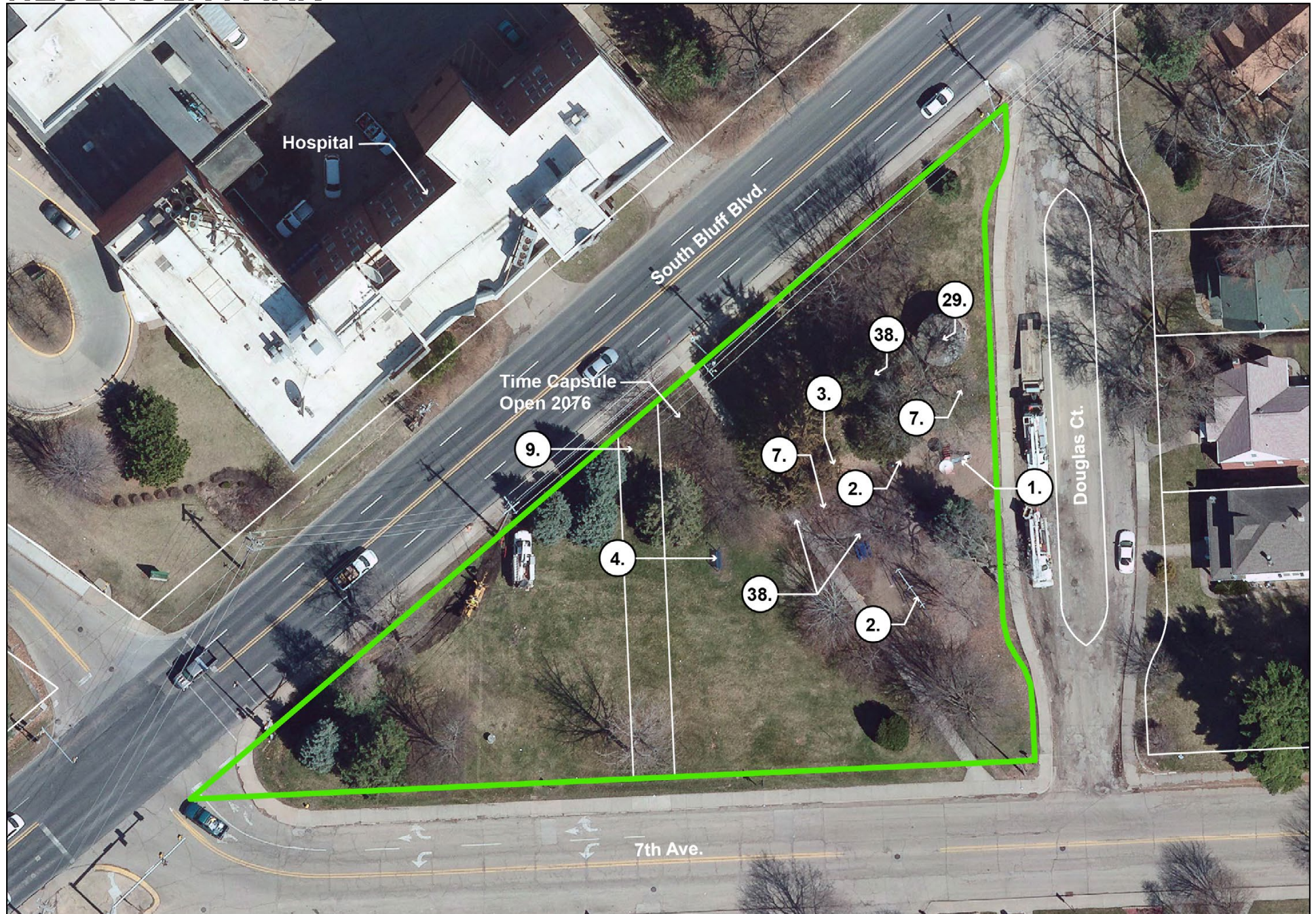
# LOCUST PARK



# MARIPOSA PARK



# NEUBAUER PARK



# RAINBOW PLAYGROUND



# RIVERVIEW PARK: NORTH



# RIVERVIEW PARK: NORTH CENTRAL



This aerial photograph shows the Clinton Area Showboat Theatre site, outlined in green. The site is bounded by Roosevelt St. to the west, 4th Ave. to the north, and Riverview Dr. to the east. Key features and numbered callouts include:

- 10.** Callout near Bulk Materials.
- 17.** Callout near the top center.
- 31.** Bulk Materials.
- 4.** Sisters of St. Francis Peace Pole.
- 4.** Sculpture.
- 7 Total** and **4.** Callouts near a circular structure.
- 46.** Callout near the circular structure.
- 4.** Callout near the top right.
- 4.** Callout near the top right.
- 39.** Callout near the top right.
- 44.** Callout near the top right.
- Matchline** at the top right.
- Candlelight Inn**.
- Raised Walkway**.
- Visitor Center**.
- Clinton Area Showboat Theatre**.
- Ramp**.
- Lighthouse**.
- 38.** Callout near the lighthouse.
- 42.** Callout near the bottom right.
- 37.** Callout near the bottom right.
- 39.** Callout near the bottom right.
- 38.** Brick.
- 26.** Callout near the brick area.
- 39.** Callout near the brick area.
- Police Memorial Tree**.
- 41.** Callout near the tree.
- 9.** Callout near the tree.
- 10.** Callout near the bottom center.
- 29.** Pool.
- 8.** Callout near the pool.
- 1.** Callout near the pool.
- 27.** Callout near the pool.
- Concession Stand & Restroom**.
- Matchline** at the bottom right.

# RIVERVIEW PARK: SOUTH



# ROOT PARK



# SOUTHSIDE PARK



## City of Clinton Park Facilities Inventory

Facility Name  
AddressChancy Park  
Camanche Avenue & 22nd Place

Inventory Date:

3/7/2017

Rating Key: 3= Exceeds Expectation, 2=Meets Expectations, 1=Below Expectations

## Facility Component

ID	Feature	Rating	Qty	Comments (inc. uses)
1	Playground	1	1	Dated equipment including 4 small climbers. Sand surfacing in most areas, but some climbers have no surfacing material. Two twist slides scheduled to be removed this spring for safety. Bolts in ground where equipment removed and not replaced.
2	Swings	2	1	Sand surface. One full size set with 4 swings, one toddler size set with 4 swings (needs paint).
3	Drinking Fountain	1	2	Both broken
4	Bench	1	10	3 wood benches at playground (need paint), 5 concrete benches at tennis court and 2 concrete benches at horseshoe pit (poor condition - sagging, tipping over, chipped)
7	Picnic Table	2	25	Picnic area on hill under large oak trees, includes 22 regular size and 3 long concrete tables in generally acceptable condition (some chipping). Additional tables described with shelter.
9	Signage	2/1	2	Standard brown wood park signs. Poor landscaping at both. 1) Sign at corner of 22nd Place and Lincoln Hwy is on masonry wall. 2) Wood sign in center of Lincoln Hwy edge of park is in poor location for identification and obscured by plants.
10	Parking Lot	1/2	2	1) NW gravel parking in poor shape (rutted). 2) SE parking asphalt in acceptable shape. No marked ADA stalls on site.
11	Entry	1	1	Rough parking entrance
17	Baseball / Softball Diamond	2	3	Covered dugouts, electric scoreboard, outfield fence with padding
18	Basketball Court	2	2	Missing one net, but otherwise in acceptable condition (some surface cracks filled), lit with yard fixture
19	Tennis Court	1	2	Lighted, courts, courts in poor shape, no nets (posts missing), surfacing material gone, lines missing, fence rusting
20	Volleyball Court	1	1	Paved surface, no net
29	Pavilion	1	1	Called "Chancy Little House". Enclosed, brick construction, not ADA, broken window (despite protective metal grate), foundation cracks, brick needs tuckpointing, not in use (locked)
30	Shelter	2	1	Wood frame with shingle roof, starting to show wear. No accessible route to shelter. Includes 9 metal frame wood top picnic tables (chained together, could fit several additional tables).
31	Storage	2	1	Storage shed for ball diamond
32	Horseshoe Pit	1	2	Not maintained. Posts leaning.
33	Grill	2/1	2	2 small grills at shelter (1 moderate condition, 1 rusted out)
34	Flag Pole	1	1	Completely rusted
38	Walkway/Trail	1/2	-	Few internal paths. Asphalt path from SE parking lot to Lincoln Hwy mostly disintegrated and grassed over. Walk from NE corner to pavilion in ok condition.
39	Stairs	1	1	At front of pavilion. Settled and cracking.

City of Clinton Park Facilities Inventory

Facility Name	Boat Ramps
Address	25th Avenue N./ 30th Avenue N.

Inventory Date:

3/7/2017
----------

Rating Key: 3= Exceeds Expectation, 2=Meets Expectations, 1=Below Expectations

Facility Component

ID	Feature	Rating	Qty	Comments (inc. uses)
10	Parking Lot	2/1	1	1) 25th Avenue ramp has parking. Asphalt in good condition, unstriped. 2) 30th Avenue launch has no parking except parallel along road.
28	Restroom	3	1	New restroom facility at 25th Avenue N. ramp. Masonry block with shingle roof. 30th Avenue N. ramp is unimproved.
43	Boat Launch	2	2	1 lane boat ramp at each location.

City of Clinton Park Facilities Inventory

Facility Name

Cleppe Park

Address

13th Avenue N. & 13th Street NW

Inventory Date:

3/7/2017

Rating Key: 3= Exceeds Expectation, 2=Meets Expectations, 1=Below Expectations

Facility Component				
ID	Feature	Rating	Qty	Comments (inc. uses)
9	Signage	2	1	Standard brown wood park sign. Note: No other park improvements.

## City of Clinton Park Facilities Inventory

Facility Name  
AddressClinton Park  
S. 4th Street & 3rd Avenue S.

Inventory Date:

3/7/2017

Rating Key: 3= Exceeds Expectation, 2=Meets Expectations, 1=Below Expectations

## Facility Component

ID	Feature	Rating	Qty	Comments (inc. uses)
1	Playground	2	1	1 smaller dated structure, 1 newer structure in good condition, 1 purple dino rider, 1 monkeybar unit. Sand surface in poor repair (missing entirely at monkeybars). Condition assessment is for equipment only, not surface.
2	Swings	1	1	Large set with space for 4 swings, 1 missing. Sand surface needs to be replenished and expanded to entire fall area.
3	Drinking Fountain	1	2	Both broken
4	Bench	2	8	2 Composite (great condition), 6 Wood (need paint)
5	Waste Receptacle/ Recycle Bin	-	-	See shelter
7	Picnic Table	3	1	1 composite table in open on concrete pad, additional tables at shelters
8	Bicycle Rack	2	2	Each ±10 bike capacity. Mounted in concrete foundations, lawn surface under racks.
9	Signage	2	2	Standard brown wood park signs. 1 sign is for Basketball Court (dedication).
10	Parking Lot	-	1	Large adjacent public parking lot, not within park boundary.
17	Baseball / Softball Diamond	2	1	Backstop only, no diamond improvements
18	Basketball Court	3	2	Vinson H. Jetter Basketball Courts. 5 total hoops, 2 smaller courts with one full size half court.
30	Shelter	3	2	Each wood frame with metal roof. Space for single table and trash receptacle. Tables are composite and ADA accessible, however, there is no accessible walk from parking to shelters and accessible end of table hangs off slab over grass.
33	Grill	2	2	Small grills next to shelters.

City of Clinton Park Facilities Inventory

Facility Name **DeWitt Park**  
Address **S. 4th Street & 6th Avenue S.**

Inventory Date:  
**3/7/2017**

Rating Key: 3= Exceeds Expectation, 2=Meets Expectations, 1=Below Expectations

Facility Component				
ID	Feature	Rating	Qty	Comments (inc. uses)
4	Bench	2/1	3	2 wood, 1 concrete (sagging, graffiti)
9	Signage	2	1	Standard brown wood park sign.
10	Parking Lot	-	1	Large adjacent public parking lot, not within park boundary.
33	Grill	3	1	Unique barrel grill

## City of Clinton Park Facilities Inventory

Facility Name  
Address**Eagle Point Park**  
4101 - 4301 N. 3rd Street / Deer Creek Road

Inventory Date:

3/7/2017

Rating Key: 3= Exceeds Expectation, 2=Meets Expectations, 1=Below Expectations

## Facility Component

ID	Feature	Rating	Qty	Comments (inc. uses)
1	Playground	2/1	3	1) North playground has one large newer structure with safety surface. 2) South playground has equipment spread out over large area. On wooded hillside, structures and swings are supported by concrete retaining walls, two of which provide a fall hazard that requires a guardrail (greater than 30" drop located within 36" horizontally of upper walking surface). Poor drainage within wooded area between retaining walls results in erosion with no grass. Equipment in wooded area includes old web dome climber, spiral slide (scheduled to be removed), monkeybar climber all on sand surface, as well as both a toddler size and older kid structure both newer equipment and located on safety surfacing. Equipment located in open area to south includes dated toddler structure and airplane rider, both located in sand surface.
2	Swings	1	2	Both located in south playground. 1) Toddler set with two swings in poor shape on sand surface. 2) Large set with two swings located in wooded area with sand surface needing replacement.
3	Drinking Fountain	1	4	All broken
4	Bench	1	12	6 concrete benches at South Playground and 1 at North Shelter are sagging/failing/chipped/eroded at front so too high compared to grade. 2 Wood benches above fountain need replacement. 2 Wood benches by North Playground are in decent condition. 1 Green metal bench by ball diamond backstop is in good condition.
7	Picnic Table	2	39	Majority of tables within park are concrete and in decent condition. One table south of lodge has a broken top. 6 wood topped metal frame tables at Equestrian Center. Additional tables at shelters as noted below.
9	Signage	2/1	6	1) Park identification sign on highway is concrete monument. Soaring Eagle Nature Center sign is wood with a unique design. Dog park signage includes art. Equestrian Center sign is standard brown wood park sign. 2) Directional signage within park is confusing and causes people to stop to read it. Typical standard for directional signage is to provide no more than 4 destinations on an individual sign, to have large readable text and to clearly define direction. The main part directional sign next to the eagle obelisk lists the speed limit, and then 15 destinations with arrows that are not clear which destinations they are related to.
10	Parking Lot	2/2/2/3/1	5	Descriptions are for larger dedicated lots. Roads were recently paved and pull-off lots along roadway are in generally acceptable condition. 1) Equestrian Center lot is gravel but servicable. 2) Disc Golf lot is asphalt in good condition. 3) Observation Point lot is asphalt that is beginning to fail but not immediately in need of replacement. 2 ADA stalls with access aisle. 4) Eagle Point Lodge lot was noted to be primarily asphalt in poor condition requiring replacement at time of survey; REPAIRED AUGUST 2017, condition is after repair. Drop off loop and 6 ADA parking stalls are new concrete. 5) South playground/dog park lot center of lot is in good condition but edge along playground is failing with wheelstops needing repair/replacement.
11	Entry	3	1	Historic brick pillars and iron gate at main park entry.
12	Trailhead	2	2	New display kiosk at trailhead next to disc golf course with trail map and rules.
15	Electric Pedestal / Utility Structure	2	-	Throughout park near roadway for winter display
16	Bleachers	2	1	At Equestrian Center
17	Baseball / Softball Diamond	1	1	Backstop, no diamond. Fence starting to rust.
18	Basketball Court	2	2	Surface is worn but playable. Hoops acceptable.
20	Volleyball Court	2	1	Sand surface. Net in place.
23	Disc Golf Course	3	18 holes	Extensive course, well marked, mixed of open and wooded holes
28	Restroom	2	1	North restroom by observation point is modern masonry block with shingle roof, fully accessible via a wooden bridge walkway.
29	Pavilion	3	1	Eagle Point Lodge - Recently renovated historic log and stone structure. Key feature of park.
30	Shelter	1/1/1	3	1) North Shelter is wood construction with shingle roof. Failing roof and fascia boards - ROOF SCHEDULED FOR REPLACEMENT SEPTEMBER 2017. Has water source, no electric service. 2) Central Shelter is wood construction with shingle roof. Roof is starting to show wear. Grill in poor shape. 10 Metal frame picnic tables with green painted top. 3) South Shelter is masonry block restroom structure with attached wood frame overhang. Shingle roof. Restroom is severely outdated with no doors, no stall partitions. Concrete foundation for shelter is cracked and failing. Roof has structural issues. Large grill and 6 metal frame picnic tables with green painted top.
31	Storage	2	1	Near South Playground
33	Grill	2	9	
34	Flag Pole	2	2	At Equestrian Center and disc golf course
35	Hydrant/Spigot	2	1	By North Shelter, assumed to be functional
36	Observation Point	1	1	2 viewing binoculars. Not accessible (stairs/platform size). Appears to have erosion issues on the side facing the river.
37	Maintenance/Utility Building	2	3	Large maintenance center and caretaker's residence. Other smaller utility structures located throughout park.
38	Walkway/Trail	1	-	Walks in varying conditions within park, but mostly need replacement for cracked and failing pavement.

39	Stairs	2	1	At Central Shelter. Railing needs paint and walk surface at top of stair needs settlement repair.
40	Guardrail	1/3/1	4	1) 2 Stone guardrails along south road near castle require repair. 2) Stone guardrail at Lodge in new condition. 3) Post and cable guardrails in North area of park require replacement of decaying posts and failing cable.
41	Fence	1	1	Barbed wire topped chain link fences at Equestrian Center and Dog Park give impression that park is not inviting. (Especially when there's a gap in the Equestrian Center fence that allows for pedestrian access - eliminates the deterrence of the barbed wire. Fence at top of old sledding hill at Equestrian Center does not appear to have a purpose.
46	Fountain	3	1	At time of survey, historic fountain and waterfall was noted as needing repair for cracks and stone work. Bridge over lower part of fountain may pose fall hazard. WATERFALL WAS COMPLETELY RENOVATED IN JULY 2017; condition is after repair.
47	Kiosk	2	2	For disc golf course and adjacent trailhead
-	Bluff Erosion	1	Multiple	Several locations along north road loop are showing signs of severe erosion of bluff by stormwater runoff.
-	Soaring Eagle Nature Center and Flannery School	3	1	Interpretive center. Trails and educational signage.
-	Dog Park	3	1	Large dog park with multiple amenities, including a water training pond.
-	Public Art	3	-	Interesting artwork located throughout park, including at dog park, Eagle Obelisk, Statue of Liberty, etc.
-	Castle	3	1	Historic stone structure in excellent condition. Only minor repairs needed to steps.
-	Stone Bridge	2/1	2	Bridge between lodge and South Playground has been repaired and is in good condition. Other old bridges located within woods are not accessible.
-	Lighted show arena	-	1	Maintained by Equestrian Group. Includes arena, bleachers, metal sided concession building, 2 port-a-pots, and storage sheds.

City of Clinton Park Facilities Inventory

Facility Name

Earl F. Mayer Park

Address

2701 Garfield Street at 26th Avenue N.

Inventory Date:  
3/7/2017

Rating Key: 3= Exceeds Expectation, 2=Meets Expectations, 1=Below Expectations

Facility Component				
ID	Feature	Rating	Qty	Comments (inc. uses)
7	Picnic Table	2	3	Wood with metal frame, 4-sided square tables (only ones like this in park system). No ADA tables. Gravel picnic area between fields.
9	Signage	2	1	Standard brown wood park sign.
10	Parking Lot	1	1	Parking all gravel with exception of asphalt aprons at trail crossing. Surface has settled causing birdbaths. No marked ADA stalls. Gravel service drive along east side of fields has pockets of standing water.
17	Baseball / Softball Diamond	1	2	Open dugouts, outfield fences with padding, no lights, fields settling badly causing divots in grades and failing backstops.
31	Storage	2	1	Small wood frame shed with overhead door between ballfields.
38	Walkway/Trail	3/1	2	Discovery Trail passes thorough park. New concrete trail on west side of part in excellent condition. East asphalt trail section was not removed, and is in very poor condition.

City of Clinton Park Facilities Inventory

Facility Name  
Address

Elijah Buell Terrace

Main Avenue & Harding Street

Inventory Date:

3/7/2017

Rating Key: 3= Exceeds Expectation, 2=Meets Expectations, 1=Below Expectations

Facility Component

ID	Feature	Rating	Qty	Comments (inc. uses)
3	Drinking Fountain	2	1	Modern fixture. Base slightly rusted.
4	Bench	2	2	Metal benches.
5	Waste Receptacle/ Recycle Bin	2	1	
9	Signage	2	2	1 rock plaque sign (does not say who Elijah Buell was), 1 brass sign with park name (not standard)
11	Entry	2	1	Trail entry with dedication plaque.
13	Landscape Planter	2	5	Survey done in March, so not able to assess condition of plant material. Planters appear to be in acceptable condition.
30	Shelter	2	1	Wood frame with shingle roof, relatively decent condition but needs minor repairs to replace rotten board at entrance ramp. Single wood bench does not make full use of covered area. Location is hard to police because of levee walls. (Graffiti on river side of walls.)
36	Observation Point	1	1	Ramp to top platform of overlook lacking handrails. Brick pavers at overlook are in poor condition (cracked, missing, heaving, joints failing)
38	Walkway/Trail	2	1	Asphalt trail surface on top of levee needs repair of cracks.
39	Stairs	1	1	Closed, handrail failing.

## City of Clinton Park Facilities Inventory

Inventory Date:

Facility Name  
AddressEmma Young Park  
11th Avenue N. & N. 14th Street (1401 11th Avenue N.)

3/7/2017

Rating Key: 3= Exceeds Expectation, 2=Meets Expectations, 1=Below Expectations

## Facility Component

ID	Feature	Rating	Qty	Comments (inc. uses)
1	Playground	2	1	Newer play structure with poured in place safety surfacing. No accessible path to path to play area.
3	Drinking Fountain	1	2	All broken
4	Bench	2	10	2 wood benches, 8 metal benches (Rotary)
7	Picnic Table	2	6	Count does not include tables stacked at shelter by diamonds. All metal frame with green painted wood top. No ADA tables noted.
8	Bicycle Rack	2	1	Surface mounted metal loop rack for 3 bikes, located at lower building entrance.
9	Signage	2	1	Standard brown wood park sign, mounted with brick column and good landscaping.
10	Parking Lot	1	3	All asphalt parking lots in generally poor condition with curb and pavement failures throughout. ADA stalls at Erickson Center at main entrance are parallel to curb with no access lane, which require person to exit vehicle into drive aisle. Curb ramp does not appear to have tactile warning strip. Lower entrance has two signed spaces with access aisle, but curb ramp to door is painted as part of loading zone and has no warning strip. Signed ADA stall next to pier has no access aisle.
16	Bleachers	2	6	
17	Baseball / Softball Diamond	2	3	North field has covered dugouts, manual scoreboard, lights, padded outfield fence. Both south fields have no dugouts, manual scoreboards, lights, padded outfield fence.
18	Basketball Court	1	1	Property of Clinton Community School District. Rusted hoops, no nets, poor surface condition.
19	Tennis Court	1	4	Surface cracking and surfacing material deteriorating. Fence rusting.
22	Soccer Field	2	-	Pee wee program fields
29	Pavilion	1	1	Combination brick/frame construction. Concessions, storage, and covered overhang. Includes functioning drinking fountain. Building needs roof replacement, paint, siding repairs, and downspout repairs on exterior.
30	Shelter	2	1	Metal structure and roof, located between fields.
31	Storage	2	2	Small wood frame sheds between diamond and next to Erickson Center.
34	Flag Pole	2	1	Located in building drop off circle.
38	Walkway/Trail	1	-	All asphalt trails in park in poor condition with crumbling surface. REPAIR SCHEDULED FOR OCTOBER 2017.
42	Pier	2	1	Fishing Pier. Wood frame with shingle roof on piles. Observed missing board in railing. Note, railing does not meet requirements for ADA accessible fishing railing.
-	Landscaping	-	-	Park trees are all at maturity. Several stumps were noted during survey where trees were removed and not replaced; these were reported to be removed in June 2017. Tree planting plan needed to provide long-term canopy.
-	Erickson Center	1	1	Brick and frame construction. Facility has no elevator. Facade and interior are dated and in need of upgrade. Restrooms/showers lack ADA compliance. Weight room and gym spaces are smaller than necessary to support desired programming. Graffiti, broken windows, and roof repair issues on back of building exterior.

City of Clinton Park Facilities Inventory

Facility Name

Four Square Park

Address

Main Avenue & Roosevelt Street

Inventory Date:

3/7/2017

Rating Key: 3= Exceeds Expectation, 2=Meets Expectations, 1=Below Expectations

Facility Component				
ID	Feature	Rating	Qty	Comments (inc. uses)
3	Drinking Fountain	1	1	Broken
4	Bench	2	8	Red metal benches
9	Signage	2	2	Blue wood sign for library. Park sign is non-standard, removable letter sign cabinet at corner.
10	Parking Lot	-	-	On street parking on both sides of Main Ave.
13	Landscape Planter	2/1	2	1.) NE concrete planter near old school was likely a fountain (acceptable condition). 2.) Concrete block planters along walks in front of library are failing.
15	Electric Pedestal / Utility Structure	2	1	Assumes electrical pedestal is functional.
26	Stage	2	1	Historic bandstand was renovated in 2000. Stucco siding with shingle roof. Structure appears to be in decent condition. Non-compliant guardrail on back of structure does not provide code required fall protection. Rail should be evaluated by City and upgraded if necessary (may have historic preservation requirement).
34	Flag Pole	2	1	
38	Walkway / Trail	1	-	Concrete walks within park generally in poor shape, cracking and falling apart.

City of Clinton Park Facilities Inventory

Facility Name **George Morris Park**  
 Address **S. 14th Street & 11th Avenue S.**

Inventory Date: **3/7/2017**

Rating Key: 3= Exceeds Expectation, 2=Meets Expectations, 1=Below Expectations

Facility Component				
ID	Feature	Rating	Qty	Comments (inc. uses)
7	Picnic Table	2	3	Wood tables, next to Clubhouse Building. Additional tables at shelter.
8	Bicycle Rack	2	1	Near park sign, room for approximately 16 bikes.
9	Signage	2	1	Standard brown wood park signs. Corner of S 14th Street and 11th Avenue is park identification sign. Sign near Clubhouse identifies facilities as Clinton Community College.
10	Parking Lot	1	2	1) NW parking is gravel with landscape timber edge. Timbers need resetting and gravel is rough. 2) SE parking is mix of grass and gravel. 3) Clubhouse parking is asphalt. Not striped, no ADA stalls.
14	Player Bench	2	3	At football/rugby field
16	Bleachers	2	1	At football/rugby field
17	Baseball / Softball Diamond	2	1	Baseball diamond, manual scoreboard, covered dugouts, batting cage
21	Football / Rugby Field	2	1	
22	Soccer Field	1	3	Property of Clinton Community College. Approximately 3 large fields. Poor drainage and uneven grading of field surfaces.
30	Shelter	2	1	Timber frame with shingle roof. Needs paint. Includes 5 wood tables, none ADA compliant. Shelter surrounded by crushed asphalt to north and west.
33	Grill	2	1	
34	Flag Pole	2	1	At baseball diamond
35	Hydrant/Spigot	2	1	Assumes hydrant is functional
-	Clubhouse	2	1	Clinton Community College facility. Metal clad building with concession, vending and restroom. Faces football/rugby field.

City of Clinton Park Facilities Inventory

Facility Name

Hawthorne Park

Address

9th Avenue N. and N. 3rd Street

Inventory Date:

3/7/2017

Rating Key: 3= Exceeds Expectation, 2=Meets Expectations, 1=Below Expectations

Facility Component				
ID	Feature	Rating	Qty	Comments (inc. uses)
7	Picnic Table	3	3	Green painted wood with metal frames. No ADA.
9	Signage	3	1	Standard brown wood park sign.
10	Parking Lot	1	1	Asphalt in poor condition, but new apron at street. No striping or ADA stalls.
17	Baseball / Softball Diamond	2	1	Backstop only, no diamond improvements
18	Basketball Court	1	1	Old hoops require replacement, court surface in decent condition. Fall hazard on south side where sidewalk slopes down to street.
32	Horseshoe Pit	3	10	League play, great condition, lighted, fenced.
41	Fence	3	1	4 chain link fence around horseshoe pits.
-	Oak Grove	2	1	Large, mature trees add to character of park. Young trees should be planted to replace oaks as they age.

City of Clinton Park Facilities Inventory

Facility Name **Honeywell Park**  
 Address **25th Avenue S. & S. 18th Street**

Inventory Date: **3/7/2017**

Rating Key: 3= Exceeds Expectation, 2=Meets Expectations, 1=Below Expectations

Facility Component				
ID	Feature	Rating	Qty	Comments (inc. uses)
3	Drinking Fountain	2	1	Attached to concession building.
4	Bench	2	4	Wood with steel frame
7	Picnic Table	2	7	All at combined administration / concession area. Metal tables, none ADA.
9	Signage	2	1	Standard brown wood park sign.
10	Parking Lot	1	2	Parking is all gravel and lots generally lack definition for drive lanes and layout. Timber landscape edging to lot on north side is in poor condition. 1 signed ADA stall next to walk at south side.
15	Electric Pedestal / Utility Structure	2	1	Electric service building.
17	Baseball / Softball Diamond	2	6	All baseball diamonds with manual scoreboard, covered dugouts. 2 diamonds are lighted. 3 batting cages.
28	Restroom	2	1	See pavilion line item. Restrooms are not ADA accessible due to door thresholds.
29	Pavilion	2	1	Concession/restroom building - Concrete block / wood siding with shingle roof. Storage and covered overhang attached. Needs paint and roof.
31	Storage	2	2	1 large garage with overhead door (wood siding, shingle roof). 1 smaller shed near batting cages.
34	Flag Pole	2	3	
38	Walkway/Trail	2	-	Asphalt path from south parking to buildings in good shape.
-	Administration Offices / Covered Shelter	2	1	Two story Clinton Junior Baseball building with attached covered picnic shelter, wood siding. Needs paint and new roof.

City of Clinton Park Facilities Inventory

Facility Name  
Address

Jurgensen Soccer Park  
1891 Harrison Drive

Inventory Date:

3/7/2017

Rating Key: 3= Exceeds Expectation, 2=Meets Expectations, 1=Below Expectations

Facility Component				
ID	Feature	Rating	Qty	Comments (inc. uses)
9	Signage	3/1	1	1) Large metal sign at entry, 2) Old wooden park sign in poor repair near concession.
10	Parking Lot	2	1	Lot is partially gravel, with grass overflow area. 3 signed ADA stalls on gravel lot in center of fields next to gap in berm.
11	Entry	3	1	One main asphalt entrance with sign, two other gates off Harrison Drive.
22	Soccer Field	2	8	3 small, 3 medium, 2 large. Located on 3 terraces into hillside. Some mole damage on center terrace.
29	Pavilion	2	1	Concession / storage building with overhead doors, vinyl siding.
41	Fence	1	1	3 chain link topped with 3 strands of barbed wire.

City of Clinton Park Facilities Inventory

Facility Name

Locust Park

Address

426 Locust Place

Inventory Date:

3/7/2017

Rating Key: 3= Exceeds Expectation, 2=Meets Expectations, 1=Below Expectations

Facility Component

ID	Feature	Rating	Qty	Comments (inc. uses)
1	Playground	2	1	Monkey bars and digger. Sand surfacing.
2	Swings	3	1	One set with two swings, cow theme.
7	Picnic Table	2	1	Painted wood with metal frame. Non-ADA.
9	Signage	2	1	Yellow painted wood sign mounted on fence.
11	Entry	2	1	Open panel in chain link fence, asphalt sidewalk at street needs repair for drainage / cracks.
18	Basketball Court	3	1	With ball holder and painted four square / hopscotch / riding track on surface. 5 riding toys provided by volunteer group.
41	Fence	2	1	6' chain link perimeter fence. Vehicle gate from alley.

City of Clinton Park Facilities Inventory

Facility Name

Mariposa Park

Address

Myra Place & Caroline Avenue

Inventory Date:

3/7/2017

Rating Key: 3= Exceeds Expectation, 2=Meets Expectations, 1=Below Expectations

Facility Component				
ID	Feature	Rating	Qty	Comments (inc. uses)
9	Signage	2	1	Standard brown wood park sign with low block retaining wall.
11	Entry	-	-	Park only contains gravel drive entries to adjacent private homes.

City of Clinton Park Facilities Inventory

Facility Name **Neubauer Park**  
 Address **S. Bluff Blvd. & 7th Avenue S.**

Inventory Date: **3/7/2017**

Rating Key: 3= Exceeds Expectation, 2=Meets Expectations, 1=Below Expectations

Facility Component				
ID	Feature	Rating	Qty	Comments (inc. uses)
1	Playground	1	1	Dated toddler playset. Digger toy.
2	Swings	2	2	1 Toddler sized set with 2 swings, 1 full size set with 2 swings. Both sets need paint. Sand surface beneath all requires replacement.
3	Drinking Fountain	1	1	Old concrete fountain, broken.
4	Bench	2	1	Metal swing bench, needs paint.
7	Picnic Table	1/2	2	1) 1 broken concrete table, 2) 1 blue painted wood with metal frame. No ADA.
9	Signage	1	1	Standard brown wood park sign, centered along Bluff Boulevard. Not visible from any location except directly across the street.
29	Pavilion	1	1	Interesting old gazebo is the focal point of park from Bluff Street. However, structure is in poor shape with roof problems, cracked masonry caps, etc.
38	Walkway/Trail	1	-	Most walks within park in poor condition for broken / depressed surface.
-	Time Capsule	-	1	Open in 2076
-	Landscaping	1	Multiple	Multiple stumps located throughout park that need removal and replacement with new trees.

City of Clinton Park Facilities Inventory

Facility Name Rainbow Playground  
 Address 26th Avenue N. & Garfield Street

Inventory Date: 3/7/2017

Rating Key: 3= Exceeds Expectation, 2=Meets Expectations, 1=Below Expectations

Facility Component				
ID	Feature	Rating	Qty	Comments (inc. uses)
1	Playground	3/2	1	1) Newer play structure and climbers on astroturf, 2) old merry-go-round with sand surface.
2	Swings	2	2	1) Toddler set with two swings, 2) Full size set with 2 swings. Both need paint. Surface is sand.
7	Picnic Table	-	-	No freestanding tables or benches. See shelter description.
17	Baseball / Softball Diamond	2	1	Backstop only, no diamond improvements
18	Basketball Court	2	1	Small court, concrete slab, backboard and post need paint.
30	Shelter	3	1	Steel roof, only one metal frame table (room for more), no ADA access walk or table
33	Grill	1	1	Rusted out, frame bent
41	Fence	2	1	8' tall basketball backstop fence, chain link.

## City of Clinton Park Facilities Inventory

Facility Name  
AddressRiverview Park  
6th Avenue S. to 9th Avenue N.

Inventory Date:

3/7/2017

Rating Key: 3= Exceeds Expectation, 2=Meets Expectations, 1=Below Expectations

## Facility Component

ID	Feature	Rating	Qty	Comments (inc. uses)
1	Playground	3/2	2	1) Campground playground at North on safety surface, includes 2 riders, 1 climber, 1 teeter totter. Picnic table needs to be moved off surface and away from fall zone. 2) Rotary playground at South is on safety surface except for zipline which is sand. Equipment includes slide, large structure, zipline, 2 climbers. Main play structure is designed to be fully accessible. Bad wear in safety surface at one climber requires repair, otherwise playground in good condition.
2	Swings	3	1	Toddler swings at Rotary Playground. One set with 4 swings, safety surface below.
3	Drinking Fountain	1/2	2	1) Broken fountain near tennis courts. 2) Modern fixture at Discovery Trail includes fixture for dogs.
4	Bench	2	11	3 wood near rotary playground, 3 red metal near skatepark, 10 red metal benches around fountain and near adjacent sculpture, 2 metal benches at baseball diamonds. Multiple benches at regular intervals along Discovery Trail.
5	Waste Receptacle/Recycle Bin	2	-	Multiple receptacles located at regular intervals along Discovery Trail.
6	Dog Waste Station	2	1	
7	Picnic Table	2	5	3 Concrete picnic tables near tennis courts/skatepark. 2 ADA metal mesh tables at Discovery Trailhead, with additional tables located south along trail. Additional tables at RV camp sites and shelters, see line items below.
8	Bicycle Rack	2	1	At pool: double racks, approximately 36 bike capacity.
9	Signage	2	-	Standard brown wood park signs throughout identify various facilities. Marina has special sign mounted with restaurant signage.
10	Parking Lot	Varies as noted		1) Boat Ramp parking lots at north in good condition, including ADA stalls. Lot at north is fenced for winter boat storage. 2) Asphalt lots both north and west of stadium in poor condition. 3) 2 ADA stalls marked on street next to bandshell. 4) Marina Parking lots in good condition, including ADA stalls. 5) Pool parking asphalt in poor condition, 6 ADA parking stalls. 6) Tennis parking asphalt in poor condition, 2 ADA stalls marked on pavement with no signs. 7) Rotary playground parking and south parking asphalt in good condition, 2 ADA stalls, signs leaning.
12	Trailhead	2	1	Discovery Trail plaques and kiosk.
13	Landscape Planter	2	4	Concrete planters along 6th Avenue and in front of Stadium.
16	Bleachers	2	4	At baseball diamonds
17	Baseball / Softball Diamond	2	3	1) North field: Manual and electric scoreboards, open dugouts, no lights, no padding on outfield fence. 2) South field electric scoreboard, lighted field, covered dugouts, taller outfield fence. Batting cage located between fields. Scoreboard tables attached to both fields in poor condition. 3) Lumberkings Stadium
19	Tennis Court	2	6	Lighted courts, surface in moderate condition with some cracking. Fence in acceptable condition.
24	Chess Table	2	1	At Discovery Trailhead
25	Skate Park	2	1	
26	Stage	2	1	Riverview Bandshell - Recently refurbished. Vinyl shake and lap siding, shingle roof.
27	Pool	2	1	Pools include 1 lap, 1 wading, 1 diving, slide, and lighthouse splash pad. Historic pool administration building. Supplementary concession/restroom. Pool mechanicals feature (3) - 9.5 ft. diameter sand filters (age unknown). Seem to function well with initial stages of exterior rust showing. Electrical in mechanical room is GFCI equipped, and water valves have backflow prevention. Entry to mechanical room is not ADA compliant. Entry has steps and stainless steel handrail.
28	Restroom	1/2	3	1) Shower/Restroom building for campground is masonry with shingle roof. City reports issues with interior paint, graffiti, lighting, and ventilation. 2) Rotary Playground restrooms masonry block with shingle roof. Good condition.
29	Pavilion	2	1	Baseball concession, storage and restroom. Masonry block building with attached wood frame single restroom. Restroom is not accessible due to threshold and size. 2 wooden picnic tables under overhang (room for more).
30	Shelter	2/2	1	1) Rotary Playground Shelter - wood frame construction with shingle roof, mix of 9 metal frame tables with green painted wood tops and two metal tables (1 ADA). 2) Skatepark Shelter - wood frame construction for one metal table.
31	Storage	2	1	Bulk material storage bunkers south of Stadium
33	Grill	2	2	Near Rotary Playground and Skate Park
34	Flag Pole	3	3	Located at marina, matching blue poles
35	Hydrant/Spigot	2	1	At campground
37	Maintenance/Utility Building	-	3	
38	Walkway/Trail	1/2/1	-	Brick path near bandstand requires resetting for accessibility. Other internal park walkways are in good condition. Discovery Trail along the east side of Riverside Drive from 5th Avenue S to 9th Avenue N has heaves in the concrete walk requiring repair.
39	Stairs	2	6	
41	Fence	2	1	Fenced storage at north parking lot for winter boat storage.
42	Pier	2	1	Composite deck surface, metal railing. Safety hazard with broken deck board, otherwise in good condition if immediately repaired. Railing does not meet ADA fishing rail requirements.
43	Boat Launch	3	4	4 lane launch with boarding docks
44	Boat Slips	3/2	137	1) 94 newer slips, mix of covered and uncovered. Floating docks, security gated, fuel dock. 2) 43 older slips at north in lower condition. Party Deck near restaurant reportedly not used often.
45	Boat Wash	2	1	
46	Lubber's Fountain	2/1	1	1) Fountain appears to be in relatively good condition. 2) Brick paver walk around fountain in rough condition with mortar disintegrating.
47	Kiosk	2	1	At Discovery Trailhead. Wood frame with shingle roof. Needs paint.
-	RV Camp Sites	3	27	Each site includes a concrete pad, utility pedestal, picnic table, and campfire ring with grill rack

City of Clinton Park Facilities Inventory

Facility Name

Root Park

Address

25th Avenue N. & N. 9th Street

Inventory Date:

3/7/2017

Rating Key: 3= Exceeds Expectation, 2=Meets Expectations, 1=Below Expectations

Facility Component				
ID	Feature	Rating	Qty	Comments (inc. uses)
31	Storage	-	2	2 large buildings, 1 large lot, 1 small lot
-	Creek and Natural Area	-	-	No park or trail improvements, aerial photo shows private land use on City property

City of Clinton Park Facilities Inventory

Facility Name

Southside Park

Address

18th Avenue S.

Inventory Date:

3/7/2017

Rating Key: 3= Exceeds Expectation, 2=Meets Expectations, 1=Below Expectations

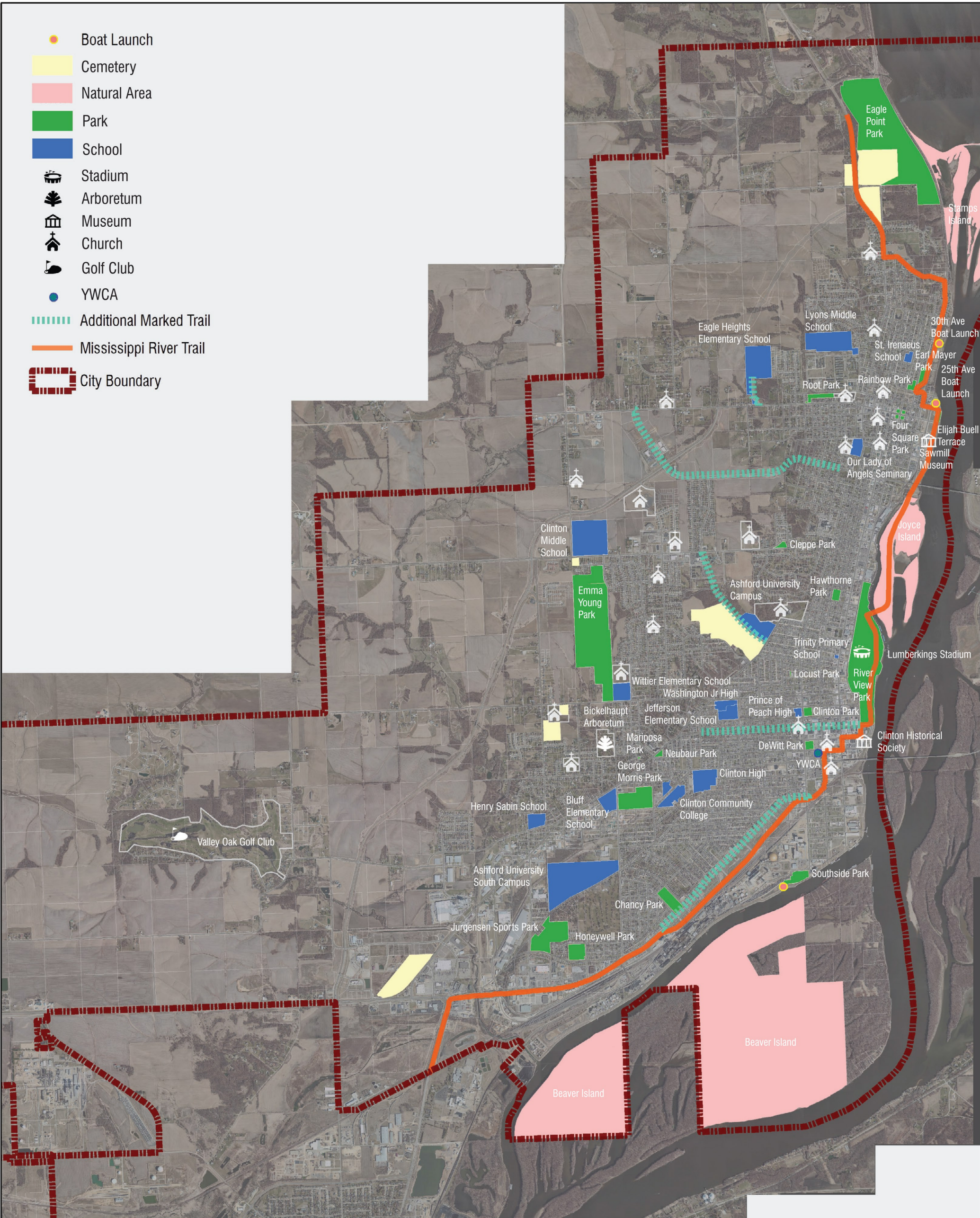
Facility Component				
ID	Feature	Rating	Qty	Comments (inc. uses)
43	Boat Launch	2	1	No identification signage

# Appendix C: Level of Service Maps

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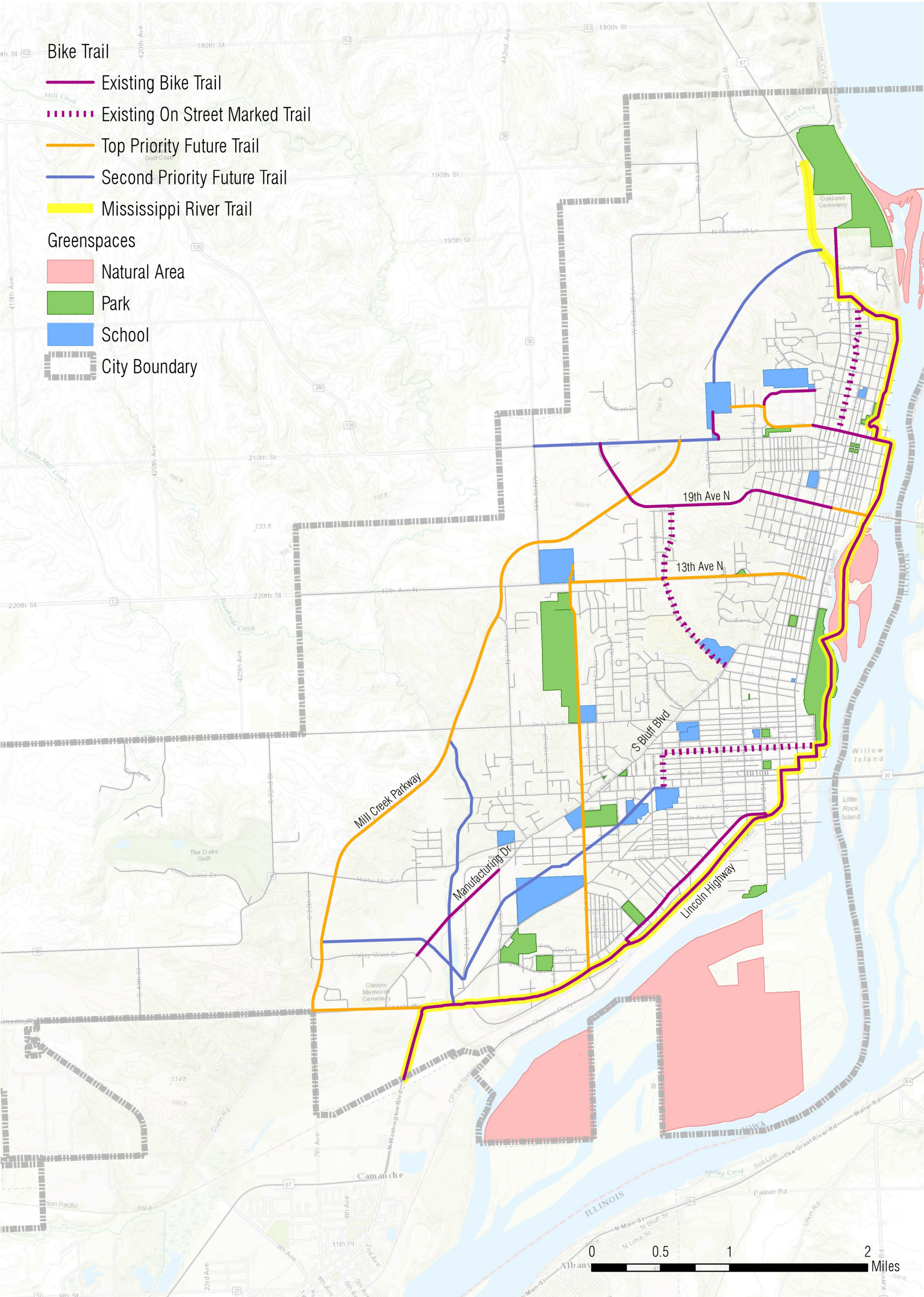
# Park Location Map

- Boat Launch
- Cemetery
- Natural Area
- Park
- School
- Stadium
- Arboretum
- Museum
- Church
- Golf Club
- YWCA
- Additional Marked Trail
- Mississippi River Trail
- City Boundary





# Trail Map





# Gap Analysis

