

PARKS, RECREATION & ARTS DEPARTMENT COMPREHENSIVE MASTER PLAN



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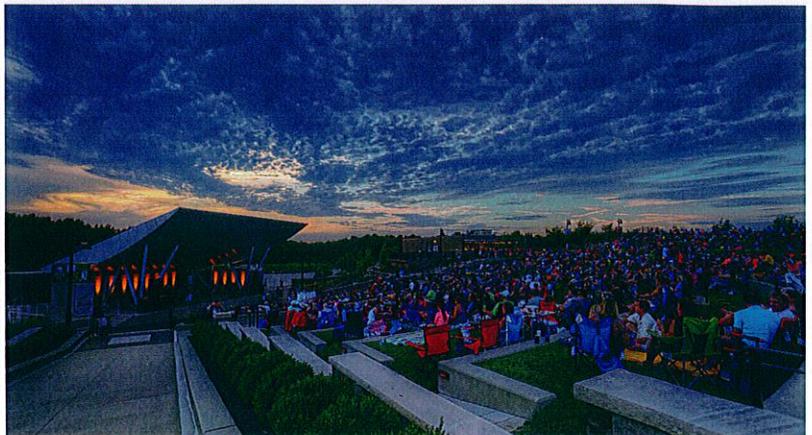
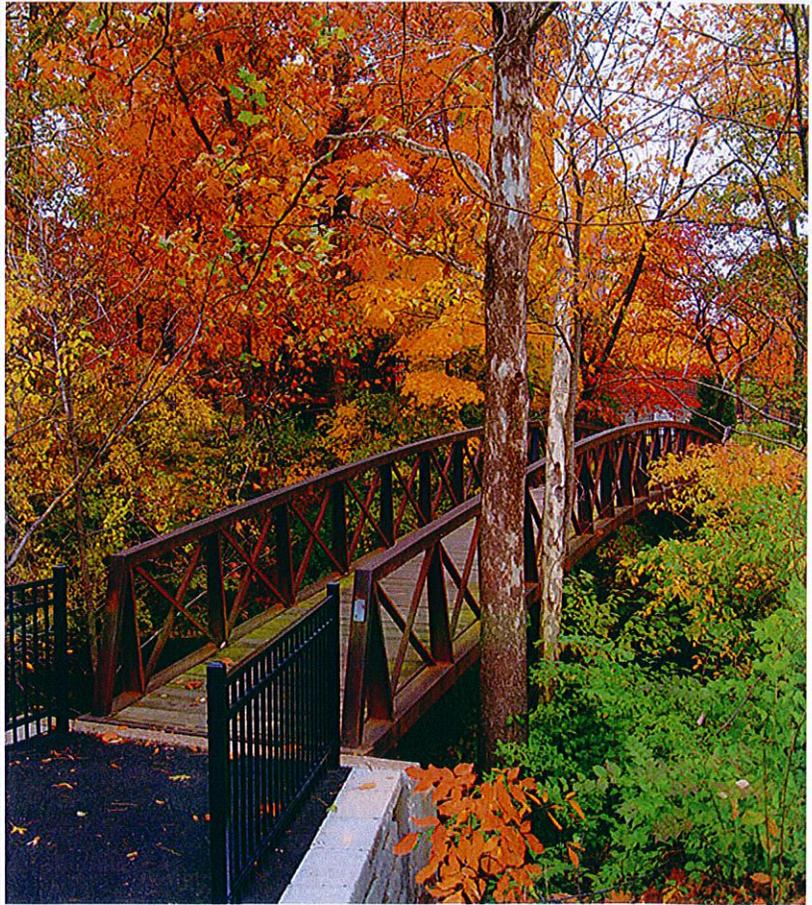


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APPENDIX

CHAPTER 1

COMMUNITY PROFILE

1.1 Service Area

The City of Chesterfield is located in west St. Louis County approximately 15 miles west of the City of St. Louis. The primary service area for the Department is within the City of Chesterfield, Missouri and its 32 square miles. However, secondary service areas expand to the cities of Ballwin, Clarkson Valley, Creve Coeur, Ellisville, Eureka, Manchester, Town & Country, Winchester, Wildwood, and St. Charles County.

1.2 Demographics

Demographics are the statistical characteristics of a population, such as population density, age, education levels, and income levels that help identify specific market areas. The demographics of any community are constantly changing and evolving. Demand for and utilization of parks and recreation facilities are related to the numbers and ages of residents. A look at Chesterfield's demographics is one measure to help determine how much parkland is needed and how it should be developed and used.

The information provided here is a broad overview based on information developed from the 2000 U.S. Census data. This type of information can be used when planning for the parks, recreation and art needs of our community.

1.3 Economic Well-Being

Personal income levels and housing values in Chesterfield are significantly high within the St. Louis region. Median household income for Chesterfield was \$66,930 in 1990 and \$83,802 in 2000. Median household income for St. Louis County was \$38,127 in 1990 and \$50,532 in 2000. Per capita income was almost \$10,000 (50%) greater in Chesterfield than the County. Median house value, at \$238,300, was also greater than twice the median for the County and median rent was almost 30% higher.

1.4 Ethnic Diversity

The ethnic make-up of Chesterfield is 91.30% White, 5.56% Asian, 1.86% Black, 0.12% Native American, 0.02% Pacific Islander, 0.39% from other races, and 0.74% from two or more races. Hispanic or Latino of any race were 1.55% of the population.

1.5 Population

The most comprehensive demographic information is collected and distributed by the United States Census Bureau. Every ten years the Census Bureau collects and tabulates a nation-wide census of the population. The last census was conducted in 2000. The reported population of the City of Chesterfield from Census 2000 is 46,802, up 23.2% from 1990. Chesterfield's density was 1,485.4 people per square mile. The growth in Chesterfield's population can be attributed mainly to in-migration as a result of new residential construction. The total population is also divided into male and female populations. The female population increased at a slightly higher rate than the male population, but no inferences can be drawn from this information without having age bracket breakdowns by sex.

1.6 Age

The age divisions are divided into 5-year intervals for school-age residents and 10-year intervals for persons 25 years of age or older. The difference between age divisions and age cohorts is that age divisions are simply the number of people who are aged 0-4 or 5-9, etc. in any given year. An age cohort is a group of people that mature together and will account for the next age division in the subsequent census. For example, the age cohort comprised of children between the ages of zero and four in 1990, make up the division of children ages 10 through 14 in 2000. During the next census in 2010, that same age cohort will make up the division of persons aged 20 through 24.

The number of persons for each age division is presented for 1990 and 2000 in columns two and three, and the percent change of the age divisions is shown in column four. This data shows the largest percentage increases to be among age divisions of persons aged 85 years or older (122%). However, the age groups between 45 and 64 show the largest increase in absolute numbers. The number of persons aged 45-54 increased by 2,462 (41.1%) between 1990 and 2000. The number of persons between the ages of 55 and 64 increased by 2,176 (66.2%). Similarly, persons between the ages of 65 and 74 increased by 1,561 (83.6%).

When looking at the population increases and decreases of age cohorts, it can be concluded that persons in their late teens and early twenties move away from Chesterfield to go to college and then to a generally less expensive environment to start their careers. As families earn larger incomes and their children start school, they move to the 'family' environment available in communities like Chesterfield with larger houses and quality public schools. Also of significance is the aging of Chesterfield's population. In 1990, the persons aged 65 and older comprised 9.2% of Chesterfield's total population. In 2000, the percentage increased to 14.7%.

City of Chesterfield Demographic Information					
<i>Column 1</i>	2	3	4	5	6
	1990	2000	Percent Change	Age Cohort Change	% Cohort Change
Total Population	37,991	46,802	23.2%		
Male	18,629	22,371	20.09%		
Female	19,362	24,431	26.18%		
Age:					
0-4	2,191	2,606	18.9%		
5-9	2,832	3,288	16.1%		
10-14	3,368	3,536	5%	1,345	61%
15-19	2,979	2,969	-0.34%	134	4.8%
20-24	2,049	1,886	-8%	-1,482	-44%
25-34	4,324	4,160	-3.8%	-868	-17.3%
35-44	7,477	7,560	1.1%	3,236	74.8%
45-54	5,985	8,447	41.1%	970	13%
55-64	3,286	5,462	66.2%	-523	-8.7%
65-74	1,868	3,429	83.6%	143	4.4%
75-84	1,101	2,280	107.1%	412	22.1%
85 and Over	531	1,179	122%	78	7.1%

Source: U.S. Census Bureau www.census.gov – 1990 Census Data Look Up
– Census 2000 American Fact Finder

1.7 Households

The table below lists census data concerning households and housing units for 1990 and 2000. A housing unit is defined as any room or group of rooms intended to be occupied as separate living quarters. A household is an occupied housing unit made up of one or more persons sharing a housing unit. A family household is defined as persons living together and related by blood, marriage, or adoption. A single person or any combination of people living together who are not married or related make up non-family households. Total households in the City of Chesterfield increased by 37% while total population increased by only 23.2%. This accounts for the drop in average household size from 2.88 to 2.59. One of the significant trends visible in Chesterfield is the increase in non-family households. Most of this can be attributed to the rise in renter-occupied housing units and the rise in population of persons over the age of 65 (see Table 4), which are both more likely to be comprised of households that are not family units.

City of Chesterfield Housing Information			
	1990	2000	Percent Change
Total Households	13,187	18,060	37.0%
Family Households	10,503	13,110	25.0%
Non-Family Households	2,684	4,950	84.4%
Average Household Size	2.88	2.59	-10.0%
Average Family Size	NA	3.03	
Total Housing Units	14,019	18,738	33.6%
Occupied	13,115	18,060	37.7%
Vacant	904	678	-25.0%
Owner Occupied	10,420	14,070	35.0%
Renter Occupied	2,695	3,990	48.0%
Median Household Income	\$66,930	\$83,802	
Per Capita Income	\$28,019	\$43,288	
Median House Value	\$173,400	\$238,300	
Median Rent	\$682	\$838	

Source: U.S. Census Bureau www.census.gov – 1990 Census Data Look Up
Census 2000 American Fact Finder

Small deviations in Average Household Size can have significant impacts on a city's total population. For example, if in the year 2000, the Average Household Size for Chesterfield had remained the same as in 1990, the population would be over 52,000 (instead of 46,800). Similarly, if the Average Household Size continues to decrease by the same proportion as it did between 1990 and 2000, the population of Chesterfield will increase by less than 700 persons over the next twenty years even though 2,000 households would be added when applying the historic rate of growth.

1.8 Growth

The City of Chesterfield experienced rapid population growth over the past decade. The City's population increased by 23.2% while the St. Louis Region only increased by approximately 1.6%. As stated earlier, the rapid increase in Chesterfield's population can be attributed to the development of previously vacant or agricultural land. The space available in Chesterfield for residential growth over the next ten to twenty years is significantly more limited. Only a few areas in western portions of the City remain

vacant. Except for a small area between Maryland Heights and Creve Coeur, east of Creve Coeur Mill Road, there is not any unincorporated land for Chesterfield to annex.

Chesterfield's future population will be a result of future household characteristics, development of the remaining land that is zoned residential, or redevelopment of existing property.



80% of the \$2.5 trillion spent annually on medical care in our country is spent on treating chronic conditions by regular walking. – *Walking: The Best Path to Fitness and Health*

CHAPTER 2

BACKGROUND

2.1 CREATION OF THE PARKS AND RECREATION SYSTEM

In 1993 the City of Chesterfield, Staff, and the Citizen Steering Committee hired Booker and Associates, Inc. to help the City develop, administer, and evaluate the City's parks and recreation system. A survey was used to assess the parks and recreational needs of the community, and was a key aid in helping the City develop and implement a proposed Parks and Recreation System Master Plan.

Originally, the proposed Parks and Recreation System Master Plan was to examine the parks and recreation needs of the City of Chesterfield for the next 20 years, providing a "road map" to the fulfillment of community parks and recreation needs well into the 21st Century. The plan initially proposed 11 park sites with total park acreage of approximately 348.

However, it was ultimately decided to divide the proposed Parks and Recreation System Master Plan into a series of phases. In 1994 Chesterfield voters turned out in record numbers to approve Phase One of the proposed Parks and Recreation System Master Plan by a significant majority, which included an \$11 million Bond Issue which was to be used for acquisition and development of the parks and recreation system.

Envisioned as a 6-year project (1994 – 2000), Phase One activities included the planning, land acquisition, design, construction and operations of the City's emerging parks and recreation system. Throughout the plan formulation, a common theme of "get the land first" emanated from organizations, community leaders and individual residents. Phase One responded to that challenge, in that four sites totaling 140 acres were to be acquired during this phase.

As noted above, the plan included not only the acquisition of four different parcels of land, but construction of a wide variety of facilities, including a family aquatic center consisting of a leisure and competition pool, bath house, concessions area and parking; an athletic complex that contains three adult softball fields, one baseball only field, nine soccer fields, picnic areas, and parking; playground, court games, nature trail, landscaping, and parking at the Chesterfield Elementary site; and open space for the preservation of green areas, buffer zones, and wetlands throughout the proposed system.

By June 1, 1999, **ALL** of the items planned for Phase One were completed ahead of schedule. In addition, the following items were completed in the summer of 1999, due to supplemental funding provided by the Mayor and City Council:

- An additional 37.8 acres of parkland.
- Irrigation of all playing fields at the Chesterfield Valley Athletic Complex.
- Lighting of one field, and laying of conduit and pole bases for the remaining fields.

- Concession building for the Chesterfield Valley Athletic Complex.
- Additional parking at the Chesterfield Valley Athletic Complex.
- Dugouts and other site amenities at the Chesterfield Valley Athletic Complex.
- Sanitary sewer, potable water, and storm water pump station at the Chesterfield Valley Athletic Complex.
- Pavilion at Central Park.
- Playground at Central Park.
- Irrigation of Central Park.
- Sidewalks and parking lot medians at Central Park.
- Potable water and electrical additions to pavilion at Central Park.
- Landscaping at Central Park.

2.2 COMPREHENSIVE PARKS AND RECREATION MASTER PLAN

On March 24, 1999, the Public Works/Parks Committee directed staff with help from the Parks, Recreation and Arts Citizen Advisory Committee, to create a current inventory of existing parkland, in terms of percentage available for additional development, listing all amenities, either on site or under construction or soon to be constructed. Develop conceptual plans for each of our existing park sites, as well as additional future park acquisitions and/or partnerships (i.e. Parkway School District) listing priorities of additional amenities that can/should be considered for future phases etc. (i.e. create a Comprehensive Parks and Recreation Master Plan).

In 1999, the Parks and Recreation Department created a *Comprehensive Parks and Recreation Master Plan* ("Master Plan") and moved forward with a plan to place a sales tax of one-half of one percent on the November ballot, known as "Proposition P". Prop. P would provide the needed funding to make land acquisitions, complete improvements to Central Park and the CVAC, construction of trails, on-going maintenance operations, and eliminate the current property tax supporting parks. However, Proposition P was defeated in November of 1999.

2.3 PUBLIC ENGAGEMENT PROCESS

In 2002 the Parks and Recreation Department hired Leisure Vision/ETC Institute to conduct a "Public Engagement Process" that included a community attitude and interest survey during April and May to help determine citizen usage, satisfaction, needs, and priorities for the parks and recreation system. The Survey was designed to obtain statistically valid results from households throughout the City of Chesterfield.

Leisure Vision/ETC Institute worked extensively with the City officials, staff, civic and the business community and citizens in the development of the survey questionnaire. In order to ensure that the survey questions related to issues of key critical importance, a series of one on one stakeholder interviews with community leaders from the public and private sectors were held as well as three public workshops.

Based on this input, a draft survey questionnaire was developed. Questions on the draft survey were shared in a series of three focus groups made up of community members, including a cross section of individuals who had participated in the public meetings. This work allowed the survey to be tailored to issues of strategic importance to effectively plan the future system.

The goal was to obtain at least 600 completed surveys. This goal was exceeded, and 602 surveys were completed. The results of the random sample of 602 households had a 95% level of confidence with a precision of at least +/-4.0%.

The needs assessment survey helped the City identify the needs, wants and priorities of its residents, and was a key aid in helping the Parks and Recreation Department update the *Master Plan* in 2004.

2.4 2004 PARKS SALES TAX

In 2004, the City once again entertained the idea of placing “Proposition P”, a one-half of one percent sales tax, solely dedicated to Parks and Recreation on the ballot. As part of this process, the City acknowledged that it would take both, a significant amount of funding and multiple years to carry out all of the recommendations identified in the “Public Engagement Process”, as well as the 2004 *Master Plan*. Furthermore, the City acknowledged the importance of financial stability and the need of an ongoing funding source to address ongoing operations and maintenance, as well as to address the replacement of capital assets (Playgrounds, Swimming Pools, Pavilions, Fencing, Roofs, etc.) in the future. As such, it was determined that “Proposition P” would not include a “Sunset Clause” (A specified limit/duration of time in which the sales tax could be collected).

With this philosophy, the City placed “Proposition P” on the November 2004 ballot, and as envisioned, “Proposition P” was overwhelmingly approved by the voters.



A 2009 study found that participation in formal swimming lessons was associated with an 88% reduction in the risk of drowning for 1- to 4-year-old children. - Archives of Pediatrics & Adolescent Medicine (2009)

CHAPTER 3

PROGRESS SINCE 2004

3.1 PHASE ONE IMPROVEMENTS

It will take a significant amount of funding and multiple years to carry out all of the recommendations identified in the "Public Engagement Process", as well as in the 2004 *Master Plan*, the City adopted the philosophy that the capital improvements and/or enhancements would have to be broken down into multiple phases, and that each potential phase would only be considered and acted upon when sufficient funding was available. Accordingly, it was determined that the first phase would cover a five (5) year period beginning in 2005. It was further determined that the first phase would focus on the top priorities as outlined in the 2004 *Master Plan* (i.e. Improvements to the CVAC, Central Park, Family Aquatic Center, Trails, and Land Acquisition). Furthermore, it was determined that the City should initially focus efforts on projects that would have an immediate impact. As such, the initial focus was on improvements and enhancements in several areas throughout the existing parks and recreation system.

It was estimated that "Proposition P" would generate approximately \$4 million annually. Of that amount, the City decided that one-half (1/2) or ¼ cent or \$2 million would be dedicated to capital improvement/enhancement projects and land acquisition and the remaining ¼ cent or \$2 million annually would be dedicated to ongoing operations and maintenance of the parks and recreation system. As such, this would result in \$25.8 million for capital improvement projects and land acquisition, and \$2 million annually for operations and maintenance of the City's parks and recreation system, excluding all new land acquisition and new facilities constructed. Furthermore, it was decided that of the \$25.8 million that would be bonded, \$14.1 million would be allocated for land acquisition, with \$11.7 million allocated for capital improvements. All Gap Funds (all revenues generated above the projected \$4 million annually) would then be dedicated for additional capital improvements and ongoing operations and maintenance of the parks and recreation system associated with those improvements and/or additional land acquisitions.

By the end of 2004, Staff had identified those improvements/enhancements that could be accomplished quickly and that would have an immediate impact, and began formulating a strategy. With bond funding in place in the spring of 2005, Staff began the process of completing the initial improvements/enhancements, while at the same time, began the process of engineering, design, and constructing the remaining capital improvements/enhancements. By the end of 2008, two years prior to the end of the initial five (5) year period, all items outlined in Phase One Capital Improvements had been completed. Not only did the City deliver all of the Phase One projects ahead of schedule, through Gap Funds, the City was able to supplement the \$11.7 million in bond proceeds allocated for capital projects with an additional \$7.4 million in funding for additional projects (Not including funding gained through grants, and partnerships for the development of playgrounds, miracle field, splash sprayground, bleacher covers, pavilions, and the first two sections of the levee trail). During this same time period, the

City acquired four (4) parcels of land, adding over 120 additional acres of parkland to the parks and recreation system. Even if the City did nothing else to improve/enhance the parks and recreation system, the City would have been successful and delivered more than what had ever been promised to the voters in 2004.

3.2 PHASE TWO IMPROVEMENTS

With the completion of Phase One of the Capital Improvements, City Council and Staff reviewed the City's financial status and determined that based on the Parks and Recreation Departments five year budget forecast (2010-2014), the City had the ability to dramatically exceed the initial commitments and add greatly to the community's overall quality of life by initiating a "Phase Two". As such, the City, with the assistance of the Parks and Recreation Citizen Advisory Committee, developed a "Phase Two Action Plan" that included strategies to carry out additional recommendations made in the 2004 *Master Plan*. These improvements/enhancements included the addition of four more baseball/softball fields, 700 car parking lot, loop road, and upgrades to existing concessions and maintenance building at the CVAC; Amphitheater, Streams, Stream Walks, Bridges, and a Linear Park at Central Park; and the Riparian Corridor Trail. Like the "Phase One Action Plan", this Action Plan would cover a five (5) year period (2009-2013).

It was estimated that the Phase Two improvements/enhancements would cost approximately \$16.5 million. Of this amount, \$1,157,005 was committed from General Fund – Fund Reserves and \$1,103,885 was committed from Parks Fund – Fund Reserves, leaving \$14,300,000 to be debt financed at an annual debt payment rate of approximately \$1 million for a period of twenty years. Additional operations and maintenance costs associated with the Phase Two Capital Improvements would be absorbed by the Parks Operating Budget. Like the Phase One Capital Improvements, all Gap Funds (all revenues generated above the projected revenues) would be dedicated to additional capital improvements and ongoing operations and maintenance of the parks and recreation system associated with those improvements and/or additional land acquisitions.

3.3 FUTURE IMPROVEMENTS

In 2013, or at such time when the Phase Two Capital Improvements have been completed, the City will again review and assess the potential of future phases.



According to the National Park Service, the tourism/leisure industry will soon become the leading U.S. industry of any kind at its present rate of growth. - cpira-web.org

CHAPTER 4

PLAN OBJECTIVES

4.1 OVERVIEW

This *Comprehensive Parks and Recreation Master Plan (Master Plan)* is a comprehensive and inclusive step by step process to reach a preferred future, providing employee and citizen empowerment and buy-in, and allowing the City to focus and partner its resources most effectively in addressing the key critical issues impacting our success and future.

The primary purpose of the *Master Plan* is to establish a planning tool that will serve as a guideline for the development and improvement of the parks and recreation system and the creation of new opportunities. This *Master Plan* is expected to be an achievable goal that will provide the Chesterfield Community with a parks and recreation system that will not only meet, but exceed the City's Mission Statement.

The *Master Plan* is intended to provide a structure for the development of the recommended enhancements and the acquisition of parkland based on priorities that have been established by Council, Staff, Parks and Recreation Citizens Advisory Committee, and Citizen involvement. This *Master Plan* is also designed to be an aid in the development of community awareness with regard to both existing and future park lands and enhancements within the City.

The *Master Plan* will act as a promotional tool to market parks development to both the business community and the private sector. The preparation of the *Master Plan* has resulted in a number of findings and recommendations that will be vital to the future growth and development of the parks and recreation system. The Plan was a collaborative effort on the part of the City of Chesterfield, City Staff, and Citizen involvement.

The initial step in implementing the *Master Plan* was to identify the issues that were critical to the Chesterfield Community. From this preliminary analysis, the *Master Plan* was based on a detailed analysis and evaluation of existing facilities, specific park issues, goals and opportunities, possible land acquisitions or partnership possibilities for the parks and recreation system.

This document is the *Master Plan* for the City of Chesterfield Parks and Recreation Department which encompasses the City of Chesterfield. The *Master Plan* addresses the issues and problems that face the Department now as well as in the near future and provides strategies for addressing those issues. The Department's Director and Staff have the responsibility to guide the Department in a direction of maximum service to its constituents, providing responsible recreation programming, timely leadership, and a commitment to encourage dialogue with citizens of the community. The *Master Plan* provides a framework for effective, responsible public services that works with the community to make the City of Chesterfield a better place to live, work and play.

The Chesterfield Parks and Recreation Department has been engaged in a process of park master planning to provide a structure for addressing problems and important issues that confront the Department. Master planning allows the Department to meet the future with a plan that emphasizes the most important issues facing the community and to focus on strategies that address those issues and solve those problems. This document is the product of that continuous process. The goal of the *Master Plan* is to identify strategies and actions outlined in this document and to continue to set new goals, identify new issues, adopt new strategies, and implement new actions steps. It provides the basis for future planning and components of implementation.

The *Master Plan* is the benchmark policy document for the organization's service delivery. It is intended to provide a consistent continuum of ideas, beliefs, and values which define the mission and vision of the parks and recreation system. It is the blueprint for decision making because it identifies the fundamental services to be provided and guides the City in allocating resources.

It is recommended that a thorough review and assessment of the *Master Plan* be conducted every five (5) years, and that necessary updates and/or changes be administered to reflect the current conditions, goals, objectives, trends, needs, finances, staffing, recommendations, etc. Five years have passed since the 2004 *Master Plan* had been adopted and we have initiated the thorough review and assessment of the *Master Plan* and incorporated the necessary updates and changes herein.

4.2 MISSION STATEMENT

The Parks, Recreation and Arts Department's mission is to contribute to a healthy community through an integrated system of exceptional parks, facilities, trails, recreation services, cultural, and environmental stewardship. A series of objectives relating to the parks and recreation system further define and support this mission:

- Strive to be leader in the progressive development, maintenance and operations of parks and recreation facilities.
- Commitment to provide a balance of active and passive parks and recreational facilities that enhance and preserve the conservation of environmental and natural resources.
- Develop partnerships with community organizations and agencies.
- Provide programs so people can grow, develop character, mature, learn skills, and respect for themselves and others.
- Work with citizens and community leaders to enhance its position as a premier place to live, work, and play.

4.3 DEPARTMENT PHILOSOPHY

Based on the objectives itemized above, five key concepts describe the Parks and Recreation Department's philosophy for meeting its mission and the essence of what the Department is striving to offer the public.

Stewardship

Chesterfield's parks, recreation and arts system provides important functions for both people and wildlife. Open spaces are an integral part of the City, including environmentally sensitive and/or unique natural areas, greenways, wildlife corridors, and historically important agricultural lands. While the parks and recreation system provides the public with both passive recreational and educational opportunities about the natural environment, it must also ensure protection of our natural systems and reinforce the City's agricultural and cultural heritage. Wildlife corridors must be maintained to provide necessary connections for animal movement among remaining habitat areas. Forest management and other environmental programs help preserve and enhance our natural resources for the benefit of wildlife and future generation of park users.

Visual Environment

Chesterfield's parks, recreation and arts system should preserve and enhance the City's beauty and provide visual relief from the impacts of urban living, street trees, flowers, lawns, forests, and water provide a pleasant visual setting contributing to our community's health and well-being.

The City's cultural heritage is linked to our natural resources – streams, forests, wetlands, agricultural lands, and the Missouri River defining our City. Retention and restoration of this natural beauty are components of the community's mandate for the parks and recreation system.

Future

Chesterfield's parks, recreation and arts system should serve the present users while also focusing on future needs. A well-developed vision for long-term needs will ensure parks and recreational opportunities and open space protection for future generations. Acquiring land for preservation or future development to meet increased parks and recreational needs should be a priority. A well-planned parks and recreation system will be achieved by protecting population growth and determining expected use patterns.

Opportunity

Chesterfield's parks, recreation and arts system should serve all sectors of our population, providing a variety of active and passive parks, recreation and arts opportunities. Special consideration should be given to youth, our burgeoning older population, the disabled, and others with special needs. As our population becomes more diverse, the Department should look for opportunities to provide services which may better serve these populations. The Department should also become proactive in assessing new recreational trends and provide these new recreational opportunities in a timely and responsible fashion.

Service and Balance

Chesterfield's park facilities should be safe and well-managed. The parks, recreation and arts system should balance development of parks and facilities with preservation of environmentally critical areas for wildlife habitat and corridors. Chesterfield's parks, recreation and arts system should provide open space, parks, recreation and arts facilities, and services to a variety of age groups, interests, and abilities. A wide variety of facilities and programs should be offered to meet the community's diverse needs.



Because swimming is an aerobic exercise, it serves to strengthen the heart, not only helping it to become larger, but making it more efficient in pumping-which leads to better blood flow throughout your body. - 10
Health Benefits of Swimming, Discovery Fit and Health

CHAPTER 5

TRENDS, PRACTICAL VISIONS

5.1 INFLUENTIAL PARK AND RECREATIONAL TRENDS

Our Master Plan is now five years old. The primary purpose of the Chesterfield Master Plan was to establish a planning tool that would serve as a guideline. After five years, we have reached many of the goals and now are looking into rewriting and updating our Master Plan in 2017.

The context of our *Master Plan* is to function through recognized needs changes taking place within our communities. The ever changing environment of recreation, and for that matter the land that we provide for recreation, was a primary focus of this process. Particular attention was given to specific known entities in which recreation and park programming would have to function within the City of Chesterfield.

Decline in Funding...

With the decline of federal and state grant programs, which were commonly used by communities to enhance park programming, we have begun to aggressively search for new funding mechanism. Sponsorships, naming rights, marketing opportunities and partnerships have helped us offset the lack of federal and grant funding. We have been forced to respond to increased demand for park, recreation and art opportunities with decreasing fiscal resources. Needless to say, those fiscal resources will be necessary to maintain and increase the scope of services the Parks, Recreation and Arts Department may pursue.

Development Codes...

Growth impacted communities within the Midwest are now constructing combined zoning and subdivision codes which we refer to as *development codes*. Some important reflections of these codes are the infrastructure cost alleviation tools known as land dedications, exactions, and impact fees used for financing the development of park and recreation facilities within communities. These new laws provide for park development concurrent with new residential and commercial investment.

Adoption of Policy Plans...

Planning and development of any land system, whether its commercial, business or recreation, is seeing the need for policy plans for the intended use of the said property. Policy plans adopted by boards or commissions have been used as evidential material in court cases when a land use or land development plan is questioned by the public. This strategic plan functions as a policy plan for the department.

Open Space Preservation...

There is a new surge of interest among citizens of successful communities in preserving community open lands such as wetlands, floodplains, foothills, forests, streams, and prairies for purposes of environmental protection and green recreation. Green recreation is not dependent on facility development but is passive in nature. Greenway trail development is a recreation source that functions closely to open space preservation. Community land trusts, conservation areas, preservation corridors, and land dedications are other methods to save open lands.

New Recreation Responsibilities...

Park and recreation departments are now being called upon within communities to provide protection and programming elements to the community's historical, cultural, and natural heritage areas. Although viewed as enhancing a recreation opportunity, the recreation departments' methods and funding is sought with a focus on community history, tourism, education, and environmental protection.

Public-Private Partnerships...

Again, recreation responsibilities are increasingly perceived as a total community commitment. A growth of public-private partnerships to provide both active park and recreation facilities as well as community open lands will have a definite impact on recreation department policies. Models of cooperation should be sought to enhance the dialogue between public sector providers and new private providers of recreation. school districts, YMCA, JCC, churches, health organizations, levee districts, storm water management areas, hospitality industries, convention authorities, and floodplain management areas are some examples of partnership participants.

ADA Compliance...

The enactment of *The 1992 Americans with Disabilities Act* has changed the method and direction of design decisions within all facets of public development. The City will need to continue to adhere to this equal public access act.

Statement of Purpose...

The *Master Plan* is a product of the *Mission Statement*. The *Mission Statement* defines the role of the Department with the City of Chesterfield. Thus, everything the Department does should be accomplished with the *Mission Statement* in mind. This *Master Plan* identifies goals and strategies that are consistent with the *Mission Statement*. An important aspect of any organizations future planning and a primary step

in master planning is defining the Parks, Recreation and Art Department's mission. It is essential in forming a basis for a future directive for the Parks, Recreation and Arts Department.

The *Mission Statement* is the central guide to all Department action; therefore, all Department plans, strategies, and actions should be consistent with the *Mission Statement*. Every person involved with the Department is responsible for enacting the *Mission Statement*.

A Community Resource for Leisure Opportunities...

Leisure time is a valuable commodity today in our busy lives. Residents need to know that those times can be made more enjoyable and safe for them and their families within their own community areas. Activities close to home with neighbors, associates, friends, or schoolmates is assured when a consumer-based parks, recreation and arts department plans for a sound direction for addressing the needs of their citizens.

Developing and Providing Programs and Facilities...

Leisure activities are normally organized within programs that address particular age groups, gender, and activity interests of the community. In many instances, those programs require a specific sites, structures, or facilities in which to allow for maximum comfort, safety and performance of the activity. As these requirements change and we change as individuals, new programs and supporting facilities need to be planned, designed, and developed.

Maintaining access and management of parks and other open space lands...

An important segment of our leisure activities take place outdoors. They facilitate sporting activities, hiking, biking, picnicking, playgrounds, and the passive appreciation of nature programs. These specific areas within our community's environment and locale require open space/development protection, site maintenance, and the vision to meet future generation's needs and desires.

Meeting the Community's recreation needs...

The Parks, Recreation and Arts Department has been initiated to provide quality recreation programs and address the desires and needs of the community. This *Master Plan* is developed to assist in guidance necessary to meet the demand for quality parks, recreation and arts within the City of Chesterfield.

Threats to Park, Recreation and Arts Development...

- Limited Funds Available From Government Sources
- Statewide Tax Cap Impacting Parks, Recreation and Arts Departments
- Available Land Diminishing
- Lack of Property Control Within Suburban Areas
- Limited Availability of Funds for Public Art and Art Education
- Limited Availability Of Funds For Infrastructure Improvements
- Limited Availability Of Funds For Maintenance Operations
- Transportation For Parks and Recreation Users
- Increase Residential Development Without Impact Fees Or Exactions

Community Trends and The Socio-Demographic Profile...

A changing social order and new commitments resulting from community growth have influenced trends in our local society. As our population ages, different recreation needs will be experienced by the recreation provider. As new people move to the community, those impacts on systems and services provided in the past will again necessitate review. We will continue to look at what the demographics and trends of the City of Chesterfield tell us.

Each city will have to review its population data to help it better understand where and who are its customers. Parks, recreation and arts services will help set the tone and be an example in the shifting postindustrial age, with parks and recreation amenities assisting with this transition. The following trends were compiled by the *National Recreation and Park Association* and will assist this plan in formulating objectives.

Environmental Trends:

- Native planting in parks for local and migrating pollinators.
- Disappearing resources, which include significant open spaces and natural habitats, original landscapes, wetlands, natural drainage areas, ancient forest, water and energy resources, and remnant landscapes.
- Environmentally sensitive lifestyles to include low impact, non-consumptive use (walking, bicycling) and increased aesthetic appreciation.
- Natural areas management which address the maintaining and reclaiming natural values and open spaces.
- Monarch restoration plantings are increasing in our park lands.

Social Trends:

- Change-related stress reflecting economic, social and technological change in the 21st century.
- People empowerment, which creates opportunities for building community and social bonding.
- Citizen participation to include the involvement of “community stakeholders”, in essence planning with people, not for people.
- Social service networking, which helps to organize community resources to address complex social problems.
- Increasing importance of wellness activities.
- Increased inclusiveness of all citizens with laws and public policies addressing discrimination, equal rights, accessibility of public facilities and services.
- Desire to preserve and maintain cultural heritages.
- Volunteerism principles which makes more effective and efficient use of volunteers.

Economic Trends:

- Increased public costs, which are associated with health, social services, environmental protection and clean-up, aging infrastructure.
- Tax limitation measures that include reduction in caps on revenue traditionally used to support public programs.
- Leisure services provided by multiple providers both private and non-private sectors.
- More partnerships allowing more to be accomplished with less in conjunction with others.
- Growing importance of eco-tourism and travel.

Demographic Trends:

- Greater number of smaller households.

- Changing housing patterns due to declining home ownership, more high-density residential units, and smaller houses on smaller lots, congregate retirement centers, homeless shelters, and shared living spaces.
- Higher proportion of middle-aged Americans during the 2000's.
- More emphasis on families and family values.

Technological Trends:

- Advances in information technologies, which result in greater accessibility.
- More public meetings aired on public access cable/satellite with education and services.
- Increased contact with computers both in home and workplace.
- Internet, Apps, Facebook, Twitter and other social media avenues will be used to get information out.

Trends in Urban Patterns:

- Greater in-fill development with marginal land being upgraded for new development.
- Historic preservation will continue to value resources of our heritage.
- Municipal boundaries blurred by sprawl with greater dependence on regionalism.
- Mobility of residents by choice with diminished emotional attachment to service providers.

How do we plan according to these trends?:

The resulting planning mechanisms used due to these trends on public parks and recreation will be significant. Planning and delivering recreation services will require us to face new issues and present new objectives that move with society changes. The following impacts will dictate how we plan.

- Greater emphasis on comprehensive open space planning and preservation, including broader definitions of open space and green space.
- Merging of recreation, open space and transportation goals, especially in multi-modal systems.

- More stakeholder involvement, as in adopt-a-park projects, park stewardship committees, friends-of-the-park groups, park watch and other forms of community volunteering.
- The legitimization of parks and open spaces as part of the urban land use planning development process.
- Green space contributing to downtown and neighborhood revitalization.
- More collaboration between parks and schools through joint acquisition, development and use of lands, and joint construction and use of facilities.
- Joint use of utilities for linear connectors, pathways, and bikeways.
- Family-oriented recreation centers, with facilities geared to “one-stop-shopping” for each member of the family.

5.2 PRACTICAL VISIONS

The following are the practical visions which with citizen and management support, can help to optimize Chesterfield's Parks and Recreation System and the services provided to users:

1. **Enhance Quality of Experiences:** It is the intent of the Department to increase the satisfaction rate of those using City services by upgrading facilities, staff, aesthetics and equipment.
2. **Increase Community Support:** It is the Department's intent to seek the support, heighten the awareness and encourage involvement of the community in appraising current and future need.
3. **Expand Opportunities:** It is the Department's intent to provide a wide range of opportunities and experiences designed to meet the needs of the entire community.
4. **Optimize Use of Resources:** It is the Department's intent to optimize the use of physical, financial and human resources and to effectively utilize all areas or facilities within the Parks, Recreation and Arts System.

5.3 CONTRADICTIONS

1. **Funding**
 - financial limitations

- perceived competition for services and money
- funding
- legislative constrictions

2. **Conflicting Needs**

- diversified interests within the community
- special interest groups and competitors
- reaction of community to expansion
- conflicts in user groups
- effective identification of needs

3. **Resource Limitations**

- limited resources (human, land, facilities, and funding)
- availability of facilities
- legal restrictions

4. **Education**

- communication and credibility
- community support
- knowledge and expectations of Council



Students who participate in 1 to 4 hours per week of extracurricular activities are 49% less likely to use drugs and 37% less likely to become teen parents than students who do not participate. – U.S. Dept. of Health and Human Services (2002)

CHAPTER 6

CREATING OUR VISION

In developing our parks, recreation and arts system, considerable time and emphasis has been placed on developing a comprehensive vision that will shape the legacy for future generations. In order to carry out this vision, the Department has identified ten “Focus Areas” where the Department proposes to focus attention in order to meet the short- and long-term needs of the community.

- Funding
- Land Acquisition
- Development
- Natural Resource and Environmental Stewardship
- Maintenance Operations
- Recreation Services and Programs
- Partnership Opportunities
- Historic, Cultural and Art Resources
- Staffing
- Safety and Security

These ten “Focus Areas” have been analyzed to determine their impacts on the overall parks and recreation system and to explore or identify opportunities. Their analysis serves as the basis for the *Master Plan’s* “Strategic Action Plan” recommendations.



Half of Missouri children in poor families are overweight or obese. These families are 30% less likely to have access to safe physical activity options and nutritious foods. - Missouri Foundation for Health

FOCUS AREA

FUNDING

CURRENT FUNDING

A key component for implementing this *Master Plan* involves understanding the funding opportunities, identifying the options, and developing strategies. The following summarizes the current funding of the Department.

The Department's operations and maintenance needs are funded through various sources (Sales Tax – 84%, User Fees – 15%, Grants and Donations – 1%), with the funding program for Capital Improvements and Land Acquisition coming primarily from an established tool known as the Parks and Recreation Sales Tax. Although, the Parks and Recreation Sales Tax is the primary source of funding, it is imperative for the Department to continue in its efforts to obtain partnerships, grants and donations.

PHASE ONE FUNDING

It was originally estimated that "Proposition P" would generate approximately \$4 million annually. Based on that original estimate, the City decided that one-half (1/2) or ¼ cent or \$2 million would be dedicated to capital improvement and/or enhancement projects and land acquisition, with the remaining ¼ cent or \$2 million annually would be dedicated to ongoing operations and maintenance of the parks and recreation system.

As such, this resulted in \$25.8 million in bonds for Phase One capital improvement projects and land acquisition, and \$2 million annually for operations and maintenance of the City's parks and recreation system, excluding all new land acquisition and new facilities constructed. It was also decided that of the \$25.8 million that would be bonded, \$14.1 million would be allocated for land acquisition, with \$11.7 million allocated for capital improvements during Phase One. Furthermore, it was decided that all "Gap Funds" (all revenues generated above the projected revenues) would then be dedicated for additional capital improvements, as well as ongoing operations and maintenance of the parks and recreation system associated with those new improvements and/or additional land acquisitions.

PHASE TWO FUNDING

With the completion of Phase One, City Council and Staff reviewed the City's financial status and determined that based on the Parks and Recreation Departments five year budget forecast (2010-2014), the City had the ability to dramatically exceed the initial commitments and add greatly to the community's overall quality of life by initiating "Phase Two". As such, the City, with the assistance of the Parks and Recreation Citizen Advisory Committee, developed a "Phase Two Action Plan" that included strategies to carry out additional recommendations made in the 2004 *Master Plan*. It

was estimated that the Phase Two improvements/enhancements would cost approximately \$16.5 million. Of this amount, \$1,157,005 was committed from General Fund – Fund Reserves and \$1,103,885 was committed from Parks Fund – Fund Reserves, leaving \$14,300,000 to be debt financed at an annual debt payment rate of approximately \$1 million for a period of twenty years. Additional operations and maintenance costs associated with the Phase Two Capital Improvements would be absorbed by the Parks Operating Budget. Like the Phase One Capital Improvements, all “Gap Funds” (all revenues generated above the projected revenues) would be dedicated to additional capital improvements and ongoing operations and maintenance of the parks and recreation system associated with those improvements and/or additional land acquisitions.

FUTURE OPERATIONS AND DEVELOPMENT

While there are a variety of revenues that fund the Department, they are not immune from fluctuations in the local and regional economy. The current slowdown in the economy is affecting the Department’s ability to support current and future operations. Continued economic slowdown will limit available funding for the next several years, so the Department must look for alternative means of financing capital projects if it wants to further implement the *Master Plan*.

FUNDING STRATEGIES

In order to implement the recommendations set forth in the *Master Plan*, additional funding alternatives will be needed to augment existing “Proposition P” dollars. While funding solutions are needed for capital projects (land acquisition, development, redevelopment and renovation), funding sources for ongoing operations and maintenance must also be determined prior to carrying out the capital projects. Accordingly, operations and maintenance funding plans will need to accompany construction of any new facility and/or land acquisition.

Future land acquisition and/or development, redevelopment and renovation, absent specific funding sources other than Sales Taxes and User Fees, will result in an ever-increasing portion of Sales Tax and User Fee dollars being spent for operations and maintenance, leaving less to fund new capital projects and/or land acquisition. As such, the Department shall continue to seek partnerships, donations and grants.



A study of California Proposition 49 funding for after-school programs indicated that for every dollar invested in after-school programs, taxpayers saved approximately \$6 in crime costs. - NRPA Research Paper

FOCUS AREA

LAND ACQUISITION

INTRODUCTION

Land acquisition (purchase, lease, donation, easements) has played a major role over the past five years, as the Department has acquired over 188 acres. However, the speed of future land acquisition will be determined by a complex set of variables: prioritization, clearly demonstrated need, need to preserve critical land, and available funding. It is presumed that future land acquisition will occur in a very deliberate fashion.

While geographical distribution of parks, facilities, and trails is important, the Department's goal should be to ensure that the overall parks and recreation system offers a wide variety of passive and active recreation opportunities throughout the City. The availability of contiguous parcels of land and the protection of sensitive areas should be considered more important determinants when locating parks, facilities and trails than nearby population or specific ward.

Community/Neighborhood Parks

A public survey conducted in 2002, indicated that citizens placed a high priority on acquiring land for community and neighborhood parks. Community Parks generally contain a variety of larger recreational spaces, incorporating features such as environmentally sensitive areas, a combination of structured and unstructured recreational activities, trail systems, pavilions, playgrounds, baseball/softball/soccer/football fields, and aquatic centers. While Neighborhood parks are generally designed to meet active and passive recreation needs of their immediate neighborhood. Neighborhood Parks are smaller in size and scope to community parks, and incorporates features such as environmentally sensitive areas, a combination of structured and unstructured recreational activities, trail systems, pavilions, and playgrounds.

Future land acquisition for Community and/or Neighborhood parks should focus on both passive and active recreation opportunities throughout the City. A priority should be placed on acquiring land adjacent to existing parkland, large contiguous parcels, key parcels of environmentally sensitive land, or linkages that provide connections between parks, facilities, trails and open space areas.

In 2014, the City acquired a 188-acre tract of land north of the Monarch Levee and east of Boone's Crossing that has allowed us to expand our recreation offerings in outdoor sports and additional nature activities. Fishing, canoeing, kayaking, paddle boarding, native plant walks and birdwatching outings take place now at River's Edge Park.

Trails

The public survey also indicated that citizens placed a high priority on trails. As indicated in the survey, citizens placed a high need for all types of trails (multi-use, biking, walking, nature, and exercise) through acquisitions to provide linkages between parks and activity areas.

Trails play an important role within the overall parks and recreation system. Trails within the parks and recreation system should function in two ways. First, they should serve as stand alone systems within the confines of community and neighborhood parks. Second, they should function as greenways, and should be a means of connecting parklands, open space, businesses, schools, and neighborhoods.

Future land acquisition for trails should focus on linkages that provide connections between parks, facilities, trails and open space areas. Areas that have been previously identified are the Central Park Lake Trail, Riparian Corridor Trail, a trail within Eberwein Park, Utility Corridor, Wild Horse linkage to the Levee Trail, River's Edge Park, East Conservation/Wetlands, and On-Road Bicycle/Pedestrian opportunities.

Open Space, Greenways and Wildlife Corridors

Chesterfield is fortunate in having a unique mosaic of streams/creeks, wetlands, and forests, and agricultural lands located within its boundaries. Acquiring land and preserving these environmentally sensitive areas is increasingly important as Chesterfield's population and business develop continues to grow. Preserving and connecting these sensitive areas via a series of open spaces, greenways, and wildlife corridors will enhance the environmental, social and recreational benefits for both people and wildlife. These benefits include:

- Native plant and wildlife habitat protection, including fish spawning habitat.
- Wetland preservation.
- Stormwater biofiltration for improved water quality.
- Natural flood control and improved air quality.
- Land use buffer and contrast to urban environment.
- Outdoor classrooms for environmental education.
- Providing park and open space linkages for people and wildlife.
- Hiking, bird watching, and other forms of recreation.

- Places of tranquility for personal reflection, inspiration, and other forms of passive recreation.
- Natural beauty preservation.

Preserving Open Space

Chesterfield residents place a very high priority on open space. The 2002 Survey done for the 2004 *Master Plan*, confirms that acquiring and preserving open space and conserving habitat and wildlife remain a high priority.

Chesterfield's open spaces are an integral part of the City. Open space areas include ecologically sensitive and/or unique natural areas, greenways, wildlife corridors, historical agricultural lands, and common grounds. Dispersed throughout the City are a variety of these open space areas that add to the parks and recreation system. Well-distributed and connected greenways and open spaces provide important linkages for habitat and people, bring beauty closer to everyone, and maximize opportunities for enjoying the environment.

Where possible, it is the City's responsibility to classify and regulate native growth protection areas as permanent open spaces. Some trails through these spaces should be built to provide limited public access while still preserving the area for other purposes, such as wildlife habitat.

Acquiring key linkages between existing parkland, major wildlife corridors and habitats, and open space buffers is an important focus of this plan. Acquisitions should also focus on providing trail connections between parks and open space tracts for the movement of people and wildlife.

Greenways

The idea of acquiring land for greenway linkages is crucial. By connecting different sites via streets, trails, and natural areas, parklands become more usable, accessible, and visible. The parks and recreation system achieves a sense of integration and completeness. It begins to affect our daily lives, where we work, live, and play. The system connects neighborhoods, businesses, parks, schools, and other points of public interest in a unique way. In short, it becomes a part of the community fabric, weaving together elements of our daily lives.

FACILITY AND LAND USE MANAGEMENT PLAN

It is generally recognized that land acquisition has a positive influence on the local economy and quality of life. Parks and recreation assets are of public interest and proven benefits in terms of social, economic and environmental qualities. As growth

continues, land for parks and recreation purposes, becomes an increasingly limited and valuable resource, which must be conserved where possible.

One of the missions of the Department is to establish and maintain public policies that address parks, recreation and arts resources within its jurisdiction. In order to consistently carry out its mission and serve the parks and recreation needs of the people, the Department has developed a “Facility and Land Use Management Plan” (see Facility and Land Use Management Plan) which is designed to aid in the acquisition (purchase, lease, sale, transfer or liquidation of parkland); and maintain and protect properties from unauthorized encroachment.



According to the American Kennel Club, dogs who visit off-leash dog parks are better socialized and well-behaved. – American Kennel Club

FOCUS AREA

DEVELOPMENT

DEVELOPMENT

As previously stated, it will take a significant amount of funding and multiple years to carry out all of the recommendations identified in both the "Public Engagement Process", as well as in the *2004 Master Plan*, the City adopted the philosophy that the capital improvements/enhancements would have to be broken down into multiple phases, and that each potential phase would only be considered and acted upon when sufficient funding was available. As such, the City has moved forward and has identified specific capital improvements/enhancements and funding for "Phase One and Phase Two". Although, Phase One and Phase Two addresses several of the high profile capital improvements/enhancements, there are still several capital improvements/enhancements, as well as replacements/refurbishments that should be considered and acted upon when sufficient funding becomes available over the next twenty years.

Although creative management strategies will be imperative in order to implement the remaining park development program. Grants, donations and sponsorships will need to augment traditional funding and management approaches.

Parks and Facilities

A public survey conducted in 2002 for the *2004 Master Plan* indicated that citizens placed a high priority on developing new community parks. The survey also indicated that citizens placed a high priority on the continued development of Central Park and the Chesterfield Valley Athletic Complex (CVAC).

The Department has identified that over the next twenty years, development should focus in three areas. First, priority should be given to completing Phase Two improvements to existing parks such as Central Park and the CVAC. Second, new development should occur at Eberwein and Railroad Parks. Third, replacements and/or refurbishments should occur primarily at Central Park and the CVAC.

Central Park

New Improvements	Replacement/Refurbishment
Paved Trails/Walkways	Aquatic Center
Nature Trails	Pavilion
Pavilions/Shelters	Playground
Reforestation	Parking Lot Overlay
	Bridges
Boathouse	Site Amenities
Boathouse Road/Parking Lot	Buildings (Roofs, Bathrooms)

Chesterfield Valley Athletic Complex

Completed Improvements	Replacement/Refurbishment
Bleacher Covers ("F" Fields)	Dugout Repairs
Playground Covers	Playgrounds
Parking Lot (Central)	Playground Resurfacing
Batting Cages	Concessions
Field Lighting (A1,A2,A3,A4 Fields)	Parking Lot Overlay
Sidewalks (B, D, E, Fields)	Fencing
Baseball Fields (F5-6, G Fields)	Lighting
Open Play Field	Buildings (Roofs, Bathrooms)
Site Amenities	Site Amenities

Eberwein Park

Completed Improvements	Replacement/Refurbishment
Pavilion(s)	
Dog Park	
Parking Lot	Overlay
Trails	
Restrooms	
Playground	
Community Garden	
Barn Restoration	
Site Amenities	Site Amenities

River's Edge Park

Completed Improvements	Replacement/Refurbishment
Trails	
Fish and Boat Dock	
Restroom	
Plant Identification	
Bird Viewing Stations	Site Amenities

Railroad Park

New Improvements	Replacement/Refurbishment
Pedestrian Bridge	
Trails	
Site Amenities	Site Amenities

Wilson Park

New Improvements	Replacement/Refurbishment
Trails	
Site Amenities	Site Amenities

Trails

The public survey also indicated that citizens placed a high priority on trails. As indicated in the survey, citizens placed a high need for all types of trails (multi-use, biking, walking, nature, and exercise) through acquisitions and development to provide linkages between parks and activity areas.

Trails will play an important role within the overall parks and recreation system. Trails within the parks and recreation system will function in two ways. First, they will serve as stand alone systems within the confines of community and neighborhood parks. Second, they will function as greenways, and will be a means of connecting parklands, open space, businesses, schools, and neighborhoods.

Future development should focus in three areas. First, priority should be given to completing the Monarch-Chesterfield Levee Trail, and the Central Park lake trail. Second, the Department shall continue to find funds for the development of the Riparian Corridor Trail, a trail within Eberwein Park, and a trail within Rockwood Park. Third, new acquisitions and development should be focused on the Utility Corridor, Wild Horse linkage to the Levee Trail, East Conservation/Wetlands, and On-Road Bicycle/Pedestrian opportunities.

New Improvements	Replacement/Refurbishment
Levee Trail Phase 5 and 6	Overlay
Utility Corridor	
Riparian Corridor	Boardwalks, Bridges
Wild Horse Creek	
On-Road Bicycle/Pedestrian	
Site Amenities	Site Amenities
East Conservation/Wetland	Boardwalks, Bridges
West Wetland	Boardwalks, Bridges
Rockwood Park	
Railroad Park	Bridge, Trails

FACILITY AND LAND USE MANAGEMENT PLAN

It is generally recognized that the development of parks and recreation land and facilities has a positive influence on the local economy and quality of life. Parks and

recreation assets are of public interest and proven benefits in terms of social, economic and environmental qualities.

One of the missions of the Department is to establish and maintain public policies that address parks and recreation resources within its jurisdiction. In order to consistently carry out its mission and serve the parks and recreation needs of the people, the Department has developed a "Facility and Land Use Management Plan" (see Facility and Land Use Management Plan) which is designed to aid in the development of lands and facilities.



According to a report by The Trust for Public Land, "Other things being equal, most people are willing to pay more for a home close to a nice park." The City of Chesterfield has over 488.5 acres of park land.

Replacement/Disturbance	High Improvements
Overlay	Level 1 and 2
Boardwalk Bridges	Level 3 and 4
Site Amenities	Level 5 and 6
Boardwalk Bridges	Level 7 and 8
Boardwalk Bridges	Level 9 and 10
Boardwalk Bridges	Level 11 and 12
Boardwalk Bridges	Level 13 and 14
Boardwalk Bridges	Level 15 and 16
Boardwalk Bridges	Level 17 and 18
Boardwalk Bridges	Level 19 and 20

FOCUS AREA

NATURAL RESOURCE AND ENVIRONMENTAL STEWARDSHIP

INTRODUCTION

People living in Chesterfield are very fortunate with an extraordinary beautiful environment that provides varying natural resources. The City's forests, creeks, lakes, Missouri River, expansive floodplains and wetlands provide an environment unparalleled in beauty and recreational potential. In the past 100 years, the City has transitioned from unspoiled forests, small resource-based and agricultural communities, to our current developed urban environments.

Although our daily living conditions have changed significantly, our need to connect with our natural environment through passive and active recreational opportunities remains important to our physical and mental well-being. The City of Chesterfield has evolved from an area historically supported by agricultural resources to a community of approximately 49,000 people. What makes the City unique is the preservation of large natural areas, such as the wetlands in the Valley. As our City continues to urbanize, it is important to preserve our natural resources.

ENVIRONMENTAL IMPERATIVE

Environmental issues are now as relevant to the public as other key social and political issues. Environmental quality remains a high public priority. Both large- and small-scale environmental problems threaten our health and well-being. At the municipal level, we are concerned with air and water quality, solid waste disposal, hazardous waste, noise pollution, wildlife preservation, and similar issues. We also relate or contribute to problems of a regional or global nature, such as acid rain, nuclear waste, ozone depletion, and plant and animal extinction.

Chesterfield's open spaces, especially natural areas, wildlife corridors, and greenways, are part of the solution. Tree masses absorb carbon dioxide, emit oxygen, reduce erosion, moderate temperatures, protect wildlife, and provide aesthetic relief. Wetlands filter pollutants, absorb surface water runoff, help maintain stream base flows and groundwater replenishment, and provide a rich biological habitat. Riparian corridors, which include the stream channel and the streamside vegetation, provide flood water attenuation, groundwater replenishment, water quality filtering, and fish and wildlife habitat. The combination of urban forests, wetlands, streams, and meadows provide a safe haven for a large number of animal and bird species. The City's agricultural area such as the Valley, preserve important food growing capacity.

As a growing city, Chesterfield must provide a balance between development and preserving or enhancing environmental quality.

ENVIRONMENTAL STEWARDSHIP

The pristine natural conditions that existed in our region only 100 years ago have been radically altered by development. Remaining natural areas are in a state of transition. Protection of the natural environment in an urbanized area requires enforcement of regulations and an active natural resource management program. Chesterfield's natural areas must be carefully managed to provide long-term environmental, recreational, and social benefits. Just as important as working to connect the open spaces in Chesterfield, the stewardship programs must view activities on an ecosystem-wide basis, acknowledging the interconnectedness and interrelationships in nature.

Protecting Chesterfield's natural systems is critical in preserving the quality of life and community values. Protecting healthy natural systems requires acquiring and preserving key parcels of different habitat types so that wildlife has adequate and appropriate areas to feed, live, breed, and migrate. The Department must ensure that habitat areas are large enough to accommodate a variety of species. In addition, to avoid isolating habitat areas, wildlife corridor connections must be acquired and preserved to allow safe movement between key parcels.

Environmental education will become an important role of the Parks, Recreation and Arts Department. Educating the public about the importance of our natural systems helps people understand the benefits these systems provide. The public endorses environmental preservation when connections between the environment and quality of life are fully understood.

NATURAL RESOURCE MANAGEMENT PLAN

The Parks, Recreation and Arts Department has developed a "Natural Resource Management Plan" (see Natural Resource Management Plan) to provide overall direction to the Department in the management of natural resources. This plan strives to balance the duality of providing for parks and recreation in all park areas while responsibly managing natural resources such as vegetation, wildlife habitat, soil, and water. The "Natural Resource Management Plan" will provide sound direction in the maintenance of parks and public landscaped areas to ensure optimum benefits to the environment and the community.

This management plan provides strategic direction as follows:

- An assessment of current conditions.
- Goals and Objectives.
- Procedures and Guidelines that enable the Parks, Recreation and Arts Department to protect, preserve, and enhance natural resources.

Principles

The informing principles are that natural resources:

- Constitute a valuable global, regional, and community resource, and are critical to wildlife habitat.
- Are essential to sustainability and biodiversity.
- Contribute significantly to park experiences.
- Contribute significantly to the cultural and heritage values of the City.
- Can provide many important benefits when they are effectively managed, and can become community liabilities if they are neglected or mismanaged.



Every 100 trees remove 53 tons of carbon dioxide and 430 pounds of other air pollutants per year? Chesterfield has an inventory of 25,000 trees! – Center for Urban Forest Research.

FOCUS AREA

MAINTENANCE OPERATIONS

INTRODUCTION

The Department currently manages over 483.5 acres of park and open space property. Included in this inventory are Parks, Trails, Rights-of-Ways, and Public Facilities. These parks and facilities are carefully managed and maintained to ensure they are safe and enjoyable places for the public. A combination of sound management policies, ongoing maintenance, and periodic renovation and/or refurbishment of grounds and structures are needed to protect public resources and ensure long-term functioning of the parks and recreation system. This commitment to a properly maintained and safe parks and recreation system is expected by Chesterfield citizens and remains a high priority of the Department.

To ensure efficiency, the Department's maintenance program includes:

- Necessary equipment to maintain efficiency and economical service delivery;
- Active pursuit of grants and alternative funding for renovation, energy consumption, and other projects to stretch limited funding;
- Ongoing staff training to ensure the highest level of maintenance and efficiency;
- Using a mix of part-time and full-time staff, and contractors when responding to specific workload demands throughout the parks and recreation system to ensure all maintenance and renovation needs can be met in a timely manner;
- Coordination of park and facility maintenance schedules with park programming to reduce conflicts between park programming needs and necessary maintenance; and
- Customer feedback to ensure needs and concerns are met and acceptable performance measures are achieved.

Future implementation of the *Master Plan* recommendations will provide the City of Chesterfield new and improved park amenities and recreation facilities. In addition to these recommendations, the City should continue to implement its maintenance operation standards" (see Parks Maintenance Operation Standards Manual) for the parks and recreation system. These operation standards should continue to address the general upkeep of the parks as well as determining staffing needs to adequately carry out the maintenance operations. These operation standards will also serve the City in projecting maintenance and staffing needs in future parks projects and budgeting.

The success of the parks and recreation system is ultimately measured on the ability to provide a high level of parks operations and maintenance. To a large extent this will be governed by the ability of the Department to effectively incorporate the management of the operation standards into the ongoing operations.

The following sections define standards for creating a maintenance classification system and provide recommendations for maintenance staffing issues. It is important that both of these issues be addressed to ensure the successful implementation of the *Master Plan*.

MAINTENANCE STANDARD CLASSIFICATION SYSTEM

The following information is excerpted from the "Park Maintenance Standards" – A cooperative project of the American Park and Recreation Society (APRS) and the National Society for Park Resources (NSPR), professional branches of the National Recreation and Park Association (NRPA).

"Development of a standard maintenance classification system has been extremely difficult because there have been problems devising a system comprehensive enough to apply to the wide variety of parks and recreation systems in existence. In order to be of help in setting up a standard approach at the local level, each maintenance Mode has a number of elements of consideration. There may be additional segments within these elements which make up the total maintenance cost program. Even the choice of nomenclature has avoided the term "class" so that less intense maintenance approaches avoid possible name stigma that might come to mind when "Class 2" or "Class B" is used.

Mode is meant to mean "the way of" maintenance ranging from the most intensive to the least intensive. Some parks and recreation systems may have parks that match only one or two of the defined modes. Some systems may have maintenance approaches that almost match the system but leave one or two elements out. An exact match is not necessary, but this is intended to give a wide enough set of options that a general match-up can be achieved. Some park departments may even designate a part of a park as one mode and the rest of the park as another mode.

Costs per unit for maintenance can vary from locality to locality because of labor rates, costs of materials, extent of design, length of season, moisture availability, transportation costs and intensity of public use. It should be possible; however, to establish a local maintenance cost forecast for new developments by assigning the proper mode to the new development. At higher maintenance modes, it is assumed that the administering agencies will have adequate time and properly trained and certified personnel to accomplish the quality that should accompany the quantity of work done."

The National Recreation and Park Association (NRPA) classifies "Standards of Care" by one of five modes. These are:

Mode I: State of the art maintenance applied to a high quality diverse landscape. Usually associated with high traffic urban areas such as golf courses, athletic complexes, public squares, governmental grounds, and high visitation parks.

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

Mode III: Moderate level maintenance associated with moderate levels of development, moderate levels of visitation, or with agencies that because of budget restrictions can't afford a higher intensity of maintenance.

Mode IV: Moderately low level, usually associated with moderately low level of development, moderately low visitation.

Mode V: Low level of development, undeveloped areas or remote parks, conservation and wetland areas.

As indicated, the Modes of Care are not designed to give greater importance or significance to a particular park area, rather to indicate the level of maintenance needed to sustain the viability and appearance of an area. These standards will not only help guide daily maintenance activity, but will also provide the guidelines for acceptable and unacceptable park conditions.

Listed below you will find a table that describes the types of tasks that could be applied to, but are not limited to, each Mode of maintenance required:

Task	Mode I	Mode II	Mode III	Mode IV	Mode V
Mowing two to three times per week	X				
Mowing one to two times per week		X			
Mowing one time per week			X		
Mow once every two weeks				X	
Mow once per month					X
Aeration four times per year	X				
Aeration twice per year		X			
Aeration once per year			X		
No Aeration per year				X	X
Irrigation and Repairs	X	X	X		
No Irrigation				X	X
Litter Control	X	X	X	X	X
Pruning of Trees	X	X	X	X	
Insect Control	X	X	X		
Snow Removal	X	X	X	X	
Lighting and Repair	X	X	X		
Pavilion Maintenance	X	X			
General Repairs	X	X	X	X	X
Daily Inspections	X	X	X	X	
Floral Plantings	X	X	X		
Mulching	X	X	X		
Restrooms	X	X	X	X	
Special Features	X	X			

The following is a classification table that describes the mode levels of maintenance, and an example of what the cost range per acre could be on an annual basis. This

section is intended to serve as a benchmark for assigning levels of care to various park areas, help guide the future maintenance needs and procedures for the park, standardize approaches to maintenance, and provide some cost data for the purposes of budgeting, and the allocation of funds. The standards of care outlined in the Departments "Park Maintenance Standards Manual" for major tasks are reflective of either Mode I or Mode II care. These are the highest quality standards of care in the ranking system. It is recommended that the City maintain similar standards of care for new projects/developments implemented in the future.

Classification	Annual Cost Per Acre
Extremely High Use Areas – Mode I	\$15,751.00 - \$21,001.00
High Use Areas – Mode II	\$10,501.00 - \$15,750.00
Moderate Use Areas – Mode III	\$5,251.00 - \$10,500.00
Low Use Areas – Mode IV	\$3,501.00 - \$5,250.00
Undeveloped Areas – Mode V	\$500.00 - \$3,500.00

Costs are inclusive of day-to-day maintenance which includes: Maintenance Personnel = 50%, Contractual = 30%, Commodities = 16%, and Capital Equipment = 4%. However, does not include: Administrative Costs, Programming, Initial Capital Equipment/Vehicles, Capital Improvements, or Debt Payments.

Chesterfield Parks. . .

The "Maintenance Standard Classification System" was used as a guide to form the basis for the budgeting of operations and maintenance of all parklands within the current parks and recreation system. It is recommended that the City continue to use this classification system as a guide for all new projects/developments and land acquisitions implemented in the future.

MAINTENANCE STAFFING CLASSIFICATION SYSTEM

Like the "Maintenance Standard Classification System", the development of a standard full-time "Maintenance Staffing Classification System" has also been extremely difficult because there have been problems devising a system comprehensive enough to apply to the wide variety of park types. This section is intended to serve as a benchmark for assigning staffing levels to various park areas, help guide the future staffing needs, and to provide some cost data for the purpose of budgeting and allocation of funds.

The following is a classification table that describes the mode levels of maintenance, and what the full-time maintenance staffing per acre could be on an annual basis. However, this table does not take into consideration coverage for vacations, sick leave, holidays, workers compensation leave, family medical leave, shift rotations, job vacancies, nor does it take into consideration the amount of supervisory staff necessary to supervise personnel.

Classification	Maintenance Staffing
Extremely High Use – Mode I	1 Person per 5 Acres
High Use Areas – Mode II	1 Person per 10 Acres
Moderate Use Areas – Mode III	1 Person per 15 Acres
Low Use Areas – Mode IV	1 Person per 20 Acres
Undeveloped Areas – Mode V	1 Person per 25 Acres

Chesterfield Parks . . .

The "Maintenance Staffing Classification System", was used as a guide to form the basis for the amount of maintenance personnel needed to operate and maintain all park lands within the current parks and recreation system. It is recommended that the City continue to use this classification system as a guide for all new projects/developments and land acquisitions implemented in the future.

MAINTENANCE OPERATION STANDARDS

Parks operations and maintenance is one of the most important aspects of the parks, recreation and arts system. Efficient and effective maintenance operations are critical to the success of the Departments' mission, for several reasons:

1. *Enhancement of the Recreation Experience* – Maintenance policies and procedures must be geared to provide optimum recreation use; that is, areas and facilities that are functional, safe, and aesthetic. As a result, maintenance directly and continuously affects the parks and recreation experience of visitors to park and recreation areas and facilities.
2. *Economic Efficiency* – High-quality maintenance saves money for the Department in many ways. If areas, facilities, and equipment are kept in operating condition, downtime and corresponding loss of services are minimized. Good maintenance practices permit the Department to identify and correct problems when they are still relatively minor, instead of after they become major.
3. *Reduced Liability* – Regular preventive inspection programs permit the early detection and correction of potentially hazardous acts and conditions. If maintenance functions are not diligently planned, performed, and documented, the Departments' liability exposure and attendant costs can be greatly magnified. Proper maintenance of recreation areas and facilities is essential to prevent or reduce accidents to users.
4. *Improved Public Image* – Maintenance efforts directly reflect upon the public image of the Department and the City. Providing clean, attractive, and stimulating recreation facilities and equipment significantly contributes to a high-quality recreation experience for visitors, participants, and spectators, leaving them satisfied.
5. *Environmental Stewardship* – In recent years, the public has developed a strong environmental ethic. Cities are increasingly expected to exhibit responsible stewardship for land and other environmental resources under their jurisdiction. From a maintenance standpoint, this expectation is reflected in the proliferation of public recycling programs, integrated pest management policies, land use restrictions, and similar environmental considerations. A good maintenance program can help prevent overuse and preserve the recreation resource, extending the useful life of property, tools, structures, equipment, or materials and ensuring the carrying capacity of all facilities.

Due to these reasons, the Department has developed a "Parks Maintenance and Operation Standards Manual" that has set forth maintenance standards which classify the way parks shall be maintained. The manual shall serve as general direction for the parks and recreation system and the frequency and standard of maintenance for our parks, trails, facilities and equipment. The manual will be complimented with ongoing

training of maintenance staff to assist them in their job of providing safe, clean and aesthetic parks.

MAINTENANCE INVESTMENT PLAN/ CAPITAL INVESTMENT PLAN

Over the past several years, the Department has experienced a significant increase in maintenance and operation demands. New parks, facilities and trails are continually added to the parks and recreation system, and older parks and facilities have become more labor intensive due to their maturity and increased use. The range and frequency of park use, as evidenced by the increase in scheduled activities, continues to expand. In addition, liability and accessibility issues will become increasingly important maintenance and operation concerns. Therefore, in the near future, renovation and/or refurbishment of existing parks, facilities and amenities will become a high priority in order to optimize the use of park facilities and to protect our assets. Chesterfield residents are accustomed to our parks and recreation system's high standards, and renovation and/or refurbishment will play a major role in continuing to meet their expectations.

Staff will need to realize that if park, recreation and arts assets are to be protected, an orderly program identifying maintenance, repair and renovation needs and a course of action will have to be developed. As such, maintenance, repairs, renovations and refurbishments will need to be identified and implemented as part of the overall Maintenance Investment Plan and/or the Capital Investment Plan to address these needs and to ensure long-term protection of our valuable park assets.

The Department's Maintenance Improvement and Capital Improvement Plans are both annually updated plans, that identifies and prioritizes maintenance, renovation, and/or refurbishment needs throughout the parks and recreation system. The goal of the plans are to systematically maintain, renovate, or refurbish existing park structures and grounds to maintain the safety, integrity and function of our parks and recreation system.

In addition, these Plans establish an implementation strategy to handle risk management issues, correct high maintenance areas, and allow for an ongoing preventative maintenance program. It is important to point out that these Plans do not deal with the overall character of parks, facilities, and trails, which occurs through the redevelopment and site master planning process.

The Maintenance Improvement Plan typically identifies ongoing routine maintenance functions that are covered in the Department's operating budget. However, the Capital Improvement Plan fills the void between the Maintenance Improvement Plan and the operating budget by covering non-routine renovation or refurbishment projects to fix the existing system. Therefore, the Maintenance Improvement Plan serves as the keystone of our service delivery system and must continue to be funded at an amount necessary to meet the needs of the parks and recreation system.

Maintenance Investment Plan (MIP)

The goal of the Maintenance Investment Plan (MIP) is to systematically maintain and repair, the existing park structures, grounds and facilities and to maintain the safety, integrity and function of the parks and recreation system.

Beautiful and safe parks are an important element of Chesterfield's pleasant environment. Predictably, maintenance and repair, and park security are very high priorities of the Department, as the citizens of Chesterfield expect and demand a high standard of park management and maintenance. The parks are carefully managed to ensure that each site is a safe, enjoyable place for the public. A combination of sound management policies, ongoing development, maintenance and periodic repair and renovation of grounds, facilities and structures is needed to protect public resources and ensure long-term functioning of the parks and recreation system.

The Department has developed a comprehensive MIP for all parks, facilities and grounds, identifying work items that are to be included as part of the Departments' normal maintenance and operating budget. It addresses projected maintenance and repair needs, and shall be reviewed and updated annually. The MIP differs from the Capital Investment Plan (CIP), which identifies refurbishment and renovations that are not included as part of the Departments' normal maintenance and operating budget.

Although new development, refurbishment and renovation may be a high priority, ongoing maintenance and repairs to existing parks, trails and facilities must continue to be addressed if the Department is to maximize the use of its parks, trails and facilities while protecting its assets. The work items identified in the MIP are to be included as part of the scope of the Department's normal maintenance and operating budget, covering routine minor maintenance such as repairs and/or replacement of park benches, picnic tables, bleachers, and barbeque pits; painting of playgrounds, pools and buildings; replacement of trees and bushes; sealing and striping of parking lots and trails, etc. Renovation projects range from the removal and repair of liability problems, irrigation improvements, minor building upgrades, minor playground upgrades, minor athletic field renovation, liability tree removal, and the limited redesign of sections of landscaped areas. Additionally, the MIP establishes an implementation strategy to handle liabilities, correct high maintenance areas and allow for an ongoing preventative maintenance program.

Capital Investment Plan (CIP)

The goal of the Capital Investment Plan (CIP) is to systematically repair, refurbish and renovate the existing park structures, grounds and facilities and to maintain the safety, integrity and function of the parks and recreation system. The Department has developed this comprehensive plan for all parks, facilities and grounds, identifying work items that are beyond the scope of the Department's normal maintenance and operating

budget. It addresses major repair and renovation needs during the five-year period of 2015 through 2020, and it will be updated on an annual basis.

Again, the work items identified in the CIP are beyond the scope of the Department's normal maintenance and operating budget, covering non-routine major maintenance such as roof replacement, carpet replacement, overlays, fencing, pavilions, playgrounds, swimming pools, building upgrades, bridges, roads, parking lots, etc.



Parks increase property value 5-22% for a home within 500 feet of a well-maintained park. - *The Proximate Principle* by John L. Crompton

FOCUS AREA

RECREATION PROGRAM SERVICES

INTRODUCTION

It has been found that the Chesterfield community is served by a wide range of public, non-profit and private providers of recreation, fitness and arts programs and facilities. Households that utilize many of these providers, and in particular churches/houses of worship, schools, YMCA, JCC and neighborhood associations, are significantly higher than national averages. From these findings, the Department has developed the philosophy that the City should not offer programs that compete or duplicate other organizations within the City; therefore, the Department works with local providers to enhance the opportunities to target programming towards gaps in the market place and allow the Department to play a valuable and cost effective role in providing the recreation needs for the residents of Chesterfield.

The Recreation Division of the Department has developed a Recreation Programming Plan (see Recreation Programming Plan) in response to the opportunities, challenges, and key issues the Division has identified as priorities for the fiscal year 2010. The Recreation Program Plan serves as a guide in managing the development, operations and evaluation of core areas, core programs and core components. Needs of the community are determined through yearly program reviews, extensive analysis of current offerings, service area demographics, program cost analysis, and local and national recreation trends, and the public engagement process done in 2002. Accordingly, the Recreation Programming Plan will be reviewed and updated annually.

EXAMPLES OF CURRENT PROGRAM OFFERINGS:

- Diversity in programming with numerous activities ranging from toddlers to seniors.
- Special events focused on the family experience and memories such as concerts, Movies at the Amphitheater, Turkey Trot, Taste of St. Louis, Pedal the Cause, Vintage Market Days and the Annual 4th of July Fireworks Celebration.
- Athletic programs at the Chesterfield Valley Athletic Complex that brings in community youth organizations that organize and run instructional baseball, soccer, football, lacrosse, ultimate Frisbee, flag football and pickleball.
- River's Edge and Central Park have fishing, boating, walking program, Art in the Park and nature programs.

EXAMPLES OF FUTURE PROGRAM NEEDS:

- Encourage and create opportunities for health, wellness and art activities.
- Foster environmental appreciation and enjoyment through programming.
- Promote creativity through opportunities in arts, culture, and imaginative, improvisational play.



Youth sports can be a great avenue for developing mature moral reasoning skills that are characterized by more assertion and less aggression, and more compliance with rules and fair play. – Journal of Sport and Exercise Physiology (1996)

FOCUS AREA

PARTNERSHIP OPPORTUNITIES

INTRODUCTION

Local governments are increasingly being asked to provide new and high quality services with little or no increase in resources. This trend is evident in Chesterfield, where development, regional growth pressure, and the economic downturn combine to create a complex set of needs and challenges for the Department to address. The City's parks, facilities, and trails are increasingly being utilized, which requires additional maintenance and results in citizens continuing to ask for more programs.

Increasing service demands and limited funding capabilities means the Department must seek innovative ways to maintain existing parks and facilities and to increase recreation opportunities. Developing partnerships with other public agencies, school districts, and private organizations and corporations will help meet increased demands for service. In addition, partnerships enable the Department to serve a broader clientele, offer new services, and provide existing services more effectively and efficiently than could be provided individually. Many recreational opportunities are most efficiently provided on a regional or sub-regional basis. Working together with neighboring jurisdictions will help to identify each jurisdiction's role and responsibility in contributing to regional needs, provide a greater variety of park and recreation services, avoid duplication, and promote distribution of facilities.

Partnerships can also be an excellent resource when approached by community members to add facilities or amenities to parks that are not part of the *Master Plan* priorities. When unique, unforeseen opportunities arise relative to development opportunities and community interest, rather than rejecting the project, the Department can consider it as a potential partnership opportunity.

Before partnerships can be formed; however, a favorable supportive environment for such partnerships has to be present. The first challenge is for the potential partners to recognize and accept as legitimate their different value systems. The successful partnerships must be a collaborative relationship between two or more organizations with shared goals that pool their resources and work together to deliver mutually beneficial public services. In addition to financial considerations, benefits may include efficiencies from removal of service duplication or use of complementary assets, and enhanced stability for the service.

There must be reciprocal benefits accruing to all parties in a partnership arrangement if it is to be successful. Ultimately, the personalities of individuals involved in a partnership and the personal relationships that they forge determine its effectiveness.

CURRENT PARTNERSHIPS

- Concerts in Faust Park - Chesterfield Chamber of Commerce
- Lafayette Older Adults Program – Cities of Ellisville, Wildwood, Ballwin, Manchester, Winchester, Parkway and Rockwood School Districts
- Senior Sizzlers – YMCA, Delmar Gardens, St. Lukes
- Pitch, Hit & Run – Cities of Ballwin and Ellisville
- Punt, Pass & Kick – Cities of Ballwin and Ellisville
- Forth of July Celebration – Sachs Properties and CBL Associates
- Turkey Trot - Sachs Properties and CBL Associates, St. Luke’s Hospital
- Art Programming – Art Unleashed (Classes only)
- School Parks – Parkway and Rockwood School Districts
- Nature Trails – U.S. Fish and Wildlife (Big Muddy)
- Levee Trail – Great Rivers Greenway District and the Chesterfield - Monarch Levee District
- K-9 Splash – West County D.O.G.I. group
- Pedal the Cause – Bake Ride for Cancer Research
- Concerts at the Amphitheater Sponsored by Local Businesses
- Jazz Fest – Sponsored
- Taste of St. Louis – Partnership
- New Pavilion at F Quad – Grey Eagle and Inbev
- Field Sponsors at CVAC
- Musco Field Lighting on Three Fields – Chesterfield Football, Ascension Soccer, JB MRINE Soccer Club
- Exposure Softball Tournament – 265 Teams

- Multiple Soccer Tournament
- Real Madrid Soccer Camp
- Chesterfield Baseball/Softball – Field Improvements
- St. Louis County Municipal Parks Grants
- Regional Arts Commission
- Missouri Arts Commission
- Community Garden – Sachs Property
- Riparian Trails – Entrance on Sachs Property



Across the U.S., access to parks and open spaces has become a measure of community wealth - a tool for attracting businesses and residents by guaranteeing quality of life and economic health. - *cpra-web.org*

FOCUS AREA

HISTORIC, CULTURAL, & ART RESOURCES

INTRODUCTION

Historical buildings and artifacts and the landscapes that surround them are our legacy from the past and our gift to the future. The City recognizes the importance of preserving and commemorating its past through these historical sites. Preserving and interpreting our area's history provides invaluable educational opportunities and helps provide the framework for our City's development and cultural resources.

HISTORIC AND CULTURAL RESOURCES

While the Department embraces a role in preserving and interpreting some of the City's historic and cultural resources, increasingly limited funding requires sharing the financial responsibility of maintaining and preserving these resources with other public and private partners. The Department encourages and will actively pursue partnership opportunities to help protect the City's historic and cultural heritage within the parks and recreation system as appropriate.

PUBLIC ART RESOURCES

The Chesterfield community has a collection of outdoor sculptures, objects, and paintings that is readily accessible to everyone every day. This collection enriches the community's quality of life, provides a sense of place, and adds interest and vitality to the landscape. The Department focuses attention on Chesterfield's public art to enhance understanding of the collection as a community resource and to expand appreciation of the diversity of art forms. By bringing artwork outside the traditional context of museums and galleries, the City provides a unique platform for an unparalleled public encounter with both public and private art displays.

The Department administers the Public Art Program, the City's parks and recreation system is the repository for some of the art, other art is made available by our Art-on-Loan Program. The Department will continue being an active partner with other public and private organizations involved in expanding the City's arts and cultural opportunities. The City Hall walls have also been transformed into a gallery that has art rotated on a quarterly basis with local artists from across the state.



According to a study by the University of London, exposure to classical music at a young age has been shown to improve concentration, listening skills, and self-discipline in children. – *International Journal of Music Education* (2010)

FOCUS AREA

DEPARTMENT AND STAFFING OVERVIEW

DEPARTMENT OVERVIEW

The Parks, Recreation and Arts Department is responsible for developing a comprehensive parks, recreation and arts system for the City. This responsibility extends to park development planning, design and review functions, construction inspections, contract management, program planning and facilitation, public art, art activities, entertainment, as well as the beautification and maintenance of these facilities.

STAFFING OVERVIEW

The Parks, Recreation and Arts Department currently consists of five (5) divisions or service areas: Administrative, Recreation, Arts and Entertainment, Natural Resources, and Parks. The Department is currently staffed with thirty (30) full-time employees and over one hundred and thirty (130) part-time and/or contractual employees. The Administrative Division consist of three (3) full-time employees; Recreation Division consists of five (5) full-time employees and over one hundred and twenty five (125) part-time and contractual employees; Natural Resources Division consists of one (1.5) full-time employees; and the Parks Division consists of twenty-one (20.5) full-time employees, and eight (8) part-time employees.

Administrative Division

The Administrative Division is responsible for the planning, design, acquisition, development, operations, personnel, and financial management for the entire Department. Serves as City liaison to the Parks and Recreation Citizen Advisory Committee, Parks and Recreation Committee of Council, and City Council. The Administrative Division currently consists of the following personnel:

Parks, Recreation and Arts Director – This position acts as the managing director of the Department and works under the general direction of the Director of Public Services. This position exercises supervision of all Department personnel. Work involves responsibility for developing and administering a comprehensive parks and recreation system. Primary responsibilities involve property acquisition, facility operations, design and construction of parkland and facilities; Prepare, refine revenue/expense budgets and plan for the capital improvements of existing and planned facilities.

Administrative Assistant – Provides support to the Department. Responds to all telephone calls and routes to appropriate Department personnel, files, copies, processes passes, facility reservations, and types written correspondence and reports.

Assists in processing all bills and purchase orders, assists with programs, special events office operations. Provides secretarial support to the Department. Responds to all telephone calls and routes to appropriate Department personnel, files, copies, processes and type's written correspondence and reports. Assists in processing all bills and purchase orders.

Communications Specialist

The Communications Specialist promotes the news, events and programs within the City of Chesterfield including maintaining current content on the city's website including the Community Events calendar, designing and developing all advertising, updating the Parks, Recreation & Arts Mobile App, the development and distribution of the quarterly newsletter, flyers, brochures, email notifications of programs and events to the residents and participants of the City of Chesterfield.

Recreation Division

The Recreation Division is responsible for the planning, marketing, implementation and supervision of all City sponsored programs, events and activities. This includes the 4th of July Celebration, Turkey Trot, Conservation, Adult Sports Leagues, Youth Programs, Swim and Dive Team, Swim Lessons, etc. It is also responsible for the daily management operations of the Chesterfield Valley Athletic Complex, Chesterfield Family Aquatic Center, Concession Operations, and Pavilions. This includes the rental, scheduling, coordination and oversight of clinics, camps, practices, leagues, tournaments, and concessions at the CVAC; and overseeing the scheduling, management and operations of the Family Aquatic Center and Pavilion Rentals. The Recreation Division currently consists of the following personnel:

Superintendent of Recreation – This position works under the general direction of the Director of Parks, Recreation and Arts, and exercises supervision of all Recreation Division personnel. Primary responsibility includes the administering of all recreation and facility operation functions within the City. Also assists in the development and oversight of the Maintenance Investment Plan and the Capital Investment Plan. Serves as Department ADA Coordinator and Risk Manager. Also secures sponsorships and partnerships from the community.

Recreation Manager - Concessions – This position is under the general direction of the Superintendent of Recreation and is primarily responsible for the overall concession operations throughout the parks and recreation system. Secondary responsibilities include the supervision of the Chesterfield Valley Athletic Complex, Family Aquatic Center, Amphitheater, and Pavilion rentals.

Recreation Manager - Facilities – This position is also under the general direction of the Superintendent of Recreation, and is primarily responsible for the overall operations of the Chesterfield Valley Athletic Complex. This includes the oversight of the scheduling of leagues, tournaments, camps, clinics, and site amenities.

Recreation Specialist – CVAC – This position works under the general direction of the Recreation Manager – Facilities, and is primarily responsible for the development of programs, oversee camps & clinics, marketing, and implementation of programs and services, including assisting in the supervision of CVAC.

Recreation Specialist - Concessions (2) – This position is under the general direction of the Recreation Manager - Concessions, and is primarily responsible for assisting in the day-to-day operation of concessions. This includes oversight of the scheduling of employees, ordering of supplies, inventory, and revenue/expense tracking.

Recreation Specialist – This position is under the general direction of the Recreation Superintendent and oversees outdoor programs, special events, pool operations and programs.

Recreation Aide (Full-Time) – These positions are under the general direction of the Recreation Manager - Facilities, and are primarily responsible for assisting in the supervision of operations CVAC. Secondary responsibilities include assistance in programming and maintenance operations.

Recreation Aides (Part-Time) – These positions will assist in the supervision of the athletic complex. Assist with various programming and special events.

Parks and Recreation Interns (Seasonal) – These positions are under the direct supervision of the Recreation Manager - Facilities and the Arts and Entertainment Superintendent. They assist in the operation of all recreation and facility activities. Also assists in the development, marketing, and implementation of parks and recreation programs and services. Works with community agencies and organizations to develop cooperative ventures. Assists the administration, facilities, maintenance, and natural resource areas.

Concession Managers, Assistant Managers, and Workers (Seasonal) – These positions are under the general direction of the Recreation Manager - Concessions, and are responsible for the day-to-day operations of the concession facilities throughout the parks and recreation system.

Contractual Employees – The City currently contracts out the management and maintenance operations of the Chesterfield Family Aquatic Center.

Arts and Entertainment Division

The Arts and Entertainment Division is responsible for planning, marketing, coordinating, staffing and implementing programs, events, and concerts that fall within the scope of Arts and Entertainment. This includes all concerts, events, and programs held at the Chesterfield Amphitheatre as well as any art centered programs or events.

The Arts and Entertainment Division consists of the following personnel:

Superintendent of Arts and Entertainment

Responsible for all administration of art and entertainment activities including management and operation of the Chesterfield Amphitheater. Serves as the primary liaison for the arts and responsible for the oversight and development for the City's public art program. Supervision is exercised over a staff of managerial, technical, administrative, skilled and unskilled labor personnel.

Recreation Specialist- Arts and Entertainment

Position performs day-to-day duties at the Chesterfield Amphitheater, assist with art events and further the Chesterfield Arts & Entertainment offerings throughout the City and at various events and programs. Assist with contractual operations at the Amphitheater, City Hall and other venues where we are promoting the arts. Assist with the planning, development, marketing, and implementation of a broad range of Arts & Entertainment services.

Seasonal Parks and Recreation Aide- Events

This position will assist with Events at the Chesterfield Amphitheater and oversee patron services and event logistics to ensure the smooth operation of events from April through October. Responsibilities include coordination of gates and house opening; oversee contract and rule compliance, resolving discrepancies, grounds & restroom upkeep, responding to patron needs and inquiries with an emphasis on great customer service. Enforcement of crowd control functions such as preventing guests from standing in aisles or on chairs/walls, no glass/smoking policy. Operation of lighting and sound equipment when necessary. Using excellent customer service skills to establish and maintain effective working relationships with other employees, officials, and all members of the general public. Set up and tear down of equipment for events, including electrical, sound and stage, tables and chairs.

Natural Resource Division

The Natural Resource Division consults with the Parks Division concerning landscape plans, designs, construction, bidding, and oversight of ongoing tree/plant assessments and maintenance needs. Is primarily responsible for environmental education and practices; Planning and directing an urban forest program encompassing natural resource conservation, preventative maintenance and reforestation. Secondary responsibilities include assisting in the ongoing maintenance of landscaped areas within the parks and recreation system. The Natural Resource Division currently consists of:

Superintendent of Parks – This position works under the general direction of the Parks, Recreation and Arts Director, and assists in the supervision of all Natural Resource Division personnel. Primary responsibility includes the administering of the acquisition of estimates, plans, schedules and assist in the supervision, completion of natural resource management and restoration, forestry services and landscape construction; Formulate, organize, implement and direct forestry/plant inventory, forest/landscape management maintenance operations such as pruning, removal, pest management, natural resource protection, nursery operations, and wood waste management.

City Arborist/Urban Forester – Although this position is under the general supervision of the Parks, Recreation and Arts Director, this position also works with the Parks Department, as well as the Planning and Public Works Department. Is primarily responsible for acquiring estimates, plans, schedules and assist in the supervision, completion of natural resource management and restoration, forestry services and landscape construction; Formulate, organize, implement and direct forestry/plant inventory, forest/landscape management maintenance operations such as pruning, removal, pest management, natural resource protection, nursery operations, and wood waste management.

Parks Division

The Parks Division is responsible for the ongoing maintenance of all parkland, trails, rights-of-ways, conservation areas, wetlands, Police shooting range, and City Hall. This includes areas of turf management, horticulture, arboriculture, athletic fields, lakes, ponds, streams, playgrounds, landscaping, snow plowing, trash, irrigation, and buildings.

The Parks Division consists of the following personnel:

Superintendent of Parks – This position works under the general direction of the Director of Parks and Recreation, and exercises supervision of all Parks Division personnel. Primary responsibility includes the administering of all maintenance operation functions within the City's parks, trails, recreation facilities, and rights-of-way areas; and oversees the development and implementation of the Maintenance Investment Plan and the Capital Investment Plan. Secondary responsibilities include

assisting in the planning, development and supervision of all Capital Improvement/Enhancement Projects. .

Maintenance Supervisors – These positions are under the general direction of the Superintendent of Parks, and are responsible for the management and maintenance functions associated with the City's parks, trails, facilities, and rights-of-ways; Effectively lead, inspire, motivate and manage a professional staff of full-time employees and numerous part-time staff; Establishes priorities, and long-range capital improvements.

Maintenance Workers – These positions are under the general direction of the Maintenance Supervisors, and are responsible for the maintenance functions associated with the City's parks, trails, facilities, and rights-of-ways.

Seasonal Maintenance Workers – These positions are also under the general direction of the Maintenance Supervisors, and are responsible for assisting in the maintenance functions associated with the City's parks, trails, facilities, and rights-of-ways.

STAFFING LEVELS AND REQUIREMENTS

Implementation of Phase Two of the Capital Improvements/Enhancements will have immediate and long term impacts on staffing levels. To insure that Phase Two is cost effectively incorporated into current operations, a review of current full-time staffing levels was conducted as it relates to operations and maintenance. The following table outlines the Department's "Current Staffing Level" as well as the adopted "5-Year Budget for 2010 -2014" (Amount of staffing needed to efficiently and effectively operate the Department). However, this table does not take into consideration seasonal employees, the acquisition of additional land, further development or change in use of land/facilities, or the addition of programs or responsibilities.

Position	2010 Actual	5-Year Budget 2010	5-Year Budget 2011-2014	2016 Actual
Parks, Recreation and Arts Director	1	1	1	1
Superintendent of Parks	1	1	1	1
Superintendent of Recreation	1	1	1	1
Superintendent of Arts and Entertainment	0	0	1	1
Parks Maintenance Supervisors	4	4	5	4
City Arborist/Urban Forester	1	1	1	1
Recreation Manager	2	2	2	2
Recreation Specialist	2	5	6	5
Recreation Aide – Full Time	0	1	2	1
Recreation Aide – Seasonal	0	Half Time	Half Time	7
Recreation Aide – Senior Programming	0			1
Maintenance Workers	16	22	24	24
Maintenance Facility Attendant	0	2	2	2
Administrative Assistant	1	1	1	1
Communication Specialist	0	Half Time	1	1

NOTE: Does not include seasonal employees, nor does it include any employees necessitated by further land acquisition, and/or additional development of facilities not identified in Phase I or Phase II.

STAFFING EXPERTISE, KNOWLEDGE, AND CERTIFICATIONS

The viability and success of the Department is undeniably linked to the staff members responsible for the parks, trails, facilities, programs and services. Without qualified administrators, managers, supervisors, administrative assistant, and maintenance workers, the Department would find it very difficult to fulfill the mission and achieve goals and objectives. It is the staff members within the Department who design, develop, operate, maintain and deliver park and recreation services.

To produce the level of quality that the City has come to expect, the Department must employ qualified staff. Qualified personnel bring to the Department the knowledge, skills and abilities in specialized areas that are needed to design and deliver the “benefits” that the residents seeks from recreation and park experiences. If the Department continues to employ staff members who are qualified and capable of packaging and delivering recreation benefits, the Department will attract and retain a strong and satisfied customer base.

Employing qualified staff members is not only one of the most important functions of the Department; it is also one of the most expensive. More than half of the operational expenditures of the Department are allocated to staff members’ salaries and benefits. Considering the vital importance of hiring quality staff members and the associated expense, it is essential for each employee to have a working knowledge of the principles, practices, and procedures for their position and/or discipline. As such, it should be the Departments’ goal for personnel in each Division and/or discipline to be certified in their area of expertise, and to continue educational training appropriate with each position and/or discipline.

The following table outlines the Department’s current staffing level as well as degrees, certifications, licenses, etc. that these individuals currently posses.

NAME	POSITION	EDUCATION	CERTIFICATIONS/LICENSE
Tom McCarthy	Director of Parks, Recreation, and Arts	BS- Parks/Recreation	CPR/AED
Steve Jarvis	Superintendent of Parks	BS - Management	AFO, CPR, AED
Kari Johnson	Superintendent of Recreation	BS- Parks/Recreation	CPRP, CPO, ServSafe CPR, AED Instructor
Kathy Lantz	Executive Administrative Assistant	HS Diploma	CPR, AED
Lisa Bobrzynski	Communications Specialist	BA-Mass Communications	
Jason Baucom	Superintendent of Arts and Entertainment	AA- Business BS- Recreation	CPO, CPR, AED

Elizabeth Hickox	Recreation Manager - Facilities	BS – Sports Management	CPR, First Aid, AED
Greg Kappelman	Recreation Manager - Concessions	BS – Outdoor Rec. Minor-Sport Manag.	CPR/AED, ServSafe, Basic Supervision, Class B driver's license
Becky Dooley	Recreation Supervisor	BS – Human Resources	CPO, ServSafe, CPR, AED
Mindy Mohrman	City Arborist/Urban Forester	BS – Parks/Rec/NR Minor - Forestry	Arborist, CPR, AED
Ashley Weidner	Recreation Specialist	BS- Rec. Administration	ServSafe, CPR, First Aid, AED, Basic Supervision
Craig Shelley	Recreation Specialist	BS – Leisure Services Mngmt.	CPO, ServSafe, CPR, AED
Chad Ledbetter	Recreation Specialist	BS- Rec/Park Admin	CPR, First Aid, AED
Sukanya Mani	Recreation Specialist	PG Chemistry/ Public Relations	CAT (Community Arts Training)
Cara Wagner	Recreation Specialist	BS- Elementary Ed.	CPR/AED, First Aid, ServSafe, Basic Supervision
Brian Winka	Maintenance Supervisor	BS- Agronomy	CSFM, Pesticide, Class A CDL, CPR, AED
Dan Duff	Maintenance Supervisor	BS- Agronomy	CPSI, Pesticide, Class A CDL, CPO, CPR, AED
Tony Moore	Maintenance Supervisor	BS - Agronomy	CSFM, Pesticide, Class A CDL CPR, AED
Curt Chambers	Maintenance Supervisor	BS - Agronomy	CPSI, Pesticide, Class A CDL CPO, CPR, AED
Kyle Brown	Sr. Maintenance Supervisor	HS Diploma	Pesticide, Class A CDL, CPR, AED
Larry Hull	Sr. Maintenance Supervisor	HS Diploma	Class A CDL, Pesticide, CPSI, CPR, AED
Fred Hardwick	Sr. Maintenance Worker	HS Diploma	Class A CDL, Pesticide, CPR, AED
Matt Nolting	Sr. Maintenance Worker	HS Diploma	Class A CDL, CPR, AED
Michael Acker	Sr. Maintenance Worker	HS Diploma	Class A CDL, Carpentry, CPR, AED
Todd Schulte	Sr. Maintenance Worker	AA- Horticulture	Arborist, Horticulture, Class A CDL, Pesticide
Marshall Helland	Sr. Maintenance Worker	HS Diploma	Class B CDL, CPR, AED
David McDermott	Sr. Maintenance Worker	HS Diploma	Class A CDL, CPR, AED
James Letson	Sr. Maintenance Worker	HS Diploma	Class A CDL, CPR, AED
Keith Bullock	Sr. Maintenance Worker	BS–Psychology, Criminal Justice	Class A CDL, CPR, AED
Mirel Valdivia	Sr. Maintenance Worker	HS Diploma	Class A CDL, CPR, AED

Geoff Wegrzyn	Sr. Maintenance Worker	HS Diploma	Class A CDL, CPR, AED
Nick LaPlante	Sr. Maintenance Worker	HS Diploma	Class A CDL
Jacob Mulcahy	Sr. Maintenance Worker	HS Diploma	Class A CDL, Pesticide, CPR, AED
Keith Appel	Maintenance Worker	BS Business Administration	Arborist, Class A CDL, pesticide
Tom Harris	Maintenance Worker	AA – Horticulture, 2 yr. turf management	Class A CDL, pesticide
Rachel Hatch	Maintenance Worker	HS Diploma	Class A CDL
Greg Igou	Maintenance Worker	HS Diploma	Class B CDL, CPR, AED
Jose Martin	Maintenance Worker	BS Biology	Class B CDL, CPR, AED
Tony McElroy	Maintenance Worker	AA – Fine Arts	Class B CDL, CPR, AED
Justin O'Neil	Maintenance Worker	HS Diploma	Class B CDL
Tom Sauls	Maintenance Worker	HS Diploma	Class A CDL, CPR, AED

- CPRP = Certified Parks and Recreation Professional
- CYSA = Certified Youth Sports Administrator
- CPR = Cardio Pulmonary Resuscitation
- AED = Automated External Defibrillator
- CPO = Certified Pool Operator
- AFO = Aquatic Facility Operator
- CSFM = Certified Sports Field Manager
- CDL = Commercial Drivers License
- CPSI = Certified Playground Safety Inspector

The Department is a dynamic entity. As the needs and wants of the community using park areas, facilities, trails and participation in programs and services change over time. For the Department to consistently deliver the level of quality the community wants and needs, the Department must also change. Understandably, change creates major shifts in the nature of work performed by staff members employed by the Department. Residents' heightened interest in community aesthetics, health, wellness, arts, entertainment, environment, conservation, outdoor recreational facilities, active and passive areas, and inclusion of persons with disabilities has had a major impact on staff alignments. As interests in parks and recreational experiences change, so must the job duties, responsibilities, and job qualifications of those staff members performing the work. As such, the Department must anticipate change and continually plan to realign, retrain and hire new staff members to best serve the needs of its residents.



Chesterfield Parks, Recreation & Arts employs over 170 seasonal part-time employees; the first job for 75% of them.

FOCUS AREA

PUBLIC SAFETY AND SECURITY

INTRODUCTION

Preventing and correcting hazardous conditions are major consideration of our risk management program. As the provider of parks, facilities and programs, we are expected to keep parks, playgrounds, athletic fields, trails, aquatic centers, amphitheaters, pavilions and buildings in good repair. The issue of liability is very important and affects all aspects of our operation. At the same time, we want residents to enjoy our parks, facilities, trails, and programs.

SECURITY PLAN

The safety and security of the participants, employees, volunteers, facilities, parks, trails, and equipment is of the highest priority to the Department. People will not visit parks or recreation facilities or participate in programs if they do not feel safe. To enable the residents to fully enjoy the quality of the programs and facilities, care must be administered in the operations of all Divisions of the Department to provide for security. The Department's comprehensive security plan (see Parks and Recreation Department Security Plan) is based on the following key elements:

- **Enforcement:** Strategy for enforcement within our parks and recreation system. We have a close working relationship with our Police Department to patrol our parks and facilities plus have a presence at all facilities and events.
- **Communications:** The ability to notify park visitors of rules, regulations, directions and safety hazards.
- **Design and Maintenance:** Implementing principles of crime prevention and public safety through its design and maintenance efforts.
- **Risk Management:** Being proactive in addressing employee and public safety needs.
- **Recreation Programs:** Ensure that its recreation programs are properly staffed by qualified employees who have received all necessary training and hold required licenses and certifications.
- **Training:** Through the use of in-service training, Staff should understand their role in ongoing security and emergency management.

- **Emergency Plans:** Ensure the use of City Emergency Operations Plan, and Parks/Facility Emergency Action Plans.

RISK MANAGEMENT

The Department has developed a risk management plan (see Parks and Recreation Department Risk Management Plan) to establish policies and procedures to better identify risks through professional team, trained staff and audits, eliminate or reduce the risk, warn public of said risk and document the efforts. The overall objective of the Risk Management Plan is to preserve and protect assets, human and material; to monitor and report trends and results; and to make continuous improvements, which result in the reduction of risk of loss.

The Benefits of the Risk Management Plan are to: Reduce loss to the Department; provide effective use of funds; Identify where the Department might transfer/eliminate risk; Reduce insurance premiums; Track accidents, claims, loss time and equipment.



Recreation programs and facilities can help reduce crime. In Fort Myers, Florida, police documented a 28% drop in juvenile arrests after the city built a new youth recreation center and started a new recreational and academic program. – *Journal of Park and Recreation Administration*

CHAPTER 7

PARK DEFINITIONS, CLASSIFICATIONS, STANDARDS AND INVENTORY

7.1 DEFINITIONS

Asset disposition is the process of determination that certain park land no longer meets the service delivery needs of the City.

Asset management is the activity that aligns the City's park land assets with the goals and objectives of the City.

Acquisition includes land acquired by the City through dedication, purchase, lease or other means of acquisition for City park purposes.

Encroachment means an unauthorized change, including removal or planting of vegetation, placement of structures or materials, or other alteration of surface or landscape, that may affect public use or enjoyment of or access to park property, or that alters the visual character of park property.

Public Open Space are areas of public domain including State, Federal, Regional and City parks, rights-of-ways, easements, and covenants preserving open space for public benefit etc.

City Park includes parks acquired by the City for City park purposes.

Park includes Mini/Pocket Park, Neighborhood Park, School/Park, Community Park, Regional/Metropolitan Park, Regional Reserve Park, Linear Park, Special Use Park, and Conservancy Park.

Mini/Pocket Park - Generally three (3) acres or less and within neighborhoods and/or business districts, which are specialized facilities that serve a concentrated or limited population or specific group such as tots, senior citizens, arts.

Neighborhood Park - Generally ranges from a minimum of three (3) acres to a maximum of twenty-four (24) acres, and is easily accessible to neighborhood populations. Can include areas for intense recreational activities, such as field games, court games, crafts, playgrounds, skating, picnicking, dog parks, trails, etc.

Community Parks – Generally twenty-five (25) acres or more and provides areas suited for intense recreational facilities, such as athletic fields, pools, tennis courts, lakes, field games, court games, crafts, playgrounds, skating, picnicking, dog parks, trails, etc.

Regional/Metropolitan Park – Generally two hundred (200) acres or more and provides

intense recreational facilities, such as athletic fields, pools, tennis courts, golf courses, lakes, field games, court games, crafts, playgrounds, skating, picnicking, dog parks, trails, boating, fishing, swimming, camping, etc.

Regional Reserve Park – Generally one thousand (1,000) or more acres, sufficient area to encompass the resource to be preserved and managed. Consists of natural quality for nature oriented outdoor recreation, such as viewing and studying nature, wildlife habitat, conservation, swimming, picnicking, hiking, fishing, boating, camping, and trail uses.

Linear Park – Built or natural corridors, such as utility rights-of-way, bluff liens, vegetation patterns, and roads that link other components of the recreation system or community facilities, such as school, libraries, commercial areas, and other park areas.

Conservancy Park – Variable depending on the resource being protected. Protection and management of the natural/cultural environment with recreation use as a secondary objective.

Special Use Park – Areas for specialized or single purpose recreational activities, such as golf courses, nature centers, marinas, zoos, conservatories, arboreta, display gardens, arenas, outdoor theaters, gun ranges, ski areas, athletic complexes, skate parks, dog parks, tennis complexes, etc.

Trail – A path, route or road generally used for single purpose recreational activities, such as walking, hiking, cycling, in-line skating, cross country skiing, etc.

City Trails - Includes all types of Trails such as, Nature Trails, Multi-Use Trails, Bikeways, Bicycle Paths, Mountain Bike Trails, Pathways, etc.

Nature Trails – Generally are trails that are both natural in nature and designed to provide opportunities for observing and learning about nature. These types of trails are generally natural and rugged, not accessible to all individuals, and are used for a single purpose recreational activities such as walking, and hiking, etc.

Multi-Use Trails – Generally are trails that are accessible to all individuals and are used for single purpose recreational activities, such as walking, hiking, cycling, in-line skating, cross country skiing, etc.

Bikeways – Specifically designed as being open to bicycle travel, regardless of whether the facility is designated for the exclusive use of bicycles or is to be shared with other transportation modes.

Bicycle Paths – A path that is physically separated from motor vehicle traffic by open space or a barrier and either within the road rights-of-way or within an independent rights-of-way.

Mountain Bike Trails – A trail that is generally designed as being open to mountain bike travel. This type of trail is generally rugged and unpaved.

Pathways – Are generally the same as multi-use trails with the exception that they usually run parallel with a roadway and are wider than a normal sidewalk. Is physically separated from the roadway either by a physical barrier or a turf/landscape barrier. Are generally accessible to all individuals and are used for single purpose recreational activities, such as walking, hiking, cycling, in-line skating, etc.

7.2 GENERAL PARK CLASSIFICATIONS

A generic park classification system has been developed for specific kinds of parks and recreational areas by the National Recreation and Parks Association (NRPA). Although park and open space standards must address specific community wide requirements, tools such as the NRPA park facility standards give us a benchmark from which to start. The important point to be considered when reviewing the park classification system is the diversity of park types and more importantly, their locations in serving populations. The primary goal of providing parks to meet the basic recreational and open space needs of the general public is far more important than achieving the actual acreage required by these standards. The following classification system is intended to serve as a guide and not an absolute. The main goal is to provide a well-rounded system of parks, open space and recreational activities available to the general public. NRPA suggests that a parks and recreation system, at a minimum, be composed of a “core” system of parklands, with a total of 6.25 to 10.5 acres of developed open space per 1,000 population, while on a regional basis the average should be 15 to 20 acres of open space per 1,000 population. The size and amount of “adjunct” parklands will vary from community to community, but must be taken into account when considering a total, well-rounded system of parks and recreation areas.

The following Table relates to community open spaces and how they are categorized by their typical size and function according to the NRPA Standards. It should be noted that this is a comprehensive list of possible facilities. Some of the items, such as Special Use facilities and Regional Reserves typically arise from special set of circumstances that may not exist in every city. For example, not every city will have an area of land large and scenic enough to warrant protection as a reserve area. Similarly, large facilities such as stadiums and arenas are typically built as a result of a “grassroots” movement within a community.

7.3 NRPA OPEN SPACE AND RECREATION FACILITY CLASSIFICATIONS

Park Category	Function	Service Area	Desirable Size	Acres/1000 Population	Desirable Site Characteristics
Mini/Pocket	Specialized facilities that serve a concentrated or limited population or specific group such as tots or senior citizens.	Less than ¼ mile radius.	Generally 3 acres or less	0.25 to 0.5	Within neighborhoods and in close proximity to apartment complexes townhouse development or housing for elderly.
Neighborhood School/Park	Area for intense recreational activities, such as field games, court games, crafts, playgrounds, skating, picnicking, trails, etc.	¼ to ½ mile radius to serve a population up to 5,000	Generally 3+ acres	1.0 to 2.0	Suited for intense development. Easily accessible to neighborhood population with safe walking and bike access. May be developed as a school-park facility.
Community Park	Area diverse environmental quality. May include areas suited for intense recreational facilities, such as athletic fields, pools. May be an area of natural quality for outdoor recreation, such as walking, viewing, sitting, picnicking.	Several neighborhood 1 to 2 mile radius	25+ acres	5.0 to 8.0	May include natural features, such as water bodies, and areas suited for intense development. Easily accessible to neighborhood served.
Regional Metropolitan	Area of natural or ornamental quality for outdoor recreation, such as picnicking, boating, fishing, swimming, camping, and trail uses; may include play areas.	Several communities .1 hour driving time.	200+ acres	5.0 to 10.0	Contiguous to or encompassing natural resources.
Regional Reserve	Area of natural quality for nature-oriented outdoor recreation, such as viewing, and studying nature, wildlife habitat, conservation, swimming, picnicking, hiking, fishing, boating, camping, and trail uses. May include active play areas. Generally, 80% of the land is reserved for conservation and natural resource management, with less than 20% used for recreation development.	Several communities .1 hour driving time	1,000 + acres; sufficient area to encompass the resource to be preserved and managed.	Variable	Diverse or unique natural resources, such as lakes, streams, flora, fauna, topography.
Linear Park	Area developed for one or more varying modes of recreational travel, such as hiking, biking, snowmobiling, horseback riding, cross-country skiing, canoeing and pleasure driving. May include active play areas. NOTE: any included for any of above components may occur in the "linear park".	No applicable standard.	Sufficient width to protect the resource and provide maximum use.	Variable	Built or natural corridors, such as utility rights-of-way, bluff liens, vegetation patterns, and roads, that link other components of the recreation system or community facilities, such as school, libraries, commercial areas, and other park areas.

NRPA OPEN SPACE AND RECREATION FACILITY CLASSIFICATIONS CONT.

Park Category	Function	Service Area	Desirable Size	Acres/1000 Population	Desirable Site Characteristics
Special Use	Areas for specialized or single purpose recreational activities, such as golf courses, nature centers, marinas, zoos, conservatories, arboreta, display gardens, arenas, outdoor theaters, gun ranges, ski areas, athletic complexes.	No applicable standard.	Variable depending on desired size.		Within communities.
Conservancy	Protection and management of the natural/cultural environment with recreation use as a secondary objective.	No applicable standard.	Sufficient to protect the resource.	Variable	Variable, depending on the resource being protected.

7.4 STATEWIDE COMPREHENSIVE OUTDOOR RECREATION PLAN

The Missouri "Statewide Comprehensive Outdoor Recreation Plan" (SCORP) standards were used opposed to the National Recreation and Park Association (NRPA) standards, due to the fact that the SCORP standards are Missouri based opposed to a National base, which gives a more accurate account of what is relative to the needs of the City of Chesterfield.

The SCORP standards like the NRPA standards are based on the amount of acreage, miles and/or number of facilities needed per person. Furthermore these standards are based on the population of a given area, as in this case, the City of Chesterfield.

SCORP STANDARDS

TOTAL CURRENT FACILITY INVENTORY 2016				
Activity/Facility	School	Private	Government	TOTAL
Parkland Acres	77	38	927.4	
Walking Trail	6	3	18.5	
Bicycle Trail	0	0	18.5	
Equestrian Trail	0	0	0	
Exercise Trail	0	0	18.5	
Nature Trail	2	0	5	
Multi-Purpose Trail	0	0	18.5	
Swimming Pool	3	19	1	
Picnic Tables	42	32	169	
Picnic Pavilion	0	2	17	
Golf Courses	0	2	0	
Ball Diamonds	19	0	19	
Playgrounds	19	2	4	
Tennis	21	38	0	
Playfields	20	3	4	
Volleyball	2	1	0	
Basketball	36	7	0	
Football/Soccer Fields	29	0	14	
Handball/Racquetball	0	4	0	
Multi-Use Courts	13	0	0	
Horseshoe Courts	0	0	0	
Shuffle Board Courts	0	0	2	
Campsites	0	0	0	
Boat Ramps	0	0	1	
Ice Rinks	0	3	0	
Skateboard Park	0	0	0	
Fitness Center	6	18	0	
Stadium	0	0	0	
Track	4	2	0	
Batting Cages	4	2	16	
Pickleball Courts	0	0	2	
Dog Park Acres	0	0	2	
Amphitheater	1	0	1	
Disc Golf	1	0	0	
TOTAL	305	176	1268.4	



Parks with a trail are 7 times more likely to be used for physical activity than those without. - *Association of Park Size, Distance, and Features with Physical Activity in Neighborhood Parks by Kaczynski, Potwarka, and Saelens*

CHAPTER 8

EXISTING FACILITIES, PARKS, AND TRAILS

8.1 Introduction

The Department has over 488.5 acres of City owned parkland, 34 acres of beautification areas (medians and rights-of-way), 39 acres of public lands (City Hall, Police Shooting Range), and has partnership agreements with the Rockwood and Parkway School District for another 11.4 acres. The City also has over 15.7 miles of recreational trails.

An inventory of the park sites was conducted to gain a better understanding of the existing conditions of the facilities within Chesterfield as well as gather a more comprehensive inventory of each of the parks.

8.2 Parks, Facilities, and Trails

Chesterfield Valley Athletic Complex (17925 North Outer 40 Road)

This 206 acre complex consists of 19 baseball/softball game fields, 14 baseball/softball practice fields, 11 soccer game fields, 2 football game fields, 5 football practice fields, and 2 multi-use game fields (Soccer, Football, Lacrosse, and Ultimate Frisbee).

Parks Administration and Maintenance Facility (17891 North Outer 40 Rd)

On January 12, 2009, the Department moved into the newly constructed Parks Administration and Maintenance Facility, located at 17891 N. Outer Forty Road in the Chesterfield Valley. This new facility is situated on eight acres of the 32 acre parcel purchased by the City located just east of the current Chesterfield Valley Athletic Complex. The eight acre facility consists of the building, maintenance yard, parking, and houses all Parks, Recreation and Arts Staff and Maintenance Operations.

Central Park (16365 Lydia Hill Dr.)

This 38 acre park, which is being developed in stages, consist of the Family Aquatic Center featuring a 25-yard competitive pool, a leisure pool with slides, play structures, splash sprayground, flume slides and a lazy river; playground containing a play component for ages 2-5, another component for children 5-12, swing sets, benches, picnic tables, and funbrellas; and a Pavilion which is available for rent. There is also our lake, walking trails, stream walks and amphitheater. There is also an array of art throughout the park and soon to be a Veterans Honor Park which will open in 2017.

West Wetlands (17925 North Outer 40 Rd)

The City currently operates and maintains 43 acres of wetland area located north of the Chesterfield Valley Athletic Complex. This area consists of nature trails and a boardwalk.

Railroad Park (17410 Edison Avenue)

This 34 acre park is currently undeveloped, and will ultimately be used for passive recreation opportunities. Currently, there is just a mowed trail through the part. Future site of our first bike park.

W.F. Dierberg Meditation Park (13701 Olive Blvd.)

This two acre park consists of walking paths, open green space, park benches, and a fountain.

Conway Cemetery/Park (14696 Conway Road)

This two and a half acre park primarily consists of the original Conway Cemetery and green space.

Eberwein Park (1627-1657 Old Baxter Road)

The City recently acquired this 18.7 acre property known as the Eberwein farm at Baxter Road and Old Baxter Road, located in the heart of the City, for use as park land. This park is new to our system in 2011 with walking trails, a refurbished barn, bathrooms, a dog park, a 53 plot community garden, native prairie, pollination garden and several pieces of art and a native pond.

River's Edge Park (North of Taubman Outlet Mall)

This 188 acre park consists of 2.5 miles of hiking trails, two boardwalks, a pavilion, boat ramp, fishing dock and a 38 acre

Chesterfield Elementary School/Park (17700 Wild Horse Creek Road)

This three acre park was developed and is maintained in a cooperative partnership agreement with the Rockwood School District. The park features a playground, walking path, multipurpose court, athletic fields, and a parking lot.

River Bend Elementary School/Park (224 River Valley Drive)

This three acre park is developed and maintained in a cooperative partnership agreement with the Parkway School District. The park features a playground, hard-surface multipurpose courts, athletic fields, walking path and a parking lot.

Green Trails Elementary School/Park (170 Portico Drive)

This five acre park is developed and maintained in a cooperative partnership agreement with the Parkway School District. The park features a playground, hard-surface multipurpose courts, athletic fields, walking path and a parking lot.

Monarch-Chesterfield Levee Trail (Chesterfield Valley)

The City has partnered with the Great Rivers Greenway District, and is currently working on Phase VI of a trail system which will extend on or near the Monarch-Chesterfield Levee in the Valley. Construction of the section which is from Hardee's Iceplex, east of Highway 64 to connect with the Edison portion of the trail. Will be completed in the spring of 2017. In June of 2016, the Boone Bridge connector will be open to the Katy Trail connection which will extend the trail over 250 miles. Phase VII of the Monarch-Levee trail will take some time to work out but will be the final phase and connect the Centaur Road portion to the western-most Edison portion.

Wilson Park (1410 Wilson Avenue)

The City recently acquired this 9.89 acre property known as the Rockwood Park, located at Wilson Road and Baxter Crossing Drive (Wilson Spur). Plans for the property are not yet defined; however, the lay of the land and the central location provides several opportunities for nature trails and outdoor educational opportunities.



Adults who use parks, recreation and cultural facilities and participate in recreation programs are more willing to volunteer and provide valuable service to the community than those adults who do not use these services. Chesterfield welcomed over 1,400,000 visitors to our parks and recreation facilities in 2015. – Busser & Norwalk (2001)

9.1 Introduction

The public outreach effort is a critical component of every planning process. Involving Chesterfield's citizens in the process of identifying their community's issues and needs ensures a successful planning process, provides for a mutual exchange of ideas, and helps meet the community's needs. As stakeholders in the planning process, the citizens can work with the City to ensure parks, recreation and arts needs are accurately identified, planned for, and funded.

9.2 Public Engagement

In 2002 the Parks and Recreation Department hired Leisure Vision/ETC Institute to conduct a "Public Engagement Process" that included a community attitude and interest survey during April and May to help determine citizen usage, satisfaction, needs, and priorities for the parks and recreation system. The Survey was designed to obtain statistically valid results from households throughout the City of Chesterfield.

Leisure Vision/ETC Institute worked extensively with the City officials, staff, civic and the business community and citizens in the development of the survey questionnaire. In order to ensure that the survey questions related to issues of key critical importance, a series of one on one stakeholder interviews with community leaders from the public and private sectors were held as well as three public workshops.

Based on this input, a draft survey questionnaire was developed. Questions on the draft survey were shared in a series of three focus groups made up of community members, including a cross section of individuals who had participated in the public meetings. This work allowed the survey to be tailored to issues of strategic importance to effectively plan the future system.

The goal was to obtain at least 600 completed surveys. This goal was exceeded, and 602 surveys were completed. The results of the random sample of 602 households had a 95% level of confidence with a precision of at least +/-4.0%.

The Public Engagement Process, and in particular the needs assessment survey has been utilized to help the City in determining needs and priorities and in developing short-term and long-term goals. These specific findings, recommendations and goals have been used in part to develop the *Master Plan* and the *Strategic Action Plan*.

9.3 City Committee's

Citizen participation is imperative in providing a responsive, effective, and high-quality parks and recreation system. Chesterfield's parks and recreation system is being developed on behalf of its residents. Therefore, involvement of citizen committee's (i.e. Parks and Recreation Citizen Advisory Committee, Chesterfield Citizens for the Environment, Beautification Committee, Historical Committee, and Landmarks Preservation Committee) throughout the planning and programming process ensures that resident's needs and values are reflected in the City's parks and recreation system.

Extensive citizen committee involvement occurred during the development of the Public Engagement Process, as well as identifying needs and priorities for Phase One and Phase Two Capital Improvements/Enhancements.

9.4 User and Special Interest Groups

User and special interest groups are another important component in public involvement. Not only do they provide needed services efficiently and cost effectively, but they also represent a strong commitment toward community ownership of parks and recreation resources.

User and special interest groups such as the Chesterfield Baseball/Softball Association, Ascension Athletic Association, Chesterfield Football Association, Chesterfield Arts, YMCA, Parkway and Rockwood School Districts, Stages and Great Rivers Greenway District have been instrumental in the planning process of various parks, facilities and trails.

_RETREAT WHITE BOARD IDEAS



Getting regular physical activity, such as taking a brisk 30-60 minute walk a day, can reduce the risk of coronary heart disease, high blood pressure, and type 2 diabetes in older adults. – U.S. Office of Disease Prevention and Health Promotion

CHAPTER 10

STRATEGIC ACTIONS

10.1 Overview

In order to carry out the *Master Plan*, visions, goals, and actions need to be developed. Accordingly, the City has established a Strategic Action Plan that serves as a work plan that identifies goals that the Parks and Recreation Department will focus on over the next five years and beyond, and outlines specific action strategies that will help accomplish these goals.

10.2 Statement of Strategic Initiatives and Goals

In developing our parks and recreation system, considerable time and emphasis has been placed on developing a comprehensive vision that will shape the legacy for future generations. In order to carry out this vision, the Department has identified ten "Focus Areas" where the Department proposes to focus attention in order to meet the short- and long-term needs of the community. The Strategic Action Plan is comprised of these ten focus areas, each with its own visions, goals, and action strategies.

- Funding
- Land Acquisition
- Development
- Natural Resource and Environmental Stewardship
- Maintenance Operations
- Recreation Services and Programs
- Partnership Opportunities
- Historic, Cultural and Art Resources
- Staffing
- Safety and Security

These ten "Focus Areas" have been analyzed to determine their impacts on the overall parks and recreation system and to explore or identify opportunities. Their analysis serves as the basis for the Strategic Action Plan.



47% of bicycle enthusiasts are over the age of 55. Chesterfield has over 23 miles of biking/walking/running trail routes. - Missouri Bicycle Federation



STRATEGIC ACTION PLAN

2015 - 2020

**Creating Community Through
People, Parks, and Programs**

Prepared by

Department of Parks, Recreation and Arts

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Dear Chesterfield Residents,

The Chesterfield Parks, Recreation and Arts Department is pleased to present to you our *Strategic Action Plan for 2015 - 2020*, "Creating Community through People, Parks, Programs, Arts and Entertainment". The *Strategic Action Plan* represents the efforts of Parks and Recreation Staff, City Committee's, City Administrator, the City Council, and other partners to create a Plan to guide us over the next five years. The outcome of this effort will help ensure that we preserve and build upon Chesterfield's parks, recreation and arts system.

Parks, recreation and arts plays a vital role in Chesterfield residents' quality of life, and we need great park spaces and facilities for people to relax and recreate. We have developed this Strategic Action Plan to guide us forward over the next five years. Over the past 21 years we have seen a significant expansion of the parks and recreation system: in 1994, voters approved an \$11 million bond issue for the initial land acquisition and development of the parks and recreation system; in 2004, voters approved "Proposition P", which was a ½ cent sales tax solely dedicated to parks, recreation and arts; over \$52 million have been allocated for capital improvements and/or enhancements; over \$21 million has been allocated for land acquisition; approximately \$4 million has been received through donations and grants; and over 588 acres of land have been acquired for In parks, recreation and art purposes. With of this growth, we need to evaluate our parks, amphitheater, facilities, trails, services, and maintenance operations to continue to meet our future obligations.

In developing our parks, recreation and arts system, considerable time and emphasis has been placed on developing a comprehensive vision that will shape the future generations. In order to carry out this vision, the Department has identified ten "Focus Areas" (Funding; Land Acquisition; Development; Natural Resource and Environmental Stewardship; Maintenance Operations; Recreation Services and Programs; Partnership Opportunities; Historic, Cultural and Art Resources; Staffing; and Safety and Security) where the Department proposes to focus attention in order to meet the short- and long-term needs of the community. These ten "Focus Areas" have been analyzed to determine their impacts on the overall parks and recreation system and to explore or identify opportunities.

This Plan will be put into action over the next five years and will add to the overall vision for the parks, recreation and arts system that has directed the City over the past twenty-one years, and this will expand the parks, recreation and arts opportunities available for future generations of Chesterfield residents.

PARKS AND RECREATION IS AN ESSENTIAL COMPONENT OF THE COMMUNITY

Parks, recreation and arts is an essential element of our healthy and vibrant community, providing individual, social, and economic value. The community relies on Chesterfield's parks, facilities, trails, recreation and arts programs for many benefits, ranging from the pursuit of health and fitness to the desire for self-education, finding a connection with nature, or simply seeking a sense of belonging and enjoying the arts. Parks, recreation and arts encourages individuals and groups to connect with one another to create welcoming, diverse, open, fun spaces and creates economic impact and everlasting memories.

Chesterfield's parks, recreation and arts system creates an infrastructure that provides a refuge from the bustle of urban life, making Chesterfield a more beautiful and livable city. Such spaces also serve to sustain and protect our ecosystem for current and future generations through the preservation of habitat, improvement of air and water quality, and encouragement of civic pride in the community's natural resources and health benefits.

The Parks, Recreation and Arts Department operates a range of parks, facilities, entertainment venues and trails devoted to providing a wealth of opportunities. These opportunities include athletic facilities, aquatic center, trails, community parks, neighborhood and pocket parks, pavilions, playgrounds, amphitheater, lakes, natural areas, and recreation and special event programming.

Finally, the Department delivers quality customer service through its employees, its most valued resource, who are charged with creating an environment that is safe and beneficial for all. We value the community's commitment and support, and we constantly seek new and innovative ways to help serve the public.

VISION STATEMENT

Creating Community through People, Parks, and Programs.

MISSION STATEMENT

The Parks, Recreation and Arts Department's mission is to contribute to a healthy community through an integrated system of exceptional parks, facilities, trails, recreation services, cultural, and environmental stewardship. A series of objectives relating to the parks and recreation system further define and support this mission:

- Strive to be the leader in the progressive development, maintenance and operations of parks and recreation facilities.
- Commitment to provide a balance of active and passive parks and recreational facilities that enhance and preserve the conservation of environmental and natural resources.
- Develop partnerships with community organizations and agencies.
- Provide programs so people can grow, develop character, mature, learn skills, and respect for themselves and others.
- Work with citizens and community leaders to enhance its position as a premier place to live, work, and play.

SERVICE DELIVERY VALUES

People

- Strengthen relationships and sense of community.
- Provide accessible, safe, and welcoming spaces to all people and communities.
- Promote diversity, equity, and inclusion.
- Deliver outstanding customer service.

Parks

- Enhance ecological preservation and environmental sustainability.
- Continue outstanding maintenance and operations.
- Provide a balance of active and passive areas.

Arts and Entertainment

- Create avenues to enhance and promote arts and entertainment.
- Provide public art sculptures in our parks and the opportunity to view additional art formats.

Programs

- Encourage health and fitness for individuals and families.
- Provide opportunities for lifelong play, creativity, learning, and discovery for individuals and families through sports, nature, outdoor activities and the arts.
- Strengthen accountability for programs and special events.

GUIDING THEMES

Our guiding themes constitute fundamental underpinnings which run through the Plan's visions, goals, and action strategies, and tasks.

Fostering Effective Partnerships

Chesterfield's Parks, Recreation and Arts Department recognizes that many partners are necessary to support our parkland, facilities, trails, program services, and historic, cultural and arts programs and services. In some cases partners may be better able to leverage expertise, skills, and resources to provide a program or service. Specific partnership opportunities are identified throughout the *Strategic Action Plan*.

Natural Resources and Sustainability

Protecting Chesterfield's natural systems is critical in preserving the quality of life and community values. Protecting healthy natural systems requires acquiring and preserving key parcels of different habitat types so that wildlife has adequate and appropriate areas to feed, live, migrate and raise their young.

Although our daily living conditions have changed significantly, our need to connect with our natural environment through passive and active recreational opportunities remains important to our physical and mental well-being.

Land Acquisition and Development

Land acquisition is dependent on availability and affordability. Because of increasing development pressures on remaining vacant land, suitable and affordable land should be explored to provide open space, create greenways and trails, create community and neighborhood parks, and to provide a balance between active and passive opportunities.

When development is feasible and appropriate, the Department shall carry out the improvements and/or enhancements outlined in Phase Two.

Maintenance and Operations

The success of the parks, recreation and arts system is ultimately measured on the ability to provide a high level of parks operations and maintenance. To a large extent this will be governed by the ability of the region to effectively incorporate the management of the operation standards into the ongoing operations. These operation standards should continue to address the general upkeep of the parks and facilities as well as determining staffing needs to adequately carry out the maintenance operations and provides support for community events, programs, beautifications and the arts in our parks.

Ongoing operations and maintenance must also be determined prior to carrying out the capital projects. Accordingly, operations and maintenance funding plans will need to accompany construction of any new facility and/or land acquisition.

Funding

A key component for implementing the *Master Plan* involves understanding the funding opportunities, identifying the options, and developing strategies. While there are a variety of revenues that fund the Department, we are not immune from fluctuations in the local and regional economy. With the overall understanding of our general funding, we will need to continue to explore ways to increase our funding through revenue generation, partnerships, sponsorships and other sources, while at the same time, realizing the importance of being fiscally responsible.

HOW TO READ THE STRATEGIC ACTION PLAN

The *Strategic Action Plan* is a means to carry out the *Parks, Recreation and Arts Department's Comprehensive Master Plan*. The *Strategic Action Plan* serves as a work plan that identifies goals that the Parks, Recreation and Arts Department will focus on over the next five years and beyond, and outlines specific action strategies that will help accomplish these goals.

VISION, MISSION, VALUES, AND GUIDING THEMES

The vision, mission, and values statements, defined below, provide the framework for the *Strategic Action Plan*. These statements are not permanent, and can be refined or changed over time to ensure they continue to meet community needs and expectations.

Vision

The Vision Statement states what the City finds important about Parks, Recreation and Arts and wants to strive toward. Vision statements inspire, energize, and create a mental picture of a community's aspirations.

Mission

The Mission Statement states the Parks, Recreation and Arts Department's fundamental purpose is to provide an outline for how the Department will achieve its vision. It describes what the Division will do today to make the City a better place for the future.

Values

Values are qualities that represent the public and the Department's highest priorities and beliefs. They describe in detail how the Department values the community, its employees, and the environment.

Guiding Themes

Guiding Themes are general ideas which run throughout the plan.

STATEMENT OF STRATEGIC INITIATIVES AND GOALS

In developing our parks, recreation and arts system, considerable time and emphasis has been placed on developing a comprehensive vision that will shape the legacy for future residents of Chesterfield. In order to carry out this vision, the Department has identified ten “Focus Areas” where the Department proposes to focus attention in order to meet the short- and long-term needs of the community. The *Strategic Action Plan* is comprised of these ten focus areas, each with its own visions, goals, and action strategies.

- Funding
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- Partnership Opportunities
- Historic, Cultural and Art Resources
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These ten “Focus Areas” have been studied to determine their impacts on the overall parks, recreation and arts system and to explore or identify opportunities. Their outcomes serve as the basis for the *Strategic Action Plan*.

FOCUS AREA

FUNDING

Vision Statement

As identified in the *Comprehensive Parks, Recreation and Arts Master Plan*, additional funding alternatives will be needed to augment existing "Proposition P" dollars. While funding solutions are needed for capital projects (land acquisition, development, redevelopment and renovation), funding sources for ongoing operations and maintenance must also be determined prior to carrying out the capital projects. Accordingly, operations and maintenance funding plans will need to accompany construction of any new facility and/or land acquisition.

Future land acquisition and/or development, redevelopment and renovation, absent specific funding sources other than Sales Taxes and User Fees, will result in an ever-increasing portion of Sales Tax and User Fee dollars being spent for operations and maintenance.

Goal

Continue to seek alternative revenue sources to support increases in services, in the areas of sponsorships, partnerships and marketing.

Action

- Annual evaluation and update of all user fees.
- Determination of feasibility for grants for specific projects.
- Seek partnership opportunities.
- Seek opportunities with current vendors for rebate incentives.
- Seek corporate sponsorships for facilities, programs and events.
- Look at revenue generating programs, events and entertainment opportunities.

FOCUS AREA

LAND ACQUISITION

Vision Statement

Land acquisition (purchase, lease, donation, easements) has played a major role over the past five years, as the Department has acquired over 188 acres. However, the need of future land acquisition will be determined by a complex set of variables: prioritization, clearly demonstrated need, need to preserve critical land, and available funding. Given the City's funding situation, it is presumed that future land acquisition will occur in a very strategic fashion.

While geographical distribution of parks, facilities, and trails is important, the Department's goal should be to ensure that the overall parks and recreation system offers a wide variety of passive and active recreation opportunities throughout the City and distributed through each ward. The availability of contiguous parcels of land and the protection of sensitive areas should be considered more important determinants when locating parks, facilities, green space and trails than nearby population or specific ward.

Goal

Department shall continue to explore acquisition of land for Neighborhood and Community Parks.

Action

- Additional Park sites should be explored and/or acquired based on their accessibility, affordability, and visibility.
- Department shall concentrate on contiguous parcels of land and the protection of sensitive areas.

Goal

Department shall continue to explore acquisition of land for Trails.

Action

- New acquisitions should be focused on the Utility Corridor, Wild Horse linkage to the Levee Trail, East Conservation/Wetlands, and on-Road Bicycle/Pedestrian opportunities.
- Additional sites should be acquired based on their accessibility, affordability, and visibility.

Goal

Department shall continue to preserve and connect sensitive areas via a series of open spaces, greenways, and wildlife corridors.

Action

- Explore the feasibility of acquiring linkages between existing parkland, major wildlife corridors and habitats and open space buffers.
- Connect different sites via streets, trails, and natural areas.
- Additional sites should be acquired based on their accessibility, affordability, and visibility.

FOCUS AREA

DEVELOPMENT

Vision Statement

Due to the fact that it would take a significant amount of funding and multiple years to carry out all of the recommendations identified in both the "Public Engagement Process", as well as in the *Master Plan*, the City has adopted the philosophy that the capital improvements/enhancements would have to be broken down into multiple phases, and that each potential phase would only be considered and acted upon when sufficient funding was available.

As such, the City has moved forward and has identified specific capital improvements/enhancements and funding for "Phase One and Phase Two". Although, Phase One and Phase Two addresses several of the high profile capital improvements and/or enhancements, there are still several capital improvements and/or enhancements, as well as replacements/refurbishments that could be considered and acted upon when sufficient funding becomes available over the next ten years.

Creative management strategies will be important in order to implement the remaining park development program. Grants, donations and sponsorships will need to augment traditional funding and management approaches.

Goal

Department shall continue to explore acquisition and development of Community Parks.

Action

- Complete Veterans Honor Park in Central Park.
- New Development and/or improvements and refurbishments should be explored for Railroad Park and the CVAC.
- Additional Park sites should be explored and/or acquired based on their accessibility, affordability, and visibility.

Goal

Department shall continue to explore acquisition and development of Neighborhood Parks.

Action

- New Development and improvements should be explored for River's Edge Park and Railroad Park.
- Additional Park sites should be explored and/or acquired based on their accessibility, affordability, and visibility.

Goal

Department shall continue to explore acquisition and development of Trails.

Action

- Priority should be given to completing the Monarch-Chesterfield Levee Trail Phases 5 and 6, and Section 2 of the Riparian Corridor Trail.
- Department shall continue to find funds for the development of the remaining sections of the Riparian Corridor Trail and an internal trail within Wilson Park.
- New acquisitions and development should be focused on the Utility Corridor, Wild Horse linkage to the Levee Trail, East Conservation/Wetlands, and on-Road Bicycle/Pedestrian opportunities.
- Additional sites should be acquired based on their accessibility, affordability, and visibility.

Goal

Department shall continue to preserve and connect sensitive areas via a series of open spaces, greenways, and wildlife corridors.

Action

- Classify and regulate native growth protection areas as permanent open spaces.
- Explore the feasibility of acquiring linkages between existing parkland, major wildlife corridors and habitats and open space buffers.
- Connect different sites via streets, trails, and natural areas.
- Additional sites should be acquired based on their accessibility, affordability, and visibility.

Goal

Department shall continue to develop Recreation Facilities.

Action

- First priority should be given to completing Veterans Honor Park and the CVAC main parking lot.
- Development of new facilities should take place at Railroad Park.
- Development should be based on their accessibility, affordability, and visibility.

FOCUS AREA

NATURAL RESOURCE AND ENVIRONMENTAL STEWARDSHIP

Vision Statement

Natural Resource and Environmental issues are now as relevant to the public as other key social and political issues. As such, Natural Resource and Environmental quality remains a high priority. Although our daily living conditions have changed significantly, our need to connect with our natural environment through passive and active recreational opportunities remains important to our physical and mental well-being. Protecting Chesterfield's natural systems is critical in preserving the quality of life and community values.

Goal

The Department must preserve or enhance natural resources.

Action

- Preserve Open Space.
- Create Greenways and Wildlife Corridors
- Expand and maintain the Department's tree inventory and canopy.
- Increase planting of native species where appropriate.
- Choose species choices that will reduce watering needs, reduce soil erosion, and reduce the need for fertilizers and herbicides.
- When appropriate and feasible, use native plants and/or plants of merit.
- Manage storm water according to the specifications described in the MSD Landscape Guide for Storm Water Design.
- Control and manage invasive species in established areas.
- Carry out the "Natural Resource Management Plan".
- Increase native pollination plants in parks.
- Increase monarch habitat in parks and green spaces.

Goal

The Department should explore designating specific areas for wildlife habitat.

Action

- Identify areas where native habitat should be improved to protect wildlife and enhance wildlife corridors.
- Certify each and every park within the parks and recreation system as a certified "Backyard Wildlife Habitat".
- Seek "Cooperative Sanctuary Program" certification through Audubon International.

- Seek “Habitat Stewards Host” with the National Wildlife Federation”.
- Carry out the “Natural Resource Management Plan”.
- Continue to restore native prairie where possible.

Goal

Expand green management practices to reduce Parks and Recreation’s carbon footprint and enhance habitat.

Action

- Continue to reduce the use of pesticides.
- Support efficient watering practices.
- Continue to install high efficiency fixtures in all facilities.
- Evaluate equipment and vehicle needs and priority levels to support long-term energy efficiency and reduce green house gas emissions.
- Evaluate all installed mechanical equipment against lowest life-cycle cost methodology.
- Work to reduce, reuse, and recycle wastes generated.
- Use electronic documents and communications over paper versions.
- Use environmentally preferable purchasing methods.
- Continue the parks recycling program.
- Carry out the “Natural Resource Management Plan”.
- Continue to convert gas mowers and carts to propane for better efficiency and reduction of the carbon footprint.
- Increase rain gardens in parks to reduce soil runoff.

FOCUS AREA

MAINTENANCE AND OPERATIONS

Vision Statement

The Department manages over 488 acres of park and open space property. Included in this inventory are Parks, Rights-of-Ways, and Public Facilities. These parks and facilities are carefully managed and maintained to ensure they are safe and enjoyable places for the public. A combination of sound management policies, ongoing maintenance, and periodic renovation and/or refurbishment of grounds and structures are needed to protect public resources and ensure long-term functioning of the parks and recreation system. This commitment to a properly maintained and safe parks and recreation system is expected by Chesterfield citizens and remains a high priority of the Department. Future implementation of the *Master Plan* recommendations will provide the City of Chesterfield new and improved park amenities and recreation facilities. The success of the parks, recreation and arts system is ultimately measured on the ability to provide a high level of parks operations and maintenance.

Goal

Reaffirm consistent maintenance standards for all Parks and Recreation facilities.

Action

- Continue to implement the Department's "Maintenance Operation Standards" for the parks, recreation and arts system. These operation standards should continue to address the general upkeep of the parks as well as determining staffing needs to adequately carry out the maintenance operations. These operation standards will also serve the Department in projecting maintenance and staffing needs in future parks projects and budgeting.

Goal

Identify and categorize current and ongoing park and facility maintenance and renovation or refurbishment needs.

Action

- Continue implementation of the "Maintenance Investment Plan".
- Continue implementation of the "Capital Investment Plan".

Goal

Manage equipment and vehicles, and to reduce environmental impacts.

Action

- Continue the implementation of the "Capital Vehicle/Equipment Replacement Determination Plan".
- Provide the necessary equipment and vehicles necessary to maintain efficiency and economical service delivery.
- Test and evaluate innovative technologies in equipment and vehicles that could reduce green house gas emissions, reduce gas consumption, and other environmental impacts.
- Explore options for reducing vehicle miles traveled and equipment run-times.
- Continue to convert gas equipment to propane for cleaner use.

Goal

Insure that current and future growth is effectively and efficiently incorporated into current staffing and maintenance operations.

Action

- The Department shall use the Maintenance Staffing Standards and the Maintenance Standard Classification System as a guide in developing staffing levels and maintenance costs for new projects/developments implemented in the future.
- Provide ongoing staff training to ensure the highest level of maintenance and efficiency.
- Continue to provide a mix of part-time and full-time staff, and contractors when responding to specific workload demands throughout the parks and recreation system to ensure all maintenance and renovation needs can be met in a timely manner.

FOCUS AREA

RECREATION PROGRAM SERVICES

Vision Statement

Recreation Program Services shall provide recreation opportunities for individuals and families that support a healthy community. Our programs and services shall encourage health and fitness; promote lifelong play, discovery, creativity, and learning. The Department will focus on: encouraging health and wellness; promoting environmental appreciation and enjoyment, imaginative play; and evaluating and improving all recreation programming.

Goal

Encourage and create opportunities for health and wellness.

Action

- Encourage healthy and active lifestyles.
- Continue to offer hiking, biking and walking programs.
- Continue to offer the annual Turkey Trot 5k walk run.
- Continue to grow the community garden program.
- Increase exercise opportunities within our parks.
- Expand walking club.

Goal

Foster environmental appreciation and enjoyment through programming.

Action

- Develop materials, such as trail maps and brochures that support opportunities for the public to observe and enjoy nature.
- Partner with Schools, CCE, Beautification Committee and the Parks and Recreation Citizen Advisory Committee to offer environmental education opportunities.
- Continue to expand the use of our Parks, Recreation and Arts App.

Goal

Promote creativity through opportunities in arts, culture, and imaginative, improvisational play.

Action

- Collaborate and explore new arts and cultural programming opportunities at the Amphitheater.
- Explore new unstructured play opportunities through Playful Cities USA Program.

Goal

Evaluate current programs, services and outcomes.

Action

- Review existing program participation data to determine community needs.
- Identify and examine trends and opportunities.
- Inventory programming provided by other organizations to avoid duplication and to ensure coordination.
- Review best management practices of organizations offering similar programs and services to determine if different approaches would increase our success.

Goal

Department shall continue to develop programming partnership opportunities.

Action

- Establish and implement new approaches to outreach and relationship building.
- Effectively communicate Parks and Recreation services.
- Provide volunteer opportunities and community projects.
- Identify partnerships that support efficient and effective service and program delivery.
- Continue to work with neighboring jurisdictions.
- Continue to work with school districts.
- Continue to work with other public entities.
- Continue to work with private entities.
- Continue to work with corporations.

Goal

Evaluate fees and charges policies for programs and services.

Action

- Continue to evaluate current fee structures and establish fee policies that consider equity, cost recovery, consistency, and clear understanding for the public.

FOCUS AREA

ENTERTAINMENT AND ARTS SERVICES

Vision Statement

Opportunities for the citizens to enjoy contemporary cultural and arts resources are also important. Many of our parks and facilities provide cultural events and arts programs. For example, public and private art are displayed in some City parks through a partnership with Art Unleashed.

Goal

Promote creativity through opportunities in imaginative and improvisational play

Action

- Collaborate and explore new arts and cultural programming opportunities at the Amphitheater.
- Continue to explore new unstructured play opportunities through Playful Cities USA Program

Goal

Continue being an active partner with other public and private organizations in expanding the City's arts and cultural opportunities.

Action

- Continue to work with Art Unleashed in providing recreational art programs, activities and events.
- Continue to work with public and private organization to place public art in parks and facilities where appropriate.
- Work with the School District's in providing theater, choir, or other activities at the Amphitheater.
- Work with the YMCA in providing theater, choir, concerts or other activities at the Amphitheater.
- Work with public and private organizations in providing theater, choir, concerts or other activities at the Amphitheater.

Goal

- Continue to expand public sculpture and arts opportunities in our parks, City Hall gallery and other venues.
- Continue to look for ways to expand our public sculptures.

FOCUS AREA

PARTNERSHIP OPPORTUNITIES

Vision Statement

Increasing service demand and limited funding capabilities means the Department must seek innovative ways to maintain existing parks and facilities and to increase recreation opportunities. Developing partnerships with other public agencies, school districts, and private organizations will help meet increased demands for service. In addition, partnerships enable the Department to serve a broader clientele, offer new services, and provide existing services more effectively and efficiently than could be provided individually. Many recreational opportunities are most efficiently provided on a regional or sub-regional basis. Working together with neighboring jurisdictions will help to identify each jurisdiction's role and responsibility in contributing to regional needs, provide a greater variety of park and recreation services, avoid duplication, and promote distribution of facilities.

Goal

Department shall continue to seek and develop partnership opportunities.

Action

- Establish and implement new approaches to outreach and relationship building.
- Effectively communicate Parks and Recreation services.
- Provide volunteer opportunities and community projects.
- Identify partnerships that support efficient and effective service and program delivery.
- Continue to work with neighboring jurisdictions.
- Continue to work with school districts.
- Continue to work with other public entities.
- Continue to work with private entities.

FOCUS AREA

HISTORIC AND CULTURAL RESOURCES

Vision Statement

Our historical and/or cultural buildings, artifacts and the landscapes that surround them are our legacy from the past and our gift to the future. The Department recognizes the importance of preserving and commemorating its past through these sites and facilities. Preserving and interpreting our area's history and culture provides invaluable educational opportunities and helps provide the framework for our Department's development and cultural resources.

Goal

Department shall continue its role in preserving and/or interpreting some of the City's historic and cultural resources as appropriate.

Action

- Actively pursue partnership opportunities to help protect the City's historic and cultural heritage within the parks and recreation system as deemed appropriate.
- Continue to work with the City's Historical and Landmark Preservation Committee's.

FOCUS AREA

STAFFING

Vision Statement

The viability and success of the Department is undeniably linked to the staff members responsible for the parks, trails, facilities, programs and services. Without qualified administrators, managers, supervisors, administrative assistants, and maintenance workers, the Department would find it very difficult to fulfill the mission and achieve goals and objectives

Goal

Produce the level of quality the City has come to expect.

Action

- The Department must employ qualified staff. Qualified personnel bring to the Department the knowledge, skills and abilities in specialized areas that are needed to design and deliver the “benefits” that the residents seeks from the park, recreation and arts experiences. If the Department continues to employ staff members who are qualified and capable of packaging and delivering recreation benefits, the Department will attract and retain a strong and satisfied customer base.
- It should be the Departments’ goal for personnel in each Division and/or discipline to be certified in their area of expertise, and to continue educational training appropriate with each position and/or discipline. For example, CPRP for recreation managers, playground inspection and turf certification for parks supervisors and AFO certification for specialist and supervisors working with pool operations.

Goal

Insure that Phase Two development is effectively and efficiently incorporated into current operations.

Action

- As funding allows, carry out staffing levels as adopted in the “5-Year Budget for 2016 -2020”.

Goal

Insure that future land acquisition, and development is effectively and efficiently incorporated into current operations.

Action

- The Department shall use the Maintenance Staffing Standards and the Maintenance Standard Classification System as a guide in developing staffing levels and maintenance costs for new projects/developments implemented in the future.

Goal

Insure that growth and implementation of future programs, and facility development must be taken into consideration. Activities, events and facility operations will have an immediate and long term impact on staffing levels and costs.

Action

- The need for additional staffing shall be analyzed and reviewed annually and considered for future program and facility development.

Goal

Interests in parks, recreation and arts experiences change.

Action

- The job duties, responsibilities, and job qualifications of those staff members performing the work must change and continually plan to realign, retrain and hire new staff members to best serve the needs of its residents.

FOCUS AREA

SAFETY AND SECURITY

Vision Statement

The safety and security of the participants, employees, volunteers, facilities, parks, trails, and equipment is of the highest priority to the Department. People will not visit parks or recreation facilities or participate in programs if they do not feel safe. To enable the residents to fully enjoy the quality of the programs and facilities, care must be administered in the operations of all Divisions of the Department to provide for security.

Goal

Department shall notify park/facility/trail users and visitors of rules, regulations, directions, maintenance, and safety hazards.

Action

- Ensure that all parks have the appropriate signage needed, and that signs throughout the parks and recreation system are consistent and easy to read.
- Ensure that the website contains information related to rules, regulations, directions, maintenance, and safety.
- Produce annual brochures to give residents further information related to rules, regulations, directions, maintenance, and safety.
- Expand usage of Parks, Recreation and Arts APP.

Goal

Implement principles of crime prevention and public safety through design and maintenance efforts.

Action

- Emphasis will be placed by the Department upon the planning, layout, and design of parks and facilities.
- Emphasis will be placed by the Department upon the ongoing maintenance of parks and facilities.
- Security cameras and license plate readers can be installed where needed.

- Work closely with Police Department on park patrols.

Goal

Preserve and protect assets, human and material; to monitor and report trends and result, which result in the reduction of loss.

Action

- Make continuous improvements to the Risk Management Plan.
- Inspection of each facility, parks and programs of the Department.
- Repairs affecting the safety of users of facilities and parks shall be repaired immediately.
- Repairs affecting the security or operations will be repaired immediately.
- Vandalism at facilities and parks shall be repaired as soon as possible.

Goal

Ensure that programs are designed with the safety and security of the participant as the top priority.

Action

- Instructors, coaches, leaders and any employees in a programming capacity shall make themselves aware of and further instruct their participants as to the risk of the program; emergency exits; emergency phone numbers; procedures of fire drills, evacuation drills, tornado drills, etc.; hours of operation.
- Care shall be taken to schedule classes in accordance to the layout of the facility, degree of risk of the class/program, age of participants, abilities of participants, and evacuation plan.

Goal

Through the use of in-service training, Staff should understand their role in ongoing security and emergency management.

Action

- All employees shall be oriented to the Security Plan as part of their training program.
- Supervisory employees will be trained as to how to train other employees in the use of the Security Plan, the application of drills prescribed by the Security Plan and emergency procedures prescribed by appropriate operations.

- Training of participants, employees, and volunteers in facilities and parks of the Department shall be ongoing use of drills as applicable in order to practice the procedures to maintain safety and security.
- Training with personnel from the local law enforcement agencies, emergency medical management, fire department or natural resources services shall be conducted when and if possible.
- Continue training on public address system for CVAC, Amphitheater and the pool complex.

Goal

Ensure the use of City Emergency Operations Plan, and Parks/Facility Emergency Action Plans.

Action

- Department will involve other operation manuals and plans, which will serve further training tools and guides to provide general security for the participants, employees, volunteers, facilities, parks, and equipment.

Goal

Continue to require close coordination between the Police Department and the Parks, Recreation and Arts Department to address security issues.

Action

- Continue to staff a liaison from the Parks and Recreation Department to work closely with the Police Department.
- Educate the Patrol Division and volunteer Patrols on issues related to the parks and recreation system.
- Increase patrol in parks, trails and wetlands.
- Continue with police presence at all events and programs.