



# Implementation

Chapter 8

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## Introduction

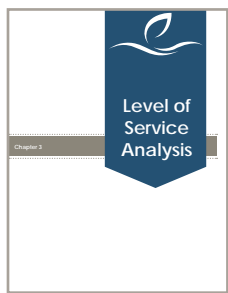
The Manhattan Parks and Recreation Strategic Facility Improvement Plan was developed utilizing a combination of physical infrastructure assessment and community-based unmet needs identification and prioritization tools focusing on the following:



### Demographic Summary & Market Review

A review of basic demographic characteristics of the primary and secondary service areas for the City of Manhattan with cross-referenced recreation and leisure participation standards

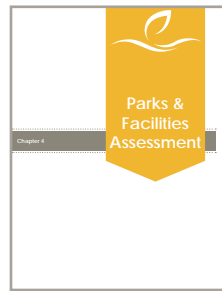
as produced by the National Sporting Goods Association and the National Endowment of the Arts. This data provided a foundational understanding of current recreation trends and potential recreational opportunities and/or unmet needs within the Manhattan community.



### Level of Service Analysis

The level of service analysis was completed to determine how well the existing City of Manhattan Park and Recreation system is meeting the needs of citizens. This analysis included a description

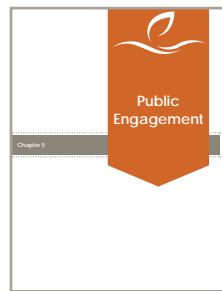
of parks and recreation facilities trends and comparisons of parks and facilities available to Manhattan residents against National Recreation and Parks Association standards. This comparative data provided macro-level benchmarking for the City of Manhattan Park and Recreation system and identified potential areas of park and/or facility surplus or deficiency.



### Parks & Facilities Assessment

The parks and facilities included as part of the assessment for the Plan were evaluated to establish a baseline understanding of existing conditions, identify potential opportunities and challenges

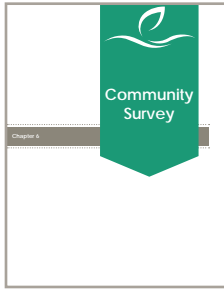
for future improvements, and develop an order of magnitude for future improvement considerations based on past improvements and future life expectancy of the infrastructure.



### Public Engagement

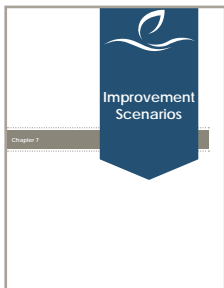
The public engagement process engaged individuals who frequently utilize Manhattan parks and recreation facilities as well as those who do not. While the main focus of the Plan was to identify athletic

facility deficiencies and unmet needs, more diverse user group insight was sought to better understand community-wide unmet needs. This diverse range of citizen engagement was a critical component of the Plan to ensure recommendations and outcomes align with priorities supported by the Manhattan community. The public engagement approaches included 187 different entities being invited to participate in focus group sessions, public meetings, City Commission Meetings, Parks and Recreation Advisory Board (PRAB) Meetings, steering committee meetings, city staff interviews and a statistically valid community survey developed and administered specifically for the Plan.



### Community Survey

The statistically valid survey developed and administered for the Plan was administered by mail. The target was to receive 600 responses; the final survey data and analysis exceeded that target and included a total of 847 households completing the survey with a 95% level of confidence and precision rate of at  $\pm 3.3\%$ . The findings of this survey greatly informed the improvement scenarios and implementation priorities developed for this Plan and will provide the City of Manhattan with a valuable decision-making tool in prioritizing future parks and recreation improvements not part of this Plan as well.



### Improvement Scenarios

The improvement scenarios developed for the Plan provide a listing of physical improvements to be considered for existing parks and facilities based on needs identified through evaluation of the demographic summary and market review, level of service analysis, parks and facilities assessment and discussions with City staff, steering committee, focus groups, citizens and elected officials throughout the Plan process. These improvement scenarios were developed based on similar continued use of the parks and facilities and seek to increase use capacity, improve field safety and playability, and enhance the user's experience.


The information and data gathered through this multifaceted Plan process was carefully reviewed by the steering committee, PRAB, and City Commission to prioritize improvements to be made to the Manhattan Parks and Recreation system.

### Community Priorities

The priorities for future improvements to Manhattan parks and recreation facilities have been expressed by citizens through this Plan effort. While the focus of this Plan was to define improvements to enhance existing recreation and athletic facilities and determine the conceptual make up of potential new indoor and/or outdoor facilities supported by the community, participants were afforded the opportunity to provide input and perspectives related to a wide-range of elements regarding the Manhattan Parks and Recreation system. As such, the four highest priorities for improvements and/or development of parks and facilities by the City of Manhattan appropriately acknowledge the priorities voiced by the community.

The prioritized recommendations that follow are intended to be a guideline for future decision making and may need to be updated, altered, or otherwise modified to adapt to evolving circumstances and unmet needs within the community. Each priority has a series of considerations that will need to be evaluated in greater detail prior to implementation – these considerations are noted within the description of each priority.





## Priority 1: Creation of indoor space geographically located to meet unmet needs in the community.

### Overview

Information gathered through this study identified improvements to existing indoor facilities and creation of new indoor recreation facilities to address unmet needs in Manhattan as a high priority for the community.

Of the households responding to the survey, several factors were identified that impact their access to indoor facilities including:

- 73% indicated lack of access to Fort Riley indoor facilities
- 52% indicated lack of access to Kansas State University indoor facilities
- 35% indicated not having enough access to USD 383 school gyms for practices and/or games
- 35% indicated the Manhattan community lacks indoor facility spaces important to their household

More specifically, based on the percentage of responding households several high unmet needs exist in the community for indoor activity spaces and facilities, including but not limited to the following:

- 62% indicated they have a need for indoor walking and jogging track program spaces
- 50% indicated they have a need for indoor strength and/or cardiovascular equipment
- 47% indicated they have a need for indoor swimming facilities
- 36% indicated they have a need for indoor aerobics, fitness, and/or dance class program spaces

Existing indoor facilities, including Community House, City (Peace Memorial) Auditorium, Douglass Center, and Douglass Annex do provide important programming to the community, but lack adequate spaces and capacity to fulfill the unmet needs for indoor recreation spaces in Manhattan. While addressing needed improvements to these existing indoor facilities in order to safely and efficiently maintain their current uses should be a high priority for the community, development of new indoor recreation spaces to adequately address unmet facility needs should also be a high priority for the community.

The most cost-effective approach for the City to continue delivering the program services currently offered at the Community House, Douglass Center, and Douglass Annex is to budget for and complete the following facility improvements (see Chapter 7 for detailed descriptions) in the short-term (0-5 years) to maintain safe, code compliant facilities:

### Community House

Building code, mechanical, electrical, lighting, plumbing, finishes, and equipment improvements.....\$729,500


### Douglass Center

Building code, electrical, lighting, plumbing, and finishes improvements.....\$224,600

### Douglass Annex

Building code, lighting, plumbing, finishes, and equipment improvements.....\$219,000

Total Short-Term (0-5 years) Existing Indoor Facilities Improvements.....\$1,173,100



Ongoing maintenance and additional improvements to these facilities will be required over the mid-term (5-15 years) and long-term (>15 years) in order to continue utilizing the indoor spaces for community programs. Chapter 7 provides a summary of anticipated mid and long-term improvements and associated costs for each facility.

***Strategies to Address Unmet Needs for Indoor Facilities***

The City of Manhattan has evaluated alternatives to meet unmet indoor facilities needs in the community in the past. This Plan differs in that it provides citizens and leaders with a series of community-voiced priorities and strategies for future development of indoor facilities by the City of Manhattan. These priorities and strategies have been identified by the community and are supported by the majority of citizens based on the statistically valid survey results.

The highest unmet needs for indoor facility spaces in the Manhattan community identified through this Plan process are as follows:

- Large volume multipurpose gymnasium spaces for:
  - Sports practices & training
  - Basketball & volleyball practices & games
  - Off-season training for outdoor sports
- Walking-running track
- Cardio and strength training
- Multipurpose rooms, including kitchen facilities, for:
  - Group exercise classes

- Community meals
- Meetings
- Aquatics for (see also Priority 4: Indoor Aquatics):
  - Water therapy
  - Swimming lessons
  - Leisure swimming
  - Competitive swimming (future need, specifically if/when K-State Natatorium is closed)

Communities similar in size to Manhattan typically meet indoor facilities needs of their citizens through one of two primary delivery models. The first delivery model is to develop and operate one large indoor community recreation center. The second delivery model is to develop and operate multiple indoor neighborhood recreation centers. Each delivery model has social, cultural, and economic advantages and disadvantages.

*One Large Indoor Community Recreation Center*

The first delivery model of developing and operating one large indoor recreation center by the City of Manhattan would likely present the following advantages and disadvantages for the community:

*Advantages*

- More activity diversity and offerings
- Larger volume spaces provide greater use flexibility
- Higher capital investment and greater economies of scale
- More operational efficiencies, resulting in lower costs
- Higher potential for destination events, spill-over dollars



### *Disadvantages*

- Less geographically accessible to citizens
- Less direct connection to neighborhoods
- Decreased ability to reach underserved population
- Larger site/property required for development

### *Multiple Indoor Neighborhood Recreation Centers*

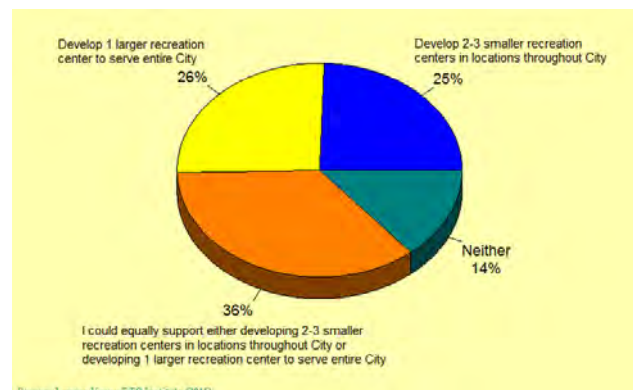
The second delivery model of developing and operating multiple indoor neighborhood recreation centers by the City of Manhattan would likely present the following advantages and disadvantages for the community:

### *Advantages*

- More geographically accessible for citizens
- More direct connection to neighborhoods
- Increased ability to reach underserved population
- Smaller site/properties required for development

### *Disadvantages*


- Less activity diversity and offerings at each location
- Smaller volume spaces provide less use flexibility
- Lower capital investment and less economies of scale
- Less operational efficiencies, resulting in higher costs
- Lower potential for destination events, spillover dollars



The most appropriate delivery model to address the highest unmet needs for indoor facility spaces in the Manhattan community was discussed with citizens, focus groups, community leaders and evaluated through the statistically valid survey through this Plan process. The survey results indicated an overwhelming 87% support for the City of Manhattan to develop and operate indoor recreation facilities to address the unmet needs in the community. Of that 87%, the community indicated statistically equivalent support for the delivery model of one large community recreation center (26%) versus multiple neighborhood recreation centers (25%) and the remaining 36% of supporting households equally support both delivery models.

### ***Community support for indoor recreation center facilities***

The consensus of citizens and community leaders reached through discussions facilitated in focus group meetings and public forums is that the multiple neighborhood recreation centers is likely the most appropriate service delivery model for the Manhattan community. The City of Manhattan will need to carefully evaluate specific neighborhood demographics and unmet needs for indoor facilities to enable community leaders to appropriately develop building



programs and select site locations to most effectively meet these unmet needs. While some programmatic components will be consistent from one neighborhood recreation center to another, elements will likely vary based on specific neighborhood needs.

A critical consideration in developing these neighborhood recreation centers will be to establish a comprehensive understanding of facilities and programs being offered to the community by other providers. Several private service providers currently exist in the Manhattan community and plans for an additional significant provider to enter the market in the near future are anticipated. Private for-profit entities providing indoor recreation facilities are developed to target to serve a specific demographic within a community.

It is important for the City of Manhattan to focus on offering citizens facility and service offerings that address the unmet needs in the community and to not duplicate or compete with facilities or programs being offered by other public or private entities. This strategy for the City of Manhattan to focus on addressing unmet needs in the community will prevent oversaturation of specific facility or program offerings in the Manhattan indoor recreation center market. This strategy will also improve the revenue potential for the City to achieve the cost-recovery goals established for each specific neighborhood recreation center.

Based on the unmet needs for indoor recreation spaces in Manhattan, two to three new neighborhood recreation centers should be developed to serve the community. The conceptual major building spaces to be included with each of these individual facilities would include the following:

- Multipurpose gymnasium space with one to two full-size basketball courts with adequate overrun areas to accommodate cross-courts to maximize programming flexibility.
- Elevated walking-running track around perimeter of gymnasium space.
- Flexible open spaces for cardio and strength training equipment.
- Multiple multipurpose community meeting rooms with a shared kitchen space.

The approximate building size for each neighborhood recreation center would be 25,000 – 40,000 gross square feet depending on the specific building program for each facility. The approximate site area required to develop each neighborhood recreation center would be 5 – 10 acres depending on specific site considerations such as topography, access, and opportunities for shared parking with other facility or park amenities. The estimated construction cost range for each neighborhood recreation center facility, not including any potential land acquisition costs, would be \$6,000,000 - \$10,000,000.

Moving forward it is recommended the City complete a neighborhood recreation centers feasibility study. This study should build upon the findings of this Plan and seek to identify unmet indoor facility needs of specific neighborhoods and develop building programs, evaluate site locations and explore potential capital and/or operational partners, establish capital cost requirements, set facility operational cost recovery and resulting subsidy targets accordingly, and develop operational plans for each neighborhood recreation center.



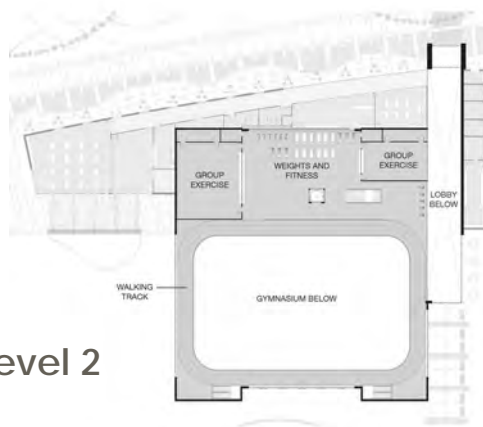
For reference purposes, this diagram illustrates a neighborhood recreation center example that provides several program components similar to the major building spaces identified for the Manhattan neighborhood recreation centers.

operational subsidy for each facility should be included as part of the neighborhood recreation centers feasibility study recommended in this Plan.

The City of Manhattan has explored the potential of developing a new neighborhood recreation center in Douglass Park using Community Development Block Grant (CDBG) Section 108 Loans. It is recommended this funding mechanism for a new neighborhood recreation center at Douglass Park be further pursued. If this is determined to be a viable funding alternative, the City should pursue detailed programming for this facility as part of the neighborhood recreation centers feasibility study to ensure the building program aligns with unmet indoor recreation space needs in the community.



Level 1



Level 2

Based on the conceptual program identified through this Plan for the neighborhood recreation centers and the approximate 25,000 – 40,000 gross square foot size of each facility, it is anticipated each center will require three to six full time staff and a variety of part time staff positions to effectively operate each facility and meet the needs of the community. A detailed analysis of revenues, expenditures, fees, attendance projections, cost-recovery scenarios, and potential




**Priority 1 Improvements Phasing Strategy**

Below is the prioritized phasing strategy to implement improvements to Community House, Douglass Center, and Douglass Annex to maintain safe, code compliant indoor facilities and to pursue development of new indoor recreation facilities to address unmet needs in the community:

<b>Existing Indoor Facilities Improvements</b>	<b>Short-Term (0-5 Years)</b>		<b>Mid-Term (5-15 Years)</b>		<b>Long-Term (&gt;15 Years)</b>	
	Cost Ranges		Cost Ranges		Cost Ranges	
	Low	High	Low	High	Low	High
Community House	\$ 729,500	\$ -	\$ 190,500	\$ -	\$ -	\$ -
Douglass Center	\$ 197,100	\$ -	\$ 40,500	\$ -	\$ 70,000	\$ -
Douglass Annex	\$ 219,000	\$ -	\$ 55,000	\$ -	\$ 110,000	\$ -
<b>Subtotals</b>	<b>\$ 1,145,600</b>	<b>\$ -</b>	<b>\$ 286,000</b>	<b>\$ -</b>	<b>\$ 180,000</b>	<b>\$ -</b>

<b>New Indoor Facilities Improvements</b>	<b>Short-Term (0-5 Years)</b>		<b>Mid-Term (5-15 Years)</b>		<b>Long-Term (&gt;15 Years)</b>	
	Cost Ranges		Cost Ranges		Cost Ranges	
	Low	High	Low	High	Low	High
Neighborhood Recreation Center Feasibility Study	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -
Neighborhood Recreation Center [ A ]	\$ 6,000,000	\$ 10,000,000	\$ -	\$ -	\$ -	\$ -
Neighborhood Recreation Center [ B ]	\$ 6,000,000	\$ 10,000,000	\$ -	\$ -	\$ -	\$ -
Neighborhood Recreation Center [ C ]	\$ 6,000,000	\$ 10,000,000	\$ -	\$ -	\$ -	\$ -
<b>Subtotals</b>	<b>\$ 18,060,000</b>	<b>\$ 30,000,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

<b>Priority 1</b>	<b>Short-Term (0-5 Years)</b>		<b>Mid-Term (5-15 Years)</b>		<b>Long-Term (&gt;15 Years)</b>	
	Cost Ranges		Cost Ranges		Cost Ranges	
	Low	High	Low	High	Low	High
<b>Totals</b>	<b>\$ 19,205,600</b>	<b>\$ 30,000,000</b>	<b>\$ 286,000</b>	<b>\$ -</b>	<b>\$ 180,000</b>	<b>\$ -</b>



## Priority 2: Improvement to safety and playability of existing field playing surfaces.

### *Overview*

Information gathered through this study identified improvements to the safety and playability of existing field playing surfaces as a high priority for the community. The poor quality of the existing fields within the Manhattan Parks and Recreation system combined with the high demand for practice and game use is resulting in a lack of adequate, safe, and accessible field space in the community.

Of the baseball and/or softball participant households responding to the survey, it is clear the major area of focus should be on improving the quality of existing playing fields in the community versus increasing the quantity of fields:

- 40% indicated improvements to the playability of field playing surface is the highest facility improvement priority
- 36% indicated improvements to the safety of field playing surface is the highest facility improvement priority
- 24% indicated improvements to amenities for spectators is the highest facility improvement priority
- 17% indicated an increase in the number of practice fields is the highest facility improvement priority

Of the soccer and/or football participant households responding to the survey, a statistically equivalent number believe major areas of focus should be on improving the quality of existing playing fields and increasing the quantity of fields in community:

- 25% indicated an increase in the number of practice fields is the highest facility improvement priority
- 24% indicated improvements to the playability of field playing surface is the highest facility improvement priority
- 24% indicated improvements to the safety of field playing surface is the highest facility improvement priority
- 23% indicated improvements to amenities for spectators is the highest facility improvement priority

After further investigation of this equally shared priority to both increase the quantity of practice fields available in the community and improve the quality of existing fields in the community, it was discovered the primary factor driving the need for an increased quantity of practice fields is the frequency of delays and cancellations due to wet and/or poor field conditions after rain events. Improved field conditions resulting in greater programming capacities and fewer practice and game cancellations will reduce the need for increasing the quantity of practice fields in the community.

### *Strategies to Improve Safety and Playability of Existing Field Playing Surfaces*

Based on the level of service analysis, assessment of existing parks and facilities, and citizen and focus group input, the City of Manhattan currently has an adequate quantity of playing fields to meet the current and foreseeable future needs of the community. The most significant need related to playing fields provided by the City of Manhattan is to improve the safety and playability of these surfaces.

Strategies to improve the quality, safety, and playability of these existing playing fields range significantly. Chapter 7: Improvement Scenarios provides a variety of playing field improvement



alternatives the City of Manhattan could pursue to satisfy this priority. To maximize capital resources and benefits to the public, improvements to the safety and playability of playing fields moving forward should focus on the most frequently used facilities in the community.

Of the baseball and/or softball participant households responding to the survey, facilities used for practice and/or games included:

- 59% indicated use of facilities at Frank Anneberg Park (Twin Oaks)
- 51% indicated use of facilities at City Park
- 49% indicated use of facilities at CiCo Park
- 28% indicated use of facilities at Griffith Park
- 27% indicated use of facilities at K-State
- 26% indicated use of facilities at Eisenhower Complex

Of the soccer and/or football participant households responding to the survey, facilities used for practice and/or games included:

- 70% indicated use of facilities at Frank Anneberg Park
- 34% indicated use of facilities at City Park
- 32% indicated use of facilities at CiCo Park
- 28% indicated use of facilities at K-State
- 26% indicated use of facilities at K-12 schools
- 25% indicated use of facilities at Griffith Park

Based on high use by the community of playing surfaces at Frank Anneberg Park, City Park, and CiCo Park, the highest priority to improve safety and playability of the playing surfaces at these locations should be pursued to maximize capital resources and benefits to the public. Once the


improvements of the playing surfaces at these locations are completed, future improvements could be considered for playing surfaces at other parks.

Playing field improvements identified in Chapter 7: Improvement Scenarios to convert existing natural turf fields to synthetic turf fields would provide the City of Manhattan with the most consistent and reliable playing field surfaces regardless of the amount or frequency of rainfall – greatly reducing practice and game cancellations and maximizing field usage. However, synthetic turf fields generally require greater initial capital investment than natural turf field improvements.

One common misperception is that synthetic turf fields require less maintenance, less irrigation, and thereby less ongoing operational capital to sustain versus natural turf fields. While fewer dollars may be required for maintenance of synthetic turf fields versus natural turf fields, long-term capital planning is required for replacement of synthetic turf systems. The life-span for a typically synthetic turf field is generally 8 to 12 years, depending on frequency, type, and duration of use. The replacement costs for a synthetic turf system – carpet, fiber, and infill, can easily cost 1/2 to 3/4 of the initial investment, so appropriate planning and budgeting for this expense is critical. The life span for a high performance natural sports turf field can extend well beyond 20 years with appropriate maintenance practices.

The Chapter 7: Improvement Scenarios provides a variety of playing field improvement alternatives for each park offering these facilities to the community. Frank Anneberg Park, City Park, and CiCo Park are the three most often utilized parks for playing fields in the community. Renovation, and in some instances complete replacement, of existing natural turf fields versus removal of





existing natural turf fields and replacement with synthetic turf fields will need to be carefully evaluated for each of these parks from several perspectives:

- **Stormwater management capacities.** Synthetic turf fields infiltrate and point discharge rainwater more quickly and in greater volumes than natural turf fields. This can result in additional land area and/or water management strategies to accommodate synthetic turf field conversions. Available land area and/or water management capacities of each park needs to be carefully evaluated prior to synthetic turf improvements being pursued.
- **Floodplain and flood prone areas.** Synthetic turf fields are not recommended to be placed within the 100-year floodplain or in flood prone areas due to the cost of clean-up, repair, and potential reconstruction of these systems after a flood event.
- **Support facilities.** Synthetic turf fields provide increased programming and activity use capacity versus natural turf fields. This increased programming and use capacity results in an increase number of users and also requires an increase in supporting infrastructure. This supporting infrastructure includes vehicular access and parking, restrooms, concessions, field lighting, and other elements specific to each park.
- **Adjacent land use.** Each existing park is located in a specific area of the Manhattan community with contextual considerations to adjacent land uses. Improving natural

turf fields, converting existing natural turf fields to synthetic turf fields, adding field lighting, and other playing field improvements will result in increased usage of the park. This increase in usage needs to be considered prior to improvements being pursued to appropriately inform the respective neighborhoods, and equally important – plan for any adjacent public improvements that need to be made to support the increased use of the park.

In 2015 the City of Manhattan will complete improvements to multiple fields at Frank Anneberg Park including the conversion of existing natural turf fields to synthetic turf and installation of new lighting systems. These improvements will increase use capacity of the park and should be carefully monitored to enable community leaders to clearly communicate the programming and cost-effective benefits to citizens of these improvements. This information will demonstrate the need and resulting benefits of future capital expenditures to complete improvements to the safety and playability of existing playing fields in Manhattan.

Moving forward it is recommended the City evaluate the success of the synthetic turf and field lighting improvements to be completed at Frank Anneberg Park in 2015, identify any challenges these improvements may have created and/or exacerbated, i.e. parking, stormwater management, light trespass, etc.

### Priority 2: Improvements Phasing Plan


Below is the prioritized phasing strategy to implement safety and playability improvements to playing surfaces at CiCo Park, City Park, and Frank Anneberg Park in the short (0-5 years), mid (5-15 years), and long-term (>15 years):

CiCo Park Improvements	Short-Term (0-5 Years)		Mid-Term (5-15 Years)		Long-Term (>15 Years)	
	Cost Ranges		Cost Ranges		Cost Ranges	
	Low	High	Low	High	Low	High
Red Field	\$ 135,000	\$ 435,000	\$ 67,000	\$ 240,000	\$ 117,000	\$ 117,000
Blue Field	\$ 650,000	\$ 1,155,000	\$ 177,000	\$ 240,000	\$ 10,000	\$ 10,000
Green Field	\$ 165,000	\$ 225,000	\$ 177,000	\$ 240,000	\$ 225,000	\$ 500,000
Gold Field	\$ 165,000	\$ 225,000	\$ 177,000	\$ 240,000	\$ 225,000	\$ 500,000
Pluto Field	\$ 118,000	\$ 210,000	\$ 157,000	\$ 220,000	\$ 10,000	\$ 10,000
Tennis Courts	\$ 550,000	\$ 1,050,000	\$ -	\$ -	\$ -	\$ -
<b>Subtotals</b>	<b>\$ 1,783,000</b>	<b>\$ 3,300,000</b>	<b>\$ 755,000</b>	<b>\$ 1,180,000</b>	<b>\$ 587,000</b>	<b>\$ 1,137,000</b>

City Park Improvements	Short-Term (0-5 Years)		Mid-Term (5-15 Years)		Long-Term (>15 Years)	
	Cost Ranges		Cost Ranges		Cost Ranges	
	Low	High	Low	High	Low	High
Wilson Field	\$ 565,000	\$ 1,015,000	\$ 77,000	\$ 235,000	\$ 10,000	\$ 10,000
Miller Field	\$ 262,000	\$ 485,000	\$ 55,000	\$ 155,000	\$ 10,000	\$ 10,000
Baker Field	\$ 262,000	\$ 485,000	\$ 55,000	\$ 155,000	\$ 225,000	\$ 500,000
Tennis Courts	\$ 1,600,000	\$ 1,600,000	\$ -	\$ -	\$ -	\$ -
Sand Volleyball Court	\$ 30,000	\$ 30,000	\$ -	\$ -	\$ -	\$ -
Basketball Court	\$ 40,000	\$ 40,000	\$ -	\$ -	\$ -	\$ -
<b>Subtotals</b>	<b>\$ 2,759,000</b>	<b>\$ 3,655,000</b>	<b>\$ 187,000</b>	<b>\$ 545,000</b>	<b>\$ 245,000</b>	<b>\$ 520,000</b>

Frank Anneberg Park Improvements	Short-Term (0-5 Years)		Mid-Term (5-15 Years)		Long-Term (>15 Years)	
	Cost Ranges		Cost Ranges		Cost Ranges	
	Low	High	Low	High	Low	High
Twin Oaks - Fields 1, 2, 3, and 4	\$ 1,998,000	\$ 3,490,000	\$ 810,000	\$ 810,000	\$ 60,000	\$ 60,000
Colley Complex - Twin Oaks Fields 5 and 6	\$ 804,000	\$ 930,000	\$ 990,000	\$ 1,190,000	\$ 190,000	\$ 190,000
Anneberg Soccer Complex - Soccer Fields 2, 3, and 4	\$ 1,360,000	\$ 2,530,000	\$ 750,000	\$ 750,000	\$ 150,000	\$ 150,000
Soccer Pitches north and south of Colley Complex - Soccer Fields 5, 6, 7, and 8	\$ 1,940,000	\$ 1,940,000	\$ -	\$ -	\$ -	\$ -
<b>Subtotals</b>	<b>\$ 6,102,000</b>	<b>\$ 8,890,000</b>	<b>\$ 2,550,000</b>	<b>\$ 2,750,000</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>

Priority 2	Short-Term (0-5 Years)		Mid-Term (5-15 Years)		Long-Term (>15 Years)	
	Cost Ranges		Cost Ranges		Cost Ranges	
	Low	High	Low	High	Low	High
<b>Totals</b>	<b>\$ 10,644,000</b>	<b>\$ 15,845,000</b>	<b>\$ 3,492,000</b>	<b>\$ 4,475,000</b>	<b>\$ 1,232,000</b>	<b>\$ 2,057,000</b>



### Priority 3: Improve availability and condition of community parks, trails, and neighborhood parks.

#### *Overview*

Information gathered through this process identified community parks, trails and neighborhood parks most used by the community. Enhancing the availability of amenities and improving the condition of these existing parks and trails was a high priority voiced by the community through this Plan process.

Of the households responding to the survey, parks or facilities used included:

- 88% indicated use of large community parks
- 70% indicated use of trails
- 68% indicated use of small neighborhood parks
- 65% indicated use of picnic areas and shelters

Additionally, the most frequently used parks and facilities by households responding to the survey include:

- 62% indicated most frequent use of large community parks
- 41% indicated most frequent use of trails
- 34% indicated most frequent use of small neighborhood parks
- 31% indicated most frequent use of outdoor swimming pools

#### *Strategies to Improve Availability and Condition of Community Parks, Trails, and Neighborhood Parks*

The majority segment of the Manhattan community utilizes large community parks, trails and small neighborhood parks on a regular basis. To work towards broad-base community support to seek future funding support, in addition to new indoor recreation center(s) considerations and improvements to the safety and playability of existing outdoor playing fields, future improvements should be considered for these parks and trail systems throughout the community to continue meeting the needs of diverse users and citizens.

While the scope of this Plan was to define improvements to improve existing recreation and athletic facilities and determine the conceptual make up of potential new indoor and/or outdoor facilities supported by the community, the City of Manhattan should further evaluate:

- Future (non-playing field related) improvements to the following community parks:
  - o City Park – master plan currently underway
  - o CiCo Park (City, County, USD 383 shared-use park)
  - o Fairmont Park (City, County shared-use park)
  - o Frank Anneberg Park
  - o Northeast Park
  - o Warner Park
- Future improvements to the existing city trail system to improve safety, user experience, and connectivity.

- Future improvements to the following neighborhood parks:
  - o Colorado Park
  - o Douglass Park – pending outcome of CDBG Section 108 Loan application for neighborhood recreation center
  - o Girl Scout Park
  - o Griffith Park
  - o Long’s Park
  - o Northview Park
  - o Sojourner Truth Park

Moving forward it is recommended the City utilize the outcomes of the current master plan being developed for City Park as a guide for a detail listing of improvements to be implemented at this specific park. A similar master plan process could be pursued for other community parks and neighborhood parks as needed in the future. Continuing to improve existing trail systems and amenities and connecting destination points within the community through trails should be a focus of the City as well. However, it is recommended the City complete a Parks, Trails and Open Space Comprehensive Plan in the next five years to supplement the recently completed Manhattan Urban Area Comprehensive Plan Update.

## Priority 4: Development of new indoor aquatic facilities.

### *Overview*

Information gathered through this study identified development of new indoor aquatic facilities as a high priority for the community. Of the households responding to the survey, the following demonstrate unmet needs for indoor aquatic facilities in the community:

- 47% or 9,404 households identified a need for indoor aquatic facilities
- 34% or 6,875 households indicated less than 50% of their indoor aquatic facility needs are currently being met
- 37% or 7,402 households indicated 0% (none) of their indoor aquatic facility needs are currently being met
- 41% or 8,203 households indicated they would utilize indoor aquatic facilities the most of any indoor program space if developed

The City of Manhattan has invested significantly to improve the condition and amenity offerings available to citizens at the outdoor aquatic centers and pools. These investments are clearly acknowledged and appreciated by the community through the survey results. The survey data and engagement with citizens throughout this plan process also identified a high unmet need in the Manhattan community for indoor aquatic facilities. Development of new indoor aquatic facilities should be a high priority for the City to meet current unmet needs and anticipated future needs for these facilities in the Manhattan community.





### *Strategies to develop new indoor aquatic facilities*

Currently all competitive swimming programs are being offered through facility shared-use arrangements at the K-State Natatorium.

Continuation of these competitive swimming programs will depend greatly on access and availability of adequate indoor swimming facilities. While a definitive timeframe has not been identified, K-State does anticipate closing the Natatorium in the future when a new leisure-oriented indoor aquatic facility is developed. If continuation of these competitive swimming programs in Manhattan is a priority for the community moving forward, planning for a new indoor aquatic facility in the community will need to begin soon to avoid a facility service gap when the K-State Natatorium is closed.

In addition to competitive swimming, a high unmet need exists in the community for indoor aquatics to provide facilities for swimming lessons, leisure swimming, water therapy and other activities. The challenge when considering the feasibility of an indoor aquatic facility is to identify the appropriate balance of amenities and features compared to revenue potential and expenditures. Several critical factors will need to be considered to determine the demographic and user groups to be served, most appropriate facility amenities to be offered, operational model, cost-recovery targets, and potential subsidies for a new indoor aquatic facility – including, but not limited to the following:


- Should the facility emphasis be competitive or recreation/leisure aquatics?
- Is a short-course pool ‘better’ than a long-course pool?
- What is the right balance of features with program potential?

- What is the community’s cost-recovery target for the facility?
- What level of facility operation subsidy, if any, is the community prepared to commit to?

One potential strategy that has been conceptually explored in the past to meet current and anticipated future unmet needs for indoor competitive swimming facilities in Manhattan is to enclose – temporarily or permanently, the existing lane pool at the City Park Aquatic Center. The feasibility of this solution has not been evaluated in detail and could displace facility elements and/or program elements that are currently provided at City Park.

If the community determines this conceptual strategy of enclosing the existing lane pool at City Park is the most appropriate solution to meet the indoor aquatic needs in the future, it is recommended a detailed feasibility study be completed to determine architectural, structural, mechanical, plumbing, and electrical requirements and associated costs. It should be noted this potential solution, regardless if a temporary or permanent enclosure is pursued, would likely only address current and future unmet needs for competitive swimming – not other existing needs for indoor swimming lessons, leisure swimming, water therapy and other activities. Most exercise classes and swimming lessons cannot be conducted in a body of water that is primarily used for competitive swimming, as it will be deeper and of colder temperature than required for these activities.





There are several considerations the City of Manhattan will need to explore if a new indoor aquatic facility is to be developed and operated. Cooperatives and partnerships between institutions, schools, hospitals, and organizations have potential benefits and should be considered. However, it is critical the City's priorities are properly established before partnerships are explored to ensure the City achieves the goals established by citizens when the facility opens.

A key consideration with indoor aquatic facilities is operating costs. It is often times much easier for communities to commit to securing the initial capital costs to develop a new indoor aquatic facility than commit to long-term annual subsidies to operate the facility. Once the City has established the community priorities for the facility a cost-recovery model needs to be identified and agreed upon by community leaders. This cost-recovery model will establish acceptable operational subsidies the community will support and identify opportunities for facility partnerships, sponsors, and donors. One of the most critical components of the planning process for a new indoor aquatic facility will be balancing expenditures with realistic revenue opportunities to ensure all participating entities have a clear understanding of annual operating costs and how these obligations will be fulfilled, i.e. membership fees, rentals, endowments, subsidies, etc.

Additional programming suggestions that could be explored for a new indoor aquatic facility in Manhattan to diversify and potentially increase revenue opportunities could include:

- Sports leagues such as water basketball or water polo
- Scuba lessons
- Advanced swimming lessons

- Canoeing or kayaking classes
- Synchronized swimming
- Lap swimming
- Aqua aerobics
- Year-round cross-training (if indoor aquatics located within larger indoor recreation center)

Similar to development of new neighborhood recreation centers identified in Priority 1, it is important for development of new indoor aquatic facilities by the City of Manhattan focus on offering citizens facility and service offerings that address the unmet needs in the community and to not duplicate or compete with facilities or programs being offered by other public or private entities. Plans for a new for-profit service provider with indoor aquatic facility offerings to enter the Manhattan market in the near future are anticipated. Private for-profit entities providing indoor aquatic facilities are developed to target and serve a specific demographic within a community.

The City of Manhattan will need to focus on the unmet indoor aquatic facility needs in the community not being met by other providers. This strategy for the City of Manhattan to focus on addressing unmet needs in the community will prevent oversaturation of specific facility or program offerings in the Manhattan indoor aquatic facility market. This strategy will also improve revenue potential for the City to achieve the cost-recovery goals established for a new indoor aquatic facility.

Moving forward it is recommended the City complete an indoor aquatic facility feasibility study. This study should build upon the unmet needs identified in the community for indoor aquatic facilities through this Plan and develop



a detailed facility program, explore potential partnerships, establish capital cost requirements, set facility operational cost-recovery and resulting subsidy targets/tax-dollar support, and most importantly develop short and long-range operational plans for the facility.

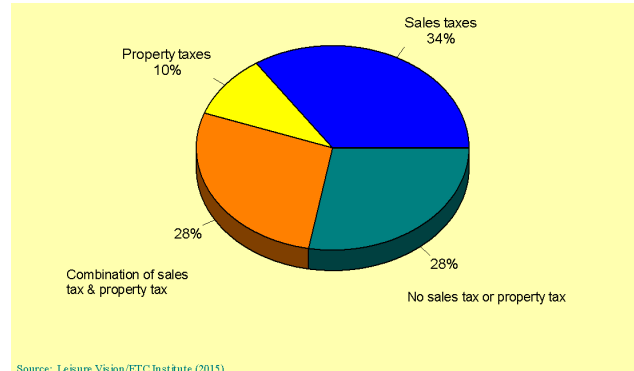
## Implementation and Funding Strategies

Implementation of park improvements and development of new indoor facilities established as high priorities by the Manhattan community through this Plan will require significant capital investment. The capital improvements identified in this Plan should be used as a guideline for future improvements and development with flexibility to be altered and updated as needed. Community leaders will need to allocate more funding to advance implementation of the Plan priorities. However, accomplishing a majority or all of the high priority improvements identified in the Plan will require capital funding from alternative sources in addition to the annual City C.I.P. budget.

Several strategies could be considered by the Manhattan community to fund park improvements and development of new indoor facilities. One strategy would be to generate funds needed to implement these park improvements and new facilities development through sales tax or property tax revenues or a combination of both.


Of the households responding to the survey, the following indicated support for some type of tax revenue to be used for improvement to parks and recreation facilities in Manhattan:

- 28% indicated support of a combination of sales tax and property tax
- 28% indicated no support of sales tax or property tax
- 10% indicated support of property taxes



This would indicate the majority of the Manhattan community (72%) support a tax initiative of some type – sales, property, or combination of both, to help fund improvements to parks and development of new indoor recreation facilities. If the City pursues an option to renew existing sales tax mechanisms or introduce new tax initiatives, property tax adjustments, or a combination of both – balancing tax revenues with community-voiced priorities for parks and recreation improvements will be critical to ensure broad-base citizen support for the tax initiatives to generate the funds.

- 34% indicated support of sales tax



Several other funding alternatives, in addition to tax mechanisms, that should be evaluated to determine if capacity and community support exist to provide financial resources to implement improvements to parks and recreation facilities in Manhattan. While not all of these funding sources have been utilized for parks and recreation improvements in the past, the potential exists for these funds to be considered for such improvements in the future.

Below is a list of alternative sources that should be evaluated by the Manhattan community to determine the feasibility of these sources to provide funding to implement improvements to parks and recreation facilities:

- Economic Development Opportunity Fund
- Tourism and Convention Promotion Fund
- Parks and Recreation Operating Funds
- Community Development Block Grants

Seeking partnerships for capital funding, operational cooperatives, and ongoing revenue generation is equally important for the City to leverage existing relationships with USD 383, Riley County, and K-State – and to explore new relationships with other entities in the community that have the potential to maximize public benefits.



Potential partnerships that could be considered for specific park improvements and new indoor facility development priorities established through this Plan could be identified in the following matrix.

	Local								County/Region			State		National		Private				
	Recreation Sports Organizations	Competitive Sports Organizations	Swimming Organizations	Running, Bicycling & Trail Clubs	Manhattan-Ogden Unified School District 383	Kansas State University	UFM Community Learning Center	Manhattan CVB & Area Sports Council	Riley County	Community Service Organizations	Arts & Humanities Organizations	Religious Organizations	Kansas Department of Transportation	Kansas Department of Wildlife & Parks	Natural Resources Conservation Service	National Park Service Active Trails Program	U.S. Fish & Wildlife Service	Health, Wellness & Medical Providers	Donor & Sponsorship Opportunities	Grant Opportunities
<b>Priority 1:</b> Creation of indoor space geographically located to meet unmet needs in the community.	X	X			X	X	X	X	X	X	X							X	X	X
<b>Priority 2:</b> Improvement to safety and playability of existing field playing surfaces	X	X			X			X	X	X								X	X	X
<b>Priority 3:</b> Improve availability and condition of community parks, trails, and neighborhood parks				X	X			X	X		X	X	X	X	X	X	X	X	X	X
<b>Priority 4:</b> Development of new indoor aquatic facilities	X	X	X		X	X	X	X	X									X	X	X



## Conclusion

The City of Manhattan and the Manhattan Parks and Recreation Department will need to continue to work closely with citizens to further define the high priority improvement and development efforts voiced by the community in this Plan. The improvement scenarios, implementation recommendations, and supporting information and data provided in the Plan should be used by community leaders as a tool to engage the public and as a guide to inform future decision making to achieve the priorities voiced by the community.

Action on the high priorities identified in the Plan for park improvements and development of new indoor facilities is not intended to overextend the City financially or operationally. Improvements, development of new facilities, and ongoing operations will require funding support from participant fees and other revenue generating sources. Long-range support from community leaders will also be essential, particularly for new indoor facilities, to ensure appropriate resources are allocated for operations, staffing, and ongoing infrastructure maintenance.

Moving forward it is important for citizens to understand and for community leaders to reinforce the purpose of this Plan is to determine how to most effectively address unmet needs for athletic facilities – including improvements to existing indoor and outdoor facilities, and potential development of new indoor athletic and/or recreation facilities. This Plan does not address other parks, recreation, trails, natural resources, or other open spaces needs that may exist in the Manhattan community. Other existing parks and facilities and potential needed improvements not evaluated as part of this Plan should be considered and appropriately budgeted for by the community in the future.

In the end, the priorities for improvements to existing parks and development of new indoor facilities voiced by the community in this Plan will improve access and availability to these amenities by citizens and enhance the quality of life for the entire community. In turn, continued engagement with citizens as priorities of the Plan are advanced is critical to maintain broad-base community support.

