

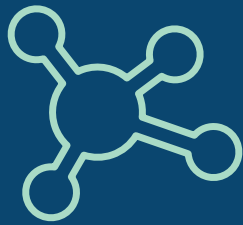


KIRKSVILLE PARKS & RECREATION MASTER PLAN



ADOPTED NOVEMBER 21, 2022

TABLE OF CONTENTS



INITIATION

5-22



DISCOVERY

25-54



ANALYSIS

57-78



VISIONING

81-86



IMPLEMENTATION

89-124



APPENDIX

127-306

ACKNOWLEDGEMENTS

CITY COUNCIL

ZAC BURDEN, **MAYOR**
DR. JOHN GARDNER, **MAYOR PRO TEM**
RICK STEELE
KABIR BANSAL
JENNIFER WALSTON

LAKES, PARKS, AND RECREATION COMMISSION

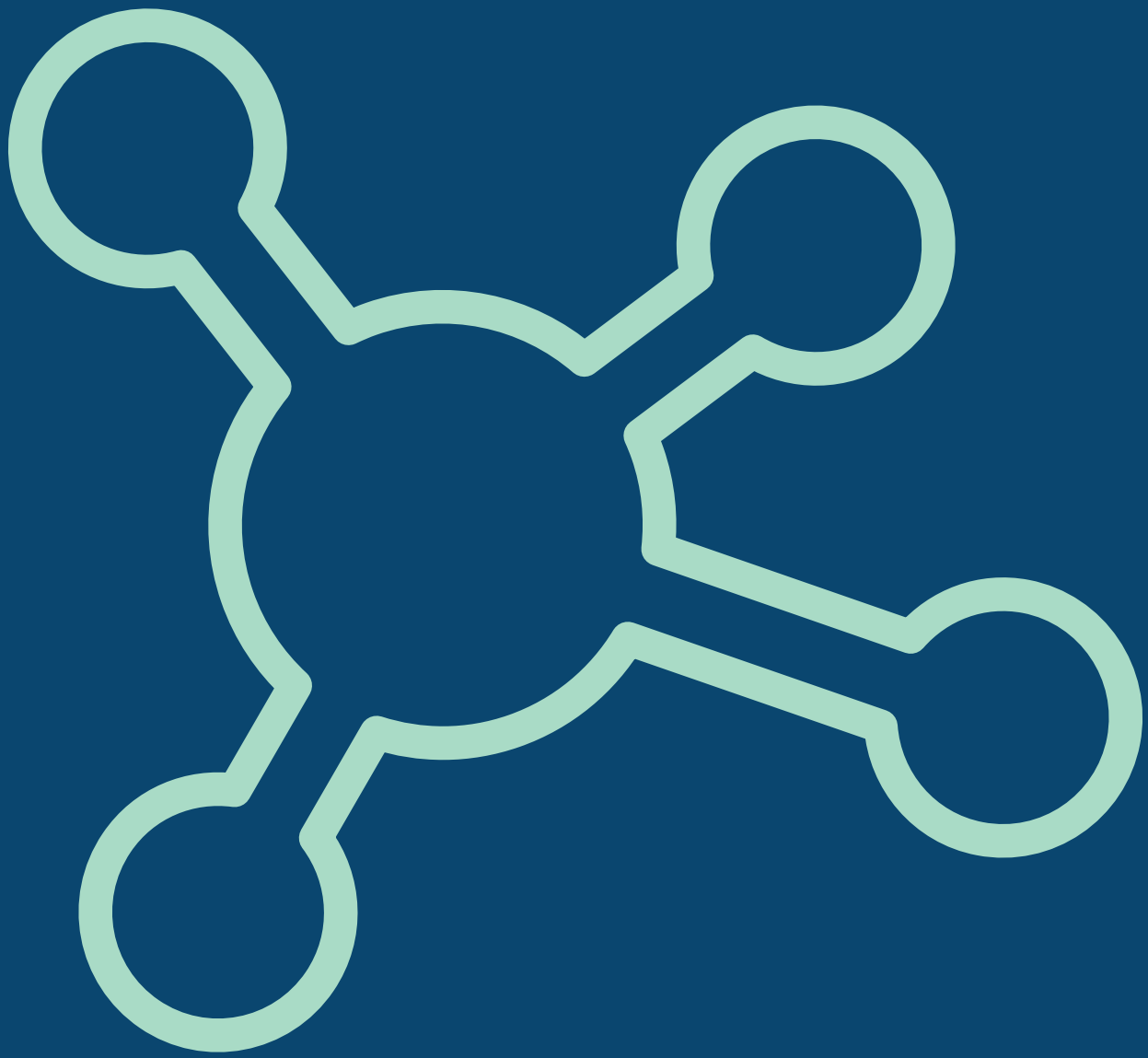
HANK JANSSEN, **CHAIR**
RALPH CUPELLI, **VICE CHAIR**
DR. JOHN GARDNER, **CITY COUNCIL REP.**
TONY VAZZANA
YVETTE AMERMAN
DR. CAROLYN COX
DAN GREEN
PAM BARNETT
SCOTT MEREDITH
JERRY JONES

MASTER PLAN STEERING COMMITTEE

MARI MACOMBER, **CITY MANAGER**
ADAM DORRELL, **CITY ENGINEER**
MARY TURNER, **CITY PLANNER**
RODNEY SADLER
ROBIN HARDEN
LUKE CALLAGHAN
DR. JOHN GARDNER
HANK JANSSEN
TONY VAZZANA

PARKS AND RECREATION DEPARTMENT STAFF

RODNEY SADLER, **PARKS AND
RECREATION DIRECTOR**
ROBIN HARDEN, **ASSISTANT
PARKS AND RECREATION
DIRECTOR**
LUKE CALLAGHAN, **RECREATION
COORDINATOR**
BRYAN YOWELL, **PARKS
FOREMAN**



INITIATION

EXECUTIVE SUMMARY.....	5
DEMOGRAPHICS.....	7
DOCUMENT REVIEW.....	11
INFORMATION CAMPAIGN.....	19
PRELIMINARY IMPLEMENTATION FRAMEWORK.....	21

EXECUTIVE SUMMARY

THE CITY OF KIRKSVILLE IS A THRIVING COMMUNITY LOCATED IN ADAIR COUNTY, MISSOURI. LOCATED APPROXIMATELY 30 MILES SOUTH OF THE IOWA BORDER AND 165 MILES EAST OF KANSAS CITY, THE CITY HAS A CURRENT POPULATION OF JUST OVER 17,500 RESIDENTS.

As the community continues to develop, residents (both current and incoming) will have additional demand for parks and recreation facilities. The Kirksville Parks and Recreation Master Plan is intended to guide development of the municipal parks system for the period between its adoption and 2032. A parks and recreation master plan is a long-term vision and plan of action for a community's park system.

The Plan guides future development and management efforts for the City of Kirksville's park system over the next 15 years. Specifically, the Plan:

- Creates a community profile of Kirksville and its residents;
- Provides an inventory and assessment of existing parks;
- Identifies current and future park needs using input from the community as well as stakeholder groups;
- Includes a conceptual design layout for key parks within the system;

- Proposes an updated Kirksville Active Mobility Plan (KAMP); and
- Details an implementation strategy for achieving all of the Plan's goals.



EXECUTIVE SUMMARY



The purpose of the Parks and Recreation Master Plan is to be a modern planning document to serve as a guide to address capital improvement projects, funding strategies, maintenance standards, and a framework for evaluating future park expansion, programs, uses and recreational needs in the community for the next 15 years.

The most recent discussions of the parks and recreation system were specific park Master Plans that were updated between 2018 and 2021. These updates did not enlist the community as a whole or produce an all-encompassing document to guide specific action items and goals. Budgetary examination was also not included as a part of this task.

This Master Plan assists in achieving the following objectives:

- Determine values and priorities through citizen engagement strategies.

- Work with city staff and other internal stakeholders to identify needs.
- Evaluate and audit conditions of existing park facilities.
- Develop updated graphic park master plans complete with prioritized improvements, timelines, and detailed opinions of probable costs.
- Evaluate and prioritize the expenditure of public funds for possible land acquisition, development, and maintenance for recreational lands and facilities.
- Serve as the primary planning document for the Kirksville Parks and Recreation Department for the next 15 years.

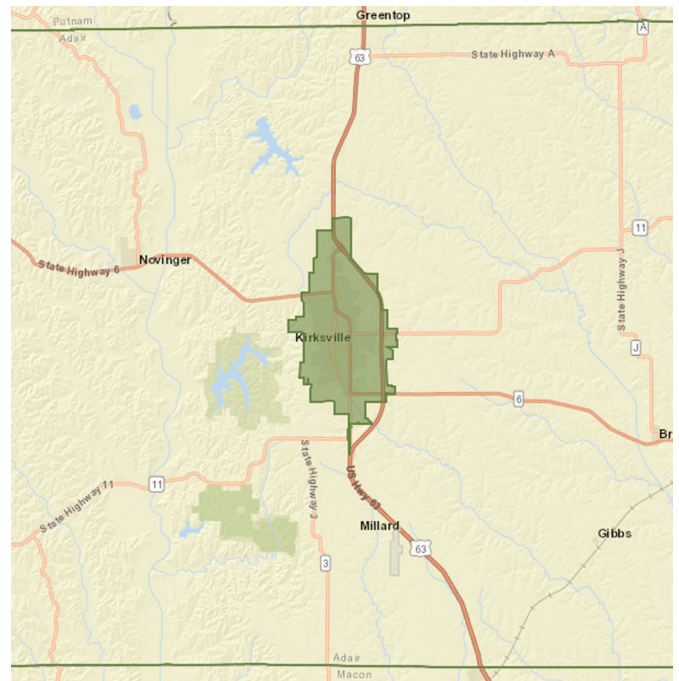
DEMOGRAPHICS

THE MASTER PLAN TEAM UTILIZED 2020 CENSUS DATA ACCESSED FROM THE ENVIRONMENTAL SYSTEMS RESEARCH INSTITUTE (ESRI). THIS DATA INCLUDED DEMOGRAPHICS, HOUSING DATA, RECREATION, ENTERTAINMENT SPENDING DATA, AND ADULT PARTICIPATION IN ACTIVITIES. DATA FROM THE NATIONAL SPORTING GOODS ASSOCIATION (NSGA) WAS ALSO USED TO DETERMINE POTENTIAL PARTICIPATION IN VARIOUS RECREATION ACTIVITIES.

As depicted in Map A, the **primary service area** is represented as the City of Kirksville. One of the main goals of the master plan is to provide facilities and services to the residents of the City; as such, they are the primary user group. Adair County is a significantly larger geographic area that represents the **secondary service area**. It is important to acknowledge that Kirksville serves as a regional hub for services.

Primary service areas are defined as the distance people will travel regularly (a minimum of once a week) to utilize recreation facilities, parks, and programs. Use by individuals in Adair County will be more limited. The focus of the master planning effort is the City of Kirksville. However, given that the City is a regional hub for activities, one can assume that individuals within Adair County are using Kirksville parks and recreation services.

Tables A and **B** compare the median age and household income levels with state and national numbers. Both age and income are



MAP A: SERVICE AREA

secondary determinants of participation in recreational activities. The lower the median age, the higher the participation rates are for most activities. The level of participation also increases as the median income level rises. The median age in the State of Missouri is similar to the National number, while the County and City numbers are significantly lower. The biggest impact on the lower median age is the presence of higher education institutions. The concentration of college-age students - graduate and undergraduate - significantly lowers the median age and skews the figures. It is important to know that parks and recreation facilities and services can address the needs and wants of the full age spectrum. It is also important to note that while these higher

DEMOGRAPHICS

	2020 Census	2022 Projection	2027 Projection
Kirksville	24.6	27.1	27.3
Adair County	28.5	31.3	32.5
State of Missouri	37.8	39.6	40.4
Nationally	38.6	38.9	39.6

TABLE A: MEDIAN AGE

	2022 Projection	2027 Projection
Kirksville	\$40,222	\$48,106
Adair County	\$48,672	\$57,224
State of Missouri	\$61,811	\$73,596
Nationally	\$72,414	\$84,445

TABLE B: MEDIAN HOUSEHOLD INCOME

education institutions will provide their own facilities, the students, faculty, and staff will also utilize City facilities.

The median household income in both the City and County are impacted similarly by the presence of the A.T. Still University and Truman State University students. It is important to factor this information into developing cost models for programs and potential assessments for taxes and other funding mechanisms.

Table C illustrates the number of households and percentage of households in the Primary Service Area with children. As a point of comparison in the 2020 Census, 30.7% of households nationally had children present. Families with children are significant users of parks and recreation programming.

	Number of Households w/ Children	Percentage of Households w/ Children
Kirksville	1,340	21.4%
Adair County	2,107	23.2%
State of Missouri	-	29.5%

TABLE C: HOUSEHOLDS WITH CHILDREN

DEMOGRAPHICS

In addition to looking at median age and median income, it is important to examine household budget expenditures. Reviewing housing information (shelter, utilities, fuel, and public services) along with entertainment and recreation provides a snapshot of the cost of living and spending patterns in the service areas. **Table D** below presents that information in comparison to the identified service areas.

Household budget expenditures are consistent with the median household income. This consistency is important for the future financial

health of the parks and recreation department. It is important to note that, within entertainment and recreation, some of the dollars reflected are already being spent with the City.

Approximately 87.8% of households are occupied at this time. Of those that are unoccupied, the greatest percentage (3.0%) is for rent. Further, 48.5% of homes in the City are owner-occupied.

TABLE D: HOUSEHOLD BUDGET EXPENDITURES

Kirksville	SPI	Average Amount Spent	Percent
Housing	60	\$16,150.96	32.3%
<i>Shelter</i>	60	\$13,743.21	25.9%
<i>Utilities, Fuel, Public Service</i>	60	\$3,407.74	6.4%
Entertainment & Recreation	59	\$2,156.14	4.1%

Adair County	SPI	Average Amount Spent	Percent
Housing	66	\$18,763.72	31.5%
<i>Shelter</i>	65	\$14,855.96	24.9%
<i>Utilities, Fuel, Public Service</i>	69	\$3,907.76	6.6%
Entertainment & Recreation	69	\$2,519.61	4.2%

State of Missouri	SPI	Average Amount Spent	Percent
Housing	83	\$23,682.22	31.1%
<i>Shelter</i>	82	\$18,671.08	24.5%
<i>Utilities, Fuel, Public Service</i>	89	\$5,011.14	6.6%
Entertainment & Recreation	87	\$3,200.06	4.2%

SPI: Spending Potential Index as compared to the National number of 100.
Average Amount Spent: The average amount spent per household.
Percent: Percent of the total 100% of household expenditures.

Note: Shelter along with Utilities, Fuel, Public Service are a portion of the Housing percentage.

DEMOGRAPHICS

	Kirksville		Demographics	
	Percent	Cumulative Percent	Median Age	Median HH Income
Old and Newcomers (8F)	21.7%	21.7%	39.4	\$44,900
In Style (5B)	16.8%	38.5%	42.0	\$73,000
College Towns (14B)	13.5%	52.0%	24.5	\$32,200
Prairie Living (6D)	12.0%	64.0%	44.4	\$54,300
Dorms to Diplomas (14C)	11.7%	75.7%	21.6	\$16,800

TABLE E: PRIMARY SERVICE AREA TAPESTRY SEGMENTATION COMPARISON

Table E outlines the top 5 tapestry segments in the primary service area. The Tapestry Segmentation System classifies U.S. neighborhoods into 65 unique market segments. Neighborhoods are sorted by more than 60 attributes including income, employment, home value, housing types, education, household composition, age, and other key determinates of consumer behavior. Such data assists an agency like Kirksville Parks and Recreation in understanding its consumers and supplying them with the right products and services.

Old & Newcomers (8F) – This market features singles’ lifestyles, on a budget. The focus is more on convenience than consumerism, economy over acquisition. Residents have a strong sense of community. They volunteer for charities, help fundraise, and recycle.

In Style (5B) – These residents embrace a sophisticated lifestyle that includes support of the arts, travel, and extensive reading. Comprised mainly of professional couples or single households without children, they have the time to focus on their homes and interests.

They are generous with their support of various charities and causes.

College Towns (14B) – Approximately half of the residents of this segment are enrolled in college, while the rest work for a college or the services that support it. Students have busy schedules, but make time between studying and part-time jobs for socializing and sports. Popular activities include backpacking, pilates, and frisbee.

Prairie Living (6D) – The most rural market, predominantly self-employed farmers. Faith is important to these married-couple families. When they find time to relax, this category chooses outdoor activities.

Dorms to Diplomas (14C) – On their own for the first time, these residents are just learning about finances and cooking. Although school and part-time work take up many hours of the day, the remainder is usually filled with socializing and having fun with friends. Active on and off campus, residents participate in many sports and activities like frisbee, bowling, weight lifting, jogging, and yoga.

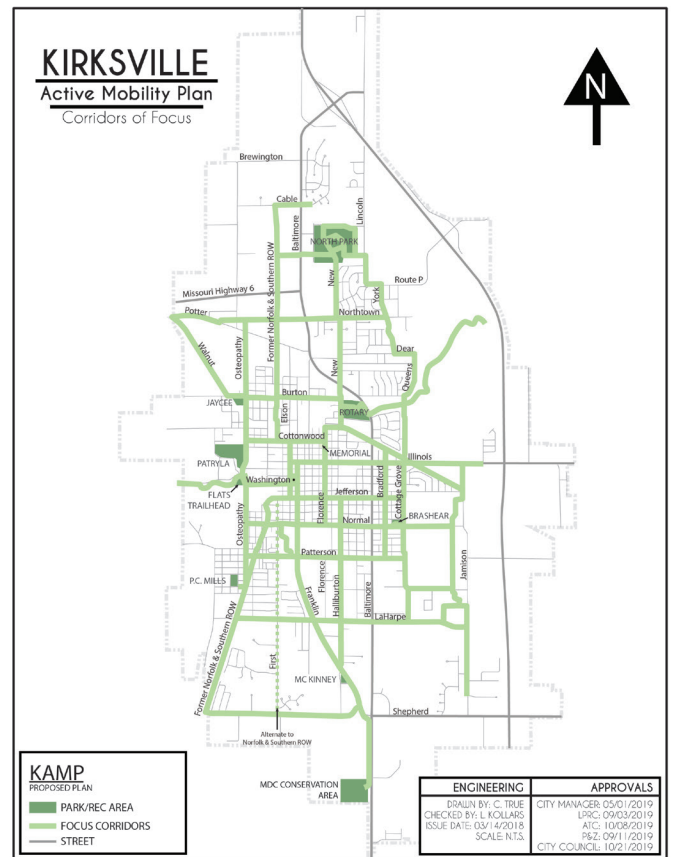
DOCUMENT REVIEW

AS A PART OF THE MASTER PLAN PROCESS, DIFFERENT PLANS WERE STUDIED TO SEE HOW THE COMMUNITY'S PREFERENCES LINED UP AND INTERTWINED TO GET THE BIGGER PICTURE OF WHAT THE FUTURE OF THE SYSTEM SHOULD IDEALLY BECOME. PLANS STUDIED WERE THE KIRKSVILLE ACTIVE MOBILITY PLAN (KAMP), THE KIRKSVILLE COMPREHENSIVE PLAN (THINK KIRKSVILLE 2040), AND 10 INDIVIDUAL PARK MASTER PLANS.

KIRKSVILLE ACTIVE MOBILITY PLAN (KAMP)

The Kirksville Active Mobility Plan considers the long-term development of bike lanes, sidewalks, and trails while emphasizing connectivity, safety, economic development, and community health. The Plan identifies focus corridors where future complete street elements would be located. Some goals of the plan include:

- Develop a plan to comprehensively guide future pedestrian and bicycle facility investment;
- Increase walking and biking among Kirksville residents as a means of safe, simple, and efficient mobility;
- Connect major community centers and destinations; and
- Promote community health and wellness.



The map above is the most comprehensive part of the KAMP, identifying Focus Corridors that should be considered for future development. The Focus Corridors intend to better connect the community to all parks and facilities.

DOCUMENT REVIEW

THINK KIRKSVILLE 2040

The recently adopted Comprehensive Plan, Think Kirksville 2040, was approved in 2020. This update replaced the previously approved Plan, which was adopted in 2014 and updated in 2016. This Master Plan document establishes the strategic goals and objectives of the City for years to come and may be modified as it is reviewed regularly. Some objectives stated in the plan directly related to this Parks and Recreation Master Plan include: physical health, enhancing human connections, improving access to services (including parks), better connecting

where people live to where they work and play, and having a strong focus on the quality of life in the community.

Of particular interest is Objective 5, which is to improve community physical and mental health. The Think Kirksville 2040 Plan states that “barriers to the design of the physical environment can influence rates of physical activity and health benefits. Active transportation facilities (e.g., sidewalks and bike lanes) and accessible, equitably distributed recreational opportunities support physical activity and healthy lifestyles”. This is one objective that can be closely tied to the overall objective of the Parks and Recreation Master Plan.

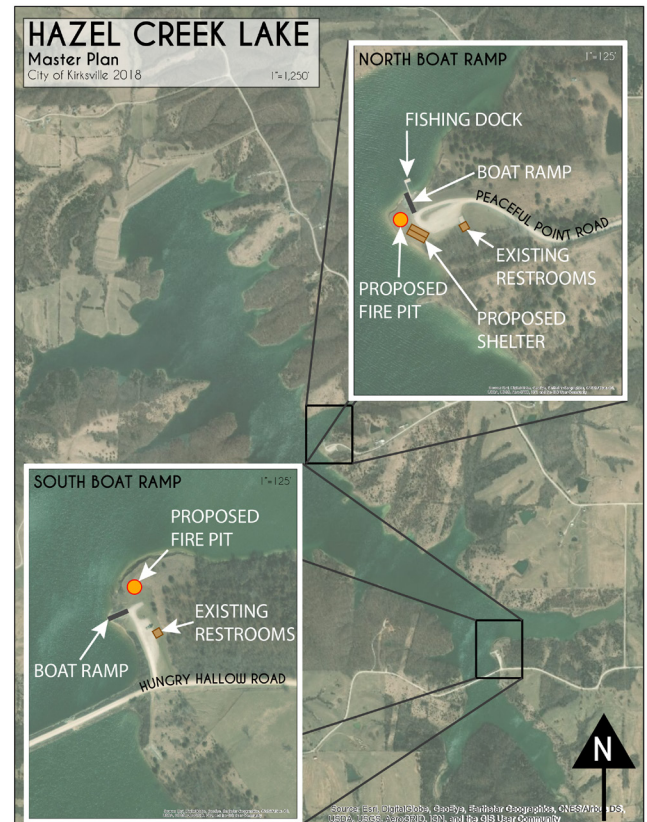
The strategic direction for the promotion of outdoor recreation and activity (for people of all ages and abilities) includes:

- Ensuring the Parks and Recreation Department considers all persons when developing fitness programming;
- Continuing to build effective community partnerships; and
- Implementing the Kirksville Active Mobility Plan.



DOCUMENT REVIEW

ALL OF KIRKSVILLE'S EXISTING PARK MASTER PLANS WERE REVIEWED DURING THE MASTER PLAN PROCESS. THESE PLANS ILLUSTRATE THE RANGE OF AMENITIES, BOTH EXISTING AND PROPOSED, ACROSS THE PARK SYSTEM. REVIEW OF THESE PLANS COMBINED WITH SITE VISITS AND AMPLE PUBLIC ENGAGEMENT DETAILED IN SUBSEQUENT CHAPTERS OF THIS PLAN INFORMED THE FINAL MASTER PLANS.



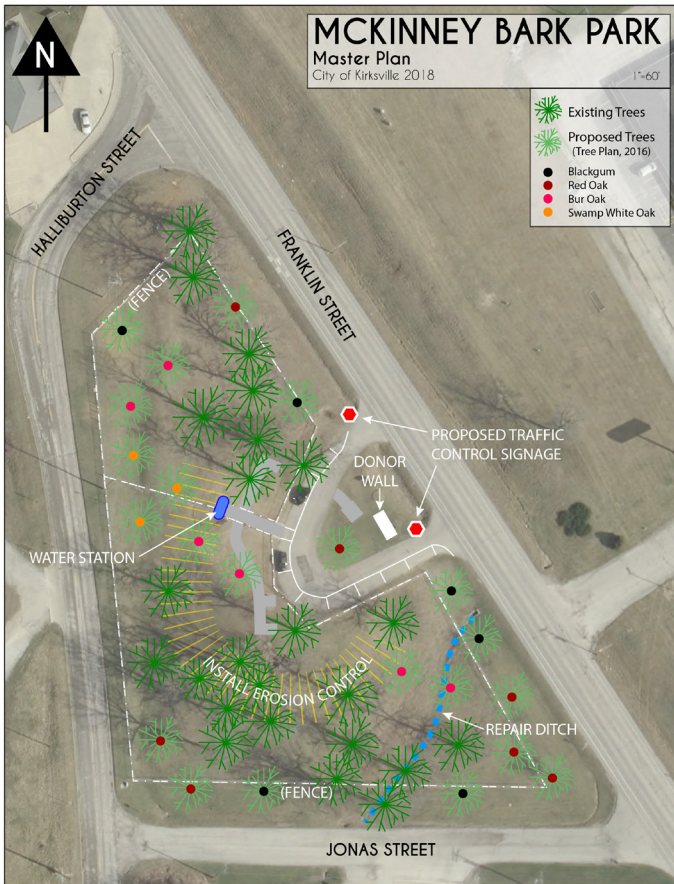
HAZEL CREEK LAKE

- proposed fire pits at boat ramps
- proposed shelter at north boat ramp

P.C. MILLS PARK

- proposed splash pad and basketball court
- parking expansion
- restroom upgrades
- new sidewalks
- additional ADA parking along east and west

DOCUMENT REVIEW



MCKINNEY BARK PARK

- new traffic control signage
- installation of erosion control on the west
- proposed additional trees along park perimeter

PATRYLA PARK

- proposed parking lot addition
- restroom updates to existing facilities
- additional trees



DOCUMENT REVIEW

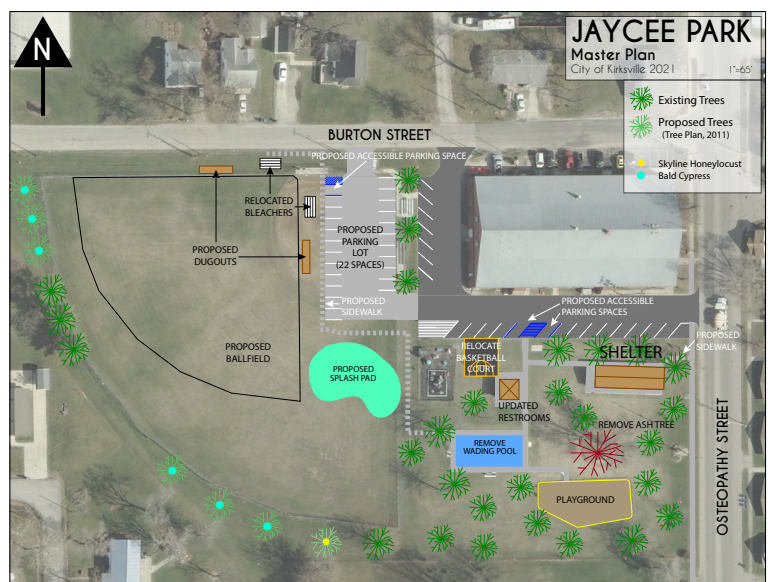


DETWEILER PARK

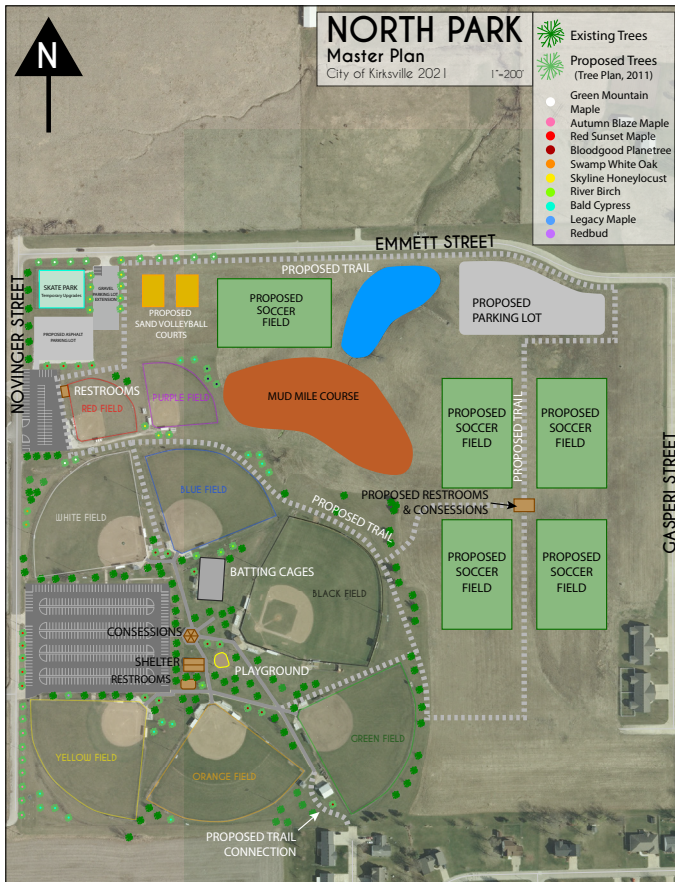
- new sidewalks through the middle of the park
- additional trees along the pedestrian way

JAYCEE PARK

- new parking lot and sidewalks, additional trees
- remove wading pool, add splash pad
- proposed ballfield
- restroom updates

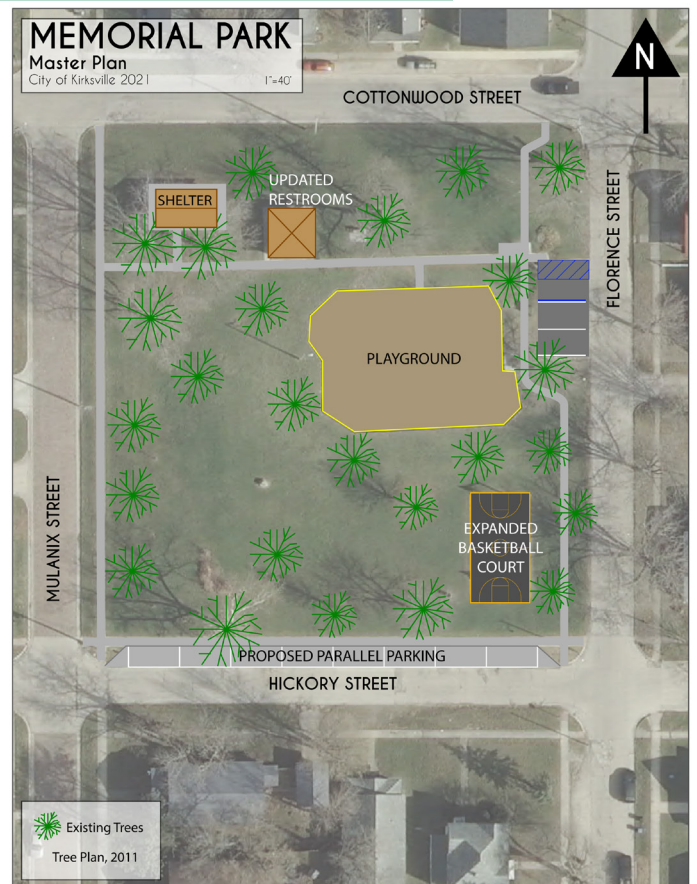


DOCUMENT REVIEW



- ### NORTH PARK
- 5 new soccer fields
 - 2 new volleyball courts
 - "mud mile" course
 - new restrooms
 - new concessions and shelter
 - addition of a trail on the south side of Emmett Street
 - additional trees

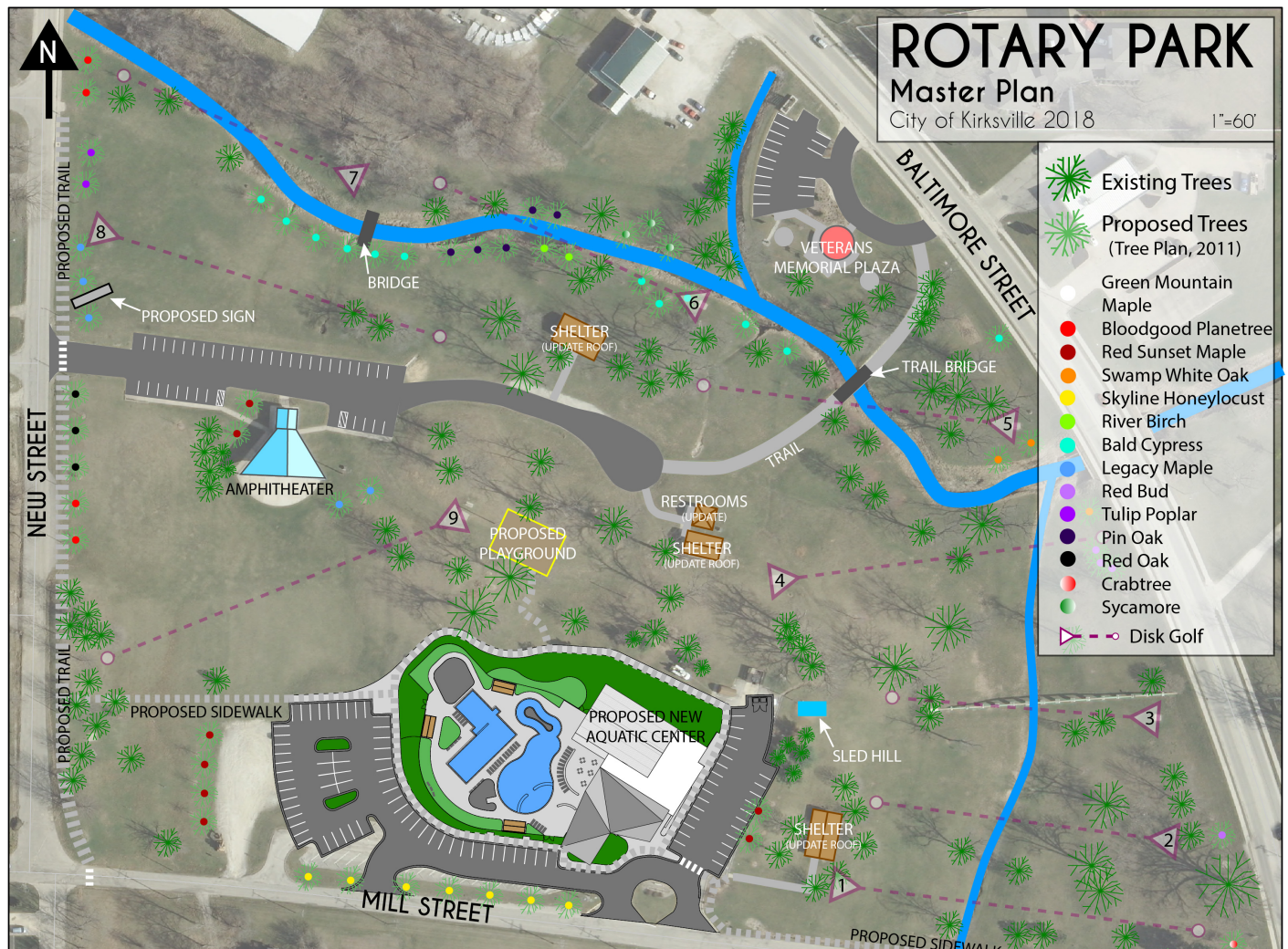
- ### MEMORIAL PARK
- expanded basketball court
 - updates to existing restrooms
 - addition of parallel parking along Hickory Street
 - additional trees
 - proposed sidewalk to existing shelter



DOCUMENT REVIEW

ROTARY PARK

- proposed new aquatic center
- new playground and signage
- updates to existing shelters
- upgrades to existing restroom facilities
- new sled hill
- addition of new sidewalks
- addition of a new trail



DOCUMENT REVIEW



BRASHEAR PARK

- proposed splash pad
- proposed shelter
- new sidewalks
- relocation of ADA spaces
- additional trees

INFORMATION CAMPAIGN

THE INFORMATION CAMPAIGN WAS DESIGNED TO PROMOTE COMMUNITY ENGAGEMENT AT LARGE AND SPREAD AWARENESS ABOUT THE MASTER PLAN PROCESS. IN AN EFFORT TO REACH AS MANY CITIZENS AS POSSIBLE, THE CONSULTANT TEAM EMPLOYED NUMEROUS ENGAGEMENT METHODS, INCLUDING THOSE LISTED ON THE RIGHT.

INFORMATION CAMPAIGN MATERIALS

- Informational flyers
- Social media posts
- Yard signs
- City newsletter
- City website banner
- Project website
- Social Pinpoint

The collage displays various materials for the Kirksville Parks & Recreation Master Plan 2032. Key elements include:

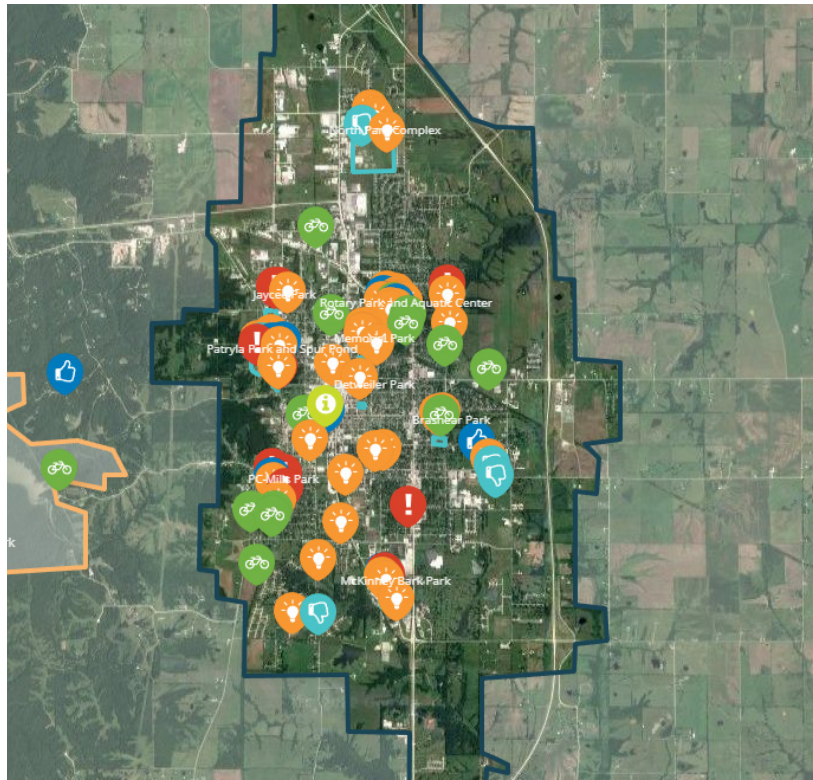
- Survey Flyer:** A dark blue flyer titled "RECEIVED A SURVEY?" with icons for "FILL IT OUT AND SEND IT BACK", "TAKE IT OVER THE PHONE", and "FILL IT OUT ONLINE". It includes the Kirksville Master Plan 2032 logo and the website URL KIRKSVILLEPARKS2032.COM.
- Website Banner:** A banner for the city website with the text "HAVE AN IDEA FOR KIRKSVILLE PARKS & RECREATION? LET US KNOW!". It features the Kirksville logo and a search bar.
- Website Navigation:** A blue navigation bar with links for "About Kirksville", "City Government", "Utilities", "City News", "Airport", and "Help Center".
- GIVE INPUT Button:** A teal button with the text "GIVE INPUT".
- Community Open House Flyer:** A dark blue flyer titled "YOUR INPUT, YOUR PARKS" with the text "HELP SHAPE THE FUTURE OF KIRKSVILLE PARKS & RECREATION! WE NEED YOUR INPUT!". It lists two open house events: "COMMUNITY OPEN HOUSE #1" on June 9th at the Kirksville Aquatic Center and "COMMUNITY OPEN HOUSE #2" on August 17th at the Rotary Park. It includes a QR code and the website URL KIRKSVILLEPARKS2032.COM.
- Website Banner:** A large banner for the website with the text "KIRKSVILLE PARKS & RECREATION MASTER PLAN 2032" and a background image of a park with a pool and playground.
- Footer:** A teal footer with three sections: "OUR MISSION" (Project Goals and Objectives), "OUR EVENTS" (Come Talk With Us and Help Make Change), and "GET INVOLVED" (Give Input, Discuss and Advocate). It also includes a "Questions?" link.

INFORMATION CAMPAIGN

Another method used to gather information from the public was the online engagement platform called Social Pinpoint. Social Pinpoint is a suite of digital tools designed to engage the public in a manner other than public forums or in-person interactions.

This online platform allowed hundreds of Kirksville citizens to go online and examine an interactive map of the Kirksville parks and recreation system. Website visitors then had the chance to drop “pins” on the map and comment about any issue in

the parks they chose. They had a choice of pins to drop -- comments could be left regarding “something they like,” “something they don’t like,” an “opportunity for improvement,” or a “cause for concern.” In this way, the website helped to crowd-source a strengths-weaknesses-opportunities-threats (SWOT) analysis of the park system. The results of this endeavor will be addressed later in this master plan.



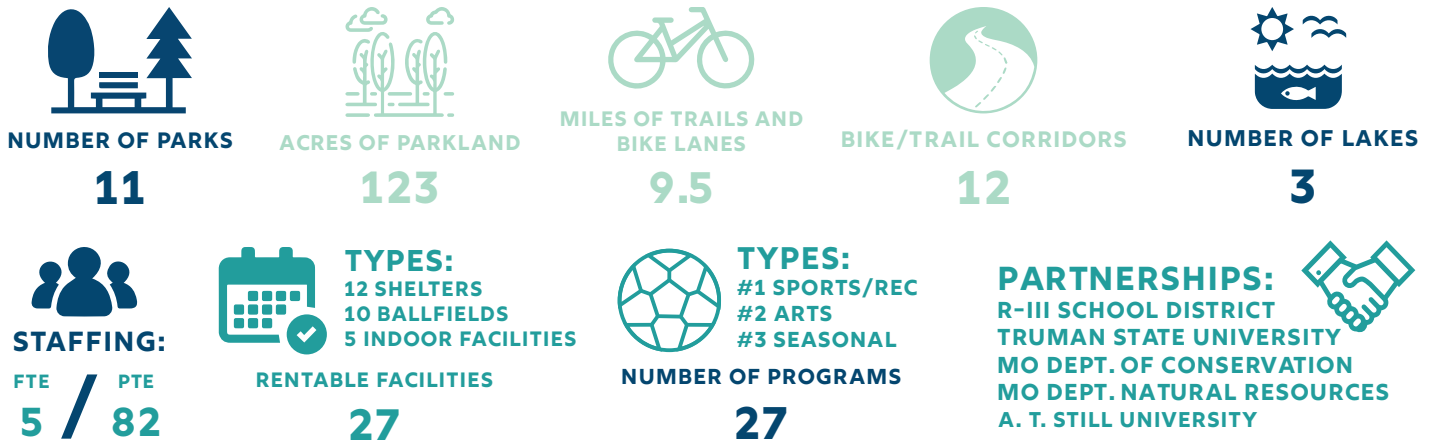
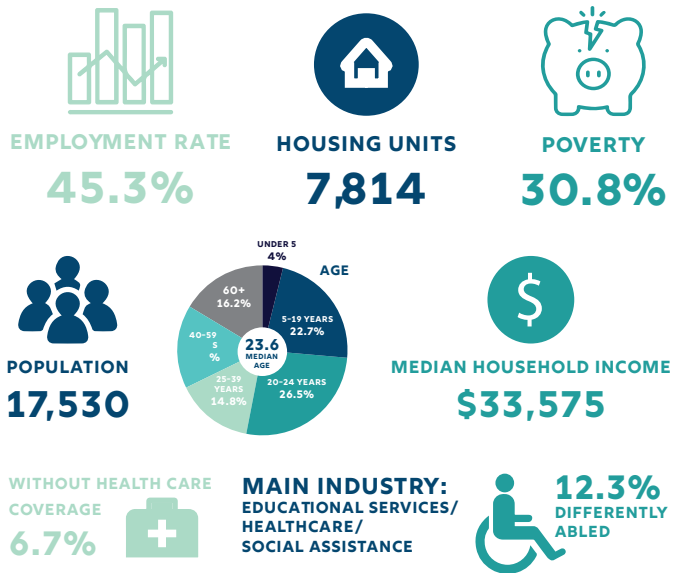
SOCIAL PINPOINT

PRELIMINARY (PIF) IMPLEMENTATION FRAMEWORK

THE PRELIMINARY IMPLEMENTATION FRAMEWORK (PIF) CONTAINS A GREAT DEAL OF INFORMATION ABOUT KIRKSVILLE AND IS INTENDED TO SHOW THE “BIGGER PICTURE” OF HOW THE COMMUNITY IS MADE UP TO PROPERLY ASSESS NEEDS, DESIRES AND GAPS IN SERVICE.

Along with demographics, other topics assessed were the parks and recreation system within Kirksville. One item to note is the poverty rate -- at 30.8%, this amount is much higher than that of Missouri (estimated at 12.1%) and the national average of 11.4%, according to 2021 Census Bureau estimates.

The Parks and Recreation piece of the PIF also examined all elements of the system, including the total parkland acreage and how much of the ground caters to a specific type of user (i.e. passive users, pedestrian/bike trails, active sports, etc.). Staffing, cost recovery, revenues, and expenses, as well as the type of partnerships for each, are also shown.



DIMENSIONS

During the PIF piece of the Initiation phase, many different “dimensions” of the community were examined. The purpose of this “dimensions” analysis was to diagnose Kirksville’s assets, goals, regulations, and desires for elements that could be incorporated into a successful Parks and Recreation Master Plan. All areas studied are shown below, along with a brief description of the findings.

ACCREDITATION	THE CITY IS NOT SEEKING CAPRA ACCREDITATION AT THIS TIME.
ACTIVE TRANSPORTATION	EXPANDING THE TRAIL AND BIKE LANE NETWORK, WHILE MINIMIZING MAINTENANCE BURDEN IS IMPORTANT.
SOCIAL EQUITY	THE MASTER PLAN PROCESS AND THE RECOMMENDATIONS IT PROPOSES MUST BE EQUITABLE FOR ALL WHO LIVE AND VISIT KIRKSVILLE.
COMPREHENSIVE PLAN	THIS MASTER PLAN WILL INCORPORATE THE PARK RECOMMENDATIONS PROPOSED BY THINK KIRKSVILLE 2040.
LAND DEVELOPMENT REGULATIONS	THERE IS INTEREST IN EXPLORING PARK DEDICATION ORDINANCES AND PARK DONATION PROCESSES.
IMPACT FEES	EXPLORING CREATIVE WAYS TO FACILITATE A CAPITAL CAMPAIGN, OR ENCOURAGE LAND DONATIONS IS DESIRED.
FUNDING	THE PARKS SALES TAX WILL BE UP FOR RENEWAL IN 2032, WHILE EXPLORING SCHOLARSHIP FUNDS FOR PROGRAMMING AND POSSIBLE PARTNERSHIPS IS DESIRABLE.
GREEN INFRASTRUCTURE	THERE IS INTEREST IN EXPLORING ENVIRONMENTAL EDUCATION PROGRAMS AND MORE SUSTAINABLE MAINTENANCE STANDARDS.
HEALTH & WELLNESS	HEALTH AND WELLNESS IS CRITICAL TO THE OUTCOMES OF THIS PLAN. THERE IS INTEREST IN EXPLORING POSSIBLE PARTNERSHIPS AND ADDING INDOOR RECREATION SPACE.
REC/SOCIAL/EDUCATIONAL PROGRAMS	ENSURING KIRKSVILLE RESIDENTS HAVE ACCESS TO ALL DESIRED PROGRAMS IS IMPORTANT. IDENTIFYING AND CREATIVELY FILLING GAPS IS CRITICAL.
ECONOMIC DEVELOPMENT	THERE IS INTEREST IN LEVERAGING PARK PROPERTIES AND PROGRAMS AS DESTINATIONS AND ECONOMIC DEVELOPMENT OPPORTUNITIES.



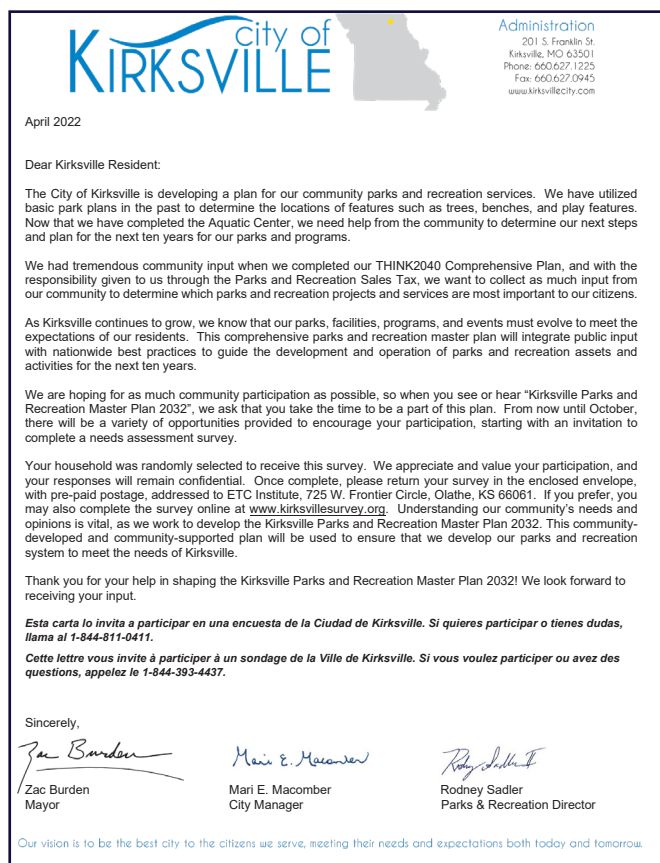
DISCOVERY

NEEDS ASSESSMENT SURVEY.....	25
RECREATION TRENDS.....	26
FINANCIAL REVIEW.....	29
PROGRAM REVIEW.....	31
OPERATIONS REVIEW.....	33
STAFF SURVEY.....	35
POP-UP EVENTS.....	36
PARK INVENTORY.....	37
PARK AND TRAILS MAPPING.....	51

NEEDS ASSESSMENT SURVEY

BETWEEN APRIL AND JUNE OF 2022, THE MASTER PLAN TEAM CONDUCTED A NEEDS ASSESSMENT SURVEY, ASKING A RANDOM SELECTION OF CITIZENS TO COMPLETE A QUESTIONNAIRE REGARDING THE CITY'S PARKS AND RECREATION PROGRAMS. CITIZENS RECEIVING THE REQUEST WERE ABLE TO RESPOND BY PREPAID POSTAGE, PHONE, OR THROUGH THE INTERNET ON A FILLABLE FORM. WITHIN THE SURVEY, SOME QUESTIONS INCLUDED:

- What parks does your family prefer?
- What parks should be prioritized?
- Is there a park within 10 minutes of you?
- Do you/your family participate in recreation programs?
- What are some reasons that prevent you/your family from using the parks and recreation system in Kirksville?
- How do you learn about Kirksville's recreation programs/activities?
- How should the City best communicate recreational programs/activities?
- What programs do you/your family have a need for?
- If you had an extra \$100, what would you spend it on regarding parks and recreation in the City?
- How important is it for the City to provide high-quality parks and recreation programs/facilities (rating)?
- Overall satisfaction with the City's Parks and Recreation Department.



Survey letter mailed to citizens, April 2022

The survey was mailed to over 2,000 residents, and more than 300 completed surveys were received for analysis. All responses were verified by address.

RECREATION & LEISURE TRENDS

BASED ON DEMOGRAPHIC ANALYSIS PROVIDED IN THE FIRST CHAPTER, THIS SECTION OF THE REPORT EMPLOYS CONSUMER DATA TO PROJECT LOCAL PARTICIPATION RATES IN RELEVANT RECREATION AND SPORTS ACTIVITIES.

On an annual basis, the National Sporting Goods Association (NSGA) conducts an in-depth study and survey of how Americans spend their leisure time. This information provides the data necessary to overlay the rate of participation onto the Primary Service Area to determine the market potential. The information contained in this section of the report utilizes the NSGA's most recent survey. That data was collected in 2021 and the report was issued in June 2022.

The Master Plan Team developed a unique participation percentage for the Primary Service Area. That percentage is then applied to the actual population of the community to determine the true market for services.

TABLE F: PARTICIPATION RATES IN SERVICE AREA

Indoor Activities	Age	Income	Region	Nation	Average
Aerobic Exercise	14.0%	14.9%	20.6%	15.8%	16.3%
Basketball	8.7%	6.2%	4.2%	7.5%	6.7%
Boot Camp	0.3%	1.1%	1.5%	1.9%	1.2%
Cheerleading	1.3%	0.6%	0.7%	1.0%	0.9%
Exercise w/ Equipment	18.5%	16.7%	22.4%	18.9%	19.1%
Gymnastics	1.6%	1.3%	1.3%	1.7%	1.5%
Hi-Intensity Interval	0.8%	4.0%	5.0%	4.7%	3.6%
Martial Arts/MMA	1.8%	1.7%	2.2%	1.7%	1.9%
Pickleball	1.1%	0.6%	2.3%	1.2%	1.3%
Pilates	1.8%	1.5%	2.2%	1.9%	1.8%
Spin/Indoor Cycling	0.5%	2.1%	2.7%	3.6%	2.2%
Volleyball	3.8%	2.4%	5.7%	3.6%	3.9%
Weightlifting	13.1%	12.1%	15.9%	12.4%	13.4%
Workout @ Club	8.6%	6.7%	9.0%	8.1%	8.1%
Wrestling	1.3%	0.8%	1.8%	1.0%	1.2%
Yoga	10.2%	9.3%	10.5%	10.2%	10.1%

Outdoor Activities	Age	Income	Region	Nation	Average
Baseball	3.8%	2.4%	2.6%	3.7%	3.1%
Exercise Walking	37.2%	39.7%	42.7%	41.4%	40.3%
Football (flag)	2.2%	0.8%	1.9%	1.8%	1.7%
Football (tackle)	2.6%	2.2%	2.5%	2.2%	2.4%
Football (touch)	3.2%	1.7%	3.7%	2.7%	2.8%
Lacrosse	1.1%	0.7%	0.7%	0.9%	0.9%
Running/Jogging	15.3%	11.1%	14.7%	14.9%	14.0%
Skateboarding	2.6%	1.9%	3.1%	2.2%	2.5%
Soccer	5.0%	2.8%	6.1%	4.7%	4.7%
Softball	3.0%	2.0%	3.1%	3.1%	2.8%
Tennis	4.7%	2.6%	7.2%	4.6%	4.8%

Water	Age	Income	Region	Nation	Average
Swimming	14.1%	15.6%	20.6%	15.6%	16.5%

	Age	Income	Region	Nation	Average
Did Not Participate	20.6%	20.5%	21.5%	20.6%	20.8%

Age: Participation based on individuals ages 7 & Up of the Primary Service Area.
Income: Participation based on the 2022 estimated median household income in the Primary Service Area.
Region: Participation based on regional statistics (West North Central).
National: Participation based on national statistics.
Average: Average of the four columns.

RECREATION & LEISURE TRENDS

Utilizing the average percentage from **Table F** on the previous page, plus the 2020 census information and census estimates for 2022 and 2027 (over age 7), the following comparisons are available regarding rates of participation for Kirksville's population.

Exercise with equipment, aerobic exercise, and weightlifting feature the highest rates of participation among the indoor activities. Exercise walking tops the list of participation in outdoor activities, with over 40% of Kirksville participating in this activity. These participation trends align with results seen in the needs assessment survey which is discussed in the next chapter.

TABLE G: PARTICIPATION GROWTH/DECLINE

	Average	2020 Population	2022 Population	2027 Population	Difference
Aerobic Exercise	16.3%	2,660	2,670	2,653	-8
Basketball	6.7%	1,083	1,087	1,080	-3
Boot Camp	1.2%	194	195	194	-1
Cheerleading	0.9%	145	146	145	0
Exercise w/ Equipment	19.1%	3,111	3,122	3,102	-9
Gymnastics	1.5%	242	243	241	-1
Hi-Intensity Interval	3.6%	588	590	586	-2
Martial Arts/MMA	1.9%	301	302	300	-1
Pickleball	1.3%	213	213	212	-1
Pilates	1.8%	300	301	299	-1
Spin/Indoor Cycling	2.2%	363	364	362	-1
Volleyball	3.9%	632	634	630	-2
Weightlifting	13.4%	2,176	2,184	2,169	-6
Workout @ Club	8.1%	1,320	1,324	1,316	-4
Wrestling	1.2%	199	200	199	-1
Yoga	10.1%	1,636	1,642	1,631	-5

Outdoor Activities	Average	2020 Population	2022 Population	2027 Population	Difference
Baseball	3.1%	510	512	509	-2
Exercise Walking	40.3%	6,551	6,575	6,532	-19
Football (flag)	1.7%	274	275	273	-1
Football (tackle)	2.4%	388	389	387	-1
Football (touch)	2.8%	459	461	458	-1
Lacrosse	0.9%	138	139	138	0
Running/Jogging	14.0%	2,276	2,285	2,270	-7
Skateboarding	2.5%	399	401	398	-1
Soccer	4.7%	758	760	755	-2
Softball	2.8%	457	458	455	-1
Tennis	4.8%	775	778	773	-2

Water	Average	2020 Population	2022 Population	2027 Population	Difference
Swimming	16.5%	2,683	2,693	2,675	-8

	Average	2020 Population	2022 Population	2027 Population	Difference
Did Not Participate	20.8%	3,384	3,396	3,374	-10

RECREATION & LEISURE TRENDS

TABLE H: MARKET POTENTIAL INDEX (MPI) FOR PARTICIPATION IN ACTIVITIES

Activities	Expected Number of Adults	Percent of Population	MPI
Aerobic Exercise	1,176	8.0%	95
Baseball	334	2.3%	106
Basketball	1,135	7.7%	114
Football	474	3.2%	104
Frisbee	646	4.4%	121
Jogging/Running	1,802	12.3%	110
Pilates	429	2.9%	93
Ping Pong	424	2.8%	80
Soccer	511	3.5%	89
Softball	288	2.0%	103
Swimming	2,388	16.2%	104
Tennis	686	4.7%	124
Volleyball	361	2.5%	93
Walking for Exercise	4,449	30.2%	97
Weightlifting	1,601	10.9%	86
Yoga	1,975	13.4%	129
Zumba	992	6.6%	91

Expected # of Adults: Number of adults, 18 years of age and older, participating in the activity in the Service Areas.

Percent of Population: Percent of the service area that participates in the activity.

MPI: Market potential index as compared to the national number of 100.

Table H provides the *market potential* for adult participation in 17 different indoor and outdoor activities. Of the 17 activities listed, 9 of them are either at, or above, the national MPI of 100. The highest-rated activity is yoga, followed closely by tennis, frisbee, and basketball. This points to a very active community. This is not uncommon for communities with a university within their boundaries. Some of this participation likely comes through the City's parks and recreation department, while other

participation comes through the universities and their facilities, followed by other providers within the community.

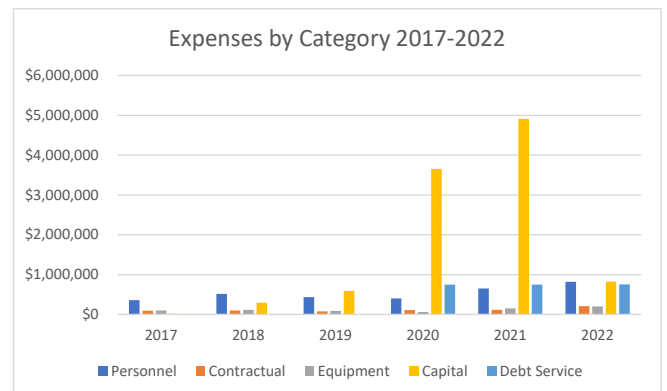
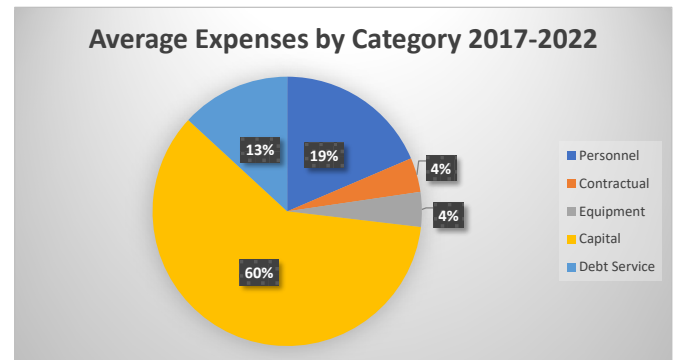
FINANCIAL REVIEW

DURING INITIAL REVIEW OF DOCUMENTS FOR THE PARKS AND RECREATION MASTER PLAN, BOTH REVENUES AND EXPENSES FOR THE CITY OF KIRKSVILLE'S PARKS AND RECREATION DEPARTMENT WERE EXPLORED. REVIEWED WERE THE 6 PREVIOUS BUDGET CYCLES, IN ORDER TO GAIN A BROAD VIEW OF CHANGES OVER THE YEARS AND TO TAKE AN IN-DEPTH LOOK AT THE TYPES OF REVENUE GENERATED BY CATEGORY, AS WELL AS THE REVENUE SOURCES AND THE FLOW OF THOSE OVER THE YEARS.

EXPENSES

Expenses for the department have varied over the years studied, and some categories have significantly increased - particularly capital expenses. This is largely due to the aquatic center's project planning and construction.

Capital costs account for 60% of the Department's expenses, followed by Personnel and Debt Service. Contractual services and equipment make up the least amount of expenses at 4% each.



Year	Personnel	Contractual	Equipment	Capital	Debt Service	Total
2017	\$359,279	\$92,779	\$99,947	\$20,326	\$0	\$572,331
2018	\$516,071	\$100,923	\$116,348	\$292,402	\$0	\$1,025,744
2019	\$435,334	\$79,051	\$85,700	\$594,686	\$0	\$1,194,771
2020	\$402,685	\$111,353	\$62,647	\$3,652,673	\$752,228	\$4,981,586
2021	\$651,425	\$114,476	\$151,190	\$4,913,639	\$749,300	\$6,580,030
2022	\$822,446	\$208,413	\$202,596	\$824,083	\$754,100	\$2,811,638
AVG	\$531,207	\$117,833	\$119,738	\$1,716,302	\$375,938	\$2,861,017
% of Total	18.57%	4.12%	4.19%	59.99%	13.14%	100.00%

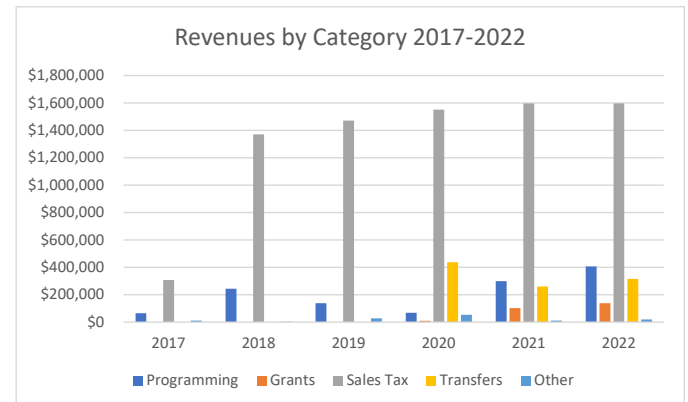
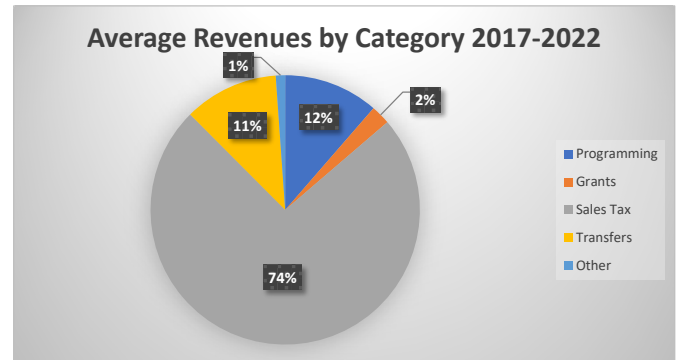
FINANCIAL REVIEW

REVENUE

Revenue for the Department was reviewed for the same number of years as expenses. Not unlike many other parks and recreation agencies in Missouri, the largest share of revenue comes from sales tax. The current sales tax measure was initiated by citizen vote in 2017 and established what is now a significant revenue stream for the department. The City's revenue from grants increased significantly during this period. Between 2017 and 2019, the City saw zero dollars in grant revenue. In 2021, almost \$140,000 was generated through grants. Programming has also increased greatly, from just about \$65,000 in 2017 to a projected \$406,000 in 2022.

Average annual revenue for the Parks and Recreation Department is currently \$1,747,825, and the 10-year upcoming projected total revenue is \$17,478,250.

Due to the projections and steadily increasing revenue seen in the past years, it is a good sign that the Department and City have potential for growth in the type of activities offered, maintenance of facilities, addition of



new amenities and enhancement of existing parks or structures that may require attention.

Year	Programming	Grants	Sales Tax	Transfers	Other	Total
2017	\$64,098	\$0	\$307,149		\$10,262	\$381,509
2018	\$242,844	\$0	\$1,369,374	\$0	\$2,853	\$1,615,071
2019	\$137,385	\$0	\$1,471,121	\$0	\$26,729	\$1,635,235
2020	\$67,364	\$9,314	\$1,550,786	\$436,023	\$52,175	\$2,115,662
2021	\$298,968	\$101,527	\$1,595,945	\$260,000	\$10,038	\$2,266,478
2022	\$406,400	\$137,876	\$1,595,945	\$314,623	\$18,150	\$2,472,994
AVG	\$202,843	\$41,453	\$1,315,053	\$202,129	\$20,035	\$1,747,825
% of Total	11.61%	2.37%	75.24%	11.56%	1.15%	100.00%

PROGRAM REVIEW

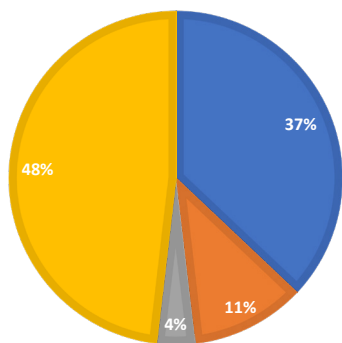
THE PROGRAM REVIEW PIECE OF THE PARKS AND RECREATION MASTER PLAN OUTLINES THE MAKEUP OF CURRENT PROGRAMS AND FACILITIES THAT THE DEPARTMENT OFFERS, AS WELL AS THE PROGRAM TYPE AND SEASON.

Currently, there are 27 unique programs offered in Kirksville:

- 10 free of cost
- 17 at cost (avg. cost/person/activity \$29)

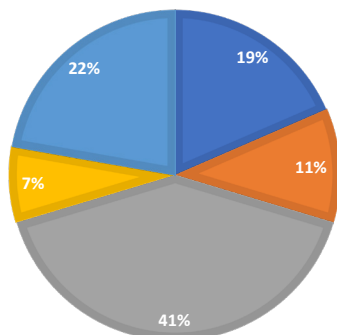
PROGRAMMING BY AGE GROUP

■ Youth ■ Adult ■ Seniors ■ All Ages



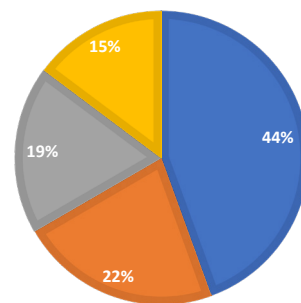
PROGRAMMING BY SEASON

■ Winter ■ Spring ■ Summer ■ Fall ■ Multi



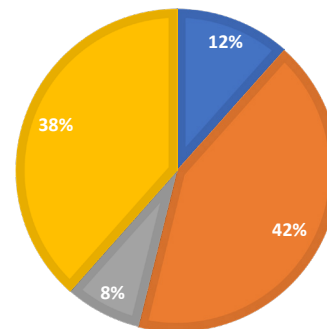
PROGRAMMING BY TYPE

■ Sports & Fitness ■ Culture & Entertainment ■ Holiday Events ■ General Recreation



FACILITIES BY TYPE

■ Indoor Spaces ■ Outdoor Spaces ■ Swimming Pools ■ Sport Fields



The 5-year average annual revenue from these programs is estimated at \$201,000.

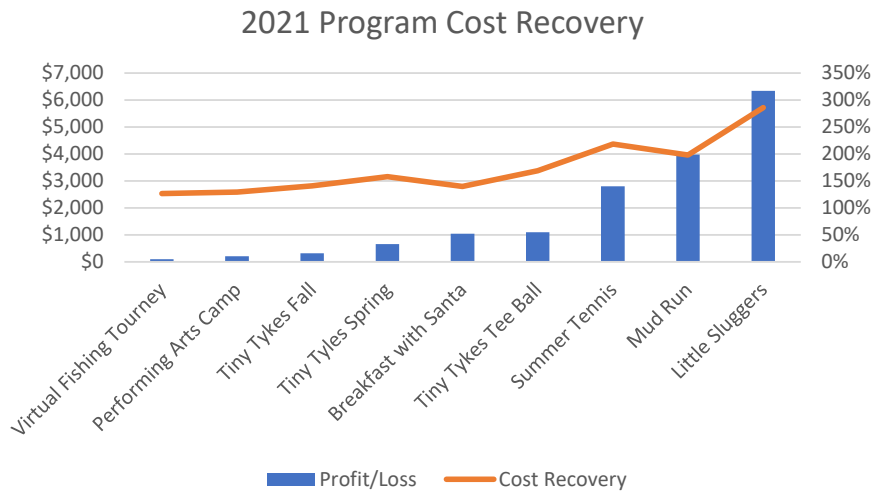
There are 27 rentable facilities in Kirksville as well:

- 3 indoor spaces (\$10-\$25/hour)
- 12 outdoor spaces (\$40/day)
- 2 swimming pools (\$100-\$250/day)
- 10 sports fields (\$75-\$100/day)

PROGRAM REVIEW

There are many different programs for all age groups, seasons (with summer having the most programming), and types that are offered by the Kirksville Parks and Recreation Department.

The cost recovery analysis shows that the programming offered by the Parks and Recreation Department is profitable overall, with 2021 programming bringing in \$1,840 and having a cost recovery rate of 174 percent.



In 2021, the least profitable programs were the virtual fishing tournament and the performing arts camp. In the same year, summer tennis, the mud run and Little Sluggers were the most successful, with all three programs coming in with high profitability levels.

Program	Expenses	Revenues	Profit/Loss	Cost
Virtual Fishing Tourney	\$367	\$465	\$98	127%
Performing Arts Camp	\$731	\$945	\$214	129%
Tiny Tykes Fall	\$769	\$1,085	\$316	141%
Tiny Tykes Spring	\$1,129	\$1,785	\$656	158%
Breakfast with Santa	\$2,627	\$3,672	\$1,045	140%
Tiny Tykes Tee Ball	\$1,594	\$2,695	\$1,101	169%
Summer Tennis	\$2,372	\$5,175	\$2,803	218%
Mud Run	\$4,052	\$8,035	\$3,983	198%
Little Sluggers	\$3,407	\$9,750	\$6,343	286%
Average	\$1,894	\$3,734	\$1,840	174%

OPERATIONS REVIEW

THE PARKS AND RECREATION DEPARTMENT IN KIRKSVILLE IS MULTI-DIMENSIONAL, BEING LED AND GUIDED BY THE CITY COUNCIL.

The Lakes, Parks, and Recreation Commission (LPRC) serves as the advisory board to the City Council on all topics related to parks and recreation in Kirksville.

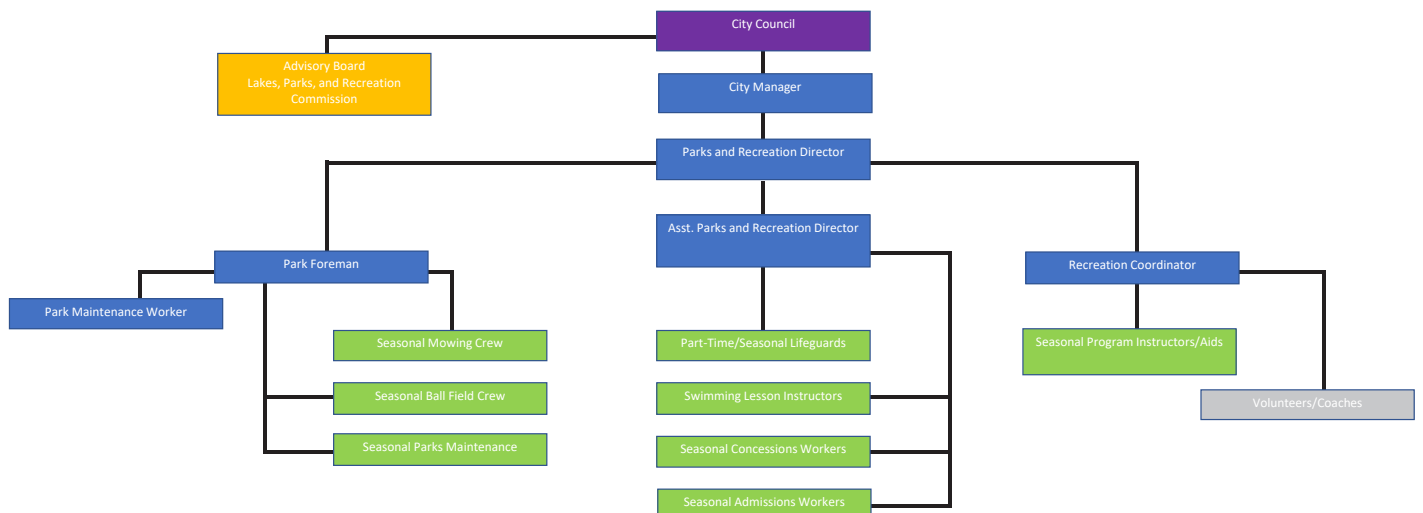
The City Manager advises the City Council and manages the rest of the staff for the City. The Parks and Recreation Director manages the activities of 13 different positions within the department (includes several seasonal, volunteer, and coaching positions). The Department itself has 8 seasonal positions

which consist of maintenance/groundskeeping, coaching/swimming lessons, and other program instructors. The number of volunteers and coaches for the Department varies and are unpaid positions.

Currently, there are two pending positions within the Department:

- Full-time aquatics specialist
- Full-time park maintenance worker

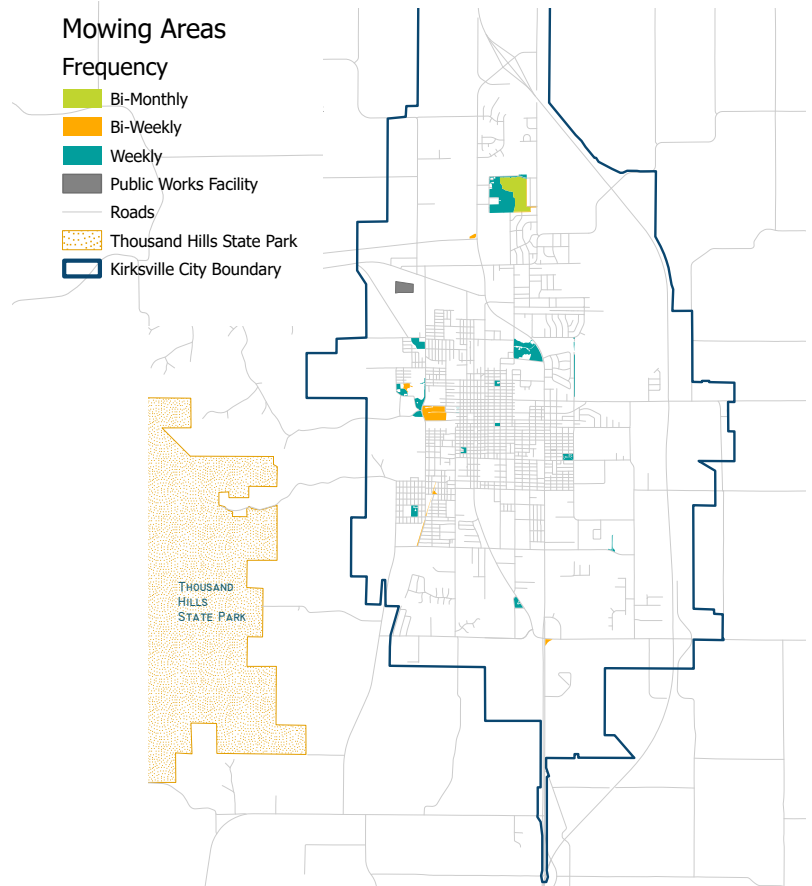
Together, all these different positions comprise the Kirksville Parks and Recreation Department, and the full organizational chart is pictured below.



OPERATIONS REVIEW

Further operations review examines the mowing demands for the Department. Of the 22 parks/facilities that require mowing, 16 are maintained weekly and encompass a total of 78.4 acres. The largest acreages are at North Park (29.8 acres) and nearly 18 acres at Rotary Park. Some of the parks are mowed bi-weekly, including portions of North Park and Patryla Park. The entirety of Hazel Creek, the cemetery, The Humane Society, and welcome signs are also mowed bi-weekly. North Park is brush-mowed by City staff as well.

The task of mowing all 132 acres is accomplished by 8 staff (both full-time and seasonal employees) and comprises 280 hours of labor per week. This analysis shows that during the summer months, the existing park maintenance staff is unable to attend to tasks outside of turf maintenance.



STAFF SURVEY

PARKS AND RECREATION STAFF AND LAKES, PARKS, AND RECREATION COMMISSION WERE SURVEYED ABOUT THE SYSTEM, ITS FACILITIES/PROGRAMS, AND THE CONCERNS/ COMPLIMENTS COMMONLY HEARD BY THE CITIZENS OF KIRKSVILLE.

This survey provided a look at the day-to-day items that the Department must handle to carry out its tasks. It also informs both the Department and City officials how the system is working. The staff surveyed included 3 full-time and 10 seasonal employees, as well as members of the Lakes, Parks, and Recreation Commission, who had served either less than 2 years or 10+ years for the City.

COMMON COMPLIMENTS:

- NEW POOL (PEOPLE LOVE IT)
- PARKS ARE BEAUTIFUL
- STAFF IS ENTHUSIASTIC
- GREAT PROGRAMS
- APPROPRIATELY PRICED

COMMON CONCERNS:

- NEW POOL IS TOO EXPENSIVE
- BALL FIELD CONDITIONS
- LACK OF INDOOR SPACE
- CROWDED POOL IN THE AM



**3- FULL-TIME
10- SEASONAL
4- LAKES, PARKS,
AND RECREATION
COMMISSION**

This survey resulted in feedback regarding compliments and concerns, as well as what each respondent felt should be done (either more or less) within the Parks and Recreation Department's programming. Not surprisingly, the pool was quite enjoyed, but considered too expensive. There were concerns about the lack of indoor facilities and suggestions of providing less programming that doesn't profit overall in the community.

DO MORE FOR THE COMMUNITY

CHALLENGES TO DOING MORE:

- DETERMINING PRIORITIES
- STAFFING
- FUNDING
- FACILITIES (LACK THEREOF)
- COMMUNITY (LACK OF INVOLVEMENT, APATHY)

DO LESS:

- PROGRAMS THAT DON'T CASH FLOW
- PROGRAMS THAT OTHERS DO

POP-UP EVENTS

SEVERAL “POP-UP” EVENTS WERE HELD DURING THIS PHASE OF THE MASTER PLAN TO REACH OUT TO USERS OF THE KIRKSVILLE PARKS SYSTEM. BY VISITING THESE SPACES, A MORE CONCENTRATED SET OF ANSWERS AND SUGGESTIONS/ CONCERNS WERE GATHERED.

On April 27, 2022, the events were held at Memorial Park, Kiwanis Inclusion Playground, and the North Park Complex. Citizens were shown idea boards with example images of park amenities (splash pads, pickleball courts, picnic shelters, etc.) and recreational programs (youth sports, fishing, adult fitness, etc.). Participants were then asked which of these options was most desired in Kirksville.

The pop-up events resulted in excellent feedback regarding the system as a whole, and many suggestions were received. Most topics included what citizens would like to see more of from their parks and recreation facilities in Kirksville.

Generally, the answers received were:

- Citizens would like more destination play, walking trails, environmental programs, and senior programs.
- Citizens want fewer youth sports, dog parks, e-sports, and disc golf.



PARK INVENTORY

A COMPLETE INVENTORY OF KIRKSVILLE'S PARK SYSTEM WAS COMPLETED AS PART OF THE DISCOVERY PROCESS. DURING THIS INVENTORY, 5 CATEGORIES WERE EXAMINED TO GATHER A GENERAL UNDERSTANDING OF THE TYPES OF PARKS, HOW THEY RELATED TO SURROUNDING LAND, ACCESSIBILITY, CONNECTIVITY, AESTHETIC VALUES AND COMFORT, AMENITIES OFFERED AND ACTIVITIES/ PROGRAMMING OFFERED IN EACH.

Some criteria used in assessing each of the 12 parks/facilities studied included ease of access, sign clarity, ADA compliance, lighting, visibility and feeling of safety, protection from weather and places to sit, overall maintenance, and a sense of sustainability. These factors were compiled to essentially "rate" the parks system within the community.



ASSESSMENT TOOL

PARK CLASSIFICATION

REGIONAL PARK, COMMUNITY PARK, NEIGHBORHOOD PARK, MINI PARK

ADJACENT LAND USES

MULTI-FAMILY, SINGLE FAMILY, COMMERCIAL, INDUSTRIAL

INVENTORY

NUMBER OF: BALL FIELDS, SHELTERS, PLAYGROUNDS, ETC.

ACCESSIBILITY

EASE OF WALKING, CLARITY OF SIGNAGE, ADA, LIGHTING

CONNECTIVITY

VISIBILITY, MULTI-MODAL, ADJACENT LAND USE, SAFETY

COMFORT & CHARACTER

ATTRACTIVENESS, MAINTENANCE, PLACES TO SIT, PROTECTION FROM WEATHER

USABILITY

THINGS TO DO, ACTIVITY LEVEL, PROGRAMMING, OWNERSHIP

AMENITIES

EQUIPMENT, STRUCTURES, PAVEMENT, SUSTAINABILITY

PARK INVENTORY

Based on the inventory taken and the factors considered, each park was given an overall rating for each of the 5 categories upon which the study was based.

The rating could be as high as 20 for each category. Scores for each were added up, resulting in a final score for each facility and a rating of “excellent”, “good”, “fair” or “poor”. The only park facility rated “excellent” was the Aquatic Center, while the majority of the parks were rated “fair”. The 3 parks rated as “good” were Brashear Park, Jaycee Park, and Rotary Park. Only 1 park was rated as “poor” - Hazel Creek Lake. The average total score for all facilities was “fair”, with a score of 64.1 out of a possible 100 rating.

PARK INVENTORY MATRIX

PARK/FACILITY	ACCESSIBILITY	CONNECTIVITY	COMFORT + CHARACTER	USABILITY	AMENITIES	TOTAL SCORE
AQUATIC CENTER	16	15	20	20	20	91 / EXCELLENT
BRASHEAR PARK	9	19	18	15	14	75 / GOOD
DETWEILER PARK	13	15	9	9	12	58 / FAIR
HAZEL CREEK LAKE	7	7	9	12	7	42 / POOR
JAYCEE PARK	10	15	16	15	15	71 / GOOD
MCKINNEY BARK PARK	10	13	13	12	13	61 / FAIR
MEMORIAL PARK	13	14	12	14	14	67 / FAIR
NORTH PARK COMPLEX	8	10	11	15	12	56 / FAIR
PATRYLA PARK	9	10	13	10	10	52 / FAIR
PC MILLS PARK	13	13	13	14	10	63 / FAIR
ROTARY PARK	12	15	17	17	14	75 / GOOD
SPUR POND	8	13	11	13	14	59 / FAIR

AQUATIC CENTER

THE AQUATIC CENTER'S INVENTORY RESULTED IN AN OVERALL SCORE OF 91 OUT OF A POSSIBLE 100. FACTORS THAT RATED HIGH FOR THIS FACILITY INCLUDE A SCORE OF 20 OUT OF 20 FOR AMENITIES, USABILITY AND COMFORT, AND CHARACTER.

The Center is surrounded by single-family residential, commercial/retail, and civic/institutional uses. Key Inventory offered at the Aquatic Center includes:

- INDOOR POOL
- OUTDOOR POOL
- SLIDES (3)
- SHADE STRUCTURES (5)
- CLIMBING WALL
- SPRAY PARK
- MEETING ROOM
- DIVING BOARD
- STAFF OFFICES

High ratings for this facility are detailed by some of the following factors:

- PROPER LIGHTING
- FEELING OF SAFETY
- ATTRACTIVENESS
- MAINTENANCE
- PLEASANT PLACES TO SIT
- MIX OF THINGS TO DO
- LEVEL OF ACTIVITY
- PROGRAMMING FLEXIBILITY
- EQUIPMENT/BUILT STRUCTURES
- SIDEWALKS/PARKING LOTS
- ENERGY AND SUSTAINABILITY



ROTARY PARK

A 20.2-ACRE COMMUNITY PARK, ROTARY PARK WAS GIVEN AN OVERALL RATING OF 72 IN THE PARK ASSESSMENT. SURROUNDING LAND USES INCLUDE SINGLE-FAMILY RESIDENTIAL, COMMERCIAL, AND RETAIL, AS WELL AS CIVIC/INSTITUTIONAL USES. THE MOST HIGHLY RATED CATEGORY WAS COMFORT AND CHARACTER.

Inventory of Rotary park includes some of the following key elements:

- **PARKING LOTS (3)**
- **GATEWAY SIGNAGE**
- **DISC GOLF**
- **RESTROOM FACILITY**
- **BENCHES (8) & TABLES (17)**
- **WATER SPIGOTS (2)**
- **PLAYGROUND**
- **SHELTERS (3)**
- **PEDESTRIAN BRIDGE AND TRAIL**
- **AMPHITHEATER**
- **FLAGPOLES (8)**

Elements of the scoring factors which rated the strongest during the analysis are:

- **PLEASANT PLACES TO SIT**
- **VISIBILITY FROM A DISTANCE**
- **CLARITY OF SIGNAGE**
- **FEELING OF SAFETY**
- **OVERALL ATTRACTIVENESS**
- **OVERALL MAINTENANCE**
- **PROGRAMMING FLEXIBILITY**
- **PLAY AND SPORTS EQUIPMENT**



JAYCEE PARK

THE 3.7-ACRE JAYCEE PARK IS CLASSIFIED AS A COMMUNITY PARK AND IS SURROUNDED BY SINGLE (AND SOME MULTI-FAMILY) RESIDENTIAL LAND USES. THE OVERALL RATING GIVEN TO THE PARK WAS 71, WITH THE HIGHEST-RATED CATEGORY OF ASSESSMENT BEING ITS COMFORT AND CHARACTER.

Inventory at Jaycee Park includes:

- **BASEBALL FIELD**
- **BLEACHERS/GRANDSTANDS**
- **HALF BASKETBALL COURT (1)**
- **EXERCISE EQUIPMENT**
- **RESTROOM**
- **TABLES & BENCHES**
- **PLAYGROUND**
- **SHELTER**
- **GRILLS**
- **DRINKING FOUNTAIN**

Of the highest scored factors for Jaycee Park, some of the sub-factors were:

- **VISIBILITY FROM A DISTANCE**
- **PROTECTION FROM WEATHER**
- **FEELING OF SAFETY**
- **SENSE OF OWNERSHIP**
- **EQUIPMENT FOR PLAY/SPORTS**
- **EASE OF ACCESS BY WALKING**



P.C. MILLS PARK



P.C. MILLS PARK, A 3.4-ACRE NEIGHBORHOOD PARK, EARNED A SCORE OF 63 DURING THE PARK INVENTORY ANALYSIS. THIS PARK SERVES BOTH SURROUNDING SINGLE-FAMILY AND MULTI-FAMILY RESIDENTIAL USES. USABILITY, WITH A SCORE OF 14 OUT OF 20, WAS THE HIGHEST-RATED CATEGORY IN THE INVENTORY.

Some key inventory of P.C. Mills Park is shown below.

- PARKING LOTS (2)
- GATEWAY SIGN
- MULTI-PURPOSE FIELD
- BASKETBALL COURT
- WADING POOL
- RESTROOM FACILITIES
- BENCHES & TABLES
- PLAYGROUND
- LIGHTING & SHELTER
- BICYCLE RACKS
- GRILLS

The highest scoring pieces of the key factors for P.C. Mills Park were:

- PROGRAMMING FLEXIBILITY
- LIGHTING
- MULTI-MODAL CAPACITY
- OVERALL MAINTENANCE
- MIX OF THINGS TO DO
- FEELING OF SAFETY

BRASHEAR PARK



BRASHEAR PARK RECEIVED A SCORE OF 75. THIS THREE-ACRE NEIGHBORHOOD PARK IS SURROUNDED BY SINGLE-FAMILY RESIDENTIAL USES AND WAS HIGHLY RATED IN THE FACTORS OF CONNECTIVITY AND COMFORT AND CHARACTER. TOWARD THE MIDDLE RANGE WAS THE USABILITY FACTOR.

Some of the key inventory at Brashear Park includes:

- GATEWAY SIGNAGE
- PICKLEBALL COURT (1)
- BASKETBALL COURT (1)
- RESTROOM FACILITIES
- BENCHES/TABLES/SHELTER
- PLAYGROUND
- GRILLS
- GAZEBO

High ratings for this facility are detailed by some of the following factors:

- FEELING OF SAFETY
- VISIBILITY FROM A DISTANCE
- RELATION TO ADJACENT LAND USES
- PLEASANT PLACES TO SIT
- PROTECTION FROM WEATHER
- SENSE OF OWNERSHIP
- BUILT STRUCTURES

MEMORIAL PARK



ULTIMATELY GIVEN A RATING OF 65, MEMORIAL PARK IS A 1.2-ACRE NEIGHBORHOOD PARK SURROUNDED BY SINGLE-FAMILY RESIDENTIAL LAND USES. DURING THE INVENTORY, AMENITIES WERE THE HIGHEST-RATED CATEGORY, WITH A FINAL SCORE OF 14 OUT OF 20.

Inventory of Memorial Park includes:

- **PLAYGROUND (1)**
- **SWINGS**
- **RESTROOM FACILITIES**
- **GRILLS**
- **BENCHES (4)**
- **BASKETBALL COURT**
- **PARKING LOT**

The strongest elements of Memorial Park during the inventory were:

- **FEELING OF SAFETY**
- **EASE OF WALKING TO PARK**
- **ADA COMPLIANCE**
- **OVERALL MAINTENANCE**
- **SENSE OF OWNERSHIP**
- **PLAY/SPORTS EQUIPMENT**
- **SIDEWALKS AND STREETS**
- **PARKING LOTS**

NORTH PARK

NORTH PARK COMPLEX IS THE LARGEST PARK (61.4 ACRES) IN KIRKSVILLE'S SYSTEM AND IS CLASSIFIED AS A REGIONAL PARK. SURROUNDING LAND IS COMPRISED OF MULTI-FAMILY RESIDENTIAL, COMMERCIAL/RETAIL, AND INDUSTRIAL USES. GIVEN A SCORE OF 56 OUT OF 100, THE HIGHEST-RATED CATEGORY WAS USABILITY, WITH 15 OUT OF A TOTAL OF 20 POSSIBLE.

The North Park Complex inventory is extensive, but includes some of the following:

- **PARKING LOTS (3)**
- **GATEWAY SIGNAGE**
- **BASEBALL & SOFTBALL FIELDS (8)**
- **SOCCER FIELD**
- **CONCESSIONS STAND (1)**
- **SCOREBOARDS (6)**
- **BATTING CAGES**
- **RESTROOM FACILITIES (3)**
- **BENCHES/TABLES**
- **BICYCLE RACKS AND LIGHTING**

Elements of the scoring factors which rated the strongest during the analysis are:

- **PROGRAMMING FLEXIBILITY**
- **MIX OF THINGS TO DO**
- **SENSE OF OWNERSHIP**
- **BUILT STRUCTURES**
- **FEELING OF SAFETY**



MCKINNEY BARK PARK

THE ONLY DOG PARK IN KIRKSVILLE, MCKINNEY PARK (2.2 ACRES) IS CONSIDERED A COMMUNITY PARK, AND SURROUNDING LAND USES INCLUDE MULTI-FAMILY RESIDENTIAL, COMMERCIAL/RETAIL, AND INDUSTRIAL LAND USES. OVERALL RATING FOR THE PARK RESULTED IN A SCORE OF 61. THE HIGHEST-RATED CATEGORY FOR MCKINNEY BARK PARK WAS A 3-WAY TIE AMONG CONNECTIVITY, COMFORT AND CHARACTER, AND AMENITIES.

Inventory at McKinney Bark Park is shown below:

- AVAILABLE PARKING
- REGULATORY SIGN
- GATEWAY SIGNS (2)
- TABLES
- PET WASTE STATIONS
- LIGHTING

Elements of the scoring factors which rated the strongest during the analysis are:

- VISIBILITY FROM A DISTANCE
- CLARITY OF SIGNAGE
- FEELING OF SAFETY
- OVERALL ATTRACTIVENESS
- OVERALL MAINTENANCE
- PLEASANT PLACES TO SIT
- SENSE OF OWNERSHIP



PATRYLA PARK



SURROUNDED BY SINGLE AND MULTI-FAMILY RESIDENTIAL LAND USES, PATRYLA PARK IS A COMMUNITY PARK SIZED AT 9.7 ACRES. THE PARK IS SURROUNDED BY SINGLE AND MULTI-FAMILY RESIDENTIAL LAND USES. WITH A FINAL RATING OF 52, THE HIGHEST-RATED FACTOR WAS THE COMFORT AND CHARACTER OF THE PARK.

Key inventory at Patryla Park includes:

- **PARKING LOT**
- **BASEBALL FIELD**
- **BLEACHERS/GRANDSTANDS**
- **TENNIS COURTS (2)**
- **RESTROOM FACILITY**
- **SHELTER**
- **BENCHES**
- **BICYCLE RACKS (3)**
- **LIGHTING**

Elements of the scoring factors which rated the strongest during the analysis are:

- **VISIBILITY FROM A DISTANCE**
- **OVERALL MAINTENANCE**
- **PROTECTION FROM WEATHER**
- **SENSE OF OWNERSHIP**

Playgrounds and sports equipment, programming flexibility, overall attractiveness, feeling of safety, lighting and ADA compliance were all rated in the mid-range, given a 3 rating.

SPUR POND



SPUR POND IS A 10.6-ACRE COMMUNITY PARK THAT IS SURROUNDED BY SINGLE AND MULTI-FAMILY RESIDENTIAL LAND USES, AS WELL AS SOME CIVIC/INSTITUTIONAL USES. THE PARK WAS GIVEN AN OVERALL SCORE OF 59, WITH THE HIGHEST-RATED FACTOR BEING ITS AMENITIES.

Inventory of the park reveals some of the key pieces that make up this facility:

- **PARKING LOT (15 SPOTS)**
- **GATEWAY SIGN**
- **FISHING POND AND DOCK**
- **SHELTER**
- **BENCHES (4)**
- **FISH CLEANING STATION**



The strongest elements of scoring Spur Pond during the inventory were:

- **VISIBILITY FROM A DISTANCE**
- **ADA COMPLIANCE**
- **FEELING OF SAFETY**
- **PROTECTION FROM WEATHER**
- **MIX OF THINGS TO DO**
- **PROGRAMMING FLEXIBILITY**
- **BUILT STRUCTURES**
- **SIDEWALKS AND STREETS**
- **PARKING LOTS**



DETWEILER PARK

DETWEILER PARK RECEIVED AN OVERALL PARK SCORE OF 58. THIS COMMUNITY PARK IS JUST OVER A HALF ACRE IN SIZE AND IS CURRENTLY VACANT. THERE ARE PLANS TO DEVELOP THIS RELATIVELY NEW PARK, SO THE SCORE FOR AMENITIES AND USABILITY IS LIKELY LOWER THAN IT WOULD BE IF FULLY (OR EVEN PARTIALLY) DEVELOPED.

The Center is surrounded by single and multi-family residential and civic/institutional uses.

Key inventory offered at Detweiler Park (which is not currently built or developed) is:

- **10 ON-STREET PARKING SPACES**
- **2 GATEWAY SIGNS**
- **SIDEWALKS**

Ratings for this park were relatively low, mostly due to the fact that many of the facilities within parks do not yet exist in this space. However, the location of this planned park did allow for some positive ratings for the following factors:

- **EASE OF WALKING TO FACILITY**
- **VISIBILITY FROM A DISTANCE**
- **FEELING OF SAFETY**
- **OVERALL ATTRACTIVENESS**
- **ADA COMPLIANCE**
- **PROGRAMMING FLEXIBILITY**



HAZEL CREEK LAKE



WITH A TOTAL SCORE OF 42, HAZEL CREEK LAKE WAS THE LOWEST-RATED PARK IN KIRKSVILLE'S SYSTEM. A REGIONAL PARK WITH OVER 1,000 ACRES, HAZEL CREEK IS SURROUNDED BY SINGLE-FAMILY RESIDENTIAL USES. THE HIGHEST-RATED FACTOR AT HAZEL CREEK WAS USABILITY, WITH A RATING OF 12 OUT OF 20. THE REST OF THE FACTORS ALL RECEIVED RATINGS OF LESS THAN 10.

Key inventory at Hazel Creek Lake includes:

- PARKING LOTS (2)
- LAKE
- BOAT RAMPS
- VAULT RESTROOMS
- TABLES
- FIRE PITS

Although no underlying factors received a high score of 5, several received a score of 4:

- OVERALL ATTRACTIVENESS
- LEVEL OF ACTIVITY
- SIDEWALKS AND STREETS
- PARKING LOTS

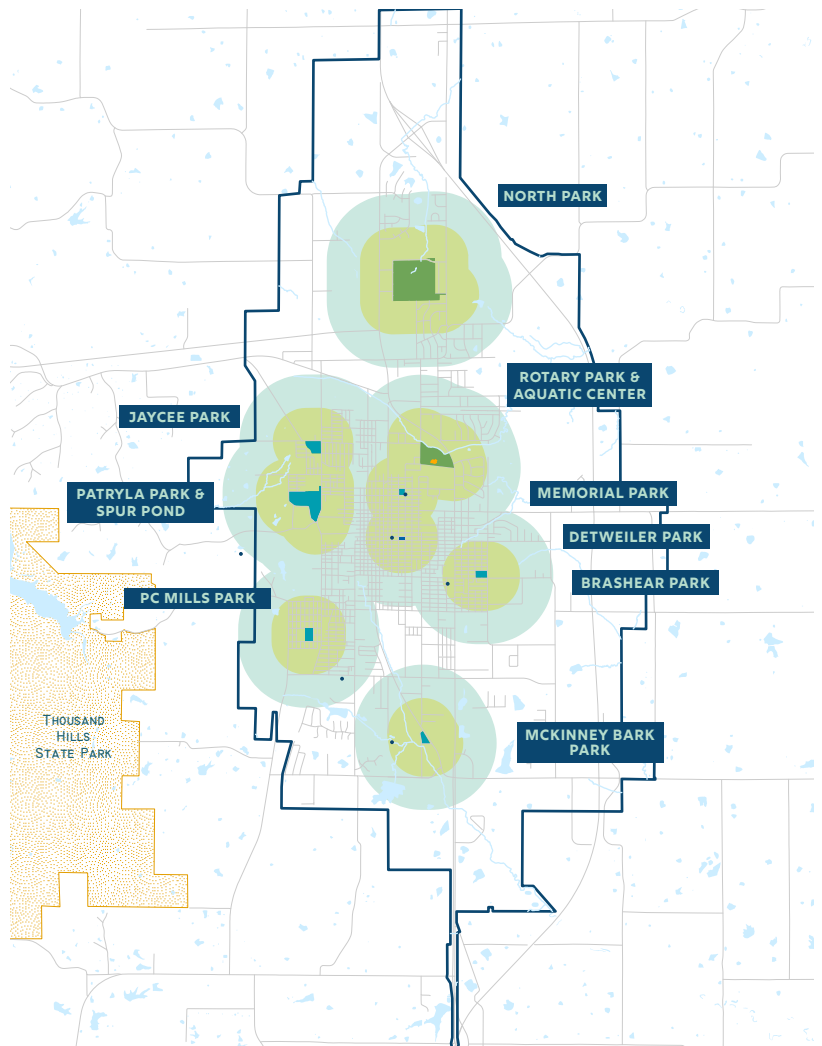
Lower rated factors include:

- LIGHTING
- PLEASANT PLACES TO SIT
- PROTECTION FROM WEATHER
- PLAYGROUND EQUIPMENT
- BUILT STRUCTURES

SYSTEM MAPPING

THE MASTER PLAN PROVIDES MAPPING FOR THE KIRKSVILLE PARK AND TRAIL SYSTEM

Park classifications consist of a “facility”, “neighborhood park”, “community park” and a “regional park”. The “facility” is Kirksville’s aquatic center, which has one specific purpose and has specific hours of operation, and is staffed during the open season. There are three “neighborhood” parks (Brashear Park, Memorial Park, and PC Mills Park), which are smaller parks that serve as the recreational and social focus of the neighborhood. These small parks are designed to serve a 1/4 to 1/2 mile radius of the population. “Community” parks include Detweiler Park, Jaycee Park, McKinney Bark Park, Patryla Park, Rotary Park, and Spur Pond. Community Parks are diverse in nature, serve a broader purpose than their smaller counterparts, and have a larger variety of amenities. Finally, Kirksville has two “regional” parks (North Park and Hazel Creek Lake) -- these parks are made not only to serve the immediate community, but the region as a whole.



WALKING DISTANCE

- 1/4 MILE
- 1/2 MILE (10 MINUTES)

PARK CLASSIFICATIONS

- REGIONAL PARK
- COMMUNITY PARK
- NEIGHBORHOOD PARK
- FACILITY

SYSTEM MAPPING

STREET HIERARCHY

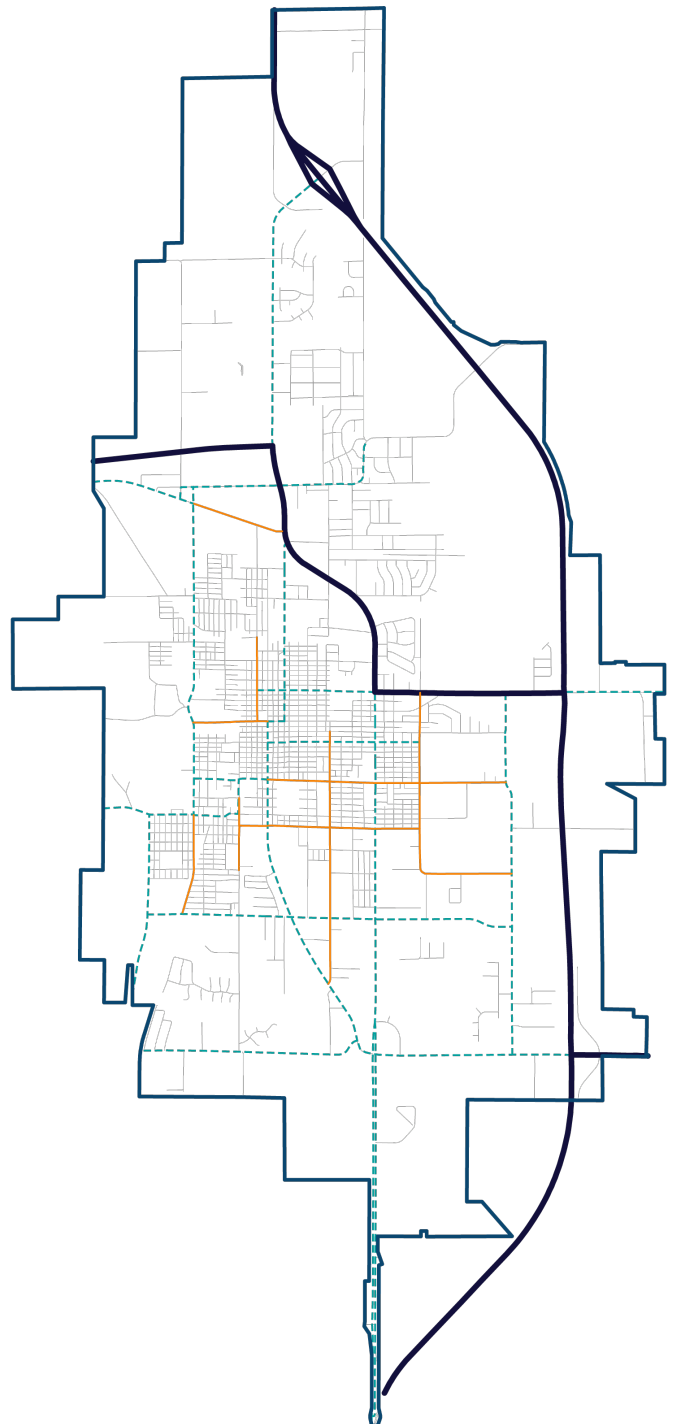
— PRINCIPAL ARTERIAL

- - MINOR ARTERIAL

— COLLECTOR

Street hierarchy was examined within the community, with the longest amount of road miles being attributed to principal arterials. After the principal arterials, minor arterials and collector streets make up some of the more traveled streets.

- Principal arterial roads are major roads intended to serve moderate to high traffic volumes;
- Minor arterial roads serve more local traffic, connect the community and provide access to collector streets;
- Collector streets are thoroughfares designed to carry traffic from minor streets to arterial roads; and
- Local roads are used primarily for access to adjacent property.



SYSTEM MAPPING

KIRKSVILLE ACTIVE MOBILITY PLAN

— TRAIL/BIKE LANE

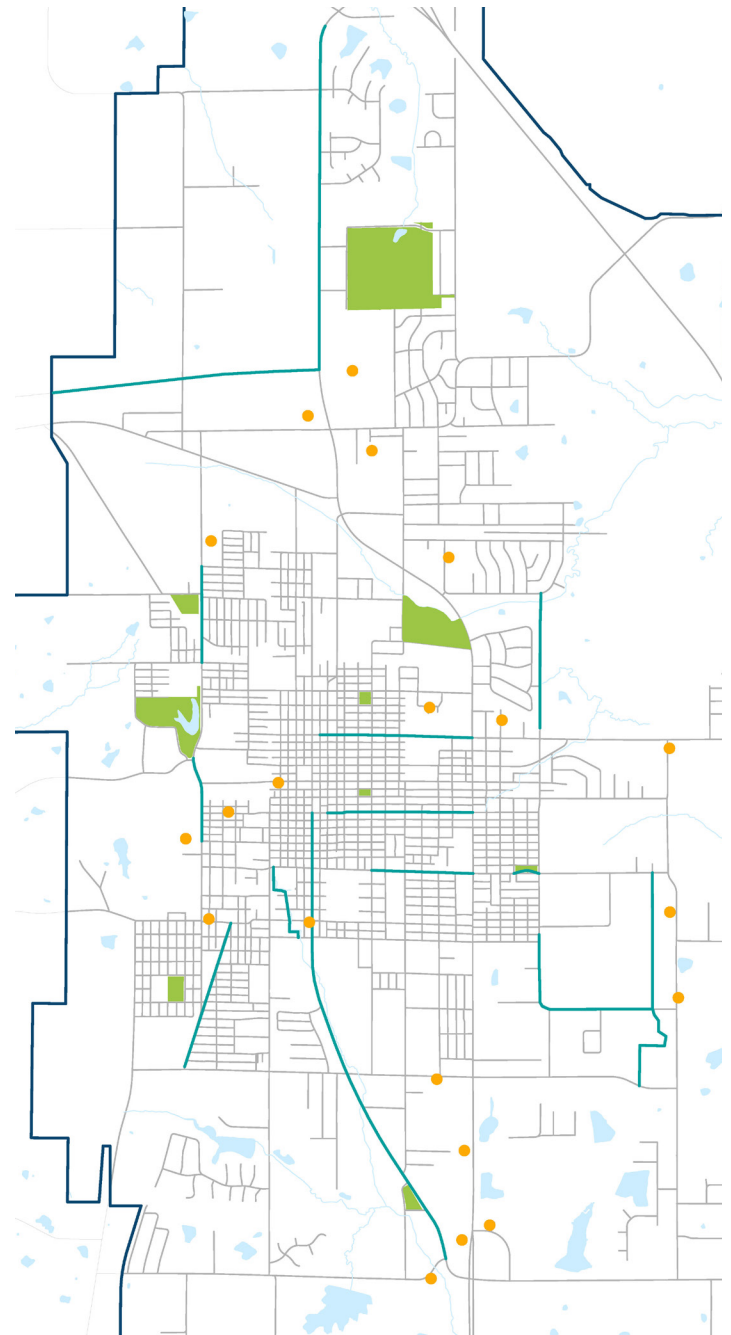
● TRANSIT STOPS

● PARKS

ONE OBJECTIVE OF THE MASTER PLAN PROCESS WAS TO UPDATE THE KIRKSVILLE ACTIVE MOBILITY PLAN (KAMP). THIS PROCESS BEGAN WITH AN EXAMINATION OF THE ACTIVE MOBILITY SYSTEM, SHOWN AT RIGHT.

This map highlights the existing trails, bike lanes, transit stops, and parks in Kirksville. At present, Kirksville offers 4 miles of off-street trail and 6.2 miles of bike lane. Trails are clustered on the eastern and western edges of town but provide little connectivity through the center of town. Bike lanes are clustered in the center of town, but do not connect with existing parks.

Existing sidewalks are not currently mapped on the KAMP – the creation of GIS assets for this piece may be a useful exercise in the future. Combining this layer into existing GIS will most certainly aid in the task of prioritizing future trail and bike lane improvements for the entire system in Kirksville.

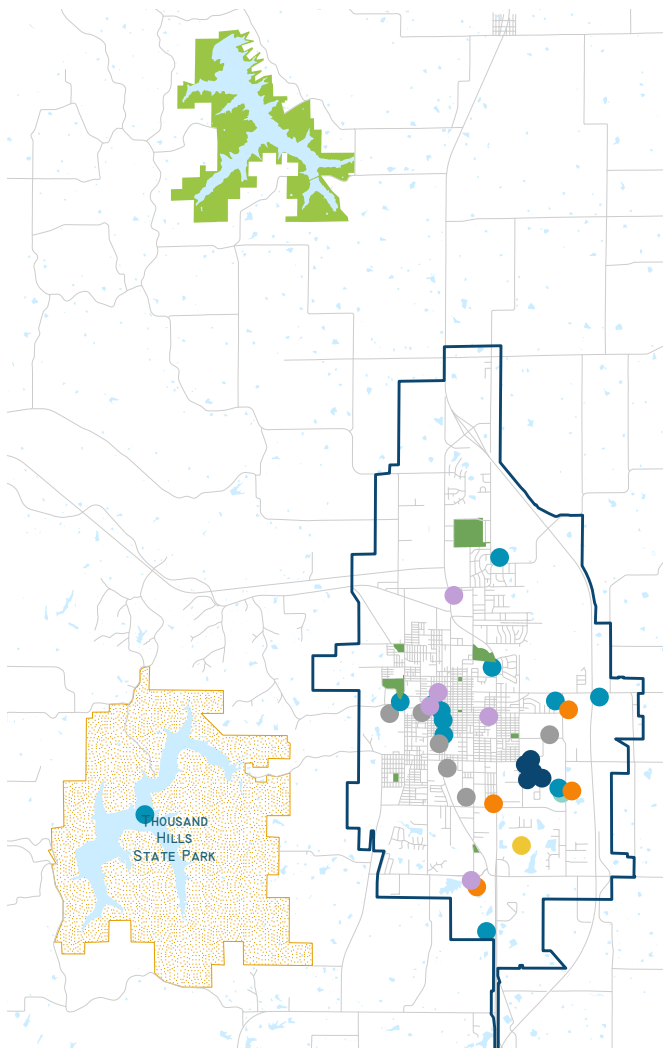


EXISTING TRAILS AND BIKE LANES

SYSTEM MAPPING

KIRKSVILLE COMMUNITY AMENITIES

(ALTERNATE AMENITY PROVIDERS)



Other community amenities are shown on the map to the left. These include the YMCA, religious programming, tourism, schools, universities, wellness programs such as fitness facilities and yoga studios, the golf course, and City parks. Thousand Hills State Park is also shown to be an amenity, although it is outside of Kirksville City proper.

The location of these amenities is spread throughout the community and are within a good distance from the most concentrated areas of residential development. There are a variety of choices and activities to serve the population.

- ● COMMUNITY CENTER (YMCA)
- ● RELIGIOUS (WITH PROGRAMMING)
- ● RECREATION (TOURISM, ACTIVITIES, ETC.)
- ● SCHOOL
- ● UNIVERSITY
- ● WELLNESS (GYMS, YOGA)
- ● GOLF COURSE (KIRKSVILLE COUNTRY CLUB)
- ● CITY PARKS



ANALYSIS

NEEDS ASSESSMENT SURVEY RESULTS.....	57
STAKEHOLDER LISTENING SESSIONS.....	65
COMMUNITY OPEN HOUSE#1.....	66
SOCIAL PINPOINT.....	67
LEVEL OF SERVICE ANALYSIS.....	69
CONNECTIVITY ANALYSIS.....	73
PARK EQUITY ANALYSIS.....	75

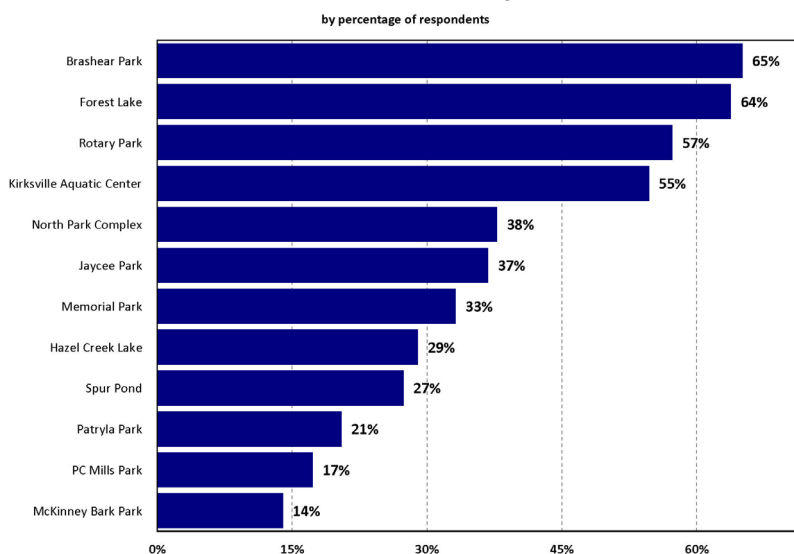
NEEDS ASSESSMENT SURVEY RESULTS

THE ANALYSIS PHASE OF THE PARKS AND RECREATION MASTER PLAN INCLUDED A “NEEDS ASSESSMENT SURVEY” WHICH COMPILED INFORMATION REGARDING HOW AND WHAT FACILITIES KIRKSVILLE UTILIZED, SATISFACTION LEVELS, AND PARKS PRIORITIZATION NEEDS. PERCEIVED BARRIERS TO FACILITIES AND PROGRAMS USE, COMMUNICATION METHODS, AND PREFERENCES ON HOW TO SPEND PARKS DOLLARS WERE ALSO EXAMINED DURING THIS SURVEY. WHILE THERE ARE MANY RESULTS AND TABLES TO OUTLINE THE OUTCOMES OF THE SURVEY, THIS SECTION SERVES TO HIGHLIGHT SOME OF THE KEY RESULTS THAT WERE FOUND.

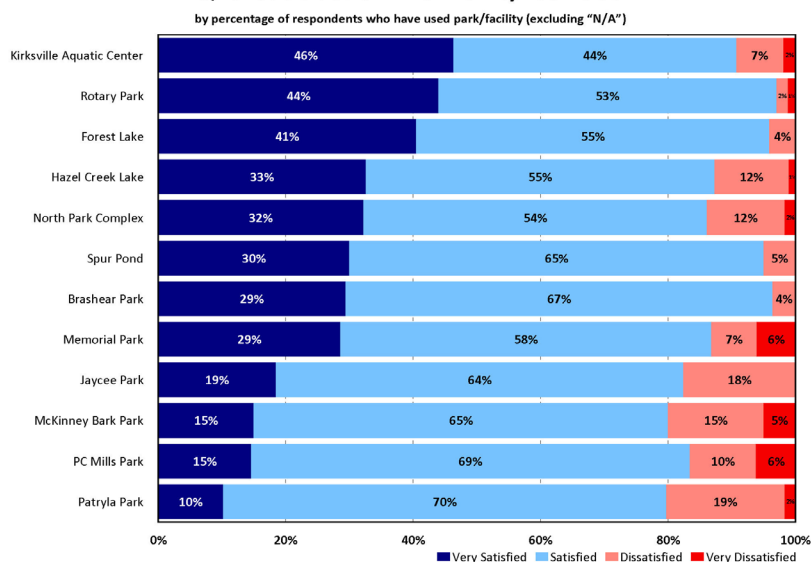
A majority of Kirksville utilizes Brashear Park (65%), Forest Lake (64%), Rotary Park (57%), the Aquatic Center (55%), and North Park Complex (38%). Less than a quarter of the population is visiting Patryla Park, PC Mills Park, and McKinney Bark Park.

The satisfaction levels for the parks and facilities were rated as well, and the Aquatic Center and Rotary Park have the highest levels of satisfaction, at 46% and 44% “highly satisfied”, respectively.

Q1. Parks and Facilities Used by Households

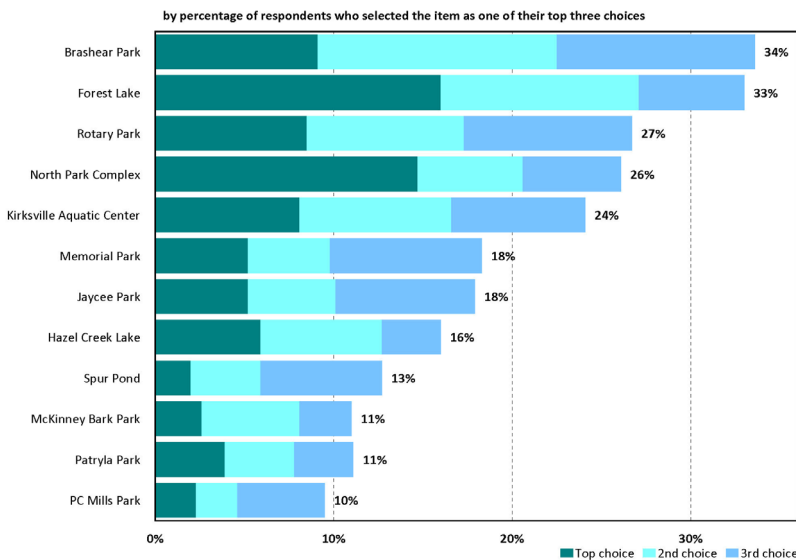


Q1b. Satisfaction with Parks/Facilities



NEEDS ASSESSMENT SURVEY RESULTS

Q2. Which Parks/Facilities Should Be Prioritized Over the Next 2 Years



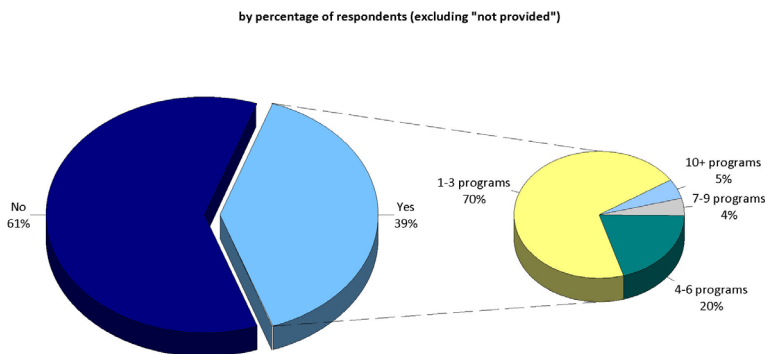
Both outdoor lakes (Forest and Hazel Creek), also sport high levels of satisfaction -- Forest Lake enjoys a 41% highly satisfied rate and Hazel Creek shows a 33% rating.

The graph at left utilized respondent answers to inform the City of which parks or facilities should be prioritized over the next two years. Generally, the priorities mirrored which parks are utilized most within Kirksville. Brashear Park, Forest Lake, Rotary Park, North Park Complex, and the Aquatic Center were the top five priorities.

Residents also appear to support investment in the parks they already visit, as opposed to the ones with which they are currently unsatisfied.

Q5. Has Your Household Participated in Recreation Programs Offered by the City of Kirksville During the Past Two Years?

Q5a. If Yes, How Many Programs Has Your Household Participated In?



The next two questions asked were centered around the overall participation in recreation programs offered over the past two years and, if so, how many of these programs were utilized. Less than half of Kirksville has taken advantage of recreational programming throughout the City, and 70% of those citizens participated in just 1-3 programs.

Participation in 4-6 programs makes up 20% of the participation, and the rest participated in either 7-9 programs or 10 or more.

NEEDS ASSESSMENT SURVEY RESULTS

Another question asked in the survey was the rating of the overall quality of programs offered by the Parks and Recreation Department. Over 80% of respondents rated the programming as either “good” or “excellent”.

- Excellent - 30%
- Good - 52%
- Fair - 17%
- Poor - 2%

Very few people appear to have anything negative to say about the quality of the recreational programming in Kirksville.

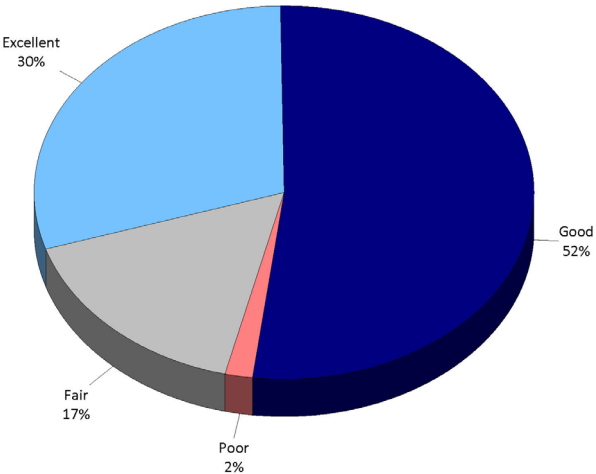
The levels of satisfaction with all aspects of recreational programming ranged from the mid-60s to the mid-90s.

Overall, the quality of instructors, as well as of the facilities and their locations all rated above 90% in the survey.

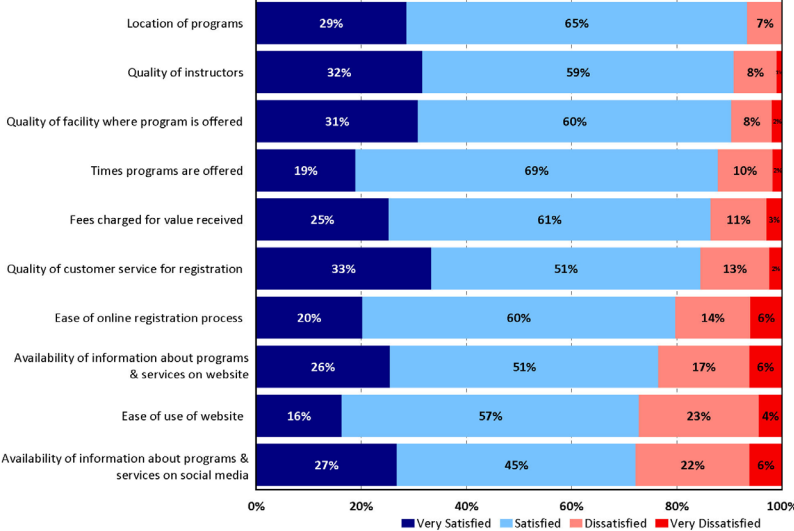
Out of all the responses received, only a very small percentage of citizens were either “dissatisfied” or “very dissatisfied” with the programs - 27% were dissatisfied with the ease of use of the website, and 28% were dissatisfied with the availability of information about programs and services on social media.

Questions regarding barriers to facilities and program use found that 36% of people

Q5b. Rating Overall Quality of Programs
by percentage of respondents (excluding "not provided")



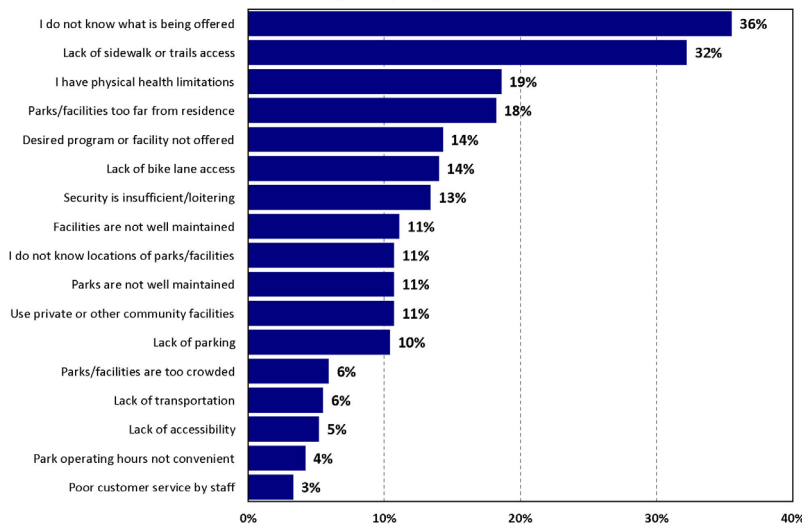
Q5c. Satisfaction with Recreation Programs
by percentage of respondents (excluding "N/A")



NEEDS ASSESSMENT SURVEY RESULTS

Q6. Barriers to Facilities and Programs Use

by percentage of respondents



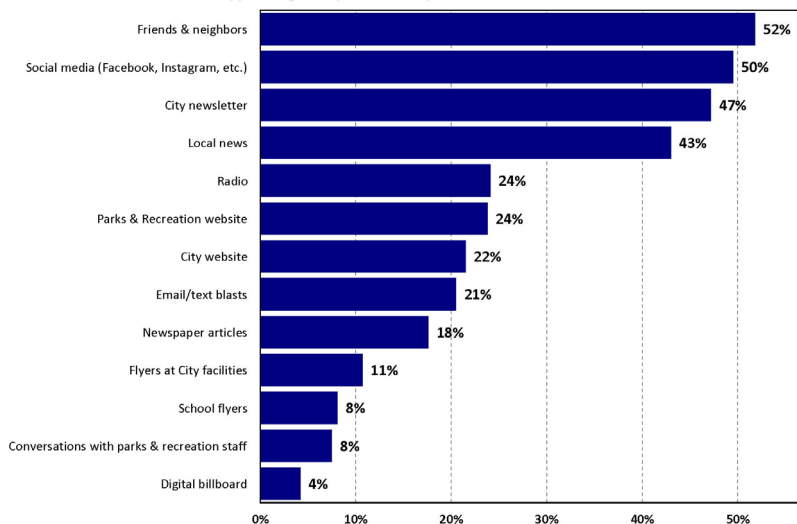
surveyed did not know what programs were being offered at any particular time. Seemingly, basic knowledge and awareness of the Parks and Recreation within Kirksville is the biggest factor in non-participation. Second to that, 32% of citizens felt that pedestrian and bike access to the park system as a whole was lacking.

Other barriers mentioned, though not by a large percentage, included lack of parking and/or security, or a desired program not being offered.

Residents are currently relying on 4 primary sources for information about parks and recreation programs: friends and neighbors, social media, the City newsletter, and local news.

Q8. Ways Households Learn about Programs/Activities

by percentage of respondents, multiple selections could be made



Of the digital options available, social media is currently outpacing the City's and Department's website, and e-mail or text "blasts". Flyers at City facilities and schools make up 19% of the method of learning about programs, while digital billboards seem to be the least effective, at only 4 percent.

In terms of communicating with the public about programming opportunities, social media is currently an extremely popular medium, with 48% responding that this method

NEEDS ASSESSMENT SURVEY RESULTS

is the best way to communicate what the Department is offering, news and updates, etc.

More traditional methods such as the City newsletter and the local Kirksville news outlets still come in 2nd and 3rd, ahead of e-mail or websites.

One budgeting question asked within the survey stated, “with a budget of \$100, how would you spend this money for parks and recreation?”

Largely, residents responded that the biggest share of the money (over 1/3) could be spent on maintaining and improving what is already provided. Second to this, almost 1/4 could go toward developing new indoor facilities.

Overall, the breakdown is as follows:

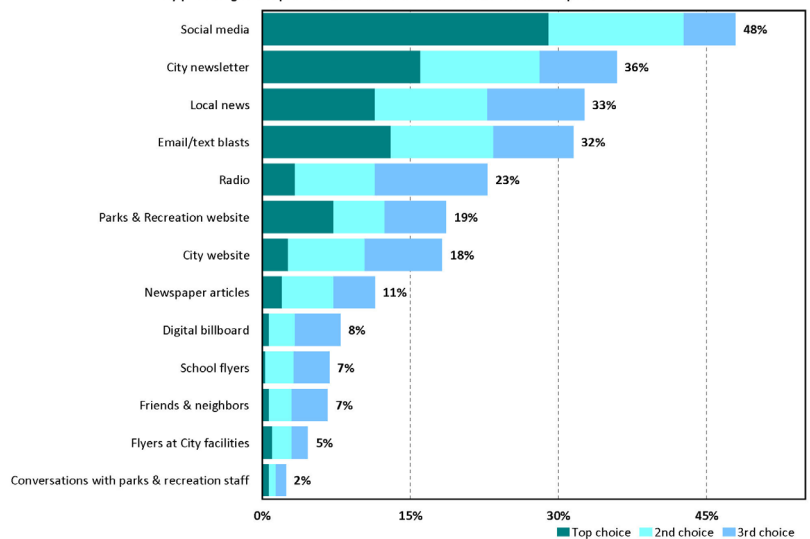
- Improve/maintain existing: 35%
- Develop new indoor facilities: 23%
- Build new walking/biking trails: 17%
- Expand program offerings: 11%
- Build new sports fields: 7%
- Build new parks: 7%

New parks are the lowest priority, while residents seem to highly value the existing system.

Closely tied to where residents would

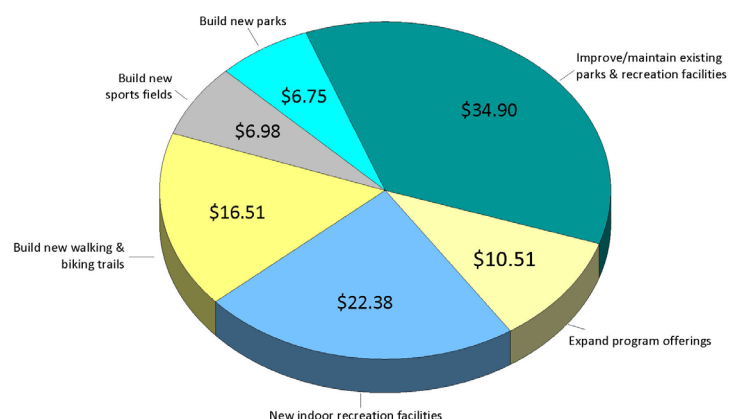
Q9. Most Preferred Communication Methods

by percentage of respondents who selected the items as one of their top three choices



Q14. With a Budget of \$100, How Would Respondents Allocate Funds for Parks and Recreation?

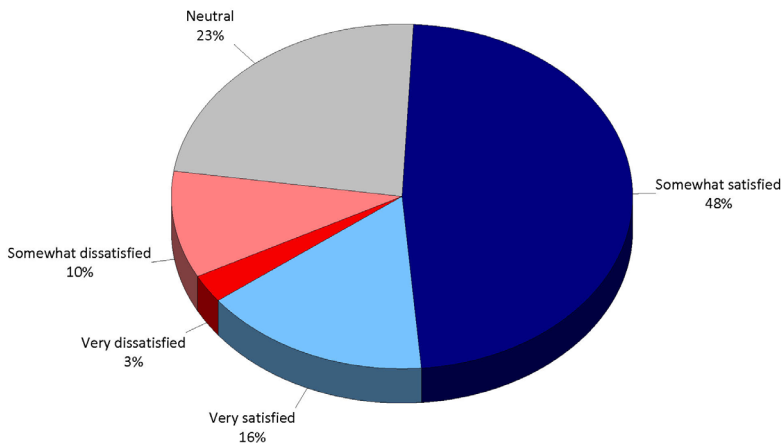
by average allocated per item



NEEDS ASSESSMENT SURVEY RESULTS

Q17. Level of Satisfaction with Overall Value from Parks and Recreation

by percentage of respondents (excluding "don't know")

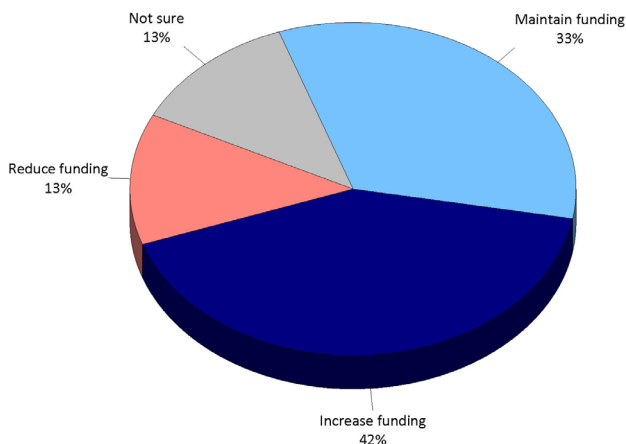


spend money for parks and recreation is the question of how satisfied they are with the system as a whole. 64% of Kirksville residents are “somewhat” to “very satisfied” with the overall value of the Parks and Recreation Department, while the “neutral” responses made up 23% of the answers received. Levels of dissatisfaction total 13% of the survey answers.

The question of the value of the parks and recreation system in Kirksville also begs the question of how funds should be spent on future programs and facilities. A clear plurality of citizens shows support for an increase in the funding of parks and recreation, with a desire to maintain current funding to keep existing facilities up and running and/or to improve these buildings or services.

Q19. Based on your perception of value in Question 18, how would you want the City of Kirksville to fund future parks, recreation, trails and open space needs?

by percentage of respondents (excluding "not provided")



Increasing funding was the preference for 42% of respondents while maintaining existing funding came in 2nd at 33%. Only 13% of citizens favor a decrease in funding, while 13% gave a response of “not sure”.

Amenities and their perceived importance to the community of Kirksville were assessed during this Needs Assessment Survey. The “Priority Investment Rating” for

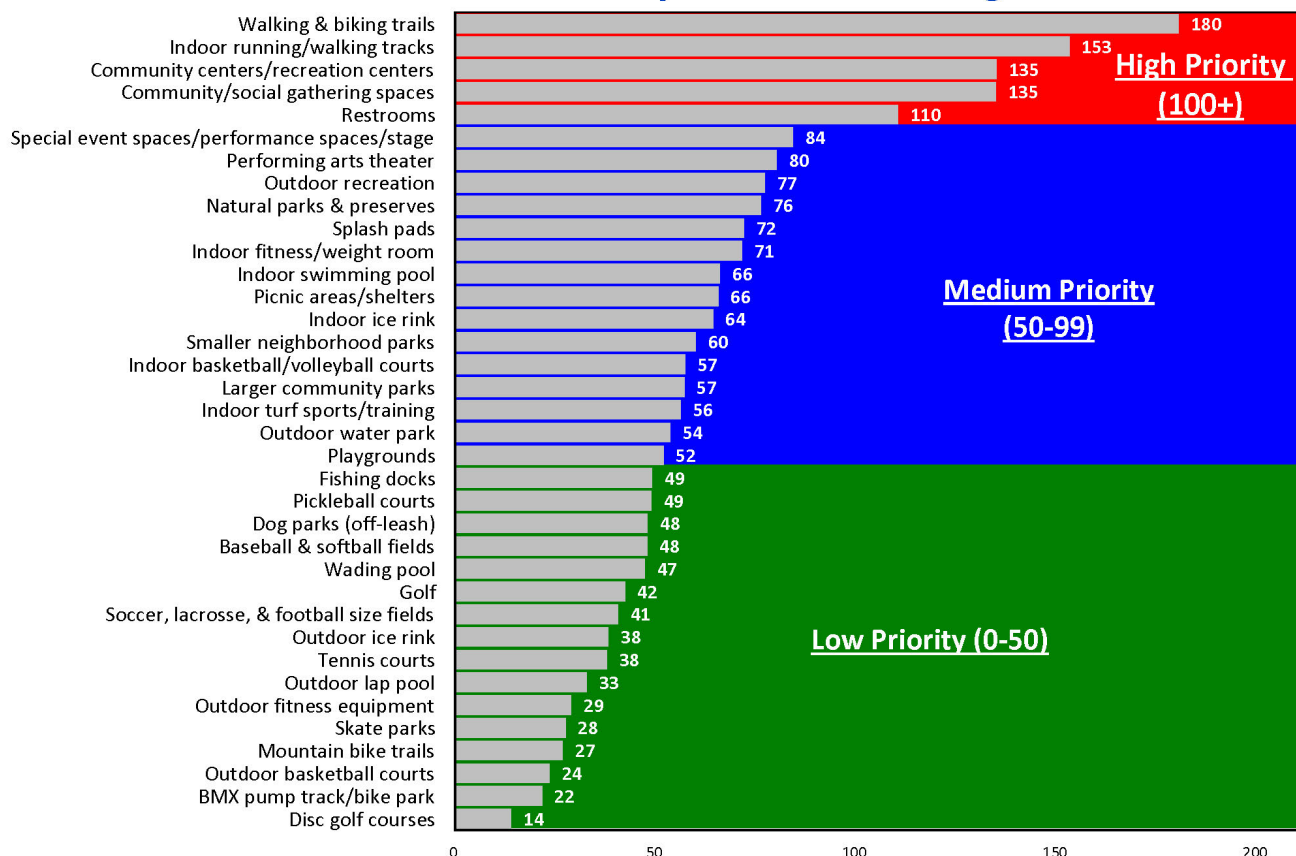
NEEDS ASSESSMENT SURVEY RESULTS

amenities, or “PIR”, equally weighs both the importance that residents place on a certain amenity, as well as how many residents have an unmet need for that same amenity. Amenities that rank highly in this chart are ones that Kirksville citizens claim to be both important, and ones for which their need is currently not being met.

The clear top five amenities are (from highest priority first): walking and biking trails, indoor running/walking tracks, community centers/recreation centers, community/social gathering spaces, and restrooms. Three of the top five amenities point toward a demand for indoor recreation.

Programs also had its own “PIR” question, which is the perceived importance of recreational programs. The answers received exhibit a clear break between high and medium priorities. The top six priority programs were (in order from highest to lowest importance): adult fitness and wellness programs,

Top Priorities for Investment for Recreation Amenities Based on the Priority Investment Rating

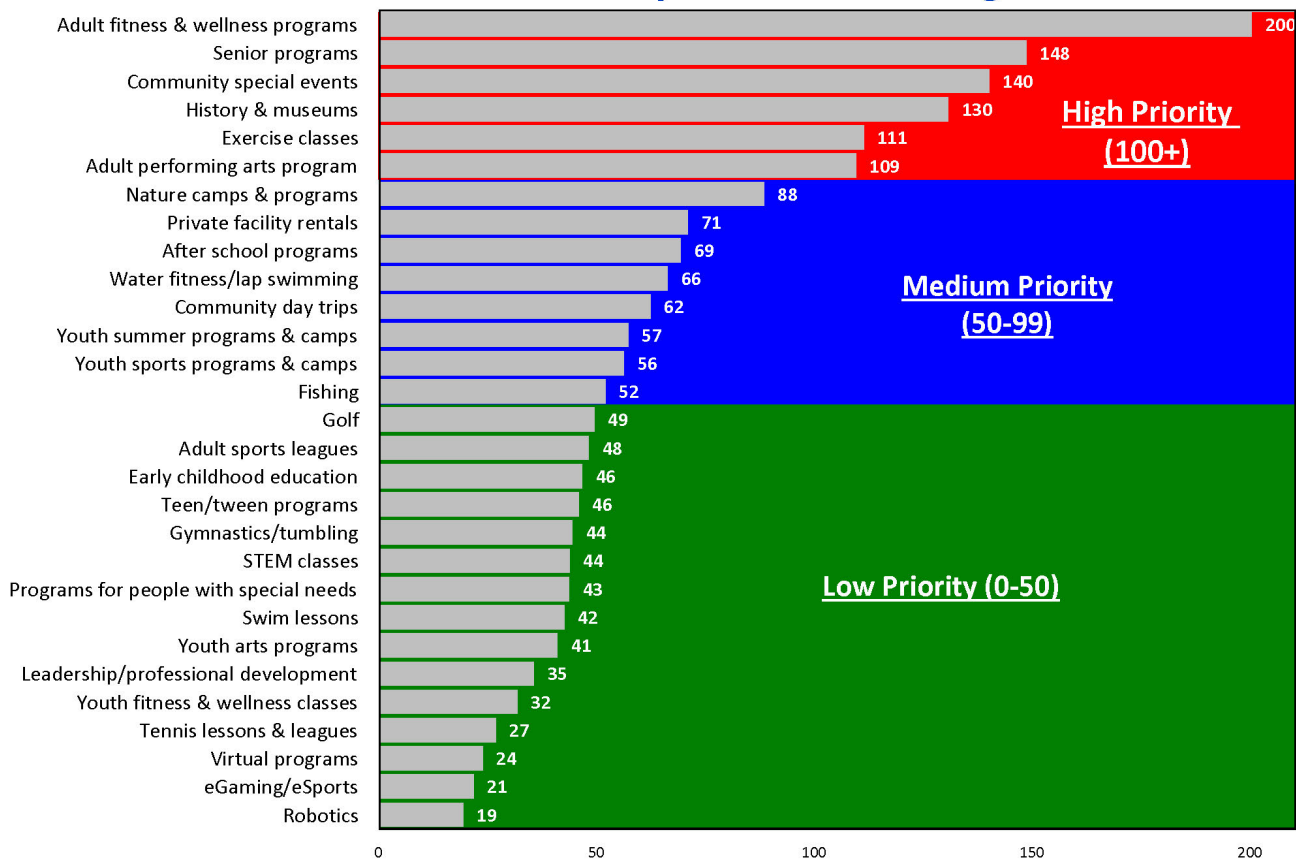


NEEDS ASSESSMENT SURVEY RESULTS

senior programs, community special events, history and museums, exercise classes, and adult performing arts programs.

Four of the top six prioritized programs point to gaps in the current menu. The Department does offer performing arts programs and some of the most popular are community special events. It is clear that residents want more of this type offered in the future. In addition, several of the priorities that stand out point to a demand for increased indoor recreation opportunities.

**Top Priorities for Investment for Recreation Programs
Based on the Priority Investment Rating**



STAKEHOLDER LISTENING SESSIONS

STAKEHOLDER LISTENING SESSIONS WERE HELD DURING THE ANALYSIS PHASE OF THE MASTER PLAN. PEOPLE IN DIFFERENT SEGMENTS OF THE COMMUNITY WHO HAVE A VESTED INTEREST IN PARKS AND GREEN SPACE WERE INVITED TO SHARE THEIR EXPERIENCES, OPINIONS, AND SUGGESTIONS FOR FUTURE PARKS AND RECREATION PLANNING IN KIRKSVILLE.

The stakeholders reached out to included: business owners, those in economic development roles, hospital administration, general practitioners, culture and recreation professionals, Missouri Department of Conservation staff, arts center and library staff, the school district, A.T. Still University, and Truman State University.

Three questions were asked of the stakeholders:

- Describe your current relationship with the City Parks and Recreation Department?
- What are things that are working right now for your organization?
- How do you think the relationship with the Parks and Recreation Department could improve?

After the listening sessions, there were a variety of answers given.

1. IMPROVE WEBSITE
2. ESTABLISH REGULAR COMMUNICATION WITH UNIVERSITIES
3. TAKE ADVANTAGE OF TSU VOLUNTEER LABOR COORDINATED THROUGH THE "SERVE CENTER"
4. PROVIDE MORE MULTI-USE FIELD SPACES.

1. CLARIFY MAINTENANCE RESPONSIBILITIES
2. LEVERAGE GRANT OPPORTUNITIES
3. IMPROVE REGIONAL BIKE/PED ACCESS TO NEARBY STATE LANDS AS WELL AS WITHIN THE CITY
4. BETTER PUBLICIZE REGIONAL AMENITIES
5. EXPAND THE TRAIL NETWORK

COMMUNITY OPEN HOUSE #1

THE FIRST OPEN HOUSE FOR THE PARKS AND RECREATION MASTER PLAN WAS HELD ON JUNE 8, 2022, AT THE AQUATIC CENTER CONFERENCE ROOM IN ROTARY PARK. OVER 30 RESIDENTS ATTENDED AND BOTH CITY STAFF AND THE CONSULTANT PRESENTED INITIAL INFORMATION FOR FEEDBACK.

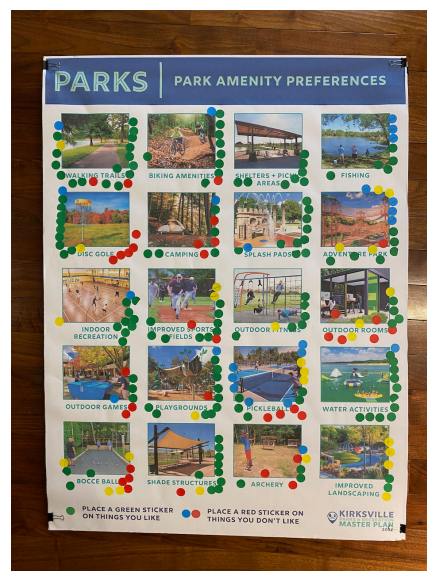
Park inventory data was presented, and activities were facilitated that were designed to gauge the priorities of the community. Program and amenity preferences were taken down, and the attendees were also asked where Park investment funds should be spent within Kirksville.



PROGRAM, AMENITY AND PARK INVESTMENT FUNDS PREFERENCES



1. COMMUNITY EVENTS
2. YOUTH SPORTS/AQUATICS
3. OUTDOOR RECREATION



1. WALKING TRAILS
2. PLAYGROUNDS/SPLASH PADS
3. WATER ACTIVITIES



1. ROTARY PARK
2. JAYCEE PARK
3. HAZEL CREEK LAKE/DETWEILER

SOCIAL PINPOINT

The most popular comments received through Social Pinpoint mentioned hiking and biking trails. The former CB&Q (Chicago, Burlington and Quincy Railroad) line was a suggestion for a trail mentioned by several of the commenters using this platform.



Top comments received from the Social Pinpoint exercise involved both ideas and suggestions, and specific comments all regarding walking and biking destinations. The results chart is below.

TOP COMMENTS



IDEAS & SUGGESTIONS



WALKING/BIKING DESTINATION

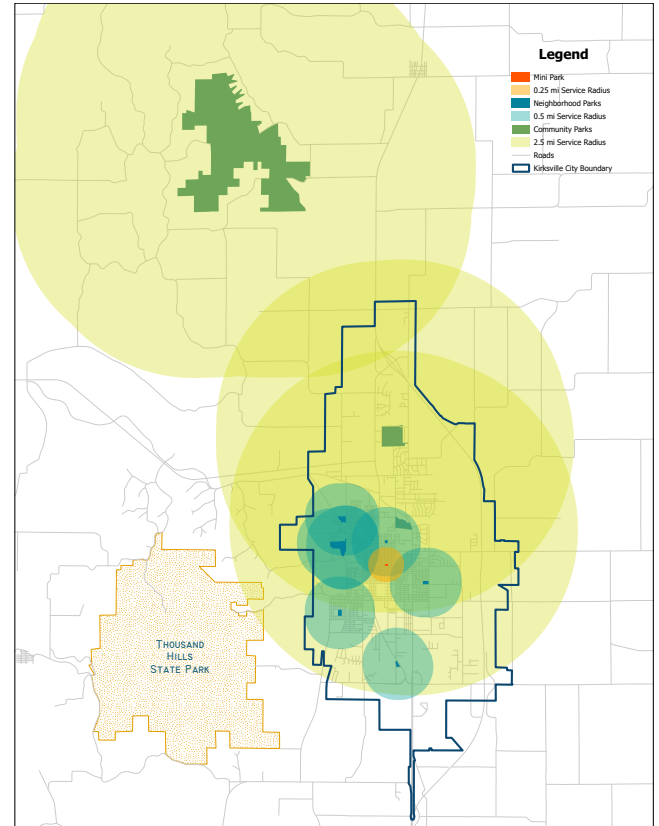
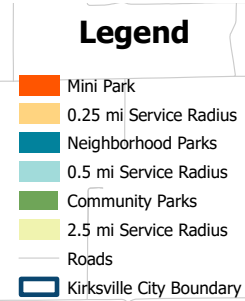
1. TRAIL ON FORMER CB&Q RAILROAD BETWEEN PFEIFFER AND HWY 11	+28	-1
2. TRAIL ON FORMER CB&Q RAILROAD BETWEEN COTTAGE GROVE AND FLORENCE		+20
3. DESIRE FOR CB&Q AND OTHER FORMER RAILROADS AS TRAILS DESTINATIONS	+16	-1
4. LIBRARY AS TRAIL DESTINATION	+15	
5. BRASHEAR PARK AS TRAIL DESTINATION	+14	
6. TRAIL ON FORMER WABASH RAILROAD BETWEEN HICKORY AND BREWINGTON	+12	-2
7. ADD YOUTH SOCCER FIELDS TO NORTH PARK	+12	
8. TRAIL ON FORMER CB&Q RAILROAD BETWEEN ELSON AND POTTER	+12	
9. TRAIL ON FORMER WABASH RAILROAD BETWEEN SHEPHERD AND LAHARPE	+11	-37
10. S. FIRST ST. AND SHEPHERD AVE. NEED PARK ACCESS AND TRAILS	+11	

LEVEL OF SERVICE ANALYSIS

KIRKSVILLE'S PARKS SYSTEM WAS STUDIED AT LENGTH TO DETERMINE THE CURRENT LEVEL OF SERVICE (LOS) TO THE COMMUNITY. A LOS ANALYSIS DESCRIBES THE AMOUNT AND QUALITY OF PARK AND RECREATION FACILITIES THAT ARE NEEDED

TO SERVE THE COMMUNITY AT A DESIRED (AND MEASURABLE) STANDARD. THE EXISTING LEVELS ARE SHOWN, ALONG WITH THE FUTURE NEEDS TO MEET THIS STANDARD.

The table below lists the types of parks located within Kirksville (along with Hazel Creek Lake), the acreage range of each, and the service area, which ranges from 0.25 miles to 2.5 miles. The map visually depicts these locations and their service radius.



CURRENT LEVEL OF SERVICE

- 3 COMMUNITY PARKS
- 6 NEIGHBORHOOD PARKS
- 1 MINI PARK

COMMUNITY PARK

- 20-75 ACRES
- 5-8 ACRES PER 1,000 (2.5 MI SERVICE)

NEIGHBORHOOD PARK

- 5-20 ACRES
- 1-2 ACRES PER 1,000 (0.5 MI SERVICE)

MINI PARK

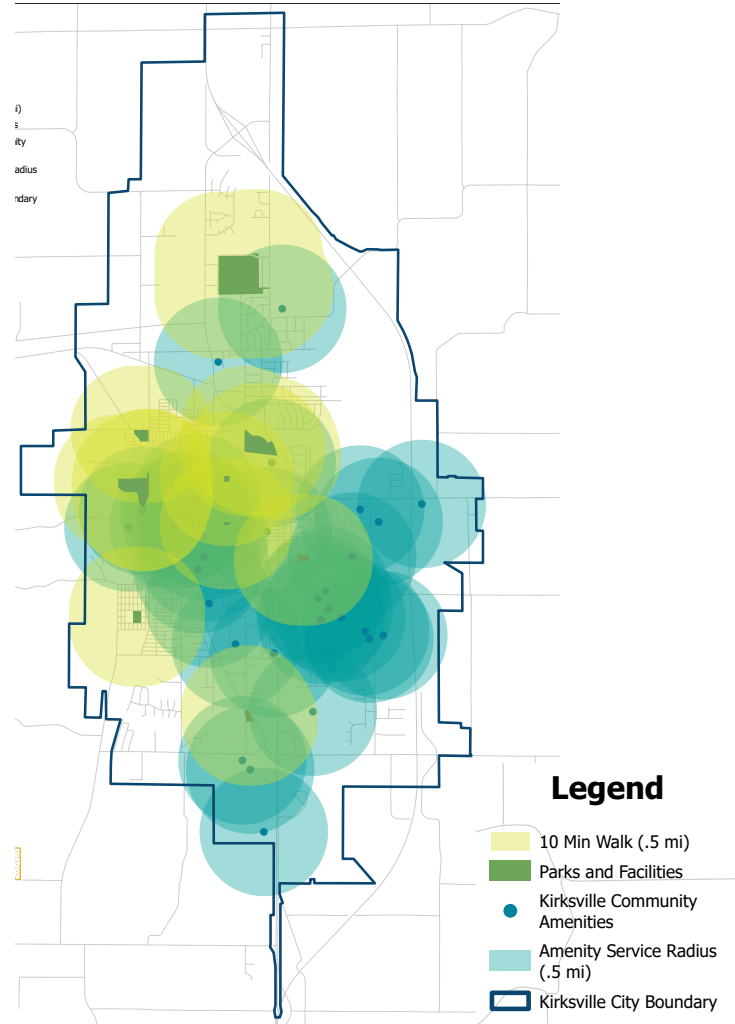
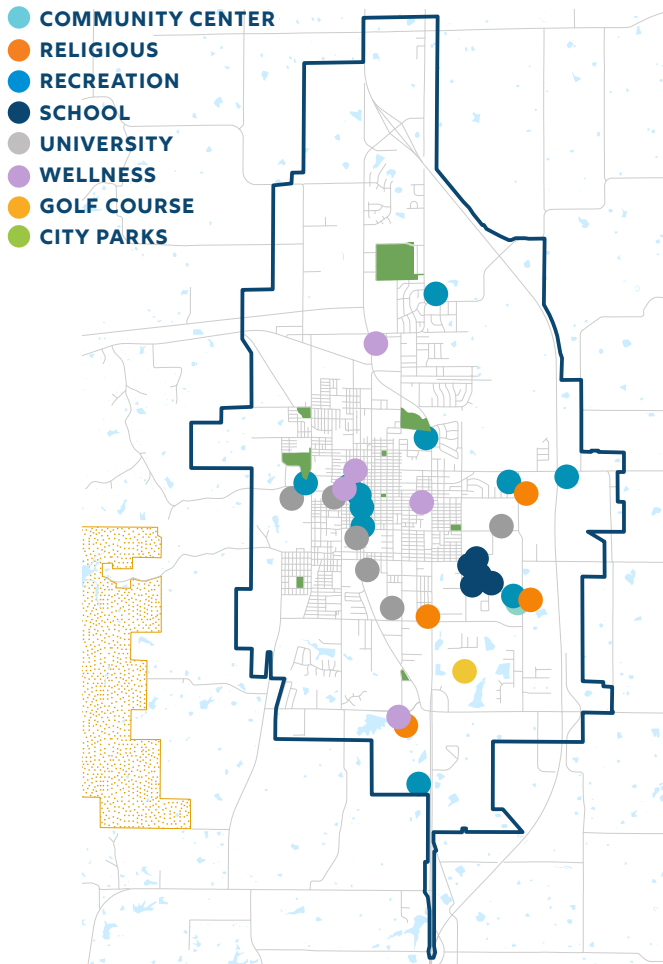
- LESS THAN 5 ACRES
- .25-.5 ACRES PER 1,000 (0.25 MI SERVICE)



PLAYGROUND AT NORTH PARK

LEVEL OF SERVICE ANALYSIS

The following two maps speak to the Level of Service for parks and recreation. The map below denotes the locations of numerous alternative providers of open space and recreational amenities, such as City of Kirksville parks, private and semi-private golf courses, schools, universities, wellness centers, and more. Generally, there seems to be a lack of indoor space, private providers mostly offer only one service at each location, and these



amenities are not as equitable as desired for the community. The above map depicts the service radii of these various amenities. The blue circles represent the half-mile service radii (e.g. 10-minute walk) of the private and semi-private providers while the yellow circles represent the half-mile service radii of the City of Kirksville park properties.

LEVEL OF SERVICE ANALYSIS

The National Recreation and Park Association (NRPA) publishes an updated “Agency Performance Review” manual and set of Park Metrics each year. The NRPA provides park and recreation professionals with the most up-to-date data that inform current and future decisions and equip leaders with insights that help them make the case to key stakeholders and elected officials for greater, more sustainable funding.

Our team used this guidance to assess Kirksville’s current Level of Service for park amenities. The below table lists the most common park amenities found across the Kirksville park system. The column entitled “Kirksville Today” provides the total number of each amenity found within the system at present. The column entitled “NRPA Standard” provides the number of each amenity found in communities of similar size to Kirksville according to the data in the NRPA 2022 Park Metrics. The far right column indicates the difference between what Kirksville provides and what a typical NRPA

PARK AMENITY	KIRKSVILLE TODAY	NRPA STANDARD	DIFFERENCE
PLAYGROUNDS	6	8	-2
BASKETBALL COURTS	4	4	0
YOUTH BASEBALL	6	5	+1
TENNIS COURTS	2	6	-4
MULTI-PURPOSE FIELDS	1	4	-3
DOG PARKS	1	1	0
ADULT SOFTBALL	0	3	-3
YOUTH SOFTBALL	3	3	0
ADULT BASEBALL	1	2	-1
SWIMMING POOLS	2	2	0
COMMUNITY GARDENS	0	2	-2
YOUTH SOCCER	0	5	-5
REC CENTERS	0	2	-2
SKATE PARKS	1	1	0
ADULT SOCCER	0	2	-2

LEVEL OF SERVICE ANALYSIS

agency of similar size provides. The results of this analysis can be read several ways. On its face value, it appears that Kirksville is lacking in several key areas, such as tennis, youth soccer, multi-purpose fields, and even playgrounds. However, the analysis on the previous pages of alternative providers of recreation should serve as a reminder that City of Kirksville is not the only provider of recreation and open space in Kirksville. Tennis courts can be found at Kirksville High School and Truman State

University. Soccer fields and multi-purpose fields can be found at the public schools, the local universities, and the YMCA. Playgrounds too can be accessed at public schools, the YMCA, and local churches. Based on our alternative provider analysis as well as ample community engagement, it's fair to say that the only amenity still lacking in Kirksville is a true indoor recreation center. The Kirksville YMCA is the only provider in the community currently filling this need.

Tennis Courts at Patryla Park



Gardens at Brashear Park



Playground at YMCA



CONNECTIVITY ANALYSIS

CONNECTIVITY TO PARKS AND RECREATION OPPORTUNITIES IS EXTREMELY IMPORTANT IN ANY COMMUNITY. IT CANNOT BE ASSUMED THAT ALL USERS HAVE A CAR OR ACCESS TO ONE, AND THERE ARE BARRIERS TO ACCESS AS WELL. RESIDENTS WERE ASKED A SERIES OF QUESTIONS, INCLUDING HOW FAR (WALKING DISTANCE) THEY WERE LOCATED FROM A PARK, SAFETY OF PEDESTRIAN ROUTES TO THE CLOSEST PARK, AND TOP PRIORITIES FOR INVESTMENT IN RECREATIONAL AMENITIES.

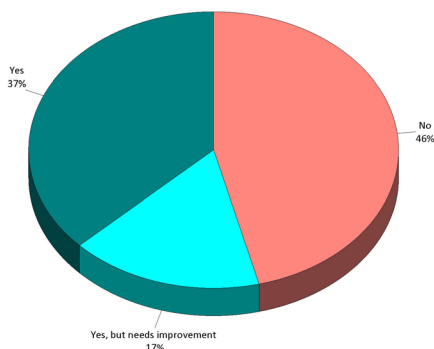
According to the survey, a slight majority of Kirksville residents do live within a 10-minute walk of a park. However, of those who don't, more than 50% live a 20-minute (or more) walk from the nearest park. Almost 65% indicate there is no pedestrian route between their home

and the nearest park, or that the one existing needs improvement. The majority of residents also indicate that the lack of trails or sidewalks is a barrier to using parks and programming.

As indicated in the Priority Investment Ratings for recreation amenities shown on page 59, walking and biking trails constitute the highest-rated recreation amenity in the priority investment ratings - this is not just a local phenomenon, but a national trend as well.

Q4. Do you have a pedestrian route (trails, sidewalks) to safely access the closest park to your household?

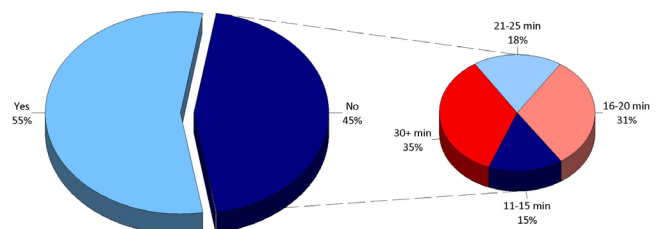
by percentage of respondents (excluding "not provided")



Q3. Do You Live Within a 10-Minute Walk From a Park?

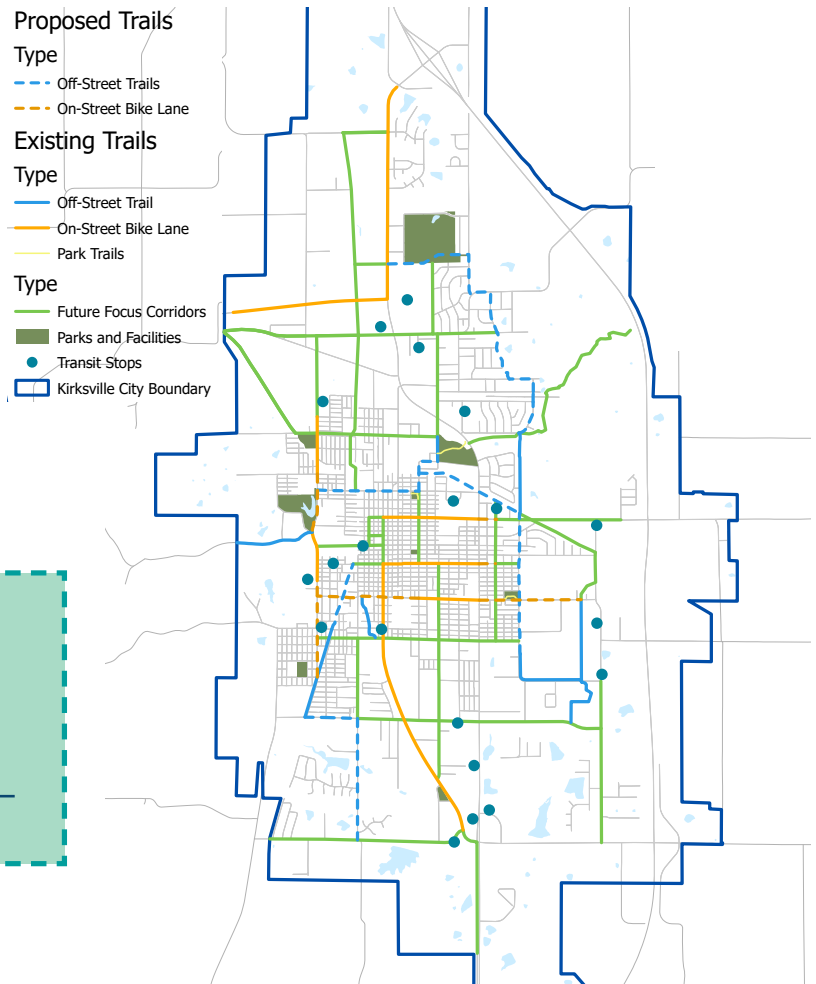
Q3a. If Not, How Long Would It Take to Walk to the Nearest Park?

by percentage of respondents (excluding "not provided")



CONNECTIVITY ANALYSIS

Trails are another aspect of connectivity that was focused on, rather than just parks and facilities. The trail system is shown on the map to the right and includes off-street trails, on-street bike lanes, and MoDOT bike lanes. The map also shows proposed “future focus corridors” in areas where trails could be expanded or created to further connect Kirksville.



CURRENT LEVEL OF SERVICE

2 MILES OF OFF-STREET TRAIL

6.2 MILES OF ON-STREET BIKE LANES

TOTAL: 8.2 MILES

PROPOSED ADDITIONS

4.0 MILES OF OFF-STREET TRAIL

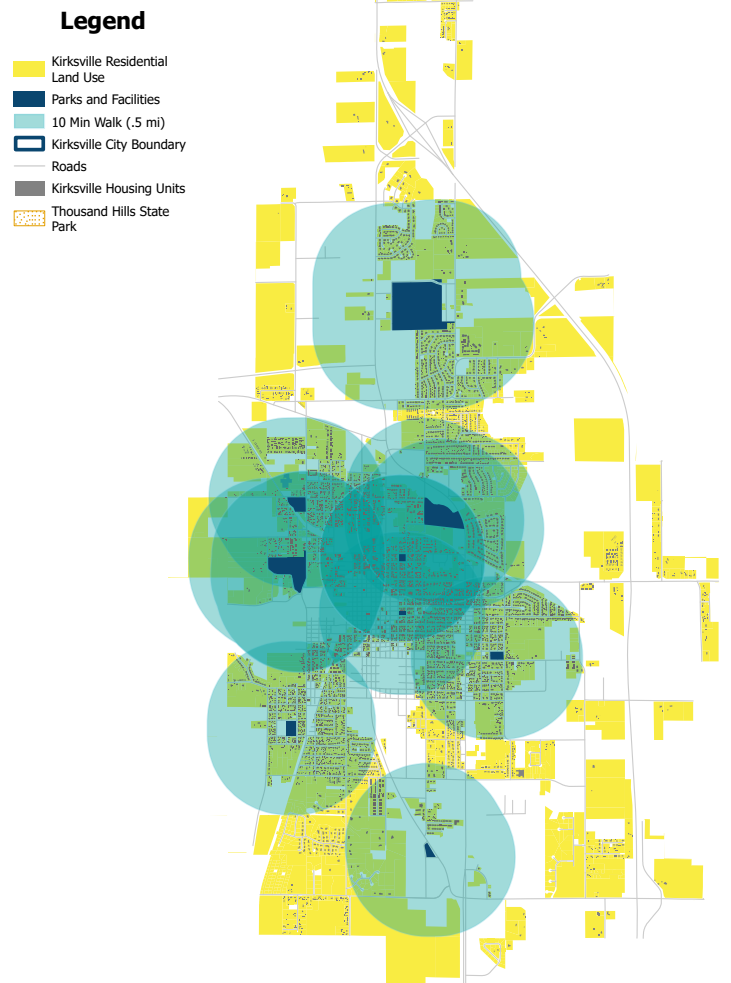
2.2 MILES OF ON-STREET BIKE LANES

TOTAL: 6.2 MILES



PARK EQUITY ANALYSIS

PARKS, TRAILS, COMMUNITY GARDENS, AND OTHER GREEN SPACES SERVE AS FUNDAMENTAL BUILDING BLOCKS TO CREATE HEALTHY, VIBRANT COMMUNITIES. IN PRINCIPLE, PUBLIC PARKS BELONG TO EVERYONE. IN PRACTICE, ACCESS TO PARKS AND RECREATION AREAS CAN BE DIFFICULT TO ACHIEVE. THE CITY OF KIRKSVILLE AIMS TO EQUITABLY PLACE PARKS, FACILITIES, AND AMENITIES THROUGHOUT THE COMMUNITY, BUT THERE ARE ALWAYS AREAS FOR IMPROVEMENT AS OPPORTUNITIES ARISE.



PARK NAME	HOUSING UNITS IN WALKING DISTANCE
ROTARY PARK	1,694
DETWEILER PARK	1,740
BRASHEAR PARK	1,615
MCKINNEY BARK PARK	138
PC MILLS PARK	1,327
PATRYLA & SPUR POND	1,280
JAYCEE PARK	1,362
MEMORIAL PARK	1,673
NORTH PARK	645
TOTAL	11,474
NUMBER IN RADII	6,624
OVERLAPPING HOUSING UNITS	4,850
TOTAL IN KIRKSVILLE	7,813
TOTAL NOT BEING SERVED	1,189

TOTAL POPULATION: 17,808

AVG. HOUSEHOLD SIZE: 2.38

88% OR 15,765 IN WALKING DISTANCE TO A PARK

64% OR 11,543 IN WALKING DISTANCE TO ONE OR MORE PARKS

15% OR 2,829

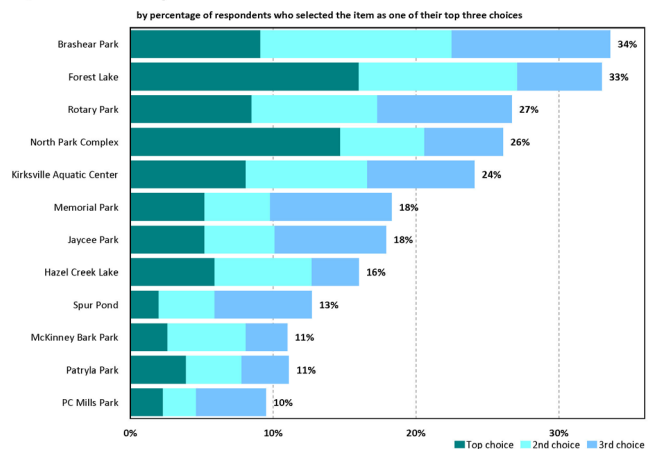
NOT IN WALKING DISTANCE TO A PARK

PARK EQUITY ANALYSIS

When residents were surveyed regarding their preferences on what parks or facilities should be prioritized over the next 2 years, results seem consistent with the other research compiled, particularly when it comes to the parks most preferred or used. Per the survey, residents support investment at Brashear Park, Forest Lake, Rotary Park, North Park Complex, and the Aquatic Center. The top choice for investment was Forest Lake, then North Park Complex. The least amount of interest in prioritization was P.C. Mills Park with 10% of those choosing that, then Patryla Park and McKinney Bark Park with 11% interest. It is important to bear in mind that the facilities at Forest Lake consist of 4 swimming docks and an accessible fishing dock.

The table below shows investments over the past 5 budget cycles. During these past years, the park facilities that have seen the greatest levels of investment have been the Aquatic Center, North Park Complex, Patryla Park,

Q2. Which Parks/Facilities Should Be Prioritized Over the Next 2 Years



Detweiler Park, and Spur Pond.

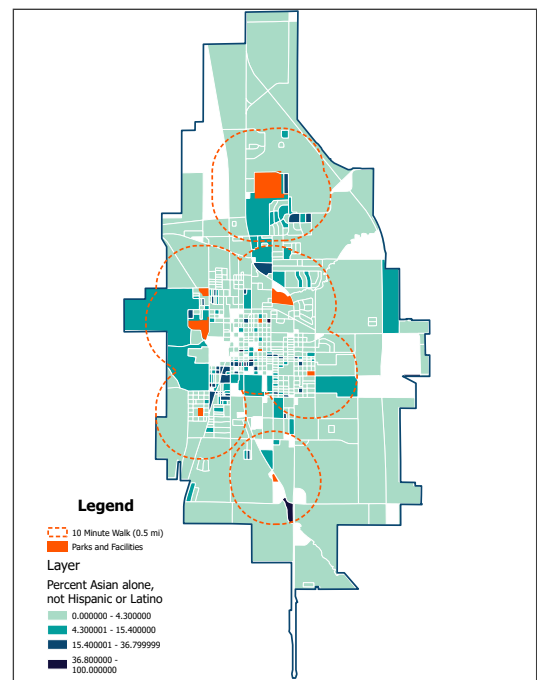
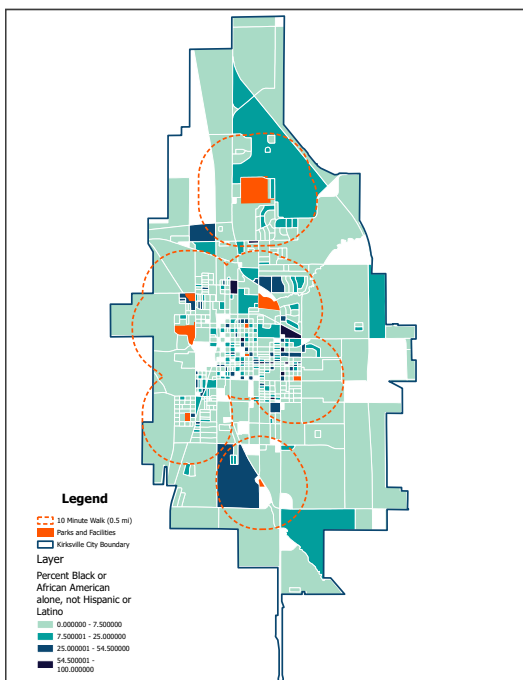
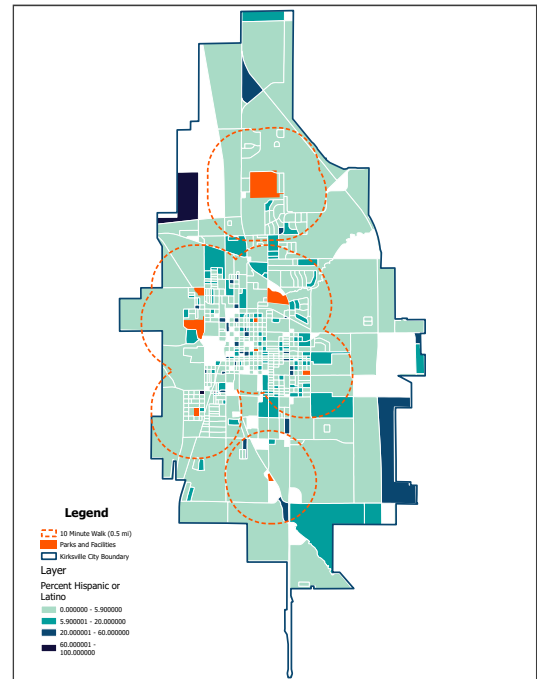
During this same period, the parks experiencing the lowest levels of capital investment have been Jaycee Park, P.C. Mills Park, Rotary Park, and Memorial Park.

Park	2018	2019	2020	2021	2022	Total
Aquatic Center	\$183,400	\$1,231,928	\$4,732,745	\$4,449,598	\$413,331	\$11,011,002
Rotary Park	\$4,300					\$4,300
Detweiler Park					\$70,000	\$70,000
Brashear Park					\$10,000	\$10,000
McKinney Bark Park	\$18,000				\$9,142	\$27,142
PC Mills Park						\$0
Patryla Park		\$16,000		\$19,000	\$173,110	\$208,110
Jaycee Park						\$0
Memorial Park	\$13,524					\$13,524
North Park	\$15,000		\$60,000	\$219,537	\$105,000	\$399,537
Spur Pond	\$60,000					\$60,000
Hazel Creek				\$30,000		\$30,000
Forest Lake					\$30,000	\$30,000

PARK EQUITY ANALYSIS

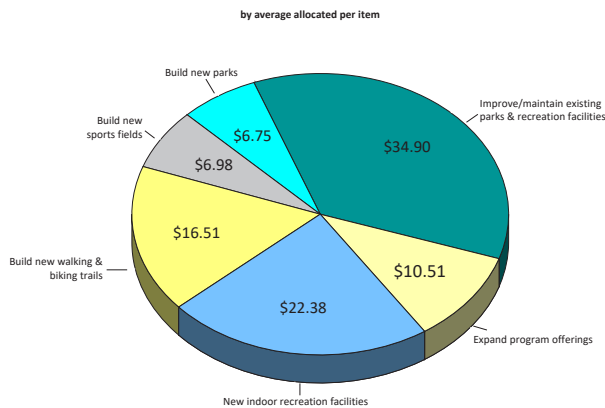
The maps on this page illustrate park equity when looking at ethnicity and race within Kirksville. The orange circles show a ten-minute walking radius to a park service area for each category - Hispanic or Latino, percent black or African American alone, and percent Asian alone.

Non-white ethnic and racial minorities make up less than 10% of the total population, and most pockets of concentration fall within existing park service areas.



PARK EQUITY ANALYSIS

Q14. With a Budget of \$100, How Would Respondents Allocate Funds for Parks and Recreation?

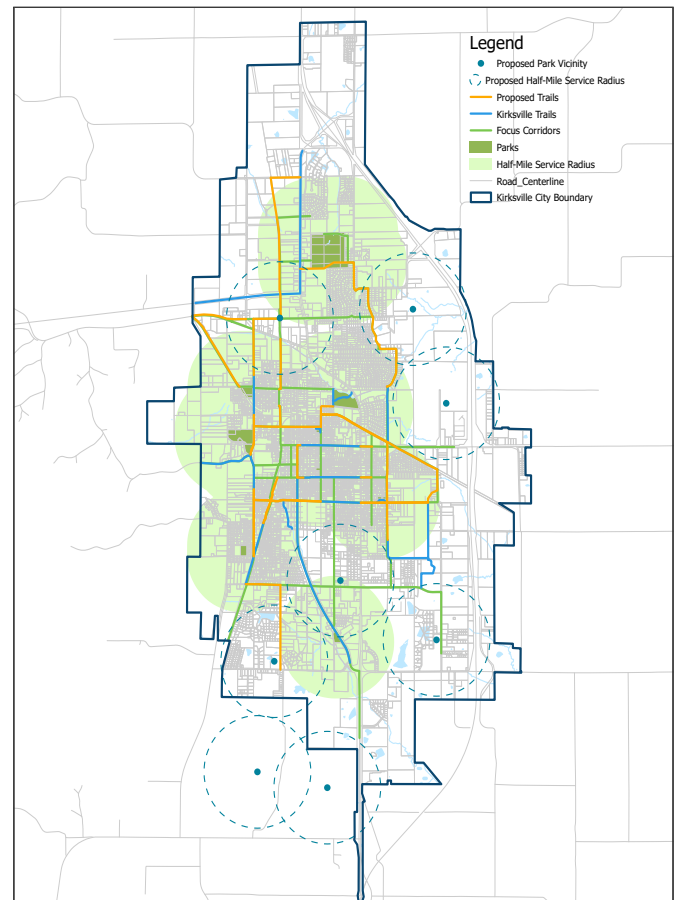


Although the above graphic has been addressed previously within this document, it is appropriate to assess it from the perspective of park equity in Kirksville.

Given a hypothetical budget, residents prioritize the maintenance of existing parks above all other expenditures. The lowest budgetary priority is the development of new parks. These priorities correlate with the fact that a large majority of residents live within easy distance of an existing park.

The second highest budget priority is the development of new indoor recreation facilities. If Kirksville develops facilities on land it does not already own, a southern location needs to be of utmost priority. The southern half of the City (south of Patterson Street) contains the most significant gaps in park services.

Overall, the park system in Kirksville is highly equitable and accessible to the population



and its users. The Parks and Recreation Department spends money on a good variety of upkeep/maintenance, adding new facilities, and offers a range of types and locations for park opportunities. While the greatest single expenditure over the past 5 years has been spent on the Aquatic Center, it is the only of its kind within the community and is enjoyed by a great amount of the Kirksville residents and their families.



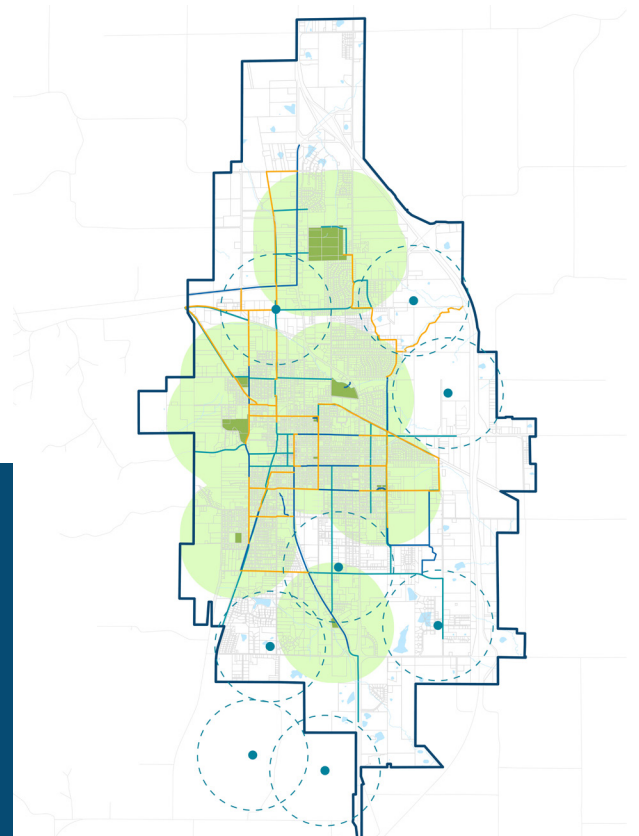
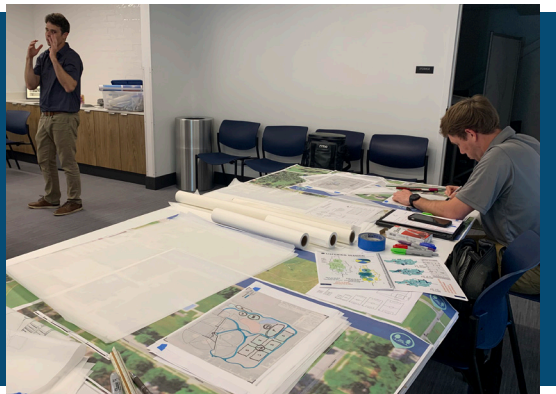
VISIONING

STRATEGIC PLANNING RETREAT.....	81
PARK DESIGN CHARRETTE.....	82
STRATEGIC ACTION PLAN.....	83
COMMUNITY OPEN HOUSE #2.....	85

STRATEGIC PLANNING RETREAT

AS A PART OF THE VISIONING PROCESS, A FULL-DAY “STRATEGIC PLANNING RETREAT” WAS HELD WITH THE PLAN’S STEERING COMMITTEE. STRATEGIC PLANNING RETREATS ARE DESIGNED TO PROMOTE POSITIVE TEAM DYNAMICS, WHILE ALSO MEETING A SPECIFIC SET OF DESIRED ADMINISTRATIVE OUTCOMES.

The consultant team presented all data collected and their analysis. City staff shared their reactions and priorities for the future. The meeting was attended by seven steering committee members.



PARK DESIGN CHARRETTE

ANOTHER FULL-DAY SESSION “PARK DESIGN CHARRETTE” WAS ALSO HELD, WITH THE INTENT OF CREATING A NEW MASTER PLAN FOR ALL KIRKSVILLE PARK PROPERTIES. THIS CHARRETTE WAS DESIGNED TO BUILD OFF THE DISCUSSION FROM THE STRATEGIC PLANNING RETREAT.

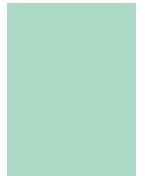
The day began with City staff reviewing “bubble diagrams”, which are rough concept sketches for each park, and collecting feedback and other design ideas and elements. At the conclusion of the day, after a full discussion of the concepts, final draft plans were presented.



STRATEGIC ACTION PLAN

AFTER ALL OF THE DISCOVERY, ANALYSIS, AND VISIONING, A DRAFT “STRATEGIC ACTION PLAN” WAS DEVELOPED AND READIED FOR PRESENTATION TO THE CITY AND THE PUBLIC. THIS PLAN CREATED 6 GOALS FOR THE PLAN -- UNDER EACH OF THESE GOALS, SPECIFIC OBJECTIVES WERE DEFINED FOR FURTHER DEFINITIVE STEPS THAT SHOULD BE TAKEN OVER THE COMING YEARS.

Specific goals center around community identity, neighbors and housing, economy, mobility and transportation, infrastructure and public facilities, and planning and land use. Some objectives include enhancing human connections, providing a more complete multi-modal system of transportation, and preserving and protecting high-quality natural resources, slopes, and floodplains while preserving the historical and cultural legacy of Kirksville.



GOAL #1: COMMUNITY IDENTITY

OBJECTIVES:

- ENHANCE HUMAN CONNECTIONS BRINGING MEANING TO OUR LIVES
- INCREASE PEOPLES' SENSE OF BELONGING TO COMMUNITY
- IMPROVE COMMUNITY PHYSICAL AND MENTAL HEALTH
- PRESERVE KIRKSVILLE'S HISTORY AND CULTURAL LEGACY

GOAL #2: NEIGHBORS & HOUSING

OBJECTIVES:

- BETTER CONNECT WHERE PEOPLE LIVE TO WHERE THEY WORK AND PLAY
- IMPROVE THE VISUAL APPEARANCE AND CONDITION OF INFRASTRUCTURE IN NEIGHBORHOODS

STRATEGIC ACTION PLAN

GOAL #3: ECONOMY

OBJECTIVES:

- INCREASE RETAIL SALES PER CAPITA TO PROVIDE ADDITIONAL FUNDING
- SUSTAIN THE POPULATION OF KIRKSVILLE BY FOCUSING ON THE UNIQUE QUALITY OF LIFE THE COMMUNITY OFFERS

GOAL #4: MOBILITY & TRANSPORTATION

OBJECTIVES:

- IMPROVE REGIONAL TRANSPORTATION CONNECTIONS FOR ALL MODES OF TRAVEL
- PROVIDE A MORE COMPLETE AND ACCESSIBLE MULTI-MODAL TRANSPORTATION SYSTEM

GOAL #5: INFRASTRUCTURE & PUBLIC FACILITIES

OBJECTIVES:

- IMPROVE THE SUSTAINABILITY OF INFRASTRUCTURE, MAKING IT MORE RELIABLE, EFFICIENT, AND AFFORDABLE IN THE LONG RUN
- IMPROVE THE ACCESSIBILITY AND EQUITABLE DISTRIBUTION OF PUBLIC AND RECREATIONAL FACILITIES FOR PEOPLE OF ALL AGES AND ABILITIES LIVING IN ALL NEIGHBORHOODS

GOAL #6: PLANNING & LAND USE

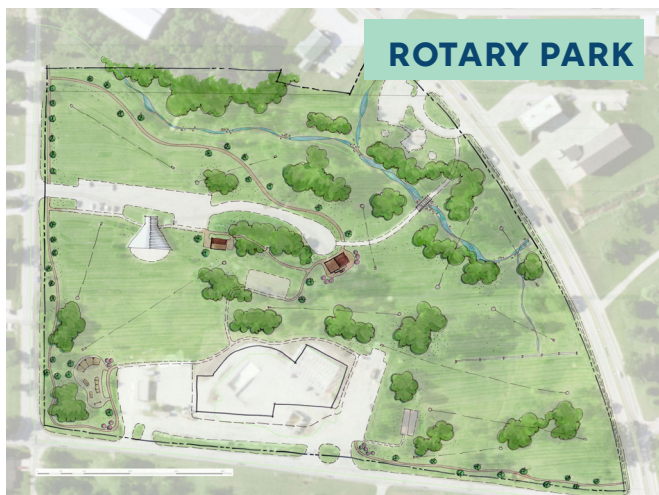
OBJECTIVES:

- PRESERVE AND PROTECT HIGH-QUALITY NATURAL RESOURCES, SLOPES, AND FLOODPLAINS
- PROTECT AND ENHANCE KIRKSVILLE'S URBAN FOREST
- PROTECT WATER QUALITY IN LAKES, STREAMS, AND RIVERS
- MANAGE THE RESPONSIBLE GROWTH AND DEVELOPMENT OF KIRKSVILLE

COMMUNITY OPEN HOUSE #2

A SECOND COMMUNITY OPEN HOUSE WAS HELD ON AUGUST 17, 2022, IN THE RAY KLINGINSMITH AMPHITHEATER IN ROTARY PARK. OVER 25 RESIDENTS ATTENDED THIS OPEN FORUM TO VIEW THE PRELIMINARY RECOMMENDATIONS PROPOSED IN THE STRATEGIC ACTION PLAN.

During this 3-hour open house, residents had the opportunity to review and comment on master plan goals and objectives, individual park master plans, proposed trail and bike lane improvements, and potential locations for a future indoor recreation center.



PROPOSED IMPROVEMENTS
SHELTER, CONCESSION STAND/RESTROOM,
SKATE PARK, PERIMETER TRAIL & INTERNAL
SIDEWALKS



PROPOSED IMPROVEMENTS
PERIMETER TRAIL, SOCCER FIELDS/PARKING/
CONCESSIONS/RESTROOM/PLAYGROUND, RECONFIGURE
BALL DIAMOND AND PARKING LOT, SAND VOLLEYBALL
COURTS, FISHING LANDINGS, ETC.

COMMUNITY OPEN HOUSE #2



NORTH PARK

PROS

- The right amount of land already owned by the City
- Creates a 4-season recreation complex
- Access to Emmett St. and Maple St.

CONS

- Not centrally located
- Limits the development of other outdoor rec uses



JAYCEE PARK

PROS

- Land the city already owns
- Property is served by utilities, on a major roadway, and presents no topo challenges

CONS

- Not centrally located
- Site is occupied and only 3.5 acres available
- Removes neighborhood park amenities
- Removes a City-owned rental property

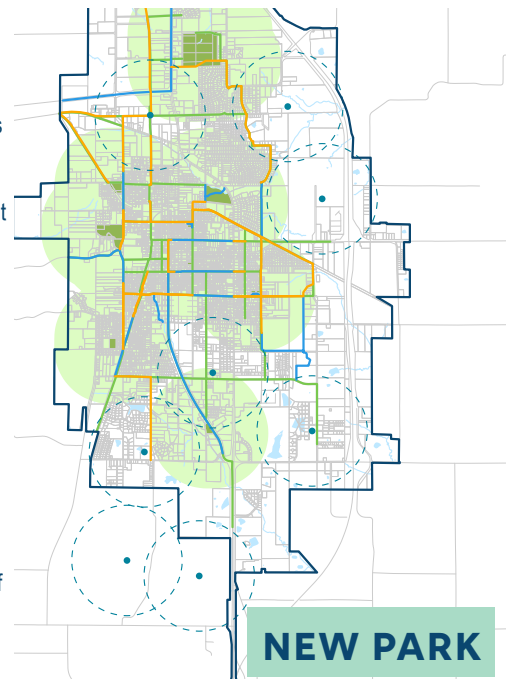
Among other preliminary recommendations and findings, this open house featured an analysis of potential locations for a future indoor recreation center. The master plan team explored the pros and cons associated with locating this new facility at Rotary Park, North Park, Jaycee Park, and a future new park. In general, the existing park properties all offer the opportunity to save big money on land acquisition costs. Conversely, locating this facility in an existing park would either drastically alter the park or seriously hinder its future development potential. Seeking a new park for this facility would provide the City the chance to locate in a more central part of Kirksville, however, the land costs could be significant.

PROS

- Opportunity to locate on a site that best serves new population growth
- No displacement of existing park and recreation amenities

CONS

- Land is not free
- City will have to acquire a site of 5-10 acres



NEW PARK



IMPLEMENTATION

VISION AND MISSION.....	89
PRIORITIZED ACTION PLAN.....	90
PLANNING & LAND USE.....	99
FUNDING MECHANISMS.....	101
RECREATION & PROGRAMMING.....	103
MAINTENANCE & OPERATIONS.....	105
INDOOR RECREATION CENTER.....	107
TRAILS & BIKE LANES.....	109
SIGNAGE & NAMING.....	111
INDIVIDUAL PARK MASTER PLANS.....	113

VISION AND MISSION

BOTH A DEFINITIVE “VISION” AND “MISSION” STATEMENT WERE CREATED FOR THE PARKS AND RECREATION MASTER PLAN. A VISION STATEMENT IS A STRONG STATEMENT ABOUT WHERE THE COMMUNITY, AND PARTICULARLY THE PARKS AND RECREATION DEPARTMENT, DESIRES TO BE IN THE FUTURE. A MISSION STATEMENT DESCRIBES HOW AN ORGANIZATION ACHIEVES ITS VISION. A VISION STATEMENT IS LOFTIER AND REPRESENTS THE BROAD PICTURE OF THE COMMUNITY AND WHAT ITS MEANING IS TO THE RESIDENTS OF KIRKSVILLE, WHILE A MISSION STATEMENT IS MORE DIRECT AND POINTED TO SPECIFICS IN DEPARTMENTAL ACTIONS.



VISION STATEMENT

- A VISION STATEMENT IS ASPIRATIONAL AND REPRESENTS WHERE AN ORGANIZATION WANTS “TO BE” IN THE FUTURE.
- A PROPOSED VISION STATEMENT FOR THE DEPARTMENT COULD BE:
THE VISION OF THE KIRKSVILLE PARKS AND RECREATION DEPARTMENT IS TO BE THE PLACE AND TIME WHERE MEMORABLE AND FULFILLING MOMENTS HAPPEN IN THE LIVES OF THE CITIZENS WE SERVE.

MISSION STATEMENT

- A MISSION STATEMENT IS PRAGMATIC AND DESCRIBES HOW AN ORGANIZATION ACHIEVES ITS VISION.
- A PROPOSED MISSION STATEMENT FOR THE DEPARTMENT COULD BE:
THE MISSION OF THE KIRKSVILLE PARKS AND RECREATION DEPARTMENT IS TO IMPROVE THE LIVES OF ALL KIRKSVILLE CITIZENS, MAINTAIN HIGH QUALITY PARKS AND FACILITIES, OFFER EXCEPTIONAL PROGRAMMING, AND ENRICH THE IDENTITY OF THIS COMMUNITY THROUGH SPECIAL EVENTS.

KIRKSVILLE
VISION AND MISSION
STATEMENTS

PRIORITIZED ACTION PLAN

DATA COMPILED THROUGHOUT THE ENTIRE PLANNING PROCESS WAS UTILIZED TO CREATE A “PRIORITIZED ACTION PLAN”. THE PRIORITIZED ACTION PLAN ENCOMPASSES ALL MASTER PLAN RECOMMENDATIONS AND LISTS ACTION ITEMS IN ORDER OF PRIORITY, WITH PRIORITY LEVELS CORRESPONDING TO 5-YEAR PERIODS OF TIME.

- **PRIORITY 1 = 2022-2027**
- **PRIORITY 2 = 2027-2032**
- **PRIORITY 3 = 2032-2037**

- **THE PLAN ASSIGNS EACH ACTION ITEM TO ONE OF THE SIX MASTER PLAN GOALS: COMMUNITY IDENTITY, NEIGHBORS & HOUSING, ECONOMY, MOBILITY & TRANSPORTATION, INFRASTRUCTURE & PUBLIC FACILITIES, PLANNING & LAND USE.**

- **IF APPLICABLE, THE PLAN LISTS A LOCATION FOR EACH ACTION ITEM. FOR ACTION ITEMS NOT ASSOCIATED WITH SINGULAR PARKS, THIS COLUMN MAY READ “TRAILS,” “MAINTENANCE,” OR “PROGRAMMING”.**

- **THE PLAN PROVIDES AN ESTIMATED DURATION OF TIME IT MAY TAKE TO IMPLEMENT EACH ACTION.**

- **THE PLAN PROVIDES AN ESTIMATED COST FOR EACH ACTION.**

- **THE PLAN ASSIGNS A FUNDING SOURCE TO EACH ACTION. FUNDING COMES FROM THE PARKS AND RECREATION DEPARTMENT, SPONSORSHIPS, GRANTS, PUBLIC WORKS, ENGINEERING, UTILITIES AND FINALLY, DONATIONS.**

PRIORITY 1 - 2022 - 2027

PRIORITY	ACTION ITEM	GOAL	LOCATION	DURATION	BUDGET	SOURCE
1.P.1	Study Park Dedication and Impact Fee	Planning & Land Use	Planning & Land Use	On-Going	\$0	P&R and Comm. Dev.
1.E.1	Develop Sponsorship Policy and Strategy	Economy	Funding	On-Going	\$0	P&R
1.E.2	Study Park Foundation Viability	Economy	Funding	On-Going	\$0	P&R
1.C.1	Hire Full Time Aquatics Specialist	Community Identity	Programming	On-Going	\$35,000	P&R
1.C.2	Develop Program Catalog	Community Identity	Programming	On-Going	\$0	P&R
1.C.3	Develop Social Media Strategy	Community Identity	Programming	On-Going	\$0	P&R
1.C.4	Solidify Facility Agmt. w/ Kirksville Public Schools	Community Identity	Programming	On-Going	\$0	P&R
1.C.5	Develop TSU & ATSU Comm. Strategy	Community Identity	Programming	On-Going	\$0	P&R
1.C.6	Develop Program Scholarship Fund	Community Identity	Programming	On-Going	\$0	P&R
1.C.7	Develop Model for Youth & Adult Baseball & Softball	Community Identity	Programming	On-Going	\$0	P&R
1.C.8	Develop Additional Adult & Senior Water Fitness Programming	Community Identity	Programming	On-Going	\$0	P&R
1.C.9	Develop Fall Heritage Festival	Community Identity	Programming	On-Going	\$0	Tourism and Partners, P&R
1.C.10	Develop Community Disc Golf Tournament	Community Identity	Programming	On-Going	\$0	P&R
1.I.1	Develop Legacy Maintenance Plan	Infrastructure & Public Facilities	Maintenance	On-Going	\$0	P&R
1.I.2	Hire Full Time Park Maintenance Worker	Infrastructure & Public Facilities	Maintenance	On-Going	\$30,000	P&R

PRIORITY	ACTION ITEM	GOAL	LOCATION	DURATION	BUDGET	SOURCE
1.P.2	Create Mowing Reduction Plan	Planning & Land Use	Maintenance	On-Going	\$0	P&R
1.I.3	Purchase Sidewalk Snow Removal Machine	Infrastructure & Public Facilities	Maintenance	1 Year	\$34,000	P&R
1.I.4	Replace Hustler Super Z Mower	Infrastructure & Public Facilities	Maintenance	1 Year	\$13,000	P&R
1.I.5	Replace John Deere 2305 Tractor	Infrastructure & Public Facilities	Maintenance	1 Year	\$20,200	P&R
1.I.6	Replace Chevy Flatbed 4WD	Infrastructure & Public Facilities	Maintenance	1 Year	\$42,000	P&R
1.I.7	Replace John Deere Gator	Infrastructure & Public Facilities	Maintenance	1 Year	\$7,200	P&R
1.I.8	Replace Grasshopper Mower	Infrastructure & Public Facilities	Maintenance	1 Year	\$14,000	P&R
1.I.9	Replace 2 Hustler Super Z Mowers	Infrastructure & Public Facilities	Maintenance	1 Year	\$28,000	P&R
1.M.1	Mills St., Florence St., and Cottonwood St. from Rotary Park. to Osteopathy St.	Mobility & Transport	Trails	2 Years	\$470,000	Public Works
1.N.1	LaHarpe St. from Osteopathy Trail to Cottonwood St.	Neighbors & Housing	Trails	2 Years	\$670,000	Public Works
1.N.2	Normal Ave. from Florence St. to Osteopathy St.	Neighbors & Housing	Bike Lanes	1 Year	\$40,000	Public Works
1.N.3	Normal Ave. from Baltimore St. to Jamison St.	Neighbors & Housing	Bike Lanes	1 Year	\$60,000	Public Works
1.C.11	Install Maps at all Park Properties	Community Identity	Signage	1 Year	\$6,000	P&R
1.I.10	Develop Perimeter Trail	Infrastructure & Public Facilities	North Park	1 Year	\$500,000	Grants + P&R

PRIORITY	ACTION ITEM	GOAL	LOCATION	DURATION	BUDGET	SOURCE
1.I.11	Reconfigure NW Parking Lot	Infrastructure & Public Facilities	North Park	1 Year	\$90,000	P&R
1.I.12	Develop 2 Fishing Landings	Infrastructure & Public Facilities	North Park	1 Year	\$40,000	Grants + P&R
1.I.13	Install New Shelter by NW Corner	Infrastructure & Public Facilities	North Park	1 Year	\$120,000	P&R
1.I.14	Develop 2 Sand Volleyball Courts	Infrastructure & Public Facilities	North Park	1 Year	\$30,000	P&R
1.I.15	Develop Pickleball Courts	Infrastructure & Public Facilities	North Park	1 Year	\$150,000	P&R
1.C.12	Replace All 3 Gateway Signs	Community Identity	Signage	1 Year	\$50,000	Tourism
1.C.13	Install Electronic Monument Sign	Community Identity	North Park	1 Year	\$30,000	P&R
1.I.16	Develop Perimeter Trail	Infrastructure & Public Facilities	Rotary Park	1 Year	\$340,000	Grants + P&R
1.C.14	Develop New Shelter and Parking Improvements	Community Identity	Rotary Park	2 Years	\$400,000	Grants + P&R
1.E.3	Develop New Concession Stand & Restroom Building	Economy	Rotary Park	2 Years	\$800,000	Grants + P&R
1.I.17	Reconfigure Internal Sidewalks	Infrastructure & Public Facilities	Rotary Park	1 Year	\$75,000	Grants + P&R
1.P.3	Perform Steer Creek Restoration	Planning & Land Use	Rotary Park	1 Year	\$50,000	Grants + P&R
1.C.15	Install Electronic Monument Sign	Community Identity	Rotary Park	1 Year	\$30,000	P&R
1.C.16	Install Directional Signage	Community Identity	Rotary Park	1 Year	\$2,000	P&R
1.N.4	Install New Playground	Neighbors & Housing	Brashear Park	1 Year	\$150,000	Grants + P&R

PRIORITY	ACTION ITEM	GOAL	LOCATION	DURATION	BUDGET	SOURCE
1.N.5	Install New Splash Park	Neighbors & Housing	Brashear Park	2 Years	\$350,000	Grants + P&R
1.C.17	Install New Shelter	Community Identity	Brashear Park	1 Year	\$140,000	Grants + P&R
1.I.18	Install Bump-Outs & Angled Parking	Infrastructure & Public Facilities	Detweiler Park	1 Year	\$15,000	Public Works
1.N.6	Install Evergreen Hedge	Neighbors & Housing	Detweiler Park	1 Year	\$10,000	Grants + P&R
1.C.18	Install Public Art	Community Identity	Detweiler Park	1 Year	\$30,000	Grants + P&R
1.C.19	Install New Seating	Community Identity	Detweiler Park	1 Year	\$5,000	Donations
1.C.20	Install Interpretive Historical Signage	Community Identity	Detweiler Park	1 Year	\$10,000	Grants + P&R
1.I.19	Install Storm Drain	Infrastructure & Public Facilities	McKinney Bark Park	1 Year	\$10,000	P&R
1.C.21	Install Dog Obstacles & Play Structures	Community Identity	McKinney Bark Park	1 Year	\$10,000	Grants + P&R
1.I.20	Install Additional On-Street Parking	Infrastructure & Public Facilities	P.C. Mills Park	1 Year	\$50,000	P&R
1.N.7	Replace Restroom	Neighbors & Housing	P.C. Mills Park	1 Year	\$125,000	Grants + P&R
1.C.22	Develop New Splash Park	Community Identity	P.C. Mills Park	2 Years	\$350,000	Grants + P&R
1.E.4	Rebuild Single Tennis Court	Economy	Patryla Park	1 Year	\$150,000	Grants + P&R
1.I.21	Develop New Tennis Parking Lot	Infrastructure & Public Facilities	Patryla Park	1 Year	\$150,000	P&R
1.I.22	Develop Gravel Lot by Water Tower	Infrastructure & Public Facilities	Patryla Park	1 Year	\$50,000	Utilities
1.N.8	Develop New Playground	Neighbors & Housing	Patryla Park	1 Year	\$150,000	Grants + P&R

PRIORITY 2

2027 - 2032

PRIORITY	ACTION ITEM	GOAL	LOCATION	DURATION	BUDGET	SOURCE
1.J.21	Develop On-Street Parking by Labyrinth	Infrastructure & Public Facilities	Patryla Park	1 Year	\$20,000	P&R
1.C.23	Install Labyrinth Shelter	Community Identity	Patryla Park	1 Year	\$50,000	Grants + P&R
1.C.24	Install Standard Wood Signs	Community Identity	Hazel Creek Lake	1 Year	\$2,000	P&R
Phase 1 Total					\$6,003,400	
2.E.1	Develop Regional Muskie Fishing Event at Hazel Creek Lake	Economy	Programming	On-Going	\$0	Tourism + P&R
2.I.1	Conduct Feasibility Study	Infrastructure & Public Facilities	Indoor Rec	1 Year	\$60,000	P&R
2.N.1	North Park Connector from Baltimore St.. to Cottage Grove Trail.	Neighbors & Housing	Trails	2 Years	\$1,200,000	Public Works
2.N.2	Osteopathy St. from Scott to Hamilton St.	Neighbors & Housing	Bike Lanes	1 Year	\$60,000	Public Works
2.N.3	Osteopathy St. from Gardner St. to Missouri St.	Neighbors & Housing	Bike Lanes	1 Year	\$50,000	Public Works
2.M.1	Shorten Outfield Fences on Yellow, Orange, & Green Fields	Mobility & Transportation	North Park	1 Year	\$250,000	P&R
2.M.2	Relocate & Redevelop Maintenance Shop	Mobility & Transportation	North Park	1 Year	\$500,000	P&R
2.M.3	Extend Maple Street	Mobility & Transportation	North Park	2 Years	\$2,000,000	Engineering
2.N.4	Plant Street Trees Around Perimeter	Neighbors & Housing	North Park	4 Years	\$80,000	Grants +P&R
2.N.5	Redevelop Playground	Neighbors and Housing	Memorial Park	1 Year	\$150,000	Grants + P&R
2.I.2	Install New Restroom	Infrastructure & Public Facilities	Memorial Park	1 Year	\$125,000	Grants + P&R

PRIORITY	ACTION ITEM	GOAL	LOCATION	DURATION	BUDGET	SOURCE
2.I.3	Install New Half Court Basketball	Infrastructure & Public Facilities	Memorial Park	1 Year	\$60,000	Grants + P&R
2.I.4	Install Cross Access Trail	Infrastructure & Public Facilities	Memorial Park	1 Year	\$40,000	Grants + P&R
2.C.1	Install New Multi-Sport Court	Community Identity	Brashear Park	1 Year	\$280,000	Grants + P&R
2.I.5	Install Perimeter Trail	Infrastructure & Public Facilities	Brashear Park	1 Year	\$150,000	Grants + P&R
2.C.2	Install New Outdoor Fitness Area	Community Identity	Brashear Park	1 Year	\$80,000	Grants + P&R
2.C.3	Install Interpretive Historical Signage	Community Identity	Brashear Park	1 Year	\$10,000	Grants + P&R
2.N.6	Redevelop Playground	Neighbors & Housing	P.C. Mills Park	1 Year	\$160,000	Grants + P&R
2.I.6	Install New Full Court Basketball	Infrastructure & Public Facilities	P.C. Mills Park	1 Year	\$70,000	Grants + P&R
2.I.7	Reconfigure Internal Sidewalks	Infrastructure & Public Facilities	P.C. Mills Park	1 Year	\$70,000	P&R
2.C.4	Install Archery Range	Community Identity	Patryla Park	1 Year	\$25,000	Grants + P&R
2.I.8	Develop Perimeter Trail	Infrastructure & Public Facilities	Patryla Park	1 Year	\$290,000	Grants + P&R
2.C.5	Install Directional Signage	Community Identity	Patryla Park	1 Year	\$3,000	P&R
2.I.9	Resurface Parking Lots	Infrastructure & Public Facilities	Hazel Creek Lake	1 Year	\$50,000	P&R
2.I.10	Replace Vault Restrooms	Infrastructure & Public Facilities	Hazel Creek Lake	1 Year	\$250,000	Grants +P&R
2.J.11	Install Accessible Sidewalks	Infrastructure & Public Facilities	Hazel Creek Lake	1 Year	\$60,000	P&R
2.C.6	Install Shelters	Community Identity	Hazel Creek Lake	1 Year	\$250,000	Grants +P&R

PRIORITY 3

2032 - 2037

PRIORITY	ACTION ITEM	GOAL	LOCATION	DURATION	BUDGET	SOURCE
	Phase 2 Total				\$6,323,000	
3.C.1	Hire Full Time Recreation Assistant	Community Identity	Programming	On-Going	\$35,000	P&R
3.I.1	Hire Full Time Building Technician	Infrastructure & Public Facilities	Programming	On-Going	\$30,000	P&R
3.I.2	Acquisition of 5 to 10-acre site	Infrastructure & Public Facilities	Indoor Rec	2 Years	\$1,500,000	Donations + P&R
3.I.3	Develop 26,000 SF Indoor Rec Center and Site	Infrastructure & Public Facilities	Indoor Rec	3 Years	\$15,100,000	P&R
3.N.1	East Side Rail Trail . from Normal Ave. to Florence St.	Neighbors & Housing	Trails	2 Years	\$850,000	Public Works
3.N.2	Osteopathy Trail Extension from Michigan St to Franklin St.	Neighbors & Housing	Trails	2 Years	\$630,000	Public Works
3.C.2	Develop 5 U-14 Soccer Fields	Community Identity	North Park	2 Years	\$2,200,000	Grants +P&R
3.C.3	Develop Concession & RR Building	Community Identity	North Park	2 Years	\$1,000,000	P&R
3.C.4	Develop Soccer Parking	Community Identity	North Park	2 Years	\$250,000	P&R
3.C.5	Develop Playground	Community Identity	North Park	1 Year	\$200,000	Grants + P&R
3.M.1	Renovate Existing Parking Lot	Mobility & Transportation	North Park	1 Year	\$60,000	P&R
3.C.6	Install Directional Signage	Community Identity	North Park	1 Year	\$3,000	P&R
3.C.7	Develop New Skate Park	Community Identity	Rotary Park	1 Year	\$450,000	Grants + P&R
3.N.3	Redevelop Shelter	Neighbors and Housing	Memorial Park	1 Year	\$140,000	Grants + P&R

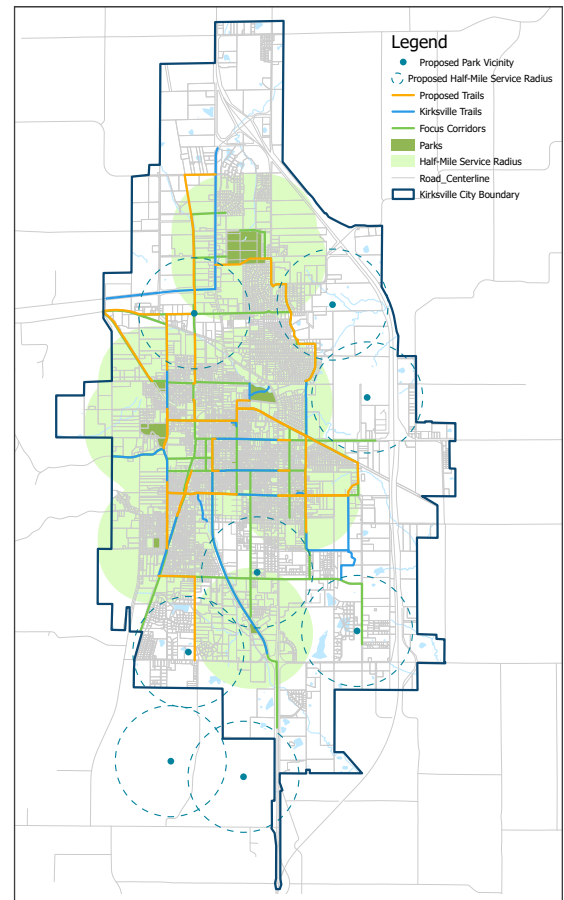
PRIORITY	ACTION ITEM	GOAL	LOCATION	DURATION	BUDGET	SOURCE
3.N.4	Redevelop Shelter	Neighbors and Housing	P.C. Mills Park	1 Year	\$150,000	Grants + P&R
3.N.5	Redevelop Parking Lot	Neighbors & Housing	Jaycee Park	1 Year	\$190,000	P&R
3.N.6	Replace Restroom	Neighbors & Housing	Jaycee Park	1 Year	\$125,000	Grants + P&R
3.C.8	Develop New Splash Park	Community Identity	Jaycee Park	2 Years	\$400,000	Grants + P&R
3.C.9	Develop All-Inclusive Playground	Community Identity	Jaycee Park	1 Year	\$400,000	Grants + P&R
3.I.4	Reconfigure Internal Sidewalks and Trails	Infrastructure & Public Facilities	Jaycee Park	1 Year	\$180,000	P&R
3.C.10	Install 2 New Shelters	Community Identity	Jaycee Park	1 Year	\$300,000	Grants + P&R
3.N.7	Reconfigure Ball Field	Neighbors & Housing	Jaycee Park	2 Years	\$120,000	P&R
3.I.4	Install New Half Court Basketball	Infrastructure & Public Facilities	Jaycee Park	1 Year	\$50,000	Grants + P&R
3.C.11	Install Fishing Platform	Community Identity	Patryla Park	1 Year	\$80,000	Grants + P&R
3.C.12	Install Fishing Platform	Community Identity	Hazel Creek Lake	1 Year	\$80,000	Grants + P&R
Phase 3 Total					\$24,523,000	

PLANNING & LAND USE

THE MASTER PLANNING PROCESS HAS SHOWN THAT THE EXISTING INVENTORY OF PARKLAND MEETS THE NEEDS OF THE COMMUNITY AND THAT THE TOP PRIORITY AMONG RESIDENTS IS TO MAINTAIN THESE EXISTING PARKS AND FACILITIES. A QUICK LOOK AT THE MAP TO THE RIGHT, HOWEVER, TELLS US THAT THIS MAY NOT ALWAYS BE THE CASE. KIRKSVILLE NEEDS TO CONSIDER WAYS IT CAN ACQUIRE NEW PARK LAND AND FUND ITS DEVELOPMENT, EVEN IF SUCH PARK ACQUISITION AND DEVELOPMENT HAPPENS OUTSIDE THE CURRENT PLANNING HORIZON.

Under its current budget model, the department does not generate enough revenue through sales tax proceeds to both acquire new park land and develop it. Planning and land use tools which cities commonly employ to grow their park inventory include parkland dedication ordinances and park impact fees. Adding either of these tools to Kirksville's park and recreation toolbox would require changes to the municipal code. This master plan does not recommend adopting either option but it does recommend that the City investigate these as options through the proper channels.

Parkland dedication ordinances typically facilitate the dedication of public parkland by a private developer as part of the subdivision approval process. They typically provide a formula that mandates a certain amount of acreage be dedicated per residential dwelling unit or square footage of commercial land area. They may or may not apply to both residential and nonresidential development. Some ordinances include restrictions on the location, shape, orientation, and condition of the



land being set aside. Some allow for cash payments in lieu of a donation to be made to the city, as well as combinations of land and cash.

One worthy example of a parkland dedication ordinance is that of Raymore, Missouri in Cass County just south of Kansas City. Their ordinance applies in some way to all new development, both residential and commercial.

PLANNING & LAND USE

Residential subdivisions must make a land donation, a payment in lieu of a donation or a combination of both. The formula for the required land donation is built around providing 20 acres of park land per 1,000 people, 0.02 acres per person. The City accepts no amount of land smaller than 5 acres and stipulates numerous suitability requirements such as the land being served by utilities and not being a stormwater detention basin. A cash-in-lieu payment can be made and shall be based on the actual purchase price of the acreage required for donation. Developers can satisfy the requirement by dedicating privately owned, operated, and maintained recreational open space but must follow through with specific park amenities, submit a site plan and develop the space in the initial phase of development. Any trail segment identified on the city's open space corridor plan that falls within a proposed subdivision must be installed by the developer. And commercial or industrial development must simply pay a cash-in-lieu fee of \$0.017 per square foot of land, or roughly \$740 per acre.

Park impact fees present a slightly more simple approach to leveraging park acquisition monies from new development. They typically apply a flat fee per dwelling unit or square foot

of commercial floor area. They may or may not apply to both residential and nonresidential development. Cities typically restrict the use of such fees to new park land acquisition and development. They may further stipulate restrictions on when and where the monies must be spent.

Leawood, Kansas in Johnson County west of Kansas City charges park impact fees of \$400 per residential dwelling unit and \$0.15 per square foot of nonresidential floor area. The money must be spent within 5 years on parkland or open space serving the proposed development. By contrast, the City of Ozark, Missouri south of Springfield charges park impact fees of \$250 per residential dwelling unit and does not assess nonresidential development.

It is clear that future development in the northeast, southeast, and southwest corners of Kirksville will rest outside the service area of the current park system. Parkland dedication ordinances and park impact fees are two methods by which cities can compel developers to contribute toward the development of necessary and vital park and open space. Whether they are the right tools for Kirksville will depend upon the recommendation of the Planning Commission, the Lakes, Parks, and Recreation Commission, and ultimately action by the City Council.

PROPOSED RECOMMENDATIONS

PHASE 1

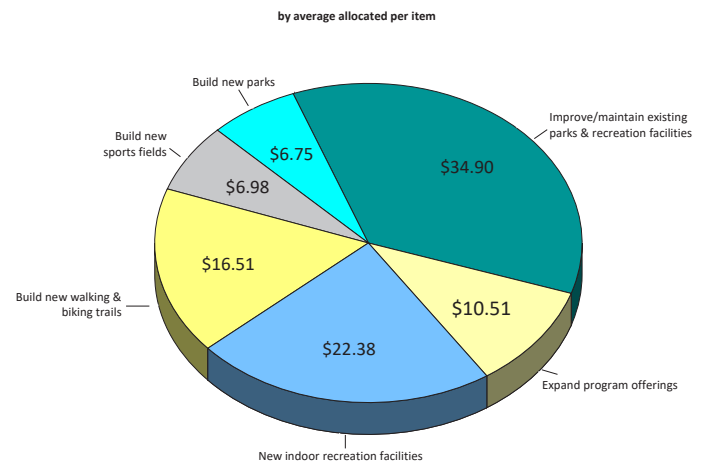
- **STUDY THE VIABILITY OF A PARKLAND DEDICATION ORDINANCE OR PARK IMPACT FEES FOR NEW DEVELOPMENT**

FUNDING MECHANISMS

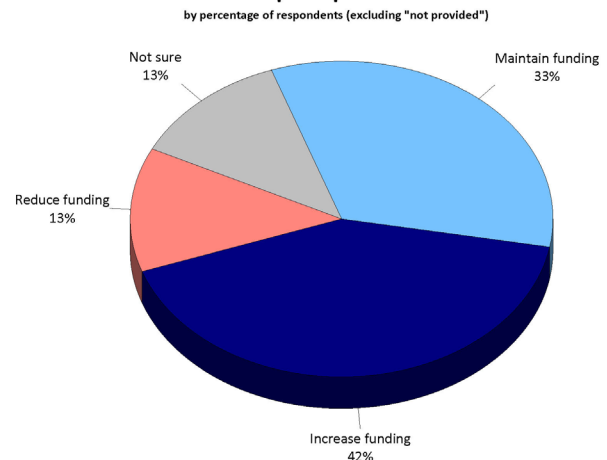
SINCE ITS INCEPTION IN 2017, THE 1/2-CENT PARK SALES TAX HAS BEEN A TRUE GAME-CHANGER FOR THE CITY. OVER THE PAST 5 YEARS, IT HAS RETURNED AN AVERAGE AMOUNT OF JUST OVER \$1.5 MILLION TO THE DEPARTMENT THEREBY FUNDING OPERATIONS AND AN EXPANDED CAPITAL BUDGET. HOWEVER, THIS REVENUE STREAM DOES NOT CURRENTLY BALANCE THE DEPARTMENT'S BUDGET BY ITSELF. AND THE MASTER PLAN PROCESS HAS SHOWN THAT THE BUDGET IS LIKELY TO GROW. KIRKSVILLE RESIDENTS INDICATED THAT WHILE THEY PRIORITIZE THE MAINTENANCE OF EXISTING PARKS AND RECREATION FACILITIES, SOMETHING THE DEPARTMENT HAS BEEN ABLE TO DO WELL OVER THE LAST 5 YEARS, THEY ALSO WANT TO SEE THE DEPARTMENT EXPAND PROGRAM OFFERINGS, DEVELOP NEW RECREATION FACILITIES, AND BUILD NEW WALKING AND BIKING TRAILS. IT'S CLEAR THAT THE DEPARTMENT MUST EXPLORE FUNDING MECHANISMS BEYOND THE SALES TAX TO ACCOMPLISH THESE EXPANDED EXPECTATIONS.

Grants are one traditional way that parks and recreation departments can take control of their own funding needs. This department has been quite capable in this area, garnering on average nearly \$83,000 a year over the past 3 years. Many of these dollars have come through the Land Water Conservation Fund. Other granting and funding agencies are no doubt

Q14. With a Budget of \$100, How Would Respondents Allocate Funds for Parks and Recreation?



Q19. Based on your perception of value in Question 18, how would you want the City of Kirksville to fund future parks, recreation, trails and open space needs?



waiting to be tapped by this ambitious department. However, without adequate staff to chase them, these opportunities will be lost. Adding recreation and maintenance staff, as is recommended in

FUNDING MECHANISMS

the following pages of this plan, will enable the Director and other City staff to seek out those opportunities and dedicate time to the application process.

Sponsorships and advertising are other avenues that many departments pursue to defer the cost of participation or bolster funding for operations. This master plan recommends that Kirksville develop a sponsorship policy to guide the department in these efforts through this planning horizon. Several of the key components to that policy will be:

1. Designating a staff member to serve as the single point of contact for potential sponsors.
2. Determining the businesses and entities from which the department is willing to accept money.
3. Determining which components of the recreational program are subject to sponsorship. Does the department want to sponsor individual youth sports teams, an entire sports league or aquatics program, or even a community special event? Any of these options would provide a potential sponsor with broad community exposure and provide the department with the chance to offset participation costs
4. Determining which locations within the system are acceptable for sponsored advertising. How much space does the department want to devote in its most high traffic spaces at North and Rotary Parks?

Developing a parks foundation, or similar not-for-profit friends group, is another step that this Department needs to consider. Among other things, a not-for-profit parks foundation can serve the department as a fiscal agent capable of accepting tax deductible donations from private entities. Especially if land use tools such as a park dedication ordinance or park impact fees prove to be politically unpalatable, land donations could be the most likely way for the department to grow its inventory. Having a parks foundation would streamline that donation process. Steps that the department will need to take as it considers the viability of such a foundation are:

1. Identifying people within the community who could effectively serve as the charter members.
2. Determining who can provide the legal support to incorporate a 501(c)(3) organization.
3. Developing vision and mission statements and foundational goals for the group.
4. Identifying specific projects that such a group could help fund.
5. Identifying methods and means for the group to raise funds be that a simple GoFundMe page or donor events like a golf tournament.

PROPOSED RECOMMENDATIONS

PHASE 1

- DEVELOP SPONSORSHIP POLICY

PHASE 2

- CONSIDER THE VIABILITY OF A NOT-FOR-PROFIT PARKS FOUNDATION

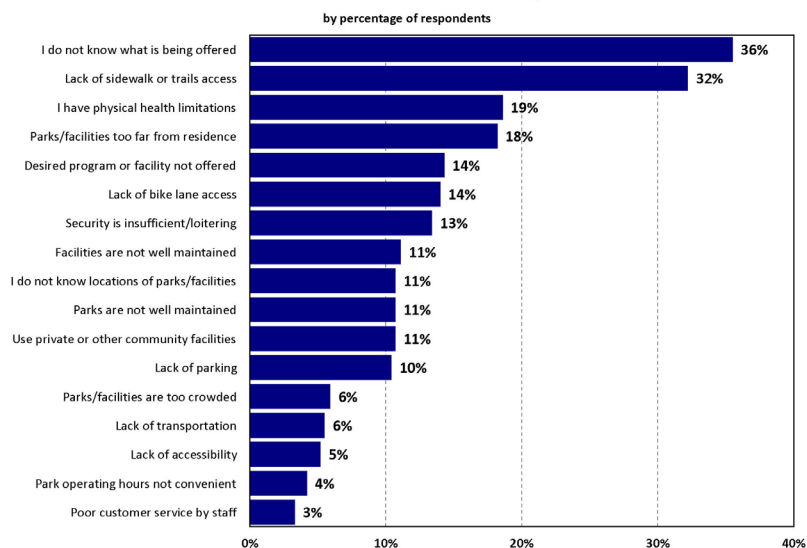
RECREATION & PROGRAMMING

THE RESULTS OF THE SURVEY SHOW THAT THOSE CITIZENS WHO HAVE PARTICIPATED IN KIRKSVILLE PARKS AND RECREATION PROGRAMMING ARE, BY AND LARGE, HAPPY CUSTOMERS. PROGRAMMING IS HIGHLY RATED FOR ITS QUALITY OF INSTRUCTION, FACILITIES, AND CUSTOMER SERVICE. THE ONLY THINGS THAT LIMITS PROGRAMMING IN THIS SYSTEM ARE THE SHEER NUMBER OF STAFF AND FACILITIES. THIS MASTER PLAN PROVIDES RECOMMENDATIONS FOR STAFFING AND FACILITIES, BUT ALSO LISTS SIMPLE STEPS THE DEPARTMENT CAN TAKE TO IMPROVE COMMUNICATION, BOLSTER COMMUNITY IDENTITY, AND LEVERAGE PARTNERSHIPS ACROSS KIRKSVILLE.

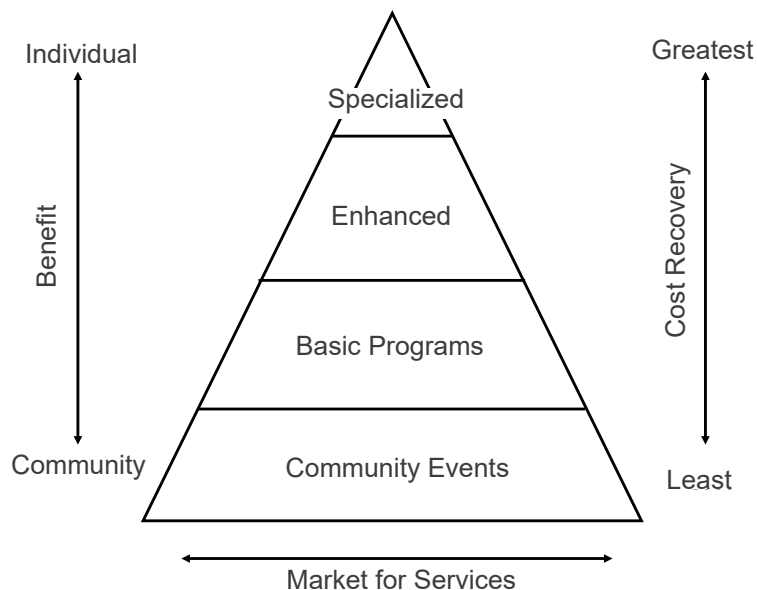
This plan recommends that the department bring on a new full time aquatic specialist as soon as possible. Aquatics is one of the core service areas of this department and it still in demand by the public. Just as importantly, this position will free up other recreation staff to perform the administrative, marketing, and managerial duties required by his growing department.

This process has shown that a broad majority of Kirksville residents are somewhat to very satisfied with the value they receive from the Department. However, the biggest barrier to enjoying this great value is not knowing what's being offered. This plan

Q6. Barriers to Facilities and Programs Use



PROGRAM COST RECOVERY PYRAMID



RECREATION & PROGRAMMING

recommends that the department develop a program catalog, develop a social media strategy and develop a communications strategy with the local higher education institutions. In a city with such a young population, this department should be better able to leverage its high satisfaction ratings into greater participation. Better communication will help.

This master plan also encourages the department to focus new programming on events that speak to the unique identity of Kirksville and its parks, while striving to maintain cost recovery. A

community event like a Fall Heritage Festival in Brashear or Rotary Park could be as well received by residents as the Mud Run has been. As the pyramid diagram on page 103 indicates, community events often provide the lowest level of cost recovery. Enhanced programs like a Disc Golf or Muskie Fishing Tournament could highlight unique parks and potentially pay for themselves.

Partnership opportunities will be critical as the Department seeks for ways to deliver existing and new programs. Those opportunities may take the form of providing indoor space for new programs. Beyond Kirksville R-III School District, there are other potential partners in the community such as the YMCA and a handful of churches that could help the department offer more pickleball, indoor walking, and other sought-after programming opportunities.



PROPOSED RECOMMENDATIONS

PHASE 1

- HIRE FULL TIME AQUATICS SPECIALIST
- DEVELOP PROGRAM CATALOG
- DEVELOP SCHOLARSHIP FUND
- DEVELOP SOCIAL MEDIA STRATEGY
- SOLIDIFY AGREEMENT WITH SCHOOLS
- TSU & ATSU COMMUNICATIONS STRATEGY
- DEVELOP FALL HERITAGE FESTIVAL
- DEVELOP DISC GOLF TOURNAMENT

PHASE 2

- DEVELOP MUSKIE FISHING TOURNAMENT

PHASE 3

- HIRE FULL TIME RECREATION ASSISTANT
- HIRE FULL TIME BUILDING TECHNICIAN

MAINTENANCE & OPERATIONS

THIS DEPARTMENT IS HIGHLY EFFICIENT IN PERFORMING ROUTINE MAINTENANCE ACROSS ITS SYSTEM. HOWEVER, WHEN SPECIALIZED REPAIRS BECOME NECESSARY ON ANY OF ITS AGING FACILITIES, THEY GREATLY DISRUPT THE CURRENT MAINTENANCE AND OPERATIONS SCHEDULE. DEVELOPING A LEGACY MAINTENANCE PLAN TO DOCUMENT THESE OPERATIONS WILL SERVE THE DEPARTMENT WELL THROUGH FUTURE TRANSITIONS. THIS MASTER PLAN PROVIDES RECOMMENDATIONS FOR STAFFING AND EQUIPMENT WHICH WILL ADD MAINTENANCE MUSCLE TO THE DEPARTMENT. THE MOST EFFECTIVE WAY TO REDUCE MAINTENANCE DEMAND IN THE SYSTEM WILL BE TO REDUCE MOWING WHERE POSSIBLE AND REPLACE AGING FACILITIES.

The staff in Kirksville is relatively young and highly committed to the success of the department and delivering quality services to the community. However, that staff is going to turn over at some point. If the department is going to continue that longer term commitment, they need to begin to implement legacy planning. Legacy maintenance planning can take multiple forms: asset management software, mowing and plowing maps, equipment schedules, etc. The point is to document what is working, so that in the event of transitions, new staff will have a plan to move the department forward.



Given the size of the existing park system and that of the future system contemplated by this plan, the department needs to hire an additional full time park maintenance worker. This new staff member would ideally bring expertise in specialized trades such as plumbing, electrical, mechanical, or roofing systems. Someone with a project management background could also be an asset as the department implements parts of this master plan.

The most effective way to reduce maintenance in the existing system is unquestionably a reduction in mowing. During the summer months, the department devotes its entire maintenance staff to mowing throughout the week. It's not uncommon for recreation staff and the director to have to hop on a mower during the summer. Contracting these services out is not financially viable. This plan recommends

MAINTENANCE & OPERATIONS



improve the health of that aquatic system and save on maintenance costs. Can this practice be applied to other areas within the system's larger properties: Spur Pond, North Park, Patryla Park, and Rotary Park?

The master plan recommends the purchase of various pieces of maintenance equipment listed below based on the department's rotating schedule. And based on the park plans shown on pages 113-124, this master plan also proposes the replacement of numerous aging restrooms, wading pool, and shelters, which will also reduce deferred maintenance in the system.



that the department determine in which areas across the system the community will tolerate natural landscaping. The department already manage this style in the eastern half of North Park and across large stretches of Spur Pond. If the department could reduce mowing adjacent to Steer Creek in Rotary Park, they would

PROPOSED RECOMMENDATIONS

PHASE 1

- DEVELOP LEGACY MAINTENANCE PLAN
- HIRE FULL TIME PARKS MAINTENANCE WORKER
- CREATE MOWING REDUCTION PLAN
- PURCHASE SIDEWALK SNOW REMOVAL MACHINE
- REPLACE THREE (3) HUSTLER SUPER Z MOWERS
- REPLACE JOHN DEERE 2305 TRACTOR
- REPLACE CHEVY FLATBED 4WD
- REPLACE JOHN DEERE GATOR
- REPLACE GRASSHOPPER MOWER

INDOOR RECREATION CENTER

THE MASTER PLANNING PROCESS SHOWED THAT THE COMMUNITY HAS A STRONG NEED FOR ADDITIONAL INDOOR RECREATION SPACE. A NEW COMMUNITY CENTER OR RECREATION CENTER SEEMS LIKE THE LOGICAL NEXT BIG PROJECT FOR THE CITY ONCE IT HAS SERVICED ITS AQUATIC CENTER DEBT AND RENEWED ITS CURRENT PARK SALES TAX.

The master plan places the indoor recreation center in Phase 3 simply due to the high cost of this facility and the current debt obligations of the department. However, there is planning that can be done in the interim. Conducting a feasibility study during Phase 2 will give the City a better sense of what residents truly want closer to the time of construction.

The City also needs to determine the location of this facility. It is possible that the City could look to existing parkland for a future home. North Park and Jaycee Park have the acreage to support this facility. However, the ideal location would be in the southern portion of town where park service is already low and where future population growth is likely to take place. The plan includes land acquisition costs.

This plan provides a conceptual layout, program, and construction budget. The images on this page come from recently completed recreation centers of comparable size in Raymore, Excelsior Springs, and Columbia, Missouri.



INDOOR RECREATION CENTER

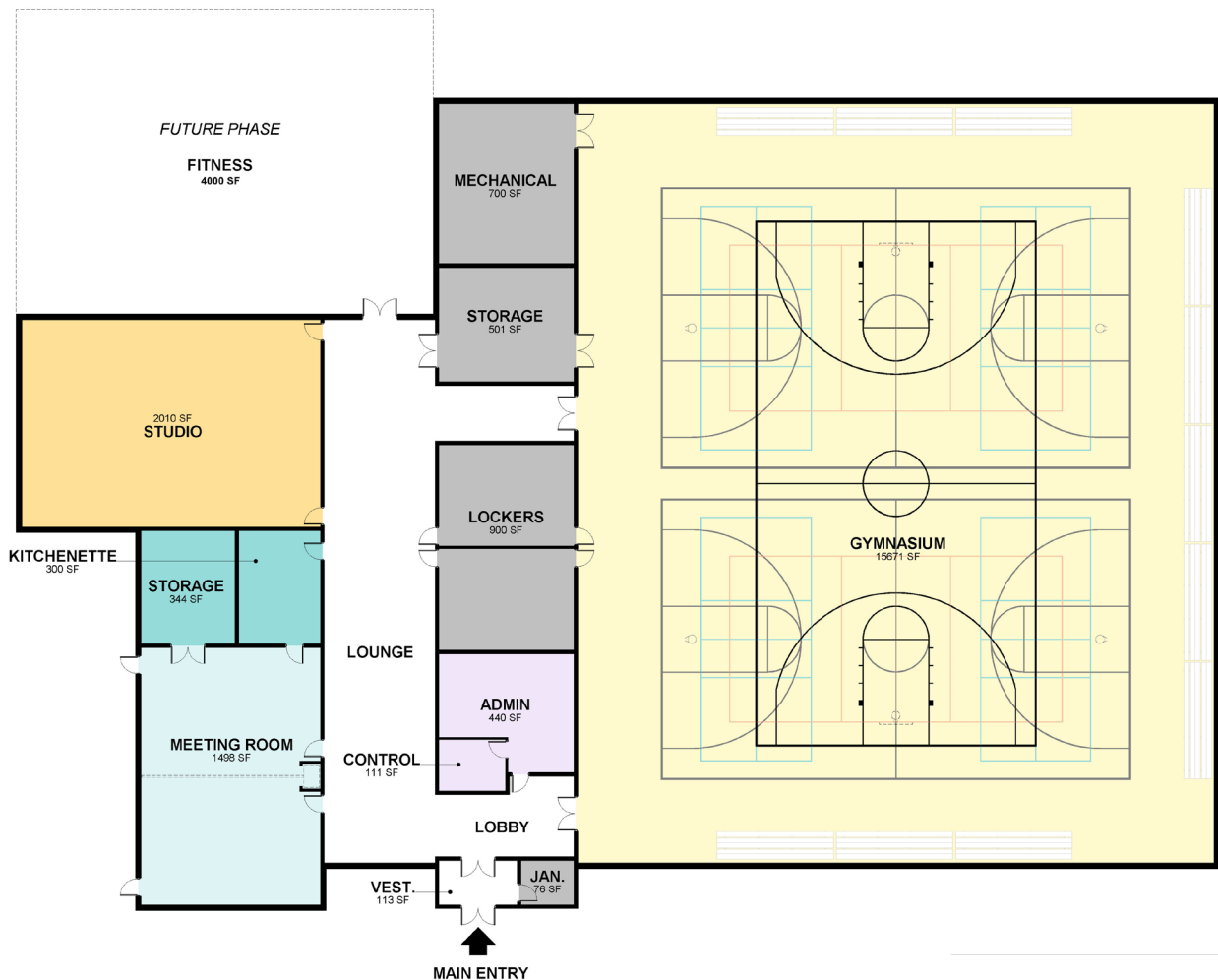
PROPOSED PROGRAM

- LOBBY/LOUNGE - 2,100 SF
- ADMINISTRATIVE SPACE - 550 SF
- STUDIO/FLEX SPACE - 2,000 SF
- GYMNASIUM - 15,600 SF
- MEETING ROOM - 1,500 SF
- STORAGE - 350 SF
- KITCHENETTE - 300 SF
- SUPPORT - 2,100 SF

PROPOSED BUDGET

\$9,202,000 - BUILDING CONSTRUCTION
 \$920,200 - SITE DEVELOPMENT (10%)
 \$10,122,200 - SUBTOTAL
 \$1,518,000 - DESIGN CONTINGENCY (15%)
 \$11,640,200 - COST OF CONSTRUCTION
 \$3,492,000 - SOFT COSTS (30%)

 \$15,132,200 - TOTAL CONCEPTUAL BUDGET



TRAILS & BIKE LANES

THE TRAILS AND BIKE LANES PROPOSED IN THIS MASTER PLAN ARE ALL CORRIDORS OF FOCUS IN THE CURRENT KIRKSVILLE ACTIVE MOBILITY PLAN (KAMP). THE PLAN PRIORITIZES THESE PARTICULAR SEGMENTS FOR DEVELOPMENT OVER THE NEXT 15 YEARS BECAUSE THEY PROVIDE CRUCIAL LINKAGES.

In nearly every case, these trails and bike lanes connect one park to another, thereby reinforcing the park system and linking adjacent neighborhoods together. In some cases, they provide pedestrian or bike infrastructure where existing neighborhoods presently have none. In other cases, they extend the reach of existing bike lanes or pedestrian trails to connect additional neighborhoods and destinations. Many of the KAMP Focus Corridors remain for future action.

**PRIORITY 1 SEGMENTS: 2.9 MILES
AT A COST OF \$1,240,000**

**PRIORITY 2 SEGMENTS: 2.0 MILES
AT A COST OF \$1,310,000**

**PRIORITY 3 SEGMENTS: 1.3 MILES
AT A COST OF \$1,480,000**

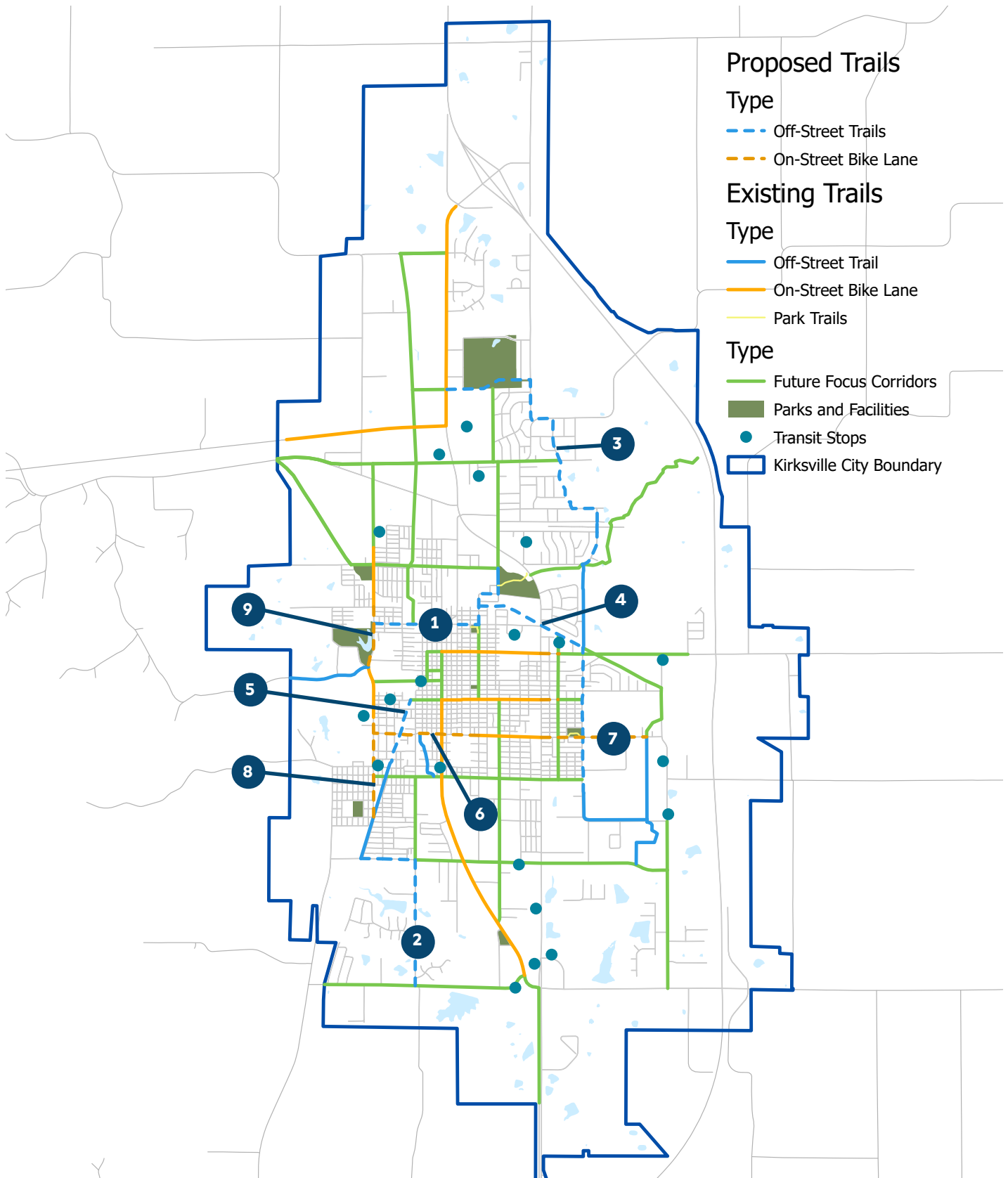
**TOTAL COST FOR 6.2 MILES
OF TRAILS AND BIKE LANES:
\$4,030,000**

NEW TRAIL SEGMENTS

1. **MILL ST., FLORENCE ST., AND COTTONWOOD ST. FROM ROTARY PARK TO OSTEOPATHY ST. (P1 - 0.9 MILES)**
2. **LAHARPE ST. AND 1ST STREET FROM OSTEOPATHY TRAIL TO SHEPHERD AVE. (P1 - 0.7 MILES)**
3. **NORTH PARK CONNECTOR FROM BALTIMORE ST. TO COTTAGE GROVE TRAIL. (P2 - 1.1 MILES)**
4. **EAST SIDE RAIL TRAIL FROM COTTAGE GROVE TRAIL TO FLORENCE ST. (P3 - 0.7 MILES)**
5. **OSTEOPATHY TRAIL EXTENSION FROM MICHIGAN ST. TO FRANKLIN ST. (P3 - 0.6 MILES)**

NEW BIKE LANE SEGMENTS

6. **NORMAL AVE. FROM FLORENCE ST. TO OSTEOPATHY ST. (P1 - 0.6 MILES)**
7. **NORMAL AVE. FROM BALTIMORE ST. TO JAMISON ST. (P1 - 0.7 MILES)**
8. **OSTEOPATHY ST. FROM SCOTT ST. TO HAMILTON ST. (P2 - 0.6 MILES)**
9. **OSTEOPATHY ST. FROM GARDENER ST. TO MISSOURI ST. (P2 - 0.3 MILES)**



SIGNAGE & NAMING

THE CITY OF KIRKSVILLE SEEKS TO ACHIEVE GREATER CONSISTENCY IN BOTH ITS SIGNAGE AND NAMING OF PARKS. SIGNS ARE IMPORTANT FOR PARKS IN SEVERAL WAYS: THEY PROVIDE IDENTITY, THEY LET VISITORS KNOW THAT THEY HAVE ARRIVED, THEY PROVIDE A MENU OF OPTIONS, AND THEY CAN TELL A STORY. THE NAMES OF PARKS ARE ALSO SIGNIFICANT IN GIVING PARKS, AND EVEN THEIR ADJACENT NEIGHBORHOODS, A DISTINCT IDENTITY. THESE RECOMMENDATIONS PROVIDE WAYS THE DEPARTMENT CAN IMPROVE ITS SIGNAGE INVENTORY AND NAMING POLICIES ACROSS THE SYSTEM.

Kirksville park properties sport a rich variety of signs, and that isn't always a bad thing. Unique historic signs such as the one at Jaycee Park lend character to a park. Signs that interpret history or memorialize an event or person are also useful in strengthening community identity. Consistency in signage is important, however, to help denote City park properties from other semi-public or private open green spaces. Kirksville does have a standard wood pylon sign found at nearly every one of its properties. This plan recommends adding that same sign to the two access points on Hazel Creek Lake. Larger parks, however, sometimes require larger signs. This plan recommends installing monument signs at both Rotary and North Park with an electronic messaging screen. These parks demand larger signs due to their size and location on busy roadways. Having electronic

SIGNAGE RECOMMENDATIONS

1. INSTALL ELECTRONIC GATEWAY SIGNS AT ROTARY PARK AND NORTH PARK.
2. INSTALL STANDARD WOOD PYLON GATEWAY SIGNS AT HAZEL CREEK LAKE.
3. INSTALL DIRECTIONAL SIGNAGE AT NORTH PARK, ROTARY PARK, AND PATRYLA PARK/SPUR POND.
4. INSTALL MAPS AT ALL PARK PROPERTIES.
5. REPLACE ALL 3 CITY GATEWAY SIGNS.



SIGNAGE & NAMING



messaging screens will allow these signs to display the events occurring or coming up in the near future. The plan also recommends installing directional signage at the three largest parks (Rotary, North, and Patryla/Spur Pond) as well as maps at all properties. Directional signage and maps are critical components in making visitors aware of what is available at any given park.

The names that are displayed on these park signs also speak to community identity. Many parks in Kirksville are named for individuals or civic groups instrumental in their creation. As the department considers ways to offset the costs of future park infrastructure and development, it will be prudent to develop a park sponsorship and naming policy. The City needs to establish guidelines for what certain levels of giving will grant a benefactor. For new parks or facilities without an immediate major benefactor, the City also needs a policy for selecting a name, be it temporary or not.

NAMING RECOMMENDATIONS

- 1. DEVELOP A PARK SPONSORSHIP AND NAMING POLICY.**
- 2. REQUIRE DONATIONS AT OR ABOVE 25% OF TOTAL DEVELOPMENT COSTS FOR NAMING RIGHTS ON ANY NEW PARK OR FACILITY.**
- 3. FOR NEW COMMUNITY PARKS WITHOUT A MAJOR BENEFACTOR, DETERMINE THE NAME BY CARDINAL DIRECTION OR NEAREST ARTERIAL STREET.**
- 4. FOR NEW NEIGHBORHOOD PARKS WITHOUT A MAJOR BENEFACTOR, DETERMINE THE NAME BY ADJACENT SUBDIVISION NAME OR NEAREST STREET.**



NORTH PARK

NORTH PARK IS AN ESSENTIAL PIECE OF THE KIRKSVILLE PARK AND RECREATION SYSTEM BECAUSE OF ITS SIZE AND CAPACITY TO DELIVER ACTIVE RECREATION. IT IS WHERE MANY OF THE CITY'S RESIDENTS, ESPECIALLY ITS YOUNGER ONES, EXERCISE, COMPETE, PLAY, AND MAKE LASTING OUTDOOR MEMORIES. HAVING BEEN THE HOME FOR LOCAL BASEBALL AND SOFTBALL FOR DECADES, THIS MASTER PLAN ENVISIONS THE POTENTIAL FOR MANY MORE ACTIVE RECREATION OPPORTUNITIES AS THIS PARK DEVELOPS OVER THE NEXT 15 YEARS.

Phase 1 improvements include a mix of long-overdue and small affordable projects that will answer the immediate needs of Kirksville residents. They include a perimeter trail, two sand volleyball courts, multiple pickleball courts, and a new shelter to serve them. This phase also includes two new fishing landings to allow folks to take advantage of the existing pond on the north end of the park. The park will also get an electronic monument sign near its primary entrance to notify residents of the events taking place in the park.

Phase 2 improvements revolve around a significant roadway project wherein the City will extend Maple Street westward to intersect with Baltimore Street. This roadway project will usher in three companion projects: the shortening of outfield fences on the three southern ballfields, the relocation and

reconstruction of the park maintenance shop, and the planting of street trees on the south, west, and northern frontages.

Phase 3 will bring a full-service soccer complex to the eastern half of the park, including five full-size U-14 fields, a parking lot, a concession and restroom building, and a playground. Improvements to the existing parking lot and directional signage round out this phase. Altogether, these improvements will preserve what Kirksville already loves about this park, and provide new recreational amenities that residents are seeking.

PROPOSED IMPROVEMENTS

1. PERIMETER TRAIL - \$500,000
2. NW PARKING LOT - \$90,000
3. FISHING LANDINGS - \$40,000
4. SKATE PARK SHELTER - \$120,000
5. SAND VOLLEYBALL - \$30,000
6. PICKLEBALL COURTS - \$150,000
7. ELECTRONIC SIGN - \$30,000
8. SHORTEN FENCES - \$250,000
9. MAINTENANCE SHOP - \$500,000
10. MAPLE STREET - \$2,000,000
11. STREET TREES - \$80,000
12. SOCCER FIELDS - \$2,200,000
13. CONCESSIONS & RR - \$1,000,000
14. SOCCER PARKING - \$250,000
15. SOCCER PLAYGROUND - \$200,000
16. MAIN PARKING LOT - \$60,000
17. DIRECTIONAL SIGNAGE - \$3,000
PROJECT TOTAL \$7,503,000

NORTH PARK



ROTARY PARK

CONSIDERING THE EXTREME MAKE-OVER DONE TO THE AQUATIC CENTER OVER THE LAST 2 YEARS, ROTARY PARK HAS SEEN FAR AND AWAY THE MOST INVESTMENT OF ANY PARK IN THE KIRKSVILLE SYSTEM. AND YET, RESIDENTS STILL WANT TO SEE MORE INVESTMENT AT ROTARY PARK. IT IS ONE OF THE TOP 3 MOST VISITED PARKS IN THE SYSTEM, AND RANKS HIGH IN TERMS OF USER SATISFACTION, AND PRIORITY FOR IMPROVEMENT. AND OUTSIDE OF DETWEILER PARK, NO PARK IS CLOSER TO MORE KIRKSVILLE HOMES. IT IS THE LARGEST CENTRALLY-LOCATED PARK.

Nearly all improvements proposed for Rotary Park are listed within Phase 1 of the master plan and thus prioritized for completion in the next 5 years. Walking and biking trails are the top priority for Kirksville residents and this master plan features 0.6 miles of new perimeter trail and internal sidewalks at Rotary Park. Once complete, they will allow visitors to make a continuous loop around and through this beautiful park. The plan proposes the removal and replacement of several buildings in the center of the park to better accommodate user needs and reduce development in the Steer Creek floodplain. For instance, the shelter that presently lies between the central park road and Steer Creek will be demolished. This shelter is frequently flooded, sending its picnic tables and trash cans downstream. The other central shelter will be demolished and replaced with a larger shelter equipped with a masonry

fireplace, grills, and catering space. It will be the premier rentable outdoor space in the system and will be better suited for large gatherings. The restroom building at the end of the central park road will also be demolished as part of these improvements. It will be rebuilt further west as part of a larger building that will also house a concession stand. This new combined structure will still serve the new shelter and existing playground in the heart of the park. The greatest impact from this project will be on the Ray Klinginsmith Amphitheater. Having the ability to sell concessions and provide easy-to-access restrooms will allow the department the ability to host more community events in this unique outdoor space. These improvements to the core of the park will also include ecological restoration of the Steer Creek riparian corridor. This central water way is badly eroded. The department intends to stabilize the banks and reduce mowing operations on its edges to promote a healthier channel. As with North Park, improvements also include the installation of a new electronic monument sign to better notify the public of happenings at the park. Signage improvements will also include directional signs within the park to orient users to all the different amenities in this diverse park. The final improvement proposed by this master plan includes a new skate park slated for Phase 3. The department wishes to build off the success of the aquatic center with this active amenity. However, they also want to see how popular the new changes at the North Park skate park are before making this improvement.

ROTARY PARK



PROPOSED IMPROVEMENTS

1. PERIMETER TRAIL - \$340,000
2. NEW SHELTER/PARKING - \$400,000
3. CONCESSION STAND/RR - \$800,000
4. INTERNAL SIDEWALKS - \$75,000
5. STEER CREEK RESTORATION - \$50,000
6. ELECTRONIC SIGN - \$30,000
7. DIRECTIONAL SIGNAGE - \$2,000
8. SKATE PARK - \$450,000

PROJECT TOTAL **\$2,147,000**

MEMORIAL PARK

THE MEMORIAL PARK MASTER PLAN STRIVES TO MAINTAIN THE CURRENT MIX OF AMENITIES IN THIS SMALL NEIGHBORHOOD PARK AND SIMPLY REPLACE THEM OVER TIME, AS NEEDED.

A primary factor in the future planning of this facility is the fact that the City only owns the ground in the northern half of the park. The southern half is owned by Adair County and served as the site of the veterans memorial for decades before it was rebuilt within Rotary Park. Memorial Park was not highly prioritized for improvements by survey respondents and thus all proposed improvements are slated for Phase 2. These include the replacement of the playground and restroom structure, the relocation and replacement of the half court basketball, installation of a cross access trail, and replacement of the picnic shelter. The new location for the restroom will allow it to both serve but also provide separation between the playground and basketball court. Relocating the picnic shelter closer the playground will link these two companion uses. In addition, relocating the basketball court opens up half the park to passive, flexible green space.



PROPOSED IMPROVEMENTS

- 1. PLAYGROUND - \$150,000**
- 2. RESTROOM - \$125,000**
- 3. HALF COURT BASKETBALL - \$60,000**
- 4. CROSS ACCESS TRAIL - \$40,000**
- 5. PICNIC SHELTER - \$140,000**

PROJECT TOTAL	\$515,000
----------------------	------------------

BRASHEAR PARK



BRASHEAR PARK IS ONE OF THE MOST BELOVED PROPERTIES IN THE SYSTEM. THIS MASTER PLAN RETAINS THE PARK'S HISTORIC CHARM AND ADDS NEW AMENITIES TO ACTIVATE ITS INTERIOR.

This plan proposes new active uses in Phases 1 and 2 to bring more people to the interior of this historic green space. A new playground, splash park, picnic shelter, multi-sport court, and outdoor fitness area will give new reasons for folks young and old to come out and spend more time in this space together. Replacing the existing wading pool with a splash park will also alleviate the department of a vexing maintenance and staffing burden. The new picnic shelter will provide the department with an additional revenue opportunity. The perimeter

PROPOSED IMPROVEMENTS

- 1. RELOCATED PLAYGROUND - \$150,000**
- 2. SPLASH PARK - \$350,000**
- 3. PICNIC SHELTER - \$140,000**
- 4. MULTI-SPORT COURT - \$280,000**
- 5. OUTDOOR FITNESS AREA - \$150,000**
- 6. PERIMETER TRAIL - \$80,000**
- 7. HISTORICAL SIGNAGE - \$10,000**

PROJECT TOTAL	\$1,160,000
----------------------	--------------------

trail will provide more walking and biking options for a city that wants more of them. The historic signage will help to tell the stories of this space and its surrounding community.

DETWEIFER PARK

KIRKSVILLE'S NEWEST PARK IS ALSO THE ONE CLOSEST TO DOWNTOWN AND ACCESSIBLE TO MORE DWELLING UNITS THAN ANY OTHER IN THE SYSTEM. A MODEST CAPITAL INVESTMENT IN THE NEXT 5 YEARS COULD MAKE THIS PARK A PRIME DESTINATION FOR CIVIC, COMMUNITY, AND PRIVATE EVENTS FOR MANY YEARS TO COME.

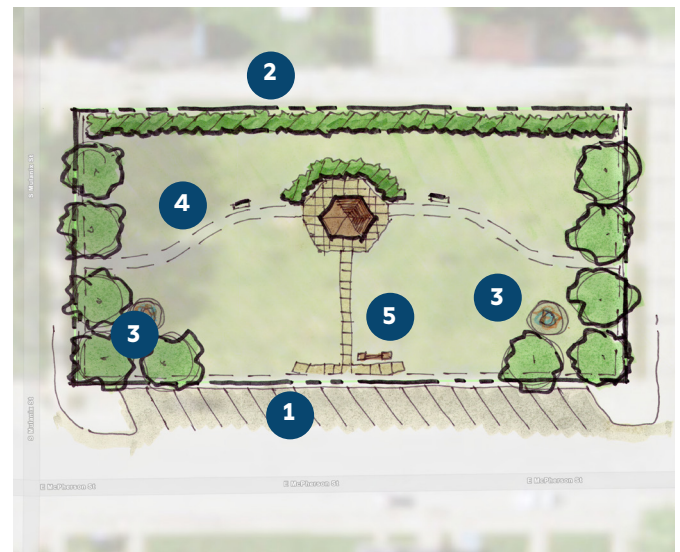
In just the past 4 years, the City has made significant improvements to convert this vacant lot into a green space ready for park development. The City has even purchased and acquired a gazebo structure and will likely install it later this year or early next. Numerous trees dot the interior of this grassy rectangular area. As close as this park is to downtown, the universities, and thousands of residents, the only thing keeping folks away is the lack of amenities. Phase 1 of the master plan includes the installation of angled parking in the McPherson Street right-of-way. This improvement would double the available on-street parking. Providing a continuous evergreen hedge along the northern perimeter would screen all the garages on the opposite side of the alley and provide a green backdrop to events in this green space. Seating is needed and could be easily funded through donations. This downtown location would also be a prime spot to showcase public art from within the community or region. Lastly, the master plan recommends the installation of historical signage within the park. This

park was the home of Kirksville's high school for much of the last century. And its central location makes a great place to tell other stories of the City's past. As with Memorial and Brashear Park, this park has the potential to serve as an outdoor museum and a connection to Kirksville's heritage.

PROPOSED IMPROVEMENTS

- 1. ANGLED PARKING - \$15,000**
- 2. EVERGREEN HEDGE - \$10,000**
- 3. PUBLIC ART - \$30,000**
- 4. SEATING - \$5,000**
- 5. HISTORICAL SIGNAGE - \$10,000**

PROJECT TOTAL	\$70,000
----------------------	-----------------



MCKINNEY BARK PARK

KIRKSVILLE IS FORTUNATE TO HAVE MCKINNEY BARK PARK. IT IS A NEARLY PERFECT PIECE OF PROPERTY FOR THIS CHALLENGING RECREATIONAL USE. ACCORDING TO THE SURVEY, ITS SATISFACTION LEVELS ARE AT 75% AND IT REGISTERS AS A LOW PRIORITY AMONG RESPONDENTS FOR PARK IMPROVEMENTS. THIS MASTER PLAN CALLS FOR 2 RELATIVELY SIMPLE ACTION ITEMS TO BE COMPLETED IN THE FIRST PHASE.

McKinney Bark Park offers dogs and their owners a destination that is an easy drive to most places in Kirksville. Cloaked in the shade of legacy oak trees, it is completely devoted to dog play. It is not blessed with size, however. With just 1.5 acres of land inside its perimeter fence, every square foot counts. This plan proposes the installation of a buried storm drain pipe in the large dog section and the addition of dog obstacles and play structures during Phase 1. The buried pipe will eliminate an old eroded storm drainage channel that cuts down on usable space in the large dog area. Dog obstacles and play structures will be a welcome change for the park regulars looking for a challenge. While citizens have commented about the small amount of parking at this spot, the high cost to make parking improvements and the negative impacts such improvements would have on the rest of the park makes them undesirable at this time.

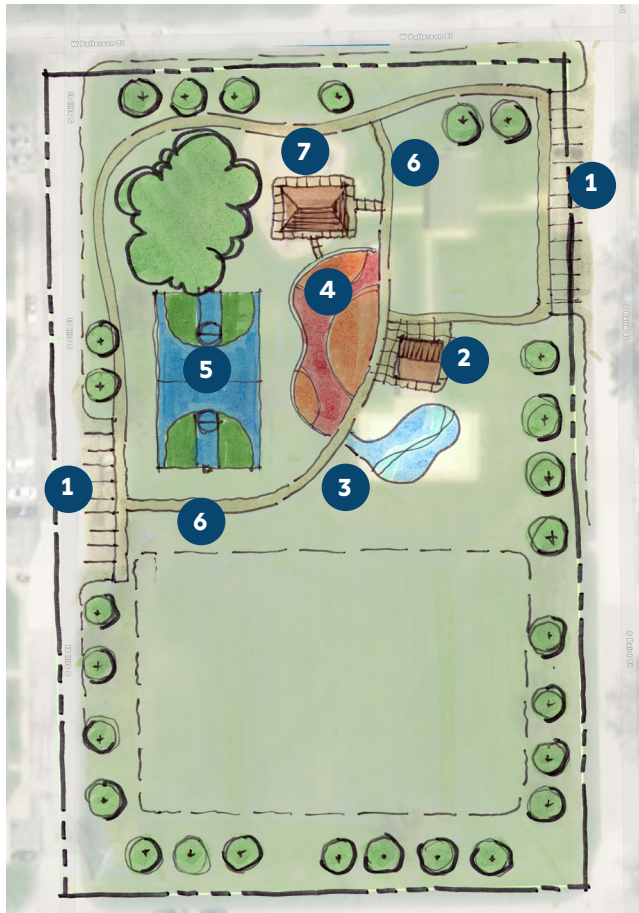


PROPOSED IMPROVEMENTS

1. INSTALL STORM DRAIN - \$10,000
2. INSTALL DOG OBSTACLES AND PLAY STRUCTURES - \$10,000

PROJECT TOTAL	\$20,000
----------------------	-----------------

P.C. MILLS PARK



PROPOSED IMPROVEMENTS

1. ON-STREET PARKING - \$50,000
2. RESTROOM - \$125,000
3. SPLASH PARK - \$350,000
4. PLAYGROUND - \$160,000
5. FULL COURT BASKETBALL - \$70,000
6. INTERNAL SIDEWALKS - \$70,000
7. PICNIC SHELTER - \$150,000

PROJECT TOTAL \$975,000

P. C. MILLS PARK IS THE ONLY PARK SERVING THE SOUTHEAST QUADRANT OF THE CITY, ONE OF THE FASTEST GROWING AND LEAST SERVED CORNERS OF TOWN. THE PLAN PROPOSES A SUITE OF IMPROVEMENTS TO THIS PARK ACROSS THE THREE PHASES OF THE PLAN DESIGNED TO MAKE IT MORE ACCESSIBLE, ACTIVE, AND USER-FRIENDLY TO THE NEIGHBORHOODS IT SERVES.

Phase 1 of the master plan proposes additional on-street parking on both Baird Street and Devlin Place. This phase will also include the first replacement of a wading pool with a new splash park. Splash parks will allow citizens greater accessibility to water play while also significantly reducing the City's maintenance and staffing costs. At the time the wading pool is converted to a splash park, the City will also replace the restroom. Phase 2 improvements will include the redevelopment of the playground, the installation of a full-court basketball court, and an improved sidewalk system connecting the amenities and providing full east-to-west pedestrian access. In Phase 3, the picnic shelter will also be replaced. The improvements will create stronger connections among all the amenities. Large flexible open spaces will be created in both the northeast corner and southern half of the park, suitable for everything from community block parties to kite-flying and flag football.

JAYCEE PARK

JAYCEE PARK IS CURRENTLY ONE OF THE HIGHEST RATED PARKS IN THE SYSTEM AND SERVES AS AN ANCHOR FOR THE NEIGHBORHOODS ON THE CITY'S NORTHWEST SIDE. THIS MASTER PLAN WILL ENSURE THE PARK MAINTAINS ITS ABILITY TO PROVIDE A LITTLE BIT OF EVERYTHING TO KIRKSVILLE RESIDENTS FOR DECADES TO COME.

The improvements for Jaycee Park are all slated for Phase 3. The park is in good condition today and other parks on the west side have greater needs. When the time comes in the next decade to replace certain items, there will be a need to consider a full rebuild of nearly everything. Reconfiguring the parking lot will add spaces and improve access to not only the park, but the commercial building which the City also owns. The parking lot redevelopment will necessitate the replacement of the primary shelter and a renovation and slight downsizing of the ball diamond. This will also be the right time to replace the City's last wading pool with a new splash park. The new restroom will be located by the parking lot for easier maintenance and access to all areas of the park. A new expansive all-inclusive playground can be developed, which still allows for occasional exclusive use by the daycare provider. A new basketball court and secondary shelter are also included.

These reconfigured uses will be connected by a new internal sidewalk network which will also

provide pedestrian access to Burton Street on the north, Osteopathy Street on the east, and Monroe Street on the west. This redeveloped park will maintain all its present-day uses, provide more rentable shelter space, support commercial uses in the adjacent city-owned building and continue to serve its neighbors.



PROPOSED IMPROVEMENTS

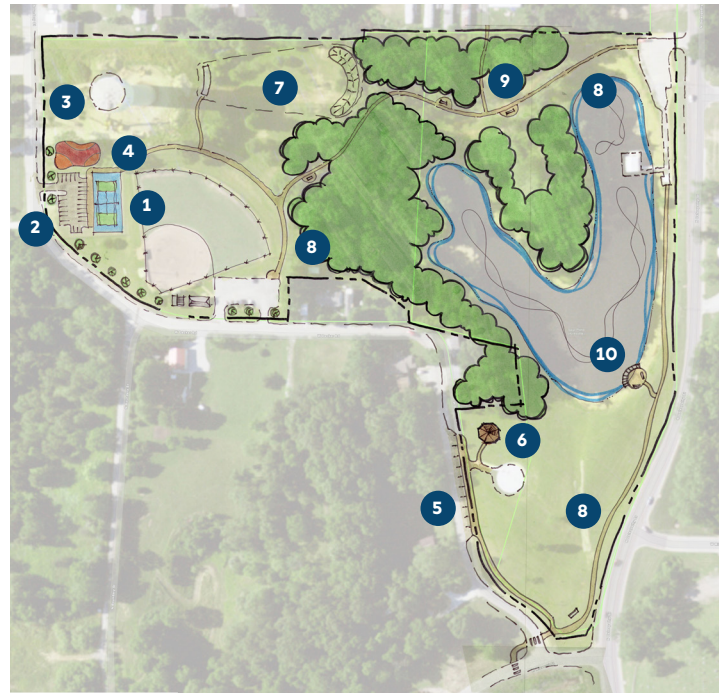
- 1. RENOVATED PARKING LOT - \$190,000**
- 2. RESTROOM - \$125,000**
- 3. SPLASH PARK - \$400,000**
- 4. ALL-INCLUSIVE PLAYGROUND - \$400,000**
- 5. TRAIL CONNECTIONS - \$180,000**
- 6. PICNIC SHELTERS - \$300,000**
- 7. RECONFIGURE BALL FIELD - \$120,000**
- 8. HALF COURT BASKETBALL - \$50,000**

PROJECT TOTAL \$1,765,000

PATRYLA PARK & SPUR POND

WHEN CONSIDERED AS A UNIFIED PROPERTY, THERE MAY BE NO OTHER PARK IN THE SYSTEM THAT CAN PROVIDE THE RANGE OF RECREATIONAL OPPORTUNITIES AS PATRYLA PARK AND SPUR POND. THE IMPROVEMENTS PROPOSED FOR THIS PARK WILL BOLSTER BOTH ITS ACTIVE AND PASSIVE RECREATIONAL OFFERINGS.

Phase 1 improvements will include a renovation of the existing tennis courts and the construction of an adjacent accessible parking lot. There will also be a new gravel lot by the water tower and a playground north of the tennis court. Together these improvements will alleviate parking pressure on the existing neighborhood and improve the active recreation experience. This phase will include the installation of a shelter and parallel parking by the labyrinth. Phase 2 improvements will include a new trail system connecting Spur Pond and Patryla Park, directional signage, as well as an archery range in the northern half of the park. These improvements will improve the walking opportunities in the park and provide a whole new recreational opportunity to the City. Phase 3 will include a new fishing platform on the south end of Spur Pond, providing another opportunity to enjoy this aquatic resource on the City's east side.



PROPOSED IMPROVEMENTS

- 1. TENNIS COURT - \$150,000**
- 2. TENNIS PARKING - \$150,000**
- 3. WATER TOWER PARKING - \$50,000**
- 4. PLAYGROUND - \$150,000**
- 5. LABYRINTH PARKING - \$20,000**
- 6. LABYRINTH SHELTER - \$50,000**
- 7. ARCHERY RANGE - \$25,000**
- 8. PERIMETER PATH - \$290,000**
- 9. DIRECTIONAL SIGNAGE - \$3,000**
- 10. FISHING PLATFORM - \$80,000**

PROJECT TOTAL	\$968,000
----------------------	------------------

HAZEL CREEK LAKE

HAZEL CREEK LAKE IS A UNIQUE ASSET IN THAT THE CITY OWNS AND CONTROLS BOTH THE WATER AND SURROUNDING PROPERTY. IT ALLOWS THE CITY TO PROVIDE ITS CITIZENS ACCESS TO OUTSTANDING FISHING AND WILDERNESS. ITS DISTANCE FROM TOWN, LOCATION ON LONG UNIMPROVED COUNTY ROADS, AND THE PRESENCE OF NEARBY THOUSAND HILLS STATE PARK, HOWEVER, ALL DIMINISH THE CITY'S ABILITY AND NEED TO PROVIDE EXTENSIVE IMPROVEMENTS TO THIS PARK IN THE NEXT DECADE.

The phase 1 and 2 action items proposed at Hazel Creek Lake (signage, parking, rest rooms, and sidewalks) will help the City maintain the core responsibility of park access at these locations. Adding shelters to these locations in phase 2 will also allow entice more folks to spend more time enjoying the serene landscape at this park. The phase 3 improvement of adding a fishing platform at the Hungry Hollow Road site will provide the opportunity for more citizens to fish and enjoy views of this portion of the lake.

PROPOSED IMPROVEMENTS

1. WOOD PYLON SIGNS - \$2,000
2. RESURFACE GRAVEL LOTS - \$50,000
3. ACCESSIBLE SIDEWALKS - \$60,000
4. REPLACE RESTROOMS - \$250,000
5. ADD PICNIC SHELTERS - \$250,000
6. FISHING PLATFORM - \$80,000

PROJECT TOTAL \$692,000



PEACEFUL FRONT ROAD ACCESS



HUNGRY HOLLOW ROAD ACCESS



KIRKSVILLE PARKS & RECREATION MASTER PLAN

