



CLARKSVILLE

PARKS + RECREATION

Public Spaces Master Plan

PREPARED FOR

CLARKSVILLE
TENNESSEE'S TOP SPOT

DECEMBER 2018



PREPARED BY

Kimley»Horn



◆ SPECIAL THANKS:

Thank you to the Clarksville residents who participated in the development of this plan through comment forms and public survey. This time spent planning for the City of Clarksville's future is appreciated and will positively impact the community and generations to come.

PREPARED FOR:



The City of Clarksville Parks and Recreation Department

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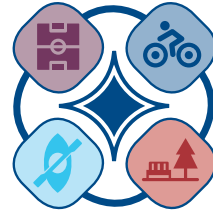
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DIXON PARK
AMPHITHEATER
The amphitheater is located
at the intersection of
the main road and the
park road. The amphitheater
is a concrete structure with
a metal roof. It is located
at the intersection of the
main road and the park road.
The amphitheater is a concrete
structure with a metal roof.
It is located at the intersection
of the main road and the park
road.



CLARKSVILLE

Public Spaces Master Plan



INTRODUCTION



◆ INTRODUCTION

City of Clarksville Character Overview

Located in Montgomery County, approximately 45 miles northwest of Nashville, TN, the City of Clarksville sits just south of Tennessee's border with Kentucky. Clarksville offers great access to a wealth of natural resources, including the Cumberland River, Land Between the Lakes, Dunbar Cave State Natural Area, and Port Royal State Historic Area. Clarksville is the fifth largest city in Tennessee, following Nashville, Memphis, Knoxville, and Chattanooga, respectively.

Middle Tennessee is growing rapidly due to the growth of Nashville and surrounding counties. Like much of Middle Tennessee, the City of Clarksville has doubled in size in the last 30 years, growing from 75,000 residents in 1990 to more than 150,000 in 2018. With this growth, the City has also faced significant physical changes, including notably the loss of historic downtown buildings due to a tornado in 1999.

History and natural resources are important to Clarksville's character and economy, creating a unique place to live and work. With a rich Civil War history, the City offers multiple historic sites and other opportunities for residents and visitors to learn about this time period. Beyond the Civil War, the City has had a large U.S. Army presence, with Fort Campbell located just 10 miles from downtown Clarksville. This Army installation is named after a Civil War Brigadier General and is home to the only Air Assault division in the world, the 101st Airborne Screaming Eagles. Fort Campbell supports the third largest Army population in the country on its 105,000 acres between Hopkinsville, KY, and Clarksville.

The map to the right provides context to the City of Clarksville's spatial orientation.

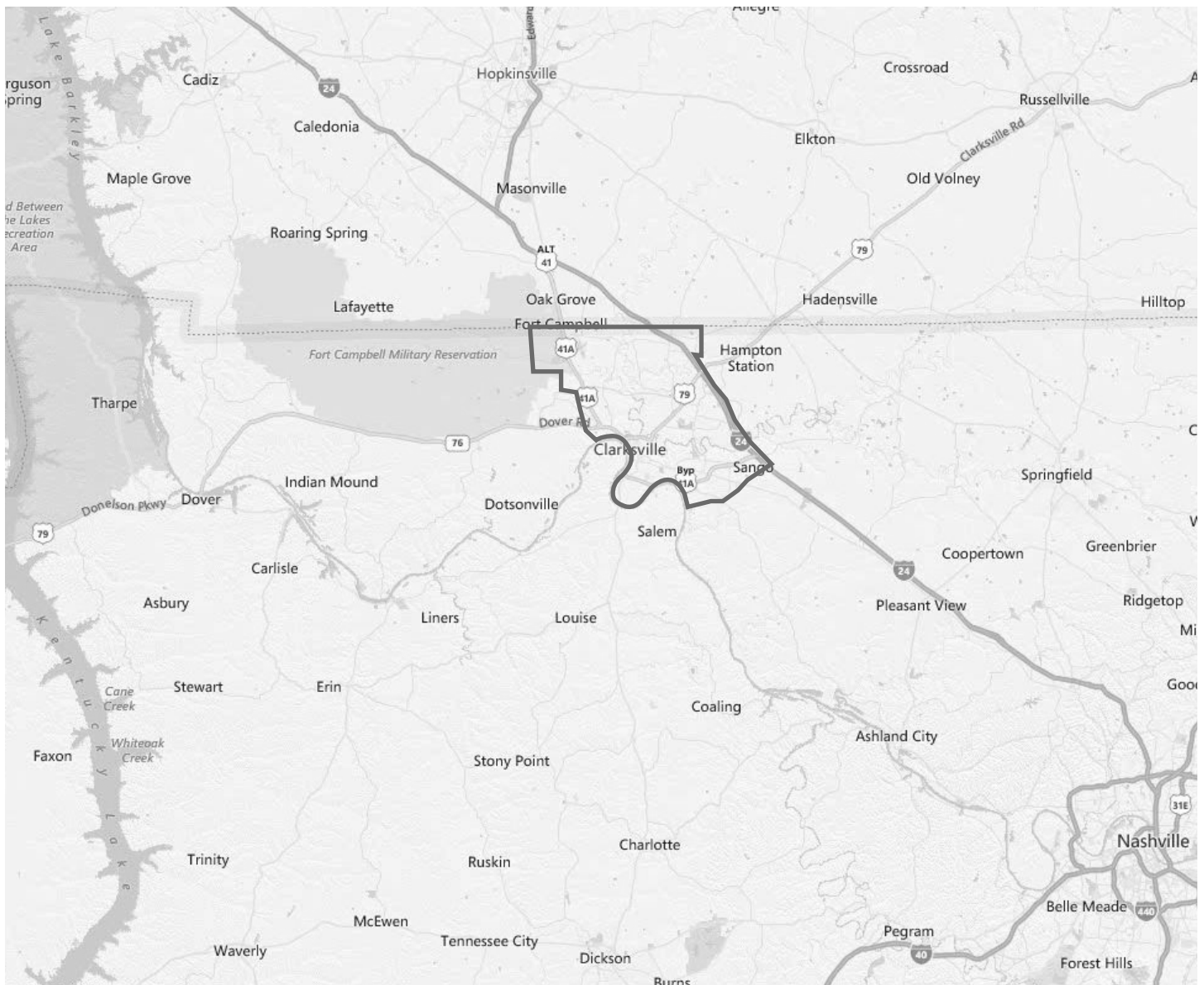


Figure 1 - City of Clarksville's Project Area



Objectives of 2018 Master Plan

The City of Clarksville last conducted a Comprehensive Parks Plan in 2002; however, the City and its Parks and Recreation Department facilities have significantly changed in the last sixteen years.

With the 2018 Public Spaces Master Plan, the City of Clarksville desires to update and combine their current Parks and Recreation Comprehensive Master Plan with their Greenway and Blueway Master Plan into a single, master plan document. This comprehensive plan will create a roadmap for the Parks Department for the next 10 years. In addition to providing a vision for future developments, departmental improvements, and growth opportunities, the Public Spaces Master Plan will also assess current departmental needs and strategies.

SUMMARY OF FEEDBACK

Based on the feedback provided by both the public and Parks and Recreation staff, the consulting team identified six main goals to guide the master planning process.





“

To provide a variety of positive recreational experiences, to enhance life values for individuals, families, and our diverse culture.

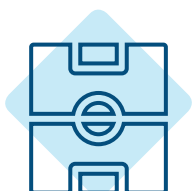
”

– The Mission of
Clarksville's Parks
and Recreation
Department

Core Services of Clarksville Parks and Recreation Department

The City of Clarksville's Parks and Recreation Department provides recreational amenities, facilities, programming, and other essential elements that create a high quality of life in the community. The Core Services of the Clarksville Parks and Recreation Department include:

- ◆ Offering a wide variety of recreational facilities and activities for all ages
- ◆ Offering programs, activities, and events throughout the year
- ◆ Maintaining park acreage and facilities and keeping these amenities clean and functional
- ◆ Promoting and advertising parks and recreation programs, activities, and events
- ◆ Ensuring safe public spaces and facilities
- ◆ Creating a connection to natural resources for educational and recreational purposes



OFFERING A WIDE VARIETY

of recreational facilities, programs,
activities, and events for all ages



MAINTAINING 1000+ ACRES

of parks and facilities



PROVIDING 26 PARK FACILITIES

that offer a variety of amenities, including:

- ◆ 25 playgrounds
- ◆ picnic areas
- ◆ 10+ miles of walking/biking trails
- ◆ 2 dog parks
- ◆ 5 bike share stations
- ◆ pavilions



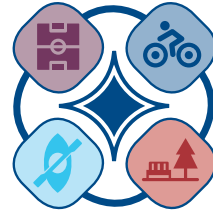
MANAGING

- ◆ 3 recreation centers with year-round programming for youth, adults, and seniors
- ◆ 4 public swimming pools
- ◆ 1 historical facility
- ◆ 1 event center
- ◆ 2 golf courses

RECENT AWARDS AND CERTIFICATIONS

- ◆ Tennessee Recreation and Parks Association Member Organization
- ◆ National Recreation and Park Association Premier Member Organization
- ◆ **GOLD STATUS:** Clarksville Montgomery County Green Certification Program
- ◆ **TIER III STATUS:** The Parks and Recreation Department Benchmarking Program is designed as a part of the Tennessee Department of Environment and Conservation's Three-Star Program
- ◆ 2018 Southeast Events and Festival Association Kaleidoscope Awards:
 - ◆ **Silver Award** for Best Festival over \$75,000 for Riverfest
 - ◆ **Bronze Award for Best Photograph:** Dining Downtown for the Farm to Table Dinner
- ◆ Tennessee Recreation and Parks Association Awards:
 - ◆ **2017 Four Star Award - Digital** - Clarksville Parks and Recreation for R.U.N: Promotional Video
 - ◆ **2016 Workplace Wellness Award**
 - ◆ **2016 Four Star Award Marketing (Print)** for Fall/Winter Activity Guide
 - ◆ **2016 Four Star Award Aquatics** for Adaptive Swim Day
- ◆ American Farmland Trust
 - ◆ #1 Market in Tennessee - 9 years running
 - ◆ 4th in the Nation
- ◆ PickTN Association of Farmers Markets Award
 - ◆ Third place for Best Promotional Item
 - ◆ 2018 2nd place for Best Promotional Item
- ◆ 2018 Clarksville-Montgomery County Green Certification Program
 - ◆ **Outstanding Efforts in Land Use Award**
- ◆ *The Leaf-Chronicle*
 - ◆ **2017 Readers' Choice Award** - Favorite Public Park - Liberty





CLARKSVILLE

Public Spaces Master Plan



EXECUTIVE SUMMARY



◆ EXECUTIVE SUMMARY

Objectives of 2018 Master Plan

With the 2018 Public Spaces Master Plan, the City of Clarksville desires to update and combine their current Parks and Recreation Comprehensive Master Plan with their Greenway and Blueway Master Plan into a single, master plan document. Existing plans, as well as citizen and stakeholder input, have informed the development of the 2018 Public Spaces Master Plan. To provide recommendations for park programming and facilities, the planning team has analyzed current populations as well as future growth projections. By evaluating current recreational facilities and amenities, the planning team has developed goals, policies, program pricing methodology and guidelines, and achievable strategies for the Clarksville Parks and Recreation Department to begin plan implementation.

Based on feedback by the public and Parks and Recreation staff, as well as technical analysis, the planning team identified eight priorities during the master planning process.

#1

Hire more staff while investing in staff knowledge, skills, and equipment

#2

Increase public knowledge of programs and facilities through a variety of means

#3

Add to the existing greenway network, helping connect points of interest to neighborhoods

#4

Expand opportunities for underserved demographics

#5

Enhance the utilization and access to the riverfront

#6

Maintain the existing parkland and facilities before adding more acreage to the system

#7

Increase facilities and parks throughout the City to match resident needs and locations

#8

Increase safety throughout the parks system, focusing on problem areas

Previous Plans

Five existing planning documents influenced the development of the 2018 Public Spaces Master Plan. These five plans include:

- ◆ City of Clarksville Parks and Recreation Comprehensive Master Plan (2002)
- ◆ Clarksville-Montgomery County Greenway and Blueway Master Plan (2014)
- ◆ City of Clarksville River District Master Plan Phase II (2010)
- ◆ City of Clarksville Three-Star Evaluation (2011)
- ◆ City of Clarksville Parks and Recreation Activity Guide (2018)

Chapter 1 details the vision and major recommendations from these plans.

2002 COMPREHENSIVE MASTER PLAN

The 2002 Parks and Recreation Comprehensive Master Plan provided a status report on the strengths and weaknesses of the Parks and Recreation Department.

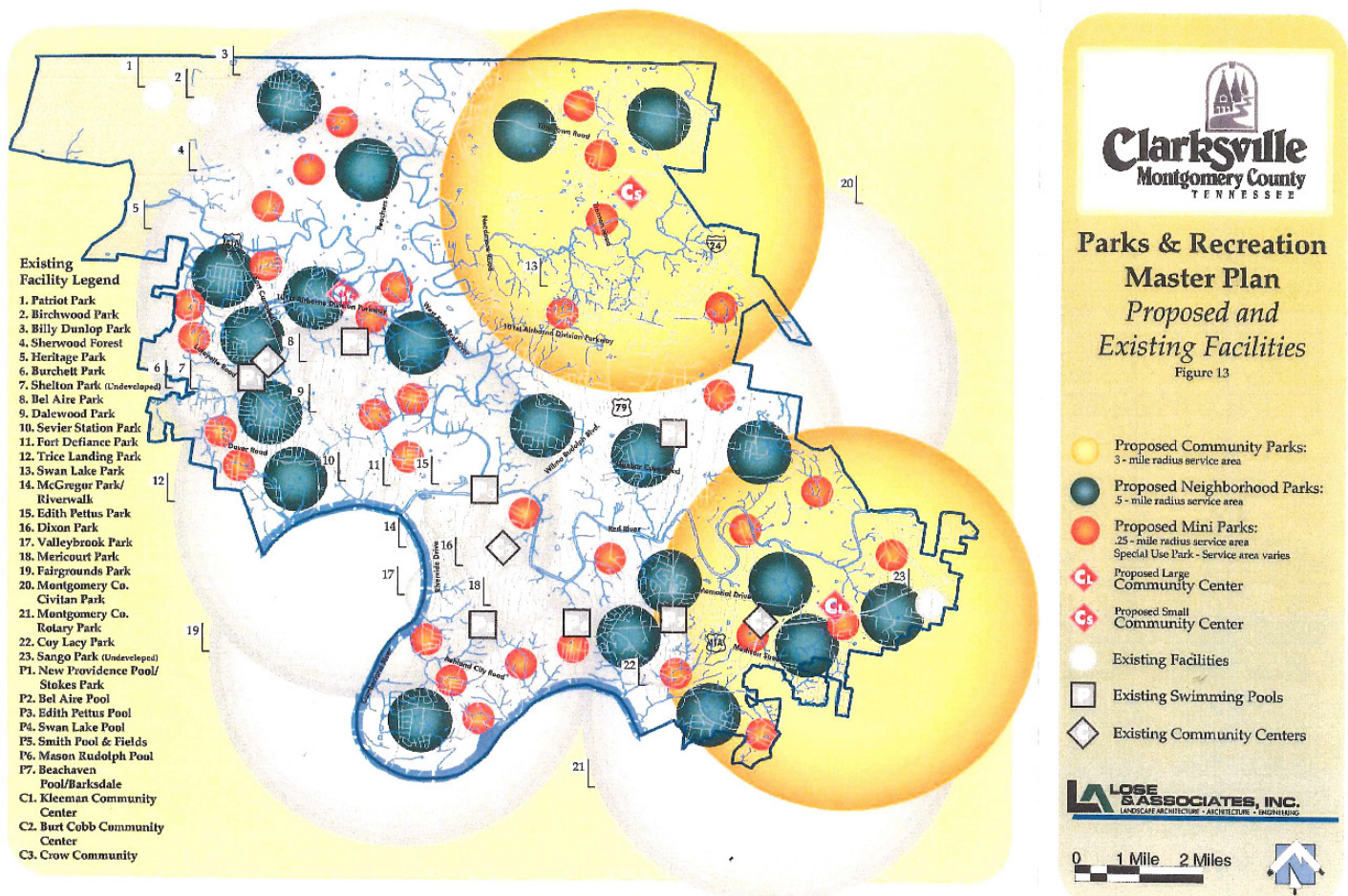


Figure 2 - Proposed and Existing Facilities from the 2002 Recreation Comprehensive Master Plan

THREE-STAR EVALUATION

The 2011 Three-Star Evaluation process offered the Clarksville Parks and Recreation Department the opportunity to perform a holistic review of its system, assets, corresponding departments, partnerships, operations, and other elements that inform the success of a parks and recreation department. To support this process, the Department performed a strengths, weaknesses, opportunities, and threats (SWOT) analysis, the results of which are highlighted below—this analysis provides baseline opportunities and challenges and is revisited by the 2018 Public Spaces Master Plan.

STRENGTHS:

- ◆ Location/natural features
- ◆ Community support
- ◆ Large tracts of land still available
- ◆ Relatively stable economy
- ◆ Strong events and programs

OPPORTUNITIES:

- ◆ Greenway expansion
- ◆ Outdoor Clarksville website
- ◆ Social media
- ◆ Partnerships
- ◆ Marina/river (water recreation)

WEAKNESSES:

- ◆ Lack of visibility and getting information to the community
- ◆ Lack of convention or multipurpose facility
- ◆ Lack of aquatics
- ◆ Underdeveloped on the north side of Clarksville (no recreation centers or large park areas)
- ◆ Outdated facilities (existing recreation centers too small)
- ◆ Lack of maintenance for many small or neighborhood parks
- ◆ Outdated technology

THREATS:

- ◆ Conflicting agenda from groups and individuals
- ◆ Aging facilities
- ◆ Department is largely reactive, especially to maintenance concerns
- ◆ Land cost rising
- ◆ Vandalism/security
- ◆ Competition – from private, 501c3, or other related organizations

The Three-Star Evaluation also included a visioning process for the Department, which categorized initiatives and projects into implementation timeframes. Some highlights of this vision are included below.

1-2 YEARS

- ◆ Develop Greenway programming **(1 year)**
- ◆ Acquire a special events vehicle **(1 year)**
- ◆ Reassess existing parks for future uses and purposes **(1 year)**
- ◆ Work with TDOT to develop multiple bike lanes, especially on new and repaved roads **(1+ year)**
- ◆ Hire a Parks and Recreation part-time graphic designer **(1-2 years)**
- ◆ Employ a full-time athletic coordinator **(1-2 years)**
- ◆ Expand the number and type of city-run leagues and sports programs **(2 years)**

3-5 YEARS

- ◆ Purchase Parks and Recreation street closing equipment/signage **(3 years)**
- ◆ Install digital signage at all major parks and recreation centers to announce programs and events **(2-5 years)**
- ◆ Develop Aquatics/Wellness Center in North Clarksville area **(3-5 years)**
- ◆ Create an expansion plan for each recreation center **(3-5 years)**
- ◆ Update restrooms in each recreation center **(3-5 years)**
- ◆ Renovate all play structures in parks **(3-5 years)**
- ◆ Expand the Greenway – complete connection from existing Riverwalk to McGregor Park and tie into Upland Trail to Liberty Park along Riverside Drive; extend north part of Tiny Town Road toward Airport Park and connect to Fort Campbell **(3-5 years)**
- ◆ Develop Bicycle/Alternative Transportation Master Plan **(3-5 years)**
- ◆ Construct a Conference Center **(3-10 years)**

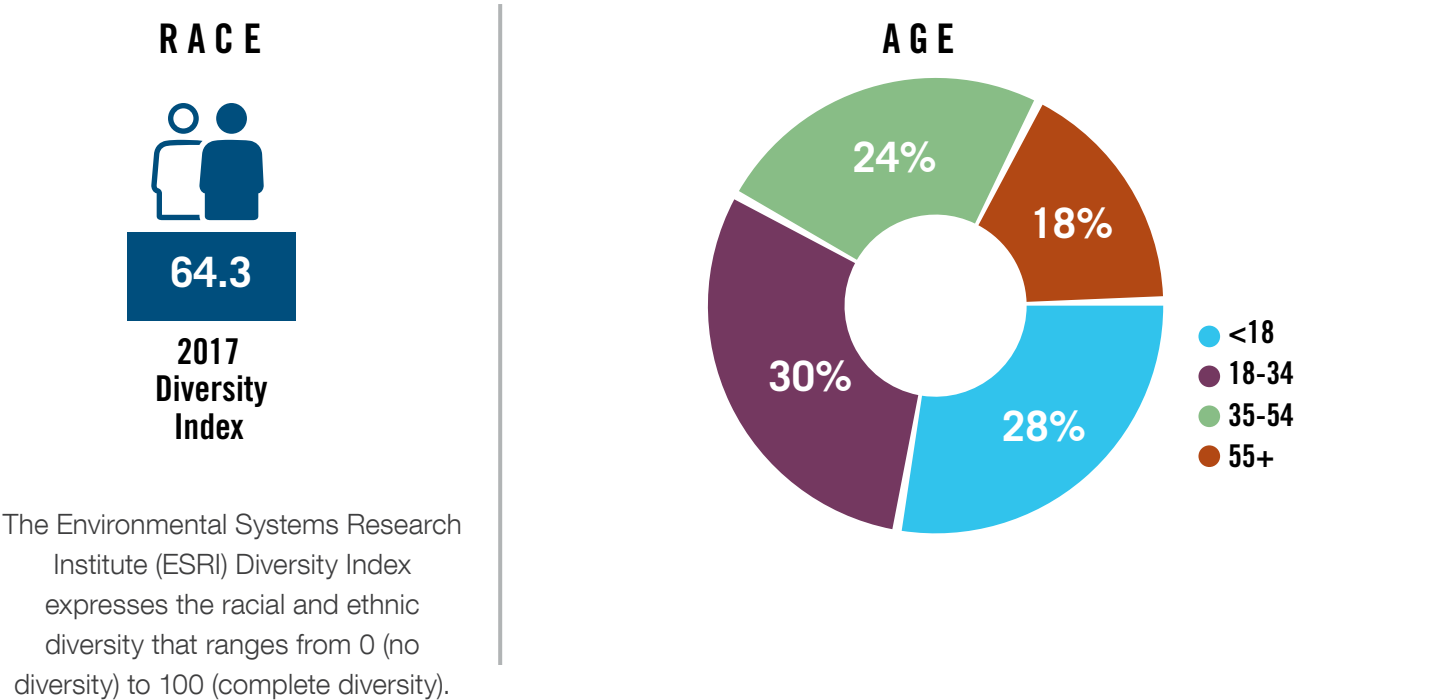
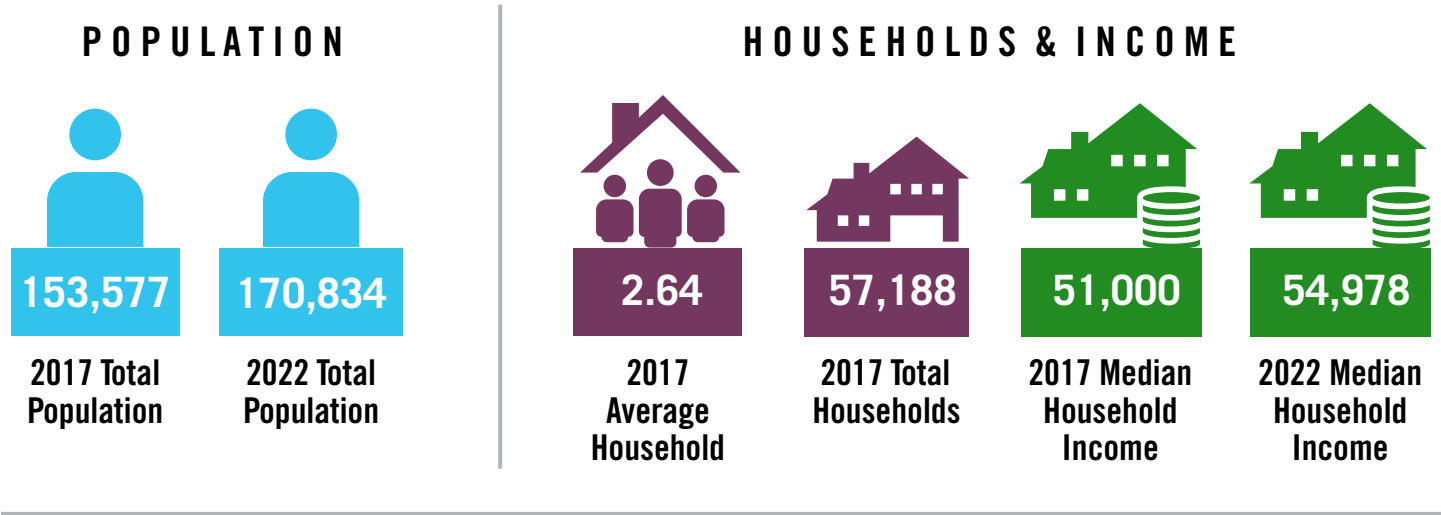
6+ YEARS

- ◆ Purchase land for large-scale—200 to 400 acres—future parks **(1-10 years)**
- ◆ Construct a bigger skate park and explore building an indoor skate park **(6+ years)**
- ◆ Expand the greenway – south toward Ashland City; along Red River toward the eastern part of the County **(3-10 years)**
- ◆ Develop second soccer complex with tournament championship field **(5-10 years)**
- ◆ Develop ice skating/hockey venue **(5-10 years)**

Market Analysis

In 2017, the City of Clarksville's population was estimated to be 153,577 people living within 57,188 households. In the next 15 years (by 2032), the City's total population as well as number of households is expected to grow to 201,637 people living in 75,273 households. Currently, owner-occupied housing units make up 54% of households in Clarksville, with 46% consisting of renter-occupied housing units. Family households represent 70% of households in 2017, which is expected to remain consistent through 2032.

Additional high-level demographic and market statistics are included in the graphic below.





NATIONAL RECREATIONAL TRENDS

In addition to demographic trends and analysis, an evaluation of facilities and programs usage and participation, as well as national and local recreational preferences and trends, helps further an understanding of what current recreational wants and needs are or could be in the future. Overall, national general fitness participatory trends experienced strong growth in recent years. Many of these activities have become popular due to an increased interest in improving health by engaging in an active lifestyle. These activities also have few barriers to entry, providing a variety of options that are relatively inexpensive to participate and which can be performed by nearly anyone without time restrictions.

In 2016, 0.4% more people were reported as being active to a healthy level while the inactivity rate decreased by 0.2%. The sports more heavily participated in were golf (24.1 million people in 2015) and basketball (22.3 million people in 2015).

SUMMARY OF NATIONAL PARTICIPATORY TRENDS ANALYSIS

1.

NUMBER OF “INACTIVES” DECREASED SLIGHTLY, THOSE ‘ACTIVE TO A HEALTHY LEVEL’ ON THE RISE

“Inactives”
down 0.2% in
2016, from

81.6 million to 81.4 million

Approximately
one-third of Americans
(ages 6+) are

active to a healthy level

2.

MOST POPULAR SPORT AND RECREATIONAL ACTIVITIES



Fitness Walking

(107.9 million)



Treadmill

(52.0 million)



Free/Hand Weights

(51.5 million)

3.

MOST PARTICIPATED IN TEAM SPORTS



Golf- 2015 data

(24.1 million)



Basketball

(22.3 million)



Tennis

(18.1 million)

4.

ACTIVITIES MOST RAPIDLY GROWING OVER LAST FIVE YEARS



Stand-Up Paddling

↑ 181%



Adventure Racing

↑ 150%



Non-traditional/
Off-road Triathlon

↑ 108%

5.

ACTIVITIES MOST RAPIDLY DECLINING OVER LAST FIVE YEARS



Inline Roller Skating

↓ 28%



Touch Football

↓ 26%



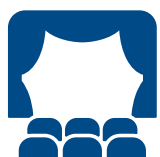
Disc Golf

↓ 25%

LOCAL RECREATIONAL TRENDS

Beyond national trends, recreational activities participation trends in the City of Clarksville reveal the specific interests and desires of the Clarksville community in relation to the services the Parks and Recreation Department provides or could provide in the future. The graphic below depicts the ESRI 2017 top 10 most heavily participated in activities in the City of Clarksville.

TOP 10 ACTIVITIES WITH THE HIGHEST NUMBER OF ESTIMATED PARTICIPANTS:



ATTENDED
A MOVIE

67,819
participants



WALKED
FOR EXERCISE

29,417
participants



VISITED A THEME
PARK

23,550
participants



ATTENDED
SPORTS EVENT

23,182
participants



SWIMMING

17,570
participants



JOGGING/
RUNNING

17,103
participants



WENT OVERNIGHT
CAMPING

15,126
participants



VISITED
A ZOO

14,339
participants



WENT TO
MUSEUM

12,885
participants



FRESH WATER
FISHING

12,649
participants

The following table highlights how the City of Clarksville's recreational activity participation compares to national trends for general sports, fitness, and outdoor activities.

		% of Population	
Activity	Estimated Participants	Clarksville	USA
LOCAL PARTICIPATORY TRENDS - GENERAL SPORTS			
Basketball	9,977	9.00%	8.40%
Golf	9,783	8.90%	8.80%
Football	6,501	5.90%	5.10%
Soccer	5,131	4.60%	4.30%
Baseball	5,072	4.60%	4.60%
Volleyball	4,016	3.60%	3.30%
Tennis	4,016	3.60%	3.80%
Softball	3,725	3.40%	3.30%
LOCAL PARTICIPATORY TRENDS - FITNESS			
Walking for exercise	29,417	26.60%	26.90%
Swimming	17,570	15.90%	15.60%
Jogging/running	17,103	15.50%	13.50%
Weight lifting	12,086	10.90%	10.10%
Aerobics	9,711	8.80%	8.30%
Yoga	8,603	7.80%	7.60%
Pilates	2,995	2.70%	2.70%
LOCAL PARTICIPATORY TRENDS - OUTDOOR ACTIVITY			
Fishing (fresh water)	12,649	11.40%	11.90%
Hiking	11,279	10.20%	10.40%
Bicycling (road)	10,875	9.80%	10.20%
Canoeing/kayaking	6,044	5.50%	5.90%
Boating (power)	5,435	4.90%	5.00%
Bicycling (mountain)	4,804	4.30%	4.10%
Backpacking	3,607	3.30%	3.30%
Horseback riding	2,645	2.40%	2.30%

Needs Assessment

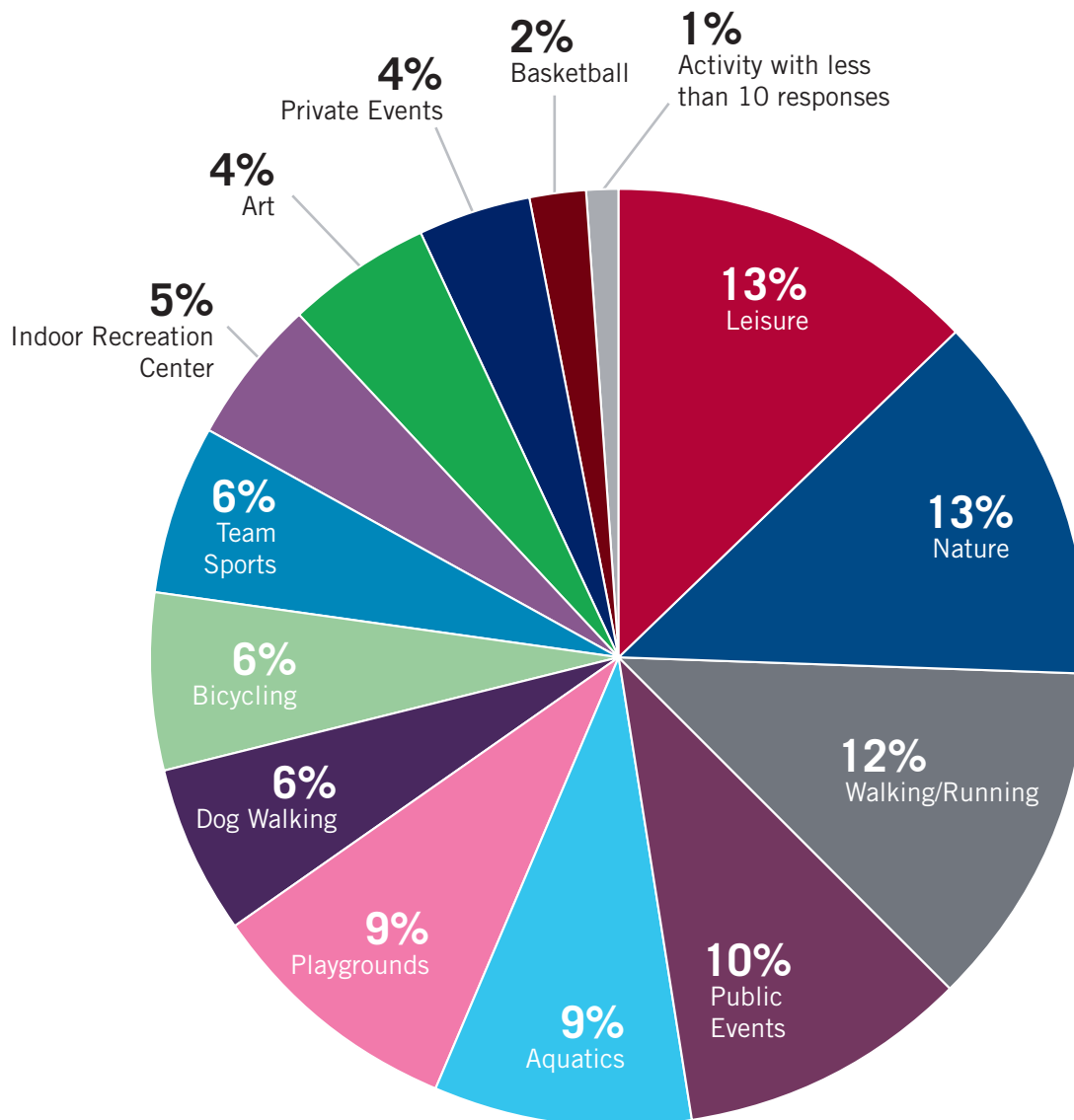
To get a complete understanding of the City’s needs, it was important that a wide range of lenses are used to assess if and where any gaps in facilities or services may exist. Using both qualitative and quantitative data, the planning team conducted a needs assessment for the 2018 Public Spaces Master Plan, which included:



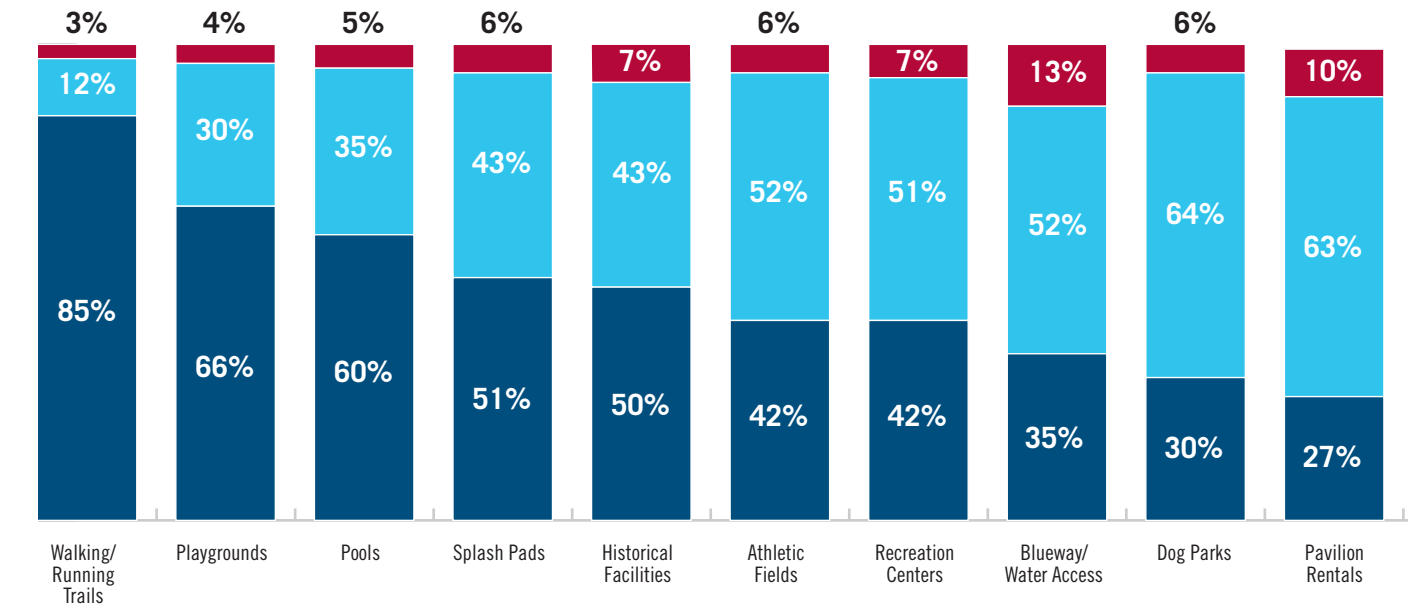
COMMUNITY AND STAFF ENGAGEMENT

In the fall of 2017, the consulting team reached out to local residents and users of Clarksville Parks and Recreation facilities via a 17-question public survey, which asked for input on park and amenity usage, program utilization, needed facilities, desired attraction and enhancements, and if a large indoor recreation center was needed. Approximately 500 surveys were submitted; details of the public's responses are included in Chapter 3.

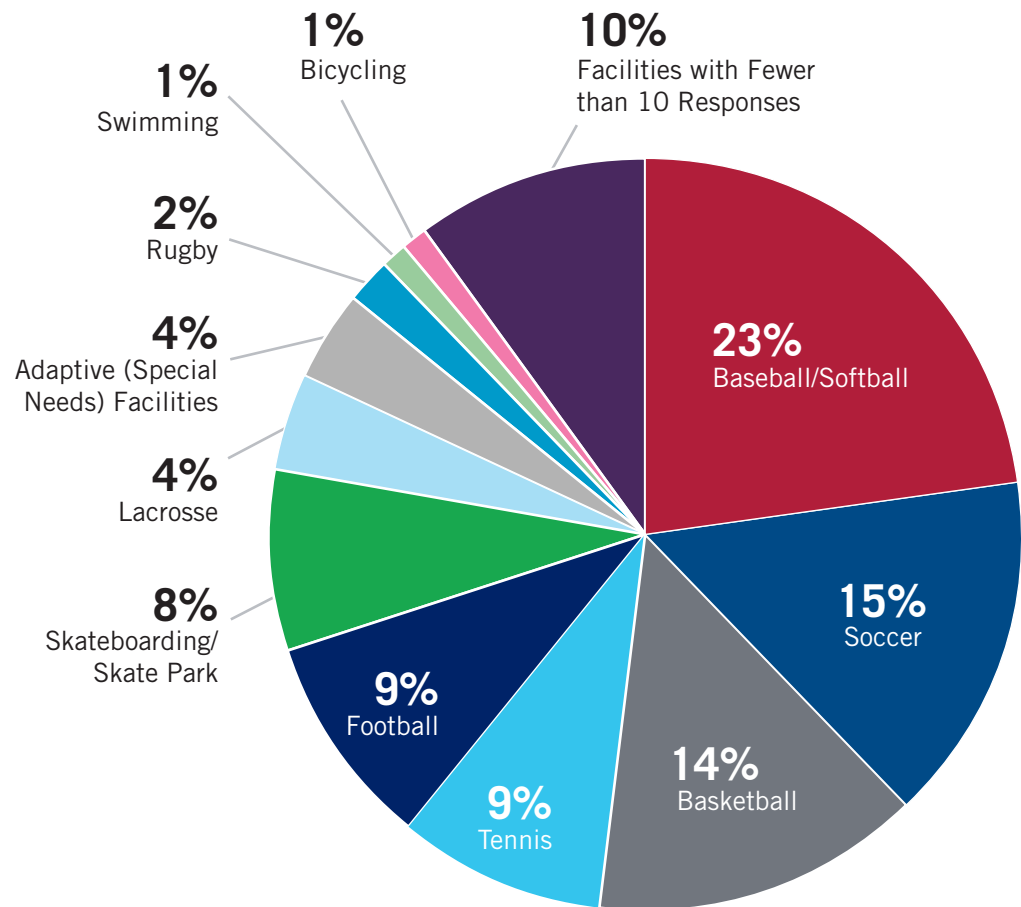
WHAT ATTRACTS YOU TO PARKS?

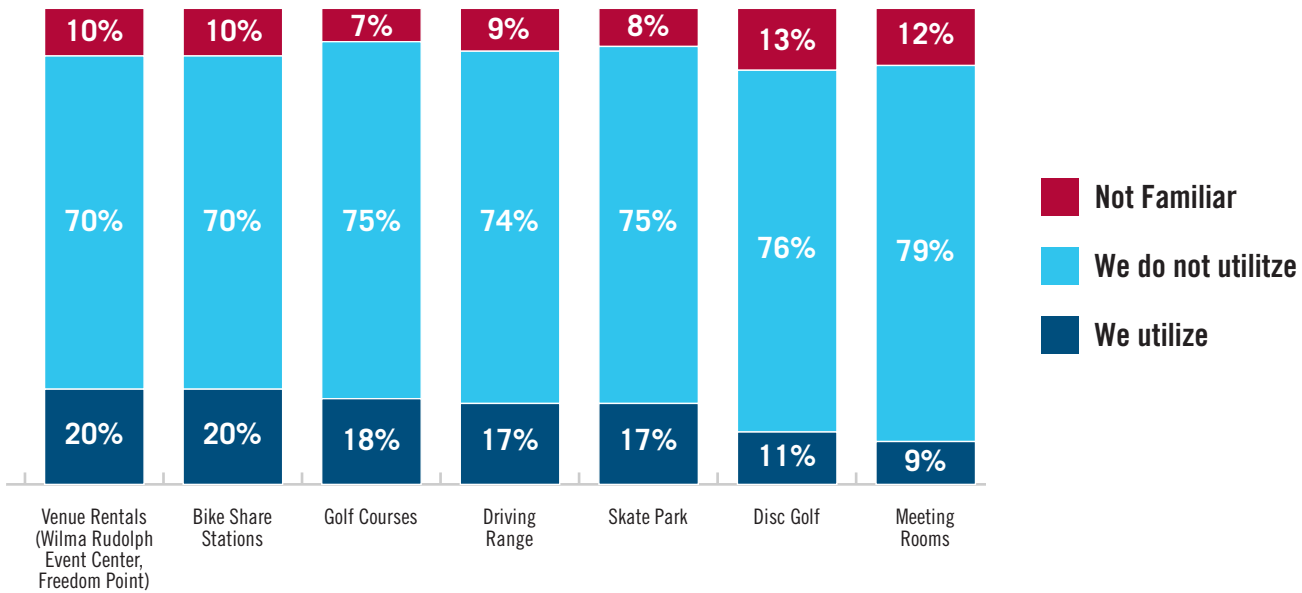


WHAT FACILITIES AND AMENITIES DO YOU CURRENTLY USE?

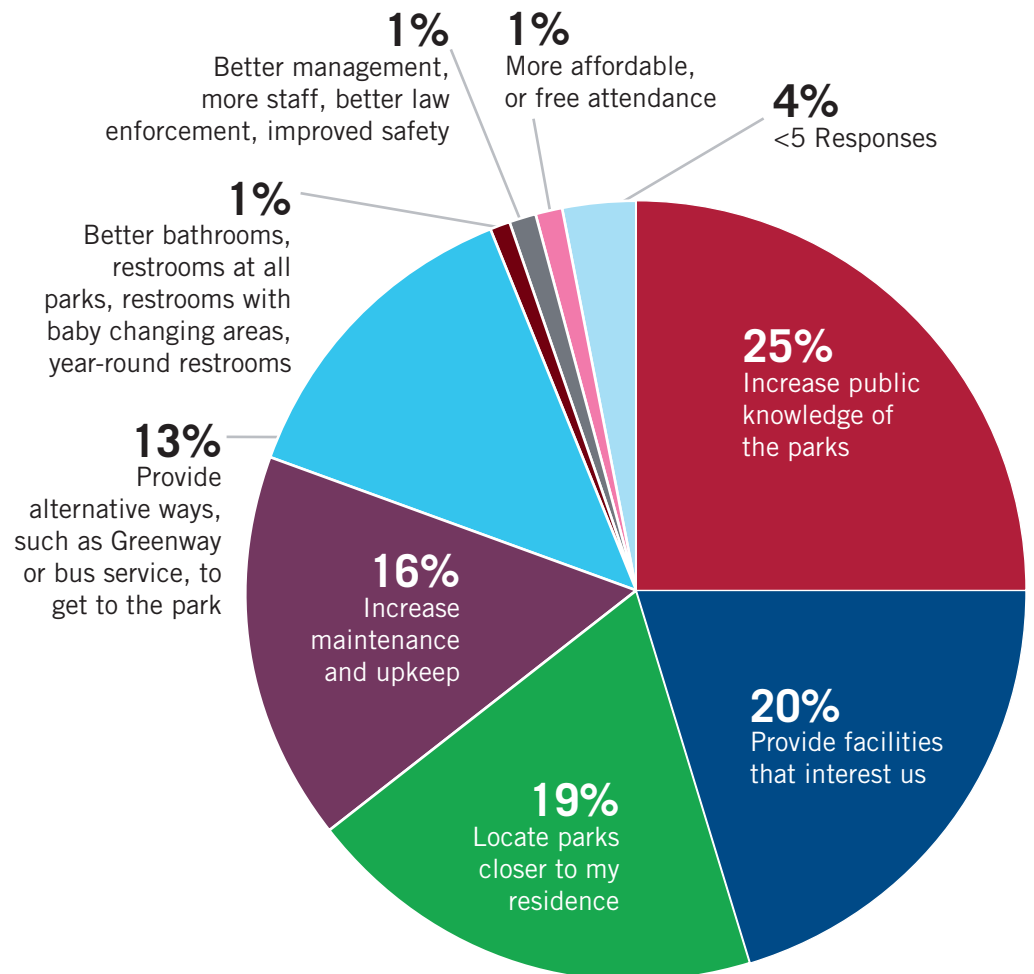


WHAT PROGRAMS AND ACTIVITIES DO YOU CURRENTLY UTILIZE?





WHAT TYPES OF THINGS COULD BE DONE TO INCREASE THE NUMBER OF TIMES YOU VISIT A CITY OF CLARKSVILLE PARK OR FACILITY?



In November 2017, the planning team conducted staff interviews at the Clarksville Parks and Recreation office. In these sessions, employees were asked a series of questions and were encouraged to participate in an open discussion on a variety of topics, including three consistent questions across all departments. The graphic below includes staff responses to these questions.

TOP THREE ANSWERS



1. WHAT ARE THREE OUTCOMES YOU'D LIKE TO SEE FROM THE MASTER PLANNING PROCESS?

- ◆ Hire more staff / purchase new equipment to meet the needs of the existing facilities
- ◆ Understanding the priorities for Clarksville in terms of appropriate aquatics, parks and programs
- ◆ A location for either 1 or 2 large regional parks with indoor aquatic facility

3. ARE THERE ANY PROGRAMS, AMENITIES, OR FACILITIES THAT THE CITY CURRENTLY LACKS AND SHOULD ADD?

- ◆ Large recreation facility with indoor aquatics that includes therapy pools and classes
- ◆ More teen and senior events/programs
- ◆ Community driven events

2. HOW DO WE INCREASE PUBLIC KNOWLEDGE OF CLARKSVILLE PARKS AND RECREATION?

- ◆ Hire more marketing employees / better advertisement
- ◆ Upgrade website
- ◆ Think of a better way to spread the word about facilities/events/programs to the public

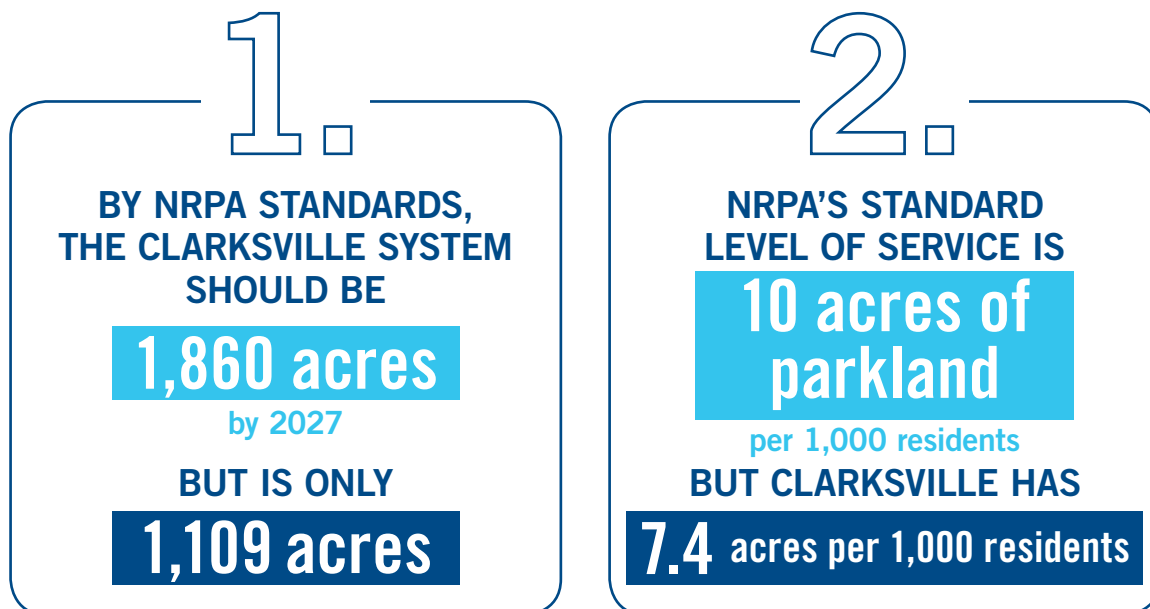
The results from these sessions provided the consulting team with valuable insight into the operations of the department.

EQUITY MAPPING

The consulting team and Clarksville Parks and Recreation Department identified operating metrics to benchmark against comparable parks and recreation systems. The goal of the analysis was to evaluate how Clarksville is positioned among peer agencies as it applies to efficient and effective practices. Two methodologies were used to analyze benchmarking with peer cities: acreage and distribution.

ACREAGE

The National Recreation and Park Association (NRPA) provides a benchmark metric to ensure that a park system provides adequate greenspace for its residents. This metric creates a direct relationship between recreational areas and people by establishing a baseline of 10 acres/1,000 people to provide enough maintained greenspace for a good quality of life for a community.

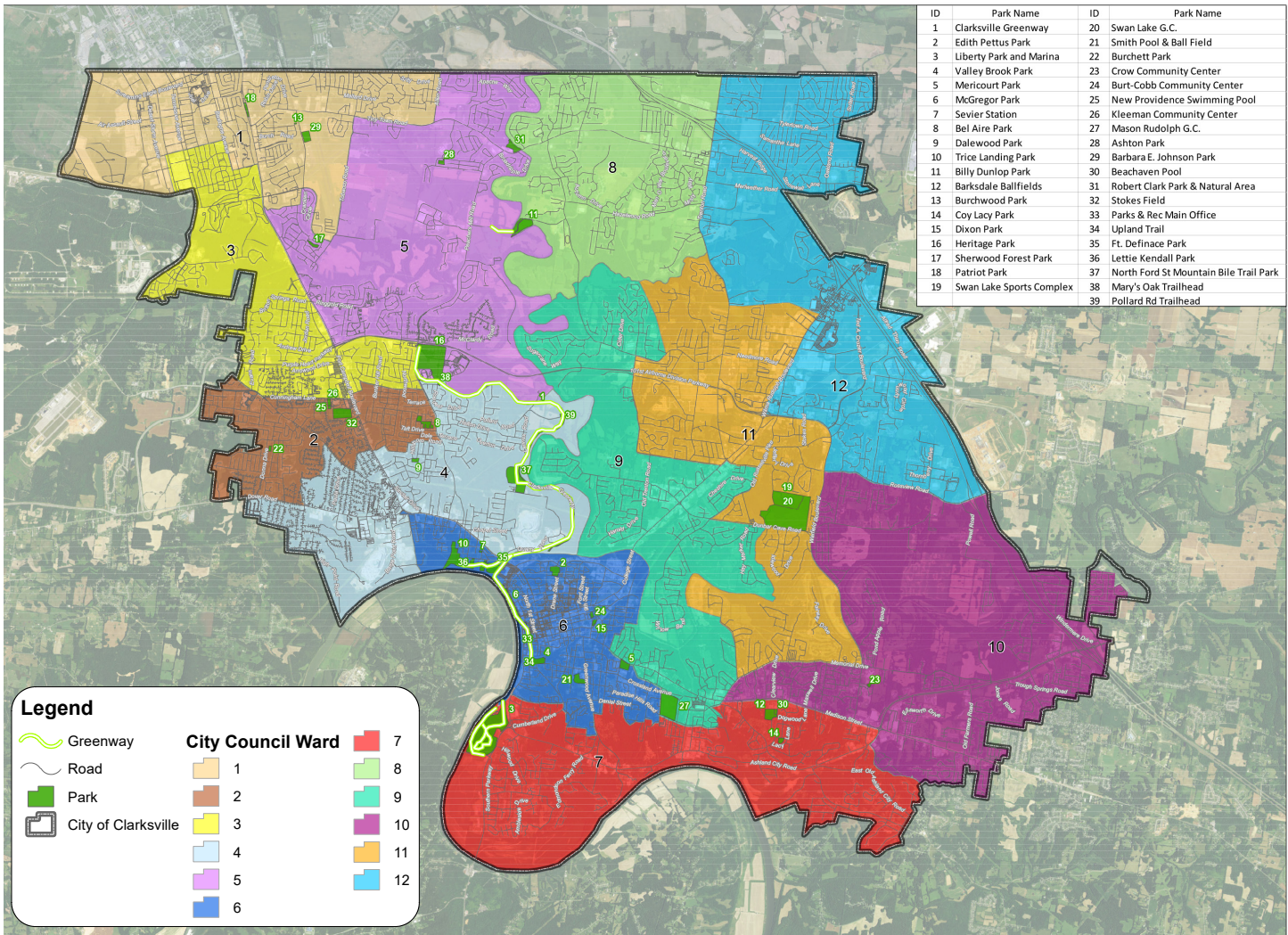


DISTRIBUTION

Understanding the dispersion of parks within a community is another way to determine a park system's Level of Service. Acreage alone is not a sufficient determination of the coverage that a system has because there may be areas of the community that lack a park entirely, regardless of the number of acres per person that the entire system provides.

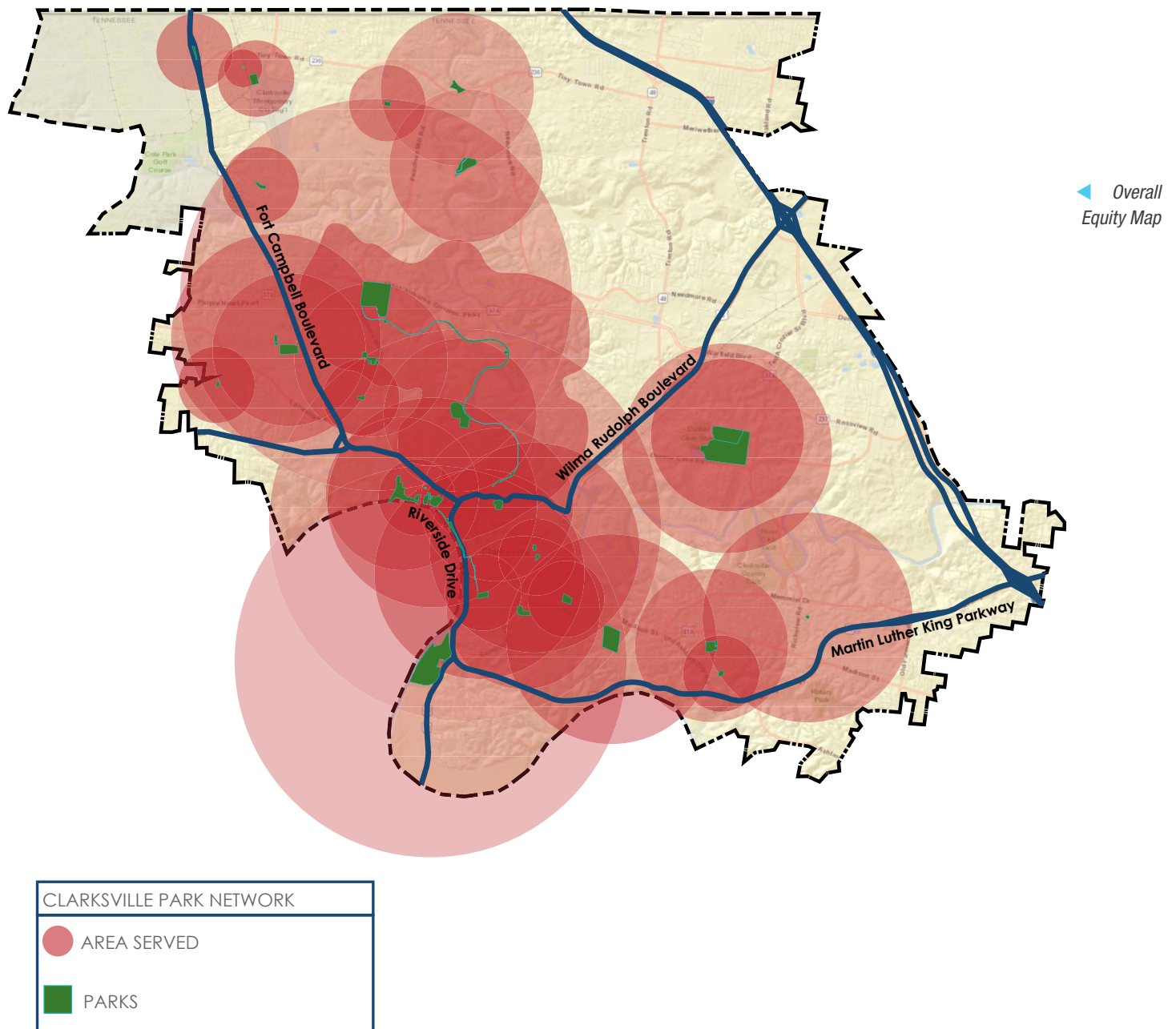
LEVEL OF SERVICE

Beyond the metrics offered in the acreage vs. distribution methods of analysis, a parks and recreation system can be evaluated qualitatively by the types of parks it offers.



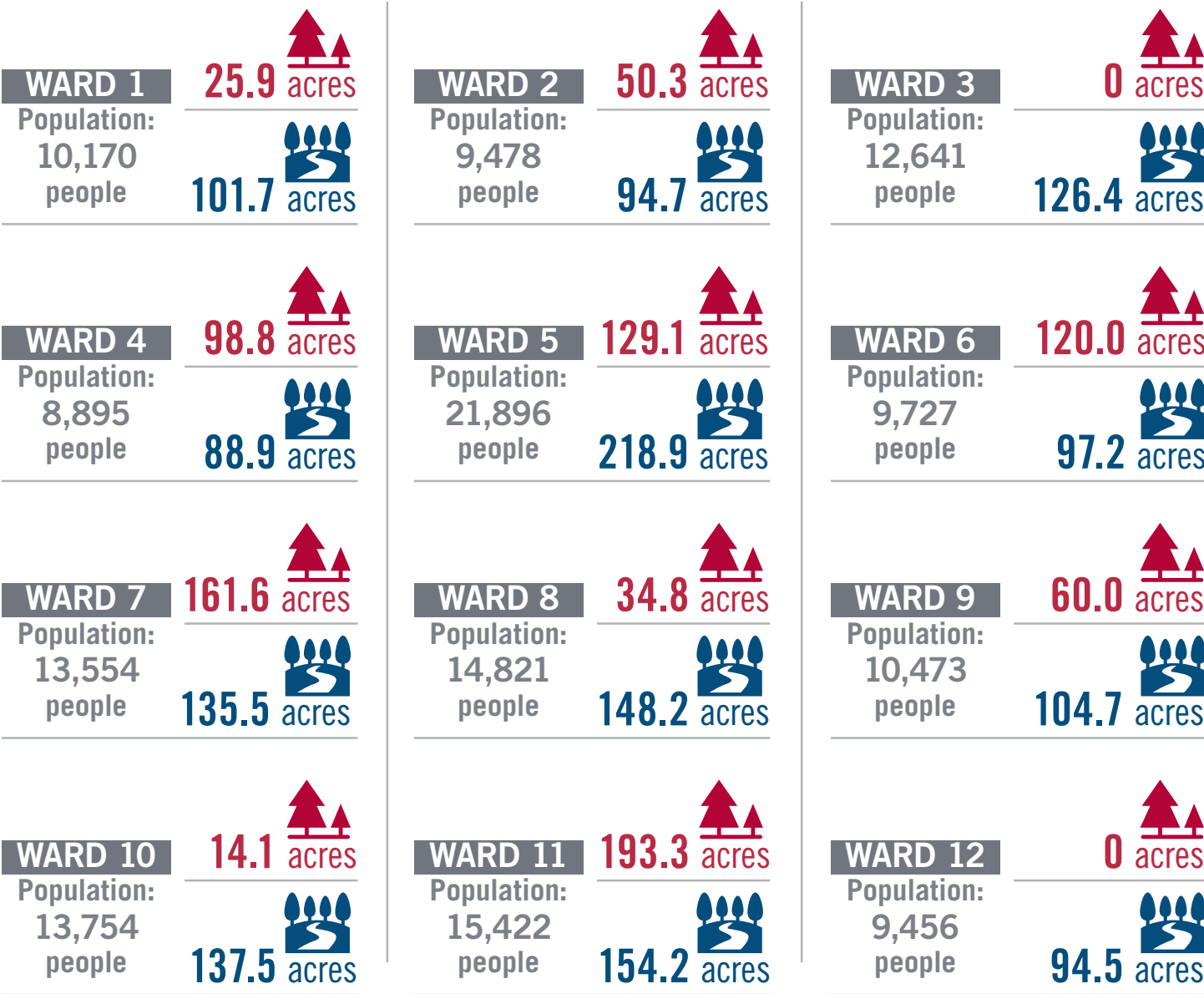
OVERALL PARK DISTRIBUTION ANALYSIS

- Combining the five park types into one comprehensive map indicates which geographical areas are underserved.



COUNCIL WARD LEVEL OF SERVICE

Each of Clarksville’s 12 wards were assessed by the NRPA standard of 10 acres per 1,000 people.

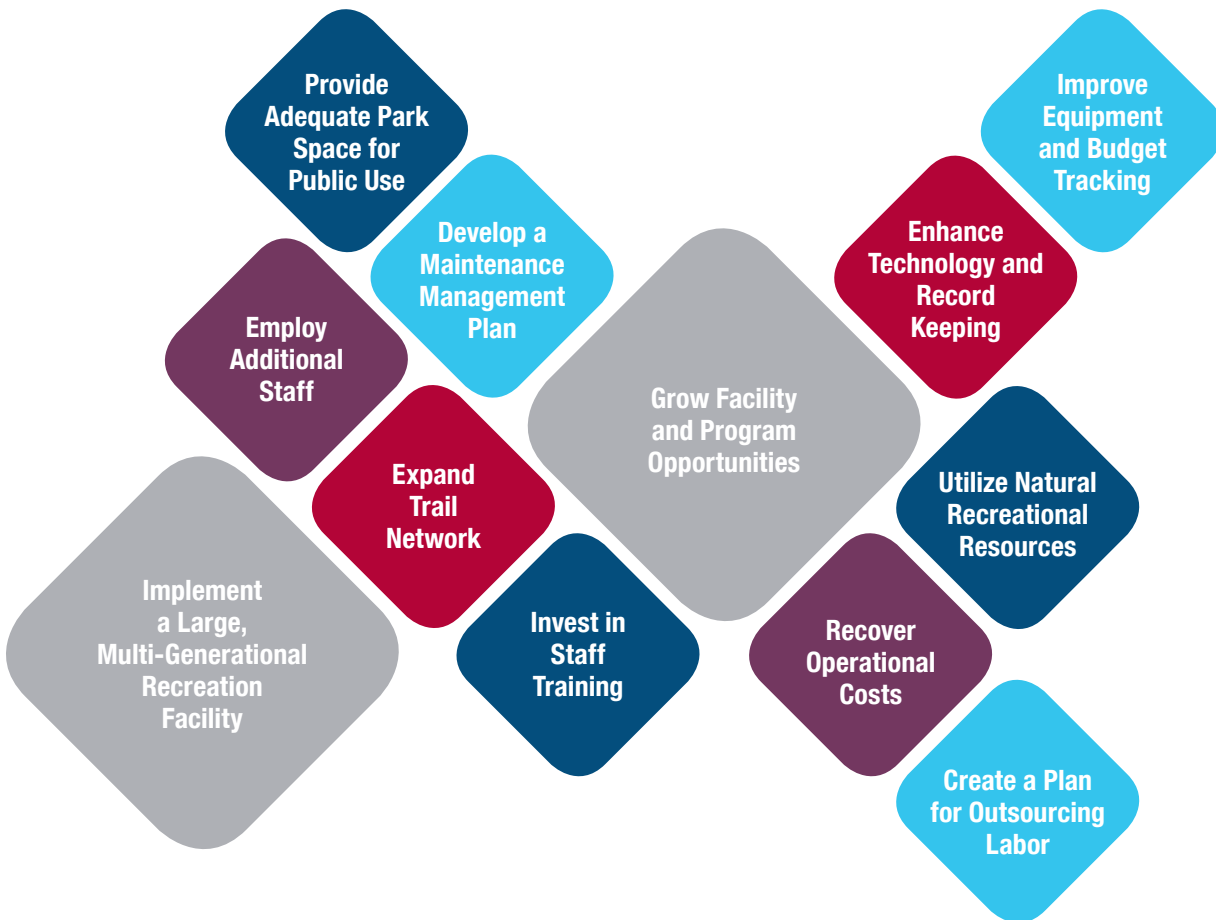


Current Park Acreage: 

Recommended Park Acreage: 

Objectives for Success

To overcome some of the challenges faced by a growing City and its corresponding Parks and Recreation Department, and to respond to the needs identified through the Public Spaces Master Plan process, the Clarksville Parks and Recreation Department should prioritize 12 Objectives for Success. Not in priority order, these objectives are further defined in Chapter 3.



DEPARTMENT SNAPSHOT

ANNUAL OPERATING BUDGET

\$7.38
MILLION

PARK LAND

1109
ACRES

BUDGET PER RESIDENT

\$49.10

PARK LAND ACRES PER RESIDENT

.0073

STAFF

128 FTE

78 FULL-TIME
15.5 PART-TIME FTE
34.5 SEASONAL FTE

BENCHMARK AGENCY	TOTAL NON-TAX REVENUE	TOTAL OPERATING EXPENSE	OPERATIONAL COST RECOVERY
Cary Recreation & Enjoyment	\$6,837,601	\$13,968,925	49%
Shawnee County Parks and Recreation	\$4,819,147	\$13,512,213	36%
Clarksville Parks and Recreation	\$1,772,488	\$7,981,209	22%
Murfreesboro Parks and Recreation	\$1,400,000	\$10,872,762	13%
Chattanooga Parks	\$1,434,451	\$16,315,571	9%

NRPA Median 29% Cost Recovery | NRPA Lower Quartile 14% Cost | NRPA Higher Quartile 50% Cost

DEPARTMENT OPERATIONS AND FINANCES

Operational and financial management are key factors in the success and quality of a parks and recreational department's services and facilities. As such, it is important for the City to fully understand these components in relation to the development of a Public Spaces Master Plan.

By analyzing non-tax revenue, total operating expenses, and operational cost recovery from peer agencies, the planning team determined that the City of Clarksville's Parks and Recreation Department is lagging in comparison to its peers and is in the median quartile nationally. For example, peer agencies with successful recovery costs tend to charge for most programs and activities offered, whereas Clarksville does not. To ensure sufficient recovery of expenses associated with programming, the Clarksville Parks and Recreation Department should evaluate adding fees or increasing existing fees to various programs, as applicable. While increasing fee collection will aid in the total operational recovery costs, enabling the Department to provide an improved experience and atmosphere, this evaluation should strategically balance the need to better recover programmatic costs with the equally important need of ensuring that programs are affordable and accessible to all.

While the Public Spaces Master Plan is an initial step for gathering resources and developing a plan for implementation to further park development and maintenance, the City of Clarksville should develop a maintenance management plan. This process is vital to defining how Clarksville will maintain its parks, open space, aquatic facilities, buildings, trails, and natural resources. The maintenance management plan should include an equipment and budget tracking plan, technology and recordkeeping improvements/standards, and a plan for outsourcing labor.



Recommended Priorities

ACTION PLAN

The facilities, programs, and services the Clarksville Parks and Recreation Department offer create a feeling of community and belonging that residents look for in a place to live, work, and enjoy life. The following action plan is broken into 5- and 10-year plans to implement new park acreage, hire additional staff, conduct master plans, and improve parks and spark development in the trails system and aquatics. This action plan should be reviewed by the Parks and Recreation Department annually to ensure necessary improvements and actions continue towards a better parks and recreation system.

ACTION PLAN: 1 TO 5 YEARS

SUMMARY OF ASSOCIATED COSTS

ACTION	ESTIMATED COST
Staff Additions	1.0M (Annually)
Total Land Acquisition	6.5M
Master Plans/Consultant Studies	200K
Park Development and Improvement	24.4M
Recreation Trails	21M
Total Associated Costs	98.7M

ACTION PLAN: 5 TO 10 YEARS

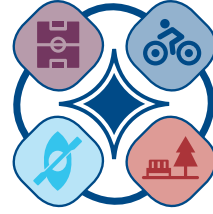
SUMMARY OF ASSOCIATED COSTS

ACTION	ESTIMATED COST
Staff Additions	1.05M (Annually)
Total Land Acquisition	6.6M
Park Development and Improvement	59.3M
Recreation Trails	21.5M
Total Associated Costs	88.45M

Note: Cost estimates for the River District Master Plan projects are in dollars dating from 2010. The Park Development and Improvement line item does not completely reflect current 2018 costs, affecting the total associated costs.



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CLARKSVILLE

Public Spaces Master Plan



1

EXISTING PLANS



◆ CHAPTER 1

1.0 Current Master Plan Documents

To plan for the future of parks and recreation facilities in Clarksville, it is important to understand the context of how these amenities developed into what they are today. The Clarksville Parks and Recreation Department has a host of planning documents they currently use to guide the design, development, programming, and other elements of the parks that they manage. By studying these previous planning documents, we can lay a framework for future expansion and enhancement for the parks system.

1.1 Previous Plans and Activity Guide

Five existing planning documents influence how the Clarksville Parks and Recreation Department manages and develops their system today.

These five plans are:

- ◆ City of Clarksville Parks and Recreation Comprehensive Master Plan (2002)
- ◆ Clarksville-Montgomery County Greenway and Blueway Master Plan (2014)
- ◆ City of Clarksville River District Master Plan Phase II (2010)
- ◆ City of Clarksville Three-Star Evaluation (2011)
- ◆ City of Clarksville Parks and Recreation Activity Guide (2018)

The following sections review these plans and provide details on their recommendations, summarize accomplishments since the plans were developed, and outline other details important for consideration or incorporation of this master planning effort.



1.2 City of Clarksville Parks And Recreation Comprehensive Master Plan

The 2002 Parks and Recreation Comprehensive Master Plan provided a status report on the strengths and weaknesses of the Department of Parks and Recreation and, through citizen outreach and input, established a direction for the next 10 years of the system through evaluation of current and anticipated local conditions. To understand the community, the plan used 1990 Census data, which established a total population of 75,494, with 60% of the population ranging in age from 18 to 54.

Between 1990 and 1997, the City of Clarksville experienced rapid growth, and when the 1997 Parks and Recreation Technical Advisory Service (PARTAS) Recreation Assessment was developed, the assessment recommended the development of a Comprehensive Parks and Recreation Master Plan to ensure that the community could continue to meet its recreation needs and address future needs. The 2002 Parks and Recreation Comprehensive Master Plan was developed based on this PARTAS recommendation.

The 2002 Parks and Recreation Comprehensive Master Plan produced a robust series of recommendations for the system. The high-level recommendations included:

- ◆ Completion of the Riverwalk and development of other greenways and trails (highest plan priority)
- ◆ Incorporation of Greenway Master Plan recommendations, including Greenway Phase I
- ◆ Development of Clarksville Parks and Recreation signage design standards and implementation of consistent signage throughout the system
- ◆ Increased Parks and Recreation funding, including identification of funding sources (existing general fund revenues, increased property or sales tax revenues, increased user fees in the parks, state and federal grant funds, and public/private partnerships), deemed to be the biggest challenge to the future of the plan's recommendations
- ◆ Merger of City of Clarksville Parks and Recreation Department and Montgomery County Parks and Recreation Department
- ◆ Addition of 433 acres to the local recreation delivery system: 33 mini-parks at one acre each, 20 neighborhood parks at 10 acres each, and 2 community parks at a minimum of 100 acres each
- ◆ Addition of three new recreation centers (two of which should have an aquatics focus)

- ◆ Implementation of more than \$6.3M in facilities renovations and improvements systemwide (with park-specific recommendations that include minor repairs, such as painting and ADA-surface upgrades, and more major additions and expansions)
- ◆ Implementation of annual monitoring, evaluation, and update of the Capital Improvement Plan
- ◆ Reinstatement of the joint committee to study the feasibility of purchasing properties to house both school and park facilities at single sites and coordinate of all land purchases through the committee
- ◆ Development of a detailed aquatics feasibility study
- ◆ Development of a marina feasibility study

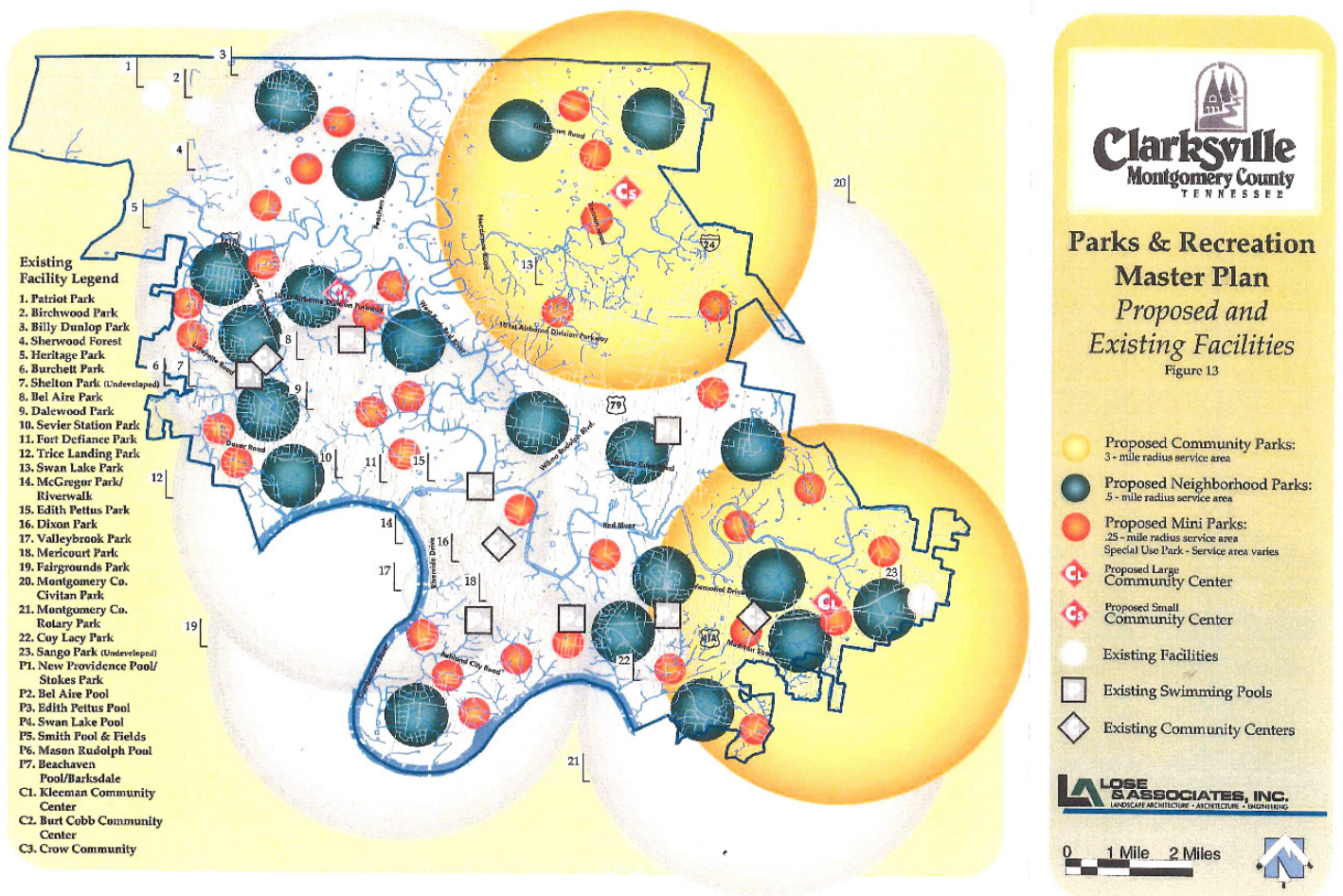


Figure 3 - City of Clarksville Parks and Recreation Master Plan, 2002

PLAN ACCOMPLISHMENTS

Since 2002, when the Department had approximately 450 acres, the City has added nearly 726 acres of parks to their system, which now includes more than 1,000 acres. New additions include:

- ◆ Ashton Park
- ◆ Barbara E. Johnson Park
- ◆ Lettie Kendall Park
- ◆ Robert Clark Park
- ◆ Urban Wilderness land
- ◆ Renfroe Station
- ◆ Golf courses (transferred from the City)
- ◆ Fort Defiance
- ◆ The Upland Trail
- ◆ Clarksville Greenway
- ◆ The Waterworks Building (which will serve as a bridge for the Greenway)
- ◆ North Ford Mountain Bike Trail

While the addition of park land recommended in the 2002 plan has far exceeded expectations, and other recommendations were implemented, including the 2003 Marina Study, some other recommendations have yet been realized. For example, the City and County still operate separate Parks and Recreation Departments and no new recreation centers have been added to the system since the last plan.

1.3 Greenway and Blueway Master Plan (2014)

The 2014 Clarksville-Montgomery County Greenway and Blueway Master Plan is a strategic plan as well as an action plan, providing the City and County with guidelines and strategies for future greenway, bicycle routes, and blueway improvements for the next 10 years.

To support the development of plan recommendations, the master plan established simple definitions for greenways and blueways in the community:

- ◆ **GREENWAY:** A greenway is a linear open space with a trail established along a natural corridor for non-motorized uses. Greenways can be paved with asphalt or maintained as hard surface, such as compacted gravel fines, that is suitable for bicycles, strollers, wheelchairs, etc.
- ◆ **BLUEWAY:** Blueways are water-based trail systems for paddlers. These systems have designated access points, and they are important recreation corridors that both promote conservation and can have economic benefits as well.

The Greenway and Blueway Master Plan provided detailed design standards for facilities and amenities along greenways and blueways in the Clarksville-Montgomery County community, including sidewalk details, signage and wayfinding standards, regulation definitions, and lighting standards. The plan also examined how a regional network of multimodal transportation corridors and nodes might be organized in Clarksville and throughout Montgomery County. For the City of Clarksville, these recommendations included:

- ◆ Continued addition of new greenway sections that connect to existing greenways
- ◆ Implementation of Fort Campbell connection
- ◆ Creation of a north/south greenway corridor within City limits
- ◆ Implementation of sidewalk connections to existing greenways, especially where off-road greenways and/or dedicated on-road bicycle lanes cannot be developed
- ◆ Improvements to bicycle signage along existing roadways that are primary cyclist routes
- ◆ Inclusion of sidewalks and bicycle facilities in all road expansion projects
- ◆ Creation of more stream crossings that improve connectivity and access to residential neighborhoods on opposite sides of streams

Overview A All Route Types

Clarksville/Montgomery County
Greenways & Blueways - Master Plan

Legend

- Existing Blueway Access
- Proposed Blueway Access
- Proposed Trailhead
- Existing Pedestrian Bridge
- Proposed Pedestrian Bridge
- Existing
- Proposed
- Proposed Grade Separated Crossing
- Clarksville City Limits
- Proposed Bike (sep. lane w/ sidewalk)
- Proposed Bike (separate lane)
- Proposed Bike (shared lane)
- Proposed Greenway
- Proposed Sidewalk
- Proposed Blueway
- Existing Bike (separate lane)
- Existing Sidewalks
- Existing Greenway
- Proposed New Park
- APDU Farm
- Golf Course (private)
- Golf Course (municipal)
- State Park
- City/County Park

Map Key

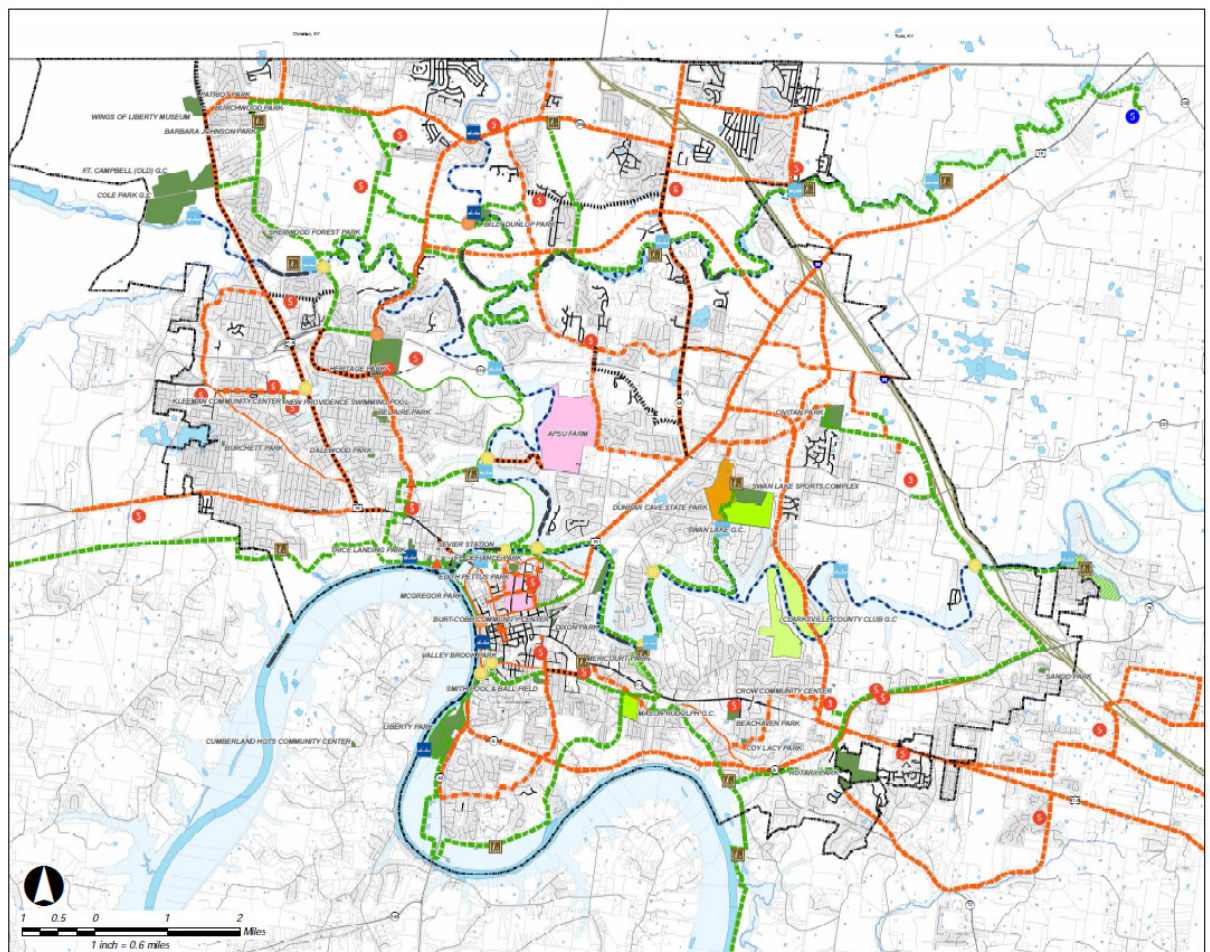
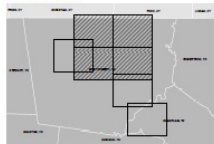


Figure 4 - All Proposed Route Types in 2014 Greenway and Blueway Master Plan

1.4 River District Master Plan

The River District Master Plan – Phase II was conceived by the River District in 2010 to engage the community, civic leaders, and area stakeholders to develop a guiding framework of activities and projects for the next 20 years, in particular to build upon and achieve the successes defined in the 2004 “Return to the River.”

The ambitious 20-year plan included the following high-level recommendations:

- ◆ **RIVERWALK NORTH EXTENSION:** to traverse “Pressler Property” obtained by the City of Clarksville, ultimately crossing the Red River via a pedestrian bridge and connect to a rails-to-trails spur along the Red River.
- ◆ **SOUTH EXTENSION:** to begin at the pedestrian overpass at College Street and continue south to the new marina (approximately 6,270 linear feet). While narrowly confined for most of its distance, the walk may undulate vertically, affording opportunity to access the water at key locations, such as the 200-foot-long cobblestone veneer remnants of the Old City Wharf at Steamboat Plaza.

LONG-TERM GOALS AND OBJECTIVES



- ▶ Propose area appropriate for development of housing, commercial, recreational, and cultural amenities and suggest standards through defining typological models.
- ▶ Identify opportunities for public/private partnership initiatives.
- ▶ Develop new elements to expand and increase use of existing public facilities in the area, such as parking, picnicking areas, and public toilets.



- ▶ Facilitate access to the river from all key areas outside the District through a well-defined system of roadways, walks, trails, signage, and other means.
- ▶ Consider incorporating a public art program to assist in the exposition of the area’s history and culture and help define key locations.



- ▶ Ensure that infrastructure additions and modifications support the overall objectives, such as removing or relocating overhead power along the river’s edge.

- ◆ **HARBORVIEW:** to redevelop the 1960s shopping center into a mixed-use office and commercial lifestyle retail center spurred by increased property values (as a function of the desirability of location along the river and marina harbor views).
- ◆ **THE TOP SPOT:** to link the Old City to the river, both physically and metaphorically. The two major components of the Top Spot are the Arts/Literature Magnet High School and the Civic Arts/Conference Center.
- ◆ **THE WEST BANK:** to provide an educational and recreational opportunity in a passive/natural environment while maintaining the privately-owned river bottom and immediate uplands directly across from the City, facilitating access by a variety of modes.

LONG-TERM GOALS AND OBJECTIVES



- ▶ Redefine and possibly redesign key roadways to minimize the negative impact of traffic, promote alternate transportation means, increase access, and promote positive growth.
- ▶ Define areas for conservation. Create an “open air” policy.
- ▶ Promote sustainable design and management approaches to all projects.



- ▶ Provide connectivity to all existing public trails, walk systems, or loop-backs with no dead ends.
- ▶ Connect the new Marina with Fort Defiance through a system of walks with appropriate destinations and access.



- ▶ Create new village centers that embody “live-work-play” mixed-use planning principles.
- ▶ Enlist broad support through public input sessions.



Figure 5 - Clarksville River District Master Plan

1.5 Three-Star Evaluation (2011)

The Three-Star Evaluation report offered the Clarksville Parks and Recreation Department the opportunity to perform a holistic review of its system, assets, corresponding departments, partnerships, operations, and other elements that inform the success of a parks and recreation department. The City was also a recipient of the Three-Star Evaluation again in 2017. As part of this evaluation and visioning process, the Department conducted a summit where they worked through a strengths, weaknesses, opportunities, and threats (SWOT) analysis. This analysis identified the following opportunities and challenges for the Department:

STRENGTHS:

- ◆ Location/natural features
- ◆ Community support
- ◆ Large tracts of land still available
- ◆ Relatively stable economy
- ◆ Strong events and programs

OPPORTUNITIES:

- ◆ Greenway expansion
- ◆ Outdoor Clarksville website
- ◆ Social media
- ◆ Partnerships
- ◆ Marina/river (water recreation)

WEAKNESSES:

- ◆ Lack of visibility and getting information to the community
- ◆ Lack of convention or multipurpose facility
- ◆ Lack of aquatics
- ◆ Underdeveloped on the north side of Clarksville (no recreation centers or large park areas)
- ◆ Outdated facilities (existing recreation centers too small)
- ◆ Lack of maintenance for many small or neighborhood parks
- ◆ Outdated technology

THREATS:

- ◆ Conflicting agenda from groups and individuals
- ◆ Aging facilities
- ◆ Department is largely reactive, especially to maintenance concerns
- ◆ Land cost rising
- ◆ Vandalism/security
- ◆ Competition – from private, 501c3, or other related organizations

In addition to the SWOT Analysis, the Parks and Recreation Department's visioning process also included categorizing their catalog of initiatives and projects into implementation timeframes. Some highlights of the Department's Vision Projects include:

1-2 YEARS

- ◆ Develop Greenway programming **(1 year)**
- ◆ Acquire a special events vehicle **(1 year)**
- ◆ Reassess existing parks for future uses and purposes **(1 year)**
- ◆ Work with TDOT to develop multiple bike lanes, especially on new and repaved roads **(1+ year)**
- ◆ Hire a Parks and Recreation part-time graphic designer **(1-2 years)**
- ◆ Employ a full-time Athletic Coordinator **(1-2 years)**
- ◆ Expand the number and type of city-run leagues and sports programs **(2 years)**

3-5 YEARS

- ◆ Purchase Parks and Recreation street closing equipment/signage **(3 years)**
- ◆ Install digital signage at all major parks and recreation centers to announce programs and events **(2-5 years)**
- ◆ Develop Aquatics/Wellness Center in North Clarksville area **(3-5 years)**
- ◆ Create an expansion plan for each recreation center **(3-5 years)**
- ◆ Update restrooms in each recreation center **(3-5 years)**
- ◆ Renovate all play structures in parks **(3-5 years)**
- ◆ Expand the greenway – complete connection from existing Riverwalk to McGregor Park and tie into Upland Trail to Liberty Park along Riverside Drive; extend north part of Tiny Town Road toward Airport Park and connect to Fort Campbell **(3-5 years)**
- ◆ Develop Bicycle/Alternative Transportation Master Plan **(3-5 years)**
- ◆ Construct a conference center **(3-10 years)**

6+ YEARS

- ◆ Purchase land for large-scale—200 to 400 acres—future parks **(1-10 years)**
- ◆ Construct a bigger skate park and explore building an indoor skate park **(6+ years)**
- ◆ Expand the Greenway – south toward Ashland City; along Red River toward the eastern part of the County **(3-10 years)**
- ◆ Develop second soccer complex with tournament championship field **(5-10 years)**
- ◆ Develop ice skating/hockey venue **(5-10 years)**

1.6 Clarksville Parks + Recreation Activity Guide (May 2018)

As noted in the Three-Star Evaluation Report, the City of Clarksville Parks and Recreation Department “prides itself on offering diverse recreational opportunities for the citizens of Clarksville.” The 2018 January to April Activity Guide illustrates the diversity of programs and activities available to Clarksville residents from the Parks and Recreation Department.

The Department offers activities for children and seniors alike, such as the Wettest Egg Hunt—a pool-centric Easter Egg Hunt open to children 1-11—and Silver Fitness, which reserves recreation centers’ gyms for adults age 50+. In addition to the intergenerational programming focus, the Activity Guide also highlights a spectrum of interests and hobbies, both active and passive. The range of activities included spans from the historical—“The Surrender of Clarksville,” a living history event to commemorate the surrender of Fort Defiance to Union soldiers and “Suffragist History Tea,” a period-appropriate tea time featuring a presentation on historic Clarksville women who were active in the suffrage movement—to the trendy—“Krav Maga,” a modern take on adult self-defense classes. Even Clarksville’s four-legged residents are included in the Activity Guide with “Fun with Fido,” a mini-festival featuring games, prizes, and dog-related vendors.

Furthering the diversity of Clarksville Parks and Recreation’s programming is a range of price points for activities/programs. The goal is to maintain a balance between free programs that have minimal direct costs and fee-based programs that require substantially more resources to implement. The Department has a Comprehensive Revenue Policy in place which addresses pricing strategy. Offering affordable activities supports the Department’s goal of inclusivity while offsetting some of the costs necessary to be able to provide so many options.

CLARKSVILLE
TENNESSEE'S TOP SPOT
PARKS + RECREATION

CLARKSVILLE PARKS AND RECREATION OFFERS TONS OF FUN ACTIVITIES!

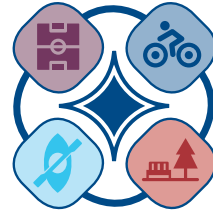
Be sure to mark your calendars so you don't miss these important dates. For more details or to register, visit CityofClarksville.com/ParksRec or call (931) 648-9476.

<p>▼ JANUARY</p> <p>HALF PRICE TUESDAYS 11 AM-2 PM January 9-30 New Providence Pool PG. 16</p> <p>TODDLER SPLASH 10 AM-12 PM January 6 New Providence Pool PG. 16</p> <p>SWIM LESSONS MILK HILL January 8-18 New Providence Pool PG. 16</p> <p>EVENING WATERAEROBICS 6 PM-7 PM January 14, 21 January 18 February 21 New Providence Pool PG. 16</p> <p>HLIT January 16 February 22 Kemper Center Senior Center PG. 8</p> <p>COMMUNITY HEALTH AWARENESS DAY 11 AM-2 PM January 20 Kemper Center Senior Center PG. 8</p> <p>ADULT SPRING SOFTBALL LEAGUE REGISTRATION January 22 February 12 Heritage Park Sports Complex PG. 5</p> <p>CLARKSVILLE DOWNTOWN MARKET VENDOR APPLICATIONS AVAILABLE January 22 March 15 PG. 14</p> <p>▼ FEBRUARY</p> <p>YOUTH BASEBALL & SOFTBALL LEAGUES REGISTRATION February 1 March 26 Heritage Park Sports Complex PG. 4</p> <p>TODDLER SPLASH 10 AM-12 PM February 7 New Providence Pool PG. 16</p>	<p>CHOCOLATE AFFAIR 2 PM-6 PM February 8 Vince Tusoph Event Center PG. 16</p> <p>SWIM LESSONS MILK HILL February 5-15 New Providence Pool PG. 16</p> <p>SWIMLILART SWIMS WES February 7-28 3h Activity for the Couple New Providence Pool PG. 16</p> <p>VALENTINE'S DAY PARTY 5 PM-8 PM February 9 Spartan Club Recreation Center PG. 16</p> <p>ADULT WOMEN'S SPRING SOFTBALL LEAGUE REGISTRATION February 22 May 4 Heritage Park Sports Complex PG. 5</p> <p>QUEEN CITY ROAD RACE REGISTRATION BEGINS 8 AM-10 AM February 12 Kemper Center Senior Center PG. 18</p> <p>CLARKSVILLE'S UNITED STATES COLORED TROOPS 1 PM February 17 Fort Defiance PG. 11</p> <p>THE SURRENDER OF CLARKSVILLE 10 AM-5 PM February 24 Fort Defiance PG. 11</p> <p>▼ MARCH</p> <p>HALF PRICE LAP SWIM ADMISSION 6:30 AM-9:00 AM March 1-31 New Providence Pool PG. 16</p> <p>TODDLER SPLASH 10 AM-12 PM March 2 New Providence Pool PG. 16</p>	<p>LIFEGUARD TRAINING 4:30 PM-1 PM March 8, 17, 22 New Providence Pool PG. 16</p> <p>START SMART SOCCER March 8 April 27 Kemper Recreation Center PG. 19</p> <p>WACKY OLYMPICS 12 PM-3 PM March 8 Owen Recreation Center PG. 16</p> <p>SWIM LESSONS MILK HILL March 6-16 New Providence Pool PG. 16</p> <p>CLEANUP AT THE GRILLWORK 8 AM-10 AM March 10 Clarksville Greenspace PG. 16</p> <p>COMMUNITY FLEA MARKET 8 AM-1 PM March 17 Buckhorn Recreation Center PG. 17</p> <p>SUFFRAGIST HISTORY TEA 2 PM March 17 Fort Defiance Interpretive Center PG. 11</p> <p>WETTEST EGG HUNT 11 AM-4:30 PM March 24 New Providence Pool PG. 17</p> <p>SPRING BREAK TUMBLING CAMP 8 AM-11:30 AM March 26-29 American Institute of Tumbling PG. 17</p> <p>▼ APRIL</p> <p>SWIM LESSONS MILK HILL April 2-12 New Providence Pool PG. 16</p> <p>SUMMER CAMP REGISTRATION 8 AM-12 PM April 1-10 PG. 2</p>	<p>50 PLUS GAMES May 15-19 Various Locations Registration: March 19-May 4 PG. 18</p> <p>TODDLER SPLASH 10 AM-12 PM April 6 New Providence Pool PG. 16</p> <p>FATHER-DAUGHTER DATE NIGHT 6:30 PM-8:30 PM April 7 Winesap Suburban Center PG. 17</p> <p>INDIAN ARTIFACT SHOW 10 AM-3 PM April 14 Fort Defiance PG. 11</p> <p>FUN WITH FIDO 12 PM-2 PM April 14 Heritage Park Sports Complex PG. 17</p> <p>ADAPTIVE SWIM DAY 8 AM-10 AM April 20 New Providence Pool PG. 17</p> <p>CLEANUP AT BILLY DUNLOP 8 AM-10 AM April 21 Billy Dunlop Park PG. 18</p> <p>DAY IN THE PARK 12 PM-4 PM April 28 Liberty Park PG. 18</p>
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#CLARKSVILLEPARKSREC

A sample of programming from the 2018 January to April Activity Guide.





CLARKSVILLE

Public Spaces Master Plan



2

DEMOGRAPHICS & TRENDS



◆ CHAPTER 2

2.0 Demographic Analysis

The Demographic Analysis provides an understanding of the population within the City of Clarksville, Tennessee. This analysis reviews the City's total population and its key characteristics, such as age segments, income levels, race, ethnicity, and gender.

It is important to note that future projections are all based on historical patterns and unforeseen circumstances during or after the time of the projections could have a significant bearing on the validity of the final projections.

2.1 Demographics

METHODOLOGY

Demographic data used for the analysis was obtained from U.S. Census Bureau and from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializes in population projections and market trends. All data was acquired in November 2017 and reflects actual numbers as reported in the 2010 Census, and estimates for 2017 and 2022 as obtained by ESRI. Straight line linear regression was utilized for projected 2027 and 2032 demographics. The boundaries that were utilized for the demographic analysis are shown below in Figure 6.

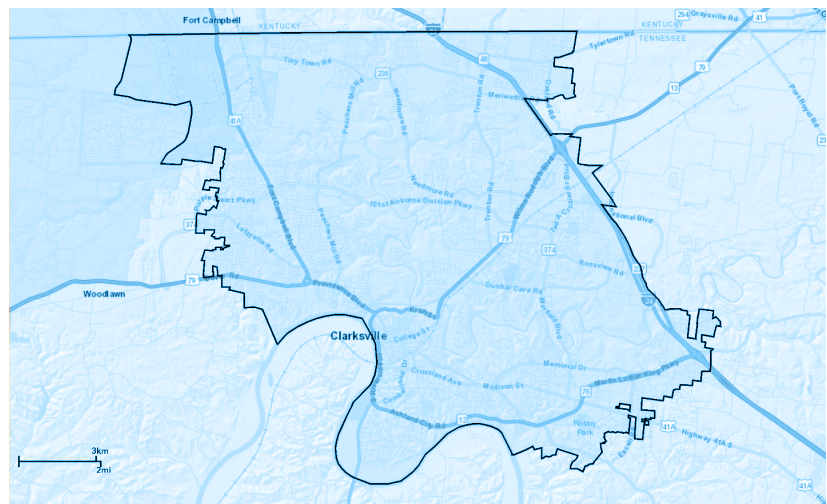
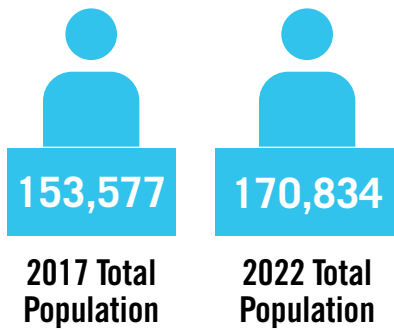


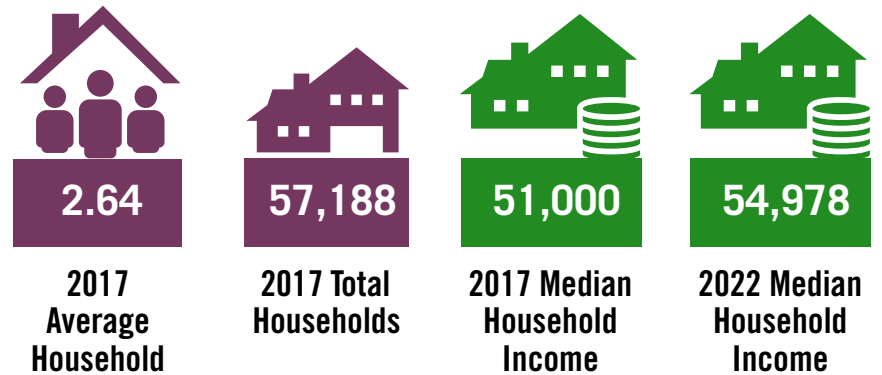
Figure 6 - Clarksville's City Boundaries

DEMOGRAPHIC OVERVIEW

POPULATION



HOUSEHOLDS & INCOME

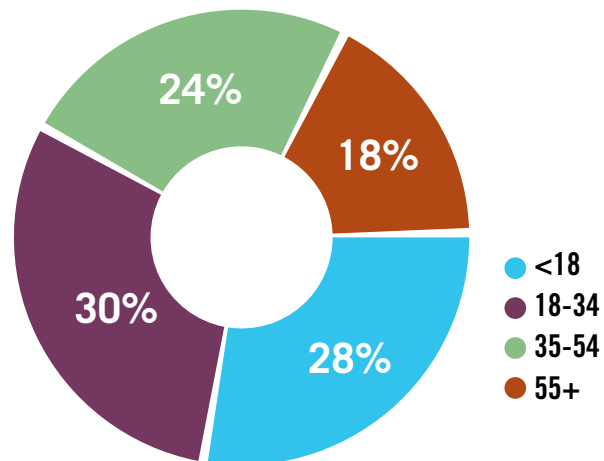


RACE



The ESRI Diversity Index expresses the racial and ethnic diversity that ranges from 0 (no diversity) to 100 (complete diversity).

AGE



POPULATION AND HOUSEHOLDS

The City’s population has experienced a steady growing trend in recent years (See Figure 7).

In 2017, the population was estimated at 153,577 individuals living within 57,188 households. Projecting ahead, the total population and total number of households are both expected to continue to grow over the next 15 years. Based on predictions through 2032, the City is expected to have 201,637 residents living within 75,273 households.

POPULATION AND HOUSEHOLDS

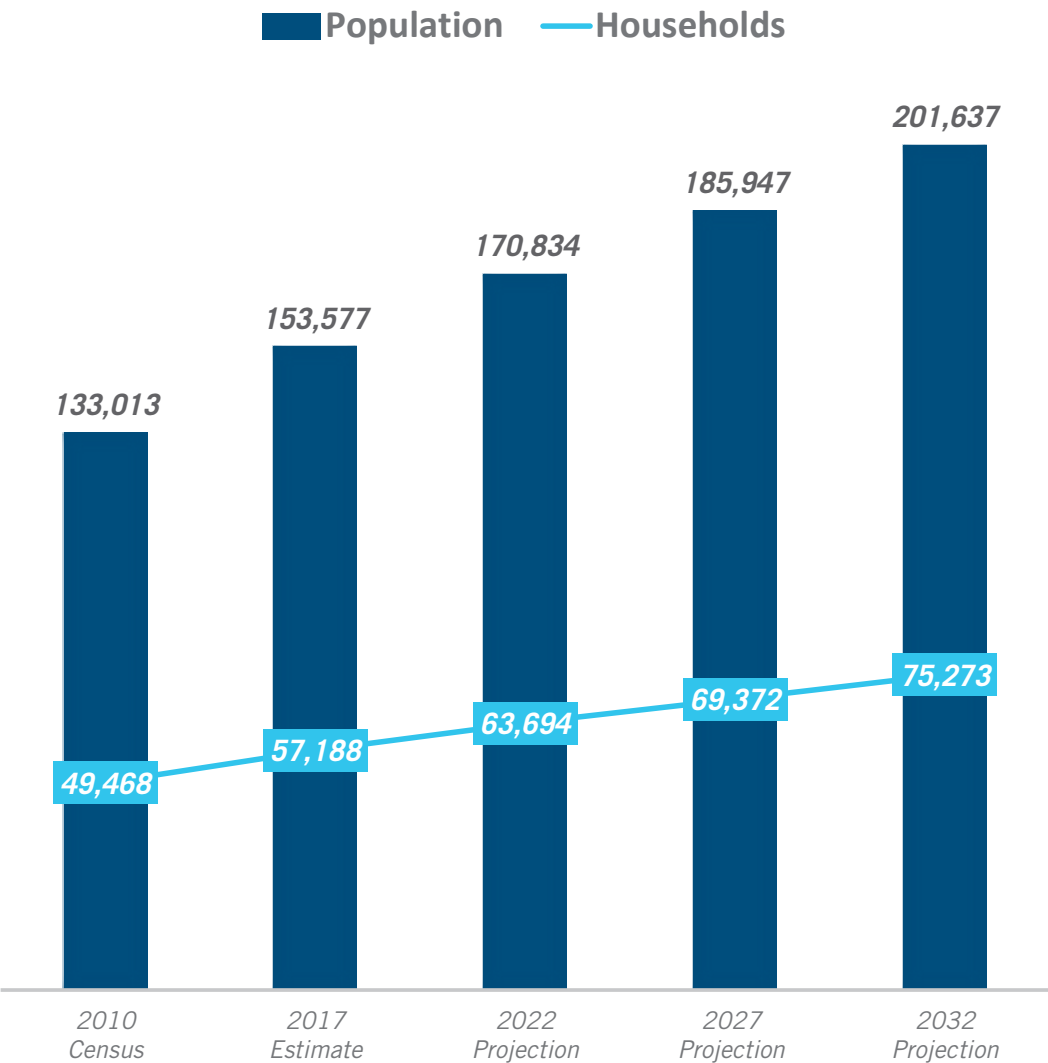


Figure 7 - City of Clarksville Population and Households

AGE SEGMENT

Evaluating the population by age segments, the City exhibits a slightly skewed distribution. When compared to the national average, the median age of U.S. citizens is 38.0 years old, with 46% of its population being under the age of 35. Clarksville's population is much younger, having a median age of 30.7 years old, with 58% of its residents currently under the age of 35. With Austin Peay State University and Fort Campbell located in or near Clarksville, it is expected for the young adult (18-34) population to be significantly higher than the national average.

By 2032, 20% of the City's population is projected to be over the age of 55. This is partially assumed to be an outcome of the Baby Boomer generation aging into the senior age groups (**Figure 8**).

As the Baby Boomer generation ages, the population of the United States over the age of 55 will continue to grow. Due to the growth of this age segment and increasing life expectancy, it is useful to further segment the "Senior" population beyond the traditional 55+ designation.

Within the field of parks and recreation, there are two different ways to partition this age segment. One is to simply segment by age: 55-64; 65-74; and 75+. However, as these age segments are reached, variability of health and wellness can be marked. For example, a 57-year-old may be struggling with rheumatoid arthritis and need different recreation opportunities than a healthy 65-year-old who runs marathons once a year. Therefore, it may be more useful to divide this age segment into "Active," "Low-Impact," and/or "Social" Seniors.

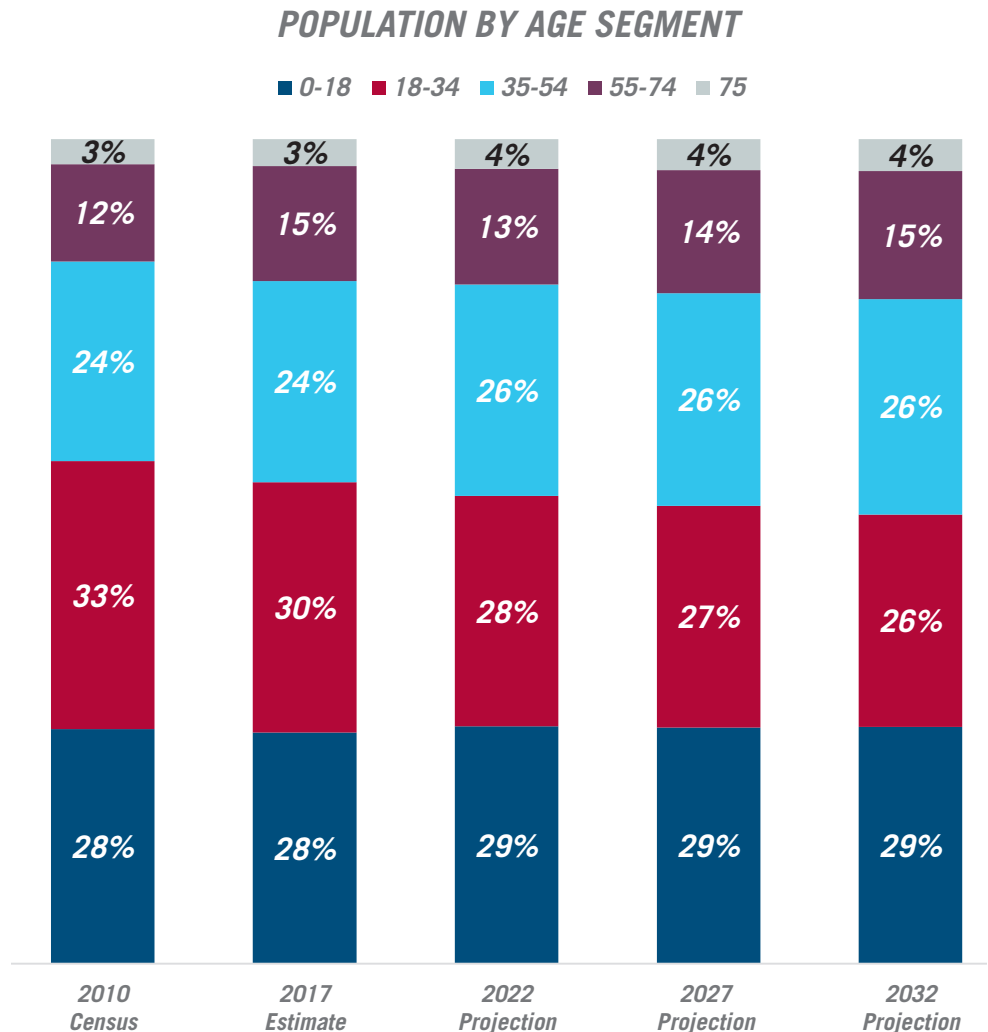


Figure 8 - Population by Age Segment

RACE AND ETHNICITY

In analyzing race, the City's current population is very diverse. The 2017 estimate shows that 63% of the population falls into the White Alone category, while the Black or African American (23%) represents the largest minority. The predictions for 2032 expect the population by race to become slightly more diverse. There is expected to be an increase in the Black or African American, Two or More Races, and Some Other Race population; accompanied by decreases in the White Alone populations (**Figure 9**)

POPULATION BY RACE

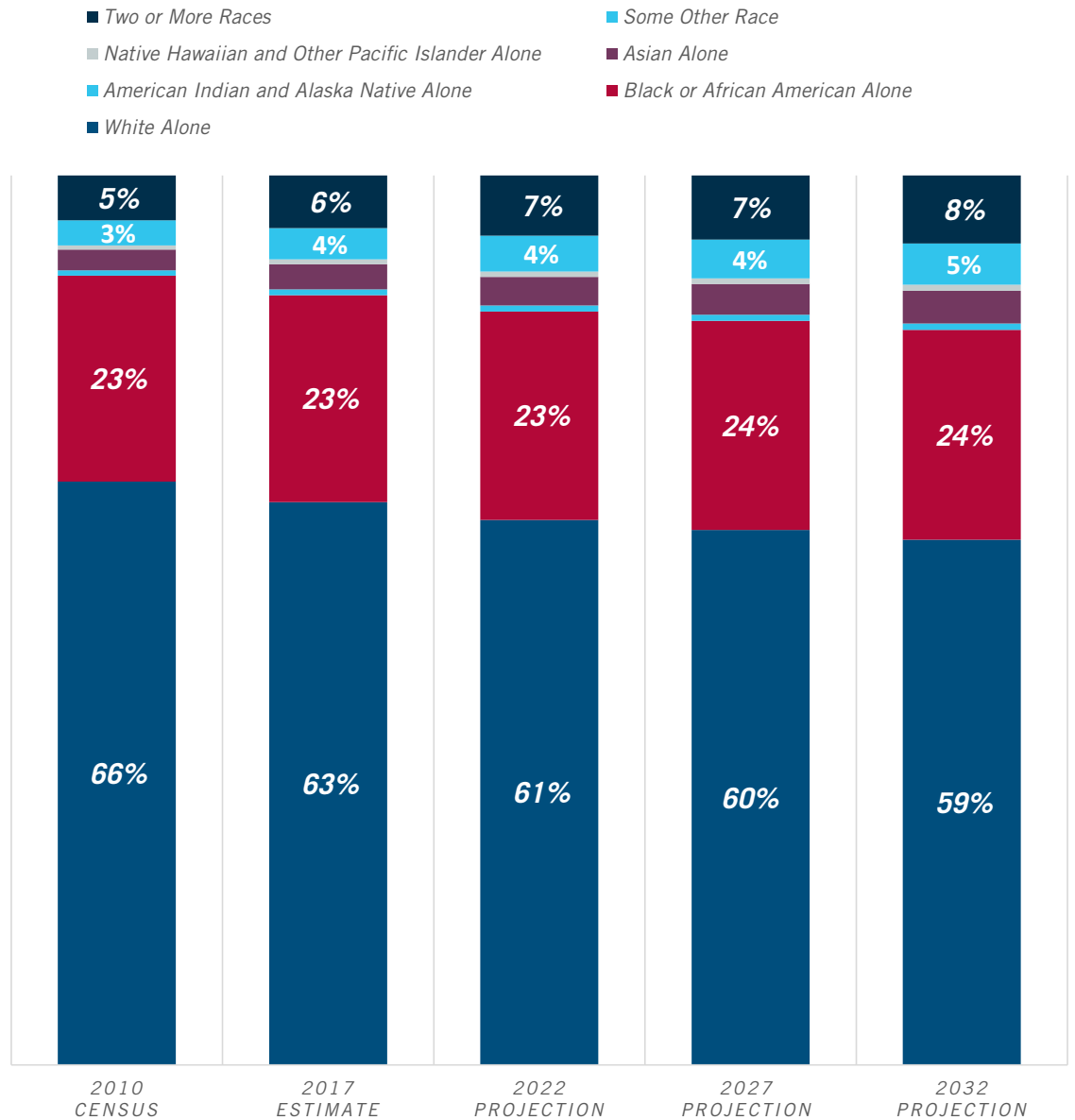


Figure 9 -
Population by Race

HOUSEHOLD INCOME

As seen in **Figure 10**, the City’s median household income (\$51,000) and per capita income (\$23,463), are below national averages. The state’s median household income is lower than Clarksville’s but has a higher per capita income than Clarksville.

With the median household income below the national average, this is a strong indicator that disposable income may be limited. It is important to note, though, that these numbers are skewed by the number of college students who may have a lower income currently. This discrepancy is typical in cities where a large percentage of the population is college students with limited earning capabilities.

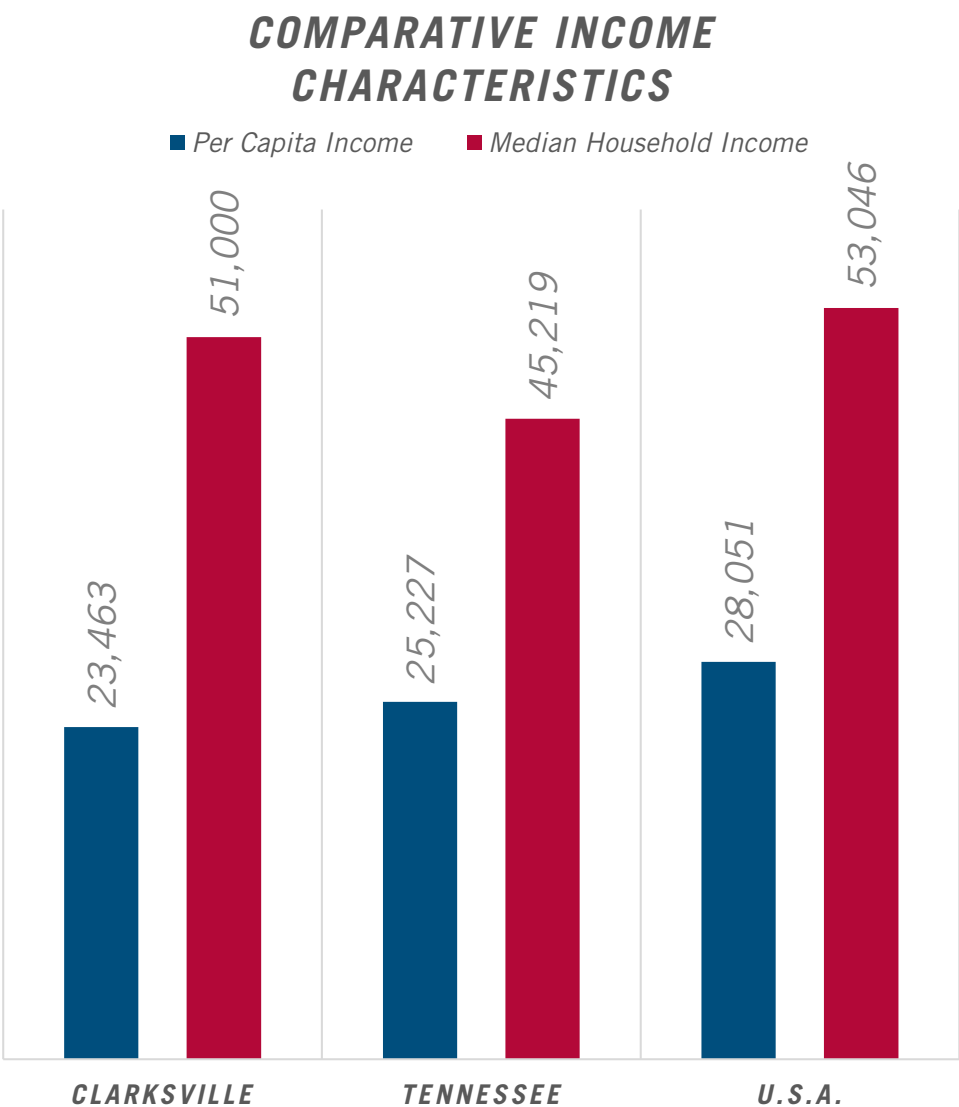
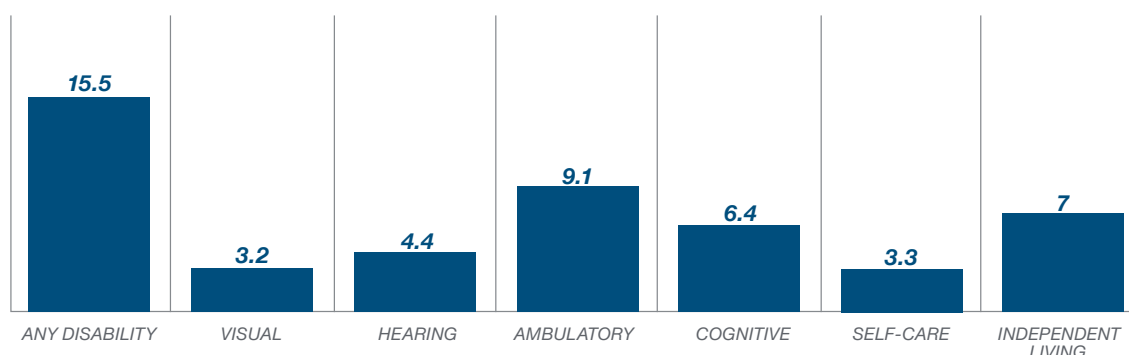


Figure 10 -
Comparative
Income
Characteristics

DISABLED DEMOGRAPHIC

According to the U.S. Census Bureau, 11.2% of people 65 years and younger have a disability (2012-2016). Similarly, the Employment and Disability Institute at Cornell University published a 2013 Disability Status Report that addresses the prevalence of disabilities among non-institutionalized people of all ages in Tennessee, using data from the 2013 American Community Survey (ACS). In 2013, the prevalence rate of people with a disability was 15.5%. Among the six type of disabilities identified in the ACS, the highest prevalence rate was for “Ambulatory Disability” at 9.1% for the state with “Visual Disability” as the lowest at 3.2%.

PREVALENCE RATES: ALL AGES (%)



INCLUSION IN THE PARKS SYSTEM

With such a high number of people with disabilities throughout the state of Tennessee, it is vital that the Clarksville Parks and Recreation Department design new facilities with ‘inclusion’ in mind. Designing around inclusion does not mean simply that there are handicap features to a variety of site elements, but instead, the site is designed fully with inclusion in mind, so much so that it is invisible to the eye. An inclusive playground for example, may be accessible and used by someone with a visual disability, but because those elements form into the overall function and aesthetic of the space, it is unnoticeable to the average user. These characteristics of spaces allow those with disabilities peace of mind, sense of belonging and new opportunities for social interactions. Inclusive spaces are not restricted to just small spaces or facilities in the Clarksville parks system, it must be taken into consideration for larger facilities, programming, and staff additions as well. With more inclusive facilities comes additional staff to keep up with the maintenance and resource demand for those areas. It is vital that the Parks and Recreation Department add to their total staff count to ensure these types of spaces are integrated into the system and are maintained properly. This is especially important when adding in a large, multi-generational recreation center that focuses on inclusion for those with a large range of abilities.

2.2 National and Local Trends Analysis

NATIONAL TRENDS IN GENERAL SPORTS

The sports most heavily participated in for 2016 were golf (24.1 million in 2015) and basketball (22.3 million), which have participation figures well in excess of the other activities in the general sports category. The popularity of golf and basketball can be attributed to the ability to compete with relatively small number of participants. Golf also benefits from its wide age segment appeal and is considered a life-long sport. Basketball's success can be attributed to the limited amount of equipment needed to participate and the limited space requirements necessary, which make basketball the only traditional sport that can be played at the majority of American dwellings as a driveway pickup game.

From 2011-2016, rugby and other niche sports, like roller hockey and squash, have seen strong growth. Rugby has emerged as the overall fastest growing sport, as it has seen participation levels rise by 82.4% over the last five years. Based on the five-year trend, boxing (62%), roller hockey (55.9%), squash (39.3%), lacrosse (39.2%), cheerleading (32.1%), and field hockey (31.8%) have also experienced significant growth. In the most recent year, the fastest growing sports were gymnastics (15%), rugby (14.9%), sand volleyball (14.7%), pickleball (12.3%), and cheerleading (11.7%).

From 2011-2016, the sports that are most rapidly declining include touch football (-26%), disc golf (-24.5%), racquetball (-17.9%), and tackle football (-15%). Disc golf and racquetball are losing their core participants, while touch football and tackle football are experiencing attrition of its casual participant base. For the most recent year (2016), disc golf (-16.7%), touch football (-12.3%), tackle football (-11.9%), and boxing have undergone the largest decline.

In general, the most recent year shares a similar pattern with the five-year trends; suggesting that the increasing rates for participation in certain activities have not yet reached their peaks in sports like rugby, sand volleyball, and ice hockey. However, four sports that increased rapidly over the past five years have undergone decline in 2016, including lacrosse, field hockey, squash, and boxing. The reversal of the five-year trends in these sports may be due to a relatively low user base (about 1 million) and could suggest that participation in these activities may have peaked. Exiting individuals from these declining activities are mostly casual participants that may switch to a variety of other sports or fitness activities.

NATIONAL AND LOCAL TRENDS SOURCING

METHODOLOGY

The Sports and Fitness Industry Association's (SFIA) annual report (Sports, Fitness and Recreational Activities Topline Participation Report 2017) was utilized when evaluating the following trends:

- ◆ National Trends in Sport and Fitness Participation
- ◆ Core vs. Casual Participation
- ◆ National Trends in Fitness and Sports Spending

The study is based on survey findings carried out in 2016 and the beginning of 2017 by the Physical Activity Council, which conducted a total of 24,134 online interviews – 11,453 individual and 12,681 household surveys. A sample size of 24,134 completed interviews is considered by SFIA to result in a high degree of statistical accuracy. A sport with a participation rate of 5% has a confidence interval of plus or minus 0.31 percentage points under 95% confidence interval. Using a weighting technique, the total population figure used in this study is 296,251,344 people (ages six and older). The purpose of the report is to establish levels of activity and identify key participatory trends in recreation across the U.S.

CORE VS. CASUAL PARTICIPATION

In addition to overall participation rates, SFIA further categorizes active participants as either core or casual participants based on frequency. Core participants have higher participatory frequency thresholds than casual participants. The thresholds vary among different categories of activities. For instance, core participants engage in most fitness and recreational activities more than 50 times per year, while for sports, the threshold for core participation is typically 13 times per year. Core participants are more committed and less likely to switch to other fitness or sport activities or become inactive (engage in no physical activity) than casual participants. For instance, the most popular activity in 2016, fitness walking, has twice the core participants than casual participants. This may also explain why activities with more core participants tend to experience less pattern shifts than those with larger groups of casual participants.

SUMMARY OF NATIONAL PARTICIPATORY TRENDS ANALYSIS**1. NUMBER OF “INACTIVES” DECREASED SLIGHTLY, THOSE ‘ACTIVE TO A HEALTHY LEVEL’ ON THE RISE**

**“Inactives”
down 0.2% in
2016, from**

81.6 million to 81.4 million

**Approximately
one-third of Americans
(ages 6+) are**

active to a healthy level

2.**MOST POPULAR SPORT AND RECREATIONAL ACTIVITIES**

**Fitness Walking
(107.9 million)**



**Treadmill
(52.0 million)**



**Free/Hand Weights
(51.5 million)**

3.**MOST PARTICIPATED IN TEAM SPORTS**

**Golf- 2015 data
(24.1 million)**



**Basketball
(22.3 million)**



**Tennis
(18.1 million)**

4.**ACTIVITIES MOST RAPIDLY GROWING OVER LAST FIVE YEARS**

**Stand-Up Paddling
↑ 181%**



**Adventure Racing
↑ 150%**



**Non-traditional/
Off-road Triathlon
↑ 108%**

5.**ACTIVITIES MOST RAPIDLY DECLINING OVER LAST FIVE YEARS**

**Inline Roller Skating
↓ 28%**



**Touch Football
↓ 26%**



**Fisbee Golf
↓ 25%**

CORE VS. CASUAL TRENDS IN GENERAL SPORTS

The most popular sports, such as basketball and baseball, have a larger core participant base (engaged in this activity more than 13 times annually) than casual participant base (engaged at least 1 time annually). Less mainstream sports such as disc golf, roller hockey, squash and boxing for competition have more casual participants who engaged in these sports in a low frequency. Although, for the five-year trends, these sports have increased in participation; people joining were mostly casual participants who engaged less frequently than the more dedicated, core participant base and may switch to other sports or fitness activities, explaining the declining one-year trends.

NATIONAL PARTICIPATORY TRENDS - GENERAL SPORTS					
Activity	Participation Levels			% Change	
	2011	2015	2016	11-16	15-16
Golf (2015 data)	26,122	24,700	24,120	-7.7%	-2.3%
Basketball	24,790	23,410	22,343	-9.9%	-4.6%
Tennis	17,772	17,963	18,079	1.7%	0.6%
Baseball	13,561	13,711	14,760	8.8%	7.7%
Soccer (Outdoor)	13,667	12,646	11,932	-12.7%	-5.6%
Softball (Slow Pitch)	7,809	7,114	7,690	-1.5%	8.1%
Badminton	7,135	7,198	7,354	3.1%	2.2%
Volleyball (Court)	6,662	6,423	6,216	-6.7%	-3.2%
Football, Flag	6,325	5,829	6,173	-2.4%	5.9%
Football, Touch	7,684	6,487	5,686	-26.0%	-12.3%
Volleyball (Sand/Beach)	4,451	4,785	5,489	23.3%	14.7%
Football, Tackle	6,448	6,222	5,481	-15.0%	-11.9%
Gymnastics	4,824	4,679	5,381	11.5%	15.0%
Soccer (Indoor)	4,631	4,813	5,117	10.5%	6.3%
Track and Field	4,341	4,222	4,116	-5.2%	-2.5%
Cheerleading	3,049	3,608	4,029	32.1%	11.7%
Disc Golf	4,868	4,409	3,673	-24.5%	-16.7%
Racquetball	4,357	3,883	3,579	-17.9%	-7.8%
Pickleball	N/A	2,506	2,815	N/A	12.3%
Ice Hockey	2,131	2,546	2,697	26.6%	5.9%
Softball (Fast Pitch)	2,400	2,460	2,467	2.8%	0.3%
Lacrosse	1,501	2,094	2,090	39.2%	-0.2%
Roller Hockey	1,237	1,907	1,929	55.9%	1.2%
Wrestling	1,971	1,978	1,922	-2.5%	-2.8%
Rugby	850	1,349	1,550	82.4%	14.9%
Squash	1,112	1,710	1,549	39.3%	-9.4%
Field Hockey	1,147	1,565	1,512	31.8%	-3.4%
Boxing for Competition	747	1,355	1,210	62.0%	-10.7%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:					
	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

NATIONAL TRENDS IN GENERAL FITNESS

Overall, national participatory trends in fitness have experienced strong growth in recent years. Many of these activities have become popular due to an increased interest among people to improve their health by engaging in an active lifestyle – 0.4% more people were reported being active to a healthy level and the inactivity rate decreased by 0.2% in 2016.

These activities also have very few barriers to entry, which provides a variety of options that are relatively inexpensive to participate in and can be performed by nearly anyone with no time restrictions.

The most popular fitness activity by far is fitness walking, which had about 107.9 million participants in 2016, despite a 1.8% decrease from the previous year.

Other leading fitness activities based on total number of participants include treadmill (52 million), hand weights (51.5 million), running/jogging (47.4 million), stationary cycling (36.1 million), and weight/resistance machines (35.8 million).

During the last five years, the activities growing most rapidly are non-traditional/off-road triathlons (108.2%), trail running (59.7%), traditional road triathlons (40.8%), high impact aerobics (35.8%), and tai chi (24.6%). For the same time frame, the activities that have undergone the most decline include boot camp style cross training (-14.6%), weight/resistant machines (-9.6%), running/jogging (-5.3%), and fitness walking (-4.3%).

In the last year, activities with the largest gains in participation included stair climbing machine (13.9%), bodyweight exercise (13.4%), and cross training style workout (10.3%). From 2015 to 2016, the activities that had the most decline in participation were barre (-7.1%), hand weights (-5.9%), stretching (-5.6%), and boxing for fitness (-4.5%).

NATIONAL PARTICIPATORY TRENDS - GENERAL FITNESS					
Activity	Participation Levels			% Change	
	2011	2015	2016	11-16	15-16
Fitness Walking	112,715	109,829	107,895	-4.3%	-1.8%
Treadmill	53,260	50,398	51,972	-2.4%	3.1%
Free Weights (Dumbbells/Hand Weights)	N/A	54,716	51,513	N/A	-5.9%
Running/Jogging	50,061	48,496	47,384	-5.3%	-2.3%
Stationary Cycling (Recumbent/Upright)	36,341	35,553	36,118	-0.6%	1.6%
Weight/Resistant Machines	39,548	35,310	35,768	-9.6%	1.3%
Stretching	34,687	35,776	33,771	-2.6%	-5.6%
Elliptical Motion Trainer	29,734	32,321	32,218	8.4%	-0.3%
Free Weights (Barbells)	27,056	25,381	26,473	-2.2%	4.3%
Yoga	22,107	25,289	26,268	18.8%	3.9%
Calisthenics/Bodyweight Exercise	N/A	22,146	25,110	N/A	13.4%
Choreographed Exercise	N/A	21,487	21,839	N/A	1.6%
Aerobics (High Impact)	15,755	20,464	21,390	35.8%	4.5%
Stair Climbing Machine	13,409	13,234	15,079	12.5%	13.9%
Cross-Training Style Workout	N/A	11,710	12,914	N/A	10.3%
Stationary Cycling (Group)	8,738	8,677	8,937	2.3%	3.0%
Pilates Training	8,507	8,594	8,893	4.5%	3.5%
Trail Running	5,373	8,139	8,582	59.7%	5.4%
Cardio Kickboxing	6,488	6,708	6,899	6.3%	2.8%
Boot Camp Style Cross-Training	7,706	6,722	6,583	-14.6%	-2.1%
Martial Arts	5,037	5,507	5,745	14.1%	4.3%
Boxing for Fitness	4,631	5,419	5,175	11.7%	-4.5%
Tai Chi	2,975	3,651	3,706	24.6%	1.5%
Barre	N/A	3,583	3,329	N/A	-7.1%
Triathlon (Traditional/Road)	1,686	2,498	2,374	40.8%	-5.0%
Triathlon (Non-Traditional/Off Road)	819	1,744	1,705	108.2%	-2.2%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

NATIONAL TRENDS IN OUTDOOR RECREATION

Results from the participation report demonstrate a dichotomy of growth and attrition among outdoor/adventure recreation activities. Much like the general fitness activities, these activities encourage an active lifestyle, can be performed individually or within a group, and are not limited by time restraints.

In 2016, the most popular activities, in terms of total participants, from the outdoor/adventure recreation category include day hiking (42.1 million), road bicycling (38.4 million), freshwater fishing (38.1 million), and camping within ¼ mile of vehicle/home (26.5 million).

From 2011-2016, adventure racing (149.5%), BMX bicycling (58.5%), traditional climbing (46.5%), and backpacking overnight (31.5%) have undergone the largest increases. More recently, activities growing most rapidly in the last year were BMX bicycling (15.4%), day hiking (13.1%), traditional climbing (8.5%), and recreational vehicle camping (7.9%).

The five-year trend shows activities declining most rapidly were inline roller skating (-27.8%), camping within ¼ mile of home/vehicle (-17.2%), and bird watching (-11.3%). The recent year trend experiences a relatively smaller decline but includes similar activities as the five-year trend. The activities experiencing declines were bird watching (-11.5%), inline roller skating (-10.7%), fly fishing (-5.7%), and camping within ¼ mile of home/vehicle (-4.6%).

NATIONAL PARTICIPATORY TRENDS - OUTDOOR / ADVENTURE RECREATION					
Activity	Participation Levels			% Change	
	2011	2015	2016	11-16	15-16
Hiking (Day)	33,494	37,232	42,128	25.8%	13.1%
Bicycling (Road)	39,834	38,280	38,365	-3.7%	0.2%
Fishing (Freshwater)	38,864	37,682	38,121	-1.9%	1.2%
Camping (< 1/4 Mile of Vehicle/Home)	31,961	27,742	26,467	-17.2%	-4.6%
Wildlife Viewing (>1/4 Mile of Home/Vehicle)	21,495	20,718	20,746	-3.5%	0.1%
Camping (Recreational Vehicle)	16,282	14,699	15,855	-2.6%	7.9%
Fishing (Saltwater)	11,896	11,975	12,266	3.1%	2.4%
Birdwatching (>1/4 mile of Vehicle/Home)	13,067	13,093	11,589	-11.3%	-11.5%
Backpacking Overnight	7,722	10,100	10,151	31.5%	0.5%
Bicycling (Mountain)	6,989	8,316	8,615	23.3%	3.6%
Archery	6,471	8,378	7,903	22.1%	-5.7%
Fishing (Fly)	5,581	6,089	6,456	15.7%	6.0%
Skateboarding	6,318	6,436	6,442	2.0%	0.1%
Roller Skating, Inline	7,451	6,024	5,381	-27.8%	-10.7%
Climbing (Sport/Indoor/Boulder)	4,445	4,684	4,905	10.3%	4.7%
Bicycling (BMX)	1,958	2,690	3,104	58.5%	15.4%
Adventure Racing	1,202	2,864	2,999	149.5%	4.7%
Climbing (Traditional/Ice/Mountaineering)	1,904	2,571	2,790	46.5%	8.5%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend: Large Increase (greater than 25%) Moderate Increase (0% to 25%) Moderate Decrease (0% to -25%) Large Decrease (less than -25%)					

NATIONAL TRENDS IN AQUATIC ACTIVITY

Swimming is unquestionably a lifetime sport, and all aquatic activities have experienced strong participation growth among the American population. In 2016, fitness swimming is the absolute leader in overall participation (26.6 million) for aquatic activities, due in large part to its broad, multi-generational appeal. In the most recent year, competition swimming reported the strongest growth (16.5%) among aquatic activities, followed by aquatic exercise (14.6%) and fitness swimming (1.1%).

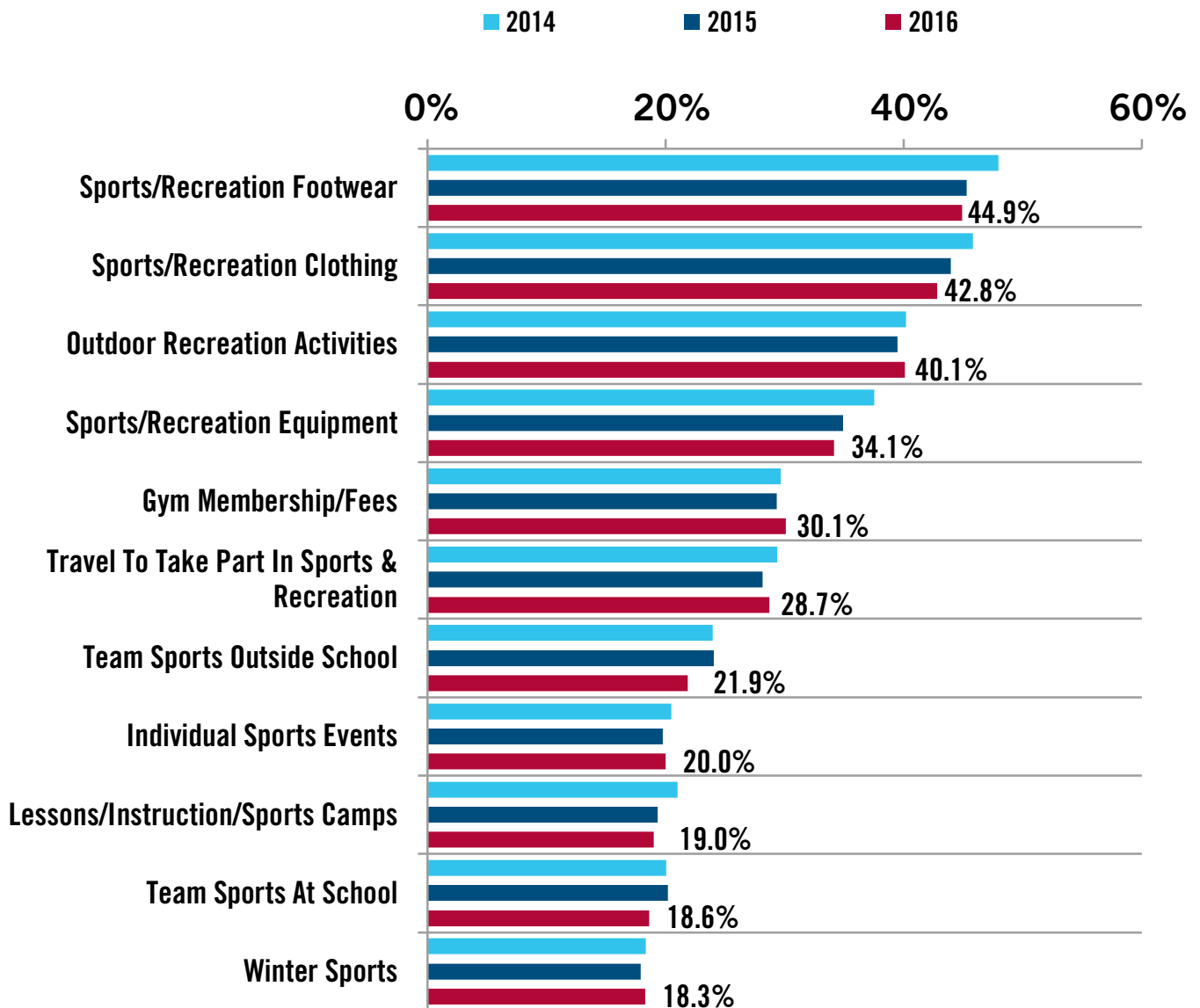
Aquatic exercise also has a strong participation base and has experienced steady growth since 2011. Aquatic exercise has paved the way as a less stressful form of physical activity, while allowing similar benefits as land-based exercises, including aerobic fitness, resistance training, flexibility, and better balance. Doctors are now recommending aquatic exercise for injury rehabilitation, mature patients, and patients with bone or joint problems, due to the significant reduction of stress placed on weight-bearing joints, bones, muscles, and also the effect of the water in reducing swelling from injuries.

NATIONAL PARTICIPATORY TRENDS - AQUATICS					
Activity	Participation Levels			% Change	
	2011	2015	2016	11-16	15-16
Swimming (Fitness)	21,517	26,319	26,601	23.6%	1.1%
Aquatic Exercise	9,042	9,226	10,575	17.0%	14.6%
Swimming (Competition)	2,363	2,892	3,369	42.6%	16.5%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

NATIONAL TRENDS IN FITNESS AND SPORTS SPENDING

Overall, fitness and sports related spending decreased slightly over the past three years. As outdoor recreation activities become more popular, spending in the category increased in the most recent year. Gym membership/fee and travel expenses for recreation have also undergone increases in fitness spending over the past year. Noticeably, spending on team sports, both at and outside school, has seen relatively large declines in 2016.

Ownership of health and fitness tracking devices has also increased in recent years. More than a quarter of all active participants owned a fitness tracking device in 2016, which includes fitness trackers that sync with computer/tablet/smartphone, pedometer, and heart rate monitor. Wearable fitness tracking is becoming the most popular tracking option for both active and inactive participants.



LOCAL TRENDS

Overall, Clarksville's residents have a high participation when it comes to recreational activities.

TOP 10 ACTIVITIES WITH THE HIGHEST NUMBER OF ESTIMATED PARTICIPANTS:



ATTENDED
A MOVIE
67,819
participants



WALKED
FOR EXERCISE
29,417
participants



VISITED A THEME
PARK
23,550
participants



ATTENDED
SPORTS EVENT
23,182
participants



SWIMMING
17,570
participants



JOGGING/
RUNNING
17,103
participants



WENT OVERNIGHT
CAMPING
15,126
participants



VISITED
A ZOO
14,339
participants



WENT TO
MUSEUM
12,885
participants



FRESH WATER
FISHING
12,649
participants

LOCAL PARTICIPATORY TRENDS - GENERAL SPORTS				
Activity	Estimated Participants	% of Population		MPI
		Clarksville	USA	
Basketball	9,977	9.00%	8.40%	107
Golf	9,783	8.90%	8.80%	101
Football	6,501	5.90%	5.10%	116
Soccer	5,131	4.60%	4.30%	108
Baseball	5,072	4.60%	4.60%	101
Volleyball	4,016	3.60%	3.30%	109
Tennis	4,016	3.60%	3.80%	95
Softball	3,725	3.40%	3.30%	103

LOCAL PARTICIPATORY TRENDS - FITNESS				
Activity	Estimated Participants	% of Population		MPI
		Clarksville	USA	
Walking for exercise	29,417	26.60%	26.90%	99
Swimming	17,570	15.90%	15.60%	102
Jogging/running	17,103	15.50%	13.50%	115
Weight lifting	12,086	10.90%	10.10%	108
Aerobics	9,711	8.80%	8.30%	106
Yoga	8,603	7.80%	7.60%	102
Pilates	2,995	2.70%	2.70%	101

LOCAL PARTICIPATORY TRENDS - OUTDOOR ACTIVITY

Activity	Estimated Participants	% of Population		MPI
		Clarksville	USA	
Fishing (fresh water)	12,649	11.40%	11.90%	96
Hiking	11,279	10.20%	10.40%	98
Bicycling (road)	10,875	9.80%	10.20%	96
Canoeing/kayaking	6,044	5.50%	5.90%	94
Boating (power)	5,435	4.90%	5.00%	98
Bicycling (mountain)	4,804	4.30%	4.10%	106
Backpacking	3,607	3.30%	3.30%	101
Horseback riding	2,645	2.4	2.3	103

These charts show sport and leisure market potential data from ESRI. A Market Potential Data (MPI) measures the probable demand for a product or service within the City of Clarksville. The MPI shows the likelihood that an adult resident of the target area will participate in certain activities when compared to the US National average. The national average is 100, therefore numbers below 100 would represent a lower than average participation rate, and numbers above 100 would represent higher than average participation rate. The service area is compared to the national average in four (4) categories – general sports, fitness, outdoor activity, and commercial recreation.

Overall, the City of Clarksville demonstrates above average market potential index (MPI) numbers. These overall high MPI scores show that Clarksville's residents have a high participation presents when it comes to recreational activities. This becomes significant for when the City considers starting up new programs or building/upgrading amenities; giving them a strong tool to estimate resident participation.

As seen in these tables, the following sport and leisure trends are most prevalent for residents within the City. The activities are listed in descending order, from highest to lowest number of estimated participants amongst the population.

LOCAL PARTICIPATORY TRENDS - COMMERCIAL RECREATION

Activity	Estimated Participants	% of Population		MPI
		Clarksville	USA	
Attended a movie in last 6 months	67,819	61.4%	59.0%	104
Visited a theme park in last 12 months	23,550	21.3%	17.9%	119
Attended sports event	23,182	21.0%	20.0%	105
Went overnight camping in last 12 months	15,126	13.7%	12.2%	112
Visited a zoo in last 12 months	14,339	13.0%	11.5%	113
Went to museum in last 12 months	12,885	11.7%	12.3%	95
Did photography in last 12 months	12,012	10.9%	10.4%	105
Spent \$250+ on sports/rec equip	9,441	8.5%	7.7%	110
Attended adult education course in last 12 months	9,130	8.3%	7.4%	112
Danced/went dancing in last 12 months	8,860	8.0%	7.6%	105
Did painting/drawing in last 12 months	8,464	7.7%	6.3%	122
Went to art gallery in last 12 months	7,936	7.2%	7.4%	97
Spent \$100-249 on sports/rec equip	7,189	6.5%	6.3%	103
Spent \$1-99 on sports/rec equip	6,922	6.3%	6.4%	99
Attended dance performance in last 12 months	5,360	4.9%	4.5%	109
Visited indoor water park in last 12 months	3,572	3.2%	2.9%	112

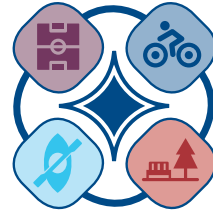
2.3 Conclusion and Comparison

Nationally, the most heavily participated sports are golf and basketball, while rugby has emerged as the fastest growing outdoor sport. General fitness trends have experienced strong growth in recent years. The most popular fitness activity by far is fitness walking, followed by treadmill, hand weights, running/jogging, and swimming. When it comes to outdoor/adventure recreation, day hiking, road bicycling, and freshwater fishing are the most popular activities.

Local trends share a common theme with national trends. Locally, golf and basketball are the top two participated sports, while walking, swimming, and jogging/running are the top fitness activities. Outdoor/adventure recreation is almost parallel when it comes to day hiking, road bicycling, and fresh water fishing. The table below shows the top trends nationally and locally.

TOP TRENDS NATIONALLY AND LOCALLY		
Activity	% of Population	
	Clarksville	US
Basketball	9.00%	8.40%
Golf	8.90%	8.80%
Walking	26.60%	26.90%
Swimming	15.90%	15.60%
Jogging/Running	15.50%	13.50%
Fishing (freshwater)	11.40%	11.90%
Hiking	10.20%	10.40%
Bicycling (Road)	9.80%	10.20%





CLARKSVILLE

Public Spaces Master Plan



3

NEEDS ASSESSMENT



◆ CHAPTER 3

3.0 Introduction

After establishing the current state of the City of Clarksville's parks and recreation facilities, the next step of the planning process is to understand current and future needs of this system. To get a complete understanding of the City's needs, it is important that a wide range of lenses are used to assess if and where any gaps in facilities or services may exist; the gaps may be existing or perceived. The Needs Assessment uses both qualitative and quantitative data, involves experts and residents, and draws comparisons from City standards as well as national benchmarks. The variety of methods employed studied all facets of the Parks and Recreation Department—from budget and staff to programs and maintenance.

The analysis covered in this section focuses on a variety of factors, ranging from the location and type of park or facility, to connectivity between parks and other amenities, to shifts in population and demographics. The information and data collected for this Needs Assessment was gathered from multiple sources, including:

- ◆ Community engagement via an online survey
- ◆ City staff input
- ◆ Demographic and Trends Analysis using census data and the National Recreation and Park Association (NRPA)
- ◆ Review of benchmark cities

The findings of the Needs Assessment are organized into six sections of this chapter:

- ◆ Community and Staff Engagement
- ◆ Trends and Benchmarking Comparisons
- ◆ Equity Mapping Assessment
- ◆ Facilities and Program Analysis
- ◆ Management and Operations Analysis
- ◆ Department Finance Analysis

Following this master planning process, a similar needs assessment should be completed by City staff annually to ensure the City stays on track to meet the goals defined in this assessment.

DEPARTMENT SNAPSHOT

ANNUAL OPERATING
BUDGET**\$7.38**
MILLIONPARK
LAND**1109**
ACRESBUDGET PER
RESIDENT**\$49.10**PARK LAND ACRES
PER RESIDENT**.0073**

STAFF

128 FTE78 FULL-TIME
15.5 PART-TIME FTE
34.5 SEASONAL FTE



3.1 Community and Staff Engagement

Community input is a vital part of the Needs Assessment process because the City's parks and natural resources are meant to serve the people. There is no better way to gain an understanding of the current state of the system and what needs are or are not being met than by listening to the people who use the parks on a daily basis.

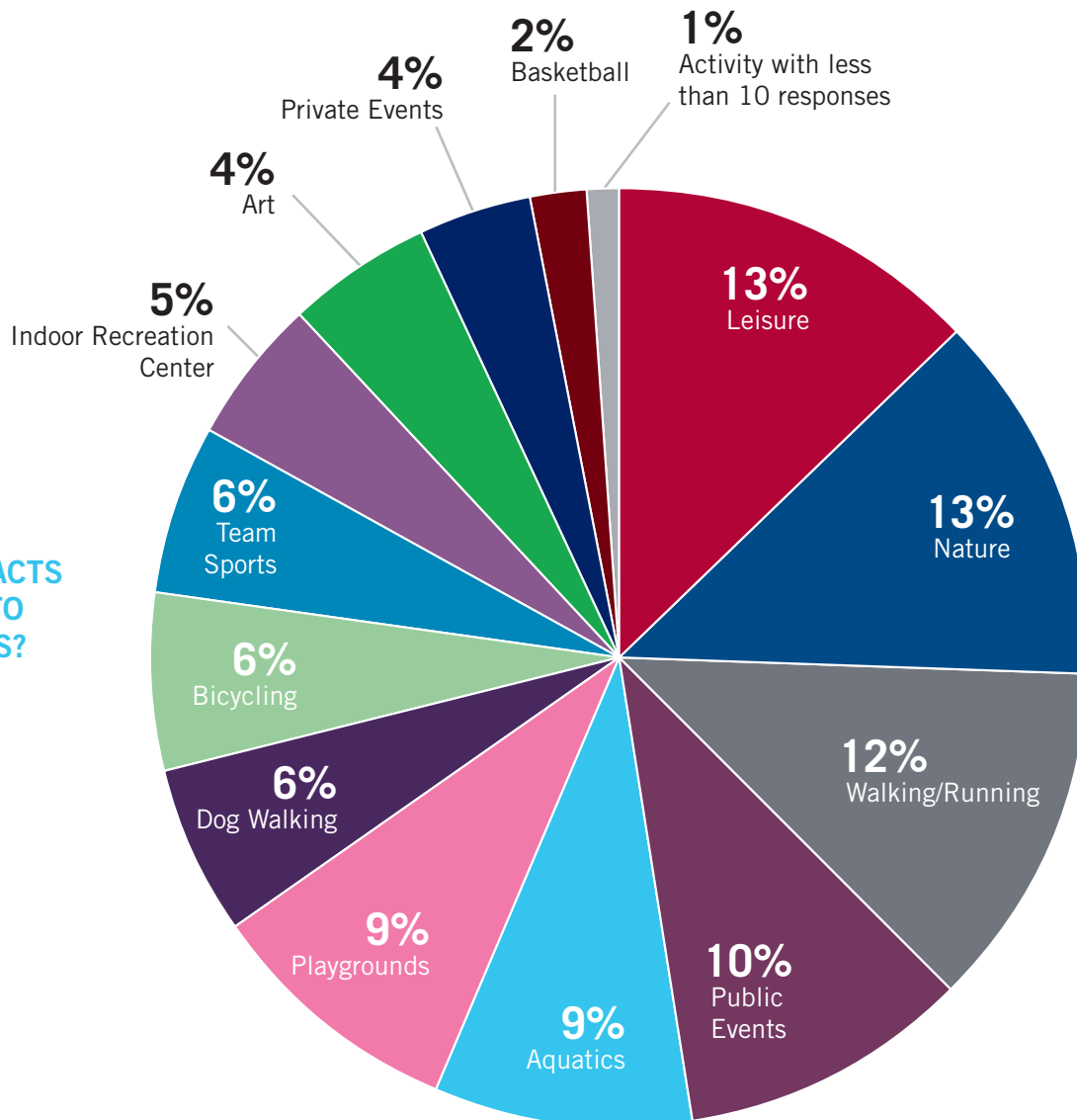


PUBLIC SURVEY

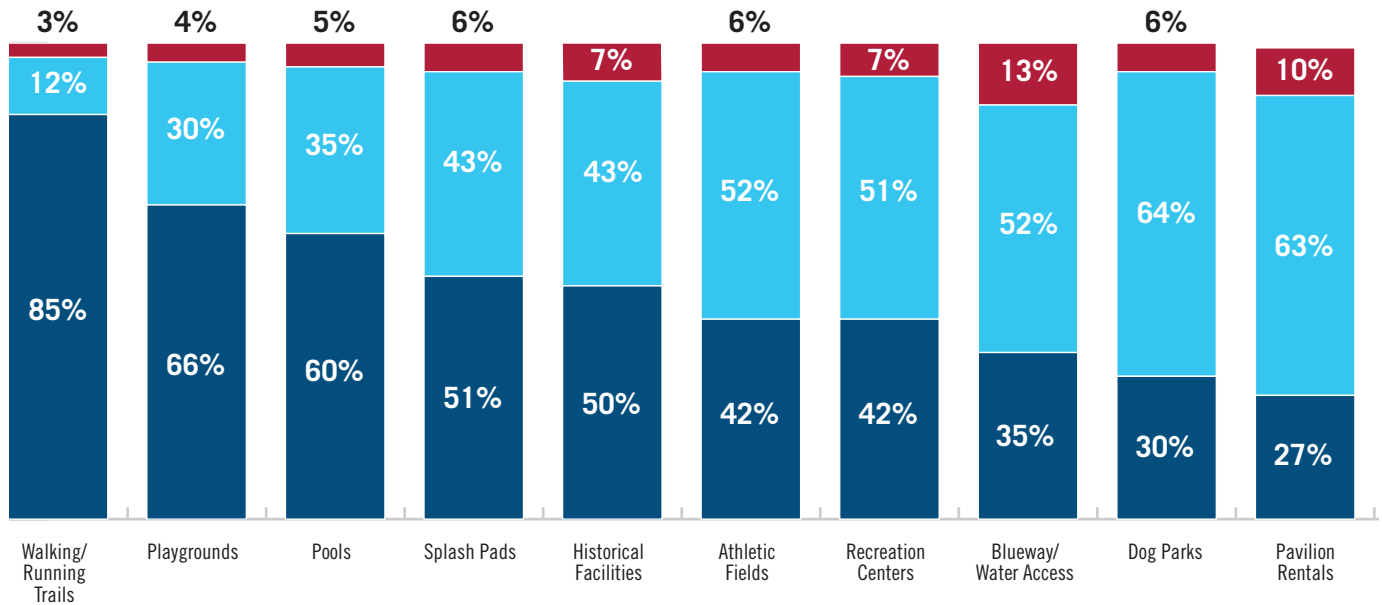
In the fall of 2017, the consulting team kicked off the planning process by hosting a booth at the City's largest annual event, Riverfest. At the booth, attendees learned about the project and overall process and were given an opportunity to complete the public survey. Following the event, staff reached out to local residents and users of Clarksville Parks and Recreation facilities to provide their input via a 17-question public survey, which was available online or in paper copy. The response was strong: approximately 500 surveys were submitted. This survey asked participants to provide input on park and amenity usage, program utilization, needed facilities, desired attractions and enhancements, and if a large indoor recreation center was needed. Feedback from the community was an important part of the planning process, aiding the consulting team with understanding the needs and desires of the park users.



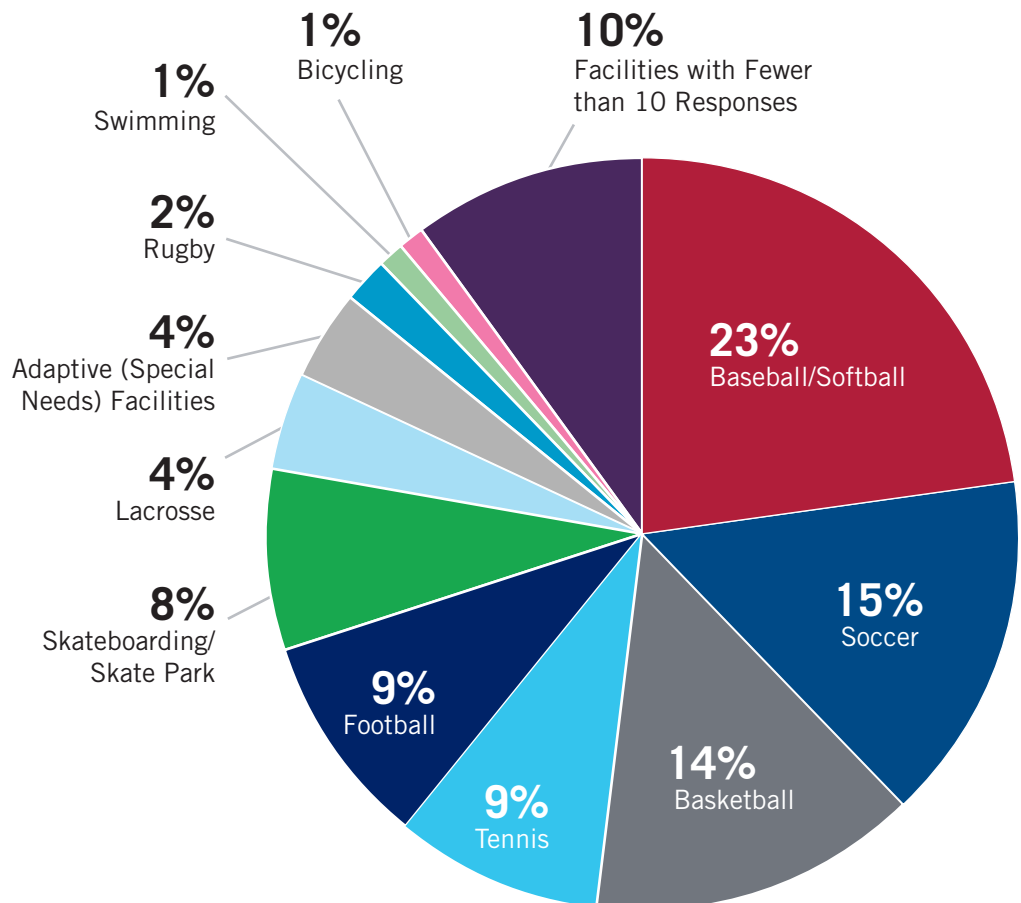
WHAT ATTRACTS YOU TO PARKS?

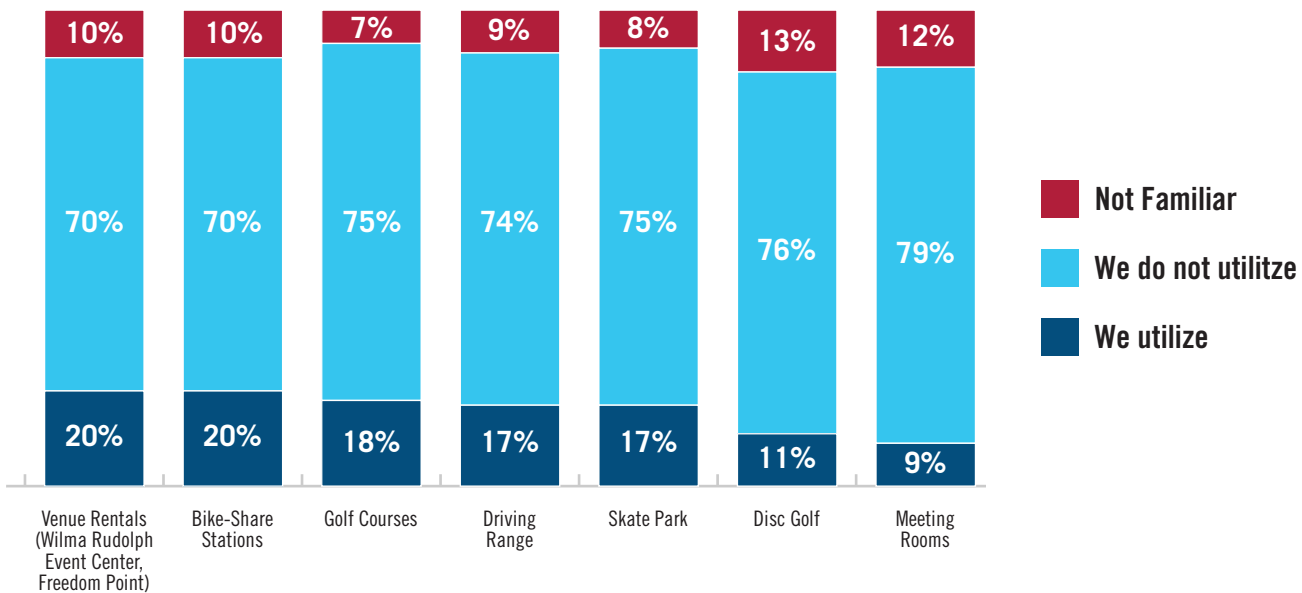


WHAT FACILITIES AND AMENITIES DO YOU CURRENTLY UTILIZE?

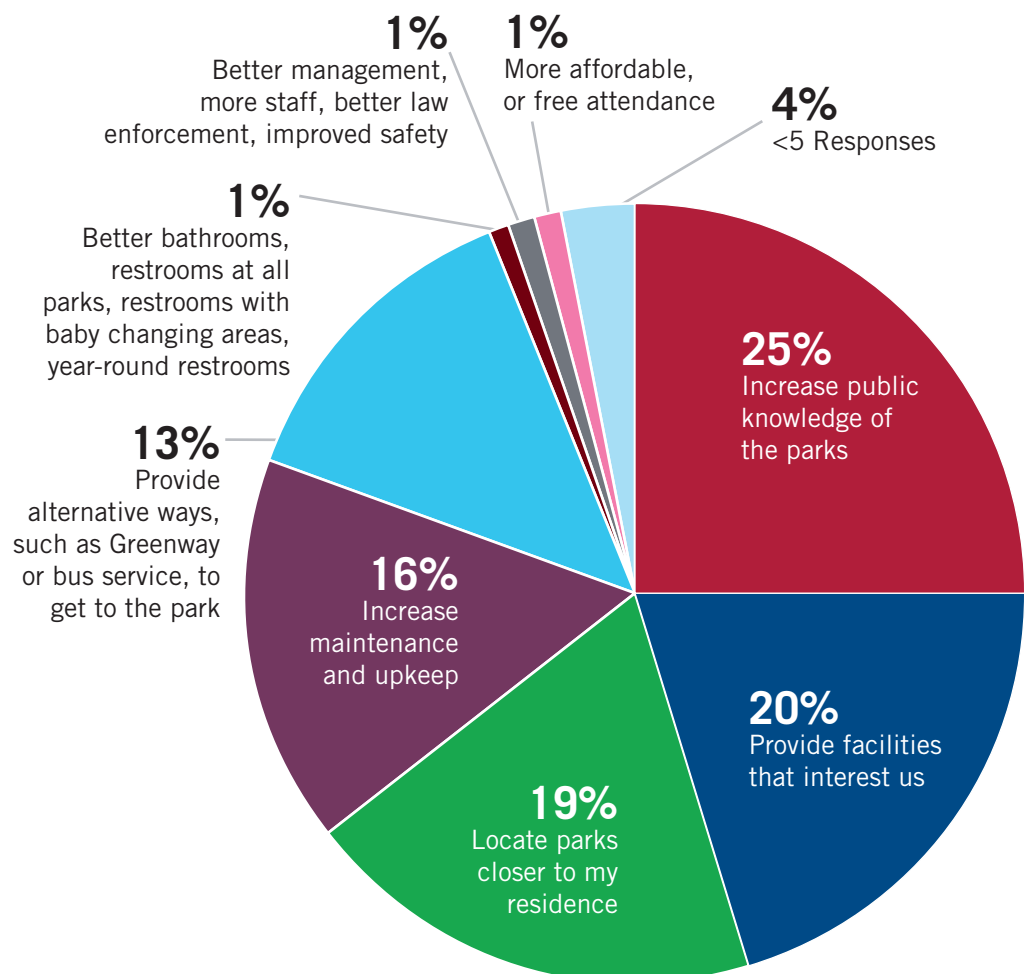


WHAT TYPE OF ATHLETIC FACILITIES/PROGRAMMING DOES YOUR HOUSEHOLD UTILIZE, IF AVAILABLE?

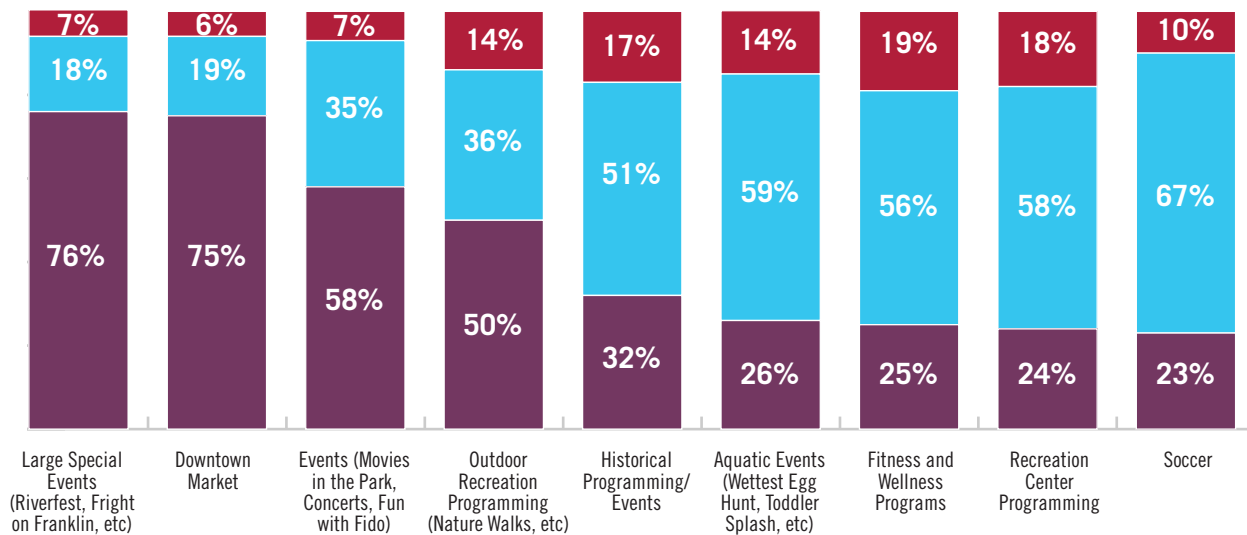




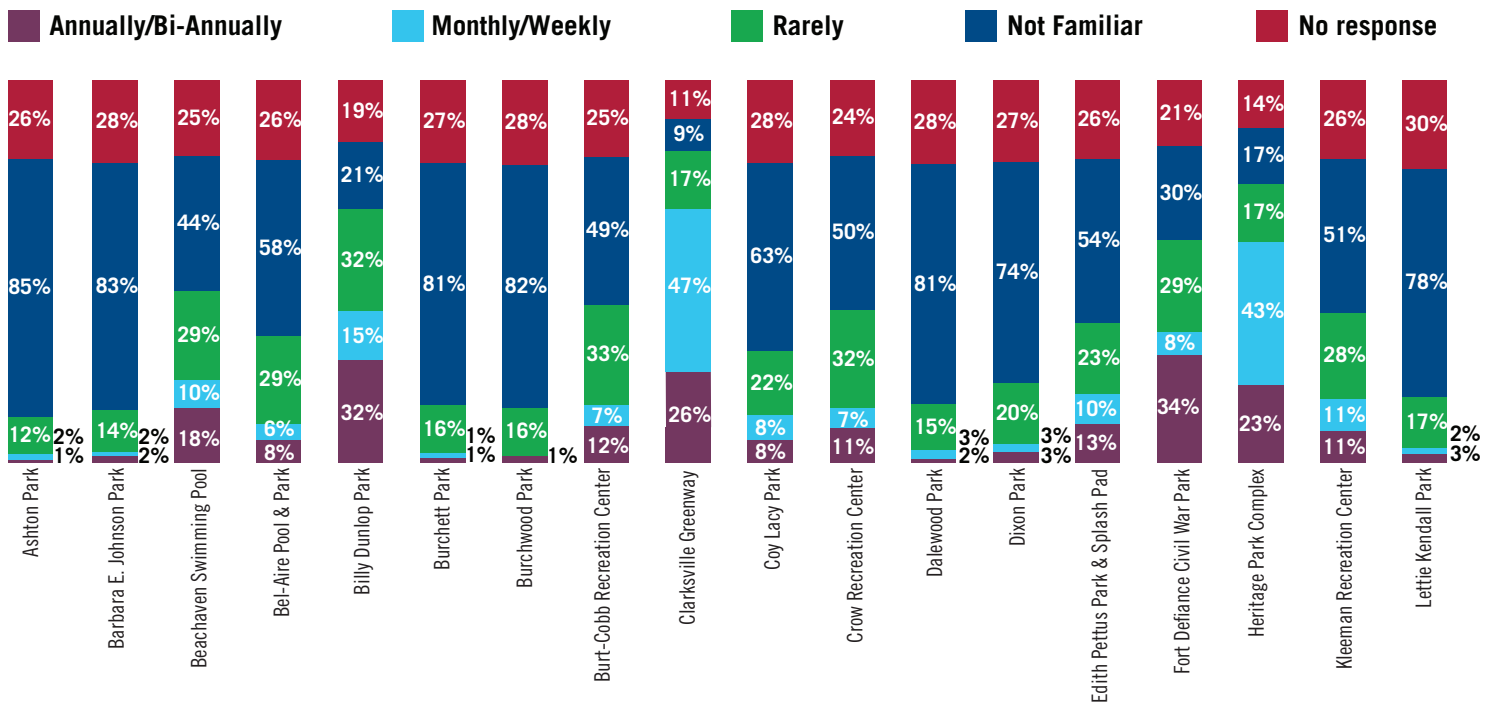
WHAT TYPES OF THINGS COULD BE DONE TO INCREASE THE NUMBER OF TIMES YOU VISIT A CITY OF CLARKSVILLE PARK OR FACILITY?

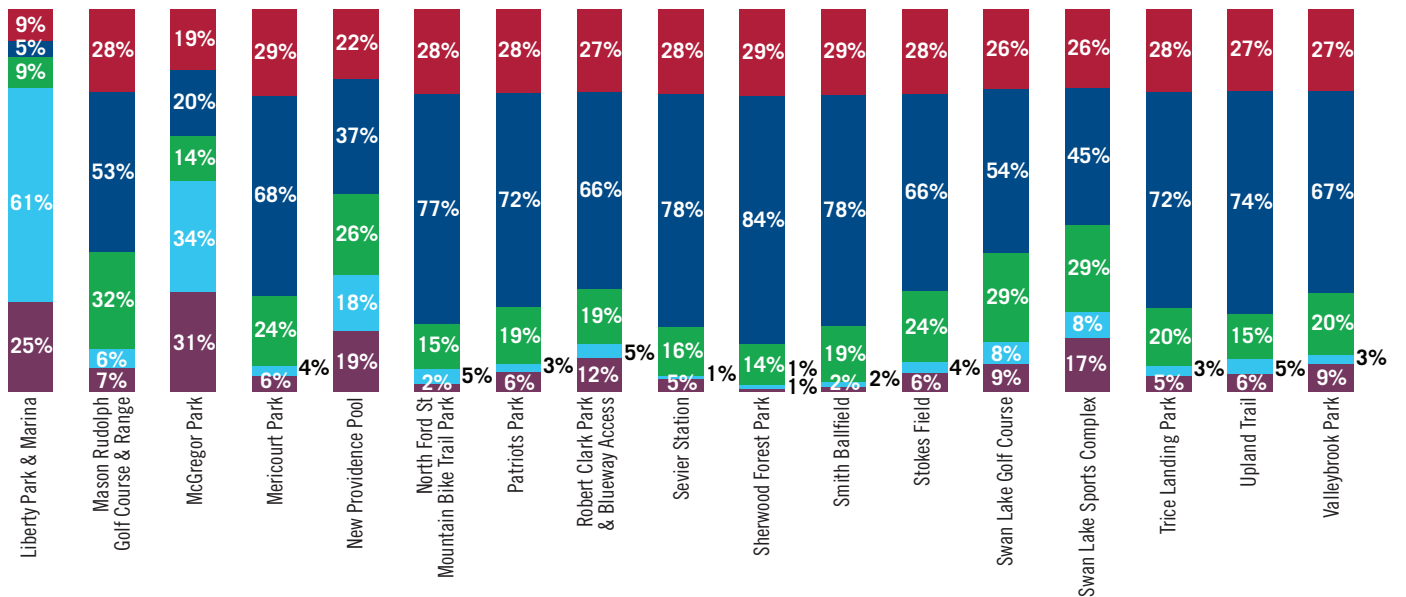
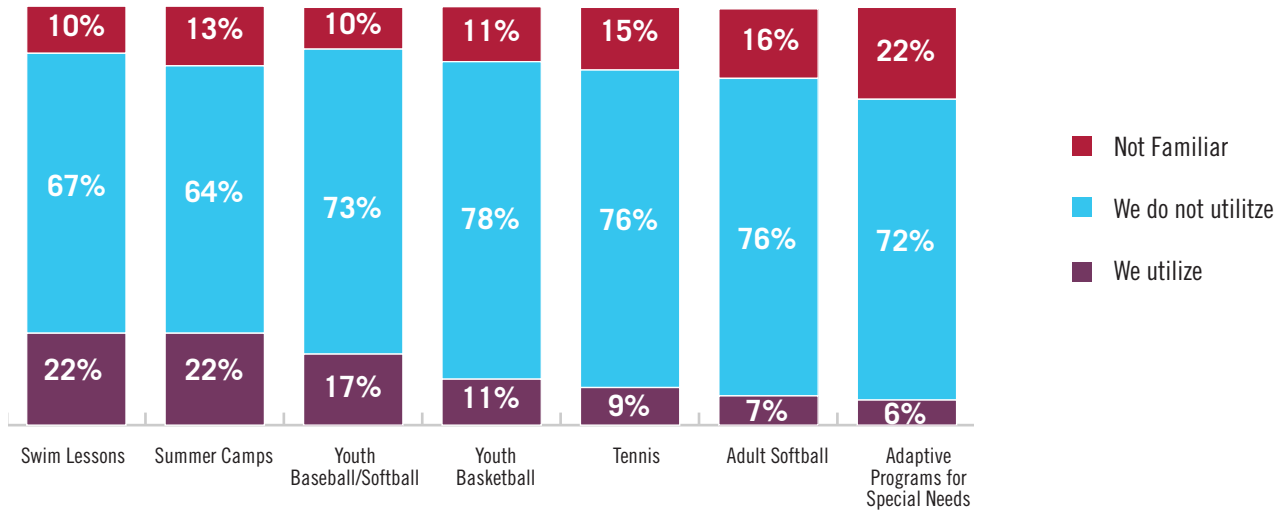


WHAT PROGRAMS AND ACTIVITIES DO YOU CURRENTLY UTILIZE?



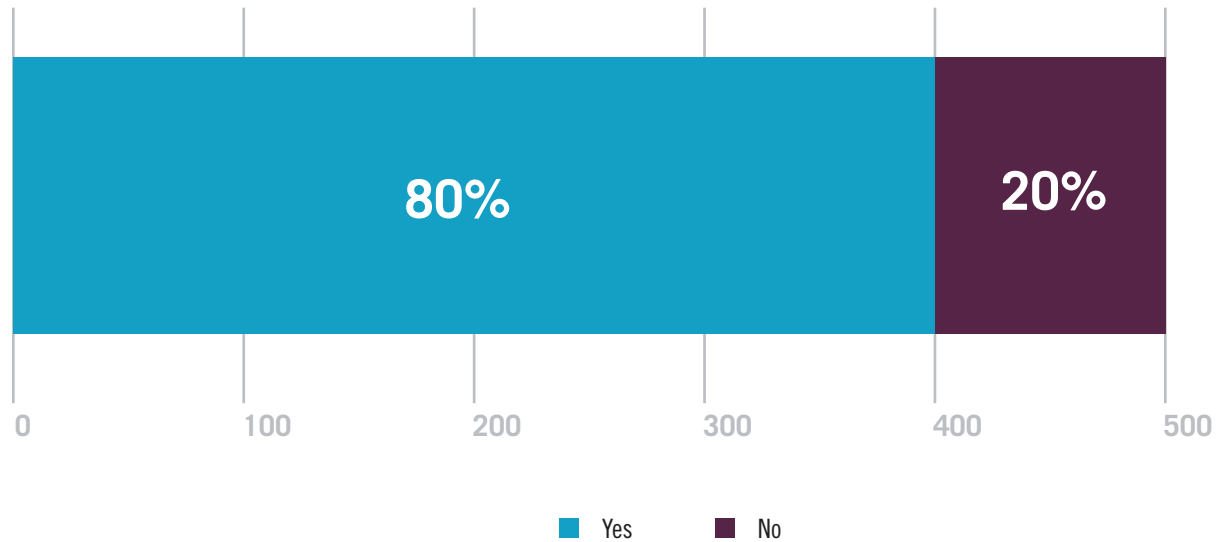
HOW OFTEN DO YOU AND YOUR FAMILY USE THE FOLLOWING PARKS?





WOULD YOUR HOUSEHOLD UTILIZE A LARGE-SCALE REGIONAL RECREATION FACILITY IN CLARKSVILLE?

Amenities could include an indoor and outdoor pool, gymnasium, fitness center, and programming space for enrichment and group exercise classes. (User fees would apply).



STAFF INTERVIEWS

On November 16, 2017, the consulting team conducted staff interviews at the Clarksville Parks and Recreation office. Thirty-nine employees of the Parks and Recreation Department were interviewed in groups based on their departmental role. Each group was composed of one to three people, and each session was roughly 30 minutes in length. In these sessions, employees were asked a series of questions and were encouraged to participate in an open discussion. The consulting team interviewed the following divisions:

- ◆ Aquatics
- ◆ Parks/Operations
- ◆ Athletics
- ◆ Events
- ◆ Administration/HR
- ◆ Programming
- ◆ Golf
- ◆ Historical Properties
- ◆ Marketing/Accounting
- ◆ Director
- ◆ Deputy Directors
- ◆ Council

Each group was asked questions specific to the work they do and the services they provide within the Department. Participants were also asked to respond to a consistent set of three questions that are relevant to Parks and Recreation and the master planning process regardless of department orientation:

1.

What are three outcomes you'd like to see from the master planning process?

2.

How do we increase public knowledge of Clarksville Parks and Recreation? This question was in response to the public survey answer to the item most likely to be done to increase the number of times respondents visited a city park.

3.

Are there any programs, amenities, or facilities that the City currently lacks and should add?

TOP THREE ANSWERS

1. WHAT ARE THREE OUTCOMES YOU'D LIKE TO SEE FROM THE MASTER PLANNING PROCESS?

- ◆ Hire more staff / purchase new equipment to meet the needs of the existing facilities
- ◆ Understanding the priorities for Clarksville in terms of appropriate aquatics, parks and programs
- ◆ A location for either 1 or 2 large regional recreation facilities with indoor and outdoor pools.

3. ARE THERE ANY PROGRAMS, AMENITIES, OR FACILITIES THAT THE CITY CURRENTLY LACKS AND SHOULD ADD?

- ◆ Large recreation facility with indoor aquatics that includes therapy pools and classes
- ◆ More teen and senior events/programs
- ◆ Community driven events

2.

HOW DO WE INCREASE PUBLIC KNOWLEDGE OF CLARKSVILLE PARKS AND RECREATION?

- ◆ Hire more marketing employees / better advertisement
- ◆ Upgrade website
- ◆ Think of a better way to spread the word about facilities/events/programs to the public

The results from these sessions provided the consulting team with valuable insight into the operations of the department.

SUMMARY OF FEEDBACK

Based on the feedback provided by both the public and Parks and Recreation staff, the consulting team identified a series of priorities to guide the master planning process.

#1

Hire more staff while investing in staff knowledge, skills, and equipment

#2

Increase public knowledge of programs and facilities through a variety of means

#3

Add to the existing greenway network, helping connect points of interest to neighborhoods

#4

Expand opportunities for underserved demographics

#5

Enhance the utilization and access to the riverfront

#6

Maintain the existing parkland and facilities before adding more acreage to the system

#7

Increase facilities and parks throughout the City to match resident needs and locations

#8

Increase safety throughout the parks system, focusing on problem areas



3.2 Benchmarking

The consulting team and Clarksville Parks and Recreation Department identified operating metrics to benchmark against comparable park and recreation systems. The goal of the analysis is to evaluate how Clarksville is positioned among peer agencies as it applies to efficiency and effective practices.

The benchmark assessment is organized into specific categories based on peer agency responses to targeted questions that lend an encompassing view of each system's operating metrics in comparison to Clarksville. In addition, the benchmark comparison is also compared to national data from the National Parks and Recreation Association's (NRPA) Park Metrics database and/or recommended best practice standards.

Information used in this analysis was obtained directly from each participating agency. Due to differences in how each system collects, maintains, and reports data, variances may exist. These variations can impact the per capita and percentage allocations, and the overall comparison must be viewed with this in mind. The benchmark data collection for all systems was complete as of March 2018, and it is possible that information may have changed since the original collection date. The information sought was a combination of operating metrics that factor budgets, staffing levels, and inventories. In some instances, the information was not tracked or not available.

The table below lists each benchmark agency in the study, arranged by population size served, and reveals key characteristics of each jurisdiction. The overview also indicates which agencies have achieved CAPRA accreditation or are a Gold Medal agency along with the year won.

Clarksville has a population of 150,287 with a jurisdiction size of 95.50 sq. mi. and ranks third in population density (1,574 residents per sq. mi.).

BENCHMARK AGENCY	JURISDICTION TYPE	POPULATION	JURISDICTION SIZE (SQ. MI.)	POPULATION PER SQ. MI.	NRPA GOLD MEDAL (YEAR)	CAPRA ACCREDITED
Shawnee County Parks and Recreation	County	178,725	556.00	321	–	–
Chattanooga Parks	City	177,571	145.00	1,225	–	–
Cary Recreation & Enjoyment	Town	157,259	58.00	2,711	Yes (2016)	Yes (2003)
Clarksville Parks and Recreation	City	150,287	95.50	1,574	–	–
Murfreesboro Parks and Recreation	City	118,000	58.32	2,023	–	–

It should be noted that Chattanooga's management of their parks and recreation programming and facilities is divided between the two departments. Budget comparisons seen throughout the report will only cover the Parks Maintenance Division. Clarksville Parks and Recreation Department reached out to the Recreation Division to obtain their information but have yet to hear back at the time of the study.

The following table provides a general overview of each system's park acreage. Clarksville has the second lowest total acres owned or managed (1,109). Assessing level of service for park acres, Clarksville ranks last with 7.4 acres of park land per 1,000 residents, which is above NRPA's lower quartile for all agencies with 4.6 acres per 1,000 residents. Cary Recreation & Enjoyment ranks first with 17.1 total acres per 1,000 residents.

BENCHMARK AGENCY	POPULATION	TOTAL ACRES OWNED OR MANAGED	TOTAL DEVELOPED ACRES	PERCENTAGE OF DEVELOPED ACRES	TOTAL ACRES PER 1,000 RESIDENTS
Cary Recreation & Enjoyment	157,259	2,690	2,711	73%	17.1
Shawnee County Parks and Recreation	178,725	2,685	321	82%	15.0
Murfreesboro Parks and Recreation	118,000	1,103	2,023	89%	9.3
Chattanooga Parks	177,571	1,534	1,225	73%	8.6
Clarksville Parks and Recreation	150,287	1,109	888	80%	7.4

NRPA Median 9.6 Acres per 1,000 Residents

NRPA Lower Quartile 4.6 Acres per 1,000 Residents

NRPA Upper Quartile 16.6 Acres per 1,000 Residents

Throughout the remainder of Chapter 3, comparisons to these peer agencies will be made that include trail miles, event and activity advertising, full-time employee comparisons, total operating expenses, non-tax revenues, and cost recovery. These comparisons are made to discover how Clarksville is positioned among peer agencies, allowing for the successful growth and improvement to the Parks and Recreation Department.

3.3 Equity Mapping

Another tool to understand the needs of a community's parks and recreation system is to assess if the system provides equitable access to its current and future users.

While there are a multitude of tools and methods to determine the equity of a park system, the Clarksville Parks and Recreation master planning process utilized Level of Service metrics to study its equity. Two types of Level of Service metrics were employed to determine if the recreational needs of Clarksville residents are being adequately met: Acreage and Distribution.

METHODOLOGY: ACREAGE

The consulting team determined the total number of acres of available park space citywide per resident. Using the 2016 Census data, the City of Clarksville currently has a population of 150,287 people and a total of 1,109 acres of park area. This ratio of park acres to people means there is 7.4 acres of park space for every 1,000 residents of Clarksville.

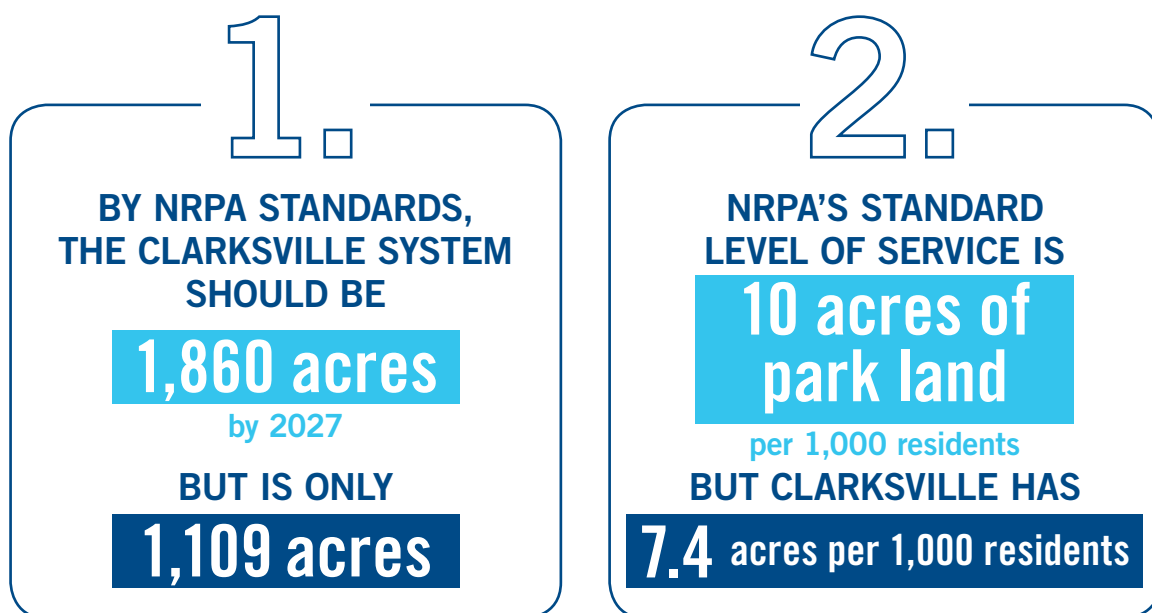
METHODOLOGY: DISTRIBUTION

The City of Clarksville is one of the largest in the state of Tennessee. It was important to keep this in mind when considering how residents are being served based on geography and population.

ACREAGE

The NRPA provides a benchmark metric to ensure that a park system provides adequate greenspace for its residents. This metric creates a direct relationship between recreational areas and people by establishing a baseline of 10 acres/1,000 people to provide enough maintained greenspace for a good quality of life in a community. While a typical park and recreation agency similar in size to Clarksville offers one park for every 3,300 residents serviced with 8.5 acres of park land per 1,000 residents, Clarksville currently provides only 7.4 acres per 1,000 residents. This currently puts Clarksville in the lower half for the total acreage of parks offered to residents nationally. Comparing this figure to the three peer benchmark cities, Clarksville has the least amount of maintained park acres per resident.

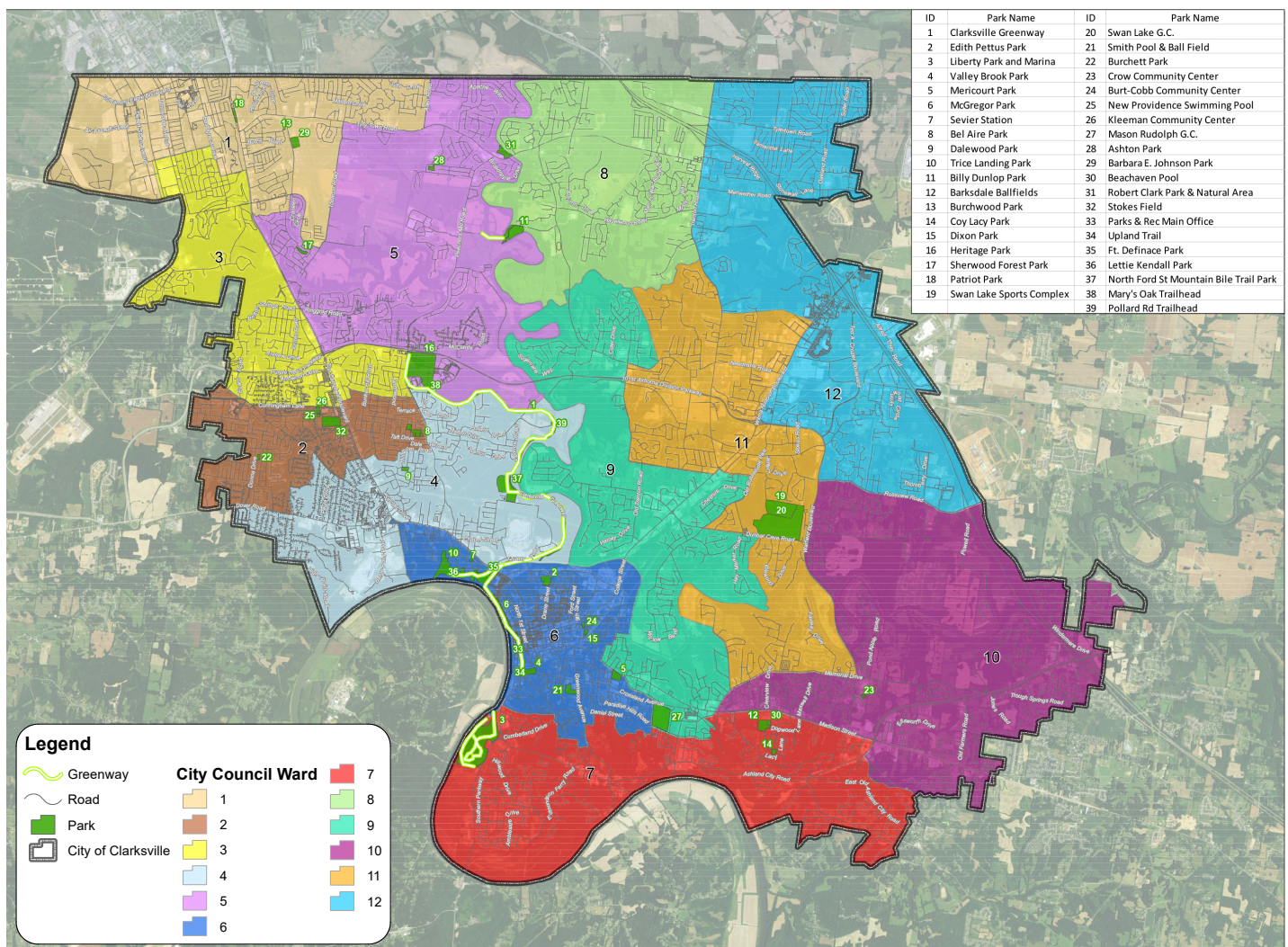
Using NRPA's standards with today's population of 150,287, the Clarksville system would need to significantly increase in acreage to provide an adequate amount of park space available, growing from 1,109 acres to 1,503 acres. To meet the NRPA baseline of 10 acres per 1,000 residents using the 2027 projected Clarksville population (185,947), the recommended acreage of park space is 1,860. Providing 1,860 acres would allow Clarksville to meet the baseline of 10 acres per 1,000 residents in 2027.



DISTRIBUTION

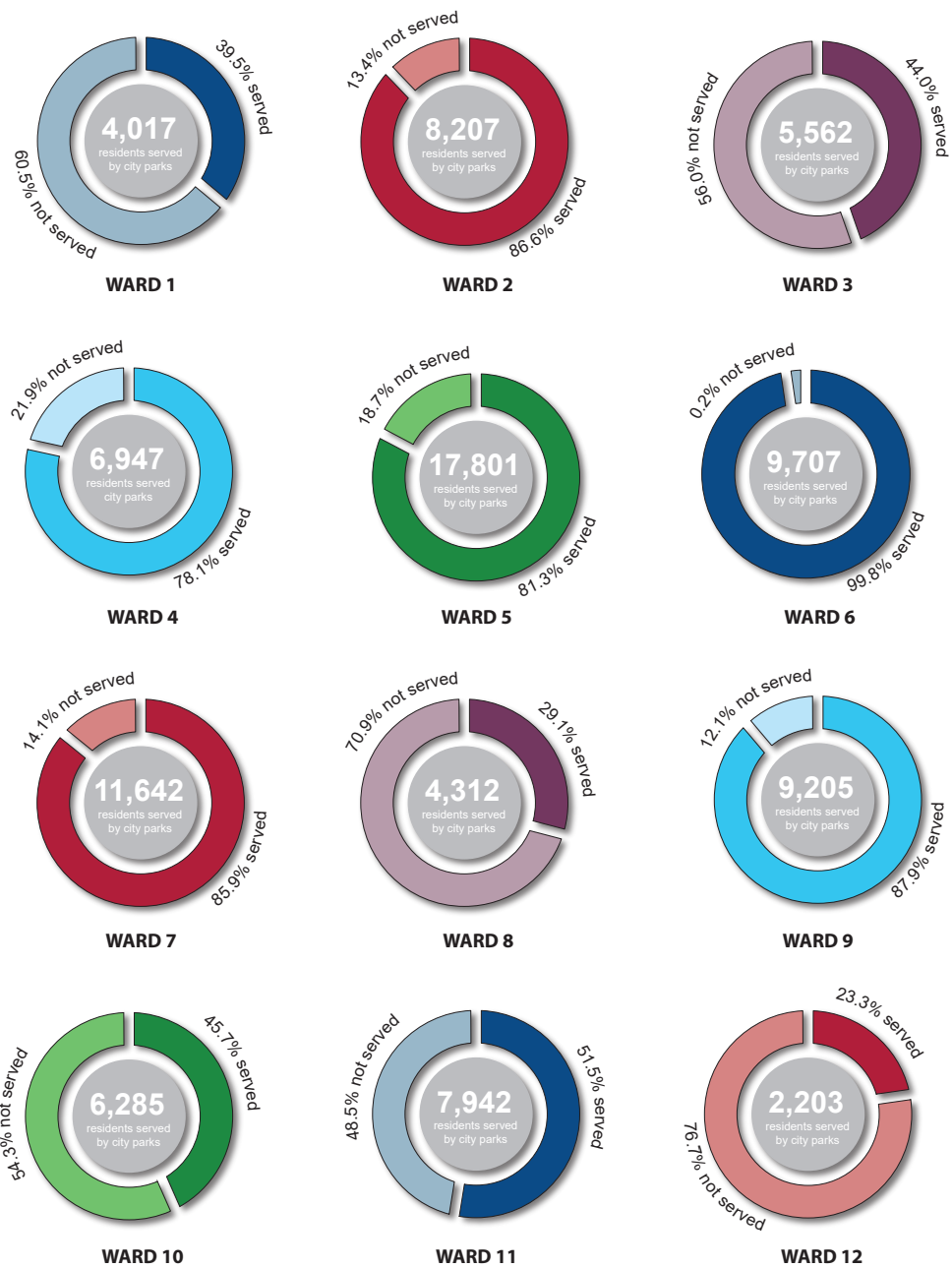
Understanding the dispersion of parks within a community is another way to determine a park system's Level of Service. Acreage alone is not a sufficient determination of the coverage that a system has because there may be areas of the community that lack a park entirely, regardless of the number of acres per person that the entire system provides.

Pockets of the community without access to a park are considered underserved, and identifying these areas is vital to understanding where new parks should be created as well as where to enhance existing parks.



COUNCIL WARDS

Park acreage and distribution is important in providing adequate services and recreational opportunities to community residents. Using the existing ward boundaries of Clarksville to compare existing acreage to population, it was discovered which wards are underserved, meaning which wards are not providing enough park acreage per resident to meet NRPA standards. The graphs below show this delineation between wards and at what percentage of the population in that ward is served by park land. Looking at this analysis, it is noted that the wards in need of significant park land additions are 1, 3, 8, 10, and 12.



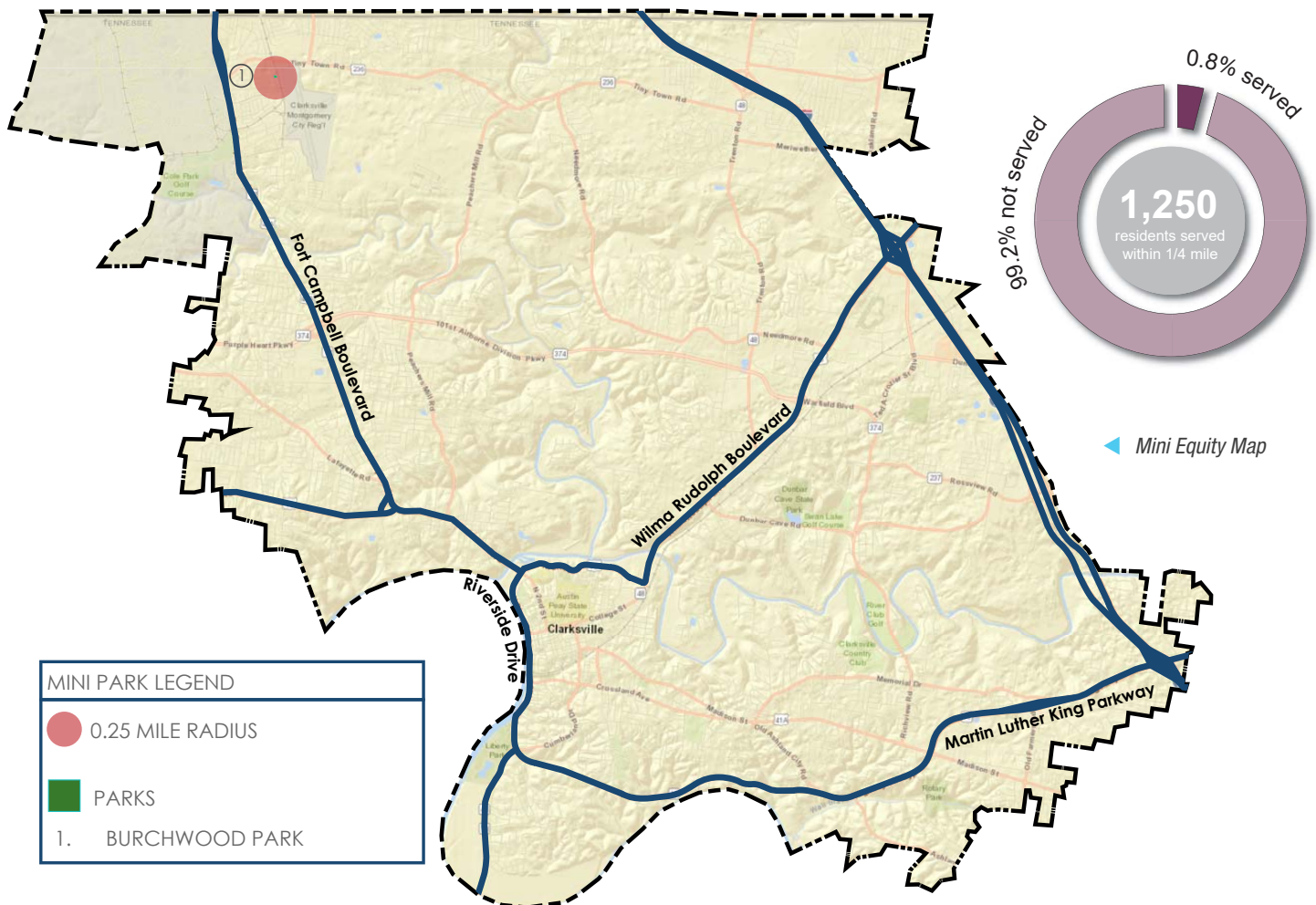
PARK TYPOLOGY

Beyond metric-based analysis of the park system, a qualitative means of analyzing recreational facilities is to classify the facilities and determine if the number of each classification available is adequate and if they are in appropriate locations to best serve the community. To determine the distribution of Clarksville's parks, the consulting team identified five classifications for types of park: Mini, Neighborhood, Community, Specialty Facilities, and Regional Parks.

MINI PARK DISTRIBUTION ANALYSIS:

Mini: ¼-Mile Radius

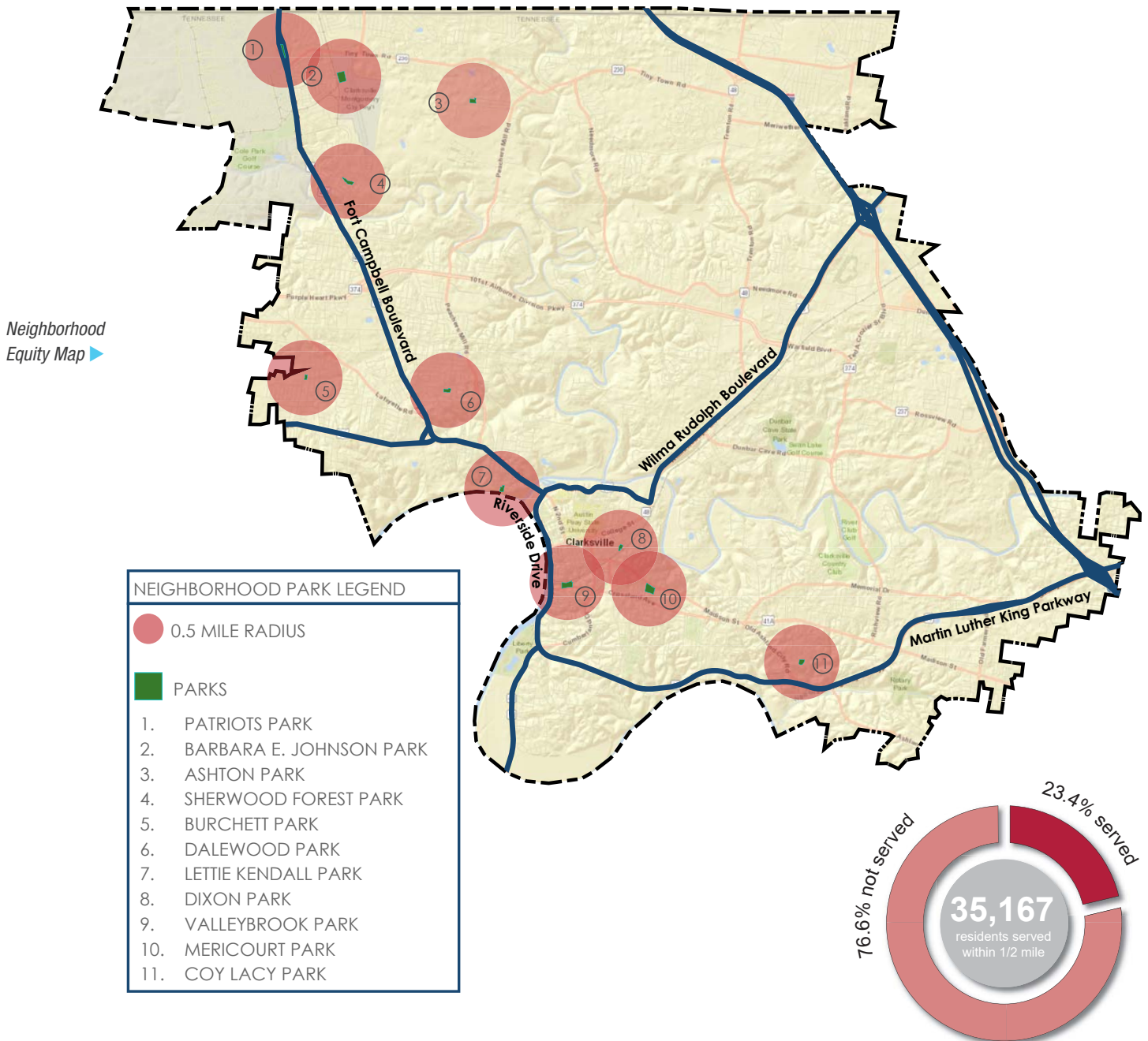
- Mini parks are important in offering very walkable, accessible recreation. Mini parks are typically smaller in size and carry a travel distance of a .25-mile radius. Clarksville has one mini park at .5 acres in size.



NEIGHBORHOOD PARK DISTRIBUTION ANALYSIS

Neighborhood: ½-Mile Radius

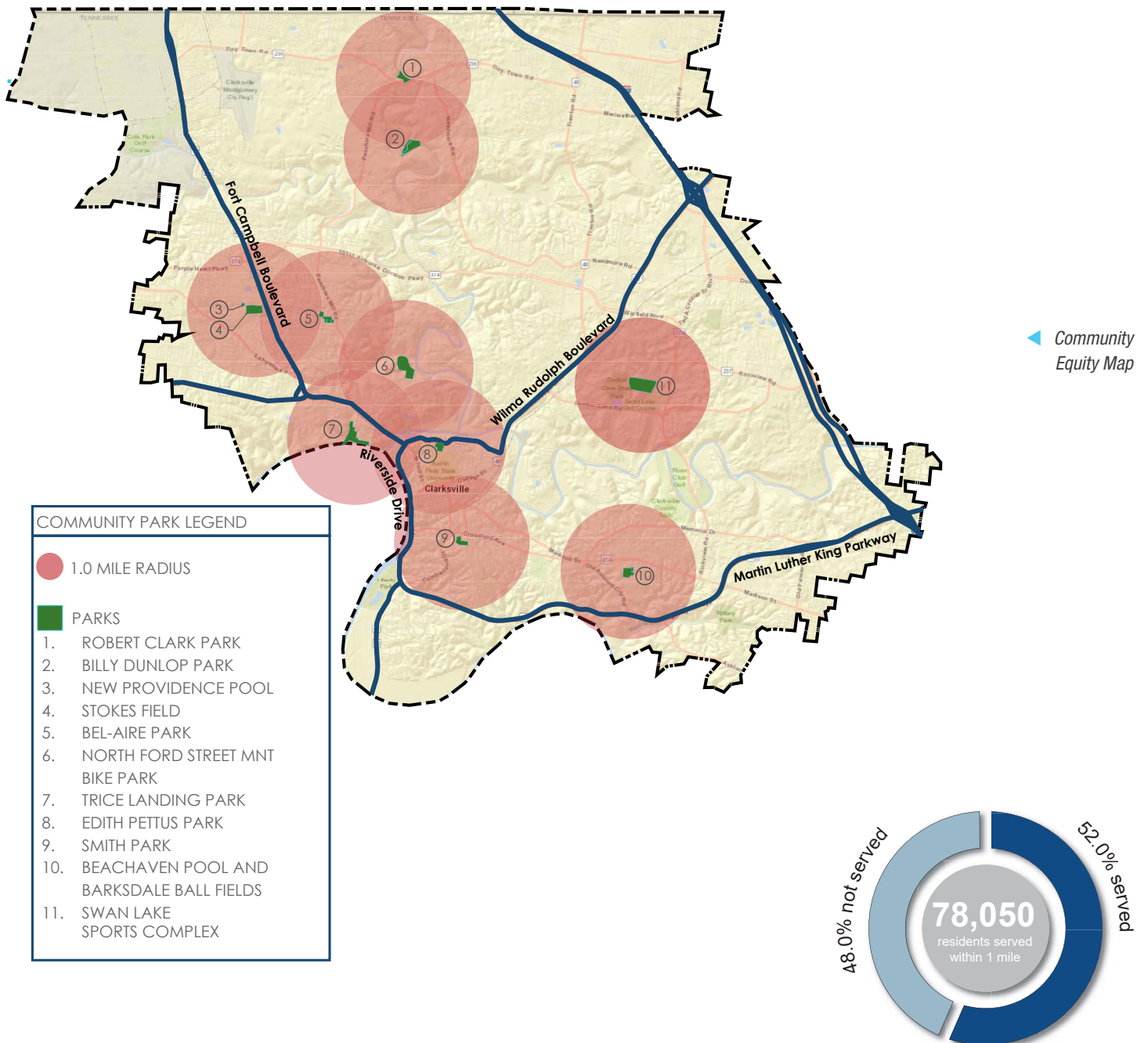
- ◆ Neighborhood parks generally act as community gathering spaces and passive recreation activities and carry a travel distance of a .5-mile radius. Clarksville has 11 neighborhood parks ranging in size between 1 and 9 acres.



COMMUNITY PARK DISTRIBUTION ANALYSIS

Community: 1-Mile Radius

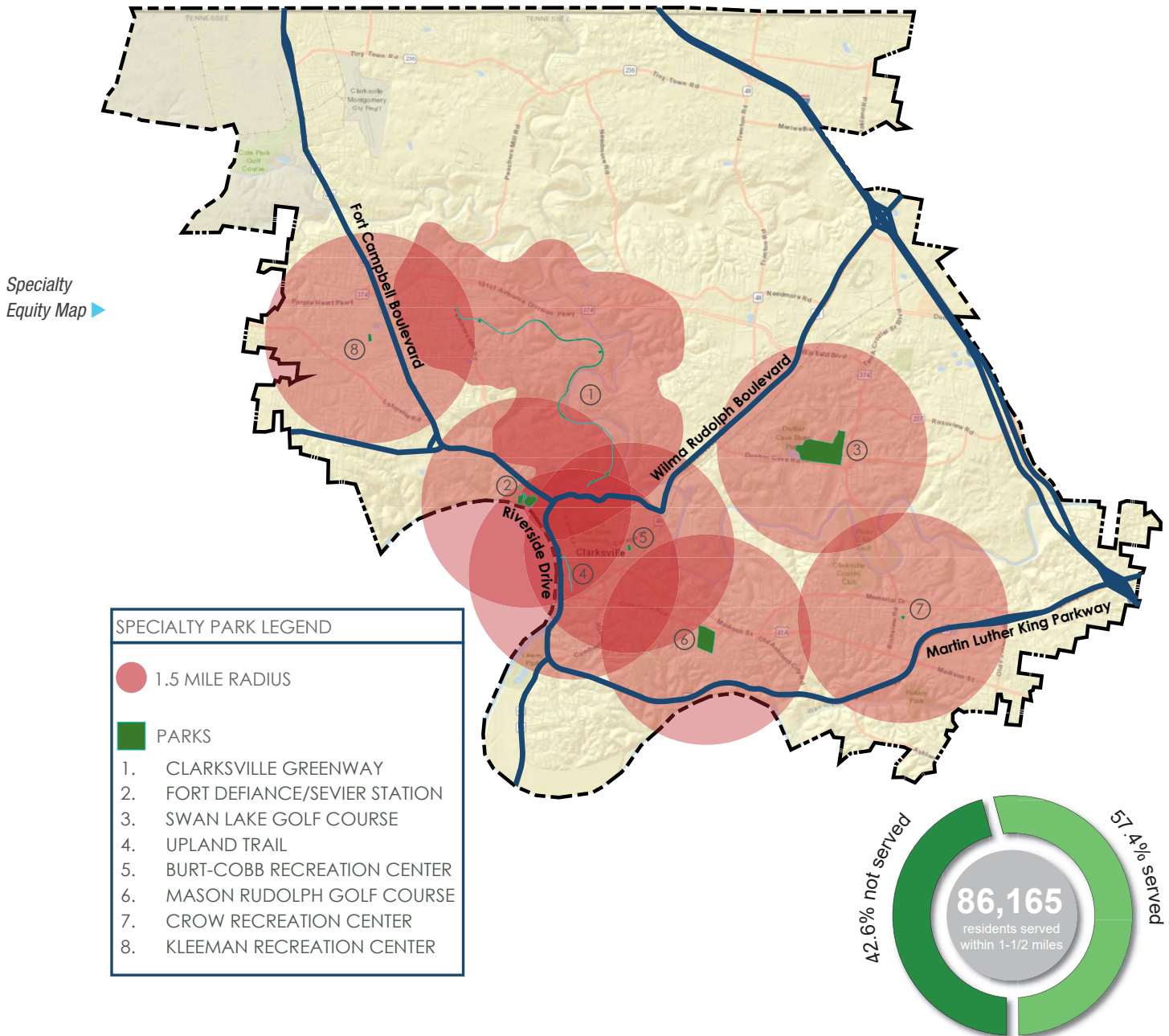
- Community parks are oftentimes the spaces that create active recreation opportunities for residents and carry a travel distance of a 1-mile radius. Clarksville has 11 community parks ranging in size between 1 and 50 acres.



SPECIALTY PARK DISTRIBUTION ANALYSIS

Specialty: 1.5-Mile Radius

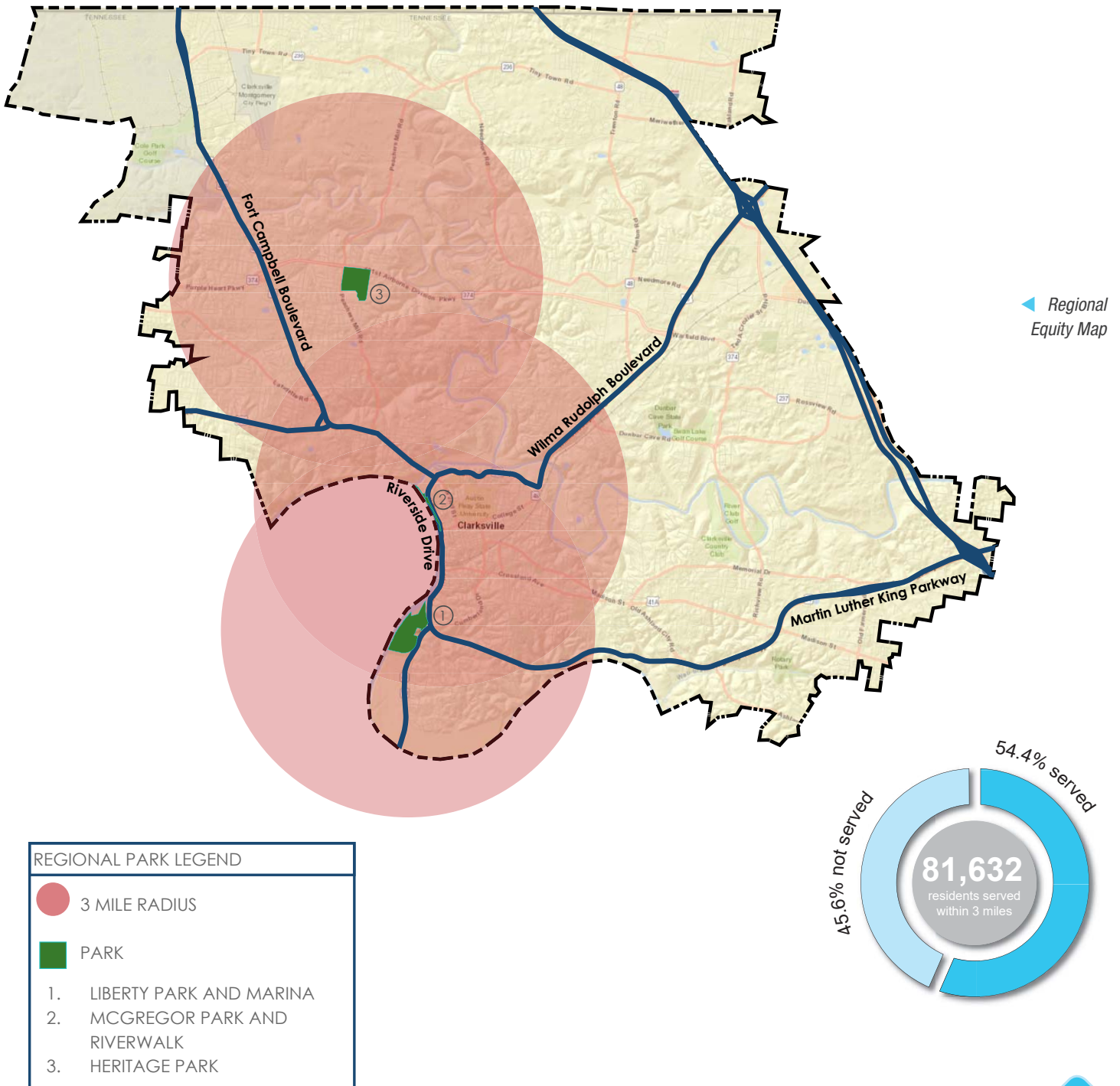
- Specialty parks can be described as those public spaces that hold specific characteristics, activities, or history, and carry a travel distance of a 1.5-mile radius. Clarksville's specialty parks comprise of golf courses, historic grounds and museum, greenway facilities, and recreation centers. Clarksville has 8 specialty parks that range in size from 1 to 130 acres.



REGIONAL PARK DISTRIBUTION ANALYSIS

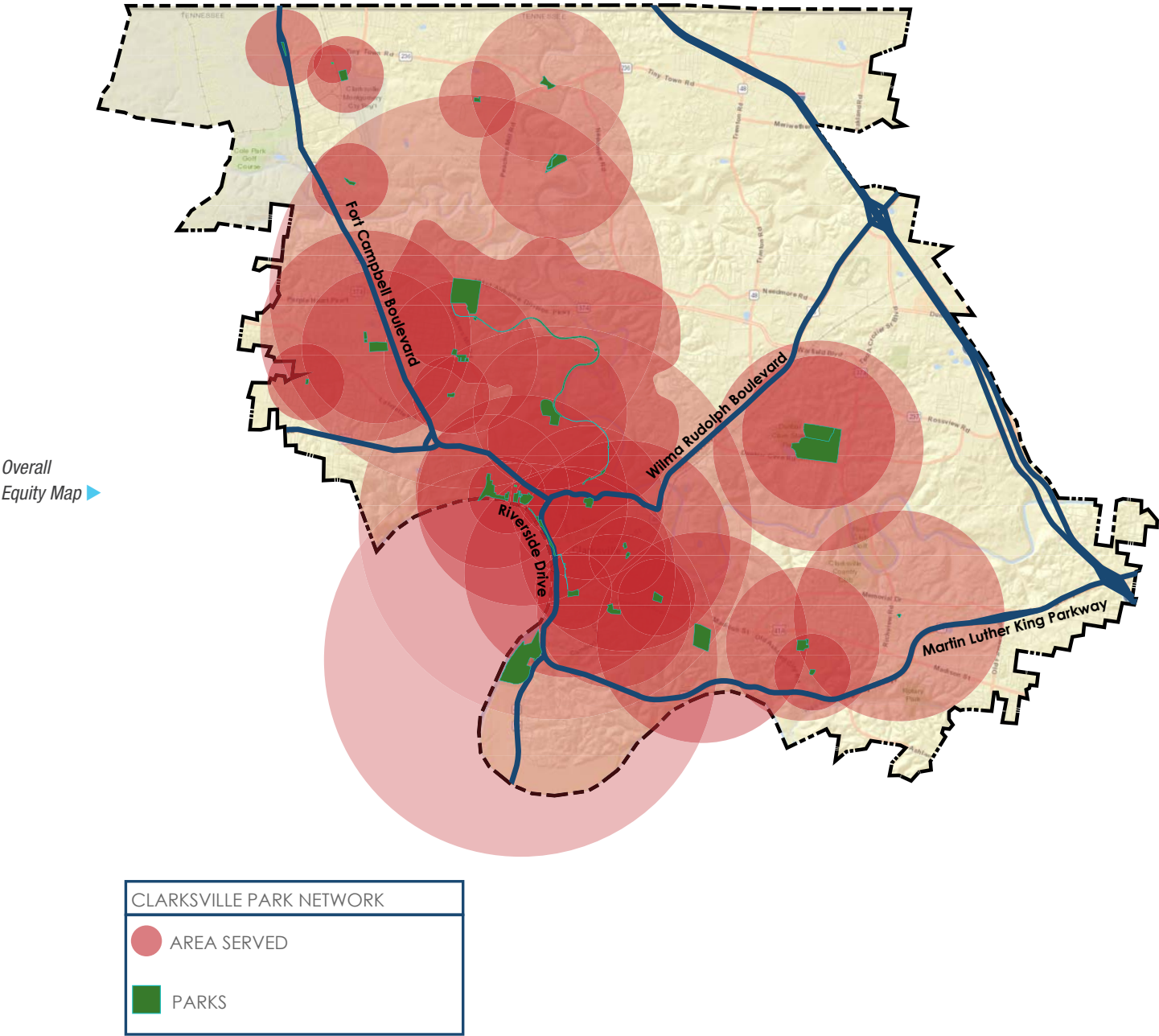
Regional: 3-Mile Radius

- Regional parks are key public spaces that offer large, active recreation facilities and regional-draw amenities. Regional parks are typically larger in size and carry a travel distance of a 3-mile radius. Clarksville has 3 regional parks that range in size from 10 to 131 acres.



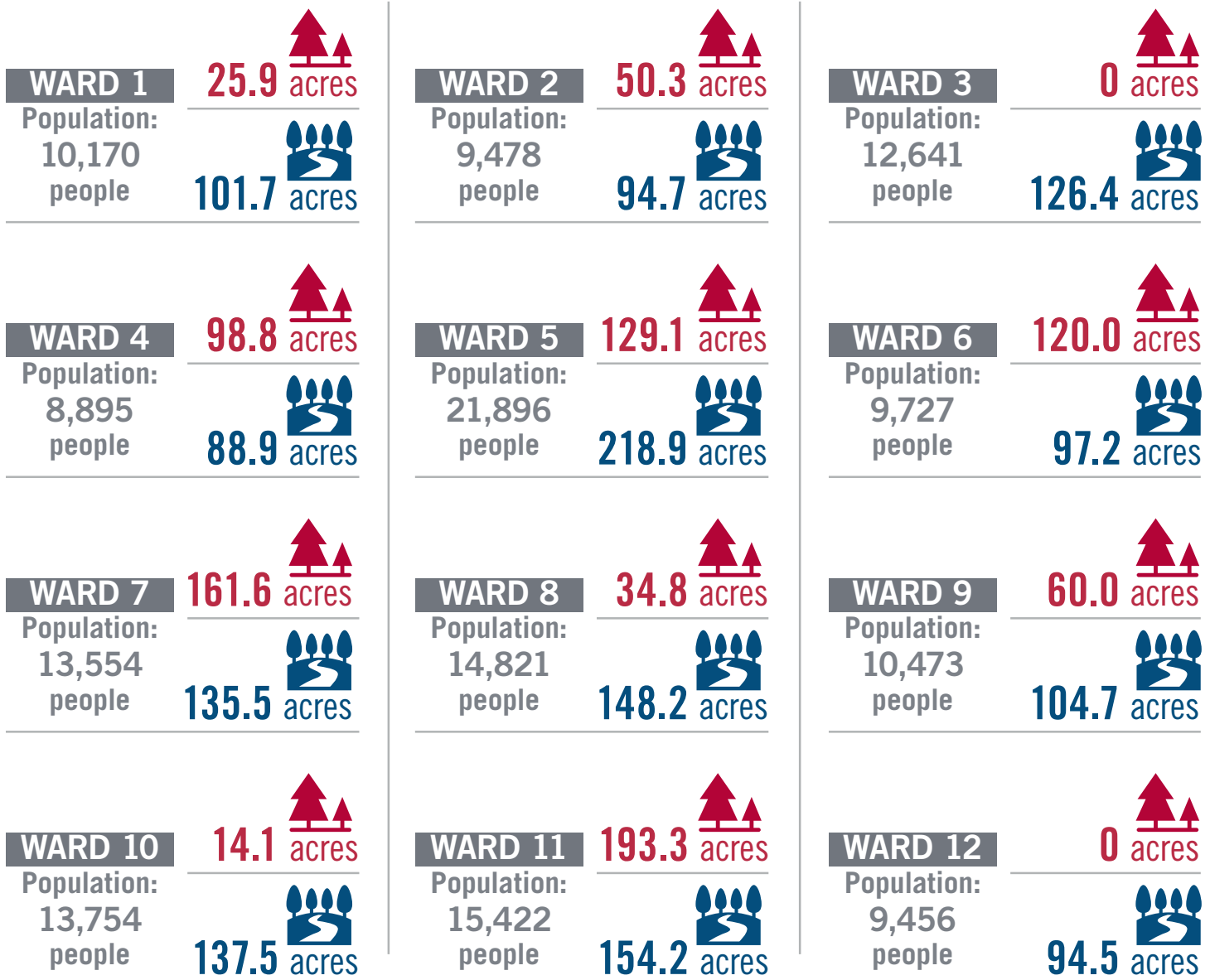
OVERALL PARK DISTRIBUTION ANALYSIS

- ◆ Combining the five park types into one comprehensive map indicates which geographical areas are underserved.



COUNCIL WARD LEVEL OF SERVICE

At a finer grain of analysis, each of Clarksville's 12 wards were assessed based on the NRPA standard of 10 acres per 1,000 people, using population numbers from the Property Assessor of Montgomery County. In addition to the Council ward level of service, it was important to pinpoint how many additional acres was needed to fulfill NRPA standards for park acreage per population. The projected 2027 population of each ward was analyzed and compared to the standard of 10 acres of park land per 1,000 residents. The information graphics below identify the number of acres needed in each ward to meet the NRPA standard.



Current Park Acreage: 

Recommended Park Acreage: 

3.4 Facilities and Programs

In addition to greenspace metrics, parks and recreation systems are also evaluated by their programming. Programs play an important role in the community, serving as entertainment, education, health and wellness, community building, and others.

As described in Chapter 1, Current Master Plan Documents, the City of Clarksville offers an impressive array of public programs and activities to all ages and interests. These programs provide both active and passive activities as well as free and fee-based activities. In addition to the Clarksville Parks + Recreation Activity Guide, the City uses their website, social media, e-marketing, paid print advertising, in-house marketing, billboards, park info kiosks, digital display TVs, radio, digital paid advertising, press releases, and expos to advertise their program information. Comparing this to peer agencies, Clarksville uses a larger variety of ways to advertise their services.

BENCHMARK AGENCIES	METHODS OF PROVIDING INFORMATION ABOUT PARKS
Clarksville Parks and Recreation	Activity guide, website, social media, e-marketing, paid print advertising, in-house marketing, billboards, park info kiosks, digital display TVs, radio, digital paid advertising, press releases, expos/fairs
Cary Recreation & Enjoyment	Website, social media, press releases, flyers, program guide, print advertising, brochures, press releases
Shawnee County Parks and Recreation	Print, email, social media, website
Murfreesboro Parks and Recreation	RecConnection (program guide), website, Facebook, Twitter, Instagram (coming soon), local news sources, City TV
Chattanooga Parks	Website, social media, press releases, flyers

NATIONAL TRENDS AND LOCAL SURVEY DATA

To understand if Clarksville's programs are fulfilling the community's needs, the consulting team revisited the national and local trends described in Chapter 2, Trends Analysis, to identify where gaps may exist between Parks and Recreation programming and the community's interests.

Based on national participatory data, the following trends were identified:

MOST POPULAR SPORT AND RECREATIONAL ACTIVITIES



Fitness Walking



Treadmill



**Free/Hand
Weights**

MOST RAPIDLY GROWING ACTIVITIES OVER LAST FIVE YEARS



Stand-Up Paddling



Adventure Racing



Off-Road Triathlon

MOST PARTICIPATED IN TEAM SPORTS



Golf
(declining)



Basketball
(declining)



Tennis
(slightly increasing)

MOST RAPIDLY DECLINING ACTIVITIES OVER LAST FIVE YEARS



**Inline Roller
Skating**



Touch Football



Disc Golf



In Clarksville, based on feedback gathered during the online survey conducted for this master planning process, the planning team observed local trends that differ from many of the national trends presented.

For general sports, soccer is the preferred sport in Clarksville, followed closely by golf, basketball, football, and baseball/softball rounding out the top five general sports in Clarksville. Clarksville Parks and Recreation currently has 10 basketball courts, 2 golf courses, no public football fields, 10 soccer fields (8 game fields and 2 practice fields), 4 baseball fields and 7 softball fields.

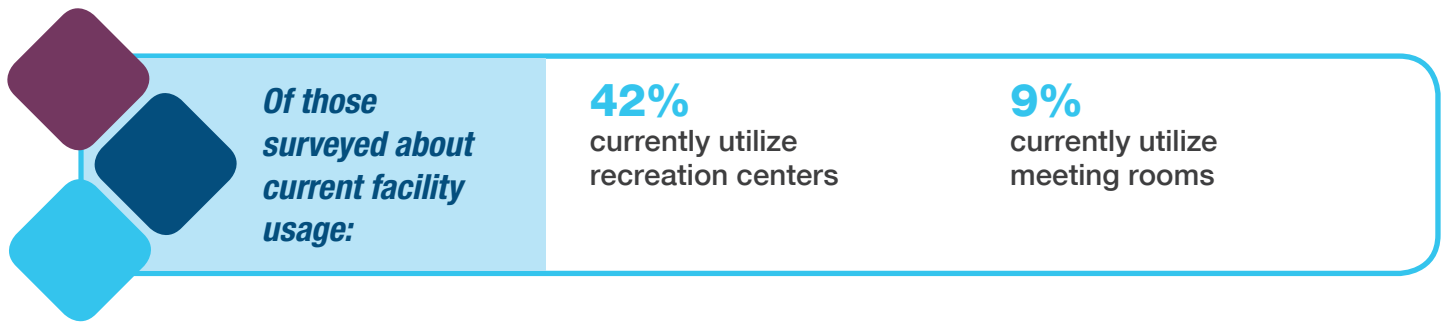
For fitness, most residents prefer to walk for exercise, with more than 26.6% of respondents selecting this mode. Swimming and jogging/running are the next two most popular exercise modes, followed by weight lifting. In the Clarksville Parks and Recreation system, there are 9 miles of continuous walking and running trails, 4 swimming pools, and 3 facilities with weight-lifting equipment.

Outdoor activity preferences in Clarksville are diverse. The top outdoor activity is fishing, with more than 11.4 % of survey participants selecting this activity. Hiking and on-road bicycling are close in preference, followed by canoeing and motorized boating. There are 5 fishing facilities and boat launching points (only three of which are for motorized boats) in the Clarksville Parks and Recreation system, along with 9 miles of paved hiking trails.

The top commercial recreation options in Clarksville, meaning entertainment activities not necessarily supported in a park setting, offer opportunities for the park system to diversify its programming to attract some of these audiences. The top commercial recreation choice was attending a movie, with an overwhelming 61.4% participant selection. Theme parks and sporting events were the next two most popular options, followed by overnight camping and visiting a zoo. Currently, the Clarksville Parks and Recreation Department offers camping opportunities at Billy Dunlop Park, and Movies in the Park at Heritage and Liberty Parks. Clarksville does not offer programs that include the other types of entertainment options.

RECREATION CENTERS

Recreation centers and/or indoor facilities provide spaces for the community to enjoy health and wellness, education, or other programming year-round, especially during seasons when park usage declines due to weather. The City of Clarksville currently has three recreation centers offering a wide range of activities for all age groups, including three gyms/indoor basketball courts. These recreation centers are Burt-Cobb, Crow, and Kleeman. Each center aims to provide new activities yearly, increasing the diversity of programming provided by the Parks and Recreation Department.



INDOOR FACILITY TYPE	LOCATION
Basketball/Gym	Burt-Cobb, Crow, Kleeman
Game Room	Burt-Cobb, Crow, Kleeman
Meeting Room	Burt-Cobb, Crow, Kleeman
Fitness Center	Burt-Cobb, Crow, Kleeman
Racquetball Court	Crow, Kleeman
Stage	Burt-Cobb



INDOOR PROGRAMMING

In addition to the facilities and their amenities, the programming that is offered in recreation centers is also important to a community and how it interacts with its parks and recreation system. In Clarksville, many survey participants do not currently utilize the programming provided by the Department. For example, only 25% of survey respondents utilize the system's fitness and wellness programs, and another 19% are not familiar with the programming. Additionally, 24% utilize the recreation center programming, while 18% are not familiar with it.

The chart below shows multiple indoor programs that target a variety of age groups and recreation center locations throughout the year:

INDOOR PROGRAMS	2017- 2018
Youth Basketball League (Ages 7-15)	Date: Fall, Winter, Spring Location: Varies Cost: \$65
After School Programs (Ages 10-18)	Date: Spring, Fall, Winter Location: Burt-Cobb, Crow, Kleeman Cost: Free with Center Membership
Silver Fitness (Ages 50+)	Date: Spring, Summer Location: Burt-Cobb, Crow, Kleeman Cost: Free with Center Membership
Indoor Toddler Playground (Ages 1-4)	Date: Summer Location: Burt-Cobb, Crow Cost: \$3 per Class
Life Skills for Young Men (Ages 10-18)	Date: Spring Location: Burt-Cobb Cost: Free with Center Membership
Fit Mommy (Ages 18+)	Date: Summer Location: Kleeman Cost: \$60 per 12-week Session

OUTDOOR FACILITIES

Outdoor facilities are perhaps the most recognizable assets of a parks and recreation system. The City of Clarksville offers a wide variety of outdoor parks as well as active and passive recreation amenities. Some of these sites are programmed for special events, such as Liberty Park.

In Clarksville, there are more than ten different outdoor facility types—the table below includes some details about the different types in Clarksville.

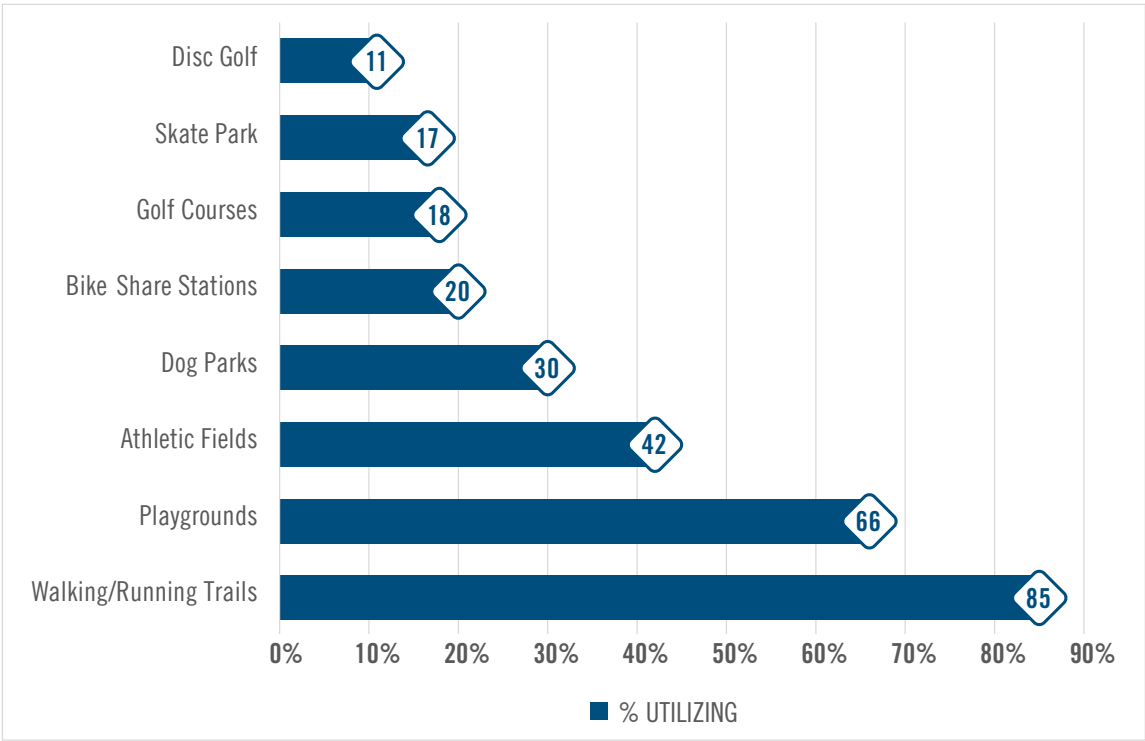
OUTDOOR FACILITY TYPE	DETAILS
Running/Walking Trails	Ashton (0.25 miles), Bel-Aire (0.5 miles), Clarksville Greenway (9 miles), Billy Dunlop (0.25 miles), Coy Lacy (0.25 miles), Dalewood (0.25 miles), Fort Defiance (0.8 miles), Lettie Kendal (1000'), Liberty (1.8 miles), McGregor (1 mile), Patriots (0.25 miles), Sherwood Forest (0.25 miles), Trice Landing (0.25 miles), Valleybrook (0.25 miles)
Basketball	Barbara Johnson, Bel-Aire, Burchett, Burchwood, Dixon, Heritage, Sherwood Forest
Disc Golf	Barbara Johnson
Volleyball	Barbara Johnson, Valleybrook
Ballfields	Barksdale, Heritage, Mericourt, Stokes Field Smith Field, Swan Lake
Skate Park	Heritage
Tennis	Dixon, Swan Lake
Soccer	Heritage
Golf	Mason Rudolf and Swan Lake
Open Space	Coy Lacy (space for one small soccer field - 140'x180' of rectangular space), Bel-Aire (large enough for 2 smaller sized soccer fields), Dalewood (large enough for smaller sized soccer fields), Edith Pettus (3 acres - 1 existing backstop and soccer field), Liberty Park (10 acres)
BCycle Bike Share Rental Stations	Clarksville Greenway, Public Square, Liberty, McGregor, and Austin Peay campus
Dog Parks	Liberty and Heritage
Exercise Equipment	Liberty, Clarksville Greenway, and McGregor

As previously noted, the most popular form of exercise in Clarksville, according to the survey conducted for this master plan, is walking. Trails and greenways support this mode of exercise as well as promote economic development, active lifestyles, and alternative means of transportation, all of which raise quality of life in a community.

The City of Clarksville currently has more than 15 miles of paved and unpaved trails. The longest trail in the City, at 9 miles, is the Clarksville Greenway. Of the 500 survey participants, more than 85% of respondents currently utilize the City’s walking and running trails, perhaps indicating that this is the most used amenity in the Parks and Recreation system.

Outside of walking, playgrounds (66%), athletic fields (42%), and dog parks (30%) are all common activities for Clarksville Parks and Recreation users. The chart below illustrates the survey responses for utilization of Clarksville’s outdoor facilities.

Utilization of Outdoor Facilities



Based on these responses, there is potentially a need for additional walking/running trails, playgrounds, and athletic fields.

BCYCLE IN CLARKSVILLE

BCycle is the bike share program in Clarksville. The program was started with the goal of getting Clarksville residents more active. It also has a positive impact on the environment as an alternative form of local transportation. Bike sharing makes it economical and convenient to use bikes for trips that are too far to walk but too short to drive.

24-hour memberships start at \$3 and entitle the rider to unlimited 60-minute bike rides. Individuals can also purchase weekly, monthly, or annual memberships. Bikes rented from one station may be returned to any of the other stations. All income generated by BCycle pays for all expenses relative to the program. It is a self-sustaining project. The City recently added a full-time bike mechanic to keep the fleet of 53 bicycles in working order.

STATION LOCATIONS

In January of 2016, the Parks and Recreation Department opened their first two BCycle stations at Liberty and McGregor Parks. The initial project was made possible in part by a group of Clarksville Academy students and a grant from the Clarksville-Montgomery County Community Health Foundation.

The program was an immediate success, and additional stations were added at the Pollard Road Trailhead of the Clarksville Greenway and downtown at Public Square in 2017. In 2018, the fifth BCycle station was added to the Austin Peay campus. Thanks to an intergovernmental agreement, that station is available for use by APSU students at no cost to them.

COMMUNITY IMPACT

The impact of the BCycle program has been incredible. Since the opening of the first stations in 2016 through September 2018, BCycle has had 9,835 users who have taken more than 22,773 trips, covering 155,328 miles. These riders have burned approximately 6.2 million calories.

FUTURE EXPANSION

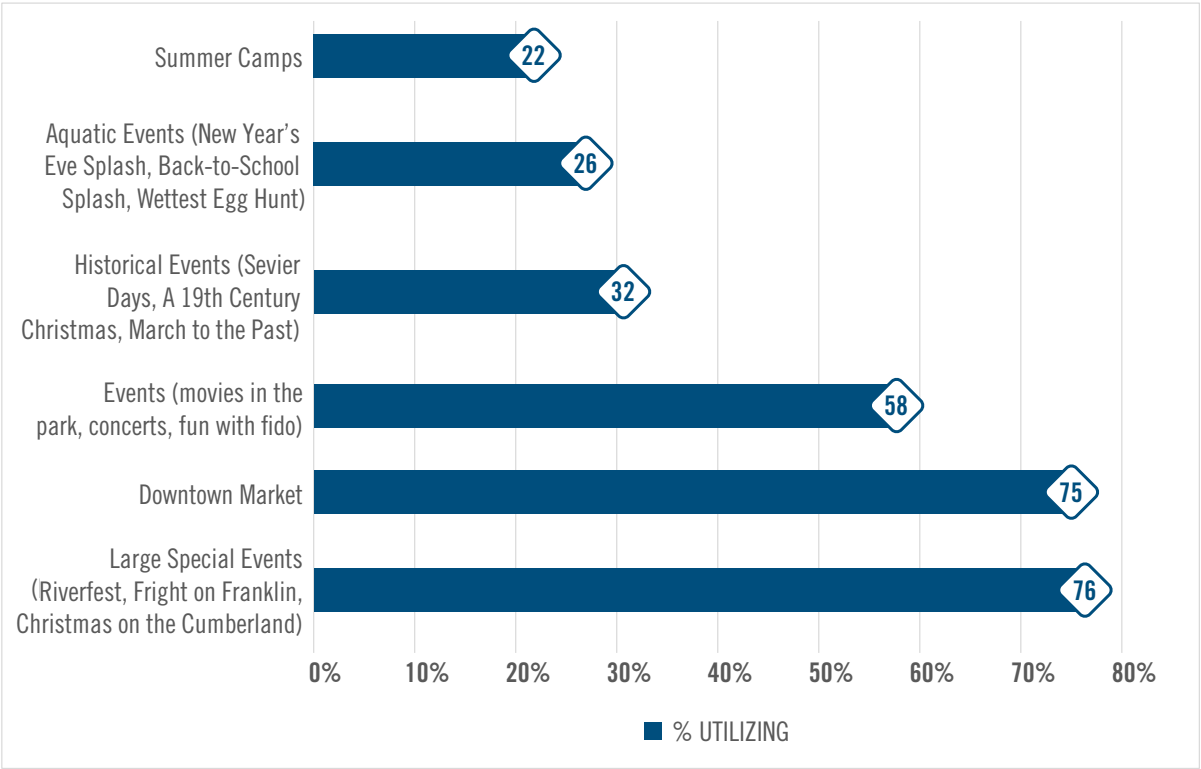
Because of this success, the department is once again considering the expansion of the program. Two or three additional stations at APSU would make use by students expand greatly, as stations would then be located closer to their classrooms or other destinations on campus. A station at Heritage Park for use on the Greenway is also recommended.

SPECIAL EVENTS

In Clarksville, special events take place at the recreation centers, Fort Defiance, parks, aquatic areas, event centers, and schools as well as at facilities in the downtown district. The Parks and Recreation system offers a wide range of events throughout the year, spanning nearly all age groups and interests. These events add to the quality of life in the community as well as offer opportunities for community building and to establish a sense of pride in the City.

During the public engagement process, residents highlighted the outdoor events and programs that they often utilized with large special events being the most popular. The chart below highlights some of the most common uses by residents:

Utilization of Special Events



SPORTS LEAGUES

Clarksville Parks and Recreation offers outdoor sports leagues and programs throughout the year that provide physical activity opportunities to the public, including softball and soccer leagues. There are many benefits of offering sports leagues to the community, including health and wellness, social integration, and cost recovery factors. National and local trends suggest that golf, basketball, volleyball, swimming, and tennis are among the most participated team sports and activities, while adventure racing is an activity rapidly growing in popularity.

When comparing the other peer agencies to the City of Clarksville, the others offer many more programs and clinics for sporting activities and events, including baseball, softball, action sports with rentals (skateboarding, BMX, scooter, inline skating), golf, and disc golf.

Youth sports leagues provide children ages 3 to 14 the opportunity to participate as part of a team while enjoying their favorite sport. This setting is important to develop socialization skills and discipline, as well as commitment and loyalty. The Clarksville Parks and Recreation Department offers a range of youth activities throughout the year in baseball, softball, T-ball, basketball, volleyball, and adaptive soccer. To stay connected to their team, participants and their parents can subscribe to Clarksville Parks and Recreation emails for updates, making it easy to receive important communications.

Adult sports leagues include baseball and softball leagues for participants in two age groups: 18+ and 45+. There is also an option for three-on-three basketball leagues. Adult sports leagues are an excellent way for adults to stay active as well as to build relationships with their fellow teammates. Sport types that are offered include co-ed and men's softball and basketball leagues. Based on national and local trends, a focus on these types, along with soccer, golf, and football, may be beneficial to the community. Like youth sports leagues, participants can subscribe to Clarksville Parks and Recreation emails for updates.

Clarksville not only offers athletic leagues for youth and adults, they also provide an opportunity for children and young adults with disabilities to participate in adaptive soccer. Volunteer coaches take the time to help these individuals develop their technical skills, while allowing them to become more comfortable around others.

OUTDOOR PROGRAMS

The peer agencies, like many cities across the country, have valuable resources they utilize for preservation and recreational purposes. Overall, the peer agencies do a great job of providing residents opportunities to experience natural resources and local spaces. Clarksville has amazing natural resources and water conveniences that are not readily available in other communities. The Clarksville Parks and Recreation Department has the ability to grow their programming to include more sport and activity types to align with these fantastic resources, but must first provide adequate facilities to support these activities. These programs can include kayaking, boat rentals, challenge rope courses, archery, sailing, paddle boarding, zip-lining, and fishing.

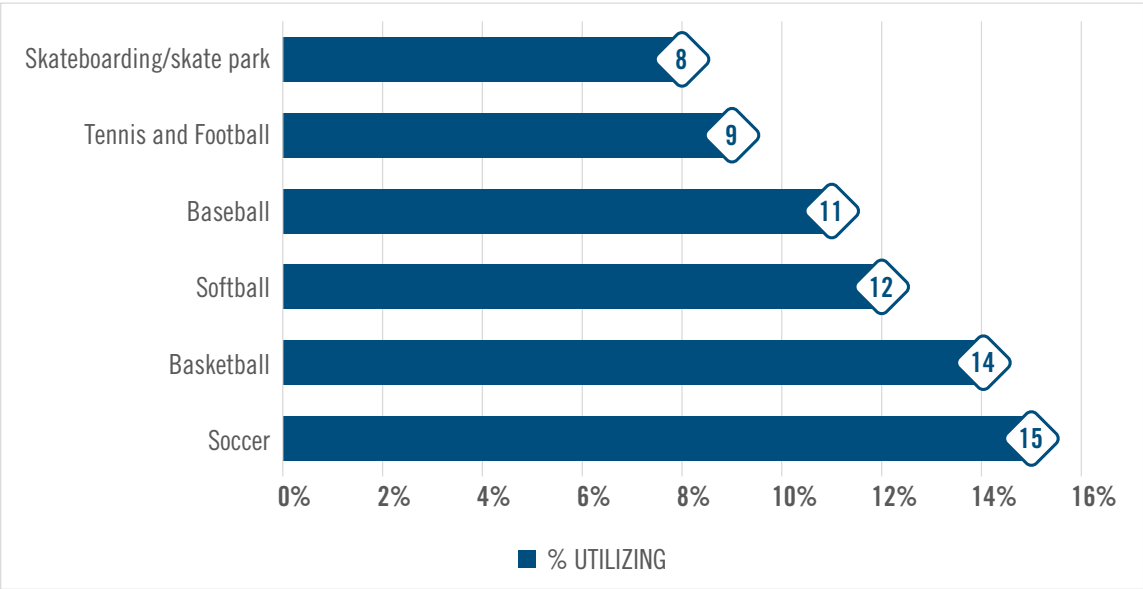
Clarksville provides a wide variety of athletic leagues and activities. Below are some of the more prominent leagues the Parks and Recreation Department offers:

ATHLETIC PROGRAMS	2017- 2018	
Adult Co-Ed, Men Softball League (Age 18+)	Date: Spring, Summer, Fall Location: Heritage Park	Cost: \$100
Youth Baseball League (Ages 7-14)	Date: Spring, Summer, Fall Location: Heritage Park	Cost: \$40
Youth Blastball! (Ages 3-4)	Date: Spring, Summer, Fall Location: Heritage Park	Cost: \$40
Youth Softball League (Ages 7-10)	Date: Spring, Summer, Fall Location: Heritage Park	Cost: \$40
Youth T-Ball (Ages 5-6)	Date: Spring, Summer, Fall Location: Heritage Park	Cost: \$40
Adaptive Soccer	Date: Fall Location: Heritage Park	Cost: \$40

OUTDOOR PROGRAMS	2017- 2018	
Sunrise Yoga	Date: May-June Location: McGregor Park	Cost: Free
Volunteer Clean Up	Date: Year-Round Location: Varies	Cost: Free
Historic BCycle Tours	Date: Fall Location: Downtown	Cost: \$5-\$20
Rally on the Cumberland	Date: Fall Location: McGregor	Cost: \$10-\$20
R.U.N.	Date: Spring/Fall Location: Downtown	Cost: \$60

In addition to their current usage of Clarksville’s outdoor programs, survey participants provided feedback on the programming that they would be likely to use if it were more readily available to them. The two most desired program expansions are soccer and basketball, respectively. The chart below illustrates these responses.

Utilization of Speciality Sports



Based on these responses, there is a potential need for additional soccer, basketball, softball, and baseball programming and amenities, and to a lesser extent, tennis, football, and skateboarding facilities.



MULTI-GENERATIONAL RECREATION FACILITY

Throughout the public surveys and staff interviews, it was apparent that a large, multi-generational recreation center needs to become a reality in Clarksville. The consultant team received feedback for incorporating fitness facilities, technology and meeting rooms, indoor walking track, music studios, commercial kitchen, rentable spaces, and indoor aquatic center. Creating a true multi-generational recreation facility means making it a priority for the space to be utilized by all ages, creating opportunity for youth, adult, and senior programs. The location of such a facility is vital, as this center needs to be easily accessed by City residents. Chapter 5, Strategic Implementation Plan explores this idea in further detail.



Typical adult resident admission

\$4-\$6



Typical non-resident adult admission

\$6



Typical child admission

\$3-\$5



Typical child 3 and under/seniors

FREE



Average number of staff (one shift)

10-20



Average season attendance

25k-35k



Average operations cost recovery rate

80-90%



Cost recovery rate of most traditional pools

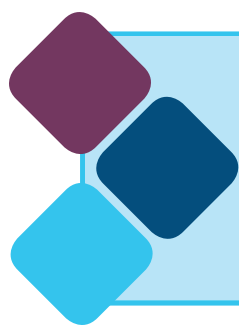
20%



AQUATIC FACILITIES

The City of Clarksville has four outdoor public pools (Beachhaven, Swan Lake, Bel-Aire, and New Providence); three of these pools are open late May through August and New Providence is covered in the fall to allow for year-round swimming and water recreation. Use of these facilities requires a daily admission fee of \$3-\$5 or a pool pass membership, which costs between \$70 for an individual membership for the summer and \$260 for a year-round pass.

The system also features four splash pads, which are free to use and are open from 10 a.m. to 7 p.m. May through Labor Day. These are located at Dixon Park, Edith Pettus, Lettie Kendall, and Heritage Park.



*Those surveyed
about current
aquatic facility
use:*

60%
currently utilize pools

51%
currently utilize
splash pads



AQUATIC PROGRAMS

The Parks and Recreation Department offers a range of classes at its aquatics facilities, including swimming lessons, lifeguard training, water safety, and fitness classes. Swimming lessons are conducted for a wide range of skill levels, including an Adult “Learn to Swim” course. Water therapy for children is also available. In addition, the system’s pools can be rented out for birthday parties or other special events Saturday through Sunday from 6 to 8 p.m.; lifeguards are provided with these rentals.



*Those surveyed
about current
programming
use:*

26%
currently utilize
aquatic events

22%
currently utilize swim lessons

67%
do not utilize

There are a wide variety of aquatic programs and activities Clarksville provides. Below are some of the main programs and activities offered to the public:

AQUATIC PROGRAMS BEACHAVEN	2017 - 2018
Swim Lessons Level 1-5	Date: June-August Cost: \$40
Private Swim Lessons	Date: June-July Cost: \$110
Youth Swim Lessons	Date: July Cost: \$40
Pool Party	Date: June-August, Weekends Cost: \$10 per Person

AQUATIC PROGRAMS BEL-AIRE	2017 - 2018
Swim Lessons Level 1-5	Date: June-July Cost: \$40
Howard's Hope Swim Lessons	Date: June-July Cost: Free
Water Aerobics (Ages 18+)	Date: June-August Cost: \$35 per Session
Seal Team Scuba Camp (Ages 8-12)	Date: June-July Cost: \$299 per Person
Bubblemaker Scuba Experience (Ages 8+)	Date: June-July Cost: \$40
Discover Scuba (Ages 10+)	Date: June-July Cost: \$40

AQUATIC PROGRAMS NEW PROVIDENCE	2017 - 2018
Swim Lessons Level 1-5	Date: June-July, October-January Cost: \$40
Private Swim Lessons	Date: June-July Cost: \$110
Youth Swim Lessons	Date: June-July Cost: \$40
Pool Party	Date: February-December, Weekends Cost: \$10 per Person
Youth - Back to School Splash	Date: August Cost: \$6
Silver Splash (Ages 50+)	Date: May-August Cost: \$3 per Class

AQUATIC PROGRAMS SWAN LAKE	2017 - 2018
Swim Lessons Level 1-5	Date: June-July Cost: \$40
Private Swim Lessons	Date: June-July Cost: \$110
Youth Swim Lessons	Date: June-July Cost: \$40
Pool Party	Date: June-August, Weekends Cost: \$10 per Person

PROGRAM LIFECYCLE

The charts below show the most and least attended programs during 2017-2018. The most popular programs are ones that take place on a consistent basis and are marketed toward children and their parents. There are some programs throughout the year that have few or no participants. However, these programs shouldn't be discontinued strictly because of their low participation; the location, price, time, advertisement, and lifecycle of the program can have impacts on its success. Low attended programs, like adaptive soccer, sometimes still have a large impact and importance for a community.

MOST ATTENDED PROGRAMS

**AFTER SCHOOL
ACTIVITIES**

**SUMMER YOUTH
PROGRAMS**

**BASKETBALL FITNESS
PROGRAMS**

DECLINING PROGRAMS

AQUATICS FOR ATHLETES

ARCHERY DAY CAMP

**CLEAN-UP ON THE
GREENWAY**

TENNIS DAY CAMP

ADULT VOLLEYBALL

**WHEELCHAIR
BASKETBALL**

PRIVATE SWIM LESSONS

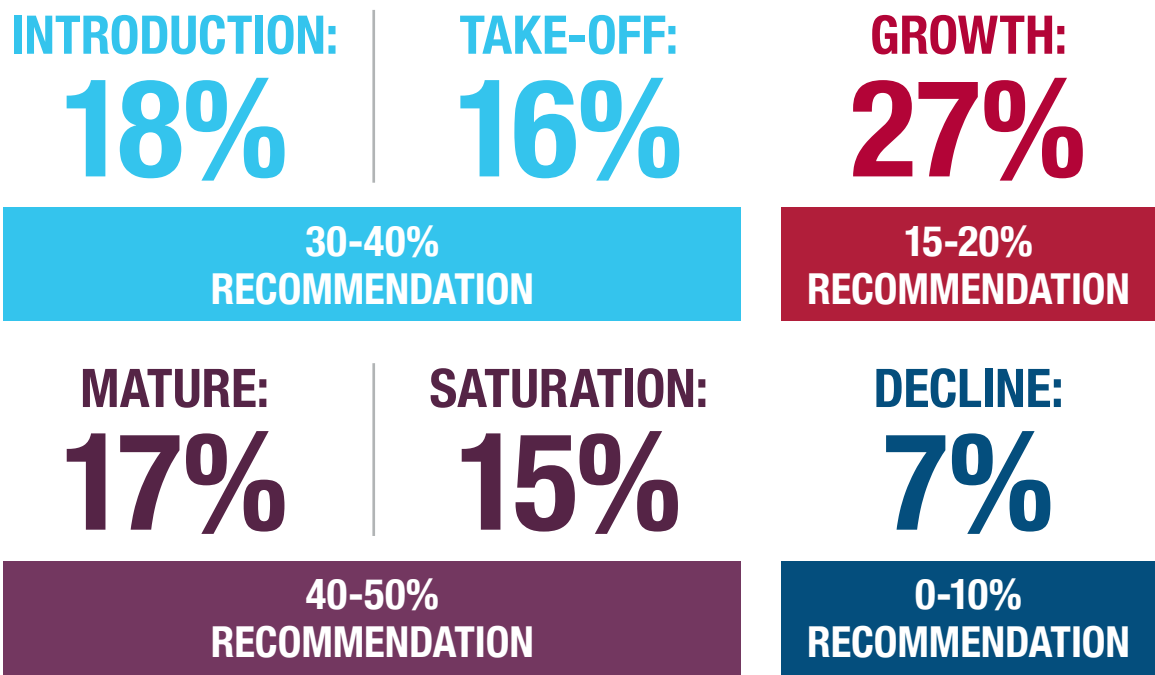
**RALLY ON THE
CUMBERLAND**

The lifecycle of a program is the local participation trend combined with the program's age. This analysis is important in determining the healthy balance of new, popular, and declining programs, and provides a way for the Department to make informed decisions about which programs should be discontinued. The assessment was conducted with information provided by staff based on their knowledge of the programs. The descriptions below explain the different lifecycle stages a program can endure.

◆ **Lifecycle Descriptions:**

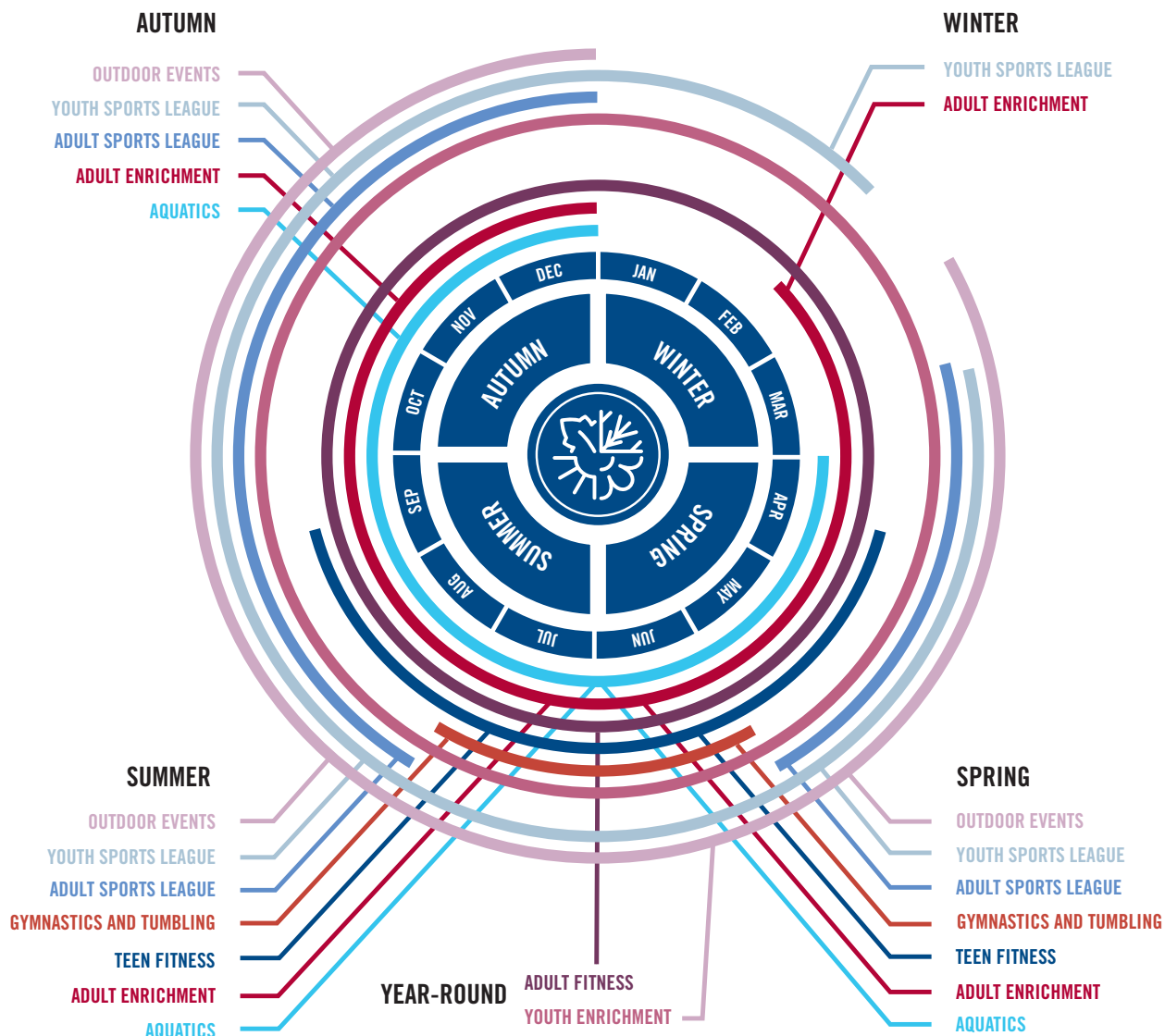
- ◆ **INTRODUCTION:** New program; low participation
- ◆ **TAKE-OFF:** Rapid participation growth
- ◆ **GROWTH:** Moderately consistent participation growth
- ◆ **MATURE:** Slow, established participation growth
- ◆ **SATURATION:** Minimal to no participation growth
- ◆ **DECLINE:** Declining participation

The graphic below shows the relationship between current Parks and Recreation programs and their current lifecycle stages. The number of introduction and take-off programs is excellent, as well as the low number of declining programs, as these stages are within the recommended percentage of total programs offered. The number of programs in the growth stage is a little high, which is creating a lull in the amount of mature and saturation stage programs. As these growing programs age, a natural shift will likely occur into the mature and saturation stages. Overall, there is a healthy balance of stages in the current program system.



SEASONAL GAP ANALYSIS

A Seasonal Gap Analysis was conducted based on program scheduling between 2017 and 2018. Creating a well-rounded program schedule throughout the year is key to providing dynamic and successful alternatives for residents. The graphic below depicts the core program areas the Department offers, and shows where gaps lie during certain times of the year. The gaps shown indicate that there are no or very few program offerings during those months. Overall, the Department does a good job of offering various programs throughout the year for all age groups. The winter months tend to be a gap period with many of the core program areas, which is to be expected with colder weather conditions; however, this can be improved with the addition of a large, multi-generational recreation facility that offers indoor fitness facilities, aquatic center, and other indoor amenities. The current recreation centers are smaller in size, which creates less space and availability for programming during the winter season.



AGE SEGMENT DISTRIBUTION

An Age Segment Distribution Analysis was conducted based on the target audience for each existing program. This analysis helps to better understand how the current program system is broken up into age groups. Overall, the Department is showing a fantastic balance between the groups. Elementary and tween/teen age groups are two of the most difficult groups on average to target, and there seems to be a high percentage of programs targeting them in Clarksville. There is room for improvement for the senior age group, especially since significant feedback was received about providing more program opportunities for seniors. Staff should review age segment distribution annually to better understand and check for a good balance of programs for age ranges.

AGE GROUP	% DISTRIBUTION
Pre-School (5 and under)	8%
Elementary (6-12)	25%
Tween/Teen (10-17)	20%
Young Adult (18-34)	20%
Adult (35-64)	15%
Senior (65+)	12%

PROGRAM AGE TARGETS

It is important to understand the target market for each program type the Parks and Recreation Department offers. The table below depicts the target age for each core program area and the importance for marketing to that age group. The number '1' symbolizes a high priority, while the number '2' symbolizes a secondary priority. This table was created by analyzing current programs, staff and public feedback, and demographics and trends. The Parks and Recreation Department should utilize this chart when creating or updating plans for individual programs.

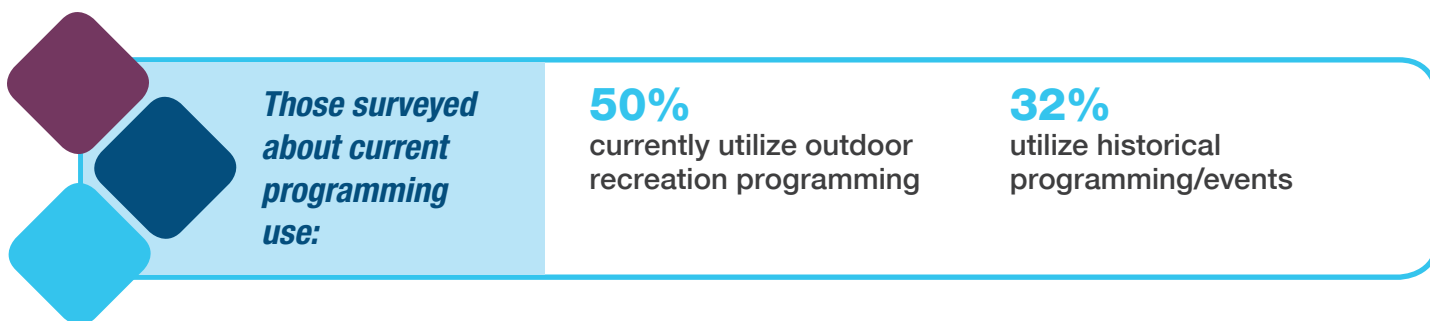
Core Program Areas	Pre-school (5 and Under)	Elementary (6-9)	Tween (10-13)	Teen (14-17)	Young Adult (18-34)	Adult (35-64)	Senior (65+)
Aquatics	1	1	2	2		2	1
Adult Enrichment					2	1	1
Adult Fitness					2	1	2
Teen Fitness			1	1			
Gymnastics and Tumbling	1	1	2				
Youth Enrichment	2	1	1	2			
Adult Sports Leagues					1	1	2
Youth Sports Leagues	2	2	1	1			
Outdoor Events	1	1	1	1	1	1	1



HISTORICAL FACILITIES

With a rich Civil War history, Clarksville's natural resources offer educational and entertainment opportunities. For example, the Fort Defiance site features a 1,500-square-foot interpretive center that offers monthly programs and events to teach visitors about the history of Clarksville, the Civil War and other historical references.


Fort Defiance provides tours and classes and is used for historical events and activities. On a bluff 200 feet above the Red and Cumberland Rivers, this historic setting features a walking trail, picnic tables, and museum.



NATURAL RESOURCES

Located in beautiful Middle Tennessee, the City of Clarksville is home to many natural assets. Some of these resources have been leveraged as trail facilities as well as active and passive recreation spaces. These places impart a sense of cultural pride to a community while also providing educational and recreation opportunities.

- ◆ **CLARKSVILLE GREENWAY:** roughly 9 miles long, the Clarksville Greenway is part of the *Rails to Trails* initiative, a nationwide trend aiming to transform abandoned rail lines into usable, active trails. It provides opportunities for biking, skating, running, and walking, serving as an alternative means of transportation from the Red River to 101st Airborne Division Parkway. This greenway also features the 600-foot-long Raymond C. Hand Pass pedestrian bridge.
- ◆ **UPLAND TRAIL:** located in the heart of downtown, this trail dates back to the 1990s. Using an abandoned trail bridge, the Upland Trail bridge connects the Riverwalk to Valleybrook Park.
- ◆ **LIBERTY TRAIL:** this 1.8-mile-long walking trail encompasses a 10-acre fishing pond and wetlands. It is also home to the Clarksville Marina and a four-lane boat ramp into the Cumberland River.
- ◆ **MCGREGOR RIVERWALK:** offering a boat ramp into the Cumberland River, the McGregor Riverwalk is 1-mile in length and also features a BCycle rental station.
- ◆ **NORTH FORD STREET MOUNTAIN BIKE TRAIL:** located off Ford Street, this 3.5-mile trail is designated as a “more difficult” mountain bike trail, making it appropriate for intermediate through advanced users with steeper terrain, narrower trails, and some obstacles.
- ◆ **RED RIVER TRAIL:** this trail section is scheduled to be completed in the near future and will connect the McGregor Park Riverwalk and the Clarksville Greenway, giving access from Downtown Clarksville to Heritage Park on the north side of the City. It is connections like these that are so important in linking public facilities and communities together, creating alternative modes of transportation.



*Those surveyed
about current
facility use:*

49%
currently utilize
historical facilities

35%
currently utilize blueway/
water access

The Cumberland River flows along the City’s southern boundary, offering fantastic active and passive recreation activities involving the water. Other natural waterways trickle through the area, creating opportunities for greenways and bike paths. The City's geography and natural resources allow for residents to canoe and kayak, campout, bike ride, leisurely walk, and picnic. The chart below highlights a few of the events made available to the public:

NATURAL RESOURCE PROGRAMS	2017 - 2018
Canoe and Kayak Floats	Date: May-August Location: Liberty Park and Trice Landing Cost: Free
Sleep Under the Stars Campout	Date: May Location: Billy Dunlop Park Cost: \$10
Greenway Nature Tour with Clarksville BCycle	Date: July Location: Pollard Road BCycle Station Cost: Free

In addition to the Cumberland River, the Red River has amazing opportunities for connection points. Clarksville Parks and Recreation has been looking at four potential new blueway access points off the Red River that could be implemented in the future. These include Renfro Station, Urban Wilderness, the Old Marina that also connects the Red River Trail, and the potential new home of the Clarksville Athletic Complex located just east of Interstate-24.



BENCHMARK AGENCIES	POPULATION	SOFT TRAIL MILES	PAVED TRAIL MILES	TOTAL TRAIL MILES	TRAIL MILES PER 1,000 RESIDENTS
Cary Recreation & Enjoyment	157,259	13.6	78.4	89.0	0.57
Shawnee County Parks and Recreation	178,725	6.0	44.0	50.0	0.28
Murfreesboro Parks and Recreation	118,000	4.0	15.0	19.0	0.16
Chattanooga Parks	177,571	6.0	9.0	15.0	0.08
Clarksville Parks and Recreation	150,287	-	9.0	9.0	0.05

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

The table above describes trail mileage for soft and paved trails for each system. Clarksville offers 9 miles of paved trail and zero soft trail miles. Currently, the City is offering the lowest levels of absolute mileage when compared to peer agencies.

By comparing total trail mileage to the population of the service area, parks and recreation agencies can quantify what level of service they are providing to the community, which is expressed as trail miles for every 1,000 residents. As seen above, Clarksville has the lowest total trail mileage per capita among benchmark agencies.

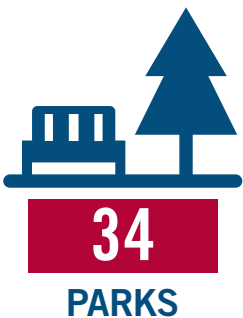
Clarksville has 34.25 miles less than the average benchmark agency. The Parks and Recreation Department should aim to have 0.25-0.5 trail miles per 1,000 residents. Projecting for the 2027 population of 185,947, it is recommended that Clarksville expand their trail system to between 38-93 miles. This expansion will ensure an adequate amount of trail for new residents.

3.5 Management and Operations

All of the great facilities and programming in the Clarksville Parks and Recreation system require extensive and consistent maintenance, management, and operational support. To maintain and operate the day-to-day functions of the Parks and Recreational spaces, the City must take into account the facilities' existing conditions as well as the system's current maintenance processes and availability of staff. Keeping the existing facilities and amenities in a good state of repair is as critical—if not more critical—to the future of the Clarksville Parks and Recreation system than expanding its assets.

To help the Parks and Recreation Department identify opportunities for better and additional facilities and activities, the consulting team conducted a needs analysis of the system's existing maintenance and operations processes and budgets. This assessment was conducted via staff interviews and a benchmarking comparison of the Clarksville Parks and Recreation Department to similar departments across the country.

Maintenance Snapshot



STAFF INTERVIEWS ON MAINTENANCE AND OPERATIONS

The consulting team conducted maintenance and operation staff interviews to understand existing and reoccurring tendencies, maintenance traits, and current operating systems. This open discussion with staff provided important information that guided the recommendations the planning team developed for how the City can efficiently and affordably maintain its 1,109 acres of parks and facilities while also increasing additional assets and activities. Through these interviews, the consulting team learned that there are many opportunities for improving efficiencies in current processes, increasing camaraderie, investing in equipment and technologies, and strategically planning for future upgrades and additional park land in Clarksville.



WHAT DID WE HEAR?

There were many recurring themes in the feedback the consulting team received during the staff interviews. The bullets below highlight some of the common responses that interview participants provided on maintenance- and operations-related questions and topics.

- ◆ **Hire more staff**
 - ◆ In addition to hiring additional man power to support maintenance and operational functions, a focus should be placed on adequately training staff out in the field.
 - ◆ Staff should also be cross-trained to allow for higher quality work and flexibility.
- ◆ **Provide a reasonable wage to employees**
 - ◆ Parks and Recreational Department staff often leave the system to go to a higher-paying department in the City, creating a turnstyle-type of reputation for the Department.
- ◆ **Ensure the safety and security of high-vandalism areas, in particular Bel-Aire, Coy Lacy, and Heritage Parks**
- ◆ **Upgrade equipment to meet the demands of day-to-day maintenance duties**
- ◆ **Enhance the relationship between public/private partnerships to create funding opportunities and promote volunteering**
- ◆ **Sustain a “proactive” attitude to manage future tasks and operation duties**
 - ◆ Currently, staff feels they are “reactive” as maintenance issues arise, not allowing for successful planning.

MAINTENANCE STAFF

Outsourcing accounts for roughly 2% of all work performed by the maintenance team. It is recommended that outsourcing can be utilized for up to 15% of all maintenance work.

Clarksville’s maintenance teams have dedicated staff for Heritage Park and the Greenway, Liberty Park, the McGregor Trail and Upland Trail, facilities maintenance, and neighborhood parks. In addition, it should be noted that the Parks and Recreation Department has a dedicated City building maintenance crew made up of 9 members that maintain approximately 100 total non-Parks and Recreation buildings. This large effort accounts for a significant amount of the Department's allocated financial resources. When compared to the other peer cities, this additional crew and their efforts appear to decrease efficiency that could otherwise be focused on actual Parks and Recreation facilities. When asked about the types of tasks they would prefer to

outsource, maintenance staff consistently responded with mowing, construction project management, and building cleaning and maintenance.

Although there are some downsides to this additional maintenance staff, these are highly skilled employees who work with HVAC, plumbing, electrical, fountains, weather sirens, and other complicated systems within the 100+ structures that they maintain. Without this crew, the cost and time of systems repair and maintenance and some construction projects within the Parks and Recreation Department would significantly increase, leading to down times for facilities.

The graphic below includes details on Clarksville’s full-time maintenance staff. It is recommended that the Department consider outsourcing mowing and building maintenance/upkeep. Outsourcing tasks such as these will be beneficial to the maintenance staff, allowing them to focus on trained duties and emergency operations.

Current Full-time Maintenance Staff



CURRENT ASSETS

The Clarksville Parks and Recreation maintenance and operations teams have a range of assets they manage and maintain. The graphic below highlights the expanse of these amenities.



34
Parks



888
Maintained Acres



129
Buildings
(includes restrooms,
garages, concessions,
recreation centers)



9
Miles of Continuous
Walking Trail



3.5
Miles of Mountain
Bike Trail



10
Basketball Courts



1
Sand Volleyball Court



11
Ballfields



1
Skate Park



10
Tennis Courts



10
Soccer Fields
(ranging in size)



4
Splash Pads



4
Pools



2
Golf Courses



5
BCycle Stations



13
Tornado Warning Sirens



1
Disc Golf Course

ACREAGE REQUIRING MOWING:



Open space mowed
by City staff:

169.46 acres



Open space mowed
by contractor staff:

58.39 acres

Since 2008, the Clarksville Parks and Recreation Department has added 12 new parks, which includes an additional 453 acres of park land and 20 new fields or courts; however, the number of maintenance employees has stayed the same. After reviewing some of the maintenance and operations details of the Clarksville

Parks and Recreation Department, the consulting team recommends analyzing the appropriate level of staff to cover the system's assets and aligning staff and funding accordingly. One method to determine this balance is to look at staffing benchmarks for similar systems, which is described in the next section.

STAFF BENCHMARKING COMPARISONS

The current Parks and Recreation staff is comprised of 128 full-time equivalent (FTE) employees in administrative, aquatics, maintenance and operations, athletics, events and programming, golf, and historical property support roles. The maintenance and operations division contains 50 FTE positions. It should be noted that there is a dedicated crew for approximately 100 non-parks and recreational buildings. This not only has a large impact on employee stress, but significant financial effects that negatively impact the department and facilities.

According to the 2018 NRPA Agency Performance Review, agencies with 251 to 1,000 acres of park land average 58% of their total FTE staff dedicated to maintenance and operations. In Clarksville, maintenance and operations staff make up only 39% of the total Parks and Recreation workforce, well below the national average.

Total full-time FTEs per 10,000 residents is a key performance metric that assesses how well each agency is equipped, in terms of human resources, to serve its jurisdiction. Among peer agencies, Clarksville ranks at the bottom of the benchmark at 8.5 FTEs per 10,000 residents but is higher than NRPA's median average of 7.3 FTEs.

AGENCY	POPULATION	TOTAL FTES	FTES PER 10,000 RESIDENTS
Cary Recreation & Enjoyment	157,259	308	19.6
Shawnee County Parks and Recreation	178,725	215	12.0
Chattanooga Parks	177,571	174	9.8
Clarksville Parks and Recreation	150,287	128*	8.5

Note: Murfreesboro Parks and Recreation total FTEs were not available at the time of the study.

**FTE number includes City building maintenance as well as parks and golf.*

NRPA Median 7.3 FTEs per 10,000 Residents
NRPA Lower Quartile 3.7 FTEs per 10,000 Residents
NRPA Higher Quartile 14.9 FTEs per 10,000 Residents

The list below shows the most frequent locations for maintenance work orders. Liberty and Heritage Parks have dedicated maintenance teams for facility maintenance, as they are two of the largest parks in the system. The New Providence Swimming Pool has caused issues with the temporary inflatable dome which allows swimming year round. With the addition of a permanent indoor facility, the maintenance of this location should lessen.

Top 3 Maintenance Work Order by Location

- ◆ Liberty park
- ◆ City Hall
- ◆ New Providence Swimming Pool

The list below shows the most requested job types for maintenance staff. Training staff in skilled areas of expertise, such as plumbing, can create a more efficient workflow, saving on hours spent and outsourcing costs. Outsourcing must be strategic, but there is potential for delivery services to be outsourced, depending on the location and material.

Top 5 Maintenance Work Order by Job Type

- ◆ Forestry
- ◆ Plumbing
- ◆ General Maintenance
- ◆ Installation
- ◆ General Repair

Daily maintenance tasks in the parks that don't require work orders, such as mowing or trash collection, account for the majority of the staff's time. However, all other tasks that are not daily occurrences require work orders to be submitted. The list below shows the most hours spent by maintenance staff on tasks that required a work order. The most maintenance hours on work orders were spent on forestry tasks. Along with mowing, the tree removal tasks could easily be contracted out to a third party. The City could outsource this type of work via an annual on-call contract to a local tree-trimming company which would free up maintenance staff to focus on other efforts as well as lower the City's liability since this type of service is sometimes dangerous.

Top 3 Maintenance Work Orders by Hours Spent

- ◆ Forestry
- ◆ General Repair
- ◆ General Maintenance

3.6 Department Finances

When a Parks and Recreation Department is funded adequately, it is able to successfully manage, operate, maintain, and build its Parks and Recreation system to meet the needs of its residents. One of the metrics used to determine whether a department is properly funded is operating expense per resident. This metric best shows how a City is funded based on its population. Clarksville's Parks and Recreation Department is the least adequately funded compared to the benchmark agencies.

Benchmark agencies reported a wide range of annual operating expenditures, from nearly \$8 million (Clarksville) to \$16.3 million (Chattanooga). Dividing the annual operational budget to the service area's population allows for a direct comparison of how much each agency is expending per resident. Clarksville is spending the least among benchmark agencies, at \$53.11 of spending on Parks and Recreation per resident, where Murfreesboro spends \$92.14 per resident.

AGENCY	POPULATION	TOTAL OPERATING EXPENSE	OPERATING EXPENSE PER RESIDENT
Murfreesboro Parks and Recreation	118,000	\$10,872,762	\$92.14
Chattanooga Parks	177,571	\$16,315,571	\$91.88
Cary Recreation & Enjoyment	157,259	\$13,968,925	\$88.83
Shawnee County Parks and Recreation	178,725	\$13,512,213	\$75.60
Clarksville Parks and Recreation	150,287	\$7,981,209	\$53.11

Total Annual Operating Expenditures

NRPA Median \$3,501,000
NRPA Lower Quartile \$1,202,000
NRPA Higher Quartile \$9,446,000

Operating Expense per Resident

NRPA Median \$77.32 per Resident
NRPA Lower Quartile \$39.84 per Resident
NRPA Higher Quartile \$141.89 per Resident

With more operating expense comes more facilities, programming, and staff as well as better maintenance. Money needs to be allocated to cover what the City already has and maintain it in a state of good repair and then to expand and grow the system. The City cannot take on more capital outlay if existing assets are not provided for.

By comparing each agency's annual non-tax revenue to the population, the annual revenue generated on a per resident basis can be determined. As seen below, there is a large discrepancy in revenue-generating capabilities among the benchmark agencies. Some of the higher non-tax revenue sources for Clarksville are aquatics, community programming, and rentals, which are all above \$200,000. It is important to allow these main sources to grow and expand as revenue generators. Community programming revenue strategies are discussed in more depth later in this chapter.

AGENCY	POPULATION	% TOTAL NON-TAX REVENUE	REVENUE PER RESIDENT
Cary Recreation & Enjoyment	157,259	\$6,837,601	\$43.48
Shawnee County Parks and Recreation	178,725	\$4,819,147	\$26.96
Murfreesboro Parks and Recreation	118,000	\$1,400,000	\$11.86
Clarksville Parks and Recreation	150,287	\$1,772,488	\$11.79
Chattanooga Parks	177,571	\$1,434,451	\$8.08

Chattanooga Parks non-tax revenue figure only includes the Parks Maintenance Division; most of their revenues come from park facility rentals and carousel user fees

NRPA Median \$19.04 per Resident

NRPA Lower Quartile \$6.73 per Resident

NRPA Higher Quartile \$51.51 per Resident

FUNDING MECHANISMS

The Park and Recreation facility improvements discussed throughout this document will not be implemented through a single source, but through a combination of multiple sources that include some or all of the following, depending on project type and location:

- ◆ Private investment and partnerships—Clarksville should conduct conversations with business owners regarding potential partnerships.
- ◆ Clarksville Parks and Recreation capital project budgets
- ◆ Imposing an additional tax, particularly to provide maintenance dollars

PUBLIC/PRIVATE PARTNERSHIPS

Public-Private Partnerships are a popular source of funding for parks, trails, and other recreation facilities. These partnerships can result in significant positive outcomes by bringing revenue, labor, and other resources for projects.

Some typical examples of funding partnerships include park or amenity sponsorship, trail segment adoption, and organization-driven fundraisers. While these partnerships sometimes result in investment in the Parks and Recreation system, they are also sometimes incentivized by the system, such as if the City were to offer free land or access to an existing facility, and even potentially tax incentives to a partner for various mutually-beneficial reasons. Beyond direct monetary support, partnering with volunteer groups or organizations can result in park and amenity repair, maintenance, or design.



GRANT OPPORTUNITIES

In addition to self and private funding or partnership agreements, Clarksville can pursue a variety of local, state, and federal grant options that best fit their needs illustrated throughout the plan. The City of Clarksville has been successful in securing grant funding from state and federal agencies and is encouraged to continue this effort. In the past 5 years, almost \$1.5 million has been awarded to the City’s Parks and Recreation Department for improvements to the Downtown Farmers Market, planting trees in City parks, and trail and park improvements. Current grant projects include Transportation Alternative (TAP) and L-STBG funding for the Red River Trail projects; Recreation Trails Program (RTP) funding for the Heritage Park Trail project, and Local Parks and Recreation Fund (LPRF) funding for the Swan Lake Aquatic Center and Kid’s Splash Park project.

Transportation Alternatives (TAP) - Typical Projects:

- ◆ Pedestrian facilities
- ◆ Greenways
- ◆ Bike lanes
- ◆ Safe routes for non-drivers
- ◆ Scenic overlooks
- ◆ Historic preservation
- ◆ Sidewalks
- ◆ Signage
- ◆ Crosswalks
- ◆ Multi-use paths
- ◆ Safe routes to school

Recreational Trails Program (RTP) - Typical Projects:

- ◆ Hard/natural surface trail
- ◆ Greenways
- ◆ Land acquisition
- ◆ Maintenance
- ◆ Trailheads

Local Parks and Recreation Fund (LPRF) – Typical Projects:

- ◆ Land acquisition
- ◆ Indoor/outdoor recreational facilities
- ◆ Trail development

OPERATIONAL COST RECOVERY

Operational cost recovery is arrived at by dividing total non-tax revenue by total operating expense. The operational cost recovery is a critical performance indicator that measures how well each department's revenue generation covers the total cost of operations. 40% cost recovery is consistent with best practices for parks and recreation agencies nationwide, with Clarksville's revenues recouping approximately 22% of the annual operational costs.

BENCHMARK AGENCY	TOTAL NON-TAX REVENUE	TOTAL OPERATING EXPENSE	OPERATIONAL COST RECOVERY
Cary Recreation & Enjoyment	\$6,837,601	\$13,968,925	49%
Shawnee County Parks and Recreation	\$4,819,147	\$13,512,213	36%
Clarksville Parks and Recreation	\$1,772,488	\$7,981,209	22%
Murfreesboro Parks and Recreation	\$1,400,000	\$10,872,762	13%
Chattanooga Parks	\$1,434,451	\$16,315,571	9%

NRPA Median 29% Cost Recovery
 NRPA Lower Quartile 14% Cost
 NRPA Higher Quartile 50% Cost

FACILITY FEES AND COSTS

Fees for programs and facility usage help to offset the cost required to run the amenity and organize the program. One such example of fee-based programs are the organized sports leagues, which require not only the use of Parks and Recreation system facilities, but also organization and coordination for registration and game scheduling.

Comparing the Clarksville Parks and Recreation Department's program costs to the other peer agencies, Clarksville falls short. The Town of Cary, North Carolina has a nearly identical population as Clarksville; however, The Town of Cary's total non-tax revenue is over \$5 million more than Clarksville. Clarksville must keep in mind that a greater range of program opportunities and higher program fees can be a catalyst for higher cost revenues. The Town of Cary offers paid programs and clinics for many sporting activities and events, including baseball, softball, action sports with rentals (skateboarding, BMX, scooter, inline skating), golf, disc golf, volleyball, and basketball. The Town of Cary also has more paid outdoor recreation opportunities, including boat rentals, kayaking challenge rope courses, archery, sailing, paddle boarding, zip-lining, and fishing. Where the Town of Cary offers few free programs and activities, the Clarksville Parks and Recreation Department offers many. It is understood that the average median household income is significantly more than Clarksville's; however, the Town of Cary is a good example of how small program costs can have a big impact on cost-recovery. It is recommended that the Department takes a closer look at which programs allow for associated fees to have a positive impact on operational cost recovery. Further analysis is covered in Chapter 5, Strategic Implementation Plan.

GENERAL PARK MAINTENANCE COSTS

As Clarksville adds facilities and amenities, the maintenance costs are sure to increase, along with demand for employees. The costs below show average direct and indirect costs for park maintenance and upkeep per calendar year. As the Clarksville Parks and Recreation Department continues to add more acreage and facilities, using these figures as a base resource will be beneficial to planning future operational costs.

Cost Information Source: Costs have been calculated based on NRPA guidelines and historical records.

- ◆ **Level 1 Maintenance: \$14K-\$18K per acre**
 - ◆ Highest level, includes sports fields, golf courses, City Hall type spaces
- ◆ **Level 2 Maintenance: \$9K-\$12K per acre**
 - ◆ Neighborhood, historic, community parks
- ◆ **Level 3 Maintenance: \$4.5K-\$6K per acre**
 - ◆ Regional parks
- ◆ **Level 4 Maintenance: \$900-\$1.2K per acre**
 - ◆ Preserves/natural areas
- ◆ **Paved trails: \$12K-\$14K per mile**
- ◆ **Natural trails: \$3K-\$4K per mile**
- ◆ **Playgrounds: \$3K-6K**
- ◆ **Reservable shelters: \$15K-\$30K per year**
- ◆ **Splash pads: \$15K-\$30K**
- ◆ **Mountain bike trails: \$5K-\$7K per mile**
- ◆ **Indoor recreation centers: \$15-\$30 per SF**
- ◆ **Landscape maintenance: \$1.25-\$2 per SF**

3.7 Analysis and Summary

DEPARTMENT CHALLENGES

Based on the Needs Assessment, the following challenges have been identified by the consulting team for the Clarksville Parks and Recreation Department.

OPERATING WITH LIMITED RESOURCES

The Parks and Recreation Department has been maintaining too much space with too little staff. They do not have a sufficient amount of employees to adequately maintain, fix, clean, and mow all of the City's park land and facilities. Before the system can add much needed facilities, managing resources to promote successful maintenance of existing space is vital.

MEETING CURRENT NEEDS

Much of the equipment and technology currently used for maintenance and operations in Clarksville is outdated, creating an opportunity to advance and improve current systems; however, it is difficult to establish new management techniques without a proper plan of action or addressing the needs of current staff. The City will need to phase-out equipment and systems used today to bring efficiencies to day-to-day operations. To look to the future, the City must first look at the deficiencies occurring today and prioritize addressing these issues.

RESPONDING TO FUTURE NEEDS

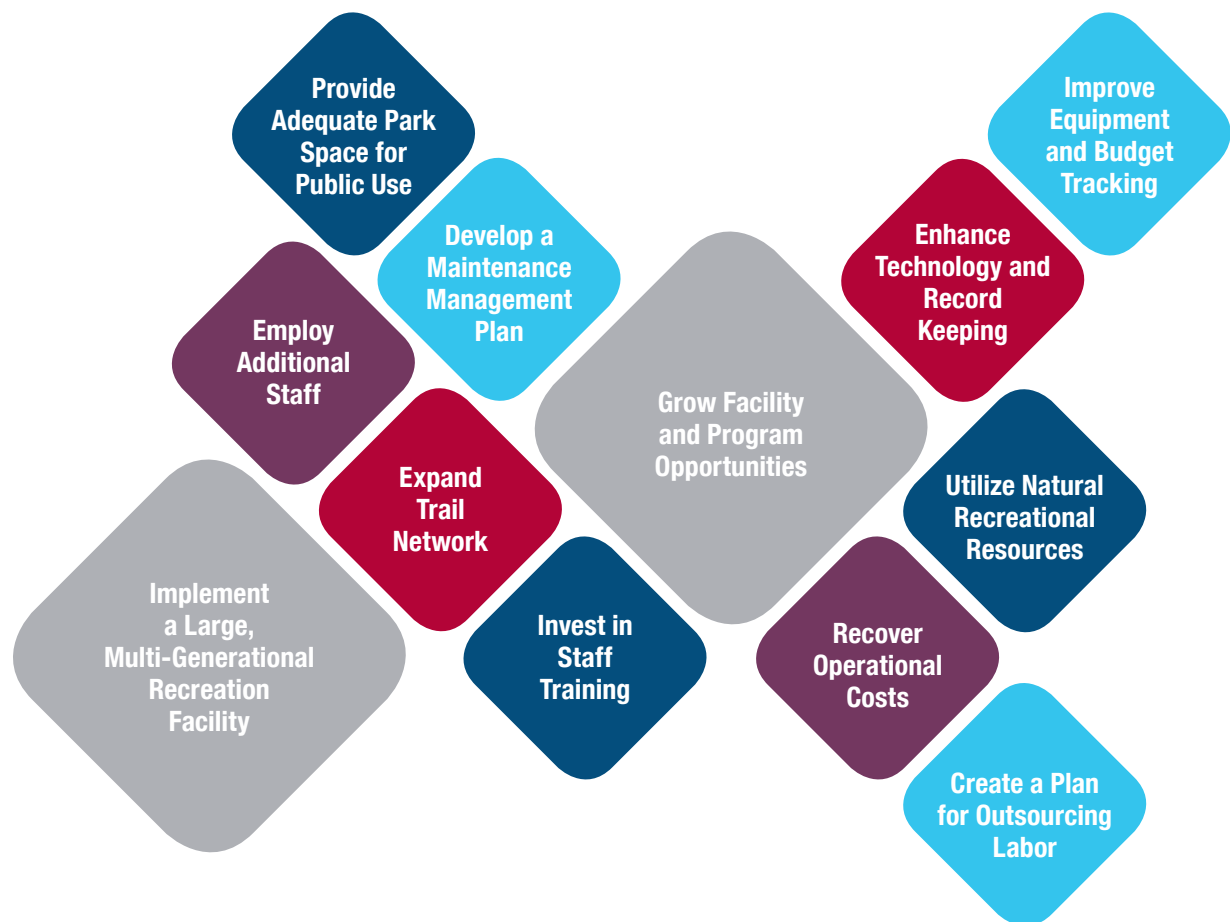
The Parks and Recreation Department desires to add facilities and parks to meet the demand of the public, but increasing the number of maintenance and operations staff is necessary to keep up with the demand created by adding more assets. Beyond simply adding more Parks and Recreation facilities, the City needs to provide the right type of facility in the right location, particularly in areas currently underserved. And, as various sports or activities fall into or out of favor or new entertainment options emerge, the system will need to be flexible and agile to cater to these changing desires to continue to remain a valued part of the community.

MANAGING OPERATIONS AND PLANNING

The City of Clarksville is growing, and with this growth needs to come new recreational opportunities for residents. As the Parks and Recreation Department adds employees, parks, facilities, and programs to its existing infrastructure to meet this increased demand, it is vital that the system deploy a management plan for both current and future parks and recreation facilities. Being intentional in proactively projecting the future growth of the City and the Department will allow Parks and Recreation to operate and maintain growing facilities without major deficiencies.

OBJECTIVES FOR SUCCESS

To overcome some of the challenges outlined in the previous sections and to respond to the identified needs established in this chapter, the Clarksville Parks and Recreation Department should prioritize 12 Objectives for Success. This list is not in order of priority, but is meant to be a comprehensive list of improvements for the Parks and Recreation Department to consider. Priorities are explored further in Chapter 5, Strategic Implementation Plan.



1. PROVIDE ADEQUATE PARK SPACE FOR PUBLIC USE

By analyzing park types and locations, it was made clear to the consulting team that many areas within the City of Clarksville do not have adequate park facilities within an appropriate distance. Downtown Clarksville is by far the most served area, but has some of the lowest populated wards. It is essential to provide additional parks in the north and east portions of the City, including wards 1, 3, 8, 10, and 12. It should be a priority to focus on mini, neighborhood, and community park expansions to these areas to better serve residents.

Using NRPA's baseline of 10 acres per 1,000 residents using today's population of 150,287, the Clarksville system would need to grow in acreage to provide an adequate amount of park space available, growing from 1,109 acres to 1,503 acres. To meet the NRPA baseline using the 2027 projected Clarksville population (185,947), the recommended acreage of park space is 1,860. Providing 1,860 acres would allow Clarksville to meet the baseline of 10 acres per 1,000 residents in 2027. More detailed information for additional acreage per park type is in Chapter 5, Strategic Implementation Plan.

2. GROW FACILITY AND PROGRAM OPPORTUNITIES

The Parks and Recreation Department offers an impressive array of facilities and programs for its residents. Many program types are provided for multi-generational groups, spread across the calendar year and locations throughout the City. New programs are continuously added, as less participated programs are phased out. Based on public input and national and local trends, it is recommended Clarksville continue popular programs and events, including movies in the park, fitness and aquatic programs, outdoor recreation, and sport activities such as basketball, golf, soccer, and baseball/softball.

As the population of Clarksville continues to grow, the Parks and Recreation Department should consider expanding the recreation centers to accommodate resident needs, meaning investing in enhanced fitness centers, meeting/computer rooms, and basketball/gym facilities.

3. **EXPAND OUTDOOR RECREATIONAL FACILITIES**

There has been a large need for additional outdoor recreational facilities in the City of Clarksville. Specifically, soccer/multi-purpose fields and ball diamonds have been heavily used and not all requests for use have been met due to the lack in number of facilities. Comparing Clarksville to the peer agencies, Clarksville falls behind in each recreation facility type. Peer agencies average 1 multi-purpose field per 10,000 residents, and average 1 ball diamond per 6,000 residents. In order for Clarksville to meet this median using the projected 2027 population of 185,947, it is recommended that an addition of 9 multi-purpose fields that can be used for soccer, and 20 ball diamonds be implemented over the next 10 years. These recreation expansions will better equip the Clarksville Parks and Recreation Department to meet the demands of the future population of the City.

4. **IMPLEMENT A LARGE, MULTI-GENERATIONAL RECREATION FACILITY**

It was made clear that a large, multi-generational recreation center needs to become a reality through this comprehensive planning effort. As the City considers an indoor recreation option, this document should be used to review community needs, as well as national and local trends in activities and programs. The location for such a facility will need to be evaluated. Clarksville is an expansive city, making it necessary to hold a large recreation facility centrally located, making it easily accessible to all City residents. As the population expands, the needs of the City's residents will grow with it. There is limited expansion growth of the existing recreation centers around the City, creating a need for a new large, multi-generational facility.

5. **EXPAND TRAIL NETWORK**

When comparing peer agencies' trail network length, Clarksville has 34.25 miles less than average. At 0.05 trail miles per 1,000 residents, this is the lowest service among the peer agencies. The Parks and Recreation Department should aim to have 0.25-0.5 trail miles per 1,000 residents. Projecting for the 2027 population of 185,947, it is recommended that Clarksville expand their trail system to between 38-93 miles. This expansion will ensure an adequate amount of trail for new residents. Clarksville should aim to utilize natural waterways and natural areas to expand the trail system, providing an alternative mode of transportation to residents, while also enhancing outdoor recreational experiences. The 2014 Greenway and Blueway Master Plan should be referenced to select trail locations.

6. UTILIZE NATURAL RECREATIONAL RESOURCES

The Cumberland River provides such a unique opportunity for the Clarksville Parks and Recreation Department. The Department should aim to take better advantage of this water feature and provide additional canoe, kayak, and boat launch points that are easily accessible for residents and visitors, along with designated fishing opportunities and nature learning experiences and activities. The 2014 Greenway and Blueway Master Plan should be referenced to assess Blueway growth opportunities.

7. EMPLOY ADDITIONAL STAFF

In order to successfully add to the existing park and trail network, programs and facilities, and natural resources, it is vital to begin employing additional staff members to help maintain the park land. Based on current budgetary constraints and staff training needs, the consulting team determined that NRPA's ideal of 1 FTE per 12 acres for maintenance staff is currently unattainable; however, the City should strive to maintain a FTE to acreage ratio of 1:18. This would require the City to add 6 new full-time maintenance staff. Over time, the Department should work toward realizing NRPA's ideal, which with the current 888 acres of maintainable park land under its purview would require an additional 30 employees. This metric should be revisited and staffing recalibrated based on the total acreage in the system on an annual basis. Should the City provide the recommended park acreage of 1,860 by the year 2027, the Department should aim to acquire an additional 65 maintenance employees.

In addition to maintenance staff, it was discovered through employee surveying that there is a need for an additional marketing person to help with advertisements and promotional materials for the Parks and Recreation Department. It is also recommended with the future addition of a multi-generational, indoor aquatic facility that an additional full-time marketing staff person is hired to help maintain facility program outreach and promotion.

8. INVEST IN STAFF TRAINING

To regulate outsourced labor, Clarksville Parks and Recreation must invest in their staff experience. Staff should be aligned to complete tasks based on their abilities; where there are deficiencies or gaps, staff should be trained so that they are able to complete an array of assignments. Specifically, supporting staff to become certified in turf management/irrigation, electrical, and plumbing, as well as cross-training younger staff so they can develop over their career. The Parks and Recreation Department should develop an annual training program to keep staff sharp on the latest protocols and techniques, which could result in a more fulfilled staff who feel valued within the system, hopefully reducing the amount of turnover in the Department.

9. DEVELOP A MAINTENANCE MANAGEMENT PLAN

The City should determine its true cost of existing elements before it considers adding additional acreage into the system. This assessment is part of developing a maintenance management plan. This planning process is important to define how Clarksville will maintain its parks, open space, aquatic facilities, buildings, trails, and natural resources. To appropriately develop this plan, it is recommended that the City solicit the help of an outside consultant who specializes in this type of planning to help guide the City objectively to develop a plan that will define its maintenance processes and operations for years to come.

In addition to basic operations and functions, the maintenance management plan should identify private and/or public partnership opportunities for funding and other support and define a protocol for implementing these tools.

10. IMPROVE EQUIPMENT AND BUDGET TRACKING

The consulting team heard from the staff interviews that the Clarksville Parks and Recreation Department currently uses a maintenance software system called Qware. The Department's staff generally likes this system; however, it can be overwhelming at times to keep up with the demand of jobs, which is also tied to the issue of the amount of staff within the Department. Any streamlining that can be done to this system or the process for inputting information/updating/maintaining its data should be explored and implemented.

The Qware software may also be used for equipment tracking and site conditions. Currently, the City is in a reactive mode when needing to replace outdated or obsolete equipment, such as trucks, mowers, and other major utility equipment, with mid-high costs. To adequately plan for these expenses, the Parks and Recreation Department should track aging equipment and site conditions to set aside enough funds for future upgrades/replacements. For example, if the City purchases a tractor with a 10-year life-span, this piece of equipment should be logged into the Qware system and the budget in 10 years should have a line item to reflect the purchase of a new tractor to replace it.

The Parks and Recreation Department currently creates sub-budgets within the system's overall maintenance budget that allocate funds per park or facility to more accurately track costs. These improvements to equipment and budget tracking should be looked at in further detail as part of the Maintenance Management Plan.

11. ENHANCE TECHNOLOGY AND RECORDKEEPING

The Clarksville Parks and Recreation Department should explore ways to incorporate technology to simplify some of its processes and procedures. For example, using a tablet while working in the field would allow staff to be able to automatically insert staff schedules, maintenance updates, facility inspections, maintenance time (and rescheduling of maintenance), and material needs into the appropriate database or program. This saves input time and helps to ensure that nothing falls through the cracks because technology is always at staff's fingertips. In addition, when the Department hires adequate staff, regular facilities maintenance will be possible, and the technology system can help manage the organization of this larger team.

12. CREATE A PLAN FOR OUTSOURCING LABOR

Based on budget and time constraints, outsourced or contracted labor is a necessary option to maintaining the Parks and Recreation system. Hiring more staff and properly training them will allow the Department to outsource for specific reasons, not just when the Park's staff is overwhelmed or does not have the ability to do a task because of lack of skill, time, or availability; however, the Department needs a more strategic and thoughtful process to determine when and for what task to outsource labor so that it is for a consistent purpose.

Currently, the City only outsources 2% of its maintenance and operations work and staff have indicated a preference for outsourcing mowing and construction project management. As a part of the maintenance management plan a labor outsourcing plan should reflect these preferences as well as consider other tasks that can be outsourced as the system grows to free-up trained City staff to maintain park assets.

This labor outsourcing plan should also consider creative or alternative means for maintaining park land and facilities, beyond contract labor. For example, the Parks and Recreation Department should develop a program for volunteers to support the maintenance and enhancement of the system.

13. RECOVER OPERATIONAL COSTS

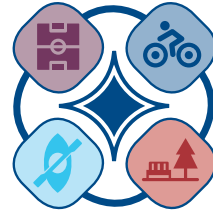
Clarksville is trailing benchmark agencies in most metrics analyzed and is limited in its capacity to deliver services. A key performance indicator that will be important to track and improve on over time is operational cost recovery. Elevating cost recovery levels from the current 22% to a benchmark-leading status would greatly improve the health of the system. Recovering a more sustainable level of operations as a larger goal would also result in stronger positioning among benchmark peers for many other performance metrics.

Comparing the peer agencies, the Department is currently operating with approximately 43% less budget and staff for 43% less maintained acres. When looking at these metrics, it seems to correlate, less acres maintained means less need for budget dollars and staff; however, when taking into consideration the City population and FTE comparisons, Clarksville is lacking in the number of acres it provides to its residents, and the number of staff per resident. The peer agencies have similar populations, but Clarksville has an average of 676 less maintained acres and 99 less FTEs. It is important to recover operational costs in order to invest back into the system, increasing future funding and maintenance costs for the Department.

It is important for the Department to look at including fees or increasing existing fees to various programs. Looking at the public survey responses, only 1% said that more affordable or free attendance would make them more likely to use park facilities and programs. The peer agencies with successful recovery costs tend to charge for most of the programs and activities they offer. This will aid in the total operational recovery costs, enabling the Department to provide an improved experience and atmosphere.



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CLARKSVILLE

Public Spaces Master Plan



4

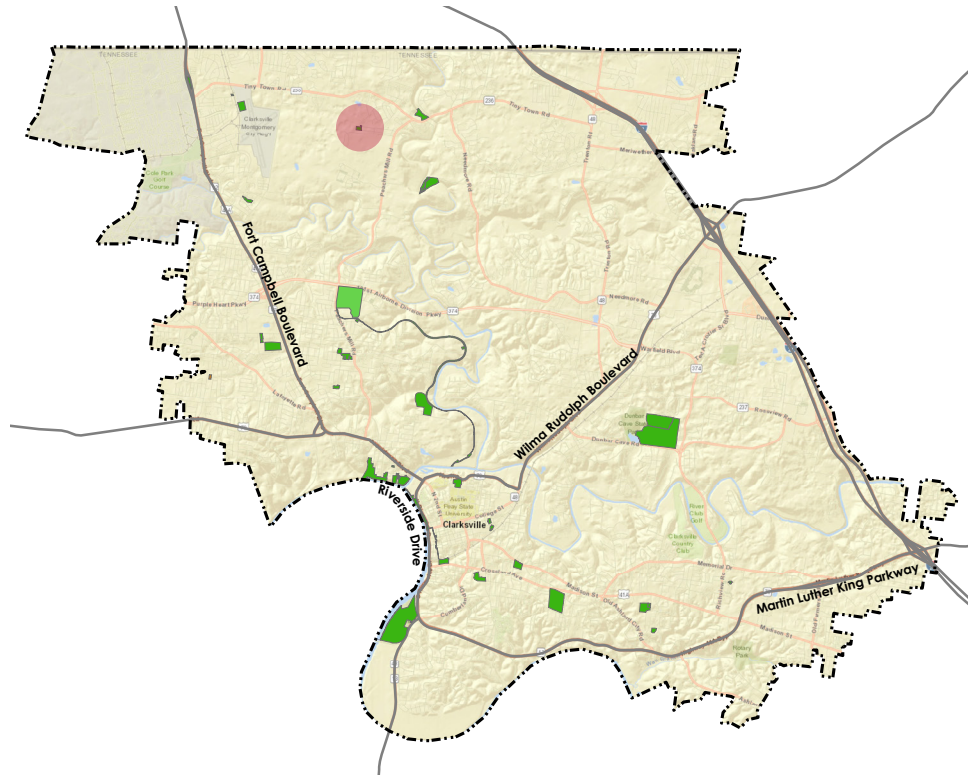
PARKS ASSESSMENTS

1 Ashton Park

3270 N. SENSENEY CIRCLE



Ashton Park is located within the Ashton Place neighborhood in North Clarksville. The park is the perfect place for residents to enjoy fresh air with its playground, 0.25-mile loop walking trail, picnic pavilion, and open green space. The park has a small paved parking lot with an accessible parking space and a bike rack. The pavilion offers a picnic table and grill. The playground is designed for ages 5-12, is partially lit with mulch surfacing, and includes swing sets.



NEIGHBORHOOD PARK

3 acres

AMENITIES



Walking Trail



Pavilion



Playground

ASSESSMENT

- ☑ Good use of space and appropriate elements for this location and user group
- ☑ Ramp is required to make the playground entrance ADA compliant
- ☑ The grills in pavilion are missing grates
- ☑ Grading work is necessary to prevent water draining toward the playground
- ☑ Portable restroom is screened by privacy fence but is not visually appealing for the park's entrance

RECOMMENDATIONS

SHORT-TERM

- ◆ Improve ADA access throughout the site
- ◆ Provide accessible play structure
- ◆ Install new grill grates

LONG-TERM

- ◆ Install concrete pad for bike rack
- ◆ Provide signage for walking trail distance and educational opportunities
- ◆ Regrade parts of the site to fix drainage issues
- ◆ Repave parking lot

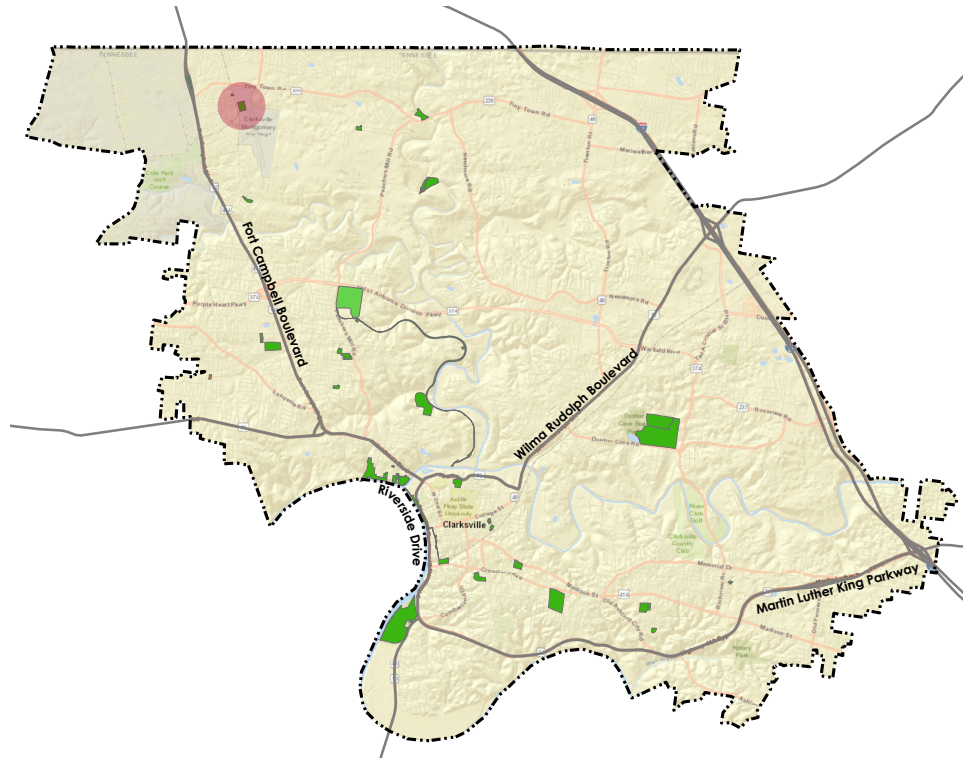


2 Barbara E. Johnson Park

240 OUTLAW FIELD ROAD



Located in the northwest corner of the City near the Clarksville airport, Barbara E. Johnson Park offers a number of recreational options, including two pavilions, playground, nine-hole disc golf course, basketball courts, and a sand volleyball court. With the airport as a back drop, this 10-acre park provides an open green space that offers visitors the option of participating in pick-up games. Other features include a pavilion with picnic tables, a parking lot, and a portable restroom.



NEIGHBORHOOD PARK

9 acres

AMENITIES



Walking Trail



Pavilion



Playground



Disc Golf



Basketball



Volleyball

ASSESSMENT

- ☑ Only about one-third of the site is currently programmed
- ☑ There is potential for the expansion of current uses as well as adding additional uses and facilities
- ☑ Additional vegetation should be planted to buffer some of the airport site and provide shade while leaving unique viewsheds open to the key airport components

RECOMMENDATIONS

SHORT-TERM

- ◆ Provide accessible routes to play equipment and accessible surfacing
- ◆ Repave and restripe parking
- ◆ Improve/define volleyball court edging
- ◆ Improve existing gravel path access to basketball court
- ◆ Replace basketball netting and stripe court
- ◆ Provide better access/location for portable restroom
- ◆ Repair pavilion roof

LONG-TERM

- ◆ Include numbers on disc golf baskets
- ◆ Plant vegetation
- ◆ Upgrade entry signage to match system-wide branded signs
- ◆ Upgrade trash receptacles



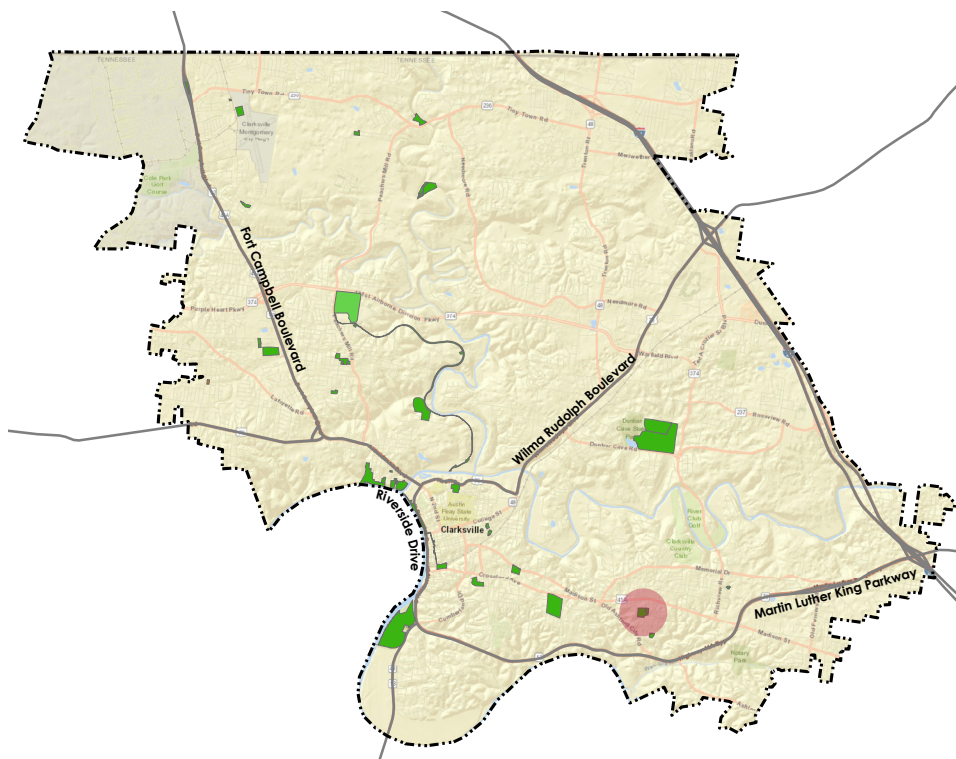
3

Beachaven Swimming Pool & Barksdale Ballfields

390 GAYLEWOOD DRIVE



The City leases this property adjacent to Barksdale Elementary School from the Clarksville-Montgomery County School System. This facility includes a 50-meter swimming pool, splash pad, bath house, pavilion, playground, picnic tables, and four lighted baseball fields leased to and operated by the Clarksville National Little League. The pool and pavilion may be rented for birthday parties and other celebrations.



COMMUNITY PARK

14 acres

AMENITIES



Pool



Baseball



Pavilion



Playground

ASSESSMENT

- ✓ The 50m L-shaped pool is aging, but the concrete surface surrounding the pool is in good condition
- ✓ The children's play area was recently converted to a new splash pad and is separated by a five-foot-tall chain link fence
- ✓ The sidewalk from the parking lot to the pool is in good condition; however, the ramp is not ADA compliant
- ✓ The building is in good condition and serves a variety of uses
- ✓ Three of four fields have crooked wooden poles with lights
- ✓ The dugouts require renovations for ADA accessibility as well as roofing and fence repairs
- ✓ The concession building is in poor condition
- ✓ The bleachers are inconsistent and shade would provide a more pleasant experience for spectators
- ✓ There is ample parking for both the pool and ball fields

RECOMMENDATIONS

SHORT-TERM

- ◆ Repave and stripe the parking lot
- ◆ Provide landscaping around the pool along the eastern side
- ◆ Upgrade bike rack
- ◆ See "Aquatic Facility Pool Audit" in appendix for more detailed improvements

LONG-TERM

- ◆ Provide ADA accessible path of travel from parking to all amenities and upgrade buildings
- ◆ Upgrade bath house and concession building to current building code and accessibility requirements
- ◆ Stabilize and maintain all slopes with retaining walls and ground cover plantings
- ◆ Replace bleachers and add shade structures
- ◆ Repair and update concession building
- ◆ Replace dugout roofs
- ◆ Add landscape buffer around tower fence, add shade trees next to the pool building
- ◆ Provide park with entry sign, consolidate rule signs at entry
- ◆ Enhance building aesthetic
- ◆ Replace wooden light poles with metal poles

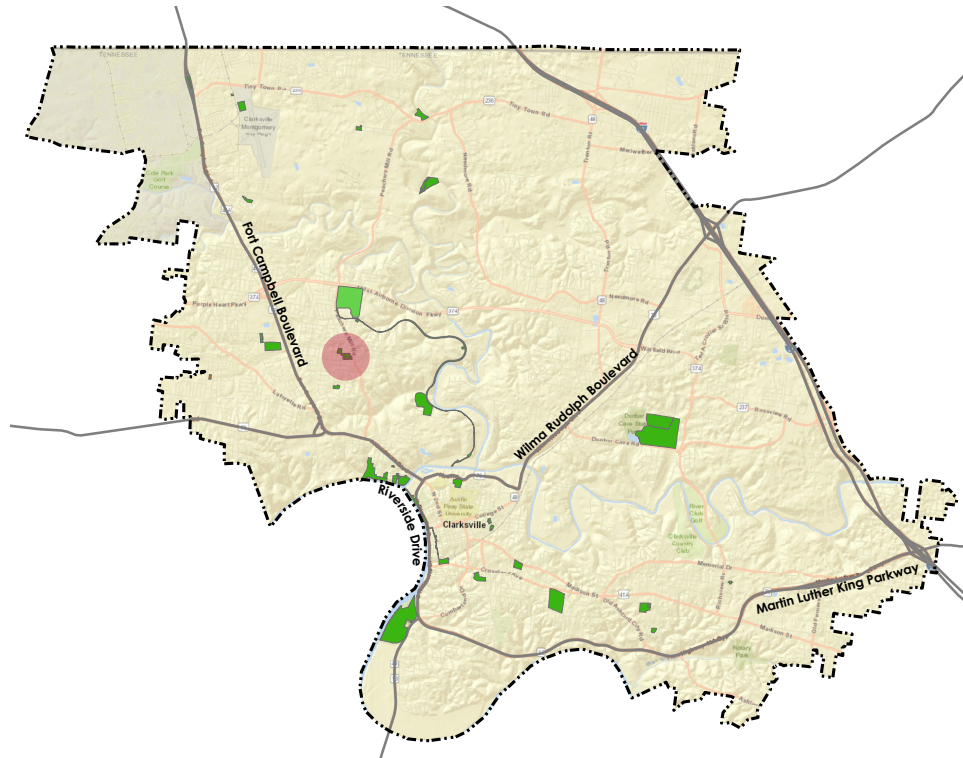


4 Bel-Aire Park & Pool

124 MARIE DRIVE



This 10-acre park's many features include an Olympic-size pool with water slide, baby pool, and bath house which were grant funded. For those who want to stay dry, Bel-Aire offers one multi-use green space area, a basketball pad, a playground, a half-mile walking trail with benches, two pavilions and picnic tables, and open green space. No matter what activity you enjoy, Bel-Aire Park has something for everyone.



COMMUNITY PARK

10 acres

AMENITIES



Pool



Basketball



Pavilion



Playground



Walking Trail

ASSESSMENT

- ✓ A new playground was recently installed
- ✓ The trails are in good condition
- ✓ The basketball court and goals are in good condition, but lack striping to indicate free throw lines/boundaries. Erosion along the pad edges creates a tripping hazard and prevents grass and groundcover from establishing at the lot's edge
- ✓ Site lacks pedestrian access between park elements

RECOMMENDATIONS

SHORT-TERM

- ◆ Provide ADA accessible path through the park to connect all elements
- ◆ Place curbs or wheel stops around parking lot to keep vehicles from driving off the edge
- ◆ Repair all eroded areas and edges of pavement by adding topsoil and grass seed
- ◆ Stripe basketball courts
- ◆ See "Aquatic Facility Pool Audit" in appendix for more detailed improvements

LONG-TERM

- ◆ Provide park entry signage
- ◆ Potentially move City skate park to this location
- ◆ Provide additional shade elements
- ◆ Master plan and repurpose pool area

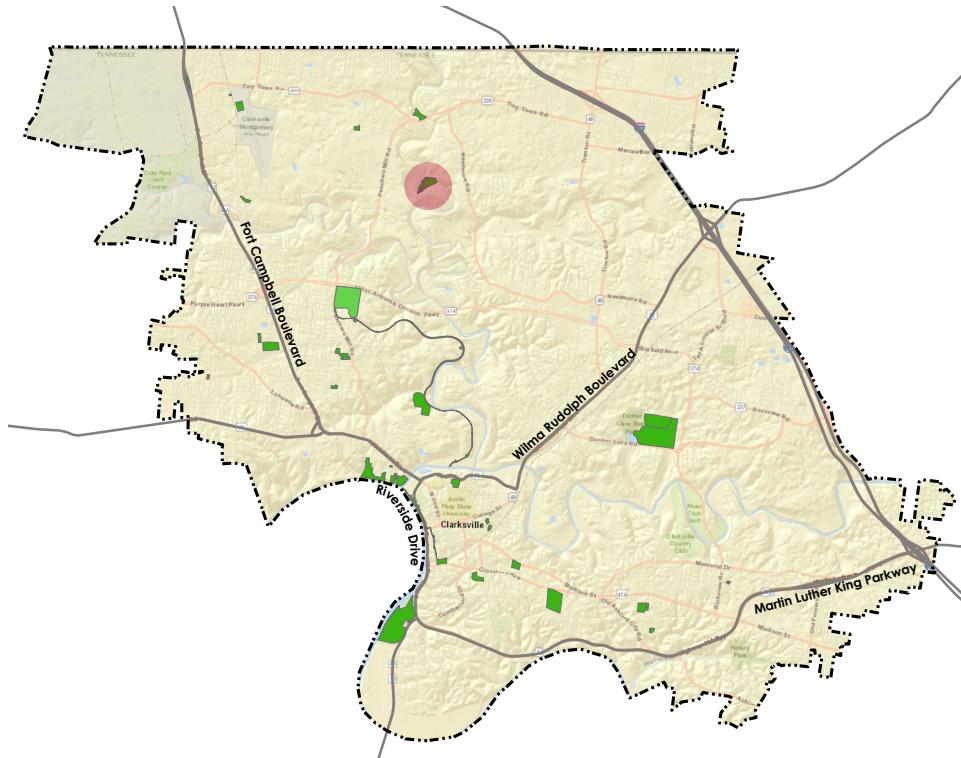


5 Billy Dunlop Park

1930 E BOY SCOUT ROAD



Bounded by the Red River, this park's natural setting features a large pavilion with a stage, open green spaces, a playground, picnic areas, walking trails, and portable restrooms. In addition to the many great amenities, this park provides a great opportunity for local fisherman, as trout are stocked in the West Fork of the Red River. It also hosts multiple events throughout the year, including the Sleep Under the Stars family campout.



COMMUNITY PARK

21 acres

AMENITIES



Walking Trail



Pavilion



Playground



Water Access



Basketball



Venues

ASSESSMENT

- ☑ Used by the Boy Scouts for camping and other activities, but is still available to the general public
- ☑ The pavilion is in poor condition, easily accessible from the entry drive, and suitable for a variety of groups and activities
- ☑ Playground is in decent condition but showing wear; access does not meet ADA standards
- ☑ The basketball court is not striped and has holes in the pavement that are tripping hazards
- ☑ Some lighting is available for safety
- ☑ Several easily accessible picnic tables with grills are available and placed on concrete pads for ease of maintenance
- ☑ The open space is in good condition and maintained well
- ☑ Wooden kiosk is in poor condition
- ☑ The bridge to the greenway is in good condition

RECOMMENDATIONS

SHORT-TERM

- ◆ Resurface the playground with an ADA- and ASTM-approved safety surface
- ◆ Repair roof shingles where needed
- ◆ Provide ADA access for playgrounds
- ◆ Improve basketball paving and striping
- ◆ Add basketball hoop on opposite end and add new net to existing hoop
- ◆ Replace damaged railing near bridge
- ◆ Pave gravel parking area
- ◆ Upgrade restrooms to be ADA compliant, including new fixtures and stall doors

LONG-TERM

- ◆ Provide ADA accessible alternatives to riverbank
- ◆ Improve canoe launch area and parking lot
- ◆ Stabilize bank erosion
- ◆ Pave gravel parking area, repave and restripe drive, and improve paved trail surface

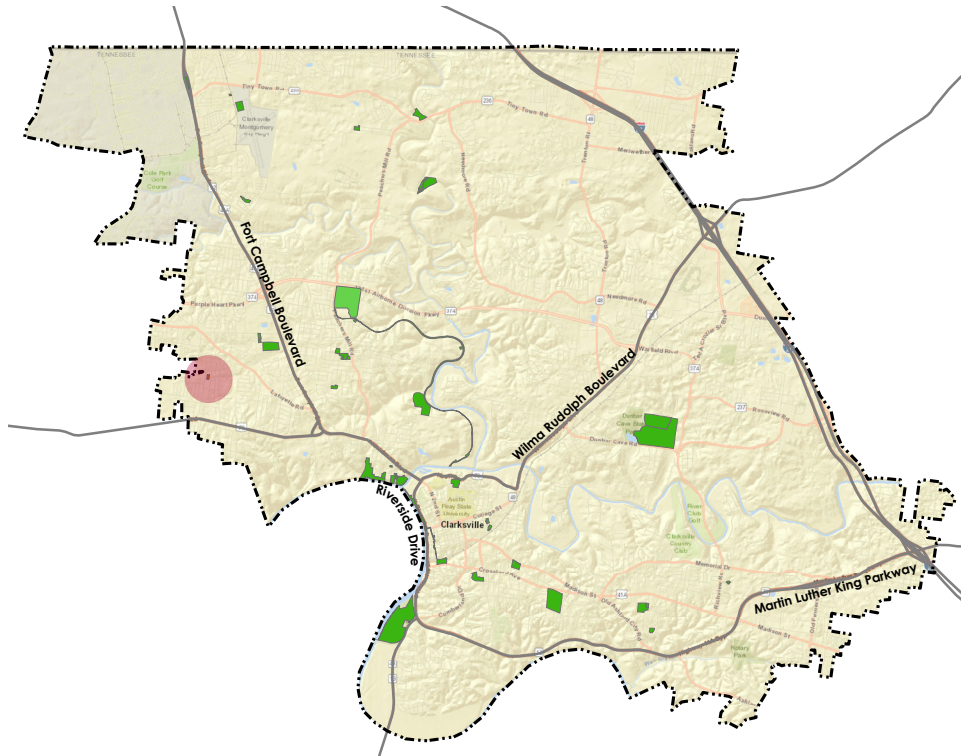


6 Burchett Park

520 ROSELAWN DRIVE



Located on Roselawn Drive in northwest Clarksville, Burchett Park is a quaint neighborhood park offering shaded play equipment, basketball and volleyball facilities, open play areas, and a picnic shelter with grills.



NEIGHBORHOOD PARK

1 acre

AMENITIES



Basketball



Pavilion



Playground

ASSESSMENT

- ✓ Parking, including handicap-accessible spaces, is provided at two lots—one at Roselawn Drive and one at Donna Drive
- ✓ There is currently no restroom facility
- ✓ A pea gravel and mulch trail connects both parking lots and the playground
- ✓ The playground includes two play structures and a swing set and is almost ADA compliant
- ✓ The basketball court, pavillion, picnic area, and grills are in good condition
- ✓ The open play area near Donna Drive has a raised sewer manhole (about 8 inches above the surrounding grade) which is a safety concern

RECOMMENDATIONS

SHORT-TERM

- ◆ Pave trails to be accessible
- ◆ Improve entrances to playground facilities for ADA accessibility and provide accessible playground amenities and surfaces
- ◆ Fill around manhole and seed
- ◆ Stripe basketball court
- ◆ Repair metal fence
- ◆ Repair holes in Donna Drive parking lot

LONG-TERM

- ◆ Add park signage closer to road

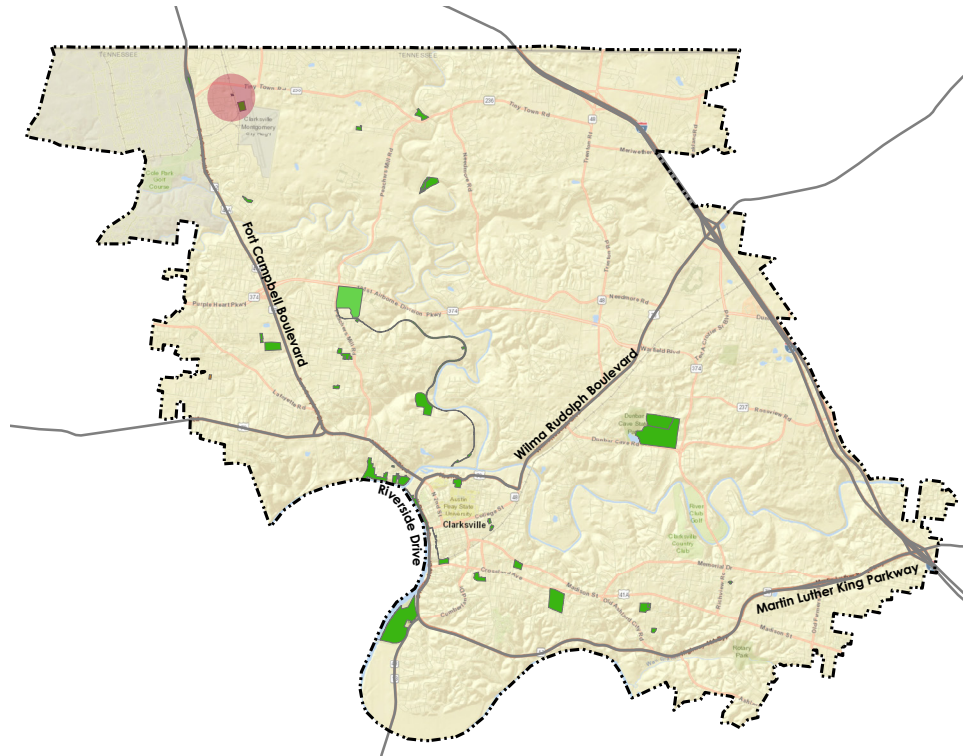


7 Burchwood Park

2608 BURCH STREET



This 0.5-acre, quaint neighborhood park near the Clarksville Regional Airport offers a newer, colorful playground structure, a basketball court, open play areas, a portable restroom, and picnic tables.



MINI PARK

0.5 acres

AMENITIES



Basketball



Pavilion



Playground

ASSESSMENT

- ✓ Playground area needs ADA-compliant access
- ✓ Access could be improved by adding a trail to pavilion area

RECOMMENDATIONS

SHORT-TERM

- ◆ Clear brush and debris near fence
- ◆ Improve damaged fencing
- ◆ Stripe basketball court and repair damaged pavement
- ◆ Provide ADA access into playground

LONG-TERM

- ◆ Provide seating areas and shade trees near basketball court
- ◆ Replace older picnic table



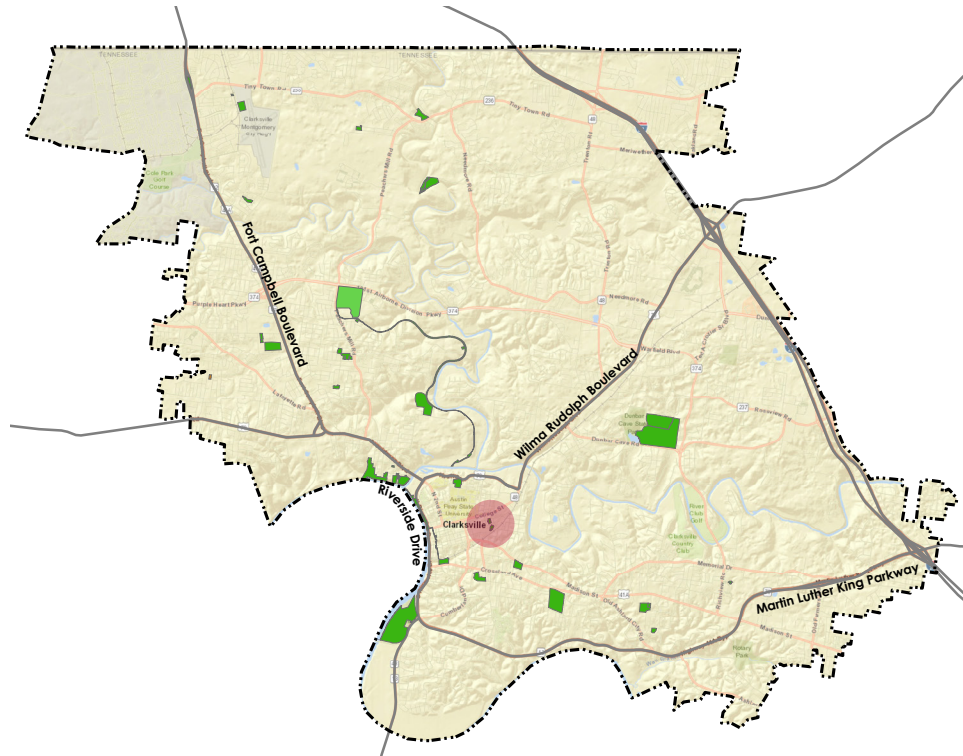
8

Burt-Cobb Recreation Center

1011 FRANKLIN STREET



Clarksville's Burt-Cobb Recreation Center is a facility that hosts after-school programs, fitness classes, and youth/adult sports leagues. The center includes a gym, fitness center, enrichment classes, game room, meeting room, and stage - providing space for a wide range of community activities for all ages.



SPECIALTY PARK

2 acres

AMENITIES

Recreation Center

ASSESSMENT

- ☑ Center provides a range of programs for all age groups and has an appropriate selection of facilities
- ☑ Center is well maintained and great care is taken to ensure that equipment is in good condition
- ☑ The gymnasium floors and equipment are in good condition and well maintained
- ☑ The game room has equipment for table tennis, pool, and cards
- ☑ The meeting room and its stage are in good condition and well-designed to suit the needs of its users
- ☑ Center could benefit from renovations and enhancements
- ☑ Consideration should be given to expanding the entry area to create space for people to gather before/after attending programs

RECOMMENDATIONS**SHORT-TERM**

- ◆ Upgrade building accessibility

LONG-TERM

- ◆ Update and expand the weight room and game room
- ◆ Replace worn tables and older equipment
- ◆ Expand the entry area

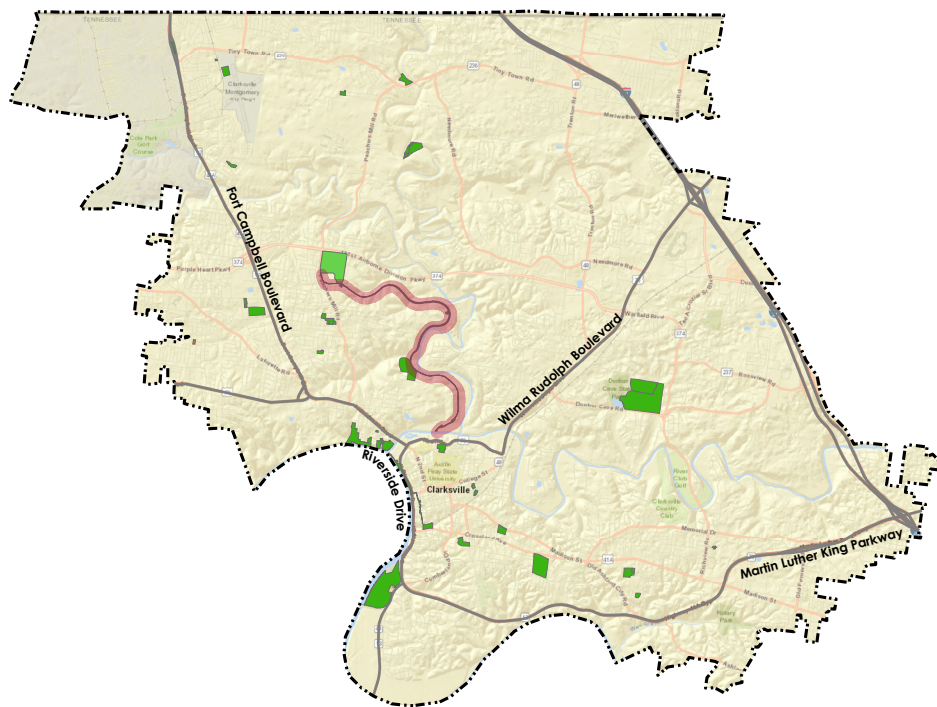


9 Clarksville Greenway

TRAILHEADS AT HERITAGE PARK,
MARYS OAK DRIVE, POLLARD
ROAD, AND HERITAGE
PARK



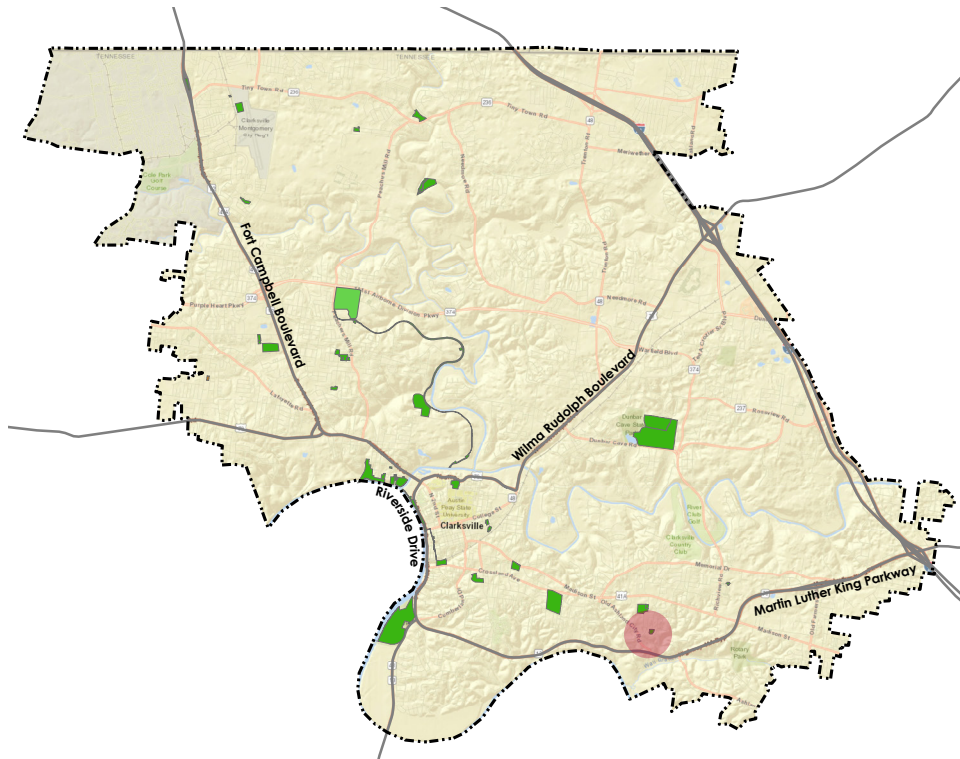
The Clarksville Greenway, part of the Rails to Trails initiative, is known for both its environmental stewardship and popularity among citizens. Residents can enjoy the approximately 9-mile walking and biking trail, including the unique Raymond C. Hand Pass, a 600-foot pedestrian bridge. Situated along the West Fork of the Red River, the greenway preserves a natural space for alternative transportation in central Clarksville. The Clarksville Greenway not only provides protection for native plant and animal species, but also supports a healthier environment for citizens.



10 Coy Lacy Park

105 CANTERBURY ROAD

Coy Lacy Park is near the Ashland Hills, Beacon Hills, and Hillview Estates neighborhoods. As Clarksville's prototype for new neighborhood parks, it was constructed in 2000 and was designed to meet national safety standards. The park includes a picnic pavilion, a playground, a baseball/softball backstop, open spaces, and a 0.25-mile walking trail.



NEIGHBORHOOD PARK

3 acres

AMENITIES



Walking Trail



Pavilion



Playground



Softball

ASSESSMENT

- ☑ The facilities were constructed to be fully ADA compliant
- ☑ Portion of playground was closed pending repairs
- ☑ Portable toilet is a good temporary solution but should be screened better aesthetically

RECOMMENDATIONS

SHORT-TERM

- ◆ Maintain edging and playground mulch to be ADA accessible
- ◆ Restripe parking lot
- ◆ Fix walking trail as well as rubber squares leading up to playground to be fully ADA compliant

LONG-TERM

- ◆ Upgrade playground equipment
- ◆ Screen red fence or build new one
- ◆ Provide screening for portable restrooms



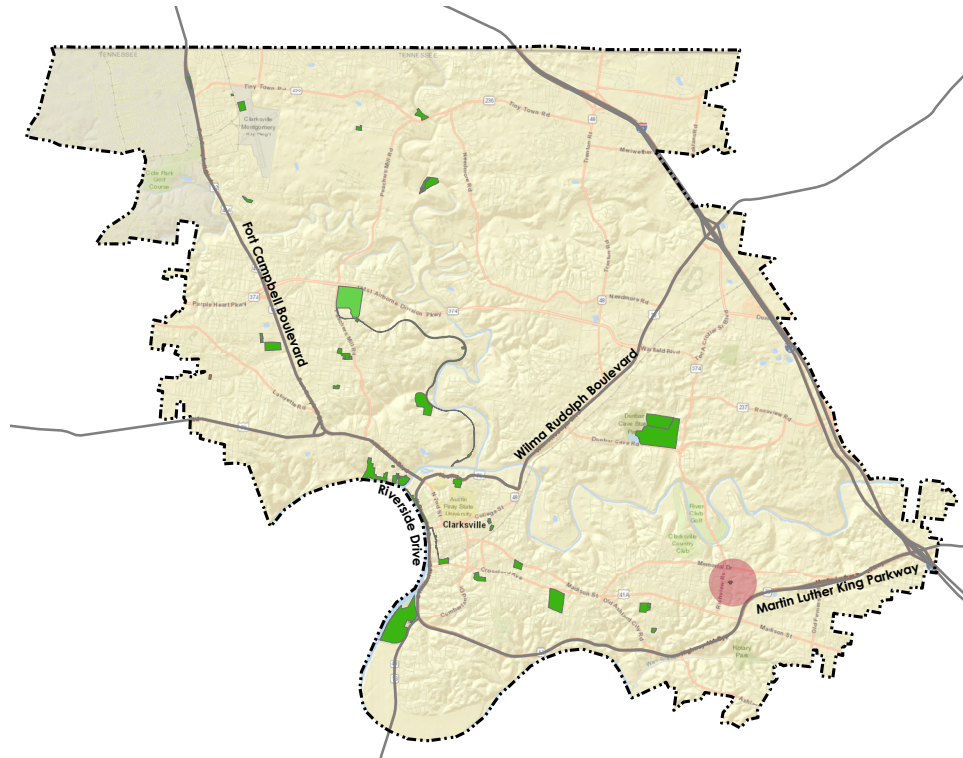
11

Crow Recreation Center

211 RICHVIEW ROAD



Located between Clarksville High School and Richview Middle School, Crow Recreation Center features a gymnasium, racquetball court, fitness center, game room, and meeting room. The facility offers a wide range of community activities including sports, fitness, and enrichment programs.



SPECIALTY PARK

1 acre

AMENITIES



Recreation Center



Venues

ASSESSMENT

- ☑ Does not get as much attendance as Kleeman Community Center
- ☑ Single block construction
- ☑ Some water leaking
- ☑ Meeting room can be rented out
- ☑ The racquetball court is rarely used, will be repurposed for fitness area, and existing fitness area will be used for studio fitness classes
- ☑ There is a lack of storage—only one small room and outdoor storage box
- ☑ Visitors feel the rock wall is not high enough; therefore, it is not used much
- ☑ A more comprehensive use plan should be developed for the community garden to benefit existing programming

RECOMMENDATIONS

SHORT-TERM

- ◆ Implement additional programming. A balance should exist between free and fee-based offerings for all ages
- ◆ Improve community garden space and location

LONG-TERM

- ◆ Increase storage space for staff
- ◆ Increase height of rock wall

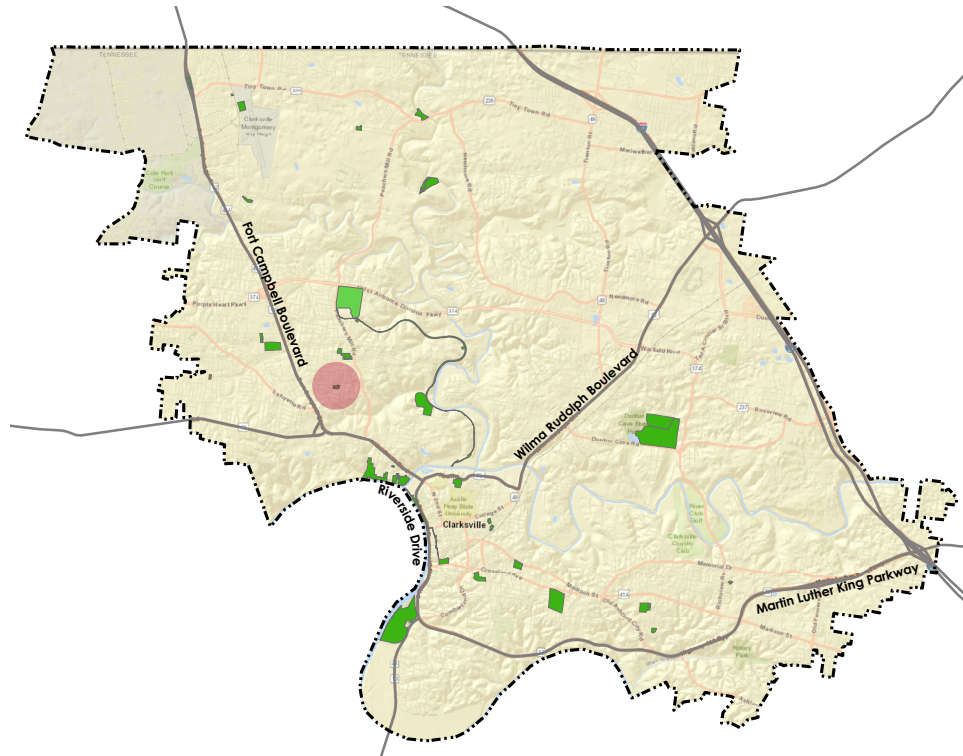
CROW RECREATION CENTER

12 Dalewood Park

6 DALEWOOD DRIVE



Nestled in the established Northwood Terrace neighborhood, Dalewood Park encompasses three acres of recreational space, featuring a playground, pavilion, backstop, open green space, and quarter-mile walking trail.



NEIGHBORHOOD PARK

3 acres

AMENITIES



Pavilion



Playground



Baseball



Walking Trail

ASSESSMENT

- ✓ Pavilion is in good condition
- ✓ Picnic tables are new
- ✓ Swing set is bent
- ✓ Walking trail is in good condition
- ✓ Existing light near playground needs to be replaced
- ✓ Sink holes opening up near swingset and playground are a growing concern

RECOMMENDATIONS

SHORT-TERM

- ◆ Enhance curb ramps up from parking lot

LONG-TERM

- ◆ Add bike rack near entrance
- ◆ Replace pedestrian lighting, add additional lighting
- ◆ Update entrance sign

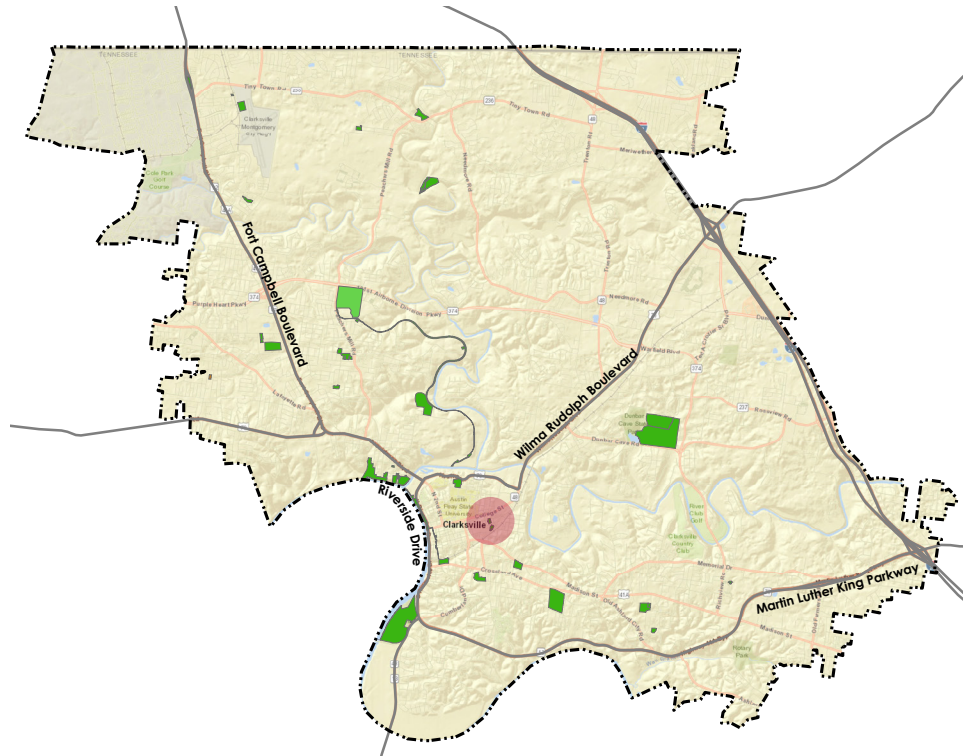


13 Dixon Park

117 S. TENTH STREET



A great place to play, Dixon Park's amenities include tennis courts, a splash pad, two pavilions (available for rent), a basketball pad, a playground, and an amphitheater. This is an urban park located on Tenth Street, near the L&N Train Station.



NEIGHBORHOOD PARK

2 acres

AMENITIES



Pavilion



Playground



Basketball



Venues



Interactive Fountain



Tennis

ASSESSMENT

- ☑ The current facilities are in very good condition
- ☑ Recently seeded areas were not properly prepared before applying hydro-seed—small stones and rocks were not removed prior to seeding and continued maintenance (raking) will be required until the stones are removed

CHAPTER 4 PARKS ASSESSMENTS

RECOMMENDATIONS

SHORT-TERM

- ◆ Provide bleachers or benches at the basketball/tennis court
- ◆ Add ADA parking at Commerce Street
- ◆ Address concrete settling at amphitheater at upper walk
- ◆ Stripe parking adjacent to garage building
- ◆ Restripe ADA parking on 10th Street
- ◆ Maintain and upgrade wood trim, wood beams, and exposed steel on building

LONG-TERM

- ◆ Purchase buildings and lots between the park and the Burt Cobb Center as they become available for possible new skate park
- ◆ Build new skate park
- ◆ Upgrade playground
- ◆ Update trash cans
- ◆ Integrate train station across the street
- ◆ Add parking

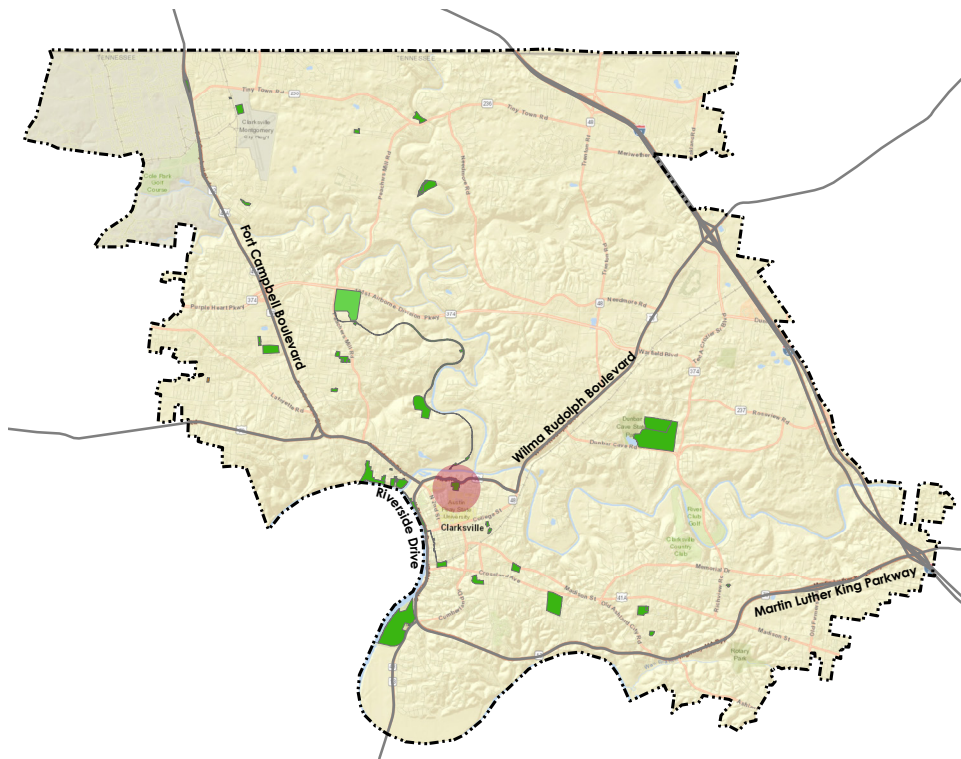


14 Edith Pettus Park

345 FARRIS DRIVE



Situated on nearly 10 acres of land, the Edith Pettus Park provides the perfect location for family fun. With a multifeature splash pad, playground, and sports fields, this park offers space for residents to be active and enjoy the outdoors.



COMMUNITY PARK

9 acres

AMENITIES



Splash Pad



Pavilion



Playground



Athletic Facilities

ASSESSMENT

- ✓ Although the playground meets ADA and ASTM standards, an accessible ramp or sidewalk does not connect the play area to the parking lot
- ✓ Ball field fencing is rusted and bent
- ✓ Bleachers are not installed on concrete pads, creating maintenance issues

RECOMMENDATIONS

SHORT-TERM

- ◆ Cut down dead tree on hill near softball field
- ◆ Improve crosswalk in front of splash pad plaza
- ◆ Trim plants in front of splash pad sign to allow hours of operation to be visible
- ◆ Repair splash pad floor tiles
- ◆ Repair artificial turf on playground
- ◆ Demolish concession building as it is no longer needed

LONG-TERM

- ◆ Redesign and restripe parking layout
- ◆ Upgrade storage building

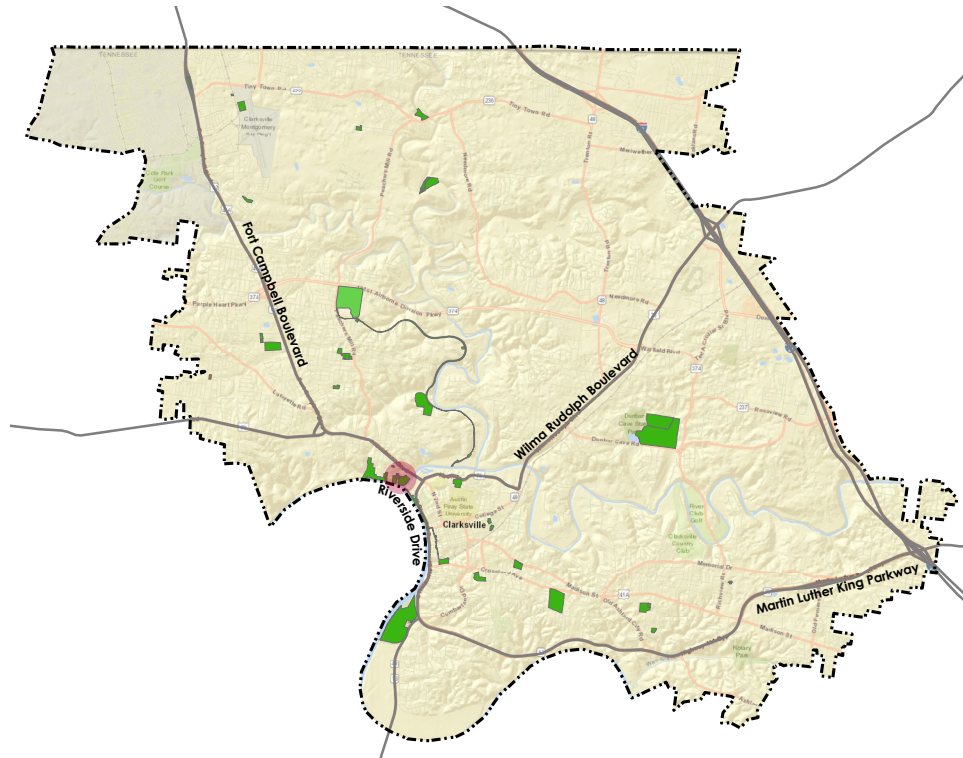


15 Fort Defiance

120 DUNCAN STREET



With a museum, small theater, and gift shop, Fort Defiance Interpretive Center offers an educational experience for Clarksville residents and regional visitors. The mile-long walking trail features a cannon and a natural trail adjacent to the earthenworks. Additionally, the park provides the perfect space for picnicking with picnic tables along the historic trail.



SPECIALTY PARK

19 acres

AMENITIES

Walking Trail



Historic Facilities

ASSESSMENT

- ✓ Great asset to City's park system
- ✓ Some slopes in natural walking trail area need to be stabilized
- ✓ Dead trees need to be removed in fort area and at sign bases
- ✓ Preserves the historic nature of the site very well
- ✓ Currently open seven days a week; move to six days a week with two full-time staff, closing one of the lowest attended days (Monday, Tuesday, or Thursday)

RECOMMENDATIONS**SHORT-TERM**

- ◆ Restripe parking

LONG-TERM

- ◆ Expand awareness of this great regional historic amenity

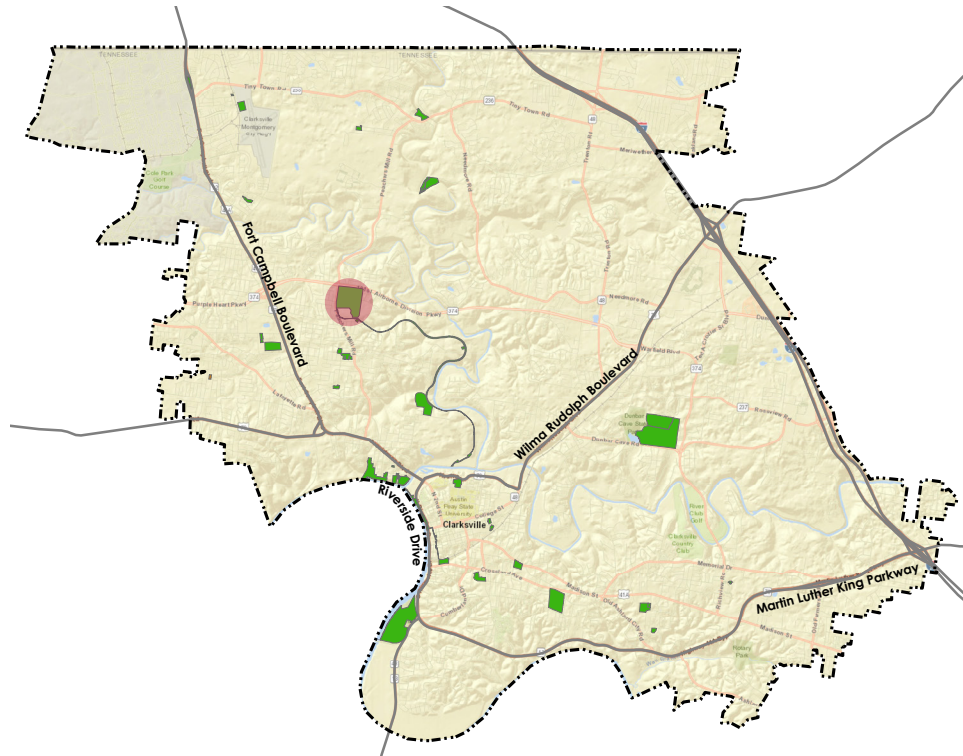


16 Heritage Park

1241 PEACHERS MILL ROAD



Heritage Park Complex is situated on nearly 100 acres adjacent to 101st Airborne Division Parkway and Peachers Mill Road. The park is home to the Heritage Skate Park and the Clarksville Soccer Complex as well as dozens of sports facilities (fields and courts), three playgrounds, a splash pad, a dog park, and three concession/restroom facilities. In addition, the park is adjacent to Kenwood Elementary, Middle, and High Schools.



REGIONAL PARK

99 acres

AMENITIES



Soccer Facilities



Playground



Pavilion



Skate Park



Splash Pad



Softball Facilities

ASSESSMENT

- ✓ Parking lots are in good condition and have controlled entrances, landscaped islands, curbing, and lighting
- ✓ The playground features a large modular element with mulch surfacing and edging
- ✓ The equipment is mulched and edged, but not ADA compliant
- ✓ Mabel Larson Skate Park is not in good condition; needs maintenance of concrete surfacing and surrounding grass
- ✓ Softball complex is in good condition, but needs reseeding, fence repairs, and infield improvements
- ✓ Asphalt paths need maintenance; erosion issues on paths inside complexes
- ✓ Soccer complex: parking area in good condition but has minor pot holes; fields and bleachers in good condition
- ✓ Main pavilion is in good condition and is ADA accessible
- ✓ Fencing around complex needs maintenance
- ✓ Dog Park: parking needs to be restriped and some reseeding
- ✓ Benches, rocks, and multifenced areas are good for all dogs
- ✓ Pavilion is in good shape but has erosion around the edge of the concrete pad
- ✓ Improve dog park water fountain area due to puddling
- ✓ Large playground: parking and wood fence in good condition
- ✓ Water is ponding around edge of large playground equipment
- ✓ Large pavilion, picnic tables, water fountain, lawns areas all in good condition
- ✓ Parking is extremely limited during times of heavy soccer use

CHAPTER 4 PARKS ASSESSMENTS

RECOMMENDATIONS

SHORT-TERM

- ◆ Provide ADA access to amenities
- ◆ Resurface basketball courts and replace netting
- ◆ Repair picnic table near basketball courts
- ◆ Improve eroded walking paths within complexes

LONG-TERM

- ◆ Evaluate removing the skate park from Heritage Park and constructing a new one at an alternate location (possibly Dixon Park). Removing the skate park will open up additional parking which is sorely needed.
- ◆ Improve landscaping around the softball complex
- ◆ Add seating and shade near basketball courts
- ◆ Add shade structures or additional pavilions at soccer fields
- ◆ Renovate interior of soccer building including cabinets and partitions
- ◆ Add remote permanent toilets and pavilions due to high volume of this park
- ◆ Consolidate the temporary sheds into a single, new, permanent storage building
- ◆ Repaint railing and upgrade drinking fountain at skate park
- ◆ Repair outfield fencing at the softball diamonds

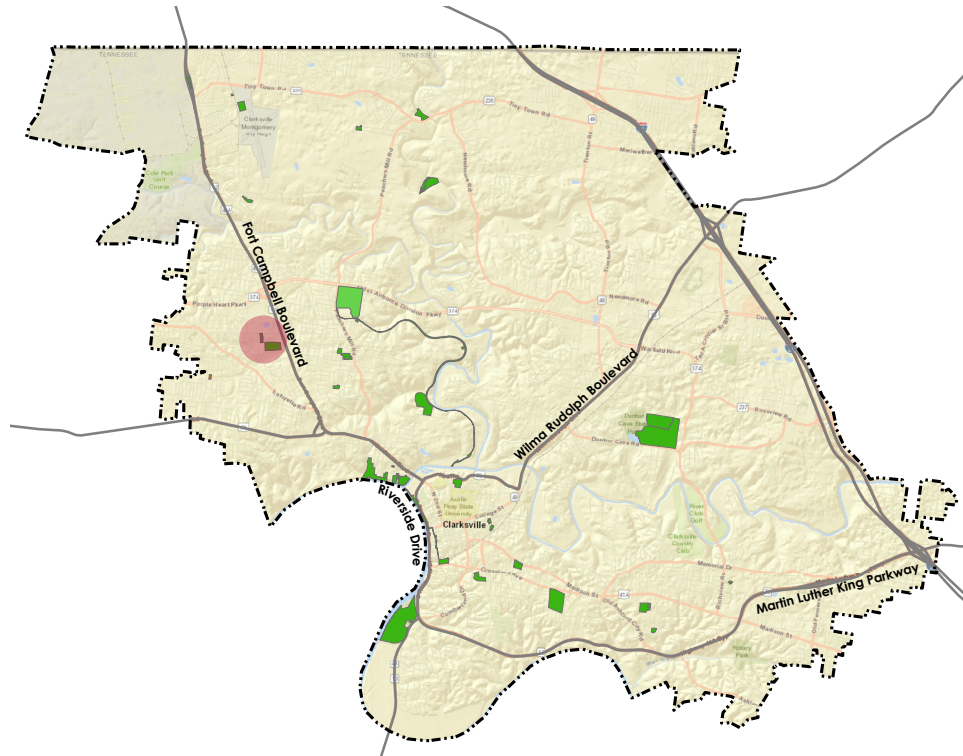
17

Kleeman Recreation Center

166 CUNNINGHAM LANE



Kleeman Recreation Center is a full-service community center offering a full slate of programs for youth and adults, including fitness classes, athletic programs, and after-school activities. The Center features a full-sized gym, game rooms, meeting rooms, and fitness equipment.



SPECIALTY PARK

2 acres

AMENITIES



Recreation Center

ASSESSMENT

- ☑ Center is well maintained and in good condition
- ☑ Building construction is single concrete block, which is not energy efficient or aesthetically pleasing
- ☑ There is new exercise equipment, but the equipment in the weight room as well as the game room tables could be updated or replaced
- ☑ Landscaping at the main entrance is in poor condition
- ☑ Pedestrian circulation through plant beds has caused plantings to die and soil to erode

RECOMMENDATIONS

SHORT-TERM

- ◆ Repair all erosion and ground cover problems
- ◆ Upgrade building accessibility

LONG-TERM

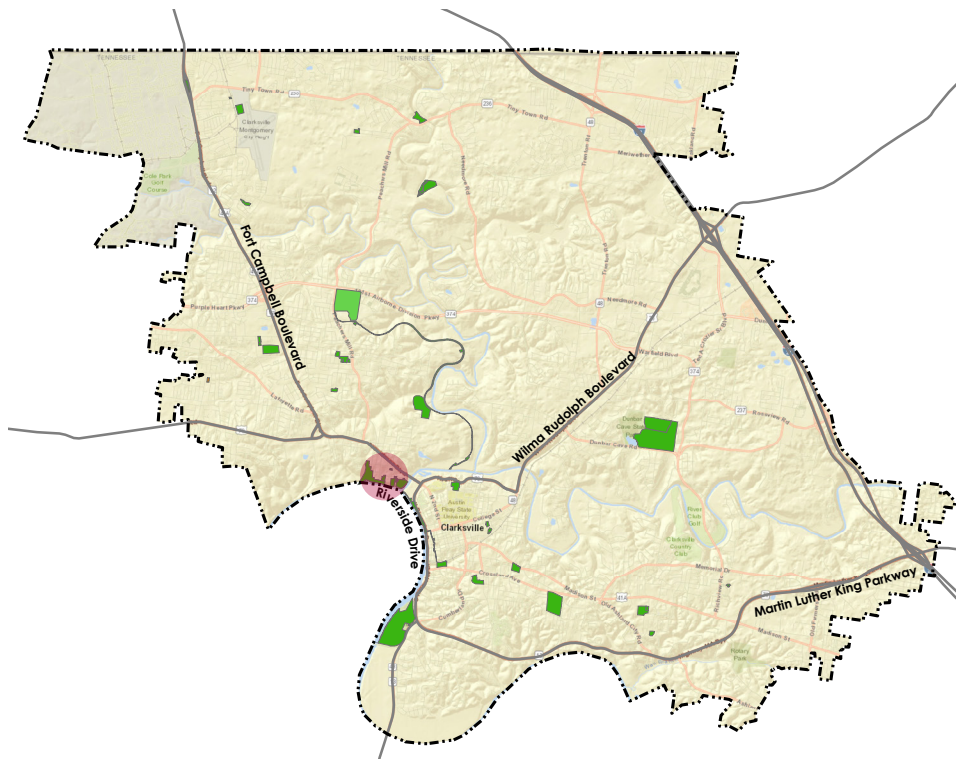
- ◆ Relocate the fitness center into the racquetball court. The existing fitness center room will become studio space for enrichment or fitness classes



18 Lettie Kendall Park

300 A STREET

Named for longtime Montgomery County commissioner and teacher with the Clarksville-Montgomery County School System, Lettie Kendall Park features a splash pad, a picnic pavilion, a playground, and walking trails. The park was funded in part by a grant from the Land and Water Conservation Fund (LWCF), administered by the Recreation Educational Services Division, Tennessee Department of Environmental and Conservation, and a Community Development Block Grant.



NEIGHBORHOOD PARK

2 acres

AMENITIES



Walking Trail



Playground



Splash Pad

ASSESSMENT

- ☒ Pavilion is ADA accessible and in good condition
- ☒ Picnic tables are in good condition
- ☒ Grill should be replaced
- ☒ Splash pad and playgrounds are in good condition
- ☒ Parking lot is in good condition

RECOMMENDATIONS

SHORT-TERM

- ◆ Add a more formal entryway with ramp to playground areas
- ◆ Add more base to playground area to build it up to sidewalk level
- ◆ Upgrade or remove block wall at secondary entrance

LONG-TERM

- ◆ Add signage
- ◆ Repaint pavilion
- ◆ Restrooms to be added using CBDG funding

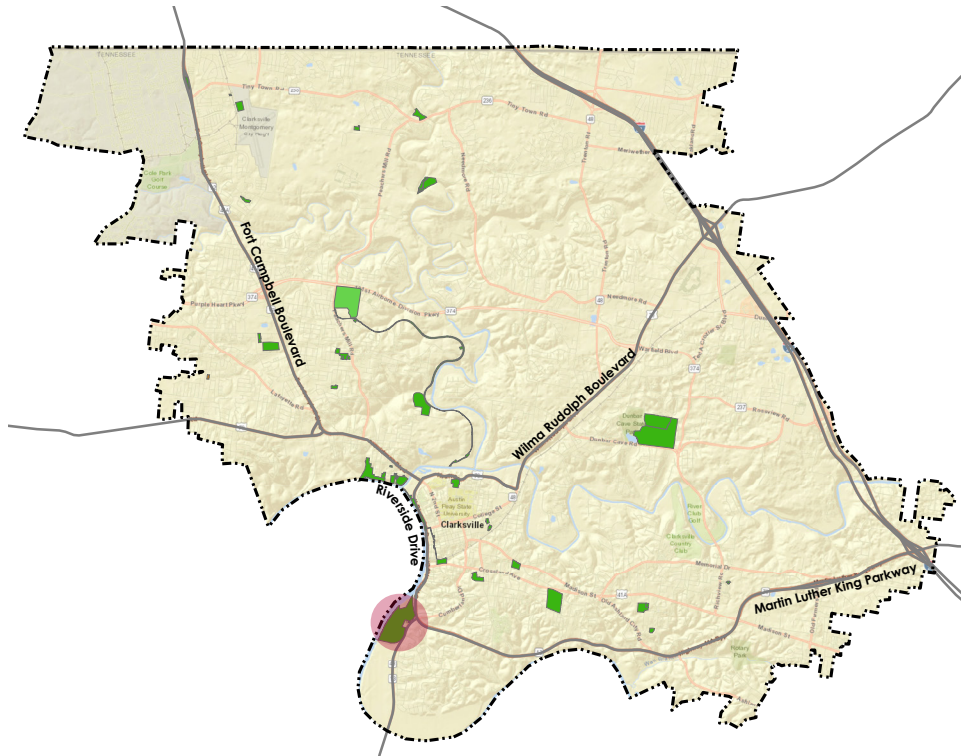


19 Liberty Park & Clarksville Marina

1188 CUMBERLAND DRIVE



Liberty Park is the City's newest park and is home to the Clarksville Marina. Adjacent to the Cumberland River, the park and marina offer walking trails, a BCycle station, sports fields, pavilions, boat slips, a fishing pond, and a dog park. In addition, the park is home to the Wilma Rudolph Event Center and Freedom Point, which feature private event facilities, including an amphitheater, that can accommodate 100 to 5,000 guests.



REGIONAL PARK

131 acres

AMENITIES



Walking Trail



Playground



Pavilion



Water Access



Venues



Athletic Facilities



Dog Park



BCycle

ASSESSMENT

- ✓ Newest and best park facility in the City
- ✓ Wide variety of amenities
- ✓ Minor maintenance needed for edging grass at concrete paths/joints
- ✓ Recycling station appear to be worn from the elements; replace with different brand that can better handle outdoor conditions
- ✓ Rotary Club playground will need regular maintenance due to painting over composite material and exposure to sun and extreme weather

RECOMMENDATIONS

SHORT-TERM

- ◆ Remove white tree tags
- ◆ Reseed grass around Victory pavilion
- ◆ Replace trees in plaza next to parking lot at Wilma Rudolph Event Center

LONG-TERM

- ◆ Plant trees in exercise area
- ◆ Improve wayfinding signage, especially for event center
- ◆ Create better connection from new parking lot at Victory pavilion
- ◆ Add more trees and pavilion at fishing pier seating area
- ◆ Add a permanent stage
- ◆ Inspect, clear of scaled finishes, and stain all exposed wood features on buildings



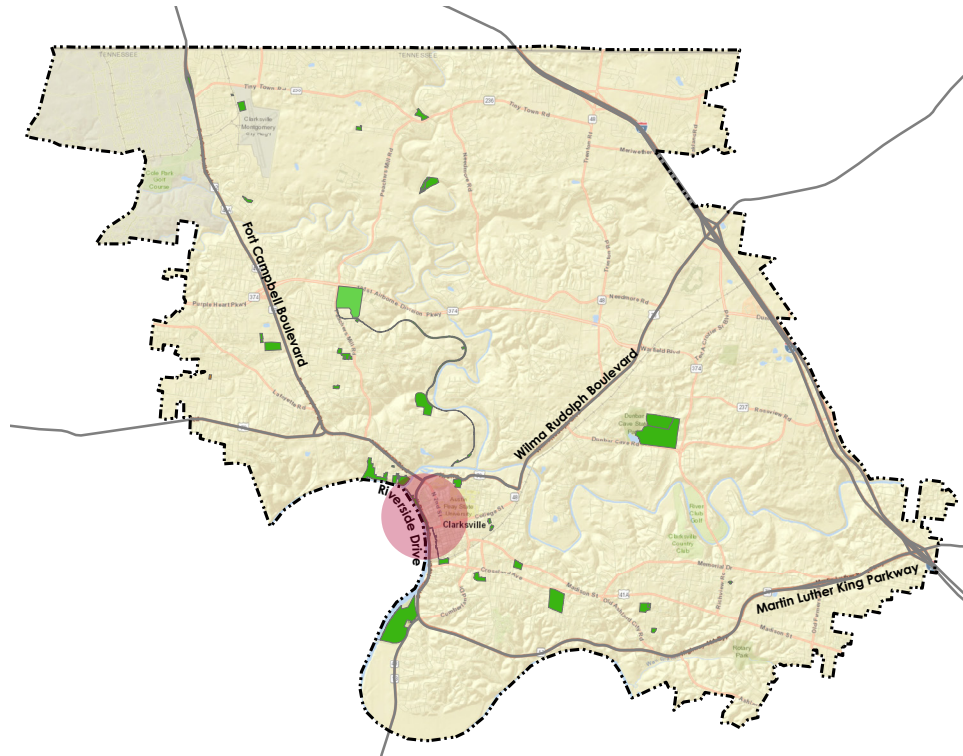
20

McGregor Park & Riverwalk

640 N. RIVERSIDE DRIVE



One of the most popular Clarksville parks and home to the City's annual Riverfest, McGregor Park and Riverwalk gives residents access to the Cumberland River as well as downtown restaurants adjacent to the park. Park visitors can use the City's bike share system to explore the trails or enjoy playtime on the ADA accessible playground. The southern trail provides a dock for residents and tourists. The City plans to extend the McGregor Park trails into the countywide greenway system, ultimately connecting it to Liberty Park.



REGIONAL PARK

10 acres

AMENITIES



Walking Trail



Playground



Pavilion



Water Access



Venues



BCycle

ASSESSMENT

- ✓ Great urban park facility
- ✓ Pedestrian trail extends from park in both directions along river
- ✓ The trail has lighting, benches, overlooks, additional parking lots, and landscaping
- ✓ This stretch also features a boat launch area with a dock that extends from the trail to the river
- ✓ A pedestrian bridge over Riverside Drive serves as the terminus of the Riverwalk and connects the trail to downtown
- ✓ The architectural style of the bridge reflects the materials used in the museum and pavilion, with brick columns and a metallic green roof
- ✓ An elevator provides handicap access to the Riverwalk

RECOMMENDATIONS

SHORT-TERM

- ◆ Provide directional signage at trail and park entrances
- ◆ Treat grass surfaces for weeds and overseed bare areas caused by overuse
- ◆ Fix pavement issues
- ◆ Paint metal and steel on gateway pavilion
- ◆ Re-coat paint on historic iron rail bridge surface

LONG-TERM

- ◆ Paint River Master's House and restroom building
- ◆ Extend trail in both directions to connect to Trice Landing, Liberty Park, and Heritage Park, as recommended by the Clarksville-Montgomery County Greenway Master Plan



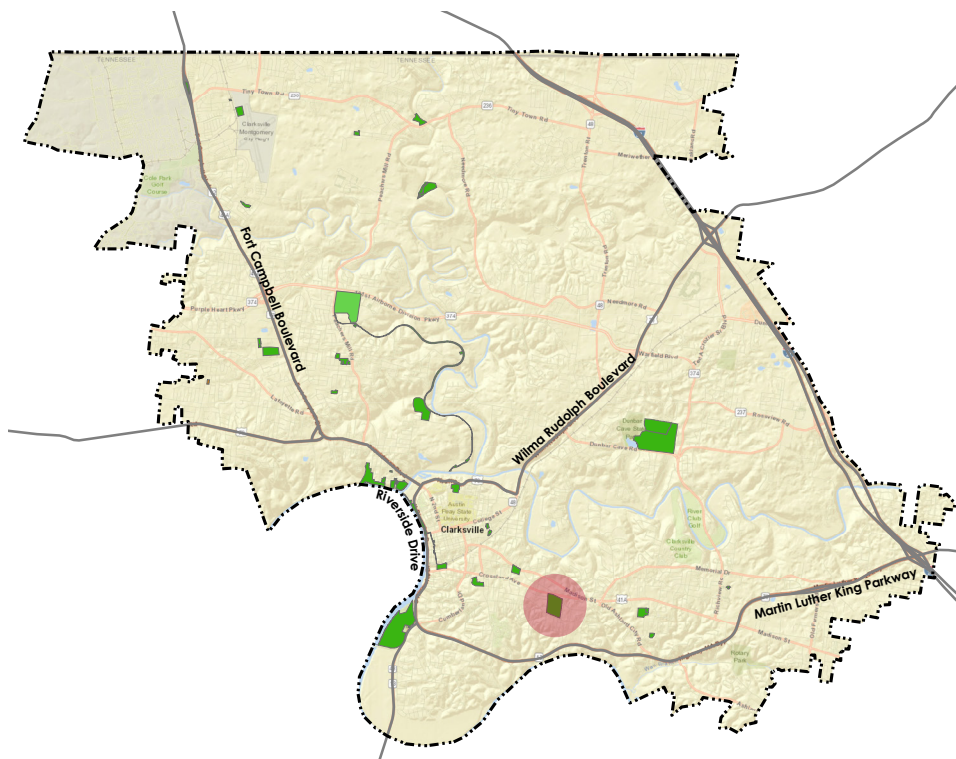
21

Mason Rudolph Golf Course

1514 GOLF CLUB LANE



This 9-hole, 2,008-yard golf course is named after a former PGA tour member and Clarksville native, Mason Rudolph. It includes a par-3 course and a driving range.



SPECIALTY PARK

47 acres

AMENITIES

Golf Course

ASSESSMENT

- ✓ Features 9-hole, par-3 course
- ✓ 2,300 square foot Clubhouse is in good shape
- ✓ Aging course and amenities
- ✓ Outdoor lights are outdated
- ✓ Portable restroom is provided on the course
- ✓ Pond banks should be planted with more natural plantings for better stabilization and aesthetics

RECOMMENDED PARK IMPROVEMENTS**SHORT-TERM**

- ◆ Provide maintenance service to existing bridges, shade structures, and lights
- ◆ Manage erosion and drainage issues
- ◆ Patch lawn areas in need of care
- ◆ Repair cart path
- ◆ Repair irrigation system

LONG-TERM

- ◆ Develop a Master Plan to reprogram the park to better meet the community's needs. The cart path could be utilized as a greenway trail throughout the park
- ◆ Address aging equipment
- ◆ Provide new lighting at driving range

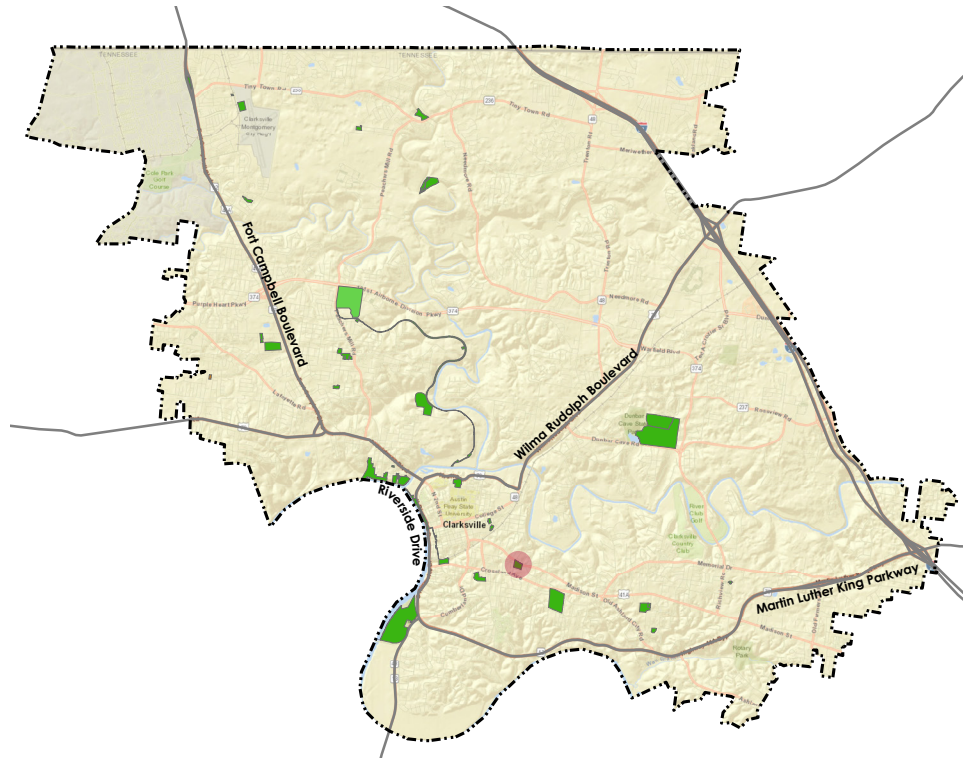


22 Mericourt Park

1340 MADISON STREET



Leased and operated by Clarksville National Little League, this park includes more than 10 acres of softball fields. Mericourt is located adjacent to Moore Elementary School and across the street from the Library.



NEIGHBORHOOD PARK

8 acres

AMENITIES



Softball Facilities



Playground



Pavilion

ASSESSMENT

- ✓ Field along Pageant Lane has fenced backstop in need of repairs, other fields are ADA accessible with vinyl coated perimeter fencing and metal bleachers on pads
- ✓ The parking lot is not currently striped
- ✓ Lighting is adequate for night play and fencing is in good condition
- ✓ The sidewalk along Madison Street does not provide access into the park
- ✓ Some of the elements are actually school facilities
- ✓ Regional map in plaza pavement near brick building is a unique addition
- ✓ There is erosion on slopes at Moore Magnet community playground
- ✓ Infield dirt washing onto sidewalk in some areas
- ✓ Upgrade chain link fencing on back field.

RECOMMENDATIONS

SHORT-TERM

- ◆ Provide ADA surfacing under playground equipment
- ◆ Add pedestrian crosswalk signs to crossing on Pageant Lane
- ◆ Install river rock around area drains
- ◆ Restripe parking lot
- ◆ Fix erosion issues on edge of fields

LONG-TERM

- ◆ Replace fence at Pageant Lane softball field
- ◆ Paint handrails on ramp/stairs
- ◆ Add shade structures to bleachers
- ◆ Paint maintenance for all buildings

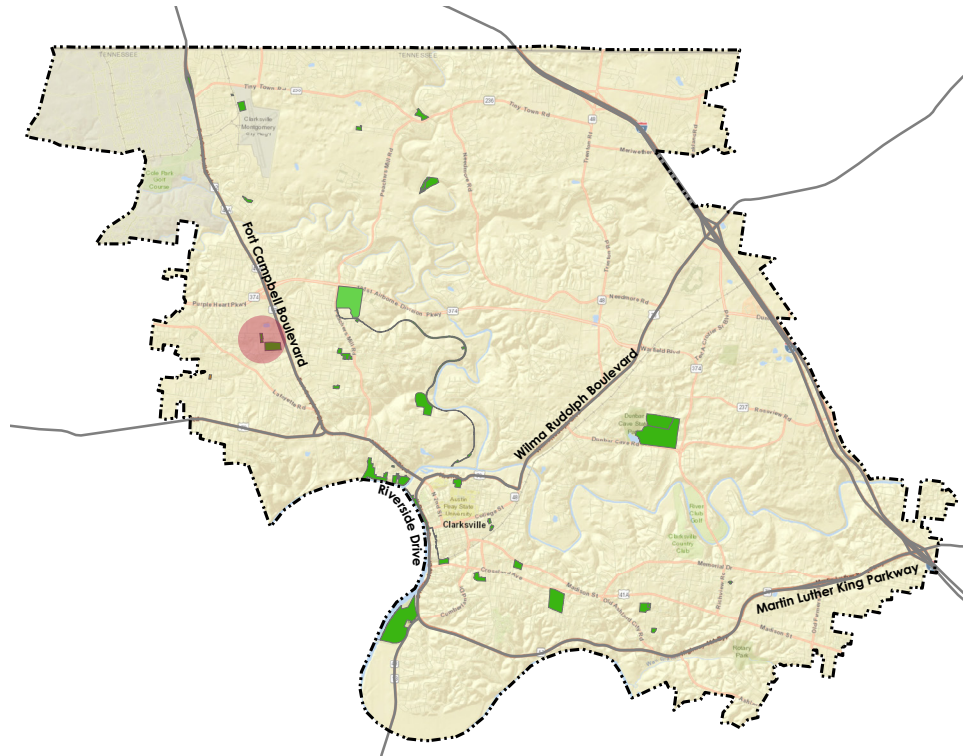


23 New Providence Pool

168 CUNNINGHAM LANE



This facility features a 50-meter pool and a baby pool—perfect for kids of all ages. Additionally, New Providence becomes an indoor pool during the winter providing year-round fun. The facilities host many community events throughout the year and can be rented for individual use.



COMMUNITY PARK

1 acre

AMENITIES



Pools

ASSESSMENT

- ✓ The pool facility is in good structural condition and the filter and gutter system is new
- ✓ The bath house is old but functional and appears to meet ADA requirements
- ✓ The pool lacks landscaping and a creative paint scheme
- ✓ "The Bubble" is a good short-term solution to provide indoor pool activity; however, it is labor intensive to install/take down each year

RECOMMENDATIONS

SHORT-TERM

- ◆ Resurface and stripe the parking lot
- ◆ Repair the mesh fence surrounding the pool
- ◆ See "Aquatic Facility Pool Audit" in appendix for more detailed improvements

LONG-TERM

- ◆ Update and repaint the bath house



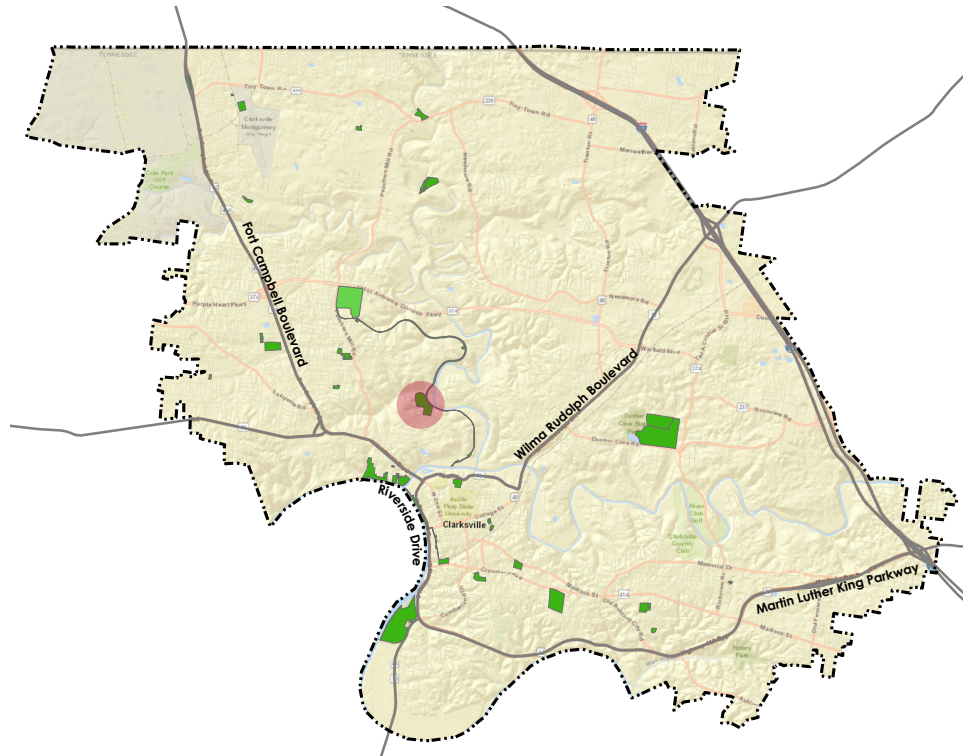
24

North Ford Street Mountain Bike Trail Park

2470 N. FORD STREET



The North Ford Street Mountain Bike Trail Park is an International Mountain Bicycling Association (IMBA) designed trail hidden in the middle of Clarksville. The trail is designated as "more difficult" by IMBA, catering to the skills of intermediate through advanced cyclists.





COMMUNITY PARK

37 acres

AMENITIES



Bike Trail

- ### ASSESSMENT

 - Offers a unique recreational opportunity for residents
 - Opportunities for expansion

RECOMMENDATIONS

SHORT-TERM

- Repair trail rules sign
- Provide concrete pads for picnic tables

LONG-TERM

- Pave parking lot and driveways
- Remove signs from trees and install standalone wooden posts to protect tree health

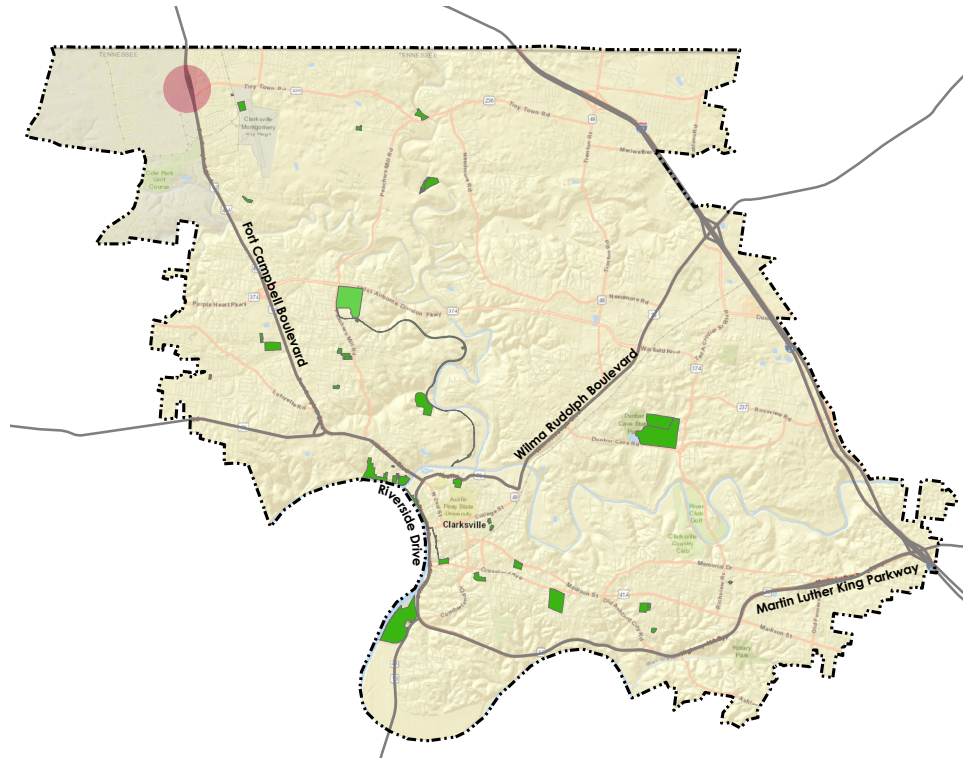


25 Patriots Park

3176 FORT CAMPBELL
BOULEVARD



Patriots Park memorializes combat wounded veterans, prisoners of war, and soldiers missing in action. Not only does this park provide a place to honor the sacrifice of soldiers, but it also provides peaceful walking trails for park visitors.



NEIGHBORHOOD PARK

3 acres

AMENITIES



Walking Trail

ASSESSMENT

- ☑ The transition from the paver area to concrete path has a lip and is not ADA compliant
- ☑ The south side of plaza has a low spot with some flooding
- ☑ The concrete for the walking path at the south end of park is lifting and tilts to the right
- ☑ The trellis is weathered, has rotting posts, and the concrete underneath is cracking

RECOMMENDATIONS

SHORT-TERM

- ◆ Restripe parking
- ◆ Improve stairs at end of park by trellis
- ◆ Update or replace trellis and concrete surface/wall

LONG-TERM

- ◆ Provide additional site furnishings under trellis and along walking path
- ◆ Provide directional signage on Fort Campbell Boulevard

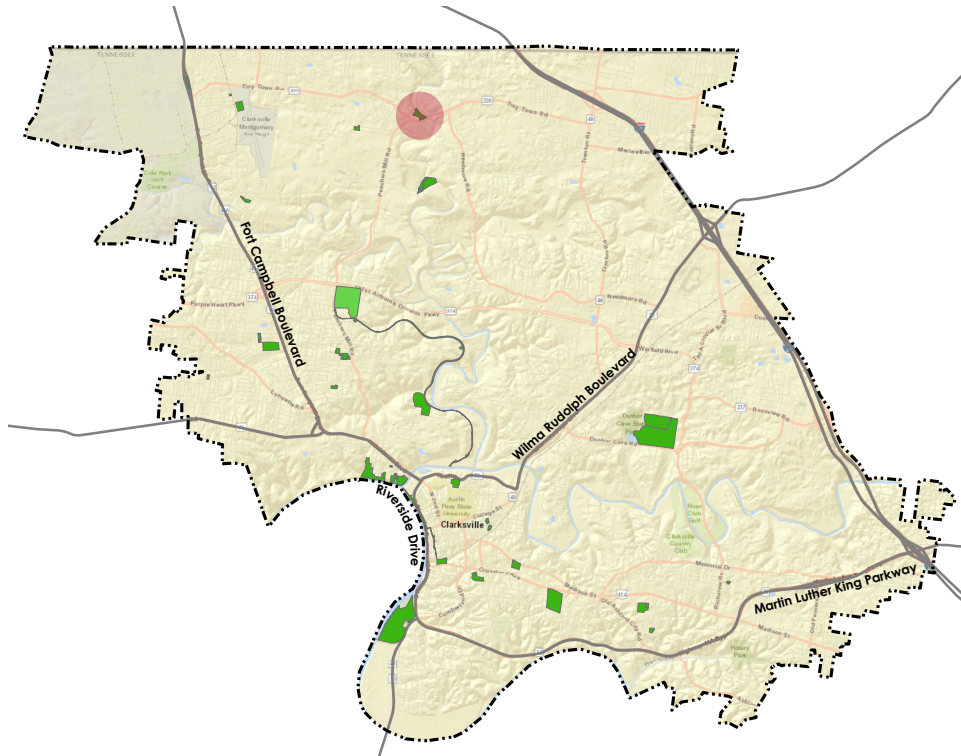


26 Robert Clark Park

1449 TINY TOWN ROAD



As the first addition to the City's blueway, Robert Clark offers water activities along the West Fork of the Red River and was made possible with LPRF grant funding. Park visitors can kayak or canoe along the river or simply have a picnic and enjoy being outdoors.



COMMUNITY PARK

9 acres

AMENITIES



Water Access

ASSESSMENT

- ✓ Great natural setting, including old stone wall
- ✓ Regular maintenance needed for natural trails

RECOMMENDATIONS

SHORT-TERM

- ◆ Add site map

LONG-TERM

- ◆ Improve signage to natural trail
- ◆ Upgrade portable restrooms

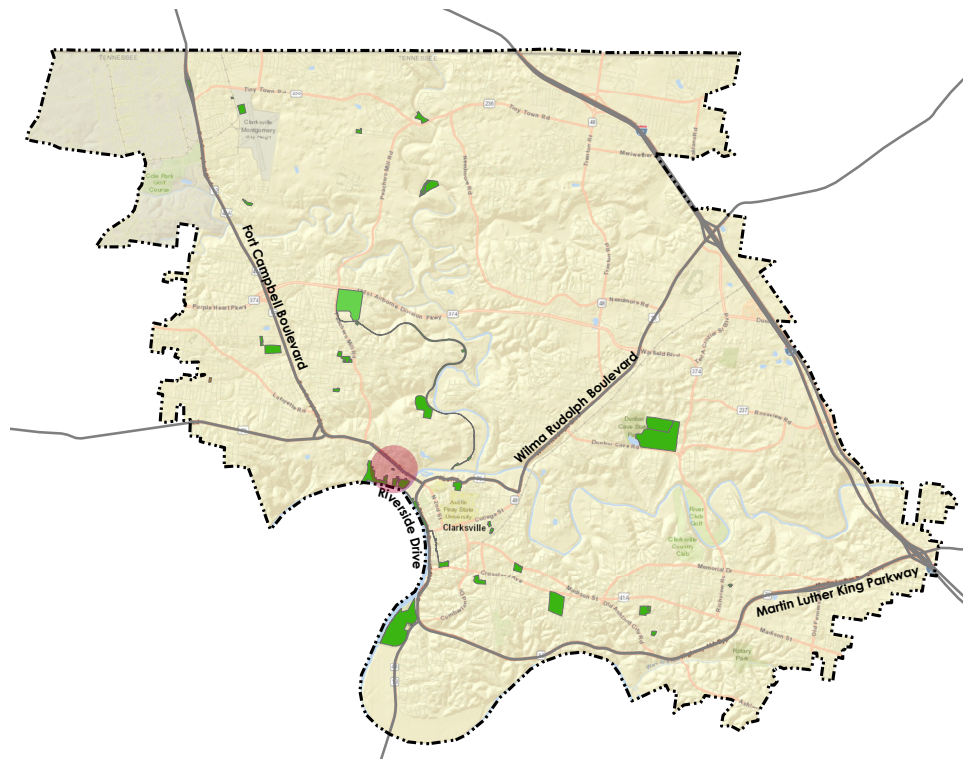


27 Sevier Station

326 WALKER STREET



Home to an 18th century, Revolutionary War era stone cabin, this park area provides an educational opportunity for residents and tourists. The Sevier Station Cabin stands as the oldest building registered in Montgomery County, connecting citizens to the City's rich history.



SPECIALTY PARK

0.5 acres

AMENITIES



Historic Facilities

ASSESSMENT

- ☑ Historic structure is easily overlooked due to its location setback from the street and lack of park property delineation

RECOMMENDATIONS

LONG-TERM

- ◆ Connect Sevier Station to the overall greenway system

Sevier Station

The site of this historic stone structure, in addition to nearby Fort Defiance and a large portion of present-day New Providence, encompasses a 640-acre Revolutionary War land grant purchased by early Tennessee settler Valentine Sevier, Sevier.

founded a small frontier outpost on these bluffs, above the confluence of the Cumberland and Red Rivers, in c. 1792. Structures in the settlement included living quarters as well as a blacksmith shop.



The Captain William Edmonson, Captain of the Daughters of the American Revolution, dedicated the Valentine Sevier Monument in 1988.



"New Fort Assay" by Pop Harrell, 1968.

The site is further significant in Clarksville history as the location of the Atkinson house. Thomas Atkinson was a farmer, successful tobacco merchant, and developer of the short-lived town of

Cumberland (present day New Providence). In c. 1819, Atkinson built a two-story home, possibly utilizing this stone structure as a detached kitchen. The Atkinson house was demolished in 1988.

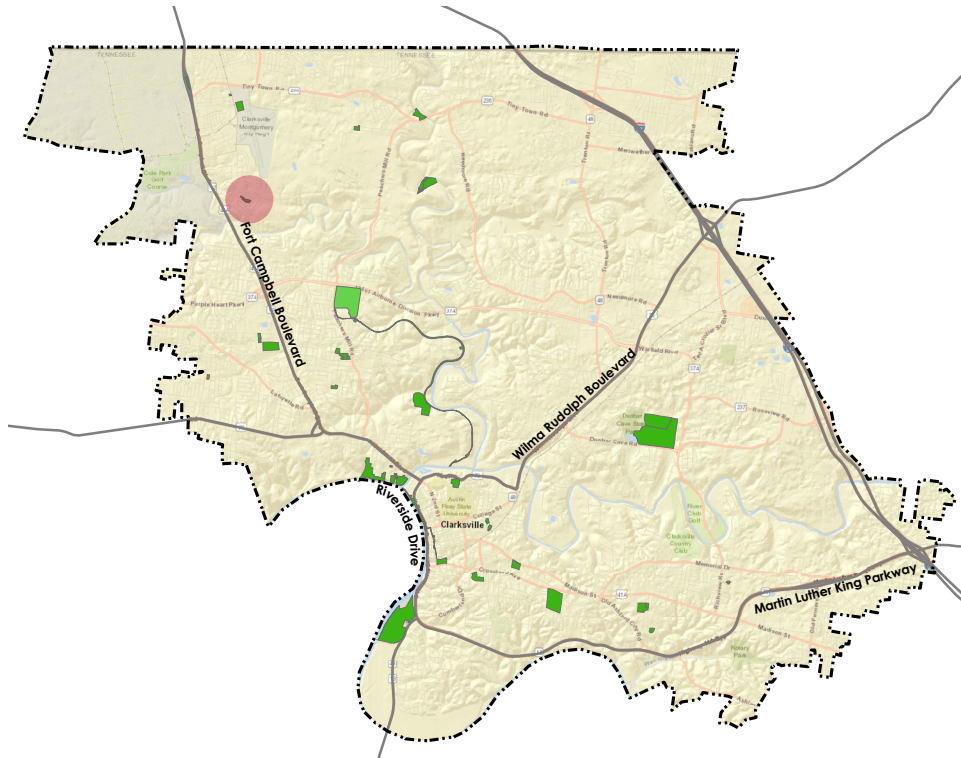


The Captain William Edmonson, Captain of the Daughters of the American Revolution, dedicated the Valentine Sevier Monument in 1988.

28 Sherwood Forest Park

229 KINGS DEER DRIVE

This classic neighborhood park located in Northern Clarksville offers residents a playground, walking trail, and picnic area for a variety of outdoor activities. It also includes a basketball court and open spaces perfect for sports and field games.



NEIGHBORHOOD PARK

4 acres

AMENITIES



Pavilion



Playground



Basketball



Walking Trail

ASSESSMENT

- ☑ The park consists of a large playground located in open space
- ☑ The playground equipment is in good condition, but is not ADA accessible
- ☑ The parking lot has drainage issues
- ☑ A bike rack is missing
- ☑ The pavilion roof needs to be replaced
- ☑ Trail bridges are damaged and rotting

RECOMMENDATIONS

SHORT-TERM

- ◆ Stripe parking lot
- ◆ Install basketball hoops at ends of concrete pad and stripe basketball court
- ◆ Replace pavilion metal roof
- ◆ Create ADA connection between walking path and path to residential street
- ◆ Improve walking trail to lift concrete back into place
- ◆ Improve wooden trail bridges



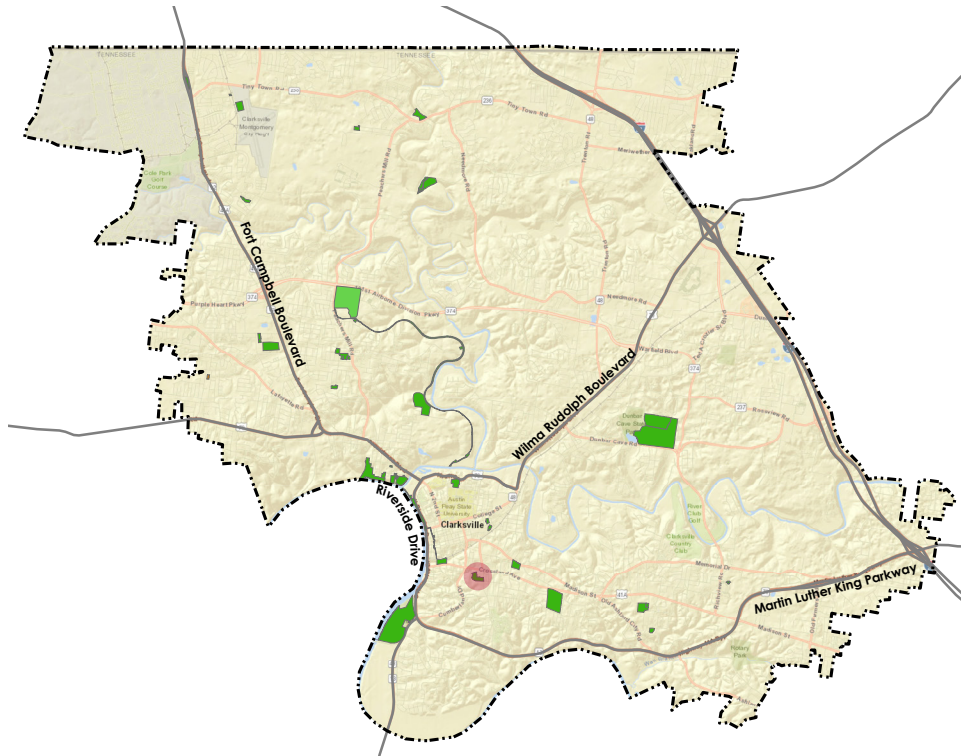
29

Smith Ballfield and Pool

742 GREENWOOD AVENUE



The City is responsible for only the baseball field and the pool at this facility. The lighted field is leased and operated by the Clarksville Orioles, and the pool is no longer being operated.



COMMUNITY PARK

10 acres

AMENITIES



Pavilion



Playground



Athletic Facilities



Walking Trail

ASSESSMENT

- ✓ Adjacent to Norman Smith School
- ✓ Chain at entry gravel drive
- ✓ Many portable restrooms
- ✓ Scorer building is missing shingles
- ✓ No shade on dugouts or metal bleachers
- ✓ Pavement at ball fields is in bad shape

RECOMMENDATIONS

SHORT-TERM

- ◆ Close/do not reopen the pool
- ◆ Replace backstop fencing

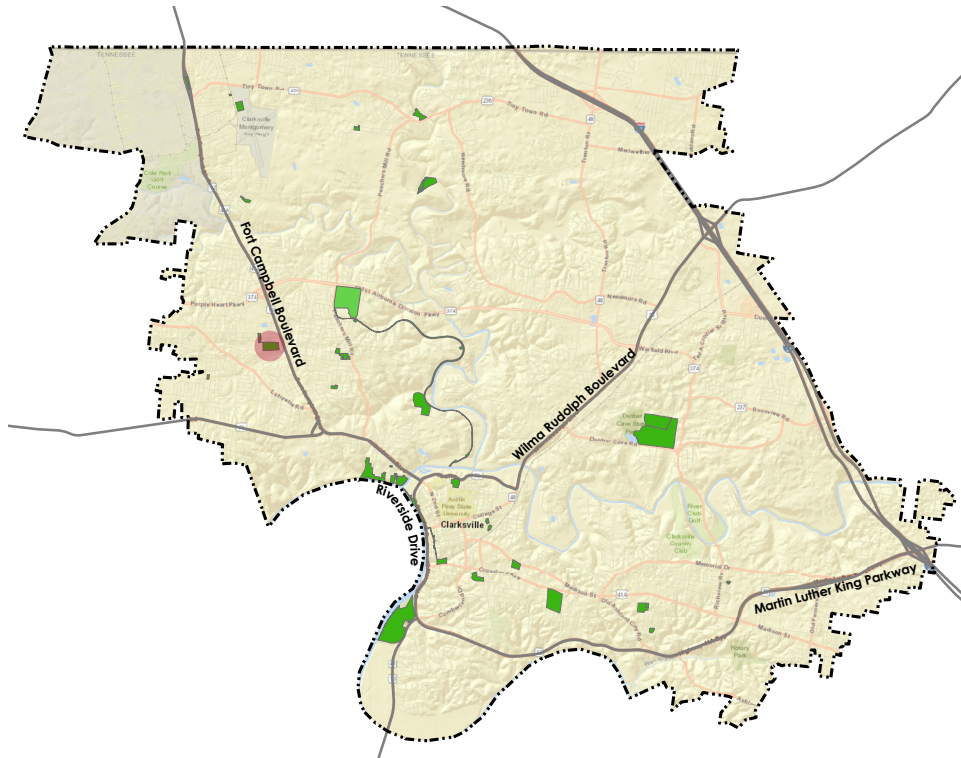


30 Stokes Field

166 CUNNINGHAM LANE



Leased and operated by the Northwest Little League, Stokes Field offers the community nine baseball fields for Little League games. The fields are conveniently located behind Kleeman Recreation Center and New Providence Pool.



COMMUNITY PARK

21 acres

AMENITIES



Baseball Facilities

ASSESSMENT

- ☑ The whole complex is in poor condition, is poorly laid out, and physical improvements are worn out and in disrepair
- ☑ All fields have lighting and call boxes
- ☑ Fields in use have electric scoring and small bleachers
- ☑ Walking paths have pot holes and need repairs
- ☑ Dugouts need a facelift
- ☑ Main field has good sod and infield, but fence needs to be repaired
- ☑ Better separation is needed between parking and seating areas
- ☑ Drainage is an issue, dirt is draining off of fields
- ☑ The turf in the park is in poor condition
- ☑ Numerous safety and accessibility issues
- ☑ The playing fields are not maintained well and most are unsafe for play

RECOMMENDATIONS

SHORT-TERM

- ◆ Improve site drainage to reduce runoff of dirt on walking paths
- ◆ Revisit the current management arrangement that limits Parks and Recreation input into the operations of the programs at Stokes ball fields
- ◆ Paint upgrades on scoring stands, dugouts, maintenance shelters, concessions and toilets

LONG-TERM

- ◆ Improve separation of parking lot and pedestrian space
- ◆ Completely renovate baseball fields from the ground up
- ◆ Little League Board is small and has remained stagnant for years. Advocate for additional/new board members to be added in order to help the league operate more efficiently



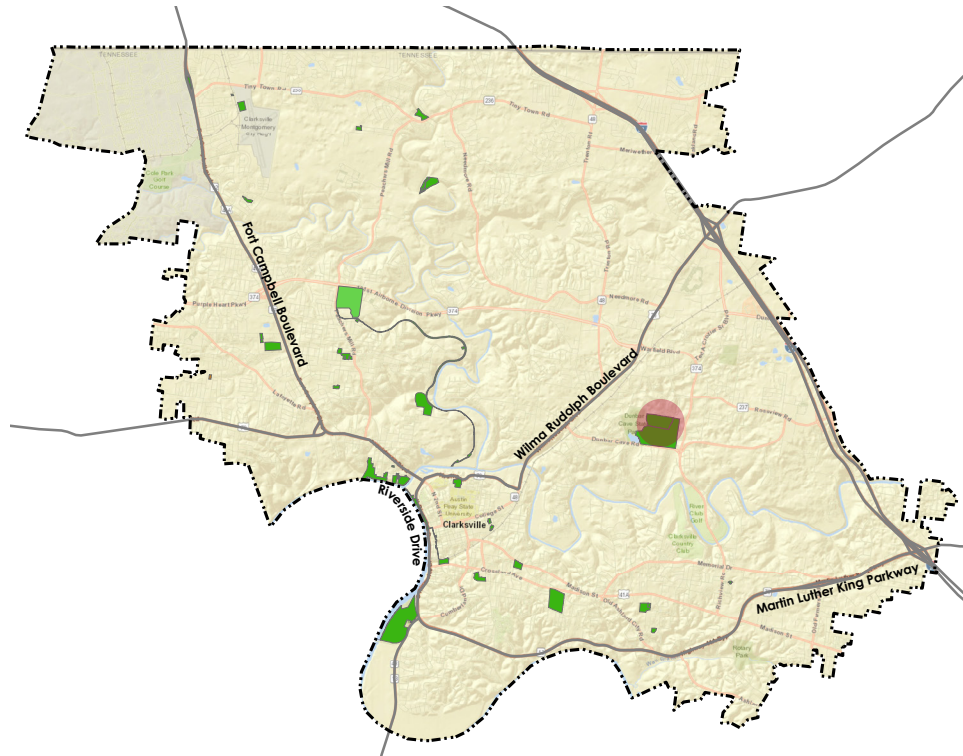
31

Swan Lake Sports Complex

2002 SANDERS ROAD



This complex, adjacent to the scenic Dunbar Cave State Park, provides residents access to many activities, including swimming, tennis, baseball, volleyball, softball, horseshoes, and shuffleboard. From sporting events to an afternoon on the playground, Swan Lake Sports Complex encourages all types of residents to get active. After receiving a 2016 LPRF grant, the City will soon transform the outdated baby pool into a new splash pad complete with shaded structures and other kid-friendly features.



COMMUNITY PARK

50 acres

AMENITIES



Pool



Baseball



Pavilion



Playground



Tennis Facilities



Golf Course

ASSESSMENT

- ✓ A recent Local Parks and Recreation Fund (LPRF) grant will improve pool, pool house, and associated access and parking, and will transform baby pool to new splash pad
- ✓ The concession stand at the ball fields is in good condition, but the surrounding asphalt needs repair
- ✓ The outfields are in fair condition, but could benefit from reseeding with a consistent grass species
- ✓ Support elements for each field, including fencing, are in good condition
- ✓ The pedestrian space between the tennis courts is inconsistent and some materials cause slippery conditions
- ✓ The tennis courts are in good condition with consistent playing surfaces, timed lights, visible markings, and sturdy, vinyl-coated fencing
- ✓ Portable bleachers are available for each tennis court, but are not set on concrete pads
- ✓ The pavilion has an area for landscaping that is currently filled with pea gravel and has no edging material
- ✓ Wood edging around the playground extends above the surrounding grade and is a tripping hazard
- ✓ There are no sidewalks between the playground and shuffleboard courts and the parking lot

RECOMMENDATIONS

SHORT-TERM

- ◆ Upgrade bath house and concession building to current code and accessibility requirements
- ◆ Add railing to large drop off behind dugout
- ◆ Provide ADA handrail on stairs leading down to pavilion
- ◆ Resurface and stripe the parking lot
- ◆ Raise the drainage grate at the concession stand
- ◆ Provide an ADA accessible sidewalk to play equipment and shuffleboard courts
- ◆ Add/update parking at the playground
- ◆ See “Aquatic Facility Pool Audit” in appendix for more detailed improvements

LONG-TERM

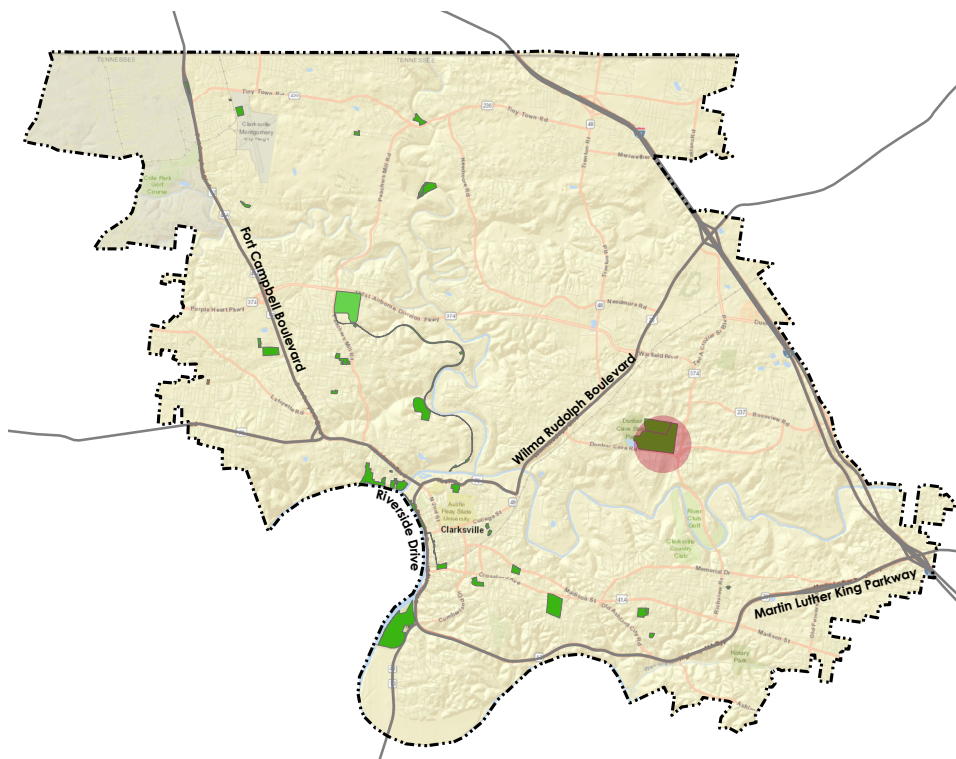
- ◆ Install better signage on main road
- ◆ Install shade for bleachers
- ◆ Provide landscape material around entrance to softball complex and bleachers, including shade trees
- ◆ Upgrade playground equipment
- ◆ General paint and cosmetic upgrades for all structures on site
- ◆ Evaluate potential of leasing out the ballfields to private teams in order to serve more youth

32 Swan Lake Golf Course

581 DUNBAR CAVE ROAD



This 18-hole, 6,065-yard course offers a scenic experience in the Dunbar Cave State Park. Swan Lake is known for its playability with Champion Ultradwarf Bermudagrass greens and hybrid 419 Bermuda fairways. It also provides a snack bar on site.



SPECIALTY PARK

130 acres

AMENITIES



Golf Course

ASSESSMENT

- ✓ Features 18-hole, 6,065-yard course
- ✓ Nearby natural features offers a unique golf experience
- ✓ Well used and well enjoyed course
- ✓ Aging course and amenities
- ✓ More centrally located, scenic, and better playability than Mason Rudolph Golf Course
- ✓ Plenty of parking available

RECOMMENDATIONS

SHORT-TERM

- ◆ Repair cart paths
- ◆ Remove stumps and replace with new trees
- ◆ Repair bridge areas on cart paths
- ◆ Address drainage issues
- ◆ Fix or replace existing bunkers

LONG-TERM

- ◆ Replant and use boulders to help stabilize the ditch banks
- ◆ Upgrade course amenities while maintaining great user experience
- ◆ New cart barn needed for carts
- ◆ Build driving range
- ◆ Remodel kitchen area
- ◆ Construct driving range to create better playability and serve customers



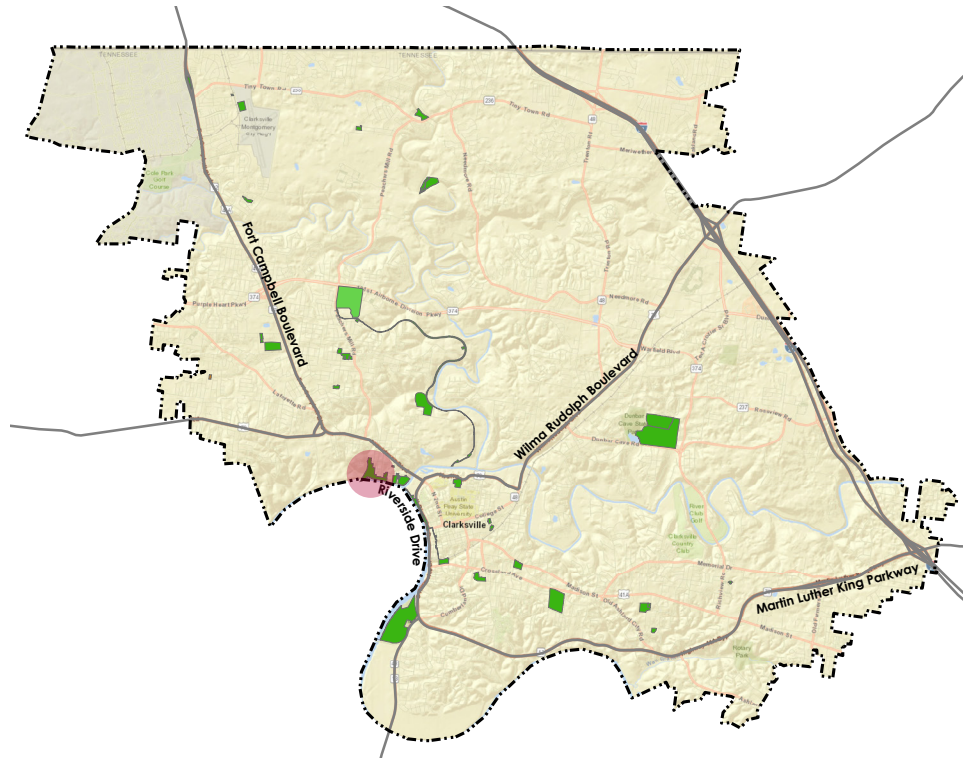
33

Trice Landing Park

99 OAK STREET



Situated along the Cumberland River, Trice Landing is a passive park offering amenities for a day on the water and is leased by the City from the Army Corp of Engineers. The park provides trails along the riverbanks, picnic areas, and a boat ramp to the river.



COMMUNITY PARK

32 acres

AMENITIES



Water Access



Walking Trail



Pavilion

ASSESSMENT

- ☒ The boat ramp is for small trailers and is in good condition
- ☒ Picnic tables have pads and trash receptacles
- ☒ Natural footpaths within the wooded areas are not paved

RECOMMENDATIONS

SHORT-TERM

- ◆ Add path to swing set area
- ◆ Upgrade road and fill in pot holes
- ◆ Repaint pavilion

LONG-TERM

- ◆ Upgrade docking system
- ◆ Install new parking signage
- ◆ Replace restroom building
- ◆ Resurface and stripe parking lot

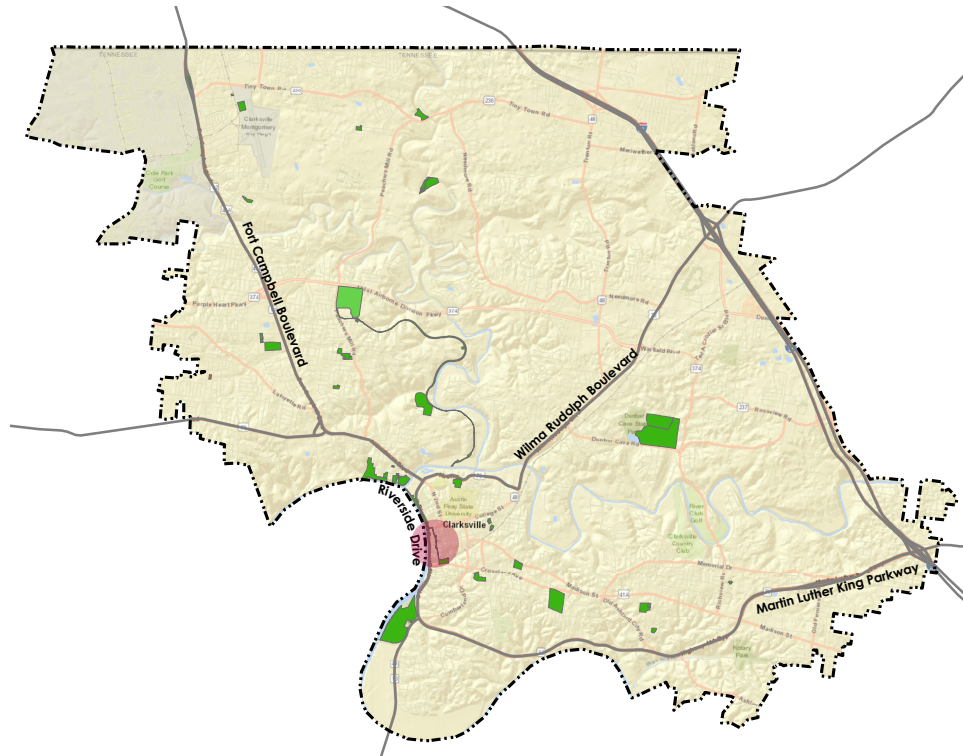


34 Upland Trail

CONNECTS RIVERWALK TO
VALLEYBROOK PARK



The Upland Trail is an urban greenway connector that links the Riverwalk to a bridge that overlooks Valleybrook Park. It passes alongside many of Clarksville's historical buildings and utilizes an unused railroad bridge.



SPECIALTY PARK

0.6 miles

AMENITIES



Walking Trail

ASSESSMENT

- ✓ Great urban greenway connecting key park elements together
- ✓ Two bridges that provide good viewpoints of the City
- ✓ Provides several plazas that include seating for users

RECOMMENDATIONS

LONG-TERM

- ◆ Add new phase

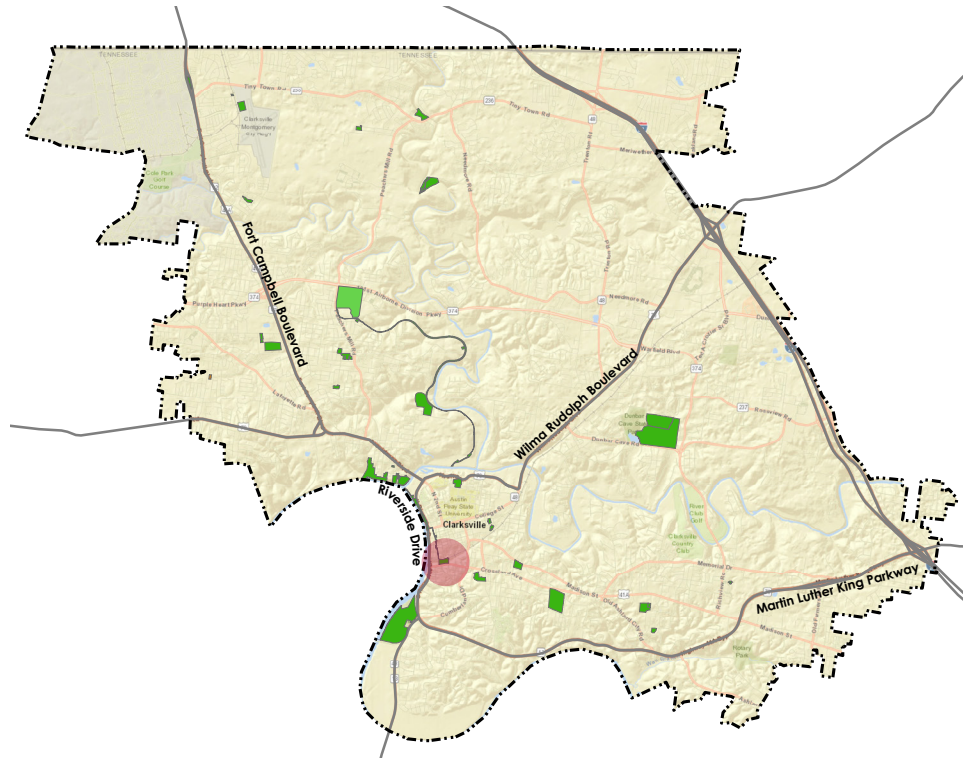


35 Valleybrook Park

213 CROSSLAND AVENUE



Located on Crossland Avenue off Riverside Drive, Valleybrook Park is in close proximity to downtown as well as the Cumberland River. The park has been updated with new playground structures to compliment the beautiful natural setting. The park also features a .25-mile walking trail, pavilions, basketball courts, a Monarch Waystation, and open green space. Patrons can enjoy the park's picnic tables while children play on the nearby playground.



NEIGHBORHOOD PARK

7 acres

AMENITIES



Playground



Walking Trail



Pavilion



Basketball

ASSESSMENT

- ✓ New playgrounds add to the well-rounded amenities at this park
- ✓ Located close to the City center
- ✓ Opportunity to extend the Upland Trail to connect to this park

RECOMMENDATIONS

SHORT-TERM

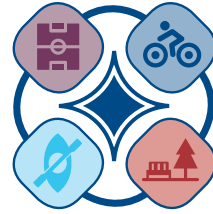
- ◆ Remove tree stumps at memorial tree garden plaza and plant new trees
- ◆ Add more railing at small bridge to protect from steep slopes
- ◆ Add grates to storm pipes to prevent children from gaining access
- ◆ Provide trash receptacles
- ◆ Repair settling at pedestrian bridge which is causing a tripping hazard
- ◆ Remove graffiti on small bridge pier wall

LONG-TERM

- ◆ Provide access from the greenway to this park as currently planned
- ◆ Provide signage along Crossland Avenue indicating the approaching entrance to the park
- ◆ Repair stream bank erosion



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CLARKSVILLE

Public Spaces Master Plan



5

STRATEGIC IMPLEMENTATION PLAN



◆ CHAPTER 5

5.0 Action Plan

The facilities, programs and services the Clarksville Parks and Recreation Department offers create a feeling of community and belonging that residents look for in a place to live, work, and enjoy life. The following action plan is broken into 5- and 10-year plans to implement new park acreage, hire additional staff, conduct master plans, and to improve parks and spark development in the trails system and aquatics. This action plan should be reviewed by the Parks and Recreation Department annually to ensure necessary improvements and actions continue towards a better parks and recreation system.

ACTION PLAN: 1 TO 5 YEARS

STAFF ADDITIONS

ACTION	PRIORITY	ADDITIONAL EMPLOYEES	ESTIMATED SALARY COST (2018 DOLLARS)
Maintenance Staff	1	35	1M (Annually)

LAND ACQUISITION

ACTION	PRIORITY	ADDITIONAL ACREAGE	ESTIMATED COST (2018 DOLLARS)
Total Land Acquisition	1	375	6.5M

MASTER PLANS / CONSULTANT STUDIES

ACTION	PRIORITY	PLAN TYPE	ESTIMATED COST (2018 DOLLARS)
Maintenance Management Plan	1	Operations	50K
Bel-Aire Master Plan	1	TBD	50K
Subtotal Master Plans			100K

PARK DEVELOPMENT AND IMPROVEMENT

ACTION	PRIORITY	ESTIMATED COST
Existing Park Improvements ¹	1	2.7M
Subtotal Park Development and Improvement		2.7M

1) As described in the short-term recommendations in the Clarksville Public Spaces Master Plan, Chapter 4.

RECREATION FACILITIES AND AQUATICS

ACTION	PRIORITY	ESTIMATED COST (2018 DOLLARS)
Existing Aquatic Site Improvements ¹	1	5.6M
10 Ball Diamonds	1	15M
5 Multi-Purpose Fields	1	2.5M
Recreation Center/Aquatic Facility	2	40M
Subtotal Recreation Facilities and Aquatics		63.1M

1) As described in the pool audit report in the Appendix 1.

RECREATION TRAILS

ACTION	ADDITIONAL TRAIL MILES	PRIORITY	ESTIMATED COST (2018 DOLLARS)
Greenway (Paved) ¹	46	1	21M
Subtotal Trails and Bikeways			21M²

1) Assumes 12-foot asphalt path constructed in open space without the need for moving curbs or installing utilities. Does not include right-of-way acquisition, signal upgrades, or intersection improvements.

2) All greenway/blueway development should be consistent with the Greenways/Blueways Master Plan.

SUMMARY OF ASSOCIATED COSTS

ACTION	ESTIMATED COST (2018 DOLLARS)
Staff Additions	1M (Annually)
Total Land Acquisition	6.5M
Master Plans/Consultant Studies	100K
Park Development and Improvement	2.7M
Recreation Facilities and Aquatics	63.1M
Recreation Trails	21M
Total Associated Costs	94.4M

ACTION PLAN: 5 TO 10 YEARS

STAFF ADDITIONS

ACTION	PRIORITY	ADDITIONAL EMPLOYEES	ESTIMATED SALARY COST (2018 DOLLARS)
Maintenance Staff	1	36	1.05M (Annually)

LAND ACQUISITION

ACTION	PRIORITY	ADDITIONAL ACREAGE	ESTIMATED COST (2018 DOLLARS)
Total Land Acquisition	1	376	6.6M

PARK DEVELOPMENT AND IMPROVEMENT

ACTION	PRIORITY	ESTIMATED COST
Existing Park Improvements ¹	1	5.3M
Subtotal Park Development and Improvement		5.3M

1) As described in the short-term recommendations in the Clarksville Public Spaces Master Plan, Chapter 4.

RECREATION FACILITIES AND AQUATICS

ACTION	PRIORITY	ESTIMATED COST (2018 DOLLARS)
10 Ball Diamonds	1	15M
5 Multi-Purpose Fields	1	2.5M
Subtotal Recreation Facilities and Aquatics		17.5M

1) As described in the short-term recommendations in the Clarksville Public Spaces Master Plan, Chapter 4.

RECREATION TRAILS

ACTION	PRIORITY	ADDITIONAL TRAIL MILES	ESTIMATED CONSTRUCTION COST (2018 DOLLARS)
Greenway (Paved) ¹	1	47	21.5M
Subtotal Trails and Bikeways			21.5M²

1) Assumes 12-foot asphalt path constructed in open space without the need for moving curbs or installing utilities. Does not include right-of-way acquisition, signal upgrades, or intersection improvements.

2) All greenway/blueway development should be consistent with the Greenways/Blueways Master Plan.

SUMMARY OF ASSOCIATED COSTS

ACTION	ESTIMATED COST
Staff Additions	1.05M (Annually)
Total Land Acquisition	6.6M
Park Development and Improvement	5.3M
Recreation Facilities and Aquatics	17.5M
Recreation Trails	21.5M
Total Associated Costs	51.95M

5.1 Financial Analysis and Revenue Strategies

To support the recommendations of the 2018 Public Spaces Master Plan as well as other departmental initiatives, the Clarksville Parks and Recreation Department has a variety of options for funding sources. The planning team identified potential funding sources the Department should seek for Land Acquisition, Capital Improvement Projects, and Operational Needs. The table below highlights these sources.

FUNDING NEED	POTENTIAL FUNDING SOURCE
Land Acquisition	<ul style="list-style-type: none"> ◆ The Land and Water Conservation Fund (LWCF) ◆ Federal Land Transaction Facilitation Act (FLTFA) ◆ The North American Wetland Conservation Act (NAWCA) ◆ Land Exchanges ◆ Park Foundations
Capital Improvement Projects	<ul style="list-style-type: none"> ◆ Governmental Funding Programs ◆ General Obligation Bond ◆ Park Impact Fees ◆ Internal Park Improvement Fund ◆ Tax Allocation or Tax Increment Financing District ◆ Cash-in-lieu of Open Space Requirements ◆ Utility Type Fees ◆ Food and Beverage Tax ◆ Dedicated Capital Improvement Fee ◆ Solid Waste Fee
Operational Needs	<ul style="list-style-type: none"> ◆ Land Leases/Concession ◆ Park Admission ◆ Parking Fee ◆ User Fee ◆ Corporate Sponsorships ◆ Maintenance Endowment Fund ◆ Park Revolving Fund ◆ Permit Fees ◆ Dog Park Fees



In addition, there are opportunities for private funding or partnerships as well as volunteer services, which should be leveraged to help stretch departmental dollars and resources.

PRIVATE FUNDING SOURCES

Through corporate sponsorships, private foundation funds, or other private-public partnerships, the private sector can help support the public functions of the Parks and Recreation Department. These partnerships can have significant positive outcomes by bringing revenue, labor, and other resources for projects. Private sources can also help fund, implement, and/or operate new or existing facilities. In some cases, the public agency will approach the private organization to foster the partnership by offering free land, access to an existing facility, or tax incentives.

The City of Clarksville has previously partnered with developers, Austin Peay State University, and small and locally-owned businesses - positively impacting financials and successfully implementing park facilities and programming. The City should continue these relationships and reach out to other private organizations, promoting parks and recreation opportunities.

VOLUNTEER SOURCES

The community can offer great support to parks and recreation facility development, upkeep, and maintenance, typically through non-monetary means. Community service projects or other volunteer-type efforts can help maintain or implement new resources and facilities.

The Clarksville Parks and Recreation Department has been successful offering volunteer opportunities through their Citizen's Guide pamphlet, which features information on Park Project Volunteer Programs, as well as on the United Way's volunteer recruitment website. The City often utilizes these great organizations and should continue:

- ◆ **EAGLE SCOUT PROJECTS:** Scouts of America requires members to organize a project that positively enhances their community. Specifically related to parks, an Eagle Scout project may include implementing amenities within an existing park system, such as bird houses, fences, grills, seating areas, or perhaps performing landscape maintenance and plantings.
- ◆ **YOUTH AND ADULT ORGANIZATIONS:** Participants in other youth and adult organizations can provide support to the parks system by taking on a group project for a local park or providing a day of community service within the park or at a park program or event.

In addition to these volunteer opportunities, the City should consider the following volunteer opportunities when planning for current and future facility additions:

- ◆ **ADOPT-A-PARK PROGRAM:** Parks can be adopted by businesses or organizations, allowing them to provide maintenance duties to the entire park or simply a portion of the facility. These adoptions offer the community the opportunity to become invested in their park system.
- ◆ **ADOPT-A-TRAIL PROGRAM:** Similar to the Adopt-A-Park Program, but with a focus on trails.

- ◆ **PARK FRIENDS GROUPS:** Friends Groups are community-led non-profit organizations that help preserve, protect, and enhance specific parks or natural areas within a city or county. These groups accomplish their goals through helping to maintain features, promoting programs, supporting recreational activities, engaging user groups, and undertaking revitalization efforts within the park via volunteers and financial donations.

It is typical for these organizations to have a Board of Directors that guide the group to become a strong, successful program. It is highly recommended that the Clarksville Parks and Recreation Department help create several Friends Groups in order to better maintain, protect and enhance the parks system. Clarksville's greenways and riverfront areas are great public spaces to initiate a group.

PRICING PLAN UPDATE

As previously discussed in Chapter 3, fees for programs and facility usage help to offset the cost required to run an amenity and/or organize a program. One such example of fee-based programs are organized sports leagues, which require not only the use of a Parks and Recreation facility but also organization and coordination for registration and game scheduling.

PEER AGENCY PROGRAM AND ACTIVITY ANALYSIS

For the 2018 Public Spaces Master Plan, the planning team analyzed how peer agencies assess fees for their recreational programs and activities. Shawnee County, Kansas, was selected as an appropriate peer community for Clarksville because the median household income in Shawnee is similar to Clarksville's. Shawnee County has one of the highest operational cost recovery rates of the peer agencies studied and is between the median and higher quartile nationally.

The table below compares Shawnee County's and Clarksville's program and activity registration. All fees below are for resident or center memberships, non-resident fees are consistently higher.

PROGRAM/ACTIVITY	SHAWNEE COUNTY	CLARKSVILLE
AQUATICS		
Season Pool Pass	\$250	\$260
Punch Passes (50 visits)	\$150	Not offered
Pool Day Pass	\$2-\$3	\$3-\$5
Adult/Youth Aquatic Center Day Pass	\$7-\$6	Not offered
Water Aerobics (per session)	\$5	\$35
FITNESS		
Fitness Punch Pass	\$80/20 visits	\$5/annual unlimited
Yoga (per session)	Fitness Pass	Free
Karate (per session)	\$30-\$50	Free

PROGRAM/ACTIVITY	SHAWNEE COUNTY	CLARKSVILLE
LEAGUES/SPORTS		
Adult Softball (per Team)	\$260	\$300-\$450
Adult Basketball (per Team)	\$260	\$75
Adult Soccer League (per Team)	\$475	Not offered
Adult Volleyball (per Team)	\$150	Free
Adult Flag Football (per Player)	\$330	Not offered
Youth T-Ball (per Player)	\$40	\$40
Youth Soccer (per Player)	\$40	Not offered
Youth Flag Football (per Player)	\$40	Not offered
Youth Basketball (per Player)	\$40	\$65
Tennis Court Fees (per Day)	\$2	Free
ENRICHMENT		
Preschool Activities (per Session)	Free-\$40	Free-\$40
Teen Activities (per Session)	Free-\$30	Free-\$30
Adult Activities (per Session)	Free-\$80	Free-\$60
Senior Activities (per Session)	\$1-\$10	Free-\$3
Specialty Camp (per Week)	\$100	\$40-\$75

The City of Clarksville's Parks and Recreation Department charges a similar fee for programs and activities as peer cities analyzed for the 2018 Public Spaces Master Plan; however, Clarksville charges fees for far fewer activities than its peers do. The planning team recommends that the Department evaluate implementing fees for a variety of programs and events to positively impact the Department's operational cost recovery. Priority programs for fee evaluation are:

- ◆ Fitness Facilities
- ◆ Sports Camps and Trainings
- ◆ Fitness and Enrichment Programs
- ◆ Aquatic Facilities

SUMMER YOUTH PROGRAM

The Clarksville Summer Youth Program is a parks and recreation summer camp program that targets youth between the ages of 6 and 16. The program runs for six weeks from early June through mid-July, Monday through Friday, 9am to 3pm. Lunch is provided to the majority of participants and 15 camp sites are offered annually (2 recreation centers, 2 housing authority sites, and 10 CMCSS schools).

Similar programs in cities throughout the state of Tennessee charge families a fee for their summer programs. The chart below shows the range of fees:

LOCATION	LENGTH OF CAMP	PRICE
Williamson County, TN	9 weeks	\$900
La Vergne, TN	6 weeks	\$450
Knoxville, TN	7 weeks	\$20 Resident / \$40 Non-Resident
Kingsport, TN	8 weeks	\$75 Resident / \$95 Non-Resident
Oak Ridge, TN	8 weeks	\$720
Murfreesboro, TN	1 week	Average Price: \$50 / week

Unlike the peer agencies above, the Clarksville Park and Recreation Department does not charge for their Summer Youth Program. The annual cost to operate this 6-week program is approximately \$186,200, and with the little revenue the Parks Department makes back, the total cost to the Department is \$142,000. The charts below shows the expenses and revenue from the 2016 Summer Youth Program.

EXPENSES

PURPOSE	AMOUNT
Supplies	\$8,500
Lunch Program	\$54,000
Transportation	\$8,200
Uniforms	\$2,000
Part-Time Staff	\$113,500
Total	\$186,200

REVENUE

PURPOSE	AMOUNT
Lunch Grant	\$44,000
Field Trip Fees (opt.)	\$825
Total	\$44,825

Given these figures, the annual operational cost recovery of the Summer Youth Program is approximately 24%. As mentioned in Chapter 3, 40% cost recovery is the best practices target for Parks and Recreation Departments. To reach this target cost recovery percentage, it is recommended that the Parks and Recreation Department incur the following fees from participants:

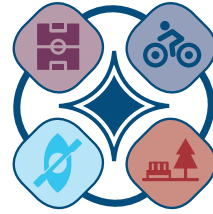
CLARKSVILLE YOUTH SUMMER PROGRAM PARTICIPANT FEE

LOCATION	LENGTH OF CAMP	ESTIMATED PARTICIPANTS	PRICE	REVENUE
Clarksville, TN	6 weeks	450	\$15 / week	\$40,500

Requiring a weekly registration fee of \$15, the Parks and Recreation Department is able to reach the recommended 40% cost recovery rate when added to the existing revenue sources. This weekly registration fee is in line with peer agency fees and will benefit the operations, facilities, and overall program experience of the Clarksville Summer Youth Program.

It is also recommended that the Summer Youth Program have a reduced pricing policy for families that meet income eligibility requirements. A 50% discounted price is in line with Clarksville’s current User Fee Policy and is appropriate for the Summer Youth Program.

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CLARKSVILLE

Public Spaces Master Plan



A

APPENDIX A. BENCHMARK ANALYSIS

Author: PROS Consulting

CHAPTER ONE – BENCHMARK ANALYSIS

1.1 METHODOLOGY

The consulting team and Clarksville Parks and Recreation Department identified operating metrics to benchmark against comparable park and recreation systems. The goal of the analysis is to evaluate how Clarksville is positioned among peer agencies as it applies to efficiency and effectiveness practices.

The benchmark assessment is organized into specific categories based on peer agency responses to targeted questions that lend an encompassing view of each system's operating metrics in comparison to Clarksville. In addition, the benchmark comparison is also compared to national data from the National Parks and Recreation Association's (NRPA) Park Metrics database and/or recommended best practice standards.

Information used in this analysis was obtained directly from each participating agency. Due to differences in how each system collects, maintains, and reports data, variances may exist. These variations can impact the per capita and percentage allocations, and the overall comparison must be viewed with this in mind. The benchmark data collection for all systems was complete as of March 2018, and it is possible that information may have changed since the original collection date. The information sought was a combination of operating metrics that factor budgets, staffing levels, and inventories. In some instances, the information was not tracked or not available.

The table below lists each benchmark agency in the study, arranged by population size served, and reveals key characteristics of each jurisdiction. The overview also indicates which agencies that have achieved CAPRA accreditation or are a Gold Medal agency along with the year won. Clarksville has a population of 150,287 with a jurisdiction size of 95.50 sq. mi., and ranks third in population density (1,574 residents per sq. mi.).

Agency	Jurisdiction Type	Population	Jurisdiction Size (Sq. Mi.)	Population per Sq. Mi.	NRPA Gold Medal (Year)	CAPRA Accredited
Shawnee County Parks and Recreation	County	178,725	556.00	321	-	-
Chattanooga Parks	City	177,571	145.00	1,225	-	-
Cary Recreation & Enjoyment	Town	157,259	58.00	2,711	Yes (2016)	Yes (2003)
Clarksville Parks and Recreation	City	150,287	95.50	1,574	-	-
Murfreesboro Parks and Recreation	City	118,000	58.32	2,023	-	-

It should be noted that Chattanooga's management of their parks and recreation programming and facilities is divided between the two departments. Budget comparison seen throughout the report will only cover the Parks Maintenance Division. Clarksville Parks and Recreation Department reached out to the Recreation Division to obtain their information but have yet to hear back at the time of the study.

1.2 BENCHMARK COMPARISON

PARK ACREAGE

The following table provides a general overview of each system's park acreage. Clarksville has the second lowest total acres owned or managed (1,109). Assessing level of service for park acres, Clarksville ranks last with 7.4 acres of parkland per 1,000 residents, which is above NRPA's lower quartile for all agencies with 4.6 acres per 1,000 residents. Cary Recreation & Enjoyment ranks first with 17.1 total acres per 1,000 residents.

Agency	Population	Total Acres Owned or Managed	Total Developed Acres	Percentage of Developed Acres	Total Acres per 1,000 Residents
Cary Recreation & Enjoyment	157,259	2,690	1,960	73%	17.1
Shawnee County Parks and Recreation	178,725	2,685	2,200	82%	15.0
Murfreesboro Parks and Recreation	118,000	1,103	979	89%	9.3
Chattanooga Parks	177,571	1,534	1,120	73%	8.6
Clarksville Parks and Recreation	150,287	1,109	888	80%	7.4

NRPA Median 9.6 Acres per 1,000 Residents

NRPA Lower Quartile 4.6 Acres per 1,000 Residents

NRPA Upper Quartile 16.6 Acres per 1,000

TRAIL MILEAGE

The table below describes trail mileage for soft and paved trail mileage, for each system. Clarksville offers 9 miles of paved trail miles and zero soft trail miles. Currently, the City is offering lower levels of absolute mileage when compared to peer agencies.

By comparing total trail mileage to the population of the service area, parks and recreation agencies can quantify what level of service they are providing to the community, which is expressed as trail miles for every 1,000 residents. As seen below, Clarksville has the lowest total trail mileage per capita among benchmark agencies. Although Clarksville has a very low level of service, this can be largely attributed other municipalities operating trails within its vast service area.

Agency	Population	Soft Trail Miles	Paved Trail Miles	Total Trail Miles	Trail Miles per 1,000 Residents
Cary Recreation & Enjoyment	157,259	13.6	78.4	89.0	0.57
Shawnee County Parks and Recreation	178,725	6.0	44.0	50.0	0.28
Murfreesboro Parks and Recreation	118,000	4.0	15.0	19.0	0.16
Chattanooga Parks	177,571	6.0	9.0	15.0	0.08
Clarksville Parks and Recreation	150,287	-	9.0	9.0	0.06

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

FTE'S PER 10,000 RESIDENTS

This section compares levels of staffing for each system by comparing full-time equivalents (FTEs) to total population. Total FTEs per 10,000 residents is a key performance metric that assesses how well each agency is equipped, in terms of human resources, to serve its jurisdiction. Among peer agencies, Clarksville ranks at the bottom of the benchmark at 8.5 FTEs per 10,000 residents but is higher than NRPA's median average of 7.3 FTEs per 10,000 residents.

Agency	Population	Total FTEs*	FTEs per 10,000 Residents
Cary Recreation & Enjoyment	157,259	308	19.6
Shawnee County Parks and Recreation	178,725	215	12.0
Chattanooga Parks	177,571	174	9.8
Clarksville Parks and Recreation	150,287	128	8.5

Note: Murfreesboro Parks and Recreation Total FTE's were not available at the time of the study.

NRPA Median 7.3 FTEs per 10,000 Residents

NRPA Lower Quartile 3.7 FTEs per 10,000 Residents

NRPA Higher Quartile 14.9 FTEs per 10,000 Residents

OPERATING BUDGET

Benchmark agencies reported a wide range of annual operating expenditures, from nearly \$8 million (Clarksville) to \$16.3 million (Chattanooga). Dividing the annual operational budget to the service area's population allows for a direct comparison of how much each agency is expending per resident. Clarksville is spending the least among benchmark agencies, at \$53.11 of spending on parks and recreation per resident.

Agency	Population	Total Operating Expense	Operating Expense per Resident
Murfreesboro Parks and Recreation	118,000	\$ 10,872,762	\$ 92.14
Chattanooga Parks	177,571	\$ 16,315,571	\$ 91.88
Cary Recreation & Enjoyment	157,259	\$ 13,968,925	\$ 88.83
Shawnee County Parks and Recreation	178,725	\$ 13,512,213	\$ 75.60
Clarksville Parks and Recreation	150,287	\$ 7,981,209	\$ 53.11

Total Annual Operating Expenditures

NRPA Median \$3,501,000

NRPA Lower Quartile \$1,202,000

NRPA Higher Quartile \$9,446,000

Operating Expense per Resident

NRPA Median \$77.32 per Resident

NRPA Lower Quartile \$39.84 per Resident

NRPA Higher Quartile \$141.89 per Residents

NON-TAX REVENUES

By comparing each agency's annual non-tax revenue to the population, the annual revenue generated on a per resident basis can be determined. As seen below, there is a large discrepancy in revenue-generating capabilities among benchmark agencies. Again, Clarksville ranks at the bottom of the study with nearly \$12 earned per resident served.

Agency	Population	Total Non-Tax Revenue	Revenue per Resident
Cary Recreation & Enjoyment	157,259	\$ 6,837,601	\$ 43.48
Shawnee County Parks and Recreation	178,725	\$ 4,819,147	\$ 26.96
Murfreesboro Parks and Recreation	118,000	\$ 1,400,000	\$ 11.86
Clarksville Parks and Recreation	150,287	\$ 1,772,488	\$ 11.79
Chattanooga Parks	177,571	\$ 1,434,451	\$ 8.08

Chattanooga Parks non-tax revenue figure only includes the Parks Maintenance Division; most of their revenues come from park facility rentals and carousel use fees

NRPA Median \$19.04 per Resident

NRPA Lower Quartile \$6.73 per Resident

NRPA Higher Quartile \$51.51 per Residents

OPERATIONAL COST RECOVERY

Operational cost recovery is arrived at by dividing total non-tax revenue by total operating expense. The operational cost recovery is a critical performance indicator that measures how well each department's revenue generation covers the total cost of operations. Forty (40%) percent cost recovery is consistent with best practices for parks and recreation agencies nationwide, with Clarksville revenues recoup approximately 22 percent of the annual operational costs.

Agency	Total Non-Tax Revenue	Total Operating Expense	Operational Cost Recovery
Cary Recreation & Enjoyment	\$ 6,837,601	\$ 13,968,925	49%
Shawnee County Parks and Recreation	\$ 4,819,147	\$ 13,512,213	36%
Clarksville Parks and Recreation	\$ 1,772,488	\$ 7,981,209	22%
Murfreesboro Parks and Recreation	\$ 1,400,000	\$ 10,872,762	13%
Chattanooga Parks	\$ 1,434,451	\$ 16,315,571	9%

NRPA Median 29% Cost Recovery

NRPA Lower Quartile 14% Cost

NRPA Higher Quartile 50% Cost

CAPITAL BUDGET

The table below reveals the annual capital budget from 2014-2016, as well as the three year average budget, for each agency. There is a wide range of capital investment, from the benchmark agencies, from half a million to over \$10 million. Clarksville is investing about half a million per year in capital improvements, which ranks at the bottom of the study.

Agency	CIP Budget 2014	CIP Budget 2015	CIP Budget 2016	Avg Annual CIP Budget 2014-2016
Murfreesboro Parks and Recreation	\$ 10,915,904	\$ 9,658,285	\$ 10,872,762	\$ 10,482,317
Cary Recreation & Enjoyment	\$ -	\$ 3,540,000	\$ 13,364,371	\$ 5,634,790
Chattanooga Parks	\$ 1,313,400	\$ 2,070,000	\$ 1,350,563	\$ 1,577,988
Clarksville Parks and Recreation	\$ 630,414	\$ 659,218	\$ 301,051	\$ 530,228

Notes: Shawnee County CIP figures were not available at time of study.

Chattanooga Parks CIP figures only include the Parks Maintenance Division

PROGRAM PARTICIPATION

This portion assesses program participation for each agency by comparing total program participations to the population of each service area to determine the average participation rate per resident. Program activity is measured in *participations* (versus *participants*), which accounts for each time a resident participates in a program and allows for multiple participations per resident. Clarksville and Cary generates about the same participations per resident with 2.23 and 2.25 respectively. Murfreesboro ranks first among the benchmark agencies with 3.61 participations per resident.

Agency	Population	Total Program Participations	Participations per Resident
Murfreesboro Parks and Recreation	118,000	426,211	3.61
Cary Recreation & Enjoyment	157,259	353,145	2.25
Clarksville Parks and Recreation	150,287	335,000	2.23
Shawnee County Parks and Recreation	178,725	285,417	1.60

Chattanooga program participation figures were not available at the time of the study.

INDOOR RECREATION SPACE

Assessing the available indoor community / recreation center space among benchmark agencies, all of the peer agencies are providing a low level of service. By dividing the existing square footage by the total population, the amount of indoor space available per resident can be determined. Clarksville's 0.31 square feet per resident is the lowest among the peer agencies as well as the accepted national best practice of 1.5-2.0 sq. ft. of indoor space per resident.

Agency	Population	Number of Indoor Community Center Facilities	Sq. Ft. of Indoor Community Center Facilities	Avg. Size of Indoor Community Center Facilities (Sq. Ft.)	Sq. Ft. per Resident
Shawnee County Parks and Recreation	178,725	9	152,276	16,920	0.85
Cary Recreation & Enjoyment	157,259	3	68,668	22,889	0.44
Clarksville Parks and Recreation	150,287	3	46,500	15,500	0.31
Chattanooga Parks	177,571	18	-	-	-
Murfreesboro Parks and Recreation	118,000	3	-	-	-

Note: Chattanooga and Murfreesboro's indoor recreation square footage was not available at the time of the study.

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

INDOOR AQUATIC SPACE

Clarksville Parks and Recreation agency is the only benchmark agency offering indoor aquatic space. Clarksville's 0.18 sq. ft. of aquatic space per resident is below best practice agencies at 0.5 sq. ft. per resident.

Agency	Population	Number of Indoor Aquatic Centers	Sq. Ft. of Indoor Aquatic Centers	Sq. Ft. per Resident
Clarksville Parks and Recreation	150,287	1	26,500	0.18
Murfreesboro Parks and Recreation	118,000	2	-	-

Note: Murfreesboro's indoor aquatic square footage was not available at the time of the study.

Best Practice Agencies 0.5 Sq. Ft. per Resident

METHODS OF COMMUNICATION

Clarksville Parks and Recreation Department currently communicates with residents through the use of a variety of mediums, such as seasonal activity guides, the City's website, park info kiosks, print and digital advertising, email blasts, signage, and verbal communication with staff, as well as social media platforms.

Effective communication strategies require striking an appropriate balance between the content with the volume of messaging while utilizing the "right" methods of delivery. Developing a strategic marketing plan specifically for parks that complements the greater City's marketing strategy will help address any communication strategy issues.

Benchmark Agencies	Methods of providing information about parks
Clarksville Parks and Recreation	Activity guide, website, social media, e-marketing, paid print advertising, in-house marketing, billboards, park info kiosks, digital display tvs, radio, digital paid advertising, press releases, expos/fairs
Cary Recreation & Enjoyment	Website, social media, press releases, flyers, program guide, print advertising, brochures, press releases
Shawnee County Parks and Recreation	Print, email, social media, website
Murfreesboro Parks and Recreation	RecConnection (Program Guide, website, Facebook, twitter, Instagram (coming soon), local news sources, City TV, etc.
Chattanooga Parks	Website, social media, press releases, flyers

LEVEL OF SERVICE

The table below provides a snapshot of inventory numbers for the benchmark agencies, as well as a side-by-side comparison of the level of service for each amenity type. The service level is arrived at by comparing each amenity count by the population of the jurisdiction served.

Below are the national averages based on the 2018 NRPA Agency Performance Review for agencies with a jurisdiction population between 100,000 to 250,000:

- Rectangular Fields: multi-purpose - 1 field per 14,186
- Diamond fields: baseball-youth - 1 field per 13,321
- Diamond fields: baseball-adult - 1 field per 42,557
- Diamond fields: softball fields - youth - 1 field per 22,278
- Diamond fields: softball fields - adult - 1 field per 22,888
- Outdoor pools: - 1 site per 71,991

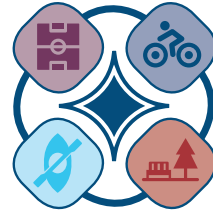
National averages based on the 2018 NRPA Agency Performance Review for all agencies:

- Rectangular Fields: multi-purpose - 1 field per 8,055
- Diamond fields: baseball-youth - 1 field per 6,519
- Diamond fields: baseball-adult - 1 field per 18,880
- Diamond fields: softball fields - youth - 1 field per 9,900
- Diamond fields: softball fields - adult - 1 field per 12,000
- Outdoor pools: - 1 site per 31,709

Agency:	Clarksville	Cary	Shawnee County	Chattanooga	Murfreesboro	Clarksville Current Service Level based upon population			Cary Current Service Level based upon population			Shawnee County Current Service Level based upon population			Chattanooga Current Service Level based upon population			Murfreesboro Current Service Level based upon population					
OUTDOOR AMENITIES:																							
Multi-Purpose Fields (Soccer, Football, Cricket, Lacrosse)	10.0	22.0	1.0	10.0	20.0	1.00	field per	15,029	1.00	field per	7,148	1.00	field per	178,725	1.00	field per	17,757	1.00	field per	5,900			
Ball Diamonds	11.0	26.0	38.0	64.0	13.0	1.00	field per	13,662	1.00	field per	6,048	1.00	field per	4,703	1.00	field per	2,775	1.00	field per	9,077			
Outdoor Pools	4.0	-	7.0	-	1.0	1.00	site per	37,572	1.00	site per	-	1.00	site per	25,532	1.00	site per	-	1.00	site per	118,000			

1.3 SUMMARY OF BENCHMARK FINDINGS

In comparison, Clarksville is trailing benchmark agencies in most metrics analyzed in this study and the department is limited in its capacity to deliver services. Clarksville should center on achieving operational efficiencies and enhancing revenue generation, more so than attaining comparable levels of service for park assets. A key performance indicator that will be important to track and improve on over time is operational cost recovery, and elevating cost recovery levels from the current 22% to a benchmark-leading status would greatly improve the health of the system. Recovering a more sustainable level of operations as a larger goal would also reflect stronger positioning among benchmark peers for many other performance metrics.



CLARKSVILLE

Public Spaces Master Plan



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APPENDIX B. MARKET ANALYSIS AND TRENDS

Author: PROS Consulting

CHAPTER ONE MARKET ANALYSIS

1.1 DEMOGRAPHIC ANALYSIS

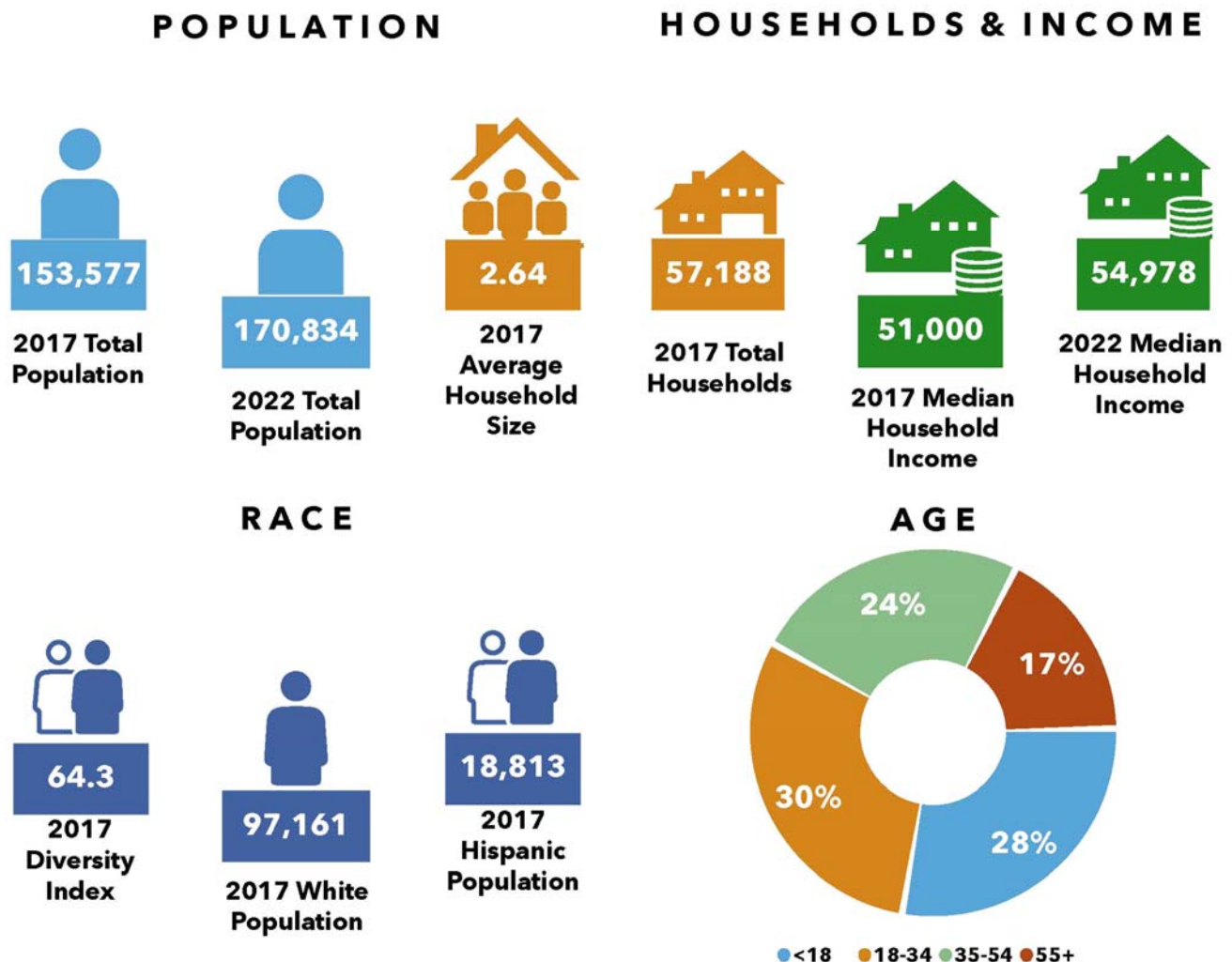
The Demographic Analysis provides an understanding of the population within the City of Clarksville, Tennessee. This analysis reviews the City's total population, and its key characteristics such as age segments, income levels, race, ethnicity, and gender.



It is important to note that future projections are all based on historical patterns and unforeseen circumstances during or after the time of the projections could have a significant bearing on the validity of the final projections.

1.1.1 DEMOGRAPHIC OVERVIEW

The Diversity Index from ESRI represents the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. The ESRI Diversity Index expresses the racial and ethnic diversity of a geographic area in a single number that ranges from 0 (no diversity) to 100 (complete diversity). A Diversity Index of 64 translates to a probability of 64 percent that two people randomly chosen from Clarksville population would belong to different race or ethnic groups.



1.1.2 METHODOLOGY

Demographic data used for the analysis was obtained from U.S. Census Bureau and from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in November 2017 and reflects actual numbers as reported in the 2010 Censuses, and estimates for 2017 and 2022 as obtained by ESRI. Straight line linear regression was utilized for projected 2027 and 2032 demographics. The boundaries that were utilized for the demographic analysis are shown below in Figure 1.

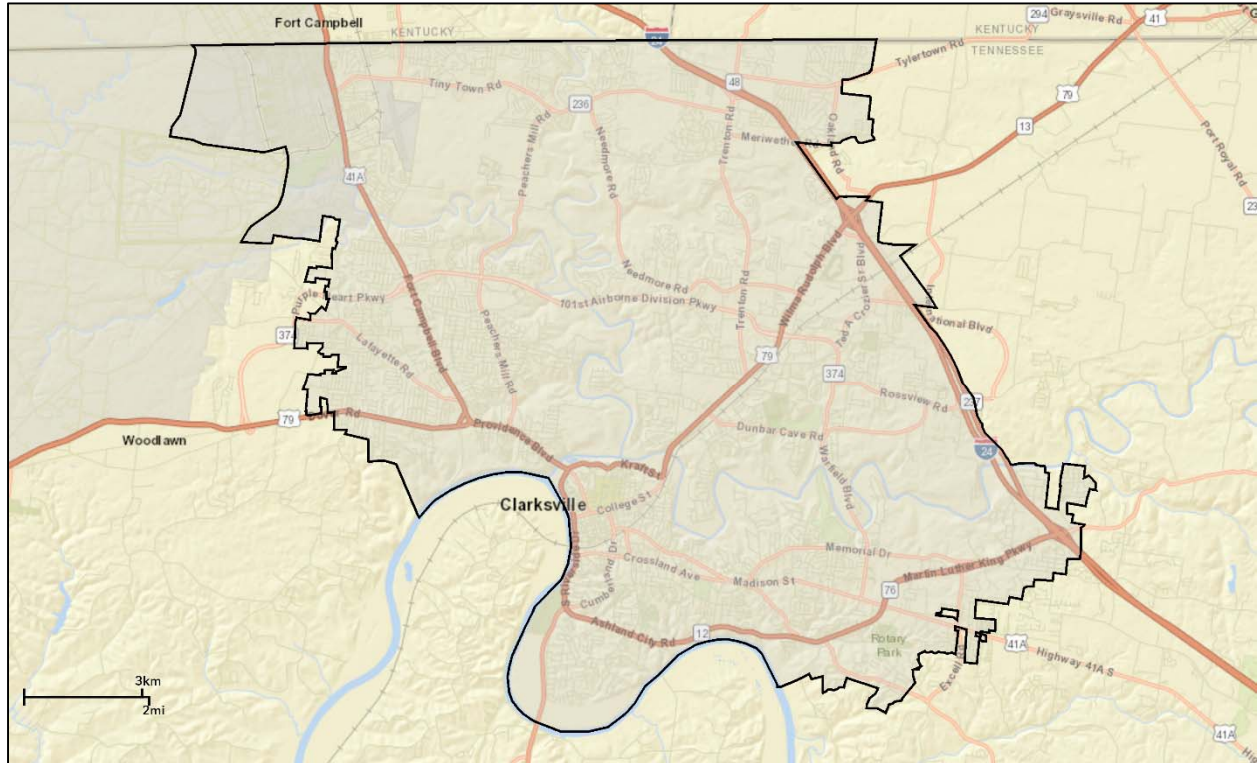


Figure 1: Clarksville's City Boundaries

RACE AND ETHNICITY DEFINITIONS

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

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

1.1.3 CITY OF CLARKSVILLE POPULACE

POPULATION AND HOUSEHOLDS

The City's population has experienced a steady growing trend in recent years. (See Figure 2).

Currently, the population is estimated at 153,577 individuals living within 57,188 households. Projecting ahead, the total population and total number of households are both expected to continue to grow over the next 15 years. Based on predictions through 2032, the City is expected to have 201,637 residents living within 75,273 households.

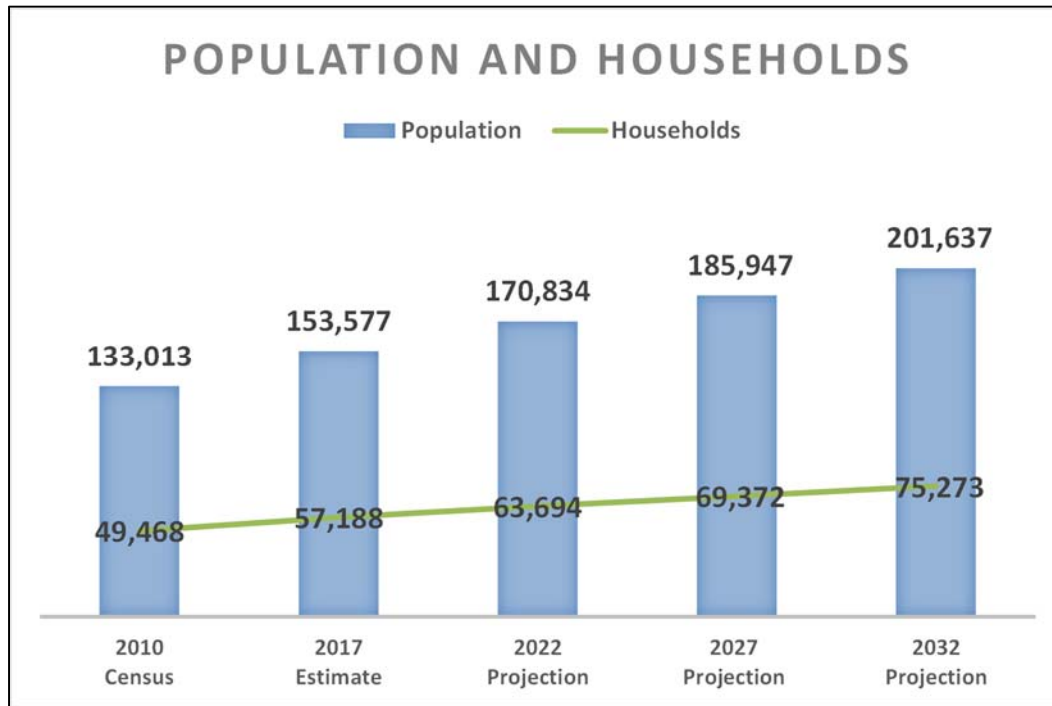


Figure 2: City of Clarksville Population and Households

The following chart below displays figures for owner, renter, and vacant housing units along with family and average size households. Currently, owner occupied housing units make up 54% of the total household while renter occupied units make up 46% of the total. Family households represent 70% of households with this trend to remain the same through 2032.

Housing Summary	2010 Census	2017 Estimate	2022 Projection	2027 Projection	2032 Projection
Owner Occupied Housing Units	27,755	30,673	34,151	36,465	39,093
Renter Occupied Housing Units	21,713	26,515	29,543	32,907	36,180
Vacant Housing Units	5,375	6,570	7,232	8,054	8,833
Family Households	34,500	39,575	43,879	47,616	51,506
Average Household Size	2.63	2.64	2.64	-	-

AGE SEGMENT

Evaluating the population by age segments, the City exhibits a slightly skewed distribution. When comparing to the national average, the median age of the U.S. is 38.0 years old; with 46% of its population being under the age of 35. Clarksville's population is much younger, having a median age of 30.7 years old; with 58% of its residents currently under the age of 35. With Austin Peay State University and Fort Campbell located in or near Clarksville, it is expected for the young adult (18-34) population to be significantly higher than the national average.

The City is projected to undergo a slight aging trend. The City is projected to have 20% of its total population being over the age of 55 by 2032. This is partially assumed to be an outcome of the Baby Boomer generation aging into the senior age groups (Figure 3).

As the Baby Boomer generation ages, the population of the United States over the age of 55 will continue to grow. Due to the growth of this age segment and increasing life expectancy, it is useful to further segment the "Senior" population beyond the traditional 55+ designation.

Within the field of parks and recreation, there are two different ways to partition this age segment. One is to simply segment by age: 55-64; 65-74; and 75+. However, as these age segments are reached, variability of health and wellness can be marked. For example, a 57-year-old may be struggling with rheumatoid arthritis and need different recreation opportunities than a healthy 65-year old who is running marathons once a year. Therefore, it may be more useful to divide this age segment into "Active," "Low-Impact," and/or "Social" Seniors.

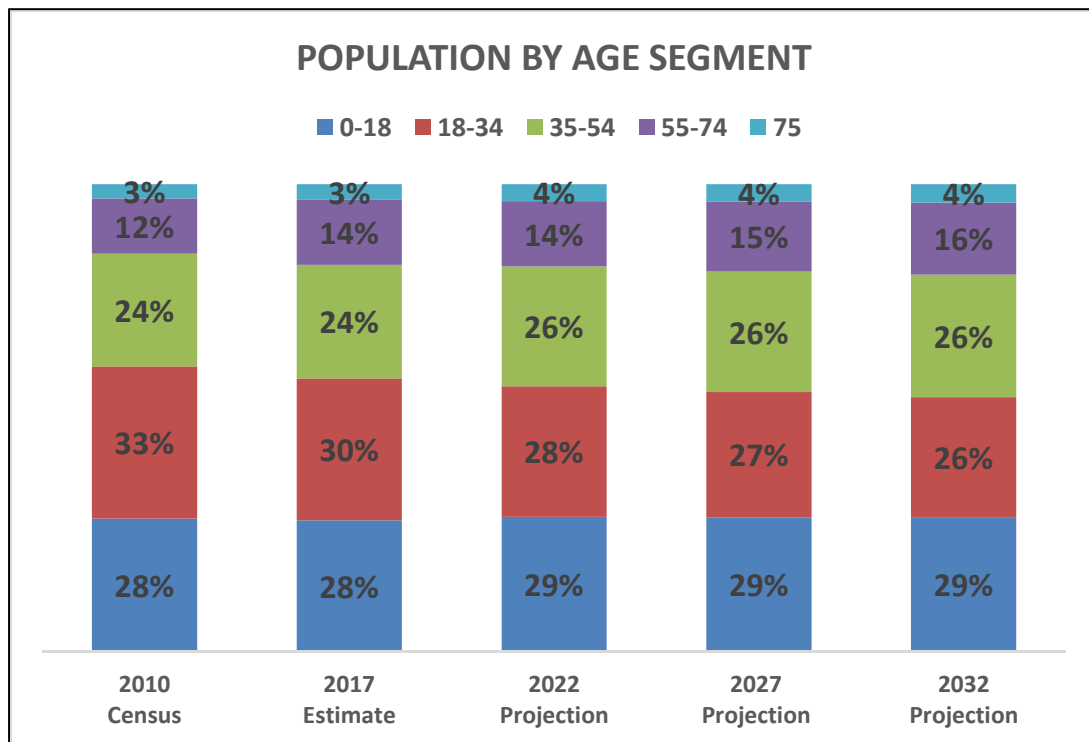


Figure 3 - Population by Age Segment

RACE AND ETHNICITY

In analyzing race, the City's current population is very diverse. The 2017 estimate shows that 63% of the population falls into the White Alone category, while the Black or African American (23%) represents the largest minority. The predictions for 2032 expect the population by race to become slightly more diverse. There is expected to be an increase in the Black or African American, Two or More Races and Some Other Race population; accompanied by decreases in the White Alone populations. (Figure 4)

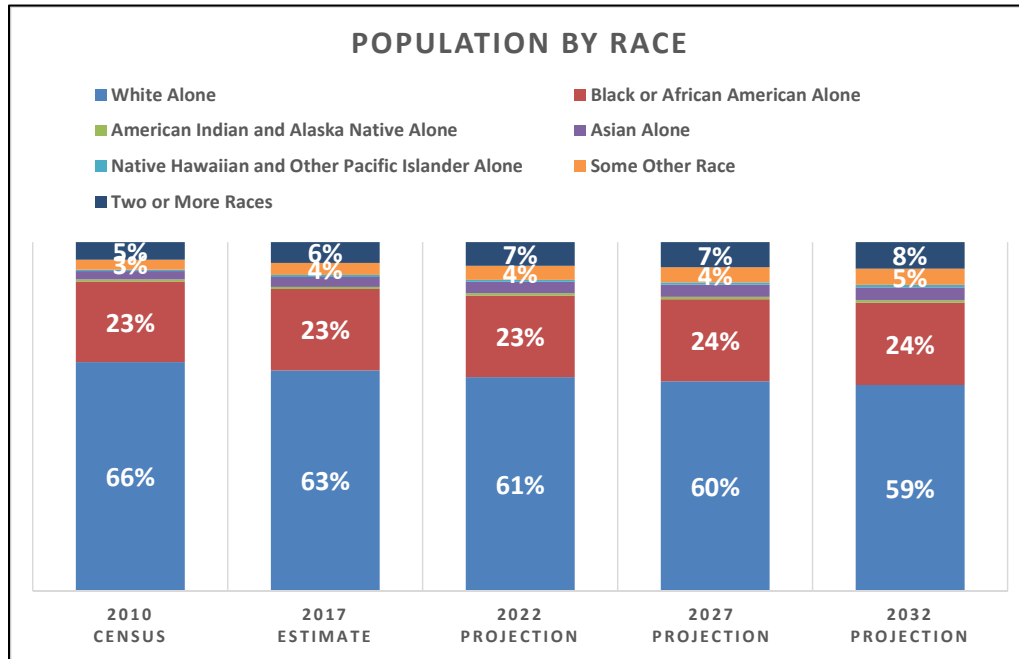


Figure 4 - Population by Race

Ethnicity determines whether a person is of Hispanic origin or not. For this reason, ethnicity is broken out in two categories, Hispanic / Latino and Not Hispanic / Latino. Hispanics may report as any race.

Based on the 2017 estimate, those of Hispanic/Latino origin currently represent 12% of the service area's total population. The Hispanic/Latino population is expected to experience an increase in population percentage (17%) by 2032. (Figure 5)

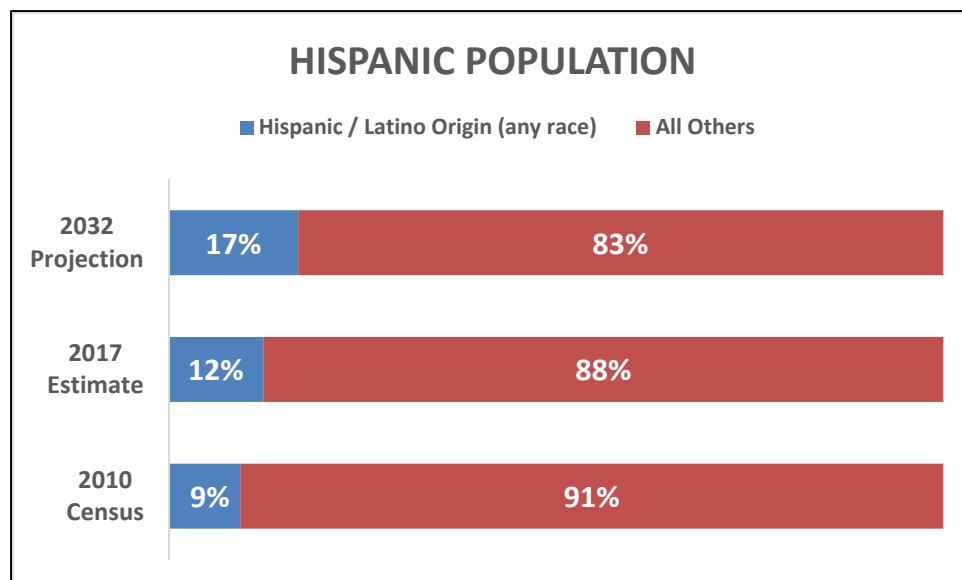


Figure 5 - Hispanic Population

HOUSEHOLD INCOME

As seen in **Figure 6**, the City's median household income (\$51,000) and per capita income (\$23,463), are below national averages. The state's median household income is lower than Clarksville's but has a higher per capita income than Clarksville.

With the median household income being below the national averages, this is a strong indicator that disposable income maybe limited. It is important to note, though, that these numbers are skewed by the number of college students who may have a lower income currently. This discrepancy is typical in cities where a large percentage of the population is college students with limited earning capabilities.

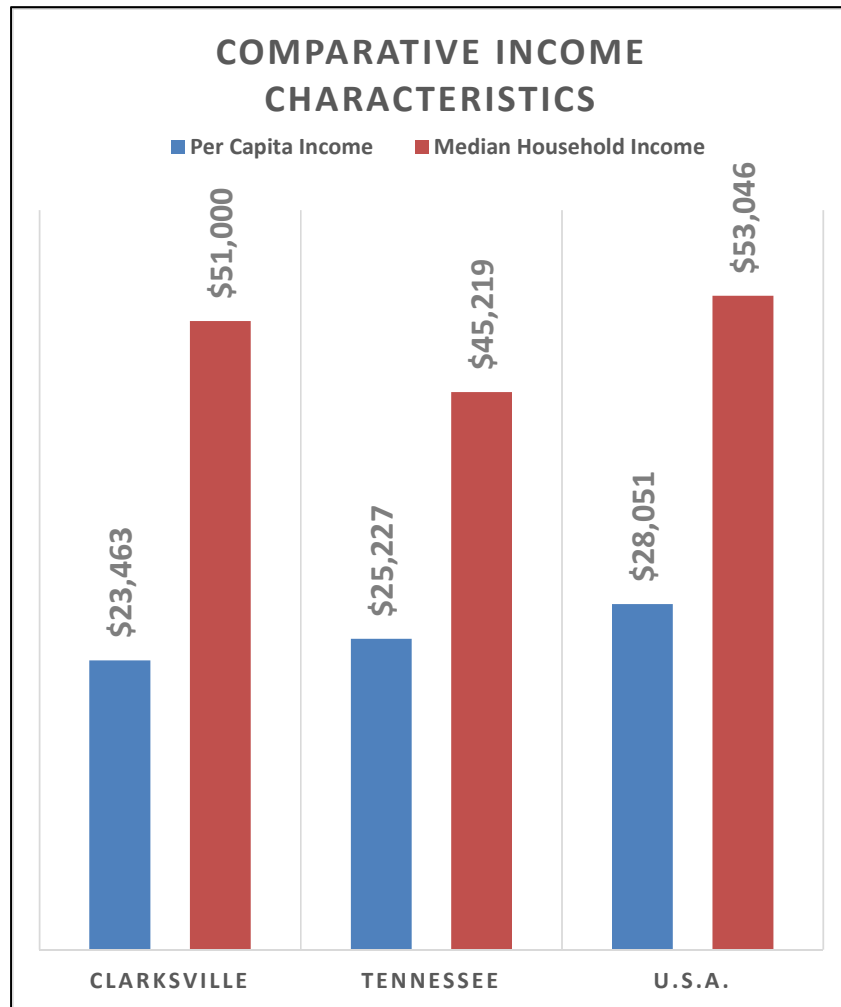


Figure 6 - Comparative Income Characteristics

1.2 TRENDS ANALYSIS

The Trends Analysis provides an understanding of both national and local recreational trends. This analysis examines Core vs. Casual Participation, Activity by Generation, overall Programming Trends, and Local Sports & Market Potential. It is important to note that all trends are based on current and/or historical patterns of participation rates.

TRENDS ANALYSIS OVERVIEW

The following table gives a brief overview of national trends

Summary of National Participatory Trends Analysis	
1. Number of "inactives" decreased slightly, those 'active to a healthy level' on the rise	<ol style="list-style-type: none"> "Inactives" down 0.2% from 2015 to 2016, from 81.6 million to 81.4 million Approximately one-third of Americans (ages 6+) are active to a healthy level
2. Most popular sport and recreational activities	<ol style="list-style-type: none"> Fitness Walking (107.9 million) Treadmill (52.0 million) Free/Hand Weights (51.5 million)
3. Most participated in team sports	<ol style="list-style-type: none"> Golf- 2015 data (24.1 million) Basketball (22.3 million) Tennis (18.1 million)
4. Activities most rapidly growing over last five years	<ol style="list-style-type: none"> Stand-Up Paddling - up 181% Adventure Racing - up 150% Non-traditional/Off-road Triathlon - up 108%
5. Activities most rapidly declining over last five years	<ol style="list-style-type: none"> In-line Roller Skating - down 28% Touch Football - down 26% Ultimate Frisbee - down 25%

1.2.1 NATIONAL TRENDS IN RECREATION

METHODOLOGY

The Sports & Fitness Industry Association's (SFIA) *annual report (Sports, Fitness & Recreational Activities Topline Participation Report 2017)* was utilized when evaluating the following trends:

- National Trends in Sport and Fitness Participation
- Core vs. Casual Participation
- National Trends in Fitness and Sports Spending

The study is based on survey findings carried out in 2016 and the beginning of 2017 by the Physical Activity Council, which conducted a total of 24,134 online interviews - 11,453 individual and 12,681 household surveys. A sample size of 24,134 completed interviews is considered by SFIA to result in a high degree of statistical accuracy. A sport with a participation rate of five percent has a confidence interval

of plus or minus 0.31 percentage points under 95 percent confidence interval. Using a weighting technique, the total population figure used in this study is 296,251,344 people (ages six and older). The purpose of the report is to establish levels of activity and identify key participatory trends in recreation across the US.

CORE VS. CASUAL PARTICIPATION

In addition to overall participation rates, SFIA further categorizes active participants as either core or casual participants based on frequency. Core participants have higher participatory frequency thresholds than casual participants. The thresholds vary among different categories of activities. For instance, core participants engage in most fitness and recreational activities more than 50 times per year, while for sports, the threshold for core participation is typically 13 times per year. Core participants are more committed and less likely to switch to other fitness or sport activities or become inactive (engage in no physical activity) than casual participants. For instance, the most popular activity in 2016, fitness walking, has twice the core participants than casual participants. This may also explain why activities with more core participants tend to experience less pattern shifts than those with larger groups of casual participants.

NATIONAL SPORT AND FITNESS PARTICIPATORY TRENDS

NATIONAL TRENDS IN GENERAL SPORTS

The sports most heavily participated in for 2016 were golf (24.1 million in 2015) and basketball (22.3 million), which have participation figures well in excess of the other activities in the general sports category. The popularity of golf and basketball can be attributed to the ability to compete with relatively small number of participants. Golf also benefits from its wide age segment appeal, and is considered a life-long sport. Basketball's success can be attributed to the limited amount of equipment needed to participate and the limited space requirements necessary, which make basketball the only traditional sport that can be played at the majority of American dwellings as a drive-way pickup game.

Since 2011, rugby and other niche sports, like roller hockey, and squash, have seen strong growth. Rugby has emerged as the overall fastest growing sport, as it has seen participation levels rise by 82.4% over the last five years. Based on the five-year trend, boxing (62%), roller hockey (55.9%), squash (39.3%), lacrosse (39.2%), cheerleading (32.1%) and field hockey (31.8%) have also experienced significant growth. In the most recent year, the fastest growing sports were gymnastics (15%), rugby (14.9%), sand volleyball (14.7%), Pickleball (12.3%), and cheerleading (11.7%).

During the last five years, the sports that are most rapidly declining include touch football (-26%), ultimate Frisbee (-24.5%), racquetball (-17.9%), and tackle football (-15%). Ultimate Frisbee and racquetball are losing their core participants while touch football and tackle football are experiencing attrition of its casual participant base. For the most recent year, ultimate Frisbee (-16.7%), touch football (-12.3%), tackle football (-11.9%), and boxing have undergone the largest decline.

In general, the most recent year shares a similar pattern with the five-year trends; suggesting that the increasing rates for participation in certain activities have not yet reached their peaks in sports like rugby, sand volleyball, and ice hockey. However, four sports that increased rapidly over the past five years have undergone decline in 2016, including lacrosse, field hockey, squash, and boxing for competition. The reversal of the five-year trends in these sports may be due to a relatively low user base (about 1 million) and could suggest that participation in these activities may have peaked. Exiting individuals from these declining activities are mostly casual participants that may switch to a variety of other sports or fitness activities.

CORE VS. CASUAL TRENDS IN GENERAL SPORTS

The most popular sports such as basketball and baseball have a larger core participant base (engaged in this activity more than 13 times annually) than casual participant base (engaged at least 1 time annually). Less mainstream sports such as ultimate Frisbee, roller hockey, squash and boxing for competition have more casual participants who engaged in these sports in a low frequency. Although, for the five-year trends, these sports have increasing in participation, people joining were mostly casual participants who engaged less frequently than the more dedicated, core participant base and may switch to other sports or fitness activities, explaining the declining one-year trends.

National Participatory Trends - General Sports					
Activity	Participation Levels			% Change	
	2011	2015	2016	11-16	15-16
Golf (2015 data)	26,122	24,700	24,120	-7.7%	-2.3%
Basketball	24,790	23,410	22,343	-9.9%	-4.6%
Tennis	17,772	17,963	18,079	1.7%	0.6%
Baseball	13,561	13,711	14,760	8.8%	7.7%
Soccer (Outdoor)	13,667	12,646	11,932	-12.7%	-5.6%
Softball (Slow Pitch)	7,809	7,114	7,690	-1.5%	8.1%
Badminton	7,135	7,198	7,354	3.1%	2.2%
Volleyball (Court)	6,662	6,423	6,216	-6.7%	-3.2%
Football, Flag	6,325	5,829	6,173	-2.4%	5.9%
Football, Touch	7,684	6,487	5,686	-26.0%	-12.3%
Volleyball (Sand/Beach)	4,451	4,785	5,489	23.3%	14.7%
Football, Tackle	6,448	6,222	5,481	-15.0%	-11.9%
Gymnastics	4,824	4,679	5,381	11.5%	15.0%
Soccer (Indoor)	4,631	4,813	5,117	10.5%	6.3%
Track and Field	4,341	4,222	4,116	-5.2%	-2.5%
Cheerleading	3,049	3,608	4,029	32.1%	11.7%
Ultimate Frisbee	4,868	4,409	3,673	-24.5%	-16.7%
Racquetball	4,357	3,883	3,579	-17.9%	-7.8%
Pickleball	N/A	2,506	2,815	N/A	12.3%
Ice Hockey	2,131	2,546	2,697	26.6%	5.9%
Softball (Fast Pitch)	2,400	2,460	2,467	2.8%	0.3%
Lacrosse	1,501	2,094	2,090	39.2%	-0.2%
Roller Hockey	1,237	1,907	1,929	55.9%	1.2%
Wrestling	1,971	1,978	1,922	-2.5%	-2.8%
Rugby	850	1,349	1,550	82.4%	14.9%
Squash	1,112	1,710	1,549	39.3%	-9.4%
Field Hockey	1,147	1,565	1,512	31.8%	-3.4%
Boxing for Competition	747	1,355	1,210	62.0%	-10.7%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 10: General Sports Participatory Trends

NATIONAL TRENDS IN GENERAL FITNESS

Overall, national participatory trends in fitness have experienced strong growth in recent years. Many of these activities have become popular due to an increased interest among people to improve their health by engaging in an active lifestyle - 0.4% more people were reported being active to a healthy level and inactivity rate decreased by 0.2% in 2016. These activities also have very few barriers to entry, which provides a variety of options that are relatively inexpensive to participate in and can be performed by nearly anyone with no time restrictions.

The most popular fitness activity by far is fitness walking, which had about 107.9 million participants in 2016, despite a 1.8% decrease from the previous year. Other leading fitness activities based on total number of participants include treadmill (52 million), hand weights (51.5 million), running/jogging (47.4 million), stationary cycling (36.1 million), and weight/resistance machines (35.8 million).

Over the last five years, the activities growing most rapidly are non-traditional / off-road triathlons (108.2%), trail running (59.7%), traditional road triathlons (40.8%), high impact aerobics (35.8%), and tai chi (24.6%). For the same time frame, the activities that have undergone the most decline include boot camp style cross training (-14.6%), weight/resistant machines (-9.6%), running/joggings (-5.3%), and fitness walking (-4.3%).

In the last year, activities with the largest gains in participation included stair climbing machine (13.9%), bodyweight exercise (13.4%), and cross training style workout (10.3%). From 2015 to 2016, the activities that had the most decline in participation were Barre (-7.1%), hand weights (-5.9%), stretching (-5.6%), and boxing for fitness (-4.5%).

National Participatory Trends - General Fitness					
Activity	Participation Levels			% Change	
	2011	2015	2016	11-16	15-16
Fitness Walking	112,715	109,829	107,895	-4.3%	-1.8%
Treadmill	53,260	50,398	51,972	-2.4%	3.1%
Free Weights (Dumbbells/Hand Weights)	N/A	54,716	51,513	N/A	-5.9%
Running/Jogging	50,061	48,496	47,384	-5.3%	-2.3%
Stationary Cycling (Recumbent/Upright)	36,341	35,553	36,118	-0.6%	1.6%
Weight/Resistant Machines	39,548	35,310	35,768	-9.6%	1.3%
Stretching	34,687	35,776	33,771	-2.6%	-5.6%
Elliptical Motion Trainer	29,734	32,321	32,218	8.4%	-0.3%
Free Weights (Barbells)	27,056	25,381	26,473	-2.2%	4.3%
Yoga	22,107	25,289	26,268	18.8%	3.9%
Calisthenics/Bodyweight Exercise	N/A	22,146	25,110	N/A	13.4%
Choreographed Exercise	N/A	21,487	21,839	N/A	1.6%
Aerobics (High Impact)	15,755	20,464	21,390	35.8%	4.5%
Stair Climbing Machine	13,409	13,234	15,079	12.5%	13.9%
Cross-Training Style Workout	N/A	11,710	12,914	N/A	10.3%
Stationary Cycling (Group)	8,738	8,677	8,937	2.3%	3.0%
Pilates Training	8,507	8,594	8,893	4.5%	3.5%
Trail Running	5,373	8,139	8,582	59.7%	5.4%
Cardio Kickboxing	6,488	6,708	6,899	6.3%	2.8%
Boot Camp Style Cross-Training	7,706	6,722	6,583	-14.6%	-2.1%
Martial Arts	5,037	5,507	5,745	14.1%	4.3%
Boxing for Fitness	4,631	5,419	5,175	11.7%	-4.5%
Tai Chi	2,975	3,651	3,706	24.6%	1.5%
Barre	N/A	3,583	3,329	N/A	-7.1%
Triathlon (Traditional/Road)	1,686	2,498	2,374	40.8%	-5.0%
Triathlon (Non-Traditional/Off Road)	819	1,744	1,705	108.2%	-2.2%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 11: General Fitness National Participatory Trends

NATIONAL TRENDS IN OUTDOOR RECREATION

Results from the Participation Report demonstrate a dichotomy of growth and attrition among outdoor / adventure recreation activities. Much like the general fitness activities, these activities encourage an active lifestyle, can be performed individually or within a group, and are not limited by time restraints.

In 2016, the most popular activities, in terms of total participants, from the outdoor / adventure recreation category include day hiking (42.1 million), road bicycling (38.4 million), freshwater fishing (38.1 million), and camping within ¼ mile of vehicle/home (26.5 million).

From 2011-2016, adventure racing (149.5%), BMX bicycling (58.5%), traditional climbing (46.5%), and backpacking overnight (31.5%) have undergone the largest increases. More recently, activities growing most rapidly in the last year were BMX bicycling (15.4%), day hiking (13.1%), traditional climbing (8.5%), and recreational vehicle camping (7.9%).

The five-year trend shows activities declining most rapidly were in-line roller skating (-27.8%), camping within ¼ mile of home/vehicle (-17.2%), and bird watching (-11.3%). The recent year trend experiences a relatively smaller decline but includes similar activities as the five-year trend. The activities experiencing declines were bird watching (-11.5%), in-line roller skating (-10.7%), fly fishing (-5.7%), and camping within ¼ mile of home/vehicle (-4.6%).

National Participatory Trends - Outdoor / Adventure Recreation					
Activity	Participation Levels			% Change	
	2011	2015	2016	11-16	15-16
Hiking (Day)	33,494	37,232	42,128	25.8%	13.1%
Bicycling (Road)	39,834	38,280	38,365	-3.7%	0.2%
Fishing (Freshwater)	38,864	37,682	38,121	-1.9%	1.2%
Camping (< 1/4 Mile of Vehicle/Home)	31,961	27,742	26,467	-17.2%	-4.6%
Wildlife Viewing (>1/4 Mile of Home/Vehicle)	21,495	20,718	20,746	-3.5%	0.1%
Camping (Recreational Vehicle)	16,282	14,699	15,855	-2.6%	7.9%
Fishing (Saltwater)	11,896	11,975	12,266	3.1%	2.4%
Birdwatching (>1/4 mile of Vehicle/Home)	13,067	13,093	11,589	-11.3%	-11.5%
Backpacking Overnight	7,722	10,100	10,151	31.5%	0.5%
Bicycling (Mountain)	6,989	8,316	8,615	23.3%	3.6%
Archery	6,471	8,378	7,903	22.1%	-5.7%
Fishing (Fly)	5,581	6,089	6,456	15.7%	6.0%
Skateboarding	6,318	6,436	6,442	2.0%	0.1%
Roller Skating, In-Line	7,451	6,024	5,381	-27.8%	-10.7%
Climbing (Sport/Indoor/Boulder)	4,445	4,684	4,905	10.3%	4.7%
Bicycling (BMX)	1,958	2,690	3,104	58.5%	15.4%
Adventure Racing	1,202	2,864	2,999	149.5%	4.7%
Climbing (Traditional/Ice/Mountaineering)	1,904	2,571	2,790	46.5%	8.5%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 12: Outdoor / Adventure Recreation Participatory Trends

NATIONAL TRENDS IN AQUATIC ACTIVITY

Swimming is unquestionably a lifetime sport, and all aquatic activities have experienced strong participation growth among the American population. In 2016, fitness swimming is the absolute leader in overall participation (26.6 million) for aquatic activities, due in large part to its broad, multigenerational appeal. In the most recent year, competition swimming reported the strongest growth (16.5%) among aquatic activities, followed by aquatic exercise (14.6%) and fitness swimming (1.1%).

Aquatic exercise also has a strong participation base, and has experienced steady growth since 2011. Aquatic exercise has paved the way as a less stressful form of physical activity, while allowing similar benefits as land-based exercises, including aerobic fitness, resistance training, flexibility, and better balance. Doctors are now recommending aquatic exercise for injury rehabilitation, mature patients, and patients with bone or joint problems, due to the significant reduction of stress placed on weight-bearing joints, bones, muscles, and also the effect of the water in reducing swelling from injuries.

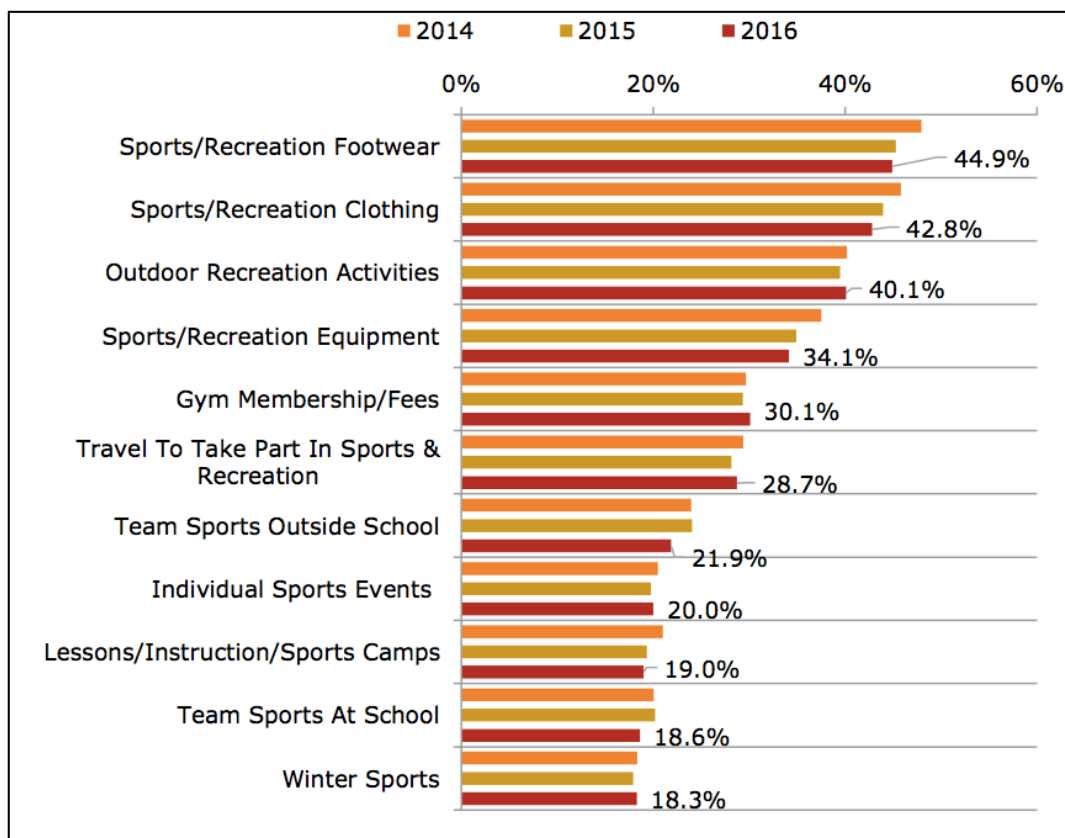
National Participatory Trends - Aquatics					
Activity	Participation Levels			% Change	
	2011	2015	2016	11-16	15-16
Swimming (Fitness)	21,517	26,319	26,601	23.6%	1.1%
Aquatic Exercise	9,042	9,226	10,575	17.0%	14.6%
Swimming (Competition)	2,363	2,892	3,369	42.6%	16.5%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 13: Aquatic Participatory Trends

NATIONAL TRENDS IN FITNESS AND SPORTS SPENDING

Overall, fitness and sports related spending decreased slightly over the past three years. As outdoor recreation activities become more popular, spending in the category increased in the most recent year. Gym membership/fee and travel expenses for recreation have also undergone increases in fitness spending over the past year. Noticeably, spending on team sports, both at and outside school, has seen relatively large declines in 2016.

Ownership of health and fitness tracking devices has also increased in recent years. More than a quarter of all active participants owned a fitness tracking device in 2016, which includes fitness trackers that sync with computer/tablet/smartphone, pedometer, and heart rate monitor. Wearable fitness tracking is becoming the most popular tracking option for both active and inactive participants.



1.2.2 LOCAL TRENDS IN RECREATION

LOCAL SPORT AND MARKET POTENTIAL

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

Overall, the City of Clarksville demonstrates above average market potential index (MPI) numbers. These overall high MPI scores show that Clarksville's residents have a high participation when it comes to recreational activities. This becomes significant for when the City considers starting up new programs or building/upgrading amenities; giving them a strong tool to estimate resident participation.

High index numbers (100+) demonstrate that there is a greater potential that residents of the service area will actively participate in offerings provided by Clarksville Parks and Recreation.

As seen in the tables, the following sport and leisure trends are most prevalent for residents within the City. The activities are listed in descending order, from highest to lowest number of estimated participants amongst the population.

The top 10 activities with the highest number of estimated participants:

- Attended a movie (67,819 participants)
- Walking for exercise (29,417 participants)
- Visited a theme park (23,550 participants)
- Attended sports event (23,182 participants)
- Swimming (17,570 participants)
- Jogging/running (17,103 participants)
- Went overnight camping (15,126 participants)
- Visited a zoo (14,339 participants)
- Went to museum (12,885 participants)
- Fresh water fishing (12,649 participants)

GENERAL SPORTS MARKET POTENTIAL

Local Participatory Trends - General Sports				
Activity	Estimated Participants	% of Population		MPI
		Clarksville	USA	
Basketball	9,977	9.0%	8.4%	107
Golf	9,783	8.9%	8.8%	101
Football	6,501	5.9%	5.1%	116
Soccer	5,131	4.6%	4.3%	108
Baseball	5,072	4.6%	4.6%	101
Volleyball	4,016	3.6%	3.3%	109
Tennis	4,016	3.6%	3.8%	95
Softball	3,725	3.4%	3.3%	103

Figure 7 - General Sports MPI

FITNESS MARKET POTENTIAL

Local Participatory Trends - Fitness				
Activity	Estimated Participants	% of Population		MPI
		Clarksville	USA	
Walking for exercise	29,417	26.6%	26.9%	99
Swimming	17,570	15.9%	15.6%	102
Jogging/running	17,103	15.5%	13.5%	115
Weight lifting	12,086	10.9%	10.1%	108
Aerobics	9,711	8.8%	8.3%	106
Yoga	8,603	7.8%	7.6%	102
Pilates	2,995	2.7%	2.7%	101

Figure 8 - Fitness MPI

OUTDOOR ACTIVITY MARKET POTENTIAL

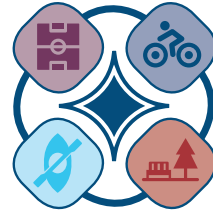
Local Participatory Trends - Outdoor Activity				
Activity	Estimated Participants	% of Population		MPI
		Clarksville	USA	
Fishing (fresh water)	12,649	11.4%	11.9%	96
Hiking	11,279	10.2%	10.4%	98
Bicycling (road)	10,875	9.8%	10.2%	96
Canoeing/kayaking	6,044	5.5%	5.9%	94
Boating (power)	5,435	4.9%	5.0%	98
Bicycling (mountain)	4,804	4.3%	4.1%	106
Fishing (salt water)	4,226	3.8%	4.1%	93
Backpacking	3,607	3.3%	3.3%	101
Horseback riding	2,645	2.4%	2.3%	103

Figure 9 - Outdoor Activity MPI

COMMERCIAL RECREATION MARKET POTENTIAL

Local Participatory Trends - Commercial Recreation				
Activity	Estimated Participants	% of Population		MPI
		Clarksville	USA	
Attended a movie in last 6 months	67,819	61.4%	59.0%	104
Visited a theme park in last 12 months	23,550	21.3%	17.9%	119
Attended sports event	23,182	21.0%	20.0%	105
Went overnight camping in last 12 months	15,126	13.7%	12.2%	112
Visited a zoo in last 12 months	14,339	13.0%	11.5%	113
Went to museum in last 12 months	12,885	11.7%	12.3%	95
Did photography in last 12 months	12,012	10.9%	10.4%	105
Spent \$250+ on sports/rec equip	9,441	8.5%	7.7%	110
Attended adult education course in last 12 months	9,130	8.3%	7.4%	112
Danced/went dancing in last 12 months	8,860	8.0%	7.6%	105
Did painting/drawing in last 12 months	8,464	7.7%	6.3%	122
Went to art gallery in last 12 months	7,936	7.2%	7.4%	97
Spent \$100-249 on sports/rec equip	7,189	6.5%	6.3%	103
Spent \$1-99 on sports/rec equip	6,922	6.3%	6.4%	99
Attended dance performance in last 12 months	5,360	4.9%	4.5%	109
Visited indoor water park in last 12 months	3,572	3.2%	2.9%	112

Figure 10 - Commercial Recreation MPI



CLARKSVILLE

Public Spaces Master Plan



D

APPENDIX D. AQUATIC FACILITY AUDIT

Author: Councilman-Hunsaker



Counsilman · Hunsaker

AQUATICS FOR LIFE

Aquatic Facility Audit Report



Subject: **Swan Lake Pool Swimming Pool Audit (1991)**
 New Providence Swimming Pool Audit (1968)
 Bel-Aire Swimming Pool Audit (1977)
 Beach Haven Swimming Pool Audit (1962)

By: **George Deines**

Date of Site Visit: **November 6, 2017**

Location: **Clarksville, TN**

Attendees: **George Deines** **Counsilman-Hunsaker**
 Alisha Eley **Kimley-Horn**

Executive Summary

The City of Clarksville and Kimley-Horn commissioned Counsilman-Hunsaker to provide swimming pool assessments for the four public swimming pools in Clarksville - Swan Lake, New Providence, Bel-Aire and Beach Haven. The purpose of the swimming pool audits is to identify items that are substandard in the pools, identify items not to current industry swimming pool design standards, or equipment not operating as designed, and to assist in defining a course of action regarding the future of all four of these facilities.

All four aquatic facilities have seen significant usage during the time they have been open from 26 years at Swan Lake to 55 years at Beach Haven. Because of this usage, there are many areas that need an update and/or renovation to keep the facilities operating at a sustainable level. The majority of equipment within the mechanical systems at the swimming pools need replacing and the intent of this audit is to help the City of Clarksville plan for renovation and/or replacement of these facilities.

Since the facilities originally opened, many new features and attractions have been developed, and building and health codes have changed significantly. The pool mechanical systems have some issues that need to be addressed soon (turnover rates, filters, etc.), and all four swimming pools need to become compliant with the Americans with Disabilities Act. There are also a variety of other issues at each individual pool that are notated under each section in the report below.

As pools age, they tend to require more regular care to remain open. Due to restricted budgets, pool operators are often required to take a “band-aid” approach to keeping the pool operational. Due to the age of the pools and the unique characteristics of the sites, and the desire of the City to offer aquatics for many years into the future, a “band-aid” approach to these swimming pools is not appropriate. For this reason, the City is looking at long-term goals that need to be considered to maintain an excellent aquatic experience for its residents. As with other pools built at this same time, they are facing both physical and functional obsolescence. Physical obsolescence refers to physical issues such as equipment that needs to be replaced or is not operating as designed. Functional obsolescence describes the pools meeting the wants and needs of the community.

While the pools are still functional for the summer swim season (and year-round swimming at New Providence Pool) and providing aquatic experiences for the Clarksville community, the facilities are showing signs of its age, particularly in the mechanical room, and lack present-day aquatic center amenities such as moving water, children’s play structures, and separate modern-day, compliant pools for young children. If the facilities do not undergo a substantial renovation or replacement within the next few years, the City can expect to see significant costs associated with the continued “band-aid” approach.

Counsilman-Hunsaker would put the lifespan of an outdoor aquatic facility in the range of 30 years, depending on a variety of factors including quality of construction, the presence of a preventative maintenance plan, climate, amount of usage, etc. Seeing that these pools have exceeded this lifespan, it is our recommendation that the City start to plan for a phased approach to renovating or replacing the four aquatic facilities.

Swan Lake Pool General Information

Construction Date	1991
Length	164 ft
Width	45 ft
Surface Area	7,380 SF
Perimeter	418 ft
Lanes	Six, 50-meter lanes
Water Depth	3 ft to 12 ft
Pool Volume	347,000
Flow Rate:	Not observed (964 GPM based on 6 hour turnover)
Turnover:	Not observed (Staff list as 6 hours)

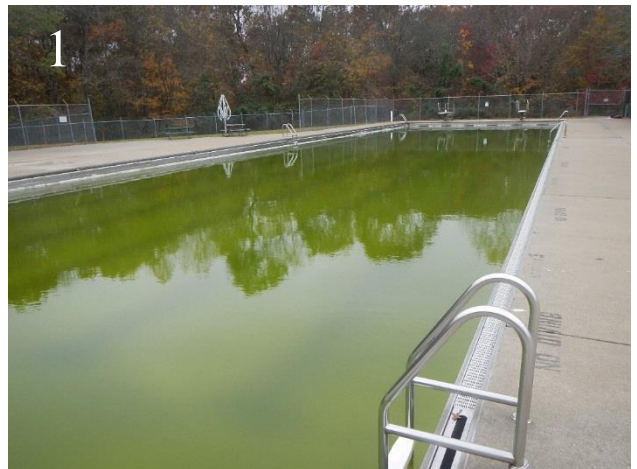


Pool Deficiencies

This facility has items that do not meet health department requirements, current industry design standards or need replacement. The following list summarizes the conditions identified in the report, but is not all inclusive.

1. The pool floor and walls are a plaster surface with tile lane markings. Staff report that plaster is delaminating, though the floor and walls of the pool shell were unable to be observed during the audit due to the amount and color of water in the pool.
2. Two Americans with Disabilities Act accessible means of entry are provided on the main pool. The ADA requires that a swimming pool with a perimeter that is greater than 300' have at least two accessible means of entry, provided that the primary accessible means of entry is an ADA compliant swimming pool lift or ADA compliant swimming pool ramp with hand rails. While the facility does have a lift and stairs, both are portable. The ADA requires that the pool lift be non-portable and anchored to the ground. Purchasing and installing a fixed, battery operated ADA compliant pool lift is the most economical way to satisfy this primary requirement.
3. The existing tot pool does not meet the modern expectation for a children's pool and is not ADA compliant. If the tot pool is going to remain in operation, staff should consider adding ADA compliant hand rails to the zero-beach entry. Staff report this tot pool will be replaced with a spray pad during the planned, future renovation of Swam Lake Pool. Also, there is no Ultraviolet Treatment (UV) System on the pool. UV has been shown to be highly effective against chlorine resistant pathogens like *Cryptosporidium* and *Giardia*; as well as the vast majority of bacteria, viruses, yeast, and mold.
4. Calcium Hypochlorite (tablet chlorine) is the sanitizer used for this facility and muriatic acid was observed as the pH buffer. These two chemicals are located together in a single chemical storage room next to the pump room. Storing these two chemicals in the same space without isolation or secondary containment is a safety risk. Muriatic acid is classified as a corrosive and is a highly reactive liquid acid. It must be stored separate from oxidizers and in a well-ventilated space. A separate dedicated and ventilated chemical storage room for both the sanitizer and pH buffer is recommended and is the current industry standard.
5. The pool uses two, high-rate sand filters for its filtration that were installed in 2002. The filters do have some signs of corrosion and leaks, but staff report the filters perform well and maintain good water quality. The filters are rated for a maximum flow rate of 720 GPM at 20 GPM/SF. While many manufacturers rate their system at 20 GPM/SF, field experience has shown that the lower flow rate results in better water quality. As a result, most health departments require a maximum of 15 GPM/SF of filter area. The types of filters have a typical lifespan of 15-20 years and replacement of these filters should be considered with the upcoming renovation. The exposed piping is a combination of PVC Schedule 40 and 80. The suction piping is rated for 540 GPM and the pressure piping is rated for 812 GPM at 10ft/sec. Both ratings would be exceeded by the 964 GPM flow rate requirement to meet a 6-hour turnover.
6. Several pieces of equipment in the mechanical area show significant signs of corrosion, including the pool pump, motor, strainer and some connection points on the above-ground piping. It is recommended to replace these items in the upcoming renovation. The chemical controller was installed in 2014 and could be re-purposed in the upcoming renovation.
7. The current industry and CH design standard is for the perimeter overflow system and the main drain to be able to handle 100% of the pool's flow. The current overflow system configuration, size and number of gutter dropouts/weirs and return piping do not allow for this standard. There are areas that contain gaps in between the pool wall surface and the stainless-steel perimeter overflow system.

8. The main drains on both pools were not observed and staff were not able to confirm compliance with the Virginia Graeme Baker Pool and Spa Safety Act. All main drains with dimensions 18" x 23" or smaller are classified as "blockable" and must have a VGB stamped and certified "unblockable" grate cover with tamper proof screws. The federal regulations of VGB were passed by Congress in 2008 and are designed to reduce the potential for suction and hair entrapment in commercial swimming pools at all suction outlets (e.g. main drains, skimmer equalizer lines, etc.). The Consumer Product Safety Commission (CPSC) is tasked with federally enforcing all VGB regulations, but due to the vast number of commercial swimming pools in the United States, enforcement most commonly is the responsibility of the local governing agencies (e.g. public health departments, building departments, etc.).
9. The pool contains two, 1-meter diving boards. The boards were in fair condition and staff report they need to be re-anchored to the deck. New diving boards and stands should be included in the upcoming renovation. Due to the water in the pool, CH was unable to confirm if the diving well meets the current standards for 1-meter diving.







New Providence Pool General Information

Construction Date	November 1968
Length	164 ft
Width	Varies
Surface Area	8,578 ft
Lanes	Six, 50-meter lanes
Water Depth	0 feet to 12 feet
Pool Volume	349,388
Flow Rate:	Not observed
Turnover:	Not observed (staff list as 6 hours)



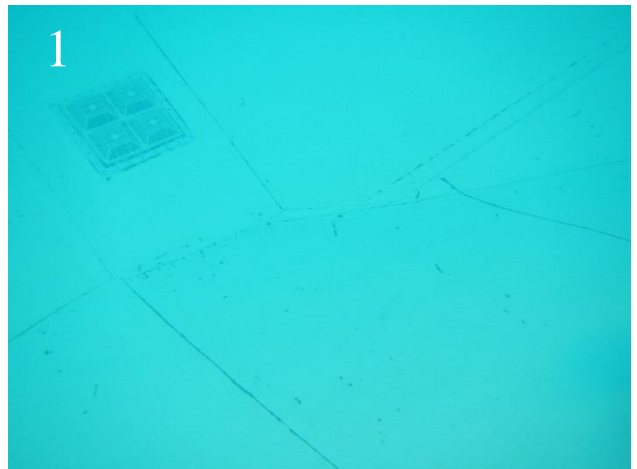
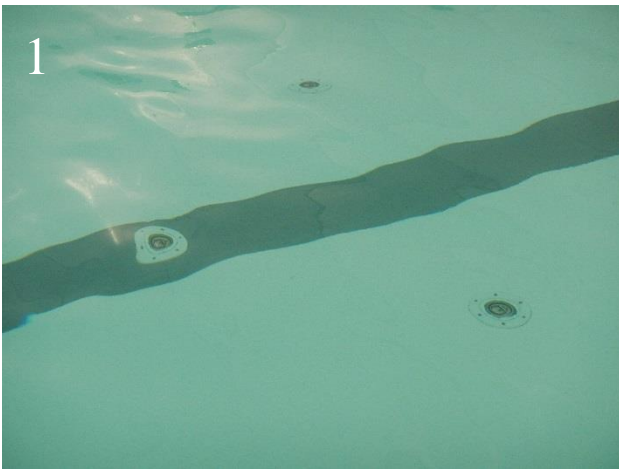
Pool Deficiencies

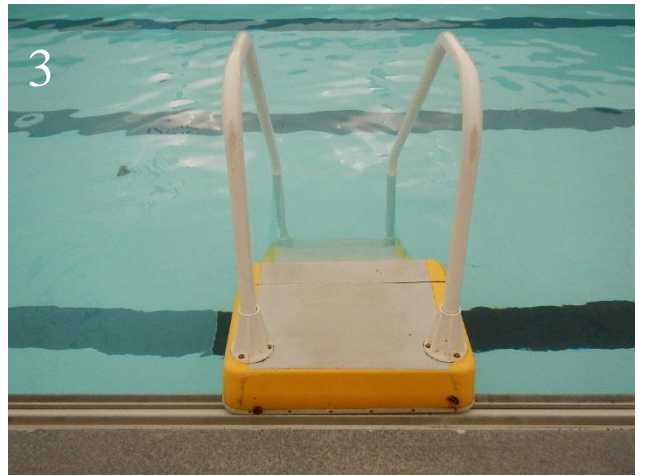
This facility has items that do not meet health department requirements, current industry design standards or need replacement. The following list summarizes the conditions identified in the report, but is not all inclusive.

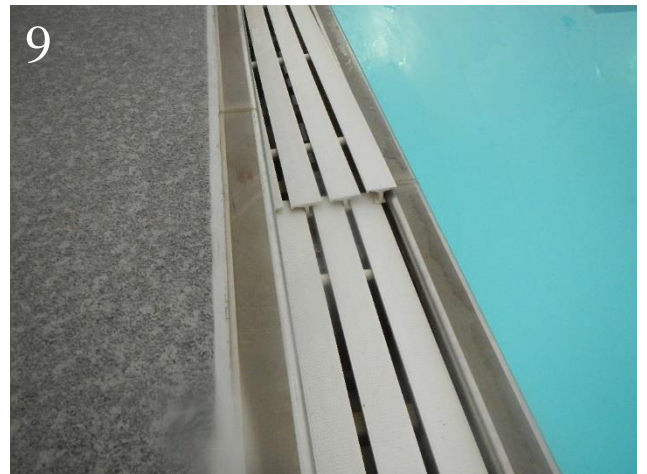
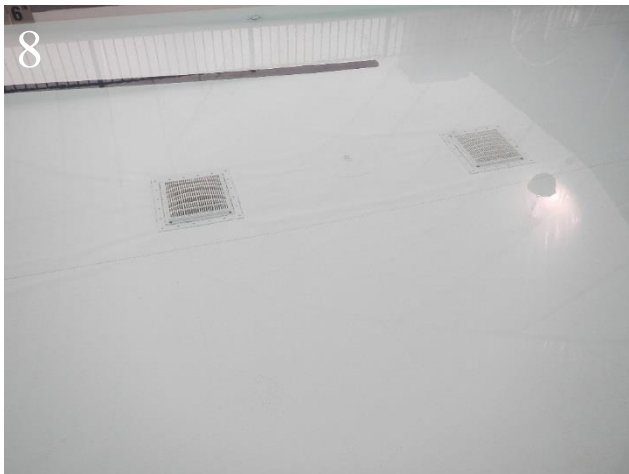
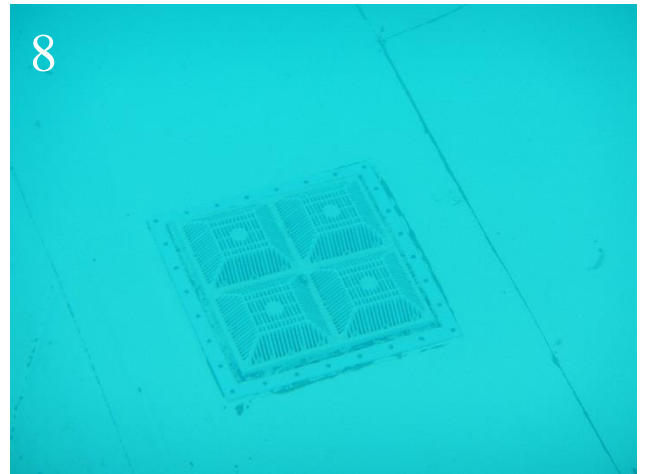
1. The swimming pool contains a vinyl membrane liner over the pool surface. The liner appears to be in fair condition, but there are places where the liner has bubbled and the seams appear to be coming apart. Vinyl liners are not typically recommended for commercial pool surfaces; however, the liner appears to be serving its purpose well. It should be noted that vinyl liners are not recommended as long-term solutions for swimming pool finishes and typically have a lifespan of 5 to 10 years.
2. The deck has significant issues because of shifting, cracking and delamination of the top coating around the pool perimeter. Several trip hazards exist, especially around the deep end of the pool.
3. Two Americans with Disabilities Act accessible means of entry are provided on the main pool. The ADA requires that a swimming pool with a perimeter that is greater than 300' have at least two accessible means of entry, provided that the primary accessible means of entry is an ADA compliant swimming pool lift or ADA compliant swimming pool ramp with hand rails. While the facility does have a lift and stairs, both are portable. The ADA requires that the pool lift be non-portable and anchored to the ground. Purchasing and installing a fixed, battery operated ADA compliant pool lift is the most economical way to satisfy this primary requirement.
4. The existing tot pool does not meet the modern expectation for a children's pool with its lack of interactive features and sprays. Because of its depth, it does not need stairs or a lift according to the ADA Standards. The liner is bubbling in several places. Also, there is no Ultraviolet Treatment (UV) System on the pool. UV has been shown to be highly effective against chlorine resistant pathogens like *Cryptosporidium* and *Giardia*; as well as the vast majority of bacteria, viruses, yeast, and mold.
5. Calcium Hypochlorite (tablet chlorine) is the sanitizer used for this facility and muriatic acid was observed as the pH buffer. These two chemicals are located together in a single chemical storage room next to the pump room. Storing these two chemicals in the same space without isolation or secondary containment is a safety risk. Muriatic acid is classified as a corrosive and is a highly reactive liquid acid. It must be stored separate from oxidizers and in a well-ventilated space. A separate dedicated and ventilated chemical storage room for both the sanitizer and pH buffer is recommended and is the current industry standard. The floor has significant corrosion where the acid has leaked on previous occasions, as well as the door frame to the chemical room. This corrosion could be mitigated by adding separate ventilated rooms in a future renovation.
6. The pool mechanical system contains exposed Schedule 40 PVC piping and 3 horizontal high-rate sand filters for its filtration. While Schedule 80 PVC is preferred, Schedule 40 meets the design criteria for aquatic facility piping. The pressure piping is 6-inch Schedule 40 PVC and rated for 900 GPM. With a 6-hour turnover a flow rate of 970 GPM, this pipe is not rated to handle the flow rate. The filters are each rated for 900 GPM/SF which would be exceeded by the required 970 GPM turnover rate to achieve a 6-hour turnover.
7. Some of the pool mechanical equipment has been recently replaced including the strainer, pump (2014) and chemical controller (2017). It's possible that these items could be repurposed in a future renovation. The date of the sand filter installation was not known at the time of the audit.
8. The main drains on both pools have Virginia Graeme Baker Pool and Spa Safety Act grates installed on them. All main drains with dimensions 18" x 23" or smaller are classified as "blockable" and must have a VGB stamped and certified "unblockable" grate cover with

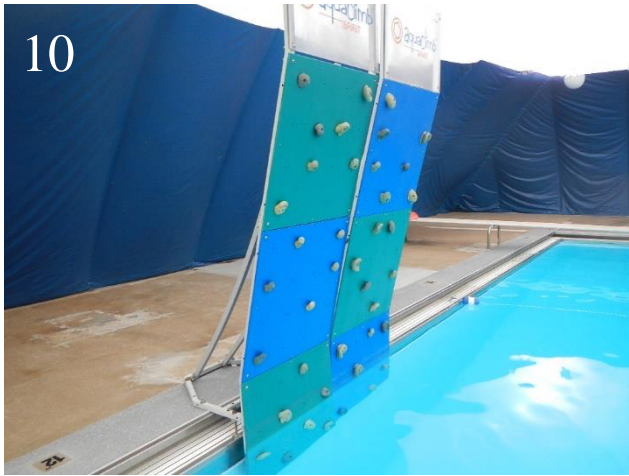
tamper proof screws. The federal regulations of VGB were passed by Congress in 2008 and are designed to reduce the potential for suction and hair entrapment in commercial swimming pools at all suction outlets (e.g. main drains, skimmer equalizer lines, etc.). The Consumer Product Safety Commission (CPSC) is tasked with federally enforcing all VGB regulations, but due to the vast number of commercial swimming pools in the United States, enforcement most commonly is the responsibility of the local governing agencies (e.g. public health departments, building departments, etc.).

9. The current perimeter overflow system has several grates that have shifted, cracked and staff report they are brittle and break easily. Staff should inspect all perimeter grates to ensure they meet weight requirements, do not create a trip hazard or allow for an unsafe environment.
10. A single diving board and climbing wall are installed on the deep end of the swimming pool. The diving board was closed due to the diving board support becoming separated from the diving board. The climbing wall was in good condition and staff did not report any issues with its operation.









Bel-Aire Pool General Information

Construction Date	1977
Length	164 ft
Width	61 ft
Surface Area	10,020 SF
Perimeter	450 ft
Lanes	N/A
Water Depth	0 feet to 12 feet
Pool Volume	385.275
Flow Rate:	Not observed
Turnover:	Not observed (staff list as 6 hours)



Pool Deficiencies

This facility has items that do not meet health department requirements, current industry design standards or need replacement. The following list summarizes the conditions identified in the report, but is not all inclusive.

1. There were numerous observable large cracks in the pool surface, and several areas where the concrete has been patched in recent years. When structural cracking in a pool occurs, it can be created by many factors. Structural failure will continue until the issue is addressed. Furthermore, structural cracking allows water (pool or hydrostatic ground water) to penetrate the concrete and reach the embed rebar. The result is corroded and eventual failed rebar, further weakening the pool structure. Because of these cracks, coupled with the 3 to 4 inches of daily water loss and shifting deck, it is recommended that the pool shell not be reused if the facility is reopened in the future. It is possible to add a vinyl or fiberglass pool liner to the facility, purely as a band-aid approach, to get the facility 5 more years of operation.
2. The paint has worn off the concrete surface in several places exposing the concrete pool shell, and spider cracking in the painted surface exists.
3. The deck is in poor condition in several areas where the ground has shifted and the deck has sunk and could be a trip hazard to pool guests.
4. Two Americans with Disabilities Act accessible means of entry are provided on the main pool. The ADA requires that a swimming pool with a perimeter that is greater than 300' have at least two accessible means of entry, provided that the primary accessible means of entry is an ADA compliant swimming pool lift or ADA compliant swimming pool ramp with hand rails. While the facility does have a lift and stairs, both are portable. The ADA requires that the pool lift be non-portable and anchored to the ground. Purchasing and installing a fixed, battery operated ADA compliant pool lift is the most economical way to satisfy this primary requirement.
5. The existing tot pool does not meet the modern expectation for a children's pool and is not ADA compliant. Due to the depth of the pool and the existing configuration, this pool would need stainless steel railing along the entry ramp to be brought into compliance with the current ADA standards. There is no Ultraviolet Treatment (UV) System on the pool. UV has been shown to be highly effective against chlorine resistant pathogens like Cryptosporidium and Giardia; as well as the vast majority of bacteria, viruses, yeast, and mold.
6. Calcium Hypochlorite (tablet chlorine) is the sanitizer used for this facility and muriatic acid was observed as the pH buffer. These two chemicals are located together in a single chemical storage / pump room. Storing these two chemicals in the same space without isolation or secondary containment is a safety risk. Muriatic acid is classified as a corrosive and is a highly reactive liquid acid. It must be stored separate from oxidizers and in a well-ventilated space. A separate dedicated and ventilated chemical storage room for both the sanitizer and pH buffer is recommended and is the current industry standard.
7. The pool uses two stacked, horizontal high-rate US Filter sand filter for its filtration. These were installed in 2002. Some corrosion existed around the manway, and it's evident there was a water leak at some point. Filters of this type typically have a 15 to 20-year lifespan which would put this filter towards the end of its useful life.
8. The exposed piping is a combination of Schedule 40 and 80 PVC. The 8-inch pressure piping is rated for 1,559 GPM which would meet the needed 1,070 GPM to obtain a 6-hour turnover.
9. The main drains on both pools have Virginia Graeme Baker Pool and Spa Safety Act grates installed on them. All main drains with dimensions 18" x 23" or smaller are classified as "blockable" and must have a VGB stamped and certified "unblockable" grate cover with

tamper proof screws. The federal regulations of VGB were passed by Congress in 2008 and are designed to reduce the potential for suction and hair entrapment in commercial swimming pools at all suction outlets (e.g. main drains, skimmer equalizer lines, etc.). The Consumer Product Safety Commission (CPSC) is tasked with federally enforcing all VGB regulations, but due to the vast number of commercial swimming pools in the United States, enforcement most commonly is the responsibility of the local governing agencies (e.g. public health departments, building departments, etc.).

10. The current industry and CH design standard is for the perimeter overflow system and the main drain to be able to handle 100% of the pool's flow. The current overflow system configuration, size and number of gutter dropouts do not allow for this standard as the 8-inch line can only handle 468 GPM at 3 ½ feet per second. Because of the shifting pool, the perimeter overflow system does not allow for skimming in the shallow end of the pool, and the deep end gutters are often flooded.
11. The facility contains a waterslide that exits into the shallow end of the pool and a diving board on the deep end. The slide is in fair condition and needs a gel-coating and painting refurbishment at a minimum. Staff report they would like to move the existing waterslide to install during Swan Lake's Pool upcoming renovation. CH recommends the City retaining the services of a slide manufacturer to inspect the condition and lifespan of the slide before installing it at Swan Lake. The slope and depth of the deep end does not meet the current standard for the operation of a diving board.









Beach Haven Pool General Information

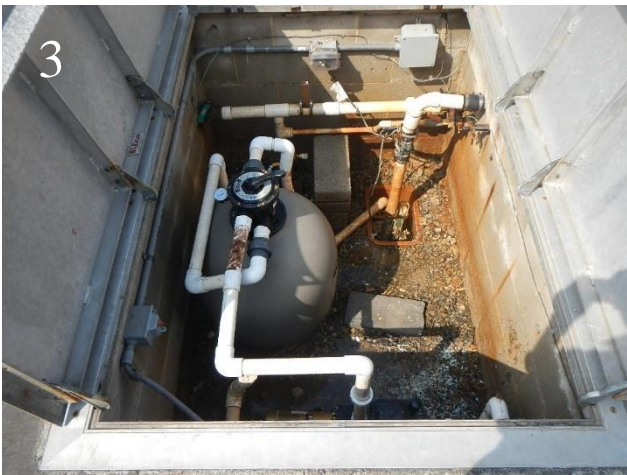
Construction Date	1962
Length	164 ft
Width	Varies
Surface Area	8,544
Perimeter	
Lanes	N/A
Water Depth	3 feet to 12 feet
Pool Volume	340,275
Flow Rate:	Not observed
Turnover:	Not observed (staff list as 6 hours)



Pool Deficiencies

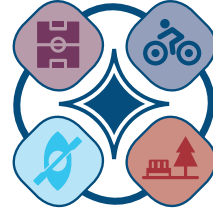
This facility has items that do not meet health department requirements, current industry design standards or need replacement. The following list summarizes the conditions identified in the report, but is not all inclusive.

1. The swimming pool contains a vinyl membrane liner over the pool surface. The liner appears to be in fair condition, but there are places where the liner has bubbled and the seams appear to be coming apart. Vinyl liners are not typically recommended for commercial pool surfaces; however, the liner appears to be serving its purpose well. It should be noted that vinyl liners are not recommended as long-term solutions for swimming pool finishes and typically have a lifespan of 5 to 10 years. Staff report the current liner was installed in 2006 which would put it at the end of its lifespan.
2. An Americans with Disabilities Act accessible means of entry was not observed on the main pool. The ADA requires that a swimming pool with a perimeter that is greater than 300' have at least two accessible means of entry, provided that the primary accessible means of entry is an ADA compliant swimming pool lift or ADA compliant swimming pool ramp with hand rails. Purchasing and installing two battery operated ADA compliant pool lifts is the most economical way to satisfy this primary requirement.
3. The original tot pool was replaced with a children's spray pad that contains interactive sprays and features. Staff report it is in good working condition. The tot pool does not have a mechanical system that meets industry design standards, and there is no Ultraviolet Treatment (UV) System on the pool. UV has been shown to be highly effective against chlorine resistant pathogens like Cryptosporidium and Giardia; as well as the vast majority of bacteria, viruses, yeast, and mold.
4. Calcium Hypochlorite (tablet chlorine) is the sanitizer used for this facility and muriatic acid was observed as the pH buffer. These two chemicals are located together in a single chemical storage room next to the pump room. Storing these two chemicals in the same space without isolation or secondary containment is a safety risk. Muriatic acid is classified as a corrosive and is a highly reactive liquid acid. It must be stored separate from oxidizers and in a well-ventilated space. A separate dedicated and ventilated chemical storage room for both the sanitizer and pH buffer is recommended and is the current industry standard.
5. The pool uses National, horizontal high-rate sand filters that were installed in 2008. The filters contain 36 SF of surface area with a maximum GPM rating of 720. This is exceeded by the flow rate of 945 GPM that was reported by staff to maintain a 6-hour turnover. While many manufacturers rate their system at 20 GPM/SF, field experience has shown that the lower flow rate results in better water quality. As a result, most health departments require a maximum of 15 GPM/SF of filter area.
6. The exposed piping in the mechanical room is Schedule 40 PVC and contains a 6-inch suction line (rated for 540 GPM) and an 8-inch pressure line (rated for 900 GPM). The flow rate of 945 GPM to ensure a 6-hour turnover exceeds the GPM rating on these pipes.
7. The main drains on both pools were not able to be observed during the site visit, though staff report they are not compliant with the Virginia Graeme Baker Pool and Spa Safety Act. Staff report the drain covers would be replaced before the Summer 2018 operating season.
8. The current industry and CH design standard is for the perimeter overflow system and the main drain to be able to handle 100% of the pool's flow. The current overflow system configuration, size and number of gutter dropouts and return piping do not allow for this standard.
9. The 1-meter diving board at the pool appears in fair condition. Staff did not report any issues with its operation.









CLARKSVILLE

Public Spaces Master Plan



E

APPENDIX E. BUILDING ASSESSMENT

Author: Lyle-Cook-Martin Architects

OVERVIEW OF RECOMMENDATIONS FOR BUILDING IMPROVEMENTS

BARKSDALE BALLFIELDS / PARK

Building 1 - Primary Building - Pool House

- A. General accessibility upgrades recommended.
- B. Upgraded toilet rooms to meet current codes are recommended.
- C. General architectural aesthetic upgrades are recommended.

Buildings 2-6 (Scorers, Concessions, Toilets, Open Air Picnic Porch)

- A. General accessibility and functional upgrades recommended.

BILLY DUNLOP PARK

Building 2 - Park Shelter Building

- A. Due to the age of this building, finish upgrades should be considered.
- B. Additional and/or enhanced toilet rooms are recommended.

BURT COBB COMMUNITY CENTER

Building 1 - Primary Building

- A. Accessibility upgrades should be considered, but this building is in relatively good shape.

CROW RECREATION CENTER

Building 1 - Primary Building

- A. Accessibility upgrades should be considered, but this building is in relatively good shape.

CUMBERLAND RIVERWALK - OVERPASS & UPLAND TRAIL

Building 1 - Primary Building - Gateway Pavilion (Over Pass Structure)

- A. General painting of metals and steel are needed.
- B. Removal of all rust from steel bridge structure need to occur with repainting to follow. This has been evident for some time.

Building 2 - Historic Iron Rail Road Bridge

- A. The deck and rails appear to be in average to good shape, but the historic iron bridge structure needs attention. Approx. 12 years ago the city underwent a Rehab project which included encapsulating the iron surfaces with a high-performance coating system. The coating system was used rather than blasting and painting because the presence of lead paint was present. It appears that a re-coating exercise should occur again soon.

OVERVIEW OF RECOMMENDATIONS FOR BUILDING IMPROVEMENTS

DIXON PARK

Building 1 - Primary Building

- A. All wood trim, wood beams and exposed steel structure needs some maintenance attention now.

EDITH PETTUS PARK

Building 1 - Primary Restroom (Bathhouse) Building

- A. No work recommended.

Building 2 - Storage Building

- A. This is a low cost shed that has very little value. If upgrades occur, a new building should be considered.

Building 3 - Concession Building

- A. This non-functional building either needs to be demolished or totally renovated.

Building 4 - Open Air Picnic Shelter

- A. No work needed.

Building 5 - Open Air Picnic Structure

- A. No work needed.

FORT DEFIANCE

Building 1 - Civil War Museum Building

- A. No work needed

HERITAGE PARK

Building 1 - Soccer Field Restroom & Concession Building

- A. Interior cabinets, partitions, etc need to be renovated.
- B. Due to the high volume of usage to this park, it is recommended that additional remote permanent toilet and shelter structures be constructed in this park.

Building 2 - Misc. Out Buildings

- A. Multiple storage buildings are low cost temporary sheds. It is recommended that a larger, single new storage building be constructed.

KLEEMAN RECREATION CENTER

Building 1 - Primary Building

- A. Accessibility upgrades should be considered, but this building is in relatively good shape.

OVERVIEW OF RECOMMENDATIONS FOR BUILDING IMPROVEMENTS

LETTIE P. KENDALL PARK

Building 1 - Open Air Picnic Pavilion

- A. Possible repainting of structure is recommended.

LIBERTY PARK - CLARKSVILLE MARINA

Buildings 1-9

- A. All exposed wood timber and associated trim of all similar structures needs to be inspected, cleared of scaled finishes and new stains, paints, etc. should be applied. This is an ongoing maintenance condition that will continue.

MCGREGOR PARK - RIVERWALK PHASE I

Building 1 - Primary Building - River Master's House

- A. General paint maintenance is recommended.

Building 2 - Toilet Building

- A. General paint maintenance is recommended.

MERICOURT PARK

Buildings 1-3 - Primary Toilet & Concessions, Scorers Buildings

- A. General paint maintenance of all structures is recommended.

NORMAN SMITH POOL & PARK

Building 1 - Primary Building - Pool House & Concession Pavilion

- A. General accessibility upgrades recommended.
- B. Upgraded toilet rooms to meet current codes are recommended.
- C. General architectural aesthetic upgrades are recommended.

Building 2 - Concession / Toilet / Scoring Stand Building (Serving Baseball Fields)

- A. General paint maintenance is recommended.

Building 3 - Storage Building

- A. This is a low cost shed that has very little value. If upgrades occur, a new building should be considered.

POLLARD ROAD GREENWAY TRAILHEAD

Building 1 - Restroom Building

- A. No upgrades recommended.

OVERVIEW OF RECOMMENDATIONS FOR BUILDING IMPROVEMENTS

SEVIER STATION

Building 1 - Historic Stone Structure

- A. No upgrades recommended.

STOKES PARK - BASEBALL & SOFTBALL COMPLEX

Multiple Shelters & Structures (Scoring Stands, Dug Outs, Maintenance Shelter, Concessions, Toilets)

- A. If this facility is intended to remain as-is, general paint upgrades are recommended.
- B. If the possibility for an upgrade park exists, it is recommended that a complete park master plan occur with all new and/or renovated facilities.

SWAN LAKE

Building 1 - Pool House

- A. This structure is slated to undergo a renovation.

Buildings 2-7 - Scorers & Concessions, Field House, Picnic Pavilions, Tennis & Handball Area Structures

- A. General paint and cosmetic upgrades are recommended.

TRICE LANDING PARK

Building 1 - Open Air Picnic Pavilion

- A. Possible repainting of structure is recommended.

Building 2 - Restroom Building

- A. This building should be demolished and a new replacement toilet facility should be built.

VALLEY BROOK PARK

Buildings 1-4 - Open Air Pavilions, Toilet Pavilion

- A. This park was recently renovated. No upgrades are recommended.

BARKSDALE BALLFIELDS / PARK

1. Primary Building-Pool House

Approximate Footprint Size: 60' x 36' (+/-)

Exterior Wall Construction: Steel Frame and Masonry Wall Structure

Roof System: Asphalt Shingle Roof. Appears pitched roof is the result of a renovation over an original flat roof

Condition: Poor-The long-term use of this structure is questionable

Comments: This structure is very similar to the pool house at Norman Smith Park, except the condition is marginally better than Smith.



2. Two Story Scorers Building

Approximate Footprint Size: 16' x 21' (+/-)

Exterior Wall Construction: Concrete Block

Roof System: Asphalt Shingle Roof

Condition: Average

Comments: N/A



3. Two Story Scorers and Concession Building

Approximate Footprint Size: 22' x 26' (+/-)

Exterior Wall Construction: Concrete Block and Vinyl Siding

Roof System: Asphalt Shingle Roof

Condition: Average

Comments: Two dug outs are associated with this building and adjacent ball field



4. Toilet Structure Adjacent to Previous Building

Approximate Footprint Size: 10' x 22' (+/-)

Exterior Wall Construction: Concrete Block

Roof System: Asphalt Shingle Roof

Condition: Average

Comments: N/A

5. One Story Scorers Building

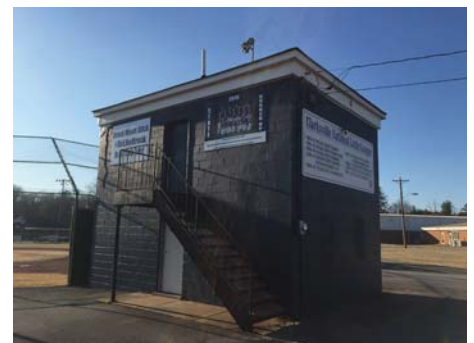
Approximate Footprint Size: 18' x 18' (+/-)

Exterior Wall Construction: Concrete Block

Roof System: Asphalt Shingle Roof

Condition: Average

Comments: N/A



6. Open Air Picnic Porch

Approximate Footprint Size: 40' x 24' (+/-)

Exterior Wall Construction: Metal and Wood Frame Structure

Roof System: Asphalt Shingle Roof

Condition: Average

Comments: N/A

BARKSDALE
(CONT.)



BILLY DUNLOP PARK

1. Open Air Bridge

Approximate Footprint Size: 12' x 120' (+/-)

Construction: Weathering steel tube framing with heavy timber deck resting on poured-in-place concrete piers.

Condition: Good



2. Park Shelter Building

Approximate Footprint Size: 58' x 114' (+/-)

Exterior Wall Construction: Open Air primary event space with heavy timber clear span main frames. A portion of the structure is enclosed for toilet rooms and mechanical.

Roof: Asphalt Shingles

Condition: Average



BURT COBB COMMUNITY CENTER

1. Primary Building

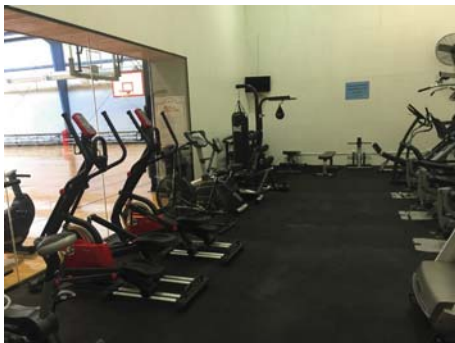
Approximate Footprint Size: 120' x 120' (+/-)

Exterior Wall Construction: Fluted Masonry- Appears to be a pre-engineered metal building frame/structure

Roof System: Standing Seam Metal Roof

Condition: Average / Good

Comments: Approximately age of building - 40 years. Assumed many systems have been replaced with age of building maintenance on-going. The building appears to be well maintained for its age.



CROW RECREATION CENTER

1. Primary Building

Approximate Footprint Size: 120' x 120' (+/-)

Exterior Wall Construction: Fluted Masonry

Roof System: Appears to be multiple levels of low slope membrane roofing

Condition: Good

Comments: Approximately age of building - 40 years. Assumed many systems have been replaced with age of building maintenance on-going. The building appears to be well maintained for its age.



CUMBERLAND RIVERWALK - OVERPASS & UPLAND TRAIL

1. Primary Building - Gateway Pavilion (Over Pass Structure)

Approximate Footprint Size: 24' x 48' (+/-)

Exterior Wall Construction: Brick, Split Face Masonry & Painted Steel

Roof System: Standing Seam Metal Roof

Condition: Average / Good

Comments: Masonry and Concrete portions of the structure are in good condition, but all exposed painted metal, including the tube steel bridge structure, is in need of brush blasting and repainting. Multiple areas of rust are evident.



2. Historic Iron Rail Road Bridge

Structure: Coated Iron Truss Bridge

Roof System: N/A

Condition: Poor/ Average

Comments: The deck and rails appear to be in average to good shape, but the historic iron bridge structure needs attention. Approx. 12 years ago the city underwent a Rehab project which included encapsulating the iron surfaces with a high-performance coating system. The coating system was used rather than blasting and painting because the presence of lead paint was present. It appears that a re-coating exercise should occur again soon.



CUMBERLAND RIVERWALK - OVERPASS & UPLAND TRAIL (CONT.)



DIXON PARK

1. Primary Building

Approximate Footprint Size: 30' x 40' (+/-)

Exterior Wall Construction: Steel Frame and Split Face Masonry Walls

Roof System: Standing Seam Metal Roof

Condition: Average / Good

Comments: The building aesthetic borrows from the adjacent historic train station offering a themed architecture for the building. All wood trim, wood beams and exposed steel structure needs some maintenance attention now.



EDITH PETTUS PARK

1. Primary Restroom (Bathhouse) Building

Approximate Footprint Size: 12' x 24' (+/-)
Exterior Wall Construction: Split Face Masonry
Roof System: Standing Seam Metal Roof
Condition: Excellent / Good
Comments: N/A



2. Storage Building

Approximate Footprint Size: 12' x 15' (+/-)
Exterior Wall Construction: Prefabricated Wood Framed Storage Shelter
Painted Wood Panel Exterior Walls
Roof System: Asphalt Shingle Roof
Condition: Poor / Average
Comments: N/A



3. Concession Building

Approximate Footprint Size: 15' x 22' (+/-)
Exterior Wall Construction: Scored Concrete Block Story and a Half Structure
Roof System: Asphalt Shingle Roof
Condition: Poor / Average
Comments: Non functional toilet rooms



4. Open Air Picnic Shelter

Approximate Footprint Size: 15' x 21' (+/-)
Exterior Wall Construction: Steel Structure
Roof System: Standing Seam Metal Roof
Condition: Average / Good
Comments: N/A



5. Open Air Picnic Structure

Approximate Footprint Size: 18' x 30' (+/-)
Exterior Wall Construction: Steel Structure
Roof System: Standing Seam Metal Roof
Condition: Average / Good
Comments: N/A



FORT DEFIANCE

1. Civil War Museum Building

Approximate Footprint Size: 46' x 96' (+/-)

Exterior Wall Construction: Stone Masonry / Simulated Wood Shingles / Glass

Roof System: Standing Seam Metal Roof

Condition: Good / Excellent

Comments: This building is very new, clean and staffed daily.



HERITAGE PARK

1. Soccer Field Restroom and Concession Building

Approximate Footprint Size: 34' x 74' (+/-)

Exterior Wall Construction: Split Face Masonry, Painted Steel & Glass

Roof System: Standing Seam Metal Roof

Condition: Average / Good

Comments: This building serves an enormous amount of people during recreational soccer league periods. Interiors of this building are due for upgrades.



2. Misc. Out Buildings

- A. Metal Portable Building (1)
- B. Wood Storage Shelter (3)
- C. Prefabricated Toilet Shelter (2)
- D. Maintenance Buildings / Sheds (multiple)
- E. Dog Park / Open Air Pavilion (1)



KLEEMAN RECREATION CENTER

1. Primary Building

Approximate Footprint Size: 128' x 115' (+/-) Approx 12,300 s.f.

Exterior Wall Construction: Fluted Masonry

Roof System: Appears to be multiple levels of low slope membrane roofing

Condition: Good

Comments: Approximately age of building - 40 years. Assumed many systems have been replaced with age of building maintenance on-going. The building appears to be well maintained for its age.



LETTIE P. KENDALL PARK

1. Open Air Picnic Pavilion

Approximate Footprint Size: 20' x 24' (+/-)

Columns: Pressure Treated Post Column Structure

Roof System: Exposed Fastener / Screw Down Metal Roof

Condition: Average

Comments: N/A



LIBERTY PARK - CLARKSVILLE MARINA

1. Freedom Point - Event/Rental Pavilion located at the Rivers edge

Approximate Footprint Size: 64' x 126' (+/-)

Exterior Wall Construction: Natural Stone, Painted Synthetic Wood Shake Siding and Exposed Timber Beams

Roof System: Standing Seam Metal Roof

Condition: Good

Comments: Two Story structure (lower level is partially open air). Much of the exposed timber and synthetic wood siding is in need of maintenance.

2. Restroom Pavilion – Triumph Pavilion

Approximate Footprint Size: 36' x 48' (+/-)

Exterior Wall Construction: Natural Stone, Painted Synthetic Wood Shake Siding and Exposed Timber Beams

Roof System: Standing Seam Metal Roof

Condition: Good

Comments: Single Story structure with over hanging roof providing picnic coverage in one area. Much of the exposed timber and synthetic wood siding is in need of maintenance.

3. Open Air Picnic Pavilion - Bravery Pavilion

Approximate Footprint Size: 26' x 26' (+/-)

Exterior Wall Construction: Natural Stone and Painted Steel

Roof System: Standing Seam Metal Roof

Condition: Good

Comments: Much of the exposed timber and synthetic wood siding is in need of maintenance.

4. Marina Support Building

Approximate Footprint Size: 26' x 80' (+/-)

Exterior Wall Construction: Metal siding - Assumed to be a pre-engineered metal building.

Roof System: Metal

Condition: Good

Comments: N/A

5. Floating Marina Building

Approximate Footprint Size: 42' x 42' (+/-)

Exterior Wall Construction: Painted Synthetic Wood Siding and Simulated Wood Veneer

Roof System: Standing Seam Metal Roof

Condition: Good

Comments: N/A

6. Open Air Picnic Pavilion

Approximate Footprint Size: 26' x 26' (+/-)

Exterior Wall Construction: Natural Stone and Painted Steel

Roof System: Standing Seam Metal Roof

Condition: Good

Comments: Much of the exposed timber and synthetic wood siding is in need of maintenance.

LIBERTY PARK - CLARKSVILLE MARINA

(CONT.)

7. Restroom Pavilion – Valor Pavilion

Approximate Footprint Size: 46' x 126' (+/-)

Exterior Wall Construction: Natural Stone, Painted Synthetic Wood Shake Siding and Exposed Timber Beams

Roof System: Standing Seam Metal Roof

Condition: Good

Comments: Single Story structure with over hanging roof providing picnic coverage in one area. Much of the exposed timber and synthetic wood siding is in need of maintenance.

8. Restroom Pavilion

Approximate Footprint Size: 38' x 50' (+/-)

Exterior Wall Construction: Natural Stone, Painted Synthetic Wood Shake Siding and Exposed Timber Beams

Roof System: Standing Seam Metal Roof

Condition: Good

Comments: Single Story structure with over hanging roof providing picnic coverage in one area. Much of the exposed timber and synthetic wood siding is in need of maintenance.

9. Dog Park Pavilion

Approximate Footprint Size: 26' x 20' (+/-)

Exterior Wall Construction: Natural Stone, Painted Synthetic Wood Shake Siding and Exposed Timber Beams

Roof System: Standing Seam Metal Roof

Condition: Good

Comments: Single Story structure with over hanging roof providing picnic coverage in one area. Much of the exposed timber and synthetic wood siding is in need of maintenance.

10. Maintenance Building

Approximate Footprint Size: 34' x 90' (+/-)

Exterior Wall Construction: Smooth Face Masonry, Painted Synthetic Wood Siding and Steel

Roof System: Standing Seam Metal Roof

Condition: Good

Comments: N/A

11. Wilma Rudolph Event Center

Approximate Footprint Size: 150' x 190' (+/-)

Exterior Wall Construction: Natural Stone, Painted Synthetic Wood Siding, Prefinished Metal Siding, Glass and Steel

Roof System: Standing Seam Metal Roof and Low Slope Rubber Roof

Condition: Good

Comments: N/A

LIBERTY PARK - CLARKSVILLE MARINA (PHOTOS)

1. FREEDOM POINT



LIBERTY PARK - CLARKSVILLE MARINA

(PHOTOS)

2. TRIUMPH - RESTROOM PAVILION



3. BRAVERY - OPEN AIR PAVILION



4. MARINA SUPPORT BUILDING



5. FLOATING MARINA



LIBERTY PARK - CLARKSVILLE MARINA

(PHOTOS)

6. HONOR - OPEN AIR PICNIC PAVILION



7. VALOR - RESTROOM PAVILION



8. RESTROOM PAVILION



9. DOG PARK PAVILION



LIBERTY PARK - CLARKSVILLE MARINA (PHOTOS)

10. MAINTENANCE BUILDING



11. WILMA RUDOLPH EVENTS CENTER



MCGREGOR PARK - RIVERWALK PHASE I

1. Primary Building - River Master's House

Approximate Footprint Size: 120' x 40' (+/-)

Exterior Wall Construction: Brick Veneer, Concrete Columns, Glass & Steel

Roof System: Standing Seam Metal Roof

Condition: Good

Comments: This (1 story and basement toilets) building was built as the primary feature structure of the Phase I River Walk project in the 1980s.



2. Toilet Building

Approximate Footprint Size: 24' x 24' (+/-)

Exterior Wall Construction: Brick, Masonry, and Concrete Columns

Roof System: Standing Seam Metal Roof

Condition: Average / Good

Comments: This is a renovated original park building dating to the 1970's (+/-). It was modified in the 80's to compliment the architecture of the adjacent River Master's House.



MERICOURT PARK

1. Primary Building-Toilet and Concession Pavilion

Approximate Footprint Size: 66' x 20' (+/-)
Exterior Wall Construction: Brick Veneer / Masonry
Roof System: Pitched Asphalt Shingle Roof
Condition: Good
Comments: N/A



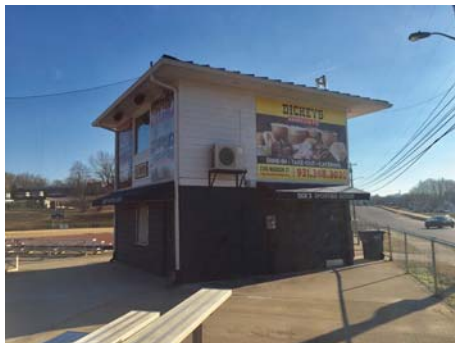
2. Two Story Softball Scorers Building

Approximate Footprint Size: 10' x 16' (+/-)
Exterior Wall Construction: Split Face Masonry
Roof System: Stand Seam Metal Roof
Condition: Average
Comments: N/A



3. Two Story Concession and Scorers Building

Approximate Footprint Size: 18' x 18' (+/-)
Exterior Wall Construction: Split Face Masonry
Roof System: Stand Seam Metal Roof
Condition: Good
Comments: N/A



NORMAN SMITH POOL & PARK

1. Primary Building-Pool House and Concession Pavilion

Approximate Footprint Size: 60' x 36' (+/-)

Exterior Wall Construction: Steel Frame and Masonry Wall Structure

Roof System: Asphalt Shingle Roof. Appears pitched roof is the result of a renovation over an original flat roof

Condition: Poor (The long term use of this structure is questionable)

Comments: N/A



2. Concession / Toilet / Scoring Stand Building – Serving Baseball Fields

Approximate Footprint Size: 15' x 22' (+/-)

Exterior Wall Construction: Scored Concrete Block Story and a Half Structure

Roof System: Asphalt Shingle Roof

Condition: Average / Good

Comments: Functioning toilet rooms. This building appears to be the same as the concession structure at Edith Pettus Park.



3. Storage Building

Approximate Footprint Size: 12' x 15' (+/-)

Exterior Wall Construction: Pre-Fabricated Wood Frame Storage Shelter
Painted Wood Panel Exterior Walls

Roof System: Asphalt Shingle Roof

Condition: Poor

Comments: This building appears to be the same as the storage building at Edith Pettus Park.



POLLARD ROAD GREENWAY TRAILHEAD

1. Restroom Building

Approximate Footprint Size: 18' x 42' (+/-)

Exterior Wall Construction: Painted Synthetic Wood Board & Batten Siding

Roof System: Standing Seam Metal Roof

Condition: Good

Comments: N/A



SEVIER STATION

1. Historic Stone Structure

Approximate Footprint Size: 16' x 30' (+/-)

Exterior Wall Construction: Hand Cut Limestone

Roof System: Wood Shingles

Condition: Good

Comments: This is an Historic structure, constructed circa 1800. Given the age of the building, the condition is good.



STOKES PARK - BASEBALL & SOFTBALL COMPLEX

(3 BASEBALL FIELDS & 2 SOFTBALL FIELDS)

1. Multiple Shelters & Structures Including the Following:

- A. Scoring Stands (3)
- B. Dug Outs (10)
- C. Maintenance Shelter (1) 36' x 42' (+/-)
- D. Concessions / Toilet Structure (1) 18' x 34' (+/-)

Condition: Poor / Average



SWAN LAKE

1. Pool House Building

Approximate Footprint Size: 26' x 74' (+/-)
Exterior Wall Construction: Fluted Masonry
Roof System: Asphalt Shingle Roof System
Condition: Average
Comments: This building slated to undergo a renovation.



2. Baseball Scorers & Concession Building

Approximate Footprint Size: 26' x 30' (+/-)
Exterior Wall Construction: Fluted Masonry Exterior Walls and Bottom / Painted Wood Panel Walls at Upper Floor
Roof System: Asphalt Shingle Roof System
Condition: Average
Comments: N/A



3. CMU Adjacent Field House

Approximate Footprint Size: 12' x 26' (+/-)
Exterior Wall Construction:
Roof System: Asphalt Shingle Roof System
Condition: Average
Comments: N/A



4. Open Air Picnic Pavilion

Approximate Footprint Size: 36' x 28' (+/-)
Exterior Wall Construction: Wood Columns and Trim
Roof System: Asphalt Shingle Roof System
Condition: Average
Comments: N/A



5. Tennis Area Restroom And Public Building

Approximate Footprint Size: 48' x 30' (+/-)
Exterior Wall Construction: Fluted Concrete Block
Roof System: Asphalt Shingle Roof System
Condition: Average
Comments: N/A

6. Hand Ball Structure

Approximate Footprint Size: 20' x 60' (+/-)
Exterior Wall Construction: Concrete Walls
Roof System: No Roof
Condition: Average
Comments: Could not inspect interior condition.

7. Open Air Picnic Pavilion

Approximate Footprint Size: 20' x 30' (+/-)
Exterior Wall Construction: Wood Columns And Trim
Roof System: Asphalt Shingle Roof System
Condition: Average / Poor
Comments: N/A

SWAN LAKE (CONT.)



TRICE LANDING PARK

1. Open Air Picnic Pavilion

Approximate Footprint Size: 20' x 24' (+/-)

Columns: Pressure Treated Post Column Structure

Roof System: Exposed Fastener / Screw Down Metal Roof

Condition: Average

Comments: N/A



2. Restroom Building

Approximate Footprint Size: 36' x 16' (+/-)

Exterior Wall Construction: Brick Veneer

Roof System: Precast Double Tee Slab Structure

Condition: Poor

Comments: Assumed this building may be on schedule for replacement.



VALLEY BROOK PARK

1. Open Air Pavilion

Approximate Footprint Size: 22' x 22' (+/-)

Exterior Wall Construction: Split Face Masonry

Roof System: Standing Seam Metal Roof

Condition: Good

Comments: This was a former toilet building constructed during the 1990's. This is the only structure in the park with a finish floor above the 100 year flood plain.



2. Open Air Picnic Pavilion

Approximate Footprint Size: 22' x 22' (+/-)

Exterior Wall Construction: Split Face Masonry Columns

Roof System: Standing Seam Metal Roof

Condition: Good

Comments: N/A



3. Open Air Picnic Pavilion with Fireplace

Approximate Footprint Size: 22' x 22' (+/-)

Exterior Wall Construction: Split Face Masonry Columns

Roof System: Standing Seam Metal Roof

Condition: Good

Comments: The fireplace has been closed up.



4. Toilet Pavilion – Enclosed Building

Approximate Footprint Size: 22' x 22' (+/-)

Exterior Wall Construction: Split Face Masonry and Exterior Finish Insulation System

Roof System: Standing Seam Metal Roof

Condition: Good

Comments: This is a replacement toilet structure. This building's floor level is below the 100 year flood plain.