

Ozark Parks and Recreation

Next Step Master Plan
February 20, 2018





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Introduction



EXECUTIVE SUMMARY

Introduction

The City of Ozark is uniquely positioned in an area surrounded by Springfield/Greene County, Branson and Nixa. Due to the high level of indoor and outdoor experiences provided in the area by others, this positioning results in numerous relatively close-to-home opportunities for Ozark citizens that need not be financed by the Ozark Board of Aldermen. Rather, the City must carefully select the projects it wishes to invest in by understanding the ones that citizens are willing to support with their tax dollars.

Current Community Constraints

The preferred outcome from the Park and Recreation Master Plan is limited and linked very strongly to current community constraints. Those constraints include the following:

- Ownership of a significant portion of Finley River Park by the A & M Society and the Society's preference to retain its ownership is a limiting factor as it relates to capital investment and long-term planning for the park by the City of Ozark.
- The City's current financial condition which limits dollars available for the funding of capital projects, all of which are costly.

Master Planning Strategies

Financial Investment Strategy

Relevant to the close-to-home experiences provided by others surrounding Ozark, a key concept used to develop this Park and Recreation Master Plan is called the **Red Ocean/Blue Ocean Strategy**. In short, the Red Ocean piece of the strategy generally recognizes that Ozark cannot and should not invest in expensive facilities that are provided by others when they are an easy commute for citizens of Ozark. On the other hand, the Blue Ocean piece of the strategy recognizes that there are generally some investments the City should make when dollars become available. These investments fit into two categories: a) projects that are in high demand by citizens because they add so greatly to their vision of a quality of life that they are willing to support with their tax dollars; and b) in the blue ocean, there are projects that the City can consider that are not competing with destination facilities located in the Red Ocean that are provided by others in the surrounding area.

Experience Planning

Not to be overlooked as the Park and Recreation Master Plan is developed is the concept of Experience Planning. In short, experience planning is understanding the value that the experience holds for the individual that determines its worth. Experiences that are valued by the citizens of Ozark and provided by the Park and Recreation Department are listed below. The challenge for the City is to identify a funding source that can be applied to these experiences in a manner that sustains them at a high level as the consultant's rating of some of these facilities places them at or below average; i.e. sports fields, outdoor pool at Neal and Betty Grubaugh Park.

- Trails
- The OC
- The River Walk
- Sports Fields
- Outdoor pool at Neal and Betty Grubaugh Park

Citizen Preferences

The public engagement piece of the master planning process included key stakeholder interviews, focus groups, a public meeting and a statistically valid citizen survey. The outcome from this process was captured in the results of the statistically valid citizen survey.

The survey's results for the highest rated recreation facilities in priority order was:

- Trails
- Nature center
- Playgrounds
- Park shelters and picnic areas
- Passive natural areas

The survey's results for the highest rated recreation programs in priority order was:

- Special events
- Adult fitness and wellness programs
- Nature programs/environmental education
- Outdoor adventure programs

Core Programs and Services

The core programs offered, and/or facilitated, by the Park and Recreation Department, are critical when calculating how best to move ahead with the implementation of the Park and Recreation Master Plan. If, for example, when thought is given to the Finley River Park Lease, is the City supportive of continuing to provide the facilities and programs that are currently provided?

Current core programs and services offered, and/or facilitated, by the Park and Recreation Department for the community-at-large:

- Trails
- General Recreation Programming at The OC and Special Events
- Youth sports
- The outdoor aquatic pool

Current programs offered at Finley River Park that would be lost if the lease with the A & M Society is not renewed:

- No CLOZ "Christmas Lights of Ozark" unless the City leases that specific time from the A & M Society
- One large softball field
- One small softball field
- 4-H building
- Cattle barn

Park and Recreation Master Plan Priorities

Balancing the constraints, experience planning and the Red Ocean/Blue Ocean Strategy previously mentioned with realistic opportunities for the future, this Master Plan supports the following:

Park System

- The OC - Upgrades to the outdoor experience at The OC as featured in the design concept in this master plan.
- Neal and Betty Grubaugh Park - Upgrades to Neal and Betty Grubaugh Park as featured in the design concept in this master plan.
- Finley River Park - Continue implementation of 2018 budgeted upgrades to the Finley River Park that are currently underway.

Re-Designation of Finley River's Park-Type

This Master Plan strongly suggests that the Finley River Park be re-designated as a Special Event Park.

Finley River Park Lease

The City should move quickly to re-negotiate the Finley River Park Lease with the A & M Society well before it expires in approximately four years. The City must be united with a position to either successfully re-negotiate a new lease with a not-to-exceed amount, or, abandon the lease. If the choice is to abandon the lease, that would signal the designation of the park as a special event park and re-location of existing facilities that the City chooses to continue to provide.

Trails

Continue strong support for the trail master plan and designate as the highest priority the trail from Finley River to the Riverside Bridge.

Recreation Programming

The level of recreation programming at The OC is extremely high in both quantity and quality and is on the right track.

Natural Resources

Ozark citizens have expressed a strong interest in the citizen survey in nature. They rated environmental education, a nature center and passive natural areas very high. This master plan supports a close look at acquisition of a natural resource area of approximately 67 acres along the Finley River as funds become available. The preferred site (see map on page 55) is an area consisting of two parcels (39.3 acres and 24.4 acres) that are bordered by W. Waverly on the south, S 9th Street to the West; Commercial Properties along S 3rd Street to the East and residential lots to north (aligning with the Corner of S 9th St and W Robin Rd). A potential name for this new acquisition could be "Ozark Central Park".

Athletic Fields

If the City continues to embrace youth sports as a core program, there are numerous athletic field issues that need to be addressed. For example: a) several of the existing fields at Finley River Park are not compatible with the special events that occur at the park; b) two of the fields are on A & M property; and c) existing fields need upgrades that include irrigation, fencing and amenities such as restrooms. This master plan has developed three templates that are designed to help the City at any future moment when it determines that it wants to invest in new fields: Those templates are: a) a contemporary athletic complex; b) a multi-purpose athletic complex; and c) a practice field template.

Park/School Concept

Available to the City of Ozark is a planning concept that is called the Park/School Concept. This concept has been utilized by many communities throughout the United States for the last five decades. It encourages cities and school districts to consider the co-location of parks and schools to leverage their resources so that projects can be offered to citizens when otherwise they may not be affordable. This master plan recommends that the City of Ozark and the Ozark R-V1 School District discuss the opportunities this concept offers.

Project Costs

The consultant has developed an opinion of probable costs for planned improvements that are featured in this master plan. The planned improvements are shown as design concepts that were developed by the consultant. The design concepts are:

- the outdoor experience at The OC
- upgrades to Neal and Betty Grubaugh Park
- the Riverside Park Trail Head
- three athletic field templates

The price tag is in the millions of dollars and included in the Chapter 12 of this master plan.





CREDITS

Credit is given to the Board of Aldermen, the city administrator and the park and recreation director for their direct or indirect leadership that led to the development of this 2018 Next Step Park and Recreation Master Plan. The consultant learned from, and found ways to incorporate into the Plan, the spirit and their interpretation of community preferences for the park system.

Board of Aldermen

Rick Gardner, Mayor
Ted Smith, Alderman Ward II
John Torgerson, Alderman Ward I
Nathan Posten, Alderman Ward I
Bruce Galloway, Alderman Ward II
Jason Shaffer, Alderman Ward III
Heather Alder, Alderman Ward III

City Administrator

Steve Childers

Park and Recreation Director

Samantha Payne



To the Citizens of Ozark,

Parks and open spaces do more than provide recreational opportunities for our residents, they also represent a cultural identity and a natural legacy. It is the goal of our staff to provide well-maintained facilities, creative educational opportunities, and top-notch services that allow people to enjoy their outdoor experiences.

Comprehensive Master Planning intends to seek out the highest park and recreation needs present within the City of Ozark at the time the study is completed and to prioritize action items in a manner consistent with the agency's Mission, Vision and Values. On behalf of the Board of Aldermen, and all who have participated, we congratulate the City of Ozark community for embracing this journey with us. We trust the community will benefit from the implementation of the Ozark Parks and Recreation Master Plan.

In June, the City of Ozark contracted with Dick Horton Consulting LLC to develop a comprehensive Parks, Recreation and Trails Master Plan. The draft plan was developed through a highly interactive process involving public forums, stakeholder meetings, citizen survey, site evaluations, benchmarks to like communities and meetings with Parks and Recreation staff and Board of Aldermen.

A consistent theme throughout the development of this plan has been the City's commitment to a quality parks and recreation system that delivers high-quality parks, trails and recreation programs, facilities and events for all residents, while contributing to the economic well-being of the City. To meet this commitment to its residents, this plan is organized around the following themes:

- Provide high quality parks and recreation facilities
- Trails that connect the community and connect the community to open space
- Promoting community health through recreation programs
- Opportunity to hold/host special events throughout the City

We invite the reader to delve into the details of the Plan to see first-hand how the outlined strategies blend the analysis of parks and facilities with the community's current and future needs and the order in which Ozark Parks and Recreation intends to implement them.

Many thanks to our existing customers for the opportunity to serve you. We encourage residents whom we have not yet served to explore what the Ozark Park and Recreation Department has to offer to you and your family. To all, this is your plan and our commitment to continuous improvement. Please contact us if you have any questions.

Warm Regards,

A handwritten signature in black ink that reads "Payne".

Samantha Payne, Director
Park and Recreation Department

A large, stylized number '2' in a light green color, positioned on the right side of the slide. The background is a dark green with diagonal lines.

Needs Assessment



CHAPTER I PUBLIC ENGAGEMENT

Master Planning Task:

To offer citizens an opportunity to participate in the planning process.

Introduction

The public engagement process was offered in four different venues: a) key stakeholder interviews; b) focus groups; c) statistically valid citizen survey; and, d) a public meeting.

Key Stakeholder Interviews

Step one of the planning process featured interviews with key community stakeholders. Stakeholders are persons who are in a position to know what the key issues are facing the overall community and its park system. Participating in the interviews were the Mayor, a real estate business owner, the city's public works director, the city's environmental resource coordinator, the city's planning and zoning development director, the planning and zoning board president, two park and recreation staff, the executive director of the chamber of commerce, the superintendent of schools, and a member of the city's Board of Aldermen.

Importance of Key Stakeholder Interviews

Two important outcomes from the key stakeholder interviews were:

- To begin to set the tone for the master planning process as one of creating a participatory process, of always striving to be accurate and thorough as data is collected and used during the analytical process, and to always strive to educate leaders about realistic possibilities for the park system
- To learn as much as possible about local concerns facing the community and its park system
- To utilize the key issues that are identified to work with the consultant's market research firm, the ETC Institute, to prepare a draft of the statistically valid citizen survey instrument



Outcome/Summary from Key Stakeholder Interviews

As mentioned above, one of the primary outcomes from the key stakeholder interviews was the identification of issues that could be used by the ETC Institute to create a statistically valid citizen survey. The issues, by category, that were identified are as follows:

Facilities

- Trails (type, location)
- Sidewalks
- Athletic fields (type, practice fields versus game fields or both)
- Dog park
- Adventure park (BMX, skateboard)
- Spraygrounds

Programs

- Indoor preferences
- Outdoor preferences
- Do we offer the programs that you need?

Parks

- Type (small close to home, larger community parks, special use parks such as an athletic field complex or adventure park)
- Location
- Park/School Concept (develop parks in coordination with the school district)
- Maintenance
- Do we have enough parks and what kind would you like to see?

Level of Service

- Satisfaction with typical indoor opportunities
- Satisfaction with typical outdoor opportunities
- Satisfaction with DESTINATION indoor/outdoor opportunities
- Satisfaction with level of maintenance

Indoor/Outdoor Balance

- Preference for indoor versus outdoor experiences

Neighborhood Values

- Provide a list to choose from (sidewalks, developed parks, greenspace, programs)

Finley River Park

- Level of satisfaction with its amenities (athletic fields)
- Level of satisfaction with scheduling conflicts for special events and inclement weather

Other providers

- Who are the preferred other providers?
- Programs/facilities that citizens choose to use in adjacent communities

Funding

- Willingness to pay for planned improvements



Focus Groups

Following the completion of the statistically valid citizen survey by the ETC Institute, several focus groups participated in a conversation with the consultant to probe more deeply into the survey results. This is a helpful exercise as participants can help interpret what the survey results mean to the community as important future decisions are made about the allocation of limited resources. Based on survey results, the most highly rated citizen preferences were selected for further discussion as follows:

Sports Focus Group Discussion Topics

1. Number of fields provided by the city by type; baseball, softball, soccer, other
2. Number of fields provided by others by type; baseball, softball, soccer, other
3. Quality of fields provided by both the city and others; baseball, softball, soccer, other
4. Participation estimate over the last 3 to 5 years for each sport (growth, stable, decline)
5. Based on trends (growth, stable, decline) what is the anticipated need for new fields by type?
6. Is there a need for game fields or practice fields?
7. Is the city's goal to accommodate the demand for local participation versus tournaments that attract others?
8. If new fields are needed, where can they be built?
9. FUNDING?

Park System Focus Group Discussion Topics

1. How well does the current system meet the needs of the community?
2. What works well with the current system and what is needed to add to the system?
3. Some communities have embraced the park/school concept which co-locates parks adjacent to or at schools. How does this feel in Ozark?
4. If the acquisition of new park land is desired, where would it be?
5. FUNDING?

Trails Focus Group Discussion Topics

1. The group will participate in a mapping exercise to review existing trails and mark where new trails should be developed
2. FUNDING?

BIG IDEA Focus Group Discussion Topics

1. The group will give some thought to what its vision is for the City of Ozark for which the city will be known.
2. FUNDING?

Focus Group Input (Summary)

- Trails
- Use of the river
- Taking care of what we have
- Marketing strategy to promote Ozark
- Celebrate the things that we are doing well
- Capital fundraising campaign
- Support for special events and ways to help current vendors expand

Public Meeting

A public meeting was offered to allow citizens an opportunity to express their preferences for their future park system. Generally, those in attendance were supportive of the ideas suggested in other venues. The most discussed topic was a strong support for trails.





CHAPTER 2

LEISURE LIFESTYLES ANALYSIS

Master Planning Task:

To quantify both the demographic profile of the community and its leisure lifestyle choices.

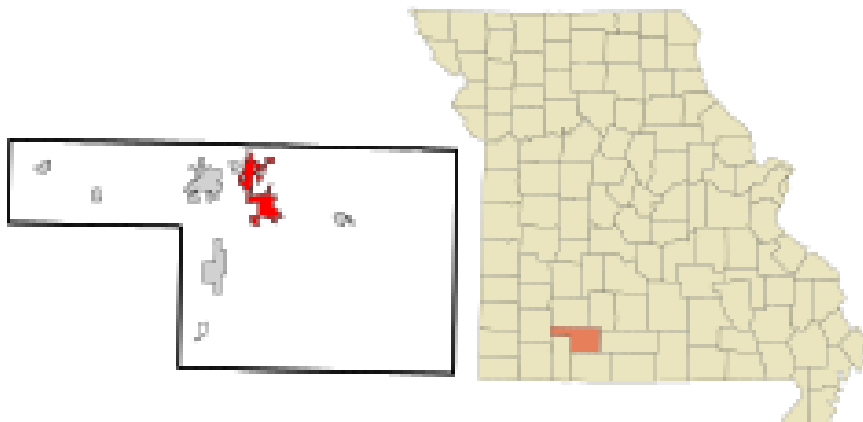
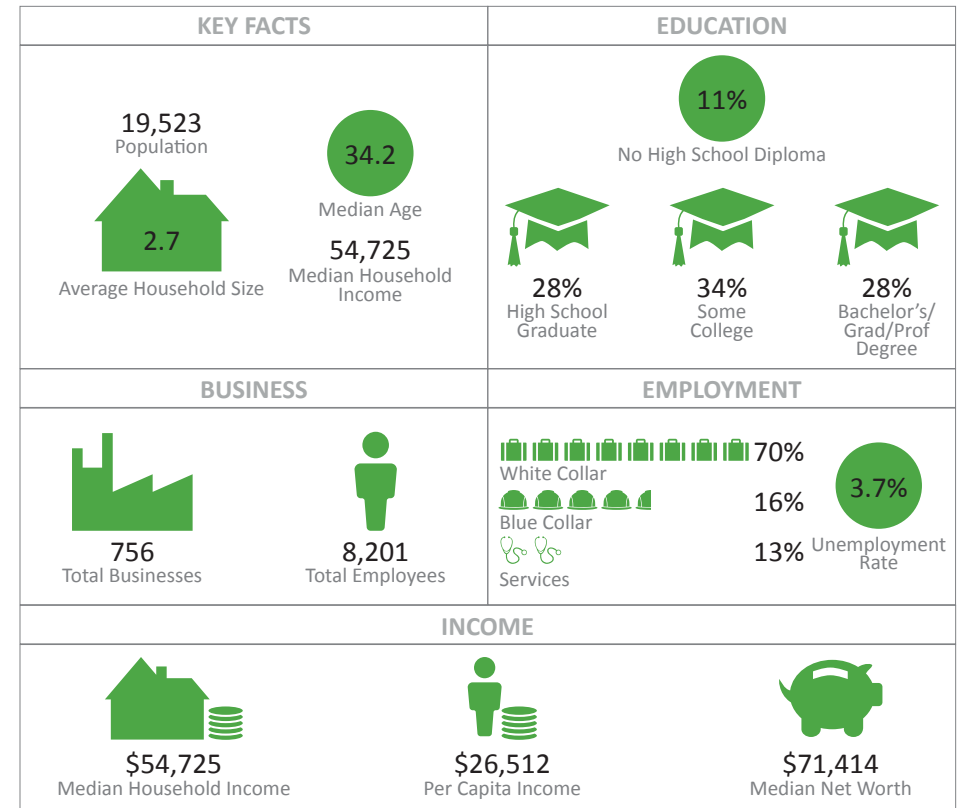
Introduction

The Ozark planning effort that will involve capital facilities at some point is more likely to succeed when the citizen base is well defined as it relates to demographics, economics, market profile and relevant trends. The data provided in this Master Plan provides an accurate and detailed description of Ozark based on numerous demographic, socio-economic, financial and purchasing records.

Overview

The City of Ozark, Missouri is a community with an estimated 2015 (Census) population of just over 19,000 residents. Ozark was incorporated in 1890, as a city in Christian County, Missouri, United States. It is the county seat of Christian County. Ozark is part of the Springfield, Missouri Metropolitan Area, and is centered along a business loop of U.S. Route 65 where it intersects with Missouri Route 14. It is south of Springfield and north of Branson.

Geographically, Ozark is in the southwestern part of Missouri near the Missouri and Oklahoma Borders. The City of Ozark is 11.15 sq. mi in area, an elevation of 1,168 ft. and a density of 1,600/sq. mi. Ozark is in the Central Time Zone.



Households by Income

The largest group: \$50,000 (19.9%)

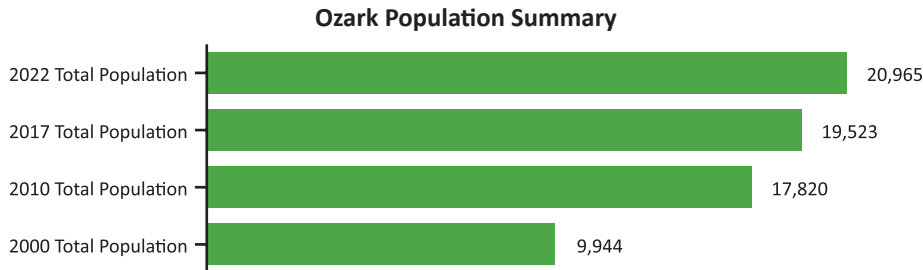
The smallest group: \$200,000+ (3.2%)

Indicator	Value	Difference	
<\$15,000	12.4%	+0.2%	
\$15,000 - \$24,999	13.0%	+0.8%	
\$25,000 - \$34,999	13.4%	-0.6%	
\$35,000 - \$49,999	16.8%	+0.6%	
\$50,000 - \$74,999	17.7%	-1.9%	
\$75,000 - \$99,999	12.7%	+1.7%	
\$100,000 - \$149,999	8.9%	-0.4%	
\$150,000 - \$199,999	2.8%	-0.4%	
\$200,000	2.3%	-0.2%	

Ozark Population

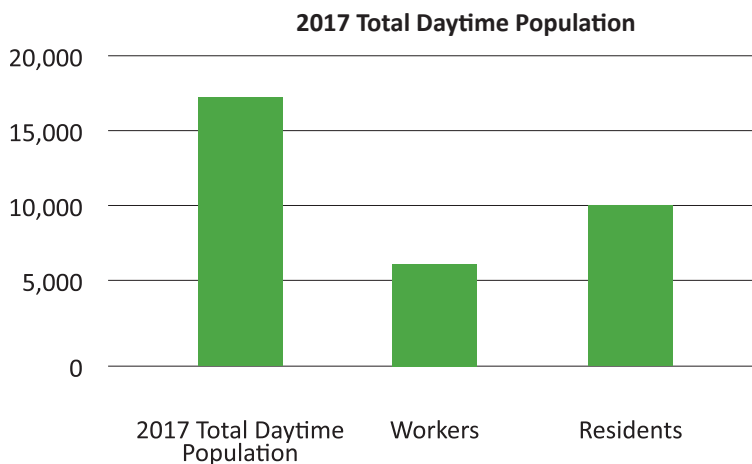
The rate of growth in Ozark has been relatively steady over the recent decades. That pattern is not projected to change unless there is some new development or initiative that will cause a growth spurt. None are known now.

Table 1.1 Ozark Population



Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Table 1.2. Ozark Daytime Population



Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Table 1.2 addresses the daytime population of Ozark. The 2017 estimated total population for Ozark is 19,523 residents. Of those, 10,400 remain in Ozark as residents while an additional 6,541 workers come to Ozark in the daytime for employment. Thus the daytime population is almost as large as the permanent population. However, the new workers represent new service opportunities. Ways and means of capturing the additional workers may aid in generating revenues particularly if the worker's available participation times coincide with off-peak times at facilities. For example, shift work at factories or Fire Department employee schedules of 24 hours on and 24 hours off.

Ozark Households

Consistency for housing is as descriptive as it is for population. The households in Ozark average 2.39 persons and approximately 62% of the households contain families. This trend is projected to hold steady or rise slightly in future years.

Table 1.3 Ozark Households Summary

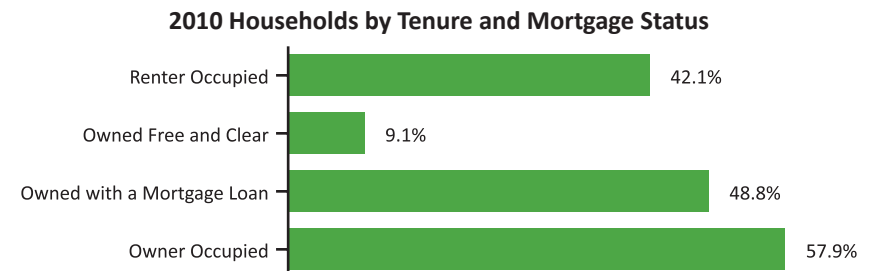
Household Summary	2000 HH	2010 HH	2017 HH	2022 HH
Households (HH)	4,234	6,603	7,176	7,686
Average Household Size	2.62	2.65	2.69	2.69
Families		4,689	5,171	5,517
Average Family Size		3.14	3.14	3.15

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Ozark Household Units

For 2017, there are an estimated 7,176 housing units in Ozark. Of these, 57.9% are owner occupied, 42.1% are renter occupied. This trend seems to be steady, but it may offer opportunities for various partner programs related to home and furnishing repairs such as furniture-making or instrument making. Both activities have a high potential for Ozark residents.

Table 1.4 Ozark Household Units

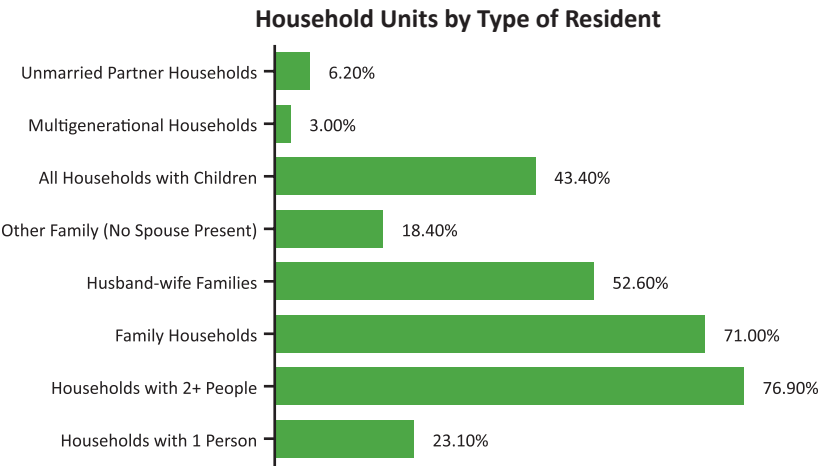


Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Ozark Households by Type

Table 1.5 shows the households with children at 43.40%. This is important to the marketing responsibility of the Park and Recreation Department. The more significant challenge may be to determine how to access the single-person households. This may be especially true if a large portion of the one-person households are seniors who may lack social and health networks to keep them engaged in the community. These are important customers for parks and recreation.

Table 1.5 Ozark Household by Type



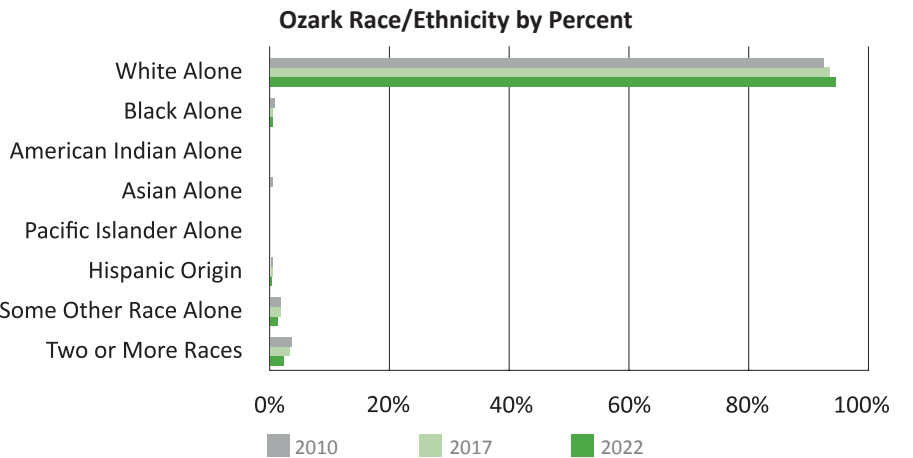
Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Ozark Race and Ethnicity

With a 2017 estimated 94.4% of the population categorized as white alone, Ozark is viewed as a homogenous City. However, Table 1.6 shows an increasing diversity in Hispanic speaking people at 3.9% are the most numerous of the non-white group and they are projected to increase to 4.7% by 2022.

This increasing diversity is an opportunity to share cultures within the community and reduce any focus on differences in the community. Park and Recreation events that celebrate traditions of all cultures represented can be a positive force in the community.

Table 1.6 Ozark Race/Ethnicity



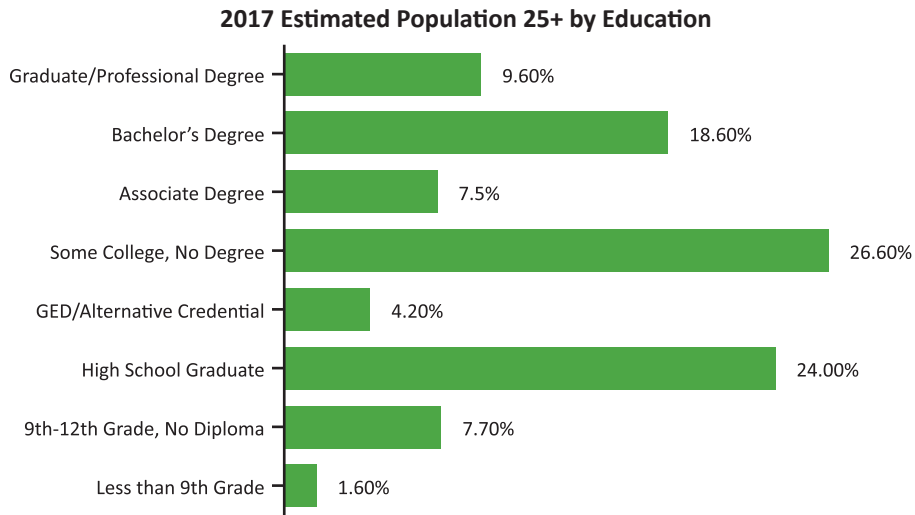
	Hispanic Origin	Two or More Races	Some Other Race Alone	Pacific Islander Alone	Asian Alone	American Indian Alone	Black Alone	White Alone
2010	4.7%	1.2%	1.2%	0.1%	0.8%	0.5%	1.5%	93.2%
2017	3.9%	2.4%	1.0%	0.1%	0.7%	0.5%	1.1%	94.4%
2022	3.2%	2.0%	0.8%	0.1%	0.5%	0.5%	0.8%	95.2%

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Ozark Educational Attainment for 25+

The 2017 estimated population of 25 + Ozark residents is 12,458. Of this group 37.5% have a high school diploma, GED or less. The other 63.5% have attended or graduated from a college. This information is consistent with the distribution of employment type in Table 1.10. As an overall consideration, department programmers should be aware of educational differences but not rely on that data for marketing.

Table 1.7. Ozark Educational Attainment of 25+

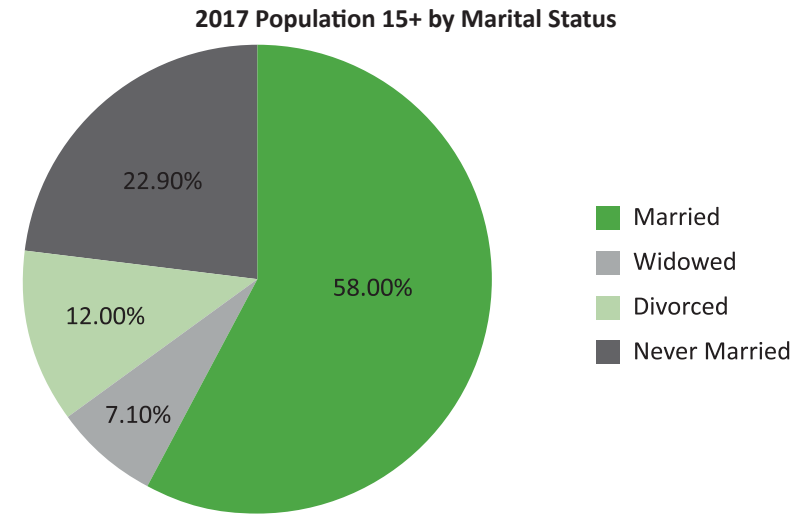


Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Ozark Marital Status 15+

The Ozark population estimated for 2017 is 14,999 residents 15 years of age or older. Given that median age is estimated at 34.2%, it is surprising to find the number of never married represents 22.9% of the total. With 7.10% widowed and 12.00% divorced, over 40% of the population are single for varied reasons. This information further supports the need to program for people who can easily become isolated.

Table 1.8 Ozark Marital Status 15+



Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Ozark Employment in the Labor force

Ozark seems to be in good economic condition with only 3.7% of the 16 + population unemployed. This does place a premium on P & R staff providing services during residents and daily employee free time

Table 1.9 Ozark 2017 Employment of 16+ in Labor Force

Civilian Employed	96.3%
Civilian Unemployed (Unemployment Rate)	3.7%

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Table 1.10 Major employers in Ozark

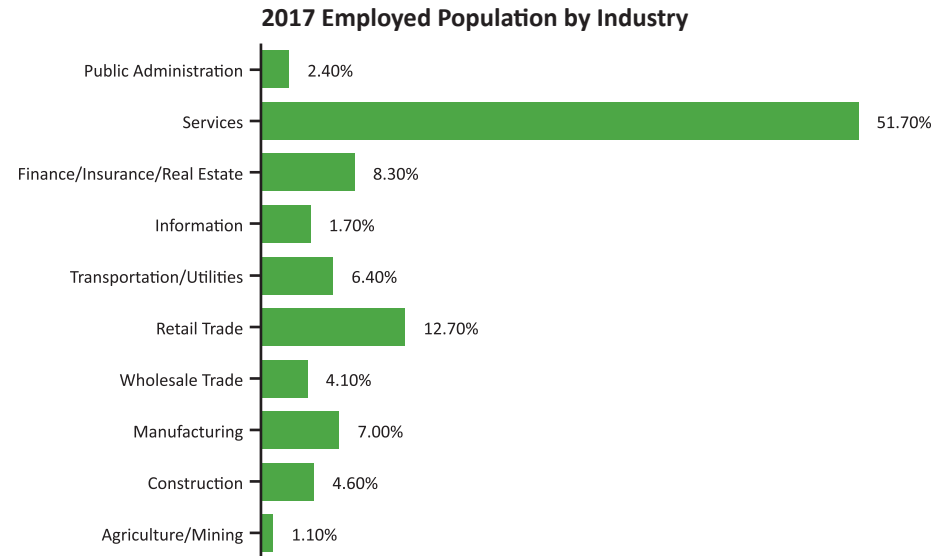
Name of Business	Full-Time Employee Count
Ozark School District	750
Walmart Supercenter	375
Lambert's Restaurant	217
City of Ozark	185
Christian County	178
HealthMedX	152
Tracker Marine	101
Ozarks Technical Community College	40
Lowe's of Ozark	72
Ozark Bank	52
TOTAL	2122

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Ozark employment of 16+ by Industry

The key industries for Ozark include services and retail trade. The various business should be explored to determine their program and activity interests and willingness to sponsor events or teams in leagues etc. This may even include placing additional recreation facilities at appropriate company sites.

Table 1.11 Ozark employment of 16+ by Industry



Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Ozark Summary Data

The table below summarizes some of the key benchmarks relating to the demographics of Ozark City.

Table 1.12 Summary Data

Categories	2017
Median Household Income	\$54,725
Median Home Value	\$157,106
Average Contract Rent	\$83,086
Per Capita Income	\$26,512
Median Age	34.2
Average Household Income	\$71,239
Average Home Value	\$187,452

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Lifestyle Profile for Ozark, Missouri

Why Lifestyle Profiles

While the demographics of a community provide the underlying framework for understanding a community, real similarities and differences are determined by more subtle life style factors such as how the residents live, work, learn, and play. For example, three communities could have similar proportions of young families, yet those young families could differ from one another in terms of education, income, number of people in the household, etc.

ESRI data was secured for this analysis. ESRI is a mapping and marketing research firm that uses GIS information that is subsequently applied to Demographics and Lifestyle Data. The lifestyle profiles presented here are from the Tapestry data secured from ESRI through their Business Analysis Online (BAO).

The ESRI Tapestry segments provided by ESRI comprise two sets of lifestyle information. This information is related to one another as 67 Tapestry Segments fall within one of the 14 LifeMode groups.

Fourteen LifeMode Groups: Numbered from 1 to 14. These groups are based upon lifestyle and life stage data along with the role played by income. Life Mode 1 is the highest LifeMode group number and contains segments with the greatest income. Each of these LifeMode groups are assigned a title that describes the group in general.

Sixty-Seven Tapestry Segments: Each of these fourteen LifeMode sections include Tapestry Segments. These segments provide further valuable market information through the 67 Tapestry Segments that ESRI has devised for market characteristics. Again, these Tapestry Segments are assigned a title reflecting how they live, work, learn, and play.

Ozark's LifeMode Groups

When the LifeMode Groups and the 67 Tapestry segments encompassed within those 14 LifeMode groups are reviewed, the market characteristics reflect the mode or segment for Ozark residents. The descriptions are broad and not intended to identify any specific individuals.

- There are eight LifeMode groups found in Ozark that comprise 100% of the population
- One of these LifeMode segments, number 4C titled 'Middleburg' represents 50.7% of the population

Overall Description of the four LifeMode groups include the following characteristics:

LifeMode 4 Family Landscapes (4A, 4C -55.2%)

- Successful young families in their first homes
- Non-diverse, prosperous married-couple families, residing in suburban or semi-rural areas with a low vacancy rate (second lowest)
- Homeowners (80%) with mortgages (second highest %), living in newer single-family homes, with median home value slightly higher than the U.S.
- Two workers in the family, contributing to the second highest labor force participation rate, as well as low unemployment
- Do-it-yourselfers, who work on home improvement projects, as well as their lawns and gardens
- Sports enthusiasts, typically owning newer sedans or SUVs, dogs, and savings accounts/plans, comfortable with the latest technology
- Eat out frequently at fast food or family restaurants to accommodate their busy lifestyle
- Especially enjoy bowling, swimming, playing golf, playing video games, watching movies rented via Redbox, and taking trips to a zoo or theme park

Please Note: This LifeMode has much greater resources available to them than the other residents living in the other LifeModes.

LifeMode 8: Middle Ground (8C,8F 25.5%)

- This group is more diverse than the US
- Residents enjoy their automobiles and like cars that are fun to drive
- Income and net worth are well below the US average and many families have taken out loans to make ends meet
- Just over half the homes are occupied by renters; older, established neighborhoods; three quarters of all homes were built before 1980
- Single-parent families or singles living alone make up almost half of the households
- Composed of a blue-collar work force with a strong labor force participation rate
- Price is more important than brand names or style to these consumers
- They seek adventure and strive to have fun
- Four-fifths of owned homes valued under \$100,000 (more than 3.5 times the U.S. average)

LifeMode 7 Ethnic Enclaves (7A – 12.1%)

- Established diversity—young, Hispanic homeowners with families 12%
- Multilingual and multigenerational households feature children that represent second, third or fourth-generation Hispanic families
- Neighborhoods feature single-family, owner-occupied homes built at city's edge, primarily built after 1980
- Hard-working and optimistic, most residents aged 25 years or older have a high school diploma or some college education
- Shopping and leisure also focus on their children—baby and children's products from shoes to toys and games and trips to theme parks, water parks or the zoo
- Residents favor Hispanic programs on radio or television; children enjoy playing video games on personal computers, handheld or console devices
- Many households have dogs for domestic pets

LifeMode 6 Cozy Country Living (6A, 6F – 5.7%)

- Empty nesters in bucolic settings
- Largest Tapestry group, almost half of households located in the Midwest
- Homeowners with pets, residing in single-family dwellings in rural areas; almost 30% have three or more vehicles and, therefore, auto loans
- Politically conservative and believe in the importance of buying American
- Own domestic trucks, motorcycles, and ATVs/UTVs
- Prefer to eat at home, shop at discount retail stores (especially Walmart), bank in person, and spend little time online
- Own every tool and piece of equipment imaginable to maintain their homes, vehicles, vegetable gardens, and lawns
- Listen to country music, watch auto racing on TV, and play the lottery; enjoy outdoor activities, such as fishing, hunting, camping, boating, and even bird watching

LifeMode 5 GenXurban (5A – 1.5%)

- Gen X in middle age; families with fewer kids and a mortgage
- Second largest Tapestry group, comprised of Gen X married couples, and a growing population of retirees
- About a fifth of residents are 65 or older; about a fourth of households have retirement income
- Own older single-family homes in urban areas, with one or two vehicles
- Live and work in the same county, creating shorter commute times
- Invest wisely, well-insured, comfortable banking online or in person
- News junkies (read a daily newspaper, watch news on TV, and go online for news)
- Enjoy reading, photo album/scrapbooking, playing board games and cards, doing crossword puzzles, going to museums and rock concerts, dining out, and walking for exercise

From Life Modes to Tapestry Segments

Below is an overview of the primary Tapestry Segments found for the City of Ozark. These Tapestry Segments are those associated with the Five LifeModes described earlier.

Tapestry Segment: 4A – Soccer Moms (4.5% of Ozark’s population)

WHO ARE WE? Soccer Moms is an affluent, family-oriented market with a country flavor. Residents are partial to new housing away from the bustle of the city but close enough to commute to professional job centers. Life in this suburban wilderness offsets the hectic pace of two working parents with growing children. They favor time-saving devices, like banking online or housekeeping services, and family-oriented pursuits.

Selected Traits for Soccer Moms Segment

- Soccer Mom residents prefer the suburban periphery of metropolitan areas
- Predominantly single family, homes are in newer neighborhoods
- Owner-occupied homes have high rate of mortgages
- Most households are married couples with children
- Most households have two or three vehicles; long travel time to work including a disproportionate number commuting from a different county
- Connected, with a host of wireless devices from iPods to tablets—anything that enables convenience, like banking, paying bills, or even shopping online
- Well insured and invested in a range of funds, from savings accounts or bonds to stocks
- Carry a higher level of debt, including first and second mortgages and auto loans

Tapestry Segment: 4C - Middleburg (50.7% of Ozark’s population)

WHO ARE WE? Middleburg neighborhoods transformed from the easy pace of country living to semirural subdivisions in the last decade, when the housing boom reached out. Residents are conservative, family-oriented consumers. Still more country than rock and roll, they are thrifty but willing to carry some debt and are already investing in their futures. They rely on their smartphones and mobile devices to stay in touch and pride themselves on their expertise. They prefer to buy American and travel in the US. This market is younger but growing in size and assets.

Selected Traits for Middleburg Segment

- Semi-rural locales within metropolitan areas
- Neighborhoods changed rapidly in the previous decade with the addition of new single-family homes
- Young couples, many with children
- Education: 63% with a high school diploma or some college
- Labor force participation typical of a younger population
- Traditional values are the norm here— faith, country, and family
- Prefer to buy American and for a good price
- Comfortable with the latest in technology, for convenience (online banking or saving money on landlines) and entertainment

Tapestry Segment 8C - Bright Young Professionals (16.5% of Ozark's population)

WHO ARE WE? Bright Young Professionals is a large market, primarily located in urban outskirts of large metropolitan areas. These communities are home to young, educated, working professionals. One out of three householders is under the age of 35. Slightly more diverse couples dominate this market, with more renters than homeowners. More than two-fifths of the households live in single-family homes; over a third live in 5+ unit buildings. Labor force participation is high, generally white-collar work, with a mix of food service and part-time jobs (among the college students). Median household income, median home value, and average rent are close to the US values. Residents of this segment are physically active and up on the latest technology.

Selected Traits for Bright Young Professionals Segment

- Household type is primarily couples, married or unmarried, with above average concentrations of both single-parent and single-person households
- Average rent is slightly higher than the US
- These consumers are up on the latest technology
- They get most of their information from the Internet
- Concern about the environment impacts their purchasing decisions

Tapestry Segment 8F - Old and Newcomers (9.0% of Ozark's population)

WHO ARE WE? This market features singles' lifestyles, on a budget. The focus is more on convenience than consumerism, economy over acquisition. The Old and Newcomers Segment is composed of neighborhoods in transition, populated by renters who are just beginning their careers or retiring. Some are still in college; some are taking adult education classes. They support environmental causes and Starbucks. Age is not always obvious from their choices

Selected Traits for Old and Newcomers Segment

- Metropolitan city dwellers
- Predominantly single households, with a mix of married couples (no children)
- Average labor force participation rate over 60%, despite the increasing number of retired workers
- Consumers are price aware and coupon clippers, but open to impulse buys
- They are attentive to environmental concerns
- They are more comfortable with the latest technology than buying a car

Tapestry Segment 7A: Up and Coming Families (12.1% of Ozark population)

WHO ARE WE? Up and Coming Families is a market in transition—residents are younger and more mobile and ethnically diverse than the previous generation. They are ambitious, working hard to get ahead, and willing to take some risks to achieve their goals. The recession has impacted their financial well-being, but they are optimistic. Their homes are new; their families are young. And this is one of the fastest-growing markets in the country

Selected Traits for Up and Coming Families Segment

- New suburban periphery: new families in new housing subdivisions
- Building began in the housing boom of the 2000s and continues in this fast-growing market
- The price of affordable housing but there are longer commute times
- Careful shoppers, aware of prices, willing to shop around for the best deals and open to influence by others' opinions
- Seek the latest and best in technology
- Young families still feathering the nest and establishing their style

Tapestry Segment 6A:- Green Acres (0.1% of Ozark population)

WHO ARE WE? The Green Acres lifestyle features country living and self-reliance. They are avid do-it-yourselfers, maintaining and remodeling their homes, with all the necessary power tools to accomplish the jobs. Gardening, especially growing vegetables, is also a priority, again with the right tools, tillers, tractors, and riding mowers. Outdoor living also features a variety of sports: hunting and fishing, motorcycling, hiking and camping, and even golf. Self-described conservatives, residents of Green Acres remain pessimistic about the near future yet are heavily invested in it.

Selected Traits for Green Acres Segment

- Rural enclaves in metropolitan areas, primarily (not exclusively) older homes with acreage; new housing growth in the past 10 years
- Single-family, owner-occupied housing
- An older market, primarily married couples, most with no children
- Income is derived not only from wages and salaries but also from self-employment, investments, and increasingly, from retirement
- They are cautious consumers with a focus on quality and durability
- Comfortable with technology, more as a tool than a trend: banking or paying bills online is convenient; but the Internet is not viewed as entertainment
- Economic outlook is professed as pessimistic, but consumers are comfortable with debt, primarily as home and auto loans, and investments

Tapestry Segment 6F:- Heartland Communities (5.6% of Ozark population)

WHO ARE WE? Well settled and close-knit, Heartland Communities are semi-rural and semi-retired. These older householders are primarily homeowners, and many have paid off their mortgages. Their children have moved away but they have no plans to leave their homes. Their hearts are with the country; they embrace the slower pace of life here but actively participate in outdoor activities and community events. Traditional and patriotic, these residents support their local businesses, always buy American, and favor domestic driving vacations over foreign plane trips.

Selected Traits for Heartland Communities Segment

- Rural communities or small towns are concentrated in the Midwest, from older Rustbelt cities to the Great Plains
- Distribution of household types is comparable to the US, primarily (but not the majority) married couples, more with no children, and a slightly higher proportion of singles that reflects the aging of the population
- They own one or two vehicles; commutes are short
- More workers are white collar than blue collar; more skilled than unskilled
- The rural economy of this market provides employment in the manufacturing, construction, and agriculture industries
- These are budget savvy consumers; they stick to brands they grew up with and know the price of goods they purchase. Buying American is important
- Daily life is busy but routine. Working on the weekends is not uncommon
- Residents trust TV and newspapers more than any other media
- Skeptical about their financial future, they stick to community banks and low-risk investments

Tapestry Segment: 5A – Comfortable Empty Nesters (1.5% of Ozark’s population)

WHO ARE WE? Residents in this large, growing segment are older, with more than half of all householders aged 55 or older; many still live in the suburbs where they grew up. Most are professionals working in government, health care, or manufacturing. These Baby Boomers are earning a comfortable living and benefitting from years of prudent investing and saving. Their net worth is well above national average. Many are enjoying the transition from child rearing to retirement. They value their health and financial well-being.

Selected Traits for Comfortable Empty Nesters Segment

- Married couples, some with children, but most without
- Average household size slightly lower
- Found throughout the suburbs and small towns of metropolitan areas, where most residents own and live in single-family detached homes)
- Households generally have one or two vehicles
- Comfortable Empty Nesters residents physically and financially active
- Prefer eating at home instead of dining out
- Home maintenance a priority among these homeowners



Market Potential: Profiles Overall Consumer Patterns

The Market Potential Data provides insight into the patterns of participation among households in the community. There are several differing types of tables that individually inform the Department's planning processes for both capital and operational functions. The following market potential analyses showed relationship to Ozark.

- Detailed Age for all, male and female
- Health and Beauty Market
- Sport and Leisure Market
- Electronic and Internet Market
- Retail Market Potential
- Pets and Pet Care

Detailed Age

Much of recreation programming is age-related. It is certainly helpful to know the number of children that are under five years of age for parent and child program and activities that introduce children to various activities. Similarly, the overall age group of 5 to 12 may be split in numerous ways as interests and skill development occur. Finally, amongst the younger age groups are the 13 to 18-year-olds who need an entirely different type of program planning and a more involved set of activities that may engage them throughout their teen years.

Once the customers reach young adult or adult stages much of the programming can focus on maintaining fitness and social interactions. This becomes particularly true as the customers come into the older adult stage. Opportunities for these groups are focused on physical capability. By tracking the ages for both males and females and their numbers in the age brackets you can more accurately project the potential for activities to be successful and determine the optimum times for their offering.



Table 3.1 Detailed Age – All

2017 Ozark Population Age and Gender				
Population Age	Total Population	Total Percent	Total Females	Total Males
Total	19,524	100.00%	10,187	9,337
<1	149	1.60%	157	149
1	146	1.60%	157	146
2	144	1.50%	154	144
3	160	1.70%	153	160
4	160	1.70%	152	160
5	151	1.60%	161	151
6	141	1.50%	154	141
7	156	1.70%	152	156
8	156	1.70%	142	156
9	147	1.60%	151	147
10	149	1.60%	149	149
11	147	1.60%	148	147
12	157	1.70%	156	157
13	141	1.50%	140	141
14	142	1.50%	153	142
15	131	1.40%	124	131
16	138	1.50%	134	138
17	133	1.40%	134	133
18	140	1.50%	129	140
19	122	1.30%	120	122

2017 Ozark Population Age and Gender				
Population Age	Total Population	Total Percent	Total Females	Total Males
20 - 24	626	6.70%	610	626
25 - 29	673	7.20%	762	673
30 - 34	704	7.50%	801	704
35 - 39	714	7.60%	739	714
40 - 44	644	6.90%	669	644
45 - 49	577	6.20%	627	577
50 - 54	559	6.00%	625	559
55 - 59	495	5.30%	592	495
60 - 64	415	4.40%	473	415
65 - 69	352	3.80%	409	352
70 - 74	272	2.90%	340	272
75 - 79	184	2.00%	236	184
80 - 84	116	1.20%	155	116
85+	96	1.00%	229	96
<18	5,318	28.40%	2,899	2,647
18+	14,205	71.60%	8,077	6,689
21+	13,466	67.70%	7,670	6,318
Median Age	33.3		35.0	33.3

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Health and Beauty Market Potential

As is true of the ESRI data, the amount and range of information revealed in the Health and Beauty Market Potential is extensive and includes doctors' visits, prescription use and type, over the counter purchases, and professional services. While there are the usual variations over and under the "100" market potential, they do not fall in the 60s for lows or 130 for highs as is the case in the Sports and Leisure Potential listing.

Please Note: ESRI provides this information based on an index of + or - "100". The "100" represents the average levels in the United States so that any designation either below or above that "100" represents either lesser as is the case with below 100 or greater as would be the case for designations over "100".

Exercise and Fitness

The beneficial health effects of consistent aerobically challenging exercise are well-documented. People who have chronic conditions may increase their quality of life and/or reduce their medical costs by using Department facilities

In general, the data in the Health and Beauty Market Potential reports provide data that show three different indexes for measuring exercise in Ozark. Table 3.2. shows the frequency of exercise, while table 3.3 shows duration, and Table 3.4 shows commitment through ownership of exercise equipment.

Table 3.2 Exercise Frequency

Exercise Frequency	HH Adults	Percent	MPI
Typically spend 4-6 hours exercising per week	3,017	21.2%	101
Typically spend 1-3 hours exercising per week	3,187	22.4%	99
Typically spend 7+ hours exercising per week	2,963	20.9%	96

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Table 3.2 shows that 64.5% of the Ozark adults are active exercisers (1 or more hours per week, annually).

Table 3.3 Exercise Duration

Exercise Duration	HH Adults	Percent	MPI
Exercise at home 2+ times per week	4,298	30.3%	105
Exercise at other facility (not club) 2+ times/week	1,162	8.2%	100
Exercise at club 2+ times per week	1,841	13.0%	97

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Table 3.3 indicates that over 50% of Ozark residents exercise 2 or more times per week

Table 3.4 Exercise Equipment Owned

Exercise Equipment Owned	HH Adults	Percent	MPI
Own elliptical	807	5.7%	135
Own weight lifting equipment	2,052	14.4%	116
Own treadmill	1,398	9.8%	109
Own stationary bicycle	653	4.6%	90

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

The Sports Fitness Industry Association has estimated that approximately 29% of Americans do not exercise at all. When accounting for those that exercise less than one hour per week Ozark is probably very close to the exercise patterns of other American cities. Some of this less active exercise may be reflected by the ownership of equipment.

Health Issues

Residents do have slightly higher potential in the areas of control diet for blood sugar level and control diet for high cholesterol at 107 and 102 respectively. Ozark like the rest of the nation is subject to the increases in Type 2 diabetes considered at near epidemic proportion for adults and the advent of what would have been considered early onset of Type 2 diabetes among youth.

The medical issues included in Table 4.5 are those that result in prescription medication for the chronic issue. They also have all been shown in studies to benefit sufferers through physical exercise programs. The Department may want to consider offering programs conducted or involving medical personnel that address the beneficial potential of physical activity.

Table 3.5 Medical Conditions - by Household

Medical Condition	HH Adults	MPI
Used prescription drug for backache/back pain	3,260	110
Used prescription drug for high blood pressure	2,337	106
Used prescription drug for allergy/hay fever	2,255	108
Used prescription drug for heartburn/acid reflux	2,088	114
Used prescription drug for high cholesterol	1,511	90
Used prescription drug for depression	1,340	105
Used prescription drug for anxiety/panic	1,201	113
Used prescription drug for asthma	942	128
Used prescription drug for arthritis/osteoarthritis	942	93
Used prescription drug for diabetes (non-insulin depend)	789	101
Used prescription drug for rheumatoid arthritis	523	74
Used prescription drug for diabetes (insulin dependent)	393	105

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Sports and Leisure Patterns and Potential

ESRI data provides a list of sports and leisure activities that residents either participate in, spectates, or expends money. Table 4.5 focuses on many of the most common activities that have an index near or above the national index of 100. Other patterns are presented below that reflect certain types of participation.

Participation Patterns

Active Participation

Adults residents participate in team sports at higher levels than the rest of the country though they do not avail themselves of more lifetime activity pursuits that can contribute to their health and well-being such as aerobics, hiking, and running/jogging.

This category can involve participation and expenditures related to non-physical sports participation. The following reflects those actions and activities associated with Ozark residents that are either above or below averages of the market potential index for the rest of the country.

Table 3.6 Sport and Leisure Market Potential

Annual Participation	HH/Adults	MPI
Base Population	19,523	
Swimming	2,313	105
Jogging/running	2,015	105
Fishing (fresh water)	1,911	112
Aerobics	1,276	109
Basketball	1,241	104
Football	793	110
Hunting with rifle	791	126
Boating (power)	749	105
Target shooting	716	109
Hunting with shotgun	697	133
Ping pong	693	115
Baseball	675	104
Zumba	669	110
Volleyball	494	104
Horseback riding	352	107
Rock climbing	316	114
Roller skating	312	114

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Direct Involvement

Besides memberships there are many clubs that involve participation, mostly in the less physical activities. Clubs are an excellent means of offering residents the opportunities for social interaction in areas of interest. They have the added benefit of providing opportunities to develop community identity and learn how to manage organizations.

Other categories within the Sports and Leisure Potential Index include memberships, spectator activities, expenditures on toys, games, dolls, and books for children and book purchases for adults. While there were some differences among Ozark residents and other Americans, the differences were not significant enough to report.

Table 3.7 Other Annual Participation by Adults

Other Annual Participation Activities	HH/Adults	Percent	MPI
Population Base	19,523	100.00%	
Dined out	6,779	47.70%	106
Read book	4,965	35.00%	104
Enjoyed baking	3,786	26.70%	113
Cooked for fun	3,411	24.00%	102
Played board game	2,311	16.30%	121
Went to live theater	1,913	13.50%	103
Went on overnight camping trip	1,796	12.60%	104
Photography	1,686	11.90%	114
Attended rock music performance	1,300	9.20%	98
Painting/drawing	1,111	7.80%	125

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Electronic and Internet Potential

There are two other data categories that bear mentioning in the lifestyle profiles for Ozark. One of those is Electronics and Internet Market Potential which features an extensive listing of computer and software purchases, television and video games, internet access and use, and website searches. With over 28% of the population under age 18 and the 18 to 34 segments, also near 23%. One can expect the market potential for these related activities to increase significantly.

The Electronic and Internet Market potential also address ways and means of accessing customers. Some data reflects usage and purpose of internet contacts and the devices used for Internet messaging and email. These are worth considering when building a promotional campaign.

Similarly, data on social media search engines may also prove of value for marketing or other customer interactions. Social media opportunities feature Facebook, YouTube and Twitter. Major search engines include Yahoo and Google. It may be worth the Department's time and expense to do an on-line survey or use Snapchat or Instagram with middle and high school students to keep pace with the local "grapevine."

Tables 3.8.a to c shows involvement in hobby type activities. These can be channeled into self-directed clubs with a bit of organization help. For example, almost 10% of Ozark Residents are involved in photography and based on Table 3.8. a. some of them are investing in higher-end camera equipment. The Department could help create one or more photography clubs that relate to the users' interests. Clubs like these are extremely popular in retirement communities and reduce workload demand on staff.

Table 3.8a. Camera and Related Equipment Ownership

Product/Consumer Behavior	Adults	Percent	MPI
Base of 18+	19,523	100%	
Cameras & Photography			
Own any camera/camcorder	1,532	10.8%	98
Own digital point & shoot camera	3,064	21.6%	101
Own digital single-lens reflex (SLR) camera	1,446	10.2%	122
Own telephoto/zoom lens	814	5.7%	107
Own wide-angle lens	498	3.5%	100
Printed digital photos in last 12 months	1,881	13.2%	95

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Table 3.8.b shows a high level of use and access to computers. Time spent online not including email and instant messaging totals over 55% of residents spending an hour or more using the internet.

Table 3.8b Computers and Internet Access

Product/Consumer Behavior	Adults	Percent	MPI
Base of 18+	19,523	100.0%	
Computers and Software			
HH owns a computer	5,685	79.2%	104
Internet Access and Use			
Spend <0.5 hrs. online (excl. email/IM time) daily	1,927	13.6%	110
Spend 1-1.9 hrs. online (excl. email/IM time) daily	2,550	18.0%	104
Spend 2-4.9 hrs online (excl email/IM time) daily	2,913	20.5%	96
Spend 5-9.9 hrs online (excl email/IM time) daily	1,790	12.6%	110
Spend 10+ hrs online (excl email/IM time) daily	649	4.6%	117

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Table 3.8.c features social media and search engines that receive the most usage in Ozark. Among the search engines almost 79% users choose Google with over 32% using Yahoo. Facebook and YouTube are the most popular websites 63.1% and 52.1% respectively. The department may want to use these tools to promote activities and create market evaluation.

Table 3.8c. Social media and Search Engine Use

Product/Consumer Behavior	Adults	Percent	MPI
Base of 18+	19,523	100%	
Social Media Search Engines			
Used website/search engine/30 days: google.com	11,182	78.70%	104
Used website/search engine/30 days: yahoo.com	4,582	32.30%	103
Visited website in last 30 days: facebook.com	8,961	63.10%	108
Visited website in last 30 days: YouTube.com	7,406	52.10%	107
Visited website in last 30 days: twitter.com	1,801	12.70%	89

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Marketing strategies for programs and services are essential in today's market. There are a significant number of activities vying for peoples' leisure time and timely promotion can make the difference in success or failure of an activity.

Pets and Pet Care

Pets are important to the residents of Ozark. Over half (58%) own a pet of any kind and 45% own a dog. The market potential (107) in this area exceeds the national average.

In all cases Ozark is above the national average for pets and pet care. This was not the case in most of the other market potential categories.

Programming potentials featuring pet care, best in show, and similar should be received well by residents who see the personal and social value of parks.

Table 3.9 Pets Ownership

Pet Ownership	HH Adults	Percent	MPI
Base of 18+	19,523	100.00%	
HH owns any pet	4,170	58.2%	107
HH owns any cat	1,652	23.0%	102
HH owns any dog	3,233	45.1%	109
HH owns 1 cat	892	12.4%	102
HH owns 2+ cats	759	10.6%	101
HH owns 1 dog	1,876	26.1%	104
HH owns 2+ dogs	1,357	18.9%	115

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Psychographic Profile

Among the more interesting aspects of the Ozark purchasing choices profile are buying American products; selecting brands that support a charity and the focus on product price rather than brand names. These offer differing ways to promote services and build and retain membership.

Table 3.10 Psychographic Preferences

Psychographics (Adults)	HH Adults	Percent	MPI
Base of 18+	19,523	100.00%	
Buying American is important to me	5,978	42%	101
Likely to buy a brand that supports a charity	5,051	36%	102
Price is usually more important than brand name	4,093	29%	108
Usually use coupons for brands I buy often	2,555	18%	99
Usually buy based on quality - not price	2,470	17%	95
Am interested in how to help the environment	2,091	15%	89
Usually pay more for environ safe product	1,769	13%	93
Usually buy items on credit rather than wait	1,576	11%	91
Usually value green products over convenience	1,319	9%	86

Source: Original data from ESRI. Analysis of data by CEHP, Inc.





CHAPTER 3 SURVEY

Master Planning Task:

To provide statistically valid citizen responses to important questions that relate to their preferences for a park system and recreation program.

The City of Ozark Park and Recreation Needs Assessment Survey

...helping organizations make better decisions since 1982

Findings Report

Submitted to the City of Ozark, Missouri:

ETC Institute
725 W. Frontier Lane,
Olathe, Kansas
66061

September 2017



The City of Ozark Park and Recreation Needs Assessment Survey Executive Summary

Overview

ETC Institute administered a needs assessment survey for the City of Ozark during the summer of 2017. The survey was administered as part of the City's efforts to plan the future for parks and recreation opportunities. The survey and its results will also help the City to better understand resident priorities for parks, trails, sports and recreation facilities, programs and services within the community. The City will use the results to help take a resident-driven approach to making decisions that will enrich the future of the community and positively affect the lives of its residents.

Methodology

ETC Institute mailed a survey packet to a random sample of households in the City of Ozark. Each survey packet contained a cover letter, a copy of the survey, and a postage-paid return envelope. Residents who received the survey were given the option of returning the survey by mail or completing it on-line at www.OzarkSurvey.org.

Ten days after the surveys were mailed, ETC Institute sent emails and placed phone calls to the households that received the survey to encourage participation. The emails contained a link to the on-line version of the survey to make it easy for residents to complete the survey. To prevent people who were not residents of the City of Ozark from participating, everyone who completed the survey on-line was required to enter their home address prior to submitting the survey. ETC Institute then matched the addresses that were entered on-line with the addresses that were originally selected for the random sample. If the address from a survey completed on-line did not match one of the addresses selected for the sample, the on-line survey was not counted.

The goal was to obtain completed surveys from at least 300 residents. The goal was exceeded with a total of 486 residents completing the survey. The overall results for the sample of 486 households have a precision of at least +/-4.4% at the 95% level of confidence.

This report contains the following:

- Charts showing the overall results of the survey (Section 1)
- Priority Investment Rating (PIR) that identifies priorities for facilities and programs (Section 2)
- Benchmarking analysis comparing the City's results to national results (Section 3)
- Tabular data showing the overall results for all questions on the survey (Section 4)
- A copy of the survey instrument (Section 5)

The major findings of the survey are summarized on the following pages.



Facility Use, Access, and Future Development

Respondents were asked to indicate which City of Ozark parks they have visited in the past year. The most visited parks include: Finley River Park (89%), The OC (73%), and Finley River Greenway Trail (50%). Only 6% of respondents indicated they had not visited any of the parks listed during the past year. Of those respondents who have visited at least one park within the past year 26% visited less than once a month, 33% visited 1-3 times a month, 14% visited once a week, 18% visited 2-4 times a week, and 9% visited more than 5 times a week. Sixty-percent (60%) of those respondents who have visited at least one park within the past year rated the physical condition of the parks they have visited as “excellent” (12%) or “good” (48%), 34% rated them as “fair” and only 6% rated them as “poor”.

Thirty-seven percent (37%) of respondents indicated they feel they have adequate access to athletic fields, 22% indicated they do not have adequate access, and 41% were not sure. The top reason respondents feel they do not have adequate access to athletic fields was: Too few highly developed ball fields with stadium, dugouts, scoreboard & turf to accommodate demand for a field of that type.

Based on the sum of respondents’ top two choices the most preferred types of parks are: nature environment parks (58%) and special use parks such as playgrounds/splash parks (49%).

Seventy-five percent (75%) of respondents indicated they would most prefer the City to acquire and develop open space to include trails/greenway development, 68% prefer active places to play, and 61% prefer passive places with comfortable seating and plenty of shade to relax.

Eighty-nine percent (89%) of respondents indicated they think the City should place a “very high priority” (47.5%) or a “high priority” (41.5%) on maintaining the conditions of city owned parks, trails, and recreation facilities.

Benefits of Parks

The three benefits that respondents most strongly agree their household receives from having The OC, Ozark Community Center, trails, and access to parks include: improving the quality of life in the Ozark community (95%), providing healthy recreational opportunities for all (95%), and improving personal physical health and fitness (94%). Only 52% of respondents “strongly agree” or “agree” that the facilities and access to parks and trails help reduce crime.

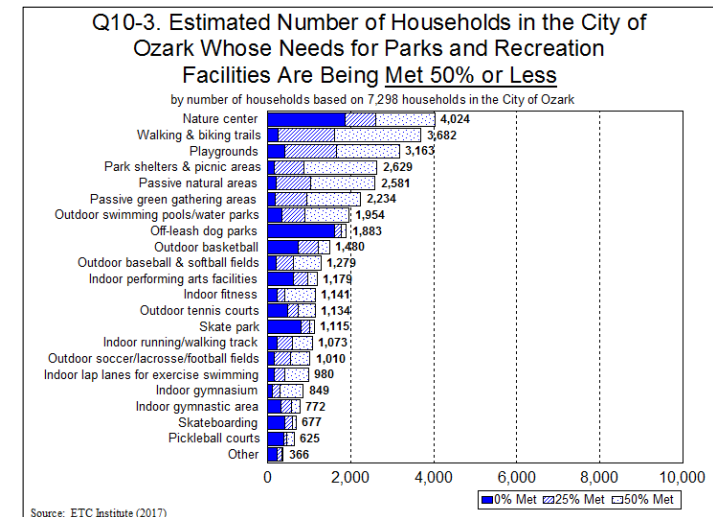
Of all the potential benefits that The OC, Ozark Community Center, trails, and access to parks provide the three most important benefits to households, based upon the sum of respondents’ top three choices, are: improving personal physical health and fitness, providing inexpensive options for family time, and improving the quality of life in the Ozark community.

Of all the potential benefits that The OC, Ozark Community Center, trails, and access to parks provide the three most important benefits to the Ozark Community, based upon the sum of respondents’ top three choices, are: improving the quality of life in the Ozark community, helping to attract new residents and businesses, and helping to reduce crime.

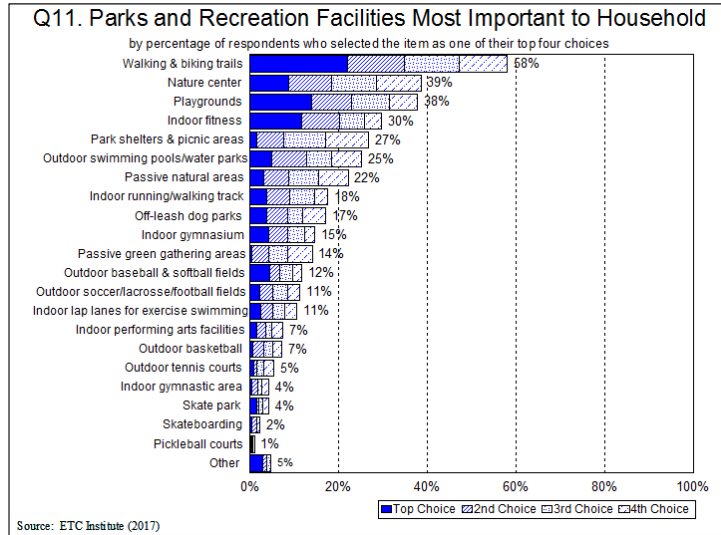
Facility Needs and Priorities

Facility Needs: Respondents were asked to identify if their household had a need for 22 recreation facilities and amenities and rate how well their needs for each were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had the greatest “unmet” need for various facilities.

The three recreation facilities with the highest percentage of households that indicated a need for the facility were: walking and biking trails (82%), a nature center (71%), and spark shelters and picnic areas (68%). When ETC Institute analyzed the needs in the community, only one facility, paved walking and biking trails within parks, had a need that affected more than 6,000 households. ETC Institute estimates a total of 4,024 of the 7,298 households in the City of Ozark have unmet needs for a nature center. The estimated number of households that have unmet needs for each of the 22 facilities that were assessed is shown in the chart below.



Facility Importance: In addition to assessing the needs for each facility, ETC Institute also assessed the importance that residents placed on each facility. Based on the sum of respondents’ top four choices, the three most important facilities to residents were: walking and biking trails (58%), a nature center (39%), and playgrounds (38%). The percentage of residents who selected each facility as one of their top four choices is shown in the chart at the top of the following page.



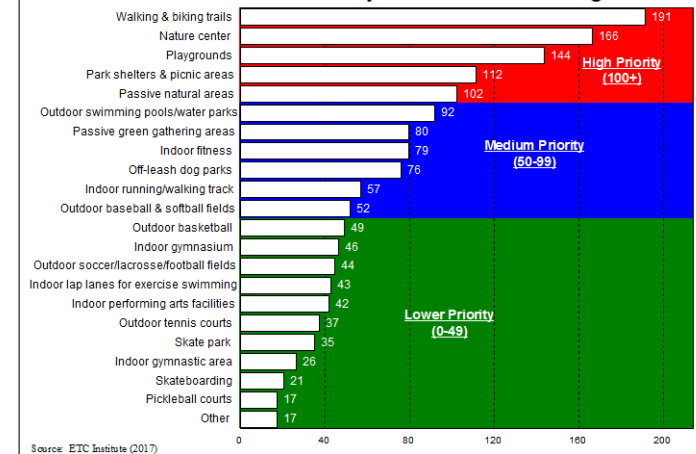
Priorities for Facility Investments: The **Priority Investment Rating (PIR)** was developed by ETC Institute to provide organizations with an objective tool for evaluating the priority that should be placed on Parks and Recreation investments. The Priority Investment Rating (PIR) equally weights (1) the importance that residents place on facilities and (2) how many residents have unmet needs for the facility. [Details regarding the methodology for this analysis are provided in Section 2 of this report.]

Based the Priority Investment Rating (PIR), the following five facilities were rated as high priorities for investment:

- Walking and biking trails (PIR=191)
- Nature center (PIR=166)
- Playgrounds (PIR=144)
- Park shelters and picnic areas (PIR=112)
- Passive natural areas (PIR=102)

The chart on the following page shows the Priority Investment Rating for each of the 22 facilities/amenities that were assessed on the survey.

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



Program Use and Participation

Forty-one percent (41%) of respondents indicated their household has participated in any recreation programs offered by the City of Ozark during the past 12 months. Of those respondents who indicated their household have participated 33% participated in only one program, 50% participated in 2-3 programs, 14% participated in 4-6 programs, and 4% participated in 7 or more programs. Seventy-seven percent (77%) of respondents who have participated in a program rated the overall quality as either "excellent" (20%) or "good" (57%), 19% rated the programs or activities as "fair", and only 4% rated them as "poor".

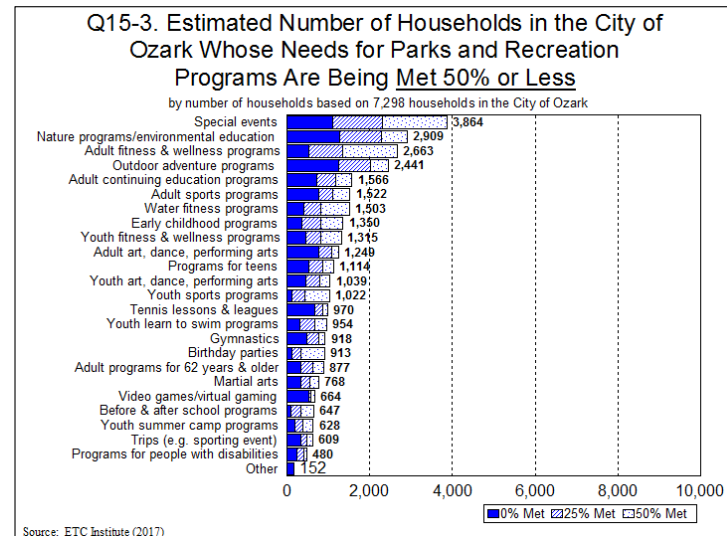
The three primary reasons respondents indicated their household participates in City of Ozark recreation programs or activities include: location of program facility (78%), reasonable fees (58%), and friends participate in the program (36%).

Fifty-seven percent (57%) of respondents indicated they have heard about City of Ozark Park and Recreation programs and activities from friends, family, and coworkers, 42% from the City of Ozark Parks and Recreation Department website, and 32% from Facebook.

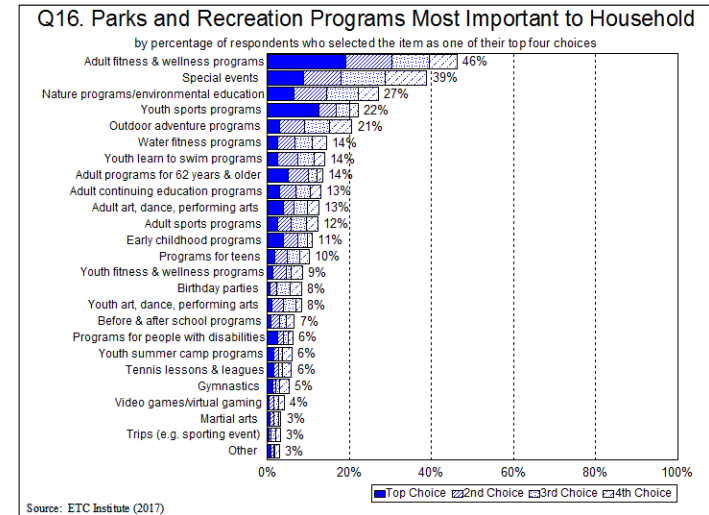
Programming Needs and Priorities

Programming Needs. Respondents were also asked to identify if their household had a need for 25 recreational programs and rate how well their needs for each program were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had “unmet” needs for each program.

The three programs with the highest percentage of households that had needs were: special events (63%), adult fitness and wellness programs (63%), and nature programs/environmental education (44%). In addition to having the highest total need, the top three programs also have the highest unmet need among the 25 programming-related areas that were assessed. ETC Institute estimates a total of 3,864 households have unmet needs for special events, 2,909 households have unmet needs for nature programs/environmental education, and 2,663 households have unmet needs for adult fitness and wellness programs. The estimated number of households that have unmet needs for each of the 25 programs that were assessed is shown in the chart below.



Program Importance. In addition to assessing the needs for each program, ETC Institute also assessed the importance that residents place on each program. Based on the sum of respondents' top four choices, the three most important programs to residents were: adult fitness and wellness programs (46%), special events (39%), nature programs/environmental education (27%). The percentage of residents who selected each program as one of their top four choices is shown in the chart at the top of the following page.

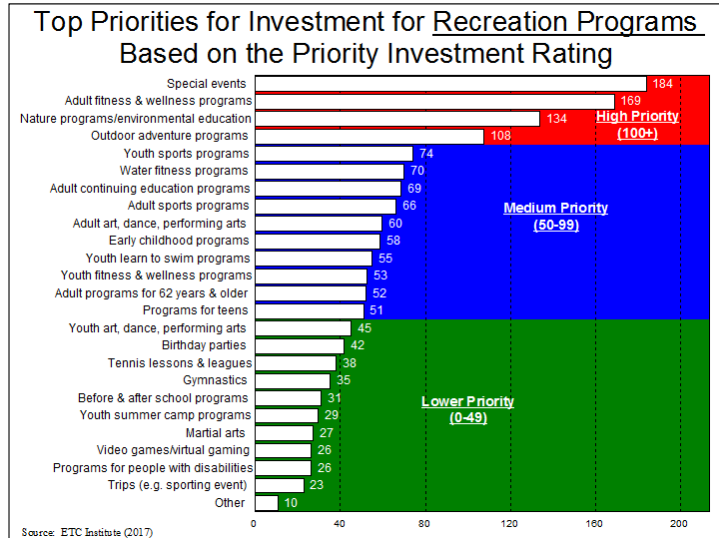


Respondents were also asked to indicate which parks and recreation programs their household participates in most often. Based upon the sum of respondents' top four choices the most participated in programs include: adult fitness and wellness programs (24%), youth sports programs (21%), and special events (19%).

Priorities for Programming Investments. Based the priority investment rating (PIR), which was described briefly on page iv of this Executive Summary and is described in more detail in Section 2 of this report, the following four programs were rated as “high priorities” for investment:

- Special events (PIR=184)
- Adult fitness and wellness programs (PIR=169)
- Nature programs/environmental education (PIR=134)
- Outdoor adventure programs (PIR=108)

The chart on the following page shows the Priority Investment Rating (PIR) for each of the 25 programs that were rated.



Barriers to Park, Facility and Program Usage

Respondents were asked from a list of 20 potential reasons to identify what prevents them from using parks, recreation, and sports facilities/programs offered by the City of Ozark and Recreation Department more often. The top four reasons selected were: fees are too high (35%), lack of awareness about what is being offered (30%), too busy/not enough time (29%), and the program or facility they are interested in is not offered (21%).

Additional Findings

Most respondents (53%) prefer a hard surface trail because it doesn't wash out when it rains, has less annual maintenance costs, is cleaner, and doesn't adversely affect the environment by erosion. Twenty-eight percent (28%) of respondents prefer a combination of wood chips through flat areas and hard surfaces on slopes and areas where there are frequent washouts. Five percent (5%) of respondents prefer a wood chips surface because it has less impact on joints and/or because it fits in more with natural surroundings.

Respondents were asked to indicate how supportive they would be of the City of Ozark taking various actions that would improve the Park and Recreation system. Based on the sum of "very supportive" and "somewhat supportive" responses the three actions that received the most support include: upgrade/extend existing trails (86%), creating new route locations for trails

(83%), and upgrading existing parks and park amenities by adding new shelters and destination playgrounds (83%). Based on the sum of respondents' top four choices the most important actions to households include: upgrade/extend existing trails (53%), creating new route locations for trails (44%), and upgrading existing parks and park amenities by adding new shelters and destination playgrounds (41%).

Respondents were asked to indicate how important they think the Park and Recreation system is compared to other city services. Eighty-three percent (83%) of respondents indicated that the Park and Recreation system is "very important" (42%) or "somewhat important" (41%), 14% were neutral, and 4% indicated it was "not important" or "not at all important".

Conclusions

To ensure that the City of Ozark continues to meet the needs and expectations of the community, ETC Institute recommends that the City sustain and/or improve the performance in areas that were identified as "high priorities" by the Priority Investment Rating (PIR). The facilities and programs with the highest PIR ratings are listed below.

Facility Priorities

- Walking and biking trails (PIR=191)
- Nature center(PIR=166)
- Playgrounds (PIR=144)
- Park shelters and picnic areas (PIR=112)
- Passive natural areas (PIR=102)

Programming Priorities

- Special events (PIR=184)
- Adult fitness and wellness programs (PIR=169)
- Nature programs/environmental education (PIR=134)
- Outdoor adventure programs (PIR=108)



CHAPTER 4 PARK SYSTEM INVENTORY AND ANALYSIS

Master Planning Task:

To evaluate the park system and provide a rating of the condition of each park location and its relationship to other outdoor experiences in the community.

Introduction

The backbone of the Ozark Park System has been the Finley River Park. As mentioned throughout this report, it is unfortunate that the Finley River Park is not solely owned by the City, thus it relies on an agreement with the A & M Society to provide the level of service that occurs at that site. There are other parks and city-owned property throughout the City but none provide the experiences that are preferred like those at Finley River Park. There are, however, opportunities to upgrade two existing parks to add more experiences to the park system. Those opportunities are to add outdoor experiences at The OC and to upgrade the Neal and Betty Grubaugh Park (designs for each are in this report in another chapter).

The Inventory and Assessment Process

The inventory and assessment process featured the following procedures:

- an on-site evaluation of each park site by the consultant
- mapping of each of the existing athletic fields at Finley River Park
- mapping and level of service (LOS) rating for each city and school site to emphasize location (s) where equitable access to highly rated opportunities are
- mapping of each of the school properties to show total acreage and acreage allocated for park/open space to give an indication where future co-location discussions between the city and school district could focus for new opportunities
- mapping of park and city-owned property in Ozark to show co-location for close-to-home opportunities
- mapping of natural resource opportunities along the Finley River to show where future land acquisition opportunities are
- mapping of trails in Ozark
- mapping of the location of Ozark Parks

Map Description

Map #1 – Individual Park Assessment

The message from the individual park assessment is that the park system includes several smaller sites that serve as greenspace more than close-to-home park opportunities. Finley River Park serves an opportunity for trail users and special events but lacking the quality for other uses. There are opportunities to upgrade the Neal and Betty Grubaugh Park and the outdoor experience at The OC to offer citizens more experiences.

Map #2 – Finley River Park Sports Fields

This map shows the exact location of athletic fields, two of which are not on city-owned property. On the south end, the two softball/little league fields are on property owned by the A & M Association.

Map #3 - Level of Service Map (LOS)

The Level of Service Map identifies the location of each city-owned property and school site and its level of service as rated by the consultant. As shown on the map, the highest level of service is red, a medium level of service is purple, and the lowest level of service is blue. Rated highest in red are the Middle School, High School, Neal and Betty Grubaugh Park and Apple Creek Park.

Map #4 - School Property Maps

This set of six maps show the location and footprint of school properties overlaid on a Google Earth map. For each location, the total size of the property is listed in addition to the approximate park space at each site. For example, the Junior High/High School map shows a total acreage of 88 acres and 6 acres park space.

Map #5 – Natural Resource Opportunities

This map shows potential natural resource acquisition opportunities along the Finley River.

Map #6 - Trails

This map features the priority routes for the city. The highest priority is to get from downtown to Riverside Bridge.

Map #7 – Parks and Schools

This map shows the park and school locations. Park locations are green while school locations are purple.

Map #8 - City Park Map

This map shows the exact location of city parks and city-owned property.

PARKS

P1 P2 FINLEY RIVER GREENWAY / PARK



LOCATION: North of old mill along Finley River

SIZE: 40 acres

PARK TYPE: Regional

AMENITIES:

- Five Baseball/Softball Fields
- Three Soccer Fields
- Pavilions
- Riverwalk Trail

OPPORTUNITIES: Await final master plan recommendations for new ideas.

LEVEL OF SERVICE: Athletic Fields: Fair
River Walk: Good

P5 SHADY OAKS



LOCATION: NE of intersection of 14th Avenue and Melanie Lane

SIZE: 2.0 acres

PARK TYPE: Neighborhood, heavily wooded greenspace

AMENITIES:

- None

OPPORTUNITIES: Leave it as greenspace

LEVEL OF SERVICE: Good as greenspace

P9 BALL FIELD PROPERTY



LOCATION: JJ Road & Hartley

SIZE: 40+ acres

PARK TYPE: Undeveloped City Property

AMENITIES:

- None

OPPORTUNITIES: Continue to use as collateral for other city projects

LEVEL OF SERVICE: No service

P3 NEIL GRUBAUGH PARK



LOCATION: East Parkview Drive and 10th Ave.

SIZE: 10 acres

PARK TYPE: Community

AMENITIES:

- Disc golf course
- Outdoor pool
- Walking trail

OPPORTUNITIES: Upgrade with a new Community Park Development Template

LEVEL OF SERVICE: Fair

P6 CHICKASAW PARK



LOCATION: NE of intersection of South 18th Street and Samuel J. Street

SIZE: 1.13 acres

PARK TYPE: Neighborhood Greenspace

AMENITIES:

- None

OPPORTUNITIES: Continue to use as neighborhood greenspace

LEVEL OF SERVICE: Good as greenspace

TS TOWN SQUARE



LOCATION: 110 West Elm Street

SIZE: 5.3 acres

PARK TYPE: NA

AMENITIES:

- Christian County Courthouse
- 19 contributing buildings
- Retail development

OPPORTUNITIES: Continue to maintain the landscaped areas. Utilize as much as possible for weekend events.

LEVEL OF SERVICE: Good for landscaping

P4 APPLE CREEK PARK



LOCATION: NE of McCracken Road and 14th Avenue Intersection

SIZE: 0.5 acres

PARK TYPE: Neighborhood Park

AMENITIES:

- Swing set
- Slide

OPPORTUNITIES: Upgrade with a new Neighborhood Park Development Template

LEVEL OF SERVICE: Fair

P7 SOUTHFORK PARK



LOCATION: NW of Warren Drive

SIZE: 2.0 acres

PARK TYPE: Neighborhood greenspace

AMENITIES:

- None

OPPORTUNITIES: Leave it as greenspace

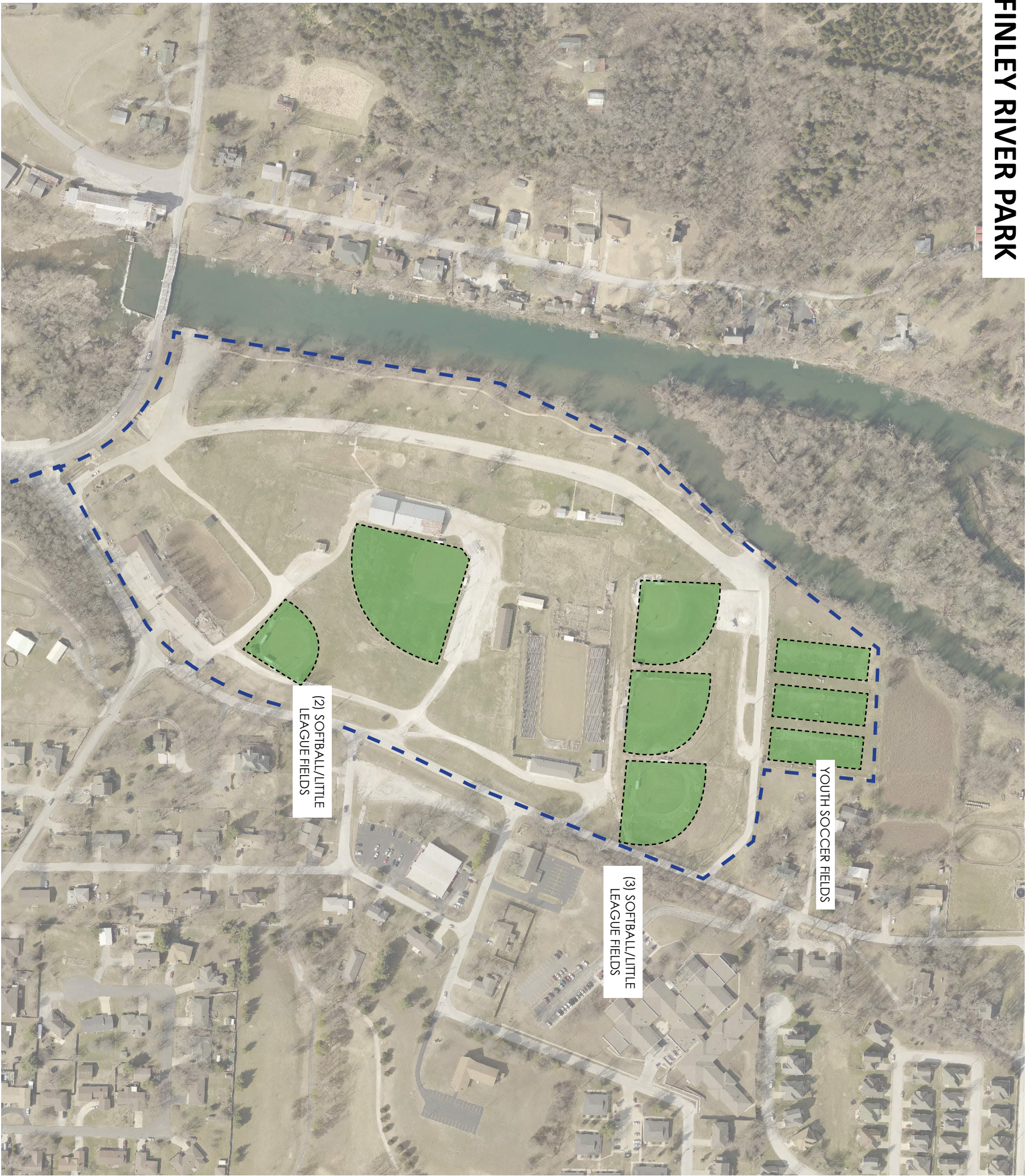
LEVEL OF SERVICE: Good as greenspace



Ozark Parks & Recreation Master Plan

Ozark, Missouri

November 2017



LEGEND

Level of Service Rating Criteria

OVERALL HIGH L.O.S.

Access	Comfort	Amenities Condition & Cost
P3 NEIL GRUBAUGH PARK.....	High	Medium
P4 APPLE CREEK PARK.....	High	Medium
S1 OZARK HIGH SCHOOL.....	High	Medium
S2 OZARK JUNIOR HIGH	High	Medium

OVERALL MEDIUM L.O.S.

Access	Comfort	Amenities Condition & Cost
P1 O.C. / FINLEY RIVER GREENWAY	High	Low
P2 FINLEY RIVER PARK.....	High	Low
P6 CHICKASAW PARK.....	Medium	Low
P7 SOUTHFORK PARK	Medium	Medium
S3 NORTH ELEMENTARY & MIDDLE SCHOOL	High	Low
S4 SOUTH ELEMENTARY	Medium	Low
S6 WEST ELEMENTARY	Medium	Low

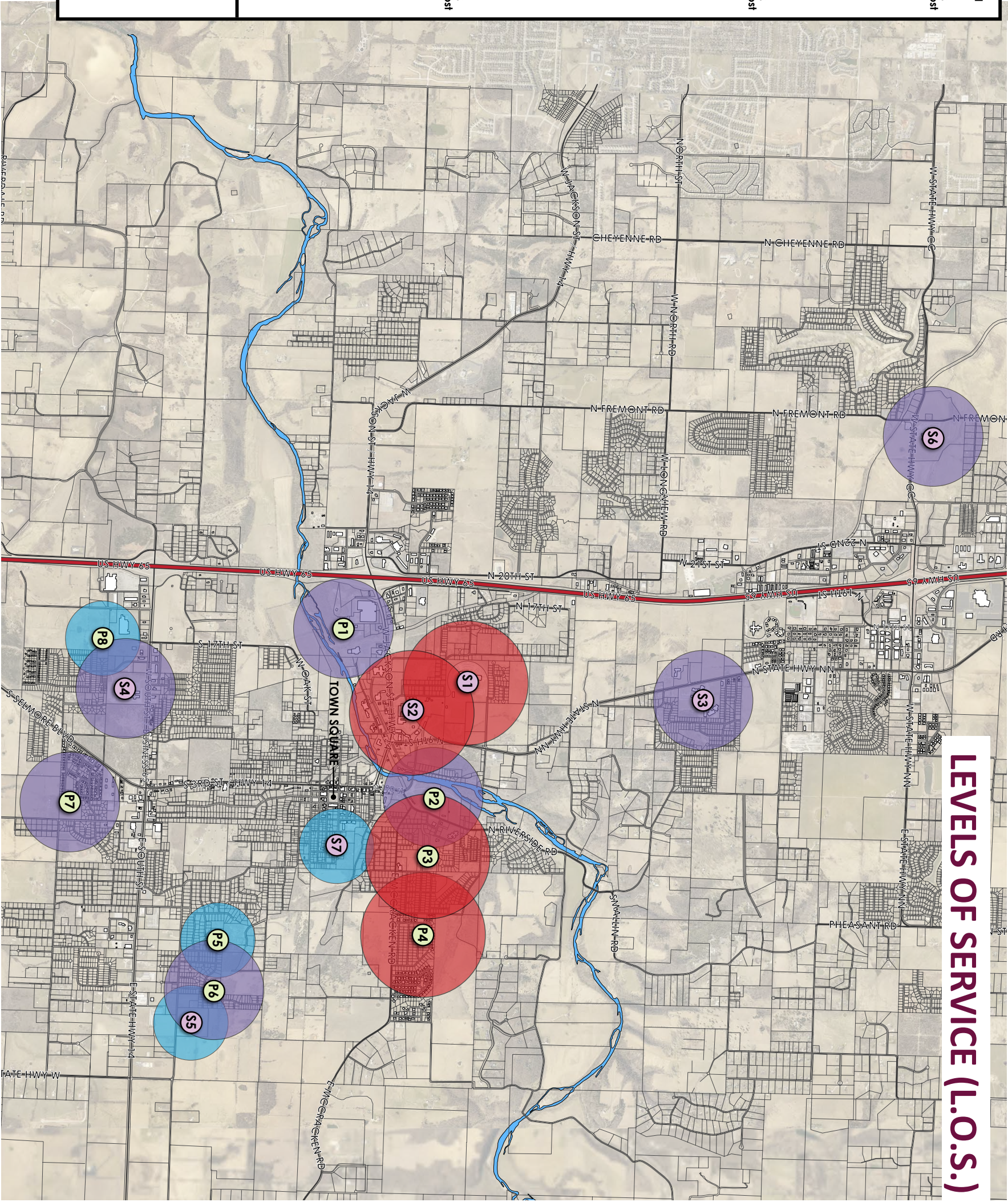
OVERALL LOW L.O.S.

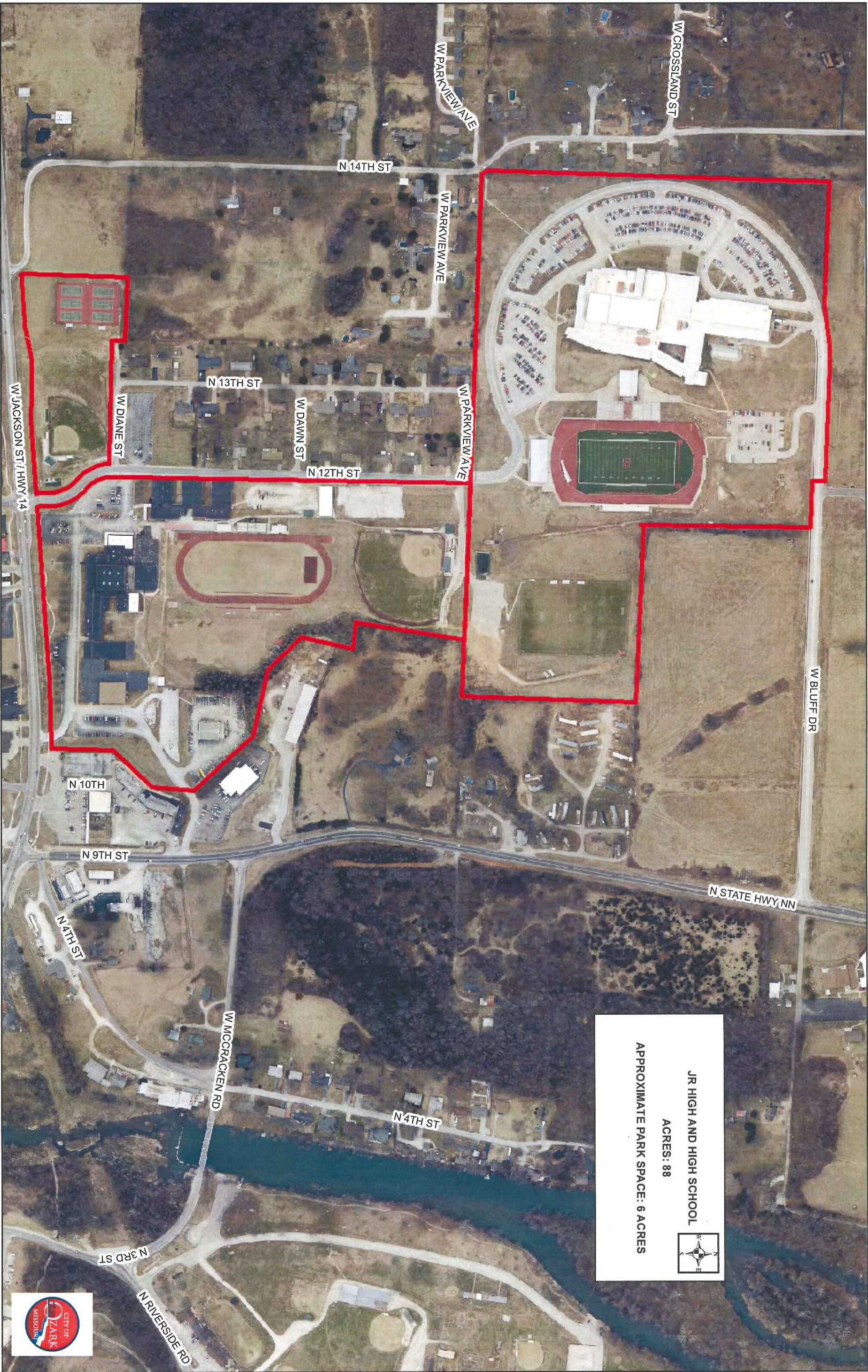
Access	Comfort	Amenities Condition & Cost
P5 SHADY OAKS	Low	Low
P8 OAK HILL	Low	Low
S5 EAST ELEMENTARY	Low	Low
S7 TIGER PAWS EARLY CHILDHOOD.....	Low	Low

Level of Service Rating Criteria			
ACCESS:	COMFORT:	AMENITIES (Condition & Cost):	
Hos Parking	Shade	Trails	
ADA Accessible	Landscaping	Playgrounds	
Visual Interest	Lighting	Shelters / Restrooms	
Neighborhood	Seating	Sports Fields	
Connectivity		Concession Stands	



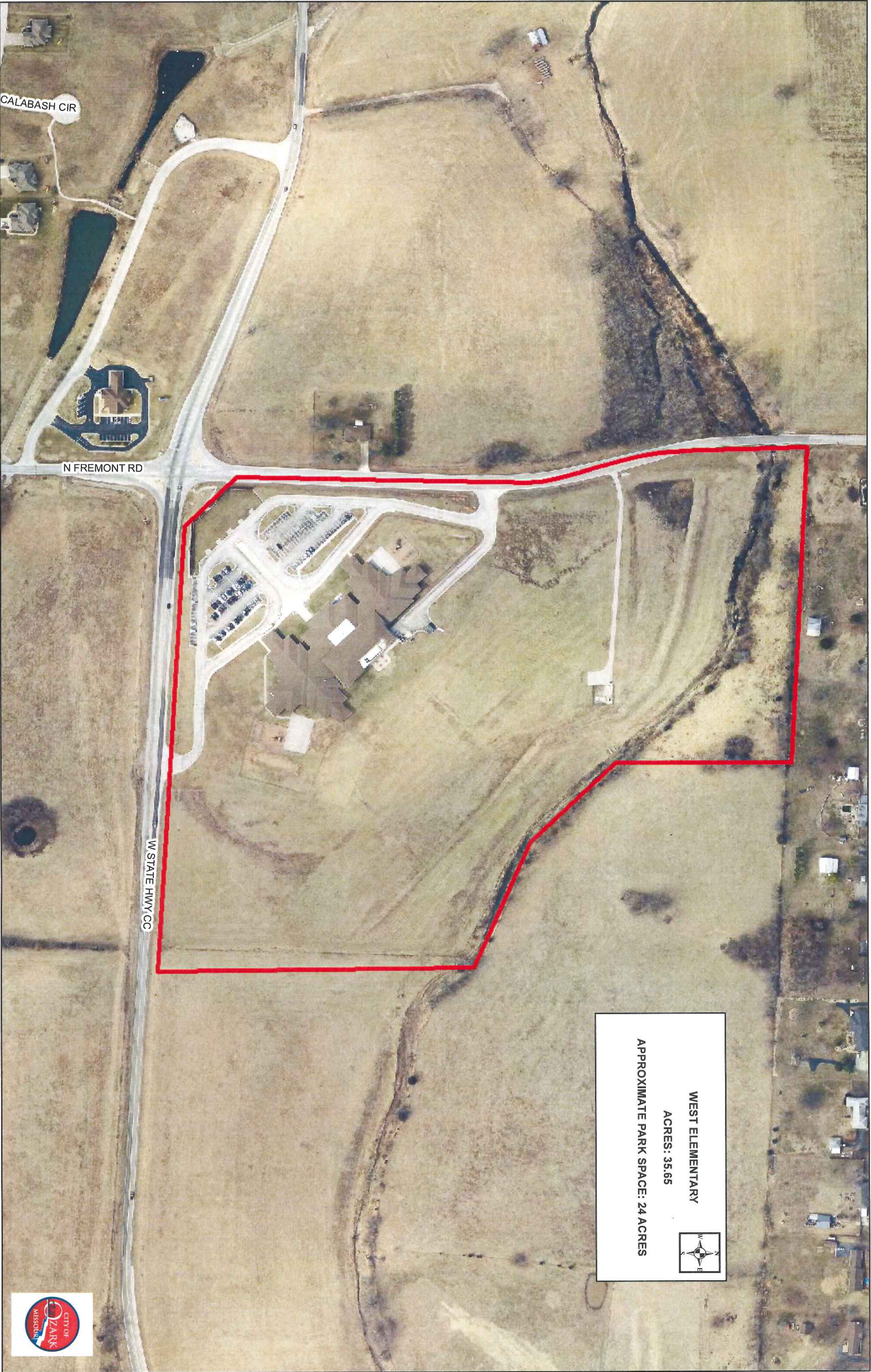
LEVELS OF SERVICE (L.O.S.)





JR HIGH AND HIGH SCHOOL
ACRES: 88
APPROXIMATE PARK SPACE: 6 ACRES





WEST ELEMENTARY

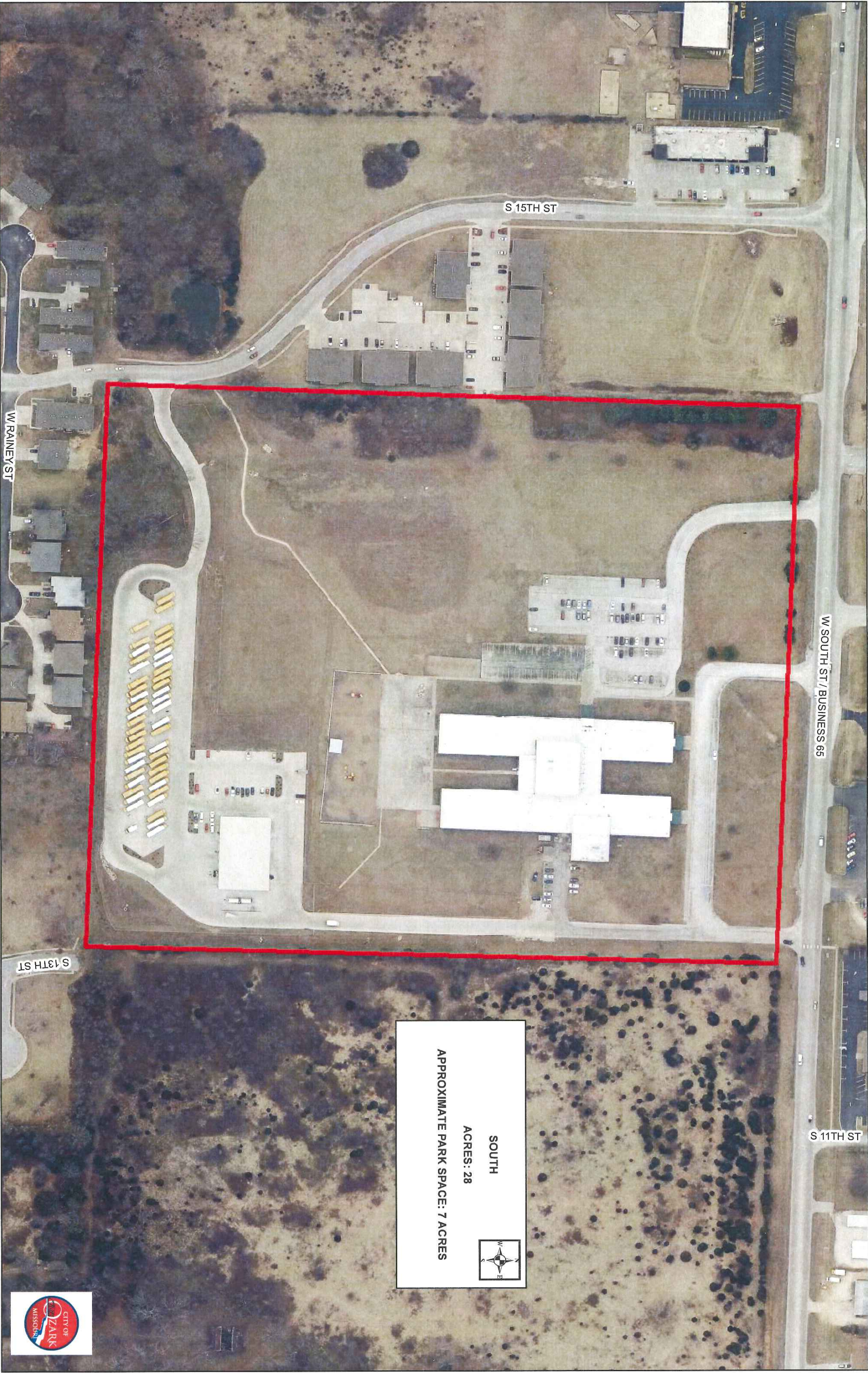
ACRES: 35.65

APPROXIMATE PARK SPACE: 24 ACRES



NORTH ELEMENTARY
ACRES: 32
APPROXIMATE PARK SPACE: 5 ACRES





S 15TH ST

W RAINEY ST

W SOUTH ST / BUSINESS 65

S 11TH ST

S 13TH ST

SOUTH
ACRES: 28
APPROXIMATE PARK SPACE: 7 ACRES





EAST

ACRES: 20

APPROXIMATE PARK SPACE: 5 ACRES

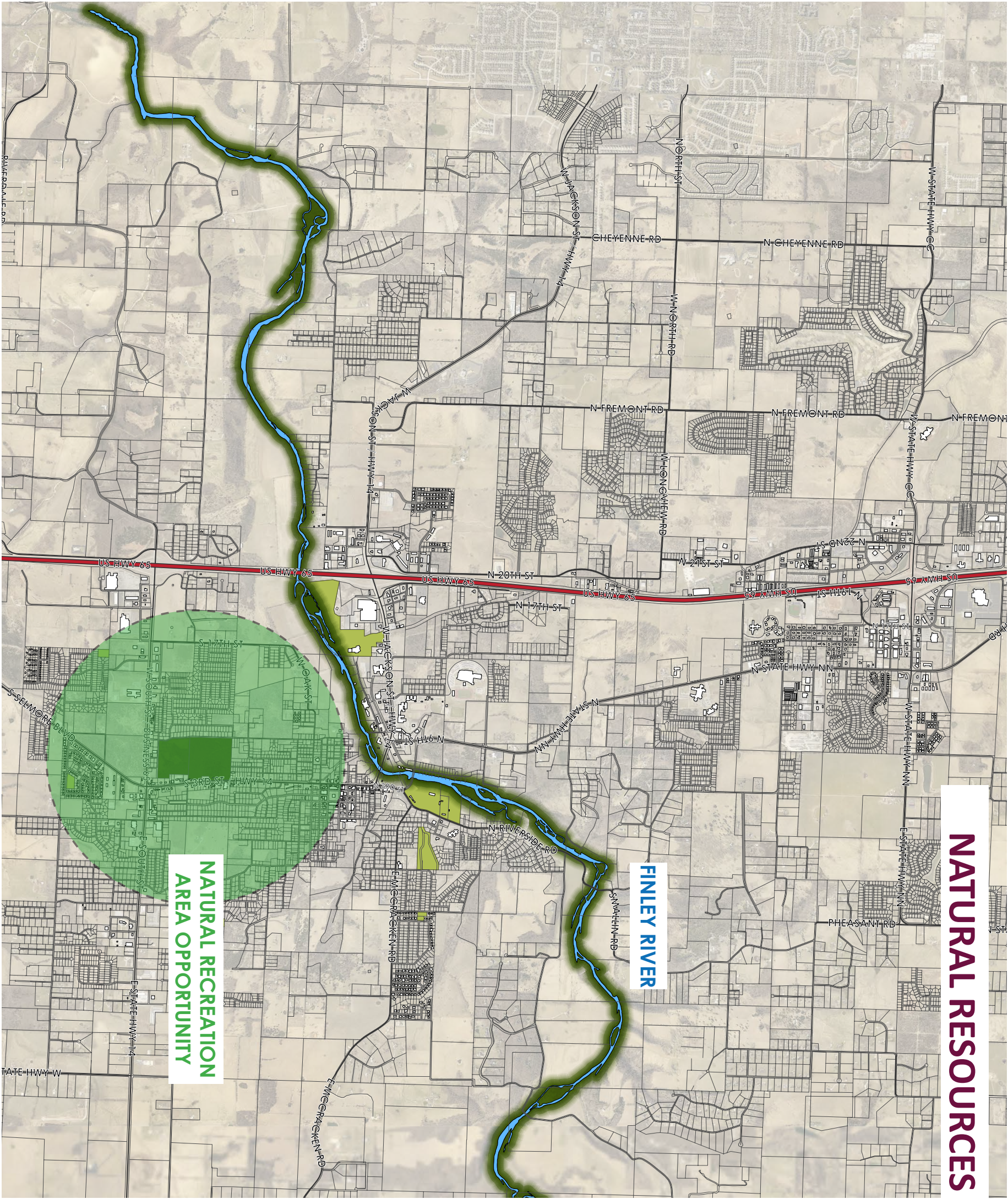




ADMIN - TIGER PAWS
ACRES: 4.3
APPROXIMATE PARK SPACE: .75 ACRES

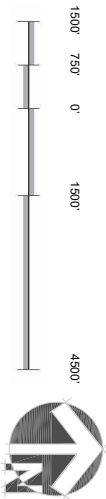


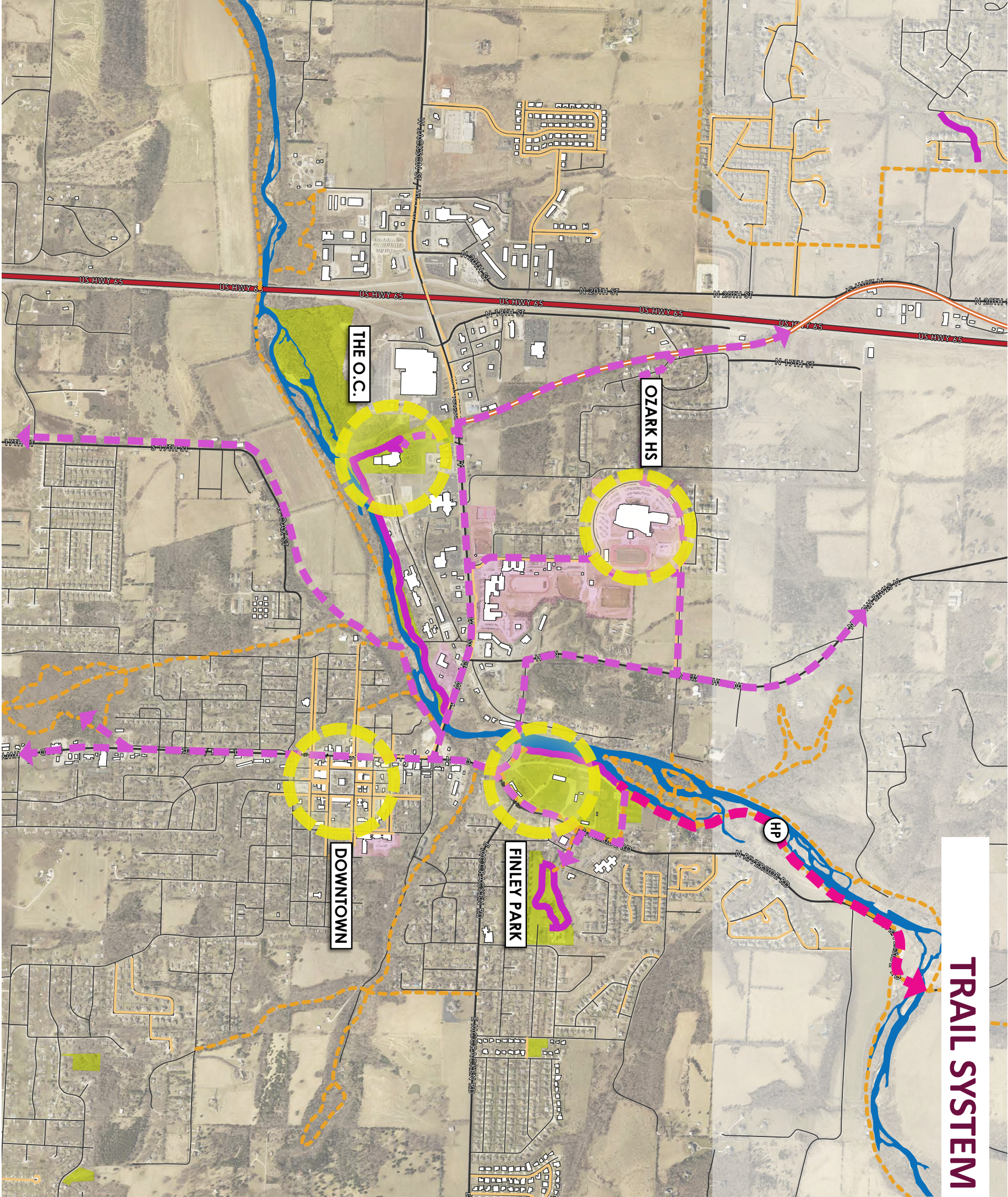
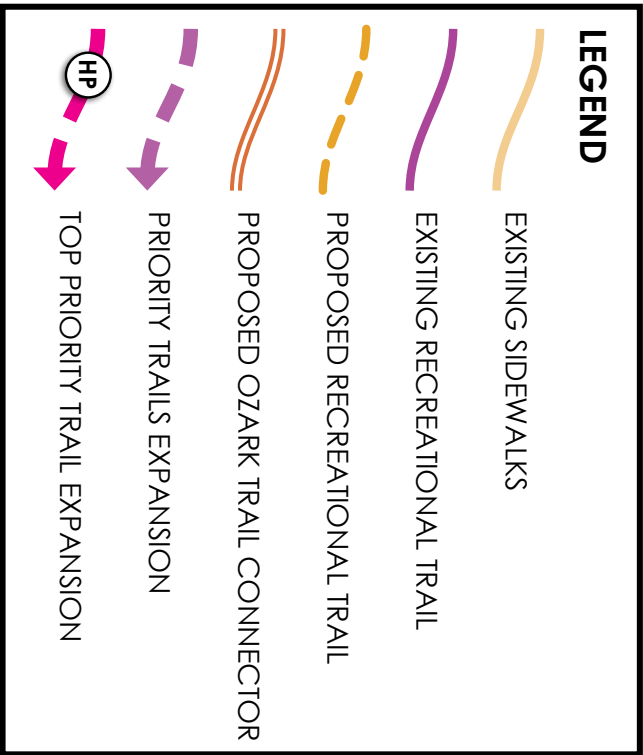
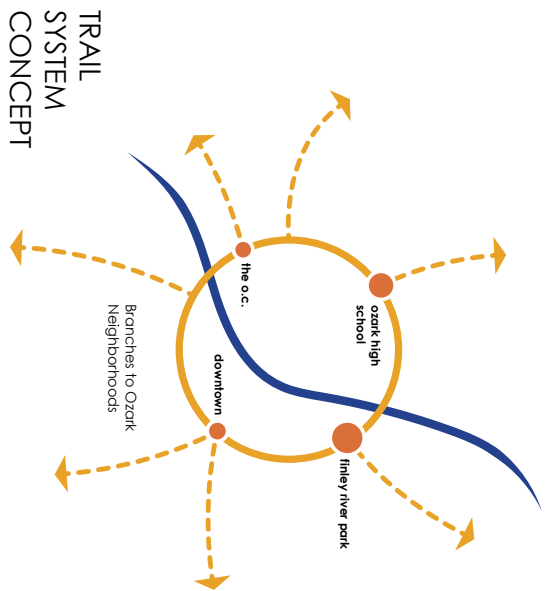
NATURAL RESOURCES



NATURAL RECREATION
AREA OPPORTUNITY

FINLEY RIVER





LEGEND

EXISTING PARKS

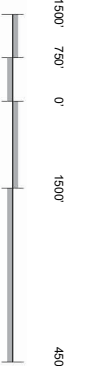
P1	O.C. / FINLEY RIVER GREENWAY	estimated: 68 acres			
P2	FINLEY RIVER PARK.....	40 acres			
P3	NEIL GRUBAUGH PARK	10 acres			
P4	APPLE CREEK PARK	0.5 acres			
P5	SHADY OAKS	2.0 acres			
P6	CHICKASAW PARK.....	1.13 acres			
P7	SOUTHFORK PARK	2.0 acres			
P8	OAK HILL	2.0 acres			

SCHOOL LANDS

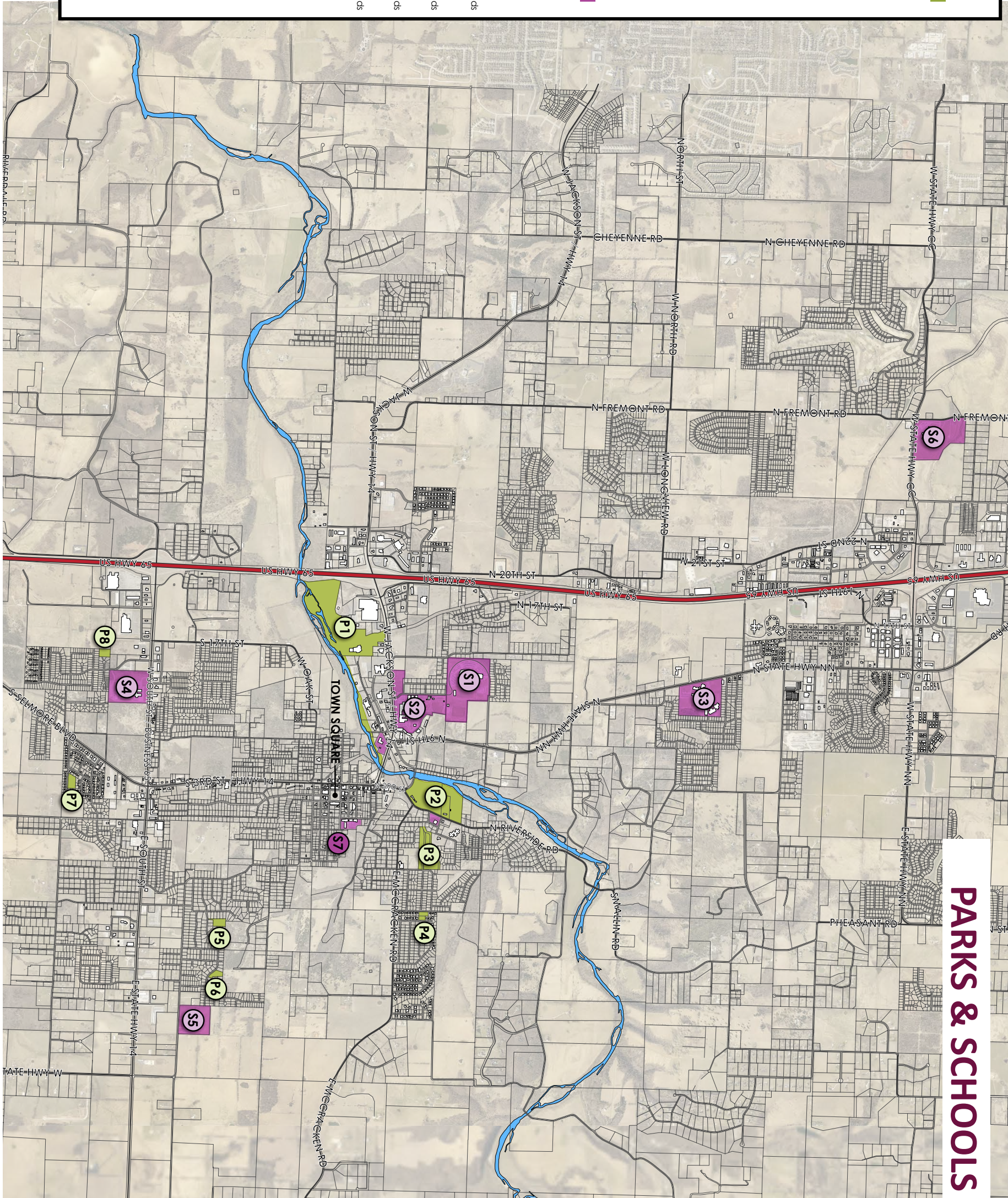
S1	OZARK HIGH SCHOOL.....		
S2	OZARK JUNIOR HIGH		
S3	NORTH ELEMENTARY & MIDDLE SCHOOL		opportunity for sports fields
S4	SOUTH ELEMENTARY		opportunity for sports fields
S5	EAST ELEMENTARY		opportunity for sports fields
S6	WEST ELEMENTARY		opportunity for sports fields
S7	TIGER PAWS EARLY CHILDHOOD.....		no opportunity for sports fields

AMENITIES

	Trail		Tennis
	Shelter		Soccer
	Playground		Baseball/Softball
	Open Space		Football
	Swimming Pool		Track/Stadium
	Disc Golf		



PARKS & SCHOOLS



Ozark Parks & Recreation Master Plan

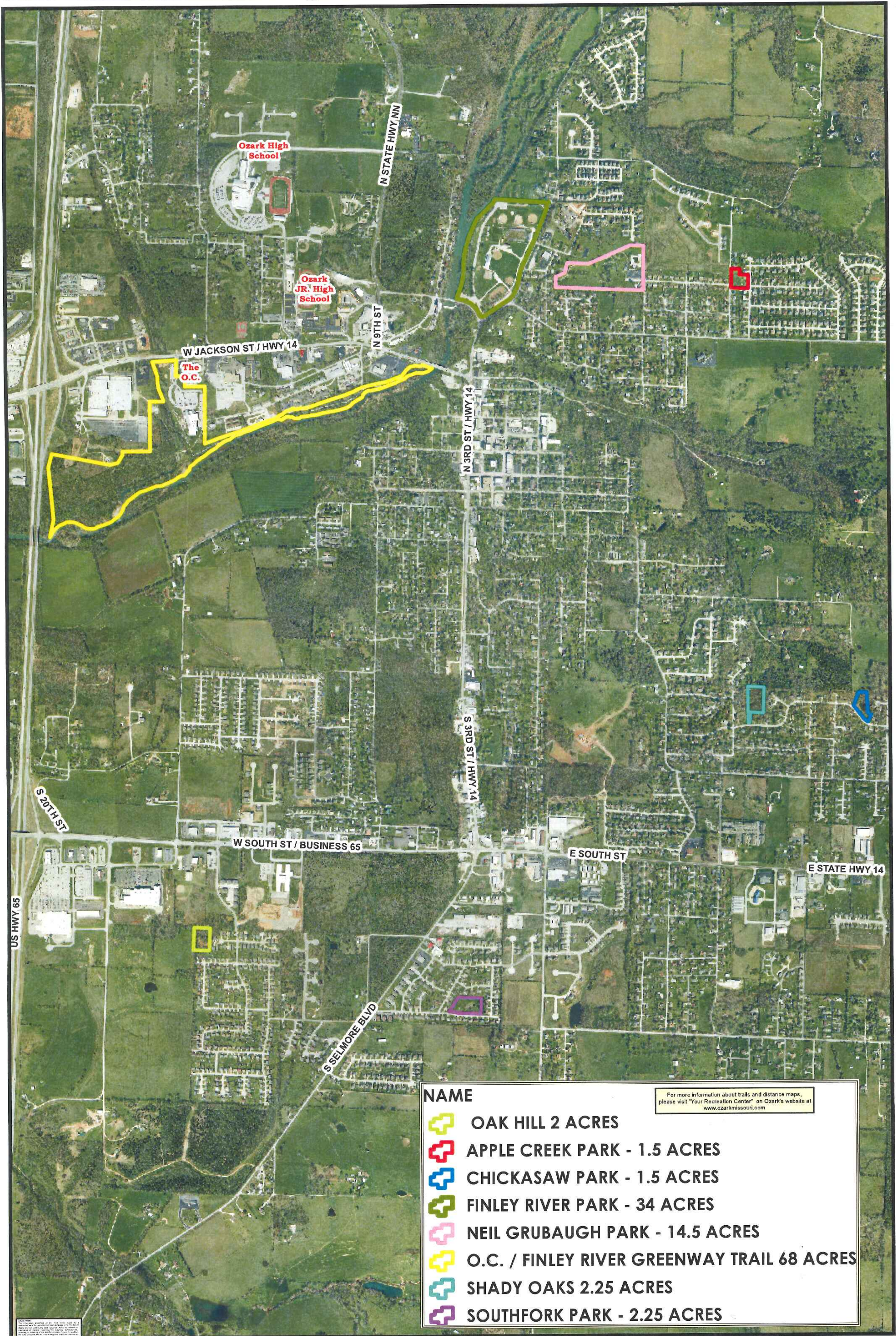
Ozark, Missouri

November 2017



0 0.125 0.25 0.5 Miles

City Of Ozark Parks Locations



NAME

-  OAK HILL 2 ACRES
-  APPLE CREEK PARK - 1.5 ACRES
-  CHICKASAW PARK - 1.5 ACRES
-  FINLEY RIVER PARK - 34 ACRES
-  NEIL GRUBAUGH PARK - 14.5 ACRES
-  O.C. / FINLEY RIVER GREENWAY TRAIL 68 ACRES
-  SHADY OAKS 2.25 ACRES
-  SOUTHFORK PARK - 2.25 ACRES

For more information about trails and distance maps,
please visit "Your Recreation Center" on Ozark's website at
www.ozarkmissouri.com



CHAPTER 5 RECREATION PROGRAM ANALYSIS

Master Planning Task:

To review the Ozark Recreation Program to determine if it is meeting its goals and aligned with national best practices.

Introduction

To analyze the recreation program, the consultant used an approach developed by Dr. John Crompton, Distinguished Professor at Texas A & M University. The approach which is considered to be a national best practice includes:

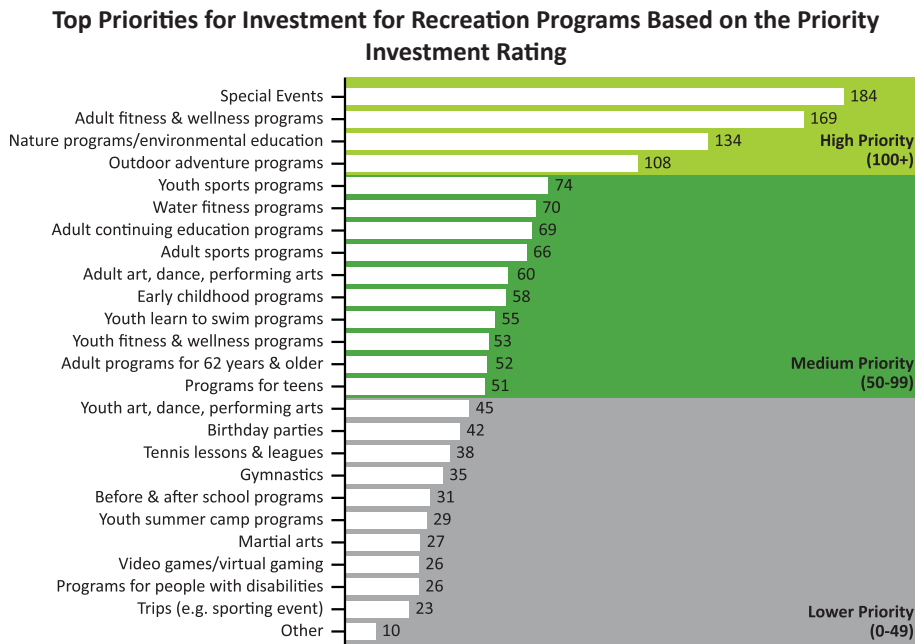
- knowing and aligning program types, format and age group served to match community demographics and citizen preferences
- utilizing a pricing/cost recovery policy
- developing an effective marketing program

Citizen Preferences for Programs by Type

To determine citizen program preferences by type, the City of Ozark commissioned a statistically valid survey in 2017. Table #1 below shows those preferences to be special events, adult fitness and wellness, nature programs/environmental education and outdoor adventure.

Table #2 below shows the DHC analysis of the existing Ozark program. When the existing program is compared to the survey results shown in Table #1, it is very closely aligned with the preference for special events but not so much with nature programs/environmental education and outdoor adventure.

Table #1 – ETC Institute Data for Program Preferences by Type



Source: ETC Institute (2017)

Table #2 – DHC Analysis of the Ozark Program by Type

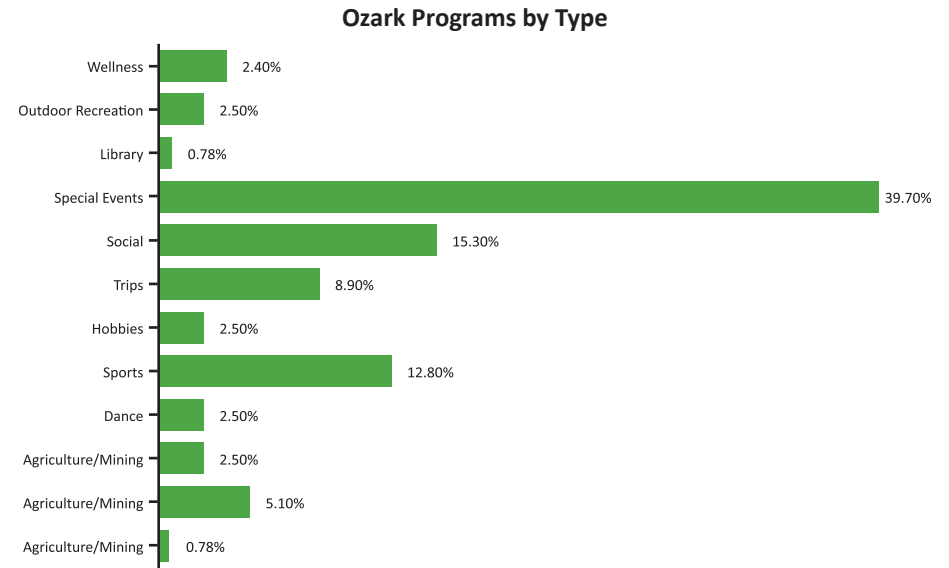


Table #3 – DHC Analysis of the Ozark Program by Format

Table #3 below shows the emphasis on recreational programs versus all other options. Again, this choice is aligned with citizen preferences as expressed in the survey.

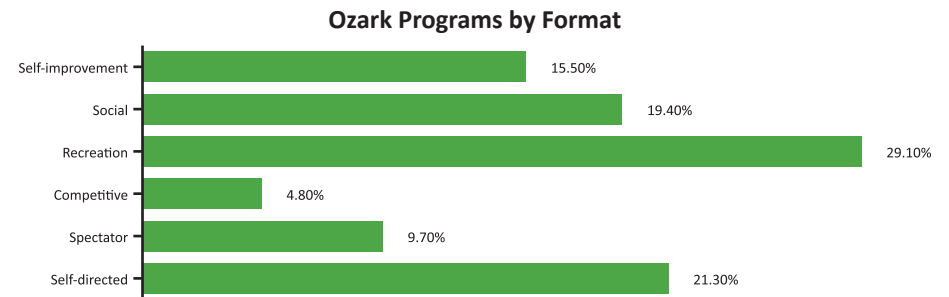


Table #4 – DHC Analysis of the Ozark Program by Age Group Served

Table #4 below shows the emphasis on the elementary age as the highest priority; however, given the difficulty of reaching all age groups equally, the current program mix does a good job of equally representing the community.

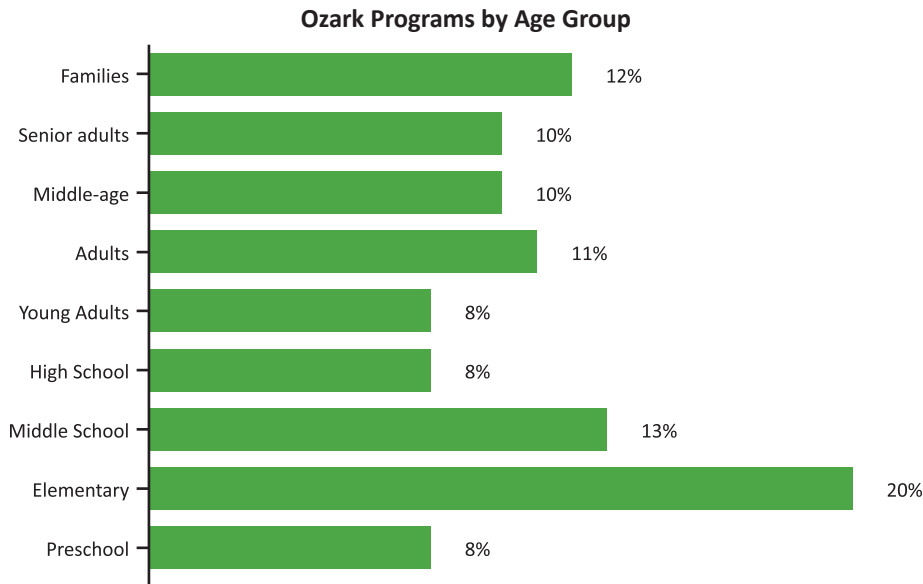
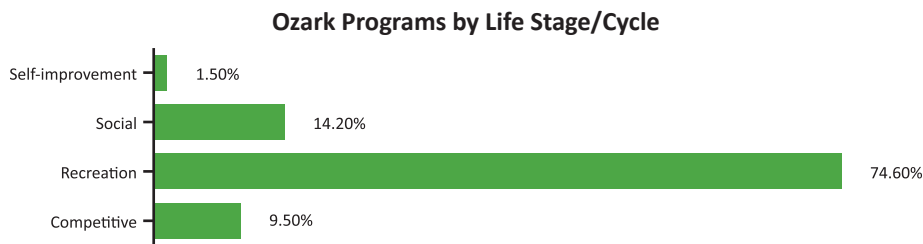


Table #5 – DHC Analysis of the Ozark Program by Life Cycle

Table #5 below shows that the current program is in a strong growth mode of 74.6%. This is a high number that is not typical of most communities. However, it is okay and may be indicative of the quality of the OC as a facility, its staff and each of the indicators mentioned above when we speak of programs by type, format and age group served.



Utilization of a Pricing/Cost Recovery Policy

The Park and Recreation Department does not have a formal Pricing/Cost Recovery Policy. This master plan will recommend that the Department develop a formal policy and use the model developed by Dr. Crompton. His best practice model outlines the approach that agencies must follow to ensure that nothing is overlooked. Here are the key steps, some of which are shown graphically in Table #7 below:

- Developing a clear statement about the objectives of pricing are; i.e. redistribution, equity, efficiency
- Know all costs associated with programs; i.e. direct, indirect, fixed and capital (refer to table #6 below)
- Know who benefits from all programs that are offered (refer to Table #7):
 - community-at-large or basic services
 - merit services that serve a large portion of the community and benefit the community and the individual
 - enhanced services that target special interest groups with the individual benefitting more than the community
 - specialized services that target smaller special interest groups or ability levels and most commonly at a competitive or specialized level
- Developing pricing adjustments to the standard price; i.e. youth, not-for-profit groups; older citizens

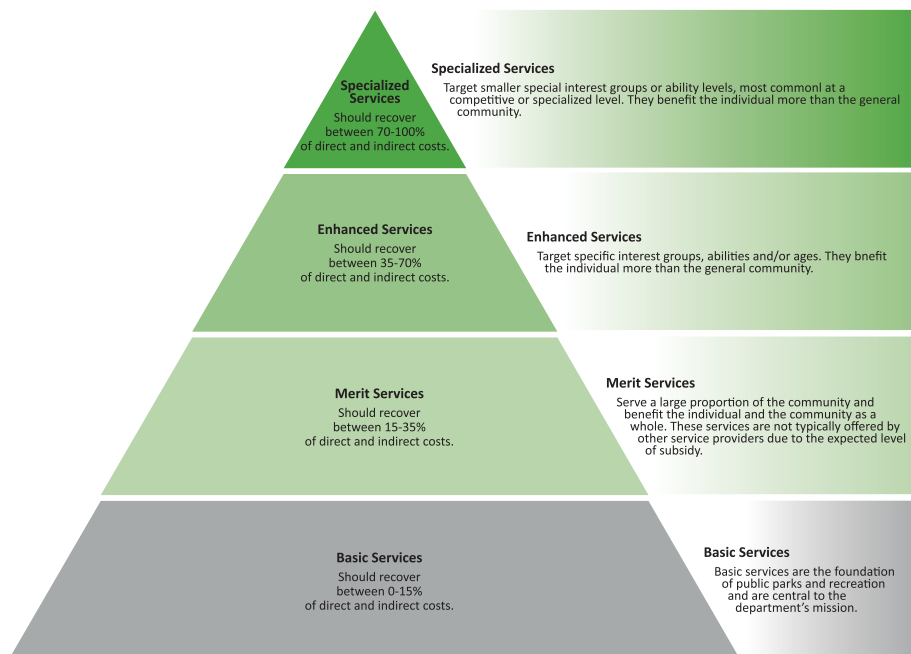
Although the Park and Recreation Department does not have a formal cost recovery policy, it embraces the key principles of the national best practice Cost Recovery Model as shown below in Table #6. The key principles that the Department uses are as follows:

- staff completes a bi-annual program review of all programs
 - to determine if programs are meeting their budget goal that is well known by all staff
 - to determine where programs are in their life cycle
 - to determine what others are charging for like programs/services
- programs are categorized:
 - a basic service offered for all citizens
 - a program that needs to cover its costs
 - a program that is designed to generate revenue beyond costs

Table #6 – Cost Recovery: National Best Practice Costs by Type

Typical Cost Categories			
Direct	Indirect	Fixed	Capital Expenditures
Instructor costs Materials Postage Brochure Officials	Support staff salaries Office expense Inter-departmental charges	Overhead costs Insurance payments Office equipment Repayment of bonds	New facility Modifications to an existing facility

Table #7 – National Best Practice Cost Recovery Model



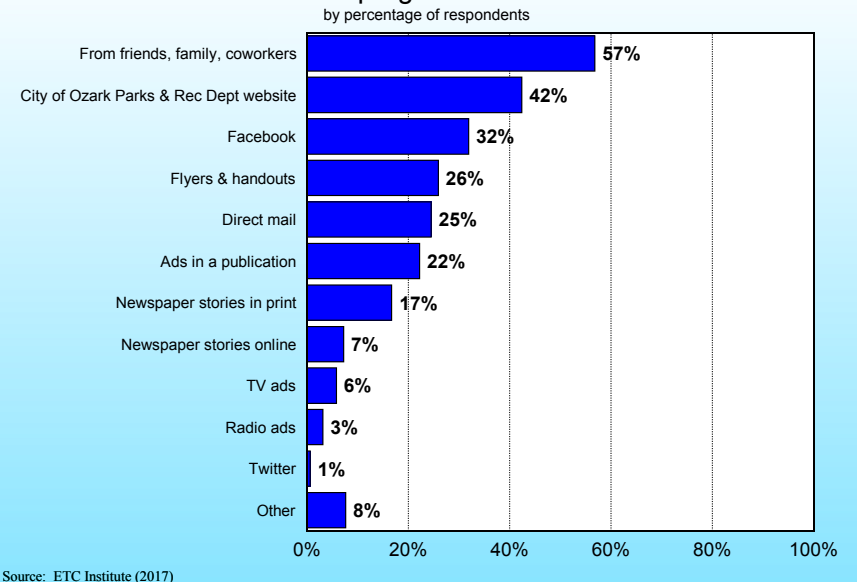
Marketing

The Park and Recreation Department utilizes a variety of marketing tools to promote its program; i.e. social media, electronic and printed media, program flyers, direct mail, an activity guide and its website. From Table #8 below, we know from the data collected that flyers, the website and word or mouth are working well. On the other hand, direct mail, radio and tv/cable access are lagging behind national ETC Institute benchmarks.

Benchmarking for the City of Ozark, Missouri

Table #8 – ETC Institute Survey - Program Marketing Data

Q13. All the ways you have heard about City of Ozark Park and Recreation programs and activities



Summary of Recreation Program Assessment

The use of highly qualified staff in a contemporary indoor recreation center (The OC) serves the community of Ozark well as it constantly strives to provide citizens with the program opportunities they want. Opportunities the Park and Recreation Department can pursue to further enhance its program are as follows:

- Develop a formal Pricing/Cost Recovery Policy
- Analyze survey results from the 2017 ETC Institute Survey, especially for the nature programs/environmental education and outdoor adventure, to determine if The OC can be a direct provider, and/or, partner with another entity to implement these programs
- Continue to strategize about the marketing mix options to determine which are the most effective.
- Continue to utilize pre-program and post-program evaluations to stay connected with program participants.

Relevance of the Recreation Program Assessment

Resources invested by the City of Ozark to accommodate its recreation program must always align with citizen preferences and all the criteria that was detailed in this chapter. To do otherwise, will result in wasted resources which are difficult, at best, to overcome such as the property that was acquired for athletic fields that was not suited for that purpose.



A large, light green, semi-transparent number '3' is positioned in the upper right quadrant of the slide, serving as a background element. The entire slide has a dark green background with a subtle pattern of diagonal lines.

Needs Analysis



CHAPTER 6 KEY FINDINGS

Master Planning Task:

To concisely list the key findings that were discovered during the master planning process.

Introduction

The future direction of the Ozark Park and Recreation System will be based on the development of strategies that have been developed to address Key Findings that surfaced during the planning process. Those Key Findings are listed below:

Planning Constraints

- Finley River Park Lease and its impact on future planning for that park
- Fiscal limitations of the City at this time

Demographics and Lifestyle Analysis (how citizens live, work, learn and play)

55% of the Ozark Population fits within this profile:

- Successful young families in their first homes
- Non-diverse, prosperous married-couple families, residing in suburban or semirural areas with a low vacancy rate (second lowest)
- Homeowners (80%) with mortgages (second highest %), living in newer single-family homes, with median home value slightly higher than the U.S.
- Two workers in the family, contributing to the second highest labor force participation rate, as well as low unemployment
- Do-it-yourselfers, who work on home improvement projects, as well as their lawns and gardens
- Sports enthusiasts, typically owning newer sedans or SUVs, dogs, and savings accounts/plans, comfortable with the latest technology
- Eat out frequently at fast food or family restaurants to accommodate their busy lifestyle
- Especially enjoy bowling, swimming, playing golf, playing video games, watching movies rented via Redbox, and taking trips to a zoo or theme park

Citizen Preferences

Trails rate highest for facilities while special events rate highest for programs

Park System

Given citizen preferences for trails and special events, issues related to the Finley River Park Lease, and the fiscal constraints facing the City, it makes most sense at this time to focus on:

- upgrades to the outdoor experience at The OC
- upgrades to the Neal and Betty Grubaugh Park
- construction of the highest priority trail from Finley River Park to the Riverside Park

Core Services

The core service focus is the ones that would be lost if the Finley River Park Lease is abandoned. Those core services are:

- No CLOZ “Christmas Lights of Ozark” unless the City leases that specific time from the A & M Society
- One large softball field
- One small softball field
- 4-H building
- Cattle barn

Partnerships

The most logical partner with whom the City can work to leverage its resources is the School District. Both can embrace the Park/School Concept to provide citizens with more of the close to home experiences that they want.

Natural Resources

A need for land acquisition for two parcels totaling 63.7 acres along the Finley River as a natural resource park as shown on the Natural Resource Map in this report on page 55.

Funding Opportunities

Timing in Ozark is right for the City continue to pursue two funding sources to augment its General Fund Budget. Those sources are the Friends of Ozark Parks Foundation and the development of a Gifts Catalogue.



CHAPTER 7 TRENDS

Master Planning Task:

To provide a list of national trends that will affect the way that Park and Recreation Agencies, just like Ozark, allocate their resources in the future.

Introduction

The challenge given to all municipal Park and Recreation Departments is to anticipate the need for resources that are needed in the present and likely to be needed in the future to meet citizen preferences. For Ozark to meet residents' needs, staff must offer programs and facilities that appeal to multiple generations, interests and abilities. This will be done in part by monitoring trends and responding to challenges. The main question then is how do we determine what we are faced with? This chapter provides insights into answering that question.

National Recreation and Park Association TRENDLINES

Human Capital

Human capital is the idea that one's knowledge, skills, personal attributes, creativity and more are combined in the ability to perform a job that equates to a measure of economic value. There is a better understanding emerging within the park and recreation industry of what defines the human-capital needs of the field and what those professionals look like now and in the future. The human-capital needs for public parks and recreation are changing dramatically. While traditional roles, job classifications and employment types still predominate, new models are emerging rapidly, which sometimes provide fewer benefits and less security for workers and can require greater flexibility in job skills, training and education.

Green Infrastructure

Green infrastructure is a new approach to the management of land and water that utilizes the processes of natural systems to slow, store and treat stormwater, thereby reducing the costs of traditional hard infrastructure such as channelization, underground stormwater storage tanks, and combined storm and sewer overflows. Key components of green infrastructure are water management and water quality, areas in which parks definitely play a role that will become increasingly important in the future because parks and conservation lands will increasingly be tapped for their potential to contribute to stormwater management and eco-benefits. Significantly, the cost of utilizing parks and conservation lands will be far less expensive than traditional gray infrastructure, and the best green infrastructure projects will bring new funding as well as new recreation opportunities and facilities for public use.

The Societal Piece

Changing demographics have shaped our nation since its founding. For parks and recreation, understanding how communities are changing and responding to those changes is critical to ensuring relevancy. Referred to as “the societal piece” this is a recognition that parks and recreation must adopt a new role of being facilitators and innovators in terms of larger social contexts. Grasping the concept of social equity is key to understanding our role in participating in social innovation, placemaking and providing health solutions for communities.

This trend suggests that at the local level, agencies become the “one-stop shop” for the community, and can meet people where they are by being present and connecting with them in new ways, such as mobile apps, search engine optimization and search engine marketing, in order to effectively respond to community needs. To be fully engaged, we must develop partnerships with community organizations as well as responsively tailor programs to best serve the cultural and social makeup of the community.

The New Narrative/Reframing our Proposition

Part and parcel of the societal piece is the new narrative of how parks and recreation must reframe value propositions. The basic value propositions for why parks were created as public “goods” remain, but clearly, parks and recreation must evolve into something more to remain relevant in a dramatically changing society and environment. The concept of park and recreation agencies as, first and foremost, a provider of services and programs to the public at large is rapidly changing. More and more, park and recreation agencies are being expected to be innovators for community solutions that involve conservation, health and wellness, and social equity, among other imperatives. Parks and recreation agencies must be contributors to the social innovation strategies that activate healthy communities and make them vibrant places that people value and where they want to live.

The Economic Forecast Factor

The status and health of parks and recreation serves as a bellwether for the state of the economy. However, perhaps more than any other public-sector service provider, parks and recreation agencies suffer direct consequences as a result of fluctuations in national and regional economies. Evidence shows that park and recreation agencies receive cuts in greater proportion to any other public-service sectors when economies decline. The simple fact is that the state of the economy is always going to be a driving factor for park and recreation budgets. Even if that fact is a given, the Great Recession of 2008–2011 has had a greater and more long-lasting impact than any other recession of modern times. The events of the past few years have had major implications for how agencies operate now and how they will be funded in the future.

Many who are knowledgeable about funding for public parks and recreation believe that economic models for these areas are changing irrevocably, and not always for the better. Certainly this has been true at the state level, and some evidence is pointing to similar trends at the local and municipal levels as well. While recessionary pressures over the past few years led to greater efficiencies and greater adoption of business-oriented models, it also led to what many fear are permanent declines in tax-supported funding devoted to parks and recreation. Moreover, new trends, such as the infusion of private capital into public parks, the growth of public-private partnerships, and the development of privately funded and managed parks and park systems through Business Improvement Districts (BIDs) or Tax-Increment Financing (TIF) mechanisms, have caused a re-evaluation of traditional methods of funding parks and recreation through tax-supported general funds. Critical to the success and future of public parks and recreation is engaging communities in understanding the benefits and value of parks and recreation. The greatest need to make the most compelling case for public parks and recreation is evidence-based research. The urgency level of understanding and responding to this trend is high.

National Recreation and Park Association PREDICTIONS (beyond 2017)

1. **Parks Are Everywhere.** More and more cities will develop parks in spaces never before thought suitable for parks — underground in abandoned utility or transportation spaces, on the roofs of large buildings, and in large towers built as urban sculptures. At least one city will develop a floating park. Imagination will be the only limiting factor.
2. **Want to Live Longer? Live Near Parks.** People who want to live longer and have a better quality of life will move to jurisdictions where there are great park and recreation systems. An increasing body of evidence shows that your zip code may be one of the most determinative factors on how long you live. Want to live longer? Move to where there are good parks, or better yet, insist on more parks and better parks where you live.
3. **Data Will Drive Budgets.** Returning to the Top 5 Predictions list for a second year in a row is how much data-driven analysis will factor in preparing and justifying budgets and expenditures. This top-rated prediction of 2016 will be equally true again in 2017. Data collection and analysis will increasingly drive cost/benefit calculations about the value of parks. Such data will be essential to validate proposed large-scale capital projects, and will be critical to justify annual operational budgets to elected officials. Two important NRPA research reports will be of great value to agencies: Economic Impact of Local Parks Study and Americans Engagement with Parks Survey.
4. **Conservation Will Become as Important as Recreation.** As open space is chewed up at the rate of 6,000 acres per day across the U.S. and climate change begins to impact wildlife and landscapes ever more directly, the natural values of every park, often taken for granted, will be considered one of the more important community-based means of adapting to climate-change conditions. Parks will be appreciated for their conservation values — places that reduce urban temperatures, habitats that protect nature and biodiversity, landscapes that naturally manage stormwater, and places that protect and preserve clean air and pure water. The public will turn out in ever greater numbers to volunteer for conservation activities in parks.
5. **Virtual Reality Tours Will Replace Maps and Brochures.** Park and rec agencies will increasingly develop virtual reality (VR), augmented reality and 360-degree tours of their parks. This will become the new standard replacing printed programs that describe park and recreational program offerings. For a taste of the new virtual reality tours, see ASLA's stunning VR tour of Toronto's Underpass Park. Take a 'walk' through the park — its best viewed on your cell phone with the YouTube mobile app.
6. **Health Activities.** Local healthcare providers will increasingly refer patients to evidence-based health activities in parks.
7. **Park/School Concept.** There will be more cooperation between park and rec agencies and school systems especially in the design and programming of park/school facilities.
8. **Technology.** More agencies will develop "Rec2Tech" initiatives in rec centers using technology, 3D printers, maker-training, and other tech-friendly activities to engage hard-to-reach teens.
9. **Drones.** Agencies will increasingly use drones as part of their light displays and/or festivals.

National Trends

Park Types

Neighborhood Parks – Best of Class agencies work with neighborhoods to customize the park design, or re-design of their neighborhood parks to match the demographics of the surrounding area and the corresponding preferences of those who live there. When possible, the agency will develop a partnership agreement with the neighborhood to share responsibilities for development and maintenance of the park.

Large Downtown Parks - Large downtown parks are framing cities and creating a sense of space. Many large and small communities select a downtown park to provide a sense of place, to encourage visitors and to otherwise showcase their community. Notable large downtown parks include Central Park in New York City, the Millennium Park in Chicago and the Golden Gate State Park in San Francisco.

Community Parks – Community parks are larger in size and serve a broader purpose than neighborhood parks. Their focus is on meeting the recreation needs of several neighborhoods or large sections of the community, as well as preserving unique landscapes and open spaces. They allow for group activities and offer other recreational opportunities not feasible, nor perhaps desirable, at the neighborhood level. As with neighborhood parks, they should be developed for both active and passive recreation activities.

Signature Parks – Signature parks are making a major comeback and are framing the way cities demonstrate their quality of life, their image of public managed space, and the creation of a sense of place and connectivity for the community. A Signature Park is defined as one which the entire community recognizes as one of its most important parks. The Signature Park is one which creates an image of who the community is and what it represents. The Signature Park often has the full complement of passive and active recreational activities and creates a high level of earned income. Examples include the Golden Gate Park in San Francisco, Fairmont Park in Philadelphia, Central Park in New York, Millennium Park in Chicago, Grant Park in Chicago and White River State Park in Indianapolis.

Special Use Parks – Special Use Parks are designed to serve the entire community with specialized facilities such as a sports complex, golf course or aquatic facility. Size is determined by the demand for the facilities located there and their space requirements. These park types are becoming much more popular as they provide a destination for users with a similar interest. Another advantage of this park type is that park users who have no interest in active facilities can seek a passive experience in another park type.

Regional Parks – Regional Parks serve a larger purpose than community parks. Regional parks are larger and have more amenities than community level parks and attract users for longer periods of time due to their size and features. Regional parks typically include features such as playgrounds, shelters, walking trails and athletic facilities.

Preserves – Preserves are created to preserve land as undeveloped greenway space in and around communities. These parks often follow natural drainage ways or utilize land that is not developable, thus they require minimum maintenance and capital improvement dollars. Trails are a great addition to these parks and are a great way to link neighborhoods within the community.

Greenways and Trails

Greenways and trails continue to be the number one amenity that communities desire because they have wide age segment appeal, they connect neighborhoods to major attractions and stream corridors, and they allow people to move freely with very little vehicle interaction.

Clustered Sports Facilities

Development of clustered sports facilities that promote sports tourism and operational efficiency is a significant trend. Clustered sports complexes are developed to support youth and adults in one setting.

Recreation Facilities

Revenue-Producing Facilities – Many communities now challenge their Park and Recreation Department to recover a very high percentage of its operating costs. Obviously, this means that the Department must offer the type of programs and services that citizens are willing to pay for.

Indoor Sports Facilities – Recreation facility trends for indoor facilities focus on multiple court field houses for basketball (10 to 12 courts), volleyball, soccer, and tennis. The trend is moving away from one court facilities.

Outdoor Tennis Complexes – Complexes are designed to support 20 to 24 courts in one setting for national events and 10 to 12 courts in one setting for statewide events. This trend moves away from the traditional one and two tennis courts in close-to-home neighborhood and community parks.

Recreation/Multi-Use Centers – Centers are now designed to offset operational costs and are multi-generational in design. Their size ranges generally from 40,000 sq. ft. up to 100,000 sq. ft. or more, with large functional space that supports gym activities, aquatic activities and fitness activities, with designated spaces for both teens and seniors. Some communities include indoor ice in their facilities which can add an additional 40,000 sq. ft. These facilities incorporate monthly pass fees and daily admission fees and return high operational revenues to the City. Some of these facilities are designed and located to serve their communities as Signature Facilities that assist with citizen retention, new resident attractions, and business development enhancements. These centers also tend to include indoor swimming pools that offer year-round swimming for competition, therapeutic and fitness purposes. Surprisingly the pools are most desirable in communities with aging populations.

Ice Skating Facilities – The trend is toward multiple sheets of ice in one location due to the popularity of the sport and to accommodate the multiple user groups with unique interests. For example, there are competitive users, figure skaters, recreational skaters and those who are interested in the learn-to-skate classes. For several of the user groups, seating to accommodate 1,000 spectators is important.

Shaded Areas

Many communities are providing shade structures in their aquatic and athletic facilities. In aquatic facilities, it is not uncommon to see shade structures both in the water area and on the deck. In athletic facilities, shade structures are provided over the primary bleacher area for spectators, for covered dugouts and for commons areas where players and spectators congregate.

Outdoor Aquatics

Outdoor aquatic facilities continue to be very popular in most cities. These are family oriented and incorporate warm water and cool water pool facilities with shallow and deep water. These pools incorporate water play features, competitive swim opportunities, slides, flow riders, and lazy rivers with a bather capacity level at 1000 to 2000 people at a time.

Splash Pads

Many communities are providing splash pads which augment existing indoor/outdoor aquatic facilities in the same location, or, in areas of the community where there are no other existing aquatic facilities (stand-alone). Splash Pads are colorful and safe areas for water play for children which have no standing water. Typically, there are ground nozzles that spray water upwards and other interactive water features that spray water from all directions such as in the form of a mushroom shower or tree shower.

Dog Parks

Dog Runs (a term generally used in the eastern United States), and Dog Parks (a term generally used in the western United States) are places where dogs are legally allowed to be unrestrained or off-leash. Some examples are: fenced areas of city parks, piers, beaches, and very large parks with hiking trails. Surveys indicate that off-leash dog parks are typically composed of a fenced enclosed area one to three acres for a neighborhood facility and up to ten acres for a community facility. Smaller facilities have been developed in some communities, but the success of these areas creates a significant impact and wear on smaller sites. The facilities should include a double gate to assure that animals cannot escape as new ones enter the compound; plastic bags and waste receptacles to remove dog waste; water source; parking; benches (inside and out compound); shade shelter; bulletin board; emergency phone; and some areas include trails and dog training/obstacle course areas. *Recently there has been a trend in creating segregated areas for big and small dogs to improve pet safety.*

Adventure Parks (BMX Track, Skate Park and In-Line Skating)

Adventure sports are now very popular in the category of Special Use Parks. Typically, an adventure park may include a BMX Track, skate park and an in-line skating.

Skate Spots

A relatively new trend is for communities to provide close-to-home skate spots. These facilities are much smaller than a skate park and will typically include 2 to 4 obstacles. The interest in skate spots is driven by the fact that the average age of a skateboarder is 13.8 and 80% of skateboarders are under the age of 18, thus an inability for many skateboarders to drive to a larger facility by themselves. Providing a close-to-home skate spot enables children to enjoy the skateboarding experience on a frequent basis without having to rely on transportation to a larger skate park.

Non-Traditional Sports

Pickleball, geocaching, rock climbing and winter/summer X Games are but a few of the non-traditional sports that are now attracting many participants away from the traditional sports of baseball, softball, soccer, football and tennis.

Park, Facility and Golf Course Maintenance

Outsourcing - In facility management and maintenance, the trends continue to focus on outsourcing elements of park services which include cleaning of hard surfaces and restrooms and care of landscaping.

Park Maintenance - Park maintenance trends include: a) the consideration of outsourcing for street tree maintenance, mowing and maintenance of medians; and b) smaller maintenance shops that are spread out over the City to replace large regional shops as agencies move to reduce windshield time by park crews.

Golf Course Maintenance - Parks and Recreation Management continues to outsource golf course maintenance operations to reduce operational costs which support the effort to solidify golf as a profit center.

Management Trends

Partnership Management - Striking a balance among not-for-profit agencies and special interest groups who rely on city-owned facilities to produce their programs.

Technology - Utilizing and controlling technology in a manner that supports community development while not encouraging its inappropriate use.

Management of Recreation Programming – Creating a recreation program whose program types, formats and age groups served are aligned with the community profile.

Conclusions from the Trends Assessment

By definition, a trend is the general direction in which something is changing or developing, a change that is accepted by many market segments and it is more long term than a fad. Under all conditions, trends will change over time. As a guiding principle of the Ozark Park and Recreation Department, staff must embrace the notion that its programs and facilities must be constantly evaluated to ensure that it is first to identify a trend and act on it to gain a competitive advantage over others in its market area who may be competing for a market share. If this does not happen, the Department will miss the trend and spend its time playing catch up to the competition.

Relevance to the development of the 2018 Park and Recreation Master Plan

This report will include a strong recommendation to emphasize the importance of tracking trends and capitalizing on their popularity while they are in the growth stage.





CHAPTER 8 BENCHMARKING

Master Planning Task:

To provide the City of Ozark with national benchmarks with which it can compare its level of service.

Introduction

The challenge given to all municipal Park and Recreation Departments is to anticipate the need for resources that are needed in the present and likely to be needed in the future to meet citizen preferences. For Ozark to meet residents' needs, staff must offer programs and facilities that appeal to multiple generations, interests and abilities. This will be done in part by monitoring trends and responding to challenges. The main question then is how do we determine what we are faced with? This chapter provides insights into answering that question.

Incorporated into the statistically valid citizen survey were questions that the consultant (the ETC Market Research Institute) used to compare those responses from Ozark with a national database developed by ETC. A few of the benchmarks provided in this master plan are as follows:

1. Frequency of visiting the park system
2. Rating of the quality of the park system
3. Use of the recreation program
4. Rating of the quality of the recreation program
5. Ways that citizens learn about the programs offered
6. Reasons citizens do not use parks, facilities and programs
7. Programs that citizens have a need for
8. Facilities that citizens have a need for

Benchmarking Results

The full Benchmarking Report is provided in the Appendix of the Master Plan. Below are key results:

1. Usage of parks is higher than the national average
2. Quality of parks is lower than the national average
3. Usage of recreation programs is higher than the national average
4. Quality of programs rated as good is higher than the national average while those rated as excellent are lower than the national average
5. Citizens hear about programs mostly by word of mouth and the website, both of which are rated higher than the national average
6. The reason given by citizens who do not participate more often in programs is that fees are too high which is higher than the national average
7. The number one program that citizens desire more if special events and that rates higher than the national average
8. The number one facility that citizens desire more of is trails and that rates higher than the national average

Summary

If the City of Ozark were to invest ONLY in the responses from the national benchmarking survey, it would invest in the following:

1. special event programming
2. trails

Benchmarking Summary Report Ozark, Missouri

Since 1998, ETC Institute has conducted household surveys for needs assessments, feasibility studies, customer satisfaction, fees and charges comparisons, and other parks and recreation issues in more than 400 communities in 49 states across the country.

The results of these surveys has provided an unparalleled data base of information to compare responses from household residents in client communities to "National Averages" and therefore provide a unique tool to "assist organizations in better decision making."

Communities within the data base include a full-range of municipal and county governments from 20,000 in population through over 1 million in population. They include communities in warm weather climates and cold weather climates, mature communities and some of the fastest growing cities and counties in the country.

"National Averages" have been developed for numerous strategically important parks and recreation planning and management issues including: customer satisfaction and usage of parks and programs; methods for receiving marketing information; reasons that prevent members of households from using parks and recreation facilities more often; priority recreation programs, parks, facilities and trails to improve or develop; priority programming spaces to have in planned community centers and aquatic facilities; potential attendance for planned indoor community centers and outdoor aquatic centers; etc.

Results from household responses for Ozark, Missouri were compared to National Benchmarks to gain further strategic information. A summary of all tabular comparisons are shown on the following page.

Note: The benchmarking data contained in this report is protected intellectual property. Any reproduction of the benchmarking information in this report by persons or organizations not directly affiliated with the City of Ozark is not authorized without written consent from ETC Institute.

Benchmarking for the City of Ozark, Missouri		
	<i>National Average</i>	<i>Ozark 2017</i>
Have you or members of your household visited any City/County/Park District parks over the past year?		
Yes	81%	94%
No	18%	6%
How would you rate the quality of all the parks you've visited?		
Excellent	31%	12%
Good	54%	48%
Fair	12%	34%
Poor	1%	6%
Have you or members of your household participated in City/County/Park District recreation programs during the past year?		
Yes	34%	41%
No	65%	59%
How would you rate the quality of all the recreation programs you've participated in?		
Excellent	36%	20%
Good	53%	57%
Fair	9%	19%
Poor	1%	4%
Ways respondents learn about recreation programs and activities		
Direct Mail	29%	25%
Flyers/Materials at City/County/Park District facilities	18%	26%
Radio	13%	3%
TV/Cable Access	13%	6%
Website	31%	42%
Word of Mouth/Friends/Coworkers	43%	57%
Newspaper Advertisements	24%	22%

Benchmarking for the City of Ozark, Missouri

	<i>National Average</i>	<i>Ozark 2017</i>
Reasons preventing the use of parks and recreation facilities and programs more often		
Facilities do not have right equipment	8%	16%
Facilities are not well maintained	7%	20%
Facility operating hours are not convenient	7%	7%
Fees are too expensive	15%	35%
I do not know location of facilities	12%	9%
I do not know what is being offered	24%	30%
Lack of accessibility (Not accessible for people w disabilities)	4%	4%
Lack of parking	6%	7%
Lack of quality programs	8%	11%
Poor customer service by staff	3%	7%
Program times are not convenient	16%	21%
Programs I am interested in are not offered	16%	21%
Registration for programs is difficult	3%	3%
Security is insufficient	9%	7%
Too far from residence	12%	7%
Use facilities in other Cities/Park Districts	10%	13%
Use services of other agencies	10%	5%
Waiting list/programs were full	5%	7%
We are too busy	34%	29%

Benchmarking for the City of Ozark, Missouri

	<i>National Average</i>	<i>Ozark 2017</i>
Recreation programs that respondent households have a need for		
Adult arts, dance, performing arts	21%	19%
Adult continuing education programs	29%	25%
Adult fitness and wellness programs	46%	63%
Adult sports programs	22%	24%
Before and after school programs	16%	15%
Birthday parties	17%	26%
Gymnastics/tumbling programs	17%	16%
Martial arts programs	14%	15%
Nature programs/environmental education	31%	44%
Early childhood programs	14%	20%
Programs for people with disabilities	12%	8%
Seniors/Adult programs for 62 years and older	25%	18%
Special events	40%	63%
Teen programs	17%	17%
Tennis lessons and leagues	16%	14%
Water fitness programs	29%	31%
Youth art, dance, performing arts	18%	18%
Youth fitness and wellness programs	19%	23%
Youth Learn to Swim programs	25%	28%
Youth sports programs	26%	33%
Youth summer camp programs	19%	18%

Benchmarking for the City of Ozark, Missouri

	<i>National Average</i>	<i>Ozark 2017</i>
Most important recreation programs (sum of top choices)		
Adult arts, dance, performing arts	8%	13%
Adult continuing education programs	13%	13%
Adult fitness and wellness programs	30%	46%
Adult sports programs	9%	12%
Before and after school programs	7%	7%
Birthday parties	4%	8%
Gymnastics/tumbling programs	5%	5%
Martial arts programs	4%	3%
Nature programs/environmental education	13%	27%
Early childhood programs	8%	11%
Programs for people with special needs/disabled	5%	6%
Seniors/Adult programs for 62 years and older	15%	14%
Special events	21%	39%
Teen programs	7%	10%
Tennis lessons and leagues	6%	6%
Water fitness programs	14%	14%
Youth art, dance, performing arts	6%	8%
Youth fitness and wellness programs	7%	9%
Youth Learn to Swim programs	14%	14%
Youth sports programs	14%	22%
Youth summer camp programs	9%	6%

Benchmarking for the City of Ozark, Missouri

	<i>National Average</i>	<i>Ozark 2017</i>
Parks and recreation facilities that respondent households have a need for		
Indoor Fitness and Exercise Facilities	46%	64%
Indoor Gyms/Multi-Purpose Rec Centers	27%	34%
Indoor running/walking track	40%	59%
Lap lanes for swimming (indoor)	30%	36%
Natural areas/wildlife habitats (Greenspace and natural areas)	50%	62%
Nature Center/Nature Trails (Nature trails/nature parks)	51%	71%
Off-Leash Dog Park	28%	28%
Outdoor Basketball Courts	23%	25%
Outdoor Swimming Pools/Aquatic Facilities	43%	54%
Performing Arts Center	36%	18%
Picnic Areas and Shelters	52%	68%
Playground Equipment for Children	43%	61%
Skateboarding Area	12%	17%
Soccer, Lacrosse Fields (Outdoor field space)	21%	27%
Tennis Courts (outdoor)	26%	25%
Walking and Biking Trails	70%	82%
Youth Baseball Fields	20%	34%
Youth Softball Fields	15%	34%

Benchmarking for the City of Ozark, Missouri

	<i>National Average</i>	<i>Ozark 2017</i>
Most important parks and recreation facilities (sum of top choices)		
Indoor Fitness and Exercise Facilities	19%	30%
Indoor Gyms/Multi-Purpose Rec Centers	7%	15%
Indoor running/walking track	14%	18%
Lap lanes for swimming (indoor)	8%	11%
Natural areas/wildlife habitats (Greenspace and natural areas)	17%	22%
Nature Center/Nature Trails (Nature trails/nature parks)	19%	39%
Off-Leash Dog Park	14%	17%
Outdoor Basketball Courts	4%	7%
Outdoor Swimming Pools/Aquatic Facilities	19%	25%
Performing Arts Center	10%	7%
Picnic Areas and Shelters	15%	27%
Playground Equipment for Children	18%	38%
Skateboarding Area	2%	4%
Soccer, Lacrosse Fields (Outdoor field space)	8%	11%
Tennis Courts (outdoor)	7%	5%
Walking and Biking Trails	44%	58%
Youth Baseball Fields	8%	12%
Youth Softball Fields	12%	4%



CHAPTER 9 DESIGN CONCEPTS

Master Planning Task:

To develop design concepts for major planned improvements to the park system.

Introduction

Driven by the desire to provide new experiences in Ozark, this Master Plan created several guiding principles that planned improvements were expected to follow. Those guiding principles are as follows:

1. enhance existing parks and facilities
2. provide more close-to-home experiences
3. expand on things to do for children and families
4. respect city funding capacity

Park Upgrade Concepts

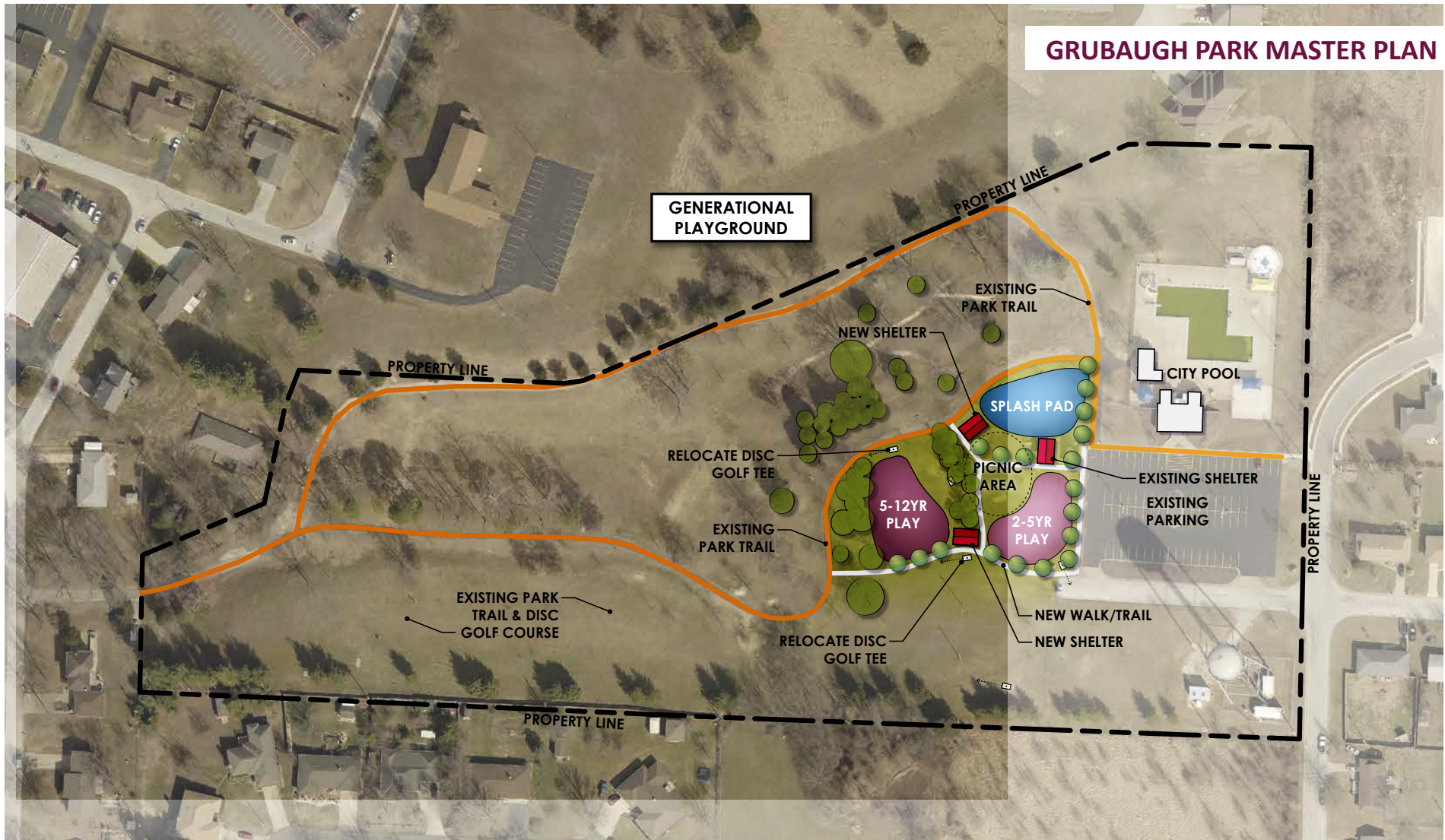
The consultant team developed design concepts for the following upgrades:

1. Neal and Betty Grubaugh Park
2. The outdoor experience at The OC
3. Riverside Trailhead
4. Priority Trails
5. Athletic complex template
6. Athletic complex multi-use template
7. Multi-Use practice athletic fields



Grubaugh Park

Neal and Betty Grubaugh Park has many typical park amenities and available space to develop new programs. A larger destination playground and spray ground is recommended for the park. Existing parking and trail links provide adequate access to the playground and spray ground. Available open space and trails offer many opportunities to locate this program. The play area as called “Generational Play” could include separate age group play areas, seating, shelters and supportive landscape. An accessible spray ground is also recommended as part of the destination experience.



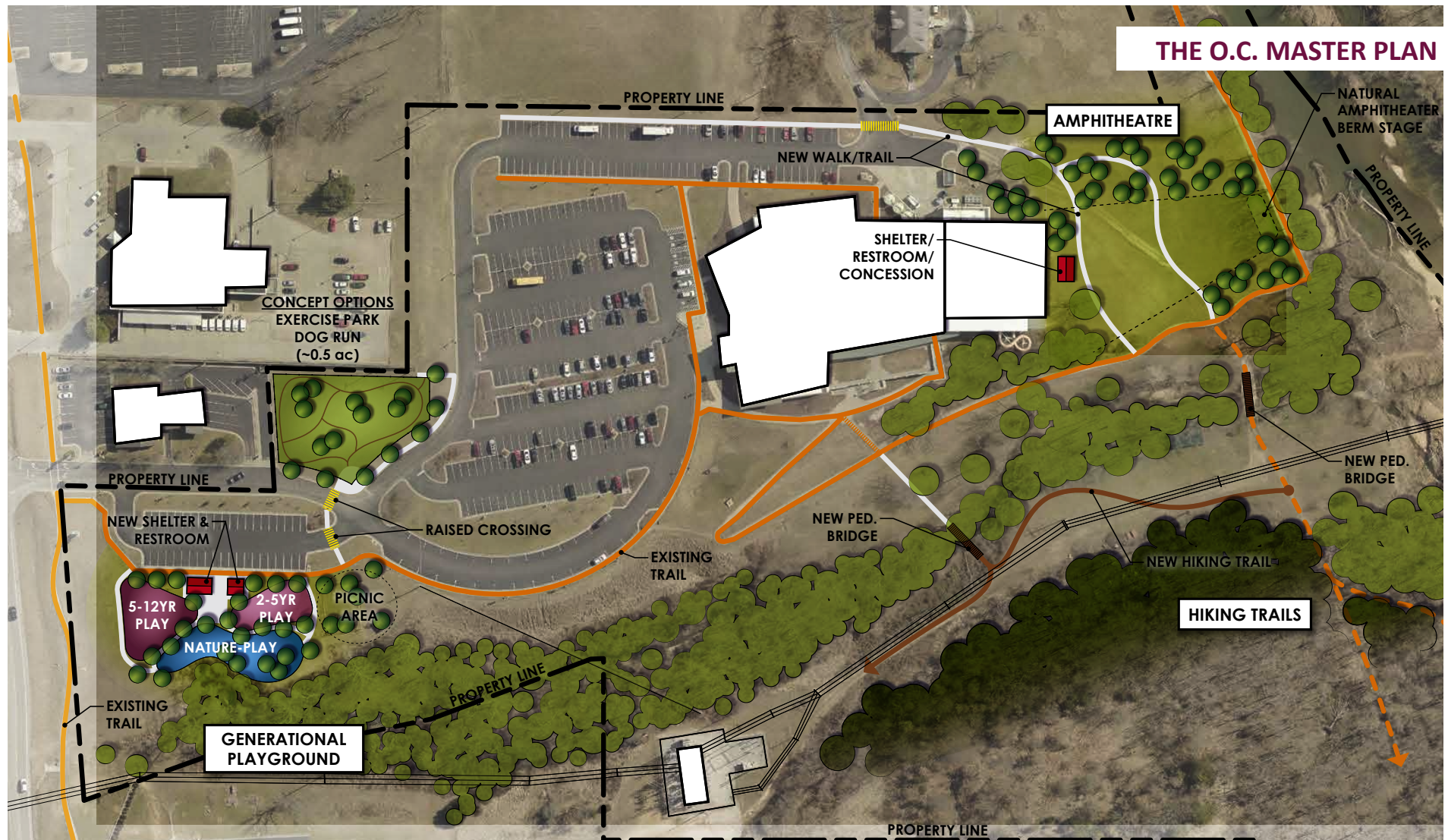
Ozark Parks & Recreation Master Plan

Ozark, Missouri • December 2017



O.C. Outdoor Experience

The OC was another location identified in Ozark as a possible Generational playground. Open green space along the entry drive is a prime location to expand the existing playground. Parking existing adjacent to the open space that can serve the playground. New traditional amenities such as picnic and seating areas can support the playground. A ½ acre parcel of open space along the north property line is proposed as a dog run area with fenced perimeter amenities. The natural terrain between The OC and river is setup for an Amphitheatre or festival area. New trails and trail heads area are recommended for the undeveloped land west of The OC.



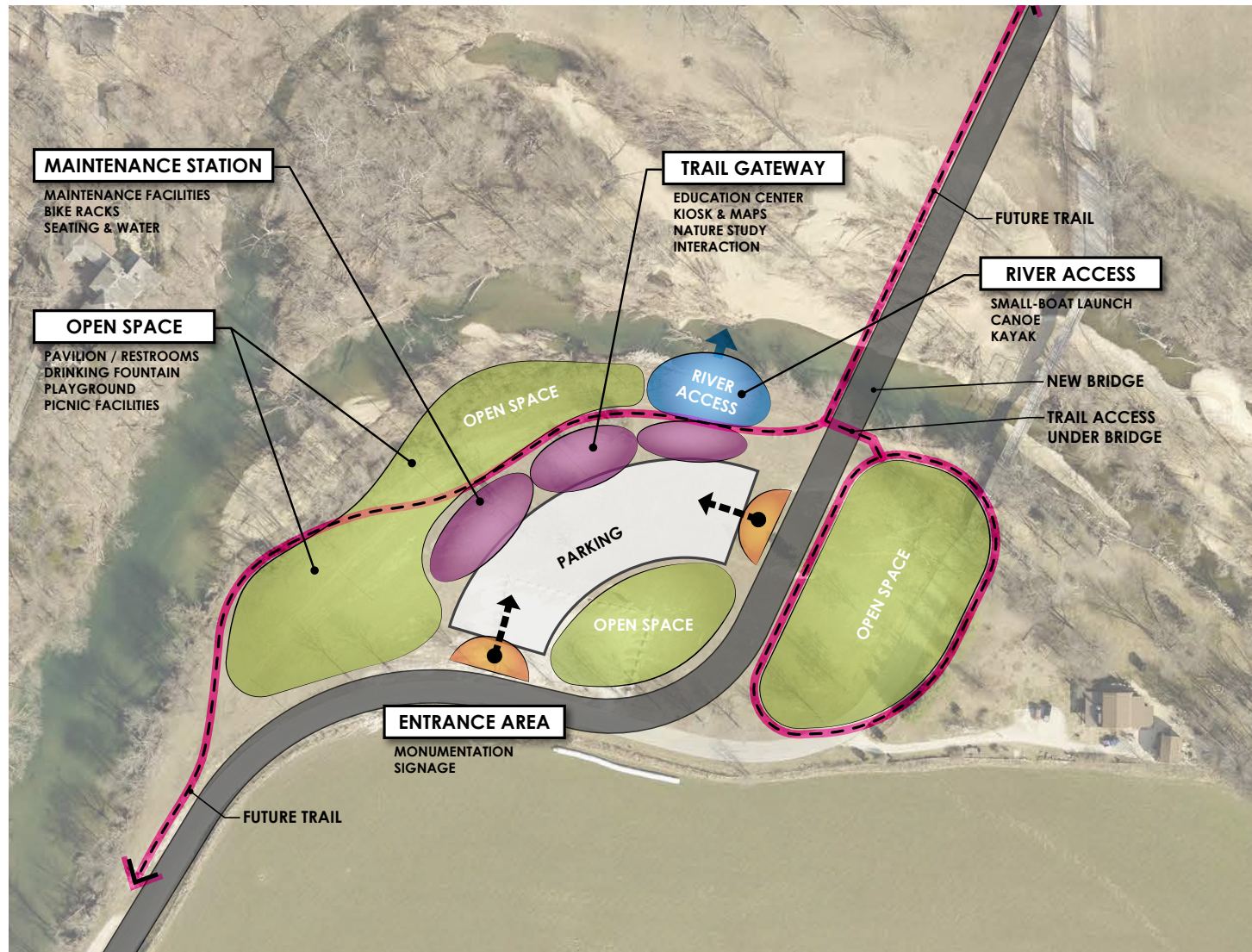
Ozark Parks & Recreation Master Plan

Ozark, Missouri • December 2017



Riverside Trail Head and Trail Plan

City property north of downtown along the Finley River would be a good location for a large trail head linking trails further to the south to Finley River Park and beyond along with future trail links to the north areas of Ozark. This trail is envisioned as a premier trail head for the Ozark trail system. Amenities include parking, signage, personal bike maintenance equipment, shelters and recreational green space. A river access launch is also proposed to serve kayaks and canoes. The launch will create a blue trail (water trail) to the Finley River "Jim Turner Access".



RIVERSIDE TRAILHEAD



Ozark Parks & Recreation Master Plan

Ozark, Missouri • December 2017



Trail System Map

This map represents a recommendation that the highest priority trail will run between Finley River Park and the Riverside Park.

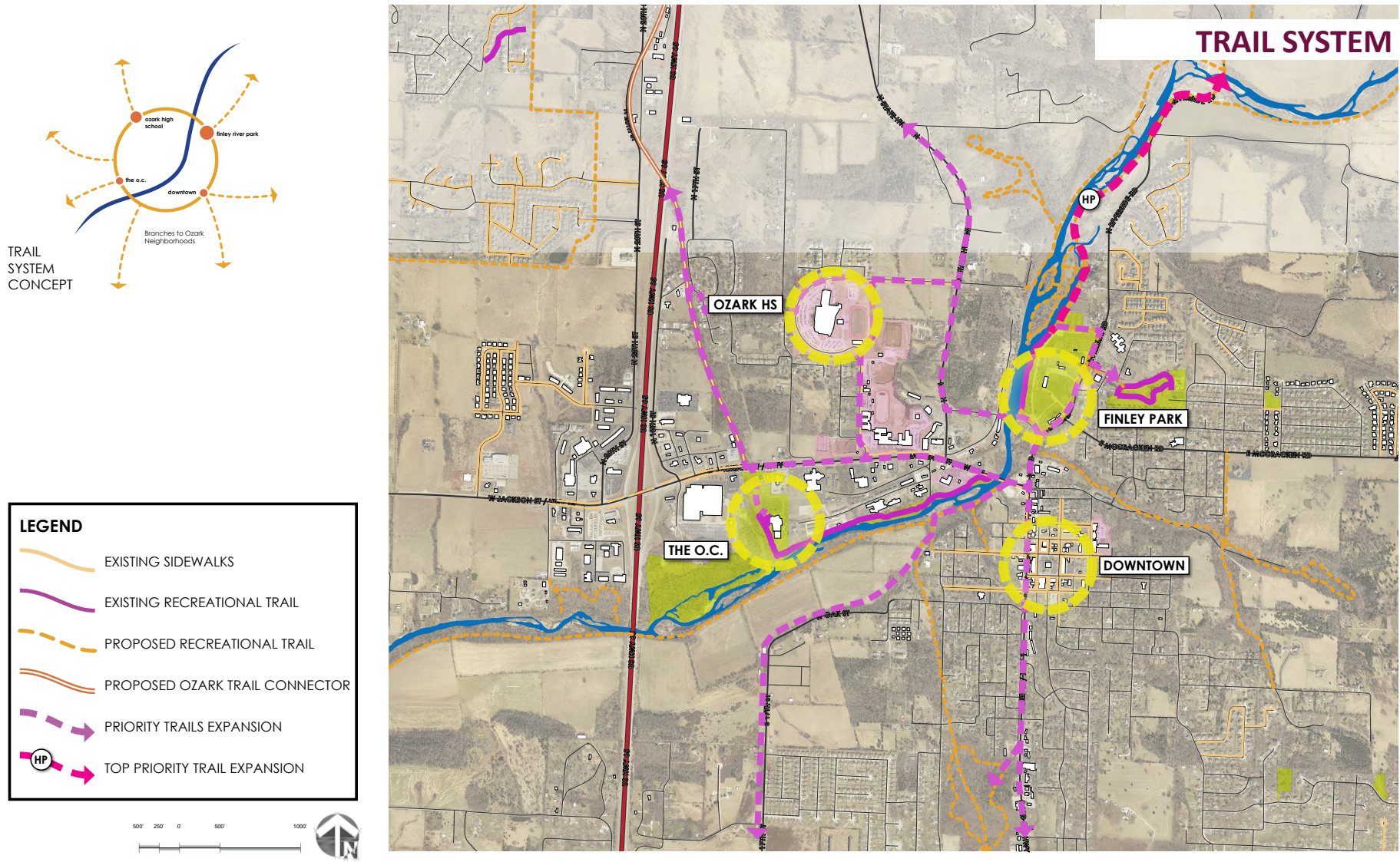


Table: Athletic Field Complex Template (31 acres)

Soccer		
Number of Fields	Age Group	Size
1	U14+	Regulation
2	U10/U12	Middle Size
2	U6/U8	Beginner Fields
Baseball/Softball		
1	Adult Softball/Girls Recreation	275'
1	Baseball/HS Softball	235'-240'
1	Little Girls and HS Softball	200'
2	HS Softball	200'
1	T-Ball/Pee Wee	150'

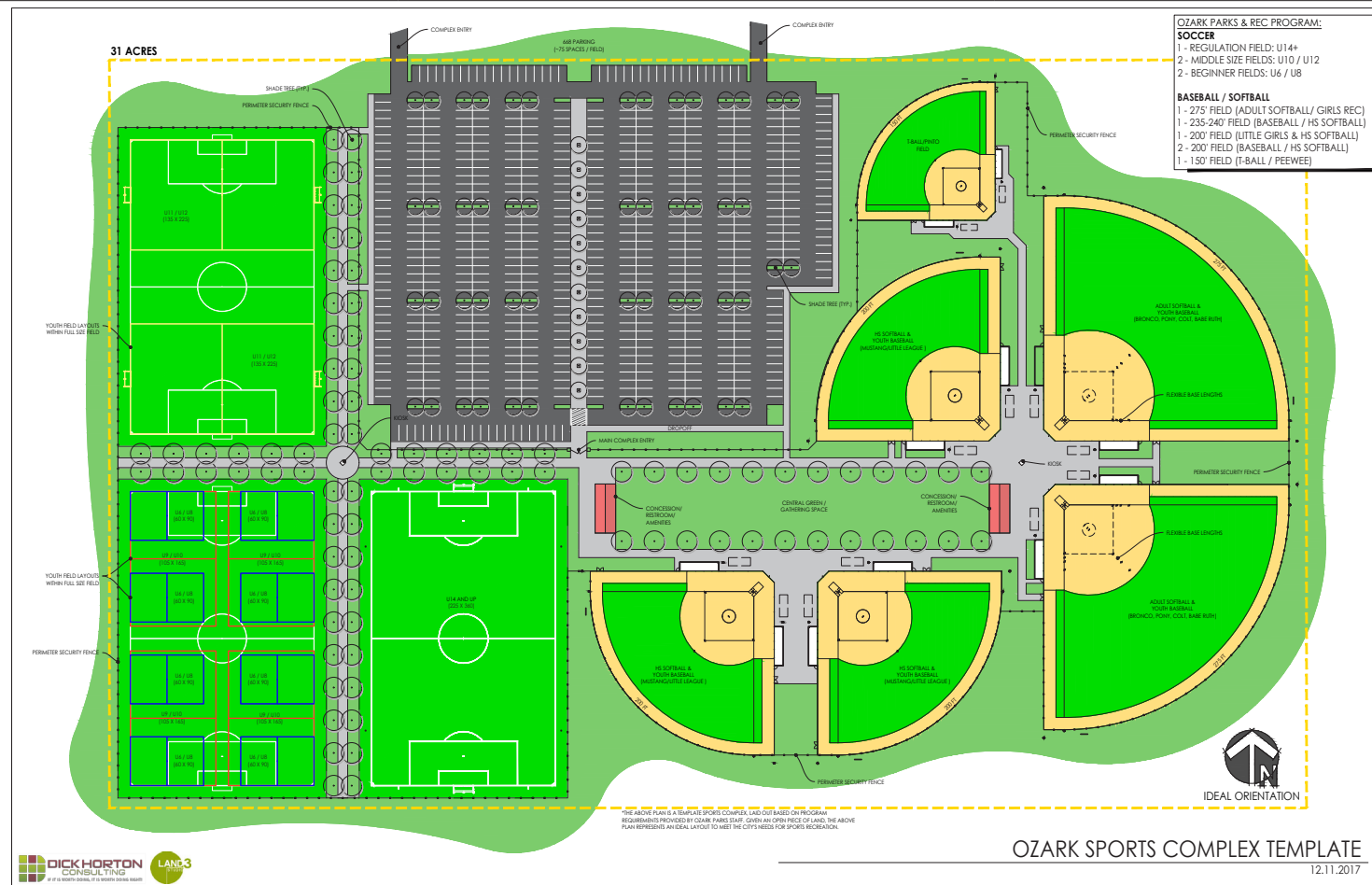


Table: Athletic Field Multi-Use Complex Template (13.5 acres)

Soccer		
Number of Fields	Age Group	Size
1	U14+	Regulation
2	U10/U12	Middle Size
2	U6/U8	Beginner
Baseball/Softball		
1	Adult Softball/Girls Recreation	275'
1	Baseball/HS Softball	235'-240'
1	Little Girls and HS Softball	200'
2	Baseball/HS Softball	200'
1	T-Ball/Pee Wee	150'

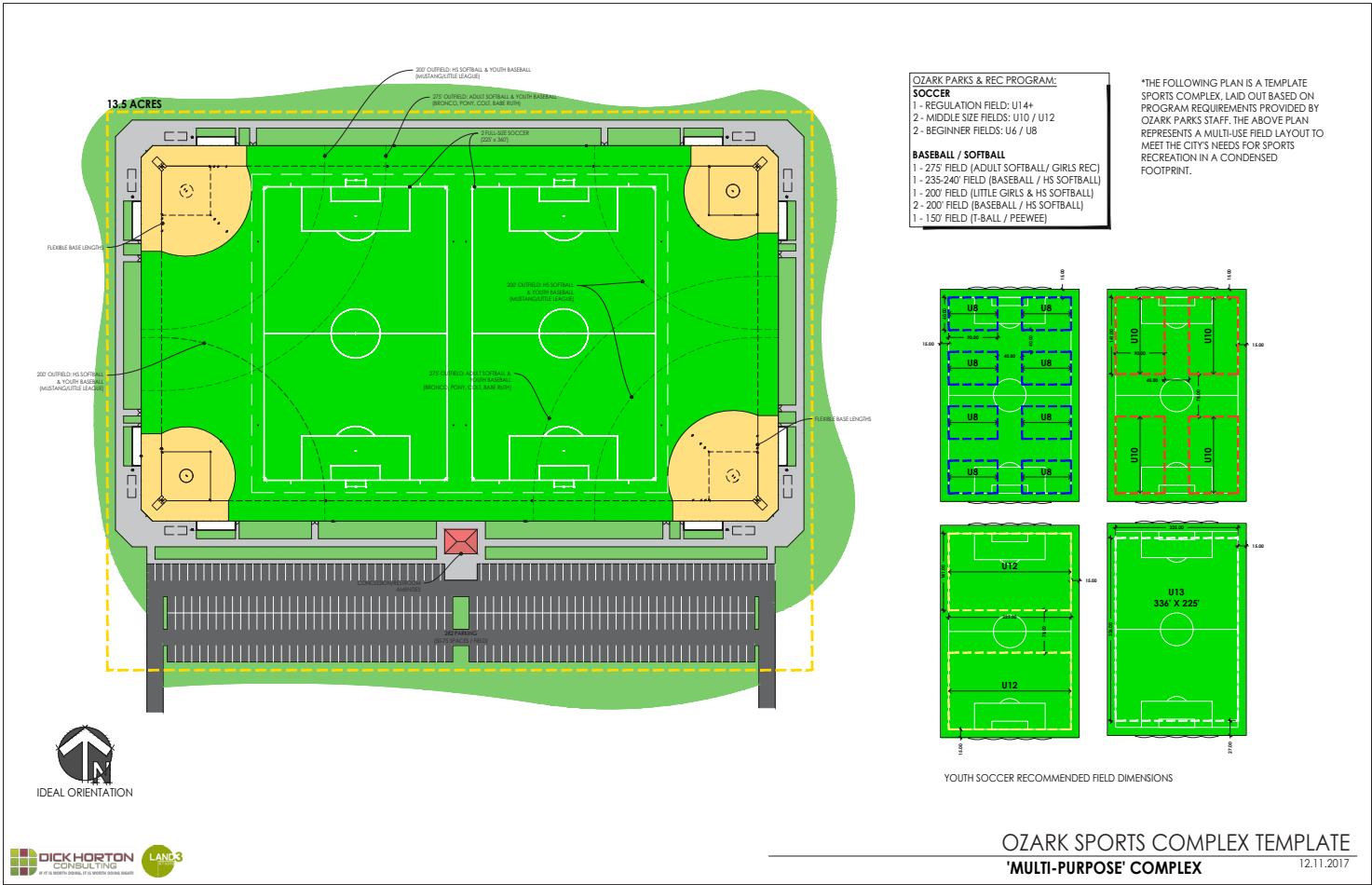
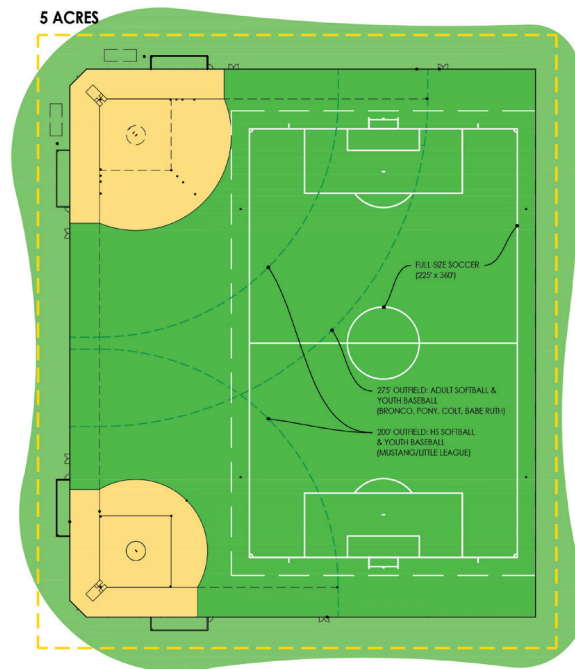


Table: Athletic Multi-Use Practice Field Template (5 acres)

Soccer		
Number of Fields	Age Group	Size
1	U14+	Regulation
2	U10/U12	Middle Size
2	U6/U8	Beginner
Baseball/Softball		
1	Adult Softball/Girls Recreation	275'
1	Baseball/HS Softball	235'-240'
1	Little Girls and HS Softball	200'
2	Baseball/HS Softball	200'
1	T-Ball/Pee Wee	150'



OZARK PARKS & REC PROGRAM:	
SOCCER	
1 - REGULATION FIELD: U14+	
2 - MIDDLE SIZE FIELDS: U10 / U12	
2 - BEGINNER FIELDS: U6 / U8	
BASEBALL / SOFTBALL	
1 - 275' FIELD (ADULT SOFTBALL / GIRLS REC)	
1 - 235-240' FIELD (BASEBALL / HS SOFTBALL)	
1 - 200' FIELD (LITTLE GIRLS & HS SOFTBALL)	
2 - 200' FIELD (BASEBALL / HS SOFTBALL)	
1 - 150' FIELD (T-BALL / PEEWEE)	

*THE FOLLOWING PLAN IS A TEMPLATE FOR MULTI-USE SPORTS PRACTICE FIELDS, LAID OUT TO SUPPLEMENT PRACTICE LOCATIONS BASED ON PROGRAM REQUIREMENTS PROVIDED BY OZARK PARKS STAFF. THE PLAN REPRESENTS A MULTI-USE FIELD LAYOUT TO MEET THE CITY'S NEEDS FOR SPORTS RECREATION IN A CONDENSED FOOTPRINT.



Implementation



CHAPTER 10 FUNDING SOURCES

Master Planning Task:

To identify traditional and alternative funding sources that can be considered by the City of Ozark as additional support for its current approach to funding the Park and Recreation Department.

Introduction

All municipal agencies search for alternative funding sources to meet the demands placed on them for capital improvements/facilities, programs, services, maintenance and operations. The City of Ozark is certainly no exception, thus the need to identify as many sources as possible. The City recognizes that it must embrace a FUNDING STRATEGY THAT:

- embraces the pursuit of available outside funding sources that are listed in this document
- recognizes that the pursuit of outside funding sources is a significant task, one that many communities dedicate a staff person to with the expectation that the salary of that person will be offset by grants that are obtained

Funding Categories

Table:Master Plan Projects and Potential Funding Options

Ozark Master Plan Projects and Funding Options	
Traditional Funding	• General Fund • Revenue Bonds • Development Impact Fees • Fees and Sales • Various Taxing Methods
Alternative Funding	• Philanthropic (Donor Programs and Capital) • Grants • Partnerships (Single agency, Multi-Party, Marketing Partnerships and Sponsorships)



Item	Funding Options
Capital Improvement Program for park amenity upgrades and new facilities/amenities	Community Development Block Grant (CDBG) Naming Rights Bond Issue Sales Tax Friends of the Ozark Parks Foundation
Recreation Programs	Fees and Charges Partnerships with other providers as appropriate Gifts Catalogue
Maintenance Program	Sales Tax General Fund Special Assessment
Land Acquisition	Sales Tax Bond Issue General Fund Philanthropic Donation/Naming Rights Friends of the Ozark Parks Foundation
Trail Construction	Missouri Department of Natural Resources Friends of the Ozark Parks Foundation Bond Issue Sales Tax

Funding Sources

Included in the Appendix of this report are several pages of specific funding grant sources that can be considered by city staff as the need arises. The specific sources are in the categories of:

- Trails
- Playgrounds
- Skateparks



CHAPTER II RECOMMENDATIONS

Master Planning Task:

To present the City of Ozark with a set of recommendations that reflect the professional analysis of the Ozark Park System by the consultant, recommendations that are sustainable and aligned with citizen preferences.

Introduction

The Ozark Park System finds itself at a moment in its history when there are several high priorities. A case can easily be made that each of the priorities should be #1. Because that cannot happen, community leaders will need to evaluate each priority with a set of EVALUATION FILTERS provided by the consultant for this very reason. Use of the EVALUATION FILTERS will not make the decision (s) any easier; however, they will help facilitate the discussion.

Park and Recreation Master Plan Priorities

Trails

Continue strong support for the trail master plan and designate as the highest priority the trail from Finley River to the Riverside Bridge. The tentative completion date for the new Riverside Bridge is in 2019 but the time will pass quickly when the need for a trail and river access will be very much in demand. We know that, of course, from direct observations and results from the citizen survey which rated trails as the highest priority. Based on the citizen demand, the consultant has developed a design concept for a Riverside Bridge Trail Head which features water access at that location for canoes/kayaks. The most outstanding issue facing staff to develop this trail is the reluctance of adjacent property owners to provide an easement.

Park Upgrades

- The OC - Upgrades to the outdoor experience at The OC. Consistent with current design practices for a contemporary facility like The OC, the outdoor experience is a “best practice” that will further endear that facility to the community.
- Neal and Betty Grubaugh Park - Upgrades to Neal and Betty Grubaugh Park to elevate it to the type of park that is more consistent with a Community Park
- Finley River Park - Budgeted for 2018 and nearing completion of upgrades as listed below:
 - Additional fencing at the soccer field running parallel to the road to enhance safety
 - Irrigation system to soccer fields
 - New backstop at two baseball fields and one softball field
 - Restroom added to the north side of the park near the soccer fields
- Park System Signage – Already funded for 2018

Finley River Park-Type Designation

This Master Plan strongly suggests that the Finley River Park should be re-designated as a Special Event Park. The amenities in the park such as athletic fields need to be moved as soon as an opportunity presents itself. The fields do not function well in the park for numerous reasons; for example, special events and other uses take priority over league games, practices and tournaments; special event traffic causes severe damage to the fields from foot traffic and parking on the fields – even if conditions are wet; because the fields have not been irrigated, their level of service for users is extremely low.

Finley River Lease

When the current Finley River Lease expires in approximately four years, the City must be united with a position to either re-negotiate a new lease, or, move on in a different direction. The consultant believes the City should take a position very soon about its future plans for the LEASE so that time is on the side of preparing for the future. Based on the information that is available to the consultant, the two ends of the spectrum for that negotiation might be as follows:

If a new lease IS to be approved – The City should decide now what the community value is for that part of the park that is owned by the A & M Society. After a public discussion of the value, the City can advertise that not-to-exceed value for all to know.

If a new lease is NOT to be approved – After a public discussion that leads to a decision that the LEASE will not be approved, the City should advertise that the public will no longer have access to an important community special event, two ball fields and a couple of buildings. All the losses would be significant and would challenge the community to work together to embrace a new future. If a new lease is not approved, this is a list of those things that would no longer be available:

- No CLOZ “Christmas Lights of Ozark” unless the City leases that specific time from the A & M Society
- One large softball field
- One small softball field
- 4-H building
- Cattle barn

Recreation Programming

The level of recreation programming at The OC is extremely high in both quantity and quality. The excellence provided by the Department is not to be overlooked as it reflects on the commitment provided by staff. Staff has the knowledge and ability to provide the right mix of program types and program formats that are trending up or early in their maturation/stability life cycle and are age group sensitive/selective. As it relates to experience planning, the programming excellence achieved at The OC will not occur at the outdoor facilities due to their condition which is rated low.

Recreation Core Program

The City should re-visit its list of core programs. Not to say that the current core programs aren't the right ones, rather, it is to say that successful core programs require the quantity and quality of facilities that meet the experiences that citizens are seeking.

Natural Resources

This master plan supports a close look at acquisition of a natural resource area of approximately 67 acres along the Finley River as funds become available. The preferred site, as shown on the map on page 55, is an area consisting of two parcels (39.3 acres and 24.4 acres) that are bordered by W. Waverly on the south, S 9th Street to the West; Commercial Properties along S 3rd Street to the East and residential lots to north (aligning with the Corner of S 9th St and W Robin Rd). A potential name for this new acquisition could be "Ozark Central Park".

Athletic Fields

Provided the Park and Recreation Department continues to consider youth sports as a core program, the need for athletic fields is obvious. Unfortunately, the options for the city to provide fields are challenging. Here are some choices:

- The existing athletic fields at the Finley River Park should be removed from that park as soon as possible. They do not blend well with the other uses at the park, especially the special events.
- The ball field property located at JJ and Hartley is not an acceptable alternative as its location and the need for very expensive infrastructure is prohibitive.
- A joint use agreement with the school district for the use of fields is a possibility that would have to be evaluated, of course, with a lengthy list of pros and cons.
- Investment in a new athletic complex is an option. Clearly, it is an expensive option but one that must be considered.

Park/School Concept

Continue the dialogue with the Ozark R-V1 School District about the co-location of parks, recreation facilities and schools. This is a popular concept in the United States because it presents an opportunity to leverage resources, provide more close-to-home experiences for citizens, and advances the type of community relationships that are needed to sustain both entities.

Funding Opportunities

The City should continue working closely with its Friends of the Ozark Parks Foundation and its use of a Gifts Catalogue to augment its General Fund.

Evaluation Filters

The use of this list of evaluation filters is recommended as public discussions take place to determine the priority that is assigned to each of the master plan recommendations.

1. Citizen preferences - As expressed and supported in the statistically valid survey, focus groups, public meeting and stakeholder interviews.
2. Geographic considerations – Relationship between the project and the location where the majority of users live
3. Life cycle of the program – Evaluation of the popularity of the program to determine if it is growing, stable/mature, or declining.
4. Demographics – Assessment of demographic characteristics that will affect the success of the project, including age, household income, ethnicity, education, and gender.
5. Facilities provided by the City and others – Availability of facilities provided by the City of Ozark and others such as the private sector, churches, schools, the City of Branson, Springfield/Greene County and Nixa.
6. Best practices in the park and recreation profession – Consideration of the successes of others who are highly regarded in the profession throughout the United States.
7. Quality of life – Consideration for equitable citizen access to quality parks and facilities. How does the community feel about the project and its relationship to what it feels is a “quality of life issue”?
8. Revenue producing – Does the project generate revenue and is this necessary?
9. Does the project: a) takes care of what we have; b) enhance what we have; or c) provides an entirely new experience?
10. Does the project respond to a core program/service already provided by the Park and Recreation Department?

Consultant's Priorities

1. Trails rate highest with emphasis on the highest priority which is from Finley River to the Riverside Park Bridge.
2. Re-evaluate the list of core services provided by the Park and Recreation Department, and/or, facilitated by the Department and occurring at Finley River Park to confirm that the list is at it should be.
3. Finley River Park
 - Re-designate the Park to a Special Use Park
 - Begin public discussions immediately to either settle on a not-to-exceed lease agreement, or, embrace a new plan as if the city will abandon its lease with the A & M Society
4. Depending on the outcome of #2 and #3 on this list, plan for new athletic fields away from Finley River Park.
5. Proceed with upgrades when funds become available to Neal and Betty Grubaugh Park.
6. Proceed with upgrades when funds become available to the outdoor experience at The OC.
7. Acquisition of a natural resource area of approximately 67 acres along the Finley River as funds become available.



CHAPTER 12

OPINION OF PROBABLE COSTS

Master Planning Task:

To provide the City of Ozark with an opinion of probable cost for major master plan recommendations.

Introduction

Major master plan recommendations include the following:

- Upgrades to Neal and Betty Grubaugh Park: \$2.14 Million
- Upgrades to the outdoor experience at the OC: \$2.09 Million
- A new Riverside Park Trail Head: \$1.22 Million
- An athletic complex template: \$12.0 Million
- A multi-purpose athletic complex template: \$6.05 Million
- An athletic practice field template : \$1.8 Million

Neil & Betty Grubaugh Park - Ozark, MO

Master Plan Cost Opinion

Description	Quantity	Unit	Unit Cost	Line Total	Totals
Sprayground					\$461,400.00
Selective Demolition	1	ls	\$20,000.00	\$20,000.00	
Sprayground Base					
Concrete Base	7400	sf	\$8.00	\$59,200.00	
Surfacing	7400	sf	\$3.00	\$22,200.00	
Mechanical Equipment (pump, piping, reservoir, filtration)	1	ls	\$100,000.00	\$100,000.00	
Custom water features	1	ls	\$30,000.00	\$30,000.00	
Perimeter fencing	400	lf	\$50.00	\$20,000.00	
Landscape / Site / Storm / Utilities	1	ls	\$60,000.00	\$60,000.00	
Lighting	1	ls	\$30,000.00	\$30,000.00	
Park Shelter	800	sf	\$150.00	\$120,000.00	
Generational Playground					\$895,800.00
2-5yr Play Area					
Play Equipment	1	ls	\$75,000.00	\$75,000.00	
Surfacing (includes edging, subdrain, base)	7000	sf	\$16.00	\$112,000.00	
Furnishings (benches/tables)	1	ls	\$5,000.00	\$5,000.00	
Play Amenities (boulders, seat wall, etc)	1	ls	\$6,000.00	\$6,000.00	
Fencing	330	lf	\$50.00	\$16,500.00	
5-12yr Play Area					
Play Equipment	1	ls	\$150,000.00	\$150,000.00	
Surfacing (includes edging, subdrain, base)	8300	sf	\$16.00	\$132,800.00	
Furnishings (benches/tables)	1	ls	\$5,000.00	\$5,000.00	
Play Amenities (boulders, seat wall, etc)	1	ls	\$6,000.00	\$6,000.00	
Fencing	350	lf	\$50.00	\$17,500.00	
Landscape / Site / Storm / Utilities	1	ls	\$50,000.00	\$50,000.00	
Lighting	1	ls	\$50,000.00	\$50,000.00	
Shelter & Restroom Building	900	sf	\$300.00	\$270,000.00	
Parking and Site					\$170,000.00
Parking Lot	80	stall	\$1,500.00	\$120,000.00	
(Mill and overlay, new markings)					
Lighting	1	ls	\$50,000.00	\$50,000.00	
Subtotal					\$1,527,200.00
Construction Contingency (10%)					\$152,720.00
Design Contingency (10%)					\$152,720.00
Professional Services / Fees / Permitting (20%)					\$305,440.00
Total					\$2,138,080.00

The OC - Ozark, MO

Master Plan Cost Opinion

Description	Quantity	Unit	Unit Cost	Line Total	Totals
Generational Playground					\$861,400.00
2-5yr Play Area					
Play Equipment	1	ls	\$60,000.00	\$60,000.00	
Surfacing (includes edging, subdrain, base)	3500	sf	\$16.00	\$56,000.00	
Furnishings (benches/tables)	1	ls	\$5,000.00	\$5,000.00	
Play Amenities (boulders, seat wall, etc)	1	ls	\$6,000.00	\$6,000.00	
Fencing	300	lf	\$50.00	\$15,000.00	
5-12yr Play Area					
Play Equipment	1	ls	\$150,000.00	\$150,000.00	
Surfacing (includes edging, subdrain, base)	5400	sf	\$16.00	\$86,400.00	
Furnishings (benches/tables)	1	ls	\$5,000.00	\$5,000.00	
Play Amenities (boulders, seat wall, etc)	1	ls	\$6,000.00	\$6,000.00	
Fencing	300	lf	\$50.00	\$15,000.00	
Nature Play Area					
Play Equipment	1	ls	\$50,000.00	\$50,000.00	
Surfacing (includes edging, subdrain, base)	7000	sf	\$3.00	\$21,000.00	
Furnishings (benches/tables)	1	ls	\$5,000.00	\$5,000.00	
Trail Connection / Sidewalk	7000	sf	\$8.00	\$56,000.00	
Landscape / Site / Storm / Utilities	1	ls	\$50,000.00	\$50,000.00	
Lighting	1	ls	\$50,000.00	\$50,000.00	
Restroom	550	sf	\$300.00	\$165,000.00	
Shelter	400	sf	\$150.00	\$60,000.00	
Amphitheatre					\$414,000.00
Gateway Entry	1	ls	\$8,000.00	\$8,000.00	
(includes demolition, grading and sod)					
Natural Amphitheater Berm Stage	1	ea	\$50,000.00	\$50,000.00	
Sidewalks	7,000	sf	\$8.00	\$56,000.00	
Landscape / Site / Storm / Utilities	1	ls	\$100,000.00	\$100,000.00	
Lighting	1	ls	\$50,000.00	\$50,000.00	
Restroom and Concession Building	500	sf	\$300.00	\$150,000.00	

Trails					\$88,000.00
Pedestrian Bridges	2	ea	\$40,000.00	\$80,000.00	
Walking Trail	400	lf	\$20.00	\$8,000.00	
Dog Park					\$127,500.00
Landscape / Site Prep / Grading	1	ls	\$75,000.00	\$75,000.00	
Fencing	530	lf	\$50.00	\$26,500.00	
Walking Trail	800	lf	\$20.00	\$16,000.00	
Furnishings	1	ls	\$10,000.00	\$10,000.00	
Subtotal					\$1,490,900.00
Construction Contingency (10%)					\$149,090.00
Design Contingency (10%)					\$149,090.00
Professional Services / Fees / Permitting (20%)					\$298,180.00
Total					\$2,087,260.00

Ozark Trail Head - Ozark, MO

Master Plan Cost Opinion

Description	Quantity	Unit	Unit Cost	Line Total	Totals
Trail Head Gateway					\$340,000.00
Education Center (kiosk and maps)	1	ls	\$50,000.00	\$50,000.00	
Shade Structures	1	ls	\$75,000.00	\$75,000.00	
Restroom	550	sf	\$300.00	\$165,000.00	
Furnishings (seating, trash)	1	ls	\$15,000.00	\$15,000.00	
Lighting	1	ls	\$20,000.00	\$20,000.00	
Water Station	1	ls	\$15,000.00	\$15,000.00	
Maintenance Station					\$28,000.00
Maintenance Equipment	1	ls	\$8,000.00	\$8,000.00	
Bike Racks	1	ls	\$10,000.00	\$10,000.00	
Seating	1	ls	\$10,000.00	\$10,000.00	
Open Space					\$300,000.00
Trail Links to regional trails	1	ls	\$75,000.00	\$75,000.00	
Playground	1	ls	\$150,000.00	\$150,000.00	
Picnic Facilities	1	ls	\$25,000.00	\$25,000.00	
Plantings	1	ls	\$75,000.00	\$50,000.00	
Parking/Entrance					\$140,000.00
Asphalt Parking (20 spaces)	20	ea	\$3,500.00	\$70,000.00	
Entry Monument	1	ls	\$20,000.00	\$20,000.00	
Parking Lot Lighting	1	ls	\$30,000.00	\$30,000.00	
Plantings	1	ls	\$20,000.00	\$20,000.00	
River Access					\$140,000.00
Asphalt Parking (20 spaces)	20	ea	\$3,500.00	\$70,000.00	
Entry Monument	1	ls	\$20,000.00	\$20,000.00	
Parking Lot Lighting	1	ls	\$30,000.00	\$30,000.00	
Plantings	1	ls	\$20,000.00	\$20,000.00	
Utilities					\$200,000.00
Utility Service (water, sanitary, elect)	1	ls	\$50,000.00	\$50,000.00	
Stormwater Management	1	ls	\$50,000.00	\$50,000.00	
Site Preparation/Earthwork	1	ls	\$100,000.00	\$100,000.00	
Subtotal					\$868,000.00
Construction Contingency (10%)					\$86,800.00
Design Contingency (10%)					\$86,800.00
Professional Services / Fees / Permitting (20%)					\$173,600.00
Total					\$1,215,200.00

Sports Complex Template - Ozark, MO

Master Plan Cost Opinion

Description	Quantity	Unit	Unit Cost	Line Total	Totals
Site Improvements					\$5,452,500.00
Earthwork					
(Assume 4' average cut and fill across site)	190000	cy	\$3.00	\$570,000.00	
Storm Sewer improvements	1	ls	\$150,000.00	\$150,000.00	
Water Service	1	ls	\$100,000.00	\$100,000.00	
Sanitary Sewer	1	ls	\$100,000.00	\$100,000.00	
Electrical	1	ls	\$150,000.00	\$150,000.00	
Erosion Control	1	ls	\$50,000.00	\$50,000.00	
New Parking Lot	670	stall	\$3,500.00	\$2,345,000.00	
Parking Lot Lighting	40	pole	\$2,000.00	\$80,000.00	
Sidewalks	85500	sf	\$8.00	\$684,000.00	
Perimeter Fencing	5600	lf	\$60.00	\$336,000.00	
Landscaping					
Trees	150	ea	\$400.00	\$60,000.00	
Seed	950000	sf	\$0.05	\$47,500.00	
Character Landscape	1	ls	\$30,000.00	\$30,000.00	
Concession / Restroom Building	3000	sf	\$250.00	\$750,000.00	
Soccer Fields					\$1,162,375.00
Laser Grading and Topsoil	300000	sf	\$1.20	\$360,000.00	
Athletic Sod	33500	sy	\$4.25	\$142,375.00	
Field Lighting	3	fields	\$120,000.00	\$360,000.00	
Irrigation	300000	sf	\$1.00	\$300,000.00	
Softball and Baseball Fields					\$1,958,050.00
Laser Grading and Topsoil	296000	sf	\$1.20	\$355,200.00	
Athletic Sod	33000	sy	\$4.25	\$140,250.00	
Irrigation	296000	sf	\$1.00	\$296,000.00	
Infield and Warning Track	128400	sf	\$3.00	\$385,200.00	
Field Lighting	3	fields	\$120,000.00	\$360,000.00	
Dugouts	12	ea	\$10,000.00	\$120,000.00	
Backstops	1040	lf	\$250.00	\$260,000.00	
Field Fencing	1380	lf	\$30.00	\$41,400.00	
Subtotal					\$8,572,925.00
Construction Contingency (10%)					\$857,292.50
Design Contingency (10%)					\$857,292.50
Professional Services / Fees / Permitting (20%)					\$1,714,585.00
Total					\$12,002,095.00

"Multi Purpose" Complex Template - Ozark, MO

Master Plan Cost Opinion

Description	Quantity	Unit	Unit Cost	Line Total	Totals
Site Improvements					\$2,652,900.00
Earthwork					
(Assume 4' average cut and fill across site)	85000	cy	\$3.00	\$255,000.00	
Storm Sewer improvements	1	ls	\$150,000.00	\$150,000.00	
Water Service	1	ls	\$100,000.00	\$100,000.00	
Sanitary Sewer	1	ls	\$100,000.00	\$100,000.00	
Electrical	1	ls	\$150,000.00	\$150,000.00	
Erosion Control	1	ls	\$50,000.00	\$50,000.00	
New Parking Lot	280	stall	\$3,500.00	\$980,000.00	
Parking Lot Lighting	20	pole	\$2,000.00	\$40,000.00	
Sidewalks	48900	sf	\$8.00	\$391,200.00	
Perimeter Fencing	1500	lf	\$60.00	\$90,000.00	
Landscaping					
Trees	50	ea	\$400.00	\$20,000.00	
Seed	134000	sf	\$0.05	\$6,700.00	
Character Landscape	1	ls	\$20,000.00	\$20,000.00	
Concession / Restroom Building	1200	sf	\$250.00	\$300,000.00	
Multipurpose fields					\$1,666,400.00
Laser Grading and Topsoil	302000	sf	\$1.20	\$362,400.00	
Athletic Sod	33600	sy	\$4.25	\$142,800.00	
Irrigation	302000	sf	\$1.00	\$302,000.00	
Infield Surfacing	56400	sf	\$3.00	\$169,200.00	
Field Lighting	4	fields	\$120,000.00	\$480,000.00	
Dugouts	8	ea	\$10,000.00	\$80,000.00	
Backstops	520	lf	\$250.00	\$130,000.00	
Subtotal					\$4,319,300.00
Construction Contingency (10%)					\$431,930.00
Design Contingency (10%)					\$431,930.00
Professional Services / Fees / Permitting (20%)					\$863,860.00
Total					\$6,047,020.00

"Multi-Use Practice Fields" Template - Ozark, MO

Master Plan Cost Opinion

Description	Quantity	Unit	Unit Cost	Line Total	Totals
Site Improvements					\$504,570.00
Earthwork					
(Assume 4' average cut and fill across site)	33000	cy	\$3.00	\$99,000.00	
Water Service	1	ls	\$100,000.00	\$100,000.00	
Electrical	1	ls	\$150,000.00	\$150,000.00	
Erosion Control	1	ls	\$50,000.00	\$50,000.00	
Perimeter Fencing	1240	lf	\$60.00	\$74,400.00	
Landscaping					
Trees	20	ea	\$400.00	\$8,000.00	
Seed	63400	sf	\$0.05	\$3,170.00	
Character Landscape	1	ls	\$20,000.00	\$20,000.00	
Multipurpose fields					\$714,100.00
Laser Grading and Topsoil	151000	sf	\$1.20	\$181,200.00	
Athletic Sod	16800	sy	\$4.25	\$71,400.00	
Irrigation	151000	sf	\$1.00	\$151,000.00	
Infield Surfacing	28500	sf	\$3.00	\$85,500.00	
Field Lighting	1	fields	\$120,000.00	\$120,000.00	
Dugouts	4	ea	\$10,000.00	\$40,000.00	
Backstops	260	lf	\$250.00	\$65,000.00	
Subtotal					\$1,218,670.00
Construction Contingency (10%)					\$121,867.00
Design Contingency (10%)					\$121,867.00
Professional Services / Fees / Permitting (20%)					\$243,734.00
Total					\$1,706,138.00

Appendix



SURVEY INSTRUMENT, CHARTS AND GRAPHS, AND TABULAR DATA



Dear Resident

Ozark Parks and Recreation Department is developing a Master Plan that will guide the future of parks, trails, preserves and recreation services in our community over the next 5, 10 and 20 years. Public input is crucial to the plan's development. In addition to public workshops, focus groups and citizen interviews, Ozark is also conducting a Community Interest and Opinion Survey to better understand our residents' priorities for parks, trails, sports and recreation facilities, programs and services within the community. Your household is one of a limited number selected at random to receive this survey, so we hope that you will be able to participate.

Your response to the enclosed survey is extremely important.

We realize your time is valuable. The time you invest in completing this survey will aid Ozark Parks and Recreation in taking a resident-driven approach to making decisions that will enrich the future of our community and positively affect the lives of its residents.

Please complete and return your survey within the next two weeks...

We have selected ETC Institute, an independent consulting company, as our partner to administer this survey. They will compile the data received and present the results to Ozark. **Your responses will remain confidential.** Please return your completed survey in the enclosed postage-paid envelope addressed to ETC Institute, 725 W. Frontier Circle, Olathe, KS 66061. If you would prefer to take the survey by web, the address is www.ozarksurvey.org

If you have any questions, please contact me at 417-581-7002 ext 2001 or email spayne@ozarkmissouri.com. Thank you for helping make the City of Ozark the very best place to live, where quality of life counts.

Sincerely,

Samantha Payne
Director of Parks and Recreation





2017 Park and Recreation Needs Assessment

Your input is an important part of the city of Ozark's Park and Recreation Department's ongoing efforts to provide quality parks, recreation, and other services for its residents. This survey will only take 10-15 minutes to complete. When finished, please return your survey in the enclosed postage-paid, return-reply envelope. You may also complete the survey on-line at www.ozarksurvey.org.

1. Please indicate all of the following City of Ozark parks you have visited in the past year. [Check all that apply.]

- ☐ (1) Finley River Park
 ☐ (4) Disc Golf Course
 ☐ (6) Neal & Betty Grubaugh Pool
☐ (2) Neal & Betty Grubaugh Park
 ☐ (5) Finley River Greenway Trail
 ☐ (7) Haven't visited city parks in the past year [Skip to Q2.]

1a. How often have you visited City of Ozark parks during the past 12 months?

- ☐ (1) More than 5 times a week
 ☐ (3) Once a week
 ☐ (5) Less than once a month
☐ (2) 2-4 times a week
 ☐ (4) 1-3 times a month
 ☐ (6) Never

1b. Overall, how would you rate the physical condition of ALL the City of Ozark parks that you have visited?

- ☐ (4) Excellent
 ☐ (3) Good
 ☐ (2) Fair
 ☐ (1) Poor

2. Do you feel you have adequate access to athletic fields?

- ☐ (1) Yes [Skip to Q3.]
 ☐ (2) No
 ☐ (3) Not Sure [Skip to Q3.]

2a. What are the reasons you feel you don't have adequate access to athletic fields? [Check all that apply.]

- ☐ (1) Poorly draining fields and/or flooding that result in cancellations
 ☐ (3) Too few practice fields
☐ (2) Too few highly developed ball fields with stadium, dugouts, scoreboard and turf to accommodate the demand for a field of that type
 ☐ (4) Too few fields with lights
☐ (5) Scheduling conflicts (other large events in Finley River Park)
☐ (6) Other: _____

3. Listed below are several different types of parks. From that list, please indicate which TWO types of parks you and members of your household PREFER MOST. [Write-in your answers using the numbers from the list below.]

- ☐ (1) Smaller neighborhood parks close to our home
 ☐ (3) Special use parks such as Playground/Splash Park
☐ (2) Larger community parks that may be further from our home
 ☐ (4) Natural environment parks

Most Preferred: _____ 2nd Most Preferred: _____

4. The City of Ozark has options regarding acquiring and developing open space. From the following list, please indicate which THREE options you and members of your household PREFER MOST. [Write-in your answers using the numbers from the list below.]

- ☐ (1) Passive places with comfortable seating and plenty of shade to relax
 ☐ (4) Trails/Greenway development
☐ (2) Pavilions and picnic areas
 ☐ (5) Access to Finley River (canoe launch ramps)
☐ (3) Active places to play, i.e. playgrounds, outdoor basketball courts, tennis

Most Preferred: _____ 2nd Most Preferred: _____ 3rd Most Preferred: _____

5. The following are some of the benefits that you and your household may receive from having The OC, Ozark Community Center, trails, and access to parks either in Ozark or neighboring communities. For each potential benefit, please indicate your level of agreement with the benefits being provided by The OC, trails, and access to parks.

Benefit	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
01. Improve personal physical health and fitness	5	4	3	2	1	9
02. Help reduce crime	5	4	3	2	1	9
03. Improve the quality of life in the Ozark community	5	4	3	2	1	9
04. Preserve open space and the environment	5	4	3	2	1	9
05. Increase property values in surrounding area	5	4	3	2	1	9
06. Improve water and air quality	5	4	3	2	1	9
07. Provide social interaction opportunity	5	4	3	2	1	9
08. Help attract new residents and businesses	5	4	3	2	1	9
09. Protect historical attributes	5	4	3	2	1	9
10. Provide healthy recreational opportunities for all	5	4	3	2	1	9
11. Provides inexpensive options for family time	5	4	3	2	1	9
12. Other: _____	5	4	3	2	1	9

6. Which THREE of the BENEFITS from the list in Question 5 are MOST IMPORTANT to you and members of your household? [Write-in your answers below using the numbers from the list in Question 5, or circle "NONE"]

1st: _____ 2nd: _____ 3rd: _____ NONE

7. Which THREE of the BENEFITS from the list in Question 5 are MOST IMPORTANT for the community? [Write-in your answers below using the numbers from the list in Question 5, or circle "NONE"]

1st: _____ 2nd: _____ 3rd: _____ NONE

8. How high of a priority do you feel the City should place on maintaining the conditions of city owned parks, trails, and recreation facilities?

- ☐ (5) Very High Priority
 ☐ (3) Medium Priority
 ☐ (1) Very Low Priority
☐ (4) High Priority
 ☐ (2) Low Priority
 ☐ (9) Don't Know

9. Which ONE of the statements below BEST REPRESENTS your preference of trail surface?

- ☐ (1) I prefer a wood chips surface because it has less impact on my joints and/or because it fits in more with natural surroundings than hard surface
☐ (2) I prefer a hard surface trail because it doesn't wash out when it rains, has less annual maintenance costs, is cleaner, and doesn't adversely affect the environment by erosion
☐ (3) I prefer a combination of wood chips through flat areas and hard surface on slopes and areas where there are frequent washouts
☐ (4) I do not have a trail surface preference
☐ (9) Don't know

10. Please indicate if you or other members of your household have a need for each of the FACILITIES listed below by circling either "Yes" or "No".

If "Yes", please rate how well the needs of your household are currently being met in the City of Ozark using a scale of 1 to 5, where 5 means your needs are being "100% Met" and 1 means "0% Met".

Facility	Do you have a need for this facility?		If "Yes", how well are your needs being met in the City of Ozark?				
			100% Met	75% Met	50% Met	25% Met	0% Met
01. Indoor gymnasium (basketball, volleyball, cheer practice)	Yes	No	5	4	3	2	1
02. Indoor performing arts facilities	Yes	No	5	4	3	2	1
03. Indoor fitness	Yes	No	5	4	3	2	1
04. Indoor gymnastic area	Yes	No	5	4	3	2	1
05. Indoor lap lanes for exercise swimming	Yes	No	5	4	3	2	1
06. Indoor running/walking track	Yes	No	5	4	3	2	1
07. Nature center	Yes	No	5	4	3	2	1
08. Outdoor baseball and softball fields	Yes	No	5	4	3	2	1
09. Off-leash dog parks	Yes	No	5	4	3	2	1
10. Outdoor basketball	Yes	No	5	4	3	2	1
11. Outdoor soccer/lacrosse/football fields	Yes	No	5	4	3	2	1
12. Outdoor swimming pools/water parks	Yes	No	5	4	3	2	1
13. Outdoor tennis courts	Yes	No	5	4	3	2	1
14. Park shelters and picnic areas	Yes	No	5	4	3	2	1
15. Passive natural areas	Yes	No	5	4	3	2	1
16. Passive green gathering areas	Yes	No	5	4	3	2	1
17. Pickleball courts	Yes	No	5	4	3	2	1
18. Playgrounds	Yes	No	5	4	3	2	1
19. Skate park	Yes	No	5	4	3	2	1
20. Walking and biking trails	Yes	No	5	4	3	2	1
21. Skateboarding	Yes	No	5	4	3	2	1
22. Other: _____	Yes	No	5	4	3	2	1

11. Regardless of their availability in the City of Ozark, which FOUR of the facilities listed in Question 10 are MOST IMPORTANT to your household? [Write-in your answers below using the numbers from the list in Question 10, or circle "NONE".]

1st: _____ 2nd: _____ 3rd: _____ 4th: _____ NONE

12. Have you or other members of your household participated in any recreation programs offered by the City of Ozark during the past 12 months?

____(1) Yes [Please answer Questions 12a, 12b, & 12c] ____ (2) No [Skip to Q13.]

- 12a. How many different recreation programs or activities offered by the City of Ozark has your household participated in during the past 12 months?

____(1) 1 program/activity ____ (3) 4 to 6 programs/activities ____ (5) 11+ programs/activities
____ (2) 2 to 3 programs/activities ____ (4) 7 to 10 programs/activities

- 12b. Check the THREE primary reasons why your household has participated in City of Ozark recreation programs or activities.

____ (1) Quality of instructors/coaches/staff ____ (5) Times the program is offered
____ (2) Location of the program facility ____ (6) Friends participate in the program
____ (3) Quality of the program facility ____ (7) Dates the program is offered
____ (4) Reasonable fees ____ (8) Other: _____

- 12c. How would you rate the overall quality of the recreation programs or activities in which your household has participated?

____ (4) Excellent ____ (3) Good ____ (2) Fair ____ (1) Poor

13. Please CHECK ALL the ways you have heard about City of Ozark Park and Recreation programs and activities.

____ (01) Ads in a publication ____ (08) Radio ads
____ (02) Direct mail ____ (09) TV ads
____ (03) Flyers and handouts ____ (10) Facebook
____ (04) From friends, family, coworkers ____ (11) Twitter
____ (05) Newspaper stories in print ____ (12) YouTube
____ (06) Newspaper stories online ____ (13) Other: _____
____ (07) City of Ozark Parks and Rec Dept. web site

14. Please CHECK ALL of the following reasons that prevent you or other members of your household from using parks, recreation, and sports facilities/programs of the City of Ozark more often.

____ (01) Facilities are not well maintained ____ (11) Poor customer service by staff
____ (02) Program or facility not offered ____ (12) I do not know locations of facilities
____ (03) Facilities lack the right equipment ____ (13) Use services/facilities of other agencies
____ (04) Security is insufficient ____ (14) Not accessible for people with disabilities
____ (05) Lack of quality programs ____ (15) I do not know what is being offered
____ (06) Too far from our residence ____ (16) Facility operating hours not convenient
____ (07) Class full ____ (17) Registration for programs is difficult
____ (08) Program times are not convenient ____ (18) Lack of parking by facilities and parks
____ (09) Use services/facilities in other cities ____ (19) Too busy/not enough time
____ (10) Fees are too high ____ (20) Other: _____

15. Please indicate if you or other members of your household have a need for each of the PROGRAMS listed below by circling either "Yes" or "No".

If "Yes", please rate how well the needs of your household are currently being met in the City of Ozark using a scale of 1 to 5, where 5 means your needs are being "100% Met" and 1 means "0% Met".

Program	Do you have a need for this program?		If "Yes", how well are your needs being met in the City of Ozark?				
			100% Met	75% Met	50% Met	25% Met	0% Met
01. Adult art, dance, performing arts	Yes	No	5	4	3	2	1
02. Adult continuing education programs	Yes	No	5	4	3	2	1
03. Adult fitness and wellness programs	Yes	No	5	4	3	2	1
04. Adult sports programs	Yes	No	5	4	3	2	1
05. Adult programs for 62 years and older	Yes	No	5	4	3	2	1
06. Before and after school programs	Yes	No	5	4	3	2	1
07. Birthday parties	Yes	No	5	4	3	2	1
08. Nature programs/environmental education	Yes	No	5	4	3	2	1
09. Early childhood programs	Yes	No	5	4	3	2	1
10. Programs for people with disabilities	Yes	No	5	4	3	2	1
11. Programs for teens	Yes	No	5	4	3	2	1
12. Special events, (e.g. outdoor music, movies, holiday events)	Yes	No	5	4	3	2	1
13. Tennis lessons and leagues	Yes	No	5	4	3	2	1
14. Outdoor adventure programs	Yes	No	5	4	3	2	1
15. Video games/virtual gaming	Yes	No	5	4	3	2	1
16. Water fitness programs	Yes	No	5	4	3	2	1
17. Youth art, dance, performing arts	Yes	No	5	4	3	2	1
18. Youth fitness and wellness programs	Yes	No	5	4	3	2	1
19. Youth learn to swim programs	Yes	No	5	4	3	2	1
20. Youth sports programs	Yes	No	5	4	3	2	1
21. Youth summer camp programs	Yes	No	5	4	3	2	1
22. Martial arts	Yes	No	5	4	3	2	1
23. Trips (e.g. sporting event)	Yes	No	5	4	3	2	1
24. Gymnastics	Yes	No	5	4	3	2	1
25. Other:	Yes	No	5	4	3	2	1

16. Regardless of their availability in the City of Ozark, which FOUR of the programs listed in Question 15 are MOST IMPORTANT to your household? [Write-in your answers below using the numbers from the list in Question 15, or circle "NONE".]

1st: _____ 2nd: _____ 3rd: _____ 4th: _____ NONE

17. In which FOUR of the programs listed in Question 15 do you and members of your household currently participate in the MOST that are offered by City of Ozark Park and Recreation? [Write-in your answers below using the numbers from the list in Question 15, or circle "NONE".]

1st: _____ 2nd: _____ 3rd: _____ 4th: _____ NONE

18. Listed below are actions the City of Ozark could take to improve the Park and Recreation system. Please indicate how supportive you would be of each item.

Action That Could Be Taken:	Very Supportive	Somewhat Supportive	Not Sure	Not Supportive
01. Upgrade/extend existing trails	4	3	2	1
02. Create new route locations for trails	4	3	2	1
03. Upgrade existing athletic fields	4	3	2	1
04. Build new athletic fields	4	3	2	1
05. Build outdoor Basketball courts	4	3	2	1
06. Build new tennis courts	4	3	2	1
07. Build outdoor volleyball courts	4	3	2	1
08. Upgrade existing parks and park amenities by adding new shelters, destination playgrounds	4	3	2	1
09. Build spraygrounds	4	3	2	1
10. Improve maintenance of existing parks and park amenities by adding more staff and maintenance equipment	4	3	2	1
11. Improve existing sports fields to encourage sports economic impact events (e.g. new restrooms, lights on all fields, better parking, additional fields)	4	3	2	1
12. Preserve additional property for conservation and greenspace	4	3	2	1
13. Develop destination playgrounds (large playgrounds)	4	3	2	1
14. Add new attractions at the outdoor pool	4	3	2	1
15. Add adventure sports areas (off road mountain bike track)	4	3	2	1
16. Other:	4	3	2	1

19. Which FOUR of the actions listed in Question 18 are MOST IMPORTANT to your household? [Write-in your answers below using the numbers from the list in Question 18, or circle "NONE".]

1st: _____ 2nd: _____ 3rd: _____ 4th: _____ NONE

20. How important is the Park and Recreation system compared to other city services (i.e. police, fire, public works, planning, etc.)

____(5) Very Important ____ (3) Neutral ____ (1) Not at All Important
____ (4) Somewhat Important ____ (2) Not Important ____ (9) Don't Know

21. What is your age? _____ years

22. Counting yourself, how many people in your household are...

Under age 5: _____ Ages 15-19: _____ Ages 35-44: _____ Ages 65-74: _____
Ages 5-9: _____ Ages 20-24: _____ Ages 45-54: _____ Ages 75+: _____
Ages 10-14: _____ Ages 25-34: _____ Ages 55-64: _____

23. Your gender: ____ (1) Male ____ (2) Female

24. How long have you lived in the City of Ozark? _____ years

25. What is your household income?

____ (1) Under \$25,000 ____ (3) \$50,000-\$99,999 ____ (5) \$150,00 or more
____ (2) \$25,000-\$49,999 ____ (4) \$100,000-\$149,999

26. Which of the following best describes your race/ethnicity? [Check all that apply.]

____ (1) White ____ (3) Hispanic ____ (5) American Indian
____ (2) Black/African American ____ (4) Asian or Pacific Islander ____ (6) Other: _____

27. Do you have any other comments or suggestions for improving City of Ozark Park and Recreation parks, facilities and programs?

This concludes the survey – Thank you for your time!

Please return your completed survey in the enclosed return-reply envelope addressed to:
ETC Institute 725 W. Frontier Circle Olathe, KS 66061

Your response will remain completely confidential. The address information printed to the right will ONLY be used to help identify areas with special interests. Thank you.

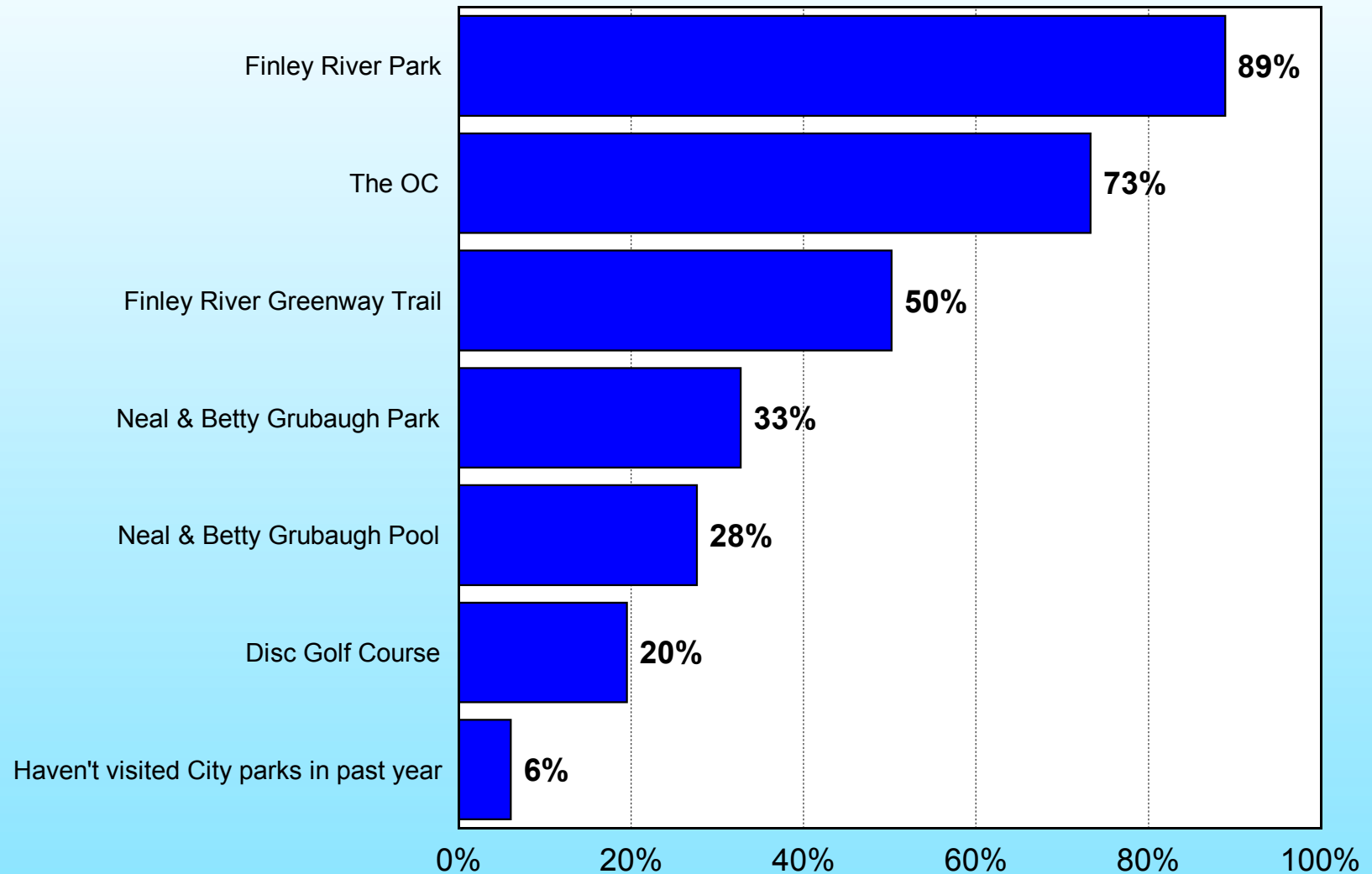




CHARTS AND GRAPHS

Q1. Please indicate all of the following City of Ozark parks you have visited in the past year.

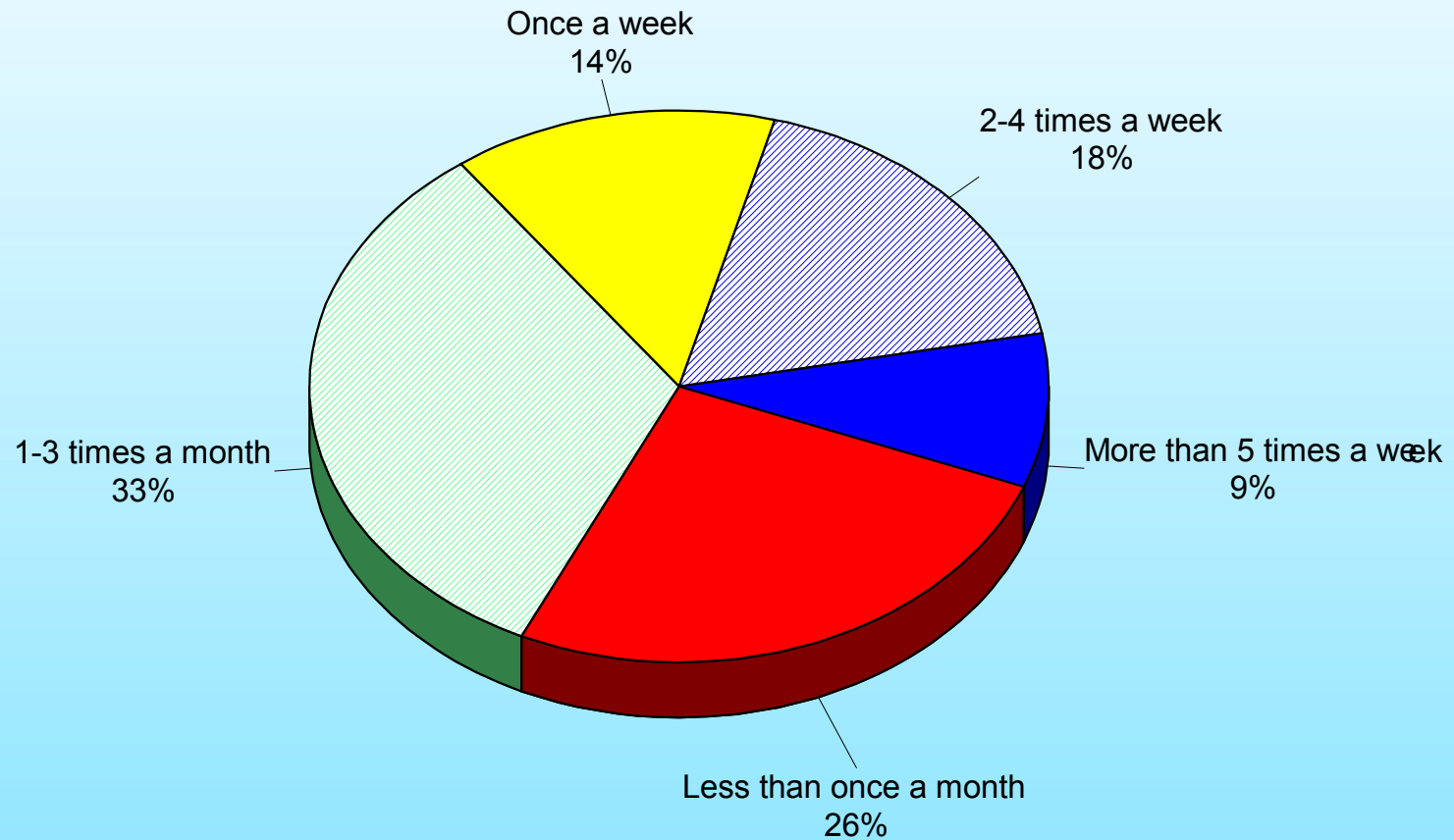
by percentage of respondents



Source: ETC Institute (2017)

Q1a. How often have you visited City of Ozark parks during the past 12 months?

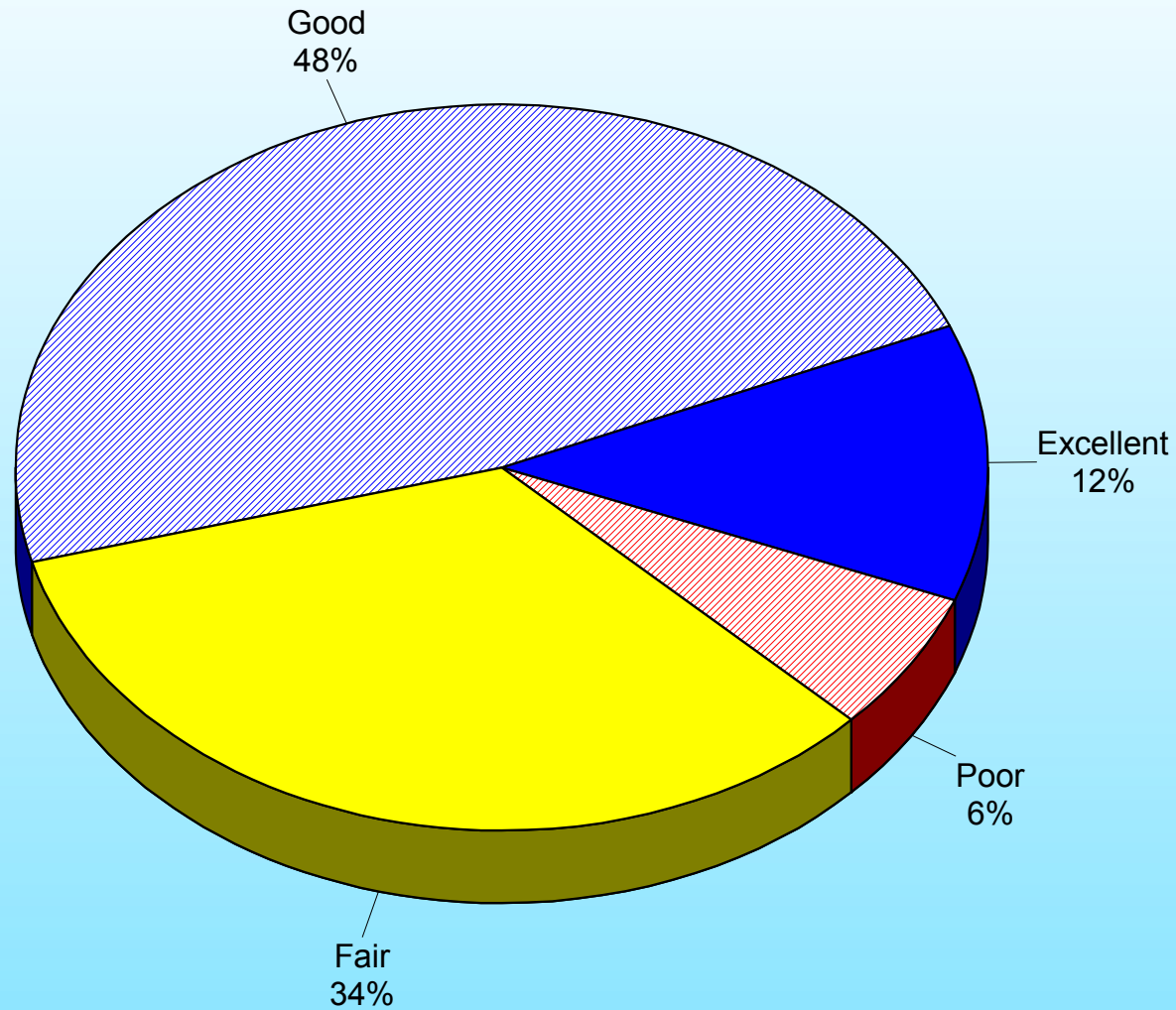
by percentage of respondents who have visited a park in the past year



Source: ETC Institute (2017)

Q1b. Overall, how would you rate the physical condition of all the City of Ozark parks that you have visited?

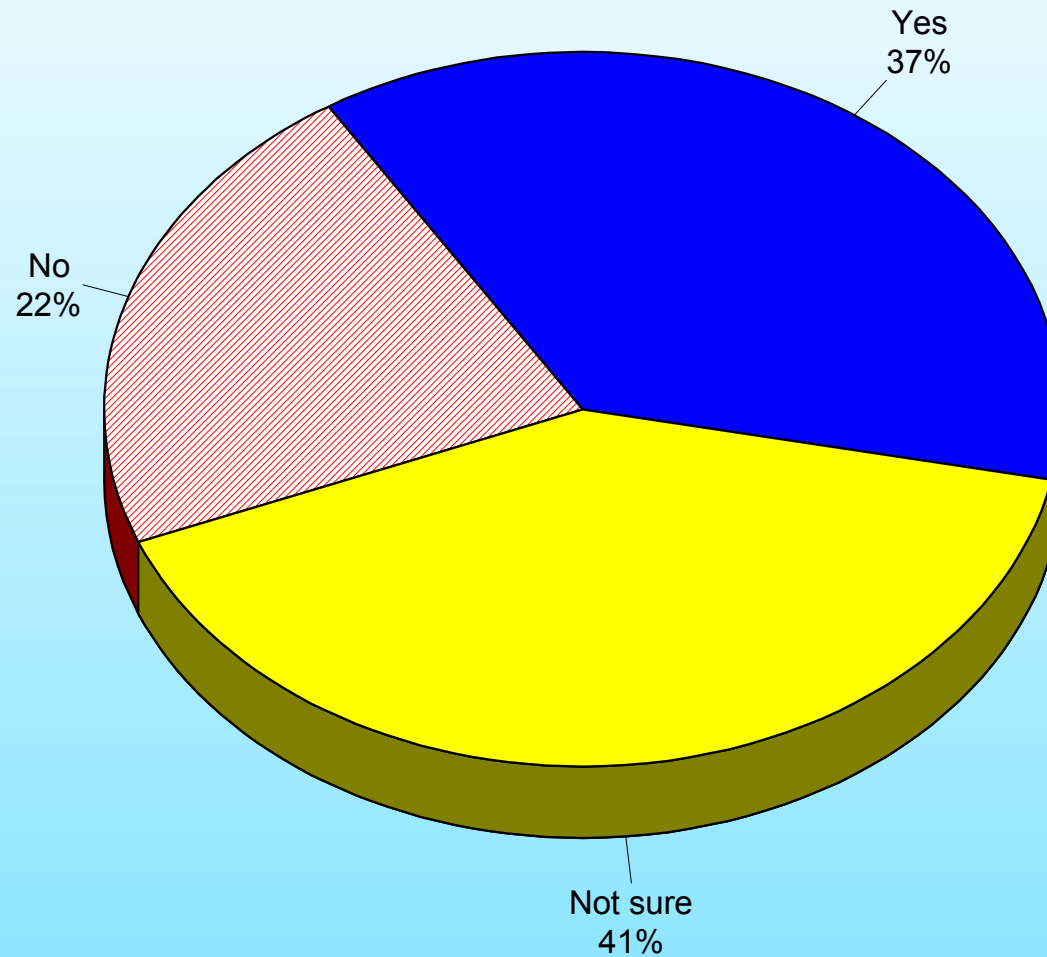
by percentage of respondents who have visited a park in the past year



Source: ETC Institute (2017)

Q2. Do you feel you have adequate access to athletic fields?

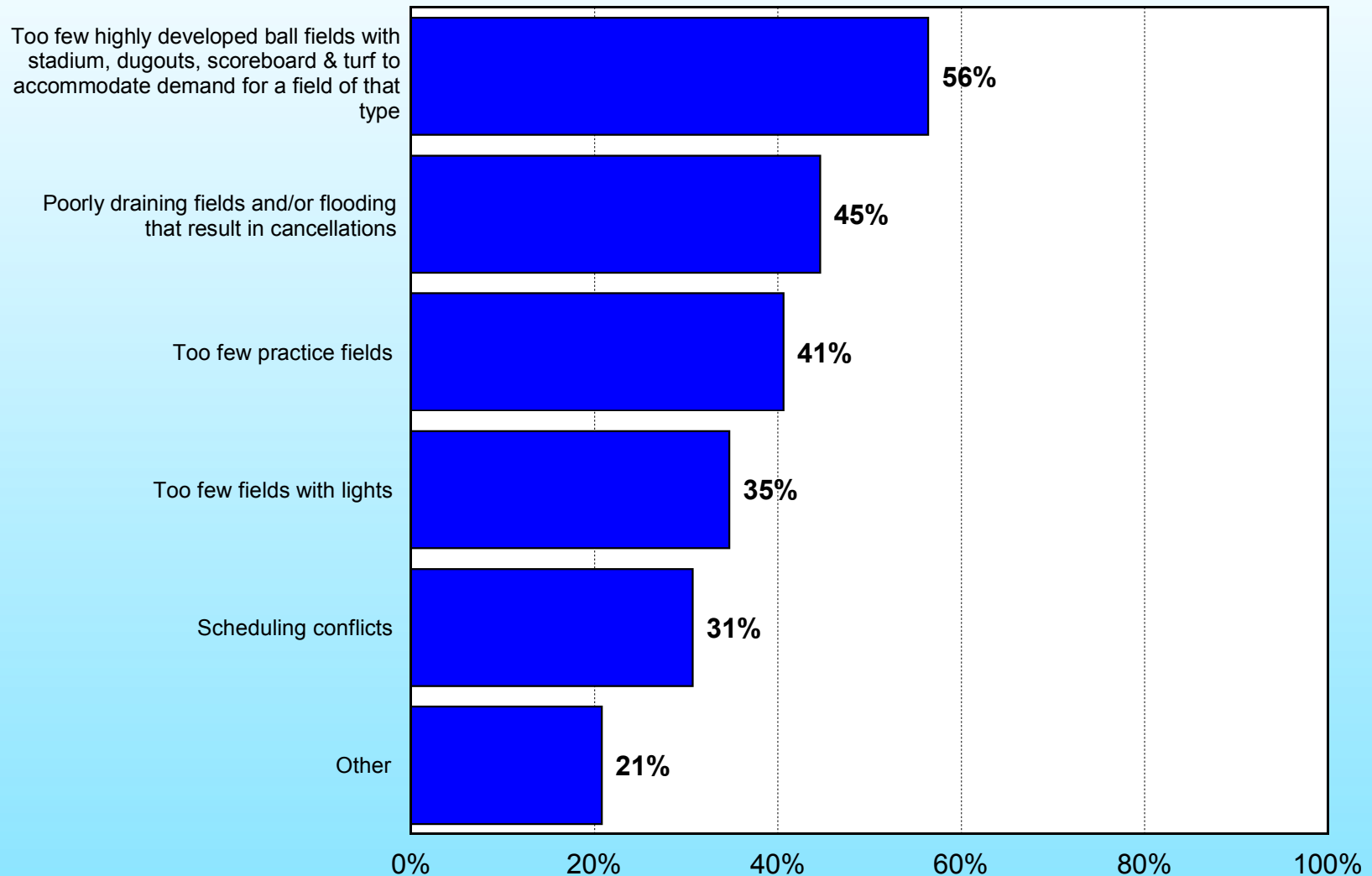
by percentage of respondents



Source: ETC Institute (2017)

Q2a. What are the reasons you feel you don't have adequate access to athletic fields?

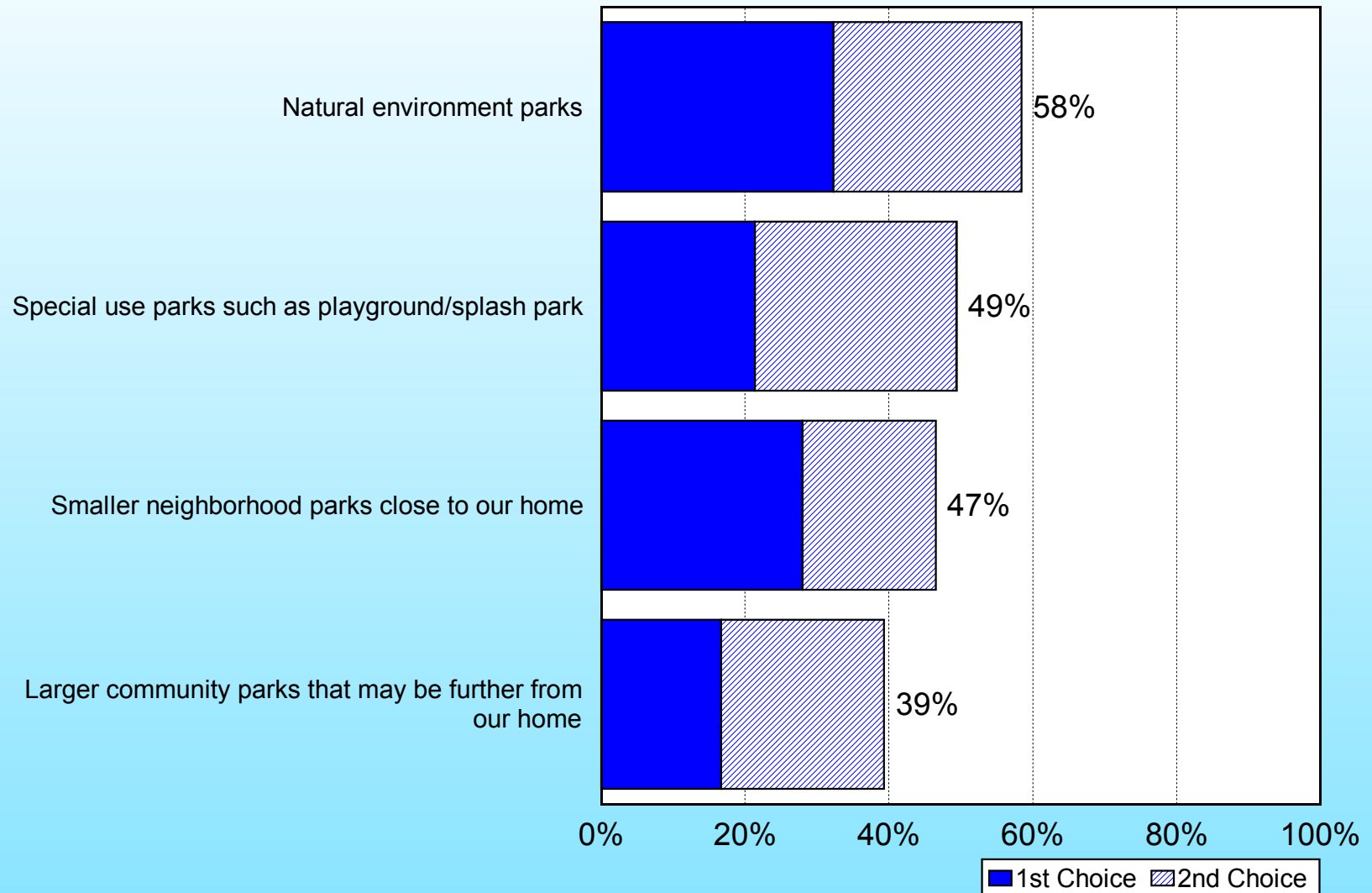
by percentage of respondents who answered "No" to Q2



Source: ETC Institute (2017)

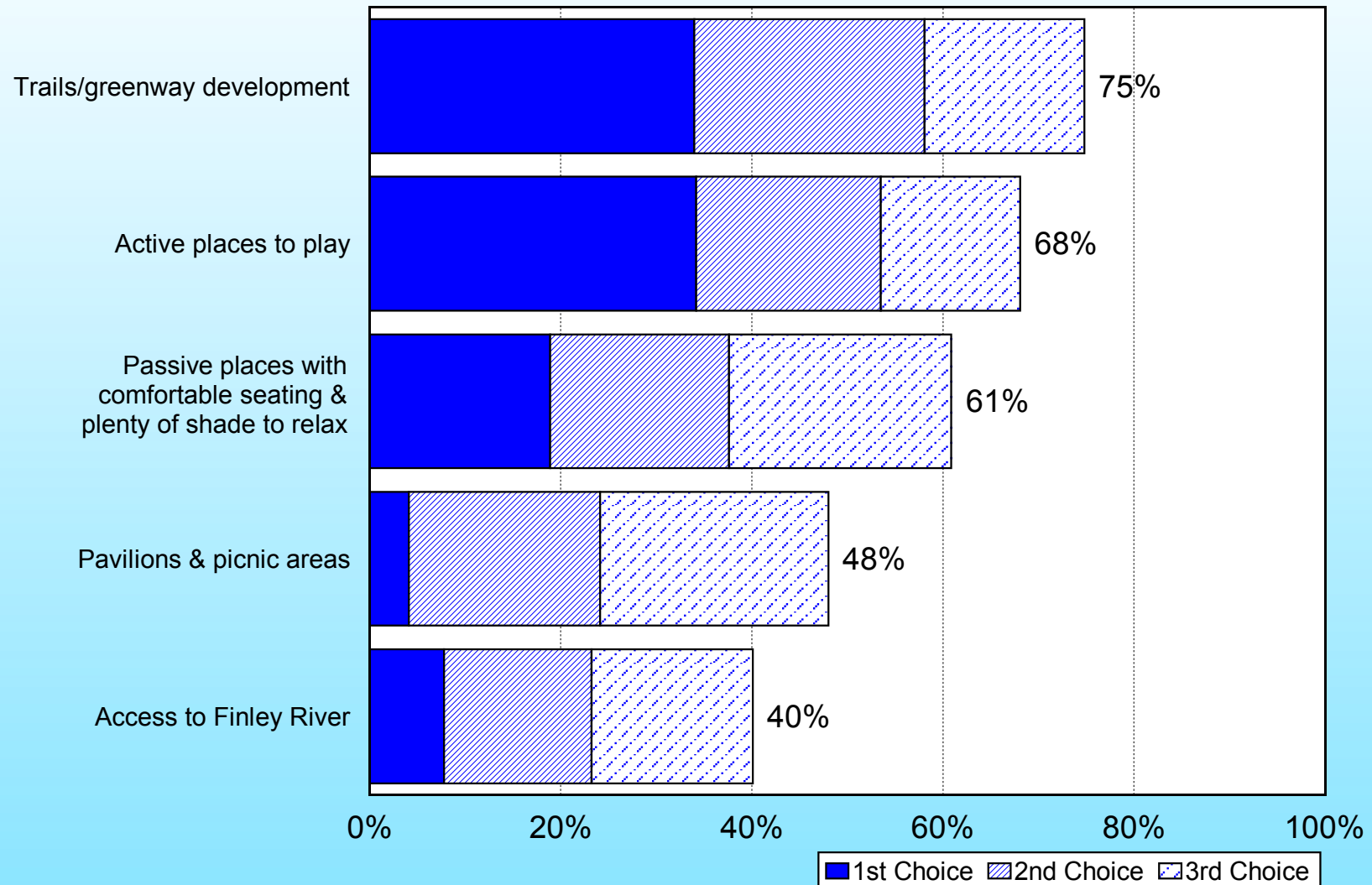
Q3. Which two types of parks do you and members of your household prefer most?

by percentage of respondents who selected the item as one of their top two choices



Q4. Which three options regarding acquiring and developing open space do you and members of your household prefer most?

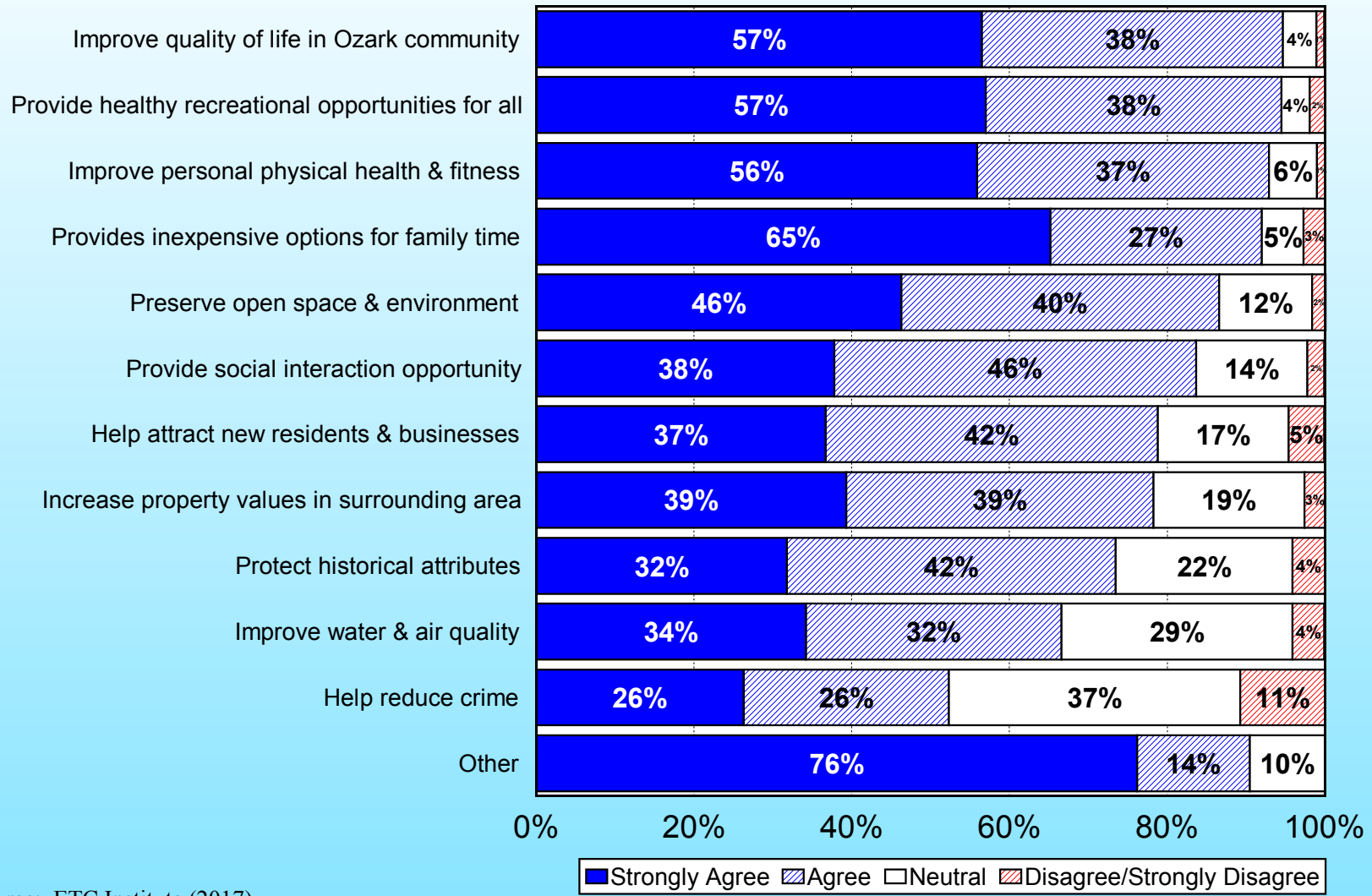
by percentage of respondents who selected the item as one of their top three choices



Source: ETC Institute (2017)

Q5. Overall agreement with the benefits being provided by The OC, trails, and access to parks

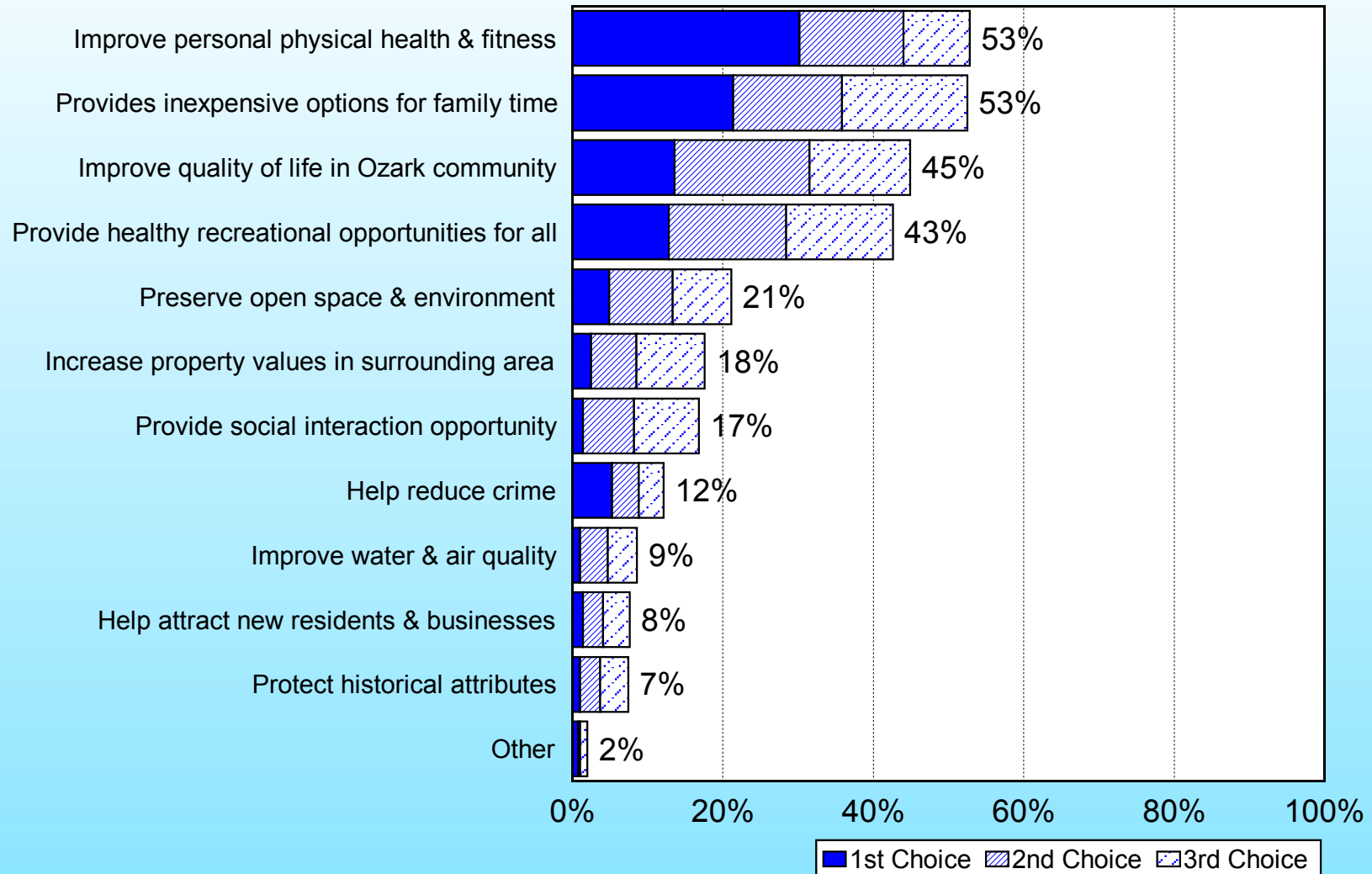
by percentage of households (Excluding "Don't Know" Responses)



Source: ETC Institute (2017)

Q6. Which three benefits are most important to you and members of your household?

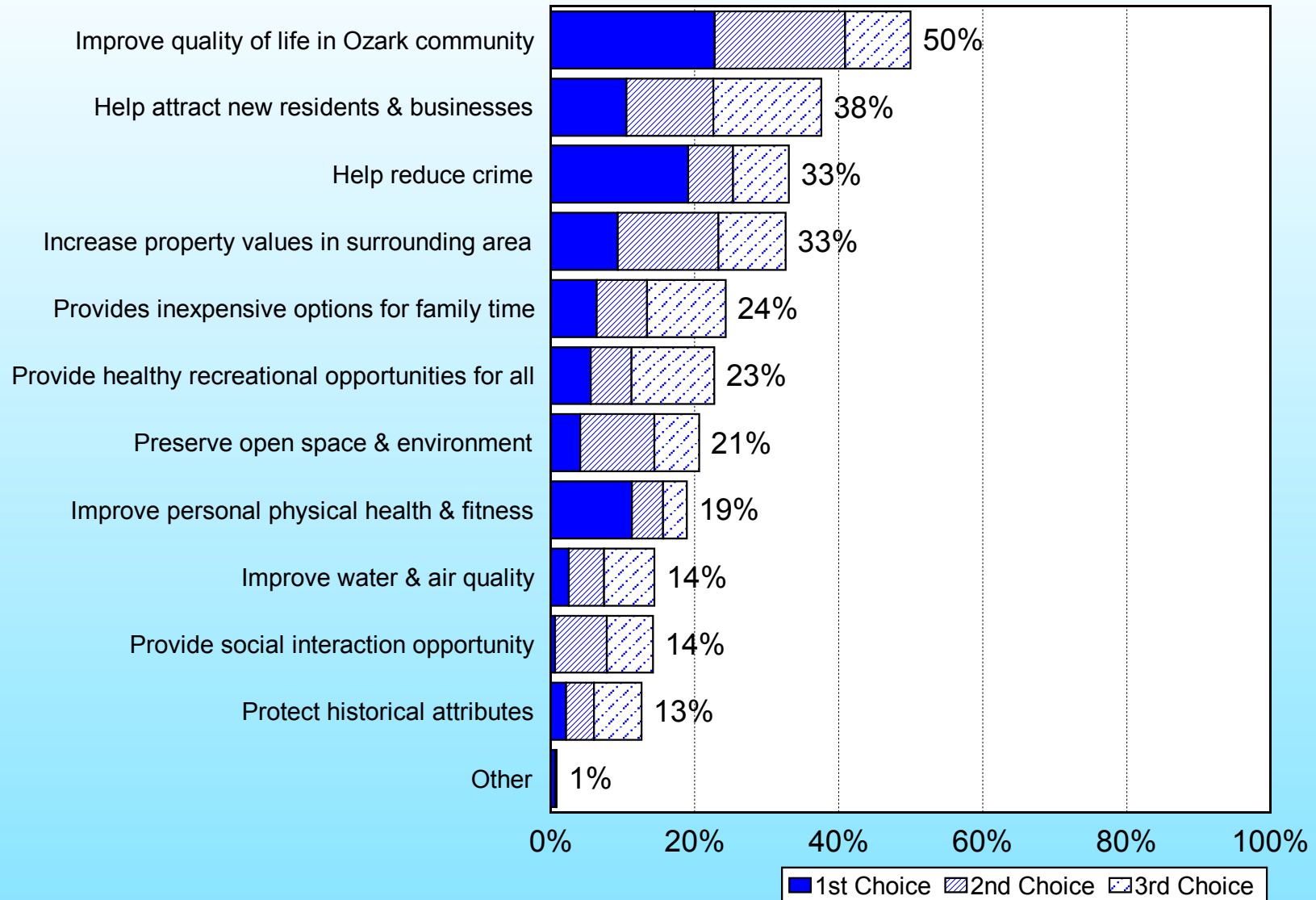
by percentage of respondents who selected the item as one of their top three choices



Source: ETC Institute (2017)

Q7. Which three benefits are most important for the community?

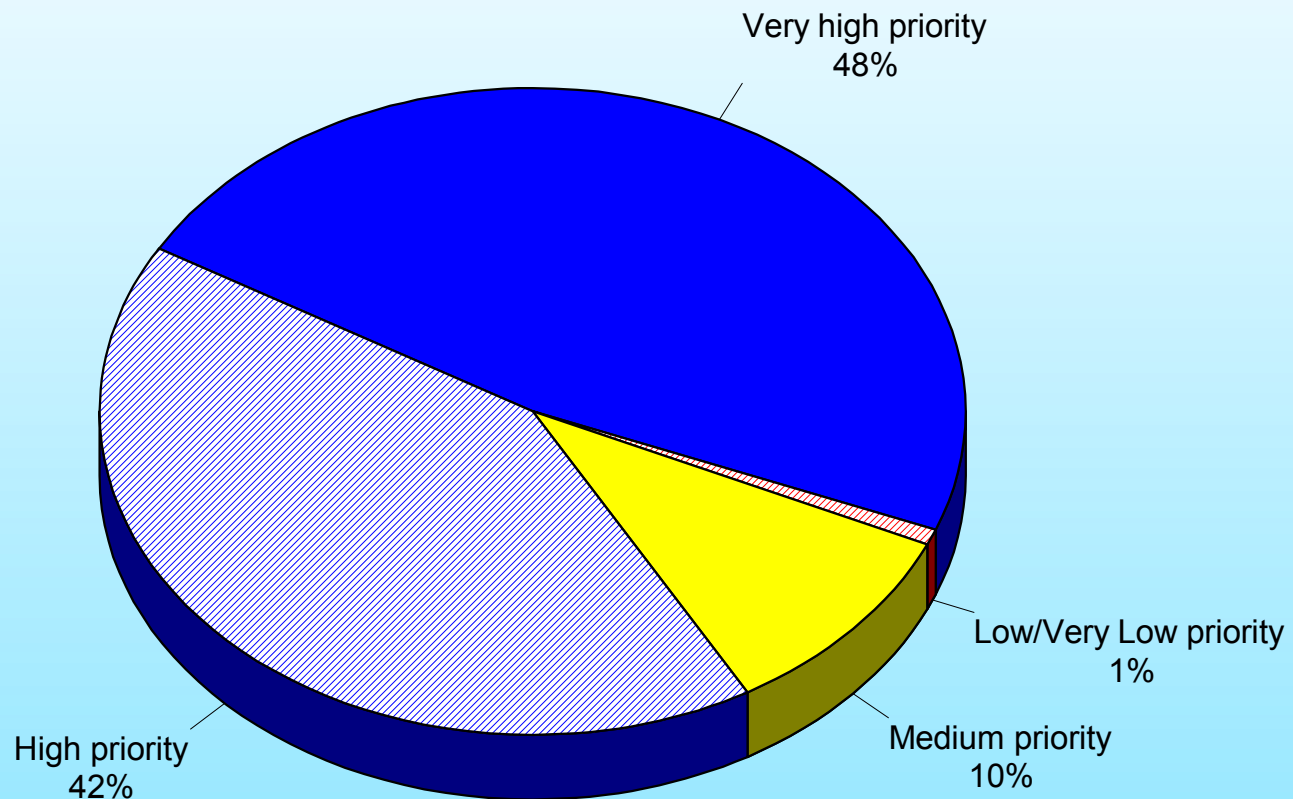
by percentage of respondents who selected the item as one of their top three choices



Source: ETC Institute (2017)

Q8. How high of a priority do you feel the City should place on maintaining the conditions of city owned parks, trails and recreation facilities?

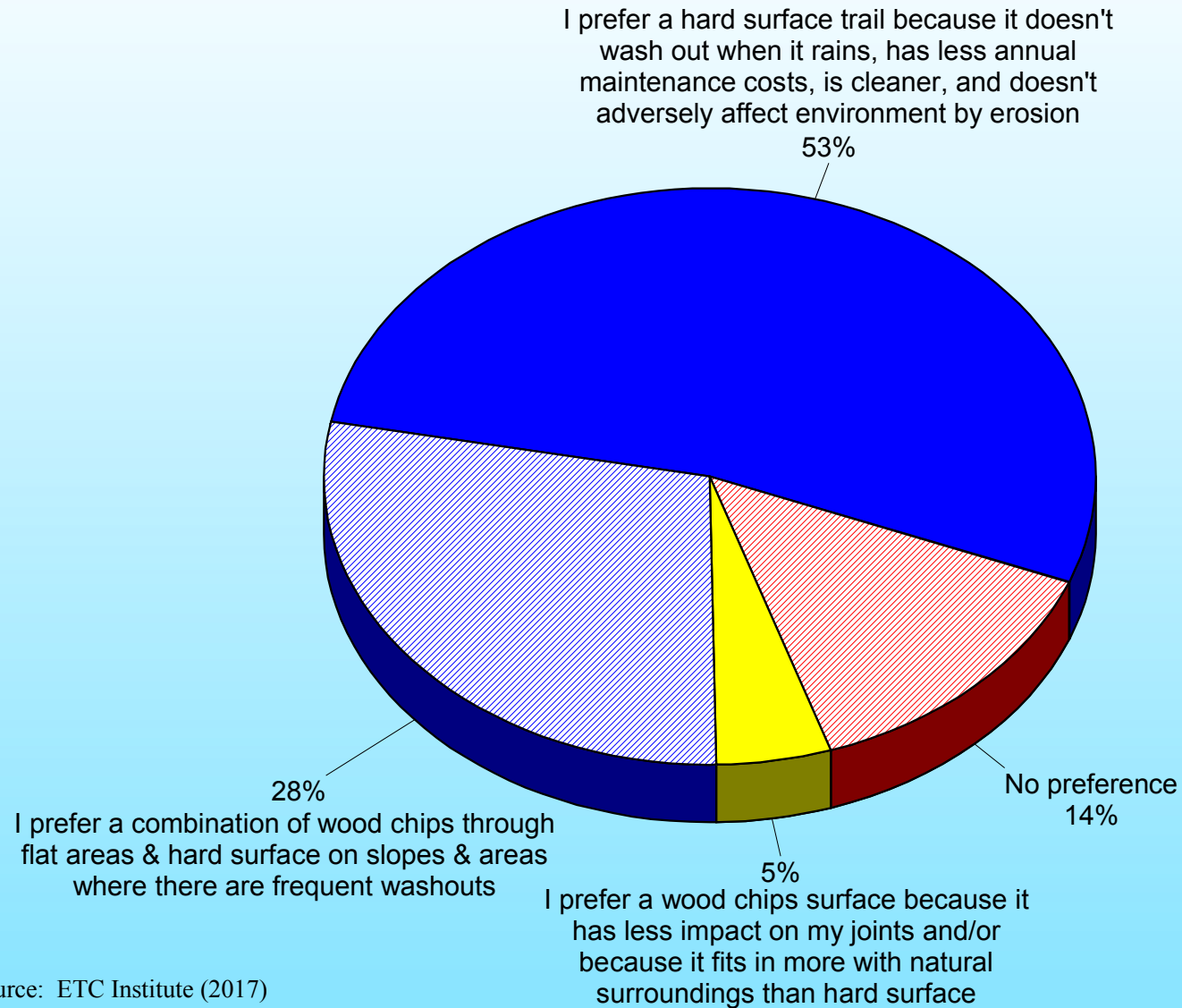
by percentage of respondents (Excluding "Don't Know" Responses)



Source: ETC Institute (2017)

Q9. Which statement best represents your preference on surface trails?

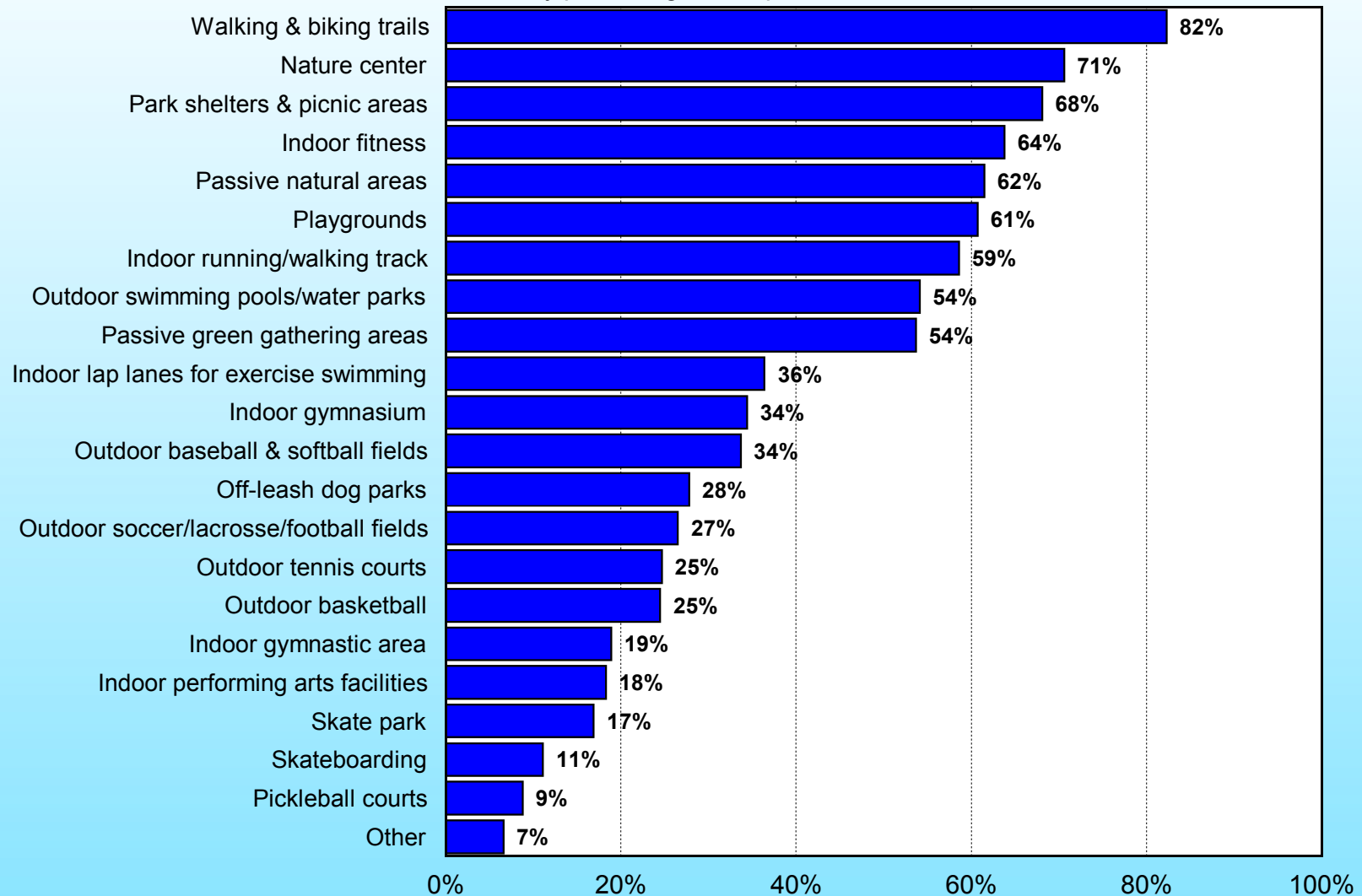
by percentage of respondents (Excluding "Don't Know" Responses)



Source: ETC Institute (2017)

Q10. Households that Have a Need for Parks and Recreation Facilities

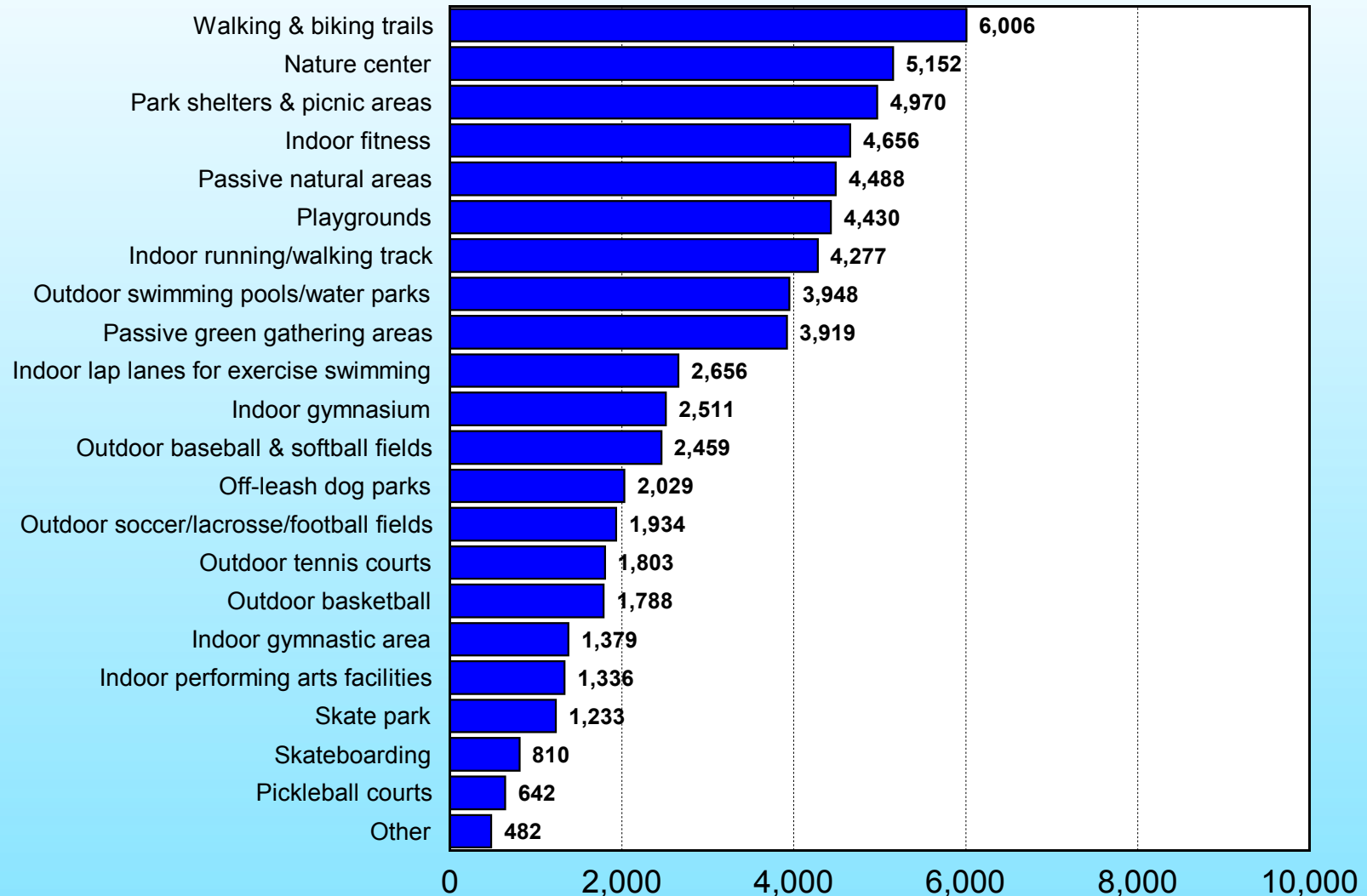
by percentage of respondents



Source: ETC Institute (2017)

Q10-1. Estimated Number of Households in the City of Ozark that Have a Need for Parks and Recreation Facilities

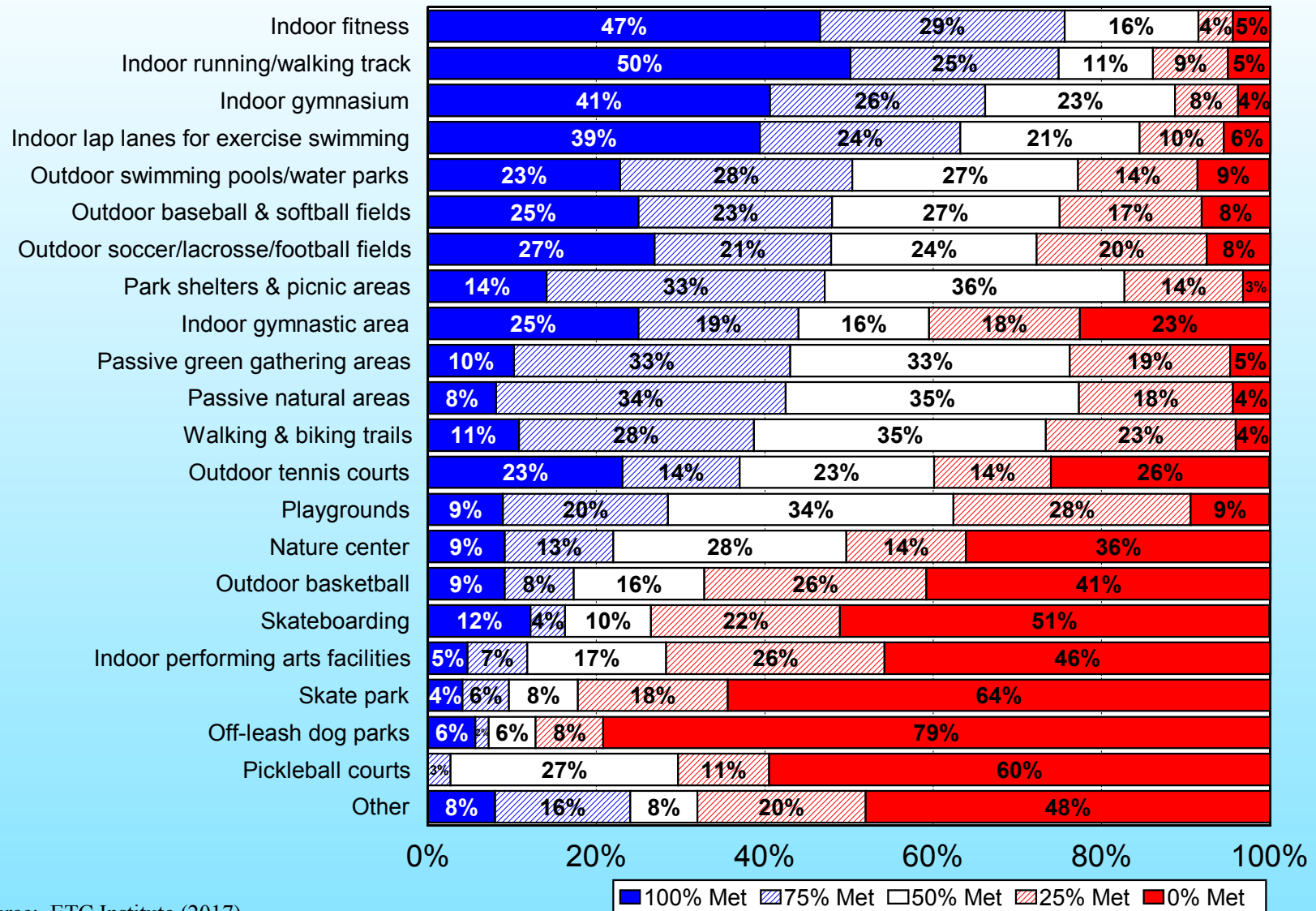
by number of households based on 7,298 households in the City of Ozark



Source: ETC Institute (2017)

Q10-2. How Well Facilities are Meeting the Needs of Households

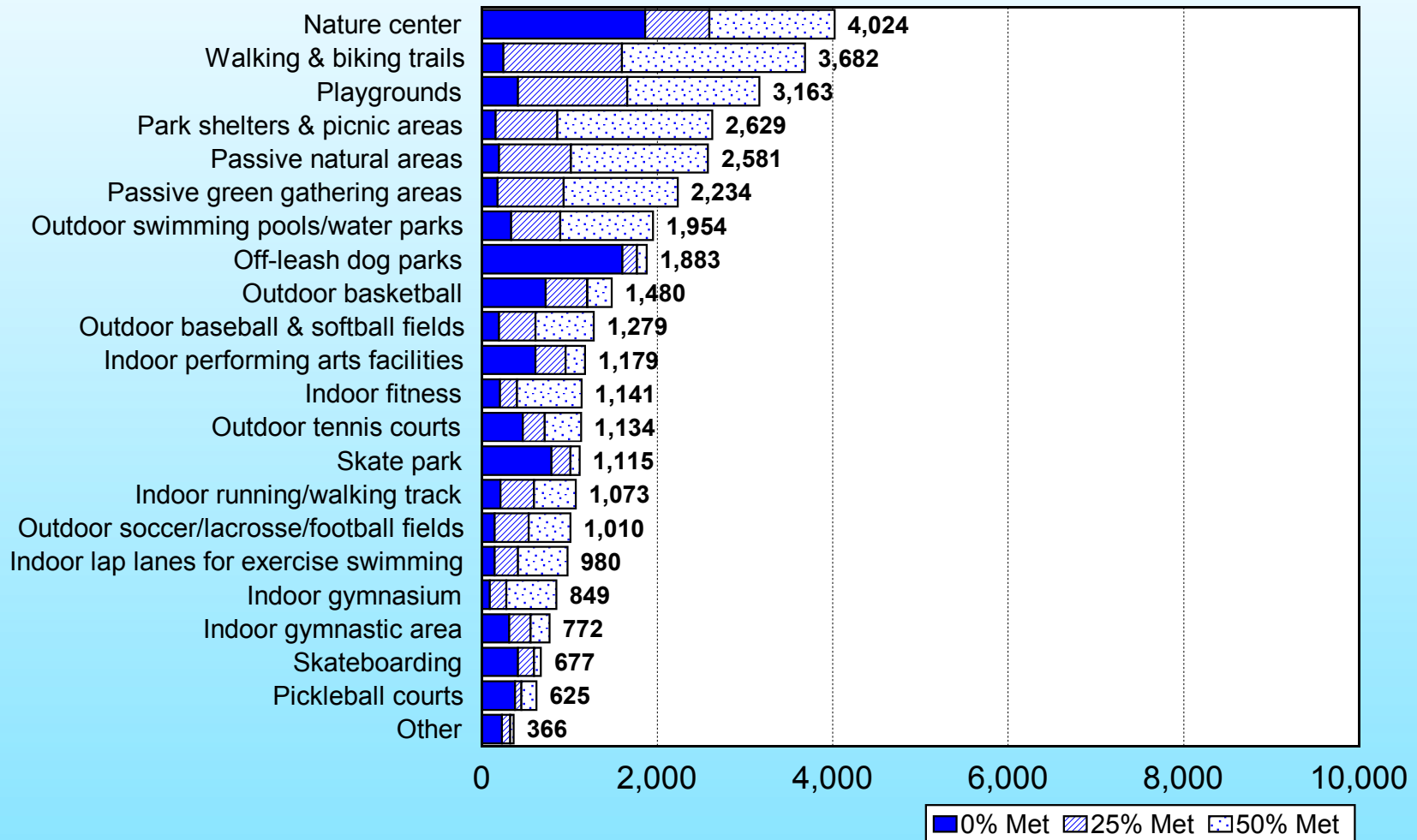
by percentage of households that have a need for facilities



Source: ETC Institute (2017)

Q10-3. Estimated Number of Households in the City of Ozark Whose Needs for Parks and Recreation Facilities Are Being Met 50% or Less

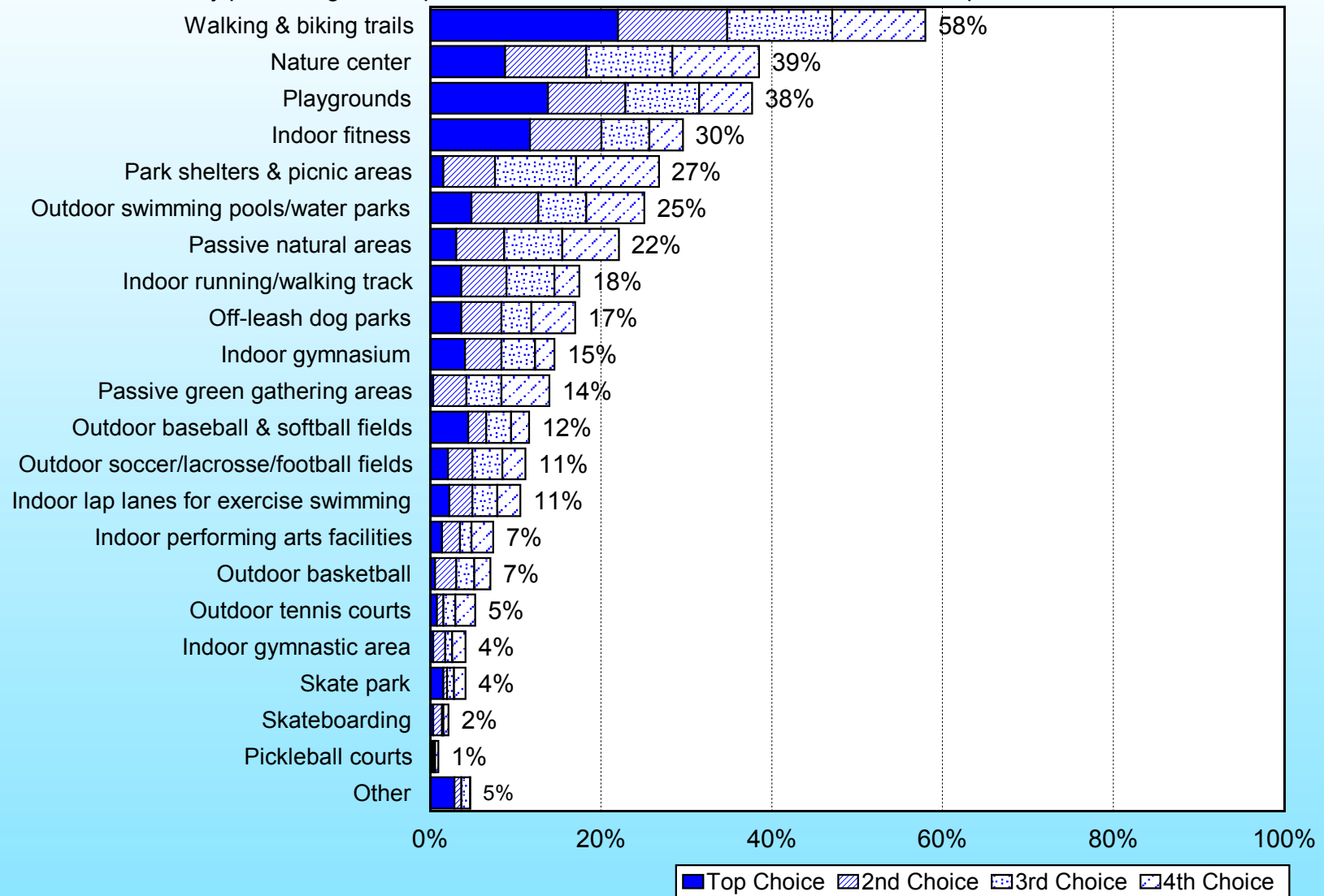
by number of households based on 7,298 households in the City of Ozark



Source: ETC Institute (2017)

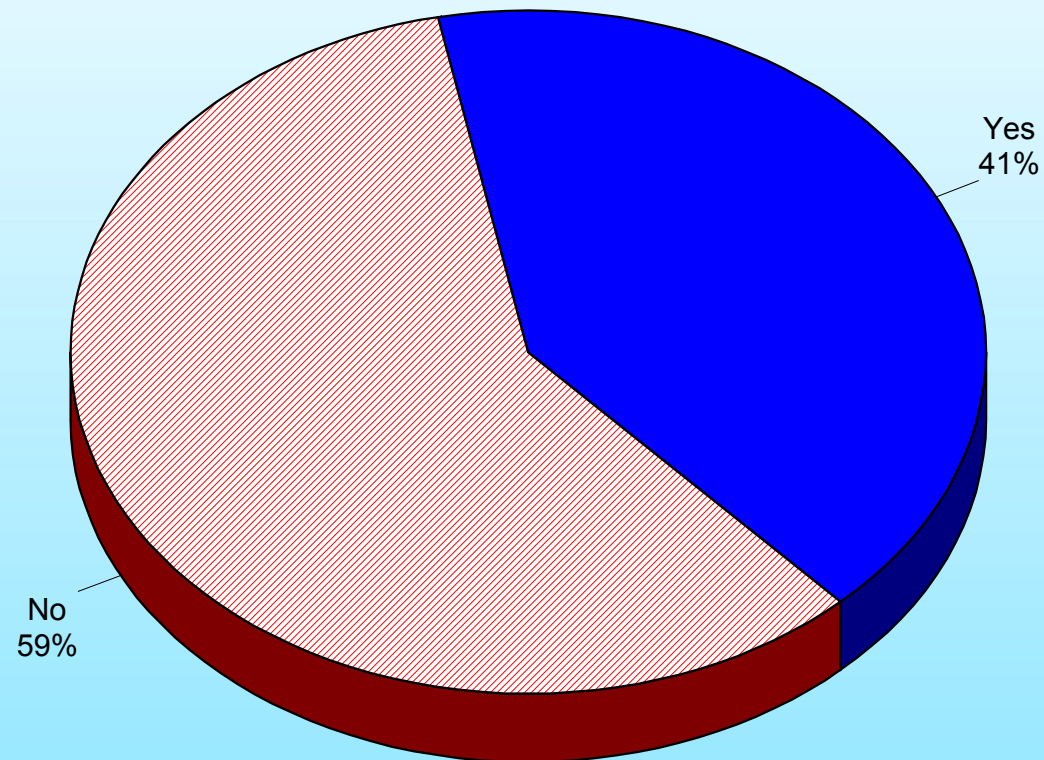
Q11. Parks and Recreation Facilities Most Important to Household

by percentage of respondents who selected the item as one of their top four choices



Source: ETC Institute (2017)

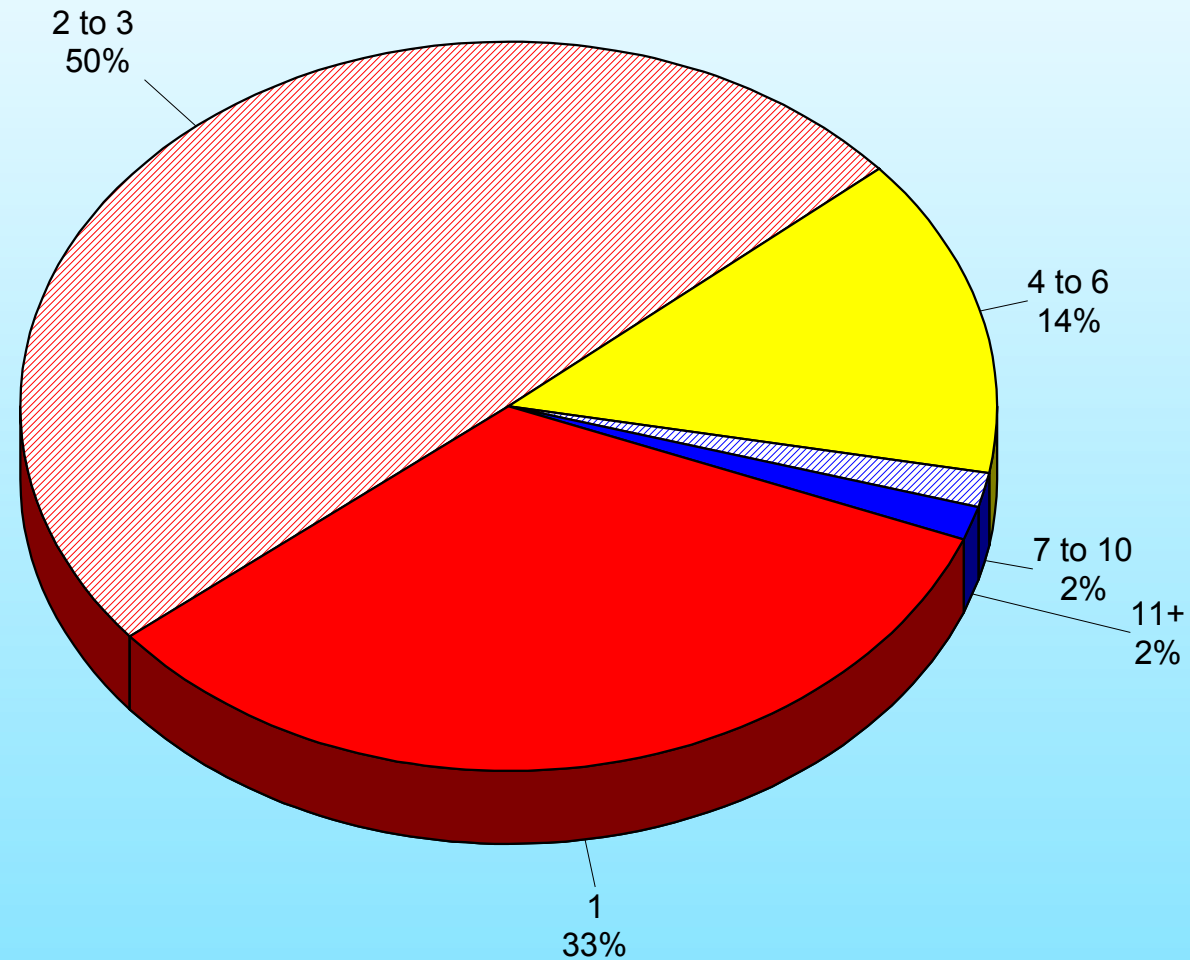
Q12. Have you or other members of your household participated in any recreation programs offered by the City of Ozark during the past 12 months?
by percentage of respondents



Source: ETC Institute (2017)

Q12a. How many different recreation programs or activities offered by the City of Ozark has your household participated in during the past 12 months?

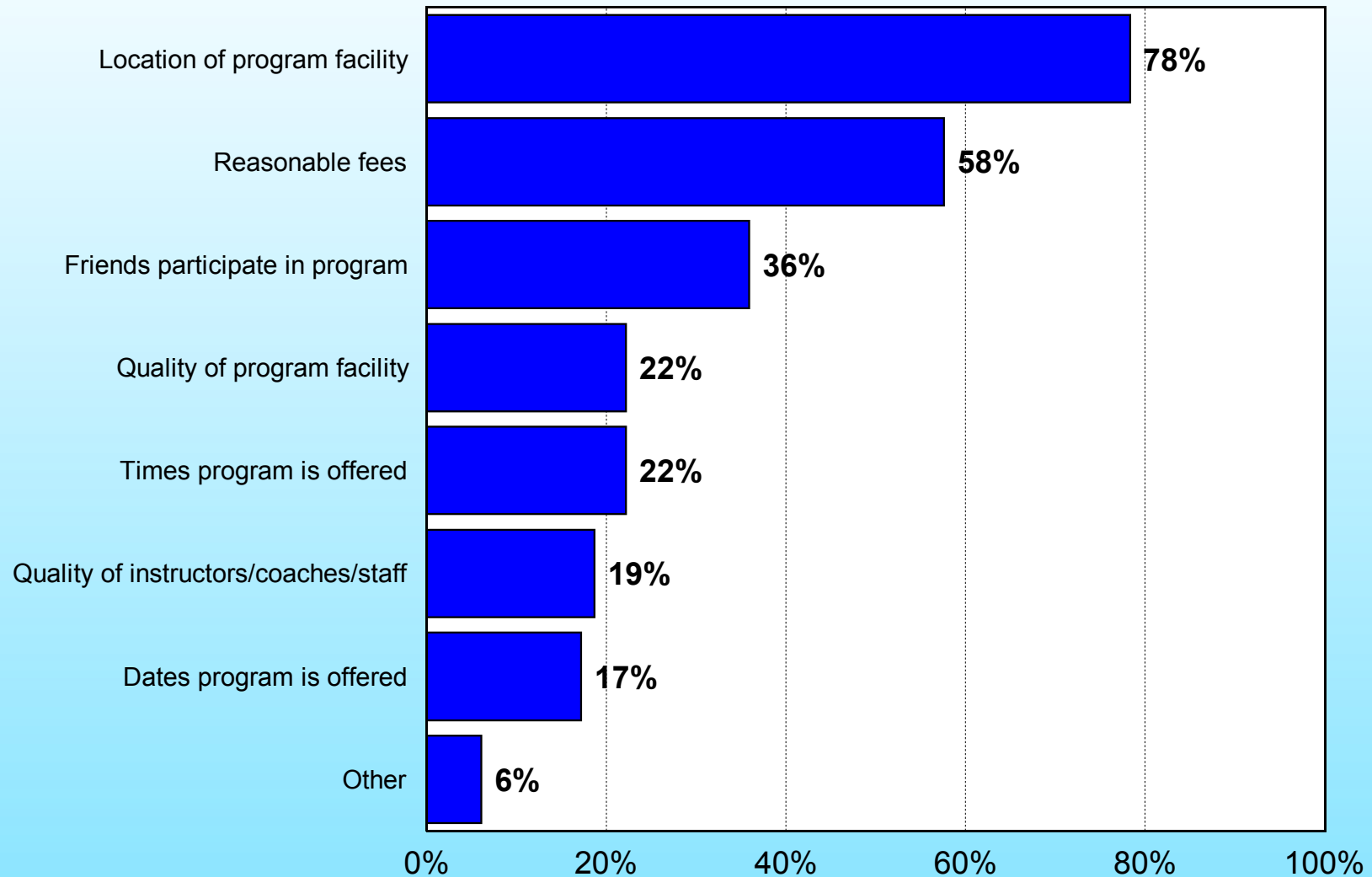
by percentage of respondents who have participated in a program in the past year



Source: ETC Institute (2017)

Q12b. The three primary reasons why your household has participated in City of Ozark recreation programs or activities

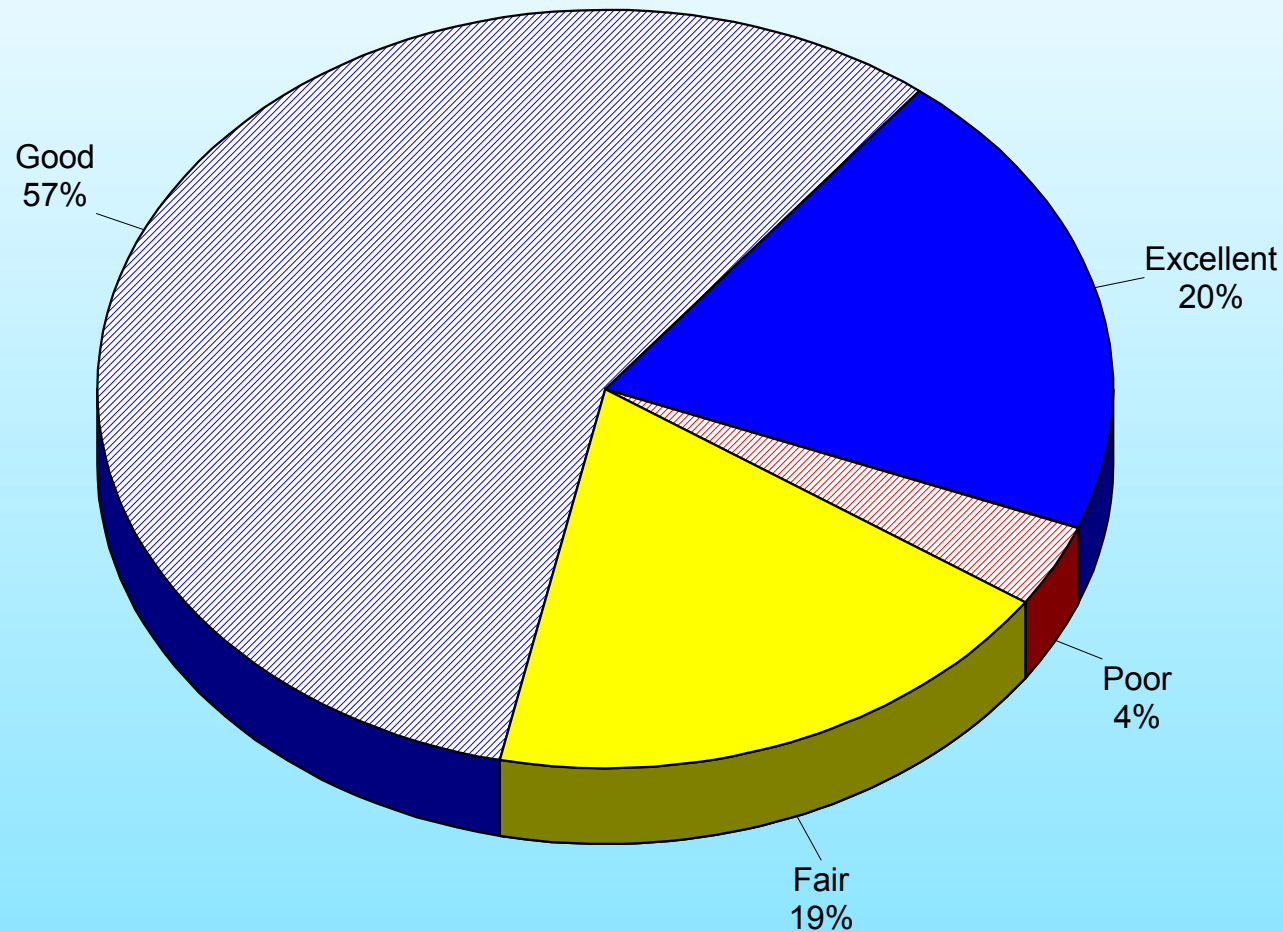
by percentage of respondents who have participated in a program in the past year



Source: ETC Institute (2017)

Q12c. How would you rate the overall quality of the recreation programs or activities in which your household has participated?

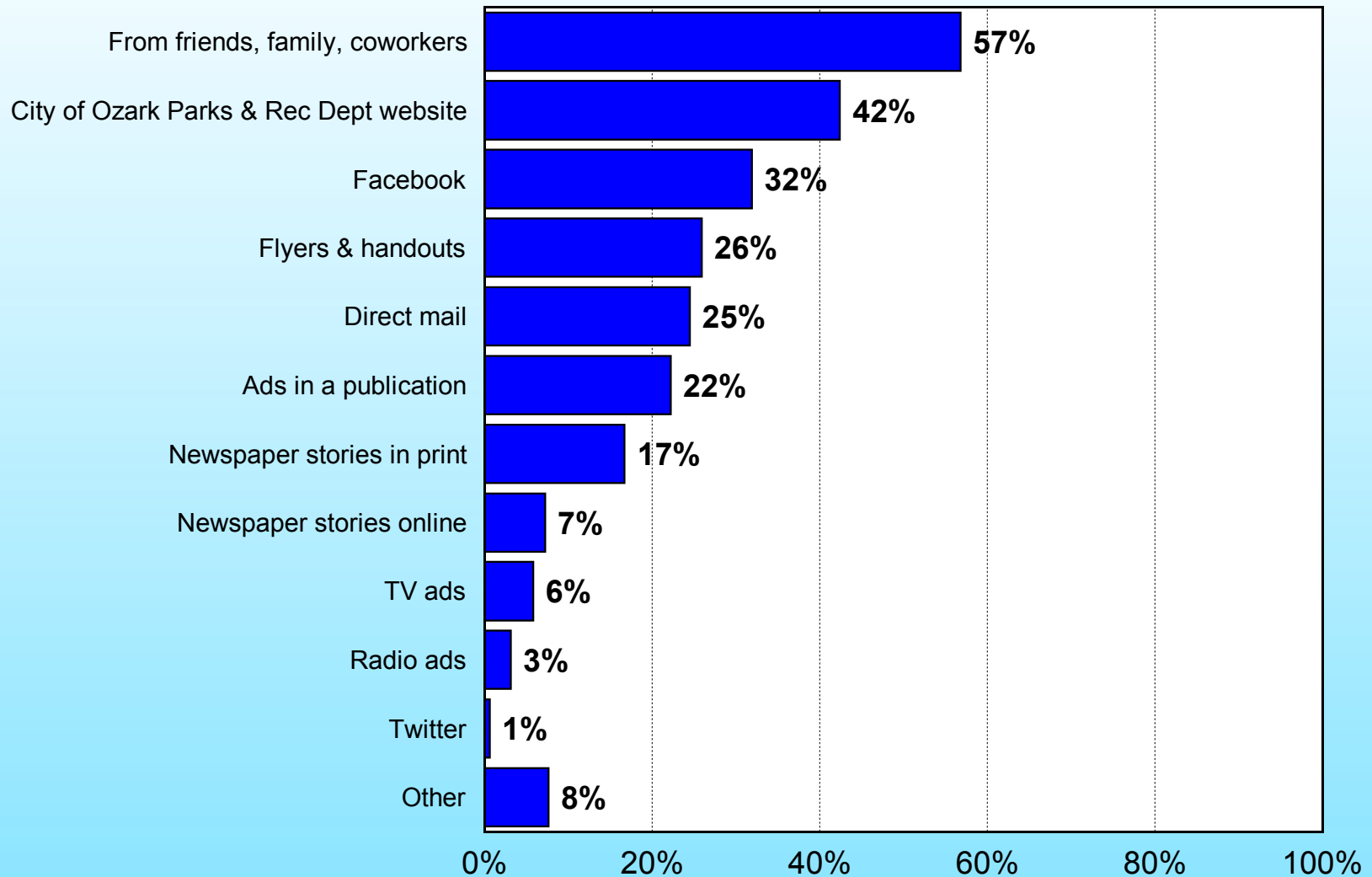
by percentage of respondents who have participated in a program in the past year



Source: ETC Institute (2017)

Q13. All the ways you have heard about City of Ozark Park and Recreation programs and activities

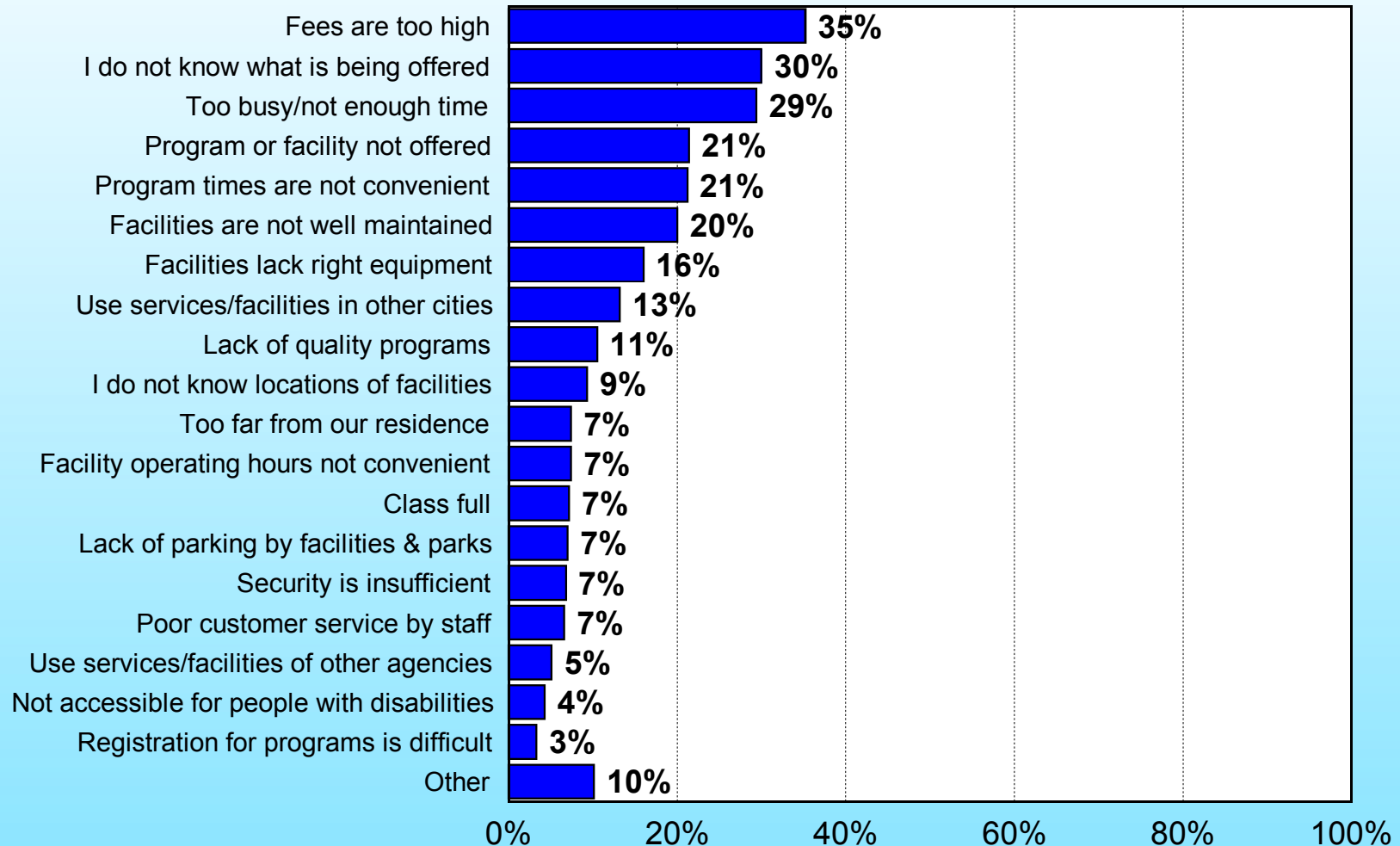
by percentage of respondents



Source: ETC Institute (2017)

Q14. All the reasons that prevent you or other members of your household from using parks, recreation, and sports facilities/programs of the City of Ozark more often

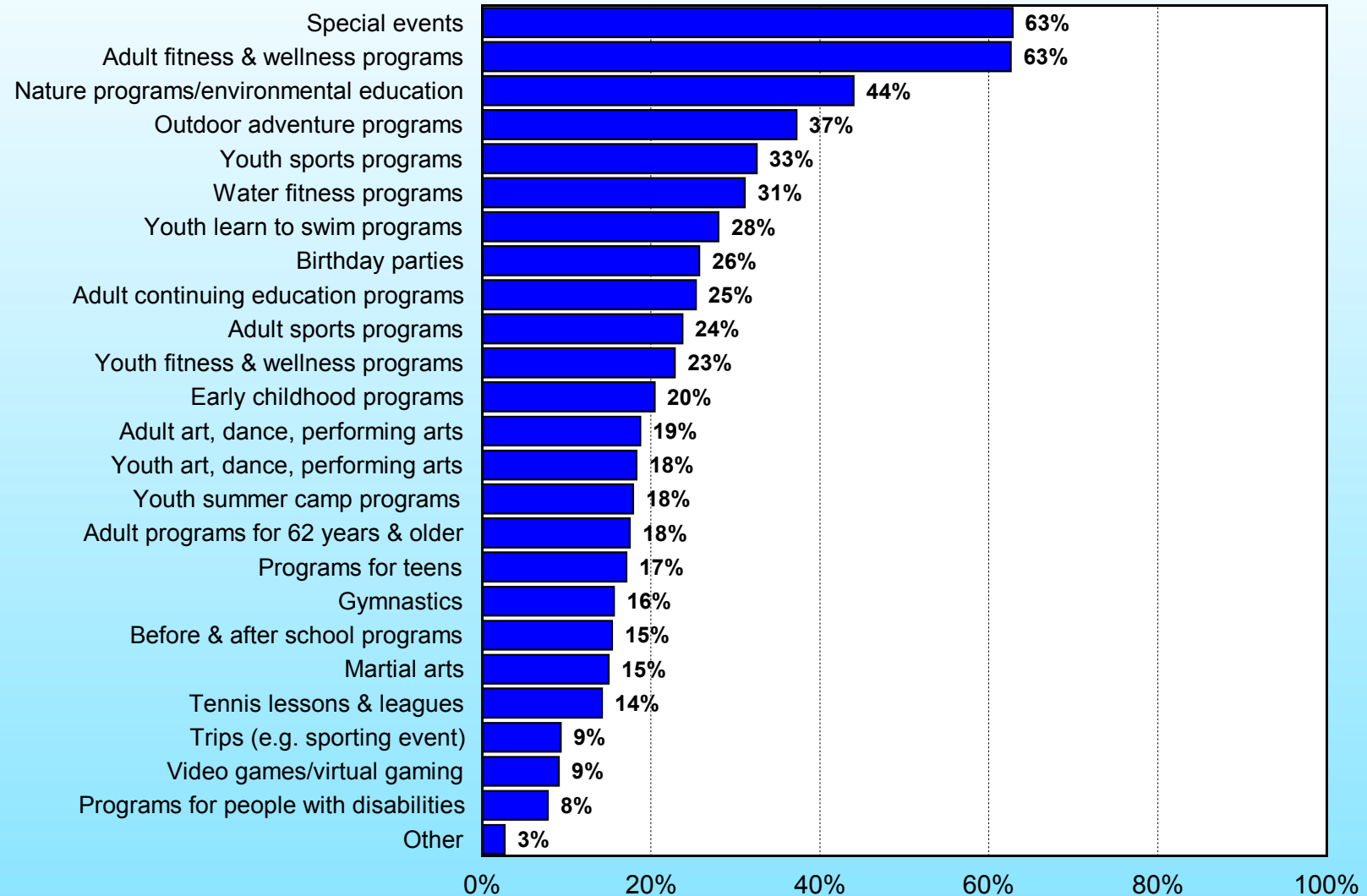
by percentage of respondents



Source: ETC Institute (2017)

Q15. Households that Have a Need for Parks and Recreation Programs

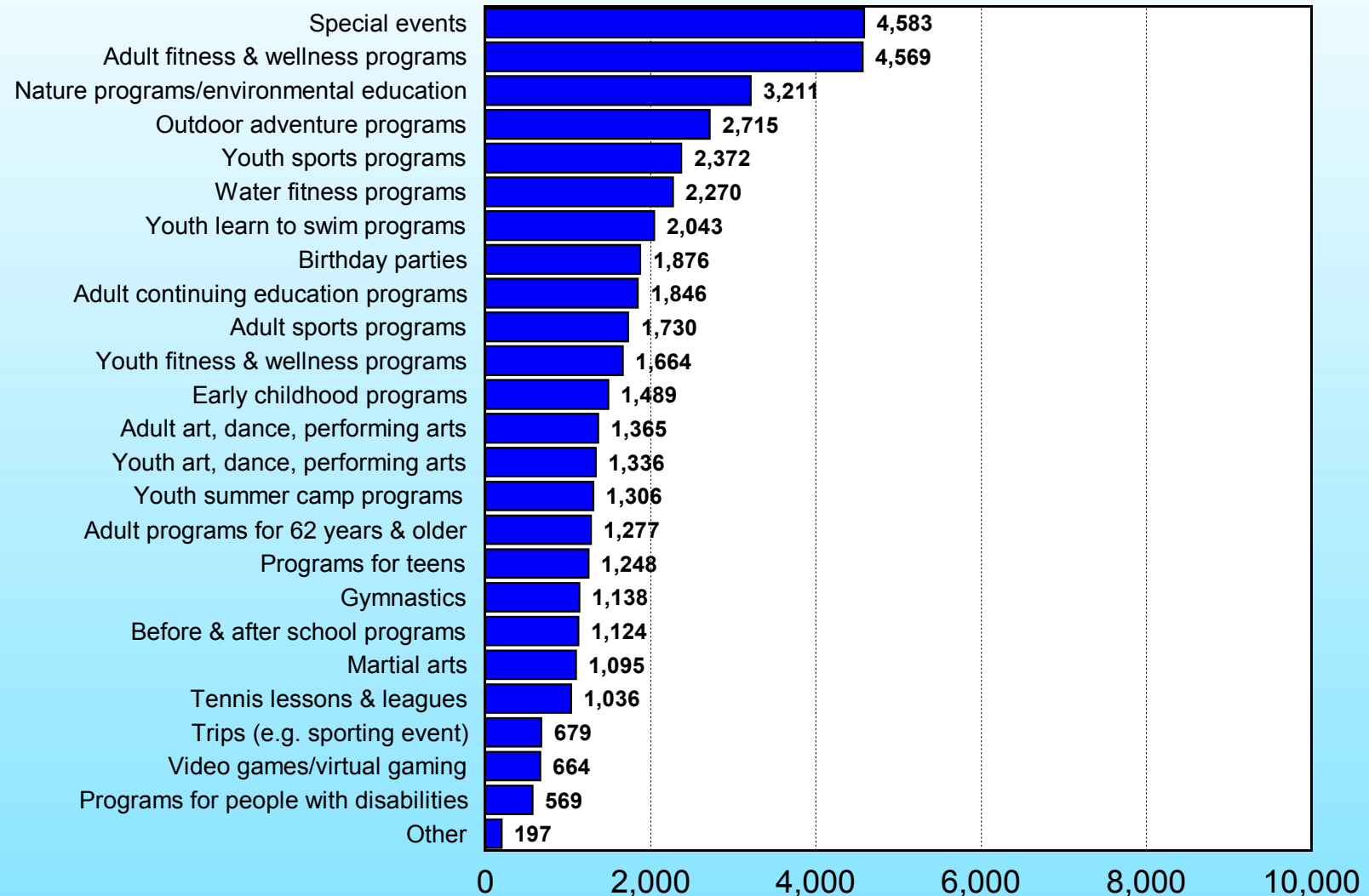
by percentage of respondents



Source: ETC Institute (2017)

Q15-1. Estimated Number of Households in the City of Ozark that Have a Need for Parks and Recreation Programs

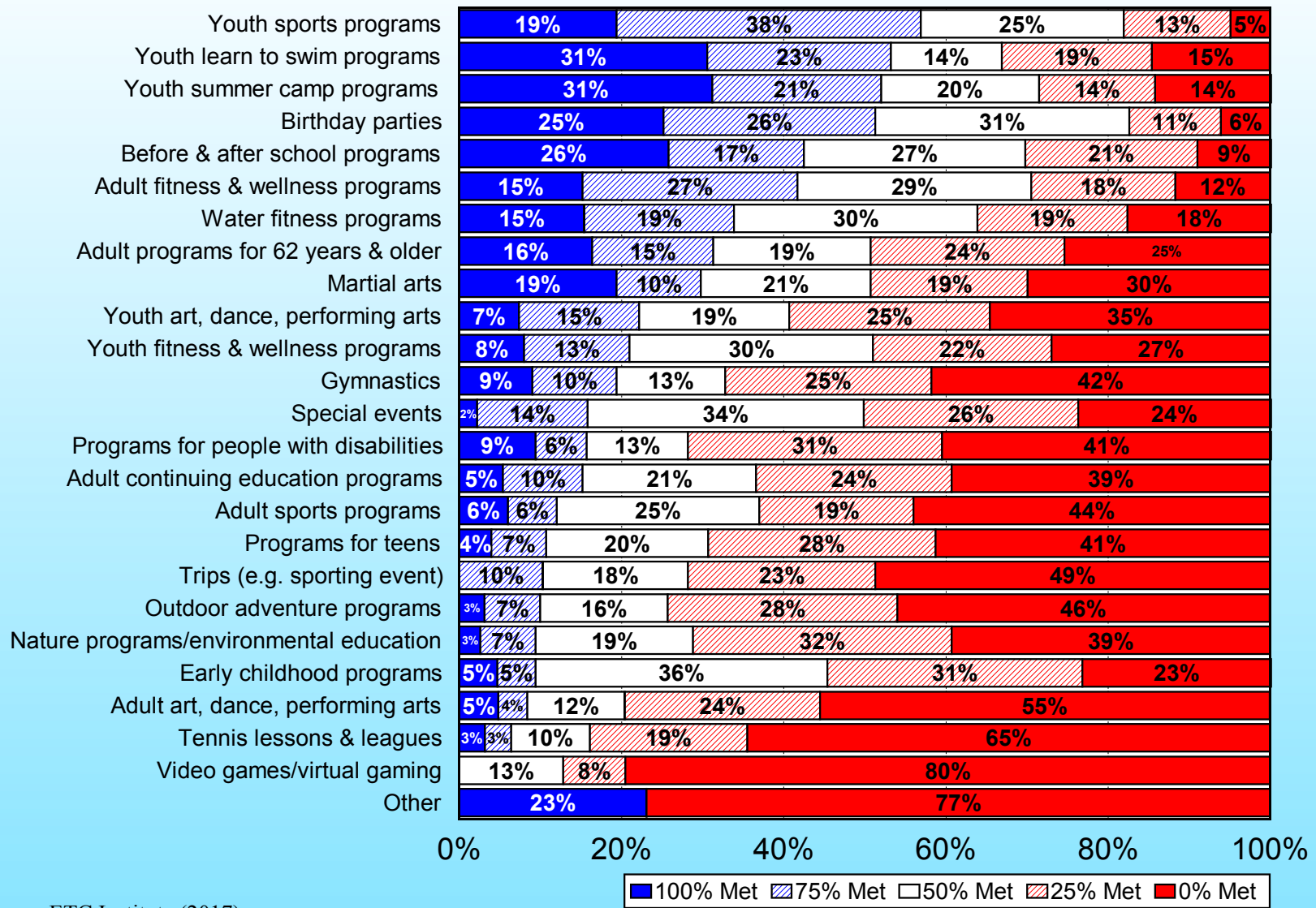
by number of households based on 7,298 households in the City of Ozark



Source: ETC Institute (2017)

Q15-2. How Well Programs are Meeting the Needs of Households

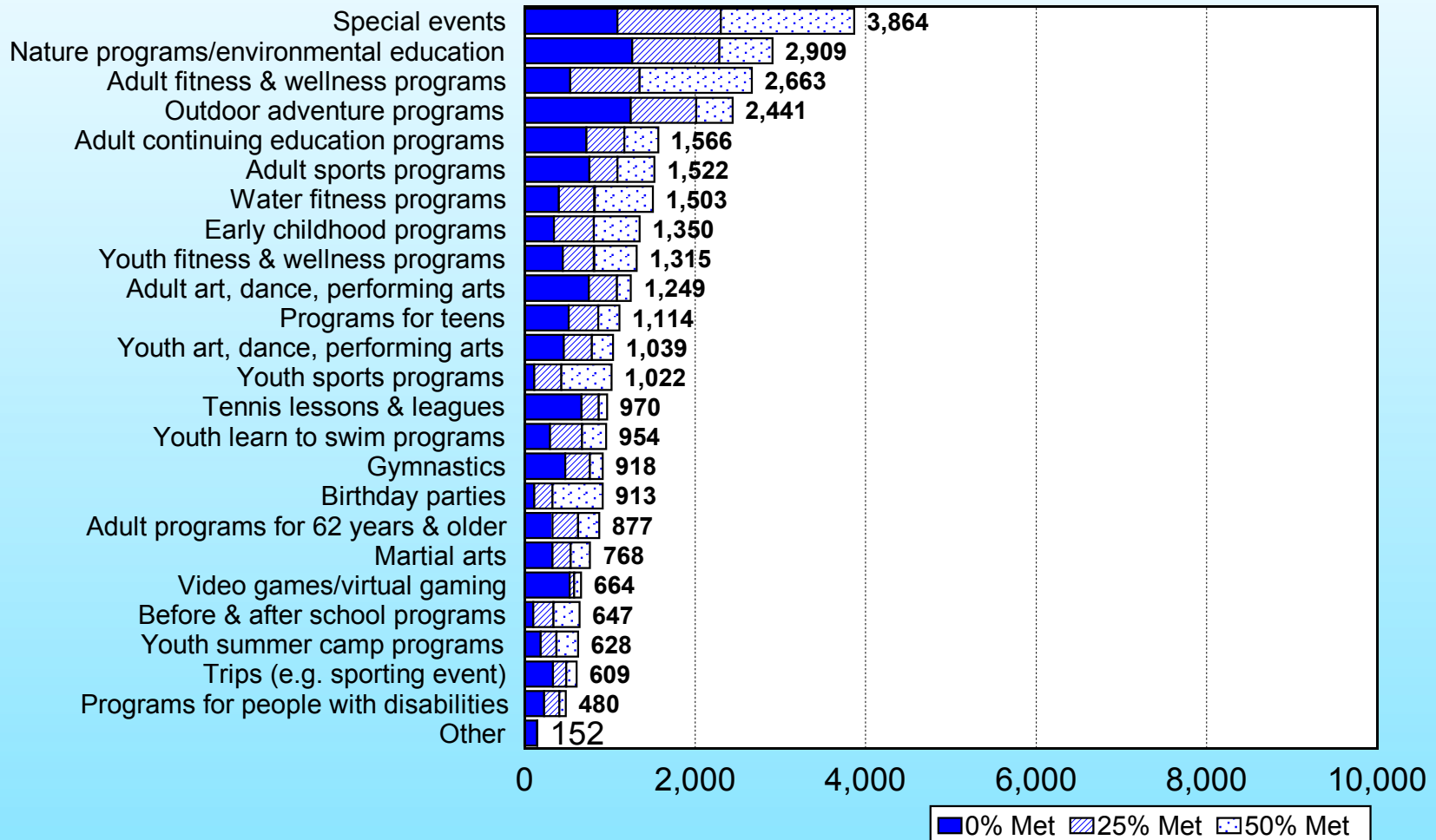
by percentage of households that have a need for facilities



Source: ETC Institute (2017)

Q15-3. Estimated Number of Households in the City of Ozark Whose Needs for Parks and Recreation Programs Are Being Met 50% or Less

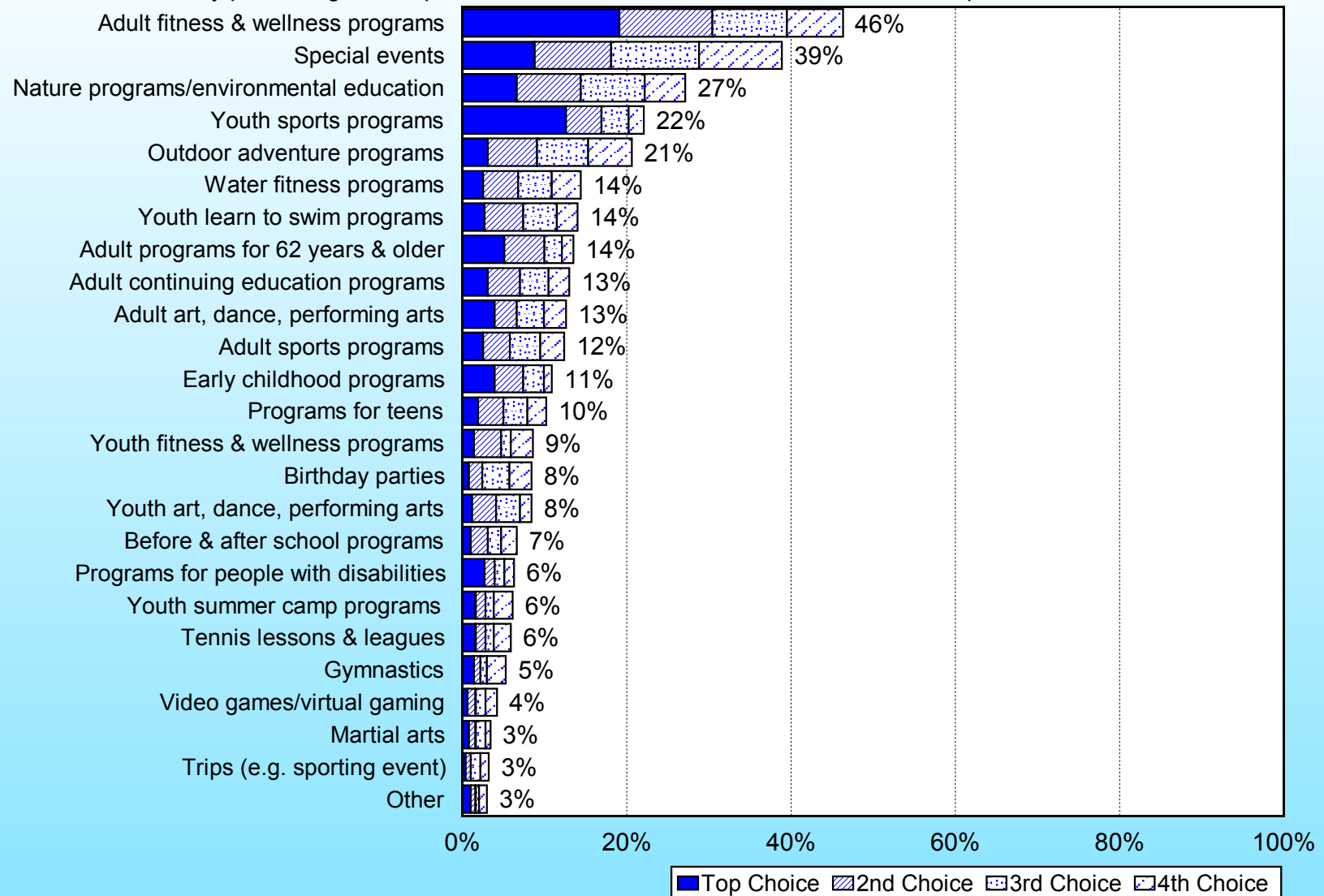
by number of households based on 7,298 households in the City of Ozark



Source: ETC Institute (2017)

Q16. Parks and Recreation Programs Most Important to Household

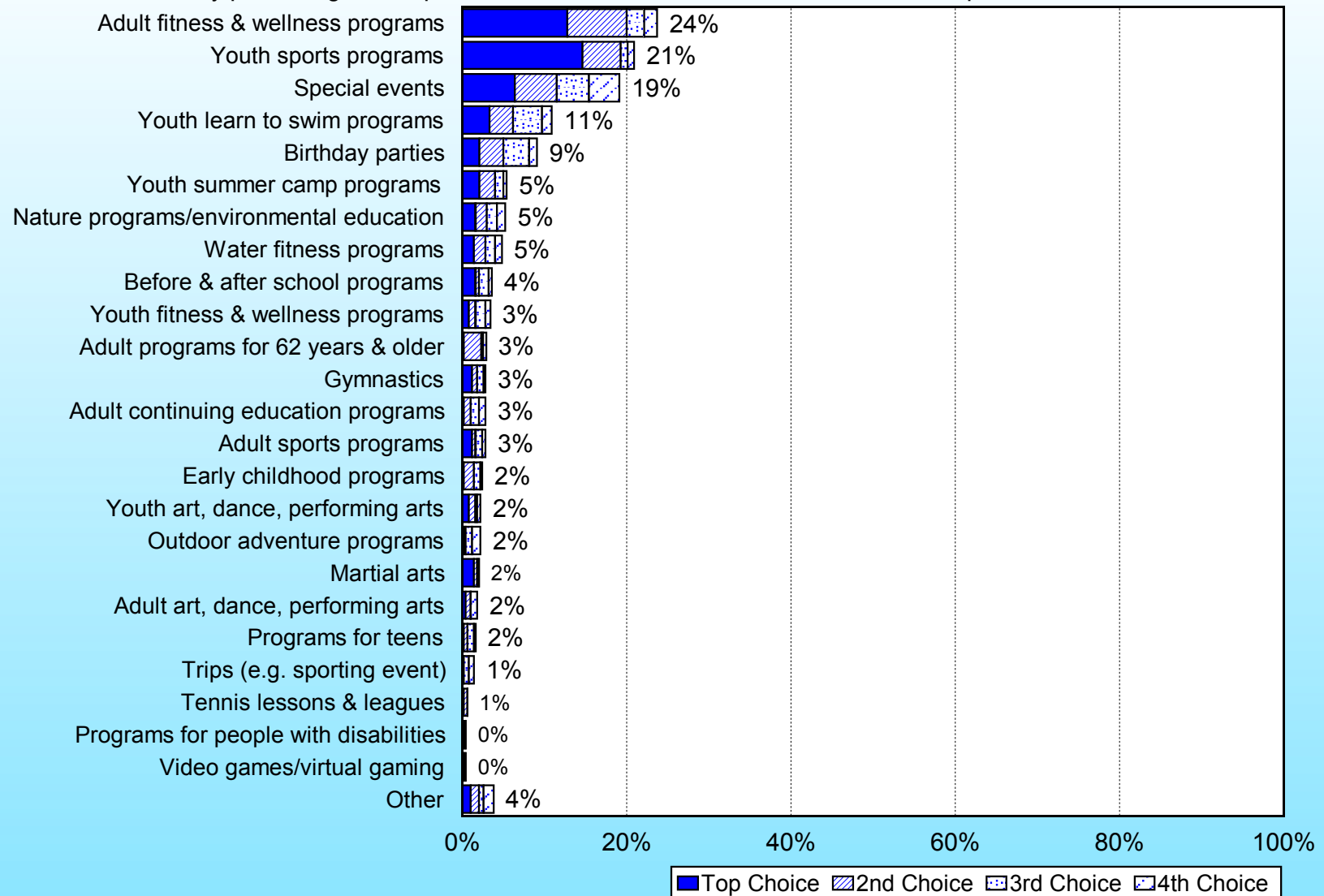
by percentage of respondents who selected the item as one of their top four choices



Source: ETC Institute (2017)

Q17. Parks and Recreation Programs Households Participate in Most

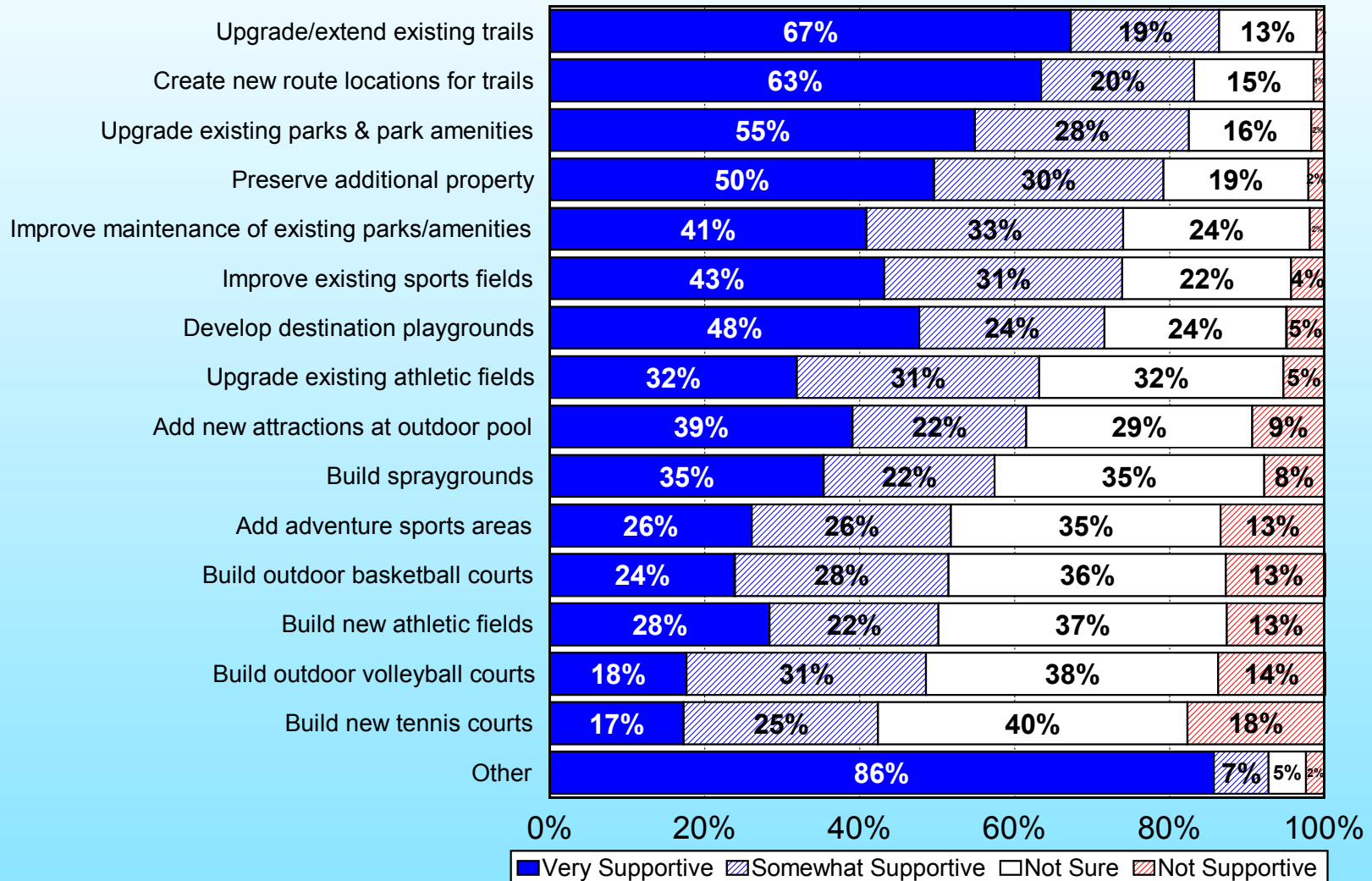
by percentage of respondents who selected the item as one of their top four choices



Source: ETC Institute (2017)

Q18. Overall support for potential actions the City of Ozark could take to improve the Park and Recreation system

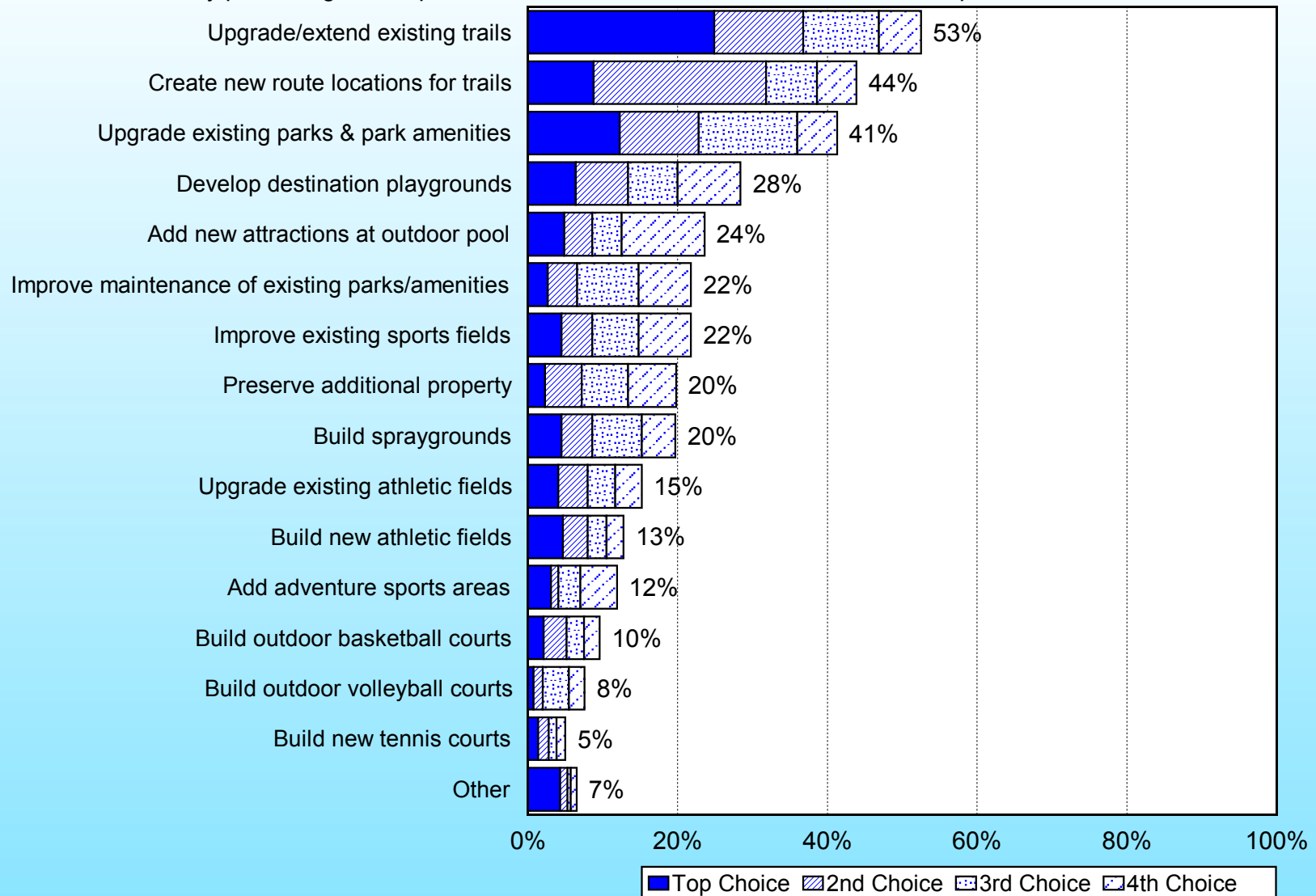
by percentage of households (Excluding "Don't Know" Responses)



Source: ETC Institute (2017)

Q19. Which four items are most important to your household?

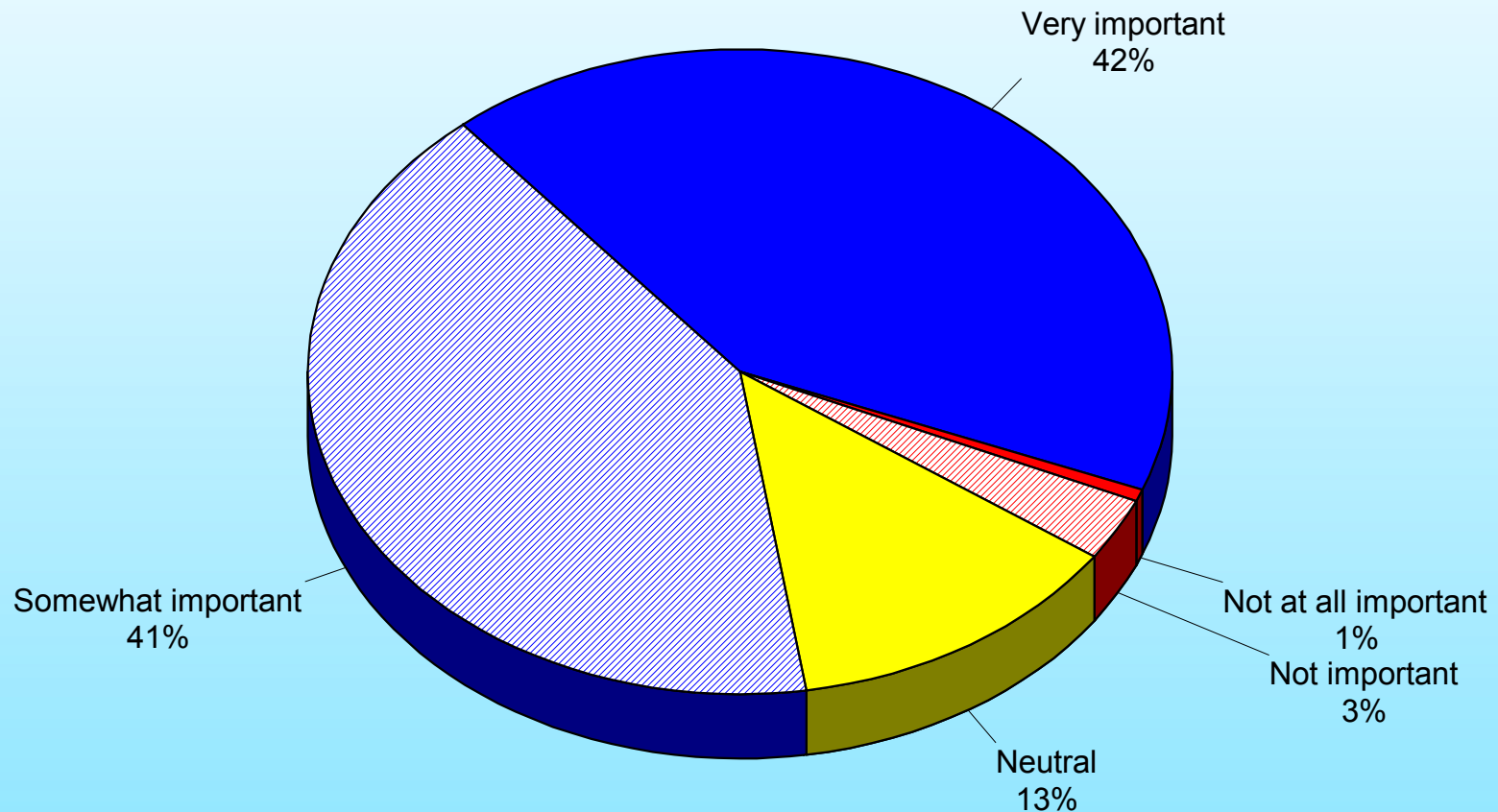
by percentage of respondents who selected the item as one of their top four choices



Source: ETC Institute (2017)

Q20. How important is the Park and Recreation system compared to other city services (i.e. Police, fire, public works, planning, etc.)?

by percentage of respondents (Excluding "Don't Know" Responses)



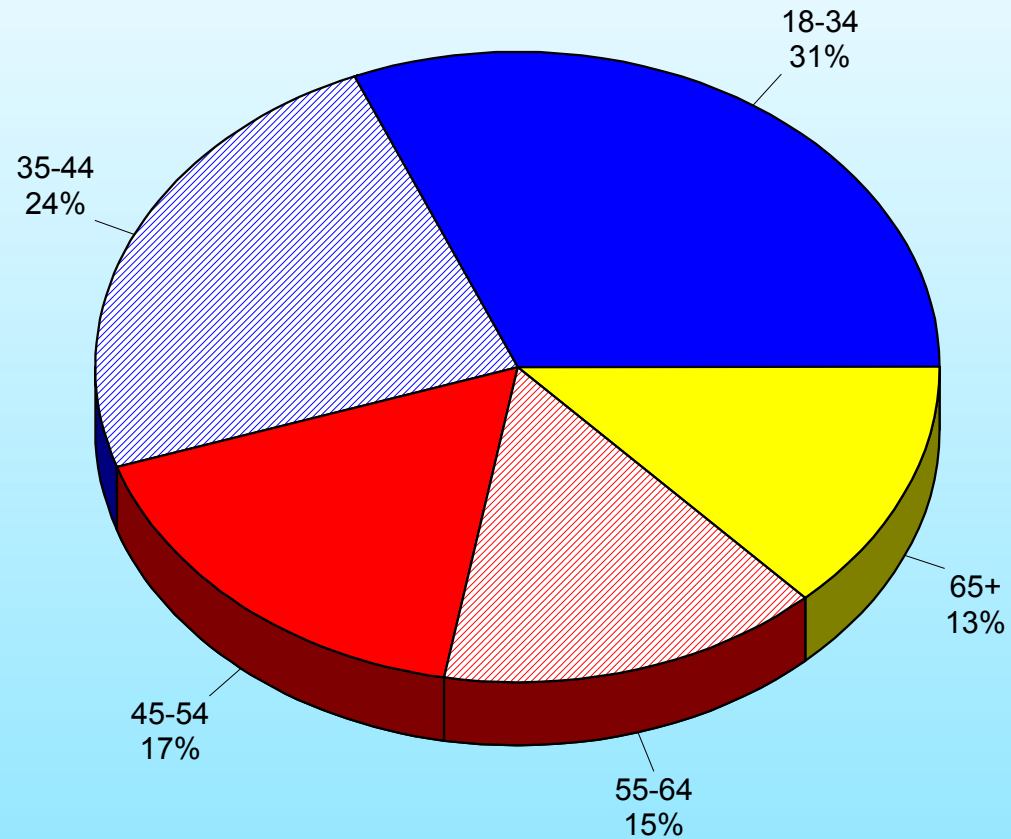
Source: ETC Institute (2017)

Demographics

Source: ETC Institute (2017)

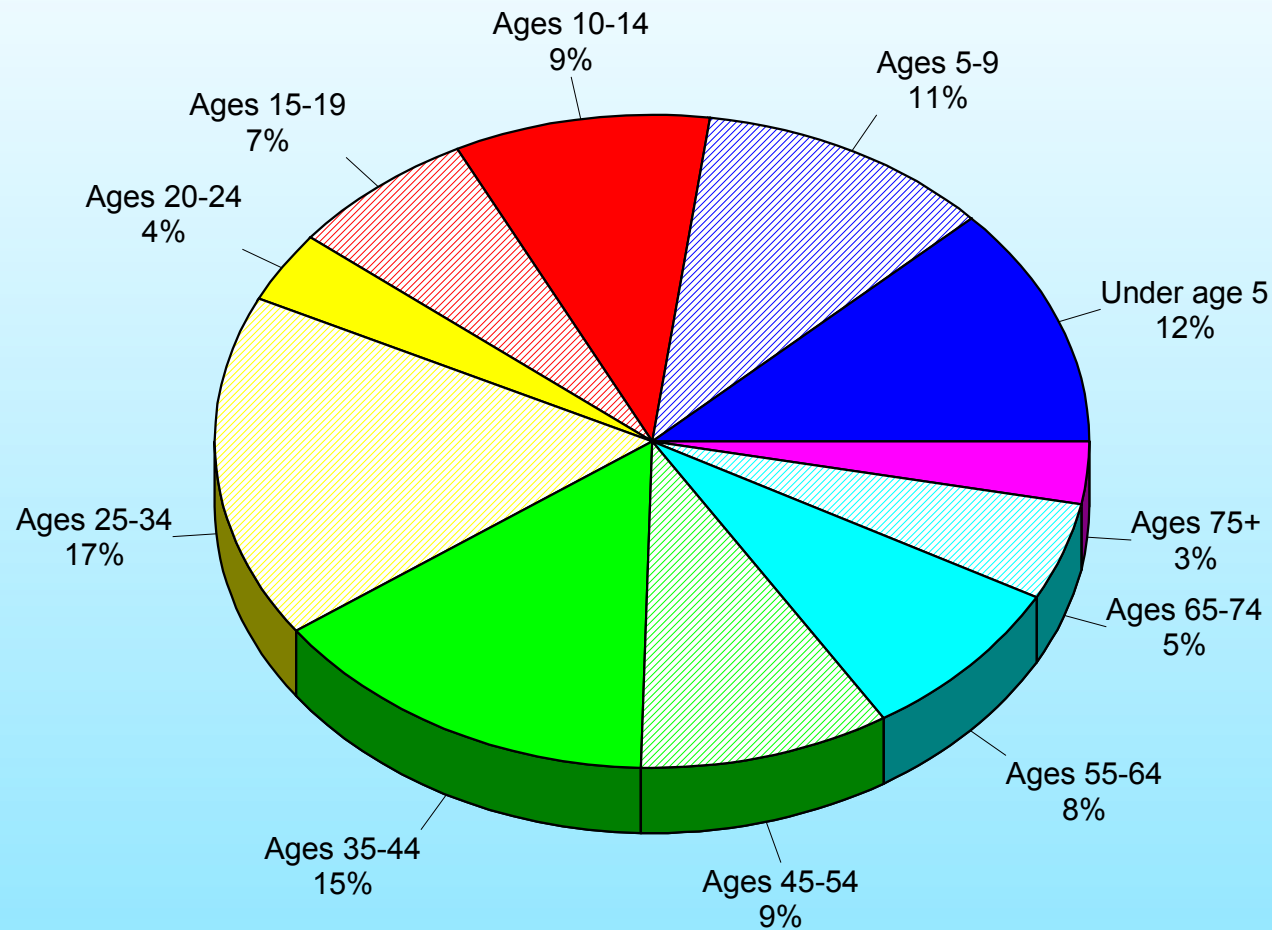
Q21. Demographics: What is your age?

by percentage of respondents (Excluding "Not Provided")



Source: ETC Institute (2017)

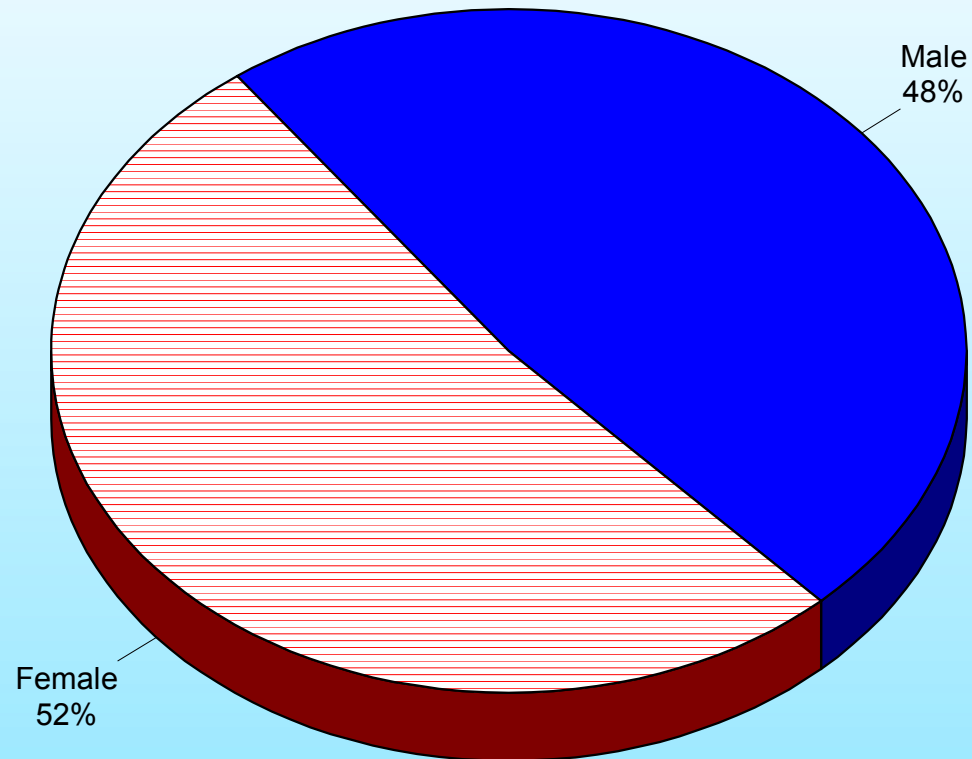
Q22. Demographics: Counting yourself, how many people in your household are the following ages? by percentage of respondents



Source: ETC Institute (2017)

Q23. Demographics: Gender

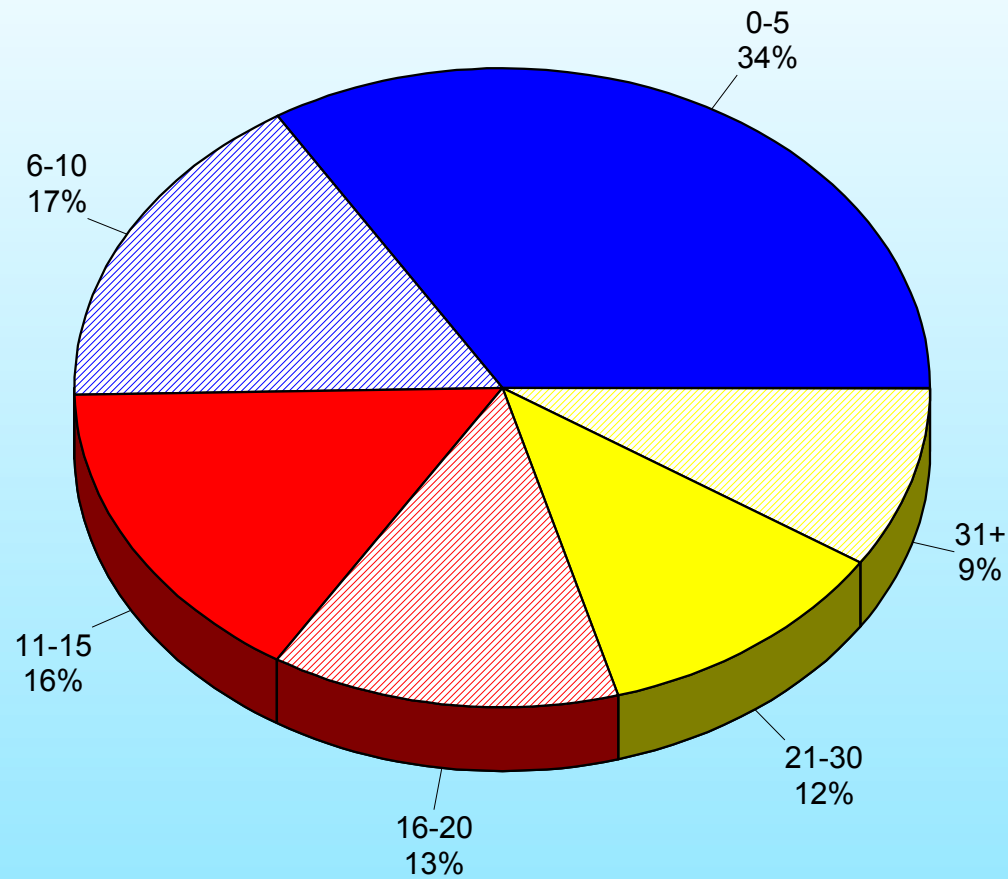
by percentage of respondents



Source: ETC Institute (2017)

Q24. Demographics: How many years have you lived in the City of Ozark?

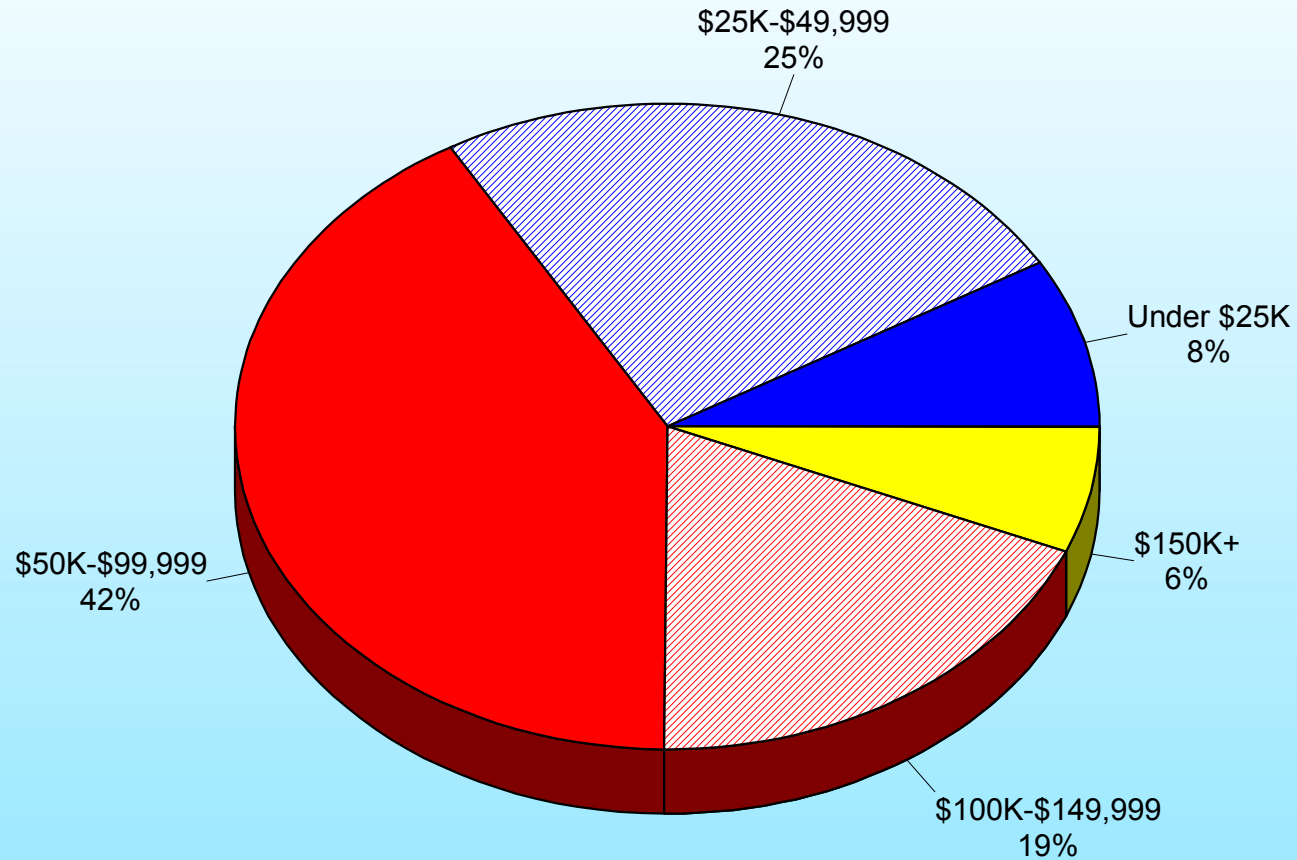
by percentage of respondents



Source: ETC Institute (2017)

Q25. Demographics: What is your household income?

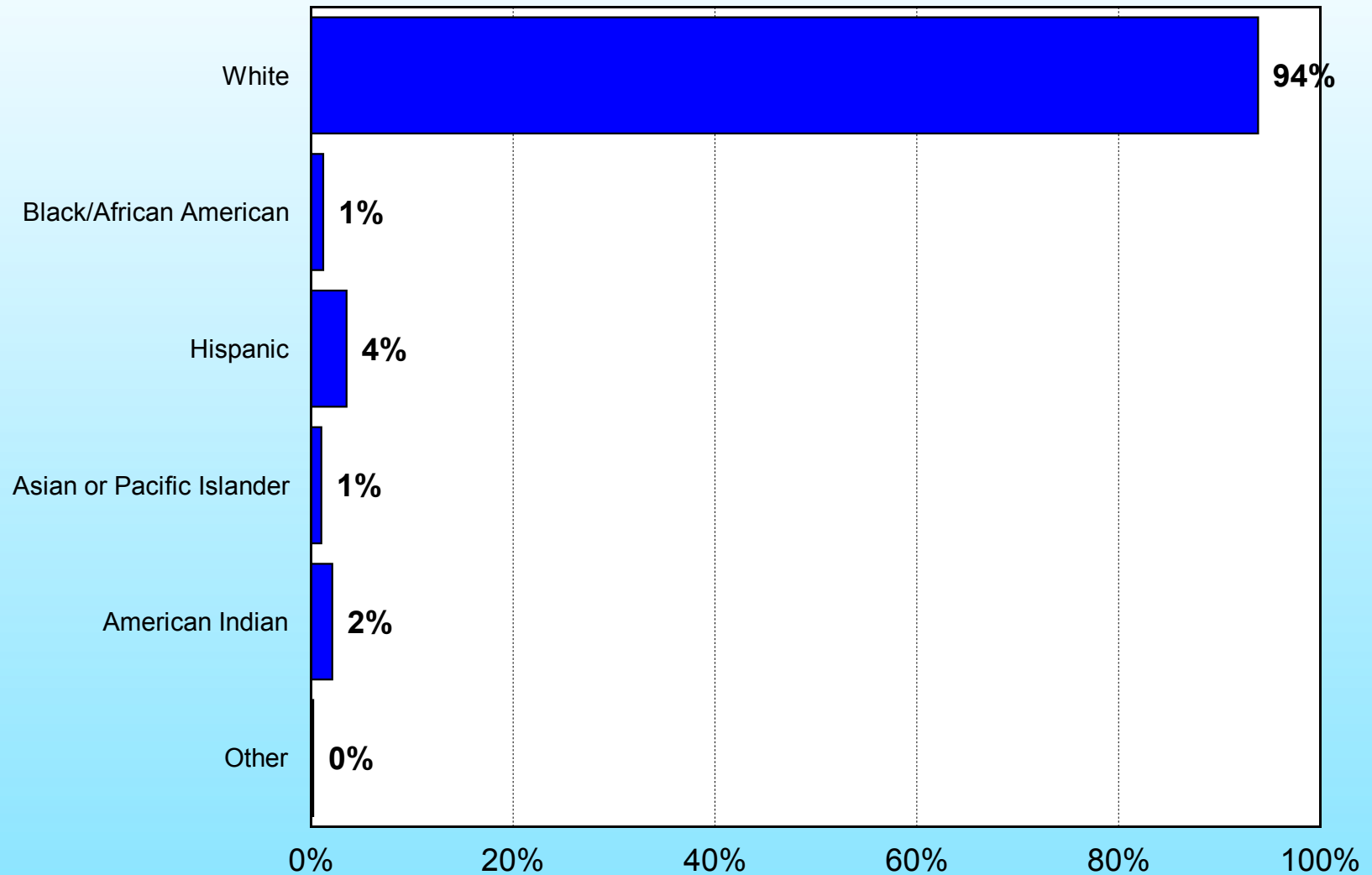
by percentage of respondents



Source: ETC Institute (2017)

Q26. Demographics: Which of the following best describes your race/ethnicity?

by percentage of respondents



Source: ETC Institute (2017)

Q1. Please indicate all of the following City of Ozark parks you have visited in the past year.

Q1. All City of Ozark parks you have visited in past year	Number	Percent
Finley River Park	432	88.9 %
Neal & Betty Grubaugh Park	159	32.7 %
The OC	356	73.3 %
Disc Golf Course	95	19.5 %
Finley River Greenway Trail	244	50.2 %
Neal & Betty Grubaugh Pool	134	27.6 %
Haven't visited City parks in past year	29	6.0 %
Total	1449	

Q1a. How often have you visited City of Ozark parks during the past 12 months?

Q1a. How often have you visited City parks during past 12 months	Number	Percent
More than 5 times a week	40	8.8 %
2-4 times a week	82	17.9 %
Once a week	64	14.0 %
1-3 times a month	151	33.0 %
Less than once a month	119	26.0 %
Never	1	0.2 %
Total	457	100.0 %

Q1b. Overall, how would you rate the physical condition of ALL the City of Ozark parks that you have visited?

Q1b. How would you rate physical condition of all City parks you have visited	Number	Percent
Excellent	55	12.0 %
Good	217	47.5 %
Fair	153	33.5 %
Poor	29	6.3 %
Not provided	3	0.7 %
Total	457	100.0 %

WITHOUT "NOT PROVIDED"**Q1b. Overall, how would you rate the physical condition of ALL the City of Ozark parks that you have visited? (without "not provided")**

Q1b. How would you rate physical condition of all City parks you have visited	Number	Percent
Excellent	55	12.1 %
Good	217	47.8 %
Fair	153	33.7 %
Poor	29	6.4 %
Total	454	100.0 %

Q2. Do you feel you have adequate access to athletic fields?

Q2. Do you feel you have adequate access to athletic fields	Number	Percent
Yes	169	34.8 %
No	101	20.8 %
Not sure	188	38.7 %
Not provided	28	5.8 %
Total	486	100.0 %

WITHOUT "NOT PROVIDED"**Q2. Do you feel you have adequate access to athletic fields? (without "not provided")**

Q2. Do you feel you have adequate access to athletic fields	Number	Percent
Yes	169	36.9 %
No	101	22.1 %
Not sure	188	41.0 %
Total	458	100.0 %

Q2a. (If NO to Question 2) What are the reasons you feel you don't have adequate access to athletic fields?

Q2a. What are the reasons you feel you don't have adequate access to athletic fields	Number	Percent
Poorly draining fields and/or flooding that result in cancellations	45	44.6 %
Too few highly developed ball fields with stadium, dugouts, scoreboard & turf to accommodate demand for a field of that type	57	56.4 %
Too few practice fields	41	40.6 %
Too few fields with lights	35	34.7 %
Scheduling conflicts (other large events in Finely River Park)	31	30.7 %
Other	21	20.8 %
Total	230	

Q2a. Other

Q2a. Other	Number	Percent
Parking	3	14.3 %
Crowded parking at Finely River Park	1	4.8 %
lots of flying stinging insects on soccer fields most mornings in fall and spring	1	4.8 %
Tennis courts for community use at park are needed	1	4.8 %
Better public soccer, tennis, basketball outdoor facilities all being used	1	4.8 %
Accessibility for wheelchairs, scooters, and other types of equipment for disabled	1	4.8 %
Repetitive cost to enter parks for games is excessive	1	4.8 %
DOESN'T FEEL SAFE, NOT PATROLLED WELL	1	4.8 %
Parking for sports events	1	4.8 %
Not enough parking in Finely River Park	1	4.8 %
Not enough parking for soccer games	1	4.8 %
NEED MORE FIELDS	1	4.8 %
NEED HANDICAP ACCESSIBILITY	1	4.8 %
NEED DECENT BLEACHERS ON BALLFIELDS, DECENT CONCESSION STAND FOR BALL GAMES	1	4.8 %
INADEQUATE PARKING	1	4.8 %
Parking is a big issue with so many events in a small space	1	4.8 %
I wanted to get a group of woman together to play soccer	1	4.8 %
Limited/no access to practice on baseball fields	1	4.8 %
Total	21	100.0 %

Q3. Listed below are several different types of parks. From that list, please indicate which TWO types of parks you and members of your household PREFER MOST.

Q3. Top choice	Number	Percent
Smaller neighborhood parks close to our home	136	28.0 %
Larger community parks that may be further from our home	81	16.7 %
Special use parks such as playground/splash park	104	21.4 %
Natural environment parks	157	32.3 %
None chosen	8	1.6 %
Total	486	100.0 %

Q3. Listed below are several different types of parks. From that list, please indicate which TWO types of parks you and members of your household PREFER MOST.

Q3. 2nd choice	Number	Percent
Smaller neighborhood parks close to our home	90	18.5 %
Larger community parks that may be further from our home	110	22.6 %
Special use parks such as playground/splash park	136	28.0 %
Natural environment parks	127	26.1 %
None chosen	23	4.7 %
Total	486	100.0 %

Q3. Listed below are several different types of parks. From that list, please indicate which TWO types of parks you and members of your household PREFER MOST. (top 2)

Q3. Sum of top 2 choices	Number	Percent
Smaller neighborhood parks close to our home	226	46.5 %
Larger community parks that may be further from our home	191	39.3 %
Special use parks such as playground/splash park	240	49.4 %
Natural environment parks	284	58.4 %
None chosen	8	1.6 %
Total	949	

Q4. The City of Ozark has options regarding acquiring and developing open space. From the following list, please indicate which THREE options you and members of your household PREFER MOST.

Q4. Top choice	Number	Percent
Passive places with comfortable seating & plenty of shade to relax	92	18.9 %
Pavilions & picnic areas	20	4.1 %
Active places to play, i.e. playgrounds, outdoor basketball courts, tennis	166	34.2 %
Trails/greenway development	165	34.0 %
Access to Finley River (canoe launch ramps)	38	7.8 %
None chosen	5	1.0 %
Total	486	100.0 %

Q4. The City of Ozark has options regarding acquiring and developing open space. From the following list, please indicate which THREE options you and members of your household PREFER MOST.

Q4. 2nd choice	Number	Percent
Passive places with comfortable seating & plenty of shade to relax	91	18.7 %
Pavilions & picnic areas	97	20.0 %
Active places to play, i.e. playgrounds, outdoor basketball courts, tennis	94	19.3 %
Trails/greenway development	117	24.1 %
Access to Finley River (canoe launch ramps)	75	15.4 %
None chosen	12	2.5 %
Total	486	100.0 %

Q4. The City of Ozark has options regarding acquiring and developing open space. From the following list, please indicate which THREE options you and members of your household PREFER MOST.

Q4. 3rd choice	Number	Percent
Passive places with comfortable seating & plenty of shade to relax	113	23.3 %
Pavilions & picnic areas	116	23.9 %
Active places to play, i.e. playgrounds, outdoor basketball courts, tennis	71	14.6 %
Trails/greenway development	81	16.7 %
Access to Finley River (canoe launch ramps)	82	16.9 %
None chosen	23	4.7 %
Total	486	100.0 %

Q4. The City of Ozark has options regarding acquiring and developing open space. From the following list, please indicate which THREE options you and members of your household PREFER MOST. (top 3)

Q4. Sum of top 3 choices	Number	Percent
Passive places with comfortable seating & plenty of shade to relax	296	60.9 %
Pavilions & picnic areas	233	47.9 %
Active places to play, i.e. playgrounds, outdoor basketball courts, tennis	331	68.1 %
Trails/greenway development	363	74.7 %
Access to Finley River (canoe launch ramps)	195	40.1 %
None chosen	5	1.0 %
Total	1423	

Q5. The following are some of the benefits that you and your household may receive from having The OC, Ozark Community Center, trails, and access to parks either in Ozark or neighboring communities. For each potential benefit, please indicate your level of agreement with the benefits being provided by The OC, trails, and access to parks.

(N=486)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know
Q5-1. Improve personal physical health & fitness	54.7%	36.2%	6.0%	0.8%	0.2%	2.1%
Q5-2. Help reduce crime	23.7%	23.5%	33.3%	7.4%	2.3%	9.9%
Q5-3. Improve quality of life in Ozark community	55.3%	37.4%	4.1%	0.6%	0.4%	2.1%
Q5-4. Preserve open space & environment	44.4%	38.7%	11.3%	1.4%	0.2%	3.9%
Q5-5. Increase property values in surrounding area	36.8%	36.6%	17.9%	2.1%	0.4%	6.2%
Q5-6. Improve water & air quality	31.7%	30.0%	27.2%	3.1%	0.6%	7.4%
Q5-7. Provide social interaction opportunity	36.4%	44.2%	13.6%	1.6%	0.4%	3.7%
Q5-8. Help attract new residents & businesses	35.0%	40.1%	15.8%	3.1%	1.2%	4.7%
Q5-9. Protect historical attributes	29.8%	39.1%	21.0%	3.5%	0.4%	6.2%
Q5-10. Provide healthy recreational opportunities for all	55.3%	36.4%	3.5%	1.4%	0.4%	2.9%
Q5-11. Provides inexpensive options for family time	63.6%	26.1%	5.1%	2.1%	0.6%	2.5%
Q5-12. Other	76.2%	14.3%	9.5%	0.0%	0.0%	0.0%

WITHOUT "DON'T KNOW"

Q5. The following are some of the benefits that you and your household may receive from having The OC, Ozark Community Center, trails, and access to parks either in Ozark or neighboring communities. For each potential benefit, please indicate your level of agreement with the benefits being provided by The OC, trails, and access to parks. (without "don't know")

(N=486)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Q5-1. Improve personal physical health & fitness	55.9%	37.0%	6.1%	0.8%	0.2%
Q5-2. Help reduce crime	26.3%	26.0%	37.0%	8.2%	2.5%
Q5-3. Improve quality of life in Ozark community	56.5%	38.2%	4.2%	0.6%	0.4%
Q5-4. Preserve open space & environment	46.3%	40.3%	11.8%	1.5%	0.2%
Q5-5. Increase property values in surrounding area	39.3%	39.0%	19.1%	2.2%	0.4%
Q5-6. Improve water & air quality	34.2%	32.4%	29.3%	3.3%	0.7%
Q5-7. Provide social interaction opportunity	37.8%	45.9%	14.1%	1.7%	0.4%
Q5-8. Help attract new residents & businesses	36.7%	42.1%	16.6%	3.2%	1.3%
Q5-9. Protect historical attributes	31.8%	41.7%	22.4%	3.7%	0.4%
Q5-10. Provide healthy recreational opportunities for all	57.0%	37.5%	3.6%	1.5%	0.4%
Q5-11. Provides inexpensive options for family time	65.2%	26.8%	5.3%	2.1%	0.6%
Q5-12. Other	76.2%	14.3%	9.5%	0.0%	0.0%

Q5-12. Other

Q5-12. Other	Number	Percent
Opportunity for dog owners to socialize, exercise and train their dogs	1	4.8 %
Education on outdoor life (plants/animals)	1	4.8 %
Reduce traffic congestion (connected trails/green ways)	1	4.8 %
FISHING PONDS/LAKES	1	4.8 %
provide a sense of pride in their community	1	4.8 %
Safe family time	1	4.8 %
Love the parks in Ozark, but we also need our local police to be present	1	4.8 %
ACCESS TO WATER FOR KAYAKING	1	4.8 %
Be evenly placed across the entire city	1	4.8 %
Tourism	1	4.8 %
Keep people in Ozark	1	4.8 %
safe places for kids to play close to their home	1	4.8 %
increase dog adoption (pet park)	1	4.8 %
safety for seniors	1	4.8 %
Connect children with nature	1	4.8 %
PET FRIENDLY	1	4.8 %
needs to be handicap and low income accessible	1	4.8 %
Rehabilitation	1	4.8 %
People stop for gas, food groceries on the way to and from the park	1	4.8 %
Updated and safe playground equipment	1	4.8 %
Adult leagues here in Ozark	1	4.8 %
Total	21	100.0 %

Q6. Which THREE of the BENEFITS from the list in Question 5 are MOST IMPORTANT to you and members of your household?

Q6. Top choice	Number	Percent
Improve personal physical health & fitness	147	30.2 %
Help reduce crime	26	5.3 %
Improve quality of life in Ozark community	66	13.6 %
Preserve open space & environment	24	4.9 %
Increase property values in surrounding area	12	2.5 %
Improve water & air quality	5	1.0 %
Provide social interaction opportunity	7	1.4 %
Help attract new residents & businesses	7	1.4 %
Protect historical attributes	5	1.0 %
Provide healthy recreational opportunities for all	62	12.8 %
Provides inexpensive options for family time	104	21.4 %
Other	4	0.8 %
None chosen	17	3.5 %
Total	486	100.0 %

Q6. Which THREE of the BENEFITS from the list in Question 5 are MOST IMPORTANT to you and members of your household?

Q6. 2nd choice	Number	Percent
Improve personal physical health & fitness	67	13.8 %
Help reduce crime	17	3.5 %
Improve quality of life in Ozark community	87	17.9 %
Preserve open space & environment	41	8.4 %
Increase property values in surrounding area	29	6.0 %
Improve water & air quality	18	3.7 %
Provide social interaction opportunity	33	6.8 %
Help attract new residents & businesses	13	2.7 %
Protect historical attributes	13	2.7 %
Provide healthy recreational opportunities for all	76	15.6 %
Provides inexpensive options for family time	70	14.4 %
Other	1	0.2 %
None chosen	21	4.3 %
Total	486	100.0 %

Q6. Which THREE of the BENEFITS from the list in Question 5 are MOST IMPORTANT to you and members of your household?

Q6. 3rd choice	Number	Percent
Improve personal physical health & fitness	43	8.8 %
Help reduce crime	16	3.3 %
Improve quality of life in Ozark community	65	13.4 %
Preserve open space & environment	38	7.8 %
Increase property values in surrounding area	44	9.1 %
Improve water & air quality	19	3.9 %
Provide social interaction opportunity	42	8.6 %
Help attract new residents & businesses	17	3.5 %
Protect historical attributes	18	3.7 %
Provide healthy recreational opportunities for all	69	14.2 %
Provides inexpensive options for family time	81	16.7 %
Other	5	1.0 %
None chosen	29	6.0 %
Total	486	100.0 %

Q6. Which THREE of the BENEFITS from the list in Question 5 are MOST IMPORTANT to you and members of your household? (top 3)

Q6. Sum of top 3 choices	Number	Percent
Improve personal physical health & fitness	257	52.9 %
Help reduce crime	59	12.1 %
Improve quality of life in Ozark community	218	44.9 %
Preserve open space & environment	103	21.2 %
Increase property values in surrounding area	85	17.5 %
Improve water & air quality	42	8.6 %
Provide social interaction opportunity	82	16.9 %
Help attract new residents & businesses	37	7.6 %
Protect historical attributes	36	7.4 %
Provide healthy recreational opportunities for all	207	42.6 %
Provides inexpensive options for family time	255	52.5 %
Other	10	2.1 %
None chosen	17	3.5 %
Total	1408	

Q7. Which THREE of the BENEFITS from the list in Question 5 are MOST IMPORTANT for the community?

Q7. Top choice	Number	Percent
Improve personal physical health & fitness	55	11.3 %
Help reduce crime	93	19.1 %
Improve quality of life in Ozark community	111	22.8 %
Preserve open space & environment	20	4.1 %
Increase property values in surrounding area	45	9.3 %
Improve water & air quality	12	2.5 %
Provide social interaction opportunity	3	0.6 %
Help attract new residents & businesses	51	10.5 %
Protect historical attributes	10	2.1 %
Provide healthy recreational opportunities for all	27	5.6 %
Provides inexpensive options for family time	31	6.4 %
Other	3	0.6 %
None chosen	25	5.1 %
Total	486	100.0 %

Q7. Which THREE of the BENEFITS from the list in Question 5 are MOST IMPORTANT for the community?

Q7. 2nd choice	Number	Percent
Improve personal physical health & fitness	21	4.3 %
Help reduce crime	30	6.2 %
Improve quality of life in Ozark community	88	18.1 %
Preserve open space & environment	50	10.3 %
Increase property values in surrounding area	68	14.0 %
Improve water & air quality	24	4.9 %
Provide social interaction opportunity	35	7.2 %
Help attract new residents & businesses	59	12.1 %
Protect historical attributes	19	3.9 %
Provide healthy recreational opportunities for all	27	5.6 %
Provides inexpensive options for family time	34	7.0 %
Other	1	0.2 %
None chosen	30	6.2 %
Total	486	100.0 %

Q7. Which THREE of the BENEFITS from the list in Question 5 are MOST IMPORTANT for the community?

Q7. 3rd choice	Number	Percent
Improve personal physical health & fitness	16	3.3 %
Help reduce crime	38	7.8 %
Improve quality of life in Ozark community	44	9.1 %
Preserve open space & environment	30	6.2 %
Increase property values in surrounding area	45	9.3 %
Improve water & air quality	34	7.0 %
Provide social interaction opportunity	31	6.4 %
Help attract new residents & businesses	73	15.0 %
Protect historical attributes	32	6.6 %
Provide healthy recreational opportunities for all	56	11.5 %
Provides inexpensive options for family time	53	10.9 %
None chosen	34	7.0 %
Total	486	100.0 %

Q7. Which THREE of the BENEFITS from the list in Question 5 are MOST IMPORTANT for the community? (top 3)

Q7. Sum of top 3 choices	Number	Percent
Improve personal physical health & fitness	92	18.9 %
Help reduce crime	161	33.1 %
Improve quality of life in Ozark community	243	50.0 %
Preserve open space & environment	100	20.6 %
Increase property values in surrounding area	158	32.5 %
Improve water & air quality	70	14.4 %
Provide social interaction opportunity	69	14.2 %
Help attract new residents & businesses	183	37.7 %
Protect historical attributes	61	12.6 %
Provide healthy recreational opportunities for all	110	22.6 %
Provides inexpensive options for family time	118	24.3 %
Other	4	0.8 %
None chosen	25	5.1 %
Total	1394	

Q8. How high of a priority do you feel the City should place on maintaining the conditions of City owned parks, trails, and recreation facilities?

Q8. How high of a priority should City place on maintaining conditions of City owned parks, trails, & recreation facilities	Number	Percent
Very high priority	229	47.1 %
High priority	200	41.2 %
Medium priority	49	10.1 %
Low priority	2	0.4 %
Very low priority	2	0.4 %
Don't know	4	0.8 %
Total	486	100.0 %

WITHOUT "DON'T KNOW"**Q8. How high of a priority do you feel the City should place on maintaining the conditions of City owned parks, trails, and recreation facilities? (without "don't know")**

Q8. How high of a priority should City place on maintaining conditions of City owned parks, trails, & recreation facilities	Number	Percent
Very high priority	229	47.5 %
High priority	200	41.5 %
Medium priority	49	10.2 %
Low priority	2	0.4 %
Very low priority	2	0.4 %
Total	482	100.0 %

Q9. Which ONE of the statements below BEST REPRESENTS your preference of trail surface?

Q9. Which statement best represents your preference of trail surface	Number	Percent
I prefer a wood chips surface because it has less impact on my joints and/or because it fits in more with natural surroundings than hard surface	22	4.5 %
I prefer a hard surface trail because it doesn't wash out when it rains, has less annual maintenance costs, is cleaner, and doesn't adversely affect environment by erosion	249	51.2 %
I prefer a combination of wood chips through flat areas & hard surface on slopes & areas where there are frequent washouts	133	27.4 %
I do not have a trail surface preference	67	13.8 %
Don't know	15	3.1 %
Total	486	100.0 %

WITHOUT "DON'T KNOW"**Q9. Which ONE of the statements below BEST REPRESENTS your preference of trail surface? (without "don't know")**

Q9. Which statement best represents your preference of trail surface	Number	Percent
I prefer a wood chips surface because it has less impact on my joints and/or because it fits in more with natural surroundings than hard surface	22	4.7 %
I prefer a hard surface trail because it doesn't wash out when it rains, has less annual maintenance costs, is cleaner, and doesn't adversely affect environment by erosion	249	52.9 %
I prefer a combination of wood chips through flat areas & hard surface on slopes & areas where there are frequent washouts	133	28.2 %
I do not have a trail surface preference	67	14.2 %
Total	471	100.0 %

Q10. Please indicate if you or other members of your household have a need for each of the FACILITIES listed below.

(N=486)

	Yes	No
Q10-1. Indoor gymnasium (basketball, volleyball, cheer practice)	34.4%	65.6%
Q10-2. Indoor performing arts facilities	18.3%	81.7%
Q10-3. Indoor fitness	63.8%	36.2%
Q10-4. Indoor gymnastic area	18.9%	81.1%
Q10-5. Indoor lap lanes for exercise swimming	36.4%	63.6%
Q10-6. Indoor running/walking track	58.6%	41.4%
Q10-7. Nature center	70.6%	29.4%
Q10-8. Outdoor baseball & softball fields	33.7%	66.3%
Q10-9. Off-leash dog parks	27.8%	72.2%
Q10-10. Outdoor basketball	24.5%	75.5%
Q10-11. Outdoor soccer/lacrosse/football fields	26.5%	73.5%
Q10-12. Outdoor swimming pools/water parks	54.1%	45.9%
Q10-13. Outdoor tennis courts	24.7%	75.3%
Q10-14. Park shelters & picnic areas	68.1%	31.9%
Q10-15. Passive natural areas	61.5%	38.5%
Q10-16. Passive green gathering areas	53.7%	46.3%
Q10-17. Pickleball courts	8.8%	91.2%
Q10-18. Playgrounds	60.7%	39.3%
Q10-19. Skate park	16.9%	83.1%
Q10-20. Walking & biking trails	82.3%	17.7%

Q10. Please indicate if you or other members of your household have a need for each of the FACILITIES listed below.

	Yes	No
Q10-21. Skateboarding	11.1%	88.9%
Q10-22. Other	6.6%	93.4%

Q10. If "Yes," please rate how well the needs of your household are currently being met in the City of Ozark using a scale of 1 to 5, where 5 means your needs are being "100% Met" and 1 means "0% Met."

(N=472)

	100% Met	75% Met	50% Met	25% Met	0% Met
Q10-1. Indoor gymnasium (basketball, volleyball, cheer practice)	40.6%	25.6%	22.5%	7.5%	3.8%
Q10-2. Indoor performing arts facilities	4.7%	7.1%	16.5%	25.9%	45.9%
Q10-3. Indoor fitness	46.6%	29.0%	15.9%	4.1%	4.5%
Q10-4. Indoor gymnastic area	25.0%	19.0%	15.5%	17.9%	22.6%
Q10-5. Indoor lap lanes for exercise swimming	39.4%	23.8%	21.3%	10.0%	5.6%
Q10-6. Indoor running/walking track	50.2%	24.7%	11.2%	8.9%	5.0%
Q10-7. Nature center	9.1%	12.9%	27.7%	14.2%	36.2%
Q10-8. Outdoor baseball & softball fields	25.0%	23.0%	27.0%	16.9%	8.1%
Q10-9. Off-leash dog parks	5.6%	1.6%	5.6%	8.0%	79.2%
Q10-10. Outdoor basketball	9.1%	8.2%	15.5%	26.4%	40.9%
Q10-11. Outdoor soccer/lacrosse/football fields	26.9%	21.0%	24.4%	20.2%	7.6%
Q10-12. Outdoor swimming pools/water parks	22.8%	27.6%	26.8%	14.2%	8.5%
Q10-13. Outdoor tennis courts	23.1%	13.9%	23.1%	13.9%	25.9%
Q10-14. Park shelters & picnic areas	14.1%	33.0%	35.6%	14.1%	3.2%
Q10-15. Passive natural areas	8.1%	34.4%	34.8%	18.3%	4.4%
Q10-16. Passive green gathering areas	10.2%	32.8%	33.2%	19.1%	4.7%
Q10-17. Pickleball courts	0.0%	2.7%	27.0%	10.8%	59.5%
Q10-18. Playgrounds	8.9%	19.6%	33.9%	28.2%	9.3%
Q10-19. Skate park	4.1%	5.5%	8.2%	17.8%	64.4%

Q10. If "Yes," please rate how well the needs of your household are currently being met in the City of Ozark using a scale of 1 to 5, where 5 means your needs are being "100% Met" and 1 means "0% Met."

	100% Met	75% Met	50% Met	25% Met	0% Met
Q10-20. Walking & biking trails	10.8%	27.9%	34.7%	22.5%	4.1%
Q10-21. Skateboarding	12.2%	4.1%	10.2%	22.4%	51.0%
Q10-22. Other	8.0%	16.0%	8.0%	20.0%	48.0%

Q10. Other

Q10-22. Other	Number	Percent
GOLF COURSE	2	6.3 %
Cat park	1	3.1 %
WHEELCHAIR ACCESSIBLE RECREATION	1	3.1 %
BIKE LANES FOR COMMUTING/RECREATION	1	3.1 %
FISHING LAKE/POND	1	3.1 %
Playground for special needs children	1	3.1 %
River access	1	3.1 %
CANOE/KAYAKING AREA	1	3.1 %
A 6-10 MILE RUNNING PATH	1	3.1 %
Local camp sites	1	3.1 %
CANOE/KAYAKING LAUNCH	1	3.1 %
Bike trail	1	3.1 %
Splash pad. Any indoor play area for kids.	1	3.1 %
Canoe/kayak access	1	3.1 %
TODDLER PLAYGROUND	1	3.1 %
handicap accessible	1	3.1 %
larger boat ramp	1	3.1 %
OUTOOR SMALL CONCERT VENUE	1	3.1 %
PLAY AREA FOR SMALLER KIDS	1	3.1 %
larger pools	1	3.1 %
BATHROOM AT PARK	1	3.1 %
arts	1	3.1 %
FISHING AREAS	1	3.1 %
SENIOR CITIZEN RECREATION	1	3.1 %
ICE HOCKEY FACILITY	1	3.1 %
PARKS FOR THE DISABLED	1	3.1 %
Squash courts	1	3.1 %
A little small neighborhood park	1	3.1 %
Outdoor pool by OC	1	3.1 %
Disc golf	1	3.1 %
All inclusive playground	1	3.1 %
Total	32	100.0 %

Q11. Regardless of their availability in the City of Ozark, which FOUR of the facilities listed in Question 10 are MOST IMPORTANT to your household?

Q11. Top choice	Number	Percent
Indoor gymnasium (basketball, volleyball, cheer practice)	20	4.1 %
Indoor performing arts facilities	7	1.4 %
Indoor fitness	57	11.7 %
Indoor gymnastic area	2	0.4 %
Indoor lap lanes for exercise swimming	11	2.3 %
Indoor running/walking track	18	3.7 %
Nature center	43	8.8 %
Outdoor baseball & softball fields	22	4.5 %
Off-leash dog parks	18	3.7 %
Outdoor basketball	3	0.6 %
Outdoor soccer/lacrosse/football fields	10	2.1 %
Outdoor swimming pools/water parks	24	4.9 %
Outdoor tennis courts	4	0.8 %
Park shelters & picnic areas	8	1.6 %
Passive natural areas	15	3.1 %
Passive green gathering areas	2	0.4 %
Pickleball courts	1	0.2 %
Playgrounds	67	13.8 %
Skate park	8	1.6 %
Walking & biking trails	107	22.0 %
Skateboarding	2	0.4 %
Other	14	2.9 %
None chosen	23	4.7 %
Total	486	100.0 %

Q11. Regardless of their availability in the City of Ozark, which FOUR of the facilities listed in Question 10 are MOST IMPORTANT to your household?

Q11. 2nd choice	Number	Percent
Indoor gymnasium (basketball, volleyball, cheer practice)	21	4.3 %
Indoor performing arts facilities	10	2.1 %
Indoor fitness	41	8.4 %
Indoor gymnastic area	7	1.4 %
Indoor lap lanes for exercise swimming	13	2.7 %
Indoor running/walking track	26	5.3 %
Nature center	46	9.5 %
Outdoor baseball & softball fields	10	2.1 %
Off-leash dog parks	23	4.7 %
Outdoor basketball	12	2.5 %
Outdoor soccer/lacrosse/football fields	14	2.9 %
Outdoor swimming pools/water parks	38	7.8 %
Outdoor tennis courts	4	0.8 %
Park shelters & picnic areas	29	6.0 %
Passive natural areas	27	5.6 %
Passive green gathering areas	19	3.9 %
Pickleball courts	1	0.2 %
Playgrounds	44	9.1 %
Skate park	2	0.4 %
Walking & biking trails	62	12.8 %
Skateboarding	5	1.0 %
Other	4	0.8 %
None chosen	28	5.8 %
Total	486	100.0 %

Q11. Regardless of their availability in the City of Ozark, which FOUR of the facilities listed in Question 10 are MOST IMPORTANT to your household?

Q11. 3rd choice	Number	Percent
Indoor gymnasium (basketball, volleyball, cheer practice)	19	3.9 %
Indoor performing arts facilities	7	1.4 %
Indoor fitness	27	5.6 %
Indoor gymnastic area	4	0.8 %
Indoor lap lanes for exercise swimming	14	2.9 %
Indoor running/walking track	27	5.6 %
Nature center	49	10.1 %
Outdoor baseball & softball fields	14	2.9 %
Off-leash dog parks	17	3.5 %
Outdoor basketball	10	2.1 %
Outdoor soccer/lacrosse/football fields	17	3.5 %
Outdoor swimming pools/water parks	27	5.6 %
Outdoor tennis courts	7	1.4 %
Park shelters & picnic areas	46	9.5 %
Passive natural areas	33	6.8 %
Passive green gathering areas	20	4.1 %
Pickleball courts	1	0.2 %
Playgrounds	42	8.6 %
Skate park	4	0.8 %
Walking & biking trails	60	12.3 %
Skateboarding	1	0.2 %
Other	5	1.0 %
None chosen	35	7.2 %
Total	486	100.0 %

Q11. Regardless of their availability in the City of Ozark, which FOUR of the facilities listed in Question 10 are MOST IMPORTANT to your household?

Q11. 4th choice	Number	Percent
Indoor gymnasium (basketball, volleyball, cheer practice)	11	2.3 %
Indoor performing arts facilities	12	2.5 %
Indoor fitness	19	3.9 %
Indoor gymnastic area	8	1.6 %
Indoor lap lanes for exercise swimming	13	2.7 %
Indoor running/walking track	14	2.9 %
Nature center	49	10.1 %
Outdoor baseball & softball fields	10	2.1 %
Off-leash dog parks	25	5.1 %
Outdoor basketball	9	1.9 %
Outdoor soccer/lacrosse/football fields	13	2.7 %
Outdoor swimming pools/water parks	33	6.8 %
Outdoor tennis courts	11	2.3 %
Park shelters & picnic areas	47	9.7 %
Passive natural areas	32	6.6 %
Passive green gathering areas	27	5.6 %
Pickleball courts	2	0.4 %
Playgrounds	30	6.2 %
Skate park	7	1.4 %
Walking & biking trails	53	10.9 %
Skateboarding	3	0.6 %
None chosen	58	11.9 %
Total	486	100.0 %

Q11. Regardless of their availability in the City of Ozark, which FOUR of the facilities listed in Question 10 are MOST IMPORTANT to your household? (top 4)

Q11. Sum of top 4 choices	Number	Percent
Indoor gymnasium (basketball, volleyball, cheer practice)	71	14.6 %
Indoor performing arts facilities	36	7.4 %
Indoor fitness	144	29.6 %
Indoor gymnastic area	21	4.3 %
Indoor lap lanes for exercise swimming	51	10.5 %
Indoor running/walking track	85	17.5 %
Nature center	187	38.5 %
Outdoor baseball & softball fields	56	11.5 %
Off-leash dog parks	83	17.1 %
Outdoor basketball	34	7.0 %
Outdoor soccer/lacrosse/football fields	54	11.1 %
Outdoor swimming pools/water parks	122	25.1 %
Outdoor tennis courts	26	5.3 %
Park shelters & picnic areas	130	26.7 %
Passive natural areas	107	22.0 %
Passive green gathering areas	68	14.0 %
Pickleball courts	5	1.0 %
Playgrounds	183	37.7 %
Skate park	21	4.3 %
Walking & biking trails	282	58.0 %
Skateboarding	11	2.3 %
Other	23	4.7 %
None chosen	23	4.7 %
Total	1823	

Q12. Have you or other members of your household participated in any recreation programs offered by the City of Ozark during the past 12 months?

Q12. Have you participated in any recreation programs offered by City of Ozark during past 12 months	Number	Percent
Yes	198	40.7 %
No	284	58.4 %
Not provided	4	0.8 %
Total	486	100.0 %

WITHOUT "NOT PROVIDED"**Q12. Have you or other members of your household participated in any recreation programs offered by the City of Ozark during the past 12 months? (without "not provided")**

Q12. Have you participated in any recreation programs offered by City of Ozark during past 12 months	Number	Percent
Yes	198	41.1 %
No	284	58.9 %
Total	482	100.0 %

Q12a. (If YES to Question 12) How many different recreation programs or activities offered by the City of Ozark has your household participated in during the past 12 months?

Q12a. How many different recreation programs or activities offered by City of Ozark has your household participated in during past 12 months	Number	Percent
1 program/activity	66	33.3 %
2 to 3 programs/activities	98	49.5 %
4 to 6 programs/activities	28	14.1 %
7 to 10 programs/activities	3	1.5 %
11+ programs/activities	3	1.5 %
Total	198	100.0 %

Q12b. (If YES to Question 12) Check the THREE primary reasons why your household has participated in City of Ozark recreation programs or activities.

Q12b. Primary reasons why your household has participated in City recreation programs or activities

	Number	Percent
Quality of instructors/coaches/staff	37	18.7 %
Location of program facility	155	78.3 %
Quality of program facility	44	22.2 %
Reasonable fees	114	57.6 %
Times program is offered	44	22.2 %
Friends participate in program	71	35.9 %
Dates program is offered	34	17.2 %
Other	12	6.1 %
Total	511	

Q12b. Other

Q12b. Other	Number	Percent
Health	1	9.1 %
Fees are too expensive for the outdoor programs for the facilities offered	1	9.1 %
Proximity to home	1	9.1 %
Planning on doing stuff when my grand baby is a little older	1	9.1 %
TYPE OF PROGRAM	1	9.1 %
my kids wanted to play soccer	1	9.1 %
AFTER SCHOOL CARE	1	9.1 %
friendship	1	9.1 %
Supporting our community	1	9.1 %
Personal fitness	1	9.1 %
Softball with my church	1	9.1 %
Total	11	100.0 %

Q12c. (If YES to Question 12) How would you rate the overall quality of the recreation programs or activities in which your household has participated?

Q12c. How would you rate overall quality of recreation programs or activities in which your household has participated

	Number	Percent
Excellent	40	20.2 %
Good	113	57.1 %
Fair	37	18.7 %
Poor	7	3.5 %
Not provided	1	0.5 %
Total	198	100.0 %

WITHOUT "NOT PROVIDED"**Q12c. (If YES to Question 12) How would you rate the overall quality of the recreation programs or activities in which your household has participated? (without "not provided")**

Q12c. How would you rate overall quality of recreation programs or activities in which your household has participated

	Number	Percent
Excellent	40	20.3 %
Good	113	57.4 %
Fair	37	18.8 %
Poor	7	3.6 %
Total	197	100.0 %

Q13. Please CHECK ALL the ways you have heard about City of Ozark Park and Recreation programs and activities.

Q13. All the ways you have heard about City Park & Recreation programs & activities	Number	Percent
Ads in a publication	108	22.2 %
Direct mail	119	24.5 %
Flyers & handouts	126	25.9 %
From friends, family, coworkers	276	56.8 %
Newspaper stories in print	81	16.7 %
Newspaper stories online	35	7.2 %
City of Ozark Parks & Rec Dept website	206	42.4 %
Radio ads	15	3.1 %
TV ads	28	5.8 %
Facebook	155	31.9 %
Twitter	3	0.6 %
Other	37	7.6 %
Total	1189	

Q13. Other

Q13. Other	Number	Percent
email	7	19.4 %
The OC	3	8.3 %
INTERNET	2	5.6 %
Drive by	2	5.6 %
Signs	1	2.8 %
Community center program	1	2.8 %
DIVING IN OZARK	1	2.8 %
Competing against Ozark Soccer Club	1	2.8 %
POSTERS ON THE SIDE OF THE ROAD	1	2.8 %
LIFE LONG RESIDENT	1	2.8 %
I have to look for information	1	2.8 %
NEVER KNEW ABOUT ANY OF THEM TILL ITS OVER	1	2.8 %
Don't recall really any advertising	1	2.8 %
Silver Sneakers	1	2.8 %
OC electronic billboard	1	2.8 %
BOUGHT A HOME BY THE CITY POOL	1	2.8 %
Schools	1	2.8 %
Neighbors	1	2.8 %
nextdoor app	1	2.8 %
NO KNOWLEDGE	1	2.8 %
in person	1	2.8 %
OC SIGN	1	2.8 %
SELF EXPLORE	1	2.8 %
CALLING TO FIND OUT	1	2.8 %
PUBLIC LIBRARY, CHRISTIAN COUNTRY	1	2.8 %
City emails	1	2.8 %
Total	36	100.0 %

Q14. Please CHECK ALL of the following reasons that prevent you or other members of your household from using parks, recreation, and sports facilities/programs of the City of Ozark more often.

Q14. Reasons that prevent you from using City parks, recreation, & sports facilities/programs more often	Number	Percent
Facilities are not well maintained	97	20.0 %
Program or facility not offered	104	21.4 %
Facilities lack right equipment	78	16.0 %
Security is insufficient	33	6.8 %
Lack of quality programs	51	10.5 %
Too far from our residence	36	7.4 %
Class full	35	7.2 %
Program times are not convenient	103	21.2 %
Use services/facilities in other cities	64	13.2 %
Fees are too high	171	35.2 %
Poor customer service by staff	32	6.6 %
I do not know locations of facilities	45	9.3 %
Use services/facilities of other agencies	25	5.1 %
Not accessible for people with disabilities	21	4.3 %
I do not know what is being offered	146	30.0 %
Facility operating hours not convenient	36	7.4 %
Registration for programs is difficult	16	3.3 %
Lack of parking by facilities & parks	34	7.0 %
Too busy/not enough time	143	29.4 %
Other	49	10.1 %
Total	1319	

Q14. Other

Q14. Other	Number	Percent
too old	3	6.3 %
lazy	2	4.2 %
A better kids club area at the OC	1	2.1 %
More water aerobics	1	2.1 %
The fitness room, aerobics room and the walking track are always HOT	1	2.1 %
Retired, usually walk neighborhood streets	1	2.1 %
children are grown now, utilized more when children were younger	1	2.1 %
NOT ENOUGH FITNESS CLASSES	1	2.1 %
Live alone, hard to meet people	1	2.1 %
Need tennis courts	1	2.1 %
NEED MORE MICROPARKS THROUGHOUT THE CITY	1	2.1 %
Too crowded	1	2.1 %
HAVE TRIED TO GET A LESSON SCHEDULED NO CONTACT BACK	1	2.1 %
Retired, lack of interest in most programs	1	2.1 %
HANDICAPPED	1	2.1 %
Playground at Finley River Park needs updated	1	2.1 %
Not offered to younger children	1	2.1 %
Would love a dog park	1	2.1 %
Open play on courts is limited	1	2.1 %
Not competitive to keep up with area sports	1	2.1 %
Too many kids	1	2.1 %
Lack of toddler-friendly playground	1	2.1 %
Age	1	2.1 %
LIMITED POOL SPACE FOR LAPS	1	2.1 %
JUST MOVED HERE	1	2.1 %
CHILD CARE HOURS ARE NOT CONVENIENT	1	2.1 %
HEALTH PROBLEMS	1	2.1 %
YOUTH SOCCER FIELD IS NOT ON 11 ON 11	1	2.1 %
LONG TERM ILLNESS	1	2.1 %
Personal schedule conflicts	1	2.1 %
DON'T CURRENTLY HAVE TRANSPORTATION	1	2.1 %
CHILDCARE NOT THERE	1	2.1 %
DIDNT KNOW IT EXISTED	1	2.1 %
HAD HEALTH ISSUES THIS YEAR THAT PREVENTED US FROM PARTICIPATING	1	2.1 %
CHILDCARE NOT AVAILABLE ON SAT AT OC	1	2.1 %
WOULD LIKE TO GET ALL THE EVENTS BY MAIL OR EMAIL	1	2.1 %
Finley River Park is scary	1	2.1 %
GRUBAUGH PARK HAS NO WATER FOUNTAIN OR RESTROOMS	1	2.1 %
AGE GROUPS ARE TOO WIDE	1	2.1 %

Q14. Other

Q14. Other	Number	Percent
GRAND KIDS LIVE IN REPUBLIC BUT WE LOVE OUR PARKS	1	2.1 %
HOMEBOUND	1	2.1 %
OC SHOULD OPEN EARLIER ON SUNDAYS	1	2.1 %
FINLEY PARK NOT BABY/TODDLER FRIENDLY	1	2.1 %
LAP LANES NOT OPEN ENOUGH	1	2.1 %
TAKING CARE OF 103 YR OLD MOTHER	1	2.1 %
Total	48	100.0 %

Q15. Please indicate if you or other members of your household have a need for each of the PROGRAMS listed below.

(N=486)

	Yes	No
Q15-1. Adult art, dance, performing arts	18.7%	81.3%
Q15-2. Adult continuing education programs	25.3%	74.7%
Q15-3. Adult fitness & wellness programs	62.6%	37.4%
Q15-4. Adult sports programs	23.7%	76.3%
Q15-5. Adult programs for 62 years & older	17.5%	82.5%
Q15-6. Before & after school programs	15.4%	84.6%
Q15-7. Birthday parties	25.7%	74.3%
Q15-8. Nature programs/environmental education	44.0%	56.0%
Q15-9. Early childhood programs	20.4%	79.6%
Q15-10. Programs for people with disabilities	7.8%	92.2%
Q15-11. Programs for teens	17.1%	82.9%
Q15-12. Special events, (e.g. outdoor music, movies, holiday events)	62.8%	37.2%
Q15-13. Tennis lessons & leagues	14.2%	85.8%
Q15-14. Outdoor adventure programs	37.2%	62.8%
Q15-15. Video games/virtual gaming	9.1%	90.9%
Q15-16. Water fitness programs	31.1%	68.9%
Q15-17. Youth art, dance, performing arts	18.3%	81.7%
Q15-18. Youth fitness & wellness programs	22.8%	77.2%

Q15. Please indicate if you or other members of your household have a need for each of the PROGRAMS listed below.

	Yes	No
Q15-19. Youth learn to swim programs	28.0%	72.0%
Q15-20. Youth sports programs	32.5%	67.5%
Q15-21. Youth summer camp programs	17.9%	82.1%
Q15-22. Martial arts	15.0%	85.0%
Q15-23. Trips (e.g. sporting event)	9.3%	90.7%
Q15-24. Gymnastics	15.6%	84.4%
Q15-25. Other	2.7%	97.3%

Q15. If "Yes," please rate how well the needs of your household are currently being met in the City of Ozark using a scale of 1 to 5, where 5 means your needs are being "100% Met" and 1 means "0% Met."

(N=456)

	100% Met	75% Met	50% Met	25% Met	0% Met
Q15-1. Adult art, dance, performing arts	4.8%	3.6%	12.0%	24.1%	55.4%
Q15-2. Adult continuing education programs	5.4%	9.8%	21.4%	24.1%	39.3%
Q15-3. Adult fitness & wellness programs	15.2%	26.5%	28.8%	17.8%	11.7%
Q15-4. Adult sports programs	6.0%	6.0%	25.0%	19.0%	44.0%
Q15-5. Adult programs for 62 years & older	16.4%	14.9%	19.4%	23.9%	25.4%
Q15-6. Before & after school programs	25.8%	16.7%	27.3%	21.2%	9.1%
Q15-7. Birthday parties	25.2%	26.1%	31.3%	11.3%	6.1%
Q15-8. Nature programs/environmental education	2.6%	6.8%	19.4%	31.9%	39.3%
Q15-9. Early childhood programs	4.7%	4.7%	36.0%	31.4%	23.3%
Q15-10. Programs for people with disabilities	9.4%	6.3%	12.5%	31.3%	40.6%
Q15-11. Programs for teens	4.0%	6.7%	20.0%	28.0%	41.3%
Q15-12. Special events, (e.g. outdoor music, movies, holiday events)	2.2%	13.6%	34.1%	26.4%	23.8%
Q15-13. Tennis lessons & leagues	3.2%	3.2%	9.7%	19.4%	64.5%
Q15-14. Outdoor adventure programs	3.1%	6.9%	15.7%	28.3%	45.9%
Q15-15. Video games/virtual gaming	0.0%	0.0%	12.8%	7.7%	79.5%
Q15-16. Water fitness programs	15.4%	18.5%	30.0%	18.5%	17.7%
Q15-17. Youth art, dance, performing arts	7.4%	14.8%	18.5%	24.7%	34.6%
Q15-18. Youth fitness & wellness programs	8.0%	13.0%	30.0%	22.0%	27.0%

Q15. If "Yes," please rate how well the needs of your household are currently being met in the City of Ozark using a scale of 1 to 5, where 5 means your needs are being "100% Met" and 1 means "0% Met."

	100% Met	75% Met	50% Met	25% Met	0% Met
Q15-19. Youth learn to swim programs	30.6%	22.6%	13.7%	18.5%	14.5%
Q15-20. Youth sports programs	19.4%	37.5%	25.0%	13.2%	4.9%
Q15-21. Youth summer camp programs	31.2%	20.8%	19.5%	14.3%	14.3%
Q15-22. Martial arts	19.4%	10.4%	20.9%	19.4%	29.9%
Q15-23. Trips (e.g. sporting event)	0.0%	10.3%	17.9%	23.1%	48.7%
Q15-24. Gymnastics	9.0%	10.4%	13.4%	25.4%	41.8%
Q15-25. Other	23.1%	0.0%	0.0%	0.0%	76.9%

Q15. Other

Q15-25. Other	Number	Percent
Athletics	1	7.7 %
Dog park would be nice	1	7.7 %
RESTORATIVE YOGA	1	7.7 %
Dog park	1	7.7 %
Homeschool programs	1	7.7 %
Bike Trails	1	7.7 %
BMX skate locations and guidance for kids	1	7.7 %
Youth cheer	1	7.7 %
LAKE/PONDS FOR PUBLIC FISHING	1	7.7 %
PICKLEBALL	1	7.7 %
arts	1	7.7 %
Better playgrounds	1	7.7 %
Disc golf leagues	1	7.7 %
Total	13	100.0 %

Q16. Regardless of their availability in the City of Ozark, which FOUR of the programs listed in Question 15 are MOST IMPORTANT to your household?

Q16. Top choice	Number	Percent
Adult art, dance, performing arts	19	3.9 %
Adult continuing education programs	15	3.1 %
Adult fitness & wellness programs	93	19.1 %
Adult sports programs	12	2.5 %
Adult programs for 62 years & older	25	5.1 %
Before & after school programs	5	1.0 %
Birthday parties	4	0.8 %
Nature programs/environmental education	32	6.6 %
Early childhood programs	19	3.9 %
Programs for people with disabilities	13	2.7 %
Programs for teens	9	1.9 %
Special events, (e.g. outdoor music, movies, holiday events)	43	8.8 %
Tennis lessons & leagues	8	1.6 %
Outdoor adventure programs	15	3.1 %
Video games/virtual gaming	3	0.6 %
Water fitness programs	12	2.5 %
Youth art, dance, performing arts	6	1.2 %
Youth fitness & wellness programs	7	1.4 %
Youth learn to swim programs	13	2.7 %
Youth sports programs	61	12.6 %
Youth summer camp programs	8	1.6 %
Martial arts	4	0.8 %
Trips (e.g. sporting event)	2	0.4 %
Gymnastics	7	1.4 %
Other	5	1.0 %
None chosen	46	9.5 %
Total	486	100.0 %

Q16. Regardless of their availability in the City of Ozark, which FOUR of the programs listed in Question 15 are MOST IMPORTANT to your household?

Q16. 2nd choice	Number	Percent
Adult art, dance, performing arts	13	2.7 %
Adult continuing education programs	19	3.9 %
Adult fitness & wellness programs	55	11.3 %
Adult sports programs	16	3.3 %
Adult programs for 62 years & older	24	4.9 %
Before & after school programs	10	2.1 %
Birthday parties	8	1.6 %
Nature programs/environmental education	38	7.8 %
Early childhood programs	17	3.5 %
Programs for people with disabilities	6	1.2 %
Programs for teens	15	3.1 %
Special events, (e.g. outdoor music, movies, holiday events)	45	9.3 %
Tennis lessons & leagues	6	1.2 %
Outdoor adventure programs	29	6.0 %
Video games/virtual gaming	5	1.0 %
Water fitness programs	21	4.3 %
Youth art, dance, performing arts	14	2.9 %
Youth fitness & wellness programs	16	3.3 %
Youth learn to swim programs	23	4.7 %
Youth sports programs	21	4.3 %
Youth summer camp programs	6	1.2 %
Martial arts	4	0.8 %
Trips (e.g. sporting event)	3	0.6 %
Gymnastics	4	0.8 %
Other	3	0.6 %
None chosen	65	13.4 %
Total	486	100.0 %

Q16. Regardless of their availability in the City of Ozark, which FOUR of the programs listed in Question 15 are MOST IMPORTANT to your household?

Q16. 3rd choice	Number	Percent
Adult art, dance, performing arts	16	3.3 %
Adult continuing education programs	17	3.5 %
Adult fitness & wellness programs	44	9.1 %
Adult sports programs	18	3.7 %
Adult programs for 62 years & older	10	2.1 %
Before & after school programs	8	1.6 %
Birthday parties	16	3.3 %
Nature programs/environmental education	38	7.8 %
Early childhood programs	12	2.5 %
Programs for people with disabilities	6	1.2 %
Programs for teens	14	2.9 %
Special events, (e.g. outdoor music, movies, holiday events)	52	10.7 %
Tennis lessons & leagues	5	1.0 %
Outdoor adventure programs	30	6.2 %
Video games/virtual gaming	6	1.2 %
Water fitness programs	20	4.1 %
Youth art, dance, performing arts	14	2.9 %
Youth fitness & wellness programs	6	1.2 %
Youth learn to swim programs	20	4.1 %
Youth sports programs	16	3.3 %
Youth summer camp programs	5	1.0 %
Martial arts	6	1.2 %
Trips (e.g. sporting event)	6	1.2 %
Gymnastics	4	0.8 %
Other	2	0.4 %
None chosen	95	19.5 %
Total	486	100.0 %

Q16. Regardless of their availability in the City of Ozark, which FOUR of the programs listed in Question 15 are MOST IMPORTANT to your household?

Q16. 4th choice	Number	Percent
Adult art, dance, performing arts	13	2.7 %
Adult continuing education programs	12	2.5 %
Adult fitness & wellness programs	33	6.8 %
Adult sports programs	14	2.9 %
Adult programs for 62 years & older	7	1.4 %
Before & after school programs	9	1.9 %
Birthday parties	13	2.7 %
Nature programs/environmental education	24	4.9 %
Early childhood programs	5	1.0 %
Programs for people with disabilities	6	1.2 %
Programs for teens	11	2.3 %
Special events, (e.g. outdoor music, movies, holiday events)	49	10.1 %
Tennis lessons & leagues	10	2.1 %
Outdoor adventure programs	26	5.3 %
Video games/virtual gaming	7	1.4 %
Water fitness programs	17	3.5 %
Youth art, dance, performing arts	7	1.4 %
Youth fitness & wellness programs	13	2.7 %
Youth learn to swim programs	12	2.5 %
Youth sports programs	9	1.9 %
Youth summer camp programs	11	2.3 %
Martial arts	3	0.6 %
Trips (e.g. sporting event)	5	1.0 %
Gymnastics	11	2.3 %
Other	5	1.0 %
None chosen	154	31.7 %
Total	486	100.0 %

Q16. Regardless of their availability in the City of Ozark, which FOUR of the programs listed in Question 15 are MOST IMPORTANT to your household?

Q16. Sum of top 4 choices	Number	Percent
Adult art, dance, performing arts	61	12.6 %
Adult continuing education programs	63	13.0 %
Adult fitness & wellness programs	225	46.3 %
Adult sports programs	60	12.3 %
Adult programs for 62 years & older	66	13.6 %
Before & after school programs	32	6.6 %
Birthday parties	41	8.4 %
Nature programs/environmental education	132	27.2 %
Early childhood programs	53	10.9 %
Programs for people with disabilities	31	6.4 %
Programs for teens	49	10.1 %
Special events, (e.g. outdoor music, movies, holiday events)	189	38.9 %
Tennis lessons & leagues	29	6.0 %
Outdoor adventure programs	100	20.6 %
Video games/virtual gaming	21	4.3 %
Water fitness programs	70	14.4 %
Youth art, dance, performing arts	41	8.4 %
Youth fitness & wellness programs	42	8.6 %
Youth learn to swim programs	68	14.0 %
Youth sports programs	107	22.0 %
Youth summer camp programs	30	6.2 %
Martial arts	17	3.5 %
Trips (e.g. sporting event)	16	3.3 %
Gymnastics	26	5.3 %
Other	15	3.1 %
None chosen	46	9.5 %
Total	1630	

Q17. In which FOUR of the programs listed in Question 15 do you and members of your household currently participate in the MOST that are offered by City of Ozark Park and Recreation?

Q17. Top choice	Number	Percent
Adult art, dance, performing arts	2	0.4 %
Adult continuing education programs	1	0.2 %
Adult fitness & wellness programs	62	12.8 %
Adult sports programs	6	1.2 %
Adult programs for 62 years & older	1	0.2 %
Before & after school programs	8	1.6 %
Birthday parties	10	2.1 %
Nature programs/environmental education	8	1.6 %
Early childhood programs	1	0.2 %
Programs for teens	1	0.2 %
Special events, (e.g. outdoor music, movies, holiday events)	31	6.4 %
Tennis lessons & leagues	1	0.2 %
Outdoor adventure programs	1	0.2 %
Video games/virtual gaming	1	0.2 %
Water fitness programs	7	1.4 %
Youth art, dance, performing arts	4	0.8 %
Youth fitness & wellness programs	4	0.8 %
Youth learn to swim programs	16	3.3 %
Youth sports programs	71	14.6 %
Youth summer camp programs	10	2.1 %
Martial arts	7	1.4 %
Gymnastics	6	1.2 %
Other	5	1.0 %
None chosen	222	45.7 %
Total	486	100.0 %

Q17. In which FOUR of the programs listed in Question 15 do you and members of your household currently participate in the MOST that are offered by City of Ozark Park and Recreation?

Q17. 2nd choice	Number	Percent
Adult art, dance, performing arts	3	0.6 %
Adult continuing education programs	4	0.8 %
Adult fitness & wellness programs	35	7.2 %
Adult sports programs	2	0.4 %
Adult programs for 62 years & older	10	2.1 %
Before & after school programs	2	0.4 %
Birthday parties	14	2.9 %
Nature programs/environmental education	7	1.4 %
Early childhood programs	6	1.2 %
Programs for people with disabilities	1	0.2 %
Programs for teens	2	0.4 %
Special events, (e.g. outdoor music, movies, holiday events)	25	5.1 %
Tennis lessons & leagues	2	0.4 %
Outdoor adventure programs	1	0.2 %
Water fitness programs	7	1.4 %
Youth art, dance, performing arts	4	0.8 %
Youth fitness & wellness programs	4	0.8 %
Youth learn to swim programs	14	2.9 %
Youth sports programs	23	4.7 %
Youth summer camp programs	9	1.9 %
Martial arts	2	0.4 %
Trips (e.g. sporting event)	1	0.2 %
Gymnastics	3	0.6 %
Other	5	1.0 %
None chosen	300	61.7 %
Total	486	100.0 %

Q17. In which FOUR of the programs listed in Question 15 do you and members of your household currently participate in the MOST that are offered by City of Ozark Park and Recreation?

Q17. 3rd choice	Number	Percent
Adult continuing education programs	5	1.0 %
Adult fitness & wellness programs	10	2.1 %
Adult sports programs	4	0.8 %
Adult programs for 62 years & older	1	0.2 %
Before & after school programs	6	1.2 %
Birthday parties	15	3.1 %
Nature programs/environmental education	6	1.2 %
Early childhood programs	4	0.8 %
Programs for people with disabilities	1	0.2 %
Programs for teens	4	0.8 %
Special events, (e.g. outdoor music, movies, holiday events)	19	3.9 %
Outdoor adventure programs	4	0.8 %
Video games/virtual gaming	1	0.2 %
Water fitness programs	6	1.2 %
Youth art, dance, performing arts	1	0.2 %
Youth fitness & wellness programs	6	1.2 %
Youth learn to swim programs	17	3.5 %
Youth sports programs	4	0.8 %
Youth summer camp programs	5	1.0 %
Martial arts	1	0.2 %
Trips (e.g. sporting event)	3	0.6 %
Gymnastics	4	0.8 %
Other	3	0.6 %
None chosen	356	73.3 %
Total	486	100.0 %

Q17. In which FOUR of the programs listed in Question 15 do you and members of your household currently participate in the MOST that are offered by City of Ozark Park and Recreation?

Q17. 4th choice	Number	Percent
Adult art, dance, performing arts	4	0.8 %
Adult continuing education programs	4	0.8 %
Adult fitness & wellness programs	8	1.6 %
Adult sports programs	2	0.4 %
Adult programs for 62 years & older	2	0.4 %
Before & after school programs	2	0.4 %
Birthday parties	5	1.0 %
Nature programs/environmental education	5	1.0 %
Early childhood programs	1	0.2 %
Programs for teens	1	0.2 %
Special events, (e.g. outdoor music, movies, holiday events)	18	3.7 %
Outdoor adventure programs	5	1.0 %
Water fitness programs	4	0.8 %
Youth art, dance, performing arts	2	0.4 %
Youth fitness & wellness programs	3	0.6 %
Youth learn to swim programs	6	1.2 %
Youth sports programs	4	0.8 %
Youth summer camp programs	2	0.4 %
Trips (e.g. sporting event)	3	0.6 %
Gymnastics	1	0.2 %
Other	6	1.2 %
None chosen	398	81.9 %
Total	486	100.0 %

Q17. In which FOUR of the programs listed in Question 15 do you and members of your household currently participate in the MOST that are offered by City of Ozark Park and Recreation? (top 4)

Q17. Sum of top 4 choices	Number	Percent
Adult art, dance, performing arts	9	1.9 %
Adult continuing education programs	14	2.9 %
Adult fitness & wellness programs	115	23.7 %
Adult sports programs	14	2.9 %
Adult programs for 62 years & older	14	2.9 %
Before & after school programs	18	3.7 %
Birthday parties	44	9.1 %
Nature programs/environmental education	26	5.3 %
Early childhood programs	12	2.5 %
Programs for people with disabilities	2	0.4 %
Programs for teens	8	1.6 %
Special events, (e.g. outdoor music, movies, holiday events)	93	19.1 %
Tennis lessons & leagues	3	0.6 %
Outdoor adventure programs	11	2.3 %
Video games/virtual gaming	2	0.4 %
Water fitness programs	24	4.9 %
Youth art, dance, performing arts	11	2.3 %
Youth fitness & wellness programs	17	3.5 %
Youth learn to swim programs	53	10.9 %
Youth sports programs	102	21.0 %
Youth summer camp programs	26	5.3 %
Martial arts	10	2.1 %
Trips (e.g. sporting event)	7	1.4 %
Gymnastics	14	2.9 %
Other	19	3.9 %
None chosen	222	45.7 %
Total	890	

Q18. Listed below are actions the City of Ozark could take to improve the Park and Recreation system. Please indicate how supportive you would be of each item.

(N=486)

	Very supportive	Somewhat supportive	Not sure	Not supportive
Q18-1. Upgrade/extend existing trails	67.3%	19.1%	12.6%	1.0%
Q18-2. Create new route locations for trails	63.4%	19.8%	15.4%	1.4%
Q18-3. Upgrade existing athletic fields	31.9%	31.3%	31.5%	5.3%
Q18-4. Build new athletic fields	28.4%	21.8%	37.2%	12.6%
Q18-5. Build outdoor basketball courts	23.9%	27.6%	35.8%	12.8%
Q18-6. Build new tennis courts	17.3%	25.1%	39.9%	17.7%
Q18-7. Build outdoor volleyball courts	17.7%	30.9%	37.7%	13.8%
Q18-8. Upgrade existing parks & park amenities by adding new shelters, destination playgrounds	54.9%	27.6%	15.8%	1.6%
Q18-9. Build spraygrounds	35.4%	22.0%	34.8%	7.8%
Q18-10. Improve maintenance of existing parks & park amenities by adding more staff & maintenance equipment	40.9%	33.1%	24.1%	1.9%
Q18-11. Improve existing sports fields to encourage sports economic impact events (e.g. new restrooms, lights on all fields, better parking, additional fields)	43.2%	30.7%	21.8%	4.3%
Q18-12. Preserve additional property for conservation & greenspace	49.6%	29.6%	18.7%	2.1%
Q18-13. Develop destination playgrounds (large playgrounds)	47.7%	23.9%	23.5%	4.9%
Q18-14. Add new attractions at outdoor pool	39.1%	22.4%	29.2%	9.3%
Q18-15. Add adventure sports areas (off road mountain bike track)	26.1%	25.7%	34.8%	13.4%
Q18-16. Other	85.7%	7.1%	4.8%	2.4%

Q18-16. Other

Q18-16. Other	Number	Percent
Dog park	3	7.1 %
Pickleball courts	2	4.8 %
Off Leash dog park	1	2.4 %
Sidewalks	1	2.4 %
Build larger skatepark	1	2.4 %
REMOVE SAND ON PLAYGROUND SURFACE	1	2.4 %
Inside basketball areas	1	2.4 %
Update Finley River Park	1	2.4 %
DEVELOP MICRO PARKS CLOSER TO NEIGHBORHOODS	1	2.4 %
FISHING LAKE/POND	1	2.4 %
Playground for special needs	1	2.4 %
BUILD A PERFORMING ARTS CENTER	1	2.4 %
SKATE PARK MUCH NEEDED	1	2.4 %
Provide areas for people with disabilities	1	2.4 %
We need more sidewalks	1	2.4 %
Add camp sites	1	2.4 %
3RD ST CENTRAL PARK ON VACANT LAND	1	2.4 %
24 hour access for citizens with busy schedules	1	2.4 %
Intense chlorine in the air in indoor pool	1	2.4 %
BMX or skate areas, beach areas or boat ramps on Finley River	1	2.4 %
We would happily support any and ALL parks and rec improvements	1	2.4 %
Gathering place for youth	1	2.4 %
TODDLER PLYGROUND	1	2.4 %
ADDING MOUNTAIN BIKE FEATURES OR TRAILS	1	2.4 %
RENT SCOOTERS FOR DISABLED	1	2.4 %
KEEP DOGS OFF BASEBALL FIELDS	1	2.4 %
ADD SECURITY TO OUTDOOR PARKS AT NIGHT	1	2.4 %
increase the size of the OC	1	2.4 %
new outdoor pool	1	2.4 %
move the park so it doesn't flood	1	2.4 %
ADD DISABLED EQUIPMENT TO PARKS	1	2.4 %
BUILD POOLS/OUTDOOR/INDOOR	1	2.4 %
build squash/racquet ball courts	1	2.4 %
Would love to see a big dog park with vaccination requirements to enter	1	2.4 %
Update neighborhood parks	1	2.4 %
Handicapped access playground	1	2.4 %
More public disc golf courses	1	2.4 %
All inclusive playground	1	2.4 %
Programs for teens and adults with disabilities	1	2.4 %
Total	42	100.0 %

Q19. Which FOUR of the actions listed in Question 18 are MOST IMPORTANT to your household?

Q19. Top choice	Number	Percent
Upgrade/extend existing trails	121	24.9 %
Create new route locations for trails	43	8.8 %
Upgrade existing athletic fields	20	4.1 %
Build new athletic fields	23	4.7 %
Build outdoor basketball courts	10	2.1 %
Build new tennis courts	7	1.4 %
Build outdoor volleyball courts	4	0.8 %
Upgrade existing parks & park amenities by adding new shelters, destination playgrounds	60	12.3 %
Build spraygrounds	22	4.5 %
Improve maintenance of existing parks & park amenities by adding more staff & maintenance equipment	13	2.7 %
Improve existing sports fields to encourage sports economic impact events (e.g. new restrooms, lights on all fields, better parking, additional fields)	22	4.5 %
Preserve additional property for conservation & greenspace	11	2.3 %
Develop destination playgrounds (large playgrounds)	31	6.4 %
Add new attractions at outdoor pool	24	4.9 %
Add adventure sports areas (off road mountain bike track)	15	3.1 %
Other	21	4.3 %
None chosen	39	8.0 %
Total	486	100.0 %

Q19. Which FOUR of the actions listed in Question 18 are MOST IMPORTANT to your household?

Q19. 2nd choice	Number	Percent
Upgrade/extend existing trails	58	11.9 %
Create new route locations for trails	112	23.0 %
Upgrade existing athletic fields	19	3.9 %
Build new athletic fields	16	3.3 %
Build outdoor basketball courts	15	3.1 %
Build new tennis courts	7	1.4 %
Build outdoor volleyball courts	6	1.2 %
Upgrade existing parks & park amenities by adding new shelters, destination playgrounds	51	10.5 %
Build spraygrounds	20	4.1 %
Improve maintenance of existing parks & park amenities by adding more staff & maintenance equipment	19	3.9 %
Improve existing sports fields to encourage sports economic impact events (e.g. new restrooms, lights on all fields, better parking, additional fields)	20	4.1 %
Preserve additional property for conservation & greenspace	24	4.9 %
Develop destination playgrounds (large playgrounds)	34	7.0 %
Add new attractions at outdoor pool	18	3.7 %
Add adventure sports areas (off road mountain bike track)	5	1.0 %
Other	5	1.0 %
None chosen	57	11.7 %
Total	486	100.0 %

Q19. Which FOUR of the actions listed in Question 18 are MOST IMPORTANT to your household?

Q19. 3rd choice	Number	Percent
Upgrade/extend existing trails	49	10.1 %
Create new route locations for trails	33	6.8 %
Upgrade existing athletic fields	18	3.7 %
Build new athletic fields	12	2.5 %
Build outdoor basketball courts	11	2.3 %
Build new tennis courts	5	1.0 %
Build outdoor volleyball courts	17	3.5 %
Upgrade existing parks & park amenities by adding new shelters, destination playgrounds	64	13.2 %
Build spraygrounds	32	6.6 %
Improve maintenance of existing parks & park amenities by adding more staff & maintenance equipment	40	8.2 %
Improve existing sports fields to encourage sports economic impact events (e.g. new restrooms, lights on all fields, better parking, additional fields)	30	6.2 %
Preserve additional property for conservation & greenspace	30	6.2 %
Develop destination playgrounds (large playgrounds)	32	6.6 %
Add new attractions at outdoor pool	19	3.9 %
Add adventure sports areas (off road mountain bike track)	14	2.9 %
Other	2	0.4 %
None chosen	78	16.0 %
Total	486	100.0 %

Q19. Which FOUR of the actions listed in Question 18 are MOST IMPORTANT to your household?

Q19. 4th choice	Number	Percent
Upgrade/extend existing trails	27	5.6 %
Create new route locations for trails	26	5.3 %
Upgrade existing athletic fields	17	3.5 %
Build new athletic fields	11	2.3 %
Build outdoor basketball courts	10	2.1 %
Build new tennis courts	6	1.2 %
Build outdoor volleyball courts	10	2.1 %
Upgrade existing parks & park amenities by adding new shelters, destination playgrounds	26	5.3 %
Build spraygrounds	22	4.5 %
Improve maintenance of existing parks & park amenities by adding more staff & maintenance equipment	34	7.0 %
Improve existing sports fields to encourage sports economic impact events (e.g. new restrooms, lights on all fields, better parking, additional fields)	34	7.0 %
Preserve additional property for conservation & greenspace	31	6.4 %
Develop destination playgrounds (large playgrounds)	41	8.4 %
Add new attractions at outdoor pool	54	11.1 %
Add adventure sports areas (off road mountain bike track)	24	4.9 %
Other	4	0.8 %
None chosen	109	22.4 %
Total	486	100.0 %

Q19. Which FOUR of the actions listed in Question 18 are MOST IMPORTANT to your household? (top 4)

Q19. Sum of top 4 choices	Number	Percent
Upgrade/extend existing trails	255	52.5 %
Create new route locations for trails	214	44.0 %
Upgrade existing athletic fields	74	15.2 %
Build new athletic fields	62	12.8 %
Build outdoor basketball courts	46	9.5 %
Build new tennis courts	25	5.1 %
Build outdoor volleyball courts	37	7.6 %
Upgrade existing parks & park amenities by adding new shelters, destination playgrounds	201	41.4 %
Build spraygrounds	96	19.8 %
Improve maintenance of existing parks & park amenities by adding more staff & maintenance equipment	106	21.8 %
Improve existing sports fields to encourage sports economic impact events (e.g. new restrooms, lights on all fields, better parking, additional fields)	106	21.8 %
Preserve additional property for conservation & greenspace	96	19.8 %
Develop destination playgrounds (large playgrounds)	138	28.4 %
Add new attractions at outdoor pool	115	23.7 %
Add adventure sports areas (off road mountain bike track)	58	11.9 %
Other	32	6.6 %
None chosen	39	8.0 %
Total	1700	

Q20. How important is the Park and Recreation system compared to other City services (i.e. police, fire, public works, planning, etc.)

Q20. How important is Park & Recreation system compared to other City services	Number	Percent
Very important	194	39.9 %
Somewhat important	191	39.3 %
Neutral	60	12.3 %
Not important	15	3.1 %
Not at all important	3	0.6 %
Don't know	23	4.7 %
Total	486	100.0 %

WITHOUT "DON'T KNOW"**Q20. How important is the Park and Recreation system compared to other City services (i.e. police, fire, public works, planning, etc.) (without "don't know")**

Q20. How important is Park & Recreation system compared to other City services	Number	Percent
Very important	194	41.9 %
Somewhat important	191	41.3 %
Neutral	60	13.0 %
Not important	15	3.2 %
Not at all important	3	0.6 %
Total	463	100.0 %

Q21. What is your age?

Q21. Your age	Number	Percent
18-34	148	30.5 %
35-44	113	23.3 %
45-54	82	16.9 %
55-64	69	14.2 %
65+	62	12.8 %
Not provided	12	2.5 %
Total	486	100.0 %

WITHOUT "NOT PROVIDED"**Q21. What is your age? (without "not provided")**

Q21. Your age	Number	Percent
18-34	148	31.2 %
35-44	113	23.8 %
45-54	82	17.3 %
55-64	69	14.6 %
65+	62	13.1 %
Total	474	100.0 %

Q22. Counting yourself, how many people in your household are...

	Mean	Sum
Under age 5	0.4	183
Ages 5-9	0.3	169
Ages 10-14	0.3	142
Ages 15-19	0.2	108
Ages 20-24	0.1	55
Ages 25-34	0.5	259
Ages 35-44	0.5	227
Ages 45-54	0.3	141
Ages 55-64	0.3	128
Ages 65-74	0.2	74
Ages 75+	0.1	46

Q23. Your gender:

Q23. Your gender	Number	Percent
Male	233	47.9 %
Female	251	51.6 %
Not provided	2	0.4 %
Total	486	100.0 %

WITHOUT "NOT PROVIDED"**Q23. Your gender: (without "not provided")**

Q23. Your gender	Number	Percent
Male	233	48.1 %
Female	251	51.9 %
Total	484	100.0 %

Q24. How long have you lived in the City of Ozark?

Q24. How long have you lived in City of Ozark	Number	Percent
0-5	163	33.5 %
6-10	80	16.5 %
11-15	77	15.8 %
16-20	63	13.0 %
21-30	56	11.5 %
31+	44	9.1 %
Not provided	3	0.6 %
Total	486	100.0 %

WITHOUT "NOT PROVIDED"**Q24. How long have you lived in the City of Ozark? (without "not provided")**

Q24. How long have you lived in City of Ozark	Number	Percent
0-5	163	33.7 %
6-10	80	16.6 %
11-15	77	15.9 %
16-20	63	13.0 %
21-30	56	11.6 %
31+	44	9.1 %
Total	483	100.0 %

Q25. What is your household income?

Q25. Your household income	Number	Percent
Under \$25K	38	7.8 %
\$25K-\$49,999	112	23.0 %
\$50K-\$99,999	187	38.5 %
\$100K-\$149,999	85	17.5 %
\$150K+	28	5.8 %
Not provided	36	7.4 %
Total	486	100.0 %

WITHOUT "NOT PROVIDED"**Q25. What is your household income? (without "not provided")**

Q25. Your household income	Number	Percent
Under \$25K	38	8.4 %
\$25K-\$49,999	112	24.9 %
\$50K-\$99,999	187	41.6 %
\$100K-\$149,999	85	18.9 %
\$150K+	28	6.2 %
Total	450	100.0 %

Q26. Which of the following best describes your race/ethnicity?

Q26. Your race/ethnicity	Number	Percent
White	456	93.8 %
Black/African American	6	1.2 %
Hispanic	17	3.5 %
Asian or Pacific Islander	5	1.0 %
American Indian	10	2.1 %
Other	1	0.2 %
Total	495	

Q26. Other

Q26. Other	Number	Percent
MIXED	1	100.0 %
Total	1	100.0 %



PRIORITY INVESTMENT RATING



Priority Investment Rating Ozark, Missouri

The **Priority Investment Rating (PIR)** was developed by ETC Institute to provide governments with an objective tool for evaluating the priority that should be placed on parks and recreation investments. The Priority Investment Rating was developed by ETC Institute to identify the facilities and programs residents think should receive the highest priority for investment. The priority investment rating reflects the importance residents place on items (sum of top 4 choices) and the unmet needs (needs that are only being partly or not met) for each facility/program relative to the facility/program that rated the highest overall. Since decisions related to future investments should consider both the level of unmet need and the importance of facilities and programs, the PIR weights each of these components equally.

The PIR reflects the sum of the Unmet Needs Rating and the Importance Rating as shown in the equation below:

$$\text{PIR} = \text{UNR} + \text{IR}$$

For example, suppose the Unmet Needs Rating for playgrounds is 26.5 (out of 100) and the Importance Rating for playgrounds is 52 (out of 100), the Priority Investment Rating for playgrounds would be 78.5 (out of 200).

How to Analyze the Charts:

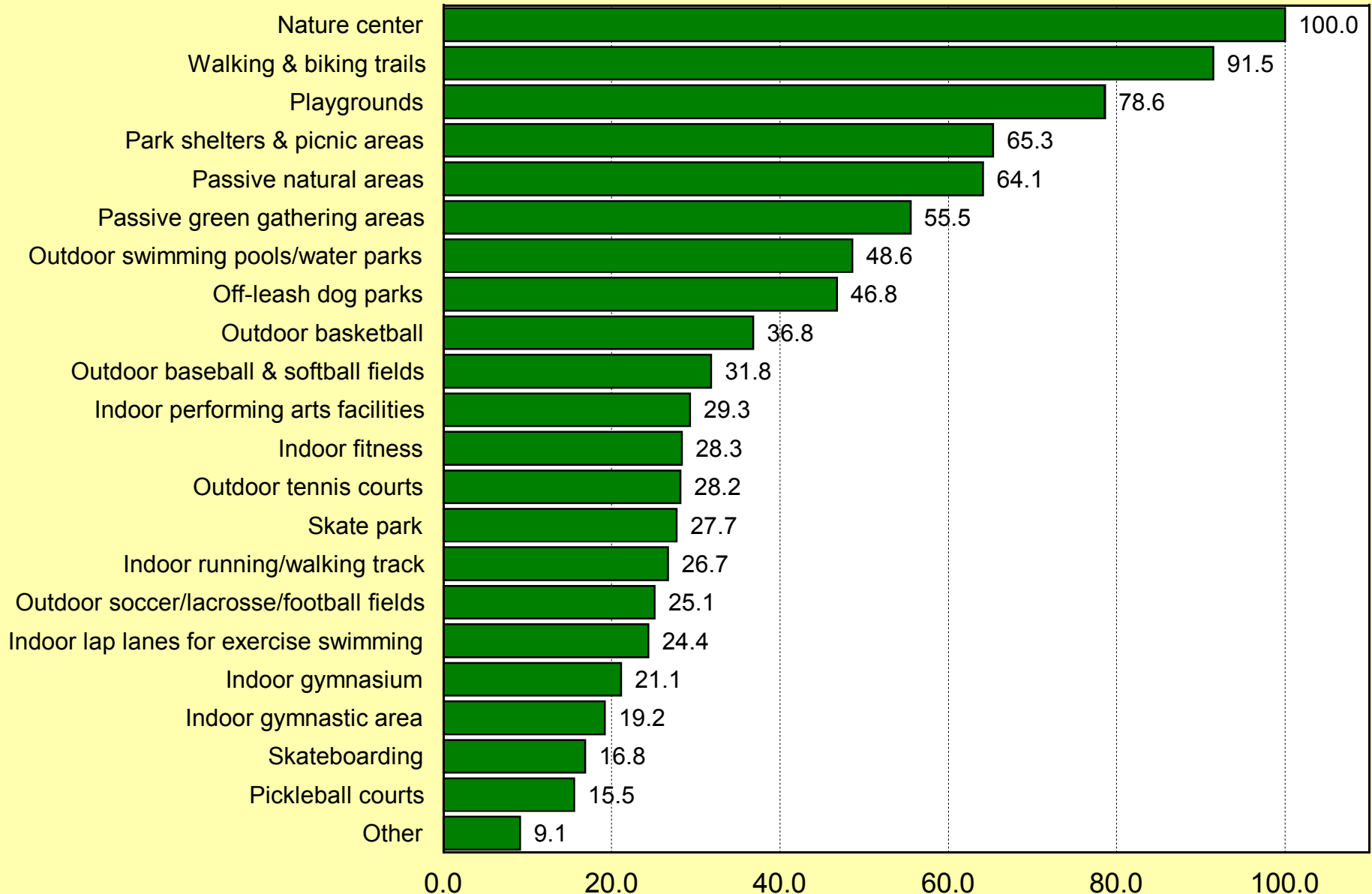
- **High Priority Areas** are those with a PIR of at least 100. A rating of 100 or above generally indicates there is a relatively high level of unmet need and residents generally think it is important to fund improvements in these areas. Improvements in this area are likely to have a positive impact on the greatest number of households.
- **Medium Priority Areas** are those with a PIR of 50-99. A rating in this range generally indicates there is a medium to high level of unmet need or a significant percentage of residents generally think it is important to fund improvements in these areas.
- **Low Priority Areas** are those with a PIR below 50. A rating in this range generally indicates there is a relatively low level of unmet need and residents do not think it is important to fund improvements in these areas. Improvements may be warranted if the needs of very specialized populations are being targeted.

The following pages show the Unmet Needs Rating, Importance Rating, and Priority Investment Rating for facilities and programs.

Unmet Needs Rating for Recreation Facilities

the rating for the item with the most unmet need=100

the rating of all other items reflects the relative amount of unmet need for each item compared to the item with the most unmet need

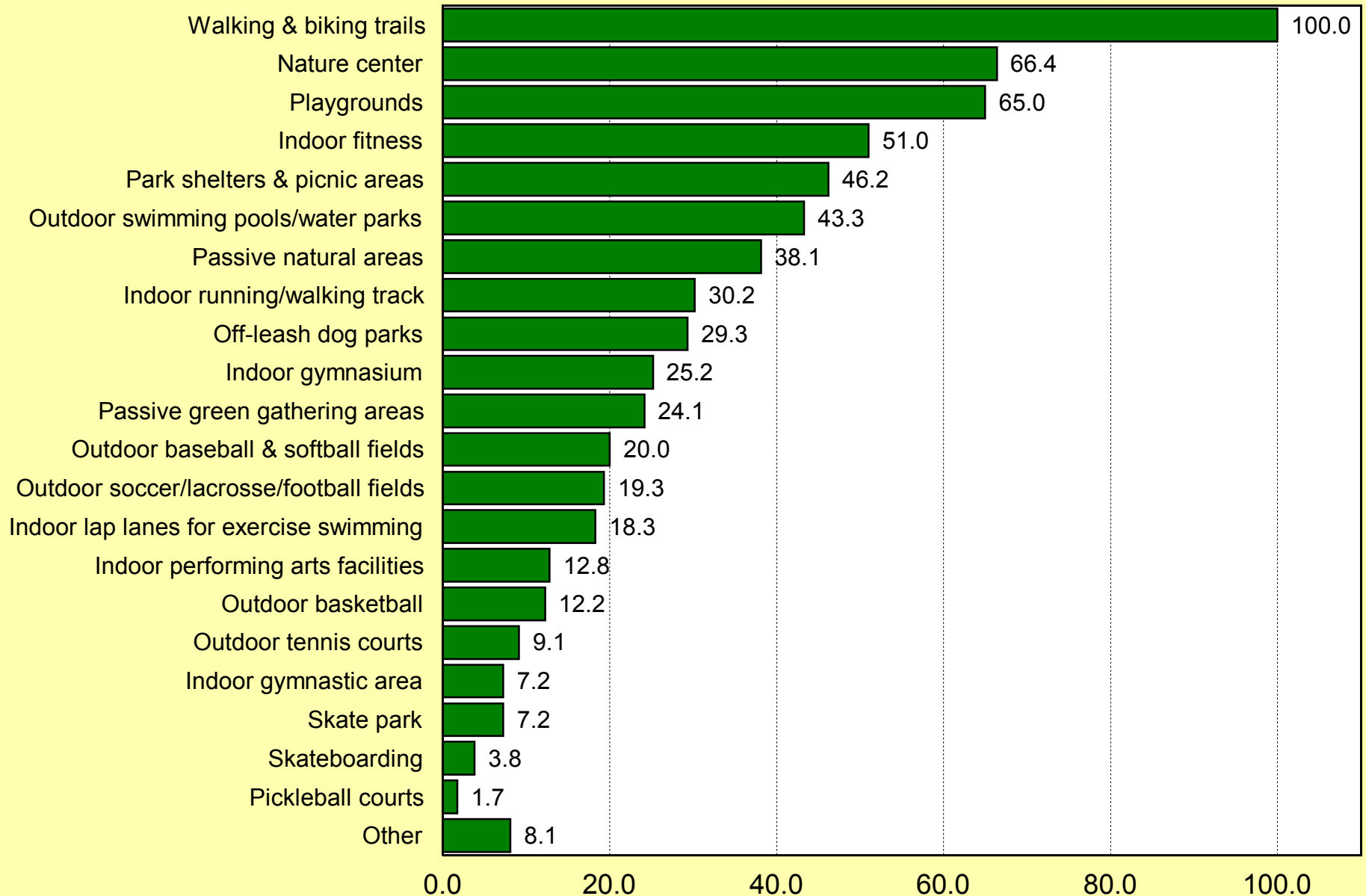


Source: ETC Institute (2017)

Importance Rating for Recreation Facilities

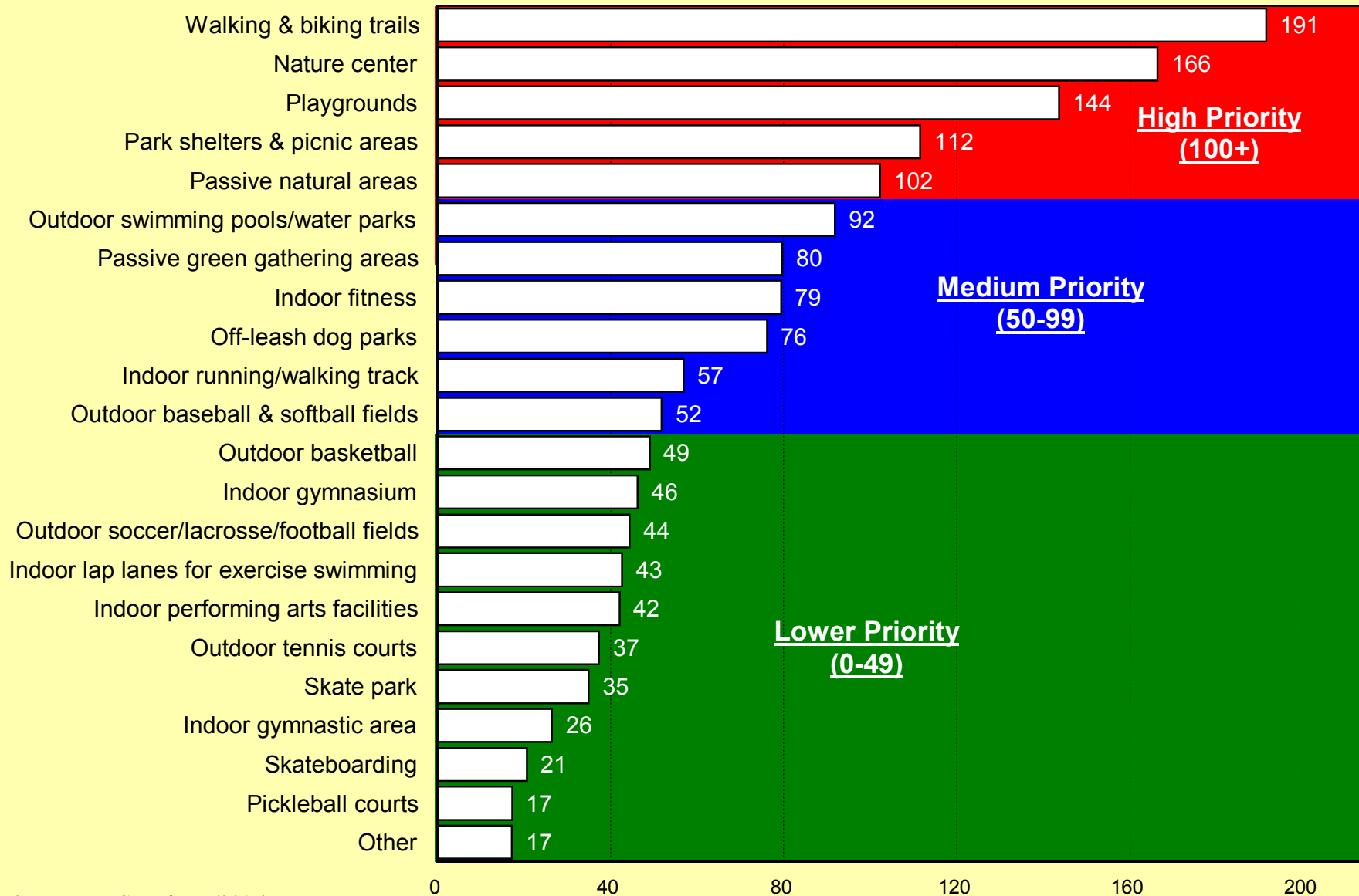
the rating for the item rated as the most important=100

the rating of all other items reflects the relative level of importance for each item compared to the item rated as the most important



Source: ETC Institute (2017)

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

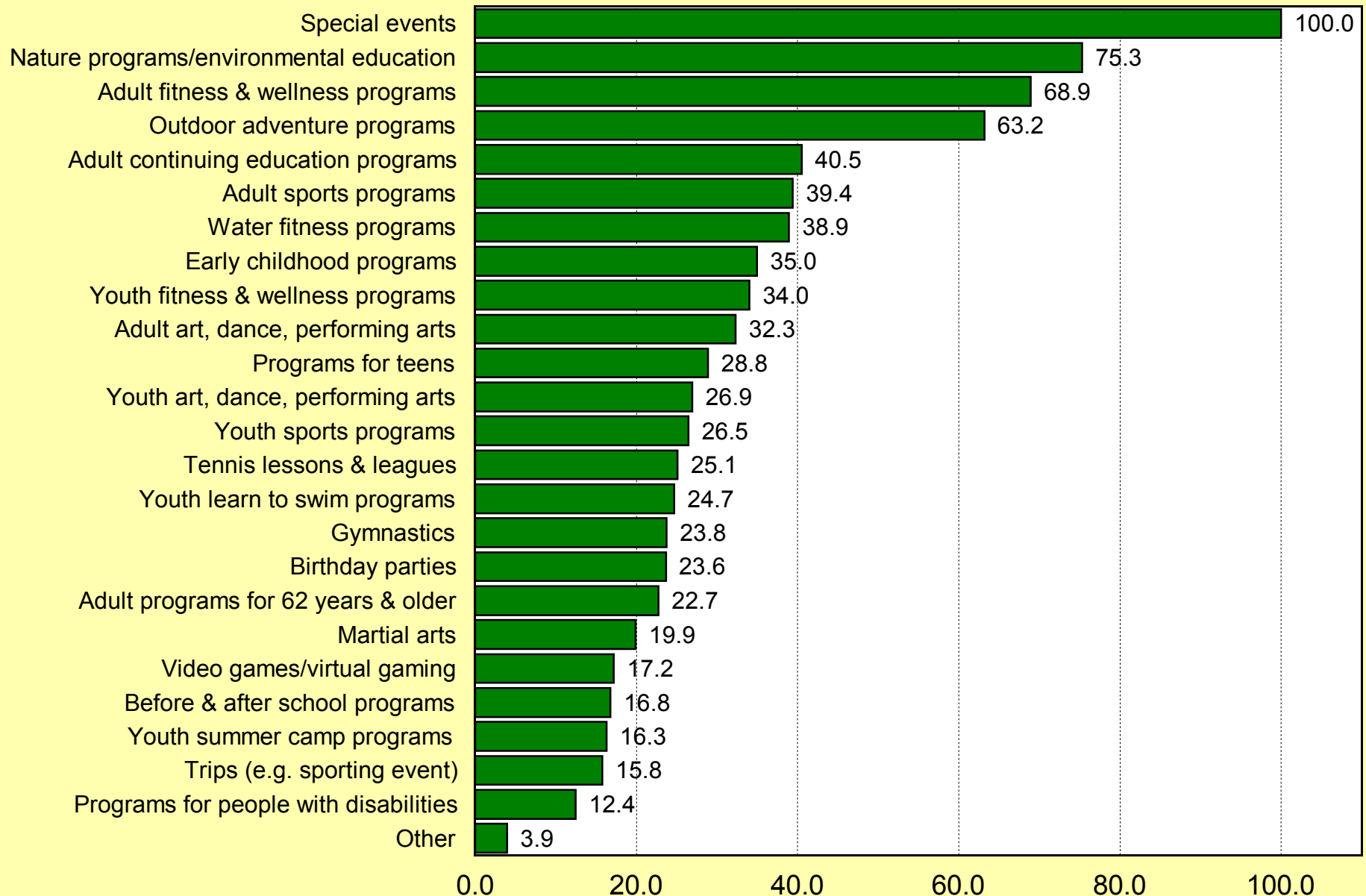


Source: ETC Institute (2017)

Unmet Needs Rating for Recreation Programs

the rating for the item with the most unmet need=100

the rating of all other items reflects the relative amount of unmet need for each item compared to the item with the most unmet need

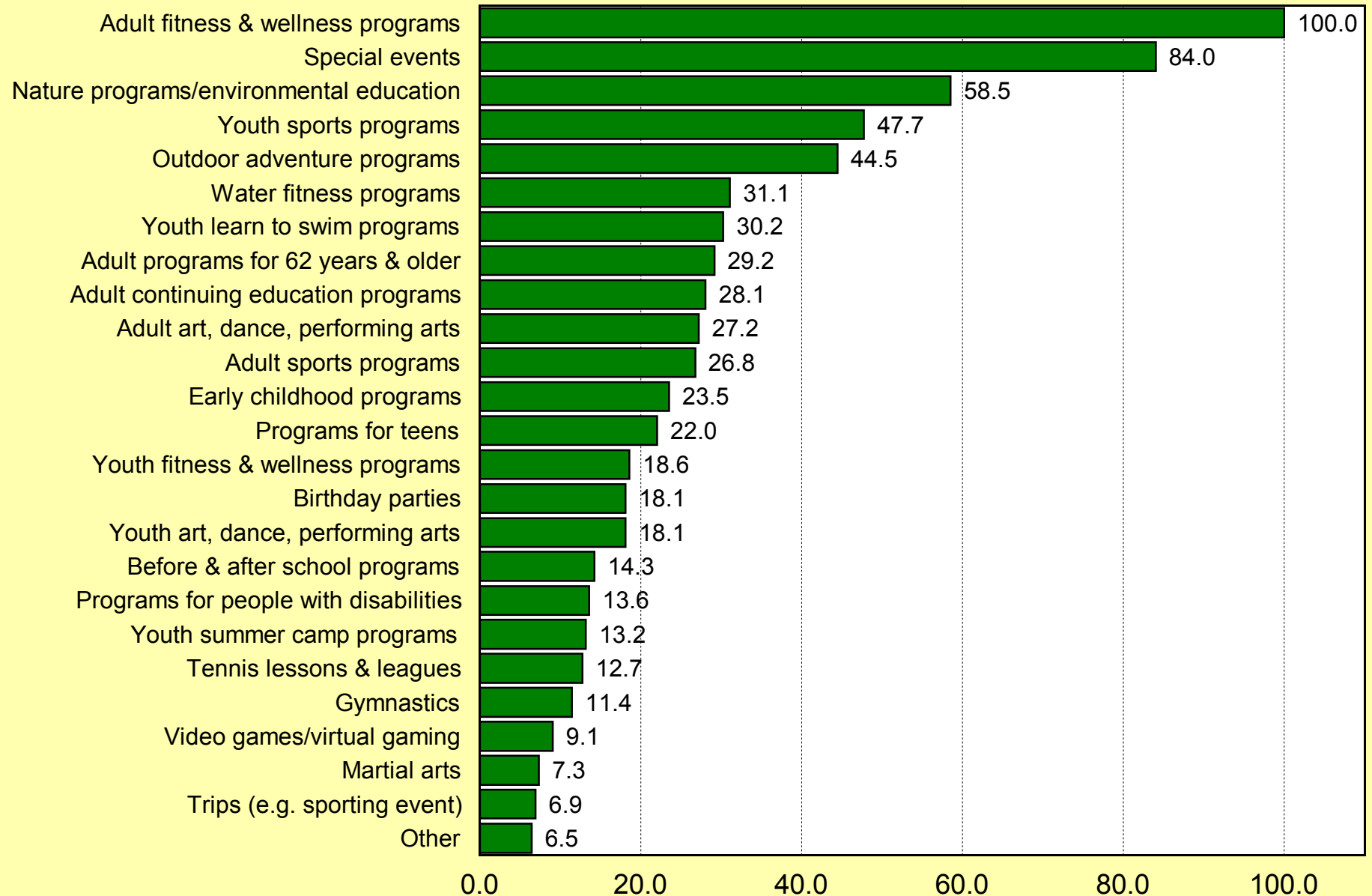


Source: ETC Institute (2017)

Importance Rating for Recreation Programs

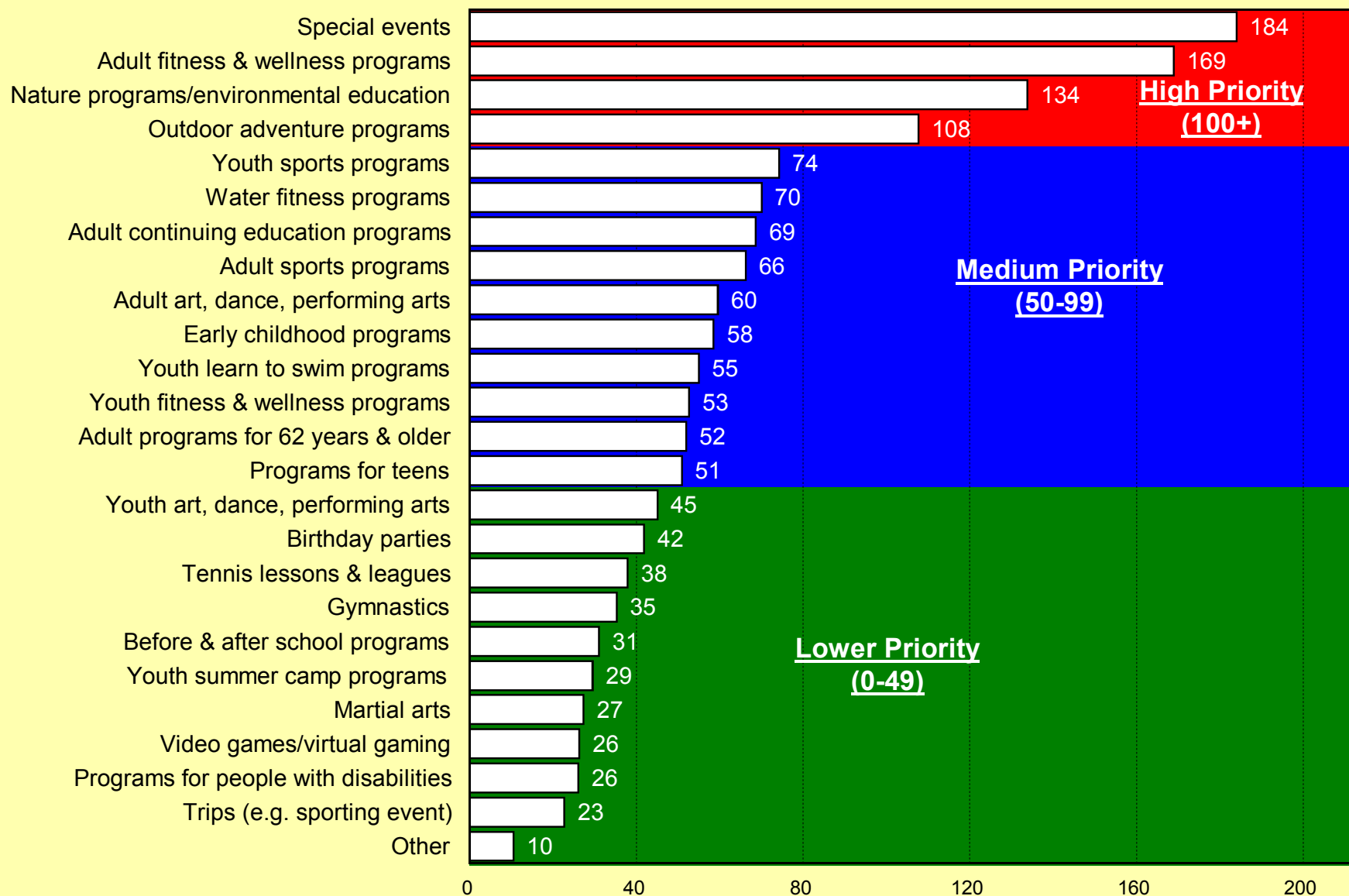
the rating for the item rated as the most important=100

the rating of all other items reflects the relative level of importance for each item compared to the item rated as the most important



Source: ETC Institute (2017)

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



Source: ETC Institute (2017)



FUNDING SOURCES

Trails and Outdoor Funding

Missouri State Parks administers two federally funded grant programs for outdoor recreation, the Land and Water Conservation Fund (LWCF) and the Recreational Trails Program (RTP).

Land and water conservation fund (LWCF)

The Land and Water Conservation Fund (LWCF) is federally funded through the U.S. Department of the Interior, National Park Service. The program is intended to create and maintain a nationwide legacy of high-quality outdoor recreation areas and facilities. Land and Water Conservation Fund grants are available to cities, counties and school districts to be used for outdoor recreation projects. Projects require a 50 percent match. All funded projects must be maintained in perpetuity for public outdoor recreational purposes. Development and renovation projects must be maintained for a period of 25 years or the life of the manufactured goods. Since 1965, Missouri has received more than \$87 million dollars for projects in every county in the state. In Missouri, LWCF is currently open to local governments and public school for the acquisition, development and renovation of outdoor recreation sites.

Outdoor recreation legacy partnership program (ORLP)

The Outdoor Recreation Legacy Partnership Program (ORLP) is a new grant program funded through the U.S. Department of the Interior, National Park Service. The program was created in 2014 as a complement to the Land and Water Conservation Fund grant program, and seeks to identify and highlight new ways of promoting opportunities for expanding outdoor play in areas with great need, as well as promoting the development of new or enhanced partnerships for outdoor recreation in urban communities across the nation. For 2016, \$15 million nationwide has been set aside by Congress for outdoor recreation projects. Eligible applicants include local government agencies such as cities, counties, and public school districts within an urbanized area as defined by the U.S. Census Bureau and with a population of 50,000 or more residents. Pending the success of the program, we anticipate that the National Park Service will host another ORLP grant round in 2018.

Recreational trails program

The Recreational Trails Program (RTP) is federally funded through the Department of Transportation's Federal Highway Administration (FHWA). The purpose of this program is to promote motorized and non-motorized recreational trails. Recreational Trails Program grants are available to local and state governments, school districts, for-profit and non-profit organizations and businesses. Eligible project categories include constructing new recreational trails, maintaining or renovating existing trails, developing or renovating trailheads or trail amenities, acquiring land for recreational trails, or purchasing or leasing trail maintenance equipment. Project sponsors must contribute a minimum match of 20 percent of the total cost of the project.

Missouri has received \$25 million dollars since the program began in 1993 for projects throughout the state.

CONTACT US

Missouri State Parks, Grants Management

PO Box 176

Jefferson City, MO 65102-0176

lwcf.rtp@dnr.mo.gov

Grants Management Section: 573-751-0848

LWCF Information: 573-751-8462

RTP Information: 573-522-8191

American Hiking Society: They have grants to help fund the development of recreation trails. Grants range from \$500 to \$10,000. For more information go to: <http://www.americanhiking.org/alliance/fund.html>

Rails to Trails Conservancy: (www.railtrails.com): They provide reports and information on the value and importance of trails and greenways. They also have a TrailDART (Trail Development Assistance Response Team) which offers referrals and information for organizations who seek more local assistance with trail development. This is a fee for service program.

Federal Transportation Enhancements Grants: This program addresses bicycle and pedestrian accommodations that are made with road improvements and other transportation projects. For more information, and for state specific information go to: http://www.fhwa.dot.gov/environment/transportation_enhancements/guidance/

American Trails: They are a nonprofit organization that advocates for the planning and development of trails and greenways. A link to funding resources is found at: <http://www.americantrails.org/resources/funding/index.html>

Playgrounds

Bank of America - At Bank of America, we're helping build thriving communities by addressing issues fundamental to economic health and sustainability. We are advancing economic mobility by addressing issues related to workforce development and education, community development, and basic needs. As a financial institution, we respond in two ways—by helping to address the immediate need as well as longer term solutions for economic self-sufficiency. Contact Information: Foundation@bankofamerica.com

Finish Line Youth Foundation <http://www.finishline.com/store/corporate/youthFoundation.jsp>

Purpose: The Finish Line Youth Foundation strives to make a difference in the lives of youth in the communities where employees and customers live, work and play. The Foundation financially supports opportunities for participation in youth programs that place an importance on youth development and an active lifestyle.

Types of Grants:

FOUNDER'S GRANT (Emergency Funds Grants) \$5,000 - \$25,000

These grants would be awarded to qualifying organizations that have an emergency need that would somehow be keeping the organization from providing current services. Examples would be natural disasters or other unforeseen circumstances that require special funding to help build or develop facilities or equipment needs.

LEGACY GRANT \$10,000 - \$75,000

The Legacy Grants will be awarded to qualifying organizations in need of improvements and/or renovations to existing buildings, grounds, and property or for new facilities and/or grounds.

Geographic Focus: The program to be supported must be located near one of Finish Line's 650 stores in 48 states. Not in Hawaii or Alaska at this time. Refer to website for eligibility requirements.

Contact Information: Finish Line Youth Foundation, 3308 N Mitthoeffer Rd, Indianapolis, IN 46235, 317-899-1022 ext44 6741, Youthfoundation@finishline.com

The Kerr Foundation, Inc. <http://www.thekerrfoundation.org/guidelines.php>

Purpose: The Kerr Foundation, Inc. supports 501(c)3 organizations, programs and institutions that provide new or enhanced opportunity to those within the granting areas, particularly the young. We believe that this is best accomplished in the areas of education, health, cultural development and community service. While preference is given to Oklahoma organizations and institutions, we recognize that such located outside the state and region can also have a beneficial impact on the economic, social and cultural growth and development of Oklahoma.

Geographic Focus: The Foundation only supports non-profit organizations located in: Arkansas, Colorado, Kansas, Missouri, New Mexico, Oklahoma, and Texas. We recognize the significant and continuing influence of the Federal government on our state and region, so we accept proposals from the Washington, D.C. area. Oklahoma organizations will receive first priority for available funds.

Contact Information: The Kerr Foundation Inc., 12501 N May Ave, Oklahoma City, OK 73120, 405-749-7991

Kroger Co. Foundation <http://www.thekrogerco.com/community/kroger-foundation>

Purpose: The Kroger Co. Foundation supports charitable activities in the communities where Kroger customers and associates live and work. Support will be provided only to programs that address a clearly identified need in the community and do so with clearly defined goals and objectives. Organizations should reflect a strong base of community support.

Geographic Focus: The Foundation exists for the betterment of the people and communities where the Kroger Co. has operations. Therefore, only organizations that serve the geographic areas where Kroger operates are eligible. The states in which the Kroger Co. has stores are: Alabama, Alaska, Arizona, Arkansas, California, Colorado, Florida, Georgia, Idaho, Illinois, Indiana, Kansas, Kentucky, Louisiana, Michigan, Mississippi, Missouri, Montana, Nebraska, Nevada, New Mexico, North Carolina, Ohio, Oregon, South Carolina, Tennessee, Texas, Utah, Virginia, Washington, West Virginia, Wisconsin, Wyoming. Refer to website for eligibility requirements.

Contact Information: Foundation Administrator, The Kroger Co. Foundation, 1014 Vine St, Cincinnati, OH 45202, 866.221.4141

The Scouler Foundation <http://www.scouler.com/about/community-involvement/>

Purpose: Scouler realizes that its employees have diverse talents and that local charities look to us for leadership and support. To support their employees and home communities, the Foundation looks first to provide financial assistance to groups and organizations in which our employees are actively involved: Children & Youth, Education, Social Service, Public Health and Arts & Culture. Refer to website for eligibility requirements.

Unsolicited requests for funding are welcome, but such requests will only be considered secondary to internally generated requests, subject to available time and funding availability. Geographic Focus: The states covered include: Arkansas, California, Colorado, Florida, Idaho, Illinois, Iowa, Kansas, Minnesota, Mississippi, Missouri, Montana, Nebraska, New Mexico, Oregon, South Carolina, Utah, Virginia, and Washington. Areas in Canada are also listed. A list of locations can be found at <http://www.scouler.com/locations/>.

Contact Information: Contact your local Scouler office for more information.

Union Pacific Foundation <https://www.up.com/aboutup/community/foundation/grants/index.htm>

Purpose: The Foundation has a strong interest in promoting program effectiveness among nonprofits. To that end, the Foundation will dedicate the majority of these grants to help nonprofit organizations build their capacity by helping new or existing programs reach more people or reach them more effectively. The Foundation will be particularly receptive to proposals that fall within the following categories:

Community and Civic: To assist community-based organizations and related activities that improve and enrich the general quality of life in the community. This category includes organizations such as aquariums, botanical gardens, children's museums, history/science museums, public libraries, public television and radio, zoos, etc.

Health and Human Services: To assist organizations dedicated to improving the level of health care and providing human services in the community. Local affiliates of national health organizations may apply for local programs only, but not for general operating support. The Foundation awards grants through an annual application process through which nonprofit 501(c)(3) organizations and municipalities located in Union Pacific communities may apply. Applications are accepted only through the online process. Refer to website for eligibility requirements.

Geographic Focus: The community where the organization is based must be along Union Pacific railroad lines. A Union Pacific map can be found at: http://www.up.com/aboutup/reference/maps/system_map/index.htm. The states include: Arizona, Arkansas, California, Colorado, Idaho, Illinois, Iowa, Kansas, Louisiana, Minnesota, Missouri, Montana, Nebraska, Nevada, New Mexico, Oklahoma, Oregon, Tennessee, Texas, Utah, Washington, Wisconsin, and Wyoming

Contact Information: Union Pacific 1400 Douglas St Stop 1560, Omaha, NE 68179, 402-544-5600

Wal-Mart Foundation <http://giving.walmart.com/our-focus>

Purpose: It's our mission to create opportunities so people can live better. We consider it our responsibility to make a positive impact in the communities we serve. Whether it's through the grants we provide to the thousands of organizations that share our mission or through the inspiring volunteer efforts of Walmart associates, we are passionate about helping people live better. One community at a time. Refer to website for eligibility requirements.

Types of Grants: National Giving Program, State Giving Program, Local Giving Program, NW Arkansas Giving Program.

Contact Information: Phone: 800-530-9925

Playground Grant - Dr. Pepper Snapple Group has made a three-year, \$15 million commitment, as part of KaBOOM!'s Let's Play Initiative, to help construct and improve playground areas. Municipalities and non-profit organizations with a playground or outdoor recreational space that is currently unsafe for children can apply for construction grants. The Initiative also offers Let's Play Completion Grants, which can be used toward the completion or improvement of an existing playground.

Skateparks

Tony Hawk Foundation Skatepark Grants: The focus of this program is to facilitate and encourage the design, development, construction, and operation of new skatepark facilities, primarily located in low-income communities in the United States.

General Funding Categories

Corporate Sponsorships

This revenue-funding source allows corporations to invest in the development or enhancement of new or existing facilities in park systems. Sponsorships are also highly used for programs and events.

Partnerships

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

Foundations/Gifts

These dollars are raised from tax-exempt, non-profit organizations established with private donations in promotion of specific causes, activities, or issues. They offer a variety of means to fund capital projects, including capital campaigns, gifts catalogs, fundraisers, endowments, sales of items, etc.

Private Donations

Private Donations may also be received in the form of funds, land, facilities, recreation equipment, art or in-kind services. Donations from local and regional businesses as sponsors for events or facilities should always be considered.

Friends Associations

These groups are formed to raise money typically for a single purpose that could include a park facility or program that will improve the community as a whole and their Association's special interest.

Irrevocable Remainder Trusts

These trusts are set up with individuals who typically have more than a million dollars in wealth. They will leave a portion of their wealth to the city in a trust fund that allows the fund to grow over a period of time and then is available for the city to use a portion of the interest to support specific park and recreation facilities or programs that are designated by the trustee.

Volunteerism

This revenue source is an indirect revenue source. People can donate time to assist the department in providing a product or service on an hourly basis. This reduces the city's cost in providing the service and builds advocacy into the system.

Special Fundraisers

Many park and recreation agencies have special fundraisers on an annual basis to help cover specific programs and capital projects.

Capital Fees

Capital fees are added to the cost of revenue producing facilities such as golf courses, pools, recreation centers, hospitality centers and sports complexes and are removed when the improvement is paid off.

Dedication/Development Fees

These fees are assessed for the development of residential properties with the proceeds to be used for parks and recreation purposes, such as open space acquisitions, community park site development, neighborhood park development, regional park acquisition and development, etc.

Impact Fees

These fees are on top of the set user rate for accessing facilities such as golf courses, recreation centers and pool facilities to support capital improvements that benefit the user of the facility.

Recreation Service Fees

This is a dedicated user fee which can be established by local ordinance or other government tools. It is for the purpose of constructing and maintaining recreation facilities. It can apply to all organized activities which require a reservation of some type or other purposes as defined by the local government. Examples of such activities include adult basketball, volleyball, tennis, and softball leagues, youth baseball, soccer, football and softball leagues, and special interest classes. The fee allows participants an opportunity to contribute toward the upkeep of the facilities being used.

Fees/Charges

The Department must position its fees and charges to be market-driven and based on both public and private facilities. The potential outcome of revenue generation is consistent with national trends relating to public park and recreation agencies which generate an average 35% to 50% of operating expenditures.

Ticket Sales/Admissions

This revenue source is on accessing facilities for self-directed activities such as pools, ice skating rinks, ballparks and entertainment facilities. These user fees help offset operational costs.

Permits (Special Use Permits)

These special permits allow individuals to use specific park property for financial gain. The city either receives a set amount of money or a percentage of the gross service that is being provided.

Reservations

This revenue source comes from the right to reserve specific public property for a set amount of time. Reservation rates are established and apply to group picnic shelters, meeting rooms for weddings, reunions and outings or other types of facilities for special activities.

Equipment Rental

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

Partnership Enhancement Monetary Grant Program

Partnership Enhancement Monetary Grant Program is administered by the National Tree Trust. Matching grants are available on a 50/50 cost share basis. Funds are available for projects which promote public awareness in support of tree planting, maintenance, management, protection and cultivation of trees in rural, community and urban settings. These are small grants ranging from \$500 to \$20,000.

CDBG Funding

Funding received in accordance with the Community Development Block Grant (CDBG) Programs national objectives as established by the U.S Department of Housing and Urban Development. Funding may be applied to such programs as Infrastructure Improvements, Public Facility and Park Improvements, Human Service Enhancements, Lead-Based Paint Education and Reduction, Housing Education Assistance, and Economic Development and Anti-poverty strategies.

Land Trust

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

Property Taxes

Ad valorem taxes on real property.

Lighting and Landscape District

Special property owner approved assessment.

Hotel, Motel and Restaurant Tax

Tax based on gross receipts from charges and meal services which may be used to build and operate sports fields, regional parks, golf courses, tennis courts, and other special park and recreation facilities.

Special Improvement District/Benefit District

Taxing districts established to provide funds for certain types of improvements that benefit a specific group of affected properties. Improvements may include landscaping, the erection of fountains, and acquisition of art, and supplemental services for improvement and promotion, including recreation and cultural enhancements.

Sales Tax

This existing revenue source has been very successful in funding park systems throughout the United States. This tax is very popular in high traffic tourism cities, counties, and state parks.

Food and Beverage Tax

The tax is usually associated with convention and tourism bureaus. However, since park and recreation agencies manage many of the tourism attractions, they receive a portion of this funding source for operational or capital expenses.

Public Improvement District (PID)

New developments can establish a Public Improvement District (PID) when authorized by the city council and set up according to state law. This taxing district provides funds especially for the operation and maintenance of public amenities such as parks and major boulevards.

Catering Permits and Services

This is a license to allow caterers to work in the park system on a permit basis with a set fee or a percentage of food sales returning to the city.

Pouring Rights

Private soft drink companies often execute agreements with the city for exclusive pouring rights within park facilities. A portion of the gross sales are returned to the city.

Concession Management

Concession management is from retail sales or rentals of soft goods, hard goods, or consumable items.

Private Concessionaires

Contract between the city with a private business to provide and operate desirable recreational activities financed, constructed and operated by the private sector.

Greenway Utility

Greenway utilities are used to finance acquisition and development of greenways. It is accomplished by selling underground development rights for businesses; e.g. fiber optics.

Simplified Municipal Telecommunications Tax: This enables municipalities to impose a tax on the sale and use of a variety of telecommunications equipment and services. Some communities have used this tax to cellular phone equipment and service. They are using the revenue to fund parks and recreation. <http://www.iml.org/download/SB88/PA92-526dl.htm>

Easements

This revenue source is available when the city allows utility companies, businesses or individuals to develop some type of an improvement above ground or below ground on their property for a set period of time and a set dollar amount to be received by the city on an annual basis.

Naming Rights

Many cities and counties are selling naming rights for new buildings or renovation of existing buildings and parks for the development cost associated with the improvement.

Private Developers

Developers lease city-owned land through a subordinate lease. The subordinate lease pays a set dollar amount plus a percentage of gross dollars generated for recreation enhancements; e.g. golf course, marina, restaurants, driving ranges, sports complexes, equestrian facilities, recreation centers and ice arenas.

Advertising Sales

This revenue source is for the sale of tasteful and appropriate advertising on park and recreation related items such as the program guide, scoreboards, dasher boards and other visible products or services that are consumable or permanent.

Inter-local Agreements

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

Earned income opportunities not mentioned above

Revenue producing facilities

Special event development

Specialty programs that generate revenue

Gifts Catalog

Grants

Contracting opportunities

Franchise fees

Benefit Districts

Capital Improvement fees

Tourism tax

Reservations, permits and rentals

Parking fees

Licensing Fees

Hospitality & Catering

Maintenance Endowment

Sale of development rights

Surcharge on sports & entertainment tickets

Additional Sources

GuideStar

www.guidestar.org

If you know the foundation you'd like to research, start With GuideStar. This collection of information about tens of thousands of foundations and nonprofits offers the most recent 990 tax returns for all 501(C)(3)'s for free. Foundations are considered 501(C)'s so you can read the list of grantees for any foundation.

Grants.gov

www.grants.gov

Grants.gov is the portal for finding federal opportunities.

Afterschool.Gov: How to Get Money

<http://www.afterschool.gov>

This database offers information about more than 100 sources of federal funding for after-school and youth development programming.

Conservation Grants Center

<http://www.conservationgrants.com>

Conservation, ecology, environment and natural resource projects.

