



City of Keene, New Hampshire



Active and Passive Recreation Management Plan *Shaping the Future of the Parks & Recreation System, 2013-2023*

June 2012



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A. EXECUTIVE SUMMARY

1. Introduction

In 2011, the Department of Parks, Recreation and Cemeteries and the Ad Hoc Active and Passive Recreation Management Plan Committee initiated a process of community needs assessment, visioning, and strategic planning to evaluate Keene’s present and future parks, recreation, trails, and open space needs. The City engaged **GreenPlay, LLC** to develop the **Active and Passive Recreation Management Plan**, which includes a statistically-valid survey, demographic and benchmarking analysis, a community engagement process, review of existing plans, operations analysis, and GIS based Level of Service assessment. The **Active and Passive Recreation Management Plan** is a system-wide analysis, featuring recommendations for enhancing Keene Parks, Recreation and Cemeteries operations, level of service, and long-range planning efforts. Specific plans and detailed analysis for individual parks and facilities, such as playing fields, trails, and the recreation center are not included; however, recommendations, tools, and staff resource documents for conducting a more detailed analysis in-house have been provided.



The **2010 Keene Comprehensive Master Plan** states:
“Keene is a unique community that residents are proud to call home...in an age when many communities are losing their ‘sense of place,’ Keene has a firm sense of its identity, built on a foundation of the past and a clear vision of the future...the new plan also supports an established Keene goal – one with an official history stretching back to the 19th Century – of creating and protecting green spaces, trails, parks, and natural wildlife corridors.”

A particular highlight of the statistically-valid survey conducted for this report, which speaks to citizen support for parks, recreation, trails, and open space, is willingness to pay additional property tax for parks and recreation services. An impressive 73 percent of respondents indicated that they would pay additional property tax to increase recreation opportunities and quality of life services.

2. Purpose

The **Active and Passive Recreation Management Plan** will help guide the future development of Keene’s parks, trails, and recreation system, and provide strategic recommendations to measure how the system is meeting the needs of residents. This plan is intended to complement the City’s *2010 Comprehensive Master Plan*, which has identified six Vision Focus Areas:

1. A Quality Built Environment
2. A Unique Natural Environment
3. Vibrant Economy
4. Strong Citizenship and Proactive Leadership
5. A Creative Learning Culture
6. A Healthy Community

The **Active and Passive Recreation Management Plan** will focus the City's efforts towards strengthening the connection between people and parks, promoting the sustainable use of City resources and healthy lifestyles, identifying gaps in park infrastructure as well as opportunities for expansion, and ensuring the involvement of residents in the park planning process. It is recommended that the **Active and Passive Recreation Management Plan** be updated every five years.

3. Tools for Decision-Making

The **Active and Passive Recreation Management Plan** project has created strong analysis tools for future decision-making:

- Current demographic information
- Local, regional, and national trends
- Benchmarking information on park acreage, staffing, facilities, and budgeting
- Community engagement with 586 survey and stakeholder participants
- Statistically-valid survey results
- Inventory of Department components, school properties, and alternative providers
- Level of Service Analysis for park system components, and analytical maps and Perspectives

4. Project Methodology

A project team comprised of staff from the Keene Parks, Recreation and Cemeteries Department, Planning Department, and the Ad Hoc Active and Passive Recreation Management Plan Committee, facilitated by GreenPlay, has guided this project. This team provided input throughout the planning process and participated in a day-long Visioning Retreat along with additional City staff. Citizen input through focus groups, a statistically-valid survey, and public meetings informed the plan and related recommendations. This collaborative effort has created a document that incorporates local knowledge and institutional history that only community members can provide.

Comprehensive master plans for parks and recreation consider three major focus areas to achieve a strategic direction for future improvements to the park system, departmental operations, programs, and services.

1. **Values, Vision, and Mission** – guiding philosophy
2. **Planning and Leadership** – scientific aspects, measurement, and strategic planning
3. **Participant Experience** – quality, creativity, and outcomes



5. Values & Vision Statement

The following values were identified by community members and stakeholders:

- **Access and Equity For All** – neighborhood access to parks, facilities, and programs.
- **Variety** – opportunities for all ages, interests, and skill levels.
- **Outdoor Play Spaces** – celebrating the community’s natural beauty and landscapes.
- **Active Living** – a built environment that facilitates daily physical activity.
- **Dedication** – by all community service providers.
- **Safety** – in both perception and reality to encourage participation.
- **Quality** – in services and facilities.
- **Sustainability** – meeting environmental, social, and economic needs today and in the future.
- **Collaboration** – working cooperatively with internal and external partners.

Building on the identified values, a vision statement for the Keene Parks, Recreation and Cemeteries Department was developed during the Visioning Workshop with City staff and members of the Ad Hoc Active and Passive Recreation Management Plan Committee.

Keene Parks, Recreation and Cemeteries Department Vision Statement

“Our community works together to provide for life-long opportunities for active living and wise stewardship of natural resources. Keene has beautiful, well-maintained parks and cemeteries, a citizenry that incorporates physical activity into their daily lives, and a connected system of open space, parks and trails.”

6. Key Issues and Recommendations

A collaborative analysis approach was implemented with the Keene project team to analyze the results of the various tools used and information gathered. This process revealed the following Key Issues and related Recommendations. Detailed Action Steps for addressing each Recommendation along with supporting information summarized from staff input, the community engagement process, Composite Values Methodologies analysis, benchmarking survey, and national trends are discussed in the Recommendations section. A chart outlining cost estimates and time frames for completion of each Action Step is included in the Implementation section.

Key Issue 1

Support the City’s Sustainability Goals

Recommendation 1: Monitor progress on the City’s sustainability efforts pertaining to active transportation, open space acquisition, and stewardship of natural resources (page 34).

Recommendation 2: Implement Department-level sustainability practices (page 34).

Key Issue 2

Institute Long Range Capital Planning and Park Site-Specific Master Plans

Recommendation 3: Determine the best and most appropriate uses of each specific park and whether they should be repurposed or reconfigured to maximize their service to the community (page 35).

Recommendation 4: Develop a comprehensive capital equipment and park asset replacement plan (page 36).

Key Issue 3

Manage and Sustain Natural Resources

Recommendation 5: Establish a park and open space amenity donation program (page 37).

Recommendation 6: Engage the community in additional outdoor and environmental activities (page 38).

Key Issue 4

Address ADA Compliance

Recommendation 7: Perform an ADA access audit and develop a transition plan (page 39).

Key Issue 5

Coordinate Active Transportation/Recreation and Trail Connectivity

Recommendation 8: Convene a cross-sector Active Recreation/Transportation Working Group (page 39).

Recommendation 9: Promote use of existing pathway and trails systems through public information sources, utilizing trailhead signage, print, and web-based resources (page 40).

Recommendation 10: Increase staffing dedicated to developing an active recreation/transportation system (page 40).

Key Issue 6

Monitor Levels of Service for Parks, Trails, Open Space, and Facilities

Recommendation 11: Provide equal access and adequate mix of facilities, trails, and open space throughout the City (page 41).

Recommendation 12: Improve Level of Service in parks, facilities, trails, and open space (page 42).

Key Issue 7

Strengthen and Formalize Collaborations

Recommendation 13: Enhance communications and outreach efforts to increase community awareness of and involvement in Department programs, services, and facilities (page 44).

Key Issue 8

Implement Cost Recovery Methodology and Service Assessment

Recommendation 14: Align cost recovery and pricing strategies with values, vision and mission, and market position (page 47).

Recommendation 15: Conduct comprehensive service assessment to eliminate duplication of services and enhance resource efficiency (page 47).

Key Issue 9

Enhance Program Offerings

Recommendation 16: Conduct a review of program offerings to evaluate program area balance and effectiveness (Page 48).

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B. INTRODUCTION AND PLANNING CONTEXT

1. Introduction

The City of Keene has an established tradition of collaborative planning, community engagement, and positive attention to parks, trails, and natural resources. Within the City's established planning context, the **Active and Passive Recreation Management Plan** provides tools and resources for decision-makers to establish equitable access to parks, facilities, open space, and programs for the citizens of Keene, with a focus on active living, wise stewardship of natural resources, and healthy eating.

2. Purpose

The **Active and Passive Recreation Management Plan** is intended to complement the City's *2010 Comprehensive Master Plan*, and help guide the future development of Keene's parks, trails, and recreation system for the next 5-10 years.

3. Vision and Mission Statements

The following Vision and Mission Statements for the Keene Parks, Recreation and Cemeteries Department were developed during the Visioning Workshop with City staff and members of the Ad Hoc Active and Passive Recreation Management Plan Committee. These Vision and Mission Statements affirm the vital role that the parks, recreation, trails, and natural resources system plays in contributing to Keene's overall vision and focus areas.

Department Vision

Our community works together to provide for life-long opportunities for active living and wise stewardship of natural resources. Keene has beautiful, well-maintained parks, a citizenry that incorporates physical activity into their daily lives, and a connected system of open space, parks, and trails.

Department Mission

The mission of the Keene Parks, Recreation and Cemeteries Department is to provide the citizens of Keene with a quality park and cemetery system, balanced environmental stewardship and diverse programming to inspire and support active lifestyles for all ages throughout the lifespan.

4. Related Planning Efforts

Keene has extensive planning resources to help guide and justify specific recommendations in the **Active and Passive Recreation Management Plan**. Existing local and regional plans were reviewed to determine trends and alignment with Department planning goals. These included:

- *Keene Comprehensive Master Plan (2010)*
- *Keene Capital Improvement Program (2012/13-2017/18)*
- *Keene State College Environmental Studies Program Reports (2010, 2011)*
- *Southwest Regional Planning Commission Regional Plan (2002)*
- *Monadnock Regional Transportation Management Association Action Plan (2012)*
- *Vision 2020: Engaging Our Community In Health (2010)*
- *City Center Design: A Community Conversation (2010)*
- *Keene Transportation Master Plan (2009)*
- *Keene Natural Resources Inventory (2009)*
- *Exposition Center At Keene Feasibility Study*

5. Project Methodology

A project team comprised of staff from the Parks, Recreation and Cemeteries Department, Planning Department, and the Ad Hoc Active and Passive Recreation Management Plan Committee has guided this project. This team provided input throughout the planning process and participated in a day-long Visioning Retreat along with additional City staff. This collaborative effort has created a plan that incorporates local knowledge and institutional history that only community members can provide. The following methodologies were used to develop the **Active and Passive Recreation Management Plan**:

Need Assessment and Public Involvement

A comprehensive “Information Gathering” trip included focus groups, public meetings, and staff interviews. A statistically-valid survey, mailed to 3,000 households in the City of Keene and available on the web, gathered feedback on citizen satisfaction levels, needs, and willingness to pay for parks and recreation services. In addition, citizen interest in conservation and natural resource management were surveyed.

Demographics/Trends/Past Planning Analysis/Benchmarking

This analysis explored local, state, and national trends with regard to parks and recreation service delivery. Existing City and Regional plans were reviewed to determine commonalities and to provide guidance. Surveys and recommendations from Keene State College Environmental Studies Senior Seminar students were also reviewed. In addition, a benchmarking analysis using data from six New Hampshire communities was conducted.

Facilities Inventory and Assessment

A comprehensive assessment of parks, open space, trails, and facilities determined current conditions and provided data to be used to make improvements to the park system and its components.

Program and Services Analysis

The assessment included an analysis of publicly available programs provided by the Parks, Recreation and Cemeteries Department and identified programming partnerships. An analysis of existing maintenance standards was also conducted.

Level of Service Guidelines and Standards Analysis

GreenPlay uses *Composite-Values Methodology (CVM) for level of service analysis*. The proprietary name for GreenPlay's process is called GRASP® (**Geo-Referenced Amenities Standards Program**). This methodology builds on traditional capacity analysis, tracking both the quantity (or capacity) and quality of components of an entire parks and recreation system, including core program area locations.

GIS-Based GRASP® Perspectives

Mapping and digital inventory graphic representations include a system map and Perspectives® (analytical maps) showing access to all park system components, trails, walkability, and active access with population density considerations.

Findings Compilation

A draft "**Findings Compilation**" was presented, summarizing all information gathered including:

- A complete inventory of recreational resources, including parks, trails, facilities, open spaces, and relevant components
- Data depicting the current level of service analysis
- Results from the analysis of Department operations, programs, and services
- Results of the need assessment and community engagement process

Visioning Workshop

With representation from City staff, administration, and the Ad Hoc Active and Passive Recreation Management Plan Committee, a Visioning Workshop was held to develop a roadmap to achieve program, administrative, and facility recommendations. Cost recovery strategies, a service assessment matrix tool, and the Pyramid Methodology were introduced.

Key Issues, Recommendations, and Action Steps

Based on the findings and analysis, key issues were identified and compiled with City staff and the Ad Hoc Committee participation and review, and Recommendations and Action Steps were developed. Budgetary impacts and recommended time frame for completion of Action Steps was reviewed with the Director of Parks, Recreation and Cemeteries.

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C. FOCUS AREAS AND VALUES

The *2010 Comprehensive Master Plan* and the *Visioning Workshop* provided the context for developing the **Active and Passive Recreation Management Plan**, outlining the following Focus Areas and values:

1. Focus Areas

The following six Vision Focus Areas from *2010 Comprehensive Master Plan* provide overall context and guiding principles for the Active and Passive Recreation Management Plan.

- A Quality Built Environment
- A Unique Natural Environment
- Vibrant Economy
- Strong Citizenship and Proactive Leadership
- A Creative Learning Culture
- A Healthy Community



2. Values

The following values were identified through the process of combining feedback from community members, stakeholders, and participants in a day-long *Visioning Workshop*:

- **Access and Equity For All** – neighborhood access to parks, facilities, and programs.
- **Variety** – opportunities for all ages, interests, and skill levels.
- **Outdoor Play Spaces** – celebrating the community’s natural beauty and landscapes.
- **Active Living** – a built environment that facilitates daily physical activity.
- **Dedication** – by all community service providers.
- **Safety** – in both perception and reality to encourage participation.
- **Quality** – in services and facilities.
- **Sustainability** – meeting environmental, social, and economic needs today and in the future.
- **Collaboration** – working cooperatively with internal and external partners.

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D. KEY FINDINGS

1. Demographics

In order to analyze the City-wide system, analysis of the community's demographics was conducted. The role of Keene as both a city providing for its citizens and as a hub of services for the surrounding rural communities presents both opportunities and challenges for parks and recreation service delivery and long-term planning efforts.

Population Forecasts

Data has been collected from the 2010 U.S. Census and ESRI Business Solutions. ESRI Corporation collects information nationwide to provide projections for the future. At the time of this plan development, there was not consensus on the accuracy of locally created projections for the future. ESRI suggests that the City of Keene and Cheshire County are projected to remain flat with a slight decrease in the growth rate over the next eight years, while the State of New Hampshire shows a slight increase in population through 2020. **Table 1** contains estimated population changes for Keene, Cheshire County, and New Hampshire from ESRI. It is important to note that local population projections calculated by the NH Office of State Planning (now the Office of Energy and Planning) based on projections from the 2,000 U.S. Census, show a slight increase in population for 2015 (23,610). The slight discrepancies in the projections (less than 1,000 difference) do not change the overall plan recommendations.

Table 1: Population Projections and Percent Change (from the 2010 US Census and ESRI Business Solutions)

	City of Keene	% Change	Cheshire County	% Change	New Hampshire	% Change
2000	22,563		73,825		1,235,786	6.5%
2010	23,409	.7%	77,117	4.4%	1,316,470	
*2015	23,081	<1.4%>	76,963	<.2%>	1,332,267	1.2%
*2020	22,758	<1.4%>	76,809	<.2%>	1,348,254	1.2%

Source: 2010 US Census

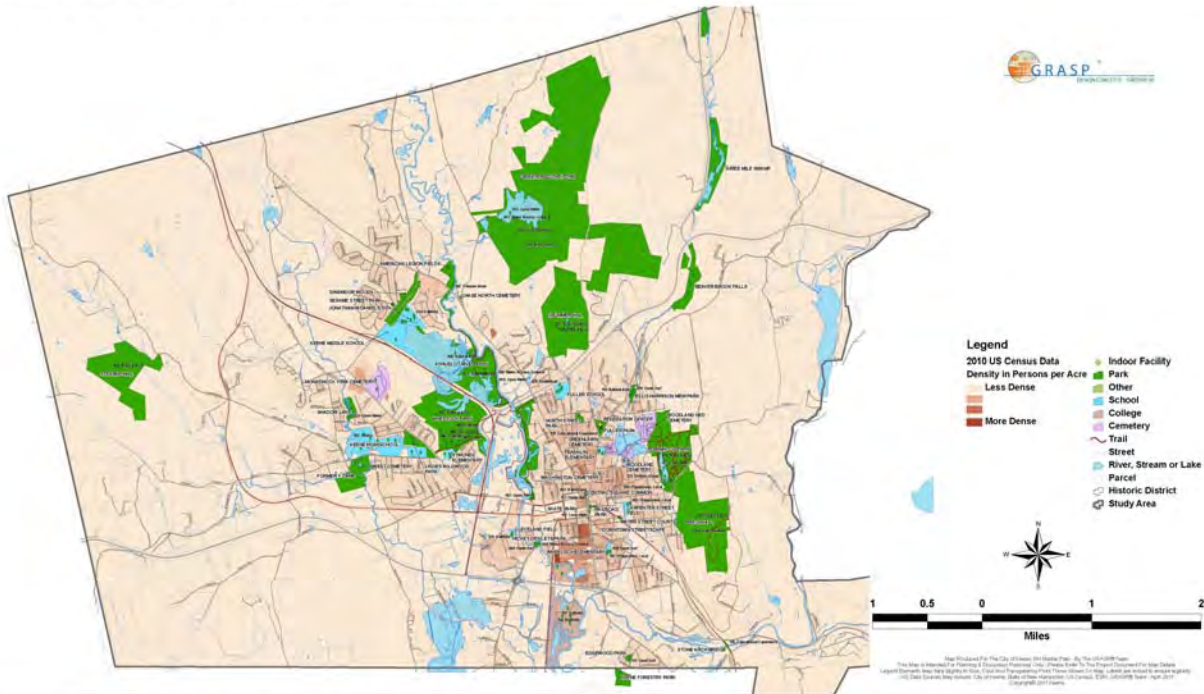
**2015 and 2020 Population projections are calculated from an ESRI multiplier based on 2010 Census data; the 2010 US Census does not calculate projections.*

It is important to note that population projections used in this report do not take into account the growing enrollment at Keene State College, the use of parks, facilities, trails, and open space by the rural communities surrounding Keene, and an anecdotal estimate of the typical doubling of the City's daytime population.

Population Density

The population density for Keene is identified by the darker shades in **Resource Map B** below, indicated a largely rural community with pockets of density downtown and north of the City.

**City of Keene, New Hampshire
Parks and Recreation Master Plan**



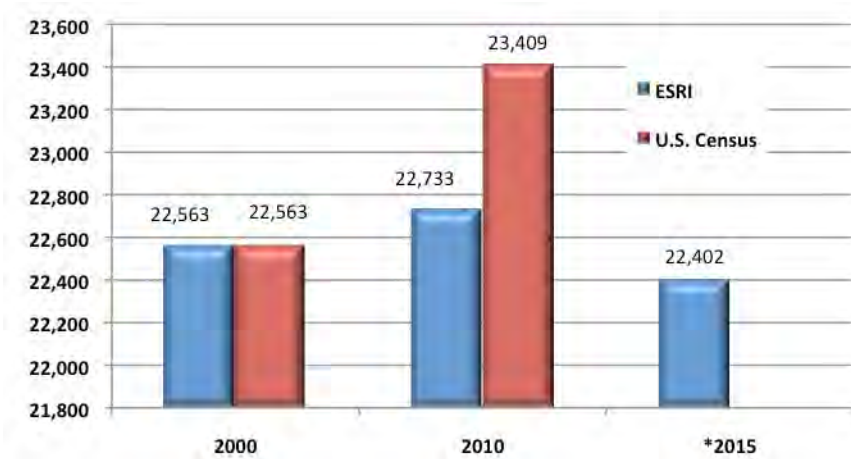
POPULATION DENSITY (PERSONS PER ACRE)

RESOURCE MAP:B

According to City of Keene planners and stakeholders, the Keene State College population is increasing, and the daytime population of the City nearly doubles in size. There is agreement that residents of surrounding rural towns (which are growing slowly, but growing) also use City of Keene parks, facilities, trails, and recreation services.

As shown in **Figure 1**, ESRI (Environmental Systems Research Institute) projects that by the year 2015, the City's population will experience a slight decline.

Figure 1: Population Data Source Comparison – 2010 U. S. Census, ESRI

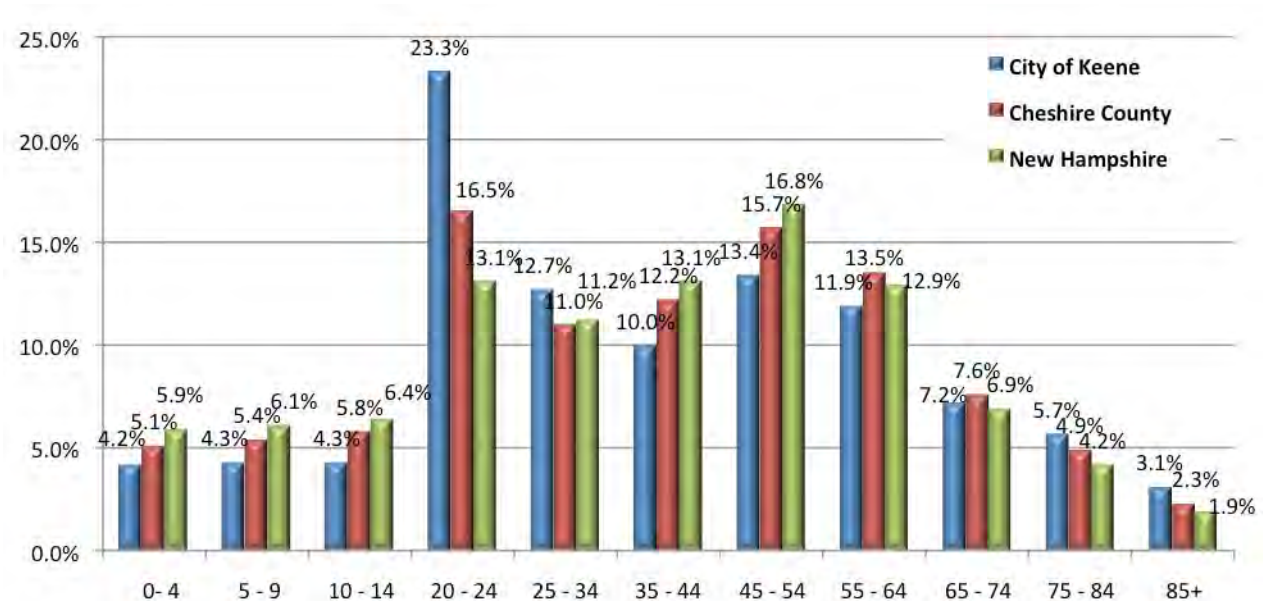


Source: 2010 U.S. Census, Esri Business Solutions

Age Distribution

The current population distribution by age for the City of Keene, Cheshire County, and New Hampshire is shown in **Figure 2**. The City of Keene's demographic profile indicates that 32.5% of the current population falls within the Baby Boomer age range, an age cohort that is typically approaching retirement and tends to vary in health status. Multi-use recreation centers can become a significant link in the health care system for this demographic.

Figure 2: 2010 Population Breakdown Percent of Total by Age



2. Trends

The following are key behavioral trends that will be important to evaluate for future planning efforts. Significant trends that are relevant for developing recommendations for the **Active and Passive Recreation Management Plan** include the following:

- A lack of efficient alternatives to automobile travel disproportionately affects vulnerable populations such as the poor, the elderly, people who have disabilities, and children by limiting access to jobs, health care, social interaction, and healthy foods.
- Communities concerned with improving public health are implementing Smart Growth principles, Safe Routes to School, Open Streets events, Safe Routes to Play, Bike/Walk Friendly Community audits and awards, and Complete Streets policies.
- The current national trend is toward “one-stop” indoor recreation facilities to serve all ages. Large, multi-purpose regional centers help increase cost recovery, promote retention, and encourage cross-use. There is an increasing trend toward indoor leisure and therapeutic pools and “spray pads” or “spraygrounds.”
- Sixty-eight percent (68%) of public park and recreation agencies offer nature-based programming, and 61% have nature-based facilities. The most common programs include nature hikes, nature-oriented arts and crafts, fishing-related events, and nature-based education in cooperation with local schools.
- A national trend in the delivery of parks and recreation systems reflects more partnerships and contractual agreements reaching out to the community to support specialized services.
- Community therapeutic recreation programs and inclusion services are considered an important trend when planning for the future.

3. Benchmarking

Benchmarking is an important tool that allows the comparison of certain attributes of a city’s management of public spaces (parks, recreation, aquatics, and related services) with other similar communities. **Because each community has its own unique identity, parks and recreation assets, and method of conducting business, considering benchmarking data along with all of the other analysis tools when making recommendations is critical.** For example, many park and recreation departments primarily serve residents, while others serve a large portion of non-residents – for example Keene (sports tournaments, surrounding communities), Portsmouth (tourism), and Dover (sports tournaments, aquatic events).

Six communities – Keene, Hudson, Dover, Bedford, Londonderry, and Portsmouth – were surveyed for population, budget, staffing, park acreage, facilities, and trails data. Completed surveys are found in **Appendix C.**

Highlights of the benchmarking analysis are as follows:

Cost Recovery and Budget

Cost recovery rates and budgets vary widely among communities, as shown in **Table 2**. Differences in facilities, community preferences, and pricing must be considered when interpreting results.

- Cost recovery was highest in the Town of Hudson (80%), followed by Dover (63%). Keene ranked fourth with a 24% percent cost recovery rate.
- Total park and recreation expenditures per 1,000 show that Keene ranked third highest (\$43,916), behind Dover (\$77,048), and Portsmouth (\$66,288).

Table 2: Comparison of Operating Budgets and Cost Recovery Rates

City	Population	2010 P & R Budget	2010 Actual P & R Expenses	2010 P & R Revenues	Cost Recovery (Revenue/ Expenses)	2010 Expenses per 1,000 Population	2010 Parks Actual Expenses
Keene, NH	23,409 (4 th)	\$1,313,131	\$1,028,034	\$242,858	24% (4 th)	\$43,916 (3 rd)	\$517,186
Bedford, NH	21,203 (5 th)	\$301,912	\$301,912	\$83,190	28% (3 rd)	\$14,239 (4 th)	\$195,400
Dover, NH (park expense not in budget)	29,987 (1 st)	\$2,310,451	\$2,310,451	\$1,446,367	63% (2 nd)	\$77,048 (1 st)	Not in Budget
Hudson, NH (\$0 park revenue reported)	24,467 (2 nd)	\$353,366	\$249,506	\$200,850	80% (1 st)	\$10,197 (5 th)	\$23,407
Londonderry, NH (Did not reply for park expense or revenue)	24,129 (3 rd)	\$143,815	\$143,815	\$8,000	6% (6 th)	\$5,960 (6 th)	Did not reply
Portsmouth, NH (\$0 park revenue reported)	20,779 (6 th)	\$1,126,911	\$1,377,411	\$260,000	19% (5 th)	\$66,288 (2 nd)	\$250,500

4. Statistically-Valid Survey and Stakeholder Meetings

This plan is a result of the collective efforts of engaged residents, stakeholders, staff, and City leadership. Over 500 members of the community, elected officials and City committees contributed to the vision and Action Steps outlined in this plan. The Ad-Hoc Active and Passive Recreation Committee, comprised of a diverse group of stakeholders, provided oversight and guidance throughout the planning process. Complete survey results and the survey instrument are found in a separate report provided as a staff resource document, **Keene Parks, Recreation and Cemeteries Needs Assessment Survey Results**, and summaries of the stakeholder and staff meetings are found in **Appendix A**.

Survey respondents ranked bicycle/pedestrian trails and pathways as the top facility to be added, expanded or improved in the Keene Parks system.

Statically-Valid Survey

A statistically-valid survey of Keene residents was conducted as part of needs assessment for the **Active and Passive Recreation Management Plan**. The survey was performed using three methods: 1) a mail-back survey, 2) an invitation only, password protected survey, and 3) an open link survey for members of the public who did not receive a randomly selected survey in the mail. The survey was mailed to 3,000 randomly selected City households. Responses to the open-link version of the questionnaire are “self-selected” and not a part of the randomly selected sample of residents, and results from these questionnaires were analyzed separately. An additional 116 open-link surveys were completed resulting in a grand total of 499 completed surveys. Key highlights from the survey include the following:

- **The top five community issues residents want the Department to focus on are:**
 1. Positive activities for youth (62%)
 2. Healthy active lifestyles (59%)
 3. Connectivity/alternative transportation (59%)
 4. Implement planned parks and trails projects (47%)
 5. Maintain what we have (45%)
- **Reasons for not using Keene Parks and Recreation facilities** – not aware of programs or facilities offered, no time/other personal issues, don't have the programs I want, prefer other recreation providers/clubs.
- **Top three facilities to be added** – more pedestrian/bike paths and trails, dog park, more open space/conservation land.
- **Top three programs to be added** – athletic leagues for youth, fitness and wellness programs, special events (e.g., bus trips), 55+ programs, cultural/arts programs.
- **Willingness to pay for parks and recreation services** – 47% would pay between \$1 and \$50 additional property tax, 25% would pay between \$51 and \$100, and 28% prefer to pay no additional property tax to increase recreation opportunities.

Focus Groups and Interviews

A total of five focus group meetings and several individual interviews were held, resulting in input from 87 stakeholders, including Ad Hoc Committee members and City staff. Citizens, public officials, non-profits, health organizations, and business interests were represented from following sectors:

- Environmental
- Historical Resources
- Arts and Culture
- Education
- Sports Associations, User Groups
- Alternative Providers and Non-Profits, Health Organizations
- Youth Service Organizations, Teens, Seniors
- Governmental (local, regional)

Summary from Community and Stakeholder Input

Key issues and opportunities emerged from the public meetings and focus groups, identifying areas that the Department can consider for future planning. A complete summary of these meetings is found in **Appendix A**. The highlights include:

- **Facilities and Parks** – maintain and improve the current parks and facilities, add an ice arena
- **Trails and Open Space** – expand non-motorized trail connections, protect natural resources
- **Staffing and Operations** – provide adequate staffing for maintenance and program operations
- **Partnerships** – strengthen and expand collaborations internally and externally
- **Community Building and Programs** – promote community gardens, expand active senior programs

5. Inventory and Level of Service Analysis Summary

The City's *2010 Comprehensive Master Plan Vision for the Future* includes the statement, "Keene, in 2028, will be the best community in America." To help achieve this vision, it is important to understand the extent of the parks, trails, recreation, and open space services currently being provided, which informs efforts to plan for the future. The inventory and level of service analysis evaluates the various components of the overall park system infrastructure, using both qualitative and quantitative analyses.

Of particular interest is the role the City plays in providing parks and recreation services to the smaller communities surrounding Keene, but to what extent is not known. It has been estimated by City staff that the daytime population doubles. In addition, enrollments at Keene State College are increasing. These factors, along with an analysis of current population density, access to trails, parks, open space and facilities, walkability, and other quality of life assessments need to be considered to maintain a high standard of service in the years to come.

Inventory Methodology

A detailed inventory of assets in Keene was conducted in July of 2011. Assets include all lands and facilities, as well as the individual components within them, such as trailheads, park amenities, and natural areas.

The inventory included assets owned and/or managed by the Keene Parks, Recreation and Cemeteries Department, and selected facilities at Keene State College and the Keene School District.

Table 3 below shows a breakdown of the quantities of selected assets managed by various providers. A full inventory breakdown and supplemental tables are provided as a separate staff resource documents.

Keene's Park System Inventory Highlights

- 2,196 acres
- 132 components
- 27 miles of trails
- 41 miles of bike paths

Table 3: Ownership Breakdown for Selected Components

OWNER	Parcel Acres	Total Components	Aqua Feat. Pool	Ballfield	Basketball	Fitness Course	Hockey, In-line	Horseshoes	Loop Walk	MP Field, Large	MP Field, Small	Multiuse Court	Natural Area	Open Turf	Picnic Grounds	Playground, Destination	Playground, Local	Shelter, Group	Skate Park	Tennis	Track, Competition	Trail, Multi-use	Trail, Primitive	Volleyball
CITY OF KEENE	2196	132	2	7	2	1	1	25	5	1	1	15	7	2	3	3	3	3	1	6		1	6	1
SCHOOL DISTRICT	158	44.5		11	3.5	1				6	2	4		1			7			6	2			
OTHER	127	16	0	5	0	0	0	0	1	3	0	0	0	1	0	0	1	0	0	4	0	0	0	0
Total All	2481	192.5	2	23	5.5	2	1	25	6	9	3	4	15	9	2	3	11	3	1	16	2	1	6	1

Level of Service Analysis (LOS)

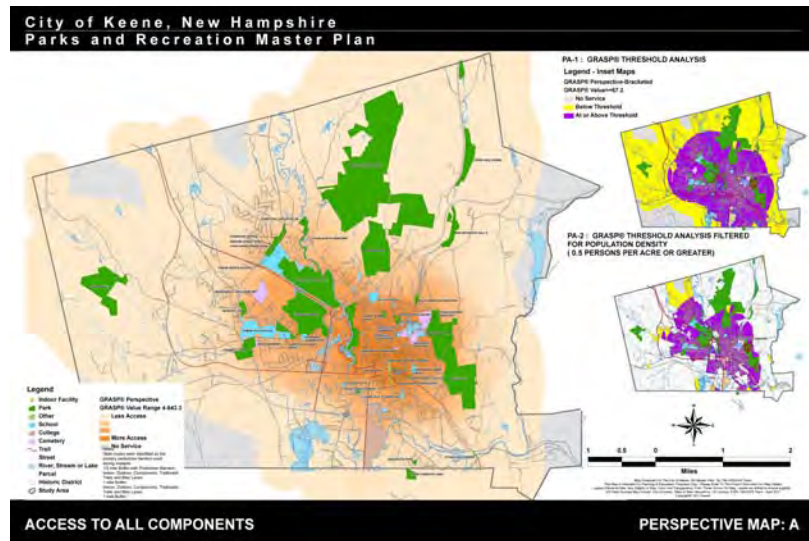
Two methods were used in the Level of Service Analysis for the **Active and Passive Recreation Management Plan**. One method uses a traditional capacities approach that compares the quantity of components to population. The second type of analysis considers both the quantity and distribution of parks and facilities as well as the quality, comfort and convenience, and overall design and ambiance. This methodology is known as Composite-Values Method (CVM) for Level of Service Analysis (LOS). It was used to assess the service provided by the current park system, such as distribution, walkability, and access to components. Each relevant component (e.g. playground, ballfield, indoor facility, trail, etc.) was located, counted, and assessed for the functionality of its primary intended use. A Level of Service (LOS) score was assigned to each component in the inventory based on its apparent fitness for its intended purpose, as follows:

- **Score of 1** = The component *does not meet* expectations for its intended purpose at this particular location.
- **Score of 2** = The component *meets* expectations for its intended purpose at this location.
- **Score of 3** = The component *exceeds* normal expectations for its intended purpose at this location.

Level of Service

The capacity of the park system's components to meet the needs of the public.

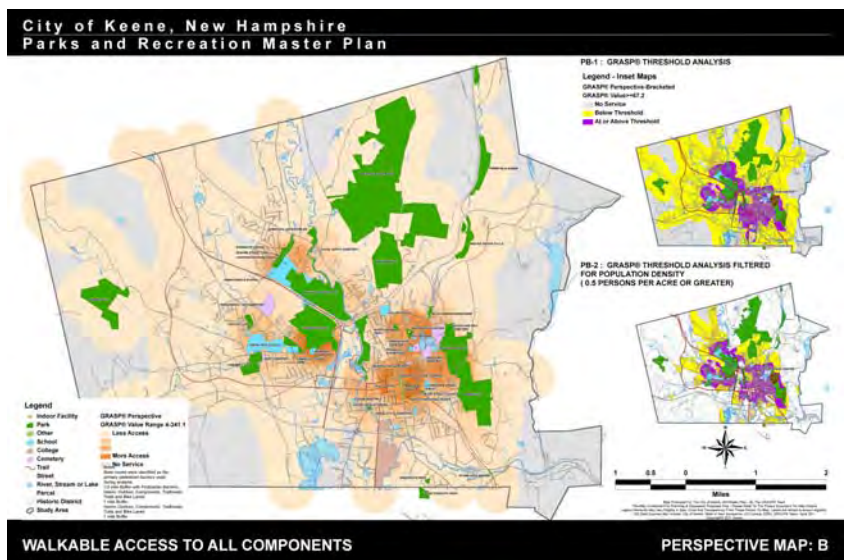
A series of **Perspectives**® (analytical maps analyzing LOS based on the inventory scores) were prepared using data collected during the site visit. Further description of the methodology for the inventory and Level of Service analysis, including larger versions of the Perspectives, is provided as a separate staff resource document. Highlights include the following.



Perspective Map A:
Access to All Components
 This map shows LOS when all components in the inventory are included, and access by car, bike, or on foot is assumed. However, to place a premium on walkable access, service values were doubled for any components within a walkable distance (1/3 mile was used) of a given location. **Darker shades indicate a higher level of service.**

This map is for informational purposes only. A larger map is located in Appendix F – GRASP® Maps and Perspectives

Perspective Map B:
Walkable Access to All Components
 This map is similar to Perspective A, but represents the overall LOS when only components within a 10-minute walk are considered. Major barriers to walking, such as highways, were taken into consideration when creating this map. **Darker shades indicate a higher level of service.**

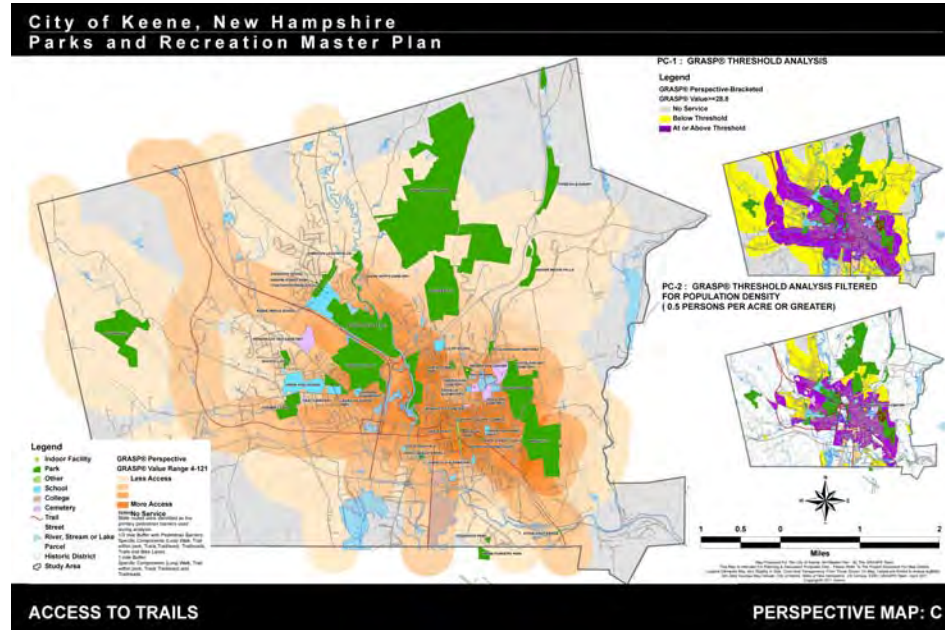


This map is for informational purposes only. A larger map is located in Appendix F – GRASP® Maps and Perspectives

Perspective Map C:

Access to Trails

This map shows the relative LOS for trails at any given location. While the perspective uses all trails, including on-street bike lanes, trails with more recreational value are given higher scores, which contributes to darker shades. In that way, this map is focused more on trails as a recreational asset rather than as a transportation asset. **Darker shades indicate a higher level of service.**



This map is for informational purposes only. A larger map is located in Appendix F – GRASP® Maps and Perspectives

Threshold Maps

The two smaller purple and yellow inset maps found adjacent to each Perspective above show where LOS values are above or below a certain threshold. The difference between the two threshold maps on each Perspective is that areas with population densities lower than one person for every two acres have been filtered out in the lower map to be able to look more specifically at service in areas of developed residential use.

The threshold may vary from one Perspective to another. For example, in **Perspective A**, a threshold of **67.2** was used. This number is equivalent to the value that results from having four components (such as a playground, basketball court, natural area, and picnic shelter) and a trail within walking distance of anywhere. Any point on the map where the LOS is at or above 67.2 is shown in purple, and any point where the LOS is less than 67.2 but greater than zero is shown in yellow. All other areas have a score of zero and are shown in grey.

On **Perspective A**, when the threshold map is filtered, there are relatively few areas of the City under the threshold. Except for an area in the north-central part of the City, it is evident that overall coverage for service in Keene is good, especially for developed residential areas.

Parks and recreation service coverage for Keene is relatively well distributed, which suggests a focus on improving the quality of existing components rather than adding new components.

On **Perspective B**, the amount of yellow on the filtered Threshold map is more prevalent. Much of this is due to the fact that existing bike lanes, roadways with “Share the Road” signage and streets slated for bicycle improvements were included in the analysis.

For **Perspective C**, the threshold used is the average LOS score for the entire City, which is 28.8.

It may be perfectly acceptable for areas with low population or land uses such as agriculture, airports, and industrial parks to fall below the threshold. At the same time, areas in yellow on the threshold maps can be considered areas of opportunity, because land and facilities are currently available to provide service, and relatively simple improvements may be enough to bring service up to the targets.

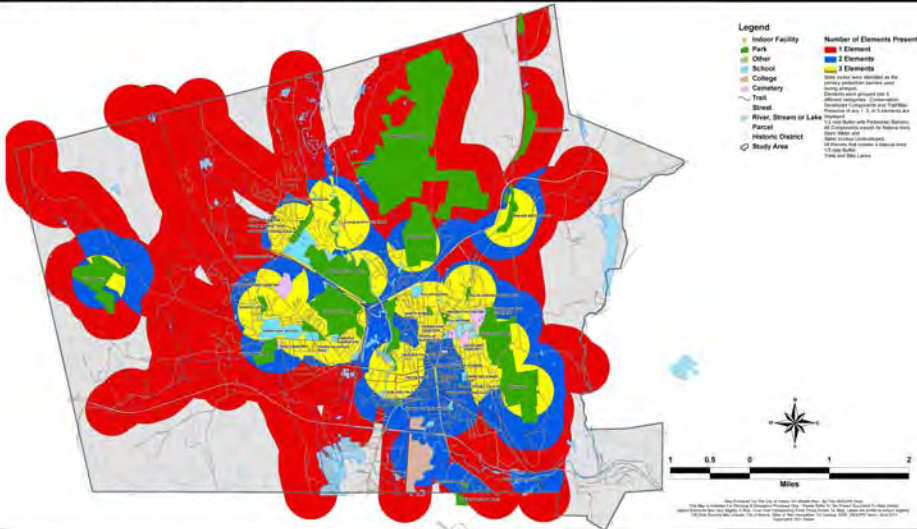
Composition and Diversity of Service

The Perspective heat maps (gradations of shading) show the cumulative value of service, but they do not show what combination of assets is available for any given location. **Perspective D** is intended to provide insight into the range of options available to a person at any given location.

For purposes of analyzing diversity of available services in **Perspective D**, three sets of components were included from the inventory:

- **Developed Parks** – includes all assets typically found in developed parks, such as fields, courts, playgrounds, picnic areas, etc.
- **Conservation Areas** – these are natural areas, whether found within developed parks (such as the wooded part of Robin Hood Park) or in open space parcels such as Beech Hill.
- **Trails and Bike Paths** – includes any trails and paths found in the inventory.

Perspective D shows that most of Keene’s residential areas have access to at least two categories of components. Areas with a single category of service tend to lie outside the developed part of the city and the service there tends to be focused on trails and natural areas more than on developed park amenities. The colors on the map show how many of these categories are represented within a walkable proximity (1/3 mile) of any given location.



COMPOSITION DIVERSITY ANALYSIS

PERSPECTIVE MAP: D

This map is for informational purposes only. A larger map is located in Appendix F – GRASP® Maps and Perspectives

Perspective D: Composition Diversity Analysis

- The **red shade** indicates only one category is represented within range of that location, such as a single trail, natural area, playground, or access to an entire developed park.
- The **blue shade** indicates that one or more components from two out of the three categories are available.
- The **yellow shade** indicates that one or more components from all of the categories are available.

Active Access Analysis

The stakeholder process and survey results revealed strong interest by the community for improving the non-motorized connectivity offered by Keene’s highly developed system of trails and bike paths. When on-street bike lanes, roadways with “Share the Road” signage, and streets slated for bicycle improvements are included, all of the City’s trails are connected into a single network. Any point on the map that falls within 1/3 mile of a trail can be considered to lie within the “trailshed” of the system. This means that any components in the inventory that fall within the trailshed are accessible by way of the trail system, with no more than a 1/3 mile connection on either end of the journey. **Table 4** indicates the park system components that fall within Keene’s trailshed.

Table 4: Components Falling Within Keene’s Trailshed

Aqua Feat, Pool	2
Ballfield	23
Bandstand	1
Basketball	5.5
Complex, Horseshoes	1
Concessions	1
Educational Experience	12
Event Space	1
Fitness Course	2
Garden, Community	2
Garden, Display	2
Hockey, In-Line	1
Horseshoes	25
Loop Walk	6
MP Field, all sizes	12
Multi-Use Court	4
Natural Area	11
Open Turf	9
Open Water	3
Other, Active	2
Passive Node	3
Picnic Grounds	2
Playground, all sizes	14
Public Art	1
Shelter, All Sizes	3
Skate Feature	1
Tennis	16
Track, Competition	2
Trails (within Park)	4
Trailhead (within Park)	1
Volleyball	1
Water Access, All	6
Water Feature	3

With its history of long-term planning for trails and pathways, Keene is well on its way to having an effective alternative transportation system that promotes active access to the parks and recreation system. The difference between travelling to a recreation destination and the journey itself as a recreational pursuit needs to be considered further to ensure that residents of Keene have appropriate access to both options.

A **“Quality Built Environment”** is a one Keene’s Six Vision Focus Areas. Improving non-motorized community connectivity, along with citizen education, helps achieve this vision.

Capacities Analysis

One of the traditional tools for evaluating service for parks and recreation is called “capacity analysis.” This analysis compares the quantity of assets to population, usually expressed in terms of x/1,000 population. **Table 5** shows the current and projected capacities for selected components in Keene. This table is used in conjunction with other information, such as input from focus groups, staff, and the general public, to determine if the current capacities are adequate or not for specific components.

Table 5: Capacities Analysis Table

		System Acres #	Ballfield	Basketball	Aqua Feat., Pool	Loop Walk	MP Field, all sizes	Open Turf	Picnic Grounds	Playground, all sizes	Horseshoes	Shelters	Tennis	Water Access, All	Volleyball	Recreational Trails (in miles) All Trails
INVENTORY																
City of Keene			7	2	2	5	1	7	2	6	25	3	6	7	1	
Keene School District			11	4			8	1		7			6			
Other			3			1	3	1		1			4			
Total Components		1623	21	6	2	6	12	9	2	14	25	3	16	7	1	62.7
CURRENT RATIO PER POPULATION																
CURRENT POPULATION 2010	23,409															
Current Ratio per 1000 Population		69.33	0.90	0.26	0.09	0.26	0.51	0.38	0.09	0.60	1.07	0.13	0.68	0.30	0.04	2.68
Population per component		14	1,115	3,902	11,705	3,902	1,951	2,601	11,705	1,672	936	7,803	1,463	3,344	23,409	373
Commonly Referenced "Standards"		10	5,000	5,000	20,000		10,000						2,000		5,000	
PROJECTED POPULATION - 2020*	22,758															
Total # needed to maintain current ratio of all existing facilities at projected population		1578	20	6	2	6	12	9	2	14	24	3	16	7	1	61
<i>Number that should be added to achieve current ratio at projected population</i>		<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>-1</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>-2</i>

*2020 Population projections are calculated from an ESRI multiplier based on 2010 Census data; the 2010 US Census does not calculate projections.

NOTE: Projections do not include Keene State College enrollment increase and increases in Keene's daytime population.

GRASP® Index

The **Capacities Analysis Table** is based purely on the **quantity** of assets without regard to quality or functionality. In this methodology, higher LOS is achieved only by adding assets, regardless of the condition or quality of those assets. In theory, the LOS provided by assets should be based on their quality as well as their quantity.

The GRASP® LOS Index is a calculation tool which considers the qualitative and quantitative value of all components located in an area divided by the population of the area in thousands. ***The GRASP® Index can move up or down over time as either quantity or quality changes.*** For example, if all of the playgrounds in a community are allowed to deteriorate over time, but none are added or taken away, the LOS provided by the playgrounds is decreasing. Similarly, if all of the playgrounds are replaced with new and better ones, but no additional playgrounds are added, the LOS increases even though the per-capita quantity of playgrounds did not change.

Today, many communities are reaching build-out, while others have seen population growth slow, which is the case for Keene. This provides the opportunity to partially shift resource allocation from acquiring new properties to maintaining and improving current levels of service as components age, or as community needs change. This does not preclude adding new parks, facilities, trails, and open space which may emerge through the vital process of public engagement, such as pathways, dog parks, ice arenas, and playing fields.

The overall goal is for all residents to have a strong selection of high-quality parks and recreation facilities to enhance their quality of life, and support a healthy lifestyle.

Table 6 shows the GRASP® Indices for the selected components of the park system. The population projections indicate that GRASP® scores are adequate for the selected components in the Keene park system. However, adding components to the system can and should be driven by community consensus, or as indicated in the statistically-valid survey. For example, Keene residents have expressed a need for more multi-use pathways, community gardens, a dog park, and a regional ice arena.

Table 6: Current and Projected GRASP® Index

	Current Population 2010	23,409		Projected Population 2020*	22,758
	Total GRASP® Community Score per component type	GRASP® score per 1,000 population (GRASP® Index)		Total GRASP® score needed at projected population	Additional GRASP® score needed
Ballfield	9.6	0.41		9	-0.3
Basketball	99.6	4.25		96.8	-2.8
Ed. Exp	31.9	1.36		31.0	-0.9
Gardens, Community	67	2.86		65.1	-1.9
Loop Walk	12	0.51		11.7	-0.3
MP Field, all sizes	33.4	1.43		32.5	-0.9
Open Turf	45.1	1.93		43.8	-1.3
Picnic Grounds	46	1.97		44.7	-1.3
Playground, all sizes	7.2	0.31		7.0	-0.2
Shelter, all sizes	60	2.56		58.3	-1.7
Skate Park	17.4	0.74		16.9	-0.5
Tennis	2.2	0.09		2.1	-0.1
Volleyball	76.8	3.28		74.7	-2.1
Water Access, all	4.8	0.21		4.7	-0.1
*Based on 2020 Population projections are calculated from an ESRI multiplier based on 2010 Census data; the 2010 US Census does not calculate projections.	36.8	1.57		36	-1.0

Comparative Data

The table below provides comparative data from other communities. It is intended to show the range of results for some of the analyses that have been used in this study, and where Keene falls within those. Because every community is unique, there are no standard or “correct” numbers for these. However, it is useful to note that Keene falls within the ranges and is neither highest nor lowest on any of them.

Table 7: Comparative Values from Other Communities

CITY	POPULATION	STUDY AREA SIZE (Acres)	# OF SITES (Parks, Facilities, etc.)	TOTAL # OF COMPONENTS	AVG. # COMPONENTS per SITE	TOTAL GRASP® VALUE (Entire System)	GRASP® INDEX	AVG. SCORE/SITE	% of TOTAL AREA w/LOS >0
ASHEVILLE	75,948	27,027	58	378	6.5	1,043	14	18.0	77
BLOOMINGTON	72,032	15,001	45	258	5.7	2,125	30	47.2	99
BROOKLINE	60,000	NA	74	128	1.7	551	9	7.4	NA
PALM SPRINGS	50,663	60,442	16	123	7.7	1,030	20	64.4	1
SOUTH JORDAN	44,276	14,081	48	172	3.6	1,578	36	32.9	44
LISLE	32,200	6,239	39	171.5	4.4	734	23	18.8	100
EVERGREEN PRD	22,736	48,154	28	170	6.1	902	40	32.2	100
LOUISVILLE	19,656	5,089	145	453	3.1	3,229	164	22.3	100
LONE TREE	10,134	1,382	49	219	4.5	561	55	11.4	76
ESSEX	28,858	25,230	47	153	3.3	895	31	19.0	72
KEENE	23,409	23,868	42	193	4.6	1,000	43	23.8	89

Conclusions from the Level of Service Analysis

It is evident that access to, and geographic coverage of, parks and recreation services in Keene is generally positive, especially for developed residential areas. There are some areas on the north side of the City where service is below the threshold, and these are addressed in the recommendations section of this plan.

The composition or mix of services in the main residential part of Keene is generally adequate, but could be enhanced in the main downtown area.

Walkability and connectivity of trails appears to be good in this analysis, but relies heavily on the use of bike lanes, roadways designated with “Share the Road” signage, and planned street improvements as opposed to off-street paths. While this situation works well for commuters and adult cyclists, it is not the ideal situation for recreational trail users, particularly those with mobility issues, people with disabilities, parents with young children, or youth traveling throughout the community on their own.

6. Program Analysis

The *Keene Parks, Recreation and Cemeteries Needs Assessment*, provided as a staff resource document, includes a statistically-valid survey and analysis of the Department's programs, facilities and services, participation trends, and the influence of alternative providers in the City. While the Department provides a variety of program and special event opportunities for residents, which are well received, performing both a cost recovery and service assessment would effectively identify areas for improvement. Program participation statistics have remained level from 2009 through 2011, averaging out at 1,665 participants annually. Program registration software was recently purchased, and a system for accepting credit card payments online is in development, which is expected to have a positive impact on both convenience in registration and participation rates.

National trends also informed the program analysis, and are described below to provide the parks and recreation industry context used in identifying key focus areas for Keene Parks, Recreation and Cemeteries program improvements.

General Programming Trends

One of the most common concerns in the recreation industry is creating innovative programming to draw participants into facilities and services. According to *Recreation Management* magazine's, June 2011 "State of the Industry Report," the most popular programs include holiday events and other special events (64.3 %); fitness programs (61.1%); educational programs (60.4%); day camps and summer camps (56.3%); mind-body/balance programs such as yoga, tai chi, Pilates, and martial arts (51.4%); and youth sports teams (50.7%).

Trends to Consider in Program Design

Demographic Shifts – The average age of City residents is projected to steadily increase, and surrounding rural communities will continue to utilize the Department's programs and services.

Recreation and Health Trends – Adults are expected to stay active longer. Parks and recreation departments play an increasingly vital role in promoting active lifestyles and community health.

Active Transportation – Communities are seeing value in including a multi-use transportation infrastructure that serves all residents, including the approximately 33% with a car, many of whom are children, senior citizens, and people with disabilities.

Baby Boomer/Older Adult Trends – Planning for the Demographic Shift

Baby Boomers, defined in the book, *Leisure Programming for Baby Boomers*, are individuals born between 1946 and 1964. They are a generation that consists of nearly 76 million Americans. Beginning in 2011, this influential population began their transition out of the workforce. As Baby Boomers enter retirement, they will be looking for opportunities in fitness, sports, outdoors, arts and cultural events, and other activities that suit their lifestyles. With their varied life experiences, values, and expectations, Baby Boomers are predicted to redefine the meaning of recreation and leisure programming for mature adults.

Fitness and Health National Trends

The American College of Sports Medicine’s (ACSM’s) *Health and Fitness Journal* conducted a survey to determine trends that would help create a standard for health and fitness programming. **Table 8** shows survey results that focus on trends in the commercial, corporate, clinical, and community health and fitness industry. The Worldwide Survey indicates the following shift in fitness trends between 2009 and 2010.

Table 8: Worldwide Fitness Trends for 2009 and for 2010

2009	2010
1. Educated and experienced fitness professionals	1. Educated and experienced fitness professionals
2. Children and obesity	2. Strength training
3. Personal training	3. Children and obesity
4. Strength training	4. Personal training
5. Core training	5. Core training
6. Special fitness programs for older adults	6. Special fitness programs for older adults
7. Pilates	7. Functional fitness
8. Stability ball	8. Sport specific training
9. Sport-specific training	9. Pilates
10. Balance training	10. Group personal training

Source: American College of Sport Medicine

Key Program Improvement Focus Areas

Strategic recommendations are outlined in the recommendation section of this report, and are based on an analysis of the following focus areas:

- **Program Design and Development** – A strategic approach includes a cost recovery exercise and comprehensive service assessment, along with focused attention on program evaluation and outcomes.
- **Financial Management** – The agency, administration, and the community will be better served if there is consensus on cost recovery, and clear expectations related to pricing of programs and services, particularly in the area of services provided to independent youth sports organizations.



- **Recreation Center Operations and Management** – The Park, Recreation and Cemeteries Department’s recreation center is well utilized, and plays a vitally important role as a hub of activity in the community. To be fully aligned with community needs expressed in both the survey and stakeholder input process, an expanded focus on multi-generational programming would begin to accommodate changing demographics and facility use patterns.
- **Ongoing Community Needs Assessment and Outreach Efforts** – Periodic evaluation of community needs, desires, and satisfaction with programs and services is an ongoing and dynamic process, and a vital measure of user satisfaction and changing community needs.
- **Staff Training and Development** – The Park, Recreation and Cemeteries Department has recently experienced significant changes in staffing, and it is becoming increasingly difficult to hire staff with professional parks and recreation backgrounds. The Department should develop an internal training program to consistently and systematically train new staff.
- **Safety and Support Services** – Some identified needs for improvements in actual and perceived resources for safety and technology services, particularly in the area of online registration and park vandalism concerns.
- **Partnerships and Collaborations** – The Park, Recreation and Cemeteries Department is engaged in many collaborations, particularly related to youth sports, community health, natural resource stewardship, and public art. There is a need to evaluate and strengthen existing partnerships (e.g. independent youth sports associations), and identify opportunities for new relationships with community organizations, businesses, and the Keene School District, for example. Multi-generational programming could be explored with the Keene Senior Center as well. A list of partnership opportunities obtained through stakeholder input is located in **Appendix A**.
- **Sports Participation** – The 2010 National Sporting Goods Association (NSGA) survey on sports participation reported that the following active, organized, or skill development activities remain popular: bicycle riding, hiking, running/jogging, basketball, golf, and soccer. **Table 9** outlines the top twenty sports ranked by total participation in 2010 and the percent change from 2009. **Participation in yoga had the highest increase.** For youth ages seven to 11, bowling, bicycle riding, and fishing had the highest number of participants in 2010, and ice hockey, mountain biking, and tennis saw the highest percent of increase.
- **Community Building and Program Diversity** – Program enhancements identified through the community engagement process include expansion and promotion of community gardens, outdoor concerts, and active senior programs, a greater focus on winter programs, summer playground programs, athletic leagues for youth, fitness and wellness programs, special events (e.g., bus trips), 55+ programs, and cultural/arts programs.

When asked about what other parks and recreation facilities are used besides the services of the Department, respondents indicated that State Parks were most often used (53 percent), followed by the YMCA (38 percent).

This suggests opportunities for expanding collaborative programming with these agencies, as well as the Keene School District and the three area colleges and universities (35 percent of respondents use private or public schools to fulfill their recreation needs).

Table 9: Top Twenty U.S. Sports Ranked by Total Participation 2010

Sport	Total	% Change From 2009
Exercise Walking	93.4	-3.4%
Exercising with Equipment	57.2	4.0%
Camping (vacation/overnight)	50.9	3.0%
Swimming	50.2	-6.1%
Bowling	45.0	0.6%
Workout at Club	38.3	-2.6%
Bicycle Riding	38.1	-1.5%
Weight Lifting	34.5	1.8%
Hiking	34.0	2.8%
Aerobic Exercising	33.1	3.0%
Fishing	32.9	-22.0%
Running/Jogging	32.2	1.0%
Billiards/Pool	28.2	-11.1%
Basketball	24.4	-5.0%
Boating, Motor/Power	24.0	-13.9%
Golf	22.3	-3.9%
Target Shooting (net)	19.8	-2.4%
Hunting with Firearms	18.8	0.3%
Yoga	15.7	20.9%
Soccer	13.6	0.6%

Source: National Sporting Goods Association 2010

7. Administration and Operations

The Keene Parks, Recreation and Cemeteries Department is comprised of five Divisions – Administration, Parks Maintenance, Programs, Cemeteries, and Facilities. Administrative and Maintenance staff total eight FTEs, supported by a large seasonal staff serving the pool, programs, and recreation center. The Parks, Recreation and Cemeteries Department organizational chart is shown in **Appendix B**.

With regard to operating budget, revenues, program registrations, rate of cost recovery, and capital funding, **Table 10** shows a slight increase in cost recovery, despite a declining operating budget. This positive trend has the potential to increase with the implementation of a cost recovery analysis and comprehensive service assessment to determine core services and refine community priorities for programs and services.

Table 10: Keene Operations and Cost Recovery Comparisons

	FY 2009	FY 2010	FY 2011
Operating Budget	\$1,313,550	\$1,285,370	\$1,235,570
Revenues	\$254,710	\$253,700	\$255,150
Total # of Participant Registrations	1,642	1,693	1,660
Rate of Cost Recovery	19%	20%	21%
Capital Budget	\$60,550	\$123,510	\$152,150

There is no standard for how much cost recovery a community should achieve. National averages range from 5 percent to 85 percent. The current levels of cost recovery for Keene appear to be appropriate, with some opportunity and willingness to pay more for services identified in the statistically-valid survey. The Park, Recreation and Cemeteries Department may desire to undertake a more detailed analysis of cost recovery for specific program areas, and to create a “Cost Recovery Policy” that would guide future funding, resource allocation, and/or pricing decisions.

Americans with Disabilities Act (ADA) - Compliance

On September 14, 2010 the U.S. Department of Justice (DOJ) issued an amended regulation implementing the Americans with Disabilities Act (ADA 2010 Standards). On March 15, 2011 the amended Act became effective and, for the first time in history, includes recreation environment design requirements. Compliance with the regulations must be effective March 15, 2012. This includes design and construction requirements and the development of three-year transition plan. By March 15, 2015 implementation of the three-year transition plan must be complete.

Key Focus Areas for Administration and Operations

- Fiscal Management** – Adopting best practices related to financial management and consensus regarding cost recovery expectations and pricing can improve credibility and help refine resource allocation. Initiatives such as credit card registration for programs can reduce staff time and increase convenience for citizens and overall revenues.



- **Communications and Marketing** – Feedback from the statistically-valid survey suggests a lack of awareness in the community regarding trails, parks, open space, and programs, despite a strong presence by the Department on the internet and consistent use of available social and print media outlets. Timely press releases, program evaluation surveys, and collaborative promotions are possible tools for getting the word out consistently and increasing awareness of programs and services, parks, and natural areas and the City’s trail system.
- **Planning** – The Park, Recreation and Cemeteries Department plays a vital role in contributing to the City’s sustainability goals, economic vitality, public health initiatives, and natural resource stewardship. With proactive planning to improve existing park system components, achieving “comfort and convenience” upgrades, and consistent long-range capital budget allocations for new facilities and equipment, the Department can achieve an equitable and sustainable operation.
- **Sustainability in Parks, Trails, and Facility Operations** – Creating a functional work order and maintenance services tracking system are essential for efficient and fiscally responsible use of parks, trails, and facilities resources. Keene citizens have indicated a strong preference for the Department to focus on supporting youth sports activities, improving the connectivity of the trails, and pathways system, and improving existing facilities. Keene's sustainability goals should serve as a guide for Department energy conservation initiatives.

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E. RECOMMENDATIONS

The identification of Key Issues using focused methodologies helps to guide the Parks, Recreation and Cemeteries Department in providing the citizens of Keene with quality parks and recreation facilities and services, a connected system of community trails, and wise stewardship of natural resources into the future. The following recommendations for implementation are supported by Key Findings, which emerged during the information gathering phase of developing the **Active and Passive Recreation Management Plan**.

Key Issue 1

Support the City's Sustainability Goals

Recommendations for Key Issue 1

Recommendation 1: Monitor progress on the City's sustainability efforts pertaining to active transportation, open space acquisition, and stewardship of natural resources.

Action Steps:

- Develop and implement sound management practices to provide healthy and sustainable natural resources.
- Consider conducting a carrying capacity analysis on actively used natural areas such as Robin Hood Park and Forest and Greater Goose Pond Forest to balance natural resource protection with public use.

Recommendation 2: Implement Department level sustainability practices.

Action Steps:

- Adopt green building practices and use of recycled materials in park, trail, and facility improvement projects.
- Promote personal sustainability efforts within the community, sharing "go green" practices through public information channels.
- Evaluate internal energy and water conservation practices to generate cost savings.
- Consider training opportunities for leadership and staff, such as NRPA's Green School.



Related Findings

The following findings helped shape the Recommendations and Action Steps to address **Key Issue 1**:

Natural Environments and Open Space Trends

National trends relative to the benefits of natural resource stewardship informed the recommendations related to sustainability, including:

- Trails, parks, and playgrounds are among the five most important community amenities considered when selecting a home, according to the National Association of Realtors.
- The majority of Americans agree that preserving undeveloped land for outdoor recreation is important. A large percentage of outdoor participants also believe that developing local parks and hiking and walking trails is important and that there should be more outdoor education and activities during the school day.

Community Engagement Responses

Participants in the Stakeholder Process expressed the following ideas related to sustainability:

- Find a permanent location for the Keene Farmers' Market.
- Safer connection of rail trails and pathways to parks, open space.
- Expand community garden space.
- Balance passive recreation needs with active recreation needs.
- Need a better bike system for commuting, transportation for non-car drivers.
- Protect lands while still available.
- Connect trail system to new middle school and YMCA.

When asked to identify the top five community issues, survey respondents indicated that connectivity and alternative transportation were a high priority (59%), and connecting people with nature was a secondary priority (43%).

On the survey, four out of six facilities identified as being “very important” were trails or forests, including Ashuelot River Park (72%), Ashuelot River Trail (69%), Greater Goose Pond (69%), Jonathan Daniels Trail (65%), and Robin Hood Park and Forest (64%).

Key Issue 2

Institute Long Range Capital Planning and Park Specific Plans

Recommendations for Key Issue 2

Recommendation 3: Determine the best and most appropriate uses of each park and whether they should be repurposed or reconfigured to maximize their service to the community.

Action Steps:

- Conduct a public engagement process soliciting specific input for each park.
- Prioritize improvements at Wheelock Park with an athletic and sports focus or “brand.”
- Improve parking at Robin Hood Park, and develop a “brand” with an arts and cultural history focus and programming.
- Utilize GRASP® Level of Service recommendations for Carpenter Street and North Park.

- Explore locations that would support components of a City-wide bicycle share program.
- Make the parks system special and highly prized, given Keene’s slow population growth pattern.
- Continue to evaluate the feasibility and location of a community dog park.
- Evaluate campground design and location to create a positive perception and enhanced revenues.
- Develop a recreation plan for land at the convergence of White and Black Brooks.
- Consider enclosure of the skating area at Wheelock Park.
- Continue upgrades and analysis of the best location for the skate park.

Recommendation 4: Develop a comprehensive capital equipment and park asset replacement plan.

Action Steps:

- Address facility, park, trails, and natural resource needs.
- Utilize existing local and regional plans to justify requests.
- Establish an agreeable and consistent funding allocation in the Capital Improvement Program.
- Collaborate with ice arena supporters on determining the City’s role in a regional arena governance model.

Related Findings

The following findings helped shape the Recommendations and Action Steps to address **Key Issue 2**:

Trends in Specialty Parks

Amenities and specialty parks that are still considered “alternative” but increasing in popularity include the following:

- Climbing walls
- Cultural art facilities
- Skate parks
- Adult fitness parks
- Bicycle skills parks

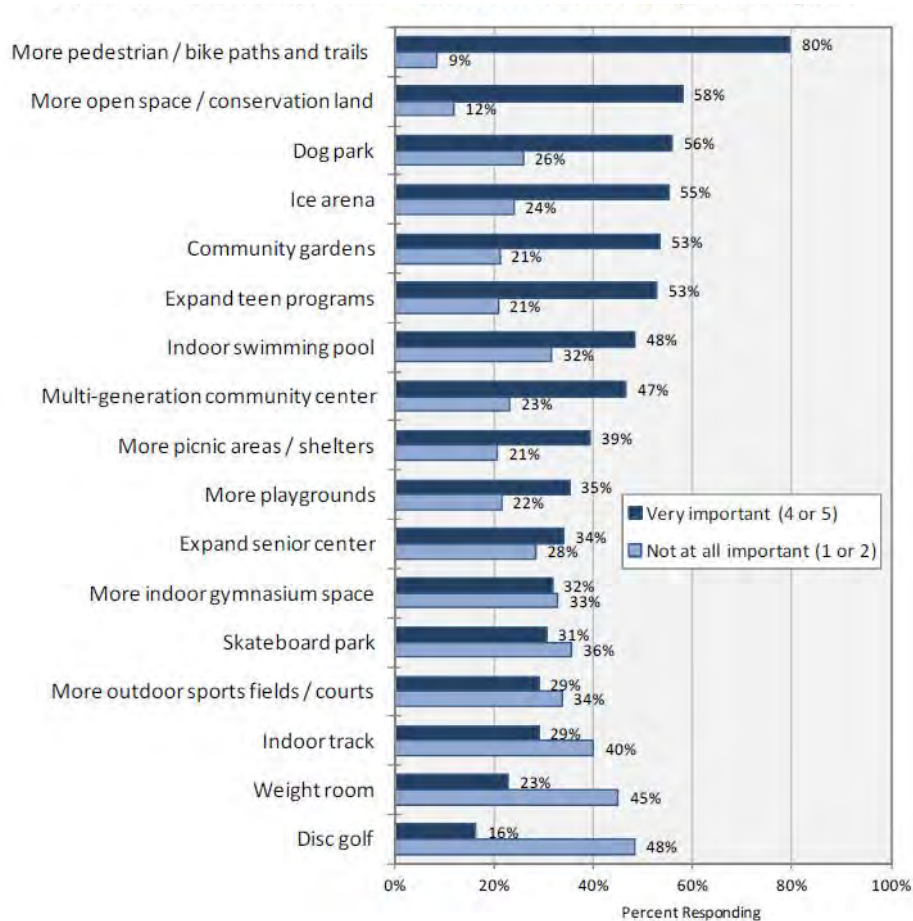
Staff & Consultant Input

- The Keene City Council has authorized the City Manager to negotiate with the ice arena supporters to explore possible collaborations between Keene Ice and the City.
- While cemeteries were not formally included in this report, they are acknowledged as valuable green spaces, and are utilized for walking, access to nature, and cultural history study.

Community Engagement Responses

- Survey respondents were asked to indicate by importance which facilities Keene Parks and Recreation should make additions, expansions, or improvements to in the next 5 or 10 years. Respondents were asked to “...keep in mind that while user fees, grants and donations offset some costs, additional funds would be required for the building, operations, and maintenance of new parks, recreation, opens space, and trail facilities.” As shown in **Figure 3**, the issue of more pedestrian/bike paths and trails was identified as the greatest need by a large margin (80%). This finding is consistent with numerous local, regional, and state transportation and master plans.

Figure 3: Future Facilities, Amenities, Service to Be Added, Expanded or Improved



Additional facilities that were identified showed some alignment with improvements identified in the Focus Groups, particularly when respondents were asked to select their top three priorities, which yielded high ratings for a dog park (33%), more open space/conservation land (32%), and an ice arena (22%).

Key Issue 3

Manage and Sustain Natural Resources

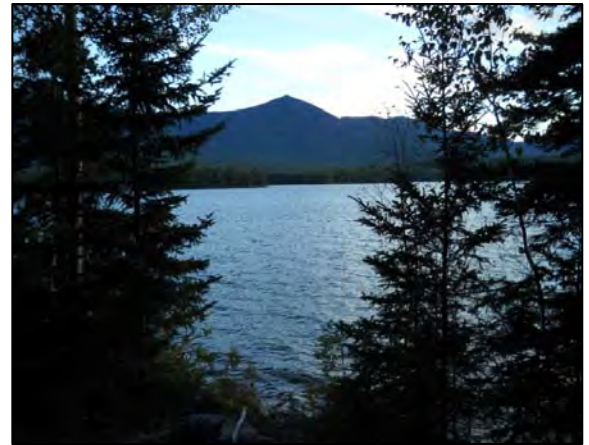
Recommendations for Key Issue 3

Recommendation 5: Establish a park and open space amenity donation program.

Action Steps:

- Explore collaborative partnerships with user, volunteer, and service groups, businesses, and alternative providers to fund park and open space amenities.

- Add memorial benches, public art, trailhead information kiosks, commemorative trees, and other comfort and convenience enhancements.
- Utilize existing natural resource inventories as guidance for interpretive signage.



Recommendation 6: Engage the community in outdoor and environmental activities.

Action Steps:

- Use water quality testing, invasive species management, and capacity analysis to monitor natural resource carrying capacities.
- Partner with community user groups and advocacy organizations to monitor use of trails, parks, and natural resource areas.
- Continue working with Keene State College Environmental Studies program on park and natural resource inventory and planning projects.

Related Findings

The following findings contributed to the Recommendations and Action Steps addressing **Key Issue 3**:

Existing Plans

The Keene State College Environmental Studies Senior Program conducted extensive Natural Resource Inventories and small scale user surveys, and provided useful recommendations for the Department to consider in managing the natural resources under its stewardship, namely:

1. Protect Natural Resources

- Develop an invasive species management plan.
- Expand trails systems within the parks.*
- Champion a recycling program throughout the parks system.
- Develop a vegetation management plan for Wheelock Park.
- Work to protect vernal pools.

2. Implement Park Stewardship

- Establishing a North Central Neighborhood Park.*
- Expand Shadow Lake Park stewardship efforts.

3. Build Community

- Initiate an environmental service-learning program.
- Expand Keene’s community gardens.*

**Indicates recommendations consistent with findings for this project.*

Community Engagement Responses

Open-ended comments in the survey included references to the value of open space and natural resources: ***“We enjoy natural areas where we can look for wildlife and participate in trail running, x-country skiing, snowshoeing, and other outdoor activities.”***

Level of Services Analysis

The Level of Service Analysis revealed that most of Keene's residential areas have access to at least two categories of components from among a selected group including trails and bike paths, developed parks, and conservation areas.

Research

Research from the University of Illinois shows that trees, parks, and green spaces have a profound impact on people's health and mental outlook. US Forest Service research indicates that when the economic benefits produced by trees are assessed, total value can be two to six times the cost for tree planting and care.



Key Issue 4

Address ADA Compliance

Recommendations for Key Issue 4

Recommendation 7: Perform an ADA access audit and develop a transition plan.

Action Steps:

- In accordance with the updated Americans with Disabilities Act, the City should evaluate existing ADA (Americans with Disabilities Act) compliance and accessibility at all parks, open space, trail, and recreation facilities and programs, and develop a transition plan for improvements.
- Implement planned improvements as required by law by March 2015.

Related Findings

The following findings contributed to the Recommendations and Action Steps addressing **Key Issue 4**:

Federal Legislation

The Americans with Disabilities Act was recently updated to include new design standards for parks, trails, and recreation facilities. Compliance with the regulations must be effective March 15, 2012. This includes design and construction requirements and the development of three-year transition plan. By March 15, 2015 implementation of the three-year transition plan must be complete.

Key Issue 5

Coordinate Active Transportation/Recreation and Trail Connectivity

Recommendations for Key Issue 5

Recommendation 8: Convene a cross-sector Active Recreation/Transportation Working Group.

Action Steps:

- Include representation from the public works, parks and recreation, and planning departments, the Bicycle/Pedestrian Path Committee, Vision 2020, New England Mountain Bike Association, Pathways for Keene, Monadnock Regional Transportation Association, and Keene School District.

- Explore the option of including improvements pathways, greenways, and trails in the CIP, considering recreation transportation infrastructure as a parks and recreation facility.

Recommendation 9: Promote use of existing pathway and trails systems through public information sources, utilizing trailhead signage, print, and web-based resources.

Strategy:

- Develop and distribute “A Walking Guide to Keene” and “A Bicycling Guide to Keene” in support of Vision 2020, and in collaboration with the Bicycle and Pedestrian Path Committee, Pathways for Keene, and New England Mountain Bike Association.

Recommendation 10: Increase staffing dedicated to developing an active recreation/transportation system.

Strategy:

- Develop collaborative funding resources for a full-time position with community partners.

Related Findings

The following findings informed the Recommendations and Action Steps related to **Key Issue 5**:

Existing Plans

The Vision 2020 Plan, a collaborative initiative of the Dartmouth Hitchcock Keene-Cheshire Medical Center and the Cheshire Healthy Eating Active Living Program with extensive community involvement, identified several objectives highlighting the importance of an active recreation/transportation system in promoting healthy lifestyles. ***These include recommendations to increase path infrastructure to promote active living, increase green spaces for active living opportunities, and increase the number of adults who report participating in physical activities/exercise.***

Staff Input

The Park, Recreation and Cemeteries Department is working with a local public transportation provider to enhance stops at Railroad Square, and to determine how the public transit system can support increased access to Wheelock Park and Ladies Park.

Active Transportation Trends

The current U.S. transportation infrastructure focuses on motor vehicle travel and provides limited support for other transportation options for most Americans. The Center for Disease Control (CDC) has researched the implications for health, safety, and climate change on our current transportation system.

Motor vehicle crashes continue to be the leading cause of injury-related death for many age groups. Pedestrians and bicyclists are at an even greater risk of death from crashes than those who travel by motor vehicles.



Many Americans view walking and bicycling within their communities as unsafe because of traffic and the lack of sidewalks, crosswalks, and bicycle facilities.

There are several local, state, and national policy, planning, and environmental initiatives that can be considered by communities supporting an active transportation system. Among them are Smart Growth principles, Safe Routes to School, Safe Routes to Play, Bike/Walk Friendly Community audits and awards, Open Street events, and Complete Streets policies. ***Keene recently became the second community in New Hampshire to adopt a Complete Streets resolution.***

In a 2007 study of City and County administrators, the International City/County Management Association reported that 89 percent of respondents believe that Parks and Recreation departments should take the lead in developing communities conducive to active living.

More than 50 percent believe the highest priority to address in supporting an active living community is a cohesive system of parks and trails and accessible neighborhood parks.

Community Engagement Responses

Significant community input was received regarding the importance of improved connectivity of the trails and pathways system. This is in alignment with built environment planning initiatives at all levels of government. Keene citizens specifically cited the following regarding trails and open space:

- a. Safer non-motorized connections throughout the community.
- b. Winter maintenance of trails for transportation and recreation.
- c. A map showing available connected pathways.
- d. Coordinate existing active transportation efforts locally and regionally.
- e. Improve signage and way finding.

The North Bridge Multi-Use project, which is committed and funded, will create a safe crossing of the highway where the Cheshire Rail Trail currently turns To West Street, connecting users to the other side of the highway.

Key Issue 6

Monitor Levels of Service for Parks, Trails, Open Space, and Facilities

Recommendations for Key Issue 6

Recommendation 11: Provide equal access and adequate mix of facilities, trails, and open space throughout the City.

Action Steps:

- Utilize GRASP® Level of Service Analysis as an internal benchmarking system over time to maintain current Level of Service as changes occur.
- Monitor new developments to incorporate parks, recreation facilities, and trails to meet the needs of new residents.

Recommendation 12: Improve Level of Service in parks, facilities, trails, and open space.

Action Steps:

- Design and install consistent signage/kiosks, public art, benches, and way finding markers for important community destinations.
- Seek additional funding to assist in the implementation of existing trail/pathway priorities in the 2010 *Comprehensive Master Plan*.
- Track labor hours and equipment use for facilities, parks, trails, open space, and athletic field maintenance using existing department task scheduling forms.
- Review the list of components that were found during the inventory process to be functioning below expectations, and adopt a strategy to repair, replace, repurpose, or remove them.
- Emphasize safety and accessibility in the design, redevelopment, and construction of parks, trails, and recreation facilities.
- Collaborate with Keene Police Department to proactively engage the community in crime prevention through programs and activities.
- Conduct a statistically-valid survey, and update the ***Active and Passive Recreation Management Plan*** every five years.



Related Findings

The following findings informed the Recommendations and Action Steps addressing **Key Issue 6**:

Level of Service Analysis

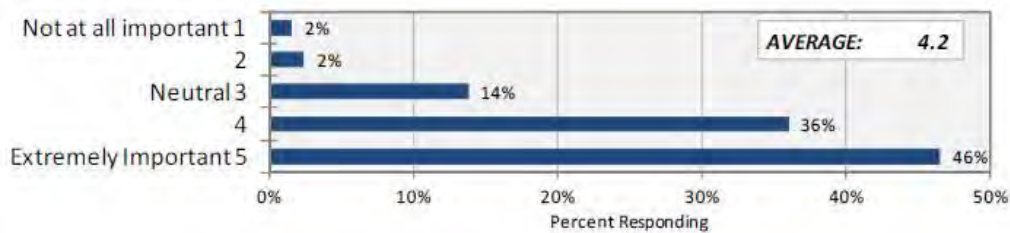
The GRASP® Level of Service Analysis indicates a high level of distribution of park system components throughout the community. Combined with the effects of slow population growth in the City, this finding suggests a focus on improving the Level of Service of existing components, rather than adding new components.

Consideration of the daytime population and increasing student enrollment at Keene State College may help determine whether to add components that might serve both the citizens of Keene and visitors to the City. ***Community preferences for park and facility additions as indicated in the needs assessment survey and community engagement process should also guide long-term decisions.***

Community Engagement Responses

An impressive 82 percent of survey respondents indicated that the availability of parks and recreation opportunities is “very important” or “extremely important,” as shown in **Figure 4**.

Figure 4: Importance of the Availability of Parks and Recreation Opportunities



Positive activities for youth ranked as the top issue that the Department should focus on (62 percent).

In both the survey and focus groups, residents expressed a need for additional playing fields to accommodate soccer, lacrosse, football, and youth and adult baseball and softball. This suggests an issue that needs to be resolved through focused evaluation in consultation with Keene’s independent youth sports leagues.

The Keene Parks, Recreation and Cemeteries Department is the logical convener for an evaluation of the needs of the youth sports programs in the community to consider whether existing fields can be scheduled differently or re-purposed to accommodate the perceived demand.

Respondents were asked to indicate by importance which facilities Keene Parks and Recreation should make additions, expansions, or improvements to in the next 5 or 10 years. The highest perceived need for addition, expansion, or improvement included:

- More pedestrian/bike paths and trails (80%)
- More open space/conservation land (58%)
- Dog park (56%)
- Ice arena (55%)
- Community gardens (53%)
- Expand teen programs (53%)
- Indoor swimming pool (48%)
- Multi-generation community center (47%)

In addition, the following park maintenance issues emerged:

- Overuse of athletic facilities
- Demand for more trails and pathways to serve bicyclists and pedestrians
- User conflicts at Wheelock Park
- Lack of appropriate staffing levels to maintain parks at desirable levels
- Lack of picnic shelters and mountain biking trails
- Upgrades needed for restrooms, campground, and skatepark
- Lack of communication technology for parks maintenance staff
- Need for an equipment replacement schedule

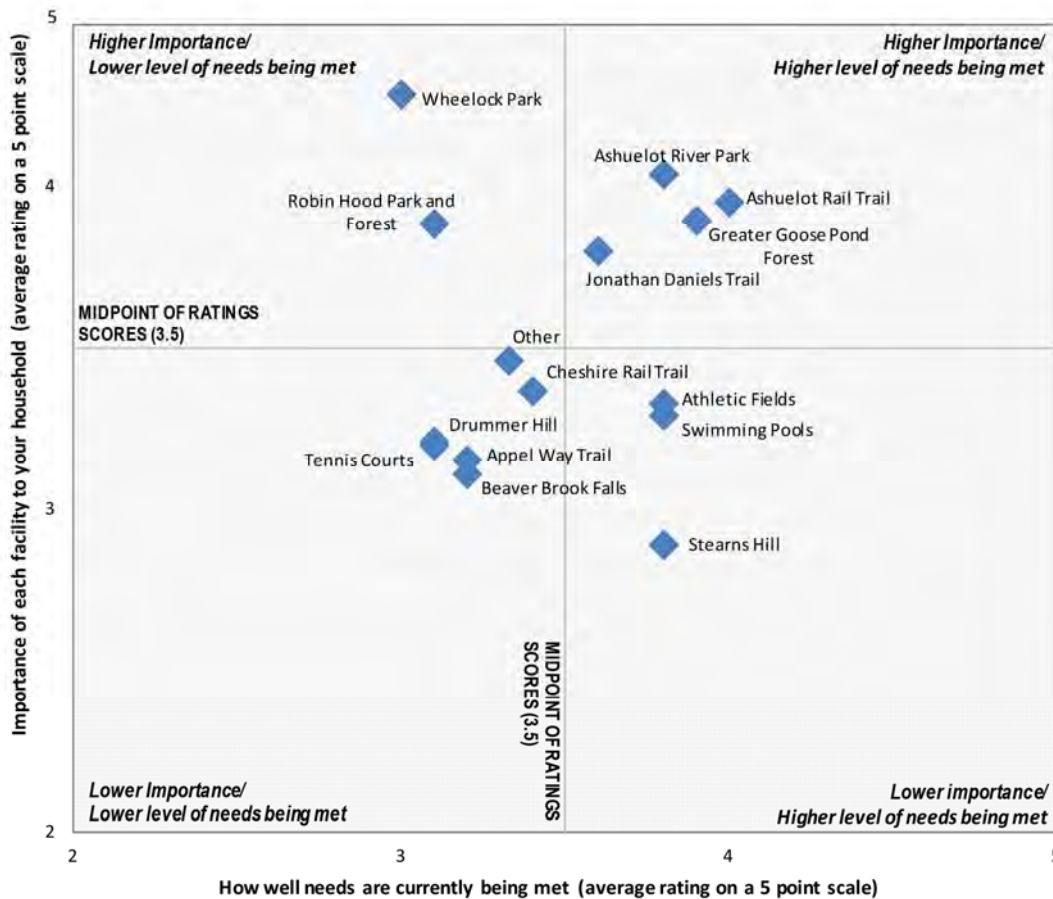
Survey respondents cited lack of facilities and amenities (29%) and the condition of the buildings and facilities (21%) as reasons for not using park system facilities.

It is instructive to compare and plot the importance scores for facilities and parks against the performance scores in an “importance vs. needs met matrix”, as illustrated in **Figure 5**. Note that four of the top facilities and parks listed as the most important are also meeting the needs of the community to the greatest extent and are thus found in the upper right quadrant representing “higher importance / higher level of needs being met” (Ashuelot Rail Trail, Ashuelot River Park, Greater Goose Pond Forest and Jonathon Daniels Trail).

Facilities and parks located above or near the importance midpoint and to the left of the needs-met midpoint represent the opportunities for improvement. The following facilities are considered of relatively high importance and yet needs are not met as well as others (Wheelock Park, Robin Hood Park and Forest, Cheshire Rail Trail).

Further down the matrix, facilities plotted in the lower left are facilities and parks not meeting needs well, however, they are important to smaller segments of the community (Tennis Courts, Drummer Hill, Appel Way Trail, and Beaver Brook Falls). Facilities plotted on the lower right are of lower importance with a higher level of needs being met reported (athletic fields, swimming pools, Stearns Hill).

Figure 5: Current Facilities Importance vs. Needs-Met Matrix



Key Issue 7

Strengthen and Formalize Collaborations

Recommendations for Key Issue 7

Recommendation 13: Enhance communications and outreach efforts to increase community awareness of and involvement in Park, Recreation and Cemeteries Department programs, services, and facilities.

Action Steps:

- Strengthen marketing and community relations practices.
- Create and implement a partnership policy that creates mutual obligations and expectations for all parties, particularly with youth sports providers.
- Identify and convene collaborators in public, non-profit, educational, and private sectors to assess service delivery and maximize efficiencies.
- Expand relationships with Antioch New England and River Valley Community College.
- Form a Trails, Park Assets, and Recreational Services Committee to assist with implementation of this plan.

Related Findings

The following findings informed the Recommendations and Action Steps addressing **Key Issue 7**:

Staff and Consultant Input

The Parks, Recreation and Cemeteries Department is in a position to support the activities of independent youth sport leagues, but should evaluate the current policy of providing maintenance services at no cost to the users. This approach could result in a win-win for all involved, with the leagues receiving additional fields, and the Park, Recreation and Cemeteries Department recovering more of its development and maintenance costs.

Community Engagement Responses

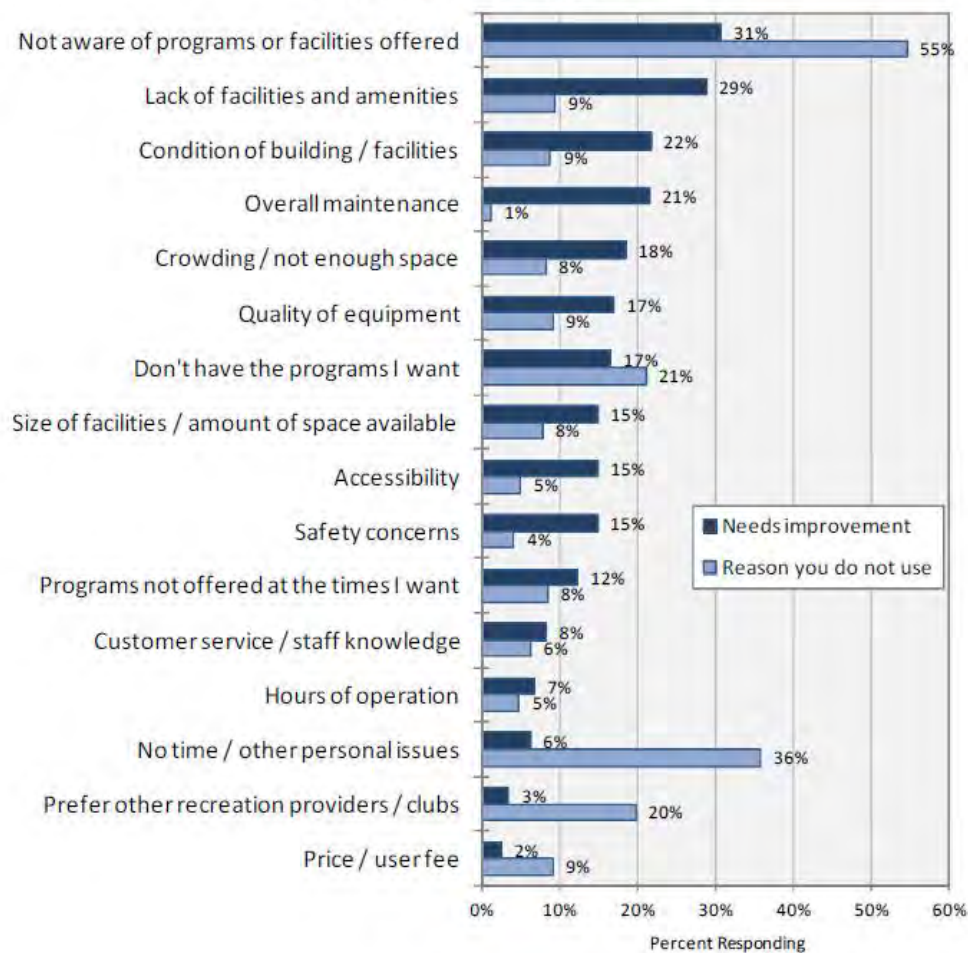
Keene has a well-established culture of successful collaboration to achieve community goals among different sectors, including non-profit, business, academic, health, and government agencies. The Park, Recreation and Cemeteries Department has a number of informal partnerships that could benefit from formalized agreements outlining responsibilities and financial commitments, particularly with independent sports leagues. ***A Sample Partnership Policy has been provided as a staff resource document to assist in formalizing existing and future partnership agreements.***

A complete list of suggested partnerships is found in **Appendix A**. A few highlights are noted:

- Work with public transportation agencies to facilitate transportation for seniors.
- Coordinate CIP initiatives with the School District.
- Explore collaborations with the new YMCA.
- Support the development and collaborative use of new Keene State College facilities.
- Expand existing relationships with Timken Aerospace, C and S Grocers.
- Work with Active Transportation/Bike Groups to enhance trails and pathways.

Improving awareness and promotion of programs and planning initiatives can be a beneficial first step to increasing participation and community advocacy. As indicated in **Figure 6**, the percentage of survey respondents indicating they were not aware of programs or facilities offered was high (55%).

Figure 6: Reasons for Not Using Keene Parks



This data illustrates an opportunity for the Department to evaluate its promotional efforts using print and social media, radio, cable access TV, and community focus groups, and to develop cross-promotional relationships with similar providers.

Survey respondents indicated that they currently receive their information about recreation programs and facilities from the following sources:

- **Keene Sentinel (62 %)**
- **Word of mouth (56 %)**
- **Seasonal program, brochures, posters (32 %)**
- **Internet/website (31 %)**

Key Issue 8

Implement a Cost Recovery Methodology and Service Assessment

Recommendations for Key Issue 8

Recommendation 14: Align cost recovery and pricing strategies with values, vision, and mission, and market position.

Action Steps:

- Review current revenue streams and their sustainability, including fees for parks, open space, trails, programs, and indoor recreation facilities.
- Shift tax funded support to priorities that benefit the community as a whole and increase the cost recovery goals for services that benefit individuals more than the community.
- Determine and define direct and in-direct costs and develop a cost recovery philosophy for the Parks, Recreation and Cemeteries Department through a public participation process to educate the citizens and obtain buy in.

Recommendation 15: Conduct comprehensive service assessment to eliminate duplication of services and enhance resource efficiency.

Action Steps:

- Identify services that are core to the Parks, Recreation and Cemeteries Department based on community, individual, environmental, and/or economic benefits.
- Evaluate effectiveness of marketing efforts in reaching and engaging target markets.
- Determine alternative funding sources to support core services.
- Determine services that advance or affirm market position and those that may be duplicative or weak in market position, and then identify alternative provision strategies.

Related Findings

The following findings support the Recommendations and Action Steps for **Key Issue 8**:

Consultant Input

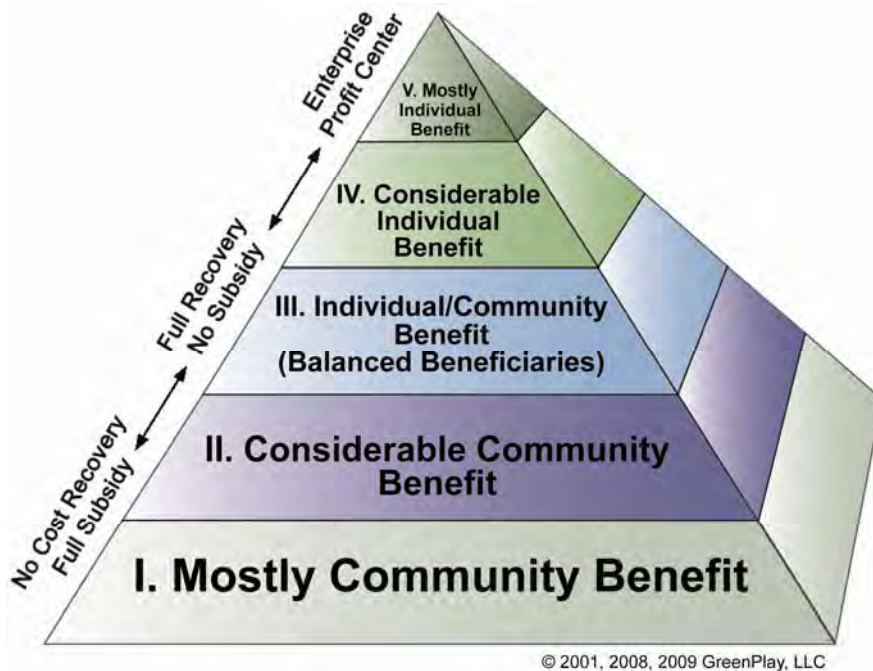
Examples of cost recovery methods across the country show a wide range of department subsidy levels or tax investment, from 15 percent to 80 percent and higher, depending upon the mission of the organization, construction funding payback, operation funding availability, the community's philosophy regarding subsidy levels and user fees, and structure of agency budgets.

Dr. John Crompton from Texas A&M University, a leading educator and researcher on the benefits and economic impact of leisure services, indicates that the national average for cost recovery for all parks and recreation agencies is 34 percent, indicating an average of approximately 66 percent in general fund investment.

A philosophy that guides decisions relative to resource allocation is invaluable for making financial management decisions such as allocating subsidy and determining fair and equitable pricing of services.

Developing and adopting a subsidy and cost recovery philosophy will be important as the Parks, Recreation and Cemeteries Department works to sustain services in both the short and long term. The **Pyramid Methodology** is an effective management tool currently being utilized by agencies across the country as a way to develop and articulate a subsidy and cost recovery philosophy.

The methodology helps articulate the level of benefit that services such as activities, facilities, and lands provide as they relate to the mission of an agency. ***Its design leads to the logical determination of core services, resource allocation, and subsidy/cost recovery goals, and future fees and charges.*** Establishing guidelines and a methodology for the determination of these critical operational issues is imperative to sound fiscal responsibility, governmental accountability, and decision-making.



Key Issue 9

Enhance Program Offerings

Recommendations for Key Issue 9

Recommendation 16: Conduct a review of program offerings to evaluate program area balance and effectiveness.

Action Steps:

- Utilize results from the values-based cost recovery exercise as a guide.
- Consult program related statistically-valid survey results and comments.
- Review summary of Focus Groups and Stakeholder Interviews.
- Develop a program tracking matrix identifying season, program area (health/wellness, athletics, outdoor, arts/cultural, etc.), target age group, partnerships.
- Develop a system for tracking and evaluating recreation center visits and usage patterns.

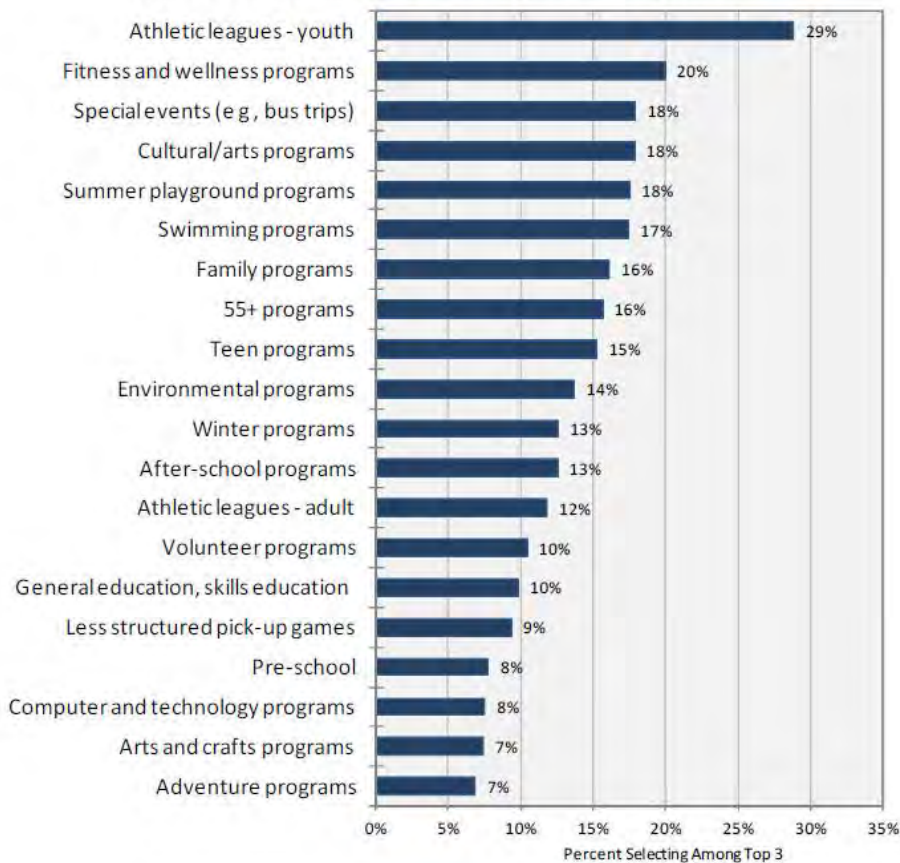
Related Findings

The following findings support the Recommendations and Action Steps for **Key Issue 9**:

Community Engagement Responses

Survey respondents were asked to select what they feel are the top three most important programs, activities and special events to be added, expanded, or improved in Keene in the next 5 to 10 years. The top priority selected was youth athletic leagues (29%), followed by fitness and wellness programs (20%). Special events and family events (18%), cultural/arts programs (18%), and summer playground programs (18%) were also a priority.

Figure 7: Program Additions, Expansions, or Improvements



Community focus group comments were positive regarding program diversity and the Park, Recreation and Cemeteries Department's focus on health and wellness.

Positive highlights include:

- Strong arts programs separate from recreation (music fest, arts in the park, Colonial Theater, MOCO, Core Connection).
- Program fee for playground program is \$55/week – good value.
- Open gym and game room are popular drop in; perceived by parents as a safe afterschool place.
- Strong youth programs, diversity of offerings.

When asked about their willingness to pay additional property tax to increase recreational opportunities, an impressive 74 percent of respondents indicated that they would pay at least \$1 to more than \$51 annually.

Opportunities cited for improvement include:

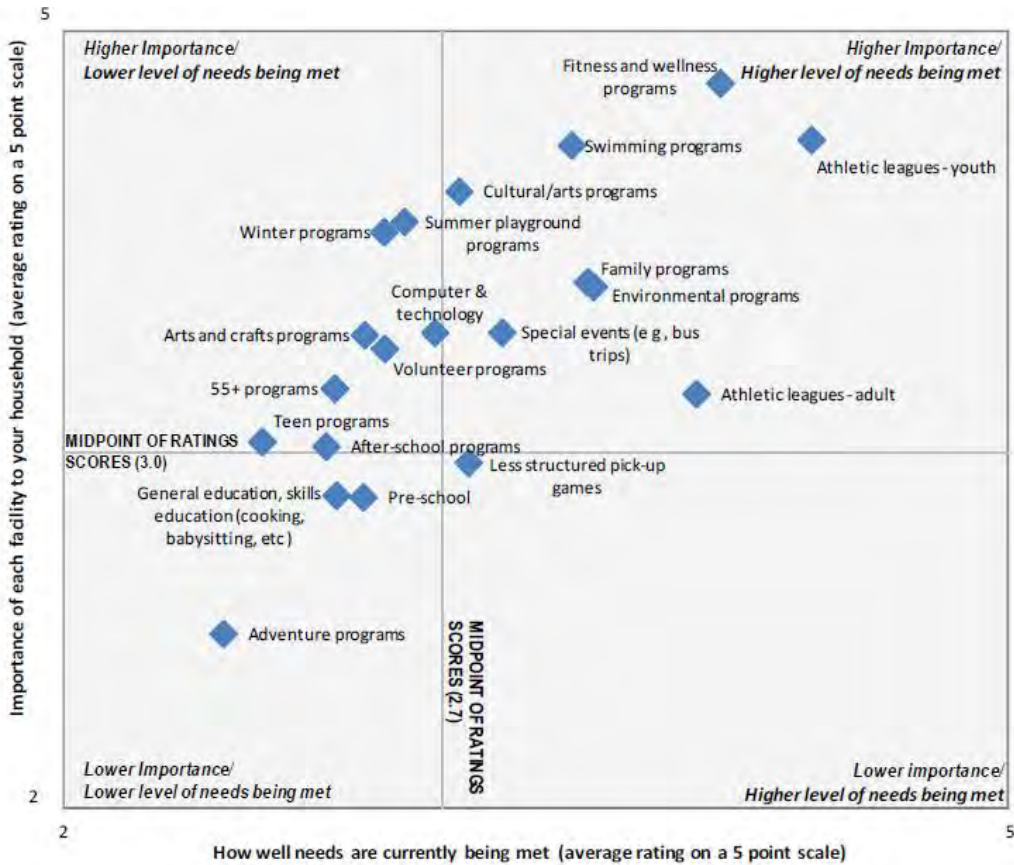
- More opportunities for middle school students.
- Address needs of active senior population, Senior Center has a fitness center.

As illustrated in **Figure 8**, current programs were plotted on a “performance vs. importance” scatter plot, and illustrate opportunities for adjusting program focus areas.

The most important programs that are also meeting the needs of the community to the greatest extent are fitness and wellness programs, youth athletic leagues, swimming, cultural/arts, environmental, and family programs, special events, and adult athletic leagues.

Opportunities for improvements in programs that are considered of relatively high importance include summer playground, arts and crafts, winter programs, computer and technology, and volunteer programs, and 55+ programs.

Figure 8: Current Programs Importance vs. Needs Met Matrix



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F. IMPLEMENTATION

The **Active and Passive Recreation Management** Plan provides a program of long-term strategies that will shape the parks, trails, open space, and recreation systems in Keene for the next 5-10 years. The Park, Recreation and Cemeteries Department is further positioned to fulfill a community leadership role as a high quality provider of quality of life and community health benefits, and is acknowledged as a vital part of implementing the City's vision of becoming the "**Best Community in America.**"

Collaborative efforts among different parts of the organization – maintenance, facilities, programs, cemeteries, and administration – and throughout the community will facilitate a consistently engaged staff, informed policy makers, and supportive citizens to assist in carrying out the **Active and Passive Recreation Management Plan** Action Steps.

The following chart illustrates budget implications, CIP cost estimates, and priority implementation recommendations associated with administration, personnel, programming, natural resources, facilities and parks maintenance, and capital improvements.

The **Active and Passive Recreation Management Plan** is designed to create a clear set of Recommendations, policies, standards, and objectives that will provide direction to the City staff, Conservation Commission, and City Council for development and enhancement of the City's parks system, open space, trails, recreation facilities, programs, and services for the short and long-term needs of the citizens of Keene.

Recommended implementation of Action Steps is based on the following time frame definitions:

- **Immediate priority:** Actions that need to be taken immediately or are recommend in order to implement any short, mid, and long-term objectives
- **Short-term priority:** Some action should be taken within the next 1 to 2 years
- **Mid-term priority:** Some action should be taken within the next 3 to 5 years
- **Long-term priority:** Some action should be taken at 5 years or beyond
- **Ongoing:** This action is already taking place or should be put into place immediately, and should continue

It is important to note that while an objective may be a high priority for the Keene community, City resources, planning requirements, and implementation logistics may require implementation in the mid to long-term time frame.

Key Issue 1

Support the City's Sustainability Goals

Recommendation 1: Monitor progress on the City's sustainability efforts pertaining to active transportation, open space acquisition, and stewardship of natural resources.

Action Steps	Primary Responsibility/Support	Resource Impact/Budget Requirement	Time Frame to Complete
<ul style="list-style-type: none"> Develop and implement sound management practices to provide healthy and sustainable natural resources. 	Parks, Recreation & Cemeteries	Staff Time	Immediate/Ongoing
<ul style="list-style-type: none"> Consider conducting a carrying capacity analysis on actively used natural areas such as Robin Hood Park and Forest and Greater Goose Pond Forest to balance natural resource protection with public use. 	Parks, Recreation & Cemeteries/Keene State College	Staff Time	Short-Term

Recommendation 2: Implement Department-level sustainability practices.

Action Steps	Primary Responsibility/Support	Resource Impact/Budget Requirement	Time Frame to Complete
<ul style="list-style-type: none"> Adopt green building practices and use of recycled materials in park, trail, and facility improvement projects. 	Parks, Recreation & Cemeteries	Cost TBD	Short-Term
<ul style="list-style-type: none"> Promote personal sustainability efforts within the community, sharing "go green" practices through public information channels. 	Parks, Recreation & Cemeteries	Staff Time	Immediate/Ongoing
<ul style="list-style-type: none"> Evaluate internal energy and water conservation practices to generate cost savings. 	Parks, Recreation & Cemeteries	Staff Time/Consultant Cost TBD	Immediate/Ongoing
<ul style="list-style-type: none"> Consider training opportunities for leadership and staff, such as NRPA's "Green School." 	Parks, Recreation & Cemeteries	\$1,200	Short-Term

Key Issue 2

Institute Long Range Capital Planning and Park Site-Specific Master Plans

Recommendation 3: Determine the best and most appropriate uses of each specific park and whether they should be repurposed or reconfigured to maximize their service to the community.

Action Steps	Primary Responsibility/Support	Resource Impact/Budget Requirement	Time Frame to Complete
<ul style="list-style-type: none"> Conduct a public engagement process soliciting specific input for each park. 	Parks, Recreation & Cemeteries	Staff Time	Short-Term/Ongoing
<ul style="list-style-type: none"> Prioritize improvements at Wheelock Park with an athletic and sports focus or “brand.” 	Parks, Recreation & Cemeteries	Staff Time	Immediate
<ul style="list-style-type: none"> Prepare a master plan to improve parking at Robin Hood Park, and develop a “brand” with an arts and cultural history focus and programming. 	Parks, Recreation & Cemeteries	Staff Time/ Consultant \$10,000 – \$25,000	Short-Term/Ongoing
<ul style="list-style-type: none"> Utilize GRASP® Level of Service recommendations for Carpenter Street and North Spruce and Carroll Street Park. 	Parks, Recreation & Cemeteries	Staff Time	Immediate
<ul style="list-style-type: none"> Explore locations that would support components of a City-wide bicycle share program. 	Parks, Recreation & Cemeteries/ Planning/ BPPC/ Pathways for Keene	Staff Time	Short-Term
<ul style="list-style-type: none"> Make the parks system special and highly prized, given Keene’s slow growth pattern. 	Parks, Recreation & Cemeteries	Staff Time	Short-Term/Mid-Term
<ul style="list-style-type: none"> Continue to evaluate the feasibility and location of a community dog park. 	Parks, Recreation & Cemeteries	Staff Time	Ongoing
<ul style="list-style-type: none"> Evaluate campground design and location to create a positive perception and enhanced revenues. 	Parks, Recreation & Cemeteries	Staff Time/ Consultant \$5,000 – \$25,000 (Does not include engineering and construction of new facility if needed)	Immediate

Action Steps	Primary Responsibility/ Support	Resource Impact/Budget Requirement	Time Frame to Complete
<ul style="list-style-type: none"> Develop a recreation plan for land at the convergence of White and Black Brooks. 	Parks, Recreation & Cemeteries	Staff Time/ Consultant \$10,000 - \$15,000	Short-Term
<ul style="list-style-type: none"> Conduct a feasibility study to consider enclosure of the skating area at Wheelock Park. 	Parks, Recreation & Cemeteries	Consultant \$5,000 – \$10,000	Short-Term
<ul style="list-style-type: none"> Continue maintenance and upgrades to existing skate park, and develop a plan for a new skate park based on existing recommendations by the Skate Park Committee. 	Parks, Recreation & Cemeteries	Staff Time	Short-Term
<ul style="list-style-type: none"> Collaborate with ice arena supporters on determining the City’s role in a regional arena governance model. 	Parks, Recreation & Cemeteries/ Administration	Staff Time	Immediate
Recommendation 4: Develop a comprehensive capital equipment and park asset replacement plan.			
Action Steps	Primary Responsibility/ Support	Resource Impact/Budget Requirement	Time Frame to Complete
<ul style="list-style-type: none"> Utilize existing local and regional plans to justify requests for park asset improvements. 	Parks, Recreation & Cemeteries	Staff Time	Immediate/ Ongoing
<ul style="list-style-type: none"> Establish an agreeable and consistent funding allocation in the Capital Improvement Program. 	Parks, Recreation & Cemeteries/ Planning/ Finance	Staff Time	Immediate/ Ongoing
<ul style="list-style-type: none"> Address facility, park, trails, and natural resource needs. 	Parks, Recreation & Cemeteries	Staff Time	Ongoing

Key Issue 3

Manage and Sustain Natural Resources

Recommendation 5: Establish a park and open space amenity donation program.

Action Steps	Primary Responsibility/ Support	Resource Impact/Budget Requirement	Time Frame to Complete
<ul style="list-style-type: none"> Explore collaborative projects with local conservation advocates. 	Parks, Recreation & Cemeteries/ Conservation Commission/ Monadnock Conservancy/ Keene State College	Staff Time	Short-Term/Ongoing
<ul style="list-style-type: none"> Add memorial benches, public art, trailhead information kiosks, commemorative trees, and other comfort and convenience enhancements. 	Parks, Recreation & Cemeteries/ Partners	Staff Time Costs TBD	Immediate
<ul style="list-style-type: none"> Utilize existing natural resource inventories as guidance for interpretive signage. 	Parks, Recreation & Cemeteries	Staff Time	Immediate

Recommendation 6: Engage the community in additional outdoor and environmental activities.

Action Steps	Primary Responsibility/ Support	Resource Impact/Budget Requirement	Time Frame to Complete
<ul style="list-style-type: none"> Use water quality testing, invasive species management, and capacity analysis to monitor natural resource carrying capacities. 	Parks, Recreation & Cemeteries/ Keene State College	Staff Time	Mid-Term
<ul style="list-style-type: none"> Partner with community user groups and advocacy organizations to monitor use of trails, parks, and natural resource areas. 	Parks, Recreation & Cemeteries	Staff Time	Short-Term
<ul style="list-style-type: none"> Continue working with Keene State College Environmental Studies program on park and natural resource inventory and planning projects. 	Parks, Recreation & Cemeteries	Staff Time	Ongoing

Key Issue 4**Address ADA Compliance****Recommendation 7: Perform an ADA access audit and develop a transition plan.**

Action Steps	Primary Responsibility/Support	Resource Impact/Budget Requirement	Time Frame to Complete
<ul style="list-style-type: none">In accordance with the updated Americans with Disabilities Act, the City should evaluate existing ADA (Americans with Disabilities Act) compliance and accessibility at all parks, open space, trail, and recreation facilities and programs, and develop a transition plan for improvements.	Parks, Recreation & Cemeteries/ Planning	Staff Time Consultant Cost TBD	Immediate/ Ongoing
<ul style="list-style-type: none">Implement planned improvements as required by law by March 2015.	Parks, Recreation & Cemeteries	Staff Time Cost TBD	Mid-Term

Key Issue 5

Coordinate Active Transportation/Recreation and Trail Connectivity

Recommendation 8: Convene a cross-sector Active Recreation/Transportation Working Group.

Action Steps	Primary Responsibility/Support	Resource Impact/Budget Requirement	Time Frame to Complete
<ul style="list-style-type: none"> Include representation from the public works, parks and recreation, and planning departments, the Bicycle/Pedestrian Path Committee, Vision 2020, New England Mountain Bike Association, Pathways for Keene, Monadnock Regional Transportation Association, and Keene School District. 	Parks, Recreation & Cemeteries/ Partners	Staff Time	Immediate
<ul style="list-style-type: none"> Explore a capital approach to funding pathways, greenways, and trails as a parks and recreation facility. 	Parks, Recreation & Cemeteries/ Planning	Staff Time	Immediate

Recommendation 9: Promote use of existing pathway and trails systems through public information sources, utilizing trailhead signage, print, and web-based resources.

Action Step	Primary Responsibility/Support	Resource Impact/Budget Requirement	Time Frame to Complete
<ul style="list-style-type: none"> Develop and distribute public information guides such as “A Walking Guide to Keene” and “A Bicycling Guide to Keene” in support of Vision 2020, and in collaboration with the Bicycle Pedestrian Path Committee, Pathways for Keene, and the New England Mountain Bike Association. 	Parks, Recreation & Cemeteries/ Partners	Staff Time Design & Printing \$5,000	Short-Term

Recommendation 10: Increase staffing dedicated to developing an active recreation/transportation system.

Action Step	Primary Responsibility/Support	Resource Impact/Budget Requirement	Time Frame to Complete
<ul style="list-style-type: none"> Develop collaborative funding resources for a full-time position with community partners. 	Parks, Recreation & Cemeteries/ Administration	\$40,000 plus benefits	Mid-Term

Key Issue 6

Monitor Levels of Service for Parks, Trails, Open Space, and Facilities

Recommendation 11: Provide equal access and adequate mix of facilities, trails, and open space throughout the City.

Action Steps	Primary Responsibility/Support	Resource Impact/Budget Requirement	Time Frame to Complete
<ul style="list-style-type: none"> Utilize GRASP® Level of Service Analysis as an internal benchmarking system over time to maintain current Level of Service as changes occur. 	Parks, Recreation & Cemeteries	Staff Time	Ongoing
<ul style="list-style-type: none"> Monitor new developments to incorporate parks, recreation facilities, and trails to meet the needs of new residents. 	Parks, Recreation & Cemeteries	Staff Time	Ongoing

Recommendation 12: Improve Level of Service in parks, facilities, trails, and open space.

Action Steps	Primary Responsibility/Support	Resource Impact/Budget Requirement	Time Frame to Complete
<ul style="list-style-type: none"> Design and install consistent signage/kiosks, benches, and wayfinding markers for important community destinations. 	Parks, Recreation & Cemeteries	Staff Time Cost TBD	Short-Term/Ongoing
<ul style="list-style-type: none"> Seek additional funding to assist in the implementation of existing trail/pathway priorities in the <i>2010 Comprehensive Master Plan</i>. 	Parks, Recreation & Cemeteries/ Planning/ Administration	Staff Time	Short-Term/Ongoing
<ul style="list-style-type: none"> Track labor hours and equipment use for facilities, parks, trails, open space, and athletic field maintenance using existing department task scheduling forms. 	Parks, Recreation & Cemeteries	Staff Time	Immediate/ Ongoing
<ul style="list-style-type: none"> Review the list of components that were found during the inventory process to be functioning below expectations, and adopt a strategy to repair, replace, repurpose, or remove them. 	Parks, Recreation & Cemeteries	Staff Time	Immediate
<ul style="list-style-type: none"> Emphasize safety and accessibility in the design, redevelopment, and construction of parks, trails, and recreation facilities. 	Parks, Recreation & Cemeteries	Staff Time	Immediate
<ul style="list-style-type: none"> Collaborate with Keene Police Department to proactively engage the community in crime prevention through programs and activities. 	Parks, Recreation & Cemeteries/ Police	Staff Time	Immediate
<ul style="list-style-type: none"> Conduct a statistically-valid survey, and update the Active and Passive Recreation Management Plan every five years. 	Parks, Recreation & Cemeteries	Staff Time Survey \$15,000 Plan Revision \$40K (includes survey)	Mid-Term

Key Issue 7

Strengthen and Formalize Collaborations

Recommendation 13: Enhance communications and outreach efforts to increase community awareness of and involvement in Department programs, services, and facilities.

Action Steps	Primary Responsibility/Support	Resource Impact/Budget Requirement	Time Frame to Complete
<ul style="list-style-type: none">Strengthen marketing and community relations practices.	Parks, Recreation & Cemeteries	Staff Time	Immediate/Ongoing
<ul style="list-style-type: none">Form a Trails, Park Assets, and Recreational Services Committee to assist with the implementation of this plan, as recommended in the <i>2010 Comprehensive Master Plan</i>.	Parks, Recreation & Cemeteries	Staff Time	Short-Term
<ul style="list-style-type: none">Create and implement a partnership policy that creates mutual obligations and expectations for all parties, particularly with youth sports providers.	Parks, Recreation & Cemeteries	Staff Time	Immediate
<ul style="list-style-type: none">Identify and convene collaborators in public, non-profit, educational, and private sectors to assess service delivery and maximize efficiencies.	Parks, Recreation & Cemeteries	Staff Time	Immediate
<ul style="list-style-type: none">Expand relationships with Antioch New England and River Valley Community College.	Parks, Recreation & Cemeteries/ Antioch NE/ RVC	Staff Time	Short-Term

Key Issue 8

Implement Cost Recovery Methodology and Service Assessment

Recommendation 14: Align cost recovery and pricing strategies with values, vision, and mission & market position.

Action Steps	Primary Responsibility/Support	Resource Impact/Budget Requirement	Time Frame to Complete
<ul style="list-style-type: none"> Review current revenue streams and their sustainability, including fees for parks, open space, trails, programs, and indoor recreation facilities. 	Parks, Recreation & Cemeteries	Staff Time	Immediate
<ul style="list-style-type: none"> Shift tax funded support to priorities that benefit the community as a whole, and increase the cost recovery goals for services that benefit individuals more than the community. 	Parks, Recreation & Cemeteries	Staff Time	Short-Term
<ul style="list-style-type: none"> Determine and define direct and in-direct costs and develop a cost recovery philosophy for the Parks, Recreation and Cemeteries Department through a public participation process to educate the citizens and obtain buy-in. 	Parks, Recreation & Cemeteries	Staff Time Consultant for Cost Recovery – \$25,000	Short-Term

Recommendation 15: Conduct comprehensive Services Assessment (SA) to eliminate duplication of services and enhance resource efficiency.

Action Steps	Primary Responsibility/Support	Resource Impact/Budget Requirement	Time Frame to Complete
<ul style="list-style-type: none"> Identify services that are core to the Parks, Recreation and Cemeteries Department based on community, individual, environmental, and/or economic benefits. 	Parks, Recreation & Cemeteries	Staff Time Full SA by consultant – \$30K	Short-Term
<ul style="list-style-type: none"> Evaluate effectiveness of marketing efforts in reaching and engaging target markets. 	Parks, Recreation & Cemeteries	Staff/SA	Short-Term
<ul style="list-style-type: none"> Determine alternative funding sources to support core services. 	Parks, Recreation & Cemeteries	Staff time/SA	Short-Term
<ul style="list-style-type: none"> Determine services that advance or affirm market position and those that may be duplicative or weak in market position, and then identify alternative provision strategies. 	Parks, Recreation & Cemeteries	Staff time/SA	Short-Term

Key Issue 9

Enhance Program Offerings

Recommendation 16: Conduct a review of program offerings to evaluate program area balance and effectiveness.

Action Steps	Primary Responsibility/Support	Resource Impact/Budget Requirement	Time Frame to Complete
<ul style="list-style-type: none">Utilize results from the values-based cost recovery exercise as a guide.	Parks, Recreation & Cemeteries	Staff Time	Short-Term
<ul style="list-style-type: none">Consult program related statistically-valid survey results and comments.	Parks, Recreation & Cemeteries	Staff Time	Immediate/Ongoing
<ul style="list-style-type: none">Review summary of Focus Groups and Stakeholder Interviews.	Parks, Recreation & Cemeteries	Staff Time	Immediate/Ongoing
<ul style="list-style-type: none">Develop a program tracking matrix identifying season, program area (health/wellness, athletics, outdoor, arts/cultural, etc.), target age group, partnerships, and update annually.	Parks, Recreation & Cemeteries	Staff Time	Immediate/Ongoing
<ul style="list-style-type: none">Develop a system for tracking and evaluating recreation center visits and usage patterns.	Parks, Recreation & Cemeteries	Staff Time	Immediate/Ongoing

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APPENDIX A – KEENE FOCUS GROUP SUMMARY



Keene, NH Active & Passive Recreation Management Plan (DRAFT)

Focus Group Summary

July 12, 13, 14, 2011

Five Focus Groups, Ad Hoc Advisory Committee, 12 Individual & Small Group Interviews
(87 participants)

What's Working?

Staff & Leadership/Administration

- Credit to leadership for community partnership development
- Staff are great ambassadors, very accessible
- New software system will enhance record keeping and statistical analysis
- Pride in work, we do our best and are good at what we do
- Leadership within parks is good – open to suggestions and team-oriented
- Quality staff, programs are diverse
- Information Management Systems staff has been responsive for computer system
- Casual but professional; comfortable place to work, good work environment
- A pleasure to go to work; staff relationships are good
- Staff is responsive to community needs, refer callers to outside providers

Programs

- Strong arts programs, separate from recreation (musicfest, arts in the park, Colonial Theater, MOCO, Core Connection)
- Active youth sports culture & volunteers
- CATCH has really taken off; summer playground program exceeds capacity, drop in programs
- Program fee for playground program is \$55/week – good value
- Open gym and game room are popular drop in; perceived by parents as a safe afterschool place; staff well like by kids; pre-school program Nov-Apr is successful
- Youth baseball is a quality program and well supported with excellent facilities
- Pools and camps receive high use
- Year round opportunities for recreation
- Parent involvement
- Strong youth programs, diversity of offerings

Facilities/Parks/Cemeteries

- Wheelock Park, pool, baseball, and soccer fields for adults and kids
- Robin Hood Park is unique with valuable resources
- Department has advanced with equipment
- Shared space, buildings are well used
- Chapel in Woodlawn Cemetery
- Fields are well maintained with limited staff

- Cemetery crew is readily available, has extensive knowledge of plots; records online gets good public use
- Baseball/softball facilities – best in the state (14 baseball fields)
- Cemeteries have become parks – glad loved ones are nearby
- Good information on maintenance standards
- Recreation Center is good, but under resourced
- Tennis courts – sport is coming back into popularity
- Keene loves to host tournaments

Trails/Open Space/Natural Resources

- Outdoor swimming areas - Surry, Dort Road, Gilsom Depot, Grant Lake, Lake Spofford, Goose Pond
- Youth Trail Crew
- Granite Gorge, Granite Lake, Lakes, Spofford Lake for outdoor adventure
- Paved bike paths going through town; overpass on the highway, easy to get around
- Wonderful evolving trail system, separated from motorized transportation system
- Keene supports open space with 50% of current use tax
- Open space is good, far-sighted planning
- Budget process values preservation of open space
- Greater Goose Pond trails draw people from all over, has great potential for more walking/biking
- Ashuelot River Park is a gem
- Walking path near rec center, walking indoors a positive (gym)
- Bicycle resources
- Nature in preserved areas like Robin Hood are near to the center of town
- Bike path leads to downtown
- Individual activities available like mountain biking, hiking, Nordic skiing
- Great outdoor spaces
- Use of railbed as a community connector
- Drummer Hill is a mountain biking mecca, with regional draw
- New resort maps have trail system noted
- Nature in preserved areas like Robin Hood are near to the center of town
- Open

Sense of Community

- Whether in a park or on a trail, there are opportunities to interact
- Sense of momentum and vision
- Sense of pride in the City
- Vibrant downtown, not sprawling
- Parks are accessible for lunchtime
- Keep up the liveliness of downtown; pretty, shops are convenient to downtown
- Walkable, good places for dinner
- Good volunteer groups who care
- Cozy feel, places to play nearby

Outreach /Communication

- Cedar Crest – youth with disabilities – visit, do fundraising, community service
- Cooperation among City Departments is improving
- Update Facebook and website periodically
- Credit to leadership for community partnership development
- Staff are great ambassadors, very accessible

What Needs Improvement?

Funding/Staffing

- Need staff to coordinate youth sports Citywide
- Need development coordinator to develop alternative funding sources, grants, business support
- Add 1 FTE on parks/cemeteries maintenance and two beautification seasonals
- Increase capacity of staff to manage programs, facilities, parks, cemeteries, trails
- Volunteers are aging; develop new sources
- Create a time bank for volunteer opportunities
- Perhaps parks and recreation becomes a clearing house for all recreation activities?
- Increase Parks Maintenance funding for staff
- Need a commitment by the City Council to support department and provide park improvements

Programs

- More opportunities for middle school students
- Address needs of active senior population
- Summer program for pre-school age group
- More programming for active seniors – weight room? Senior Center has a fitness center
- Tried yoga, photography during the day – no response
- Older players have to compete with the Swampbats; have to go to Rindge
- Pumpkin Festival – should keep it going
- Farmers' Market needs a permanent, year-round site

Parks/Facilities/Cemeteries

- Lack of sledding hill
- Save North Carroll Spruce Park, upgrade pools
- Need a dog park, indoor turf facility
- Ashuelot Park should be considered for other activities; improve neglected side
- Need downtown greenspace with passive/active opportunities
- Carpenter/School Street – offer movies
- Ice arena at fairgrounds has safety issues, needs coordinated replacement effort
- Replace maintenance buildings in Woodland Cemetery - unsafe
- Skatepark upgrade/replacement; add supervision
- Dog shows at Wheelock Park take over but conflict with Cal Ripken
- College and private soccer program competes with Rec program (Hutch Stone, Rick Scott (KSC Asst. Coach – micro soccer); all programs could not fit on one field); indoor turf collaboration; indoor adult soccer very popular, 20 men's basketball teams
- Upgrade skatepark, develop dog park – location has objections from neighbors for lack of parking, noise

- Upgrade the amphitheater – possible wedding venue, more concerts; parking a small issue; busier in its history, parking inadequate
- Football field = overused (owned by Alumni Association); change to turf and make multi-use; play Friday night games; provide a locally owned turf field so youth soccer doesn't need to pay to play
- Make more fields – Wheelock Park should be developed into multi-field complex for resident use; should Cal Ripken and Babe Ruth have to keep paying to use Alumni Fields
- Skatepark move to near police department, improve
- Improve Wheelock Park campground – perceived as unsafe, revenue drain, homeless shelter, unsupervised youth – repurpose as field complex – move to a new location
- Add Army Corps facilities as alternate provider
- Resurface tennis courts
- Need more picnic shelters
- Roof on outdoor rink, \$100K, lack of adequate winter sports
- Upgrade restrooms at Wheelock Park
- Use St A's and Salem ice sheets as a model for a new City ice arena
- Fix the high school track – RJ sports runs a youth running program – resurface
- Need more multi-use fields
- Address campground issues and sandpit – eyesore
- Need year round ice
- Lost middle school and YMCA – develop Gilbo Ave to replace these
- Consider a public golf course
- Legion fields no longer available, need new location for women's softball
- Need an aerator, mower, top dresser, leaf sweeper; equipment replacement schedule
- Install automated irrigation timers
- Need more pocket parks and a playground downtown
- Cemetery staff should be able to have a tablet to research plot questions, but wi-fi is not available
- Evaluation parks staff communication system = purchase cell phones?
- Improve façade of rec center – more gardens, change reflecting pool into a garden – currently, kids use it

Trails/Open Space/Natural Resources

- Safer connection of rail trails and pathways to parks, open space
- Provide winter maintenance for trails
- Improve parking at Goose Pond
- User conflicts at Dummer Hill; improve education, signage
- Improve Robin Hood trail system
- Consider trails for snowmobiles and groomers
- Improve safety of all users in the downtown area for transportation (skateboarder routes)
- Trail system is expanding and needs funding
- Find a common denominator - Nordic ski, snowshoe, snowmobile, hike, bike groups
- Coordinate active transportation initiatives – SRTS, Complete Streets, Bike/Ped AC, Pathways to Keene, Vision 2020, Monadnock Transportation Management Association, Mt. Bike, Bicycle Clubs
- Expand community garden space
- Create river access for kayaks, canoes
- Balance passive recreation needs with active recreation needs

- Put trail maps on line
- Expand trail network to connect with towns outside of Keene
- Improve parking at Goose Pond and winter parking access
- Need agricultural land for commercial growing
- Improve crossings on rail trails to make them safer
- Better trails signage, maps, kiosks (in progress by BPAC/Pathways)
- Strive for trail connectivity
- Need a better bike system for commuting, transportation for non car drivers
- Protect lands while still available
- Connect trail system to new middle school and YMCA
- Create trail extension to upper Court Street from bike path
- Goose Pond, used for running, slab for swimming, add playground, rope swings, boats, grills, camping, hiking is good, can ride a bike there, but steep and busy road, no sidewalks
- Clean up Sunset trail at Robin Hood; add sign Carry In, Carry Out, remove trash can, trail crew cleans up, clear trees for view
- Boat rentals at Goose Pond for fishing, and trips to the Island

Outreach/Communication

- Segments of youth are not participating; young families
- Involve maintenance staff in project planning before taking on new properties
- Need signage and mile markers for trails
- Differentiate uses on trails with educational signage
- Explore transportation system for seniors – expand from rec center to marketplace
- Measure how community values the park system as a key to Keene’s quality of life
- Promote parks to visitors with signage, kiosks
- Explore offering outdoor recreation/adventure activities
- Promote parks and trails as a property value enhancer with Real Estate community
- Produce a Parks and Trails Map for hiking, walking, bicycling, winter activities
- Vision 2020 is great, but what’s next – who will convene? Coordinate walking groups (YMCA, Wheelock, Cheshire Medical)
- Currently accepting credit card payments for trips, expand to all programs

What partnerships and opportunities should we consider?

- C & S on Marlboro, Peerless, NGM, School, College, City Council to explore resource sharing and field use
- Senior Center collaborations on joint programming
- Continue partnerships with Keene State and Antioch
- Continue trail crew initiative
- Cheshire Hospital – currently operating Cheshire Walkers
- Continue brochure insert in Keene Sentinel – reached a broader market
- Expand outreach to businesses for program sponsorships
- Continue Keene Music Festival partnership for concerts in chapel to benefit the chapel; exploring amphitheater
- Better relationship with highway department, schools & KSC on sharing personnel and equipment

- Coordinate CIP projects and funding with school district plans
- Lease or use creative financing to acquire equipment
- Make contact with professional sports teams to obtain equipment
- Partner with private businesses
- Clarify roles of parks maintenance and DPW
- Recognize contributions of maintenance staff to overall departmental successes
- Monadnock Cycling Club
- Friends of Ashuelot River Park
- MOCO/Arts Alive/Hannah Grimes Center/Arts Center
- NEMBA
- Keene Snowmobilers
- United Way
- Monadnock Conservancy
- Pathways For Keene
- Cheshire County HEAL
- Chamber of Commerce
- Senior Center
- Housing Authority
- Police Department
- Cheshire Public T
- Youth Sports Associations
- Vision 2020, Cheshire Health Foundation
- Harris Center
- Antioch New England
- Franklin Pierce
- Southwest Regional Planning Commission
- YMCA
- Archaeological interests at middle school
- American Legion's master plan for development
- Keene Farmers' Market
- College/City/School Council
- Cheshire Medical Center
- Private businesses with field space
- Racquet Club
- Rotary and other service clubs
- Transportation Management Association
- Churches (Interfaith Council)
- Monadnock Economic Development Corporation
- Library
- Colony Museum Trust
- Stonewall Farm
- College/Keene Ice partnership
- Tourism, RV community need proper facilities
- Help KSC to support new facility; offer City ballfields
- Look outside Keene for land
- Fields at new middle school

- Airport property in Swanzey (non-aviation), septic issue resolved, good parking
- Safe Routes To School
- City Express (add bike racks, support seniors and youth year round)
- NH Bike Alliance Bicycle Skills Training program
- Complete Streets advocates (Keene Young Professionals)
- 350 Marlboro Street (ice rink)
- Winter trails maintenance
- C & S, Timken
- Garden Club, KSC Buildings and Grounds
- Land Trust – expand access/awareness of conservation properties
- Neighborhood organizations
- Granite Gorge (ski area)
- Senior Center collaborations on joint programming
- Continue brochure insert in Keene Sentinel – reached a broader market
- Expand outreach to businesses for program sponsorships
- Continue Keene Music Festival partnership for concerts in chapel to benefit the chapel; exploring amphitheater
- Junior Rotary – good for economic development
- Perform parks maintenance cost/benefit analysis

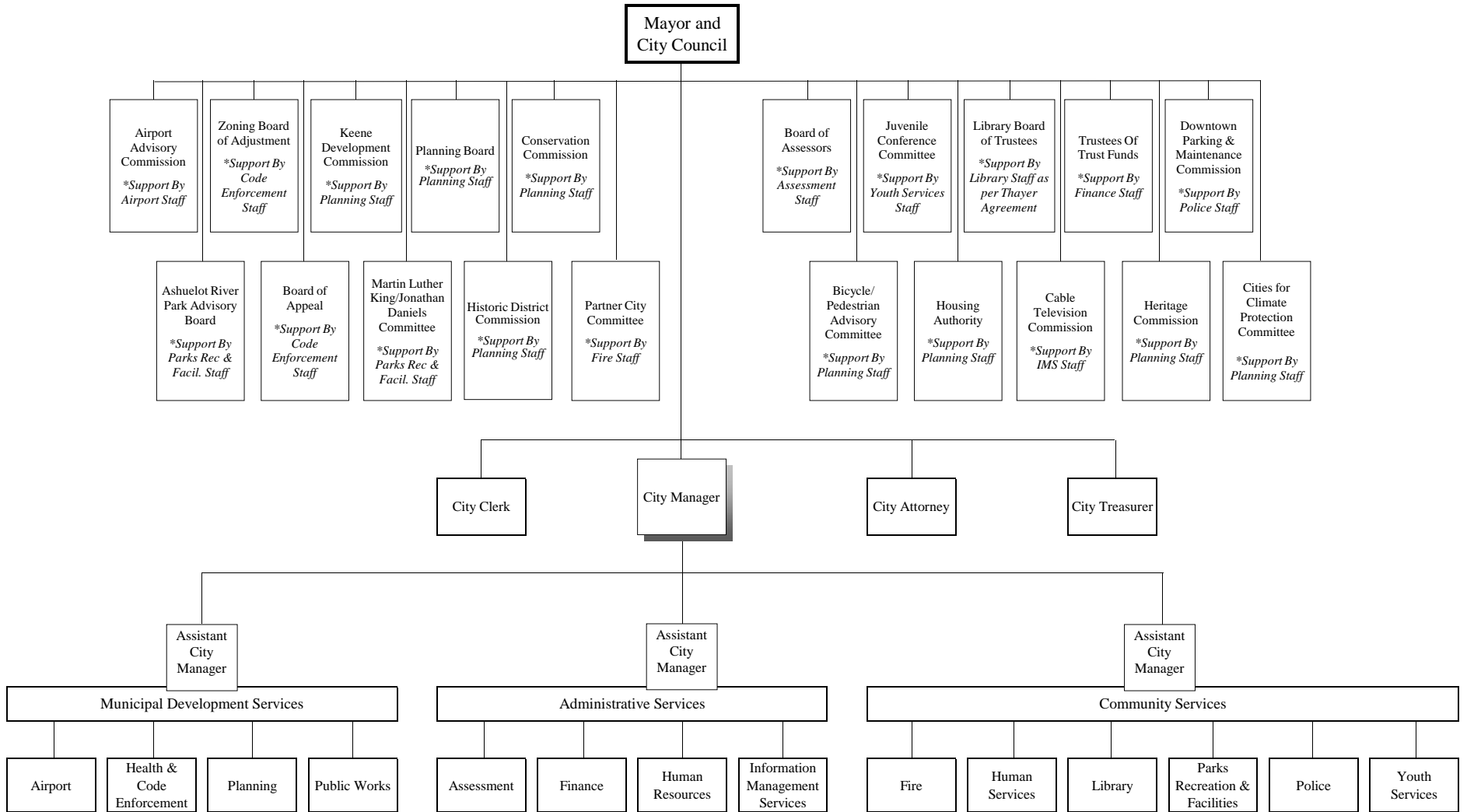
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APPENDIX B – ORGANIZATIONAL CHART

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City of Keene

Organizational Chart



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APPENDIX C – KEENE BENCHMARKING ANALYSIS

1. Comparative Data Analysis - Keene

Limits of Comparative Data and Analysis

Benchmarking is an important tool that allows the comparison of certain attributes of a city's management of public spaces (parks, recreation, aquatics, and related services) with other similar communities. It is very difficult to find exact comparable communities because each has its own unique identity, its own way of conducting business, and differences in the populations that it serves. Geographic location also should be taken into consideration when comparing aquatic amenities. It is important to keep in mind that while many park and recreation departments primarily serve residents, others serve a large portion of nonresidents. This being said the benchmarking information presented here should be used as a catalyst for the City of Keene to continue to research best practices for more specific areas when they are needed. Six agencies, including the City of Keene, were contacted for the benchmark analysis.

- Bedford
- Dover
- Hudson
- Keene
- Londonderry
- Portsmouth

Benchmarking Data Sought

The communities were chosen primarily due to the perceived similarities and geographic proximity to the City of Keene. Requested benchmarking data includes:

- Population
- Budget
- Staffing
- Parkland acreage
- Community/Recreation Centers
- Aquatics
- Miles of Trails
- Ball fields

While the above data was requested, some agencies could not effectively respond due to the way the agency is set up to operate. For example, the Town of Dover and the City of Portsmouth separate park and recreation expenditures. The City of Dover has a recreation department, and parks are managed in the Community Services Department. The City of Portsmouth has a recreation department, and parks are managed separately in public works. If an agency did not respond, it is likely that either the question on the survey was not applicable or because data is unavailable. ***“DNR” was used in the tables that follow to indicate that an agency did not respond.***

Analysis of Benchmarking

Population

- Of the benchmarked communities, Keene has fourth highest population, 23,409 behind Londonderry, 24,129.

Budget

- Cost recovery was highest in the Town of Hudson (80%), followed by Dover (63%). Keene ranked fourth with a 24% percent cost recovery rate.
- Total park and recreation expenditures per 1,000, show Keene as ranked third highest (\$43,916), behind Dover (\$77,048), and Portsmouth (\$66,288).

City	Population (With Ranking)	2010 P&R Budget	2010 Actual P&R Expenses	2010 P&R Revenues	Cost Recovery (Revenue/ Expenses)	2010 Expenses per 1,000 Population	2010 Parks Actual Expenses
Keene, NH	23,409 (4 th)	\$1,313,131	\$1,028,034	\$242,858	24% (4 th)	\$43,916 (3 rd)	\$517,186
Bedford, NH	21,203 (5 th)	\$301,912	\$301,912	\$83,190	28% (3 rd)	\$33,308 (4 th)	\$195,400
Dover, NH (Park expense not in budget)	29,987 (1 st)	\$2,310,451	\$2,310,451	\$1,446,367	63% (2 nd)	\$77,048 (1 st)	Not in Budget
Hudson, NH (\$0 park revenue reported)	24,467 (2 nd)	\$353,366	\$249,506	\$200,850	80% (1 st)	\$10,197 (5 th)	\$23,407
Londonderry, NH (DNR Park Expense or Revenue)	24,129 (3 rd)	\$143,815	\$143,815	\$8,000	6% (6 th)	\$5,960 (6 th)	DNR
Portsmouth, NH (\$0 Park Revenue Reported)	20,779 (6 th)	\$1,126,911	\$1,377,411	\$260,000	19% (5 th)	\$66,288 (2 nd)	\$250,500

Parkland Acreage

- Of the responding agencies, Keene ranked third in total acres of developed parkland and first in undeveloped park land.

City	Total Acres of Developed Parkland (With Ranking)	2010 Parks Expenditure per Developed Acre	Developed Acre per 1,000 Population	Total Acres of Undeveloped Parkland (With Ranking)	2010 Parks Expenditure per Undeveloped Acre	Undeveloped Acre per 1,000 Population
Keene, NH	50.78 (3 rd)	\$10,184	2.16	1885.3 (1 st)	\$274	80.54
Bedford, NH	110.6 (2 nd)	\$1,766	5.21	56.88 (2 nd)	\$3,435	2.68
Dover, NH	210 (1 st)	N/A	N/A	DNR	DNR	DNR
Hudson, NH	DNR	DNR	DNR	DNR	DNR	DNR
Londonderry, NH	40 (4 th)	DNR	DNR	40 (3 rd)	DNR	DNR
Portsmouth, NH	DNR	DNR	DNR	DNR	DNR	DNR

Trails

- Total miles of agency maintained trails showed just a slight variance among the four agencies responding. Keene ranked first in total miles of trails per 1,000.

City	Total Miles of Maintained Trails	Total Miles of Trails per 1000 Population (With Ranking)
Keene, NH	14	0.60 (1 st)
Bedford, NH	12	0.57 (2 nd)
Dover, NH	12	0.40 (3 rd)
Hudson, NH	0	0.00
Londonderry, NH	DNR	DNR
Portsmouth, NH	2	0.10 (4 th)

Community/Recreation Centers

- Of the six benchmarked agencies, four indicated that they operated community/recreation centers. The Town of Bedford indicated they operated out of Town Hall.
- Four agencies reported total cumulative square footage of indoor community/recreation centers. Of those, the range is between, 9,394 SF in Hudson, to 180,000 SF in Dover. (The range of facilities/amenities reported include gymnasiums, fitness space, classrooms, senior centers, ice hockey arenas, indoor pools, and office space.) Keene ranked third with, 21,799 SF of cumulative space provided to residents in community/recreation centers.
- Of the four responding agencies, Keene also ranked third with .04 SF of community/recreation centers per 1,000. The highest is Dover with .13 SF.

City	Square Footage of Managed Indoor Space	Number Recreation Centers	Number of Recreation/Community Centers per 1000 Population (With Ranking)
Keene, NH	21,799	1	0.04 (3 rd)
Bedford, NH	12,480	0	0.00
Dover, NH	180,000	4	0.13 (1 st)
Hudson, NH	9,394	2	0.08 (2 st)
Londonderry, NH	N/A	0	0.00
Portsmouth, NH	40,000	4	0.02 (4 th)

Aquatics

- Four communities indicated that they operate pools. Portsmouth has three pools. Keene and Dover both have two pools. Bedford has one pool. Londonderry indicated that they do not have a pool, and Hudson did not respond.
- Keene ranked second (.09) for total number of pools per 1,000 population, followed by Portsmouth (.14).
- Four communities reported having outdoor pools. Of those Bedford, Dover, and Portsmouth each have one outdoor pool, and Keene has two.
- Two communities reported managing indoor pools. Dover has one indoor pool, and Portsmouth reported two indoor pools.

City	Total Number of Pools	Total Number of Pools per 1000 population (With Ranking)	Number of Outdoor Pools	Number of Outdoor Pools per 1000 Population (With Ranking)	Number of Indoor Pools	Number of Indoor Pools per 1000 Population (With Ranking)
Keene, NH	2 (2 nd)	0.09 (2 nd)	2	0.09 (1 st)	0	0.00
Bedford, NH	1 (3 rd)	0.05 (4 th)	1	0.05 (2 nd)	0	0.00
Dover, NH	2 (2 nd)	0.07 (3 rd)	1	0.03 (4 th)	1	0.03 (1 st)
Hudson, NH	DNR	DNR	DNR	DNR	DNR	DNR
Londonderry, NH	0	0.00	0	0.00	0	0.00
Portsmouth, NH	3 (1 st)	0.14 (1 st)	1	0.05 (3 rd)	2	0.10 (2 nd)

Baseball/Softball Fields

- All six communities benchmarked reported managing ball fields.
- Londonderry reported the greatest amount of lighted baseball/softball fields (5), while Keene and Portsmouth each reported having four lighted fields. Bedford has three, Hudson has two, and Dover has one lighted baseball/softball field.
- When evaluated by number of baseball/softball fields per 1,000, the data was just slightly different per community. Keene ranked third behind Londonderry and Portsmouth.
- The number of unlighted baseball/softball fields reported by communities ranged from one to 13. Keene reported those most (13), while Hudson reported one.
- Unlighted baseball/softball fields per 1,000 residents illustrates Keene ranking the highest (.56), followed by Bedford (.38) and Portsmouth third (.29).

City	Number of lighted baseball/softball fields	Number of Lighted Baseball/Softball Fields per 1000 population (With Ranking)	Number of Unlighted Baseball/Softball Fields	Number of Unlighted Baseball/Softball Fields per 1000 population (With Ranking)
Keene, NH	4	0.17 (3 rd)	13	0.56 (1 st)
Bedford, NH	3	0.14 (4 th)	8	0.38 (2 nd)
Dover, NH	1	0.03 (6 th)	7	0.23 (5 th)
Hudson, NH	2	0.08 (5 th)	1	0.04 (6 th)
Londonderry, NH	5	0.21 (1 st)	6	0.25 (4 th)
Portsmouth, NH	4	0.19 (2 nd)	6	0.29 (3 rd)

Staffing

- Four agencies were unable to report parks FTEs.
- Only one agency reported zero FTEs in the recreation departments, Londonderry.
- Keene and Dover are the only two communities that report FTEs in both parks and recreation; per 1,000, Dover ranked first with .40 FTE's. Keene ranked second with .21 total parks and recreation FTEs per 1,000.
- Of the six agencies responding, three reported contracting some services.

City	Total Parks FTEs	Total Recreation FTEs	Total FTEs for Department	Total FTEs for Department Per 1000 Population	Total Park Seasonal PT Hours/Year	Total Recreation Seasonal PT Hours/Year	Total Department Part-time/Year	Contract Any Park Maintenance
Keene, NH	3	2	5	0.21	3,632	18,248	21,880	No
Bedford, NH	0 (In Public Works)	1	1	0.047	0 (In Public Works)	525	525	Yes Mowing & Fertilizing
Dover, NH	3	9	12	0.40	DNR	48,022	48,022	Yes Some Mowing
Hudson, NH	0	1	1	0.04	390	9,440	9,830	No
Londonderry, NH	0	0	0	0	0	1,280	1,280	No
Portsmouth, NH	NA	4	4	0.19	2,100	20,000	22,10	Yes - Public Works

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APPENDIX D – GLOSSARY OF TERMS

Active Transportation Terms

- **Mode** is a particular form of travel, such as walking, bicycling, carpooling, bus, or train.
- **Connectivity** is the ability to create functionally contiguous blocks of land or water through linkage or similar ecosystems or native landscapes; the linking of trails, greenways, and communities.
- **Accessible** is used to describe a site, building, facility, or trail that complies with the Americans with Disabilities Act (ADA) Accessibility Guidelines and can be approached, entered, and used by people with disabilities.
- **Walkability Audit** is an unbiased examination/evaluation to identify concerns for pedestrians related to the safety, access, comfort, and convenience of the walking environment.
- **Complete Streets** policies direct transportation planners and engineers to consistently design streets with all users in mind. Policy-makers can use Complete Streets information and resources to improve the way their travel ways are planned, designed and constructed.

Community Health Terms

- **Active Living** is a way of life that integrates physical activity into daily routines.
- **Health Impact Assessment (HIA)** is a combination of procedures, methods, and tools by which a policy, program, or project may be judged as to its potential effects on the health of a population, and the distribution of those effects within the population.

Community & Recreation Planning Terms

- **Components** are elements that draw users to a place to engage in an activity or experience. In this study, components are physical assets within the community that provide a parks and recreation experience.
- **Modifiers** are amenities that enhance or support the use and enjoyment of a place. Things like benches, shade, restrooms, and drinking fountains that enhance the comfort and convenience of a place. Also, the overall attractiveness of a place due to its design and ambience.
- **Impact Fee** is a fee levied on the developer or builder of a project by a public agency as compensation for otherwise unmitigated impacts the project will produce. Impact fees can be designated to pay for publicly owned parks, open space, and recreational facilities.
- **Diversity** is the quality of being different or varied. Diversity characteristics often include race, ethnicity, gender, disability, and sexual orientation.
- **Core Services** reflect the mission-led and vision-inspired primary service or businesses areas in which an agency focuses its efforts and energy. Core Services are meant to align with community values to achieve desired outcomes. Examples might include:
 - Recreation centers
 - Youth recreation programs
 - Adult recreation programs
 - Athletics and fields
 - Neighborhood parks
 - Community and regional parks
 - Aquatic centers and services
 - Open space
 - Trails

Service Areas Defined

- **Regional Service Area** – A given facility or program that serves multiple communities (e.g. cultural arts centers, golf courses, ice arenas, water parks).
- **Community Service Area** – A facility or program that serves an area within a 15-minute drive or three miles.
- **Neighborhood Service Area** – A facility or program that serves an area within a 15-minute walk or less than one mile.
- **Service Assessment** – An intensive review of organizational services including activities, facilities, and parklands that leads to the development of an agency **Service Portfolio**. The assessment indicates whether the service is “**core to the organization’s values and vision,**” and provides recommended strategies that can include, but are not limited to, enhancement of service, reduction of service, collaboration, and advancement or affirmation of market position. The process includes an analysis of the relevance of each service to organizational values and vision and market position, including an examination of economic viability and other competitive service availability.
- **Values** – A set of timeless, guiding principles that influence:
 - What we strongly believe about who we are and what we do
 - A set of core beliefs
 - Who the organization is
 - What is important to the organization
- Organizational values are a composite of the societal/community, member/staff, and leader/policy maker values. They are what we aspire to impart as park and recreation professionals within our community. Examples include environmental stewardship, financial sustainability, and active lifestyles.
- **Vision** – A 10-30 year over-arching goal describing what the organization seeks to become or how they plan to impact the community in the future.
- **Strategy** – A set of actions designed to attain an objective.
- **Sub-Area** – Used for demographic and level of service analysis in different geographic parts of a community.
- **Goal** – An ideal that we strive to attain or maintain.
- **Level of Service (LOS)** – The amount and kind of parks and recreation service that is appropriate to the needs and desires of residents and is sustainable to operate. The Composite-Values Level of Service Methodology analyzes quantity, quality, and location information of physical components that make up the parks and recreation system (e.g. playgrounds, trails, recreation centers, etc.). By analyzing the composite values of each component, it is possible to measure the service provided by the parks and recreation system from a variety of perspectives for any given location.
- **Objective** – A measurable or observable achievement.
- **Partnership** – A cooperative venture between two or more parties with a common goal and compatible missions that combine complementary resources to establish a mutual direction or complete a mutually beneficial objective.
- **Sustainability** – Meeting the needs of the present without endangering the ability of future generations to meet their own needs.

Parks & Conservation Terms

- **Blueway** – A river, stream, or canal that is used for aquatic recreation such as boating.
- **Carrying Capacity** refers to the amount of use a given resource can sustain before an irreversible deterioration in the quality of the resource begins to occur.

- **Dog Park** – An area designed specifically as an off-leash area for dogs and their guardians, also known as a “canine off-leash area.”
- **Loop Walk** – Any sidewalk or path that is configured to make a complete loop around a park or feature and that is sizeable enough to use as an exercise route (min. 1/4 mile).
- **Natural Area** – An area that contains plants and landforms that are remnants of or undisturbed native areas of the local ecology. Natural areas are usually dedicated to the protection and maintenance of native habitat and biological diversity and specifically managed to preserve plants and animals.
- **Playground, Destination** – A playground that serves as a destination for families from a large geographic area. Typically, a destination playground has restrooms and parking on-site, and may include special features such as a climbing wall, spray feature, or adventure play.
- **Skate Park** – An area designed specifically for skateboarding, in-line skating, or free-style biking. A skate park may be specific to one user group or allow for several user types and can typically accommodate multiple users of varying abilities.

Trails/Pathways Terms

- **Interpretive Trail** is a short to moderate length trail (1/2 to 1 mile) with concentrated informational stops to explain associated views, natural flora and fauna, and other features.
- **Buffer (Buffer Zone)** is any type of natural or constructed barrier (like trees, shrubs, or wooden fences) used between the trail and adjacent lands to minimize impacts (physical or visual).
Multi-Use/Shared Use Trail is a trail that permits more than one user group at a time (horse, OHVer, hiker, mountain bicyclist, wheelchair). Trails are paved or have a natural surface, and are separated from the road and provide recreational or transportation opportunities (e.g. biking, walking/jogging, rollerblading, wheelchair travel).
- **Rail-Trail (Rail-to-Trail)** is a multi-purpose public path (paved or natural) created along an inactive rail corridor.
- **Rail-with-Trail** is a trail that shares the same corridor with active rail traffic.
- **Single-Track Trail** is a trail only wide enough for one user to travel and requires one user to yield the trail to allow another user to pass.
- **Bike Path/Bike Trail** is any corridor that is physically separated from motorized vehicular traffic by an open space or barrier. It is either within the highway right-of-way or within an independent right-of-way. Due to a lack of pedestrian facilities, most bike paths/trails are commonly designed and referenced as multiuse paths and trails.
- **Greenway** is a linear open space established along a natural corridor, such as a river, stream, ridgeline, rail-trail, canal, or other route for conservation, recreation, or alternative transportation purposes. Greenways can connect parks, nature preserves, cultural facilities, and historic sites with business and residential areas.
- **Hard Surface (Paved) Trail** is a trail tread surfaced with asphalt or concrete.
- **Armoring** is reinforcement of a surface with rock, brick, stone, concrete, or other “paving” material.
- **Backcountry** is an area where there are no maintained roads or permanent buildings—just primitive roads and trails.
- **Bollard** is a barrier post, usually 30 to 42 inches in height, used to inhibit vehicular traffic at trail access points.
- **Natural Surface Trail** is a trail tread surfaced with gravel, aggregate, dirt or other natural materials.

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APPENDIX E – ALTERNATIVE FUNDING SOURCES

Grant Funding/Foundations

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, gift catalogs, fundraisers, endowments, and sales of items.

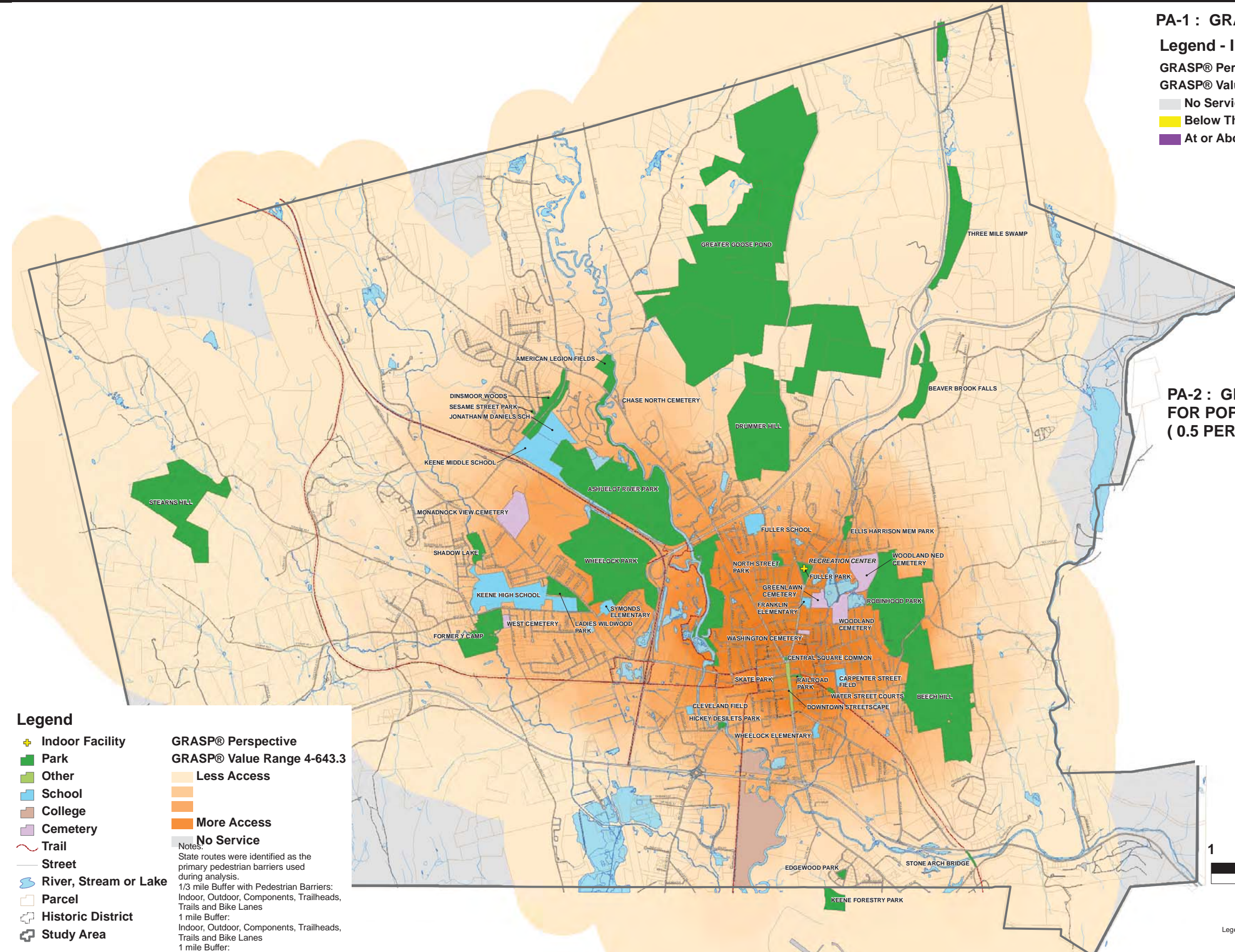
- **Land and Water Conservation Fund (LWCF)** – Funded by the U.S. Department of the Interior and the National Park Service and administered by the Department of Natural Resources.
- **National Park Service Rivers and Trails Program** – Provides technical assistance to community groups and government agencies for river, trail, and conservation projects.
- **New Hampshire Recreational Trails Program (RTP)** – Recreational Trails Program grants are to be used for motorized or non-motorized trail development or renovation and preservation. Projects require a minimum match of 20 percent.
- **New Hampshire Charitable Foundation (NHCF)** – Grant making to non-profit organizations for community improvement, with resources for other statewide grant making organizations.
- **Kodak American Greenways Awards Program** – Provides grant awards to organizations that are growing the network of greenways, blueways, trails, and natural areas.
- **Healthy NH Foundation** – Providing health promotion and nutrition funds throughout New Hampshire through its Healthy Eating Active Living (HEAL) program.
- **More Kids in the Woods** – A USDA Forest Service program for projects that promote active lifestyles and connect kids to nature.
- **Bikes Belong** – Aimed at providing funding to improve bicycling in America through the building of trails and paths, promoting general bicycling advocacy and awareness. Partner applications between municipalities and bicycle groups are encouraged.
- **Safe Routes to School Program (SRTS)** – The Federal SRTS Program is managed and administered by each state Department of Transportation (DOT), with funding allotted annually to each state in conjunction with Federal-aid highway apportionments.
- **Safe Routes to Play Initiative (SRTP)** – Safe Routes to Play is a GP RED initiative that promotes connectivity between play spaces and schools, neighborhoods, and natural resources. Funding is likely to be available in the next few years.

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APPENDIX F – GRASP® MAPS AND PERSPECTIVES

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City of Keene, New Hampshire Parks and Recreation Master Plan



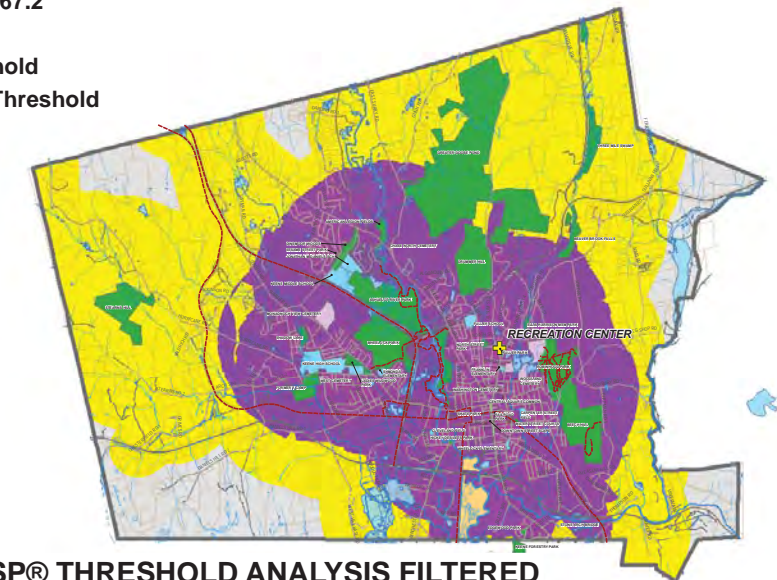
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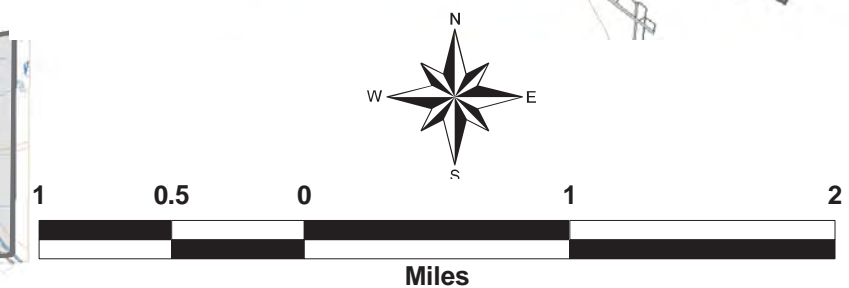
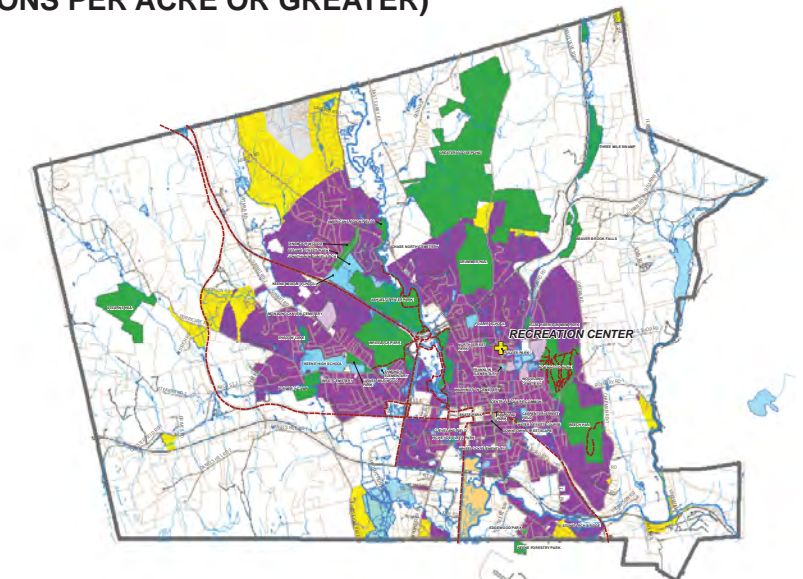
GRASP® Perspective-Bracketed

GRASP® Value >=67.2

- No Service
- Below Threshold
- At or Above Threshold



PA-2 : GRASP® THRESHOLD ANALYSIS FILTERED FOR POPULATION DENSITY (0.5 PERSONS PER ACRE OR GREATER)



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This Map Is Intended For Planning & Discussion Purposes Only - Please Refer To The Project Document For Map Details
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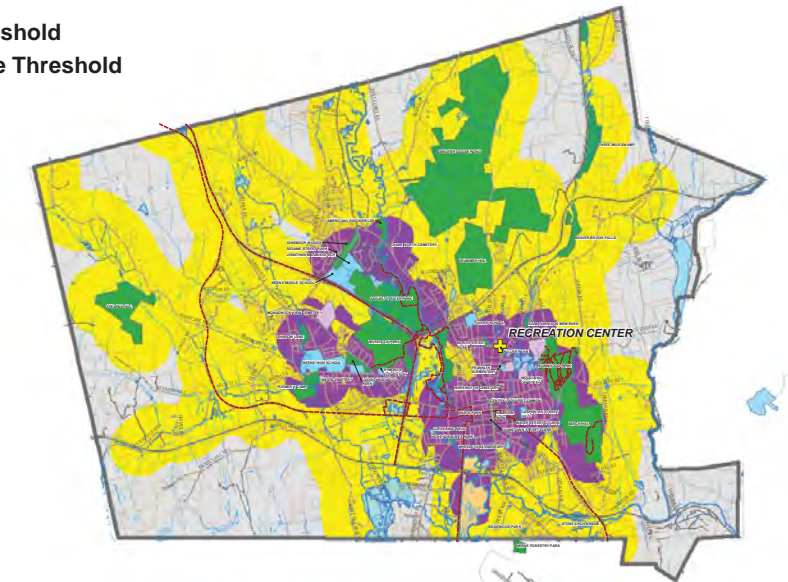
City of Keene, New Hampshire Parks and Recreation Master Plan

PB-1 : GRASP® THRESHOLD ANALYSIS

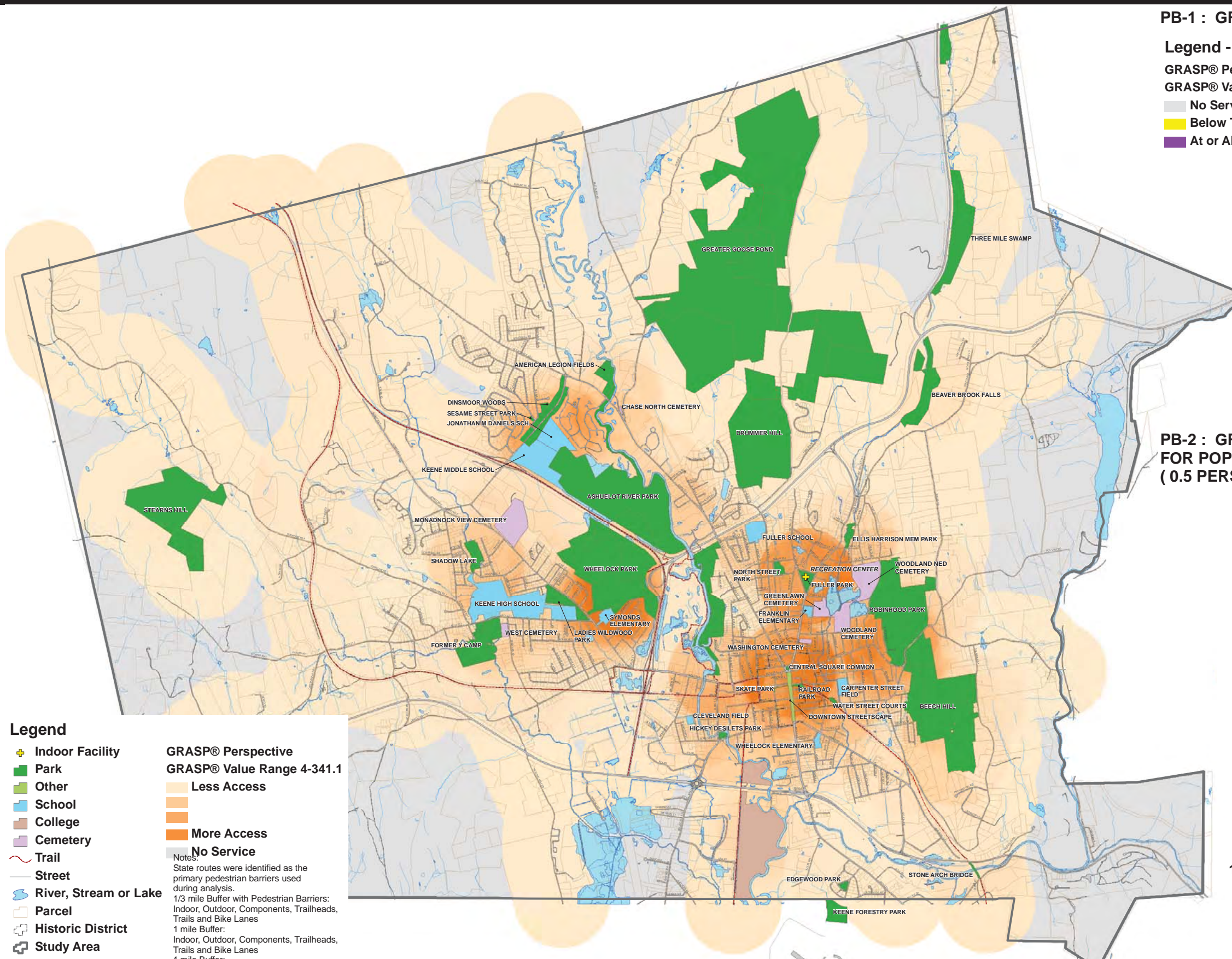
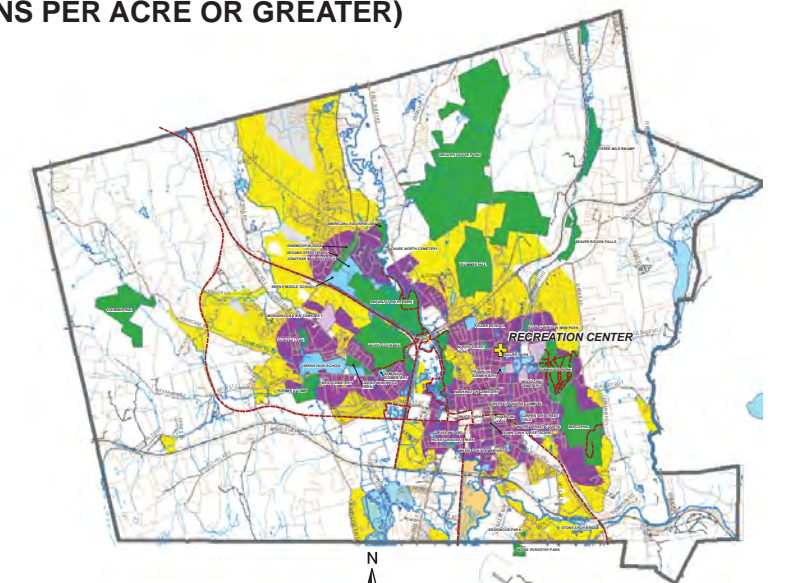
Legend - Inset Maps

GRASP® Perspective-Bracketed
GRASP® Value ≥ 67.2

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- Below Threshold
- At or Above Threshold



PB-2 : GRASP® THRESHOLD ANALYSIS FILTERED FOR POPULATION DENSITY (0.5 PERSONS PER ACRE OR GREATER)



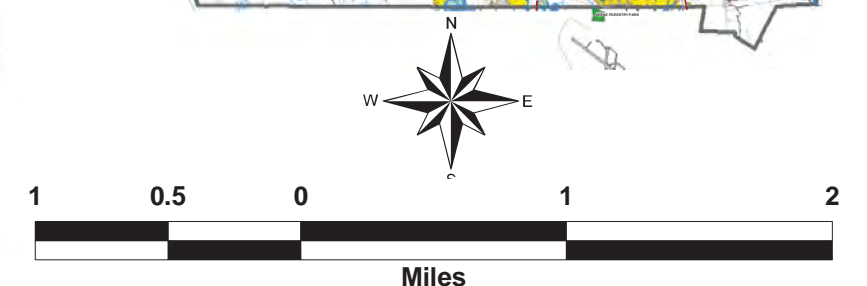
Legend

- Indoor Facility
- Park
- Other
- School
- College
- Cemetery
- Trail
- Street
- River, Stream or Lake
- Parcel
- Historic District
- Study Area

GRASP® Perspective
GRASP® Value Range 4-341.1

- Less Access
- More Access
- No Service

Notes:
State routes were identified as the primary pedestrian barriers used during analysis.
1/3 mile Buffer with Pedestrian Barriers: Indoor, Outdoor, Components, Trailheads, Trails and Bike Lanes
1 mile Buffer:
Indoor, Outdoor, Components, Trailheads, Trails and Bike Lanes
1 mile Buffer:



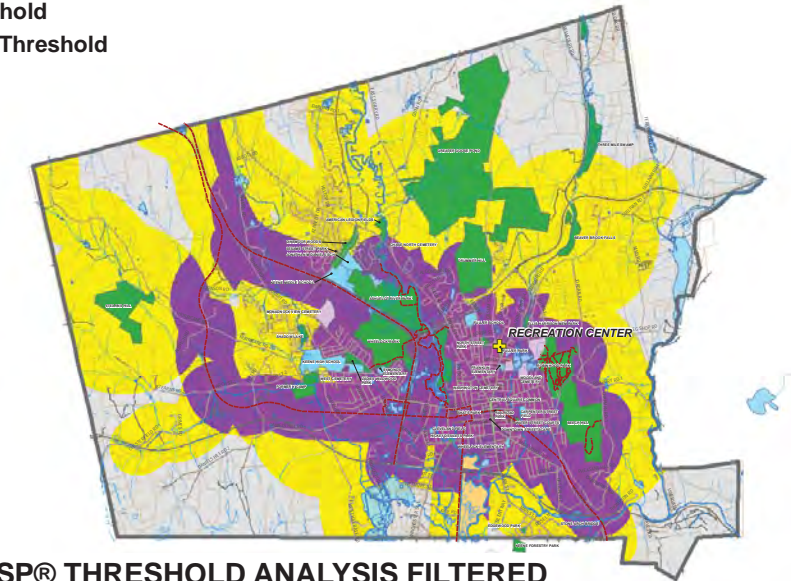
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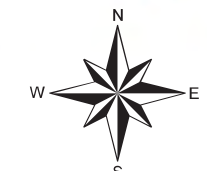
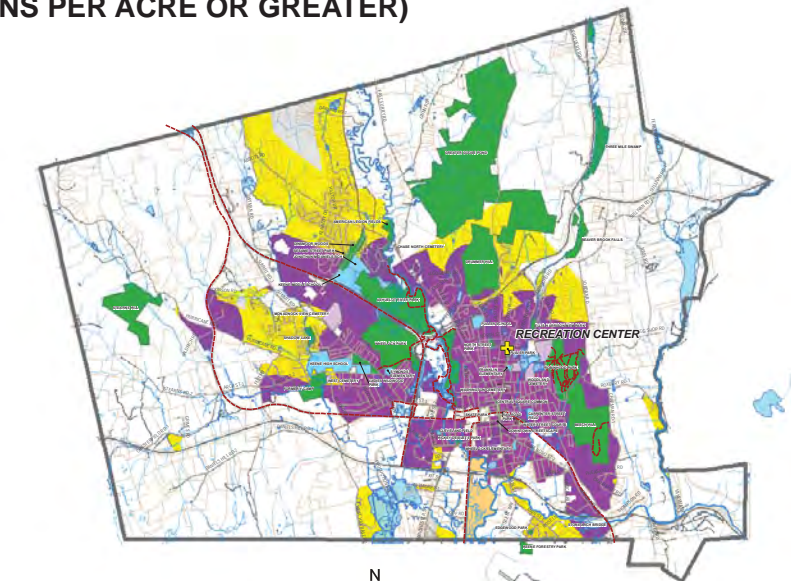
PC-1 : GRASP® THRESHOLD ANALYSIS

Legend

- GRASP® Perspective-Bracketed
GRASP® Value ≥ 28.8
- No Service
 - Below Threshold
 - At or Above Threshold



PC-2 : GRASP® THRESHOLD ANALYSIS FILTERED FOR POPULATION DENSITY (0.5 PERSONS PER ACRE OR GREATER)

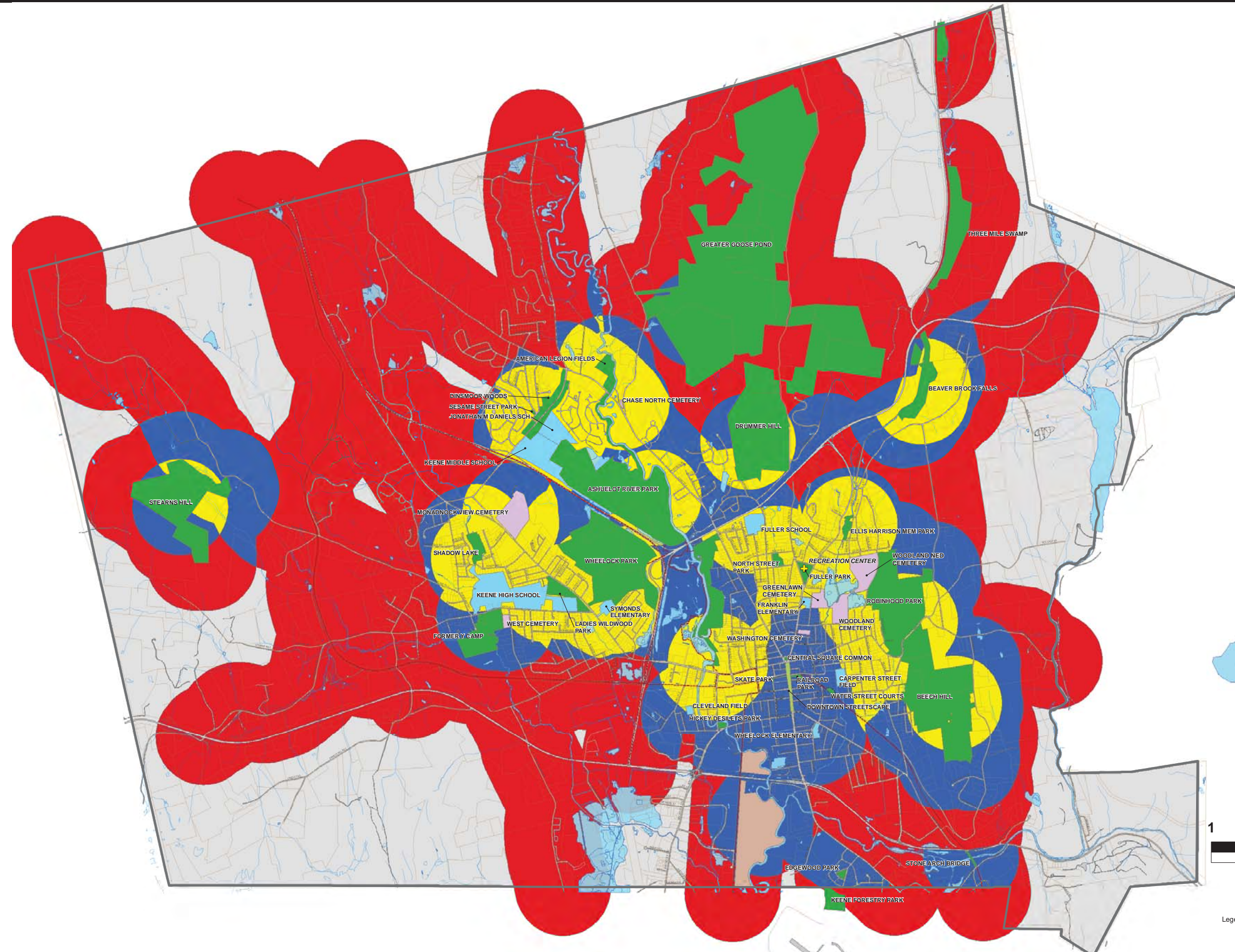


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Legend

- Indoor Facility
 - Park
 - Other
 - School
 - College
 - Cemetery
 - Trail
 - Street
 - River, Stream or Lake
 - Parcel
 - Historic District
 - Study Area
- GRASP® Perspective**
GRASP® Value Range 4-121
- Less Access
 -
 - More Access
 -
 - No Service
- Notes**
State routes were identified as the primary pedestrian barriers used during analysis.
1/3 mile Buffer with Pedestrian Barriers: Specific Components (Loop Walk, Trail within park, Track, Trailhead) Trailheads, Trails and Bike Lanes
1 mile Buffer: Specific Components (Loop Walk, Trail within park, Track, Trailhead) and Trailheads

City of Keene, New Hampshire Parks and Recreation Master Plan

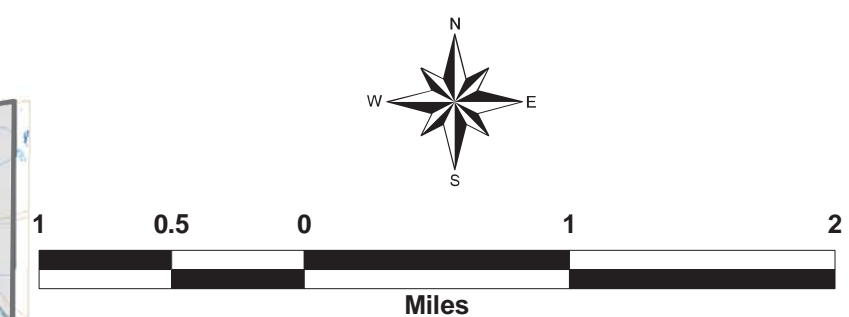


Legend

- + Indoor Facility
- Park
- Other
- School
- College
- Cemetery
- ~ Trail
- Street
- ~ River, Stream or Lake
- Parcel
- Historic District
- Study Area

Number of Elements Present

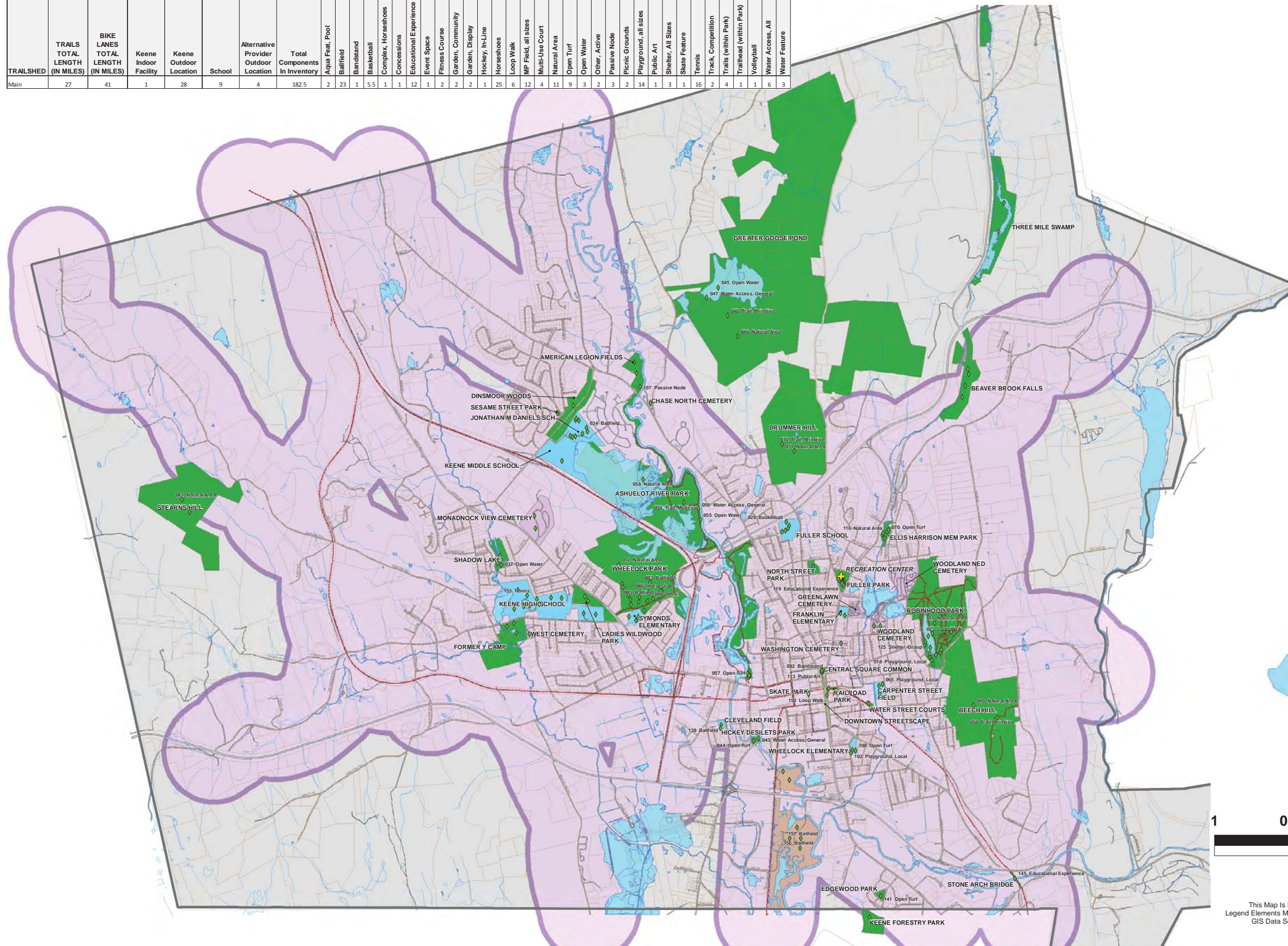
- 1 Element
 - 2 Elements
 - 3 Elements
- Notes:**
 State routes were identified as the primary pedestrian barriers used during analysis.
 Elements were grouped into 3 different categories: Conservation, Developed Components and Trail/Bike. Presence of any 1, 2, or 3 elements are displayed.
 1/3 mile Buffer with Pedestrian Barriers: All Components except for Natural Area, Open Water and Water Access-Undeveloped.
 All Parcels that contain a Natural Area 1/3 mile Buffer: Trails and Bike Lanes



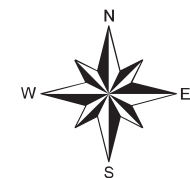
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City of Keene, New Hampshire Parks and Recreation Master Plan

TRAILSHED	TRAILS TOTAL LENGTH (IN MILES)	BIKE LANES TOTAL LENGTH (IN MILES)	Keene Indoor Facility	Keene Outdoor Location	School	Alternative Provider Outdoor Location	Total Components In Inventory	Aqua Feat. Pool	Ballfield	Bandstand	Basketball	Complex, Horseshoes	Concessions	Educational Experience	Event Space	Fitness Course	Garden, Community	Garden, Display	Hockey, In-Line	Horseshoes	Loop Walk	MFP Field, all sizes	Multi-Use Court	Natural Area	Open Turf	Open Water	Other, Active	Passive Node	Picnic Grounds	Playground, all sizes	Public Art	Shelter, All Sizes	State Feature	Tennis	Track, Competition	Trails (within Park)	Trailhead (within Park)	Volleyball	Water Access, All	Water Feature	
Main	27	41	1	28	9	4	182.5	2	23	1	5.5	1	12	1	2	2	2	2	1	25	6	12	4	11	9	3	2	3	2	14	1	3	1	16	2	4	1	1	1	6	3

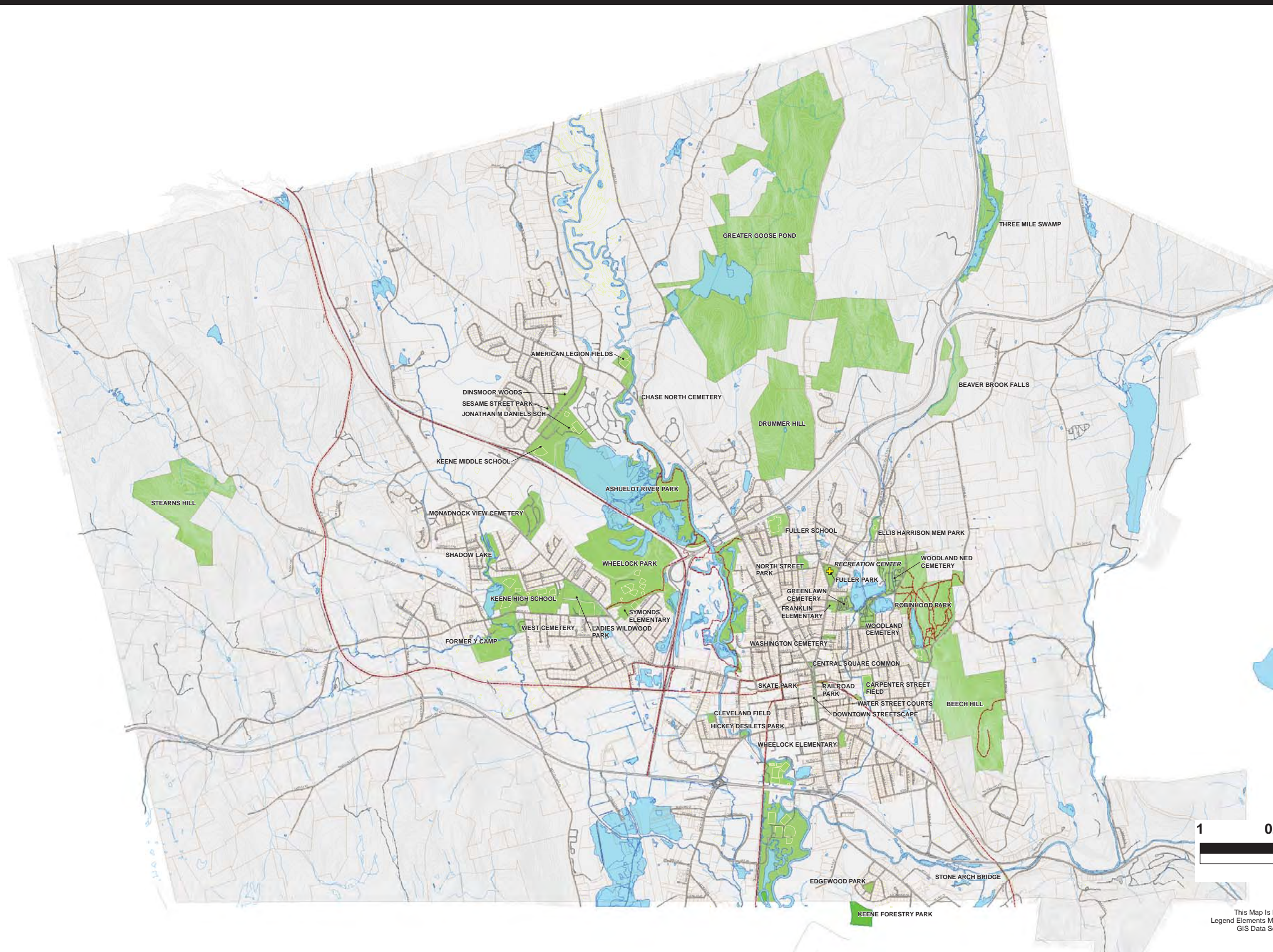


- Legend**
- Trailshed Catchment Area
 - Indoor Facility
 - Recreation Component
 - Park
 - Other
 - School
 - College
 - Cemetery
 - Trail
 - Street
 - River, Stream or Lake
 - Parcel
 - Historic District
 - Study Area



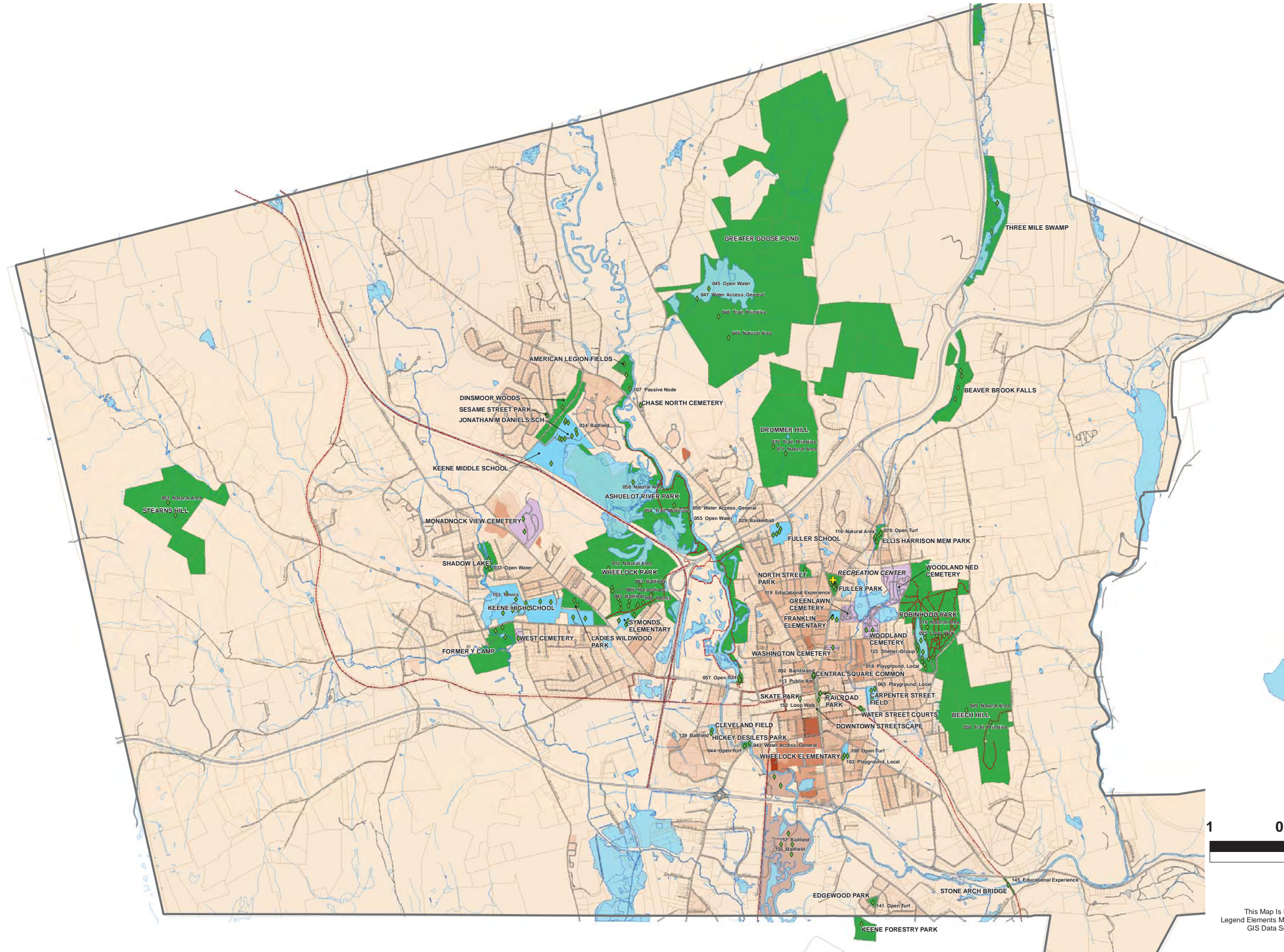
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 GIS Data Sources May Include: City of Keene, State of New Hampshire, US Census, ESRI, GRASP® Team - April 2011
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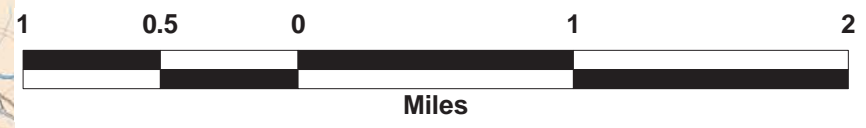
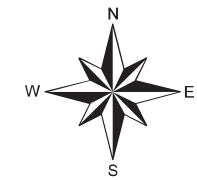


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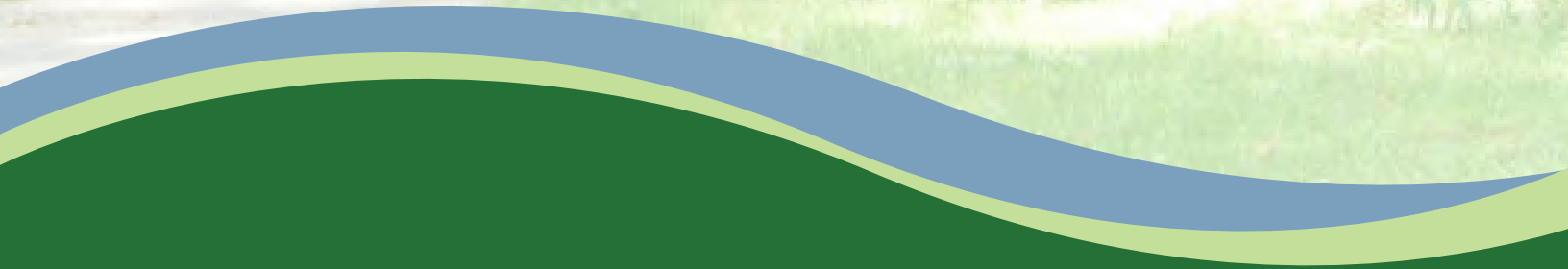
City of Keene, New Hampshire Parks and Recreation Master Plan



- Legend**
- 2010 US Census Data
Density in Persons per Acre
- Less Dense
 - More Dense
- Indoor Facility
 - Park
 - Other
 - School
 - College
 - Cemetery
 - Trail
 - Street
 - River, Stream or Lake
 - Parcel
 - Historic District
 - Study Area



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