

REPORT / RECOMMENDATION



To: Park Board

Agenda Item #: VI.D.

From: Ann Kattreh
Director of Parks & Recreation

Action

Discussion

Date: March 10, 2015

Information

Subject: Park System Strategic Planning

Action Requested:

No formal action required

Information / Background:

Attached are the four DRAFT technical reports that have been completed to date:

- Demographic & Recreation Trends Analysis
- Benchmark Analysis
- Focus Group Summary
- Recreation Facility Assessment

Jeff Bransford, Pros Consulting, via conference call, will present a summary of the technical reports and findings as developed by the consultant team for the Park System Strategic Master Plan.

Attached you will also find a Timeline to Project Completion for your review. Please note that these are DRAFT documents. Your input is requested and appreciated.

Attachments:

Demographic & Recreation Trends Analysis
Benchmark Analysis
Focus Group Summary
Recreation Facility Assessment
Timeline to Project Completion



City of Edina

PARK RECREATION AND TRAILS

STRATEGIC PLAN

Demographic Trends

March 4th, .2015





DEMOGRAPHIC AND RECREATION TRENDS ANALYSIS

DEMOGRAPHIC ANALYSIS

Demographic Analysis provides an understanding of the population within City of Edina, Minnesota. This analysis is reflective of the total population, and its key characteristics such as age segments, income levels, race, and ethnicity.

It is important to note that future projections are all based on historical patterns and unforeseen circumstances. As the study is conducted, changes in demographic data may have a significant bearing on the validity of the final projections.

DEMOGRAPHIC OVERVIEW

The total population of City of Edina recently underwent minimal growth of approximately 1.4% from 47,941 in 2010 to 48,626 in 2014. The current estimated population is projected to continue to grow to 50,504 in 2019, and reach 53,255 by 2029.

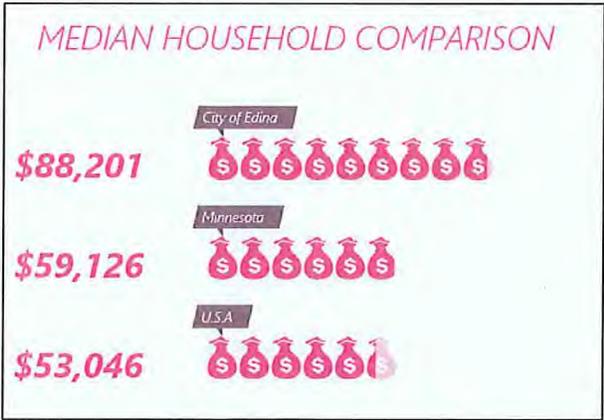
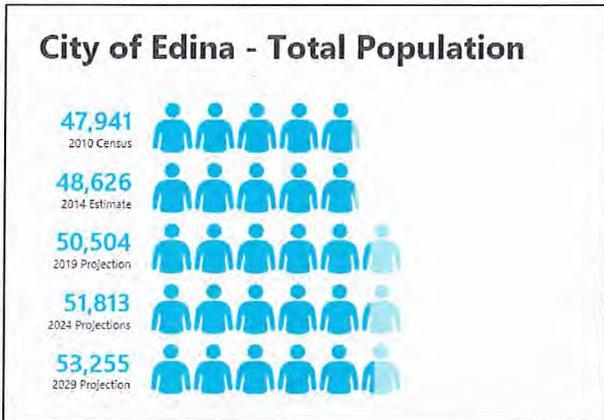
The current estimate for 2014 depicts the service area as family-oriented, as approximately 62% of total households are represented as families.

According to U.S. Census reports, the total number of households in the target area has grown by approximately 1.7%, from 20,672 in 2010 to 21,015 in 2014. The city's total households are expected to increase to 23,118 households by 2029.

City of Edina's median household income (\$88,201) and per capita income (\$54,649) are well above the state and national averages.

Based on the 2010 Census, the population of the target area is much older (45.1 years) than the median age of the U.S. (37.2 years). Projections show that by 2029 the City of Edina will experience an aging trend, as the 55+ age group increases to represent nearly 45% of the total population.

The estimated 2014 population of Edina is predominantly White Alone (86.7%), with Asians (6.96%) representing the largest minority. Future projections show that by 2029 the overall composition of the population will slowly become more diverse. Forecasts of the target area through 2029 expect a slight decrease in the White Alone category (81.54%), with small increases in the Asian (9.89%) and Black Alone (4.46%) minorities.





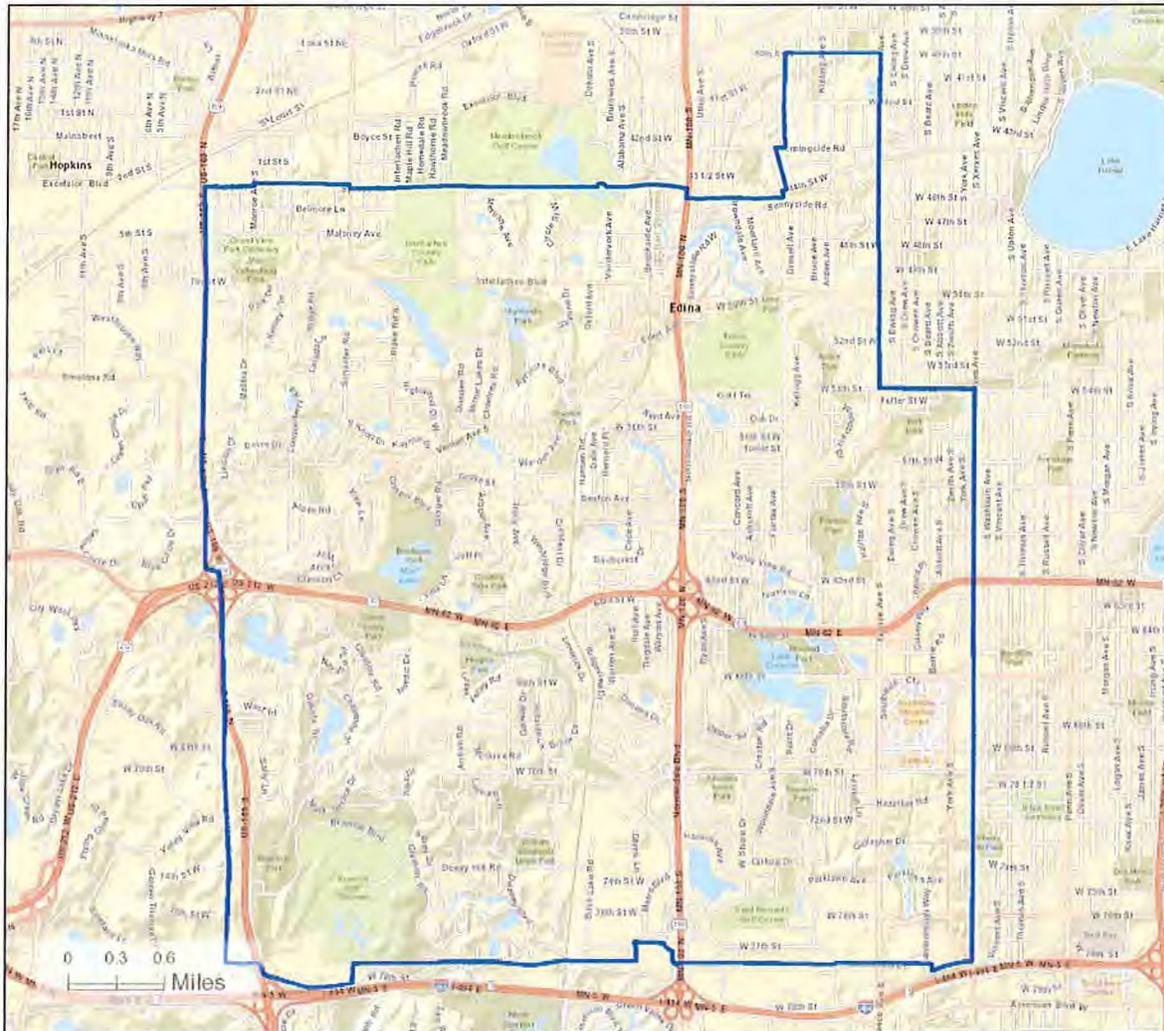
City of Edina

PARK RECREATION AND TRAILS

Demographic Trends

METHODOLOGY

Demographic data used for the analysis was obtained from U.S. Census Bureau and from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in August 2014 and reflects actual numbers as reported in the 2010 Census and estimates for 2014 and 2019 as obtained by ESRI. Straight line linear regression was utilized for projected 2024 and 2029 demographics. The City of Edina geographic boundary was utilized as the demographic analysis boundary shown in Figure 1.





RACE AND ETHNICITY DEFINITIONS

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

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



City of Edina

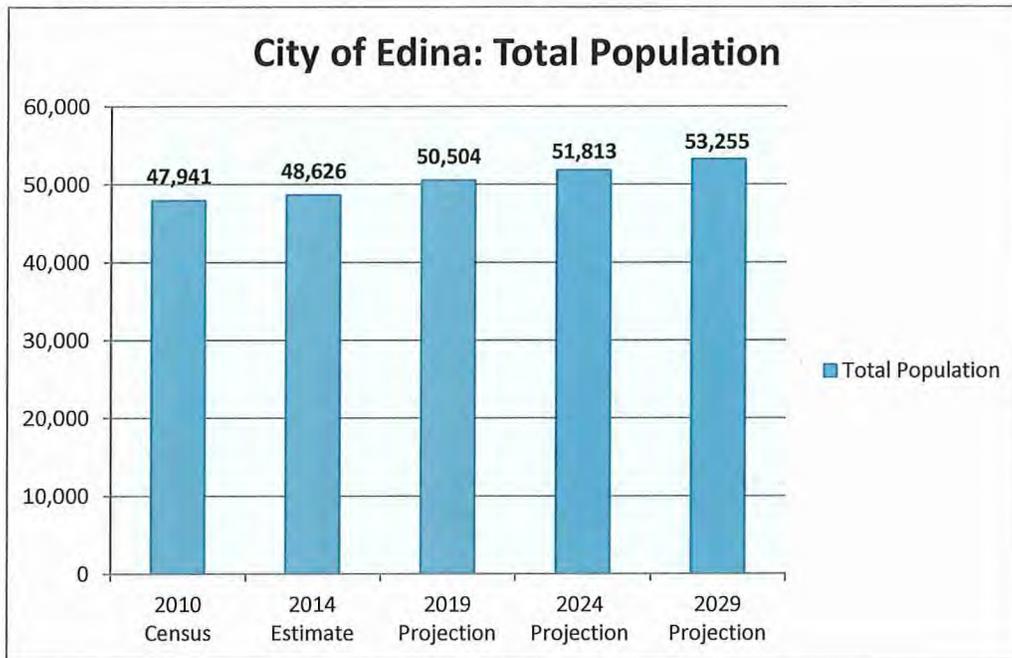
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Demographic Trends

CITY OF EDINA POPULACE

POPULATION

City of Edina has observed minimal growth in recent years. From 2010 to 2014, the target area’s total population experienced a slight increase of 1.4% or an annual rate of 0.35%. This is approximately half of the national population growth average, which is around 0.7% annually. Projecting ahead, the city’s population is expected to continue to slowly grow over the next 15 years. Based on predictions through 2029, the target area is expected to have approximately 53,255 residents living within 23,118 households. See Figure 2.



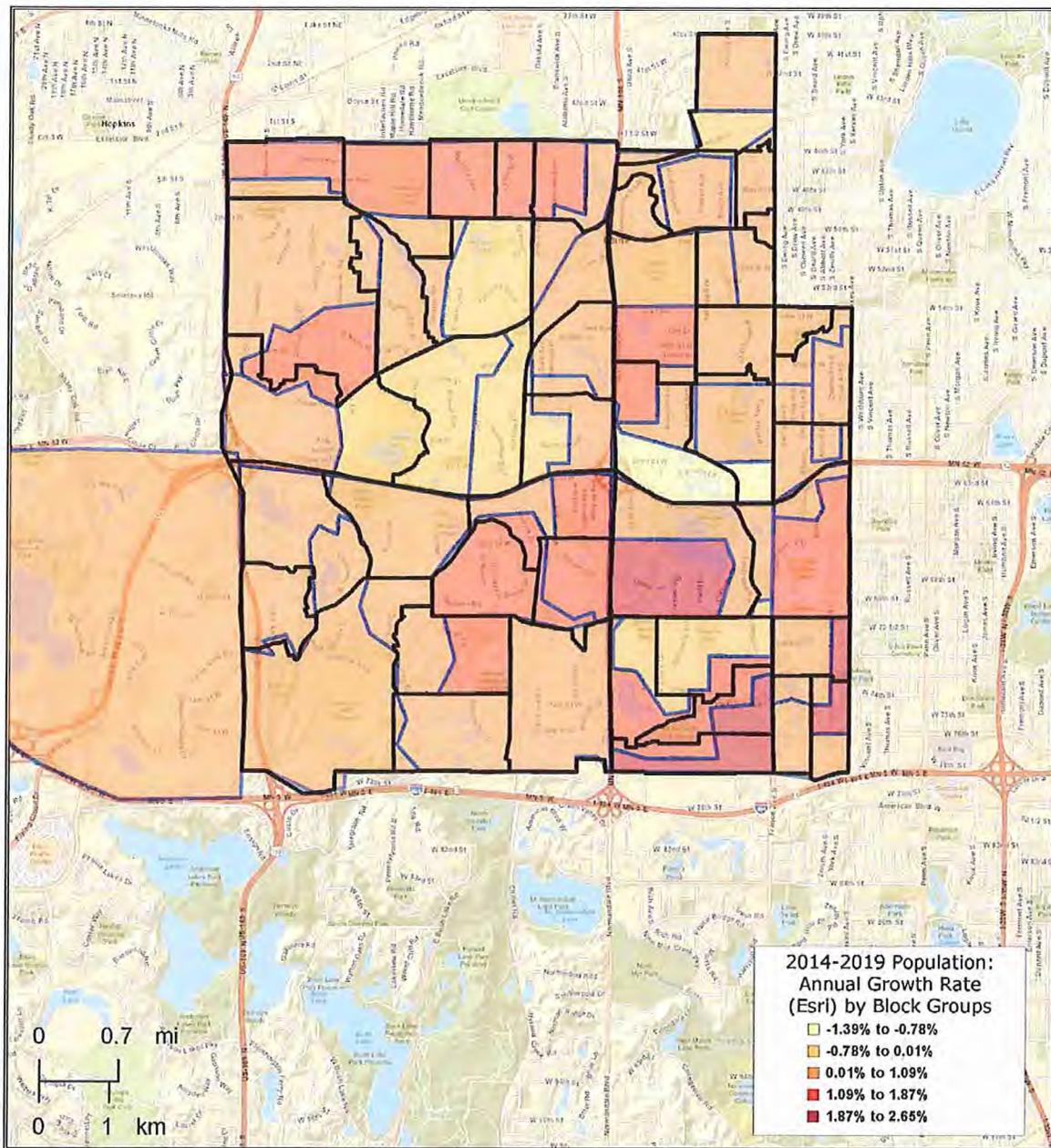


City of Edina

PARK RECREATION AND TRAILS

Demographic Trends

POPULATION GROWTH HEAT MAP

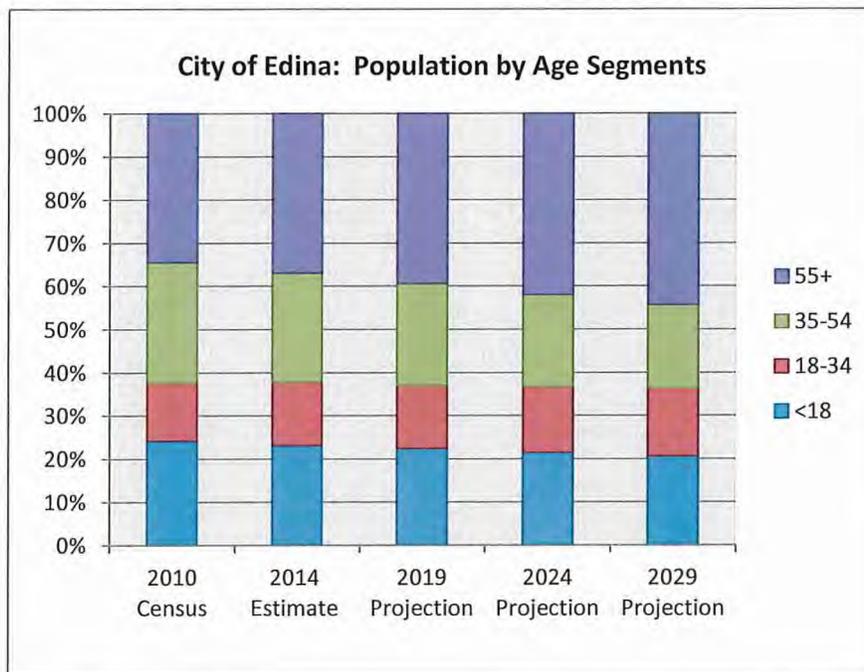




AGE SEGMENT

When evaluating the distribution by age, the City of Edina is skewed toward the middle-aged and senior populations. In 2014, the highest segment by population is the 55+ age group representing 36.9%, and the lowest is the 18-34 segment which constitutes 14.7% of the population.

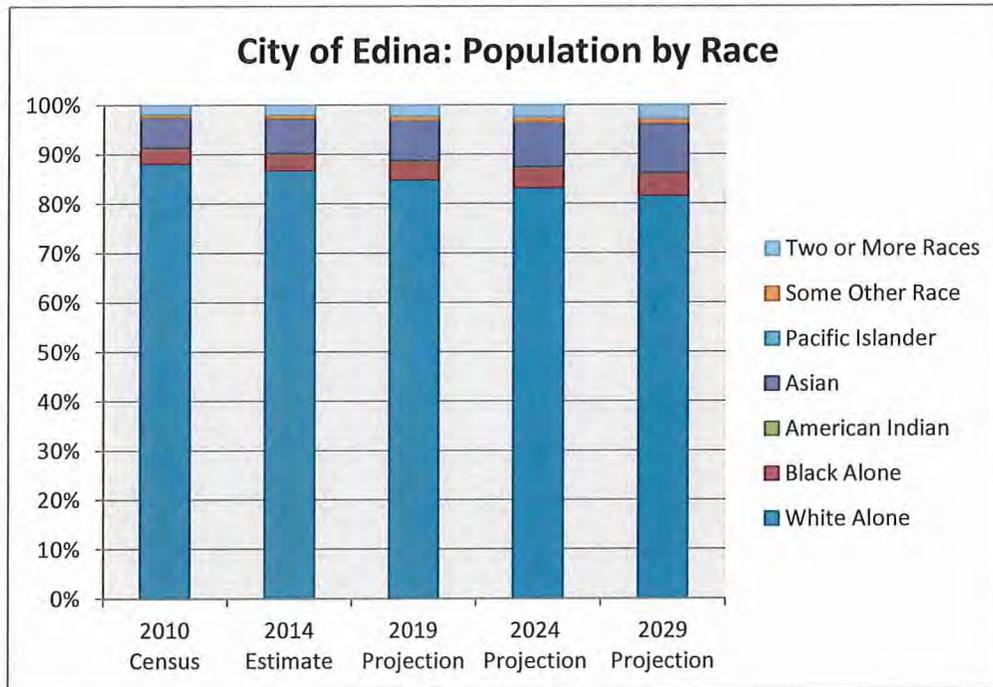
Over time, the overall composition of the population of the city continue on an aging trend. Future projections through 2029 show that the 55+ group will grow most rapidly, with some minimal growth from the 18-34 segment. The 55+ segment is expected to represent approximately 44.3% of the population by 2029. The senior population will be the single largest age segment by a large margin, with each of the remaining segments accounting for 15%-20% of the populace. This is consistent with general national trends where the 55+ age group has been growing as a result of increased life expectancies and the baby boomer population entering that age group. See Figure 4.





RACE AND ETHNICITY

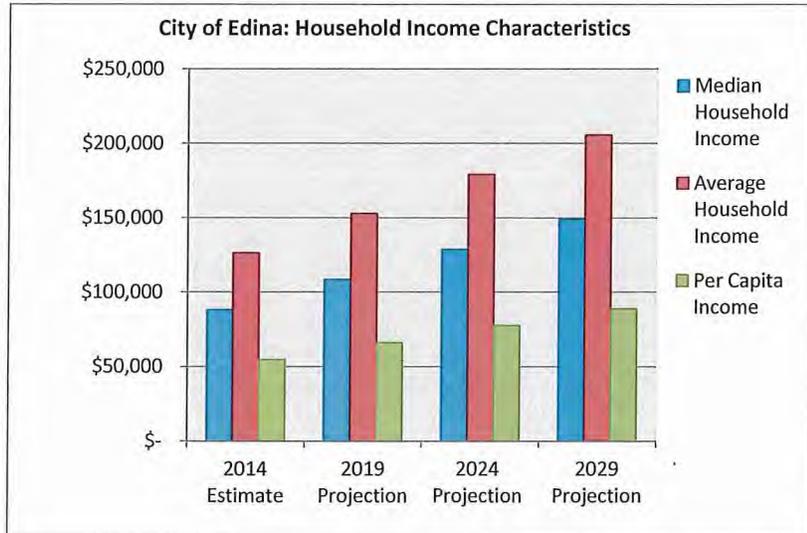
When analyzing race and ethnicity, the diversity of the service area is limited. The 2014 estimate shows that the vast majority of the population falls into the White Only (86.7%), with Asians (6.96%) representing the largest minority. Projections for 2029 expect the city to experience minimal change, with the majority White Only population dropping to 81.54%, while the Asian (9.89%) and Black Only (4.46%) categories will undergo minimal growth. See Figure 5.





HOUSEHOLDS AND INCOME

The City of Edina's income characteristics demonstrate rapid growth trends. The median household income is estimated to be \$88,201 in 2014. It is projected to grow to \$149,026 by 2029. The median household income represents the earnings of all persons age 16 years or older living together in a housing unit. The per capita income, is also projected to increase from \$54,649 in 2014 to \$89,107 by 2029 (Figure 6).



As observed in Figure 7, City of Edina's median household income is well above the state (\$59,126) and national (\$53,046) averages. The target area's Per Capita Income is also much higher than state (\$30,656) and national (\$28,051) averages.

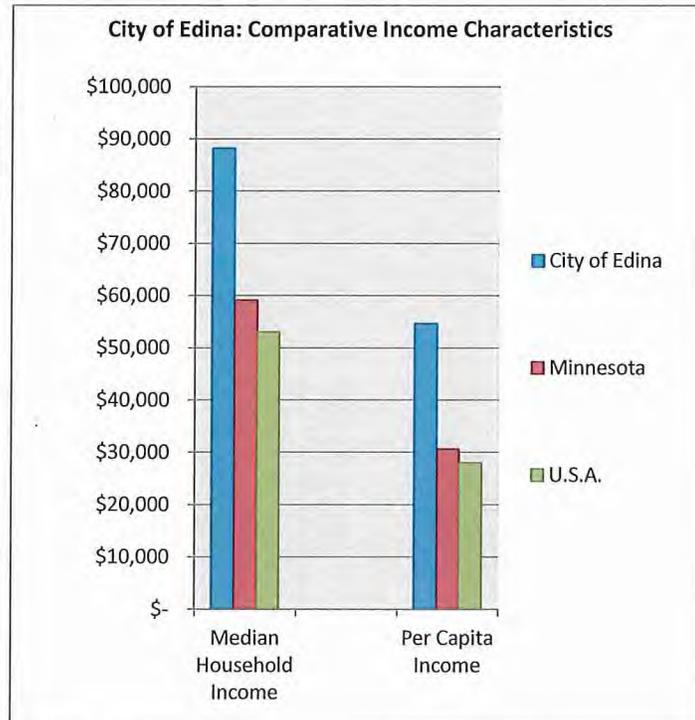


Figure 7 - Comparative Income Characteristics



TRENDS ANALYSIS

The following tables summarize the findings from the Sports & Fitness Industry Association’s (SFIA) 2014 Sports, Fitness and Leisure Activities Topline Participation Report. The local market potential index data compares the demand for recreation activities and spending of the City of Edina’s residents to the national averages.

Summary of National Participatory Trends Analysis	
1. Number of “inactives” decreased slightly, those active to a healthy level on the rise	<ul style="list-style-type: none"> a. “Inactives” down 0.4% in 2013, from 80.4 million to 80.2 million b. Approximately one-third of Americans (ages 6+) are active to a healthy level
2. Most popular sport and recreation activities	<ul style="list-style-type: none"> a. Fitness Walking (117 million) b. Running/Jogging (54 million) c. Treadmill (48 million)
3. Most participated in team sports	<ul style="list-style-type: none"> a. Basketball (23.7 million) b. Tennis (17.7 million) c. Baseball (13.3 million)
4. Activities most rapidly growing over last five years	<ul style="list-style-type: none"> a. Adventure Racing - up 159% b. Non-traditional/Off-road Triathlon - up 156% c. Traditional/Road Triathlon - up 140% d. Squash - up 115% e. Rugby - up 81%
5. Activities most rapidly declining over last five years	<ul style="list-style-type: none"> a. Wrestling - down 45% b. In-line Roller Skating - down 40% c. Touch Football - down 32% d. Horseback Riding - down 29% e. Slow-pitch Softball - down 29%

Summary of Local Market Potential Index Analysis	
6. City of Edina exhibits above average market potential for sport and leisure activities	
7. Top recreation activities in Edina compared to the national average	<ul style="list-style-type: none"> a. Downhill Skiing b. Tennis c. Yoga



The Sports & Fitness Industry Association (SFIA) *Sports, Fitness & Recreational Activities Topline Participation Report 2014* was utilized to evaluate national sport and fitness participatory trends. SFIA is the number one source for sport and fitness research. The study is based on online interviews carried out in January and February of 2014 from more than 19,000 individuals and households.

Information released by SFIA's 2014 Study of Sports, Fitness, and Leisure Participation reveals that the most popular sport and recreation activities include: fitness walking, treadmill, running/jogging, free weights and bicycling. Most of these activities appeal to both young and old alike, can be done in most environments, are enjoyed regardless of level of skill, and have minimal economic barriers to entry. These popular activities also have appeal because of their social advantages. For example, although fitness activities are mainly self-directed, people enjoy walking and biking with other individuals because it can offer a degree of camaraderie.

Fitness walking has remained the most popular activity of the past decade by a large margin. Walking participation according to data available in 2013, reported over 117 million Americans had walked for fitness at least once.

From a traditional team sport standpoint, basketball ranks highest among all sports, with nearly 24 million people reportedly participating in 2013. Team sports that have experienced significant growth in participation are rugby, lacrosse, field hockey, ice hockey, gymnastics, beach volleyball, and ultimate Frisbee- all of which have experienced double digit growth over the last five years. Most recently, rugby, field hockey, and lacrosse underwent the most rapid growth among team sports from 2012 to 2013.

In the past year, there has been a slight 0.4% decrease of "inactives" in America, from 80.4 million in 2012 to 80.2 million in 2013. According to the Physical Activity Council, an "inactive" is defined as an individual that doesn't take part in any "active" sport. Even more encouraging is that an estimated 33.9% of Americans above the age of 6 are active to a healthy level, taking part in a high calorie burning activity three or more times per week.

NOTE: In 2012, the Sports & Fitness Industry Association (SFIA) came into existence after a two-year strategic review and planning process with a refined mission statement-- "To Promote Sports and Fitness Participation and Industry Vitality". The SFIA was formerly known as the Sporting Goods Manufacturers Association (SGMA).



NATIONAL TRENDS IN GENERAL SPORTS

Basketball, a game originating in the U.S., is the most participated in sport among the traditional “bat and ball” sports with almost 24 million estimated participants. Popularity can be attributed to the ability to compete with relatively small number of participants, the limited amount of equipment needed to participate, and the limited space requirements necessary - the last of which make basketball the only traditional sport that can be played at the majority of American dwellings as a drive-way pickup game.

As observed in **Figure 8**, since 2008, squash and other niche sports like lacrosse and rugby have experienced strong growth. Squash has emerged as the overall fastest growing sport, as participation levels have increased by nearly 115% over the last five years. Based on survey findings from 2008-2013, rugby and lacrosse have also experienced significant growth, increasing by 80.9% and 66% respectively. Other sports with notable growth in participation over the last five years were field hockey (31.4%), ice hockey (27.9%), gymnastics (25.1%), and beach volleyball (18.5%). From 2012 to 2013, the fastest growing sports were rugby (33.4%), field hockey (19.2%), lacrosse (12.8%), and squash (9.6%). During the last five years, the sports that are most rapidly declining include wrestling (45.2% decrease), touch football (down 32%), and slow pitch softball (28.9% decrease).

In terms of total participants, the most popular activities in the general sports category in 2013 include basketball (23.7 million), tennis (17.7 million), baseball (13.3 million), outdoor soccer (12.7 million), and slow pitch softball (6.9 million). Although three out of five of these sports have been declining in recent years, the sheer number of participants demands the continued support of these activities.

National Participatory Trends - General Sports					
Activity	Participation Levels			% Change	
	2008	2012	2013	12-13	08-13
Baseball	15,539	12,976	13,284	2.4%	-14.5%
Basketball	26,108	23,708	23,669	-0.2%	-9.3%
Cheerleading	3,192	3,244	3,235	-0.3%	1.3%
Field Hockey	1,122	1,237	1,474	19.2%	31.4%
Football, Flag	7,310	5,865	5,610	-4.3%	-23.3%
Football, Tackle	7,816	6,220	6,165	-0.9%	-21.1%
Football, Touch	10,493	7,295	7,140	-2.1%	-32.0%
Gymnastics	3,975	5,115	4,972	-2.8%	25.1%
Ice Hockey	1,871	2,363	2,393	1.3%	27.9%
Lacrosse	1,092	1,607	1,813	12.8%	66.0%
Racquetball	4,611	4,070	3,824	-6.0%	-17.1%
Roller Hockey	1,569	1,367	1,298	-5.0%	-17.3%
Rugby	654	887	1,183	33.4%	80.9%
Soccer (Indoor)	4,487	4,617	4,803	4.0%	7.0%
Soccer (Outdoor)	13,996	12,944	12,726	-1.7%	-9.1%
Softball (Fast Pitch)	2,331	2,624	2,498	-4.8%	7.2%
Softball (Slow Pitch)	9,660	7,411	6,868	-7.3%	-28.9%
Squash	659	1,290	1,414	9.6%	114.6%
Tennis	17,749	17,020	17,678	3.9%	-0.4%
Track and Field	4,604	4,257	4,071	-4.4%	-11.6%
Ultimate Frisbee	4,459	5,131	5,077	-1.1%	13.9%
Volleyball (Court)	7,588	6,384	6,433	0.8%	-15.2%
Volleyball (Sand/Beach)	4,025	4,505	4,769	5.9%	18.5%
Wrestling	3,335	1,922	1,829	-4.8%	-45.2%

NOTE: Participation figures are in 000's for the US population ages 6 and over

Legend: Large Increase (greater than 25%) Moderate Increase (0% to 25%) Moderate Decrease (0% to -25%) Large Decrease (less than -25%)



NATIONAL TRENDS IN AQUATIC ACTIVITY

Swimming is unquestionably a lifetime sport. Swimming activities have remained very popular among Americans, and both competition and fitness swimming have experienced an increase in participation. Fitness swimming is the absolute leader in multigenerational appeal with over 26 million reported participants in 2013, a 13.5% increase from the previous year (**Figure 9**). NOTE: In 2011, recreation swimming was separated into competition and fitness categories in order to better identify key trends.

Aquatic Exercise has a strong participation base, but has recently experienced a downward trend. Aquatic exercise has paved the way for a less stressful form of physical activity, allowing similar gains and benefits to land based exercise, including aerobic fitness, resistance training, flexibility, and better balance. Doctors have begun recommending aquatic exercise for injury rehabilitation, mature patients, and patients with bone or joint problems due to the significant reduction of stress placed on weight-bearing joints, bones, muscles, and also the affect that the pressure of the water assists in reducing swelling of injuries.

National Participatory Trends - Aquatics					
Activity	Participation Levels			% Change	
	2008	2012	2013	12-13	08-13
Aquatic Exercise	9,512	9,177	8,483	-7.6%	-10.8%
Swimming (Competition)	N/A	2,502	2,638	5.4%	N/A
Swimming (Fitness)	N/A	23,216	26,354	13.5%	N/A

NOTE: Participation figures are in 000's for the US population ages 6 and over

Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)
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NATIONAL TRENDS IN GENERAL FITNESS

National participatory trends in general fitness have experienced some strong growth in recent years. Many of these activities have become popular due to an increased interest among people to improve their health by engaging in an active lifestyle. These activities also have very few barriers to entry, which provides a variety of activities that are relatively inexpensive to participate in and can be performed by nearly anyone with no time restrictions.

The most popular fitness activity by far is fitness walking, which had over 117 million participants in 2013. This change represents 2.9% increase from the previous year. Other leading fitness activities based on number of participants include running/jogging (over 54 million), treadmill (48.1 million), and hand free weights (43.2 million), and weight/resistant machines (36.3 million).

Over the last five years, the activities that are growing most rapidly are high impact aerobics (up 47.1%), yoga (up 36.9%), running/jogging (up 31.9%), cardio kickboxing (28.7% increase), and group stationary cycling (up 27.8%). Most recently, from 2012-2013, the largest gains in participation were in boxing for fitness (8.7% increase), Tai Chi (up 8.3%), and high impact aerobics (up 7.1%). See Figure 10.

National Participatory Trends - General Fitness					
Activity	Participation Levels			% Change	
	2008	2012	2013	12-13	08-13
Aerobics (High Impact)	11,780	16,178	17,323	7.1%	47.1%
Aerobics (Low Impact)	23,283	25,707	25,033	-2.6%	7.5%
Aerobics (Step)	9,423	9,577	8,961	-6.4%	-4.9%
Boxing for Fitness	N/A	4,831	5,251	8.7%	N/A
Calisthenics	8,888	9,356	9,356	0.0%	5.3%
Cross-Training	N/A	7,496	6,911	-7.8%	N/A
Cardio Kickboxing	4,905	6,725	6,311	-6.2%	28.7%
Elliptical Motion Trainer	24,435	28,560	27,119	-5.0%	11.0%
Fitness Walking	110,204	114,029	117,351	2.9%	6.5%
Free Weights (Barbells)	25,821	26,688	25,641	-3.9%	-0.7%
Free Weights (Dumbbells)	N/A	N/A	32,309	N/A	N/A
Free Weights (Hand Weights)	N/A	N/A	43,164	N/A	N/A
Martial Arts	6,818	5,075	5,314	4.7%	-22.1%
Pilates Training	9,039	8,519	8,069	-5.3%	-10.7%
Running/Jogging	41,097	51,450	54,188	5.3%	31.9%
Stair Climbing Machine	13,863	12,979	12,642	-2.6%	-8.8%
Stationary Cycling (Group)	6,504	8,477	8,309	-2.0%	27.8%
Stationary Cycling (Recumbent)	11,104	11,649	11,159	-4.2%	0.5%
Stationary Cycling (Upright)	24,918	24,338	24,088	-1.0%	-3.3%
Stretching	36,235	35,873	36,202	0.9%	-0.1%
Tai Chi	3,424	3,203	3,469	8.3%	1.3%
Treadmill	49,722	50,839	48,166	-5.3%	-3.1%
Weight/Resistant Machines	38,844	38,999	36,267	-7.0%	-6.6%
Yoga	17,758	23,253	24,310	4.5%	36.9%

NOTE: Participation figures are in 000's for the US population ages 6 and over

Legend: ■ Moderate ■ Moderate ■



NATIONAL TRENDS IN GENERAL RECREATION

Results from the SFIA's *Topline Participation Report* demonstrate increased popularity among Americans in numerous general recreation activities. Much like the general fitness activities, these activities encourage an active lifestyle, can be performed individually or with a group, and are not limited by time restraints. In 2013, the most popular activities in the general recreation category include road bicycling (over 40 million participants), freshwater fishing (nearly 38 million participants), and day hiking (over 34 million participants).

From 2008-2013, general recreation activities that have undergone very rapid growth are adventure racing (up 159%), non-traditional/off-road triathlons (up 156%), traditional/road triathlons (up 139.9%), and trail running (up 49.7%). In-line roller skating, horseback riding, and skateboarding have all seen a substantial drop in participation, decreasing by 40%, 29.4%, and 21.8% respectively over the last five years. See Figure 11.

National Participatory Trends - General Recreation					
Activity	Participation Levels			% Change	
	2008	2012	2013	12-13	08-13
Adventure Racing	809	1,618	2,095	29.5%	159.0%
Archery	6,180	7,173	7,647	6.6%	23.7%
Bicycling (Mountain)	7,242	7,265	8,542	17.6%	18.0%
Bicycling (Road)	38,527	39,790	40,888	2.8%	6.1%
Bicycling (BMX)	1,896	1,861	2,168	16.5%	14.3%
Camping (Recreational Vehicle)	16,343	15,903	14,556	-8.5%	-10.9%
Camping (Within 1/4 Mile of Vehicle/Home)	32,531	31,454	29,269	-6.9%	-10.0%
Climbing (Sport/Indoor/Boulder)	4,642	4,355	4,745	9.0%	2.2%
Climbing (Traditional/Ice/Mountaineering)	2,175	2,189	2,319	5.9%	6.6%
Fishing (Fly)	5,849	5,848	5,878	0.5%	0.5%
Fishing (Freshwater)	42,095	39,002	37,796	-3.1%	-10.2%
Fishing (Saltwater)	14,121	12,000	11,790	-1.8%	-16.5%
Golf	28,571	25,280	24,720	-2.2%	-13.5%
Hiking (Day)	31,238	34,519	34,378	-0.4%	10.1%
Horseback Riding	11,457	8,423	8,089	-4.0%	-29.4%
Hunting (Bow)	3,770	4,354	4,079	-6.3%	8.2%
Hunting (Handgun)	2,734	3,112	3,198	2.8%	17.0%
Hunting (Rifle)	10,490	10,485	9,792	-6.6%	-6.7%
Hunting (Shotgun)	8,638	8,426	7,894	-6.3%	-8.6%
Roller Skating, In-Line	10,211	6,647	6,129	-7.8%	-40.0%
Shooting (Sport Clays)	4,199	4,544	4,479	-1.4%	6.7%
Shooting (Trap/Skeet)	3,523	3,591	3,784	5.4%	7.4%
Skateboarding	8,118	6,227	6,350	2.0%	-21.8%
Target Shooting (Handgun)	12,551	15,418	14,370	-6.8%	14.5%
Target Shooting (Rifle)	12,769	13,853	13,023	-6.0%	2.0%
Trail Running	4,537	5,806	6,792	17.0%	49.7%
Triathlon (Non-Traditional/Off Road)	543	1,075	1,390	29.3%	156.0%
Triathlon (Traditional/Road)	943	1,789	2,262	26.4%	139.9%

NOTE: Participation figures are in 000's for the US population ages 6 and over

Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (loss than -25%)
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WINTER RECREATION TRENDS

Winter sports and recreation is a key consideration in the development of a Master Plan for outdoor recreation needs in Edina. Though national and local recreation trend and market potential information includes a few basic winter sports, it is necessary in order to provide a thorough analysis of recreation trends for Edina to delve further into this area. There is a need for more consistent market tracking nationally in this area.

National Participatory Trends - Winter Sports					
Activity	Participation Levels			% Change	
	2007	2011	2012	11-12	07-12
Skiing (Alpine/Downhill)	10,362	10,201	8,243	-19.2%	-20.4%
Skiing (Cross-Country)	3,530	3,641	3,307	-9.2%	-6.3%
Skiing (Freestyle)	2,817	4,318	5,357	24.1%	90.2%
Snowboarding	6,841	7,579	7,351	-3.0%	7.5%
Snowmobiling	4,811	4,908	3,788	-22.8%	-21.3%
Snowshoeing	2,400	4,111	4,029	-2.0%	67.9%
Telemarking (Downhill)	1,173	2,099	2,766	31.8%	135.8%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Participation in outdoor winter recreation can be influenced year over year by weather, convenience (distance to venue, availability/cost of equipment), ability to participate with others, and whether it is an Olympic year. In general, Minnesotans tend to have higher than average participation rates in hockey, skiing, ice skating, snowmobiling, and broomball. Because the median household income for residents in Edina is \$88,201, participation in winter sports is not as limited by financial barriers such as purchasing gear and equipment, lessons, leagues or teams, resorts, and indoor ice time. Additionally, 23% of residents are under the age of 18, which is on par with the national average. Identification of amenities and programming within the service area should take these demographics into account.

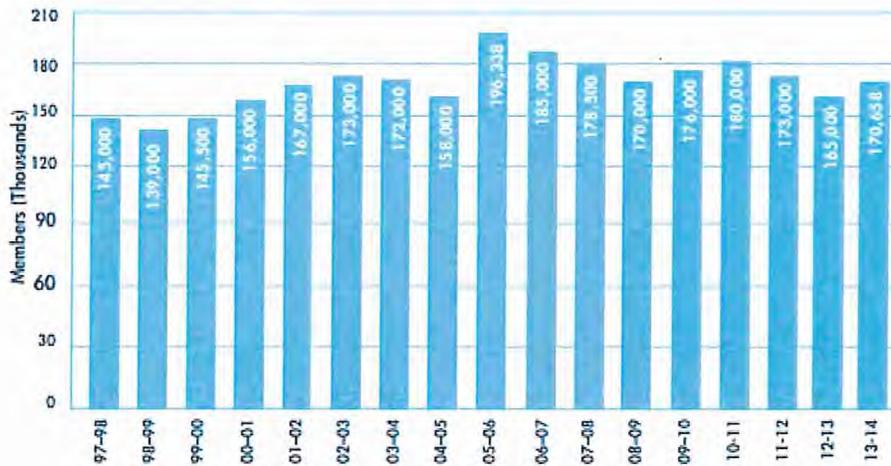
In this section, national trend information for individual winter sports was gathered from industry associations, leagues, and local or regional government agency reports. In most, but not all, cases, data was found at the regional, state, and/or local level as well. While some data is very recent, other trend information is not. Tracking of usage statistics at the city or service area level in outdoor recreation would help Edina to identify localized trends more accurately for winter recreation in the future.



ICE SKATING

There were 170,000 registered U.S. Figure Skating members during the 2013-14 season in over 680 clubs and 950 registered Basic Skills programs. According to the U.S. Figure Skating data, the national trend for membership is down just 0.7% over the last 10 seasons. This indicates a relatively flat trend nationally over time.

U.S. Figure Skating Membership



In the service area, 15.8% of residents watched figure skating on television in the past 12 months, which is about 25% higher than the national average. Approximately 3.4% of Edina residents (1,270 people) participated in ice skating in the past 12 months, which is about 25% above average for participation nationally, with an MPI of 126. Therefore, we can extrapolate that Edina residents are upwards of one-fourth more likely to participate or spectate in figure skating than the U.S. population, as a whole.

HOCKEY

According to USA Hockey, there were 519,417 registered hockey players in the U.S. in 2013-14, an increase of 9,000 over the previous year (1.7%). Nationally, Adult hockey and 6 & Under membership have seen the largest rise over the past decade, including a recent 4.3% and 4.0% increase, respectively, from 2012-13 to 2013-14. Age 7-8 has seen a slight decline, while number of female players has increased by 2.3% over 2012-13, possibly due to it being an Olympic year. Introducing body checking at age 13-14, rather than 11-12, may contribute to keeping players in the game longer.

Minnesota continues to reign as the State of Hockey. According to USA Hockey, the 10-year growth rate in Minnesota hockey participation from 2002-2013 was 20.2%. Minnesota as a state has seen a 1% growth in players over the past year, and continues to be ranked #1 in the country with a player population of 54,507, with Michigan just behind at 50,585. Minnesota's high school ranks are not registered with USA Hockey, so the actual playing population is likely even higher. Continuing growth is a testament to the sport's popularity in Minnesota. There are 8,667 coaches and 2,302 officials registered with USA Hockey in Minnesota, for a total of 65,476 hockey participants.



While there are no hockey participation statistics for the local service area, the propensity for residents here to attend or watch an NHL game is well above average compared to the U.S. population as a whole (MPI of 118 and 127, respectively).

SNOW SPORTS

According to the Sports Industry Association/Physical Activity Council 2012-2013 Snow Sports Participant Study, there were approximately 19,286,000 snow sports participants in 2012-13, showing an overall decline of 2% from the previous season. The #1 reason for not participating is “no one to go with.” National trends in skiing include:

- Alpine skiers and snowboarders make up 49% of all snow sports participants.
- Snowshoeing is the most popular snow sport amongst women, representing 46% of snowshoers.
- Freeskiing is the most diverse snow sport, with minorities representing half of its participants.
- 54% of snow sports participants make more than \$75K a year.
- Over 39% of snowboarders are under age 24.
- 74% of snow sports participants are homeowners.
- 43% of snow sports participants are very interested in the winter Olympics.



City of Edina

PARK RECREATION AND TRAILS

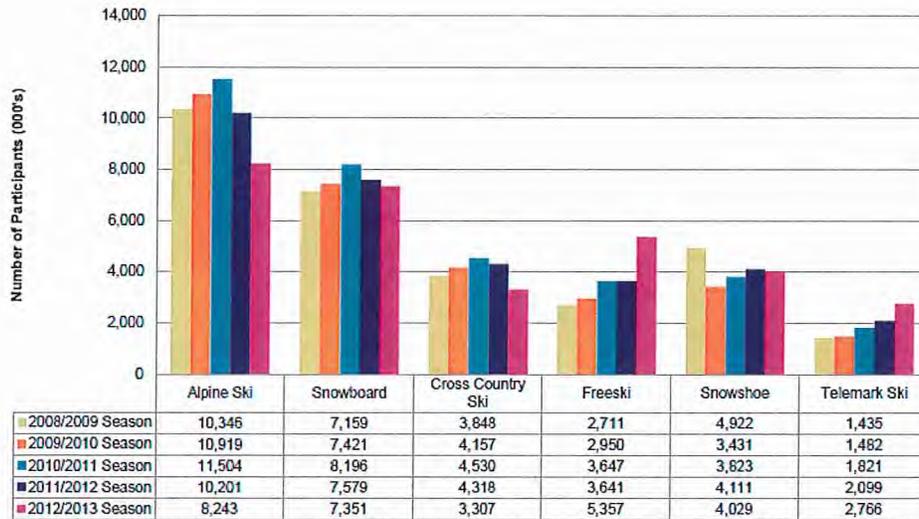
Demographic Trends

2013 SIA/Physical Activity Council Participation Study							
Activity	Total Participation	Trend	Age	Gender	Bachelor's Degree/Higher	Income >\$75k	Region w/ Most Part.
Alpine Ski	8,243,000	-19.2%	57% 18-44	60% Male/ 40% Female	56%	63%	CA, NY, CO, TX, MN
Snowboard	7,351,000	-3%	51% 18-34	67% Male/ 33% Female	42%	48%	CA, NY, WA, CO, PA
Cross Country Ski	3,307,000	-23.0%	42% 25-44	60% Male/ 40% Female	59%	49%	--
Freeski	5,357,000	+47.0%	50% 18-34	64% Male/ 36% Female	49%	60%	Mid-Atlantic, Pacific
Snowshoe	4,029,000	-2.0%	39% 18-34	54% Male/ 46% Female	57%	46%	Mid-Atlantic, Mountain
Telemark	2,766,000	+32.0%	45% 18-35	61% Male/ 39% Female	54%	51%	Mid-Atlantic
Backcountry (Resort)	--	--	35% 25-34	76% Male/ 24% Female	59%	65%	Pacific, West North Central
Backcountry (Non-Resort)	--	--	36% 25-34	73% Male/ 27% Female	60%	60%	Pacific, West North Central

Figure 14 - SIA/PAC Snow Sport Findings

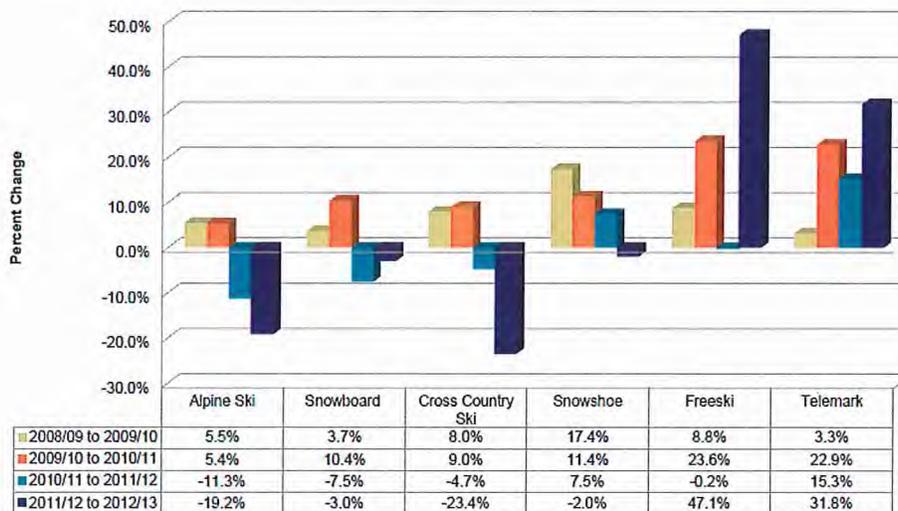


Snow Sports Participation Trends by Discipline



SIA/Physical Activity Council 2013 Participation Study. ALL RIGHTS RESERVED.

Snow Sports Annual Growth Rate

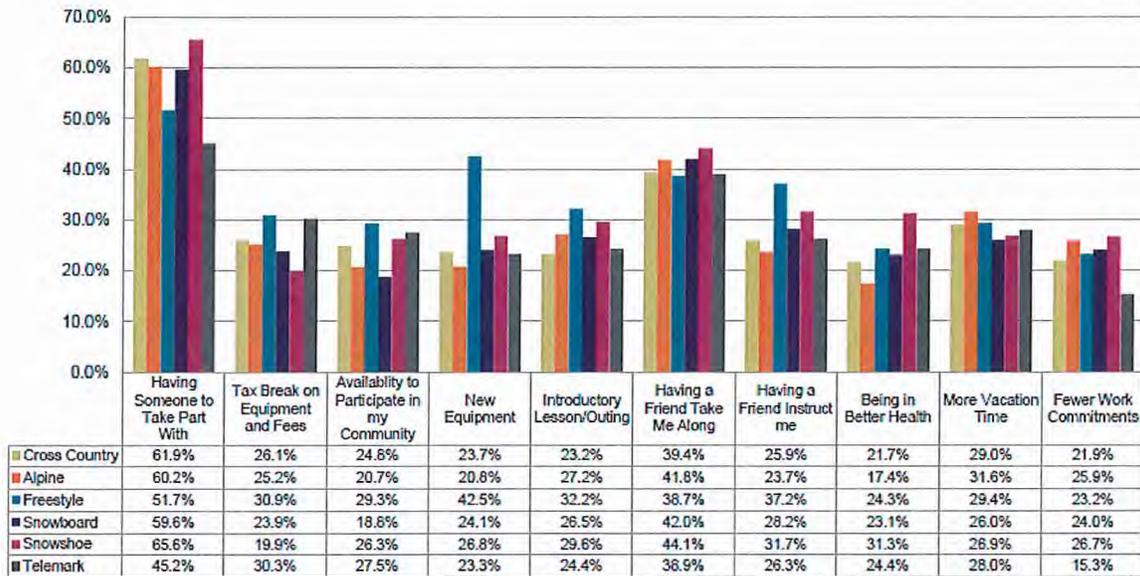


SIA/Physical Activity Council 2013 Participation Study. ALL RIGHTS RESERVED.

Figure 16 - Snow Sports Annual Growth Rate

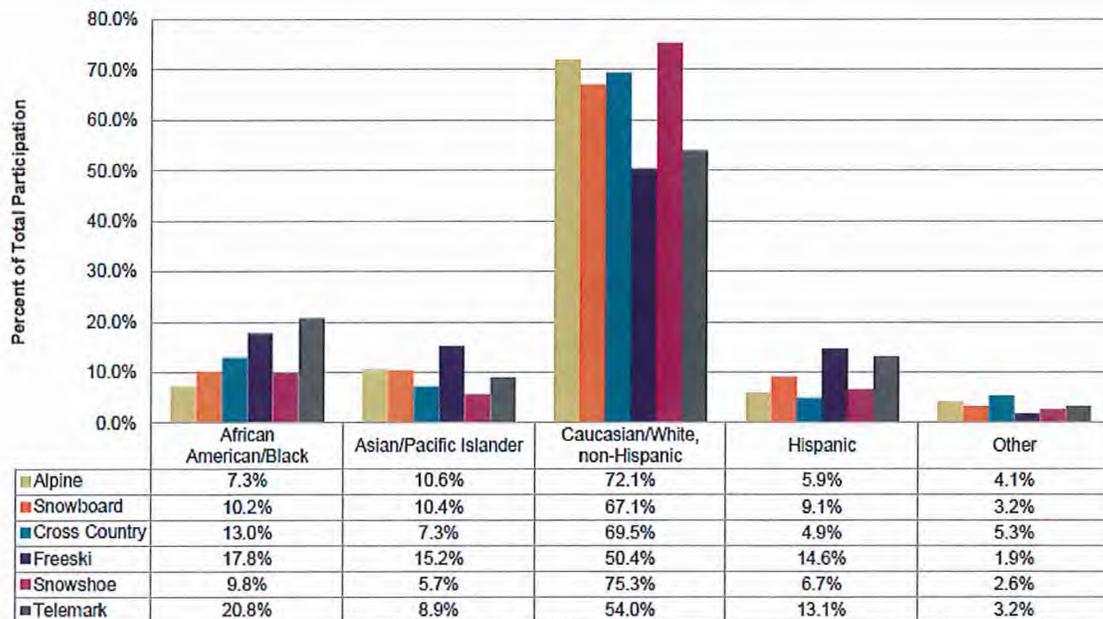


Snow Sports: What Encourages Participation



SIA/Physical Activity Council 2013 Participation Study. ALL RIGHTS RESERVED.

Snow Sports Ethnic Demographics



SIA/Physical Activity Council 2013 Participation Study. ALL RIGHTS RESERVED.

Figure 18 - Snow Sports Participation by Race/Ethnicity



City of Edina

PARK RECREATION AND TRAILS

Demographic Trends

According to the 2013 Physical Activity Council Participation Study, in the West North Central Region (includes Minnesota) of the United States, 7.8% of the population Alpine Skis, 7.2% Snowboard, 10.7% Cross Country Ski, 7.3% Freeski, 12.4% Snowshoe, and 5.5% Telemark Ski.

- Of those who Alpine Ski, 10% do so on Ungroomed Trails or Other, with the remainder using Resorts.
- Of those who Snowboard, 36% do so on Ungroomed Trails, in Urban Areas, Terrain Parks, or Golf Courses, with the remainder using Resorts.
- Of those who Cross Country Ski, 28% do so on Ungroomed Trails or in the Backcountry, with the remainder using Nordic Centers.
- Of those who Freeski, 30% do so in Urban Areas, Golf Courses, or Other, while 32% ski at Terrain Parks and 38% ski at Resorts.

In Minnesota specifically, 7.5% of the population Alpine Skis, the #3 state in the country for this sport (4.3% of Americans who Alpine Ski live in Minnesota). Additionally, 3.9% of the population Snowboards (2.5% of Americans who Snowboard live in Minnesota).

Freeskiing, Telemark Skiing, and Snowshoeing are both growing and have participants which are likely to use local amenities such as Urban Areas, Golf Courses, or Trails that may be amenities managed by the Parks and Recreation Department. Snowboarders may be looking to use these local amenities as well. Though Minnesota does have a large population of Alpine skiers, they are not likely to use local park amenities for this activity. Because having a partner to participate with is the largest barrier to participation, the Department may want to consider offering group programming, such as locally guided treks, in this area.

Of residents in the service area, 9.6% (3,586) watch alpine skiing or ski jumping on television, which is well above the national average with an MPI of 134. Because the median income of Edina is over \$88,000 and 54% of participants in snow sports have an income of over \$75,000 per year, in theory residents in this area are much more likely to participate in snow sports than the national average. In addition, the MPI for Downhill Skiing in the service area is 176, significantly higher than average. Therefore, residents of Edina are skiing much more than the national average and may be looking for related programming offered through the Department (i.e., in local parks).

BROOMBALL

Broomball is a popular league sport in Minnesota, and there are several recreational to semi-professional leagues in the Minneapolis area. 90% of participants in the national title game are from Minnesota. Blaine, Minnesota hosted the 2014 USA Broomball Championships, and in 2013 teams from Minneapolis won the Men's Class A, Men's Class B, and Co-Rec A/B national titles. Minnesota teams have also upset Canadian teams in the international tournament.

The sport started in the 1930's in Minnesota, but really began to grow in the 1960's. The first Minnesota state tournament was in 1996. There are 19 registered Broomball leagues in Minnesota, with the Minneapolis Outdoor League run by the Minneapolis Park and Recreation Board and Metro Area winter and summer leagues run by Cities Sports Connection. The Edina Parks and Recreation Department also runs its own broomball league.

OTHER

Nationally, 11.9% spent the same or more on winter sports for 2011 compared to 2010, and 16.3% planned to spend the same or more in 2012 (Physical Activity Council's 2012 Participation Report).



City of Edina

PARK RECREATION AND TRAILS

Demographic Trends

Minnesota has the highest number of registered snowmobiles in the U.S. at 258,000, according to the International Snowmobile Manufacturers Association.

Within the City of Edina, 8.2% of residents (3,059) watch extreme winter sports on television, nearly equivalent to the national average, and 33.7% (12,588) watch the winter Olympics, which is well above the national average.



LOCAL SPORT AND MARKET POTENTIAL

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

The City of Edina demonstrates very high market potential index numbers for fitness activities, outdoor activities, and money spent on recreation while producing mixed results for general sports and. All activities related to fitness reported well above average market potential, as well as some select general sports activities (e.g. downhill skiing, tennis, and golf). These high index numbers paired with the above average household income characteristics of residents is very promising from a programming standpoint. The Department has strong potential to generate revenues from programs by capitalizing on the favorable earning ability of the service area and the residents' willingness to spend money on recreational activities, as exhibited by the market potential index figures.

Although the local market potential for most activities is very promising, there is one area of concern that is notable. In analyzing the local trends in general sports, the majority of activities fall below the national average. These activities are some of the most popular sports and typically considered programming staples in athletics for departments nationwide. This deviation might indicate a lack of awareness among potential users, programs that don't align with community needs and interests, a lack of available amenities and/or a need to motivate residents to participate in offerings at a higher level.

As observed in the tables below, the following sport and leisure trends are most prevalent for residents within the City of Edina.

GENERAL SPORTS MARKET POTENTIAL

City of Edina Participatory Trends - General Sports	
Activity	MPI
Participated in Skiing (Downhill)	176
Participated in Tennis	149
Participated in Golf	125
Participated in Soccer	102
Participated in Softball	93
Participated in Volleyball	89
Participated in Baseball	88
Participated in Basketball	87
Participated in Football	80



FITNESS MARKET POTENTIAL

City of Edina Participatory Trends - Fitness	
Activity	MPI
Participated in Yoga	140
Participated in Aerobics	129
Participated in Jogging/ Running	118
Participated in Pilates	118
Participated in Walking for Exercise	118
Participated in Swimming	117
Participated in Weight Lifting	116

OUTDOOR ACTIVITY MARKET POTENTIAL

City of Edina Participatory Trends - Outdoor Activity	
Activity	MPI
Participated in Bicycling (mountain)	137
Participated in Hiking	127
Participated in Bicycling (road)	126
Participated in Canoeing/Kayaking	124
Participated in Backpacking	115
Participated in Boating (Power)	102
Participated in Horseback Riding	97
Participated in Fishing (fresh water)	74

MONEY SPENT ON MISCELLANEOUS RECREATION

City of Edina Participatory Trends - Money Spent on Recreation	
Activity	MPI
Attend sports event: baseball game - MLB reg seas	136
Spent on sports/rec equipment in last 12 mo: \$250+	123
Attend sports event: football game - NFL Mon/Thurs	119
Attend sports event: ice hockey - NHL reg seas	118
Attend sports event	116
Attend sports event: basketball game (college)	115
Attend sports event: football game - NFL weekend	114
Visited a theme park in last 12 months	113
Attend sports event: basketball game - NBA reg seas	109
Spent on sports/rec equipment in last 12 mo: \$100-249	106
Went to zoo in last 12 months	106
Attend sports event: football game (college)	103
Went on overnight camping trip in last 12 months	91
Spent on sports/rec equipment in last 12 mo: \$1-99	85
Attend sports event: high school sports	82



DEMOGRAPHICS AND TRENDS FINDINGS

The City of Edina exhibits favorable demographic characteristics and local market potential, as it pertains to the Parks and Recreation Department and the services it provides. There are two prominent features from the demographic analysis for the Department to focus on for the future: the aging trend and the elevated earnings of the service area. The local trends are also very promising, as the city's residents demonstrate high market potential index figures for many of the activities related to parks and recreation.

The senior population represents the largest age segment and is growing at a rapid rate. The Department must ensure that it is in tune with the needs and interests of the 55+ group by offering a variety of quality programs and facilities that cater to the senior crowd, while still adequately serving the youth and adult segments. This will require careful planning and development of a program curriculum that is sensitive to the changing demographic.

Income characteristics for residents of the City of Edina are also very encouraging, as median household income and per capita income are significantly higher than state and national averages. This indicates the presence of increased disposable income among residents and greater elasticity in pricing programs and services. These elevated income levels may also suggest more flexibility in programming, including programs that have high barriers of entry (i.e. expensive equipment, cutting-edge technology, specialized amenities, etc.). The fact that residents have greater earning capabilities signals that they are likely willing to pay for high-quality programs and services that require a greater financial commitment, as long as the quality reflects the price.

A direct correlation exists between the national participatory trends and the local market trends, in that the service area shows a high propensity to engage in recreational activities pertaining to fitness. Based on market potential index figures, the Department should expect residents to participate in fitness activities at a much higher rate than the national average. This would indicate that the Department should offer a wide variety of fitness programming, with a willingness to introduce innovative and trending activities.

The local participatory trends also show that residents of Edina attend sporting events and theme parks at a high level, as index figures for these categories are well above average. This demonstrates that the local community is very social and residents enjoy attending a variety of events. From a programming standpoint, this presents an opportunity for the department to offer more special events and excursions, such as day trips for seniors or a community day at the ballpark.

Based on the findings from the demographic and trends analysis, the Department is very fortunate to have an ideal service area. Not only are income characteristics well above average, but the user base also has a strong tendency to spend their time and money on activities that are in the Department's wheelhouse. The future success of the Department will rely heavily on its ability to capitalize on these favorable market conditions by providing facilities, amenities, and programs that are geared toward the needs and interests of the local community.



City of Edina

PARK RECREATION AND TRAILS

STRATEGIC PLAN

Benchmark Analysis

March 4th, .2015





BENCHMARK ANALYSIS

INTRODUCTION

PROS Consulting, along with Edina Parks and Recreation, identified operating metrics to be benchmarked to comparable industry leading park and recreation systems nationwide. The benchmark agencies selected for analysis included jurisdictions with demographic characteristics similar to the City of Edina, as well as departments that are CAPRA accredited or were finalists or winners of the NRPA Gold Medal Award in recent years. The complexity in this analysis was ensuring direct comparison through a methodology of statistics and ratios in order to provide comparable information, as best as possible.

It must be noted that the benchmark analysis is only an indicator based on the information provided. Information for benchmark agencies was sourced from the NRPA's PRORAGIS database, or directly from the agency in select cases. The information sought was a combination of operating metrics with budgets, staffing, supporting plans, and inventories. In some instances, the information was not tracked or not available. The attributes considered for selection of comparable agencies included:

- Regional Location
- Population size
- Income characteristics
- Jurisdiction type
- Winner or finalist of NRPA Gold Medal Award
- CAPRA accreditation

Careful attention was paid to incorporate a mix of systems that are comparable industry leaders and they include:

Agency	State	Jurisdiction Type	Pop	Median HH Inc	NRPA Gold Medal	CAPRA Accredited (Year)
Edina P&R	MN	city	48,000	\$88,201	-	No
Carmel Clay P&R	IN	other	86,439	\$107,505	Winner 2014	Yes (2014)
Castle Rock P&R	CO	town	53,466	\$84,781	Winner 2012	No
Eagan P&R	MN	city	64,854	\$79,639	-	No
Kettering Parks, Rec, Cult Arts	OH	city	56,163	\$50,187	Finalist 2014 Finalist 2013	Yes (1996)
Maple Grove P&R Board	MN	city	63,128	\$92,768	-	No
Plymouth	MN	city	71,000	\$86,466	-	Yes (2010)
Waukegan Park District	IL	special district	88,892	\$46,256	Winner 2013	Yes (2012)
Westerville P&R	OH	city	36,665	\$84,095	Winner 2013	Yes (2005)

Due to difference in how each system collects, maintains and reports data, variances exist. These variations have an impact on the per capita and percentage allocations within the budget, and the overall comparison must be viewed with this in mind.



City of Edina

PARK RECREATION AND TRAILS

Benchmark Analysis

The benchmark data collection for all systems was done as of January 2015. While it is possible that there may have been changes or updates in the data provided, in order to ensure consistency in data collection the original figures obtained at that time have been used in the benchmark.

The goal was to evaluate where Edina Parks and Recreation is positioned among peer agencies as it applies to efficiency and effectiveness practices. The benchmark assessment is organized into specific categories and questions to obtain data that offers an encompassing view of each system’s operating metrics in comparison to the Edina Parks and Recreation Department.

BENCHMARK COMPARISON

GENERAL COMPARATIVE OF SYSTEMS

This section provides a general overview of each system within the benchmark analysis. The table below describes the jurisdiction size, population, and density, as well as the total number of park sites within each system (Figure 2).

System	Jurisdiction Size (Sq. Miles)	Population of City/ Jurisdiction	Population Per Square Mile	Total Number of Park Sites
Edina	16	48,000	3,000	39
Carmel Clay	49	86,439	1,760	15
Castle Rock	34	53,466	1,573	19
Eagan	36	64,854	1,802	55
Kettering	18	56,163	3,120	21
Maple Grove	36	63,128	1,754	78
Plymouth	36	71,000	1,972	54
Waukegan	21	88,892	4,233	40
Westerville	13	36,665	2,820	52

The City of Edina is one of the smaller agencies in terms of jurisdiction size and population, ranking next to last among benchmark agencies for both categories. Although the City of Edina is small in comparison, it has one of the highest ratios for population density among benchmarked systems. In terms of total park sites, the City of Edina is very close to the average for all benchmark agencies, which is favorable considering its below average size.



City of Edina

PARK RECREATION AND TRAILS

Benchmark Analysis

SYSTEM ACREAGES AND TRAIL MILES

This section compares the total acreage and total trail miles managed by each agency. These totals are further dissected to identify the percentage of developed acres and current level of service per 1,000 population for park acres and trail miles.

System	Population of City/ Jurisdiction	Total Acres Owned or Managed by System	Total Developed Acres	Percentage of Developed Acres	Total Park Acres Per 1,000 Pop.	Total Trail Miles	Trail Miles per 1,000 Pop.
Edina	48,000	1,552	1,086	70%	32.33	29.56	0.62
Carmel Clay	86,439	505	177	35%	5.84	16.00	0.19
Castle Rock	53,466	737	273	37%	13.78	51.00	0.95
Eagan	64,854	1,400	490	35%	21.59	150.00	2.31
Kettering	56,163	488	478	98%	8.69	35.69	0.64
Maple Grove	63,128	1,194	358	30%	18.91	46.00	0.73
Plymouth	71,000	1,684	1,431	85%	23.72	150.00	2.11
Waukegan	88,892	721	685	95%	8.11	5.50	0.06
Westerville	36,665	617	389	63%	16.83	32.25	0.88

Although Edina is the second smallest city in the benchmark in terms of overall population, the Parks and Recreation Department has the second highest total acreage and developed acreage, and ranks a strong first in park acres per 1,000 population. In comparison to the other benchmark agencies, the Department has strong parkland assets in its inventory. One area that the system has strong potential for improvement is in total trail miles and trail mileage per capita, which are both in the bottom third of the benchmark comparison.

ANNUAL OPERATING BUDGET AND COST RECOVERY

This portion covers two parts, the annual budget and cost recovery. Budget items in this section include the most recent figures available for operating expenses and capital expenditures for each agency. Operating expenses are compared to the population of each jurisdiction to determine the

operational cost per capita. The operational cost recovery is arrived at by dividing total non-tax

System	Jurisdiction Population	Total Non-Tax Revenues	Total Operating Expenses	Capital Budget	Revenue Per Capita	Operating Expense Per Capita	Operating Cost Recovery
Edina	48,000	\$ 8,606,114	\$ 8,651,257	\$ 1,933,000	\$ 179.29	\$ 180.23	99%
Carmel Clay	86,439	\$ 8,514,366	\$ 9,985,902	\$ 3,039,902	\$ 98.50	\$ 115.53	85%
Eagan	64,854	\$ 4,409,097	\$ 9,497,795	\$ 689,700	\$ 67.98	\$ 146.45	46%
Kettering	56,163	n/a	\$ 13,297,799	n/a	n/a	\$ 236.77	n/a
Maple Grove	63,128	\$ 3,198,135	\$ 8,623,455	\$ 7,650,000	\$ 50.66	\$ 136.60	37%
Plymouth	71,000	\$ 2,936,000	\$ 9,064,382	\$ 3,337,000	\$ 41.35	\$ 127.67	32%
Waukegan	88,892	\$ 4,824,793	\$ 9,297,690	\$ 1,386,700	\$ 54.28	\$ 104.60	52%
Westerville	36,665	\$ 3,789,991	\$ 10,575,385	\$ 1,168,086	\$ 103.37	\$ 288.43	36%

*Note: Castle Rock Figures unavailable. Kettering revenue and capital budget figures unavailable.

*Note: Carmel-Clay and Westerville capital budget figures as a 3-year average

revenue by total operating expense. The operational cost recovery is a critical performance indicator that measures how well each department's revenue generation covers the total operating costs.

Figure 4 - Budget Details and Cost Recovery



City of Edina

PARK RECREATION AND TRAILS

Benchmark Analysis

Based on expenditure figures, the largest operational budgets belong to Kettering and Westerville, while Edina reports the second lowest operating expense. From an efficiency standpoint, Edina ranks near the bottom for operating expense per resident, with only Kettering and Westerville spending more per capita. Capital budget figures reveal that Edina is doing a nice job of controlling its expenditures, as the City is positioned near the middle of the benchmark range.

Edina Parks and Recreation is the clear benchmark leader in revenue generation and cost recovery. Not only is the Department bringing in the most non-tax revenue among benchmark agencies, but they also report a significantly higher revenue per capita. The strong earning power of the Department has resulted in an equally impressive 99% operating cost recovery. This high cost recovery level is well above other benchmark agencies, and indicates the Department is operating extremely efficiently and is highly sustainable.

SOURCES OF NON-TAX REVENUES

This section describes how each system generates non-tax revenues. Comparatively, Edina generates strong revenue from facility entry fees/memberships and concessions/resale items, while it is not as successful as other agencies in bringing in fees and charges related to programming.

System	Source of Non-Tax Revenues						
	Facility Entry Fees / Memberships	Program Fees and Charges	Facility Rentals	Facility, Property, or ROW Leases	Concessions / Resale Items	Sale of Real Property	Other
Edina	47.00%	12.00%	18.00%	5.00%	11.00%		7.00%
Carmel Clay	42.60%	50.00%	2.40%		3.90%		1.10%
Eagan	35.63%	24.99%	25.71%	3.15%	10.17%	0.03%	0.32%
Maple Grove	20.00%	30.00%	40.00%		10.00%		
Plymouth	1.00%	20.00%	74.00%		3.00%		2.00%
Waukegan	3.00%	3.00%	2.00%	1.00%	1.00%		90.00%
Westerville	55.50%	36.00%	5.00%		3.40%		0.10%

*Note: Castle Rock and Kettering figures unavailable.

CAPITAL BUDGET SOURCES

The following reveals the sources from which each system's capital budget is derived. The Department is doing a good job of not overdrawing from a single source, but the limited variety of sources presents an opportunity to explore new alternatives for funding capital improvements.

System	Source of Capital Budget							
	Local General Fund (Tax Supported)	Local Dedicated Fund (Non-General Funds)	General Obligation Bonds	Grants	Gifts / Sponsorships	Tax Increment Financing	Endowment	Other
Edina	31.00%	26.00%						43.00%
Carmel Clay		100.00%						
Eagan	36.72%	63.28%						
Maple Grove	90.00%							10.00%
Plymouth	7.00%	44.00%	39.00%	10.00%				
Waukegan	93.00%			7.00%				
Westerville	68.00%			18.00%	4.00%			10.00%

*Note: Castle Rock and Kettering figures unavailable.

Figure 6 - Capital Budget Sources



CAPITAL BUDGET DISTRIBUTION

The table below describes how the capital budget for each agency is spent. Based on these allocations, Edina is heavily focused on renovation and construction, but does not invest any capital dollars into design, acquisition, or other categories. Based on the activity of other benchmark agencies, the Department should explore the potential for diversifying its capital budget spending.

System	Capital Budget Distribution				
	Design	Construction	Acquisition	Renovation	Other
Edina		45.00%		55.00%	
Carmel Clay	9.80%	72.90%		17.30%	
Eagan	2.31%	15.44%	82.23%		0.02%
Maple Grove	20.00%	80.00%			
Plymouth	17.00%	25.00%	39.00%	19.00%	
Waukegan	2.00%	37.00%	4.00%	57.00%	
Westerville		8.00%		82.00%	10.00%

*Note: Castle Rock and Kettering figures unavailable.

SOURCES OF OPERATING FUNDS

This section shows how each system sources its operating funds. While an established general fund is important to funding operations, Department's should strive to find alternative sources of financial support. Edina Parks and Recreation does a nice job of limiting its reliance on the general fund to support operations.

System	Source of Operating Funds						
	Jurisdiction General Fund	Agency Fees and Charges	Tax	Sponsorship/Endowment	Grants	Donation	Other
Edina	27.00%	61.00%	0.50%	2.00%			9.50%
Carmel Clay	23.50%	75.80%		0.70%			
Eagan		46.40%	53.60%				
Maple Grove	55.00%	45.00%					
Plymouth	67.00%	33.00%					
Waukegan			85.00%	1.00%	1.00%		13.00%
Westerville	46.00%	44.00%	9.00%		1.00%		

*Note: Castle Rock and Kettering figures unavailable.

Figure 8 - Sources of Operating Funds



DISTRIBUTION OF EXPENDITURES

This section reveals how expenditures for each system are allocated. Overall, Edina demonstrates a favorable distribution of expenditures that are on pace with the benchmark averages. Areas of interest for the Department include above average spending on operations and minimal spending dedicated to programming. Edina may also want to consider dedicating some money for planning and development in the future.

System	Distribution of Expenditures							
	Exec Staff	Admin	Operations	Programs	Maint	Plan / Dev	Debt Service	Other
Edina	3.00%	5.00%	68.00%	4.00%	20.00%			
Carmel Clay	3.30%	9.90%	28.60%	40.40%	16.00%	1.80%		
Eagan			56.66%	15.86%	24.99%		2.49%	
Maple Grove	15.00%		60.00%		25.00%			
Plymouth	5.00%	4.00%	29.00%	19.00%	43.00%			
Waukegan	3.00%	4.00%	13.00%	28.00%	22.00%	1.00%	26.00%	3.00%
Westerville	1.00%	6.00%	39.00%	12.00%	30.00%	3.00%		9.00%

*Note: Castle Rock and Kettering figures unavailable.

Figure 9 - Distribution of Expenditures

COST PER MAINTAINED ACRE

This category assesses the cost to maintain each park system. This figure is obtained by taking the operational budget and dividing it by the amount of maintained acres. This does not take into account the total amount of acreage for each system.

System	Total Operating Expenses	Total Developed Acres	Cost Per Maintained Acre
Edina	\$ 8,651,257	1,086	\$ 7,963
Carmel Clay	\$ 9,985,902	177	\$ 56,418
Eagan	\$ 9,497,795	490	\$ 19,383
Kettering	\$ 13,297,799	478	\$ 27,820
Maple Grove	\$ 8,623,455	358	\$ 24,074
Plymouth	\$ 9,064,382	1,431	\$ 6,334
Waukegan	\$ 9,297,690	685	\$ 13,573
Westerville	\$ 10,575,385	389	\$ 27,186

*Note: Castle Rock figures unavailable.

The chart above highlights a noteworthy attribute of the Edina Parks and Recreation Department, which reflects the fact that park maintenance services are performed and funded in part through the Public Works Division. As a result, Edina's cost per acre is considerably lower than all other agencies, except Plymouth, in the benchmark. This favorable representation is also a reflection of good management of operational costs and well developed acreage within the system. It will be a key challenge to continue to thrive on efficiency as the Department continues to invest in capital improvements that will required additional operational and maintenance expenses in the future.



FULL-TIME EQUIVALENTS

This section compares levels of staffing for each system by comparing full-time equivalents (FTE's) to total population and developed park acres. It should be noted that the park maintenance staff is not included in the total FTE's for the Department because they are considered an extension of the Public Works Division.

When comparing staffing levels to the overall population of each service area, Edina falls near the middle of the range, with exactly 2.00 FTE's per 1,000 residents. Although the benchmark leaders report over 3 FTE's per 1,000 population, Edina's staffing levels are adequate in comparison to the population size, especially in lieu of the park maintenance staff not being included in the total FTE count.

System	Total FTE	Population	Total FTE per 1,000 Pop.
Edina	96.0	48,000	2.00
Carmel Clay	199.7	86,439	2.31
Eagan	209.0	64,854	3.22
Plymouth	76.0	71,000	1.07
Waukegan	114.0	88,892	1.28
Westerville	125.0	36,665	3.41

*Note: Castle Rock, Kettering, and Maple Grove figures unavailable.

In terms of developed acres per FTE, Edina's staff is not very proportionate to the amount of developed acres maintained by the Department. This level of staffing would usually indicate difficulties in keeping up with routine maintenance and oversight of the acreage inventory; however, this representation is skewed due to the fact that the park maintenance staff falls under the Public Works Division.

System	Total FTE	Developed Acres	Developed Acre per FTE
Edina	96.0	1,086	11.32
Carmel Clay	199.7	177	0.89
Eagan	209.0	490	2.34
Plymouth	76.0	1,431	18.83
Waukegan	114.0	685	6.01
Westerville	125.0	389	3.11

*Note: Castle Rock, Kettering, and Maple Grove figures unavailable.

Figure 12 - Developed Acre per FTE



City of Edina

PARK RECREATION AND TRAILS

Benchmark Analysis

COMMUNITY / RECREATION CENTERS

The table below compares the total square footage of community / recreation centers to each jurisdiction's population. This identifies the current level of service for recreation centers of each system in terms of available square feet of center space per person. The Department ranks second to last among benchmark agencies in center square footage per person. This comparison confirms the well-known deficit of community/recreation center space within the City.

System	Total Square Footage of Community / Recreation Centers	Population	Square Feet per Population
Edina	42,000	48,000	0.88
Carmel Clay	194,409	86,439	2.25
Castle Rock	83,000	53,466	1.55
Eagan	70,000	64,854	1.08
Kettering	156,000	56,163	2.78
Maple Grove	164,493	63,128	2.61
Plymouth	33,000	71,000	0.46
Waukegan	93,850	88,892	1.06
Westerville	96,591	36,665	2.63

RECTANGULAR ATHLETIC FIELDS

This category compares each system's inventory of rectangular fields, which includes football fields, as well as small and regulation fields for soccer, lacrosse, and field hockey. While Edina does have a fair amount of football fields, they are trailing behind in fields intended for soccer, lacrosse, and field hockey.

System	Rectangular Fields		
	Football	Soccer, Lacrosse, Field Hockey (regulation)	Soccer, Lacrosse, Field Hockey (small)
Edina	5	4	12
Carmel Clay	-	-	-
Castle Rock	-	21	2
Eagan	5	15	29
Kettering	1	4	4
Maple Grove	-	11	9
Plymouth	-	16	20
Waukegan	1	-	-
Westerville	22	13	9

Figure 14 - Rectangular Athletic Fields Inventory



SHEETS OF ICE

This section reveals the amount of indoor and outdoor sheets of ice supported by each agency. Naturally, the majority of these assets are found within departments located in Minnesota. Edina is a clear leader in this category, and trails only Eagan in outdoor sheets of ice. While Edina’s sheets of ice inventory is impressive, the Department should carefully assess utilization rates to make sure the level of service is appropriate. Sheets of ice are expensive to set up and maintain, and the stress they cause on the turf below can lead to extensive damage, especially when they rest upon athletic fields that are used in the warmer months.

System	Sheets of Ice	
	Indoor	Outdoor
Edina	3	23
Carmel Clay	-	-
Castle Rock	1	-
Eagan	2	28
Kettering	1	-
Maple Grove	2	12
Plymouth	3	11
Waukegan	-	1
Westerville	-	-

AQUATIC FACILITIES

The table below compares each system in terms of available aquatic facilities, and provides a count of indoor and outdoor pools, as well as whether each agency has a water park and/or sprayground. Regionally, Edina is one of the better providers of aquatic facilities, and is only outshined by benchmark systems located in more southern locations with longer warm seasons. Edina is only one of four benchmark agencies offering a water park, and is one of two Minnesotan agencies offering this type of facility.

System	Aquatic Facilities			
	Indoor Pools	Outdoor Pools	Water Park	Sprayground
Edina	1	1	Yes	No
Carmel Clay	2	5	Yes	Yes
Castle Rock	2	2	No	No
Eagan	0	1	Yes	No
Kettering	1	2	Yes	Yes
Maple Grove	2	1	No	No
Plymouth	0	0	No	No
Waukegan	0	2	No	Yes
Westerville	2	2	No	Yes

Figure 146 - Aquatic Facilities Inventory



City of Edina

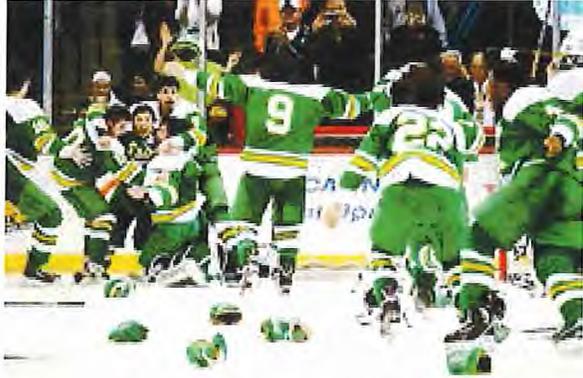
PARK RECREATION AND TRAILS

Benchmark Analysis

PERFORMING / VISUAL ARTS CENTERS

This portion of the benchmark report identifies how many performing/visual arts centers are offered by each department. This comparison is significant due to the development taking place at Grandview, and general perception among residents that there is not enough performing arts spaces currently available in the City of Edina. Based on the table below, Edina is on par among benchmark agencies for performing/visual arts centers.

System	Total Performing / Visual Arts Centers
Edina	1
Carmel Clay	1
Castle Rock	-
Eagan	1
Kettering	2
Maple Grove	-
Plymouth	1
Waukegan	2
Westerville	-



City of Edina

PARK RECREATION AND TRAILS

STRATEGIC PLAN

Focus Group Summary

March 4th, .2015





FOCUS GROUP SUMMARY

As part of the public engagement process for the Master Plan, the consultant team conducted a series of 14 focus groups with key stakeholders of the Department. Focus groups took place in December of 2014, and solicited valuable input from more than 100 individuals. Participants included residents, community leaders, business owners, recreation providers, athletic associations, civic groups, neighborhood associations, environmental organizations, departmental staff, maintenance staff, City Council, the Executive Leadership Team, and the Park Board. Seeking community input is critical to the planning process, in that it is an early indicator of strengths, weaknesses, opportunities, and threats and it identifies how the Department is perceived in and around Edina.

STRENGTHS

- The City of Edina has a nice variety of unique, top-notch facilities that are among the best in the Metro Area, such as the Braemar sports facilities, Centennial Lakes, and Edinborough Indoor Park. In general, parks and facilities are very well maintained and aesthetically pleasing.
- Many focus group participants praised the leadership of the Department, noting the positive impact of personnel changes in recent years. Residents are excited about the leadership team that is in place, and there is an elevated level of confidence that the Department is primed for success.
- The Department has been diligent in seeking public input to inform decision making, as well as listening to staff and trying to be progressive in thinking and planning. In many instances recently, the Department is breaking the mold of traditional thinking by taking strategic risks and being proactive in addressing major issues.
- Youth sports have very high levels of participation, and there are an abundance of organized leagues that develop young beginners into skilled young adults. The ice hockey program in Edina has a long tradition of excellence and is a well-known powerhouse in the Twin Cities Area.
- The high level of community involvement and ownership of parks and facilities is another strength of the City. Edina residents are very proud of their parks system and the community is very engaged in the offerings of the Department.

WEAKNESSES

- Parking at parks and facilities seems to be at a premium, especially at sites hosting organized sports. Due to the lack of designated parking on gamedays, many of these locations require an overload of on-street parking. Not only is this occasionally frustrating to users and neighbors, but it also presents a safety hazard and disrupts traffic flow within the neighborhoods.
- Equity was another popular topic among focus groups. Many residents feel that there are areas of Edina that are not as privileged as others in terms of parks, facilities, and amenities. There also seems to be disparity in which locations receive upgrades and higher levels of routine upkeep.
- Accessibility and connectivity of the parks within the City and with adjacent systems is poor. There are plans to improve these issues through sidewalk and trail additions to connect parks and recreational facilities with neighborhoods, commercial centers, and the public transportation system.



City of Edina

PARK RECREATION AND TRAILS

Focus Group Summary

- The park and recreation system lacks sufficient park signage, which makes wayfinding to park properties difficult. This also impairs efforts to promote connectivity and cross-promotion between parks. This is a major factor contributing to limited visibility of many Department locations and offerings across Edina.
- Focus group participants mentioned the following amenities or services are in short supply or are missing from the Edina park and recreation system:
 - Multi-use trails and connections to outside systems
 - Sports fields
 - Mountain bike trails
 - Recreation/community centers
 - Gymnasium space
 - ADA accessibility and inclusive design for parks/facilities
 - Ample and dedicated parking
 - Community gathering spaces
 - An “actual” Art Center (instead of an adapted house)
 - Pickleball courts
 - Passive/interpretive recreation space
 - Arts in the park
 - Dog parks
 - Multi-purpose/flexible space, both indoors and outdoors
 - Teen center
 - An additional disc golf course
 - Natural playscapes
 - Interactive/educational play features
 - Community gardens
 - Food trucks in the parks
 - Fitness centers and programming
 - Multi-generational programming
 - Additional safety measures for crime prevention (i.e. lights on trails)

OPPORTUNITIES

- Based on the tone of the community, a multi-use trail system is eagerly anticipated and a speedy completion should be a priority of the City. An extensive trail system will act as a catalyst for healthy lifestyles and better connectivity in and around the City. Over time, the system will also encourage alternative modes of transport that will help lessen Edina’s carbon footprint.
- Improve marketing strategy to better inform a broader spectrum of users about departmental offerings. This could include enhancements to the website for better navigation to make information easier to find, and/or development of new, innovative marketing methods, such as social media or a parks and recreation app.
- Improve on existing parks, facilities, and amenities versus building new ones. Edina is perceived to have a solid base of recreational features, but there are many sites and amenities in need of repairs/updates. Many residents would prefer that Department’s existing capital be elevated to a consistent quality standard and repurpose tired facilities in lieu of costly new additions.



- Increase the amount of passive recreational opportunities available to residents. The perception is that the majority of Edina's parks and facilities are dominated by organized youth sports. Residents would like more spaces within the parks that incorporate arts and culture, passive recreation, and community. The Department could be a better facilitator of recreation by bringing people, especially adults, with common interests together and providing more spaces that are open to interpretation of the user, which might encourage wider segment appeal than the heavily programmed, youth-centric focus of parks today.
- The Department should strive to expand its target market to be all-inclusive. There is a large portion of the community that is currently underserved. There is a clear deficiency of recreational opportunities for adults and seniors, and the Department must improve its multi-generational appeal.
- There are ample opportunities to seek additional partnerships and strengthen existing ones. The Department could do a better job of partnering in operations and marketing by bringing in outside organizations/agencies to enhance capabilities of delivering services. The Department would also benefit from revisiting all existing partnerships to ensure that they are both equitable and beneficial.
- There is notable disconnect between the numerous sports organizations currently operating in Edina, and the organized sports community would benefit from an athletic organization commission that regulates all of these groups. The Department could serve as an effective facilitator, acting as a unifying and coordinating force for the various clubs and sports organizations. This Commission could lessen the cost of doing business and simplify administrative tasks for athletics by providing a central database for users, facilitating registrations, conducting/tracking background checks for coaches/refs, managing field/court availability and priority, simplify communication between organizations and users, etc.
- The Department would benefit from a thorough a natural resource inventory, such as identifying where lakes, water bodies, wetlands, tree types, invasive species exist. This would serve as a valuable asset for public access opportunities, maintenance, management planning, conservation/preservation, park design, compliance tracking, and regulatory requirements.
- Opportunities also exist internally in terms of strategic planning for the future. The Department needs to prioritize what needs to be bought, what to fix, and where to put things, as well as identifying goals with outcomes that are measurable, realistic, and attainable.
- From a programming standpoint, the Department must establish an identity that defines level and scope of services offered, identifies core services, and determines its role in the community as a recreation provider.

THREATS

- Out-of-control invasive species, most notoriously buckthorn, are severely limiting acres of useable parkland. Although the removal of the buckthorn is an enormous undertaking, its overbearing presence has spurred a citywide attitude in favor of exhausting the extensive resources required to eliminate the "tangled mess." An effective plan for eradication of invasive species is imperative to ensure Edina's future is full of aesthetic and ecologically healthy recreational settings with maximized potential.
- The highways and freeways that transect Edina impede the ability to develop alternative transportation corridors such as trails and greenways.



City of Edina

PARK RECREATION AND TRAILS

Focus Group Summary

- There is a territorial tendency among some residents in relation to neighborhood parks, in that many remain isolated to their local park and do not take advantage of recreational opportunities elsewhere in the City.
- The changing demographic profile of Edina, particularly due to an aging population, will put new and different demands on the Department in terms of the programs and facilities it provides to the public. Given that many of the Department's offerings are geared towards youth and families, the mix of services and amenities may need to change over time. The full extent of this demographic change and its effect on the Department will need to be monitored.
- There are several similar recreation facility and service providers that are already well established in Edina, such as Community Education and private fitness facilities, that can be considered as possible potential threats or partnership opportunities. Understanding the services provided by these other entities and tracking their impact on the market will be critical for the Department.



City of Edina

PARK RECREATION AND TRAILS

STRATEGIC PLAN

Facility Assessment

March 4th, .2015





FACILITY ASSESSMENT

INTRODUCTION

In December of 2014, the consultant team joined the Edina Parks and Recreation staff on a guided tour of indoor recreational facilities. The purpose of the tour was to familiarize the consultants with the existing inventory and to evaluate the quality and performance of the indoor facilities. The facility assessments looked closely at user participation, staffing, programming, amenities, operations, and overall design of each facility. Through careful observation and interaction with staff, the consultant team identified the strengths, weaknesses, and opportunities present to develop specific recommendations for indoor recreational facilities in Edina.

Evaluations were completed for the following indoor recreation facilities:

Facility	Location	Major Amenities/Services
Braemar Arena	7501 Ikola Way	Indoor ice skating, hockey, special events
Braemar Field	7501 Ikola Way	Year-round athletic field (inflated Nov-Apr)
Braemar Backyard Rink	7501 Ikola Way	Outdoor covered ice skating and hockey
Braemar Golf Course	6364 John Harris Dr.	Golf, tournaments, special events
Braemar Golf Dome	7420 Braemar Blvd	Indoor driving range and special uses
Edina Art Center	4701 W. 64th St.	Art gallery, classes, and special events
Edinburgh Park	7700 York Ave. S.	Indoor playground/play area, theater, pool, track
Senior Center	5280 Grandview Sq.	Recreational and multi-purpose rooms

Although the consultant team was thorough in the evaluation of these facilities, it must be noted that observations were dependent upon activity levels and condition for a single visit. It is understood that this limited sample could have produced results that may not be typical for a particular facility.



FACILITY ASSESSMENTS

BRAEMAR SPORTS COMPLEX

OVERVIEW

The Braemar Sports Complex consists of the Braemar Arena, Backyard Rink, and Braemar Field, which combine to represent the crown jewel of the Department's recreational facilities. The Braemar complex is in the midst of an exciting transformation, as the final touches are underway in the completion of the multi-million dollar expansion that includes the new Backyard Rink and year-round Sports Dome. These new additions are nice compliments to the existing Arena, and will greatly aid in supporting the high demand in Edina for athletic facilities.

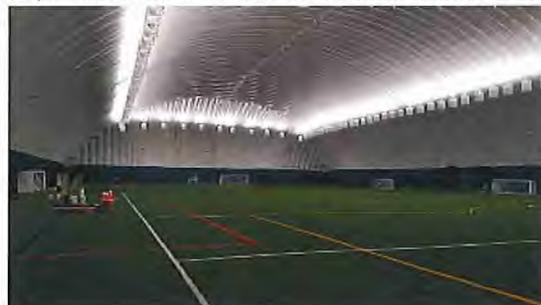
The Braemar Arena has been an integral part of the organized sports scene in Edina for more than 50 years. The Arena houses three indoor ice rinks, top-notch locker rooms and training facilities, a retail equipment store, an ice hockey training center, coach's resource center, concession space, skate rental shop, Zamboni storage and service area, and an indoor walking loop. The Arena serves as a hub for youth hockey in Edina, and has a reputation as one of the best facilities of its kind in the Metro Area. This facility is well utilized, bordering on over-utilized, and supports the local hockey association, the high school hockey team, and the figure skating club. The Arena also offers some instructional programming, open skating, and private rentals.



The recently added Backyard Rink is a state-of-the-art outdoor ice rink that is equipped to host competitive hockey matches and figure skating competitions and exhibitions. Not only does this facility allow for a unique experience by bringing competitive skating to an outdoor setting, but it also helps shoulder the overflow from the Arena by increasing the available ice space by one-third. Although the outdoor rink is still under construction,

its popularity is already creating a buzz in and around Edina, as the early forecasts expect the facility will remain fully booked for the foreseeable future.

Another exciting addition to the Braemar experience can be found a short distance away from the Backyard Rink at the new Braemar Field. This facility represents the new age of athletic fields, with an oversized indoor synthetic turf field that is housed within a 100,000 square foot inflatable dome. The space is extremely versatile, in that the removable dome allows for year-round accessibility to multi-use field space, even during the harsh winter months. This first-in-class facility is the culmination of years of planning and development by the City that began in August of 2011. The recently completed sports dome has garnered a 20-year commitment from four





City of Edina

PARK RECREATION AND TRAILS

Facility Assessment

major sports associations that are expected to bring in nearly \$100K per year, and the facility has already surpassed its budgeted revenue goals before the official grand opening to the public.

STRENGTHS

The high-quality standards and breadth of experiences available at the Braemar Sports Complex are an accurate reflection of the expectations residents have for recreational facilities in Edina. The Braemar



area is a hotspot for recreational activity within the City, as it boasts some of the most popular facilities in Edina. Residents are very proud of these facilities and there is a strong sense of ownership among the community in relation to the Braemar Arena, Backyard Rink, and Braemar Field. This lineup of facilities is not only an asset to the City, but they are also developing a solid reputation as some of the best in the Metro Area.

Selecting Braemar as the host site for development of the new multi-million dollar facilities was largely due to the success of the Arena over the years. The Braemar Arena represents excellence, and the new additions are hoping to capture that essence and build upon it. Hockey is extremely popular in the Metro Area, and Edina has a long standing tradition of being the best, which is evidenced by the multi-generational appeal among residents and the countless championship banners hanging from the rafters. Excellence is also exemplified by the high quality standard that is upheld within the Arena, such as fast ice technology, locker rooms comparable to those found at the collegiate level, and professional grade training facilities.



The long standing popularity of the Braemar Arena has already begun to spill over onto the new outdoor rink and sports dome. It is clear that the high levels of participation will be directly transferable to the new facilities, based on the immediate success of rentals at the new sites.

The local baseball, football, lacrosse, and soccer associations have all committed to a 20-year schedule at the new multi-purpose dome, which will generate about \$100K per year in revenue and approximately 800 hours of field rental time. Both the outdoor rink and sports dome are in high demand from their inception, as each facility was already booked well into the future before their grand openings.

The facilities at the Braemar Complex are also very focused on achieving sustainability. The department has been creative in finding significant streams of revenue and incorporating best practices in energy efficiency in the planning and development of the new additions, which are a direct



extension of the innovation and earning capability that exists at the Arena. The development of effective partnerships has been a catalyst for generating revenue and encouraging self-sustainability. In the renovation to the locker rooms at the Arena (Hornet's Nest), the Department included retail spaces as part of the addition. This retail space attracted two tenants to a 10-year lease agreement, which contribute enough rent to



cover the bond payment for the associated capital improvement. The department also struck deals with the participating sports organizations that bring in significant dollars, on a per player basis, that are applied directly to bond payments. The Braemar Arena is also bringing in substantial profits from its concession operation, generating around \$240K in revenue per year and netting between \$70-\$80K in profit.

WEAKNESSES

Although the facilities found at Braemar are pillars of the Edina Parks and Recreation Department, consultant visits did yield a short list of weaknesses that were evident. Naturally, the shortcomings were most prevalent in the older Arena, as the newly developed facilities are still in their infancy and have yet to demonstrate any outstanding weaknesses.

The Arena has been through many expansions and renovations during its life, but a facility that is more than 50 years old is bound to have issues in need of improvement. The most significant concern that exists at the facility relates to the safety of the spectators. The seating areas of the ice rink are lacking handrails along the aisle ways, which poses a liability for the Department if the absence of these railings results in someone being injured. There are also some maintenance issues and outdated, or neglected, components to the building that are creating some eye sores.



This is evidenced by the deteriorating condition of the ceiling in the East Rink, which is in need of attention. There is some abandoned, and underutilized, space at the site of the old front desk. This area should be repurposed, or at least cleaned up, so it matches the feel of the rest of the facility. In a facility as active as the Arena, this dead space should be better utilized due to the substantial opportunity cost associated with it. There is also a large amount of unsightly territory underneath the bleachers in the auxiliary rinks that could be cleaned up and hidden from view.

Another weakness of the facilities at Braemar (and system-wide) is the clear lack of recreational opportunities and programming for adult users. It is very apparent that these athletic facilities are geared toward the youth population, and adults are merely present in support of their children. Staff mentioned that there are open recreation opportunities and rental times for adults, but there was no real evidence that there is any adult user presence at any of the Braemar facilities. Although the department is slightly lagging in satisfying the demand for fields, courts, and ice for youth athletics, it must not exclude large user segments from participating, especially since this segment is comprised of taxpayers that support the Department.



In addition to the equity issues among user groups, there is also disparity in the quality of the three indoor ice rinks at the Braemar Arena. The addition of the Hornet's Nest to the main rink has highlighted the inequities of the other two. Although the recent renovation was a major facelift for the facility, it has left the auxiliary rinks with features and amenities that are of significantly lesser quality in comparison. Those



that are not privileged to the pristine conditions of the main rink, often feel slighted by the accommodations offered, which can result in reduced satisfaction of users. It should be a priority of the Department to ensure that future capital improvements aim to enhance the areas that are lagging behind in quality.

OPPORTUNITIES

A comprehensive view of the Braemar Complex reveals a substantial opportunity to combine the variety of experiences available into one package. Creation of a dedicated Site Master Plan as a guideline for Braemar will be essential in order to rebrand the existing facilities as a single entity. If the Department decides to create a new brand, development of a thorough strategy that builds upon core competencies of each facility and identifies clear objectives with measurable outcomes will be key to the overall success. A strategically coordinated effort among the various facilities at Braemar would also encourage better cross-promotion and collaboration between sites, as well as the seamless sharing of staff and resources.



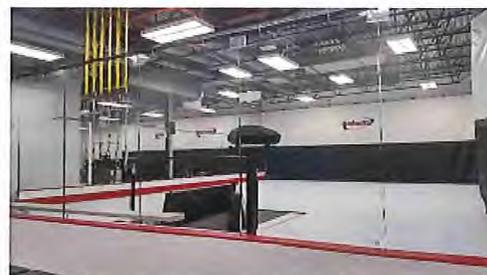
Opportunities also exist within the Braemar Arena to better utilize the existing space. One of these prospects is the conversion of the old front desk that has been deteriorating for decades. The location of the old desk is situated in an area of regular traffic flow, and its neglected state takes away from the aesthetics of the facility. Similarly, there are vast sections of wasted space underneath the bleachers in the secondary rinks of the Arena. These voids could be enclosed to provide valuable storage space for equipment or maintenance needs. There is also an undeveloped area off the west arena that overlooks the new outdoor rink that would be an ideal setting for an outdoor seating area that helps tie the two facilities together. Another underperforming feature of the



Arena is the Coach's Resource Center. Although it is in clear sight, the resource center remains dormant throughout the year, and finding a way to make this space useful should be addressed in the near future.

The lack of adult programming and adult users is a system-wide issue that is exemplified within the indoor recreational facilities operated by the Department. Although the addition of the new facilities at Braemar promises to relieve some of the strain that existed in providing sufficient field and ice time for youth athletics, it appears that the gain for adult users is minimal. Finding ways to inject some multi-generational usage into the new facilities may be challenging, but it is the duty of the department to provide recreational opportunities for all user segments.

Based on past success, the Department should also try to incorporate new ideas for Braemar that are outside the box. The two retail spaces at Braemar Arena and the proposed restaurant that will be part of the golf course clubhouse remodel are prime examples of how the





City of Edina

PARK RECREATION AND TRAILS

Facility Assessment

Department has been creative in finding alternate sources of revenue to help fund capital improvements and support operations. With the overwhelming popularity of the new facilities at Braemar, there should be strong potential to try new and innovative ways to capture additional revenues from the substantial traffic flow that is expected.

KEY RECOMMENDATIONS

- Explore the possibility of a Braemar brand for the variety of experiences available in the area. This would include thorough analysis of the potential benefit and feasibility of sharing resources and cross-promotion between the various sites.
- Improve equity among user groups by adding more program opportunities for adults at the Braemar facilities, along with an effective marketing plan that targets this underserved segment.
- Continue to seek innovative, non-traditional forms of revenue generation that capitalize on the strong participation levels at the Braemar athletic facilities.
- Make necessary updates and repurposing of underperforming/failing areas of the Arena to ensure it is up to the high level of quality expected from the Braemar facilities.



BRAEMAR GOLF FACILITIES

In addition to the sports fields and ice rinks offered at Braemar, there are also indoor facilities related to golf that are located in the area. These include that clubhouse for the 27-hole golf course and the golf dome practice facility. Similar to the other Braemar experiences, the golf facilities are well used by residents and they are unique components of the existing inventory.



The clubhouse and the golf dome complement the golf course and provide sanctuary for golf enthusiasts during the winter off-season. The clubhouse sees the majority of its activity during the summer months, but it does offer rental opportunities for private parties or meetings that can be used year-round. The golf dome has an opposite effect, as its pace accelerates during the winter months when golfing outdoors is not a viable option.

Currently, the clubhouse and golf dome are in opposite stages of transition. The clubhouse is in the initial stages of a transformation that will completely change the existing layout. At the time of the consultants' visit, the demolition phase was only a few days away. This will initiate a long overdue facelift for the facility, which will include a variety of updates and remodeling, as well as the introduction of a dedicated kitchen that will enact a new partnership with a popular local restaurant. In contrast, the golf dome is on the tail end of a recent revamp that took place following an unfortunate fire that set the facility ablaze a few years ago. Its recent rebuild revitalized the golf dome, resulting in improved earning power and elevated participation levels.

STRENGTHS

The strengths of the clubhouse and the golf dome vary significantly due to the purpose each facility serves. The clubhouse is more of a support function to the golf course, while the golf dome is more of a stand-alone enterprise. As mentioned previously, these facilities are also at very different stages in their useful lives, with the golf dome regaining its bearings following its rebirth, while the clubhouse is just beginning its significant transformation.

As a support function of the golf course, the clubhouse's success is heavily reliant on the amount of golfer turnout. Based on insight from staff at the site, the golf course is extremely popular during the peak season and is receiving favorable levels of play. Strong utilization of the course is a driver to the success of the clubhouse, in that it encourages concession and retail sales in the proshop and increases the exposure of the facility for potential rentals. The existing user base at the clubhouse is expected to increase in the near future due to the closing of Fred Richards, the addition of the Tin Fish restaurant, and the proposed redesign of the 9-hole course.

The setting of the clubhouse is another perceived strength. The facility and its setting reflect the natural beauty of the surrounding golf course, exhibited by the picturesque views from the second level balcony. The floor plan of the clubhouse is well suited to serve its purpose, with a dedicated proshop on the lower level to carry out the golf operations and a large open space upstairs that is conducive to hosting various functions or to simply relax and grab a bite to eat





before or after a round of golf. Another interesting feature of the property is its accessibility, as users can enter the building through the upper and lower levels. The improvements that will be completed in the near future are expected to further enhance the solid framework that exists, which should lead to better customer satisfaction, increased revenues, and stronger appeal for rentals.

At face value, the most obvious strength of the golf dome is the fact that it is a brand new facility in excellent condition. Although the fire to the old dome was very unfortunate, the phoenix effect that resulted gave way to a pristine facility that the community is very proud to have. The site is very popular during the winter season, and allows Edina golfers the luxury of having year round access to a high-quality practice facility.



Another strength of the new golf dome is the new technologies that are available. The past tragedy that wiped out the old golf dome was a learning experience that resulted in the installation of the latest technologies for fire prevention as part of the reconstruction. The facility also recently introduced new tee dividers that are very popular among users because of their ability to measure ball speed and trajectory to produce a digital readout of how far the ball would travel.

WEAKNESSES

The success of the golf course clubhouse and the golf dome are heavily influenced by the seasonality of these two facilities. The clubhouse experiences subpar usage levels during the winter months when the golf course is dormant, while the golf dome has a reciprocal effect as its attendance drops significantly during the warmer months when the course is highly accessible.

A direct result of the heavy usage of the golf course is the negative effect overcrowding can have on overall customer satisfaction. Many residents are disappointed with the golf course's preferential disposition towards league play, and the resulting exclusion of paying customers. The leagues have become notorious for blocking out tee times, which has significantly diminished the amount of open play available to the average resident.



Furthermore, the course has noticed that the leagues have recently been more inclined to overestimate the amount of tee times needed, and they are not paying for the unused times, which frustrates golfers that are turned away and punishes the course in the form of lost revenue. This phenomenon must be carefully observed due to the fact that there is likely to be an increased demand for open play as a result of the closing of Fred Richards.

One weakness identified for the golf dome was actually a perceived strength in the facility before the fire. In the past, the golf dome was not only a practice facility for golf, but it also supported practice time from a variety of sports teams, such as lacrosse and soccer. The rentals among these groups has really fallen off in the new facility, and with the opening of Braemar Field, the Department anticipates even less interest in rentals at the golf dome.



OPPORTUNITIES

The golf course and the golf dome would greatly benefit from the creation of a Braemar Master Plan and a consolidated branding strategy for the Braemar experiences. Adding the golf facilities to this



effort would help add value to the Braemar brand and diversify the experiences available in the area. Not only would the golf facilities add to the new brand, but the combined effort of the Braemar facilities would also help gain exposure for the golf course and dome that might lead to increased usage and rentals. Effective cross-promotion and collaboration between the Braemar facilities will be the key to success in creating a new brand, and the combined effort should produce a noticeable improvement in all facilities involved. A prime example of the potential that can be realized in collaboration of facilities is in the increased retail revenue that has resulted from the sharing of inventory between the clubhouse and the golf dome.

A tremendous opportunity is on the horizon for the golf course clubhouse, based on the renovation to the facility and the addition of the Tin Fish restaurant. The much needed facelift to the facility was long overdue, and the fresh look to the facility should make it more attractive to users and encourage increased off-season activity at the clubhouse. The addition of the restaurant demonstrates great forward thinking by the Department in finding new ways to enhance the earning capabilities of the facility. Capitalizing on the popularity of their new partner should generate new traffic to the facility, as well as improving the overall satisfaction of the existing users.

The rebirth of the golf dome has been well received, but there are a variety of opportunities for improvement that still exist. Based on the popularity of the new tee divider technology, the Department should not only invest in adding more units to the facility, but also explore differential pricing for the use of the technology to help offset the cost of purchasing more dividers. There is also large potential to generate funding in the form of sponsorships and advertising, especially with the capabilities of the new tee dividers to display ads. The Department should increase the amount of programming offered through the golf dome, especially among youth and beginners. Additional programming in the dome could compliment lessons and camps that are prevalent at the golf course, and/or create hybrid programs that utilize both facilities to increase exposure of the facility. The dome could also serve as a great catch-all for the overflow from sports teams and private rentals at the Braemar Field, and communication between the two facilities could prevent turning away some of these groups due to the limited amount of available field time at the new sports dome.



KEY RECOMMENDATIONS

- Explore the possibility of incorporating golf facilities into a comprehensive Braemar brand. This would include thorough analysis of the potential benefit and feasibility of sharing resources and cross-promotion between the various sites.



City of Edina

PARK RECREATION AND TRAILS

Facility Assessment

- Actively advertise and promote the golf course clubhouse during and following the remodel in coordination with the Department's overall marketing strategy to raise awareness of the improvement, drive new use of the facility, and communicate the return on investment.
- Increase instructional programming at the golf facilities, especially for youth and beginners, as well as introducing programming that utilizes both the golf course and the golf dome to increase exposure of these facilities.
- Coordinate with reservations at Braemar Field to increase rentals at golf dome by capturing the overflow from the popularity of the new sports dome.
- Seek sponsorship/advertising dollars and develop additional revenue sources, such as differential pricing for tee divider technology, to help support operational costs.



City of Edina

PARK RECREATION AND TRAILS

Facility Assessment

EDINA ART CENTER

The Edina Art Center is a very unique facility that highlights the variety of experiences the Parks and Recreation Department has to offer. The building that houses the Art Center is an old house from the 1930's that was purchased by the City nearly 40 years ago and was retrofitted to provide a facility for residents to explore their artistic creativity.



The features of the Art Center include an exhibit gallery that rotates works from local artists, classroom and studio space, a gift shop, a small catering kitchen, and an array of artistic equipment and supplies. The Edina Art Center also provides an extensive lineup of art programs that utilize a variety of mediums, including pottery, clay sculpture, drawing, painting, videography, photography, and more. The facility offers instruction and exploratory classes, camps, and private studio rentals for all ages and skill levels.

STRENGTHS

The setting of the Edina Art Center is a perceived strength. The facility is fortunate to be in a very serene location that has beautiful views of nature, which sets an overlying tone on the property of artistic expression that translates into the building. Although the building is aging and very outdated, its natural setting helps preserve the beauty of the facility. The Art Center is beloved by residents as a creative outlet for artists, which is reflected in the strong program participation and the vast amount of community support received by the center.



Another strength of the Art Center rests in its ability to attract local artists and engage in partnerships. The Art Center is one of the few facilities in the Metro Area that offers private studio space for local artists, and the rates for usage of the space are extremely reasonable. The Edina Art Center has also been effective in enacting partnerships with outside organizations, which is exhibited in its successful web design venture it is currently engaged in with the University of Minnesota. The

art exhibitions that are on display in the gallery have a pool of over 270 local artists that have contributed their works.

WEAKNESSES

While the facility rests in a beautiful setting, the age and deterioration of the building overtime is its most prominent weakness. The building that houses the Art Center is busting at the seams and the amount of available space isn't nearly sufficient enough to handle the amount of activity the facility receives. The current design has no space dedicated to the performing arts, which is normally a basic component for a traditional Art Center, especially since there is very limited performance space available elsewhere in the City. Storage within the facility is also very limited, and this shortage is hindering the ability of the center to function properly. The limited space is also an issue on the exterior, as the amount of parking at the facility has become a major issue.



The building has endured a variety of structural issues that are a direct result of the age of the facility. Most recently, the site has experienced significant drainage issues that have affected the



accessibility and safety of the facility. The lone ADA accessible entrance to the lower level of the building has turned into a safety hazard due to excessive moisture that is accumulating due to poor drainage. The outdoor kiln area has also been compromised by poor drainage, and the erosion caused by rainwater is threatening to ruin some costly equipment.

OPPORTUNITIES

The general consensus among users is that the Art Center needs to be relocated or rebuilt to provide an adequate facility. The current facility needs major repairs and improvements, and the design of the facility is not meeting the needs as an art center. It would be a challenge to develop new location or repurpose the existing facility, but based on the amount of activity at the current center and the community support for the arts, these efforts would be well received. An appropriate facility could also provide some much needed performing arts space in Edina that would add tremendous value to the Arts Center.

In its current state, there is some opportunity to take advantage of the Center's ideal setting. The natural surroundings of the facility would be perfect to incorporate a nature center, trails, and wildlife viewing opportunities. These features would complement the activities of the art center, and could provide a source of inspiration for artists using the facility.



Based on the activity levels of the Art Center, there is also an opportunity to realize additional revenues for the center. The demand for use at the center is very high, and the current pricing for private studio time is well below the market value. In addition, the current 35% commission for art sold through the Center is also low, as the going commission rates elsewhere in the market area is normally closer to 50%.

KEY RECOMMENDATIONS

- Conduct a feasibility study to determine the cost-benefit of renovating versus relocating the existing facility, and develop a strategic plan for satisfying the need for an adequate Art Center.
- Address structural and design issues of the facility to improve accessibility, protect valuable equipment, and ensure safety of users.
- Explore the potential for nature-based programming and amenities that add value to the Center and utilize the natural resources and beauty that is present on the property.
- Assess the market rate for commission on art sales and studio rentals in the Metro Area and determine whether the current rates at the Center need to be adjusted.



City of Edina

PARK RECREATION AND TRAILS

Facility Assessment

EDINBOROUGH PARK

The Edinborough Park indoor recreation facility is a prime example of the unique experiences the Edina Parks and Recreation Department has to offer. This entire one-acre park is indoors, and features the tallest indoor play structure in Minnesota, an amphitheater, a 25-yard lap pool, a walking/running loop, fitness area, multi-purpose play area, private rental space, and concessions. Edinborough is separated into two recreational spaces: one side is comprised of the indoor park and great hall, and the other side is dedicated to amenities for fitness and exercise.



This facility is extremely popular within the community, especially when the temperature drops or there is precipitation outside. On a busy day the park is known to experience over 2,500 admissions, which can include up to 24 private birthday parties in a single day. Admission can be purchased for the



indoor playground (parents accompanying children are free), the fitness area and pool, or the entire facility, as well as a discounted 10-visit pass.

Edinborough Park also offers a variety of youth programming throughout the year, as well as live entertainment for the entire family. Youth programming at the facility aim to combine learning and play, with many programs related to the arts and most have a minimal additional fee for a wristband for the child to stay and play. The 250-seat auditorium hosts a variety of live performances that are free to the public and provide a prime venue to display the performing arts groups of the area.

Another interesting dynamic of this facility is the partnership agreements with the other tenants of the building and outside organizations. The park is essentially an enclosed courtyard that connects several taller buildings, which include a corporate center, a senior living community, and a hotel. These adjacent tenants utilize the features of Edinborough to supplement lacking amenities that provide fitness and other recreational opportunities for hotel guests, office workers, and residents living onsite. The facility also partners up with the Edina Art Center for programming and allows the Edina Swim Club to use the pool.

STRENGTHS

Edinborough Park is an exceptionally unique facility that reflects beautiful design that promotes activity, excitement, and fun. The layout is accentuated by fantastic sightlines with far reaching views and the massive tree-like play structure that stretches from floor to ceiling. This facility exudes excitement, and even grown adults are likely to be enticed to enjoy all the fun the site has to offer.

Another perceived strength of the facility is its interaction with the other tenants on the property. Edinborough Park adds superb value to the neighboring businesses, offices, and residences. The indoor park is a strong economic asset for the partners it shares space with, and the additional usage these relationships bring





to the facility allow the park to maintain strong utilization levels and, to some extent, guarantees participation at the facility even during off-peak times for public use.



The multi-generational appeal that exists at Edinborough Park is undoubtedly a strength of the facility. Many of the recreational facilities in Edina are dominated by an individual age segment, but the variety of experiences available at Edinborough encourage users of all ages to recreate in harmony. Part of this all-inclusive appeal is tied to the functional layout of the facility, which allows for just enough separation between the kid-centric play features and the

adult-oriented fitness amenities, with sufficient common ground to provide a homogeneous overtone for the park.

WEAKNESSES

Although this facility has a wide variety of amenities for users, some of these features are showing signs of age. The pool and fitness area, in particular, is in need of some extensive updating and redesign. The upgrades needed for this portion of the facility would allow it to be more like a conventional fitness center. Improvements that are most needed include: addition of ADA accessibility, upgrading the locker room facilities, adding air conditioning to the indoor walking/jogging loop, a designated space for fitness equipment, and resurfacing of the track.

Another notable weakness is the conflict in usage agreements for the indoor pool. Currently, the Edina Swim Club occupies the pool Monday through Friday from 3pm-8pm. The facility is also supposed to be available to guests staying at the Marriott attached to the facility, per the facilities joint-use agreement with the hotel. This has presented a major issue, in that it devalues the experience of the hotel's guests, and subsequently limits the value of the agreement between the hotel and Edinborough Park. Unfortunately, the Edina Swim Club's pool time falls into the prime time for open swim among hotel guests.



OPPORTUNITIES

Based on the variety of recreational spaces and experiences available at Edinborough Park, there is a prime opportunity to use the facility as a solid base for a recreation center. It has been well documented that residents of Edina perceive an indoor recreation center as the most needed type of facility in the area. It would require some renovation and expansion of the existing facility, but there is solid framework at the site for the development of a recreation center. If the Department decided to move forward with this concept, there is optimal outdoor space adjacent to the pool that would be ideal for expansion.





There is also a considerable opportunity to rework the existing layout to incorporate a dedicated fitness center within the facility. The fitness equipment that is currently available is well used, but it is poorly placed around the track. Not only is the placement of the fitness equipment limiting its usage, it also hinders the usage of the track and some equipment is presenting a safety hazard because it infringes on the inner path of the walking/jogging loop. In addition to removing the misplaced exercise equipment from the indoor track, the loop would also be better utilized by installing a new surface that is appropriate for walking/jogging. The addition of air conditioning is another much needed improvement to the fitness area, as the extreme temperatures within this area are a huge deterrent for users.



The renewal of the joint use agreement between Edinborough Park and its neighbors should be another point of emphasis for the facility in the near future. The agreement is scheduled for review in 2017, and the success of the facility will hinge on whether or not the adjacent tenants are willing to re-sign. The corporate center, residences, and hotel are key players in the high levels of activity at Edinborough Park, and ensuring these relationships remain intact and healthy should be a high priority with the upcoming renewal date. The extent of improvements and updates that take place at the facility over the next several years will be a key driver in the renewal of the existing agreement, and the Department should be taking the necessary steps to be well-positioned for resigning.

KEY RECOMMENDATIONS

- Conduct feasibility study for future renovation and expansion to convert existing facility into a recreation center.
- Develop a business plan for the park to understand the current cost of facility ownership and operation, and identify a long-term partnership strategy with neighboring tenants (i.e., hotel, residences, office tower) and user groups (i.e., swim team) in order to prioritize facility improvements and operations. Improvements to be considered include:
 - Redesigning the existing fitness area/track to remove impediments from running lanes and creating a more functional space for exercise.
 - Identifying a designated space for workout equipment other than around the indoor track due to the limited space available.
 - Adding air conditioning and resurfacing the loop to make the track more user friendly and increase participation.



City of Edina

PARK RECREATION AND TRAILS

Facility Assessment

SENIOR CENTER

The Edina Senior Center was built nearly 15 years ago and hosts a variety of activities and programs primarily for seniors, but also other community groups. The building is a shared site, with the Senior Center occupying the first floor and the Edina Library upstairs. The Senior Center functions as a partnership, with the City and County sharing costs for operating the facility.



The Senior Center offers memberships for a small annual fee, which includes a monthly newsletter and priority registration for activities at the Center. Programming offered include sports, games, movies, fine arts, trips and tours, fitness, health and wellness, social gatherings, and life skills education, as well as private rentals. The Center also organizes multiple performance groups and a variety of special interest groups and clubs. The average user of the facility is between the ages of 70-85.

STRENGTHS

Overall, the facility is in excellent condition and appears to be well-maintained. This site has a nice mix of meeting rooms and multi-purpose spaces, with ample space for hosting a variety of programs and activities simultaneously. The layout is also very conducive to the activities that take place at the facility, and the added bonus of a commercial kitchen and easily accessible patio area make an ideal setting for private rentals.



The Senior Center is also fortunate to have strong partnerships that help support the site. The fact that the City and County split costs at the Center is a major boost, and it is a testament to the perceived benefit the site provides for residents. The Senior Center also has a strong relationship with the library it shares the building with, and the missions of these organizations are well-aligned.

The commitment of outside organizations to the Center are also very important to the success of the facility, specifically the Edina Art Center and Community Education.

WEAKNESSES

The most noticeable weakness of the Edina Senior Center is its underutilization, as the facility typically remains far below capacity during the majority of its operating hours. This is primarily due to the inability to capture the 55-70 age segment, which play an integral part in the participation levels at the Center. Based on interactions with staff, weak marketing efforts in the past have also been a contributing factor to the modest attendance at the site.

Although the Senior Center is in excellent condition and provides ample spaces for senior programming, there are a few factors present that limit its potential. Perhaps the top deterrent for use of the facility is the severe shortage of parking. The amount of parking stalls available onsite are well below what is needed to support strong usage of the Senior Center and library. Furthermore, the only overflow parking for the facility is at an office building across the street, but this is only available for use in the evenings after the offices are closed. The rentals of the facility have been gaining



momentum recently, but the lack of a liquor license, cracking floor of the main rental space, and the dated audio visual equipment for formal meetings are preventing some would-be rentals.

OPPORTUNITIES

Finding a way for the Senior Center to tap into the 55-70 year old age segment, and other younger age segments, is a prime opportunity for the site. Today's seniors are healthier and younger than ever before, and the marketing to these groups needs to reflect this change. Residents just entering the senior age segment typically don't want to be classified as a "senior." The rebranding of the facility and a modified marketing approach to remove the negative connotation associated with the title of "senior" could significantly improve the Center's ability to attract the younger target audience.

Another opportunity exists in addressing the severe shortage of parking available onsite. This shortage is well known among users of the Center and many individuals have stopped participating in activities because they know what a challenge it is to find parking. Although space in the area is limited to develop additional parking, the success at the Senior Center will forever be hamstrung by this lack of sufficient parking.



There are also opportunities to make the facility more inviting for private rentals. As long as the facility doesn't hold a liquor license, this will be a deal breaker for some private rentals. The Department should be tracking these instances in order to accurately measure the cost-benefit of holding said license. Addressing the poor condition of the floor in the fireside room and an upgrade to the technology available for meetings could also prove very beneficial in enhancing the attractiveness of the facility for potential rentals.

KEY RECOMMENDATIONS

- Consider rebranding the facility and/or programming as a "community center" or "activity center" to attract other age segments by removing the negative connotation of "senior" label among 55-75 age segment.
- Develop potential solutions that addressing parking shortage available at the facility. Due to the limitations of the property and its immediate surroundings, this may require exploring the development of a formal agreement with adjacent property owners, offering public transportation incentives, or the addition of remote parking locations accompanied by a shuttle service.
- Address items limiting private rentals of facility, such as fixing the floor in the fireside room, updating technology, and assessing potential benefit of acquiring a liquor license.



Timeline to Project Completion

Version Date: Tue 03 Mar 2015

Developed By: Jeff Bransford

Date/Time	Activity	Product
Wed 04 Mar	Draft technical reports for Park Board meeting due from consulting team to Kattreh.	Presentation and technical reports
Tue 10 Mar	Presentation of Technical Findings to Park Board	Presentation
Tue 10 Mar	Draft of Council Work Session presentation due from consulting team to Kattreh	Presentation draft only (no written deliverable)
Tue 17 Mar, 5:00pm (tent.)	City Council Work Session	Presentation only (no written deliverable required)
Mon 23 Mar	Initial first draft due from consulting team to Kattreh	Complete first draft for staff review
Fri 27 Mar, 7:30am	Strategic Planning Committee Meeting	Presentation only (no written deliverable required)
Wed 01 Apr	Comments on draft due from Kattreh to consulting team	Consolidated review comments
Tue 07 Apr	Draft due from consulting team to Kattreh	Complete draft for Board consideration
Tue 14 Apr, 7:00pm	Presentation of Draft to Park and Recreation Board	Presentation to accompany First Review Draft (provided in packet)
Mon 27 Apr	Draft due from consulting team to Kattreh (if revisions were necessary)	Complete draft for Council consideration
Tue 05 May, 5:00pm (tent.)	City Council Work Session	Presentation to accompany First Review Draft (provided in packet)
Wed 06 May	Draft due from consulting team to Kattreh (if revisions were necessary)	Complete final draft for Board consideration



*Edina Parks and Recreation Department
Park, Recreation and Trails System Master Plan*

Tue 12 May, 7:00pm	Final Presentation to Park and Recreation Board	Presentation
Wed 03 Jun	Final plan due from consulting team to Kattreh (if revisions were necessary)	Complete final version
Tue 16 Jun, 7:00pm	Final Presentation to City Council	Presentation