



Appendices

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Appendix A

Park System Maps

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Map 5 – Population Density by Block Group

**Map 6 – Existing Trails and Long-Term Trail
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**Map 7 – Shared Use Trails: 2010-2030 Priority
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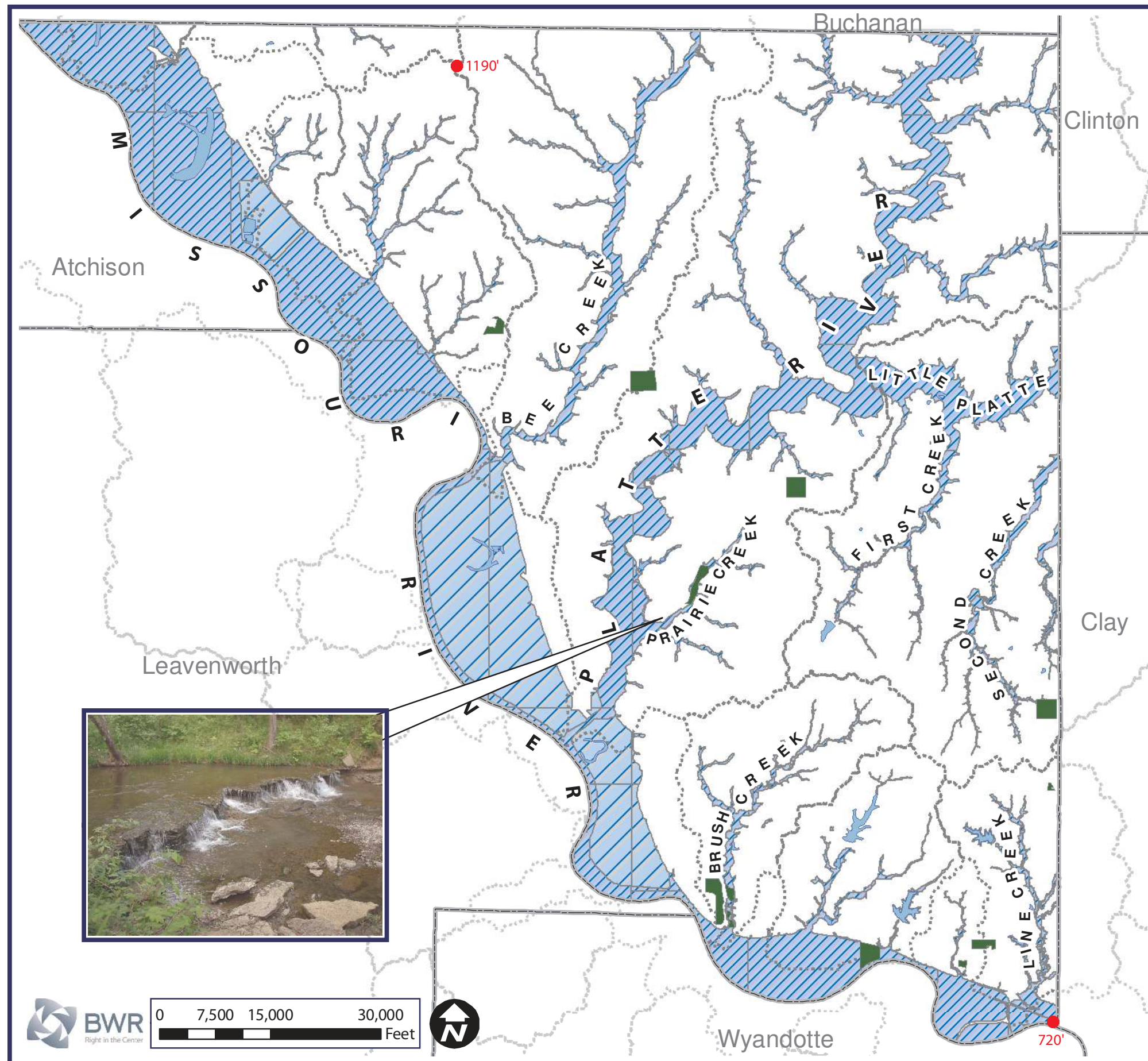
**Map 8 – Water Trails: Existing Missouri River
Access Points**

**Map 9 – Water Trails: Existing Platte River
Access Points**

Map 10 – Proposed New Water Trail Access Areas

Platte County Parks & Recreation

Park System Master Plan

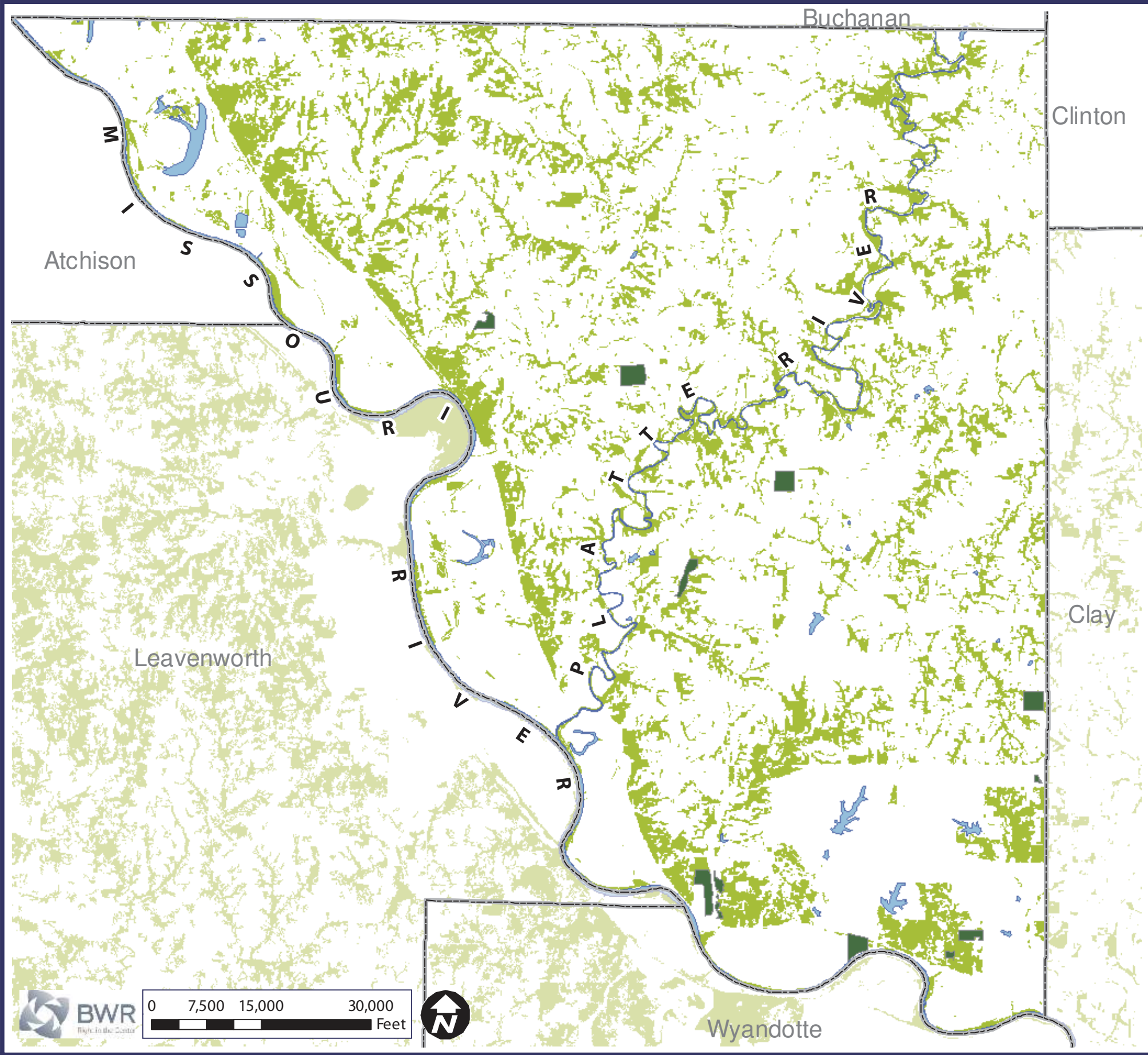


Legend

- High/Low point in County
- County Boundaries
- Lakes, Rivers, and Streams
- Owner**
 - County Parks
 - Major Watersheds
- Flood Plain
 - 1% Annual Chance
 - 0.2% Annual Chance

MAP
1




Natural Resources: Watersheds



Platte County Parks & Recreation

Park System Master Plan

Legend

-  County Boundaries
- Owner**
-  County Parks
-  Tree-Covered Areas






MAP
2

Natural Resources: Vegetation

Platte County Parks & Recreation

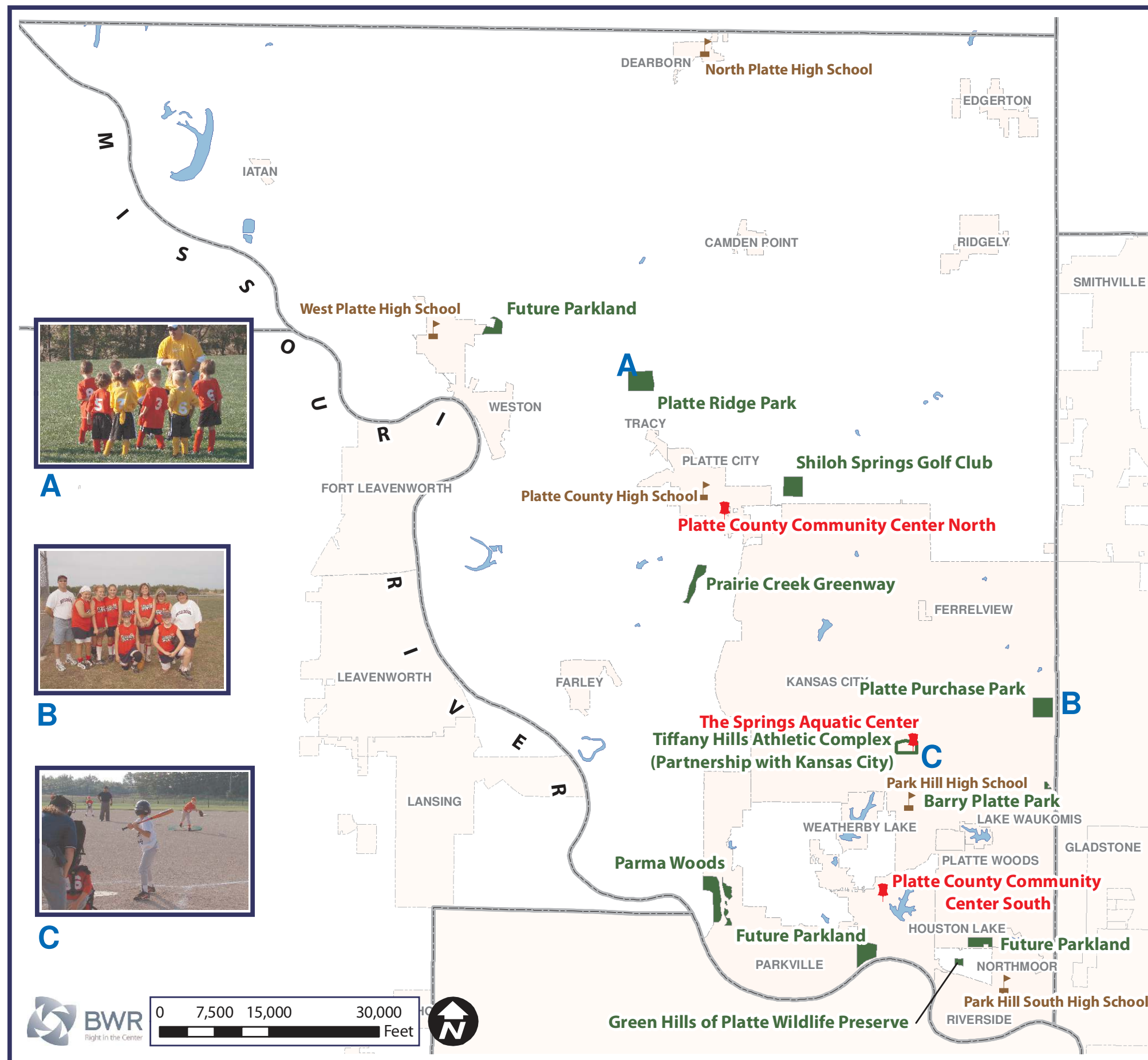
Park System Master Plan

Legend

-  County Boundaries
-  Schools
-  Lakes
-  Community/Aquatics Centers
-  County Parks

MAP
3

County Parkland



BWR
Right in the Center

0 7,500 15,000 30,000 Feet



Platte County Parks & Recreation

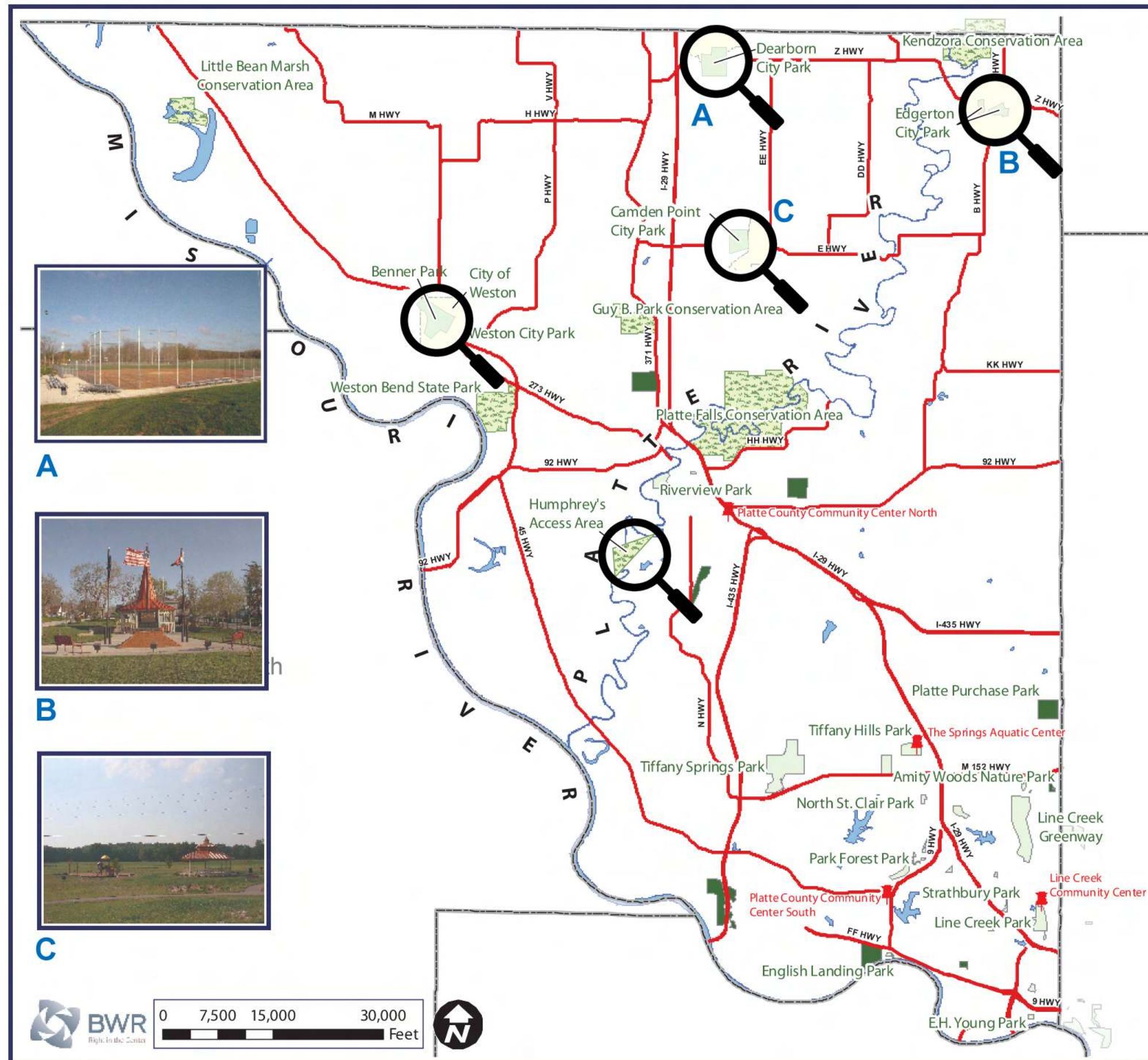
Park System Master Plan

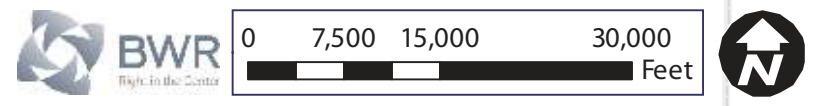
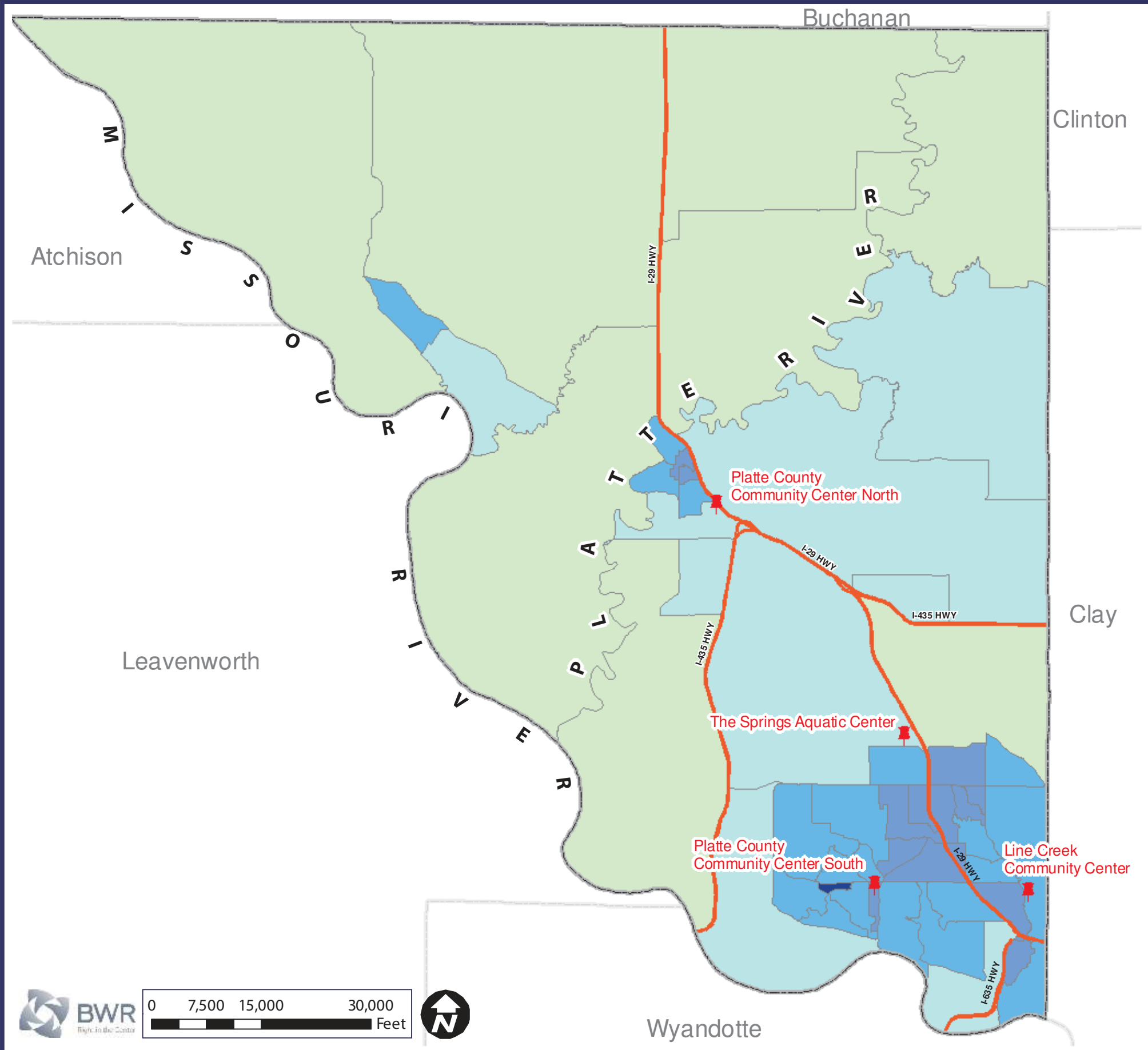
Legend

- Roads selection
- County Boundaries
- Lakes
- 📌 Community Center
- Parks**
- Platte County
- MO Dept. of Conservation
- Other Providers

MAP
4

Parks by All Providers





Platte County Parks & Recreation

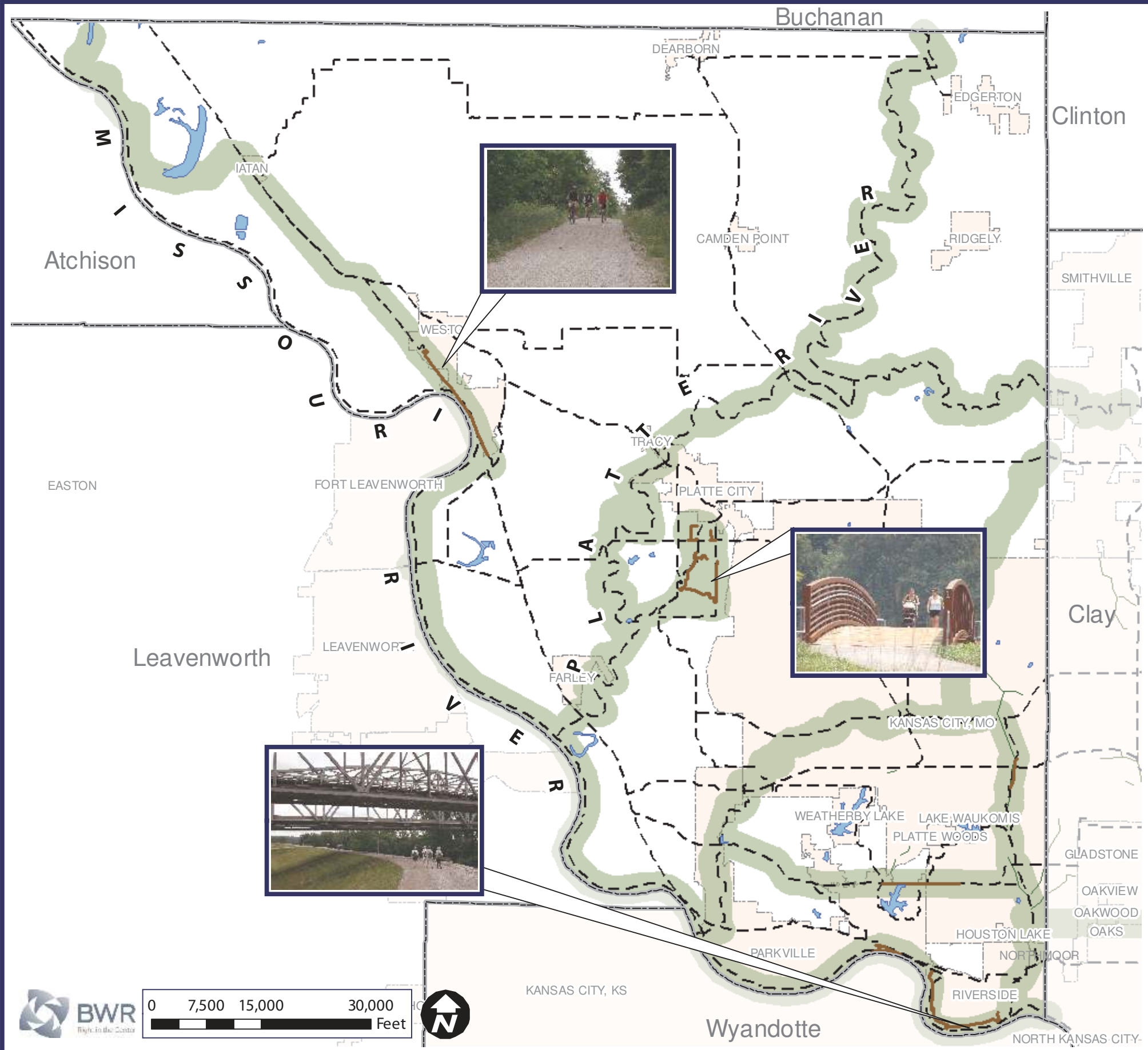
Park System Master Plan

Legend

- County Boundaries
- Community Recreation Facilities
- Block Group Pop. / sq. mile (2000)
 - 1 - 50
 - 50.1 - 500
 - 500.1 - 2000
 - 2000.1 - 5000
 - 5000.1 - 5215

MAP
5

Population Density by Block Group



Platte County Parks & Recreation

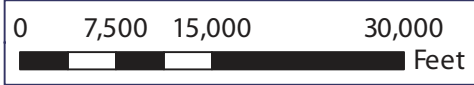
Park System Master Plan

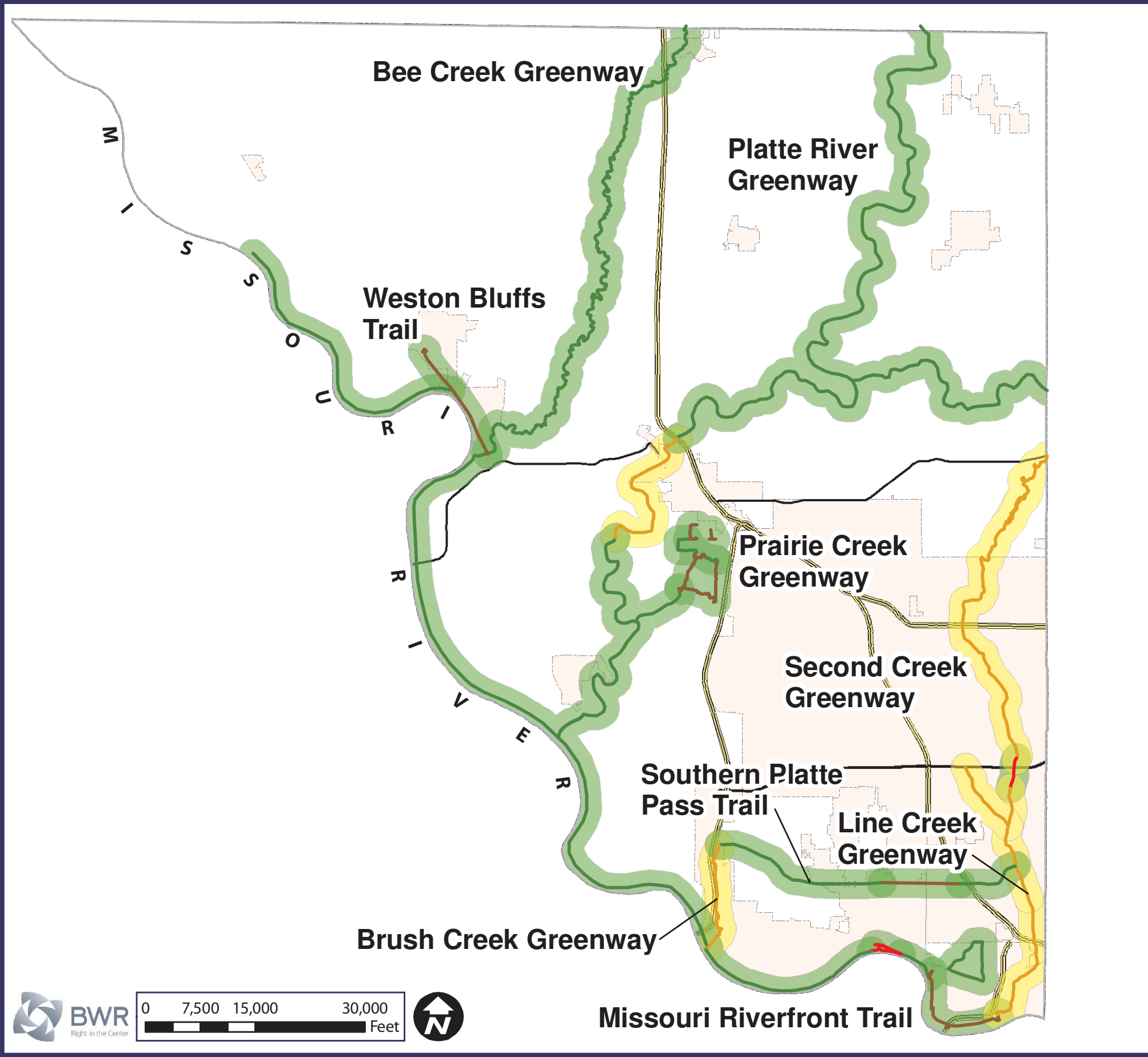
Legend

- County Boundaries
- Lakes
- Completed County Trails
- Northland Trails Vision Plan
- Trails Proposed in KCMO 2008
- MetroGreen Corridors
- Cities

MAP 6

Existing Trails & Long Term Trail Plans (prior to 2009, Northland Trails Vision Plan and MetroGreen Routes)





Platte County Parks & Recreation

Park System Master Plan

Legend

- Proposed County-Led Trails
- Completed County-Led Trails
- Proposed City-Led Trails
- Completed City-Led Trails
- County Boundaries
- Cities



Shared Use Trails: 2010-2030
Priority County/City Routes

Platte County Parks & Recreation

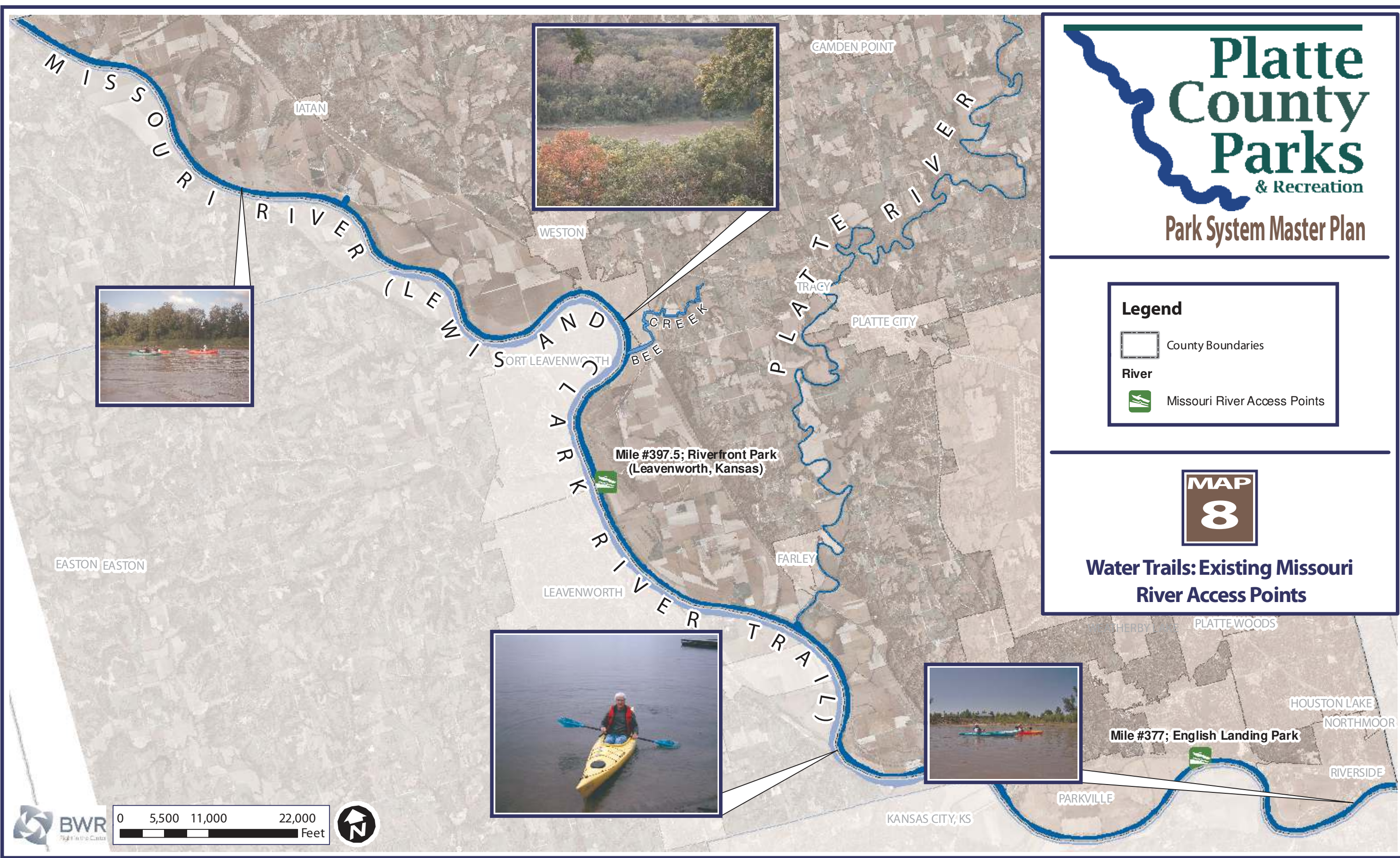
Park System Master Plan

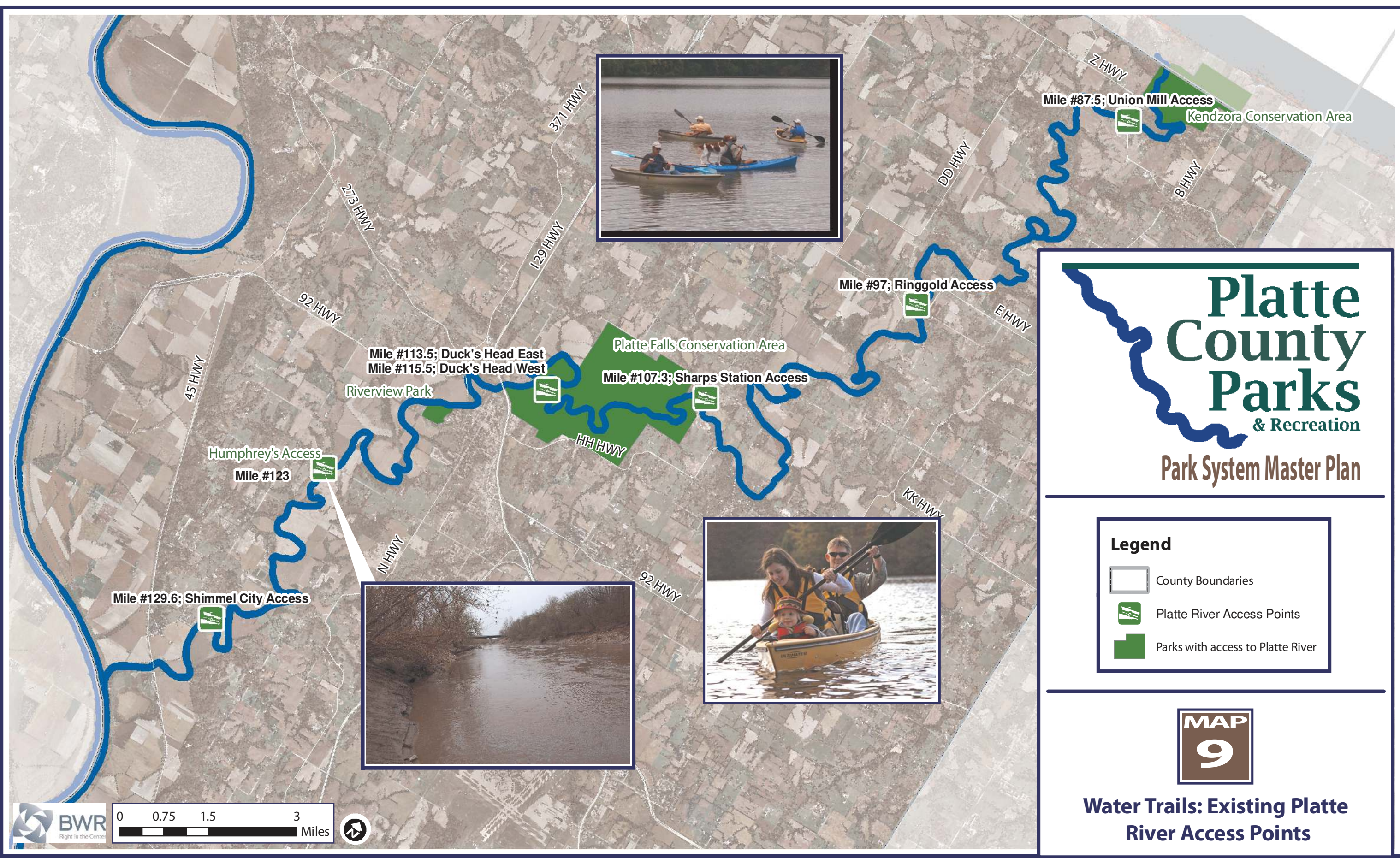
Legend

- County Boundaries
- River
- Missouri River Access Points

MAP 8

Water Trails: Existing Missouri River Access Points





Mile #87.5; Union Mill Access
Kendzora Conservation Area

Mile #97; Ringgold Access

Mile #113.5; Duck's Head East
Mile #115.5; Duck's Head West

Platte Falls Conservation Area

Mile #107.3; Sharps Station Access

Riverview Park

Humphrey's Access
Mile #123

Mile #129.6; Shimmel City Access

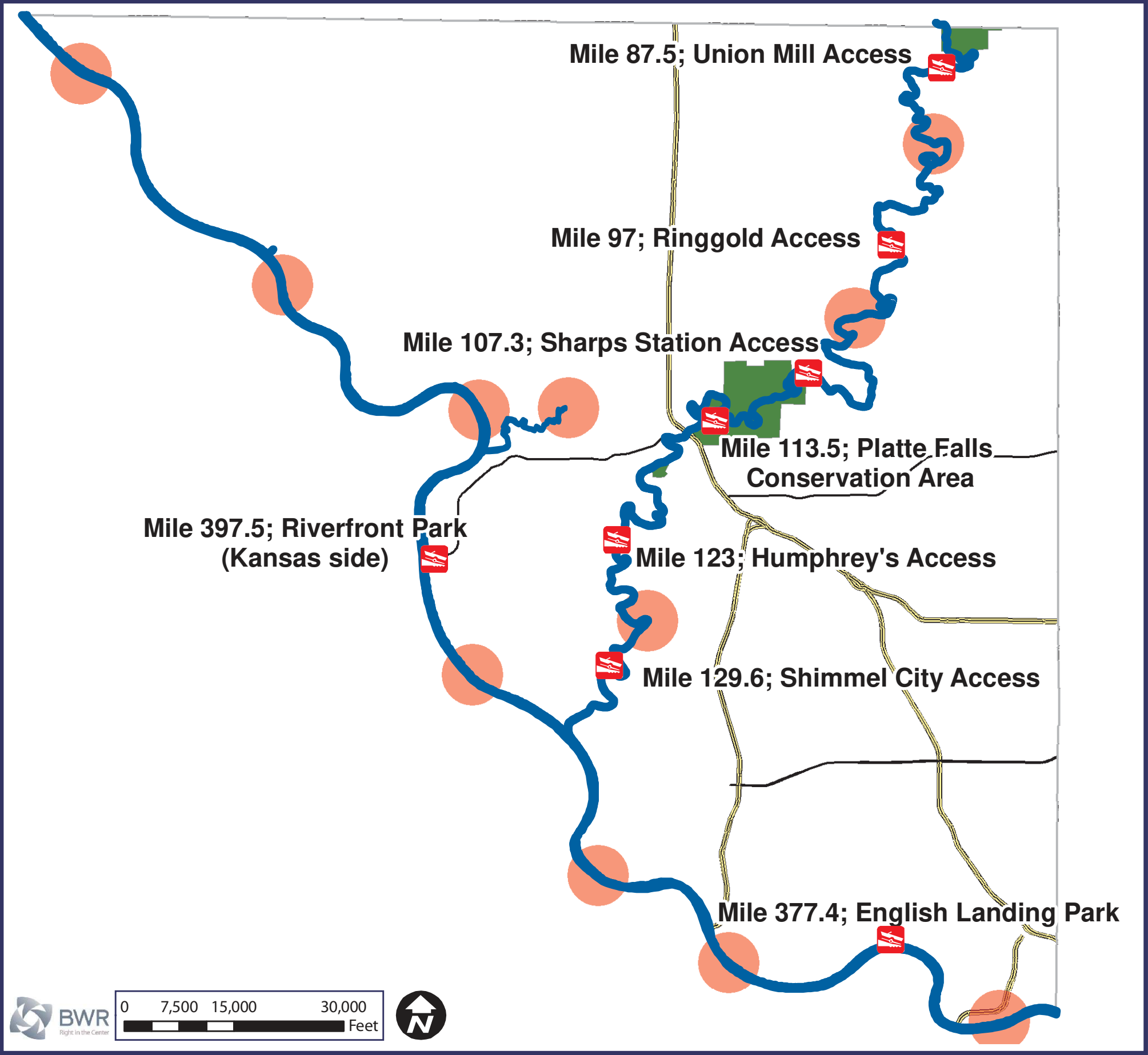
Legend

- County Boundaries
- Platte River Access Points
- Parks with access to Platte River

MAP
9

Water Trails: Existing Platte
River Access Points





Platte County Parks & Recreation

Park System Master Plan

Legend

- Approximate Locations for Future Access Points*
- County Boundaries
- Existing River Access Points
- Parks with access to River

* Based on approximate five hour float between points

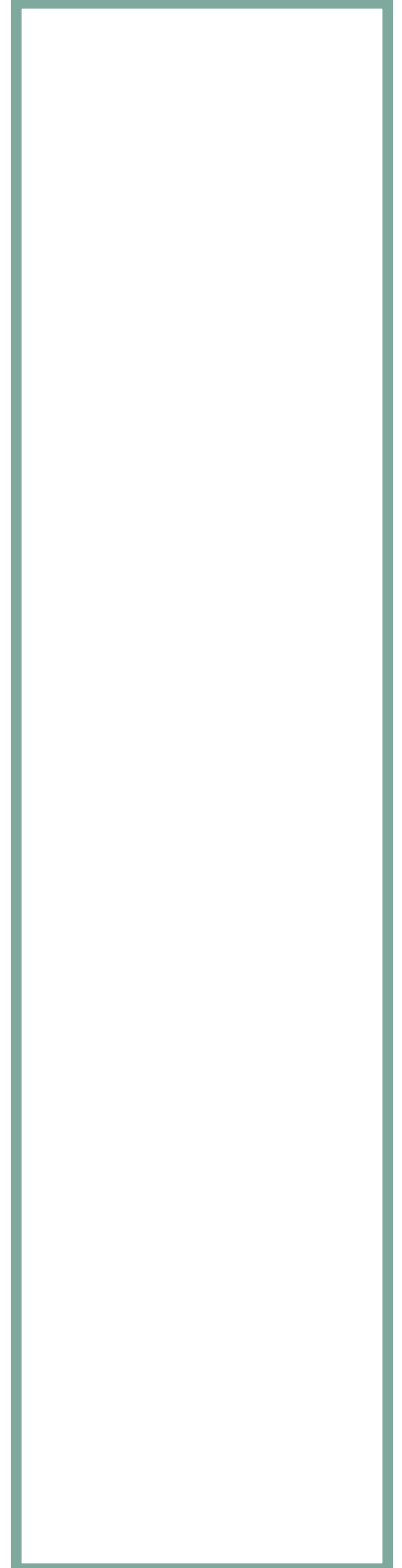
MAP
10

Proposed New Water
Trail Access Areas



Appendix B

All Parks Inventory Sheets



PARKS, RECREATION, TRAILS AND OPEN SPACE ANALYSIS

County Park (in development assistance with Platte City Parks)

Park Name: **Platte Ridge Park**

Location: **17130 Missouri Hwy 371, Platte City, MO**

Classification: **Regional Park**

Acreage: **215 acres**



Strengths

One of the striking features of this park is the family recreation area. This area of the park has a small pond with a fishing pier, play area, one shelter building and a connection to a walking trail that is constructed around the pond.

Elsewhere in the park is a lighted baseball four-plex, with 350' outfields, contemporary bleachers, and a new concession/restroom building. The park also is home to a soccer/football complex that is comprised of four large grass plates that provide for variability in setup and play to accommodate a wide range of usages. There is a Master Plan for this park that will direct the development of its west side and other phases of development. The park features a popular, natural turf cross country course used by local high schools.

Challenges and Opportunities

Being one of the newest Platte County parks to be developed, Platte Ridge suffers from the usual and expected growing pains. Sewers do not yet exist, so port-a-potties are being used along with septic tanks to accommodate the public. Additional trees for shade and landscape for horticultural interest have not been installed yet but will help in making the park more welcoming after they have been planted and mature. A small water main services this area and may not be adequate to irrigate the sports fields. Ultimately, irrigating these fields will make play safer and the look of these venues more acceptable in the heat of summer. The County has initiated a tree planting program and rain garden demonstration areas.

The south entrance to the park has not been landscaped and the addition of trees and shrubs will help make the park look more complete. Some of the parking and roads are currently being completed with asphalt and all remaining roads should be asphalted for not only the aesthetic enhancement of the park, but to control dust and mud. A maintenance area with an enclosed building exists near the south edge of the park which should be screened in the future to control the view of stored materials. The local water district should be contacted to determine if any future upgrades to the supply line are anticipated as future expansion of the park for baseball and soccer fields will require more water than is available. Additional shelter houses would be beneficial.



PARKS, RECREATION, TRAILS AND OPEN SPACE ANALYSIS

County Park

Park Name: Green Hills of Platte Wildlife Preserve

Location: 4727 Green Hills Road

Classification: Conservation

Acreage: 45 acres



Commentary

This park has a gravel parking lot which is the starting point for a soft-surfaced multi-purpose trail. There is also a shelter building in the parking lot with a kiosk and park plan. Some of the park features include a prairie demonstration area, a wetland interpretive area, and part of the site is wooded with the trails running throughout the park. A separate section of the park is home to a historic log cabin which may have been built by a French trading company. This portion of the park will emphasize historic preservation, interpretation and environmental studies in an indoor classroom.

Challenges and Opportunities

As funds become available, the parking lot should be paved along with any sections of trail that are greater than 4% in slope. An interpretative sign system that is graphically the same family as other signage used by the County would be beneficial to emphasize the County's ownership or management, and to organize these types of elements for parks countywide. Design and development should continue to be complimentary to the natural and historical character of the property.



PARKS, RECREATION, TRAILS AND OPEN SPACE ANALYSIS

County Park

Park Name: Barry Platte Park

Location: 8526 North Old Stagecoach Rd

Classification: Community Park

Acreage: 18.07 acres



Commentary

Barry Platte Park is a very attractive park and hosts a variety of activities for the community. Included in the improvements are a paved parking lot, a park sign, shelter house, 2 play areas, a walking trail, trash receptacles and a volleyball court.

Challenges and Opportunities

A storage building is located on the edge of the parking lot and is visually out of place.

The storage building should be relocated to a park where visually it can be screened or screen the building at a location in Barry Platte Park.



PARKS, RECREATION, TRAILS AND OPEN SPACE ANALYSIS

County Park (KCMO Partnership)

Park Name: **Platte Purchase Park**
Co-owned with KC, MO
Location: **2800 Northwest 100th St.**
Classification: **Regional Park**
Acreage: **140 acres**



Commentary

A new Master Plan exists for this park and Phase-I of that plan was completed in 2004. One shelter building exists in the park that is maintained and rented by Kansas City, MO. The new play area would benefit from the addition of a shade structure. The grills and trash receptacles are in good shape. New asphalt has been placed on all roads and the parking lot for the softball complex.

Challenges and Opportunities

In order to fund an update of the original athletic fields a partnership dedicated to this end will be necessary. This may be a challenge since the fields are maintained and operated by those who built them. Bringing everything up to date in the park, however, will benefit everyone. The parking lot for the baseball complex remains a gravel lot and should be upgraded in the future.

Any future improvements to the park facilities should follow the adopted master plan for the park.



PARKS, RECREATION, TRAILS AND OPEN SPACE ANALYSIS

County Park

Park Name: **Undeveloped Parkland**

Location: **P Hwy and Spratt Road**

Classification: **Undeveloped**

Acreage: **97 acres**



Strengths

Currently West Platte Park is undeveloped agricultural land with a very pleasing change in topography. It is leased for agricultural purposes and the Master Plan for this land includes the reservation of several acres for a future school site. The property was purchased by the County and jointly master planned with the school district and citizens.

Challenges and Opportunities

PARKS, RECREATION, TRAILS AND OPEN SPACE ANALYSIS

County Park

Park Name: **Undeveloped Parkland**

Location: **52nd Street and Northwood**

Classification: **Undeveloped Regional Park**

Acreage: **114 acres**



Commentary

This park is being held for future development. At the present time no Master Plan has been completed to direct the development. Since development is anticipated in the next 5 years, a Master Plan should be created using recommendations found in this system wide Master Plan to help guide its future design. The land is very hilly and rugged so the park will be mostly passive but may have potential for small active areas. There is a topographical survey for the site, an environmental survey and phase one archaeological survey that can be used for base data.

Challenges and Opportunities

Complete a comprehensive Master Plan that can guide the park development for the short and long term.

PARKS, RECREATION, TRAILS AND OPEN SPACE ANALYSIS

County Park

Park Name: **Undeveloped Park Property**

Location: **Lies along the Missouri River**

Classification: **To be determined**

Acreage: **130**



Strengths

This County park lies along the Missouri River adjacent to Main Street in Parkville. It includes 130 acres of flat, low-lying farmland. Some informal discussions have taken place regarding future uses for the property. A phase-1 environmental impact study has been completed for the property.

Challenges and Opportunities

Now that this property is owned by the County, significant planning and development is contingent upon the availability of future funding and partnerships.

A topographic study has been completed for the property.

The City of Parkville owns 10 acres adjacent to this property and has expressed interest in partnering with the County to plan and develop the area as one continuous park. The Army Corps of Engineers has also expressed interest in working with the County to enhance the natural features of the land. Many good opportunities for passive recreation, such as nature trails, community gardens, and off-leash dog areas, should be studied further in a master planning process for the site.

PARKS, RECREATION, TRAILS AND OPEN SPACE ANALYSIS

County Trail

Park Name: **Prairie Creek Greenway**

Location: **between Running Horse Rd and N Hwy**

Classification: **Greenway / Trail**

Length: **4.4 miles constructed, 0.7 miles proposed**

Acreage: **112 acres**



Strengths

Prairie Creek Greenway features two trailheads along a 10 foot wide asphalt trail that is approximately two years old. Parking lots have been created in conjunction with the two trailheads. This is a very scenic greenway that features a stream, many mature trees, and connections to five neighborhoods. Portions of the trail were built by developers in cooperation with the County. The greenway is noted for its wildlife opportunities. The County has initiated an extensive prairie restoration program on the property that will create natural interpretive opportunities and will also help to reduce maintenance costs by eliminating some mowing areas.

Challenges and Opportunities

Some of the asphalt has cracked but has been patched. The trailhead located in the Timer Park Subdivision can be difficult to find for those who are unfamiliar with the trail.

Vigilant maintenance needs to continue to avoid early deterioration of the surface. The trail could benefit from more location signage and interpretive/educational signage.

Planning for the Prairie Creek Greenway trail should continue with opportunities to connect to the Platte River.



PARKS, RECREATION, TRAILS AND OPEN SPACE ANALYSIS

County Trail

Park Name: Missouri Riverfront Trail (MRT)

Location: Parkville to Riverside following the Missouri River

Classification: Regional Trail

Acreage: Its length will be 11 miles at completion, 3.5 of which are under construction.



Commentary

The trail's first phase of development is primarily located on Riverside-Quindaro Bend Levee District property. The trail route has been identified as an important regional trail and is included in the Kansas City Area Metro Green Master Plan developed by the Mid America Regional Council. The trail has the potential of connecting to the Katy Trail when it is built through Kansas City to Riverside. At this time, a trailhead is being constructed on an easement granted by Purcell Construction. This easement is alongside Purcell's recycling center on 9 Hwy in Riverside. When completed, the trailhead will have parking, signage, and an information kiosk. The Missouri Riverfront Trail will have a connection to the planned commercial development in Riverside. This trail provides wonderful views of the Missouri River and travels through very scenic, wooded, and open lands. A very nice Core-Ten Steel Bridge is in place to connect the trailhead to the Missouri River Trail. This type of design will minimize the maintenance that will be needed on this bridge. As on other trails, the bridge is wide enough to accommodate emergency vehicles.

Challenges and Opportunities

Needed signage has been installed for the Highway 9 corridor. Other pending improvements to this trailhead include asphalt paving, lighting, and the future connection from this point west into English Landing Park, a 0.5 mile connection that is probably the County's number one trail extension project.

To the east of the MRT, Riverside is working to connect the trail up the Line Creek Valley to KCMO and into Clay County along the Missouri River.

PARKS, RECREATION, TRAILS AND OPEN SPACE ANALYSIS

County Trail

Park Name: Southern Platte Pass

Location: Along 45 Hwy between 9 Hwy and I-29

Classification: Trail

Length: 4 miles



Commentary

Phase-I of this trail is complete and varies, depending on the right-of-way, from 6' to 10' in width. 10' where the right-of-way will accommodate and 6' on each side of Hwy 45 where the right-of-way is not sufficient for the 10' trail. This section is in good condition and has signage at the west and east ends. Phase-II of this trail will continue east of I-29 to Roland. An enhancement grant is available for Phase-II. Phase-III will continue the trail west of 9 Hwy to County Road K. This phase is not yet funded.

Challenges and Opportunities

Additional signage and maps will help the user understand his location and the context of the trail to the rest of the County.

A hierarchy of signage should be developed to include identification of the trail, mile markers and other information that would benefit the user.



PARKS, RECREATION, TRAILS AND OPEN SPACE ANALYSIS

County Trail (City/State Partnership)

Park Name: **Weston Bluffs Trail**

Location: **Old South Bluff Road in Weston**

Classification: **Trail**

Length: **3.9 miles**

Overall Park Rating: **Good**



Strengths

This 3.9 mile trail system is partially paved and takes advantage of Weston's city hall as a trailhead. Although the county built the trail, maintenance is provided through a partnership with the City of Weston and the Missouri Department of Natural Resources. The trail goes into Weston Bend State Park and provides pedestrian access to the Missouri River.

Challenges and Opportunities

Continued maintenance of the trail is important. The shifting soil and drainage can create challenges to maintaining a quality trail surface. Options should be explored to stabilize the foundation of the trail.



PARKS, RECREATION, TRAILS AND OPEN SPACE ANALYSIS

City/Local Park (Partnership Grant Project)

Park Name: **Dean Park**
City of Dearborn partnership
Location: **Z Hwy and Commercial Street**
Classification: **Community Park**
Acreage: **26 acres**



Strengths

Acquisition and development of this park is being made through a one-time Platte County Partnership Grant in cooperation with the City of Dearborn and to some extent the school district that adjoins the park. The maintenance and operation of the park is provided by the City. The park contains a play area, a new concession/restroom building, a baseball field, basketball goal, and a shelter building. There is a small sign marking the entrance. Adjacent to the park, on school property, is a football field with a perimeter track. The partnership grant contributed to a variety of park improvements, including the purchase of 15 acres of property.

Challenges and Opportunities

The City should develop a citizen-driven master plan for this park.

The City has recently acquired, with the help of the County, an undeveloped property near Dean Park that it plans to develop as a park. This property is 13.02 acres in size and consists of wooded areas and glades. It also contains a natural spring. It is surrounded primarily by agricultural land and bordered on the north by a creek with residences beyond. There is no public access to the property, but a railroad easement passes through it that is owned by the Chicago Great Western Railroad Company. The City wants to develop trail network on the property and ultimately connect it to Dean Park with trails. Both the City and the County view the property as a good opportunity for a passive recreation area with interpretive features, such as the natural spring.



PARKS, RECREATION, TRAILS AND OPEN SPACE ANALYSIS

City/Local Park (Partnership Grant Project)

Park Name: **Edgerton City Parks**
City of Edgerton Partnership

Location: **Veterans Memorial, 100 Frank Street; Walk Track, 301 Perry;; Skateboard Park, 402 Platte Ave; Baseball Park**

Classification: **Neighborhood Parks**

Acreage: **9.5 acres at several park sites
In Edgerton**



Strengths

The improvements to three of Edgerton's parks include a bandstand for local gatherings with tables, benches and trash receptacles. In Memorial Park, there is a very nice and new gazebo and the park has a sign and benches. In the Baseball Park, there is a play area, lighted baseball diamond, gravel parking area, and shelter with benches. At another site there is a skate park built on a level pad, a half court basketball pad, with unimproved parking, and two picnic tables.

Challenges and Opportunities

Except for Memorial Park, the other three sites do not have signage or improved parking. The Baseball Park and surrounding ground has the potential to be well organized and to develop an inviting park setting. Edgerton City Park could be improved through the creation of a sense of arrival with appropriate signs and landscaping. A Master Plan exists for Memorial Park.

The community should continue to consider park improvements for its park system as opportunities arise.

PARKS, RECREATION, TRAILS AND OPEN SPACE ANALYSIS

City/Local (Partnership Grant Project)

Park Name: **Camden Point Park**
City of Camden Point Partnership
Location: **Interurban Road at E Hwy**
Classification: **Community Park**
Acreage: **10 acres**



Strengths

This City-owned park is the beneficiary of a Partnership Grant and contains a shelter, a half mile trail, a play area, trail-side benches, and a gravel parking lot. It is a very popular and well laid out park with an attractive park entrance sign. The park is host to the city's annual July Spirit Festival.

Challenges and Opportunities

The unimproved parking lot is not of equal character to the other park improvements.

A plan should be drawn to properly lay out the parking lot and ultimately have it paved. A Master Plan does not exist for the park, so it is highly recommended that one be developed to prioritize and direct future improvements in an orderly fashion.



PARKS, RECREATION, TRAILS AND OPEN SPACE ANALYSIS

City/Local Park (Partnership Project)

Park Name: **Tiffany Hills Sports Complex**
Owned by Kansas City, MO

Location:

Classification: **Regional Park**

Acreage: **72 acres for athletics of a 109 acres park**



Commentary

Tiffany Hills Sport Complex is a partnership with Kansas City, MO Parks and Recreation and NSA. Currently, 4 ball diamonds have been completed of a 12 diamond complex. Also, in this park is the Springs Aquatic Center that is managed by Kansas City, MO Parks and Recreation. A Master Plan for the park has been completed.

Challenges and Opportunities

Kansas City, Missouri has identified funding for the next phase which will include four ballfields and land acquisition around the park. Platte County will continue to provide outreach grant funding to support planned improvements.

PARKS, RECREATION, TRAILS AND OPEN SPACE ANALYSIS

School District (Partnership Project)

Park Name: Benner Park-West Platte Partnership

(partnership with West Platte R2 School District)

Location: 45 Hwy & Washington

Classification: School Park

Acreage: 3.5 acres



Strengths

The development of Benner Park has been in partnership with the West Platte R-2 School District. Through this partnership, the County is financially assisting the School District in the development of the park. The park is adjacent to existing school amenities, including 1 soccer field, 1 baseball field, an unpaved exercise trail, and an outdoor classroom. The park property is now under construction and will include a new youth girls softball field, youth boys baseball field, a park road, parking lots, and walkways.

Challenges and Opportunities

A Master Plan has been developed and adopted by the school district and county. Phased development should continue to move forward.



PARKS, RECREATION, TRAILS AND OPEN SPACE ANALYSIS

State Conservation

Park Name: **Platte Falls Conservation Area**
Owned by Missouri Department Conservation

Location: **I-29 at HH Road**

Classification: **Conservation**

Acreage: **2356 acres**



Strengths

Platte Falls may be another opportunity to partner with the Missouri Department of Conservation to create a trailhead for a waterway system. The park has an archery range, shelters and a gravel parking lot along HH Road. The Conservation Area has 2,356 acres of land with the Platte River flowing through it—for 9 miles. An existing boat access exists near Sharp's Station Road and Interurban Road. Access also exists off Knighton Avenue east of I-29. Strategically, this park is very close to the Kendora Conservation Park in the northeast corner of the County, thus a great opportunity with access at these two areas for the longest possible course to the Missouri River.



PARKS, RECREATION, TRAILS AND OPEN SPACE ANALYSIS

State Conservation

Park Name: **Parma Woods**
Operated by MO Dept of Conservation
Location: just W of I-435 north of River Rd
Classification: Conservation
Acreage: 265 acres



Commentary

Parma Woods is owned by Platte County, but the majority of it is being developed and operated by the Missouri Department of Conservation through a property lease. The major focus of this lease is the development of a gun training and practice range. A small portion of the park, not leased, occurs east of Interstate 435 and is presently undeveloped. This piece of park could become part of the Brush-Creek Trail. The gun range has paved parking, a restroom, a shelter building, and a gun shop/education center.

Recommendations

This park is county-owned and managed through a long-term lease with MDC. County responsibilities are to keep in contact with MDC on activities and future improvements to the site requested by MDC and to someday link the park with regional trails.



PARKS, RECREATION, TRAILS AND OPEN SPACE ANALYSIS

State Conservation

Park Name: **Humphrey's Access**
A Missouri Department of Conservation Property
Location: **Humphrey Road east of North Farley Road**
Classification: **Conservation**
Acreage: **12 acres**



Strengths

This is a Missouri Department of Conservation property that has a mandatory boat launch area. Because of the tremendous potential for canoeing and kayaking on Platte River, this property is of strategic value to Platte County. It may be possible to swap this property for land that the County owns. Regardless of the property's ownership, a partnership dedicated to water-based recreation should be pursued.

Challenges and Opportunities

Humphrey's Access is in a floodplain and there is evidence of frequent flooding of this property. This fact will make development more challenging but the potential of having several landings along the Platte River for ingress and egress will be worthwhile. Due to flooding, the parking area is unpaved and a future change in material will have to be thoroughly considered.

Due to the strategic location of this property, Parks and Recreation Staff should talk with the Missouri Department of Conservation to determine their position on options that would allow the County to develop this access point to its fullest potential. If acquisition of this property becomes a reality, the County should compare operating the facility and the improvements themselves against the option of having a private contractor build and operate the boat landing.



PARKS, RECREATION, TRAILS AND OPEN SPACE ANALYSIS

State Conservation

Park Name: (Union Mill Park) Kendzora Conservation Park

A Missouri Department of Conservation Property

Location: Northwest of Edgerton

Classification: Conservation

Acreage: N/A



Strengths

This park is adjacent to the Platte River. It is strategically located to play a major role in a canoe and kayak launch facility that would continue southwest on the Platte River to Platte Falls Conservation area, Platte Falls, and Humphrey's Access, all Missouri Department of Conservation Properties, before connecting to the Missouri River. Other launch locations along the Platte River include the cities of Tracy and Farley before reaching the Missouri River.

Challenges and Opportunities

The development of a waterway trail system will provide a unique experience for the County. Since this is mostly a natural resource based experience, the cost will be minimal and is an opportunity to partner or contract for development and operation. For example, a concession agreement could create revenue for the County with minimal expense. The Platte River Waterway could be officially considered by the County Commission for designation as an official trail route.

PARKS, RECREATION, TRAILS AND OPEN SPACE ANALYSIS

State Conservation

Park Name: **Guy B. Park Conservation Area**
(Missouri Department of Conservation Property)
Location: **Hwy 371 east of Weston**
Classification: **Conservation**
Acreage: **380 acres**



Strengths

Guy B. Park is a conservation area owned and operated by the Missouri Department of Conservation. It is 380 acres along Hwy 371 north of Tracy. Because of its size, unique recreational opportunities are available. These include bird watching, fishing, hiking, hunting, and wildlife viewing. Camping is permitted in designated areas by permit. Fishing and boating are allowed on this property.





Appendix C

Park Improvement Opinion of Probable Costs Spreadsheet

Platte County, Missouri
Park Improvement Costs

Element	Cost	Unit	Description
Trails			
Shared Use			
4" Concrete	\$354,750	Mile	Includes subgrade compaction and 10' trail only, no signage, grading, drainage, bridges, etc.
4" Asphalt	\$166,000	Mile	Includes subgrade compaction and 10' trail only, no signage, grading, drainage, bridges, etc.
4" Ag Lime	\$27,300	Mile	Includes subgrade compaction and 10' trail only, no signage, grading, drainage, bridges, etc.
2" Chip Seal	\$16,500	Mile	Includes subgrade compaction and 10' trail only, no signage, grading, drainage, bridges, etc.
4" Paved Shoulder	\$82,000	Mile	5' shoulder on gravel (one side)
Bike Lane	\$4,500	Mile	Includes 4" painted line, bicycle lane signs and symbols every 1/4 mile.
Bike Route	\$1,500	Mile	Includes bike route signs every 1/4 mile.
Boardwalk	\$450	Linear Feet	Includes footings, 10' wide boardwalk and handrails. Constructed with pressure treated lumber
Mountain Bike	\$3-\$5	Linear Feet	Includes minor grading, clearing and erosion control measures for single track trail (10"-12")
Equestrian	\$5-\$7	Linear Feet	Includes minor grading, clearing and erosion control measures for 2'-3' wide trail

Facilities			
Indoor Sports Center	\$250	Square Feet	Includes 4 gymnasiums, 1 full size soccer field, one boarded soccer field, restroom/locker rooms, concession area, administrative offices, meeting room, storage. Building would consist of conventional masonry construction.
Outdoor Aquatic Center	\$550 - \$600	Square Feet of Surface Water	This includes, construction costs, design fees, material testing, surveying, parking and some site work. The lower unit cost is for small pools in small communities, while the greater unit cost is for larger pools in larger communities and includes more features. This assumes only minor subgrade improvements for the pool and that utilities are available on the perimeter of the site
Indoor Aquatic Center	\$1,440 - \$1,680 (please see description)	Square Feet of Surface Water	It is important to remember that the structure enclosing the pool is typically four times the area of the pool itself which makes the unit price drastically higher. This includes, construction costs, design fees, material testing, surveying, and some site work. The lower unit cost is for small pools in small communities, while the greater unit cost is for larger pools in larger communities and includes more features. This assumes only minor subgrade improvements for the pool and that utilities are available on the perimeter of the site

Platte County, Missouri
Park Improvement Costs

Element	Cost	Unit	Description
Outdoor Competition Pool	\$550 - \$600	Square Feet of Surface Water	This includes, construction costs, design fees, material testing, surveying, parking and some site work. The lower unit cost is for small pools in small communities, while the greater unit cost is for larger pools in larger communities and includes more features. This assumes only minor subgrade improvements for the pool and that utilities are available on the perimeter of the site. This cost does not include: multiple bulkheads, moveable floors, diving towers, elaborate timing devices or large seating accomodations.
Indoor Competition Pool	\$2,300 - \$2,600 (please see description)	Square Feet of Surface Water	It is important to remember that the structure enclosing the pool is typically four times the area of the pool itself which makes the unit price drastically higher. This includes, construction costs, design fees, material testing, surveying, and some site work. The lower unit cost is for small pools in small communities, while the greater unit cost is for larger pools in larger communities and includes more features. This assumes only minor subgrade improvements for the pool and that utilities are available on the perimeter of the site. This cost does not include: multiple bulkheads, moveable floors, diving towers, elaborate timing devices or large seating accomodations.
Sprayground	\$180 - \$360	Square Feet	Spraygrounds vary greatly, depending on the size, surface, features, and whether the water is filtered or single pass. This cost reflects the square footage of wet area.
Ice Rink	\$185	Square Feet	Includes ice for one rink, spectator area, restrooms, administrative area.
Amphitheater Structure	\$85,000 - \$500,000	Each	This is a low to middle range. It includes the concrete foundation and the architectural structure only. It does not include earthwork, utilities, lighting, sound system, etc.
Dog Park	\$15,000 - \$80,000	Each	This ranges from a one acre fenced park with little improvement to a 15 acre fenced site with water features, trails, covered seating areas, agility courses, parking lot, dog washing stations and signage
Playground	\$20,000 - \$150,000	Each	Includes modular play equipment with accessible surfacing and under drain system.
Soccer/Football Fields			
65 x 110 yards	\$167,000	Each	High school dimensions - Includes irrigation, lighting, sod, bleachers with shade and goals.

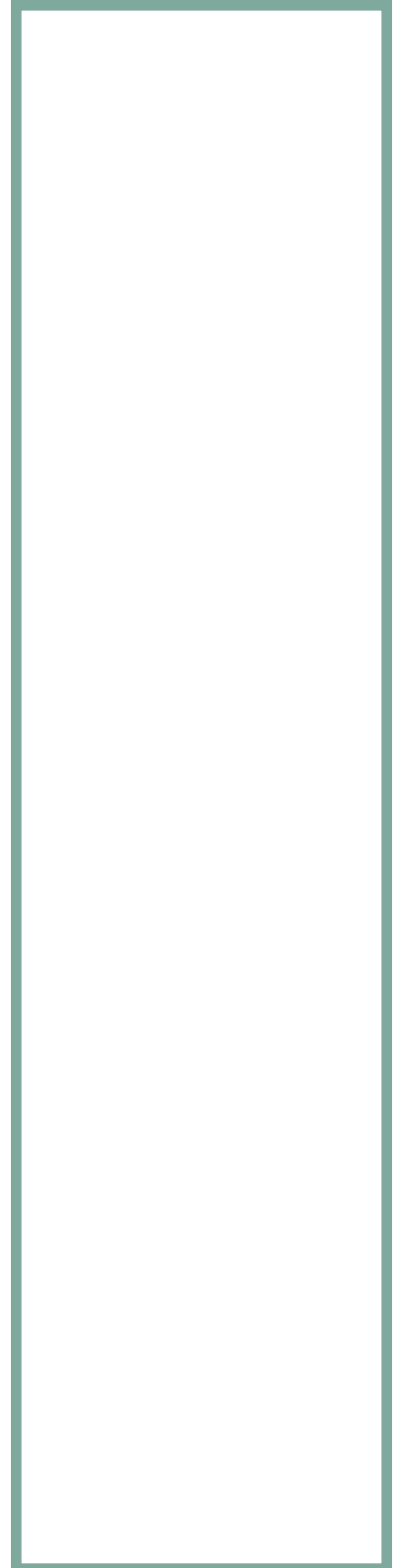
Platte County, Missouri
Park Improvement Costs

Element	Cost	Unit	Description
Baseball Fields			
300'	\$350,000	Each	Includes fencing, dugouts, lights, sod, bleachers and scoreboard.
250'	\$265,000	Each	Includes fencing, dugouts, lights, sod, bleachers and scoreboard.
Girl's Softball (200')			
200'	\$192,000	Each	Includes fencing, dugouts, lights, sod, bleachers and scoreboard.
Tennis Courts			
Asphalt	\$112,000	Each	Includes asphalt court with surface color system, striping, fencing, lighting and covered bleachers.
Post Tension Concrete	\$159,000	Each	Includes post tension concrete court with surface color system, striping, fencing, lighting and covered bleachers.
Restroom/Concession Bldg.	\$325,000	Each	A single story building approximately 55'x30' of masonry construction with 6 women's fixtures and 4 men's, separate restroom for employees, 2 storage rooms, concession space for griddle, fryers, exhaust hood, refrigerator, freezer and three compartment sink. AC but no heating.



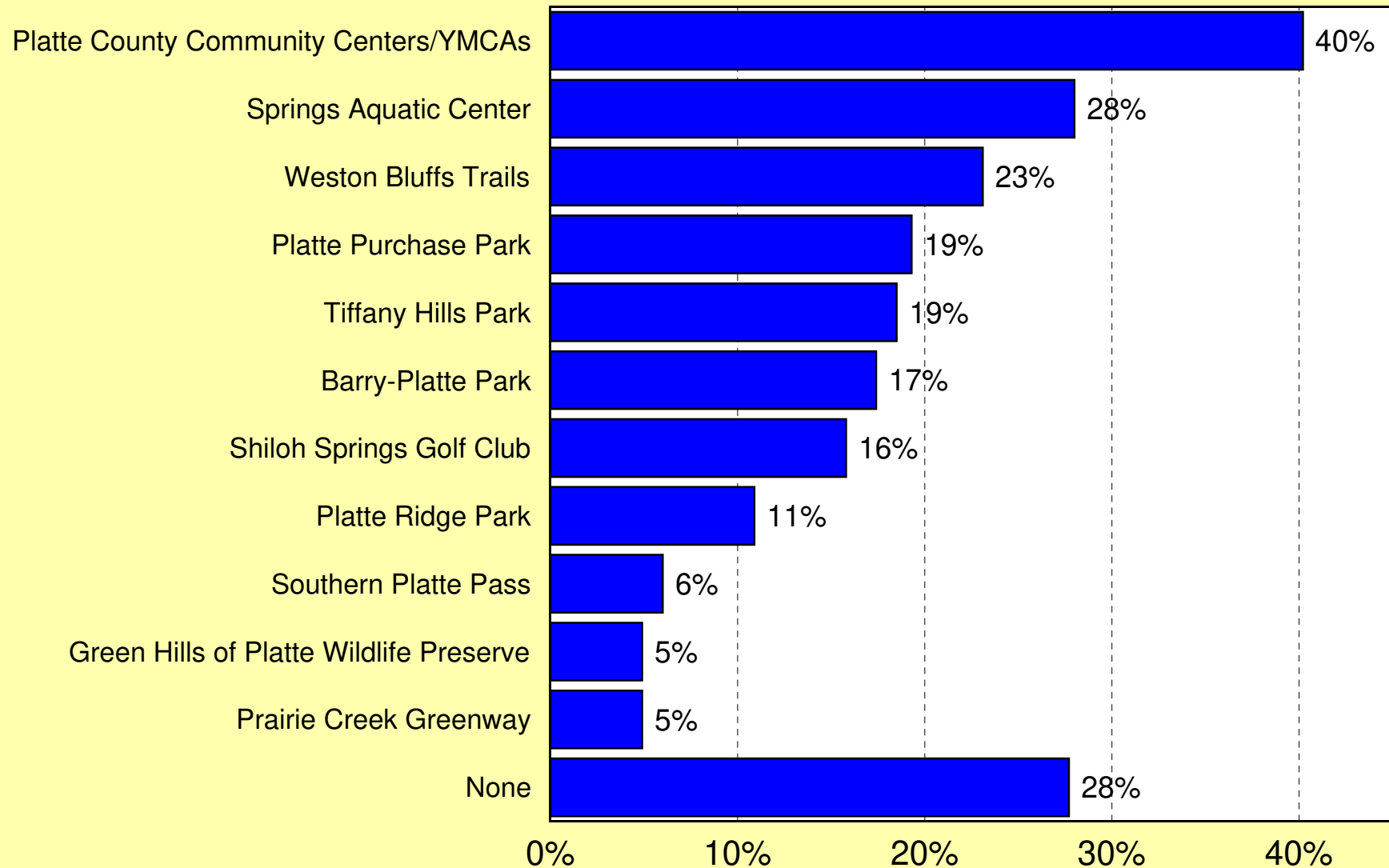
Appendix D

First Citizen Survey Graphs



Q1. Platte County Parks, Trails and Recreation Facilities Visited Over the Past 12 Months

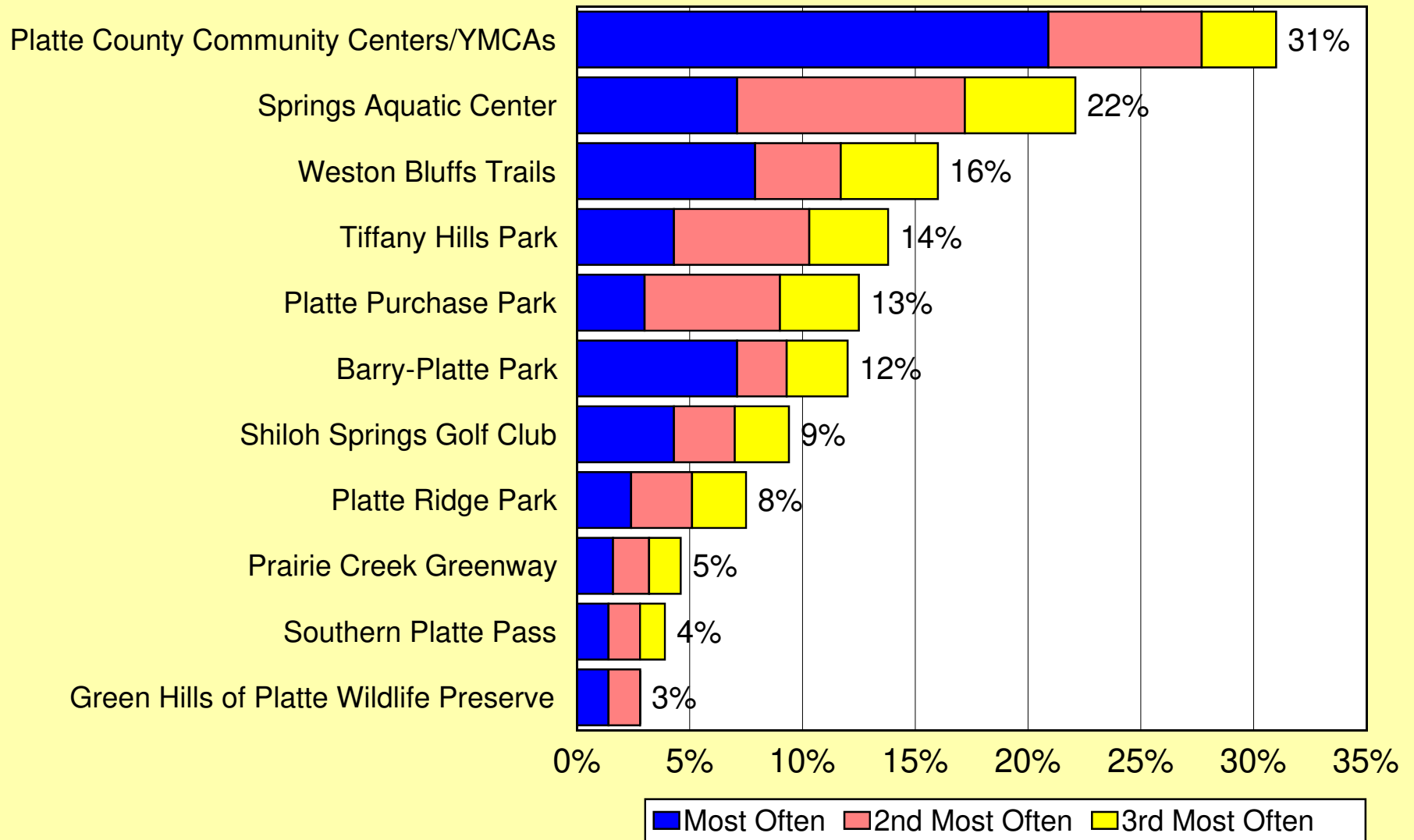
by percentage of respondents (multiple choices could be made)



Source: Leisure Vision/ETC Institute (August 2008)

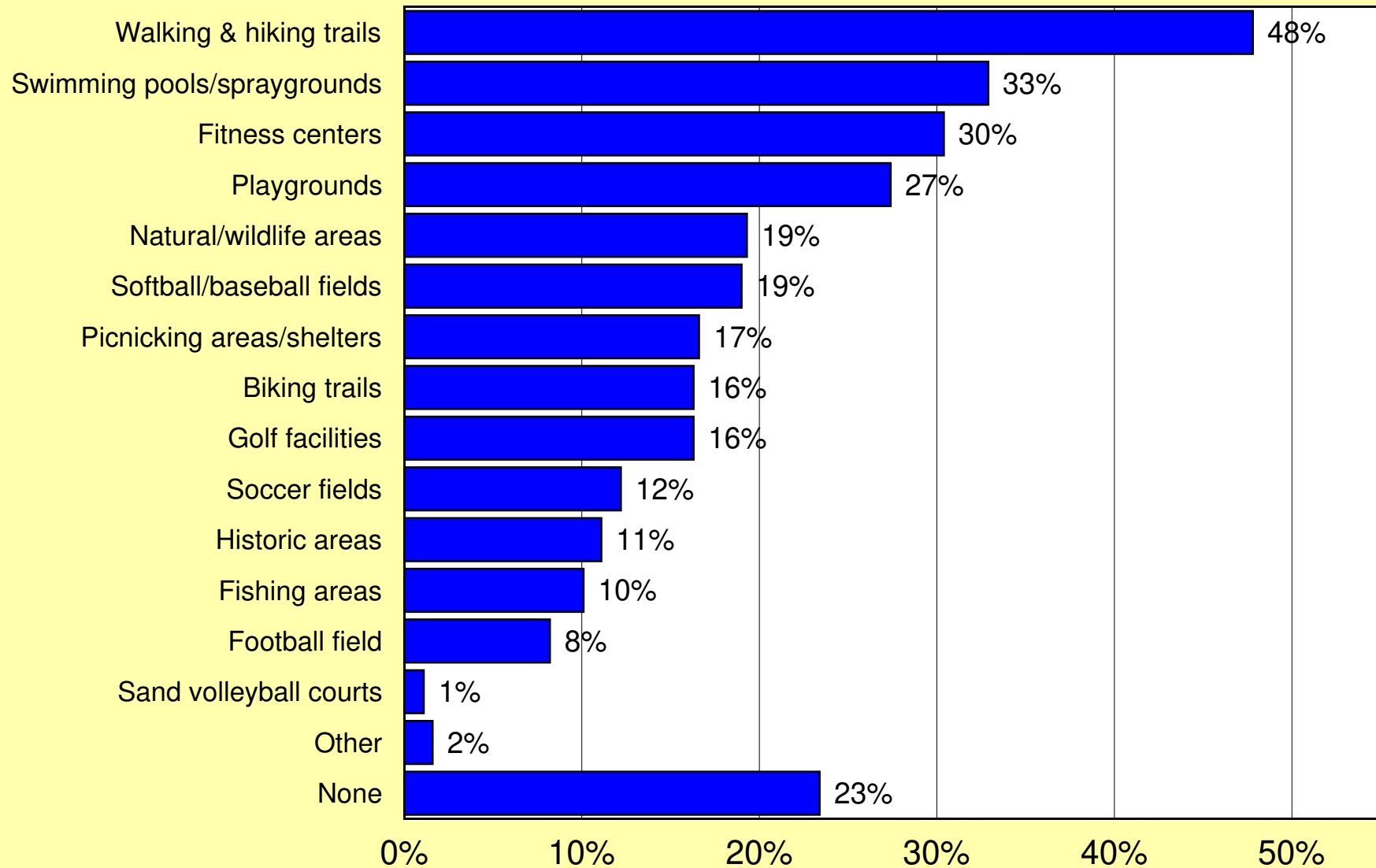
Q2. Platte County Parks, Trails and Recreation Facilities Visited Most Often

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



Q3. Recreation Amenities Visited within Platte County Parks and Recreation Centers Over the Past 12 Months

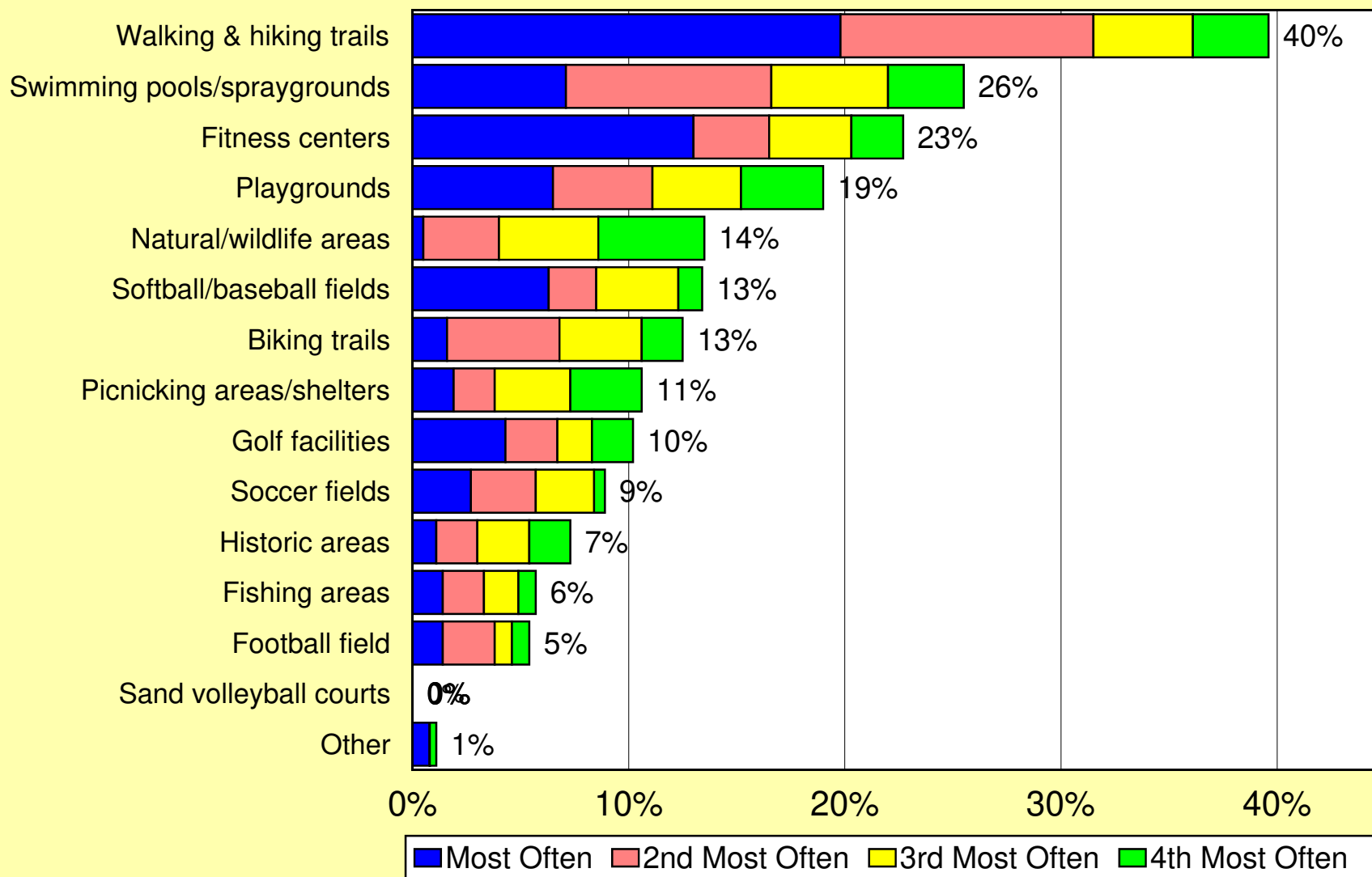
by percentage of respondents (multiple choices could be made)



Source: Leisure Vision/ETC Institute (August 2008)

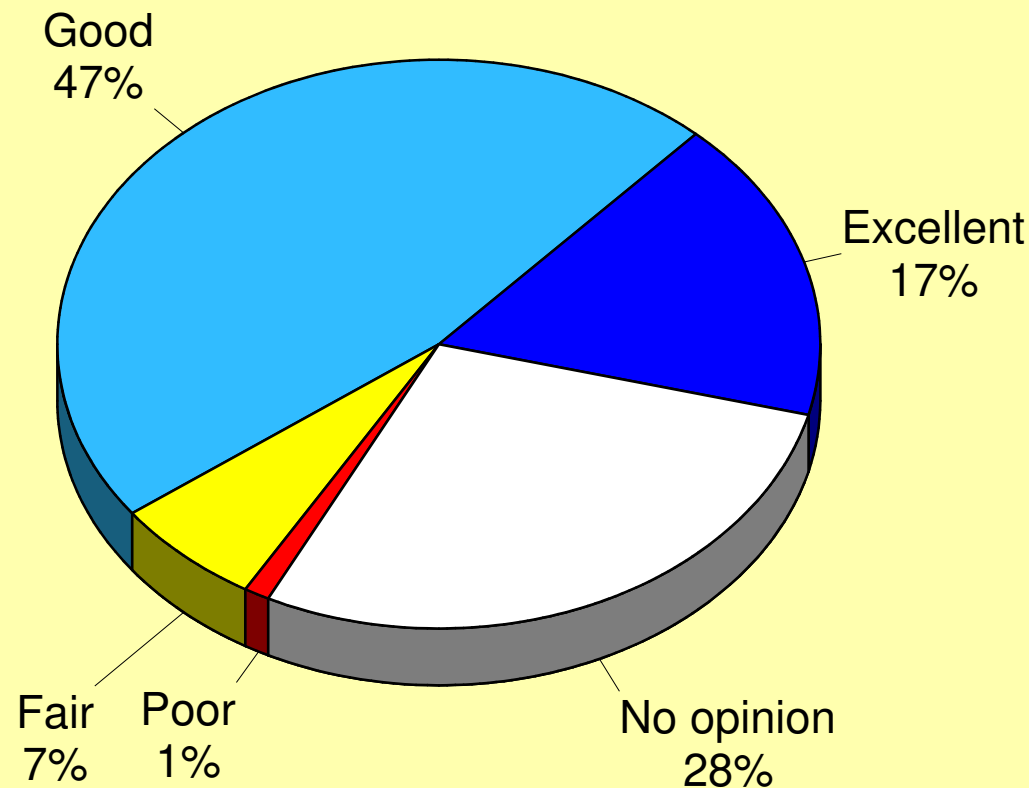
Q4. Recreation Amenities Used Most Often within Platte County Parks and Recreation Centers Over the Past 12 Months

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



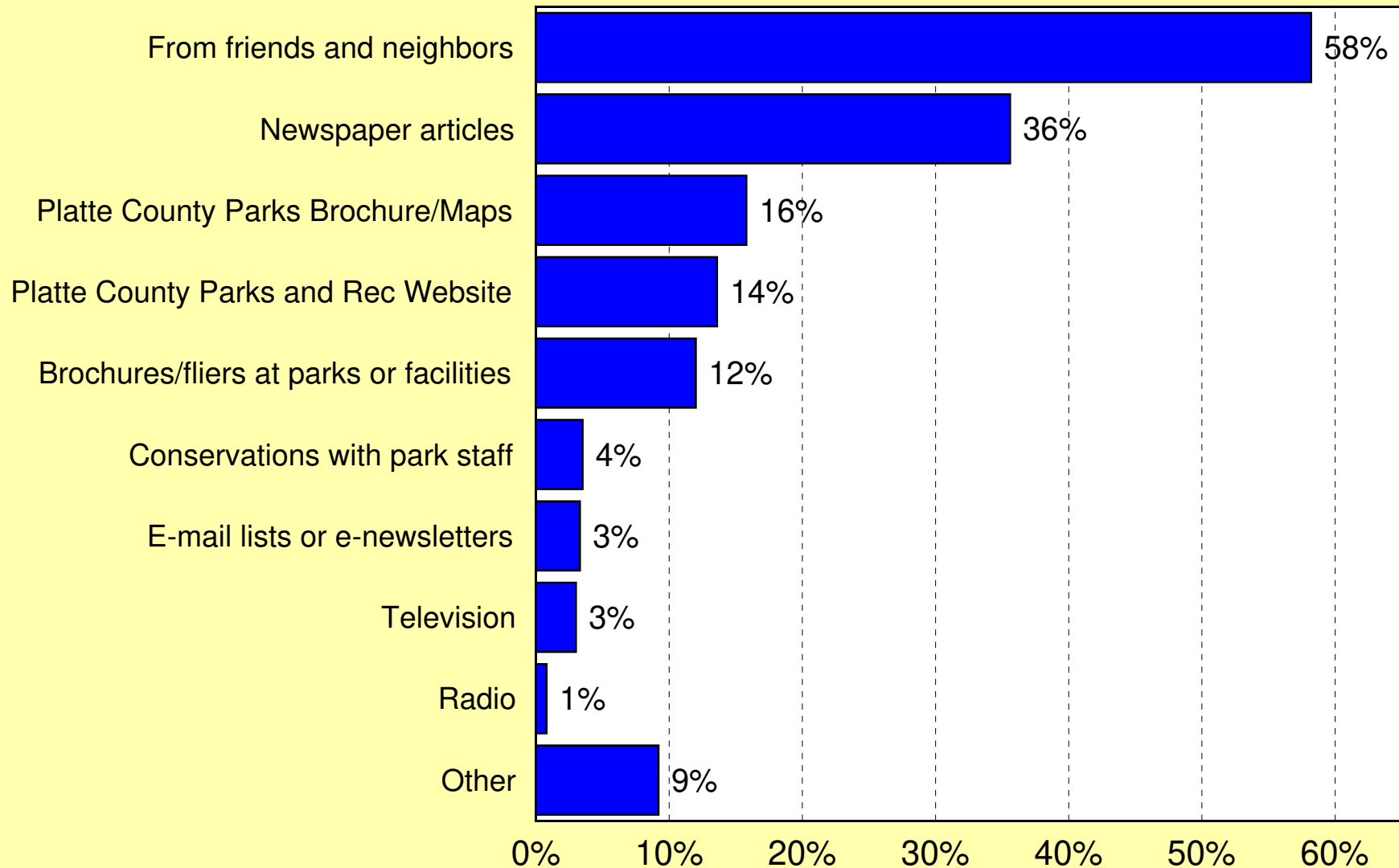
Q5. How Respondents Rate the Physical Condition of All the Recreation Facilities and Trails They Have Visited in Platte County Parks

by percentage of respondents



Q6. How Respondents Learn About Platte County Parks and Recreation Department Programs and Activities

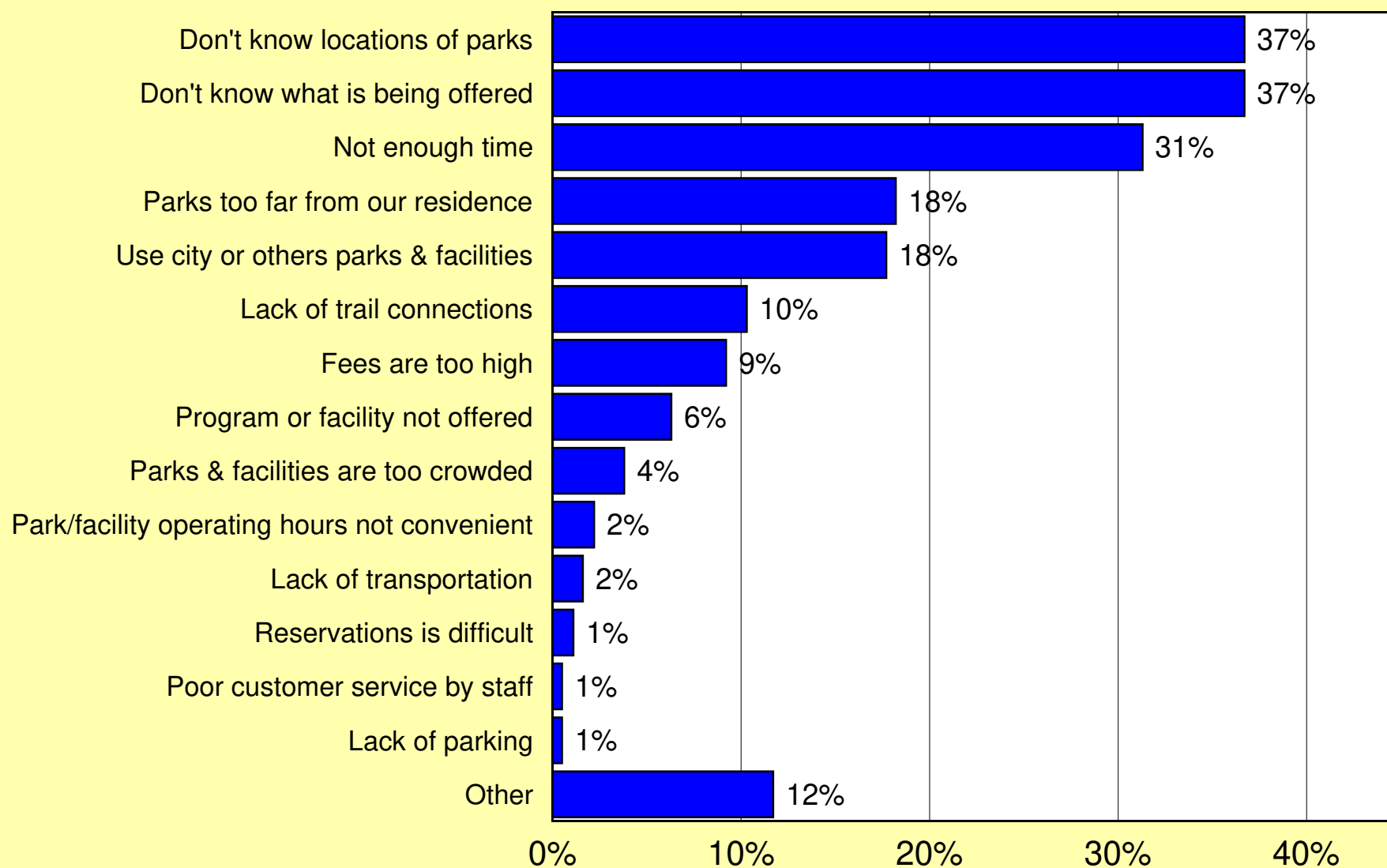
by percentage of respondents (multiple choices could be made)



Source: Leisure Vision/ETC Institute (August 2008)

Q7. Reasons Preventing Respondent Households From Using Parks, Trails, Recreation Facilities or Programs More Often

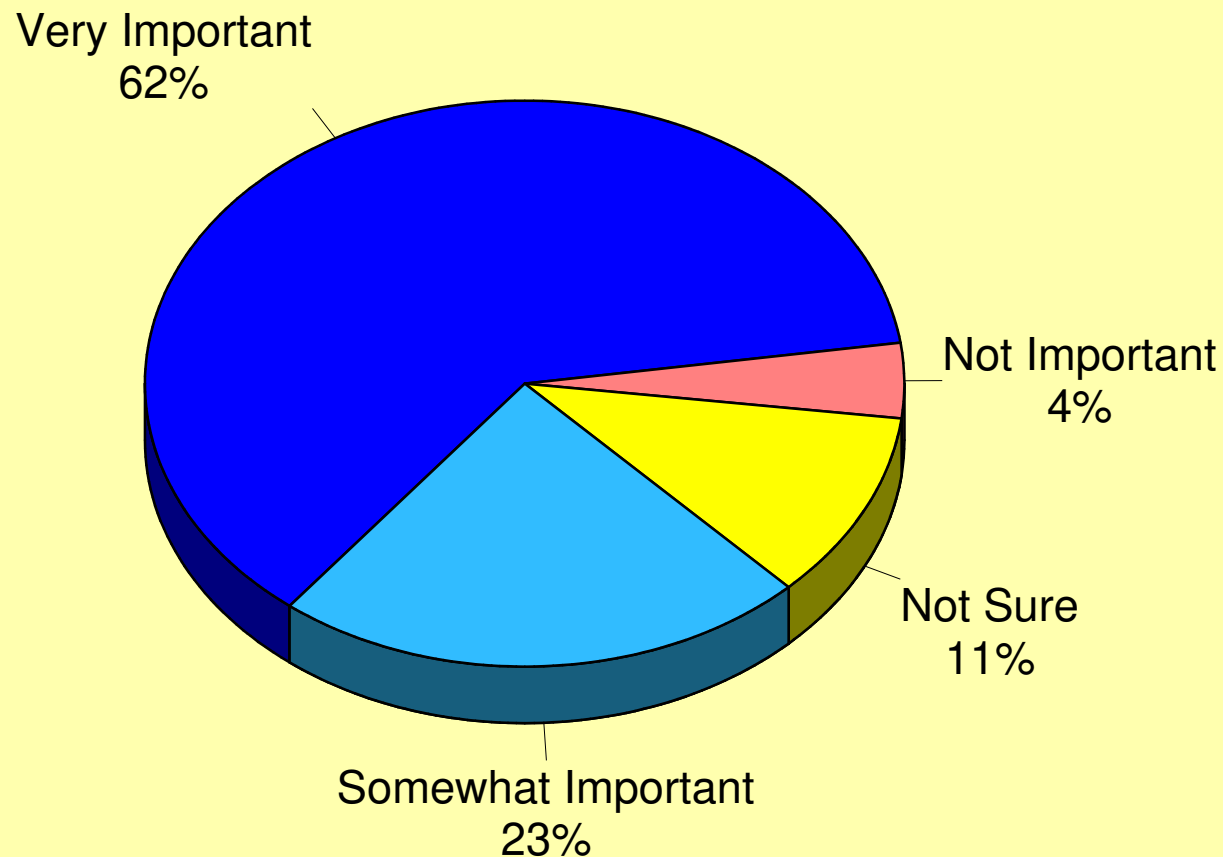
by percentage of respondents (multiple choices could be made)



Source: Leisure Vision/ETC Institute (August 2008)

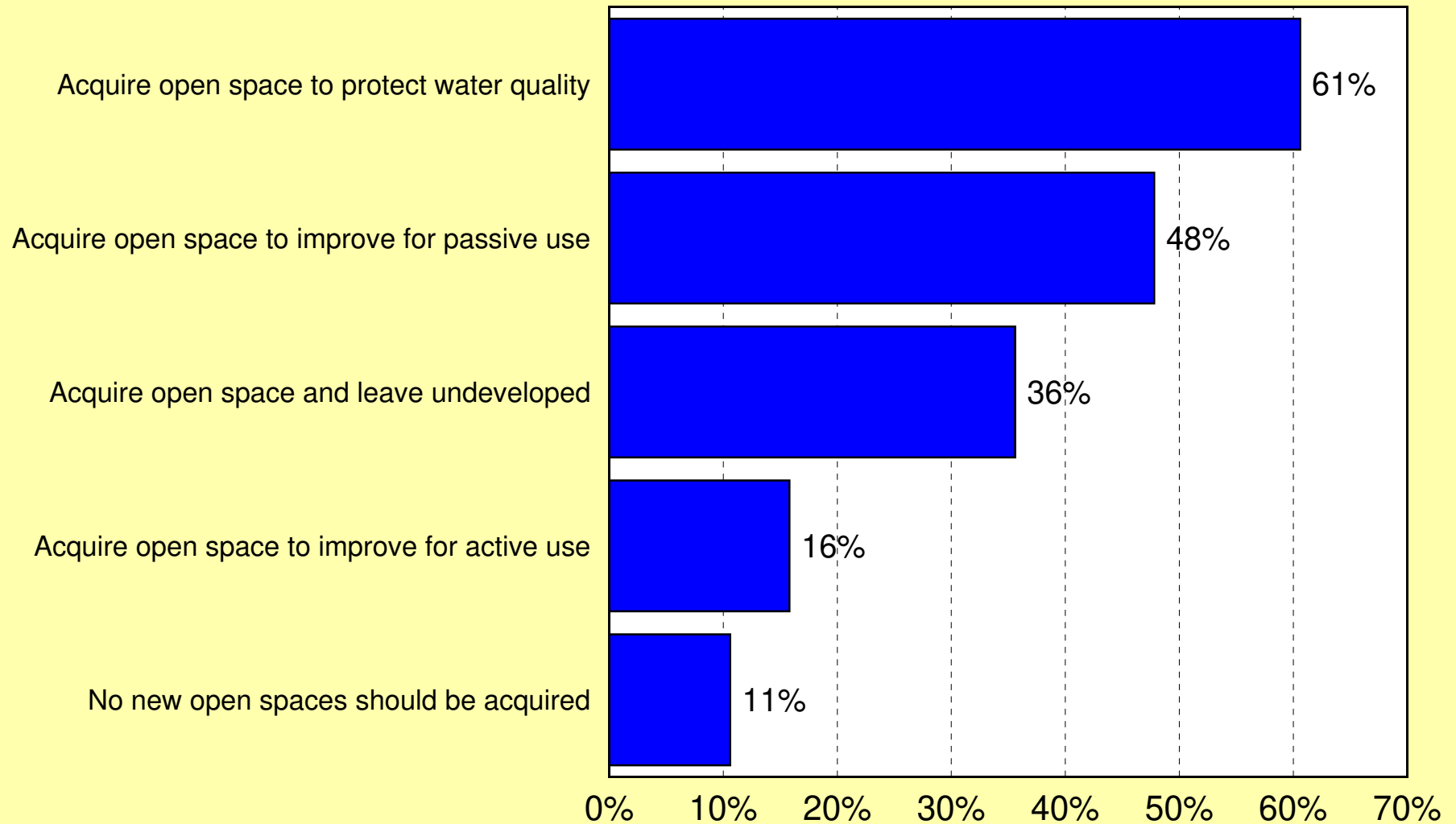
Q8. Importance of Platte County Working in Partnership with Cities and Non-Profits in the County to Provide Parks and Recreation Facilities and Program Services

by percentage of respondents



Q9. Options Respondent Households Support the Most for Acquiring and Developing Open Space for Parks and Recreation Purposes

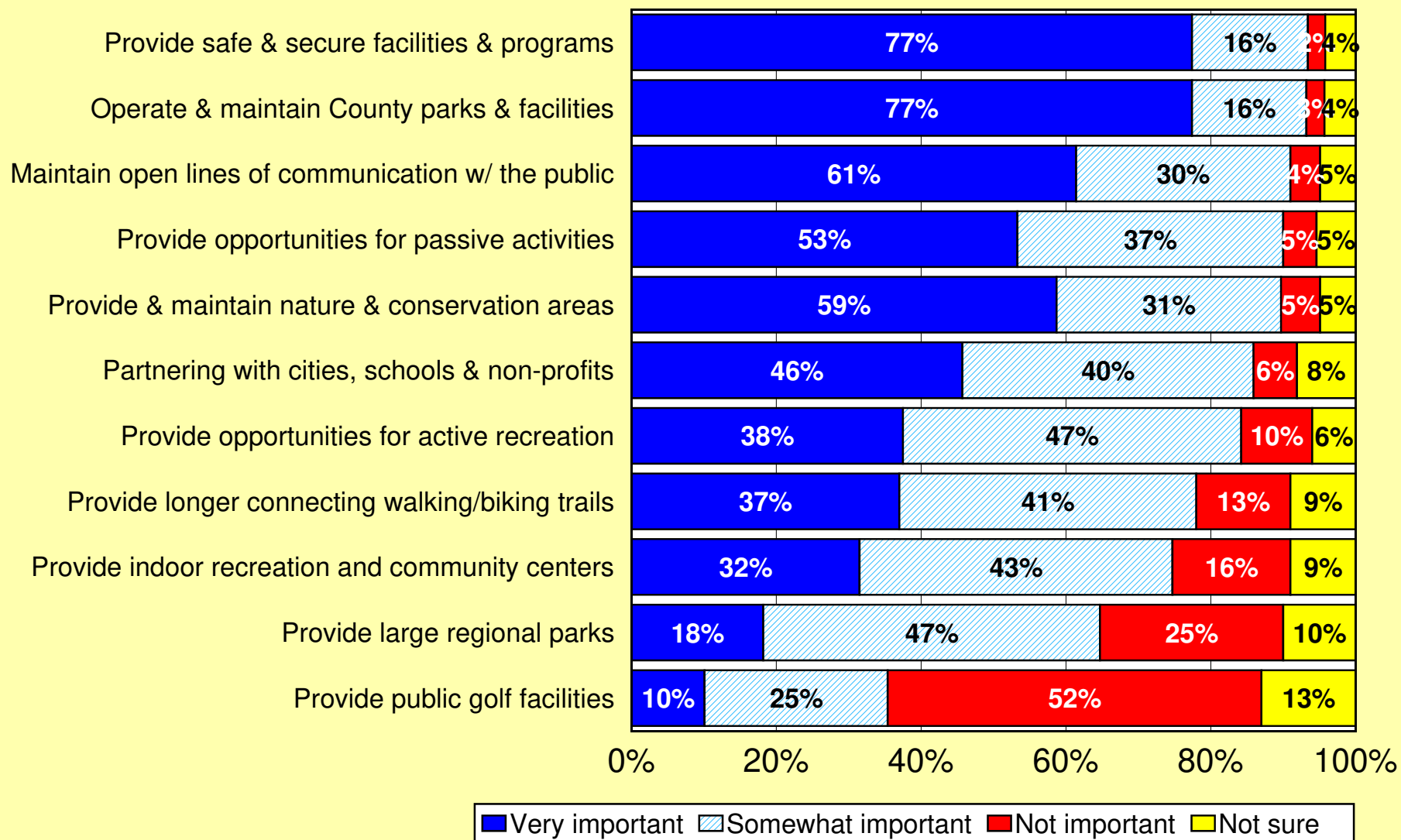
by percentage of respondent (two choices should be made)



Source: Leisure Vision/ETC Institute (August 2008)

Q10. Importance of Various Functions Performed by the Platte County Parks and Recreation Department

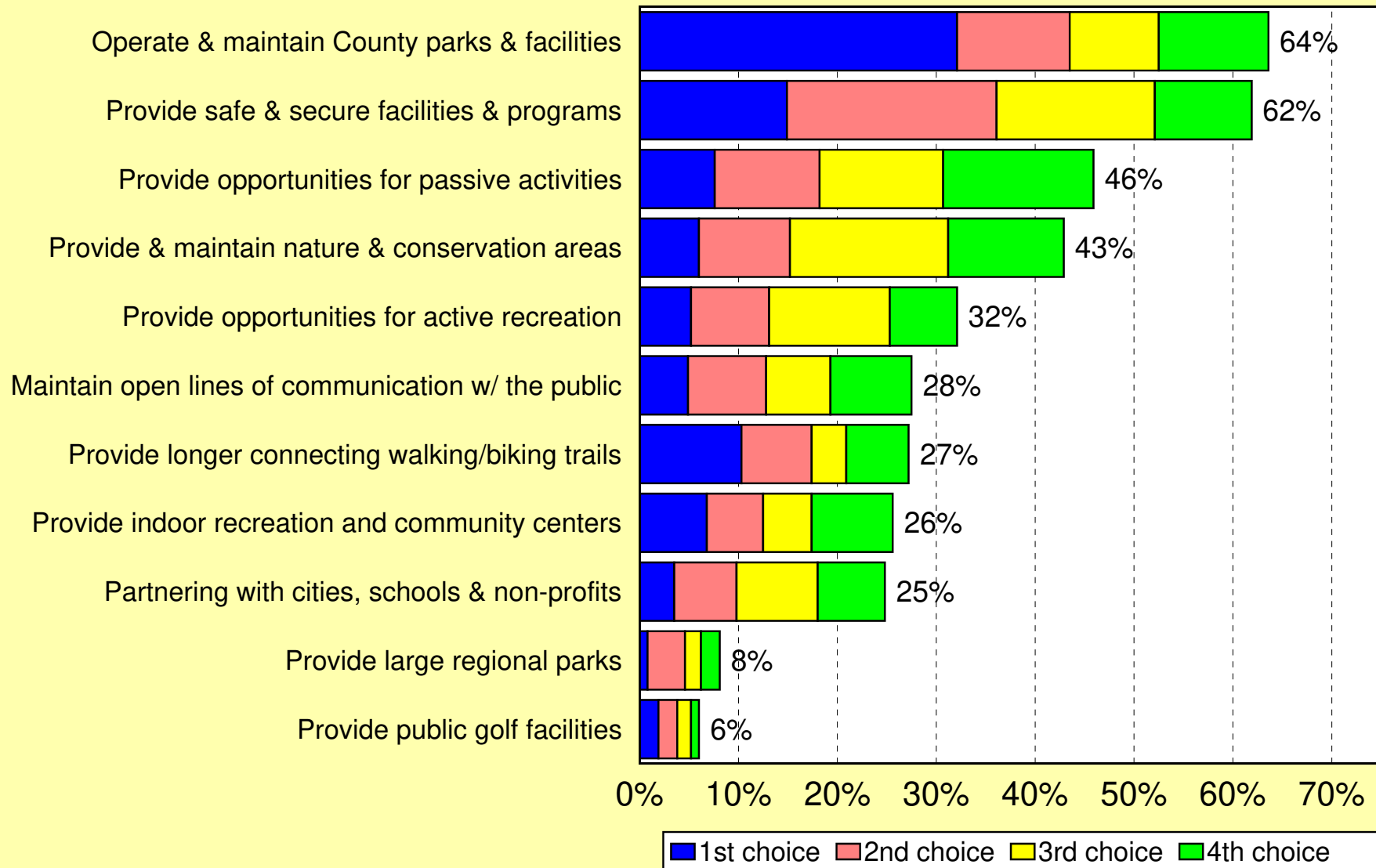
by percentage of respondents



Source: Leisure Vision/ETC Institute (August 2008)

Q11. Most Important Functions for the Platte County Parks and Recreation Department to Provide

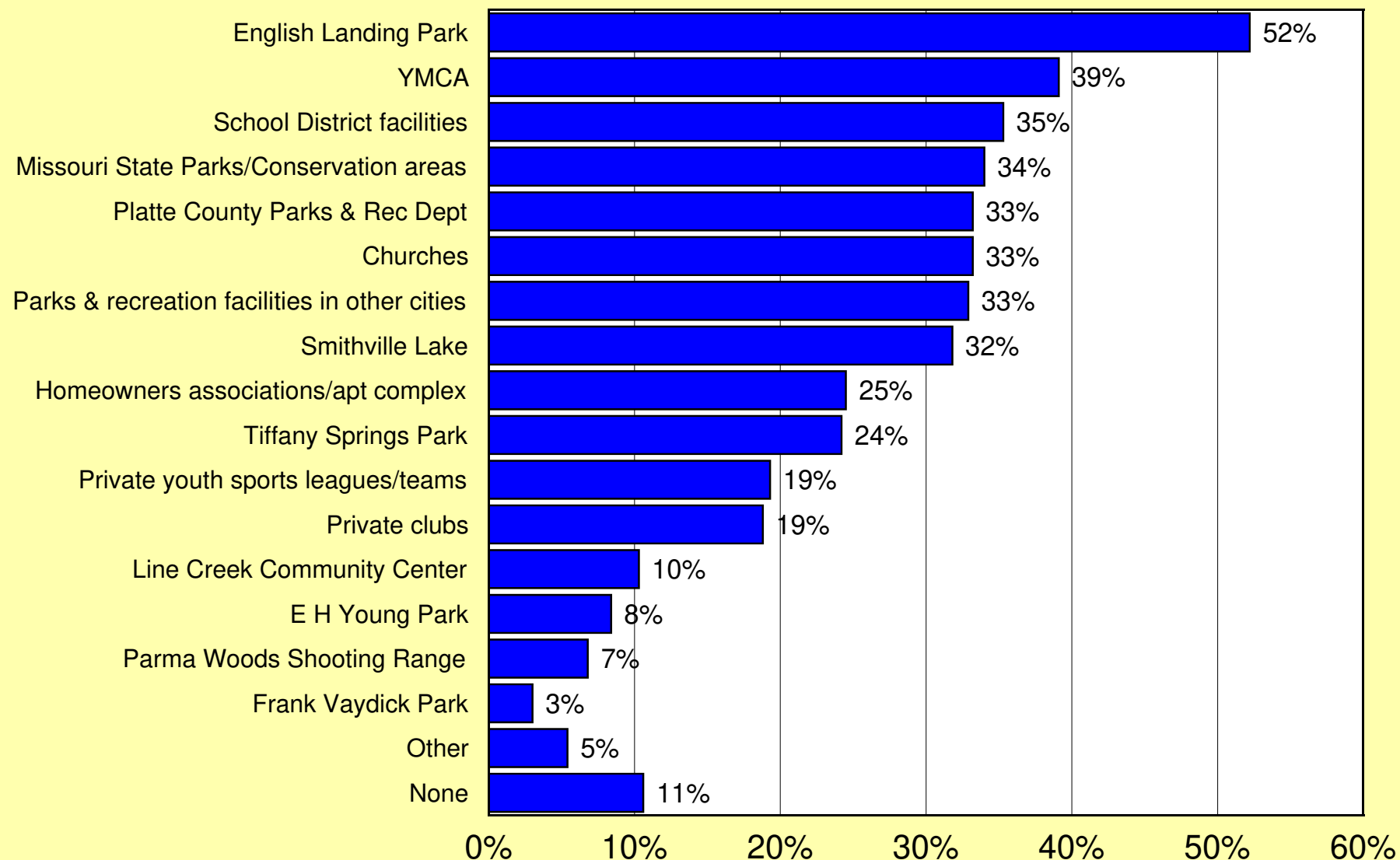
by percentage of respondents who selected the item as one of their top four choices



Source: Leisure Vision/ETC Institute (August 2008)

Q12. Organizations and Facilities Used for Indoor and Outdoor Recreation and Sports Activities Over the Last 12 Months

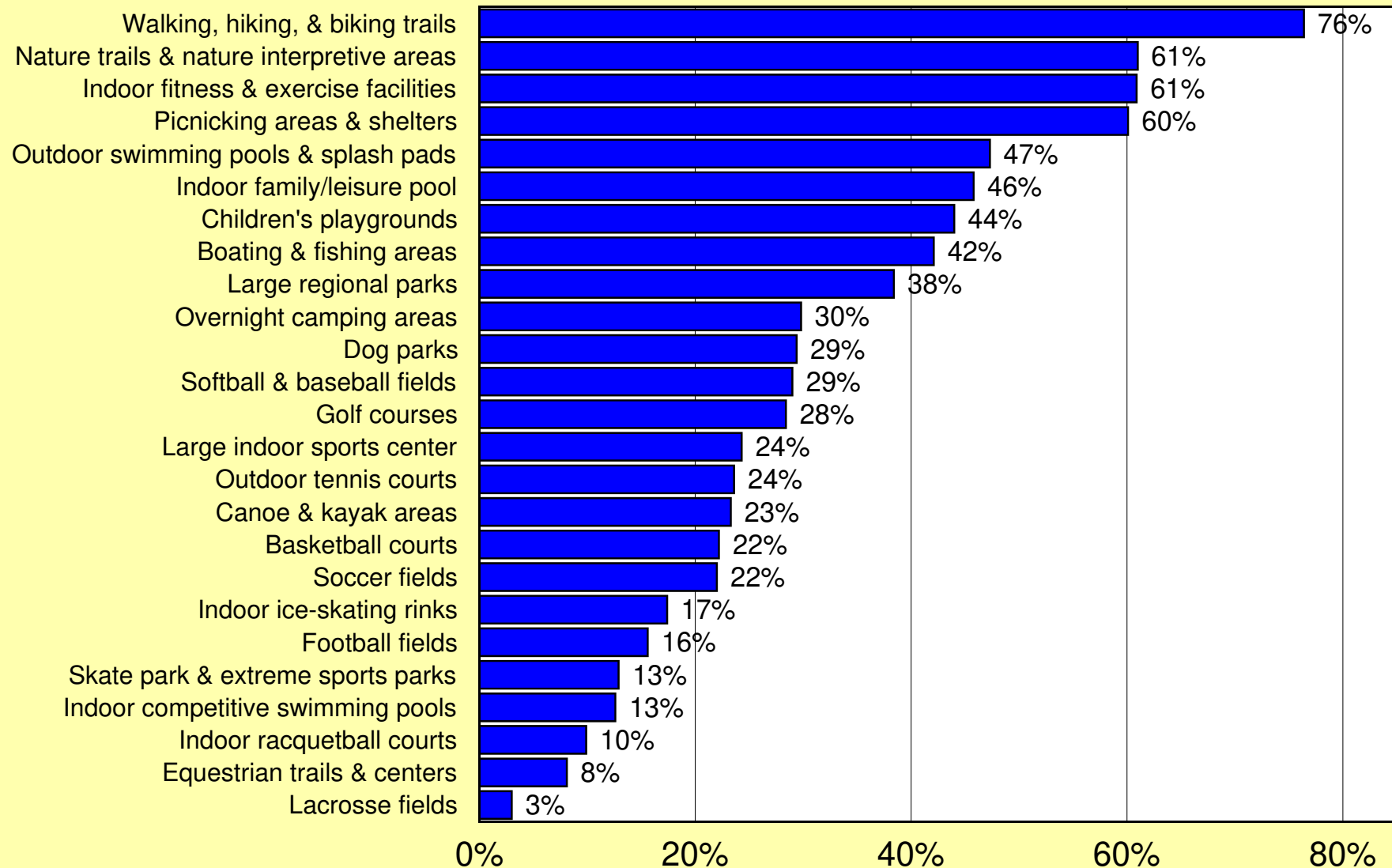
by percentage of respondents (multiple choices could be made)



Source: Leisure Vision/ETC Institute (May 2008)

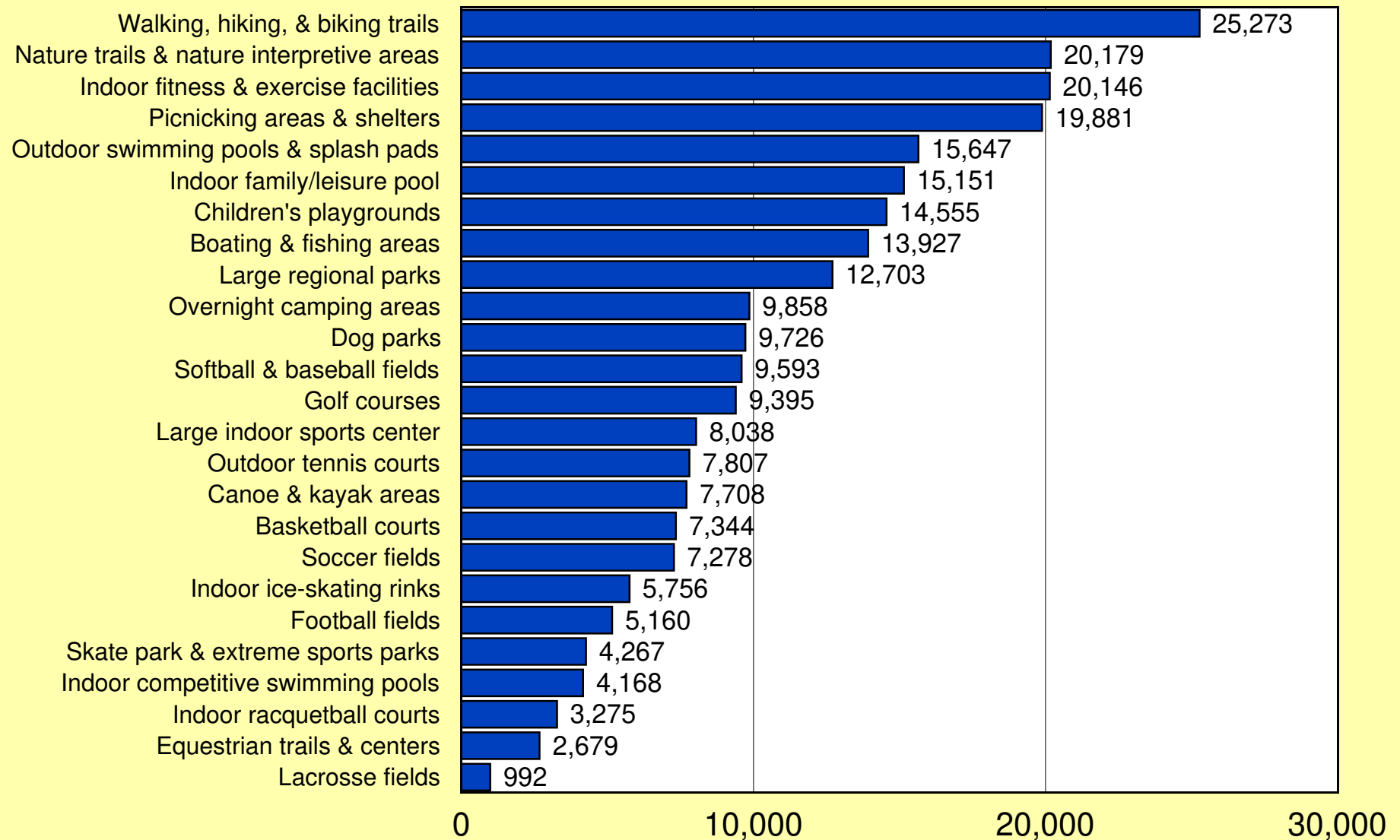
Q13. Respondent Households That Have a Need for Various Parks and Recreation Facilities

by percentage of respondents (multiple choices could be made)



Q13a. Estimated Number of Households in Platte County That Have a Need for Various Parks and Recreation Facilities

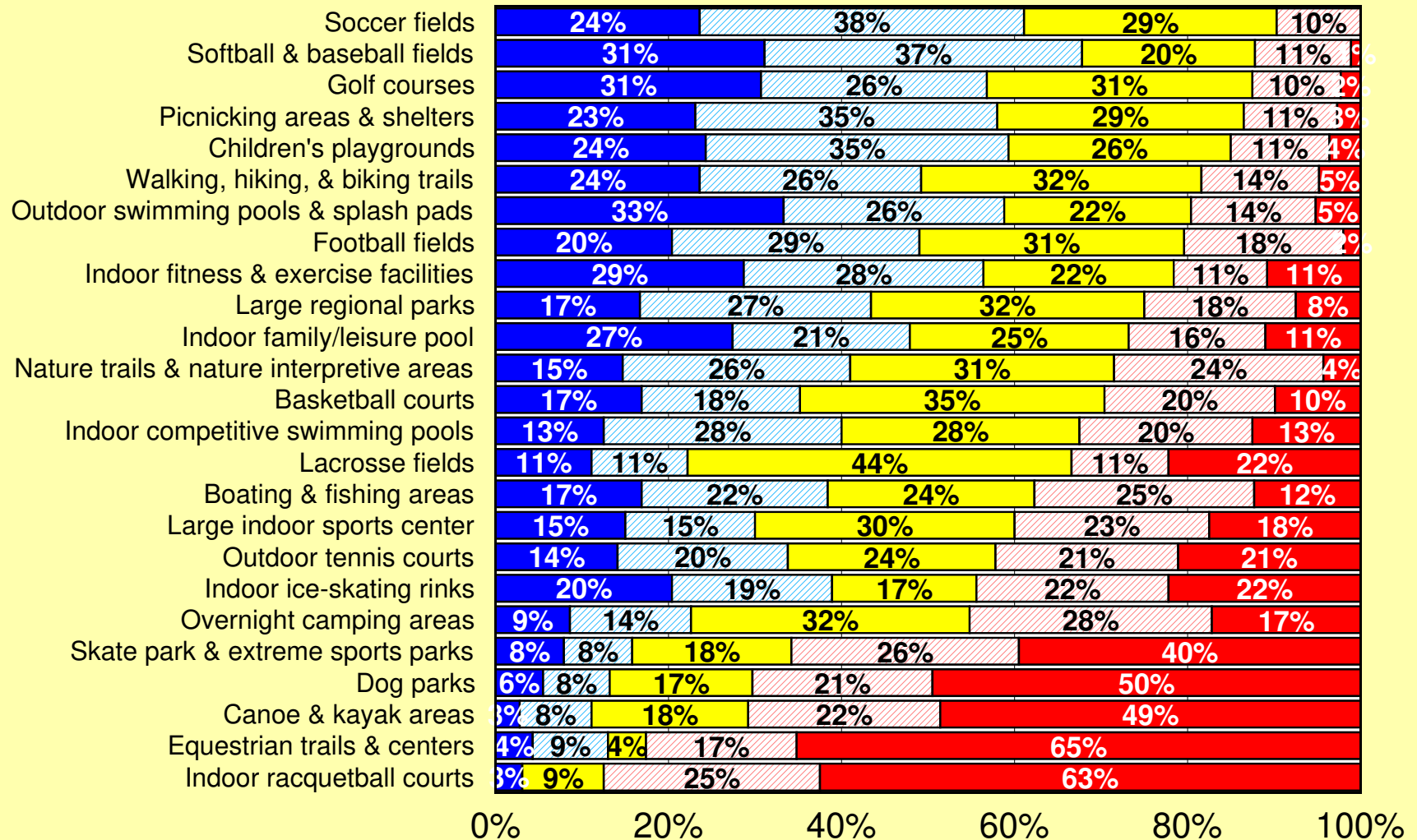
by number of households based on 33,080 households in Platte County (Source 2006 US Census)



Source: Leisure Vision/ETC Institute (August 2008)

Q13b. How Well Parks and Recreation Facilities in Platte County Meet the Needs of Respondent Households

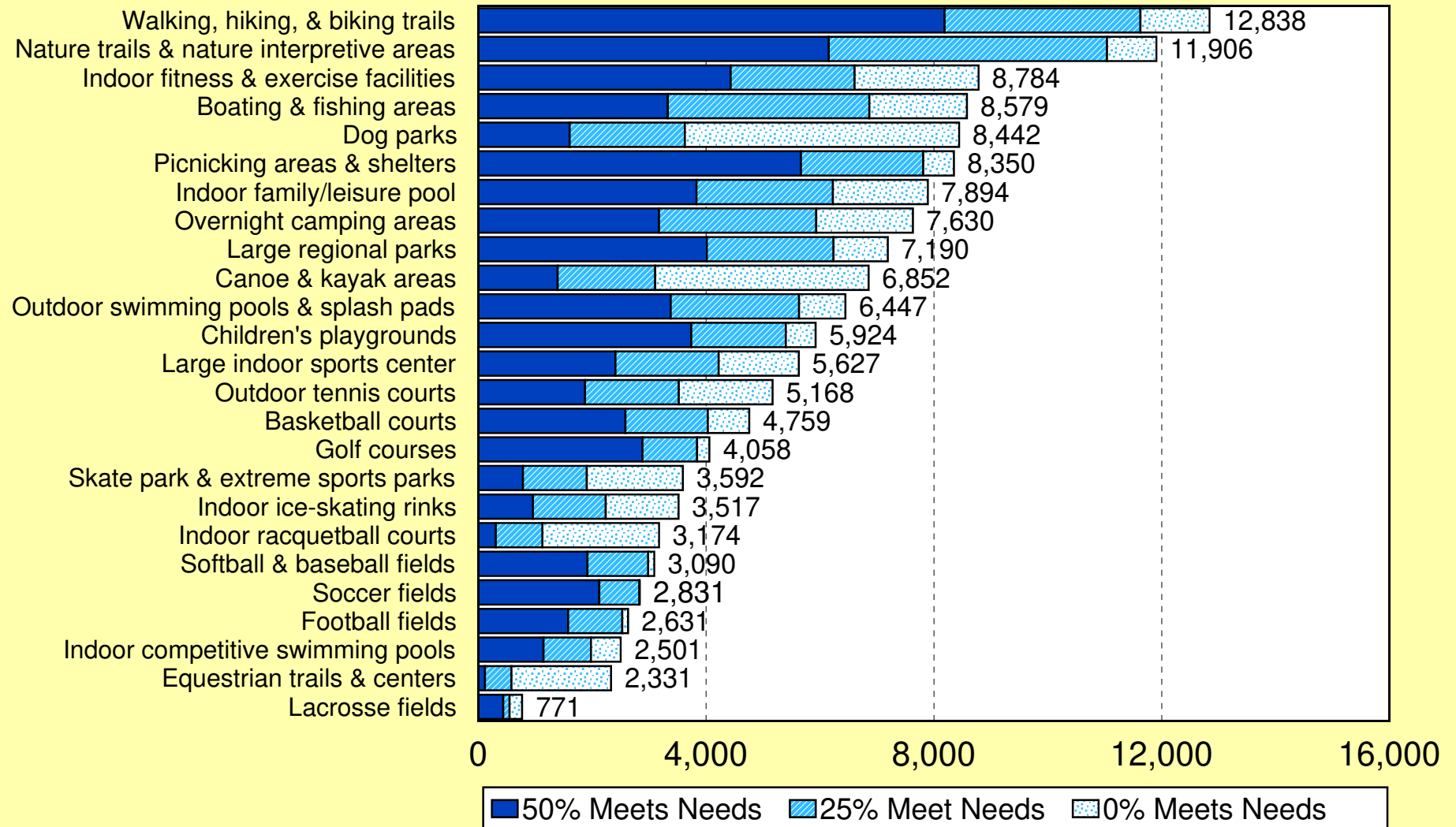
by percentage of respondents with a need for facilities



100% Meets Needs 75% Meets Needs 50% Meets Needs 25% Meets Needs 0% Meets Needs

Q13c. Estimated Number of Households in Platte County Whose Needs for Parks and Recreation Facilities Are Only Being 50% Met or Less

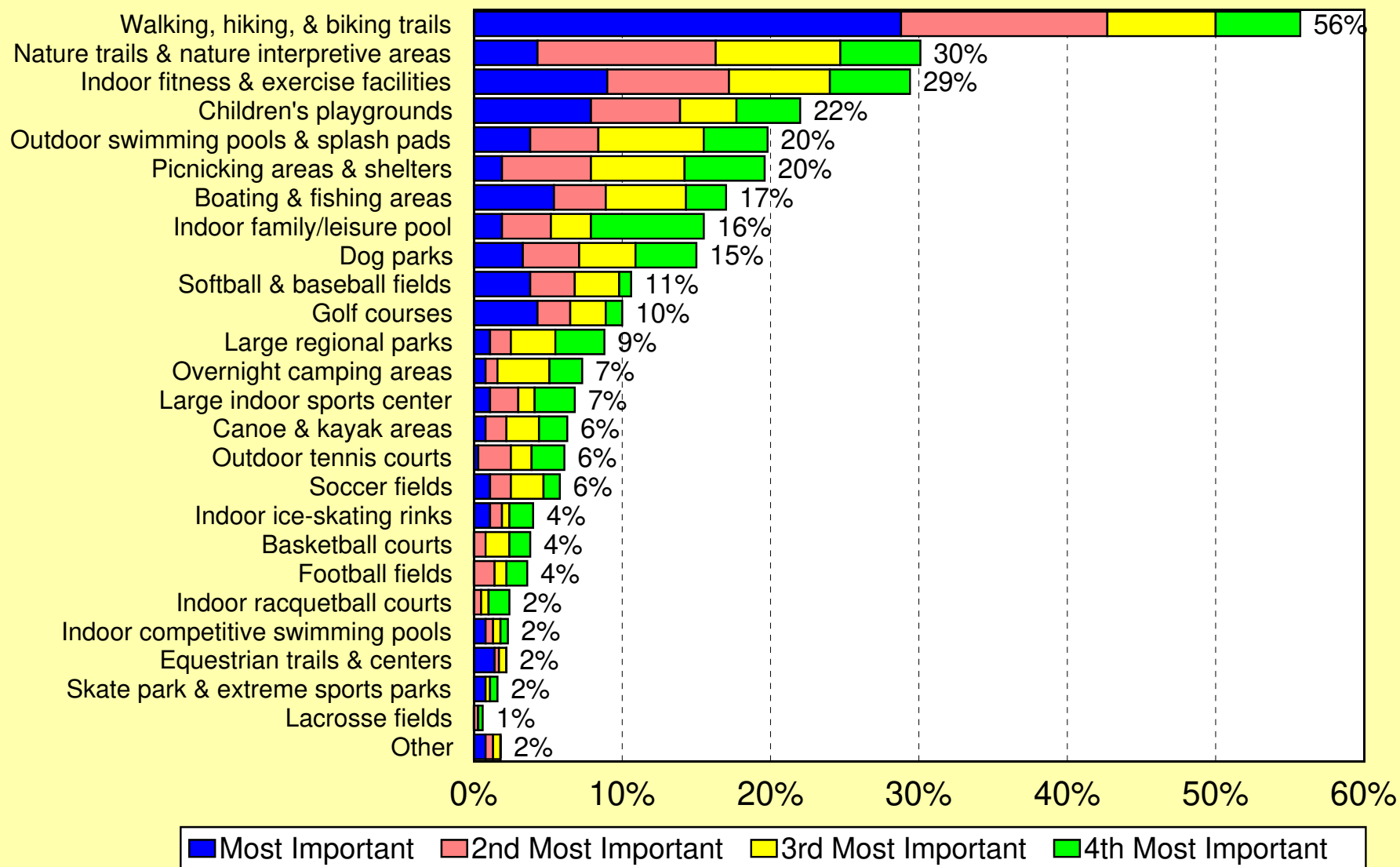
by number of households based on 33,080 households in Platte County (Source 2006 US Census)



Source: Leisure Vision/ETC Institute (August 2008)

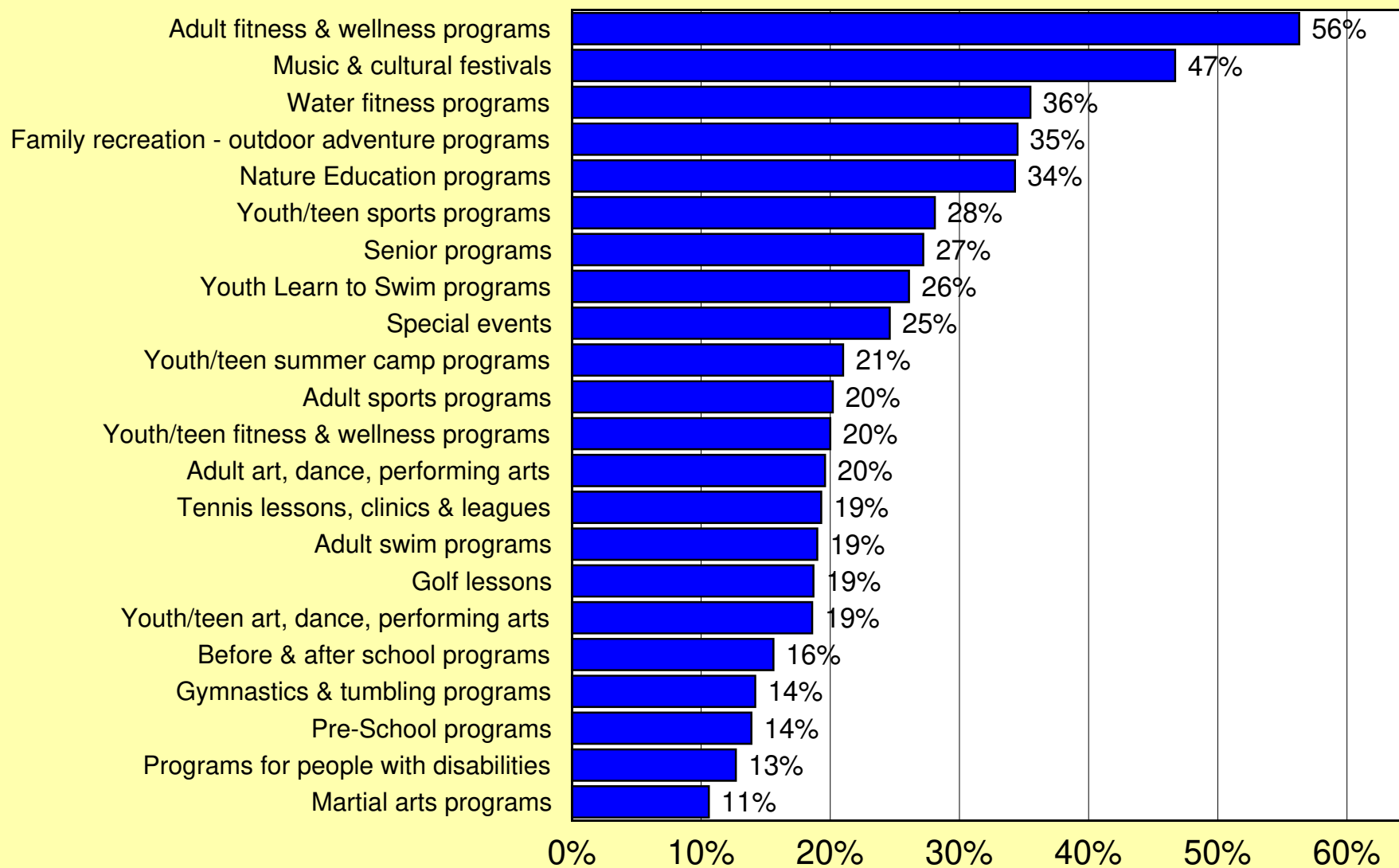
Q14. Parks and Recreation Facilities That Are Most Important to Respondent Households

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



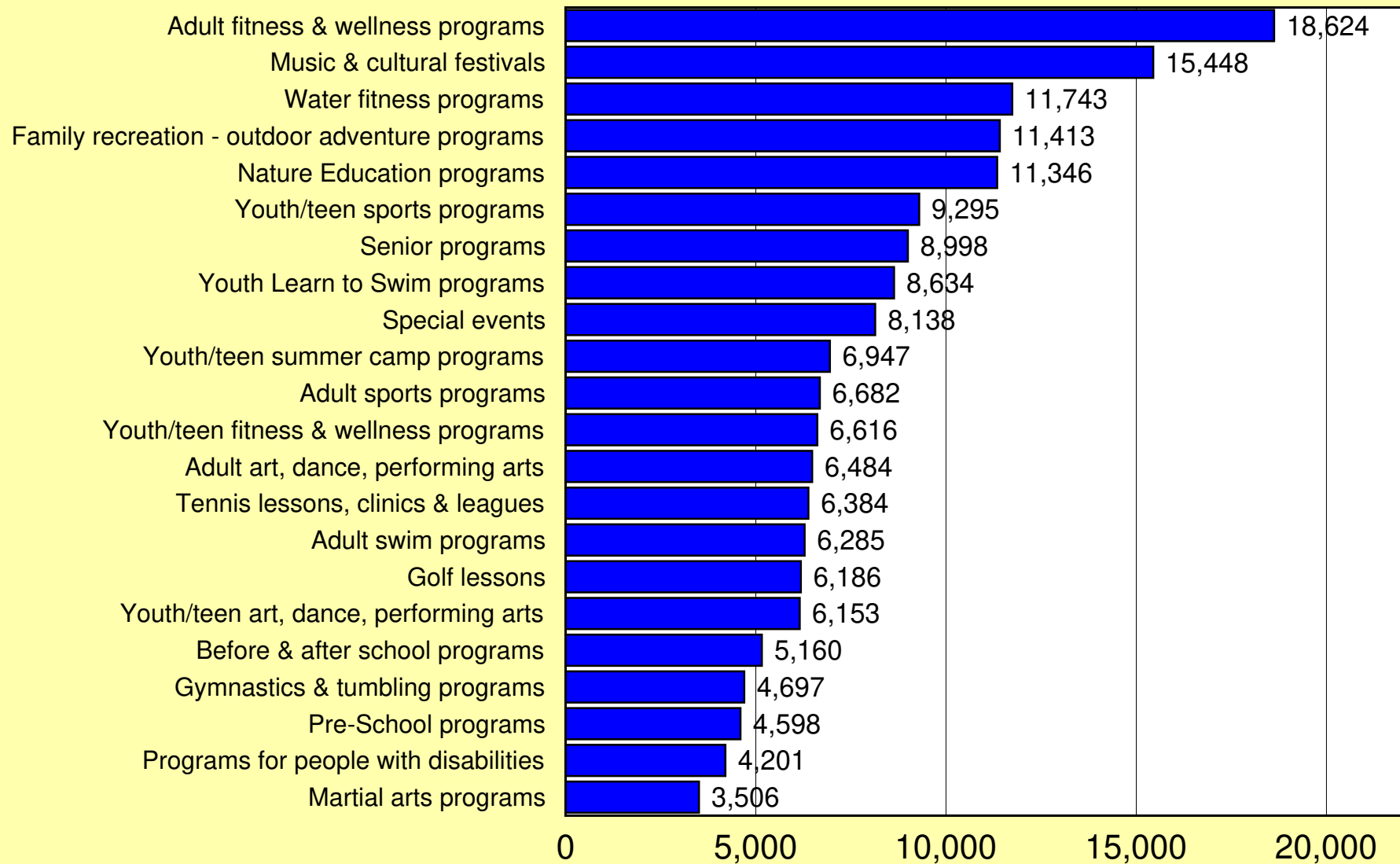
Q15. Respondent Households That Have a Need for Various Recreation Programs

by percentage of respondents (multiple choices could be made)



Q15a. Estimated Number of Households in Platte County That Have a Need for Various Recreation Programs

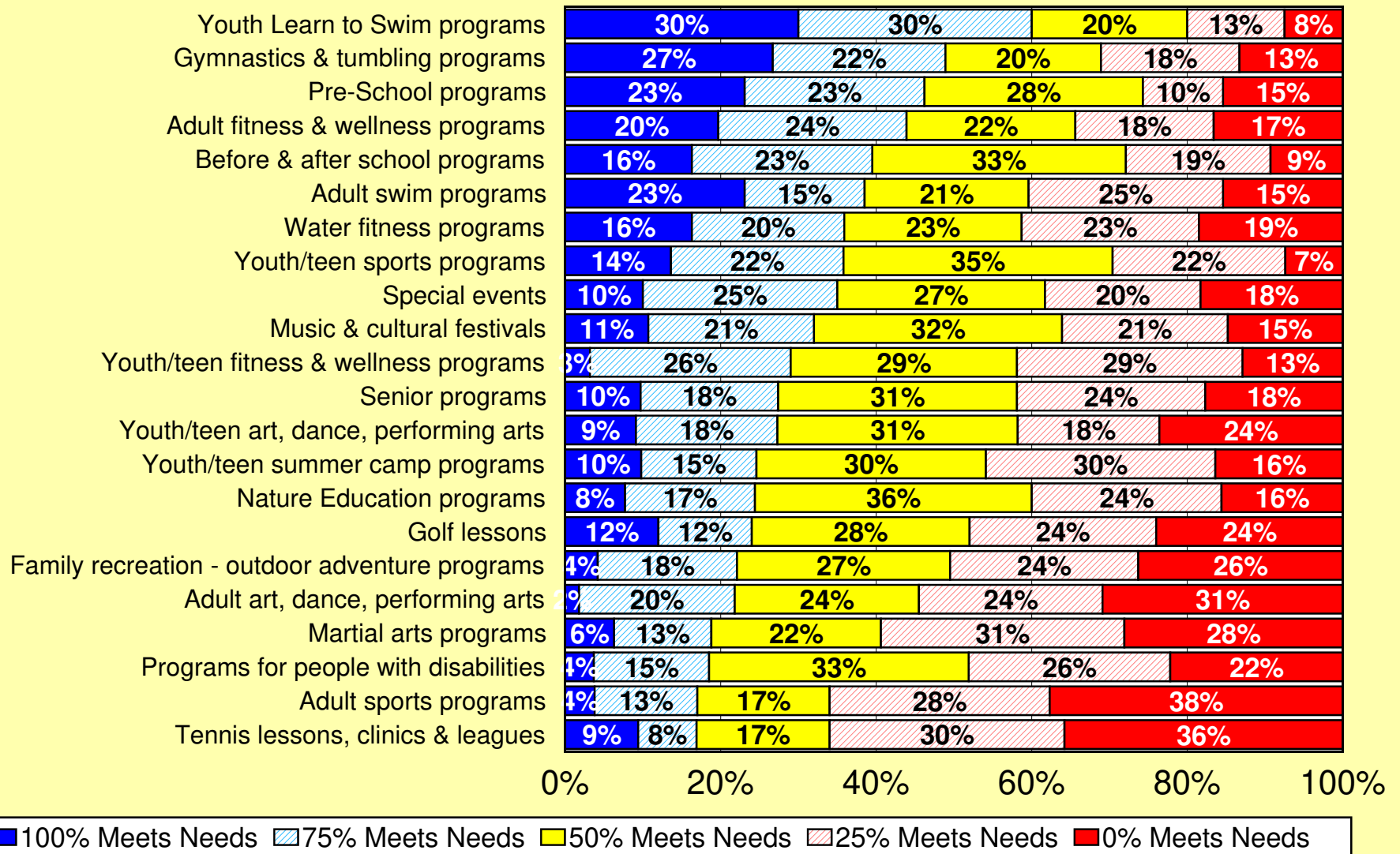
by number of households based on 33,080 households in Platte County (Source 2006 US Census)



Source: Leisure Vision/ETC Institute (August 2008)

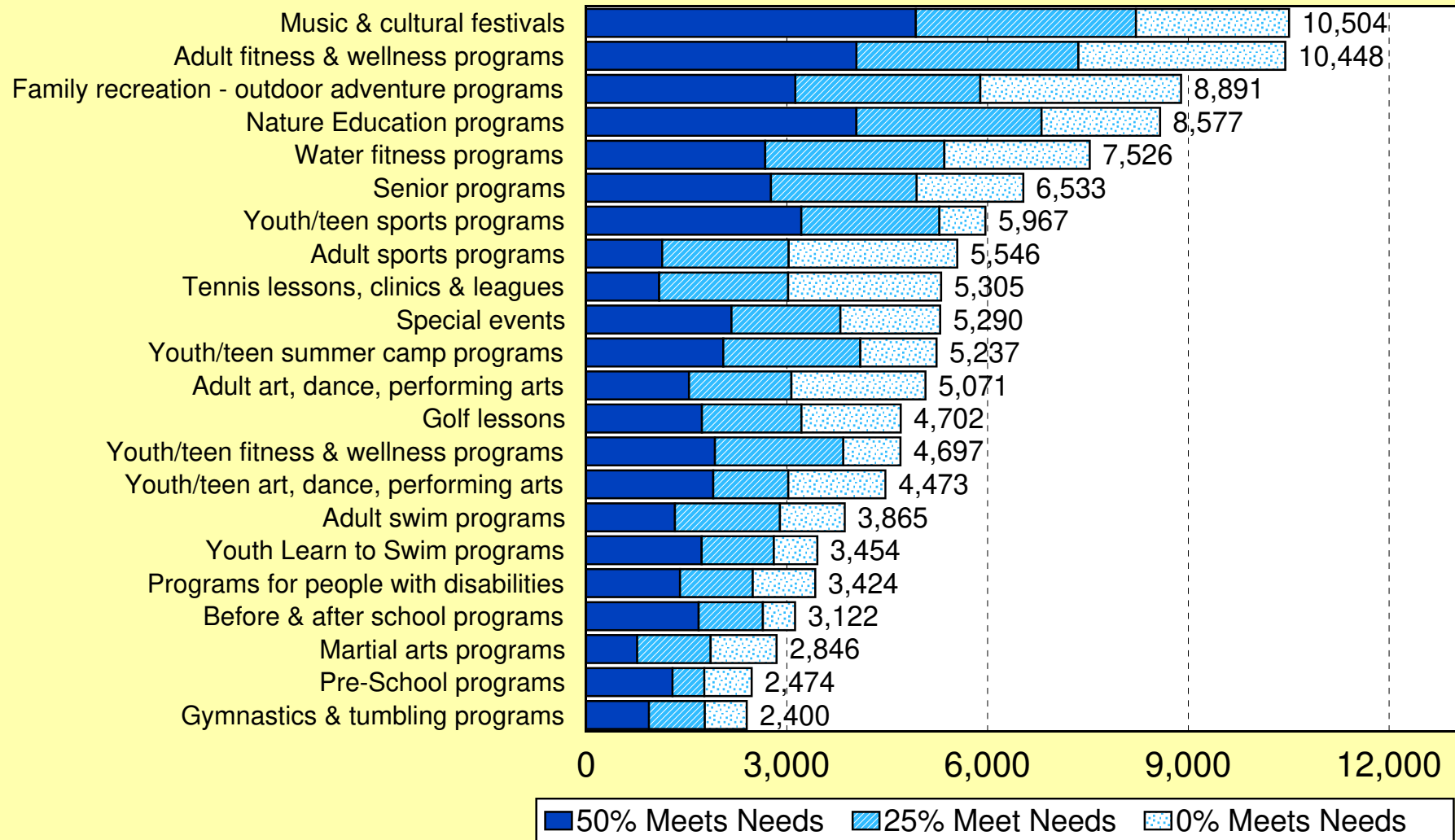
Q15b. How Well Recreation Programs in Platte County Meet the Needs of Respondent Households

by percentage of respondent households that have a need for programs



Q15c. Estimated Number of Households in Platte County Whose Needs for Recreation Programs Are Only Being 50% Met or Less

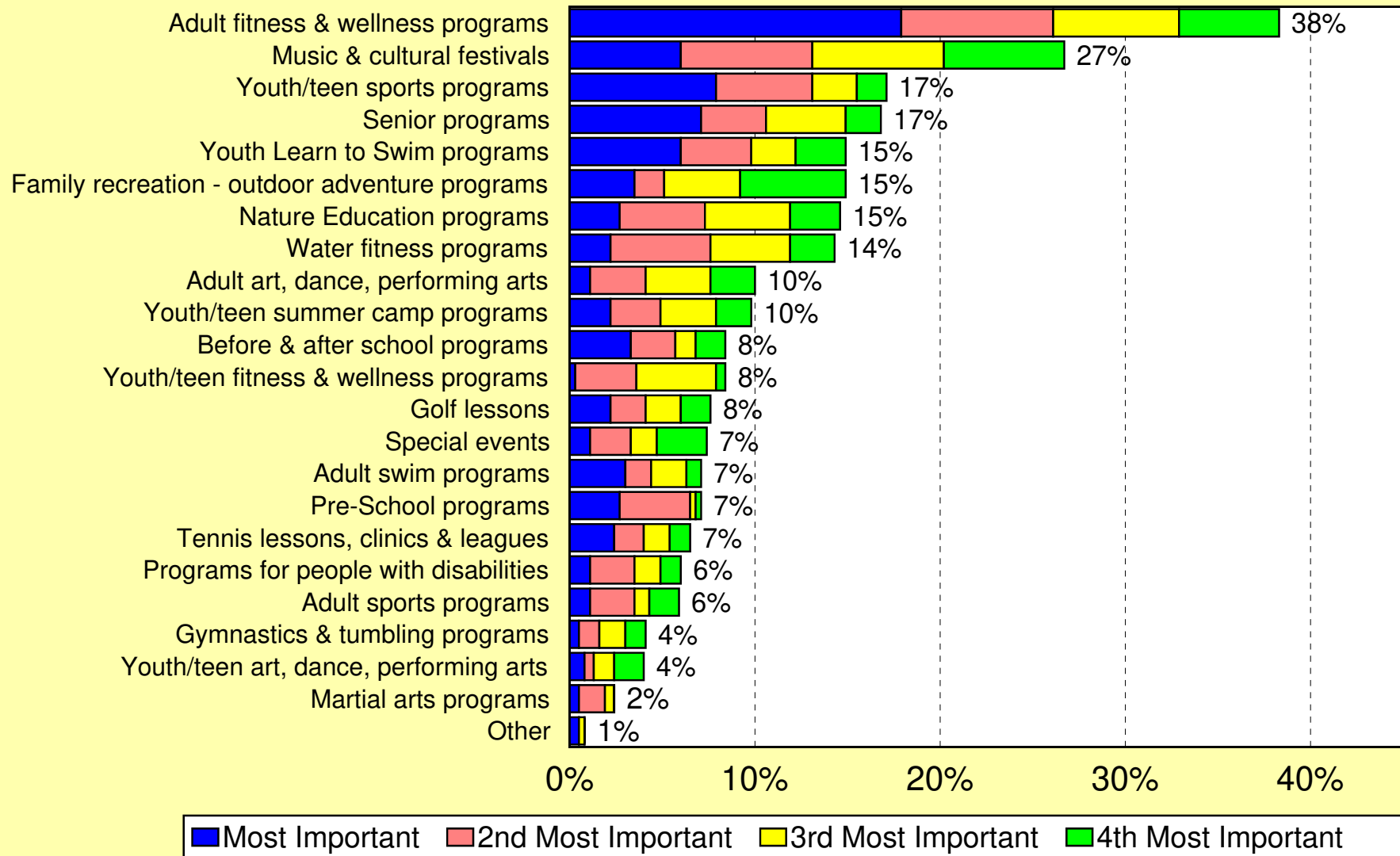
by number of households based on 33,080 households in Platte County (Source 2006 US Census)



Source: Leisure Vision/ETC Institute (August 2008)

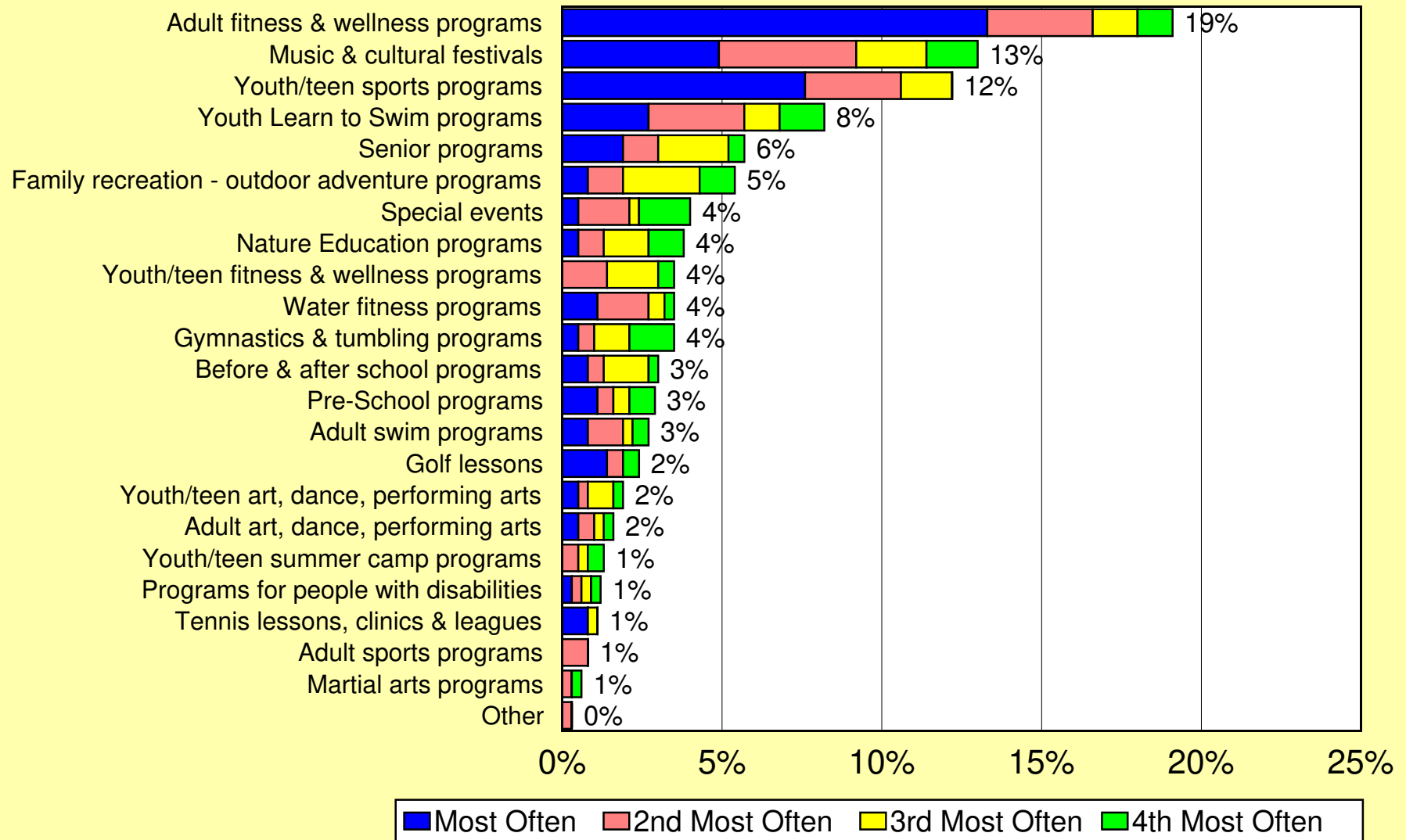
Q16. Recreation Programs That Are Most Important to Respondent Households

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



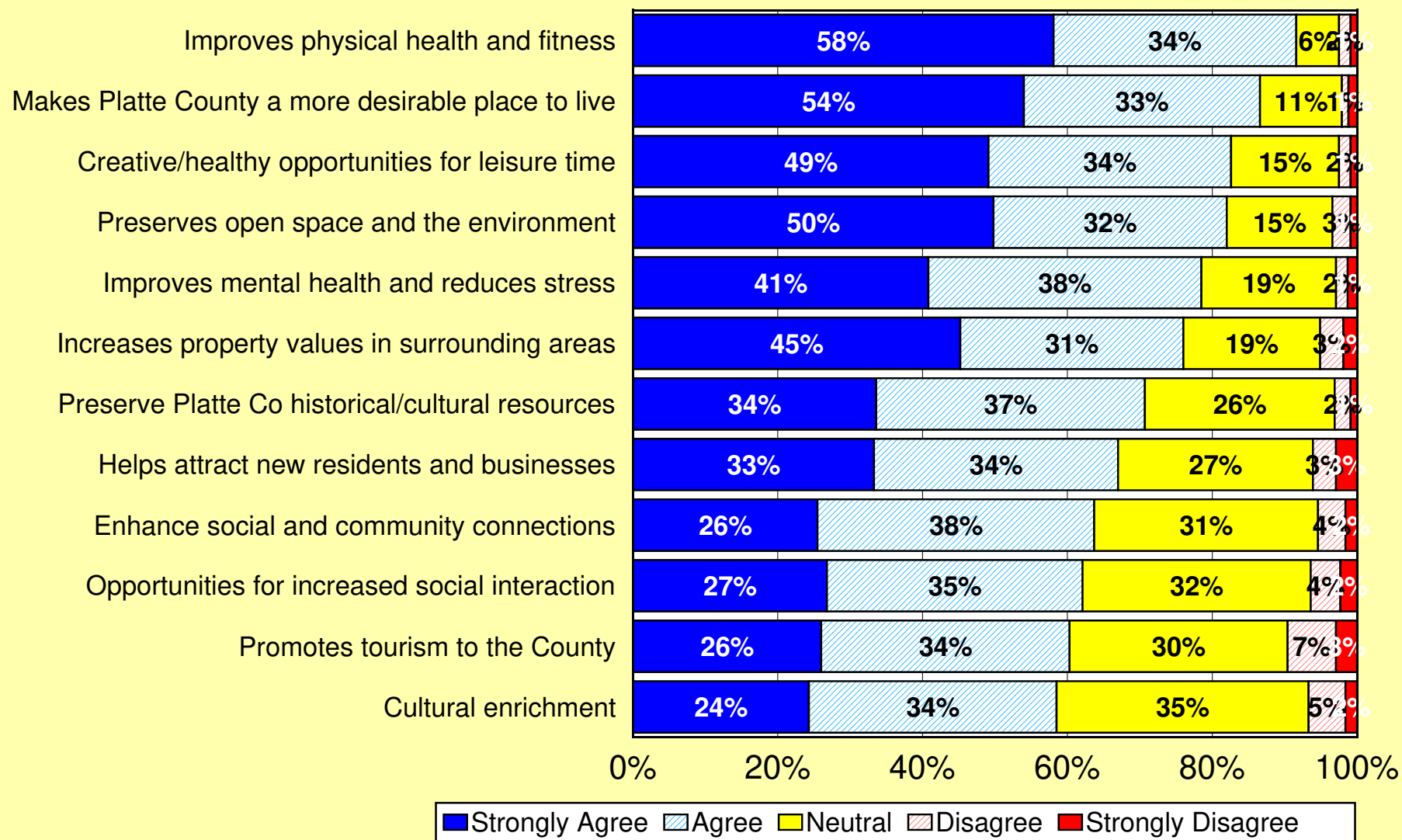
Q17. Programs That Respondents Currently Participate in Most Often at Platte County Parks and Recreation Facilities

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



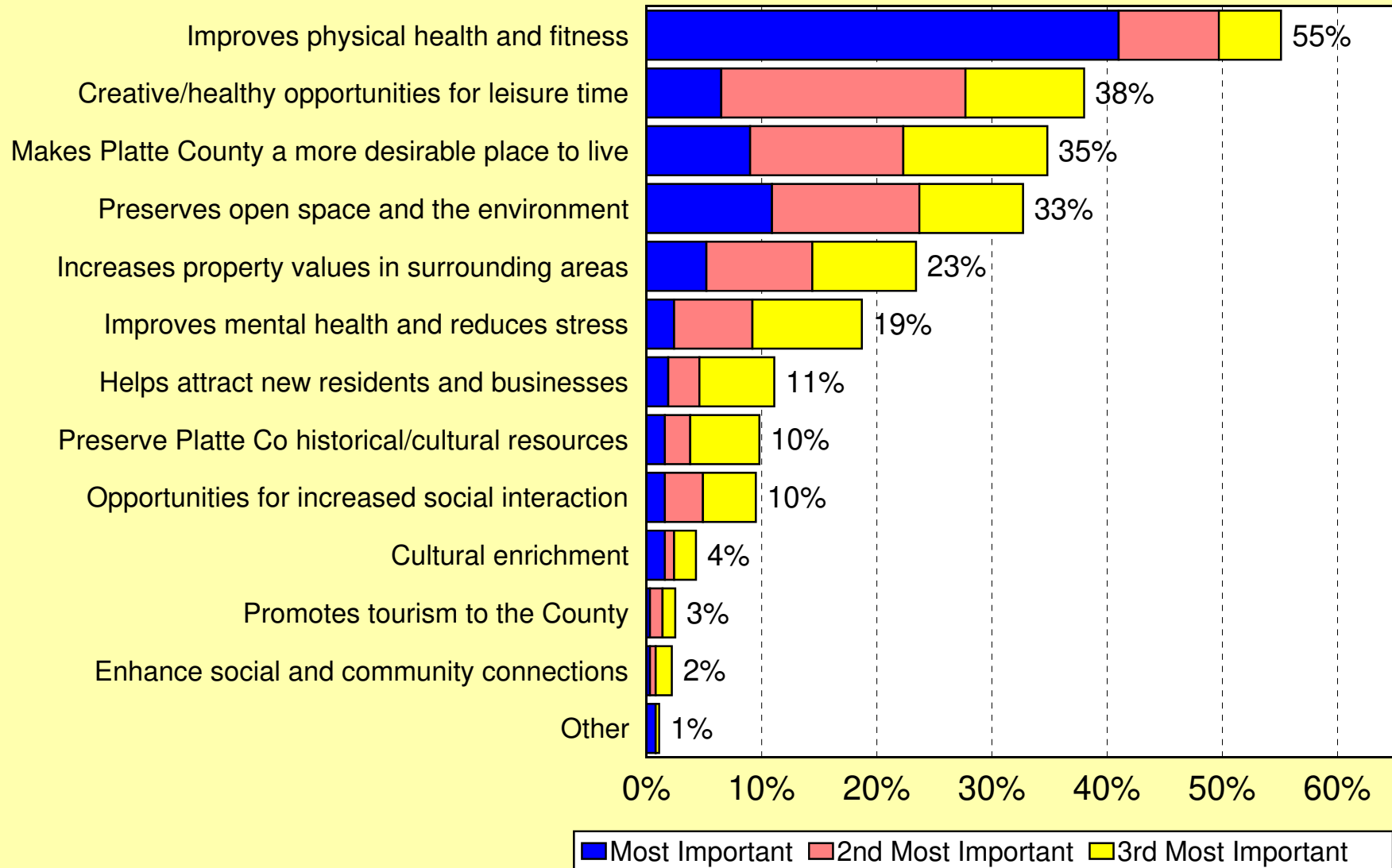
Q18. Level of Agreement With the Benefits Being Provided by Parks, Trails, and Recreation Facilities and Services

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



Q19. Potential Benefits That Are Most Important to Respondent Households

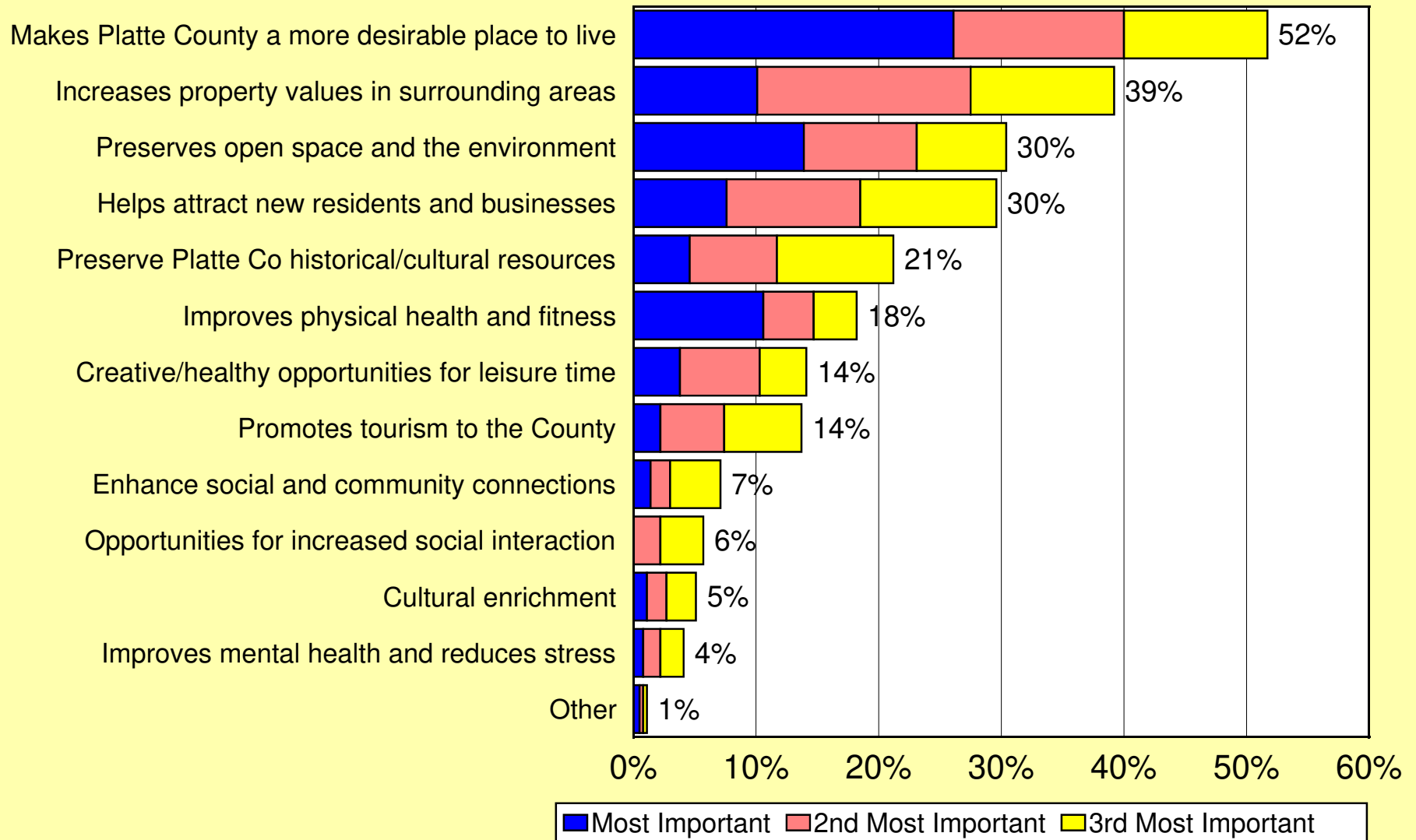
by percentage of respondents who selected the item as one of their top three choices



Source: Leisure Vision/ETC Institute (August 2008)

Q20. Potential Benefits That Are Most Important to the Future of Platte County

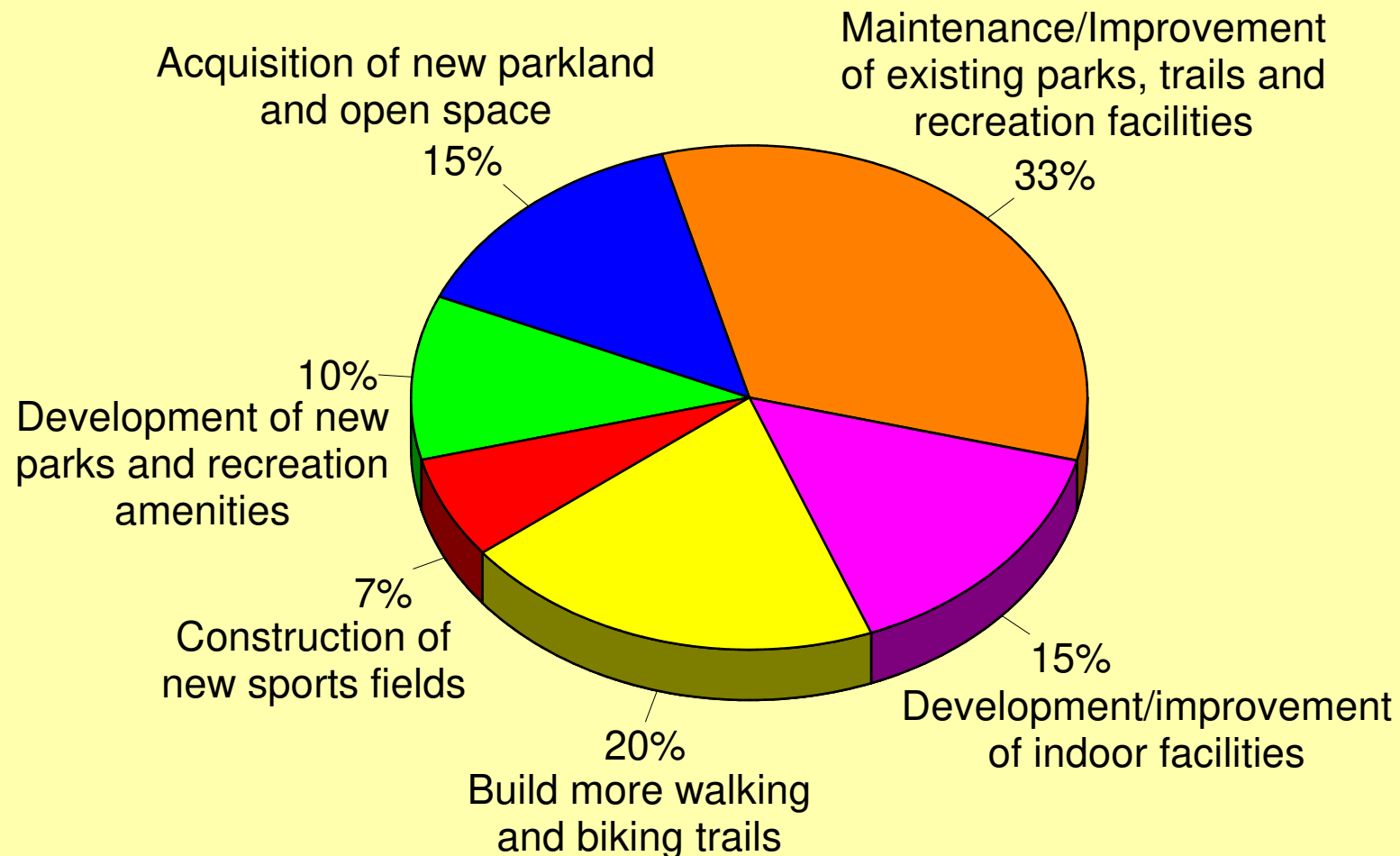
by percentage of respondents who selected the item as one of their top three choices



Source: Leisure Vision/ETC Institute (August 2008)

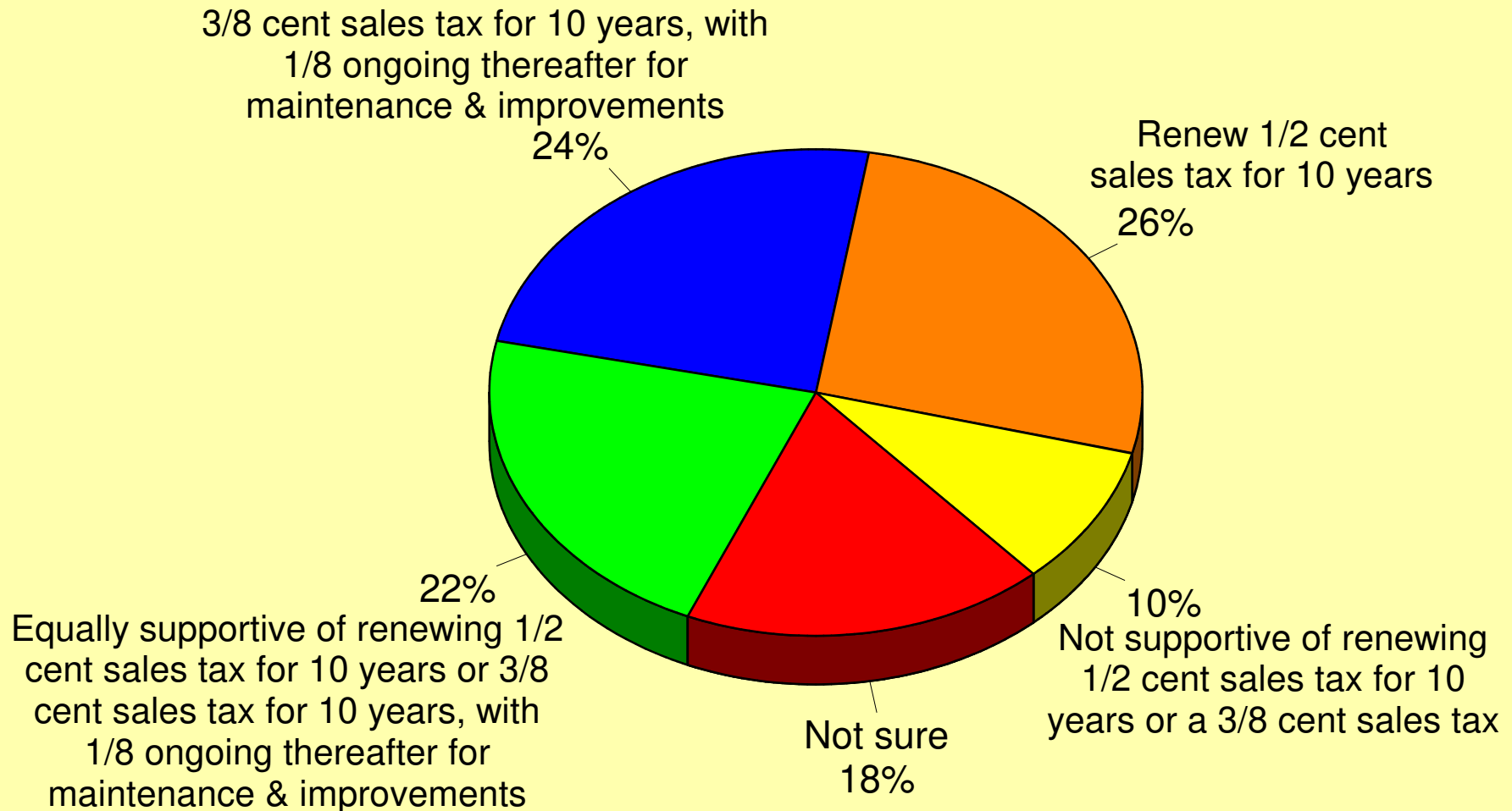
Q21. Allocation of \$100 Among Various Categories of Funding for Parks and Recreation Services

by percentage of respondents



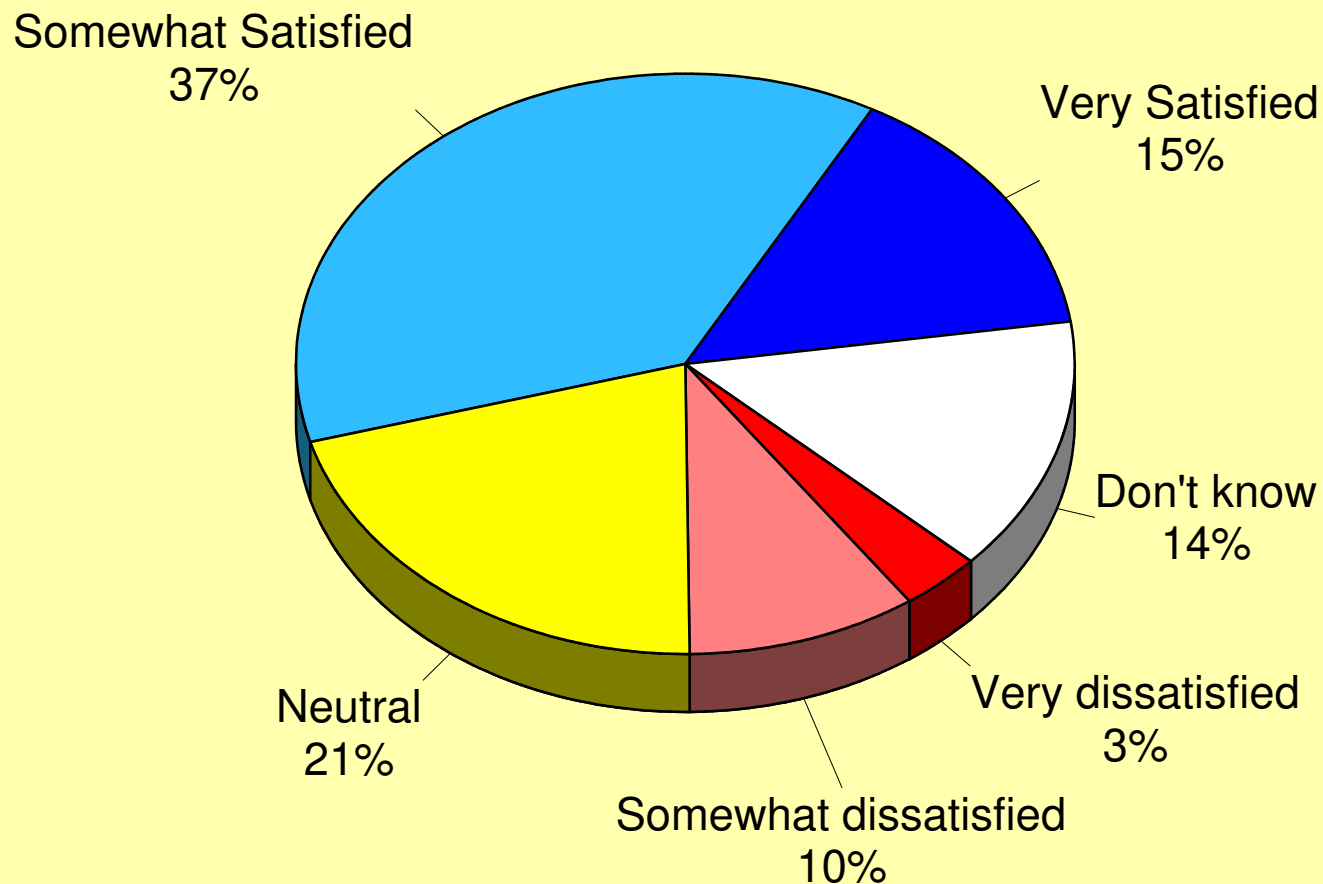
Q22. Level of Support for Various Sales Tax Options

by percentage of respondents



Q23. Level of Satisfaction With the Overall Value Received from the Platte County Parks and Recreation Department

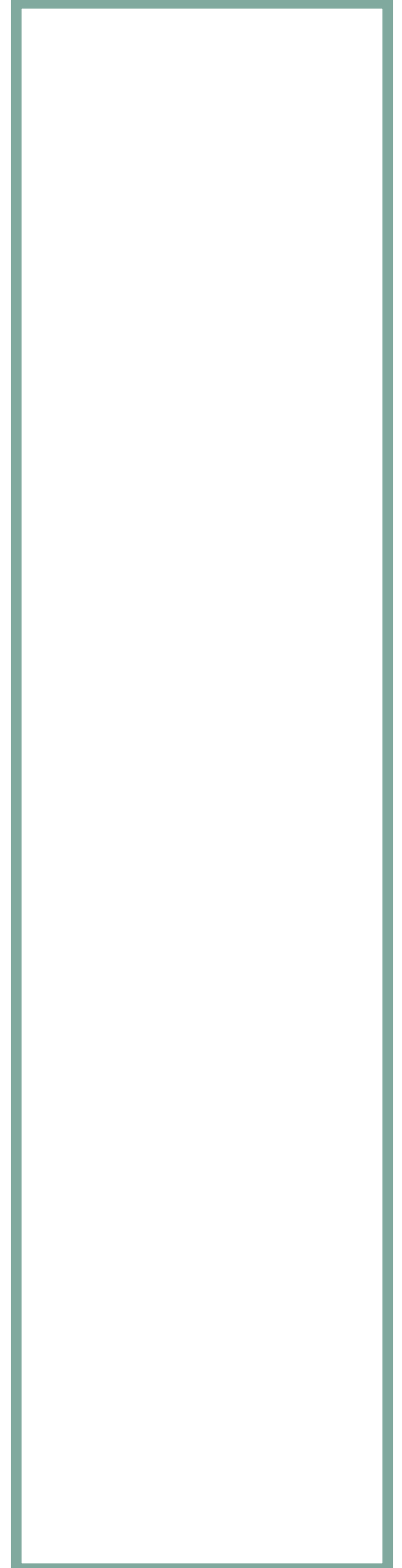
by percentage of respondents





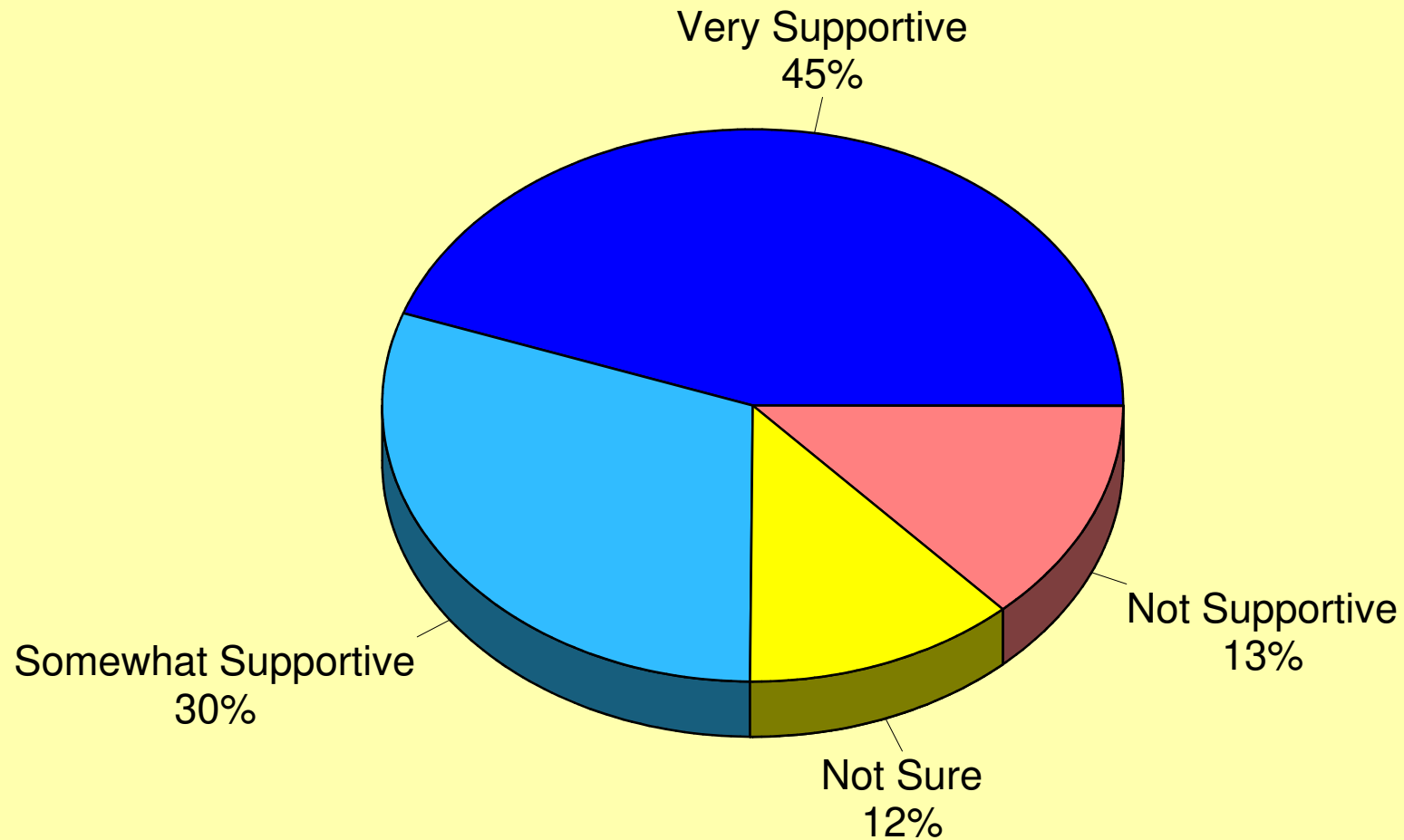
Appendix E

Second Citizen Survey Graphs



Q1. How Supportive Are You of Developing More Trails in Platte County?

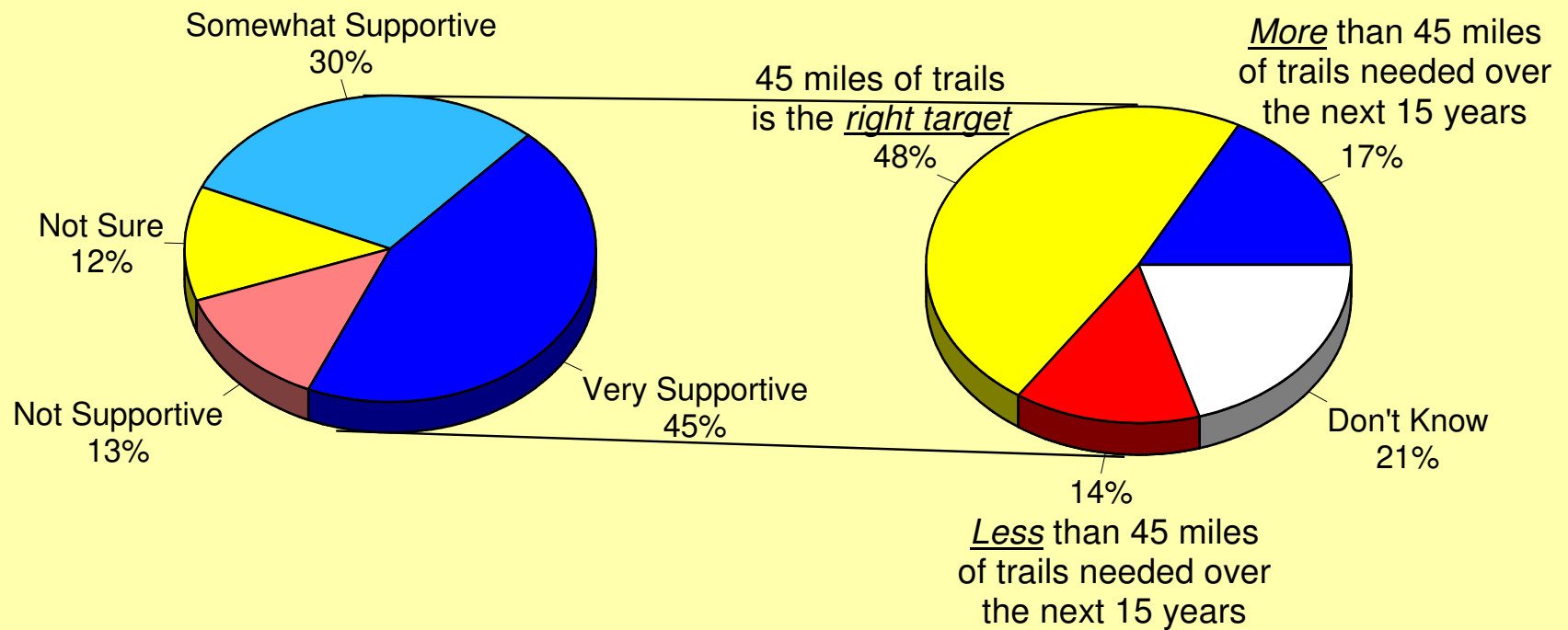
by percentage of respondents



Q1. How Supportive Are You of Developing More Trails in Platte County?

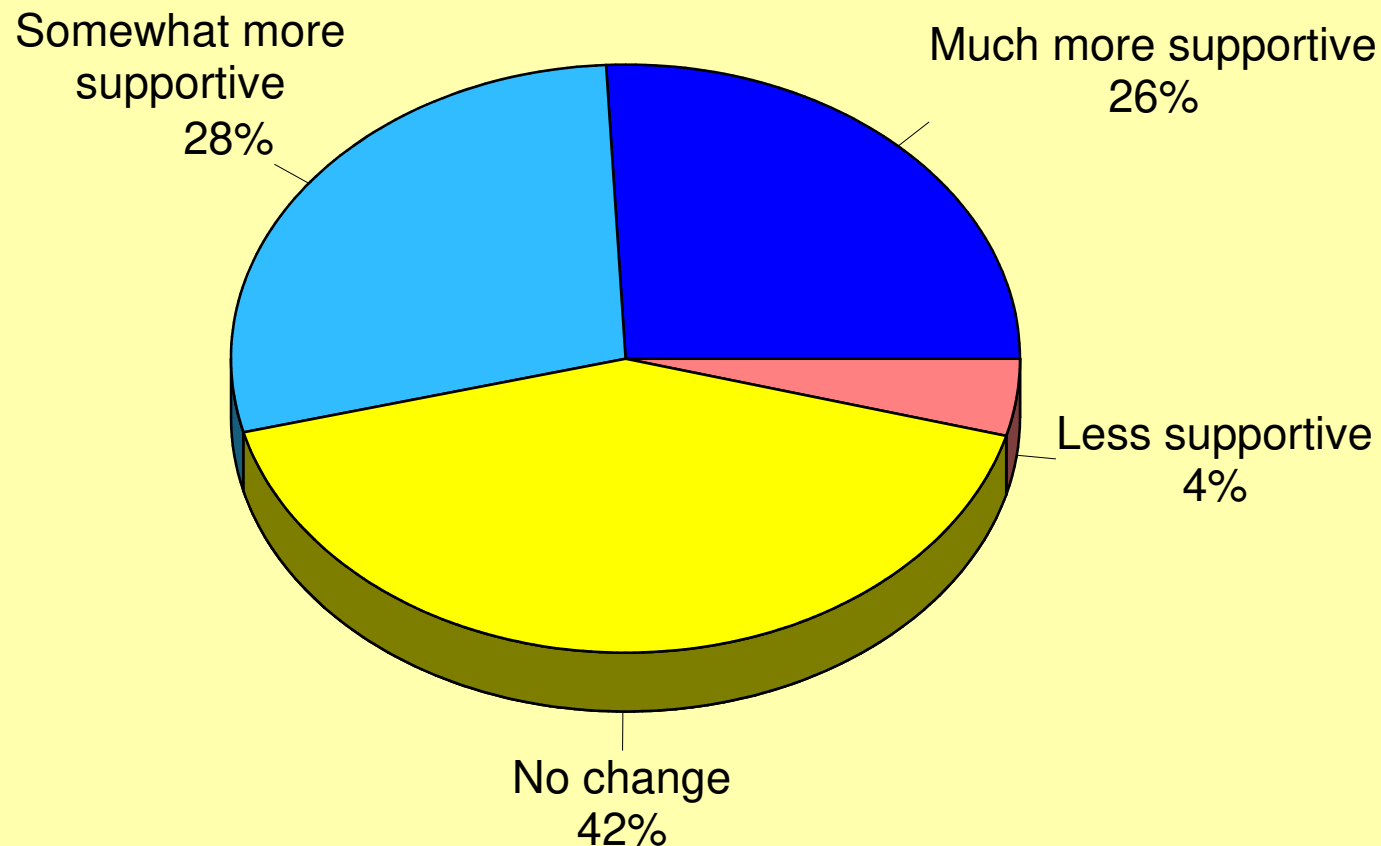
by percentage of respondents

Q1a. Number of Miles of Trails Needed Over the Next 15 Years



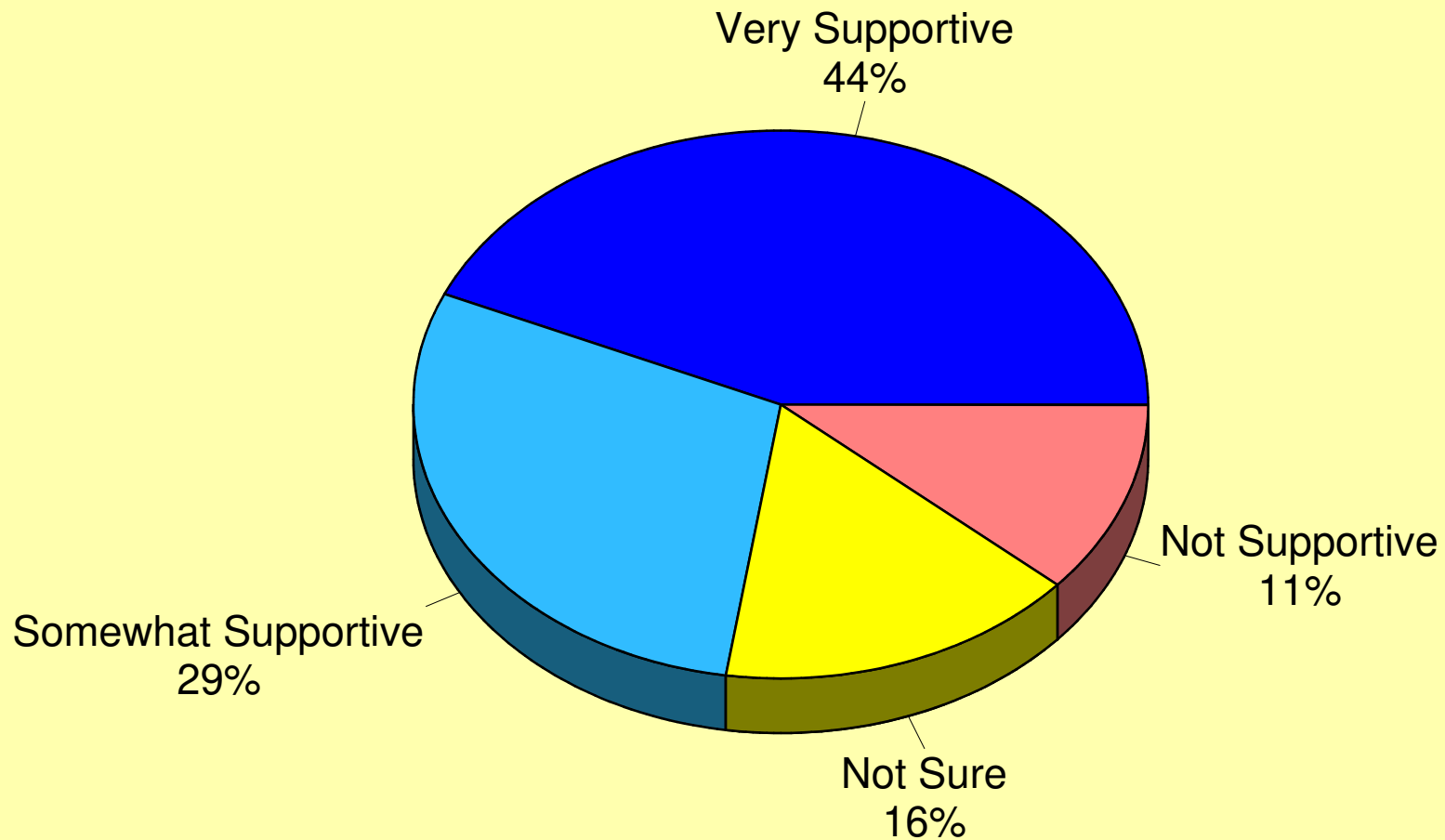
Q2. How Does Knowing That Walking, Biking, and Nature Trails Were Rated as the Most Important Parks and Recreation Facilities in Last Year's Citizen Survey Impact Your Level of Support for Developing More Trails in Platte County?

by percentage of respondents



Q3. How Supportive Would You Be of the County Acquiring up to 500 Additional Acres of Land for Parks and Open Space Over the Next 15 Years?

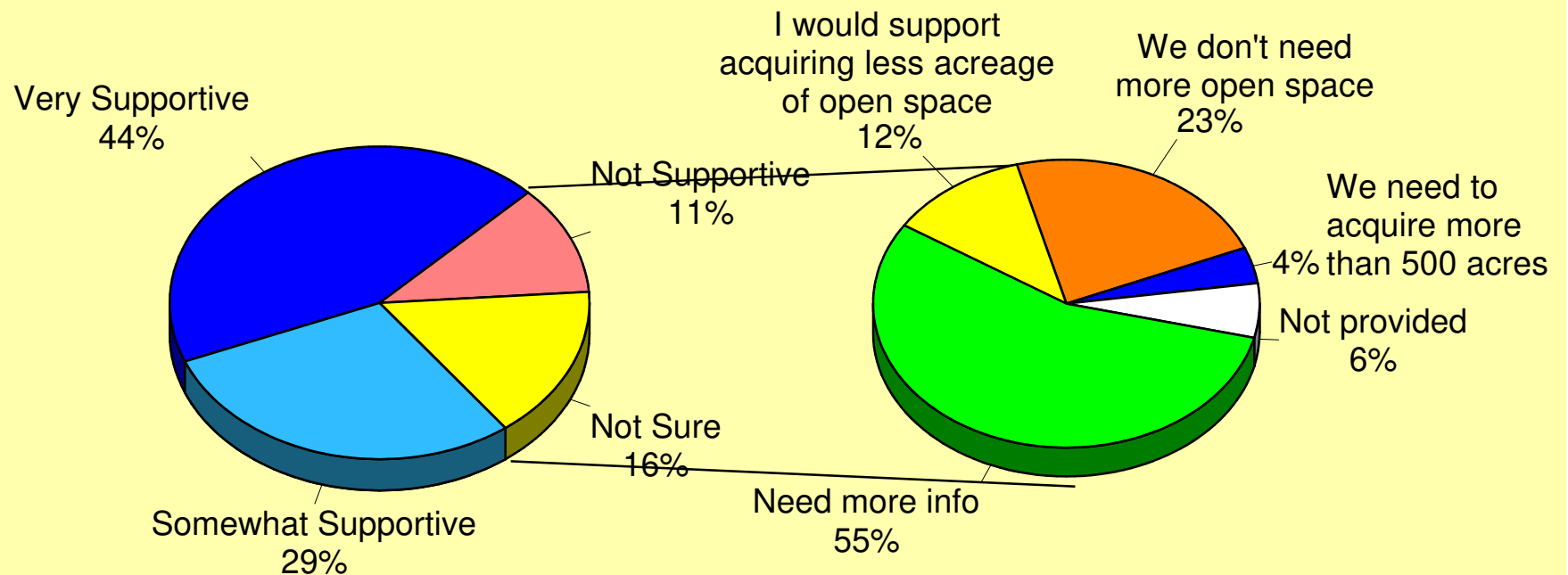
by percentage of respondents



Q3. How Supportive Would You Be of the County Acquiring up to 500 Additional Acres of Land for Parks and Open Space Over the Next 15 Years?

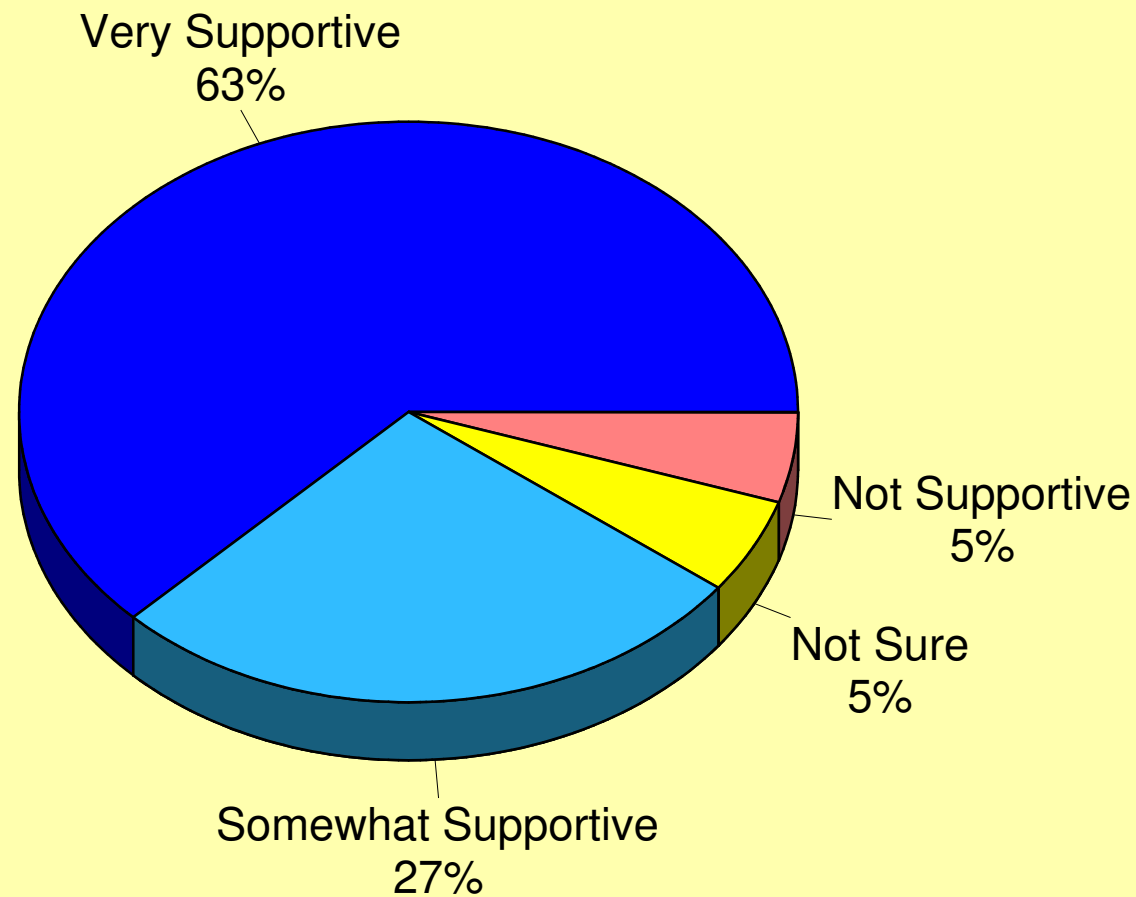
by percentage of respondents

Q3a. What is the One Major Reason You Are Not Sure or Not Supportive?



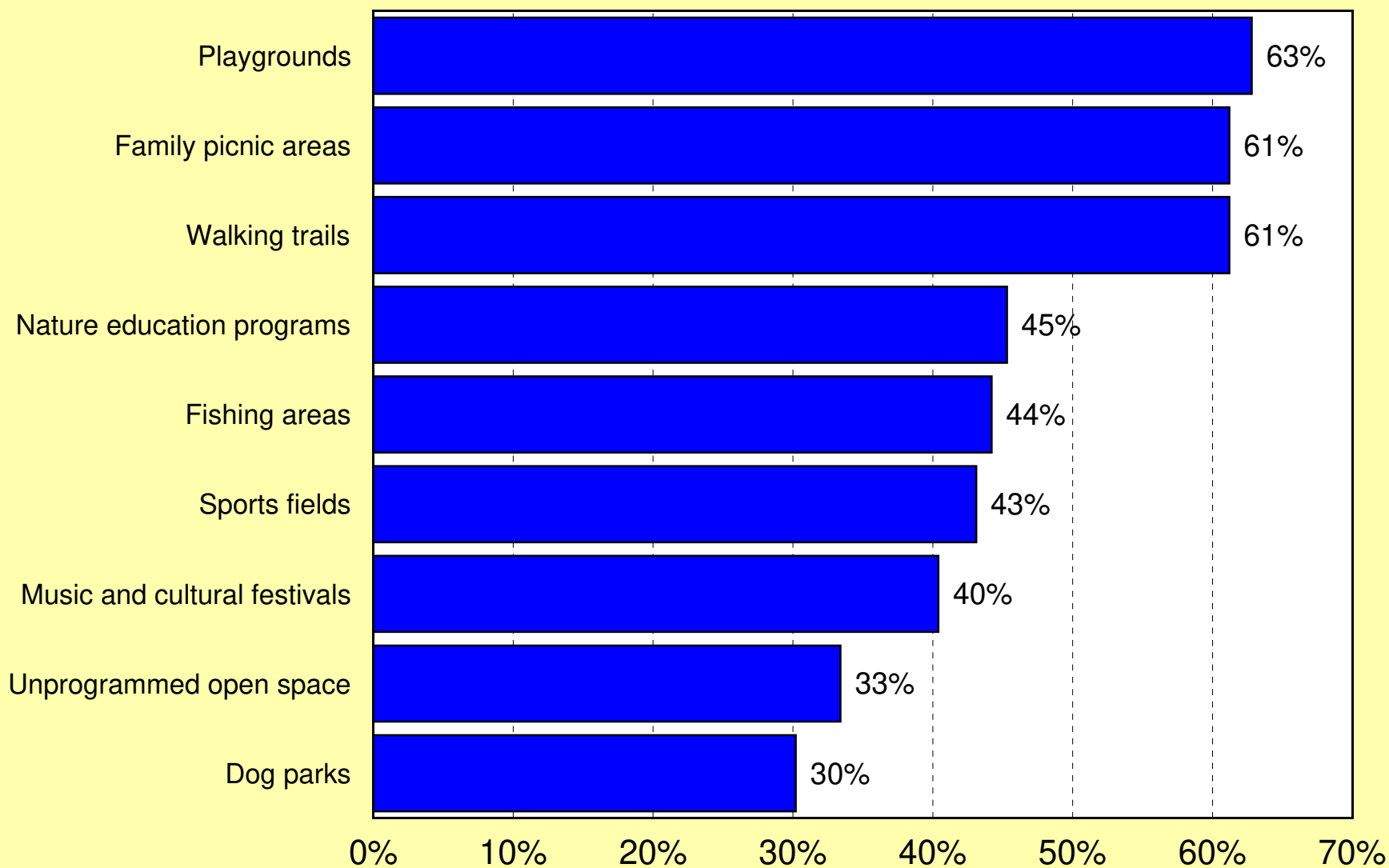
Q4. How Supportive Are You of Continuing to Protect Clean Water in Platte County by Acquiring Buffer Zones Along Streams and Rivers and Continuing the Storm Water Program Which Reduces Flooding?

by percentage of respondents



Q5. Improvements That Respondents Feel Should Be Developed for Children in the County

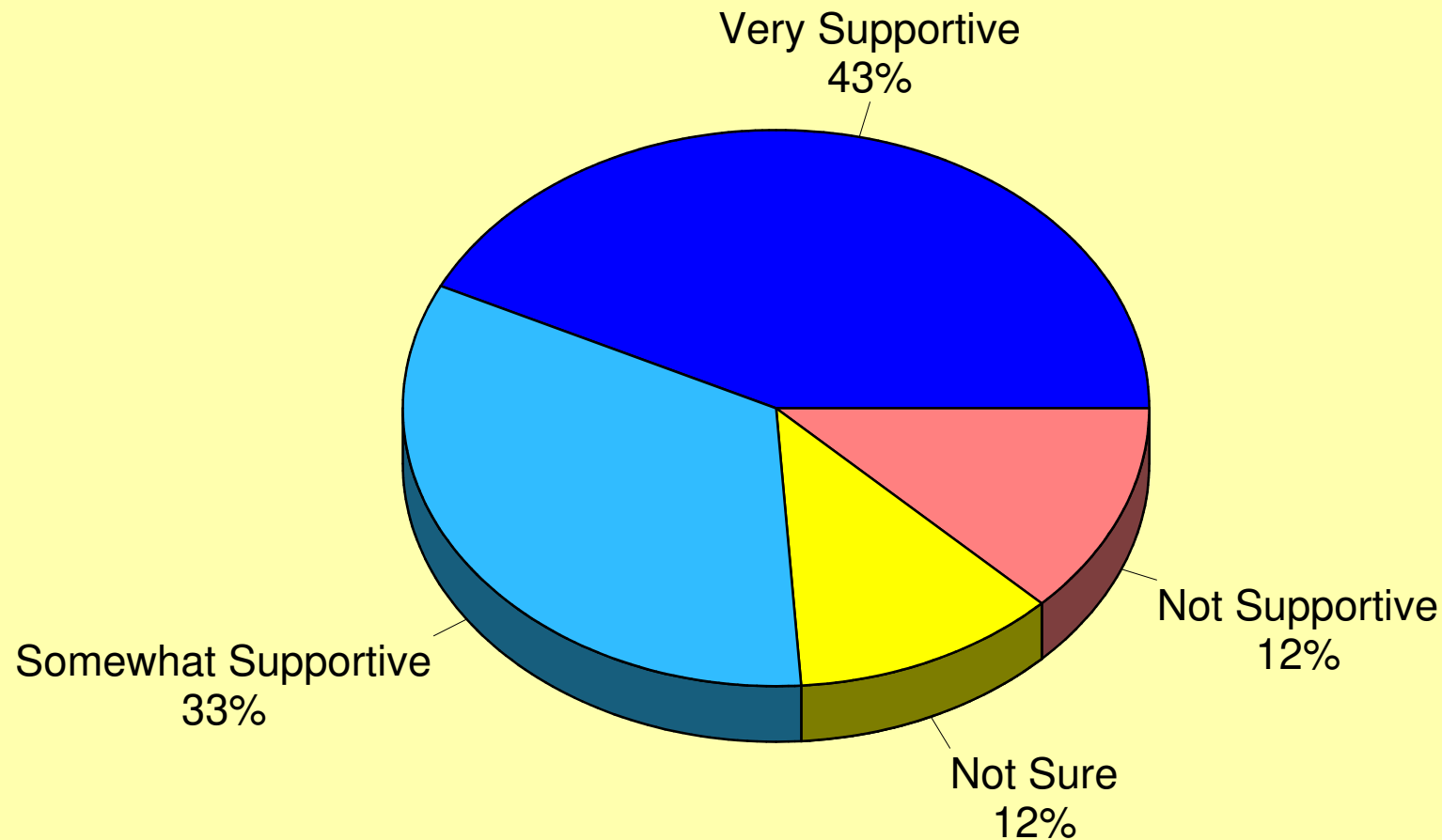
by percentage of respondents (multiple choices could be made)



Source: Leisure Vision/ETC Institute (May 2009)

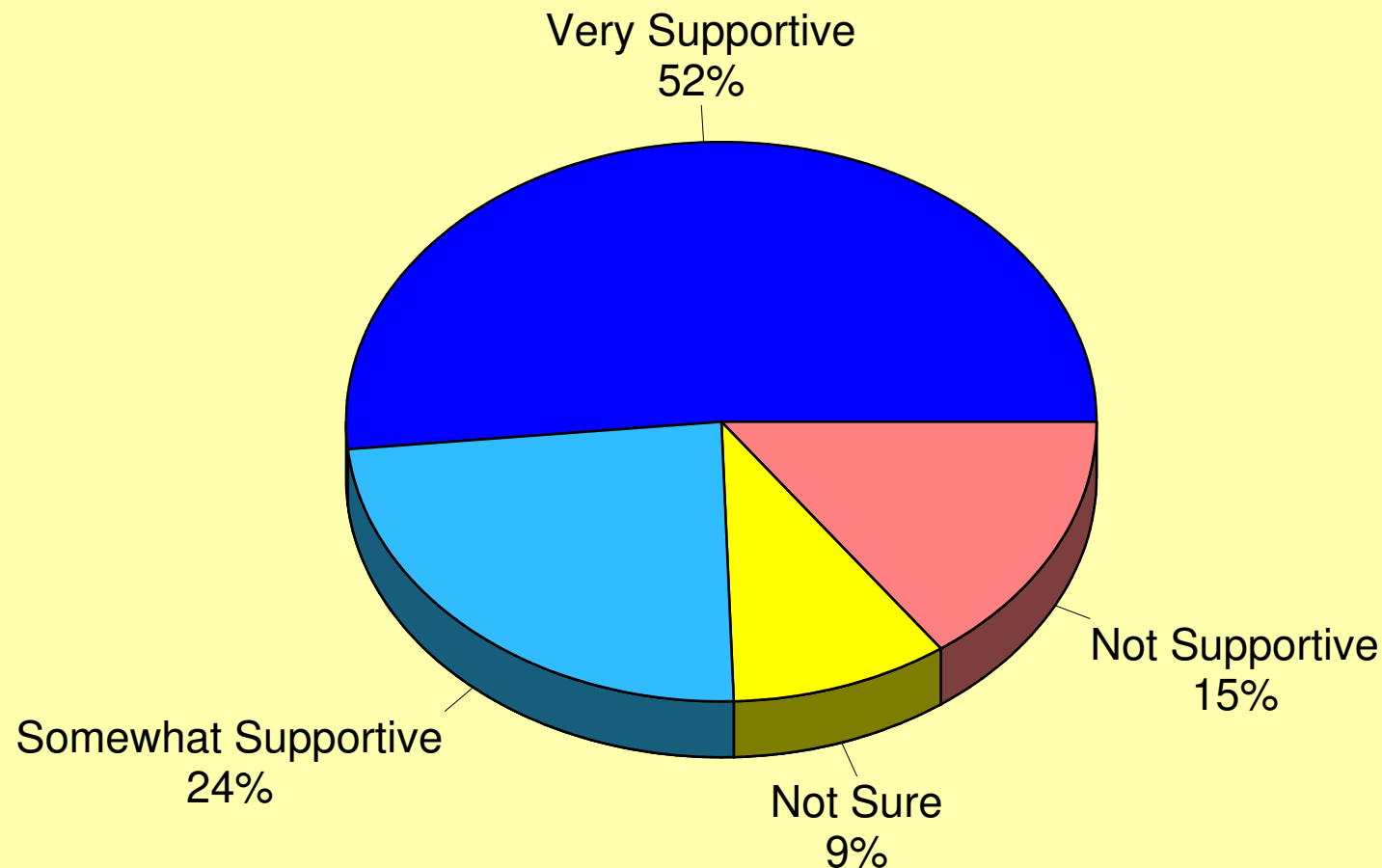
Q6. How Supportive Are You of the County Expanding the Existing Community Centers to Increase Fitness and Aquatic Areas and/or Developing a Third Community Center in the County?

by percentage of respondents



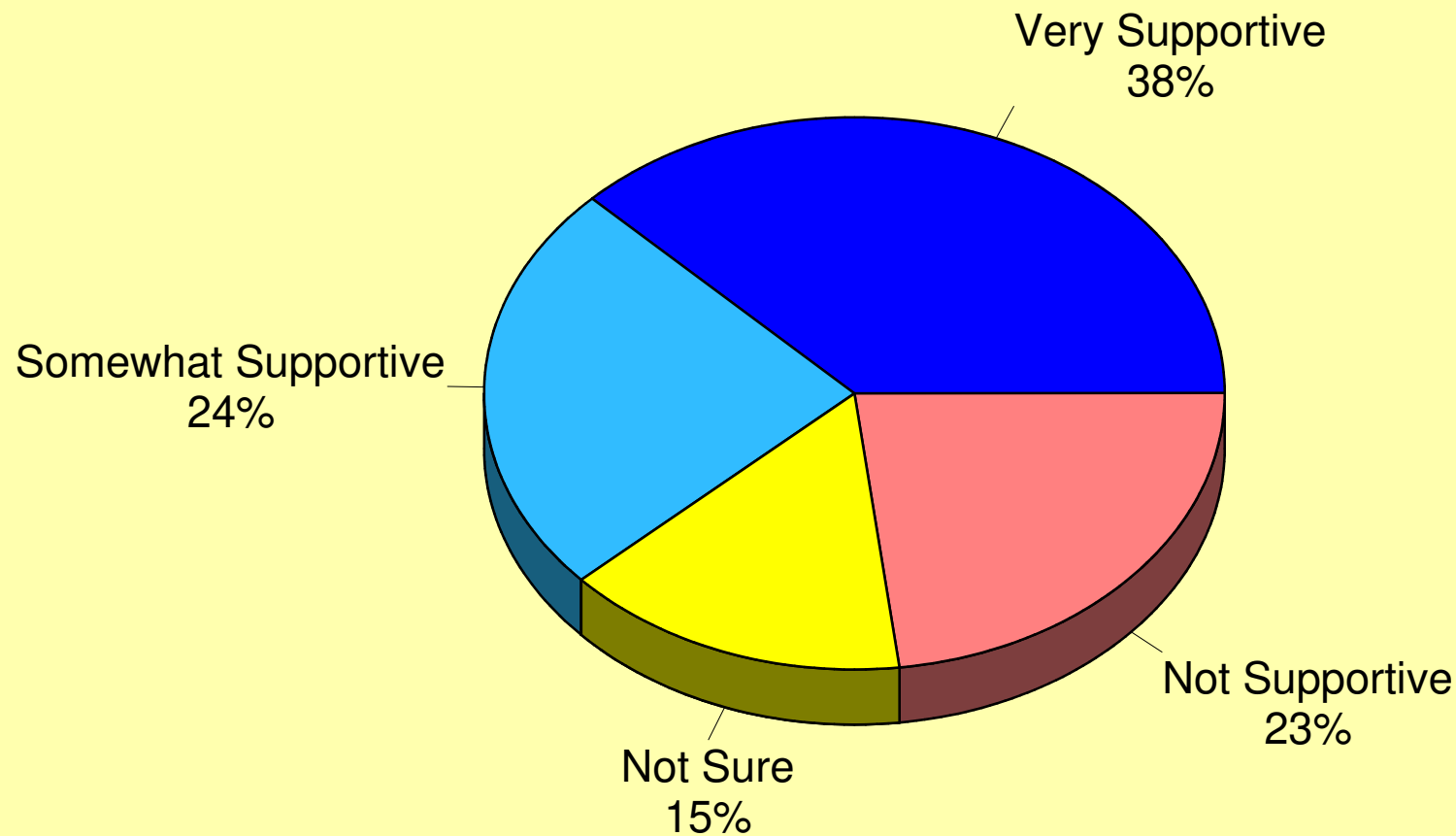
Q7. How Supportive Are You of Renewing the 1/2 Cent Sales Tax, Which Would Allow Platte County to Protect Open Space, Acquire More Parkland, and Continue Developing Trails and Recreation Facilities?

by percentage of respondents



Q8. How Supportive Are You of Renewing the 1/2 Cent Sales Tax for 20 Years, Knowing This Would Allow More Improvements to be Made to the Park System, Including More Trails and Protected Open Space?

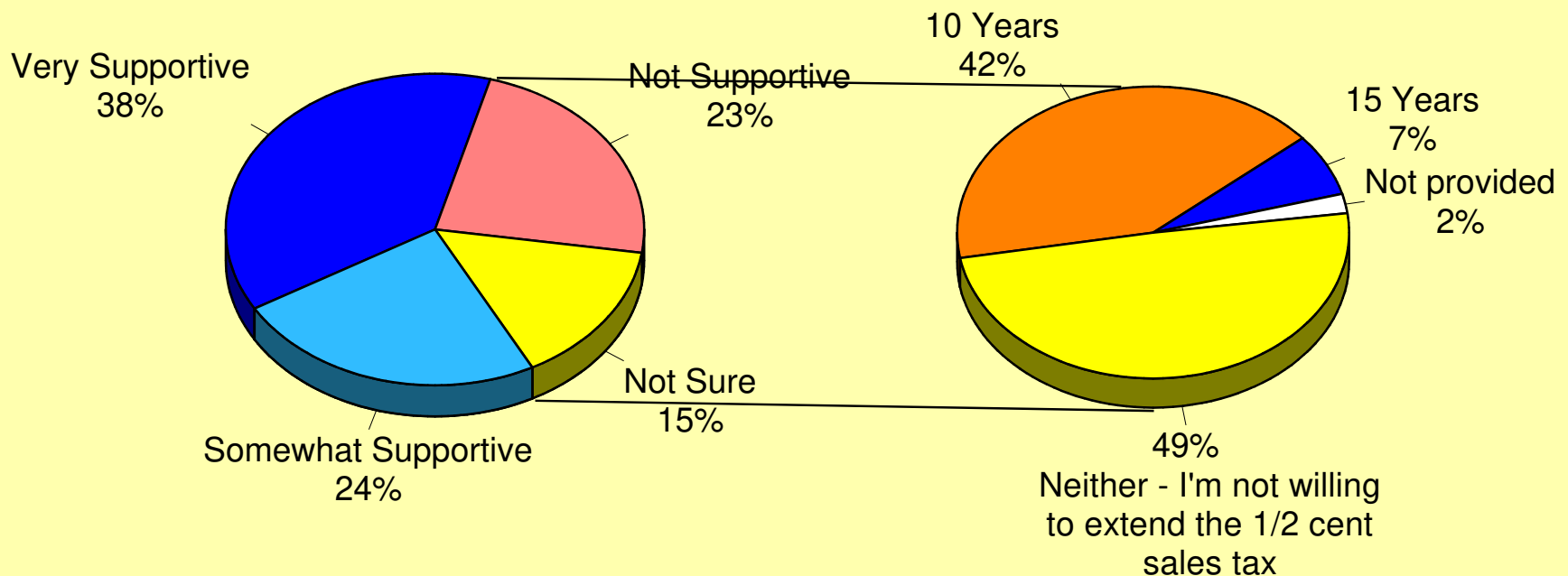
by percentage of respondents



Q8. How Supportive Are You of Renewing the 1/2 Cent Sales Tax for 20 Years, Knowing This Would Allow More Improvements to be Made to the Park System, Including More Trails and Protected Open Space?

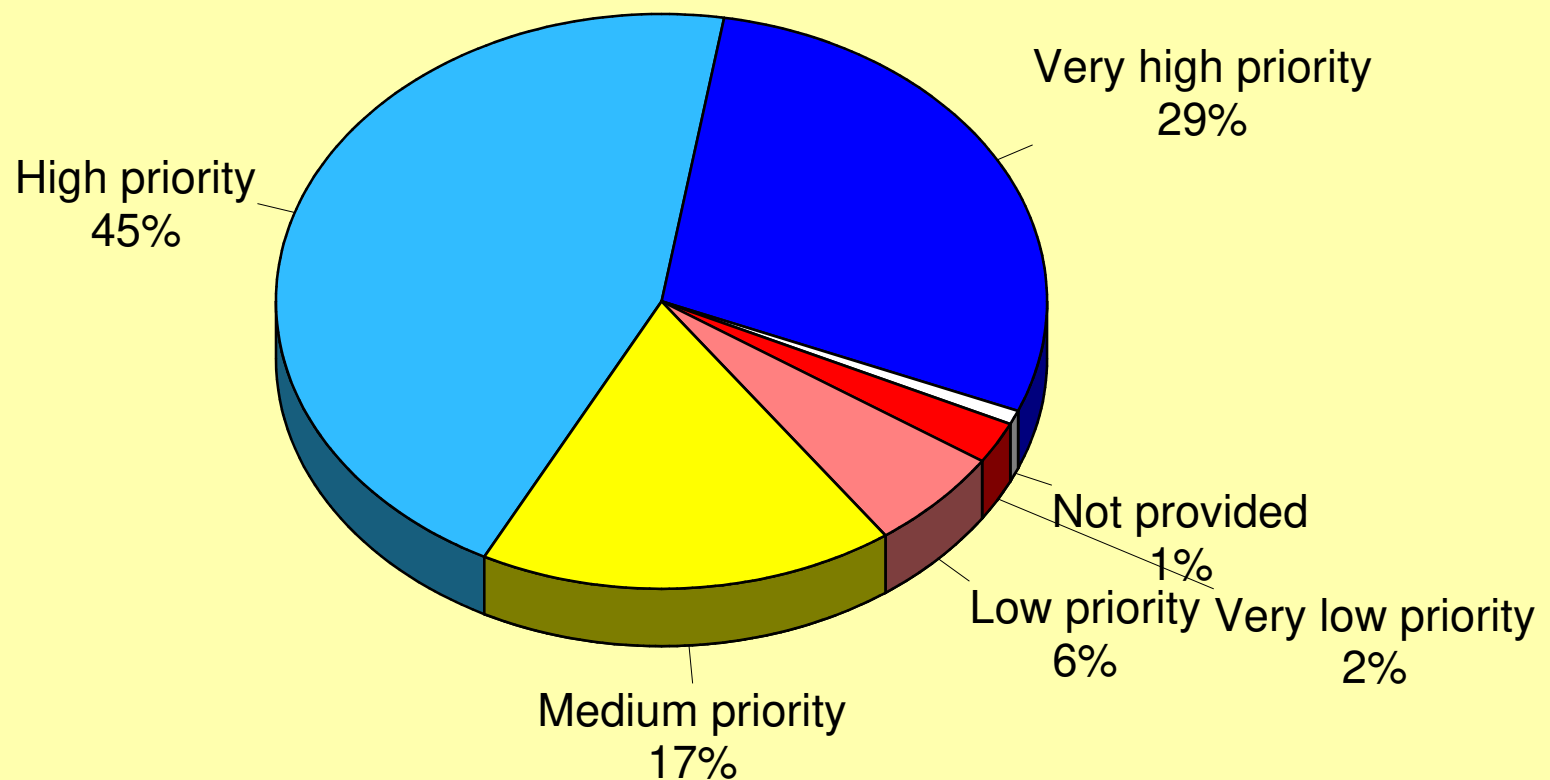
by percentage of respondents

Q8a. What Is the Longest Period of Time You Would Be Willing to Extend the 1/2 Cent Sales Tax?



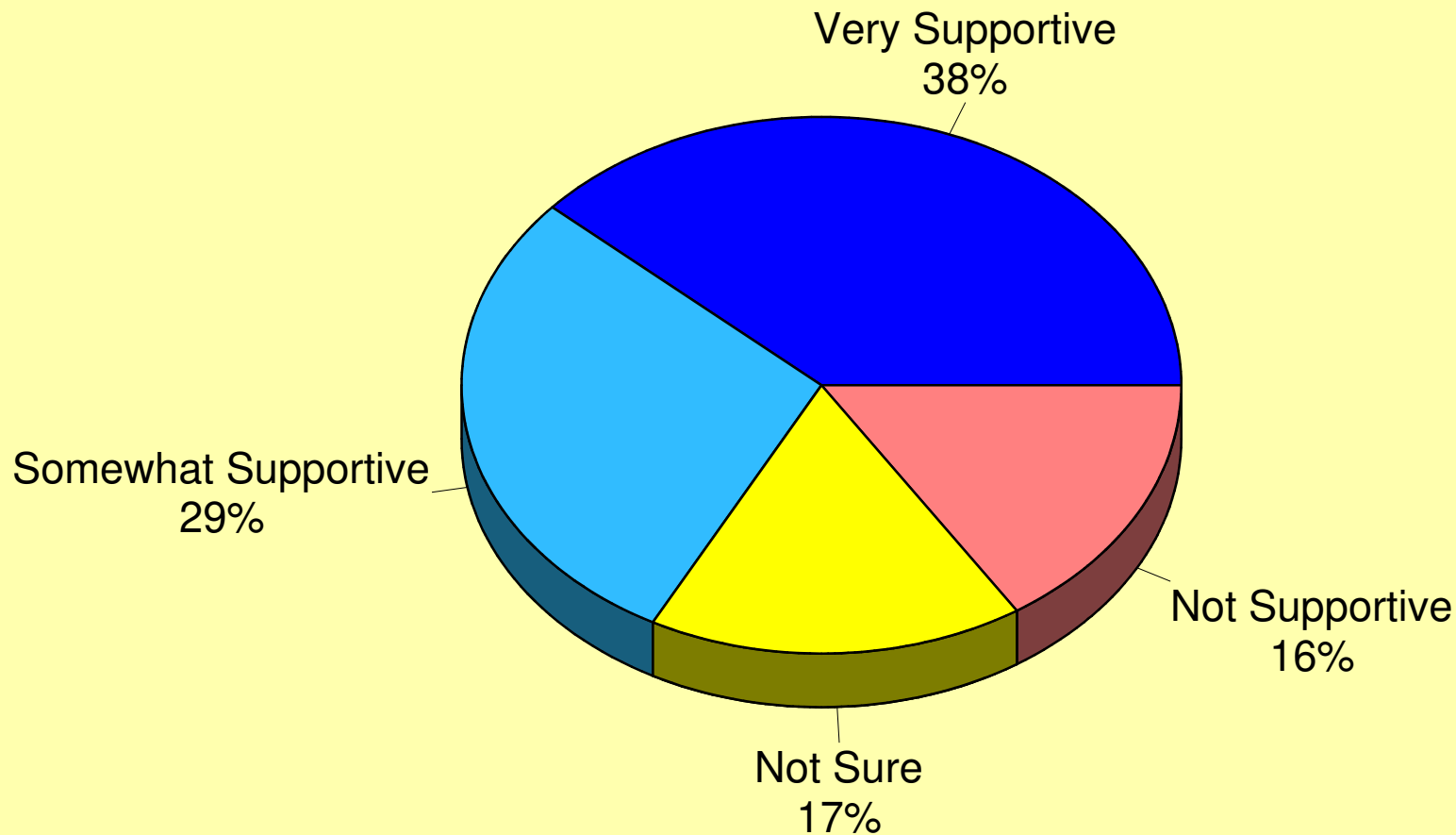
Q9. How High of a Priority Do You Feel County Officials Should Place on Maintaining the Conditions of the Parks, Trails, and Recreation Facilities in the Platte County Park System?

by percentage of respondents



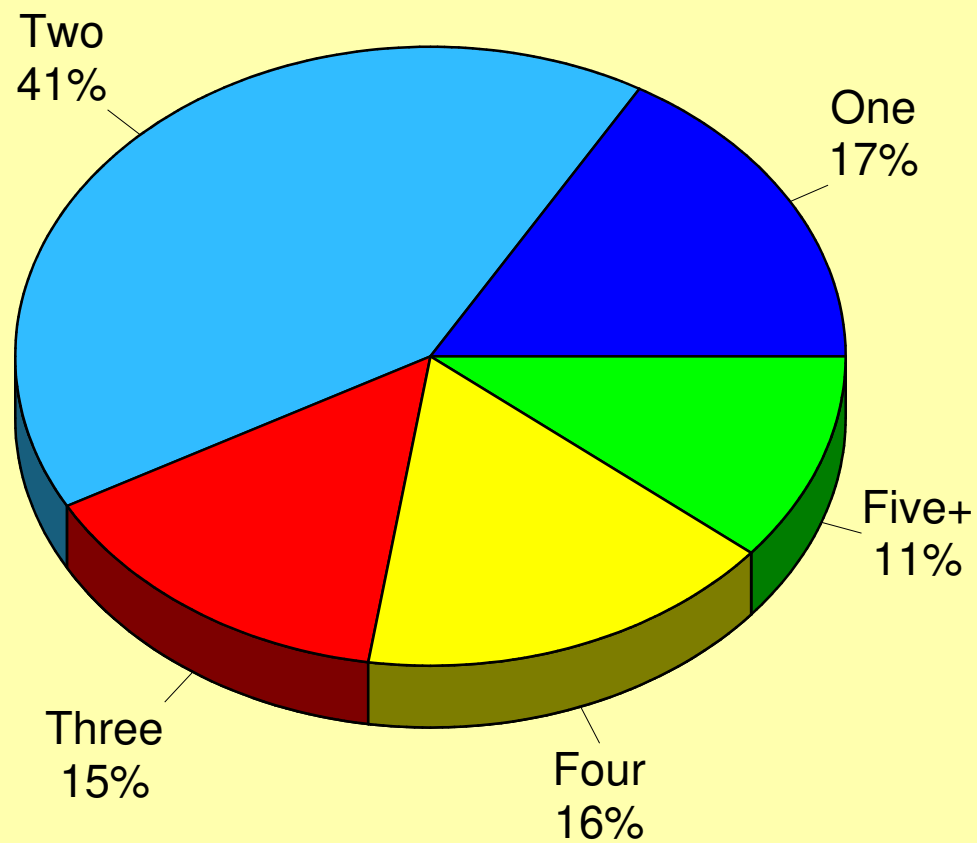
Q10. Level of Support for Designating 1/8th of the 1/2 Cent Sales Tax to Become Permanent for Maintaining Parks, Trails, and Recreation Facilities in Platte County

by percentage of respondents



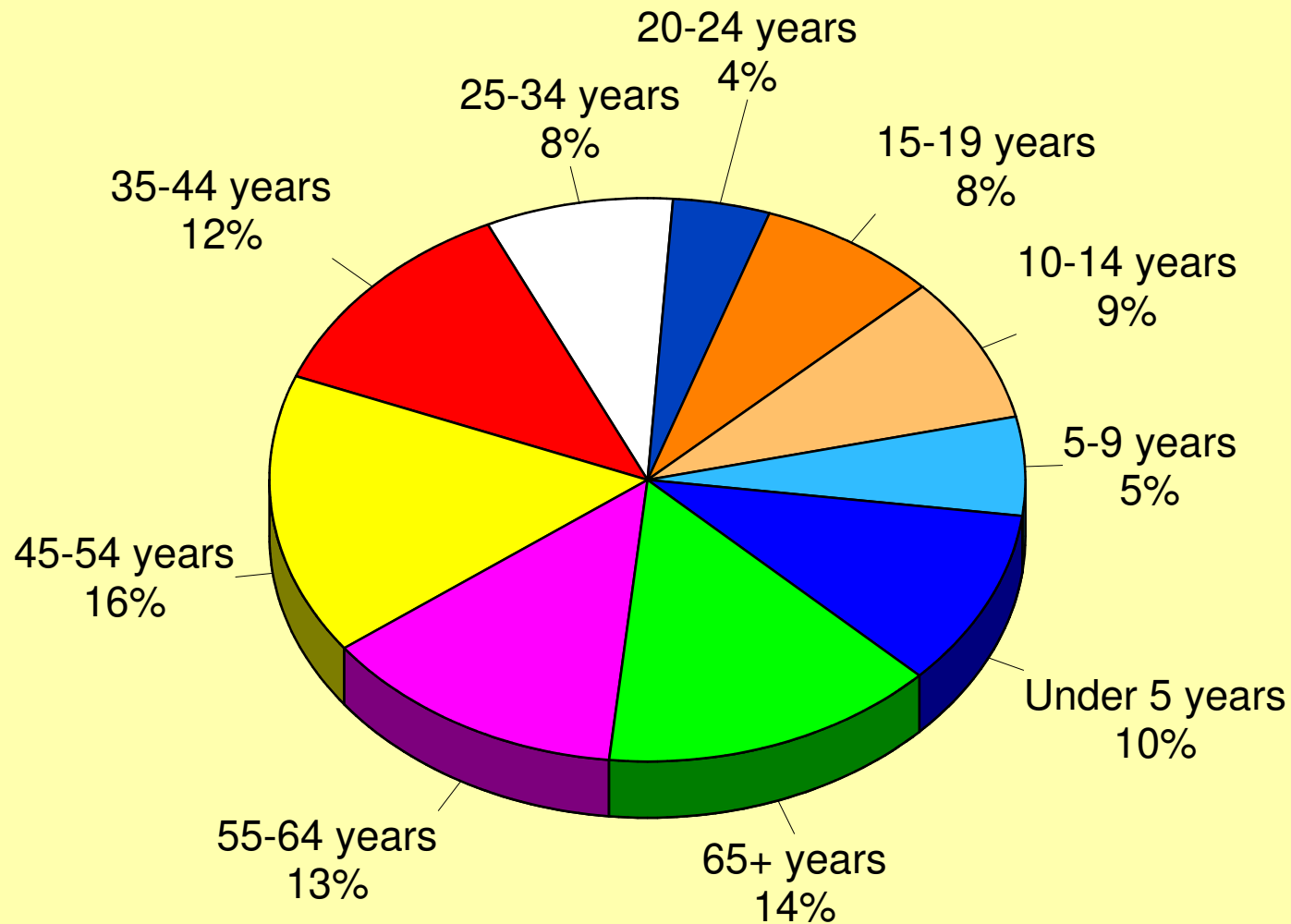
Q11. Demographics: Number of People in Household

by percentage of respondents



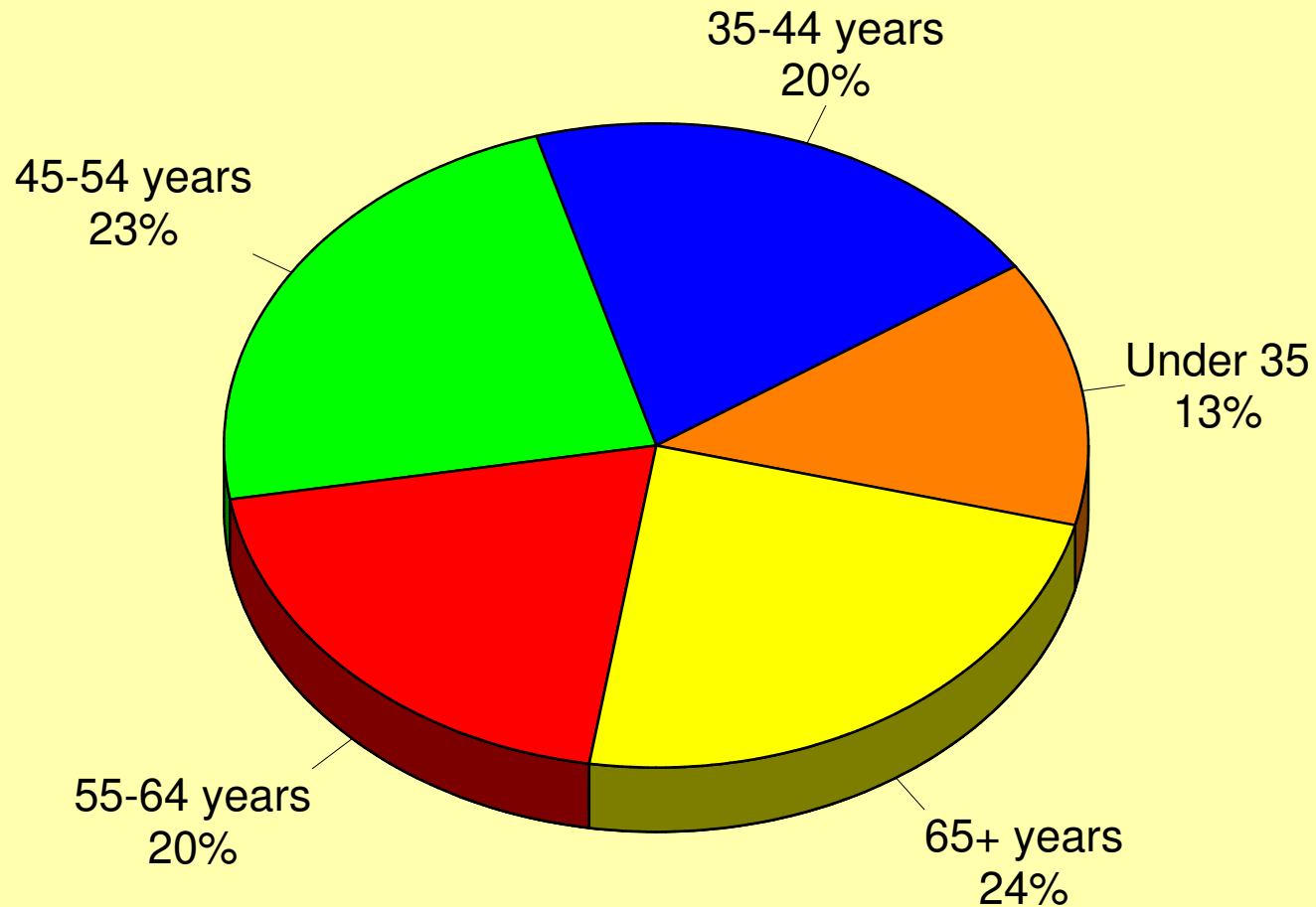
Q12. Demographics: Ages of People in Household

by percentage of household occupants



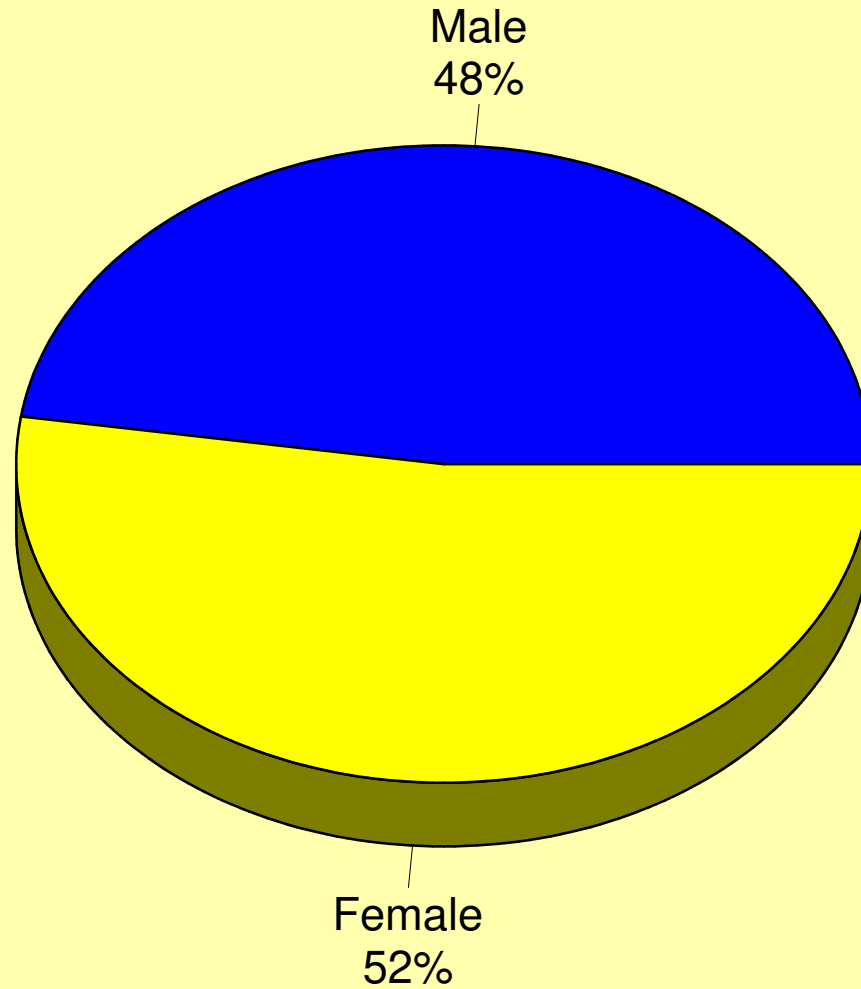
Q13. Demographics: Age of Respondents

by percentage of respondents



Q15. Demographics: Gender

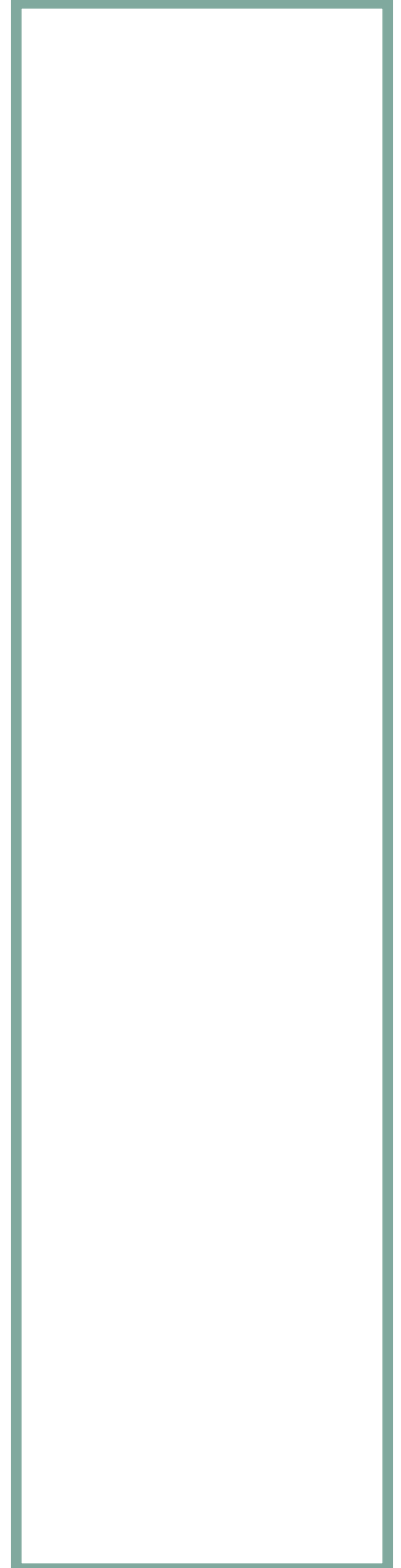
by percentage of respondents





Appendix F

Focus Group Summaries



Parks System Master Plan Update Project

FOCUS GROUP Meeting Summaries

June 18 th	Shiloh Springs/Golf
October 7 th	Kansas City Area
	North Platte R-I Area Communities
October 9 th	Platte County R-III Area Communities
October 10 th	Parkville Area
October 21 st	West Platte R-II Area Communities
October 24 th	Riverside Area
November 12 th	Partnerships and Sustainability
November 14 th	Business Leaders
	Developers Roundtable
November 17 th	YMCA and Indoor recreation
	Dog Parks
November 18 th	Youth Sports & Programmers
November 19 th	Senior Groups
	Environment & Sustainability
Nov. 25 th -Dec. 15 th	Student Groups
December 2 nd	Trails (multi-use)
	Water Trails and Blueways
	Equestrian Trail Riders
	Performing and Visual Arts
	Public Safety Organizations
December 3 rd	History & Cultural Ed./Preservation
December 19 th	Community Parks/Recreation





Priority Rankings by Focus Group

	High School	Ex Community	Developers/Residents	Youth Sports	Suburbia	Senior Citizens	Dog Parks	West Platte students
HIGH	10	Youth Sports (outdoor)	Community Centers	Indoor Sports Centers	Community Parks	Community Centers	Dog Parks	Natural Resources
	9	Indoor Sports Centers	Swimming Pools	Youth Sports (outdoor)	Natural Resources	Natural Resources	Trails	Indoor Sports Centers
	8	Trails	Trails	Community Centers	Trails	Community Parks	Natural Resources	Swimming Pools
	7	Community Parks	Indoor Sports Centers	Natural Resources	Community Centers	Swimming Pools	Community Parks	Youth Sports (outdoor)
MEDIUM	6	Dog Parks	Community Parks	Community Parks	Indoor Sports Centers	Trails	Swimming Pools	Community Parks
	5	Extreme Sports	Natural Resources	Extreme Sports	Youth Sports (outdoor)	Youth Sports (outdoor)	Youth Sports (outdoor)	Trails
LOW	4	Community Centers	Youth Sports (outdoor)	Swimming Pools	Extreme Sports	Indoor Sports Centers	Tennis	Community Centers
	3	Natural Resources	Tennis	Trails	Tennis	Dog Parks	Indoor Sports Centers	Extreme Sports
	2	Swimming Pools	Extreme Sports	Dog Parks	Swimming Pools	Tennis	Extreme Sports	Dog Parks
	1	Tennis	Dog Parks	Tennis	Dog Parks	Extreme Sports	Community Centers	Tennis

Focus Group Overview

Purpose of Focus Group Meetings

The purpose of focus groups in the parks master planning process is threefold:

- to **engage** citizens in the process and *create ownership*;
- to update attendees about the status of the master planning process with emphasis on the citizen survey results; and
- to **learn** about current projects that are going on *around the county* and to **listen** to their ideas and preferences regarding future parks and recreation **needs** in the community

Basic Format

The following key elements were consistent for each group meeting:

- **informal** in nature to create more inviting environment for interaction and sharing
- **short** in duration, no longer than ninety minutes
- **small** in attendance (4-8 persons), to allow multiple interactive opportunities and time for everyone
- facilitated by county staff or consultants with minimal involvement, other than to ask questions and provide base information; few if any opinions are shared by facilitators

Key Expected Outcomes from Each Group

The key expectations from each meeting include:

- *active listening* on the part of the county/consultant to create an interactive **experience** for the attendees
- an opportunity to reach out to citizens and **key stakeholders** to send the message that their ideas and preferences are **important** to the planning process and the future of Platte County
- some assurance that important projects and individual *visions are not overlooked* in the master plan
- the likelihood that the master plan will be **supported** by this group because of their increased awareness and participation in the planning process

Shiloh Springs Golfers

Date: 6/18/08

Moderator: Larry Flatt (BWR sub-consultant)

Participants: Dennis Corcoran, Bobby Crockett, Sharon Canina, Rick McGinniss, and Judy Game. (participating via letter or phone interview: Hank Brickman, Mike Maasen, Jack Coots, and Karen Waggoner)

The **general discussion** at the meeting is detailed below.

Current Status – Things that are happening now

- Credit to current staff, very professional, friendly, and doing a good job, great potential for future of course because of growth in county
- Junior program is going well as are the tournaments that are offered
- Acknowledgement that golf course condition is improving and it is fun place to play
- Concerns with overall course design and lack of adequate acreage for 18 hole course
- Concerns with basic deferred maintenance on course, such as level tees and greens, drainage, turf condition on certain holes (such as weed control and sparse coverage)
- Concerns with non-golfers making policy decisions and perception that past promises for course improvements have not been kept
- Concerns about image: that non-golfers in community complain that the golf course is the reason their taxes are so high; project started poorly and has struggled every year financially, and other courses in the area are better

Future Needs/Key Issues

- county needs to commit to successful course or get out of golf business
- quality of the golf experience at Shiloh needs to improve,
- advertise more, get more coverage and publicity in local newspapers, and promote improvements being made; promote junior and family programs
- improve playing conditions, maybe toughen up a little,
- focus on customer service

Priorities

- maintenance and attention to existing conditions, especially turf and drainage issues
- capital improvement program, funded by course revenues and parks tax
- promote benefits of golf and opportunities at Shiloh in community

KCMO Area Group



Date: 10/7/08

Moderator/County Reps: Dick Horton, Brian Nowotny

Participants: Councilman Ed Ford, Tim Kristl, Margie Maasen, Andy Smith, Stephanie Sheiber, Kim Skinner, Jill Ronk, Chris Quinn, Nan McManus, Gia McFarlane, Mark McHenry, Michael Herron, Cheryl Thorp, Lisa (Patti Banks), Pat Kline, Jim Shoemaker, Nina Ehlers, Abe Shirazi, Laura Lymer, Megan Conger, Jeanette Cowheard (PHSD)

The **general discussion** at the meeting is detailed below.

Current Status – Things that are happening now

- Corps of Engineers – working on study of Missouri River corridor in Platte County/KC area
- Ball field upgrades at Platte Purchase Park
- Tiffany Springs Off-Highway Vehicle Study by KCMO Parks
- Programmer evaluation by BofA at Tiffany Hills Park
- Dog Parks have been identified by a KCMO Study for Vaydik and Tiffany Springs Parks

Future Needs/Key Issues

- Possible demand for a OHV Facility, either private or public
- A 3rd wheel of ballfields at Tiffany Hills
- Field upgrades and new playground at Tiffany Springs
- Perhaps the KCMO Committee should be contacted to determine if additional areas within the County would be good spots for a dog park, if needed
- Affordable programs and facilities are important to many families
- A central scheduling system would benefit many users
- Accessibility/ all inclusive facilities are important
- Outdoor Education Programs
- Close to home parks should be considered to provide opportunities to get outdoors and exercise so that partial solutions to problems such as obesity are addressed
- Safe routes to school
- opportunities to partner with the Missouri Department of Conservation
- Indoor Facilities

Priorities

- Maintenance of Existing Facilities and Safety (7)
- Trails, both land and water for recreation and to create more community connectivity (6)
- New Land Acquisition & Open Space/Habitat Preservation (5)
- Indoor Facilities (3)
- Affordable programs and facilities
- Development of the Missouri Riverfront (Kansas City to the Northwest Corner of the State)
- A Fountain (s)
- Small parks and playgrounds
- Excess capacity to accommodate tourism

North Platte R-1 Area Group



Date: 10/7/08

Moderator/County Reps: Dick Horton, Brian Nowotny, Jim Plunkett

Participants: George Heoffner (Edgerton), Jeff Sumy (Supt. of Schools at North Platte and resident of Dearborn), Bob Ray (Dearborn area), Karen Seckel (Dearborn), Lloyd Bressman (Edgerton), James Snook (Mayor, Edgerton), Dave Trimmer (Camden Point)

The **general discussion** at the meeting is detailed below.

Current Status – Things that are happening now

- The Edgerton Pioneer Days Festival
- Edgerton acquired land adjacent to City Park and may acquire additional land
- Edgerton has made upgrades to City Park

Future Needs/Key Issues

- Acknowledgement that each community is unique and has different needs
- Consider continuation of Partnership Grant Program, it was very successful and is rated as a nine or ten (on a ten point scale) by all attendees
- Very long term, large regional park in area should be considered

Priorities

- With County assistance, communities should consider these priorities
- Edgerton area issues:
 - have indoor meeting space (community building)
 - develop a park area near the Middle School
 - improve drainage on the city ball field
 - install lighting in City Park
- Dearborn/R-1 High School area issues:
 - pave park parking lot with asphalt
 - acquire land where the storage bins are located near park entrance
 - improved access to the high school track while recognizing the need for security measures
 - construct restroom facilities in park
 - expand the trail around the creek area
 - beautify the creek area
 - construct a shelter house on newly acquired land across highway
 - construct tennis court
- Camden Point area issues:
 - consider a park between the school and existing park

Platte County R-III Area Group



Date: 10/9/08

Moderator/County Reps: Dick Horton, Brian Nowotny,
Betty Knight, Jim Plunkett

Participants: Mayor Frank Offutt, Mike Reik, Zach Keith, Kenneth Brown

The **general discussion** at the meeting is detailed below.

Current Status – Things that are happening now

- Platte City is improving Settlers Park at the end of Main Street using Outreach Grants
- The soccer league had a very successful fall league in October at Platte Ridge
- Schools have no firm plans at the current time to develop new athletic facilities

Future Needs/Key Issues

- The R-3 School District is very interested in future partnership assistance with:
 - tennis courts (8)
 - an indoor competitive pool
 - gymnasium space
 - supportive of a community skatepark
- Platte City is in favor of:
 - a community skatepark, perhaps reuse of the old swimming pool
 - land acquisition
 - maintenance of existing parks and facilities
 - expansion of the community center, especially for gymnasium space and an indoor pool with lap lanes
 - connecting trails
 - waterways
 - portage ramp at Settlers Park on Main Street

Priorities

- Maintenance of Existing Facilities and Safety (2)
- Tennis Courts (2)
- Swimming Pool with competitive lap lanes
- General improvements to Platte Ridge Park

Parkville Area Group



Date: 10/10/08

Moderator/County Reps: Dick Horton, Brian Nowotny

Participants: Mayor Jerry Richardson, Andy Smith, Laura Lymer, Cory Miller

The **general discussion** at the meeting is detailed below.

Current Status

- Parkville currently work on finalizing their own master plan for parks, P3; intend to hold off on final recommendations until more information is received on county-wide priorities
- No major projects currently in works, improvements to English Landing and extensions of trails receive most attention

Future Needs/Key Issues

- From the Community Land and Recreation Board's perspective, there have been some discussions about the following:
 - wondered if a river side café/concession area would be feasible
 - a regional park that would have athletics and some passive park areas
 - a possible regional park location would be near the intersection of I-435 and Highway 45
 - the Board feels there is a need for three football fields and some soccer fields
 - would like to see the riverfront land used, mostly for natural purposes due to its floodway location
 - like the idea of connected riverfront trails
 - upgrading/completing English Landing Park
 - a Dog Park (s)
- indoor facilities to accommodate sports and suggested a large facility that would accommodate an auditorium, nature center, and active space programming (sports) would fill a big void in the Parkville area
- an arboretum/rose garden surrounded by community gardens; e.g. Columbia, MO has a facility of this type

Priorities

- trails
- indoor sports facilities
- natural habitat preservation
- upgrade/completion of English Landing Park





West Platte R-II Area Group

Date: 10/21/08

Moderator/County Reps: Dick Horton, Brian Nowotny, Jim Plunkett

Participants: Mayor Cindy Seward, Quint Shafer (School District), Bob Kincaid (Farley), Mel Beverlin, Julie Nelson, Jeff Elsea, Marie Mason, Marilyn Lindahl

The **general discussion** at the meeting is detailed below.

Current Status

- The City and City Park Board are working on the following projects:
 - improving the tennis/volleyball court in City Park and cleaning up the creek
 - using a Tour of Missouri Grant to construct an outdoor climbing wall
 - working on an off-leash dog park
 - working on a trail plan including widening the downtown sidewalk
- The Corps of Engineers is acquiring land from Weston to the River for wetland restoration purposes
- The Corps of Engineers has some interest in acquiring the land north of 92 Hwy from the Bureau of Federal Prisons for wetland restoration purposes
- The sand/gravel area may develop for parks and facilities near Waldron

Future Needs/Key Issues

- Would like a park area at the end of Main Street
- Need better access to the Bluffs Trail and better way-finding signage
- Big demand for more music in the park
- Would like a trail from Beverly to the Platte River
- Have dreams of acquiring/renovating a Tobacco Barn along P Highway for an indoor/outdoor theater
- Would like to consider a pool/sprayground and activities for young people
- Skatepark
- Would like to consider off-season uses of the Ski Hill
- Bike Services and eco-tourism would fit nicely with the development of the park area at the end of Main Street and trails
- Would like to see a change of use of the existing trailer park; such as for campground
- May consider the "bundling" of activities to draw people to town; e.g. eco-tourism, historical education, environmental education, special events, etc.

Priorities

- Development of a park at the end of Main Street with native plants that would attract wildlife, accommodate bike services, etc. (3)
- Youth Activities (3)
- Maintenance of existing facilities (2)
- Improvements/expansion of Bless Park

Riverside Area Group



Date: 10/24/08

Moderator/County Reps: Dick Horton, Brian Nowotny, Jim Kunce, Betty Knight

Participants: Mayor Kathy Rose, Skip Clinton (skating rink), Mike Odell (sand and gravel company and organizer of running events on the levee), Paul Kelly (school district), Bill Knight

The **general discussion** at the meeting is detailed below.

Current Status

- Riverside currently working on the following trail projects: Line Creek Trail Connector, Indian Hills Trail, Jumping Branch Trail, Briarcliff Trail
- Working with County to improve West side of Levee Trail to English Landing
- Moving rentals from the Community Center to the Union Hall and opening the Community Center on weekends due to demand
- Park Hill School district has upgraded most playgrounds all elementary schools and is continuing to implement their CIP

Future Opportunities/Key Issues

- City may want to organize skating events on the trails
- skatepark expansion
- may want to evaluate paved trails vs. gravel surfaces
- the Linear Trail at Riverside seems to be dark – even during the day
- need more opportunities to get near the water
- rails to trails opportunities on the old Interurban line
- indoor sports facility
- School wants to complete more playground upgrades; playgrounds for ages 3 to 5 may be underserved
- upgrade existing ball fields on school sites for community use and perhaps more fields
- the 2006 Park Hill C.I.P. Plan called for an aquatic center on the south end and a middle school running track

Priorities

- trail connections (2)
- renewing the parks sales tax
- value for the dollar
- communicate the success of the parks program
- outreach grants

Partnerships and Sustainability

Date: 11/12/08

Moderator/County Reps: Dick Horton, Brian Nowotny, Noel Challis

Participants: Steve Rhoades of Patti Banks, Scott Cahail KC Water Services Dept, Mark Nelson of the Missouri Department of Conservation, Jim Reed of the Nature Center, and Michael Herron KCMO Parks and Recreation (not Present but submitting written comments: David Dodds, Environmental Engineer from Parkville)

The **general discussion** at the meeting is detailed below.

General Comments/Background

- Missouri Department of Conservation
 - core mission is fish, forest, and wildlife and make sure that spaces are inviting to the public
 - not likely to be any future land acquisition unless it would be near Platte Falls or another MDC property that needs to be polished off. This is due, primarily, to funding
 - MDC owns approximately 1 million acres in the state, thus the maintenance of those areas is priority number one
 - MDC strives to balance the need to invite the public in versus high standard of care for keeping areas natural and sustainable for wildlife
 - MDC 1/8 sales tax is both for acquisition and maintenance; total budget is \$170M for the state; tax does not sunset



Future Opportunities/Key Issues for Successful Partnerships and Sustainable Parks

- Opportunities for County partnerships on MDC land, such as for trails: Mark said, yes, with restrictions. In certain instances, primary purpose is fishing and hunting, thus trails at Platte Falls, for example, must be secondary to primary purpose, thus there are certain times when the trail would have to be closed due to hunting season. Other needs are for potable water, flush toilets, and security lighting.
- the County should consider a formal partnership agreement that is appropriately scaled with mutual goals, objectives, and scope
- important to promote existing opportunities, such as the duckhead water trail at Platte Falls where it is easy to float for an hour and not have to rely on an outfitter to transport the participants from the starting point to the ending point
- another existing canoe/kayak floating opportunity is from the Humphrey Access to Farley and may be a 4 to 5 hour trip
- need to work with KCMO to protect water along streams and rivers with a buffer area; Line Creek Valley should be protected/acquired
- MDC has partnerships with Earthriders, this group is supportive of an asphalt spine trail that provides access to their dirt bike trails, Earthriders will maintain their trails
- We need a way to classify the waterways experience so that users know what type of trip to expect
- Partnerships with OHV groups may present some natural resource challenges. In order for partnerships to be sustainable with OHV and other groups they must be well organized for maintenance and programming. Kansas City is considering approaching these types of partnerships by allowing the most organized groups first priority.
- Partners need to have a vested interest in the goals and objectives of the partnership and conduct their activities responsibly.
- It is important to choose partners well. Know your criteria for partnership selection. Know how much time you have to supervise partners. All partnerships have risk, evaluate these and have a plan B.
- Don't exclude partnerships just because they are small. Even the citizen who reports weekly on the condition of a park is an important asset and partner.
- Partners also need to take ownership for their actions and be self-policing.
- Define the resource commitment of partners and make sure that all partners are bringing a resource to the table.
- Partnerships should be guided by agreements that include, contact information for partners, who the partnership is serving, goals, dollar value of contributions, maintenance standards & expectations, and an agreed upon method of communication.
- In partnerships it is important to track their value in time and materials to know what value is lost if the partnership were to end.
- With partnerships, you must be committed to put forth time to manage them. At least twice yearly have a meeting for partnership accountability and renewal.
- A potential future partnership may be working through the stream buffer ordinance to allow public access to waterways.
- What should be the County land acquisition goal for water quality – it was suggested that we use the MARC Natural Resource Inventory and the Kansas City Climate Protection Plan (goals for tree canopy increase) as resources.
- Platte County has an important role to play in leading sustainability efforts.

Priorities

- Jim Reed – Partnerships have to be good for both partners
- Mark Nelson – Important to recognize volunteers
- Steve Rhoades – Need to continue working with partners; help promote the needs of strategic partners by linking to them on the County's website so more people get interested and involved. Platte County is setting a high standard relative to regionalism and that others are monitoring what we are doing and wanting to catch up.
- Scott Cahail – From a sustainable perspective, listen to what people want and do it
- Michael Herron – Use the original plan as a basis for updating the old plan. Do not forget the good things that were supportable by citizens in the first plan – where its



Business Leaders



Date: 11/14/08

Moderator/County Reps: Dick Horton, Brian Nowotny

Participants: Dave Knack of ADT Security Services, Rosemary Salerno of Zona Rosa, Mike Fisher of Harley Davidson, Debbie Heiser of Citi Bank, Shani Porter of the Platte County Economic Development Council, and Sheila Tracy of the Northland Chamber

The **general discussion** at the meeting is detailed below.

Current Status

- County Parks are great, keep it up
- Tiffany Springs Park has made a big impact on retail activity in the surrounding area (Zona Rosa)
- Opportunities for youth are an important issue for economic development; number one question prospective employers get: "what is available for my kids to do?"

Future Opportunities/Key Issues

- Trails should connect everything in the county: jobs, homes, schools, parks, shopping
- Seasonal options should be considered such as a large sledding hill in a park, cross country skiing, etc...; could Snow Creek be a partner?
- Important to protect greenspace in county
- Paths around lakes and ponds are important
- Consider underserved populations, like skateboarders and extreme sports groups
- Need to find ways to impact rising health care costs; create better quality of life through active lifestyles
- Need bike friendly signage on some commonly used roads where bikers tend to be
- Maintenance, very important for county parks and trails
- Ideas for Communications & Outreach:
 - email, calendars, and newsletters good way to communicate to Platte County employers
 - Northland Chamber magazine could include articles related to county parks on health and wellness issues
 - Platte County staff could attend major events by Zona Rosa and others with a table for marketing, etc.

Priorities

- Youth indoor and outdoor sports rank as 1A
- Trails and community parks rank as 1B



Developers Roundtable

Date: 11/14/08

Moderator/County Reps: Dick Horton, Brian Nowotny, Dan Erikson

Participants: Scott Cargil of Lutjen, Greg Walker of MD Management (real estate development), Aaron Schmidt of Hunt Midwest

The **general discussion** at the meeting is detailed below.

Current Status

- Number one question developers get from potential residents: “where is the pool and activities center?”; trails are second
- Although more people use trails, the most preferred amenity is a swimming pool.
- Findings in the Platte County Survey for citizen preferences are exactly like what they are seeing in their developments relative to preferences for amenities
- There are some roads where cyclists are in great danger and would be nice to have a trail to get them off the road.
- Trails may be helpful to get to neighborhood retail areas but not to larger retail areas. Most trail users are for recreational purposes.
- Patty Noll is a key contact person with City Development Office for more information regarding sewer district project in an area north of Highway 152.
- Many of the developers are on board with improvements that will improve the quality of life in the County; however, there are a number of them who are not involved, perhaps not interested. Would be a challenge to get them all on board with plans
- Need to fulfill existing Platte Purchase Park master plan

Future Opportunities/Key Issues

- There should be a regional recreation center in KC where most people live similar to the existing ones which have become an “anchor” in each community
- We need 15 more parks like Barry-Platte
- A lot of floodplain area in the Line Creek Valley is undeveloped and is the prettiest land in the County according to many. Owners may be willing to discuss a partnership for recreational use of some of that land. The old interurban also good opportunity
- Neighborhood partnerships, use subdivision policies and developer collaborations to develop “medium” sized parks
- Would be great to connect Platte Purchase to Line Creek and may be able to use the parkway that is planned for that area.
- Trails off of streets are preferred; bike lanes too dangerous for too little usage; most trails best in green corridors
- Should concentrate trails/parks north of 152 first before area completely develops

Priorities

- 1A are community centers, indoor sports programs, and swimming pools/spraygrounds
- 1B are trails, natural resource protection, and community parks

YMCA and Indoor Recreation



Date: 11/17/08

Moderator/County Reps: Betty Knight, Brian Nowotny

Participants: M. Hulet, G. Linn, Angie Mutti, Michelle Ford, Paul Smith, Sherry Ford, Allan Blair

The **general discussion** at the meeting is detailed below.

Current Status of Community Centers

- Membership has stayed relatively consistent despite downturn in economy
- More financial aid has been given by Y at centers than ever before
- Rates are staying same for Platte County residents this year thanks to strong community support (rates are going up at other Y facilities in metro)
- New Spinner bikes for Spinning program have been big hit and classes full
- Fall Halloween program had over 2,000 participants between two facilities

Key Future Issues and Opportunities

- Need to plan for growth now; convenience of access for people will be big issue as population expands in Platte County; people will patronize good facilities closer to where they live and work
- Good opportunities are out there for new facility in central part of County and expanding existing North facility; someone will serve this market area (citizens) and it should be us
- South Capacity: close to max., but membership is at a good level now (11K members or so); most people have now been exposed to facility and know what it has to offer
- North Capacity: room for growth, especially in wellness/fitness areas; gymnasium is overbooked with programs and open use.....desperately need dedicated aerobics room and meeting space
- North Aquatics: Y open to discussions with Schools about possible natatorium partnership; wants them to be fair for all with serious contributions from all "partners"; capital costs for new pool must be contributed along with cost-share on maintenance; priority for School use probably would not be a problem....greater challenge would be finding other programs to fill six or eight lane pool to balance operating costs. Costs to build and operate stand alone facility much higher than if done in conjunction with complementary facility. Estimated construction costs: \$300 to \$500 sq./ft.....estimated operational costs: \$200 to \$300K/ yr.
- Youth Sports: biggest challenge is lack of facilities; Y very open to "helping" and "partnering" with other agencies if they can
- Challenger Field: still in fundraising stage for facility at 152 Hwy and Platte Purchase; approximately \$1.7M still needs to be raised for full completion of all phases; phase one with ballfield, parking and concessions is to be completed for summer 2009 use
- General Programs: Y very interested and sees need to expand programs to existing parks and trails, i.e. walking club or guided nature hikes

Priorities

- Study feasibility of third, new, community center in Platte County
- Look at expansion options for North, including in priority order aerobics space, flex/meeting room, gymnasium, and aquatics (family leisure and lap lanes).

Youth Sports and Recreation Programs

Date: 11/18/08

Moderator/County Reps: Brian Nowotny, Jim Kunce

Participants: Andy Smith, Kim Skinner, Gary Linn, Terry Nolan, John Kurtz, Chris Seibenmorgan, Steve Getling

The **general discussion** at the meeting is detailed below.

Key Future Issues and Opportunities

- Make safety more of a priority at Platte Purchase Park; more lighting and better maintenance of trail.
- Expand trails at PPP and get utilities to site and new lights.
- A new indoor sports center remains a high priority for the NSA; new gymnasiums are not being built the way the County's original 20/20 plan identified a need for; a four to six court layout is preferred with flexible flooring to accommodate basketball, volleyball, Futsol, and other activities.
- "If we build a new indoor sports center it will create lots of new ways for all of the existing service providers to cooperate with each other" A.S.
- Indoor sports center will provide economic development for county; keep a national perspective in mind when designing it.
- "Maintenance needs to be our number one priority, even before the new center." A.S.
- Utility costs are hurting the NSA budget, we need relief.
- Platte County kids are now going south of the river to participate in other youth sports programs, like 30 to 40 teams this year in YMCA programs due to lack of facilities
- Indoor sports center good idea, needs six courts minimum, "the bigger the better" T.N.
- Need to have serious collaborations to make an indoor sports center work; it likely will need a non-profit manager and some form of subsidy from somebody to keep the doors open.
- Indoor sports center needs to be able to expand in future, should have designed South Community Center in this way for expansion now.
- Think about bowling alley, there are none in Platte County (with exception of Park University).
- "Our facilities are OK now in the Platte City area" J.K.
- Safety, parking lot lighting, very important for any facility, including Platte Ridge Park.
- Need to balance improving our many great existing parks with building new.
- Lots of opportunities exist to make current sports parks better: lighting, utilities, restrooms, and new fields.
- Football fields, need more, many kids now traveling to Independence, south of the river, and up to Buchanan and Andrew counties to play.
- Lots of potential exists for local football teams to play together if we had a facility; tournaments could be played if we had a good complex to draw other teams to Platte County from around area and state.
- Current NSA football program has 142 kids, \$300 registration fee, and games in Independence.
- Current PCYFL football program has 200 kids, \$150 registration fee, and games at R-III and areas north of Platte County.

- The North Suburban League teams like the Jets, Vikings, and Chiefs would probably be interested in forming a Platte County based league with the others if a new complex was built.
- “We need to keep Platte County kids playing here.” C.S.
- “I’ve seen Betty Knight with a tear in her eye when she spoke of all the kids having to leave Platte County to play softball.....we still have that with football and soccer to a large degree.” A.S.
- Not enough soccer fields out there now.
- NSA currently has about 1,200 kids registering for soccer.
- Some good possibilities exist for combining soccer and football into one complex, but there will be a big challenge in the fall with overlapping seasons (lights will help make more use of fields, as will field turf).
- YMCA is building Challenger Park at 152 & Platte Purchase for disabled youth sports and to supplement their traditional programs.
- Y now uses Pleasant Valley Park for some of their Challenger programs.
- Lacrosse is a sport we are hearing more about, and they can use a football field too.

Priorities

- Indoor Sports opportunities....in collaboration with expansion of existing com. centers
- Outdoor Sports facilities
- More Cooperation with each other to maximize resources and services

Critical Issues for Future Collaboration and Partnerships

- Garry: this is important for future success of community centers, we need the connection to youth sports options to make the centers complete; start with simple putting out of NSA fliers and work from their
- Terry: tonight’s forum was very good start; need ongoing forum/format to continue dialog with each other
- John: just commit to working together, to serve the citizens, and complement each other
- Steve: we are on the right track; encouraged by meeting others and having chance to talk
- Chris: networking opportunities, we need to talk more; need “home league” opportunities by the creation of new facilities that bring us together; threats to this are varying rules from league to league and political “turf” issues
- Andy: put leaders in room together more than once every ten years; communicating with each other sets aside the fear of the unknown; key leaders here tonight probably serve 15,000+ families in Platte County, think of the power of us all working together
- Kim: get leaders of groups together more to work on common goals



Dog Parks Group

Date: 11/17/08

Moderator/County Reps: Noel Challis

Participants: Stacy Smith, Dale Smith, Paul Binner, Cindy Seward, & Marie Mason

The **general discussion** at the meeting is detailed below.

General Comments for parks and recreation

- Community Centers do not provide opportunities for everyone to join at an affordable price range
- There are limited opportunities for seniors in Platte County and this is further limited by the lack of community center availability to those on fixed incomes
- Publicity is important – people need to know what is available and how to use the facilities, usage would be increased through publicity
- Is there a way to partner with geo-caching groups for park betterment, they could help watch out over parks and give regular reports on their findings?

Comments on Existing Facilities and proposed locations for Dog Parks in Platte County

- Shawnee Mission Park is a good example and well used
- Penn Valley Park is too small and is not well maintained
- Wyandotte County Park has an area that is nice
- Smithville Lake does not have a dog park, but plenty of informal area for dogs to run
- Weston's Bless Park would be an ideal location for a dog park; it is about 15 acres and includes a pond and also could access potable water, it would need fencing & other infrastructure
- How much influence does Platte County have with cities in the County, can we work with them to make more facilities available more quickly?
- Amity Woods Nature Preserve used to be an informal place to take dogs but it is no longer available
- Tiffany Springs Park would also be an ideal facility for dog use, however all of the parking lot gates are locked during the day and the park is unavailable
- Prairie Creek Greenway is a nice place to walk a dog

Necessities for Dog Parks

- Fencing
- Large enough for a dog to run
- Access to potable water or notification that dog owner must bring water
- Trash cans and/or clean-up stations provided throughout the park, dog owners must be responsible for cleaning up after their own pets
- Clean-up stations can be plastic bag dispensers or a community pooper scooper that is stored next to each trash can

- Benches in the shade to allow dog owners a place to relax and watch their dogs
- A double gated entry to prevent dogs from escaping while another is entering
- Operate from dawn to dusk
- Restrooms or at least Portable Toilets
- Pets are family members and are important

Extras for Dog Parks

- It would be best to have a large, regional large dog park as well as smaller, neighborhood parks where local residents could take their dogs without a lot of effort
- Provide separate fenced areas for large and small dogs
- Require membership cards for access, these can be fee based or free. This type of system tends to encourage use of dog parks by responsible dog owners. It also can be used to require registration of dogs in the City or County and ensure that dogs are properly vaccinated.
- Provide a washing station where dog owners can clean their dogs before putting them in their cars. The washing station would need to be provided on a paved, non-muddy surface.
- If there is a lake or a pond for dogs to access to this would be a great feature. However, it would not be worth the expense to install one.
- Dog Play Equipment, one brand is Puppies Playground used by Camp Bow Wow

Ideas for management and funding of dog parks

- Advertising can be sold and mounted to fences
- Accept donations and partner with non-profit groups such as the Parkville Animal Shelter
- Use existing groups such as the Parkville Animal Shelter to communicate about the availability of dog park facilities, usage requirements, etc.
- Have clean-up stations be sponsored by pet-related services; contract with a yard cleaning service for weekly or twice-monthly clean-ups – if they provide this service they can receive free advertising
- Provide separate fenced areas where use by dogs can be rotated, this would allow the grass to grow back in areas that are not being used

Seniors Group



Date: 11/19/08

Moderator/County Reps: Noel Challis

Participants: Martha Zirschky, Sue Dance, Judy Shafe, Kathy Macken, Mary Overstreet, & Paul Buschmann

The **general discussion** at the meeting is detailed below.

General Comments

- Experience at the Springs at Tiffany Hills has been unfavorable. The children there are unruly and more staff / parent responsibility is needed to control children who are out of the water. There is a negative view of the proposed Kansas City plan to bus children to this facility because they will come with limited supervision.
- Line Creek Community Center is a nice facility for ice skating and is well utilized.
- It is important for parks and recreation facilities to be well maintained and safe.

Comments on Community Centers

- Community Centers may not provide opportunities for everyone to join at an affordable price range, even the discounted rates may still be too high for seniors
- Community education is needed to show people the availability of the Community Centers and their services, when people see "YMCA" they automatically think they cannot afford it and do not investigate it.
- The Community Centers are nice facilities.
- The Silver Sneakers program provided by the Community Centers is awesome.
- The pools at the community centers have limited swimming areas and are focused more on children's activities.
- Platte Senior Services is working on developing a water therapy/aquatics program with the YMCA to begin in 2009; these will be 6 week programs and each individual will be able to participate in two programs per year.
- Is there a way to provide transportation to the Community Centers? Current programs available through the Platte Senior Services Fund can provide transportation if the person receiving the transportation is going to a therapy session, otherwise access to transportation is limited.
- Is there an opportunity to provide a community center and/or similar programs for the north region of the County?

Comments on Existing Senior Services in the County and other good examples

- Platte Senior Services has an executive director, administrative assistant, a social worker, and transportation staff (transportation is limited to necessities).
- Platte Senior Services helps fund the Response Link program that allows a senior in need to use a call button for help that will then alert family members or 911.

- Platte Senior Services provides “meals on wheels” and meals at the senior center. The senior center also has activity rooms for crafts, games, internet access, and television. The craft room is currently underutilized.
- English Landing Park provides nice music programs, etc. The grass in front of the stage is difficult for seniors of limited mobility to navigate.
- The Gladstone Community Center provides wonderful programs and tours. Platte County residents often use this facility and its services.
- Zona Rosa has walks and talks that are nice. It is essential that this type of activity not be planned at the dinner hour.
- Johnson County has a fixed transportation route with known terminals that allows access for seniors to parks and recreation facilities.
- Vail, Colorado has a sprayground that is converted into an outdoor ice rink in the winter. This type of feature is a fun place for seniors to take grandchildren to visit.
- Reflective gardens, such as the Oriental Garden in Ashland are nice.
- The Kendallwood Estates provides recreation amenities to residents by contracting with hotels (swimming pools) and golf courses.

Comments on Senior Needs and Desires

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| <ul style="list-style-type: none"> ▪ When people think of seniors they often stereotype them as not physically active, we need to be careful to include all types of senior citizens and their wide range of abilities. ▪ Seniors tend to participate more frequently in morning and evening activities. ▪ There is a great need for transportation services for senior citizens. Senior Center transportation is currently provided through OATS (out of Harrisonville). This is limited to two vans. Is it possible to partner with them and increase transportation capacity and routes? ▪ Places to walk are important because this allows them to maintain a level of good health. ▪ Places to get exercise and fresh air. ▪ Senior citizens may not leave their neighborhoods to walk because access is limited to other facilities by the need to drive, distance, etc. ▪ Opportunities for an amphitheatre, entertainment, concerts, gatherings, music in the park would be highly utilized by seniors ▪ Socialization is a necessity for senior citizens ▪ Provide day trips to parks and recreation facilities and other locations ▪ Consider partnering with continuing education programs at local schools. ▪ Consider partnering with private sector for programs like Zona Rosa, etc. ▪ Consider hiring a recreation director to help plan programs for seniors and others. ▪ Senior citizens are interested in dog parks. ▪ Shaded trails away from noise and traffic. ▪ Wherever there are places to bring children (playgrounds, etc.) there should be benches or places for seniors to watch and supervise. ▪ Community gardens would provide a place for people with similar interests to gather and participate in therapeutic activities. The garden would need to have a fence, water, and a shaded area for relaxation. ▪ Natural resource protection and greenspace are important. |
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Environment and Sustainability Group

Date: 11/19/08

Moderator/County Reps: Noel Challis

Participants: Celine Armstrong, Susan Brown, & Carla Dods

The **general discussion** at the meeting is detailed below.

Comments on Community Centers

- Community Centers are expensive although they are the most utilized in the metropolitan area.
- A lower-end community center that provides basic needs would be fine. A sustainable choice could be to lease the unutilized space in an empty store or mall to provide exercise equipment and other features.
- The Prairie Village Community Center is "too fancy."

Define Sustainability as it relates to Parks and Recreation facilities

- Take advantage of known sustainable practices and implement them.
- Be a good example of sustainability by implementing upcoming technology that saves energy, etc.
- It is important to stay within budget and make choices that are budget-conscious.
- Park University has a goal of becoming carbon neutral – this could be a goal for Parks and Recreation.
- Include native prairie plantings. Decreased maintenance (employee time, chemicals, & mower pollution) of native plants makes sense environmentally and monetarily.
- Possibly put parkland into a carbon banking program.
- Use solar and take parks off the energy grid. Solar lights currently use only compact fluorescent bulbs (CFLs) but LED technology for solar is coming.
- Choose park furnishings and products that are both environmentally friendly and durable. Limit use of PVC.
- Ensure that parks and recreation facilities are on a walkable route, consider using LEED for Schools biking/walking section as an example.
- As much as possible combine nodes for group amenities and infrastructure (limit footprint).
- Focus on stormwater quality and quantity. Have a goal of net zero run-off.
- Provide educational opportunities along with best practices.
- It's important for people to experience nature.
- Preserve large blocks of land.
- Have an asset management plan that includes life expectancy of furnishings and facilities.
- Conduct water quality monitoring (funding available through 319 grants).
- Many sustainable choices are policy related. For example, an energy conservation policy may be that ballfield lights are turned off after 10pm.
- Use swales instead of pipes – have a no curb policy where possible or at a minimum provide curb cuts for stormwater release. For parking lots use bumpers instead of curbs.

- It is important that sustainable practices are designed, implemented and maintained in a quality manner that allows the public to have a positive perception.
- Always require construction pollution prevention plans.
- Use permeable pavers in overflow parking areas.
- Incorporate practices that will reduce the heat island effect.
- Utilize services like the Community Conservation Corps and other volunteers for maintenance and installation.
- Purchase low emission maintenance equipment. Consider eliminating blowers from regular maintenance activities.
- Solar applications can be used for swimming pool heaters.
- Create and follow a detailed management plan that incorporates best practices.
- Recycle. Make sure people know that recycling is an option at parks facilities and events.
- Document mowing schedule, especially when a mow is cancelled due to lack of need – this shows responsible maintenance.
- Provide shade structures for parking areas that have solar panels.
- When choosing swimming pool management – choose companies who use green standards.
- Incorporate green roofs and make sure people can see them and relate to them.
- Educate staff regarding sustainable practices.
- Don't try to do too much at once, incorporate sustainability in a way that is manageable.

Examples of Best Management Practices to follow

- Low Impact Development (LID) Center has criteria to follow.
- Buildings should be LEED Certified at a minimum.
- National Parks and Recreation provides technical assistance as a resource.
- Use the Sustainable Sites Initiative.
- Consider using guidance from several sources and making a custom set of goals that is manageable.
- Lenexa's Rain to Recreation program
- It is positive that the County has a stream setback policy, but it could use some improvements.
- Incorporate Green Collar Jobs into your management plan.
- Dave Crawford has a series in the Business Journal on sustainability.
- Consider having the County sign on to the Climate Change Initiative.
- Continue to follow the MARC Ozone initiative and limit mowing on days when levels are high.
- MoDOT and KDOT are incorporating transportation and environmental planning.
- Green Area Ratio program.
- MARC is in the process of developing a conservation and transportation plan.



West Platte R-II Students Group

Date: 11/25/08

Moderator/County Reps: Noel Challis

Participants: Lexi Collier, Lauren R, Rhett M, Casey F, Whitney Taylor, Nathan Coulson, Michael, Jessica, Alex Roe, & Chloe

The **general discussion** at the meeting is detailed below.

Current Status of Parks & Recreation Facilities in the County

- Love the Springs at Tiffany Hills, although it is often crowded.
- Enjoy the trails for walking and jogging.
- Weston Bend State Park is nice, but the facilities seem limited. Also the restrooms are not very clean.
- There is only one outdoor basketball facility at the City Park in Weston. There is a need for more places to play basketball.
- Glad that the tennis courts in Weston were just resurfaced.
- Shiloh Springs is a nice golf course. The driving range is too small.
- Snow Creek is fun, but always crowded. It needs to be larger.
- Platte Ridge Park is a great park. Students have enjoyed watching their nieces and nephews play football and soccer there. The playground is fun for kids and the fishing pond is nice.
- Students often use the Weston Bluffs Trail.
- The Platte City Community Center is nice, but it is too small and always crowded. The swimming pool is also too small. Students commented that they like the North Kansas City Community Center better.
- The weight room at the school is a good community amenity but it is only open for limited hours and adult supervision is required for students to access it.

Important Issues and Opportunities for the Future

- Students like what is available and want more of it.
- Natural Resource protection is important.
- Would like places to play sand volleyball.
- There is a need for extreme sports parks, especially for skateboards.
- It would be nice to have community parks that are close with more amenities.
- Dog Parks would be an excellent addition. Both a large one and smaller areas to take dogs.
- It would be nice to have a swimming pool in Weston. Spraygrounds are nice but they are a better amenity for small children.
- There is a need for transportation to parks and recreation facilities for younger students or the ability to walk or bike to these facilities.
- Would like to have access to indoor recreation opportunities. Possibly more hours to play volleyball at the school, etc.

- Sports parks need places to play casual sports, pick-up football, etc.
- Students would like to form a Stream Team to clean-up creek along Benner Park and other waterways in Weston.
- It would be nice to have a facility like the Parkville Athletic Complex that includes opportunities for all types of indoor sports and other activities for teens. Also, more employment opportunities are needed for teens in Weston and this would be an ideal place to work.
- There is a need for both competitive and recreation sports leagues (all types) for teenagers similar to programs. The Weston Sports Association has good programs but they end after the 7th grade. Involvement in these activities helps teenagers to be less bored and reduces bad behavior.
- Teen recreation nights and gathering sports are needed in Weston.
- Other activities that would be nice to have: bowling alley with an arcade, ice skating, movies, paintball course, laser tag, an indoor rock climbing wall, batting cages, a driving range, gravity ball, and Velcro walls (something similar to Edge Gymnastics in Riverside).

Water Trails & Blueways

Date: 12/2/08

Moderator/County Representative: Jim Kunce

Participants: Jake Allmans, Heather Bass, Don Breckon, Neil Davidson

The **general discussion** at the meeting is detailed below.

Current Status

- The Missouri River (portion in the State of Missouri) has been designated as the "Lewis and Clark River Trail" through a Governor's proclamation.
- There is limited public boat ramp access along the Platte County portion of the Missouri River. Parkville's English Landing Park is a primary ramp location on the Missouri side. Leavenworth and Atchison have boat ramps on the Kansas side that is popular launch points.
- All boat ramps installed along the Missouri River require U.S. Coast Guard approval.
- The Platte River has several access points along its bank.
- The Missouri Department of Conservation is submitting a budget request for their '09 fiscal year for construction of a ramp at a new location (Union Mill Access) and installation of a new ramp at Humphrey's Access along the Platte River.
- Platte County has purchased future park property in Parkville that is located just west of English Landing Park along the Missouri River.

Future Needs & Key Issues

- It is critical to provide public information about river trail opportunities in Platte County. This will increase public awareness of the available resources and help to direct more water trail users into the County.
- The "process" of increasing public awareness should have started about three years ago. So it is important not to wait any longer and to enhance public awareness now.
- The time to advertise and promote canoeing and kayaking in this region is in the months of January and February.
- Integrate commonly used internet resources such as "Google Earth" and link to state, county, municipal and private business websites.
- The Missouri Department of Conservation's Discovery Center may be a logical location in this region to help disseminate public information about available water trail opportunities.
- The Platte County Community Centers should also be considered to help increase community awareness and should be approached about offering instructional programs for kayaking and canoeing, particularly in the winter off season.
- The County should continue to incorporate the "Lewis & Clark Water Trail" branding in the planning and marketing of the recreational use of the Missouri River.
- Kayaking and canoeing is the most prevalent form of boating in the County.
- The "short term" planning process should focus on dissemination of public information about water trail opportunities. This is the quickest and most cost effective method to increase public awareness and to encourage utilization of water trail resources. Lots can be done now with little money.

- The “long term” planning process should evaluate and explore the needs for riverfront access acquisition, restrooms, parking, boat ramps and other site infrastructure requirements.
- “Water trails” and “land trails” should be planned together. They should be treated as one entity and they should be shown together on the same maps. Both types of trails can be marketed and promoted together.
- The newly acquired future park property west of English Landing Park is an ideal location for a new Parkville boat ramp. It’s location along the river, related to the river current, makes it suitable and safe for boat access.
- E.H. Young Park located in Riverside would make another good location for a future boat ramp.
- Obtaining camping permission from private landowners will help to increase the opportunity for extended water trail trips.
- Safety and emergency response on river trails was not a significant concern among this group. Limited discussion about establishing 9-1-1 GPS tracking coordinates along water trails was considered. Cell phone access on the rivers can be “spotty”.

Priorities

- Trails
- Community Parks
- Natural Resources

Trails Group (multi-use)

Date: 12/2/08

Moderator/County Representative: Jim Kunce

Participants: Laura Anderson, Chris Hershey, Julie Reynolds, Scott Schleisman, Virginia Wallace

The **general discussion** at the meeting is detailed below.

Current Status

- The County has made progress that is noticeable by the public in the development of trails.
- The trails that have been constructed are multi-use in purpose.
- Trail development in the County has correlated with the Northland Trails Vision Plan and Metro Green Trail Plan.
- More trails are desired by the public.

Future Needs & Key Issues

- Biking, hiking and walking trails are great opportunities for families to spend time together.
- Trail connections are very important because they help to create opportunities.
- Public awareness of the available trail opportunities in the County needs to be increased.
- If the available money for trails is finite, it is better to build the trails than to promote and advertise the trails.
- Two important considerations for the development of future bicycle amenities in the County should include an off-road bike system and a roadway bike system.
- The off-road bike system will provide recreation opportunities for off-road bike riders and it will help to reduce the travel time for people in the County that normally have to drive a far distance to enjoy this type of amenity.
- The roadway bike system should be constructed separate from, but parallel to vehicular roads. This will provide safer bike routes for bicyclist that travel long distances.
- Concern that when the Missouri Riverfront Trail connects to the English Landing Trail, the bicycle usage will noticeably increase in English Landing. This will be a result of bicyclist utilizing the long length of the combined trail system and at the same time avoiding 9 Highway. This could create trail user conflicts in English Landing.
- "Cycle Parks" are being built across the country and should be considered in the design of future bicycle amenities in Platte County.
- Trail walkers identified trailhead amenities such as restrooms, parking and better marked road signage to locate trail entrances as important improvements that are needed.
- The walkers and bicyclist generally agreed that mile markings along the trail route are not necessary. This is because many avid walkers and bicyclist utilize advanced electronic recording devices to determine distances. Agreed that marking distance might be more important for a novice trail patron.
- On-site maps (such as those in an information kiosk) should be provided at each trailhead with "You Are Here" arrows. Directional signs along the route that state the distance to a destination point or major intersection are helpful reference guides.
- K Highway from 9 Highway north to Prairie Creek Greenway should not be considered a high priority trail route because there is not much traffic on the road anyways and it is generally safe as an existing bike route.

- It would be good to continue expanding the Missouri Riverfront and English Landing trails to the west and north to ultimately link with the Weston Bluffs Trail.

Priorities

- Trails
- Natural Resources
- Community Parks

Equestrians Group (horse trails)

Date: 12/2/08

Moderator/County Representative: Jim Kunce

Participants: Cindy Brown, Kendell Casey, Leslie French, Jetta McGinnis, Jane Smith

The **general discussion** at the meeting is detailed below.

Current Status

- According to the combined Missouri Department of Agriculture and U.S. Department of Agriculture's 2001 Missouri Equine Survey, "Missouri equine inventories may be the third largest in the nation".
- Platte County, even though a "metro-county", still has significant open, rural areas. Horses are owned on many of these rural properties.
- Equestrian trails are identified in the Platte County portion of the Northland Trails Vision Plan.
- To-date no public equestrian trails have been constructed in the County.
- The local equestrian community does not consider itself to be "collectively well organized in the County".
- The Platte County 4H sponsors a Horsemanship Program that serves approximately 25 youths annually.
- The 4H Horsemanship Program currently utilizes the privately operated Platte County Fairgrounds located in the City of Tracy. They are not charged a fee.

Future Needs & Key Issues

- There are primarily two types of recognized recreation equine activities. This includes indoor/outdoor arena and equestrian trail venues.
- Often times equestrian trail users are not avid arena users. But group participants believe equestrian arena users are often times also equestrian trail users.
- This group believes that equestrian trails are the largest need for their group in the County, but also believe that a good indoor/outdoor arena might be well used.
- Platte County residents that are equestrian trail riders have to "trailer" their horses to locations outside of Platte County in order to enjoy public equestrian trails.
- Popular equestrian trails available for public use are located at Smithville Lake, Wyandotte Lake, and Perry Lake.
- The Platte County 4H Horsemanship Program has no Platte County equestrian trails to ride on, so they travel to Clay County's equestrian trail at Smithville Lake for the Annual St. Jude's Trail Ride.
- Special event "endurance rides" that is 25 to 50 miles long can be very popular and draw large numbers of participants and spectator crowds.
- A common feature of public equestrian trails in this region is that they are often located around bodies of water (lakes in particular).
- Equestrian trail riders believe that the Missouri Department of Conservation's Platte Falls Wildlife Area represents an ideal location for a public equestrian trail in Platte County. The property is large and the routes could follow the Platte River, an attractive water feature.

However, this property, as is the case with all the Missouri Department of Conservation properties in the County, is not available for equestrian activity.

- The Northland Trails Vision Plan identifies a proposed equestrian trail route that would utilize the Platte River riparian corridor.
- The group would like to work with the County to explore and discuss the feasibility of using the conservation properties with the Missouri Department of Conservation.
- Kansas City Parks and Recreation Department's Tiffany Springs Park has also been identified as a desirable equestrian park location by members of the group. This park location has an organized group that is promoting non-motorized recreational use of the park.
- The group has also identified Tiffany Springs Park as a possible location for an equestrian arena.
- The arena facilities located at the Platte County Fairgrounds are not in optimal condition for equestrian uses and may be hazardous and unsafe.
- An example of a multi-use equestrian trail is one located in Denver, Colorado. This facility includes a dirt trail that runs parallel to a paved pedestrian/bicycle trail. Other trail concepts discussed included "on and off day trails". These trails were open on alternating days (or perhaps three days out of each week) for equestrian use then followed by pedestrian/bicycle use.
- Desirable amenities for an equestrian trail facility include items such as paved parking lots, large trailer size parking spaces, easy to enter and exit parking lots (minimal backing up of trailers), convenient "hitching posts" at trailheads and located along the route, and restroom facilities.

Priorities

- Trails
- Natural Resources
- Community Parks
- Youth Sports

Performing and Fine Arts

Date: 12/2/08

Moderator/County Representative: Jim Kunce

Participants: Karen Hardcastle, John Jacobsen, Karole Jacobsen, Cathy Murdock, Susan Newburger, Michael Newburger

The **general discussion** at the meeting is detailed below.

Current Status

- Platte County has an active performing and fine arts community.
- Park University is a significant stake holder in the performing and fine arts.
- Space for storage, production and performance has not been adequate in Platte County.

Future Needs & Key Issues

- The Bell Road Barn Players are looking for a permanent "home". This would be a theatre that would have approximately a 300-seat capacity.
- The Kansas City Cabaret Concert will perform at the Embassy Suites for their annual conference.
- The Platte County Community Centers do not have adequate space for the groups to meet.
- The Riverside Community Center is difficult to reserve time because the YMCA is given first priority to schedule programs.
- Park Hill South has a theatre with an estimated 800 seating capacity. It is difficult to schedule and not readily accessible (easy to find) for general public performances.
- Local churches occasionally work with the theatre groups to provide space for performances, but this is often restricted by the content of the production.
- West Platte R-II School District is considering the need for a theatre amenity for future capital projects.
- The Steam Boat Arabia Museum is exploring the possibility of relocating from the River Market to Parkville. The City would like to consider the feasibility of an expanded stage in the museum that could also support performing and fine arts activities.
- The Platte County Fairgrounds has some limited space available for use.
- Kansas City Parks and Recreation Department has an outdoor amphitheatre located in Hodge Park that does not appear to get significant use. But it is located in Clay County.
- An indoor/outdoor multi-use theatre would be an ideal facility. A good design example is the Peninsula Players Theatre located in Fish Creek, Wisconsin.
- Outdoor theatre are nice, but often times are not senior or ADA friendly.
- Adequate storage is an important requirement for theatre groups.
- Theatre and performing arts makes an area more of a destination. The performance and related events can draw business into a community.
- The benefits of theatre can promote diversity. And theatre can bring prestige to a community.
- A partnership or consortium of local performing and fine arts groups would be good.

Priorities

- Multipurpose Indoor/Outdoor Facility (not on the review cards)
- Natural Resource Protection
- Community Parks
- Trails
- Community Centers
- Youth Sports/Programs
- Swimming Pools and Spraygrounds

Public Safety at Parks

Date: 12/2/08

Moderator/County Representative: Jim Kunce

Participants: Mike Shelton, Michael Costanzo, Todd Bryant, Pat Clark, Frank Hunter

The **general discussion** at the meeting is detailed below.

Current Status

- Platte County is growing in population and is anticipated to continue that trend into the foreseeable future.
- Park and recreation amenities and facilities have significantly expanded during the Platte County Parks sells tax initiative.
- Law enforcement response demand continues to increase throughout the County.
- Public safety agencies general consist of law enforcement, fire, emergency medical services (EMS) and emergency response management.

Future Needs & Key Issues

- Public safety and security on trails is one of the growing concerns among public safety officials in the County.
- Trails present a unique challenge for law enforcement because of the linear and the occasionally secluded nature of their locations.
- One of the major concerns for public safety officials is the ability to identify the geographical location from which an emergency phone call may originate.
- The Mid-America Regional Counsel's 9-1-1 Committee has recently began considering the most effective methods of addressing the concern of locating phone calls along trail routes. The committee is going to begin a test pilot program in Johnson County, Kansas, to utilize GPS phone location tracking technology and GIS mapping systems. This will require establish GPS coordinates along regional and local trail routes.
- The 9-1-1 Committee in eager to expand the trail GPS call tracking system program throughout the MARC service region.
- Trails also cross between different municipal and County jurisdictions, which creates difficulties in determining which public safety departments should respond to emergency calls.
- The Communication system between the various law enforcements and different jurisdictions is critical.
- Park and trail public safety should be "seamless" between jurisdictions. Park and trail patrons generally do not know or care when they have crossed between jurisdictions, but they still should have quality public safety services available to them regardless of their location.
- Public safety agencies need better mapping of parks, trails and recreational facilities. This includes more than just the address and location of the amenity. It should also include maps that show the layout of the facility and key reference points within the location, such as park roads, parking lots, shelter houses, buildings, ponds, sports complexes, entrances, trailheads, and any other significant and identifiable landmarks.

- Uniform signage, including location identification markers along trail routes would be helpful tools for public safety response. This uniform signage (such as text, color and size) should be adopted by MARC member agencies.
- Design of parks and trails to help accommodate public safety and emergency response is a high priority.
- This includes adequate width of trails for an emergency vehicle.
- Frequent and wide turn-around areas for emergency vehicles.
- Design landscaping and maintain grounds to reduce danger zones.
- Public safety department want to avoid using regular patrol cars on trails because they are not as maneuverable, and gravel surfaces reduce equipment life expectancy.
- Motorized equipment such as Gators and ATV's are increasingly important tools for trail patrolling and emergency response.
- The County's parks and recreation ordinances should be reviewed to ensure that they provide adequate content to support law enforcement authority.
- Law enforcement staffing needs are not currently adequate. The County Sheriff's Department experiences "blackout" periods in which they do not have adequate staff to immediately respond to all of the emergency calls at a given time.
- The focus group recommends that there be a Platte County parks and recreation public safety committee that consists of state, County and local municipal public safety agencies. They suggest that the committee will only need to meet one to two times a year and that Platte County Parks & Recreation Department could be the sponsoring agency.

Priorities

- Public Safety on Trails
- Seamless Public Safety between Jurisdictions
- Platte County Parks Public Safety Committee
- Public Safety Staff and Equipment Resource for Park and Trail Patrols



Historical & Cultural Education and Preservation

Date: 12/3/08

Moderator/County Representative: Jim Kunce

Participants: Clay Bauske, Jim Brooks, Dorothy Day, Sharen Hunt, Ann Raab

The **general discussion** at the meeting is detailed below.

Current Status

- Platte County has important historical and cultural resources that should be preserved for future generations.
- These resources provide valuable educational opportunities for the Citizens and visitors of the County.
- Platte County Parks has already played a role in preserving historical and cultural resources through the acquisition of properties such as Green Hills of Platte Wildlife Preserve, Prairie Creek Greenway and Platte Ridge Park.
- The County's Parks and Recreation Outreach grant has awarded funds to programs such as the Platte County Annual Ethnic Festival and Weston's Preserve America Grant Project.
- The Weston Bluffs Trail features historical interpretive signage of the Lewis and Clark Corps of Discovery journey.
- The County contributed funds to the Kansas City Parks and Recreation Department for acquisition of private property along Line Creek for the preservation of the archeological and cultural record of valuable Native American (Hopewell Indian) artifacts.
- Platte County has actively participated in land management practices to restore and protect historical natural resources, such a native prairie restoration, that once formed the natural landscape of the land.

Future Needs & Key Issues

- The County parks and trail system is an ideal infrastructure to support a Platte county-wide historical and cultural experience. The parks and trails could be used as "historical information nodes". These locations would include common signage and create a continuity of information that can provide informative historical and cultural education.
- The "historical information nodes" concept is an excellent opportunity to bring together the various historical and cultural preservation groups in the County and build a cooperative partnership among them.
- Historical, cultural, ethnic and natural resources can be place under the "one umbrella" of Platte County Heritage.
- Historical resources are gleaned from the written (recorded) history.
- Cultural history is based upon material and archeological artifacts, not from recorded history.
- Ethnic resources consists of both past and present attributes, contributions and traditions of all the various people that make up the past and present population of the County.
- Natural resources such a river bottoms, riparian corridors, wetlands, forests and prairies are all important elements of the County's natural history.
- There continues to be significant need for historical and cultural education and preservation in Platte County.

- Educating the public about the County's history and culture is important if future generations are expected to continue supporting and financing historical and cultural preservation.
- Platte County's rich African-American history has not been fully explored and there are many opportunities to increase the public's awareness and appreciation.
- Many other ethnic groups have had important roles in the County's history, including early Native American Indians.
- The City of Parkville is discussing the feasibility of relocating the Steam Boat Arabia Museum to the City with the owners of the museum.
- The County could actively engage in promoting historical or "archeo-tourism" to help draw more visitors.
- The stone arch bridge located on West Platte Road may possibly be one of the oldest existing structures in the City of Riverside. It is not protected and could be threaten by future road improvements.
- There is an important need to record the "oral" records in the County before that information is permanently lost. The County can move into the future without destroying the past.

<h3>Priorities</h3>

- Protect Historical and Cultural Resources
- Celebrate Ethnic Diversity
- Partner with Educational Institutions and Historical Societies.
- Utilize the County Park System to Create Historical and Cultural Awareness

Park Hill South High School Students

Date: 12/5/08

Moderator/County Representative: Noel Challis

Participants: Mike Kegin, Mitch Wainwright, Drew Lake, Amber Bozarth, Sam, Amanda, & Elle

The **general discussion** at the meeting is detailed below.

Current Status of Parks & Recreation Facilities in the County

- Springs at Tiffany Hills - nice, especially good that it has a 50M competitive pool, most of the activities provided at the Springs are focused on kids, it is expensive to go frequently, it provides good employment opportunities for youth
- Weston Bend State Park is nice
- Youth use the Southern Platte Pass Trail for access to restaurants, neighborhoods, & schools
- The Community Centers are nice, a lot of youth enjoy spending time there, the equipment is really nice (especially the ones with the TVs), classes are fun, great for off season sports training, dodge ball games at the Y are fun
- Suggested Community Center improvements: Expand the community center or build an additional one because it is often crowded, a larger indoor pool with lap lanes is needed, add an indoor volleyball court, add a snack bar with healthy choices – since youth spend a lot of time here it would provide a healthy, fun place to relax with friends, the basketballs are often flat, need a place to stretch
- Shiloh Springs is a nice golf course. The grass could use a little work. It's good to have a public (not just private) course in the County
- Enjoy English Landing Park, provides good open space for informal sports
- The current district aquatics center is gross, there is something wrong with the filter system or something, students are grateful for an indoor place to swim but suggest not using this as an example
- The Skate Park in Riverside is well used
- Lee's Summit has a nice dog park with areas divided for small and large dogs
- Line Creek is a nice facility, a lot of them used it when younger, but not used as much now
- Currently enjoy playing beach volleyball at Riss Lake – however it is not well maintained, they have to weed it to play on it, and it could use lights
- The school provides lacrosse and water polo, these are nice options to have

Important Issues and Opportunities for the Future

- Indoor pool is a priority over additional outdoor aquatics
- Consider adding a diving pool at the YMCA or another indoor facility
- Trails throughout the area would be nice
- Would like more places to play beach volleyball
- Expand the sports offerings at Tiffany Springs Park, this seems like a good, central place for many people to gather for all types of sports, add football and Frisbee golf areas

- The Driving Range that used to be in Riverside was popular, would like to have another one closer than Shiloh Springs
- Dog Parks would be an excellent addition.
- It would be nice to have a swimming pool in Weston. Spraygrounds are nice but they are a better amenity for small children.
- Add a Frisbee Golf Course
- It would be nice to have a place like Sports City with indoor soccer, etc. in the Northland
- Dog Bag dispensers are necessary – people need to clean-up after their pets
- Natural Resource protection is very important
- The current facilities are well used and more of the same would also be used
- Would like more indoor volleyball opportunities
- There is a need for intramural sports
- Horse trails would be used if built
- The students would love to have their own aquatics facility and football field rather than needing to use the district facilities, they are disappointed that an offer for funding from the Argosy Casino was turned down by the school

Platte County R-III HS Students (tennis focus)

Date: 12/5/08

Moderator/County Representative: Noel Challis

Participants: Casey, Renee, Anna Rudy, Abbey Billings, Zach Keith

The **general discussion** at the meeting is detailed below.

Current Status of Parks & Recreation Facilities in the County

- YMCA is nice and well used, the equipment is really nice, the facility is good size for Platte City
- The Springs is a nice facility
- Weston Bend State Park is also nice
- Prairie Creek Greenway is a really nice area
- Have played softball at Platte Purchase and Platte Ridge and have enjoyed experiences there – involved through both youth and adult recreation leagues
- The sales tax and implementation are working well overall, this seems to be a very forward-thinking & forward-acting community
- There are no good tennis courts in the Platte City Area. They currently have to go to Park Hill or Oak Park to play. This year the tennis team received permission to practice at Seven Bridges. However, this facility may not always be available to them.

Important Issues and Opportunities for the Future

- Based on available facilities and what is missing, dog parks are not as needed as tennis courts
- Tennis is important because it reaches across all age ranges and is good for families
- In addition to tennis courts, it would be nice to have recreation leagues
- There is a need for a competitive swimming facility in the northern part of the County

Tennis Courts – What is Needed & Current Efforts

- Four courts are required for a regulation tennis tournament, but it would be awesome to eventually have 6-8
- If possible the courts should be built in partnership with the school on school property
- Lights would be an excellent amenity because the courts are then more usable for the community
- Fences that balls do not roll under
- Windscreens are nice on fences
- A tennis facility could be built in phases. They submitted a drawing of a proposed tennis facility for the PCR-III campus
- A rough estimate for the cost of one tennis court is \$50,000
- They have looked into grant opportunities and most are limited to low income areas
- The school district has said that they are looking for a partner to construct a tennis facility. The two existing courts on campus are full of cracks and will probably be

removed. The school does have some land available behind the new central office facility. The school may or may not be able to provide funding for a tennis facility.

- Parents are looking into starting a fundraising campaign for the courts



Park Hill High School Students

Date: 12/9/08

Moderator/County Representative: Noel Challis

Participants: 3 students and faculty advisor, Del Anderson

The **general discussion** at the meeting is detailed below.

Current Status of Parks & Recreation Facilities in the County

- The Springs at Tiffany Hills is nice.
- Barry Platte Park is nice and well-used
- Pools are nice, but can be money pits if not managed properly

Important Issues and Opportunities for the Future

- It would be nice to have dog parks within walking distance of home.
- Are there equestrian trails available at Tiffany Springs? If not, this would be a good place for equestrian trails.
- It would be nice to have more equestrian trails – focus areas: airport, Waukomis, & Line Creek
- The proposed Line Creek walking / biking trail is a high priority.
- Natural resource protection is a top priority. If this is not one of the goals of the Parks and Recreation department, who will do this?

North Platte R-I High School Students

Date: 12/9/08

Moderator/County Representative: Noel Challis

Participants: Kelsey A., Laura H., MaryAnn, Zach, Jarry, & Principal Roger Geiger

The **general discussion** at the meeting is detailed below.

Current Status of Parks & Recreation Facilities in the County

- Smithville Lake has nice, long, paved trails for biking
- Weston Bend is great for biking and camping
- The small trail at the Camden Point Park has been a nice addition.
- It seems that the smaller community parks could have even more amenities. Hopefully these additions will be possible with future funding.
- The YMCA in Platte City is really nice. It could perhaps be larger and have more equipment, but it is not overcrowded now.
- The Springs is really nice and worth the drive.
- Shiloh Springs is a nice golf course.
- The softball field at Dean Park is really nice. The one drawback is that it has a fixed pitching mound. Since the mound is not removable the field does not fit the criteria to host districts.
- The baseball fields at Platte Ridge Park are really nice.
- Snow Creek is a fun facility.
- The closest only bowling alleys available are in St. Joseph and Gladstone. There is one in Plattsburg but it is way too small.
- It is nice to leave small towns and get away for big amenities like the Plaza or Crown Center, but bowling and other similar activities should be provided closer.

Important Issues and Opportunities for the Future

- It would be nice to have batting cages similar to those at Maplewoods. They could be operated by paying for a season pass or a certain number of visits up front. Batting cages should have a grass or faux turf surface.
- Batting cage area at Maplewoods also provides training sessions and lessons for developing baseball skills, this would be a nice amenity.
- Need an entertainment center that includes a bowling alley, go-carts, billiards, and arcade and a rock wall.
- A bowling alley and a rock wall closer to home are priorities.
- A rock wall should be a floor to ceiling fixed feature.
- A place to ride 4-wheelers would be nice.
- There is a need for rental space for nice events such as a prom, etc.
- An indoor water park would be really nice.
- Canoe and paddleboat rental at a lake.

Community Parks/Recreation

Date: 12/19/08

Moderator/County Representative: Brian Nowotny, Dick Horton, Jim Kunce

Participants: Neil Davidson, Michael Short, Kathy Armitage, Jean Sublett, Stacey Benninghoff (Health Department), Kathy Dusenberry, Jade Liska, Jim Flink

Overview

The “general recreation” group discussed demographics relative to the impact of an aging population with the baby boomers and the differences that will impact the provision of recreation programs and facilities. The boomers, for example, will be segmented into three tiers with different preferences, according to research completed by Northwest Missouri State University. It was noted that the seniors who are now reaching retirement age have dollars available to spend on things of their choice, thus a demand for what we offer in parks and recreation.

The group acknowledged there seems to be interest in dog parks with advocates hoping to partner with others to provide programs and facilities for pets and their owners.

The need for competitive swimming facilities (50 meter by 25 yard facility) was a large topic of discussion. Appears to be more demand than existing facilities can accommodate, thus the support for the pursuit of partnerships with school districts and swim teams to determine if a financial package can be developed to construct a facility. A location near the airport was mentioned to accommodate large events that would attract visitors from other regions of the country. Group suggested contacting KCMO Parks to discuss possible partnerships for expanding the Springs facility. Other amenities in a large indoor facility might include warm water and basketball courts/volleyball courts.

Interest was also expressed in trails that would accommodate adventure hiking, walking, and biking.

Recognizing the need to inform the public about facilities and programs available to them, it was mentioned that one mechanism might be the **Textcaster System** used by the Sheriff. This system alerts citizens by sending messages to their phones. As mentioned by Jim Flink, we want information now, sent directly to us on our hand held device, and “just in time”. On the decline is communication through the evening news and newspapers; e.g. the Kansas City Star recently laid off 33% of its work force. Further, Jim Flink is of the opinion that people will subscribe to “bundled” information of their choice in the future to keep informed about matters of importance to them.

Support was also expressed for facilities like Power Play in Lee’s Summit that are geared toward families. Power Play offers bumper cars, games, rock climbing walls, and other fun things where families can go for fun, birthday parties, etc. Regarding area growth, Jade mentioned that the Northland is receiving 90% of all building permits in KCMO and more in Platte County than in Clay County along the I-29, Highway 69, and Highway 45 Corridor.

General Topics and Key Observations

The general issues discussed at the meeting are detailed below.

Current Status of Parks & Recreation Facilities in the County

- Kathy and the Y are doing a “wonderful job” of providing programs for seniors
- Boomers have lots of money to spend on recreation
- “We are seeing needs coming out now that we also heard 10 years ago; these are ‘second generation’ issues that may now have come of age since a good base of parks is now in place.” - Michael Short
- Health care providers would like to have more information about what was going on in the parks and what is available at the community centers (through emails, newsletters, etc....)
- “we are struggling to find ways to communicate with citizens in this fast moving society today”; need to find new methods of communication
- County needs to continue funding parks and recreation services as KCMO is not able to keep pace, by their own admission, with amenities and quality of life services that are needed in Platte County (we saw this 10 years ago and that is what lead to original master plan, along with EDC focus on trails)

Important Issues and Opportunities for the Future

- Follow Platte County demographic trends i.e. young, old, to find trends
- Lifetime fitness needs to be a priority, like swimming, walking, adventure hiking, and biking
- Need to realize that boomers are not “brand loyal” and will choose best value in their purchasing
- Need more attention to aging population; Sue Myllkangas of NWMSU is working on marketing to boomer populations
- Obesity is a problem in our community, need to get kids more active
- Need more un-programmed space in parks for groups to develop their own programs/play, i.e. ethnic group games with large numbers of people on weekends
- Need to explore partnerships for pets, like FOPAS and dog parks
- Dog parks are an emerging trend, not a short term fad
- Need for competitive swimming facilities is a bigger need in Platte than most other areas; each neighborhood it seems like has their own team (and for some a small pool to train in)
- Need multi-court sports center for our youth, basketball and indoor soccer
- Should study Gladstone/NKCSD partnership and improve upon it; consider multi-school district partnership with R-III, Park Hill, and others; visit with Richard King of Gladstone and Clark Stokes who were involved
- Need to consider a major kids recreation place, like a birthday party place with multiple activities to keep lots of kids interested (could be built at site with large lap lane pool)
- Keep more facilities local, in short driving distance or walking distance from neighborhoods as proximity/convenience is very important to usage
- Utilize more partnerships to provide/dispense health related information; PC Health Department very interested in these partnerships to share information at community centers, parks, etc...

- Need to constantly develop new ways to communicate with citizens, very important; consider the wave of texting, and tools such as “text caster” to get information to people how they want it, when they want it (immediately)
- Consider newspaper newsletters, tabloid style papers that are bundled with information on schools, public safety, recreation, entertainment, etc....
- Need to follow growth, Northland (especially Platte) is receiving 90% of the building permit requests now in KCMO

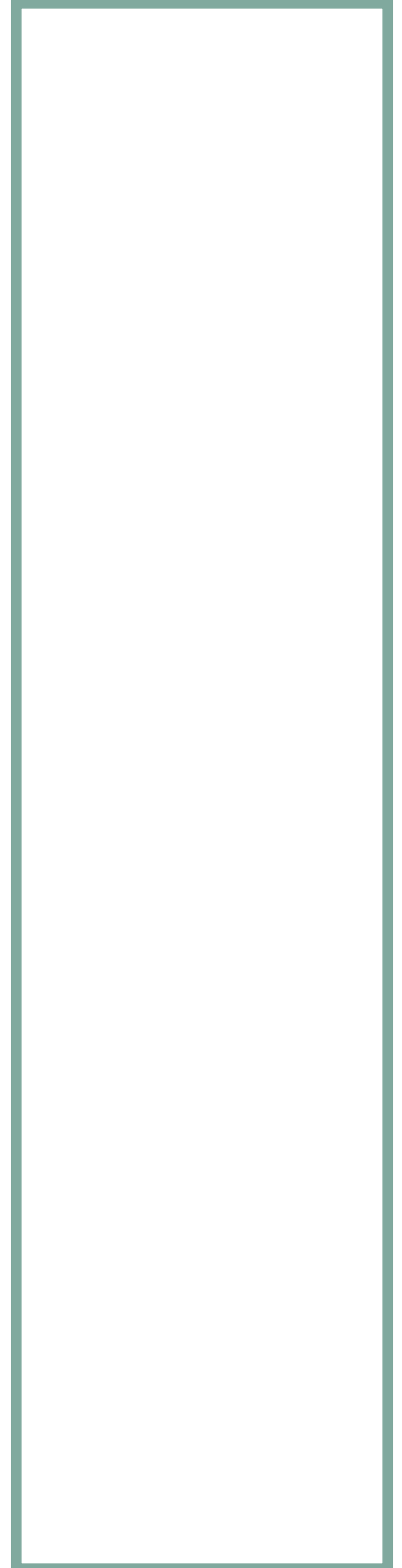
Priorities

- 1A Community Centers, swimming pools, indoor sports centers
- 1B Trails, Natural Resource Protection, Community Parks



Appendix G

County Outreach Grant Recipient Spreadsheet



Organization	2008	2007	2006	2005	2004	2003	2002	2001	2000	1999	1998	1997	1996	1995	1994	1993	1992	TOTALS
Camden Point Athletic Assoc	Park Improvements & Modernization \$2,604.00			Safety & Improvements \$1,190.40		Park Improvements \$7,360.00	Park Improvements \$3,360.00	Basketball Court \$4,640.00	Shelter House & Dugout Improvements \$3,845.00		ADA Ramp \$650.00	Batting Cage \$2,175.00						\$23,220.40
Chinn Elem./ Park Hill S.D.		Playground Iprovements & Trail Installation \$26,976.00																\$26,976.00
City of Camden Point	Veteran's Memorial \$7,942.00		Park Amenities \$4,779.48	Park Shelter House \$39,288.00	Lighting for Park Facility \$5,320.00			Playground Improvements \$4,635.00										\$54,022.48
Clay-Platte Baseball			Dugout Improvements \$2,800.00	Dugout Improvements \$6,267.64		Shelter \$6,815.00												\$15,882.64
Dearborn Athletic Assoc											Bleachers \$1,754.00	Basketball Court \$1,786.00						\$3,540.00
Dearborn, City of		Concession/ Restroom Dean Park \$20,000.00			Playground & Basketball Court \$21,792.00								Youth Recreational Park \$1,000.00		Youth Recreational Park \$2,500.00	Shelter House & Playground \$4,977.00	Park benches & Picnic Tables \$2,000.00	\$52,269.00
Edgerton, City of	General Park Improvements \$3,442.00		Park Playground Updates \$5,337.48			Concession Stand & Restroom Facility \$8,885.00	Stage/Pavillion \$1,905.00	Walking Track surfacing \$2,900.00		Basketball Court Installation \$1,300.00		Restroom Facility \$797.00		Park Improvements \$4,988.00	ADA Restroom & Park Benches \$2,386.00	Batting Cage \$1,503.00	Playground Equipment \$4,257.00	\$34,258.48
Farley Athletic Assoc							Baseball Field Fencing \$4,700.00											\$4,700.00
Farley, Village of			Josiah Farley Park Step Improvements \$1,752.00				Playground Improvements \$3,164.97											\$4,916.97
Ferrelview, Village of	Fern Brown Park - New Fence \$6,089.00	Repair & Expansion of Basketball Court \$5,659.00		Gazebo \$24,363.00	Outside Drinking Fountain \$2,166.82		Park Improvements \$2,801.93	Parks Improvements \$2,297.00		City Park Development \$3,300.00								\$40,587.75
Friends of Amity Woods	Amity Woods Nature Trail Phase - 1 \$24,323.00					Phase 1 - Trailhead & Parking \$33,540.50												\$33,540.50
Friends of Platte County Parks	Website Improvements \$1,026.00																	
Houston Lake, City of				City Park Playground \$23,527.00														\$23,527.00
Jets Youth Football/Park Hill S.D.					Sprinkler System & Field Renovation \$3,179.68													\$3,179.68
KCMO Parks				Amity Woods Parking Lot Enhancements \$15,000.00	Barry Road Park Improvements \$20,000.00													\$35,000.00
Lake Waukomis, City of	South Park Baseball Field Project \$10,280.00	Playground Equipment \$16,924.00																\$16,924.00
MARC														Metro Bikeway Plan \$1,500.00				\$1,500.00
Nat'l Center for Indigenous Amer. Cultures at Line Creek					Sacagawea: Ambassadress to the West \$3,900.00													\$3,900.00
North Platte S.D.			Baseball Field Lights \$45,000.00				Track Improvements Phase 2 \$23,250.00	Track Improvements Phase 1 \$21,750.00			Playground Equipment \$5,000.00					Basketball, tennis, volleyball courts \$2,500.00		\$97,500.00

Organization	2008	2007	2006	2005	2004	2003	2002	2001	2000	1999	1998	1997	1996	1995	1994	1993	1992	TOTALS
Northland Symphony Orchestra	Free Concert	Free Concert	Free Concert	Free Concert	Free Concert	Free Concert	Free Concert	Free Concert										
	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00	\$1,000.00	\$1,000.00										\$9,500.00
Northland Wrestling Club					Wrestling & Basketball Camp													
					\$22,453.80													\$22,453.80
Northmoor, City of	City Park																	
	\$45,328.60																	
Park Hill Early Education						Preschool Playground - Phase 2												
						\$39,371.20												\$39,371.20
Park Hill School District		Line Creek Elem, Playground Improvement		Graden Elementary Playground Renovation			Playground (H)	Play Fields (H)	Playground Improvements (C)						Baseball facility improvements			
		\$42,470.00		\$15,000.00			\$20,414.21	\$26,698.00	\$1,092.00						\$5,000.00			\$110,674.21
Park University						Soccer Field Artificial Turf - awarded & declined				Community Health & Fitness Trail								
										\$2,200.00								\$2,200.00
Parkville, City of	Frisbee Golf Course	Soccer Field/Trailhead Planning and Design	Vikings Football Field Enhancements	Two new shelters	ADA Sidewalks	Playground Enhancements	Stage/Pavillion		Sidewalk Project		Basketball Court	Sand Volleyball Court	Football Field Development (Pop Warner)	Restroom facility			Parking Lot	
	\$1,762.00	\$22,800.00	\$6,549.00	\$28,055.00	\$4,500.00	\$17,448.00	\$41,350.00		\$3,472.00		\$3,400.00	\$2,320.00	\$3,520.00	\$2,896.00			\$4,000.00	\$140,310.00
Philharmonia of Greater KC	Free Family Concert	Free Family Concert																
	\$1,500.00	\$1,500.00																\$1,500.00
Philharmonic of Greater KC																	\$2,500.00	
																		\$2,500.00
Plant Hopes for Hearts		Plant Hope for Hearts/ English Landing Park																
		\$1,255.43																\$1,255.43
Platte City Athletic Assoc.							Field Safety Improvements				Concrete Stairs	Storage Unit & Bleachers						
							\$11,000.00				\$1,875.00	\$1,615.00						\$14,490.00
Platte City Friends of the Arts	Community Band Season 2008	Platte City Community Band	Jammin' in the Park	Art Gala	Community Orchestra Season													
	\$1,500.00	\$1,500.00	\$1,250.00	\$1,400.00	\$1,500.00													\$5,650.00
Platte City Park Board	Settler's Crossing Park			Storage Building/Civic Center Renovation	Playground & Shelter	Historic Park & Scenic Outlook	Restroom Facility			Bleachers				Upgrade Swimming Pool	Portable Bleachers & Soccer Goals		Playground Equipment	
	\$15,000.00			\$20,687.00	\$8,375.00	\$9,620.00	\$30,000.00			\$3,640.00				\$2,500.00	\$4,776.00		\$3,395.00	\$82,993.00
Platte County R-III	YMCA Playground			Siegrist Elementary Outdoor Classroom		Batting Cages		Softball Field										
	\$30,000.00			\$5,736.00		\$3,750.00		\$35,000.00										\$44,486.00
Platte County Board of Services	Special Olympics	Special Olympics		Special Olympics	Special Olympics	Special Olympics - Bowling balls w/handles	Equipment		Special Olympics									
	\$600.00	\$899.22		\$713.00	\$1,493.00	\$446.00	\$378.00		\$1,050.00									\$4,979.22
Platte County Soccer Club								Portable Fence										
								\$935.00										\$935.00
Riverside, City of			Line Creek Connector Trail												Expand walking trail & plant trees	Playground Equipment		
			\$25,000.00												\$2,367.00	\$3,824.00		\$31,191.00



Appendix H

2009 Strategic Plan for Shiloh Springs Golf Club



2009 STRATEGIC PLAN
FOR
SHILOH SPRINGS GOLF CLUB
PLATTE COUNTY, MISSOURI
PARKS & RECREATION DEPARTMENT
SUMMER 2008

Prepared By
Flatt Golf Services, Inc.
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In association with:

Bucher, Willis & Ratliff Corporation

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EXECUTIVE SUMMARY

The Shiloh Springs Golf Club Strategic Plan Update reviews and assesses the Strategic Plan developed in 2006 and recommends a 2009 Strategic Plan Vision, Goals, Objectives and Action Plans to guide policy makers and staff over the next 30 years.

The proposed strategic plan takes a realistic look at the current local golf market, local and national trends and projections for public golf, and the ability of the existing Shiloh Springs Golf Club to effectively compete in the local public golf market, now and in the future.

Input from local focus groups and individuals, a recently completed community-wide leisure services survey and a golfer satisfaction survey completed by 230 Shiloh Springs golf patrons contributed perspective to the strategic plan and its implementation.

Likewise, the commitment of the Platte County Commission's previous actions of: (1.) acquiring all the existing golf course property, (2.) making \$500,000 worth of improvements to the golf course infrastructure in the last two and one-half to three years, (3.) refinancing all golf course debt through 2018, and (4.) determining in 2006 to own, operate and improve the Shiloh Springs Golf Club reflected a strong interest on the part of elected officials to move Shiloh Springs from where it is now to a reasonably priced and attractive public golf asset for Platte County citizens and golfers.

The 2009 Strategic Plan proposes a new vision of a high-quality recreational public golfing facility at Shiloh Springs Golf Club that would ensure adequate and appropriate public golfing opportunities and promote a strong sense of pride for the County. The purpose for operating the golf course shall be to contribute positively to a broad mix of services available to maintain and enhance the quality of life in Platte County. The daily operation of the golf course shall serve the public golf aspirations of Platte County golfers with the highest commitment to customer services in every aspect of recreational public golf. These ultimate customer services shall be exemplified by a superbly managed and maintained, reasonably priced, public golf course that is equal to the best public golf courses in the Metropolitan area.

This vision would be accomplished via a Short-term Goal (5 years), a Mid-term Goal (year 5-15 years) and a Long-term Goal (year 15-30 years).

Over the next five years, Shiloh Springs Golf Club would succeed by continuing to offer and expand customer services, by improving the playing conditions and playing surfaces of the golf course, and by establishing a realistic financial framework that can facilitate the long term success of the golf operation.

Over the next 15 years, Shiloh Springs shall meet and begin to exceed the expectations of Platte County recreational public golfers by continuing to offer and expand customer services, by improving the playing conditions and playing surfaces, by making modest changes in the design of the current golf course, by upgrading the golf course infrastructure and by developing a master plan to determine the feasibility of acquiring additional property

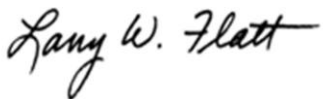
and developing an exceptional public golf course in the future as financial opportunities become available.

Over the next 30 years, Shiloh Springs would continue to provide an improving public golf experience for Platte County residents at Shiloh Springs Golf Club. Additional property for expansion of the golf course would be acquired, additional golf holes on the new property would be developed and existing holes on the present property would be renovated to provide superb practice facilities, a nine hole junior course and new regulation golf holes to create a golf course that is equal to the best public golf courses in the metropolitan area.

The 2009 Strategic Plan lays out a realistic scheme to achieve the Vision. A time frame has been proposed, but the timing will be dependent on many factors that are beyond the scope of accurately predicting with any element of certainty. We would suggest that the time frame proposed is not critical to the eventual achievement of the Vision. However, completion of the initial steps proposed in generally the order they are suggested is critical. They are necessary accomplishments to provide the opportunity to succeed in the later steps as the local and national economies improve, as Platte County continues to grow and prosper, and as the golf market regains some of its balance and viability.

Respectfully submitted,

FLATT GOLF SERVICES, INC.

A handwritten signature in cursive script that reads "Larry W. Flatt".

Larry W. Flatt, President

2006 STRATEGIC PLAN ASSESSMENT

The identified purpose of the 2006 Strategic Plan was to "outline goals, objectives and action steps to maximize use of the entire golf course facility, successfully market programs and services to the community and place the golf program on a path for financial independence from the County general fund and the parks and recreation fund."

The 2006 Strategic Plan was developed by professional staff in the Parks and Recreation Department and was a very good effort to respond to the Platte County Commission's policy directive upon its final acquisition and refinancing of the Shiloh Springs Golf Club. The effort identified appropriate steps and actions that needed to be taken to enhance the performance of Shiloh Springs Golf Club. It reflected an interest and commitment by the Platte County Commission to raise Shiloh Springs to a higher and more positive profile in the parks and recreation program and the community.

In the fall of 2005, the Shiloh Springs Golf Club staff, in concert with Platte County Parks and Recreation staff and the Platte County Commission conducted a golfer satisfaction survey of season pass holders and regular green fee players at Shiloh Springs Golf Club. The purpose of the golfer survey was to learn more about golfer's satisfaction level with the course and how the course could be improved.

Generally, the vast majority of players returning surveys reported being satisfied with their golfing experience at Shiloh Springs and rated their overall experience as either excellent or good. Respondents, when given the chance to indicate needed improvements, listed the need for improved drainage at numerous places and improved turf and playing conditions throughout the golf course.

In February of 2006, a public forum was held and those in attendance offered a variety of constructive comments to improve the course, including the need to establish course maintenance as the highest priority, to retain the high quality staff now in place at the course, and to improve golfer knowledge of etiquette and rules.

An overall Vision, and three Goals, supported by a variety of action objectives and action steps, and a 5 year Budget Projection were developed and included in the 2006 Strategic Plan.

VISION: "To serve the recreational needs of Platte County residents with the highest commitment to customer satisfaction, excellence in programs and golf play, and fiscal responsibility."

Vision Assessment: Our assessment of the overall Vision is that customer satisfaction and excellence in programs and golf play are reasonable expectations. However, regarding the term fiscal responsibility in the Vision Statement and expanded on in the overall goal statement to mean "on a path for financial independence from the County general fund and

the parks and recreation fund," it is our assessment that such a result may be more challenging than the 2006 Strategic Plan identified and anticipated.

GOAL #1: SUPERIOR CUSTOMER SERVICES

- A. We will know and understand the needs of golfers utilizing ten key steps.
- B. We will focus on the Platte County recreational golfer and follow our marketing plan to communicate with golfers and the general public through ten big steps.
- C. We will create high standards for customer service and develop and implement employee training programs focused on customer service and knowledge of a great golfing experience.

Assessment of Goal #1: Significant strides were made in the areas of customer services and marketing through the Golf Rewards card program, the improved website, the use of email to promote and inform golf patrons, use of the Last Minute Golfer and Tee Quest online services, and limited print advertising in local targeted newspaper editions. Core golf programs have been maintained at high levels and expanded as opportunities occur. The junior program and the new PGA family tee program have enhanced outreach to youth and families and bodes well for the future. Feedback from golf patrons gained in the focus group interviews was very positive regarding the friendliness, helpfulness and professionalism of the golf shop and snack bar personnel.

GOAL #2: AN EXCEPTIONAL GOLF VALUE

- A. We will provide golfers with a great golfing experience each time they step on the course through ten key elements essential to an exceptional golf value.
- B. We will improve existing programs and services with a market driven focus on quality.
- C. We will create new programs and services, further adding to the worth and appeal of the Shiloh Springs experience.

Assessment of Goal #2: The 2006 Strategic Plan lacked a broader public golf market prospective and made an overly optimistic appraisal of the potential to increase rounds annually. This appears to have resulted in over-optimistic performance projections and over-stated opportunities for success. This may have also led to the major expenditures being made in areas that did not directly affect the average golfer or be easily visible and appreciated by the average golfer. In fact, the improvement issues most listed by the golfers surveyed were listed in the 2006 Strategic Plan, but the work has not been done. The work funded and done was needed and appropriate – it just didn't have the marketing payoff that fixing drainage in the approaches to several greens would have had with golfers. There is an old and still true axiom about marketing a public golf course that says: Golfers do the best job of marketing your golf course. Golfers notice changes (both negative and positive) and tell their golfing friends. This is a network that golfers trust far more than email, advertising and the most creative promotions.

Additionally, the golf course overview in the 2006 Strategic Plan was not specific regarding the quality of the golf course, and in fact, many of the subsequent action steps assumed a quality of golf course that was an over-estimation of the actual draw or appeal of Shiloh

Springs Golf Club. This issue is not about golf course playing conditions – it is about the design, the routing of the holes, the interest, the diversity, the safety and the quality of the individual holes and how they relate to one another. The golf course playing condition (i.e., turf grass condition and quality of playing surfaces) is very important and a key element in the overall equation for success at Shiloh Springs. For the most part, most of the course playing condition situations or maintenance issues were listed and discussed in the strategic plan. The quality of the golf course was not addressed and that led to some miscalculations regarding priorities and opportunities for enhancing the bottom line.

The programs and services being offered by the clubhouse staff are appropriate and better than average, especially considering the staffing limitations in the clubhouse. The programs and services offered are conducted at a higher level than might be expected, given the inherent golf course design issues that hinder the facility from being the kind of draw that could optimize good programming.

GOAL #3: EXCELLENT FACILITIES

- A. We will develop and fund a plan to address critical deferred maintenance priorities.
- B. We will commit to re-investing golf course revenues in an upgraded annual maintenance program and capital improvements to support the Vision, Goals and Objectives.

Assessment of Goal #3: *As a result of the strategic plan effort in 2006, significant capital improvements representing expenditures in excess of \$500,000 were made to the clubhouse, golf course maintenance building, parking lot, cart paths, irrigation system and all leased golf course maintenance equipment and the golf cart fleet was purchased outright. Most of the deferred maintenance issues important to the golfers have not been sufficiently addressed to date.*

BUDGET PROJECTIONS: The final element of the 2006 Strategic Plan was a 2006 Budget and projected targets and goals for revenue and expenditures through 2010. The projections included significant increases in rounds and revenue over the five year period.

Assessment of Budget Projections: *The optimistic assumption of the health of the golf market, the over-estimation of the draw or appeal of the Shiloh Springs GC, and the expectations that improvements, better service, and better marketing would lead to increased numbers of players, rounds, and higher revenues has been a disappointing experience. Similar experiences are common in the current public golf market in most areas of the Midwest. There are some positive aspects of the local Platte County demographics and golf market for the future, but those benefits will be very slow in coming to the bottom line at the golf course. The golf business is flat and it is going to be flat for a while and this situation is compounded by a golf course design that can be an obstacle to attracting public golfers in a competitive public golf market.*

CONSIDERATIONS FOR THE UPDATED 2009 STRATEGIC PLAN

LOCATION: Shiloh Springs Golf Club is centrally located in Platte County, just 2.0 miles west of the city limits of Platte City. Platte City is the county seat and the third largest community in the County behind Kansas City and Parkville. Platte County encompasses 421 square miles and is located on the western border of Missouri and is one of the thirteen counties in the Kansas City, MO-KS Metropolitan Statistical Area (KCMSA). Shiloh Springs GC is readily accessible from MO-92 running west to east to Bethel Road, running south to north. I-29 is accessible approximately two miles west of the golf course via Bethel Road and MO-92. I-435 is approximately one mile south of the intersection of I-29 and MO-92.

MARKET DEMOGRAPHICS: We obtained limited population and demographic data for Platte County from the Platte County Economic Development Council. This information was based on US Census data and developed by the Mid-America Regional Council (MARC). The population and demographic updates and projections incorporate key economic indicators, such as the dynamics of national, regional and local changes in the economy, employment and unemployment rates, inflation, interest rates, imports and exports, housing starts, migration and wealth, in addition to the more typical birth and death rates and age cohort progressions.

According to the projections developed by MARC for the Platte County area, the total population of the County has shown an increase from 73,781 in 2000 to 83,061 in 2006, an increase of 12.5% over the last 6 years.

MARC has projected an increase to 91,039 in 2010 and 104,054 by 2020. Growth in Platte County from 1990 to 2005 occurred at a rate of 29.5% compared to the KCMSA growth rate for the same period of 19.6%. Platte County population growth over the last four census decades has never been less than 20%.

Platte County is the 3rd highest county in per capita income in the state of Missouri and 2nd highest in the KCMSA. In 2004, the median household income was \$61,030 in Platte County.

GOLF PARTICIPATION FACTORS: The National Golf Foundation annually conducts a survey to determine information about golfers and their participation in the game of golf. They mail out about 60,000 questionnaires to sample households across the USA, and typically receive about a 50% response to the surveys. From this information, they publish an annual report that projects the characteristics of golf and golfers in the US.

In 2007, golfer participation made up about 12.7% of the total population. About 38% of those participants in golf are estimated to be core golfers, defined as adults, age 18+ who play 8 or more times a year. About ½ of these core golfers are considered avid golfers, or those who play 25+ rounds of golf annually. The remaining ½ of core golfers play 8 to 24 rounds of golf annually. Almost an equal number of golf participants are considered occasional golfers, playing 1 to 7 rounds of golf annually. The remaining golf participants are

made up of about 4.8 million junior golfers between the ages of 4 & 17 and about 5.0 million golf participants who do not play regulation golf, but play miniature golf, frequent driving ranges and consider themselves golfers.

About 75% of the golfers in the United States consider themselves public golfers and play the great majority of their golf at private, municipal and resort public golf courses. There are 16,000 regulation golf courses in the US, of which 11,600 are open to the general public. Municipal, County and State golf courses make up about 20% of all public golf courses.

GOLF DEMOGRAPHICS: Age is one of the principal determinations of a person's inclination to play the game of golf. Typically, the highest participation rate (about 40% of golfers) in golf is among adults between the ages of 18 and 39. Adults between the ages of 40 and 59 make up the second highest participation rate (almost 35% of golfers). Adults age 60 and older rank third in participation rate (about 15% of golfers) and junior golfers represent about 10% of all golf participants.

Income is also a key determinate regarding a person's inclination to play golf. Typically, the highest participation rate (about 40% of golfers) is from persons with household incomes between \$50,000 and \$100,000. The second largest group (about 30% of golfers) is from persons with household income greater than \$20,000, but less than \$50,000. The third largest group (about 25% of golfers) is from persons with household income greater than \$100,000. Only about 5% of golfers have household income of less than \$20,000.

Only about 25% of golfers are female. There have been some negligible gains in female participation in recent years, but the game of golf remains predominately male.

In regards to occupation, the highest participation rate (about 40% of golfers) is in the professional, management or administrative fields. The second largest group (about 25% of golfers) is blue collar employees. About 15% are employed in clerical and sales positions. Retired persons represent about 15% of golfers and are the group that on average, play the most rounds of golf. About 5% of golfers are employed in all other occupations.

PUBLIC GOLF MARKET: Typically, public golf markets are described as the primary market and the secondary market. The primary market is described as the area, from within which, golfers will travel regularly to play at a local golf course. Previous national studies have indicated that over 75% of all golfers live within 15 miles of the course they play most frequently and almost 80% live within a 25 minute drive. This distance has been considered to be most commonly associated with regular use patterns and continuing support of a golf facility. Studies of golfer travel habits indicate that many golfers are willing to travel greater distances for an occasional round of golf. Typically the secondary market is defined as those areas lying outside the primary market, but generally within a 30 to 35-mile radius that would require travel times of more than 25 minutes and up to 45 minutes to the golf facility.

Our previous studies and studies by the National Golf Foundation (NGF) have also proven that when golf courses become crowded, more and more players are willing to travel longer distances to play golf at a course that is not as crowded as closer courses. Golfers will also

travel longer distances to play higher quality courses. Likewise, we know that the markets for 9-hole golf courses are much smaller because golfers will not typically travel more than about 15 miles to play at a 9-hole golf course.

PUBLIC GOLF MARKET OUTLOOK: According to our observations and numerous articles in respected golf industry publications, public golf is undergoing significant changes. In many places, public golf courses have been overbuilt and are being sold the second and third times at great discounts. There have been some conversions of relatively new golf course properties to other land uses because of the poor performance of the golf project.

We believe there are sufficient indicators that the public golf market is experiencing significant trauma. The market is definitely a buyer's market or a golfer's market. The public golf market and particularly the upscale or moderate upscale courses are struggling to maintain cash flow. This has been the case since 2000, but was exacerbated by 9/11, poor economic conditions, and the continued opening of fine new public golf courses.

Following are some of the issues that concern the public golf industry. The source of these national issues is articles developed or written about in reliable golf industry publications and personal observations. Local issues are those that we have observed over the last ten years and re-confirmed with owners and operators in the Midwest as we performed consulting services for various clients.

Nationally

- In 1988, the National Golf Foundation (NGF) and McKinsey & Co., Inc. published *the Strategic Plan for the Growth of Golf*. The report promoted the construction of golf courses to overcome a supply gap. However, the writers did warn that baby boomers might not behave like their parents in regard to golf participation. Their warnings have now been realized and we now know that baby boomers are: (a.) working more, not less, (b.) raising families and paying bigger mortgages later in life, and (c.) enjoying a broader range of leisure activities. In 1998, *A Strategic Perspective on the Future of Golf (1998)* was published and it made the case that demand for golf had not continued to grow at historical rates and that golf course development was outpacing demand in many places.
- The number of core golfers peaked in the year 2000 and has not returned to that level.
- Golf course closures have increased from an average of 24 per year from 1993 to 2001 to 47 in 2002, 43 in 2003, 62.5 in 2004, and 98 in 2005. In 2005, the net addition to the golf industry, nationwide, was only 26.5 18-hole golf courses. In 2006 there was a net loss to the golf industry of 26.5 courses. Again in 2007, the golf industry sustained a second year of net loss of golf courses with a net decline of 8.5 courses.
- Total golf rounds for 2007 finished at -0.5 percent or flat, compared to 2006.
- Total golf rounds played in the Lower Midwest region (containing KS, NE, IA and MO) were down by -1.7% in 2007 as compared to 2006. Through May of 2008, total golf rounds in the same region were down -10.9%, according to the NGF.
- According to Golf Datatech, in work done for the Professional Golfers Association, actual rounds played in Missouri in 2007 were down -1.6% and Kansas rounds were down -2.6% compared to 2006. In 2008, Missouri golf courses reported a -12.8% decline in golf rounds through May, compared to the same period in 2007.

- Total public rounds played in the US were down overall by -0.3 percent in 2007 as compared to 2006. Through May of 2008, public rounds were down overall -2.5% as compared to the same period in 2007.
- Premium public courses were up 0.3%, standard public courses were up 0.2% and value courses were down by -0.5% in 2007. Through May of 2008, premium public courses were down -0.5%, standard public courses were down -1.8% and value courses were down -3.5% as compared to the same period in 2007.
- New golf course openings have consistently declined from 400 in 2000, 284 in 2001, 220 in 2002, 171 in 2003, 150.5 in 2004, 124.5 in 2005, 119.5 in 2006 and 113 in 2007.

Locally

- Increased Competition: (see details in next section)
- Discounted Fee Structures: Actual green fee rates have remained fairly static in the local market from 2001 to the present time. This is primarily a result of competition pressures. The actual effective rates are generally lower because of: (1.) lower actual published rack rates, (2.) the impact of coupons and special promotions, (3.) Expansion of twilight rates to earlier hours and several tiered rates (rates drop at noon, again at 3 PM, and perhaps again at 5:30 PM), and (4.) The proliferation of annual fees which are another discounting method.
- Levels of Play: In the 80's and 90's, it was not unusual for public golf courses in this part of the country to routinely have 40,000 rounds of golf or more. With the changes in the golf industry that began to be felt in 2000, few public golf courses in this part of the country can achieve 40,000 rounds in a single year. The majority are trying to get back to 30,000 or perhaps 35,000 rounds. Very few knowledgeable persons in the public golf industry expect a return to the levels of play enjoyed in the 80's and 90's in the foreseeable future.
- Blurring of the Market: Upscale courses are generally discounting their golf and offering bargains to play high quality golf courses in the area. With discount pricing, golfers are leaving their municipal courses and taking advantage of the deals at upscale courses. The net result is declining play at municipal type operations as golfers leave to play at the ever increasing number of public upscale courses. In reality, our upscale market courses have become moderate priced upscale courses and the moderate priced courses are competing with the better municipal courses. Golfers are reaping the benefits of the oversupply and competitive nature of the market at the present.
- Corporate Golf: Corporations and businesses have cut back on golf outings. This hurt upscale courses again and has trickled down to all public golf courses. Prior to 2000 and 2001, courses charged a premium rate to open their course for a corporate outing type event. Now, they will discount for such an event and there are not as many companies choosing a golf outing to accomplish their recreational or marketing objectives.
- Annual Fees or Memberships: Several of the courses now offer annual green fees or memberships for unlimited play with or without a golf cart. Not providing annual memberships used to be Precept #1 for how to be successful with a public golf course. That has changed, as courses scramble to improve cash flow – even if it may be only a short term solution or aid. Generally, annual fees are bought by golfers who play a lot of golf and an annual fee is just another way to discount golf fees in a tight market.

COMPETITION: We have identified 8 existing public golf courses that impact the Shiloh Springs Golf Course market. The public golf course market is not as clearly segmented as it was eight or ten years ago. The newer courses, the upgrading of older courses, the weakened golf economy in 2000 to 2003-04, the effects of 9/11, and other socio-economic factors have contributed to the blurring of the categories. Because of this, we must pay greater attention to the whole golf market in an area.

Shiloh Springs competes to a certain extent with all the courses listed. The management at Shiloh Springs has consciously positioned the facility to be less expensive and not attempt to compete directly with Tiffany Greens and Shoal Creek, two outstanding designed, maintained and operated public golf courses and to a lesser extent, Sunflower Hills GC, a challenging and well maintained municipal golf course in Kansas City, KS.

Shiloh Springs most serious competition is from the Outlaw and Posse courses at Paradise Point near Smithville, MO that have comparable pricing and playing conditions, and to a lesser extent Hodge Park GC in Kansas City, MO. Both of the Paradise Point golf courses are well designed and have better than average turf and playing conditions.

Following are Tables 2A, 2B-1, 2B-2, and 2C identifying the competition affecting the Shiloh Springs market.

TABLE 1 - AREA COMPETITION SURVEY							
Distance	Golf Course	Drive Time	Rounds	Access/Management	Holes	Rating	Par
0	Shiloh Springs	0	21,527	Public/County	18	71.4	71
12.4 miles	Tiffany Greens	18 min.		Public/Private	18	73.5	72
14.9 miles	Paradise Point - Outlaw	25 min.	30,000	Public/County	18	74.3	72
14.9 miles	Paradise Point - Posse	25 min.	30,000	Public/County	18	71.8	72
19.7 miles	Shoal Creek	30 min.	32,000	Public/Municipal	18	73.9	71
24.4 miles	Hodge Park	29 min.	42,000	Public/Municipal	18	69.5	71
26.8 miles	Sunflower Hills	30 min.	32,500	Public/Municipal	18	73.9	72
27.3 miles	Fairview	35 min.	30,000	Public/Municipal	18	70.8	72
34.3 miles	Excelsior Springs	45 min.	20,000	Public/Municipal	18	72.5	72

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TABLE 2 - AREA WEEKDAY FEES SURVEY								
Golf Course	Greens & Cart Fees							
	WD 18 Walk	WD 18 Ride	WD SR/JR Walk	WD SR/JR Ride	WD TWI Walk	WD TWI Ride	WD 9 Walk	WD 9 Ride
Shiloh Springs	\$26.00	\$40.00	\$18.00	\$32.00		\$32.00	\$15.00	\$22.50
Tiffany Greens		\$56.00		\$45.00		\$49.00		\$41.00
Paradise Point - Outlaw	\$27.50	\$43.50	\$18.50	\$34.50	\$18.00	\$34.00		
Paradise Point - Posse	\$25.50	\$41.50	\$13.00	\$21.00	\$18.00	\$34.00	\$13.00	\$21.00
Shoal Creek		\$57.00		\$48.00		\$45.00		\$30.00
Hodge Park	\$21.00	\$35.00	\$17.00	\$31.00	\$16.00	\$30.00	\$15.00	\$22.00
Sunflower Hills	\$25.00	\$49.00	\$18.50	\$32.50	\$16.00	\$30.00		
Fairview	\$18.00	\$30.00	\$15.50	\$27.50	\$15.50	\$27.50	\$15.50	\$22.50
Excelsior Springs	\$24.00	\$39.00	\$20.00	\$35.00		\$25.00	\$15.00	\$22.50
AVERAGE	\$23.86	\$43.44	\$17.21	\$34.06	\$16.70	\$34.06	\$14.70	\$25.93

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TABLE 3 - AREA WEEKEND-HOLIDAY FEES SURVEY								
Golf Course	Greens & Cart Fees							
	WEH 18 Walk	WEH 18 Ride	WEH 9 Walk	WEH 9 Ride	WEH TWI Walk	WEH TWI Ride	18 Hole Cart Fee	9 Hole Cart Fee
Shiloh Springs	\$31.00	\$45.00	\$18.00	\$22.50		\$32.00	\$14.00	\$7.50
Tiffany Greens		\$66.00		\$46.00		\$56.00		
Paradise Point - Outlaw	\$30.00	\$46.00			\$18.00	\$34.00	\$16.00	\$8.00
Paradise Point - Posse	\$28.00	\$44.00			\$18.00	\$34.00	\$16.00	\$8.00
Shoal Creek		\$67.00		\$40.00		\$50.00	\$14.00	
Hodge Park	\$26.00	\$40.00	\$17.00	\$24.00	\$16.00	\$30.00	\$14.00	\$7.00
Sunflower Hills	\$32.00	\$48.00			\$16.00	\$30.00	\$14.00	\$7.00
Fairview	\$20.00	\$32.00	\$17.50	\$24.50	\$17.50	\$29.50	\$12.00	\$7.00
Excelsior Springs	\$27.00	\$42.00	\$15.00	\$22.50	\$24.00	\$39.00	\$15.00	\$7.50
AVERAGE	\$27.71	\$47.78	\$17.50	\$29.92	\$18.25	\$37.17	\$14.38	\$7.43
<i>FGS, Inc.</i>								

TABLE 4 - AREA FEES & PASSES SURVEY							
Golf Course							
	Individual Golf Only	Individual with Cart	Family Golf Only	Family with Cart	Senior Golf Only	Senior with Cart	Package Play
Shiloh Springs	\$975	\$1,575	\$1,250	\$2,450	\$775	\$1,375	\$100
Tiffany Greens		\$3,300		\$5,050			
Paradise Point - Outlaw	\$1,020	\$2,195	\$1,370	\$3,990	\$700	\$1,620	
Paradise Point - Posse	\$1,020	\$2,195	\$1,370	\$3,990	\$700	\$1,620	
Shoal Creek		\$2,995		\$4,395			
Hodge Park	\$995	\$1,695	\$1,370	\$2,420	\$795	\$1,495	
Sunflower Hills							
Fairview	\$450		\$575		\$340		
Excelsior Springs	\$650		\$855		\$585		
AVERAGE FEES	\$852	\$2,326	\$1,132	\$3,716	\$649	\$1,528	
<i>FGS, Inc.</i>							

GOLF COURSE DESIGN OVERVIEW: The Shiloh Springs Golf Club was designed and developed by Gary Martin (Martin Investments) and opened in 1995. It was envisioned as a KCI golf destination, because at that time it was the closest golf course to the airport. It is a par 71 (37-34) with three sets of tees ranging from 5,156 yards for the forward (red) tees, 5,928 yards for the regular (white) tees and 6,339 for the championship (blue) tees. There is a practice putting green and practice chipping green near the clubhouse and a 10 (mats) station, 200 yard practice driving range. The golf course features five (5) lakes that are used for irrigation water storage and/or water hazards and are in play on seven (7) holes.

There is a two story brick clubhouse of approximately 9,000 square feet that includes a banquet room, snack bar with seating for 30-35, food preparation area, golf shop, administrative offices, small conference room, and golf cart storage for the 65 cart fleet. A new roof and new flooring was installed in 2007. The asphalt parking lot accommodates 110 vehicles and was recently (2007) resurfaced.

The golf course maintenance headquarters is a brick and concrete structure of approximately 5,000 square feet, with an office, employee area, mechanic shop, equipment storage and parts and supplies storage. A recent addition (2007) to the maintenance facility has improved storage capacity so that all equipment can be stored inside the building.

The overall design of the golf course, the short length of the golf course, the limited practice facilities and additional design flaws described below makes Shiloh Springs Golf Club a course that will struggle in the public golf market against well designed golf courses. The course has short-comings that have and will continue to brand it as a weak golf course in the eyes of many avid public golfers. Most of Shiloh Springs Golf Club's competitors for the public golf dollar are superior golf course designs and for that reason, have an economic advantage.

The design of the golf course is such that there are awkward walks or drives from several greens to the next tee. Seven holes are back and forth type holes adjacent to each other in much narrower corridors than would be typical or desirable for a golf course designed and developed in the mid-1990s. This creates several safety issues for golfers. The nines are not balanced – they are quite different from each other. On the front nine there are three par 5 holes (two of them are back to back) and there are back to back par 3 holes that are the same yardage. The sixth hole is poorly designed with a difficult fairway to hit (because of the slope of the ground) and a shallow green over a water hazard. The 10th hole is located such that the parking lot and entrance drive can easily receive errant shots from the tenth tee. The 17th fairway is only about 20 yards wide at the landing area and the 18th hole is a par 3 hole.

GOLF OPERATIONS OVERVIEW: Shiloh Springs Golf Club is managed by a Golf Course Clubhouse Manager/PGA Professional and a Golf Course Grounds Superintendent. They operate as co-managers of all aspects of the golf course operation and both report directly to the Platte County Parks and Recreation Director. The consultant observed a high level of communication between the golf course co-managers, a high level of respect for each other's capabilities, knowledge in their area of expertise and professionalism. The 2006 golfer survey and input from the focus groups participants were almost unanimous in their

support of the existing golf course leadership staff. These two individuals are a definite strength of the golf operation at Shiloh Springs.

GOLF COURSE MAINTENANCE OVERVIEW: The importance of course conditions was noted in the 2006 Strategic Plan as a high priority. Even though the Strategic Plan quoted a proven fact that golfers would prefer, by a 9 to 1 ratio, to play a well conditioned golf course, that is not as challenging over a golf course that is in not as good condition, but very challenging – very few of the deferred maintenance issues that were identified in the 2006 Strategic Plan have been accomplished.

Projects to accomplish these deferred maintenance improvements were not specifically funded and generally cannot be accomplished within the operating budget unless additional person-hours are budgeted in the maintenance budget. Typically, there are not sufficient person-hours within the maintenance operating budget to perform capital projects. However, if projects are funded and planned far enough ahead of time, some work might be performed by the existing staff without adversely impacting maintenance operations. Materials for in-house force account work planned, need to be arranged for or acquired ahead of time, so that the golf course superintendent can plan ahead and schedule this type work with maintenance personnel as opportunities occur.

For most of the projects budgeted and specifically funded, and in particular, those requiring special equipment, skills, or more manpower than would be available within the maintenance personnel, such work will have to be contracted out to qualified landscapers, irrigation specialists, or golf course contractors. Consideration should be given to taking bids for estimated quantities of earthwork, shaping, finish grading, preparation for planting, sodding, drainage installation, etc. on a unit price basis annually, during the late winter or early spring. This would permit the golf course superintendent to arrange for course improvements at appropriate times throughout the golf season without disrupting routine maintenance operations and playing conditions.

The following deferred short term maintenance projects remain to be performed:

1. Standing water and/or poor drainage between #10 & #11 holes.
2. The drainage and erosion issues in the valley that traverses the property south to north across #12, #13, #15, #16, and #4 holes.
3. The driving range tee drains poorly and has little or no turf from which to practice.
4. The 5th hole championship tee has not been fully restored since taken out of play for the drilling of new water wells in 2003.
5. The 7th hole tee requires enlargement.
6. Most of the sand bunkers do not drain properly and do not play as they should.
7. #2 fairway requires re-grading and grassing to correct erosion problems just beyond the landing area.
8. Tee sign complexes have not been landscaped.
9. The approaches to the greens on holes #10, #14, #17, #2, #4, and #5 needed to be reshaped to drain properly and re-grassed.

Likewise, all of the long term deferred maintenance items and future capital improvement items remain to be planned for and/or accomplished, as follows:

1. The design of the 6th green is not appropriate for the design of the hole and requires improvement.
2. The design of the 6th fairway is ill conceived and will require significant effort and cost to correct.
3. The proposed tree nursery has not been accomplished.
4. The bent grass nursery has not been accomplished.
5. Additional challenges in the area of drainage, cart path replacements, irrigation upgrades and general course appearance and landscape improvements remain to be accomplished.
6. The maintenance equipment and golf cart fleet replacement program has not been fully developed and implemented. Some additions to the equipment fleet are being made in 2008 via leased equipment, but no comprehensive plan is in place to begin replacing existing equipment that was purchased in 2003. Additionally, several needed equipment upgrades and new productivity enhancing equipment was listed in the 2006 Strategic Plan that has not come to pass.

Finally, in our assessment of the golf course playing conditions, we identified some areas that we not in the 2006 plan, but deserve consideration for future operating and capital resources.

1. Complete the conversion of fairways to Meyer Zoysia via chemical control of cool season turf, warm season cultural practices and sodding of landing areas and areas that have been slow to cover.
2. Develop/expand the broad leaf weed control program for all in-play areas of the golf course.
3. Many drains from greens and bunkers daylight in playing areas, creating wet spots that cannot be mowed regularly and are highly visible and unattractive areas. Drains need to be extended to creeks, ponds, wet wells or out-of-play areas.
4. The irrigation system needs significantly improved individual sprinkler control. For example, most of the greens are watered by six sprinkler heads with three on one side of the green being watered at one time and three on the other side being watered at one time. Each of the six sprinklers should operate individually so that water requirements for the turf can be managed better. Ideally, the six full circle sprinklers would be replaced by twelve part-circle sprinklers that would each be individually controlled, allowing the water to be more precisely applied in these critical areas.
5. Consider enlarging the effective driving range area via 60' high ball barrier netting on both sides and the east end of the driving range to permit longer clubs to be hit.

PUBLIC INPUT: As was the case in the development of the 2006 Strategic Plan, several efforts have been conducted and are underway to gain feedback from season pass holders, regular green fee players, community leaders, and other interested parties on their perceptions and satisfaction levels with the Shiloh Springs Golf Club.

Focus Group Efforts: The Consultant hosted a small group of community leaders and avid Shiloh Springs golfers to gain their ideas for securing greater success at Shiloh Springs. The consultant also contacted several interested golfing citizens and prominent golfing business

leaders by telephone and in person for the same purpose. Following is a summary of the input and key points received from these golfers.

Common Complaints:

1. Hole #6 is poor design.
2. Some tees are not level.
3. Sand bunkers don't drain well and are in poor condition.
4. #8 forward (red) tee is not level and hard to play from.
5. #9 forward (red) tee is not elevated enough and it is very hard to get ball in the air off this tee.
6. There are many drainage issues, especially in approaches to greens -- #17 is one of the worst.
7. Mosquitoes are a problem.
8. There are no golfers on the County Commission.
9. Driving range tee is poor and range is too short to hit woods and long irons.
10. Promises haven't been kept regarding some improvements needed.
11. There are maintenance issues (weeds and clover).
12. Shiloh needs to develop a better image.
13. It is a tight—jammed in golf course design.
14. Golf course design is poor and unsafe.

Positive Comments:

1. Current staff is very good.
2. Staff is doing a good job.
3. Great potential because of growth in county and city.
4. Junior program is doing very well.
5. Demographics (age and income) are good for future golf success.
6. Golf course conditioning is improving.
7. Golf course is operated very well – Brian is doing a good job.
8. Best snack bar operation at public golf course.
9. Good tournaments.
10. Very friendly place to play – due to clubhouse staff.
11. Even with its quirky layout and safety concerns, it is still fun place to play.
12. Junior program and family tees program are excellent.

Perceptions in the Community:

1. Local coffee drinker focus group complains that the golf course is the reason their taxes are so high.
2. Golf course project started poorly and has struggled every year.
3. Other courses in the area are better.

What to Do?

1. County needs to get into golf business or get out – middle road not working.
2. The quality of the golf experience needs to improve.
3. Advertise and market more.
4. Improve maintenance and repair rough spots.

5. Get more coverage and publicity in local newspapers.
6. Promote improvements being made.
7. Maybe toughen up some of the short holes and add a little challenge on the plain holes.
8. Focus on friendly environment and customer service.
9. Get option to purchase land to north to remodel, enlarge and improve golf course in 15 to 20 years and really make it special.

2008 Golfer Satisfaction Survey: The Consultant provided a golfer satisfaction survey to Platte County for use in determining golf patron's opinions regarding the golf course and any future plans for its improvement and/or operations. The survey was administered electronically via the Shiloh Springs GC website during the summer of 2008. Two hundred and thirty (230) Shiloh Springs Golf Club patrons completed the survey. Following is a brief synopsis of the results of the golfer satisfaction survey.

When Shiloh Springs golf patrons were asked about their overall level of satisfaction with golf operations, they responded as follows:

- 90.3% were satisfied (41.9%) or very satisfied (48.9%) with the overall quality of the golf professional staff and customer services.
- 75.8% were satisfied (44.7%) or very satisfied (31.1%) with the overall quality of clubhouse food and customer service.
- 78.0% were satisfied (55.1%) or very satisfied (22.9%) with the overall quality of golf course maintenance and playing conditions.
- 67.1% were neutral (21.5%) or satisfied (45.6%) with the overall quality of the layout and challenge of the golf course.
- 65.0% were satisfied (40.7%) or very satisfied (24.3%) with the overall value for membership dues paid and/or green fees paid.
- 49.8% were neutral (26.9%) or satisfied (22.9%) with special events and tournaments. 34.4% did not respond to this question.
- 88.5% were satisfied (48.9%) or very satisfied (39.6%) with their ability to play at times that met their needs.

Golf patrons were asked to indicate which three (3) of the above items should receive the most emphasis from the Parks & Recreation Department and Platte County over the next two years. Three of the above areas were overwhelming identified as the items that should receive the most emphasis as follows:

- The overall quality of golf course maintenance and playing conditions was the first choice of 40% of the golf patrons. The same issue was the second choice of 23% and the third choice of 16% of the golf patrons.
- The overall quality of the layout and challenge of the golf course was the first choice of 24% of the golf patrons, the second choice of 33% and the third choice of 10% of golf patrons.
- The overall value for membership dues paid and/or green fees paid was the first choice of 16%, the second choice of 17% and the third choice of 30% of golf patrons.

When Shiloh Springs golf patrons were asked how important to you are each of the following factors, they responded as follows:

- 73.2% indicated the importance of the golf professional and conduct of the golf shop and related activities was important (41.1%) or very important (32.1%).
- 70.9% indicated the importance of the food and beverage service and hospitality activities was important (47.1%) or very important (23.8%).
- 98.1% indicated the importance of maintenance and golf course playing conditions was important (11.5%) or very important (86.6%).
- 87.7% indicated the importance of the golf course design and challenge was important (40.8%) or very important (46.9%).
- 53.3% indicated the importance of the frequency of and conduct of special events and tournaments was important (29.5%) or very important (23.8%).
- 96.9% indicated the importance of the value received for green fees and/or annual dues was important (28.4%) or very important (68.2%).
- 69.2% indicated the importance of the perceived image of the golf course in the community was important (39.8%) or very important (29.4%).
- 83.4% indicated the importance of friends and fellowship enjoyed at the course was important (34.6%) or very important (48.8%).
- 66.7% indicated the importance of the convenience to where they live and/or work was important (32.4%) or very important (34.3%).
- 90.0% indicated the importance of the ability to get tee times at their convenience was important (43.6%) or very important (46.4%).

Golf patrons were asked to indicate which three (3) of the above items are the most important to the overall success and viability of Shiloh Springs Golf Club. Two of the above items were overwhelmingly identified as the areas that are most important to the overall success and viability.

- The maintenance and golf course playing conditions at Shiloh Springs Golf Club was the first choice of 50%, the second choice of 20% and the third choice of 17% of the golf patrons.
- The value received for green fees and/or annual dues at Shiloh Springs Golf Club was the first choice of 15%, the second choice of 24% and the third choice of 27% of the golf patrons.

When asked about their satisfaction level with the overall value of golf at Shiloh Springs GC, golf patrons responded as follows:

- 74.9% indicated they were satisfied (51.7%) or very satisfied (23.2%) with the overall value that they receive for their dues and/or green fees.
- 75.8% indicated they were neutral (23.7%) or satisfied (52.1%) with the overall image of Shiloh Springs Golf Club with members and patrons.
- 73.7% indicated they were neutral (27.8%) or satisfied (45.9%) with the overall image of Shiloh Springs Golf Club in the community.
- 70.5% indicated they were satisfied (48.6%) or very satisfied (21.9%) with the overall value they receive for fees and charges at the course.

When asked about the hospitality services and how satisfied golf patrons are with the food and beverage operation, they responded as follows:

- 68.9% indicated they were neutral (18.7%) or satisfied (50.2%) with the overall quality of food and beverage service.
- 69.2% indicated they were satisfied (50.7%) or very satisfied (18.5%) with the quality of short order snack bar food and beverage.
- 64.2% indicated they were neutral (17.6%) or satisfied (46.8%) with the variety of food offered in the snack bar.
- 77.3% indicated they were satisfied (46.8%) or very satisfied (30.5%) with the cleanliness of the dining area and food service areas.
- 74.9 indicated they were satisfied (47.3%) or very satisfied (27.6%) with the level of personal service and attention to details.

Golf patrons were asked to indicate which three (3) of the above items are the most important to the overall success and viability of Shiloh Spring Golf Club.

- The overall quality of the food and beverage service at the golf course was the first choice of 47%, the second choice of 11% and the third choice of 14% of the golf patrons.
- Cleanliness of the dining area and food service areas in the food and beverage operation was the first choice of 14%, the second choice of 35% and the third choice of 22% of the golf patrons.
- The level of personal service and attention to detail in the food and beverage operation was the first choice of 20%, the second choice of 11% and the third choice of 31% of the golf patrons.

When Shiloh Springs Golf Club patrons were asked about their level of satisfaction with the Golf Professional and golf shop operation, they responded as follows:

- 86.1% indicated they were satisfied (43.3%) or very satisfied (42.8%) with the friendliness and the way they were made to feel welcome and appreciated.
- 43.9% indicated they were satisfied (23.2%) or very satisfied (20.7%) with golf instruction and coaching abilities and availability. 34.3% indicated no answer.
- 58.2% indicated they were satisfied (29.6%) or very satisfied (28.6%) with the knowledge and application of the rules of golf.
- 48.5% indicated they were neutral (23.2%) or satisfied (25.3%) with the conduct of tournaments and special golfing events.
- 69% indicated they were neutral (33.5%) or satisfied (35.5%) with the merchandising, selection, and quality of golf equipment sold.
- 73.5% indicated they were neutral 25.0% or satisfied (48.5%) with the pricing of golf equipment, riding golf carts and rental equipment.
- 46.0% indicated they were neutral (29.8%) or satisfied (16.2%) with golf club and equipment fitting skills. 40.9% failed to respond to this item.
- 64.8% indicated they were neutral (28.1%) or satisfied (36.7%) with marshaling and control of play on the golf course.

Golf patrons were asked to indicate which three (3) of the above factors are the most important to the overall success and viability of Shiloh Springs Golf Club. Three of the above factors were overwhelmingly identified as the items that are most important to achieving financial success and viability

- Friendliness and making persons feel welcome and appreciated by the golf professional staff at Shiloh Springs Golf Club was the first choice of 59%, the second choice of 14% and the third choice of 13% of the golf patrons.
- Marshalling and control of play on the golf course was the first choice of 25%, the second choice of 14% and the third choice of 41% of the golf patrons.
- Pricing of golf equipment, riding golf carts and rental equipment at the golf course was the first choice of 8%, the second choice of 28% and the third choice of 17% of the golf patrons.

When Shiloh Springs golf patrons were asked about their level of satisfaction with the following golf course maintenance items, they responded as follows:

- 81.2% were satisfied (58.4%) or very satisfied (22.8%) with the golf course green's receptiveness to well struck shots.
- 75.5% were satisfied (58.2%) or very satisfied (17.3%) with the golf course green's smoothness and trueness of roll.
- 79.7% were satisfied (61.9%) or very satisfied (17.8%) with the green speed under normal recreation playing conditions.
- 83.6% were satisfied (66.2%) or very satisfied (17.4%) with the height of cut and playing conditions of the green surrounds.
- 62.3% were neutral (23.5%) or satisfied (38.8%) with the playability and conditions of greenside sand bunkers.
- 77.6% were neutral (27.9%) or satisfied (49.7%) with the playability of greenside grass bunkers and hollows.
- 85.3% were satisfied (64.0%) or very satisfied (21.3%) with the height of cut and playability of the fairways.
- 81.6% were satisfied (64.3%) or very satisfied (17.3%) with the height of cut and playability of the tees.
- 69.1% were neutral (20.1%) or satisfied (49.0%) with the tee smoothness and general conditions.
- 73.0% were neutral (23.5%) or satisfied (49.5%) with playability and condition of fairway sand bunkers.
- 74.6% were satisfied (44.7%) or very satisfied (29.9%) with the maintenance staff's ability to work without distracting play on the course.

Golf patrons were asked to indicate which three (3) of the above golf course maintenance factors are most important to the overall success and viability of Shiloh Springs Golf Club. Several of the above listed factors were identified as the areas that are most important as follows:

- Green smoothness and trueness of roll was listed as the first choice of 29%, the second choice of 21% and the third choice of 11% of the golf patrons.

- The height of cut and playability of fairways was listed as the first choice of 11%, the second choice of 14% and the third choice of 26% of the golf patrons.
- A green's receptiveness to well struck shots was listed as the first choice of 19% of the golf patrons, and
- The maintenance staff's ability to work without distracting play was the first choice of 11% of the golf patrons.

When Shiloh Springs golf patrons were asked about their level of satisfaction with the following golf course design and challenge factors, they responded as follows:

- 77.3% were neutral (18.9%) or satisfied (58.4%) with the difficulty and challenge to their golfing abilities and aspirations.
- 80.1% were satisfied (62.8%) or very satisfied (17.3%) with the tee locations and length of course relative to their skills.
- 73.8% were neutral (24.1%) or satisfied (49.7%) with the speed of play during recreational golf play.
- 81.4% were satisfied (59.6%) or very satisfied (21.8%) with the quality and challenge of par 3 holes.
- 82.5% were satisfied (67.6%) or very satisfied (14.9%) with the quality and challenge of par 4 holes.
- 79.5% were satisfied (58.4%) or very satisfied (21.1%) with the quality and challenge of par 5 holes.
- 82.1% were neutral (24.7%) or satisfied (57.4%) with the location of bunkers and hazards.
- 73.4% were neutral (20.7%) or satisfied (52.7%) with the visibility of hazards and lines of play from tees.
- 60% were neutral (27.9%) or satisfied (32.1%) with the safety from errant golf balls while playing.

Golf patrons were asked to indicate which three (3) of the above factors are most important to the overall success and viability of Shiloh Springs Golf Club. Three of the above factors were overwhelmingly identified as the factors that are most important to the future overall success and viability of the golf facility.

- Regarding golf course design, the speed of play during recreational golf play was listed as the first choice of 24%, the second choice of 29% and the third choice of 12% of golf patrons.
- In regard to golf course design, the safety from errant golf balls while playing was listed as the first choice of 28%, the second choice of 8% and the third choice of 28% of golf patrons.
- In regard to golf course design, the difficulty and challenge to my golfing abilities and aspirations was listed as the first choice of 30%, the second choice of 10% and the third choice of 12% of the golf patrons.

Community Wide Survey: BWR, Corporation, assisted by their sub-consultant Leisure Vision/ETC Institute of Olathe, KS has conducted a Community Attitude and Interest Survey of a randomly selected sample of Platte County residents. Several questions had a direct tie-in to the golf course. Following are some of the responses received.

Question #1: From the following list, please check all the Platte County parks and trails you or members of your household have visited over the past 12 months? Responses are listed by percentage and multiple choices could be made.

Platt County Comm. Ctr/YMCA	40%	Springs Aquatic Center	28%
Weston Bluffs Trails	23%	Platte Purchase Park	19%
Tiffany Hills Park	19%	Barry-Platte Park	17%
Shiloh Springs Golf Course	16%	Platte Ridge Park	11%
Southern Platte Pass	6%	Green Hills of Platte Preserve	5%
Prairie Creek Parkway	5%	None	28%

Question #3: From the following list, please check all the recreation facilities found within Platte County parks you or members of your household have used or visited over the past 12 months. Responses are listed by percentage and multiple choices could be made.

Walking and hiking trails	48%	Swimming pools/spraygrounds	33%
Fitness Centers	30%	Playgrounds	27%
Natural/wildlife areas	19%	Softball/baseball fields	19%
Picnicking areas/shelters	17%	Biking trails	16%
Golf facilities	16%	Soccer fields	12%
Historic areas	11%	Fishing areas	10%
Football fields	8%	Sand volleyball courts	1%
Other	2%	None	23%

Question #13: Please indicate if you or any member of your household has a need for each of the parks and recreation facilities listed below. Responses are listed by percentage and multiple choices could be made.

Walking, hiking, & biking trails	76%	Nature trails & interpretive areas	61%
Indoor fitness & exercise facilities	61%	Picnicking areas & shelters	60%
Outdoor swimming & splash pools	47%	Indoor family/leisure pool	46%
Children's playgrounds	44%	Boating & fishing areas	42%
Large regional parks	38%	Overnight camping areas	30%
Dog parks	29%	Softball & baseball fields	29%
Golf courses	28%	Large indoor sports center	24%
Outdoor tennis courts	24%	Canoe & kayak areas	23%
Basketball courts	22%	Soccer fields	22%
Indoor ice-skating rinks	17%	Football fields	16%
State park & extreme sports parks	13%	Indoor competitive swimming pools	13%
Indoor racquetball courts	10%	Equestrian trails & centers	8%
Lacrosse fields	3%		

Question #14: Which four of the facilities from the list in Question #13 are most important to your household? Responses are listed by percentage of those who selected an item as one of their top four choices.

Walking, hiking, & biking trails	56%	Nature trails & interpretive areas	30%
Indoor fitness & exercise facilities	29%	Children's playgrounds	22%
Outdoor swimming & splash pools	20%	Picnicking areas & shelters	20%
Boating & fishing areas	17%	Indoor family/leisure pool	16%
Dog parks	15%	Softball & baseball fields	11%
Golf courses	10%	Large regional parks	9%
Overnight camping areas	7%	Large indoor sports center	24%
Canoe & kayak areas	6%	Outdoor tennis courts	6%
Soccer fields	6%	Indoor ice-skating rinks	4%
Basketball courts	4%	Football fields	4%
Indoor racquetball courts	2%	Indoor competitive swimming pools	2%
Equestrian trails & centers	2%	State park & extreme sports parks	2%
Lacrosse fields	1%	Other	2%

Question #15: Please indicate if you or any member of your household has a need for each of the recreation programs listed below. Responses are listed by percentage and multiple choices could be made.

Adult fitness & wellness programs	56%	Music & cultural festivals	47%
Water fitness programs	36%	Family recreation/outdoor adventure	35%
Nature education programs	34%	Youth/teen sports programs	28%
Senior programs	27%	Youth learn to swim programs	26%
Special events	25%	Youth/teen summer camp programs	21%
Adult sports programs	20%	Youth/teen fitness & wellness	20%
Adult art, dance, performing arts	20%	Tennis lessons, clinics & leagues	19%
Adult swim programs	19%	Golf lessons	19%
Youth/teen art, dance, perform arts	19%	Before & after school programs	16%
Gymnastics & tumbling programs	14%	Pre-school programs	14%
Programs for person w/disabilities	13%	Martial arts programs	11%

2009 UPDATED STRATEGIC PLAN

The 2006 Vision for the golf course was stated as "To serve the recreational golf needs of Platte County residents with the highest commitment to customer satisfaction, excellence in programs and golf play, and fiscal responsibility."

The Platte County Commission further clarified the Vision via describing the expectations of the Strategic Plan to be as follows: "Outline goals, objectives and action steps to maximize use of the entire golf course facility, successfully market programs and services to the community, and place the golf program on a path for financial freedom from the County general fund and the parks and recreation fund."

The Platte County Commission has determined that the debt for Shiloh Springs Golf Club is appropriately a county wide at-large expense. The indebtedness of the golf course will be retired in 2018. By 2018, Platte County population will have increased to over 100,000 persons and there is every reason to believe that the County will continue to be a metropolitan leader in prosperity and its citizens will desire the quality of life amenities represented by quality public golf courses and the indirect economic benefits of such facilities.

Quality of life benefits are difficult to measure, but the game of golf has as much or more going for it as any recreational pursuit. Golf, while encompassing only about 15% of the population is still main stream in America. Most every person in America knows of the game and persons who do not play the game will talk about the game in casual conversations. Comic strips frequently feature mostly the frustration and humor of golfers and many people know Arnold Palmer and Jack Nicklaus, and very few persons, regardless of their age, have not heard of Tiger Woods!

Golf really is a lifetime game and activity. There are no age restrictions, since young children can participate in golf and many golfers are still actively enjoying the game in their 70's, 80's, and beyond. The game of golf is an outdoor activity played in beautiful surroundings in all kinds of weather. Even with a cart, there is still a lot of healthy walking and physical activity. Golf is a game in which a participant plays, without referees, according to a set of rules that are far more complex and detailed than most any popular game. Golf is a game that expects proper conduct and etiquette and yet is extraordinarily frustrating, constantly testing the golfer's self discipline. Golf is a highly social game participated in by all kinds of persons and personalities. Golfers play, where they play, primarily because of the fact that their friends also play there.

Input from golf patrons, the results of the previous golfer surveys, and the recent focus group input would generally agree that the golf course is well staffed with competent and professional employees, that the golf course is generally well run and operated, and that the golf course is improving, but needs more intensive maintenance and significant improvements. Fiscal responsibility is the most difficult issue with the Vision the Commission has established for Shiloh Springs. However, the Platte County Commission has

further clarified that fiscal responsibility means: "getting the operation of the golf program on a path that would not require any funding from the County general fund and the parks and recreation fund.

If that clarification means what it says – the golf operation will not be able to get on the path, much less stay on the path, without some source of funding for needed capital improvements and capital equipment purchases. Simply put, the golf course is not good enough and the market is not strong enough to attract enough players willing to play enough golf and pay enough fees to accomplish the Vision. This is not particularly unique to Platte County and Shiloh Springs; it is a scenario that is playing out across the country with realistically no encouragement about any positive change in the near future (10 to 15 years). It is exacerbated at Shiloh Springs Golf Club by a weak golf course design and an infrastructure that was not state of the art at the time the golf course was developed in 1993 and is in need of upgrading.

It could be reasonable to expect that the golf course operations (golf course maintenance activities and clubhouse operation) costs could be offset by direct golf course income from fees, cart rental, snack bar sales, golf shop sales, etc. But there is a desperate need to make some very basic improvements to the golf course sooner, rather than later, and the aging maintenance equipment and golf carts (even with excellent equipment maintenance practices) will need to be replaced in a timely manner on an annual basis. Funds for capital costs to maintain and enhance the present investment and to insure a continuing and increasing revenue flow to offset operating costs would seem to be an essential course of action. Without an influx of funding for capital needs, the current and anticipated revenues cannot be maintained and the operating costs will exceed operating revenues.

Because of these factors, and because ultimately, the Shiloh Springs Golf Club's golf course design will not be competitive in future golf course markets, an argument could be made that the County Commission should get out of the golf business altogether.

However, because the Platte County Commission has already determined by their previous actions of: (1.) acquiring all the existing golf course property, (2.) making \$500,000 worth of improvements to the golf course infrastructure in the last two and one-half years, (3.) refinancing all golf course debt through 2018, and (4.) determining in 2006 to own, operate and improve the Shiloh Springs Golf Club, a new Vision will be proposed. The new Vision will focus on moving Shiloh Springs from where it is now to a first class public golf course, reasonably priced, and equal to the best public courses in the metropolitan area.

It is in this spirit that the following 2009 Strategic Plan for Shiloh Springs Golf Club is presented for consideration.

**2009 STRATEGIC PLAN
VISION, GOALS, OBJECTIVES AND ACTION PLANS**

VISION: The Platte County Commission shall provide high-quality recreational public golfing facilities at Shiloh Springs Golf Club to ensure adequate and appropriate public golfing opportunities that promote a strong sense of pride for the County. The purpose for operating the golf course shall be to contribute positively to a broad mix of services available to maintain and enhance the quality of life in Platte County. The daily operation of the golf course shall serve the public golf aspirations of Platte County golfers with the highest commitment to customer services in every aspect of recreational public golf. These ultimate customer services shall be exemplified by a superbly managed and maintained, reasonably priced, public golf course that is equal to the best public golf courses in the Metropolitan area.

SHORT-TERM GOAL: Over the next five years, Shiloh Springs Golf Course shall meet the expectations of Platte County recreational public golfers by continuing to offer and expand customer services and by greatly improving the playing conditions and playing surfaces of the golf course.

Objective #1 – Provide Superior Customer Services

- A. We will achieve an operations program that will provide the following:
 - 1. Courteous and efficient service.
 - 2. High quality, but reasonably priced food, golf equipment and golf instruction.
 - 3. Promotion of Shiloh Springs Golf Club and Platte County as great places to live, work and play.
 - 4. Active promotion of the game of golf and its lifetime health benefits for persons of all ages.
 - 5. A golf course marshalling and monitoring program that will achieve an 18 hole golf round in less than 4 hours and 15 minutes.
- B. We will be alert to refining our customer service to build on the positive reputation that has been established at Shiloh Springs Golf Club for our friendliness and attention to needs and desires of our patrons.
- C. We will refine our marketing efforts with a greater appreciation that our existing golfers present our most effective marketing opportunities.
- D. We will constantly evaluate our programs, improve our existing successful programs, be creative in developing new programs that will be embraced by our patrons, and eliminate in-effective activities and programs.
- E. We will hire and train good employees, providing on-going evaluation and assessment and creating a positive team work environment that will present a cordial and friendly atmosphere to each patron.
- F. All employees will be well versed in all procedures and possess the knowledge and ability to respond correctly and consistently to patron questions and requests. Standard operating procedures and policies shall be developed to provide training aids and readily available reference information.

Objective #2 – Provide Superior Golf Course Maintenance and Playing Conditions

- A. Under normal climatic conditions, Shiloh Springs Golf Club shall be maintained in such a manner as to provide high quality playing conditions and be prepared to handle 200 golfers on any given day of the golf season from April 1 through September 30 and 75 golfers on any given day for the rest of the year (weather permitting).
- B. The golf course playing condition shall reflect the following conditions on a daily basis throughout the golf season. (Important Note: It is acknowledged that maintaining a golf course to the following standards will require cultural practices, like aerification and top dressing that seriously disrupt playing surfaces for periods of time during the golfing season.)
 - 1. Greens shall be firm, yet receptive to well struck golf shots played from the fairway.
 - 2. Greens shall be smooth and the ball will roll true across the green surface.
 - 3. Green speed shall be maintained appropriate to weather conditions, but as fast as practical. For tournaments, green speed will be enhanced, as reasonably possible, using good maintenance practices.
 - 4. Green surrounds shall be cut to proper height for the type of grass and be as firm and as fast a condition as weather conditions and the greens location permit.
 - 5. Green side sand and grass bunkers shall be dry, raked and groomed for play.
 - 6. Fairways shall be cut tightly and be as firm as weather conditions and locations permit.
 - 7. Tees shall be smooth, level and tightly cut.
 - 8. Trees shall be trimmed and pruned and all dead or injured limbs or branches shall be removed at the earliest opportunity.
- C. The golf course shall be prepared on a daily basis with the following criteria:
 - 1. Maintenance staff will perform work as early as possible and ahead of play to increase efficiency and reduce disruption to players.
 - 2. The course shall be attractive and free of trash and debris.
 - 3. Cups shall be set in fresh areas on the greens and at locations that require a wide variety of shot shapes over the course of the 18 holes.
 - 4. Tee markers shall be frequently moved and adjusted to insure good turf conditions, located to require a variety of shot shapes, and located to provide variety in the length and challenge of each hole.
- D. Achieve a program of golf course capital maintenance improvements that will noticeably improve the playing conditions every year as follows:
 - 1. Correct standing water and/or poor drainage between #10 & #11 holes.
 - 2. Correct drainage and erosion issues in the valley that traverses the property south to north across #12, #13, #15, #16, and #4 holes.
 - 3. Improve the driving range tee with drainage, sod and new mats.
 - 4. Fully restore the 5th hole championship tee.
 - 5. Enlarge the 7th hole tee.
 - 6. Renovate all sand bunkers and install or repair drainage.

7. Grade and re-grass #2 fairway to correct erosion problems just beyond the landing area.
8. Landscape all tee sign complexes.
9. The approaches to the greens on holes #10, #14, #17, #2, #4, and #5 needed to be reshaped to drain properly and re-grassed.
10. Complete the conversion of fairways to Meyer Zoysia via chemical control of cool season turf, warm season cultural practices and sodding of landing areas and areas that have been slow to cover.
11. Develop/expand the broad leaf weed control program for all in-play areas of the golf course.
12. Repair and/or replace deteriorating concrete cart paths.

Objective #3 – Provide a Financial Framework for Long-Term Success

- A. Establish a budget plan that focuses on eliminating any general fund subsidies for operating expenses, but provides funding for the necessary capital outlay (improvements and equipment) needed to insure and protect the capital investment already made in Shiloh Springs Golf Club.
- B. The following Operating Budget Pro-forma depicts such a plan. Rounds are projected to grow about 2% annually; average income per round grows at a little less than 3% annually. Operating costs grow at approximately 3% annually.

OPERATING BUDGET PRO-FORMA						
	Current Year	2009	2010	2011	2012	2013
Operating Income:						
Number of Rounds	22,000	22,500	23,000	23,500	24,000	24,500
Average Income/Round	\$ 35.00	\$ 36.00	\$ 37.00	\$ 38.00	\$ 39.00	\$ 40.00
<i>Total Operating Income:</i>	<i>\$ 770,000</i>	<i>\$ 810,000</i>	<i>\$ 851,000</i>	<i>\$ 893,000</i>	<i>\$ 936,000</i>	<i>\$ 980,000</i>
Operating Expenses:						
Personnel	\$ 440,659	\$ 453,879	\$ 467,495	\$ 481,520	\$ 495,966	\$ 510,845
Operating Expenses	\$ 56,569	\$ 57,700	\$ 58,854	\$ 60,031	\$ 61,232	\$ 62,457
Cost of Goods Sold	\$ 112,500	\$ 114,750	\$ 117,045	\$ 119,386	\$ 121,774	\$ 124,209
Repair and Maintenance	\$ 43,000	\$ 44,290	\$ 45,619	\$ 46,987	\$ 48,397	\$ 49,849
Utilities	\$ 64,000	\$ 65,920	\$ 67,898	\$ 69,935	\$ 72,033	\$ 74,194
Grounds Care	\$ 54,000	\$ 55,080	\$ 56,182	\$ 57,305	\$ 58,451	\$ 59,620
<i>Total Operating Expenses:</i>	<i>\$ 770,728</i>	<i>\$ 791,619</i>	<i>\$ 813,092</i>	<i>\$ 835,164</i>	<i>\$ 857,852</i>	<i>\$ 881,173</i>
<i>Net Operating Income:</i>	<i>\$ (728)</i>	<i>\$ 18,381</i>	<i>\$ 37,908</i>	<i>\$ 57,836</i>	<i>\$ 78,148</i>	<i>\$ 98,827</i>

Source: FGS, Inc.

- C. The following Capital Budget Pro-forma depicts such a plan for the capital investments needed to protect the original capital investment and enhance the operating revenue stream indicated above.

CAPITAL BUDGET PRO-FORMA						
	Current Year	2009	2010	2011	2012	2013
Net Operating Income:	\$ (728)	\$ 18,381	\$ 37,908	\$ 57,836	\$ 78,148	\$ 98,827
Capital Infusion Budget:	\$ 85,000	\$ 260,000	\$ 275,000	\$ 275,000	\$ 300,000	\$ 300,000
Capital Outlay Expenses:						
Maint. Equipment Lease	\$ 83,500	\$ 16,000	\$ 16,000	\$ 16,000	\$ 16,000	\$ 16,000
Maint. Equip. Replacement		\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000
Golf Cart Replacement		\$ 65,000	\$ 65,000	\$ 65,000	\$ 65,000	\$ 65,000
Clubhouse Improvements		\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Golf Course Improvements		\$ 85,000	\$ 100,000	\$ 100,000	\$ 125,000	\$ 125,000
Net Capital Outlay Cost:	\$ 84,228	\$ 247,619	\$ 243,092	\$ 223,164	\$ 227,852	\$ 207,173

Source: FGS, Inc.

- D. Establish a capital equipment replacement program that replaces and upgrades golf course capital equipment before its useful life expires and/or repair costs are not justified. This acknowledges that there are productivity gains with newer, more efficient equipment that will assist in improving efficiency and keeping operating costs from spiraling higher as equipment ages. The following table lists all the capital equipment at the golf course and projects the expected life and cost to replace.

Capital Operating Equipment						
Description	Quantity	Purchase Cost	Replacement Cost	Date of Purchase	Effective Life	Scheduled to Replace
Toro 3100 Greensmower	1	\$ 16,498	\$ 24,000	2003	6 yrs.	2009
Toro 3100 Greensmower	1	\$ 16,498	\$ 24,000	2003	6 yrs.	2009
Toro 3100 Tee Mower	1	\$ 16,498	\$ 24,000	2003	6 yrs.	2009
Toro 5400 Fairway Mower	1	\$ 29,650	\$ 45,000	2003	6 yrs.	2009
Toro 455 Rough Mower	1	\$ 34,250	\$ 48,000	2003	6 yrs.	2009
Toro 3500 Sidewinder Mower	1	\$ 23,375	\$ 30,000	2003	6 yrs.	2009
Toro 3020 Sand Pro	1	\$ 9,750	\$ 17,000	2003	6 yrs.	2009
Toro 3200 Workman Turf Truck	1	\$ 12,950	\$ 17,000	2003	8 yrs.	2011
Toro 3200 Workman Turf Truck	1	\$ 12,950	\$ 17,000	2003	8 yrs.	2011
Toro 2110 Workman Turf Truck	1	\$ 6,800	\$ 8,500	2003	8 yrs.	2011
New Holland TC 40 Tractor	1	\$ 25,200	\$ 35,000	2003	12 yrs.	2015
Toro Walk Greens Aerator	1	\$ 10,395	\$ 20,000	2003	9 yrs.	2012
Toro 660 3 pt.hitch Aerator	1	\$ 16,595	\$ 30,000	2003	9 yrs.	2012
Debris Blower for Tractor	1	\$ 2,895	\$ 2,000	2003	12 yrs.	2015
Verti-cut reels for Greensmower	1	\$ 3,450	\$ 4,500	2003	6 yrs.	2009
Ty Crop Quick Pass Topdresser	1	\$ 9,295	\$ 14,000	2003	6 yrs.	2009
Vicon Fertilizer Spreader	1	\$ 3,545	\$ 6,000	2003	6 yrs.	2009
Toro Multi Pro 160 gal. Sprayer	1	\$ 17,738	\$ 30,000	2003	6 yrs.	2009
Foley Reel Grinder	1	\$ 15,000	\$ 25,000	2003	17 yrs.	2020
Shop Lift - 9,000 lbs.	1	\$ 4,300	\$ 6,500	2003	17 yrs.	2020
EZGO Electric Golf Carts	65	\$ 195,000	\$ 235,000	2003	5 yrs.	2008
Cushman Core Harvester	1	\$ 5,500	\$ 6,000	2006	9 yrs.	2015
Frontier Brush Hog	1	\$ 1,000	\$ 1,500	2007	8 yrs.	2015
Yamaha Beverage Carts	2	08 Lease	\$ 10,000	2008	5 yrs.	2013
Yamaha Range Cart w/cage	1	08 Lease	\$ 7,500	2008	5 yrs.	2013
John Deere TX Turf Gator Truck	5	08 Lease	\$ 35,000	2008	5 yrs.	2013
Toro 3500 Groundsmaster Mower	1	08 Lease	\$ 30,000	2008	6 yrs.	2014
FGS, Inc.						

- E. Establish a five (5) year Capital Improvements Program that would be evaluated every year and updated to reflect the current needs. The following table is presented as a reasonable approach for planning to accomplish the highest priority projects over the next five years.

Shiloh Springs Golf Club - Capital Improvements Program						
Project	Current	2009	2010	2011	2012	2013
Maintenance Equipment Lease	\$ 83,500	\$ 16,000	\$ 16,000	\$ 16,000	\$ 16,000	\$ 16,000
Maintenance Equipment Purchase		\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000
New Golf Carts - 3 year Program		\$ 65,000	\$ 65,000	\$ 65,000	\$ 65,000	\$ 65,000
Clubhouse Improvements		\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Miscellaneous Improvements Program			\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Drainage and Erosion Improvements			\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Driving Range Drainage, Turf Tee, & Mats		\$ 30,000				
Tee Improvements			\$ 20,000		\$ 20,000	
Renovate Sand Bunkers - 3 per year		\$ 15,000	\$ 20,000	\$ 20,000	\$ 20,000	
Landscape Tee Sign Complexes			\$ 5,000			
Improve Green Approaches - 6		\$ 30,000				
Zoysia Fairway Expansion Program			\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
Weed Control Program for entire property		\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
Repair/Replace Concrete Cart Paths				\$ 15,000	\$ 20,000	\$ 20,000
Tree Nursery						\$ 10,000
Bentgrass Nursery						\$ 30,000
Meyer Zoysia Nursery				\$ 10,000		\$ 10,000
Course Expansion Study					\$ 10,000	\$ 10,000
Annual Total	\$ 83,500	\$260,000	\$275,000	\$275,000	\$300,000	\$300,000
Source: FGS, Inc.						

MID-TERM GOAL: Over the next 15 years, Shiloh Springs shall meet and begin to exceed the expectations of Platte County recreational public golfers by continuing to offer and expand customer services, by improving the playing conditions and playing surfaces, by making modest changes in the design of the current golf course, by upgrading the golf course infrastructure and by developing a master plan for acquiring additional property and developing an exceptional public golf course in the future as financial opportunities become available.

Objective #1 – Provide an Improving Golf Course

- A. We will study the opportunities to acquire and/or option additional land to expand and improve the golf course.
- B. We will secure the services of a recognized Golf Course Architect to study the opportunity to improve and/or enlarge the Shiloh Springs golf complex. If it is determined that an opportunity reasonably exists, the Golf Course Architect shall prepare a Comprehensive Master Plan for adoption.
- C. We will begin to effect improvements to the existing golf course where compatible with the adopted Master Plan.

Objective #2 – Improve and Upgrade Infrastructure

- A. Where consistent with the adopted Master Plan, we would pursue the following improvements.
 - 1. Redesign and development of the 6th hole and green.
 - 2. Irrigation pumps station upgrade.
 - 3. Improved irrigation control systems.
 - 4. Ball barrier netting to permit longer shots on the driving range.

LONG-TERM GOAL: Over the next 30 years, Shiloh Springs shall continue to provide an improving public golf experience for Platte County residents at Shiloh Springs Golf Club. Additional property for expansion of the golf course shall be acquired, additional golf holes on the new property shall be developed and the present property will be renovated to provide superb practice facilities, a nine hole junior course and new regulation golf holes to create a golf course that is equal to the best public golf courses in the metropolitan area.

Future Objectives – At an appropriate time in the future during accomplishment of the short-term and mid-term goals and objectives, and with a better perspective on the future demographics and economic conditions, new objectives will be developed to facilitate the accomplishment of the long term goal.

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