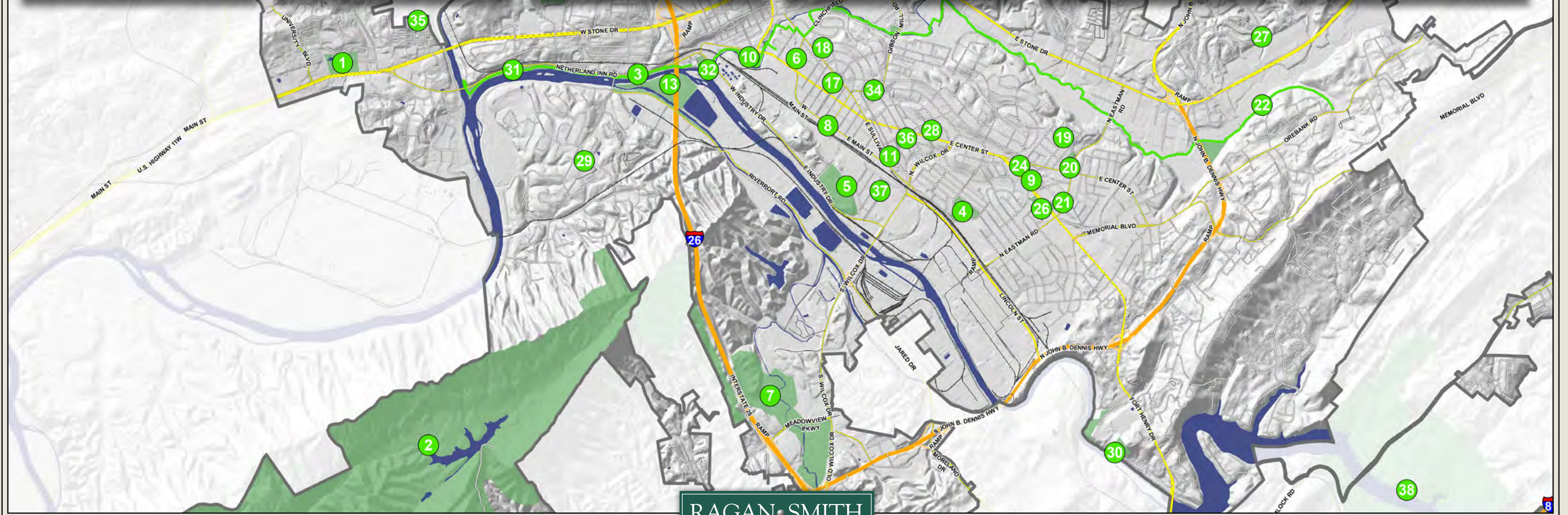


CITY OF KINGSPORT

PARKS & RECREATION MASTER PLAN

JANUARY 15, 2021



RAGAN SMITH

ACKNOWLEDGMENTS



In developing the Kingsport Parks & Recreation Master Plan, the Ragan-Smith, Equinox, and Randall Gross Development Economics team worked closely with City of Kingsport Officials and members of the Kingsport Parks & Recreation Advisory Committee and City staff.

This master plan could not have been possible without the time and efforts put forth by the following:

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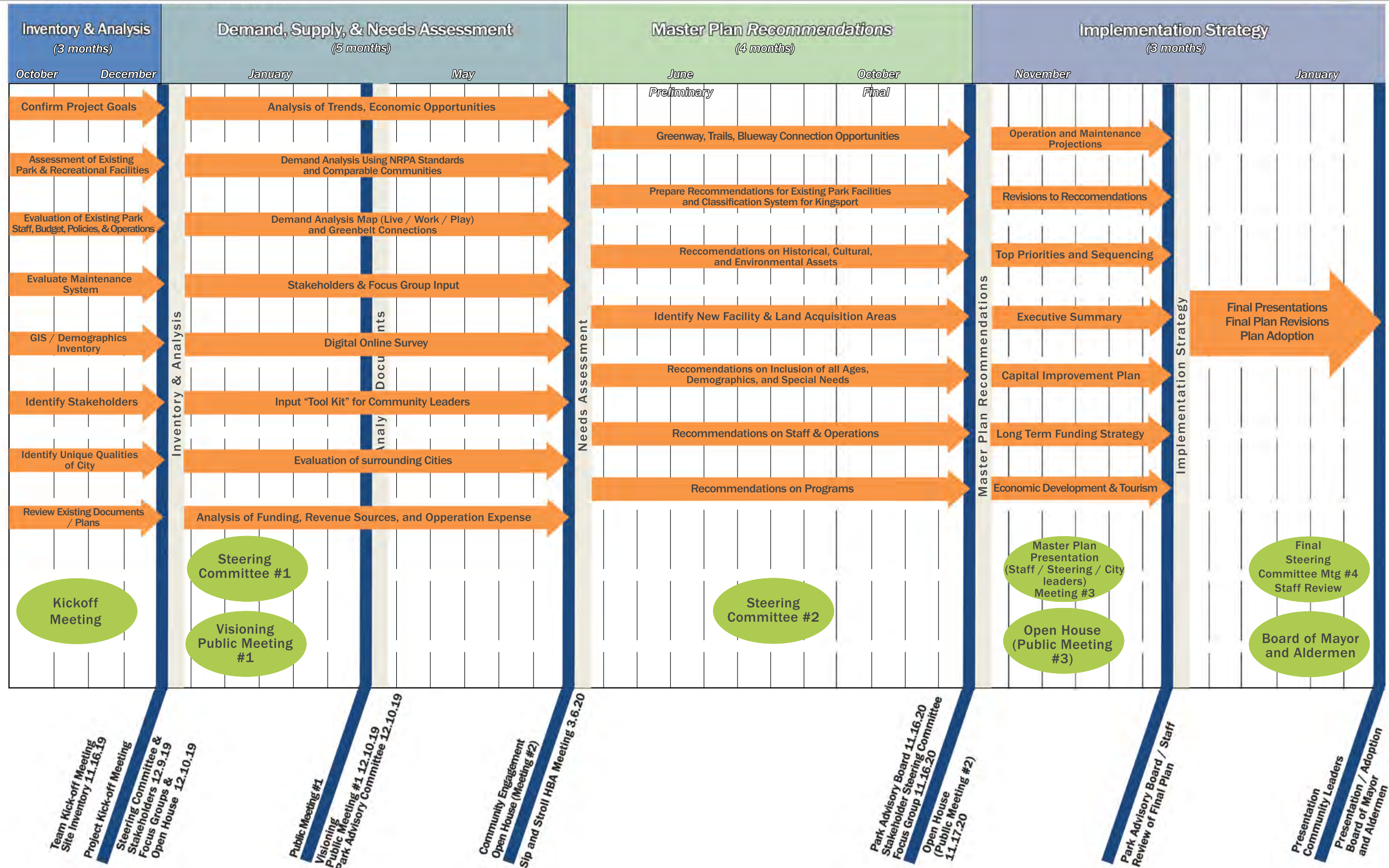
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Introduction:

The numerous existing park facilities in Kingsport reflect the City's history, diversity, and inclusivity of residents and visitors alike. In keeping with the National Recreation and Park Association's (NRPA) three pillars of: **Conservation, Health and Wellness and Social Equity**, the City of Kingsport has developed a master plan that will continue to protect green space and environmental assets and provide opportunities for healthy and fun activities for all its residents. This master plan provides a vision and road map for maintaining and enhancing existing facilities and programs, while anticipating the future needs of a city that is expected to see tremendous growth over the next 20 years. Well-functioning parks, open space and greenbelts will be instrumental in maintaining the City's health and economic vitality.

Guiding Principles:

- **GUIDING PRINCIPLE 1:** Provide, maintain, and enhance *recreational opportunities* through high-quality parks, facilities and open spaces and *balance passive and active recreational programs*.
- **GUIDING PRINCIPLE 2:** Ensure the *long-term sustainability* of parklands and park resources.
- **GUIDING PRINCIPLE 3:** Provide recreational services that facilitate *quality experiences and learning opportunities* for individuals throughout the community.
- **GUIDING PRINCIPLE 4:** Expand and nourish productive *relationships with community partners*.
- **GUIDING PRINCIPLE 5:** Maintain and strengthen a strong internal *organizational structure* and ability to *sustain operations and maintenance needs* within the Parks and Recreation Department.
- **GUIDING PRINCIPLE 6:** Cultivate the growth of *cultural and artistic expression* and appreciation in Kingsport. Encourage the expansion of public arts through public and private investment.
- **GUIDING PRINCIPLE 7:** Create greater opportunities for Kingsport to capitalize on the recreational resources of the City and County through *tourism-and recreational-based businesses and economic benefits*.
- **GUIDING PRINCIPLE 8:** *Encourage healthy and active lifestyles* that promote physical and mental wellness, along with social growth.

Kingsport Parks & Recreation Mission Statement:

To provide the people with facilities and programs which enhance leisure services by offering quality recreation opportunities for customers.

Project Vision Statement: To create a plan that captures the unique qualities of Park and Recreational opportunities in Kingsport and provides: healthy play, active athletics, outdoor experiences and engagement in social and community activities, for all ages of both present and future generations.



The process used to establish Kingsport's Park and Recreational Master Plan was both qualitative and quantitative. Information was gathered from on-site reconnaissance, GIS mapping and demographics, existing planning studies and direct input from stakeholders in both large public input meetings and one-on-one interviews. This information was analyzed and communicated back to the city staff and Park Commission, who served as the functioning steering committee for the project, to shape out a preliminary master plan. Further review and public input of this preliminary plan informed the recommendations for a final master plan and the direct implementation and policy tools to bring it to fruition. The stages of the planning process can be summarized as follows:

Phase 1: Inventory & Existing Conditions Analysis

Phase 2: Demand a Needs Assessment

Phase 3: Master Plan Recommendations

Phase 4: Implementation and Policy Recommendations

Regional Trends & Economic Opportunities

In addition to focusing on facility and programing needs on a park by park basis the Master Plan also evaluated regional trends in recreation beyond the Kingsport city limits. This has provided important information on shaping potential tourism opportunities for the city and helped to generate possible branding and marketing ideas related to recreational activities in Kingsport.

Local Neighborhood Connections

The Master Plan focuses on ways to better connect people with local neighborhood and community park facilities. Providing recreational opportunities that are easily accessed within a local neighborhood is an important way to make healthy activities a part of daily life.

Partnerships

Partnership opportunities are an important component of the master plan, these relationships will play a meaningful role in meeting the increased demands placed on parks and green space as development and growth occur. Parks facilities and partnerships were evaluated with a creative approach that expands beyond the traditional defined regional, community or neighborhood park system.

Maintenance & Operations

Maintenance and Operations were strong considerations in the master plan as they will require as much prioritization as new land acquisition and facility development. As existing facilities age and program expectations increase there must be a commitment to maintaining their infrastructure.



Importance of Parks & Recreation

Parks, recreation and cultural resources touch every aspect our quality of life. Planning for future capital improvements and operating and maintenance budgets is very important in shaping out the vision for the City of Kingsport.

Valued Amenity to Attract Young Professionals:

According to the Urban Land Institute; 68% of U.S. millennials (ages 18-34) cite proximity to parks as an important community characteristic. This is a vital consideration for Kingsport as it relates to encouraging young professionals to remain in Kingsport as part of the city's growing community after graduation from college. It also speaks to the important role that parks and recreation play in drawing in a young and skilled work force in Kingsport.

Valued Amenity for Retirement:

According to a study by the American Planning Association on "How Cities Use Parks for Economic Development," a survey asked retirees to rank 14 features in order of importance for consideration when moving to a new community. Scenic beauty and recreational activities were ranked first and second, respectively.

NRPA Park Value Calculator:

The U.S. Forest Service has calculated that one tree with a 50-year life time will generate \$31,250 worth of oxygen, provide \$62,000 worth of air pollution control, recycle \$37,500 worth of water, and control \$31,250 worth of soil erosion. A general calculator used by the National Recreation and Parks Association puts the following values to parks and environmental resources:

Air Quality Benefits: \$0.54 per tree per year equating to \$143.88 per acre of trees per year ¹

Water Quality Benefits: \$156.12 per tree per year equating to \$790.63 per acre of trees per year ²

Health Benefits: Moderately active park users under 65 save \$427 annually in health care costs, while moderately active park users over 65 save \$854 annually in health care costs. Children with easy access to a playground are 5 times more likely to be a healthy weight than children without access to playgrounds. ³

Property Value: Property values increase as much as 20 percent when adjacent to a park or greenbelt. A study in Active Living Research estimated that the average homeowner living within a half mile radius of open space would be willing to pay over \$4,000 more for a home within a quarter mile radius of open space. ⁴

1 Coder, Dr. Kim D., "Identified Benefits of Community Trees and Forests", University of Georgia, October 1996. (One hectare forest equals \$136/day value of air pollution control. Converted to acre/year; converted to 2014 dollars)

2 Identified Benefits of Community Trees and Forests. Dr Rim Coder, Univ. of GA. 1996. \$336,000 savings per 1 sq mile 640 acres or \$525 per acre. Converted to 2014 dollars.

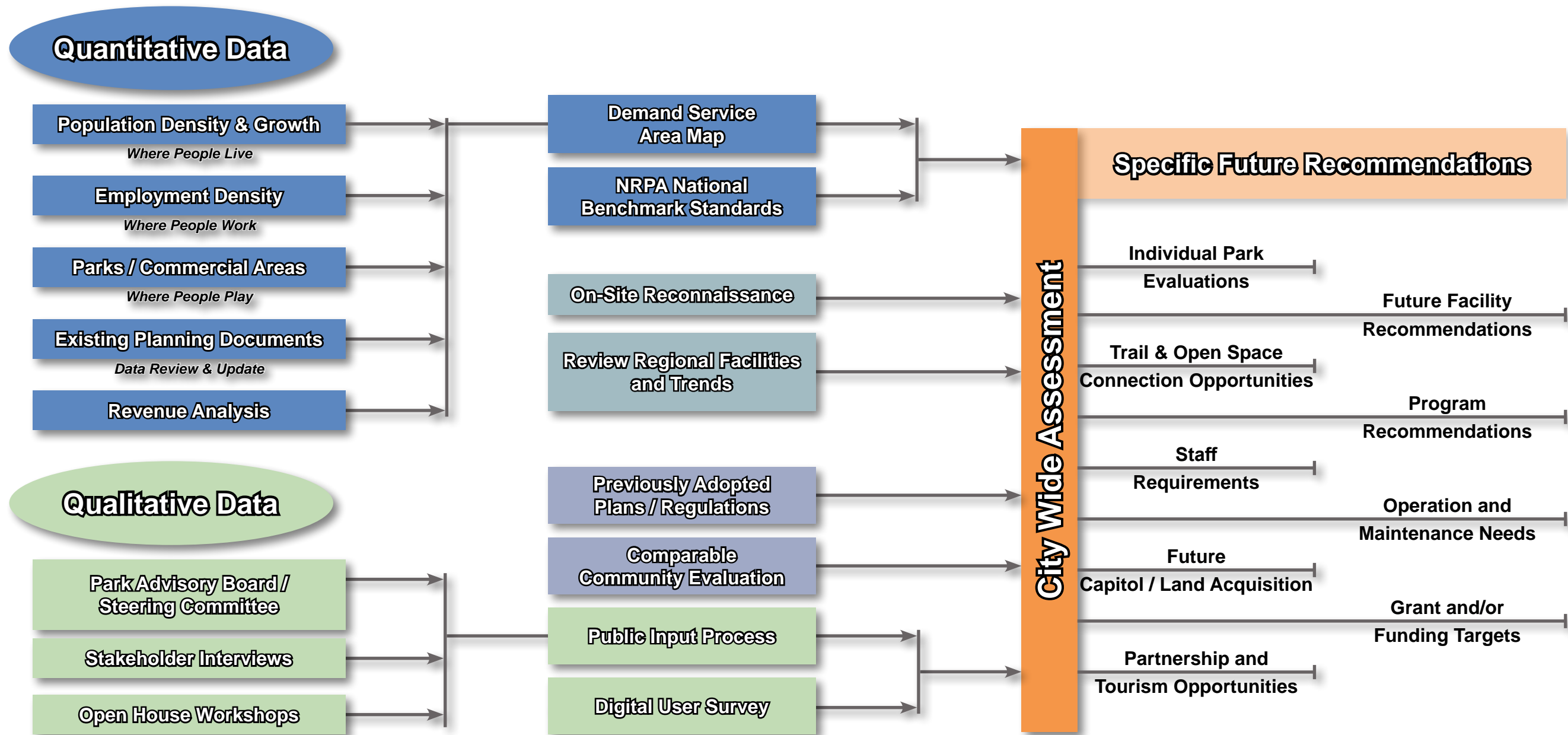
3 Potwarka, L.R. Kaczynski A.T. & Flack A.L. 2008. Places to Play: Association of Park Space and Facilities with Healthy Weight Status among Children. *Journal of Community Health*. 33(5): 344-350.

4 Harnik, P., Welle, B. & Leenan, L. 2009. Measuring the Economic Value of a Park System. *The Trust for Public Lands*.



Parks, Recreation, and Trails Assessment Tools:

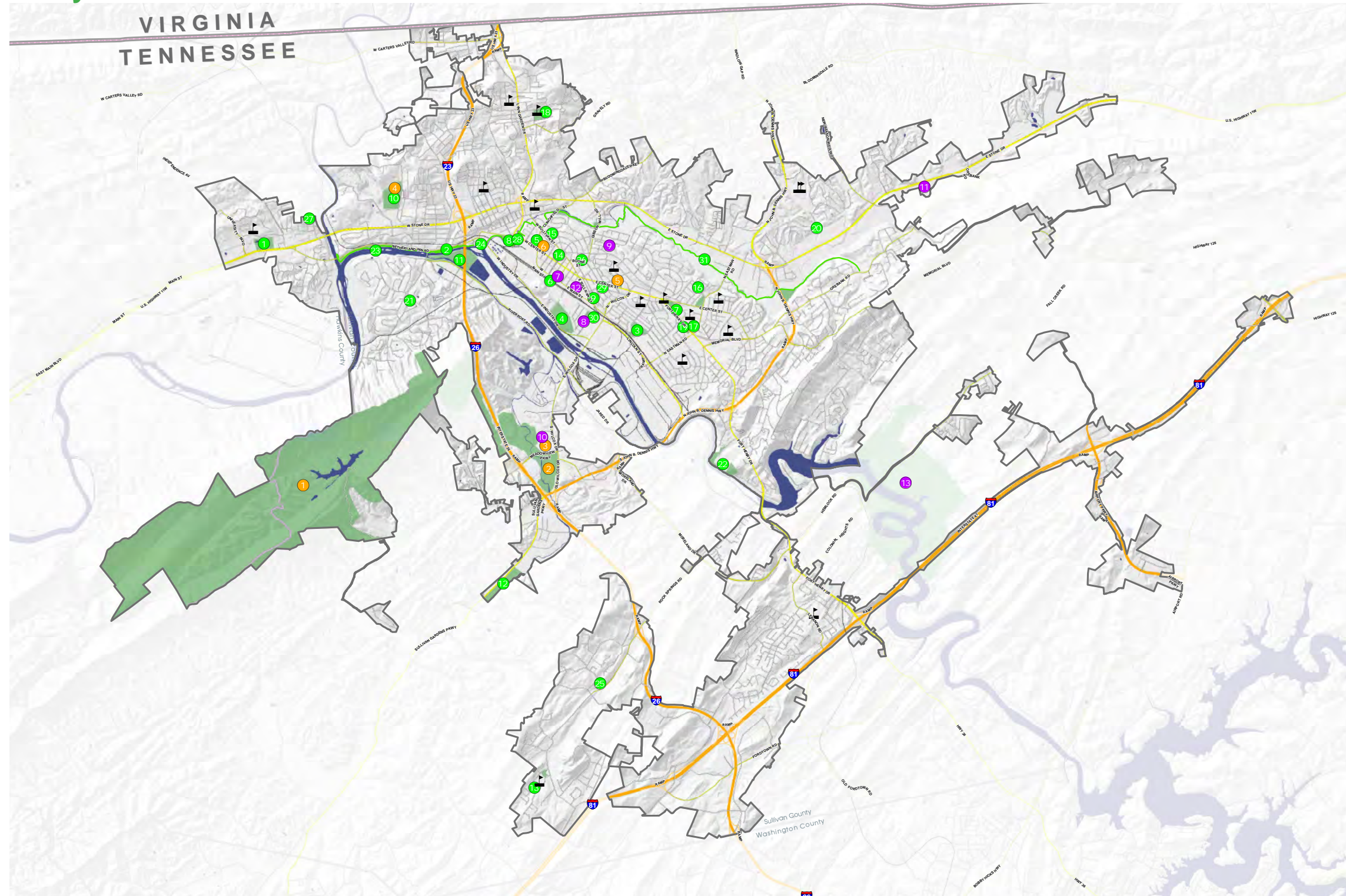
This flow chart demonstrates a graphic depiction of the project approach for the City of Kingsport Parks and Recreation Master Plan Process.





Project Overview & Study Limits

Study Limits:



Project Overview:

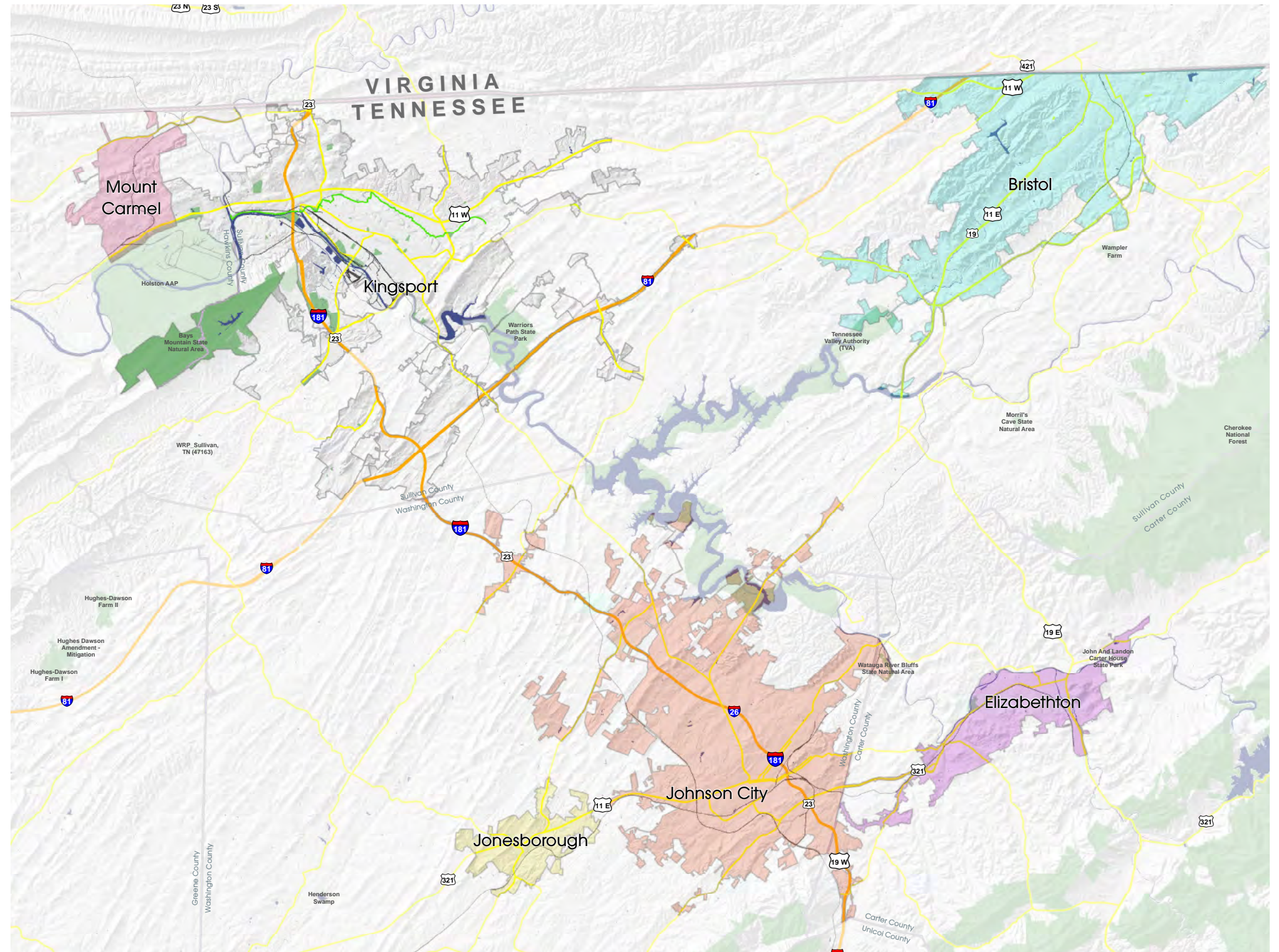
The City's Parks and Recreation department currently operates and manages 31 facilities and approximately 315 acres of park land and 10 miles of Greenbelt that require programming, management, and maintenance. The city of Kingsport also owns 6 additional recreational facilities that are programmed, operated, and managed by others than the city parks and recreation department.

Legend	
Existing City Parks Owned & Managed by Kingsport	
1 ALLANDALE GROUNDS	15 HIGHLAND STREET MINI PARK
2 BOATYARD PARK	16 J. FRED JOHNSON PARK
3 BORDEN PARK	17 LYNN VIEW COMMUNITY CENTER
4 BRICKYARD PARK	18 MEMORIAL GARDENS PARK
5 CAROUSEL PARK	19 PRESTON FOREST PARK
6 CENTENNIAL PARK	20 RENAISSANCE CENTER GROUNDS
7 CIVIC AUDITORIUM	21 RIDGEFIELDS PARK
8 CLOUD PARK	22 RIVERBEND PARK
9 DALE STREET MINI PARK	23 RIVERVIEW PARK / SPLASH PAD
10 DOGWOOD PARK	24 RIVERWALK PARK
11 DOMTAR PARK	25 ROCK SPRINGS PARK
12 EASTMAN PARK AT HORSE CREEK	26 ROTARY PARK
13 EDINBURGH PARK	27 ROTHERWOOD PARK
14 GLEN BRUCE PARK	28 SCOTT ADAMS SKATE PARK
15 HAMMOND PARK	29 SEVIER AVENUE MINI PARK
	30 KINGSPORT GREENBELT
Recreational Facilities Owned by the City of Kingsport, but Managed by Others	
1 BAYS MOUNTAIN PARK	
2 CATTAILS GOLF COURSE (MARRIOTT GOLF)	
3 KINGSPORT AQUATIC CENTER (YMCA)	
4 HUNTER WRIGHT STADIUM (KINGSPORT CVB)	
5 RENAISSANCE ARTS CENTER & THEATRE / SENIOR CENTER (OFFICE FOR CULTURAL ARTS)	
6 KINGSPORT CAROUSEL (OFFICE FOR CULTURAL ARTS)	
State Parks & Recreation Providers	
7 BARKING LOT	11 PETWORKS DOG PARK
8 BOYS & GIRLS CLUB	12 TNT SPORTSPLEX
9 GIRLS INC.	13 WARRIORS PATH STATE PARK
10 KINGSPORT YMCA	



Regional Parameters Overview:

As input to this study, a general inventory was assembled of selected parks and recreation facilities in the region. The study has focused primarily on Bristol, Johnson City, Jonesborough, Elizabethton, and Mount Carmel. The facilities found in adjacent communities were considered relative to potential branding and tourism opportunities for the region. They also provide insight as to what makes Kingsport unique in the region.





List of Facilities in Adjacent Communities:



JOHNSON CITY

- Buffalo Mountain
- Carnegie Park
- Civitan Park
- Fairmont Gymnasium
- Founders Park
- Hiking & Biking Trails
- Jacob's Nature Park
- Keefauver Farm
- Kermit Tipton Stadium
- Keystone Park
- Kiawanis Park
- King Commons
- Liberty Bell Complex
- Lions Park
- Paul Christman Park
- Pine Oaks Golf Course
- Powell Square
- Princeton Art Center
- Rotary Park Tannery Knobs
- Thomas B. Hager Sports Complex
- TVA Credit Union Ballpark
- Tweetsie Trail
- Veterans Park
- Willow Springs Park
- Winged Deer Park



- Anderson Park
- Cedar Valley Park
- Charlie Robinette Park / Bark Park
- Clay Park
- Defriece Park
- Downtown Center
- Fairmount Park
- Food City Park
- Friendship Park
- George Spinks Field
- Haynesfield Park
- Haynesfield Pool
- Holston View Park
- Jerry Goodpasture Plaza (Music Park)
- Jersey Park
- King Meadows Park
- Mark Vance Memorial Greenway
- Morning Rotary Centennial Park
- Oakwood Park
- Patterson Park
- Pinnacle Park
- Rooster Front Park At Steele Creek
- Rotary Field
- Skate Park
- Slater Park
- Steele Creek Park
- Wes Davis Greenway
- Whitetop Creek Park
- Windsor Park



- Carmon Dugger Sports Complex
- Cat Island Park
- Covered Bridge Park
- Dixon Street Park
- Douglas Park
- Edwards Island
- Harmon Park
- Kiwanis Park
- Lion's Field
- Mill Street Park
- Race Street Park
- Riverside Park
- Walter Curtis Park



- Mount Carmel Park



- Depot Street Park
- Golden Oak Park
- Jimmy Neil Smith Park
- Mill Spring Park
- Persimmon Ridge Park
- Stage Road Park
- Wetlands Park



Adjacent Communities Experiences Matrix

Table 3 - Existing Facilities Experiences Inventory (Adjacent Communities)

Name	Number of Parks	Acreage Maintained	Active Use	Conservation / Passive Use	Educational / Cultural Park	Outdoor Experience / Health	Play Centered Park	Interactive Pet Park	Social / Entertainment	Utility Field / Flex Space
Bristol	29	± 2,300	X	X	X	X	X	X	X	X
Elizabethton	13	± 101						X		
Johnson City	24	± 1,200	X	X	X	X	X	X	X	X
Jonesborough	7	± 150	X	X		X	X		X	
Mount Carmel	1	± 9	X		X					



Adjacent Community Facility Summary

City of Bristol:

The City of Bristol manages 29 parks encompassing over 2,300 acres of parkland. The Parks & Recreation department maintains a community center, over 3 miles of trails and greenways, a nature center, 2 dog parks, a golf course, a skate park, a community pool, 12 playgrounds, 7 baseball fields, 6 softball fields, 15 tennis courts, 10 soccer fields, a splash pad and numerous other flex spaces/greenspace.

City of Elizabethton:

Elizabethton has 100 acres of park land that incorporates historic landmarks, athletic facilities and fields, walking trails, picnic pavilions, playground equipment, the Franklin Pool, tennis and outdoor basketball courts, park restrooms facilities and the Elizabethton Recreation Center. In addition to recreational facilities, the Department has increased programming for its citizens. This includes an increase in the scheduling of outdoor concerts, movies nights, organized holiday events, educational programming, athletic leagues and partnerships with numerous non-profit agencies determined to offer citizens of Elizabethton more recreational opportunities for all.

City of Johnson City:

Johnson City now operates 24 parks, one community center and four recreation centers, four indoor basketball courts, two mountain bike parks, 23 lighted tennis courts, one dog park, six swimming pools, 17 play structures, one boardwalk and lakefront special-use area, two boat ramps, two amphitheaters, six sand volleyball courts, 30 picnic shelters, about 20 miles of hiking/walking trails, one football stadium, one baseball stadium, one skateboard park, one historical cabin, one tree arboretum, five multi-use athletic fields, 10 youth baseball fields, 10 softball fields, 12 soccer fields, one 18-hole golf course, one 18-hole disc golf course, one splash park, 10 pickleball courts and other special use facilities on more than 1,200 acres.

Town of Jonesborough:

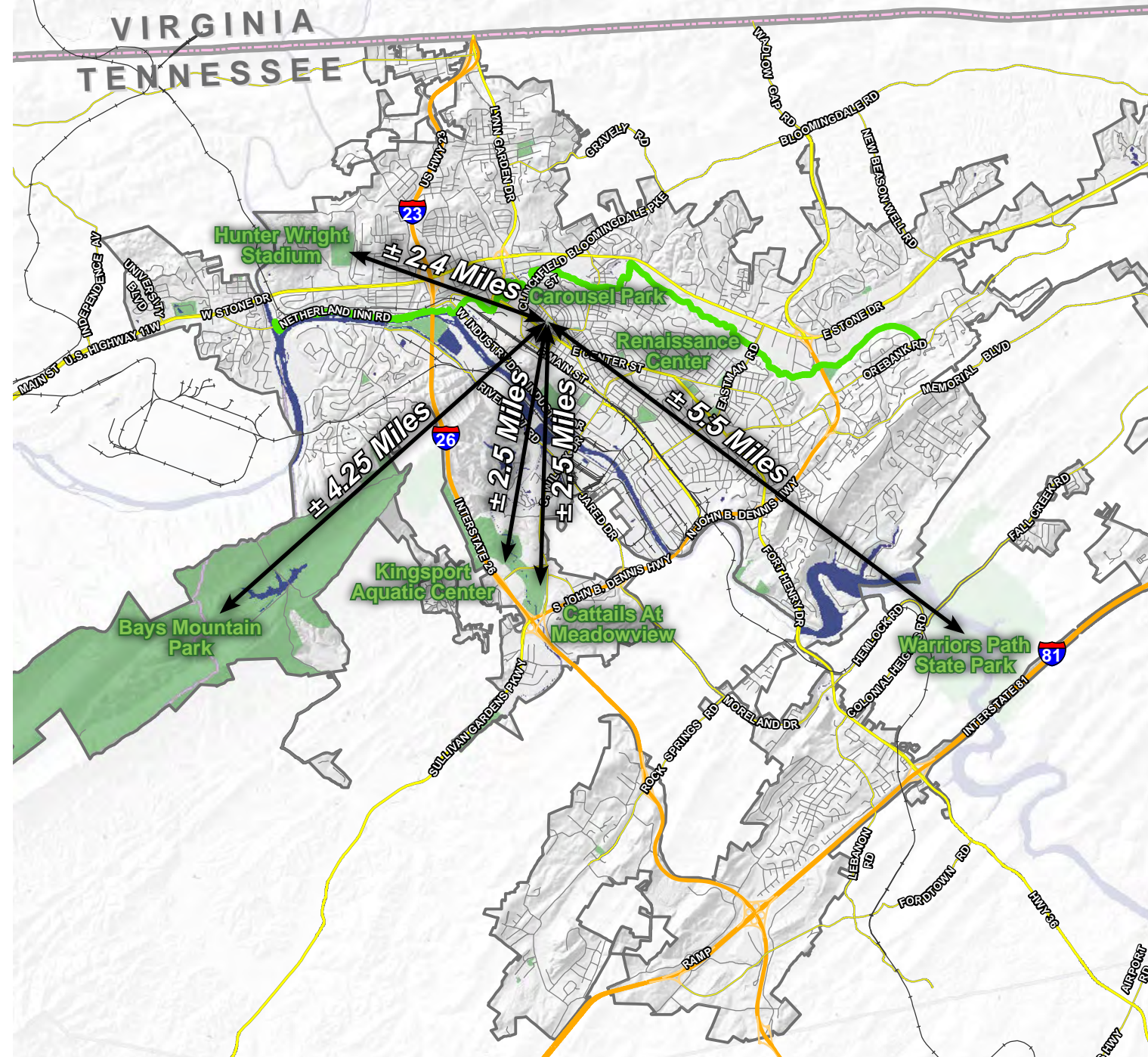
Jonesborough has seven city parks featuring playgrounds, walking trails, picnic facilities and recreational activities such as disc golf and basketball courts. The flagship park is the 130-acre Persimmon Ridge Park which also houses the Wetlands Water Park.

City of Mount Carmel:

The City of Mount Carmel has one City park programmed for active recreation along with a Veterans Memorial. The park includes playgrounds, 2 baseball/softball fields, 1 tennis court and 2 shuffleboard courts.



Several surrounding facilities were evaluated in the Master Plan considerations that are not officially managed, operated, or maintained by the Kingsport Parks and Recreation Department. These facilities have an impact on the needs analysis for the city. These facilities have been specifically identified because of their significant impact in providing recreational options for Kingsport residents.



BAYS MOUNTAIN PARK

Bays Mountain Park is the largest city owned park in the state of Tennessee with 3,500+ acres of land. And although it is owned by the City of Kingsport, it is not managed through the Kingsport Parks and Recreation department.

CATTAILS AT MEADOWVIEW & MEADOWVIEW CONFERENCE / RESORT CENTER

Cattails at MeadowView is a publicly owned 18-hole golf course founded in 1998. It is largely recognized as one of the top public golf courses in Tennessee.

KINGSPORT AQUATIC CENTER

The Kingsport Aquatic Center is a regional facility unlike any other. The 46,000 indoor facility is open year-round and includes 3 multipurpose pools as well as the regions only Olympic-size swimming pool. The outdoor water park includes 2 water slides water playground, and a lazy river.

RENAISSANCE CENTER / SENIOR CENTER

Formerly the John Sevier School, now serves the community as a community facility and center for the arts and senior citizen's activities, and as a facility for business meetings, parties, receptions, classes, showers, and day-long seminars with breakout rooms.

KINGSPORT CAROUSEL PARK & FARMERS MARKET

The Kingsport Carousel is a totally renovated 1956 Allen Herschell Carousel located inside the temperature controlled "Pal's Roundhouse". The carousel connects to the Kingsport Farmers Market Pavilion. In addition to the weekly Farmers Market, this mixed use space can be used for a variety of events by the city and the general public. A public park/playground adjoins these facilities.

HUNTER WRIGHT STADIUM

Hunter Wright Stadium is a minor league baseball facility, serving as the home field for the Kingsport Mets. The park includes: grandstand and reserved seating, picnic spaces, full service concessions, batting cages, a press box, and team lockers and exercise rooms.

WARRIORS PATH STATE PARK

Warriors Path State Park is a 950-acre park located on the shores of the Patrick Henry Reservoir on the Holston River. The offers premier boating, fishing, hiking, mountain biking, nationally recognized golf course, and an award winning nature education program.



The City of Kingsport has numerous existing parks, greenbelts and trails. These facilities range in size from Regional and Special Use Parks to Linear Greenbelts and Mini-Parks. Although not under the jurisdiction of Kingsport, it is important to also recognize that Warriors Path State Park is within close proximity to the city of Kingsport and functions to help meet the recreational needs of residents and visitors to the region. To balance the different recreational needs of its residents, Kingsport will need to continue to provide a variety of park and trail facilities that range in size and function. As the area grows it will be important to recognize not only the need for bigger parks but also the need for smaller parks, opportunities to connect parks and an increased diversity of recreational programs. The following is a description of how parks are typically classified by the National Recreation and Park Association (NRPA), tailored to the city's current park facilities and programs.

Regional / District Parks or Special Use Facilities:

Regional Parks or Special Use Facilities serve the needs of multiple communities and are typically 50 to 200 acres in size. Examples of Regional Parks include, but are not limited to: state parks, county parks, and protected natural areas. Examples of Special Use Facilities include golf courses, botanical gardens, museums, outdoor entertainment venues and unique sporting event facilities. Regional Parks and Special Use Facilities should also provide additional support services such as restrooms, concessions, and adequate parking. Typical activities for Regional Parks and/or Special Use Facilities include picnicking, boating, observing wildlife and walking greenbelt trails, and in some cases camping.

Park Size: Ranges from 50 to 200 acres plus. (Serving all surrounding counties)

Service Area: 50 miles plus (Typically within a 2 to 3 hour drive maximum)

Service areas for Community: District Parks with specialized facilities may extend much further.



Bays Mountain is an example of both a special use and regional park because of its draw during special community events.

Community Parks:

Community Parks serve multiple neighborhoods in the surrounding community with both active and passive recreational activities and will typically include park programs that provide extended hours of both day and night-time operation. Large areas of a community park may be programmed for athletic facilities designed for league play. Large areas of a community park may also be designated for conservation, passive recreational use and nature trails if natural resource assessments warrant it. They will connect to surrounding neighborhoods within walking distance and will also draw users who will drive to gain access to the park. Greenbelt connections, bike routes and street and sidewalk networks should provide access to Community Parks. Fitness centers, community centers and athletic sports facilities may be integrated into community level parks if adequate park area, good access and parking accommodations are available. Restroom facilities, concessions and off-street parking areas are important park elements to accommodate a large number of visitors who will spend significant time at the park. Some Community Parks will have specialized facilities that will serve the larger district and or regional area.

Park Size: Typically, 20 - 75+ acres serving an entire community (15,000+ residents)

Service Area: Typically, 1.0 to 2.0 miles in urban and suburban areas and 2.0 to 3.0 miles in rural areas.

Service areas for Community: District Parks with specialized facilities may extend much further.



Domtar Park is an example of a community park because of its size and mixture of active and passive recreation.

Neighborhood Parks:

Neighborhood parks concentrate several recreational activities into a smaller area. They are designed to serve the active and passive recreational needs of the surrounding neighborhood. They typically have sports fields, playgrounds, picnic areas, open space and walking trails for unorganized play or local sports organizations. Neighborhood parks should promote partnerships with surrounding neighborhoods and homeowners' associations to help facilitate park activities and maintenance when possible. They will primarily connect to surrounding neighborhoods within walking distance and easy bicycle or driving distance. Bike routes, sidewalks and local street networks should provide access to Neighborhood Parks. If Greenbelt routes extend through a neighborhood they should also connect to Neighborhood Parks. Community centers, picnic shelters, restroom facilities and off-street parking areas are park elements that may fit in the Neighborhood Park plan.

Park Size: Typically 1 - 25+ acres serving 1,000 to 20,000 residents.

Service Area: Typically ¼ to ½ mile in suburban and urban areas and 1.0 to 2.0 miles in rural areas.



Borden Park serves as an example of a large neighborhood park based on its size, passive and active facilities and its opportunity for unorganized play and social gathering space.

Mini-Parks:

Mini-Parks are characterized by their small size and their connections to immediate surroundings. Because Mini-Parks are so closely connected to their surrounding context they will be designed to accommodate specific local needs. Size limitations will typically generate a mixture of passive, visual and small-scaled active recreational use. Mini-Parks should promote partnerships with surrounding neighborhoods and businesses to help facilitate park activities and maintenance when possible. Mini-Parks will primarily connect to surrounding neighborhoods or land use through pedestrian and bicycle access. They can be incorporated into a high intensity land use serving as a focal point for the community. In this case, access may be planned as part of adjoining parking and regional transportation accommodations. Spaces for social interaction, rest and relaxation are typically planned into Mini-Park space. Small scaled playgrounds or interactive games can provide opportunities for activity. Strong visual elements and public art elements can fit well into this scale of space.

Park Size: Typically 1/3 acre - 1 acre, serving 300 to 1,000 residents, surrounding homes or businesses. If a Mini-Park is designed to function in a high intensity area it may serve a much higher number of people with the intent of moving people quickly through the park.

Service Area: Typically ¼ mile to 3 or 4 city blocks



Dale Street Park serves as an example of a mini-park due to its small scale provision of playground equipment to meet local neighborhood needs.



Greenbelts:

Greenbelts function as linear parks. They can be very narrow or several hundred feet wide. Greenbelts provide transportation links, waterway access, environmental enhancement, ecosystem protection and recreational opportunities. By connecting park areas and points of interest, greenbelts greatly increase the value of parks, historical, and cultural assets. Frequently trailhead areas can be designed with facilities that provide recreational opportunities like a neighborhood park.



Park Size: Varies. Minimum width should be no less than 50 feet

Service Area: In addition to linking other facilities, greenbelts function as neighborhood and community level parks to residents within ½ to 2 miles away.

Blueways:

Blueways are water-based networks designed for paddlers. They function much like greenbelts in that they provide a different mode of recreational travel. They can also provide a unique view and experience of the environmental and cultural assets of Kingsport for residents and visitors using them.



Park Size: Varies based on size of waterway

Service Area: In addition to linking other facilities, blueway boat launches and waterway access points can function as neighborhood and community level parks to residents within ½ to 2 miles away.

Park Connectors:

There are several methods of incorporating pedestrian, bicycle and paddle connections into the transportation and recreation system. The following trail and connector options can be integrated into parks, greenbelts, blueways and public right of way for streets and roads.



Multi-Use / Shared-Use Paths: Typically 10' to 12' wide with a concrete, asphalt or boardwalk hard surface. The pathway should be physically separated from roadways with a landscape buffer. These pathways are the most comfortable for the largest percentage of users and they fit well into greenbelts and street or roads with wide right of way. They are designed for pedestrians, bicycles, skaters and scooters and usually meet ADA design standards. Well designed and strategically placed multi-use pathways become economic assets to surrounding commercial and residential land use by increasing commerce and

land value. *Examples: Wilcox Drive and Creek Road*

Designated Bicycle Lanes: Bike lanes are typically a minimum of 4' to 5' wide and can be separate and protected from streets or they can be integrated into roadway surfaces. They are designed specifically for bicycle travel with the intent of minimizing automobile and pedestrian interaction or conflicts. Pavement markings, specialized surfaces and signage are utilized to establish clear bike routes. *Examples: Center Street in Downtown*



Pedestrian Sidewalks: Sidewalks should be designed to have a minimum width of 5'. Areas with high pedestrian traffic require greater width. Sidewalks provide people with space to travel within the public right-of-way that is separate from vehicles. Bicycles are allowed on sidewalks, but not encouraged. They must yield to pedestrians.

Natural Surface Trails: Typically 3' to 6' wide, natural surface trails are designed for areas that see lighter pedestrian traffic or recreational hiking. These trails can be made of several different types of materials that are compacted into a more solid surface. Due to surface materials and slope, most trails cannot be easily traveled by anything other than pedestrians or bikes specifically designed for rough terrain. Some natural surface trails can be designed to meet ADA design standards due to slope and surface conditions. *Examples: Greenbelt trail to Exchange Place*



Access to blueways: Watercraft launch points should consider the following design features; Easy access to parking and pull off areas from the nearby road network, a hard level landing and loading zone at the water's edge with an area of 60'x 60', a dock ramp or rail system for stabilization of the watercraft while people transfer in and out of the water and erosion control and bank protection for exposed stream or lakeside slopes next to the launch. There should be multiple access points to the water on a blueway at intervals ranging from three to six miles apart. Maps designating the blueway routes and estimated travel times for paddling between access points should be displayed. *Examples: Boatyard Riverfront Park*



Kingsport's existing park and recreation facilities have been inventoried to capture a true understanding of the park size, type, and acreage. Facilities have also been evaluated to understand the unique qualities they hold and the types of users that are being served by them. The following categories identify park space based on user experiences and opportunities. This is an important evaluation to make relative to serving all ages of the community and providing a full range of recreational options. There can be multiple types of experiences for people using a park space, that go beyond the classic definitions of “active” and “passive”.



Active Use Park Space

This includes park space that offer facilities for organized athletics, active play areas and large scale programmed events. Active use parks typically have community buildings or shelters, bathrooms and parking areas to handle large amounts of automobile traffic. Athletic facilities can include soccer, baseball, softball, football, tennis, volleyball, swimming pools, disc golf, skateboarding, lacrosse and many other active playing fields. Active use parks can also be programmed for large community events that do not involve athletics.



Passive Use and Conservation Park Space

Passive parks include large areas of open space for unprogrammed play, enhanced natural areas and protected environmental features and wildlife observation. Environmental and cultural education programs are often a part of passive use park space. Passive parks are typically designed to minimize the impacts of buildings, roads and large-scale facilities on the natural environment.



Cultural & Educational Park Space

Culture parks have landscapes, locations or buildings that represent important historical events, activities, people, or cultural themes. A parks cultural theme can be relative to the heritage, sacred beliefs, customs, art or music of a particular group of people. A parks historic significance can be represented by a designed space or building, a pattern of development, a monument or a something that represents a particular period of time or event.



Outdoor Experience & Health Park Space

Outdoor health parks focus on opportunities to engage in physical activity in the outdoor environment. The space is frequently unprogrammed and connects to the natural environment. This can include walking, hiking, biking, camping, watercraft, climbing, horseback riding and fitness training facilities. These uses can fit within park space defined as passive or active. Nature centers and facilities for outdoor equipment training and distribution can be part of the programmed space for larger scale facilities.



Play Centered Park Space

There is a positive trend in park design to “break the bubble” of static design approaches to play and playgrounds. Play centered space is designed to integrate fun, health, learning and social interaction. In addition to controlled, age-appropriate playgrounds it is important to connect play space to the larger context of a parks surroundings. The idea is to encourage inclusiveness, interaction and exploration in a space designed for play. Play elements are connected to encourage movement, imagination and choice. In a play centered park space: Access, movement, art, view sheds, environmental features, learning and health can all be integrated into the play experience.



Interactive Pet Park Space

Parks that allow for interaction with pets has become a very popular. Dog parks or “bark parks” are specifically designed to provide places where dogs can run free, off-leash and socialize with other dogs. It also provides an opportunity for pet owners to socialize with each other. It is important to design dog parks with safety and comfort in mind, including specific park rules on dog and dog owner etiquette.



Social Entertainment Park Space

Parks are great places to socialize and entertain. Some park space should allow for spontaneous, non-programmed activities and social interaction. Mini parks and greenbelts can often function as prime opportunities for social interaction. Large green spaces that are designed to accommodate community events can be designed in a flexible manner to accommodate music, art, cultural events, group exercise, specialized clubs or hobbies. Social and entertaining spaces in a park are prime candidates for partnerships with entities beyond the park and recreation department and staff.



Utility Field Flex Open Space

Athletic clubs and major athletic tournaments create a high demand for active sports facilities. This can sometimes create limitations for local programs and spontaneous “pick-up” sports activities. Utility field space and general all-purpose open space provides opportunities for spontaneous play and practice space for a wide variety of local athletic programs. Flex open space does not require a heavy investment in formal infrastructure or buildings.





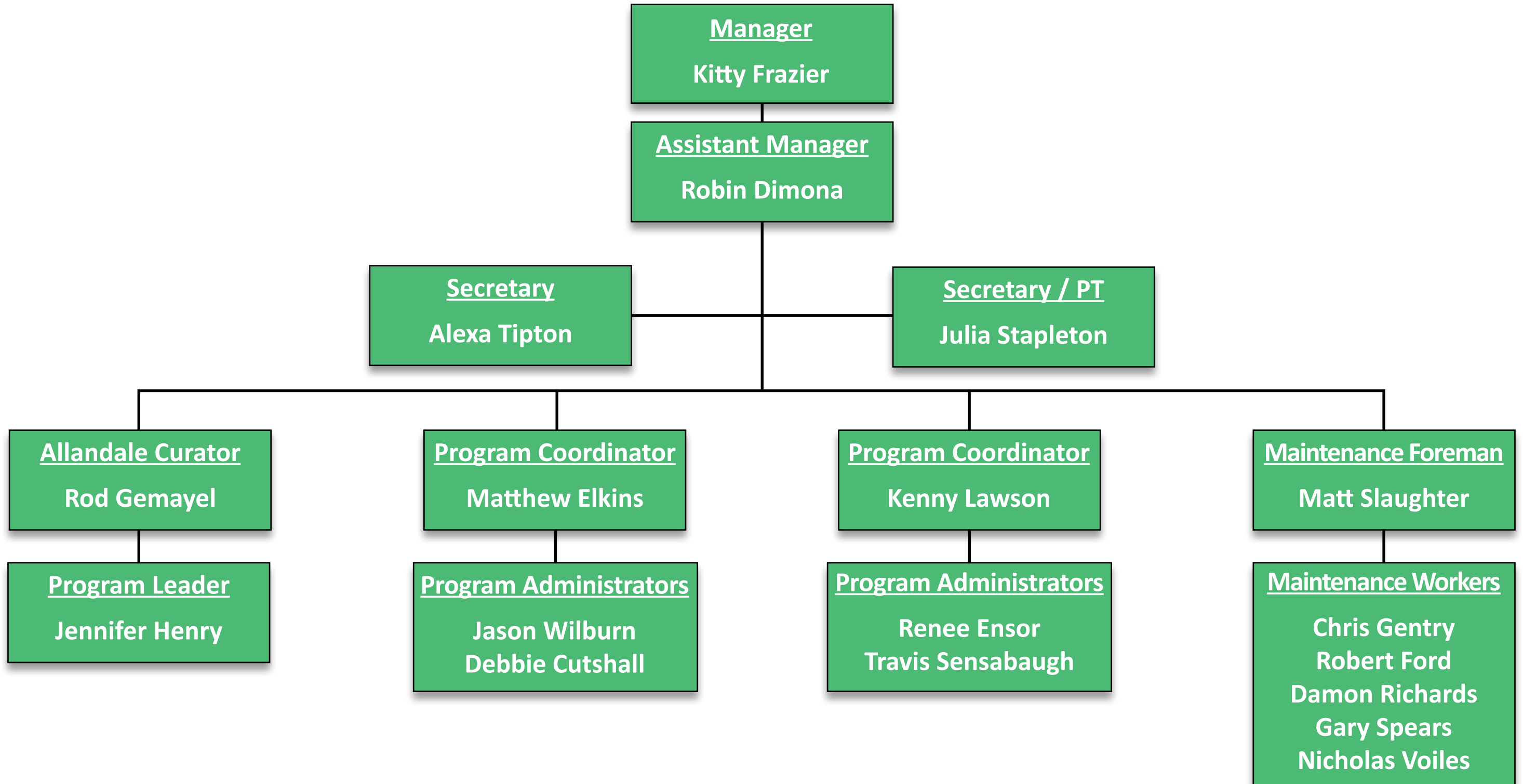
Existing Park System Overview

The Parks and Recreation Department in Kingsport Tennessee manages 31 different park facilities and approximately 10 miles of greenway which have a combined acreage of 315 acres. The residents of Kingsport enjoy a multitude of spaces and amenities throughout the City that include





City Parks & Recreation Organization Chart





Existing Park Assessment

Purpose & Process:

The initial park facilities and program conditions for Kingsport Park and Recreation were gathered and reviewed, with the assistance from City staff, to analyze how each park functions in the community of the City residents and visitors. This was done in preparation for a master plan to help aid City officials in continual improvement and upkeep of the City's facilities and services provided. Four primary items were evaluated for each park and open space: condition, function, capacity, and accessibility. Each park was assessed for potential site improvement and recreation opportunities. Over several site visits, each City-owned or City-maintained and programmed park and open space was assessed:

- Size: Park acreage
- Use aspects
- On-site Presence of park staff
- General description of the site and uses and facilities and amenities
- Facilities and amenities provided / Recreation provided
- Capacity for various recreation activities / Constraints
- Observed features that limit the site's recreation potential opportunities
- Initial ideas to expand the site's recreation capacity and better meet user needs
- Observed maintenance issues and current practices estimated repair or replacement

The information collected in the existing facility inventory and assessment assists in the complete evaluation of the City's existing park system and is part of the baseline for the Parks and Recreation Facilities Master Plan.

The table on the following pages lists The City of Kingsport's assessed parks and provides a summary matrix for each park's physical amenities, and the recreation facilities they provide.



CAPACITY

FUNCTIONALITY

CONDITION

ACCESSIBILITY





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Inventory of Existing Park Facilities

Table 1 - Existing Facilities Inventory (Operated and managed by the city of Kingsport Parks and Recreation)

Map Legend	Name	Park Type	Acreege	Basketball	Baseball	Softball	Football	Soccer	Volleyball	Pickleball	Tennis	Pavilions / Picnic Tables	Bathrooms	Trails	Playgrounds	Skate Park	Disc Golf	Fishing	Dog Park	Arboretum	Amphitheater	Historic Structure / Site	Gym / Fitness Area	Splash Pad / Fountain	Track	Meeting Rooms	Multi-Purpose Room	Open Green Space	Horse Shoes		
1	Allandale Mansion	Historic / Special	25.11									X	X					X			X	X									
2	Boatyard-Riverfront Park	Regional	26.80									X	X	X				X													
3	Borden Park	Neighborhood	17.65	X						X	X	X	X	X	X		X			X							X	X			
4	Brickyard Park / Miracle Field	Community	43.82		X	X						X	X		X																
5	Carousel Park	Neighborhood	0.5										X		X																
6	Centennial Park	Neighborhood	0.76										X	X										X							
7	Civic Auditorium	Historic / Special	5.16	X							X		X									X			X	X	X				
8	Cloud Park	Neighborhood	13.45	X								X	X		X																
9	Dale Street Park	Mini Park	0.13												X																
10	Dogwood Park	Special	2.50										X						X												
11	Domtar Park	Regional	51.61		X	X			X				X	X	X										X		X				
12	Eastman Park at Horse Creek	Community	35.81					X					X	X											X						
13	Edinburgh Park	Neighborhood	4.62											X				X													
14	Glen Bruce Park	Mini Park	0.32									X												X				X			
15	Hammond Park	Mini Park	0.93												X														X		
16	Highland Street Park	Mini Park	0.15												X														X		
17	J. Fred Johnson Park / Veterans Memorial	Special	6.07												X							X							X		
18	Lynn View Community Center	Community	14.40	X	X	X	X		X	X			X		X								X		X	X	X	X			
19	Memorial Gardens Park	Community	5.51										X	X															X		



Inventory of Existing Park Facilities

Table 1 - Existing Facilities Inventory (Operated and managed by the city of Kingsport Parks and Recreation) Continued

Map Legend	Name	Park Type	Acreage	Basketball	Baseball	Softball	Football	Soccer	Volleyball	Pickleball	Tennis	Pavilions / Picnic Tables	Bathrooms	Trails	Playgrounds	Skate Park	Disc Golf	Fishing	Dog Park	Arboretum	Amphitheater	Historic Structure / Site	Gym / Fitness Area	Splash Pad / Fountain	Track	Meeting Rooms	Multi-Purpose Room	Open Green Space	Horse Shoes	
20	Preston Forest Park	Neighborhood	3.03	X	X	X		X				X		X	X														X	
21	Ridgefields Park	Neighborhood	4.02	X				X						X	X														X	
22	Riverbend Park	Community	24.1									X		X	X			X												
23	Riverview Park	Neighborhood	8	X							X	X	X		X									X					X	
24	Riverwalk Park	Community	5.62									X		X									X						X	
25	Rock Springs Park	Neighborhood	4.37									X			X													X	X	
26	Rotary Park	Neighborhood	1.31									X		X															X	
27	Rotherwood Park	Mini Park	1.25											X	X															
28	Scott Adams Skatepark	Special	0.23										X			X														
29	Sevier Avenue Park	Mini Park	0.17												X															
30	V.O. Dobbins Sr. Complex	Community	8.14	X					X	X	X		X													X	X			
31	Kingsport Greenbelt System	Community	Approx. 10 miles									X	X	X	X			X					X						X	
Totals:			315.54 Acres	8	4	4	1	3	3	3	4	14	17	14	18	1	1	5	1	1	1	3	3	3	-	5	4	16	1	



Inventory of Other City Owned Facilities

Table 2 - Existing Facilities Inventory (Owned by the City of Kingsport, programmed, operated and managed by others than the Parks and Recreation Department)

Map Legend	Name	Park Type	Acreage	Basketball	Baseball	Softball	Football	Soccer	Volleyball	Pickleball	Tennis	Pavilions / Picnic Tables	Bathrooms	Trails	Playgrounds	Skate Park	Disc Golf	Fishing	Dog Park	Arboretum	Amphitheater	Historic Structure / Site	Gym / Fitness Area	Splash Pad / Fountain	Track	Meeting Rooms	Multi-Purpose Room	Open Green Space	Horse Shoes	
1	Bays Mountain	Regional	3500									X	X	X				X	X	X	X	X								
2	Cattails Golf Course	Special	211.36										X																	
3	Kingsport Aquatic Center	Special	15.28										X										X		X	X	X			
4	Hunter Wright Stadium	Special	41.76		X							X	X																	
5	Renaissance Center / Senior Center	Community	4.86	X					X	X			X										X			X	X			
6	Kingsport Carousel and Farmers Market	Community	2.76										X		X															



Existing Park & Recreation Experiences Matrix

Table 3 - Existing Facilities Experiences Inventory (Operated and managed by the city of Kingsport Parks and Recreation)

Map Legend	Name	Park Type	Active Use	Conservation / Passive Use	Educational / Cultural Park	Outdoor Experience / Health	Play Centered Park	Interactive Pet Park	Social / Entertainment	Utility Field / Flex Space
1	Allandale Mansion	Historic / Special / Community		X	X	X			X	X
2	Boatyard-Riverfront Park	Regional	X	X		X	X		X	
3	Borden Park	Neighborhood	X	X	X	X	X		X	
4	Brickyard Park / Miracle Field	Community	X				X			
5	Carousel Park	Neighborhood					X		X	
6	Centennial Park	Neighborhood			X		X		X	
7	Civic Auditorium	Historic / Special	X		X		X		X	X
8	Cloud Park	Neighborhood	X				X			X
9	Dale Street Park	Mini Park					X			
10	Dogwood Park	Special						X		
11	Domtar Park	Regional	X	X		X	X		X	
12	Eastman Park at Horse Creek	Community	X	X		X			X	
13	Edinburgh Park	Neighborhood		X	X	X				
14	Glen Bruce Park	Mini Park		X					X	
15	Hammond Park	Mini Park		X			X		X	
16	Highland Street Park	Mini Park					X			
17	J. Fred Johnson Park / Veterans Memorial	Special		X	X				X	
18	Lynn View Community Center	Community	X	X	X		X		X	X
19	Memorial Gardens Park	Community		X	X				X	



Existing Park & Recreation Experiences Matrix

Table 3 - Existing Facilities Experiences Inventory (Operated and managed by the city of Kingsport Parks and Recreation) Continued

Map Legend	Name	Park Type	Active Use	Conservation / Passive Use	Educational / Cultural Park	Outdoor Experience / Health	Play Centered Park	Interactive Pet Park	Social / Entertainment	Utility Field / Flex Space
20	Preston Forest Park	Neighborhood	X	X			X		X	X
21	Ridgefields Park	Neighborhood	X				X			X
22	Riverbend Park	Community								
23	Riverview Park	Neighborhood	X		X		X		X	X
24	Riverwalk Park	Community	X	X		X		X	X	
25	Rock Springs Park	Neighborhood					X		X	X
26	Rotary Park	Neighborhood	X				X		X	X
27	Rotherwood Park	Mini Park	X				X		X	X
28	Scott Adams Skatepark	Special	X						X	
29	Sevier Avenue Park	Mini Park					X			
30	V.O. Dobbins Sr. Complex	Community	X	X	X		X			X
31	Kingsport Greenbelt System	Community	X	X			X	X	X	



Other City Owned Facility Experiences Matrix

Table 4 - Existing Facilities Inventory (Owned by the City of Kingsport, programmed, operated and managed by others than the Parks and Recreation Department)

Map Legend	Name	Park Type	Active Use	Conservation/ Passive Use	Educational / Cultural Park	Outdoor Experience / Health	Play Centered Park	Interactive Pet Park	Social / Entertainment	Utility Field / Flex Space
1	Bays Mountain	Regional	X	X	X	X				
2	Cattails Golf Course	Special	X	X		X			X	
3	Kingsport Aquatic Center	Special	X				X			
4	Indian Highlands Park - School	Community	X				X			X
5	Hunter Wright Stadium	Special	X				X		X	
6	Renaissance Center / Senior Center	Community		X	X					
7	Kingsport Carousel and Farmers Market	Community		X	X		X		X	

Allandale Mansion

Park Type: Special

Usage Type: Historic Cultural / Educational

Size: 25 Acres

Park Summary: The Allandale Mansion was built by Mr. and Mrs. Brooks in 1949 and was donated to Kingsport upon Mr. Brooks death in 1969. It provides a great venue for weddings and outdoor music events as well as tours of the historic mansion.

On-site presence of park & recreation staff: Yes

Condition & Maintenance Needs: The existing grounds and facilities are well maintained by on-site staff and by an outside contracted landscape maintenance company.

Functionality & Potential Improvements: The existing park has been well programmed to include both indoor and outdoor programs. The Mansion could benefit from a master plan and a professional landscape plan. Additionally, more funding needs to be provided for marketing Allandale.

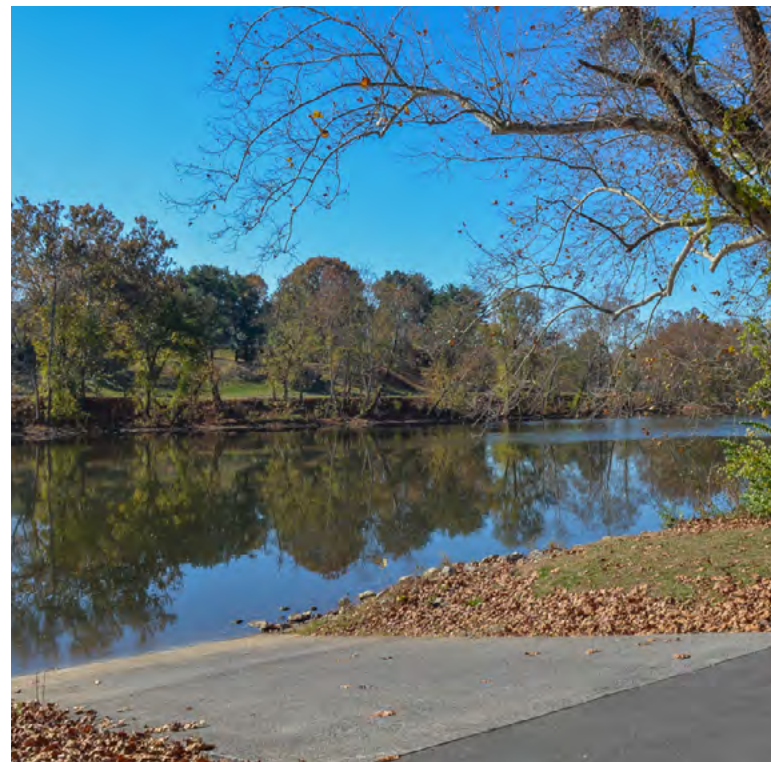
Accessibility: The park is very visible and accessible from the SR 11w-Lee Hwy

Partnerships: Friends of Allandale make maintenance and operations of the park possible.





Boatyard Riverfront Park & Borden Park



Boatyard - Riverfront Park

Park Type: Community

Usage Type: Outdoor Experience

Size: 26.80 Acres

Park Summary: Boatyard - Riverfront Park is located along the Holston River

On-site presence of park & recreation staff: No

Facilities and Amenities:

- Good access the Kingsport Greenbelt
- Good access to the South Fork of the Holston River
- Fishing piers
- Boat ramps (2)
- Playground
- Historic markers
- Picnic shelters (2)
- Drinking water
- Restrooms
- Walking Trail

Capacity: This park is being well utilized as river access and historic / cultural park. It deserves enhancement and stronger connection to a city wide emphasis that connects the Holston River, the downtown area and outdoor recreation.

Condition & Maintenance Needs: General maintenance is good to fair, however is out of date.

Functionality & Potential Improvements: Renovating this park and enhancing water sport activities will create increased recreation resources, as well as improve the gateway corridor to the city.

Accessibility: An accessible ramp from primary parking down to the river and the riverboat play structure would improve accessibility. Additional shade structures / picnic facilities



Borden Park

Park Type: Neighborhood

Usage Type: Active

Size: 17.65 Acres

Park Summary: Multi-use neighborhood park

On-site presence of park & recreation staff: No

Facilities and Amenities:

- Arboretum
- Basketball / Pickleball Court
- Grills
- Community building
- 18 hole disk golf course
- Cornhole Boards
- Outdoor restrooms
- Benches

- Picnic shelters (x7)
- Multiple Playgrounds
- Tennis
- Drinking water access

Condition & Maintenance Needs: Well maintained park

Capacity: At capacity

Functionality & Potential Improvements: Borden Park is an example of a park that has successfully integrated both active and passive use. It should be used as an example for future community size parks for areas that have a service gap in meeting park and recreational facilities and programs.

Accessibility: New parking lot greatly improves accessibility



Brickyard Park / Miracle Field

Park Type: Community

Usage Type: Active

Size: 43.82 Acres

Park Summary:

A premier sports facility and community park located on property formerly owned by General Shale, Inc. Home to the recently completed Miracle Field.

On-site presence of park & recreation staff: No

Brickyard Park Facilities and Amenities:

- 300' ball field
- 325' ball field (2)
- 350' ball field
- Climate controlled meeting room
- Full Service Concessions

Miracle Field Facilities and Amenities:

- Playground
- Picnic Pavilion
- Drinking Water Access
- 150' Synthetic Turf Field
- Full Service Concessions

Condition & Maintenance Needs: Very well maintained

Capacity: -

Functionality & Potential Improvements: Additional Miracle Field, parking lot expansion, addition of soccer field, addition of ziplines. This park should be integrated in to any master plan for the adjoining General Shale and Cement Hill properties.

Accessibility: The Miracle Field facility is a new athletic facility specifically designed for athletic events geared towards participants with special needs. The facilities are carefully designed to meet ADA standards for both participants and spectators. The Brickyard Park could greatly benefit from expansion utilizing adjacent property slated for future development in partnership with the city. The park could be connected to Downtown Kingsport with the provision of multi-modal infrastructure that bridges over the bisecting railroad tracks between downtown and Brickyard Park.





Carousel Park & Centennial Park



Carousel Park

Park Type: Special Use

Usage Type: Play Centered

Size: .05 Acres

Park Summary: Small park located next to the Kingsport Carousel with children's playground with rubberized surface as well as plaza space and picnic tables.

On-site presence of park & recreation staff: No

Facilities and amenities:

- Playground
- Kingsport Carousel
- Restrooms

Condition & Maintenance Needs: Very well maintained

Centennial Park

Park Type: Special Use

Usage Type: Cultural / Educational

Size: .76 Acres

Park Summary: Built to honor the 100th anniversary of the City of Kingsport, Centennial Park, located adjacent to the train depot, is a unique destination, a link to downtown Kingsport, and celebrates the community's past, present and future.

On-site presence of park & recreation staff: No

Facilities and amenities:

- Green space
- History walkway
- Interactive water fountain

Capacity: This park is very well utilized

Functionality & Potential Improvements: Consideration should be given to bring the Carousel Park, the Kingsport Carousel and the Farmers Market under one consolidated management, programming and maintenance agency to bring clarity and efficiency to the operations of this highly utilized space.

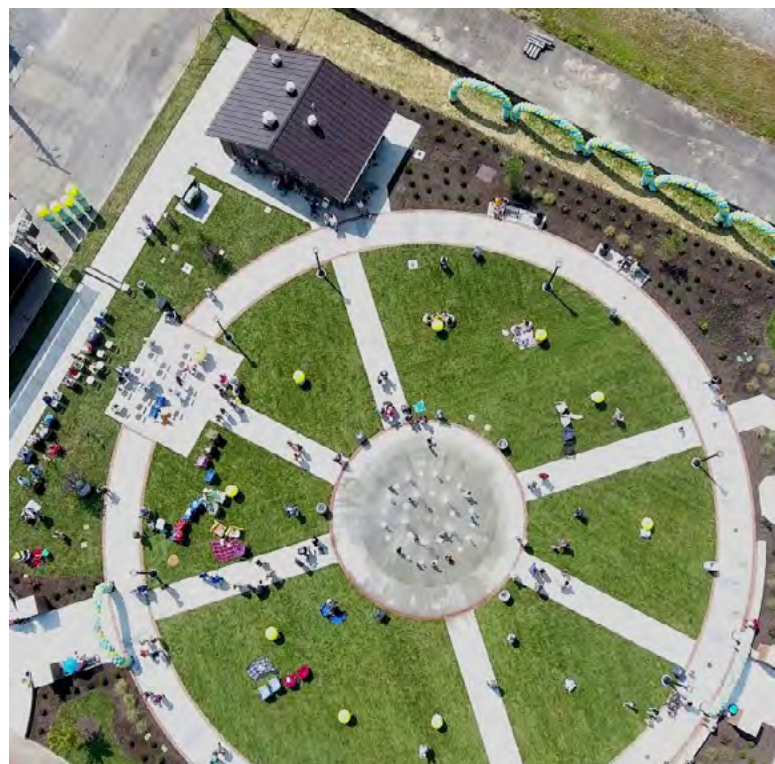
Accessibility: Very accessible to Downtown Kingsport

- Public art
- Restrooms
- Benches

Condition & Maintenance Needs: Well maintained

Capacity: At capacity

Accessibility: Very accessible to Downtown Kingsport



Civic Auditorium

Park Type: Community

Usage Type: Active / Open Space

Size: 5.16 Acres

Park Summary: The Civic Auditorium is a multi-dimensional facility with rental spaces suitable for small meetings, exhibits, concerts, trade shows, family gatherings and seminars. Adjacent to the facility is an open green space that can be used for various events. The Civic Center serves as a very important multi-use flex space for community events and emergency response.

On-site presence of park & recreation staff: Yes

Facilities and amenities:

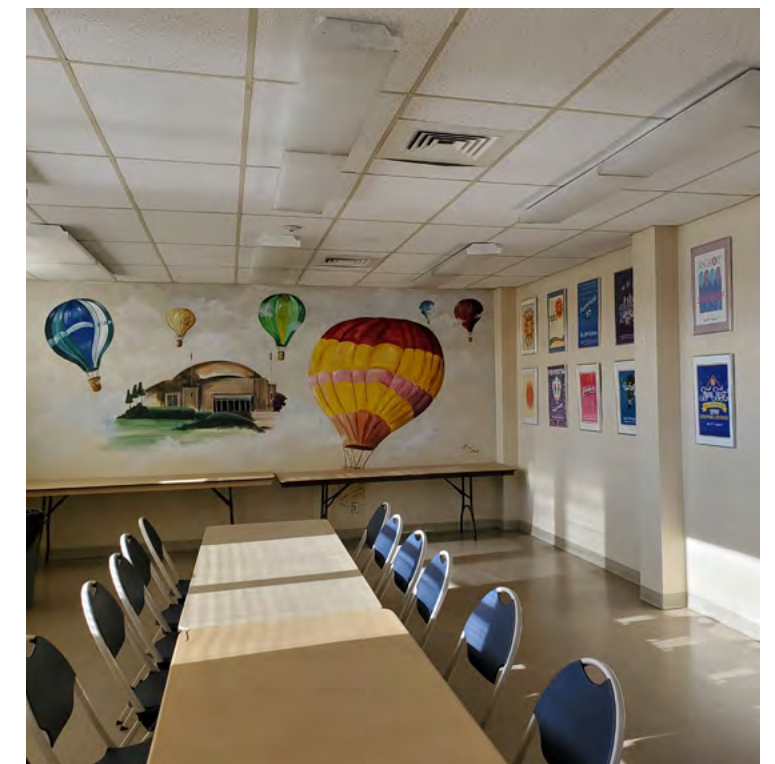
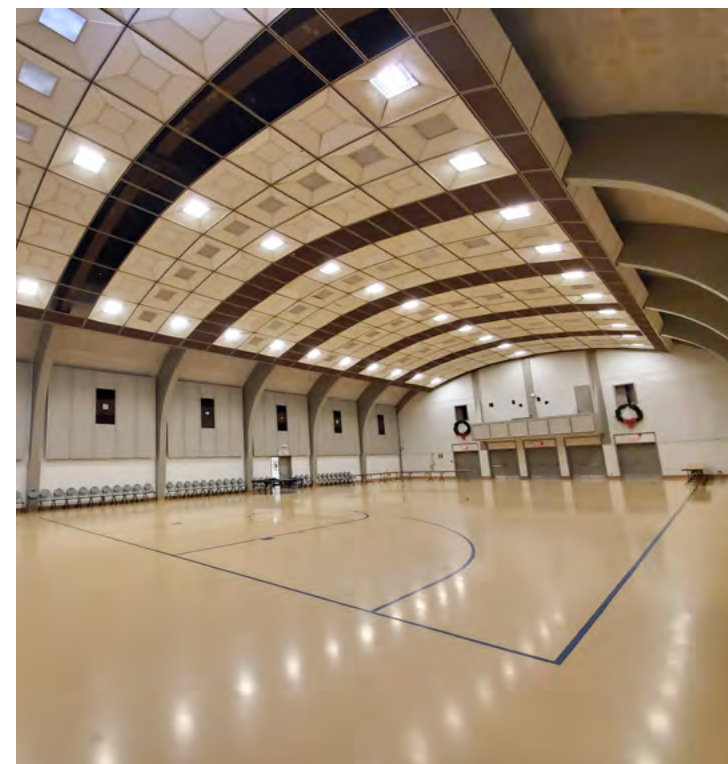
- Parks & Recreation Administration Office Space
- 110' x 70' auditorium
- Indoor Tennis / Basketball Court
- Green Space
- Meeting Rooms

Condition & Maintenance Needs: General maintenance is good to fair, however is out of date. There will need to be continued upgrades and maintenance included in the departments budget.

Capacity: There is currently open space adjacent to the Civic Center Auditorium that could be utilized for additional outdoor programs or new park facilities.

Functionality & Potential Improvements: The art deco facility is a gem that needs to be preserved as a rental facility, however is in need of renovation. The open space around the Civic Auditorium could be further developed as shared recreational space in cooperation with adjoining school properties. This could include more indoor flex space for athletic programs and tournament events.

Accessibility: The Civic Auditorium is centrally located and serves well as park and recreation office space.





Cloud Park & Dale Street Park



Cloud Park

Park Type: Neighborhood

Usage Type: Active

Size: 13.68 Acre

Park Summary: Cloud Park is a small park located next to the Scott Adams Skate park.

On-site presence of park & recreation staff: No

Facilities and amenities:

- Basketball Court
- Picnic Shelters (4)
- Playground
- Restroom
- Water fountain
- Kingsport Greenbelt Access
- Access to Scott Adams Skate Park

Condition & Maintenance Needs: General maintenance is good to fair, however playground is out of date.

Capacity: Park space is well utilized

Functionality & Potential Improvements: This park along with Scott Adams Skate Park is currently proposed to be included in a land acquisition arrangement with Domtar Paper Company. Domtar will acquire this land for plant expansion and assist with a new park facility to replace the existing facilities and programs on this site.

Accessibility: -



Dale Street Park

Park Type: Mini-Park

Usage Type: Active

Size: .13 Acre

Park Summary: Renovating this park

On-site presence of park & recreation staff: No

Facilities and amenities:

- Playground
- Benches
- Picnic Table

Condition & Maintenance Needs: General maintenance of this park is fair.

Capacity: This park is under used.

Functionality & Potential Improvements: Renovating this park and/or consolidating with Sevier Street Park to a larger property should be considered.

Accessibility: This site is accessible to the local neighborhood, but is limited in size. The city may benefit from selling this land along with Sevier Street Park to have resources allocated to a larger neighborhood park that can better serve the community.

Domtar Park

Park Type: Community / Regional

Usage Type: Active

Size: 51.61 Acres

Park Summary: Domtar Park is a large multi-purpose community park located on Long Island of the Holston River. Long Island has historical significance as a site where peaceful Indian gatherings were held. The Cherokee Nation owns property on Long Island, which is commemorated by a stone marker.

On-site presence of park & recreation staff: No

Facilities and amenities:

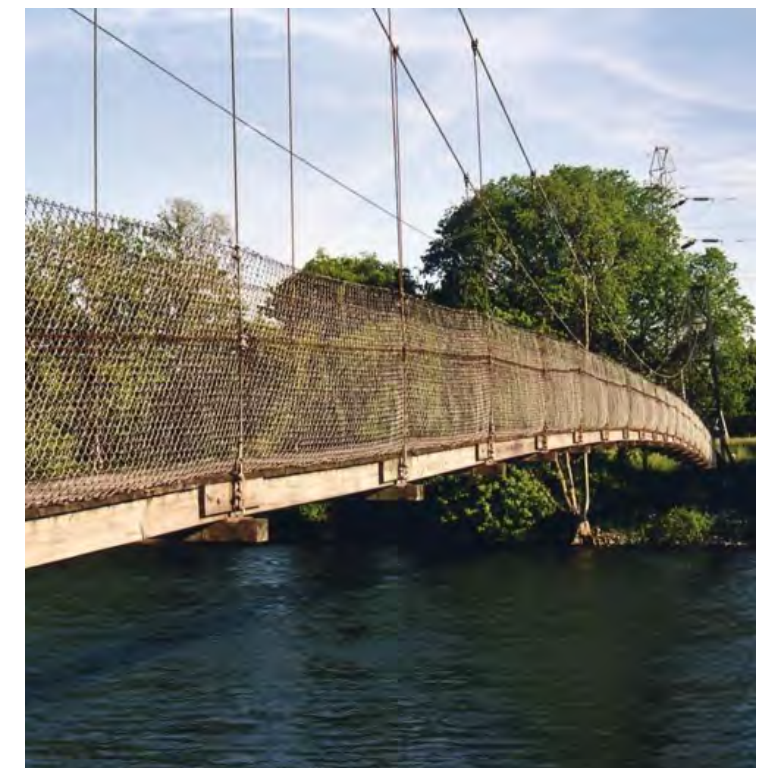
- 200' ball field (2) grass (2) dirt
- 350' ball field (2) grass (2) dirt
- Batting Cages (2)
- Meeting Rooms (2)
- Boat ramp
- Concessions
- Playground
- Walking trail
- Picnic Tables
- Restrooms
- Sand volleyball court

Condition & Maintenance Needs: General maintenance of this park is very good.

Capacity: This park is being well utilized as a premier athletic facility.

Functionality & Potential Improvements: The park could benefit by reviewing/updating the existing park master plan. Adjacent space on Long Island could be developed.

Accessibility: Accessible to Cherokee Indians Property and Kingsport Greenbelt. The connection and access to the Holston River deserves to be more celebrated at this park. Domtar Park can be part of the historic and cultural experience promoted along the Holston River. The existing river access and the pedestrian link to Riverwalk Park across the river create opportunities for enhanced outdoor recreation experiences.





Dogwood Park & Eastman Park at Horse Creek



Dogwood Park

Park Type: Special Use

Usage Type: Community / Regional

Size: 3 Acres

Park Summary: Dogwood Park is a membership only community dog park, located adjacent to Hunter Wright Stadium. The park split into two sections for large and small dogs and is accessed via keyless entry system to ensure all dogs have current vaccinations.

On-site presence of park & recreation staff: No

Facilities and amenities:

- Keyless entry system
- Restrooms
- Water fountains

- Dog waste stations
- Park benches
- Dog agility equipment

Condition & Maintenance Needs: The current “fee based” dog park should be evaluated to determine if it would be a more cost effective operation and used more, if it were free.

Capacity: -

Functionality & Potential Improvements: Add more dog agility equipment and resolve drainage issues.

Accessibility: The connection to parking for Hunter Wright Stadium provides ample vehicular access. Pedestrian linkage to surrounding neighborhoods is limited.



Eastman Park at Horse Creek

Park Type: Community

Usage Type: Active/ Passive/Open Space

Size: 35.81 Acres

Park Summary: Eastman Park is large community park mainly focused on soccer facilities.

On-site presence of park & recreation staff: No

Facilities and amenities:

- 65 x 105 yards soccer field (3)
- 50 x 80 yards soccer fields (2)
- 50 x 80 yards unlighted soccer field (1)
- Concessions
- Main building with bathroom
- Meeting rooms
- Paved walking trail

Condition & Maintenance Needs: General maintenance is good

Capacity: The park is well utilized considering its location from downtown Kingsport.

Functionality & Potential Improvements: The park could benefit by reviewing/updating the existing park master plan.



Edinburgh Park & Glen Bruce Park

Edinburgh Park

Park Type: Neighborhood

Usage Type: Passive

Size: 4.62 Acres

Park Summary: Small neighborhood park featuring 2 fishing ponds.

On-site presence of park & recreation staff: No

Facilities and amenities:

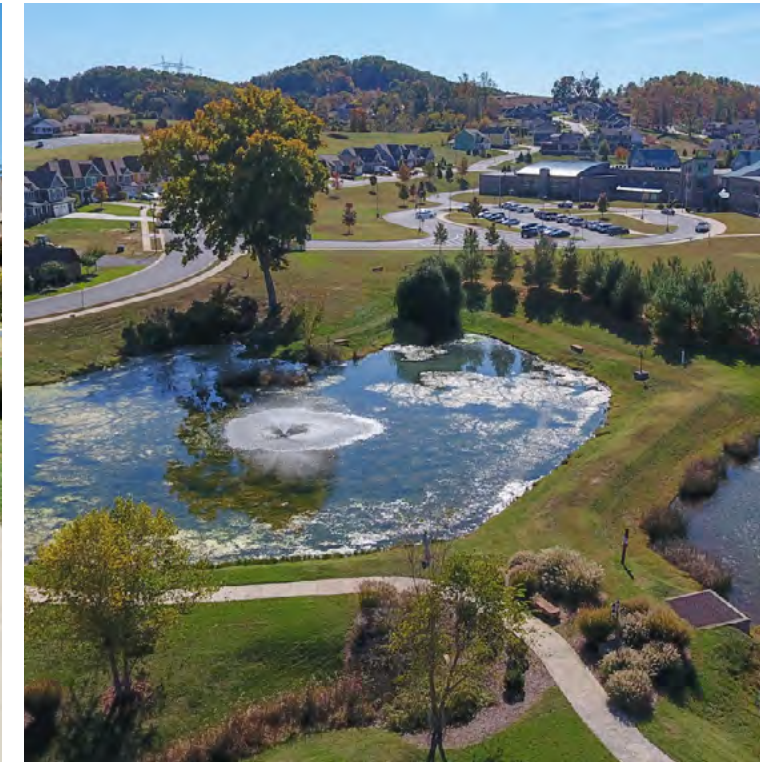
- Fishing ponds (2)
- Unpaved walking trail
- Benches

Condition & Maintenance Needs: General maintenance is good

Capacity: -

Functionality & Potential Improvements: Park could benefit from additional shade. Consider pond renovation. The park has limited capacity for active recreation.

Accessibility: Edinburgh Park has good pedestrian access and serves as a walking trail for adjacent neighborhoods and John Adams Elementary.



Glen Bruce Park

Park Type: Special Use

Usage Type: Social Entertainment Park Space

Size: .32 Acres

Park Summary: Small park located in the heart of downtown Kingsport

On-site presence of park & recreation staff: No

Facilities and amenities:

- A fountain with art sculpture in the center
- A covered gazebo
- Park benches
- Bicycle racks
- A flag pole
- Story Book Walk

Condition & Maintenance Needs: General maintenance is good

Capacity: Park is well utilized given its location in downtown and has good opportunity for additional programming related to downtown events.

Functionality & Potential Improvements: Consider redesign of park space / upgrade

Accessibility: This park has a strong connection to the urban pedestrian network.





Hammond Park & Highland Street Park



Hammond Park

Park Type: Mini Park

Usage Type: Play Centered

Size: .93 Acres

Park Summary: Local neighborhood park located in a Historic District of Kingsport.

On-site presence of park & recreation staff: No

Facilities and amenities:

- Children's playground
- Open space
- Picnic Tables

Condition & Maintenance Needs: General maintenance is good.

Capacity: Park is well utilized by the surrounding neighborhood.

Functionality & Potential Improvements: Needs upgrading with potential for additional passive recreation facilities.

Accessibility: Not ADA accessible



Highland Street Park

Park Type: Mini Park

Usage Type: Play Centered

Size: .15 Acres

Park Summary: This is a small park on Highland Street with a fenced in children's playground.

On-site presence of park & recreation staff: No

Condition & Maintenance Needs: Renovating this park or relocating to a larger property should be considered.

Capacity: This park is under utilized

Functionality & Potential Improvements: Highland Street Park should be evaluated to determine the use/effectiveness/quality.

Accessibility: Not ADA accessible



J. Fred Johnson Park / Veterans Memorial

J. Fred Johnson Park / Veterans Memorial

Park Type: Special Use

Usage Type: Cultural / Educational

Size: 6.07 Acres

Park Summary: J. Fred Johnson park was the first city park established in Kingsport, located near Dobyys Bennett High School. The park features playground equipment as well as a Veterans Memorial that includes granite monoliths and inscribed pavers feature the names of fallen soldiers.

On-site presence of park & recreation staff: No

Facilities and amenities:

- Children's play equipment
- 2100 inscribed pavers with the names of fallen soldiers
- Gold Star Memorial
- Picnic Tables

Condition & Maintenance Needs: Overall the park is well maintained.

Capacity: Park is well utilized given its location on Fort Henry Drive and proximity to Dobyys-Bennett.

Functionality & Potential Improvements: The park could benefit by reviewing/updating the existing park master plan.

Accessibility: Areas in the park are not ADA accessible





Lynn View Community Center



Lynn View Community Center

Park Type: Community

Usage Type: Active / Open Space

Size: 14.40 Acres

Park Summary: Former High School campus converted to a multi-purpose facility.

On-site presence of park & recreation staff: On limited basis

Facilities & Amenities:

- Gymnasium
- Meeting Spaces
- Senior Center
- 1 dirt infield, fenced/unlighted ball field, 225' LF/280'CF/210' RF distance
- 1 dirt infield, fenced/unlighted ball field, 180'LF/200'CF/190' RF distance
- A children's play structure
- Multi-purpose community center
- 1 grass, lighted football field, high school regulation size with grandstand seating and full service concessions
- A 3 lane paved track (surrounding the football field)
- Multi-purpose green space
- Water fountains
- Planned outdoor basketball, outdoor pickleball, picnic shelter

Condition & Maintenance Needs: The community center building is dated and could use renovation.

Capacity: The Lynn View Community Center and surrounding grounds have a capacity for both active and passive recreation. Adding facilities and programming will help meet the recreation service gap for this area of the city

Functionality & Potential Improvements: Full renovation of the Lynn View community center will serve a large population area, reinvigorate the Lynn Garden community, create more revenue, enhance more partnership opportunities and draw users from Southwest Virginia.

Accessibility: Building + some of the park area are not ADA accessible. The community center is centrally located to serve the north side of Kingsport and connect to Route 36 and interstate 26 which serves as a gateway from southwest Virginia.

Partnership: Lynn Garden Sports Club, Lynn Garden Football Program



Memorial Gardens Park

Park Type: Community Park

Usage Type: Passive

Size: 5.5 Acres

Park Summary: Park close to Dobyys-Bennett High school. Park sees a lot of use during FunFest.

On-site presence of park & recreation staff: No

Facilities and amenities:

- Picnic tables
- A lighted flag pole
- A memorial monument dedicated to public safety services
- A paved walking path that connects to sidewalks

- Water filtration educational signage
- Outdoor restrooms

Condition & Maintenance Needs: Park is generally in good condition

Capacity: Park is well utilized as flex open space. Additional passive recreation elements could be added.

Functionality & Potential Improvements: A park master plan should be developed and implemented.

Accessibility: Memorial Gardens Park is easily accessed by automobile, city transit and pedestrian transportation options along the Fort Henry Drive arterial route.



Preston Forest Park

Park Type: Neighborhood

Usage Type: Active / Passive

Size: 3 Acres

Park Summary: Multi-purpose neighborhood park located on the eastern part of Kingsport.

On-site presence of park & recreation staff: No

Facilities and amenities:

- A children’s playground for ages 6 – 12 years
- A multi station swing set
- An asphalt basketball court
- A backstop for baseball/softball
- Open green space
- An outdoor fire grill

- Park benches
- A 390 sq. ft. pavilion
- A small parking area
- Picnic tables
- Soccer goals
- A water fountain

Condition & Maintenance Needs: Park is well maintained

Capacity: Park sees consistent use from nearby residents

Functionality & Potential Improvements: -

Accessibility: Recent upgrades have improved parking and pedestrian ADA standards.





Ridgefields Park

Park Type: Neighborhood

Usage Type: Active

Size: 6.0 Acres

Park Summary: Multi-use neighborhood park

On-site presence of park & recreation staff: No

Facilities & Amenities:

- An asphalt basketball court
- A children's playground
- A lighted flagpole
- Park benches
- Picnic tables
- Flex-space with two soccer goals.
- A walking trail
- A water fountain

Condition & Maintenance Needs: Park is well maintained

Capacity: This park has been developed to function as a strong neighborhood park with multiple functions that provide both passive and active recreation. It exemplifies the type of facilities that should be planned with future residential development projects in Kingsport.

Functionality & Potential Improvements: The park could benefit by reviewing/updating the existing park master plan.

Accessibility: The park has good accessibility and has been designed to ADA guidelines.

Riverbend Park

Park Type: Community Park

Usage Type: N/A

Size: 24 Acres

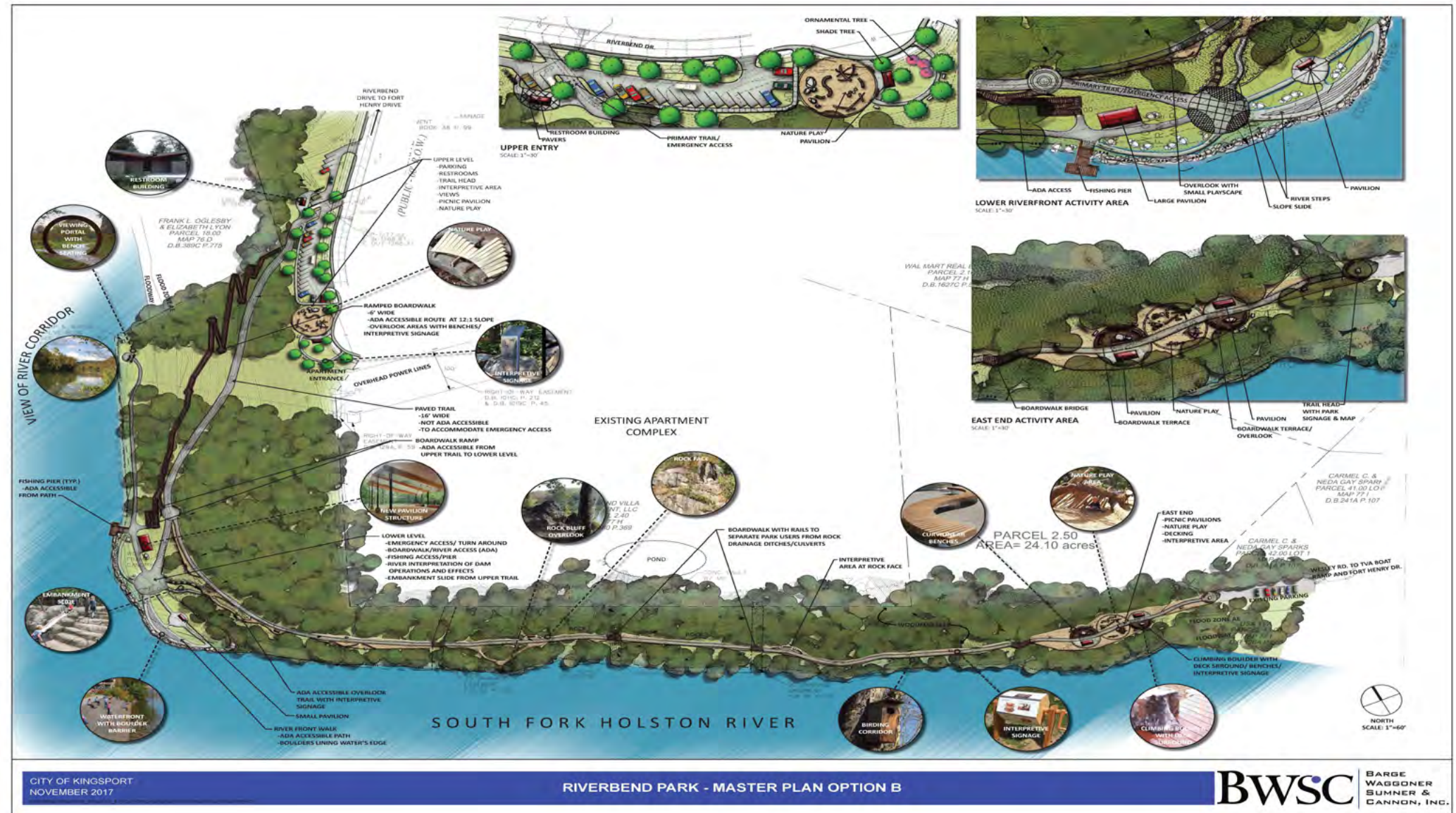
Park Summary: Currently undeveloped land along the South Fork of the Holston River. Phase 1 of development scheduled for 2021.

On-site presence of park & recreation staff: N/A

Capacity: This park has the capacity to serve as a key component for river access and future greenbelt expansion

Functionality & Potential Improvements: The implementation of the Riverbend Park Master Plan should be a top priority for the city. This will help to meet recreational service gaps in the part of the city.

Accessibility: Access to the park should be strongly linked to the TVA facilities and Fort Patrick Henry Lake to the southeast and the new residential and commercial development area off Riverbend Drive.





Riverview Park & Riverwalk Park



Riverview Park

Park Type: Neighborhood

Usage Type: Active

Size: 8.0 Acres

Park Summary: Community park located next to the V.O. Dobbins, Sr. Complex.

On-site presence of park & recreation staff: Yes, on a limited basis.

Facilities & Amenities:

- An asphalt outdoor basketball court
- Barbecue grills
- A children's playground
- Lighted open green space

- Park benches
- 2 – 30' x 30' picnic shelters with 3 tables each
- 2 lighted tennis courts
- A water fountain
- A Splash Pad (with restrooms)
- Public Art

Capacity: Park is highly utilized.

Functionality & Potential Improvements: This park functions at a high capacity and it will need continued budget for operations and maintenance.

Accessibility: Some portions of the park have ADA/access limitations.



Riverwalk Park

Park Type: Community

Usage Type: Active / Passive

Size: 5.6 Acres

Park Summary: Community park space along the Kingsport Greenbelt.

On-site presence of park & recreation staff: No

Facilities & Amenities:

- A bicycle rack
- A bicycle repair station
- Outdoor fitness equipment featuring a variety of exercise options
- A 30' x 30' picnic shelter with tables

- Power access
- Trash receptacles
- A water refill station

Condition & Maintenance Needs: Well maintained

Capacity: Highly used with open space for further programming.

Functionality & Potential Improvements: A park master plan should be developed and implemented.

Accessibility: Very accessible along the Greenbelt



Rock Springs Park & Rotary Park

Rock Springs Park

Park Type: Neighborhood

Usage Type: Active / Passive

Size: 4.0 Acres

Park Summary: Multi-use neighborhood park located on the site of a former Sullivan County elementary school site.

On-site presence of park & recreation staff: No

Facilities and amenities:

- 24 competition level horseshoe pits (User must provide their own horseshoes.)
- A children's playground
- Open green space
- Park benches

- Parking
- A pavilion
- Picnic tables

Condition & Maintenance Needs: General maintenance is good to fair, however is out of date.

Capacity: This park is being under utilized

Functionality & Potential Improvements: Renovating this park could benefit this park, as well as reviewing and updating master plan.

Accessibility: -



Rotary Park

Park Type: Neighborhood

Usage Type: Active / Passive

Size: 1.3 Acres

Park Summary: A multi-use neighborhood park is located adjacent to the senior housing facility close to downtown.

On-site presence of park & recreation staff: No

Facilities and amenities:

- An asphalt basketball court
- A barbecue grill
- Park benches
- A 24' x 24' picnic shelter
- Picnic tables

- A walking trail

Condition & Maintenance Needs: General maintenance is good to fair

Capacity: This park is under utilized

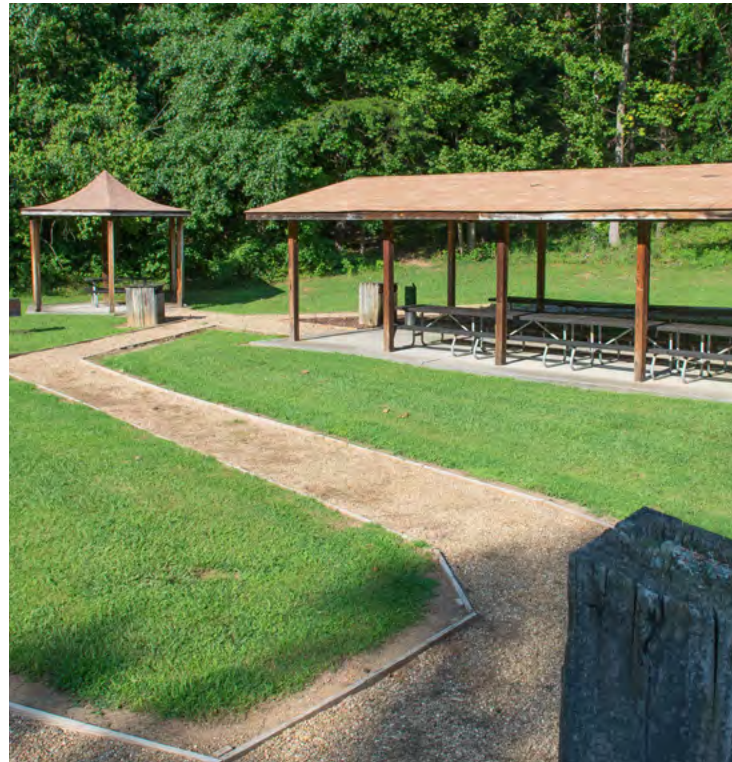
Functionality & Potential Improvements: A park master plan should be developed and implemented.

Accessibility: -





Rotherwood Park & Scott Adams Skate Park



Rotherwood Park

Park Type: Neighborhood

Usage Type: Active / Passive

Size: 1.25 Acres

Park Summary: Small isolated neighborhood park

On-site presence of park & recreation staff: No

Facilities and amenities:

- Barbecue grills
- A half court basketball area
- Open green space
- 3 picnic shelters

Scott Adams Skate Park

Park Type: Special Use

Usage Type: Active

Size: 0.23 Acres

Park Summary: A unique 10,000 sq ft concrete skate park.

On-site presence of park & recreation staff: No

Facilities and amenities:

- Stamped concrete access areas
- 2 bowls (one 12 feet deep)
- A streetscape course with grinding rail and steps
- Dirt moguls
- Concrete seating areas beside the bowls
- Adjacent to Cloud Park facilities & activities

- A children's playground for all ages
- An unpaved walking trail

Condition & Maintenance Needs: General maintenance is good to fair, however is out of date.

Capacity: This park is being under utilized

Functionality & Potential Improvements: The Park is very isolated and should be considered for relocation, if it was to stay in the same location it is in need of renovation.

Accessibility: Rotherwood Park is accessible to the immediate neighborhood surrounding it, but its location is isolated from the larger Kingsport community.

- Adjacent to Kingsport Greenbelt
- Restrooms
- A water fountain
- A bike rack and pump

Condition & Maintenance Needs: General maintenance is good

Capacity: Park sees a high volume of usage

Functionality & Potential Improvements: Scott Adams Skate Park facilities are slated to undergo major changes. Domtar Paper Company will be expanding their facilities on existing park grounds with the commitment that new park facilities will be planned and developed to replace existing facilities. This provides an opportunity to link the newly developed facilities with outdoor adventure and experiences like mountain bike and pump track facilities.



Sevier Avenue Park & V.O. Dobbins, Sr. Complex

Sevier Avenue Park

Park Type: Mini Park

Usage Type: Active / Passive

Size: 0.16 Acres

Park Summary: Small multi-use park

On-site presence of park & recreation staff: No

Facilities and amenities:

- A fenced children’s playground for all ages.
- Park bench seating
- A picnic table

Condition & Maintenance Needs: General maintenance of this park is fair.

Capacity: This park is under used.

Functionality & Potential Improvements:

Renovating this park and/or consolidating with Dale Street Park to a larger property should be considered.

Accessibility: - This site is accessible to the local neighborhood but is limited in size. The city may benefit from selling this land along with Dale Street Park to have resources allocated to a larger neighborhood park that can better serve the community. This site has ADA access limitations.



V. O. Dobbins, Sr. Complex

Park Type: Community

Usage Type: Active / Passive

Size: 103,000 sq. ft.

Center Summary: Multi-purpose facility in the former Frederick Douglas School housing a community center and offices for numerous non-profit agencies.

On-site presence of park & recreation staff: Yes

Facilities and amenities:

- Computer Lab
- Community Rooms
- Conference Rooms
- Gymnasiums

Condition & Maintenance Needs: Very well maintained

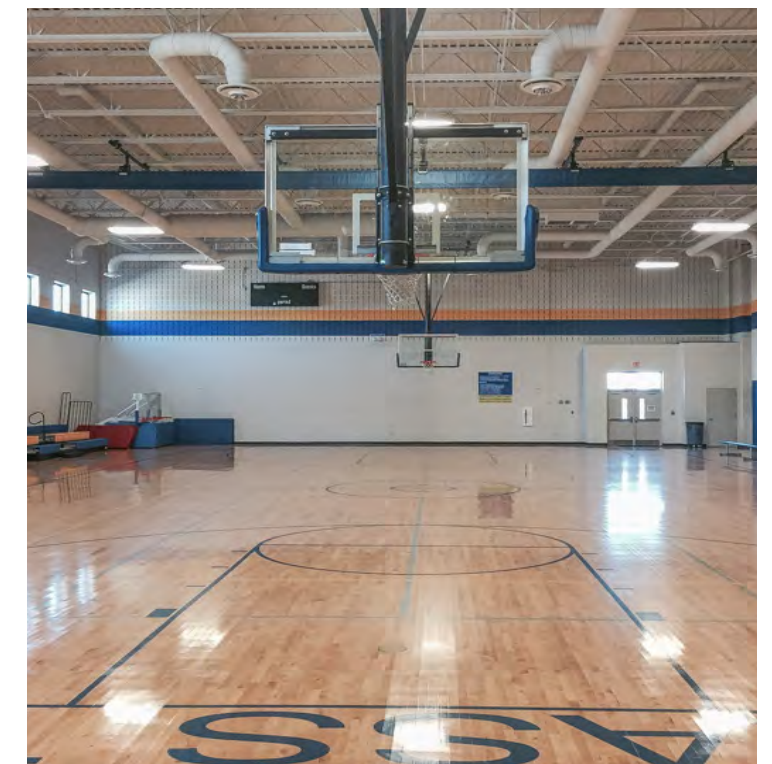
Capacity: Highly used

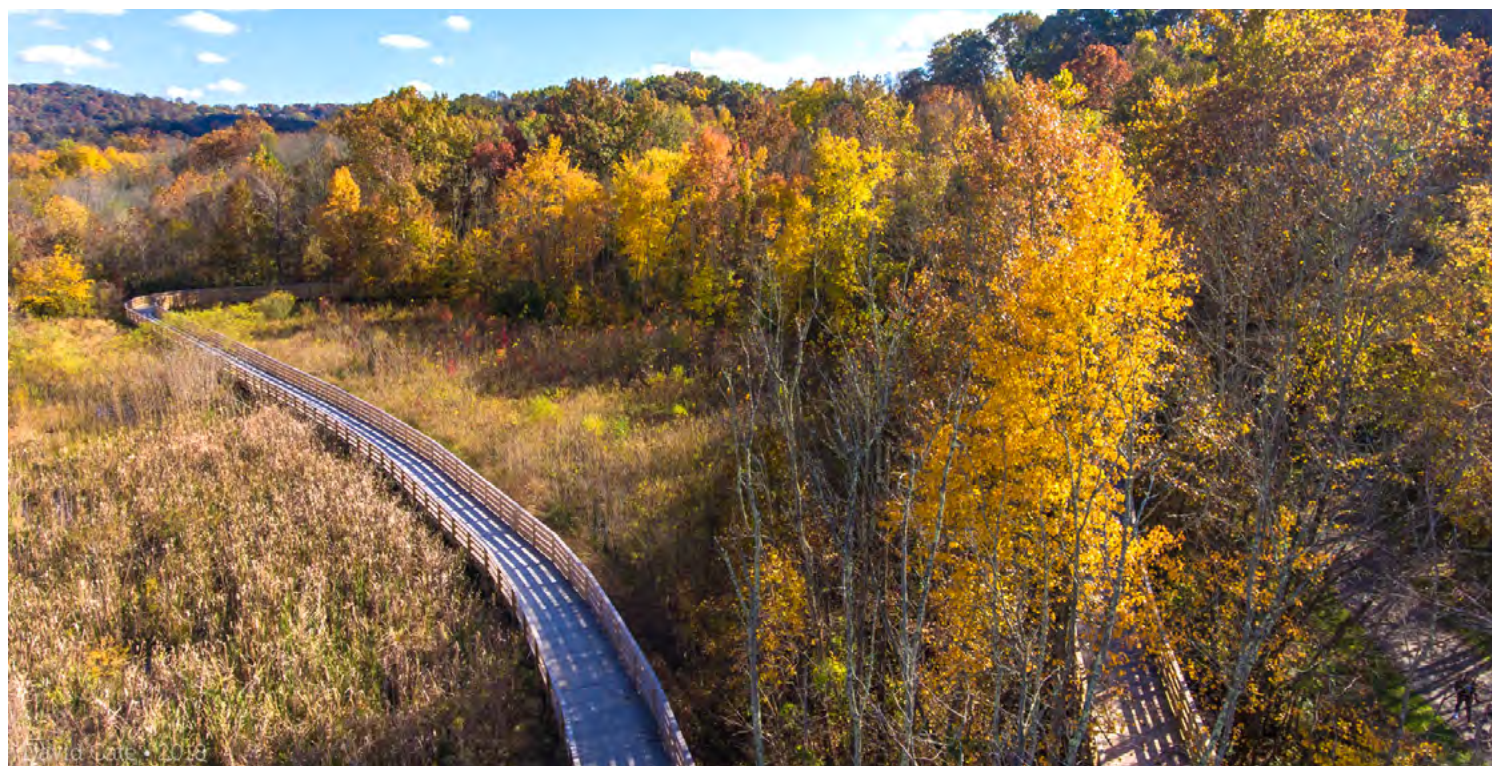
Functionality & Potential Improvements: -

Accessibility: This facility is accessible and connected to the adjacent Riverview Park.

Partnerships:

- Big Brother Big Sister
- United Way of Greater Kingsport
- The American Legion Post
- ALS Association
- Palmer Foundation
- Upper East Tennessee Human Development Agency
- Neighborhood Service Center
- Fresh Start
- Douglas Alumni Association 211
- Boys and Girls Club of Kingsport
- Mountain Region Speech and Hearing





Kingsport Greenbelt

Park Type: Community

Usage Type: Passive / Active

Size: Approximately 10 miles

Park Summary: The Kingsport Greenbelt is a linear park that connects residential neighborhoods, traditional parks, downtown commercial districts, schools, and activity centers. It features a pathway that meanders along gentle streams, wanders through marshlands, glides across open meadows, and passes historic buildings and houses that have been preserved and restored.

On-site presence of park & recreation staff: No

Facilities and amenities:

- A 10 mile paved or concrete trail with access points to neighborhoods, shopping centers, schools, and other parks. Trail width varies from 6'-10'.
- Water fountains/refill stations
- Outdoor restrooms and/or portolets
- Park Benches
- Picnic shelters
- Fishing piers
- Boat ramps
- A children's playground
- Mileage markers
- An emergency call station
- Lighting in designated areas
- Blue bird boxes and birding areas
- Outdoor fitness equipment (bench press, elliptical)
- Bicycle racks
- A bicycle repair stations
- Bicycle air pumps
- Wayfinding Signage
- Nature Interpretive Signage

Condition & Maintenance Needs: The Kingsport Greenbelt is very well maintained

Capacity: This Greenbelt is well utilized and very popular

Functionality & Potential Improvements: Eastern Greenway Extension: approximately 1 mile from Orebank Road to pedestrian path on Creek Road. Western Greenway Extension: approximately 0.6 mile extension from Rotherwood Drive down to Netherland Inn Road and to Lewis Lane. A potential Greenbelt loop that connects the river and Downtown Kingsport provides great opportunity.

Accessibility: Very accessible as it meanders throughout much the city and provides strong wayfinding signage and mile markers.



Bays Mountain Park

Park Type: Regional

Usage Type: Active / Passive

Size: 3,550 Acres

Park Summary: Bays Mountain park is a 3,500 acre nature preserve and the largest city owned park in the State of Tennessee.

On-site presence of park staff: Yes. This facility is staffed by a non-profit foundation that functions separately from the parks & recreation department.

Facilities and Amenities:

- Adventure Ropes Course
- Animal Habitats
- Hiking Trails
- Mountain Bike Trails
- Nature Center
- Picturesque Lake
- Planetarium Theater
- Fishing
- Pavilions

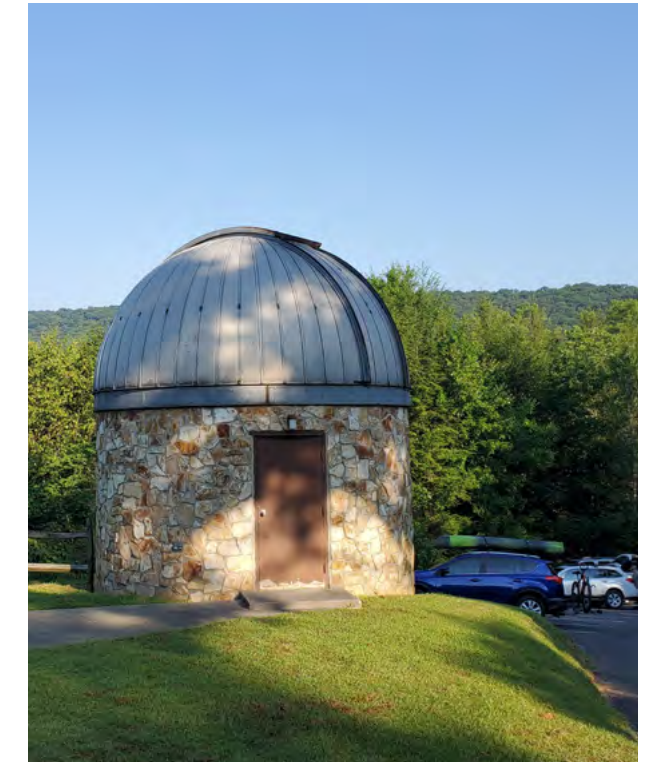
Condition & Maintenance Needs: Well Maintained

Capacity: Bays Mountain is a regionally recognized facility that is heavily used by both residents and visitors of Kingsport.

Functionality & Potential Improvements: -

Partnerships:

Bays Mountain Park Association
Citizen Advisory Support Group
Bays Mountain Park Commission





Cattails at MeadowView Golf Course

City Property (Not Managed and Maintained by Parks and Recreation Department)



Cattails at MeadowView

Park Type: Special Use

Usage Type: Active

Size: 211.36 Acres

Park Summary: Recognized as one of the top public golf courses in Tennessee.

On-site presence of staff: Yes. This facility is staffed by Marriott Golf and functions separately from the parks and recreation department.

Facilities and Amenities: The Cattails Golf Course is a part of the larger MeadowView Resort & Conference Center featuring hotel accommodations restaurant, convention and meeting space.

Condition & Maintenance Needs: Well maintained

Partnerships: Managed by Marriott Resorts, has a Citizen Advisory Support Group.



Kingsport Aquatic Center

Park Type: Special

Usage Type: Active

Size: 15.28 Acres

Park Summary: State-of-the-art aquatic center featuring both indoor and outdoor adjoining the Kingsport YMCA

On-site presence of staff: Yes. The Aquatic Center is staffed by its own organization outside of the parks and recreation department.

Facilities and Amenities:

46,000 square foot Indoor Area (open year-round)

- 3 multipurpose pools
- Olympic-size swimming pool
- 1 Water slide
- Diving Platforms
- Stadium Seating
- Concessions

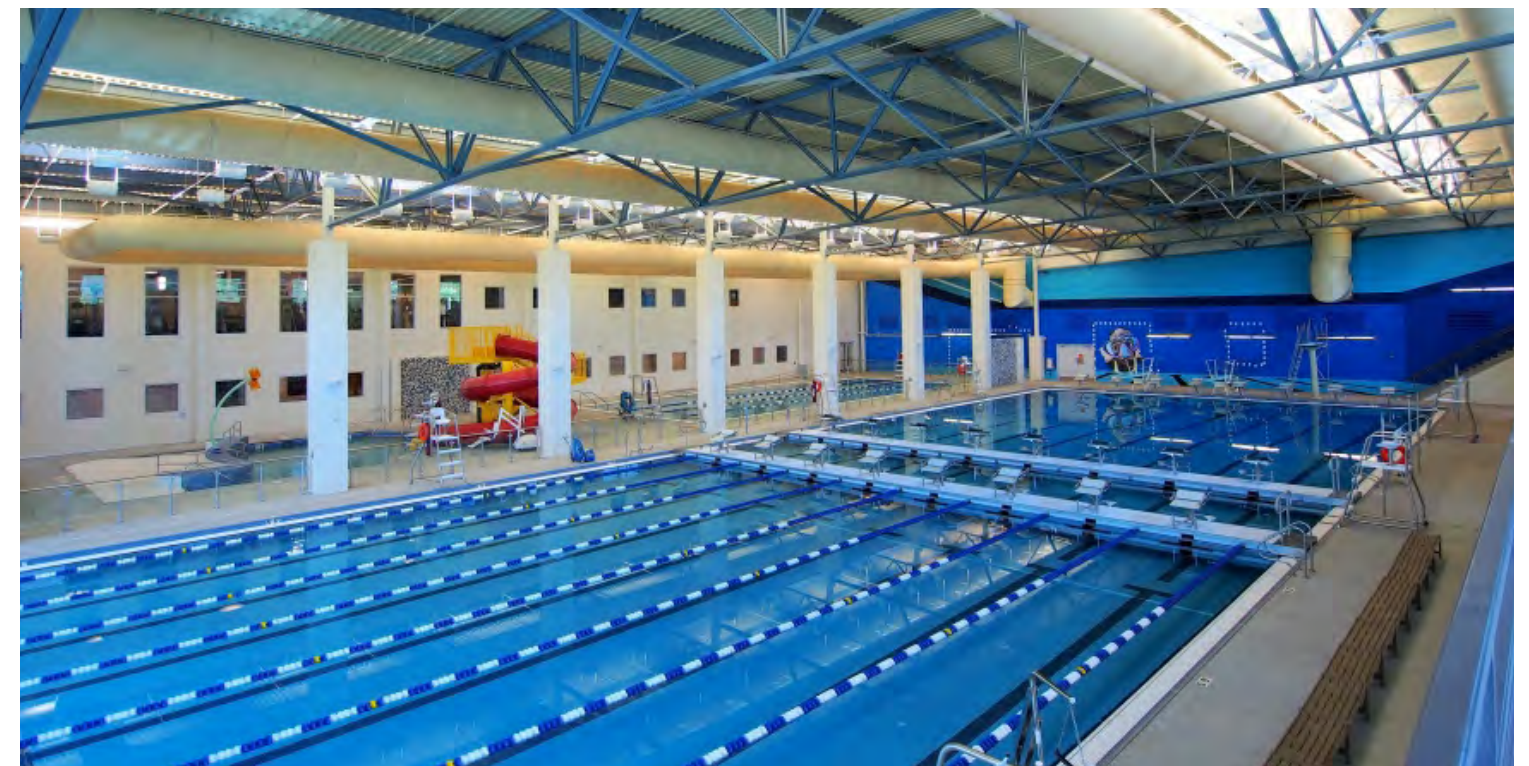
Outdoor Area (seasonal)

- Water Playground
- 900 foot lazy river
 - 2 water slides
- Changing rooms & Lockers
- Concessions

Condition & Maintenance Needs: Very well maintained

Partnerships:

YMCA
Citizen Advisory Support Group





Hunter Wright Stadium

Park Type: Special

Usage Type: Active / Passive

Size: 41.76 Acres

Park Summary: Hunter Wright Stadium is a 2,500 seat capacity stadium.

On-site presence of staff: Yes, on a limited basis

Facilities and amenities:

- Grandstand & Reserved seating
- Picnic spaces
- Concessions
- Batting Cages
- Press Box
- Team locker
- Exercise room
- Grass Infield Baseball Fields

Condition & Maintenance Needs: Well maintained

Capacity: Major League Baseball is proposing big changes to the Minor League that currently uses this facility. This could have a big impact on the demand and capacity for Hunter Wright Stadium. There are potential plans for a wooden bat summer league (collegiate level) to utilize the stadium. The city should continue to monitor changes that will effect their investment in the high quality facility.



Renaissance Center for the Arts Senior Center:

Park Type: Special

Usage Type: Passive

Size: 4.86 Acres

Park Summary: Formerly the John Sevier School, now serves the community as a community facility and center for the arts and senior citizen's activities, and as a facility for business meetings, parties, receptions, classes, showers, and day-long seminars with breakout rooms.

On-site presence of staff: Yes. This facility is staffed by the Office of the Cultural Arts and is managed outside the parks and recreation department.

Facilities and Amenities:

- 350-seat theatre
- 3-story Sky Lit Atrium
- Art Gallery
- Gymnasium
- Meeting Rooms
- Offices
- Tenant Space

Condition & Maintenance Needs: Well maintained

Partnerships:

Kingsport Office of the Cultural Arts





Kingsport Carousel and Farmers Market

City Owned (Not Managed and Maintained by Parks and Recreation Department)



Kingsport Carousel & Farmers Market:

Park Type: Regional

Usage Type: Active / Passive

Size: 2.76 Acres

Park Summary: The Kingsport Carousel is a totally renovated 1956 Allen Herschell Carousel located inside the temperature controlled “Pal’s Roundhouse”. The carousel connects to the Kingsport Farmers Market Pavilion. In addition to the weekly Farmers Market, this mixed use space can be used for a variety of events by the city and the general public. A public park/playground adjoins these facilities.

On-site presence of staff: Yes - The Carousel is staffed by the Office of the Cultural Arts
No- The Farmers Market does not have staff present.

Facilities and amenities:

- Restrooms
- Open Air Pavilion
- Carving Studio

Condition & Maintenance Needs: Well maintained

Capacity: These facilities are heavily utilized and are at general capacity.

Partnerships:

Kingsport Office of the Cultural Arts
Kingsport Volunteer Carvers



Warriors Path State Park

Park Type: Regional

Usage Type: Active / Passive

Size: 950 Acres

Park Summary: One of the most popular State Parks in Tennessee located on the shores of the Patrick Henry Reservoir on the Holston River. Warriors Path State Park is close enough to the City of Kingsport to provide many recreational opportunities for its residents. It does not replace the need for local neighborhood and community parks in Kingsport.

On-site presence of park staff: Yes. This facility is programmed and staffed by the State of Tennessee.

Facilities and Amenities:

- Boundless Playground
- Camping
- Boating & Marina
- 22 Hole Disc Golf
- Swimming Pool
- Hiking
- Mountain Biking
- Horseback Riding
- Birding
- Fishing
- Golfing
- Amphitheater
- Restrooms
- Meeting Rooms
- Gift Shop

Partnerships:

Friends of Warriors' Path State Park
Tennessee State Parks





YMCA

Park Type: Regional

Usage Type: Active

Size: 3.14 Acres

Park Summary: The region's premier YMCA facility, which is conveniently located next to the Kingsport Aquatic Center. The Kingsport YMCA has amenities for all age groups and facilities for a range of fitness and recreational needs and provides access to high quality facilities. This helps to meet the recreational needs of the community, but there are some limitations to access based on membership fee requirements.

On-site presence of park staff: Yes. This facility is staffed by the YMCA organization and is operated and managed separately from the City of Kingsport Parks & Recreation Department.

Facilities and Amenities:

- Open Green Space
- Indoor Pool
- Basketball Courts
- Exercise Facilities
- Playground
- Racquetball Courts
- Running Track
- Group Activities for Varying Age Groups
- Meeting Rooms
- Kitchen
- Locker Rooms
- Restrooms

Partnerships:

Regional Parameters Overview:

City schools have facilities like playgrounds and gymnasiums that can help meet some of the recreational needs for the City of Kingsport. The Kingsport School System has outdoor facilities that are generally available for recreation use during non-school hours. They also collaborate with athletic teams and the City of Kingsport to provide opportunities to use indoor gymnasiums. Allowing for the use of school recreational facilities, when they are available, is a good strategy to help with athletic programs and tournaments. It also helps fill the service gaps for recreational needs in the central and northern areas of Kingsport. The school system also provides athletic programs and sports leagues in addition to those provided by the parks and recreation department.

Future Plans to Relocate City Schools:

- The old Sullivan North county school will be renovated to become the new Sevier Middle School location.
- The existing Sevier Middle School will become the facility for Andrew Jackson Elementary students.
- This opens up the possibility for the Andrew Jackson Elementary School property to be developed for recreational purposes that would serve the North side of Kingsport.

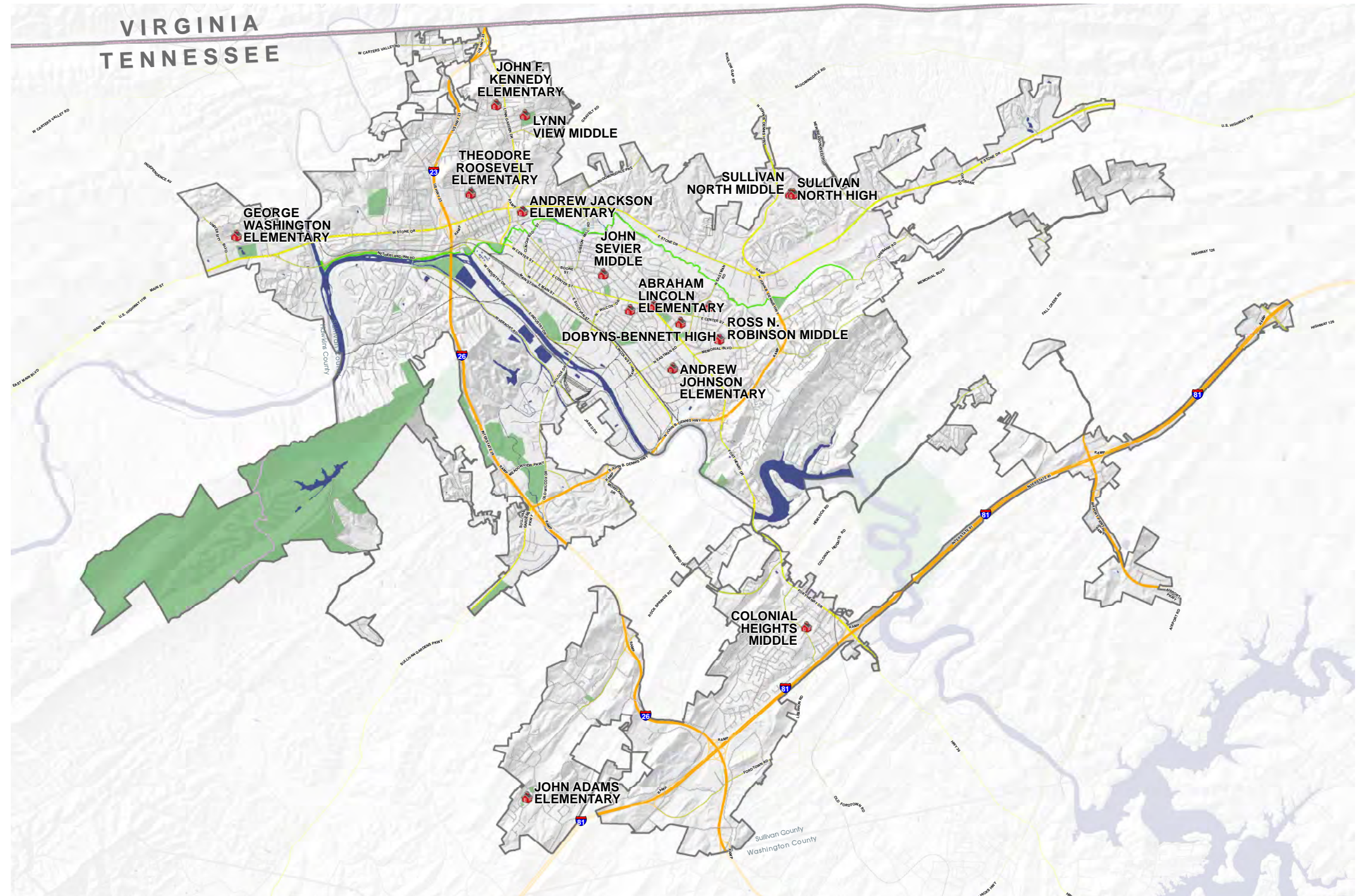




Table 5 - Existing Facilities Inventory (Owned by the City of Kingsport, programmed, operated and managed by others than the Parks and Recreation Department)

School	District	Acreage	Indoor		Outdoor							
			Auditorium	Gymnasium	Baseball	Basketball	Football	Tennis	Track	Soccer	Softball	
Abraham Lincoln Elementary	City	5.4	X									
Andrew Jackson Elementary	City	6.0				X						
Andrew Johnson Elementary	City	13.3	X									
Colonial Heights Middle	County	16.0		X	X		X		X	X	X	X
Dobyns-Bennett High	City	32.0	X	XX	X		XX	X	X	X	X	X
George Washington Elementary	City	27.8	X			X						
John Adams Elementary	City	14.2		X								
John F. Kennedy Elementary	City	3.8		X		X						
John Sevier Middle	City	8.4	X	XX			X					X
Ross. N. Robinson Middle	City	14.3	X	XX	X		X		X			
St. Dominics Catholic	City	1.2										
Sullivan North High	County	63.0	X	X	X		X	X	X	X	X	X
Sullivan North Middle	County	63.0										
Theodore Roosevelt Elementary	City	6.0		X		X						
Thomas Jefferson Elementary	City	4.4										



Methodology

In order to reach a diverse sample size of Kingsport residents, surveys were presented to the public in varying formats throughout the year. It is important to offer citizens different ways to voice their opinion, so different survey formats, such as: verbal, written, digital, and even physical responses are encouraged through unique methods. Four distinct methods were offered in an effort to broaden the scope of input, as follows:

Method 1: Public Open House

An open house format allows for interaction with active civically-engaged residents. Attendees at these events are often constituents with the passion and time to participate in local government discourse. Here, a formal presentation was shown to residents and verbal feedback was collected .

Method 2: Online Survey

The online survey provides an opportunity for wider outreach. Participating in an online survey can happen in the convenience of one's home at any time. This allows those residents who wouldn't normally have the time to attend a public meeting or are apprehensive about speaking publicly, to have their voice heard. Online methods also make it easier to tabulate a large number of responses.

Method 3: Stakeholder Interviews

One on one interviews with those citizens who will be most impacted by changes to the public realm, such as business owners, parks advisory members, and steering committee members, are valuable in gauging the priorities of major stakeholders.

Method 4: Pop-Up Events

Informal presentations were given at three high-traffic locations around town: the Farmers Market, sip & stroll event, and the homeowners association meeting. This approach offers additional outreach to constituents who are active in local events. Here, residents participated in games using stickers to identify their needs and desires. This adds another layer of interaction with citizens who may not have seen the online survey and don't attend public government events.



A conversation with Farmers Market patrons



Residents at a local brewery use stickers to mark Parks and Recreation priorities



Prior to the beginning of the Park & Recreation Master Plan process, in 2018, the city of Kingsport administered an online survey to Kingsport residents. The goal of their survey was to assist with current and future Parks and Recreation planning endeavors. The Parks and Recreation needs assessment was conducted to gather tangible feedback from City of Kingsport citizens, as well as citizens from surrounding communities that utilize City of Kingsport Parks and Recreation, on existing parks and recreation facilities, programs, and services.

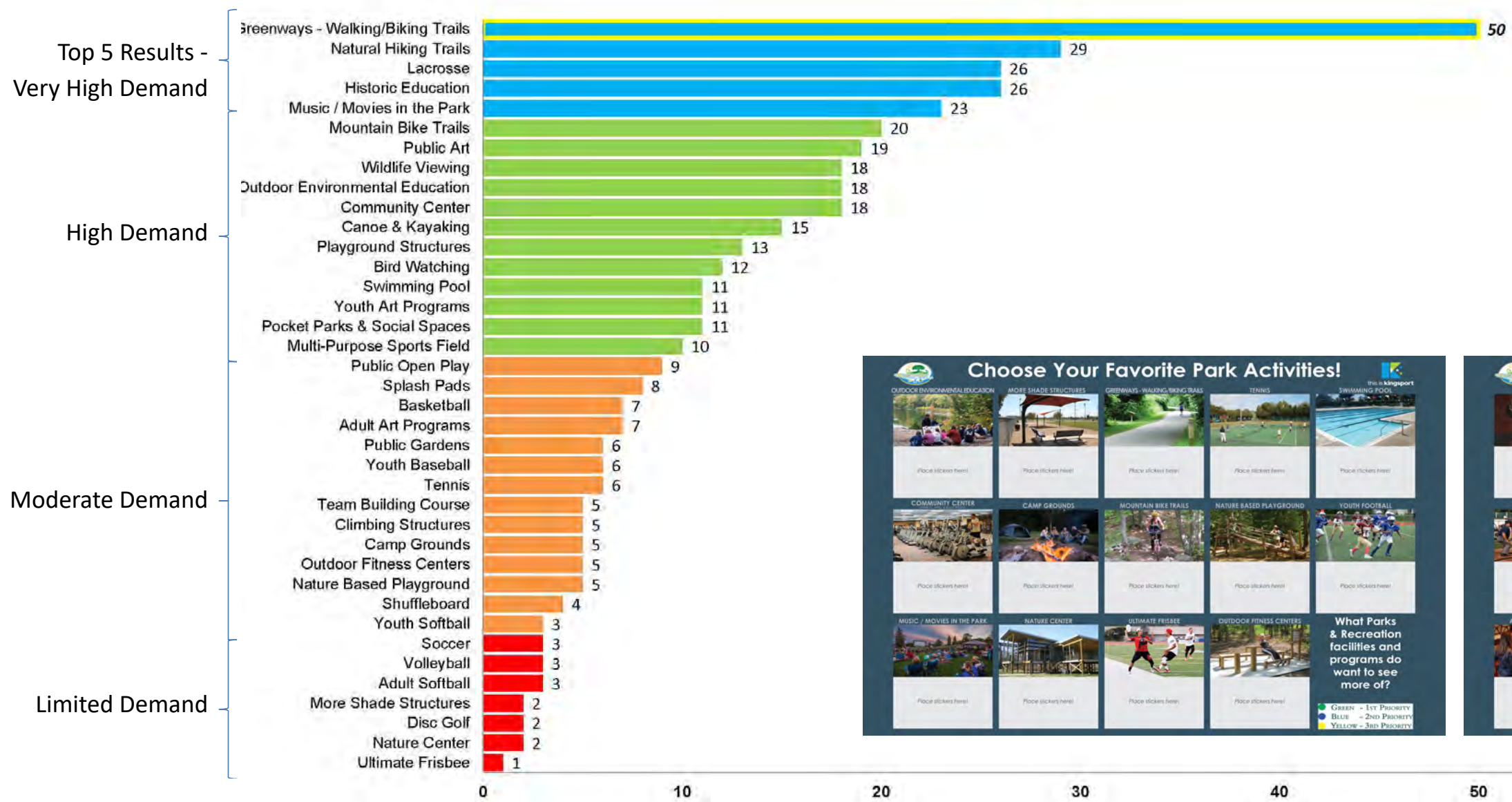
Major Survey Findings

- Respondents expressed a high need for four types of facilities out of 28 possibilities include:
 - Walking and biking trails
 - Running/Walking track
 - Natural areas and wildlife habitats
 - Outdoor Concert Areas
- Respondents rate Kingsport Parks and Recreation facilities good to excellent.
- 25% of respondents stated that Kingsport Parks and Recreation currently does an excellent job of meeting their needs, while another 62% stated that Kingsport Parks and Recreation currently does a good job of meeting their needs.
- Respondents rated the overall quality of the recreation and sports programs they had participated in as predominately good (67.94%)
- Bays Mountain (53.94%) and Warriors Path State Park (49.36%) were the top 2 area recreational facilities that respondent households had utilized during the past year for indoor and/or outdoor recreation.
- Respondents indicated that the dominate ways they learned about the City of Kingsport Parks and Recreation programs and activities from Social Media and from Friends and Neighbors.
- Lack of time and lack of awareness of park offerings were identified as dominant reasons preventing households from using City Parks, Activities, Facilities, or Programs more often.



Priority Exercise - Choose Your Future Park Activity:

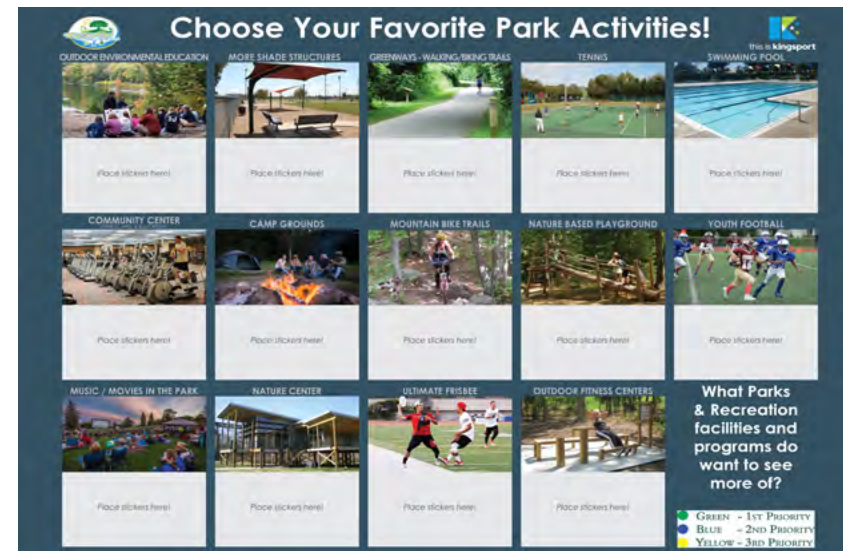
During the master plan visioning session, input was gathered regarding preferred options for future park activities. A variety of activities, both passive and active, were presented on prioritization boards to generate thoughts on a range of activities that might fit into existing or future parks. After evaluating all the options the open house participants were asked to place a 1st, 2nd and 3rd priority stickers by the activities they felt were the most important. The community results were tabulated into a community-wide chart.



SUMMARY:

Top 6 Activities:

- #1 Greenways (50 Votes)
- #2 Hiking Trails
- #3 Lacrosse
- #4 Historic Education
- #5 Music / Movies in the Park
- #6 Mountain Bike Trails





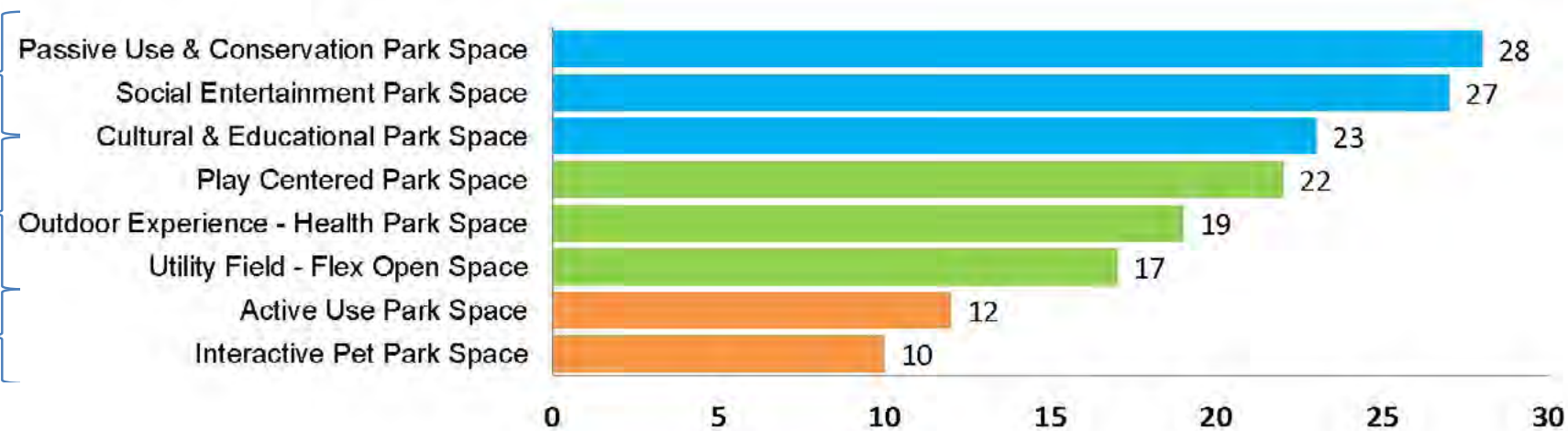
Priority Exercise - Choose Your Park Experience:

The existing park and recreation facilities in Kingsport have been inventoried to capture a true understanding of the park size, type, and acreage. Facilities have also been evaluated to understand the unique qualities they hold and the types of users that are being served by them. The following categories identify park space based on user experiences and opportunities. This is an important evaluation to make relative to serving all ages of the community and providing a full range of recreational options. There can be multiple types of experiences for people using a park space, that go beyond the classic definitions of “active” and “passive”.

Top 3 Results - Very High Demand

High Demand

Moderate Demand



Park Users & Experiences

The existing park and recreation facilities in Kingsport have been inventoried to capture a true understanding of the park size, type, and acreage. Facilities have also been evaluated to understand the unique qualities they hold and the types of users that are being served by them. The following categories identify park space based on user experiences and opportunities. This is an important evaluation to make relative to serving all ages of the community and providing a full range of recreational options. There can be multiple types of experiences for people using a park space, that go beyond the classic definitions of “active” and “passive”.

Green = 1st Priority
Blue = 2nd Priority
Yellow = 3rd Priority

- Active Use Park Space:** This includes park space that offer facilities for organized athletics, active play areas and large scale programmed events. Active use parks typically have community buildings or shelters, bathrooms and parking areas to handle large amounts of automobile traffic. Athletic facilities can include soccer, baseball, softball, football, tennis, volleyball, swimming pools, disc golf, skateboarding, lacrosse and many other active playing fields. Active use parks can also be programmed for large community events that do not involve athletics.
- Passive Use & Conservation Park Space:** Passive parks include large areas of open space for unprogrammed play, enhanced natural areas and protected environmental features and wildlife observation. Environmental and cultural education programs are often a part of passive use park space. Passive parks are typically designed to minimize the impacts of buildings, roads and large-scale facilities on the natural environment.
- Cultural & Educational Park Space:** Culture parks have landscapes, locations or buildings that represent important historical events, activities, people, or cultural themes. A park's cultural theme can be relative to the heritage, sacred beliefs, customs, art or music of a particular group of people. A park's historic significance can be represented by a designed space or building, a pattern of development, a monument or something that represents a particular period of time or event.
- Outdoor Experience - Health Park Space:** Outdoor health parks focus on opportunities to engage in physical activity in the outdoor environment. The space is frequently unprogrammed and connects to the natural environment. This can include walking, hiking, biking, camping, watercraft, climbing, horseback riding and fitness training facilities. These uses can fit within park space defined as passive or active. Nature centers and facilities for outdoor equipment training and distribution can be part of the programmed space for larger scale facilities.
- Play Centered Park Space:** There is a positive trend in park design to “break the bubble” of static design approaches to play and playgrounds. Play centered space is designed to integrate fun, health, learning and social interaction. In addition to controlled, age-appropriate playgrounds it is important to connect play space to the larger context of a park's surroundings. The idea is to encourage inclusiveness, interaction and exploration in a space designed for play. Play elements are connected to encourage movement, imagination and choice. In a play centered park space: Access, movement, art, view sheds, environmental features, learning and health can all be integrated into the play experience.
- Interactive Pet Park Space:** Parks that allow for interaction with pets has become a very popular. Dog parks or “bark parks” have become very popular. They are specifically designed to provide places where dogs can run free, off-leash and socialize with other dogs. It also provides an opportunity for pet owners to socialize with each other. It is important to design dog parks with safety and comfort in mind, including specific park rules on dog and dog owner etiquette.
- Social Entertainment Park Space:** Parks are great places to socialize and entertain. Some park space should allow for spontaneous, non-programmed activities and social interaction. Main parks and greenways can often function as prime opportunities for social interaction. Large green spaces that are designed to accommodate community events can be designed in a flexible manner to accommodate music, art, cultural events, group exercise, specialized clubs or hobbies. Social and entertaining space in a park are prime candidates for partnerships with entities beyond the park and recreation department and staff.
- Utility Field - Flex Open Space:** Athletic clubs and major athletic tournaments create a high demand for active sports facilities. This can sometimes create limitations for local programs and spontaneous “pick-up” sports activities. Utility field space and general all-purpose open space provides opportunities for spontaneous play and practice space for a wide variety of local athletic programs. Flex open space does not require a heavy investment in formal infrastructure or buildings.

SUMMARY:

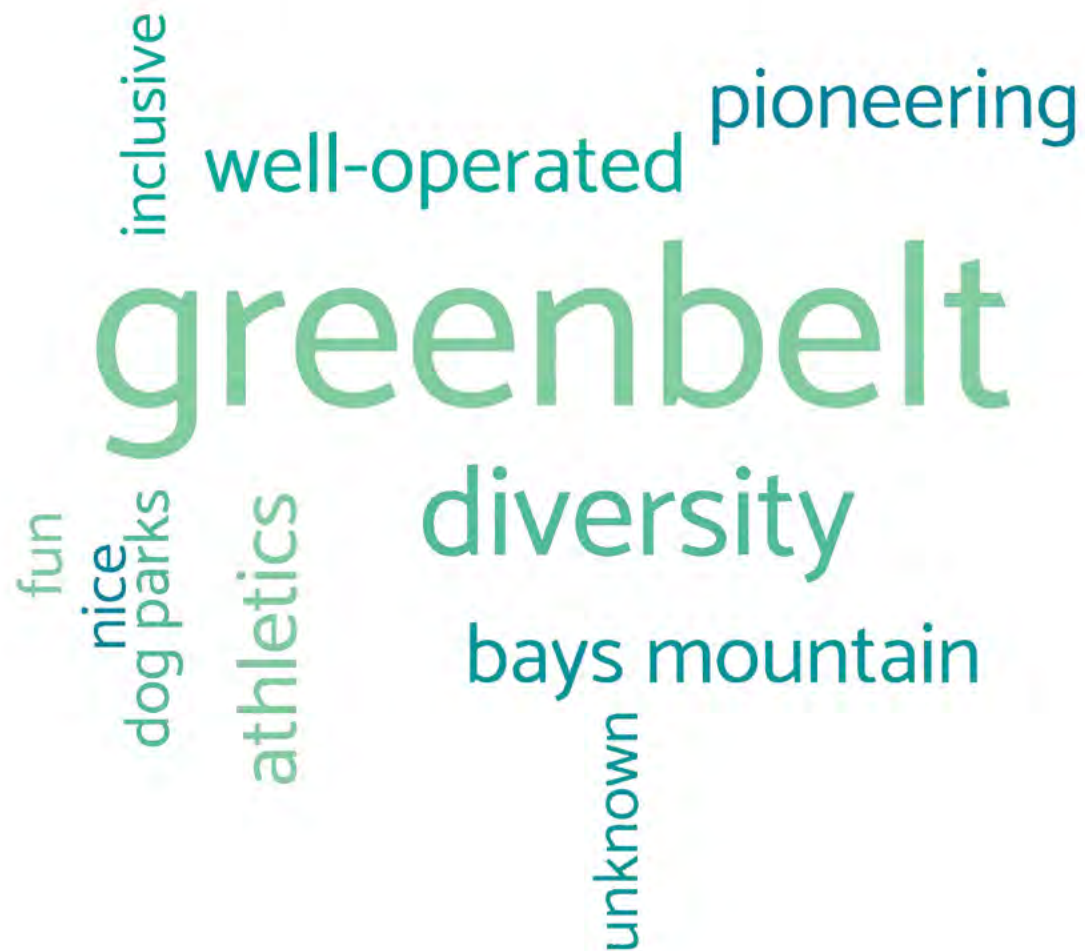
Top 3 Activities:

- #1 Passive Use Conservation & Park Space (28 Votes)
- #2 Social Entertainment Park Space (27 Votes)
- #3 Cultural and Educational Park Space (23 Votes)



These word clouds were developed from the direct feedback status at the inventory and analysis public open house.

In ONE word... what sets the Kingsport Parks & Recreation system apart TODAY?

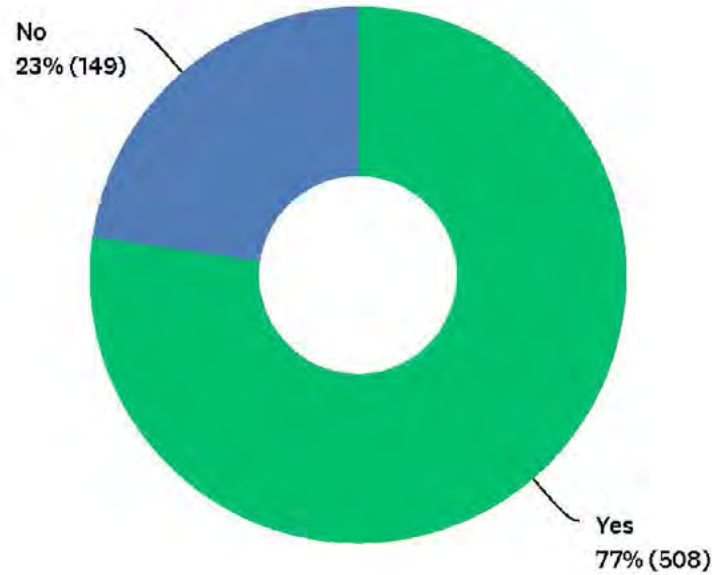


In ONE word... describe MY VISION for the Kingsport Parks & Recreation system

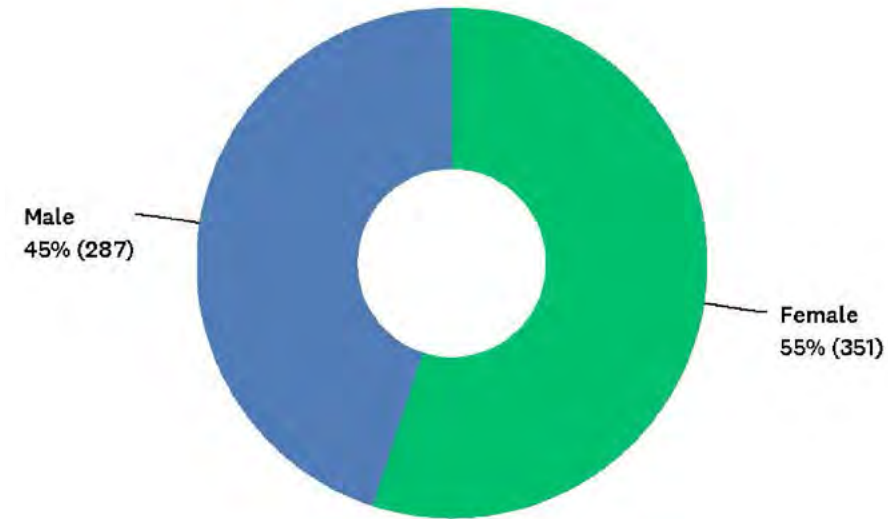




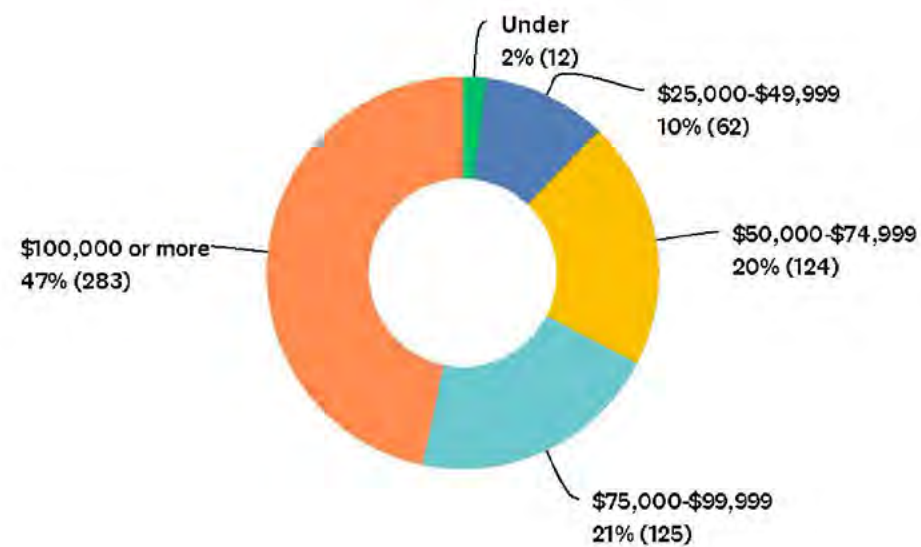
Do you pay property taxes in the City of Kingsport



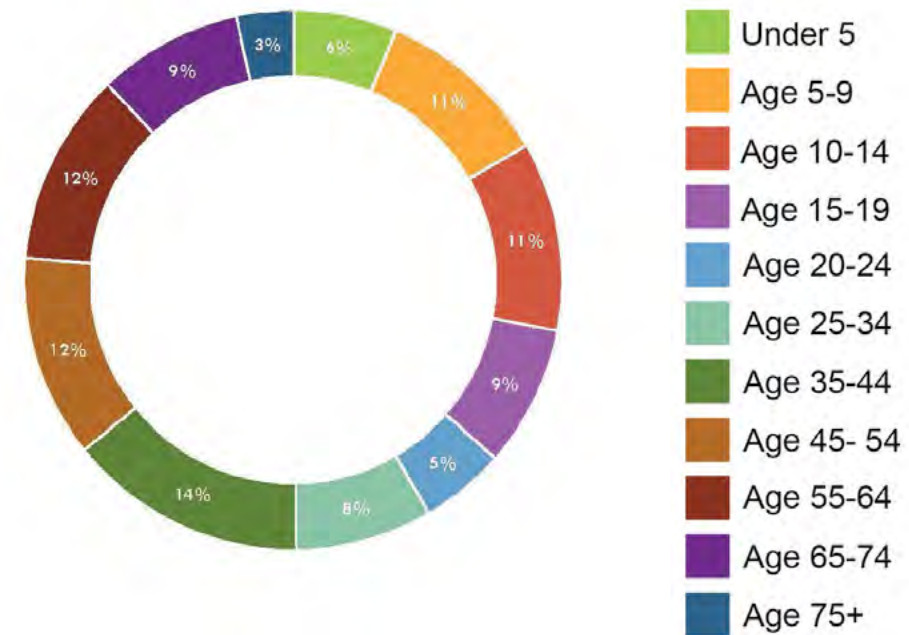
What is your gender?



What is your approximate average household income?

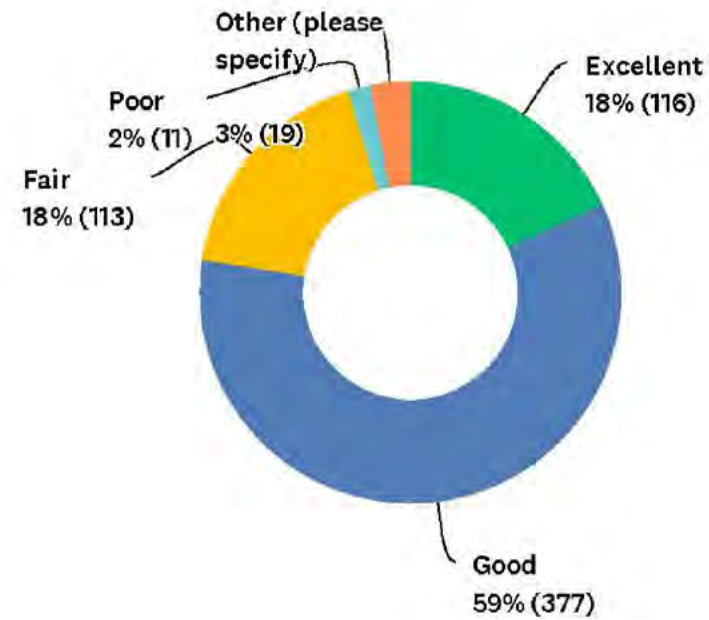


Counting yourself, how many people are in your household?

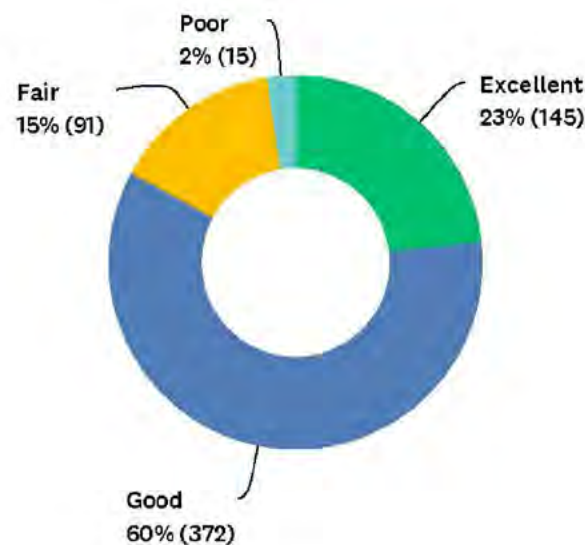




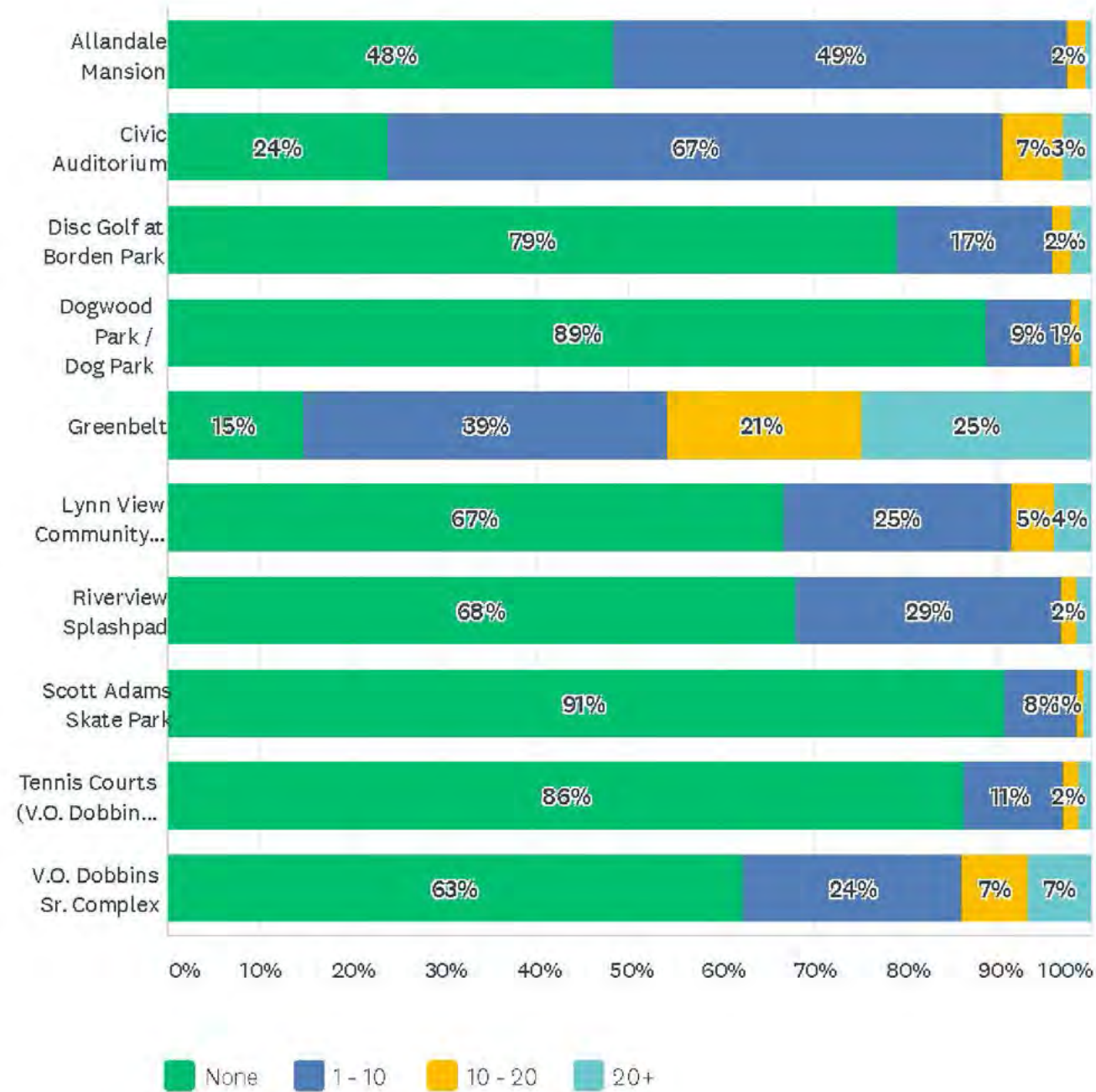
During the past year, how would you rate the overall physical condition of the facilities visited in the previous question?



If your household has a need for the type of facilities listed in the previous question please indicate how well Parks and Recreation currently meets your needs.

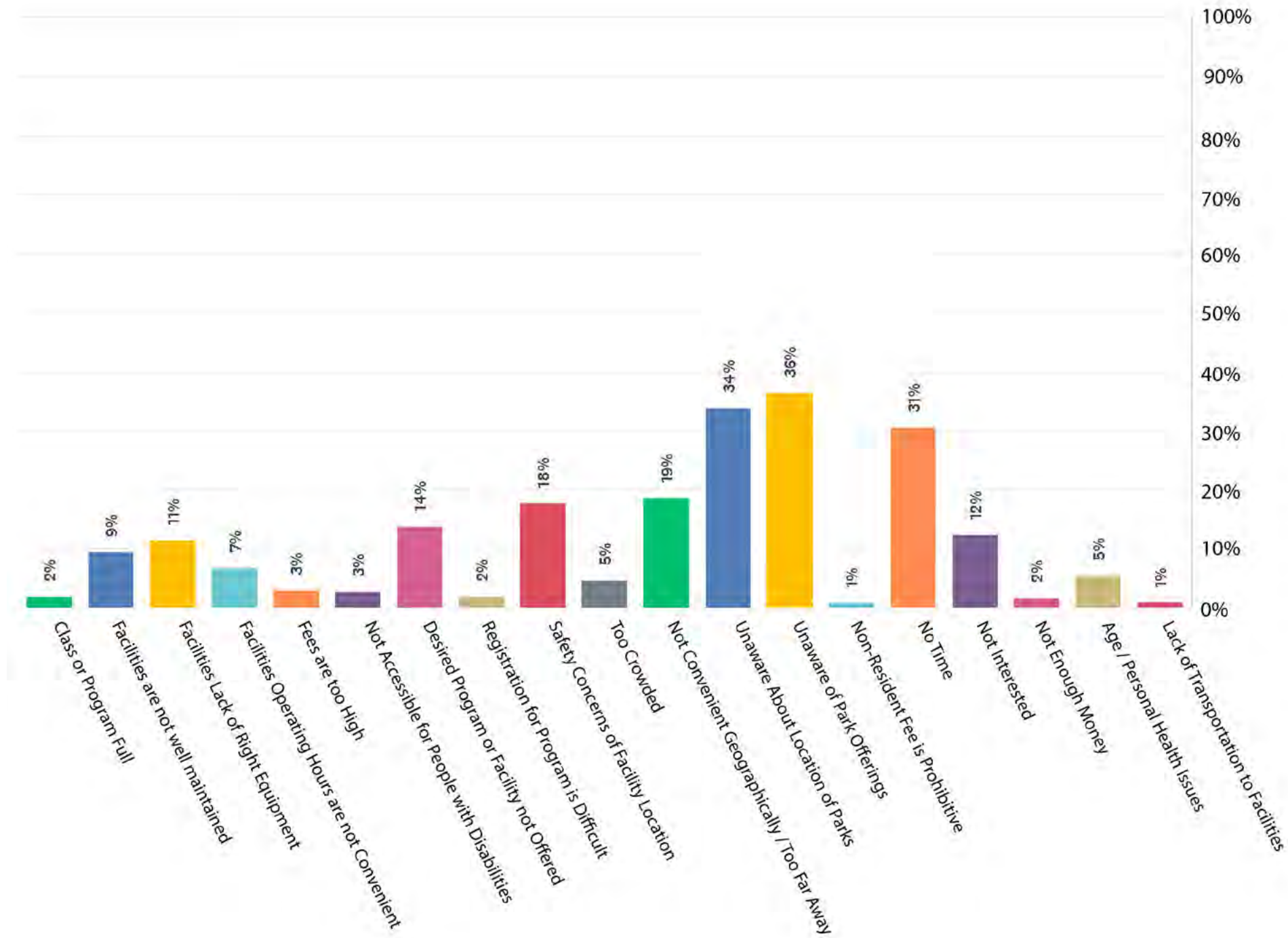


Have you or any members of your household visited any of the following City Parks and Recreation facilities during the past year?



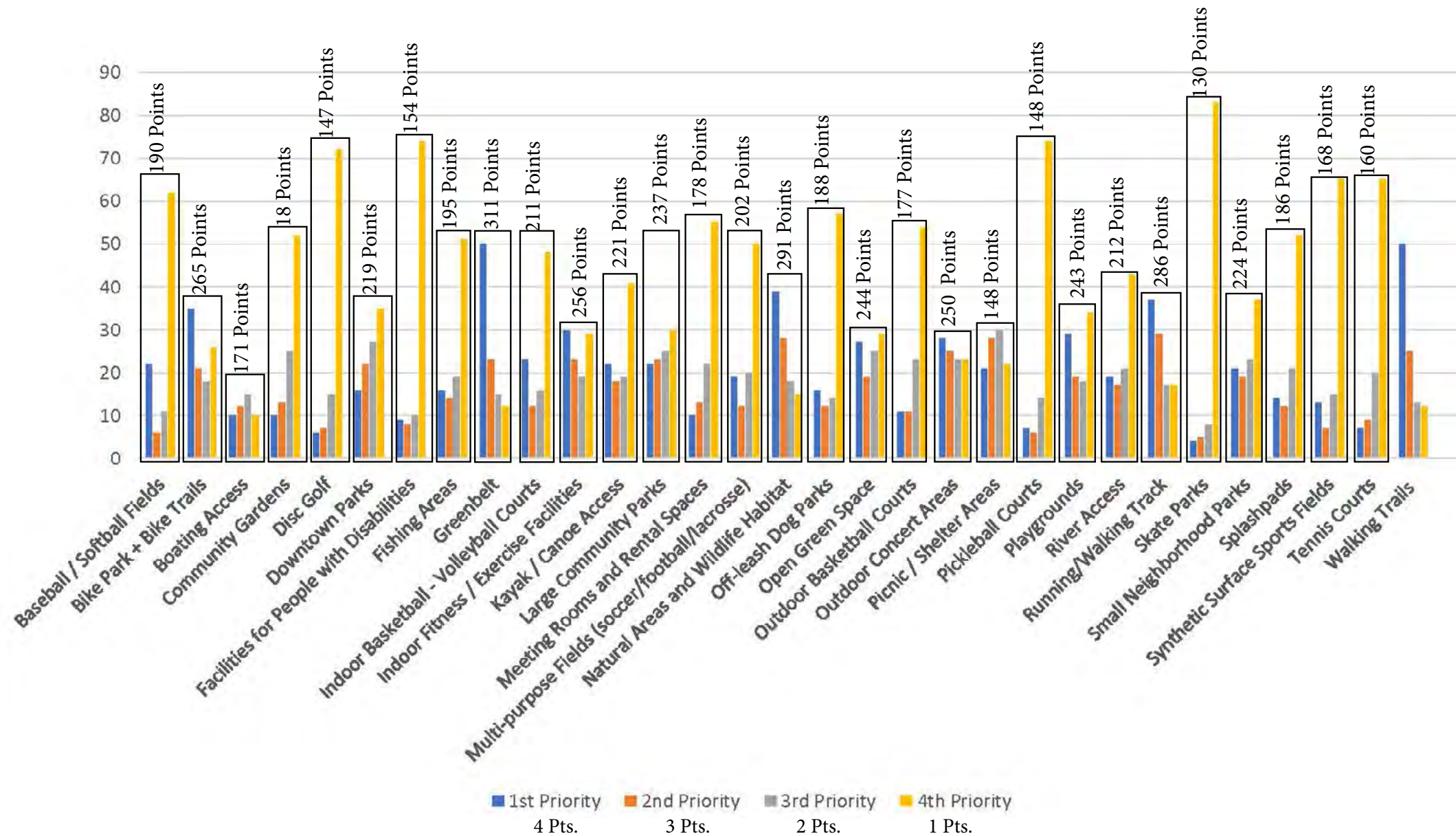


Please identify any reasons preventing your household from using City Parks, Facilities, or Programs MORE OFTEN. Check all that apply.





Of the following Parks and Recreation Facilities, which TYPE of Facilities does your household have a NEED?



Results:

Top Priority by overall points:

- #1,2&4 Greenbelt, Walking & Running
- #3 Natural Areas & Wildlife
- #5 Bike Park and Bike Trails
- #6&7 Outdoor Concerts and Open Green Space
- #8,9 & 10 Playgrounds, Large Community Parks, Small Neighborhood Parks

Other High Interest:

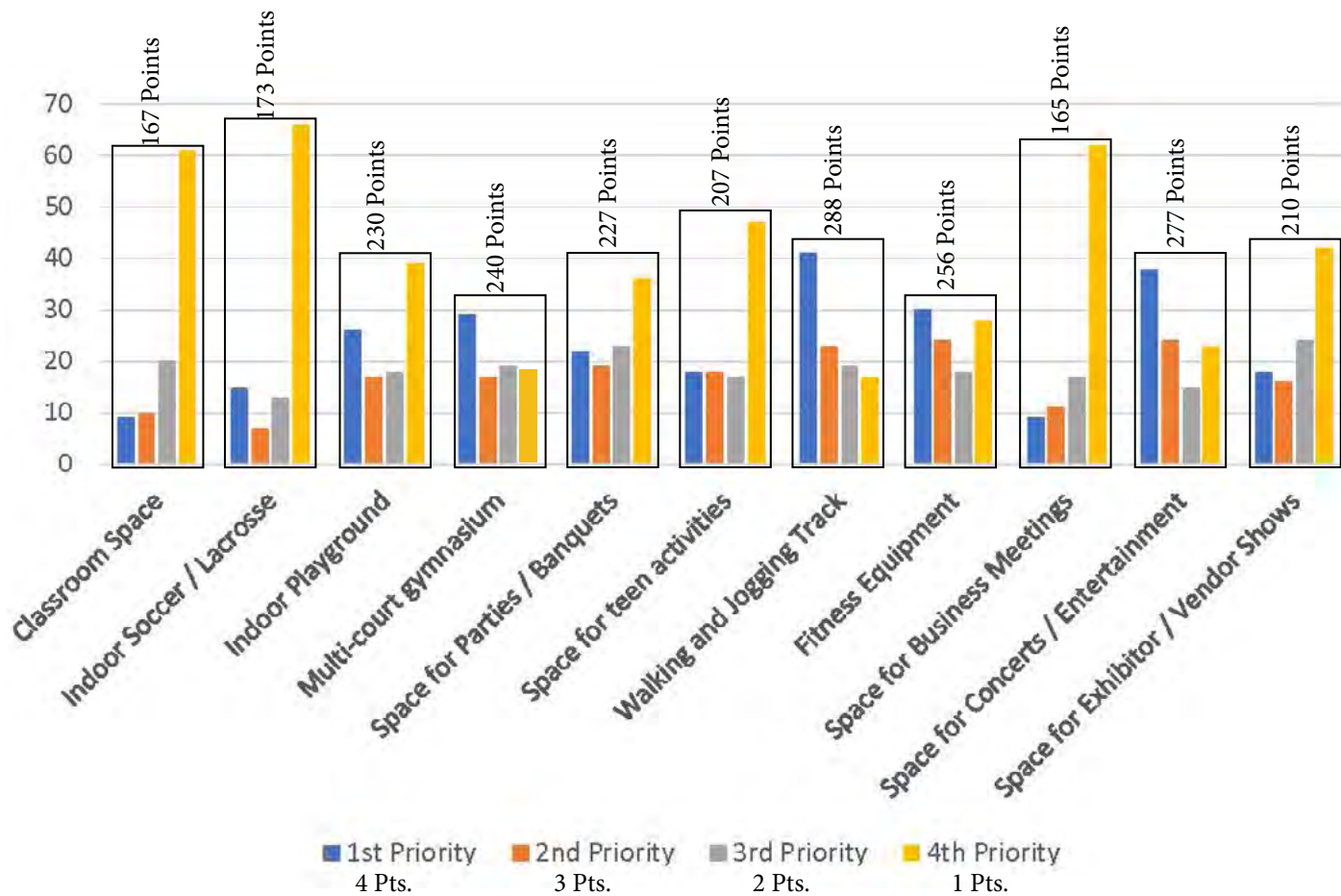
- #11&13 Kayak / Canoe & River Access
- #12 Downtown Parks
- #14 Indoor Basketball & Volleyball
- #15 Fishing Area



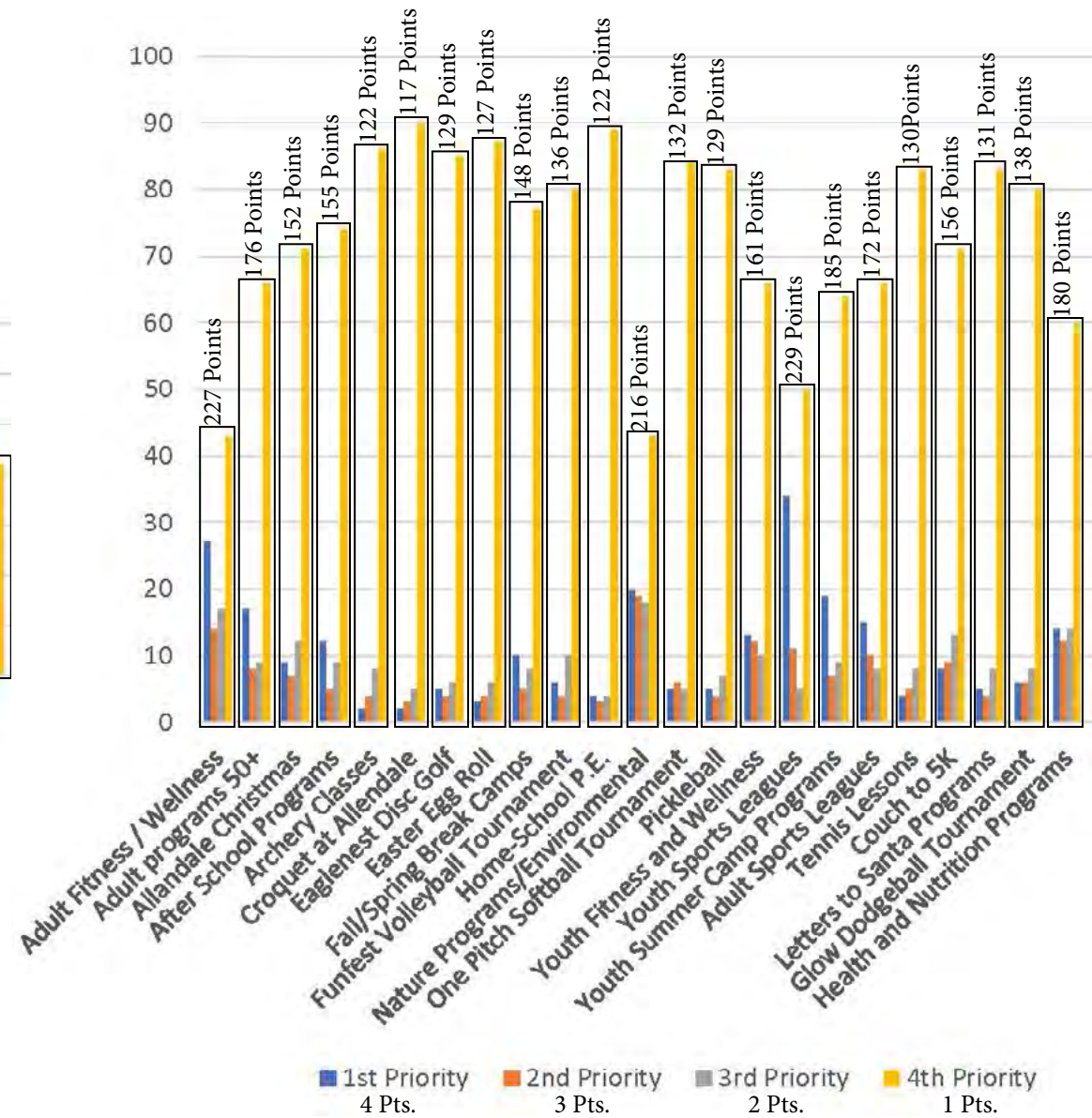
If Parks and Recreation were to develop new indoor space, please rank potential spaces your household would use.

Top 4 Picks for Indoor Space (by overall points):

- #1 Walking and Jogging Tracks (288 Points)
- #2 Spaces for Concerts (277 Points)
- #3 Fitness Equipment (256 Points)
- #4 Multi-Court Gymnasium (240 Points)



Have you or members of your household participated in the following events during the past year?

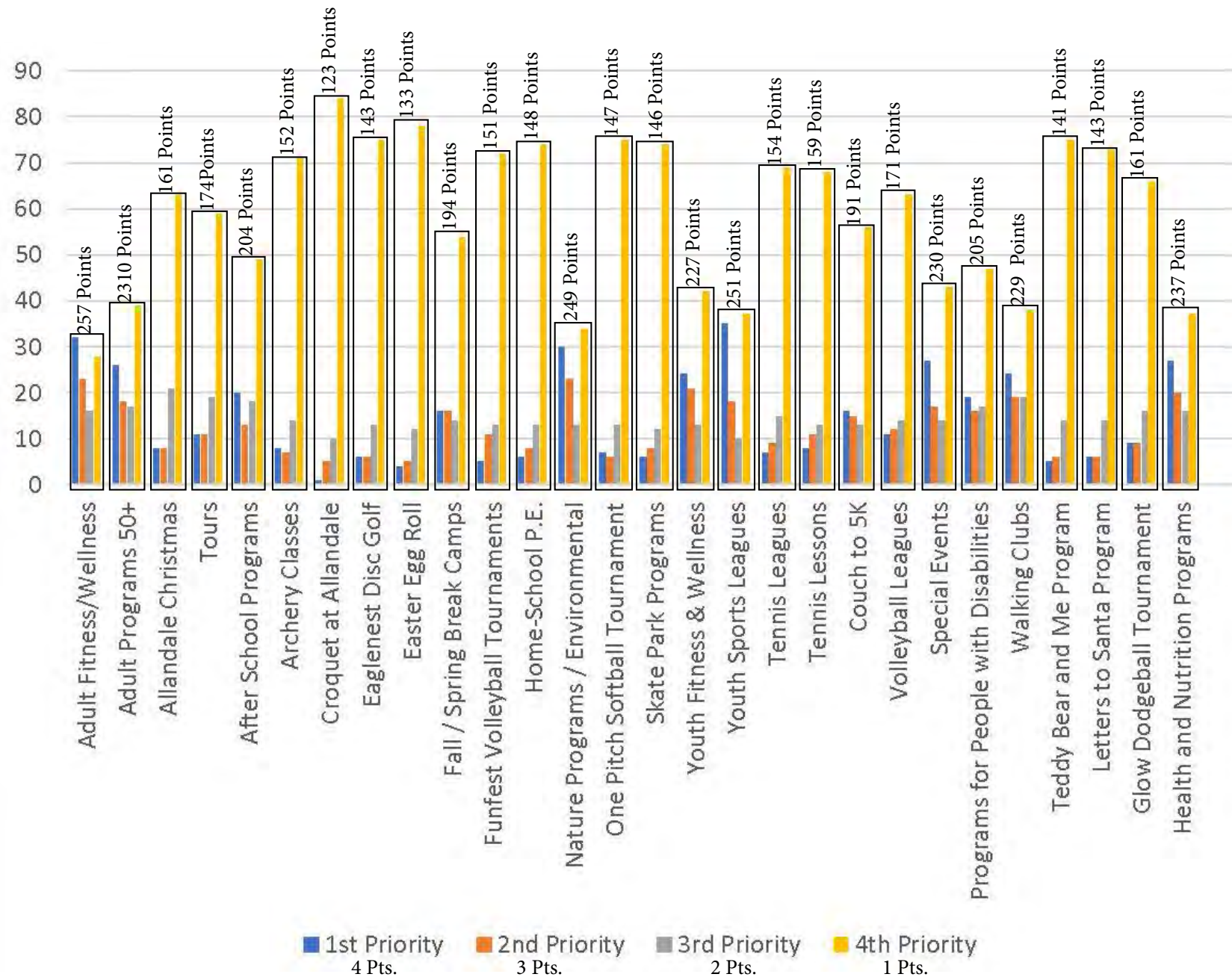


Top 10 Event Participation (by overall points)"

- #1 Youth Sports Leagues (229 pts)
- #2 Adult Fitness/Wellness (227 pts)
- #3 Nature Programs (216 pts)
- #4 Youth Summer Camp (185 pts)
- #5 Health and Nutrition (180 pts)
- #6 Adult Programs 50+ (176 pts)
- #7 Adult Sports Leagues (172 pts)
- #8 Youth Fitness/Wellness (161 pts)
- #9 Couch to 5k (156 pts)
- #10 After School Programs (155 pts)



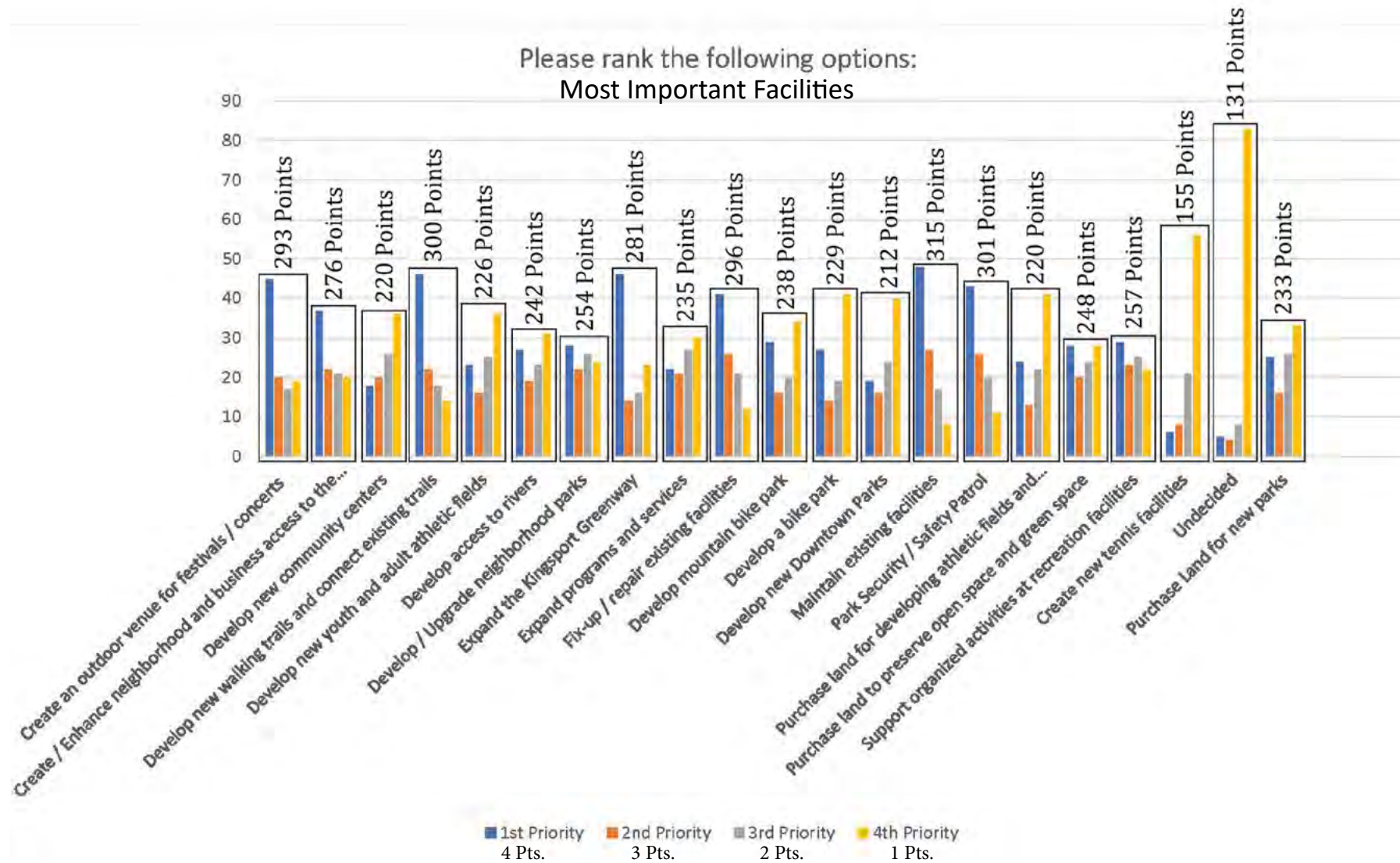
Of the Programs/Activities or Special Events listed, which type of event needs to be added or expanded?



Results:

Top Priority Programs to Expand by overall points:

- #1 Adult Fitness Wellness
- #2 Youth Sports Leagues
- #3 Nature / Environmental Programs
- #4 Health and Nutrition Programs
- #5 Adult Programs 50+
- #6 Special Events
- #7 Walking Clubs
- #8 Youth Fitness and Wellness
- #9 Programs for Disabled People
- #10 After School Programs



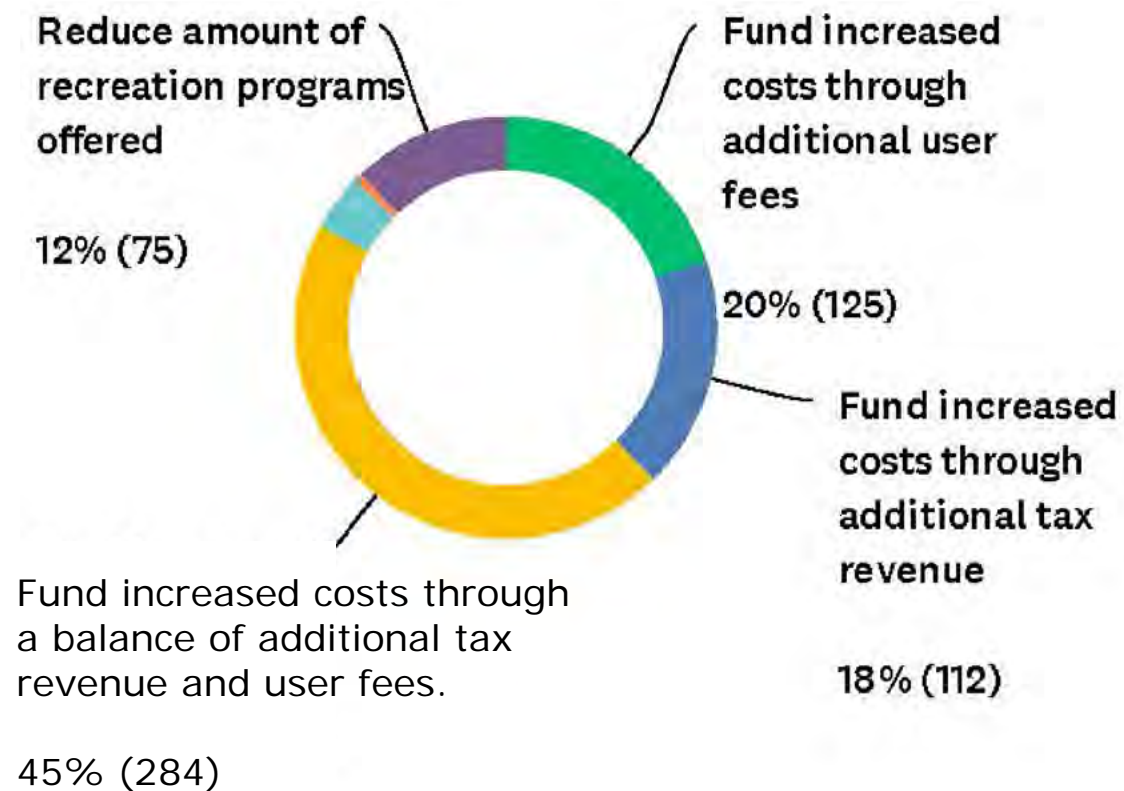
Results:

Top Priority Most Important Facilities by overall points:

- #1 Maintain Existing Facilities
- #2 Park Security & Safety
- #3 New Walking Trails & Connections
- #4 Fix up / Repair Existing Facilities
- #5 Outdoor Festival / Concert Venue
- #6 Upgrade Neighborhood Parks
- #7 Increased Connections to Greenway
- #8 Support Organized Events at Athletic Facilities
- #9 Upgrade Neighborhood Parks
- #10 Purchase Land for Future Green Space and Parks

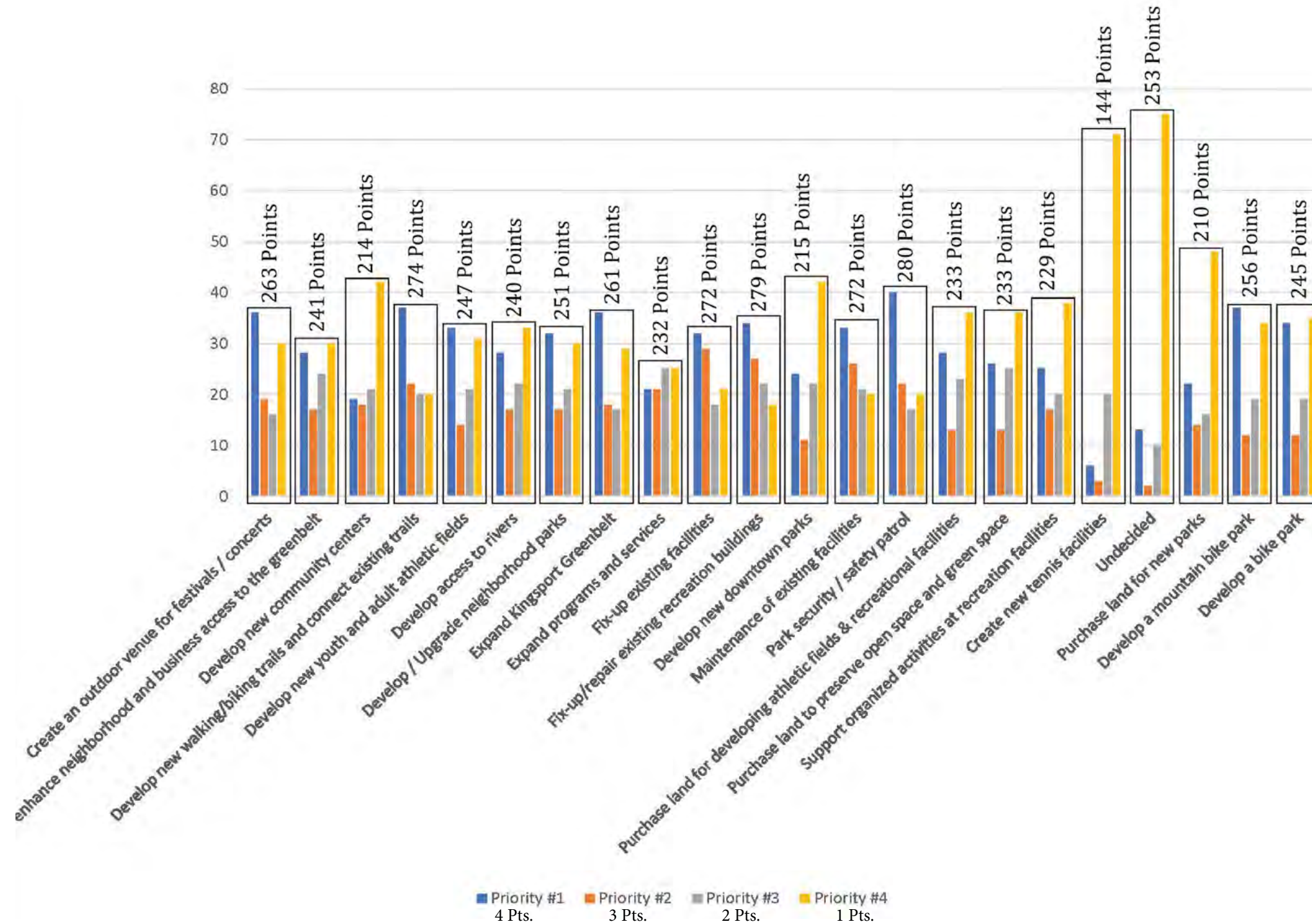


The majority of funding for the Division of Parks and Recreation comes from the General Fund. The costs to operate and maintain the facilities continue to rise. Knowing this, which ONE of the following options would you most favor to fund operating parks and recreation facilities if funding levels were not sufficient?





Which FOUR of the ACTIONS in are you willing to fund with your City Tax



Top 10 Things to Spend Tax \$

- #1 Park Security / Safety Patrol (280)
- #2 Fix Up/Repair Existing Buildings (279)
- #3 New Walking / Biking Trails (274)
- #4 & #5 Maintaining / Fix Existing Buildings (272)
- #6 Create Outdoor Venue for Festivals / Concerts (263)
- #7 Expand Greenbelt (261)
- #8 Develop a Mountain Bike Park (256)
- #9 Upgrade Neighborhood Parks (251)
- #10 Develop New Athletic Fields (247)



Results: Top 6 Facilities

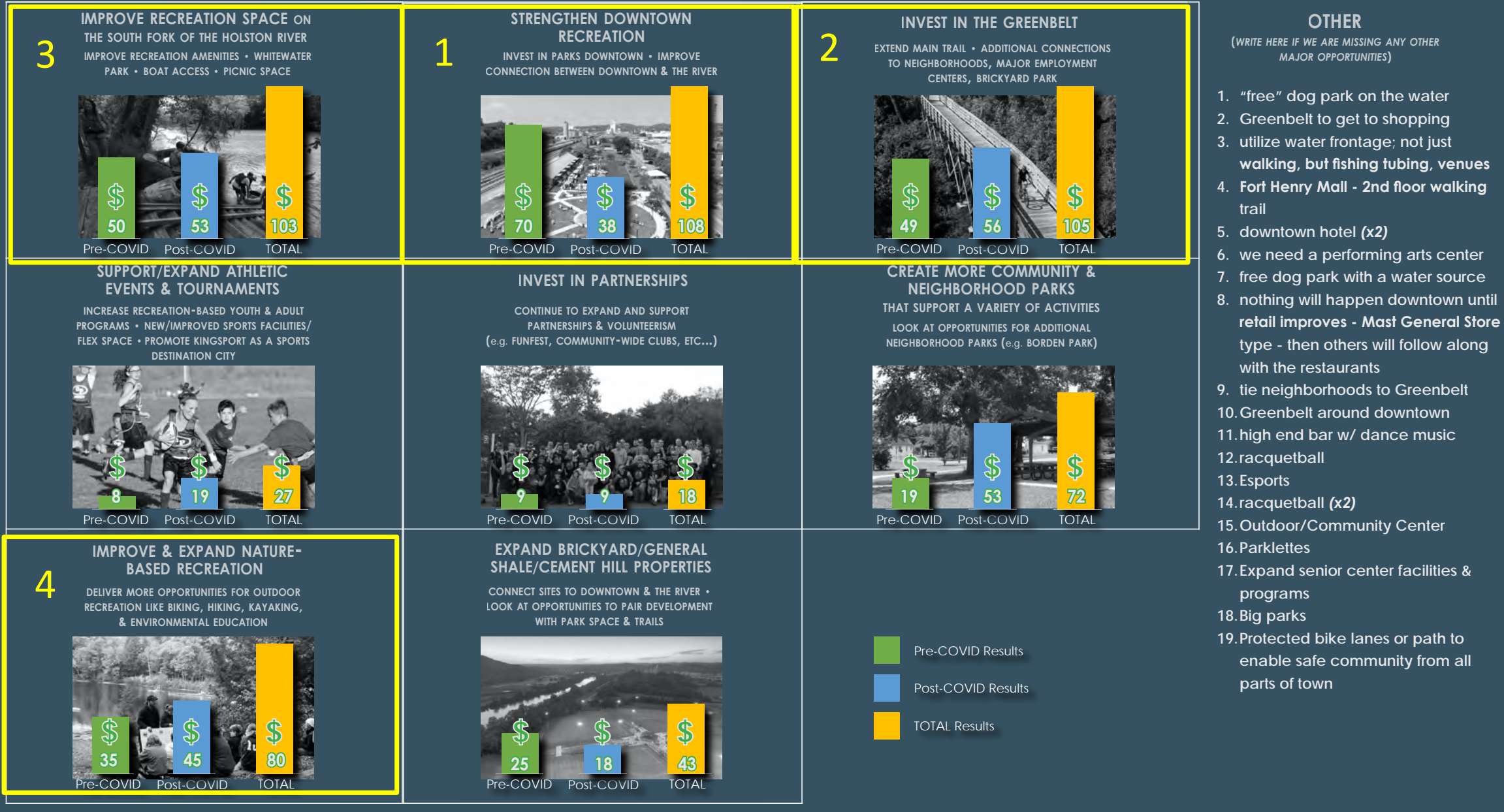
- #1 Greenways (104 Votes)
- #2 Hiking Trails (101 Votes)
- #3 Music / Movies in the Park (82 Votes)
- #4 Canoe & Kayaking (77 Votes)
- #5 Pocket Parks and Social Spaces (68 Votes)
- #6 Wildlife Viewing (65 Votes)





HELP US PRIORITIZE OPPORTUNITIES!

*Please take and place **five (5)** stickers to "spend" on programs and/or facilities. Let us know how you would invest city funding by placing your stickers in the boxes below. You can place more than one sticker in a box.



Results: Top 4 Facilities

- #1 Strengthen Downtown Recreation (108 Votes)
- #2 Invest in the Greenbelt (101 Votes)
- #3 Improve Recreation Space on the Holston River (82 Votes)
- #4 Improve and Expand Nature Based Recreation (80 Votes)

OTHER

(WRITE HERE IF WE ARE MISSING ANY OTHER MAJOR OPPORTUNITIES)

1. "free" dog park on the water
2. Greenbelt to get to shopping
3. utilize water frontage; not just walking, but fishing tubing, venues
4. Fort Henry Mall - 2nd floor walking trail
5. downtown hotel (x2)
6. we need a performing arts center
7. free dog park with a water source
8. nothing will happen downtown until retail improves - Mast General Store type - then others will follow along with the restaurants
9. tie neighborhoods to Greenbelt
10. Greenbelt around downtown
11. high end bar w/ dance music
12. racquetball
13. Esports
14. racquetball (x2)
15. Outdoor/Community Center
16. Parkettes
17. Expand senior center facilities & programs
18. Big parks
19. Protected bike lanes or path to enable safe community from all parts of town



Adapting to Recent Changes in Lifestyle:

Because of the COVID-19 pandemic, it has been necessary to adhere to "the new normal," which requires less public gathering and more social distancing. Surveys were given to the public to assess how these lifestyle changes have impacted their park use. The results indicate that Kingsport residents feel safe in their parks, which means they would like to see more investment in the parks and recreation system. Based on the survey it is clear that impacts from COVID-19 have strengthened the need and desire for an improved parks and recreational facilities.

Results: Takeaways

- Increased appreciation for outdoor activities
- Desire to invest in parks and recreation
- Limited desire for virtual events

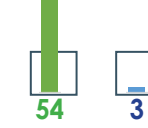
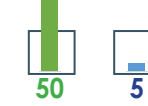
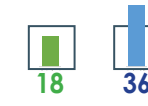
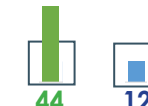
HOW HAS COVID-19 AFFECTED YOUR RECENT USE OF PARK & RECREATION FACILITIES AND PROGRAMS?

Since COVID-19 closings:

1. My use and appreciation for outdoor recreations facilities and the greenway has increased.
2. My desire for virtual and digital recreational opportunities and programs has increased.
3. I have felt safe in the park systems and have been able to keep an appropriate distance and interaction level to remain healthy.
4. I would like to see more investment in the parks and recreation facilities and programs in Kingsport because they help build resilient communities and help me face some of the challenges we have experienced due to COVID-19.

Do you agree?

Yes No



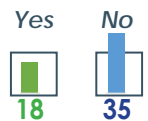
5. Which facilities that haven't been available or that have been limited for use have you missed the most? (example: our community centers, gyms, rental spaces, etc. have been closed and/or now have limited usage)

- | | | |
|------------------------------------|--|-----------------------------------|
| 1. Gyms (x3) | 11. Senior Center | 19. Senior Center |
| 2. Aquatic Center (x3) | 12. Playgrounds | 20. Put Basketball goals back up! |
| 3. Community Centers (x2) | 13. Tennis Courts - there should be more available | 21. Lynn View Center |
| 4. Baseball, Pools | 14. Activities at the facilities | 22. Splash Pads |
| 5. Movies - we need outdoor movies | 15. Renaissance Center | 23. Some parks due to crowd size |
| 6. Lynn View Rec Center | 16. Kids' playground | 24. Allandale Mansion |
| 7. Same thing | 17. Senior Center, Day care, Boys & Girls Club | 25. Community Picnics |
| 8. Pools for Kids | 18. Greenbelt | 26. Sports for Youth & Camps |
| 9. Swimming Pools Closed | | |
| 10. YMCA | | |

6. Which programs that haven't been offered during the closings have you missed the most? (example: youth sports, summer camps, classes, adult sports, summer concerts at Allandale, FunFest, etc. were cancelled this year)

- | | | |
|-------------------------------------|--------------------------------|-------------------------------|
| 1. FunFest (x17) | 5. Classes (x4) | 10. Adult Sports |
| 2. Outdoor/Allandale Concerts (x12) | 6. All | 11. Aquatic Center |
| 3. Youth Sports/Activities (x5) | 7. Kingsport Soccer League | 12. Bays Mountain Planetarium |
| 4. Summer Camps (x4) | 8. Local Horseback Riding | 13. Splash Pads |
| | 9. Need more pickleball courts | |

7. Have you gone elsewhere (outside the City of Kingsport) for parks & recreation services due to not being able to receive them in Kingsport? If Yes, Which out-of-town facilities were you willing to travel to?



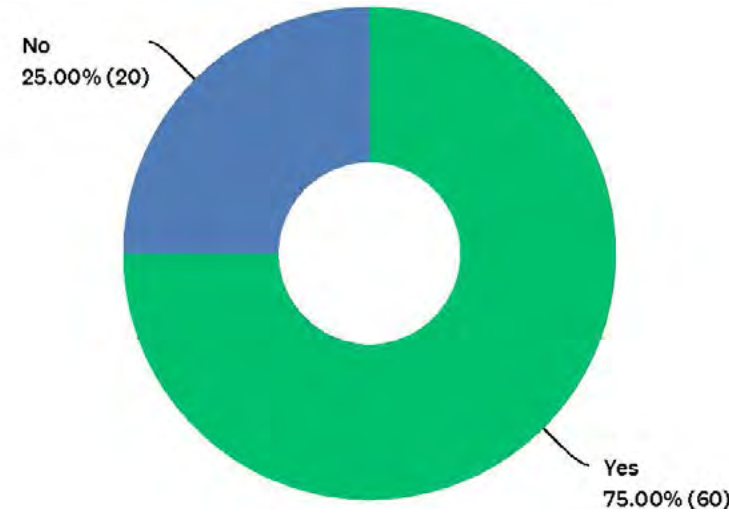
- | | | |
|------------------------------|--------------------|-------------------------------------|
| 1. Gatlinburg / Camping (x2) | 6. Scott County VA | 11. Hiking on the Appalachian Trail |
| 2. Johnson City TN (x2) | 7. Dandridge TN | 12. Greenville, SC |
| 3. Warrior's Park | 8. Roan Mountain | 13. Bristol TN |
| 4. Abingdon Creeper Trail | 9. Marion, NC | 14. Jonesborough TN |
| 5. Blue Ridge Parkway | 10. State Parks | |



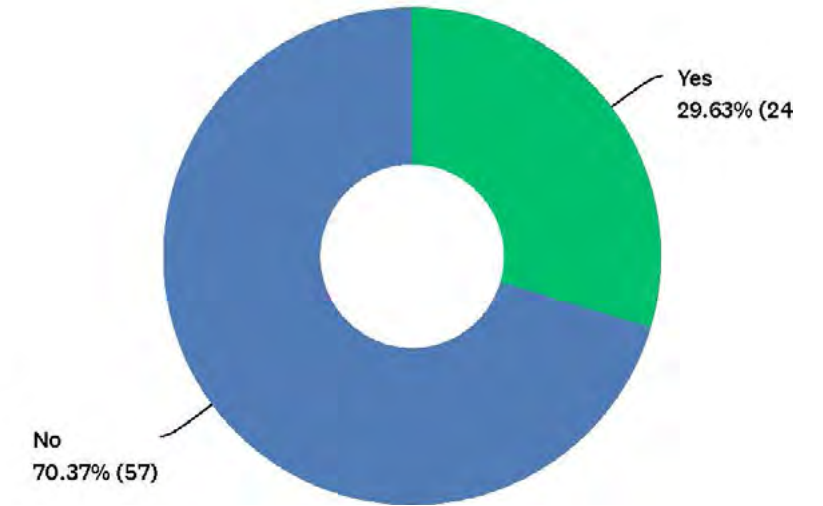
Additional Online Survey Results:

Another survey was given toward the end of 2020, much later in to the pandemic. The takeaways are the same, but the margins are even larger. This further emphasizes the desire for investment in parks and recreation facilities due to an increase in appreciation for outdoor recreation space. Additionally, the desire for more virtual events is still low, meaning the ability to enjoy parks and recreation related amenities and outdoor activities is highly valued by the residents of Kingsport.

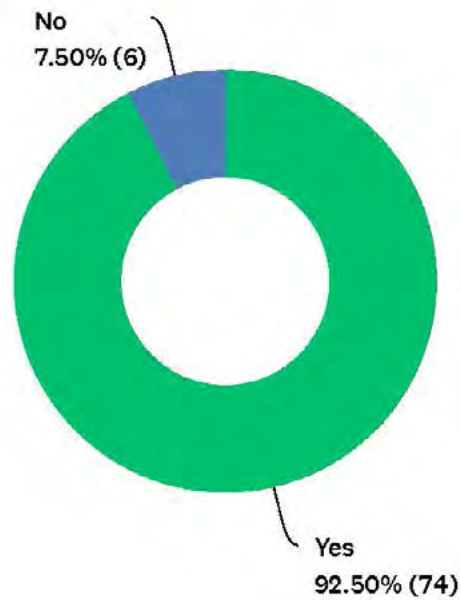
My use and appreciation for outdoor recreation facilities and the greenway has increased.



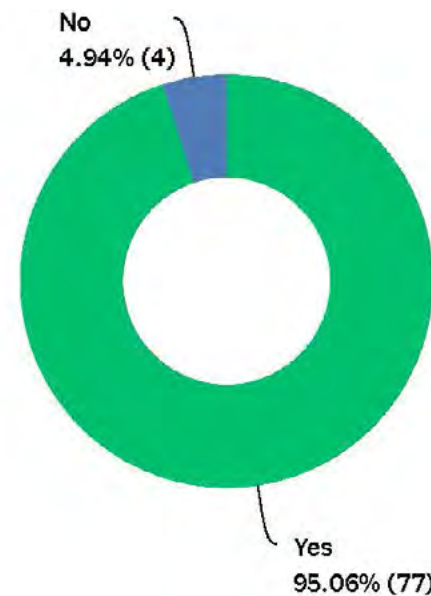
My desire for virtual and digital recreational opportunities and programs has increased.



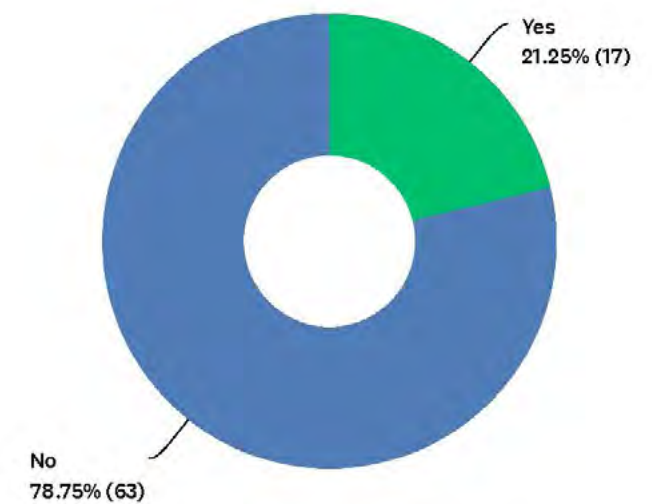
I have felt safe in the park systems and have been able to keep an appropriate distance and interaction level to remain healthy.



I would like to see more investment in the parks and recreation facilities and programs in Kingsport because they help build resilient communities and help me face some of the challenges we have experienced due to COVID-19.



Have you gone elsewhere (outside the City of Kingsport) for parks & recreation services due to not being able to receive them in Kingsport?





As part of the master plan process a general Operations Review for Kingsport’s Department of Parks and Recreation was conducted. The operations review examined such factors as staffing levels, overall budget, contracting, equipment, work order systems, and inspection processes. Kingsport was benchmarked against comparable cities on certain operational factors, particularly relating to staffing levels. Information used in this analysis was generated from interviews and data collected from City of Kingsport staff, the City of Kingsport Budget, comparable cities, and data from the National Parks and Recreation Association (NPRA).

Overview & Structure:

The Kingsport Parks and Recreation (P&R) Department manages 31 parks and facilities with approximately 315 acres throughout the city. P&R oversees athletic programs and manages Allandale Mansion, Civic Auditorium, recreation centers, dog park, skate park, community programs, and a splash pad. Some of the notable P&R facilities include the following:

- Boatyard-Riverfront Park (26.8 acres on the Holston River)
- Centennial Park (0.76 acres newly dedicated downtown public space)
- Carousel Park (0.5 acres with historic carousel)
- Brickyard Park (43.82-acre community park with athletic facilities)
- Borden Park (17.65-acre-neighborhood park with arboretum)
- Allandale Mansion (Event space on 25.11 acres)
- Civic Auditorium (Multi-use space for meetings, events and indoor tennis)
- Lynn View Community Center (Multi-purpose center, 14.40 acres with outdoor fields)
- Kingsport Greenbelt (Popular approx. 10 mile multi-use trail)
- Domtar Park (51.61-acre park with athletic fields and facilities)
- V.O. Dobbins, Sr. Complex
- Riverview Splashpad
- Brickyard Park, Miracle field
- Riverbend Park (24.10ac)
- Eastman Park at Horse Creek (35.81ac)
- Scott Adams Skatepark (0.23ac)

Kingsport Parks and Recreation functions as a subsidiary department within the City’s Leisure Services Administration. As such, Parks and Recreation does not have full control over all parks and related functions in the City. Leisure Services includes other parks and facilities that are managed separately from the Parks and Recreation Department. Among these are the city’s Aquatic Center, Senior Citizens centers and programs, and Bays Mountain Park & Planetarium (which includes the City’s Ropes Course, a 44-acre lake, and nature center). Bays Mountain, with 3,500 acres, is among the largest City-owned parks in Tennessee.

In addition, several “leisure-type” functions like the City’s historic Carousel and the Farmers Market, and Kingsport Renaissance Center operate under the Cultural Arts Department. The City-owned

Cattails at Meadow View Golf Course, which is located as part of the Meadow View Conference and Convention Center, is managed and operated by Marriott Golf. Maintenance of facilities is also separated under different departments, “Parks Maintenance,” and Grounds Maintenance and Landscaping, are not all operating under Parks and Recreation but under the Streets and Sanitation Administration (which falls under the Department of Public Works, itself under the Deputy City Manager). Thus, some roles are not clearly defined. This can lead to confusion and inefficiency in roles.

Some of the facilities and programs that are managed separately used to be under the Parks and Recreation operations and programming umbrella. Specifically the Renaissance Center, Aquatics and Cultural Arts Facilities and programs.

Below is a sample of parks & open space, recreation, and leisure-based activities or facilities that are managed by entities other than the City’s Department of Parks and Recreation:

- | | |
|---------------------------------------|--|
| • Cattails at Meadow View Golf Course | • Special Events |
| • Bays Mountain Park & Planetarium | • Marriott Golf (operator) |
| • Ropes Course | • Bays Mountain Park |
| • Hunter Wright Stadium | • Cultural Arts |
| • Senior Centers & Programs | • Streets & Sanitation (City of Kingsport) |
| • Carousel | • Kingsport Library |
| • Farmers Market | |
| • Kingsport Aquatic Center | |
| • Parks Maintenance | |
| • Landscaping & Grounds Maintenance | |
| • Steadman Cemetery | |
| • Gym, Wellness Programs | |
| • Kingsport Renaissance Center | |

Parks and Recreation receives input from advisory committees including Greenbelt Advisory Committee, Parks and Recreation Advisory Committee, Athletic Advisory Committee, Allandale Advisory Council, Friends of Allandale, Lynn View Advisory Committee, and healthy Kingsport department staff serve as city representatives on the funfest executive board, Veterans Advisory Committee, and The Dog Park Committee, among others.

The department is disaggregated into several divisions for budgeting purposes: Administration, Recreation Centers, Athletics, Allandale, Splash Pad, Lynn View Community Center, Civic Auditorium and Parks and Recreation Maintenance (not to be confused with Parks Maintenance, which is housed in Streets and Sanitation). Most of these divisions function with its own staff compliment.



Overall Budget:

The Parks and Recreation Department has an FY2020 Approved Budget of about \$2.3 million, representing an increase of about 5.8% from the previous fiscal year and 22.5% from 2017 (actual). Because of the structural divisions that comprise Parks and Recreation, total funding for the department is not readily apparent from budget documents. Total parks and recreation funding, including Bays Mountain and other facilities, is also not easy to find without some time spent adding individual funds within the City’s budget. In communicating the role of parks, recreation and other leisure activities as a priority for City budgeting, there may be a need to aggregate some of the divisional data and create summaries within budget documents.

Staffing:

The Kingsport Parks and Recreation Department has a total staff compliment of 18 full-time equivalent (FTE). The department had 41 staff members through FY2018, but that number included 24 part-time playground attendants who have since been moved from City staff into contract positions. Current staffing levels are disaggregated by division as follows:

- Administration (including Civic Auditorium) 3 (FT) 1 (PT)
- Allandale Mansion 2
- Athletics 3
- Recreation Centers 3
- Parks & Recreation Maintenance 6

Parks and Recreation is also supported by staff situated in the Department of Streets and Sanitation, which provide landscaping, cleaning, and related services. The landscaping crew has a total of 10 (8.5 effective) staff engaged in cleaning, mowing, and landscaping the city’s parks and recreation facilities as well the Greenbelt, tree beds and landscaped areas in downtown Kingsport and other areas. This crew maintains 4.38 acres of beds within the City’s parks.

As noted above, there are other parks and leisure-related facilities in Kingsport that are not operated by the Department of Parks and Recreation. Bays Mountain Park & Planetarium currently has 14 staff and operates like Parks and Recreation as a subsidiary of Leisure Services. Bays Mountain is also supported by private and foundation funding leveraged through the Bays Mountain Commission.

Contract Services:

Kingsport spends about \$927,000 on contract services and labor for parks and recreation. This amount accounts for about 40% of the P&R budget. By comparison, Harrisonburg spends about 9.7% of its P&R budget on contractors. Decatur only spends about 6.0%, while Rocky Mount spends 15.2% of its P&R budget on contractors. Kingsport no doubt spends substantially more of its budget on contracting due to lower permanent staffing levels in the City’s Parks and Recreation Department.

Where there is a lack of staff, the City must fill gaps in service with temporary contract labor and services. Often, this occurs where there are “stress points” in service delivery, such as when a combination of weather conditions, multiple simultaneous events, and maintenance issues coincide to require temporary labor and short-term contracts in order to meet critical needs. Because Kingsport’s P&R Department has proven to be very efficient at running its programs and providing services, these pressure points may not be obvious to those outside of the department.

The Department of Parks and Recreation (P&R) benefits from its internal relationship with the Department of Streets and Sanitation (S&S), which provides landscaping and other services for parks and recreation facilities throughout the city of Kingsport. S&S supplies mowing, landscaping and other services not only to maintain parks and rec facilities but also downtown green spaces and other landscaped areas not otherwise “owned” by P&R or any other municipal department. The amount of work required for landscaping has increased markedly over the years, with S&S maintaining 108 acres in 15 parks in 2001 and 308 acres in 28 parks today, not including the dedicated downtown spaces, tree beds, litter collection, and other landscaping needs of the city. Meanwhile, S&S landscaping staff dedicated to this purpose has increased by about 40% to a total of 10 (8.5 “effective”) even as park mowing acreage (not including downtown and other city needs) has increased by 185%.

Capital Development & Equipment:

Kingsport Parks and Recreation dedicates a relatively small amount of its budget to capital development. The city doesn't have a dedicated capital improvement plan, the budget is allocated on a year-by-year basis and is decided on by the BMA. NPRA standards suggest that departments allocate an average of 3.0% of their budgets to capital development, which provides a guideline for Kingsport.

There may be some necessary redundancy in equipment supply due to the fact that P&R and S&S maintain some of the same equipment in order to service their respective needs. Much of this equipment is stored separately but within the same facilities. Redundancy has proven to have benefits, particularly when one department’s equipment malfunctions and the other makes its equipment available on a temporary basis. The Fleet Division maintains a depreciation fund that generates money for parks and recreation equipment. While park maintenance adheres to equipment replacement schedules, City priorities have often left park equipment behind in funding cycles.



Inspection & Work Order Systems:

Maintenance and other divisions in the Parks and Recreation Department conduct regular inspections, with park inspections typically conducted once or twice per month using a “checklist” of items to assess. Some facilities like ballfields are inspected daily during the season. Inspections are generally focused on issues of safety (e.g., trip hazards) and cleanliness, but also identify repair and replacement projects. Work orders are based on the results of the inspections. It is not clear where the “checklists” originated, although the division directors appear to have authority to revise the lists as necessary.

Efforts are underway to replace the current “out-dated” work order system, (AS-400) with Cartegraph. The current system requires the use of paper work orders, which are typed and provided for inspections every day. The new system will, among other things, allow for direct data input and duplication of forms without the need for constant re-typing. Data input to Cartegraph should also allow for improved tracking and greater efficiency in maintenance and service delivery. Cartegraph will provide more detailed data on work orders once it is engaged at a future date.

Benchmarking:

Benchmarking helps provide some context for determining whether Kingsport’s Parks and Recreation Department (P&R) is meeting certain standards for operational capacity and efficiency. Benchmarks help highlight areas where the City may be operating differently than comparable cities, which can help explain operational challenges or benefits. There are many variables however that can explain those differences. On their own, benchmarks cannot and should not be used to assess performance.

Kingsport’s Parks and Recreation Department was benchmarked against national averages for its population size cohort, as determined by the National Parks & Recreation Association (NPRRA). Kingsport was also benchmarked against comparable cities that were selected based on several criteria: similar population size (around Kingsport’s 54,000), proximity (part of the Tri Cities market and/or the broader region), and/or part of a similar tri-nodal metro. Based on these factors, the following cities were selected for comparison.

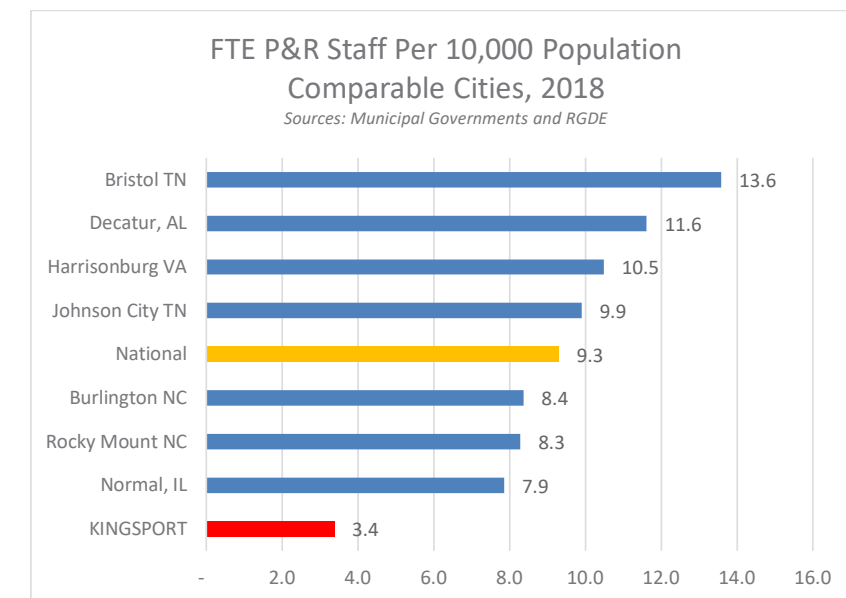
KINGSPORT	54,100 Population
Harrisonburg, VA	54,000
Burlington, NC	53,700
Johnson City, TN	66,800
Decatur, AL	54,300
Normal, IL	54,700
Saginaw, MI	51,500
Bristol, TN	26,900
Rocky Mount, NC	54,200

Johnson City and Bristol form part of the Tri-Cities market with Kingsport. Saginaw, Michigan is a similarly sized city that forms part of the Saginaw-Midland-Bay City area, another “tri-cities” market area that has a similar population profile to the Tri Cities of Tennessee. However, park and recreation services are supplied differently in Michigan, where townships, counties, and independent park districts play a large role. Thus, Saginaw is removed from comparability on certain measures. Decatur, Normal, and several other cities share in common with Kingsport their positions within a larger metropolitan area that includes other cities. Like Kingsport, the cities behave independently and are not considered “suburbs” of other cities within their respective markets.

Every effort was made to ensure comparability by excluding functions from other cities that may not exist in Kingsport’s Parks and Recreation budget. For example, some cities’ P&R departments manage large golf courses, museums, amusement parks, and other facilities which were excluded from the analysis (in terms of budget, staffing, etc) to ensure comparability with Kingsport as possible. Cases where exclusion was not possible are noted accordingly.

Staffing Levels:

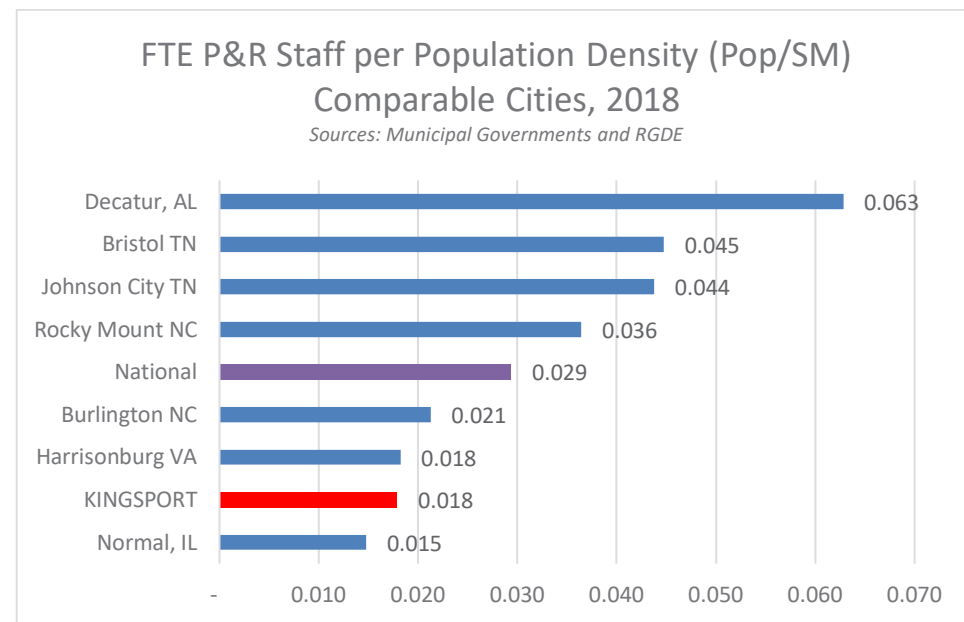
The city’s parks and recreation staff levels were compared with the other cities based on several different measures. First, staffing was compared on a **population** basis, using a ratio of P&R staff per 10,000 population. Based on this comparison, Kingsport had the lowest ratio by far of any of the comparable cities and was also very low compared with national averages.





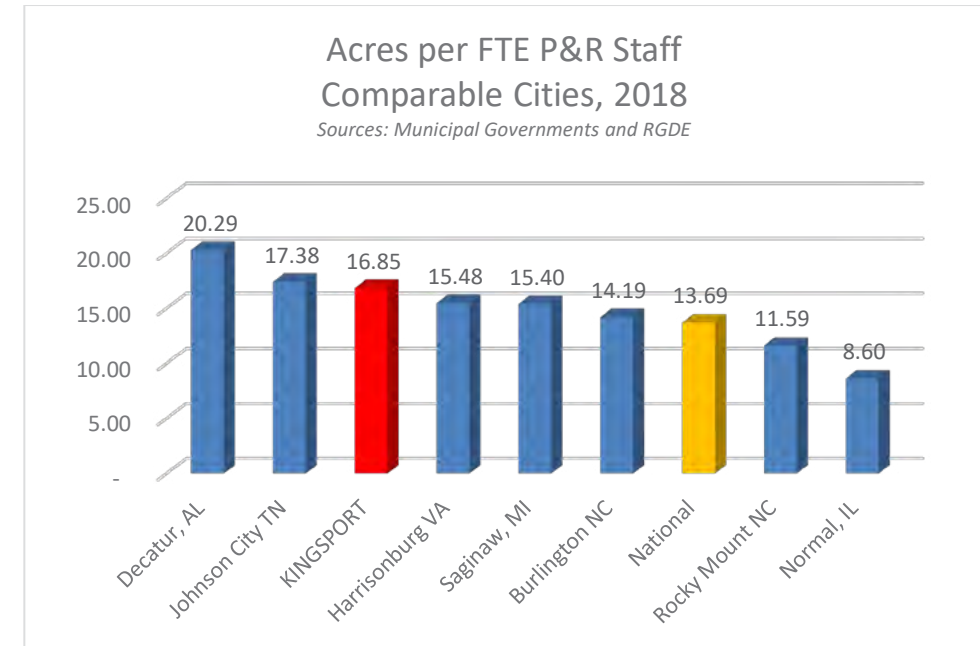
Kingsport has a ratio of 3.4 P&R staff per 10,000 population. Meanwhile, the ratio for comparable cities ranges from 7.9 to 13.6 P&R staff per 10,000. Kingsport's ratio is only about 43% of the next highest, for Normal, Illinois and is only 37% of the national average of 9.3 for cities Kingsport's size. Using a population measure suggests that utilization per staff member – in terms of programming and engagement with park and recreation users - would be very high in Kingsport compared with similar communities.

Staff were also measured against **population density**, meaning the number of staff given the population-per-square-mile within the city. Again, Kingsport is below the national average of 0.029 staff per population per square mile, at 0.018. Only Normal, Illinois has a lower staff-density ratio, at 0.015. Decatur and Johnson City have densities similar to that of Kingsport (1,019 persons per square mile), but both have much higher P&R staffing levels. That being said, density does not seem to correlate closely with staffing among the comparable cities.

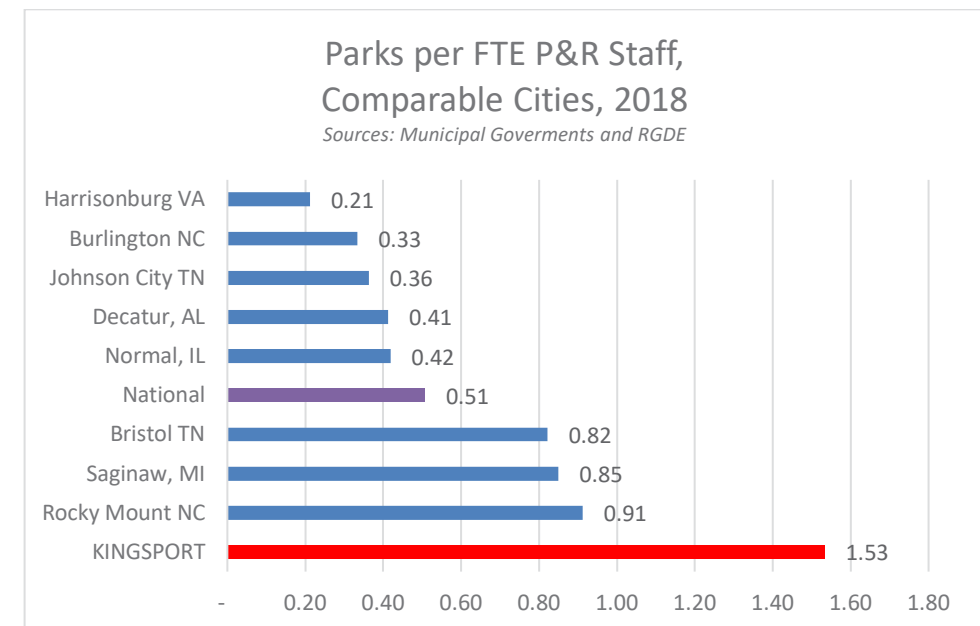


Staffing was also compared on an **acreage** basis, meaning acres of parkland compared with staffing levels. On this measure, Kingsport had among the highest ratios of park land to manage per employee. This is not surprising, given that the City has fewer P&R staff than the other comparable communities.

Kingsport has about 17 park acres per staff, as compared with a national average (for cities of Kingsport's size) of 14 acres per staff. Still, there are cities like Decatur and Johnson City that have even more acres to manage per staff member. However, it should be noted that a large golf course complex was included in Decatur's acreage, skewing its total acreage higher than it would be for just parks.



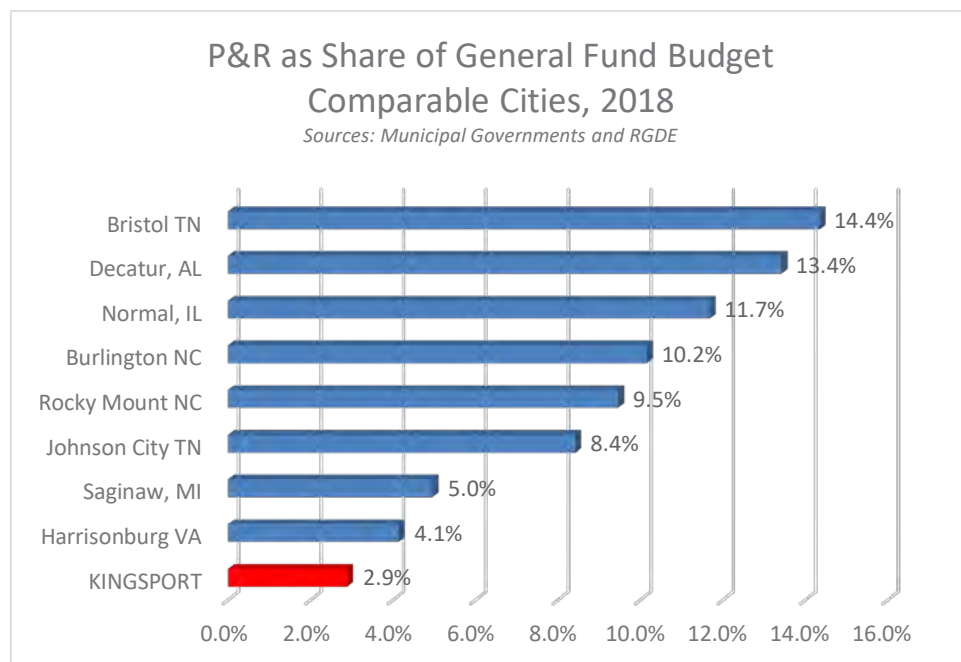
Staffing was further compared based on the **number of parks** and facilities that are managed by P&R staff. In this instance, Kingsport was again an outlier among comparable cities and national averages, with 1.53 parks to manage per staff member. This compares with a national average of 0.51 for cities in the same size cohort as Kingsport. The comparables generally range from 0.21 to 0.91 parks-per-staff. Kingsport's staffing ratio is 68% higher than the next highest number of 0.91 for Rocky Mount, North Carolina.





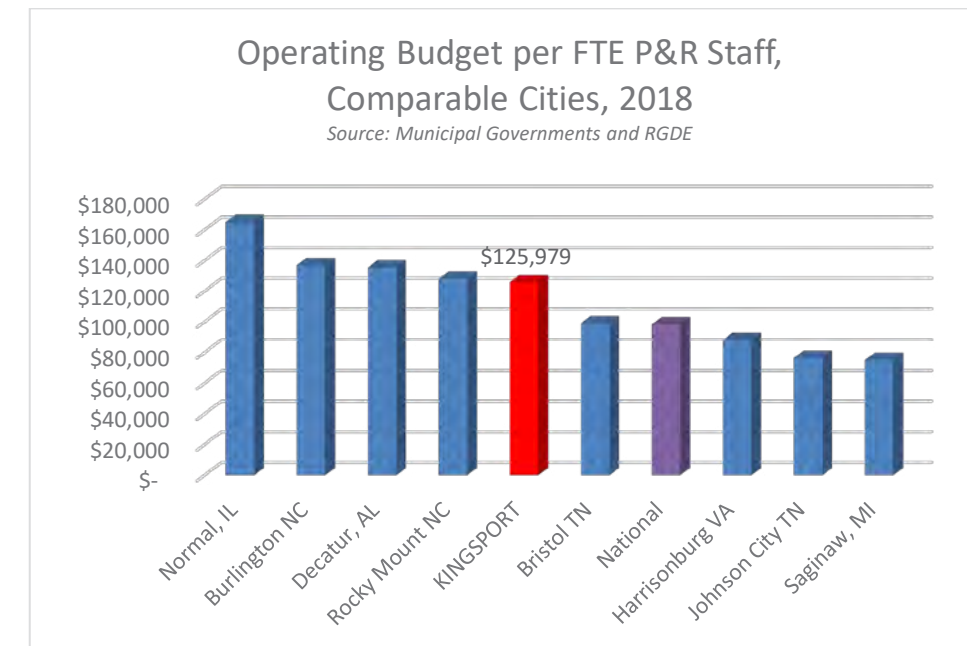
Budget:

Several budget measures were also benchmarked against national averages and/or comparable cities. First, **P&R share** of General Fund expenditures was measured for Kingsport and compared across similar cities. This comparison seems to indicate that Kingsport has by far the smallest share of General Fund budget allocated to parks and recreation, at just **2.9%**. The share in comparable cities ranges from 4.1% in Harrisonburg to 14.4% in Bristol. Johnson City, perhaps the most comparable city nearby, spends 8.4% of its General Fund budget on parks and recreation, or 190% more than Kingsport. To some extent, there are challenges in comparing cities that may have multiple funds that cover P&R and other leisure expenses outside of the P&R department budget. For example, Kingsport funds Bays Mountain separately from Parks & Recreation. Still, every effort was made to ensure comparability.

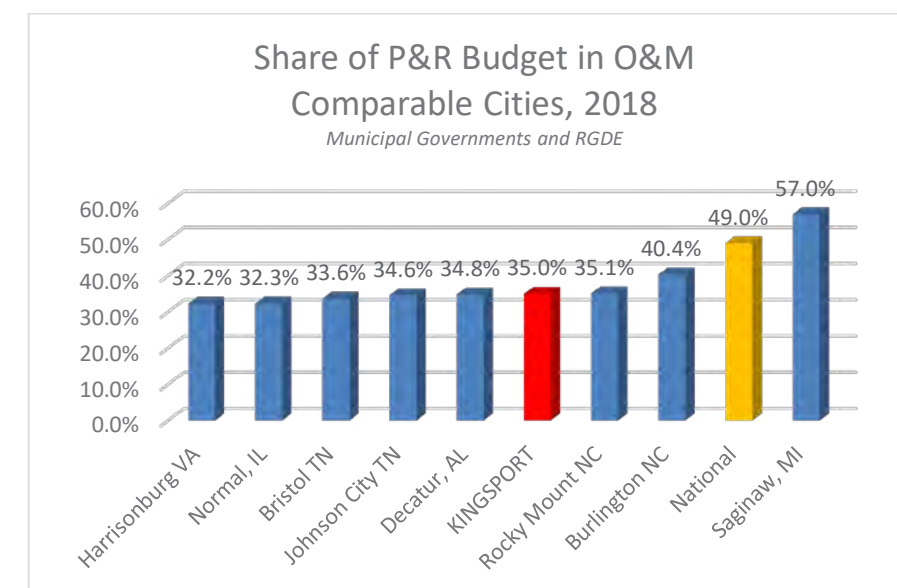


Kingsport's P&R operating budget was compared against other P&R departments. The comparable cities are budgeting \$5,339,000 on average for parks and recreation. Kingsport's budget of approximately \$2,300,000 is just about 43% of the average of the comparable cities.

However, given that Kingsport's staffing levels are so low, the City's P&R budget per employee is about in the middle for comparable cities, at \$126,000 per staff. It should be noted that this number does not represent the compensation per employee. It is the total operating budget (including non-personnel expenses) divided by the number of staff members. The number is higher than the national average, but is still lower than in Normal, Burlington, Decatur, and Rocky Mount.



Finally, the share of P&R budget dedicated to operations and maintenance (O&M, outside of personnel and capital costs) was determined for Kingsport and comparable cities. About 35% of Kingsport's P&R budget is used for O&M. That compares with a much higher national average of 49.0%. However, Kingsport is fairly aligned with its neighbors in the region including Johnson City (34.6%) and Bristol (33.6%). It does suggest that Kingsport and other cities in the region are spending less of their budgets on maintenance, which could lead to challenges with capital infrastructure in the future.





Maintenance fundings needs have been identified to help the City “catch up” on deferred maintenance issues. About \$3.0 million in funding is sought to assist with ADA compliance and other pressing concerns. A gap in funding for Greenbelt upgrading and maintenance has also been identified. Gaps have also been identified in operations funding, with City gyms closed on weekends for example due to lack of funds. As noted earlier, the addition of new facilities seems to generate more work for the City’s landscaping crews but without additional funding attributed to the hours required. Maintenance responsibility has fallen on Parks Maintenance for new playgrounds at Borden Park, extension of the Greenbelt, and maintenance of the new Centennial Park and downtown green space but without a parallel new funding track. City leadership have been working to re-align operations and maintenance funding with actual needs, so there is a recognition that the amount of funding dedicated to maintenance had fallen below standards for capital plant and facilities during periods when the City saw declining revenue streams. However, competition for scarce General Fund dollars continues to constrain efforts at O&M catch-up.



The master plan summarizes findings from a Financial Assessment of Kingsport’s Department of Parks and Recreation. The Financial Assessment evaluated existing and projected future fees, charges, revenue sources, operating and maintenance expenses. Projections were made based on several inputs including a needs assessment, program & facility requirements, and utilization forecasts, along with maintenance and replacement schedules

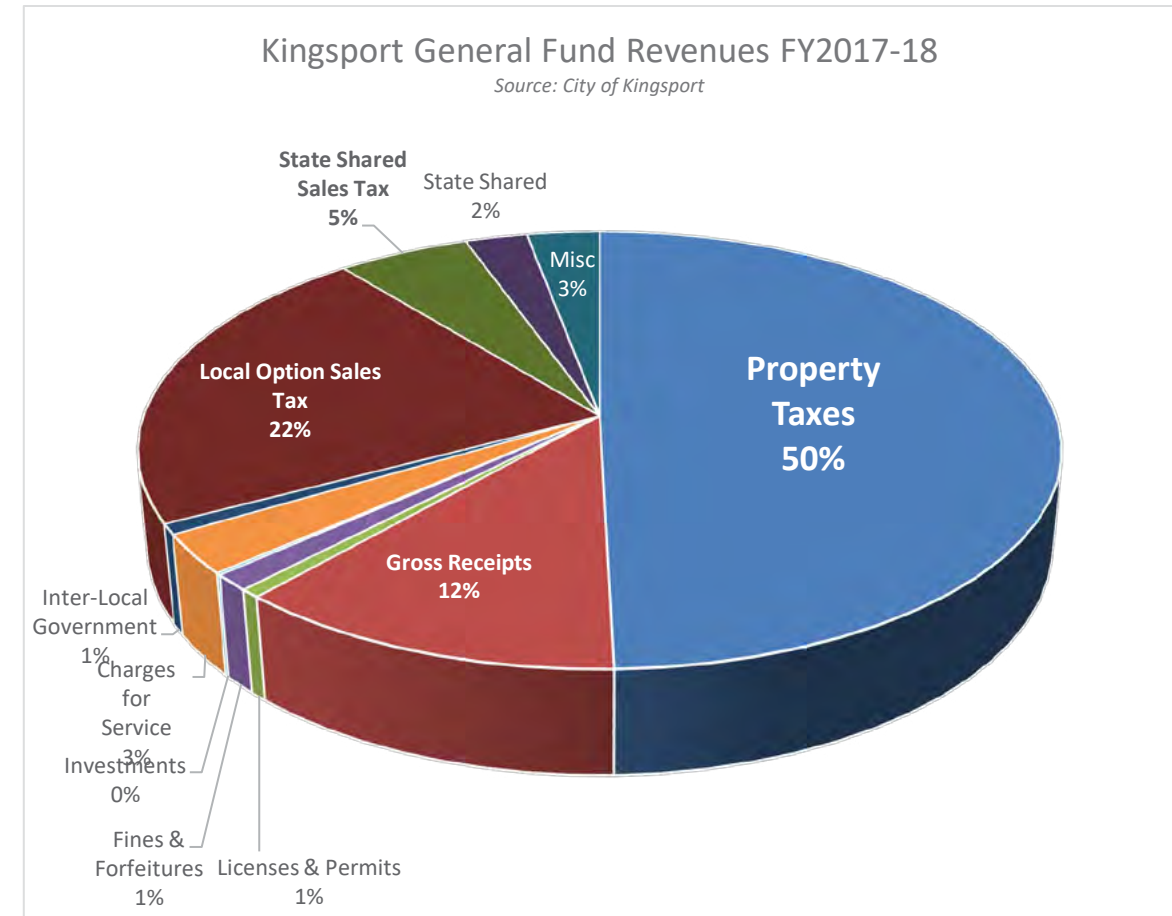
Existing Revenue Sources:

An analysis was conducted of existing revenue sources for Parks & Recreation. The department generates some of its own internal funding, through user charges, fees, rentals and contributory income; but the department is mostly dependent on distributions from the City’s General Fund.

General Fund Budget

Kingsport Parks & Recreation derives a large portion of its operating funding from the City’s General Fund revenues, which are distributed to the various departments and agencies. Kingsport generates funding from a relatively diverse set of revenue sources, although property taxes account for 50% of the City’s overall revenues (based on actual revenue numbers for FY2017-18). Property taxes are a relatively stable, reliable, and progressive source of funding. The City derives another 27% of General Fund revenue from retail sales taxes, including those funds generated through the Local Option Sales Tax as well as those returned to the City through revenue sharing from the State Sales Tax. Sales tax revenues fluctuate based in part on economic cycles and local governments are apt to compete for such funds based on land use policies that favor commercial development.

Kingsport also derives about 12% of its General Fund revenue from gross receipts taxes, which yield revenues from gross business income. While relatively stable, such taxes add a burden to businesses that are already required to pay sales (local and state) and corporate income (state) taxes. Such multiple layers of taxation can reduce a city’s competitiveness for attracting and retaining business.



The City generates substantially less income from charges for service, state revenue sharing (other than sales taxes), fines & forfeitures, and licenses & permits. These revenue streams together contribute about 10% to the City’s General Fund budget. Based on available data, Kingsport Parks & Recreation generated about **74.2%** of its FY2018 operating budget from General Fund sources, while **25.8%** was self-generated from user charges, fees, rentals, and contributory income as discussed later in this section.

Revenue Source Benchmarks & Lack of Dedicated Funding. The share of Kingsport Parks & Recreation revenue generated through General Fund budgeting is significantly higher than average, based on surveys conducted in 2019 by the National Parks & Recreation Association (NPRA). The NPRA found that departments typically generate about 59% through General Fund revenues, rather than the 74% on which Parks & Recreation depends in Kingsport.



The issue is not with Kingsport Parks & Recreation generating its own internal revenues. Kingsport P&R's self-generated revenue is consistent with national averages as determined through NPRA surveys. The NPRA found that parks and rec departments nationwide generated an average of about 25% of their income from "earned & generated" revenue sources, plus another 2% from grants and 1% from sponsorships, for a total of **28%** from these "self-generated" sources. Kingsport's Parks & Rec Department generated 19% of its FY2018 revenues internally through a combination of user charges, fees, and rentals; plus another 7% from contributory income, in-kind services, and grants; for a total of **26%** from self-generated sources.

According to NPRA, parks & recreation departments yield an average \$20.11 per capita in self-generated funding. Kingsport generates \$11.19 per capita in such funding or about 56% of the average, but since Kingsport's Park & Recreation staffing levels are only 30% of the national average, the budget requirements are much lower than they normally would be.

Where Kingsport diverges from national norms is in the receipt of "**dedicated**" funding from tax levies and other fiscal sources outside of the City's General Fund. Nationally, parks and recreation departments generate about 8 to 10% of their funding from dedicated levies and tax funds. Such dedicated funding does not exist in Kingsport for Parks & Recreation. While Tennessee municipalities do not have authority to establish independent park taxing authorities, they do collect dedicated fees to support park maintenance and development. For example, the City of Franklin imposes a Parkland Impact Fee levied against new development to contribute its "fair share" of the cost of providing park improvements and services (Franklin Municipal Code Title 25(14)).

Self-Generated Funds (User Charges, Fees, Rentals, & Contributory Income)

The department also benefits from in-kind services (on which it places a monetary value) as well as from contributions. Some of this self-generated revenue is transferred back into the City's General Fund, while some is spent internally by the department for the provision of parks and recreation services. The department retains the value of in-kind services as well as contributory income directed to its own internal budget.

The City of Kingsport generated a total of about \$2,383,000 in FY2017-18 and budgeted \$2,590,000 in FY2018-19 from charges for service, including parks and recreation fees. Much of this fee revenue is generated by Leisure Services and other entities outside of the Department of Parks and Recreation (DPR). For example, Bays Mountain generated nearly \$200,000 from fees in FY2017-18. Engineering Services generated \$694,000 from fees that year. It should be noted that engineering fees are charged to all departments for city projects to a portion of these fees reflects internal budget money and not actual department revenue.

The Parks and Recreation department has relied on a significant amount of funding from grants and donations in recent years. Examples of this include Veterans Memorial Park, Gold Star Memorial, and the Miracle Field at Brickyard Park. The Greenbelt has been primarily funded by grants and donations. Recent upgrades at Borden Park, Lynn View Center, and Preston Forest Park were primarily funded through grants.

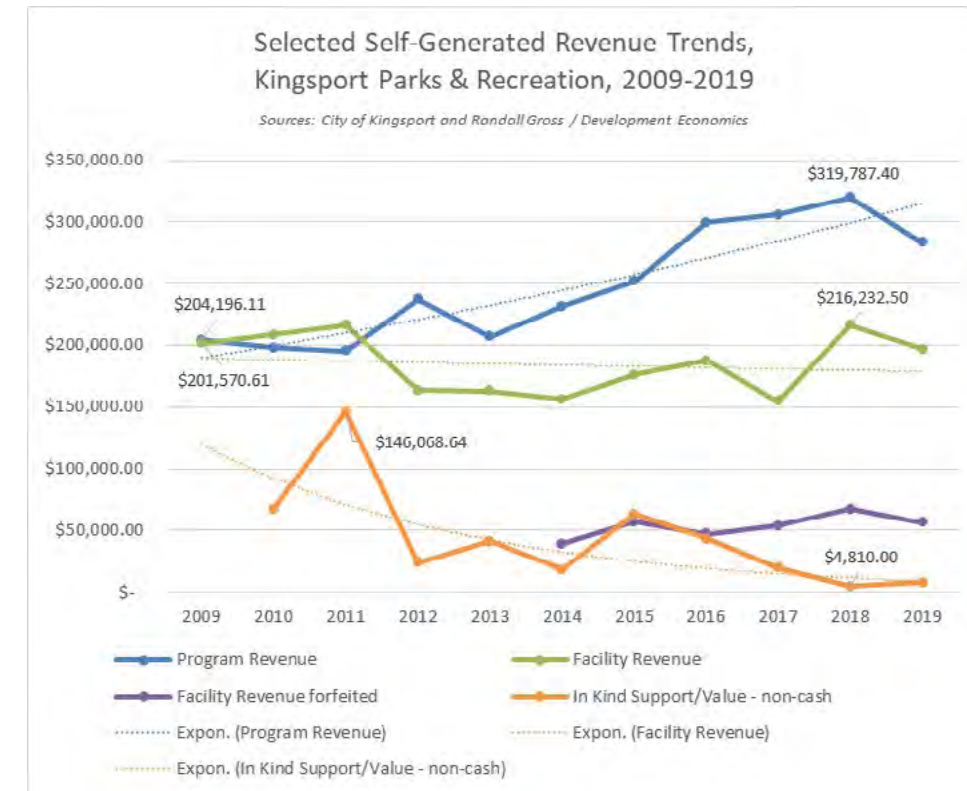
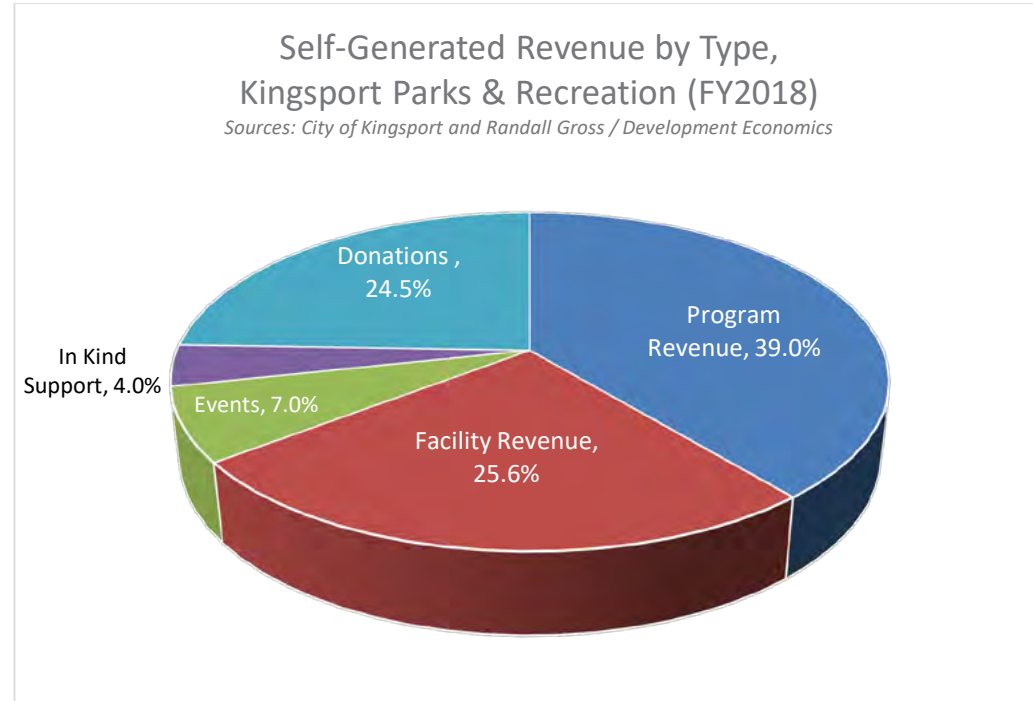
DPR entities generated at least some of the following (FY2017-18 Actual; 2018-19 Budgeted):

Name	FY2017-18 Actual	FY2018-19 Budget
• Civic Auditorium	\$ 43,000	\$ 45,000
• Allandale	\$104,000	\$ 96,000
• Other Recreation	\$504,000	\$553,000
TOTAL	\$651,000	\$694,000

A more detailed analysis of revenues generated internally by Parks and Recreation includes program user fees, concessions, rentals, funds forfeited, in-kind support, and contributions (Actual for FY2017-18 and for FY2018-19):

Revenue Source	FY2017-18	FY2018-19
• Athletic Programs & Concessions	\$319,800	\$283,400
• Funds Forfeited	\$5,800	\$7,100
• Facility Rentals	\$216,200	\$197,300
• Event Fees	\$67,100	\$56,200
• In-Kind Support (Cash Value)	\$4,800	\$7,800
• Donations	\$801,500	\$58,400
TOTAL	\$1,415,200	\$610,200

In general, program revenues (dominated by concessions income) has comprised nearly 40% of all self-generated fund for Kingsport Parks & Recreation over the period from 2014 through 2019. Facility revenues including building and equipment rentals accounted for approximately 26%, while donations generated 25% of Parks & Recreation's self-generated revenues.



The department has received grant income primarily for capital expenses from State and Federal Government (TRPA, LRP, TDOH, ISTE, RTP, ARC, TN Arts Commission, etc.) as well as from area foundations like the Eastman Foundation, Palmer Foundation, and Kingsport Foundation and associations like the Tennessee Ornithological Society. Income generated by events like the USA Summer Slam, USSSA Hardball Invitational, June Jam, Double Play Challenge, and East Tennessee Championships (as well as the USA Summer Slam and June Jam) accounted for about 7% of such funds. Finally, voluntary and in-kind support has been monetized, accounting for nearly 4% of self-generated funding for the department. Revenues generated from these activities are summarized above.

Trends. Further analysis of self-generated revenues was conducted; and several key trends appear to have emerged over the past ten years. Program revenues (income generated through athletic fees and concessions) appears to have been increasing consistently over time. Program revenues totaled just over \$200,000 in 2009 but increased to about \$320,000 by 2018 before falling back slightly in 2019. These revenues fluctuate slightly but are generally rising at a consistent rate of about 5.7% per year (which exceeds the rate of inflation).

By comparison, facility revenues, generated primarily through rentals and reservations, have remained relatively flat over time. Rental income was \$201,500 in 2009 and \$197,300 by 2019. Rentals appear to have been stagnant during the period from 2011 to 2017, but they increased rather dramatically to \$216,000 in 2018 before falling back again in 2019.

In-kind support has fallen even more steeply over time, from a peak of about \$146,000 (in monetary value) in 2011 to a nadir of \$4,800 in 2018. Even after considering that 2011 was an exceptional year, in-kind support has remained relatively stagnant over time and has slipped annually since 2015. Contributory income has fluctuated wildly since such income relates to individual contributions, estates, and campaigns, which will vary from year to year. Income from contributions exceeded \$800,000 in 2018 but fell back to just \$58,400 in 2019, illustrating the wild fluctuations that can occur. On average, contributory income has supplied about \$186,000 per year to Parks & Recreation, making it the second-largest source of self-generated funds for the department. Key trends are summarized above, although contributory income is excluded because of its wild fluctuations.

Fee Structures. Existing fee structures and user charges were examined in more detail to assess them in the context of competitive and comparable facilities; and in terms of ability to pay and cost recovery.



Competitive Rates. Kingsport Parks & Recreation fees and rates were compared against several communities in the region to assess them in relation to regional norms. For the purposes of this analysis, rates and fees were compared with those in Bristol, Johnson City, Greeneville, Morristown, and Harrisonburg (VA). In general, Kingsport rates were found to be consistent with those in other cities in the surrounding region. These cities have a surprisingly diverse set of programs and facilities, so it would be difficult to make an item-by-item comparison. For example, aside from the basic softball, basketball, and volleyball programs, athletic and fitness programs around the region also offer a diverse array of other activities including T-ball, machine pitch softball, archery, disc golf, kickball, dodgeball, golf clinics, yoga, cardio dance, and others that may only be available in one of the aforementioned cities.

Comparisons were made where three or more parks and rec departments offered the same or similar program. For example, most of the communities offer adult softball leagues. Kingsport charges a \$350 team registration fee, which is identical to the average fee charged by the six cities included in this analysis. Kingsport's youth baseball registration fees were also similar to the others. Five of the cities offer youth basketball leagues. Kingsport charges a \$20 registration fee per player, while the average charged among the five cities is closer to \$30 (Bristol, for example, charges a \$40 registration fee). However, Kingsport also charges the players an extra \$20 for the purchase of jerseys.

All six cities charge rental fees for picnic shelters. Kingsport's \$10 per hour fee is generally consistent with the regional average of \$9.13 per hour for the six cities. Since some cities charge half- or full-day rates (rather than hourly), those rates were disaggregated on an hourly basis for comparison purposes. The half-day or full-day rates probably provide some marginal savings to the renter which translates into a lower hourly rate (but also penalizes users who only need the shelter for less than the time charged). In terms of other rental fees, Kingsport's \$25 community center room rental rate (per hour) is consistent with the regional average of \$23.75 but Kingsport is slightly high on gym rentals, at \$35 per hour (versus the regional average of \$28.33). Again, there is variation in how the rates are applied. Some cities like Bristol charge differentiated rates for weekdays versus weekends. Greeneville has a full weekend rate.

Classes and other programs vary significantly between cities. Harrisonburg Parks & Recreation offers adult classes in wheel-thrown pottery, Arabic, and making non-toxic cleaners - specialty topics for which the City can charge a premium. In terms of youth classes, Kingsport seems to be charging somewhat more than Johnson City, even though the rates are very low. For example, the City charges \$5.00 per student for art classes. Johnson City charges \$2.00 for their art classes. Home School/PE sessions are \$15.00 in Kingsport but only \$3.00 in Johnson City. On the other hand, the two cities charge the same (\$2.00) for Pre-K PE classes. Again, it would be hard to compare all of these classes directly because of variations in program, length, and other factors.

All of the cities charge differentiated rates for some programs based on residency. Kingsport's policies vary depending on program, but in general the City charges a premium of \$2.00 to \$10.00 for non-residents (and as much as \$20.00 on annual memberships). These premiums are generally consistent with those in other cities, if somewhat low. The regional average for non-resident premiums ranges from \$4.00 to \$8.33 (and as much as \$60.00 in Harrisonburg for annual memberships).

Ability to Pay. Based on regional averages and national norms, Kingsport's parks and recreation fees seem aligned with the ability for residents to pay. Several key fee structures were assessed against the median household income for each of the six cities. Kingsport has the highest income of the six cities (although just slightly higher than Johnson City's). As such, Kingsport's fee-to-income ratio is generally aligned with (or lower than) the other cities (for those fees compared in this analysis). As an example, below is a comparison of Kingsport's income ratio for Adult Softball registration as compared with the other communities.

City	Fee	Fee-to-Income Ratio
Harrisonburg	\$300	0.00773
<i>Kingsport</i>	<i>\$350</i>	<i>0.00894</i>
Johnson City	\$400	0.01022
Morristown	\$350	0.01126

Parks and Recreation departments offer a Public Good, and free (or nominal) charges (especially for youth activities and programs that promote general health essential to the community's wellbeing) are the norm. Where municipal departments can create differentiated fee structures (such as through non-resident memberships, regional tournaments, specialized programs, or destination tourism uses), they can generate more revenue to support those essential community programs.

Cost Recovery. As noted above, Parks and Recreation would not be expected to recover costs from the delivery of basic services including park maintenance, youth athletic leagues, or health education programs. That being said, there is the opportunity to examine cost recovery ratios for facilities or programs that provide something other than basic services. Such information could help to identify existing cross-subsidization within the department. It would be difficult to assign revenues and costs to determine cost recovery ratios, because of how the data is currently collected. However, there are several facilities and programs that are "ring-fenced" and where it is possible to estimate some level of cost-recovery.

Allandale, for example, is generally funded as a discrete entity within the department. The FY2019 Approved Budget for Allandale totaled \$203,751. Revenue generated internally at Allandale in June 2019 was \$8,752. If annualized, that revenue would total \$105,024, yielding a cost-recovery rate of 51.6%. That number may be high because June may not be a representative month (having more weddings on average than other months). Annual revenue data for Allandale would need to be accessed in order to determine the actual annual revenue total and cost-recovery rate. It should be noted that Allandale has potential to generate more revenue as a regional attraction in addition to its use by local residents.



Existing O&M Expenses:

As noted previously in the Operations Report, Kingsport Parks and Recreation (P&R) manages 31 parks and facilities with 315 acres throughout the city, and approximately 10 miles of Greenbelt. P&R oversees athletic programs and manages Allandale Mansion, Civic Auditorium, community programs, recreation centers, and the splash pad. The department is disaggregated into several divisions for budgeting purposes: Administration, Recreation Centers, Athletics, Allandale, Splash Pad, Dog Park, Skate Park, Lynn View Community Center, Civic Auditorium and Parks and Recreation Maintenance (not to be confused with Parks Maintenance, which is housed in Streets and Sanitation). Most of these divisions function with its own staff compliment.

Personnel

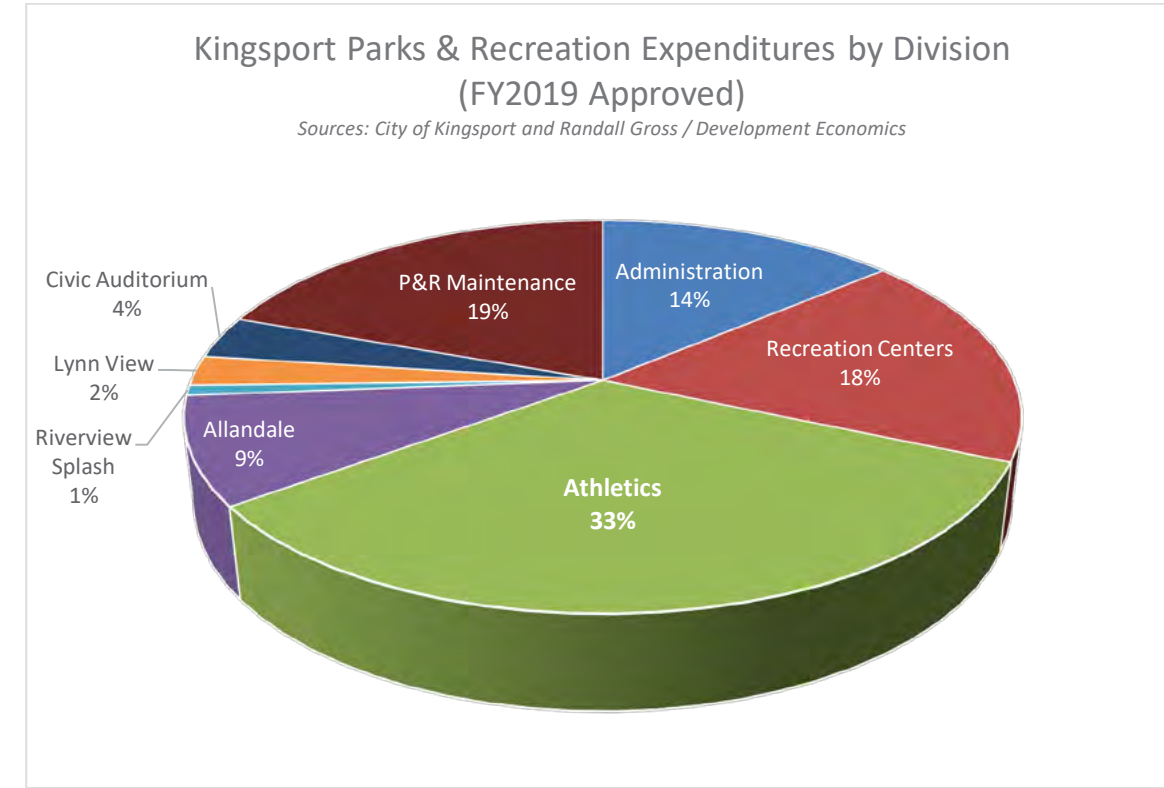
The Operations Report detailed Kingsport Parks and Recreation Department staffing and contracted service levels. As noted in that report, the department has a total staff compliment of 17 full-time equivalent (FTE) and 1 part-time equivalent (PTE). Parks and Recreation is also supported by 10 (8.5 effective) landscaping and related staff situated in the Department of Streets and Sanitation, who provide landscaping, cleaning, and related services. Kingsport spends about \$927,000 on contract services and labor for parks and recreation. This amount accounts for about 40% of the P&R budget. As noted in Report 1, Kingsport spends more of its budget on contracting than do comparable cities, due to lower permanent staffing levels in the City's Parks and Recreation Department.

Capital Development & Equipment

Kingsport Parks and Recreation dedicates a relatively small amount of its budget to capital development. As discussed in Report 1, the Fleet Division maintains a depreciation fund that generates some funds for maintenance of parks and recreation equipment. While park maintenance adheres to equipment replacement schedules, City budgeting has often prioritized other municipal functions over park and recreation maintenance.

Expenditures by Division

Approved FY2019 Parks & Recreation expenditures (totaling \$2.3 million) were examined by division within the department. FY2019 was selected for analysis because of the dedicated maintenance funding included explicitly in the budget that fiscal year. The largest share of the department budget (33%) is targeted to Athletics, which includes facilities and programming associated with the city's parks and playing fields.



Another 19% was budgeted for maintenance, for the first time explicitly, in FY2019. This maintenance number does not include funding for landscaping and related park expenses that are covered in the City's Streets & Sanitation budget. About 18% was budgeted for operation of the City's recreation centers, while 14% went into administration of the department's various programs and facilities. Another 9% was budgeted for operation of the Allandale historic facility, with remaining budget split between Lynn View, the Civic Auditorium, and the Splash Pad.

Benchmarking

The Operations Review Report included extensive benchmarking of Kingsport against other comparable parks and recreation departments. Among the findings was that the City's in-house parks and recreation staffing levels are significantly lower, on average, than most comparable cities based on a number of measures. While Kingsport's parks and recreation budget is closer to average, a significant share of that budget is spent on contracting and temporary services that may fail to meet ongoing regular maintenance and management needs. There were O&M "catch-up" issues that the City has been addressing over time.



This portion of the master plan summarizes findings from a Needs Assessment for certain Parks and Recreation services in Kingsport. The Needs Assessment examined future needs and “demand” specifically for sports & recreation facilities and services as a basis for projecting future utilization, revenues, and expenses. Input to the Needs Assessment included participation rate and demographic projections, survey data, utilization analysis, and an inventory of competitive facilities and programs. Parks and Recreation revenues and expenses will be projected in part based on the findings of this Needs Assessment and will be discussed later in the master plan.

Demographic Base:

Key demographic variables were analyzed and projected through 2020 and 2030 where possible as a base for projecting locally-generated utilization of sports and recreation facilities. Among the variables considered were age, income, education levels, sex, market size, region, and ethnicity. Demographic variables projected and discussed below include age and income, which are those most closely correlated with participation levels in sports and recreation activities. Regional variation was applied to the participation rates themselves.

Age Cohort	2010	2020	2025	2030
7-11 (5-9)	2,703	2,749	2,732	2,715
12-17 (10-17)	4,657	4,683	4,659	4,635
18-24	3,569	3,719	3,969	4,219
25-34	5,115	5,716	5,520	5,324
35-44	6,044	5,625	5,863	6,101
45-54	6,908	6,376	5,742	5,108
55-64	6,499	6,979	7,118	7,257
65-74	4,956	6,437	7,471	8,505
75+	4,961	5,549	5,794	6,039
TOTAL	45,412	47,833	48,868	49,903
Sources:	Claritas LLC and Randall Gross / Development Economics.			

Age

Age is an important determinant of participation in sports and recreation, with age being closely correlated with participation rates. Population trends and projections by age cohort were examined for the city of Kingsport, with a focus on those aged 7 and older. Between 2010 and 2020, the population over age 7 is estimated to have increased by 5.3% or about 2,520. Between 2020 and 2025, the population over age 7 is projected to increase by over 1,000 or another 2.2%.

While the city’s sporting-age population is growing, that growth is uneven among the various age cohorts. For example, the population among ages 7 through 17 is expected to decrease over the next five years by about 0.6%. A decrease in this age cohort, albeit small, does not bode well for maintaining participation in youth sports and recreation activities. Meanwhile, the college-age cohort (18-24) will see an increase in population as will the 35 to 44 age cohort. Most of Kingsport’s population growth over the next five to ten years will be concentrated in the older age cohorts, 55 and over, specifically the Baby Boom generation and the remaining aging population that lived through WWII. Overall, these age cohorts in Kingsport will add over 1,400 people or 7.5% in just five years. The fact that Kingsport’s population will be aging suggests that sports, recreation, and other Parks & Recreation activities will need to be oriented more to the capabilities and preferences of a senior population, through 2030 and beyond.

Income

Household income trends were examined and projections made by income cohort through 2030. Income is a key variable correlating with participation rates for sports and recreation. The COVID-19 pandemic is expected to impact negatively on incomes, at least through the period prior to release and distribution of an effective vaccine. It is assumed for the purposes of this analysis that an effective vaccine will be initially released no earlier than 2021. As such, there will be a temporary impact on incomes, at least through 2021. However, it is likely that the income effects of the pandemic will linger for several years after that date. During the next year or two, more households will fall back into the lower income brackets due to a marked increase in unemployment and reduced income opportunities. Fewer households will move up into the higher income brackets, even after including the effects of inflation.

Assuming the release of an effective vaccine in 2021, there will be a wave of re-hiring and rapidly increasing incomes especially among those who hold service and temporary employment positions. The rate of growth will slow by 2022 and 2023 as businesses return to normal operations. It is possible that businesses will not hire 100% of staff furloughed or laid-off during the pandemic as they try to recover lost profits by operating with fewer overhead costs. It is also possible that some businesses will convert more operations to online services that proved successful (or at least more efficient) during the pandemic, thereby reducing labor costs and increasing productivity. Nevertheless, it is likely that incomes will gradually return to current levels over the next five years.

Income Cohort	2010	2020	2025	2030
<\$15,000	4,183	3,567	3,687	3,670
\$15-\$24,000	2,831	3,052	3,186	3,173
\$25-\$34,000	2,598	2,709	2,800	2,846
\$35-\$49,000	3,084	3,237	3,313	3,389
\$50-\$74,000	3,845	3,697	3,746	3,795
\$75-\$99,000	1,838	2,218	2,225	2,231
\$100-\$149,000	1,753	2,093	2,089	2,085
\$150,000+	993	1,801	1,843	1,894
TOTAL	21,126	22,374	22,889	23,083
Sources:	Claritas LLC and Randall Gross / Development Economics.			



Participation Trends:

Participation trends were analyzed for 57 different sports and recreation activities at a national, regional, and local level. These trends were examined both in terms of the participation rate – or the share of various population cohorts who participate in the activity as calculated from the East, South, Central Region survey data – as well as overall number of participants by cohort, as discussed below.

Participation Rates

Kingsport is considered a part of the East South Central region for the purposes of this analysis, which includes Tennessee, Kentucky, Alabama and Mississippi. Data from the South Atlantic states were also examined, since nearby North Carolina and Virginia fall within that region. Trends in participation rates within the region were analyzed over the ten-year period from 2010 to 2020 based on data collected through the National Sporting Goods Association (NSGA), the Sports & Fitness Industry Association (SFIA), and others.

These trends indicate that participation rates in certain activities like pickleball, along with fitness (weightlifting, Pilates, yoga, working out, and exercise walking), and certain outdoor adventure activities (kayaking, hiking, bow hunting) have seen tremendous growth in a short period. Pickleball is a relatively new paddleball sport, having been first played on the West Coast in 1969 and equipment first made specifically for the sport starting in the 1970s. The popularity of this low-impact game has increased in recent years along with the aging of the population. Certain old-line indoor recreational activities like billiards have made a comeback as part of a broader retro (nostalgic) social scene among young urbanites. The participation rate for billiards increased the fastest among the 57 sports & recreation activities since 2010 (165%), followed by kayaking (38.5%), pickleball (36.5%), yoga (29.4%), and weightlifting (13.3%). Among the only professional team sports to see an increase in general participation was ice skating, which saw a 6.1% increase in the participation rate in the region since 2010.

Only 22 (39%) of the 57 sports and recreation activities tracked in the East South Central Region have seen increasing participation rates since 2010. Many others have experienced a decrease in the rate of participation. Among the steepest declines in participation rates in the ESC Region have been in roller skating (-32.8%), followed by table tennis (-24.4%), muzzle loading (-21.3%), and golf (-20.9%). Among the activities that are most relevant to Kingsport Parks & Recreation, there have been declining participation rates in tennis (-16.4%), tackle football (-13.9%), softball (-10.3%), bicycling (-10.3%), basketball (-8.2%), baseball (-6.0%), volleyball (-4.1%), and soccer (-3.4%), in addition to the decrease in golf participation noted above. Boating and fishing, hunting & target shooting, paintball, camping, bowling, swimming, skiing, skateboarding, and other activities have seen a decrease in participation rates since 2010.

The fairly steep decrease in tackle football participation rates (at the same time that other forms of the sport are growing) may relate in part to the health warnings regarding brain injuries associated with the tackle form of the sport.

Traditional team sports that seem to be as popular as ever at the professional level, including ice hockey, soccer, baseball, basketball, and football have (with the exception of ice hockey) seen declining participation rates since 2010. Aside from the health issues associated with tackle football, it is likely that such team sports are feeling the impacts of demographic shifts, with a generation aging out of active play. Thus, while many Baby Boomers no longer play basketball or baseball, they still like to watch the games live and on television. Meanwhile, those same Boomers are more likely to play pickleball or use fitness equipment and take long walks to keep themselves healthy and in-shape.

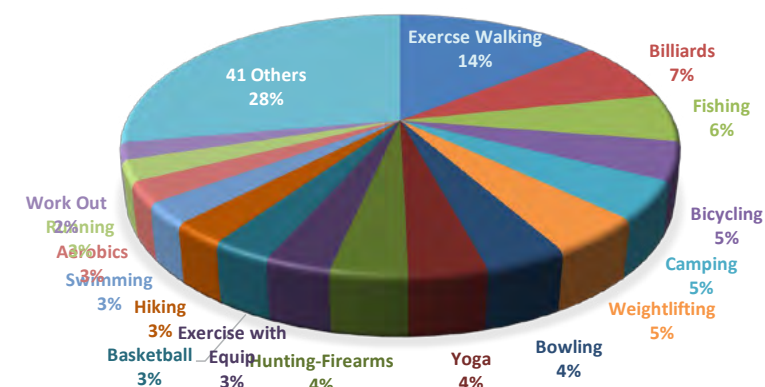
Participation rates should not be confused with overall participation. Even where the rate of participation is declining, there can be sports or recreation activities that are seeing an increase in the overall number of participants, if the population of recreational users is increasing. It is the combination of participation rates, geography, and demographics that together form the total constituency for the activity in Kingsport.

Estimated Kingsport Citywide Participation by Activity

Participation rates were applied to the various demographic cohorts (by age, income, etc.) in Kingsport to arrive at an assessment of the city’s estimated participant population for each activity. As indicated below, exercise walking generates the largest participation among Kingsport residents, accounting for 14% of all sports and recreation activities. Regional data indicate that nearly 36% of the population over age 7 participates at least occasionally in walking for exercise, accounting for 17,500 people. For those over age 45, participation rates are even higher, peaking at 51.6% for those aged 55 to 64. When applied to the population base within each age and income cohort, exercise walking accounts for 14% of Kingsport residents’ recreation activities.

KINGSPORT SPORTS & RECREATION PARTICIPANTS
BY ACTIVITY (2020)

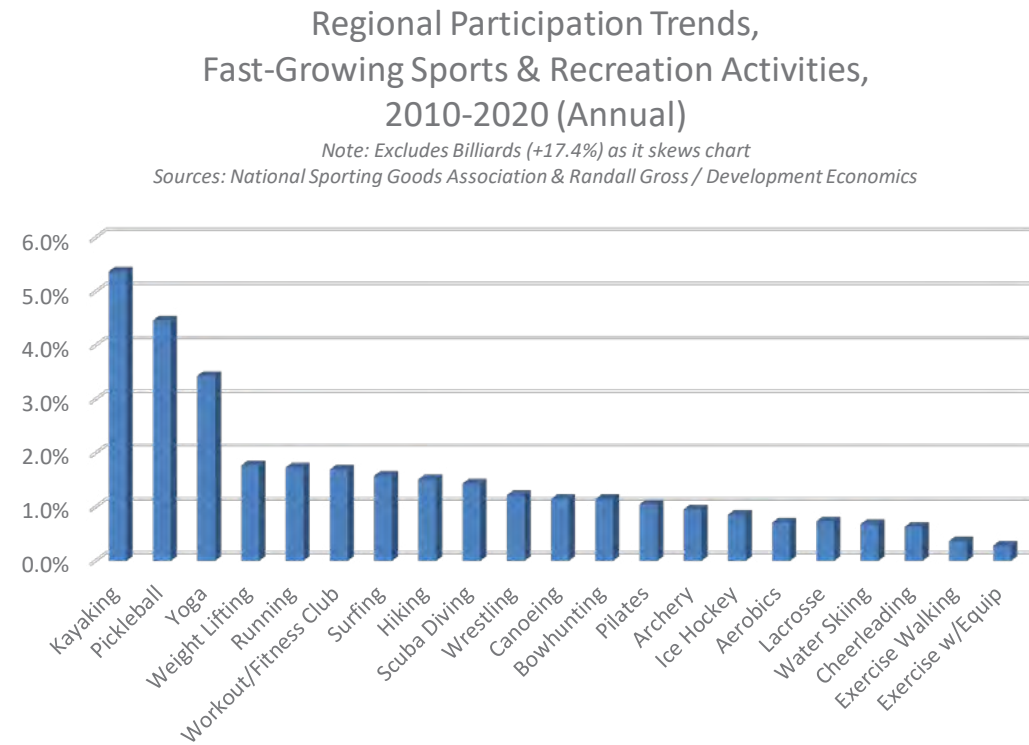
SOURCES: U.S. BUREAU OF THE CENSUS, CLARITAS, NATIONAL SPORTING GOODS ASSOCIATION, SPORTS & FITNESS INDUSTRY ASSOCIATION, AND RANDALL GROSS / DEVELOPMENT ECONOMICS





Large numbers of Kingsport residents are also estimated to be part of the constituency (whether outlets for the activity exist or not) for billiards, fishing, bicycling, camping, weightlifting, bowling, yoga, hunting with firearms, exercising with equipment, basketball, hiking, swimming, aerobics, running, and working out, among others. Among the organized activities offered by the Parks & Recreation Department, large numbers of residents participate in yoga, basketball, and soccer; with fewer available for baseball, softball, volleyball, and some others.

Trends in estimated participation were examined over the past ten years, based on demographic and participation rate trends. The following chart summarizes some of the trends in participation among Kingsport's fastest-growing sports and recreation activities (excluding billiards, where the rapid growth rate would skew the chart).

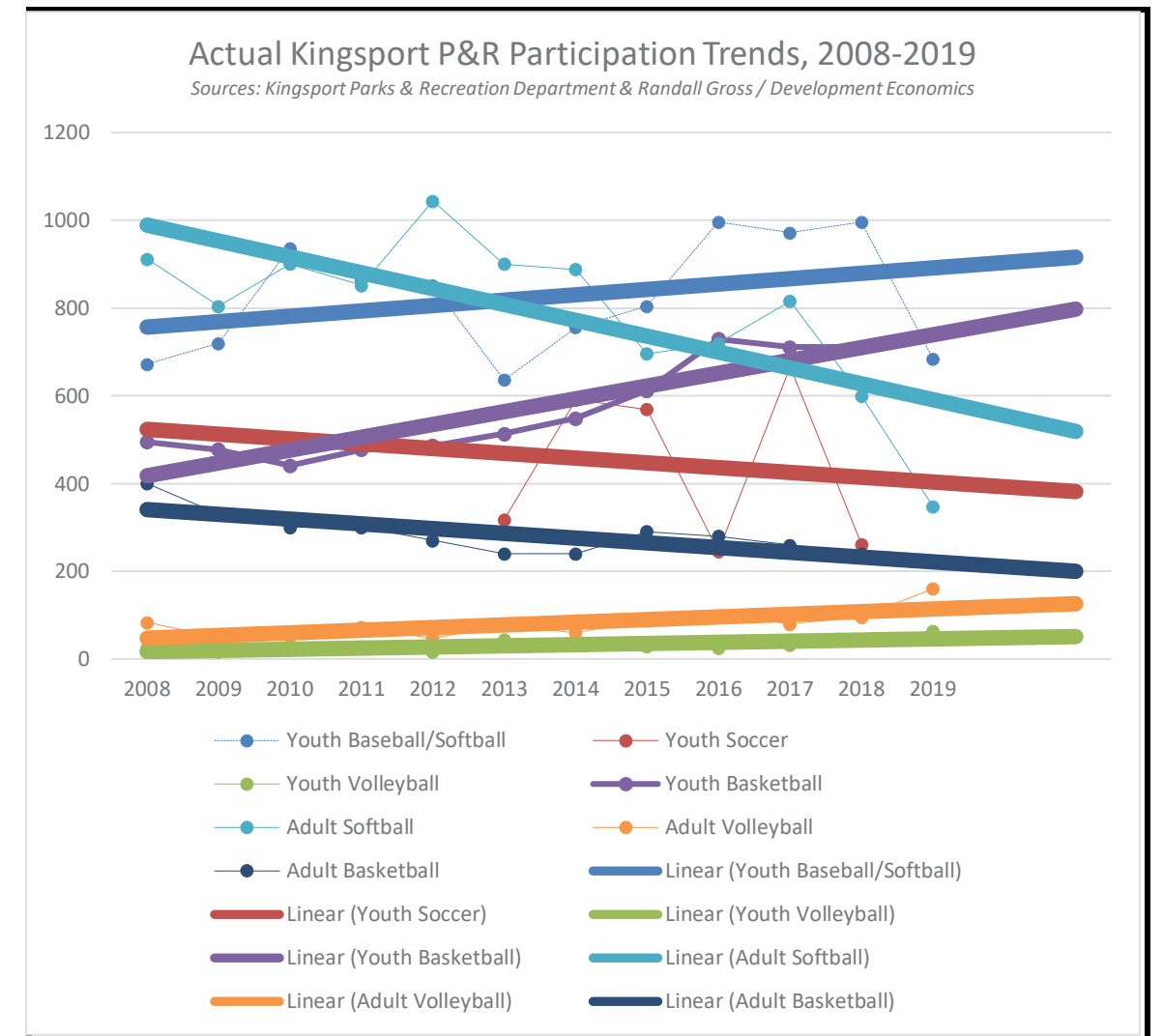


Based on actual demographic trends, growth in the number of potential Kingsport participants (as opposed to the participation rate) is shown above for the most rapidly growing activities. This analysis indicates that the city would have grown its kayaking participation pool by more than 5.4% per year between 2010 and 2020. The pickleball participant population would have increased by nearly the same (5.3%) rate of growth. Yoga was also a rapidly growing activity (3.4% per year) in the Kingsport area. Other rapidly-growing activities would include weight lifting, running, working out/fitness, hiking, canoeing Pilates, ice hockey, aerobics, Lacrosse, exercise walking, and others.

Among the declining participant populations are several that are targeted for Parks and Recreation services (among others). It is estimated that basketball has 300 fewer potential players today than in 2010; golf is down by 150, softball by 300, baseball by 200, football by 200, tennis by 60, and volleyball by 40 compared with 2010.

Kingsport Parks & Recreation Participation Trends

Data from Kingsport Parks & Recreation was analyzed to provide a more detailed picture of overall participation trends (as one basis for projections) at the local level. This data represents actual participation and not the rate of participation or estimated population as a whole. Data was only provided for participation in the several leagues operated through Parks & Recreation, not for all activities. The data also do not necessarily reflect capacity or facility utilization.





Softball & Baseball. The data suggest that, while participation in youth baseball / softball has been increasing, participation in adult softball has decreased significantly over time. The combined total of baseball/softball participants has declined at Kingsport P&R by 34.8% (560 less participants) since 2008 or a decrease of about 3% per year. It is likely that this decrease is related to an overall regional and national decrease in participation rates in adult softball, with parks and recreation departments seeing declining participation rates in many locations (a regional average 0.4% per year decrease for baseball and 0.8% per year decrease for softball since 2010). Baseball has seen a declining participation rate among almost all adult age cohorts. As noted earlier, overall participation in both softball and baseball has been declining since 2010, with the two sports losing a combined estimated participant population of at least 500 in Kingsport alone. Parks and Recreation surveys indicate that non-residents from surrounding areas may also be impacting on league numbers.

Basketball. Kingsport has seen a similar downward trend in basketball participation among adults, although youth programs have surged. Participation in Kingsport’s adult basketball programs has declined by 40% (-160) since 2008, or about 3.3% per year. But growth in youth basketball has helped balance overall participation in the sport, with some slight growth (about 0.5% per year) in the total numbers. Regionally, the sport has seen a 5.5% per year decrease in the participation rate among adults since 2010. Again, a declining participation rate does not necessarily translate into declining numbers of participants, if ameliorated by demographic growth among key cohorts. However, the Kingsport data seem to suggest that the decrease in numbers of adult basketball participants is consistent with an overall decrease in the participation rate among adults. As noted earlier, the city appears to have lost an estimated 300 basketball participants since 2010.

Soccer. Data is only available on Parks & Recreation’s youth soccer programs, which have seen participation fluctuate wildly from year to year. Since the programs only starting yielding data in the last five years, examining any discernible trend is challenging. For example, the program reached a height of 591 participants in 2014 only to fall back to 245 participating in 2016; but then seeing an even higher peak of 666 participants in 2017 before falling again to 261 participants in 2018. Data were not available for 2019. It is not clear what role weather or other external conditions may have played in these fluctuations. Citywide estimates suggest that overall soccer participation has fallen marginally or fluctuated around the same number.

Volleyball. Volleyball appears to be experiencing the only clear upward trend in team sport participation, according to the Kingsport Parks & Rec numbers. Parks & Recreation saw volleyball participation increase by 13.8% (2.8% per year) since 2008 to a total of 224 by 2019. This trend compares with an overall marginal citywide decrease in volleyball participation, based on demographic and participation rate factors.

Participation Projections:

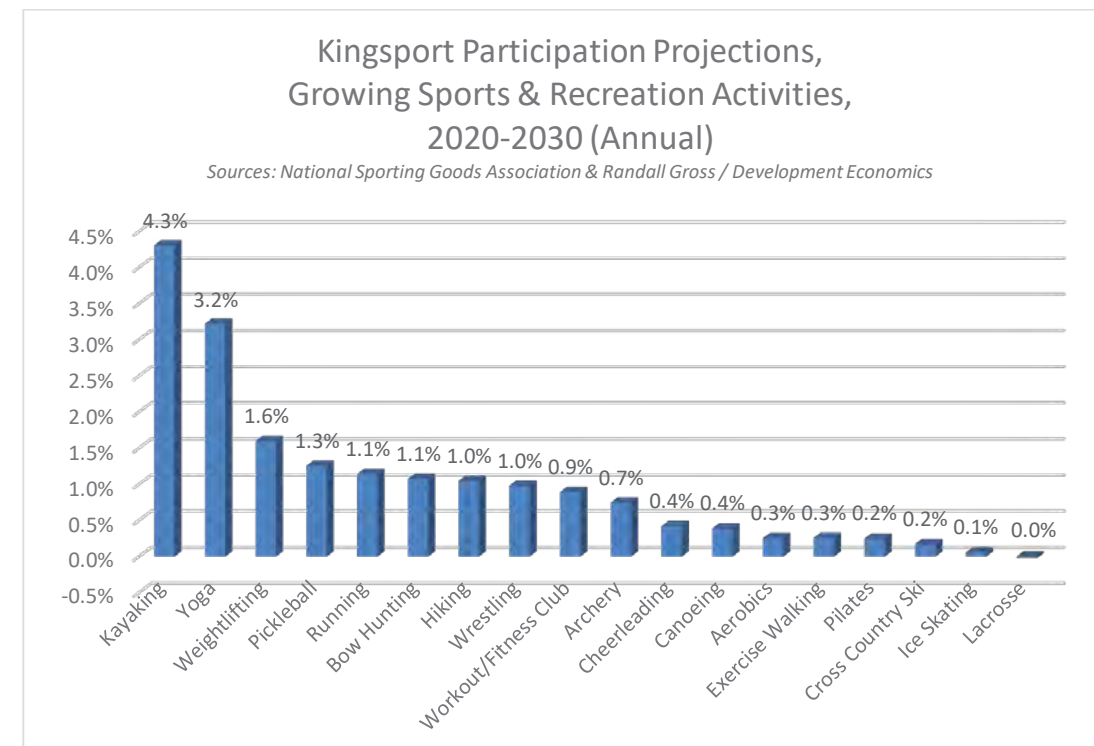
Participation rates have been projected for the East South Central Region (and accounting for rates in neighboring regions) through 2030 based on data from the National Sporting Goods Association (NSGA) and Sports & Fitness Industry Association (SFIA).

Regional Participation Rates

Among the sports and recreation activities with growing participation will continue to be fitness and others that benefit from the aging of the population (i.e., pickleball, exercise walking, yoga, exercise with equipment, Pilates, running), those that relate back to nature such as individual outdoor/water sports (kayaking, canoeing hiking, cross country skiing), and emerging team sports like Lacrosse. There will continue to be a decrease in participation rates for traditional professional team sports with the exception of ice hockey. Softball participation is expected to decline over the next decade, although local trends in Kingsport seem to be pointing to more stable demand for the sport.

Projected Kingsport Participation by Activity

The participation rates for income, age, and other demographic cohorts were applied to projected cohort populations to arrive at Kingsport’s projected “demand” or potential participation by sports and recreation activity. The following chart summarizes activities that are expected to gain potential participants in Kingsport by 2025 and 2030. Billiards is not included because the growth rate would skew the chart.





Among the activities most likely to gain participants are the following, arranged by type. Those activities in which participation is likely to be negatively impacted at least until exposure to the COVID pandemic is less of a concern are marked by an asterisk (*). Those where social distancing will help enhance participation during COVID are marked by a double asterisk (**).

GAMES

Billiards*

FITNESS

Yoga**

Exercise walking

Fitness club*

Aerobics (outdoor)**

Pickleball*

Weightlifting**

Gymnastics*

OUTDOOR ADVENTURE

Hiking

Kayaking

X-country skiing

Archery

Bow hunting

Backpacking

Canoing

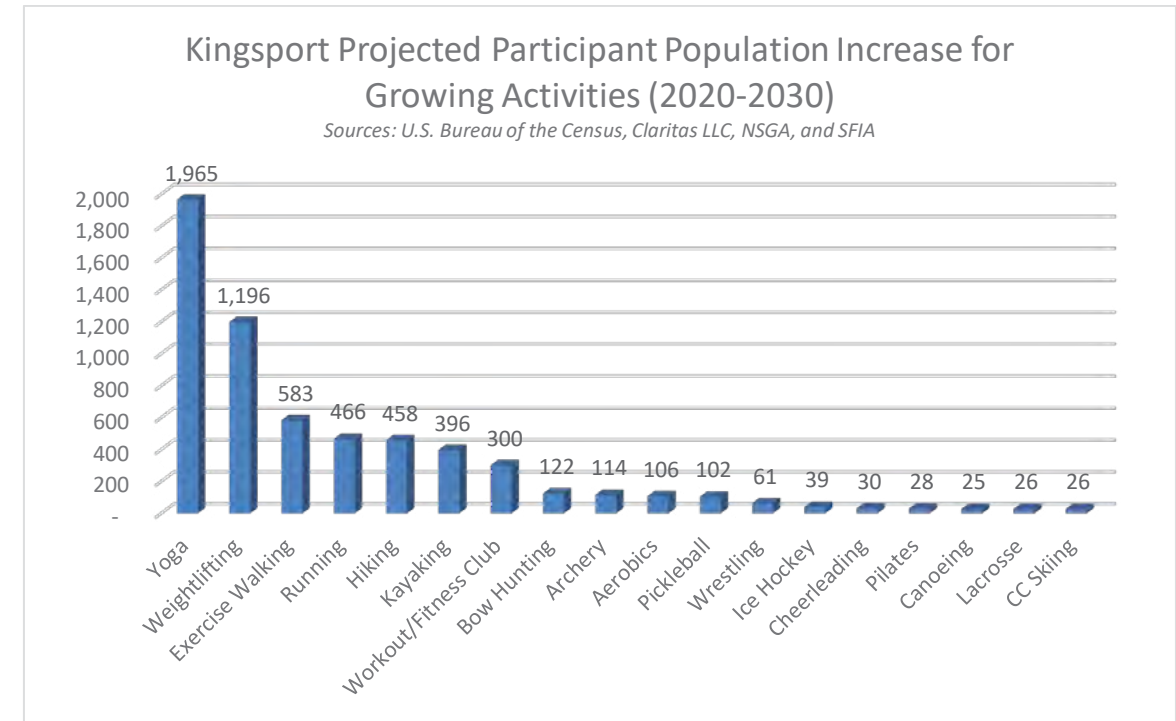
COMPETITIVE TEAM SPORT

Lacrosse*

Wrestling*

Interestingly, one category alone will likely experience fewer impacts on participation and health during the COVID crisis: **Outdoor Adventure**. Such activities, being held outdoors, are automatically less impacted by many of the restrictions on other sports & recreation activities that are usually held indoors. And, unlike team sports, the individual nature of activities like hiking and bow-hunting also reduce exposure during a viral pandemic. This fact sets them apart from otherwise growing sports like Lacrosse.

Projected Participant Population. Rapid growth in participation rates does not necessarily translate into large numbers of new participants, if the base within the key relevant demographic cohorts is small. What is most relevant to Parks and Recreation planning is the actual projected numbers of potential participants. The chart below summarizes the numbers of core participants that are likely to be added at a minimum to each of the growing sports and recreation activities in Kingsport. These numbers include an “inflow” factor, based on survey data, for non-residents who may originate in other parts of the Tri Cities or elsewhere but who use facilities in Kingsport.



Aside from games like billiards, **yoga** is expected to add the largest number of potential participants over the next five to ten years, with nearly 2,000 more Kingsport residents and visitors who are likely to participate in yoga classes and related activities. Nearly 1,200 more residents are likely to participate in weightlifting (not including 300 more who will participate in fitness classes at a gym). There will be at least another 600 residents and others who participate regularly in exercise walking programs and 500 in a running program. Outdoor activities like hiking and kayaking will each potentially add around 400 to 500 more participants in Kingsport. Based on regional recreational trends, other growing outdoor and fitness activities could include bow hunting, archery, aerobics, cheerleading, Pilates, canoeing and cross-country skiing. Growing team sports among Kingsport residents might include pickleball, wrestling, ice hockey, and Lacrosse.

Meanwhile, based on regional recreational trends there may be declining demand in Kingsport for softball (at least 800 less participants citywide), baseball (at least -100), hunting (at least -300), tennis (-50), roller skating (-100), golf (-100), football (-100), and basketball (-140).

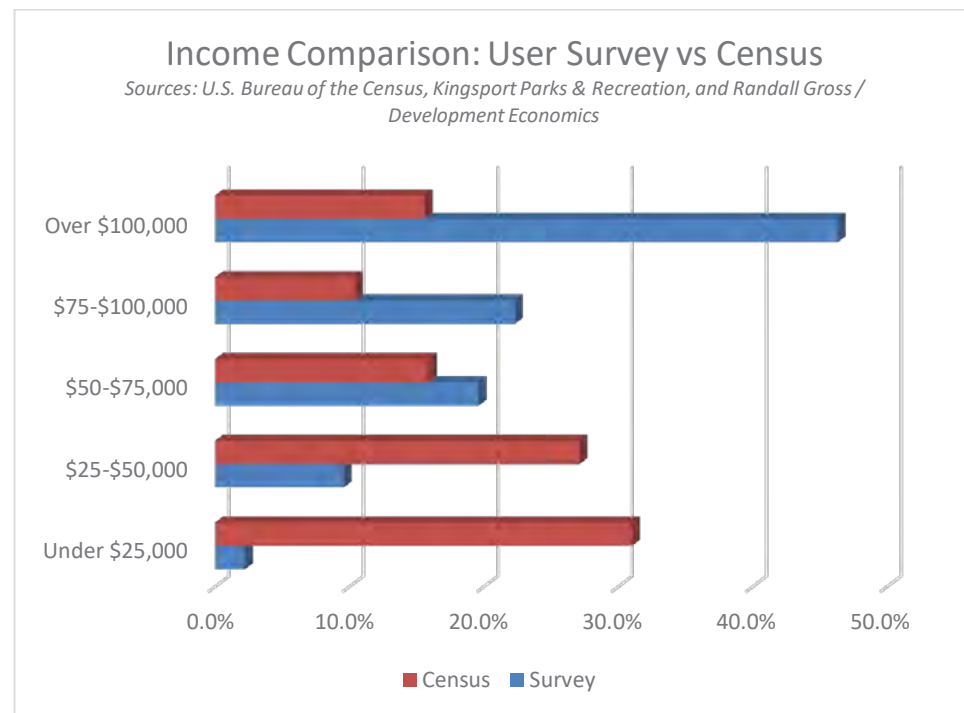


Surveys & User Input:

The City of Kingsport and others have conducted surveys related to the use of Parks & Recreation facilities. Some of this data has helped relate input on opportunities and constraints associated with the need for facilities in the area. The City's most recent user survey had more than 650 respondents, with about 77% being Kingsport taxpayers (considered as "residents" for the purposes of this analysis), and 23% non-residents or "inflow" to Kingsport Parks and Recreation. The survey data in this Needs Assessment portion of the master plan was generated while the survey was almost complete. Final data is included in the digital survey portion of the master plan. Conclusions from the needs assessment and final digital survey results are consistent with each other.

Survey Respondent Demographics

The user survey does not provide a statistically random or representative sample of the population of Kingsport, although it does provide an indication of the preferences of existing City park



and recreation users. But importantly, the survey captured a strikingly different sample of household incomes in Kingsport, relying heavily on households having more than \$100,000 in annual income (46% of survey respondents but only 15% of Kingsport residents). Meanwhile, low-income residents, which account for 31% of all Kingsport households, represented only 2% of households captured by

the survey.

Existing Participation & Facility Use

The user survey collected some information on existing user participation and facility use. To some extent, the survey results parallel the assumptions made for citywide participation rates. For example, 2.78% of respondents in the user survey noted that they participate at least 4 times per year in archery, indicative of the core constituency. The estimated participation rate used on the demographic needs assessment based on regional averages is actually quite close to that number, at 2.64%. It is not clear that these numbers are in any way comparable, because the survey primarily collected data from existing users, which may not represent a random, statistically significant, or representative sample of the population as a whole. Nevertheless, there were several similarities between user and regional participation rates, as follows:

Activity	User Participation	Regional Participation Rate
Archery	2.78%	2.64%
Disc Golf	5.25%	5.98%
Volleyball	6.39%	3.54%
Softball	6.15%	3.37%
Tennis	3.65%	4.00%
Pickleball	3.90%	1.10%

Existing facility use was also measured among the respondents to the User Survey. Since the User Survey was targeted to the existing population of Parks & Recreation facility users, its findings cannot necessarily be extrapolated to the entire population. However, the information is useful for understanding how existing P&R facilities are used. For sports and recreation-oriented facilities, use ranged from 11% for the skate park to 85% for the Greenbelt. About 12% use the tennis courts, 21% use the disc golf course, and 33% the splash-pad.

The User Survey also identified issues that may be impacting on existing use of facilities, which seem to be oriented primarily to location of facilities, awareness of facilities and programs, user time constraints, and safety concerns for use of facilities.

Perceived Existing Needs

Respondents also provided input on their perceived "needs" for Parks & Rec facilities, as summarized in the chart shown on the following page. Again, since the respondents primarily represent existing users, their responses cannot necessarily be extrapolated to represent the complete need among the entire population of Kingsport. Respondents may suggest a "need" based on their own preferences rather than on the actual supply and demand for facilities. That being said, the responses do provide an indication of how existing users perceive the current need for facilities in Kingsport.



The findings are summarized based on the weighted average of the perceived “need” for each park and recreation activity, using the responses on a scale of 1 (for lowest need) to 4 (for highest need). The responses are grouped into four cohorts for parks and recreation facilities. The first cohort, which includes the highest-rated facilities (an average above 3.0 out of 4.0, in terms of need) include the Greenbelt and walking trails. Here again, the high ratings may reflect the overall satisfaction or utilization of these facilities, keeping in mind that the Greenbelt also sees usage from 85% of respondents to the survey. So, it is likely that “need” correlates with “existing usage,” especially for the Greenbelt. The responses on need confirm that the users feel that they appreciate (“need”) this facility that they heavily use.

cohort also includes a non-recreation use which is the need for an outdoor concert area.

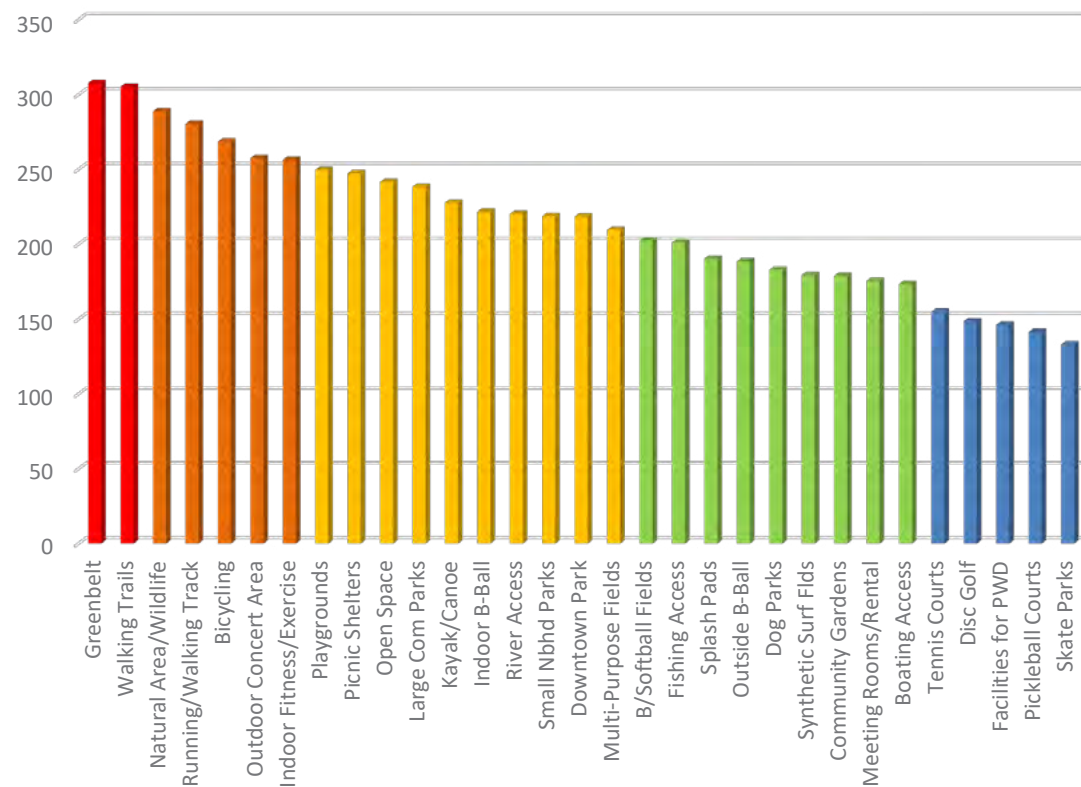
The third cohort (generally a 2.0 to 2.5 out of 4.0) includes playgrounds and picnic shelters, open space, downtown parks, and large & small community parks. This cohort also includes a perceived need for kayak and canoe access along with river access. Since Parks & Recreation does not currently offer significant river recreation access, the population of existing users captured by the survey may be relatively small in comparison to the actual demand for associated facilities. Even so, kayak and canoe access fell within the top 40% of rankings, in terms of need. Indoor basketball is the only organized team sport that fell within the top three cohorts, in terms of needs identified by users, although a need was also identified in this cohort for multi-purpose fields (which could presumably be used for various team sports).

Remaining park and recreation facilities fell into the fourth and final cohorts (below 2.0 out of 4.0) and included baseball & softball fields, splash pads, dog parks, community gardens and others. Among the lowest-ranked needs were tennis courts, disc golf courses, pickleball courts, and skate parks. Most of these findings align with those of the demographic needs assessment, which saw declining participation in roller skating, golf (in all forms), tennis, baseball and softball.

The lack of interest or “need” for pickleball is somewhat surprising, given the recently increasing participation rate. On the other hand, perhaps Parks and Recreation has not captured the age or other demographic cohort most likely to participate in this activity and the preferences of that cohort are not represented in the survey sample. Similarly, the need for facilities for people with disabilities (PWD) was also ranked low, perhaps because either PWD are not currently accommodated to the full extent or under-represented in the sample, or the need is perceived to be well-satisfied. Announcements of the development of the Miracle Field project may also play into the perception that a need has been satisfied, depending on the timing of the survey.

P&R Facility Needs Identified by Existing Users

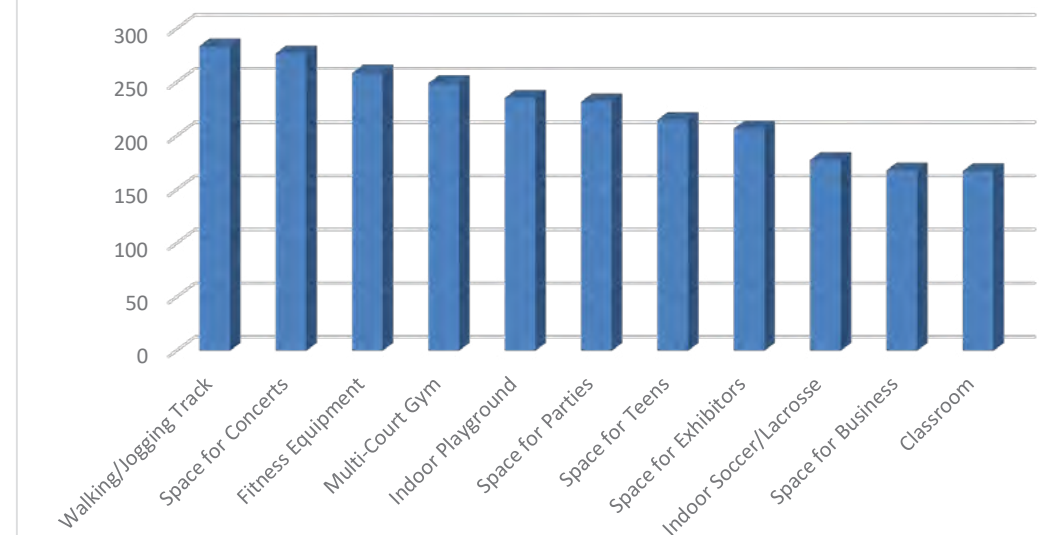
Note: Based on weighted responses
Sources: Kingsport Parks & Recreation Department and Randall Gross / Development Economics



The second cohort of “needs” (generally averaging a score of 2.5 to 3.0 out of 4) include natural areas/wildlife, running & walking tracks, bicycling access, and indoor fitness and exercise facilities. Many of these “needs” correlate to some extent with the findings from the demographic needs assessment which found high and rising participation for outdoor recreation, walking, and fitness activities. The

Facilities Users Would Utilize

Note: Rating based on weighted averages
Sources: Kingsport Parks & Recreation and Randall Gross / Development Economics





The survey also asked respondents about which facilities they might use if they were made available. Consistent with the other findings, walking/jogging tracks, fitness equipment, and concert venues were ranked highest. But, just because only 16% of survey respondents ranked indoor soccer and lacrosse fields among the highest priorities (4.0 out of 4.0), that number could be very high if it could be extrapolated to the larger population (translating into 7,900 Kingsport residents or 700 soccer teams). In reality, the participation rate in the general population is likely much lower (regionally estimated at about 5.4% combined for all soccer and lacrosse).

Additional questions probed whether Parks & Recreation programs should be added or expanded. In general, the findings were consistent with others favoring outdoor recreation, nature-based activities, and fitness programming. Declining participation in tennis, archery, softball, dodgeball, and all forms of golf may explain the lower levels of interest in expanding these programs. Croquet scored the lowest among the sports, games, and recreation-oriented programs. A chart summarizing these findings for selected programs is found in the Appendix of this report.

Priorities & Funding

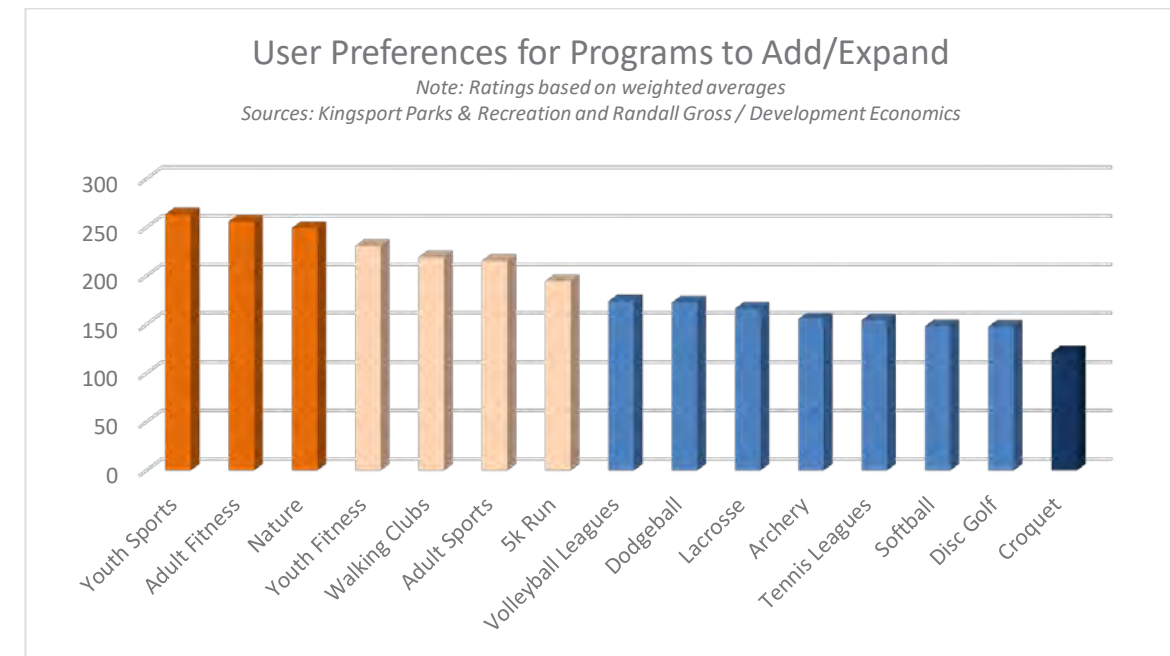
In terms of priorities for Parks and Recreation investment, the survey seems to indicate a preference for developing an outdoor venue and more walking trails, expanding the Greenbelt and its accessibility, repairing and maintaining existing facilities, and enhancing public safety. Use of City funds for these purposes is generally correlated with their prioritization. A majority of respondents preferred a mix of increased user fees and tax revenues over any one form of revenue increase or reduced service, to pay for these priorities.

Summary of Key Findings

In general, the needs assessment found declining or static demand for many traditional team sports and recreation activities, including softball & baseball, volleyball, golf, football, adult basketball, and others, some of which are actively programmed or accommodated by Kingsport's Parks & Recreation Department. At the same time, there appears to be growing participation in certain outdoor adventure and fitness activities that may not be programmed currently by Parks & Recreation.

Based on regional recreational trends there may be an opportunity for growth in facilities and/or programming that includes kayaking, fitness training, yoga, exercise walking & running, pickleball, aerobics, lacrosse, gymnastics, and others. Surveys conducted by Parks and Recreation, as well as interviews conducted with area leagues and suppliers, seem to confirm some of these trends and opportunities. There appears to be an overall shift toward access to and conservation of natural areas, and to fitness activities that benefit the health of an aging population. This is not to say that demand for traditional team sports has disappeared, but rather than demographics are favoring fitness and other activities over team sports during the next five to ten years.

Appendix:





Comparison of Facilities

A general comparison of how the City of Kingsport measures with national averages can be achieved by looking at NRPA typical levels of service for communities of the same population size. It is important to note that these measurements are broad and general in nature. The City of Kingsport has specific attributes that do not exactly equate to national averages. There are additional assets to the Kingsport Park and Recreation department that are not reflected in these NRPA standards such as Bays Mountain Park, Meadow View Cattails Golf Course, Warriors State Path, and the Kingsport Aquatic Center/YMCA. These facilities provide multiple amenities to the City of Kingsport that add to the recreational landscape. The NRPA measurements provide a snapshot of strengths and weaknesses to consider when shaping long range plans for the city.

It is important to note that this data is not a direct recommendation for capital improvements, budget changes or staff changes.

*The park acreage shown in this comparison chart does not include Bays Mountain Park or the Kingsport Aquatics Center, which have a total combined acreage of 3,880 acres and are owned by the city of Kingsport. If this acreage is added to the amount of park acreage, the total current acreage is 4,195.54. Using NRPA standards of comparison, this would suggest the city exceeds the typical acreage provided for communities of similar population by 3,740.77 acres. This is a misleading comparison, because Bays Mountain is not a typical city park facility. Additional acreage for local and community parks as well as Greenbelt expansion should be considered as important in meeting a future needs of the city.

**If the operating expense of Bays Mountain and the Kingsport Aquatics Center were added to the current Parks and Recreation budget it would reflect a lower gap in budget comparisons with NRPA standards.

*** If the full time equivalent staff of Bays Mountain (14.5 FTE) and the average staff of the Kingsport Aquatics Center from 2019-2021 (21.5 FTE) were added to the current Kingsport Parks and Recreation staff, the total staff would equate to 53.5. When Compared to NRPA standards of communities in similar size, Kingsport would have a deficit of 3.5 FTE's compared the average in 2035. This is a comparison of interest, but it is important to note that Bays Mountain and the Kingsport Aquatic Center staffing needs are based on independently functioning organizations with unique funding sources. A FTE between these organizations and a city parks & recreation department are not necessarily a one on one comparison. Further research would be needed to confirm this comparison.

NRPA Comparisons (2019 Data)

	Typical NRPA Standard	Current Amount	NRPA Current Comparison (54,076 Population)	2035 Comparison (68,724 Population)	2035 Difference
Park Acreage*	8.4 Acres per 1,000 people (Communities 50k to 100k)	315.54* Acres	454.23 Acres	577.28 Acres	Need Additional 257.21 Acres*
Operating Expense by City Size**	\$3,834,500	\$2,300,000	\$3,173,000	\$5,878,000	Appx. Increase Budget Needed \$3,578,00
Operating Expense Per Capita	\$78.69 Per Capita	\$46.59 Per Capita	\$103 Per Capita	\$86.91 Per Capita	Appx. Increase \$43.30 Per Capita
Staff*** (Full Time Equivalents)	8.3 FTE (per 10k residents)	17.5 FTE	44.9 FTE (Communities 50k to 100k)	57.0 FTE (Communities 50k to 100k)	Appx. Increase 39.5 FTE (Communities 50k to 100k)



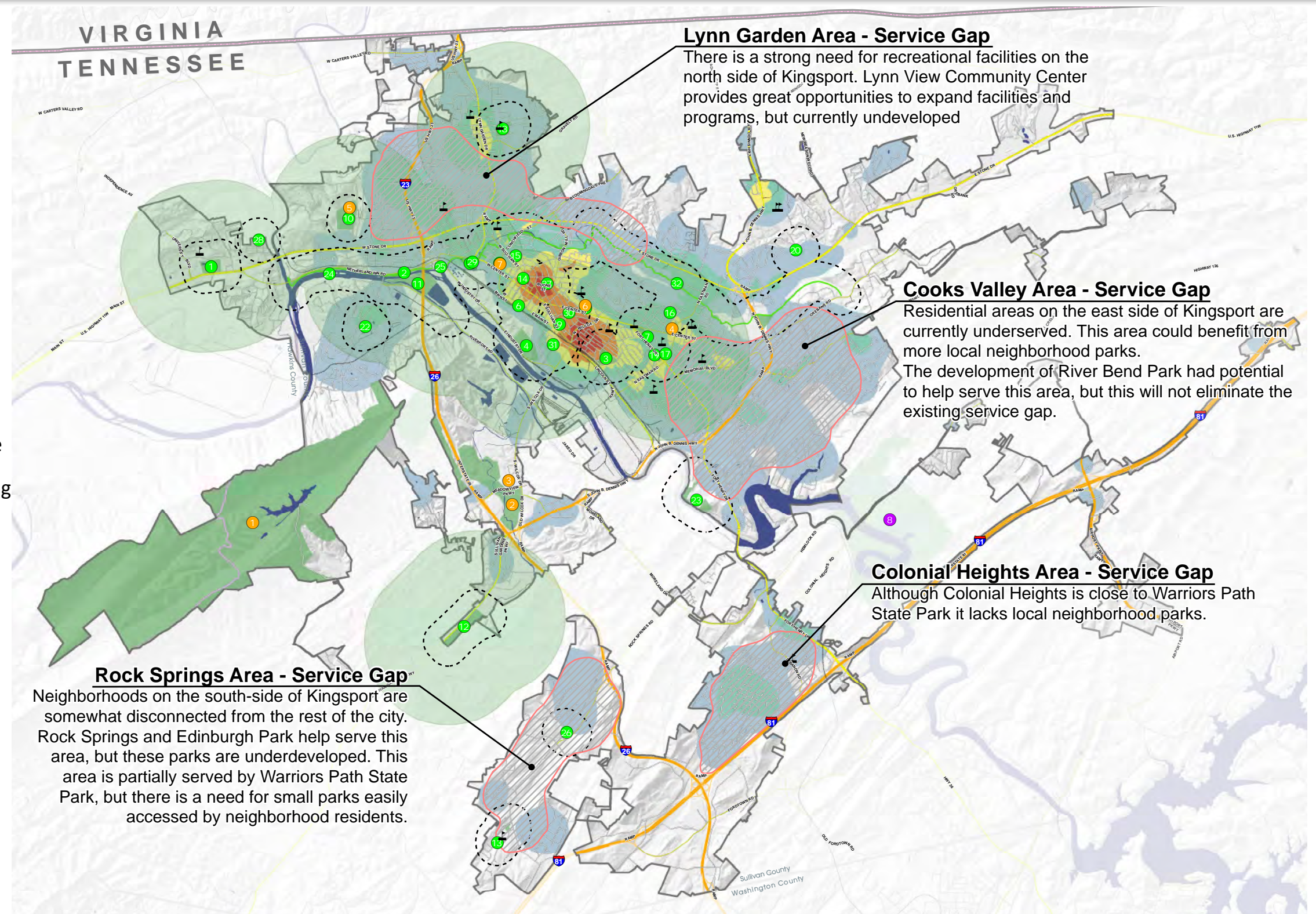
Composite Demand & Service Analysis

Composite Demand & Service Analysis Overview:

This composite demand analysis map combines the densities of where people live, work, and play to identify the areas of greatest demand for parks and recreation facilities. This is an important analysis because it shows where people are spending most of their time. Most park users visit from their homes, workplaces, or social / entertainment events. The analysis shows a strong composite demand for Downtown Kingsport and near Borden Park. Service areas provided from existing parks are projected over the demand analysis. By looking at both demand and service area together, the gaps in recreational facilities and programs are identified. This provides a general evaluation of the park system from a geographical perspective.

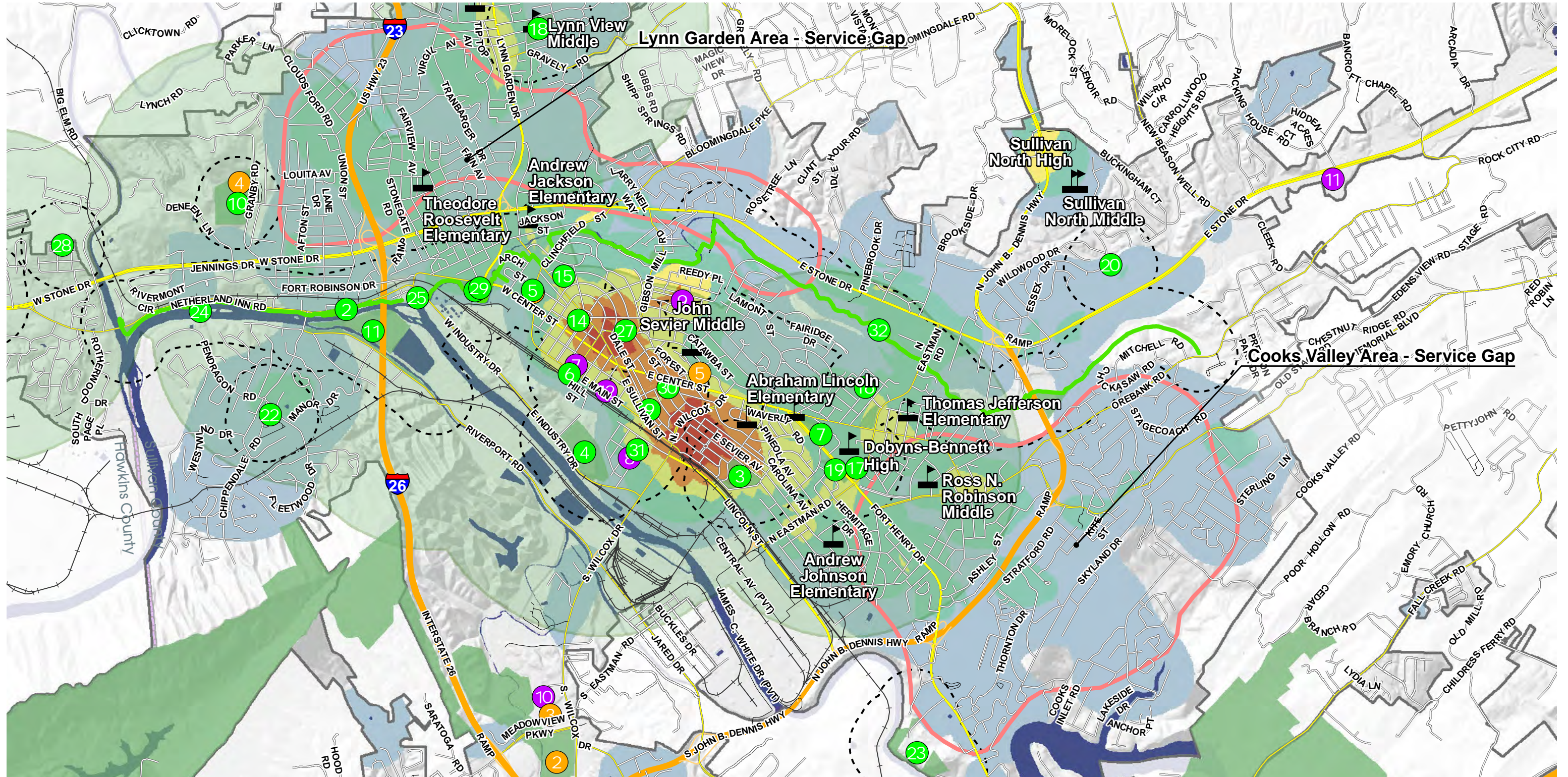
The downtown area and City Core are mapped as high demand and high service areas. In general the area with the highest recreational demand has a large and diverse provision of existing facilities. It should be noted that the railroad, river and steep topography on the southwest side of the city, create strong access limitations to existing facilities.

Legend	
Existing City Parks Owned & Managed by Kingsport	
1	ALLANDALE GROUNDS
2	V.O. DOBBINS COMMUNITY CENTER
3	BOATYARD PARK
4	BORDEN PARK
5	BRICKYARD PARK
6	CAROUSEL PARK
7	CENTENNIAL PARK
8	CIVIC AUDITORIUM
9	CLOUD PARK
10	DALE STREET MINI PARK
11	DOGWOOD PARK
12	DOMITAR PARK
13	EASTMAN PARK AT HORSE CREEK
14	EDINBURGH PARK
15	GLEN BRUCE PARK
16	HAMMOND PARK
17	HIGHLAND STREET MINI PARK
18	J. FRED JOHNSON PARK
19	LYNN VIEW COMMUNITY CENTER
20	MEMORIAL GARDENS PARK
21	PRESTON FOREST PARK
22	RENAISSANCE CENTER GROUNDS
23	RIDGEFIELDS PARK
24	RIVERBEND PARK
25	RIVERVIEW PARK / SPLASH PAD
26	RIVERWALK PARK
27	ROCK SPRINGS PARK
28	ROTARY PARK
29	ROTHERWOOD PARK
30	SCOTT ADAMS SKATE PARK
31	SEVIER AVENUE MINI PARK
32	KINGSPORT GREENBELT
Recreational Facilities Owned by the City of Kingsport, but Managed by Others	
1	BAYS MOUNTAIN PARK
2	CATTAILS GOLF COURSE (MARRIOTT GOLF)
3	KINGSPORT AQUATIC CENTER (YMCA)
4	HUNTER WRIGHT STADIUM (KINGSPORT CVB)
5	RENAISSANCE ARTS CENTER & THEATRE / SENIOR CENTER (OFFICE FOR CULTURAL ARTS)
6	KINGSPORT CAROUSEL (OFFICE FOR CULTURAL ARTS)
State Parks & Recreation Providers	
7	BARKING LOT
8	BOYS & GIRLS CLUB
9	GIRLS INC.
10	KINGSPORT YMCA
11	PETWORKS DOG PARK
12	TNT SPORTSPLEX
13	WARRIORS PATH STATE PARK



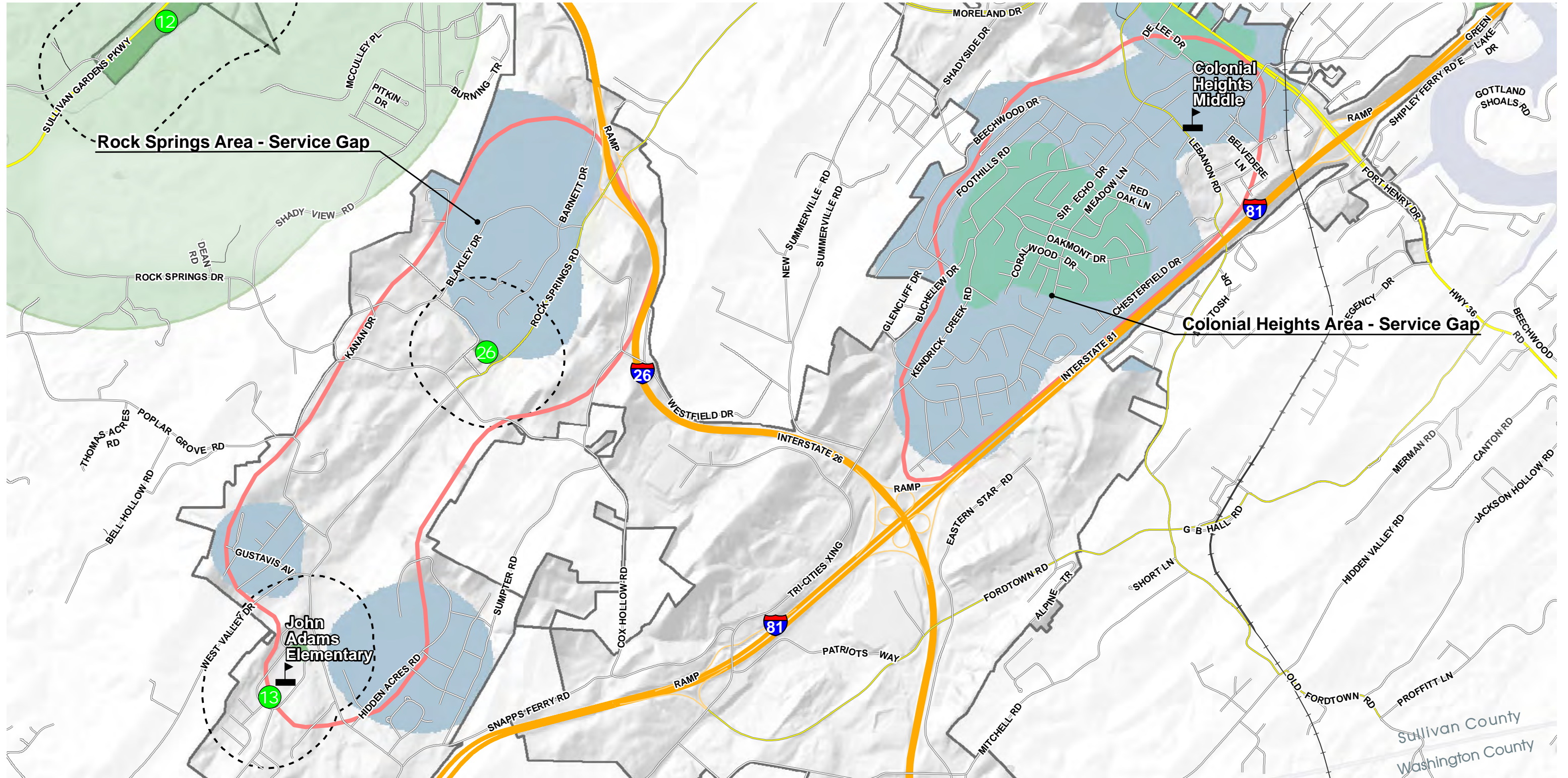


Lynn Garden & Cooks Valley - Service Area





Rock Springs & Colonial Heights - Service Area





Based on input from stakeholder interviews, public open house and the public input survey the following opportunities and challenges have emerged as elements of primary importance.

Facilities	Programs / O&M	Economic Opportunities	Partnerships
 <p>1 South Fork Holston River The river poses a huge strength for Kingsport. It is truly a unique resource to capture and enhance.</p>	 <p>4 Increased Need for Operation & Maintenance Expenses is needed to meet the demands of user groups, support existing and new programs and to reduce liability risks. Consolidation of O&M operations might be considered for efficiency.</p>	 <p>1 Quality of Life Promotions The promotion for athletic events in Kingsport is strong. Due to direct competition from surrounding communities, Kingsport may benefit from promoting other quality of life issues in the same way.</p>	 <p>4 Partners & Volunteers are a strong component of the existing park and recreation system. These relationships can be further leveraged and developed. Partnerships exist in every type of passive and active recreation.</p>
 <p>2 Brickyard, General Shale, Cement Hill Properties The existing athletic facilities at Brickyard are one of the most recognized park assets. There is strong sentiment that this property should be further developed and connected to downtown.</p>	 <p>5 Community & Neighborhood Parks provide a broad range of both passive and active recreational needs and programs. Kingsport should continue to invest in enhancing and expanding existing and future community park facilities. Especially in "service gap" areas.</p>	 <p>2 Downtown Kingsport is still vital to Kingsport commerce and has a strong sense of place. That sense of place needs to include parks and recreational space.</p>	 <p>5 Increased Revenue will be needed to support park facility and program expansion. Revenue will need to be derived from multiple sources and require some public / private partnerships to be sustainable.</p>
 <p>3 The Greenbelt is a Highly Valued Asset The Greenbelt provides an opportunity to walk, bike, socialize and experience a natural environment. Spurs can connect to key areas of recreation, commerce and residential neighborhoods.</p>	 <p>6 Outdoor Adventure is both a recreational and local trend. There are great opportunities to experience exercise, socializing and nature as part of the recreational experience.</p>	 <p>3 Athletic Events & Tournaments A very strong network has developed in Kingsport to promote and host large tournament events. This has a large impact on bringing out of town visitors.</p>	 <p>6 Corporate Partnerships Corporate partnerships with Eastman, Domtar, Pals and others have been a key to providing successful facilities, programs and events. These relationships will be important as Kingsport continues to grow.</p>



The Greenbelt is Highly Valued and Deserves Continued Expansion

The Greenbelt provides an opportunity to walk, bike, socialize and experience the natural environmental assets of the Kingsport area. Every method of public and stakeholder input measured the Greenbelt as a highly valued recreational asset that deserves high priority.

Opportunities:

- Highly used facility that has support for funding existing maintenance and future expansion
- The Greenbelt meets multiple community goals for recreation, health benefits and transportation options
- Spurs and branches from the existing Greenbelt can connect to key areas of recreation, commerce and residential neighborhoods utilizing more than one type of multi-modal transportation options
- Eastman has expressed strong interest in connecting the Greenbelt to their campus
- A greenway spur that connects Downtown Kingsport, Brickyard Park and future developments on the General Shale property would be of high benefit
- The existing Heritage Trail downtown may have opportunities to be promoted as a multi-modal route
- The Greenbelt provides strategic places for art and civic monuments
- Marketing and promotion to a regional audience

Constraints:

- Increased need for maintenance and upkeep
- In need of more operating funds
- Required land dedication / easements

There is potential for connecting the existing Greenbelt to the downtown area and existing/future parks developed along the Holston River. This Greenbelt/ blueway loop meets multiple goals established by community leadership and echoes the desire captured in community engagement to see Kingsport become a destination point for outdoor recreation and cultural & environmental experiences centered around the river and Greenbelt as a spine of connection.

Connecting Recreation to the Holston River and Historic Downtown

Future park facilities and programs should connect strongly to the Kingsport historic downtown district and the Holston River. The River poses a huge resource for Kingsport and its connection to the downtown area is unique within the Tri-cities area.

Opportunities:

- Strong visual experiences and connection to the natural environment
- Watercraft related recreation
- Contiguous to the central areas of commerce (central business district) and promotion of tourism to Kingsport
- The development of public spaces in the downtown and riverfront areas provides strong opportunities for community events and festivals which have been an important part of Kingsport's identity

Constraints:

- Possible flooding impact
- Limitations of access due to active Railroad lines
- Impact from industrial zones
- Increased need for maintenance & upkeep
- Increased need for staff and operating funds to manage new facilities and programs.

The city is considering purchase of large tracts of land known as "The General Shale and Cement Hill" properties sandwiched between the South Fork of the Holston River and Downtown Kingsport. These parcels consisting of approximately 40 acres deserve focused investment as they connect to multiple goals for the city including plans for residential development and the provision of community event space, outdoor recreation and the preservation of green space. Any development proposed for this area should consider park and recreational facilities as a primary part of the land use program. A current master plan is being developed that includes the following components:

- A bicycle pump track
- A circuit of mountain bike trails
- Preservation of natural areas
- Walking / hiking trails
- Community Festival Grounds

All these components fit into the citywide recommendations for the park and recreation master plan.



Plan to Fill Service Gaps in Community and Neighborhood Parks

Community parks of 20 to 75 acres become the backbone of recreational activities for a city. There are several areas in Kingsport that have a need for more localized and community sized parks and programs based on geographic and demographic demands as compared to the distribution of existing parks. These areas are highlighted on the Composite Demand and Service Map as areas of park and recreational gaps. The additions of neighborhood and community parks in these areas should be programmed with a strong balance of both active and passive recreational facilities and community parks should be sized at 20 acres or more to provide room to accommodate multiple facilities and programs. The existing Borden Park serves as a good example of a successful and well utilized local neighborhood / community scaled park.

Service Area Opportunities and Constraints:

The Lynn Garden Area on the north side of Kingsport has need for additional facilities and programs. The Lynn View Community Center provides some existing active athletic facilities that help serve the surrounding communities. This existing park has potential for stacking more structures and activities into its programming including indoor and outdoor space. Outdoor improvements could include a splash pad, pickleball courts, shade structures, picnic areas and upgraded playground facilities. Indoor programming could include more diverse programs for all ages. Additions of small neighborhood parks should be considered wherever possible in this area. The potential to convert Andrew Jackson Elementary property into community recreational space can help meet some service gaps for this area.

The Cooks Valley Area on the east side of Kingsport is currently underserved. Investment into facilities and programs in the Riverbend Park property will help serve the Cooks Valley area, but will not meet the recreation service gap. The Riverbend property has unique opportunities with its connection to the South Fork of the Holston River. This park should be programmed with both active and passive activities and should be designed to accommodate parking and restroom areas and should include greenway access along the river. This park should be designed to connect to the newly developed residential and commercial development nearby. River Bend Park also provides a strong opportunity for watercraft launches with a connection to existing facilities provided by TVA. Cooks Valley will need a new community park in addition to Riverbend Park.

The Rock Springs Area on the south side of Kingsport is currently underserved and somewhat disconnected from the rest of the city due to topography and interstate routes. Edinburgh and Rock Springs Park provide existing facilities for this area, but both parks are underdeveloped. Improvements to the facilities and programs at Rock Springs

Park could help elevate this park to stronger neighborhood park, although the existing park size and age of existing buildings on site pose limitations. Edinburgh park has strong passive opportunities and good connection to the surrounding neighborhood and John Adams Elementary School but limited room for active park activities.

The Colonial Heights Area is relatively close to the river and Warriors Path State Park, but it lacks any local recreational opportunities. This community has opportunities to connect to future riverfront parks and Warriors Path with Greenbelt and multi-modal connections. The city should work with Sullivan County to determine opportunities for potential park spaces in this area. The Colonial Heights Middle School property may be a location to consider for a community/neighborhood park in the future

Indoor Facilities

The existing park and recreation facilities in Kingsport have some good indoor venues like the Allandale Mansion, The Civic Auditorium and the V.O. Dobbins, Sr. Complex. These facilities are heavily used for a mixture of indoor events but do not have a capacity for large indoor athletic events and programs. There are facilities like the Kingsport Aquatic Center and YMCA, TNT private sports complex, Meadowview Resort and the Eastman Employee Recreation Center that also provide year-round, indoor activities and programs but these venues are also limited in their capacity for large indoor athletic events like basketball and volleyball. There may be an opportunity to provide a large indoor athletic flex space in Kingsport that captures space for organized athletic practice and play beyond the facilities currently in place, Such as: basketball, volleyball, and pickleball. This would connect to the existing athletic network that promotes outdoor tournaments and events in the area. It would also strengthen the City of Kingsport as a destination city for regional athletic events, and increase opportunities for growth in the hotel, restaurant, and tourism industries.

Opportunities:

- Create additional indoor flex space to accommodate both athletic tournaments and local sports programs
- More public/private partnerships to fully utilize indoor recreation space.
- Renovation and improvement to existing indoor recreational space at Lynn View Community Center for multiple program and community needs
- Convert the Andrew Jackson Elementary property into community recreation space
- Future land acquisition for community parks should consider room for both indoor and outdoor facilities
- North High School/Middle School indoor athletics and classroom space in collaboration with the Kingsport School System and athletic programs

Constraints:

- Development and staffing of indoor recreational space will require relatively large commitments of capital and long term operating budgets.



Provide Additional Nature Based and Outdoor Adventure Programs

The public engagement and stakeholder feedback process has consistently identified a very strong interest in nature based and outdoor recreational opportunities. This includes the popularity of existing facilities and the desire to expand these facilities and programs. There is an understanding that the natural assets and the outdoor environment in and around Kingsport are unique. The Greenbelt system is primary in meeting the needs of outdoor activity in Kingsport and it should continue to be expanded and connected to the downtown area, park facilities and natural open spaces. Places for walking, hiking, biking and informal social gathering are recognized as key quality of life issues for residents and visitors. The greenbelt and parks with river access also offers a good venue for outdoor education and public art display.

Bays Mountain and Warriors State Park include existing facilities help provide some of the nature based and outdoor recreational programs for the area. These facilities are not formally funded or managed through the Kingsport Parks and Recreation Department. This suggests that understanding the existing and future programs offered through these facilities is important. The parks and recreation department will need to work in tandem with programs offered through these facilities as well as expanding programs of their own.

Opportunities:

- Promoting Kingsport as part of a regional destination for outdoor recreation and culture and history connected to the Holston River
- Increasing facilities and programs that provide walking and biking opportunities within existing parks and green space
- More access points to the Holston River and kayaking / canoing programs
- Working with private entrepreneurs to provide classes and programs that encourage outdoor
- Collaborate with organizations like the Northeast Tennessee Economic Development Partnership to that promote regional nature based opportunities

Constraints:

- Coordinating with agencies and nonprofit organizations that are not part of the Park and Recreation Department
- Increased need for maintenance and upkeep of any additional facilities.

Continue to Support and Expand Athletic Tournaments and Events

A very strong network has developed in Kingsport that promotes and hosts large athletic tournament events like the Appalachian Athletics Conference. This provides positive economic activity related to out of town visitors. Interest in expanding active athletic venues did not receive the highest levels of prioritization from public input surveys but it did receive strong recognition from focus groups. This could reflect a strong use of these facilities by out of town visitors and leagues who did not participate in the public input surveys. Ballfields at Brickyard and Domtar Park, Hunter Wright Stadium and soccer fields at Eastman Park are examples of high-quality athletic facilities that have drawn regional events. There is an opportunity to expand these events to include more indoor events like basketball and volleyball with the addition of indoor athletic flex space. There is also an opportunity to create unique tournament events that are inclusive of larger demographic groups like “50 plus tournament games” and “neurologically or physically disadvantaged – special needs tournaments”.

Opportunities:

- Opportunities to promote Kingsport as a destination city and the revenue this can generate from hotel / motel tax funds
- High profile athletic facilities and events are good targets for continued corporate sponsorship and grant programs
- Organized league play is an excellent format to combat health challenges for all age groups and improve leadership skills for youth participants
- An organized 50 plus tournament has strong potential based on Kingsport’s demographics and interest in senior level activities
- Renovation of Lynn View Community center to expand space for athletics and exercise
- Pickleball and Lacrosse are two types of programs that are trending up in regional demand, they also received strong interest from community engagement efforts.
- The City's acquisition of North High and Middle Schools into the City School System opens up new opportunities to use these buildings with a collaborative arrangement between the City School System, the Park & Recreation Department and other agencies organizing tournament and league athletic events



Constraints:

- High quality athletic facilities require continued investment in upgrades, additions and infrastructure. They are not one-time capital improvement projects
- Tournaments and high-profile leagues must be balanced with smaller local athletic programs as they can compete for resources including coaching, officiating staff and facility space to practice and play
- Current limitations on indoor flex space
- Increased need for maintenance and upkeep of expanded facilities
- Increased need for staff and operating funds to manage facilities and programs
- Renovation of existing facilities to match facilities of competing communities

Provide More Places for Community Events

Kingsport has a very strong sense of community. Events like Fun Fest become opportunities to engage people on a citywide scale and have marked Kingsport as a festive and welcoming place. Additional park spaces and programs can be created to provide for social interaction and entertainment. Programs should include small unique gatherings and classes as well as large community wide events.

Opportunities:

- Creating a large festival space in the downtown area that serves for formal and informal community events and outdoor activities. A festival space developed as part of the General Shale / Cement Hill properties could be one location for such space if it were connected to the Downtown area with a safe multi-modal route
- Collaborate with the strong organizations in Kingsport that promote community events like the Kingsport Conventions & Visitors Bureau, Downtown Kingsport Association
- Consider promoting Funfest as a branded regional event to include more visitors as well as local residents

Constraints:

- Increased need for maintenance and upkeep of additional facilities
- Increased need for staff and operating funds to manage new facilities
- Competition with surrounding communities like Bristol that have invested in and promoted outdoor space venues

Continue to Expand Programs that Include Health, Nutrition, and Fitness

Kingsport has a strong and active 50+ community. It is anticipated that this demographic will continue to grow in Kingsport. General fitness, health-related activities, community social events and nature-based programs all connect well with this demographic. Summer youth programs are regarded as having a high priority as acknowledged during the master plan community engagement process. These programs are vital to the quality of life for Kingsport residents.

Opportunities:

- Look for ways to add health and fitness programs and facilities to existing public space
- Providing more pickleball court space by utilizing both indoor and outdoor courts with adjustable court marking and boundaries
- Add more outdoor fitness equipment to existing park and greenbelt space
- Continue to add walking paths and trails to existing and future park space
- Utilize the great volunteer community to support programs for all ages

Constraints:

- Volunteer and contract staff will have limitations in meeting future additions of full-time park and recreation staff should be anticipated



Staff & Operational Recommendations

Create a More Centralized Management and Operations System

Some of the park and recreation facilities in Kingsport have complex management and maintenance arrangements. This creates a challenge regarding the use and operation of these facilities. Consideration should be given to centralizing coordination of some of these facilities under the Park and Recreation Department. This could involve combining some of the current city staff under the organizational structure of the Parks and Recreation Department allowing for clear communication and programming roles. The city currently utilizes significant contract staff to help meet the demands of organizing, administrating and maintaining programs and facilities. By filling some of these roles with permanent city staff it may improve the ability to provide long term quality services and recreational experiences. The division of maintenance staff and equipment between the Parks and Recreation Department and the Department of Public Works (Streets and Sanitation) does not always serve the city well.

Opportunities:

- Consideration should be given to add more full-time staff to the Parks and Recreation Department possibly coinciding with a reduction of contract staff
- When evaluating NRPA standards and comparable communities, the City of Kingsport should consider increasing its Park and Recreation staff based on population size and number and size of park facilities
- The following facilities and programs are currently managed by city departments other than the Parks and Recreation Department and might benefit from centralizing program management and maintenance:
 - » Carousel and Farmers Market
 - » The Renaissance Center
 - » Hunter Wright Stadium
 - » Cultural Arts
 - » Special Events

Plan for the Need to Increase Maintenance and Operations Budgets

The importance of maintenance, appearance and safety is paramount for sustaining a system of quality parks. Current beautification efforts along roadways and traffic roundabouts and wayfinding signage undertaken by the City has been perceived in a very positive light. The Parks and Recreation Department will need increased budget and staff commitments to maintain a high level of maintenance. This will be important to consider when budgeting new facilities and programs. It will also be important when considering increased population demands on existing park facilities.

Opportunities:

- Any new facilities or programs that are put into capital budgets should include increased funds for operations maintenance and staffing
- Create a capital improvement line item in the annual budget committed to upgrading and maintaining existing park and recreation facilities. These funds go beyond day to day maintenance. They provide opportunity to enhance and expand facilities to keep pace with the demands placed on them

Acquire More Financial Support for Staffing

The Parks and Recreation department is currently understaffed in all areas. In order to move forward with the ideas and projects outlined in the master plan, there will need to be an increase in staff to support additional development.



Continue to Partner with Organizations That Fund and Operate Key Recreational Assets

Some of the unique recreational opportunities in Kingsport area are provided through partnerships with non-profit organizations, private entities and state agencies. The relationship between these partners should be continued and strengthened. Specific facilities that are providing strong recreational opportunities include: Bays Mountain, Kingsport Aquatic Center and YMCA, Kingsport City Schools, Cattails at Meadowview Golf and Warriors Path State Park. These facilities are well funded, well-staffed and are integrated into the culture of Kingsport. The Parks and Recreation Department should continue to coordinate with these agencies and project service needs and investments with the understanding that future recreational needs will be met in part from these facilities.

Opportunities:

- Bays Mountain and Warriors Path State Park connect strongly with the nature based and outdoor experience recreation that deserves strong promotion in partnership with Kingsport Parks and Recreation
- Consideration should be given to an annual leisure services summit that connects all the departments, organizations and non-profits to strengthen how to provide the best recreational experience and promote nature based and outdoor experience as a destination point in Kingsport
- This summit could include Eastman Chemical Company, Bays Mountain, Kingsport Aquatic Center, YMCA representatives, Meadowview Golf and Convention center representatives, Warriors Path State Park staff, The Kingsport Convention and Visitors Bureau, Downtown Kingsport Association and others.

Consolidate Partnerships of City Departments

There are several recreational facilities and program/operation areas within city ownership that have multiple departments involved in operations, management and maintenance needs. These facilities and program/operation areas are great assets for the city, and they help to meet the broad range of recreational interests desired by Kingsport residents. Some of these facilities could benefit from a more centralized team structure to implement day to day management and maintenance needs. This would improve clarity of operations for the facility users and provide a seamless recreational experience. Specific consolidation of staffing, programming, facility management and maintenance should be evaluated with the possible inclusion of:

- Parks and Recreation Department
- Kingsport Office of Cultural Arts
- Farmers Market Kingsport
- Kingsport Public Works (Park Maintenance and Landscaping)
- Hunter Wright Stadium
- Special Events

An evaluation should be conducted on how current management, staffing and maintenance overlaps or gaps may exist between these city departments as related to recreational facilities and programs. Many cities that reach the size of Kingsport find that bringing various Leisure service facilities and programs under a common Parks and Recreation management umbrella can improve the function and experience of facility users and program participants.



Strengthen Partnerships with City Departments & Volunteers to Patrol and Maintain Park & Greenbelt Areas

The importance of keeping park and Greenbelt facilities safe and clean is a top priority for Kingsport residents and community leaders. It was recognized as the top funding action from digital survey results.

- Keeping parks safe will require on site staffing and patrols. These patrols will require collaboration between parks and recreation and the police department.
- Volunteers engaged with park cleanliness and safety will need training and coordination with multiple city departments.
- Work with the Kingsport Police Department to strengthen and increase police presence/ patrol in park spaces and facilities.

Strengthen Partnerships with the Business and Development Community

Large corporate entities like Eastman Chemical Company and Domtar Paper Company have been large contributors towards helping provide recreational opportunities in Kingsport. They have also actively engaged in supporting community events. Key properties that will work in collaboration with the City to incorporate, like The General Shale and Cement Hill parcels should engage development partners that consider recreational and green space elements into the future plans for these properties.

Opportunities:

- Planning and relocation of the Scott Adams Skate Park in cooperation with Domtar Paper Company
- Connection of the Kingsport Greenbelt system to the Eastman Chemical campus
- Development of the General Shale / Cement Hill properties in conjunction with a private developer
- Focus on continued partnership with downtown business and commerce to further enhance public space for festivals and community events as part of the downtown recreational experience
- Consider implementing development fees relative to park facilities and park land dedication as part of the planning and permitting process especially related to neighborhood and pocket parks within residential areas

Constraints:

- Increased staff operating and maintenance needs that come with new park facilities and park land dedication



The National Recreation and Parks Association (NRPA) defines inclusion as removing barriers, both physical and theoretical, so that all people have an equal opportunity to enjoy the benefits of parks and recreation. In order to provide this opportunity, the NRPA recommends strategies for inclusion within park and recreation facilities. These strategies target disadvantaged and disabled populations, which the NRPA defines as:

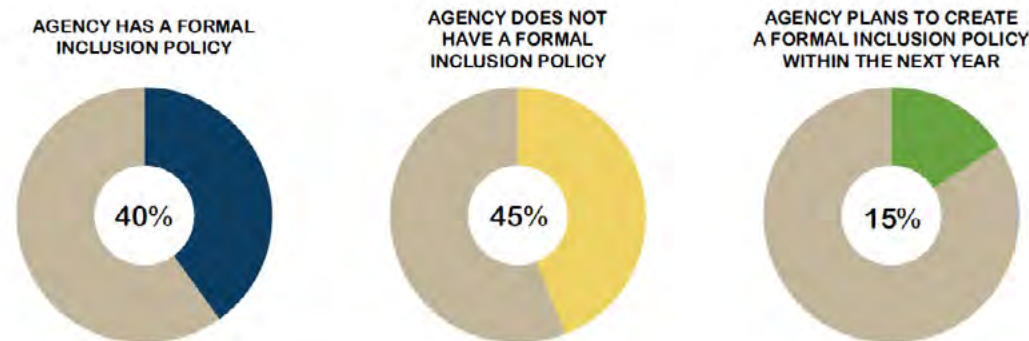
- Racial and ethnic minorities and new Americans
- Individuals with physical and cognitive disabilities
- Members of the LGBTQ community

These communities benefit immensely from public recreational space, but are too often excluded from the design process and therefore unable to utilize these facilities. The NRPA emphasizes the importance of reaching the most vulnerable individuals and families—those who suffer from higher rates of health disparities and a diminished quality of life. The NRPA recommends creating a formal inclusion policy that outlines goals, guidelines and procedures that help ensure all members of a community can access all that those facilities have to offer. Such policies may include an outline of the accommodations that improve accessibility to parks, recreation centers and other facilities along with a description of the process that a resident would follow to request a specific accommodation. The policies typically are available on the agency’s website.

Creating and implementing a formal inclusion policy allows park and recreation agencies to maintain consistent guidelines and match their actions to those guidelines. While many agencies are already achieving a standard of inclusion, they frequently lack a formal policy that ensures consistent implementation of this standard across an agency. With a formal policy, an inclusion standard will thrive despite any staff turnover, leadership changes, shifts in agency priorities or funding shortages. Agencies should customize their inclusion policy to reflect an organization’s strengths and strategic goals. 40% of municipalities nationwide have already implemented these policies, and another 15% are working towards finalizing such a policy in the next year.

TWO IN FIVE PARK AND RECREATION AGENCIES HAVE A FORMAL INCLUSION POLICY

(Percentage Distribution of Agencies)



A park should not only reflect the culture and spirit of its community; it should also serve all members of a community, especially individuals or groups who have endured historical injustices and communities that suffered from inadequate investment. While park and recreation agencies are leaders in creating these spaces and confronting these disparities head on, there remain significant opportunities for expanding such efforts further and ensuring that the needs of all are met. With the Parks for Inclusion initiative, and with the support of local park and recreation agencies throughout the United States, NRPA is committed to ensuring that everyone—regardless of race, ethnicity, physical ability, gender, religion or sexual orientation—has equal access to the benefits of parks and recreation. NRPA is committed to accomplishing this goal through a number of activities:

- Supporting built-environment enhancements and park improvement projects in various underserved communities
 - Hosting professional development opportunities such as webinars and conference sessions
 - Aiding in model policy development to create sustainable, long-term changes
 - Collecting and sharing the success stories of inclusive activities across the field
- Connecting agencies with community partners to support and enhance each other’s work
- Creating best practices for program implementation to increase access to health opportunities

While park and recreation agencies strive for greater inclusion, they do face significant challenges in delivering on this promise. In some cases, agencies have limited financial and staffing resources that can make it difficult to serve those who may benefit the most from quality park and recreation services. In other cases, park and recreation agencies lack a clear understanding of the needs and desires of members of their city, town or county. Because of these universal challenges faced by Parks and Recreation agencies, the NRPA has created a list of guidelines that can be implemented to reach inclusivity goals. These nine guidelines are listed on the next page.

Source: WWW.NRPA.ORG/PARKSFORINCLUSION



Guidelines for Diversity Inclusion

1. ENSURE OBJECTIVES AND AGENCY POLICIES STRATEGICALLY INCLUDE PEOPLE WITH DISABILITIES

Agency objectives and policies should explicitly and unambiguously state that park and recreation programs, facilities and services are available to all people, including those with physical and cognitive disabilities.

2. INVOLVE PEOPLE WITH DISABILITIES IN DEVELOPMENT & IMPLEMENTATION

Development, implementation and evaluation of park and recreation programs, facilities, park improvement projects and other services should include input from people with a wide range of disabilities and their representatives.

3. PROMOTE PROGRAM ACCESSIBILITY

Park and recreation programs, facilities and services should be accessible to people with disabilities (and other users). The physical environment, program structure, communication methods and social components need to be accessible in order for people with disabilities to fully participate.

4. ACCOMMODATE PARTICIPANTS WITH DISABILITIES

Park and recreation programs, facilities and services should address the individual needs of participants with disabilities.

5. TARGET OUTREACH AND COMMUNICATIONS TO PEOPLE WITH DISABILITIES

Park and recreation agencies should use inclusive language and imagery, a variety of dissemination methods (video, audio) and consider partnering with like-minded organizations when devising program outreach materials.

6. ACCOUNT FOR COST CONSIDERATIONS AND FEASIBILITY

Park and recreation agencies should address potential fiscal implications of inclusion including staffing, training, equipment and additional resources needed to create, promote and sustain inclusive programming.

7. PRIORITIZE AFFORDABILITY

Park and recreation programs should be affordable to people with disabilities and their families and caregivers.

8. IMPLEMENT PROCESS EVALUATION AND PARTICIPANT FEEDBACK

Park and recreation programs, special events, facilities and services should implement process evaluation that includes feedback from people with disabilities and family members, personal assistants, caregivers or other representatives. Feedback should be strongly considered in future programming.

9. EVALUATE OUTCOMES

Park and recreation agencies should collect data on outcomes attributed to inclusive programs, facilities and services that benefit community members. As part of this data collection, agencies should include measures that are specifically designed to review accessibility and inclusion for people with disabilities.

Kingsport Parks and Recreation has made efforts to improve socioeconomic inclusion through their affordable summer programs. In 2020 Kingsport opened a baseball facility, Miracle Field, for people with physical and cognitive disabilities. Miracle Field consists of the Eastman Baseball Field and the Blue Cross Playground, both of which are accessible to those with disabilities. Additionally, there are plans for Miracle Field to be expanded in order to include a soccer field, a zip line, and a second baseball field. Overall our survey results did not indicate a specific lack of inclusion within Kingsport park facilities and programs. Although, the NRPA standard suggests creating an inclusion policy as well as generating surveys or focus groups tailored specifically to those who are disabled and/or disadvantaged due to race, gender identification, sexuality, and socioeconomic status. Kingsport parks and recreation should consider the creation and adoption of a specific inclusion policy and a plan to implement it.

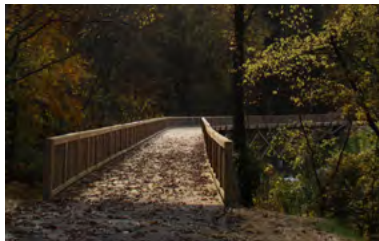


Kingsport's Miracle Field



Facilities

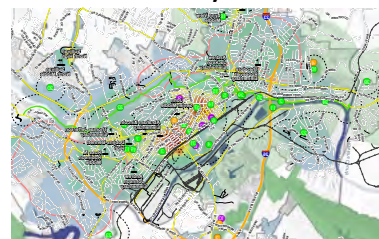
1 Continue Greenbelt and trail / walking path expansion and connections, including extensions to neighborhoods and key points of destination. This also includes looped trails in existing parks.



2 Connect recreation to the Holston River and Historic Downtown. This includes community events and festival space as well as active and passive recreation.



3 Develop Community and Neighborhood Parks on North, East, and South Areas of Kingsport. These areas deserve the development of parks that are 20 acres or more in size and include activities for all ages. These parks function as recreational hubs for the community.

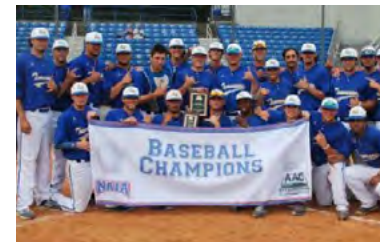


Programs

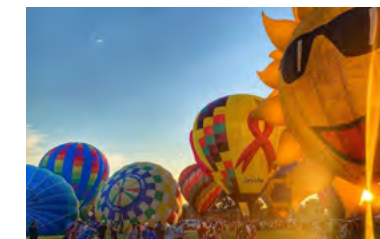
4 Provide more nature based and educational programs including hiking, biking, and paddling opportunities.



5 Keep athletic tournaments and local athletic programs strong by maintaining high quality facilities and well coordinated events. This could include the addition of more indoor tournament facilities.



6 Develop more public space for community events, including a large festival space and possibly an outdoor amphitheater.



Staff & Operations

7 To provide clear oversight and delivery of services and recreation programs, consolidate management and operations of some Leisure service areas under a central Parks and Recreation umbrella. Consider additional department staff to support operations and marketing functions.



8 Increase budgets for maintenance, programs and facility operations and Parks and Recreation staff levels to make sure park & recreation facilities are clean, beautiful, and safe spaces that function as designed. Connect budget objectives to a short and long term CIP specifically committed to parks and recreation.



9 Create a volunteer and partnership training program and collaborative planning session that utilizes the strong sense of community involvement and facility partnerships.



Partnerships

10 Continue partnerships with Bays Mountain, Kingsport Aquatic Center, YMCA, Kingsport City Schools, Cattails Golf Facility and Warriors Path State Park to meet local and regional demands for recreational facilities and programs.



11 Consolidate the maintenance between city departments for some city park facilities to provide more clarity, efficiency and performance.



12 Strengthen continued support from the business and development community including the contribution of park land and the development of facilities in areas of future growth.

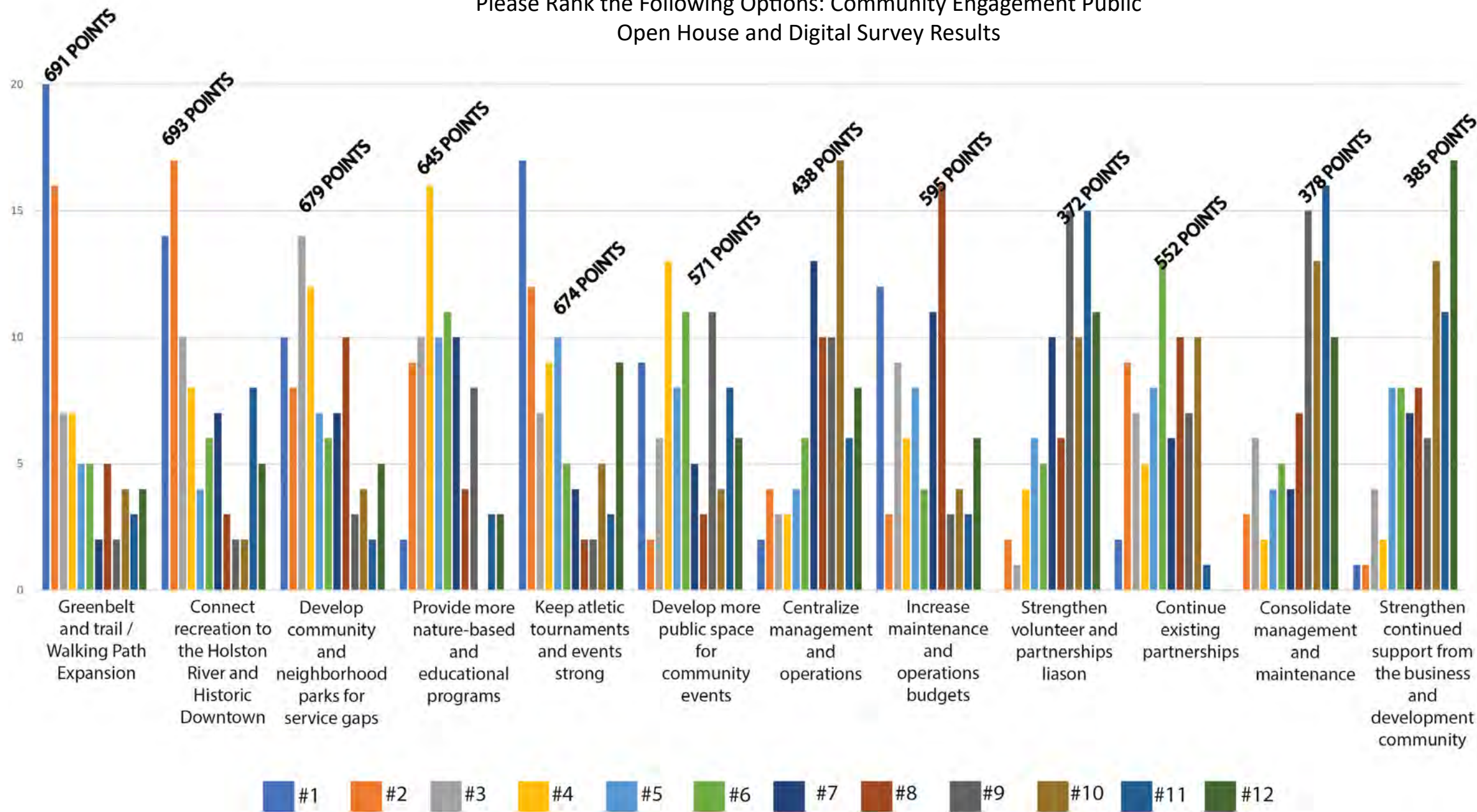




12 Big Ideas - Recommendation Survey Results

The master plan recommendations were presented using a public feedback venue that included both in-person and digital survey input tools. The results of this input have been summarized to help prioritize implementation and policy suggestions of this master plan.

Please Rank the Following Options: Community Engagement Public Open House and Digital Survey Results



Results:

Top Priority by overall points:

#1 Connect Recreation to the Holston River and Historic Downtown, this includes community events and festival space as well as active and passive recreation.

#2 Continue Greenbelt and Trail / Walking Path Expansion and Connections, including extensions to neighborhoods and key points of destination. This also includes looped trails in existing parks.

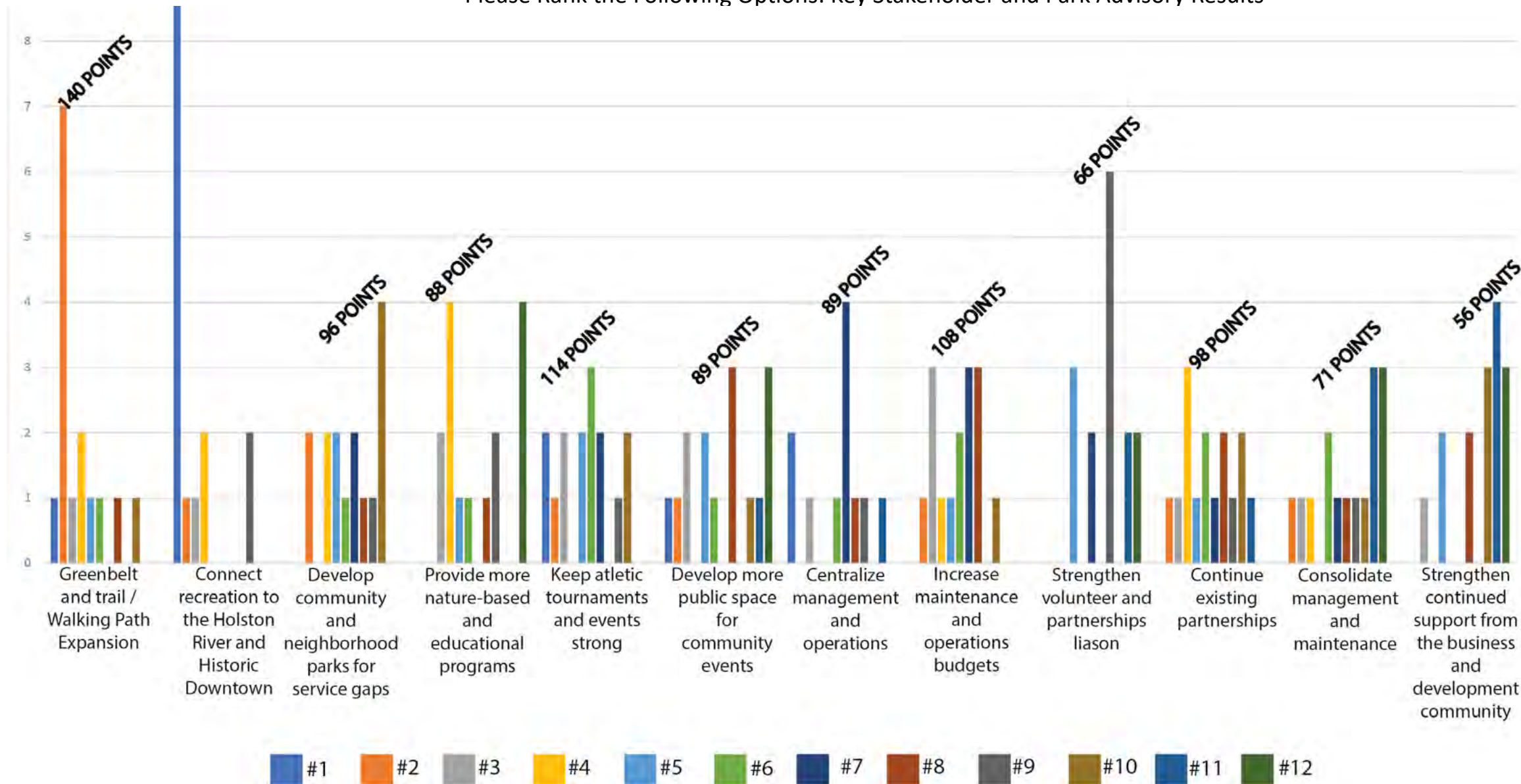
#3 Develop Community and Neighborhood Parks on North, East, and South Areas of Kingsport. These areas deserve the development of parks that are 20 acres or more in size and include activities for all ages.



12 Big Ideas - Recommendation Survey Results

The master plan recommendations were reviewed with the same stakeholder groups and the Parks Advisory Board that contributed to the initial analysis stage of the master plan process. This allowed for feedback and prioritization information to be used in the implementation and policy suggestions section of the master plan.

Please Rank the Following Options: Key Stakeholder and Park Advisory Results



Results:

Top Priority by overall points:

#1 Connect Recreation to the Holston River and Historic Downtown, this includes community events and festival space as well as active and passive recreation.

#2 Continue Greenbelt and Trail / Walking Path Expansion and Connections, including extensions to neighborhoods and key points of destination. This also includes looped trails in existing parks.

#3 Keep Athletic Tournaments and Events Strong by maintaining high quality facilities and well-coordinated Events. This could include the addition of more indoor tournament facilities.



Proposed Capital Improvements

5 Year (Short Term Projections)

Short Term Improvements

- Construct Riverbend Park with emphasis on riverfront experience and outdoor recreation (estimated investment \$6-8 million).
- Implement the master plan for recreational areas to be incorporated into the general shale and cement hill properties as part of any proposed development. Recreational facilities should focus on an outdoor experience that could include: natural trails, mountain biking, skate park, passive recreation and picnic shelters, large common green space for community events and public art display. (estimated investment \$2.5-4 million)
- Construct pedestrian/Greenbelt link from downtown/ Centennial Park across railroad and integrate greenway system into general shale/cement hill properties (estimated investment \$3 million)
- Upgrade existing Lynn View Community Center and parks with additional facilities / programs and consider additional neighborhood parks in the surrounding community (estimated investment \$10-\$12 million).
- Review/Upgrade master plan for Rock Springs Park and implement changes with new facilities and programs (estimated investment \$1.5-2 million).
- Acquire land for community parks in the service gap areas (Cooks Valley, Colonial Heights, Rock Springs Area). Properties should be 10 acres to 20 acres in size and easily accessed from surrounding neighborhoods. (estimated investment \$1 million).
- Extend a greenbelt/multi-modal route from downtown to the Eastman campus. (estimated investment \$1.5-2 million)
- Extend a greenbelt/multi-modal route west to Allandale area. (estimated investment \$1 million)
- Create a greenbelt trailhead with parking at Cleek Rd. (estimated investment \$500,000)

10 Year (Midterm Projections)

Mid Term Improvements

- Invest in converting the Andrew Jackson Elementary School property into a community recreation area that includes indoor and outdoor recreation facilities. (estimated investment \$2-4 million)
- Create a capital improvement line item in the annual budget committed to upgrading and maintaining existing park and recreation facilities with a focus on athletic facilities and Greenbelt maintenance. (estimated investment \$500,000-\$1 million annually).
- Master plan and implement phase one of a nature and cultural river center at Riverwalk/Riverfront Park and connect to cultural/historic enhancements along the Greenbelt and Long Island (Domtar Park).
- Extend approximately 2 miles of the Greenbelt along the "sluice" of the south fork of the Holston River from Domtar Park to a multi-modal path on the South Wilcox drive. (estimated investment \$2-3million)
- Construct a new community park in the Cooks Valley service gap including both passive and active facilities and programs. (estimated investment \$4-8 million)
- Renovate & expand existing facilities and master plans for: Allandale, J. Fred Johnson Park, Civic Auditorium, Miracle Field & Brickyard Park, Neighborhood Parks, Mini Parks

15+ Year (Long Term Projections)

Long Term Improvements

- Implement phase 2 for constructing a whitewater park at Riverwalk/Riverfront Park. (approximate investment \$4-6 million)
- Collaborate with the Cherokee people to create a historic cultural center on Long Island recognizing the culture and history of the Native American people in the Kingsport area. (estimated investment \$2 million)
- Extend approximately 4.2 miles of Greenbelt along the south Holston River from South Wilcox Drive to the Fort Patrick Henry Dam overlook and Riverbend Park. This could possibly include utilizing the bridge along Fort Henry Drive for bicycle and pedestrian river crossing as TDOT considers a re-design of state highway 36. (estimated investment \$5 million)
- Consider planning and development of a large multi-use, indoor sports plex to further promote local athletic leagues and regional tournament play in Kingsport. (estimated investment \$8 million+)
- Extend approximately 4 miles of Greenbelt with separated and protected multi-modal paths from the existing Greenbelt crossing at John B Dennis to Fort Patrick Henry Dam/Riverbend Park, utilizing N. John B Dennis hwy and Fort Henry Drive rights of way. (estimated investment \$5 million.)
- Construct a new community park in the Colonial Heights and Rock Springs service gap areas. (estimated investment \$8-10 million)

Note: All estimated investments are general approximations. Detailed masted plans, site plans and construction bids will be needed to determine actual improvement costs. It is understood that the City of Kingsport may need to determine priorities within these suggested capitol improvements and may not have the resources to implement everything as outlined. The improvements, estimated investments, and schedules are outlined to give City Leadership a road map to make the best calculated decisions. Based on park and recreation goals, community feedback, and collaborative understanding of the City's vision for leisure services.



Federal Funding Sources:

Federal funding is typically directed through state agencies to local governments either in the form of grants or direct appropriations, independent from state budgets. Federal funding typically requires a local match that ranges from 20% to 50%, although there are sometimes exceptions, such as the recent American Recovery and Reinvestment Act stimulus funds, which did not require a match.

Transportation Alternatives (TA) Set-Aside

- These set-aside funds include all projects and activities that encompass a variety of smaller-scale transportation projects such as the conversion and use of abandoned railroad corridors to recreational trails for pedestrians, bicyclists, or other non-motorized transportation users, safe routes to school projects, community improvements such as historic preservation and vegetation management, and environmental mitigation related to stormwater and habitat connectivity.
- See more at: https://www.fhwa.dot.gov/environment/transportation_alternatives/

Recreational Trails Program:

- The Recreational Trails Program (RTP) is a federal funded, state administered grant program. The RTP provides grant funding for land acquisition for trails, trail construction, trail maintenance, trail rehabilitation and for trail head support facilities. These funds are distributed in the form of an 80% grant with a 20% match. Local, state and federal land managing agencies are eligible to apply as well as state chartered, non-profit organizations with IRS 501 (c)(3) status that have a written agreement for trail management with an agency. All grants must be on publicly owned land.
- See more at: https://www.fhwa.dot.gov/environment/recreational_trails/

Partnership to Improve Community Health (PICH):

- PICH is a 3-year initiative that supports implementation of evidence-based strategies to improve the health of communities and reduce the prevalence of chronic disease. PICH builds on a body of knowledge developed through previously funded Centers for Disease Control and Prevention (CDC) programs and encourages collaborations with a multi-sectoral coalition to implement sustainable changes in communities where people live, learn, work, and play.
- See more at: <https://www.cdc.gov/nccdphp/dch/programs/partnershipstoimprovecommunityhealth/index.html>

State Funding Sources:

Local Parks & Recreation Fund (LPRF) Grants:

- The Local Parks and Recreation Fund (LPRF) provides grants to eligible local government entities for the purchase of lands for parks, natural areas, greenways, and recreation facilities. The funds may also be used for trail development and capital projects in parks, natural areas, and greenways.
- See more at: <https://www.tn.gov/environment/about-tdec/grants/grants-recreation-grants/grants-local-parks-and-recreation-fund-lprf-grants.html>

Tennessee Recreation Initiative Program:

- The Tennessee Recreation Initiative Program (TRIP) provides grants to those cities and counties currently without a comprehensive parks and recreation delivery system in operation due to lack of staffing and organization.
- See more at: <https://www.tn.gov/environment/about-tdec/grants/grants-recreation-grants/grants-tennessee-recreation-initiative-program-trip-grants.html>

Tennessee Department of Health Built Environment Grants

- These grants cover a wide range of projects including parks, trails, playgrounds, sports facilities, and green space.
- Grant funds can be used for planning or construction
- Current grants range in the amount of \$10,000 and may not require any matching funds



Local Funding Sources:

Local Bond Measures:

- Local bond measures, or levies, are usually general obligation bonds for specific projects. Bond measures are typically limited by time based on the debt load of the local government or the project under focus. Funding from bond measures can be used for engineering, design and construction of local park facilities.

Stormwater Utility Fees:

- Stormwater charges are typically based on an estimate of the amount of impervious surface on a user's property. Impervious surfaces (such as rooftops and paved areas) increase both the amount and rate of stormwater runoff compared to natural conditions. Such surfaces cause runoff that directly or indirectly discharges into public storm drainage facilities and creates a need for stormwater management services. Thus, users with more impervious surfaces are charged more for stormwater service than users with less impervious surfaces.
- The rates, fees, and charges collected for stormwater management services may not exceed the costs incurred to provide these services. The costs that may be recovered through the stormwater rates, fees, and charges includes any costs necessary to assure that all aspects of stormwater quality and quantity are managed in accordance with federal and state laws, regulations, and rules. Open space may be purchased with stormwater fees, if the property in question is used to mitigate floodwater or filter pollutants.
- These fees are currently being collected and utilized for Kingsport funding and budget options. This creates the opportunity for collaborative application of this money to leisure services when it is determined by city leadership to be appropriate.

Hotel & Motel Tax:

- Local governments that choose to exercise a local option of hotel & motel tax can use the tax revenues to provide funding for a wide variety of projects and activities. The development of the future park property could be funded by a portion of local sales tax revenue or from a voter approved sales tax increase. Many cities and counties use the tax for tourism development, which can include athletic facilities as well as parks and recreation facilities that will draw regional participants.
- These fees are currently being collected and utilized for Kingsport funding and budget options. This creates the opportunity for collaborative application of this money to leisure services when it is determined by city leadership to be appropriate.

Private Funding Sources:

U.S. Soccer Foundation's Safe Places to Play Grant:

- Since 1995, the U.S. Soccer Foundation has awarded grants to more than 600 non-profit organizations in all 50 states. Grants support soccer programs and field building initiatives in the U.S. that keep children in under served communities active, healthy, and safe. Grants are available in four categories: Synthetic Turf, Lighting, Irrigation, and Sport Court. Multi-sport field projects are also eligible for funding, but such fields must be used a majority of the time for soccer. Safe Places to Play Grantees have between 12-18 months from the date of the award announcement to use their funding.

Corporate Donations:

- Corporate donations are often received in the form of liquid investments (i.e. cash, stock, bonds) and in the form of land. Employers recognize that creating places to bike, walk, and play sports is one way to build community and attract a quality work force. Bicycling and outdoor recreation businesses often support local projects and programs. Municipalities typically create funds to facilitate and simplify a transaction from a corporation's donation to the given municipality. Donations are mainly received when a widely supported capital improvement program is implemented. Such donations can improve capital budgets and/or projects.

Volunteer Work & Public-Private Partnerships:

- Individual volunteers from the community can be brought together with groups of volunteers from church groups, civic groups, scout troops and environmental groups to work on park development on special community workdays. Volunteers can also be used for fundraising, maintenance, and programming needs. Local schools or community groups may use the park projects as a project for the year, possibly working with a local designer or engineer. A local construction company may donate or discount services. A challenge grant program with local businesses may be a good source of local funding, where corporations 'adopt' a park facility and help construct and maintain the facility.

Private Individual Donations:

- Private individual donations can come in the form of liquid investments (i.e. cash, stock, bonds) or land. Municipalities typically create funds to facilitate and simplify a transaction from an individual's donation to the given municipality. Donations are mainly received when a widely supported capital improvement program is implemented. Such donations can improve capital budgets and/or projects.

Fundraising / Campaign Drives:

- Organizations and individuals can participate in a fundraiser or a campaign drive. It is essential to market the purpose of a fundraiser to rally support and financial backing. Oftentimes fundraising satisfies the need for public awareness, public education, and financial support.



Other Grant Opportunities

United States Conference of Mayors: Childhood Obesity Prevention Awards

- The United States Conference of Mayors (USCM), in partnership with the American Beverage Foundation for a Healthy America (ABFHA), is accepting applications for the 2020 Childhood Obesity Prevention Grants Program. A total of six cities will be selected to support both new and existing programs initiated by USCM member mayors that address the childhood obesity epidemic. Award amounts ranging from \$25,000 to \$150,000 will be made in three categories: small, medium, and large cities. Learn more and apply.

Climate Change Planning and Capacity Building

- As part of a National Science Foundation-funded study, Virginia Tech and EcoAdapt will offer support for up to eight communities to undertake a stakeholder-driven climate change vulnerability assessment and adaptation planning workshop (1-2 days). The goal of these workshops is to build local capacity for climate change adaptation, improve understanding about local climate change vulnerabilities, and develop implementable adaptation responses. Following the workshop, each community will receive a climate adaptation action plan focused on specific issues identified and discussed during the workshop.

Polaris T.R.A.I.L.S. Grants

- The Polaris Industries T.R.A.I.L.S. (Trail Development; Responsible Riding; Access; Initiatives; Lobbying; Safety) Grant Program is accepting applications to promote safe and responsible riding and preserve access. Funds can be used for trail development and maintenance projects, safety and education initiatives, lobbying, and other projects to increase and maintain land access. Grants of up to \$10,000 will be made for government and nonprofit organizations with 501(c)(3) or 501(c)(7) status.

Safe Places to Play Grants

- The U.S. Soccer Foundation has announced upcoming grant cycles for the Safe Places to Play Grant program to support soccer field-building initiatives nationwide. Funds are available for field space that will be used for a soccer a majority of the time. Funds may support irrigation, lighting, AstroTurf, and modular athletic flooring material costs. Eligible applicants include nonprofit organizations, city governments, schools, churches, and other nonprofit entities.

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Home Depot Foundation: Community Impact Grants

- The Home Depot Foundation is accepting applications from 501(c)(3) nonprofit organizations and public agencies that use the power of volunteers to improve the community. The Foundation awards grants of up to \$5,000 in the form of gift cards for the purchase of tools, materials, or services. Projects should serve veterans within local communities and/or diverse and underserved communities.

Waste Management Charitable Giving

- Waste Management offers charitable gifts to promote civic pride, economic development and revitalization. Waste Management primarily supports environmental initiatives, including promoting parklands and green spaces for people to enjoy and play, and environmental education initiatives targeted at middle and high school students. Eligible entities include 501(c)(3) nonprofit organizations and public organizations. Applications are accepted on an ongoing basis.

The Fruit Tree Planting Foundation Grant Program

- Municipal entities, local nonprofits, and public schools are eligible to apply to support the planting of fruitful trees and plants to alleviate hunger, combat global warming, strengthen communities, and improving the surrounding environment. Trees can be planted at community gardens, city and state parks, low-income neighborhoods, Native American reservations, schools, and other locations where they will serve the greater community. The Foundation provides high-quality trees and shrubs, equipment, on-site orchard design expertise and oversight, horticultural workshops, and aftercare training and manuals. Applications are accepted on an ongoing basis.



Other Grant Opportunities, cont.

Surplus Real Property and Personal Property Donation Programs

- The Surplus Federal Property Donation Programs help state and local public organizations acquire surplus federal real estate property and personal property that is no longer needed by the federal government. The Real Property Program allows property to be transferred to local agencies and institutions at discounts up to 100 percent of fair market value for public parks, public recreational areas, historic monuments, public health or educational uses, wildlife conservation, and other related purposes. The Personal Property Program allows most local public agencies, nonprofit educational and public health agencies, and nonprofit programs for the elderly to receive tangible items ranging from common products, such as office equipment and furniture, to specialized apparatuses, including heavy machinery. Applications are accepted on an ongoing basis based on the availability of property.

Common Counsel Foundation: Still We Rise Fund

- The Still We Rise Fund is designed to support community-based efforts to defend residents and families, build resiliency, and develop new strategies and alliances to support the rights of vulnerable communities, including immigrant, Black, Arab and Muslim, Native-American, women, working-class, and LGBTQ communities. Eligible applicants are 501(c)(3) nonprofits and other community entities with a 501(c)(3) fiscal sponsor. The typical award size is \$5,000. Applications are accepted on a rolling basis and distributed monthly.

Baseball Tomorrow Fund/Major League Baseball Field Maintenance Education Program

- This program provides the opportunity for MLB groundskeepers to share tips and techniques with other professional sports turf managers, coaches, parents and volunteers who are involved in the maintenance of youth baseball and softball fields. In conjunction with the clinics, the Baseball Tomorrow Fund awards a \$10,000 grant to a local organization selected by the participating Club. The grant funds are used for the purchase of field maintenance supplies, equipment or services.

CAN'd Aid Crush It Crusade Grants

- The CAN'd Aid Foundation is accepting applications from communities, local organizations, and local government entities to help support recycling programs. The Foundation awards small grants to fund program expenses including signage and education, and also provides in-kind recycling tents and bins and training on sustainable waste management. The typical award amount is \$5,000. Applications are accepted on an ongoing basis.

Community Facilities Direct Loan and Grant Program – Rural Communities

- The United States Department of Agriculture (USDA) provides grants, low-interest direct loans, and/or combinations of the two to develop essential community facilities in rural areas, including public facilities, community support services, and local food systems such as community gardens and food hubs. Public entities, nonprofit organizations, and tribal entities in rural communities are eligible to apply. Applications accepted on a rolling basis.

Keep America Beautiful's Community Restoration and Resiliency Fund

- Keep America Beautiful's Community Restoration and Resiliency Fund benefits Keep America Beautiful Affiliates that serve communities directly affected by natural and environmental disasters. The fund provides immediate and long-term support for initial and ongoing cleanup efforts and helps rebuild vital public spaces: parks, greenways, community gateways, Main Street/downtown areas, open spaces and more. Applications accepted on a rolling basis.

United States Golf Association (USGA) Alliance Grant Program

- With funding from the USGA, the National Alliance for Accessible Golf is providing financial assistance and resources to make golf more accessible to people with disabilities. The funding agency is especially interested in projects that focus on inclusion of people with disabilities in programs that involve those without disabilities with the ultimate goal of enhancing their inclusion into the fabric of their community. Applications will be accepted from 501(c)(3) nonprofit organizations and government entities. Grants generally range between \$4,000 and \$15,000. The maximum award rarely exceeds \$20,000. Applications will be accepted on a rolling basis.

United States Tennis Association (USTA) Facility Assistance Program

- The USTA offers technical and financial support to improve tennis facilities across the country. In addition, selected communities will be appointed project consultants from the USTA National staff who will deliver personalized support and service. Applications for assistance are accepted on a rolling basis.



Independent Fundraising Resources

Additional funding and grant resources to research include:

1. Foundation Center: Provides both training and research information on corporate and foundation grant programs. The grants database is a collection of thousands of grants.
2. Guidestar: An excellent source of IRS 990 forms for foundations and other nonprofit organizations.
3. Chronicle of Philanthropy: The Chronicle is a newspaper for nonprofit news publishing, fundraising trends, resources, and recent grants.
4. Crowdfunding Toolkit
5. Nonprofit Times: Nonprofit management newspaper.
6. Hoovers: Profiles millions of U.S. companies. It is a great source for employee contact information.
7. Fortune Magazine: A resource for identifying companies by state and industry.
8. Leadership Directories



These implementation strategies are based on the findings of the Operations Assessment, Financial Analysis, and Needs Assessment conducted as inputs to this master plan. Some of these recommendations achieve multiple objectives such as meeting projected recreation needs while also diversifying and enhancing the Parks & Recreation revenue stream. Implementation ideas are meant to provide detailed pricing or program schedules, but rather a broad set of strategies as a guide for more detailed analysis and implementation.

Operations:

Functional Consolidation. There are various challenges relating to the current structure of City park and recreation functions, which are disaggregated among several different municipal divisions, including the Parks & Recreation Department and other divisions of Leisure Services (e.g., The Renaissance Center, Farmers Market, and Hunter Wright Stadium as well as the Departments of Streets and Sanitation and Public Works. It is unusual that some of these functions and park maintenance are not managed by a parks and recreation department, when those services are usually considered part of the core functions for the department. Such dispersal of park function may lead to a lack of communication as well as redundancies and inefficiencies, despite the best efforts of all departments. Each division produces separate plans and procedures. Meanwhile, the city's constituents can be confused about who holds ultimate responsibility for each of these different functions.

Streets and Sanitation, for its part, has seen increased demand on its resources dedicated to maintenance of downtown landscaping and other areas that do not benefit from a dedicated funding source. The S&S parks maintenance staff could benefit from having access to a more diverse funding pool generated through consolidation into the Parks and Recreation Department. Under consolidated management, resources could be better targeted where needed, such as for Greenbelt and sports field maintenance.

Consolidation could also help clarify ownership and responsibility for maintenance of capital plant and equipment. In general, if such capital as parking lots & lights, trails & pathways, park benches, landscaping, shelters, directional signage, etc. is located within the legal boundaries of Parks and Recreation sites and facilities, it should be maintained by Parks and Recreation. Such responsibility should extend to soft maintenance services such as janitorial, mowing, and trash collection unless there are Citywide contracts (rather than piecemeal department-level approaches) that enable significant economies of scale. Exceptions to Parks & Recreation responsibility could include bulk infrastructure (roads, water/sewer, right of ways, stormwater) that passes through park sites and connects to the City's broader infrastructure plant. This infrastructure is interconnected with the City's physical plant and again, economies of scale are likely to be achieved through citywide coverage.

It is therefore recommended that, at a minimum, park maintenance functions including personal and equipment be consolidated into the Parks and Recreation Department to help improve communications and sharing of resources. Those and other specific recommendations for consolidation include the following:

- **Maintenance (Parks & Recreation Capital & Equipment).** Consider consolidation of all park and recreation related site infrastructure, equipment, and soft maintenance (as described above) from Public Works and Streets & Sanitation to Parks and Recreation. As noted above, the exception would be bulk infrastructure (roads, water/sewer, stormwater) that passes through or along park sites and connects to the City's infrastructure plan and right of ways.
- **Add more resources.** As new park facilities are added such as Riverbend Park, additional Greenbelt, expanded Brickyard and General Shale properties, new staffing requirements should be evaluated for operations and maintenance.
- **Organizational Restructuring.** The overall organizational structure of the Parks & Recreation Department should be evaluated as consideration is given to consolidating with the Cultural Arts Department and the Special Events Staff. Additional city staff positions relative to marketing and economic development should also be considered with this organizational restructuring. A staffing resource evaluation should be conducted by an independent consultant or auditor to assess and refine staff positions, job descriptions, and pay grades in light of the consolidations and other recommendations made herein. Any new facilities and program expansions should be implemented in coordination with staff adjustments to accommodate increased demands.

Strengthen Staff Resources. Kingsport expends significantly more of its budget on contract labor and services than benchmarked communities because the City retains a much smaller permanent staff compliment to supply those services. While contractors provide flexibility, a dependence on outside contracting results in the City experiencing "stress points" where multiple services are required (such as during overlapping events), inefficiencies and potentially lower quality in service delivery (where contract labor is new and unfamiliar with City operations), higher cost-per-hour worked, and lower confidence among City staff (whose jobs are on the line to maintain quality). In order to improve confidence in the long-term value of City staff and to bring Kingsport more in line with comparable cities and regional benchmarks, it is recommended that contract labor levels be reduced and replaced with increased attention to permanent staffing.

*If Parks and Recreation is expanded for maintenance, arts, and new facilities (i.e. waterparks on the river, new community center, etc.) staff organizational chart and staffing levels would need to be evaluated for efficiency.



Communications. Combined financial reporting for parks and recreation revenues with other departments and agencies can make it more challenging for the department to communicate to constituents the actual dedicated funding available. In building the constituency for parks and recreation, being able to communicate budgetary constraints and the lack of dedicated funding sources is crucial. Because of the way that various park functions are disaggregated into several different City divisions, communication and coordination among park-related staff is also challenging. Recommendations for improving communication include the following:

- **Flow Charts.** Produce flow charts for communication purposes showing how dollars raised through Parks and Recreation flow back into the City's Budget and how budget dollars flow back into Parks and Recreation. The flow charts should show explicitly the separate relationships and flows between the City, Streets and Sanitation, and the various Leisure Department divisions. The lack of dedicated funding for Parks & Recreation should be made explicit in the charts.
- **Organization Charts** and flow charts should be used wherever possible to communicate to City leaders and the general public where Parks and Recreation responsibilities start and end, vis-à-vis other divisions of the Leisure Department and Streets & Sanitation. Organization of staff resources would be refined based on the independent evaluation discussed previously.
- **Economic & Fiscal Benefits.** Calculate the economic and fiscal benefits of Kingsport Parks and Recreation on a regular basis. Communications can then focus regularly on the economic & fiscal benefits of Parks & Recreation programs to the City and its residents.
- **Marketing and Media.** Maintenance of Parks and Recreation websites and social media traditionally falls to the City's Information Technology staff. However, there is a need beyond technology management for marketing and communications relating specifically to Parks & Recreation resources. More aggressive merchandising, such as through event concessions, should also be explored as a revenue generator. In order to oversee all aspects of Parks & Recreation marketing, promotions, merchandising, and event planning, it is recommended that a full-time marketing position be added to Parks & Recreation staff.
- **Communications Plan.** An overall communications and promotions plan should be developed to incorporate the aforementioned components in communicating to residents and City leadership where Parks and Recreation have certain responsibilities and generate benefits that are not necessarily met through dedicated funding.

Finance:

Prioritize Parks and Recreation. If the City's budget is an indication of priorities, parks and recreation are not among Kingsport's top targeted priorities. Benchmarked against nine comparable cities, Kingsport spends the lowest share of its budget on parks and recreation, at just 2.9%. The next highest share is 4.1% Harrisonburg, Virginia. Part of the reason why the park budget appears to be a low priority is because the maintenance is outsourced to Streets & Sanitation and other facilities function as separate divisions of Leisure Services.

Nevertheless, when comparing comparable services, Kingsport still ranks at the bottom in terms of budget priority. The COVID crisis has illustrated how important parks are to basic human health, allowing people the green outside spaces they need to recreate and socialize in a healthy space. But the health of Kingsport's population is directly related to access to parks and recreation facilities, whether there is a pandemic or not. Parks are a public good that cannot be provided by the private sector, and municipalities have long recognized their importance. The communication strategy previously outlined could help leverage some change in perceptions and funding.

Establish Kingsport Parks Foundation. There is a need to diversify funding sources for Parks & Recreation, even beyond the requirements for more dedicated City funding. A foundation can help leverage support from private contributors, corporations, foundations & other non-profits, and other sources that would otherwise not contribute to a City agency. For example, the option to possibly expand involvement with the East Tennessee Foundation and the KPLAY foundation. Clear and consistent policies for donations and contributions can be established through use of a foundation.

Access Dedicated Occupancy Tax Revenues. As noted later in this report, Kingsport has the opportunity to enhance its destination visitor base through investment in outdoor recreation and related assets. By illustrating the economic and fiscal benefits of this base, it will be easier for Parks and Recreation to build the case for a dedicated revenue stream tied to the local lodging Occupancy Tax. Parks and Recreation Department leadership should strengthen relationships with tourism officials, such as continuing its partnership with KLUB on how those dedicated funds are raised, and with individual tourism services such as area hotels, as a step towards increasing access to occupancy tax funds for destination recreation tourism development.

Explore Use of a Development Impact Fee. Other communities in Tennessee have accessed development fees to help pay for parkland and greenspace in order to meet the needs of growing or changing populations. A dedicated parkland impact fee would provide another dedicated source of funding specifically for parks and recreation uses, programs, and facilities. Even in the absence of such fee structures, Parks and Recreation should work closely with the City's Planning Department in order to negotiate with builders and developers for the provision of land and facilities where proposed projects may generate an impact on the delivery of Parks and Recreation services.



Develop a Regular 5-Year CIP. A capital improvements plan should be developed for Parks & Recreation on a regular basis to prioritize requirements for capital and equipment expenditures over a five-year period. The CIP should incorporate capital maintenance and replacement schedules, along with capital improvements recommended as a part of the department's master plan and internal strategic planning. The CIP should be used as another communication tool in addition to those discussed earlier.

Diversify Earned Income Sources. Earned income currently generates about 28% of Kingsport Parks & Rec revenue, which is roughly on par with national benchmarks. While the percentage of budget generated by these sources is equivalent to that of comparable communities, the actual amount is much lower because Kingsport's overall parks budget is much lower. So, increasing the amount of earned income (from user charges, fees, rentals, and contributory income) should be an even higher priority. As noted above, contributory income can be increased through the exposure provided by a park foundation. Program revenues (generated through athletic fees and concessions) have been increasing over time, but there is a need to look more closely at rental charges and other sources as follows.

- **Rental & Concession Opportunities.** Rental rates are consistent with comparable cities in the region, but revenues are lower because the base of facilities and equipment available for rental may be lower. There are opportunities for improving and increasing the number of rental venues, facilities, and equipment (such as bicycles, pavilions, event venues, tennis courts, pickleball courts, and indoor gymnasium space, etc.). Expansion of concession opportunities at existing facilities and events should be explored, but with the caveat that staffing requirements be minimized and that concessions generate net revenue, above and beyond any additional labor expense. New opportunities for concessions, particularly for equipment rental, should be explored. Given findings on increasing participation in outdoor recreation including kayaking, there are opportunities to increase access while deriving some financial support from equipment concessions and other "top up" services. Capital improvements to Civic Auditorium and other existing rental venues should be explored in order to establish them as competitive meeting and event venues in the regional market. Increasing the facility's amenity value should be a top priority.
- **Use of Differentiated Rates.** Having more differentiated rates for local versus visitor use permits can help increase overall revenue stream, especially in a region where people commute between three or four cities. In general, Kingsport appears to have some room at the higher end of its visitor fees for fitness and premium activities.
- **Premium Programming.** Offer more premium programs and classes where (such as in Harrisonburg), a higher price can be charged for activities that would not normally be available and tend to attract more affluent users. Examples from Harrisonburg include adult classes in wheel-thrown pottery, Arabic language, and making non-toxic cleaners (which is especially useful during the COVID Pandemic). Use of fee-based nature guides, health support, and trainers for hikers, walkers, and other outdoor recreation enthusiasts can diversify the revenue stream. Having guides and other park representatives in visible locations can help put more "eyes on the park" and enhance safety.

- **Regional Tournaments.** Kingsport is competing against an increasingly crowded field of cities trying to cater to the regional tournament market. These tournaments can generate user fees to parks and recreation, not to mention income to hotels and commercial establishments that yield lodging and retail tax revenues to local government. Given Kingsport's location within the Tri-Cities region, there are multiple opportunities for increasing tournament play, but again the city is operating within a competitive context. As mentioned previously, additional Athletic Facilities are needed to accomplish this.
- **Increase Cost-Recovery Ratio for Premium Services & Venues.** Public facilities like parks and recreation centers should not be expected to recover all costs if they are providing a basic public good. However, there is the opportunity to maximize cost-recovery among "premium" and non-essential services offered by Parks and Recreation. As noted in the Financial Analysis Report, it would be difficult to assign revenues and costs to determine cost recovery ratios at many Kingsport parks or recreation facilities, because of how the data is currently collected and how it is aggregated into the City's budget. However, there are several facilities and programs that function separately, and it might be beneficial to estimate some level of cost-recovery of these facilities. For example, the cost of use of Allandale for private weddings or corporate events should be examined to ensure not only that basic operating costs are recovered but also that premium services (lighting, photography, etc.) are offered that allow for a small net operating "profit" that can be used to cross-subsidize other operations. For certain parks or facilities, increasing fees may only serve to reduce already-low utilization rates. Better solutions may lie in reducing or eliminating fees but providing premium services for a fee.
- **Income from Rental Space.** As the City renovates existing community centers and builds new ones, there is increased opportunity to generate more revenue from rental space. A cultural heritage center could also include space that would provide rental space revenue.



Programs & Facilities Implementation

The operations, financial, benchmarking, and needs assessments conducted with this master plan helped identify opportunities for new or expanded programs and facilities (as well as for shifting access away from activities projected to have declining demand). This input helps inform the overall master plan. The following implementation opportunities are explored in the context of existing facilities and programming.

Outdoor Adventure Recreation

Northeast Tennessee is known for its mountainous terrain, stunning natural beauty, and unparalleled recreation opportunities. Kingsport Parks & Recreation can take further advantage of these resources to capture a larger share of growing demand for outdoor recreation. This is a strong regional trend that can be leveraged, several opportunities are discussed below.

- **Enhanced Trail System.** Kingsport's Greenbelt is among Parks & Recreation's most appreciated assets, based on resident user surveys. The City has already invested heavily in a top-rated greenway, but there may be opportunities to extend the system to include more "adventure" hiking tracks that lead into higher elevations, offer more topographical features and access to natural scenery. The trails could also be specialized for activities like cross-country skiing, rustic camping, wildlife viewing, and backpacking to appeal to the targeted user base and its projected growth. Trail systems can also be linked to facilities with support amenities that help create revenue opportunities such as through concessions (e.g., archery, cross-country, bow-hunting and climbing lessons, guides, and equipment rentals). Community-wide trail plans should be developed to incorporate new surface and blueway trails (as recommended below).
- **Blueway Trail System.** Expansion of the City's trails should also examine opportunities for blue ways that allow for increased access for kayaking, backpacking, and canoeing. As with surface trails, there is the opportunity for Kingsport to meet projected demand while also benefiting from concession and direct revenue opportunities generated by lessons, guides, and equipment rentals for kayaking, canoeing, fishing, and other water activities). Riverfront Park and other existing amenities should be upgraded and include launches and services relating to the blueway trail system. The blueway system should be linked to a greenway system that both benefit from the unique qualities of the south fork of the Holston River.
- **Marketing and Inflow.** There is the opportunity for Kingsport not only to capture more of the growing demand for outdoor recreation in the local catchment area, but also to generate destination opportunities among residents of the broader northeast Tennessee region and beyond. Certainly outdoor recreation opportunities are marketed as part of Kingsport's broader tourism experience, so integrating Parks and Recreation efforts within tourism marketing is important. Destination visitors will enhance direct revenue streams for Parks and Recreation (especially through premium differentiated pricing structures) but also create economic and fiscal spin-off to the City of Kingsport and increase the Parks and Recreation profile in local government. The case for increasing dedicated access to local lodging tax revenues for Parks and Recreation can then be made on solid ground.

Fitness

Fitness activities have been shown to be a growth opportunity for Kingsport Parks & Recreation, based on the findings of the Needs Assessment completed for this master plan. Strengthening the program delivery for fitness will help Parks and Recreation capture this growth opportunity while also potentially generating increased revenue in support of its programs. Health and fitness are seen as quality of life issues important to both young millennials and the aging population.

- **Classes.** The City will gradually need to add youth and adult classes and programming for yoga, exercise walking, aerobics, Pilates, and other core fitness activities which will most likely see increased demand in coming years. Premium programs such as providing trainers on staff can generate additional revenue. Yoga has the potential to generate the largest number of new participants over the next ten years, with nearly 2,000 additional participants in Kingsport alone by 2030.
- **Facilities.** Based on the national trends there may need to be more space to accommodate growth in pickleball, weightlifting, gymnastics, and fitness. Whether or not space can be programmed within existing facilities must be determined in part through scheduling. Weightlifting, exercise walking, running, and fitness are projected to be high-growth activities that may need increased facility access.

Competitive Sports

While participation in some competitive sports might see some decline in coming years, there are several sports that are expected to see increased numbers of participants in Kingsport, like lacrosse.

Team Programs. Based on national trends there may be opportunities to expand team programming to include more youth wrestling and Lacrosse (both youth and adult), if community interest increases in these sports community interest in roller hockey and gymnastics may also warrant programs in the future.

- **Facilities.** It is recommended that a comprehensive strategy be developed to inventory and incorporate all local facilities that might be appropriate for team sports into a broader marketing program. Particular attention could be paid to growth sports like wrestling and Lacrosse. For example, nearby Pikeville, Kentucky has been successful recently in attracting statewide wrestling finals to its civic arena. Lacrosse fields that accommodate regular practice and competition are often shared with football, so working with local leagues (or developing new leagues) will be important to schedule Lacrosse play at the various football fields.



Specialty

There are several activities that require specialized equipment or facilities. Examples of such activities where growth is projected on a national level, creating an opportunity for existing or new facilities, include billiards and ice skating. There is also an opportunity to expand in the supply of special needs programming. The increased interest in these specialty activities may or may not translate to local interest in the Kingsport area, but the warrant evaluation as future trends develop.

- **Programming.** There may be opportunities for instruction in both billiards and ice skating which Parks and Recreation should explore. Programming for special needs populations could also be expanded and strengthened to ensure that the needs of under-served populations are being met.
- **Facilities.** Kingsport lacks high-value ice skating rinks, based on national and regional trends even as ice skating will see some increased participation in coming years. While there may be a need for such facilities, a more detailed assessment of indoor ice rink viability would need to be conducted within the competitive regional market. Ice skating rinks often generate substantial revenue stream, so the opportunity is there for further assessment. That being said, there are existing opportunities for seasonal, outdoor rinks that could be developed by Parks and Recreation at much lower risk and capital investment, to capture this opportunity and also to generate revenue such as through food & beverage concessions, skate rentals, etc. This would all be based on increased interest in the local community.

Billiard venues can be integrated into community centers but in a way that establishes a social atmosphere, such as through co-branding with a local coffee shop. The “Brooklyn Bowl” concept has become popular in larger cities, where bowling and/or billiards are integrated with bars or coffee shops, game rooms, and outdoor activities like Bocce ball.

The City should continually re-examine all recreation and park facilities as appropriate to ensure that facilities and programs are accessible to those with special needs. The requirements for additional staffing dedicated to serving special needs populations should be evaluated, but there may be opportunities for use of shared resources and partnerships with area leagues and organizations to fulfill this purpose.

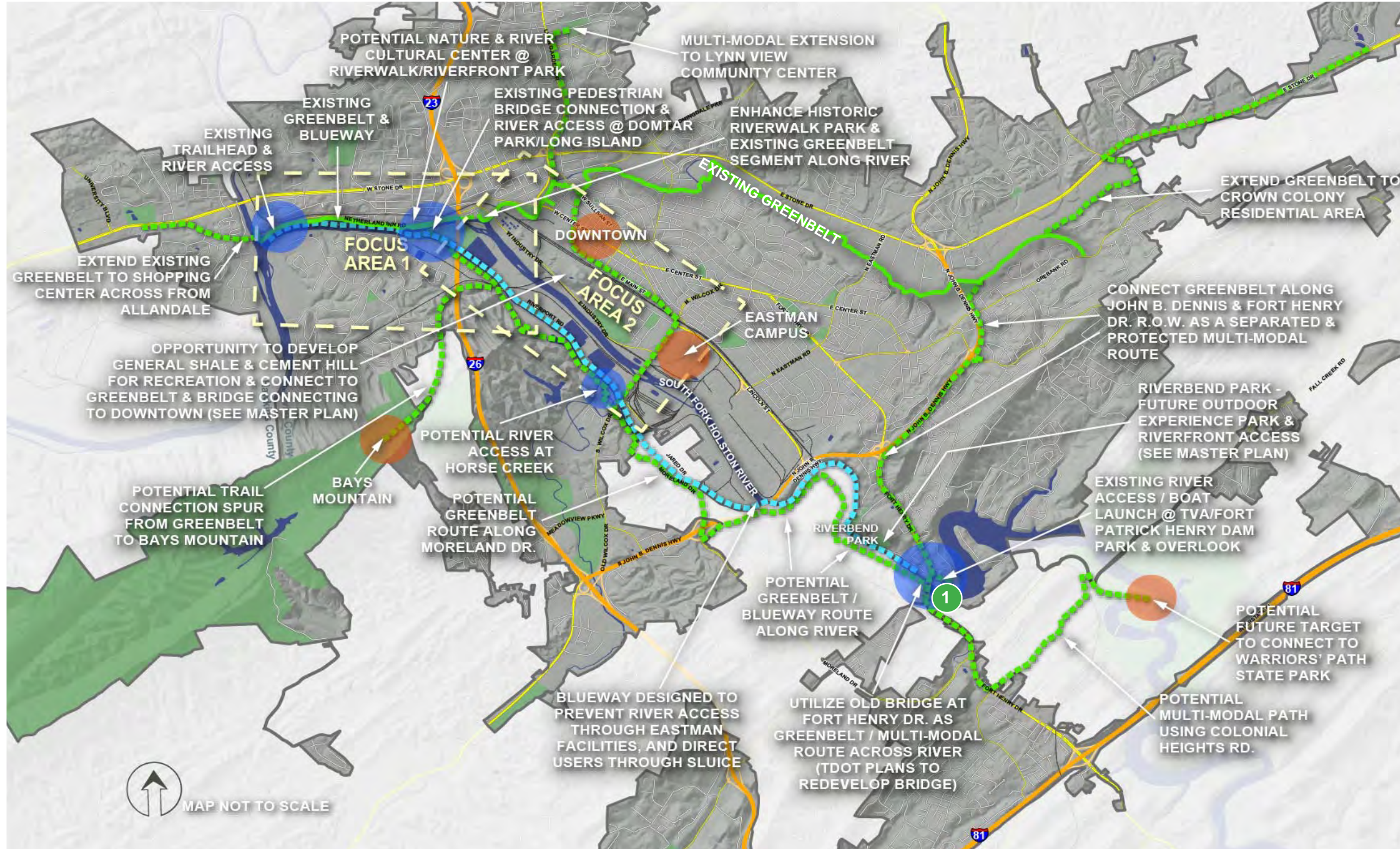
- **Recreational tournaments for the aging.** Tournament events specialized for the aging population is continuing to grow in Kingsport. Kingsport is a target community for people wanting place for retirement that combines natural beauty with community events and downtown amenities.

A range of sporting events and tournaments could be developed that appeal to the aging population similar to the development of the national senior games association, which has had success with senior olympics programs on a national level. These sporting events can cover a broad range of recreational programs including: track and field, swimming, tennis, pickleball, cycling, bowling, shuffleboard, bocce ball, kayaking, canoing, and the more traditional sports of softball, basketball, and volleyball.

A specialized "Senior Olympics" event could be combined with outdoor adventure to create a unique branding opportunity for Kingsport.



Potential Greenbelt Expansion - Overview



Greenbelt Expansion:

There are numerous opportunities for new Greenbelt connections to existing parks & recreation amenities, downtown businesses, and natural assets of Kingsport. The South Fork of the Holston River bolsters a unique experience within Kingsport and offers the opportunity for a Greenbelt loop by traversing along the waterway while offering beautiful views.

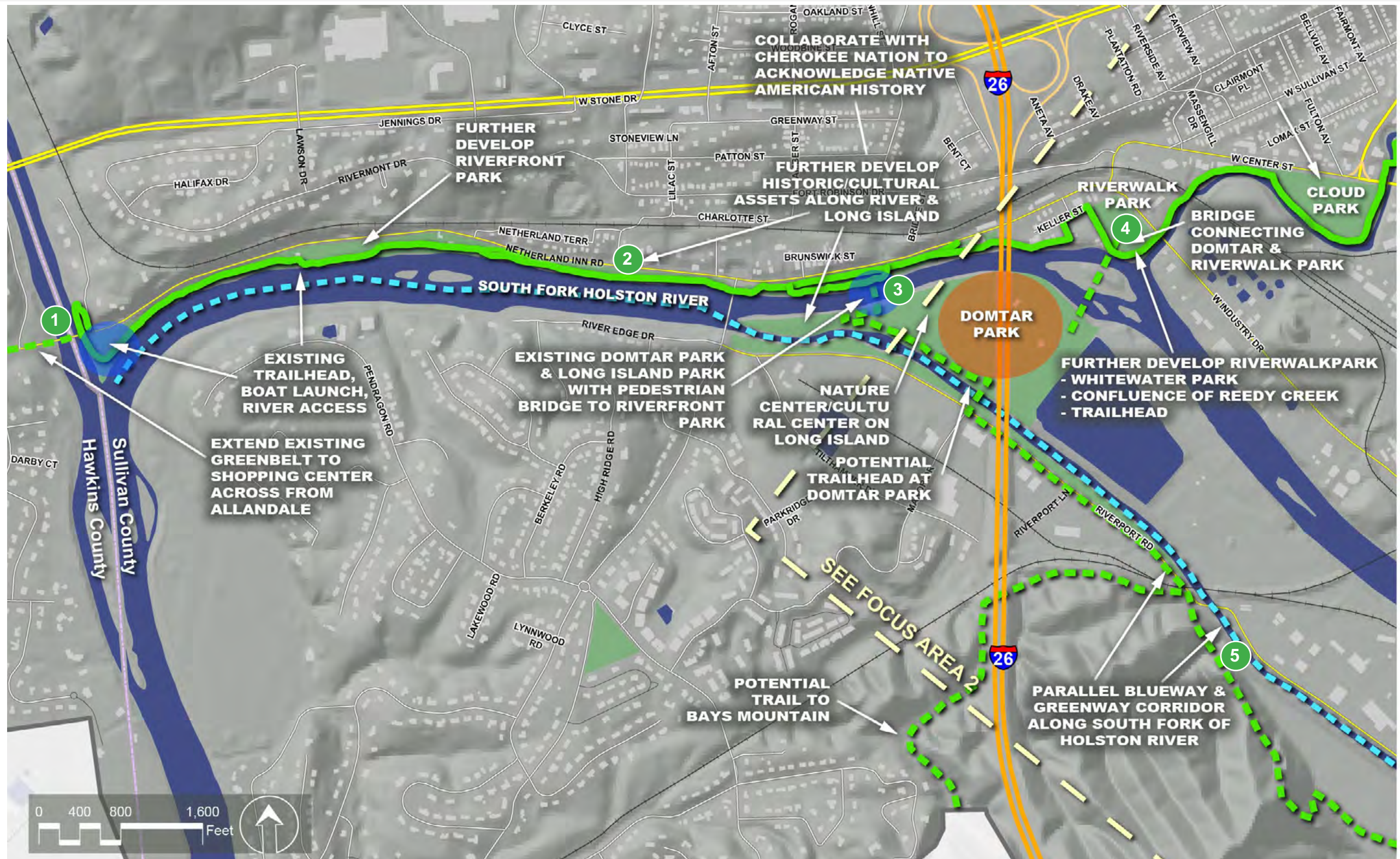
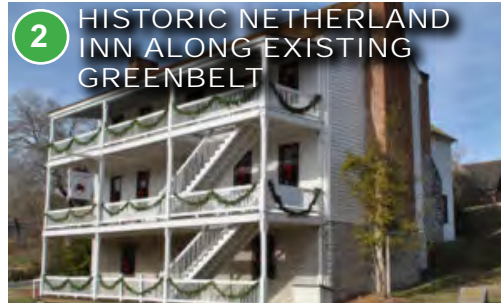
On the maps on this page and the following two pages, you can view a concept vision of a potential expansion of Kingsport's Greenbelt and important connections that can be made along the way, i.e. Downtown, Eastman campus, Domtar Park, Fort Patrick Henry Dam Park & Overlook, among others. This will provide an experience unique to Kingsport which cannot be replicated in any other city. It is important to note that this is not a proposed comprehensive Greenbelt master plan, it only presents some concept ideas for consideration

- Existing Greenbelt
- Potential Greenbelt Extension
- Blueway
- Major Connection Target
- Improved Connection Opportunity



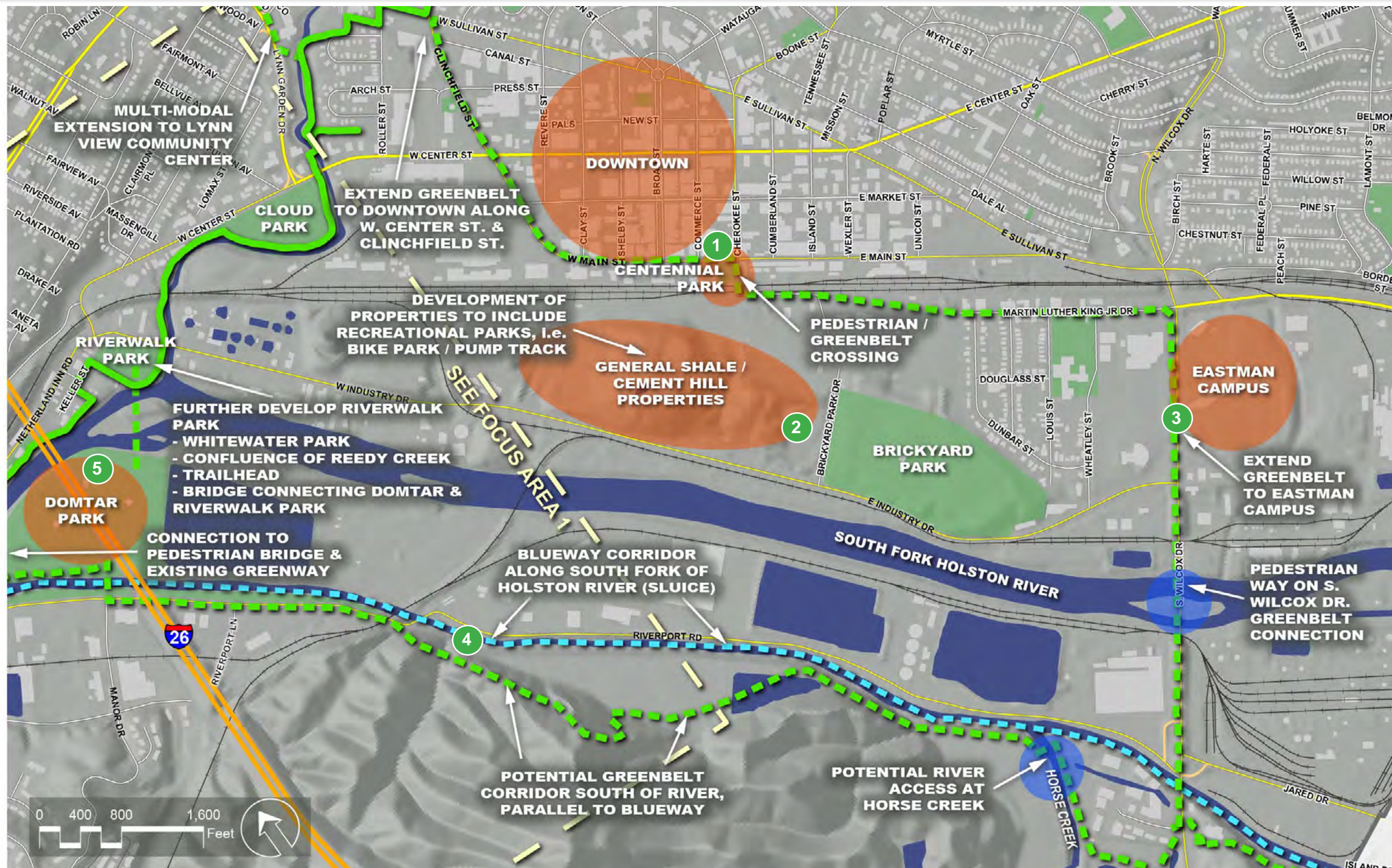


Potential Greenbelt Expansion - Focus Area 1





Potential Greenbelt Expansion - Focus Area 2





Implementation Steps & Priorities

Planning and Policy:	Infrastructure / Facilities:	Funding	Management and Operations	Market / Economy				
<p>"Make a big plan that casts a strong vision. It will become a living document that carries concepts into reality and shapes the details of the future."</p>	<p>"Investment in public infrastructure increases quality of life for residents and visitors."</p>	<p>"The greatest financial leverage comes with public/private collaboration, investment, and matching local funds with state and federal monies."</p>	<p>"The recreational use of a space mirrors the design and management expectations we place on it."</p>	<p>"Marketing is a tactical drive to propel people to come and visit a place. Branding is creating a strategic pull to bring them back to a place as loyal patrons."</p>				
<p>Step 1 Establish Vision and General Policy by Adopting the Kingsport Park and Recreation Master Plan as a Guiding Document (Based on public input and consultant recommendations)</p>				<p>Master plans typically require an update every 5 years</p>				
<p>Step 2 Integrate Park Policy With Land Use and Transportation</p>	<p>Step 2 Build Parks That Meet Multiple Goals</p>	<p>Step 2 Use the Master Plan to Leverage Funding</p>	<p>Step 2 Centralize Management of Recreational Facilities and Programs</p>	<p>Step 2 Promote the Master Plan Summary and Connect it to Economic Vitality</p>				
<ul style="list-style-type: none"> Identify parks and open space as critical elements of comprehensive planning and rezoning/development decisions Communicate park and recreation goals with city leadership and planning staff for consideration as part of all planning decisions. Multi-modal connections should be considered in all transportation projects and the Greenbelt should be viewed as part of the city's transportation network 	<ul style="list-style-type: none"> Parks connected to the river and downtown meet multiple goals as prioritized in the Master Plan Extending the Greenbelt multi-modal connections and trails amplifies the value of existing and future parks Invest in Lynn View Community Center and park to serve multiple age groups and expand indoor and outdoor programs Coordinate with the Kingsport school system regarding use of existing and new facilities and renovation of old facilities no longer used by the school system 	<ul style="list-style-type: none"> Identify a committed funding source for parks and recreation improvements and maintenance needs Continue to diversify funding sources and consider a parks foundation to leverage corporate and private contributions Use the master plan to identify the strongest grant opportunities and target grants that build on phasing opportunities for each grant cycle 	<ul style="list-style-type: none"> Review the management structure of park, recreation, and leisure facilities and programs and the best way to strengthen communication and administration Combine park facilities, maintenance, including infrastructure, equipment, janitorial services, mowing, landscaping and trash collection under a centralized management team. Public works could continue to handle bulk infrastructure (roads, underground utilities, stormwater). 	<ul style="list-style-type: none"> Make the master plan available by linking it to city websites Communicate the importance of the river, natural beauty and outdoor recreation throughout Kingsport literature Use the greenway as an example of promoting an idea over time as part of the city's brand. The story of the river and outdoor and community experiences can provide the same long term success The unique branding of the river as a recreational/natural spine for the city needs to be a local and regional story 				
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td data-bbox="0 1427 593 1757"> <p>Step 3 Downtown/Riverfront Recreational Spine</p> <ul style="list-style-type: none"> Strengthen and connect all the facilities along the south Branch of the Holston River as a recreational Greenbelt/blueway loop Build at least two new community parks in service gap areas of Kingsport </td> <td data-bbox="593 1427 1199 1757"> <p>Step 3 Incremental Funding Increases</p> <ul style="list-style-type: none"> Strengthen the effects of a parks foundation to capture the momentum of the city's recreational and natural assets Review potential incremental increases in rental, concessions, tournaments, and premium programs </td> <td data-bbox="1199 1427 1805 1757"> <p>Step 3 Organizational Restructuring</p> <ul style="list-style-type: none"> Re-evaluate the organizational structure of leisure services and the Parks & Recreation Department to best serve the overall vision of the City and to deliver services Strengthen leisure services staff to help with marketing and special events </td> <td data-bbox="1805 1427 2411 1757"> <p>Step 3 Establish Kingsport as an Outdoor/ Recreational Venue</p> <ul style="list-style-type: none"> Continue the networking efforts of athletic tournaments for the city Expand the networking of outdoor recreation and community events in Kingsport Brand Kingsport as "the city for riverfront culture and history" in the region </td> </tr> </table>					<p>Step 3 Downtown/Riverfront Recreational Spine</p> <ul style="list-style-type: none"> Strengthen and connect all the facilities along the south Branch of the Holston River as a recreational Greenbelt/blueway loop Build at least two new community parks in service gap areas of Kingsport 	<p>Step 3 Incremental Funding Increases</p> <ul style="list-style-type: none"> Strengthen the effects of a parks foundation to capture the momentum of the city's recreational and natural assets Review potential incremental increases in rental, concessions, tournaments, and premium programs 	<p>Step 3 Organizational Restructuring</p> <ul style="list-style-type: none"> Re-evaluate the organizational structure of leisure services and the Parks & Recreation Department to best serve the overall vision of the City and to deliver services Strengthen leisure services staff to help with marketing and special events 	<p>Step 3 Establish Kingsport as an Outdoor/ Recreational Venue</p> <ul style="list-style-type: none"> Continue the networking efforts of athletic tournaments for the city Expand the networking of outdoor recreation and community events in Kingsport Brand Kingsport as "the city for riverfront culture and history" in the region
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