

Plan Analysis

PARK LAND STANDARDS AND NEEDS

Existing Supply and Classification

The existing supply of park land and open space within the City of Clayton is tabulated in Figure 3-1. Each existing park within the Clayton Park system was classified as to its park type based on the definitions included in Appendix A. Figure 3-1 also shows a total park land of 84.41 acres which is approximately 5.1% of the total city land area.



SHAW PARK has a service radius of approximately 3 miles serving not only the City of Clayton, but the immediate region as well.

FIGURE 3-1: EXISTING PARK LAND TOTALS

<u>Existing City Park</u>	<u>Size (in acres)</u>	<u>Classification</u>
Clayshire Park	0.04	Pocket Park
Alamo Park	0.11	Pocket Park
DeMun Park	0.60	Playlot
Whitburn Park	0.11	Pocket Park
Hanley House	1.00	Historical Park
Taylor Park	1.00	Mini Park
Wydown Park	0.55	Mini Park
Concordia Park	1.50	Mini Park
Oak Knoll Park	14.50	Neighborhood Park
Shaw Park	65.00 ¹	District Park
TOTAL	84.41	

¹ Includes 17.4 acres for The Center of Clayton.

Standards

During the development of the Parks and Recreation Master Plan, various park land standards were evaluated and considered in the determination of what standards should be used for the City of Clayton. Standards from the National Recreation and Parks Association (NRPA), St. Louis County, and Missouri Department of Natural Resources (MoDNR) were compared against the standards utilized in the 1993 Clayton Comprehensive Parks and Recreation Master Plan. Figure 3-2 illustrates the park land standards generated for this Master Plan.

FIGURE 3-2: PARK LAND STANDARDS

<u>Classification</u>	<u>Standard*</u>	<u>Service Area Radius</u>
Pocket Park	.25 acre / 1000 ¹	1/10 mile
Playlot	.30 acre / 1000	1/4 mile
Mini Park	.25 acre / 1000	1/2 mile
Neighborhood Park	1.5 acre / 1000	1 mile
District Park	2.5 acres / 1000	3 miles

*Standards form 1993 Clayton Comprehensive Parks and Recreation Master Plan

¹ Standard determined by Planning Design Studio

Needs

Figure 3-3 applies the standards developed in Figure 3-2 to the School District of Clayton’s year 2000 population of 17,644 people. The school district population was utilized for two reasons. First, any person within the Clayton School District has access to any park or facility within the Clayton Parks and Recreation system. Secondly, utilizing the larger population of the Clayton School District ensures land and facility demand will more accurately meet the actual needs of the community. Based on the comparative analysis below, the City of Clayton has a surplus of .29 acres of park land. Analysis indicates several important points relative to this:

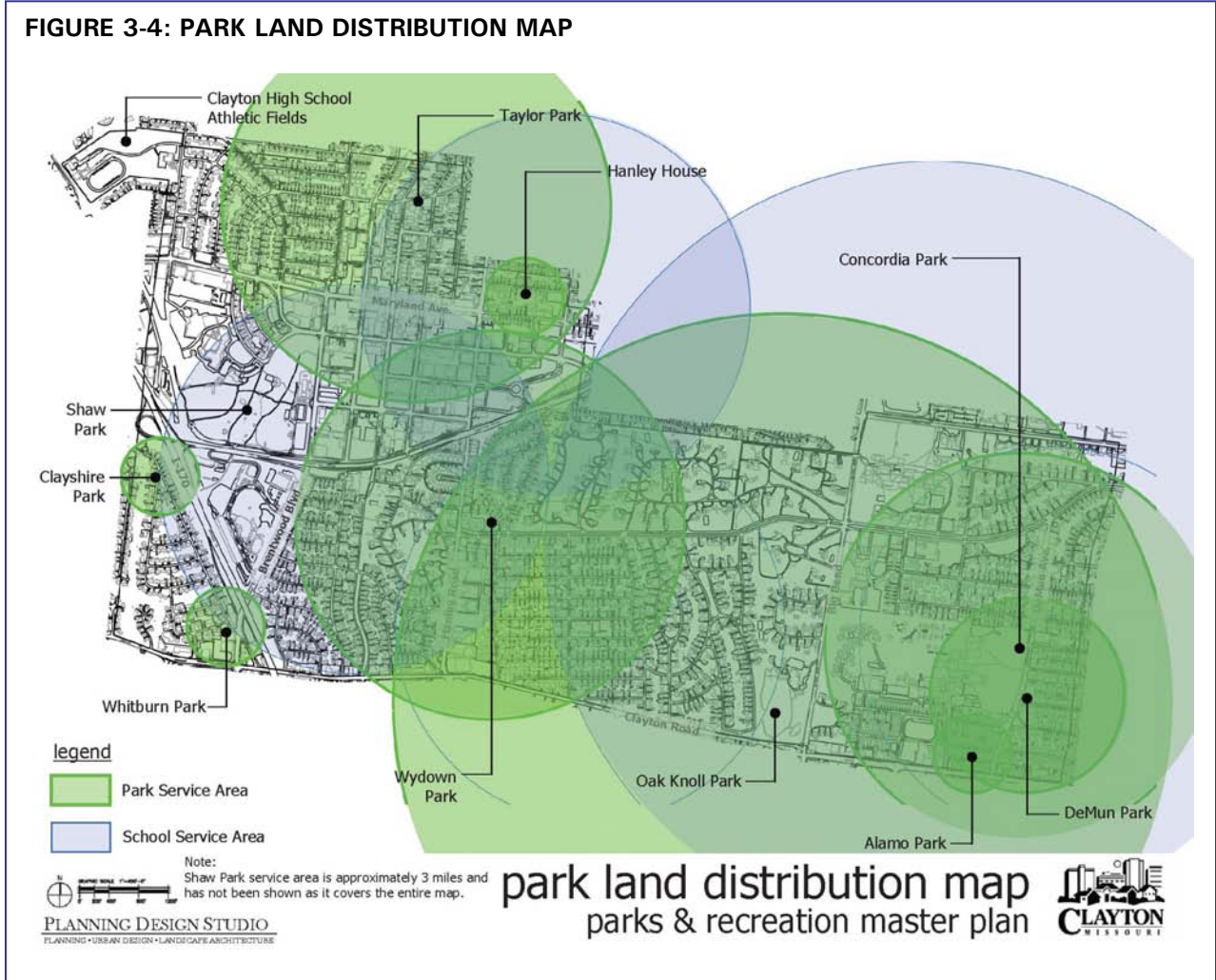
1. The City’s greatest need for park land is concentrated in pocket park, playlot and neighborhood park land. While the need for pocket park and playlot park land appears high, it should be noted that a significant amount of this need is being met by the Clayton Public School facilities within the City.
2. A second factor in the analysis of city-wide park land needs is an investigation of park service area coverage. Each type of park has a geographically sized service area, which is usually circular in nature and defined by a radius. These service areas were plotted on a map and the coverages analyzed for overlap and gaps. While the park service area coverage appears adequate, especially when considered with the service areas of the schools which also function as parks, some gaps in the geographic distribution of park land are apparent. For example gaps in distribution are apparent in the City’s western section particularly in the Clayshire and North Gay Avenue Neighborhoods. The North Gay Avenue neighborhood is near Shaw Park, which partially meets the needs of its residents. Access to Shaw Park from this neighborhood does require crossing Maryland Avenue which functions as a neighborhood barrier. A similar situation exists in the Clayshire neighborhood, adjacent to Interstate 170. However, a below grade crossing exists within the neighborhood, which does provide a pedestrian connection to Shaw Park, allowing access to neighborhood park amenities. A significant portion of the area lacking coverage in the western portion of the City is commercial and office use which typically has a lower demand for park and recreation facilities.
3. The distribution of Playlots and Mini Park land throughout the City is uneven. However, schools, Oak Knoll Park, and to some

FIGURE 3-3: PARK LAND NEEDS* (in acres)

<u>Classification</u>	<u>Demand¹</u>	<u>Existing Acreage</u>	<u>Park Acreage (Need) or Surplus</u>
Pocket Park	4.40	0.26	(4.14)
Playlot	5.30	0.60	(4.70)
Mini Park	4.40	3.05	(1.35)
Neighborhood Park	26.50	14.50	(12.00)
District Park	44.10	65.00 ²	20.90
Historical Site	N/A	1.00	1.00
TOTAL	84.70	84.41	(.29)

** Based on the standard multiplied by a population of 17,644.
¹ Standards-See Figure 3-1: Park Land Standards.
² Includes 17.4 acres for The Center of Clayton.*

extent Shaw Park, partially compensate for this uneven distribution.



- By comparison, the 1993 Clayton Parks and Recreation Master Plan and this plan both indicate a need for Playlots, and Neighborhood Parks (11.10 acres per the 1993 plan vs. 16.70 acres for this plan). The 1993 plan did not consider Pocket Parks in its analysis. Since that time, Clayton has added approximately .26 acres of Pocket Park land to its system, necessitating the consideration of this park type. The 1993 plan indicated a 1.5 acre surplus of total park land versus this plan which indicates a total need of .29 acres of park land. Both plans recognize the need for Playlots and Neighborhood Parks.

PARK FACILITY/AMENITY STANDARDS AND NEEDS

Standards

Like the park land standards previously discussed, various park facility/amenity standards were evaluated and considered in the determination of what standards should be used for the City of Clayton. Again, standards from the National Recreation and Parks Association (NRPA), St. Louis County, and Missouri Department of Natural Resources (MoDNR) were reviewed and considered. This plan utilizes facility standards from the Missouri State Comprehensive Outdoor Recreation Plan (SCORP) 2002-2007 prepared by the Missouri Department of Natural Resources (MoDNR). If a standard did not exist on the SCORP, Standards from 1993 Clayton Comprehensive Parks and Recreation Master Plan were utilized. The column titled “Standard” in Figure 3-5 illustrates the park facility/amenity standards utilized for this plan.

FIGURE 3-5: PARK FACILITY/AMENITY STANDARDS AND NEEDS

Recreational Facility	Standard¹	Facility Demand³	Facility Inventory Parks⁴	Schools*	Facility Need
Swimming Pool/ Aquatic Center	1 Pool/6500	3	5	-	0 pools
Baseball/Softball	1/1,545	12	6	1	5 fields
Ice Skating Rink	1/108,833	0	1	-	0 rinks
Outdoor Amphitheater	1/10,000 ²	2	-	-	2 amphitheaters
Picnic Area Shelter	1/1,356	13	3	-	10 shelters
Picnic Area Table	1/128	138	90	-	48 tables
Lakes and Ponds	1 acre /14,000 ²	1.26	.3	-	.96 acres
Football/Soccer (All overlay type fields)	1/3,274	5	5	3	0 fields
Roller Skating Rink	1/50,000 ²	0.35	0	0	3 rinks
Walking/Jogging Trail	1 mile/4,446	4	1.6	0.1	2.3 miles
Golf Course (9 hole)	1/25,674	0.69	-	-	1 course
Tennis Court	1/2,333	8	10	-	0 courts
Nature Trail	1 mile/4,814	3.7	-	-	3.7 miles
Basketball Court	1/4,410	4	0	3	1 courts
Volleyball Court	1/4,659	4	2	0	2 courts
Playground	1/1,379	18	8	3	7 playgrounds
Handball/Racquetball	1/43,187	.4	0	-	0 courts
Bicycle Trail	1 mile/2,624	6.7	3.4	-	3.3 miles
Horseshoe Pit	1/2,810	6	1	-	5 pits
Shuffleboard Courts	1/4,251	4	0	-	4 courts
Community Center	1/25,000	1	1	-	0
Open Space	8.5% of City Land Area	140.00 acres ⁵	84.41 acres	52.00 acres	3.59 acres

¹ Standards from 2002-2007 Missouri SCORP.

² Standards from 1993 Clayton Comprehensive Parks and Recreation Master Plan.

³ Based on a Clayton School District 2000 Population of 17,644.

⁴ Inventory based on PDS Windshield Survey.

⁵ Based on a total land area for the City of Clayton of 1,648 acres.

* Public school facilities/amenities are calculated at one-half actual number, except open space which is calculated at one-quarter the actual number.

The Trust for Public Land, a national nonprofit agency working exclusively to protect land for human enjoyment and well-being, tabulates total park/open space as a percentage of city area for a variety of cities in the United States. Below are several selected cities.

<u>City</u>	<u>(acres)</u> <u>Land</u> <u>Area</u>	<u>Park/Open</u> <u>Space</u> <u>Percent of</u> <u>City Land</u> <u>Area</u>
New York	194,115	25.7%
Boston	30,992	15.7%
Chicago	145,362	8.0%
St. Louis	39,630	8.5%
Las Vegas	72,514	4.2%
Phoenix	303,907	12.0%
Kansas City	200,664	6.8%

Source: The Trust for Public Land.

Existing Supply

The existing supply of park facilities/amenities within the City of Clayton is also tabulated in Figure 3-5. Appendix A provides definitions and clarifications with regard to the type of park facilities/amenities listed in Figure 3-5. Open space was included and analyzed as a park amenity because each park has open space as a component part while at the same time; parks are typically classified as open space from a land use perspective. The Trust for Public Land tabulates total park/open space as a percentage of city area for a variety of cities in the United States. Its list includes the City of St. Louis which has 8.5% of its land area reserved as open space. For analysis purposes, this same figure was used for evaluation of open space in Clayton.

Needs

The proposed park facility/amenity standards developed in Figure 3-5 have been applied to the year 2000 Clayton School District population, similar to the park land standards previously discussed. The results are the current park facility needs.

With respect to facility/amenity need, members of Clayton’s Business District may utilize certain recreation facilities at a reduced rate creating additional need. The impact of this additional need is difficult to estimate with actual numbers; however this plan does recognize that certain facilities such as Shaw Park Pool are impacted by the Clayton Business District’s daytime population of 35,000 people, and may experience a greater need than indicated by the numbers above.

PARK LAND PRIORITIES

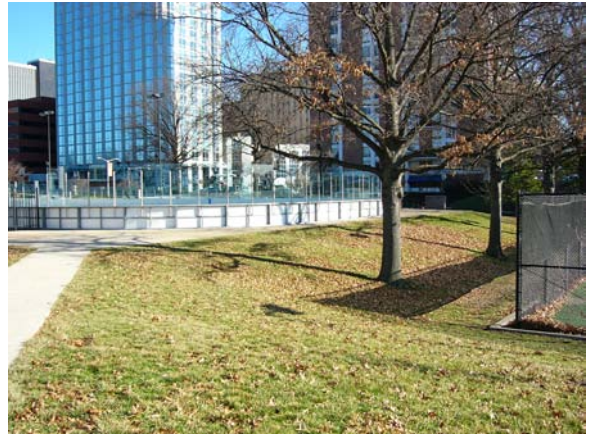
From the above analysis, the following have been identified as park land priorities:

- Future park land acquisitions should focus on land for Pocket Parks and Playlots in the northwest portions of Clayton.
- While Clayton’s greatest park land need is in Neighborhood Parks, meeting this need will be very difficult because the City is developed and mature. Acquiring a continuous parcel of land approximately 5-10 acres in size will be very difficult in Clayton. In order to meet this need in the future, a “smaller” type of Neighborhood Park of approximately 2-3 acres may be a more realistic option. The City should be vigilant in identifying future opportunities for smaller Neighborhood Parks, particularly on its western edge. It should closely monitor any opportunities for obtaining additional land for park use. This should include utilizing land acquisition policies outlined in the Implementation Strategies section of this plan.
- In order to better meet Neighborhood Park land need, consider implementing “smaller” Neighborhood Parks which are closer in size to Mini Parks yet contain facilities found in Neighborhood Parks.
- The City should also diligently strive to acquire park land whenever considering large scale redevelopment within the City.

PARK FACILITY/AMENITY PRIORITIES

The following priorities have been identified for facilities based on an analysis of the existing information:

- Each park should (where possible and appropriate) include the following basic "package" of amenities:
 - Restrooms
 - Drinking Fountains
 - Bike Racks
 - Adequate Security Lighting
 - Parking (Both accessible and standard)
- The need for an outdoor ice rink located in Shaw Park has been identified during the analysis portion of the master planning process. In order to adequately address the future needs of this facility, the City has decided to further investigate options separately. If this type of facility is to remain within the Clayton Parks and Recreation system in the future, it should:
 - Generate sufficient revenues to cover an acceptable level of operating costs.
 - Provide unique opportunities to insure a continuing level of participation and utilization after its "newness" wears off.
- Ongoing utilization and operation of the Hanley House is also being considered separately from this master planning effort. Priorities related to the future of the Hanley House include:
 - Ability to operate in a manner that generates revenues and reduces the financial and staffing dependence on the City of Clayton.
 - Maintaining the open space that surrounds the Hanley House as a neighborhood park for future generations to enjoy.
 - Preserve the historic elements of the Hanley House including its current contextual location.
- Additional picnic shelters should be provided where possible throughout the park system.
- Trail facilities (walking, jogging, nature, and bicycle) should be added both within individual parks and throughout the community. These facilities should encourage connectivity between parks whenever possible.
- The City should closely monitor any opportunities for obtaining additional land for open space. Again, utilizing the land acquisition policies outlined in the Implementation Strategies section of this plan will insure that any additional open space obtained will be beneficial to the City and all its citizens.



EXISTING ICE RINK AT SHAW PARK



HANLEY HOUSE

Although the implementation of a "Dog Park" has not been indicated as a high priority for this plan, should the opportunity arise to work with an

independent funding, maintenance and operations organization, the City should at that time consider an appropriate location for such a facility.

PARK SYSTEM PROGRAM

Based on data collection, development of park and facility/amenity standards, determination and analysis of demand and need, and input from the Working Committee, a program statement was prepared and is illustrated in Figure 3-6, and Figure 3-7. The program statement has been divided into two components: one addressing system-wide elements and the second addressing the individual parks within the system. These program statements serve as a general guide, and the Master Plan may contain detail recommendations that were not included in the program statement due to site, logistical and/or operational concerns.

FIGURE 3-6: PROGRAM STATEMENT- SYSTEM WIDE

SYSTEM WIDE PROGRAM ELEMENTS

- System Wide Connectivity
- Additional Bicycle Trails
- Provide Comfort Stations/Drinking Fountains In All Parks (Where Applicable)
- Add Additional Pocket/Neighborhood Parks
- Additional Playgrounds
- Structured Parking
- Additional Walking/Jogging Trails
- Address Mulch Pile Aesthetics and Environmental Aspects
- Continual Replenishment of Urban Forest within Park System
- Extension of Centennial Greenway into Clayton
- Upgrade Existing Amphitheater
- Additional Picnic Shelters
- Additional Picnic Tables
- Explore Opportunities to Provide Senior Leisure Activities
- Additional Fountain Features



SHAW PARK TENNIS CENTER

FIGURE 3-7: PROGRAM STATEMENT- PARKS

PARK PROGRAM ELEMENTS

Shaw Park

- Shaw Park Walking Trail w/Signage System
- Analyze Ice Rink Options
- Permanent Corporate Tent w/Comfort Station & Reconfigured Service Area
- Lighting for Fields #1 and #2
- Tennis Center & Court Improvements
- Centennial Greenway Linkage
- Additional Shade at Shaw Park Pool
- New Pedestrian Park Lighting System w/Expanded Site Electrical Service
- Understory Vegetation Enhancement Plan (Including Turf Establishment & Irrigation)
- Upgrade Amphitheater
- Screen Utility/Service Areas (Pool, Ice Rink, and High School)
- Shaw Park Drive Landscape Enhancements
- Reorient Existing Volleyball Courts
- Improve Park Service Road/Address Traffic Control
- Low Impact Parking Structure

Oak Knoll Park

- Renovate Existing Comfort Station
- Playground Surface Improvements
- Renovate/Widen Existing Paved Pathway System
- Pond Picnic Pavilion & Stage Area Expansion/Improvements
- Additional Picnic Tables
- Perimeter Screening of Maintenance Area
- Interior Park Signage System

FIGURE 3-7: PROGRAM STATEMENT- PARKS (Continued)

PARK PROGRAM ELEMENTS

Alamo Park

- Drinking Fountain
- Terracing of Hill and Landscape Planting
- Accessible Parking

Clayshire Park

- Low Perimeter Hedge to Define Park Edge
- Overhead Shade Structure for Seating
- Improve Connectivity to Shaw Park via Tunnel

Concordia Park

- Establish a Long-Term Agreement for Use of Land
- Drinking Fountain
- Address Storm Drainage Issues in Low Areas

DeMun Park

- Small Comfort Station
- Playground Surface Improvements

Hanley Park

- On-Going Discussions for Long-Term Solutions
- Drinking Fountain
- Additional Picnic Tables
- Permanent Game Tables

Taylor Park

- Add Comfort Station
- Perimeter Planting Along Adjacent Residential Property
- Replace Existing Chain Link Fence Along Northwest Property Line
- Remove Trees to Create Usable Open Space in Main Circle

The Center of Clayton

- Adult Locker Room Expansion
- Sauna
- Steam Room
- Youth Center (Fitness Center)
- General Programming Room
- Wet Party Room
- Address Arrival Sequence to The Center

Whitburn Park

- Understory Vegetation Enhancement

Wydown Boulevard

- Establish Wydown Boulevard as a Linear Park within the Park System
- Synthetic Path Surfacing

Wydown Park

- No Improvements Recommended



DEMUN PARK



MAIN CIRCLE AT TAYLOR PARK



WYDOWN BOULEVARD

RECREATIONAL PROGRAMMING AND ORGANIZATIONAL MANAGEMENT STAKEHOLDER INPUT AND OPPORTUNITIES



PROS Consulting conducted meetings with the City Manager and Assistant City Manager, the Parks and Recreation Director, and full-time staff members across all departments to identify and prioritize overall observations, strengths, weaknesses/key issues and opportunities that need to be addressed in the Recreational Programming and Organizational Management Action Plan. Each group was asked the same questions to gain a broad perspective from differing positions. Following is a summary of the strengths, weaknesses and key issues identified by the different stakeholder groups.

Strengths

The Parks and Recreation Department is an efficient and effective organization. The staff morale is high, turnover is low and there is a satisfactory level of intra-organizational communication. The facilities are of the highest level and the programs are varied, but there exists gaps in target offerings to certain niche groups, e.g. recreational programming. On the whole, the key to continued success is to focus on employee satisfaction, serve community needs by expanding program offerings and ensure optimum facility utilization. Furthermore, the City of Clayton Parks and Recreation should aim to generate incremental revenue streams while offering the highest quality of service offerings.

Overall Strengths

- Resourceful staff.
- Great facilities.
- Low cancellation rates – below 10%.
- Low staff turnover.
- Comparatively higher pay and greater motivational incentives for full time and part time staff.
- Organization has evolved into a better business model.
- Excellent intra organization communication.
- Clear communication of expectations.
- Goal teams have been very effective.
- Current budget significantly high to maintain a quality level of facilities and offerings.
- Extremely proactive staff.
- Focus on improved group dynamics and collaboration is commendable.
- Leadership encourages policy changes.

Fitness Overall Assessment Strengths

- Almost 70% of all members use the fitness center. Thus factors relating to satisfaction of the fitness center spread to the overall satisfaction of the entire facility.
- High approval rate for purchase requests, which is excellent.
- Great patron support for the facility and programs.
- Staff has a good reputation and attendants are better trained and equipped to deal with conflict resolution between users.

Sports Overall Assessment Strengths

- Staff is very organized.
- Good communication and clear expectations between staff and with the users.
- Equally distributed workload exists between staff at all levels, reducing staff stress.

Aquatics Overall Assessment Strengths

- Excellent resources, good management practices and procedures are in place.
- Staff is never discouraged from adding new programs after ensuring the following conditions:
 - Undertake competitor analysis.
 - Cover breakeven costs, direct and part of indirect where possible.
 - Ensure availability of staff and space.
 - Safe clean facility and highly trained lifeguards are in place.



Membership Services Overall Assessment Strengths

- Core team of full time staff exists, which is commendable.
- Support from the city and the school district is encouraging.
- The community is very supportive of recreation programs, overall.
- Marketing efforts are good, but there exists room for growth.

Weaknesses

The Clayton Parks and Recreation department does not currently suffer from major glaring programming weaknesses that hamper its successful operations or future growth. However, there are some issues that could become potential roadblocks if not addressed at the earliest. One of the issues that needs to be addressed is the communication of the split ownership of The Center to the general public.

Space constraints limit the number of offerings possible and there exists a gap in community wide program offerings. The outdoor ice rink in Shaw Park poses some challenges that need to be further looked into for feasibility and continued operation. Furthermore a feasibility study into the addition of a Youth Fitness Center at The Center of Clayton needs to be conducted. Overall pre and post program feedback from users should be improved upon. Sponsorship opportunities too have not been fully leveraged for The Center of Clayton.

Overall Weaknesses

- The Center has two parent organizations: The School District of Clayton and The City of Clayton have a split ownership which creates efficiency issues and requires a strong commitment to communication.
- Inability to monitor usage by students in the Recreation Center.
- General community program area offerings are limited due to space constraints.
- Need to balance the philosophies of both the Clayton Recreation, Sports and Wellness Commission (CRSWC) and Parks Commission.
- There are minimal sponsorship opportunities in place to offset operational costs.
- Lack of adequate directional signage/maps on the fields.
- Minimal feedback on events and programs is gathered by the staff in certain areas.
- Ice rink is underutilized.



Fitness Overall Weaknesses

- Very little programming activity over weekends on the use of Fitness Center.
- People don't clean their own equipment after they use it; the community is health-driven but its challenging to change people's habits.
- Lack of storage space in Fitness Center.
- Not enough activities partly due to lack of space during prime times.

Sports Overall Weaknesses

- There is no point of sale computer to retrieve data or user information at the tennis center.
- Limited game field space and smaller fields restrict increased programming.
- Dependent on maintenance crew to get the fields ready; the maintenance staff work 7a.m.-3p.m., but programs start at 6p.m. Rains or anything unexpected in this 3 p.m. – 6 p.m. gap can put extra workload on the staff to get the fields ready for play.
- Limited office space exists for support staff.
- The Jazz Fest and Taste of Clayton put tremendous pressure on the sports fields which takes a lot of time and money for them to recover from.
- Sports staff that work special events are left with less time to attend to other tasks that need their attention.

Marketing Overall Weaknesses

- Marketing Specialist is involved in multiple projects outside of marketing the facility and programs such as teaching classes about web pages.
- There is a lack of uniformity in marketing image and collateral. The Marketing Specialist is working on templates for the same.
- Marketing pieces for program at the facilities are primarily done by individual staff members as opposed to Marketing Specialist.

Events Overall Weaknesses

- City sponsored special events are maxed out.
- Sponsorship revenue is limited which puts more pressure on operational funds.
- Volunteers close to being maxed out.
- The department as a whole is short on people during busy times, which causes more stress to the staff.

Aquatics Overall Weaknesses

- Aquatics staff has extensive responsibility for maintaining their own facility.
- Access issues at Shaw Park Pool with multiple entrance points pose a control problem for the staff and must be addressed immediately.
- There is a limited flexibility for the staff in terms of time commitment.
- There is a lack of consistency on the part of the Welcome Desk staff in terms of letting people know Leisure Pool Hours and this needs to be addressed.

Membership Services Overall Weaknesses

- The Center has two parent organizations – the School District and the City of Clayton. Shaw Park and its facilities are city owned. Lack of adequate information about this misleads the general public into thinking that all recreational facilities in the City are equally accessible. For example, non-residents are unaware that they can get membership at The Center but are not allowed to purchase membership at Shaw Park Pool.
- Recreation Center space constraints cause a limit on the number of program offerings possible. There is limited space for general recreation programs like kids dance classes and drawing classes. The Recreation Center has limitations on gym space due to the school usage during certain times of the year.



Opportunities to Consider

Based on the results of the community survey and the findings from the stakeholder meetings, PROS Consulting feels that there are several opportunities to expand recreation program offerings in certain niches. Adult fitness and wellness has more potential for growth, especially keeping in mind the older demographic of Clayton and the user groups that frequent The Center. With the increasing thrust to combat childhood obesity, there are also opportunities to get parents and youth more involved in fitness programming.

The Skating Rink and the Hanley House both present opportunities to turn around a loss making entity into a self sustaining model that would benefit the community. Retaining the existing facilities or coming up

with an alternate use would be an issue that the City needs to delve deeper into.

The Corporate Tent in Shaw Park presents an excellent opportunity to convert a temporary programmable space into a year round one with multiple usage opportunities. This would certainly help defray operational costs while at the same time allow the City to offer greater variety or frequency for programs demanded by the community.

Overall Opportunities

- Fitness and wellness programs, both youth and adult, have a large unfulfilled demand, as do youth sports programs.
- Also, the largest percentage of all respondent families (29%) have expressed that they would use a youth fitness center, if it were made available at the Center of Clayton.
- 87% of all respondents have never been to the Hanley House and 25% have said they are not interested in visiting it. The City of Clayton needs to look into potential opportunities for an alternate usage/location for the Hanley House.
- 48% of all respondents have never used the ice skating rink at Shaw Park in the last two years and 37% respondents have been there less than five times in two years. Despite that, 67% respondents suggest that the City should continue running the operations of the ice skating rink. The City needs to conduct a more detailed analysis into the feasibility of continuing to run the ice skating rink.
- Additional pre and post program/event feedback needs to be developed.
- The single biggest reason (23% respondents) preventing families from using parks, recreation facilities and programs more often was cited as program times not being too convenient. Staff needs to consider alternate times for programming.
- Sponsorships opportunities for The Center as a whole as well as for year round individual event sponsorship should be explored.
- Technology integration is still not at an optimum level and there exist inconsistencies in terms of verifying entrant identity at The Center. Additional check-in stations at the link (The link is that portion of the building which joins the High School to the Recreation Center), Shaw Park Aquatic Center and Shaw Park Tennis Center need to be considered.

Fitness Opportunities

Based on the survey, the highest number of respondents (40%) chose adult fitness and wellness programs as the program most important to their household. In addition, the survey estimates the number of households with unfulfilled need for adult fitness and wellness programs being the second most (1,112 households) among all programs. Thus, there is a high level of interest and an unfulfilled need for adult fitness and wellness programs.

Also, the Fitness Division needs to look for better ways to free some time for the fulltime staff to enable them to plan for enhanced program offerings and improve on their communication efforts with the patrons.

Sports Opportunities

The tennis center is not connected with departmental computer system. PROS observed that there is a lack of adequate pre and post program feedback for most tennis programs. Also, given the limited number of full time and part time employees, as well as the nature of services required, youth sports programs are heavily dependant on volunteer coaches.

Marketing Opportunities

Some of the excellent program offerings have not met with the expected success due to lack of awareness about them. The Parks and Recreation Department needs to further expand its distribution reach and generate greater awareness and excitement about its state of the art facility and varied program offerings. These are some of the opportunities that are currently not being taken advantage of:

- Automatic information update for special event information.
- The current Parks and Recreation Visitor Information newsletter has increased distribution from 12 to 135 people, but there is a need to further expand the distribution circle.
- Lack of good internship programs that would help offer valuable marketing experience to college students while at the same time help bring in fresh ideas and more energy to the team.
- Lack of marketing information and company signage around the game fields in the park.
- Continue to improve the capabilities of the website to include more up-to-date information.

Membership Services Opportunities

- From a technological standpoint, it is imperative to get all the facilities on the same computer system.
- All facilities that currently do not have computers need to be equipped with them and more locations in the building could use a check-in terminal. CLASS is not available for the tennis center. The current financial process is unable to be completed electronically, and attending to this needs to be a priority.
- From a security and control perspective, there is a need to introduce procedures to improve access control. From our observations, currently, there is no way to ascertain where visitors to The Center are from.



Partnership and Volunteer Management Opportunities

- Currently, there is some partnering with the City of Richmond Heights, Brentwood and Maplewood for joint programming. Wild Oats is a grocery chain that helps in joint programs by organizing a nutrition class at their grocery store and following it up by a class at The Center. Additional partnerships exist with Oasis, St. Louis Artist Guild, Cultural Festivals and various affiliated users. Additional partnership opportunities should be explored.

- Volunteer recruitment has also been a challenge to the events staff. The lack of effective recruitment procedures has resulted in the fulltime staff being forced to divert their attention and reduce their focus on their own responsibilities.

Sponsorships Opportunities

There is an absence of effective packaged sponsorship efforts to leverage The Center to the high number of corporate companies that exist in Clayton. There needs to be greater effort put into identifying and soliciting the business community to sponsor various programs and assets of The Center.

The Ice Rink Opportunities

Based on the community survey, 48% of the respondents have mentioned that they have never used the Ice Rink, while 37% respondents have been there less than five times in the past two years. Evidently, the Ice Rink is underutilized and consequently does not generate sufficient revenues. The City needs to look into alternate usage options for the same.



Hanley House Opportunities

- 87% of all respondent households have not visited the Hanley House in the past two years. The activities that respondent households would most like to participate in at the Hanley House are: “learn about the history of the City of Clayton and its residents” (44%) and “attend a special event, such as a concert or play” (43%). It should also be noted that 65% of respondent households would participate in at least one of these activities.
- There are opportunities to host concerts or special events as well as the history of Clayton and other historic learning opportunities. However, the limited space available and the desire to preserve the historic elements of the Hanley House would pose challenges in making this a financially viable option. There could also be an opportunity to move the Hanley House to an alternate location where it would be exposed to a larger audience without causing a hindrance to the neighborhood as it could do at its present location.

Corporate Tent Opportunities

The corporate tent in its current condition does not offer year round programming opportunities and is underutilized. There is an opportunity to modify the design to create a permanent structure to serve as a programmable space for events, conferences and rentals. This would help generate greater revenue streams to offset operational costs and offer more programming opportunities.

The Implementation Strategies section of this Master Plan contains the Action Plan portion of the Recreation Programming and Organizational Management analysis.