



Introduction of Existing Community Data – Active & Passive

Within the process of PROS Consulting, Inc. developing the Covenant Park Reuse Feasibility Study, an evaluation tool used is the Amenities and Program Matrix. This portion of the Study utilized a Resident Survey completed in 2018 to present results of what Amenities and Programs are expressed by the citizens of the Kentwood community. This survey has relevance today with the completion of the work on the Master Plan in 2018 provided information for 2018 and 2019. Had statics been obtained in 2020 – 2021, the effect on a resident survey during the Covid-19 pandemic would not have been complete nor accurate for gleaning information about Unmet Needs and Importance Values for Amenities and Programs.

The following Matrixes provide information from the survey for visual comparison, as well as short fact narratives to condense data from the matrixes. There are three matrixes for Amenities, and three matrixes for Programs that are composed from survey results. These matrixes are listed below with a brief description of what they portray.

- **Amenity Matrix - Unmet Needs / Age Group Appropriate**
Shows the amenities
- **Amenity Matrix – Most Important / Age Group Appropriate**
Also shows the ranking by citizens in the survey for amenities that are most important to them, and also the age groups that appeal most to these amenities.
- **Matrix - Amenities that Match Both the Unmet Needs and Most Important**
Combining Unmet Needs and Most Important, these are the 15 Amenities (and Indoor Multi-Purpose Sports Fields) that provide the best opportunities for a community park.
- **Programs Matrix – Unmet Needs / Age Group Appropriate**
Demonstrates a list of Programs and how they ranked by citizens in the survey for recreational programs they feel are unmet, as well as the age groups the program appeals to the most.
- **Program Matrix – Most Important Matrix**
Provides the ranking by citizens in the survey for Programs that are most important to them, and also the age groups that appeal most to these Amenities.
- **Matrix - Programs that Match Both the Unmet Needs and Most Important**
This matrix merges the info from the previous two matrixes to show programs that provide the best opportunities for a community park.
- **Opportunities for Amenities and Programs**
Utilizing data about Amenities and Programs, approximate costs and potential revenue are shown

Age Groups are divided by years, and are also categorized by corresponding color for:

- **Youth:** Groups (2 to 15 years old)
- **Adult:** Groups (16 – 45 years old)
- **Seniors:** Groups (46-76+ years old)



AMENITIES

AMENITIES MATRIX: UNMET NEEDS

AMENITIES MATRIX: UNMET NEEDS - Age Group Appropriate												
Community Park: Kentwood Parks and Recreation												
Citizen Survey Ranking	Program	• Program is appropriate for age groups										
		YOUTH				ADULT				SENIOR		
		2-5 years	6-8 years	9-12 years	13-15 years	16-18 years	19-30 years	31-45 years	46-60 years	61-70 years	71-75 years	77+ years
1	Indoor Fitness and Exercise Track				•	•	•	•	•	•	•	•
2	Nature Center and Trails	•	•	•	•	•	•	•	•	•		
3	Indoor Running / Walking Track					•	•	•	•	•	•	•
4	Indoor Swimming Pool / Leisure Pool	•	•	•	•	•	•	•	•	•	•	•
5	Walking and Biking Trails			•	•	•	•	•	•	•	•	•
6	Off Lease Dog Park			•	•	•	•	•	•	•	•	•
7	Outdoor Swimming Pool / Water Parks	•	•	•	•	•	•	•	•	•	•	•
8	Indoor Pool Lap Lanes			•	•	•	•	•	•	•	•	•
9	Large Community Park	•	•	•	•	•	•	•	•	•	•	•
10	Picnic Areas and Shelters	•	•	•	•	•	•	•	•	•	•	•
11	Splash Pad	•	•	•								
12	Indoor and Outdoor Rental Space					•	•	•	•	•	•	•
13	Senior Area							•	•	•	•	
14	Indoor Basketball / Volleyball Courts		•	•	•	•	•	•	•			
15	Playground Equipment	•	•	•	•							
16	Disc Golf				•	•	•	•	•	•		
17	Outdoor Tennis Courts		•	•	•	•	•	•	•	•		
18	Mountain Biking			•	•	•	•	•	•			
19	Sand Volleyball Courts					•	•	•	•	•		
20	Adult Softball Fields					•	•	•	•	•		
21	Indoor Ice Arena	•	•	•	•	•	•	•	•	•		
22	Indoor (multi-purpose) Sports Fields		•	•	•	•	•					
23	Pickleball Courts		•	•	•	•	•	•	•	•	•	•
24	Youth Baseball and Softball Fields		•	•	•	•						
25	Outdoor Basketball Courts		•	•	•	•	•	•	•	•		
26	Outdoor Sports Compels		•	•	•	•	•	•	•	•		
27	Youth Soccer Fields		•	•	•	•						
28	Skateboarding Park		•	•	•	•	•	•				
29	Youth Football Fields		•	•	•	•						
30	Outdoor Adult Soccer Fields					•	•	•	•			

Amenities are listed by the percent of citizens that felt the recreation needs are unmet. Age segment appeal is divided into groups where the Amenity will be appropriate.

- Those appropriate to the widest age segment (100%) of groups are: Indoor Swimming Pool / Leisure Pool, Outdoor Swimming Pool / Water Park, a Large Community Park, and Picnic Shelters.



- Youth Only are appropriate for only two amenities: Splash Pad and Playground Equipment.
- % of the Amenities are appropriate for adult and senior groups.
- Amenities that are appropriate for a portion or all of the youth / adult / senior groups make up 20% of the list. **These Amenities do not appeal to all age groups because only some ages in the group(s) were considered to be appropriate.*
- The Senior age group has the least Amenities indicated as appropriate.
- The Youth age group is second for Amenities indicated as appropriate.
- The Adult age group has the most Amenities indicated as appropriate.



AMENITIES MATRIX: MOST IMPORTANT

AMENITIES MATRIX: MOST IMPORTANT - Age Group Appropriate												
Community Park: Kentwood Parks and Recreation												
Citizen Survey Ranking	Program	• Program is appropriate for age groups										
		YOUTH				ADULT				SENIOR		
		2-5 years	6-8 years	9-12 years	13-15 years	16-18 years	19-30 years	31-45 years	46-60 years	61-70 years	71-75 years	77 + years
4	Small Neighborhood Parks	•	•	•	•	•	•	•	•	•	•	•
5	Playground equipment	•	•	•	•							
6	Indoor Pool / Leisure Pool	•	•	•	•	•	•	•	•	•	•	•
7	Indoor Fitness and Exercise Facilities				•	•	•	•	•	•	•	•
8	Indoor Running / Walking Track					•	•	•	•	•	•	•
9	Splash Pad	•	•	•								
10	Picnic Areas and Shelters	•	•	•	•	•	•	•	•	•	•	•
11	Senior Area								•	•	•	•
12	Outdoor Pool / Water Park	•	•	•	•	•	•	•	•	•	•	•
13	Indoor Lap Lanes		•	•	•	•	•	•	•	•	•	•
14	Indoor Basketball / Volleyball Courts		•	•	•	•	•	•	•	•	•	
15	Outdoor Tennis Courts		•	•	•	•	•	•	•	•		
16	Youth Baseball and Softball Fields		•	•	•		•					
17	Pickleball Courts					•	•	•	•	•	•	•
18	Mountain Biking		•	•	•	•	•	•	•			
19	Outdoor Basketball Courts		•	•	•	•	•	•	•	•		
20	Sand Volleyball Courts				•	•	•	•	•	•		
21	Youth Soccer Fields		•	•	•	•						
22	Indoor Ice Arena	•	•	•	•	•	•	•	•	•	•	•
23	Lighted Sports Fields	•	•	•	•	•	•	•	•	•	•	•
24	Adult Softball Fields						•	•	•	•		
25	Indoor Multi-Purpose Sports Fields		•	•	•	•	•	•				
26	Outdoor Adult Soccer Fields					•	•	•				
27	Skateboarding Park		•	•	•	•	•	•				
28	Outdoor Sports Complex		•	•	•	•	•	•	•	•		
29	Youth Football Fields		•	•	•	•						

Amenities are listed by the percent of citizens indicating which are most important. Age segment appeal is divided into groups where the Amenity will be appropriate.

- Those appropriate to the widest age segment (100%) of the groups are: Small Neighborhood Parks, Indoor Pool / Leisure Pool, Picnic Areas and Shelters, Indoor Ice Arena, and Lighted Sports Fields.
- Youth only are appropriate for only two amenities: Splash Pad and Playground Equipment.
- .07% of the Amenities are appropriate for adult and senior groups.



- Amenities that are appropriate for a portion or all of the youth / adult / senior groups make up 27% of the list. **These Amenities do not appeal to all age groups because only some ages in the group(s) were considered to be appropriate.*
- The Senior age group has the least Amenities indicated as appropriate.
- The Youth age group is second for Amenities indicated as appropriate.
- The Adult age group has the most Amenities indicated as appropriate.

AMENITIES THAT MATCH BOTH THE UNMET NEEDS AND ARE ALSO MOST IMPORTANT

The Amenities from the Unmet Needs Matrix and the Most Important Matrix have been cross referenced to show what Amenities the citizens in the survey felt are both Unmet Needs and Most Important. This list consists of three Amenities (Indoor Pool / Leisure Pool, Picnic Area and Shelters, Outdoor Pool / Water Park.)

Chosen by the citizens, these Amenities are the best opportunities for the community park because have the widest age segment appeal and match both the Unmet Needs and Most Important Amenities as chosen by the Citizens on the Survey.

The next series of Matrixes will show results the citizens chose as unmet needs and most important regarding programs for the community park.



PROGRAMS

PROGRAM MATRIX: UNMET NEEDS

PROGRAMS MATRIX: UNMET NEEDS - Age Group Appropriate Community Park: Kentwood Parks and Recreation												
Citizen Survey Ranking	Program	● program is appropriate for age groups										
		YOUTH				ADULT				SENIOR		
		2-5	6-8	9-12	13-15	16-18	19-30	31-45	46-60	61-70	71-75	77 +
1	Adult Programs (50 years and older)								●	●	●	●
2	Special Events	●	●	●	●	●	●	●	●	●	●	●
3	Water Fitness Programs						●	●	●	●	●	●
4	Adult Continuing Education Programs					●	●	●	●	●	●	●
5	Nature Programs / Environmental Ed.	●	●	●	●	●	●	●	●	●	●	●
6	Travel Programs						●	●	●	●	●	●
7	Programs With Your Pet(s)		●	●	●	●	●	●	●	●	●	●
8	Adult Sports Programs					●	●	●	●	●	●	●
9	Golf Lessons / Leagues		●	●	●	●	●	●	●	●	●	●
10	Youth Sport Programs	●	●	●	●	●						
11	Adult Art / Dance / Performing Arts					●	●	●	●	●	●	●
12	Birthday Parties	●	●	●	●	●	●	●	●	●	●	●
13	Youth Learn To Swim Programs	●	●	●	●							
14	Youth Summer Camp Programs	●	●	●	●							
15	Youth Fitness and Wellness Programs	●	●	●	●							
16	Tennis Lessons and Leagues		●	●	●	●	●	●	●	●	●	●
17	Programs for Teens				●	●	●					
18	Pickleball Lessons and Leagues					●	●	●	●	●	●	●
19	Pre-School Programs	●										
20	Youth Art, Dance, and Performing Arts	●	●	●	●	●						
21	Programs for People with Disabilities	●	●	●	●	●	●	●	●	●	●	●
22	Before and After School Programs		●	●	●	●						

Programs considered as Unmet Needs to residents in the Survey have been evaluated and categorized in the matrix above. They are ranked in popularity by the citizens, and various ages are marked as appropriate for each Program.

- Three Programs that are appropriate to the widest age segment (100%) of groups are: Special Events, Nature Programs / Environmental Education, Birthday Parties, and Programs for People with Disabilities.
- Youth Only is appropriate for three Programs: Youth Learn to Swim Programs, Youth Summer Camps, and Youth Fitness and Wellness Programs, Programs for Teens, and Pre-School Programs.
- 23% of the Programs are appropriate for only adult and senior groups.



- Programs that are appropriate for a portion or all of the youth / adult / senior groups make up 13% of the list. **These Programs are not appropriate to all ages in the group,*
- The Senior age group has the least Programs indicated as appropriate.
- The Youth age group has is second for Program indicated as appropriate.
- The Adult age group has the most Programs indicated as appropriate.

PROGRAM MATRIX: MOST IMPORTANT

PROGRAM MATRIX: MOST IMPORTANT - Age Group Appropriate Community Park: Kentwood Parks and Recreation												
Citizen Survey Ranking	Program	• program is appropriate for age groups										
		YOUTH				ADULT				SENIOR		
		2-5 years	6-8 years	9-12 years	13-15 years	16-18 years	19-30 years	31-45 years	46-60 years	61-70 years	71-75 years	77 + years
1	Adult Fitness and Wellness Programs						•	•	•	•	•	•
2	Special Events	•	•	•	•	•	•	•	•	•	•	•
3	Adult Programs for 50 Years and Older								•	•	•	•
4	Nature Programs / Environmental Ed.	•	•	•	•	•	•	•	•	•	•	•
5	Water Fitness Programs							•	•	•	•	•
6	Adult Continuing Education Programs					•	•	•	•	•	•	•
7	Programs with Your Pet(s)		•	•	•	•	•	•	•	•	•	•
8	Adult Art, Dance, and Performing Arts					•	•	•	•	•	•	•
9	Travel Programs						•	•	•	•	•	•
10	Youth Sports Programs	•	•	•	•	•						
11	Youth Learn to Swim Programs	•	•	•	•							
12	Programs for Teens				•	•	•					
13	Adult Sports Programs					•	•	•	•	•	•	•
14	Before and After School Programs		•	•	•	•						
15	Pre-School Programs	•										
16	Youth Fitness and Wellness Programs	•	•	•	•							
17	Golf Lessons and Leagues			•	•	•	•	•	•	•	•	•
18	Youth Summer Camp Programs	•	•	•	•							
19	Birthday Parties	•	•	•	•	•	•	•	•	•	•	•
20	Pickleball Lessons / Leagues					•	•	•	•	•	•	•
21	Tennis Lessons / Leagues			•	•	•	•	•	•	•	•	•
22	Programs for People with Disabilities	•	•	•	•	•	•	•	•	•	•	•
23	Youth Art, Dance, and Performing Arts	•	•	•	•	•						

- Three Programs that are appropriate to the widest age segment (100%) of groups are: Special Events, Nature Programs / Environmental Education, and Programs for People with Disabilities.
- Youth Only Programs are appropriate for six amenities: Programs with your Pet(s), Before and After School Programs, Youth Fitness and Wellness, Golf Lessons and Leagues, Youth Summer Camps, and Tennis Lessons and Leagues.
- 20% of the Programs are appropriate for adult and senior groups.



- Programs that are appropriate for a portion or all of the youth / adult / senior groups make up 10% of the Programs list. **These Programs do not appeal to all age groups because only some ages in the group(s) were considered to be appropriate.*
- The Senior age group has the least number of age-appropriate Programs.
- The Youth age group is second for Programs indicated as appropriate.
- The Adult age group has the most Programs indicated as appropriate.

PROGRAMS THAT MATCH BOTH UNMET NEEDS AND ARE MOST IMPORTANT

The Programs from the Unmet Needs Matrix and the Most Important Matrix have been cross referenced to show what Programs the citizens in the survey felt are both Unmet Needs and Most Important. This list consists of four Programs: Special Events, Nature Programs and Environment Education, Birthday Parties, and Programs for People with Disabilities.

These are the programs that will provide the community park with recreational programs that citizens in the community chose in the survey.

OPPORTUNITIES

OPPORTUNITIES FOR AMENITIES AND PROGRAMS With Associated Costs and Potential Revenue Community Park: Kentwood Park and Recreation						
AMENITIES		Cost to Develop	Cost to maintain	Potential Revenue	PROGRAMS	
Unmet Needs and Value Rating					Unmet Needs and Importance Value	
1. Indoor Pool / Leisure Pool		HIGH	HIGH	HIGH	1. Special Events	MEDIUM
2. Picnic Areas and Shelters		LOW	LOW	LOW	2. Birthday Parties	LOW
3. Outdoor Pool / Water Park		HIGH	HIGH	HIGH	3. Programs for People with Disabilities	LOW

Amenities and Programs have costs and revenue associated with them. The matrix above lists Amenities and Programs most expressed to PROS from residents who took the Survey, as well as the financial cost ratings.

- The Cost to Develop: Starting a program or building / buying a new amenity.
- The Cost to Maintain: Caring for the new amenity / preventative maintenance.
- The Potential Revenue: Money generated from running a program or from use of an amenity.

Information from this matrix yielded data for the following chart regarding key points about costs and potential revenue. This Matrix is on the following page.



Amenities Matrix: Costs and Revenue Potential

From information on the previous chart, two of the Amenities are high in Cost to Develop, Cost to Maintain, and Potential Revenue. At the other end of the spectrum, Picnic Areas and Shelters are low in all three areas of associated cost and potential.

Programs do not have a financial cost to maintain, however there are cost associated with development and those listed have potential revenue. Birthday parts are low cost to develop and room rental is usually low for the parties. Special Events can be somewhat costly to develop, therefore there are listed as Medium Cost to Develop. Potential Revenue is somewhat low since the events are to draw people to the park and often there are not tickets to these events. Programs for People with Disabilities are expensive to Develop, normally the cost of additional staff that is required to assist those that need help. Low revenue can be expected from these type programs.