

New Models and Metrics for Parks System Planning



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About Our Speaker

David Barth is a registered Landscape Architect, Certified Planner, and Certified Parks and Recreation Professional who specializes in the parks and recreation planning, design, and facilitation. He has developed parks and recreation system master plans for over 65 communities throughout the United States including Washington, D.C, Miami-Dade County, Norfolk, VA, downtown San Diego, and the City of Raleigh. He has also led the planning and/or design of hundreds of parks and trail projects including Orange County's West Orange Trail, Martin County's Indian Riverside Park, and the City of Kissimmee's Lakefront Park. He was a co-author of the American Planning Association (APA) publication From Recreation to Re-Creation, as well as a contributor to APA's Planning and Urban Design Standards for parks and recreation needs assessments. David received his undergraduate degree in Landscape Architecture from the University of Florida, his Master's Degree in Organizational Leadership from Palm Beach Atlantic University, and his PhD in Design, Construction and Planning at the University of Florida.

Learning Objectives

- Discuss new trends and influences in parks system planning .
- Describe new parks and recreation service-delivery models that respond to changing trends and influences .
- Define new metrics to measure parks and recreation level-of-service (LOS).

From Recreation to Re-creation: New Directions in Parks and Open Space System Planning



Megan Lewis, General Editor



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New alternatives for calculating Parks and Recreation Levels of Service

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Public works departments with responsibility for their community's parks and recreation system may be surprised at the lack of Levels of Service (LOS) standards for parks and recreation services. Unlike roads or utilities, there are no universally accepted methods for determining parks LOS. Historically the "default" standard was 10 acres of parkland per 1,000 residents, but this has become unrealistic for many communities due to increased urbanization, densities and land prices. Also, parks and recreation systems are becoming more complex; there are no standards for facilities such as bike trails, spray fountains and dog parks.

According to the National Recreation and Parks Association (NRPA), the purpose of establishing Levels of Service standards is to assure "equal opportunity to share in the basic menu of services implicit in the standard." Five measures to evaluate "equal opportunity" include:

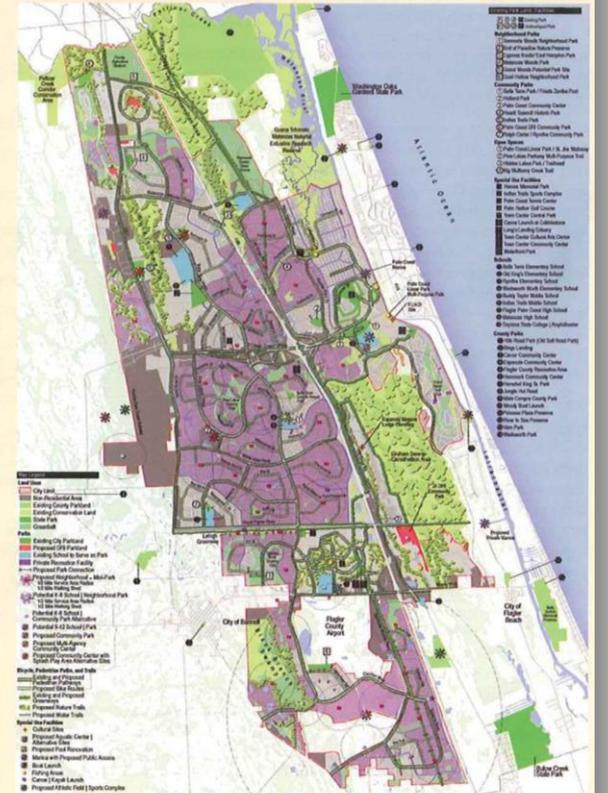
- Acres per population
- Access distance or travel time
- Facilities per population
- Quality of the facilities
- Availability of programs

While each measure is necessary to comprehensively assess LOS, no single measure is sufficient by itself.

Acres per Population (Acreage LOS) – This LOS measure is based on the premise that every resident, neighborhood and community should have an equal or similar allocation of park land. It remains the most common technique of measuring "equal opportunity" for parks systems in the United States, but varies wildly between communities; ac-

ording to *Inside City Parks*, the LOS in Miami is 3.6 acres/1,000 population, for example, while the LOS in Phoenix is 31.5 acres/1,000.

A simple technique for establishing an Acreage LOS is to benchmark against similar and/or desirable communities. The community must first determine



The Palm Coast Parks Master Plan recommends an increase in the city's Acreage Level of Service from 5.1 acres/1,000 to 10.6 acres/1,000.

High Performance Public Spaces®

A TOOL FOR BUILDING GREAT COMMUNITIES

By David Barth

In the Fall 2015 FRPA Journal, President Jack Kardys discussed the new FRPA Strategic Framework to “communicate our relevance, expertise and value in building healthier, prosperous and environmentally sustainable communities through great parks, programs, and public spaces.” The ambitious and far-reaching plan includes more than 100 initiatives under the four “pillars” of health, environment, economic impact, community building. The ultimate goal is “to make FRPA and our profession the connective tissue that builds great communities through great parks and programs.”

There is a great deal of evidence supporting the contention that well-planned, designed, and managed parks and recreation systems can contribute to community sustainability. Parks and public spaces have been credited with generating such health and social benefits as providing places for people to meet, exercise, exchange information, attend events, conduct business and move about the community. Parks provide wholesome and safe activities for families. They generate ecological benefits by cleansing threats, protecting water quality, providing flood storage, preserving natural scenery, and providing wildlife habitat. Additionally they generate economic benefits, such as increasing property values, providing jobs, and improving neighborhoods. Parks and public spaces are also credited with creating order, controlling land use, and shaping civic form and beauty.

As with all ambitious plans, implementation is the greatest challenge to achieving the goals and initiatives outlined in the FRPA Strategic Plan. Research suggests that the most effective implementation occurs at the local level. Three actions that local parks and recreation agencies can take immediately to help implement the plan are to 1) plan, design and manage their parks and open spaces as High Performance Public Spaces® (HPPS); 2) plan, design and manage their parks and open spaces as part of an integrated public realm; and 3) create a culture that fosters the adoption of innovation in the planning and design of public spaces.

In my recent research at the University of Florida, I defined a HPPS as “any publicly accessible space that generates economic, environmental and social sustainability benefits for

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American Planning Association
Making Great Communities Happen

May/June 2016

PAS MEMO

Alternatives for Determining Parks and Recreation Level of Service

By David Barth, PhD, AICP

Public agencies use Level of Service (LOS) standards to plan and monitor the quality of services provided to their constituents. For example, transportation planners use roadway LOS to categorize traffic flow and assign “grades” to roadways (e.g., A, B, C, etc.) based on speed, density, and other performance measures. Similarly, utility departments and agencies use LOS standards to characterize the performance of various levels of potable water and wastewater systems.

In contrast, parks and recreation system planning has historically been more art than science. Unlike other elements of the public realm, there are no nationally accepted standards for determining ideal levels of service for parks, indoor recreation centers, athletic fields, trails, and other recreation facilities.

The last set of national guidelines published by the National Recreation and Park Association (NRPA) in 1996 encourages communities to develop their own LOS standards rather than rely on any national standards: “A standard for parks and recreation cannot be universal, nor can one city be compared with another even though they are similar in many respects” (Mertes and Hall 1996, 59). Each city or county must determine the appropriate LOS required to meet the specific needs of its residents.

Peter Harnik (Harnik 2010, 5) summarizes the complexities of parks planning in *Urban Green*:

A major problem for [park] advocates and managers is that parks seem relatively simple and straight forward. People frequently say, “It’s not rocket science, it’s just a park.” Not for rockets ... you need to be good at math. Parks require math plus horticulture, hydrology, psychology, sociology and communication. They are immensely complicated.

Determining LOS standards for parks and recreation systems can be challenging for several reasons. One is the many different

ways in which parks and recreation systems can be measured: typical metrics may address parkland acreage, numbers of recreation facilities, distance to parks and facilities, quality of parks and facilities, operating costs, revenues, or other factors. In addition, LOS metrics can differ between various components of a parks system; for example, LOS may be measured differently for a neighborhood park than a tournament sports facility. Appropriate LOS standards may also differ based on the community context — whether the setting is urban, suburban, or rural.

The purpose of this PAS Memo is to assist planners in determining the most appropriate LOS metric(s) to use for their parks and recreation systems, collecting the necessary data, and developing appropriate LOS standards that meet their communities’ specific needs.

Overview of Parks and Recreation LOS

Parks and recreation LOS standards are used in a variety of ways. For example, a LOS analysis can be used to help determine community needs and priorities in conjunction with other techniques such as surveys, interviews, focus group meetings, site visits, public workshops, social media, and online forums. LOS standards can be used to help determine if parkland, facilities, programs, and funding are distributed equitably across geographic, political, and socioeconomic boundaries.

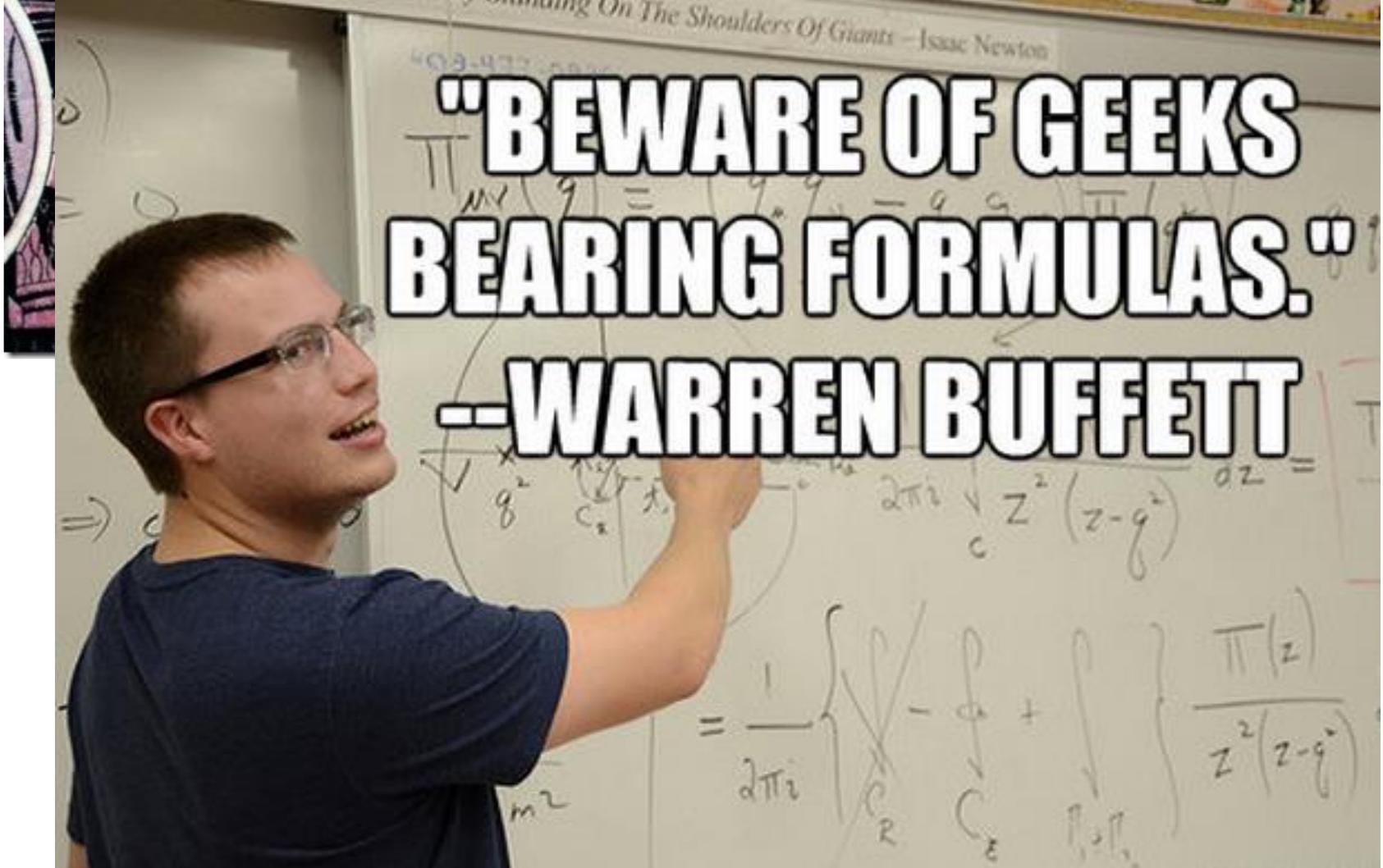
In long-range planning, LOS standards can help planners determine the general size and location of proposed new parks and recreation facilities needed to accommodate anticipated growth. And land development codes and policies (comprehensive plans, land development codes, impact fees, etc.) incorporate LOS standards to help determine the “fair share” of parks and recreation capital and operating costs to be borne by the developers of new residential or mixed use projects.

Table 1 describes the most common parks and recreation LOS metrics, followed by a description of each metric.

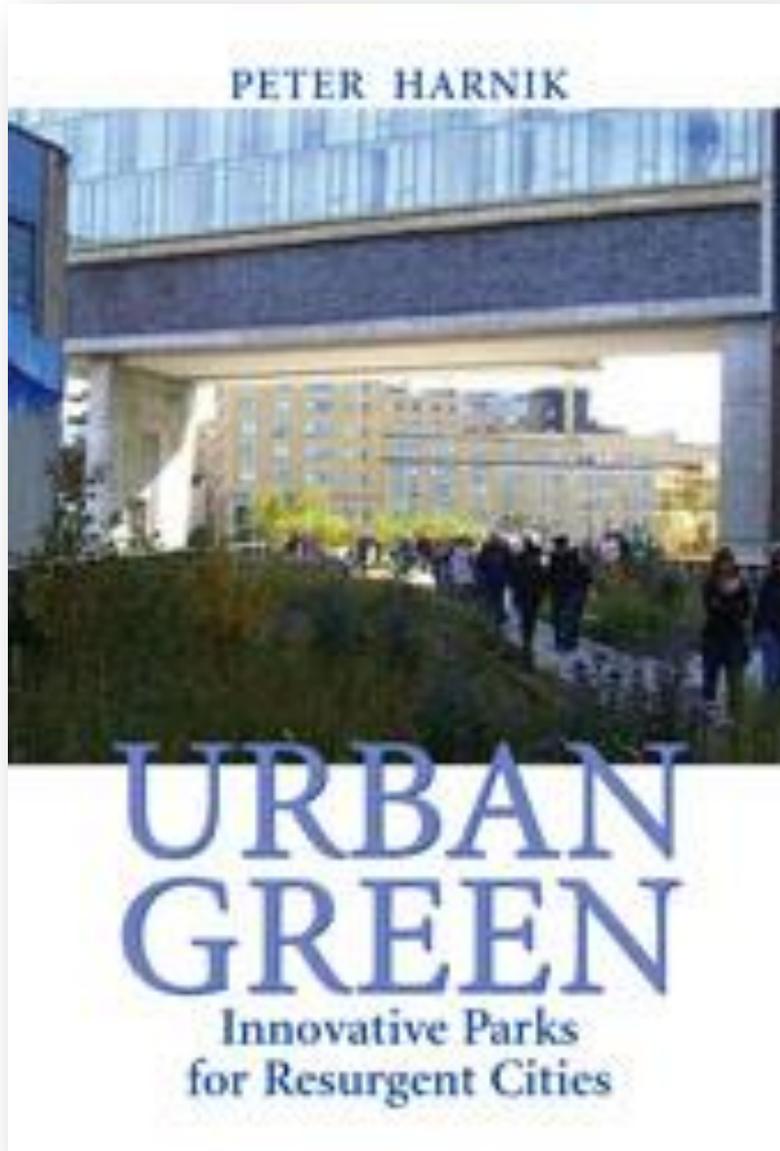
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WHY DO WE NEED PARKS SYSTEM MODELS AND METRICS?



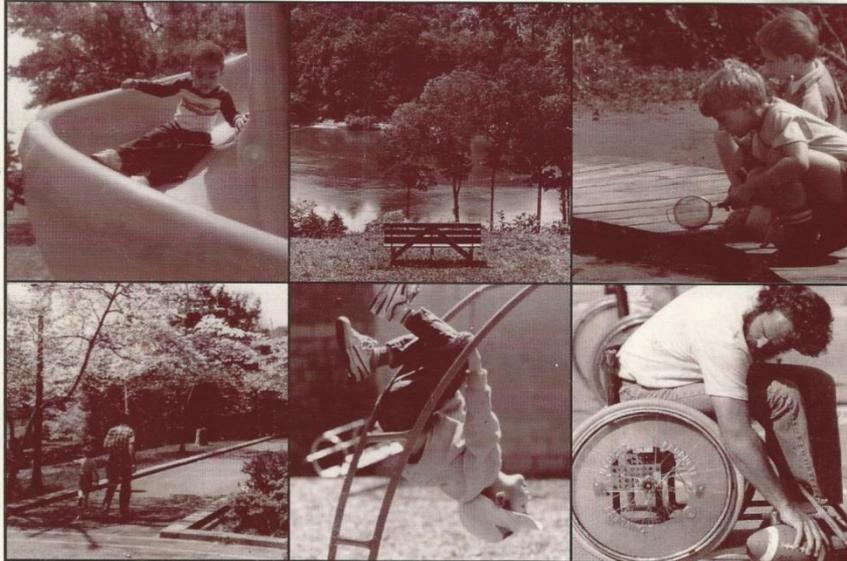
“A major problem for [park] advocates and managers is that parks seem relatively simple and straight forward. People frequently say , “It’s not rocket science, it’s just a park” No! For rockets... you need to be good at math. Parks require math plus horticulture, hydrology, psychology, sociology and communication”. They are immensely complicated.”



A Project of the
National Recreation and Park Association
and the American Academy for
Park and Recreation Administration

Park, Recreation, Open Space and Greenway Guidelines

James D. Mertes, Ph.D., CLP and James R. Hall, CLP



“A standard for parks and recreation cannot be universal, nor can one city be compared with another even though they are similar in many respects” (Mertes & Hall, p. 59).

The Public Realm



Recent Trends

- Ageing in Place
- Improved Connectivity
- Access to Nature
- Sports Tourism and Travel Ball
- Place-making
- Virtual Reality



Placemaking (PPS)



- Key Attributes
- Characteristics
- Metrics

Criteria for High Performance Public Spaces©



Social

- Improves the neighborhood
- Improves social and physical mobility through multi-modal connectivity
- Encourages health and fitness of residents, visitors
- Provides relief from urban congestion and stressors
- Provides places for formal and informal social gathering, art, performances, and community or civic events
- Provides opportunities for individual, group, passive and active recreation
- Facilitates shared experiences among different groups of people
- Attracts diverse populations
- Promotes creative and constructive social interaction



Environmental

- Uses energy, water, and resources efficiently
- Improves water quality of both surface and ground water
- Serves as a net carbon sink
- Enhances, preserves, promotes, or contributes to biological diversity
- Hardscape materials selected for longevity of service, social/cultural/ historical sustainability, regional availability, low carbon footprint
- Provides opportunities to enhance environmental awareness and knowledge
- Serves as an interconnected node within larger scale ecological corridors and natural habitat



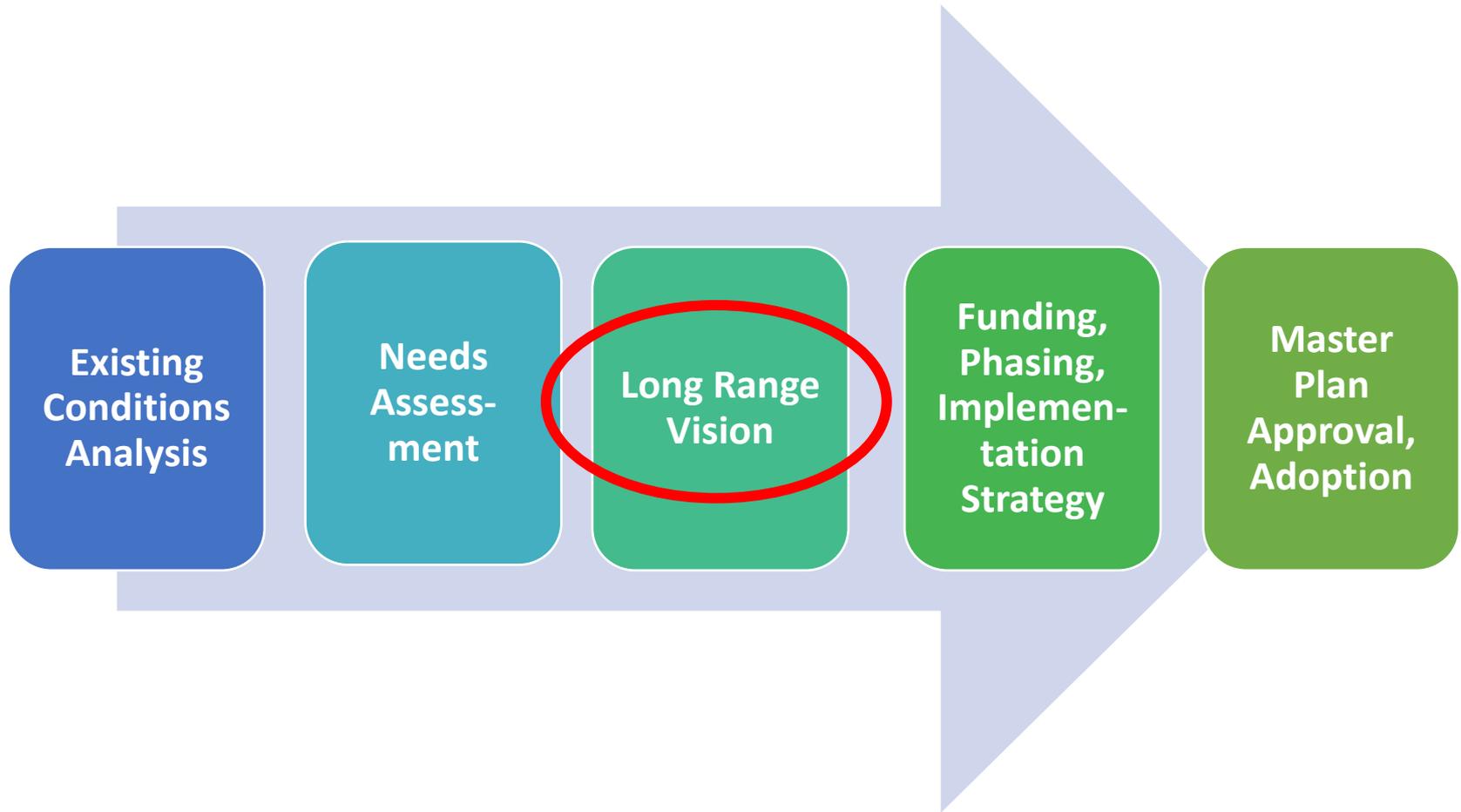
Economic

- Creates and facilitates revenue-generating opportunities for the public and/or the private sectors
- Creates meaningful and desirable employment
- Indirectly creates or sustains good, living wage jobs
- Sustains or increases property values
- Catalyzes infill development and/or the re-use of obsolete or under-used buildings or spaces
- Attracts new residents
- Attracts new businesses
- Generates increased business and tax revenues
- Optimizes operations and maintenance costs

Dimensions of a Parks and Recreation System

- Residents' Needs and Priorities
- Programs
- Capital Improvements
- Trends
- Operations and Maintenance
- Funding, Fiscal Sustainability
- Political Priorities
- Level-of-Service
- Comprehensive Plan Goals
- Service-Delivery Models
- Mission, Role
- Branding
- Partnerships
- Staffing
- Land Development Codes
- Resource Protection
- Impact Fees
- Park Classifications
- Economic Development
- Social Equity
- Environment, Green Infrastructure
- Agency Accreditation
- Cost Recovery
- Aging-in-Place
- Design Standards
- Marketing
- Tourism
- Health and Wellness
- Quality of Life
- Crime, Safety
- Redevelopment

Typical Parks and Recreation System Master Planning Process



Parks System Visioning Framework

- Subsystems
- Service Delivery Models
- Classifications
- LOS Metrics

A 50 YEAR, UNIFYING VISION FOR A LIVABLE, SUSTAINABLE MIAMI-DADE COUNTY

"When we build let us think that we build forever. Let it not be for present delight, nor for present use alone; let it be such work as our descendants will thank us for, and let us think, as we lay stone on stone, that a time is to come when those stones will be held sacred because our hands have touched them."
-John Ruskin

PRINCIPLES of a livable, sustainable miami-dade county

Equity

every resident should be able to enjoy the same quality of public facilities and services, regardless of income, age, race, ability or geographic location

Access

every resident should be able to safely and comfortably walk, bicycle, drive and/or use public transit from their home to work, school, parks, shopping and community facilities

Beauty

every public space - including streets, parks, plazas and civic buildings - should be designed to be as aesthetically pleasing as possible, and to complement the natural and cultural landscape

Multiple Benefits

every single public action should generate multiple public benefits to maximize taxpayer dollars

Seamlessness

every element of the County, including neighborhoods, parks, natural areas, streets, civic centers and commercial areas - should be connected without regard for jurisdiction

Sustainability

natural resources - including water, wildlife habitat, and open space - must be protected for future generations

VISION

Great Parks
are accessible to everyone regardless of age or ability



Great Public Spaces
are designed to engage residents



Great Natural and Cultural Places
are planned and managed to balance access and resource protection



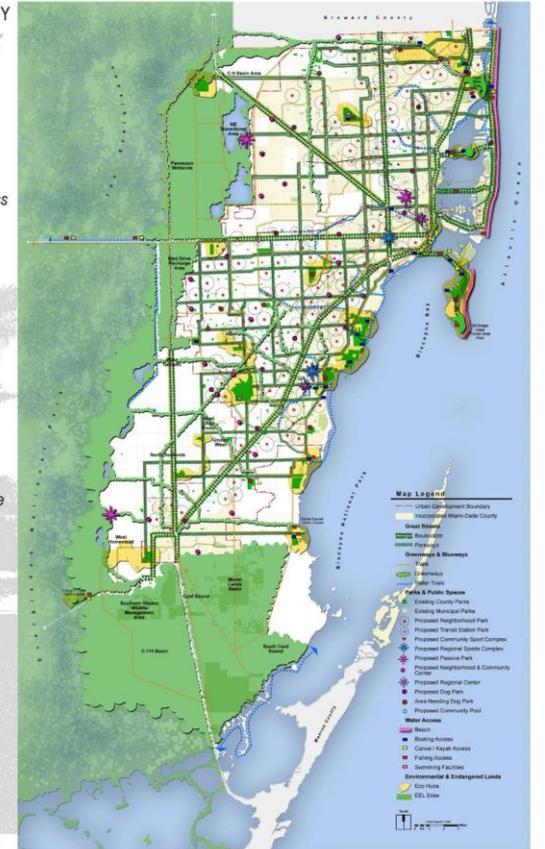
Great Streets
are designed as linear parks



Great Greenways, Trails and Water Trails
connect every resident to places throughout the community



Miami-Dade County
Parks and Open Space System Master Plan

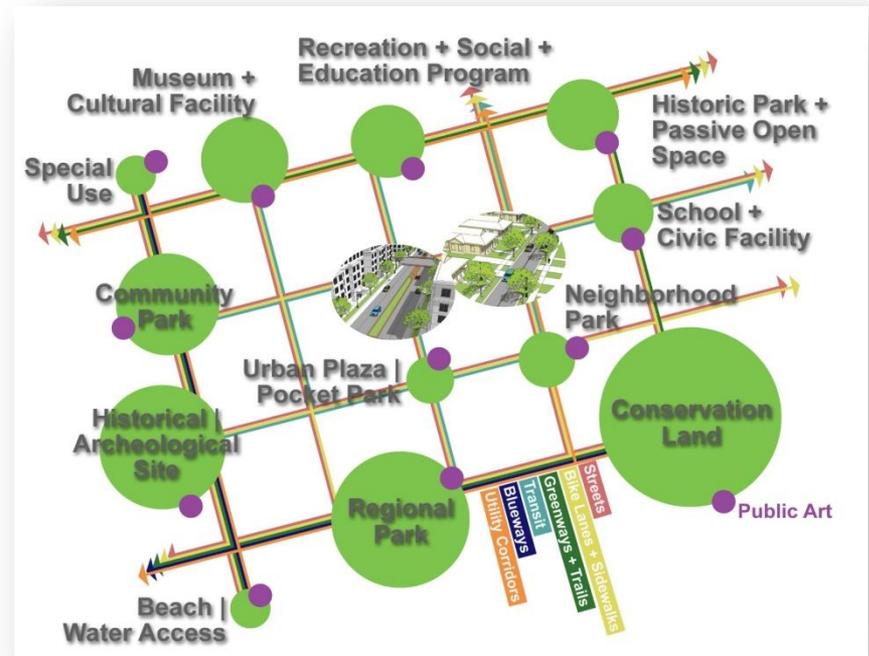


SUBSYSTEMS & SERVICE DELIVERY MODELS



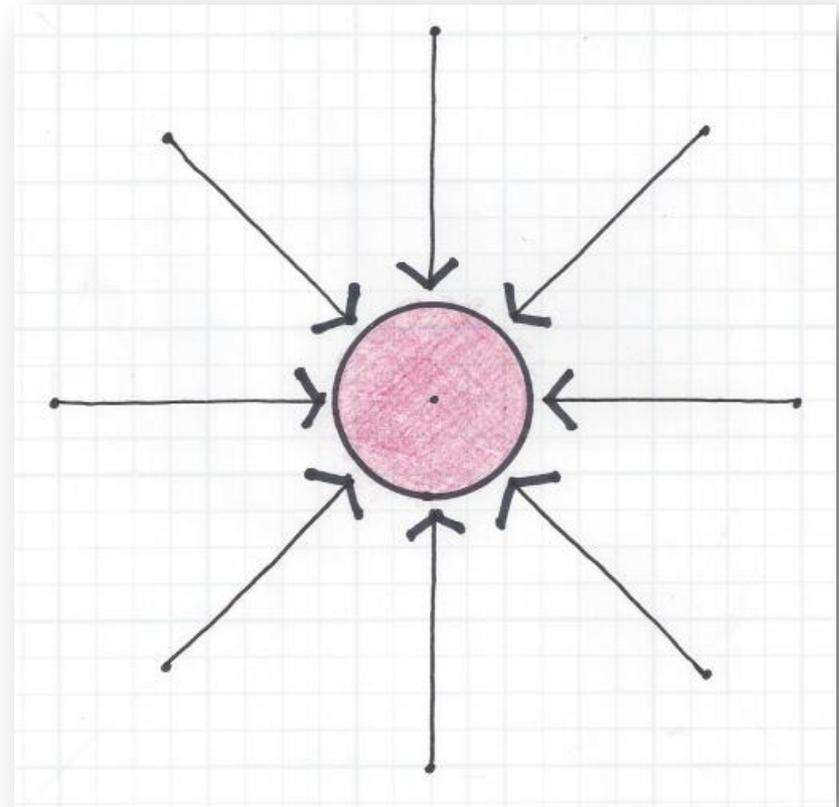
Potential Subsystems

- Parks
- Recreation Centers
- Athletic Facilities
- Greenways and Trails
- Playgrounds
- Dog Parks
- Aquatics Facilities
- Programs
- Environmental Lands
- Museums, Historic, Cultural Facilities
- Water Access
- Civic Spaces
- Streets, Transit
- Stormwater Facilities, Utility Corridors
- Others



Subsystem Service Delivery Models

- Centralized (community-wide)
- De-centralized (equity)
- Hub & Spoke
- Venues (multi-centralized)
- Activities-Based (neighborhoods)

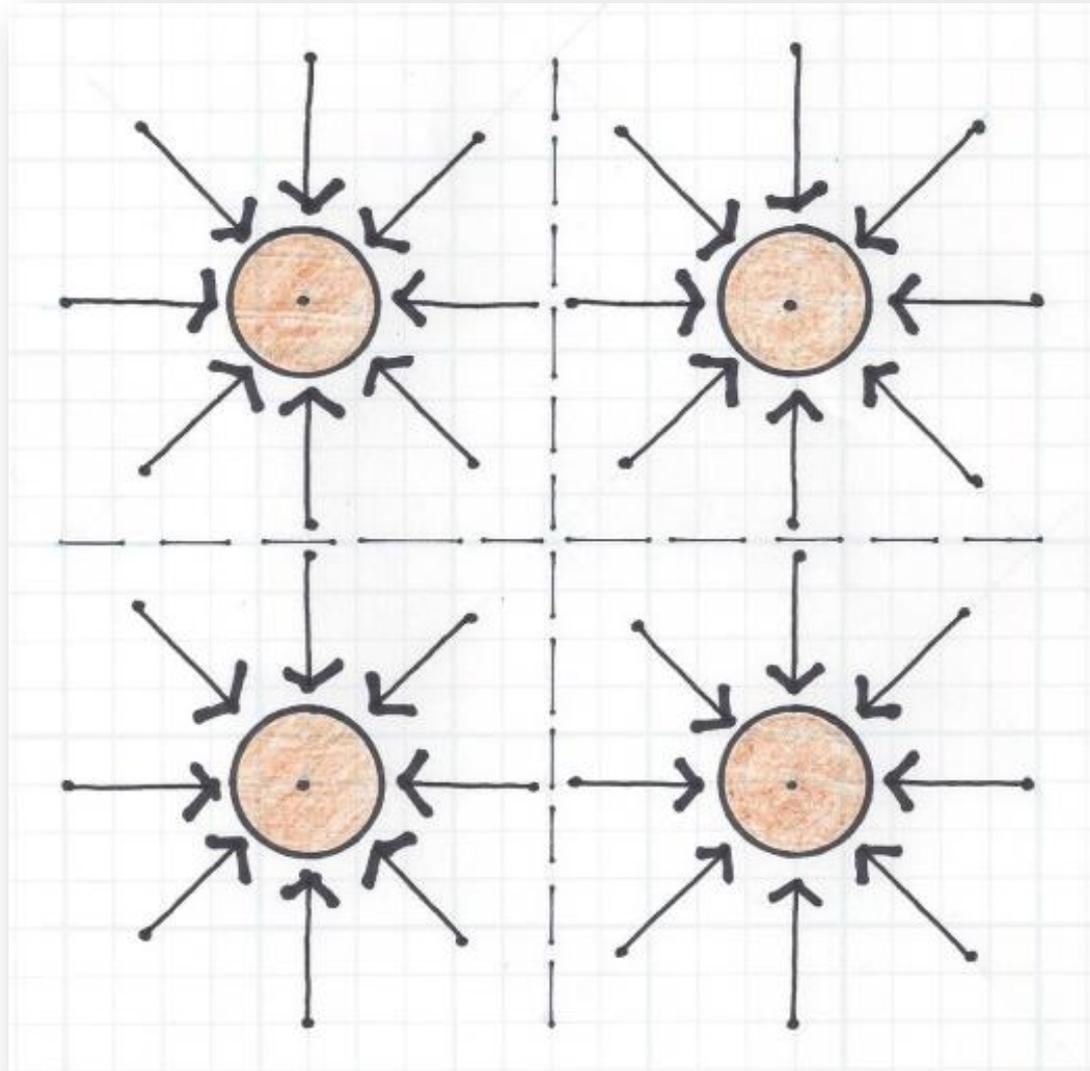


Centralized Model

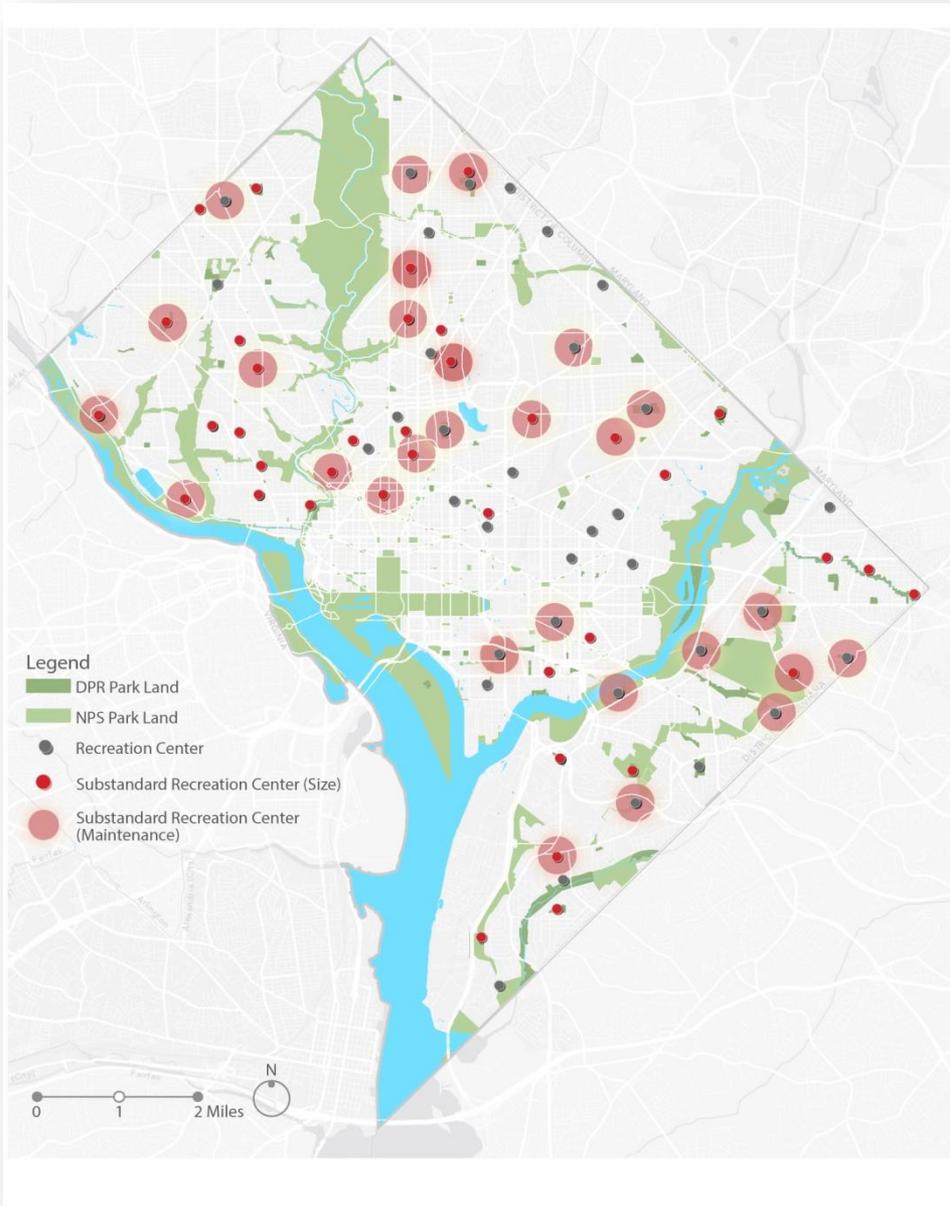
Example: Kissimmee Lakefront Park



De-centralized (Equity) Model



Example: Washington, DC Rec Centers

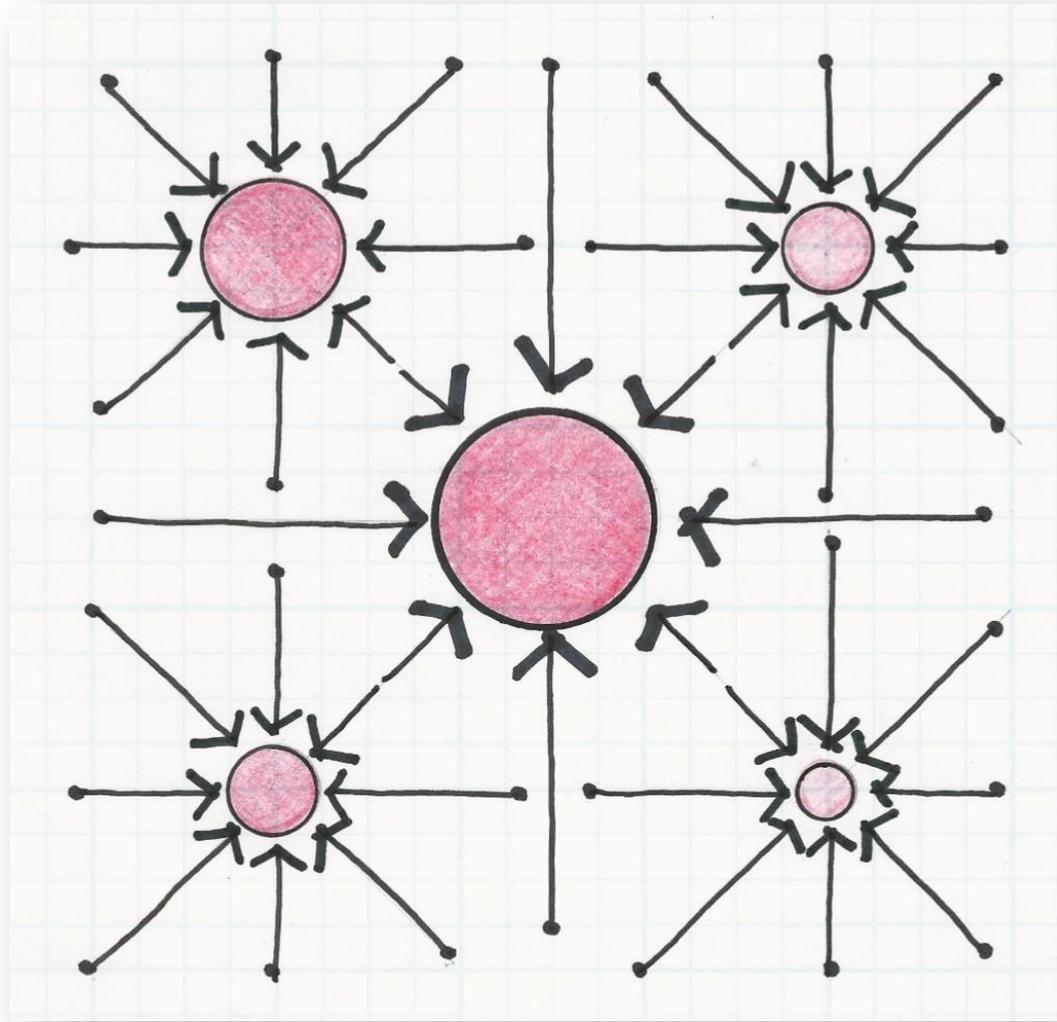


- 74 Recreation Centers
- 956,849 total square feet

40 Recreation Centers do not meet minimum DPR Vision standards

28 Recreation Centers are in Poor/Fair Maintenance Conditions (DGS Facilities Assessment, 2013)

Hub & Spoke Model



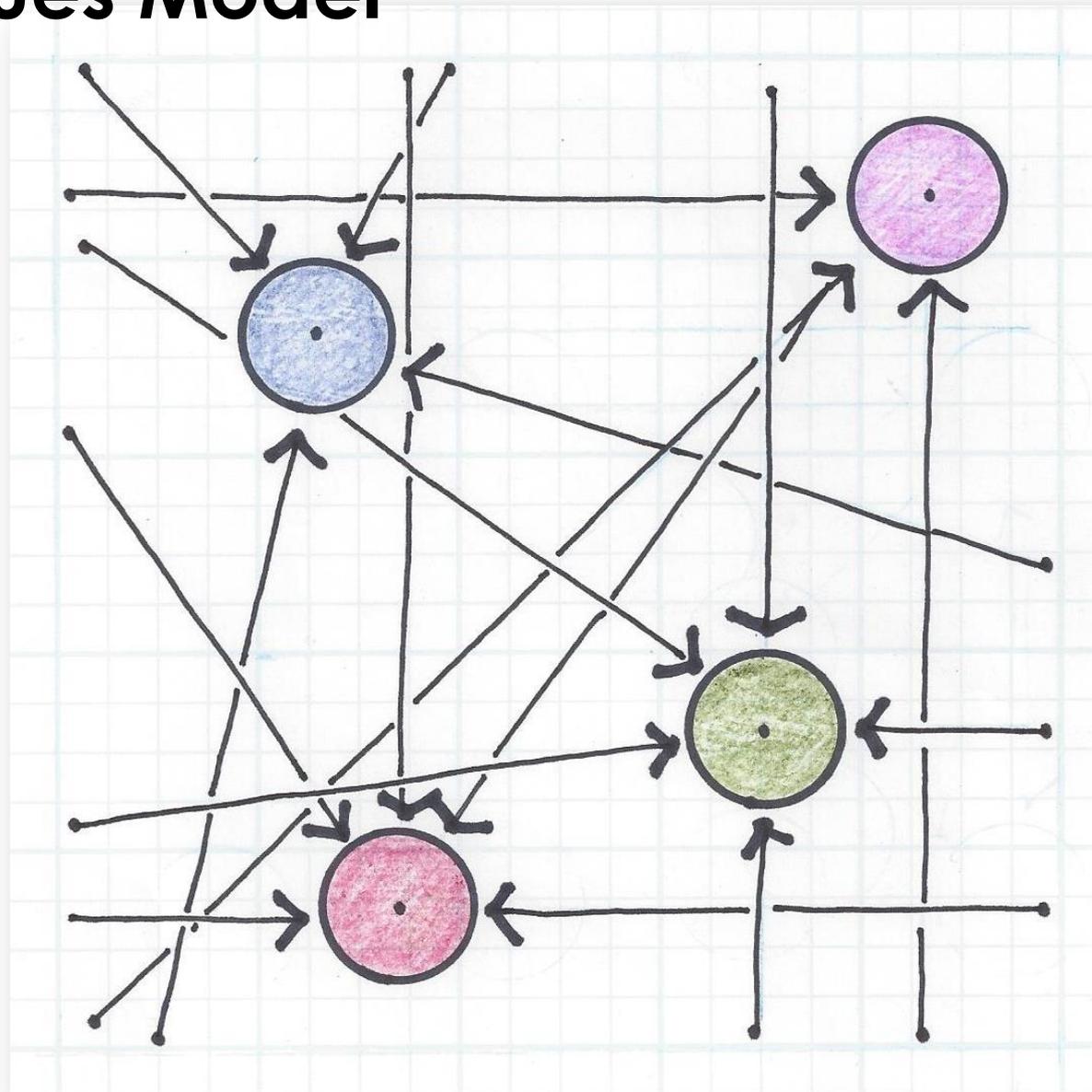
Example: Dog Parks



Dog Parks



Venues Model



Example: City of Fernandina Beach

The long-range Vision for the City of Fernandina Beach Parks and Recreation System includes five key elements: 1st Class Venues, Improved Connectivity and Accessibility, Equitable Neighborhood Access, Improved Communications, and Improved Design and Maintenance.

The City's Parks and Recreation Advisory Committee (PRAC) should work with the City to prioritize these improvements and make recommendations to the Commission regarding top priorities over the next five years. The Pyramid to the right illustrates a potential framework for how to prioritize improvements to gradually transform the City's major parks and recreation facilities into specialized, 1st class public venues that serve the entire community.



The Amelia River Waterfront is envisioned as a redeveloped, pedestrian-oriented gathering/festival space along the river with adequate space provided for strolling, bicycling, vendors' carts, festival booths, cafe tables and chairs, a trolley stop, and other visitor amenities.



Amelia River Waterfront Transformed into a 1st Class Waterfront

Central Park is envisioned as the City's central gathering space, as established in the town's original plat. Proposed uses include a central, multi-purpose lawn for festivals, softball/baseball ball games, special events, picnicking, and open play; a new civic center; picnic shelters; an expanded tennis complex; and a children's playground.



Central Park Transformed into a 1st Class Urban Park

The Peck Center is envisioned as a multi-cultural, multi-dimensional Arts, Education, and Culture Center, that offers a variety of programs and activities for residents and visitors of all ages including music, theater, dance, and arts and crafts; and programs in addition to serving as the City's Head Start Center.

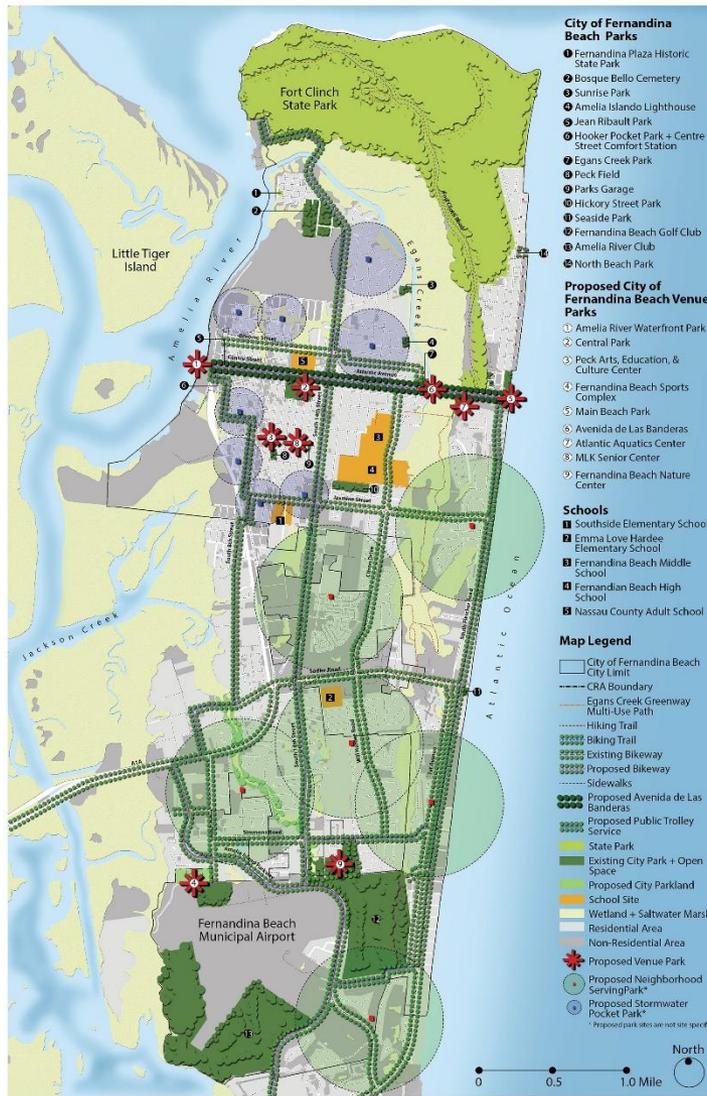


Peck Center Transformed into the Peck Arts, Education, and Culture Center

The existing Athletic Complex is envisioned as an expanded City of Fernandina Beach Sports Complex, providing competition-level facilities for baseball, softball, soccer, football, and lacrosse as well as 1st class support facilities such as concessions, restrooms, pavilions, parking, a central plaza and playground and trail network.



Fernandina Sports Complex Expanded and Enhanced into a 1st Class Sports Complex

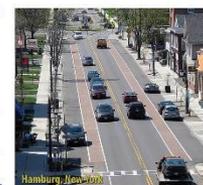


Main Beach is envisioned as an exciting Beachfront Park with new concessions, restaurants, and shops; multi-purpose event lawns; a beachfront promenade; individual and group picnic pavilions; an expanded skate/extreme sports park; beach volleyball courts; new restrooms; and other "place making" amenities.



Main Beach Transformed into a 1st Class Beachfront Park

Atlantic Avenue is envisioned as the "Avenida de Las Banderas" (Avenue of the Flags) in recognition of the City's rich history. As a "complete street", 2 mile corridor would be lined by the eight national flags that once flew over the City; shady street trees; wide sidewalks for pedestrians, bike lanes for cyclists; and festive trolleys ferrying residents and visitors.



Atlantic Avenue Transformed into La Avenida de Las Banderas

The Atlantic Recreation Center is proposed as the Atlantic Aquatics Center. In addition to the existing lap pool and splash pad, the Center would also provide a water-slide, lazy river, and expanded deck space. Existing buildings would be renovated to provide 1st offices, classrooms, concessions, meeting space, lockers, and gymnasium.



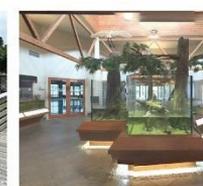
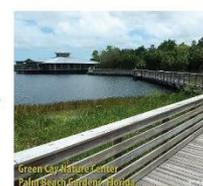
Atlantic Recreation Center Transformed into Atlantic Aquatics Center

The existing MLK Center is envisioned as the converted and renovated MLK Senior Center, serving the needs of residents and visitors City-wide and providing a variety of senior activities and programs.



MLK Center Expanded and Enhanced into MLK Senior Center

The 30 Acre Airport Site is envisioned as the City of Fernandina Beach Nature Center. The center would provide a variety of exhibition and programs about Amelia Island's unique natural habitat. The nature center may include: interpretive signage, a lecture hall, classrooms, a gift shop, and exhibit halls.

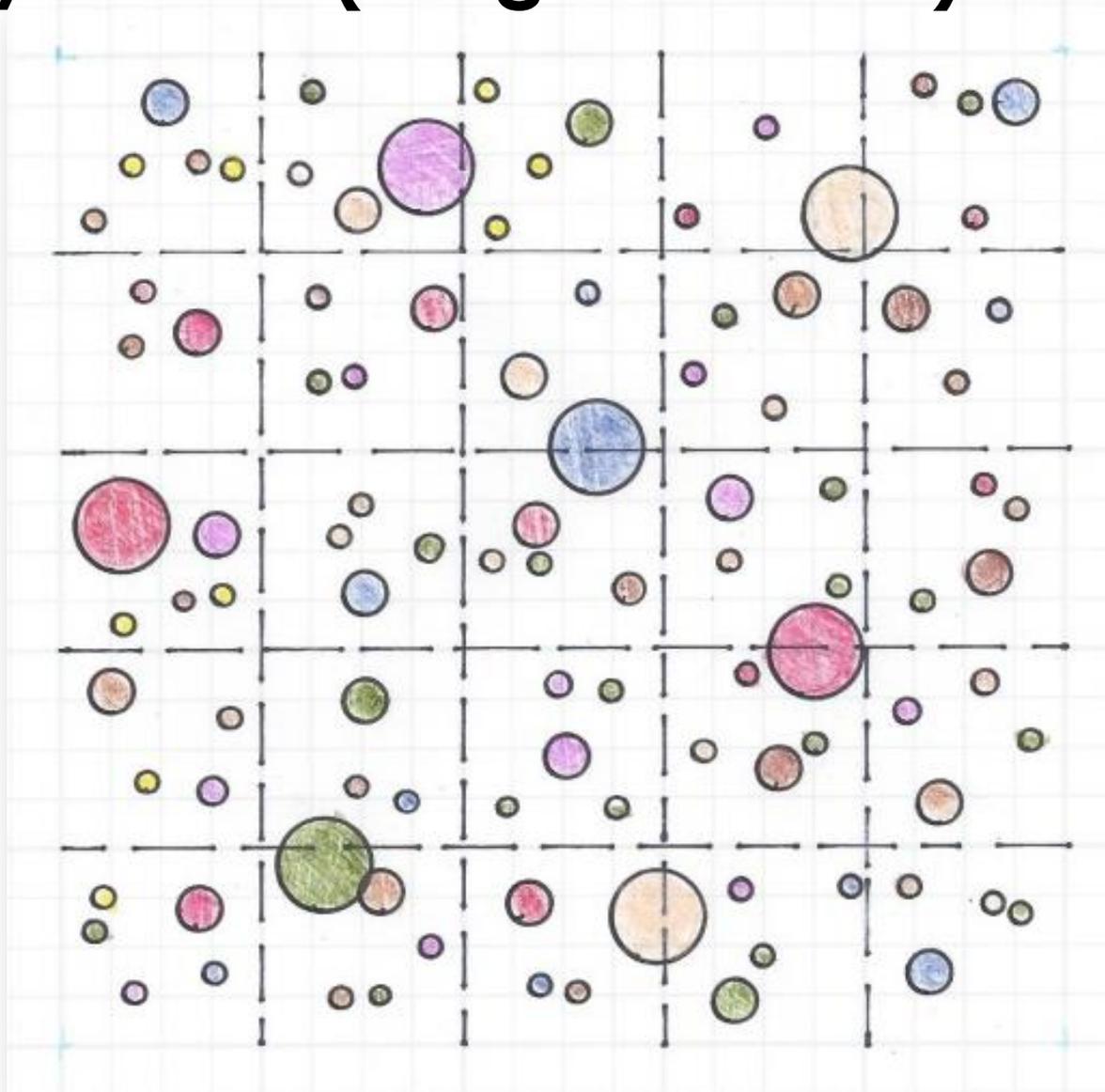


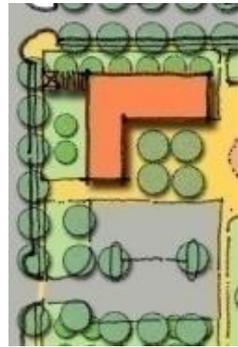
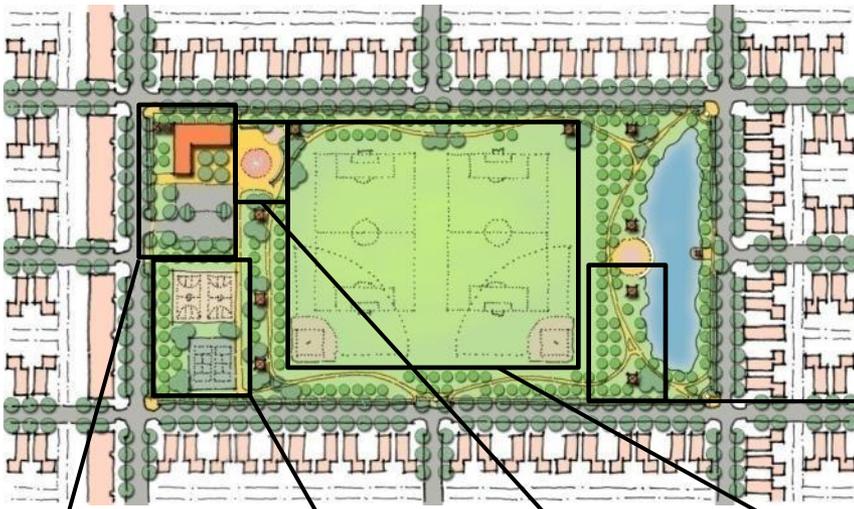
30 Acre Airport Site Transformed into the City of Fernandina Beach Nature Center

Example: City of Naples - “Best in Class”

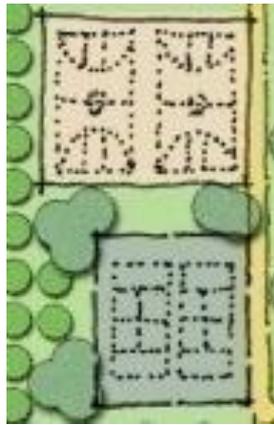


Activity-Based (Neighborhood) Model





Attend Indoor Programs and Classes
 10,000 – 30,000 sq.ft. Community Center =
 1.5 – 3 Acres



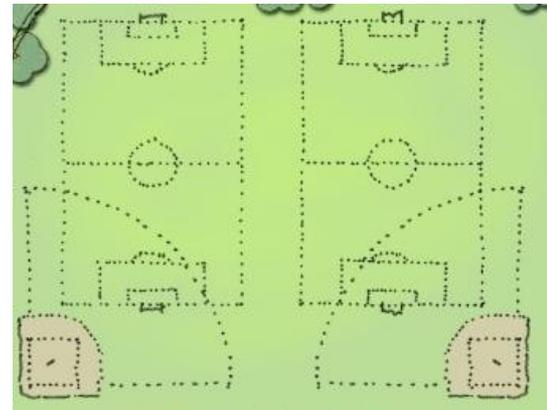
Play Basketball/
 Tennis =
 0.5 – 1 Acre



Play in a Splash Play Area =
 0.25 – 0.5 Acres



Walk a Dog (Off-Leash) =
 0.25 – 5 Acre



Play a Pick-Up Game, Throw Frisbee =
 0.5 Acres

Example: New York Hudson River Parkway



Typical Desired “Walk-to” Activities

- Take a Walk or Run
- Ride a Bike
- Walk the Dog
- Play
- Throw or Kick a Ball, Frisbee
- Sit Outside, Eat, Read, Talk with Friends and Neighbors
- Play a Pick-up Game, Practice Sports



Activities vs. Facilities

- Places to play vs. playground
- Places to relax vs. benches
- Places to eat and socialize vs. picnic tables
- Places to play ball vs. athletic fields
- Places to play hoops vs. basketball court
- Places to exercise vs. fitness center



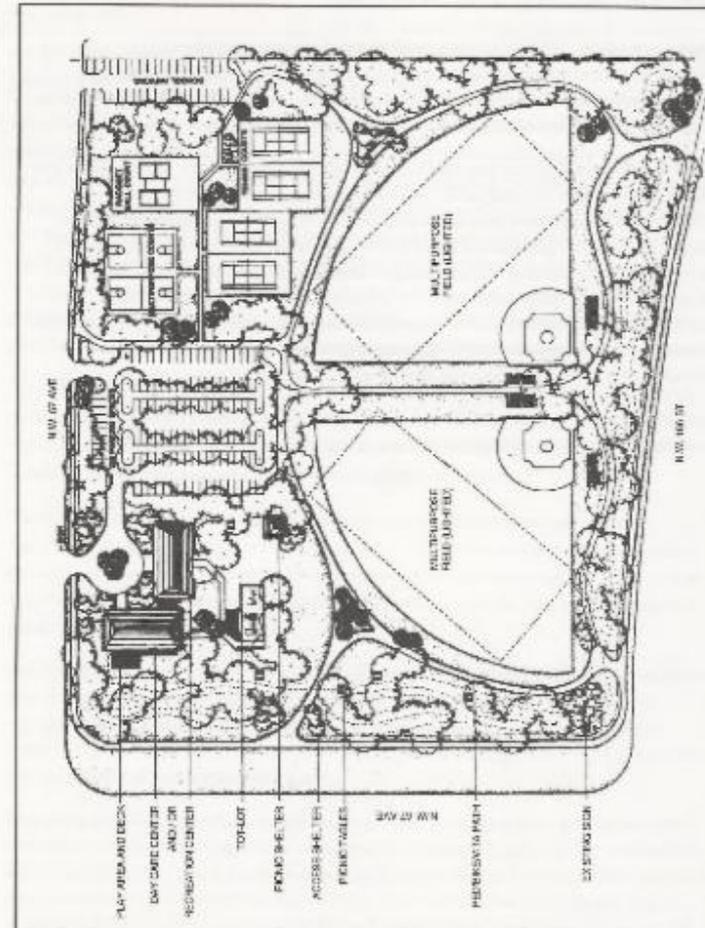
CLASSIFICATIONS

Traditional Classifications - NRPA, 1996

The following table provides an overview of the classifications for parks, recreation areas open space, and pathways.

Parks, Open Space, and Pathways Classifications Table				
Parks and Open Space Classifications				
Classification	General Description	Location Criteria	Size Criteria	Application of LOS
Mini-Park	Used to address limited, isolated or unique recreational needs.	Less than a 1/4 mile distance in residential setting.	Between 2500 sq. ft. and one acre in size	Yes
Neighborhood Park	Neighborhood park remains the basic unit of the park system and serves as the recreational and social focus of the neighborhood. Focus is on informal active and passive recreation.	1/4 to 1/2 mile distance and uninterrupted by non-residential roads and other physical barriers.	5 acres is considered minimum size. 5 to 10 acres is optimal.	Yes
School-Park	Depending on circumstances, combining parks with school sites can fulfill the space requirements for other classes of parks, such as neighborhood, community, sports complex, and special use.	Determined by location of school district property.	Variable—depends on function	Yes — but should not count school only uses.
Community Park	Serves broader purpose than neighborhood park. Focus is on meeting community-based recreation needs, as well as preserving unique landscapes and open spaces.	Determined by the quality and suitability of the site. Usually serves two or more neighborhoods and 1/2 to 3 mile distance.	As needed to accommodate desired uses. Usually between 30 and 50 acres.	Yes
Large Urban Park	Large urban parks serve a broader purpose than community parks and are used when community and neighborhood parks are not adequate to serve the needs of the community. Focus is on meeting community-based recreational needs, as well as preserving unique landscapes and open spaces.	Determined by the quality and suitability of the site. Usually serves the entire community.	As needed to accommodate desired uses. Usually a minimum of 50 acres, with 75 or more acres being optimal.	Yes
Natural Resource Areas	Lands set aside for preservation of significant natural resources, remnant landscapes, open space, and visual aesthetics/buffering.	Resource availability and opportunity.	Variable.	No
Greenways	Effectively tie park system components together to form a continuous park environment.	Resource availability and opportunity.	Variable.	No
Sports Complex	Consolidates heavily programmed athletic fields and associated facilities to larger and fewer sites strategically located throughout the community.	Strategically located community-wide facilities.	Determined by projected demand. Usually a minimum of 25 acres, with 40 to 80 acres being optimal.	Yes
Special Use	Covers a broad range of parks and recreation facilities oriented toward single-purpose use.	Variable—dependent on specific use.	Variable.	Depends on type of use.
Private Park / Recreation Facility	Parks and recreation facilities that are privately owned yet contribute to the public park and recreation system.	Variable—dependent on specific use.	Variable.	Depends on type of use.

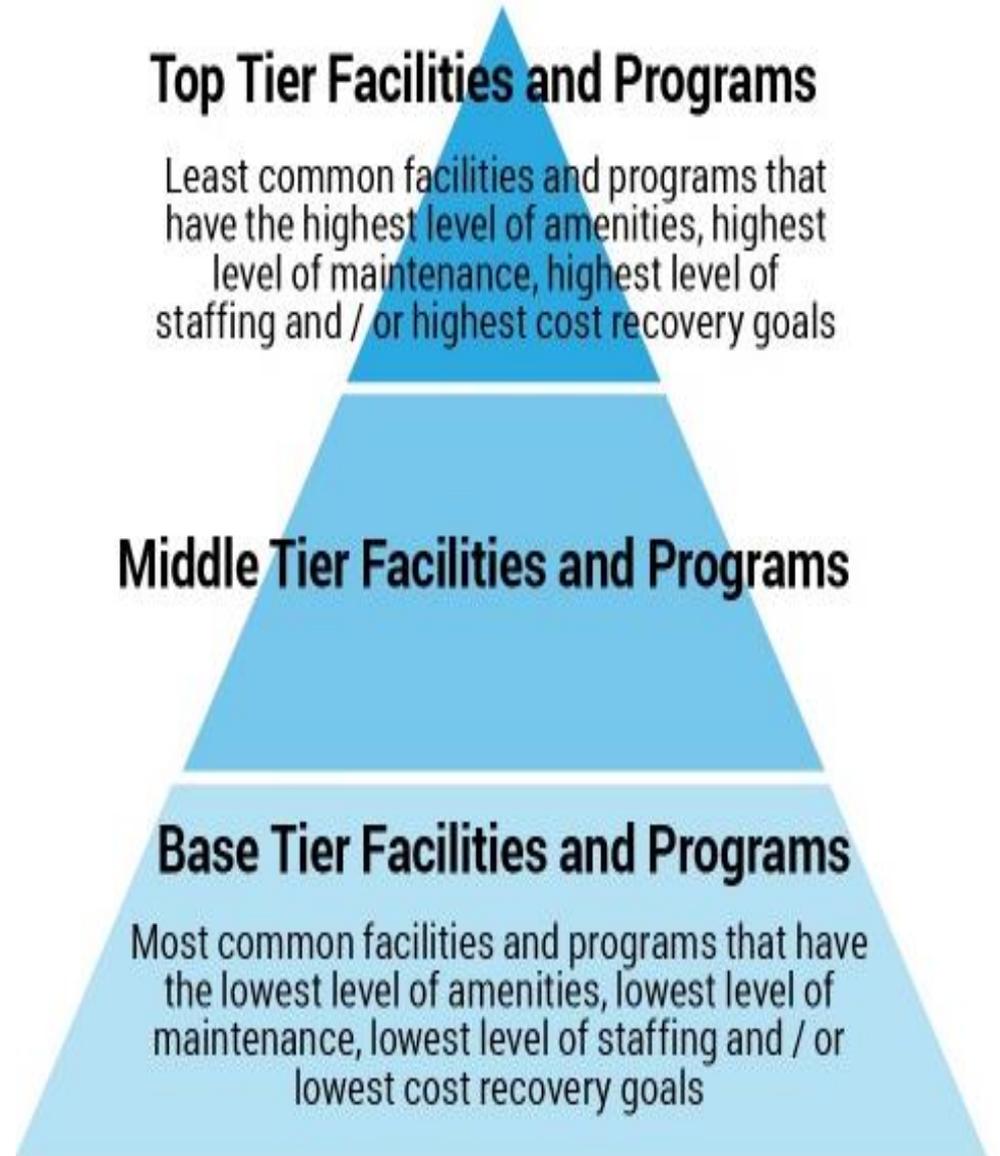
Figure 4.5
Community Park

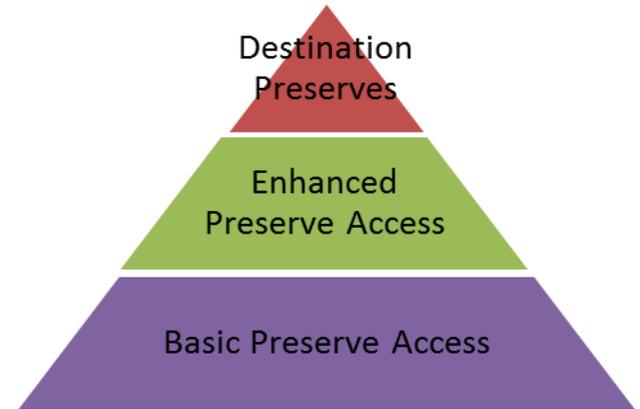
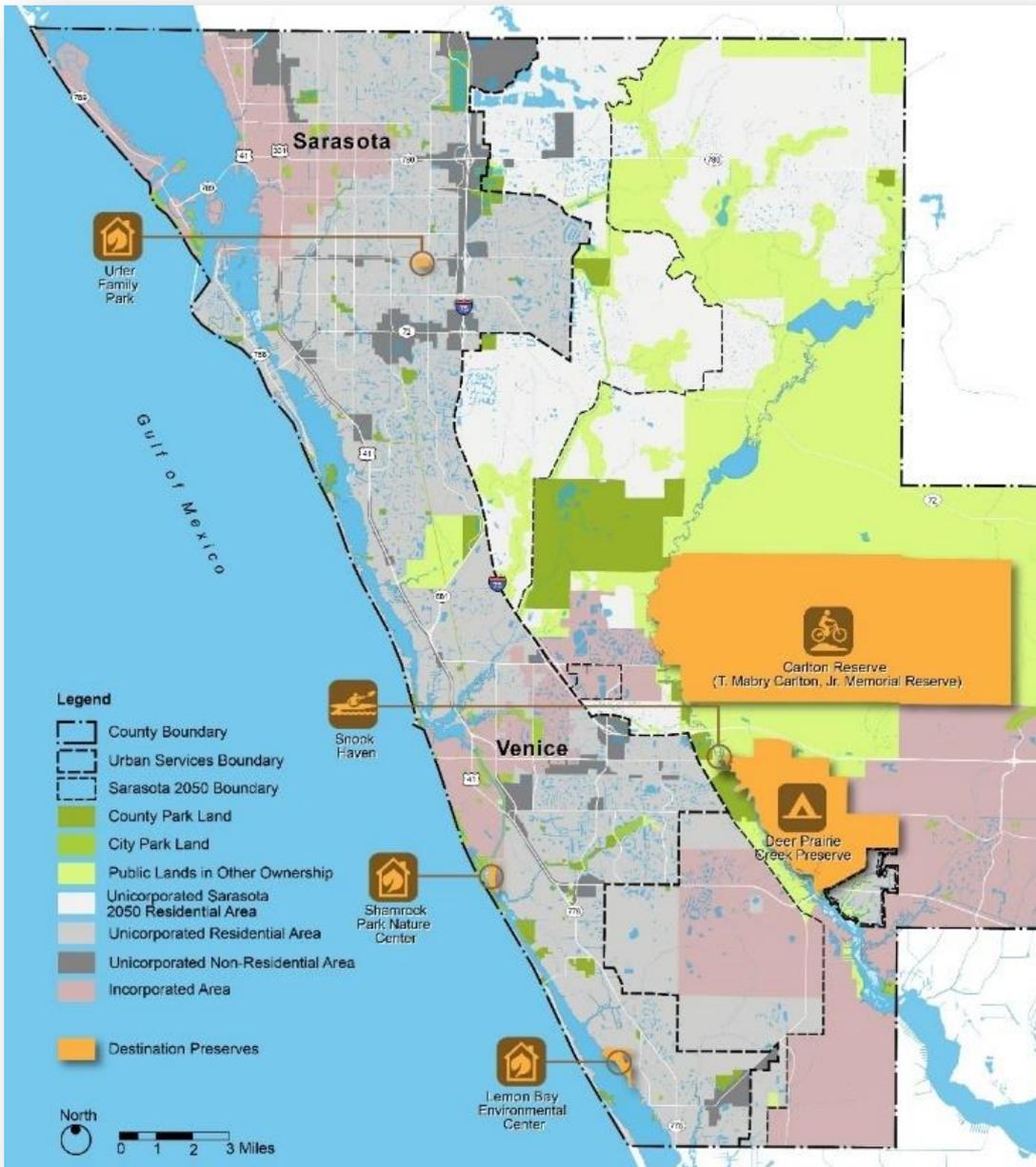


Metropolitan Dade County Park and Recreation Department

Proposed Classifications: Sarasota County

- 1 Athletics
- 2 Parks
- 3 Natural Areas
- 4 Trails
- 5 Beaches
- 6 Water Access
- 7 Recreation Centers and Programs





Example: Preserves



Example: Athletic Fields





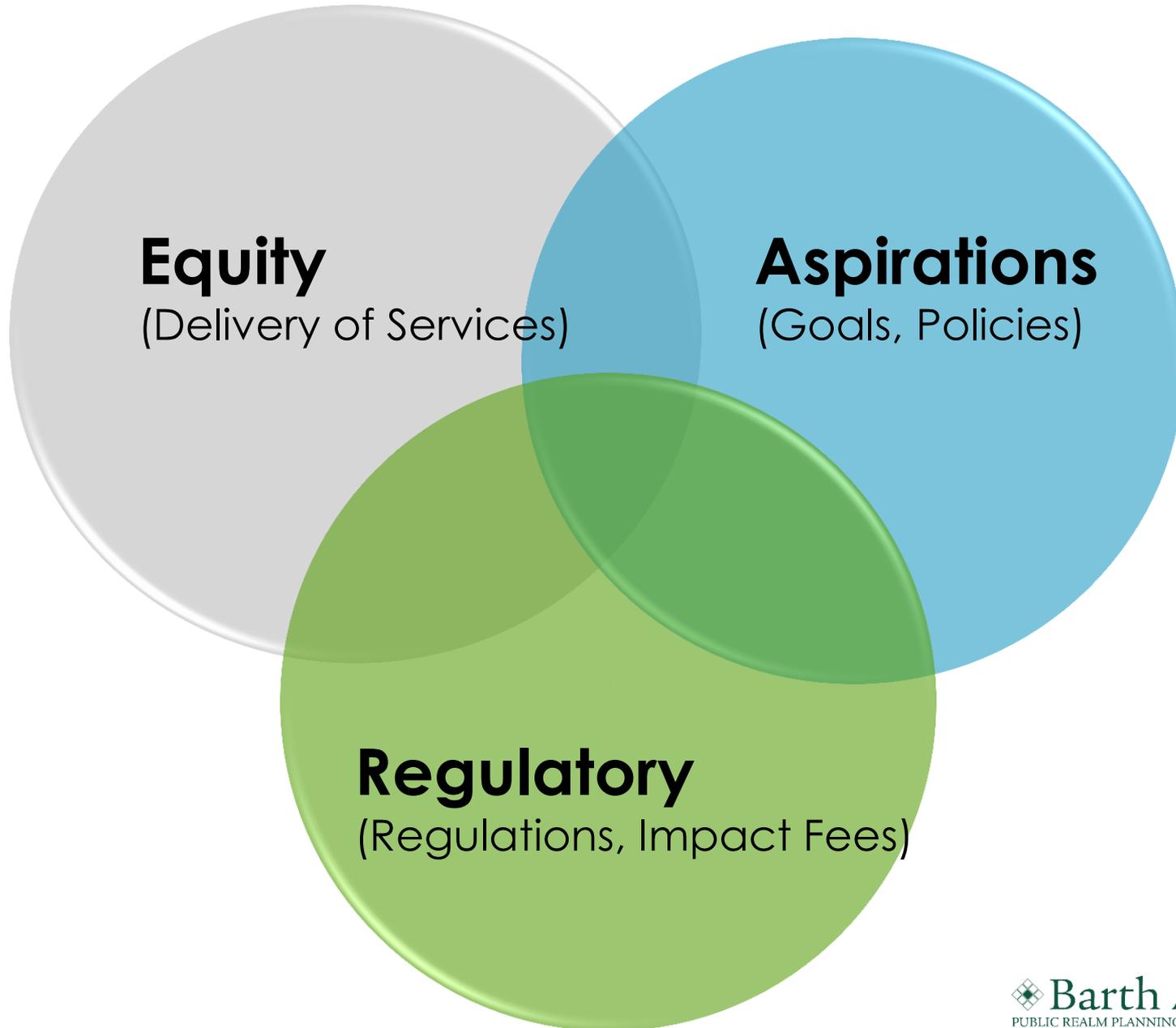
“Power of Ten”

1. Get something to eat
2. Play bocce ball
3. Throw a frisbee
4. Fly a kite
5. Swing
6. Sunbathe
7. Read a book
8. Wi-Fi access
9. Rent a kayak
10. Use the playground



LEVEL-OF-SERVICE METRICS

Reasons to Calculate LOS



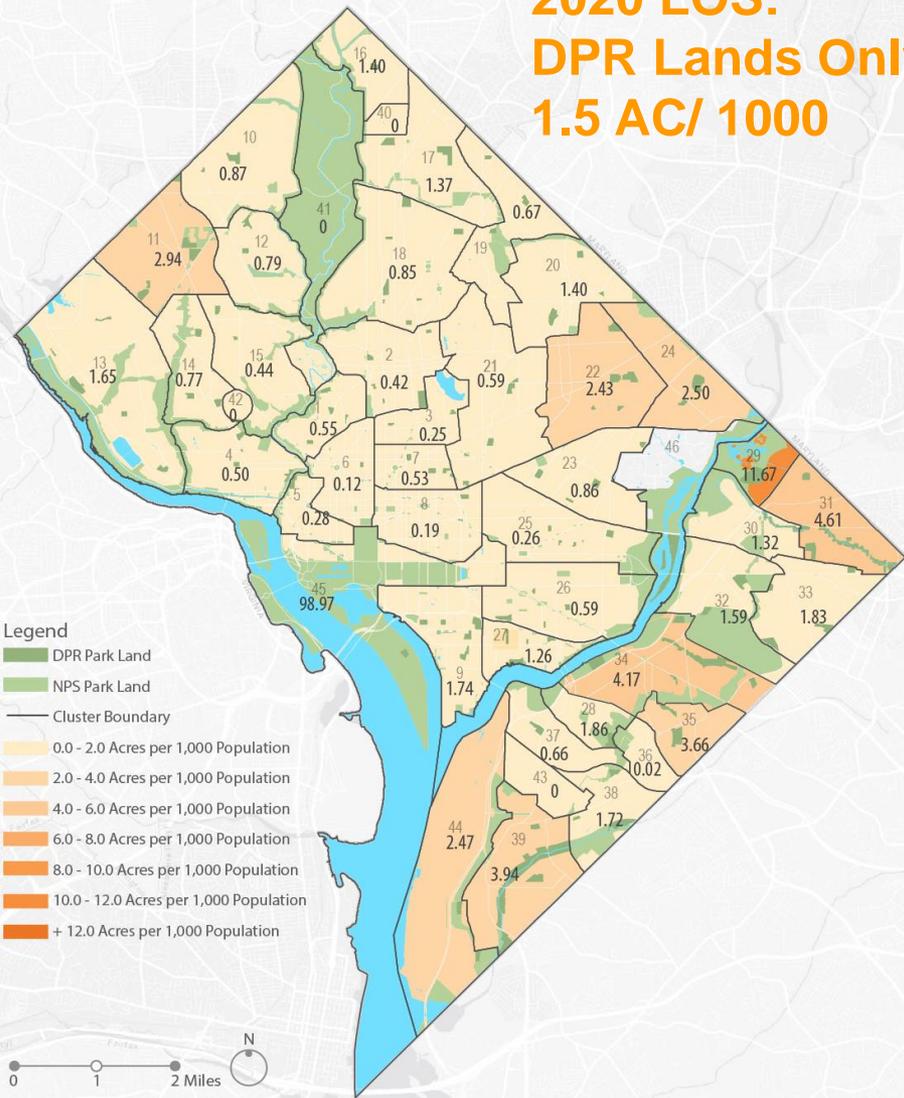
Common LOS Metrics

each “necessary but not sufficient”

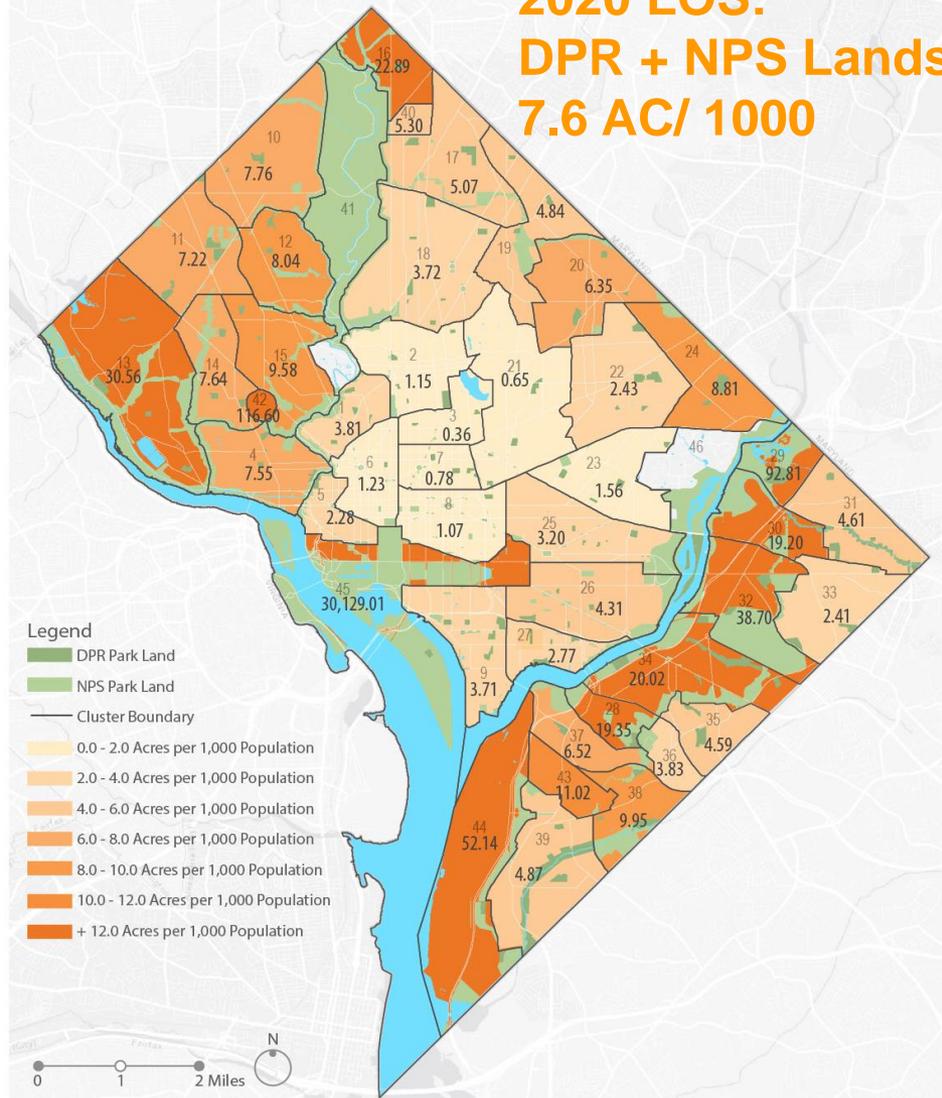
- **Acres per 1000 residents** – Do we have enough land? Community-wide? Equitably distributed?
- **Facilities per 1000 residents (public, private)** – Do we have enough facilities? Community-wide? Equitably distributed?
- **Square footage per capita** – Do we have enough indoor recreation space? Community-wide? Equitably distributed?
- **Access by transit, car, bike, foot** – Can I get there safely, easily, and comfortably? Regardless of age, income, ability? Urban or rural?
- **Quality of facilities** – Is quality consistent and equitable across the system?
- **Operating expenditures per acre managed** – Do we have enough money to operate effectively?
- **Operating expenditures per capita** - Ditto
- **Revenue per capita** – Are we generating adequate revenues that meet expectations?
- **Revenue as a percentage of total operating expenditures (cost recovery)** - Ditto

Parkland – Acreage LOS per Neighborhood Cluster

**2020 LOS:
DPR Lands Only
1.5 AC/ 1000**



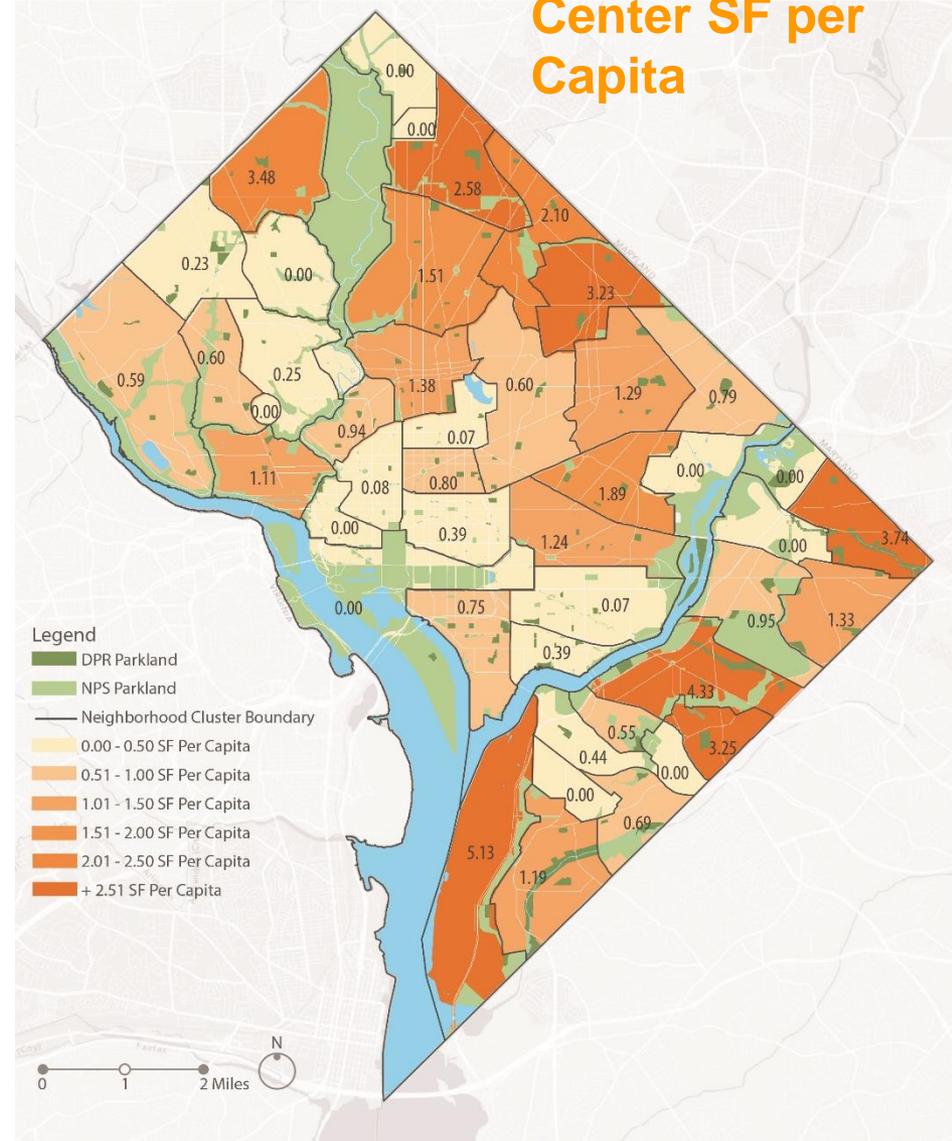
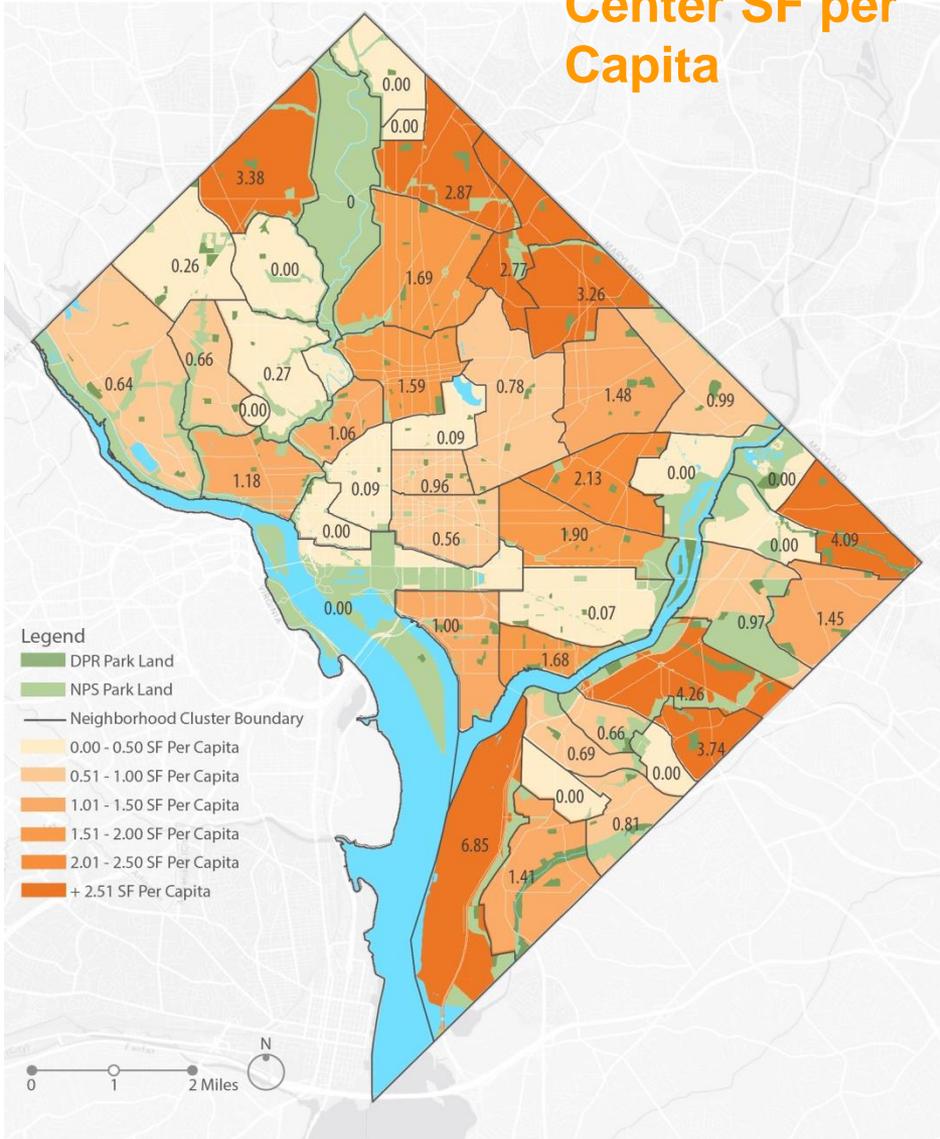
**2020 LOS:
DPR + NPS Lands
7.6 AC/ 1000**



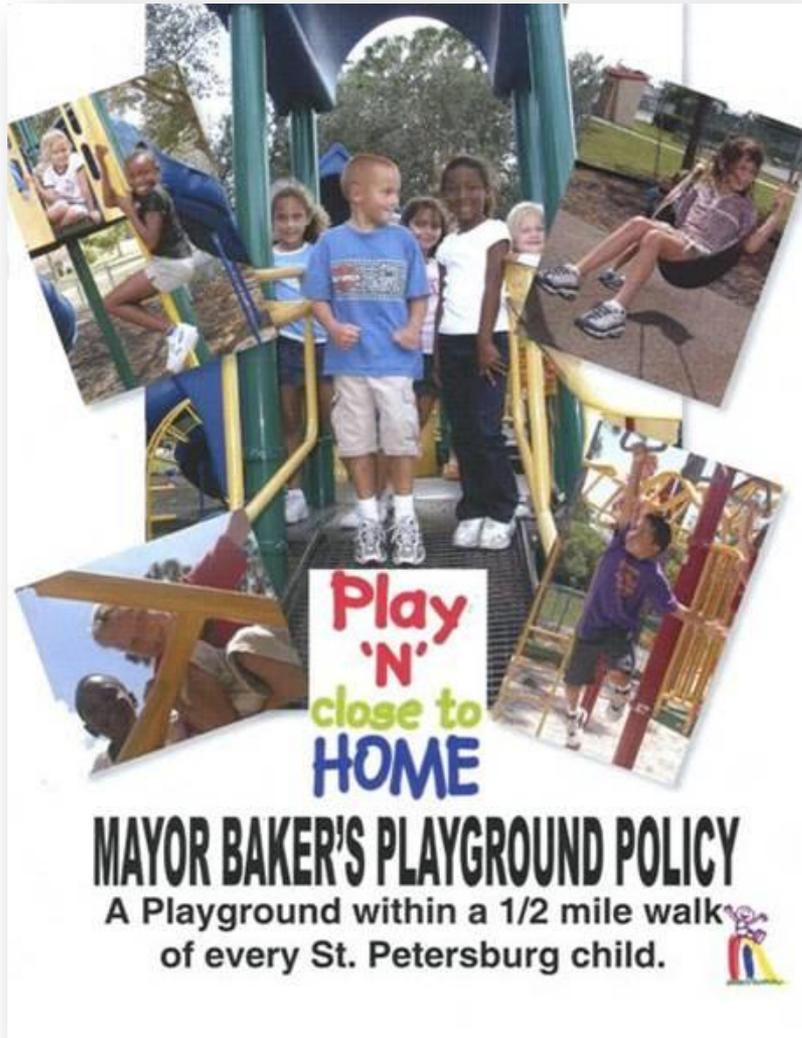
Recreation Centers – Facility LOS by Neighborhood Cluster

2010 Recreation Center SF per Capita

2020 Recreation Center SF per Capita



Access LOS

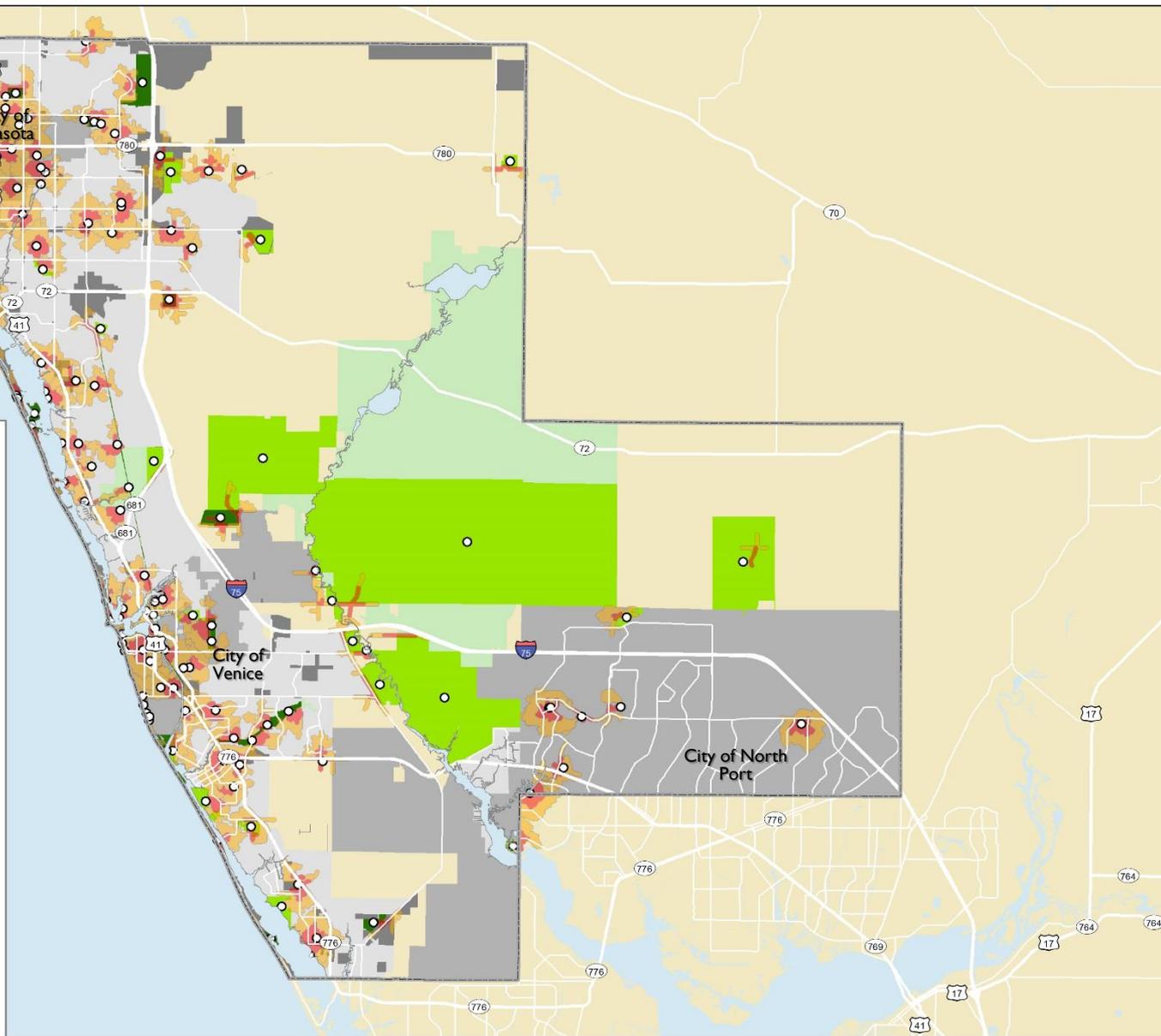
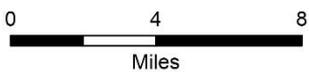


Facility Type:	Urban/ Suburban Access:	Rural/ Village Access:
All Parks + Active County Parks	1/2 mile / 1 mile	1/2 mile / 1 mile
Baseball/softball Fields	3 miles	5 miles
Football/ Soccer Fields	3 miles	5 miles
Playgrounds	1/2 mile	3 miles
Pickleball Courts	1 mile	3 miles
Tennis Courts	1 mile	3 miles
Basketball Courts	1/2 mile	3 miles
Dog Parks	1 mile	5 miles
Indoor Recreation Centers	2 miles	10 miles
Therapeutic Recreation Centers	3 miles	10 miles
Swimming Pools/ Aquatic Complexes	3 miles	10 miles

All County Parks

-  Sarasota County Boundary
-  All Parks
-  1/2 Mile Network Distance
-  1 Mile Network Distance
-  Sarasota County Active Parks
-  Sarasota County Natural Area Parks

- ### Land Use
-  Rural
 -  Residential
 -  Incorporated Area
 -  Non Residential
 -  Greenspace Land Use

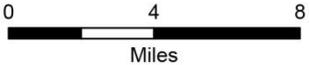


Urban/Suburban Access Baseball/Softball Fields

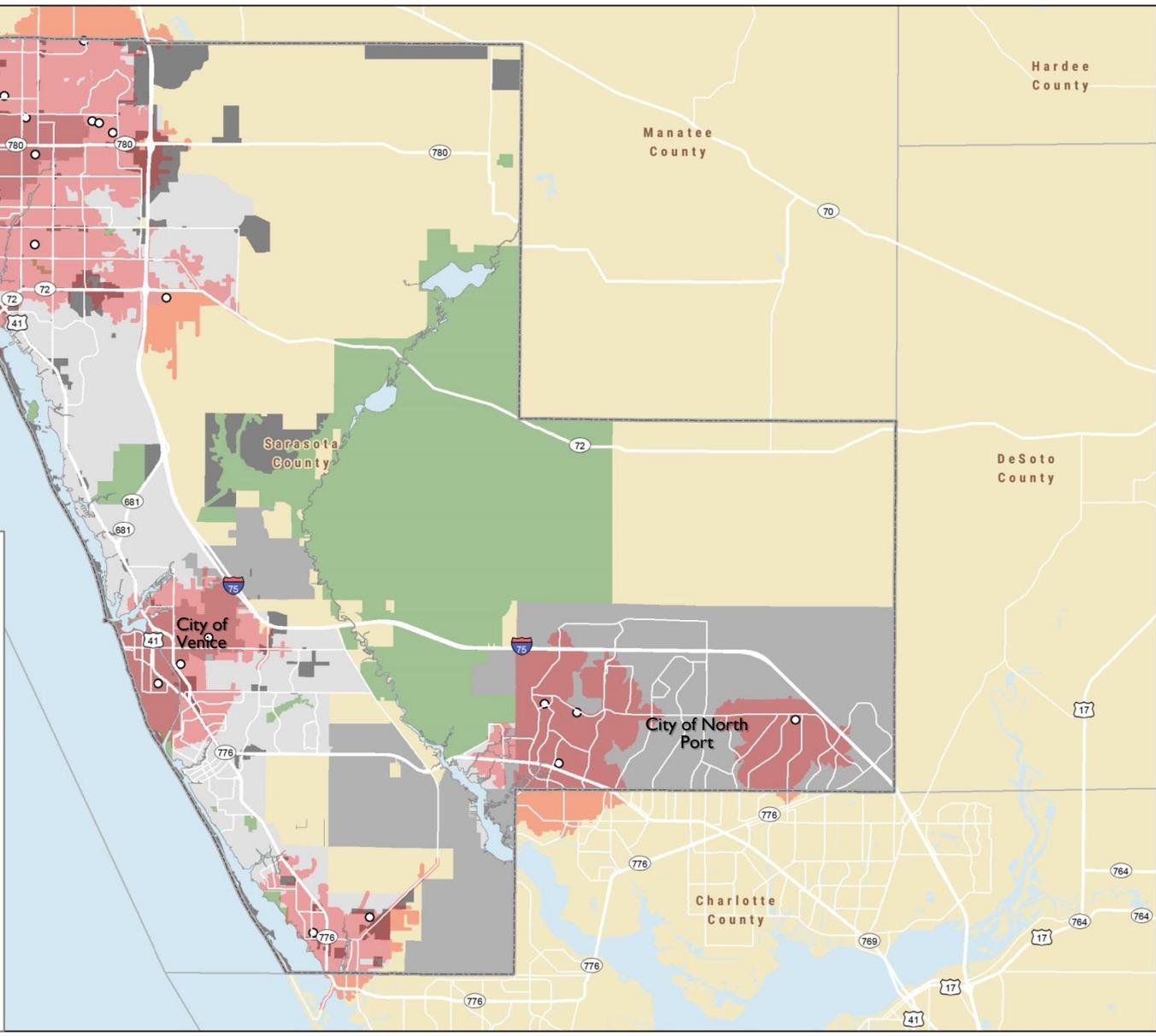
 Sarasota County Boundary
 Baseball/Softball Field
 Baseball/Softball Fields: 3 Mile Network Distance

Land Use

-  Rural
-  Residential
-  Incorporated Area
-  Non Residential
-  Public Conservation Preservation

 0 4 8 Miles

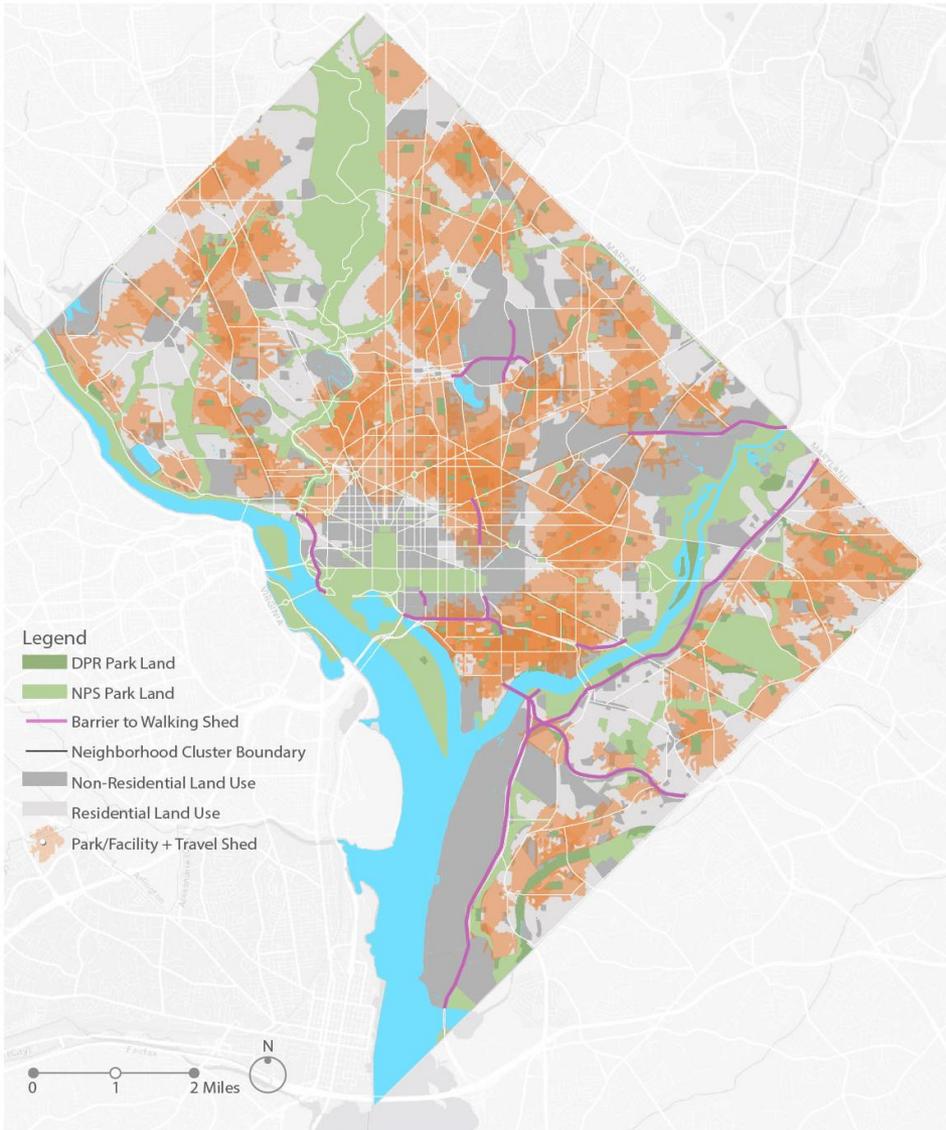

 Sarasota County



Parkland – Access LOS

1/2 mile service area

DPR

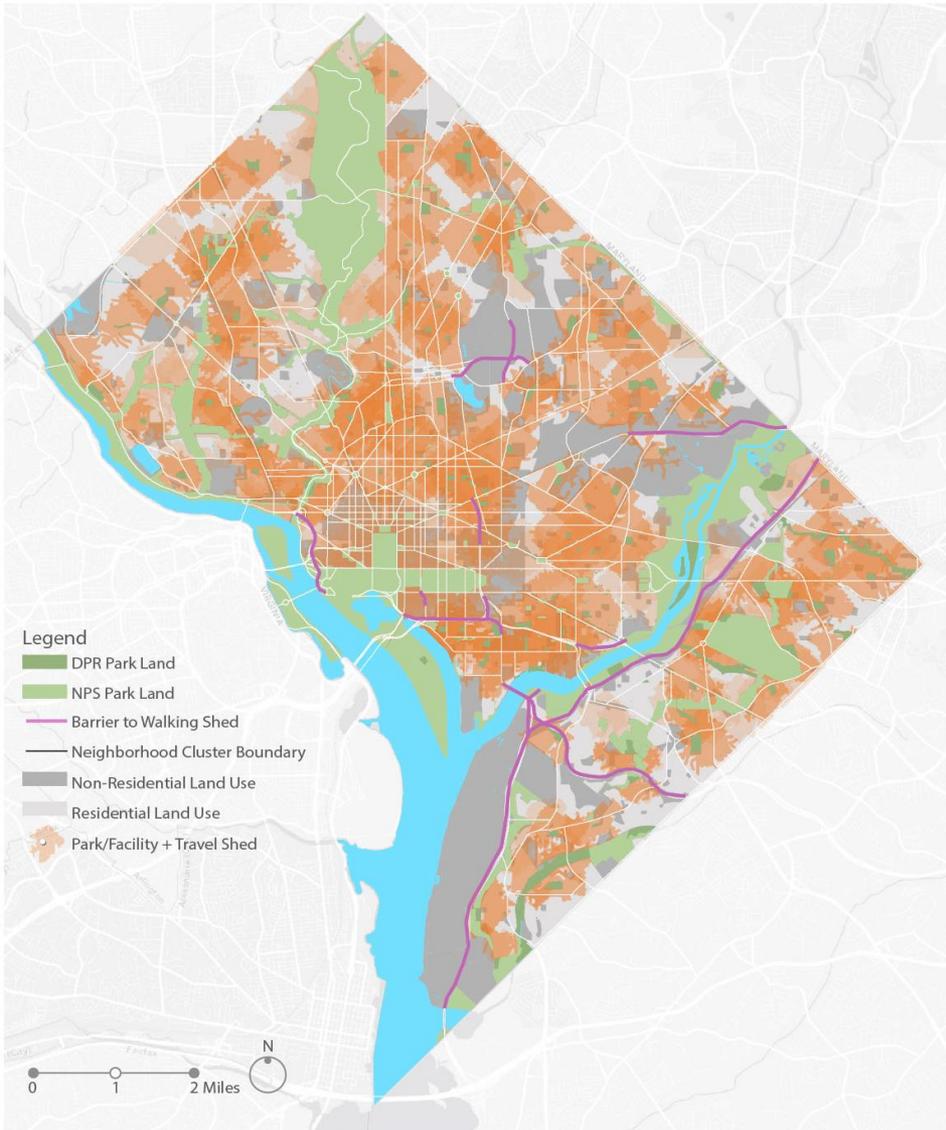


Parkland – Access LOS

1/2 mile service area

DPR

+ NPS



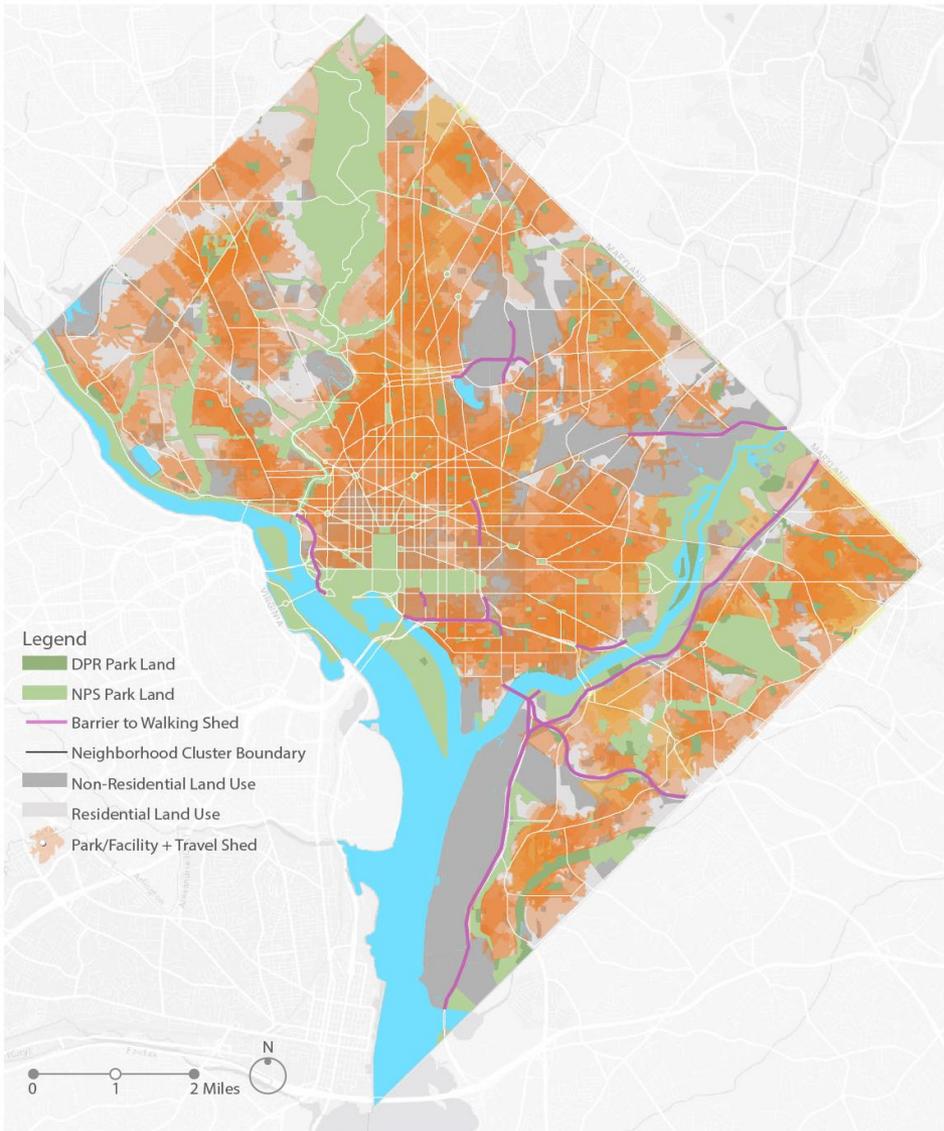
Parkland – Access LOS

1/2 mile service area

DPR

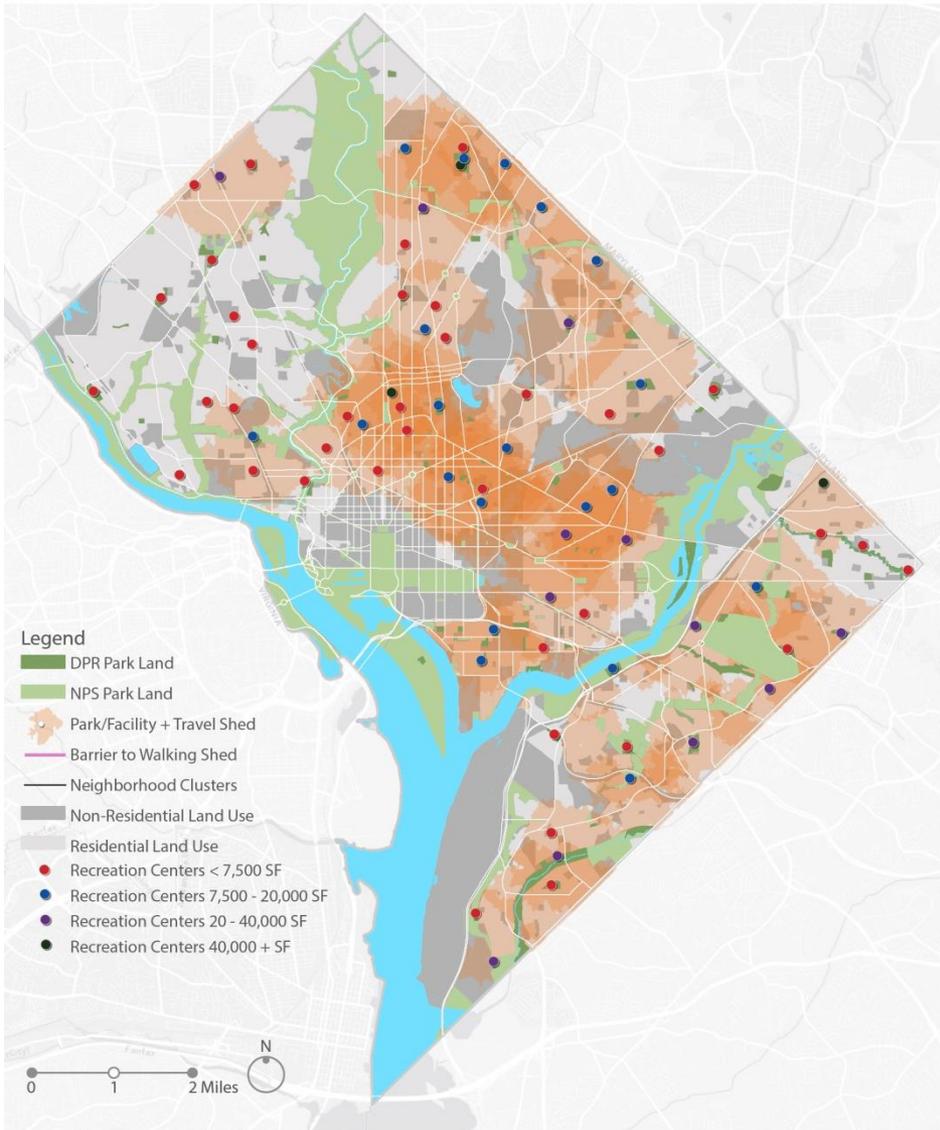
+ NPS

+ DCPS



Recreation Centers – Access LOS

1 mile service area to
minimum 7,500 SF
Neighborhood Center



Quality LOS

CITY OF SUNRISE PARKS EVALUATION SCORING MATRIX

		S. CIVIC CENTER	FLAMINGO PARK	WELLEBY PARK	NOB HILL PARK	S. ATHLETIC COMPLEX	S. SENIOR CENTER	S. TENNIS CTR.	VILLAGE MULTIPURPOSE CTR.	SAWGRASS SANCTUARY	FLAMINGO RD. LINEAR PARK	OSCAR WIND PARK	PIPER FIELD	S. COUNTRY CLUB	ROARK COM. CTR.	SHOTGUN CTR.	VILLAGE RD. LINEAR PARK	CITY PARK	ROLLER HOCKEY CLUB	NEW RIVER CIVIC CTR.	VILLAGE SQUARE CTR.	GOLF VILLAGE PARK	12TH STREET PARK	AVERAGE
PROXIMITY, ACCESS, & LINKAGES	(MAX 25)	21	18	15	18	20	20	19	16	12	17	15	16	17	16	15	16	16	13	8	15	11	13	15.7 / 25
VISIBILITY FROM A DISTANCE	(MAX 4)	2	3	3	3	2	3	2	3	1	3	3	2	3	3	2	2	2	2	1	3	1	2	2.3
EASE IN WALKING TO THE PARK	(MAX 4)	4	4	4	3	4	2	3	2	3	4	4	4	3	2	4	2	3	3	1	3	2	4	3.1
TRANSIT ACCESS	(MAX 4)	4	3	1	3	3	4	4	3	1	3	1	1	4	2	1	3	3	2	1	3	4	1	2.5
CLARITY OF INFORMATIONAL SIGNAGE	(MAX 4)	3	1	1	1	2	2	2	1	1	1	1	1	2	1	1	1	1	1	1	1	1	1	1.3
ADA COMPLIANCE	(MAX 4)	4	2	3	3	4	4	4	3	3	3	2	3	3	4	3	3	2	3	2	3	2	1	2.9
COMPATIBILITY W/ ADJACENT SPACES	(MAX 4)	4	4	3	4	4	4	3	3	2	3	3	4	2	3	4	4	4	1	1	2	1	4	3
SAFETY LIGHTING*	(MAX 1)	1	1	1	1	1	1	1	1	1	0	1	1	0	1	0	1	1	1	1	0	0	0	2.9
COMFORT & IMAGE	(MAX 24)	24	23	24	24	24	21	24	21	23	24	23	22	20	24	19	23	22	18	18	14	10	6	20.3 / 24
FIRST IMPRESSION/OVERALL ATTRACTIVENESS	(MAX 4)	4	4	4	4	4	3	4	3	3	4	3	4	4	4	4	4	3	3	3	2	1	1	3.3
FEELING OF SAFETY	(MAX 4)	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	3	2	2	1	3.6
CLEANLINESS/OVERALL QUALITY OF MAINTENANCE	(MAX 4)	4	4	4	4	4	3	4	4	4	4	4	4	4	4	4	4	4	2	2	3	2	1	3.5
COMFORT OF PLACES TO SIT	(MAX 4)	4	3	4	4	4	3	4	2	4	4	4	3	2	4	2	3	3	2	3	3	2	1	3.1
PROTECTION FROM INCLIMATE WEATHER	(MAX 4)	4	4	4	4	4	4	4	4	4	4	4	3	2	4	1	4	4	4	4	2	1	1	3.4
EVIDENCE OF MANAGEMENT/STEWARDSHIP	(MAX 4)	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	3	3	2	2	1	3.6
USES, ACTIVITY, & SOCIABILITY	(MAX 16)	16	15	15	14	14	13	12	13	11	9	11	10	8	5	8	8	4	6	5	4	4	4	9.5 / 16
MIX OF USES/THINGS TO DO	(MAX 4)	4	4	4	3	4	3	3	4	3	4	4	1	1	1	1	1	1	1	1	1	1	1	2.3
LEVEL OF ACTIVITY	(MAX 4)	4	3	3	4	4	3	3	3	2	2	3	3	3	1	3	3	1	1	1	1	1	1	2.4
SENSE OF PRIDE/OWNERSHIP	(MAX 4)	4	4	4	4	4	4	3	2	3	2	3	3	3	2	3	3	1	2	2	1	1	1	2.7
FREQUENCY OF COMMUNITY ACTIVITIES/EVENTS	(MAX 4)	4	4	4	3	2	3	3	4	3	1	1	3	1	1	1	1	1	2	1	1	1	1	2.1
OPPORTUNITIES	(MAX 19)	16	14	15	12	8	11	10	13	18	7	8	9	11	7	8	8	7	7	12	5	8	7	10.0 / 19
PROGRAMMING FLEXIBILITY	(MAX 4)	3	3	4	2	1	3	2	4	4	2	2	1	1	2	1	1	2	1	1	1	2	3	2.1
REVENUE OPPORTUNITIES	(MAX 4)	4	4	4	2	3	3	3	3	4	1	1	1	4	1	2	3	1	1	4	1	1	1	2.4
PARTNERSHIP OPPORTUNITIES	(MAX 4)	4	3	1	4	1	2	2	3	3	1	1	4	2	1	1	1	1	2	4	1	1	1	2
"GREEN"/ENVIRONMENTAL OPPORTUNITIES	(MAX 4)	2	2	3	2	1	1	1	1	4	1	2	1	2	1	2	1	1	1	1	1	1	2	1.5
EVIDENCE OF DESIGN STANDARDS*	(MAX 1)	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	0	1	0	3.6
EVIDENCE OF EMBRACED HERITAGE RESOURCES*	(MAX 1)	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	1	0	0.5
EVIDENCE OF MAINTENANCE STANDARDS*	(MAX 1)	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	0	3.8
*BONUS POINT ADDITIONAL TO 80PT TOTAL																								
TOTAL		78	70	69	68	66	65	65	63	60	57	57	57	56	52	50	50	49	44	43	38	33	30	55.5



LEGEND

- ▬ City of Sunrise
- ▬ Water
- ▬ Roadway
- ▬ City-Owned Parks
- ▬ County Parks
- ▬ Undeveloped Facilities

EXCEEDS EXPECTATIONS

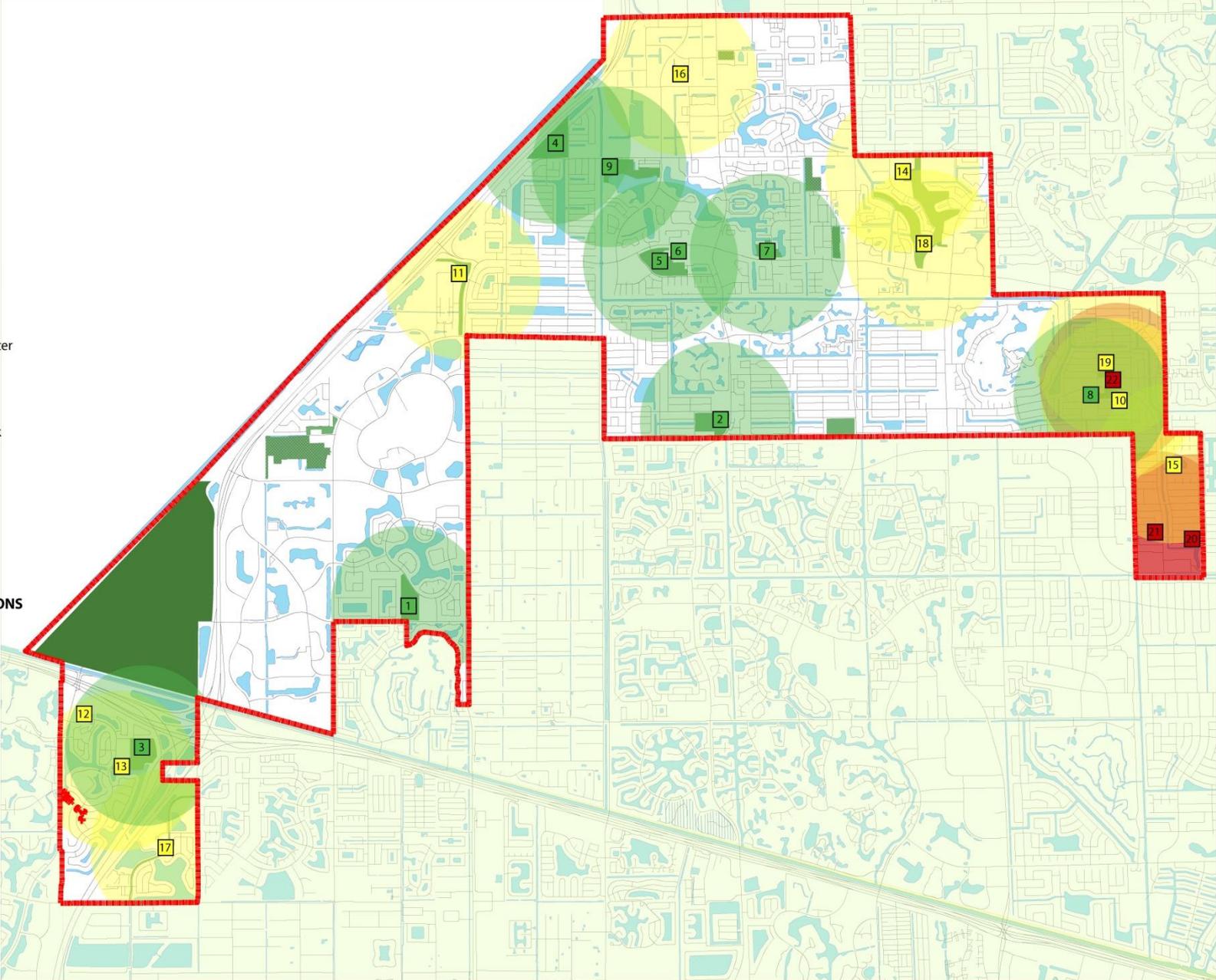
- 1 Flamingo Park
- 2 Nob Hill Park
- 3 Sawgrass Sanctuary
- 4 Sunrise Athletics Complex
- 5 Sunrise Civic Center
- 6 Sunrise Senior Center
- 7 Sunrise Tennis Club Park
- 8 Village Multi-Purpose Center
- 9 Welleby Passive Park

MEETS EXPECTATIONS

- 10 City Park
- 11 Flamingo Road Linear Park
- 12 New River Civic Center
- 13 Oscar Wind Park
- 14 Piper Field
- 15 Roark Pool
- 16 Roller Hockey Park
- 17 Shotgun Road Linear Park
- 18 Springtree Country Club
- 19 Village Beach Club

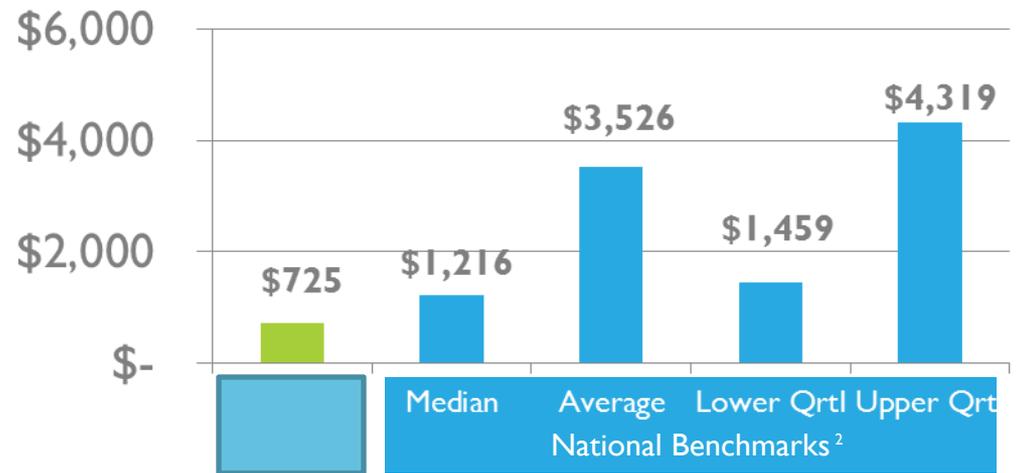
DOES NOT MEET EXPECTATIONS

- 20 12th Street Park
- 21 Golf Village Park
- 22 Village Square Park



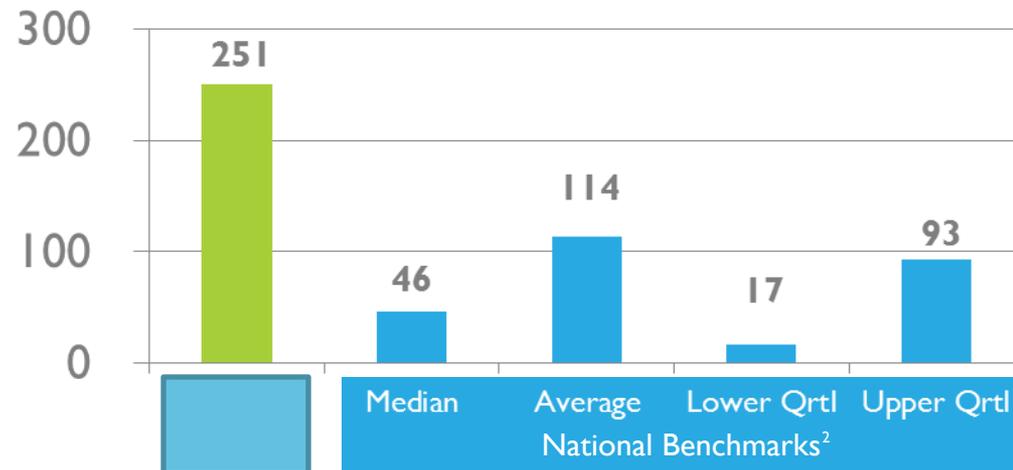
Operations Analysis

Department Budget Per Park Acre



Source: National Recreation and Parks Association (2015) PRORAGIS Database Report: Counties

Acres of Land Managed FTE



Source: National Recreation and Parks Association (2015) PRORAGIS Database Report: Counties

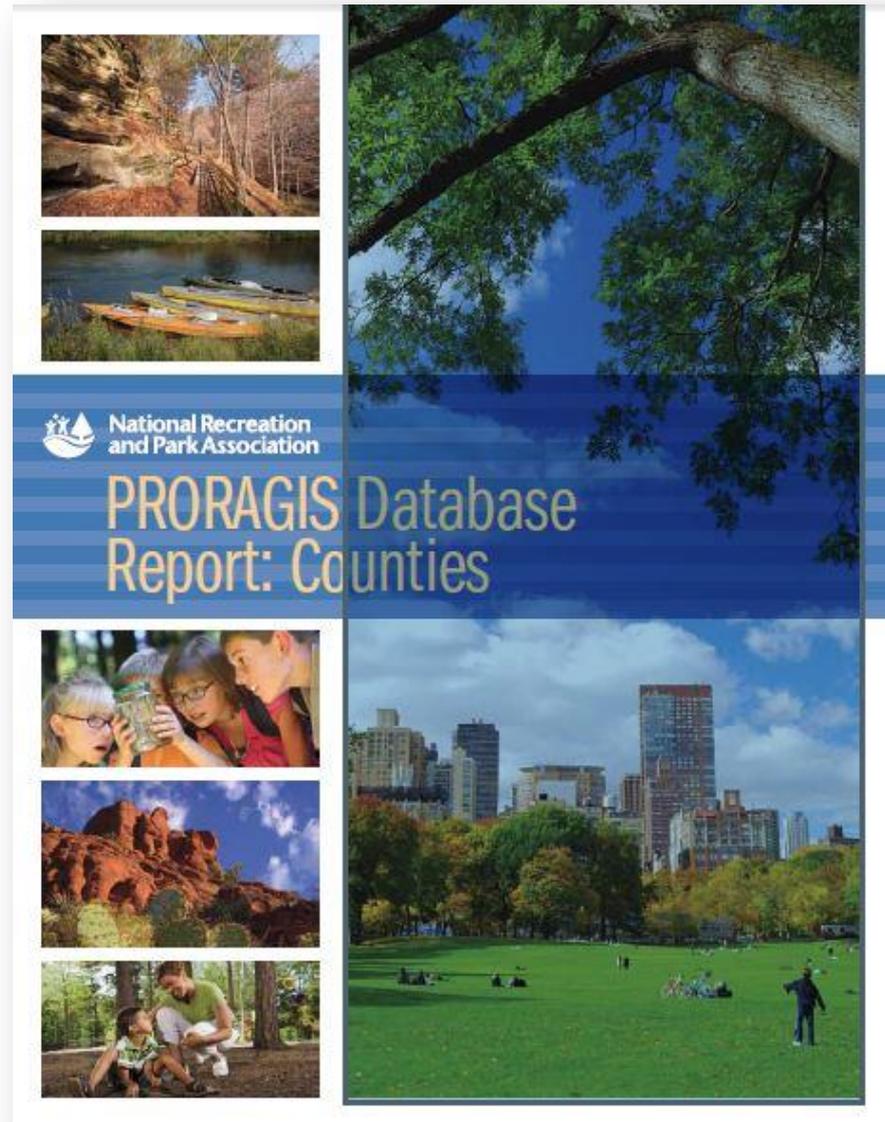
Calculating LOS: Supply v. Demand

- Calculate existing LOS (supply)
- Determine demand via observations, surveys, focus group meetings, interviews
- Add demand to supply
- Calculate new LOS
- Re-evaluate, re-calculate



Benchmarking

- NRPA PRORAGIS
- TPL Parkscore
- State SCORP
- Local Comparables



NRPA PRORAGIS

Community Standards

Communicating the effectiveness — and the funding needs — of a park and recreation department begins with reliable measurement. NRPA draws upon the PRORAGIS database to help agencies apply a set of national benchmarking standards as starting points for their conversations with local officials and stakeholders. Starting in 2014, NRPA issued Community Standards Reports to agencies participating in the PRORAGIS survey.² These custom reports provide agencies with their own data, shown in comparison with aggregate national data. The reports summarize agency performance according to five key metrics involving size, operating costs and revenue. They also show agencies exactly how they compare when it comes to the types of facilities they offer relative to their population size.

Included here is a generic summary of the 2014 PRORAGIS community standards so that you can apply the data to your own agency numbers.

Are you adequately funded?

Figure 4 and 5 — which show agencies' operating expenditure per acre and per capita — provide a good starting point for benchmarking your agency's funding.

Do you have enough parkland?

To advocate for more parkland, you need to know how you compare with both the national average and other agencies with similar population densities. Figure 6 shows those averages.

How much are you making?

One measure of agency performance is their ability to fund their own operations through revenues from classes, entry fees, concessions, etc. Figure 7 shows revenue per capita averages across various population densities.

* If you are interested in receiving the custom Community Standards report, showing your agency in relation to others of similar size and character, go to www.nrpa.org/PRORAGIS for detailed information.

Figure 5 Operating Expenditures per Capita



Figure 4 Operating Expenditures per Acre

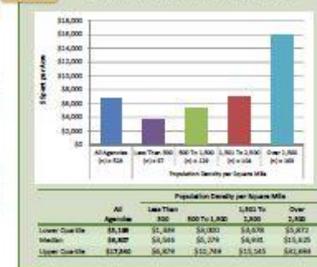
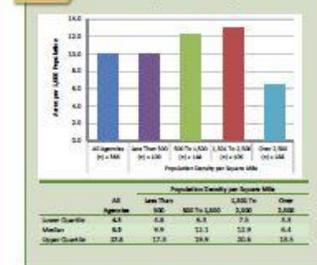


Figure 6 Acres per 1,000 Population



The second revenue metric (Figure 8) focuses on cost recovery. While cost-recovery plans vary greatly by facility type, purpose and the demographic served using data from other agencies can help your agency frame a realistic cost-recovery plan.

Do you have enough facilities?

Are you looking to make a case for new facilities? It's useful to compare the number and type of facilities your agency offers with national median figures, as well as with similar-sized agencies. Figure 9 shows 20 different facility types along with median, upper-quartile and lower-quartile percentages of agencies that listed those facilities in their PRORAGIS survey.

Figure 7 Revenues per Capita



Figure 8 Revenue as a % of Operating Expenditures (Cost Recovery)



Figure 9 Jurisdiction Population per Facility

Selected Facilities	Departments Offering	Number of Responses	Lower Quartile	Median	Upper Quartile	Average
Recreational/community center	78.5%	524	13,942	24,804	46,358	35,092
Fitness center	43.3%	156	24,761	42,742	71,373	61,474
Playground	96.5%	405	2,211	3,809	6,867	7,801
Tot lots	55.2%	171	6,118	14,000	33,581	25,925
Tennis court (outdoor)	86.7%	368	2,725	4,413	8,837	7,886
Basketball court (outdoor)	94.1%	373	4,583	7,528	14,055	15,123
Swimming pool (indoor)	20.0%	141	23,818	43,872	77,385	61,598
Swimming pool (outdoor)	61.7%	257	15,585	33,680	57,149	46,439
Senior center	42.4%	180	30,229	50,000	95,762	84,087
Ice skating rink (indoor)	14.1%	49	15,980	31,564	65,000	52,855
Ice skating rink (outdoor)	18.0%	86	6,831	14,445	28,300	25,036
Rectangular field	94.5%	367	2,205	3,929	8,124	7,899
Diamond field	93.4%	376	1,916	3,333	5,837	7,127
Indoor or outdoor stadium/arena	10.6%	65	45,895	81,405	201,309	144,498
Driving range	27.8%	128	34,534	64,848	167,538	141,582
Dog park	58.9%	209	27,001	53,915	101,372	84,331
Nature/interpretive center	27.4%	120	65,247	120,133	267,225	196,013
Performing and/or Visual Arts/Community center	32.8%	97	38,000	70,000	154,633	132,957
Community garden	42.6%	177	7,024	27,000	66,302	61,752
Golf courses (population per 9 holes)	31.5%	155	12,720	26,288	52,414	40,359

TPL ParkScore

The screenshot shows the TPL ParkScore 2015 website. At the top left is the logo for 'THE TRUST FOR PUBLIC LAND' and 'ParkScore® 2015'. On the top right, there are navigation links: 'GO TO TPL.ORG', 'FAQ', 'LOG IN', and a red 'DONATE' button. Below this is a horizontal menu with 'RANKINGS', 'CITY PROFILES', 'EXPLORE', 'COMPARE', 'METHODOLOGY', and 'ABOUT'. The main content area features a large banner for 'Compare & explore city park systems' with images of the Golden Gate Bridge and the Statue of Liberty. To the left of the banner is a vertical red bar with 'SEE THE RANKINGS' and a box listing the top 75 largest cities: ALBUQUERQUE, ANAHEIM, ANCHORAGE, ARLINGTON, and ATLANTA, with a 'VIEW DETAILED RESULTS' button. Below the banner are five navigation arrows. The bottom section contains four cards: 'EXPLORE CITIES' with a map of Charlotte and a 'CHOOSE A CITY' dropdown; 'COMPARE CITIES' with a bar chart comparing 'ACCESS TO PARKS' for Austin, Denver, and LA, and a 'SIDE-BY-SIDE COMPARISONS' button; 'IMPROVE YOUR PARKSCORE' with a photo of people and a 'FOR PLANNERS' button; and 'WHAT IS A PARKSCORE EXPLAINED' with three park bench icons and an 'OUR METHODOLOGY' button. A vertical red bar on the right of the last card says 'EXPLAINED'.

THE TRUST FOR PUBLIC LAND
ParkScore® 2015

GO TO TPL.ORG
FAQ
LOG IN
DONATE

RANKINGS CITY PROFILES EXPLORE COMPARE METHODOLOGY ABOUT

SEE THE RANKINGS

75 LARGEST CITIES AND THEIR PARK SYSTEMS

ALBUQUERQUE
ANAHEIM
ANCHORAGE
ARLINGTON
ATLANTA

VIEW DETAILED RESULTS >

Compare & explore city park systems

EXPLORE CITIES

Charlotte

CHOOSE A CITY ▾

COMPARE CITIES

ACCESS TO PARKS

AUSTIN DENVER LA

SIDE-BY-SIDE COMPARISONS >

IMPROVE YOUR PARKSCORE

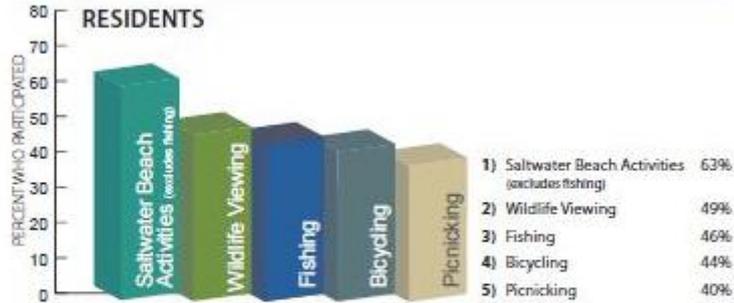
FOR PLANNERS >

WHAT IS A PARKSCORE EXPLAINED

OUR METHODOLOGY >

SCORP

Top Five Outdoor Recreation Opportunities: Residents & Tourists



See Appendix G for full list of outdoor recreation participation by activity

Figure 4.1

at 49 percent. This was followed closely by wildlife viewing at 48 percent. Picnicking, swimming in public outdoor pools, visiting archaeological and historic sites, hiking and saltwater fishing had the next highest levels of participation. Participation rates for the other activities ranged from 14 percent for both bicycling and freshwater beach use to 2 percent for soccer and football.

that outdoor recreation is important to them; this includes 72 percent who think it is very important and 24 percent who think it is somewhat important. The results are similar among tourists: 98 percent say outdoor recreation is important to them personally (65 percent saying very important and 33 percent saying somewhat important).

Motivations for Participation

An important aspect of planning for outdoor recreation is understanding why people recreate; what motivates them to get

Importance of Recreation

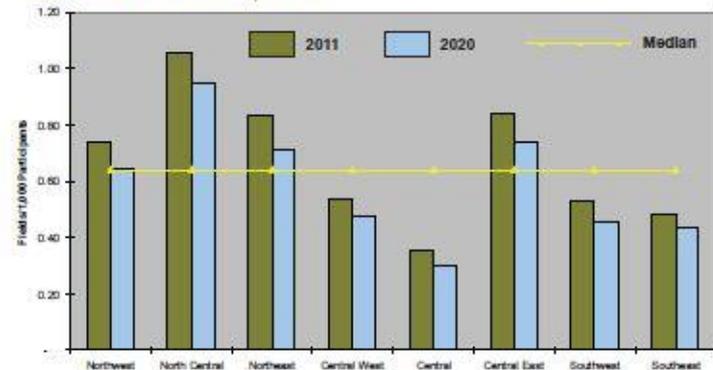
The participation survey determined that nearly all Florida residents (96 percent) say



Region	% of Participation*		Total Participation**		Level of Service (Fields/1,000 Participants)	
	Residents	Tourists	2011	2020	2011	2020
Northwest	5	2	222,934	255,235	0.74	0.65
North Central	10	2	125,351	140,270	1.06	0.95
Northeast	7	2	227,196	264,488	0.83	0.71
Central West	11	2	563,896	643,856	0.54	0.47
Central	11	2	915,252	1,078,534	0.35	0.30
Central East	9	2	268,709	307,960	0.84	0.74
Southwest	10	2	361,942	424,190	0.53	0.45
Southeast	15	2	1,157,059	1,278,165	0.48	0.43
Statewide	11	2	3,798,144	4,351,926	0.56	0.49

* Percent of participation represents the percentage of residents and tourists who participated in activity at least one time during the year
 ** Total participants represents the combined number of residents and tourists who participated in activity at least one time during the year
 BOLD numbers represent a number below the statewide median.

Soccer: Level of Service Comparisons



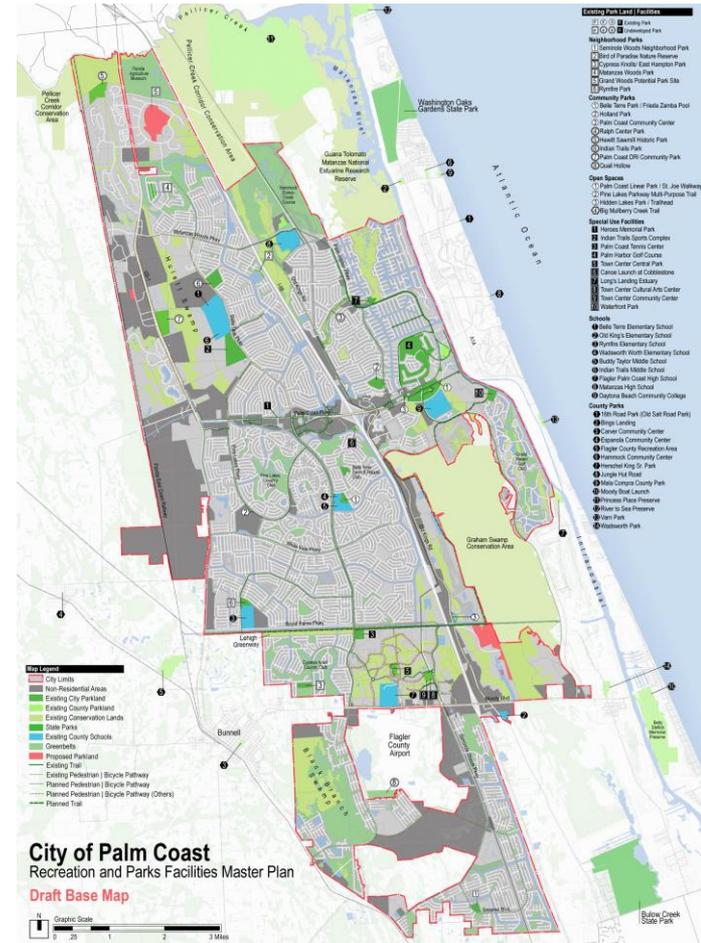
H-30

Local, Demographic Comparables

Level of Service (LOS) Benchmarks	City of Doral		City of Tamarac		City of Sunrise		City of Deerfield Beach		La Mesa, California	
	Quantity	LOS (1/X Population)	Quantity	LOS (1/X Population)	Quantity	LOS (1/X Population)	Quantity	LOS (1/X Population)	Quantity	LOS (1/X Population)
2013 Population	50,213		63,155		90,116		78,041		58,642	
City Park Acreage	164.6	3.28 Acres/1,000 Pop	184.2	6.3 Acres/1,000 Pop	179.0	2.1 Acres/1,000 Pop	172.0	2.3 Acres/1,000 Pop	135.6	2.4 Acres/1,000 Pop
Facilities										
Diamond Fields	3	16,738	7	9,022	11	8,192	6	13,007	26	2,255
Rectangle Fields	8	6,277	2	31,578	9	10,013	2	39,021	3	19,547
Multi-Purpose Field	2	25,107	1	63,155	1	90,116	5	15,608	5	11,728
Playground	7	7,173	5	12,631	3	30,039	15	5,203	14	4,189
Playground (Shaded)	7	7,173	4	15,789	2	45,058	0	-	0	-
Basketball Court (Indoor)	22	2,282	3	21,052	6	15,019	4	19,510	0	-
Basketball Court (Outdoor)	11	4,565	3	21,052	5	18,023	7	11,149	12	4,887
Tennis Court (Outdoor)	12	4,184	4	15,789	6	15,019	12	6,503	11	5,331
Volleyball Court (Outdoor)	4	12,553	0	-	3	30,039	3	26,014	1	58,642
Skate Park	1	50,213	1	63,155	0	-	0	-	1	58,642
Dog Park (Off-Leash)	1	50,213	1	63,155	0	-	0	-	2	29,321
Community Garden	1	50,213	2	31,578	0	-	1	78,041	1	58,642
Recreation Centers										
Recreation/Community Center	3	16,738	3	21,052	2	45,058	2	39,021	2	29,321
Indoor Gym	1	50,213	2	31,578	1	90,116	1	78,041	0	-
Aquatics										
Indoor Pool	0	-	0	-	0	-	1	78,041	0	-
Outdoor Pool	1	50,213	1	63,155	4	22,529	0	-	1	58,642
Splash Pad	1	50,213	1	63,155	0	-	0	-	0	-
Budget										
Department Budget (2014/2015)	\$12,240,742	\$244	\$5,587,790	\$117	\$11,471,036	\$127	\$8,313,544	\$107	\$2,522,030	\$43

Visioning

- 2008 Total Parkland: 847.15 Acres
- 2008 Population: 74,590
- 2008 Acreage LOS: 11.38 Ac./1,000
- **2035 Population: 166,869**
- **2035 Level of Service: 5.0 Ac./1,000**



- 2008 Total Parkland: 847.15 Acres
- 2008 Population: 74,590
- 2008 Acreage LOS: 11.38 Ac./1,000
- **2035 Population: 166,869**
- **2035 Level of Service: 5.0 Ac./1,000**
- **Build-Out Vision: 1,777.07 Ac**
- **2035 Level of Service: 10.6 Ac./1,000 Pop**



Sustainability Metrics, Trends as LOS Standards

Trends	Potential Metrics
Age-Friendly Communities	Transit Access; % of Senior Participants; % of Multi-generational Programs
Walkability and Connectivity	Percentage of Complete Streets; Miles of Multi-purpose Trails; % of Parks w/ Multi-Modal Access
Access to Nature	Distance/ Time to Natural Areas; % Participants in Nature-Based Programs
Sports Tourism	% Use of Facilities by Visitors % Cost per Visitor User Revenues per Visitor User
High Performance Public Spaces©	

Phase I: Criteria for HPPSs – Delphi Process



Social

- Improves the neighborhood
- Improves social and physical mobility
- Encourages health and fitness
- Provides relief from urban congestion, stressors
- Provides places for formal and informal social gathering, art, performances, events
- Provides opportunities for individual, group, passive and active recreation
- Facilitates shared experiences among different groups
- Attracts diverse populations
- Promotes creative and constructive social interaction



Environmental

- Uses energy, water, and resources efficiently
- Improves water quality of both surface and ground water
- Serves as a net carbon sink
- Enhances, preserves, promotes, or contributes to biological diversity
- Hardscape materials selected for longevity of service, social/ cultural/ historical sustainability, regional availability, low carbon footprint
- Provides opportunities to enhance environmental awareness and knowledge
- Serves as an interconnected node within larger scale ecological corridors and natural habitat



Economic

- Creates and facilitates revenue-generating opportunities for the public and/or the private sectors
- Creates meaningful and desirable employment
- Indirectly creates or sustains good, living wage jobs
- Sustains or increases property values
- Catalyzes infill development and/or the re-use of obsolete or under-used buildings or spaces
- Attracts new residents
- Attracts new businesses
- Generates increased business and tax revenues
- Optimizes operations and maintenance costs

SUMMARY

Parks System Visioning Framework

- Subsystems
- Service Delivery Models
- Classifications
- LOS Metrics

A 50 YEAR, UNIFYING VISION FOR A LIVABLE, SUSTAINABLE MIAMI-DADE COUNTY

"When we build let us think that we build forever. Let it not be for present delight, nor for present use alone; let it be such work as our descendants will thank us for, and let us think, as we lay stone on stone, that a time is to come when those stones will be held sacred because our hands have touched them."
-John Ruskin

PRINCIPLES of a livable, sustainable miami-dade county

Equity

every resident should be able to enjoy the same quality of public facilities and services, regardless of income, age, race, ability or geographic location

Access

every resident should be able to safely and comfortably walk, bicycle, drive and/or use public transit from their home to work, school, parks, shopping and community facilities

Beauty

every public space - including streets, parks, plazas and civic buildings - should be designed to be as aesthetically pleasing as possible, and to complement the natural and cultural landscape

Multiple Benefits

every single public action should generate multiple public benefits to maximize taxpayer dollars

Seamlessness

every element of the County, including neighborhoods, parks, natural areas, streets, civic centers and commercial areas - should be connected without regard for jurisdiction

Sustainability

natural resources - including water, wildlife habitat, and open space - must be protected for future generations

VISION

Great Parks
are accessible to everyone regardless of age or ability



Great Public Spaces
are designed to engage residents



Great Natural and Cultural Places
are planned and managed to balance access and resource protection



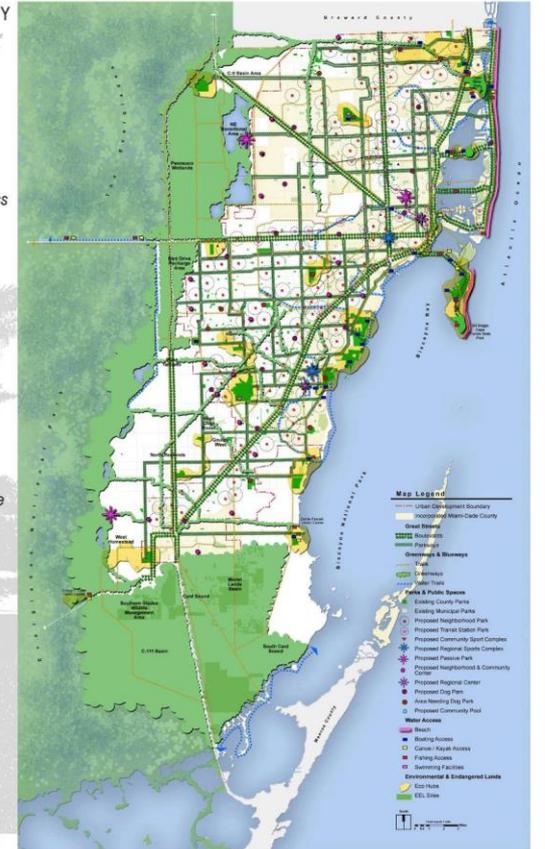
Great Streets
are designed as linear parks



Great Greenways, Trails and Water Trails
connect every resident to places throughout the community



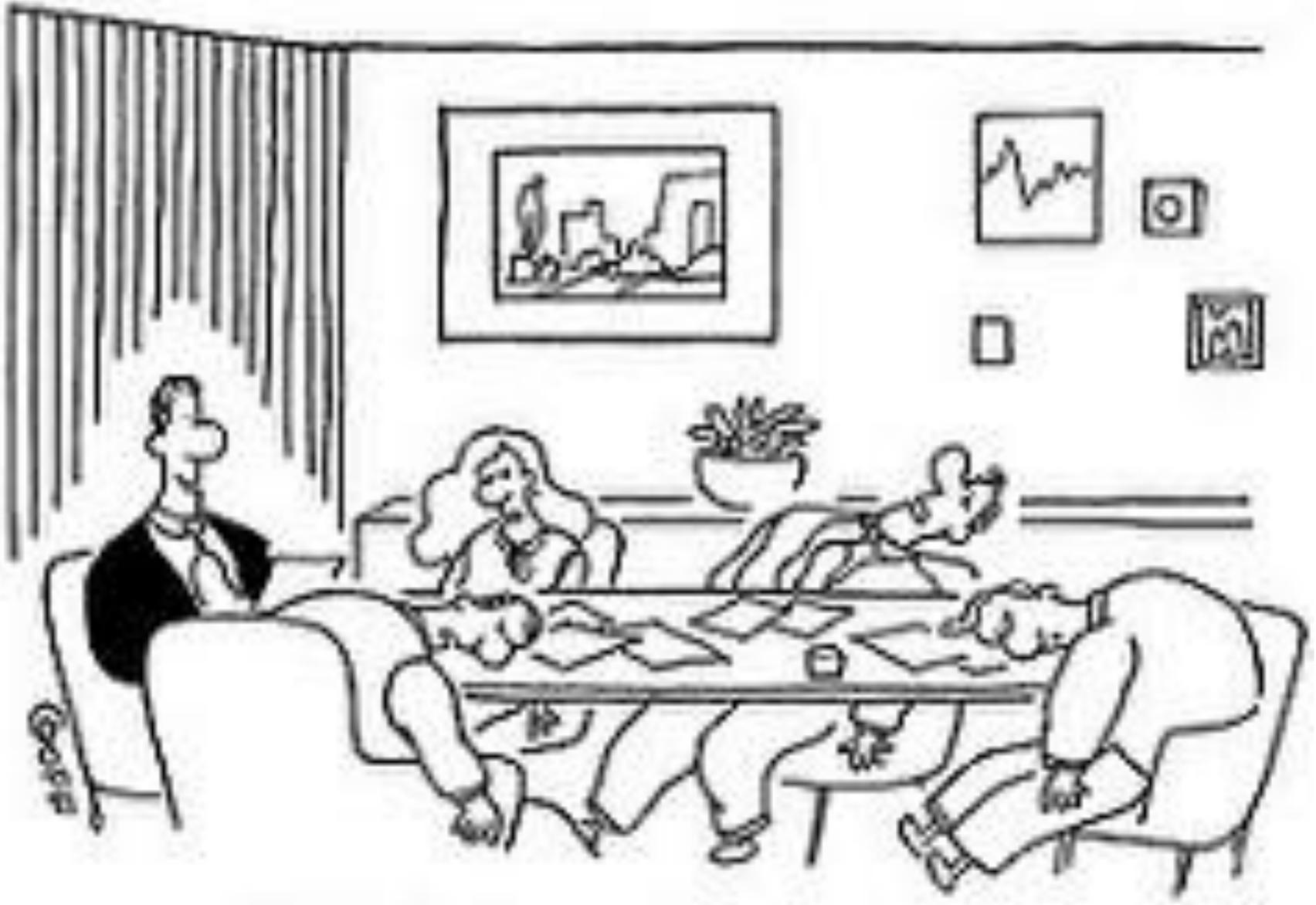
Miami-Dade County
Parks and Open Space System Master Plan



Models and Metrics Checklist

- ✓ Use a comprehensive, triangulated process to determine needs
- ✓ Convene a representative citizen's group
- ✓ Define subsystems and classifications
- ✓ Develop LOS metrics for each subsystem:
 - Do the metrics reflect community values?
 - Are the LOS standards logical, easy to understand?
 - Is accurate data available?
 - Do the metrics represent actual levels of service?
 - Do the metrics and standards provide comprehensive perspective of LOS?
 - Use a transparent, triangulated approach including qualitative, quantitative, and anecdotal techniques
- ✓ Experiment, adjust, re-calculate, repeat





“At last we’ve reached a consensus!”

New Models and Metrics for Parks System Planning



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