

Welcome to the 2023 FRPA Conference!



August 28 - 31, 2023 | Orlando, FL

FRPA Strategies for Youth Sports Conference Panel

The Caribe Royal Resort

Orlando, Florida

Wednesday, 8/30/2023

3:00:00 PM - 4:30:00 PM



LEARNING OBJECTIVES

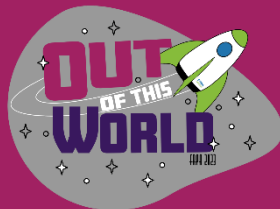
- ❑ Increasing awareness (NYSS) and community prioritization of the benefits, challenges and outcomes of youth and adult sports and community recreation participation
- ❑ Refining Community Needs assessment criteria, anchoring it in public policy priorities, identifying “best practice” assessment and evaluation methods
- ❑ Identifying partnership solicitation strategies/methods that close accessibility gaps, builds accessible facilities and increases participation for all; and
- ❑ Identifying the appropriate capital, operating, funding models to support youth and adult sports and recreation



Panel Purpose

This panel will help you “THINK BIG” in your role as park and recreation professionals regardless of the size of your department, by collaboratively building a P3 hybrid model that aligns shared community values and meets the goal of the NYSS to reorient U.S. youth sports culture around the vision: *“that one day all youth will have the opportunity, motivation, and access to play sports, regardless of their race, ethnicity, sex, ability, or ZIP code.”*

Your **Feedback** is essential to help us develop and refine a model that works for all—Help us make it a collaborative, seamless convergence of Sports and Community Recreation values and outcomes instead of a collision!



Introductions

Moderator: Julie Adams, Director, Parks, Recreation and Culture, Winter Haven

- **Jack Kardys**, J Kardys Strategies Consulting
- **Michael Kelly**, SFC Executive Vice President
- **Gina Peebles**, ACM Alachua County
- **Rick Durr**, Director Leisure Services Seminole County

Case Study Contributors: Chris Evans, Pedro Reynaldos, Mike Walker, Allison Strange



Collective Impact—The changing paradigm of parks and recreation



Much More than Great Parks and Programs

- Great Public Spaces
- Great Natural, Arts and Cultural places and programs
- Greenways, Trails and Blueways
- Complete Streets
- Agriculture, Community Health and Resilience, Sea Level Rise Solutions, Community Beautification, etc.



Panel Agenda

1. National Youth Sports Strategy (NYSS)
2. Traditional P3 Sports and Recreation Delivery (Case Studies)
3. Integrated Hybrid P3 Park Systems Framework
4. Integrated Hybrid Case Study (SFC and Groveland?)
5. Summary
6. Q & A Feedback







Executive Summary

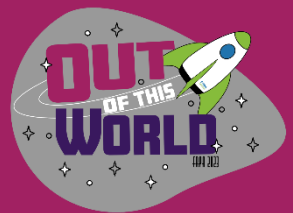
The National Youth Sports Strategy



Presidential Executive Order 13824

Four key pillars that form the foundation and focus areas of the NYSS:

1. **Increase awareness** *of the benefits of participation in sports and regular physical activity*
2. **Promote private- and public-sector strategies** *to increase participation*
3. **Develop metrics** *that gauge participation and informs efforts to improve participation*
4. **Establish a national and local strategy to recruit volunteers**



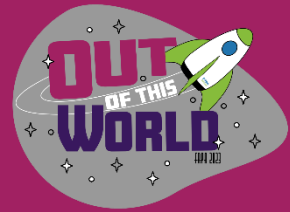
NYSS Findings

Sports can facilitate the development of **physical literacy**, which is the ability to move with competence and confidence in a variety of physical activities in multiple environments that benefit the healthy development of the whole person.

This drives a lifetime commitment to physical health if properly delivered to kids.



Defining Benefits and Challenges

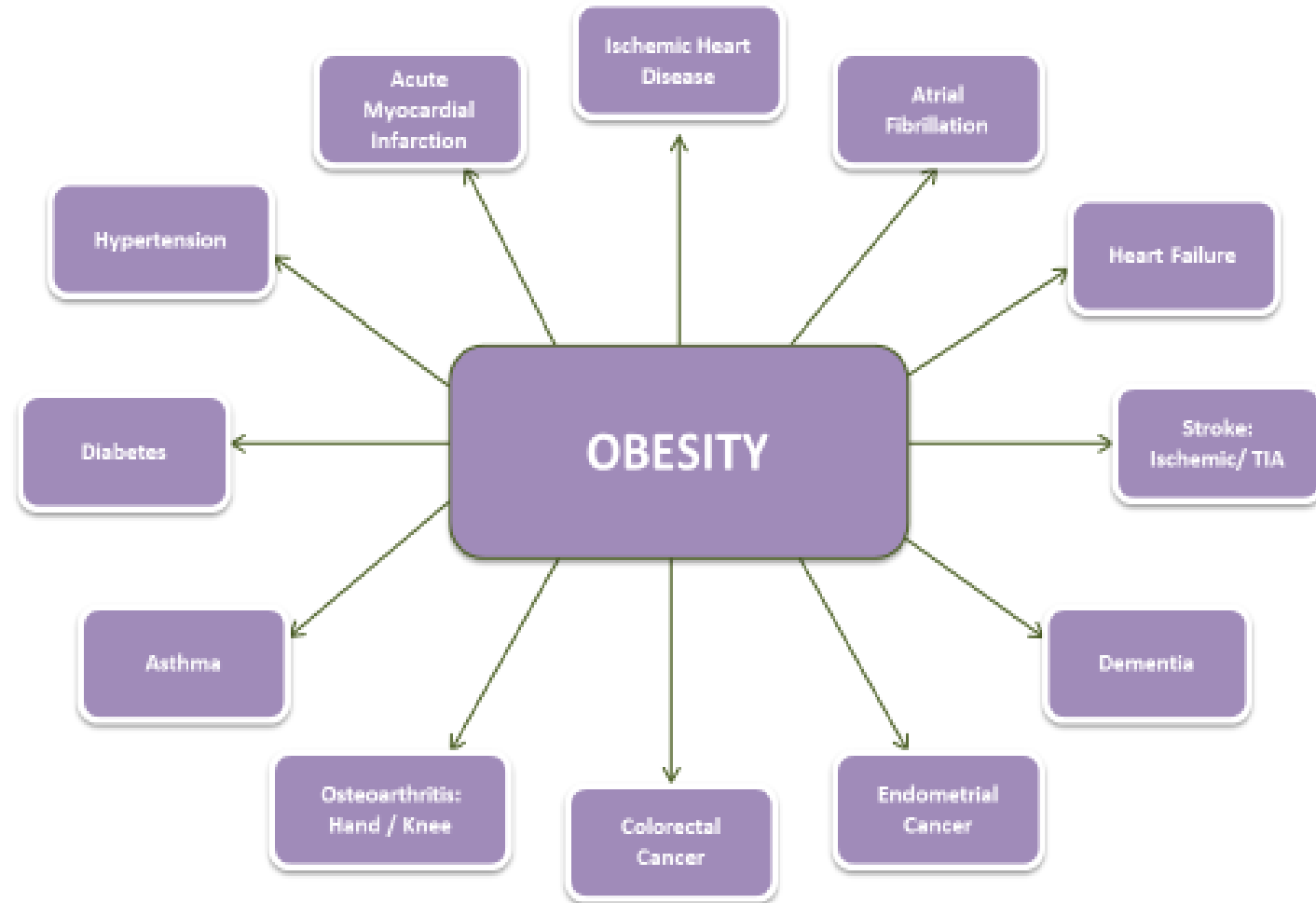


Benefits for youth who engage in regular physical activity:

- ☐ improved bone health
- ☐ healthy weight status
- ☐ cardiorespiratory and muscular fitness
- ☐ cardiometabolic health
- ☐ Improved cognitive function
- ☐ reduced risk of depression

****These are the same benefits and metrics that measure adult community health!**

Adult Benefits of Recreation and physical activity



Built Environment

NDVI Impact on 250,000 Medicare Beneficiaries

An increase in mean block-level NDVI from -1 SD below to +1 SD above the mean was associated with reductions of:



10% reduction in Hyper-Lipidemia

13% reduction in Hypertension

15% reduction in Diabetes

**3-years reduction in biomedical
aging of population**

**49 fewer chronic conditions per
1000 individuals**

**Adjusting for age, gender, race, ethnicity,
and neighborhood median household income*

U.S. Dept. of Housing & Urban Development (HUD) Sustainable Communities Research Grant# HUD H-21630-RG; Health Foundation of South FL Grant, PIs: S. Brown, E. Pater-Zyberk, Is. J. Lombard, M. Byrne K. Wang, J. Szapocznik

Built Environment

NDVI Impact on 250,000 Medicare Beneficiaries

Greenness and Park Impact on Depression and Alzheimer's Disease



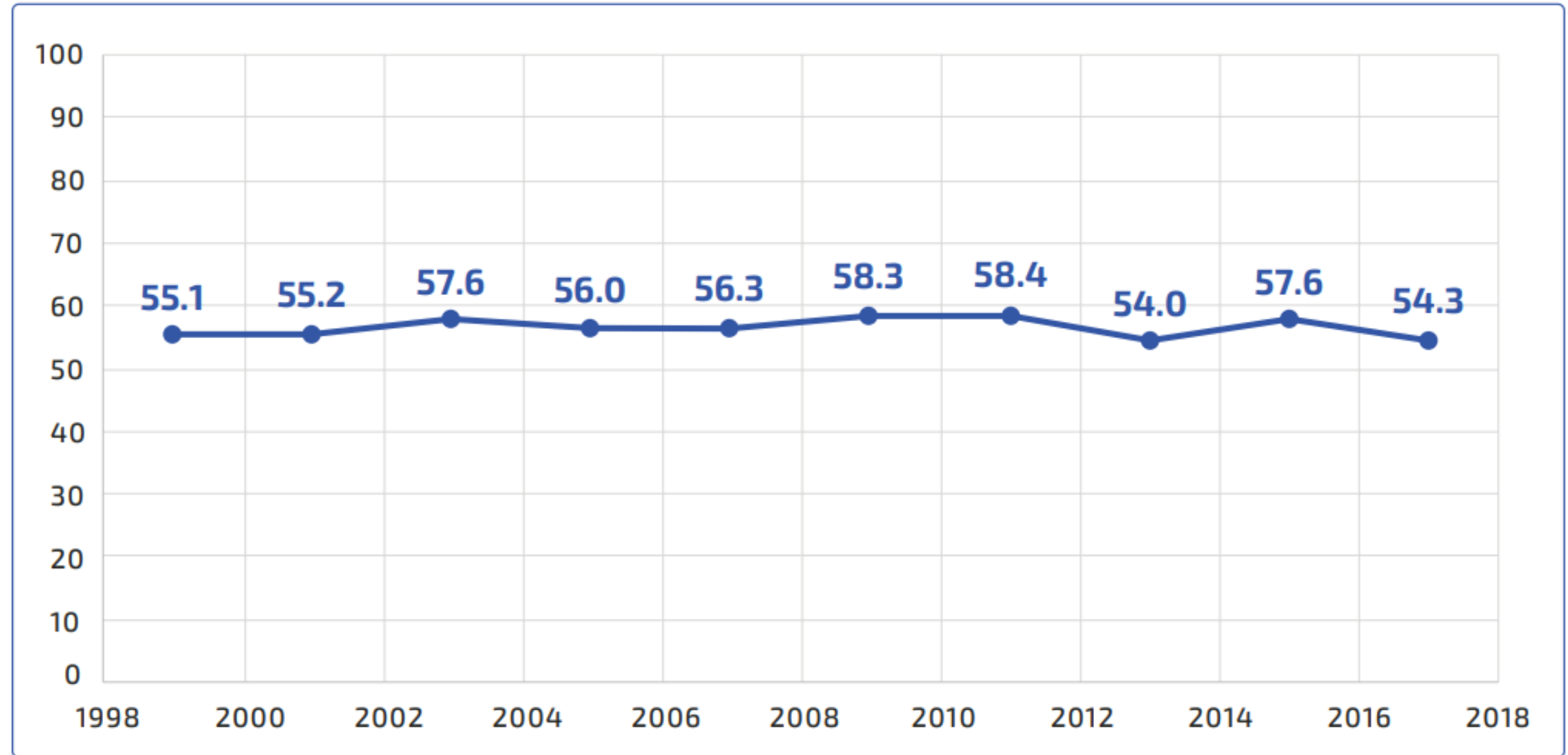
Reduced risk of Alzheimer's disease (by 18%) and depression (by 28%)

37% lower odds of depression in low-income neighborhoods

27% and 21% lower odds of depression in medium- and high-income neighborhoods

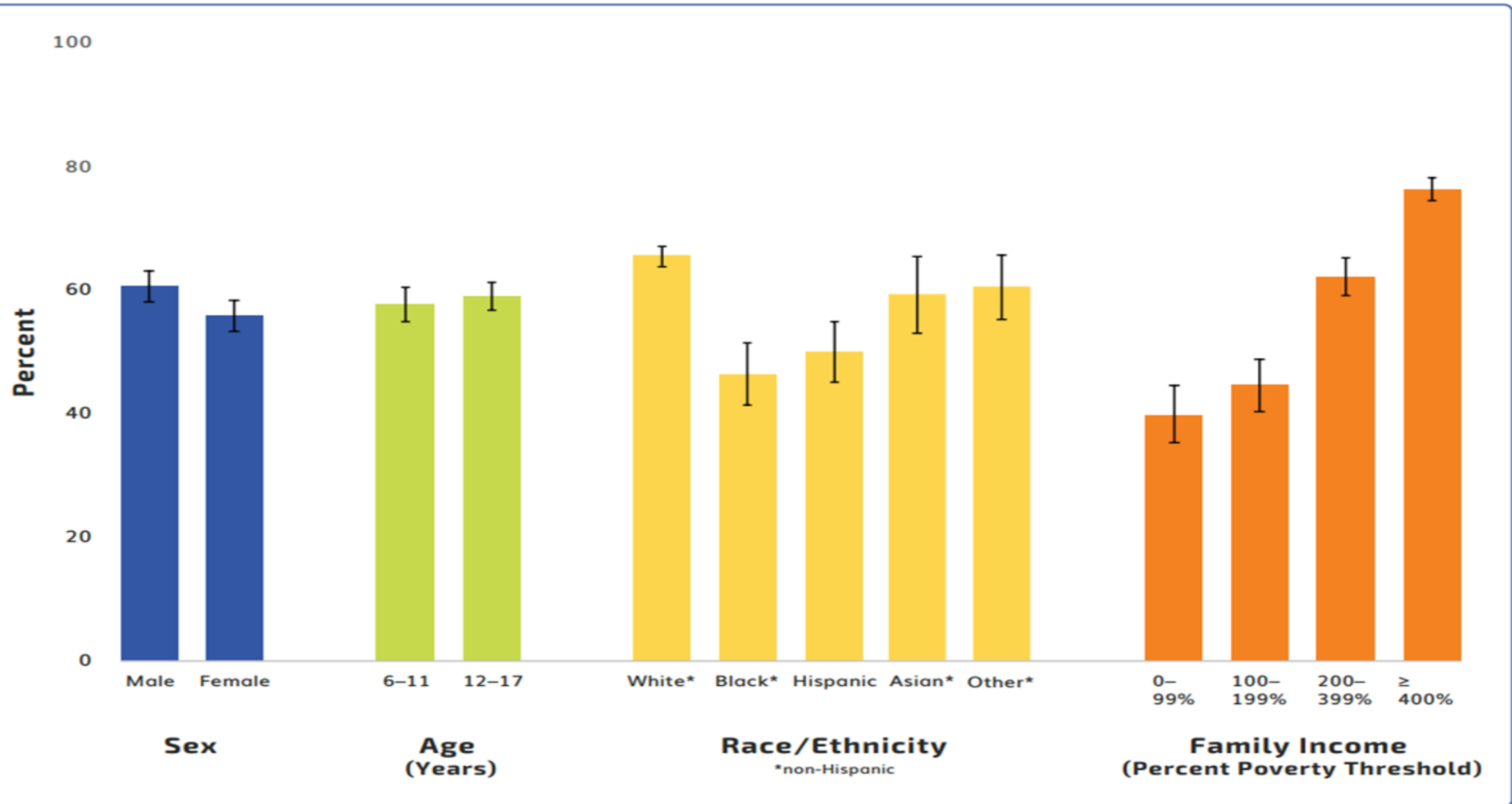
U.S. Dept. of Housing & Urban Development (HUD) Sustainable Communities Research Grant# HUD H-21620-RIG; Health Foundation of South FL Grant, PIs: S. Brown, E. Pater-Zyberk, Is. J. Lombard, M. Byrne K. Wang, J. Szapocznik

Figure 1. Percentage of High School Students Who Played on at Least One Sports Team



Source: National Youth Risk Behavior Surveys, 1999–2017¹¹

Notes: Counting any teams run by schools or community groups, during the 12 months before the survey.



Source: National Survey of Children's Health (NSCH), 2017³³

Notes: Participation in sports team or sports lessons after school or on weekends during the past 12 months. Error bars represent upper and lower bounds of the 95 percent confidence interval.

Gaps in Access to Youth Sports



According to the Women's Sport Foundation, in 2020, girls were more likely to have never played (43.1% girls vs. 34.5% boys) and less likely to be currently playing sports (36.4% girls vs 45.6% boys).



Youth of color play and benefit from sports at lower rates than white children. In 2020, 40% of white youth ages 6 to 12 played a sport on a regular basis compared to 35% Black, 34% Hispanic, and 33% Asian/Pacific Islander youth.

Equity is at the heart of access to youth sports. Unfortunately, there are significant disparities in who has access to and benefits from sport opportunities.



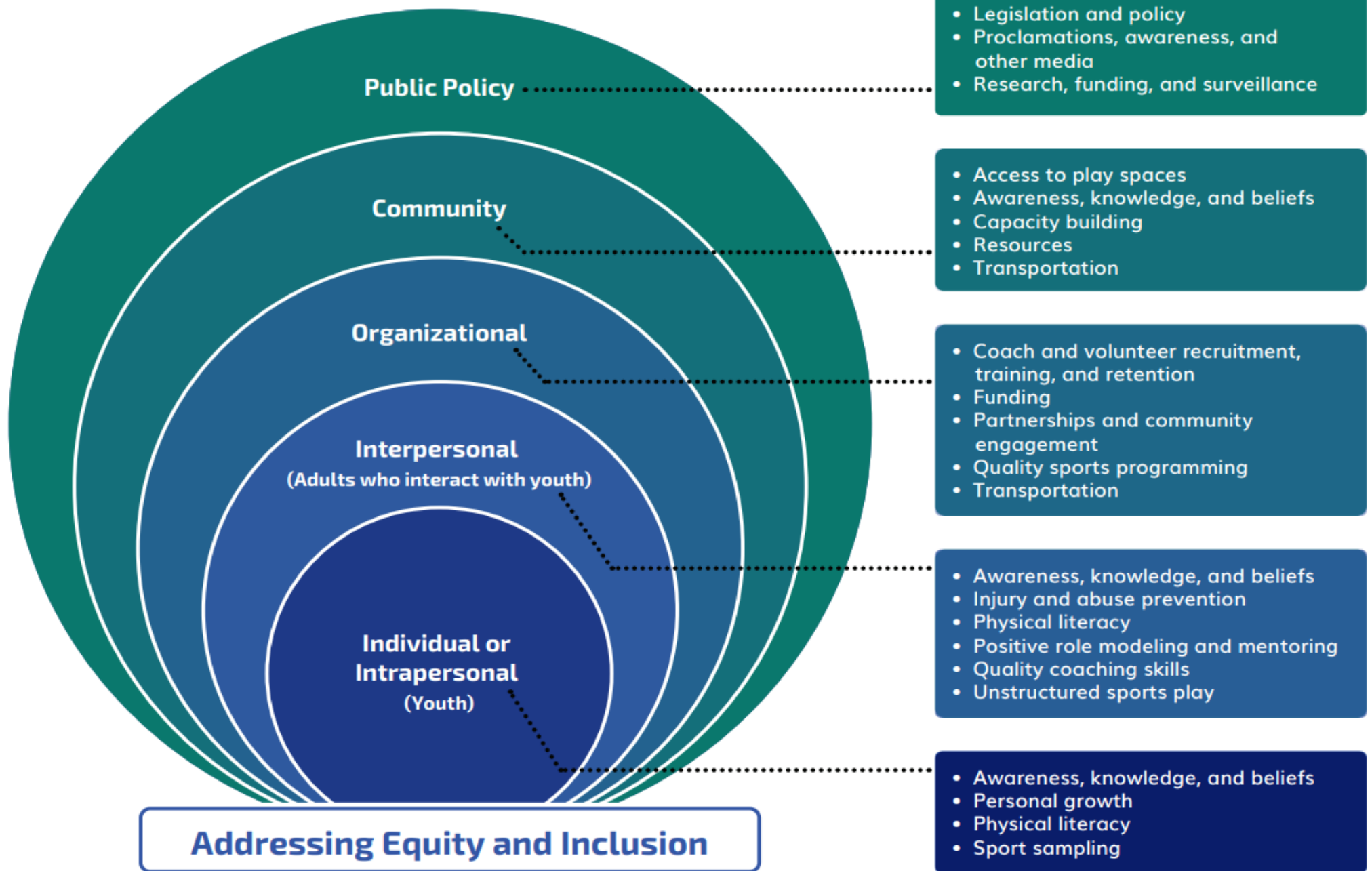
Per the Aspen Institute's Project Play, children living in a household making \$100,000 or more spent 2+ additional hours on sports each week during the pandemic than a child living in a household making under \$50,000. That gap has more than doubled since before the pandemic.



Why---- Barriers to Entry and Sustained Participation

- Lack of access play space
- Cost
- Lack of Physical Literacy
- Social Factors
- Lack of Interest or Knowledge
- Time and Competing Demands
- Stress and Burnout
- Lack of enjoyment





Level 3 & 4: Organizational and Community Strategies

- ❑ ***Shared values are the Foundation of Equitable Public Policy***--Embrace a sports-for-all mentality and offer programs that are accessible to all youth.
- ❑ ***Building and Programming for Maximum Impact--Locate*** sports facilities & programs and provide **transportation options** to ensure safe and inclusive access.
- ❑ ***Building Capacity***--Develop **partnerships** across a variety of sectors, including business, community recreation, education, faith-based, government, health care, media, public health, sports, and technology..
- ❑ ***Blending Recreational and Competitive Outcomes***--Implement the principles of the **American Development Model**
- ❑ ***Trusted Role Models***--Recruit and training **coaches who reflect the demographics** of the community.

Summary of NYSS

The first step to reorient U.S. youth sports culture around a shared vision:

One day all youth will have the opportunity, motivation, and access to play sports, regardless of their race, ethnicity, sex, ability, or ZIP code.

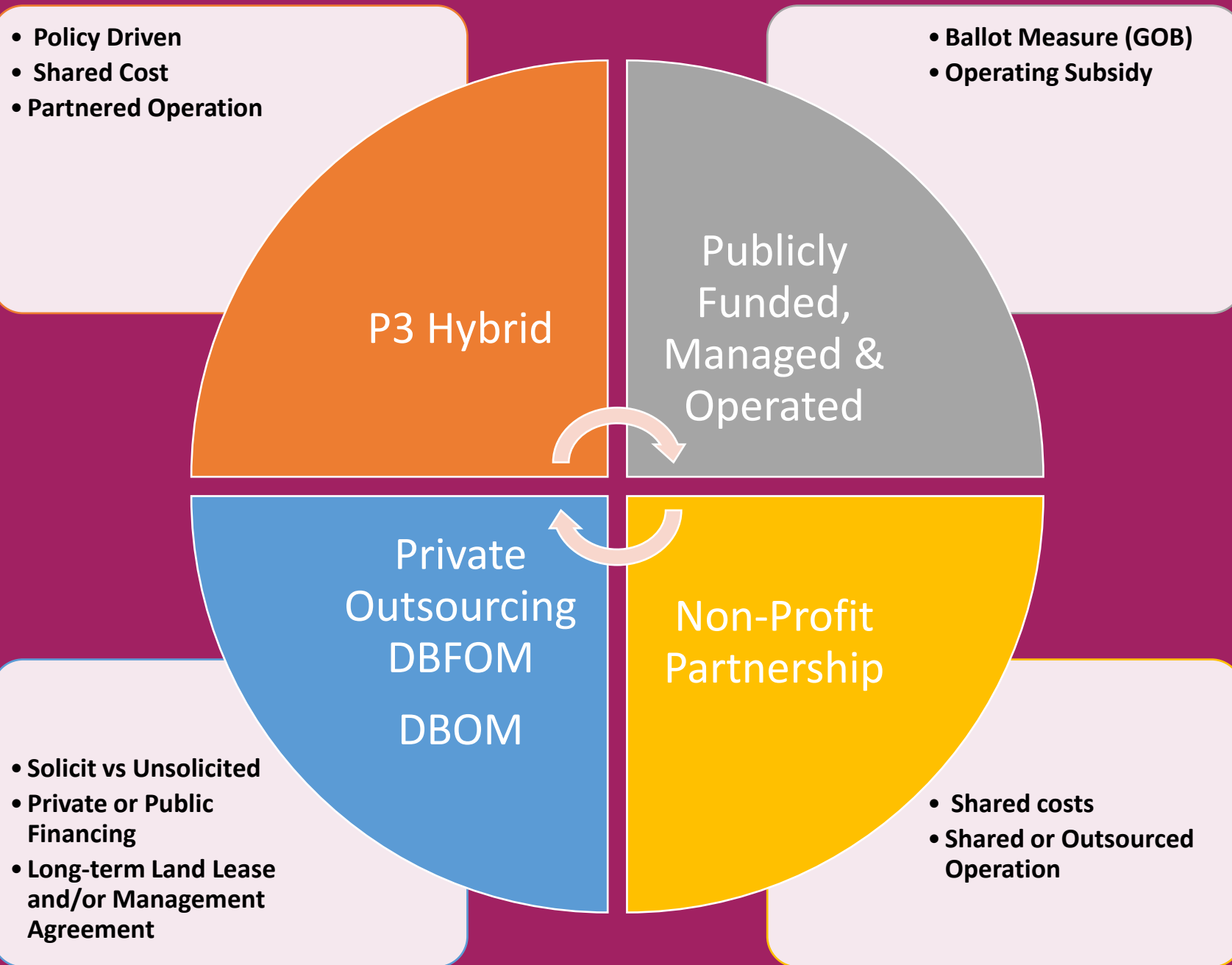
The **goal** is to get as many youth as possible moving and meeting the Physical Activity Guidelines and to ensure that 100 percent of American youth have the opportunity to experience the benefits of playing sports. Together, we can create a culture in which sports are safe, fun, inclusive, developmentally appropriate, and accessible for all American youth.



What Can We Do Change this Equation?

Identifying and demystifying Sports and Recreation models that embed NYSS values in public policy, locate parks and programs for maximum community impact, and build partnership capacity





Public Funding model

- Ballot Measure (GOB)
- Operating Subsidy

Publicly
Funded,
Managed &
Operated



Non-Profit Partnership Model

Non-Profit Partnership

- Shared costs
- Shared or Outsourced Operation



For Profit model

Private
Outsourcing
DBFOM
DBOM

- Solicit vs Unsolicited
- Private or Public Financing
- Long-term Land Lease and/or Management Agreement



Hoover Met Complex



Seminole County Sports Complex



Alachua County Sports and Events Center



Plan Z for Miami



Miami Freedom Park



P3 Hybrid Model



Mayor Tracy Honea, Albertville, AL.

Mayor's Words of Wisdom:

Nothing trumps the importance of knowing your community and its specific needs. Put simply, know your "Why" and tailor-make your park for your region. You've got to understand the identity of your community and which components make sense.

- Policy Driven
- Shared Cost
- Partnered Operation

P3 Hybrid

P3 Hybrid Model and Park Systems Thinking

Vision:

Building and programming the right things in the right places for the right reasons with the right partners.

Goal:

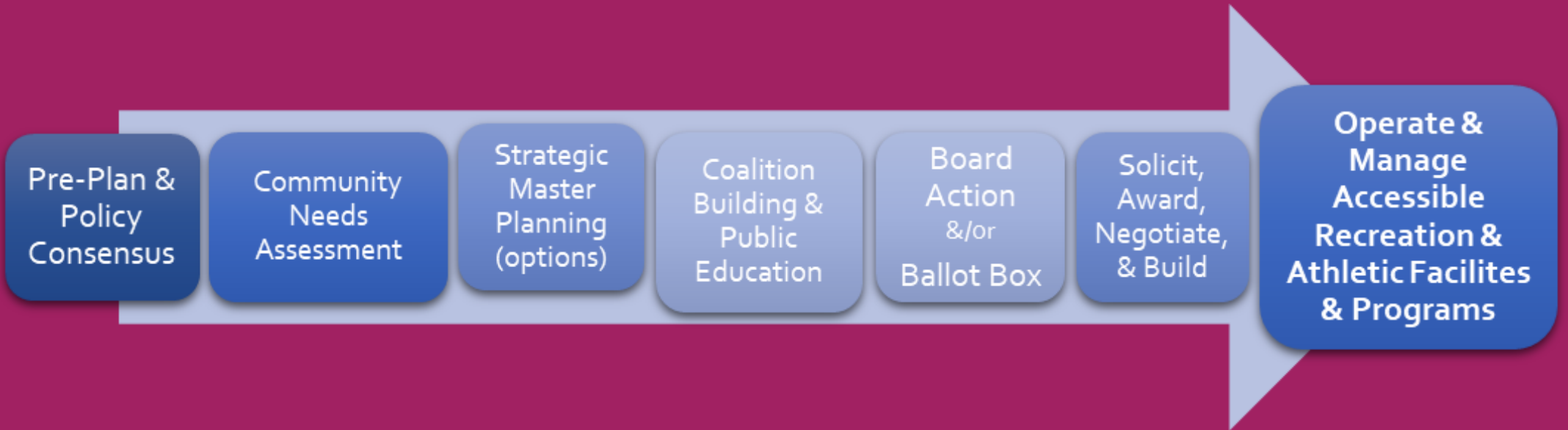
Delivering trusted, sustainable, long-term projects/programs that improve quality of life and meet/exceed community needs assessment objectives.

SYSTEMS Thinking Anchoring Regional Parks and Community Parks development and management through connected transportation, programmed access and design excellence.

Strategies for P3 Hybrid Systems NYSS

- ❑ ***Shared values are the Foundation of Equitable Public Policy*** -- Embrace a culture of sports-for-all
- ❑ ***Building and Programming for Maximum Impact***—Plan, design, **locate**, manage and surveil using ***Placemaking*** best practices
- ❑ ***Building Capacity by developing partnerships across a variety of sectors—Fiscal Intelligence***
- ❑ ***Blending Recreational and Competitive Outcomes***-- the **American Development Model**
- ❑ ***Trusted Role Models*** -- Recruit and train **coaches who reflect community demographics**

Workflow



Stimulating Demand

Stimulating the Right Demand through Community Engagement

Conduct **Leisure Interest Survey**/Focus Groups

Identify the problem and promote/ the benefits model

Promote Vision and build Goals together through stakeholder focus groups

Cultivate and Promote Collective Aspirations through **Comprehensive Media Plan**

Public Policy

Public Policy Anchored in Refined Community Needs Assessment

Build support for a broad **Park System Master Plan** with Placemaking as its foundation

Identify and surveil specific KPIs as community needs measures

ROSE/CDMP and Programming Partner Policies and Monitoring

Strategic Master Planning and cost estimating

Partnering

Leveraging Data-driven Public Policy to Build Systems Partnerships

Identify **appropriate capital, operating, maintenance and funding models** to achieve CRR goals

Due Diligence—doing your homework

Identifying **partnership solicitation policy/strategies**

BOCC Approval

Delivering

Delivering Appropriate and Sustainable Capital & Operating Models

Identify **best of 4 models**

Identifying best practice **delivery methods**

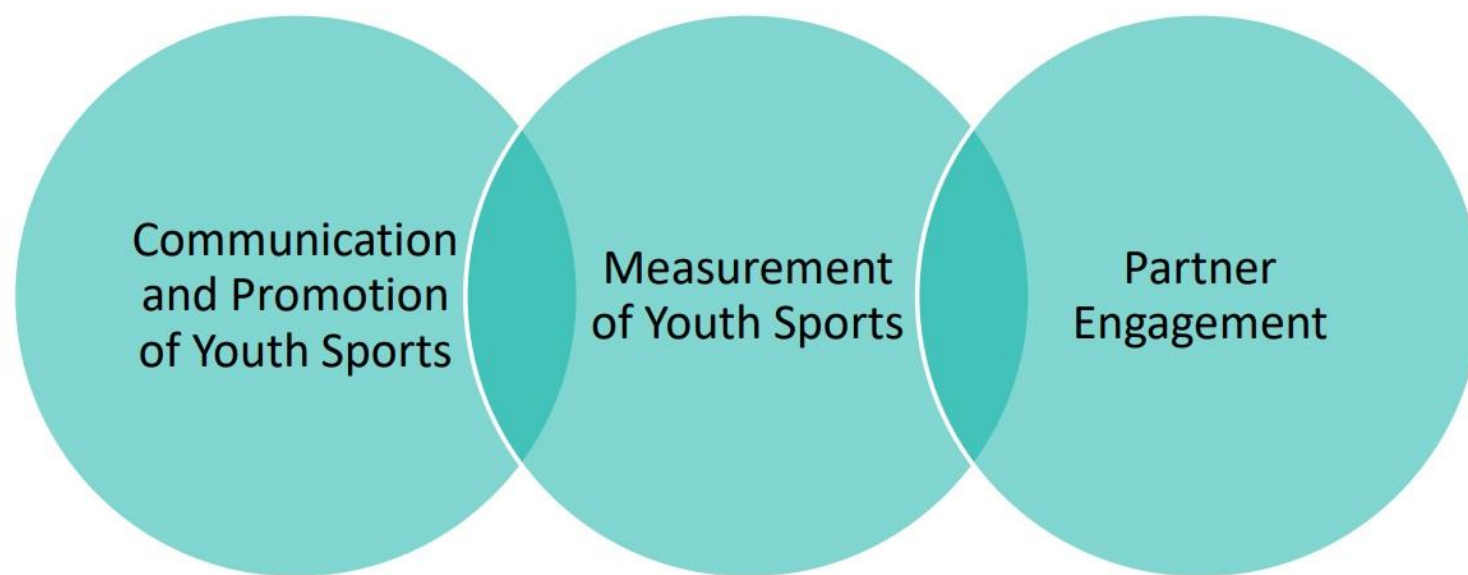
Campaigning for Success

Evaluate and Sustain long-term impact

1. Strategies for Stimulating the Right Demand – Community Engagement



NYSS Implementation



Leisure Interest Surveys

Knowing the Recreation and leisure-time “culture” unique
to your community

VS/and

What a community needs for health, happiness and
prosperity

economic health

social health

neighborhood cohesion
cardio-vascular health
gatherings and events
aging-in-place
clean transportation
accessible recreation

maximize private-sector implementation

enhanced commercial vitality

community revitalization

business attraction

job creation

clean energy

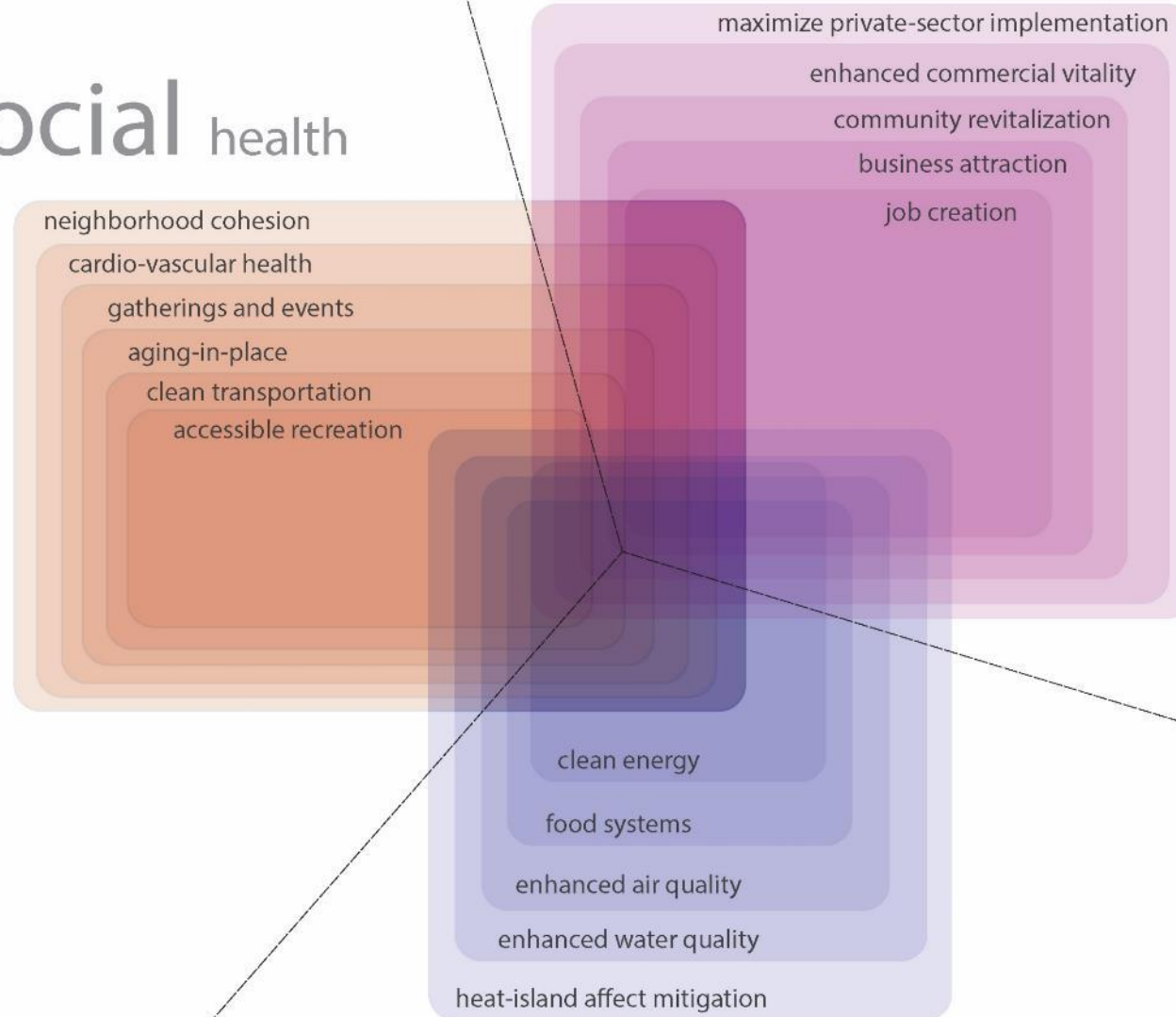
food systems

enhanced air quality

enhanced water quality

heat-island affect mitigation

environmental health



Apply to be an NYSS Champion!

- NYSS Champions receive:
 - Recognition on health.gov
 - Social media toolkit
 - Press release template
 - Digital NYSS Champions badge
 - Regular newsletter with resources to promote youth sports
 - Engagement opportunities



<https://health.gov/our-work/nutrition-physical-activity/national-youth-sports-strategy/nyss-champions>

Move Your Way® Campaign

During school
If your kids can find ways to get active at school, that's great! If not, focus on getting them more active outside of school hours.

Do they get recess?
Encourage them to play active games and use the playground equipment. (Climbing builds muscle strength, too!)

Do they have a daily PE class?
Ask them how much time they spend moving in PE.

No PE or recess?
Try talking to teachers about working movement breaks into class time.

Did you know?
Kids who get physical activity do better on tests. It helps them focus and remember more of what they learn.

What about summertime and other breaks?

How many minutes of physical activity could your kids get during the school day?
Use the slider to add minutes to the clock.

0 minutes 30 minutes 60 minutes

You've selected 50 minutes weekly.

Interactive tools



Posters and fact sheets



Videos

For More Information

- Physical Activity Guidelines for Americans:
<https://health.gov/PAGuidelines/Second-Edition>
- National Youth Sports Strategy:
<https://health.gov/PAGuidelines/Youth-Sports-Strategy>
- Move Your Way Campaign:
<https://health.gov/PAGuidelines/MoveYourWay>
- Follow ODPHP on Twitter @HealthGov and visit health.gov to sign up for email updates



Creating a Comprehensive Public Engagement Plan

- ❑ ***Promote Vision and build Goals together through stakeholder focus groups***
- ❑ ***Cultivate Collective Aspirations sharing successful case studies that work***
- ❑ ***Promote through comprehensive media plan***

2. Public Policy Anchored in Refined Community Needs Assessment

Placemaking = Community Building

Strengthening the connection between people and the places they share, placemaking refers to a collaborative process by which we can shape our public realm in order to maximize shared value. More than just promoting better urban design, placemaking facilitates creative patterns of use, paying particular attention to the physical, cultural, and social identities that define a place and support its ongoing evolution.



Park and Open Space System Master Plans

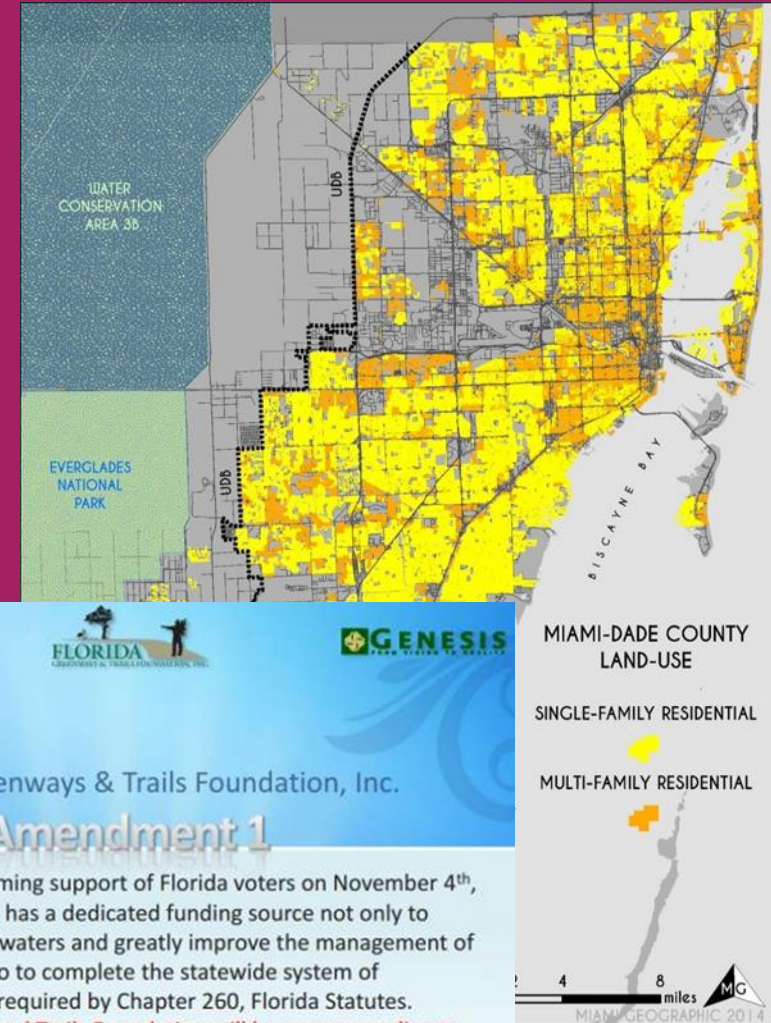
A Vision for Community Health, Happiness and Prosperity:

- Great Parks and Programs
- Great Public Spaces
- Great Natural and Cultural Places and Programs
- Greenways, Trails and Blueways
- Complete Streets that Serve as Linear Parks

Principles: Equity, Access, Beauty, Multiple Benefits, Seamlessness, Sustainability

Protection--Regulations to Maintain a Sustainable Balance

1. Article 7
2. OSMP
3. Zoning
4. GF Process
5. Sunshine Laws
6. Impact Fee
7. Amendment 1
8. Deed Restrictions
9. Natural Areas Management



Stewardship Due Diligence

Ask what people want but know what the community needs!

Community Needs Assessment – objective, broad gap analysis for health, economic, transportation, LOS deficiencies. We must build a comprehensive model for community need assessment identifying who needs the benefits of park and recreation facilities and programs.

Identifying Those In Need

- Methods to identify areas of need
 - School Systems
 - Identifying Title 1 schools
 - Common Knowledge/Local Knowledge
 - Networking with community leaders
 - Outreach Initiatives and Organizations
 - Government/Academic Reports
 - NYSS Resources
 - Informal Research



NYSS Federal Surveillance

Table 1 of Appendix 1. Surveillance of Youth Sports Participation and Access. The six Federal systems discussed here are:

1. American Time Use Survey (ATUS),
2. National Health and Nutrition Examination Survey (NHANES),
3. National Survey of Children's Health (NSCH),
4. Survey of Income and Program Participation (SIPP),
5. Youth Risk Behavior Survey (YRBS), and
6. School Health Policies and Practices Study (SHPPS)

Table 2 of Appendix 1. The non-Federal systems discussed here are:

1. Monitoring the Future (MTF),
2. National Federation of State High School Associations (NFHS)—Participation Survey,
3. National Sporting Goods Association (NSGA)—Sports Participation, and
4. Physical Activity Council (PAC) Survey.

KPIs—Measuring What Counts

Albert Einstein once said, “Not everything that counts can be counted, and not everything that can be counted counts.” Meaningful and accurate reporting is one of the most important methods to communicate value.

Start with **Census Data!** Then Scan your municipality or county planning data:

- Health
- Crime
- Transportation Equity
- Social Equity
- Quality of Life

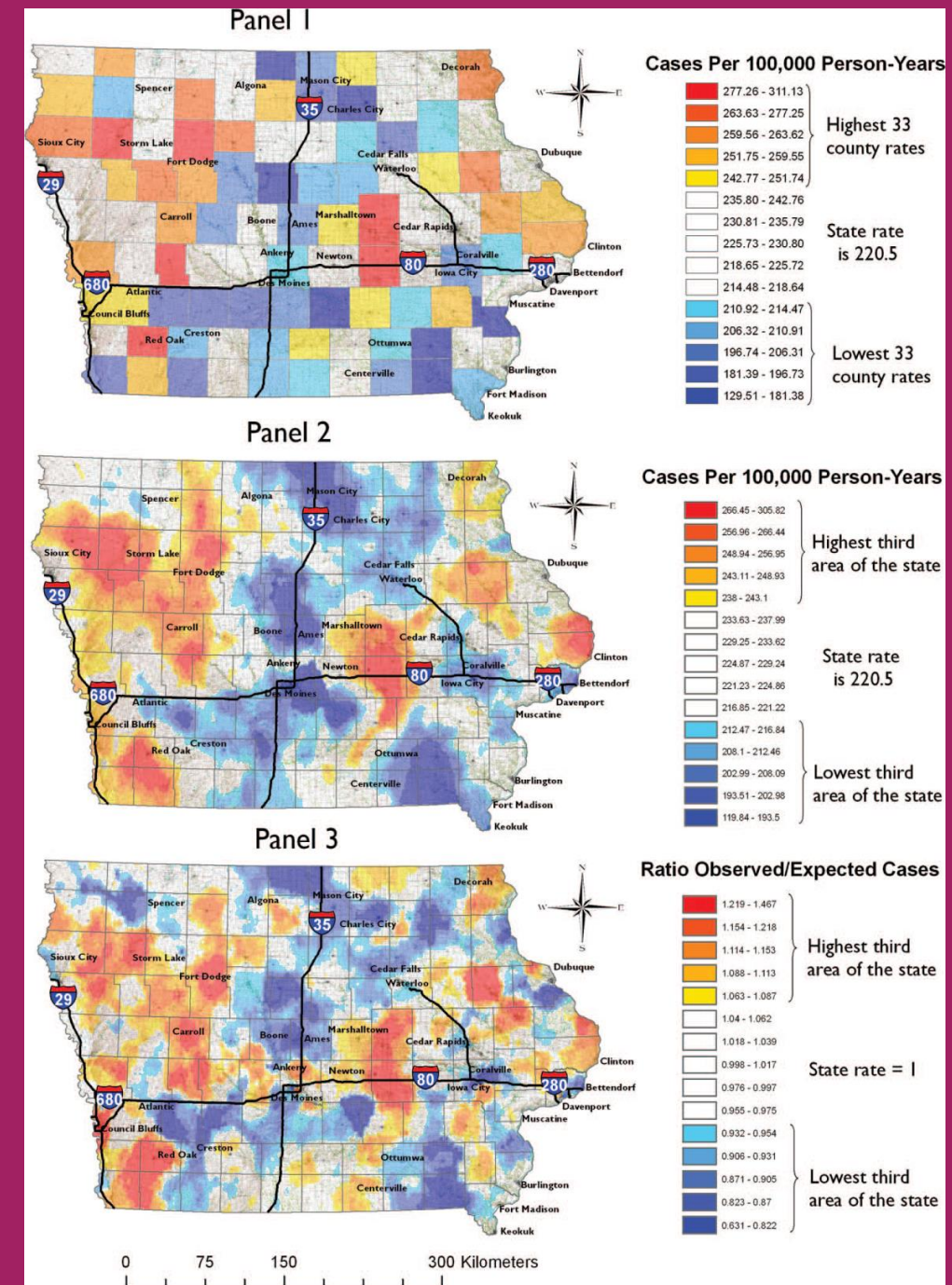
Public Health KPIs

City of Las Vegas Master Plan

Public Health Indicators can be tracked and maintained city-wide by age and proximity to Parks:

- Children – Obese: 13.7% (Regional - trending up)
- Children – Physical activity / Inactivity: 42.8% / 15.1% (Regional – trending up)
- Children – Tobacco 5.4% (trending down, but smokeless tobacco, vaping use increasing)
- Teen Birth Rate – 21.9 / 1,000 (Regional – Moderate, Above 20.5% US); highest in CLV
- Adults – Obese: 30.7% (CLV – Trending up from 28.2%)
- Adults – Diabetes: 10.7% (CLV – Improved from 11.2%, below 11.0% US)
- Adults – High Cholesterol: 32.0% (CLV – Improved from 32.2% below 33.6% US)
- Adults – High blood pressure: 31.1% (CLV – Improved from 31.8%, below 32.6% US)
- Adults – Experienced heart disease: 6.1% (CLV – Remained same 6.1%, below 6.2% US)
- Adults – Asthma – 9.6% (CLV – Improved from 10.1% – above 8.9% US)
- Adults – Cancer: 5.9% (CLV – improved from 6.0%, Below 6.8% US)
- Adults – With Disability: 12.0% (Regional – Improved from 12.2%, Below 12.7% US)
- Suicide – 18.0 / 100,000 (Regional – Improved from 19.4 /100k – Above 13.9% US)
- Seniors – Alzheimer's / Dementia: 10.3% (Regional – Trending up from 10.2% - Below 10.9%)
- Life expectancy: 78.4 (Regional – Trending down from 78.8 below 79.1 US)

Mapping Public Health in proximity to Community Parks



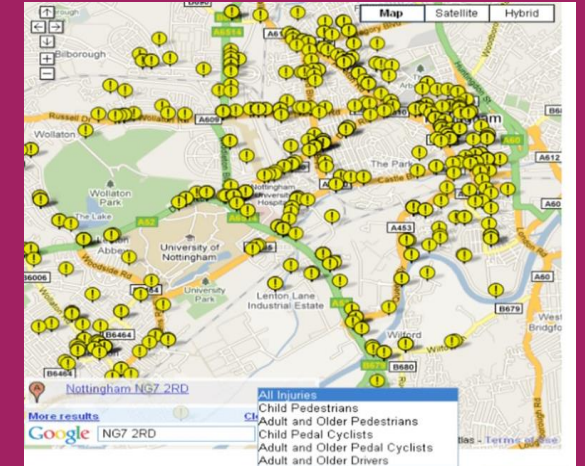
Juvenile Crime KPIs



Community Park Programming role in youth crime and violence prevention:

A 31% reduction in juvenile arrests was observed in zip codes where the Fit2Lead program was implemented over a 2-year period (2015-2017), demonstrating that collaborative programs (Parks, Schools, Police and JAC) including MDPROS F2L are effective in reducing youth crime and violence at the neighborhood level.

Transportation KPIs—Safe, Multimodal Access



- Map to Identify Gaps in Safe Routes to Parks and Public Spaces
- Locate parks and programs to shorten distances and connect people to parks
- Ensure public transportation reaches parks
- Connect Trails, Greenways, and Complete Streets to parks

CDMP and R.O.S.E. Element

Codify your Parks, Programming and Open Space Master Plan in your CDMP through a Recreation and Open Space Element. Key objectives and monitoring to include:

- 1. Parks Level of Service**--Acres of parkland / 1,000 existing and projected growth
- 2. Programing Partnership Policies** to facilitate private and non-profit investment in park improvements and recreational programming
- 3. Urban Forestry**--Plant and maintain ____#____diverse and high quality native and adaptive trees on public and private property by 2050.
- 4. Park Connectivity** 85% of housing units are within ½ mile of public parks (by 2050)
- 5. Complete Streets Vision Zero**-- By 2050, the number of pedestrian, bicyclist, and vehicular fatalities caused by road crashes is zero and maintain a minimum "Silver" level Bicycle Friendly Community designation from the League of American Bicyclists

Programming Partnership Policy

To fulfill the goal of the Recreation and Open Space Element of the CDMP the BOCC stipulates the Department shall work with community-based organizations, non-profit youth service organizations, foundations, facility support societies and other private sport and recreation interest groups to expand opportunities for private and non-profit investment in park improvements and recreational programming

Defining Programming Partnership Agreement Essentials

**PP Permit Agreements
5 years w/ OTR**

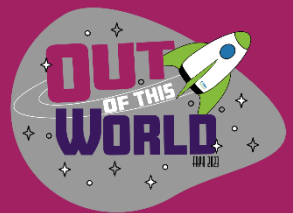
**PP Permit Agreements
10 years w / OTR**

**PP Permit Agreements
20 years w / 10 year OTR**



Partnerships – Tools for Success

- Consider all types of potential partners
 - Law enforcement, public health departments, youth-serving organizations, hospitals, universities, schools, local businesses, social media influencers, etc.
- Program Evaluations
 - Helps identify best practices, lessons learned, and areas for improvement.
 - Help the needs of third party organizations
 - Marketing, sign-ups, communication, space, equipment, etc.
- Understanding current trends in participation
 - Youth Sports Surveillance Systems
 - Fill in gaps needed locally
- Strategies
 - Meet youth where they are
 - Community leaders/local heroes
 - Creative marketing strategies
 - Recruit coaches/staff that reflect demographics
 - Gain partners from partners



Strategic Master Planning

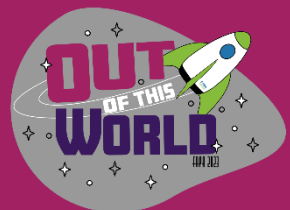
Every Park needs a strategic master plan that provides the assessment described above and connects the data from community and neighborhood needs and wants surveys with the park's design and programming

3. Leveraging Intelligent Data Driven Policy to Build Partnerships, Coalitions and Competition

It takes a village to meet community needs, and a single park department and a ragtag group of optimist clubs and for-profit providers will not meet a good system's impact or placemaking objectives.

Start by doing your homework—Communitywide due diligence

- Identify appropriate capital, operating, maintenance and funding models
- Due Diligence
- Identifying partnership solicitation policy/strategies
- BOCC Approval



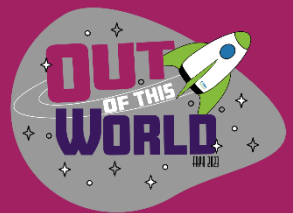
What do investors and lenders want to see?

- Sales and revenue growth-- are critical to a company's financial performance and determining if sales have increased or decreased.
- Profit Margins---Investors want to see healthy profit margins, which represent the percentage of profit earned on each dollar of revenue.
- Cash Flow--Companies need adequate cash flow to run their daily operations, making free cash flow a key metric for lenders and investors.



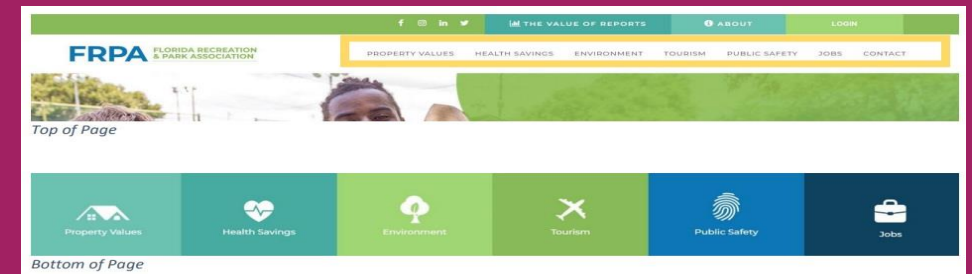
What does your Community value?

- ☐ Increased Property value and subsequent tax base
- ☐ Environmental protection
- ☐ Tourism impact
- ☐ Job creation and sustainability
- ☐ Resiliency and climate mitigation
- ☐ Impact fee generation
- ☐ Mixed-use development
- ☐ Transportation Oriented Development (TOD)



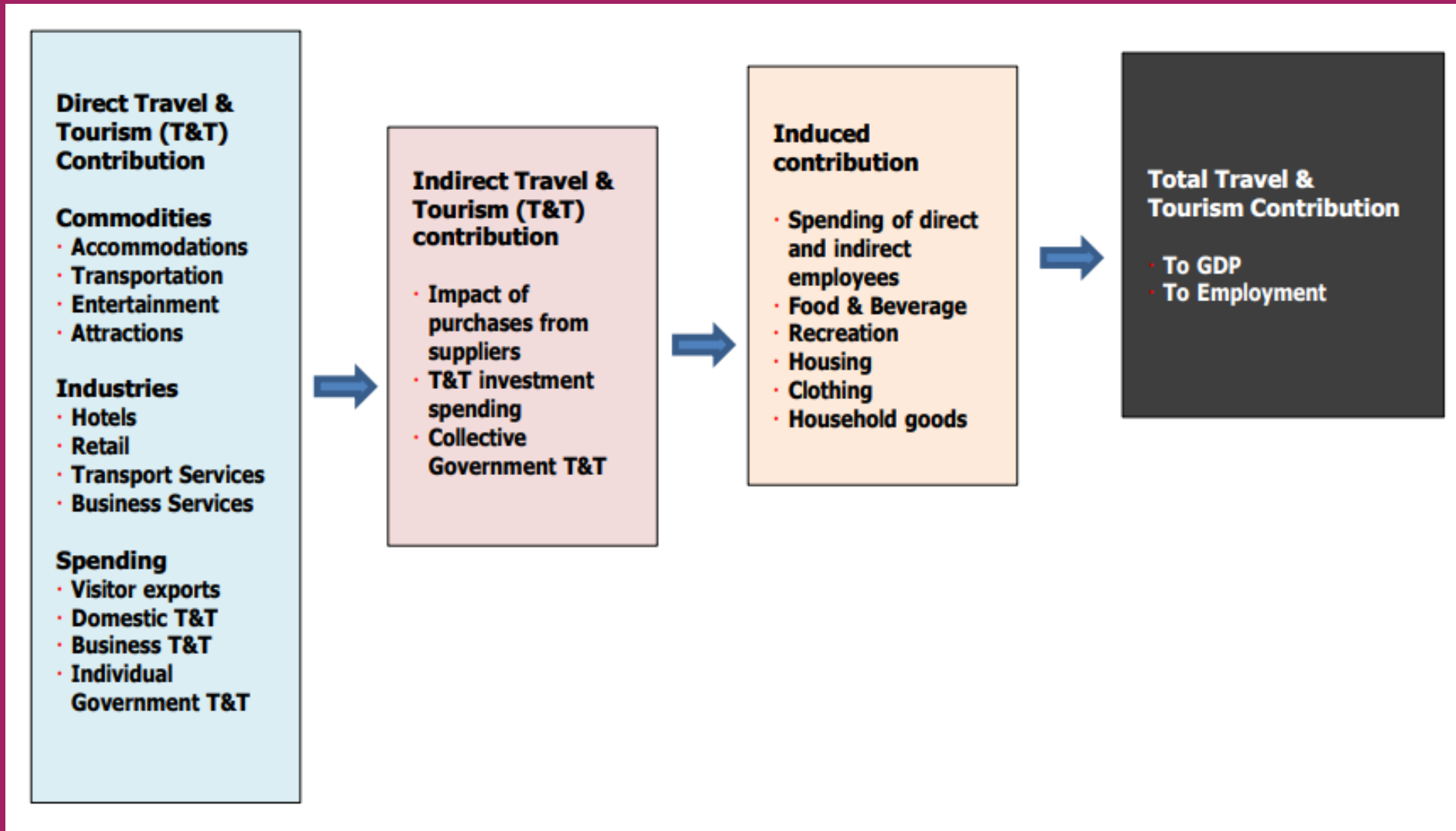
Using our own FRPA Economic Impact Calculator

- ✓ Calculate Property Value Increases
- ✓ Health Savings
- ✓ Environmental Impacts
- ✓ Tourism
- ✓ Public Safety
- ✓ Jobs



Economic Impact

Community Solutions Group for Lake County Regional park



CRR – A community demonstrates its commitment to Recreation by the Cost Recovery it adopts

Essential Services 0-50%		Important Services 50-75%	Value-Added Services 75-100%+	
Pure community	Mostly community	Mix	Mostly individual	Pure individual
Basic services intended to be accessible and of benefit to all; supported wholly or significantly by tax subsidies.	Benefit accrued to both the general public and individual interests, but to a significant community advantage.	Benefit accrued to both individual and general public interests, but to a significant individual advantage.	Nearly all benefit received by individual(s), with benefit provided to the community only in a narrow sense.	Exclusive benefit received by individual(s) and not the general public; individual pays at least the full cost of service provision.
Summer camps Youth sports development Learn to swim classes Special needs programs	Beginning-advanced Swim Lessons Senior programs	Enrichment programs Computer classes Competitive sports programs	Garden Club Adult sports Adult fitness	Field Trips Golf lessons Tennis lessons
Cost Recovery range 0% 25% 50% 75% 100% 100%+				

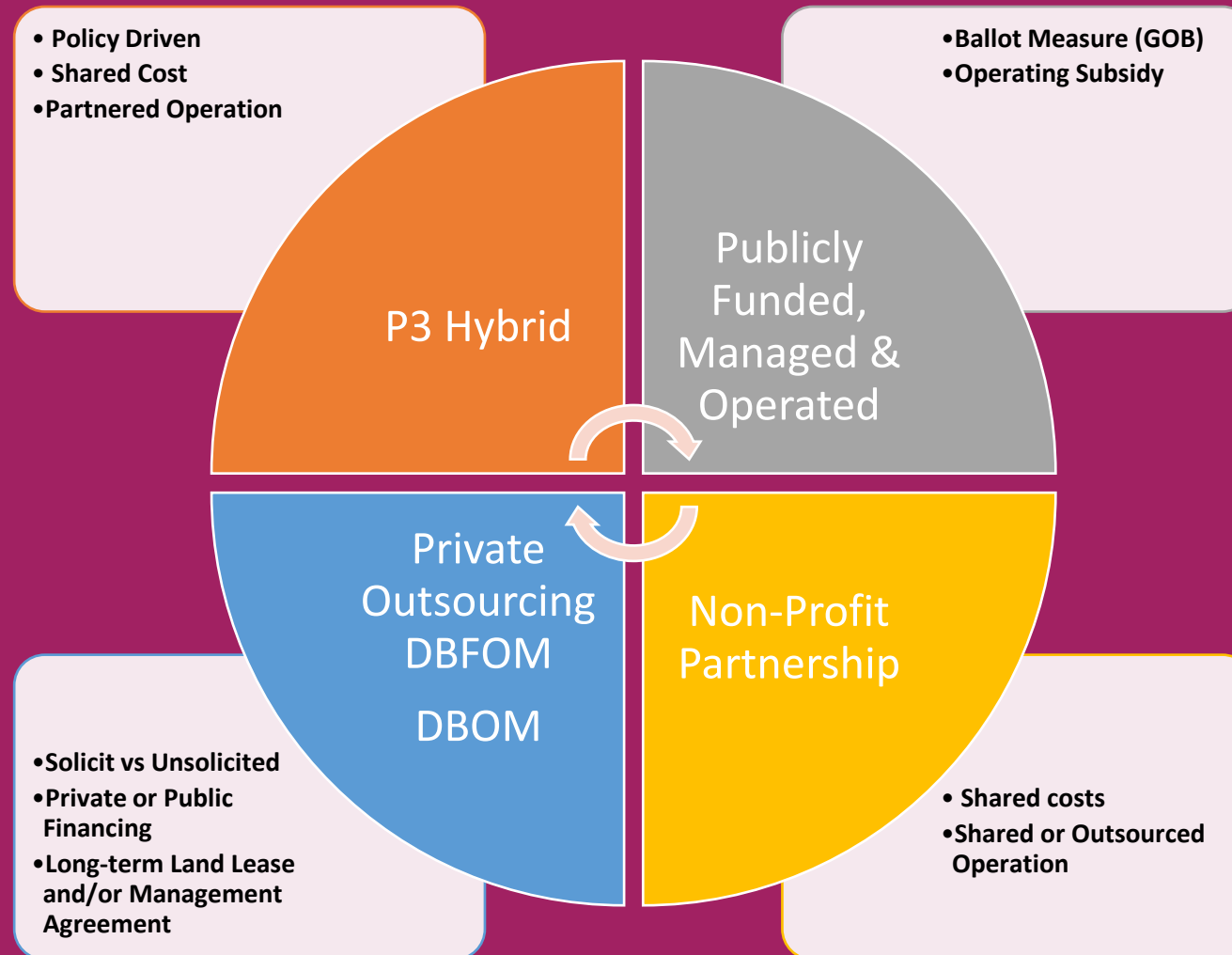


4. Delivering Appropriate, Trusted, and Sustainable Capital, Operating and Maintenance Models

- ❑ Identify best of 4 models--Fiscal Intelligence—know what a good deal is for your community
- ❑ Identifying delivery methods
- ❑ Campaigning for Success
- ❑ Evaluate and Sustain long-term impact—Annual report card NYC



Which Model Works Best for Your Community?



P3 Success Factors

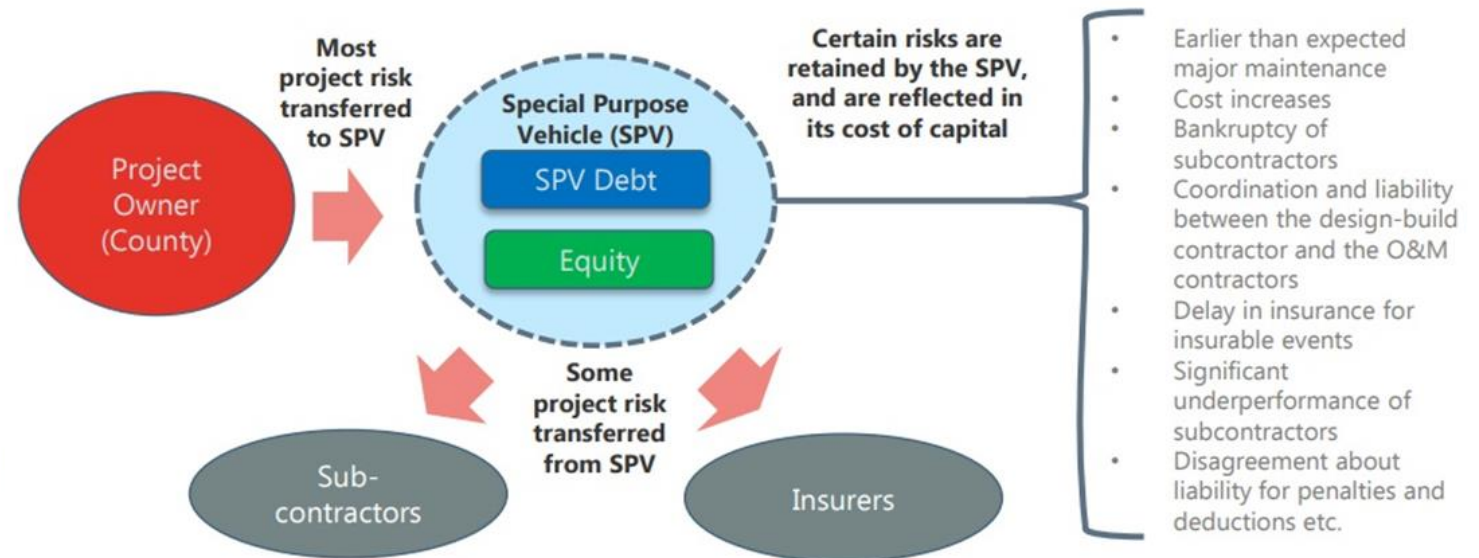
- Legislation – Public Policy that will endure stormy weather
- Government Champions
- Dedicated Staff/Consultants to P3 Projects
- Clear Business Plan (ROI)
- Stakeholder Support
- Solicitation Method to Insure Compatible Partnership



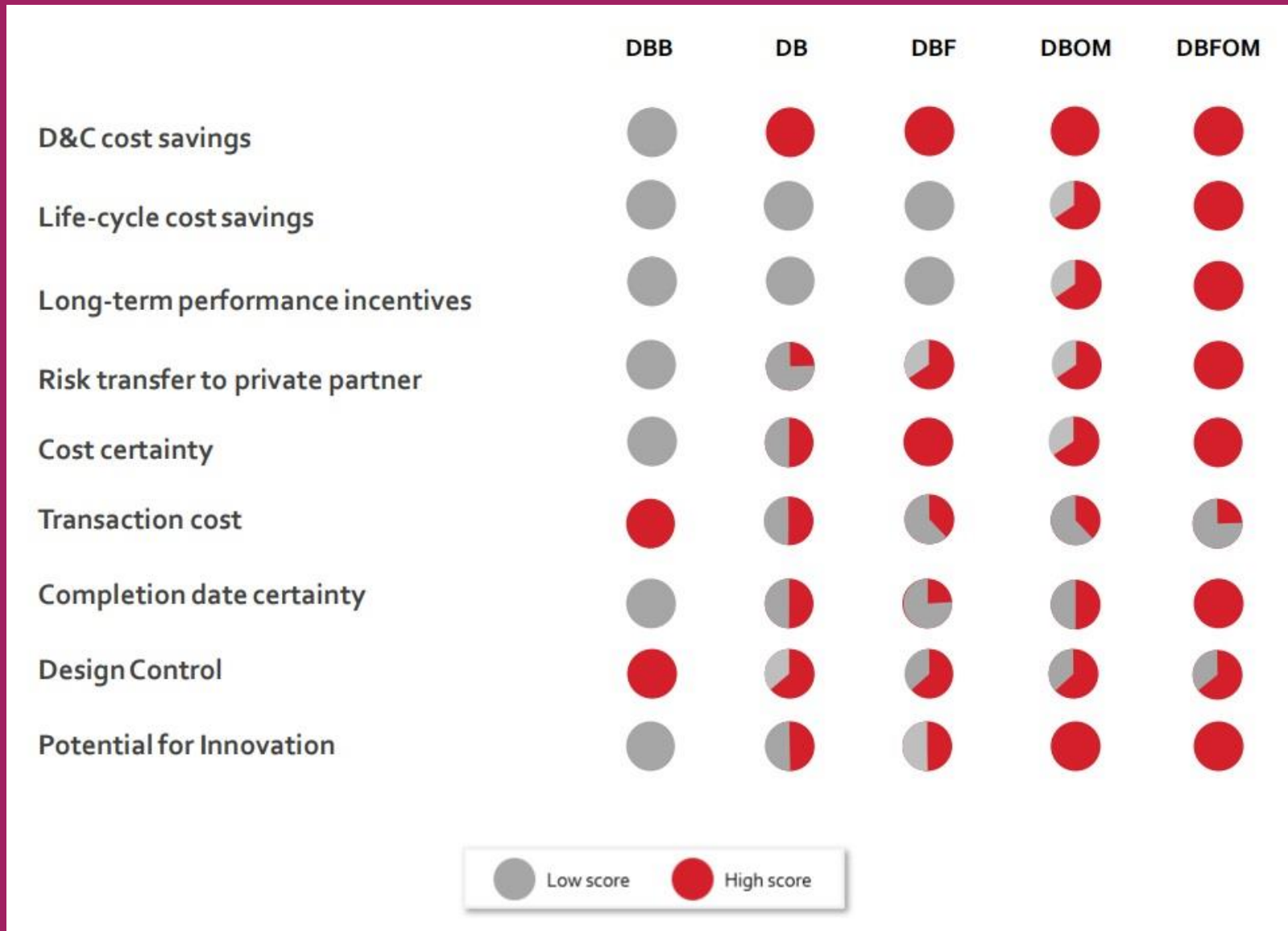
Public Financing vs Private Financing

- Although commonly cited as a key difference between delivery models, the relative costs of public versus private financing should not be understood as a simple point in favor or against a particular model. Facially, it is true that public financing can often be secured at a lower cost than private financing.
- However, this does not represent an “apples to apples” comparison, as the cost of private financing reflects the costs of additional risks being transferred to a private partner.

Figure: Private financing reflects the value of risks and uncertainties



Balancing Risk and Reward Rebel



Plan, Design, Build, Finance, Operate and Maintain for the long haul! Rebel

The Value for Money Assessment yielded several main observations on the optimal delivery model for the project.

- More integrated delivery models (i.e., DBFM, DBFOM) are expected to generate “value for money” due to life cycle costing, risk transfer and performance incentives, when procured competitively.
- The DBFOM model is the only model that minimizes the County’s financial risks and financial obligations.
- Alternative financing and delivery options—DBB + M, DB + M, and DBFM—would create significant fiscal liabilities for the County and exposure to life cycle cost and toll revenue risks.

Rigorous Evaluation and Monitoring

Manage leases and concession agreements assertively

Use a Report Card to ensure consistency and accountability throughout your park system.

NY4P is the only independent, citywide evaluation of the maintenance and conditions of New York City's public parks:

- ❑ Provide an independent assessment of park performance against defined maintenance benchmarks.
- ❑ Highlight high-performing parks, drawing attention to the lessons we can learn from their successful maintenance and upkeep.
- ❑ Shine a spotlight on low-performing parks, drawing attention to immediate maintenance issues and encouraging a more efficient and equitable distribution of limited resources towards the parks that are most in need.



Develop Independent Report Card

Manhattan Park Scores	Col.Young Playground	Harlem River Park	J. Hood Wright Park	Jackie Robinson Park	Riverside Park	Sara D. Roosevelt Park	Thomas Jefferson Park	Tompkins Square Park
SCORE	74	51	75	72	87	63	71	79
GRADE	C	F	C	C-	B+	D	C-	C+
ATHLETIC FIELDS	81	67	40	67	-	44	94	79
BATHROOMS	89	-	-	40	100	60	40	61
COURTS	87	89	76	91	-	74	81	82
DRINKING FOUNTAINS	0	31	50	50	60	22	0	71
IMMEDIATE ENVIRONMENT	100	64	100	77	100	64	100	77
LAWNS	89	38	54	84	93	70	90	85
NATURAL AREAS	-	-	-	81	88	-	-	-
PATHWAYS	-	0	83	79	86	90	96	80
PLAYGROUNDS	59	-	88	73	92	58	86	82
SITTING AREAS	86	85	78	87	74	83	62	87
TREES	-	-	89	89	100	75	92	89
WATER BODIES	-	-	-	-	-	-	-	-
NEIGHBORHOOD	Harlem	Harlem	Washington Heights	Sugar Hill	Hamilton Heights	Lower East Side	East Harlem	East Village
COUNCIL DISTRICT	9	8, 9	10	9	7	1	8	2
COMMUNITY BOARD	Manhattan 10	Manhattan 11	Manhattan 12	Manhattan 9, 10	Manhattan 9	Manhattan 3	Manhattan 11	Manhattan 3
ACRES	7	6	7	13	13	8	13	11
GRADING CATEGORIES ■ EXCELLENT 97-100 ■ VERY GOOD 89-90 ■ SATISFACTORY 79-70 ■ CHALLENGED 69-60 ■ UNSATISFACTORY 59 and below								

Delivering Hybrid P3s Case Studies

VISION- THE GROVELAND FAMILY ADVENTURE PARK



Sand Mountain Park & Amphitheater



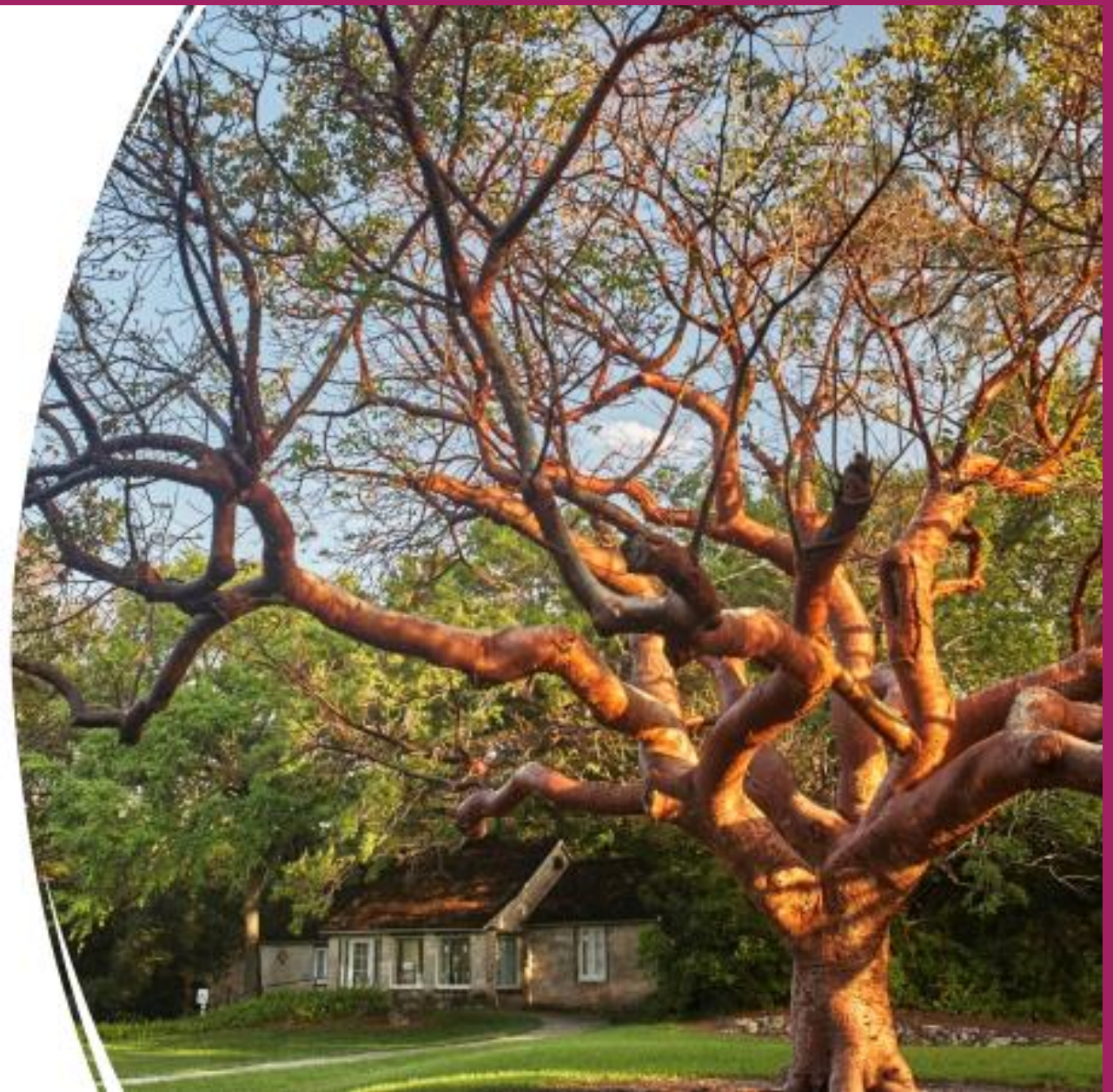
Delivering Hybrid P3s Case Studies



Stay the course and *one day all youth will have the opportunity, motivation, and access to play sports, regardless of their race, ethnicity, sex, ability, or ZIP code.*

Make big plans; aim high in hope and work, remembering that a noble, logical diagram once recorded will not die, but long after we are gone be a living thing, asserting itself with ever-growing insistence.

Daniel Burnham



Q & A



Thank You!

**Jack Kardys, Panel
Coordinator**
Jkstrategiesllc@gmail.com

FRPA
FLORIDA RECREATION
& PARK ASSOCIATION

For more information about the
Florida Recreation and
Park Association
visit frpa.org