



Welcome to the 2017 FRPA Conference!

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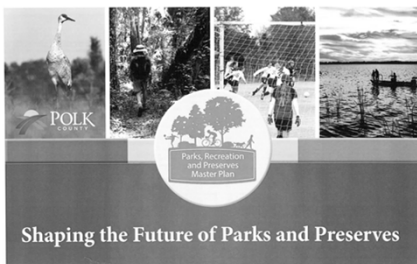
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### How to do a Parks, Recreation and Preserves Master Plan **In-House**



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### Learning Objectives

- Locate and compile data important to the Master Planning Process from a number of sources
- Orient information gathered to existing regulatory environment
- Learn techniques for using information as part of the decision support process for strategic planning
- Create goals, objectives and policies that work
- Create measureable and actionable implementation steps




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### Introduction to Planning

- Planning is deciding in advance: what has to be done & how it's going to be done, how much time it will take, and who is to do it.
- Planning "bridges the gap" from where we are to where we want to go (**end state**)
- Planning involves creating goals, objectives, and policies after review all of the options
- **Planning is a continuous process**

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### Benefits of Planning

- Planning lets you anticipate and shape the future by prioritizing and implementing actions
- Planning helps to budget: time, personnel, and dollars
- Planning furthers coordination and cooperation between and among stakeholders
- Planning facilitates cyclic evaluation of your areas, facilities, and programming

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### Why do Master Plans Fail?

- Master Plans fail if not supported by business and implementation plans
- Master Plans fail if they don't involve the stakeholders
- Master Plans fail when their primary supporters leave
- Master Plans fail when they cannot adapt to changing times.

— "Improvise, Adapt and Overcome" -

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### A Parks and Recreation Master Plan answers the questions:

- How do we deal with geographic, demographic, and psychographic changes in your parks system?
- How do we compare to other park systems in Florida: operating costs, quality/types of facilities?
- Are we currently well served by our parks system or are we at a deficit?
- Are our recreation programs responsive to client needs?
- How do we justify the budget and what is it based upon?

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### Master Plan: Why Now

- Your last Master Plan is exhausted of projects
- There has been institutional change such as a merger with another department
- Change in market conditions, demographics,, technology, or environmental conditions
- New opportunities such as major expansions, grant funding initiatives, or new programs
- Direction from governing body

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Specific Direction from Comprehensive Plan

Recreation and Open Space Element  
Objective 3.502A – “The Parks and Natural Resources Division shall develop a Master Plan that will guide all County Park and Open Space decisions to provide recreation services to Polk County residents and visitors.”

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Specific Project Objectives

1. Inventory of areas and facilities using GIS
2. Identify and prioritize residents’ needs through public involvement
3. Identify emerging trends and develop organizational capacities to address them
4. Identify gaps and opportunities in the system
5. Prepare financially feasible plans using existing resources for a ten year horizon
6. Recommend revisions to the Comprehensive Plan and revise goals, objectives, policies and guidelines

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Master Plan Process Timing and Cost

- Geographic size of territory and distribution of population
- Money available for Master Plan/use of consultants
- Community support
- Primary authors time frame
- Scope: Tourism, model parks
- -18 to 24 months- including approvals
- \$.18 X number of residents = total cost of Master Plan ( 0.8 in 1985 dollars = 0.18 in 2016)

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### When to Hire a Consultant

1. Staff augmentation
2. External change forces (political cover)
3. Analytic horsepower
4. Fresh perspective (defining long term needs)
5. Training and skill-set
6. Amalgamation with another department




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### Having Consultant Perform Master Plan Research

#### Advantages

- May have Master Plan experience
- Is an outside reviewer which has greater credibility
- May have tools and technology
- Task will be on time on budget
- Finished product may look very professional

#### Disadvantages

- Does not have vested interest in the community
- Is not sensitive to local desires
- May not understand sensitive interests of community leaders
- Cost is high
- Flexibility is not always possible

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### Staff performing Master Plan Research

#### Advantages

- Established community contacts
- Sensitive to local politics
- Vested interest in Master Plan
- Aids in professional development
- Develop new tools for their use
- Lower Cost

#### Disadvantages

- May not be trained in planning
- May not be able to provide needed objectivity
- May lack time
- May appear to be self serving
- May proceed on a hot and cold basis

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### Tourism: Opportunity or Obstacle?

#### Importance to Parks & Recreation

- Visiting friends and relatives (VFR)
- Parks and Recreation system can be strained by nonresident user groups ( e.g. Travel Ball)
- Pay-as-you-go funding solutions are preferred for nonresidents




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### Master Plan General Objectives

- Complete the Plan within 18 months
- Financially defensible
- Involves the public
- Solves identified deficiencies
- Creates “tools” to create a great parks system
- Provides a vision and strategic direction

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### Most Residents Want Basic Needs Met Within Their Community

- Take a Walk or Run
- Ride a Bike
- Walk the Dog
- Play on a playground
- Throw/Kick a ball or frisbee
- Fish
- Attend a local event, festival, market
- Sit outside, eat, read, talk with friends and neighbors
- Many willing to bike, drive or take transit to meet other recreational needs
  - Playing organized outdoor competitive sports
  - Go boating or fishing




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## Plan your work, work your plan

- Task 1 Define Scope of work, public involvement plan and scheduling
- Task 2 Existing conditions inventory and analysis
- Task 3 Review of Comprehensive Plan and related documents
- Task 4 Supply/Demand & Demographics/Trends Analysis
- Task 5 Needs Assessment and develop a vision (Hypothesis)
- Task 6 Implementation Strategy and Action

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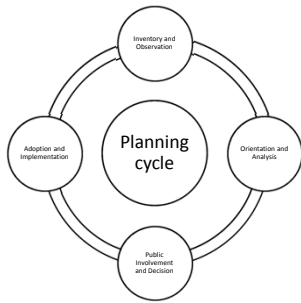
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There are many decision making processes, this is one of them




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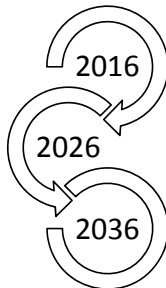
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Each 10 years you repeat the Parks and Recreation Master Planning process




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## Public Involvement Plan

- **Public involvement at all phases**
  - **Observation:** Questionnaire
  - **Orientation** Focus groups
    - + Service learning project; DG course
  - **Decision:** Advisory groups
  - **Action:** Stakeholder involvement

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## Public Involvement: The voice of the Customer

### Public meeting games

- On the Spot Exercise : Park Facilities Priorities
  - 3 dots 2 subjects
- Parks on a Budget Group Exercise
  - spend fake money on parks solutions
- Parks Vision facilitation
  - What is your vision?
- **Online Questionnaire**

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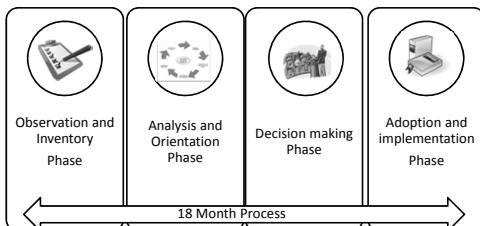
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## Parks and Recreation Master Plan Process




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
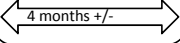
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**Process will include:**  
***Parks and Facilities Inventory***  
***Recreation Program Inventory***  
***Maintenance Analysis***

  
**Observation  
and Inventory**  


- **Which will result in:**
- Complete inventory of Parks and Nature Preserves
- Identification of core Recreation and Leisure programming
- Asset Management Plan

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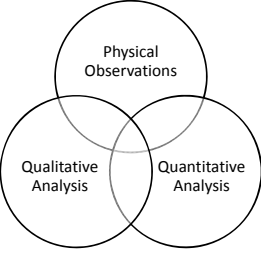
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**Needs Assessment Techniques**



- Quantitative
  - On line survey-1088 responses as of August 8
  - Level of Service Analysis
- Qualitative
  - 9 focus groups
  - 3 Public workshops
- Physical Observations
  - Site Evaluations
  - Trend Analysis
  - Program Assessment

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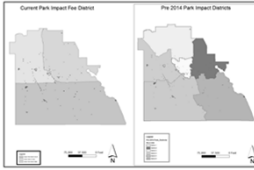
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**GIS Inventory**

- **Park System**
  - Existing Parks System Mapping and Data
  - Related Public Facilities
  - Adjacent municipal, state, county facilities
  - Quasi-public and Private facilities



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## Geographic

- A picture is worth a thousand words
- Maps must have
  - North arrow
  - Title (that means something)
  - Legend
  - Date
  - Citation (where did you get the data for the map)

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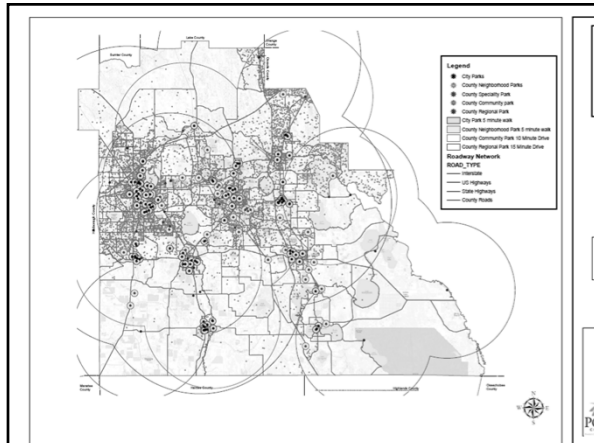
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## Demographic

- U.S. Census
- Bureau of Economic and Business Research
- ESRI Demographics




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## Psychographic

- ESRI Tapestry
- Nielsen pop-Facts
- Journal of Parks and Recreation Administration




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## Inventory

- Administration
  - Administration
  - Management, staffing, budget
  - Maintenance system
  - Funding
  - Land Development Regulations




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## Knowledge Audit

- |   |   |
|---|---|
| <p><b>Land Use Trends</b></p> <ul style="list-style-type: none"> <li>–Land use patterns</li> <li>–Growth trends and location</li> <li>–Demographic data</li> <li>–Survey</li> </ul> | <ul style="list-style-type: none"> <li>• Some Parks and recreation infrastructure and facilities are reaching the end of their design lifespan</li> <li>• Delayed improvement and rehabilitation of facilities based upon budget</li> </ul> |
|---|---|

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### Common Knowledge?

- What's happening externally that directly affects the organization?
- What's happening externally that indirectly affects the organization?
- What's happening internally and externally that could have residual effects in the longer term?
- Were the previous predictions accurate?
- Where and why have previous predictions and reality differed?

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### Observation and Inventory

- Do you know the competition?
  - National and statewide trends
- Do you know if something is broken and how to fix it
- Why did something happen? Find the answer
- Do you know what your assets are?
  - People, places, things.

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### Can you demonstrate that you know what your customers want?

- BIG DATA
  - Histograms
  - Trend charts
  - Maps
  - Scattergrams
  - Spatial Analytics




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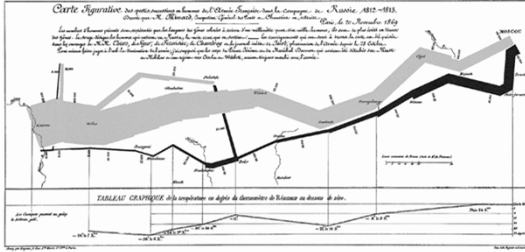
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## Graphics




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## Literature review

- SCORP
- Comprehensive plan
- Transportation Planning Plan
- DEP Florida Greenways + Trails
- Regional Plans
- Facebook groups etc.




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The **Polk County Comprehensive Plan** provides for Parks, Recreation and Preserves in the:

- **Parks and Open Space Element**
- **Land Use Element:** Preferred locations for Recreation and Open Spaces for Parks
- **Conservation Element:** Use of Preserves
- **Transportation Element:** Bikeways and Transit

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## Publications

### Domain Intelligence

- NRPA
- The Trust for Public Land

### Business Intelligence Reports

- Outdoor Foundation Topline Report
- NRPA Park Metrics
- Florida Benchmarking Consortium  
(membership required)

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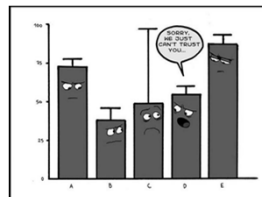
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## Analysis

### • Park System Service Delivery

- Future Growth
- Park Demands
- Quantities of Facilities
- Location / Service area
- Appropriateness
- Level of Service




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## ORIENTATION

- The reason every map has a north arrow




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
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**Process will include:**  
***Regulatory Compliance review***  
***Benchmarking with Regional and National Standards***



Analysis and Orientation

← 4 Months +/- →

**Which results in:**

- Determining Levels of Service for Parks and Recreation Facilities
- Developing Policies and Recommendations for Future Recreation and Parks Needs

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**ORIENTATION**

- Orientation is getting the people involved in problem solving to become aware of the influences both on them, and others.
- *You cannot control the wind but you can adjust your sails*



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**Orientation**

- Analyze the information, to give you an update of where you are and where you need to be.
- Create a common operational picture (COP)
- Make choices based on evidence alone
- Do your best to remove 'bias' gained from own knowledge and experience

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### Trend analysis

#### Importance to Parks & Recreation

- Increased trail use: hiking, biking and running
- Declines in youth and adult organized sports
- New demands: pickleball, disc golf, cricket, quiddich, rugby
- Off-leash dog parks




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### Orientation to

- New Information
- Previous Experience
- Cultural Traditions of your location
- Rules, regulations and trends

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### Analysis

- Data is turned into business intelligence
- Business intelligence is focused into an understanding of the situation , a Common Operational Picture, upon which the next two phases decision making and action, will depend

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Tools e.g. Visitor Activity Management Process

[illegible]

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## Tools, e.g. Placemaking for Parks



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### Analysis and synthesis of public input with Data and Analysis Documents



Which will result in:

- Establishing Priorities for parks and facilities
- Priorities for recreation and leisure services
- Priorities for special interest facilities

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### Data driven and evidence based plan

- Decision makers gather information (observation and inventory), form hypothesis about customers activities and what the competition is doing (analysis and orientation) make decisions based on previous 2 steps and stakeholder involvement (public involvement) act on those decisions (adoption and Implementation)

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### Decision

- Weighing alternatives and making choices based upon data obtained in the observation phase
- Different responses and plans for implementing them are created and evaluated
- Develop the plan for action/implementation, a hypothesis or vision

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### Vision and Intent

- Vision: A unifying hypothesis that provides a way to rapidly shape policy and direction of effort and as synchronize support activities with stakeholders.
- Intent: gives the opportunity for staff to use their skill and experience and take the initiative to operate quickly in uncertain environments to create the park system as imagined in the vision

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## Decide how to accomplish vision

### The Phasing Plan

- Phasing by time, population, cost, and facilities
- Capital Improvements Plan




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## Implementation vision

- Improve existing procedures or create new procedures: manage risk
- Action is taken
  - With clear and detailed direction
  - Consensus and ownership

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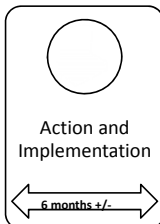
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Process will include:

***Reviews and comments by stakeholder groups***  
***Review and comments by the Polk County Board of County Commissioners***  
***Authoring: Executive Summary, Master Plan***



Which will result in:

- Formatting the Final Document
- Presentation to the Polk County Board of County Commissioners for Adoption into the Comprehensive Plan

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### Action

- Provide training because:
- The success or failure of a any decision depends not only on the quality of the decision itself, but also on the commitment of the individuals responsible for bringing that decision to life

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### Intent: The contract of leadership

- The Master Plan gives staff a clearly defined vision and the goals to create the vision
- The implementation plan is the contract which obtains Staff commitment to achieve the goal

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### Action/Implementation

- Implement the changes
  - Monitor the park system
  - Review and reassess the solution
  - Ensure plan produced the intended results
  - Restart the process

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### In 5 or 10 years start the cycle again

- Observe whether the actions were favorable, not favorable or indeterminate over the 10 year span, making adjustments as necessary
- Start the orientation phase of the planning cycle again when closing on 10 years.

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### Follow -up

1. Resolution to Adopt Plan
2. Plan Implementation: Work assignments
3. Plan Update  
Year end annual review, 5 year evaluation and appraisal and 10 year update.

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For more information about the Florida Recreation and Park Association visit [www.frpa.org](http://www.frpa.org).

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