

VISION POSSIBLE

FRPA 2020



WELCOME TO THE 2020 FRPA CONFERENCE!

VISIONPOSSIBLE

FRPA 2020

Tuesday REMINDERS

COMPLETE AT
LEAST YOUR NAME
ON THE EVALUATION
FORMS SO WE CAN
TRACK ATTENDANCE –
JUST IN CASE!

GENERAL SESSION
AND BANQUET SEATING
WILL BE AT TABLES FOR 4 –
PLEASE DO NOT MOVE ADDI-
TIONAL CHAIRS TO TABLES.

EXHIBIT HALL
CLOSING: MASKS ARE
REQUIRED, PLEASE FOLLOW
DIRECTIONAL ARROWS, AND
AVOID CONGREGATING IN
GROUPS AT BOOTHS.

IF YOU NEED CEUS,
YOU MUST TOTALLY
COMPLETE THE
EVALUATION FORM

TEMPERATURE
CHECKS ARE REQUIRED
EACH DAY. SEE PAGE 19 IN
YOUR PROGRAM BOOKLET

STAY
SIX FEET APART
AND AVOID PROLONGED
CONTACT FOR LONGER
THAN 15 MINUTES.

VERIFICATION OFFICERS
WILL GIVE YOU THE ALL
CLEAR ONCE MEETING
ROOMS HAVE BEEN
CLEANED AND ARE
READY FOR YOU.

WEAR YOUR
MASKS AT ALL TIMES
AND MAKE USE OF HAND
SANITIZER THROUGHOUT
THE CONFERENCE SPACE.

KEEP YOUR OWN PEN
HANDY SO WHEN ASKED TO
SIGN YOU CAN DO SO WITH
YOUR PERSONAL WRITING
DEVICE.



optimizing

*economic and financial outcomes
for parks and recreation assets*

AGENDA

- Introductions
- Step 1: Definition
- Step 2: Evaluate Existing Assets
- Step 3: Create the Plan
- Step 4: Implement & Execute
- Step 5: Perform & Report



JASON
CLEMENT

CEO & FOUNDING PARTNER
THE SPORTS FACILITIES MANAGEMENT

**BUILT TO IMPROVE THE HEALTH
AND ECONOMIC VITALITY OF
COMMUNITIES**

**FOUNDED IN
2003**

**25 MILLION
GUEST VISITS
ANNUALLY**

**2,000+ CLIENTS
SERVED**

optimization

- » All climbers, all routes 45% (we estimate this figure is closer to 65% today)
- » All climbers, all 5 day routes 27%
- » All climbers, all 6 day routes 44%
- » All climbers, all 7 days routes 64%
- » All climbers, all 8 day routes 85%

Kilimanjaro Summit Success Rates by Route

Machame Route Success Rate

The **Machame route** is probably the most popular route up Kilimanjaro with roughly 50% of all trekkers using it.





could we be doing
better?



what is
Success?

step 1: define optimization

Any project that will leverage or has leveraged tax payer dollars should begin by understanding the will of the people. Community will breeds political will, both of which are key requirements for obtaining project funding in the public sector.

define optimization

Community Activation

- Community Engagement – Number of program participants or visitors
- Crime Rates/Mental Health – Reduction in crime in surrounding area
- Placemaking/Community Pride – Measured by population growth & retention
- Environmental – Green Community/Carbon Neutral

Economic Impact

- New Market Spending – Tourism
- Job Creation – New jobs created, direct and indirect
- Economic Development – New Businesses

Financial Outcomes

- Property Values – Increase in tax revenue from property taxes
- ROI – Operational return or subsidy on project
- Environmental – Rainwater retention savings
- Healthcare Costs - Hours of activity

impact / performance

- Review the historical performance of the park and facility against forecast
- Measure the qualitative (if possible) health and social outcomes
- Situational Awareness
 - Consider Community Conditions
 - Ex. COVID-19
 - Ex. New Service Providers



impact / performance

New tools are emerging in this space. For example, the FRPA calculator just launched in Florida for parks/trails and outdoor spaces.



6 impact areas

1

PROPERTY
VALUES

2

HEALTHCARE
SAVINGS

3

ENVIRONMENT

4

TOURISM
SPENDING

5

PUBLIC
SPENDING

6


JOBS
CREATION



PROPERTY VALUES

Distance from parks and trails is known to influence residential property values. Nationwide research shows that the premium for proximity to these spaces can affect market values up to 2,000 feet by 20 percent or more.

 # 200	X	 \$250,000
Number of Homes Within 500 feet of Park		Average Sales Price
 \$ 50,000,000.00	X	 10 %
Total Market Value		Proximity Effect %
 \$ 5,000,000.00	X	 5
Incremental Market Value		Millage Rate

 CALCULATE

VIEW SUMMARY

Increased Value of Nearby Homes
BASED ON THE PROXIMITY EFFECT

\$5,000,000

Incremental Property Tax Value Increase
\$25,000 TAX VALUE




\$9,057,840

ANNUAL SPENDING GENERATED
THROUGH RECREATION
AND/OR EVENTS

TOURISM DOLLARS GENERATED

From majestic parks to oceanside beaches and sports tourism destinations, visitors are attracted to Florida's natural resources and spend money on food, travel, and lodging during their stay, bringing new dollars and tax receipts into the region as tourists.

	#	200,000	X		5	%
		Total Visitors to the Park for Recreation		% Non-local visitors		
	#	10,000	X		\$124.08	
		Non-local Visitors (Recreation)		Average Expenditure		
	#	90,000	X		70	%
		Total Visitors to the Park for Events		% Non-local visitors		
	#	63,000	X		\$124.08	
		Non-local Visitors (Events)		Average Expenditure		

 CALCULATE

VIEW SUMMARY



\$1,476,000

HEALTHCARE COST SAVINGS



HEALTH SAVINGS

Studies of health care economics and policy have established that increased access to public outdoor spaces and more biking and walking infrastructure encourages people to exercise, which as a result, reduces overall health care expenditures.



1,000



\$1,230

of Unique Users Under 65 Annually

Healthcare Savings



100



\$2,460

of Unique Users Over 65 Annually

Healthcare Savings



CALCULATE

VIEW SUMMARY



IMPACT ON THE ENVIRONMENT

Parks have been proven to positively impact the environment and reduce the cost of environmental impacts for communities related to storm water management, pollution mitigation, energy consumption, and other issues. This calculator utilizes currently published data to quantify the positive environmental impacts in terms of the appropriate unit measurement (i.e. Gallons of storm water mitigated) and the monetary value of these impacts. The tree calculation considers a broad set of impacts based on the number of trees in a park while the acreage calculation considers only storm water mitigation impacts based on the number of acres of park land.

If the number of trees is not available or cannot be quantified, please use the number of acres of park land to calculate the impact of storm water mitigation



500

Number of trees



Central Florida

Climate Zone

 CALCULATE

VIEW SUMMARY

\$17,000

TOTAL ANNUAL NET SAVINGS



PUBLIC SAFETY

Research suggests that parks that offer spaces that are well-maintained, and activated can have a positive impact on the public safety of the communities they are located in. Additionally, Parks that offer out-of-school time programming can help deter youth from engaging in risky behavior. Furthermore, Parks and Recreation is the leading provider of low-cost/free aquatics programming. These programs can help to lower drowning cases, which is one of the leading causes of death for children ages one through four.



#

100

Out-of-School Program Participants



#

250

Swim Lesson Participants



CALCULATE

VIEW SUMMARY

100

TOTAL KIDS PARTICIPATING IN
OUT-OF-SCHOOL TIME PROGRAMS

250

TOTAL KIDS PARTICIPATING IN
SWIM LESSONS/WATER SAFETY

147**JOBS SUPPORTED**

JOBS SUPPORTED

Parks have been proven to be drivers of significant economic activity, having a positive impact on the economy through supporting jobs in local communities. The calculator strives to utilize currently published data to quantify the total jobs supported.



\$ \$300,000

Total Operating and Capital Budget

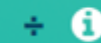


\$120,220

Amount/Job



\$ \$9,057,840

Total Annual Spending Generated
Through Recreation and/or Events

\$62,500

Amount/Job



CALCULATE

VIEW SUMMARY

step 2: evaluate existing assets

There are four main categories for performing this analysis:

- Physical Assets
- Human Resources
- Marketability
- Financial Resources

Impact /
performance

physical assets

Several key areas to review during the physical asset evaluation include:

- Sense of place / Wayfinding
- Operational Efficiency – Workflow, Storage
- Location & Marketability of sub-components (F&B, Retail, Features)
- Systems & Software
- Technology Integration
- Maintenance – Cleanliness, Wear & Tear



human resources

- Organizational chart
- Accountability chart
- Job descriptions
- Financial performance tracking system
- Staff development plans
- Training and review structure



Organizational health

- Accountability
- Collaboration
- Aligned Vision, Goals & Strategies
- Performance



marketability

1. Who is Your Competition?
2. What is Your Brand Position?
3. Are Your Products/Services “On Trend”?



According to The State of the Industry Report Recreation Management magazine's 2015 State of the Industry Report, the most popular programming to be added to recreation centers are as follows:

- Mind body / balance programs
- Fitness programs
- Educational programs
- Day camps & summer camps
- Environmental education



marketability continued

1. Who is Your Competition?
2. What is Your Brand Position?
3. Are Your Products/Services “On Trend”?
4. Marketing Plan
5. Marketing Plan Execution



financial assets

- Being by identifying the following:
- Potential funding sources (existing)
- Potential funding sources (new)
- Opportunities for partnerships
- Additional revenue streams for the asset
- Community and political will



success = placemaking

CASE STUDY

City of Oldsmar & Empower Adventures, Oldsmar, FL

Placemaking: City of Oldsmar aspires to be an adventure sport hub; adding a high ropes course and zip line supports the community's vision and creates a unique asset for residents.

ROI – City activated an underutilized park and waterway in their community through a public-private-partnership with a private operator. With minimal environmental impact and no financial investment, the city now realizes a lease payment from the private operator that can be used to create new programs, assets, and events elsewhere in the community.



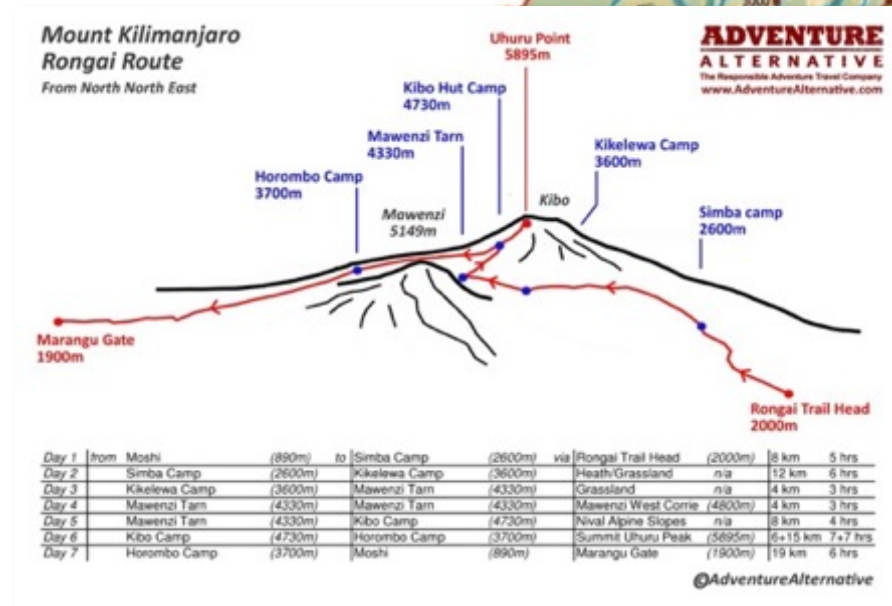
step 3: create the plan

3 Components to Good Strategic Plan

- Master plan relevance
- Financial plan
- Timeline with accountabilities

Mt Kilimanjaro National Park

Knowing the route to take is a large part of the trek. Understanding the end goal, relevant factors, and what determines success will light the way.



create the plan

1

MASTER PLAN RELEVANCE

Begin with the end in mind. The Strategic plan should reflect the 'why.'

2

FINANCIAL PLAN

This is a keystone that if overlooked will cause delays, loss of support or terminate the entire project

3

TIMELINE

Charting out accountabilities with date-driven dependencies

optimization timeline

Aviator Sports & Events Center

- Financial Tracking & Reporting
- Operational Systems & Procedures
- Marketing & Sales Initiatives
- Existing Program Enhancement & New Program Development
- Facility Improvements & Maintenance

Process	265 days	Thu
on process	1 day	Wed 3
d reporting system	1 day	Wed 3
making group	2 hrs	Thu
	2 wks	Thu
M/SFA reporting structure	0 days	Thu 4
valuation Meetings	265 days	Thu
w & Evaluation	2 days	Tue 2
ility to Key Members	1 day	Wed 3
ew Hires and Staffing Plan	1 day	Wed 3
view	242 days	Mon
klow/NPS/CHM/SFA)	240.25 days	Thu
Strategic Planning	52 days	Thu 1
	25 days	Thu 1
ng	25 days	Thu 1
& Plan Presentation	2 days	Thu 12
orting	166.88 days	Mon 1
ew	1 day	Fri 2
ations for improved financial reporting	2 wks	Mon
ors (KPI's) Report Development	14.75 days	Mon 3
velopment	13.25 days	Mon 3
ific KPI development	5.5 days	Fri
s Programs	3.5 days	Fri
ities	2 days	Wed
i Collection Systems Review	100.88 days	Fri 2
t administrative support systems	0.75 d	Fri 2
ftware Applications Review	0.38 days	Fri 2
ative Personnel	0.38 days	Fri 2

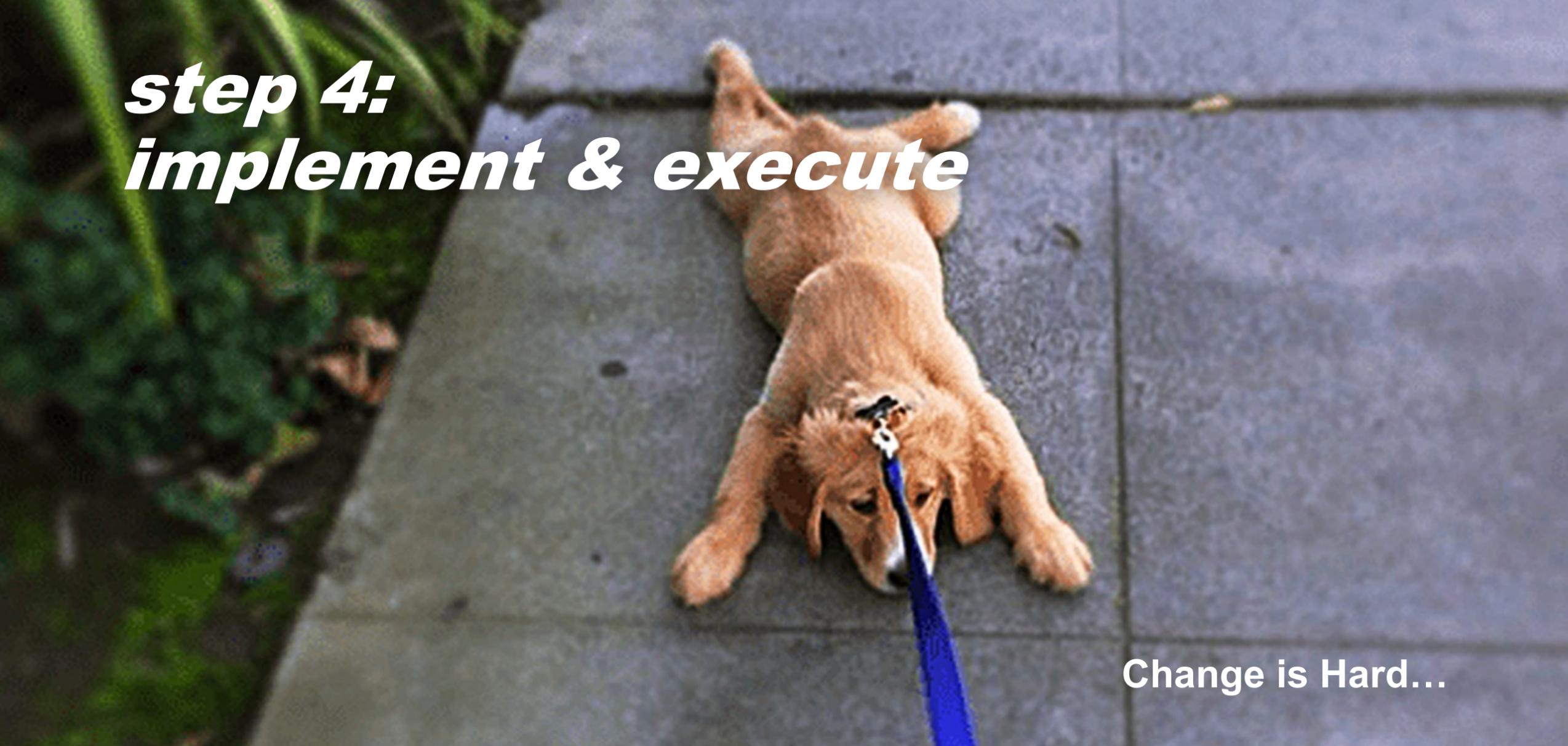
optimization timeline (case study)

Aviator Sports & Events Center, Brooklyn, NY

- 2008 Total Net Income: \$7,087,276
2013 Total Net Income: \$9,584,831
- 2008 Cost of Goods & Service: \$2,931,516
2013 Cost of Goods & Service: \$3,522,728
- 2008 Gross Profit: \$3,576,397
2013 Gross Profit: \$5,481,007
- 2008 Operational Expense: \$5,449,86
2013 Operational Expense: \$4,227,634

**2013
Total Net
Income
\$1,253,374**





***step 4:
implement & execute***

Change is Hard...

Kibo Hut (Base Camp)

15,000 ft

20 degrees

Windy



implement & execute

- Timeline – dates and deliverables
- Change management – get the team on board
- Define roles and reporting
- Build a system for communication



the right team

- Aligned Values & Goals
- Clear Accountabilities
- Timeline with accountabilities
- Expertise & Leadership Track Record
- The Right Tools & Processes

economic impact & community engagement

CASE STUDY

Hoover Met Complex, Hoover, AL

- Retained SEC Baseball
- Spurred Economic Development and Tax Revenues
- Served Growing Community Recreation Needs



economic impact & community engagement

CASE STUDY

Hoover Met Complex, Hoover, AL

The Hoover Metropolitan 'Met' Complex is a premier community recreation and sports tourism destination located in Hoover, a suburb of Birmingham, AL. The Hoover Met Stadium was originally built in 1988. As part of an effort to utilize a sports tourism strategy to drive economic impact and community engagement, the Finley Center, an indoor sports facility, a new baseball/softball complex, and an RV Park was added to the stadium in June 2017.

50 million

in economic impact.
The original forecast was
11.8 million

30,000

Community users in this
facility in 2018

SEC Baseball

6 Year Commitment
Public Praise
Future Dialogue

step 5: perform & report

Good reporting requires:

- Multi-disciplinary reports
- Consistency
- Daily, Weekly, or Monthly review
- Well-defined KPI's and Goals
- Two-way reporting

identifying a need to optimize

Optimization Starts With A Vision

- Recognition of a heavy financial subsidy for an asset
- Under-performing programming
- Aging recreation or wellness centers
- Increased demand from a growing local population
- Voices in the community who desire change.

“ The optimization process shouldn't signify failure; instead we invite you to consider it as a leadership opportunity and as a sign of untapped financial and economic potential. ”

when to start

The Right Time to Begin

The optimization process can never start too early. Even assets that are still in the planning stages or currently under construction can be optimized. Through our work in hundreds of communities, we've seen projects that have challenges from day 1.

the right time is NOW.

Optimization is an ongoing process. Every day and every task is an opportunity to do it better every time and innovate process to become more efficient, organized, profitable, and optimize the economic and financial outcomes.





Q & A

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FLORIDA RECREATION
& PARK ASSOCIATION

FOR MORE INFORMATION ABOUT THE FLORIDA RECREATION AND PARK ASSOCIATION VISIT [FRPA.ORG](https://frpa.org)