

REFLECT • RENEW • REVIVE

FRPA 2016

# Planning & Paying for Dynamic Parks & Recreation Systems



# Session Objectives

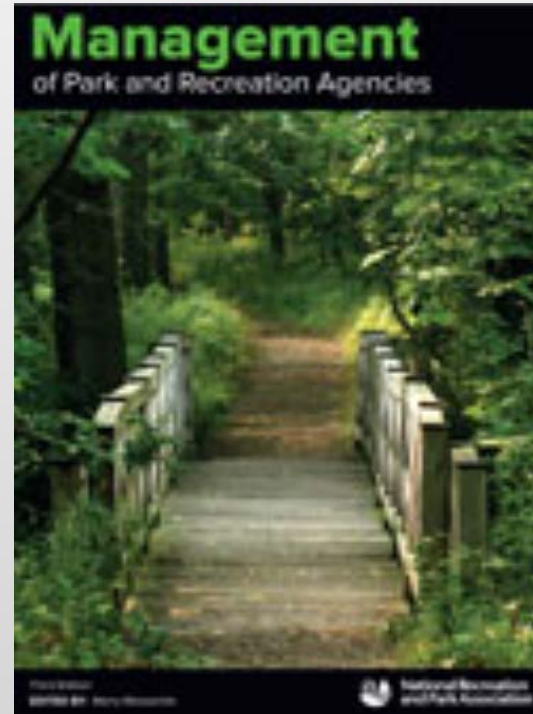
- Emerging trends
- How does a quality park system improve quality of life & economic development
- Discuss quantitative & qualitative needs assessments
- Bringing the data & community together to plan the system
- There is more than one way to fund a system



# Education & Resources

# NRPA Leads the Way

- Management of Parks & Recreation Agencies, 3<sup>rd</sup> Ed.
- Parks, Recreation, Open Space & Greenway Guidelines
- NRPA Field Reports
- CAPRA National Accreditation Standards & Handbook
- [www.nrpa.org](http://www.nrpa.org)



# Partnering Professional Associations

- APA's City Parks Forum Briefing Papers "how cities use parks for.....
  - ✓ Community Revitalization
  - ✓ Community Engagement
  - ✓ Economic Development
  - ✓ Create Safer Neighborhoods
  - ✓ Green Infrastructure
  - ✓ Help Children Learn
  - ✓ Improve Public Health
  - ✓ Arts and Cultural Programs Growth
  - ✓ Promote Tourism
  - ✓ Smart Growth
  - ✓ Climate Change Management



# Understanding the Past

# A Historical Perspective

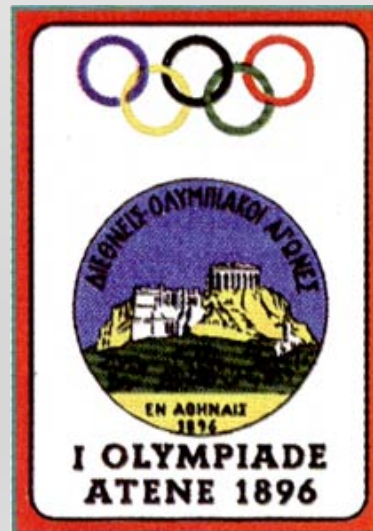
- Ancient Olympics held nearly 3000 years ago
- Parks & gardens were designed for royalty from the time of pharaohs to medieval times
- In England, the first parks were “deer parks”, where large walls & fences kept the animal in and people out
- 16<sup>th</sup> century saw these game preserves being transformed into landscaped parks





# A Historical Perspective

- With the industrial revolution parks for people became important
- Cemeteries were places for picnic and social gathering
- 1896 brought the Modern Olympics to the global arena





# A Historical Perspective

- In America, the modern park was formulized through the work of Fredrick Law Olmstead
- National Park Service 1916
- With the birth of baby boomer's recreation activities came to the forefront for service delivery



# Recognizing Change

# Recreation Trends

- Non-traditional social opportunities
- Location-based augmented reality gaming
- Pop-up parks
- Paw Parks



# Recreational Trends

- Traditional vs. Emerging
- Declining youth participation in traditional team sports
- Moving away from team to individual activities
- Less unstructured time
- “Taking care of what we have”
- Flexible, multipurpose & multigenerational facilities and programs





# Recreational Trends

- Demand for trails, greenways & blueways
- Sports, cultural & eco-tourism
- Extreme Activities



# Recreational Trends

- Health, wellness, & fitness programs participation is up
- Less impact sports such as pickleball
- Community Gardens



# Planning for the Future



# Questions to Answer?



# Where are we Now?

- Needs Assessment
  - Quantitative & Qualitative
  - Identifies existing conditions (physical, human, funding resources)
  - Updates inventory
  - Evaluates organizational structure
  - Create community profile
  - Identifies community desires through active outreach
  - Provides base data for developing master plan



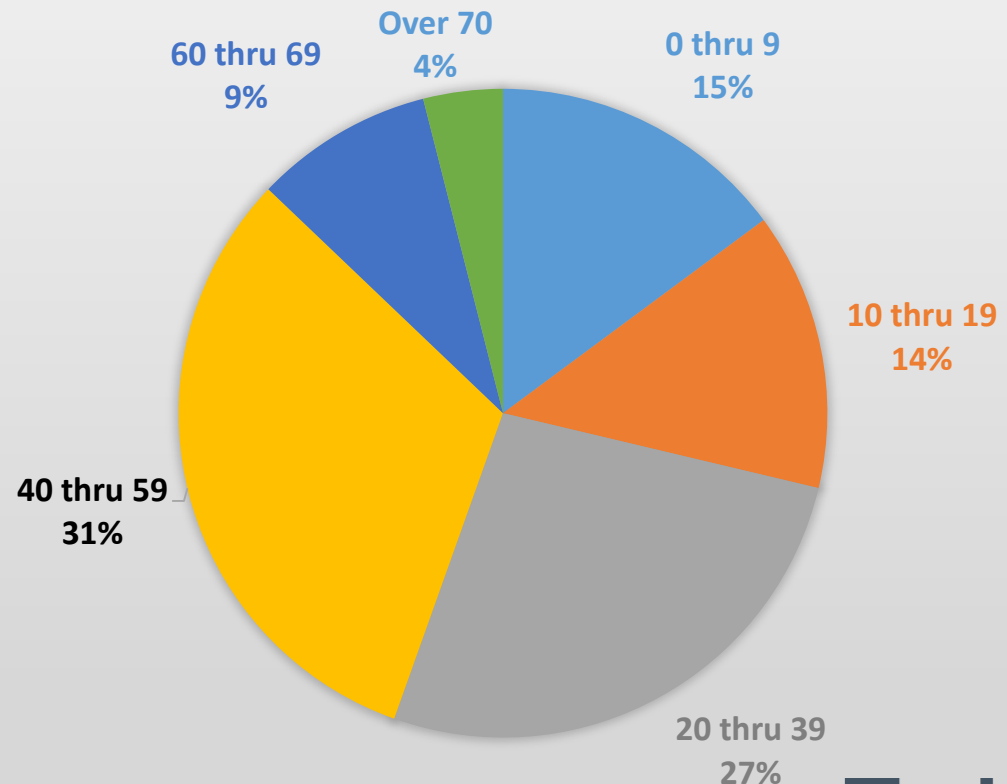
# Park Classifications

- Mini/Pocket Parks
- Neighborhood Parks
- Community Parks
- Regional Parks
- Sports Complexes
- Environmental Parks
- Urban Open Space
- Trails, Greenways & Blueways
- Special Facilities

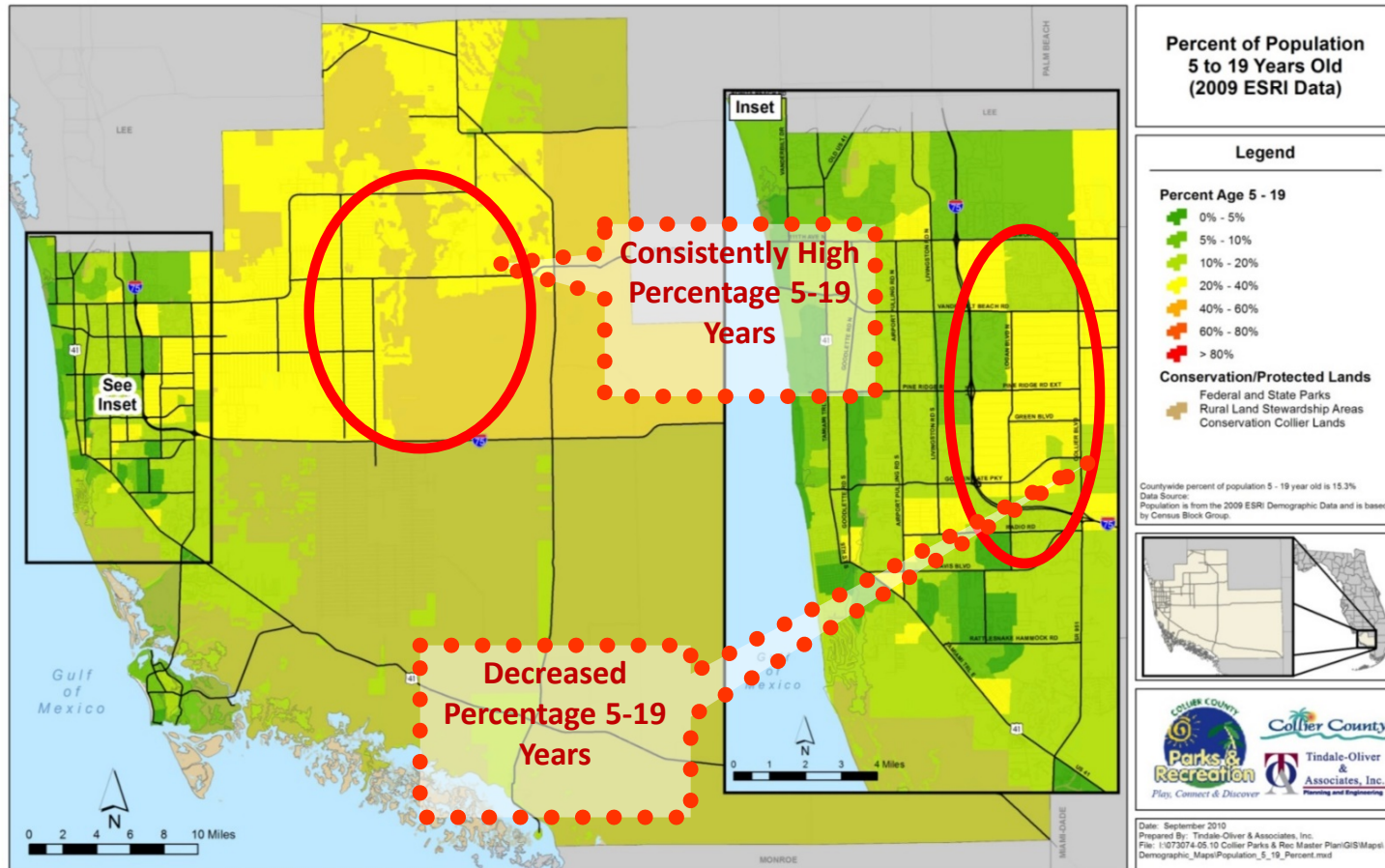


# Understanding Demographics

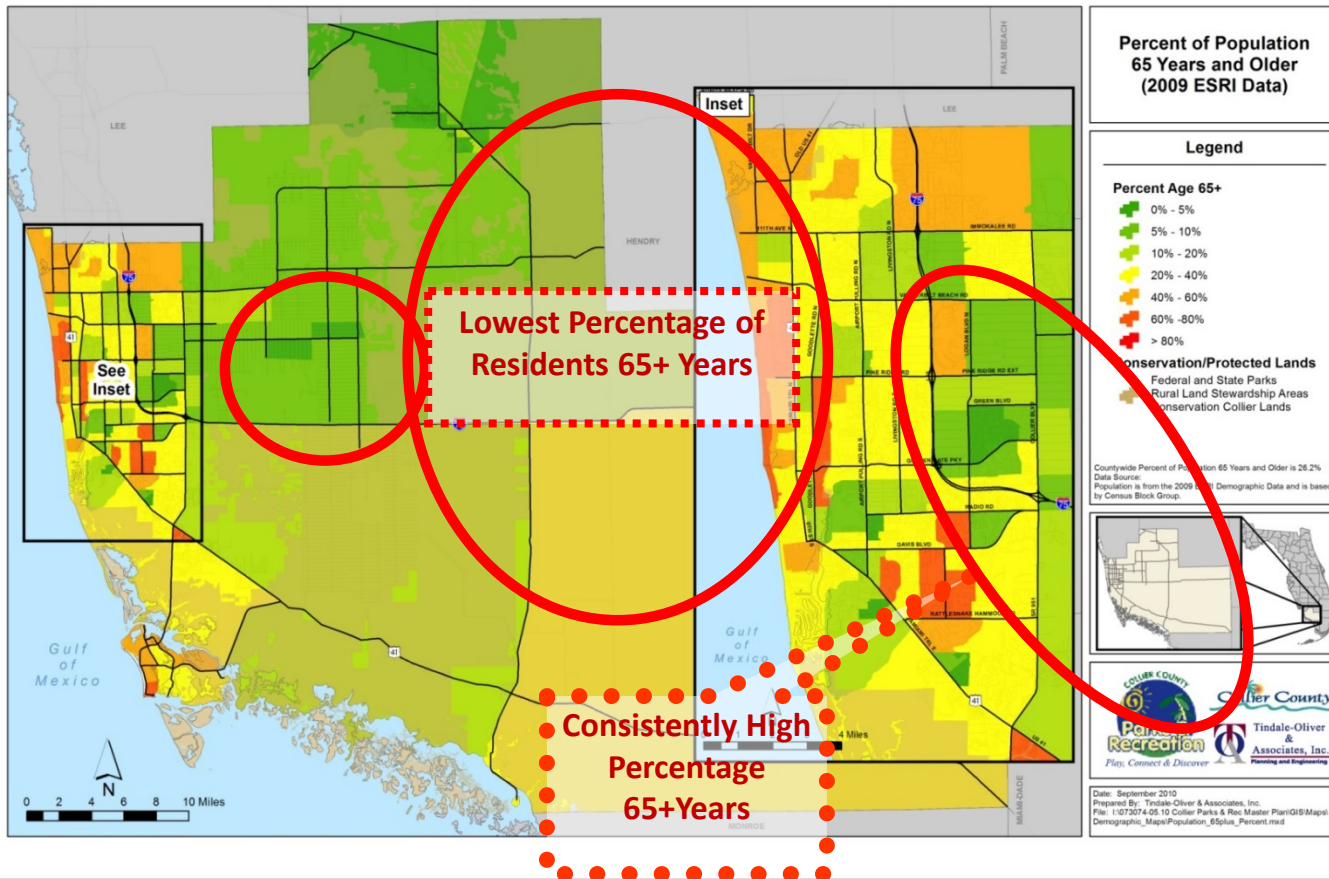
- Demographics are essential
- American Community Survey
- Community trends
- Age, cultural diversity & economic factors guides you on what facilities & programs to provide



# Facility Needs by Age



# Facility Needs by Age





# Facility Assessments

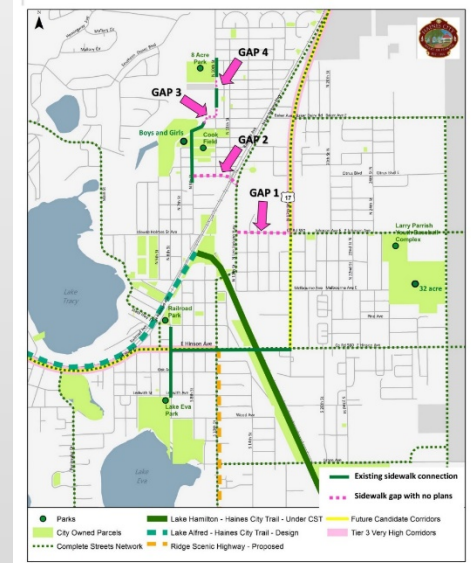
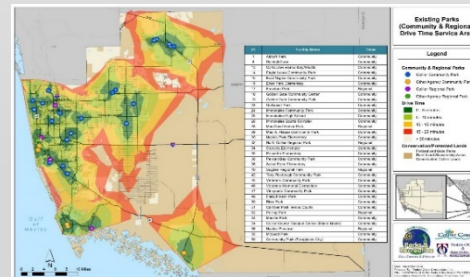
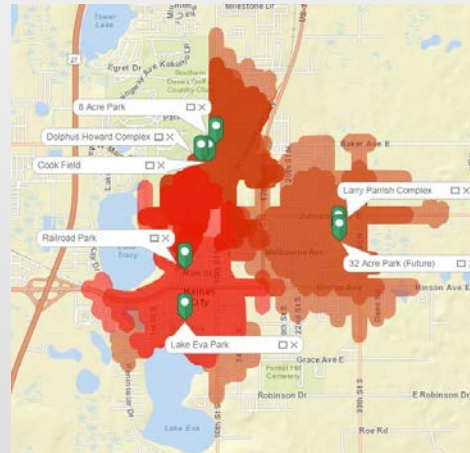
- Facility inventory - GIS
- How is the park functioning
- Park ambiance
- Does the park meet contemporary development standards or is it functionally obsolete
- Safety assessment
- Document standard of maintenance





# Connectivity Assessments

- Are there pedestrian and bicycle facilities leading to the park
- Is there adequate wayfinding & park identification signage
- Walking audits & distance assessments
- Regional trail connections
- Transit assessment



# Program Assessment

- Program Assessments
- Evaluate programs by
  - Participation
  - Recreation Trends
  - Community Requests
- If a program falls under 75% of the designed participation level, refine it or dump it



# Benchmarking

- Measures how a community compares to another similar community
- PRORAGIS
- Traditional – calls & emails
- NRPA Field Reports

TABLE 47: PRORAGIS BENCHMARKING FOR PARK LANDS

	Charlotte County	Nationwide Median	FL Cities and Counties
Park Attendance - including visitors and program participants	No Data	500,000	1,190,500
Number of Parks	74	15	29
Number of Park Acres	5,325	1,624	389
Total Number of Park and Non-Park Acres	5,343	2,310	885
Acreage for parks & recreation purposes	No Data	55%	71%
Designated Open Space Acres	1,637	3,102	1,976
Conservation Lands - Managed Habitat	2,658	3,822	6,650
Preservation Land Acres (no management)	18	2,358	5,601
Percentage of Undeveloped Land that is:			
Designated Open Space Acres	0.40%	12.71%	6.57%
Conservation Lands - Managed Habitat	0.60%	14.32%	22.84%
Preservation Land Acres (no management)	0.00%	5.85%	6.06%
Total mileage of greenways and trails managed			
a. Multi-purpose - No Equestrian	14.69	19.59	21.79
b. Multi-purpose - Equestrian permitted	0.2	14.63	21
c. Hiking/walking only	36.24	10.63	0.67
d. Bicycling only	0	2.15	12.44
e. Equestrian only	2.35	0.91	0
f. Other	0	3.39	0
Total	53.48	51.3	55.9
Acreage of Parkland per 1,000 Population	33.3	11.3	12.1

# Community Demand Assessments

- Steering Committees
- PRAB
- Focus Groups
- Statistically Valid Survey
- Opinion Survey
- Workshops



**CURRENT PROGRAMS AND FACILITIES**

3. On a scale of 1 to 5, how important to you and your household is the availability of local parks and recreation opportunities in Maillard?  
 NOT AT ALL IMPORTANT 1 2 3 4 5 VERY IMPORTANT  
 NEUTRAL

4. How knowledgeable/familiar are you and your household with park and recreation facilities, programs and services the City provides?  
 NOT AT ALL FAMILIAR 1 2 3 4 5 VERY FAMILIAR  
 NEUTRAL

5. A) Please rate how important the following facilities or programs are to your household. B) Then rate how they are meeting the needs of your community. Please provide an answer for A and B whether you have used the facility/program or not. (DK/NA means "Don't Know" or "Not Applicable")

FACILITIES	A) IMPORTANCE TO YOUR HOUSEHOLD					B) MEETING THE NEEDS OF YOUR COMMUNITY						
	NOT AT ALL IMPORTANT	NEUTRAL	VERY IMPORTANT	DK/NA		NOT AT ALL	SOMEWHAT	COMPLETELY	DK/NA			
Access to lakes	1	2	3	4	5	x	1	2	3	4	5	x
Athletic fields (soccer, lacrosse, football, etc.)	1	2	3	4	5	x	1	2	3	4	5	x
Ball fields (baseball/softball, etc.)	1	2	3	4	5	x	1	2	3	4	5	x
City parks	1	2	3	4	5	x	1	2	3	4	5	x
Community/recreation center	1	2	3	4	5	x	1	2	3	4	5	x
Event/meeting space	1	2	3	4	5	x	1	2	3	4	5	x
Indoor gym space	1	2	3	4	5	x	1	2	3	4	5	x
Outdoor basketball courts	1	2	3	4	5	x	1	2	3	4	5	x
Pathways/trails (walking, biking)	1	2	3	4	5	x	1	2	3	4	5	x
Picnic shelters	1	2	3	4	5	x	1	2	3	4	5	x
Playgrounds	1	2	3	4	5	x	1	2	3	4	5	x
Senior Center	1	2	3	4	5	x	1	2	3	4	5	x
Splash pads	1	2	3	4	5	x	1	2	3	4	5	x
Tennis courts	1	2	3	4	5	x	1	2	3	4	5	x
Other	1	2	3	4	5	x	1	2	3	4	5	x
Other	1	2	3	4	5	x	1	2	3	4	5	x

PROGRAMS/EVENTS	A) IMPORTANCE TO YOUR HOUSEHOLD					B) MEETING THE NEEDS OF YOUR COMMUNITY						
	NOT AT ALL IMPORTANT	NEUTRAL	VERY IMPORTANT	DK/NA		NOT AT ALL	SOMEWHAT	COMPLETELY	DK/NA			
Adult programs (non-sports)	1	2	3	4	5	x	1	2	3	4	5	x
Adult sports	1	2	3	4	5	x	1	2	3	4	5	x
Community events (shows in the Park, etc.)	1	2	3	4	5	x	1	2	3	4	5	x
Family programs (for all ages)	1	2	3	4	5	x	1	2	3	4	5	x
Farmers' Market	1	2	3	4	5	x	1	2	3	4	5	x
Senior programs	1	2	3	4	5	x	1	2	3	4	5	x
Teen programs (non-sports)	1	2	3	4	5	x	1	2	3	4	5	x
Teen sports	1	2	3	4	5	x	1	2	3	4	5	x
Youth camps	1	2	3	4	5	x	1	2	3	4	5	x
Youth programs (non-sports)	1	2	3	4	5	x	1	2	3	4	5	x
Youth sports	1	2	3	4	5	x	1	2	3	4	5	x
Other	1	2	3	4	5	x	1	2	3	4	5	x
Other	1	2	3	4	5	x	1	2	3	4	5	x





# O&M Assessment

- O&M Assessment
- Guideline is 1 – FTE for every 25 acres of active parkland
- 2016 NRPA Field Report – Average 7 FTE per 10,000 population.
- Maintenance travel time
- Creation of maintenance service zones
- Contract Services



# Economic Develooment

- How can Parks enhance economic development?
  - Sports Tourism
  - Eco Tourism
  - Cultural Tourism
  - A quality park system can be a factor in the relocation of those with higher disposable

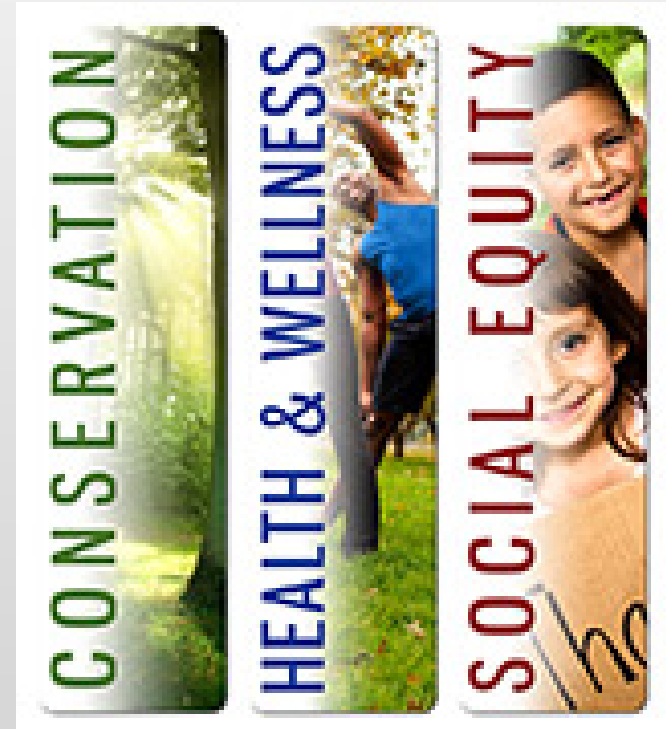


# Building the Plan



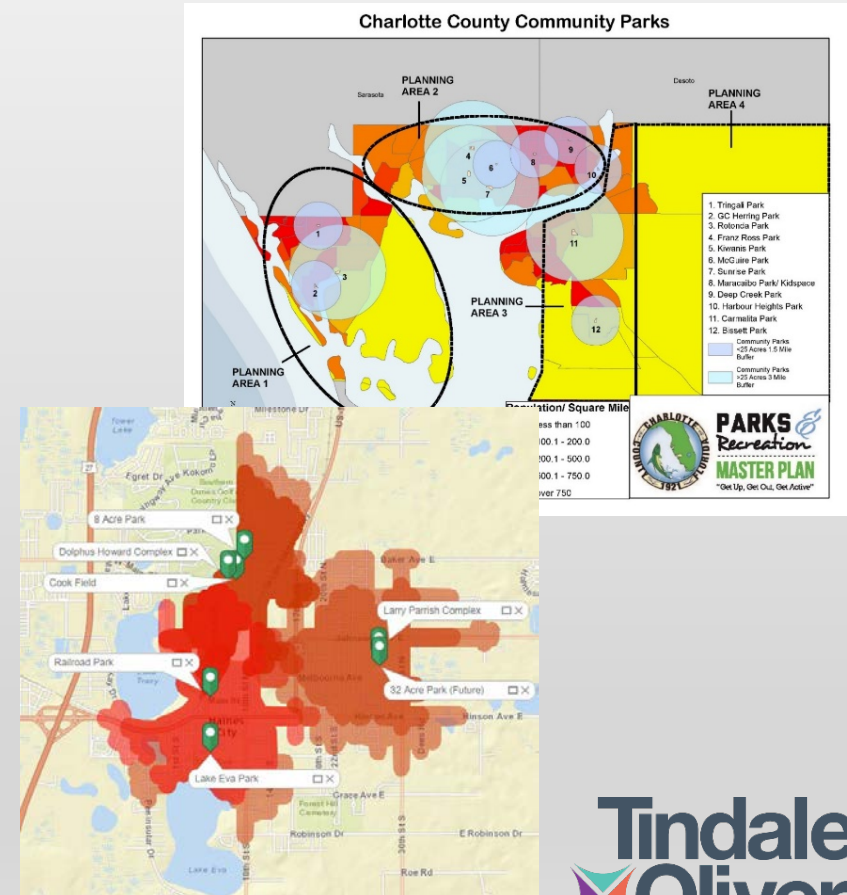
# Where Are We Going?

- Vision
- Mission
- Core Values or Principles
- Goals
- Objectives
- Implementation Strategies
  - Development & Acquisition Criteria
  - Other recommendations
  - Level of service



# Level of Service

- Not one way to determine
- Measured per/1000 population
- Acreage or Facility Based
- Service Areas & Proximity Measures (i.e., walking)
- Point Systems
- Hybrid System
- SCORP
- Based on social, environmental & economic criteria



# Action Plan

- Identifies specific priorities for projects, programs & services
- Capital, program and ***operational direction*** for 10-20+ years
- Funding Plan
- Communications & Promotion
- Evaluation Measures

**THE POWER OF PARKS**

Do you know the power of your local parks and recreation? Yes, they provide beautiful green spaces and fun programs, but they do so much more and the benefits are immense. Learn more at [www.nrpa.org/power-of-parks](http://www.nrpa.org/power-of-parks) and watch the video.

<b>PARKS HAVE ENVIRONMENTAL POWER</b> 1 ACRE OF TREES absorbs the carbon dioxide produced by DRIVING A CAR 11,000 MILES.	<b>PARKS HAVE HEALTH POWER</b> Increased access to places for physical activity leads to a <b>25% increase</b> in people exercising 3 or more days a week.
<b>PARKS HAVE SAFETY POWER</b> In Macon, GA, a revitalized park that included new programming and beautification efforts reduced incidents of crime and violence by <b>50%.</b>	<b>PARKS HAVE COMMUNITY POWER</b> Parks strengthen community ties and bring diverse populations together.  Parks have the power to strengthen communities, transform lives, and protect the future.  <b>Parks are the most powerful aspect of every community.</b>

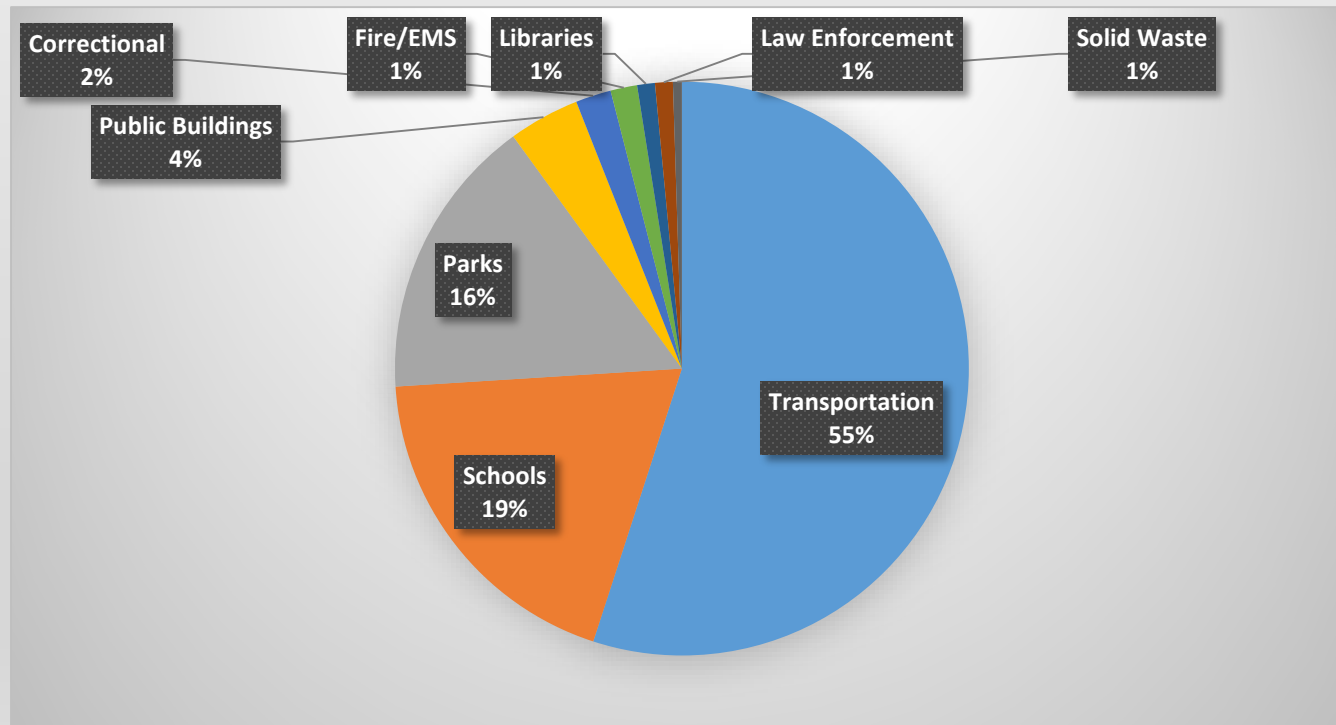
#PowerOfParks



# Building Your Funding Toolbox

# Funding Considerations

- Capital vs. Operating
  - Typically 3rd largest capital infrastructure



# Funding Sources

- General Fund/Taxes
- Impact Fees
- User Fees
- MSTU
- State/Federal/Local Investment
- Private Investment



# General Legal Framework

- Legal authority needed varies by mechanism
- Taxes require constitutional or statutory authority
- Fees, Rates & Assessments can be levied under home rule or statutory authority
- Must be for a valid public purpose & not expressly prohibited by charter, statute or constitution



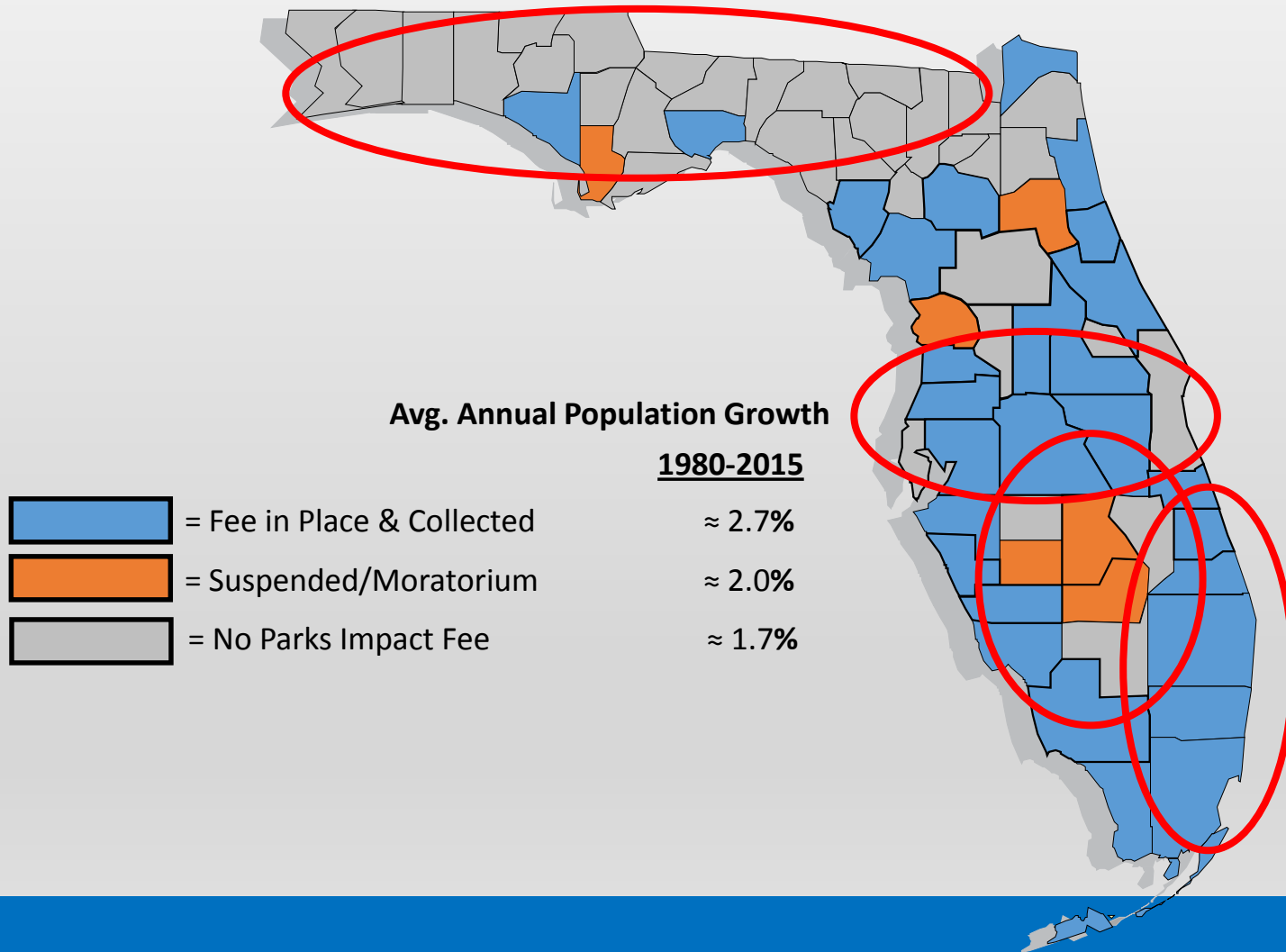
# Parks & Recreational Facility Impact Fees

- One-time charge to new development
- Implemented by about 30 counties
  - Fees range from \$100 to \$4,000+ per single family home
- Pros:
  - Allows growth to contribute to cost
  - Proportionate to benefit
  - Frees up general taxes for maintenance/operations
  - No voter approval is required
  - Can be used to pay debt related to capacity
  - Can be used to fund System Plans

# Parks & Recreational Facility Impact Fees

- Cons:
  - Can only be used for capacity projects
  - Technical study to demonstrate the need, impact fee cost and that the fee is proportional
  - Revenues fluctuate with development activity
  - Parks impact fees are charged only to residential land uses

# Parks & Recreational Facility Impact Fees



# User Fees

- Charges for the use of facilities
- Pros:
  - Proportionate to benefit
  - No voter approval is required
  - Can be used to pay debt related to capacity

# User Fees

- Cons:
  - Tend to have a narrow scope
  - Revenues must be spent for a specific purpose
  - Need to demonstrate fees are reasonable related to cost of providing services



# MSTU

- Additional Millage in a Subarea
- Pros:
  - Flexible, efficient and relatively stable revenue source for **counties** (an additional 10 mills)
  - No voter approval is required
  - Ties the burden to a specific geographic area
  - Bondable revenue source, referendum approval required

# MSTU

- Cons:
  - If included, City must consent
  - Not proportionate to benefit
  - Revenue must be spent in the geographic area
  - Tourists do not contribute

# State/Federal/Local Investment

- Investment by other public agencies
- Assists in providing additional amenities
- Level and type of facilities are not in the control of the jurisdiction
- Need strong and clear agreements

# Private Investment

- Facilities built as part of subdivision development
- Assists in providing additional amenities to their residents
  - Golf courses, swimming pools, tennis courts, gyms, etc.
- Typically not open to general public
- Need strong park standards in Land Development Code

# Selection of Funding Sources

- Use multiple revenue sources for major projects
- Look for existing revenue that may be reallocated to new needs, create new revenue to replace reallocated funds
- Identify existing revenue mechanisms that are not used to maximum potential

# Selection of Funding Sources

- Mechanism must be legally feasible:
  - Specific constitutional or statutory authority
  - Home rule & Charter authority
  - Established case law
  - Novel mechanisms or established mechanisms used in a novel way invite legal challenges
  - Even use of established mechanisms may be challenged



# Selection of Funding Sources

- Mechanism must be administratively feasible:
  - Ease or difficulty of imposing and collecting funds
  - Costs of implementing and maintaining system
  - Creation and maintenance of database
  - Level of community acceptance can effect costs of administration

# Selection of Funding Sources

- Mechanism must be financially feasible:
  - Revenue must be generated at times and in amounts necessary
  - Up-front costs and long-term costs should be considered
  - Different revenue sources may be needed for construction vs. operations

# Selection of Funding Sources

- Mechanism must be politically feasible:
  - Develop a strong plan for any new funding source
  - Finding a balance between perceived needs, benefits and burdens
  - Cooperation with state and other local governments
  - Strong support by elected officials can reduce likelihood of legal attack
  - Benefits to community-at-large may need to overcome localized opposition

# So What Did We Learn

- Insight to recreational trends
- There is more than one way plan quality parks system enhances economic development
- Added tools to your funding toolbox



# Open Discussion

# For More Information Call

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Thank You!