NEW MODELS AND METRICS FOR PARKS SYSTEM PLANNING

Wednesday, January 31st, 11:45 am - 1:00 pm

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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; according 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...
High Performance Public Spaces®
A TOOL FOR BUILDING GREAT COMMUNITIES

By David Barth

In the Fall 2015 FRPA Journal, President Jack Kandy discussed the new FRPA Strategic Framework to "communicate our relevance, expertise and value in building healthy, 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 health and social benefits as providing places for people to meet, exercise, exchange information, attend events, conduct business and improve the quality of life. Parks provide wholesome and safe activities for families. They generate ecological benefits, such as improving property values, providing jobs, and improving neighborhoods. Parks and public spaces are also credited with creating larger, connecting land use, and shaping civic forms 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. These 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 spheres; 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 the community, assuming an array of uses, catering to a variety of users, and providing a forum for public use and decision-making."

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 categories to 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 establish 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 national standards. Each city or county must determine the appropriate L O S standards to meet the specific needs of the community.

Peter Hanick (Hanick 2011) summarizes the complexities of parks planning in Urban Green.

A major problem for [park] advocates and managers is that parks seem relatively simple and straightforward. People frequently say, "It's not rocket science; it's just a park."

LOS standards can be used to help determine if parks, facilities, programs, and funding are distributed equitably across geographic, political, and socioeconomic boundaries.

Overview of Parks and Recreation LOS

Parks and recreation LOS standards are 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 parks, 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 that are 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 development of new residential or mixed-use projects.

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

Barth Associates
PUBLIC REALM PLANNING, DESIGN, AND FACILITATION

https://www.planning.org/pas/memo/2016/may/
...Beware of Greeks Bearing Gifts!
"BEWARE OF GEEKS BEARING FORMULAS."
--WARREN BUFFETT
WHY DO WE NEED PARKS SYSTEM MODELS AND METRICS?
“...parks seem relatively simple and straightforward. People frequently say, “It’s not rocket science, it’s just a park”.

No! For rockets... you [just] need to be good at math. Parks require math plus horticulture, hydrology, psychology, sociology and communication. They are immensely complicated.
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
“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).
Parks and Recreation System
part of an Interconnected Public Realm
New and Emerging Trends

- Resiliency
- Ageing-in-Place
- Connectivity
- Access to Nature
- Sports Tourism
- Travel Ball
- Place-making
- Virtual Reality
- Adult Fitness
- eGames
- Autonomous Vehicles
- Others
Placemaking (PPS)

- Key Attributes
- Characteristics
- Metrics
Decision-Making Framework

- Mission, Vision, Values
- Parks and Recreation Subsystems and Service Delivery Models
- Classifications, Cost Recovery Goals
- Level-of-Service, Performance Metrics
- Programming Plan
- Organizational Structure, Staffing Plan
- Interlocal, Partnership Agreements
- Maintenance Standards, Repair and Replacement Schedule
- Design Standards
- Business Plans for Enterprise Facilities
Decision-Making Framework

- Mission, Vision, Values
- Parks and Recreation Subsystems and Service Delivery Models
- Classifications, Cost Recovery Goals
- Level-of-Service, Performance Metrics
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- Organizational Structure, Staffing Plan
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- Design Standards
- Business Plans for Enterprise Facilities
MISSION, VISION, VALUES
Values – What Do You, Your Team, Your Department, and Your Elected Officials CARE ABOUT THE MOST?
Mission – Based on These Values, Why Does Your Department Exist?

“Google's mission is to organize the world's information and make it universally accessible and useful”

– Google
Great examples of vision statements

Princess Margaret Hospital
To conquer cancer in our lifetime.

General Electric 1980s
Become #1 or #2 in every market we serve and revolutionize this company to have the strengths of a big company combined with the leanness and agility of a small company.

Lexmark Printers
Customers For Life. To earn our customers' loyalty, we must listen to them, anticipate their needs and act to create value in their eyes.

Facebook
Give people the power to share and make the world more open and connected.

Listerine
Become part of the consumers brushing routine.

City Bank 1915
Become the most powerful, most serviceable, most far-reaching world financial institution that has ever been

Nike in the 1960s
Crush Adidas!!!

John F. Kennedy
"I believe that this nation should commit itself to achieving a goal, before this decade is out, of landing a man on the moon and returning him safely to earth."

We make brands better.
We make brand leaders better.
"Wow! That's a great vision you have for your people!"
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
Norfolk, VA

- Parks
- Community/Recreation Centers
- Libraries, Schools
- Streets, Bikeways and Trails
- Therapeutic Recreation
- Natural Areas, Water Access
- Athletic Facilities
- Urban Agriculture
- Stormwater Drainage
- Community Character
- Programs
- Operations & Maintenance
City of Oviedo Centennial Plan 1925-2025
Connecting the City’s Past to its Future
A 50 YEAR, UNIFYING VISION FOR A LIVABLE, SUSTAINABLE MIAMI-DADE COUNTY

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, or take 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 aesthetically pleasing and functional, to complement the natural and cultural landscape.

Multiple Benefits

Every single public action or project 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, air, 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

can connect every resident to places throughout the community.

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 stones on stones, that a time is to come when those stones will be held sacred because our hands have touched them.

—John Ruskin
Subsystem Service Delivery Models

- Centralized (community-wide)
- De-centralized (equity)
- Hub & Spoke
- Venues (multi-centralized)
- Activities-Based (neighborhoods)
Example: Kissimmee Lakefront Park
De-centralized (Equity) Model
Social Equity - Access, Inclusion, Diversity

https://www.slideshare.net/SNEAPAPA2015/weaving-social-equity-into-the-urban-planning-process
Hub & Spoke Model
Example: Dog Parks
Venues Model
Example: City of Fernandina Beach

Parks + Recreation System Vision Framework

The long-range vision for the City of Fernandina Beach Parks and Recreation System includes five key elements:

1. Innovative, multi-functional Community Complex
   - Improved Design + Accessibility
   - Improved Design + Maintenance
   - Improved Communications

2. The City's Parks and Recreation Advisory Committee (PRAC) should work with the City to prioritize these improvements and create recommendations that will improve the overall quality of life for city residents. The PRAC should be composed of volunteers and members of the community who are knowledgeable about parks and recreation issues.

3. The Amelia River Waterfront is envisioned as a revitalized, pedestrian-oriented gathering/festival space along the river with improved access for pedestrian and bicycle traffic. A network of accessible pathways will provide a new urban trail system designed to provide a variety of recreational opportunities and connectivity for residents and visitors.

4. Central Park is envisioned as the City's central gathering space, as established in the town's original plan. Proposed features include a central multi-purpose lawn for sporting, softball/football/basketball games, tennis courts, and a children's playground.

5. The Peck Center is envisioned as a multi-functional, multi-purpose facility for sports, recreation, and cultural events. The center will include a range of facilities for various activities, such as basketball courts, a running track, and a large indoor arena.

6. Fernandina Beach Municipal Airport
   - Expanded and Enhanced into a 1st Class Sports Complex

Main Beach is envisioned as an exciting Beachfront Park with improved access, updated facilities, and increased biodiversity. This park will include a boardwalk promenade, individual and group picnic pavilions, a new playground, and other "green" improvements.

Atlantic Avenue is envisioned as a "Avenida de Las Banderas" (avenue of the flag) in the heart of the City's rich history. It is a "complete" street with a pedestrian-friendly design, complete with sidewalks, pedestrian crossings, bike lanes, and landscaping.

The Atlantic Recreation Center is envisioned as the Atlantic Aquatics Center. In addition to the existing lap pool and spa, the center will also feature a water slide, lazy river, and expanded deck space. The center will be connected to a new water park featuring slides, a lazy river, and other attractions.

The existing MLK Center is envisioned as the MLK Senior Center, with an expanded facility that will provide a variety of activities and programs for seniors.

The existing Airport Site is envisioned as the City of Fernandina Beach Nature Center. The center will provide a variety of exhibits and programs, including bird and nature watching, wildlife observation, and nature trails.

City of Fernandina Beach Municipal Airport

The 30 Acre Airport Site is envisioned as the City of Fernandina Beach Nature Center. The center will provide a variety of exhibits and programs, including bird and nature watching, wildlife observation, and nature trails.

MLK Center Expanded and Enhanced into MLK Senior Center

The existing MLK Center is envisioned as the MLK Senior Center, with an expanded facility that will provide a variety of activities and programs for seniors.

For more information, please visit the City of Fernandina Beach website or contact the Parks and Recreation Department.
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

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

Walk a Dog (Off-Leash) = 0.25 – 5 Acre
Example: New York Hudson River Parkway
CLASSIFICATIONS, COST RECOVERY GOALS
### 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

<table>
<thead>
<tr>
<th>Classification</th>
<th>General Description</th>
<th>Location Criteria</th>
<th>Size Criteria</th>
<th>Application of LOS</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mini-Park</td>
<td>Used to address limited, isolated or unique recreational needs.</td>
<td>Less than a 0.1 mile distance in residential setting.</td>
<td>Between 2500 sq. ft. and one acre in size.</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>Neighborhood Park</td>
<td>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.</td>
<td>0.1 to 0.5 mile distance and interrupted by non-residential roads and other physical barriers.</td>
<td>5 acres is considered the minimum size. 5 to 10 acres is optimal.</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>School-Park</td>
<td>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.</td>
<td>Determined by location of school district property.</td>
<td>Variable—depends on function.</td>
<td>Yes — but should not count school only uses.</td>
<td></td>
</tr>
<tr>
<td>Community Park</td>
<td>Serves broader purpose than neighborhood park. Focus is on meeting community-based recreation needs, as well as preserving unique landscapes and open spaces.</td>
<td>Determined by the quality and suitability of the site. Usually serves two or more neighborhoods and 0.5 to 3 mile distance.</td>
<td>As needed to accommodate desired uses. Usually between 30 and 50 acres.</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>Large Urban Park</td>
<td>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.</td>
<td>Determined by the quality and suitability of the site. Usually serves the entire community.</td>
<td>As needed to accommodate desired uses. Usually a minimum of 50 acres, with 75 or more acres being optimal.</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>Natural Resource Areas</td>
<td>Lands set aside for preservation of significant natural resources, remnant landscapes, open space, and visual aesthetics/buffering.</td>
<td>Resource availability and opportunity.</td>
<td>Variable.</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>Greenways</td>
<td>Effectively tie park system components together to form a continuous park environment.</td>
<td>Resource availability and opportunity.</td>
<td>Variable.</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>Sports Complex</td>
<td>Consolidates heavily programmed athletic fields and associated facilities to larger and fewer sites strategically located throughout the community.</td>
<td>Strategically located community-wide facilities.</td>
<td>Determined by projected demand. Usually a minimum of 50 acres, with 40 to 80 acres being optimal.</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>Special Use</td>
<td>Covers a broad range of parks and recreation facilities oriented toward single-purpose use.</td>
<td>Variable—dependent on specific use.</td>
<td>Variable.</td>
<td>Depends on type of use.</td>
<td></td>
</tr>
<tr>
<td>Private Park /</td>
<td>Parks and recreation facilities that are privately owned yet contribute to the public park and recreation system.</td>
<td>Variable—dependent on specific use.</td>
<td>Variable.</td>
<td>Depends on type of use.</td>
<td></td>
</tr>
</tbody>
</table>

![Community Park Diagram](image-url)
Two “classes” of functions and facilities:

“1. Those that serve mainly local needs and can be reduplicated in small and easily accessible units in every part of the Region”

2. Those that serve mainly regional needs, which people can reasonably be expected to travel rather long distances to reach, and which cannot be reduplicated locally”
Basic Local Park Program

- Safe
- Comfortable
- Power, water, infrastructure for special events
- Multipurpose open lawns
- Shade – trees & canopies
- Paved multi-purpose trail
- Seating – all types
- Picnic shelters
- Playground
- WiFi
- Placemaking, amenities
- Multi-purpose courts for basketball, tennis, pickleball
- Programs
- Restrooms in suburban areas; less important in high density urban areas
St. Johns County
Prototypical Local Park

- Paved Parking around Preserved Trees
- Entry Kiosk
- Small Picnic Pavilion
- Walk Connection to School
- Playground with Large Pavilion
- Restroom Building
- Loop Walk
- Tennis Courts
- Plantings to Buffer Neighborhood
- Preserve Existing Forest and Wetlands
- Mulched Trail
- Multipurpose Courts
- Large Picnic Pavilion, typical
- Multipurpose Field
- Promenade Walk
- Pickleball Courts
Regional Facility Classifications: Sarasota County

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

- Top Tier Facilities and Programs
  - Least common facilities and programs that have the highest level of amenities, highest level of maintenance, highest level of staffing and / or highest cost recovery goals

- Middle Tier Facilities and Programs

- Base Tier Facilities and Programs
  - Most common facilities and programs that have the lowest level of amenities, lowest level of maintenance, lowest level of staffing and / or lowest cost recovery goals
LEVEL-OF-SERVICE, PERFORMANCE METRICS
Reasons to Calculate LOS

**Equity**  
(Delivery of Services)

**Aspirations**  
(Goals, Policies)

**Regulatory**  
(Regulations, Impact Fees)
Common LOS Metrics
each “necessary but not sufficient”

- **Acres per 1000 residents** – Do we have enough land? Community-wide? Equitably distributed?

- **% Land Mass in Open Space** - Ditto

- **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

Legend
- DPR Park Land
- NPS Park Land
- Cluster Boundary

- 0.0 - 2.0 Acres per 1,000 Population
- 2.0 - 4.0 Acres per 1,000 Population
- 4.0 - 6.0 Acres per 1,000 Population
- 6.0 - 8.0 Acres per 1,000 Population
- 8.0 - 10.0 Acres per 1,000 Population
- 10.0 - 12.0 Acres per 1,000 Population
- > 12.0 Acres per 1,000 Population

Barth Associates
PUBLIC REALM PLANNING, DESIGN, AND FACILITATION
Lifestyles, Context - Urban, Suburban, Rural
### Facilities LOS by Market Area

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Baseball/Softball Fields</td>
<td>1.04</td>
<td>0.89</td>
<td>0.65</td>
<td>1.60</td>
<td>0.69</td>
<td>3.14</td>
<td>0.66</td>
</tr>
<tr>
<td>Basketball Courts</td>
<td>1.43</td>
<td>0.60</td>
<td>0.28</td>
<td>0.61</td>
<td>0.53</td>
<td>1.81</td>
<td>0.40</td>
</tr>
<tr>
<td>Football Fields</td>
<td>0.57</td>
<td>0.17</td>
<td>0.37</td>
<td>0.53</td>
<td>0.14</td>
<td>0.20</td>
<td>0.00</td>
</tr>
<tr>
<td>Swimming Pools</td>
<td>0.06</td>
<td>0.02</td>
<td>0.00</td>
<td>0.00</td>
<td>0.02</td>
<td>0.00</td>
<td>0.04</td>
</tr>
<tr>
<td>Tennis Courts</td>
<td>1.31</td>
<td>0.56</td>
<td>0.00</td>
<td>0.00</td>
<td>0.63</td>
<td>1.25</td>
<td>0.64</td>
</tr>
<tr>
<td>Soccer</td>
<td>0.54</td>
<td>0.79</td>
<td>0.89</td>
<td>1.70</td>
<td>0.38</td>
<td>1.43</td>
<td>0.64</td>
</tr>
</tbody>
</table>

- Market Areas Central, South and West provide significantly fewer facilities per 1000 population relative to the average current County LOS.
- Market Area East provides the most facility types, with a high LOS compared to Countywide levels.
### Access LOS

#### Facility Type:

<table>
<thead>
<tr>
<th>Facility Type</th>
<th>Urban/Suburban Access</th>
<th>Rural/Village Access</th>
</tr>
</thead>
<tbody>
<tr>
<td>All Parks + Active County Parks</td>
<td>½ mile / 1 mile</td>
<td>½ mile / 1 mile</td>
</tr>
<tr>
<td>Baseball/softball Fields</td>
<td>3 miles</td>
<td>5 miles</td>
</tr>
<tr>
<td>Football/ Soccer Fields</td>
<td>3 miles</td>
<td>5 miles</td>
</tr>
<tr>
<td>Playgrounds</td>
<td>½ mile</td>
<td>3 miles</td>
</tr>
<tr>
<td>Pickleball Courts</td>
<td>1 mile</td>
<td>3 miles</td>
</tr>
<tr>
<td>Tennis Courts</td>
<td>1 mile</td>
<td>3 miles</td>
</tr>
<tr>
<td>Basketball Courts</td>
<td>½ mile</td>
<td>3 miles</td>
</tr>
<tr>
<td>Dog Parks</td>
<td>1 mile</td>
<td>5 miles</td>
</tr>
<tr>
<td>Indoor Recreation Centers</td>
<td>2 miles</td>
<td>10 miles</td>
</tr>
<tr>
<td>Therapeutic Recreation Centers</td>
<td>3 miles</td>
<td>10 miles</td>
</tr>
<tr>
<td>Swimming Pools/Aquatic Complexes</td>
<td>3 miles</td>
<td>10 miles</td>
</tr>
</tbody>
</table>

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**Mayor Baker's Playground Policy**

A Playground within a ½ mile walk of every St. Petersburg child.
Access - Parks

½ mile service area

DPR
Access - Parks

½ mile service area

DPR + NPS
½ mile service area

DPR
+ NPS
+ DCPS
Access - Facilities (Recreation Centers)

1 mile service area to minimum 7,500 SF Neighborhood Center
Quality – Facilities (Recreation 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)
# Quality - Parks

## City of Sunrise Parks Evaluation Scoring Matrix

<table>
<thead>
<tr>
<th>Proximity, Access, &amp; Linkages</th>
<th>S. Civic Center</th>
<th>Flamingo Park</th>
<th>Wellery Park</th>
<th>Nor-Hill Park</th>
<th>S. Athletic Complex</th>
<th>S. Senior Center</th>
<th>Tennis CTR</th>
<th>Village Multipurpose CTR</th>
<th>Sawgrass Sanctuary</th>
<th>Flamingo Rd. Linear Park</th>
<th>Oscar Wind Field</th>
<th>S. Country Club</th>
<th>Roarkey Rd. Linear Park</th>
<th>Village Beach Club</th>
<th>City Park</th>
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*Bonus Point Additional to BiPST Total

Total 78 70 69 68 66 65 63 60 57 57 56 52 50 49 44 44 43 42 40 40 55.5
Operations – Budget/Acre, Acres/FTE

Department Budget Per Park Acre

- Median: $725
- Average: $1,216
- Lower Qtr: $1,459
- Upper Qtr: $4,319


Acres of Land Managed FTE

- Median: 251
- Average: 114
- Lower Qtr: 46
- Upper Qtr: 93

Alternative Sustainability/Resiliency Metrics (e.g. High Performance Public Space criteria)

**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
## Sustainability Metrics, Trends as LOS Standards

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<td>Age-Friendly Communities</td>
<td>Transit Access; % of Senior Participants; % of Multi-generational Programs</td>
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<td>Walkability and Connectivity</td>
<td>Percentage of Complete Streets; Miles of Multi-purpose Trails; % of Parks w/ Multi-Modal Access</td>
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<tr>
<td>Access to Nature</td>
<td>Distance/ Time to Natural Areas; % Participants in Nature-Based Programs</td>
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<tr>
<td>Sports Tourism</td>
<td>% Use of Facilities by Visitors % Cost per Visitor User Revenues per Visitor User</td>
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<td>High Performance Public Spaces©</td>
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HOW TO CALCULATE LOS
How to Calculate LOS: Supply v. Demand

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

- NRPA Park Metrics
- TPL Parkscore
- State SCORP
- Local Comparables
Community Standards

Communicating the effectiveness — and the funding needs — of a park and recreation department begins with revenue 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 service.* These custom reports provide agencies with their own data, shown in comparison with aggregate national data. The reports summarize agency performance according to key metrics involving, operating costs and revenues. They also show agencies exactly how they compare when services 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 expenditures per acre and per capita — provide a good starting point for benchmarking your agency’s funding.

Do you have enough personnel?

To advocate for more parks and recreation, 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, activity fees, concessions, etc. Figure 7 shows revenue per capita, averaged across various population densities.

* If you are interested in accessing the original Community Standards, or your agency’s data, visit www.nrpa.org/PRORAGIS for detailed information.

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

**Figure 6** shows those averages.

**Figure 7** shows revenue per capita, averaged across various population densities.
TPL ParkScore

ParkScore® 2015

75 LARGEST CITIES AND THEIR PARK SYSTEMS

ALBUQUERQUE
ANAHEIM
ANCHORAGE
ARLINGTON
ATLANTA

VIEW DETAILED RESULTS

Compare & explore city park systems

EXPLORE CITIES

COMPARE CITIES

ACCESS TO PARKS

AUSTIN DENVER LA

SIDE-BY-SIDE COMPARISONS

IMPROVE YOUR PARKSCORE

FOR PLANNERS

WHAT IS A PARKSCORE

EXPLAINED

Barth Associates
PUBLIC REALM PLANNING, DESIGN, AND FACILITATION
Top Five Outdoor Recreation Opportunities: Residents & Tourists

**Residents**
1. Saltwater Beach Activities (excludes fishing) 63%
2. Wildlife Viewing 49%
3. Fishing 46%
4. Bicycling 44%
5. Picnicking 40%

**Tourists**
1. Saltwater Beach Activities (excludes fishing) 49%
2. Wildlife Viewing 47%
3. Picnicking 37%
4. Swimming in public outdoor pools 29%
5. Visiting historical or archeological sites 26%

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

Importance of Recreation
The participation survey determined that nearly all Florida residents (96 percent) say 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...
### Local, Demographic Comparables

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<td>164.6</td>
<td>3.28 acres/1000 pop</td>
<td>184.2</td>
<td>6.3 acres/1000 pop</td>
<td>179.0</td>
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<tr>
<td><strong>Facilities</strong></td>
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<tr>
<td>Diamond Fields</td>
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<td>16,738</td>
<td>7</td>
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<tr>
<td>Rectangle Fields</td>
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<tr>
<td>Multi-Purpose Field</td>
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<td>25,107</td>
<td>1</td>
<td>63,155</td>
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<tr>
<td>Playground</td>
<td>7</td>
<td>7,173</td>
<td>5</td>
<td>12,631</td>
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<tr>
<td>Playground (Shaded)</td>
<td>7</td>
<td>7,173</td>
<td>4</td>
<td>15,789</td>
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<tr>
<td>Basketball Court (Indoor)</td>
<td>22</td>
<td>2,282</td>
<td>3</td>
<td>21,052</td>
<td>6</td>
</tr>
<tr>
<td>Basketball Court (Outdoor)</td>
<td>11</td>
<td>4,856</td>
<td>3</td>
<td>21,052</td>
<td>5</td>
</tr>
<tr>
<td>Tennis Court (Outdoor)</td>
<td>12</td>
<td>4,184</td>
<td>4</td>
<td>15,789</td>
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<tr>
<td>Volleyball Court (Outdoor)</td>
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<tr>
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</tr>
<tr>
<td>Dog Park (Off-Leash)</td>
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<tr>
<td>Community Garden</td>
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<td>0</td>
</tr>
<tr>
<td>Outdoor Pool</td>
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<td>50,213</td>
<td>1</td>
<td>63,155</td>
<td>4</td>
</tr>
<tr>
<td>Splash Pad</td>
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<td>50,213</td>
<td>1</td>
<td>63,155</td>
<td>0</td>
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<td>Department Budget (2014/2015)</td>
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<td>$244</td>
<td>$5,587,790</td>
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<td>$114,710,036</td>
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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
Decision-Making Framework

- Mission, Vision, Values
- Parks and Facilities Service Delivery Models and Classifications
- Level-of-Service, Performance Metrics
- Cost Recovery Goals and Fee Policies
- Programming Plan
- Organizational Structure, Staffing Plan
- Interlocal, Partnership Agreements
- Maintenance Standards, Repair and Replacement Schedule
- Design Standards
- Business Plans for Enterprise Facilities
Models and Metrics Checklist

✓ Use a comprehensive, triangulated process to determine needs

✓ Convene a representative citizen’s group

✓ Define subsystems, service delivery models, 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!"