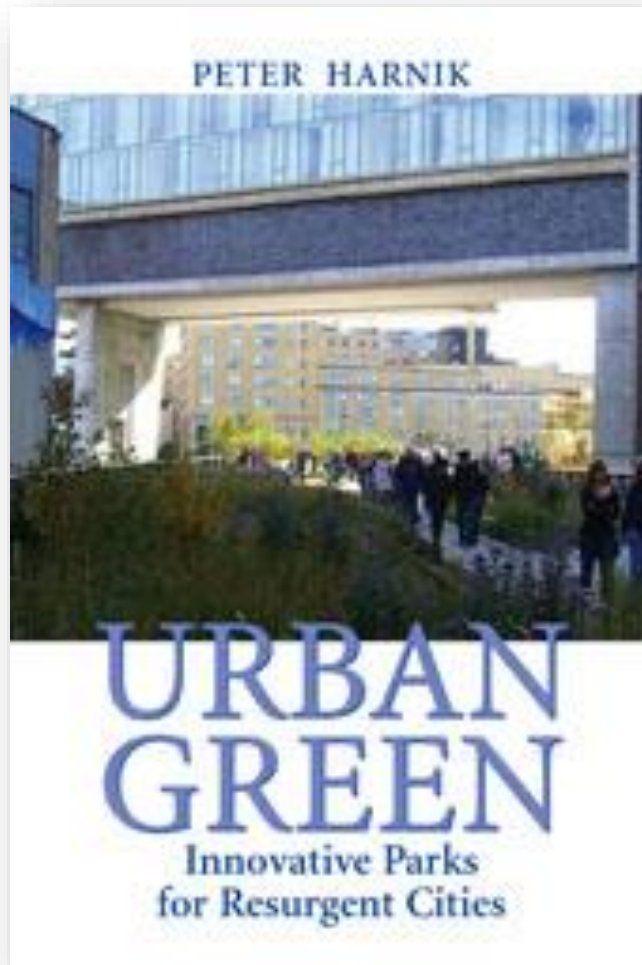


# New Alternatives for Determining Park Needs and Level of Service



David Barth, PhD  
AICP, CPRP, RLA

 **Barth Associates**  
PUBLIC REALM PLANNING, DESIGN, AND FACILITATION



“A major problem for [park] advocates and managers is that parks seem relatively simple and straight forward. People frequently say , “It’s not rocket science, it’s just a park” No! For rockets... you need to be good at math. Parks require math plus horticulture, hydrology, psychology, sociology and communication”. They are immensely complicated.”

THERE ARE  
NO  
STANDARDS



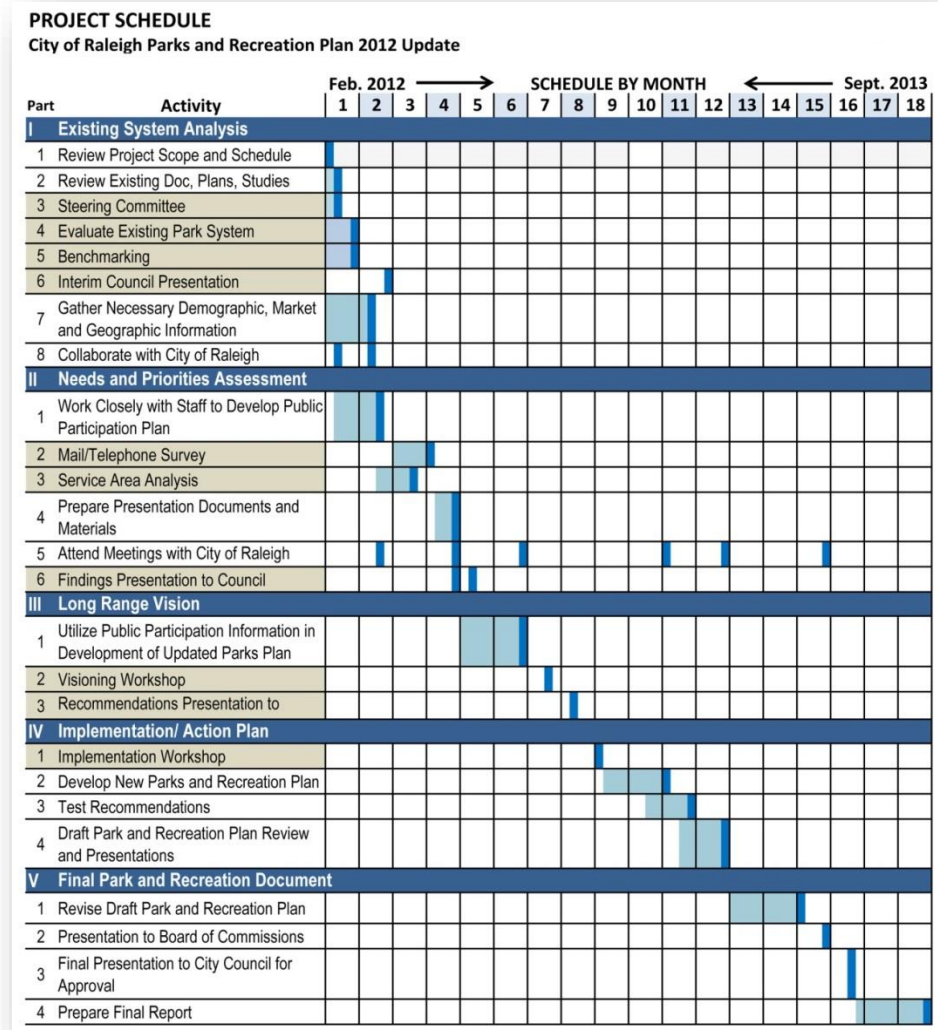
# OVERVIEW

# Parks and Recreation System (Public Realm)

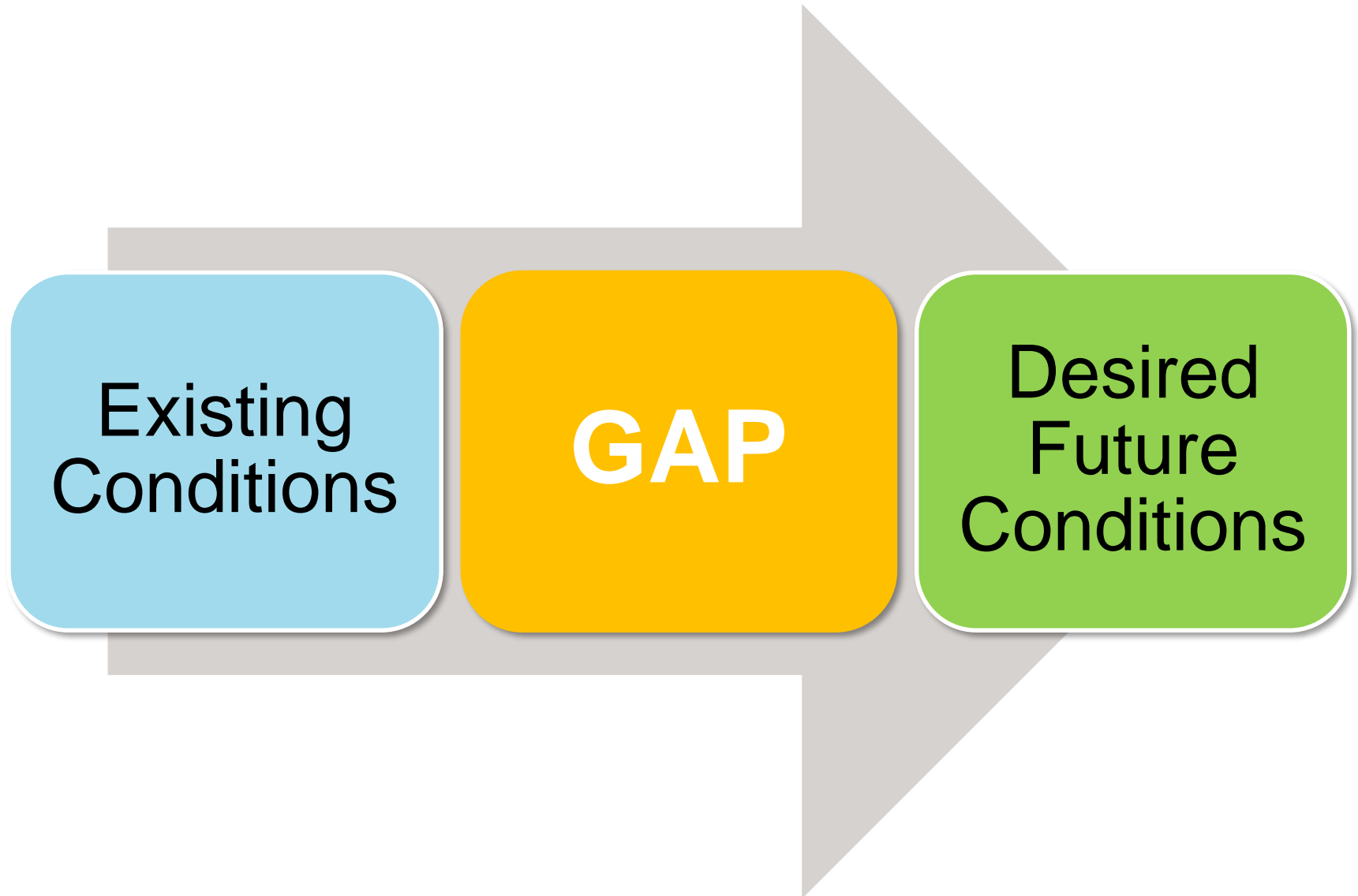


# Parks and Recreation System Master Planning Process

1. Existing System Analysis
2. Needs and Priorities Assessment
3. Long Range Vision
4. Implementation/ Action Plan
5. Final Parks and Recreation Plan Document



# Needs Assessment





# Typical Needs Assessment Techniques

## Quantitative:

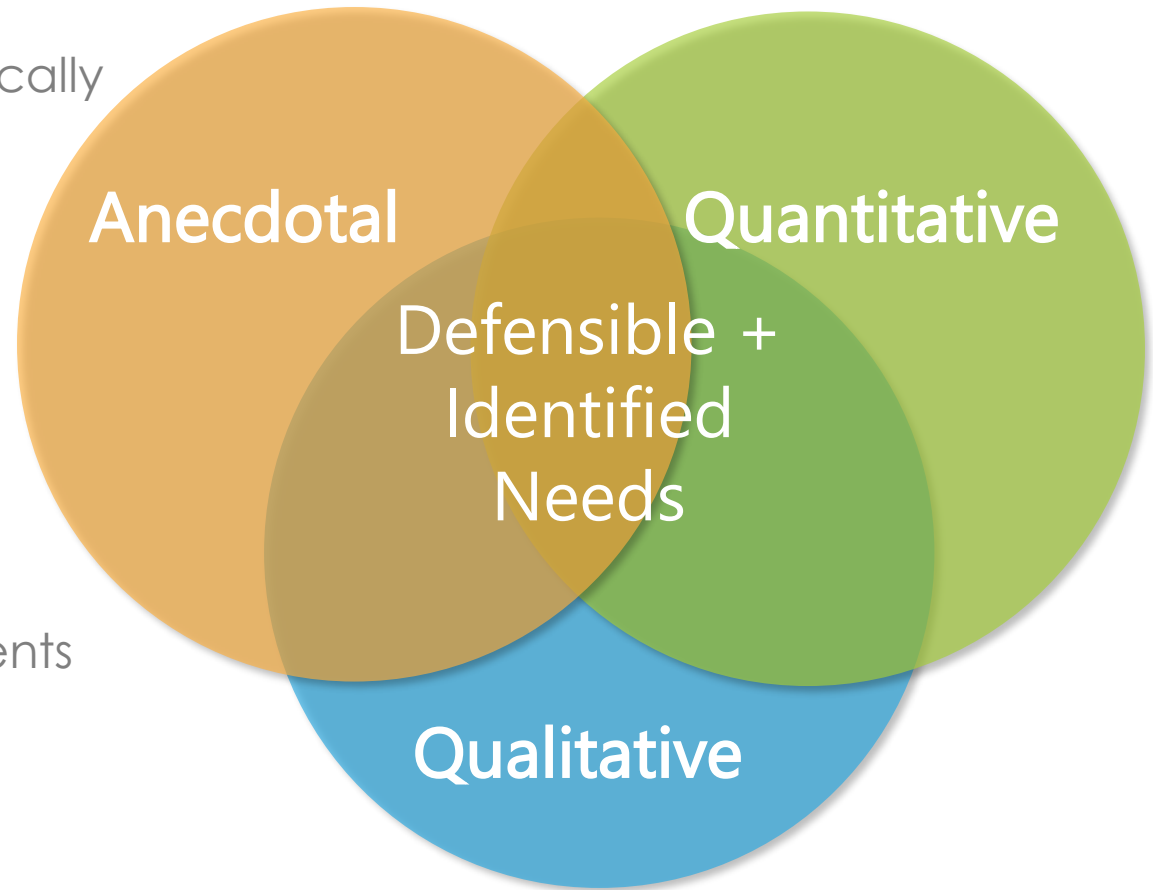
- Statistically-Valid Survey
- On-line Survey (non-statistically representative)
- Level of Service Analysis

## Qualitative:

- Interviews, Focus Groups  
Public Workshops
- Interactive Web Sites

## Anecdotal:

- Previous Planning Documents
- Site Evaluations
- Operations Assessment
- Program Assessment
- Bicycle and Pedestrian Connectivity
- Trends Analysis



# Summary of Needs



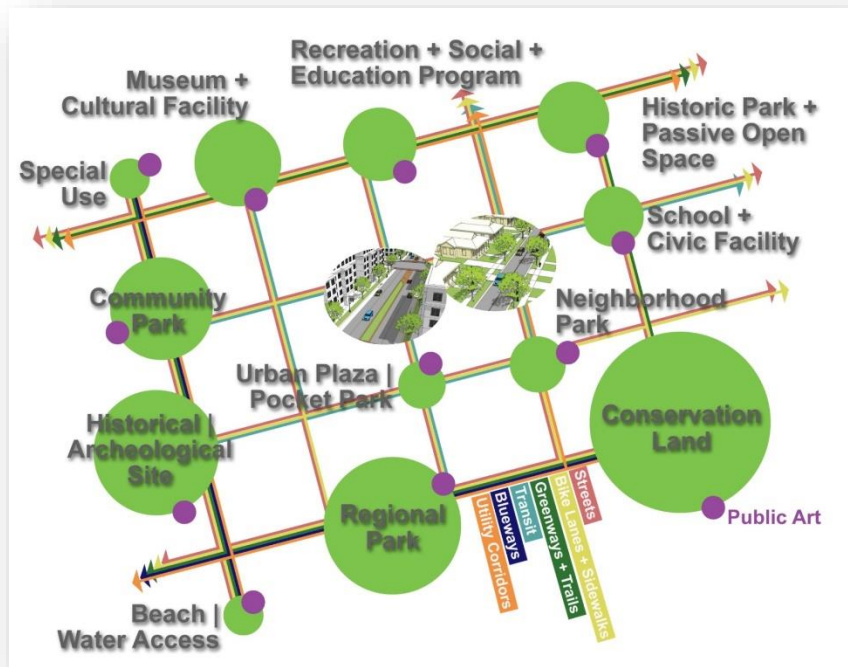
- ▾ - High priority need
- ▾ - Priority need

## POTENTIAL NEED

	TECHNIQUE	Existing data review	Site analysis	Public workshops	Stakeholder interviews	Provider interviews	Intercept surveys	Children's workshop	Spatial analysis	Survey - residents	Survey - visitors & workers	Benchmarking	Growth projections	Employment trends	Lifestyle analysis
Multi-purpose open space	▾	▾	▾	▾	▾	▾	▾	▾	▾	▾	▾	▾			
Dog parks/dog runs			▾	▾	▾	▾	▾	▾	▾	▾	▾	▾			▾
Playgrounds or tot lots			▾	▾	▾	▾	▾	▾	▾	▾	▾	▾			▾
Sidewalks/walkable streets	▾	▾	▾		▾			▾	▾	▾	▾	▾	▾	▾	▾
Bicycle/skating trails (paved)	▾	▾	▾	▾	▾			▾	▾	▾	▾				▾
Jogging paths			▾	▾	▾				▾	▾	▾				▾
Picnic areas			▾	▾	▾		▾	▾	▾	▾	▾				▾
Outdoor seating areas			▾	▾	▾		▾		▾	▾	▾				▾
Swimming pools/aquatics centers			▾	▾	▾		▾		▾	▾	▾				▾
Community/rec. centers			▾	▾	▾	▾	▾	▾	▾	▾	▾				▾
Historic/cultural centers			▾	▾	▾		▾		▾	▾	▾				▾
Natural areas			▾	▾	▾				▾	▾	▾				▾
Waterfront access	▾	▾						▾							▾
Outdoor amphitheater				▾	▾	▾	▾		▾	▾	▾				▾
Basketball/sport courts				▾	▾	▾	▾	▾		▾	▾				▾
Soccer fields/athletic fields				▾	▾	▾	▾	▾		▾	▾				▾
Tennis courts				▾				▾		▾	▾				▾
Transit	▾				▾			▾				▾	▾	▾	▾
Youth/teen centers					▾	▾	▾			▾	▾				▾
Skateboard parks					▾	▾	▾	▾		▾	▾				▾
Swimming beaches				▾	▾	▾	▾			▾	▾				▾
Baseball/softball fields				▾	▾	▾	▾	▾		▾	▾				▾
Fishing piers					▾	▾	▾			▾	▾				▾
Hiking trails					▾	▾	▾			▾	▾				▾
Address homelessness		▾					▾								▾
Concessions/food in parks		▾						▾							▾
Interactive fountains/water play							▾	▾							▾
Health/fitness facility										▾	▾				▾
Boating area/marina										▾	▾				▾
Outdoor game tables										▾	▾				▾
Restrooms								▾							▾
Signage/wayfinding		▾													▾
Racquetball/handball courts															▾
Volleyball courts															▾
Bicycle trails (unpaved)															▾
Canoe/kayak launches															▾
Golf courses															▾
Senior center/facilities															▾
Educational classes															▾
Gymnasiums															▾

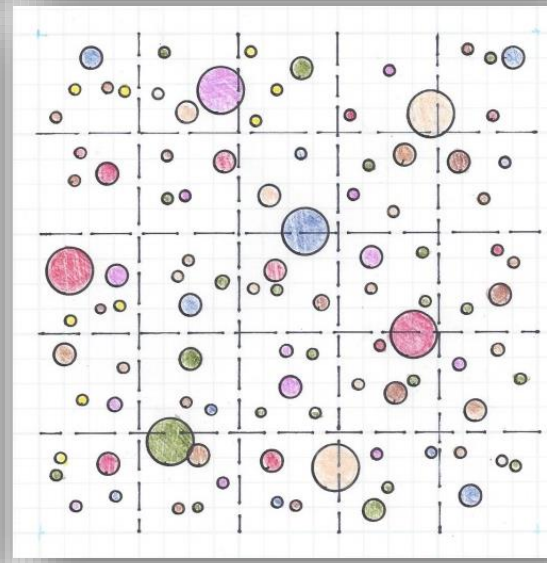
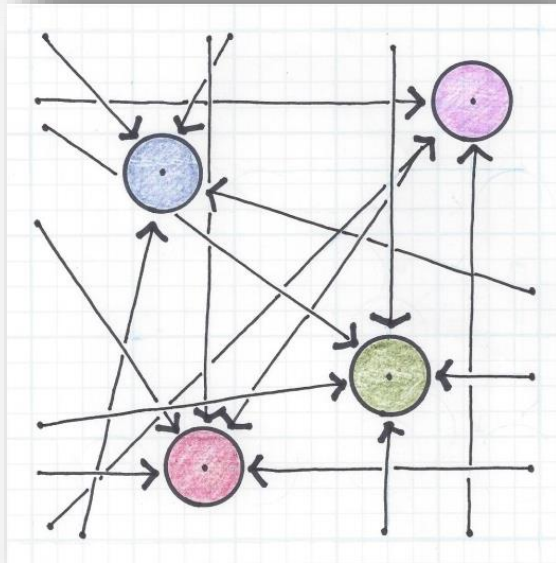
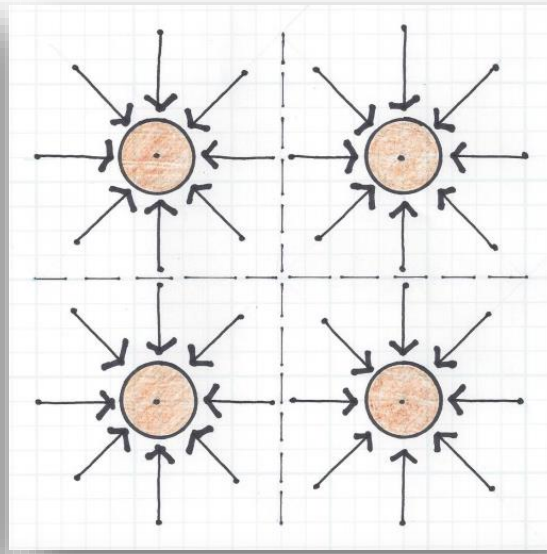
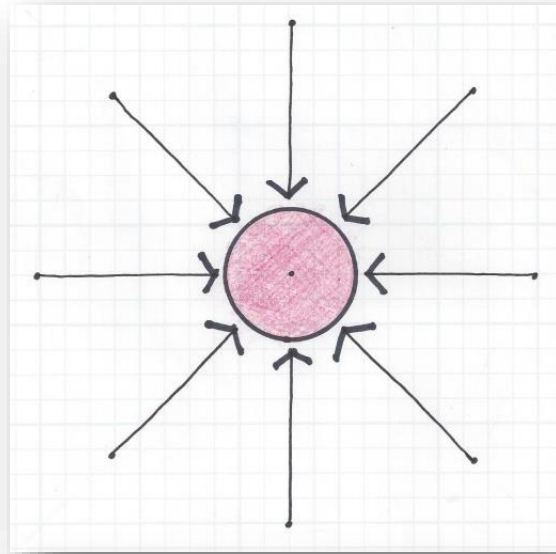
# SERVICE DELIVERY MODELS

# Parks and Recreation Subsystems



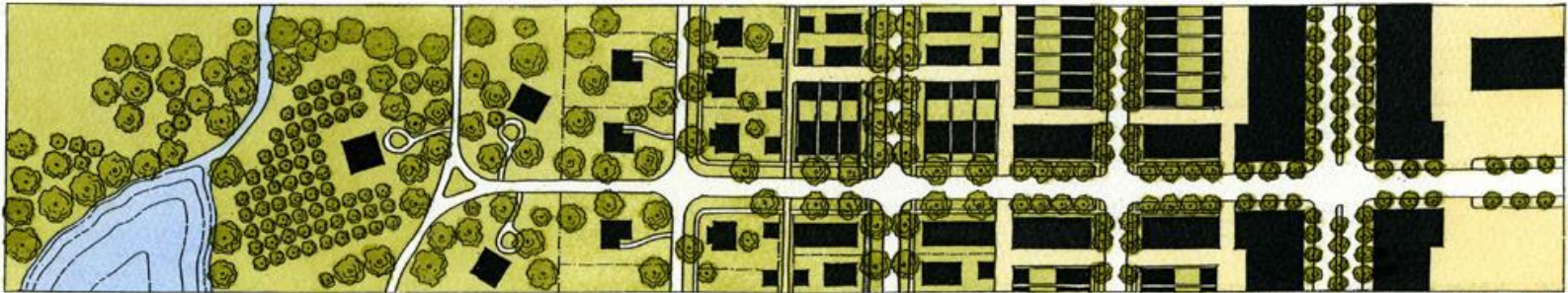
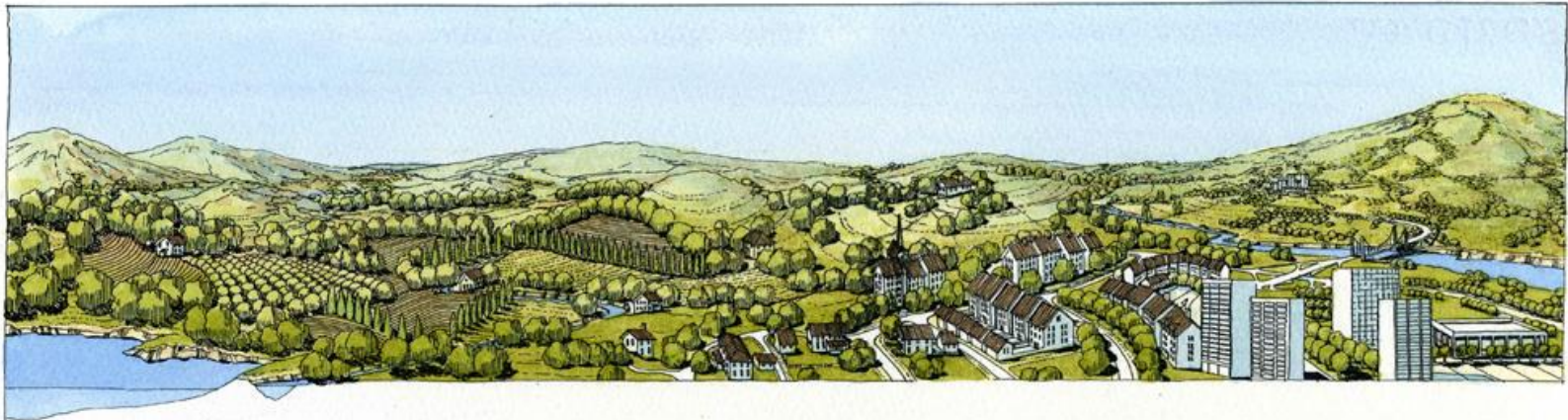
- Parks
- Recreation Centers
- Athletic Facilities
- Greenways and Trails
- Playgrounds
- Dog Parks
- Aquatics Facilities
- Programs
- Environmental Lands
- Museums, Historic, Cultural Facilities
- Water Access
- Civic Spaces
- Streets, Transit
- Stormwater Facilities, Utility Corridors
- Others

# Select Service Delivery Model(s)



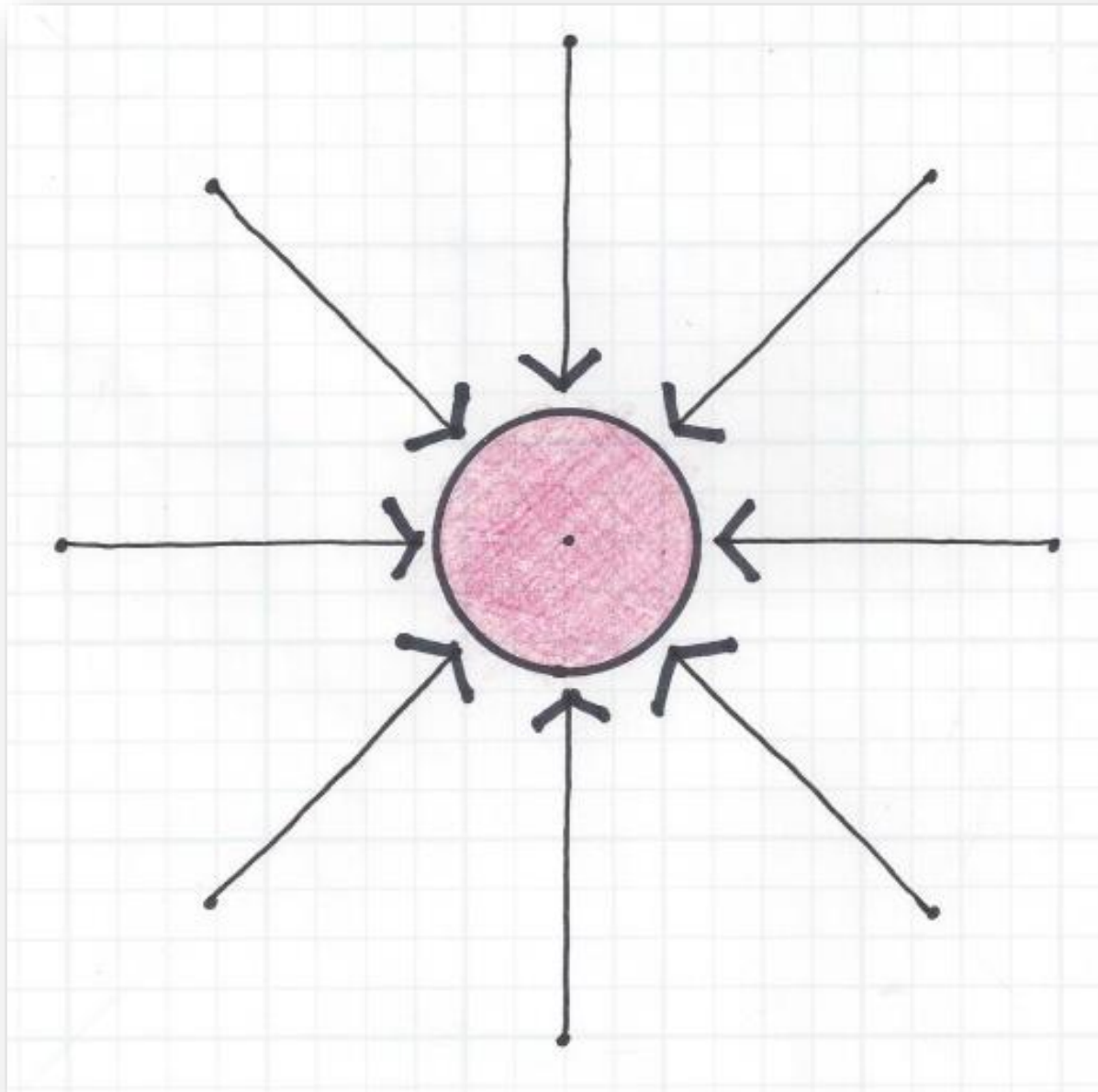
# Considerations for Subsystem Service-Delivery Models

- Demographics: age, income, ethnicity, family size, etc.
- Equity goals
- Efficiency
- Land use, densities, land development patterns
- Quality of streets, transportation network
- Availability of partners



© DUANY PLATER-ZYBERK & COMPANY

# Centralized Model

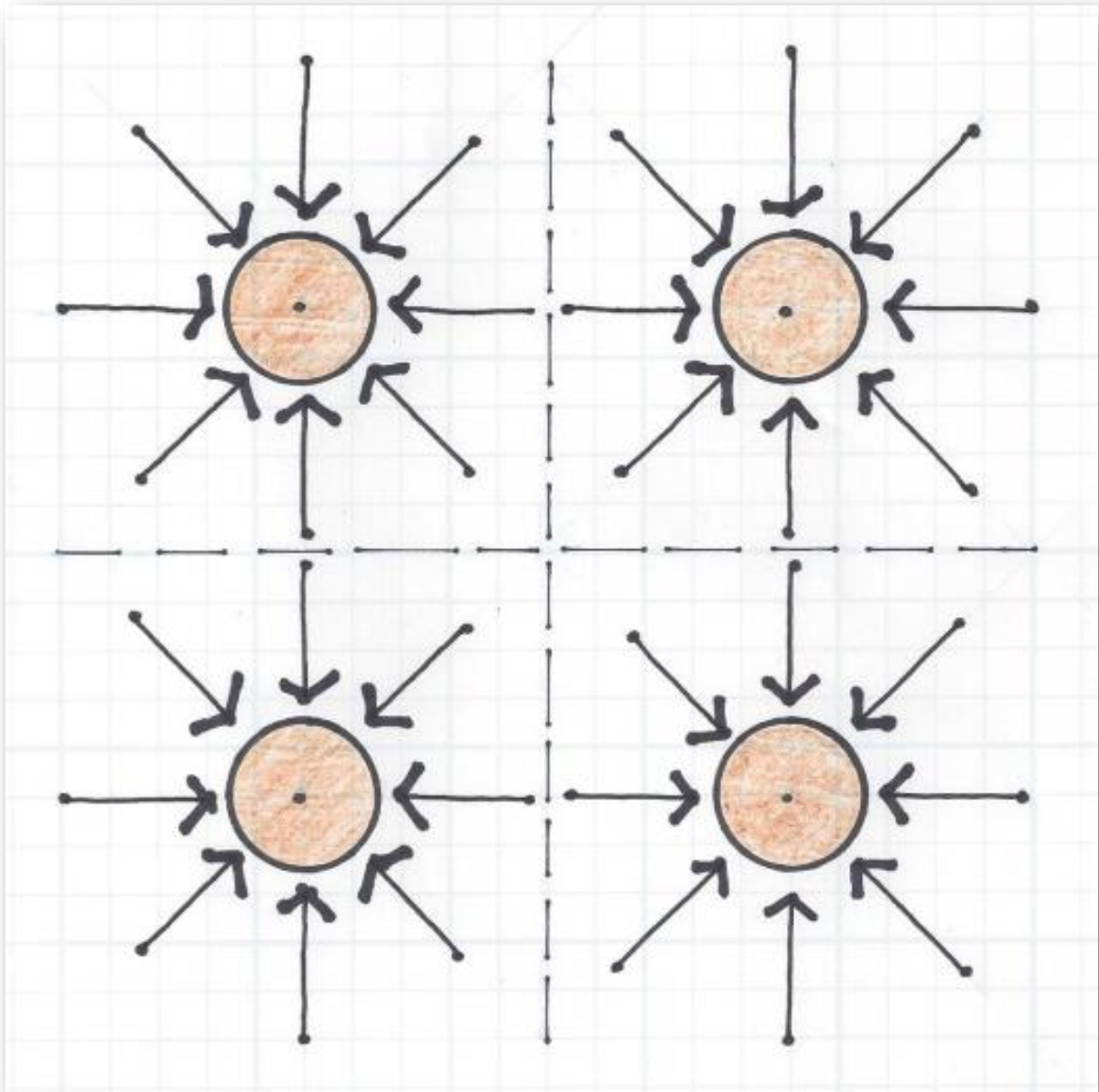


# Millenium Park

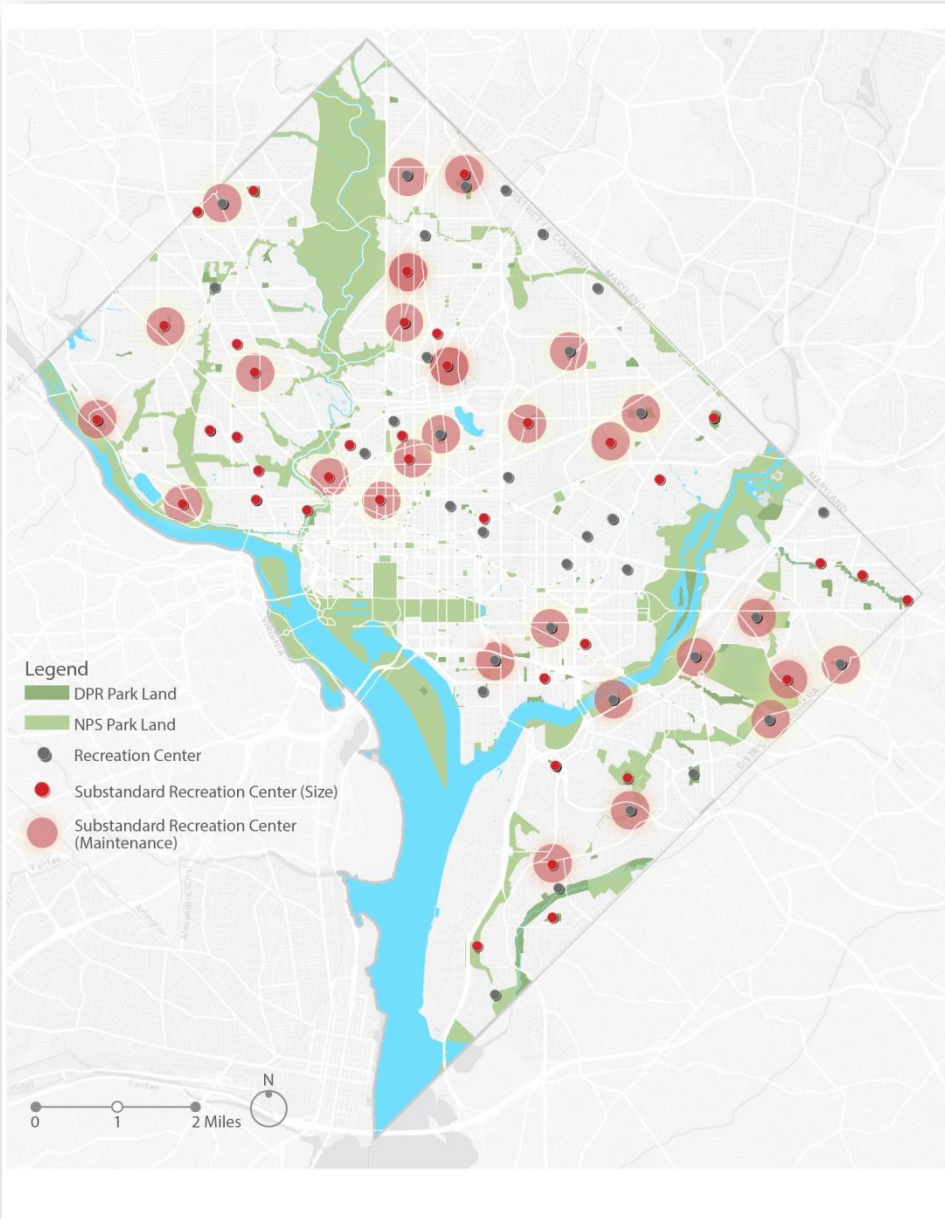




# De-centralized (Equity) Model



# Washington, DC Recreation Centers

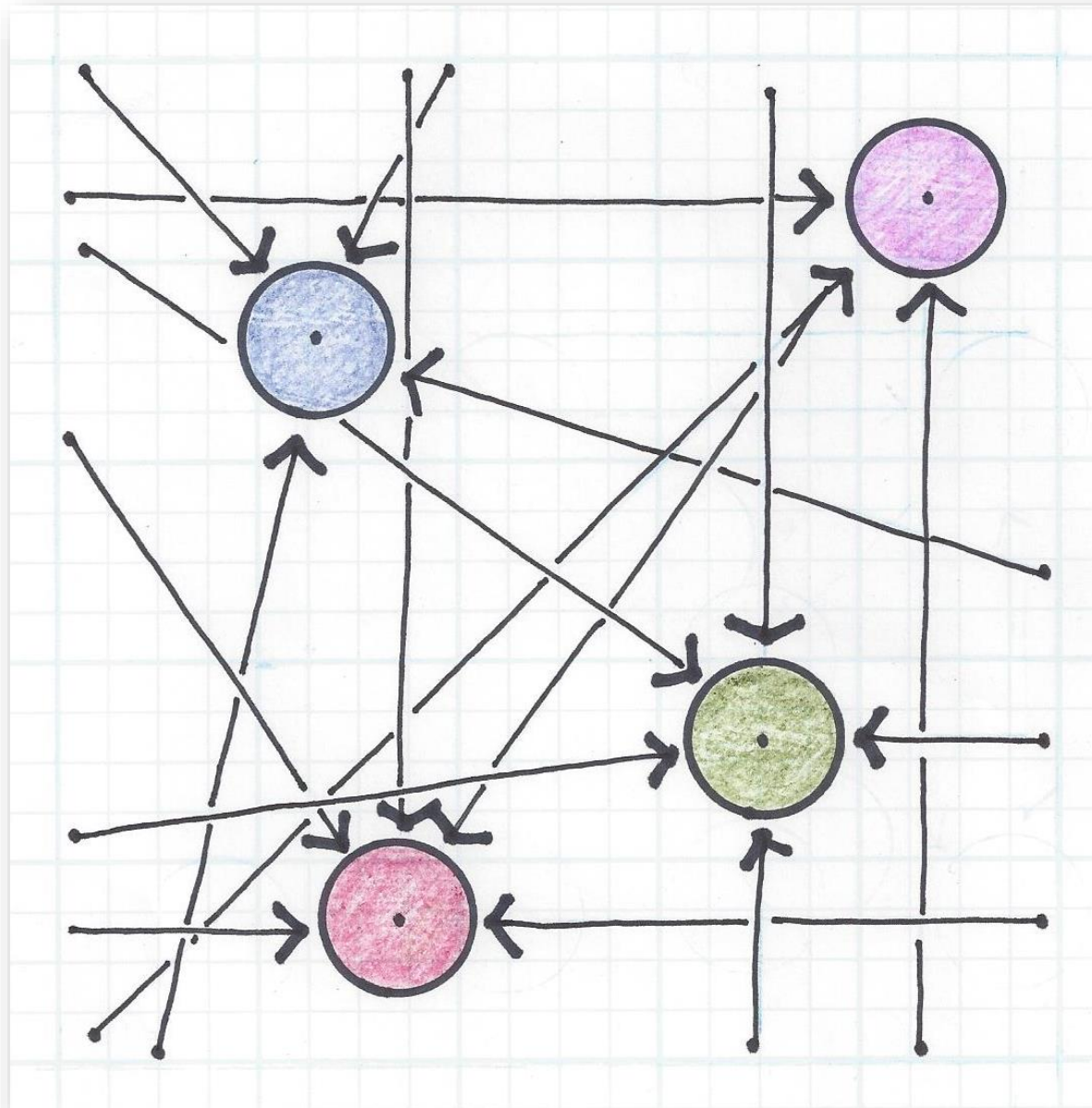


- 74 Recreation Centers
- 956,849 total square feet

**40 Recreation Centers do not meet minimum DPR Vision standards**

**28 Recreation Centers are in Poor/Fair Maintenance Conditions** (DGS Facilities Assessment, 2013)

# Venues Model



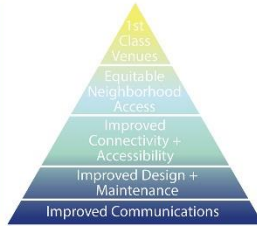
# City of Naples, FL



# City of Fernandina Beach

The long-range Vision for the City of Fernandina Beach Parks and Recreation System includes five key elements: 1st Class Venues, Improved Connectivity and Accessibility, Equitable Neighborhood Access, Improved Communications, and Improved Design and Maintenance.

The City's Parks and Recreation Advisory Committee (PRAC) should work with the City to prioritize these improvements and make recommendations to the Commission regarding top priorities over the next five years. The Pyramid to the right illustrates a potential framework for how to prioritize improvements to gradually transform the City's major parks and recreation facilities into specialized, 1st class public venues that serve the entire community.



The Amelia River Waterfront is envisioned as a redeveloped, pedestrian-oriented gathering/festival space along the river with adequate space provided for strolling, bicycling, vendors' carts, festival booths, cafe tables and chairs, a trolley stop, and other visitor amenities.



Amelia River Waterfront Park, Florida  
Nanaimo, Florida



## Amelia River Waterfront Transformed into a 1st Class Waterfront

Central Park is envisioned as the City's central gathering space, as established in the town's original plat. Proposed uses include a central, multi-purpose lawn for festivals, softball/baseball ball games, special events, picnicking, and open play; a new civic center; picnic shelters; an expanded tennis complex; and a children's playground.



Blue Jacket Park, Orlando, Florida



## Central Park Transformed into a 1st Class Urban Park

The Peck Center is envisioned as a multi-cultural, multi-dimensional Arts, Education, and Culture Center; that offers a variety of programs and activities for residents and visitors of all ages including music, theater, dance, and arts and crafts; and programs in addition to serving as the City's Head Start Center.



Florida Center & Golfers Playhouse, Naples, Florida



## Peck Center Transformed into the Peck Arts, Education, and Culture Center

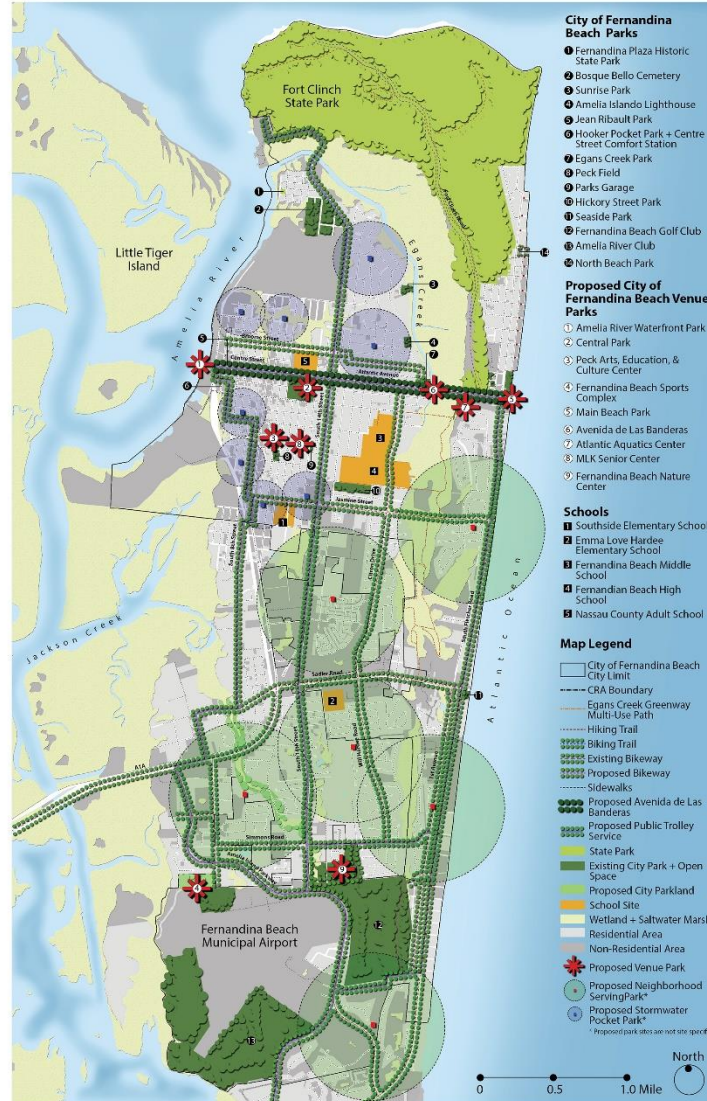
The existing Athletic Complex is envisioned as an expanded City of Fernandina Beach Sports Complex, providing competition-level facilities for baseball, softball, soccer, football, and lacrosse as well as 1st class support facilities such as concessions, restrooms, pavilions, parking, a central plaza and playground and trail network.



Spanish River Athletic Complex, Boca Raton, Florida



## Fernandina Sports Complex Expanded and Enhanced into a 1st Class Sports Complex



Main Beach is envisioned as an exciting Beachfront Park with new concessions, restaurants, and shops; multi-purpose event lawns; a beachfront promenade; individual and group picnic pavilions; an expanded skate/extreme sports park; beach volleyball courts; new restrooms; and other "place making" amenities.



Venice Beach, Venice Beach, California



## Main Beach Transformed into a 1st Class Beachfront Park

Atlantic Avenue is envisioned as the "Avenida de Las Banderas" (Avenue of the Flags) in recognition of the City's rich history. As a "complete street", 2 mile corridor would be lined by the eight national flags that once flew over the City; shady street trees; wide sidewalks for pedestrians, bike lanes for cyclists; and festive trolleys ferrying residents and visitors.



Hamburg, New York



## Atlantic Avenue Transformed into La Avenida de Las Banderas

The Atlantic Recreation Center is proposed as the Atlantic Aquatics Center. In addition to the existing lap pool and splash pad, the Center would also provide a water-slide, lazy river, and expanded deck space. Existing buildings would be renovated to provide 1st offices, classrooms, concessions, meeting space, lockers, and gymnasium.



Barnstable Bay Aquatics Complex, Palm Beach, Florida



## Atlantic Recreation Center Transformed into Atlantic Aquatics Center

The existing MLK Center is envisioned as the converted and renovated MLK Senior Center, serving the needs of residents and visitors City-wide and providing a variety of senior activities and programs.

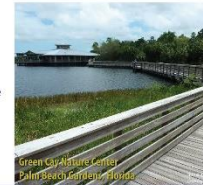


Bethesda Park Senior Center, Lawrenceville, Georgia



## MLK Center Expanded and Enhanced into MLK Senior Center

The 30 Acre Airport Site is envisioned as the City of Fernandina Beach Nature Center. The center would provide a variety of exhibition and programs about Amelia Island's unique natural habitat. The nature center may include interpretive signage, a lecture hall, classrooms, a gift shop, and exhibit halls.

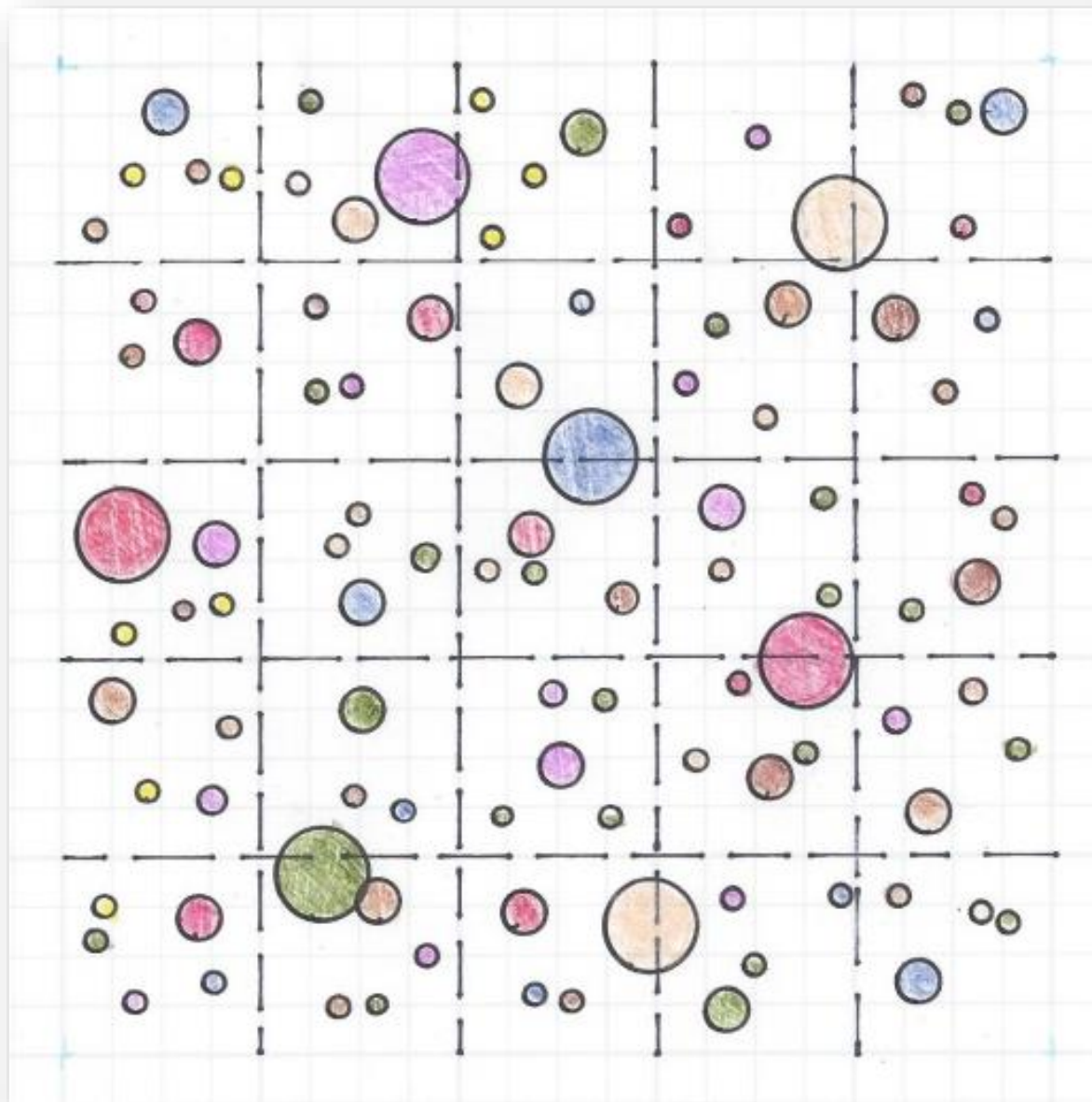


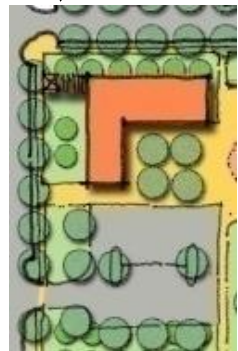
Green Cay Nature Center, Palm Beach Gardens, Florida



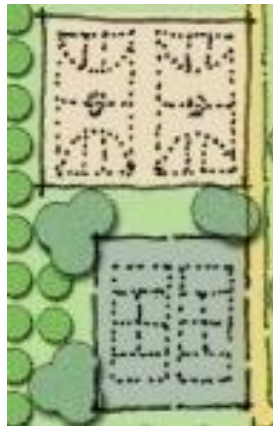
## 30 Acre Airport Site Transformed into the City of Fernandina Beach Nature Center

# Activity-Based (Neighborhood) Model





Attend Indoor Programs and Classes  
 10,000 – 30,000 sq.ft. Community Center =  
 1.5 – 3 Acres



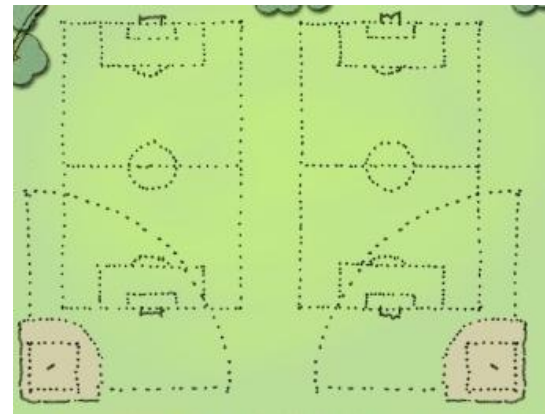
Play Basketball/ Tennis =  
 0.5 – 1 Acre



Play in a Splash Play Area =  
 0.25 – 0.5 Acres



Walk a Dog (Off-Leash) =  
 0.25 – 5 Acre



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

# NYC Soccer “Field”

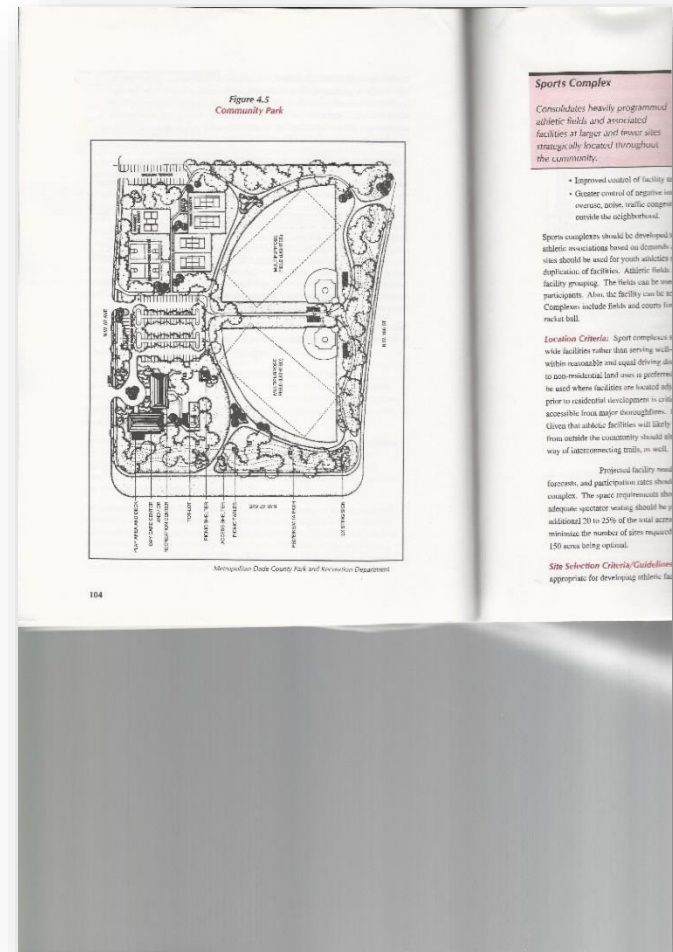




# PARK CLASSIFICATIONS, PLACE-MAKING

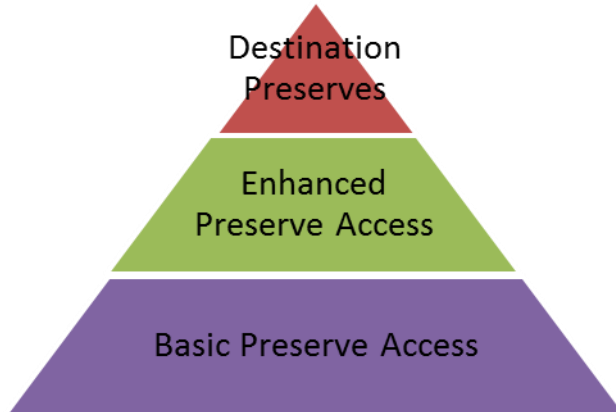
# Traditional Classifications - NRPA, 1996

Parks, Open Space, and Pathways Classifications Table				
Parks and Open Space Classifications				
Classification	General Description	Location Criteria	Size Criteria	Application of LOS
Mini-Park	Used to address limited, isolated or unique recreational needs.	Less than a 1/4 mile distance to residential setting.	Between 2500 sq. ft. and one acre in size.	Yes
Neighborhood Park	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.	1/4 to 1/2 mile distance and is accessed by non-residential roads and other physical barriers.	5 acres is considered minimum size, 8 to 10 acres is optimal.	Yes
School-Park	Depending on circumstances, combining parks with school sites can fulfill the space requirements for other classes or parks, such as neighborhood, community, sports complex, and special use.	Determined by location of school district property.	Variable—depends on function.	Yes — but should not count school only uses.
Community Park	Serve broader purpose than neighborhood park. Focus is on meeting community-based recreation needs, as well as preserving unique landscapes and open spaces.	Determined by the quality and suitability of the site. Usually serves two or more neighborhoods and 1/2 to 3 mile distance.	As needed to accommodate desired uses. Usually between 30 and 60 acres.	Yes
Large Urban Park	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.	Determined by the quality and suitability of the site. Usually serves the entire community.	As needed to accommodate desired uses. Usually a minimum of 50 acres, with 75 or more acres being optimal.	Yes
Nature/Resource Areas	Land used solely for preservation of significant natural resources, natural landscapes, open spaces, and visual aesthetics/buffering.	Resource availability and opportunity.	Variable.	No
Greenways	Effectively tie park system components together to form a continuous park environment.	Resource availability and opportunity.	Variable.	No
Sports Complex	Consolidates heavily programmed athletic fields and associated facilities to larger and fewer sites strategically located throughout the community.	Strategically located community-wide facilities.	Determined by projected demand. Usually a minimum of 25 acres, with 40 to 60 acres being optimal.	Yes
Special Use	Covers a broad range of parks and recreation on facilities oriented toward single-purpose use.	Variable—dependent on specific use.	Variable.	Depends on type of use.
Private Parks / Recreation Facility	Parks and recreation facilities that are privately owned yet contribute to the public park and recreation system.	Variable—dependent on specific use.	Variable.	Depends on type of use.



# Non-Traditional Classifications

## Sarasota County, FL



### Example: Preserves



### Example: Athletic Fields

- 3-tiered classification for each subsystem
- Used to establish basis for level of quality, budget, staffing, maintenance
- “Base” Tier: most common, basic amenities, basic maintenance, low/ no fees
- “Top” Tier: least common, full amenities, higher level of maintenance, higher cost recovery

# Most Residents Want Their Basic Needs Met Within their Neighborhood or Community

- Take a Walk or Run
- Ride a Bike
- Walk the Dog
- Play on a Playground
- Throw or Kick a Ball, Frisbee
- Sit Outside, Eat, Read, Talk with Friends and Neighbors
- Play a Pick-up Game, Practice Sports
- Fish
- Attend a Local Event, Festival, Market



# Activities vs. Facilities

- Places to play vs. playground
- Places to relax vs. benches
- Places to eat and socialize vs. picnic tables
- Places to play ball vs. athletic fields
- Places to play hoops vs. basketball court
- Places to exercise vs. fitness center



# Placemaking (PPS)



- Key Attributes
- Characteristics
- Metrics







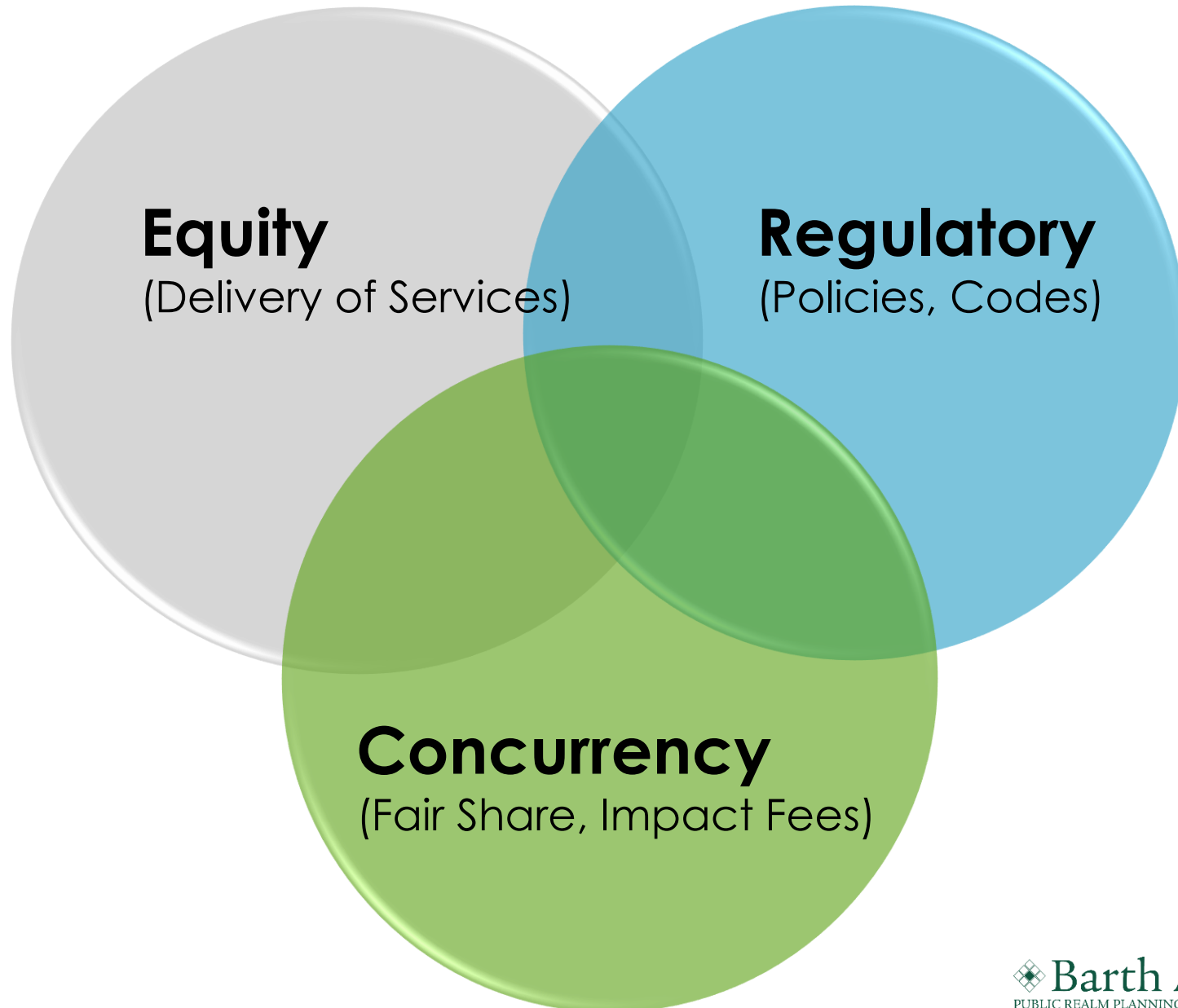
# “Power of Ten”

1. Get something to eat
2. Play bocce ball
3. Throw a frisbee
4. Fly a kite
5. Swing
6. Sunbathe
7. Read a book
8. Wi-Fi access
9. Rent a kayak
10. Use the playground



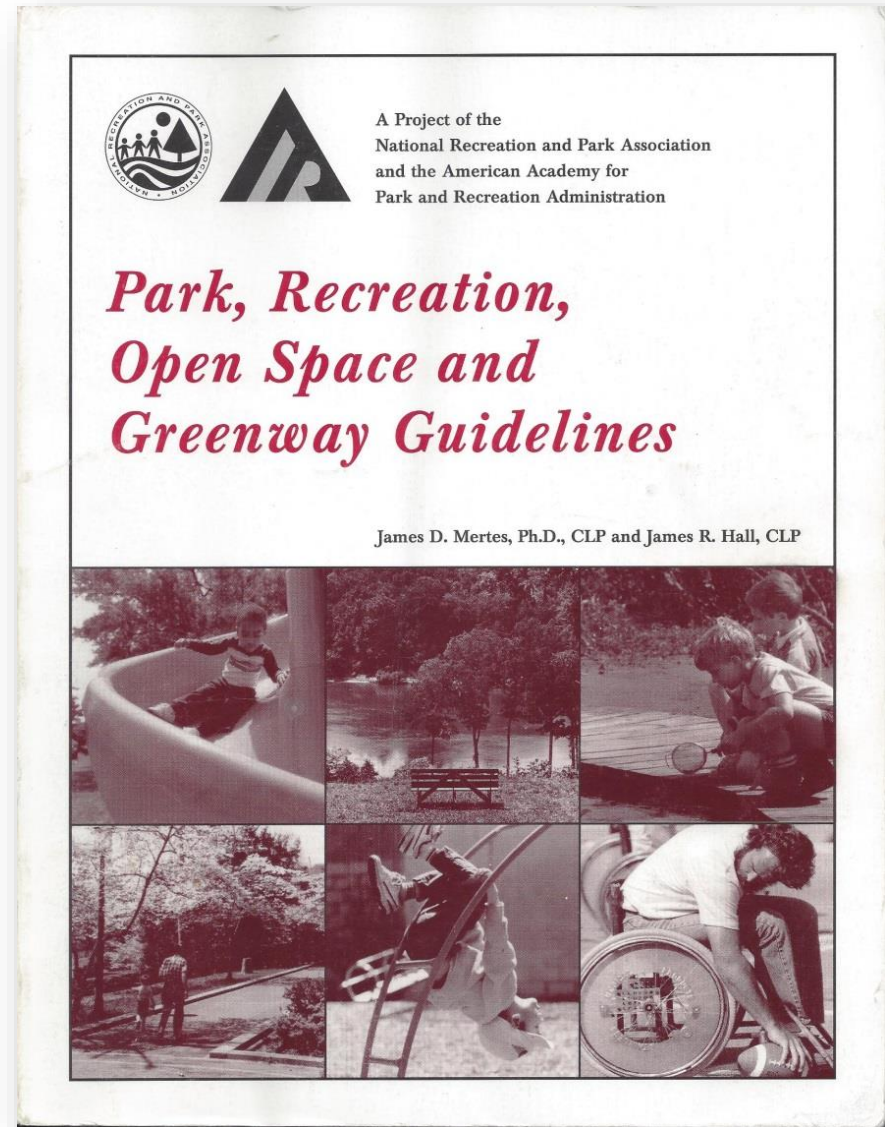
# LEVEL OF SERVICE ANALYSIS

# Reasons to Calculate LOS



# No Standards

“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, 1996, p. 59).



# Common LOS Metrics

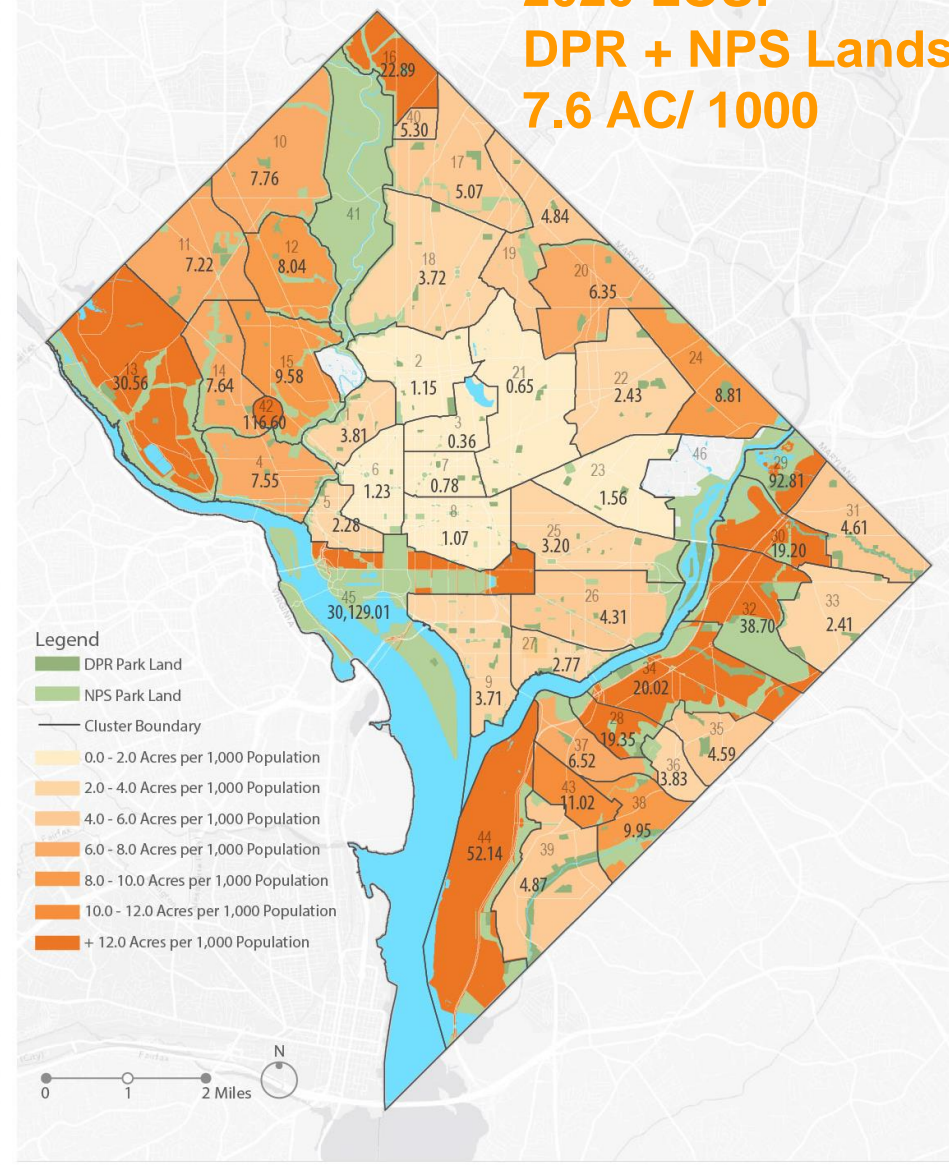
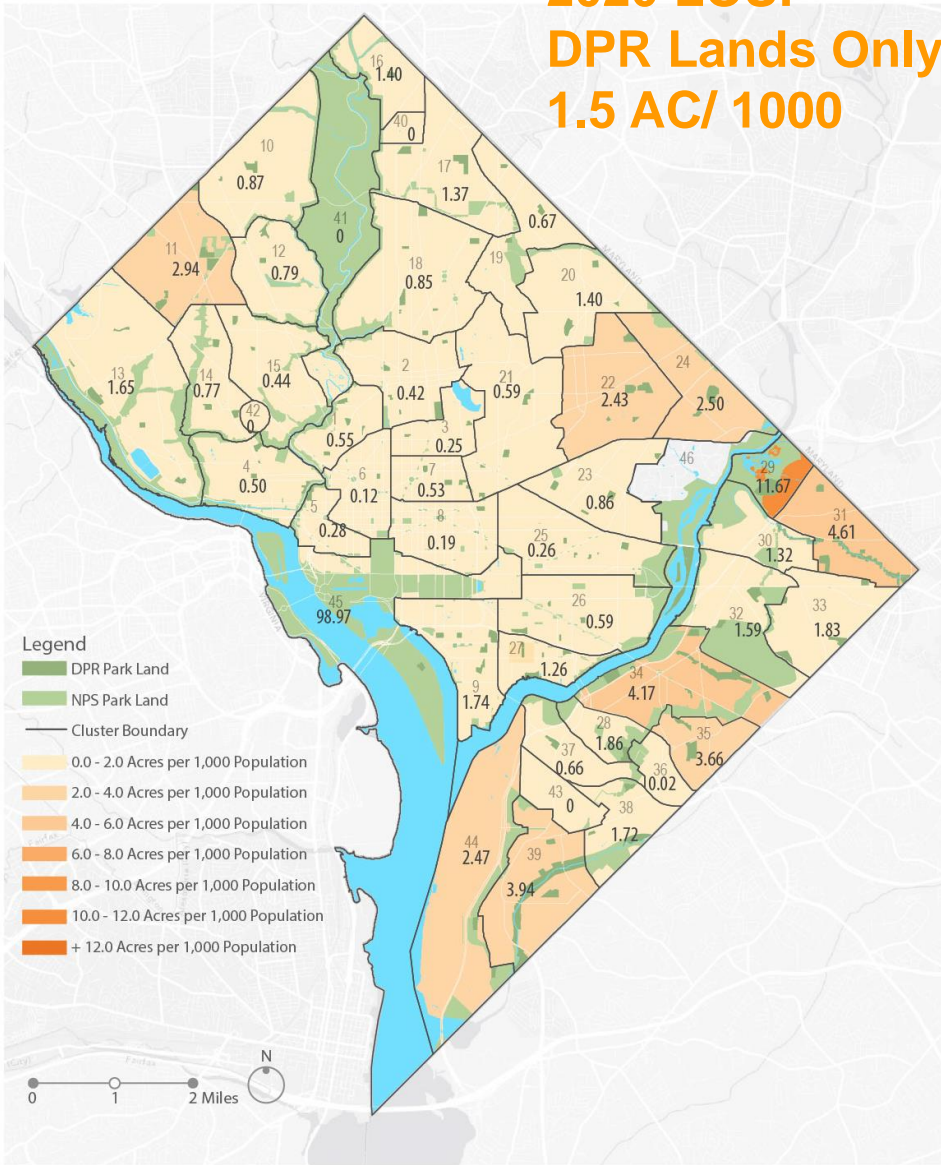
each “necessary but not sufficient”

- **Acres per 1000 residents** – Do we have enough land? Community-wide? Equitably distributed?
- **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 – What, Where to Count?

**2020 LOS:  
DPR Lands Only  
1.5 AC/ 1000**

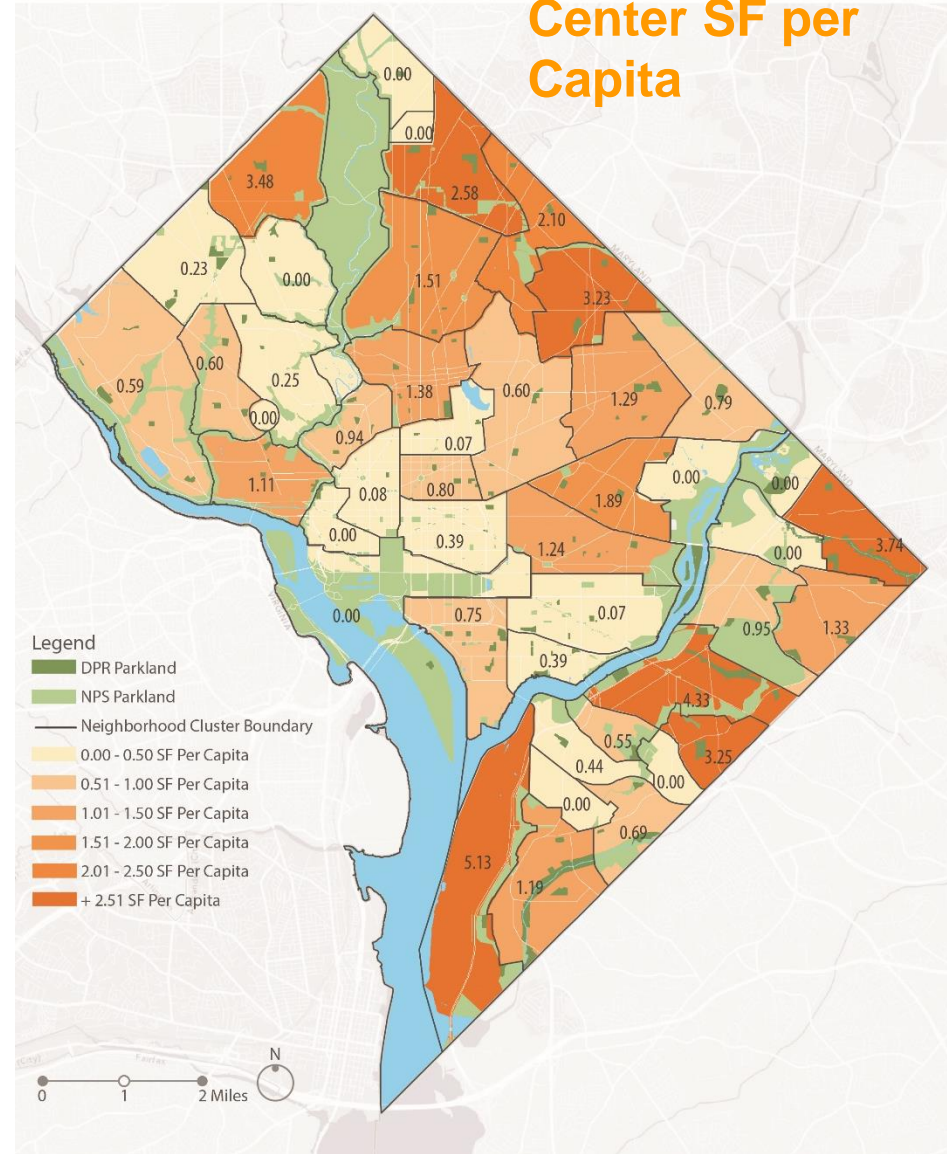
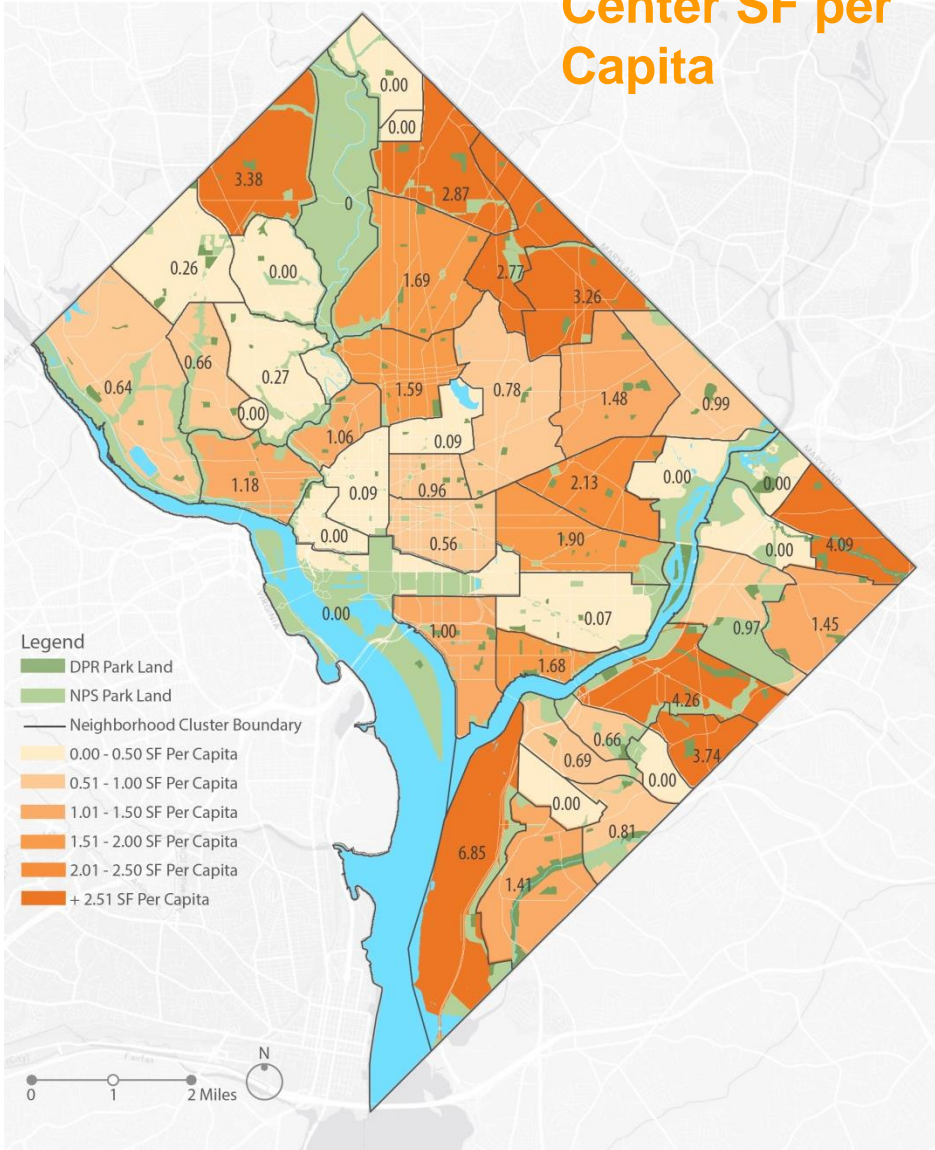
**2020 LOS:  
DPR + NPS Lands  
7.6 AC/ 1000**



# Facility LOS – Recreation Centers

## 2010 Recreation Center SF per Capita

## 2020 Recreation Center SF per Capita



# Facility LOS - SCORP

Outdoor Facility Type	Southeast Region Resident Participation	2011 Southeast Region LOS X/1000 Participants	Need Based on Participants	Number of Town of Palm Beach Facilities	Need / Surplus to meet Southeast Region LOS
Baseball Fields	15%	0.88	1.12	0	(1.12)
Outdoor Basketball Courts	19%	1.27	2.05	1	(1.05)
Football Fields	13%	0.53	0.59	0	(0.59)
Golf	11%	2.15	2.01	1	(1.01)
Tennis Courts	14%	2	2.38	13	10.62
Soccer Fields	15%	0.48	0.61	1	0.39
Outdoor Swimming Pools	34%	0.08	0.23	0	(0.23)
Paved Trails	43%	0.06	0.22	8.8	8.58
Saltwater Boat Ramps	23%	0.13	0.25	0	(0.25)

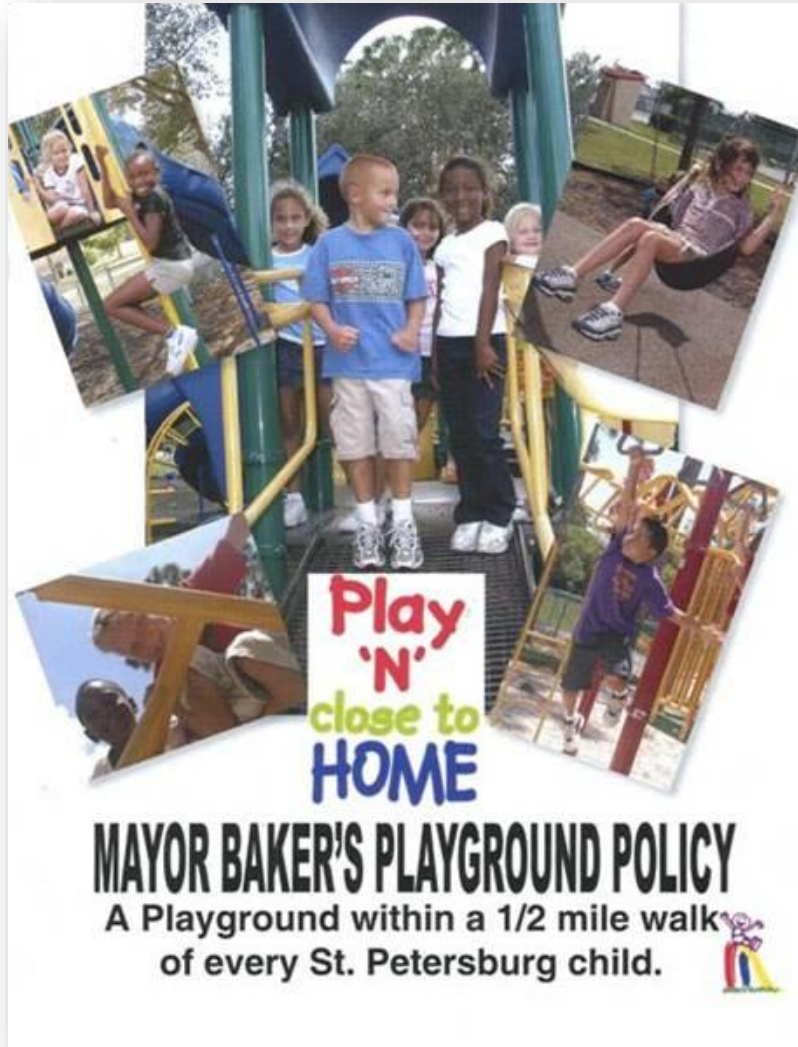


# Facility LOS - PRORAGIS

## National Recreation and Parks Association PRORAGIS Benchmark

Facility	2014 Town of Palm Beach Facilities LOS	2014 Town of Palm Beach, Palm Beach County, and Private Facilities LOS	National Median LOS
Diamond Fields	0	0	3,333
Rectangle Fields	8,503	8,503	3,929
Playgrounds	4,252	2,126	3,899
Dog Parks	0	0	53,915
Tennis Courts	654	167	4,413
Basketball Courts	8,503	8,503	7,526
Indoor Recreation Center	8,503	8,503	24,804
Swimming Pools	0	850	33,660

# Access LOS








Facility Type:	Urban/ Suburban Access:	Rural/ Village Access:
All Parks + Active County Parks	1/2 mile / 1 mile	1/2 mile / 1 mile
Baseball/softball Fields	3 miles	5 miles
Football/ Soccer Fields	3 miles	5 miles
Playgrounds	1/2 mile	3 miles
Pickleball Courts	1 mile	3 miles
Tennis Courts	1 mile	3 miles
Basketball Courts	1/2 mile	3 miles
Dog Parks	1 mile	5 miles
Indoor Recreation Centers	2 miles	10 miles
Therapeutic Recreation Centers	3 miles	10 miles
Swimming Pools/ Aquatic Complexes	3 miles	10 miles

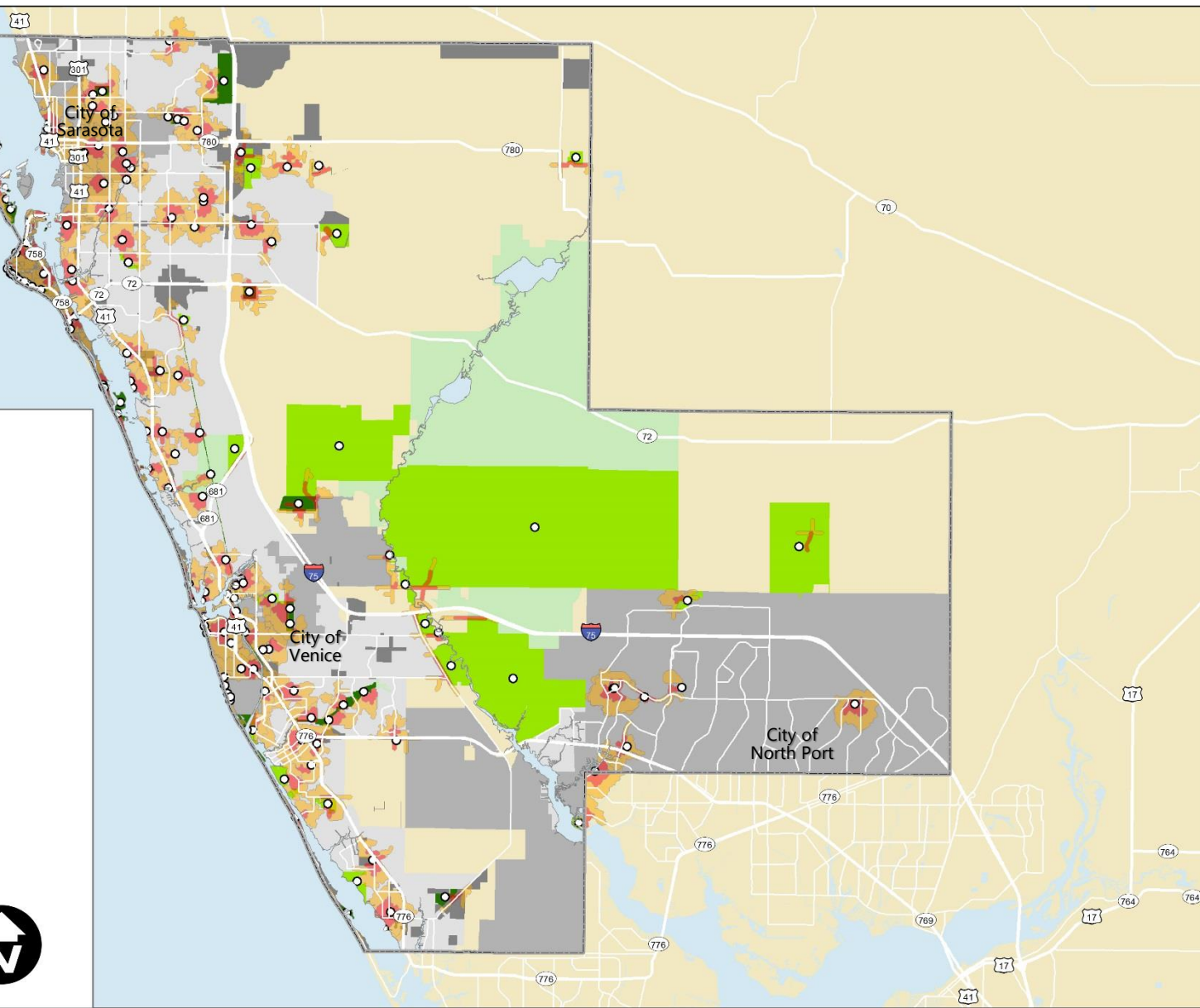
# Access LOS

## All County Parks

-  Sarasota County Boundary
-  All Parks
-  1/2 Mile Network Distance
-  1 Mile Network Distance
-  Sarasota County Active Parks
-  Sarasota County Natural Area Parks

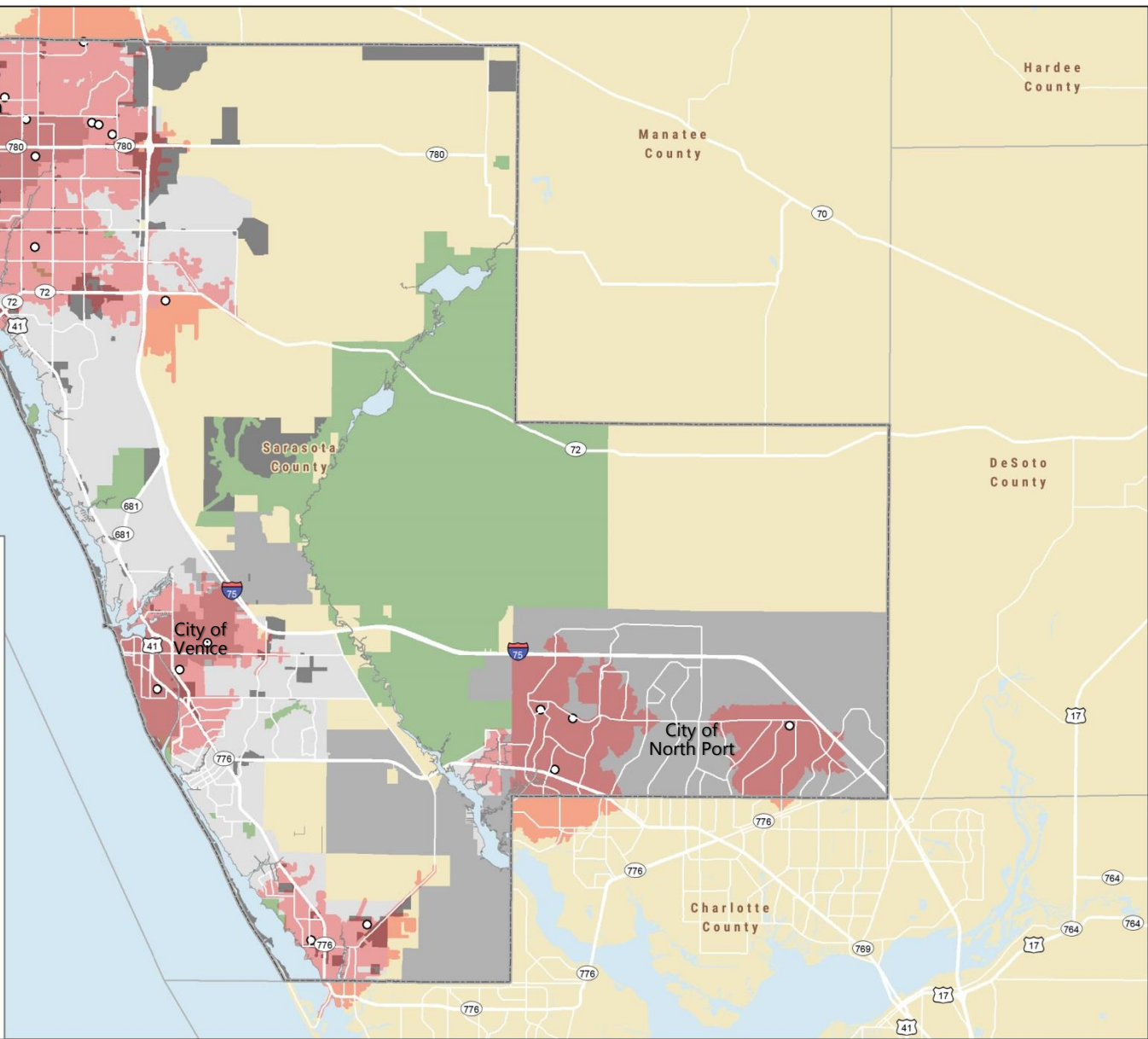
### Land Use

-  Rural
-  Residential
-  Incorporated Area
-  Non Residential
-  Greenspace Land Use



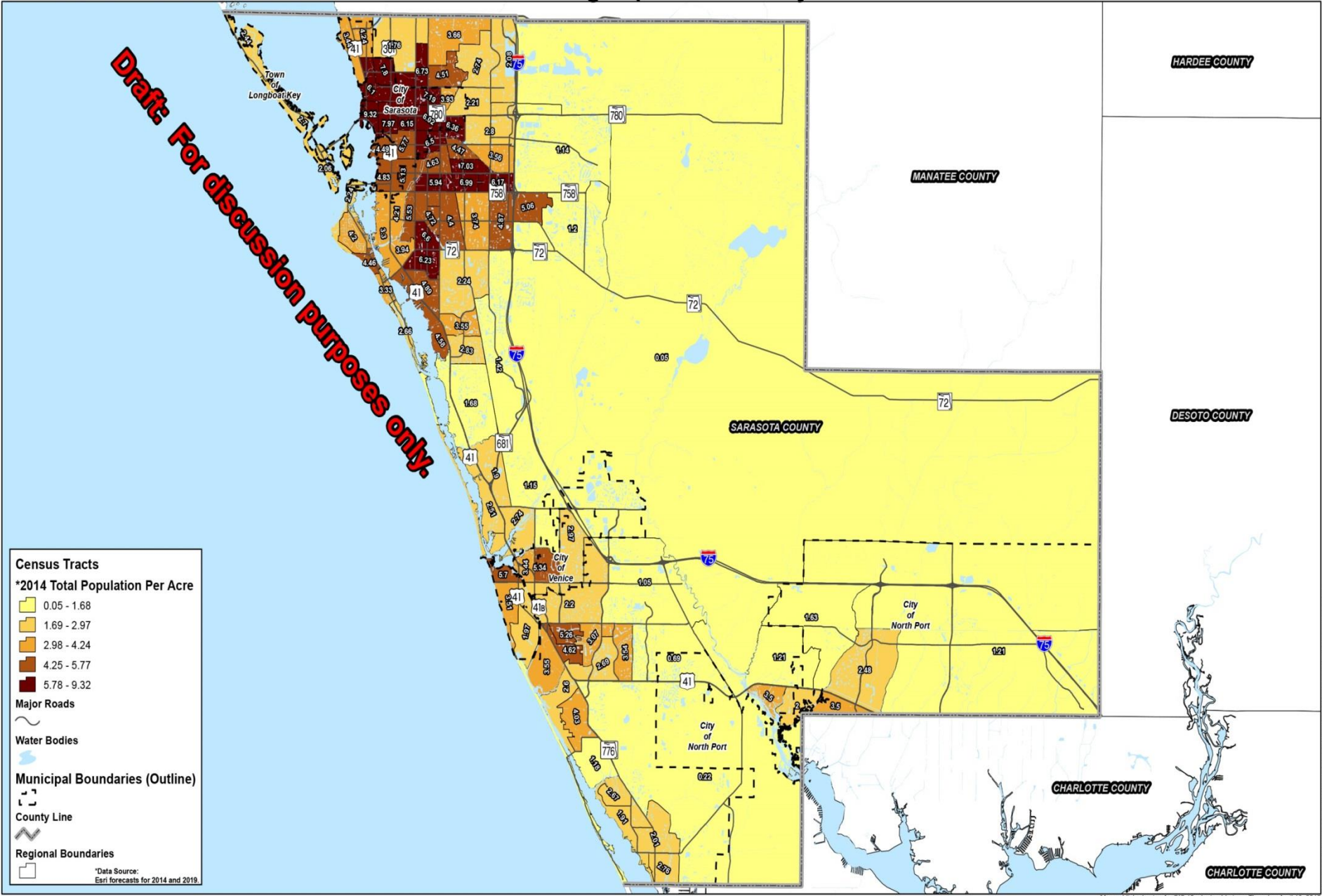
# Urban/Suburban Access Baseball/Softball Fields

-  Sarasota County Boundary
  -  Baseball/Softball Field
  -  Baseball/Softball Fields: 3 Mile Network Distance
- Land Use**
-  Rural
  -  Residential
  -  Incorporated Area
  -  Non Residential
  -  Public Conservation Preservation



# Existing Population Density

**Draft: For discussion purposes only.**



**Census Tracts**  
**\*2014 Total Population Per Acre**

- 0.05 - 1.68
- 1.69 - 2.97
- 2.98 - 4.24
- 4.25 - 5.77
- 5.78 - 9.32

**Major Roads**

**Water Bodies**

**Municipal Boundaries (Outline)**

**County Line**

**Regional Boundaries**

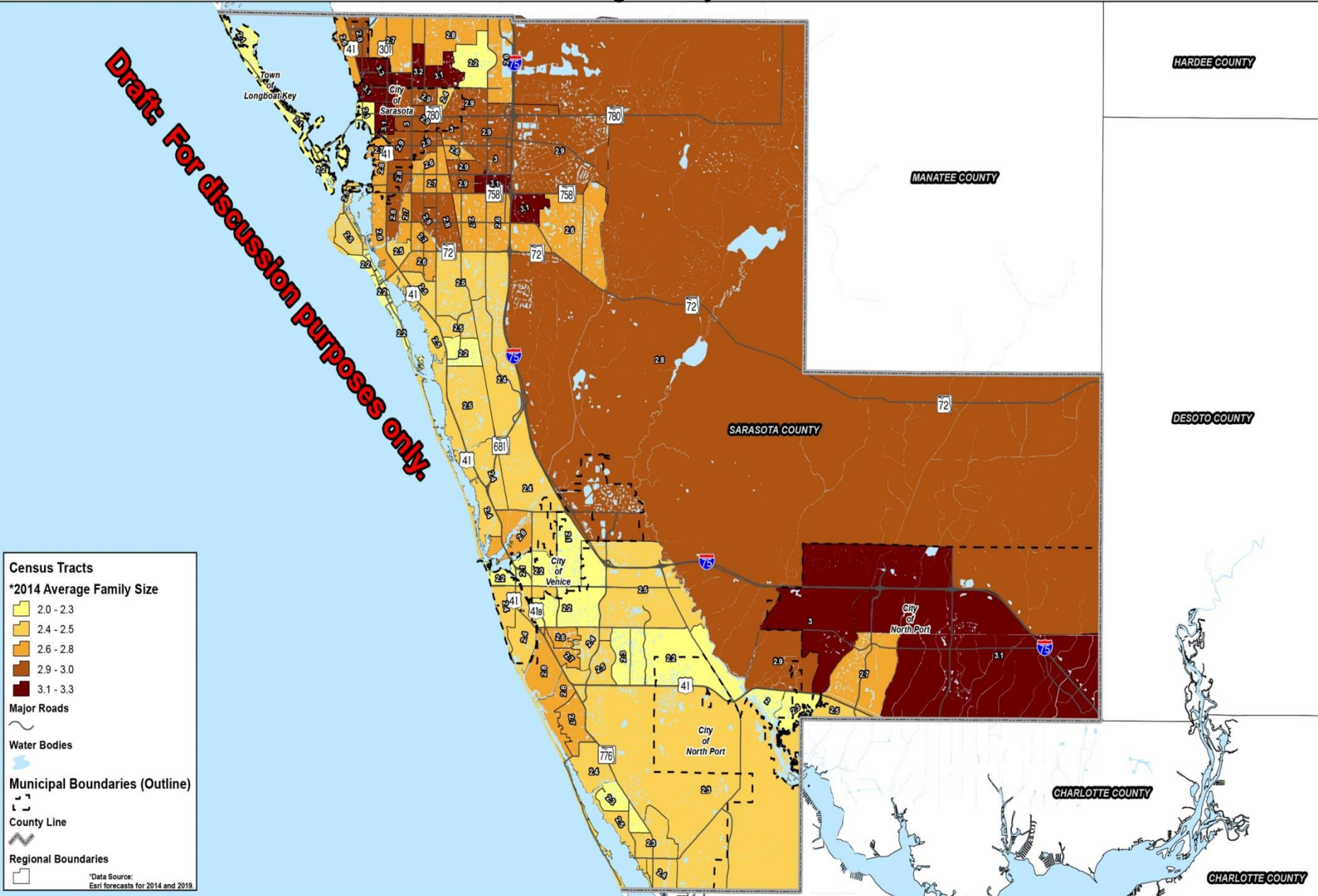
\*Data Source:  
 Esri forecasts for 2014 and 2019.



Path: N:\Community\PA\GIS\MasterPlan\Graphics\ExistingPopulationDensity\_11x17.mxd

# Average Family Size

**Draft: For discussion purposes only.**



**Census Tracts**  
**\*2014 Average Family Size**

- 2.0 - 2.3
- 2.4 - 2.5
- 2.6 - 2.8
- 2.9 - 3.0
- 3.1 - 3.3

**Major Roads**

**Water Bodies**

**Municipal Boundaries (Outline)**

**County Line**

**Regional Boundaries**

\*Data Source:  
 Esri forecasts for 2014 and 2019.

HARDEE COUNTY

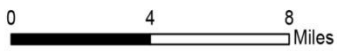
MANATEE COUNTY

SARASOTA COUNTY

DESOTO COUNTY

CHARLOTTE COUNTY

CHARLOTTE COUNTY




Path: N:\Community\GIS\GISMasterPlan\Graphics\AverageFamilySize\_1.txd


# Existing Population Ages 0-9


**Draft: For discussion purposes only.**


**Census Tracts**  
**\*2014 Total Population 0-9**


- 4 - 145
- 146 - 308
- 309 - 521
- 522 - 1,047
- 1,048 - 4,750

**Major Roads**  


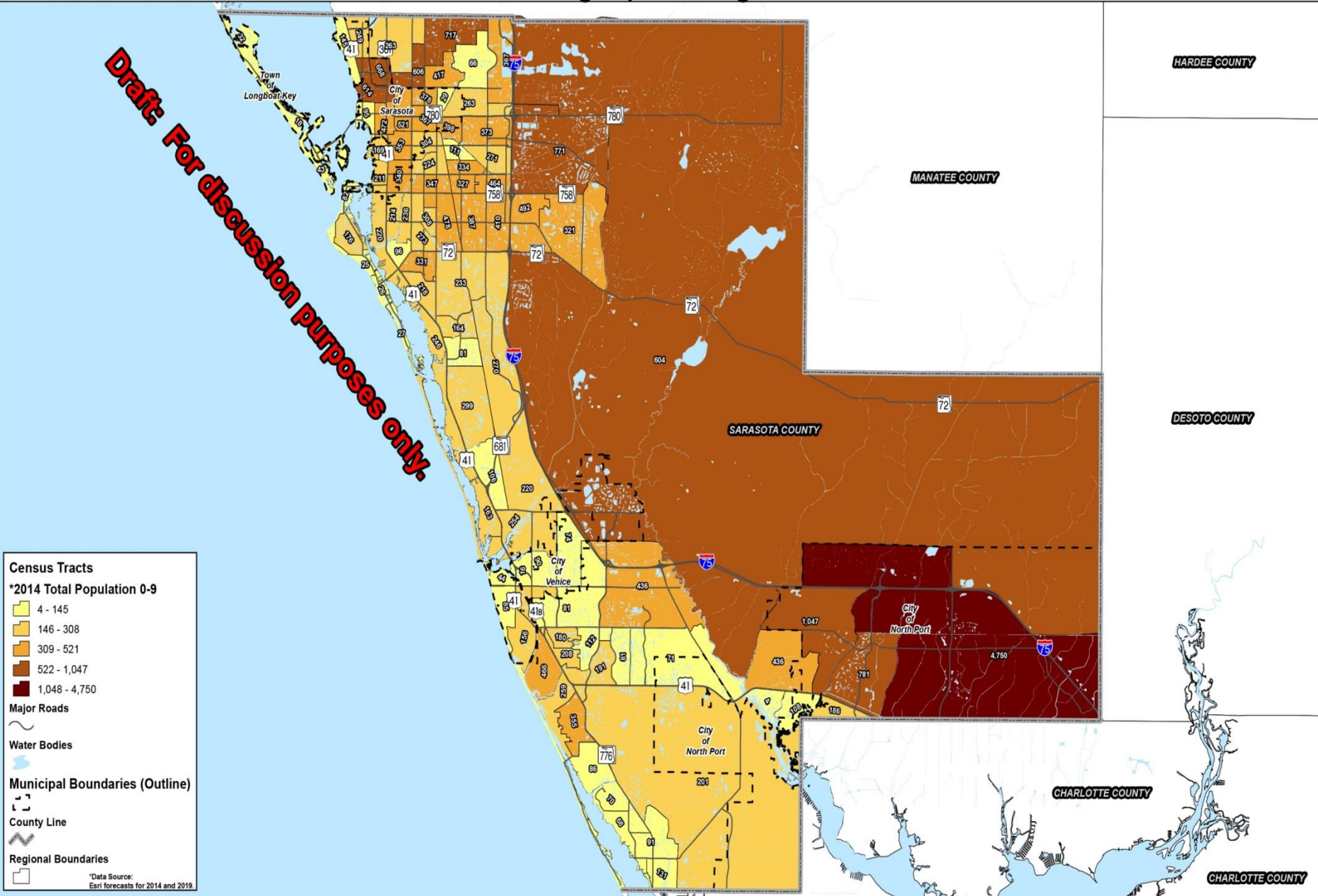
**Water Bodies**  


**Municipal Boundaries (Outline)**  


**County Line**  


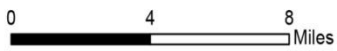
**Regional Boundaries**  


\*Data Source:  
 Esri forecasts for 2014 and 2019.



Map published using ArcGIS 10.x by Imelders on Wednesday, April 15, 2015

This map is produced from Sarasota County GIS, and is representative information only. The County does not warrant, guarantee, or assume any responsibility for geographic information completeness and/or accuracy. This map should not be used as guide for navigation. Copyright © SCGIS 2015

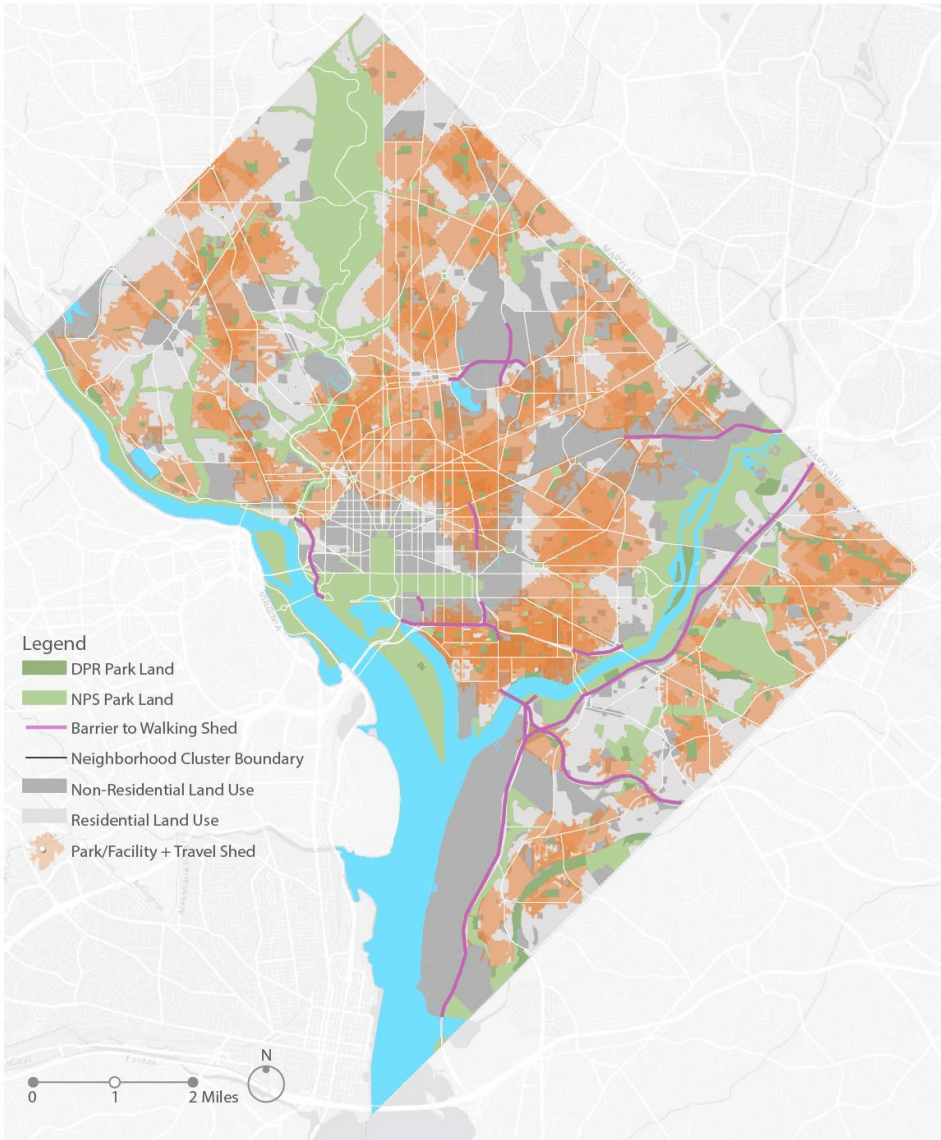


Path: N:\Community\GIS\MapServer\Plan\Graphics\ExistingPopulationAges0-9\_11x17.mxd

# Access LOS

1/2 mile service area

DPR

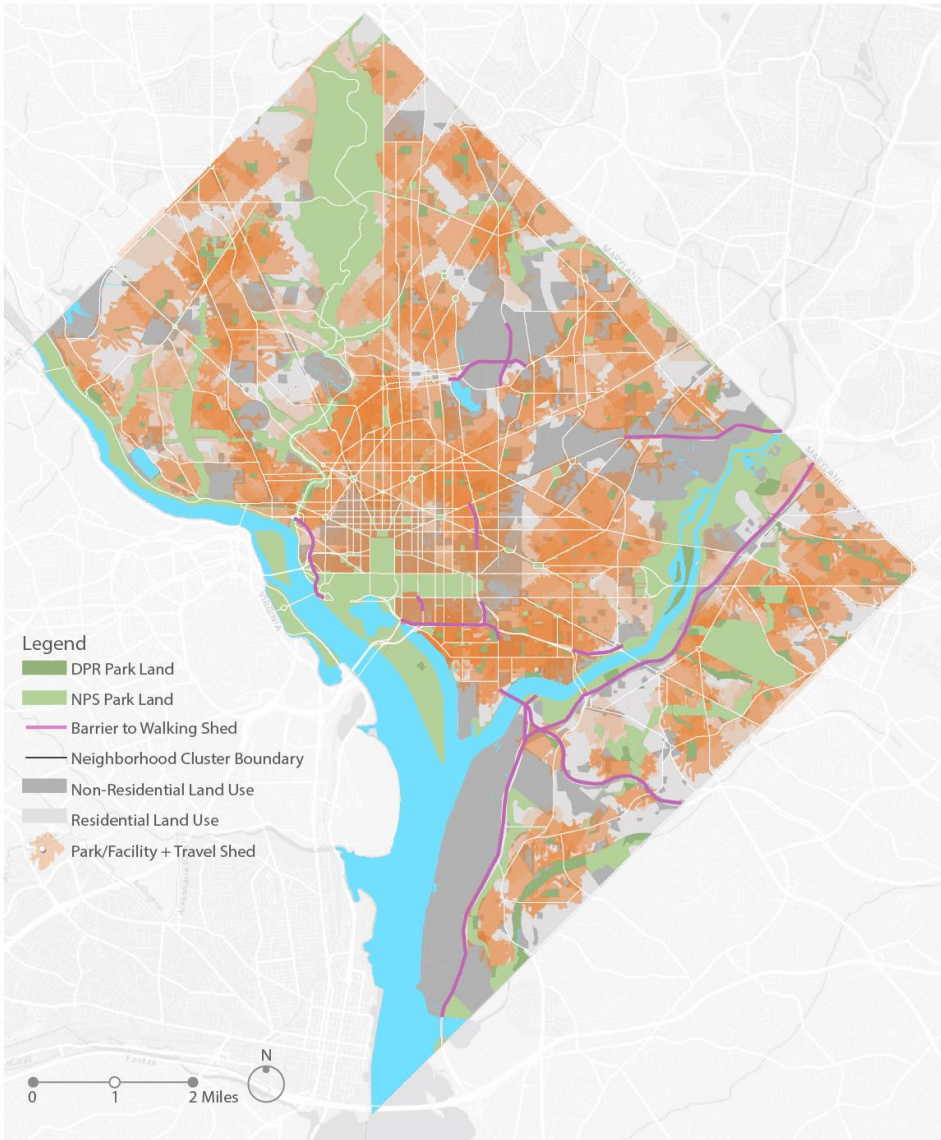




# Access LOS

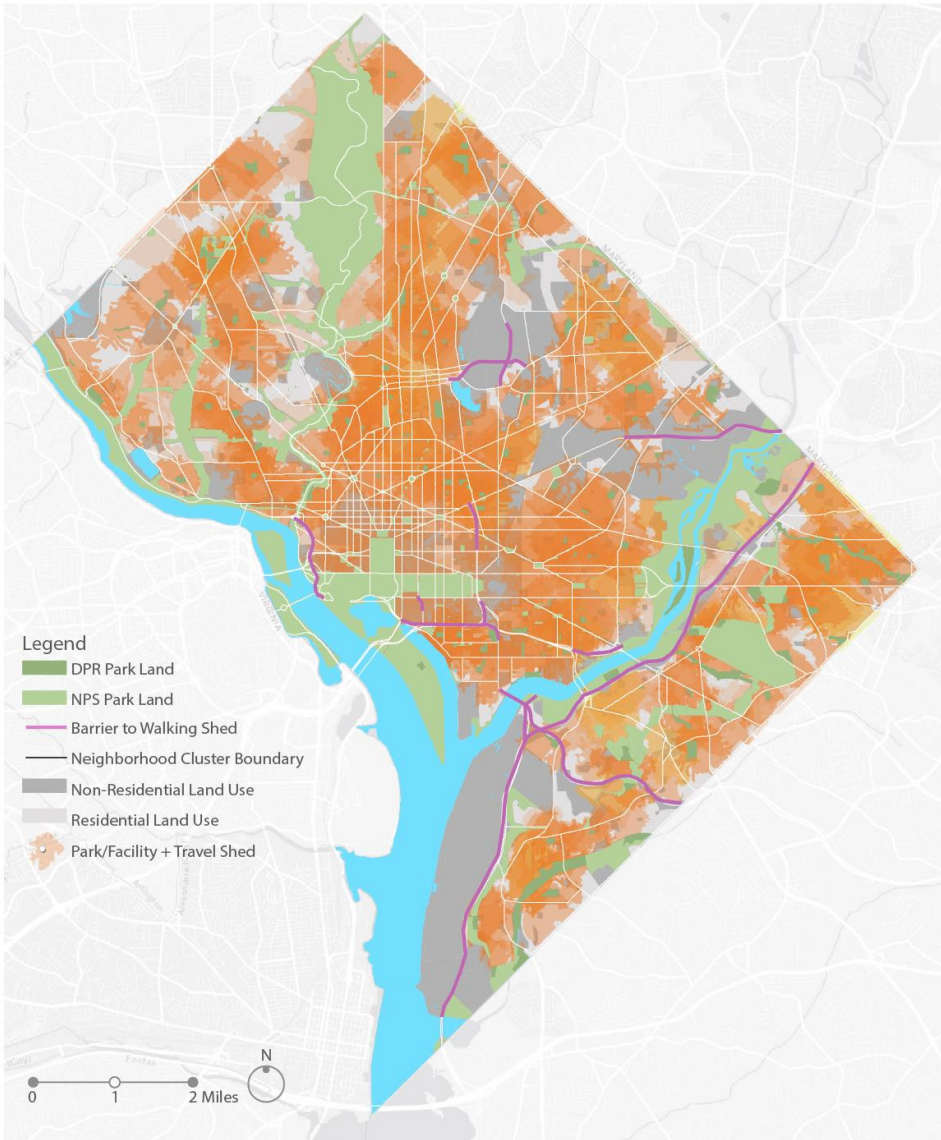
1/2 mile service area

DPR  
+  
NPS



# Access LOS

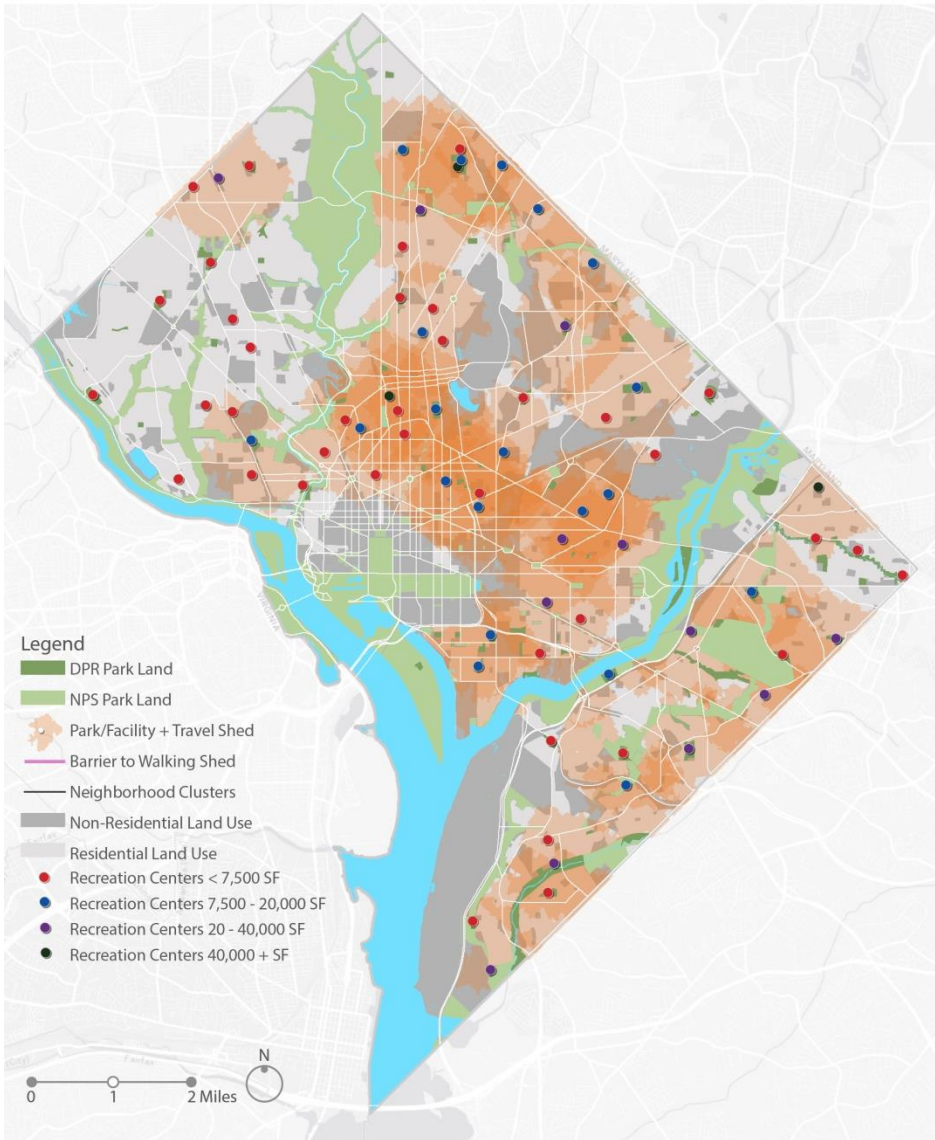
1/2 mile service area



DPR  
+ NPS  
+ DCPS

# Access LOS

1 mile service area to  
minimum 7,500 SF  
Neighborhood Center



# Quality LOS

## CITY OF SUNRISE PARKS EVALUATION SCORING MATRIX

		S. CIVIC CENTER	FLAMINGO PARK	WELLEBY PARK	NOB HILL PARK	S. ATHLETIC COMPLEX	S. SENIOR CENTER	S. TENNIS CTR.	VILLAGE MULTI-PURPOSE CTR.	SAWGRASS SANCTUARY	FLAMINGO RD. LINEAR PARK	OSCAR WIND PARK	PIPER FIELD	S. COUNTRY CLUB	ROARK COM. CTR.	SHOTGUN CTR.	VILLAGE RD. LINEAR PARK	CITY PARK	ROLLER HOCKEY CLUB	NEW RIVER CIVIC CTR.	VILLAGE SQUARE CTR.	GOLF VILLAGE PARK	12TH STREET PARK	AVERAGE
<b>PROXIMITY, ACCESS, &amp; LINKAGES</b>	(MAX 25)	21	18	15	18	20	20	19	16	12	17	15	16	17	16	15	16	16	13	8	15	11	13	15.7 / 25
VISIBILITY FROM A DISTANCE	(MAX 4)	2	3	3	3	2	3	2	3	1	3	3	2	3	3	2	2	2	2	1	3	1	2	2.3
EASE IN WALKING TO THE PARK	(MAX 4)	4	4	4	3	4	2	3	2	3	4	4	4	3	2	4	2	3	3	1	3	2	4	3.1
TRANSIT ACCESS	(MAX 4)	4	3	1	3	3	4	4	3	1	3	1	1	4	2	1	3	3	2	1	3	4	1	2.5
CLARITY OF INFORMATIONAL SIGNAGE	(MAX 4)	3	1	1	1	2	2	2	1	1	1	1	1	2	1	1	1	1	1	1	1	1	1	1.3
ADA COMPLIANCE	(MAX 4)	4	2	3	3	4	4	4	3	3	3	2	3	3	4	3	3	2	3	2	3	2	1	2.9
COMPATIBILITY W/ ADJACENT SPACES	(MAX 4)	4	4	3	4	4	4	3	3	2	3	3	4	2	3	4	4	4	1	1	2	1	4	3
SAFETY LIGHTING*	(MAX 1)	1	1	1	1	1	1	1	1	1	0	1	1	0	1	0	1	1	1	1	0	0	0	2.9
<b>COMFORT &amp; IMAGE</b>	(MAX 24)	24	23	24	24	24	21	24	21	23	24	23	22	20	24	19	23	22	18	18	14	10	6	20.3 / 24
FIRST IMPRESSION/OVERALL ATTRACTIVENESS	(MAX 4)	4	4	4	4	4	3	4	3	3	4	3	4	4	4	4	4	3	3	3	2	1	1	3.3
FEELING OF SAFETY	(MAX 4)	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	3	2	2	1	3.6
CLEANLINESS/OVERALL QUALITY OF MAINTENANCE	(MAX 4)	4	4	4	4	4	3	4	4	4	4	4	4	4	4	4	4	4	2	2	3	2	1	3.5
COMFORT OF PLACES TO SIT	(MAX 4)	4	3	4	4	4	3	4	2	4	4	4	3	2	4	2	3	3	2	3	3	2	1	3.1
PROTECTION FROM INCLIMATE WEATHER	(MAX 4)	4	4	4	4	4	4	4	4	4	4	4	3	2	4	1	4	4	4	4	2	1	1	3.4
EVIDENCE OF MANAGEMENT/STEWARDSHIP	(MAX 4)	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	3	3	2	2	1	3.6
<b>USES, ACTIVITY, &amp; SOCIABILITY</b>	(MAX 16)	16	15	15	14	14	13	12	13	11	9	11	10	8	5	8	8	4	6	5	4	4	4	9.5 / 16
MIX OF USES/THINGS TO DO	(MAX 4)	4	4	4	3	4	3	3	4	3	4	4	1	1	1	1	1	1	1	1	1	1	1	2.3
LEVEL OF ACTIVITY	(MAX 4)	4	3	3	4	4	3	3	3	2	2	3	3	3	1	3	3	1	1	1	1	1	1	2.4
SENSE OF PRIDE/OWNERSHIP	(MAX 4)	4	4	4	4	4	4	3	2	3	2	3	3	3	2	3	3	1	2	2	1	1	1	2.7
FREQUENCY OF COMMUNITY ACTIVITIES/EVENTS	(MAX 4)	4	4	4	3	2	3	3	4	3	1	1	3	1	1	1	1	1	2	1	1	1	1	2.1
<b>OPPORTUNITIES</b>	(MAX 19)	16	14	15	12	8	11	10	13	18	7	8	9	11	7	8	8	7	7	12	5	8	7	10.0 / 19
PROGRAMMING FLEXIBILITY	(MAX 4)	3	3	4	2	1	3	2	4	4	2	2	1	1	2	1	1	2	1	1	1	2	3	2.1
REVENUE OPPORTUNITIES	(MAX 4)	4	4	4	2	3	3	3	3	4	1	1	1	4	1	2	3	1	1	4	1	1	1	2.4
PARTNERSHIP OPPORTUNITIES	(MAX 4)	4	3	1	4	1	2	2	3	3	1	1	4	2	1	1	1	1	2	4	1	1	1	2
"GREEN"/ENVIRONMENTAL OPPORTUNITIES	(MAX 4)	2	2	3	2	1	1	1	1	4	1	2	1	2	1	2	1	1	1	1	1	1	2	1.5
EVIDENCE OF DESIGN STANDARDS*	(MAX 1)	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	0	1	0	3.6
EVIDENCE OF EMBRACED HERITAGE RESOURCES*	(MAX 1)	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	1	0	0.5
EVIDENCE OF MAINTENANCE STANDARDS*	(MAX 1)	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	0	3.8
*BONUS POINT ADDITIONAL TO 80PT TOTAL																								
<b>TOTAL</b>		78	70	69	68	66	65	65	63	60	57	57	57	56	52	50	50	49	44	43	38	33	30	55.5



### LEGEND

- ▬ City of Sunrise
- ▬ Water
- ▬ Roadway
- ▬ City-Owned Parks
- ▬ County Parks
- ▬ Undeveloped Facilities

### EXCEEDS EXPECTATIONS

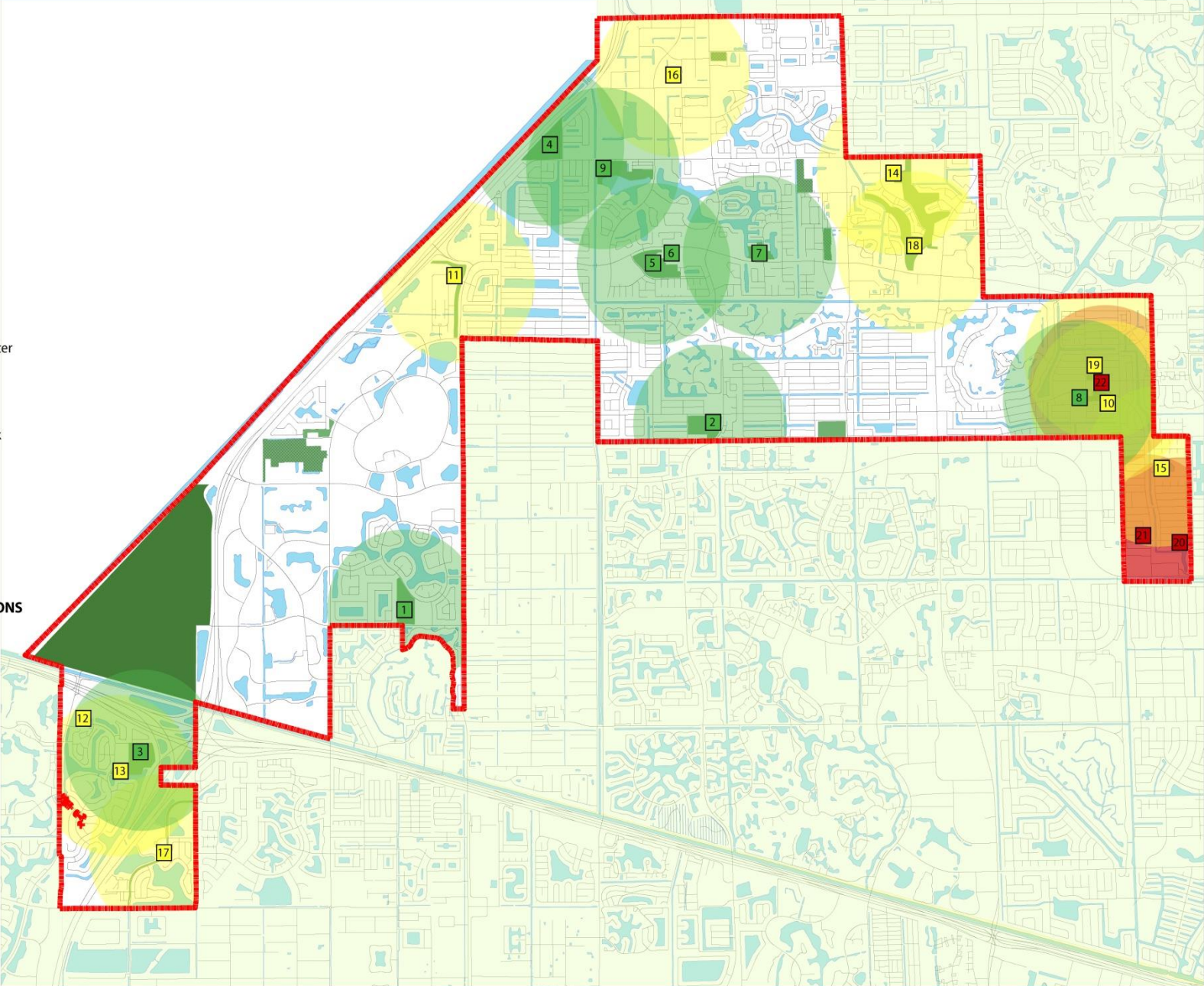
- 1 Flamingo Park
- 2 Nob Hill Park
- 3 Sawgrass Sanctuary
- 4 Sunrise Athletics Complex
- 5 Sunrise Civic Center
- 6 Sunrise Senior Center
- 7 Sunrise Tennis Club Park
- 8 Village Multi-Purpose Center
- 9 Welleby Passive Park

### MEETS EXPECTATIONS

- 10 City Park
- 11 Flamingo Road Linear Park
- 12 New River Civic Center
- 13 Oscar Wind Park
- 14 Piper Field
- 15 Roark Pool
- 16 Roller Hockey Park
- 17 Shotgun Road Linear Park
- 18 Springtree Country Club
- 19 Village Beach Club

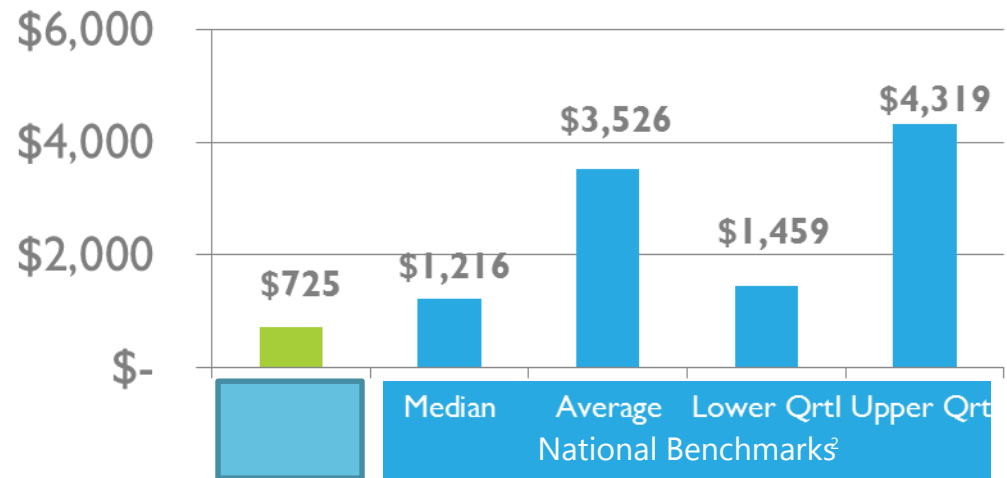
### DOES NOT MEET EXPECTATIONS

- 20 12th Street Park
- 21 Golf Village Park
- 22 Village Square Park



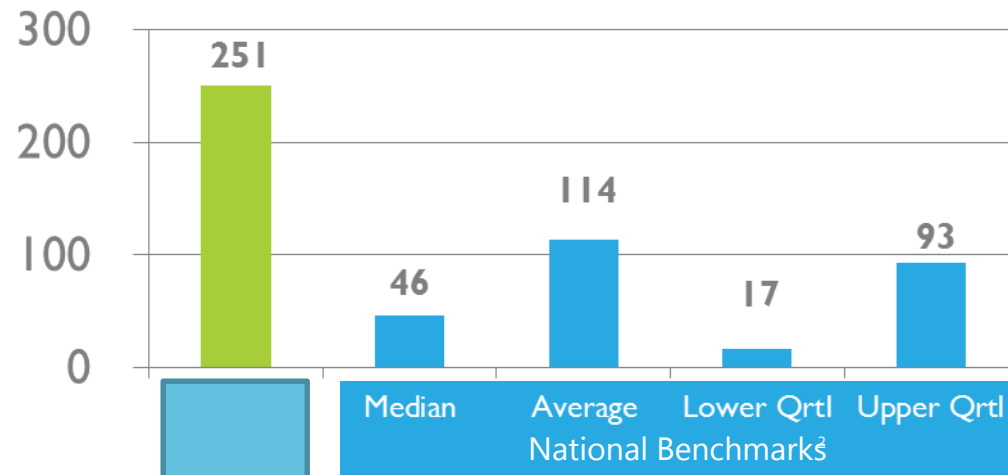
# Operating Costs, Staffing/ Acre

## Department Budget Per Park Acre



Source: National Recreation and Parks Association (2015) PRORAGIS Database Report: Counties

## Acres of Land Managed FTE



Source: National Recreation and Parks Association (2015) PRORAGIS Database Report: Counties

# Sustainability Metrics, Trends as LOS Standards

Trends	Potential Metrics
Age-Friendly Communities	Transit Access; % of Senior Participants; % of Multi-generational Programs
Walkability and Connectivity	Percentage of Complete Streets; Miles of Multi-purpose Trails; % of Parks w/ Multi-Modal Access
Access to Nature	Distance/ Time to Natural Areas; % Participants in Nature-Based Programs
Sports Tourism	% Use of Facilities by Visitors % Cost per Visitor User Revenues per Visitor User
High Performance Public Spaces©	

# Phase I: Criteria for HPPSs – Delphi Process



## 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



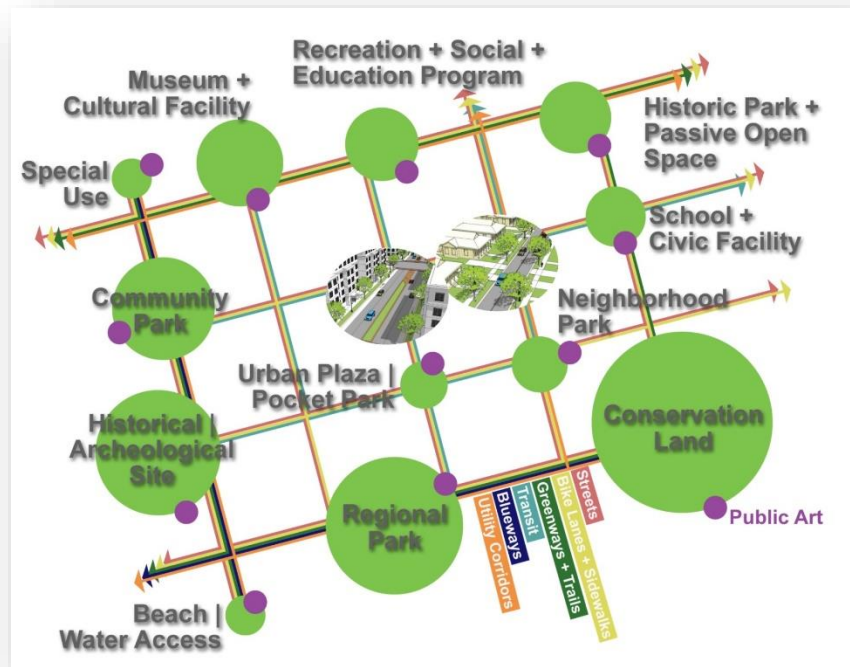
## Economic

- 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



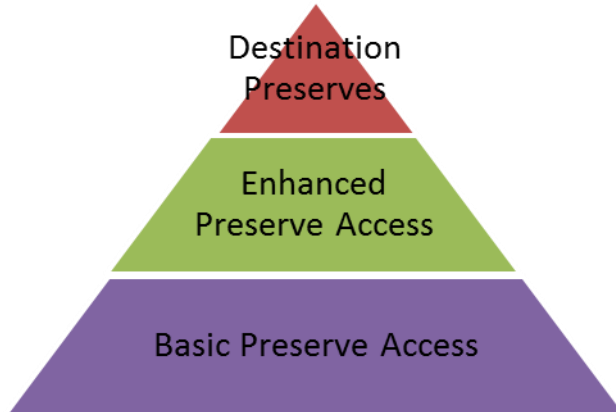
# ESTABLISHING LOS STANDARDS

# Select 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

# Establish Park and Facility Classifications



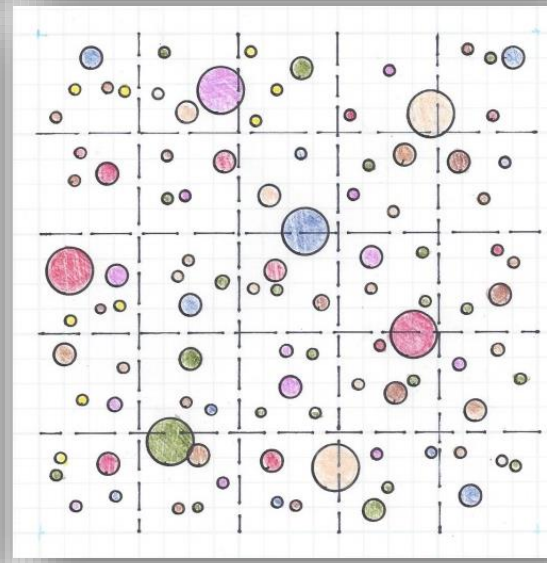
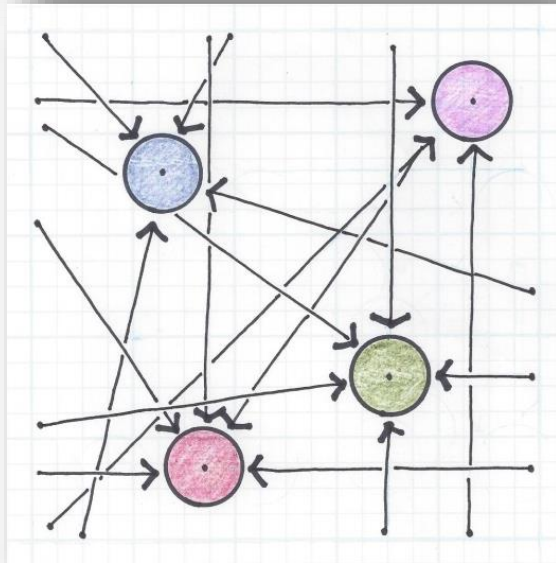
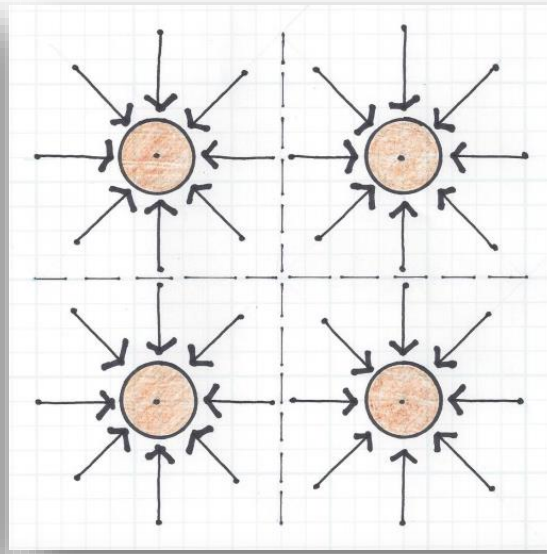
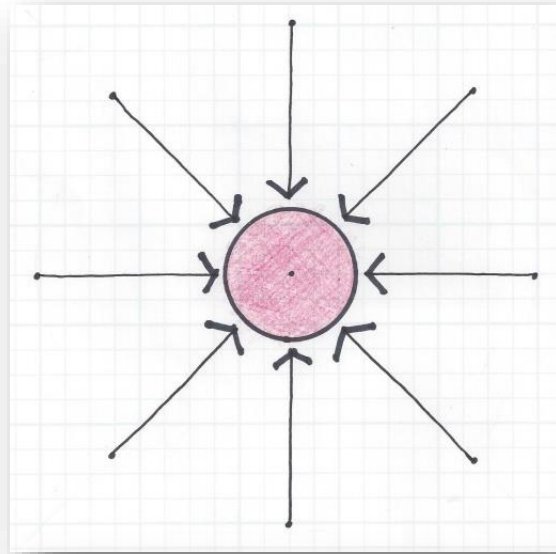
## Example: Preserves



## Example: Athletic Fields

- 3-tiered classification for each subsystem
- Used to establish basis for level of quality, budget, staffing, maintenance
- “Base” Tier: most common, basic amenities, basic maintenance, low/ no fees
- “Top” Tier: least common, full amenities, higher level of maintenance, higher cost recovery

# Select Subsystem Service Delivery Model(s)



# Select Appropriate Metrics for Measuring LOS for Each Subsystem, Classification

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

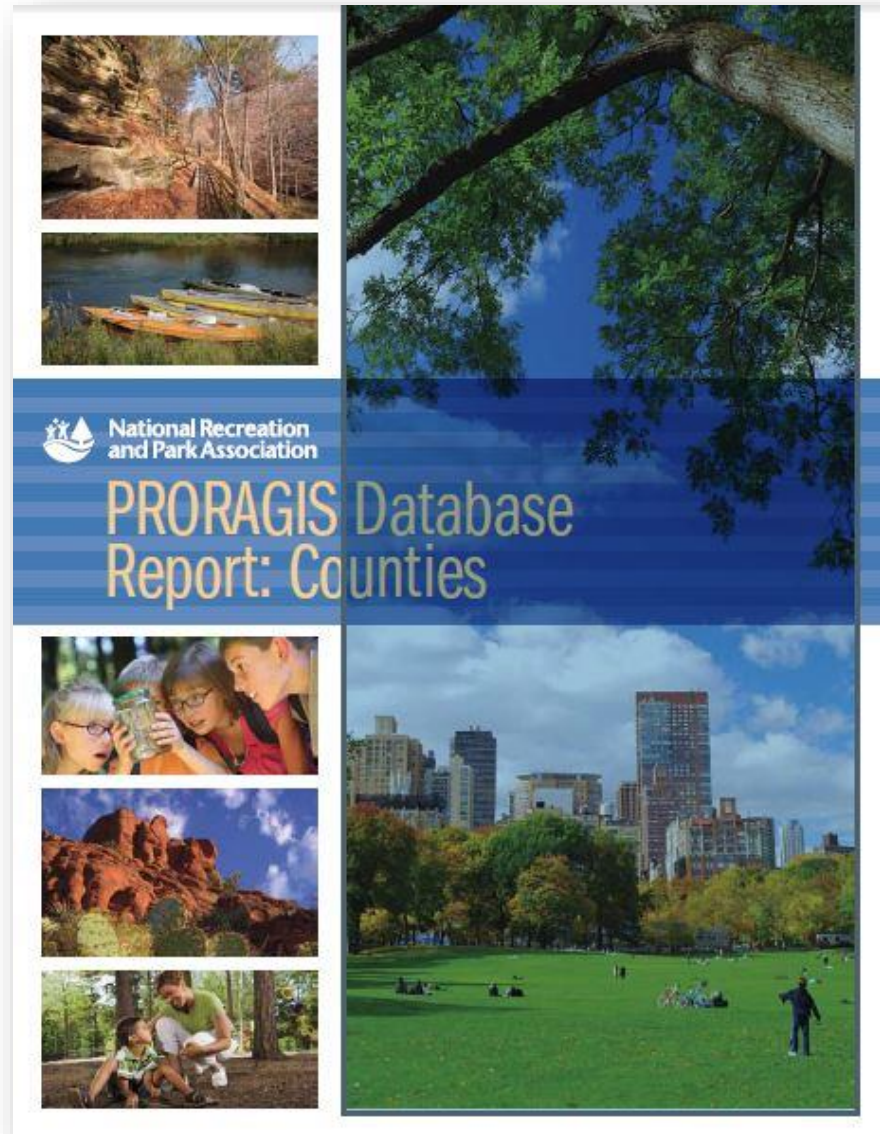
# Calculate Supply/Demand: Community-wide, Geographic, Special Interest

- Calculate existing LOS (supply)
- Determine needs via analysis, observations, surveys, focus group meetings, interviews, benchmarking, visioning (demand)



# Benchmarking

- NRPA PRORAGIS
- TPL Parkscore
- State SCORP
- Local Comparables



# NRPA PRORAGIS

## Community Standards

Communicating the effectiveness — and the funding needs — of a park and recreation department begins with reliable 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 survey.<sup>2</sup> These custom reports provide agencies with their own data, shown in comparison with aggregate national data. The reports summarize agency performance according to five key metrics involving size, operating costs and revenue. They also show agencies exactly how they compare when it comes 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 expenditure per acre and per capita — provide a good starting point for benchmarking your agency's funding.

### Do you have enough parkland?

To advocate for more parkland, 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, entry fees, concessions, etc. Figure 7 shows revenue per capita averages across various population densities.

\* If you are interested in receiving the custom Community Standards report, showing your agency in relation to others of similar size and character, go to [www.nrpa.org/PRORAGIS](http://www.nrpa.org/PRORAGIS) for detailed information.

Figure 5 Operating Expenditures per Capita



Figure 4 Operating Expenditures per Acre

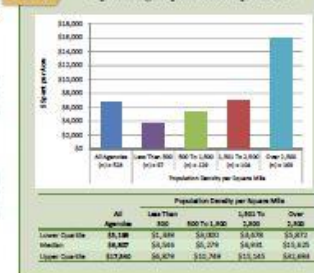
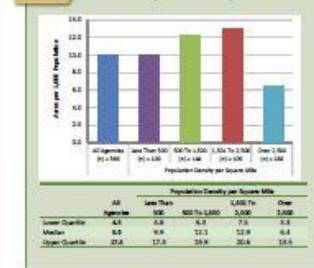


Figure 6 Acres per 1,000 Population



The second revenue metric (Figure 8) focuses on cost recovery. While cost-recovery plans vary greatly by facility type, purpose and the demographic served using data from other agencies can help your agency frame a realistic cost-recovery plan.

### Do you have enough facilities?

Are you looking to make a case for new facilities? It's useful to compare the number and type of facilities your agency offers with national median figures, as well as with similar-sized agencies. Figure 9 shows 20 different facility types along with median, upper-quartile and lower-quartile percentages of agencies that listed those facilities in their PRORAGIS survey.

Figure 7 Revenues per Capita



Figure 8 Revenue as a % of Operating Expenditures (Cost Recovery)



Figure 9 Jurisdiction Population per Facility

Selected Facilities	Departments Offering	Number of Responses	Lower Quartile	Median	Upper Quartile	Average
Recreational/community center	78.5%	524	13,942	24,804	46,358	35,092
Fitness center	43.3%	156	24,761	42,742	71,373	61,474
Playground	96.5%	405	2,211	3,809	6,867	7,801
Tot lots	55.2%	171	6,118	14,000	33,581	25,925
Tennis court (outdoor)	86.7%	368	2,725	4,413	8,637	7,886
Basketball court (outdoor)	94.1%	373	4,583	7,529	14,055	15,123
Swimming pool (indoor)	20.0%	141	23,816	43,872	77,385	61,598
Swimming pool (outdoor)	61.7%	257	15,585	33,680	57,149	46,439
Senior center	42.4%	180	30,229	50,000	95,762	84,087
Ice skating rink (indoor)	14.1%	49	15,980	31,564	65,000	52,855
Ice skating rink (outdoor)	18.0%	86	6,831	14,445	28,300	25,036
Rectangular field	94.5%	367	2,205	3,929	8,124	7,899
Diamond field	93.4%	376	1,916	3,333	5,837	7,127
Indoor or outdoor stadium/arena	10.6%	85	45,895	81,405	201,809	144,498
Driving range	27.8%	128	34,534	64,848	167,536	141,582
Dog park	58.9%	209	27,000	53,915	101,372	84,331
Nature/interpretive center	27.4%	120	55,247	120,133	267,225	196,013
Performing and/or Visual Arts/Community center	32.8%	97	38,000	70,000	154,633	132,957
Community garden	42.6%	177	7,024	27,000	66,302	61,752
Golf courses (population per 9 holes)	31.5%	155	12,720	26,288	52,414	40,359



# TPL ParkScore

The screenshot shows the TPL ParkScore 2015 website. At the top left is the logo for 'THE TRUST FOR PUBLIC LAND' with a small landscape icon. To its right is the text 'ParkScore® 2015'. In the top right corner, there are navigation links: '> GO TO TPL.ORG', '> FAQ', and '> LOG IN', along with a red 'DONATE' button. Below this is a horizontal navigation bar with a home icon and links for 'RANKINGS', 'CITY PROFILES', 'EXPLORE', 'COMPARE', 'METHODOLOGY', and 'ABOUT'. The main content area features a large banner with the text 'Compare & explore city park systems' over a background image of the Golden Gate Bridge and the Statue of Liberty. To the left of the banner is a vertical red bar with the text 'SEE THE RANKINGS' and a box listing the top 75 largest cities and their park systems: ALBUQUERQUE, ANAHEIM, ANCHORAGE, ARLINGTON, and ATLANTA. Below this list is a 'VIEW DETAILED RESULTS >' button. Below the banner are five small square icons, with the third one (blue) being filled. Below the icons are four main content cards: 1. 'EXPLORE CITIES' with a map of Charlotte and a 'CHOOSE A CITY' dropdown. 2. 'COMPARE CITIES' with a bar chart comparing 'ACCESS TO PARKS' for Austin, Denver, and LA, and a 'SIDE-BY-SIDE COMPARISONS >' button. 3. 'IMPROVE YOUR PARKSCORE' with a photo of people looking at a map and a 'FOR PLANNERS >' button. 4. 'WHAT IS A PARKSCORE EXPLAINED' with three park bench icons and a 'OUR METHODOLOGY >' button. A vertical red bar on the right side of the last card contains the word 'EXPLAINED'.

THE TRUST FOR PUBLIC LAND

ParkScore® 2015

> GO TO TPL.ORG  
> FAQ  
> LOG IN

DONATE

HOME RANKINGS CITY PROFILES EXPLORE COMPARE METHODOLOGY ABOUT

SEE THE RANKINGS

75 LARGEST CITIES AND THEIR PARK SYSTEMS

ALBUQUERQUE  
ANAHEIM  
ANCHORAGE  
ARLINGTON  
ATLANTA

VIEW DETAILED RESULTS >

Compare & explore city park systems

EXPLORE CITIES

Charlotte

CHOOSE A CITY

COMPARE CITIES

ACCESS TO PARKS

AUSTIN DENVER LA

SIDE-BY-SIDE COMPARISONS >

IMPROVE YOUR PARKSCORE

FOR PLANNERS >

WHAT IS A PARKSCORE EXPLAINED

OUR METHODOLOGY >

# SCORP

## Top Five Outdoor Recreation Opportunities: Residents & Tourists



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

Figure 4.1

at 49 percent. This was followed closely by wildlife viewing at 48 percent. Picnicking, swimming in public outdoor pools, visiting archaeological and historic sites, hiking and saltwater fishing had the next highest levels of participation. Participation rates for the other activities ranged from 14 percent for both bicycling and freshwater beach use to 2 percent for soccer and football.

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

### Importance of Recreation

The participation survey determined that nearly all Florida residents (96 percent) say

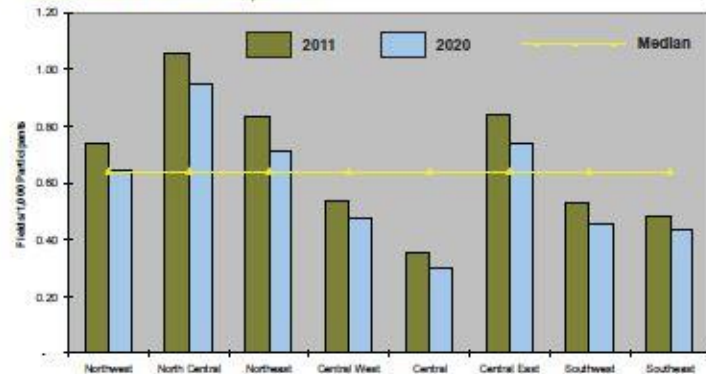


Soccer

Region	% of Participation*		Total Participation**		Level of Service (Fields/1,000 Participants)	
	Residents	Tourists	2011	2020	2011	2020
Northwest	5	2	222,934	255,235	0.74	0.65
North Central	10	2	125,351	140,270	1.06	0.95
Northeast	7	2	227,196	264,488	0.83	0.71
Central West	11	2	563,896	643,856	<b>0.54</b>	<b>0.47</b>
Central	11	2	915,252	1,078,534	<b>0.35</b>	<b>0.30</b>
Central East	9	2	268,709	307,960	0.84	0.74
Southwest	10	2	361,942	424,190	<b>0.52</b>	<b>0.45</b>
Southeast	15	2	1,157,059	1,278,165	<b>0.48</b>	<b>0.43</b>
Statewide	11	2	3,798,144	4,351,926	0.56	0.49

\* Percent of participation represents the percentage of residents and tourists who participated in activity at least one time during the year  
 \*\* Total participants represents the combined number of residents and tourists who participated in activity at least one time during the year  
 BOLD numbers represent a number below the statewide median.

### Soccer: Level of Service Comparisons



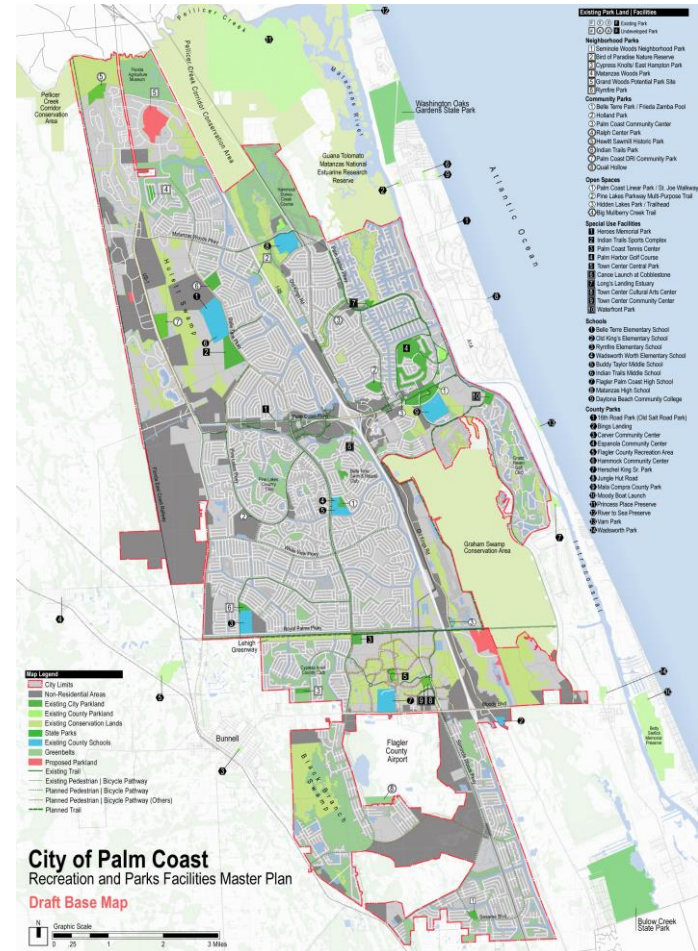
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# Local, Demographic Comparables

Level of Service (LOS) Benchmarks	City of Doral		City of Tamarac		City of Sunrise		City of Deerfield Beach		La Mesa, California	
	Quantity	LOS (1/X Population)	Quantity	LOS (1/X Population)	Quantity	LOS (1/X Population)	Quantity	LOS (1/X Population)	Quantity	LOS (1/X Population)
2013 Population	50,213		63,155		90,116		78,041		58,642	
City Park Acreage	164.6	3.28 Acres/1,000 Pop	184.2	6.3 Acres/1,000 Pop	179.0	2.1 Acres/1,000 Pop	172.0	2.3 Acres/1,000 Pop	135.6	2.4 Acres/1,000 Pop
<b>Facilities</b>										
Diamond Fields	3	16,738	7	9,022	11	8,192	6	13,007	26	2,255
Rectangle Fields	8	6,277	2	31,578	9	10,013	2	39,021	3	19,547
Multi-Purpose Field	2	25,107	1	63,155	1	90,116	5	15,608	5	11,728
Playground	7	7,173	5	12,631	3	30,039	15	5,203	14	4,189
Playground (Shaded)	7	7,173	4	15,789	2	45,058	0	-	0	-
Basketball Court (Indoor)	22	2,282	3	21,052	6	15,019	4	19,510	0	-
Basketball Court (Outdoor)	11	4,565	3	21,052	5	18,023	7	11,149	12	4,887
Tennis Court (Outdoor)	12	4,184	4	15,789	6	15,019	12	6,503	11	5,331
Volleyball Court (Outdoor)	4	12,553	0	-	3	30,039	3	26,014	1	58,642
Skate Park	1	50,213	1	63,155	0	-	0	-	1	58,642
Dog Park (Off-Leash)	1	50,213	1	63,155	0	-	0	-	2	29,321
Community Garden	1	50,213	2	31,578	0	-	1	78,041	1	58,642
<b>Recreation Centers</b>										
Recreation/Community Center	3	16,738	3	21,052	2	45,058	2	39,021	2	29,321
Indoor Gym	1	50,213	2	31,578	1	90,116	1	78,041	0	-
<b>Aquatics</b>										
Indoor Pool	0	-	0	-	0	-	1	78,041	0	-
Outdoor Pool	1	50,213	1	63,155	4	22,529	0	-	1	58,642
Splash Pad	1	50,213	1	63,155	0	-	0	-	0	-
<b>Budget</b>										
Department Budget (2014/2015)	\$12,240,742	\$244	\$5,587,790	\$117	\$11,471,036	\$127	\$8,313,544	\$107	\$2,522,030	\$43

# Vision-Based LOS

- 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**



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- **Build-Out Vision: 1,777.07 Ac**
- **2035 Level of Service: 10.6 Ac./1,000 Pop**



# Calculate Supply/Demand: Community-wide, Geographic, Special Interest

- Calculate existing LOS (supply)
- Determine needs via analysis, observations, surveys, focus group meetings, interviews, benchmarking, visioning (demand)
- Add demand to supply
- Calculate new LOS
- Re-evaluate, re-calculate



# SUMMARY

# Needs Assessments and LOS

- Use a comprehensive, triangulated process to determine needs, LOS standards and metrics
- Consider:
  - 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?
- Engage a representative citizen's group to help establish LOS guidelines, review findings
- Consider context, demographics, land development patterns, density, other variables
- Experiment, adjust, re-calculate, repeat





# New Alternatives for Determining Park Needs and Level of Service



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 **Barth Associates**  
PUBLIC REALM PLANNING, DESIGN, AND FACILITATION