



**Cost Recovery, Resource Allocation, and Revenue Enhancement Study
Leadership Summit – August 11, 2010
Attendance 83**

Note: there was not a table 10

Values Discussion

1. What is NOT the role of parks and recreation in the community?

Table 1

- Not a babysitting service
- Not to duplicate city park functions
- Not a profit making business (not trying to maximize income)
- Not religious
- Not exclusionary
- Not single purpose
- Not partisan
- No a need to develop every acre
- Not “everything to everybody”
- Not responsible for lost articles
- Not a long-term destination
- Not just a sports organization
- Not your father/grandfather’s parks and recreation

Table 2

- Law enforcement
- Dumping ground
- Babysitters
- Housing/parking lot
- Not free
- A “bad deal”
We are affordable, inexpensive
- Discriminatory

Table 3

- Social Services
- Free daycare
- Homeless hangout
- Public safety/law enforcement
- Waste management

- Not to serve individual interests
- Illegal uses/illegitimate uses
- Not for profit or personal gain

Table 4

- Babysitting
- Not affordable housing
- Law enforcement
- Substitute to school
- Place for drugs and large private parties that support this activity
- Hunting on County park land
- Place for firearms
- Political platform where priorities shift all the time

Table 5

- Parenting / babysitting
- Law enforcement
- Health and human services
- Education (substitute for school)
* although the parks and recreation department is a collaborative partner, the sole responsibility of the above does not fall on parks and recreation
- Firefighting
- Economic development

Table 6

- Parenting
- Law enforcement
- Social services/health and human services
 - Homeless



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- Addiction
- Mental illness
- Intervention
- Medical services
- Code enforcement-environmental
- Animal control

Table 7

- Not a citywide public information
- Not law enforcement
- Not water distribution management (communities)
- Not a reduced cost meal distribution (seniors and youth)
- Not a homeless shelter
- Not to act on issues outside of the established mission statement

Table 8

- Not to dictate or impose the needs of the community
- Not a babysitter or kid warehouse
- Not a social services agency
- Not responsible for developers fuel breaks
- Not a developer's default
- Not our role to subsidize non-essential services
- Not a vehicle for political advocacy (but we do respond to political policy)
- Not a weather vane -we are about park and recreation mission (willy-nilly changes)
- Not a for profit company (for core services)
- Not about unhealthy environment
- Not discriminatory (race, economic, ADA, sex, etc)

Table 9

- Not policemen

- Don't determine open space priorities
- Homeless shelter
- Don't be the sole entity to provide services (provide the facility , not the service)
- Not all facilities are completely free
- Not provide for every use
- Not able to provide unlimited liability
- Not a dumping ground

Table 11

- House for homeless
- Policing parks (i.e. gangs, alcohol, parking)
- Economically exclusive
- In competition with other local businesses

Table 12

- Housing for homeless
- Provide access for illegal activity
- Law enforcement (discipline that is ticketing arrests etc.)
- Fee services provider (some free not all)
- Provide duplicate services
- Free babysitting (unsupervised)
- 24 hour hangout (respect posted hours)
- Place for unattended pets, non native species
- For-profit
- Automatic avenue for infrastructure (toll roads, power lines)

Table 13

- Social Workers
- Corporate vs. public interest
- Parents
- Law enforcement/fire
- Political enforcement



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Table 14

- Exclusive use of public parks
- Programs that exclude local population
- Using park land for parks and recreation use (utilities)
- Attempt to replace parents (exercise, nutrition, education)
- Replace health and human services or sheriff's department
- Reflect values and conditions that do not exist in the community
- Compete with volunteer or specialized services

2. What community issues or problems exist that parks and recreation can address?

Table 1

- Help people to live healthier lifestyles
- Connect and educate people with nature
- Help people to develop sense of stewardship (access vs preservation)
- Keep our youth and families safe
- Create a sense of community (through PPMP)
- Preserve open space and habitats
- Provide links across/with other agencies (ie – trail connections)
- Opportunities to teach public about resources
- Multi-use trails
- Provide quality, accessible services to the community (low or no cost)

Table 2

- Facilitator of different services
- Back to nature (Nature Deficit Disorder)
- Get outside / save energy
- Variety of parks & facilities & services (campgrounds/trails/community centers/playgrounds)
- Different parks for different needs (passive, active, history, etc)
- Healthy lifestyles
- Safe place to go

Table 3

- Youth intervention
- Sense of community
- Promote community development
- Promote healthy active life
- Organized recreation
- Referral source to community services (informational source)
- A physical community connection-trials
- Provide equitable services
- Address blight
- Volunteer opportunities

Table 4

- Support families
- Provide recreation areas for uses that are in demand (not provided close)
- Affordable recreation programs and enrichment
- Reducing obesity
- Replacement for high density living areas
- Social/interpersonal opportunities community
- Use business partnerships to help fund/develop and maintain parks

Table 5

- Sedentary lifestyles
- Childhood obesity



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- Urbanization-escape from urban areas/providing backyard
- Lack of recreation space
- Lack of environmental consciousness
- Crime
- Need for clean water/healthy open space

Table 6

- Appropriate mentoring
- Crime reduction
- Health/wellness-obesity reduction
- Community building/unity/collaborations
- Safe places- youth/ families/seniors
- Link to resources/information provider
- Increase public awareness about P&R services
- Civic engagement
- Intergeneration opportunity/diversity

Table 7

- Obesity
- Youth leadership
- Bringing the community together
- Affordable family recreation and entertainment
- Cultural, historical and natural education and interpretation of a particular community
- Information on parks services and virtues and providing motivation
- Affordable exploration of skills and recreation
- Facilitate partnerships
- Stress reduction opportunities to re-create oneself
- Combating nature-deficit disorder – getting people into nature
- Preserving parks and open space for future generations

- Enhance economic development within a community (ecotourism)

Table 8

- Community identity
- Healthy living
- Community belonging
- Environmental awareness
- Positive and preventative alternatives to drugs and criminal activities
- Family enhancement opportunities
- Reducing individual isolation
- Improves long-range property values
- Affordable recreation options
- Cultural and historical awareness
- Tolerance
- Skill-building and learning opportunities

Table 9

- Childhood obesity
- Lack of open space and need to protect open space
- Lack of connection with nature
- Crime prevention (youth)
- Lack of community gathering spots and interactions
- Alternatives to vehicular transportation
- Preservation of historical /archeological structures
- Need for restful retreat close to where you live
- Teambuilding
- Area specific needs

Table 11

- Develop joint use facilities
- Be environmental stewards
- serve at-risk youth
- Cultivate accessible open field space



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- Coordinate interagency efforts, leverage resources and planning of infrastructure
- Develop accessible pathways and parking

Table 12

- Obesity/overweight
- Trail connectivity
- Lack of school programs
- Lack of recreation space
- Safe and secure space can be repurposed to encourage active recreation
- Fostering family participation (address social disconnection)
- Community engagement and interaction
- Services for all ages (address intergenerational needs)

- Parks should provide unique unduplicated services

Table 13

- Community focus point
- Gathering place
- Provide a place to play/exercise
- Community gardens
- Intergenerational activities
- Affordable activities
- Connectivity trails, community parks

Table 14

- Nature deficit disorder
- Obesity
- Unmanaged open space
- Gangs/safety issues
- Non motorized transportation (trails, bike paths etc.)
- Lack of ballfields (all sports)
- Declining wildlife support values

3. What is the value of parks and recreation to the community? What positive outcomes can parks and recreation influence?

Table 1

- Decrease in crime rates
- Healthier people (decrease in childhood obesity)
- Increase in attendance and revenue/use of parks
- Increase in property values
- Increase in economic activity in surrounding areas
- Encourages use of alternative modes of transportation
- Improvement in general quality of life
- Improved air and water quality (and habitat)
- Increased volunteer opportunities for the public and private businesses
- Great return on investment (ROI)

Table 2

- Juvenile diversion
- Home sales near parks
- By keeping up with trends we provide successful programs
- Healthy lifestyles



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- Through programming and community needs DPR has received recognition/awards
- Volunteerism (saved \$2Million last FY)
- Using partners to address deferred maintenance
- Identify what needs to be protected, preserved, and maintained

Table 3

- Healthier communities (measured through Body Mass Index - BMI)
- Safer communities, crime reduction (Automated Regional Justice Information System - ARJIS)
- Community involvement (attendance)
- Economic issues (measured through property values)
- Connectivity (measured through open space acreage in relation to population density)
- Wildlife corridors (habitat monitoring)
- Youth engagement (participation rates)
- Reflecting community identity (quality of life)

Table 4

- Positive experiences
- Community pride
- Habit forming use of parks and open space
- Economic enhancement to property values
- Economic revenue from visitors
- Exposure to new experiences
- Usability factors
- Natural and historical resources/ community legacy
- Informing the community of history
- Healthy community

Table 5

- Healthier community
- More engaged community
- Happier /satisfied community
- Increased collaboration
- Reduced crime rates
- Increased property values
- Healthier ecosystem-clean air+ water
- Greener lifestyles
- Alternative transportation
- Habitat conservation
- Employment (esp. with youth)



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Table 6

- Crime reduction
- Programs offered/participants measurement
- Health/wellness
- Higher graduation rates
- Economic impact-increased property values-small businesses
- Increased collaboration/partnerships
- Open space preservation
- Leadership programs – recruitment/retention
- Environmental/ sustainability
- Balanced demographic representation in services offered

Table 7

- Economic value (sales tax increases to a community)
- Reduction in crime
- Increases in surrounding property values
- Reduced negative activities i.e. reduction in smoking
- Increased mental and physical health indicators
- More park users
- Increase water supply and quality
- Natural resource preservation and species recovery
- Fire recovery
- Emergency shelter resources and community centers
- Recreate camping, fishing, hiking, running, tennis, baseball, biking, dance
- Promote open space and stewardship
- People don't feel as hemmed in with outlets/open space around them – stress reduction/mental health

Table 8

- Increase number of people participating in healthy outdoor activities
- More programs for individual health and well being
- More non-motorized multi-use trails to get people out of cars and outside
- Improve water quality
- Improve air quality
- Reduce juvenile crime
- Engage more senior participation in park activities
- Provide leadership opportunities
- Raise property values and business opportunities
- Increase commerce



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Table 9

- Increase # of participants/returning participants
- Program longevity and growth
- Community interaction
- Increase facility reservation
- Decrease crime
- Increase property value
- Increase visitation = increase economic value to community
- Increase public health
- Increase citizenship= civic pride, volunteerism, donation= increase worth to community
- Increase natural resource protection= increase air and water quality
- Increase community partnerships +public/private
- Increase linking communities=increase trails
- Establishing priorities for facilities
- Increase preservation of cultural and archeological sites

Table 11

- Reduced crime rate
- Increase in partnerships (Kiwanis, Boy and Girl Scouts, etc)
- Obesity rates decline for all ages
- Community participation in P&R programs increases
- Increase in community events/gatherings in parks (i.e. farmers markets, picnics)
- Surrounding economic development and growth business and property

Table 12

- Lower crime rate
- Decrease obesity/overweight
- Increase volunteerism
- Bring people together as a community
- Provide alternatives to illicit behaviors (gangs, drugs etc)
- Equal access to recreation/open space
- Be a model for healthy nutrition (i.e. vending machine policies)
- Educate community about environmental, natural and cultural resources
- Increase community appreciation for environment
- Sustainability

Table 13

- Increased use of facilities



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- Foster social networks
- Decreasing need for governmental services
- School readiness
- Socialization skills
- Central info center

Table 14

- Conservation and restoration of wildlife habitat and open space (endangered species)
- Preserve watersheds in order to improve water quality-supply and flood prevention
- Community unity
- Quality of life
- Property values (increased when properly managed/maintained)
- Gang activity reduction/crime rate reduction

Vision Discussion

1. What will the community “need” from Parks and Recreation in the future?

Table 1

- Stable funding
- More collaboration
- Regional vision return on investment
- Regional planning to avoid overlap
- Destinations for multi-use trails
- Maintain open spaces-cultural/ natural/ historical values as population increases
- Good information/understanding of the value of parks and recreation in order to support bond issues
- Provide a balance between passive and active recreation
- Neighborhood “pocket parks”

Table 2

- Innovative/creative (to address funding, programs etc.)
- Regionalization
- The attitude that parks are essential
- A place to go outside (as population grows)
- Better use of technology
 - Find a DPR application
 - Immediate gratification/knowledge
- A need to educate the public to assist DPR in meeting community needs (what it takes to provide services)

Table 3



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- Steady flow of funding
- Space for green space within 1 mile
- Community feedback and communication with DPR (assessments)
- Community gardens to promote healthy eating and healthy culture
- Opportunities for small green spaces
- Joint use space

Table 4

- Maintain facilities
- Modernize facilities (sustainable)
- Change with the times
- Clean, safe, affordable, accessible parks
- Outlet for community involvement
- Great availability for park amenities
- Reduce subsidy and be more economically independent
- Preservation of open space

Table 5

- Open space opportunities that:
 - Address ever-changing recreation trends
 - Outreach programs to engage community members to get off the couch/engage in environmental stewardship
 - Some communities need parks
 - Maintaining what we have- open space, recreation programs, parks, etc.
- Environmental stewardship programs
 - Freshwater recreation

Table 6

- The commitment that services and programs will be maintained, communicated and viewed as essential services
- Senior services/aging population
- Recreation and enrichment experiences that reflect cultural needs/interests and social and demographic trends
- Enrichment/education opportunities and applications
- Health/fitness/wellness
- Open-minded- up to date with trends
- Open space preservation
- Community collaboration

Table 7

- The best bang for their buck



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- Safe places to go for recreation
- Public access to open space
- Information for recreation opportunities and their value
- Competent parks and recreation staff and infrastructure
- Acquisition of stewardship of park land
- Increased maintenance and operations

Table 8

- Safety
- Affordability
- Current information
- Outreach
- Accessibility
- WiFi
- Space – for play, aesthetics, nature study, recreation
- Forum for arts and culture
- Preserve habitat and wildlife corridors
- Multi-generational multi-cultural diversity celebrations
- More collaboration between agencies
- Support and recognition of volunteers

Table 9

- Maintain level of service and facilities
- Maintain affordability and availability of services
- Add services/facilities/land as funds become available
- Find new partners
- Identify new funding sources
- Increase senior services
- Expand docent services
- Readiness to participate in health funding programs and other federal programs
- Need to be open
- Public relations- what is P&R doing
 - Increase visibility

Table 11

- Passive and active parks/space/ community pockets (sports, open fields, facility pool)
- Proper cooperative planning
- Programs and facilities for older adults benches shade trees
- Dog parks
- Accessible safe trails



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Table 12

- Safe parks (facilities personal safety)
- Stay open
- Community engagement support
- Protected areas connected for recreation and conservation
- Parks need to be up to date
- More parks in urban areas
- Affordable programs
- Nature education
- Adaptability
- Innovative creative

Table 13

- Keep parks and facilities maintained
- Create structurally engaged community – ownership
- Makes parks/recreation system less vulnerable to economic swings
- Allows parks and recreation to grow

Table 14

- Continued management and maintenance of existing parks and recreation facilities
- Improvements to active use parks
- Educated management of passive use parks
- Continued land acquisition

2. What three conditions/issues will parks and recreation influence? What are the priorities?

Table 1

- Regional vision R.O.I – regional planning to avoid overlap
- Maintain open spaces/natural/cultural/historical values as population increases
- Provide a balance between passive and active recreation

Table 2

- Safety
- Health
- Growth but keep community identity

Table 3

- Healthy active lifestyles
- Bigger voice in community planning



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- Focus on environment (open space preserves for wildlife)

Table 4

- Linked all of vision question 1's answers

Table 5

- Opportunities that address ever-changing recreation trends
- Outreach programs to engage community members to get off the couch/engage in environmental stewardship
- Maintaining what we have- open space, recreation programs, parks, etc.

Table 6

- Senior services/aging population
- Recreation and enrichment experiences that reflect cultural needs/interests-social/trends
- Health/fitness/wellness

Table 7

- Human health
- Ecosystem health
- Economic/affordability

Table 8

- Preservation
- Community connectivity
- Accessibility

Table 9

- Identify new funding sources
- Readiness to participate in health funding programs and other federal programs
- Maintain level of service, facilities, affordability and availability of services

Table 11

- Health
- Safety
- accessibility

Table 12

- Stay open and provide safe secure facilities
- Health and wellness
- Equal access



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Table 13

- Social interactions with family health
- Sense of community (pride, self reliance)
- Healthy environment (air, water, space)

Table 14

- Environmental preservation
- Providing access to allow for healthy lifestyles
- Community unity