

August 8, 2016

UMT Steering Committee - Recreation Board – Board of Supervisors

**Feasibility Study  
and  
Assessment  
for  
Upper Macungie Township  
Community Recreation Center**

This study will amend the Recreation Study adopted as Resolution #2011-6. The preface for this plan (copies attached) are reviewed and an updated. "Mission and Goals" are updated and created by the steering committee, reviewed by the Recreation Committee and presented to the Board of Supervisors to meet the purpose of this study and the current plan. Many goals from the original study have been met.

**1. Community Facility Needs**

Review of the current Upper Macungie Township Recreation plan found the preface – purpose of plan, goals and planning process to remain current as the procedure and goals. The "Purpose of the plan" remains important to today's concerns as it lists natural scenic historic, cultural and recreation resources as its purpose. Therefore, it would be appropriate to update the current Recreation Plan as many of the goals have been accomplished and may be useful for other groups who are reviewing the Townships Quality of Life concerns as open space and land preservation are included in the plan.

Upper Macungie Township has met many of the goals on this list with the support of the UMT Public Works, youth groups, recreation committee and funding from DCNR, DEP and Developers. Ultimately the facilities and programs were completed under the direction and approvals from the Upper Macungie Township Supervisors. This is quite an accomplishment to have met these needs considering the sharp increase in residents during this period. Upper Macungie Township is recognized for this performance on a State Level. The same successful process can be followed to provide indoor recreation facilities and programs.

## Recreation Center Feasibility Study

The Supervisors authorized this study with the recreation board creation of a steering committee to determine the feasibility of an Community Facility which would confirm and update the Studies Mission and Goals specifically with emphasis related to indoor recreation. **Reference \*1 UMT Recreation Plan pages 5-7.**

The Community Recreation Center steering committee has been organized to advise the Recreation Committee in the effort to meet the goals identified in the current recreation plan page 26 **Goal 2.1 –“Provide Indoor Recreation Year Round”**. A copy of the recreation plan goals are attached which work together to provide a comprehensive recreation plan. Public Park #15 Grange Road Park includes item h which reserved area for indoor recreation. **Ref \*2**

The Capital Improvements Plan begins to account for funding indoor recreation in 2016 and anticipated construction in 2019. **Ref \* 3. Recreation plan pages 92-97**

This Study seeks to determine indoor recreation needs by working with other community organizations and private organizations to identify and provide facilities and programs that are needed and can be funded and sustained.

**THE MISSION** *“A Mission statement is a useful tool to set and acknowledge the goals, provide direction and purpose and keep the mission on target to deliver the goals. A well thought Statement becomes a strategy”*

The Steering Committee reviewed mission statement outlines and held a meeting to brainstorm the components of the mission. The exercise was fruitful and coordinated with the current recreation plan and the missions of the UMT staff providing recreation support. The committee provided a statement to the recreation board which recommended adoption to the Board of Supervisors who approved the following mission:

***UMT provides a safe, family-friendly community center. The facility is a state-of-the-art complex for year-round recreation and wellness for all ages and abilities. Utilizing well-trained staff, we enrich the quality of life of the community by providing engaging, innovative, and diverse programming to build skills and community involvement.***

## Recreation Center Feasibility Study

**Community Needs**

The study seeks to determine the feasibility of providing facilities for indoor recreation. The committee visited many facilities in the area and compiled a combined detailed "wish list" of what they would like to see to be included in a Community Recreation Center. (see **Ref #4** attached list). The list included an indoor pool, 2 or 3 fitness center rooms, 2 or 3 basketball courts, elevated walking track, multipurpose room space, Lobby, lounges and office space and various other supporting amenities. The group also expressed that it should be "done right" or not done at all. To determine this need and feasibility there are resources available from the National Recreation Parks Association (NRPA), and the Township GIS and the US Census. This provides information on the population that will be served such as spending for recreation, ages of the residents, comparisons of other recreation facilities amenities and programs and budgets that are useful to determine what is feasible to build and programs to operate a Community Recreation Center at Grange Road Park in Upper Macungie Township.

**Demographics**

To determine the feasibility, the study included an evaluation of the proximity of residents to the site location at the Grange Road Park property of Upper Macungie Township. This was done using the Township "GIS and 2010 census data including residents within a ten-minute driving area. In addition, the Township upgraded its membership with NRPA and obtained a NRPA Facility Market Report based on a fifteen-minute travel study with database of recreation spending and use of facilities and providing comparisons of facilities based on populations and income and spending which provides some basis to justify building facilities. The KCE study used a ten-minute driving time. A fifteen-minute drive time and a ten -minute walking time was used for the studies provided by NRPA. This data provides guidance on the leisure interests of potential patrons to the facility as well as their ability and willingness to pay for recreation uses. **REF # 5 LVPC Demogrphics, and # 6 GISD Map**

**UMT GIS – 2010 Census -Ten Minute Travel Time** – This includes most of the residents in Upper Macungie Township. Based on this report, the population was estimated to be 21,812 in 2013 and forecast to be 24,992 in 2020. The population density is 765 per square mile. The median house value is \$ 281, 300 and the medium household income is \$ 87,101. The average household contains 2.7 persons. And the median age is 39.1 with 5,464 persons under 18 and 2,265 65 and over leaving 12,333 in the median age between 18 and 65. (Assuming use of 2010 census data.) This report did not include recreation use projections.

## Recreation Center Feasibility Study

**NRPA – 2010 Census – Fifteen Minute Travel Time** – This area reaches Topton to the West, 7th Street Allentown to the East, the Borough of Macungie to the South and Schnecksville to the North. This includes all of the residents in Upper Macungie and another approximately 143,000 non- residents. 168,538 is the total 2010 population within this area. The market potential index is close to the national average. The spending potential index (with the United States average base of 100) for fees for spent on recreation lessons is slightly higher at 118 with an average spending of \$145.77 for a yearly spending potential total of \$9,829,519 for this population **Ref 7**

**NRPA – 2010 Census – Ten Minute Walking Time**– This area includes the existing] developments of Windermere, Olde Town PRD and Hopewell woods developments which all are tied with sidewalks to the site. A significant additional number of homes reach to Lone Lane which would be in a fifteen-minute walk to the facility. Internal sidewalks connect to Lone Lane Park and the Township has been seeking grants for a signalized pedestrian crossing at Lenape and Grange Road. This includes only residents of Upper Macungie and with a population of 1114 8 according to the 2010 census. The spending potential index (with the United States average base of 100) for fees for spent on recreation lessons is double the national average and the population within the 15-minute travel time at 244 with an average spending of \$300.68 for a yearly spending potential total of \$113,225 for this population. **Ref 8**

### **Summary of Demographics and potential to support a Community Facility:**

This data provides guidance on the leisure interest of potential patrons to a Community Recreation Facility. The data provided for the ten-minute walk area can be extrapolated to the average of the ten- minute drive time population which includes most of the residents in Upper Macungie Township. These residents show a spending potential interest twice that of the national average. This indicates a potential willingness to pay for quality fee based recreation programs.

(ref NRPA Market Report). The population within 15 -minute drive time includes a majority of non- residents but shows the larger potential market.

**Comparison of Upper Macungie facilities to other recreation programs in the nation of similar size.** The NRPA published the 2016 Field report which lists the following information regarding indoor recreation that is provided by percentage of recreation agencies and the average population served by those facilities. **Ref 9 (page 7).**

## Recreation Center Feasibility Study

<b>Indoor Facility -</b>	<b>% offering facilities -</b>	<b>Median Number of Residents</b>	<b>UMT 2020</b>
<b>1.Recreation Centers</b>	<b>69%</b>	<b>26,650 *1</b>	<b>25000</b>
<b>2.Gyms</b>	<b>63%</b>	<b>26,418 *1</b>	
<b>3.Community Centers</b>	<b>45%</b>	<b>30,000 *1</b>	
4.Senior Centers	43%	49,500	
5.Fitness Centers	40%	39,785	
6.Performance Theaters	28%	45,817	
7.Nature Centers	27%	114,620	
8.Stadiums	15%	57,051	
<b>9.Ice Rink</b>	<b>15%</b>	<b>28,500*1</b>	
10.Teen Centers	9%	62,700	
11.Indoor track	7%	49,715	
12.Arena	5%	57,637	

**Comparison of Upper Macungie facilities to other recreation programs in the nation of similar size.** The NRPA published the *2015 Field report* which included other facilities such as outdoor and indoor pools by percentage of recreation agencies and the average population served by those facilities *Ref 10 (page 7)*.

<b>Indoor Facility -</b>	<b>% offering these facilities -</b>	<b>Median Number of Residents</b>
<b>1.Outdoor pool</b>	<b>61.7%</b>	<b>33,360*1</b>
2. Indoor pool	29%	43,872

**\*1**

**The Conclusion of the comparisons with other recreations organizations is that Upper Macungie population is approaching the median populations that offer these facilities highlighted above.**

These facilities are included in the "wish List "with indoor pools being on the high end of the reach for similarly sized communities. The other factors noted is that

Upper Macungie residents are generally more affluent and spend more on recreation than the national average. Expanding the reach to non- residents within a 15- minute driving radius would provide additional support and viability of sustaining facilities. There is also a significant affluent population within ten minute walk of the site which is connected with existing sidewalks.

**Programs-** The NRPA reports show that programs are critical to the use and operation of facilities. This was also identified in the mission statement. In addition to the costs of facilities is the yearly operating budget which includes maintenance and staff employment expenses. Programming fees are also the largest non- tax revenue source for most agencies. Programs provide the NRPA Three Pillars of Conservation, Health & Wellness and Social Equity.

**Key Programming activities** offered by at least 60 % of the agencies include- 83%, Team Sports 84%, Fitness enhancement 83% Health and Wellness education 81%, Safety Training 69%, Visual Arts 67 %, Trips and tours 66% , Martial Arts 60% performing Arts 60 % and Aquatic 60 %. The proposed facility would provide infrastructure to support these programs.

**Existing Facilities** – within the fifteen- minute drive time are listed in the attached spread sheet which also includes some of the information regarding programs and fees. This information can be useful to share with residents seeking current area facilities and also should be considered as the Township considers what facility needs exist and what programs and fees can be offered. Reviewing this data and based on the research and wish lists provided by the steering committee the need for additional aquatic centers and gymnasiums and community facility to provide the key programming activities is warranted.

### **Ref 11**

**Further Studies and anticipated Costs-** are required which are included in the next phases of the study. However, for purposes of considering if to proceed and if so seeking support and financing of the project it would be useful to have approximate costs. Approximation of the size of the facility is provided based on similar facilities and sf costs based on data from existing facilities are applied below. An Indoor recreation center which would include the itemized facilities from the steering committee wish list are shown in the chart below. Sketch building sizes from similar existing facilities and as sf unit cost based RSMMeans Construction costs guide for similar projects are compiled on page 7:

## Recreation Center Feasibility Study

<b>Building Costs</b>	<b>Building size</b>	<b>+Site Costs*1</b>	<b>Cum</b>
Office and reception area	- 1500 sf * \$ 200 sf = \$ 300,000	x2=600,000	600,000
Community room – multi -purpose	2,000 sf * \$ 175 sf = \$ 350,000	700,000	1,300,000
Fitness Room - w lockers	- 7,000sf * \$ 200 sf = \$ 140,000	280,000	1,580,000
Gymnasium ( 2 ) – high school	- 6,600 sf * \$ 210 sf = \$1,386,000	2,772,000	4,352,000
Gymnasium ( 2 ) – high school	- 6,600 sf * \$ 210 sf = \$1,386,000	2,772,000	7,124,000
*Swimming Pool – 25 m	- 10,000 sf * \$271 sf = \$2,710,000	5,420,000	12,544,000
Outdoor pool - pool with slides	= \$2,000,0000 incl. site		14,544,000

Building Costs + Site and design and permitting \$ 6886000 + \$7470000 = **\$14,356,000**

\*1For estimating purposes Site Costs and soft costs are about the same as Building costs

\*2 This provides for an eight lane 50-meter pool. A 25-meter pool could be considered instead with additional children's pool and or walk in pool could be added. Optional Aquatics indoor facility structure could be incorporated with outdoor aquatic facility with large movable access doors. This could reduce costs by sharing those facilities and increase use during bad weather.

The list of desired facilities was compiled by the committee comprised of stakeholders who support recreation by visiting many public recreation facilities and meeting with program leaders of those facilities. The site is large enough to accommodate all of the facilities recommended on the Steering Committee wish list. Funding may not be available to construct all of these facilities initially but the site could be planned to allow additional expansion as funds become available through grants, developer recreation fees and donations.

## Summary

The studies show that the needs and potential for an indoor recreation facility is feasible providing there is strong support from the community and funding sources can be identified to construct and support the facility. Additional studies to better determine construction and operating costs and involving the citizens with the process and surveys to determine the support will be key for the project to move forward.

Sincerely

**Keystone Consulting Engineer, Inc.**

Dean L. Haas, P.L.S.

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## B. Plan Goals

Upper Macungie Township is seeking to achieve these goals through the development of this Plan:

- Continue to evaluate and assess existing recreational facilities and their use by Township residents.
- Continue to identify areas in the Township without accessible public recreation facilities, explore the feasibility of neighborhood opportunities and evaluate alternatives to local access to recreation facilities.
- Continue to develop and enhance the desired level of service for existing as well as future public parks for recreation programs.
- Promote communication, coordination and monitoring of park and recreation resources so as to most effectively implement the recommendation of this plan and reduce duplication of effort.

## C. Planning Process

The planning process, and subsequently this plan, was divided into the following section/Sections:

- Township Profile & Planning Context. This Section examines the historical development of the Township, its current financial situation and structure. It also provides additional information, including population and employment data, housing characteristics and land use policies.
- Goals and Objectives. This Section outlines the goals and objectives, which the Township has identified to ensure a cohesive park and recreation system.
- Inventory of Open Space and Environmental Resources. This Section documents the Township's resources. These resources are identified, mapped, evaluated and prioritized by importance to the Township's natural or cultural heritage. Preservation strategies are proposed for the most significant resources.
- Inventory of Park and Recreation Facilities. Township facilities were inventoried, analyzed and reevaluated in this Section and compared to established park and open space standards. This analysis and reevaluation are followed by a general summary of the Township's recreation needs.
- Plan for Open Space. This Section pulls together the inventory by providing an analysis of the existing resource network. Objectives for resource protection are discussed and an examination of the current level of protection afforded to the resource identified. The recommendations section/Section outlines approaches to conservation and preservation in terms of potential policy and action on the part of the Township.
- Plan for Recreation. A variety of recreational resources serve the residents of Upper Macungie Township. Informal passive enjoyment of the open space landscape provides recreation. Residents participate in active recreation at a range of facilities in the broader region. These issues, among others are analyzed and discussed in this section, along with recommendations for providing further recreational opportunities.

- Facilities and Fields Recommendations. A comprehensive guideline of existing and future recreation needs based on existing uses , youth association surveys, resident surveys and projections to anticipate future needs to provide for planning for facilities.
- Funding Sources. A brief overview of the sources of funding and various methods of supporting and enhancing the parks and recreation program budget. Capital improvements plan for development and financing future facilitates.
- Recommendations Summary. This Section summarizes and prioritizes the recommendations for both open space and recreation and specifies which are realistic to consider over the coming years.

were a period of high growth in the County, particularly in Upper Macungie and the surrounding Townships and this growth was also reflected in the rapid increase in housing units across the Lehigh Valley during the same time period.

### Housing Types

In terms of types of housing, the Township offers a wide range of housing types. Within the Township, the majority of the housing is single-family detached, with the balance primarily a mixture of single-family attached (duplexes and townhouses) and three apartment complexes. As of the 1990 Census, 64% of the housing units in the Township were single-family detached. Another 20% percent were listed as manufactured or mobile homes. Nine percent were listed as attached single-family dwellings (duplexes and townhouses) and 6% were listed as two or more units in structure, which mainly includes apartments. Although single-family homes appear to predominate, the Township will need to be responsive to the various needs in providing recreational opportunities. More recent development has included more twins, towns and apartment complexes.

### Median Housing Value

Housing costs rose greatly though the County and region during the period of 1980 through 1990. Upper Macungie Township was no exception during this period.

Housing costs rose greatly though the County and region during the period of 1980 through 2010. Upper Macungie Township was no exception during this period. In 1990, housing in the Township was one of the highest valued in comparison with the region and the County as a whole. The median sale price for all homes sold in the Lehigh Valley during the 4<sup>th</sup> quarter of 2000 was \$111,000, up 8.8% from the median sale price of \$102,000 in the 4<sup>th</sup> quarter of 1999. Nationally, the median sale price was \$139,100 or 25% above the Lehigh Valley median price. The median sale price reported was \$238,000 for new home construction during 2000. This is up from the median sale price of \$201,000 during 1999. By 2007 median housing prices rose to an estimate of \$275,000, but have fallen the past year. The median housing value and prices for the Township will continue to be impacted by the types of homes in demand.

## **12. Implications**

The demand for leisure opportunities is directly related to the size and characteristics of the population within a community. As Upper Macungie Township continues to grow and develop, provisions for parks, recreational programs and open space areas become increasingly important. The challenge lies in providing leisure opportunities that conveniently serve all of the citizens of the Township while helping to preserve important natural and cultural resources. The rise in population and permitting and construction costs creates a challenge for the Township to provide active recreation and preserve open space and natural resources and maintain the quality of life and land values.

REF - C

**SECTION II:**  
**GOALS AND OBJECTIVES**

**A. INTRODUCTION**

One technique that can help a municipality, specifically its staff and committees, function more effectively is to establish goals and objectives for its various municipal roles. Goals are broad, general statements that look comprehensively at what a municipality would like to achieve. Most goals take years to accomplish, therefore the plan does not suggest how they will be accomplished. It is through developing strategic objectives for each goal that specific direction is defined. Well-conceived goals seldom need to change, but objectives should be more fluid.

**B. GENERAL GOALS**

- Goal 1: Protect, preserve, manage and enhance the natural and scenic resources in the Township, in particular the water resources, significant wood lots and steep slopes, to prevent erosion and conserve important vegetative resources and the scenic landscape.
- A. Explore the acquisition of open space, which preserves natural areas and provides for passive recreation uses such as hiking, nature trails, and picnic opportunities.
  - B. Continue to focus on multiple opportunities to preserve open space, which is contiguous to other open space to create corridors.
  - C. Continue to protect the natural capabilities of the floodplains, wetlands, and drainage swales by limiting their disturbance and avoiding negative impacts on adjacent properties.
  - D. Continue to conserve the native vegetation of the Township, including significant wood stands, hedgerows, meadows and fields, and supplement vegetation where appropriate.
  - E. Continue to strengthen zoning ordinance provisions that allow for flexibility for developments, which preserve open space.
- Goal 2: Provide quality recreation facilities, programs and services for- residents of all ages and abilities.
- A.. Monitor the adequacy of open space and recreation land to determine if there is sufficient public-park acreage available for Township residents and take remedial action when necessary.
  - B. Explore the development of links or corridors between those neighborhood districts where "close to home" recreational opportunities are currently infeasible with existing and future trail networks and park and recreation.
  - C. Continue to evaluate residential development activity in the Township in conjunction with determining the best locations for community or neighborhood park and recreation facilities.
  - D. Evaluate the mandatory dedication of land or fee-in-lieu thereof process, to determine if fees collected are sufficient in funding the acquisition and development of recreational facilities.
  - E. Continue to identify neighborhoods which would be appropriate for park and open space land dedication within proposed subdivisions and which ones would benefit from fee contributions.
  - F. Create a balance of recreational activities for all residents of the Township and provide for a wide range of recreational facilities and programs serving all age groups and abilities, based upon responses to the Park and Recreation Survey.

- G. Continue to support existing programs through the Parkland School District and community-based athletic associations rather than create a Township-based athletic program.
- H. Strive to provide adequate funding for the acquisition of lands for future parks, trails, and development of recreational facilities by stressing creative alternatives to tax revenues in financing acquisitions.
- I. Provide indoor recreation facilities to be used year round.

Goal 3: Maximize use of available and future facilities in the area surrounding the Township.

- A. Update the inventory of parks and recreational facilities in the area surrounding the Township that are currently provided by both public and non-public agencies.
- B. Continue to use a Park and Recreation Survey as the means to evaluate the use of available recreational facilities by Township residents.
- C. Explore and promote opportunities to expand cooperative efforts with neighboring municipalities, the school district, and non-public recreation providers, by promoting the shared use of such.
- D. Continue to identify and implement public relations tools such as brochures, newspaper articles, newspaper ads and flyers to inform residents of available recreational opportunities in the Township.
- E. Consider the possibility of using vacant or underutilized Township properties and utility and other rights-of-way for recreational purposes.

Goal 4: Provide park facilities for recreation programs under effective budgetary and fiscal planning.

- A. Review, evaluate and refine operating costs and the capital improvement program each year to determine changing fiscal implications and to reflect current program priorities in the development of park projects and recreation services.
- B. Develop and implement a realistic capital improvement program that provides funding for the highest priority projects based on changes in community need, demand and the impact of development trends and shifts in population size and distribution on the Township.
- C. Identify and pursue alternatives to tax sources of funding such as grants, "adopt a park program", gift catalogs, revenue generating facilities, and other options while continuing to use fees paid by new developers as a major source of capital financing.
- D. Schedule recreation facilities through a phased implementation process, considering relative demand and costs associated with each phase of development.
- E. Undertake coordination among recreation providers to permit the best and most efficient use of land, facilities, programming and funding resources.

Goal 5: Respond to changing needs of residents and future trends.

- A. Conduct a survey of recreational needs of Township residents and businesses as needed and in conjunction with any future updates to the Park and Recreation Plan.
- B. Provide an opportunity for special interest groups and residents to comment on recreation programs, facilities and policies through various means such as suggestion boxes, mail-in comment cards or through the development of the website.
- C. Involve neighborhood residents when developing or enhancing Township parks and establish "Friends of the Park" groups for existing as well as new parks.

- D. Work with community and service groups to develop and expand the range of recreational programs to provide diversified and creative opportunities for persons of all age groups, abilities and special needs.
- E. Encourage Township residents to actively participate in national, state and local park and recreation organizations and to attend conferences and workshops offered by these organizations.
- F. Continue to explore locations for future park land while identifying and establishing priorities for expanding, enhancing and improving the overall quality and quantity of recreational opportunities offered at other Township facilities.

Goal 6: Provide safe, attractive, and well-maintained park facilities.

- A. Institute the use of a Regular Maintenance Calendar for all parks and recreation facilities based on standardized and accepted park maintenance practices.
- B. When developing new park and recreation facilities consider present and future maintenance by applying maintenance management standards to project the time and cost associated with maintenance requirements.
- C. Continue to emphasize support from recreation groups in the maintenance of parks and facilities.
- D. Provide facilities that are convenient and safe to residents by developing a safety program and conducting regular safety inspections at all Township parks and facilities.
- E. Enhance risk management practices such as the development of a visitor safety guide, written emergency procedures and standardized accident report forms.

### C. NEIGHBORHOOD GOALS – PUBLIC PARKS

Neighborhoods Parks -- *Classification Type* - Description and community parks goals  
*Numbers referenced as shown on map of Recreation Plan*

#### BREINIGSVILLE

##### 1. Breinigsville Park and Earl Adams Park ( # 6 ) – *Neighborhood Park*

- a. Breinigsville Park was only the VFW ball field and stand until the 2001 recreation plan identified the need to expand this park. Land was acquired and new facilities were built in 2002 and completed in 2004 as listed on the inventory of Park and Open Space Areas.
- b. New projects needed and anticipated:
  - i. Convert former large VFW field into three little league/softball fields to meet current demands
  - ii. Add additional parking to provide needed additional spaces
  - iii. Add public water service.

##### 2. Butz Park – *Future Neighborhood Park*

- a. This land was acquired as open and conservation land from the Whispering Farms use of the Conservation Design Ordinance. Currently the land is vacant and used for farming. Portion of the former tree farm remain and some trees have been transplanted to other parks. It adjoins the VFW which organization has supported youth recreation.
- b. A sketch plan has been developed to provide for restrooms, soccer fields, parking and basketball to meet future needs in the area due to development. A walking trail is also anticipated to connect this

park with Breinigsville Park and to the surrounding developments to reduce some of the needs for parking and to promote walking minimize the need for parking. Water is proposed to be extended to Breinigsville Park through this park which will make water accessible for the future.

### **3. Whispering Farms – Coldwater Crossings – Trexler Fields *Open Space Trails and Riparian Buffers***

- a. This project preserves 64 acres of woodlands, farm land and stream buffer as well as the Future Butz Park.
- b. Provide trails along Woodlands and through Butz Park connecting through the Trexler Fields development along the Schaefer Run.
- c. Provide trail extension from Butz to Brookdale Road along riparian buffer under construction to be completed spring 2011.
- d. Application approved for Riparian Buffer Grant along Schaefer Run at West boundary of Trexler Fields to Schaefer Run Road along the Schaefer Run Creek
- e. Farmland west of Trexler Fields to Dorney Road and within Coldwater Open space to remain as farmland.
- f. Area under power lines in Whispering Farms to be soil amended to restore for farming.
- g. Woodlands to be maintained - develop Forestry Plan with DCNR

#### **Chapman**

### **4. UMT Park – South Quarry – *Open Space – Conservation***

- a. The South Quarry should be preserved as open space, since access to this site is very limited.
- b. The Township has worked with the PA Fish and Boat Commission to study the feasibility of stocking the quarry with fish. This use was not encouraged by the Fish Commission due to access and fluctuated water levels and public safety.
- c. However, the South Quarry has been improved by reducing wall height and adding water quality fill material and vegetation. Continue fill to create safe walls and establish vegetation and filters for water quality.
- d. Possibly use area for tree nursery to plant trees for future use as street trees and in parks.

### **5. North Quarry *Open Space – Conservation***

- a. Area was not found conducive for fishing. This use was not encouraged by the Fish Commission due to access and fluctuating water levels and public safety.
- b. Area has been used for permitted leaf compost facility and public works material storage yard. With County facility closing, investigate expansion of this use.
- c. Consider using area for yard waste drop off and recycling.

### **6. Route 100 Park – *Neighborhood***

- a. Contains two pavilions, restroom and maintenance building, two softball fields, disc golf and parking. Access to South field was completed. Restroom and maintenance building reconstructed and replaced the existing playground with equipment that meets safety standards in 2010. Added landscape trees from tree vitalization grant.
- c. Extend Public Waterline
- d. Add /improve trail from Apple Pond Park to Fogelsville Dam.
- e. Consider breach of dam to level to restore original stream cross section and to provide access and trail along stream
- f. Provide additional parking.
- g. Create dog park

- h. Provide safety netting and retaining wall to buffer roadway.

## **FOGELSVILLE**

### **7. Apple Pond Park – Open Space – Conservation – passive recreation**

- a. Improved park area with tables benches and chairs. Stocked with bass and trout and set up fishing events with Fish and Boat Commission. Added parking, gate and lighting in 2010.
- b. Construct Fishing Deck.
- c. Study and implement water quality program
- d. Continue fish stocking and fishing events with PA Fish and Boat Commission

### **8. Church Street Playground. Tot lot**

- a. Investigate arrangement to replace old playground equipment with current standard equipment meeting current safety and access requirements.
- b. Replace Christmas used for lighting program which was lost in storm.

### **9. Pointe West – Applewood Drive Park - Neighborhood**

- a. This park contains Parking and play field has been added. Tennis courts and restrooms.
- b. Fencing proposed around ball field

## **KROCKSVILLE**

### **10. Lone Lane Park – Neighborhood -**

- a. Lone Lane Park had been leased from the School District until 2010 when the Township agreed to purchase the land over the next two years. – Land Purchase
- b. Additional parking needed
- c. Lights and surveillance cameras needed to deter vandalism
- d. Renovations to pavilion siding – replace wood with stucco and stone

### **11. Penn Field Place Park – Neighborhood**

- a. This park contains tennis, basketball courts and parking.
- b. Program for tennis instruction being set up by recreation committee.

### **12. Rabenold Farms – Future Open Space – Conservation - Liner**

- a. Approved subdivision to provide riparian buffers and open space areas
- b. Trails could be added

## **KUHNSVILLE**

### **13. Ricky Park – Neighborhood -**

- a. Includes little league ball field, play ground, tennis courts pavilion parking and paths
- b. Improve drainage
- c. Add lighting and surveillance cameras to deter vandalism
- d. Use tennis courts for instruction program

## **NEWTON**

### **14. Independent Park – Community – Indoor Recreation and Golf**

- a. Includes recreation maintenance garage – indoor recreation with conversion of house, golf facility.
- b. HVAC system to be bid and constructed with energy grant in 2011
- c. Convert garage to golf check in, golf shop and restrooms for outdoor recreation
- d. Install Restrooms upper level
- e. Interior renovations to meet fire rating with added gypsum and ADA access doors and sidewalk
- f. Renovate and permit water system for public use
- g. Modify septic system and sewer laterals for public use and loads.

- h. Obtain NPDES permit for parking and water quality improvements
- i. Construct parking to support indoor recreation
- j. Open indoor use for receptions and business and group meetings for main room
- k. Open smaller meeting rooms for organized groups
- l. Provide space for historical group
- m. Improvements to 9 hole golf course
  - i. Add synthetic putting green
  - ii. Add practice pitching and sand trap and green
  - iii. Add synthetic greens to 9 holes
  - iv. Add landscaping and traps to holes
- n. Construct walking path and exercise stations
- o. Complete lower level for indoor exercise and indoor concessions
- p. Complete patio

**15. Grange Road Park – Community – Regional - large park with athletic fields and Future Library**

- a. Current park includes recent addition of parking lots and access, storm water management, utilities and 20 acres of athletic fields.
- b. 2011 plan to complete construction of two little league baseball fields, restrooms and concession stand and walkways with matching DCNR grant awarded in 2010.
- c. Pavilion, restroom and parking lot to be constructed at SE corner of park access lane.
- d. Parkland Library and roadway extension to be constructed in 2011.
- e. Legion NCAA standard field to be constructed as funds permit.
- f. Kiddie playground, pavilion, tennis courts, basketball courts, restrooms and parking at SW corner of first park access lane intersection.
- g. Future areas are reserved for future additional soccer, baseball, football and lacrosse athletic fields for projected youth association needs.
- h. Additional areas are reserved for future needs such as indoor recreation or Township facilities.

**TREXLERTOWN**

**16. Rodale Fitness and Cycling Center- Regional – County Owned**

- a. The Township has participated by crediting recreation fees toward the purchase of this regional park which provides trails for walking skating and bicycling.

**17. Valley Preferred Cycling Center – Regional – County Owned**

- a. The Township has helped with the development of the velodrome and ball fields which are provided by this facility which is unique to the County State and East Cost of the united states with its successful velodrome and bicycling programs.

## **SECTION III:**

### **INVENTORY OF OPEN SPACE AND ENVIRONMENTAL RESOURCES**

Natural and cultural resources can enhance recreational activities and, in many cases are integral components of the leisure experience. For example, water resources are needed for boating, fishing and swimming while historical structures often serve as tourist attractions. An understanding of the natural and cultural features of a community is therefore an important part of preparing a comprehensive park recreation and open space plan so that these resources can be incorporated into recreational settings to the greatest extent possible.

#### **A. WATER RESOURCES INVENTORY**

Valuable water resources exist in Upper Macungie Township. These are broken down into the following four categories: watershed boundaries, wetlands, waterways, and floodplains. Together, these resources help maintain the quality and quantity of ground and surface water supplies, channel stormwater, provide plant and wildlife habitat, and add visual interest to areas. Pennsylvania designates water quality criteria for all perennial streams in the Commonwealth. These criteria are listed in Section 93 of the Pennsylvania Code. The water quality designation for streams within Upper Macungie was determined. The following water use classifications apply to these streams.

HQ High Quality Waters - A stream or watershed, which has excellent quality waters and environmental or other features that require special water quality protection.

CWF Cold Water Fisheries - Maintenance and propagation of fish species and additional flora and fauna, which are indigenous to a cold water habitat.

ME Migratory Fish Waters - Maintenance of waters important to the propagation of fish species which are migratory and indigenous to a water habitat.

The analysis of collected data and field investigations produced the following findings, which are described below:

**Watershed Boundaries:** Watershed boundaries separate drainage basins of streams and must be evaluated when considering protection measures for high quality streams. The Township's watersheds include the Breinig Run, Iron Run, Hassen Creek, Schaefer Run and Spring Creek watersheds.

**Stream Corridors:** The major water resources in Upper Macungie Township are the Iron Run and Schaefer Run watersheds. These two tributaries to the Little Lehigh Creek transverse the central and southeastern portions of the Township. Hassen Creek is classified as a High-Quality Watershed, Cold Water Fishery and Migratory Fishery by the PA Department of Environmental Protection and flows through the Fogelsville, Chapman and Kuhnsville Neighborhoods to the Jordan Creek. Breinig Run and Spring Creek are also tributaries to the Little Lehigh Creek, which is also classified as a High-Quality Watershed and Cold Water Fishery. The little Cedar Creek tributary has been classified as an impaired stream. In addition, Act 167 Stormwater Management Plans for the Little Lehigh and Jordan Creek watersheds are in effect to control the rate of runoff from new development in the Township and recently are required to address water quality and infiltration of the 2 year / 24 hour storm events. The

Park and Recreation Commission members. Placing brochures in a municipal building will not generate interest. Commissions have to market and promote these programs throughout their communities. Upper Macungie Township currently accepts donations of trees and equipment when applicable.

**7. Developer contributions either through fee-in lieu of open space or the actual construction of facilities** —\_one of the primary purposes of this Plan is to provide the Township with the legal means to require mandatory dedication of park land. \*Depending on the economy and the Township's ability to handle additional growth this source of land helps mitigate the impact on recreation needs. Development also increases the demand. The Township must be mindful that the stream of revenue produced can be unpredictable and erratic. Long term planning is required to meet the demands. Planning has become even more critical with the DEP permitting process which can take a year or more to obtain. Lands should be purchased in advance of the need to allow for the design and permitting process time. The MPC requires funds to be expended within three years of collection. For this reason the Township has obtained lands with general funds in advance and in anticipation of the needs. With the land purchased in advance the developers have an option to provide fees in lieu of land dedication. The fees can then be used to develop the park in time for the increased demand. Even with this arrangement, the time to design, permit, bid and construct recreation improvements is a challenge in a three year time period. With the Township obtaining lands in advance it provides the opportunity to realize reduced prices and availability in the areas where development is anticipated. It also allows the Township to consider fees that are less than what land values are at the time the development occurs. Grant applications also take a year from the time the grant is submitted to the date the Township finds out if it is awarded. This time line adds an additional year for development..

The following Table 33 provide a synopsis of development projects that currently have approvals which are most likely to create the need for additional recreation facilities in the next five years. Some of these developments are not completed and have paid recreation fees in phases. This list provides some insight of the future needs and the neighborhoods in which they will occur.

<b>TABLE 33 PRELIMINARY SUBDIVISIONS</b>				
<b>Neighborhoods</b>	<b>Subdivisions</b>	<b>No Status</b>	<b>Fees Not Paid</b>	<b>Fees Paid</b>
<b>Breinigsville</b>	Trexler Fields		276	82
	Schaefer Run Commons		344	
	Wotring North	19		
	Woodemere	60		
<b>Chapman</b>	Rothrock Sub.		9	
<b>Fogelsville</b>	Wrenfield		98	
<b>Krocksville</b>	Rabenold Farms		205	
<b>Kuhnsville</b>	Blue Barn Estates		13	

<b>Newtown</b>	Highgate		45	175
	Fallbrooke		75	
	Valley West Estates		45	
<b>Trexlertown</b>	Cetronia Road Apartments			378
	Weilers Road Twins	82		
	Mosser Road Sub.		10	
	Parkland View Apartments			
<b>Werley</b>	Laurel Fields		154	78
	Hidden Meadows		223	89
	Rabenold Farms II			288
<b>Total =</b>		<b>161</b>	<b>837</b>	<b>1090</b>
Based on Township Records as of December 2010				

#### D. CAPITAL IMPROVEMENTS

Based on the projected development and the basis and needs identified in the proceeding Sections a capital improvements plan can be approximated. Current project planning and development is identified for the next five years with future lands which the Township has acquired without the use of recreation fees could be anticipated for future development of recreation. The details and planning is dependent of future conditions. Population and developments create additional recreation needs but also participate in providing lands or fees to be used for recreation.

Year	Revenue		Expenses/Additions		
	Description	Funds	Park	Description	Cost
2011			<b>Independent</b>		
	<b>DEP Energy Grant</b>	\$100,000			\$125,000
	<b>Developers fee in lieu of</b>	\$500,000		Complete upstairs renovations (rest rooms drywall lighting rewiring plumbing etc.)	\$175,000
				Water System	\$25,000
				Septic System	\$15,000
				Parking Lot Expansion	\$90,000

				Storm water management and WQ	\$80,000
				<b>Subtotal</b>	<b>\$510,000</b>
				Engineer Design	\$51,000
				10% Contingency	\$51,000
				<b>Total:</b>	<b>\$612,000</b>
			<b>Grange</b>		
	<b>DCNR</b>	\$122,105		2 Little League Fields, Rest rooms and Concession Stand & Walkways, Township Funded	\$244,210
	<b>Parkland Youth Assoc</b>	\$80,000		Extra pavilion and restroom ( 5B )	\$80,000
	<b>Recreation Fund</b>	673000		Roadway and parking & Utility extensions	270,000
				Extend Road for the library	\$50,000
				Portion 5A- road parking and play area	\$90,000
				<b>Total</b>	<b>664,210</b>
			<b>Route 100</b>	Waterline extension	
				<b>Total</b>	<b>\$35,000</b>
			<b>Lone Lane</b>	Purchase Lone Lane payment	
				<b>Total</b>	<b>200,000</b>
			<b>Breinigsville</b>	Waterline Extension	
				<b>Total</b>	<b>60,000</b>
				<b>Total:</b>	<b>\$1,536,210</b>
<b>Year</b>	<b>Revenue</b>		<b>Expenses/Additions</b>		
<b>2012</b>	<b>Description</b>	<b>Funds</b>	<b>Park</b>	<b>Description</b>	<b>Cost</b>
			<b>Grange Road</b>		
	Football 501.3.c Donation:	\$150,000		Football Field design/extend storm water basins, parking and utilities)	\$332,000

	Developers Fees in lieu of land			Add wearing course at Grange Drive and parking base	\$100,200
	<b>Based on 200 unit estimate</b>	\$500,000		Grade and seed Soccer Field	\$50,000
				Grade, seed , fence little league field	\$40,000
				<b>Total:</b>	<b>\$455,200</b>
			<b>Lone Lane</b>	Land purchase <b>Total</b>	<b>200,000</b>
			<b>Breinigsville</b>	Two little league baseball fields	\$100,000
				Parking Lot	\$35,000
				<b>Total:</b>	<b>\$75,000</b>
			<b>Independent</b>	Synthetic Practice Greens <b>Total:</b>	<b>\$25,000</b>
	<b>Total</b>	<b>\$650,000</b>		<b>Total:</b>	<b>\$630,200</b>
<b>Year</b>	<b>Revenue</b>		<b>Expenses/Additions</b>		
<b>2013</b>	<b>Description</b>	<b>Funds</b>	<b>Park</b>	<b>Description</b>	<b>Cost</b>
			<b>Grange</b>		
	Estimated 200 Units x \$3,700	\$740,000		Football / lacrosse / hockey field area Restrooms and concession stands	\$150,000
				Parking lot and perimeter Roadway extension	\$350,000
	Parkland Youth Contribution (501.3.c)	50,000		Football/ Lacrosse/ Hockey Field	50,000
				Little League Baseball field	50,000
				<b>Total</b>	<b>\$600,000</b>
			<b>Independent</b>		
				Synthetic greens for 9 holes	\$50,000
				Complete lower level – indoor rec.	\$100,000
				<b>Total</b>	<b>150,000</b>
			<b>Breinigsville</b>		

				Waterline Extension <b>Total</b>	<b>60,000</b>
			<b>Lone Lane</b>	Land Purchase <b>Total</b>	<b>200,000</b>
<b>Year</b>	<b>Revenue</b>		<b>Expenses/Additions</b>		
<b>2014</b>	<b>Description</b>	<b>Funds</b>	<b>Park</b>	<b>Description</b>	<b>Cost</b>
			<b>Breinigsville West</b>		
	Estimated 200 Units x \$3700	<b>\$740,000</b>		Driveway off of Breinigsville Road- and ½ parking lot	250000
				Detention and WQ basins	100,000
				Two Soccer Fields	100,000
				Two Baseball Fields	100,000
				Restroom	100,000
				Walkway –connecting paths	35000
				<b>Total</b>	<b>\$685,000</b>
			<b>Grange</b>		
				Restrooms 5a – Tot lot area <b>Total</b>	<b>55,000</b>
		<b>740,000</b>			<b>740,000</b>
<b>Year</b>	<b>Revenue</b>		<b>Expenses/Additions</b>		
<b>2015</b>	<b>Description</b>	<b>Funds</b>	<b>Park</b>	<b>Description</b>	<b>Cost</b>
			<b>Twin Road</b>	Develop 50 acre Twin Pond Road Park – two soccer – two baseball – one football	500,000
	Estimated 200 Units x \$3700	<b>\$740,000</b>	<b>Grange Park</b>	Funds for courts and expanded parking and restroom – 5A	240,000
				<b>Total</b>	<b>740,000</b>
<b>Year</b>	<b>Revenue</b>		<b>Expenses/Additions</b>		
<b>2016</b>	<b>Description</b>	<b>Funds</b>		<b>Description</b>	<b>Cost</b>

	Estimated 200 Units x \$5,000	<b>\$1,000,000</b>	<b>Trexler Road Park</b>	Develop 25 acre park- two baseball and two soccer and one football/ lacrosse field	500,000
			<b>Grange</b>	Funds for indoor recreation	240,000
				Purchase lands	260,000
				<b>Total</b>	<b>1,000,000</b>
<b>Year</b>	<b>Revenue</b>		<b>Expenses/Additions</b>		
<b>2017</b>	<b>Description</b>	<b>Funds</b>	<b>Park</b>	<b>Description</b>	<b>Cost</b>
<b>Review rec fees</b>	Estimated 200 Units x \$5000	<b>\$1,000,000</b>	<b>Grange</b>	Funds for indoor recreation center	285,000
			<b>New Park</b>	Purchase Additional 25 acres needed for fields	340,000
				Develop four fields	500,000
<b>Year</b>	<b>Revenue</b>		<b>Expenses/Additions</b>		
<b>2018</b>	<b>Description</b>	<b>Funds</b>	<b>Park</b>	<b>Description</b>	<b>Cost</b>
	Estimated 200 Units x \$5000	<b>\$1,000,000</b>	<b>New Park</b>	Develop 2 baseball and two soccer fields and facilities	600,000
			<b>Grange</b>	Funds for indoor recreation	250,000
				Expand parking lot 5B add pavilion	150,000
<b>Year</b>	<b>Revenue</b>		<b>Expenses/Additions</b>		
<b>2019</b>	<b>Description</b>	<b>Funds</b>	<b>Park</b>	<b>Description</b>	<b>Cost</b>
	Estimated 200 Units x \$5000	<b>\$1,000,000</b>	<b>Grange</b>		
	Grange Park Indoor Account	<b>775,000</b>		Design indoor recreation building start construction	1,750,000
<b>Year</b>	<b>Revenue</b>		<b>Expenses/Additions</b>		
<b>2020</b>	<b>Description</b>	<b>Funds</b>	<b>Park</b>	<b>Description</b>	<b>Cost</b>
	Estimated 200 Units x \$5000	<b>\$1,000,000</b>	<b>Grange</b>	Complete recreation Center – finance balance over 5 years	300,000
			<b>New Park</b>	Purchase 25 acres and develop 2 ball fields and two soccer fields and one football field	700,000

**UMT Community Center Combined  
Wish List**

AMENITY		VOTES
<i>Aquatics</i>	Indoor pool (competition size/diving depth)	
	6+ lane indoor pool (for versatile use)	I
	Entrance ADA compliant?	I
	Outdoor pool with recreational amenities	
	Retractable door (Kimmel suggested that wouldn't work)	
	Zero entry area to the outdoor pool	I
	Splash area for small children	I
	Water slide	II
	Sauna/steam room	I
<i>Fitness facilities</i>	2 or 3 fitness rooms <sup>1</sup>	
	4 fitness rooms <sup>2</sup>	II
	Overhead audio	I
	Mirrors	II
	Rubber floor	II
	High Quality/up to date equipment	II
<i>Gyms</i>	2 or 3 wood basketball courts <sup>2</sup>	
	Auxiliary gym with sport flooring	
	Or Half of courts with the sport flooring, half wood	II
	Main gym area usable for other events & sports	
	Spectator area	
	Retractable Spectator stands	
	Elevated walking track- only if large	
	Retractable nets	I
	Retractable curtains to divide space for different activities	
<i>Multipurpose space</i>	Meeting room(s) with movable walls	
	Available for rental	
	Separate Kitchen facilities so rooms are rented sep.	
	Community space/Concession area	
<i>Education</i>	Computer/technology room	
	Charging Stations/Smart board	
	Library Wing	II

<sup>1</sup> Cardio, weight, and aerobic/dance rooms were suggested <sup>2</sup> Cardio, weight, spin, and aerobic/dance rooms were suggested.

<sup>2</sup> These courts could also be used for volleyball, tennis, and pickleball.

**UMT Community Center Combined  
Wish List**

<i>Locker rooms</i>	Men's locker room (decide correct size)	IIII
	Women's locker room (decide correct size)	IIII
	Family locker room (decide correct size)	IIII
<i>Child care</i>	Childcare facility or Kids Club room- limited avail.	IIII
	Daycare/night time meeting room	III
<i>Refreshments</i>	Snack stand/seating area	IIII
	Indoor/outdoor snack stand	II
	Water fountains with bottle filling stations	II
	Café or juice bar	II
	Vending machines	III
<i>Storage</i>	Large facilities for each area-	IIII
<i>Lobby</i>	Reception area	IIII
	Entry doors that keep the temperature regulated	III
	Scrolling TV in lobby	III
<i>Lounges</i>	Furniture to encourage guests to stay longer	I
	Lounge space with TVs, WiFi, and charging stations	I
	Youth/Teen lounge monitored by TV cameras	II
<i>Offices</i>	Dedicated and well placed office space	II
<i>Other indoor amenities</i>	Indoor turf for various athletics	I
	Climbing wall, batting cage, tennis net hookup on sport flooring, volleyball nets, mini tennis nets	I
	Massage area/wellness center	I
<b>AMENTIY</b>		<b>VOTES</b>
<i>Tennis</i>	Outdoor court(s) with a bubble and hard or Har-Tru surface- research tennis need in area, not many facilities!	II
	Tennis/racquetball courts	I
<i>Exterior fitness facilities</i>	Walking track around the building	II
	Walking paths to the athletic fields with exercise stops	I

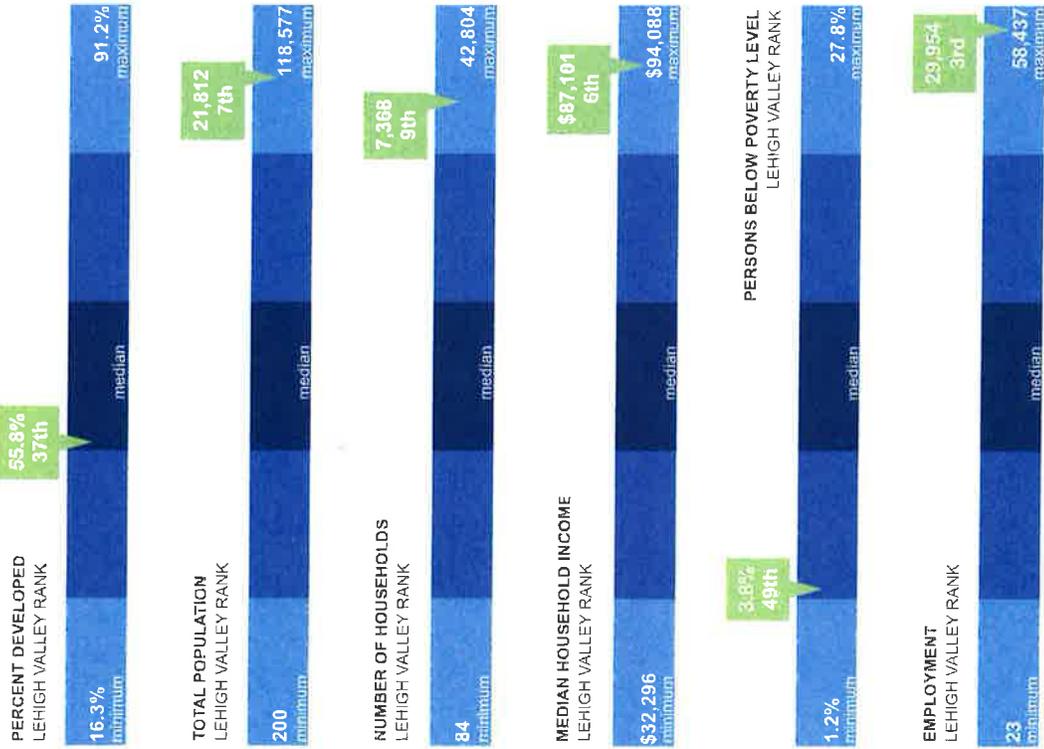
**UMT Community Center Combined  
Wish List**

	Turf field	I
	Side by side lighted basketball courts	I

<b>AMENITY</b>		<b>VOTES</b>
<i>Outdoor recreation amenities</i>	Outdoor amphitheater	I
	Outdoor playground or family friendly area	I
	Outdoor Lounge area with a fireplace or fire pit	I
	Area to flood for an ice rink	I
	Pavilions close to the pool and the community center	I
	Courtyard with a gazebo	III
	Driving Range	
<i>Energy efficiency</i>	Solar panels	I
<i>Safety</i>	Bright solar parking lights	III
	Swipe card access	II



# Upper Macungie



County: Lehigh  
 Type of Municipality: Township, Second Class  
 School District: Parkland

**Land Use 2012 (in acres)**

Residential	3,806.6	(22.7%)
Commercial	977.1	(5.8%)
Industrial	1,125.7	(6.7%)
Wholesale & Warehousing	1,294.0	(7.7%)
Transportation, Communications & Utilities	1,853.9	(11.0%)
Public & Quasi-Public	307.8	(1.8%)
Parks & Recreation	791.5	(4.7%)
Agriculture & Undeveloped	6,640.0	(39.6%)
Total Acres	16,796.7	(100.0%)

Area: 26.24 sq. mi.

Population Density 2010: 765 persons/sq. mi.

Assessed Value of Taxable Real Estate 2014: \$3,686,521,600

**Real Estate Tax Millage Rates 2015**

Municipal	0.64
School District	14.19
County	3.75
Total	18.58

**Population**

1960 census	3,605
1970 census	4,390
1980 census	7,446
1990 census	8,757
2000 census	13,895
2010 census	20,063
2013 estimate	21,812
2020 forecast	24,992
2030 forecast	30,232
2040 forecast	36,235

**Housing Characteristics 2010**

Total households	7,368
Persons per household	2.71
Total housing units	7,843
Occupied housing units	7,368
Owner occupied	6,013
Renter occupied	1,355
Vacant housing units	475
Median value-owner occupied (2009-2013)	\$281,300
Median monthly contract rent (2009-2013)	\$1,112

**New Housing Unit Permits Issued**

2006 - 248	2010 - 303
2007 - 331	2011 - 104
2008 - 331	2012 - 139
2009 - 302	2013 - 164

**Gender Data 2010**

Male	9,889
Female	10,174

**Age Data 2010**

Median age	39.1
Under 18 years	5,464
65 years and over	2,265

**Selected Race & Hispanic Origin Characteristics 2010**

White	17,051	(85.0%)
Black or African American	539	(2.7%)
American Indian, Alaska Native	29	(0.1%)
Asian	1,799	(9.0%)
All Others	645	(3.2%)
Hispanic or Latino (origin any race)	988	(4.9%)

**Income & Poverty Status 2009-2013**

Median household income	\$87,101	
Median family income	\$101,157	
Per capita income	\$38,639	
Persons below poverty level	786	(3.8%)

**Educational Attainment 2009-2013 (persons 25 years & over)**

No high school degree	772	(5.4%)
High school graduate only	3,782	(26.4%)
Some college/associate degree	3,122	(21.8%)
Bachelor's or graduate degree	6,564	(46.5%)
High school degree or higher	94.6%	

**Place of Work 2009-2013 (workers 16 years & over)**

Worked in Upper Macungie	2,432	(23.4%)
Worked outside Upper Macungie	7,948	(76.6%)

**Occupation 2009-2013 (employed persons 16 years & over)**

Management, business, science, arts	5,557	(53.3%)
Service occupations	1,227	(11.8%)
Sales & office	2,519	(24.1%)
Natural resources, construction, maintenance	320	(3.1%)
Production, transportation, material moving	808	(7.7%)
Total employed	10,431	(100.0%)

*UPPER MUNICIPAL AUTHORITIES  
 LEHIGH VALLEY REGION*



# NRPA Facility Market Report

**Analysis of:**  
**Upper Macungie Township Community Center**  
**360 Grange Road**  
**Allentown, PA 18104**

Park and recreation agencies offer a diverse set of offerings and program activities to meet the needs of their communities. But the offerings that work well for one agency, or even one part of an agency’s service area, may not be the best fit elsewhere. As a result, park and recreation professionals seek information and insights that empower them to make decisions on the optimal program and service offerings for their communities.

In your hands is the **NRPA Facility Market Report** for the Upper Macungie Township Community Center. This report offers an array of data that provides your agency with a greater understanding of the residents served by the facility, with a particular focus on their habits and interests.

## Key Findings About the Upper Macungie Township Community Center:

**168,538**

Number of residents living within a 15-minute drive of the facility per Census 2010

**39.9**

Median age of residents living within a 15-minute drive of the facility per Census 2010

**21.6%**

Percentage of adult population living within a 15-minute drive of the facility that exercise at least six hours per week

**Figure 1: Map of Five, Ten and Fifteen Minute Drives from the Facility**

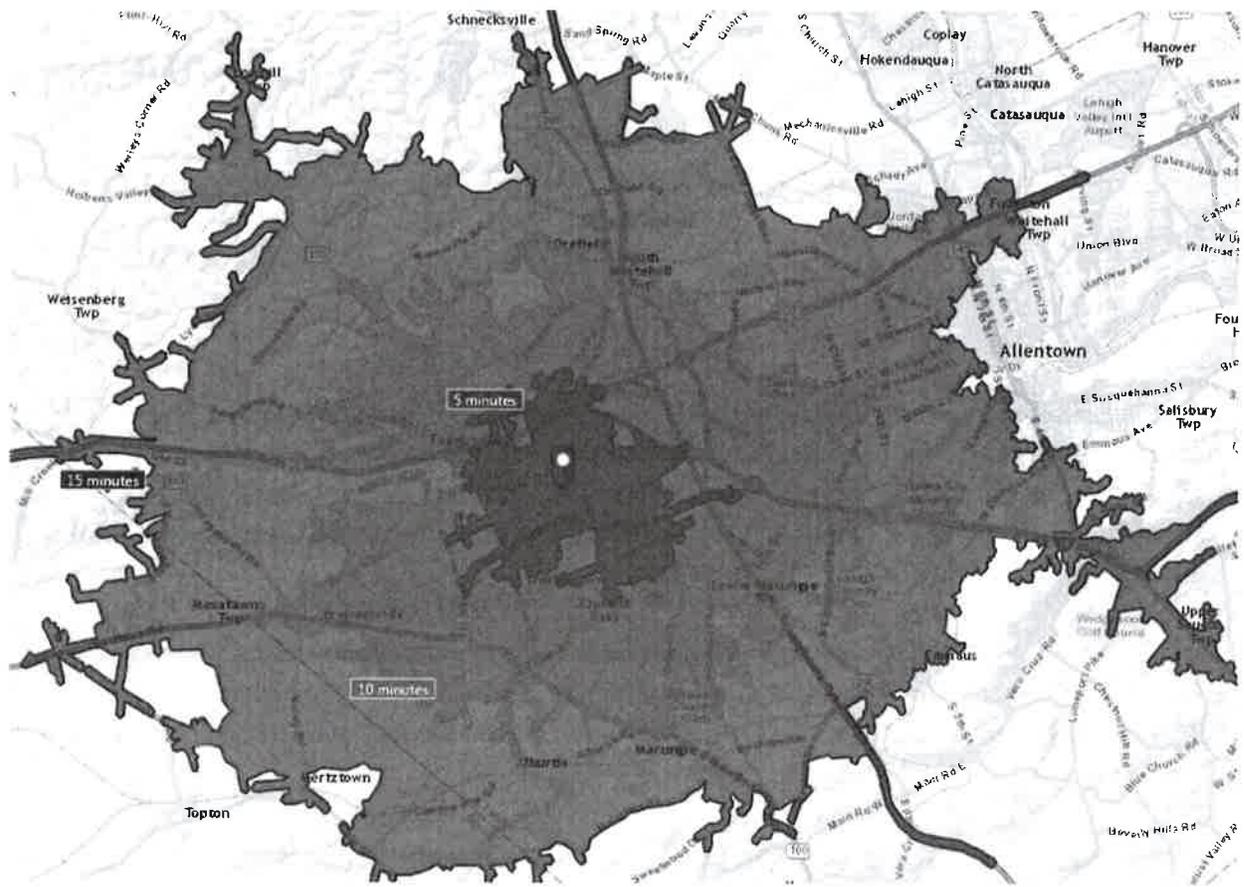


Figure 1 illustrates the physical accessibility, in terms of driving times, of the Upper Macungie Township Community Center. The highlighted areas show the driving times of the facility, broken down into five (brown), ten (green) and fifteen (blue) minute estimated drive time intervals. Although usage and constituent population will vary by the facility type, the 15-minute drive time area is presented as a *general* guideline on the size of the population most likely to visit the facility. That is, those residing within the area shaded blue may represent the most likely users of common facilities such as recreation and community centers, athletic fields, playgrounds, tennis courts, senior centers and aquatic facilities.

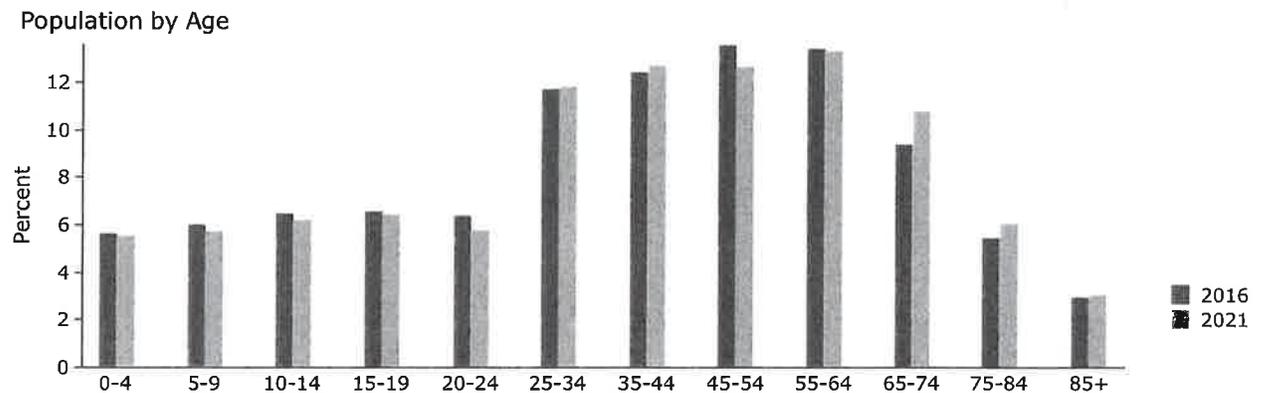
## About the Residents Who Live Within a 15 Minute Drive of the Facility

**Figure 2: 2010 Census Data and 2016 & 2021 Forecast Data of People Residing Within a 15 Minute Drive of the Facility**

Summary	Census 2010	2016 Forecast	2021 Forecast
<b>Population</b>	168,538	174,900	180,106
<b>Households</b>	66,040	67,434	68,877
<b>Families</b>	44,193	44,784	45,568
<b>Average Household Size</b>	2.48	2.53	2.55
<b>Owner Occupied Homes</b>	45,826	45,452	46,471
<b>Renter Occupied Homes</b>	20,214	21,981	22,405
<b>Median Age</b>	39.9	40.9	41.7
<b>Median Household Income</b>		\$62,309	\$72,771

Figure 2 summarizes Census data of the residents living within a 15-minute drive of the facility, including population, household formation and home ownership status. The 2010 data represents actual United States Census data, while the 2016 and 2021 figures are projections developed by Esri. The projections are based on forecasts for births, deaths, international and domestic migration and other factors that influence population shifts. These projections, which naturally are subject to revision, assist your agency in its planning of future programming at the facility over the coming years.

**Figure 3: Forecasted Age Trends of People Residing Within a 15-Minute Drive of the Facility**



**Figure 4: Census 2010 Data and Forecasted Age Trends of People Residing Within a 15-Minute Drive of the Facility**

Population by Age	Census 2010		2016 Forecast		2021 Forecast	
	Number	Percent	Number	Percent	Number	Percent
<b>0 - 4</b>	10,154	6.0%	9,847	5.6%	9,963	5.5%
<b>5 - 9</b>	10,808	6.4%	10,494	6.0%	10,339	5.7%
<b>10 - 14</b>	11,032	6.5%	11,307	6.5%	11,174	6.2%
<b>15 - 19</b>	11,618	6.9%	11,482	6.6%	11,534	6.4%
<b>20 - 24</b>	10,050	6.0%	11,151	6.4%	10,358	5.8%
<b>25 - 34</b>	20,036	11.9%	20,468	11.7%	21,275	11.8%
<b>35 - 44</b>	22,306	13.2%	21,735	12.4%	22,876	12.7%
<b>45 - 54</b>	25,114	14.9%	23,785	13.6%	22,785	12.7%
<b>55 - 64</b>	20,816	12.4%	23,485	13.4%	23,946	13.3%
<b>65 - 74</b>	12,692	7.5%	16,409	9.4%	19,436	10.8%
<b>75 - 84</b>	9,395	5.6%	9,548	5.5%	10,935	6.1%
<b>85+</b>	4,520	2.7%	5,192	3.0%	5,484	3.0%

Figures 3 and 4 provide an age distribution of the population living with a 15-minute drive of the facility by age groups, as reported in United States Census and American Community Survey (ACS) data.

Note that the age ranges are not of equal size. The age groups ranging from birth to 24 years old are grouped into five-year increments, ages 25 to 84 are grouped into ten-year increments and individuals 85 years and older are placed into a single age group.

From a recreation programming and planning perspective, the classification of youth and young adults into small age groups aid your agency with programing decisions for children and young adults. Whereas adults within a ten-year age range (e.g., ages 35 to 44) may likely share similar recreation interests, the similarly large size age groups may not make as much sense for children and young adults. For example, recreation interests of five year olds have few similarities of those of 15 year olds. Hence, the five-year age ranges for the younger age groupings provide your agency with more valuable insights about the relative size of the youth population when considering their recreation needs.

## Personal Interests, Activities and Spending Habits

Figures 5 - 8 summarize the personal interests, activities, and spending habits of residents living within a 15-minute drive of the facility. These tables include predictors of recreation activity and spending that better inform programming decision making for your facility.

Pay particular attention to the Market Potential Index, or MPI. The MPI represents the relative likelihood of adults living near your facility to engage in a particular activity in comparison to the U.S. average. This measure is indexed to 100, so that an MPI greater than 100 indicates a greater than average likelihood (relative to the whole U.S.) to participate in the activity while an MPI less than 100 suggests a less than average likelihood to engage in the activity.

**Figure 5: Weekly Exercise Habits of People Residing Within a 15-Minute Drive of the Facility**

	<b>Expected Number of Adults</b>	<b>Percent</b>	<b>MPI</b>
<b>Spends 6+ hours exercising per week</b>	29,494	21.6%	101
<b>Spends 3-5 hours exercising per week</b>	30,177	22.1%	108
<b>Spends 1-2 hours exercising per week</b>	31,994	23.4%	102

Figure 5 shows the weekly exercise habits for people within a 15-minute drive of your facility. The percentages are the proportion of adults living within a ten-minute drive of the facility that exercise one to two, three to five or six-plus a week. An MPI value greater of 100 indicates a greater percentage of the adult population living within a 15-minute drive of the facility exercises one to two, three to five or six-plus hours a week versus the U.S. as a whole.

**Figure 6: Participation Rates of Select Recreation Activities of People Residing Within a 15-Minute Drive of the Facility**

	<b>Expected Number of Adults</b>	<b>Percent</b>	<b>MPI</b>
<b>Participated in aerobics in last 12 months</b>	13,011	9.5%	112
<b>Participated in basketball in last 12 months</b>	11,216	8.2%	99
<b>Participated in yoga in last 12 months</b>	10,727	7.9%	111
<b>Participated in weight lifting in last 12 months</b>	15,273	11.2%	113
<b>Participated in tennis in last 12 months</b>	5,898	4.3%	109
<b>Participated in soccer in last 12 months</b>	5,585	4.1%	107

Figure 6 presents data on the level of adult participation in select recreation activities among residents living within a 15-minute drive of the facility. Using this data, you can estimate the interests of residents in your facility's service area, helping inform programming planning decisions.

**Figure 7: Social Media Usage of People Residing Within a 15-Minute Drive of the Facility**

	<b>Expected Number of Adults</b>	<b>Percent</b>	<b>MPI</b>
<b>Facebook</b>	77,168	56.5%	102
<b>YouTube</b>	64,341	47.1%	105
<b>Twitter</b>	15,508	11.4%	100

Figure 7 shows the level of social media usage of adult residents that reside within a 15-minute drive of your facility. Understanding the social media habits of the residents living near the facility informs your agency on the potential efficacy of social media channels in supporting marketing strategies for the facility's programming and services.

**Figure 8: Spending Habits on Recreation Activities of People Residing Within a 15-Minute Drive of the Facility**

	<b>Spending Potential Index</b>	<b>Average Annual Amount Spent</b>	<b>Total</b>
<b>Total Spent on Entertainment/Recreation Fees and Admissions</b>	117	\$677.19	\$45,665,935
- <b>Tickets to Theatre/Operas/Concerts</b>	119	\$62.75	\$4,231,617
- <b>Tickets to Movies/Museums/Parks</b>	114	\$75.60	\$5,097,953
- <b>Admission to Sporting Events</b>	117	\$62.42	\$4,208,988
- <b>Fees for Participant Sports</b>	117	\$104.87	\$7,071,651
- <b>Fees for Recreational Lessons</b>	118	\$145.77	\$9,829,519
- <b>Membership Fees for Social/Recreation/Civic Clubs</b>	118	\$224.92	\$15,167,329

Figure 8 summarizes the spending habits of nearby residents on recreation activities by presenting the Spending Potential Index (SPI) and average annual spending on select recreation and leisure activities. Similar to the MPI, the SPI is indexed such that a reading of 100 represents average spending among all U.S. households. Hence, a reading above 100 means residents living within a 15-minute drive of the facility spends more on average on the particular activity relative to the U.S. as a whole.

While all of the leisure activities presented in the table may not be relevant to your facility, these data provide your agency with guidance on the leisure interests of your patrons, as well as their ability/willingness to pay for those experiences. For example, a population that has a higher than average SPI for "Fees for Recreational Lessons" may indicate a significant opportunity—and/or a greater willingness to pay—for high quality fee-based recreation programs at your facility.

## Final Thoughts

While the information within this report is not intended to be indicative of the entire population served by Upper Macungie Township Community Center, it gives your agency insights on the potential market for the facility with a particular focus on those living within a 15-minute drive. One note of caution: the analysis provided within this report is meant to be for informational purposes only and does not represent a recommendation by NRPA for the facility's operations.

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- 10 free Premier-exclusive webinars.
- Access to approximately \$2.4 million in grant opportunities annually.
- Member discounts on insurance, background screenings, software and more.

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# NRPA Facility Market Report

**Analysis of:  
Upper Macungie Township Community Center  
360 Grange Road  
Allentown, PA 18104**

Park and recreation agencies offer a diverse set of offerings and program activities to meet the needs of their communities. But the offerings that work well for one agency, or even one part of an agency's service area, may not be the best fit elsewhere. As a result, park and recreation professionals seek information and insights that empower them to make decisions on the optimal program and service offerings for their communities.

In your hands is the **NRPA Facility Market Report** for the Upper Macungie Township Community Center. This report offers an array of data that provides your agency with a greater understanding of the residents served by the facility, with a particular focus on their habits and interests.

## Key Findings About the Upper Macungie Township Community Center:

**1,114**

Number of residents living within a ten-minute walk of the facility per Census 2010

**35.5**

Median age of residents living within a ten-minute walk of the facility per Census 2010

**24.1%**

Percentage of adult population living within a ten-minute walk of the facility that exercise at least six hours per week



**Figure 1: Map of Five, Seven and Ten Minute Walks from the Facility**

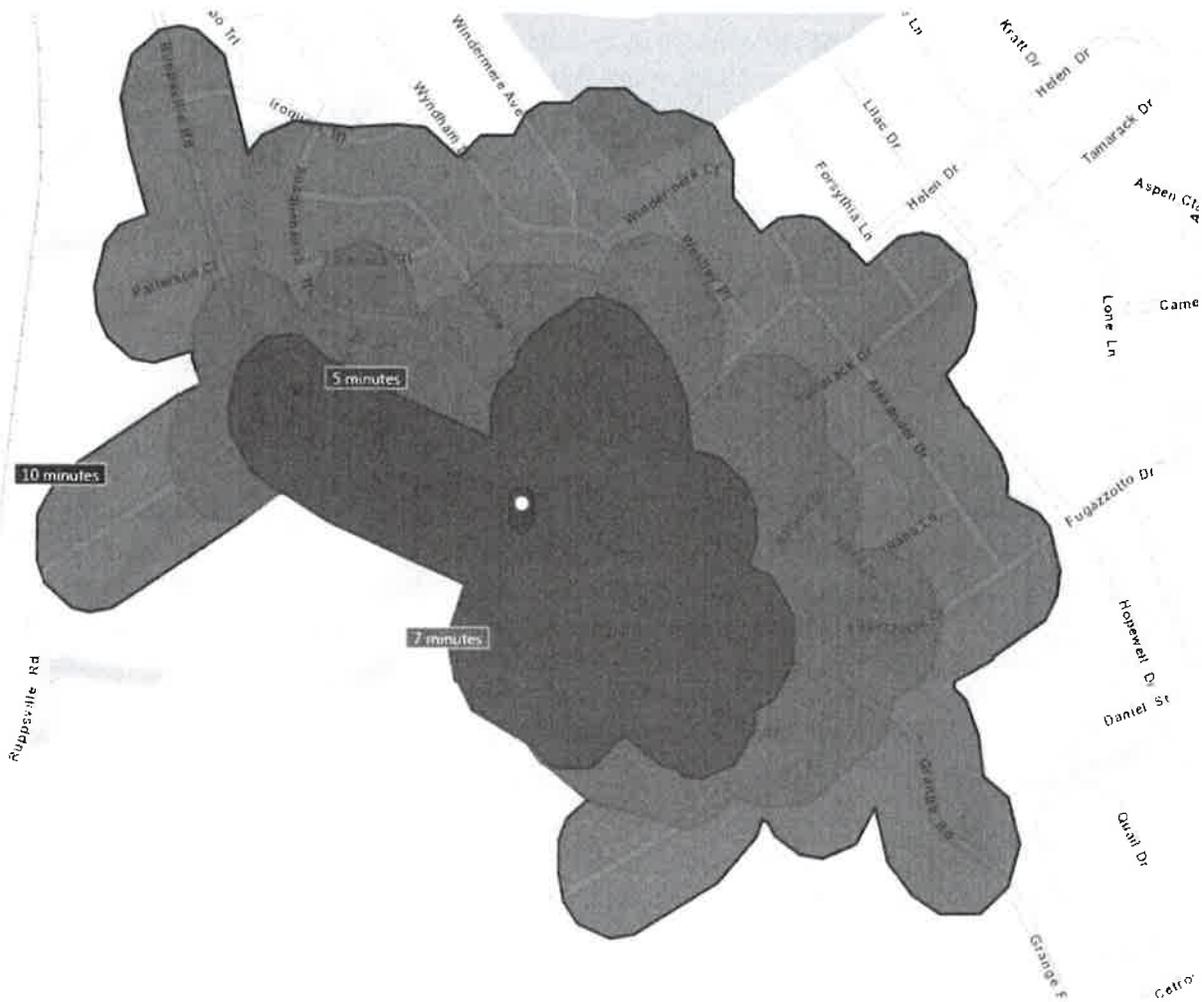


Figure 1 illustrates the physical accessibility, in terms of walking times, of the Upper Macungie Township Community Center. The highlighted areas show the walking times of the facility, broken down into five (orange), seven (green) and ten (blue) minute estimated walk time intervals. Although usage and constituent population will vary by the facility type, the ten-minute walk time area is presented as a *general* guideline on the size of the population most likely to visit the facility. That is, those residing within the area shaded blue may represent the most likely users of common facilities such as recreation and community centers, athletic fields, playgrounds, tennis courts, senior centers and aquatic facilities.



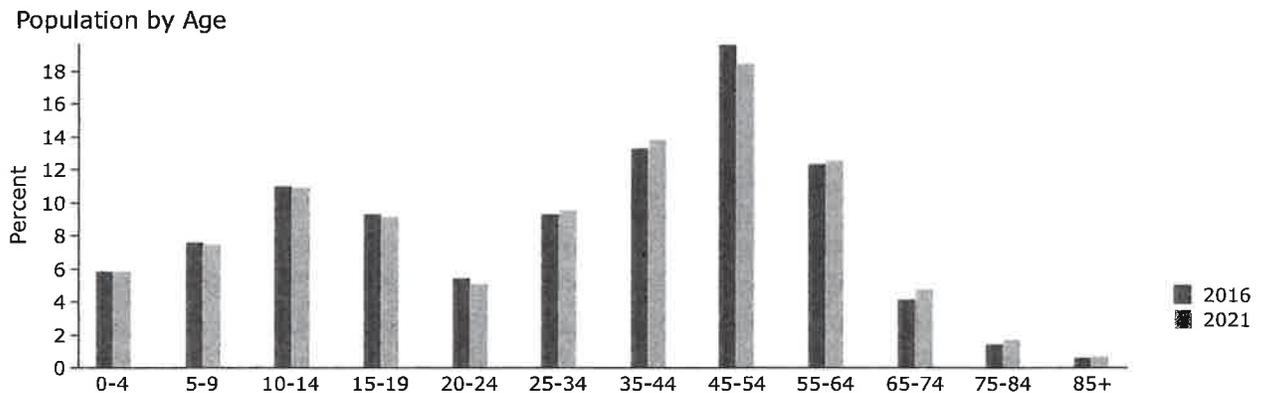
## About the Residents Who Live Within a 10 Minute Walk of the Facility

**Figure 2: 2010 Census Data and 2016 & 2021 Forecast Data of People Residing Within a 10 Minute Walk of the Facility**

Summary	Census 2010	2016 Forecast	2021 Forecast
<b>Population</b>	1,114	1,126	1,141
<b>Households</b>	315	313	315
<b>Families</b>	276	274	275
<b>Average Household Size</b>	3.53	3.59	3.62
<b>Owner Occupied Homes</b>	259	251	251
<b>Renter Occupied Homes</b>	56	63	64
<b>Median Age</b>	35.5	36.3	36.5
<b>Median Household Income</b>		\$126,484	\$131,708

Figure 2 summarizes Census data of the residents living within a ten-minute walk of the facility, including population, household formation and home ownership status. The 2010 data represents actual United States Census data, while the 2016 and 2021 figures are projections developed by Esri. The projections are based on forecasts for births, deaths, international and domestic migration and other factors that influence population shifts. These projections, which naturally are subject to revision, assist your agency in its planning of future programming at the facility over the coming years.

**Figure 3: Forecasted Age Trends of People Residing Within a Ten-Minute Walk of the Facility**



**Figure 4: Census 2010 Data and Forecasted Age Trends of People Residing Within a Ten-Minute Walk of the Facility**

Population by Age	Census 2010		2016 Forecast		2021 Forecast	
	Number	Percent	Number	Percent	Number	Percent
<b>0 - 4</b>	75	6.7%	66	5.9%	67	5.9%
<b>5 - 9</b>	122	11.0%	86	7.6%	85	7.4%
<b>10 - 14</b>	126	11.3%	124	11.0%	125	10.9%
<b>15 - 19</b>	98	8.8%	105	9.3%	105	9.2%
<b>20 - 24</b>	37	3.3%	61	5.4%	58	5.1%
<b>25 - 34</b>	91	8.2%	105	9.3%	109	9.5%
<b>35 - 44</b>	203	18.2%	150	13.3%	158	13.8%
<b>45 - 54</b>	221	19.8%	222	19.7%	211	18.5%
<b>55 - 64</b>	91	8.2%	139	12.3%	143	12.5%
<b>65 - 74</b>	29	2.6%	47	4.2%	54	4.7%
<b>75 - 84</b>	15	1.3%	16	1.4%	19	1.7%
<b>85+</b>	6	0.5%	7	0.6%	8	0.7%

Figures 3 and 4 provide an age distribution of the population living within a ten-minute walk of the facility by age groups, as reported in United States Census and American Community Survey (ACS) data.

Note that the age ranges are not of equal size. The age groups ranging from birth to 24 years old are grouped into five-year increments, ages 25 to 84 are grouped into ten-year increments and individuals 85 years and older are placed into a single age group.

From a recreation programming and planning perspective, the classification of youth and young adults into small age groups aid your agency with programing decisions for children and young adults. Whereas adults within a ten-year age range (e.g., ages 35 to 44) may likely share similar recreation interests, the similarly large size age groups may not make as much sense for children and young adults. For example, recreation interests of five year olds have few similarities of those of 15 year olds. Hence, the five-year age ranges for the younger age groupings provide your agency with more valuable insights about the relative size of the youth population when considering their recreation needs.

## Personal Interests, Activities and Spending Habits

Figures 5 - 8 summarize the personal interests, activities, and spending habits of residents living within a ten-minute walk of the facility. These tables include predictors of recreation activity and spending that better inform programming decision making for your facility.

Pay particular attention to the Market Potential Index, or MPI. The MPI represents the relative likelihood of adults living near your facility to engage in a particular activity in comparison to the U.S. average. This measure is indexed to 100, so that an MPI greater than 100 indicates a greater than average likelihood (relative to the whole U.S.) to participate in the activity while an MPI less than 100 suggests a less than average likelihood to engage in the activity.

**Figure 5: Weekly Exercise Habits of People Residing Within a Ten-Minute Walk of the Facility**

	<b>Expected Number of Adults</b>	<b>Percent</b>	<b>MPI</b>
<b>Spends 6+ hours exercising per week</b>	189	24.1%	113
<b>Spends 3-5 hours exercising per week</b>	215	27.5%	135
<b>Spends 1-2 hours exercising per week</b>	192	24.5%	106

Figure 5 shows the weekly exercise habits for people within a ten-minute walk of your facility. The percentages are the proportion of adults living within a ten-minute walk of the facility that exercise one to two, three to five or six-plus hours a week. An MPI value greater of 100 indicates a greater percentage of the adult population living within a ten-minute walk of the facility exercises one to two, three to five or six-plus hours a week versus the U.S. as a whole.

**Figure 6: Participation Rates of Select Recreation Activities of People Residing Within a Ten-Minute Walk of the Facility**

	<b>Expected Number of Adults</b>	<b>Percent</b>	<b>MPI</b>
<b>Participated in aerobics in last 12 months</b>	119	15.2%	179
<b>Participated in basketball in last 12 months</b>	65	8.3%	100
<b>Participated in yoga in last 12 months</b>	97	12.4%	176
<b>Participated in weight lifting in last 12 months</b>	117	14.9%	151
<b>Participated in tennis in last 12 months</b>	60	7.7%	193
<b>Participated in soccer in last 12 months</b>	33	4.2%	110

Figure 6 presents data on the level of adult participation in select recreation activities among residents living within a ten-minute walk of the facility. Using this data, you can estimate the interests of residents in your facility's service area, helping inform programming planning decisions.

**Figure 7: Social Media Usage of People Residing Within a Ten-Minute Walk of the Facility**

	<b>Expected Number of Adults</b>	<b>Percent</b>	<b>MPI</b>
<b>Facebook</b>	486	62.1%	112
<b>YouTube</b>	422	53.9%	120
<b>Twitter</b>	94	12.0%	106

Figure 7 shows the level of social media usage of adult residents that reside within a ten-minute walk of your facility. Understanding the social media habits of the residents living near the facility informs your agency on the potential efficacy of social media channels in supporting marketing strategies for the facility’s programming and services.

**Figure 8: Spending Habits on Recreation Activities of People Residing Within a Ten-Minute Walk of the Facility**

	<b>Spending Potential Index</b>	<b>Average Annual Amount Spent</b>	<b>Total</b>
<b>Total Spent on Entertainment/Recreation Fees and Admissions</b>	220	\$1,272.06	\$398,155
- <b>Tickets to Theatre/Operas/Concerts</b>	210	\$111.03	\$34,751
- <b>Tickets to Movies/Museums/Parks</b>	192	\$127.82	\$40,008
- <b>Admission to Sporting Events</b>	211	\$112.34	\$35,162
- <b>Fees for Participant Sports</b>	224	\$200.06	\$62,618
- <b>Fees for Recreational Lessons</b>	244	\$300.68	\$94,113
- <b>Membership Fees for Social/Recreation/Civic Clubs</b>	219	\$419.25	\$131,225

Figure 8 summarizes the spending habits of nearby residents on recreation activities by presenting the Spending Potential Index (SPI) and average annual spending on select recreation and leisure activities. Similar to the MPI, the SPI is indexed such that a reading of 100 represents average spending among all U.S. households. Hence, a reading above 100 means residents living within a ten-minute walk of the facility spend more on average on the particular activity relative to the U.S. as a whole.

While all of the leisure activities presented in the table may not be relevant to your facility, these data provide your agency with guidance on the leisure interests of your patrons, as well as their ability/willingness to pay for those experiences. For example, a population that has a higher than average SPI for “Fees for Recreational Lessons” may indicate a significant opportunity—and/or a greater willingness to pay—for high quality fee-based recreation programs at your facility.

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## Final Thoughts

While the information within this report is not intended to be indicative of the entire population served by Upper Macungie Township Community Center, it gives your agency insights on the potential market for the facility with a particular focus on those living within a ten-minute walk. One note of caution: the analysis provided within this report is meant to be for informational purposes only and does not represent a recommendation by NRPA for the facility's operations.

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REF 9



# 2016 NRPA Field Report

Park and Recreation Agency Performance Benchmarks



National Recreation  
and Park Association



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## Executive Summary

Welcome to the *2016 NRPA Field Report*, the most comprehensive resource of data and insights for park and recreation agencies in the United States. The *2016 NRPA Field Report* contains data and key insights from PRORAGIS, NRPA's benchmarking tool that assists park and recreation professionals in the effective management and planning of their operating resources and capital facilities.

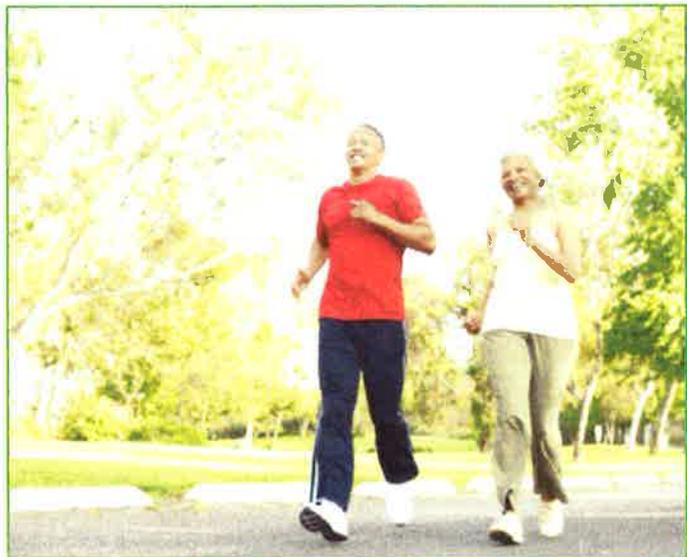
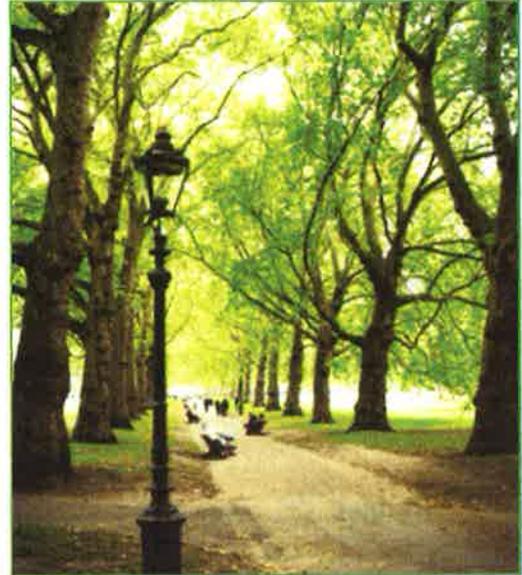
**Why is the 2016 NRPA Field Report an important resource to park and recreation agencies?** There is no other resource that provides park and recreation professionals and other key stakeholders with this wealth of valuable benchmarks and insights that informs on the state of the industry. These insights help:

1. Show the prevalence of expanded activities and offerings of agencies throughout the nation.
2. Provide guidance to park and recreation professionals to evaluate the performance of their agencies. Do their agencies provide as much open space, recreation opportunities and programming as their peers? Is the agency properly staffed? Sufficiently funded?
3. Make informed decisions on the optimal set of service and facility offerings based on the demographics and, therefore, the needs of a specific community while also providing comparative agency data from other communities/agencies.

**So, is the information in the 2016 NRPA Field Report the final answer in terms of decision making for local park and recreation agencies?** No. Instead, park and recreation leaders should use findings from this report to start the conversation with internal colleagues, external consultants and partners, and policymakers. Data is only a tool – albeit a very valuable tool – to help determine the best decisions for an agency.

Consider that no two park and recreation agencies are the same. They serve different residents with different needs, desires and challenges and have different access to funding. For example, just because an agency may have more workers per 1,000 residents relative to “typical” park and recreation agencies does not mean that agency should shed staff. It is possible that the agency with more staff offers more hands-on programming because of the unique needs of the population it serves.

A successful agency is one that tailors its services to meet the demands of its community. Knowing who uses your agency's resource and who may use it in the future (including age, race, income trends) are also factors in shaping the optimal mix of facilities and services to be offered. Every park and recreation agency and the public it serves are unique. Communities look different and so too should their park and recreation agency. It is this reason why NRPA no longer publishes “National Standards.”



# NRPA FIELD REPORT AT A GLANCE

*The Typical Park and Recreation Agency...*

**Has 9.5 acres of park land**  
*per 1,000 residents*

Has operating expenditures  
per capita of

**\$76.44**



Has

**7.4**

staff members  
*per 10,000 residents*



Recovers

**29%**

of operating expenditures  
through revenue generation

ADMIT  
ONE

*Has 1 Park for every*  
**2,277 residents**



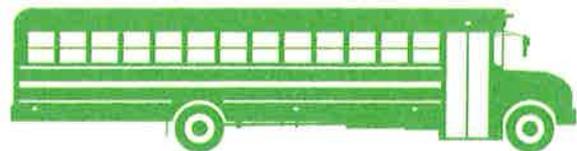
**80% of agencies**

offer summer camps



**50% of agencies**

offer afterschool programs



Consequently, the *2016 NRPA Field Report* should be used in conjunction with other resources, including those that are proprietary to an agency, from NRPA and from outside sources. The following are some NRPA resources to consider:



**PRORAGIS:** The information contained in the NRPA Field Report comes from PRORAGIS, NRPA's park and recreation benchmarking resource. Whereas the NRPA Field Report provides data for "typical" agencies, you can customize key metrics with PRORAGIS to compare the characteristics of your agency to its peers. This may include filtering by agency type, size and geographic region. The experience is further enhanced when you enter your agency's data into PRORAGIS, which allows the reports to compare your agency's data with the key metrics of agencies throughout the United States.



**NRPA Facility Market Reports:** These customized reports offer key census and marketing data and insights about the market served by your agency's facilities. Your agency will gain a greater understanding of the residents served by a park, aquatic center, recreation center or any other facility, with a particular focus on their habits and interests.



**NRPA Connect:** There may be no better resource to answer your park and recreation questions than your peers. NRPA Connect is an online professional networking tool that connects you with like-minded park and recreation professionals from across the country and is a valuable resource to receive information, ask industry questions and get insight into trends in the field.



**Economic Impact of Local Parks:** This study finds operations and capital spending at America's local and regional park agencies was responsible for approximately \$140 billion in annual economic activity and nearly 1 million jobs in 2013. The report also includes estimates of the economic impact of operations and capital spending at local and regional park agencies for all 50 states and the District of Columbia.



**Americans' Broad-Based Support for Local Recreation and Park Services:** This survey of more than 1,100 Americans affirms their passion for their local public parks. In fact, virtually all Americans agree that their communities benefit from their local public parks, *even if they themselves are not regular park users*. The support for local public parks crosses nearly every demographic segment of Americans (including age, income, household formation and political affiliation) and has gone unabated for the past 25 years even as our nation and the ways we interact and entertain each other have dramatically evolved.



**Parks & Recreation magazine:** No other publication covers trends and issues affecting the industry like NRPA's monthly flagship magazine. Each issue features content on a number of topics, including conservation, health and wellness, social equity, advocacy, law review and operations.

*All of these resources can be found at [www.nrpa.org](http://www.nrpa.org)*

## How to Read the 2016 NRPA Field Report

The 2016 NRPA Field Report presents most of its data with medians, along with data responses at both lower-quartile (lowest 25 percent) and upper-quartile (highest 25 percent). The data presentation provides insight as to where your agency stands compared not only to typical agencies (i.e., those at the median values), but also to the full spectrum of agencies at both the high and low quartiles of values. Many metrics presented include the top-line figures as well as certain cross tabulations of jurisdiction population or population density. A more comprehensive set of cross tabulations of the data presented in the following pages is available as a set of interactive tables at [www.nrpa.org/2016-Field-Report](http://www.nrpa.org/2016-Field-Report).

As noted above, we encourage you to use the *2016 NRPA Field Report* as a first step and then turn to the reporting tools available in PRORAGIS to get more in-depth statistical cuts of the metrics you care about the most. Your agency can receive even more valuable insights when it updates and completes its PRORAGIS profile and therefore is eligible to receive an Agency Performance Report. This report specifically addresses the metrics for your agency as it relates to statistically similar agency characteristics such as population or density.

The *2016 NRPA Field Report* contains data from more than 950 park and recreation agencies across the United States as reported between the years 2013 and 2015. Note: Not all agencies answered every survey question.

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Figure 2: Acres of Park Land per 1,000 Residents	The typical park and recreation agency has 9.5 acres of park land for every thousand residents in the jurisdiction.	5
Figure 3: Outdoor Park and Recreation Facilities – Population per Facility	An overwhelming majority of park and recreation agencies have playgrounds (91 percent) and basketball courts (85 percent) in their portfolio of outdoor assets.	6
Figure 4: Indoor Park and Recreation Facilities – Population per Facility	A majority of agencies offer recreation centers and gyms, while at least two in five agencies offer community centers, senior centers and fitness centers.	7
<b>Programming</b>		
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# Key Findings

## Park Facilities

America's local and regional park agencies differ greatly in size and facility offerings. Whereas the typical agency participating in PRORAGIS serves a jurisdiction (e.g., a town, city, county and/or region) of 40,800 people, there are agencies that serve an area of just a few hundred people while others are a primary recreation resource for millions of people. Naturally, the offerings of these agencies vary as much as do the markets they serve. The typical agency has 19 parks under its watch comprising a total 400 acres.

**At the typical agency, there is one park for every 2,277 residents.** The number of people per park rises as the population of the town, city, county or region served by the agency increases. At agencies located in jurisdictions with less than 20,000 residents, there is one park for every 1,335 residents. The ratio rises to one park for every 2,396 residents in jurisdictions with 50,000 to 99,999 people and one park for every 6,250 people at agencies serving areas with more than 250,000 people.

**The typical park and recreation agency has 9.5 acres of park land for every thousand residents in the jurisdiction.** So, which agencies offer the most park land acreage per 1,000 residents? The smallest and largest agencies: those serving fewer than 20,000 residents typically have 10.6 acres per 1,000 residents compared to 12.5 acres per 1,000 residents at jurisdictions serving more than 250,000 people. At the same time, agencies serving jurisdictions between 100,000 and 250,000 people have 7.4 acres of park land per 1,000 residents.

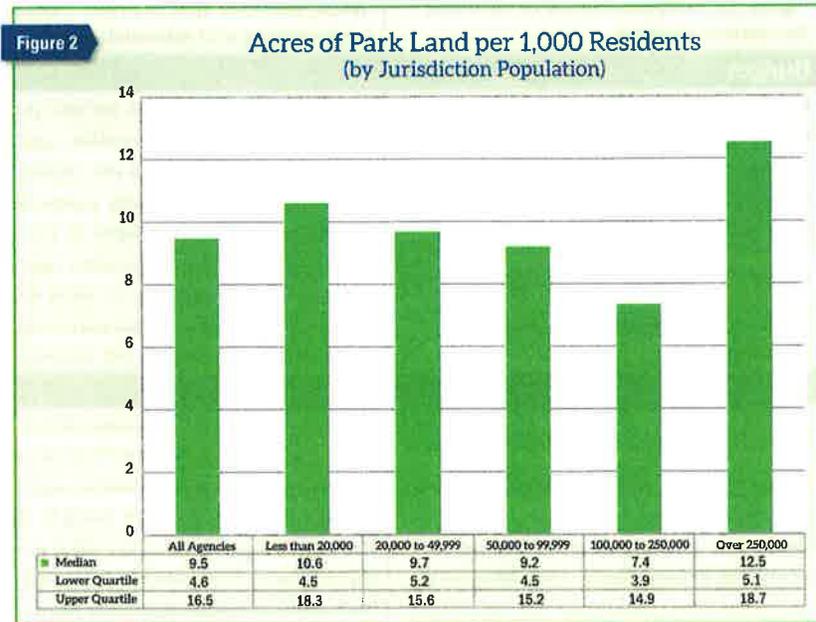
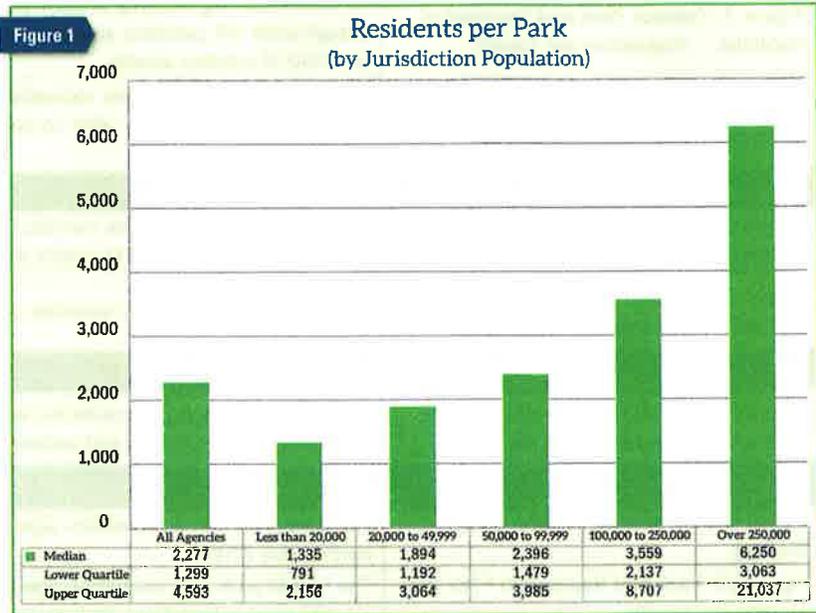


Figure 3

## Outdoor Park and Recreation Facilities

Outdoor Facility	Agencies Offering this Facility	Median Number of Residents per Facility
Playgrounds	91%	3,560
Basketball courts	85%	7,000
Diamond fields: softball fields - adult	65%	12,463
Tennis courts (outdoor only)	61%	4,295
Diamond fields: softball fields - youth	59%	9,687
Diamond fields: baseball - youth	58%	6,599
Swimming pools (outdoor only)	54%	34,686
Rectangular fields: multipurpose	50%	8,060
Community gardens	47%	32,376
Tot lots	45%	12,112
Dog park	41%	43,183
Diamond fields: baseball - adult	39%	19,694
Rectangular fields: football field	38%	25,523
Rectangular fields: soccer field - youth	37%	6,671
Rectangular fields: soccer field - adult	34%	12,365
Diamond fields: tee-ball	28%	12,771
Multiuse courts -basketball, volleyball	25%	13,736
Ice rink (outdoor only)	21%	16,572
Rectangular fields: lacrosse field	7%	26,639
Rectangular fields: cricket field	6%	199,199
Multipurpose synthetic field	5%	34,915
Rectangular fields: field hockey field	3%	22,767
Overlay field	3%	7,257

Park and recreation agencies offer a wide variety of facility types and features. **An overwhelming majority of park and recreation agencies have playgrounds (91 percent) and basketball courts (85 percent) in their portfolio of outdoor assets.** Further, a majority of agencies have diamond fields for baseball and/or softball, tennis courts, outdoor swimming pools and multipurpose rectangular fields.

In addition, the typical park and recreation agency that manages or maintains trails for walking, hiking, running and/or biking has 11.0 miles of trails in its network. Agencies serving more than 250,000 people in their area have a median of 90.1 miles of trails under their purview.

Park and recreation agencies also offer a number of indoor facilities for their residents. **A majority of agencies offer recreation centers and gyms, while at least two in five agencies offer community centers, senior centers and fitness centers.** Figure 4 provides median populations served by the following facility and/or activity area.

Figure 4

## Indoor Park and Recreation Facilities

Indoor Facility	Agencies Offering this Facility	Median Number of Residents per Facility
Recreation centers	69%	26,650
Gyms	63%	26,418
Community centers	45%	30,000
Senior centers	43%	49,500
Fitness center	40%	39,765
Performance amphitheater	28%	45,817
Nature centers	27%	114,620
Stadiums	15%	57,051
Ice rink	15%	28,500
Teen centers	9%	62,700
Indoor track	7%	49,715
Arena	5%	57,637

*Note some of these facilities may be included as a part of another facility. For example, a fitness center may be a part of a recreation center.*

## Programming

Park and recreation agencies may have thousands, if not millions, of interactions with their residents and visitors each year. **The typical park and recreation agency has a quarter million contacts per year.** An agency at the 75th percentile has 811,816 annual contacts while one at the 95th percentile has more than 4.3 million contacts each year.

So what is a contact? These can be visits to a local park, running or biking on a local trail, visits to the local recreation center or any other interaction with any of the agency's park and recreation facilities. And to be clear, a person can have more than one contact; for example, a person who visits their local aquatic center ten times and runs on the local trail five times would be counted as 15 contacts.

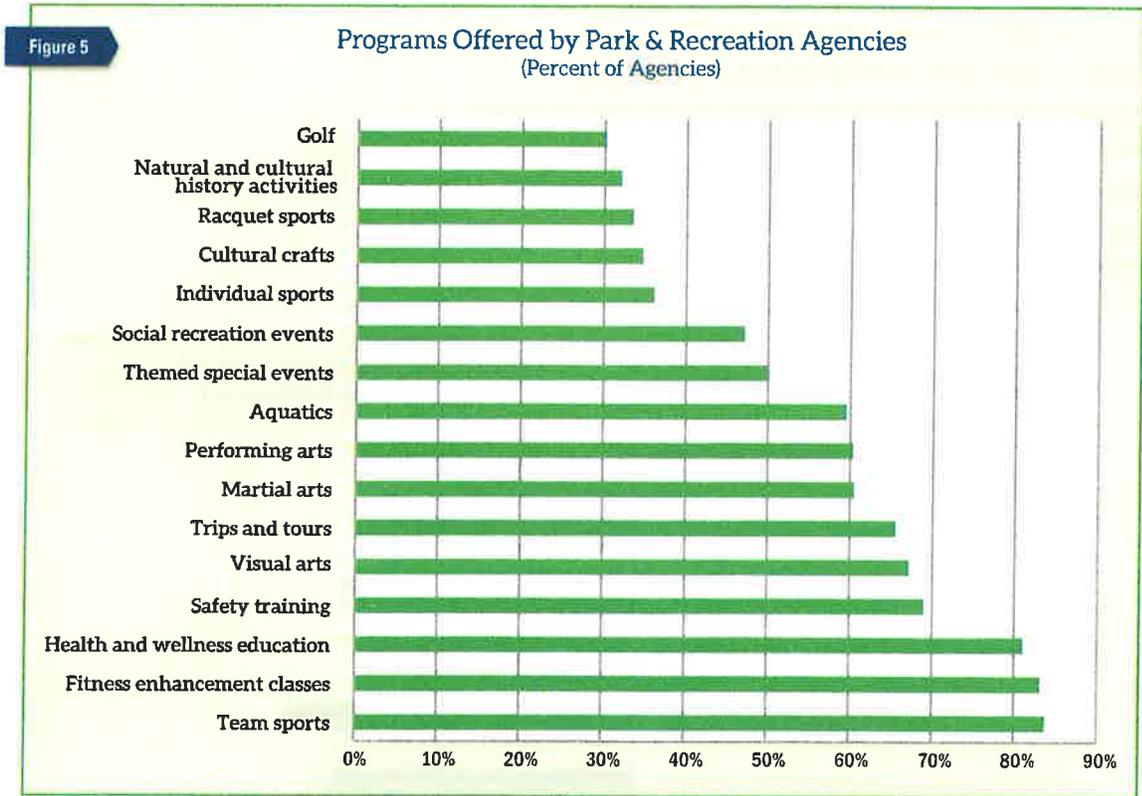
Programming is a key outreach method to drive usage of park and recreation facilities and, when associated with registration fees, also happens to be the largest non-tax revenue source for most agencies. The typical agency generates more than 23,000 contacts from its free and fee-based programming events, with annual contacts rising to more than 100,000 at the 75th percentile agency and surging to more than a half million contacts arising from both free and fee-based park and recreation programming at the 95th percentile agency.

Programming spans across many differing types of park and recreation activities, with many touching one or more of NR-PA's Three Pillars of Conservation, Health & Wellness and Social Equity. Key programming activities offered by at least 60 percent of park and recreation agencies include:

- Team sports (84 percent)
- Fitness enhancement classes (83 percent)
- Health and wellness education (81 percent)
- Safety training (69 percent)
- Visual arts (67 percent)
- Trips and tours (66 percent)
- Martial arts (60 percent)
- Performing arts (60 percent)
- Aquatics (60 percent)

Agencies serving larger populations are more likely than agencies serving smaller towns to present a number of programming offerings, including:

- Health and wellness education
- Aquatics
- Golf
- Cultural crafts
- Performing arts
- Natural and cultural history activities
- Trips and tours
- Visual arts



**Figure 6** Targeted Programs for Children, Seniors and People with Disabilities (Percent of Agencies, by Jurisdiction Population)

	All Agencies	Less than 20,000	20,000 to 49,999	50,000 to 99,999	100,000 to 250,000	Over 250,000
Summer camp	80%	73%	81%	83%	85%	87%
Before school programs	31%	22%	24%	38%	35%	46%
After school programs	50%	44%	36%	64%	62%	66%
Preschool	34%	25%	36%	41%	31%	38%
Full day care	9%	2%	7%	12%	12%	18%
Specific teen programs	60%	44%	59%	74%	73%	68%
Specific senior programs	73%	62%	75%	88%	80%	72%
Programs for people with disabilities	58%	39%	55%	72%	69%	78%

Park and recreation agencies are leaders in providing services and programming for children, seniors and people with disabilities. Larger agencies are more likely to offer programming for children, whether in the form of a summer camp or before and after school care and full day care. Four in five agencies offer summer camps to their residents. This rises to 87 percent at agencies serving jurisdictions with more than 250,000 people. Similarly, agencies serving jurisdictions with more than 250,000 residents are more likely to offer before and after school care and day care.

In addition, 78 percent of park and recreation agencies in larger jurisdictions offer programming designed for people with disabilities versus fewer than two in five agencies serving less than 20,000 residents.

## Responsibilities of Park and Recreation Agencies

Park and recreation agencies take on many responsibilities for their communities, beyond their “traditional” roles of operating parks and facilities and providing recreation programming and services. In addition to those two functions, the top responsibilities for park and recreation agencies are as follows:

- Operate and maintain indoor facilities (92 percent)
- Conduct major jurisdiction-wide special events (73 percent)
- Have budgetary responsibility for their administrative staff (54 percent)
- Administer or manage tournament/event-quality outdoor sports complexes (54 percent)
- Operate, maintain or manage trails, greenways and/or blueways (TGB) (44 percent)
- Manage major aquatic complex (43 percent)
- Administer community gardens (40 percent)
- Operate, maintain or manage special purpose parks and open spaces (38 percent).

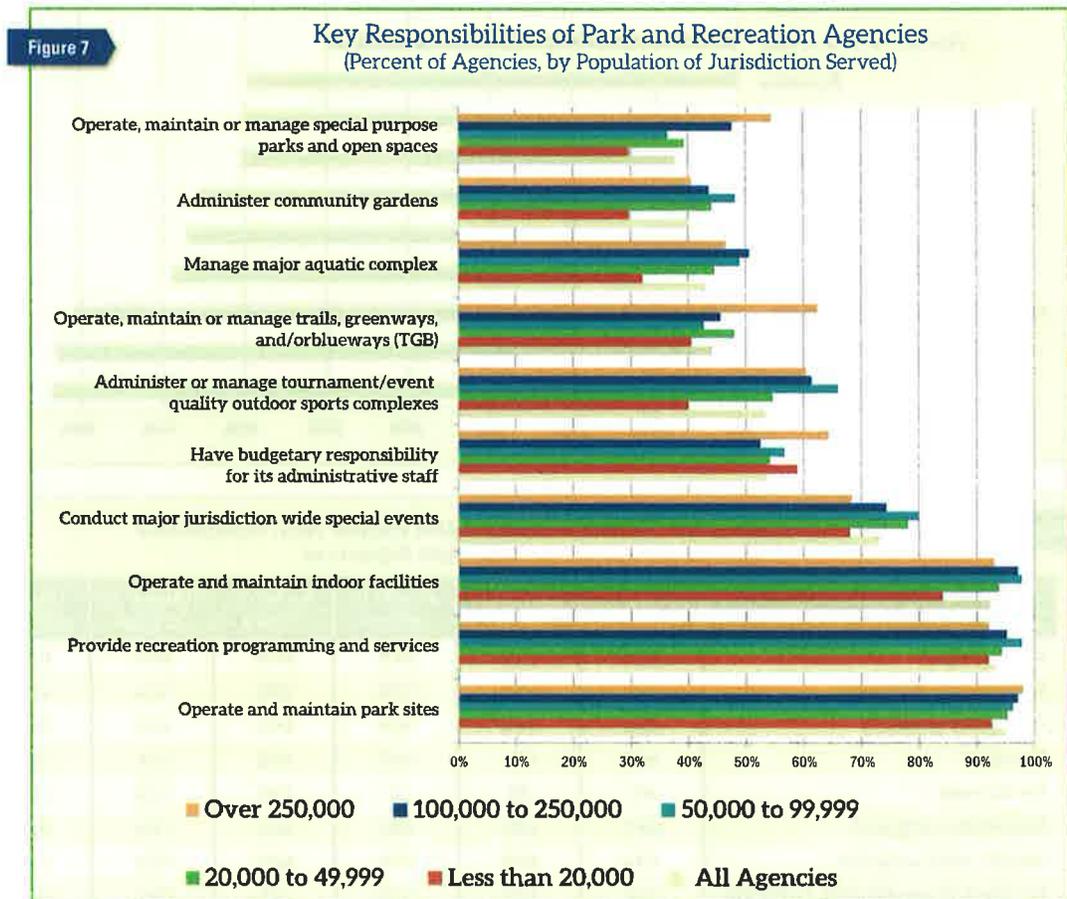


Figure 8

### Other Responsibilities of Park and Recreation Agencies (Percent of Agencies)

Operate and maintain non-park sites	37%
Include in its operating budget the funding for planning and development functions	35%
Operate, maintain or contract water parks	30%
Operate, maintain or contract golf courses	29%
Operate, maintain or contract other attractions or facilities	27%
Manage large performance outdoor amphitheaters	24%
Operate, maintain or contract tennis center facilities	24%
Administer or manage tournament/event-quality indoor sports complexes	22%
Administer or manage farmer's markets	19%
Maintain, manage or lease indoor performing arts center	18%
Operate, maintain or contract campgrounds	16%
Operate, maintain or contract tourism attractions	14%
Administer or manage professional or college-type stadium/arena/racetrack	10%
Operate, maintain or contract indoor swim facility	8%
Manage or maintain fairgrounds	5%

## Staffing

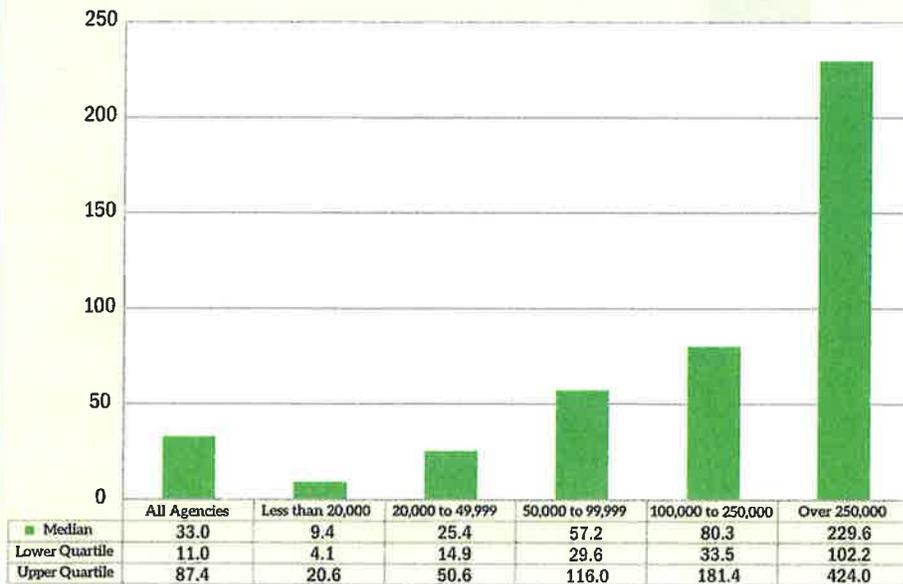
The typical park and recreation agency is staffed with 33 full-time equivalents (FTEs) that include a mix of full-time and part-time staff. But, the size of the staff expands exponentially as the size of the jurisdiction served by the agency expands. Park and recreation agencies serving jurisdictions with less than 20,000 people have a median of 9.4 FTEs on staff. Agencies serving areas with 50,000 to 99,999 people have a median of 57.2 FTEs, while those serving areas with more than 250,000 have a staff with a median of 229.6 workers.

Median counts of FTEs on staff also positively correlates with:

- Number of acres maintained – 250 or less acres: 13.9 FTEs versus over 3,500 acres: 266.1 FTEs
- Number of parks maintained – Less than 10 parks: 11.0 FTEs versus 50 or more parks: 200.3 FTEs
- Operating expenditures – Less than \$500,000: 3.2 FTEs versus over \$10 million: 201.4 FTEs.
- Population served by agency – Less than 500 people per square mile: 14.4 FTEs versus more than 2,500 people per square mile: 56.9 FTEs.

Figure 9

### Park and Recreation Agency Staffing: Full-Time Equivalents (by Jurisdiction Population)



One way to view agency staffing is to measure it relative to the population of the area that the agency serves. **The typical park and recreation agency has 7.4 FTEs on staff for each 10,000 residents living in the jurisdiction served by the agency.** Agencies tend to have fewer FTEs on staff when located in more populated areas. Agencies serving jurisdictions with less than 20,000 people have 9.3 FTEs for each 10,000 residents, with this measure falling to 3.9 FTEs for 10,000 residents in areas with more than 250,000 people.

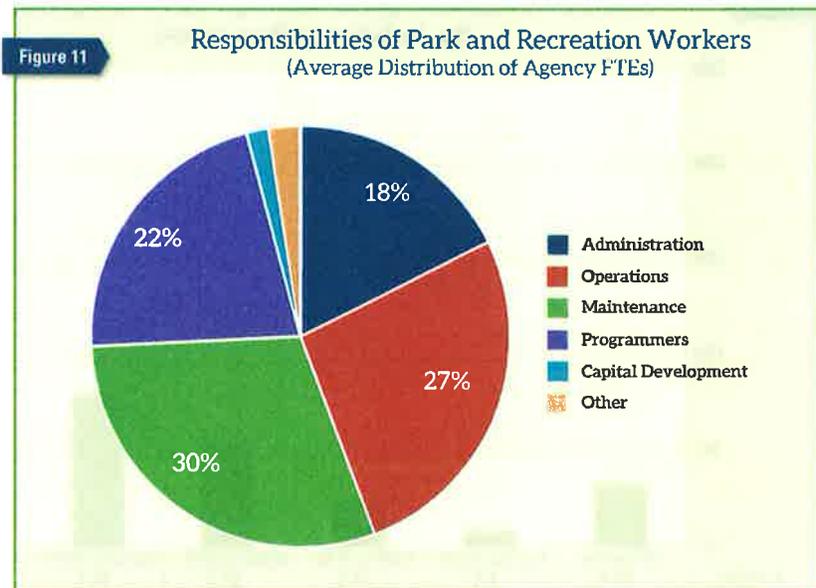
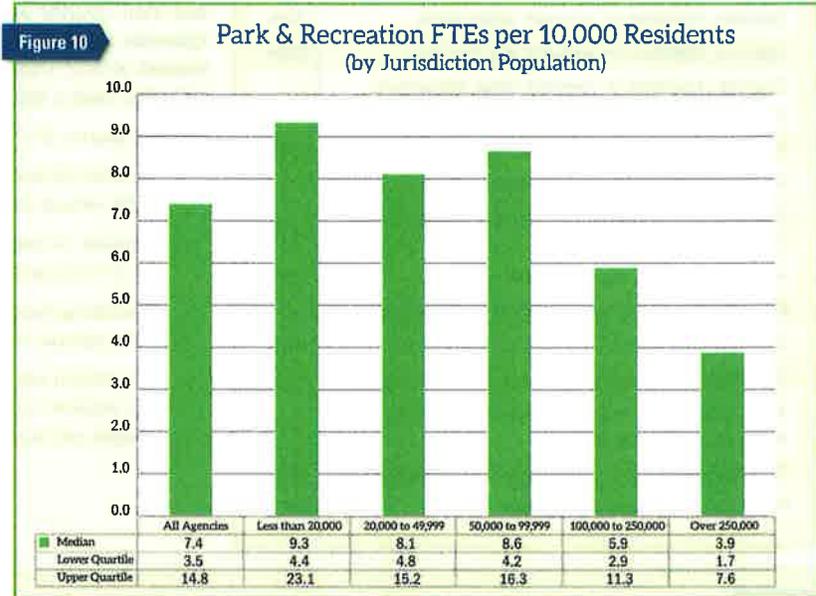
Agencies also tend to have more FTEs per residents when they serve areas with greater population density. Agencies operating in areas with less than 500 people per square mile have 4.2 FTEs per 10,000 people served versus 9.7 FTEs per 10,000 residents in areas with more than 2,500 people per square mile.

There are many responsibilities covered by an agency's park and recreation professionals. Park and recreation staff members have duties that span across many functional areas:

- Maintenance (30 percent)
- Operations (27 percent)
- Programming (22 percent)
- Administration (18 percent).

**Just over a third of park and recreation agencies (35 percent) have workers that are covered by collective bargaining.** Union members are more likely to be part of an agency's park and recreation staff at agencies that:

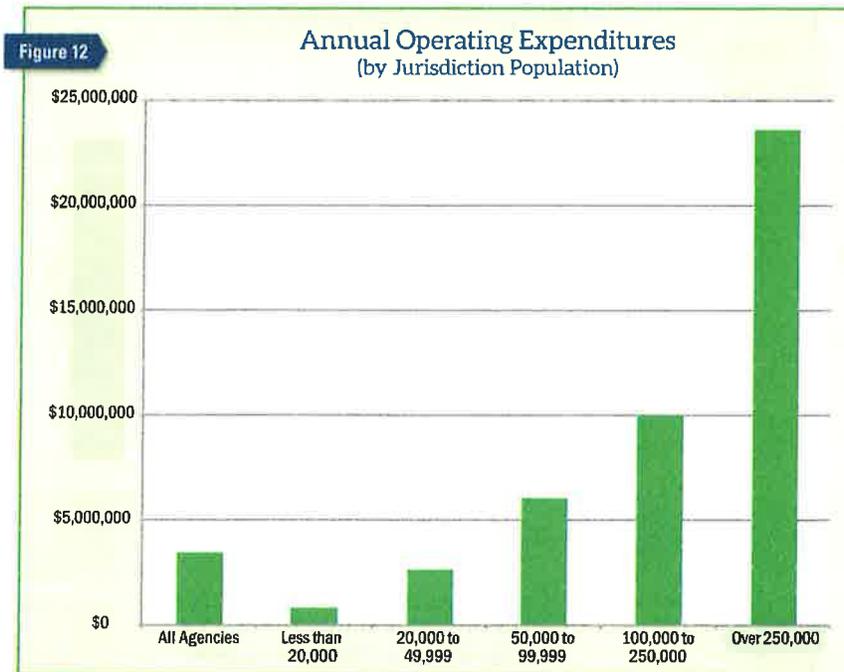
- Have larger staffs — 21 percent of agencies with staffs of less than 10 FTEs versus 52 percent of agencies with 100 or more FTEs.
- Serve larger populations — 21 percent of agencies in jurisdictions with less than 20,000 people versus 53 percent of agencies in jurisdictions with more than 250,000 people.
- Have more parks — 13 percent of agencies with less than 10 parks versus 61 percent of agencies with at least 50 parks.
- Maintain more park land — 27 percent of agencies that maintain 250 or less acres of parkland versus 59 percent of agencies that maintain more than 3,500 acres of parkland.



## Budget

How does the funding at your park and recreation agency compare with funding levels at other agencies? Does your agency have access to the same level of funding as its peers? As noted in the NRPA report, *The Economic Impact of Local Parks*, local and regional park agencies had operations expenditures of \$32.3 billion in 2013. This amount is split across the thousands of park and recreation agencies throughout the nation with **the typical park agency having annual operating expenditures of \$3,459,846.**

But, the size of an agency's operating expenditures varies dramatically by the size of the agency (e.g., in terms of park and non-park acres managed and the population of the jurisdiction), the mission and responsibilities of the agency, and so forth. One way to start the comparison is to normalize operation expenditure data by the size of the agency.



As shown in Figure 13, **the typical park and recreation agency has annual operating expenses of \$76.44 on a per capita basis.** The denser the population served by the agency, the higher per capita operating expenses, with the typical agency serving a jurisdiction with less than 500 people per square mile having per capita operating expenses of \$37.84 and one serving an area with more than 2,500 people per square mile with median operating expenses rising to \$100.63 per resident. At the same time, per capita operations spending is *inversely* related to the population of the area served: agencies serving jurisdictions with less than 20,000 people have median operations spending of \$85.84, which drops to \$42.69 per resident for agencies serving jurisdictions with more than 250,000 people.

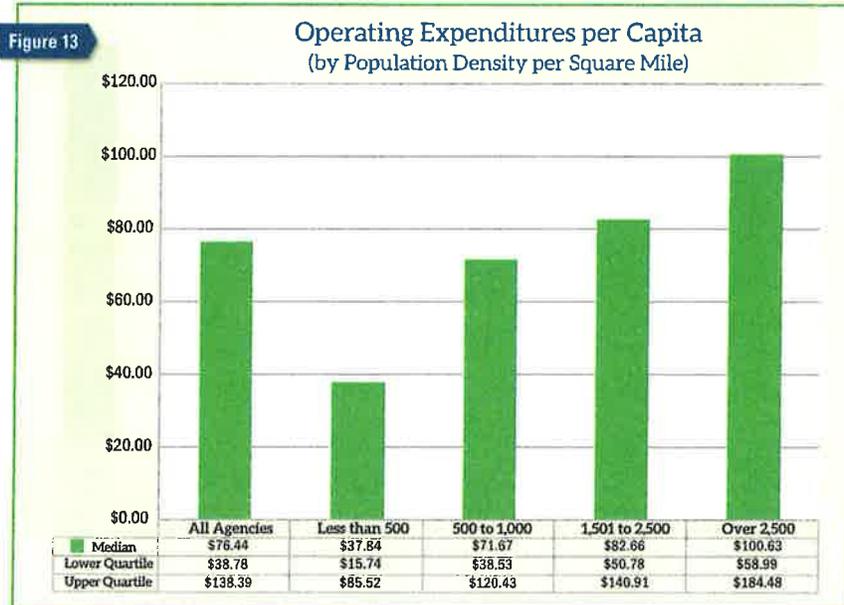
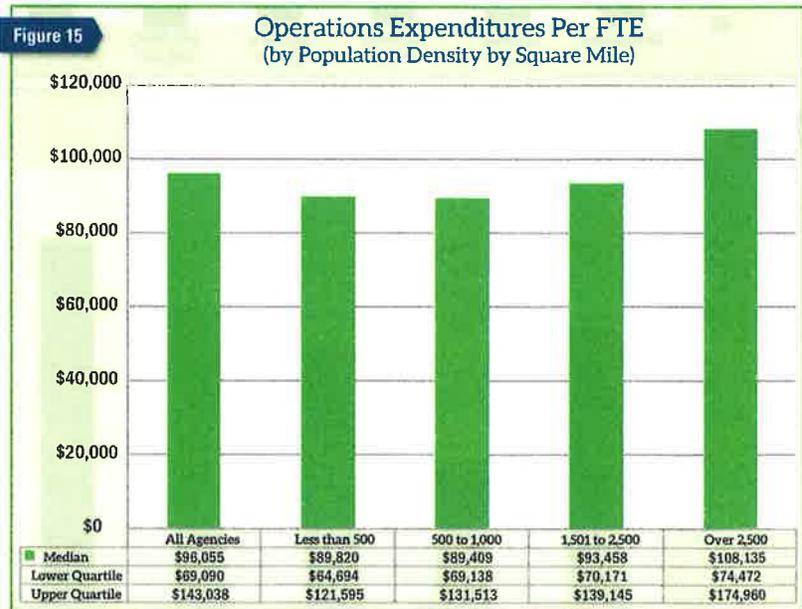
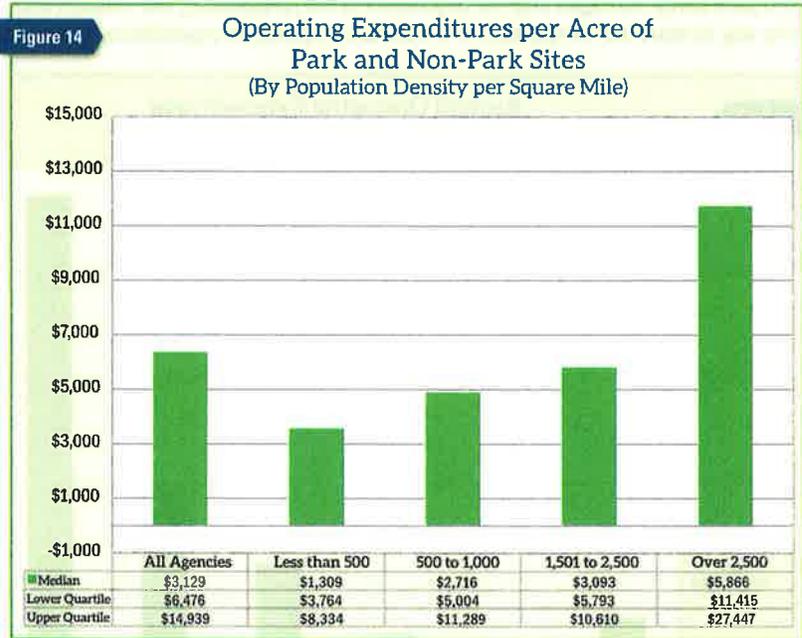


Figure 14 shows that **the median level operating expenditures is \$6,476 per acre of park and non-park sites managed by the agency.** Non-park sites are defined as public spaces (such as lawns at a city hall) that are not designated as parks but are budgeted for maintenance and/or operation by the park and recreation agency. The typical operating expenditures rise with population density. For example, the typical agency serving a jurisdiction with fewer than 500 people per square mile spends \$3,764 per acre of park and non-park sites. The median rises to \$11,415 per acre at agencies serving a jurisdiction with a population density greater than 2,500 per square mile.

Park and recreation agencies serving larger populaces tend to have lower operations expenditures than do agencies serving smaller and medium-sized jurisdictions. The typical park and recreation agency serving a jurisdiction with less than 20,000 people spends a median of \$7,644 per acre of park and non-park sites. The median slips slightly to \$7,547 per acre for agencies serving jurisdictions with between 50,000 and 99,999 people and then falls rapidly to \$3,533 per acre managed at agencies serving jurisdictions greater than 250,000 people.

**The typical park and recreation agency has \$96,055 in annual operations expenditures for each employee** (as measured by full time equivalents, or FTEs). The denser the jurisdiction served by the agency, the higher the operations expenditures for each FTE. Agencies serving jurisdictions with less than 500 residents per square mile have median operations expenditures of \$89,820 for each FTE. The median rises to \$108,135 per FTE for agencies serving areas with more than 2,500 residents per square mile. Similarly, the measure rises from \$88,056 for agencies with less than 10 parks to \$100,995 for agencies with 50 or more parks.

**At the typical park and recreation agency, personnel services represent 55 percent of the operations budget.** This includes expenditures for all salaries, wages and benefits for both full-time and non-full-time personnel along with contracted individuals. Another 37 percent of operations expenditures are dedicated to operations of the agency, including operational support for force accounted employees where the capital fund repays the operating budget; all enterprise funds; interdepartmental transfers; and, in some cases, the capital debt service. Another six percent of the operations spending includes capital expenses not included in the agency's capital improvement plan (CIP). This includes expenditures for capital equipment (e.g., computers, vehicles, large area mowers, tractors, boats, etc.), some periodic cyclical maintenance (carpets, conference chairs, push mowers, etc.) and, perhaps, debt services paid from the agency's operating funds.



## Agency Funding

On average, **park and recreation agencies derive three-fifths of their operating expenditures from general fund tax support**, although the percentage of funding from general fund tax support tends to be lower at agencies with larger operating budgets. The next biggest source of revenue for most agencies is earned/generated revenues, responsible for an average of 25 percent of operating expenditures. Many agencies depend on special dedicated taxes for part of their budget. Many park and recreation districts obtain the majority of their funding from tax levies that are approved in referendum by citizens for specified park and recreation purposes.

**The typical park and recreation agency generates \$795,500 in non-tax revenues on an annual basis**, although this can vary greatly based on agency size, services and facilities offered by the agency and mandate from leadership and policy-makers. Agencies with annual operating budgets under \$500,000 typically derive \$74,414 in non-tax revenues while those with annual budgets greater than \$10 million generate a median of \$6.469 million from non-tax revenue sources.

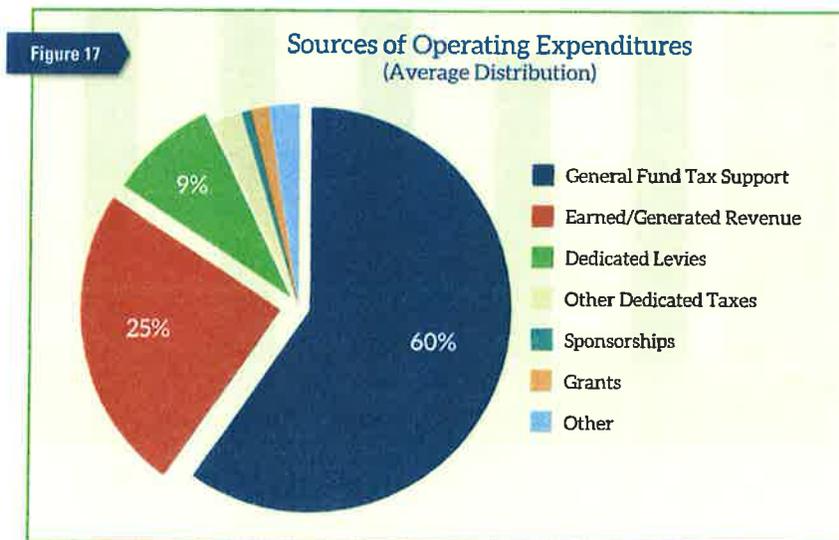
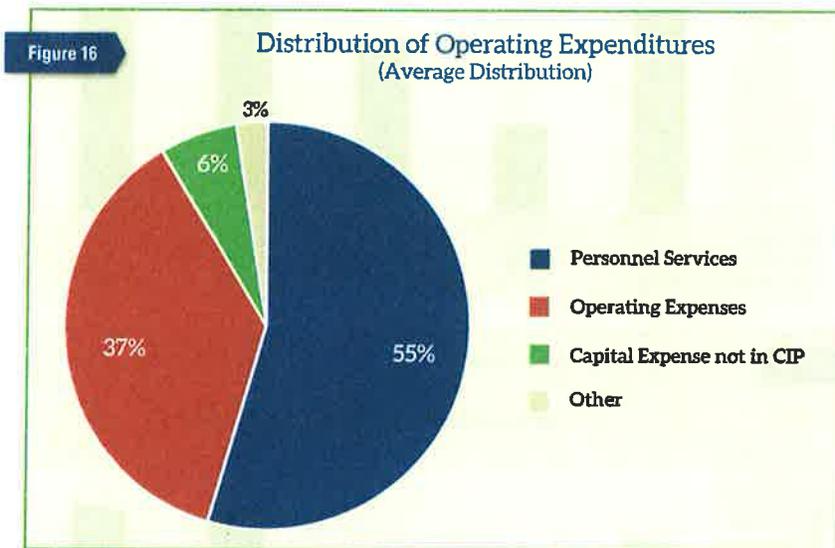
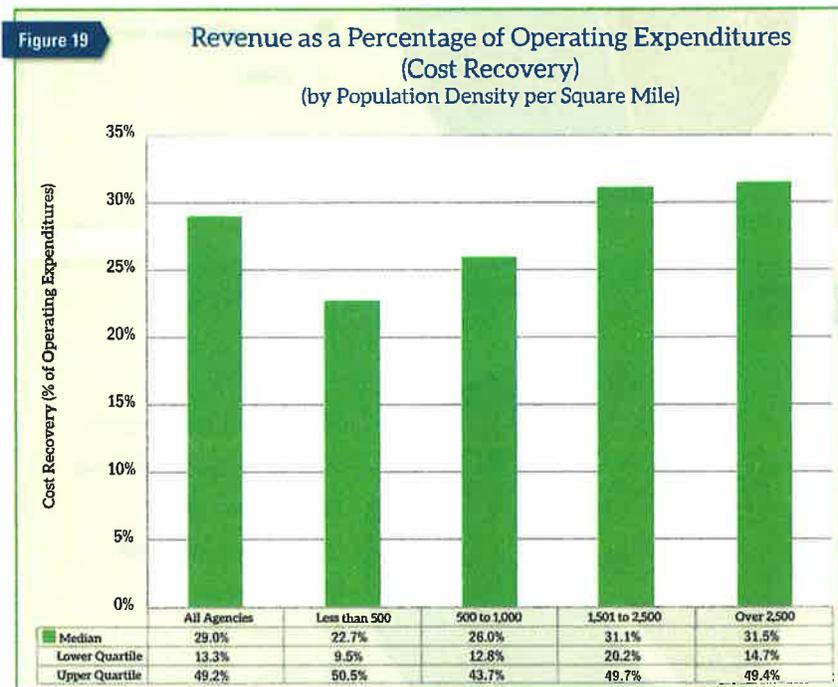
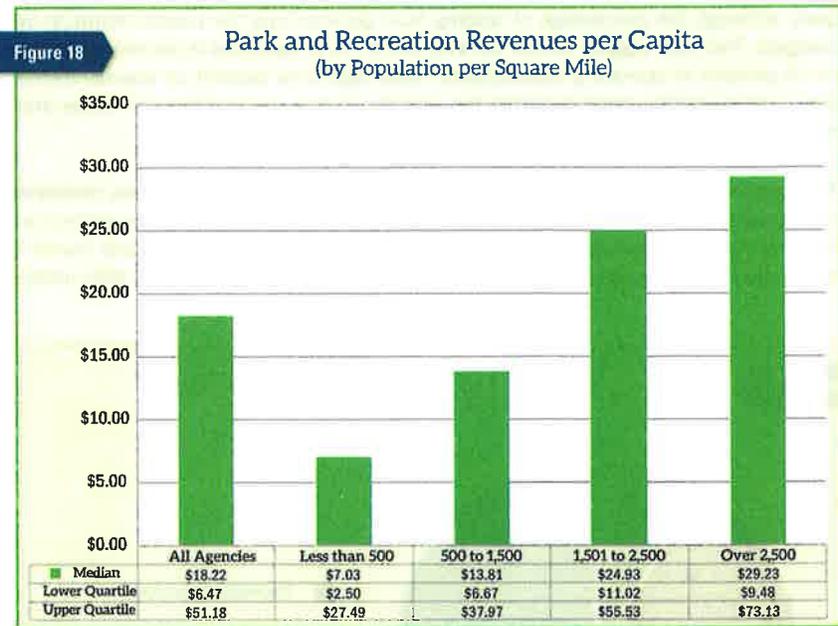


Figure 18 shows that **the typical park and recreation agency generates \$18.22 in revenue annually for each resident living in the jurisdiction it serves.** Agencies operating in less population-dense areas generate less revenue than those in greater populated areas. The typical agency, operating in a jurisdiction with less than 500 people per square mile, generates \$7.03 in revenue on a per capita basis per year compared to a median of \$29.23 for agencies serving a jurisdiction with more than 2,500 people per square mile.

Medium-sized agencies generate more revenue on a per capita basis than small and large park and recreation agencies. Agencies serving jurisdictions with between 50,000 and 99,999 people generate a median of \$29.57 in revenue per resident each year versus \$21.85 in per capita revenue in jurisdictions with less than 20,000 people and \$9.04 per capita from agencies serving jurisdictions with more than 250,000 people.

Another way to look at the revenues is in the form of cost recovery as a percentage of operating expenditures. **The typical agency recovers 29.0 percent of its operating expenditures from non-tax revenues.** The amount of cost recovery differs greatly from agency to agency based on the agency's portfolio of facilities and programming, the demographics of the populace served, agency mission and possible revenue mandates from their governing jurisdictions.

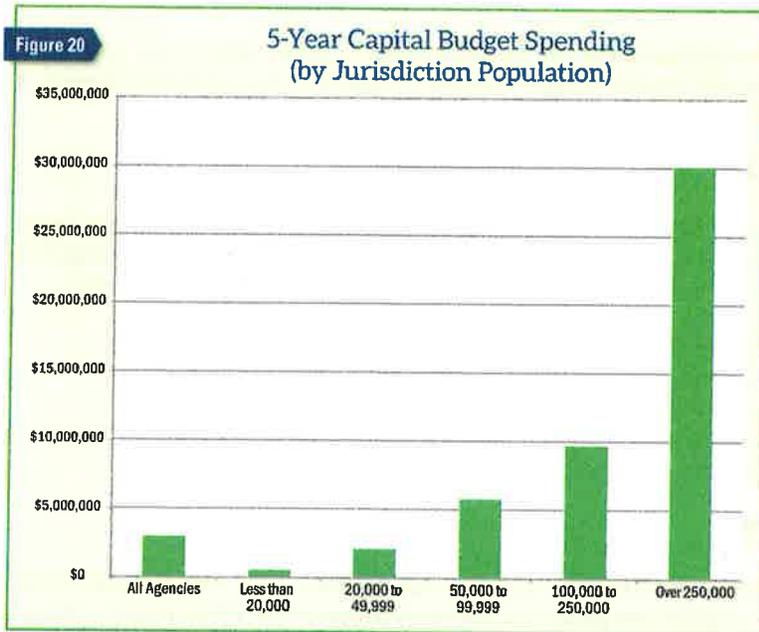
At the same time, agencies serving more population-dense jurisdictions tend to have higher percentages of cost recovery. Agencies serving an area with less than 500 people per square mile have a median percentage of cost recovery of 22.7 percent. Cost recovery rises to 31.5 percent of operating expenditures for agencies serving jurisdictions with more than 2,500 people per square mile.



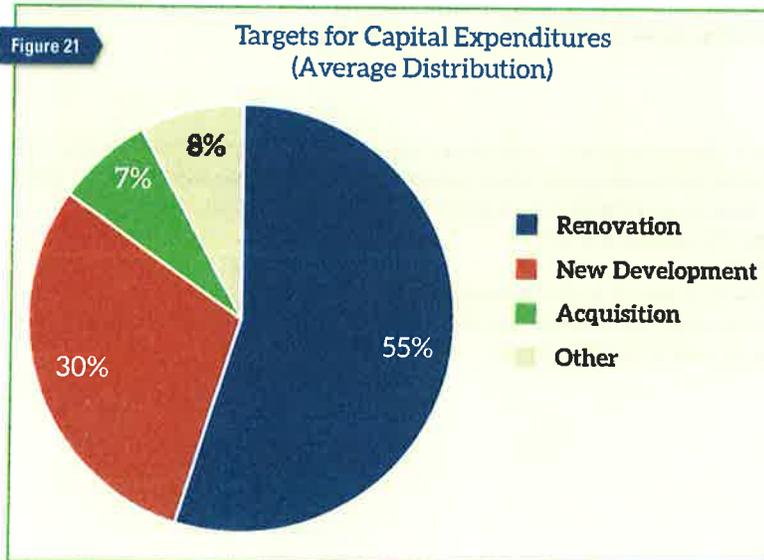
Beyond day-to-day operations, **park and recreation agencies have a median of \$2.981 million in capital expenditures budgeted over the next five years.** Not at all surprising is that the larger the agency, the larger the size of the five-year capital budget. The typical park and recreation agency serving a jurisdiction with less than 20,000 people has a median five-year capital budget of \$547,000. This five-year capital budget expands to \$5.8 million at agencies serving jurisdictions with 50,000 to 99,999 people and to \$30 million to agencies in areas with more than 250,000 residents.

Also, the following are positively related to the size of five-year capital budgets:

- The number of parks maintained – Less than 10 parks: \$859,059 versus 50 more parks: \$22.247 million
- Acreage of parks maintained – 250 or less acres: \$1 million versus more than 3,500 acres: \$36.759 million.
- Operating budgets – Annual operating budgets less than \$500,000: \$253,598 versus annual operating budgets greater than \$10 million: \$24.811 million.
- Population density – Less than 500 people per square mile: \$1.546 million versus more than 2,500 people per square mile: \$4.843 million.



So, where are park and recreation agencies designating these capital expenditures? **On average, just over half of the capital budget is designated for renovation while 30 percent is geared toward new development.** At larger park and recreation agencies, new development is the focus of a greater percentage of capital budgets. At agencies serving jurisdictions with more than 250,000 residents, 37 percent of capital budgets are for new development while 48 percent are for renovating current properties.



## Looking Forward: A Perfect Storm?

*Whereas most of the 2016 NRPA Field Report focuses on current performance benchmarks, a look at current challenges and future trends also should be a part of park and recreation professionals' future decision making. We asked William Beckner, President of CEHP, Inc., for his insights.*

In 1991, Baltimore Mayor Kurt Schmoke made the opening remarks at that year's NRPA Congress. At the time, America's cities were in the midst of the largest recorded violent crime epidemic in American history. Baltimore was experiencing a murder-rate that had the entire city on edge, unemployment was astronomical for minorities, and citizens were seeking answers. The same was true for many cities across the nation. Mayor Schmoke said that in all this turmoil it was the parks that made it possible to have conversations with the residents. The violent crimes epidemic eventually eased, beginning in 1995. But as we know, all is not well.

The challenges many of our cities now face represent opportunities for park and recreation departments to play a significant role in their community. But to be successful, they will require a steady hand and courage in the face of enormous waves in the forms of social equity, finance, global warming, safe play issues and community engagement.

### Social Equity/Environmental Justice

As parks are a very visible measure of equitable public service, the community park and recreation departments may be front and center in the public perception of inequitable treatment. Social Equity, one of the three NRPA Pillars, is beginning to merge with social and environmental justice that is part of a rising tide of sentiment for equal and just treatment.

What are the park and recreation department opportunities?

- Ensure that all residents have access to facilities and services that are of similar quality
- Listen to your customers' complaints about unfair treatment
- Use your park and recreation advisory or policy board as an early warning system of issues at hand
- Program speakers and events to address issues that seem important

### Capital and Operating Finance

The recently completed NRPA Study, "[Americans' Broad-Based Support for Local Recreation and Park Services](#)" clearly shows the significant public support from Americans for their parks. But, that study's results and NRPA's research findings that local parks create significant economic activity for their communities do not mean the funding for renovation, new development or operation and maintenance will suddenly be easy to obtain. Instead, park and recreation professionals and supporters need to focus their energies on promoting the value of parks to our communities.

### Infrastructure Priorities

In his 2016 State of the Union address, President Obama proposed one trillion dollars be spent by the federal government and matched by state and local governments to take on the decaying infrastructure that threatens our safety and our economy. But, where are the dollars coming from to sustain and improve our parks? Opportunities include:

- Getting to the table early; be in place when the deals are made
- Focusing on trails and corridor-type facilities
- Looking to multiple-use such as storm detention basins and rectangular fields
- Constructing in-ground water storage or flood drainage facilities that also provide spaces for athletic facilities
- Creating partnerships with foundations and other third-party groups
- Being flexible and creative

## Global Warming and Natural Disasters

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The need for infrastructure investment is also exacerbated by the early effects of global warming. Rising seas, higher incidence of catastrophic floods and natural disasters, including drought and fire, can be linked to rising sea temperatures. The increasing volatility of climatic conditions affects park and recreation departments in numerous ways, including:

- Financing infrastructure such as sea walls
- Rising maintenance costs for beaches and other lands subject to flooding
- Costs related to replacement of facilities destroyed in natural events
- Staff becoming the caregivers when park and recreation facilities are the only community resources left standing

## Operating Budgets

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The federal budget constraints have truncated the economic recovery of state and local governments in much of the country. In turn, many states responded to these tight budgets by pushing the costs of services to the cities and municipalities, making it even more challenging to properly finance park facilities and services. Park and recreation professionals who have the facts and the credibility with budget decision makers are the most likely to prosper. They must:

- Know what it costs to provide the services their agency offers, including for its facilities and programs
- Create a quarterly reporting system that demonstrates accountability in meeting their budget goals
- Define their core services that need to be subsidized
- Partner as appropriate with nonprofit or private sector providers to expand opportunities

## Safe Play

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Not all of the challenges are external to the park and recreation field. Going forward, the issue of safety is becoming a challenge for traditional team sports. Certainly, football is now in a precarious position with many studies beginning to show that cumulative hits are as impactful as a single violent hit. Some experts are suggesting prohibiting preteens from playing tackle football. Concussions are not isolated to just football as they also appear to be a problem in ice hockey, soccer and other sports. It is not solely a youth issue but can impact any sports programs run by your department. What are the opportunities for park and recreation agencies to encourage safe play?

- Do not make unilateral decisions
- Form committees to address the issues
- Identify knowledgeable resources to educate interested parties about the issues
- Consider alternatives that reduce the concussion potential, such as flag football for ages under 13

What are the implications of a switch to flag football? Your agency may see an increased interest in the sport of flag football with as much demand for fields as before. This scenario would cost less since expensive equipment would not be needed. Another future advantage is that flag football, like soccer, can be played at any age.

## Community Engagement

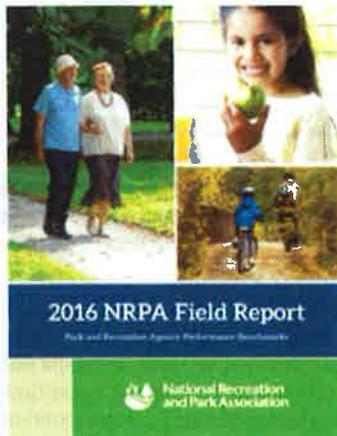
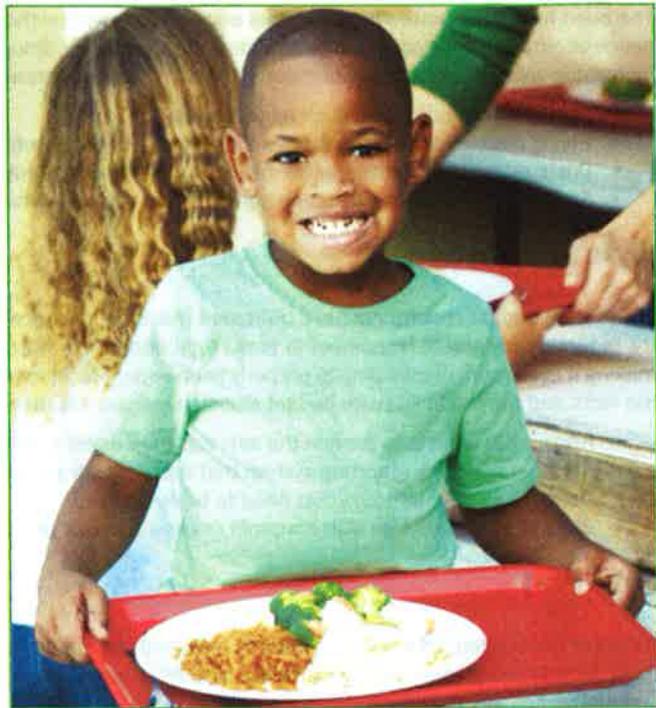
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The Internet is filled with stories about youth undertaking community projects. With each reported success, it seems more ideas are emerging. They usually start as volunteer projects and then sometimes morph into an entrepreneurial opportunity. This phenomenon is a result of the desire in many of Generation Z (Born after 2000) to make a difference in their community. There are numerous examples. One compelling example is the 10-year-old who began collecting restaurant cooking oils for use as heating fuels (<http://www.upworthy.com/her-dad-thought-her-clean-energy-idea-was-just-a-kids-project-he-was-wrong?c=upw1>). As of last year, she was able to accumulate enough supply to heat 400 homes of economically disadvantaged folks in the community. If the youth in your community have a strong inclination toward community service, you might consider investigating ways to facilitate their dreams and interests for the benefit of the community.

## Conclusion

As shown in the *2016 NRPA Field Report*, park and recreation agencies are as diverse as the towns, cities and counties that they serve. Agencies not only differ in size and service offerings, but also in what their core mission is when serving their communities. It is for that reason the data presented in this report are a valuable tool in the planning and operating of park and recreation agencies.

Beyond comparing one's agency to that of the "typical" agency, we challenge all park and recreation professionals to enter their agency's data in PRORAGIS so they can gain a more detailed analysis of their agency's performance against its peers through the United States. Linking the insights contained in this report and PRORAGIS with other NRPA reports and resources will arm all park and recreation professionals with the tools needed to tell their agency's story and to make the case for further investments in the future.



### How Can Your Agency's Data be Included in this Report?

The NRPA Field Report is dependent on the data shared by hundreds of agencies every year. By sharing your agency's performance data, not only will you help NRPA create a more comprehensive Field Report, you will be able to access custom reports specific to the information you shared. With access to both of these resources, your agency will be able to gain more support, improve operations, and better serve your community.

NRPA's new streamlined Agency Performance Survey in PRORAGIS allows you to easily input information about your agency's performance, without requiring a lot of time or effort, and get back two extremely useful resources you can't find anywhere else.

**To compare your agency's performance today, visit [www.nrpa.org/PRORAGIS](http://www.nrpa.org/PRORAGIS)**

A more comprehensive set of cross tabulations of the data presented in this report is available as a set of interactive tables at [www.nrpa.org/2016-Field-Report](http://www.nrpa.org/2016-Field-Report)

## About NRPA

The National Recreation and Park Association (NRPA) is a national not-for-profit organization dedicated to advancing park, recreation and conservation efforts that enhance quality of life for all people. Through its network of more than 50,000 recreation and park professionals and citizens, NRPA encourages the promotion of healthy and active lifestyles, conservation initiatives and equitable access to parks and public space.

NRPA brings strength to our message by partnering with like-minded organizations including those in the federal government, nonprofits and commercial enterprises. Funded through dues, grants, registrations and charitable contributions, NRPA produces research, education and policy initiatives for our members that ultimately enrich the communities they serve.

NRPA places great importance on research to understand and improve various aspects of the park and recreation field. Research is vital to ensure park and recreation professionals have the resources to make informed decisions. At NRPA, the development of current research via empirical studies and literature reviews for our members and the public is a key priority.

### The Value of Parks and Recreation

**Conservation**—Public parks are critical to preserving natural resources and wildlife habitats, which offer significant social and economic benefits. Local park and recreation agencies are leaders in protecting open space, connecting children to nature, and providing programs that engage communities in conservation.

**Health and Wellness**—Park and recreation departments lead the nation in improving the health and wellness of communities. From fitness programs, to well-maintained, accessible, walking paths and trails, to nutrition programs for underserved youth and adults, our work is at the forefront of providing solutions to these challenges.

**Social Equity**—We believe universal access to public parks and recreation is fundamental to all, not just a privilege for a few. Every day, our members work hard to ensure all people have access to quality parks and programs, and in turn, make our communities more livable and desirable.

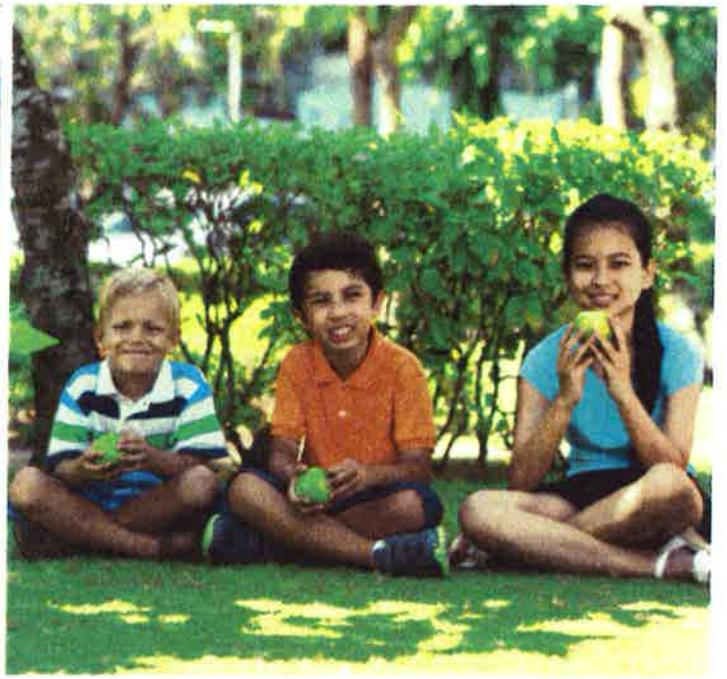




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# NRPA's 2015 Field Report

A Parks and Recreation National Database Analysis



National Recreation  
and Park Association



# Executive Summary

This year, 2015, marks the 50<sup>th</sup> anniversary of the National Recreation and Park Association (NRPA) serving — and compiling key data on — park and recreation agencies throughout the country. In observance of this half-century milestone, NRPA is both looking back at where the profession has been and looking ahead to consider how it is evolving. As we study data we gathered and published in 1965 — and examine trends from new data provided by agencies between 2010 and 2014 — a dual theme emerges. The field has seen a vast broadening of roles and duties over the past five decades. And, over the past five years, agencies have met that giant list of public responsibilities with unprecedented resourcefulness, serving their communities well despite constrained budgets, lean staffs and greatly reduced revenue streams.

The beginning of 2015 sees park and recreation agencies performing more roles in serving their communities than ever before. They provide leadership as public health advocates, programming as recreational experts, care and maintenance as public facilities stewards, and conservation and education as naturalists and managers of public lands. In all of these roles, agencies also uphold standards of social equity and equal access to public resources. Park and recreation professionals — as well as the citizen advocates who support them — are critical to the integrity and accessibility of our nation's system of public lands, resources and opportunities for healthy living. And the data could not be clearer: Agencies need support now more than ever.

## Equipping Agencies with Benchmarking Tools

NRPA's Three Pillars — Conservation, Health and Wellness, and Social Equity — emphasize the range of roles park leaders fulfill in strengthening communities. And, consistent with upholding these Three Pillars, we remain committed to developing and improving many different resources to help agencies measure and communicate to their jurisdictions the myriad benefits they provide.

The web-based PRORAGIS™ database tool, now in its sixth year, is the most powerful and versatile resource NRPA has developed to date and remains the most complete data set for park and recreation agency performance management. It is helping agencies quantify what they do as they build their case for greater support. We have steadily added capabilities to PRORAGIS's database so that it is now a comprehensive benchmarking and performance management system. Not only does the system contain reliable, detailed data on municipal, county and state park systems across the United States, it allows any agency to compare its own operations and offerings to other agencies of similar size and population.

## Expanding Opportunities for Community Impact

Each year, as participating agencies update their information and as new agencies enter the database for the first time, PRORAGIS becomes a better and more reliable metrics and comparison tool. Even more exciting is NRPA's decision in 2014 to fund integration of the GIS element with ESRI's (Environmental Systems Research Institute's) proprietary demographic and market data.

As a result of this integration, agencies can now selectively apply a whole new universe of GIS-based intelligence to the PRORAGIS system's native agency data. Marrying the largest collection of park agency data with a wide array of demographic data sets allows us to offer agencies far more than benchmarking data. The system is evolving into a deepening well of market research opportunities.

## Reading This Report

We divided responses into median (middle 50 percent), lower-quartile (lowest 25 percent) and upper-quartile (highest 25 percent) divisions to help you determine where your agency stands in relation to the full spectrum of respondents. Although hundreds of agencies have logged data into the PRORAGIS system, each park system may not answer every question. The inconsistency in submitting full and complete surveys accounts for the fluctuating number of responses from question to question. The number of agencies submitting surveys with 2014 data was 254 at the time of publication of this report — significantly fewer than the 431 total respondents who provided 2013 data. The 2014 respondent list showed far fewer large agencies reporting, due to this report being published before many agencies from larger jurisdictions actually enter their 2014 data. Therefore, it's important to keep in mind that upper-quartile statistics may be skewed in some cases by this difference in responding agencies.

## General Conclusions

Jurisdictional budgets show cause for optimism about continued economic recovery. Given that the recovery is sluggish, however, agencies can expect to continue to face fierce competition for public dollars.

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New web-based GIS features allow agencies to manage inventory and plan for the future while targeting outreach and programs to residents with increasing precision.

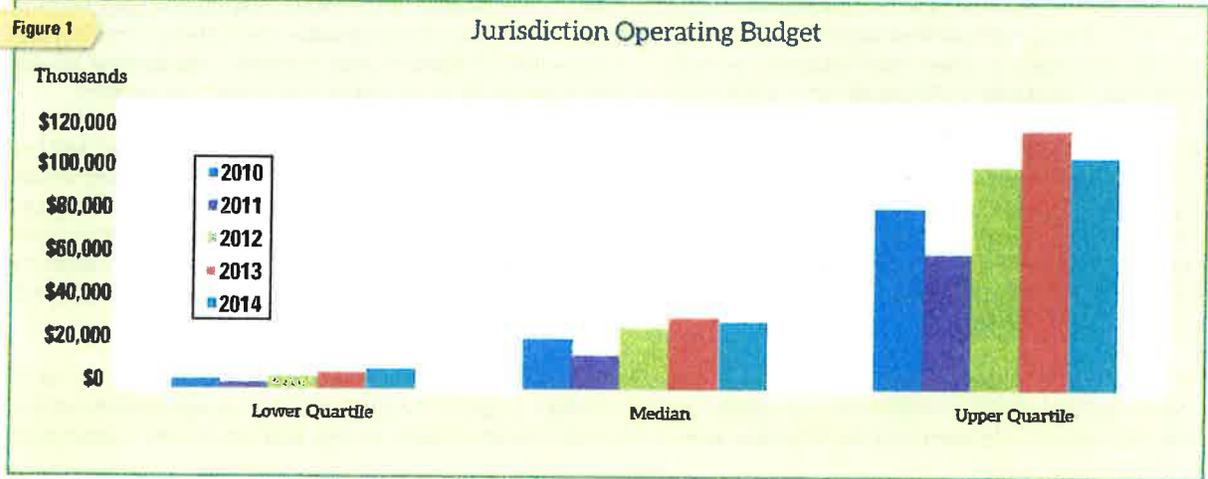
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## Looking Forward

Future directions: Walkable cities draw millennials, agencies position themselves as essential service providers, infrastructure needs create new challenges for parks – and more.

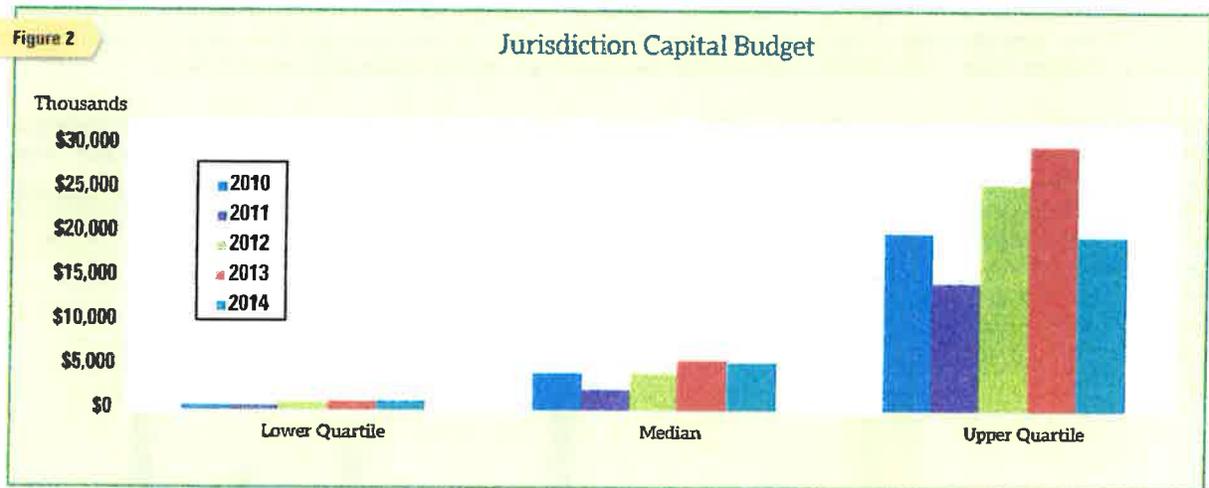
This special report and the PRORAGIS database are produced by:

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**Figure 1: Jurisdiction Operating Budget**

The general upward trend since 2010 demonstrates growing budgets for jurisdictions of every size – and is thus an indicator of the continuing gradual economic recovery. Despite the overall five-year improvement, median and lower-quartile budgets remained largely static from 2013 to 2014. The drop-off in upper-quartile operating budgets may be a reflection of fewer large agencies responding to the 2014 survey. (Note: Jurisdictional operating budgets provide an important touch point – a sort of “state of the economy” figure – against which to evaluate budget trends for park and recreation agencies.)



**Figure 2: Jurisdiction Capital Budget**

Capital budgets have risen significantly for median, as well as for lower and upper quartiles, since 2011. A dramatic drop for upper-quartile jurisdictions between 2013 and 2014 may indicate that larger jurisdictions are accessing other monies for infrastructure. Also, the data may reflect some having pulled back in preparation for big expenditures in 2016 and beyond.

# From 1965 to 2015: A Half-Century of Prioritizing Data

In 1966, the newly formed NRPA published their first data report in a continuation of the National Recreation Association practice of preparing a *Park and Recreation Yearbook* every five years. Within that volume lay table after table documenting figures for agencies large and small. From Boston to Bismarck, it documented numbers of parks overseen, total acreage managed, expenditures budgeted and facilities run — plus numerous other data points on staffing and volunteer contributions.

In observance of NRPA's 50-year-long commitment to compiling and publishing park and recreation data, our staff took a close look at the records included in the 1965 NRPA *Yearbook*. Originally, we'd hoped to trace and share some illuminating trends across the past five decades, but our analysis led to a different sort of conclusion. Too much has changed, we noted, in the scope of American park and recreation responsibilities (and in the way performance is measured) to allow for apples-to-apples comparisons. While a snapshot from 1965 (Figure 3) shows a profession defined by public facilities and programs oversight, 2015 data shows a set of professional responsibilities that only begins with stewardship of parkland and recreational facilities.

Today, park and recreation agencies organize farmers markets and administer community gardens. They wage war on a national obesity epidemic through fitness, education and out-of-school programs for children. They manage amphitheaters and stadiums and plan the sports and entertainment events that pump tourism dollars into their local economies. The list goes on.

Our review of the 1965 *Yearbook* did yield some insights worth sharing. Some staff positions such as “playground leader,” for example, no longer exist — and hearken back to a different sort of cultural landscape in this country. There were also anomalies that were hard to explain without some historical context. For example, part of the dramatic expansion of park acreage managed by Jacksonville, Florida, came as a result of the Cecil Field closure during the rounds of military base closures in this country between 1988 and 2006.

Perhaps most interesting of all, though, is the difference from 1965 to 2015 in what actually comprises a park and recreation system. In 1965, only seven types of facilities figured in NRPA's data capture. They were baseball diamonds, bathing beaches, golf courses, swimming pools, tennis courts, recreation buildings and indoor recreation centers. By contrast, NRPA's PRORAGIS database today tracks dozens of different facility types. The most striking difference is the now-ubiquitous presence of soccer fields — but the 2015 list also includes equestrian centers, skateparks and ice rinks.

Data collection has long been a priority for NRPA — and in a profession whose core responsibilities keep evolving and expanding, we are committed to continuing to equip agencies with the data they need. While the nature and “shape” of agency data in 2015 is more complex than it was in 1965, the goal remains the same: to demonstrate the enormous positive impact park and recreation agencies have on their communities.

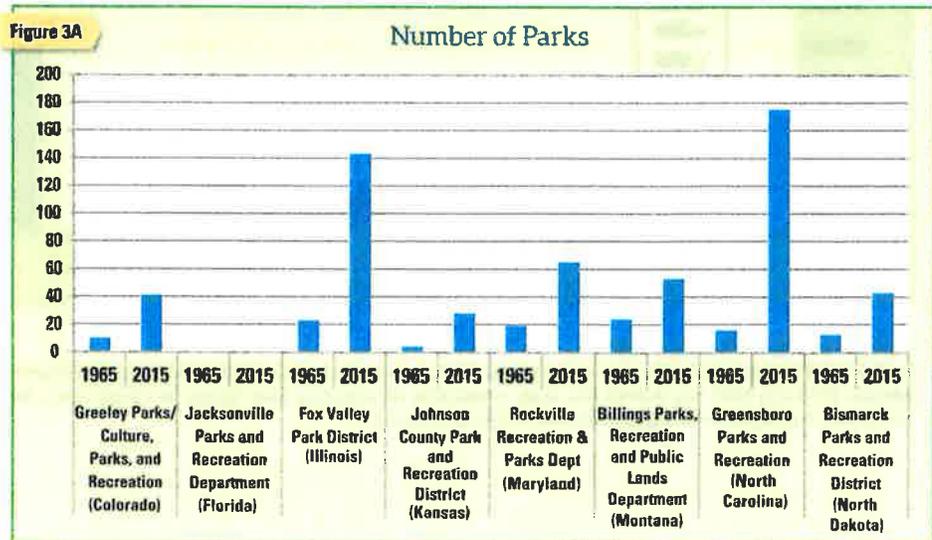


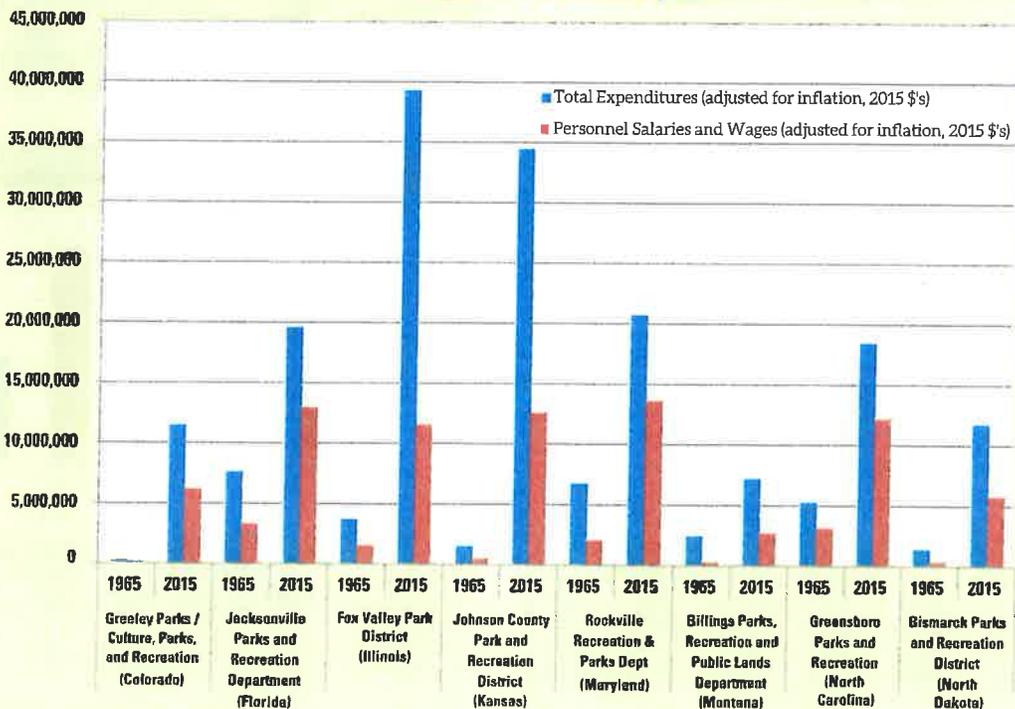
Figure 3B

Facilities Managed: Then and Now

Agency Name	Year	Baseball Diamonds	Golf- # of holes managed	Softball Diamonds	Indoor Pools	Outdoor Pools	Tennis Courts	Indoor Recreation Centers
Greeley Parks/Culture, Parks, and Recreation (Colorado)	1965	4	18	1	0	1	4	0
	2015	6	36	18	3	2	10	3
Jacksonville Parks and Recreation Department (Florida)	1965	5	0	20	0	2	21	0
	2015	106	45	142	2	33	177	53
Fox Valley Park District (Illinois)	1965	0	0	15	0	0	22	8
	2015	3	18	51	2	3	9	3
Johnson County Park and Recreation District (Kansas)	1965	2	0	1	0	0	0	0
	2015	2	72	36	1	1	8	0
Rockville Recreation and Parks Department (Maryland)	1965	3	0	0	0	0	10	7
	2015	6	18	14	2	2	43	7
Billings Parks, Recreation and Public Lands Department (Montana)	1965	24	0	41	0	9	14	2
	2015	18	9	20	0	2	26	2
Greensboro Parks and Recreation (North Carolina)	1965	5	9	8	1	0	24	0
	2015	15	99	30	3	6	98	11
Bismarck Parks and Recreation District (North Dakota)	1965	1	9	10	0	2	7	0
	2015	8	45	32	2	3	13	1

Figure 3C

Expenditures and Payroll



# 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.\* 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 revenues. 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 expenditures 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.

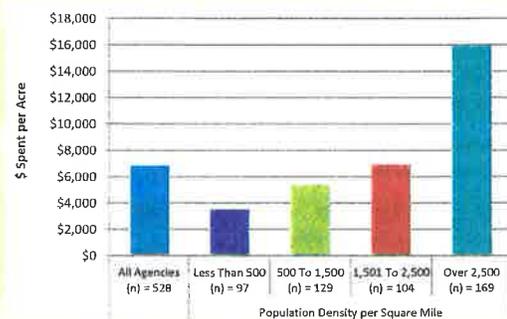
## How much are you making?

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 4

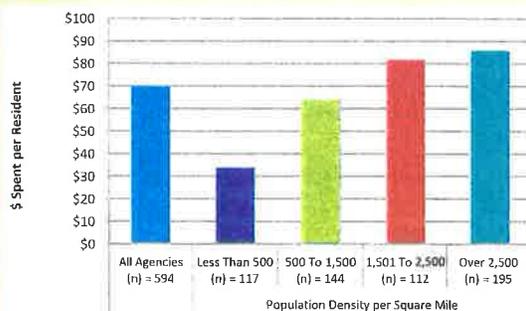
### Operating Expenditures per Acre



	Population Density per Square Mile				
	All Agencies	Less Than 500	500 To 1,500	1,501 To 2,500	Over 2,500
Lower Quartile	\$3,198	\$1,339	\$3,000	\$3,678	\$5,872
Median	\$6,807	\$3,546	\$5,279	\$6,931	\$15,625
Upper Quartile	\$17,540	\$6,879	\$10,749	\$15,145	\$32,693

Figure 5

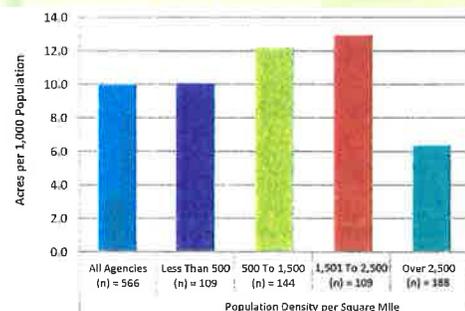
### Operating Expenditures per Capita



	Population Density per Square Mile				
	All Agencies	Less Than 500	500 To 1,500	1,501 To 2,500	Over 2,500
Lower Quartile	\$35.17	\$13.54	\$31.82	\$50.47	\$52.65
Median	\$69.79	\$33.98	\$63.50	\$81.37	\$85.97
Upper Quartile	\$119.27	\$84.27	\$111.68	\$123.40	\$160.21

Figure 6

### Acres per 1,000 Population



	Population Density per Square Mile				
	All Agencies	Less Than 500	500 To 1,500	1,501 To 2,500	Over 2,500
Lower Quartile	4.5	4.8	6.3	7.5	3.3
Median	9.9	9.9	12.1	12.9	6.4
Upper Quartile	17.5	17.3	19.9	20.6	13.5

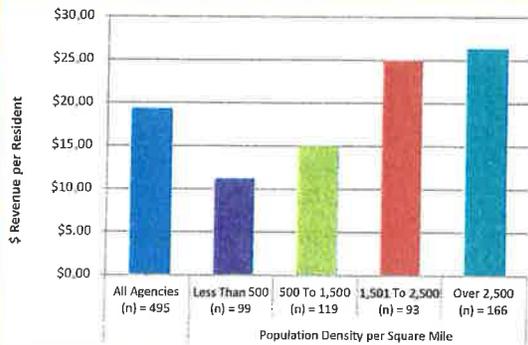
The second revenue metric (Figure 8) focuses on cost recovery. While cost-recovery plans vary greatly by facility type, purpose and the demographic served using data from other agencies can help your agency frame a realistic cost-recovery plan.

### 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

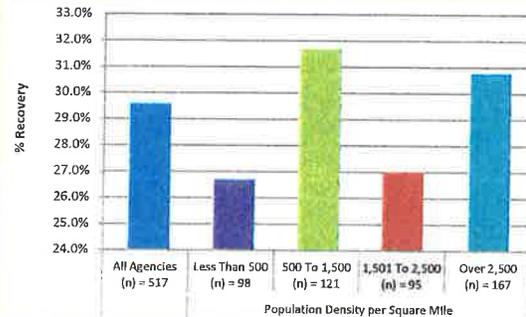
#### Revenues per Capita



	Population Density per Square Mile				
	All Agencies	Less Than 500	500 To 1,500	1,501 To 2,500	Over 2,500
Lower Quartile	\$6.05	\$2.71	\$5.20	\$10.97	\$9.19
Median	\$19.22	\$11.08	\$14.85	\$24.87	\$26.27
Upper Quartile	\$44.23	\$29.34	\$34.63	\$46.68	\$66.62

Figure 8

#### Revenue as a % of Operating Expenditures (Cost Recovery)



	Population Density per Square Mile				
	All Agencies	Less Than 500	500 To 1,500	1,501 To 2,500	Over 2,500
Lower Quartile	15.5%	15.3%	14.0%	15.7%	18.7%
Median	29.6%	26.7%	31.7%	27.0%	30.8%
Upper Quartile	48.9%	52.7%	49.2%	47.6%	46.2%

Figure 9

#### Jurisdiction Population per Facility

Selected Facilities	Departments Offering	Number of Responses	Lower Quartile	Median	Upper Quartile	Average
Recreation/community center	78.5%	324	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	3,899	6,667	7,801
Tot lots	55.2%	171	6,116	14,000	33,581	25,925
Tennis court (outdoor)	86.7%	368	2,725	4,413	8,637	7,686
Basketball court (outdoor)	94.1%	373	4,583	7,526	14,055	15,123
Swimming pool (indoor)	29.0%	141	23,816	43,872	77,385	61,598
Swimming pool (outdoor)	61.7%	257	16,585	33,660	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	19.6%	65	45,895	81,405	201,309	144,498
Driving range	27.8%	128	34,534	64,846	167,536	141,582
Dog park	58.3%	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	134,833	132,957
Community garden	42.6%	177	7,024	27,000	66,102	61,752
Golf courses (population per 9 holes)	31.5%	155	12,720	26,288	52,414	40,359

# Responsibilities

The 2014 data on park and recreation responsibilities shows a continuation of the trend toward increasing demands on agencies to perform non-park management and maintenance functions. From the oversight of historic properties to the leasing of performing arts centers and amphitheaters, budget-challenged jurisdictions keep bundling more responsibilities into agencies' maintenance and management roles.

Some of the jurisdictional expectations shown in Figure 10 — namely, the management of tourism-generating facilities and events — represent an area of tremendous opportunity for forward-thinking park and recreation leaders. Departments like Round Rock Parks and Recreation in Texas are leading the charge within their community to take on events- and venue-oriented responsibilities in close cooperation with other arms of the local government. Round Rock Parks and Recreation helped define its jurisdiction as “the sports capital of Texas” by taking on responsibilities for managing venues like Dell Diamond, a stadium that's home to the Round Rock Express, a minor-league baseball affiliate of the Texas Rangers. The work of that agency is fueling an economic engine that will bring millions of dollars of new revenues into area restaurants and hotels.

The success of agencies like Round Rock comes from close partnerships with local visitors' bureaus, city planners and area stakeholders. The lesson for other agencies of all sizes is this: In a time when added responsibilities are a given, the big wins will come for park departments that shape their own responsibilities according to a vision for maximum local impact. Park leaders should approach their jurisdictions armed with ideas and economic impact studies — strategically setting their own terms rather than waiting for assignments.

A recurring theme throughout this report — from budget-related indicators to programming for parks — is that agencies can turn constraints into wins by taking a strong proactive stance as “first comers” to the planning table within their jurisdictions. In an era of stretched regional budgets and overwhelming capital needs for new infrastructure, it is critical that park agencies not simply wait to be allotted their share. From advocating for open spaces to championing tourism-promoting trails, venues and sports centers, park agencies can and should steer their own direction as providers of essential services and leaders in local economic vitality.

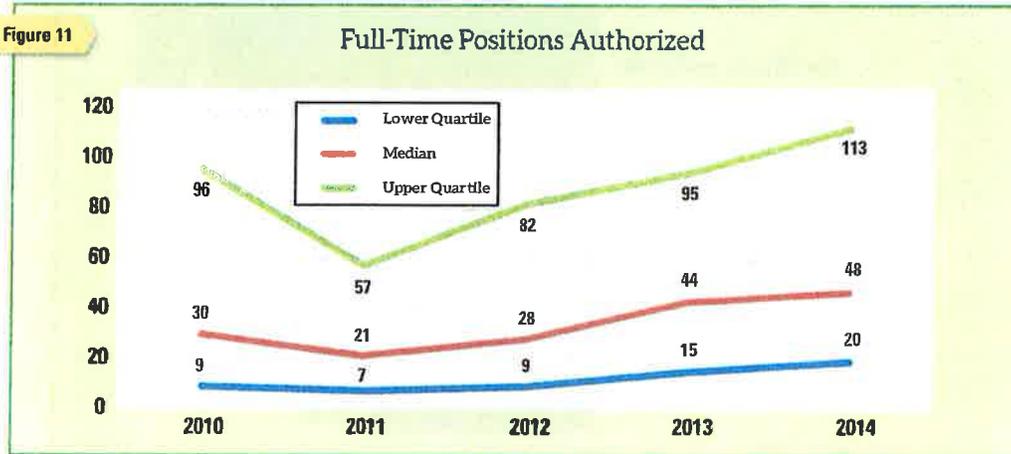


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# Staffing and Volunteers

In 2014, PRORAGIS survey results showed the number of authorized full-time positions continued its steady, across-the-board rebound (for upper and lower quartiles, as well as median), since hitting a nadir in 2011 (Figure 11). While all three measures show agencies doubling full-time employees or better over the past four years, agencies in the upper quartile have experienced the most dramatic upsurge — going from an average of 57 full-time employees in 2011 to 113 in 2014.

Figure 11



Owing in part to the priority of recovering full-time employees lost in recessionary budget-slashing, the number of non-full-time positions has either dropped off (upper quartile) or remained fairly static over the past year (Figure 12). Furthermore, total full-time equivalent employee numbers have dropped slightly, after remaining relatively flat since 2011 (Figure 13).

Taken together, the data indicate that agencies of all sizes are prioritizing full-time hires more than at any time in the past four years. Due to limited resources, smaller agencies are having a harder time than large agencies in carrying out that priority, but all are shifting resources away from part-time and seasonal hires to re-establish strong cores of professional full-time staffers.

Figure 12

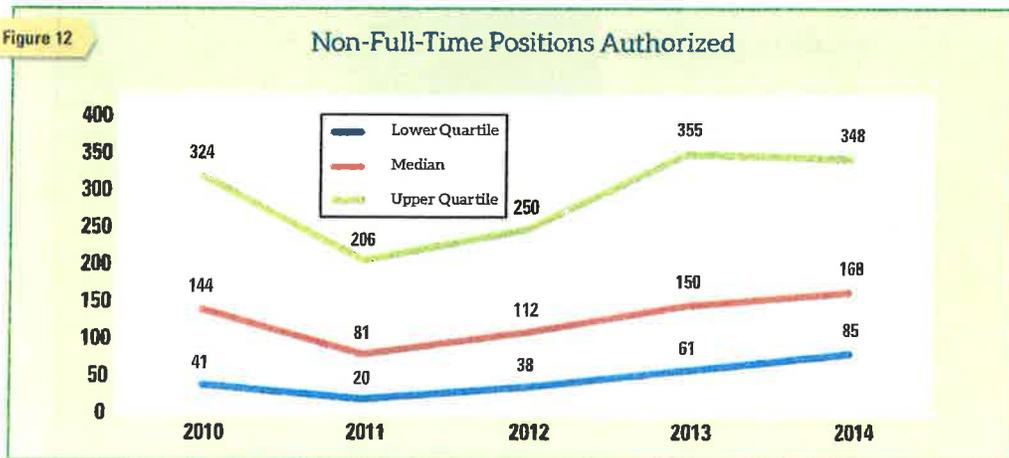
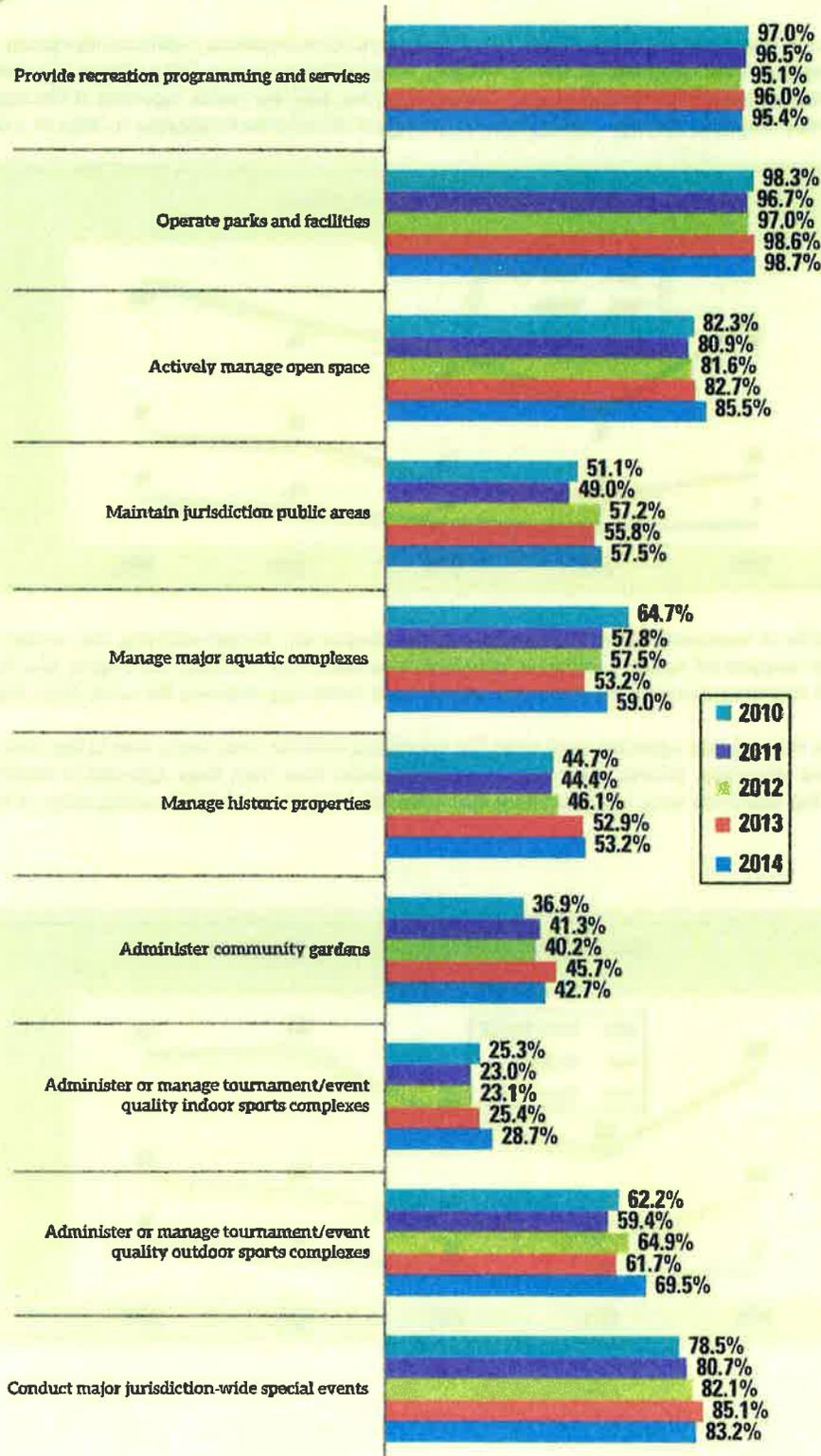
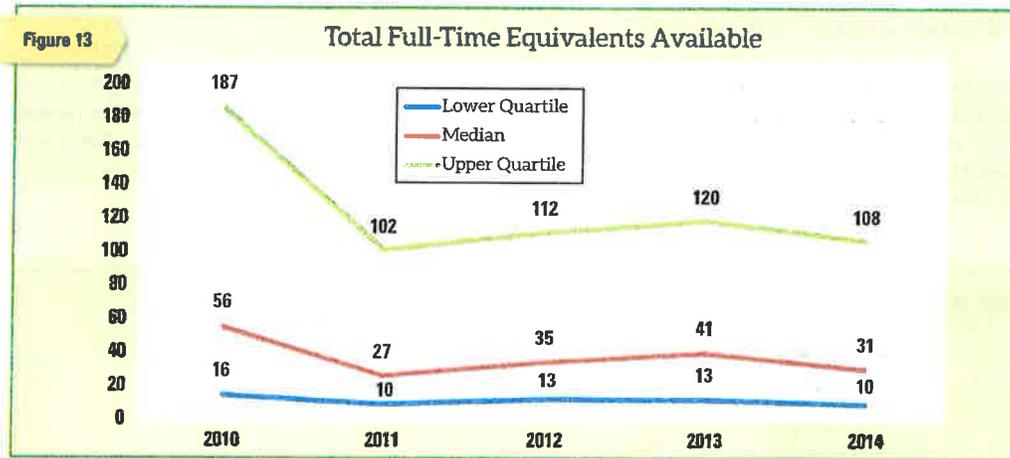


Figure 10

Responding Agencies That...





Volunteering is going strong for agencies of all sizes (Figure 14). Particularly notable here is a jump of nearly 50 percent in the median number of volunteer hours during 2014. Since the number of hours worked per volunteer saw only a modest increase (two hours), the steady rise of park volunteerism is obviously a result of higher numbers of volunteers. One likely explanation for that expanding volunteer army is that the post-recession era has sharpened park leaders' skills in recruiting, assigning and developing their volunteers. They are not only able to retain the volunteers they have — they're also adding each year to the ranks.

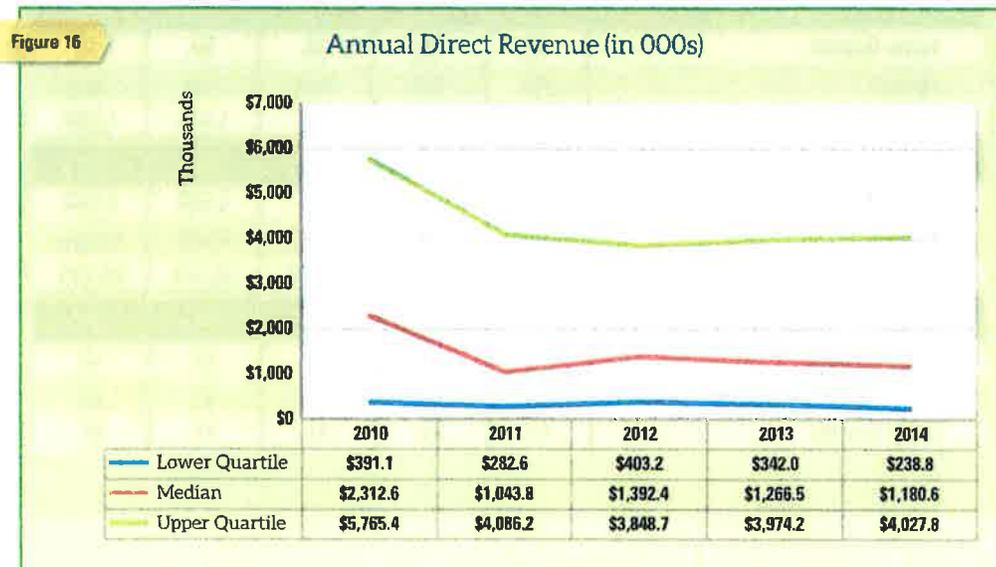
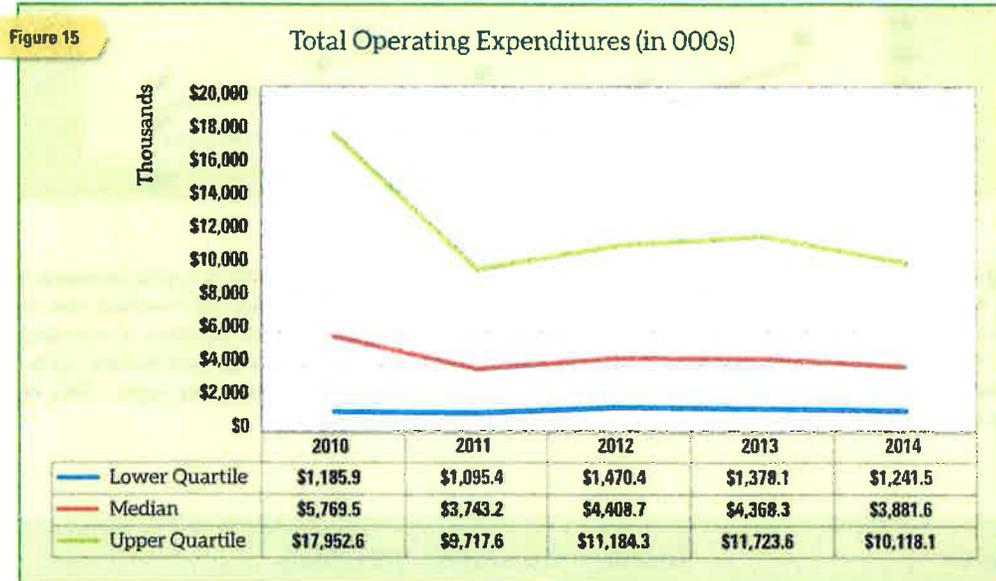
**Figure 14** **Recreation Department Volunteers**

Number of Volunteers	2010	2011	2012	2013	2014
Lower Quartile	50	26	43	50	51
<b>Median</b>	<b>225</b>	<b>150</b>	<b>200</b>	<b>278</b>	<b>350</b>
Upper Quartile	1,333	639	952	1,234	1,669
Number of Hours Worked by Volunteers	2010	2011	2012	2013	2014
Lower Quartile	1,000	290	525	1,200	2,359
<b>Median</b>	<b>6,000</b>	<b>4,477</b>	<b>4,850</b>	<b>7,260</b>	<b>10,564</b>
Upper Quartile	40,000	20,300	26,500	39,248	55,205
Number of Hours Worked per Volunteer	2010	2011	2012	2013	2014
Lower Quartile	12	8	7	10	10
<b>Median</b>	<b>22</b>	<b>20</b>	<b>19</b>	<b>21</b>	<b>23</b>
Upper Quartile	40	55	41	47	37

# Budget

Although park and recreation department responsibilities have expanded well beyond traditional park-related functions in recent years, agencies have not seen corresponding increases in budget. In fact, both operating and capital budgets have remained largely static across the past four years.

Total operating expenditures for agencies surveyed stayed flat in 2014 – much as they have since 2011 – regardless of agency size (Figure 15). Agency budgets, across the board, have not returned to 2010 levels. (The median remains at about two-thirds 2010 levels, and the upper quartile stands at about 56 percent.) Yet, as the sections on Responsibilities and Operations and Maintenance attest (page 8, page 16), park and recreation departments have seen no corresponding decrease in the demand for their services.



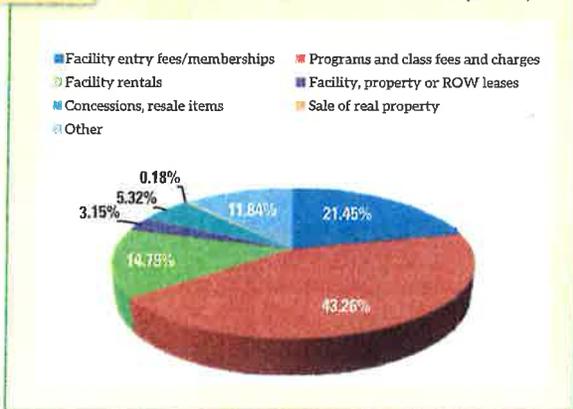
Direct revenue trends for agencies (Figure 16) mirror those of operating expenditures — showing a flat-lining since 2011 that hovers between roughly one-half (for the median) to two-thirds (for the upper quartile) 2010 revenue figures.

As for the 2014 direct revenue pie, Figure 17 shows averages for the 78 agencies that participated in this portion of the 2014 PRORAGIS survey. The pie chart shows a breakdown in which facility entry fees (accounting for 21 percent) stand at about half the average for programs and class fees (43 percent). While the number of reporting agencies for this portion of the survey was small, that breakdown is nearly identical to 2013 direct revenue source percentages — a year in which nearly twice that number of agencies participated in the report.

What insights can be drawn from the pie chart? Considering that park and recreation departments have historically drawn equally from facility entry fees and programs and class fees (with both sources combined totaling about 80 percent of revenues), it's clear that revenue has taken a big hit in the area of facility entry fees. Viewed in this light, the data show a revenue pie that has gotten smaller. Comparisons with historic percentages suggest residents who once purchased passes and memberships for park-run facilities are continuing to watch their budgets and take a wait-and-see approach during the gradual economic recovery.

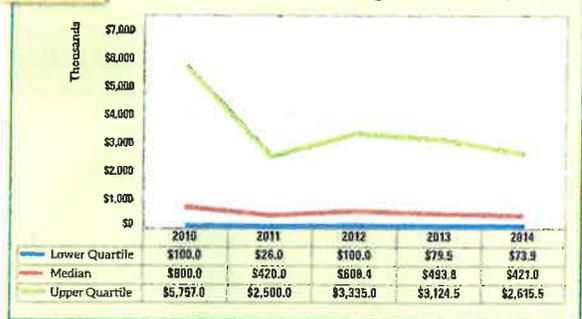
The state of total capital budgets for park departments (Figure 18A) stands in sharp contrast to the recovery jurisdiction capital budgets have seen. (See page 3: Jurisdiction capital budgets are roughly equivalent now to their 2010 levels.) For parks, the median and upper quartiles have been cut in half since 2010, and all indicators show stagnant capital budgets since 2011. The fact that park departments are not seeing proportionate increases suggests that parks will have to be innovators — bringing revenue-generating ideas to jurisdictional planners and engineers — in order to get their fair share.

**Figure 17** Sources of Direct Revenue (2014)

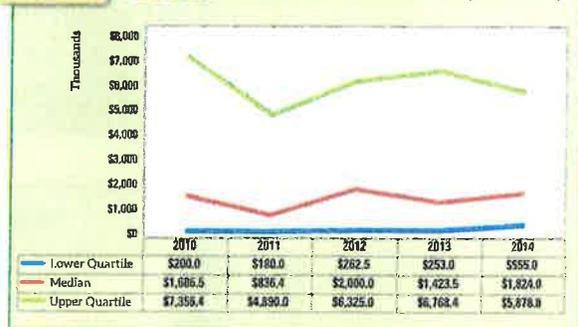


Figures 18B and 18C address the relative benefits of repairing and updating existing facilities vs. building new ones. The uptick in new capital need — as opposed to the static nature of renovation need — indicates a general sentiment that renovation is not worth the money and that more value lies in building new facilities. Some of that emphasis on new capital need may come from the attractiveness of new sporting and entertainment venues as tourism magnets. And some of the new capital need may also simply spring from a philosophy of under-design in existing buildings — a life cycle costing approach that takes the attitude, "If it falls down, we'll rebuild it."

**Figure 18A** Total Capital Budget (in 000s)



**Figure 18B** Amount of Renovation Need (in 000s)



**Figure 18C** New Capital Need (in 000s)

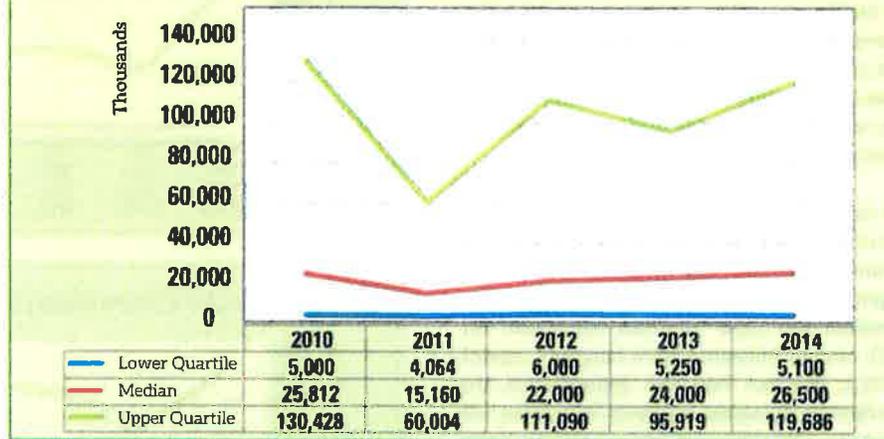


# Programming and Attendance

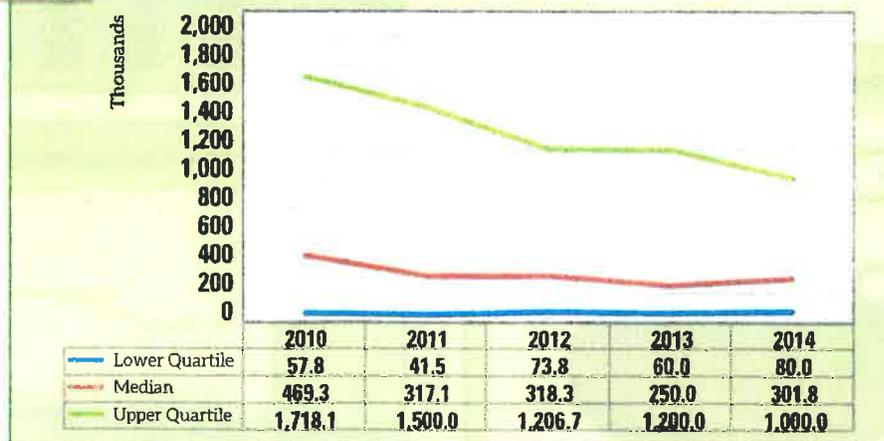
Programming is not only the heartbeat of park and recreation departments' community outreach, it's also the largest single source of most agencies' annual revenue. These two faces of recreational programming can create dilemmas for budget-challenged agencies about whether to channel resources into lower-revenue programs. Attendance data for 2014 suggest park and recreation agencies — especially those in larger cities — are facing growing tensions between meeting revenue goals and carrying out public outreach priorities in the parks.

While class and entrance fees guarantee revenue (and recapture facility costs), free or low-cost park-based programming does not. The data show two different attendance trends that point to the difference between fee-based programs and the type of public outreach programming that draws people to parks. Figure 19 shows median attendance for facility-oriented programming stabilizing or (in larger agencies) on the rise — and Figure 21 (facing page) shows use of facility-based programs has been edging up across all types of classes. On the other hand, Figure 20 (below), traces a trend of flat or declining attendance at parks. And Figure 22 (facing page) shows recreation offerings for children, seniors and people with disabilities as being largely stagnant since 2011.

**Figure 19** Total Annual Attendance, Programs, Classes and Small Events



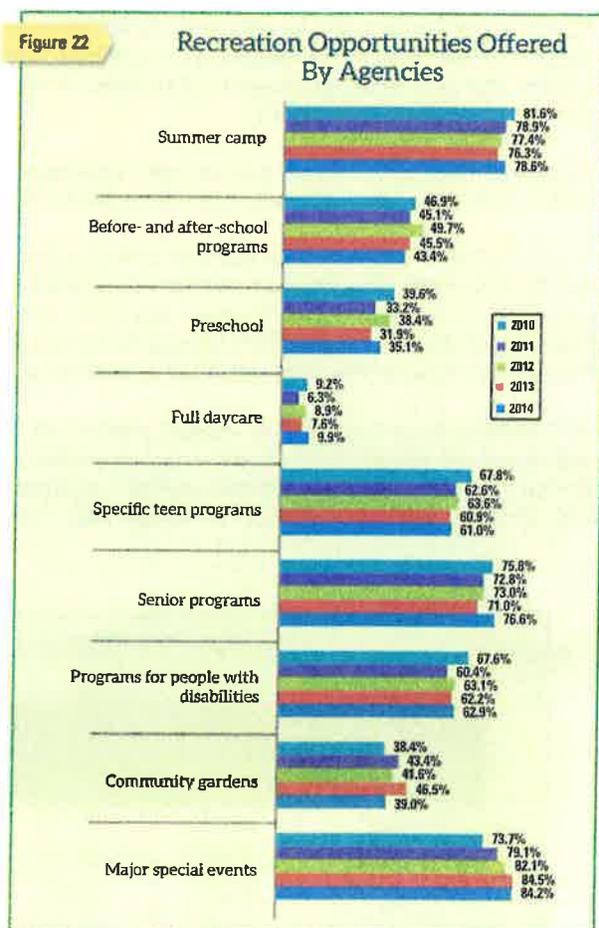
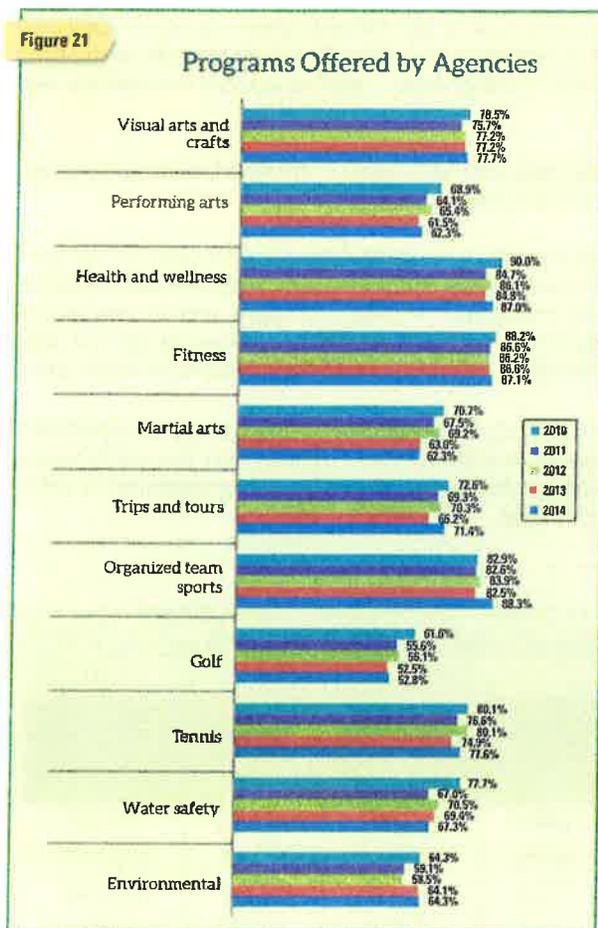
**Figure 20** Total Park Attendance



Boston offers an illuminating example of the benefits of making free public recreation a highly visible agency priority. The city, ranked America's ninth fittest by the American College of Sports Medicine, provides a three-month-long series of free exercise classes in 18 city parks each year. One of its programs, "Troops for Fitness," is being sponsored by a partnership between The Coca-Cola Foundation and NRPA. The \$3 million grant funding supports veteran-led free classes in parks — including boot camps, golf clinics, cardio and strength training classes, running groups, yoga, hiking workouts and more.

As a result of initiatives like these, Boston Parks and Recreation is seeing park attendance soar during the warm-weather months. The department also enjoys overwhelming support from city residents.

Agencies that allow parks to sit empty as unprogrammed assets are missing critical opportunities to make their communities healthier and connect people, in lasting and memorable ways, with their local parks.



# Operations, Maintenance and Performance Management

The recession, though easing, continues to challenge agencies in the areas of operations and maintenance. Agencies are beginning to close the gap between park assets and appropriate funding levels to maintain and manage those public lands and facilities. Yet, even though funding is increasing, the data also indicate full-time employees may be seeing increased responsibilities.

Does your agency's experience reflect this double-edged trend? There's no better way to find out than to do a comparison of your costs per acre for maintenance and the number of developed and maintained acres assigned to each full-time employee (FTE). Figure 23 below compares the overall expenditures for the department to the acres that are managed and maintained for both 2013 and 2014 respondent data. In general, the expenditures are increasing for 2014 over the 2013 levels, probably indicating increased maintenance budgets. You can use this very high-level metric to explore your own costs per acre in more detail. The new PRORAGIS 2.0 is designed to help you capture those costs and increase your productivity.

Besides looking at the cost per acre, it is also helpful to compare the number of acres that are to be maintained by each FTE (FTE = 2080 hours per year). Figure 24 shows the acres/FTE metric is generally trending higher. That is, the number of acres to be maintained is increasing for each employee available to maintain them. (This trend toward increased employee workload may be affected by variables not recorded in the PRORAGIS questionnaire — such as reduced non-full-time staff hours or contracted maintenance.)

The data in Figure 25 shows the general benchmarking ratios that have been calculated by PRORAGIS from the data submitted. These ratios were designed to be informative for making comparisons.

Over the five years that PRORAGIS has been collecting data, NRPA has solicited comments and suggestions from its membership. As a result of the feedback members have given, we have revised the PRORAGIS survey questionnaire. PRORAGIS 2.0 retains much of the PRORAGIS Legacy data from which this report is derived. Whereas the Legacy version uses general data, the 2.0 version will specifically address functions your department performs. Once you complete the general data, resources and workload for each part of the revised survey, PRORAGIS will calculate your performance effectiveness ratios.

NRPA believes you will find that the updated platform will improve both your management credibility and your department productivity. We also predict you'll see improved employee morale as your staff learns to assess their own performance. Give it a try at [www.nrpa.org/PRORAGIS](http://www.nrpa.org/PRORAGIS). Use your Legacy username and password, or if you have never registered for PRORAGIS, click on Register New Account on the login page. There is no charge.

Figure 23

Operating Expenditures per Acre of Land Managed or Maintained

Number of Acres	Lower Quartile		Median		Upper Quartile	
	2013	2014	2013	2014	2013	2014
250 or fewer	\$6,454	\$6,054	\$16,523	\$12,403	\$34,000	\$27,242
<b>251 to 1,000</b>	<b>\$3,487</b>	<b>\$4,163</b>	<b>\$8,974</b>	<b>\$8,884</b>	<b>\$18,747</b>	<b>\$17,597</b>
1,001 to 3,500	\$1,855	\$2,827	\$4,808	\$5,928	\$6,904	\$11,234
More than 3,500	\$1,213	\$2,064	\$3,001	\$3,564	\$3,846	\$5,662

Figure 24

## Acres of Park Maintained Per FTE

Number of Acres	Lower Quartile		Median		Upper Quartile	
	2013	2014	2013	2014	2013	2014
250 or fewer	2.7	3.7	5	5.7	9.8	16.6
251 to 1,000	6	5.4	8.7	12.8	19.6	24.1
1,001 to 3,500	9	12.2	21.6	18.3	54.7	39.4
More than 3,500	18.4	16.4	32.8	46.1	66.3	139.3

Figure 25

## Miscellaneous Benchmarking Ratios

Miscellaneous Benchmarking Ratios (Medians)	2010	2011	2012	2013	2014
Operating Expenditures per Capita	\$80	\$75	\$84	\$78	\$80
Operating Expenditures per FTE	\$95,182	\$96,664	\$97,211	\$91,983	\$105,973
Operating Expenditures per Acre of Land Managed or Maintained	\$7,223	\$6,642	\$6,585	\$7,441	\$7,666
Acreage of Parkland per 1,000 Population	14.6	10.3	10.7	9.4	8.3
Acres of Parkland Maintained per FTE	15.1	15.2	13.7	9.8	13.5
Revenue per Capita	\$26.48	\$19.56	\$24.95	\$22.43	\$21.21
Revenue as a percent of Total Operating Expense	30.0%	27.9%	30.4%	32.7%	27.9%
Revenue per Visitor	\$4.58	\$3.67	\$4.54	\$4.16	\$4.13
Total Operating Expenditures per Visitor	\$14.52	\$12.27	\$14.54	\$14.47	\$15.37
Total Capital plus Total Operating Expenditures per Capita	\$99.80	\$86.37	\$105.11	\$91.30	\$88.51
Tax Cost per Capita	\$47.54	\$29.73	\$43.15	\$40.09	\$23.99
Program Attendance per Program Staffing (FTE)	2,553.5	2,337.5	2,216.2	2,463.1	4,000.0
Program Fees and Charges per Program Participant	\$27.02	\$31.95	\$24.60	\$17.00	\$15.71

# Geographic Information System and Mapping

Visualize your park system from a bird's eye view, and from that vantage point, apply geographic insights to a strategic plan. Give your marketing and programming teams the keys to neighborhood-specific demographic research. Identify underserved areas in need of health and wellness programs. Manage inventory across hundreds (or thousands) of acres, and optimize maintenance operations to save time and resources.

Through the embedded ESRI mapping program that NRPA is rolling out this year, agencies that have signed up for PRORAGIS will gain access to an enhanced set of proprietary desktop GIS software tools. The web-based integration will equip agencies with next-generation inventory management, planning and marketing capabilities.

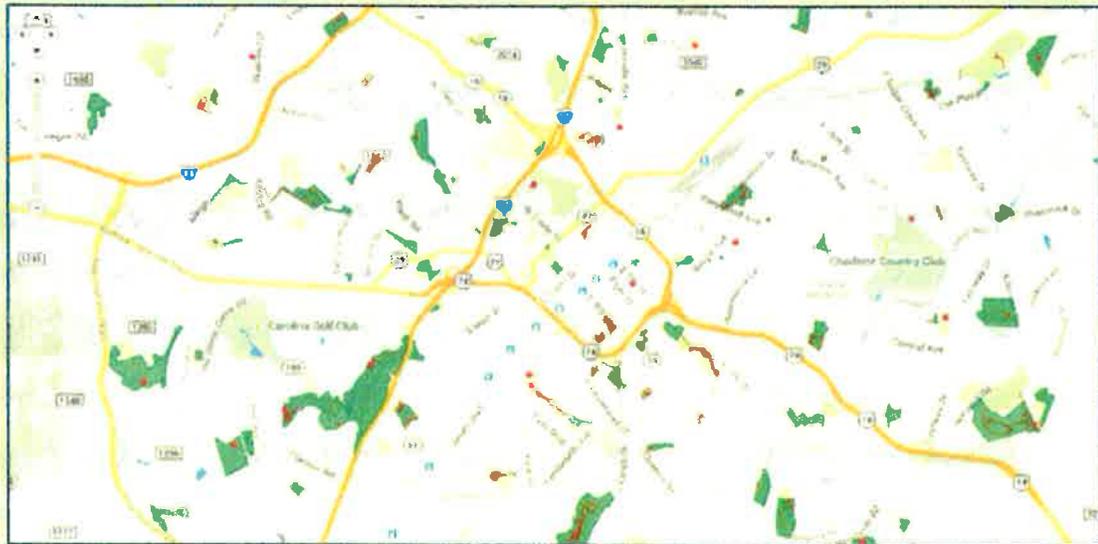
## Inventory/Asset Management

This recordkeeping and management feature of the mapping program allows users to create a file of park system inventory – and then to upload that data on parks, trails and facilities into the web-based GIS application for a map-based view of agency assets. Users are guided to enter historical data to complete the attribute information (e.g., purchase price, date, how land was obtained and details of consolidation with other parcels), but have the option of entering as much or as little information as they have on hand.

One powerful new feature of the new integration involves facilities. Within the new interface, icons will differentiate one facility type from another, and the expandable system will allow agencies to append as many attributes and values to each facility as they wish. In the case of a tennis court complex, for example, agencies can attach pictures and videos of the courts in use, sketches and plans showing the design, and notes regarding number of courts. When a user clicks on the icon for that facility, all embedded data will be accessible.

Figure 26

### Intuitive Mapping Interface



The web-based GIS software integrates with multiple external data sets and allows agencies to append unlimited details about park assets. Here, in this area within Charlotte, North Carolina, parks are shaded dark green, trails are marked and facility locations are indicated by red dots.

## Planning

The GIS system also allows for intelligent planning, offering users a bird's eye view of an entire park system. With the ability to visualize parks, facilities and trails (as well as nearby neighborhoods, schools and physical barriers) from an aerial perspective, planners can analyze which pockets of their jurisdiction have the greatest need for new parks and recreational and fitness amenities. This at-a-glance view enables planners to blend park-related insights easily with other economic or development initiatives within a community.

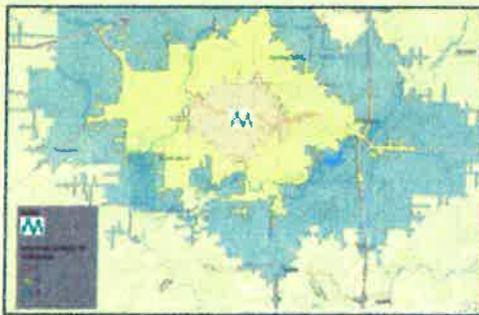
## Marketing and Demographic Research

The new integration allows for users to specify a facility, mine intelligence about residents within certain drive times or walk times of the facility, and then apply relevant data to program initiatives.

In performing market research on programs to prevent obesity among area youth, for instance, an agency might want to select a service area made up of three concentric radii representing five-, 10- and 15-minute drives (Figure 27) or walks (Figure 28) and public health data on obesity rates within those locales. It might then determine exercise patterns and preferences among adults in that area (Figure 29) to better understand which types of activities young people may already have been exposed to (or what parents would be most likely to encourage). Finally, the inclusion of Census age data and population density data layers (Figure 30) would allow for a determination of the number of youth within the service area selected.

Figure 27

### Drive Times Tool



The ESRI ArcGIS integration allows users to select various drive times from a given facility and to see those drive times displayed as concentric radii around the facility. This feature allows users to drill down even further into demographics within those target areas.

Figure 29

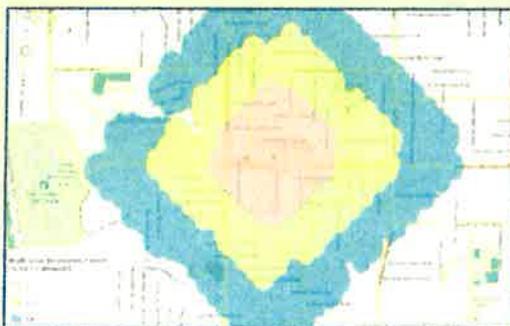
### Demographic Data Integration



In this figure, the data set being accessed involves adult exercise habits and preferences, based on ESRI's market data sets. The system allows for market research based on activity preferences and hobbies, buying habits and public health statistics, as well as many other demographic variables.

Figure 28

### Walk Times Tool



Similar to Figure 27, the walk times selection feature displays locales that lie within designated walk times of a facility.

Figure 30

### Population Density Mapping



The mapping tool provides user-friendly visuals of population density. When paired with market data overlays, it's easy to spot optimal areas for marketing and community outreach.

# Looking Forward

Private funding of parks as amenities for the wealthy. Negative social behavior among youth. Lack of municipal funding for parks. Do these problems sound familiar? They are among the major issues facing the park and recreation field in 2015. They were also among the major issues of the early 1900s. In fact, it is these very societal problems that led to the creation of the Playground Association of America in 1906.

This year, NRPA celebrates its 50<sup>th</sup> anniversary, having formed from the merger of five major recreation resource nonprofits in 1965. Moving forward, NRPA's intention is to identify barriers to quality park service and recommend initiatives to overcome those obstacles. Part of that effort involves being aware of our past and envisioning the societal trends that are shaping our future.

## Where Are We Going: Five Trends that will Impact the Future of Parks and Recreation

### **Trend 1. Programs are key to great park attendance.**

- The public is less likely to visit parks unless they are attending programs.
- Fewer programs in parks reduce usage rates for parks.
- Lack of programs diminishes public support for traditional parks.
- Lack of public support leads to reduced park budgets for underutilized parks.
- Mandates for revenue cost recovery may lead to social inequity.

### **Trend 2. The perceived value of distributed services results in agency functions assigned to various departments.**

- The recession justified restructuring park and recreation departments.
- Organizationally, operations are most effective within a single department that carries out all park and recreation responsibilities.
- Agencies that position themselves as valuable essential services fare best.
- Example: Many departments provide all municipal grounds maintenance.
- Agencies are optimizing services by teaming with other recreation providers.

### **Trend 3. Agencies are pioneering new funding methods.**

- The lack of municipal funding does not equate to a lack of public support.
- During the recession, special districts with dedicated funding and agencies invested in revenue-producing facilities fared much better than others.
- Retaining revenues for agency operation is a key to the model's success.
- Other sources of funding for operations that can be targeted include:
  - Value-Capture property taxes related to park proximate values.
  - Dedicated sales tax on recreation-related goods and equipment.

### **Trend 4. The infrastructure deficit means parks will have to fight harder for public dollars.**

- The Public Works Association is estimating that \$356 billion will be spent on the replacement, renewal and renovation of our municipal and state roads, highways, bridges, dams, sewers, water, and other infrastructure.
- These projects, delayed for years, now create public safety issues.
- Park and recreation assets that deferred funding must now compete.
- Strategy: Be at the infrastructure table to discuss park needs, including:
  - Sewer lines, greenways and proximate tax value.
  - Stormwater retention and practice fields.
  - Underground water storage and athletic fields.
  - Highways and parks.
  - Opportunities are more likely early in the process.

### **Trend 5. Walkable cities draw millennials, fueling a suburban exodus.**

- Millennials are drawn to walkable environments with cultural amenities.
- Evidence indicates this will exacerbate the gentrification of cities.
- The exodus of disadvantaged populations will be to the nearby suburbs.
- Will these suburbs acquire a resident base in need of public services?
- Will the cities become centers of prosperity that feature transit and bikes, a service economy, and small rather than large parks? It certainly is possible.



## National Recreation and Park Association

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Ashburn, VA 20148-4501  
800.626.NRPA (6772)

[www.nrpa.org](http://www.nrpa.org)

REF 11

	A	B	C	D	E	F	G	H	I	J	K
	<b>Pools</b>	indoor	outdoor	lanes	depth	diving	lessons	open swim	competition	Membership	Contact
1											
2	Swim Zone	x					x	x		700 yr fam of	610-606-4670
3	435 Saucon Road									\$519 ind.	
4	Center Valley										
5											
6	Rodale Aqua Ctr	x					x	x	x		
7	College Drive										
8	Allentown										
9											
10	Cold Water Crossing		x							services	610-336-0644
11										HOA only	
12											
13	Kay Brook Green Hills Poc		x	6		x		x	x		610-366-9557
14											
15	WMCA	x		6	3'-9'		x	x	x		610-434-9333
16											
17	Emmaus Community Pool		x	6	3'-9'	x	x	x	x	\$125 Fam Res	610-965-9292
18										200 Fam NR	
19	Lower Macungie		x			x	x	x	x		
20	Township Pool										
21											
22	Macungie Pool		x	6	3'-9'	x	x	x	x	\$175 Family	610-966-5757
23			x								
24											
25	Steel Fitness	x									
26											
27	LA Fitness		x	6						\$360	610-966-5757
28										\$100 init Fee	
29	Jewish Community		x	6	3'-9'	x	x	x	x	\$149 Family	610-966-5757
30	Center		x							\$99 single	\$ 80 Mo Mem



