

PAYING FOR PARKS

(and how many do you need to pay for?)

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PAYING FOR PARKS

(Apologies to Paul Simon)

PROBLEM (all inside your head)

Park and recreation budgets are challenged to provide quality customer service despite a current climate of severe fiscal austerity

ANSWER (easy if you take it logically)

Six good ways to find new money

ASSUMPTIONS

Before we hop on the bus, Gus

- **Public demands/deserves good service**
- **You need new money**
- **There is no “fat” in your budget**
- **State-local fiscal relationships complicate search for more money**
- **Your District will rise to the occasion**
- **Solutions, though not easy, will be found**
- **Solutions will be selected locally**

ABOUT THOSE SIX WAYS

- 1. Marketing & customer service**
- 2. Impact fees from new development**
- 3. Assessments on existing property**
- 4. Grants**
- 5. Volunteers & donations**
- 6. Collaboration & public-private partnerships**

1. MARKETING AND CUSTOMER SERVICE

Listen to the customer, Buster

Understand your market

What business are you in?

What do your customers want?

Strategic marketing (the 4 P's + 1)

Assess strengths, weaknesses, opportunities, threats

Product, marketPlace, Price, Promotion + Plan

Capturing marketing opportunities

Plan to retain or expand your customer base

Implement and track the plan, adjust as needed

MARKETING AND CUSTOMER SERVICE

Example

Adult kickball. A fun new way to use existing facilities and a potential new revenue source (league play).



Photo courtesy of World Adult Kickball Assn. Reprinted with permission.

MARKETING AND CUSTOMER SERVICE

Information Resources

CPRS' VIP Action Plan---esp. Appendix C

<http://www.cprs.org/cc21.pdf>

American Marketing Association

<http://www.marketingpower.com>

2. IMPACT FEES FROM NEW DEVELOPMENTS

Know the land use, Bruce

Have a master plan and park-specific plans

- Demographics and trends
- Infrastructure needs projected to planning horizon
- Operation and maintenance

Establish a relationship with the planning departments of cities and counties

- Authority to negotiate with developers
- Authority for tools: Quimby, Mello-Roos, etc.

IMPACT FEES FROM NEW DEVELOPMENTS

Examples

- **Developer agreements**
- **Mitigation arrangements**
- **Subdivision Map Act approvals**
- **Conditional use stipulations**
- **Area Plans or Specific Plans**
- **General Plan amendments/updates**



IMPACT FEES FROM NEW DEVELOPMENTS

Information Resources

CA Chapter, American Planning Association

<http://www.calapa.org>

Governor's Office of Planning and Research

<http://www.opr.ca.gov>

League of California Cities

<http://www.cacities.org>

<http://www.ilsg.org> (Institute for Local Self Government)

3. ASSESSMENTS ON EXISTING PROPERTY

Make it a popular tax, Max

Web of laws that govern property taxation

- Proposition 13
- Proposition 218

Specific link (nexus) between benefit & property

Establish a relationship with the electorate

- Gain support of property owners
- Keep your promises
- Inform the community

ASSESSMENTS ON EXISTING PROPERTY

Local tax and bond elections 1986-2000

	P&R tax <u>try/pass rate</u>	P&R bond <u>try/pass rate</u>	All tax <u>try/pass rate</u>	All bond <u>try/pass rate</u>
City	44/34%	40/33%	586/47%	142/49%
County	8/25%	5/20%	181/33%	25/24%
District	46/35%	13/15%	461/46%	66/50%
All	119/34%	60/25%	1228/45%	233/46%

Source: http://www.ppic.org/content/pubs/R_103KRR.pdf

ASSESSMENTS ON EXISTING PROPERTY

Example



To remodel 5 1/2 acre Seely Park, the Fulton-El Camino Recreation and Park District used funds from a mailed-ballot benefit assessment election conducted in 2000. The measure received 67% approval, 17% more than needed.

Photo courtesy of Fulton-El Camino Recreation and Park District

ASSESSMENTS ON EXISTING PROPERTY--schools

3/2/04 PRIMARY ELECTION:

- STATEWIDE SCHOOL BOND APPROVED (50.6%)
- 47 of 61 LOCAL SCHOOL BOND MEASURES APPROVED
- 7 OF 20 LOCAL SCHOOL PARCEL TAX MEASURES APPROVED



ASSESSMENTS ON EXISTING PROPERTY

Information Resources

Senate Local Government Committee

[http://www.senate.ca.gov/ftp/SEN/COMMITTEE/
STANDING/LOC_GOV/_home/](http://www.senate.ca.gov/ftp/SEN/COMMITTEE/STANDING/LOC_GOV/_home/)

League of California Cities

California Local Government Finance Almanac

<http://www.cal.net/~coleman>

Colantuono Levin and Rozell

<http://www.clrlawfirm.com/index.htm>

Anti-tax web sites

Howard Jarvis Taxpayers Association <http://www.hjta.org>

CA Tax Reform Association <http://www.caltaxreform.org>

4. GRANTS

Get someone's dough, Flo

Sources

Public and private

Look beyond recreation

Alignment with funder's purpose

Guidelines

ADA, CEQA, Land Tenure

Partnerships and Match

“Ready-to-Go”

GRANTS

Examples



**Recreation Park Pool,
City of San Fernando**



**Helen Wills Playground and Clubhouse,
City of San Francisco**



Kerckhoff Park , City of Kerman

GRANTS

Information Resources

NEW!

“Getting a Grip on Grants”

<http://www.parks.ca.gov/pages/795/files/Getting%20a%20Grip%20on%20Grants%20Final.pdf>

“Directory of Grant Funding Sources for California Park and Recreation Providers”

Just posted on Planning Division Technical Assistance page

http://www.parks.ca.gov/default.asp?page_id=22226

also:

“Grants, Grants and more Grants--where to begin?” http://www.parks.ca.gov/default.asp?page_id=22226

5. DONATIONS AND VOLUNTEERISM

Make some new friends, Jenn

For individuals and firms in your area:

- Reason to participate
- Sense of ownership of outcome

Have a volunteer program

Join service clubs in the community

Have a “friends of” group

DONATIONS AND VOLUNTEERISM

Example



East Bay Regional Park District

- 9,268 volunteers gave almost 50 person-years FTE in 2002 (Source: East Bay Regional Park Dist. <http://www.ebparcs.org>)
- Regional Parks Foundation donations, land, and in-kind services exceed \$1 million/year (Source: Regional Parks Foundation <http://www.regparcsfdn.org/>)

DONATIONS AND VOLUNTEERISM

Watch your back, Jack

Caution! --- prevailing wages

- State Dept. of Industrial Relations now enforcing rules that volunteers must be paid (Source: Sacramento Bee <http://www.sacbee.com/content/opinion/story/8783076p-9710451c.html>)
- Applies to “public works projects” using public money
- Unintended consequence of fair labor law
- Capitol now searching for solution
- Time will tell

DONATIONS AND VOLUNTEERISM

Information Resources

Governor's Office of Service and Volunteerism

<http://www.goserv.ca.gov>

California Watershed Network

<http://www.watershednetwork.org/>

6. COLLABORATION AND PARTNERSHIPS

Swap a pig for a lamb, Pam

Reach across program lines

Find areas of mutual interest

- cooperation for the good of the entire community
- joint projects
- barter: can you provide something they need if they provide something you need?

Whole greater than the sum of the parts

COLLABORATION AND PARTNERSHIPS

Try another sector, Hector

- **A fundamental need of leadership**

“...to value partnership while recognizing and accepting differences, tensions and conflicts so we can formulate a common, sustainable approach.”

---William S. White, President/CEO Charles Stuart Mott Foundation

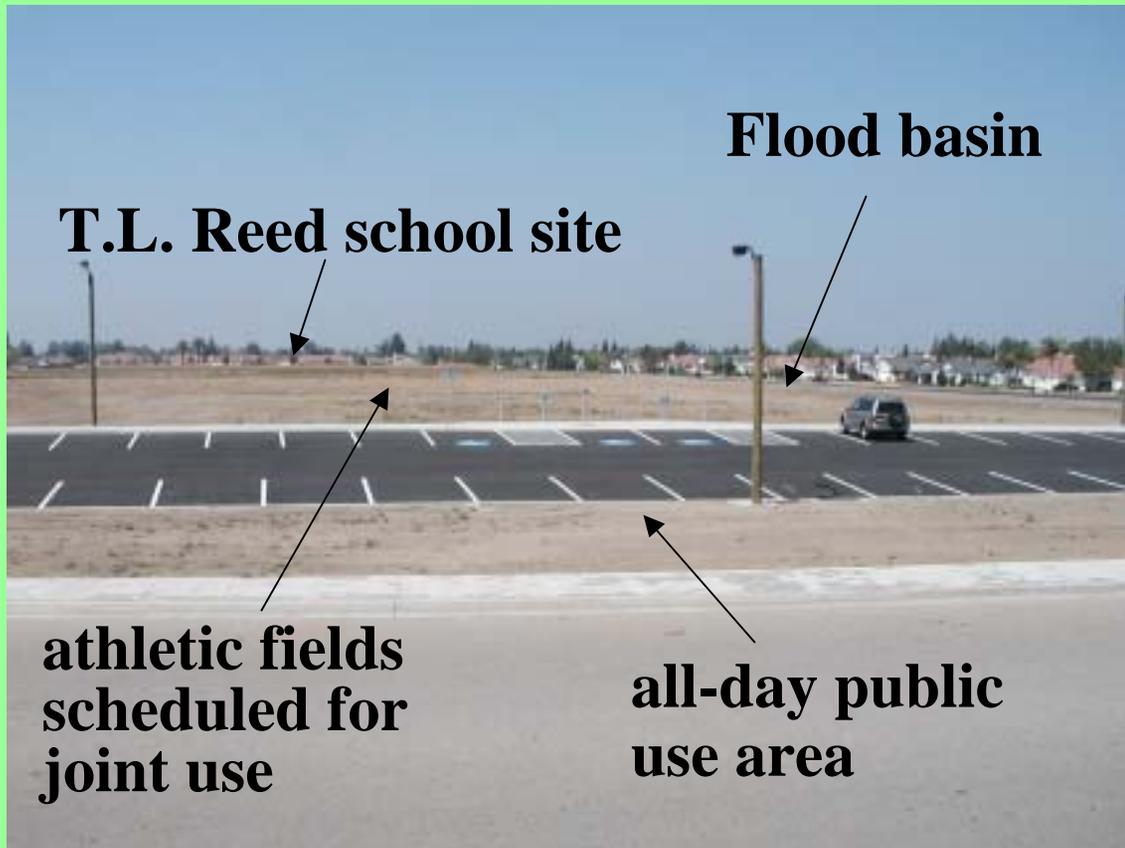
Nov. 2001 <http://www.mott.org/publications/pdf/SPECIALisspeech.pdf>

- **Post 9/11 community spirit**

- **Enlightened self-interests**

COLLABORATION AND PARTNERSHIPS

Example



**City of Reedley
and Kings
Canyon USD**

**New school
park with
soccer and
baseball fields
and play
structure**

COLLABORATION AND PARTNERSHIPS

Information Resources

AfterSchool Programs

- Afterschool Education and Safety Program
<http://www.cde.ca.gov/afterschool>
- Afterschool Partnership
<http://www.afterschoolpartnership.org>

Other

- **“The Advantages of Partnering: Or How To Do More With Less”** (CA Parks & Recreation, Spring 2001)
- **The Collaboration Challenge: How Nonprofits and Businesses Succeed Through Strategic Alliances”**
<http://www.pfdf.org/collaboration/challenge/pdfs/mtcc-complete.pdf>

SUMMARY

Let's review, Sue

Paying for Parks document

six ways to increase revenues

Internet

information resources

Sister agencies

within the parks community

outside of the parks community

HOW MANY PARKS DO YOU NEED TO PAY FOR?

How does your District know when it has enough parks and what kind of parks are they?

Standards

- discrete (e.g. acres per 1,000 population)?
- depend on planning process?

Types of facilities

Linkage to statewide recreation policy

HOW MANY PARKS DO YOU NEED TO PAY FOR?

How does your District know when it has enough parks?

Do you have standards for amount of park land your area needs?

What are your standards?

Which do you prefer?

- **Discrete per capita standards** (e.g. acres/1000)
- **None** (Planning process with needs assessment)
- **Some other approach to standards**

HOW MANY PARKS DO YOU NEED TO PAY FOR?

How does your District know what kind of parks are needed?

Do you have a range of facility-types?

What are your definitions?

Which do you prefer?

- **Discrete definitions** (e.g. “neighborhood park” is...)
- **None** (e.g. depends on local circumstances)
- **Another approach to defining type of facility**

CONNECTING WITH THE BIG PICTURE

Review of Statewide Policy for Recreation

19 policy groups ?

- * LEADERSHIP * OPPORTUNITIES * EQUITY * OPEN SPACE *
- * URBAN AREAS * LOCAL RESPONSIBILITY * EFFICIENCIES *
- * LINKAGES * ACCESS * COOPERATION * VOLUNTEERS *
- * LAND ACQUISITION * INFORMATION * EDUCATION *
- * RECREATION ETHIC * NATURAL/CULTURAL RESOURCES *
- * SAFETY * HEALTH/WELLBEING * ENVIRON JUSTICE *

Workshops for input

Adoption by Park and Recreation Commission

PAYING FOR PARKS

(and how many do you need to pay for?)

One More Thing...

Given this information,

what can we do for you?

What kind of support do you need from

CA Department of Parks and Recreation?