



PARKS FOR ALL

AN EQUITY INITIATIVE LED BY
PARKS ALLIANCE OF LOUISVILLE

PARKS & SUSTAINABILITY COMMITTEE

DECEMBER 8, 2022



LOUISVILLE
PARKS
AND RECREATION

HOW LOUISVILLE COMPARES

Louisville invests significantly less in its public park system than peer cities.

TPL Park Spending Data (2019)	Louisville	TPL Average for 18 US Cities*
Average Public Spending	\$31,241,300	\$78,120,457
Average Public Spending per Resident	\$40	\$107
Average Private Spending	\$2,129,236	\$8,323,918
Average Private Spending per Resident	\$3	\$11
Average Total Spending (Public + Private)	\$33,370,536	\$86,444,374
Average Total Spending per Resident	\$43	\$118
Average % Private Dollars of Total Spending	6%	11%

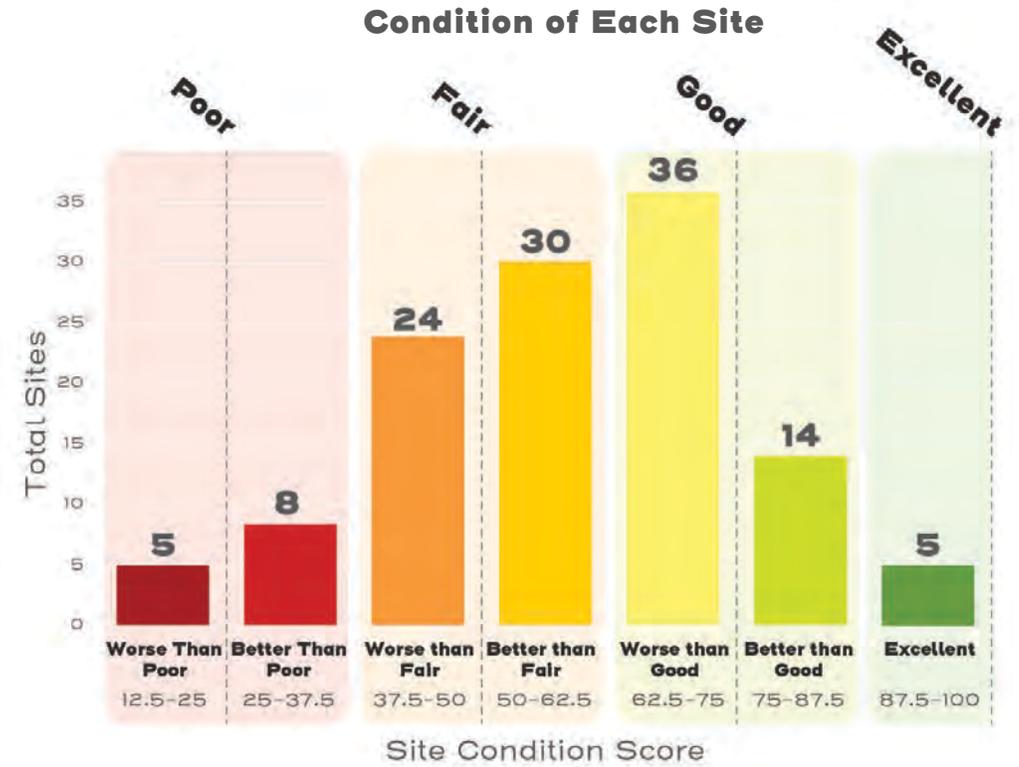
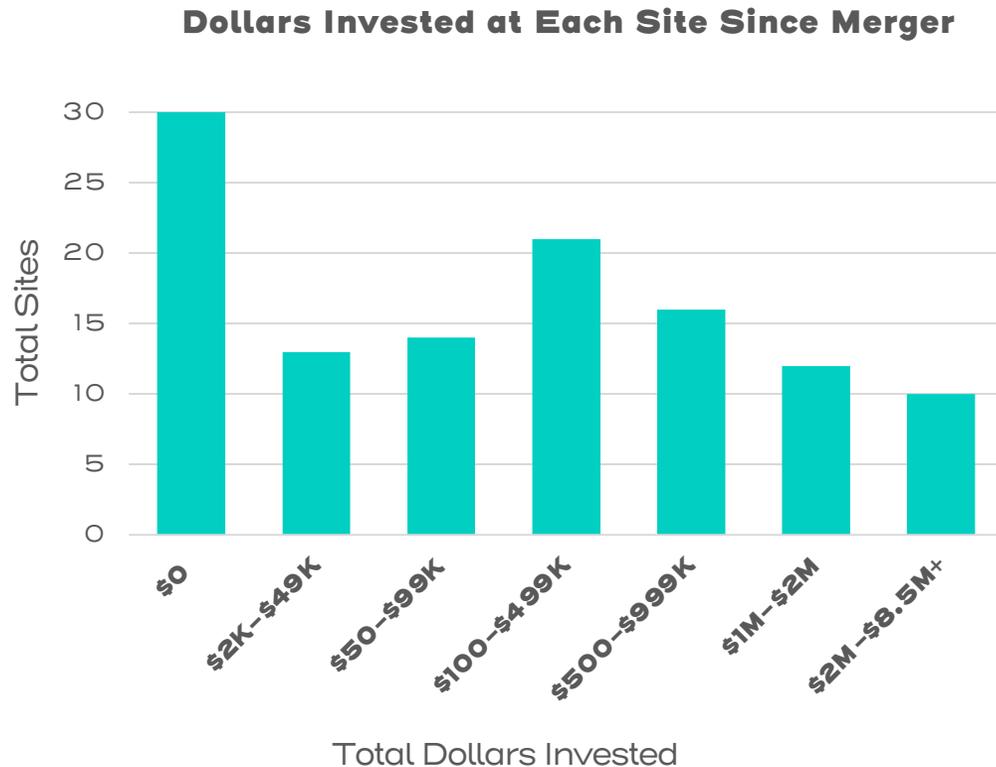
TPL Benchmarks

18 US Cities with Populations 600,000–999,000

- Albuquerque, NM
- Austin, TX
- Baltimore, MD
- Boston, MA
- Columbus, OH
- Denver, CO
- Detroit, MI
- El Paso, TX
- Fort Worth, TX
- Jacksonville, FL
- Las Vegas, NV
- Louisville, KY**
- Memphis, TN
- Nashville/Davidson, TN
- Oklahoma City, OK
- Portland, OR
- San Francisco, CA
- Washington, DC

OVER TIME, LACK OF RESOURCES TAKES A TOLL..

30 sites have received \$0 capital or rehab dollars since merger, resulting in varied conditions across the park system.



Capital funding over the past 20 years:

- **26%** of parks received **\$0**
- **50%** of parks received less than **\$100K**
- **67%** of parks received less than **\$500K**

Park Condition Scoring:

- **11%** (13) are **“Poor”** (<37.5)
- **44%** (54) are **“Fair”** (37.5-62.5)
- **84%** (103) are **“Worse Than Good”** (<75)

PARKS MATTER TO PEOPLE.

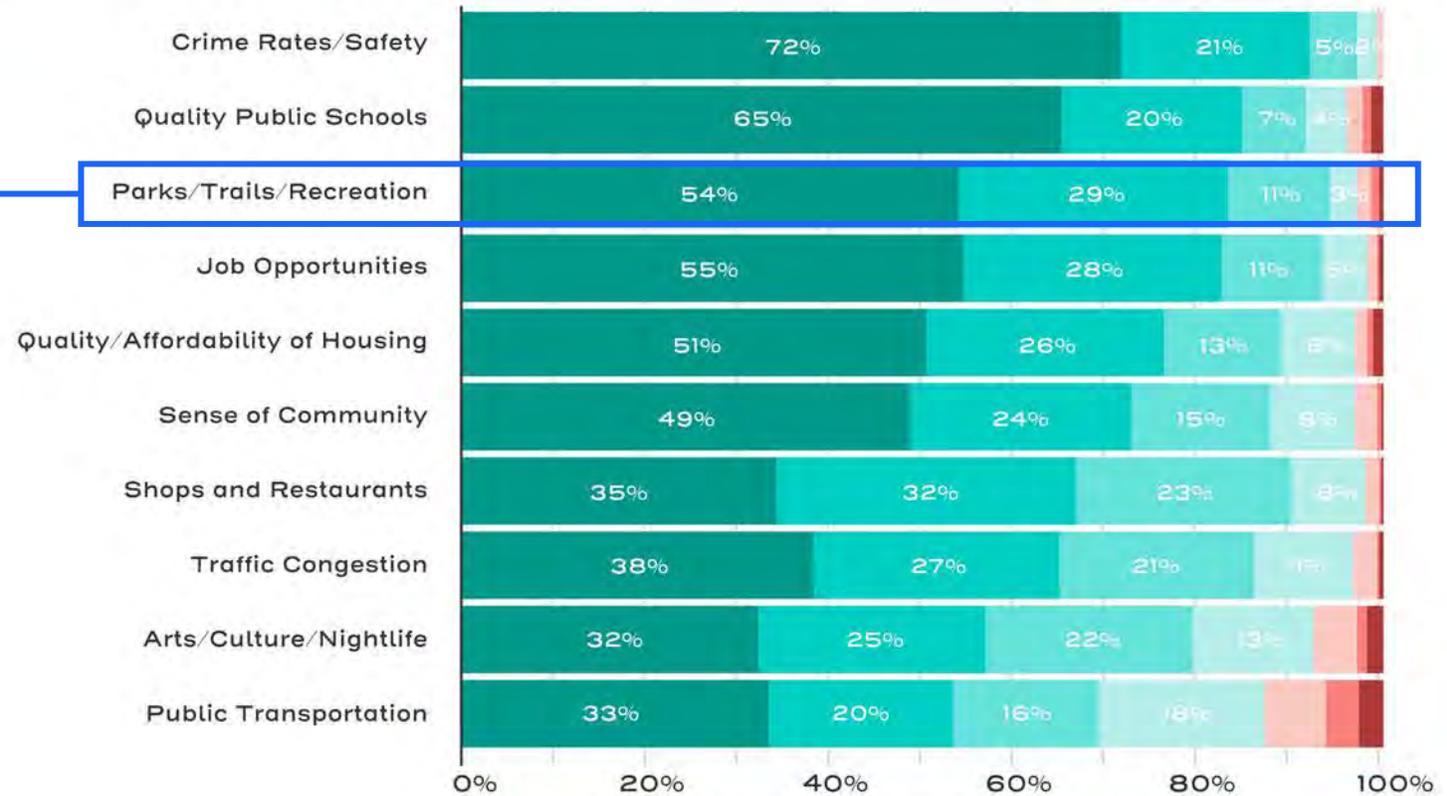
Parks, trails & recreation are among the **top three** factors that make a neighborhood a great place to live.

METRO

Q1. When you think about what makes a community a “great place to live,” how important are each of the following things?

by percentage of households using a 7-point scale,
where 7 means extremely important and 1 means not at all important

EXTREMELY IMPORTANT / 6 / 5 / SOMEWHAT IMPORTANT / 3 / 2 / NOT IMPORTANT AT ALL



SOURCE: Public Survey by ETC Institute

PARKS ARE PART OF PEOPLE'S LIVES.

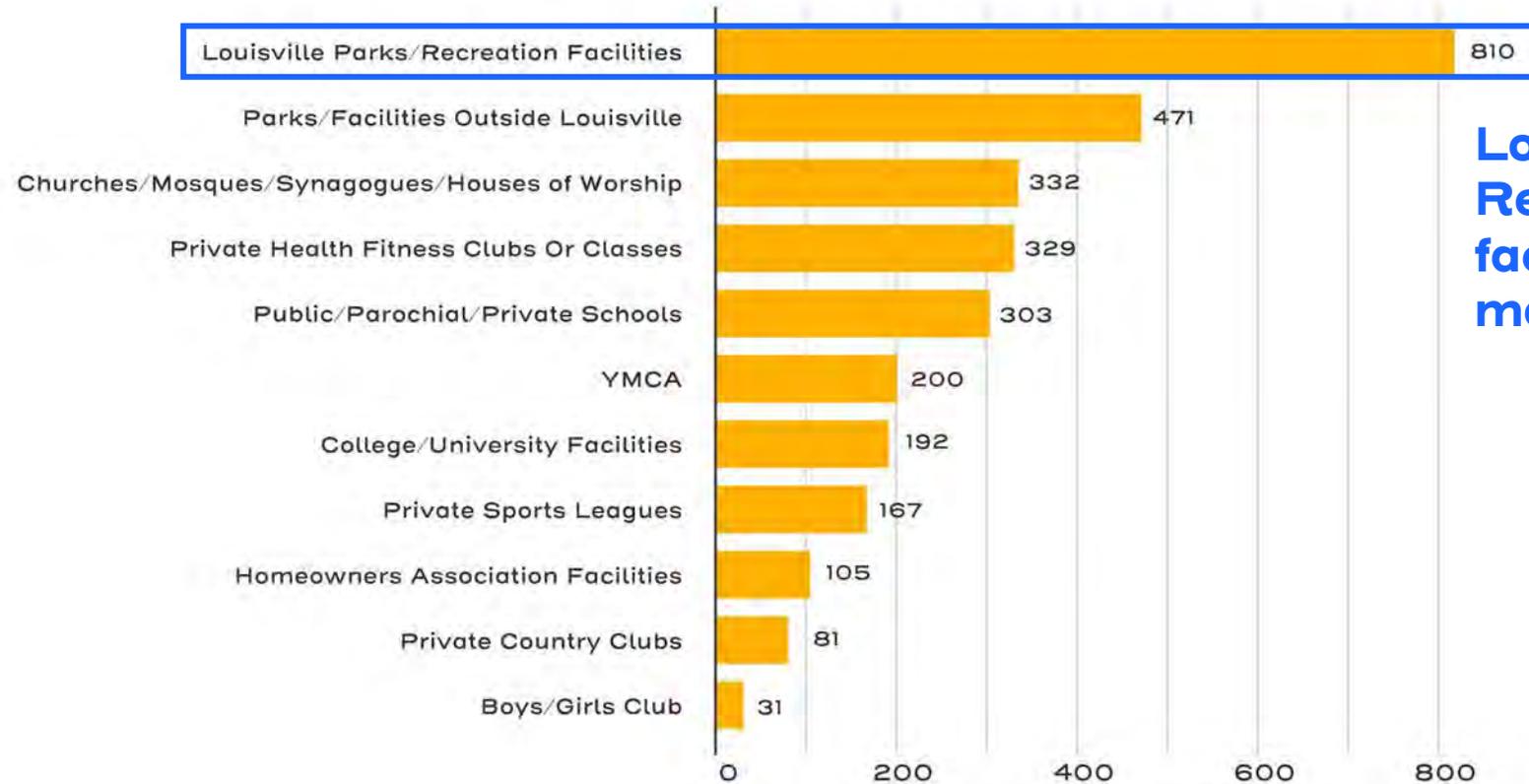
95%

of households have visited parks in Louisville within the last year.

METRO

Q2. Think about any indoor and/or outdoor recreation that you and members of your household engage in. Which of the following do you and members of your household use for indoor and/or outdoor recreation?

by number of households (multiple choices could be selected)

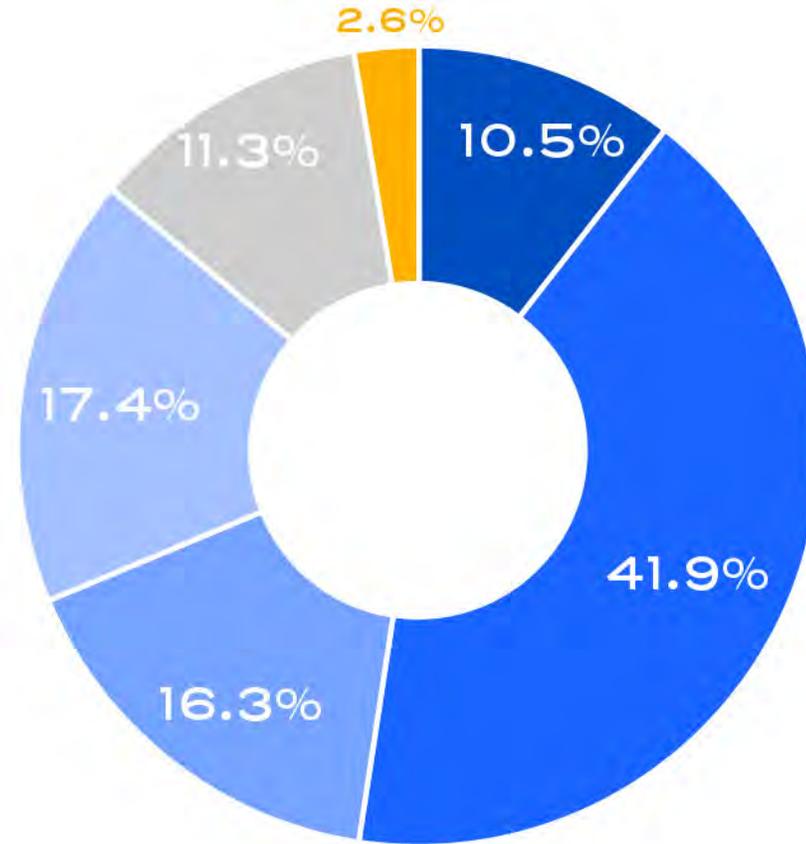


Lou Parks & Recreation facilities are the most visited.

SOURCE: Public Survey by ETC Institute

LOUISVILLIANS WANT TO SEE MORE RESOURCES FOR PARKS...

Q17. How would you like to see Louisville Metro Government's per capita spending for the Parks & Recreation Department change?
by percentage of respondents (excluding "not provided" responses)



INCREASE TO ABOVE NATIONAL AVERAGE

INCREASE TO MATCH NATIONAL AVERAGE

INCREASE SIGNIFICANTLY, BUT LESS THAN NATIONAL AVG

INCREASE SLIGHTLY ABOVE CURRENT FUNDING LEVEL

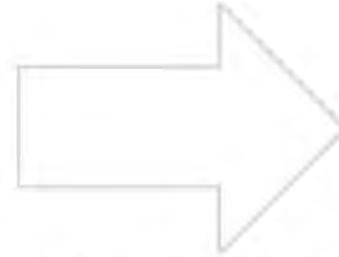
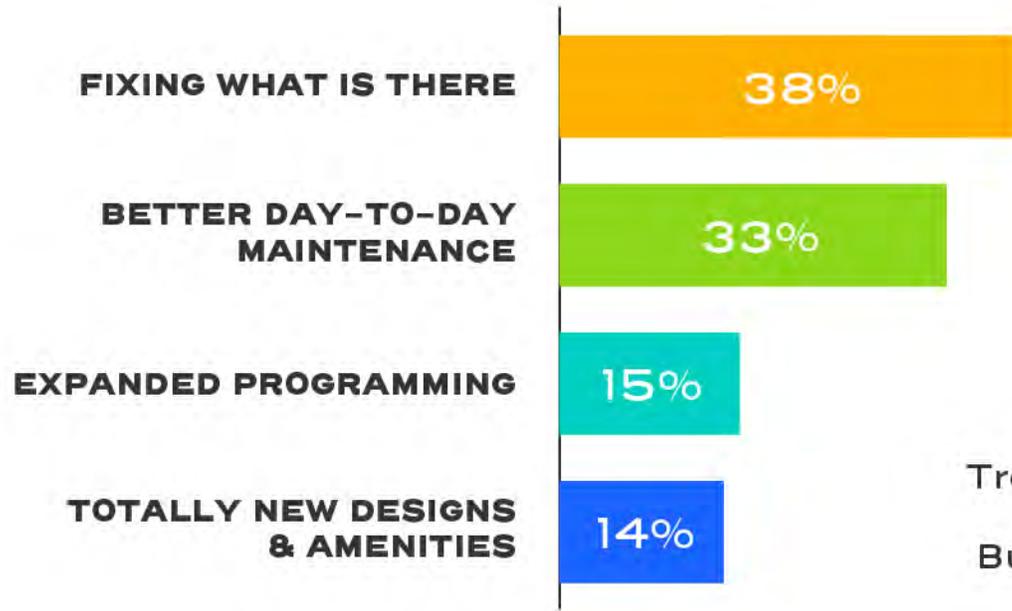
KEEP CLOSE TO CURRENT FUNDING LEVEL

REDUCE FUNDING LEVEL

SOURCE:
Public Survey by ETC Institute

What is your top priority for investing in Louisville's parks & rec system?

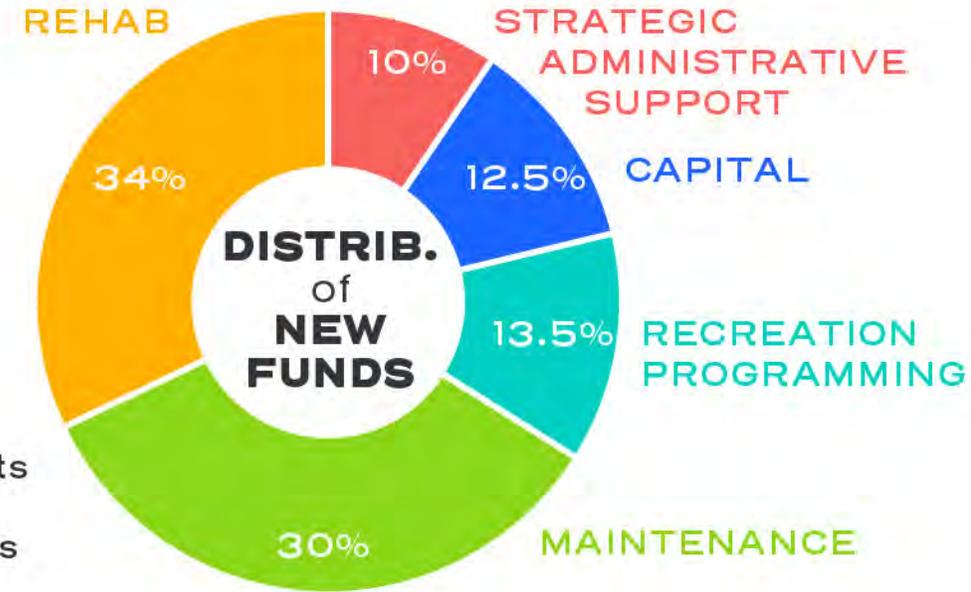
by percentage of households



Translating Survey Results into Budget Recommendations

Draft Budget Recommendations

by investment type



SOURCE:
Public Survey by ETC Institute



PARKS FOR ALL

ACTION PLAN

GOING FORWARD FOR THE **NEXT 15 YEARS...**

Top Priorities for Investment in Recreation Facilities & Amenities

(Unmet Need + Importance)

VERY HIGH PRIORITY		score of 100+	RANK	RANK
Multi-use Paved & Unpaved Trails (hiking, biking)	150.6	4	1	
Outdoor Restrooms (permanent, port-a-john)	149.3	2	3	
Water Fountains/Bottle Filling Stations	144.8	1	4	
Outdoor/Indoor Swimming Pools	105.1	3	9	
HIGH PRIORITY		score of 50-99		
Open Space Conservation & Forested Areas	98.4	9	2	
Pavilions and picnic areas (indoor/outdoor)	79.0	7	6	
Dog Parks (off-leash)	76.3	6	8	
Outdoor Exercise/Fitness Areas	66.7	5	13	
Community/Senior Centers	66.3	8	11	
Amphitheater	65.9	11	7	
Playgrounds	61.8	16	5	
Spraypads/Spraygrounds	51.9	13	12	
MEDIUM PRIORITY		score of 0-49		
Indoor Basketball/Volleyball Courts (indoor gyms)	43.8	10	18	
Golf Courses (course, clubhouse, driving range)	39.3	20	10	
Outdoor Courts (volleyball, basketball)	39.0	14	16	
Lighted Diamond & Rectangular Sports Fields	38.6	15	14	
Indoor Racket Sports Courts (tennis, pickleball)	36.9	12	20	
Outdoor Racket Sports Courts (tennis, pickleball)	34.7	17	15	
Disc Golf Courses	26.0	19	17	
Computer Labs in Community Centers	26.0	18	19	
Equestrian Stable	16.8	21	21	
Cricket Pitch	3.0	22	22	

SOURCE: ETC Institute (Ranked by adding Unmet Need score to Importance score)

Maintenance Priorities

(Importance
Most Important

vs. Satisfaction)
Satisfaction

RANK	VERY HIGH PRIORITY	%	RANK	%	RANK
1	Restroom Maintenance	41.3%	1	23.4%	19
2	Graffiti Removal/Vandalism Repair	31.8%	4	32.4%	16
3	Path/Sidewalk (paved) Maintenance	39.7%	2	46.3%	8
HIGH PRIORITY					
4	Mowing	36.3%	3	48.5%	6
5	Waste Pickup	30.0%	5	44.9%	9
6	Landscape Care	25.5%	6	51.0%	4
7	Trail (non-paved) Maintenance	23.4%	7	55.4%	2
8	Playground Safety & Maintenance	21.5%	8	53.5%	3
MEDIUM PRIORITY					
9	Pavilion/Picnic Area Maintenance	15.6%	9	44.4%	10
10	Tree Care	12.7%	11	38.0%	14
11	Dog Park (off-leash) Maintenance & Care	10.0%	14	30.7%	18
12	Athletic Court Maintenance	11.1%	12	38.5%	13
13	Golf Course Maintenance	13.5%	10	55.6%	1
14	Community/Senior Center Maintenance	10.2%	13	48.1%	7
15	Pool/Spraypad/Sprayground Maintenance	9.9%	15	49.1%	5
16	Athletic Field Maintenance	6.5%	17	37.7%	15
17	Waterways/Lakes	6.7%	16	42.6%	12
18	Boat Ramp Maintenance	4.3%	18	31.7%	17
19	Specialized Facility Maintenance	3.8%	19	44.4%	11

SOURCE: ETC Institute (Ranked by multiplying Most Important % by (1-Satisfaction %))

Top Priorities for Investment in Recreation Facilities & Amenities

(Unmet Need + Importance)

VERY HIGH PRIORITY		score of 100+	RANK	RANK
Adult Fitness Programs (Including Water)		174.6	1	2
Special Events/Festivals		173.5	2	1
Family Programs		102.2	3	3
HIGH PRIORITY		score of 50-99		
Senior Programs		91.2	4	5
Adult Adapted Recreation Programs		90.7	5	4
Adult Swim Programs		75.8	6	8
Adult Sports Leagues		71.8	7	6
Support Services (Family, Youth, Adult)		54.2	14	9
Teen/Young Adult Workforce Development Programs		51.9	8	12
Races (Running, Triathlon, Bicycling)		50.7	22	7
MEDIUM PRIORITY		score of 0-49		
Teen Programs		49.3	12	11
Youth Summer Programs and Camps		48.8	11	13
Youth Camp Programs		45.9	10	18
Youth Art, Dance, and Performing Arts Programs		45.5	13	16
Youth Environmental Education Programs and Camps		44.9	15	14
Youth Swim Programs		44.6	9	20
Preschool Programs		44.0	18	10
Teen/Young Adult (At-Risk) Programs		37.0	20	15
Youth Before/After School Programs		36.8	17	19
Youth Fitness Programs (Including Water)		36.0	16	23
Youth Sports Leagues		35.8	19	17
Youth Adapted Recreation Programs		30.8	21	21
Youth Meal Programs		24.0	23	22

SOURCE: ETC Institute (Ranked by adding Unmet Need score to Importance score)

EQUITABLE FUNDS & PROGRAM PLANS FOR COMMUNITY CENTERS

Two-Stage Approach for Louisville Community Centers

1st Stage: Current Center Operations

- Equitably allocate annual operating budgets for existing Community, Recreation and Senior Centers using center equity matrix
- Develop a mini business plan for each center

2nd Stage: Future Center Operations

- Transition Louisville Centers to National Recreation Center Model
- Equitably allocate annual operating budgets within the 3 categories of centers
- Develop mini business plans for each center

National Recreation Center Model

National best practices for urban recreation centers in large cities follow these classifications, and key characteristics that define their presence

NEIGHBORHOOD CENTERS

- 7 Centers to continue to function as Community Centers:**
- Metro Arts
 - Parkhill
 - Beechmont
 - Molly Leonard Portland
 - Douglass
 - Shawnee
 - South Louisville

These centers should be updated (staffing, operational hours, offerings) to fit the national model for neighborhood centers

COMMUNITY CENTERS

- 3 centers to be converted to Community Centers:**
- Cyril Allgeier
 - California
 - Wilderness Road Senior Center

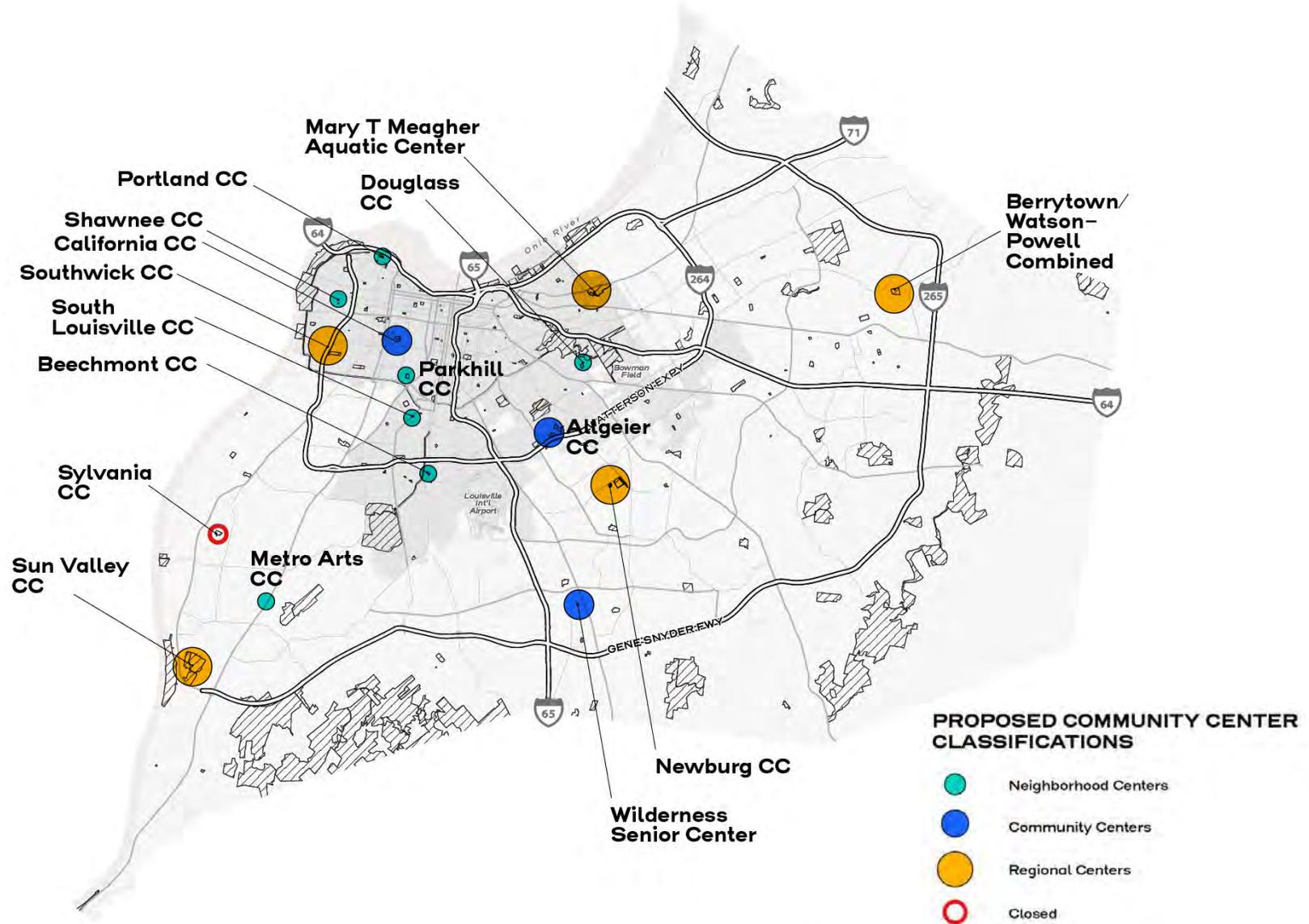
These centers should be updated (staffing, physical building conversion/expansion, operational hours, offerings) to fit the national model for community centers

REGIONAL CENTERS

- 6 Centers to be converted or expanded to 5 Regional Centers:**
- Sun Valley
 - Southwick
 - *Berrytown CC
 - Newburg
 - *Watson Powell
 - Mary T Meagher

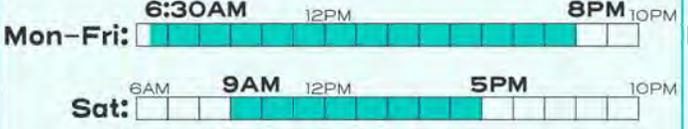
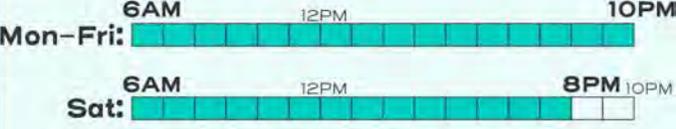
*Combine to make a single facility

These centers should be dispersed across the Metro area and are in excellent locations to create regional centers within parks to provide a multiplicity of recreational offerings (i.e. golf, aquatics, special events, land to expand centers)

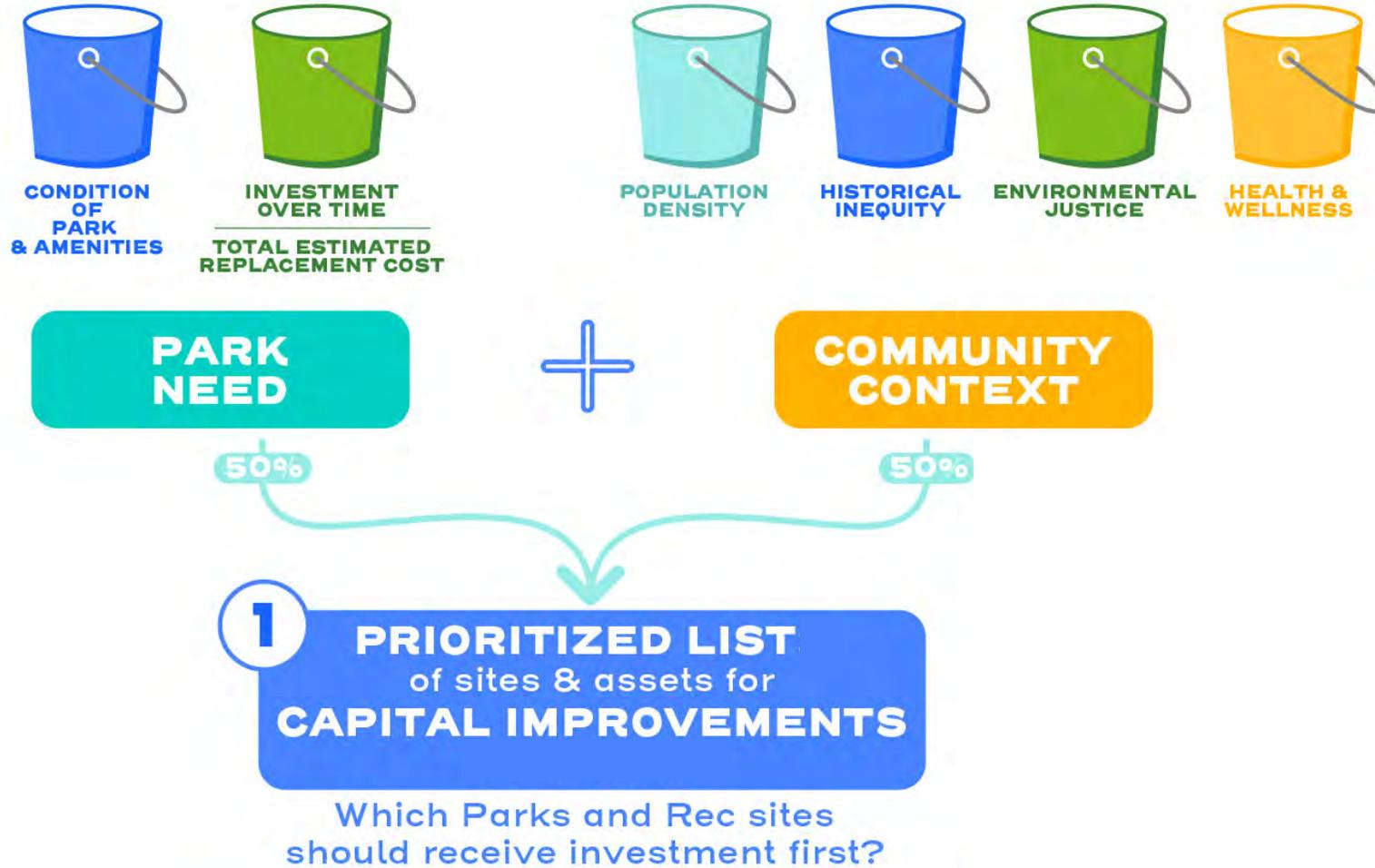


National Recreation Center Model

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CENTER TYPES & FEATURES	NEIGHBORHOOD CENTERS	COMMUNITY CENTERS	REGIONAL CENTERS																																							
<p>Core Spaces</p> <p>Operation Hours</p> <p>Typical Staffing Levels</p>	<p>10,000–15,000 SF</p> <p>Mon–Fri: </p> <p>45–55 Hours/Week</p> <p>3 to 4 Full-Time With 2 to 3 Part-Time</p>	<p>15,000–30,000 SF</p> <p>Mon–Fri: </p> <p>70–75 Hours/Week</p> <p>4 to 5 Full-Time With Part-Time & Seasonal</p>	<p>30,000–100,000+ SF</p> <p>Mon–Fri: </p> <p>100+ Hours/Week</p> <p>8 to 10 Full-Time With Part-Time & Seasonal</p>																																							
<p>Core Spaces</p> <p>Programs Typically Offered</p>	<table border="0"> <tr> <td>Gym</td> <td>Storage</td> <td></td> </tr> <tr> <td>Restrooms</td> <td>Small Administrative Office</td> <td></td> </tr> <tr> <td>Program Rooms</td> <td>Outside Play Space</td> <td></td> </tr> <tr> <td>Game Room</td> <td></td> <td></td> </tr> <tr> <td>Small Kitchen</td> <td></td> <td></td> </tr> </table> <p>Before & After School Programs</p> <p>Youth Sports</p> <p>Senior Activities</p> <p>Summer Day Camps</p>	Gym	Storage		Restrooms	Small Administrative Office		Program Rooms	Outside Play Space		Game Room			Small Kitchen			<table border="0"> <tr> <td>Gym</td> <td>Fitness Room for Cardio & Free Weights</td> <td>Outside Play Space</td> </tr> <tr> <td>Restrooms</td> <td>Study Rooms</td> <td></td> </tr> <tr> <td>Multiple Program Rooms</td> <td>Kitchen</td> <td></td> </tr> <tr> <td>Game Room</td> <td></td> <td></td> </tr> </table> <p>Similar to Neighborhood Centers</p> <p>Expanded Offerings Include:</p> <p>Youth Sports</p>	Gym	Fitness Room for Cardio & Free Weights	Outside Play Space	Restrooms	Study Rooms		Multiple Program Rooms	Kitchen		Game Room			<table border="0"> <tr> <td>Gym</td> <td>Multiple Fitness Rooms</td> <td>Kitchen Storage</td> </tr> <tr> <td>Multiple Program Rooms</td> <td>Childcare</td> <td></td> </tr> <tr> <td>Indoor or Outdoor Pool</td> <td>Game Room</td> <td></td> </tr> <tr> <td>Walking Tracks</td> <td>Community Meeting Rooms</td> <td></td> </tr> </table> <p>Similar to Neighborhood & Community Centers</p> <p>Expanded Offerings Include:</p> <p>Youth Sports</p>	Gym	Multiple Fitness Rooms	Kitchen Storage	Multiple Program Rooms	Childcare		Indoor or Outdoor Pool	Game Room		Walking Tracks	Community Meeting Rooms	
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<p>Fees</p>	<p>Low cost or no cost programs</p>	<p>Commonly have a small fee for fitness offerings and to cover program supplies</p>	<p>Typically have daily fee or monthly membership fee to access multiple programs</p>																																							

How does Parks For All approach TOTALLY NEW AMENITIES & DESIGNS (capital)?



SEEK OPPORTUNITIES FOR CAPITAL INVESTMENT, STARTING WITH TOP PRIORITY SITES, IRRESPECTIVE OF OWNERSHIP

HIGHEST NEED:

TOP PRIORITY SITES

- 35th Street
- Ballard
- Baxter Square
- California
- G.G. Moore
- Louis B. Israel
- Magnolia
- Memorial
- Norfolk Acres
- Parkhill
- Slevin
- St. Louis
- Wayside

2nd PRIORITY SITES

- Auburndale
- Ben Washer
- Black Mudd
- Boone Square
- Central
- Huston Quin
- Irish Hill
- Ivy Court
- South Central
- Watterson Lake
- William B. Stansbury
- Wyandotte

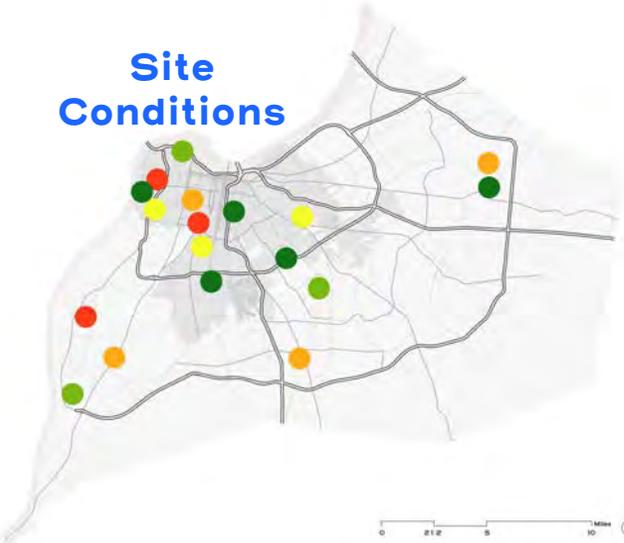
3rd PRIORITY SITES

- Algonquin
- Bellevue
- California Leisure
- Cliff
- E. Leland Taylor
- Elliot Square
- Klondike
- Parkland Playground
- Shelby
- Sheppard
- Toonerville Trolley
- William Britt

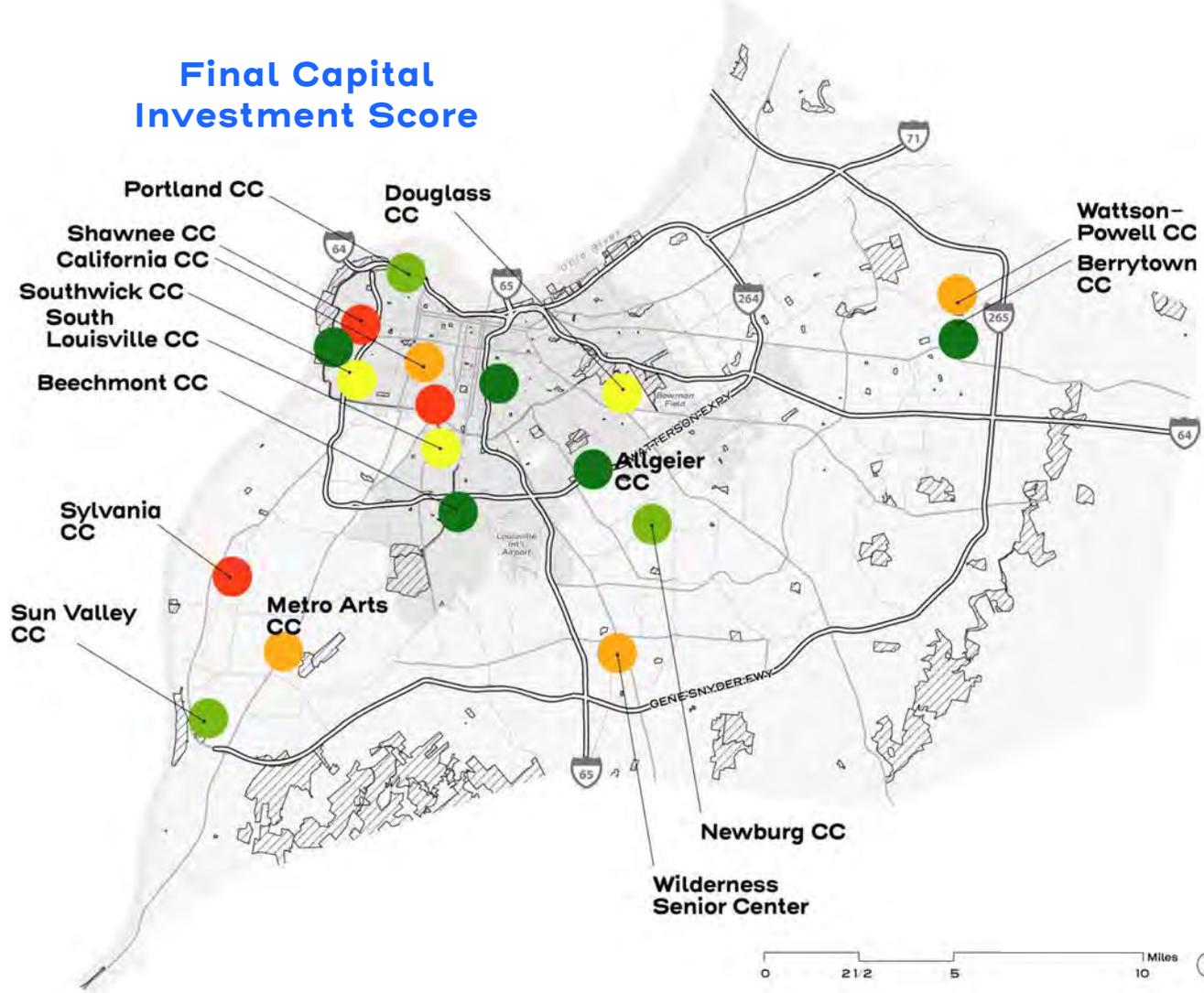
PRIORITY LOCATIONS FOR CAPITAL INVESTMENTS IN COMMUNITY CENTERS

CAPITAL INVESTMENT PRIORITY LIST

Site Conditions



Final Capital Investment Score



Community Need



1. Parkhill CC
2. Shawnee CC
3. California CC
4. South Louisville CC
5. Shelby Park CC
6. Southwick CC
7. Wilderness CC
8. Beechmont CC
9. Sylvania CC
10. Newburg CC
11. Portland CC
12. Metro Arts CC
13. Flaget CC
14. Douglass CC
15. Sun Valley CC
16. Watson-Powell CC
17. Cyril Allgeier CC
18. Berrytown Rec Center

Legend

- Highest Scores, Greatest Need
-
-
- Lowest Scores, Least Need
-

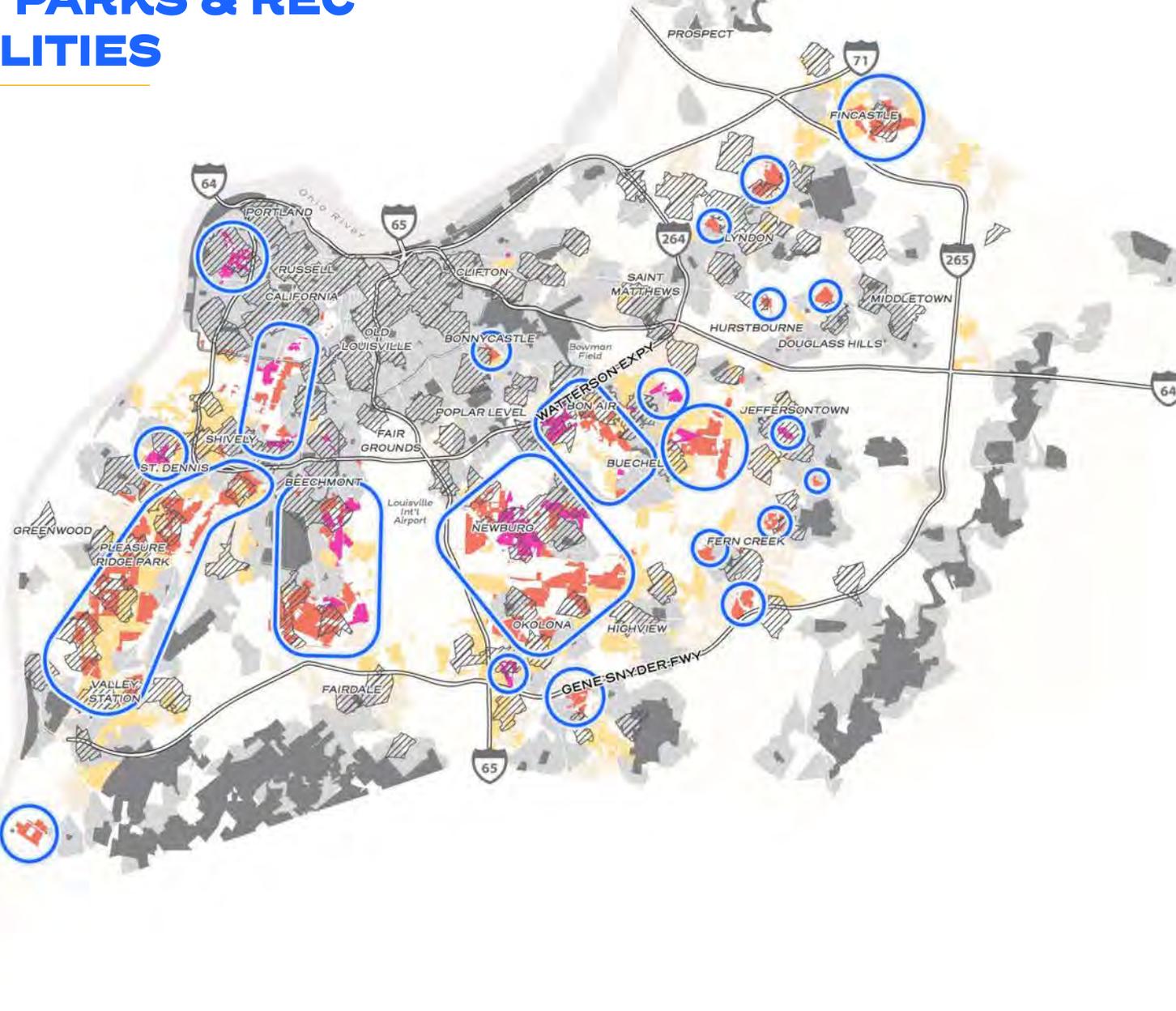
How does Parks For All approach **TOTALLY NEW PARKS OR IMPROVED ACCESS?**



2 **PRIORITIZED LIST**
of areas in need of
NEW PARKS OR IMPROVED ACCESS

Which neighborhoods would benefit most due to lack of access?

PRIORITY LOCATIONS FOR NEW PARKS & REC FACILITIES



COMMUNITY NEED SCORE INTERFACE STUDIO

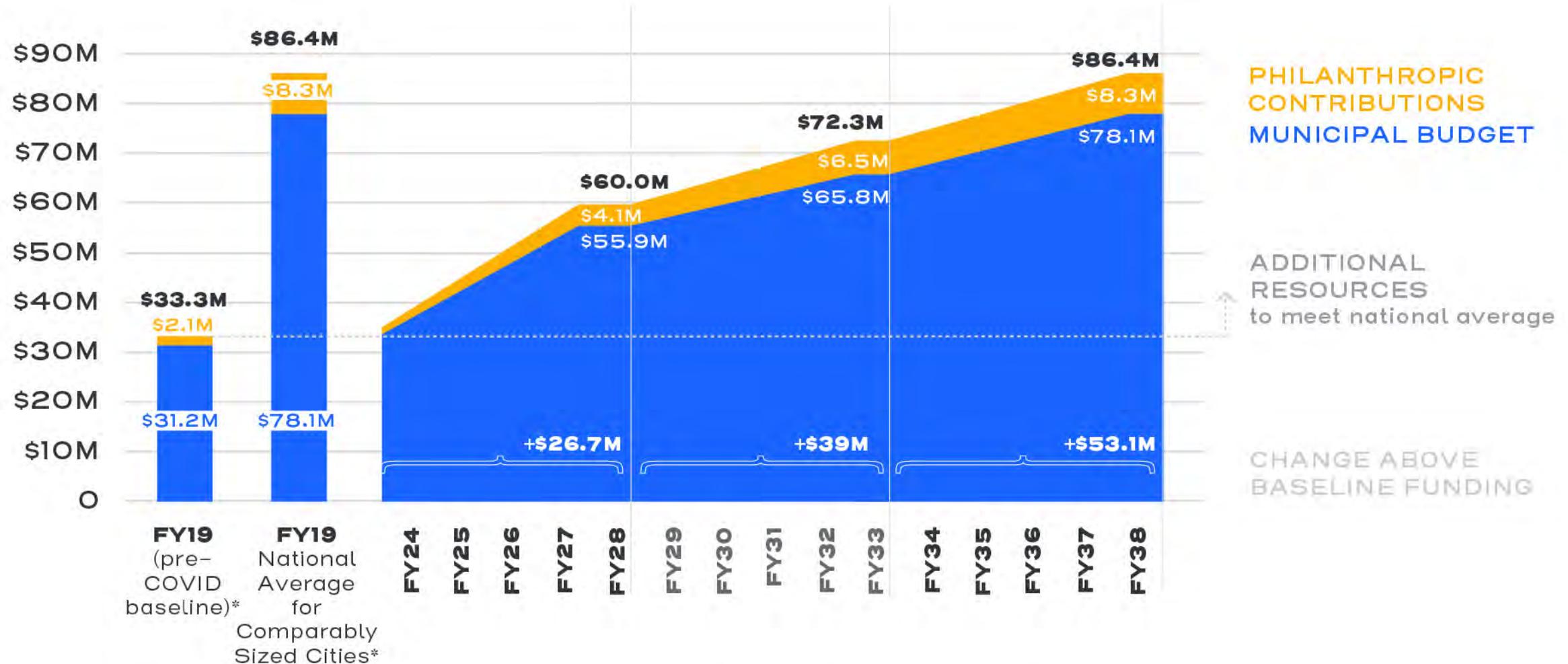
- Highest Scores, Greatest Need
- Lowest Scores, Least Need
- 10-Minute Walk to a Publicly Accessible Park
- 10-Minute Walk to a JCPS School
- Greatest Need Area

There are 170 Jefferson County Public Schools across the metro.

Many of the schools contain various types of recreation amenities.

Recommended Funding Strategy Recommendation for Louisville Parks & Recreation

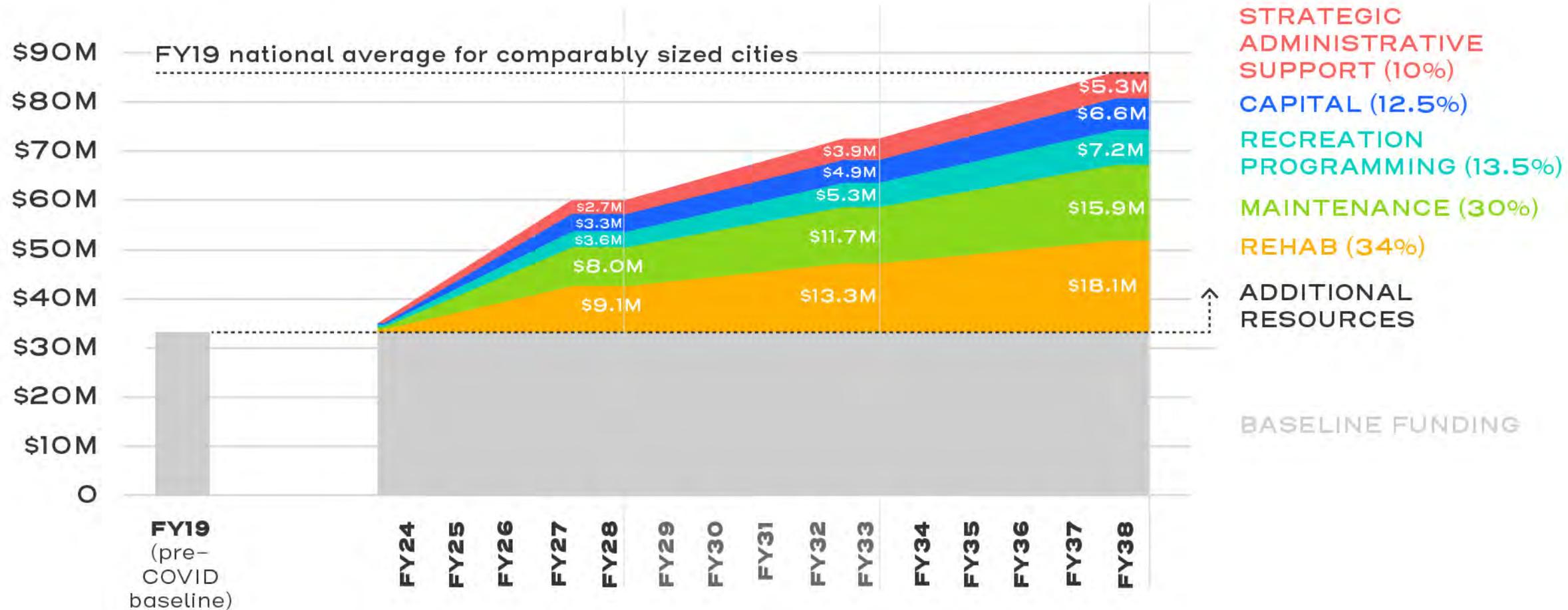
Revenue dollars do not include inflationary increases; funding recommendations will need to be adjusted to account for inflation to allow for Lou Parks & Recreation to be funded on par with national averages.



* SOURCE: TPL ParkScore Data (total spending on parks and recreation, including Louisville Loop, trees, etc.)

Recommended Funding Strategy Recommendation for Louisville Parks & Recreation

Revenue dollars do not include inflationary increases; funding recommendations will need to be adjusted to account for inflation to allow for Lou Parks & Recreation to be funded on par with national averages.





PROPOSED ORG CHART

DEPARTMENT LEADERSHIP & GOVERNANCE

Organization & Workforce Leadership
Performance Management

4 OPERATING DIVISIONS DRIVE BEST PRACTICES

STRATEGIC SUPPORT
DEVELOPS PRACTICES
TO SUPPORT
OPERATING DIVISIONS

ENVIRONMENTAL STEWARDSHIP

- Metrowide Parks Maintenance
- Aquatics Maintenance
- Community, Recreation & Senior Center Maintenance
- Athletic Field Turf Management
- Landscape Management
- Forestry (Park & Street Trees)
- Cemeteries
- Park Security (Park Rangers)
- Fleet Services Management

FOREST & NATURAL AREAS

- Jefferson Memorial Forest & Other Forest Land Management
- Open Space Land Management
- Natural Areas Land Management
- Environmental Education

PLANNING & DEVELOPMENT

- Strategic Planning
- Design & Project Management
- GIS
- Skilled Trades

RECREATION

- Aquatics Facility & Program Management
- Golf Courses (Pro Shop & Maintenance)
- Community, Recreation & Senior Centers Program & Facilities Management
- Amphitheater & Historic Facility Program Management
- Department Special Events
- Athletics/Sports Programming & Facilities Management
- Recreation & Support Services Outreach

STRATEGIC SUPPORT

- Finance (Accounting, Budget, Procurement, Purchasing)
- Human Resources & Labor Relations
- Information Technology
- Customer Service (including Reservations & Permitting)
- Communications & Marketing
- Community Outreach & Equity Office
- Partnership & Business Development

POLICIES, PRACTICES & OPERATIONS

The policy, practices, and operations activities identified to be addressed are grouped by theme:

- **Equity**
- **Finances**
- **People**
- **System Planning**
- **Park, Facility & Asset Care**
- **Recreation**
- **Partnerships**

Many of the recommendations interface with each other, and implementation of many of the recommendations needs to be coordinated. In addition to the detailed recommendations, the Parks For All final report will provide a phasing roadmap for implementation.

ADOPT A COORDINATED STRATEGY AMONG NONPROFITS

Establish **true partnerships** between Lou Parks & Recreation and the primary park non-profits (Olmsted Parks Conservancy, Parks Alliance of Louisville, and Wilderness Louisville), working together for good of community and park and recreation system

- Build **collaborative and coordinated environment** between all 4 entities
- Create a **consortium** of the non-profits to work directly with Lou Parks & Rec





IN SUM

The Louisville Metro needs **more money** to restore its public parks and recreation system

These additional **resources must be spent equitably** and in keeping with public priorities

Lou Parks & Recreation needs **restructuring to support best practices** and implementation of the equitable investment action plan

Partnerships are critical; no one entity can maintain Parks For All

THANK YOU!



Photo Credit: Lou Parks & Rec