



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%

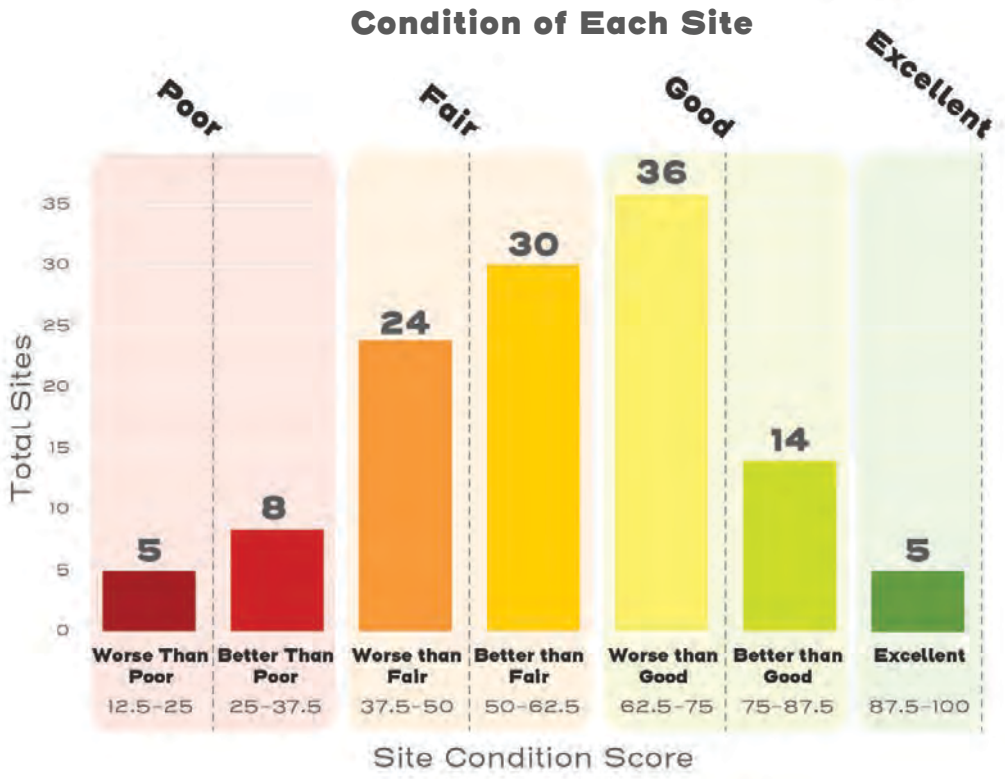
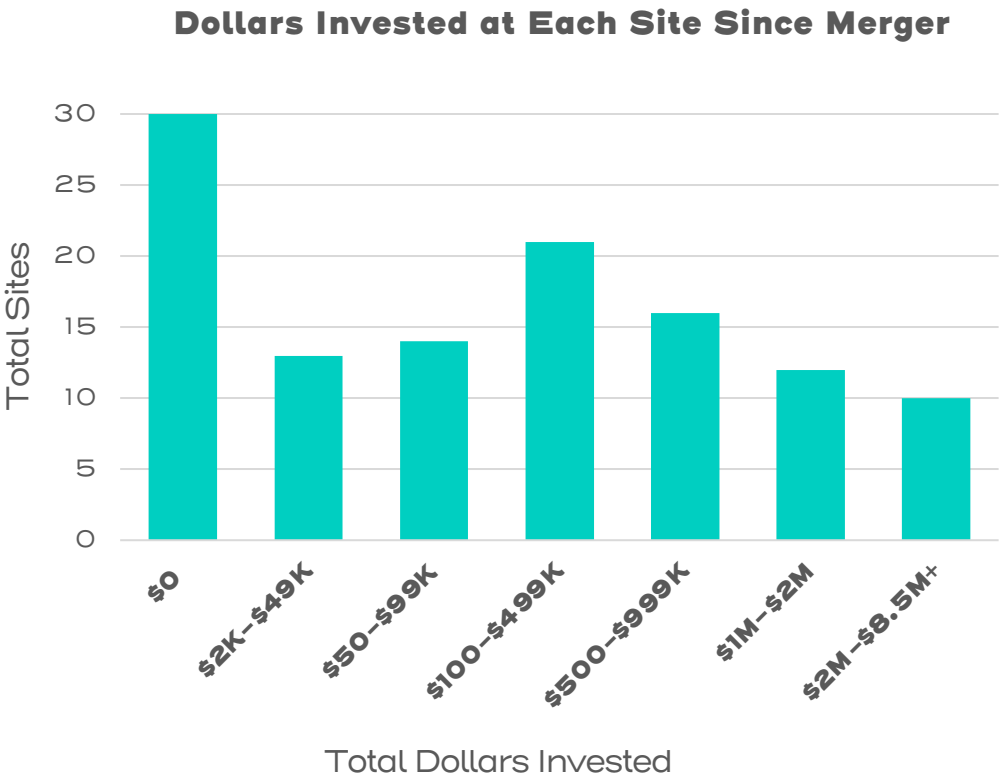
TPL Benchmarks

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.

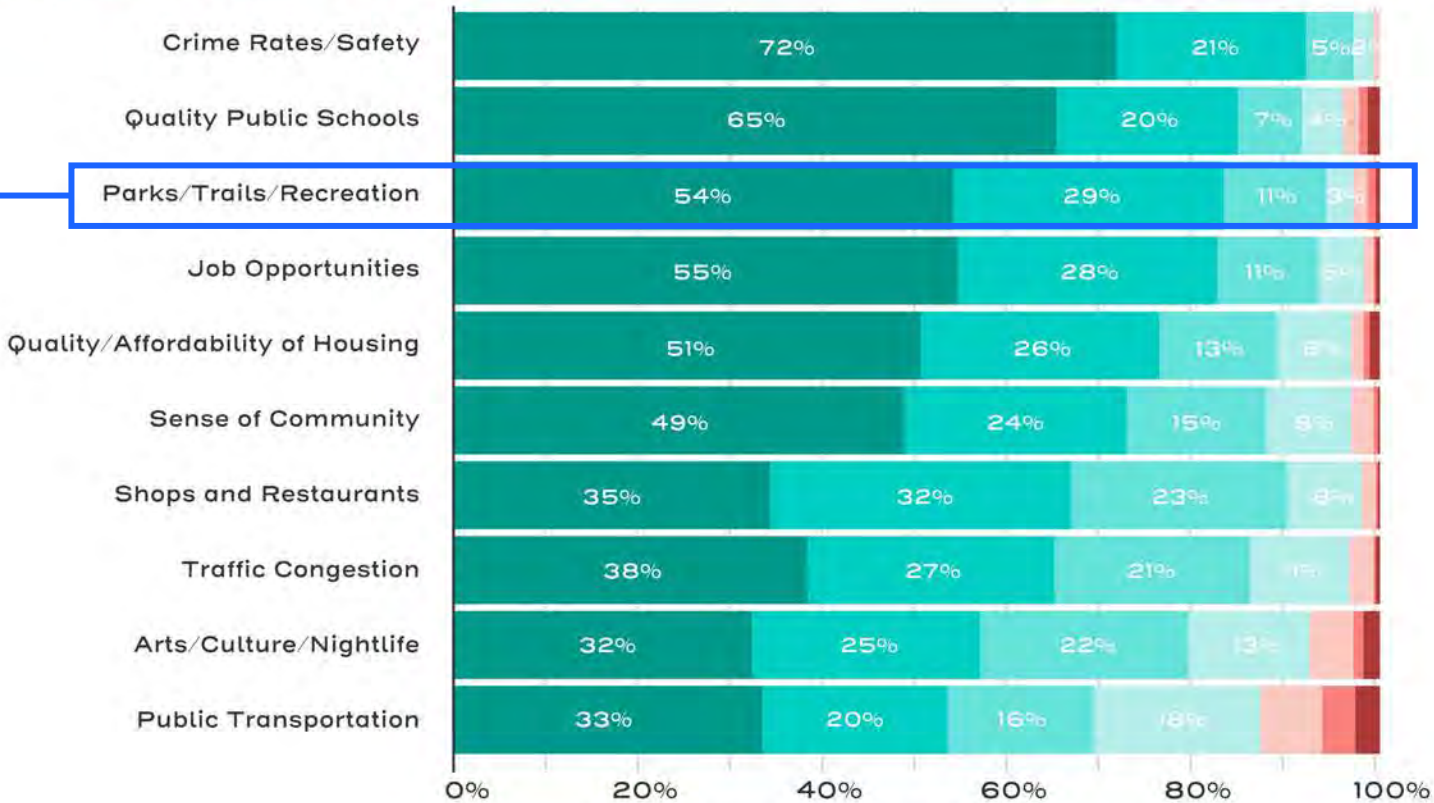
Parks, trails & recreation are among the **top three** factors that make a neighborhood a great place to live.

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.

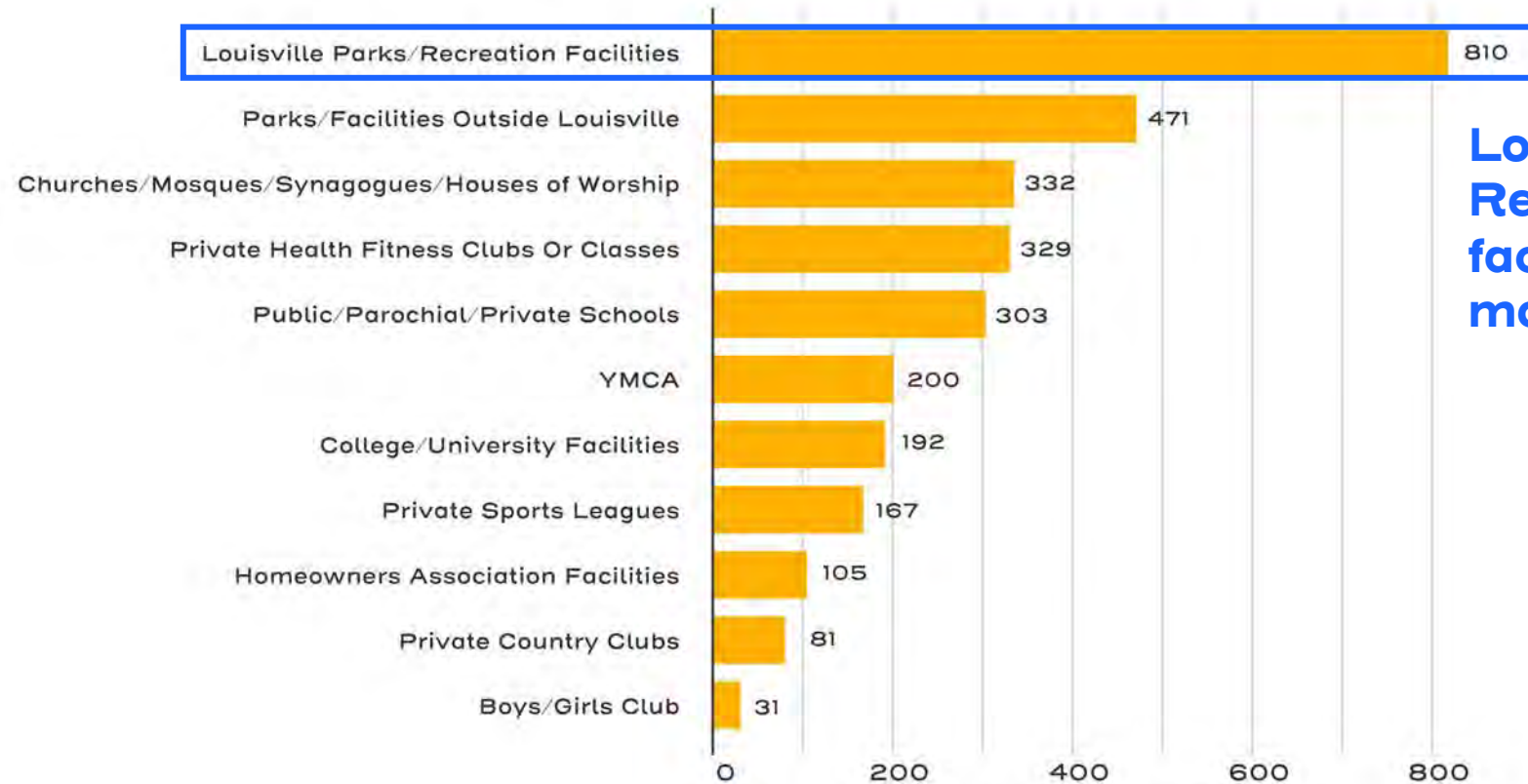
95%

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)

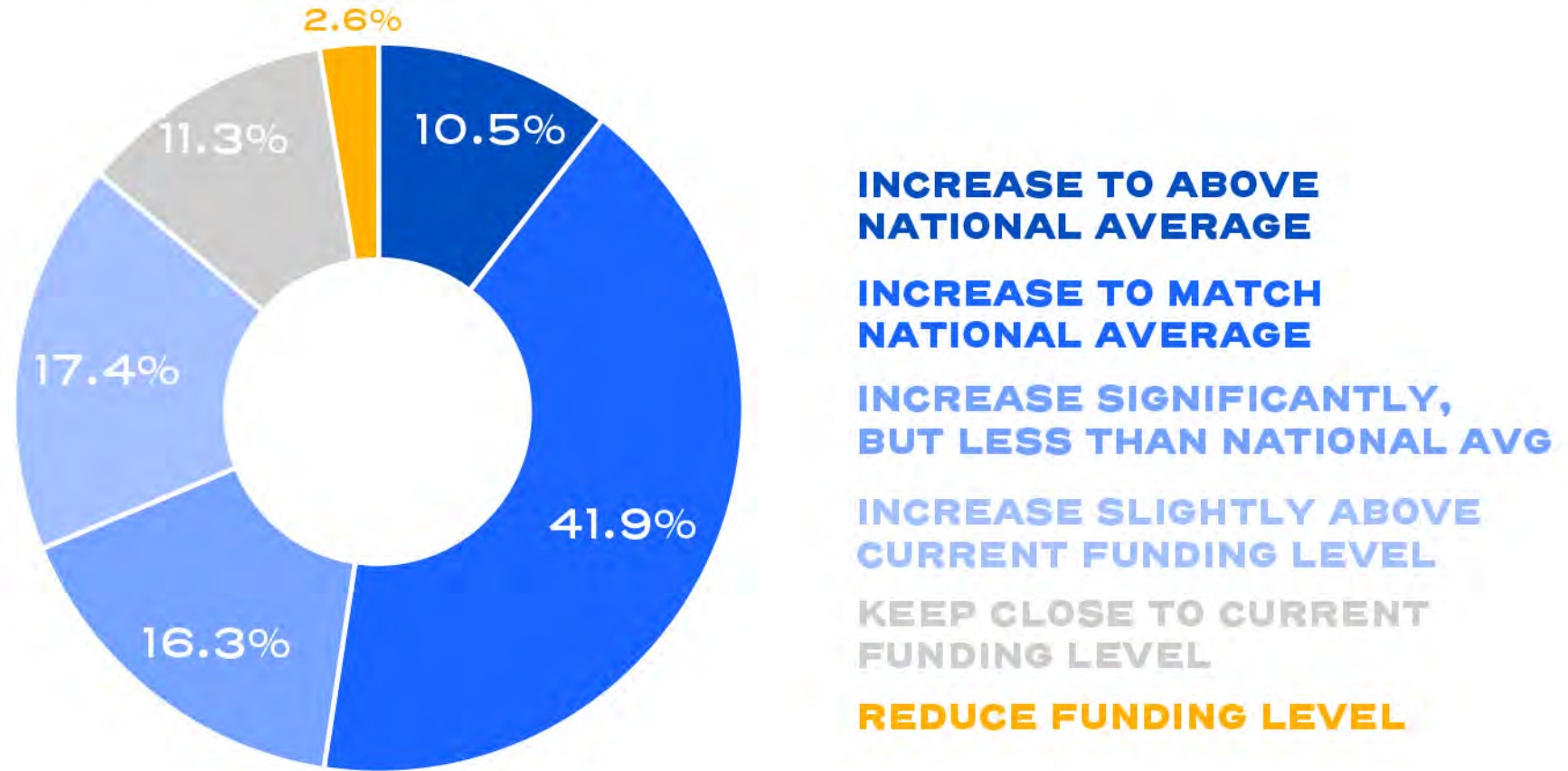


Lou Parks & Recreation facilities are the most visited.

SOURCE: Public Survey by ETC Institute

LOUISVILLIANS WANT TO SEE MORE RESOURCES FOR PARKS...

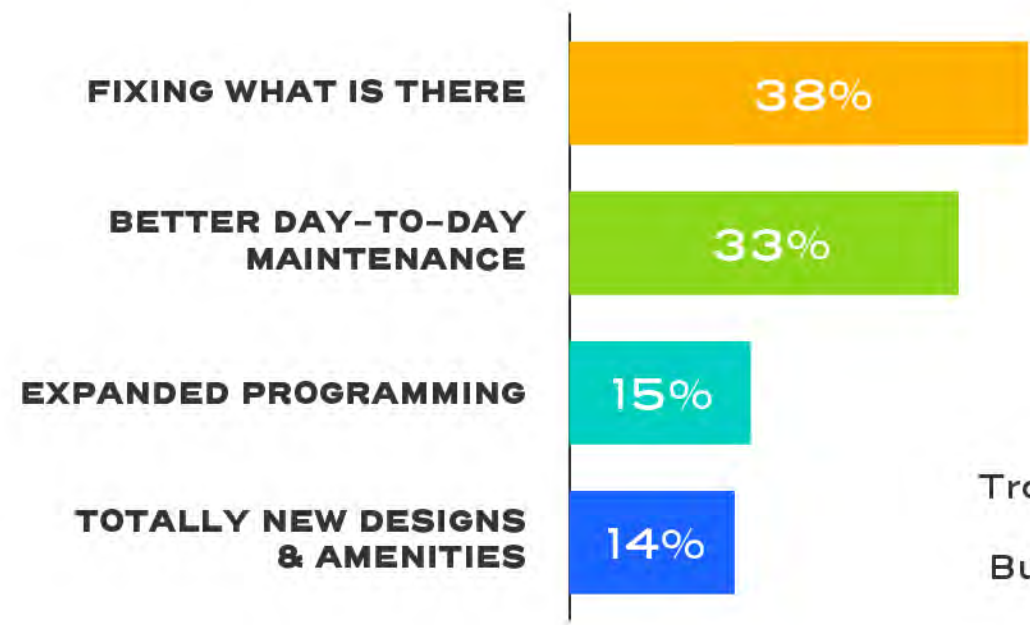
Q17. How would you like to see Louisville Metro Government's per capita spending for the Parks & Recreation Department change?
by percentage of respondents (excluding "not provided" responses)



SOURCE:
Public Survey by ETC Institute

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

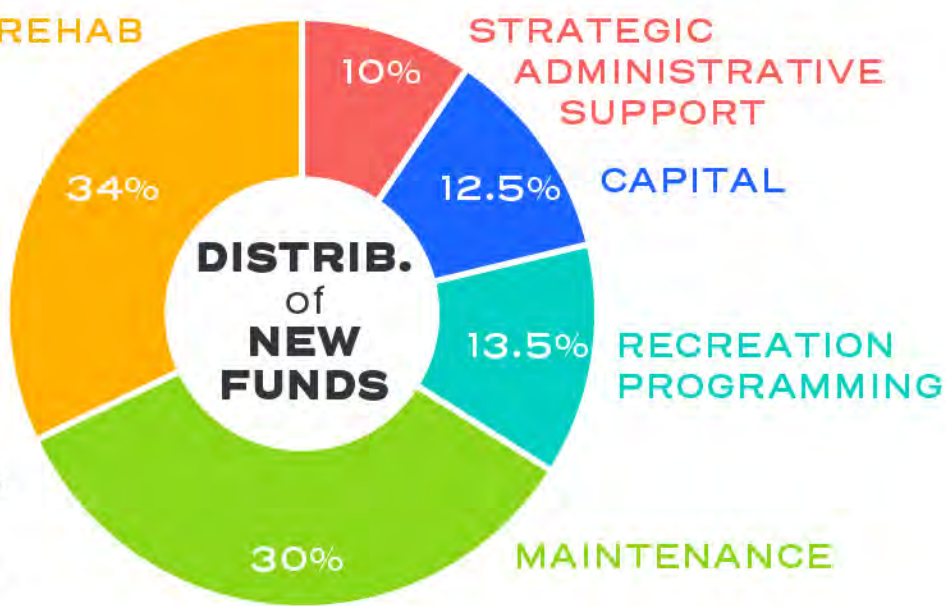
by percentage of households



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:**
- Beechmont
 - Douglass
 - Metro Arts
 - Parkhill
 - Molly Leonard Portland
 - Shawnee
 - South Louisville

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

COMMUNITY CENTERS

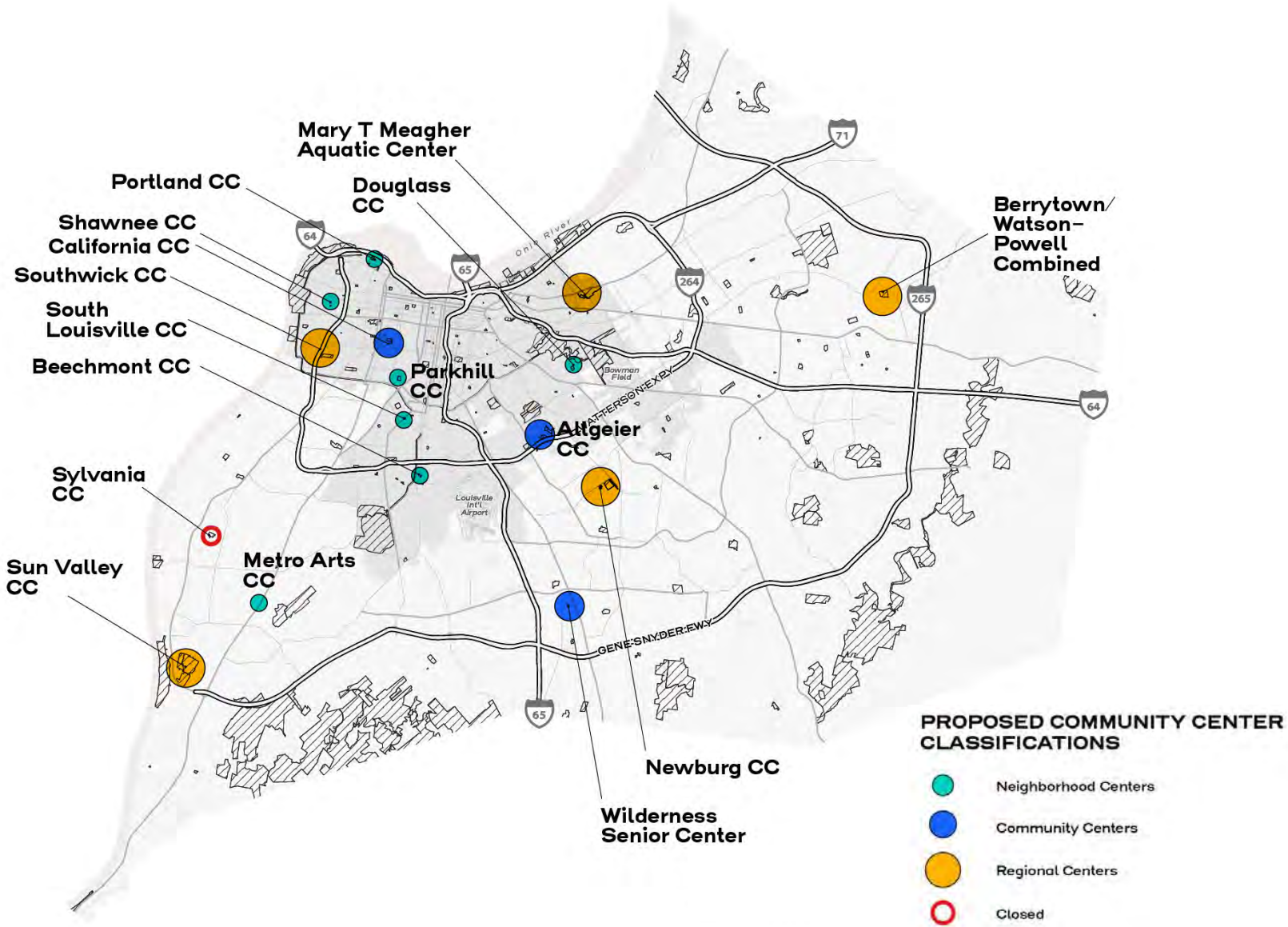
- 3 centers to be converted to Community Centers:**
- Cyril Allgeier
 - California
 - Wilderness Road Senior Center

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
 - Newburg
 - Mary T Meagher
 - *Berrytown CC
 - *Watson Powell
 - *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)

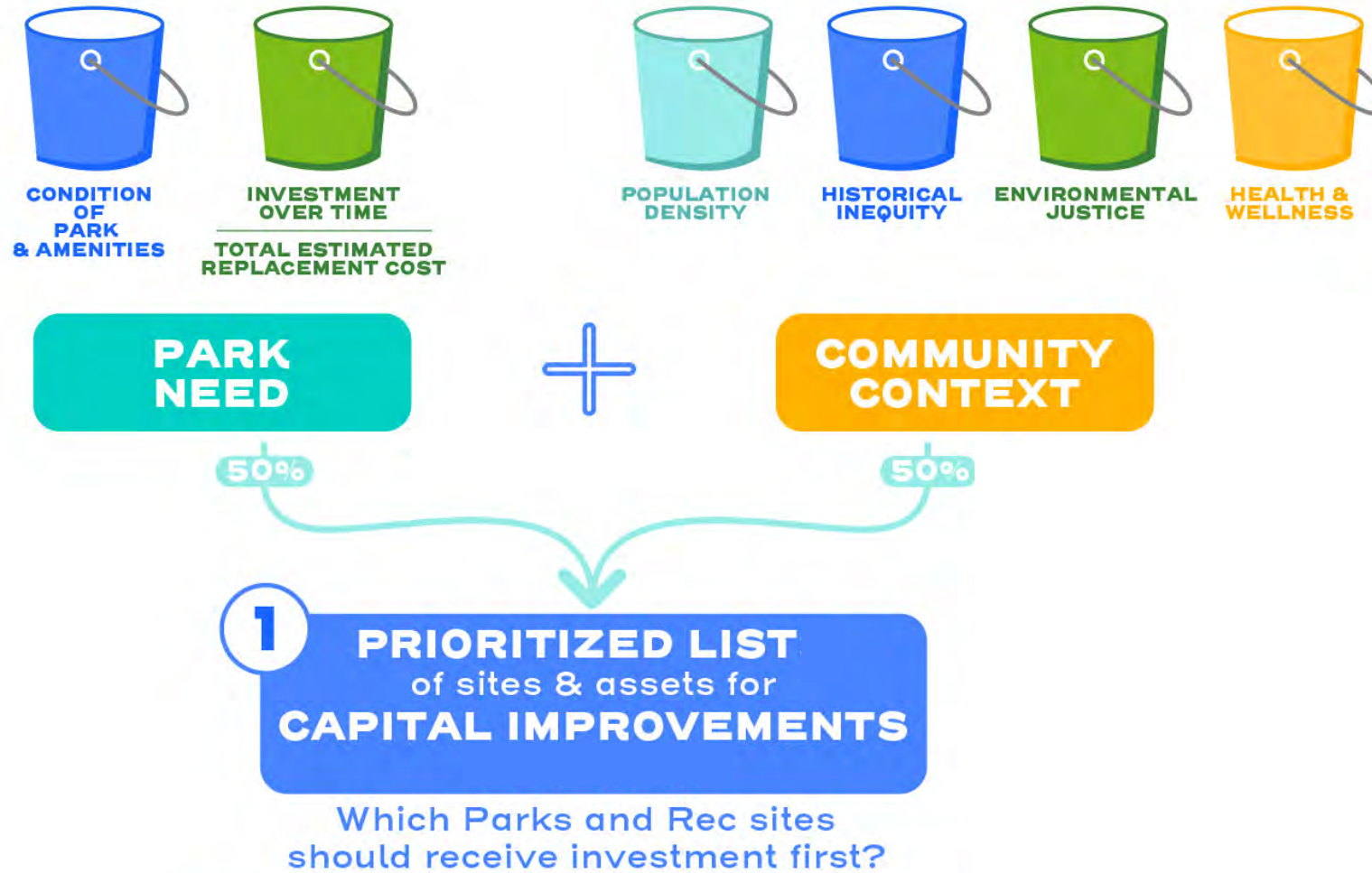


National Recreation Center Model

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

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

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

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

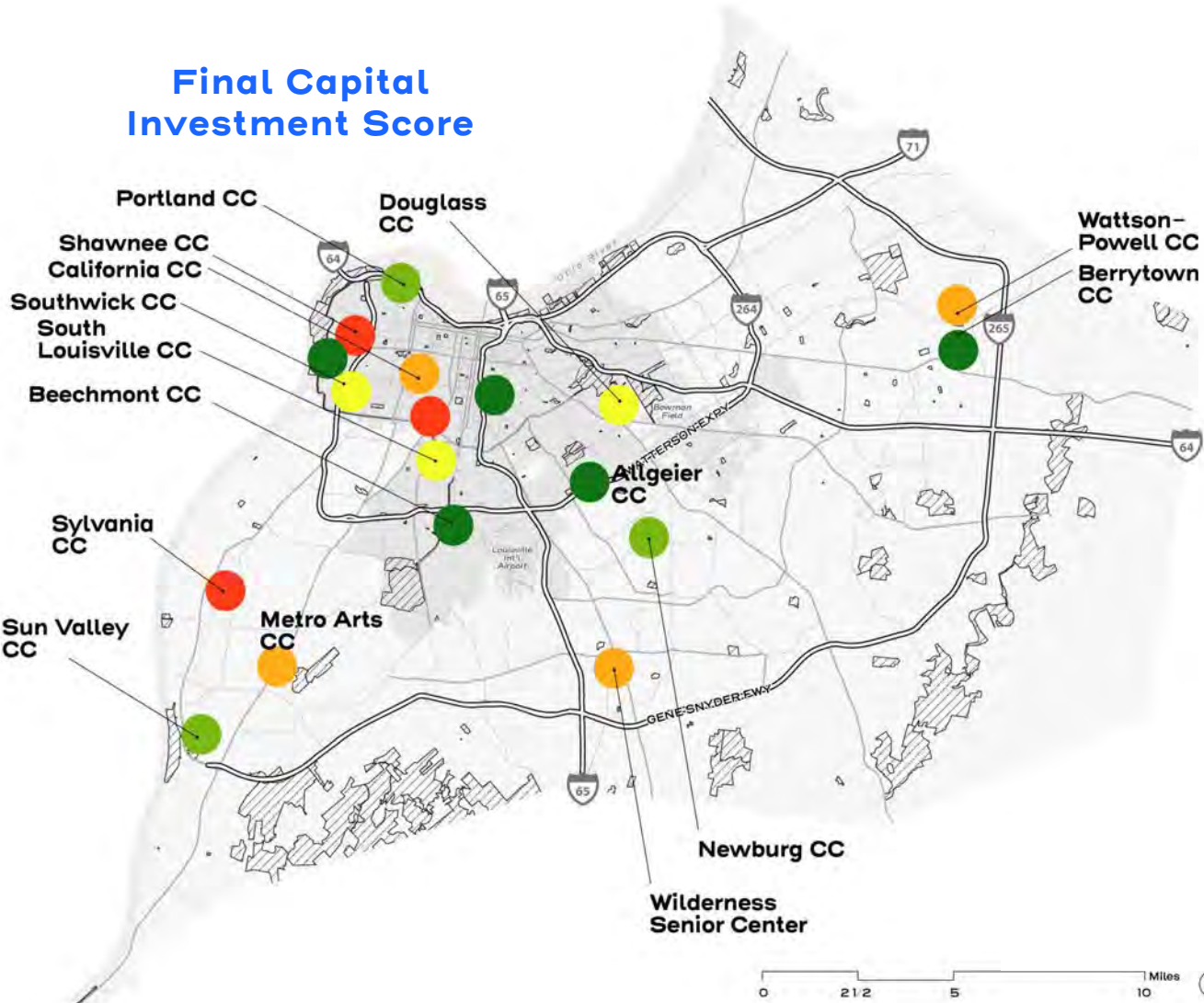
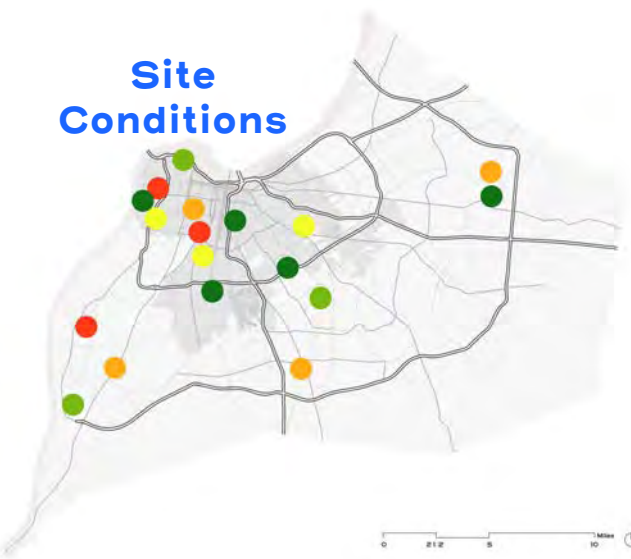
Legend

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

Site Conditions

Final Capital Investment Score

Community Need



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



COMMUNITY
CONTEXT



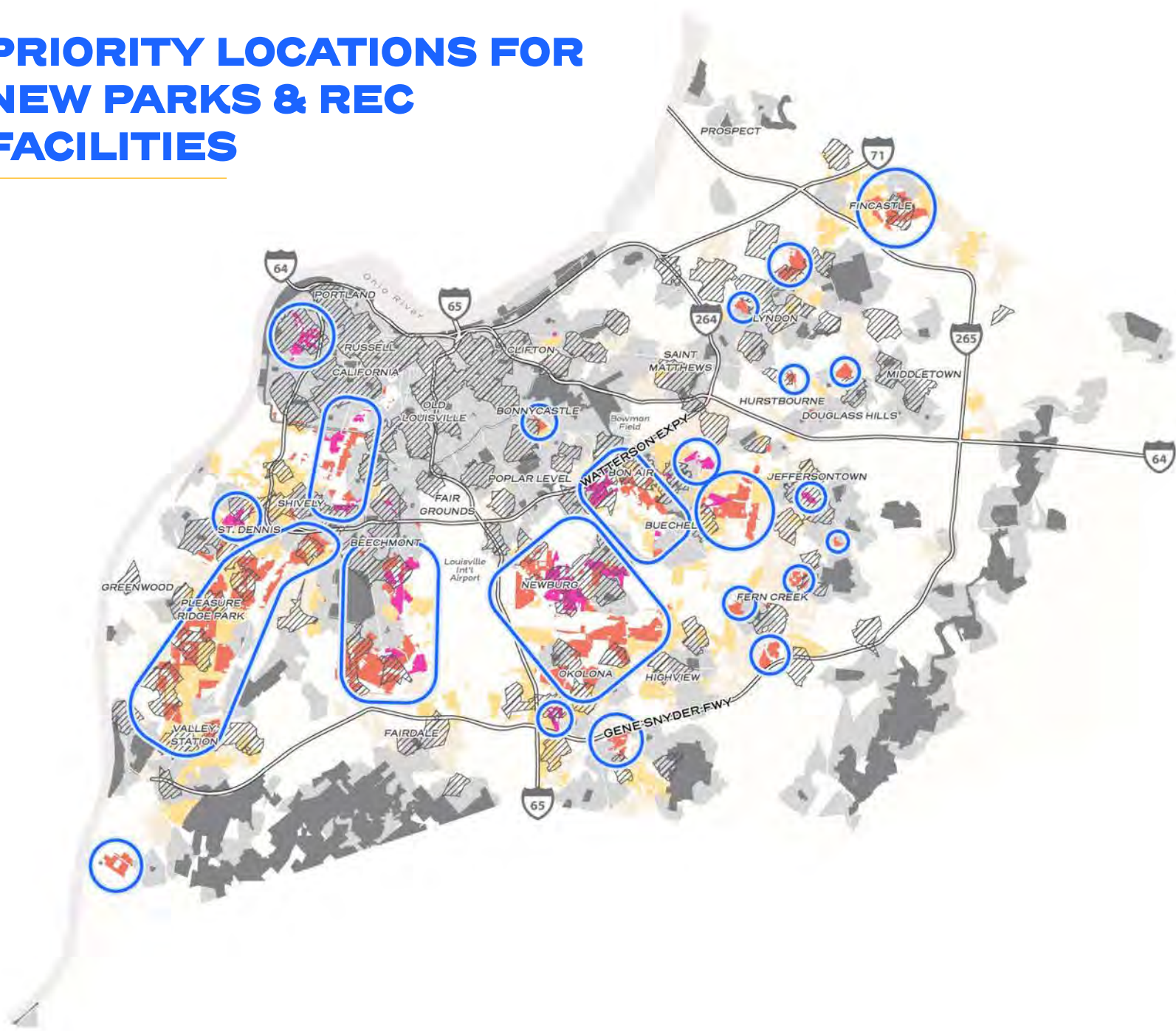
PARK
ACCESS

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

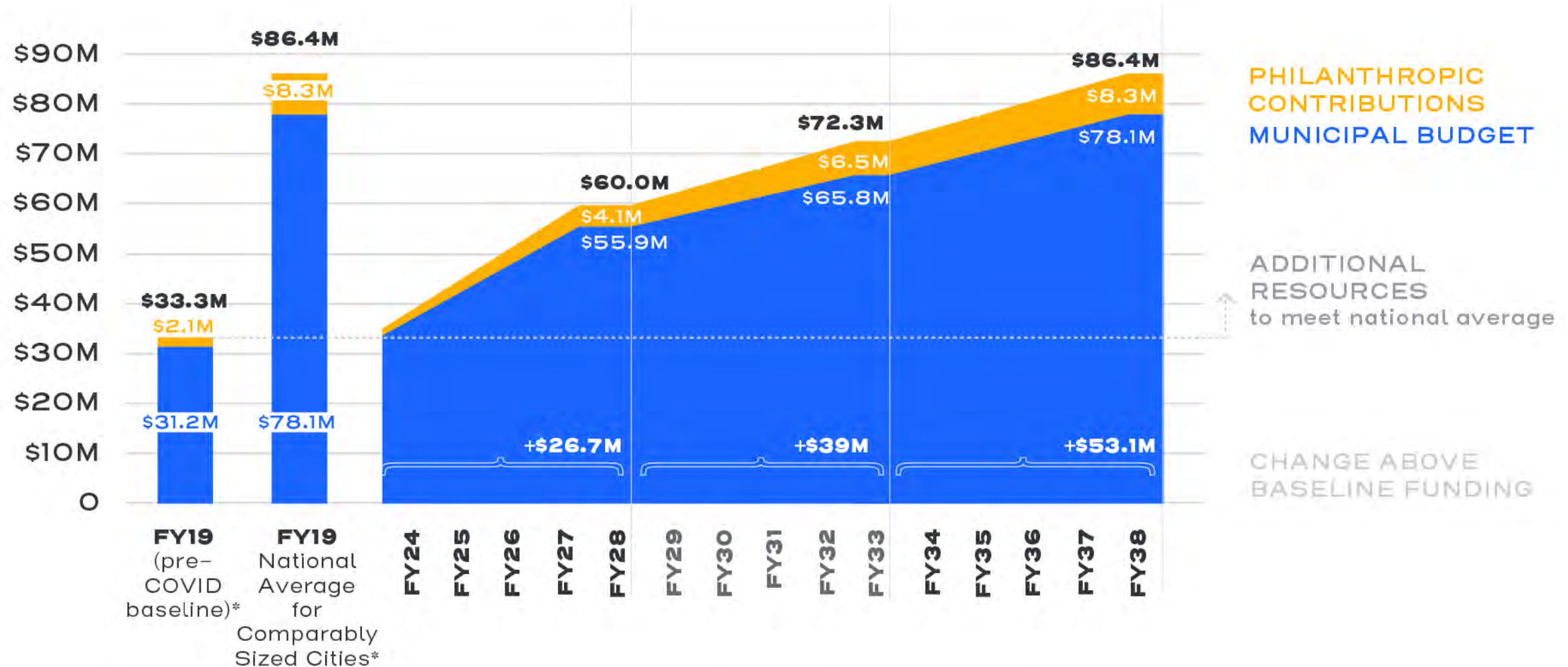
- Highest Scores, Greatest Need
- Lowest Scores, Least Need
- 10-Minute Walk to a Publicly Accessible Park
- 10-Minute Walk to a JCPS School
- Greatest Need Area

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

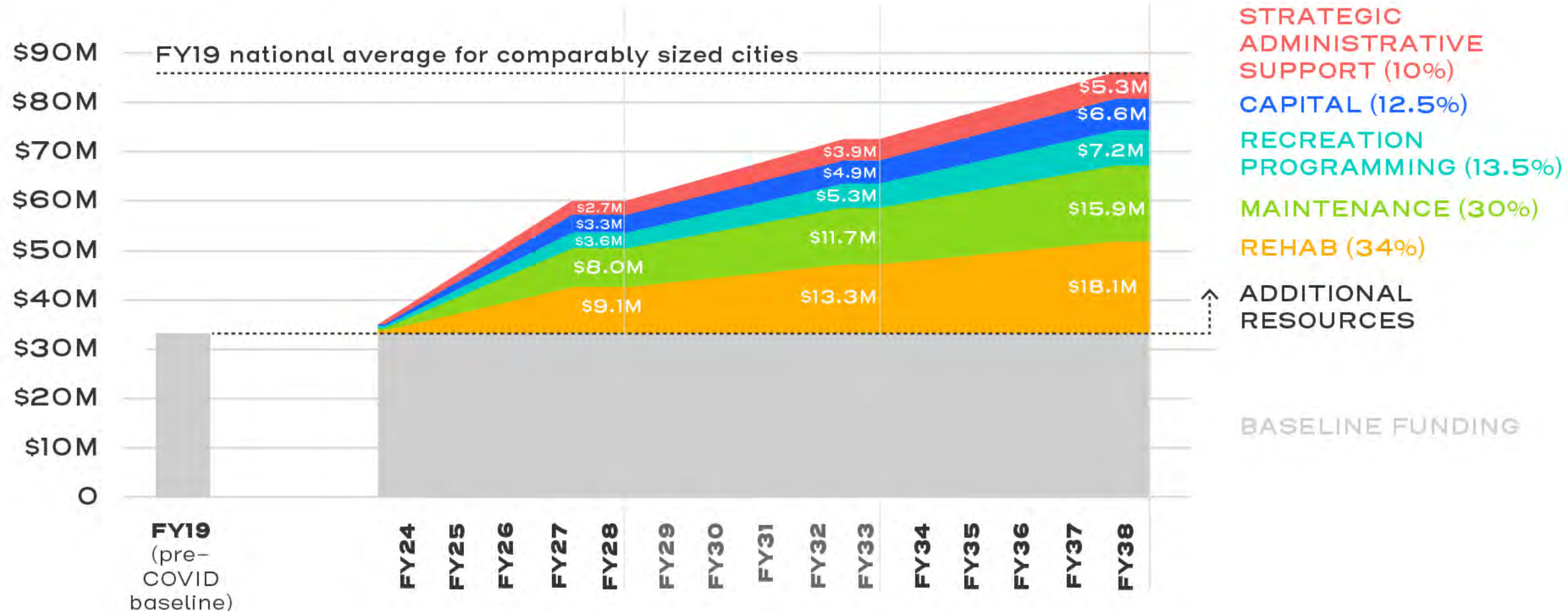
Revenue dollars do not include inflationary increases; funding recommendations will need to be adjusted to account for inflation to allow for Lou Parks & Recreation to be funded on par with national averages.



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

Recommended Funding Strategy Recommendation for Louisville Parks & Recreation

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**LOUISVILLE
PARKS
AND RECREATION**

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