



City of Pensacola

Parks and Recreation Board

Agenda - Final

Thursday, May 19, 2022, 8:00 AM

Hagler-Mason Conference Room

Members of the public may attend the meeting in person. City Council encourages those not fully vaccinated to wear face coverings that cover their nose and mouth.

CALL TO ORDER

ROLL CALL

1. [22-00450](#) SWEARING IN OF NEW AND/OR RETURNING BOARD MEMBERS

APPROVAL OF MINUTES

2. [22-00630](#) MINUTES OF APRIL 21, 2022 PARKS AND RECREATION BOARD MEETING

Attachments: [22-4-21 Minutes Uapproved](#)

DIRECTOR'S REPORT

3. [22-00452](#) DIRECTOR'S REPORT

Attachments: [22-5-19 Director's Report Parks and Recreation Board](#)
[Tech Park Land to Soccer Fields](#)

STAFF REPORTS

4. [22-00465](#) BUDGET REPORT - KENDRA WEEKLEY

Attachments: [Board PR All Funds Financial Summary](#)

5. [22-00453](#) TONYA BYRD - SUMMER PROGRAMS

NEW BUSINESS

6. [22-00455](#) PARK AMENITY DEDICATION REQUEST - PUMPKIN ASH TREE - LIONS PARK
Attachments: [Pumpkin Ash Tree - Lions Park](#)
7. [22-00456](#) PARK AMENITY DEDICATION REQUEST - THE GARDEN OF PEACE AND HOPE - A MEMORIAL FOR HOMICIDE VICTIMS
Attachments: [The Garden of Peace and Hope - Corrine Jones Park](#)

OLD BUSINESS

8. [22-00457](#) DISCUSSION - PARKS AND RECREATION REQUEST FOR MASTER PLAN
Attachments: [Link to City of Gainesville Master Plan](#)
[Orange County Florida - Table of Contents](#)
[Master Plan Ideas - Contents for Discussion](#)
[Template for Creating Your Own Master Planning Request for Propo](#)
[UWF - COP Parks Needs Assessment 12-1-2016](#)
9. [22-00474](#) MEMBERSHIP - NATIONAL RECREATION AND PARK ASSOCIATION
Attachments: [Links - National Recreation and Park Association Publications - Apri](#)

OPEN FORUM

ADJOURNMENT

The City of Pensacola adheres to the Americans with Disabilities Act and will make reasonable accommodations for access to City services, programs and activities. Please call 435-1606 (or TDD 435-1666) for further information. Request must be made at least 48 hours in advance of the event in order to allow the City time to provide the requested services.

If any person decides to appeal any decision made with respect to any matter considered at such meeting, he will need a record of the proceedings, and that for such purpose he may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based.

The City of Pensacola adheres to the Americans with Disabilities Act and will make reasonable accommodations for access to City services, programs and activities. Please call 435-1606 (or TDD 435-1666) for further information. Request must be made at least 48 hours in advance of the event in order to allow the City time to provide the requested services.



City of Pensacola

222 West Main Street
Pensacola, FL 32502

Memorandum

File #: 22-00450

Parks and Recreation Board

5/19/2022

SUBJECT:

SWEARING IN OF NEW AND/OR RETURNING BOARD MEMBERS



City of Pensacola

222 West Main Street
Pensacola, FL 32502

Memorandum

File #: 22-00630

Parks and Recreation Board

5/19/2022

SUBJECT:

MINUTES OF APRIL 21, 2022 PARKS AND RECREATION BOARD MEETING



City of Pensacola

222 West Main Street
Pensacola, FL 32502

Meeting Minutes 3 - Draft

Parks and Recreation Board

Thursday, April 21, 2022

8:00 AM

Hagler-Mason Conference Room

Members of the public may attend the meeting in person. City Council encourages those not fully vaccinated to wear face covering that covers their nose and mouth.

CALL TO ORDER

The meeting was called to order by Chairperson Hicks.

Chairperson Hicks read a statement to the public about the time delay and how they can participate in the board meeting.

ROLL CALL

Vice-Chairperson Sword and Member Wolf arrived to meeting after Roll Call and Swearing In.

Present 5 - Chairperson Rand Hicks, Antonio Bruni, David Del Gallo, Alejandra Escobar-Ryan, and Leah Harrison

Absent 4 - Vice Chair Maranda Sword, Michael Wolf, Michael O'Donovan, and Renee Borden

SWEARING IN OF NEW AND/OR RETURNING BOARD MEMBERS

Assistant City Clerk Tice asked the following people to stand and raise their right hand: Antonio Bruni and David Del Gallo. They were re-appointed by Council to serve an additional three-year term. Assistant City Clerk Tice administered the oath. Both agreed to serve. Members Michael O'Donovan and Vice-Chairperson Sword were absent for the swearing in so they will be sworn in next month.

APPROVAL OF MINUTES

MINUTES OF MARCH 10, 2022 PARKS AND RECREATION BOARD MEETING

Attachments: [22-3-10 Minutes Unapproved](#)

A motion was made by Escobar-Ryan, seconded by Harrison, that this Minutes be Approved. The motion carried by the following vote:

Yes: 5 - Chairperson Hicks, Bruni, Del Gallo, Escobar-Ryan, and Harrison

Absent: 4 - Vice Chair Sword, Wolf, O'Donovan, and Borden

DIRECTOR'S REPORT

DIRECTOR'S REPORT

Attachments: [22-4-21 Director's Report Parks and Recreation Board](#)

Chairperson Hicks asked the board members if they had any questions concerning the Director's Report.

Member Harrison asked what does bid received non-responsive mean. Director Stills explained the bid did not meet the requirements requested for bid.

Member Del Gallo asked the status of the Roger Scott Tennis Center project going out to bid. Director Stills responded that the project is being re-designed and will go back out to bid end of May.

Chairperson Hicks invited guest in today's attendance to come forward to speak today in reference to the Roger Scott Tennis Center.

* Guest Alvin Hayne Haigler Jr. came forward and thanked Director Stills who had already answered some of the questions he was going to inquire about today. Mr. Haigler Jr. continued to speak in reference to the courts at the center to be resurfaced.

* Guest Steven Shelley came forward and spoke on behalf of Under the Hill Men's and Women's Tennis League for Roger Scott . He noted that these individuals come from the multiple counties and they want the board to know that the tennis center is very important to them. Mr. Shelley asked to have the wheel chair tournaments and other USTA tournaments brought back to the center which would economically benefit Pensacola and local businesses.

Chairperson Hicks asked Deputy City Administrator Forte to come forward and speak to the board on the rising cost of building materials.

* Deputy City Administrator Forte reported that the city is challenged by the rising cost and that the city is doing everything internally to soften the blow. He will be meeting with some community partners in the construction industry to discuss if the city is on point to produce projects that maximizes the dollar.

Member Harrison asked who would be the contact person to inquire about the availability of a open soccer field for a traveling team to practice. Director Stills responded Cheryl Fox, City's Athletics Superintendent would be the person to contact. Director Stills shared with the board the possibility of being able to use the Downtown Technology Park as a place to have soccer practice.

Member Escobar-Ryan commented the Director's Report did not include an update concerning Athletics, Marketing and Recreation and would like to have the information updated each month.

Chairperson Hicks asked board if they would like to discuss trees that are being planted at the parks.

Member Bruni commented he had seen some trees that appear to be dying at Hitzman Park. Member Bruni asked when a tree is removed which department handles the permitting. Deputy City Administrator, Forte addressed his concern about the trees at Hitzman Park stating the contractor's work is still in the warranty period so the trees will be replaced. Addressing his next concern stating the city is still in the transition period to process the permitting at this time the Inspections Department or Development Services will handle the private sector and Parks and Recreation will handle the public space and parks. Deputy City Administrator asked Interim Director Stills how many of the 300+ trees have been planted to date. Interim Director Stills reports 194 have been installed. Roger Scott as well as the Downtown Technology Park have roughly 100 trees on hold. Deputy City Administrator, Forte shared with the board after all trees have been planted council will go back and see if funding may be available to acquire more trees for the parks and all those trees will be canopy trees that have been recommended by the arborist.

STAFF REPORTS

BUDGET REPORT

Attachments: [22-4-21 Revenue and Expenditure Report](#)

Board tabled the item until staff is present at meeting

DEANA STALLWORTH - PROPERTY LEASES

Board tabled the item until staff is present at meeting

NEW BUSINESS

DISCUSSION - PARKS AND RECREATION BOARD MEMBERSHIP IN NATIONAL RECREATION AND PARK ASSOCIATION (NRPA)

Attachments: [22-4-21 NRPA Premier-Flyer](#)

Chairperson Hicks asked board if they would like to become members of the National Recreation and Park Association and for the board to share their viewpoint.

Member Escobar-Ryan commented the board could learn from what other

cities are doing. Having the material would be great. The board unanimously agreed to become members of the National Recreation and Park Association. Chairperson Hicks stated he will process the application, make payment and will forward the membership information to board.

DISCUSSION - PARKS AMENITY AND DEDICATION POLICY

Attachments: [22-4-21 Proposed Park Dedication Policy](#)

Chairperson Hicks asked the board if all were in agreement with the new language and were ready to present to city council the proposed Park Amenity and Dedication Policy. Chairperson Hicks read the Proposed Park Dedication Policy to board noting that words in red and strikethrough are to be deleted and words underlined are to be added.

A motion was made by Wolf, seconded by Del Gallo, that this Discussion Item be Approved. The motion carried by the following vote:

Yes: 6 - Chairperson Hicks, Vice Chair Sword, Bruni, Del Gallo, Escobar-Ryan, and Wolf

Absent: 3 - Harrison, O'Donovan, and Borden

OLD BUSINESS

DISCUSSION - PARKS AND RECREATION REQUEST FOR MASTER PLAN

Chairperson Hicks asked the board are they ready to move forward with going to city council to request to have a master plan developed. The last assessment was created 2016 from the University of West Florida. Decision was made to hold the motion until next month when the board had a table of content to present.

OPEN FORUM

Chairperson Hicks asked the board to share community events

Member Del Gallo shared that Bands on the Bayou sponsored by East Hill Neighborhood Association at Bayview Park had an event last weekend and has one scheduled for July and another in October. Very successful. Great artist and good food trucks. Earth Day celebration is this Saturday.

Chairperson Hicks shared that Ciclovía was on the 26th of March and it was a great success 12,000 attended event.

Ciclovía Pensacola and Bike Pensacola is partnering with City of Pensacola to have a bike to work day May 20th. May is national bike month.

Ciclovía Pensacola and Bike Pensacola is partnering with City of Pensacola to have a walk from Bay Bluffs down to Bruce Beach a 6.2 mile walk with and talk about history along the way.

Kiwanis Dog Park has ribbon cutting scheduled later today.

Interim Director Stills shared that he is learning more about the board and the members and appreciates their input.

Guest Charles Gheen shared with the board it was very interesting to watch the board in action today and thought it was an excellent idea to request a master plan it is desperately needed. If the city was fortunate enough to get an update on the study the University of West did six years ago, would be wonderful as well. Good job everyone.

ADJOURNMENT

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City of Pensacola

222 West Main Street
Pensacola, FL 32502

Memorandum

File #: 22-00452

Parks and Recreation Board

5/19/2022

SUBJECT:

DIRECTOR'S REPORT

PARKS AND RECREATION BOARD

DIRECTOR'S REPORT

May 18, 2022

PARKS UPDATES:

- Hunter Pool - work began with completion anticipated for fall 2022.
- Plaza de Luna - work began with completion anticipated for June 2022.
- HTW Skate Park - May 12th Council for contract award.
- Bruce Beach Phase I – May 9th target for CRA Council contract award.
- Garden Street Landscaping – work began with completion anticipated for summer 2022.

SPECIAL PROJECTS:

- Julian Olsen Bust is projected to be installed in June.
- John Sunday plaque is projected to be installed in June.

ATHLETICS UPDATES:

- Bill Bond Baseball
270 Participants
24 Teams
- Pensacola Youth Soccer
925 Participants
93 Teams
- Girls Volleyball
275 Participants
22 Teams
- Adult Spring Season
450 Participants
30 Teams
- Magee Field (East Pensacola Student Athlete Program)
Youth Baseball & Softball
115 Participants
10 Teams

MARKETING UPDATES:

- May monthly e-newsletter PlayUp!
- Selected among large applicant pool across the state to participate in the Florida Recreation and Park Association Diversity, Equity and Inclusion Retreat in

PARKS AND RECREATION BOARD

DIRECTOR'S REPORT

May 18, 2022

Umatilla, FL, May 11 – 13, participation will play a pivotal role in advancing Association's efforts to impact the parks and recreation professional landscape

- Overture Public Art Unveiling Ceremony
- Promotion: Park Playgrounds Kiwanis, Mallory Heights, Bayview
- Promotion: National Senior Games – 18 Pensacola Competitors Advanced
- Sponsorship / Brand Alignment: Day of Play (**seeking sponsors and vendors**), Summer Movies, Halloween Movie Night, Restaurant Spring Special Menu Fundraiser (visit and order from Ruby Slipper's seasonal menu now through June 30 to benefit the Al Condon Scholarship Fund!)
- Summer Advertisement: summer camps, events, facilities, etc. *mediums*: radio, print (magazine & newspaper), digital (web, social media, billboard)
- Collaborate with PIO, Transportation and Ciclovía to host 2022 Bike to Work Day, Friday, May 20. Ride from Dunwoody Park to City Hall begins at 8 a.m. Food and festivities hosted at City Hall until 1 p.m.
- Blues Angel Music Blues on the Bay Attendance May 8 & 22
- Targeted promotion strategy for ArtVenture Pensacola
- Activity Guide Digital and Print Distribution
- Ongoing: Weekly/Monthly On Air Segments, Social Media Management, Press Release, Graphic/Flyer Design to Promote Centers and Programs, Web Maintenance/Communications: center/athletics programs and events, registration information, community partner collaborations, recreation recruiting efforts, capital improvements, PIO developments relevant to P&R

RECREATION UPDATES:

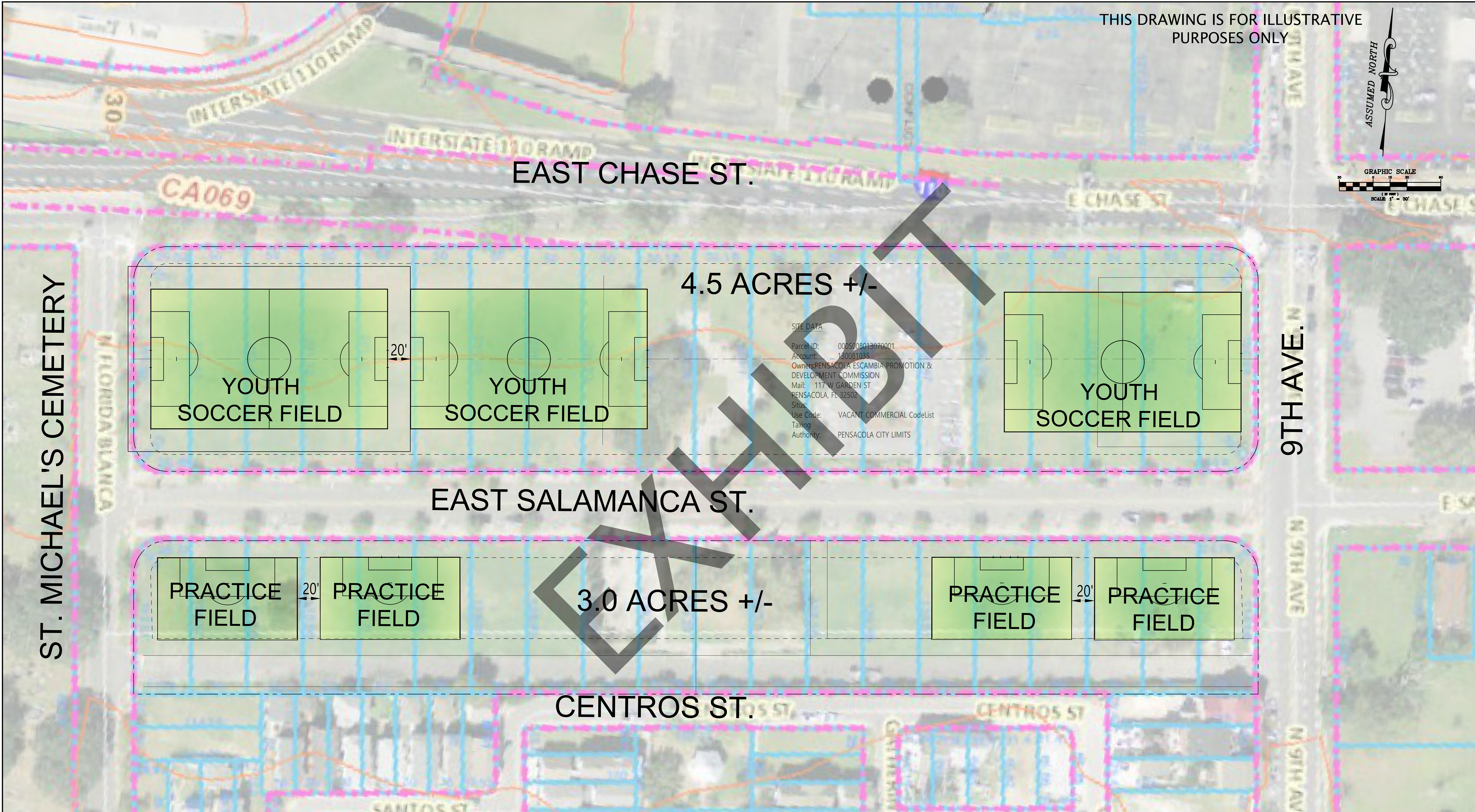
- Summer Camp registration began April 4th and several camps have already filled up. All Outdoor Adventure camps are full. There is still plenty of space available at Fricker, Cobb and Woodland Heights Centers' day camps. Gull Point's day camp is nearly full and Dance and Yoga camps are filling out quick. We are still recruiting camp counselors and bus drivers. Camp begins May 31st and runs through August 9th.
- Play Pensacola Annual Easter Egg Hunt was held Saturday, April 9th at Community Maritime Park. Thousands of kids and family members in attendance enjoyed the new location!
- Gull Point Recital was held at the WSRE Studios/Amos Theater at PSC on Saturday, May 13th culminating their 2021-22 Dance Season. Congratulations to the students, instructors, staff and parents on a great season!

PARKS AND RECREATION BOARD

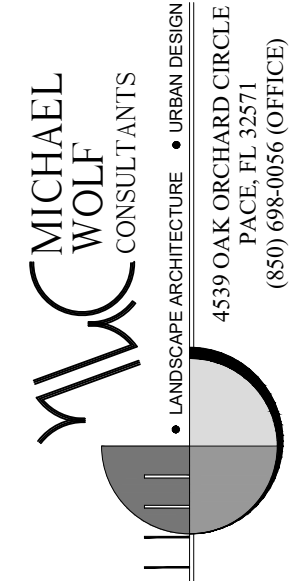
DIRECTOR'S REPORT

May 18, 2022

- Myra Williams, supervisor at Cobb Resource Center retired May 8th. Reba Smith with Woodland Heights is taking over for Myra and managing both facilities. Congratulations to Myra for her nearly 32 years of service.
- Hiring for 2 Assistant Supervisors at Cobb and Gull Point Resource Centers. Posting closes May 20th.



THIS DRAWING IS FOR ILLUSTRATIVE
PURPOSES ONLY.



CITY OF PENSACOLA
PARKS & RECREATION BOARD

REVISION DESCRIPTION

DATE:

4/21/22

M. WOLF

M. WOLF

M. WOLF

M. WOLF

NA

DATE:

DESIGNED BY:

DRAWN BY:

PROJECT:

LAND ARCHITECT:

PROJECT NO.:

W.C. PROJECT NUMBER:

NA

RELEASED AS EXHIBIT

MICHAEL C. WOLF, F.L.A.

FLORIDA CERTIFICATION NO. LA6887118

DATE:

SCALE:

CONCEPTUAL
LAYOUT PLAN

SHEET NUMBER:

1

OF

1

SITE DATA

Parcel ID: 000S008013070001

Account: 130081035

Owners: PENSACOLA ESCAMBIA PROMOTION &
DEVELOPMENT COMMISSION

Mail: 117 W GARDEN ST

PENSACOLA, FL 32502

Situs:

Use Code: VACANT COMMERCIAL CodeList

Taxing

Authority: PENSACOLA CITY LIMITS



City of Pensacola

222 West Main Street
Pensacola, FL 32502

Memorandum

File #: 22-00465

Parks and Recreation Board

5/19/2022

SUBJECT:

BUDGET REPORT - KENDRA WEEKLEY

PARKS AND RECREATION
REVENUE AND EXPENDITURE REPORT
Fiscal Year 22, 2nd Quarter
Period 6, March 31, 2022

	Fiscal Yr 2022			Fiscal Yr 2021			Fiscal Yr 2020		
	BUDGET	ACTUAL	PCT RCVD	BUDGET	ACTUAL	PCT RCVD	BUDGET	ACTUAL	PCT RCVD
REVENUES									
Culture & Recreation General Fund	\$ 28,000	\$ 66,066	236%	\$ 28,000	\$ 21,384	76%	\$ 43,829	\$ 79,924	182%
Golf Course Fund	534,700	292,323	55%	518,700	293,849	57%	551,576	551,576	100%
Recreation/Athletic Fund	1,148,300	291,320	25%	1,161,500	91,332	8%	1,149,200	375,240	33%
Tennis Fund	128,800	62,500	49%	128,700	73,624	57%	128,700	64,556	50%
Community Maritime Prk Mgmt Svc Fund	<u>782,400</u>	<u>132,019</u>	17%	<u>771,200</u>	<u>60,958</u>	8%	<u>810,200</u>	<u>84,824</u>	10%
TOTAL REVENUE REPORT	<u>2,622,200</u>	<u>844,227</u>	32%	<u>2,608,100</u>	<u>541,146</u>	21%	<u>2,683,505</u>	<u>1,156,120</u>	43%
EXPENDITURES									
	BUDGET	ACTUAL (Exp/Enc)	PCT EXP	BUDGET	ACTUAL (Exp/Enc)	PCT EXP	BUDGET	ACTUAL (Exp/Enc)	PCT EXP
Parks and Recreation General Fund	\$ 7,778,997	\$ 3,736,456	48%	\$ 7,447,565	\$ 3,429,074	46%	\$ 6,928,967	\$ 3,161,677	46%
Golf Course Fund	805,501	451,969	56%	774,725	400,667	52%	779,900	383,383	49%
Recreation/Athletic Fund	1,242,165	391,075	31%	1,182,704	204,382	17%	1,262,109	404,050	32%
Tennis Fund	130,084	42,942	33%	128,700	38,706	30%	139,200	46,082	33%
Community Maritime Prk Mgmt Svc Fund ^(a)	<u>1,348,550</u>	<u>405,298</u>	30%	<u>1,346,841</u>	<u>423,646</u>	31%	<u>1,009,522</u>	<u>442,055</u>	44%
TOTAL EXPENDITURE REPORT	<u>11,305,297</u>	<u>5,027,741</u>	44%	<u>10,880,535</u>	<u>4,496,475</u>	41%	<u>10,119,698</u>	<u>4,437,247</u>	44%

NOTES:

(a) Community Maritime Park Fund increase due to the New Market Tax Credit (NMTC) unwinding transaction with an effective date of 06/01/2017. (b) COVID effects in FY20 & FY21

Period percentage: 50%



City of Pensacola

222 West Main Street
Pensacola, FL 32502

Memorandum

File #: 22-00453

Parks and Recreation Board

5/19/2022

SUBJECT:

TONYA BYRD - SUMMER PROGRAMS



City of Pensacola

222 West Main Street
Pensacola, FL 32502

Memorandum

File #: 22-00455

Parks and Recreation Board

5/19/2022

SUBJECT:

PARK AMENITY DEDICATION REQUEST - PUMPKIN ASH TREE - LIONS PARK

Park Amenity Dedication PROPOSAL FORM

Please fill out the form below.

Amenity: Pumpkin Ash Tree
(List amenity you would like to dedicate)

Nominating Party

NAME: EPHA - Carmen Jones
(INDIVIDUAL OR REPRESENTATIVE OF GROUP)

ADDRESS: 2804 E. Strong St 32503

DAY PHONE: 850-982-6405 EVENING PHONE: _____

E-MAIL: Carmen.jonesphotography@gmail.com

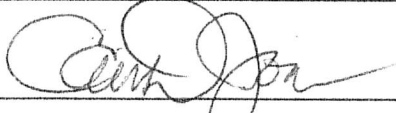
PERSON/ORGANIZATION/EVENT BEING HONORED

NAME: In Memory of Morgan V. Riley

PARK DEDICATION WOULD BE LOCATED: Lions Park
Bayou Blvd.

DESCRIBE THE SIGNIFICANT CONTRIBUTIONS MADE BY THE HONOREE:

Morgan took his own life on March 18, 2022 losing his battle to
Depression. He left behind his wife, parents and a 5 year old
daughter. The significance of the Ash Tree

SIGNATURE  DATE 4/15/2022

PLEASE FORWARD TO THE PARKS AND RECREATION DEPARTMENT:

222 West Main Street
Pensacola, FL 32502
Phone: 850.436.5670
Fax: 850.436.5199

Director Approval  Date 4/20/22

Board Approval _____ Date _____



City of Pensacola

222 West Main Street
Pensacola, FL 32502

Memorandum

File #: 22-00456

Parks and Recreation Board

5/19/2022

SUBJECT:

PARK AMENITY DEDICATION REQUEST - THE GARDEN OF PEACE AND HOPE - A MEMORIAL
FOR HOMICIDE VICTIMS

Park Amenity Dedication PROPOSAL FORM

The installation of any plaque as a dedication to an individual or group at a City facility must be approved. Please fill out the form below. You will be notified of the decision.

Nominating Party

NAME: Lavon Brown
(INDIVIDUAL OR REPRESENTATIVE OF GROUP)

ADDRESS: 515 Fairfield Drive, Pensacola, FL 32503

DAY PHONE: (850) 221-0753 EVENING PHONE: (850) 221-0753

E-MAIL: lbrown19488@gmail.com

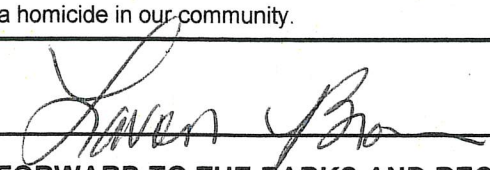
PERSON/ORGANIZATION/EVENT BEING HONORED

NAME: The Garden of Peace and Hope - A Memorial for Homicide Victims

PARK DEDICATION WOULD BE LOCATED: Corrine Jones Park
620 West Government Street, Pensacola, FL 32502

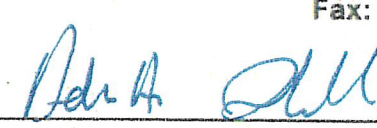
DESCRIBE THE SIGNIFICANT CONTRIBUTIONS MADE BY THE HONOREE:

The Homicide Victims to be honored are those who have fallen to the violence that has plagued our community. The honorees had lives that were cut short by the hands of others. Leaving families to mourn the unexpected loss. This location is an opportunity to honor the memory of those who have fallen. This location promotes healing, hope and peace in the lives of those impacted by a homicide in our community.

SIGNATURE  DATE 4/19/22

PLEASE FORWARD TO THE PARKS AND RECREATION DEPARTMENT:

222 West Main Street
Pensacola, FL 32502
Phone: 850.436.5670
Fax: 850.436.5199

Director Approval  Date 4/20/22

Board Approval _____ Date _____



City of Pensacola

222 West Main Street
Pensacola, FL 32502

Memorandum

File #: 22-00457

Parks and Recreation Board

5/19/2022

SUBJECT:

DISCUSSION - PARKS AND RECREATION REQUEST FOR MASTER PLAN

CITY OF GAINESVILLE MASTER PLAN DEVELOPED BY AECOM

https://issuu.com/gainesville-prca/docs/2012_10_10_gainesvilleparksmp_rpc_final_1

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DRAFT 5-11-22

Executive Summary

The Parks and Recreation Department's highest priority is advancing the quality of life in Pensacola's neighborhoods. The Plan identifies the key components as: delivering consistent services; maintaining the safety and appearance of city parks and recreation facilities; and instilling community pride.

Vision

Discuss

Mission

Discuss

Values

Discuss

Guiding Themes

Discuss

Good Health

Conservation of Our Natural Resources

Air. Water. Land. These are our greatest natural treasures. Yet, a growing population threatens the quantity and quality of these vital resources. Conserving greenspaces and waterways for the generations to come is crucial for our very survival. Parks hold a key to preserving what's precious.

A Sense of Community

What transforms a crowd into a community? A chance for people to connect. Parks provide that chance. parks are where lifetime friendships are formed, where the gap between generations is bridged, where people discover what they have in common. Where you can grow a hometown with a sense of community?

Economic Development

Parks offer the perfect venue for community and regional events – tournaments, concerts, exhibitions, food festivals – that draw visitors and new dollars into our backyard. A vibrant, growing city and community.

Goals

- **Provide recreation and learning opportunities**
- **Steward parks and open spaces for long-term sustainability**
- **Maintain parks and facilities to enrich the recreational experience of patrons**
- **Develop team capacity and organizational culture**
- **Strengthen Organizational systems and structures**
- **Actively engage and build relationships within diverse population**
- **HISTORICAL/CULTURAL RESOURCES**

The Parks and Recreation Strategic Plan outline the Vision, Mission, Values, Goals, and Objectives of the Department. These core goals are driven by the cities' plan for advancing the quality of life in Neighborhoods by delivering consistent services, maintaining the safety and appearance of the city parks and recreation facilities, and instilling community pride.

Template for Creating Your Own Master Planning Request for Proposal (RFP)

How to Use This Template

This template is a starting point for creating your own Request for Proposal (RFP) when seeking outside support on a Parks and Recreation Master Plan. Each RFP is unique to the community. Use this document as a guiding resource. Areas that are highlighted need to be personalized based on your own needs and information. “Community” is used to refer to the city, county, town, etc. Please update with the appropriate terminology for your specific agency.

Update this using your knowledge of the community, the process of getting approvals, typical timelines, etc.

For questions, please contact Tori Decea at vdecea@nrpa.org.

Resource created in 2020 by the National Recreation and Park Association



City, State

Request for Proposals

To Develop a Park and Recreation Master Plan

Due Date: Month XX, 20XX

Agency Name

Address

Invitation

[Community Name] is seeking proposals from qualified consulting firms to provide services to the community to develop a Parks and Recreation Master Plan. *[Insert mission statement of Department. If mission statement does not include mention of equity, describe commitment separately].*

The plan should create a roadmap for ensuring just and fair quantity, proximity and connections to quality parks and green space, recreation facilities and programs throughout the community now and into the future. The community is seeking a system-wide approach in order to develop goals, policies and guidelines and prioritize strategies based on current and future funding scenarios.

The Parks and Recreation Master Plan that will be created from this work will be a guiding document for future development and redevelopment of the community's system of parks and green space, recreation and programs over the next [X years].

Background

[Community Name] is located in [insert geographic context]. *[Include information on the surrounding areas, as well as any unincorporated areas. Provide descriptions of your community layout/type, including major highways that divide parts of the community, distance from other major cities or any substantial population growth or decline. This section should allow the reader to picture what your community looks like in comparison to the surrounding areas.]*

[Address what has occurred historically in this area in terms of economic, racial and social contexts. Is it agricultural or business-driven? Do you identify as rural, urban or suburban? What is causing a population growth or decrease?] Community is approximately XX square miles in size and has a population estimate of XX residents.

Demographic Data

[Use the most updated data (census, school enrollment, health department, etc.) to provide a demographic snapshot of your community, including race/ethnicity, age, income, poverty rates, languages spoken and disability rate. Also include information that you currently have available on the health, social and environmental threats that your community faces, such as rates of chronic disease, social isolation, homelessness, air and water quality, recent history and risk of natural disaster, and any major environmental hazards that exist. Note any difference in rates or exposure of these threats to particular demographic groups.]

Park & Recreation Context

[Include information on parks, green space, recreation centers and programs in your community, including number of parks, number of acres, percent of population in a 10-minute walk of a park, number and type of indoor recreation facilities and department budget. Refer to [Park Metrics](#), [Facility Market Reports](#), [ParkServe](#) and other resources.]

Project Description

[Community Name] is seeking proposals from qualified consulting firms to provide services to the community to develop a Parks and Recreation Master Plan. The community has a strong commitment to provide fair and just access to high-quality parks, green space, recreation facilities and programs for all members of the community and this master plan will help us achieve our commitment. Specifically, the consultant will collect and analyze data to develop a clear set of goals, policies and standards for the community's park system, green space, trails, recreation facilities and program development for the next [X years]. The consultant will work closely with community staff, Parks and Recreation Advisory Board, [enter other key stakeholders] in preparing the Parks and Recreation Master Plan. The consultant will create a product for distribution to the public and [insert other major deliverables, e.g.; comprehensive inventory, analysis of needs, implementation strategies.]

[Include who the plan needs to be approved by, such as an advisory board, board of commissions, city departments, mayor, etc. What is that process like in your community? Timeline?]

Scope of Work

The following are examples, replace with specific needs and wants.

Internal Assessment and Project Administration

- Provide the Parks and Recreation Advisory Board, Technical Advisory Committee, and/or Steering Committee with a presentation of your approach to the planning process and provide [X number of] progress reports.
- Co-present approach to Master Plan along with community staff to Elected Officials and provide [X number of] progress reports.
- Participate in progress meetings with the community's Project Manager as often as necessary, but not less than once per month until the final plan is approved.
- Supply the Project Manager with at least one (1) copy of all completed or partially completed products as deemed necessary by the Project Manager at least three (3) working days before each progress meeting. The Project Manager shall schedule the meetings, as necessary, at key times during the development of the Master Plan.

Community Engagement

- Identify, describe and implement a comprehensive strategy and methodology for community involvement in this Master Plan development process.
- Review existing engagement documents conducted by the park and recreation department or other departments to compile available information about community needs. Summarize and identify gaps in data.

- Provide well-organized and directed activities, techniques and formats that will ensure an equitable, inclusive, open and proactive public participation process is achieved. These methods should solicit quality input from as many people as possible, including under-resourced populations and users and non-users of the services and facilities.
- Act as professional facilitators to gather specific information about services, use, preferences and any agency strengths, weaknesses, opportunities and threats.
- Provide written records and summaries of the results of all public process and communications strategies that can be shared with the public.
- Help to build consensus and agreement on the plan and if consensus is not possible, provide information for informed and equitable decision making for the **Parks and Recreation Advisory Board, Technical Advisory Committee, and/or Steering Committee**.

Resource and Data Collection

- Conduct analysis that considers the fair and just quantity, distribution, inclusivity, condition, cultural relevancy, connections and proximity of parks, green space, programs, recreation centers and services. Evaluation criteria should be based on the expressed values of the community and focus on improved health and environmental outcomes.
- Provide an assessment and analysis of the **park and recreation department's** current level of programs, services and maintenance in relation to present and future goals, objectives and directives.
- Compile an inventory and assessment of the existing parks, trails, green space and facilities in Geographic Information System (GIS). Compare to national benchmarking tools.
- Provide a community-wide statistically valid community needs assessment survey on recreation and park programs and facilities. The return rate should accurately represent a sampling of the population, including vulnerable populations, so that an analysis can be segmented by race, gender, age and other demographic groups.
- Review and interpret demographic trends and characteristics of the community, using information from the **Comprehensive General Plan** and other regional and local sources.

Implementation

- Develop an action plan that includes strategies, priorities and an analysis of budget support and funding mechanisms for the short-, mid- and long-term for the park system, green space, trails and recreation programs and services. The action plan should prioritize strategies by their level of impact on social, health and environmental outcomes.
- Prioritize recommendations for needs regarding land acquisition, and the development of parks, trails, green space and recreation facilities.
- Prioritize recommendations for maintenance, renovation and operations of parks, trails and recreation facilities.
- Recommend collaborative partnerships and other solutions to minimize duplications or enhance opportunities for collaborative partnerships.
- Identify areas of service shortfalls and projected impact of future trends.
- Provide useable and workable definitions and recommendations for designated park and green space with acreages and parameters defined as appropriate.

- Develop recommendations for operations, staffing, maintenance, programming and funding needs.
- Provide a clear plan for development of programming based on demand analysis.

Development of Final Plans and Supporting Materials

- The Master Plan must include written goals, objectives, policy statements, a financial and action plan that articulate a clear vision and “roadmap” and model for the **park and recreation department’s** future.
- A summary of existing conditions, inventories and system-wide metrics, distribution metrics, and population demographics and outcome metrics. **Refer to “System-Wide Metrics” in the Resource Guide**
- Charts, graphs, maps and other data as needed to support the plan and its presentation to the appropriate audiences.
- **[X number of]** meetings with **[key stakeholders]** for required adoption of the Master Plan.

All proposals should include the following information:

- A Letter of Submission that includes the name, address and telephone number of the person(s) who is representing the firm.
- Background on the firm and its experience in preparing Master Plans for public agencies, as well as engagements involving communities that have characteristics similar to the **community**.
- A narrative that presents the services the firm would provide detailing the approach, methodology, deliverables and client meetings.
- Identification of the personnel to be assigned to this engagement, including a résumé of related experience and estimated number of hours per person.
- A timeline for preparation and implementation of the Master Plan and its components.
- A summary of liability, errors and omission insurance coverage the firm maintains.
- At least three (3) public agency references for projects of a similar nature. Include a description of the projects, including (at minimum) client, location, contact person, contact information (telephone/email address) and a brief summary of the project.
- Provide itemized project costs in a separate sealed envelope. The project cost for services should be a “not-to-exceed cost for services.”

Proposal Response

The proposal should contain all information requested and any additional information necessary to summarize the overall benefit of the proposal to the **community**. Proposing firms should submit the proposal no later than **XX:XX x.m. on Month XX, 20XX**.

Submittals should be directed to:

[Provide contact information, such as name, title, email, phone number and address.]

This solicitation does not commit the **community** to award a contract, to pay any cost incurred with the preparation of a proposal, or to procure or contract for services or supplies. The **community** reserves the

right to accept or reject any or all proposals received in response to this request, to negotiate with any qualified source, or cancel in whole or part of this proposal process if it is in the best interest of the community. Following contract negotiations, prospective consultants may be required to submit revisions to their proposals. All proposers should note that any contract in accordance to this proposal is dependent upon the recommendation of the community staff and the approval of [the City Council].

Project Budget Range

A budget of \$XX,XXX-XXX,XXX has been established for this project.

Preliminary Project Schedule

The following tentative schedule is anticipated for selection, contract negotiations and contract award.

- Proposals due Month XX, 20XX.
- Proposal review and interviews to take place Month XX, 20XX.
- Contract award expected in Month Year
- The Master Plan associated with this proposal will commence on or about Month XX, 20XX.
- The timeline that is projected for the preparation and completion of the Parks and Recreation Master Plan is nine (9) months from the City Council award date. (Note: If no needs assessment survey is required, this timeline may shorten by two (2) months).



UNIVERSITY *of* WEST FLORIDA

City of Pensacola Parks Needs Assessment

December 1, 2016

PENSACOLA
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Overview of the Project

Faculty members in the Sport Management program at the University of West Florida were contacted to assist the City of Pensacola and the Parks and Recreation Department in long term planning and evaluation. The city's stated goals were to evaluate the current parks system and to systematically solicit citizen input for master planning. Dr. Matthew Ruckman, of the Sport Management program, recruited a team of interested UWF faculty. The project team included faculty members from Sport Management, Public Administration, Criminal Justice, and Political Science. The project team collaborated to determine an appropriate course of action for gathering and evaluating data that to meet the city's objectives. The project began in 2015 with an agreed upon 2016 completion date.

The City of Pensacola Parks Needs Assessment included a physical inventory of the city's parks system, which began in May 2015 and was completed in May 2016. In January 2016, faculty members met with a group of stakeholders chosen by the Director of Parks and Recreation to review the department's current strategic plan. The faculty reviewed the goals, objectives, and inventory of the parks program. The project team identified benchmarks for the parks program. In order to solicit citizen input throughout the process, the project team developed and administered a citizen survey. The citizen survey was administered electronically in February 2016. Additionally, the project team engaged citizens in a participatory budgeting process. The process included conducting focus groups throughout the city. Citizens were engaged in a discussion about the current parks program, they provided input for future planning, and they were asked to prioritize their needs. Finally, a team of students and faculty evaluated the city parks using the Public Space Index (Mehta, 2013).

This document reports the findings associated with the evaluation plan and offers general recommendations based upon the data. The project team attempted to understand the current state of the Pensacola parks system. The conclusions and recommendations contained in this report are based solely upon the data available. The project team made every attempt to design an objective process and to collect relevant data that would represent the current needs of the parks system. The team was diligent in its efforts to inform citizens about the ongoing process and to involve as many stakeholders as possible. When reviewing the results and recommendations of the assessment, the reader should consider the limitations described and the overall context of the assessment questions. The results and recommendations of the assessment should be used to inform decisions but are not intended to be the sole consideration in future planning.

Objectives of the Needs Assessment

Parks are a valuable asset of any urban community regardless of the communities' size, geography, climate, or ecology. "Parks have long been recognized as major contributors to the physical and aesthetic quality of neighborhoods" (Walker, 2004, p. 1). Community members expect Parks and Recreation Departments to provide open spaces and to operate recreational programs and facilities (Walker). The provision of outdoor recreation opportunities has been accepted as a role of government since the late-19th century (DEP, 2013). Government functions to provide outdoor recreation opportunities to its citizens for two primary reasons: to promote social welfare and to protect natural resources (State of Florida). Outdoor recreation opportunities promote the general welfare of the populous, provide opportunities for leisure, and are a significant contributor to the overall quality of life in a community (DEP). Maintaining green spaces also contributes to a safe, diverse, and healthy ecology of a community. In addition, proximity to parks has been shown to have a significant positive impact on property values. Crompton (2001) analyzed the results from 30 empirical studies that examined the impact of parks on property values. Crompton concluded that properties fronting or abutting a passive park space experience a 20% increase in value. Meanwhile, properties two or three blocks from an active park experience an approximately 10% increase in value. Finally, research has documented that parks are viewed as valuable to both users and non-users (Godbey, Graefe, & James, 1992).

Given the value that parks and green spaces add to a community, the City of Pensacola Parks and Recreation Department is seeking to maximize its investment in the parks system. The overall objective of the City of Pensacola Parks Needs Assessment was to support this effort. The needs assessment was designed to assess the current quantity and quality of available park space and amenities. The assessment sought to compare available parks and amenities to standards. The assessment was



designed to maximize citizen input, within resource constraints, through the use of an electronic survey and citizen focus groups. Finally, the assessment employed the Public Space Index to evaluate the perceived safety of city parks. The City of Pensacola Parks Needs Assessment should allow the Parks and Recreation Department to make informed decisions on future capital outlays. The recommendations made in the report are based strictly upon the data. A myriad of factors exist that impact government spending on parks and outdoor recreation opportunities. The project team intends to make themselves available to facilitate or assist in future strategic and long-range planning efforts as requested by the city.

Executive Summary and Recommendations

The City of Pensacola Parks Needs Assessment was focused only on the areas identified and agreed upon by the city and the project team. The needs assessment is focused on city parks and park amenities. The assessment does not include Osceola Golf Course, community centers, or city pools. When reviewing the recommendations or comments, the city should consider the overall nature of the recommendations in context. The recommendations are based upon the data collected, common sense deductions, and professional opinions. Each data source and data collection method comes with its own set of limitations. However, triangulating these data sources collectively does provide an opportunity to understand the current parks system and the system's needs. The following includes a brief summary of the results of the assessment and the recommendations.

The university and the project team appreciate the opportunity provided by the city and the parks and recreation staff to collaborate on this project. The parks and recreation staff was forthcoming, provided all information requested, and facilitated input from citizens and key stakeholders. The assessment revealed some valuable information about the needs of the city's park system.

Recommendation One

Our primary overarching conclusion is that the parks system is overbuilt to an unsustainable level, given its current resources. This conclusion is based primarily upon the condition of the park amenities (inventory), citizen concerns with park maintenance and upkeep (citizen survey and focus groups), citizen concerns regarding lack of amenities (survey and focus groups), and parkland and amenities (benchmarking). The city may address this finding in one of two ways. The recommended approach is to strategically reduce the quantity of parks services. The second approach would be to increase recurring financial and human resources to the parks department. However, maintaining the existing parks and amenities spread throughout city, at the level expected by the citizenry, would require a substantial investment. The financial resources that would be required to provide the citizenry with the expected levels of maintenance and amenities of a "city park" would be unduly taxing on the city and its citizens. The number of parks maintained by the city is unnecessary based upon its population and population density. The city should not be expected to maintain and operate the current number of parks at the level expected by the citizenry.

Specifically, we recommend the following. Operating and maintaining fewer parks and amenities will allow the city to better serve its citizens by providing parks that are safer, cleaner, well maintained, and include modern amenities. The city can improve service by consolidating resources into strategic or regional parks while reducing expenditures in smaller parks. The results of the needs assessment are indicative of a long history of responding to political or social pressures rather than making strategic informed decisions. The city should be commended for committing to assessing the parks system and making strategic, fiscally responsible, and data-driven decisions.

Recommendation 1A

Develop a GIS Map showing the density of parks and/or select amenities within the city limits. Utilize the information to prioritize and identify parks and amenities for elimination or reduction of services.

Recommendation 1B

Focus resources on the development of more regional parks with adequate coverage throughout the city, while eliminating the use of resources to support the unsustainable expectations of many neighborhood parks. The parks, amenities, and overlaid population density map should inform the selection of regional parks.

Recommendation Two

The overall locations, conditions, and quantity of select amenities provided extremely useful information. The city staff can use this information to determine what specific assets need to be replaced immediately. City staff should examine the inventories and condition reports for individual parks to determine immediate needs.

Recommendation 2A

The number and density of these amenities should inform an intentional equipment replacement process. It may be more responsible to strategically remove an asset than to replace it. Consider the following examples.

- The city currently has a bench for every 130 residents. Assuming two people can sit on each bench, the city maintains a bench for every 65 residents.
- The city maintains a trash can located at a park for every 123 residents.
- A third of the water fountains in city parks are not functional.
- The city maintains a swing for every 35 children under the age of twelve.
- Nearly half of the playground surfaces are sand.
- Only 12% of the city's diamond fields were reported to be in good condition.
- There is piece of playground equipment for every 45 residents under twelve.

These examples support the conclusion that the current inventory of parks and amenities is unsustainable and unnecessary. The results of the inventory support the overall recommendation to strategically scale down parks services while consolidating the parks system into more regional parks.

Recommendation Three

Benchmarking is a useful way to compare the city's parks program to similar municipalities, national norms, and national standards. The 2015 NRPA Field Report presents results of an annual nationwide survey of parks departments. The NRPA also publishes standard benchmarks for select amenities. Comparing the city's parks program to these benchmarks yielded useful data. The results of the benchmarking also support the overall recommendation to consolidate the parks programs and amenities.

Recommendation 3A

Table 2 shows how the City of Pensacola compares to similar and neighboring pre-selected cities in terms of acreage of parkland. Pensacola maintains far more parkland than most of the cities selected. Tables 4 and 5 reveal that the city maintains an excessive amount of parks and amenities. The city should systematically prioritize the quantity and quality of parks and amenities that can be sustained using existing resources. The following specifics support this conclusion and recommendation.

- The city maintains more than double the standard number of basketball courts. Only the outdoor courts were included in this inventory. There are more than ample opportunities for citizens to pursue recreational basketball. Nearly half of the basketball goals were rated poor in the condition inventory. This finding is not surprising since the city cannot reasonably maintain or be expected to maintain its current quantity of basketball courts.
- The city maintains over three times the standard number diamond fields and is well below the lower quartile of comparable cities (see Table 5) for diamond fields per capita. Only 12% of the diamond fields in the city were observed to be in good condition. The city cannot maintain its inventory of diamond fields to the expectations of its citizens.
- The city has over three times the standard number of playgrounds. The 58 playground structures equate to one playground per every 138 citizens under the age of 12. Table 5 reveals the city has more than twice the amount of playgrounds as the lower quartile of similar cities. The lower quartile includes comparable cities with the lowest number of citizens per amenity. According to the inventory, 74% of playground pieces were rated as being in fair condition. If we assume that playgrounds degrade at a consistent rate, the city will have to replace more than 42 pieces in near future. The city should systematically scale back playgrounds to a sustainable level.

Recommendation 3B

The quantity of rectangular fields is a notable exception highlighted by the benchmarking. The city should develop a minimum of six rectangular/soccer fields to meet the standard. It is recommendable to develop rectangular fields, given the popularity of soccer nationally, regionally, and among survey participants.

Recommendation Four

The results of the citizen survey, like any survey, should be considered relative to its respondent demographics. Although, the attempt was made to capture a wider audience the sample is most likely not representative of the entire city population. The respondents were primarily Caucasian mothers with a median household income of \$80,000. Only 12% of the respondents were not park users. The majority of park users reported using the parks daily or weekly. The results of the citizen survey support the recommendation to consolidate and develop more regional parks while eliminating or reducing resource allocation to smaller neighborhood parks. The following specifics form the basis of this conclusion and recommendation.

Recommendation 4A

The top deterrents among non-users were lack of amenities, unsure about location, maintenance and physical condition, accessibility, and safety. The results of the benchmarking and inventory clearly indicate that there is not a lack of amenities in the parks system. Perhaps there is a lack of “desired amenities”. Citizens frequently mentioned either in the survey or during focus groups that they were unsure about the location of parks. The fact that there are 93 of them in the city likely contributes to this confusion. Maintenance, physical condition, accessibility, and safety are intertwined. The parks department cannot possibly maintain its current inventory of parks and amenities, with its current resources, to the expectations of the citizenry. It is also unnecessary to maintain the current inventory of many select amenities. Park improvements, such as accessibility and safety improvements, often lag behind general park maintenance.

Focusing resources on fewer parks and developing more regional parks addresses many of these issues. We suggest that most citizens know the location of regional parks. Consolidating resources into more regional parks will allow the city to better meet the expectations of its citizens. Resources can be utilized more efficiently to create well-maintained, more accessible, safer parks, with modern amenities.

Recommendation 4B

Among park users, the most frequently reported leisure activity was walking/jogging (57%). Additionally, walking was the second most frequently cited use of parks among focus group participants. Participants also frequently discussed using the parks to simply enjoy nature and for general relaxation. We suggest that amenities are not required for these popular activities. The parks were reported in the inventory to contain over 10 miles of sidewalks, which are necessary to ensure the parks are accessible to many citizens. However, we suggest that eliminating amenities is not eliminating a park. Strategically focusing resources away from smaller parks does not prevent citizens from using the parks for walking, general relaxation, or enjoying nature.

Playground usage was the second most frequently reported leisure activity (52%). However, nearly 20% of the respondents chose a regional park as the park they use most frequently. Based upon the survey, three of the top five parks used most frequently are regional parks. We suggest that systematically consolidating park resources into additional regional parks will increase park usage and satisfaction. Soccer, baseball, tennis, cycling, and basketball were respondents' most popular sport-based usages of the parks. More than 25% of respondents indicated they used the parks to play soccer. We suggest this statistic reinforces the popularity of soccer and supports the need for rectangular fields. In this sample, 7% of park users reported using the parks to play basketball. With the exception of soccer, the parks department meets the needs of its citizens for sport-based outdoor facilities.

Recommendation Five

Focus groups can be a great tool to get a deeper level of input. Focus groups like all methods have their limitations. The focus group participation was extremely valuable and yielded some meaningful results. The results of the focus group discussions are somewhat contradictory. However, the conclusions drawn from the focus group data support the overall recommendation.

Recommendation 5A

Participants most frequently reported using the parks for neighborhood and social gatherings. Walking was the second most popular activity, followed by sports, relaxation, and exercise. Reducing the resources and even availability of some neighborhood parks may negatively impact some communities. However, the recommendation is to eliminate parks or reduce services in a systematic way, based upon park and population density. The goal is to eliminate redundancy in small parks and increase opportunities for social/neighborhood gathering at larger, more modern, accessible, and safer parks.

Participants reported that the parks department was best at offering facilities and equipment. Based upon the inventory and the benchmarking it is apparent that the quantity of parks and equipment should greatly exceed expectations. Quality of maintenance and programming emerged as the next most cited strength of the parks program. Maintenance was more prevalent as a weakness than a strength overall. Participants generally felt that the parks department was responsive and in "some parks" did a great job maintaining the park.

Participants reported lack of equipment, maintenance, and programming as points for improvement. The contradiction is somewhat explained by people's taste and preferences. For example, if I have small children I may be happy with the number of playgrounds. As my children get older, I may be unhappy that there is not enough programming for adolescents. I may also be dissatisfied that the equipment is designed for small children. As I get older, I may feel the parks and programming are too focused on children.

Recommendation 5B

When citizens were asked to prioritize their capital improvements, the most popular responses were a skate park, new/updated playground equipment, walking trails, bathrooms/water fountains, landscaping/trees, and general maintenance. The NRPA standard is one skate park per 50,000 residents. Therefore, a skate park may make sense. Obviously, the small number of participants involved in a focus group makes this data easy to skew. New and updated playground equipment is a maintenance and modernization issue. We suggest this issue is best addressed through consolidation. The city has two walking trails that could be considered trail systems and over 10 miles of sidewalks in the parks. We generally agree that a clearly defined trail system would benefit the city residents. A trail system that supports safer cycling, jogging, and walking would be especially beneficial. Bathrooms and water fountains are a priority to include in larger parks but should not be included in neighborhood parks. Water fountains are expensive, difficult to maintain, and somewhat of a relic. We suggest that including water fountains in smaller parks is not a good use of resources. This is supported by the fact that half of the existing water fountains are not operational. There are too many existing water fountains to maintain on limited resources. Landscaping will continue to be below expectations as long as there are 93 parks and limited resources. General maintenance is not a capital purchase, but it reoccurs in the focus group's priorities. We suggest it is ill advised to continue to expand the parks and amenities inventory without an infusion of resources for maintenance.

Recommendation 5C

The primary conclusion is that the participants in the focus groups have high expectations for the parks. We suggest that their expectations are best met by consolidating resources. The structure of the parks system suggests that people should have varying expectations based upon the park's classification. In reality, people expect most parks to have the amenities they want, when they want them, throughout their life cycle, and that these amenities should be of high quality.

Recommendation Six

The public space index was utilized to evaluate the quality of city parks. Specifically, the public space index was chosen for this project to evaluate park safety. The safety index rates and ranks the perceived and observational safety of 60 parks.

Recommendation 6A

The results of the safety index indicate a need to increase lighting and security in many of the public parks. The results also indicate which parks need the most attention with regard to lighting and safety. It is recommendable to focus on improved lighting and security of the parks. However, the city must be strategic about deploying resources for security. The recommendation to improve lighting should be based on the data, deployed systematically, and in sustainable quantities.

According to the inventory, the parks department currently maintains 363 lights in the parks and there are 57 gulf power lights. The inventory data indicates there are 1.4 lights per acre in the parks.



Physical Parks Inventory

Physical Parks Inventory Methods

The parks inventory began in May 2015. The initial step in the parks inventory was to design a systematic observation instrument that could be used by trained observers to inventory all of the city parks. The observation instrument used to evaluate the city parks is included as Appendix A. Upon completion of the instrument, the focus turned to obtaining the human resources necessary to physically inventory the 93 city parks. An intern was recruited from the UWF Sport Management program for the summer of 2015 to begin the inventory. In the summer of 2016, the City of Pensacola and UWF Center for Research and Economic Opportunity partnered on a \$3,600 grant to complete the inventory. An intern paid by the university and supervised by the city was employed to complete the inventory. The interns combined to visit each city park and observe, evaluate, measure, and assess the park and its existing amenities using the observation instrument. Data from each observation was input into an electronic filing system by the interns and was compiled by the project team.

Description of the City Parks System

The City of Pensacola is located in Escambia County, FL and is comprised of approximately 22 square miles of land, with an additional 17 square miles of water area (U.S. Census, 2010). The city maintains over 600 acres of parkland or approximately one square mile. The parks inventory included over 93 parks and facilities, 21 athletic competition fields, 20 athletic practice fields, and tennis courts. The city's community centers and golf course were not a subject of the needs assessment. The city has developed a five-tier classification system for the parks.

Neighborhood Park – The majority of parks are neighborhood parks. Neighborhood parks are designed to serve residents in a 1-3 block radius and may include few amenities.

Community Park – There are fewer community parks in the system. Community parks are intended to serve residents within a one to two-mile radius. Community parks have added features and amenities.

Historic Park – Historical parks have a historical and cultural significance to the community. Historical parks might include monuments, historical sites, or cultural artifacts.



Regional or Destination Park – Regional parks have many amenities, parking, and attractions. Regional parks are intended to serve all residents of the city and may attract visitors from outside the city.

Athletic Park – Athletic parks are designed to host athletic competitions and are used primarily for programmed activities.



Physical Parks Inventory Results

The following describes the results of the physical parks inventory. The information presented includes the quantity and quality of several assets and amenities present in the city parks. The results are presented in aggregate, but data has been delivered to the parks department detailing the presence and condition of assets for each park.

Table 1: *Total count of all assets inventoried*

Asset	Total Count
Benches	402
Tables	153
Lamps/Lights	
Parks and Recreation	363
Gulf Power	57
Gazebos/Pavilions	55
Trash Receptacles	428
Water Fountains	64
Parking Spaces	1,094
Swings	218
Basketball Goals	68
Playgrounds	58
Sidewalks	56,821 lin./ft.
Trees	6,486
Diamond Fields	34
Grills	13
Football Fields	3
Tennis Courts	39
Dog Parks	2

Parks Inventory Condition

The evaluator rated the condition of assets as either being in good, fair, or poor condition. Figures 1-12 describe the condition of the city's assets included in the inventory. The figures include the total number of a particular asset and the reported conditions by percentage.

Figure 1: *Condition of benches*

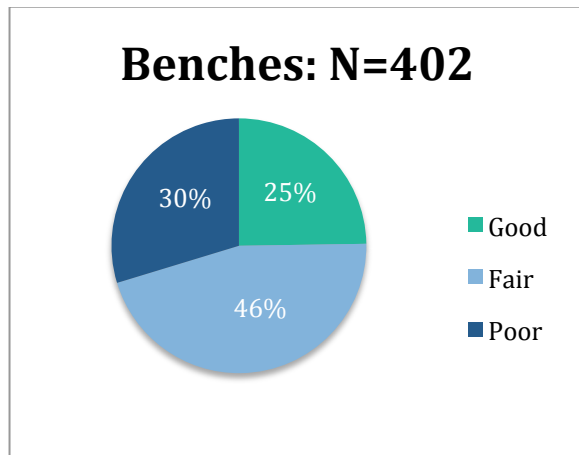


Figure 4: *Condition of trash receptacles*

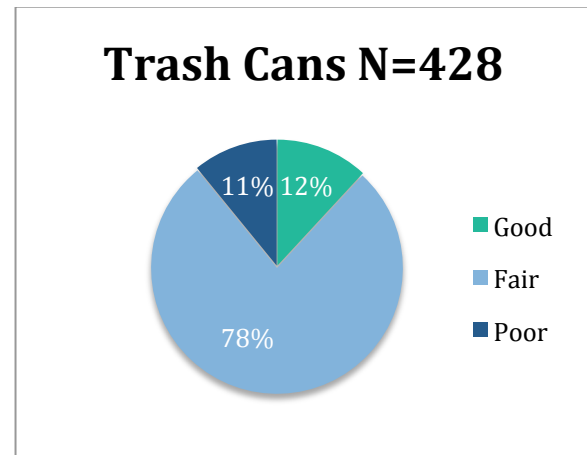


Figure 2: *Condition of tables*

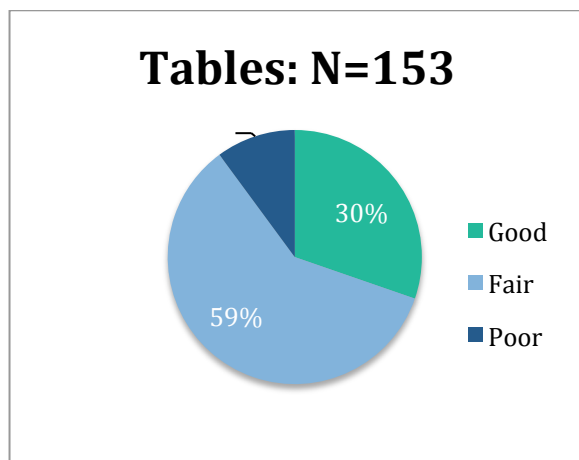


Figure 5: *Condition of water fountains*

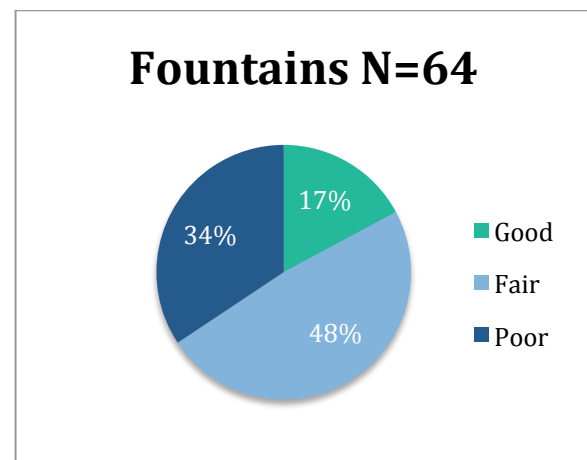


Figure 3: *Condition of pavilions*

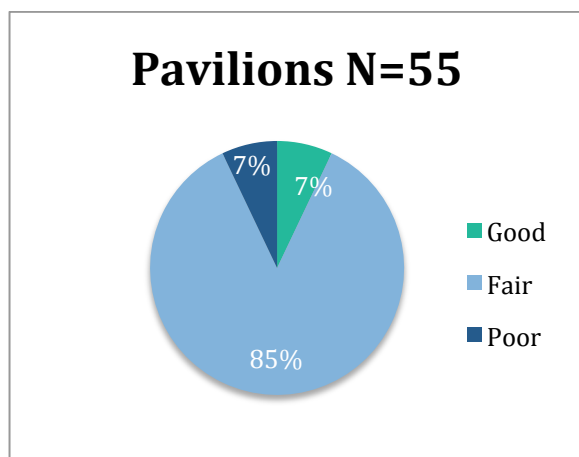


Figure 6: *Condition of swings*

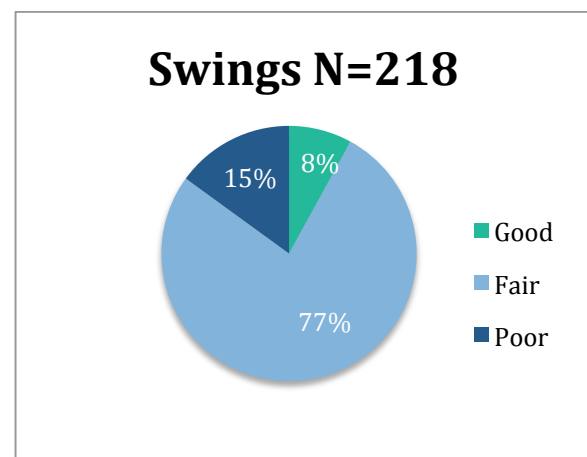


Figure 7: Condition of basketball goals

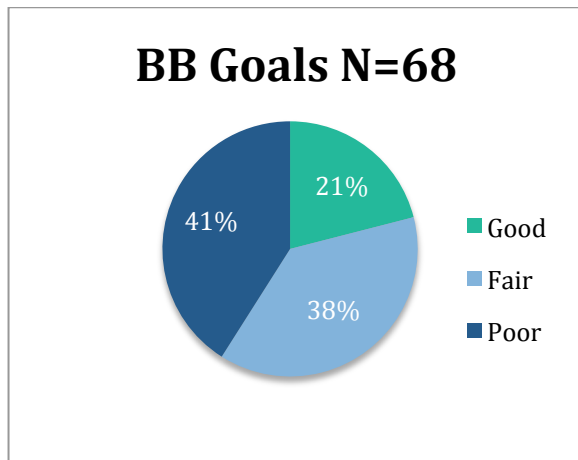


Figure 10: Condition of tennis courts

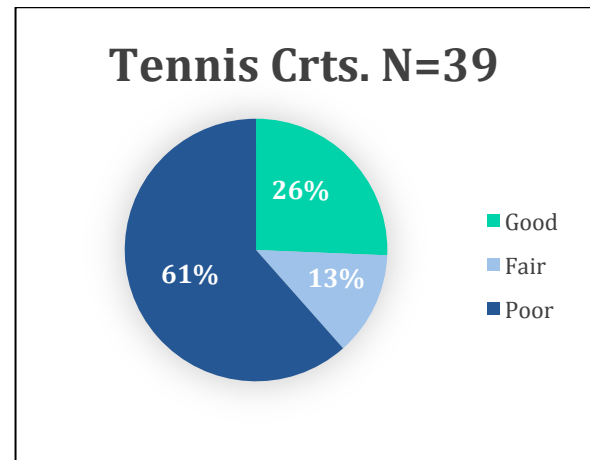


Figure 8: Condition of play equipment

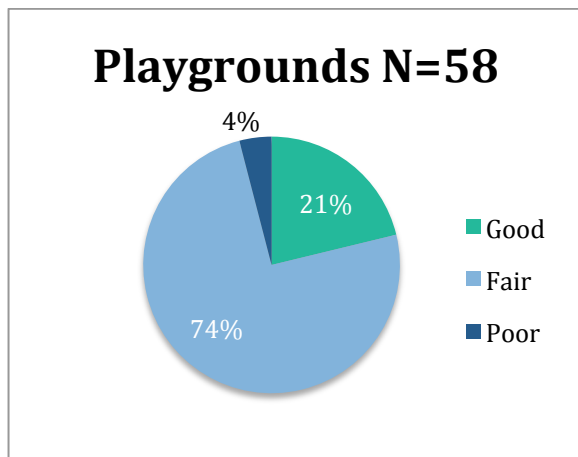


Figure 11: Condition of grills

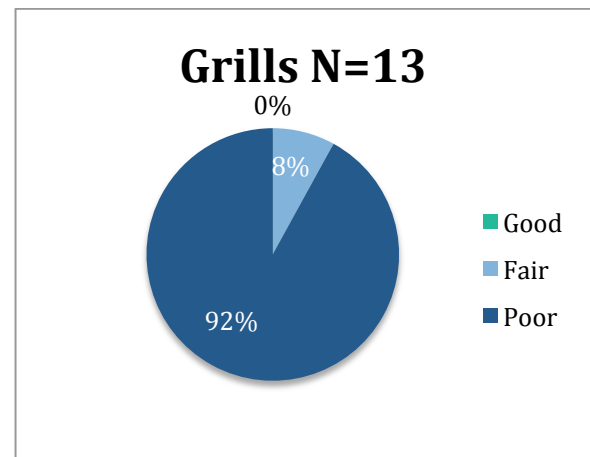


Figure 9: Condition of baseball fields

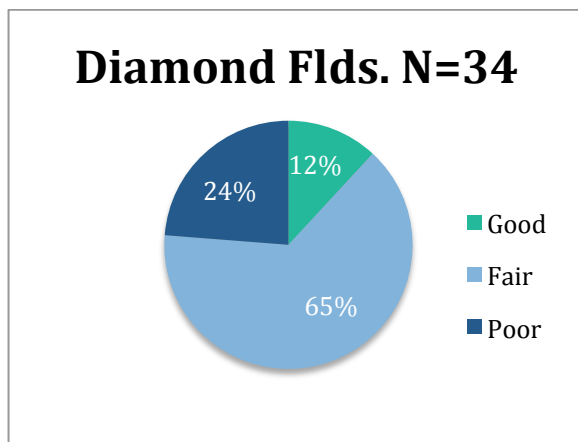
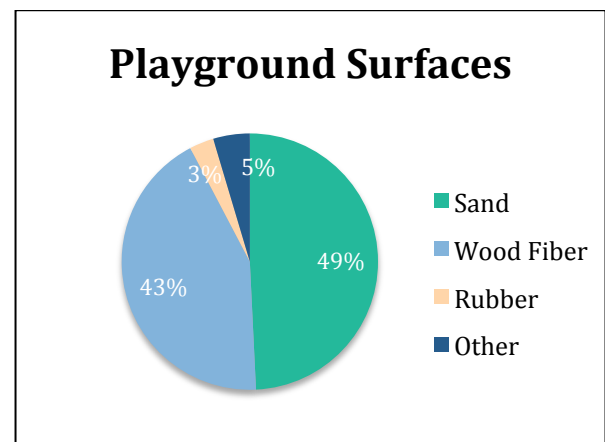


Figure 12: Playground Surface



Benchmarking to Standards

Methods of Comparison

Benchmarking to established standards is a useful way to examine the outdoor recreation opportunities provided to the citizens of Pensacola. Typically, this can be accomplished by identifying key metrics and comparison cities. The City of Pensacola is unique for many reasons. Most notably, Pensacola has an abundance of outdoor recreation opportunities available to its citizens. According to a 2011 statewide survey, of both residents and tourists, saltwater beach activities ranked highest in participation (DEP, 2013). Sixty-three percent of Florida residents reported participating in saltwater beach activities, excluding fishing, within the prior year. Likewise, saltwater beach activity participation ranked highest among tourists with 49% of tourists reporting participation in the prior year. While not all residents or visitors participate in saltwater beach activities, these activities play a major role in outdoor recreation participation and the culture of the area. Pensacola is situated along the Gulf of Mexico and Pensacola Bay. The culture, ecology, and size of Pensacola made it challenging to agree on comparable cities. However, Table 2 illustrates how Pensacola compares to several cities in terms of landmass dedicated to parks.

Table 2: *City comparison: Acres of park per 1,000 residents*

Municipality	Acres/1000
Winter Park, FL	11.9
Pensacola	11.5
Fort Myers, FL	5.0
Doral, FL	2.4
Mobile, AL	1.3

Another, often useful, method of comparison is to compare the city's parks program with established standards. The National Recreation and Park Association (NRPA) publishes and maintains the Recreation, Park, and Open Space Standards and Guidelines. These standards are often utilized as a snapshot comparison of city parks. Standards are extremely useful because they provide comparisons. However, each municipality is unique and should develop outdoor recreation opportunities based upon the needs and desires of their citizens and community. Some general demographics that should always be considered for future planning are presented in Table 3.

Table 3: U.S. Census 2010: Pensacola demographic composition

Population	Number	Percent
Total population	51,923.00	
Square Miles (Land) ¹	22.54	
Population per sq./mi.	2,303.50	
Gender		
Male	24,086.00	47.4
Female	27,837.00	52.6
Age²		
Under 5 years	3115	6.00
5 to 9 years	2908	5.60
10 to 14 years	3323	6.40
15 to 19 years	3738	7.20
20 to 24 years	4102	7.90
25 to 34 years	6698	12.90
35 to 44 years	6075	11.70
45 to 54 years	7737	14.90
55 to 59 years	3738	7.20
60 to 64 years	2908	5.60
65 to 74 years	4465	8.60
75 to 84 years	2285	4.40
85 years and over	831	1.60
Race and Ethnicity		
White	34,425.00	66.3
African American	14,538.00	28.0
Hispanic or Latino	1,713.00	3.3
Asian	1,038.00	2.0
All Other	208.00	0.4
Education		
High School Graduate or Higher Persons > 25 years		91.3
Bachelor's Degree of Higher Persons > 25 years		33.0
Household Income (2014)		
Median Household Income	\$46,424.00	
Per Capita Income	\$28,844.00	
Persons in Poverty	8,203.00	15.8

¹ The Pensacola city limits contain approximately 18.26 sq. mi. of water areas

² Figures calculated using Pensacola City Population (Census, 2010) and age distributions of the Pensacola Metro Areas (FloridaWest Economic Development Alliance, 2012)

Benchmarking Results

The results of the benchmarking to standards should be considered within the context, values, and resources of the local community. NRPA publishes national standards for a number of park and green space amenities. NRPA recognizes the important role that parks and outdoor leisure opportunities play in a healthy thriving community. The NRPA maintains these standards as minimum expected standards for members of a community and as a resource for regional planning. The City of Pensacola Parks and Recreation Department was benchmarked using both NRPA standards and national community norms. Tables 4 and 5 compare the available parkland and facilities to available standards.

Table 4: *Selected facilities and NRPA standards*

	Number	Actual/Pop.	NRPA Standard	Need for Standard
BB Court	25	1 per 2,077	1 per 5000	-15.0
Diamond Fld.	34	1 per 1,527	1 per 5000	-24.0
Football	3	1 per 17,308	1 per 20,000	-.5
Golf Course	1	1 per 51,923	1 per 50,000	
Playground	58	1 per 895	1 per 3,000	-41.0
Soccer	0		1 per 10,000	5.0
Swimming Pool	2	1 per 25,987	1 per 20,000	.5
Tennis Court	39	1 per 1,331	1 per 2000	-13.0
Trails	2		1 System per Region	-1.0

Note: Facility standards were retrieved from the NRPA's 2015 Field Report.

Table 5: *Selected facilities and U.S. cities offerings per population*

City of Pensacola		U.S. Cities		
		Lower Quartile	Median	Upper Quartile
BB Court	2,077	4,583	7,526	14,055
Diamond Fld.	1,527	1,916	3,333	5,837
Dog Park	25,962	27,000	53,915	101,372
Golf Course	51,923	6,360	13,144	26,207
Playground	895	2,211	3,899	6,667
Swimming Pool	25,987	16,585	33,660	57,149
Tennis Court	1,331	2,725	4,413	8,637

Note: Facility offering data is from the NRPA's 2015 Field Report.

Citizen Survey

Community involvement was fundamental in assessing the needs of the City of Pensacola parks system and offering recommendations for future planning. Future plans for park improvements should suit both the city and its residents. The City of Pensacola Parks Needs Assessment integrated the community in two primary ways. The first method utilized to solicit citizen input was the Citizens Needs Assessment Survey. The Citizens Needs Assessment Survey is included as Appendix B. The second method employed to collect input from city residents was a series of community focus groups. The focus group methods and results are addressed in a later section. The following describes the methods and results of the citizen survey.

Survey Methodology

The project team developed the Citizens Needs Assessment Survey in consultation with Parks and Recreation Department staff. Once the survey items were agreed upon, the electronic survey was then created in Qualtrics survey software for distribution to the public. Qualtrics provided the project team with an efficient and effective method for disseminating the survey to a large number of citizens. Qualtrics was also utilized to store and analyze citizen responses pertaining to their current usage and perceived needs of the park system.

A variety of tactics were used to recruit and inform citizens of the opportunity to participate in the needs assessment survey. First, the UWF project team worked alongside neighborhood association presidents to disseminate background information on the overall project, the role of the survey in the project, and the survey link. Neighborhood association presidents were asked to electronically distribute the survey to their membership. The project team maintained email communication with association presidents. In an effort to maximize participation, presidents were asked to distribute two reminder emails during the survey window.

Next, the project team partnered with the Pensacola Parks and Recreation Department to promote the survey via Facebook and other department social media platforms. Additionally, the University of West Florida and the Pensacola Parks and Recreation Department issued press releases to traditional local media outlets. The Citizens Needs Assessment Survey was featured in the Pensacola News Journal and on the WEAR website.

The survey was active and open from January 23rd to May 8th 2016. A total of 738 responses were collected during the survey window. A total of 550 participants remained in the sample after removing all non-city residents. The remaining city residents were statistically determined to be a representative sample. The project team continued with cleaning the data. The data cleaning included identifying missing data, incomplete responses, and the removal of statistical outliers. The resulting data set was analyzed, and the results are presented in the following section.

Survey Sample Description

The description of any survey sample provides critical context for interpreting the results. The sample response rate for the Citizens Needs Assessment Survey is large enough to be statistically representative of all city residents. However, the reader should closely consider the demographic characteristics of the respondents and those of the city. The reader must determine and give weight to how well he/she feels this sample represents its intended population. This is true for all such surveys. Finally, there are limitations to all research. Survey research is especially subject to response bias. Response bias is simply the way we think about our responses. If respondents perceive a response to have a more positive or negative consequence, they may not always self-report accurately. Also, the survey is limited to persons who have access to and ability to use a computer and an Internet connection to complete the instrument. While this may include the majority of citizens, consideration must be given to those excluded factions.

Gender

As depicted in Table 6, approximately 70% of the survey participants were female and approximately 30% were male (7 individuals reported their gender as “other”).

Table 6: *Gender composition of respondents*

Gender	# Persons	% of Respondents
Male	152	27.6
Female	391	71.1
Other	7	1.3

Age

The age of respondents ranged from 18 to 89 years. The median age of respondents was 45 years. With the exception of individuals 18 to 21 years of age, the age distribution was relatively proportionate throughout the range. Table 7 shows the age distribution of respondents.

Table 7: *Age distribution of respondents*

Age	# of Respondents	% of Respondents
18 to 21	4	0.7
22 to 24	118	21.5
35 to 44	139	25.3
45 to 54	91	16.5
55 to 64	104	18.9
65 and Over	78	14.2
Not Reported	16	2.9

Race/Ethnicity

Next, individuals were classified based upon their reported racial or ethnic groups. The project team utilized survey distribution techniques that were intended to promote diversity among the respondents. The demographics for race and ethnicity were not consistent with the actual demography of the City of Pensacola. However, of the 550 residents who completed the survey, nearly 500 of them reported being Caucasian. It is important to note that the sample contains some representation from minority communities. Approximately 5% of the respondents reported their race as African American and approximately 3% reported their race as other.

Family Size

Next, it is relevant to evaluate family size. This statistic is important to consider for a variety of reasons. First, it insures that respondents are representative of a variety of family compositions. Second and similarly, the diversity in family size insures that the responses are representative of both individual and family needs. The great majority of respondents reported a family size between 2 and 4, with a median family size of 3. Figure 13 displays the reported family size of the respondents.

Figure 13: *Family size distribution of respondents*

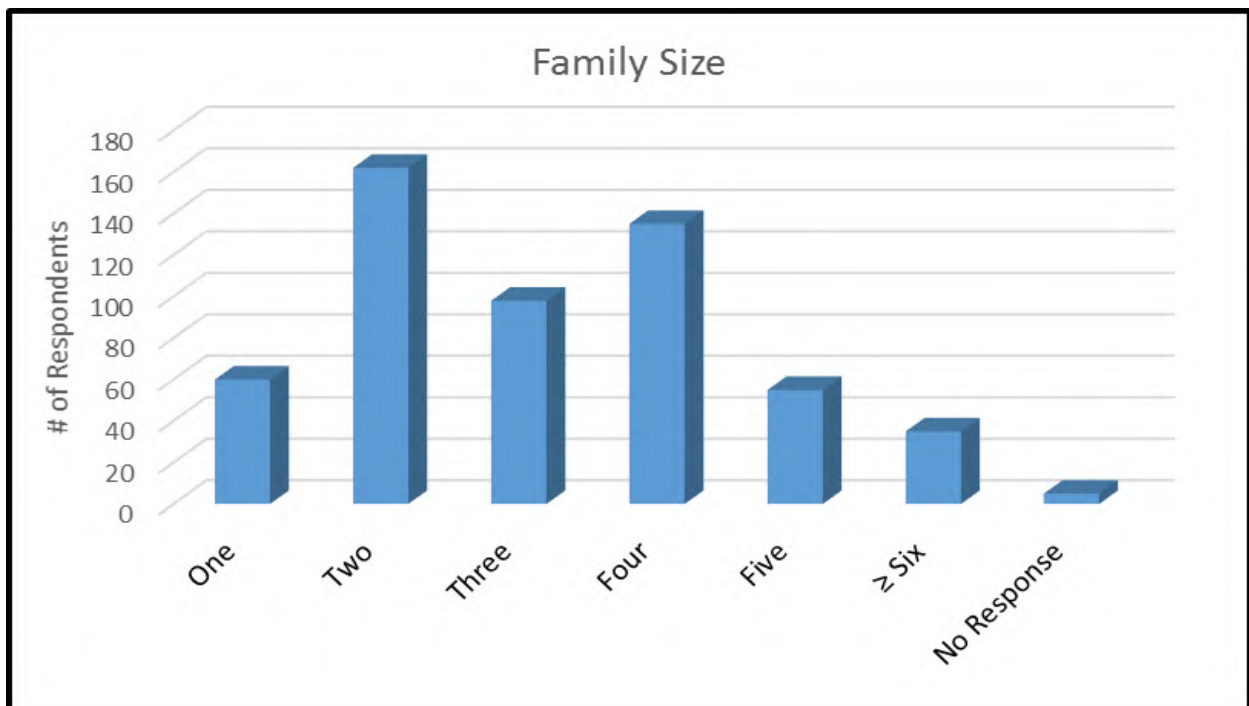
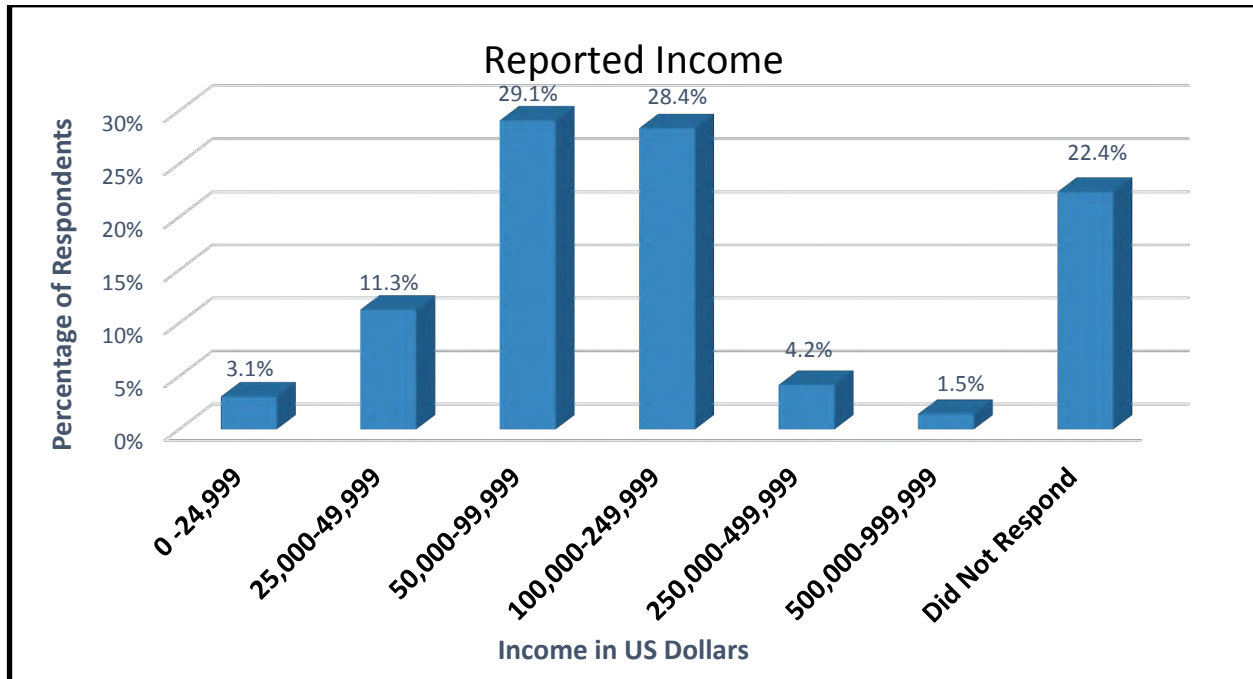


Figure 14: Reported Income Frequencies of Participants



Income

Individuals were asked to share their annual family income. Figure 14 presents the distribution among the sample. Their responses to this question ranged from \$8,000 to \$800,000 annually. The sample included a variety of socioeconomic levels, with a median participant income of \$80,000 per year.

Location

The final demographic feature that was included in the survey was the participant's location, as represented by their respective zip code. To ensure that no Pensacola resident was excluded from the results, the project team included all zip codes comprised of any area within the City of Pensacola limits. These zip codes were determined to be 32501, 32502, 32503, 32504, 32505, 32507, and 32514. Table 8 illustrates the distribution of respondent's location based upon their zip code.

Table 8: Location distribution of respondents

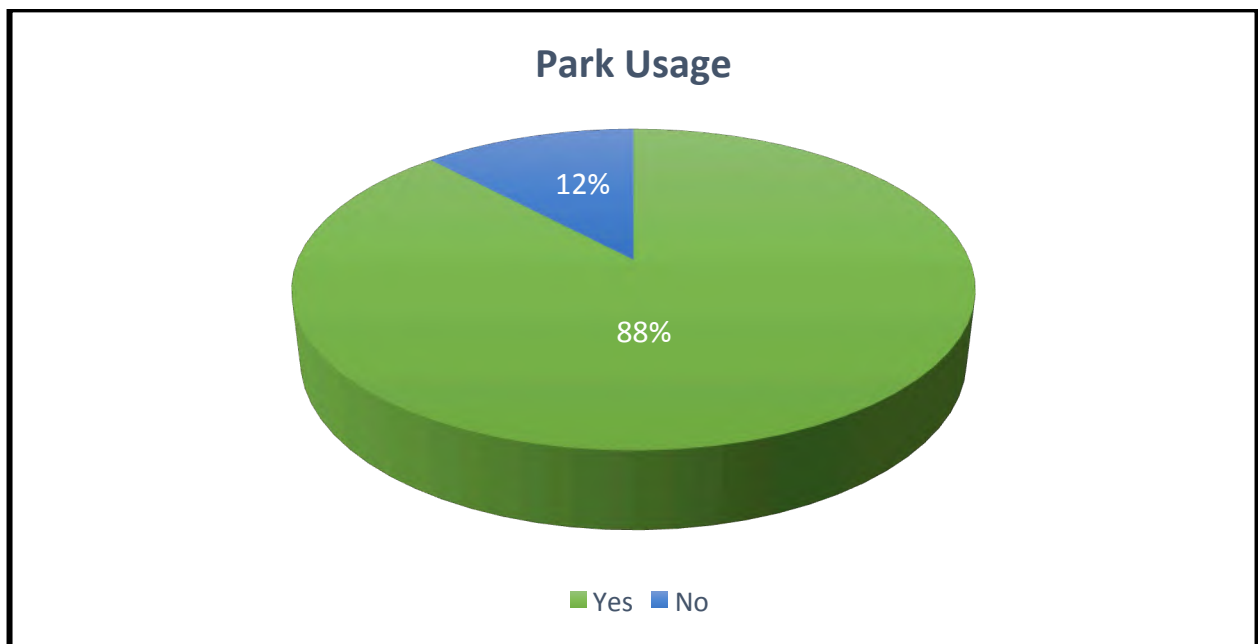
Zip Code	Number of Respondents	Percent of Respondents
32501	121	22.0
32502	20	3.6
32503	141	25.6
32504	190	34.5
32505	10	1.8
32507	28	5.1
32514	40	7.3

Park Usage

Park Users

Following the demographic inquiries, the survey participants were asked a series of questions related to their usage of the parks system. The first and most general question was, “Do you use the Pensacola city parks?” In response to this question 88% or 484 respondents answered “yes” and 12% or 66 respondents answered “no.” Figure 15 depicts the results to this question.

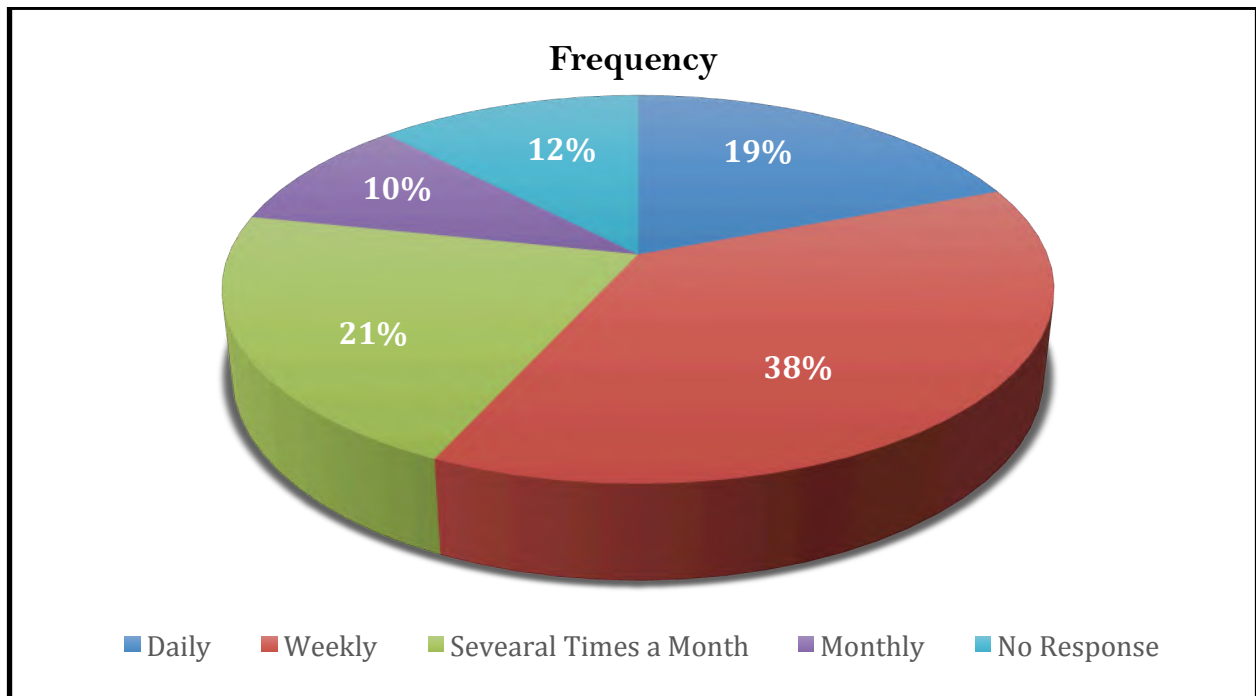
Figure 15: *Percent of respondent’s relative park usage*



Frequency of Use

Following this general question, respondents received a series of follow-up questions contingent upon their identification as a park user or non-user. If an individual answered “yes”, they were asked how often they use the parks. The possible responses to this question included daily, weekly, several times a month, monthly, or the respondent could choose “no response”. Nearly 60% of the individuals who use the Pensacola parks reported using them on a daily or weekly basis. An additional 21.5% indicated that they use the parks several times a month. Only 9.5% indicated using the parks only once per month. Approximately, 12% of the respondents did not indicate how often they patronized the parks. The frequency of use data can be viewed in Figure 16.

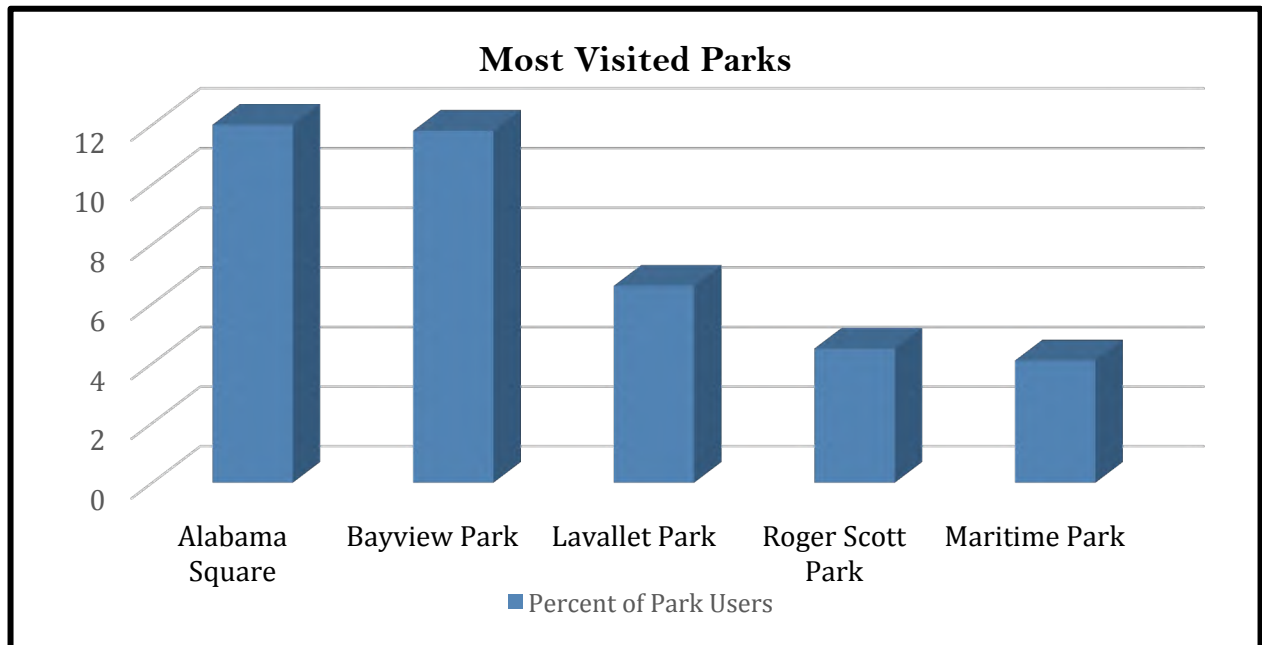
Figure 16: Frequency of usage by park users



Park Preference

Next, individuals who reported using the parks at any frequency were asked which park they frequent most often. Respondents were given the option of selecting any of Pensacola's 93 parks from a drop-down menu. While many parks were selected, there were several that were used far more frequently. Figure 17 displays the five most utilized parks in Pensacola according to the respondents. Figure 17 includes the percentage of overall park users that selected one of these five parks as their primary park. The top five parks were Alabama Square, Bayview Park, Lavallet Park, Roger Scott Park, and Maritime Park.

Figure 17: Percentage of respondent's *most frequently utilized parks*



Park Uses

Additionally, respondents were asked what activities they participated in at the parks. The selections included Informal Recreation, Organized Recreation, Walking or Jogging, Picnicking, and Playground use. The options for both informal and formal recreation allowed the respondent to indicate their most common recreational pursuit. Respondents were allowed to select as many answers as applicable. Over 50% of the survey respondents reported using the parks for walking and jogging and playground usage. Greater than 25% of respondents reported using the park for informal recreation. Nearly 20%, of respondents, reported using the city parks for organized recreation or picnicking. Table 9 allows for a comparison of the different park usages, based upon the reported frequencies.

Table 9: *Top five reported frequencies of outdoor recreation activities*

Outdoor Recreation Activity	Number of Respondents	Percent of Respondents
Walking/Jogging	278	57.4
Playground	252	52.1
Informal Recreation	125	25.8
Picnicking	91	18.8
Organized Recreation	86	17.8

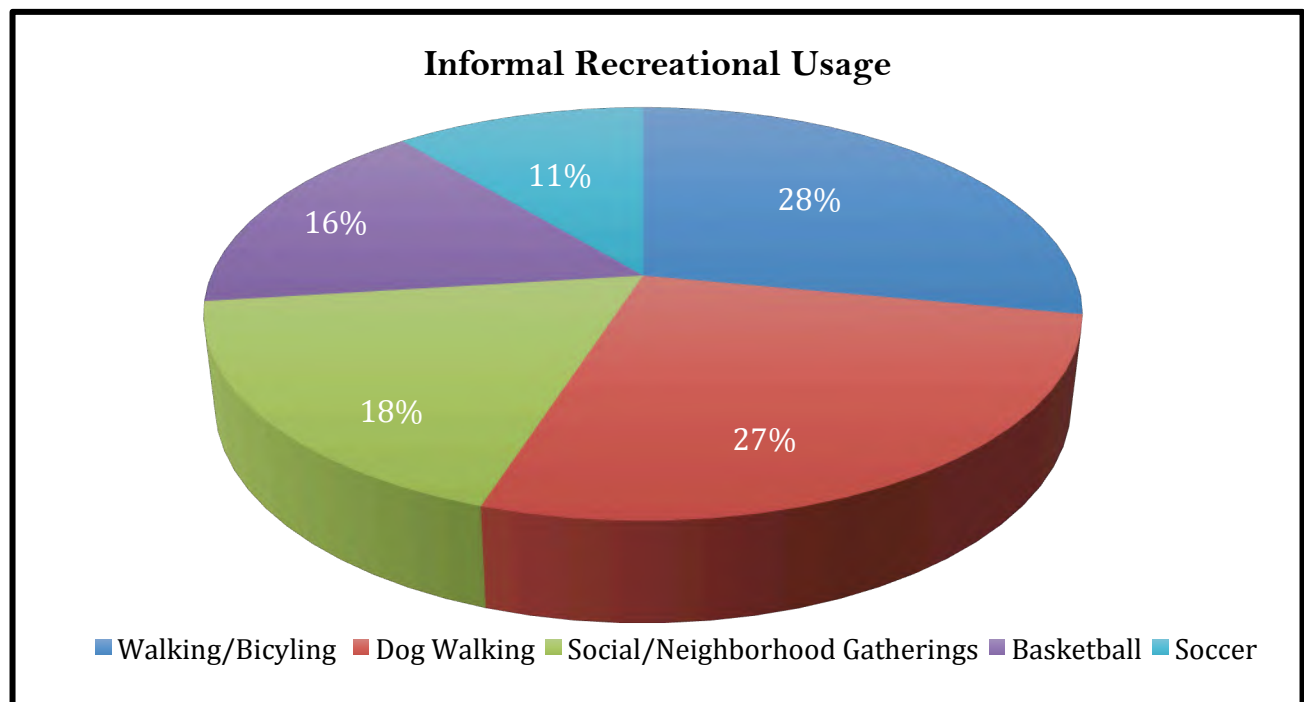
Table 10 includes the most common uses of the parks for organized recreation. The percentage of respondents that reported participating in these activities is also included. In addition to these organized recreational activities, other popular recreational activities included volleyball, softball, children's events, senior events, and flag football.

Table 10: *Top five reported frequencies of sport-based recreation activities*

Activity	Number of Respondents	Percent of Users
Soccer	22	25.6
Baseball	10	11.6
Tennis	10	11.6
Cycling	7	8.1
Basketball	6	7.0

Similarly, Figure 18 displays the most commonly reported informal recreational uses of the City of Pensacola parks and their corresponding frequencies.

Figure 18: *Top five reported informal outdoor recreation activities*



As with organized recreation, a variety of other activities were frequently reported. These activities included, but were not limited to, playing Frisbee, community service, and swimming.

Deterrents Among Non-users

The survey also placed an emphasis on addressing individuals who reported that they did not currently use the parks system. The survey asked non-users why they did not use the parks. The survey included a list of options, from which individuals could select all applicable responses. Additionally, there was an “other” option that included a textbox for responses not included. The qualitative comments were removed and added to the focus group data set. As expected, lack of time was among the most frequent responses. Additional top answers included amenities, physical condition, maintenance of the parks, and unsure of the park's location. Table 11 includes the top deterrents reported by the 12% of non-user respondents.

Table 11: *Top deterrents among nonusers*

Deterrent	Number of Respondents	Percent of Non-Users
Amenities	21	31.8
Time	17	25.8
Unsure of Location	10	15.2
Maintenance	9	13.6
Physical Condition	9	13.6
Accessibility	6	9.1
Unsafe	3	4.5

Citizen Focus Groups

Focus Group Methodology

Introduction

The second method used to solicit public involvement or community input was the citizen focus groups. Citizens were invited to or informed of the focus groups in a variety of ways. First, city residents who had participated in the Citizens Needs Assessment Survey were asked if they would be willing or interested in participating in the focus groups. Interested individuals were asked to provide their email address. All individuals who chose to provide their email address were subsequently invited to attend the focus groups. Email invitations included the dates, times, and locations of the focus groups. Four focus groups were held to accommodate varying schedules. Likewise, each focus group was held in a different area of the city to allow greater access for residents with limited means of transportation.

- Focus Group #1 was held on April 21st 2016 at the Theophalis May Center from 5:30 p.m. to 7:30 p.m. Twelve members of the Pensacola community attended and participated in the session.
- Focus Group #2 was held on April 26th 2016 at the East Pensacola Heights Clubhouse from 5:30 p.m. to 7:30 p.m. Ten members of the Pensacola community attended and participated in the session.
- Focus Group #3 was held on April 28th 2016 at the Tryon Library from 5:30 p.m. to 7:30 p.m. Twenty-six members of the Pensacola community attended and participated in the session.
- Focus Group #4 was held on April 29th 2016 at Pensacola City Hall from 11:30 a.m. to 1 p.m. Four members of the Pensacola community attended and participated in the session.

Three members of the University of West Florida faculty moderated the focus groups. The project team began each focus group with a brief presentation on the Pensacola parks system and the purpose of the City of Pensacola Parks Needs Assessment. The presentation provided the participants with a general overview of existing facilities and services, while also informing them of how their input would be used as part of the larger assessment.

Silent Storming Exercise

Following the PowerPoint presentation, the moderators employed a technique called silent storming. This qualitative data collection technique, as used during the focus groups, placed individuals into groups of approximately four to six participants. Next, participants were individually given a supply of Post-It notes and pens. Participants were instructed to answer the subsequent questions quietly and without communication. Participants were told to individually write as many answers to each question as they desired on a Post-It note. They were instructed to

stick their notes to a desk or wall (placement varied based upon the venue). Participants were told to place only one answer on each Post-It note, but they were able to utilize as many Post-it notes as were required to provide all of their answers to each prompt. As part of this exercise, the facilitators guided the participants through three separate and specific questions pertaining to the City of Pensacola parks.

- Question #1: What do you use parks for?
- Question #2: What do you believe the City of Pensacola Parks and Recreation Department is doing well with regard to the parks system?
- Question #3: What do you believe the City of Pensacola could improve upon as it relates to the parks?

After answering each question individually and before moving onto the subsequent question groups worked together to cluster their answers into themes. They were given a few minutes to complete this task. Next, a spokesperson for each group presented their themes and key items to the other groups. The objective was to stimulate thought and to share novel ideas.

Nominal Group Technique

Nominal Group Technique was then employed, at the completion of the Silent Storming exercise, to gain a better understanding of what capital improvements were most important to the participants. First, the participants were given index cards on which they were instructed to write down as many capital purchases as they could. They were instructed to think of purchases or investments that could be made by the city to improve the parks system. Next, participants shared their ideas within their groups and were given the opportunity to walk around the room and look at others' ideas. Next, participants were told that they would have to prioritize their ideas to improve their parks. Each individual was allotted a fixed hypothetical amount of money. Participants were told they could distribute their money among the their chosen capital improvements. However, participants were limited in the amount of money they could allocate to any one item. Following this exercise, members of the project team compiled the allocations of the entire group on a large presentation board. The results were shared with all participants.

Conclusion

The focus groups were designed to enable the participants to participate, interact, share ideas, identify needs and issues, develop solutions, and prioritize their needs. Figure 19 depicts one of the focus groups in progress. The data recorded from the focus groups was transcribed for analysis by the project team. The team then used qualitative research methods to sort, examine, and analyze the data. Generally, the goal of the qualitative analysis was to identify emerging themes and patterns. The most frequent themes are discussed in the following section.

Figure 19: Photo taken during focus group #3



Depicted: Dr. Matthew Ruckman facilitating Focus Group #3 at the Tryon Branch Library. Dr. Ruckman is a Sport Management Instructor and Assistant Chair of the Legal Studies, Public Administration, and Sport Management Department at the University of West Florida.

Focus Group Results

The results of the silent storming exercise were compiled from all four focus groups and initially analyzed using word counts. A wide variety of responses were recorded for the initial question, “What do you use the parks for?” The project team analyzed and grouped the responses into common themes or activities. Figure 20 illustrates the frequency of the most common themes or activities. Table 12 reports the frequency of responses by focus group participants. The most popular use of parks, by the focus group participants, was for family and neighborhood social gatherings. Walking was the second most cited use of the parks. Sports activities and sitting and general relaxation were identically the third most frequent use of the parks. Individual exercise, nature-related activities, and pet activities were also very common interests.

[illegible]

Areas of Park Usage	Number of Respondents
Family/Community Socialization	53
Common Exercise	53
Children	39
Walking	33
Nature	21
General Relaxation	21

We again received a large variety of answers in response to the second question, “What does the City of Pensacola Parks and Recreation Department do well?” We used the same techniques to sort, group, and subsequently calculate the most frequent responses. Facility and equipment offerings emerged as the greatest perceived strength of the Pensacola parks. Participants also commended the Parks and Recreation Department for quality maintenance, number of parks and open spaces, kid friendly equipment, and their outdoor recreation programming. Figure 21 is an illustrative depiction of participant’s responses. Table 13 describes the frequency of responses.

Figure 21: What are the parks doing well?



Table 13: *What are the parks doing well?*

Strengths	Number of Respondents
Facilities and Green Space	30
Maintenance	24
Programs/Activities	14
Playgrounds	12
Trails	9

The final question in the silent storming exercise was, “How could the Pensacola parks be improved?” Individual participants again gave a variety of answers. The responses were then grouped by theme and calculated. The most frequent responses to this question were curiously similar to the responses to the previous question. It appears there were just as many critics of equipment, maintenance, and programming as there were promoters. Participants felt the primary areas for improvement were; amenities and equipment, safety, maintenance, offerings for teens, more equality across the city boundaries relative to park quality, and better communication with the citizenry. Figure 22 is visual display of the frequency of responses to the parks improvement question. Table 14 describes the frequency of responses for needed improvements.



[illegible]

Area of Improvement	Number of Respondents
New Facilities/Equipment	50
Maintenance	34
Communications	15
Youth/Teen Offerings	14
Restrooms	7

70

should buy or build to enhance the parks system. Once the group had generated and shared an extensive list of capital improvements, each participant was instructed to pick their top five priorities. Finally, using their hypothetical money, participants had to prioritize their five items. Table 12 contains the most popular capital improvements requested, the amount of money allocated to each item, and the percentage of all monies allocated. The results from all four focus groups are presented in aggregate.

Table 15: *Top ten prioritized capital improvements*

Capital Improvement	"Dollars" Allocated	Percent of Total Allocated
Skatepark	\$72	13.8
Playground Equipment (new/updated)	\$58	11.2
Walking/Bicycling Trails	\$54	10.4
Bathrooms/Water Fountains	\$44	8.5
Landscaping/Trees	\$42	8.1
General Maintenance	\$42	8.1
Benches/Tables	\$31	6.0
Splashpads/Misters	\$24	4.6
Gazebo/Shaded Area	\$23	4.4
Art/Music	\$21	4.0

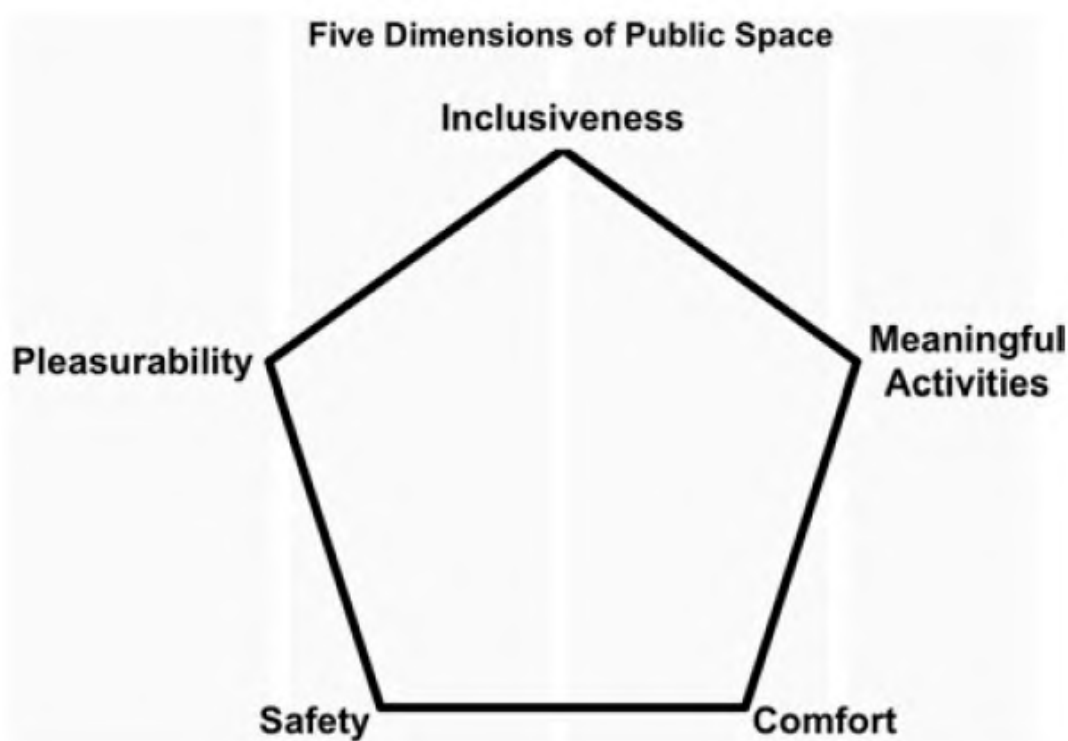
Public Space Index and Pensacola City Parks

A separate research team consisting of UWF faculty in the Department of Criminology and Criminal Justice, Department of Government, and Department of Earth & Environmental Sciences, along with more than 60 undergraduate students, engaged in an observational study of 60 major parks within the Pensacola city limits. Half of these students used the Public Space Index (Mehta, 2013) to evaluate the quality of city parks. This section of the report provides results from their analysis focusing particular attention on the evaluative data for the safety dimension of the index.

Overview of the Public Space Index

The Public Space Index (PSI) combines 5 separate dimensions of public space with 40 unique variables. Mehta (2013) visualizes these dimensions as displayed in Figure 23.

Figure 23: *Mehta's Five PSI Dimensions*



Source: Mehta (2013), pg. 58.

For the purposes of this report, the safety dimension receives specific attention. The variables and coding for the safety component of the PSI appear in Appendix C. For each variable, the coder rates the park on a 0 to 3 scale with 0 being the lowest evaluation and 3 being the highest. After reviewing the construction and application of the index, the report provides a brief analysis of the index data related the safety of Pensacola parks.

Using the Index

Mehta (2013) suggests the following data collection method. “At least two researchers each need to independently visit the space six times over the weekday and weekend spread out during the day to capture the range of activities and behaviors in the space” (pg. 71). The resulting data for each variable is averaged to produce a singular score for each park on each variable across the five dimensions. Adapting the index for our purposes, the project manager assembled 30 students into 10 teams of three researchers. Each team took responsibility for six parks. On site, each student recorded responses to the observational measures of the survey and asked park visitors to provide responses to the perceptual measures of the survey.

Applying the Index

The 60 public spaces included a range of park types, including: squares, plazas, sports complexes, playgrounds, nature trails settings, pavilions, monuments, and community centers. The research teams completed a total of approximately 538 observations for each dimension, averaging approximately 9 separate observations at each park. Each member of the three-person teams completed three observations: one on a weekday, one on a weekend, and one in the evening.

Mehta’s five dimensions provide very different ways of thinking about parks. He asks how inclusive they are, bringing together different types of people, providing access at different times of day, and encouraging a range of behaviors and activities for users. He asks about the actual layout of the park, the extent to which it provides community-gathering places, provides flexible space, provides food, and is useful. In terms of comfort, he evaluates the seating options, the provision of shade and shelter, and the physical condition of the facilities. He evaluates the safety of the space – examining the lighting quality, the safety of the facilities, and the perceived safety of the place from crime. And he thinks about the pleasure people derive from the space. For example, he asks how memorable the place is and how attractive it is (Mehta, 2013).

The index combines variables across Mehta’s 5 separate dimensions of public space. In total, the index includes 40 separate variables. For each variable, the coder rates an aspect of the park under observation on a 0 to 3 scale with 0 consistently constructed to represent the least desirable and 3 constructed to represent the most desirable. For example, take these two variables in the dimension of safety.

Variable A: Lighting quality in space after dark

0=very poor
1=many parts not well lit
2=mostly well lit
3=very well lit

Variable B: Perceived safety from presence of surveillance cameras, security guards, guides, ushers, etc. providing safety

3=very much provide a sense of safety

2=provide some sense of safety

1=not at all

0=make me feel unsafe

Each of the five dimensions has a total weight of 10. If the best “score” any park can receive for each variable is 3, and the total weight is 10, then the maximum score for each dimension is 30. Across all dimensions, a public space can have a maximum score of 150. Mehta converts the final scores to percentages for ease of interpretation, and we do that here as well (for reference, see Mehta 2013, pg. 71). The final data set can be parsed out in a variety of ways, including: by individual park, by dimension, by overall score, or by time of day.

Analysis of Safety of Pensacola Parks Using the Public Space Index

The safety dimension of Mehta’s (2013) PSI includes seven specific measures of safety. They include both observational and perceptual indicators. See Appendix C for coding. For the observational measures, coders considered the connection of the park to streets and other spaces, the physical condition of the park, and the lighting quality after dark. For the perceptual measures, coders considered the safety indicated by the presence of cameras and guards, the safety from crime at different times of day, and the safety from traffic. Table 13 provides an overall assessment of the average scores across measures of safety.

From this analysis, the city would benefit from additional resources allocated to lighting. Both the observational and perceptual measures assessing the lighting quality after dark in Pensacola parks indicate that this is an area for improvement. By contrast, the results reveal that the area of least concern is perceived safety from crime during the daytime.

Coders evaluated Pensacola parks at three different observational points: during a weekday, over a weekend, and in the evening. Table 14 presents a summary of the results of this analysis. From it we see that there is a wide range between those parks coders observed as unsafe (with a minimum of 3.33% on a 100% scale) and those observed as safe (with a maximum of 93.33%). There was little variance across time of day, although coders rated Pensacola parks as least safe in the evenings (with an overall average of 50.81%).

Table 16: Combined Average Ratings Across Safety Variables for Pensacola City Parks

	Raw Average	As %	W	Weighted Ave.	Standard Deviation
Safety					
Visual and physical connection and openness to adjacent street/s or spaces	2.0353	67.84	1	2.0353	.60998
Physical condition and maintenance appropriate for the space	1.8755	62.52	1	1.8755	.70582
Lighting quality in space after dark	.9331	31.10	1	.9331	.75654
Perceived safety from presence of surveillance cameras, security guards, guides, ushers, etc. providing safety	1.0520	35.07	1	1.0520	.69872
Perceived safety from crime during daytime	2.1078	70.26	2	4.2156	.53307
Perceived safety from crime after dark	.8755	29.18	2	1.751	.50447
Perceived safety from traffic	1.9665	65.55	2	3.933	.69816
Aggregate score	1.5494	60.64	10	15.7955	
Index rating for Safety (out of 100)				52.65167	
Total score for all aspects of public space				77.26858	
Average public space index (out of 100)				51.51239	

Table 17: Descriptive Statistics for Safety Variables by Time of Day

	Overall		Weekday		Weekend		Evening	
	Score	As %	Score	As %	Score	As %	Score	As %
Min.	1.00	3.33	1.00	3.33	3.00	10.00	2.00	6.67
Max.	28.00	93.33	28.00	93.33	27.00	90.00	28.00	93.33
Mean	15.80	52.65	16.04	53.48	16.11	53.70	15.2431	50.81
Std. Dev.	5.24	17.46	5.28	17.61	5.124	17.08	5.28273	17.61

Finally, it is useful to consider the highest and lowest scoring parks – those parks that serve as either the strong or weakest examples of public space in the Pensacola area. Table 15 conveys the top five parks in Pensacola based on overall scores on the PSI safety dimension. These include several downtown parks, squares, and plazas. By contrast, the bottom five parks in Pensacola include parks further away from major streets, located in more suburban areas, and generally remote and shielded from view.

Table 18: *Highest and Lowest Scoring Parks on Safety Dimension*

Highest Safety Scores		Lowest Safety Scores	
MLK Plaza	88%	Greenwood Park	24%
Seville Square	84%	Baars Park	25%
Historic Pensacola Village	76%	Semmes Park	33%
Magee Field	75%	Sanders Beach Park	35%
Community Maritime Park	72%	Chimney Park	37%

Acknowledgements

The City of Pensacola Park's Needs Assessment was the result of a partnership between the City of Pensacola and the University of West Florida. We would like to acknowledge and thank the following parties for their supporting roles in this project.

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Special Thanks

We especially want to thank the citizens of Pensacola who took the time and effort to participate in the assessment process. The citizens of Pensacola are clearly active, engaged, and passionate about their parks. We are confident and encouraged that the Park's Needs Assessment will prove to be a valuable first step in improving the parks through data driven decision-making and ensuring a sustainable future for the parks system. Thank you citizens for providing your valuable input.

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APPENDIXES

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Appendix A: Inventory Instrument

Park Name:

Date:

Inventoried By:

Benches

Count:		Location:	
All the same type?		Describe each:	
Condition:		Give breakdown:	
How many handicap accessible?			

Tables

Count:		Location:	
All the same type?		Describe each:	
Condition:		Give breakdown:	
Handicap accessible?			

Lamps/lights

Count:		Location:	
All the same type?		Describe each:	
Condition:		Working:	
Gulf Power light pole count:		Location:	

Gazebos/Pavilions

Count:		Location:	
All the same type?		Describe each:	
Condition:		Give breakdown:	
Handicap accessible?			

Trash Receptacles

Count:		Location:	
All the same type?		Describe each:	
Condition:		Give breakdown:	
Handicap accessible?			

Water Fountains

Count:		Location:	
All the same type?		Give breakdown:	
Condition:		Location:	
Handicap accessible?		Describe each:	

Parking Spaces

Non-handicap Count:		Paint condition:	
Handicap Count:		Sign & Paint condition:	

Swings

Count:		Location:	
All the same type?		Describe each:	
Condition:		Give breakdown:	
Handicap accessible?			

Basketball Goals

Count:		Location:	
All the same type?		Describe each:	
Condition:		Give breakdown:	
Handicap accessible?			

Playground Equipment

Count:		Location:	
All the same type?		Describe each:	
Condition:		Give breakdown:	
Handicap accessible?		Sidewalk to playground:	
Safety Surface			

Sidewalks

Sidewalk in Park?		Linear Footage:	
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Trees

Tree Count:		Notes:	
-------------	--	--------	--

Baseball field

Count:		Location:	
All the same type?		Describe each:	
Condition:		Give breakdown:	
Handicap accessible?			

Other

Count:		Location:	
All the same type?		Describe each:	
Condition:		Give breakdown:	
Handicap accessible?			

Appendix B: Survey Instrument

City of Pensacola, Department of Parks and Recreation Survey

The City of Pensacola, Department of Parks and Recreation, is seeking information from citizens concerning the city's parks and recreational facilities. The following survey will allow the city to determine who is using the parks, how frequently they are being used, reasons for using or not using parks, and what improvements citizens would like to see in their local parks. The information will be used to guide future budget decisions concerning city parks and for scholarly research.

Agree to and continue to the survey

- ☐ Yes
- ☐ No

Age

Gender

- ☐ Male
- ☐ Female
- ☐ Not Reported

Family Size

Race

- ☐ African American or Black
- ☐ Caucasian or White
- ☐ Hispanic or Latino
- ☐ Asian
- ☐ American Indian or Alaska Native
- ☐ Native Hawaiian or Other Pacific Islander
- ☐ Other

Annual Household Income

Zip Code

Address (Optional)

Do you regularly use a city park?

- ☐ Yes
- ☐ No

Which park do you use most frequently?

- ☐ Admiral Mason/Veterans Memorial Park, 200 South 9th Ave.
- ☐ Alabama Square, 401 West Gonzalez St.
- ☐ Allen Park, 141 Calloway Ave.
- ☐ Andalusia Square, 1501 East Cervantes St.
- ☐ Aragon Park, 540 Aragon St.
- ☐ Armstrong Park, 300 West Lakeview Ave.
- ☐ Aviation Park, 4200 Jerry Maygarden Road
- ☐ Baars Park, 4340 North 12th Ave.
- ☐ Bartram Park, 211 Bayfront Parkway
- ☐ Bay Bluffs Preserve, 3400 Scenic Highway
- ☐ Baycliff Estates, 4150 Montaigne Drive
- ☐ Bayou Texar Boat Ramp, 2700 East Cervantes St.
- ☐ Bayview Park, 2001 East Lloyd St.
- ☐ Baywood Park, 4597 Baywoods Dr.
- ☐ Belvedere, 4001 San Gabriel Dr.
- ☐ Bill Gregory, 150 North W. St.
- ☐ Bryan Park, 1200 Langley Ave.
- ☐ Camelot Park, 7705 Gallahad Rd.
- ☐ Catalonia Square, 2300 North 12th Ave.
- ☐ Chappie James Memorial, 1608 Dr. Martin Luther King Jr. Blvd.
- ☐ Chimney Park, 5500 Scenic Hwy.
- ☐ Community Maritime Park, 300 West Main St.
- ☐ Cordova Square, 1101 North 12th Ave.
- ☐ Corinne Jones Park, 620 East Government St.
- ☐ D'Evereux Park, 4437 D'Evereux Drive
- ☐ Dunmire Woods, 1135 Northbrook Ave.
- ☐ Dunwody Park, 3600 McClellan Dr.
- ☐ Durant Park, Barcia & 9th Avenue
- ☐ Eastgate Park, 3500 Forest Glen Dr.
- ☐ Eastgate-Elizabeth Ferniany Peaden Park, 6385 Audubon Dr.
- ☐ EPH Center, 3208 East Gonzalez St.
- ☐ EPH Lions Club Park, 2900 Gonzalez St.
- ☐ Estramadura Square, 1500 East Lakeview Ave.
- ☐ Exchange Park, 3100 East Lakeview Ave.
- ☐ Fairchild Park, 2029 Fairchild Dr.
- ☐ Ferdinand Plaza, 300 South Palafox St.
- ☐ Firestone Park, 1900 East Baars St.
- ☐ Five Flags Park, 1401 E. Gregory St.
- ☐ Fort George, 501 North Palafox St.
- ☐ Georgia Square, 1000 North Palafox St.
- ☐ Granada Square, 1001 East Cervantes St.
- ☐ Granada Subdivision, Pineda Ave: Entrance located between 103 and 105 Pineda
- ☐ Greenwood Park (Garden Center), 1850 North 9th Ave.
- ☐ H.K. Matthews Park, 3100 North 12th Ave.
- ☐ Highland Terrace, 111 Berkley Avenue
- ☐ Hitzman-Optimist Park, 3221 Langley Ave.

- Hollice T. Williams Park, 1601 N Hayne Street
- Kiwanis Park, 1801 West Romana St.
- Lamancha Square, 1400 East Cross St.
- Lavallet Park, 3910 Montalvo Dr.
- Lee Square, 602 North Palafox St.
- Legion Field, 1301 West Gregory St.
- lions Park, 1201 East LaRua St.
- Long Hollow Park, 1001 North Guillimard
- Magee Field, 2400 Dr. Martin Luther King Jr. Blvd
- Malaga Square, 1000 E. Blount St.
- Malcom Younge Gym, 917 E. Jackson St.
- Mallory Heights Park #1, 3000 Rothschild Dr.
- Mallory Heights Park #2, 3600 Goya Dr.
- Mallory Heights Park #3, 2600 Scenic Highway
- Martin Luther King Plaza, 50 North Palafox St.
- May Resource Center, 1301 West Gregory St.
- McNealy Park, 520 Woodland Dr.
- Miraflores Park, 1601 E. LaRua St.
- Miralla Park, 650 Connell Dr.
- Miranda Square, 1005 North Palafox St.
- Morris Court, 1401 West Lloyd St.
- Operto Square, 1600 East Blount St.
- Osceola Golf Course, 300 Tonawanda Drive
- Parker Circle Neighborhood, 601 Parker Circle
- Pineglades Park, 301 Euclid Street
- Pintado Park, 1830 Hallmark Dr.
- Plaza de Luna, 900 S Palafox St
- Roger Scott Athletic Complex, 2130 Summit Blvd.
- Roger Scott Tennis Center, 2130 Summit Blvd.
- Sanders Beach Park, 913 South I St.
- Scenic Heights Park, 3800 Langley Ave.
- Semmes Park, 1380 East Texar Dr.
- Seville Square, 311 East Government St.
- Springdale Park, 600 East Brent Lane
- Terry Wayne East Park, Corner of West Gadsden and North J St
- Tierra Verde, 5850 Reynosa Dr.
- Tippin Park, 6600 Tippen Ave.
- Toledo Square, 1700 E. Gonzalez St.
- Victory Park #1, 1801 N Reus St.
- Victory Park #2, 1301 N. Devilliers St.
- Wayside Park East, 1401 E Gregory ST
- Wayside Park West, 745 Bayfront Parkway
- Woodcliff Park, 4701 Balmoral Drive
- Wyer Park (Henry T.). 320 West Belmont St.
- Zamora Square, 1800 East Bobe St.

How often do you use this park?

- ☐ Daily
- ☐ Weekly
- ☐ Several Times a Month
- ☐ Monthly

What are your primary reasons for not using city parks? Select all that apply:

- ☐ Unsafe
- ☐ Lack of Amenities
- ☐ Lack of Time
- ☐ Lack of Accessibility
- ☐ Unsure about Location
- ☐ Lack of Maintenance
- ☐ Physical Condition of the Park
- ☐ Other: Please describe in the space provided. _____

What activities do regularly participate in while at the park? (Please select all that apply)

- ☐ Walking/Jogging
- ☐ Picnicking
- ☐ Use of playgrounds
- ☐ Organized Recreation/Athletics (please specify sport or activity) _____
- ☐ Informal Recreation (please specify sport or activity) _____

What improvements or added amenities to City of Pensacola Parks would attract you to use them more frequently?

If you would be willing to participate in a focus group or follow-up survey to help improve your park or community center, please provide your email address. If not, thank you for your participation.

Additional Comments

Appendix C: Public Space Index: Variables, Weightings, Scoring and Measuring Criteria

Aspect of public space		Variables	Weight	Scoring Criteria	Measuring Criteria
Safety	1	Visual and physical connection and openness to adjacent street/s or spaces	1.0	0=almost none or very poor 1=somewhat tentative 2=moderately well connected 3=very well connected	Determined by observations
	2	Physical condition and maintenance appropriate for the space	1.0	0=not at all 1=somewhat 2=mostly 3=very much	Determined by observations
	3	Lighting quality in space after dark	1.0	0=very poor 1=many parts not well lit 2=mostly well lit 3=very well lit	Determined by observations
	4	Perceived safety from presence of surveillance cameras, security guards, guides, ushers, etc. providing safety	1.0	3=very much provide a sense of safety 2=provide some sense of safety 1=not at all 0=make me feel unsafe	User's subjective rating
	5	Perceived safety from crime during daytime	2.0	0=not safe at all 1=somewhat unsafe 2=mostly safe 3=very safe	User's subjective rating
	6	Perceived safety from crime after dark	2.0	0=not safe at all 1=somewhat unsafe 2=mostly safe 3=very safe	User's subjective rating
	7	Perceived safety from traffic	2.0	0=not safe at all 1=somewhat unsafe 2=mostly safe 3=very safe	User's subjective rating
Sub-total			10	30 (maximum)	

Source: Mehta, Vikhas. 2013. "Evaluating Public Space." *Journal of Urban Design* 19(1): 53-88. Adapted from pp. 62-68.





City of Pensacola

222 West Main Street
Pensacola, FL 32502

Memorandum

File #: 22-00474

Parks and Recreation Board

5/19/2022

SUBJECT:

MEMBERSHIP - NATIONAL RECREATION AND PARK ASSOCIATION

NATIONAL RECREATION AND PARK ASSOCIATION PUBLICATION APRIL 2022

[April 2022 - Parks & Recreation \[Intro - Cover1\] \(nrpa.org\)](#)

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