

# City of Brookings Parks & Recreation Master Plan



October 2021 – City Council Presentation

# Agenda

- Parks and Recreation Master Plan Process
- Key Themes
- Key Recommendations
- Capital Improvement Plan
- Open Discussion



# The Parks & Recreation Master Plan Process

## Where Are We Today?

Site and facility review  
Benchmark analysis  
Recreation/ sports programs and services assessments  
Levels of services standards  
GIS mapping

## Where Are We Going Tomorrow?

Community engagement needs analysis  
Statistically-valid survey  
Demographics & recreation trends analysis review  
Staffing and maintenance review

## How Do We Get There?

Needs prioritization  
Capital development planning  
Financial planning  
Funding and revenue planning  
Strategic action plan implementation

 = Completed

# Themes of the Master Plan

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- Trails, trails, trails ... community loves its trails and wants more of them, as well as completion of the Bike Trail.
- Community appreciates the variety of park experiences the City provides and contribution to Brookings' quality-of-life.
- Take-care of what we already own.
- Need for additional indoor recreation and aquatics.
- Activate the parks through more programming.
- Year-round indoor programming.
- Need for additional funding for capital replacements.
- Value the many partnerships with SDSU, the School District, and Sports Groups.



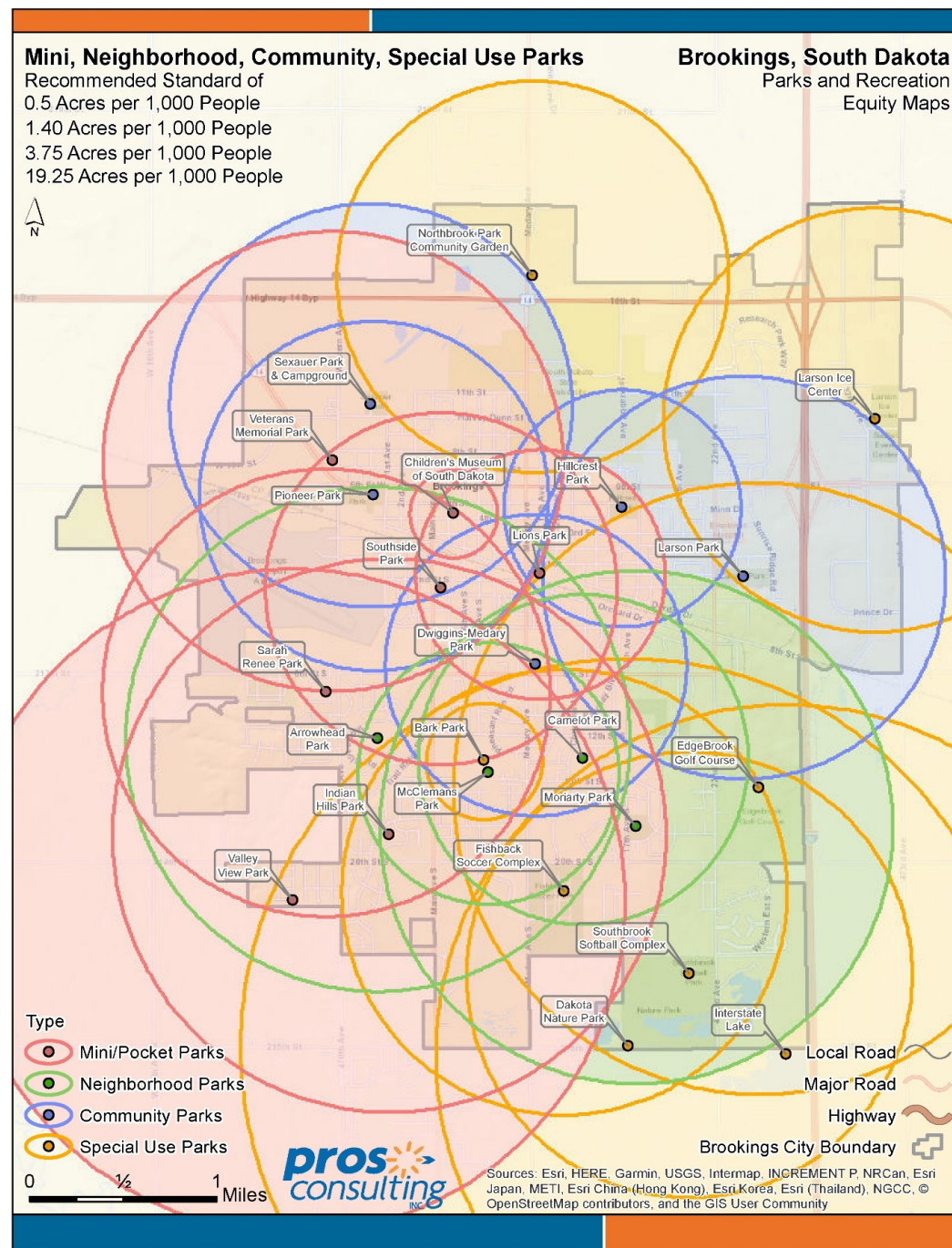
# Level of Service & Mapping



# Methodology and Findings

- Recommended Level of Service is calculated off Current Population and 5-Year Projection, NRPA Standards, Community Survey, Benchmark Communities & Best Practice.
- Each park classification / definition has a unique experience and length of stay for users.
- Brookings is meeting the community's need in developed and total park acreage.
- Largest need is Indoor Recreation and Aquatic Space.

# GIS Mapping: All Parks





# Recommendations



# Recommendations

## Community Values Model

### Community Mandates/ Priorities

Safety & Health/Wellness  
Mandatory elements for Facilities,  
Programs, & Services  
Principles of Community



### Financial/ Revenue



Funding Mechanisms to  
Support Operations & Capital

### Levels of Service

Levels of Service Delivery  
Core Services  
Role in Delivery vs. Other  
Service Providers



### Partnerships

Public/ Public  
Public/ Not-for-Profit  
Public/ Private



### Standards



Programs & Facilities  
Maintenance & Operations  
Land & Open Space

### Governance/Organization



Design/ Align Organization  
to Support Vision and Values  
to Community

## Vision Statement

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*“Brookings is a vibrant and desirable community providing attractive and well-maintained parks, trails, recreation facilities, programs, and customer service to the community, while maintaining safe, accessible, and healthy natural park surroundings.”*

# Mission Statement

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*“Provide great parks, trails, recreation facilities, and programs that benefit all residents and visitors through enjoyable experiences that make living in Brookings the community of choice.”*

## INITIATIVE #1: WELL MAINTAINED AND SAFE PARK LANDS AND TRAILS

**Vision:** Our vision for park land is to create the correct balance of park space dedicated to neighborhood parks, community parks and trails across the city to ensure a balance of active parks and natural preserved areas.

**Goal:** Brookings Parks and Recreation provides responsible stewardship and sustainable land management of its 637 acres of property, open space, trails, and natural resources.

Strategy	Tactics	Group Responsible	Start Date	Performance Measure
1.1 Opportunities for self-directed recreation are provided through an extensive system of well-maintained parks, trails, bike paths, natural areas, and accessible open spaces.	<ul style="list-style-type: none"> <li>A portion of section 22 as identified in the Bike Master Plan.</li> <li>Easement acquisition and grant submission for NW portion of section 1 as identified in the Bike Master Plan.</li> <li>Easement acquisition and grant submission for connection to new SW development.</li> </ul>	Parks & Rec. Public Works Bike Committee	On going Grant submitted 6/1/21 7/15/21	<ul style="list-style-type: none"> <li>A connected trails system will be completed by 2030.</li> </ul>
	<ul style="list-style-type: none"> <li>Average of 1 mile per year</li> </ul>	Parks & Rec. Public Works Bike Committee	1/1/22	<ul style="list-style-type: none"> <li>A connected trails system will be completed by 2030.</li> </ul>
	<ul style="list-style-type: none"> <li>Provide policies for trails and open space development that requires developers to connect to the system.</li> </ul>	Community Development	1/1/22	<ul style="list-style-type: none"> <li>Developer agreements will require trail connections to the loop system where appropriate made as part of the developer agreements with the city.</li> </ul>
	<ul style="list-style-type: none"> <li>Link trail system to key attractions in the City (e.g., downtown, university, etc.)</li> </ul>	Parks & Rec. Public Works Bike Committee	Ongoing	<ul style="list-style-type: none"> <li>Links to key attractions in will be a priority via walking, running, or bicycling in partnership with the Downtown Development Group, SDSU and other key partnership agencies.</li> </ul>

# Action Plan


- **Strategies** - major ideas or philosophies to implement
- **Tactics** - helps achieve each strategy
- **Group Responsible** - person or persons to oversee tactics
- **Start Date** - when to initiate tactics
- **Performance Measure** - indicates desired objectives



## Initiative #1 – Well Maintained and Safe Parks

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*Our vision for park land is to create the correct balance of park space dedicated to neighborhood parks, community parks and trails across the city to ensure a balance of active parks and natural preserved areas.*



# Park Recommendations

- Opportunities for self-directed recreation are provided through an extensive system of well-maintained parks, trails, bike paths, natural areas, and accessible open spaces.
- Neighborhood Parks and Community Parks are activated through effective park design and amenities that bring a sense of place, support community recreation needs and create positive experiences for people of all ages.
- Trails are connected through an easy-to-understand bike pathway system of trails and on street sidewalks that allow any user to walk, run or bike in a safe environment.

# Park Recommendations

- Brookings Parks and Recreation maintains and operates a wide variety of amenities in parks both year-round and seasonally to serve residents and visitors of all age groups in a positive and safe environment.
- Park assets are maintained in a proper lifecycle manner to encourage positive use and year-round use through appropriate maintenance and replacement schedules as needed.
- Consistent signage to educate users about parks, wayfinding, safety, and trails are provided.
- Establish a standard for land in the system that is left in a natural state.

## Initiative #2 – High Performing Park and Facility Management

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*Brookings Park and Recreation staff achieves high levels of community support and satisfaction and is governed and managed in an efficient and cost-effective manner that provides great value from taxes and user fees.*

# Park and Facility Management

- Park and Recreation Board Policies and By-laws are updated to follow responsible management of the park and recreation system.
- The Park and Recreation Department maintains effective interagency relationships with the Public Works Department and the City Manager's Office.
- Updated pricing policies and partnership policies are established to create equity between partners and user groups.

# Park and Facility Management

- Key performance indicators will be established for all operational divisions within the park and recreation system to demonstrate efficiency and effectiveness.
- Use technology to enhance effectiveness and efficiency of the Department will be instituted at a higher level of impact to support the user experience with the Departments services and amenities.
- Create a volunteer program to assist with park maintenance.
- Ensure staffing of park maintenance is aligned with community expectations.

## Initiative #3 – Enhance Programs, Services and Experiences

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*Brookings Park and Recreation vision for programs and services is to activate more park and recreation facilities that serve a wider audience and provide residents the ability to connect to the system.*

# Programs and Services

- Consider adding a total of two (2) to four (4) additional core programs into the system that could include: summer camps, special events, adult fitness and wellness, environmental education, adventure programs, people with disabilities, life-long learning, STEM, and programs for active adults.
- Develop a feasibility study for an indoor aquatic and community center facility that serves a multitude of core programs that can support the core programs outlined in the most cost-effective manner.

# Programs and Services

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- Park amenity utilization, cost recovery and user satisfaction of amenities and facilities are optimized through scheduling, staffing and amenity access and through effective fee policies.
- A cost-of-service study is conducted on any new programs or facilities to determine the cost of operations and cost effectiveness of each program and amenity operated.
- An effective marketing plan is created to enhance the use of all public mediums to encourage more community awareness, use, and appreciation for program services.



## Initiative #4 – Enhance Financial Management

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*Maximize the value of all parks and recreation facilities to achieve the highest value of use and return on investment.*



# Financial Management

- Develop business plans for all revenue producing facilities within the system to maximize the use, efficiency of programs and services, staffing and operations to reduce the need for tax support.
- A long-term funding strategy and financial plan for capital investment and reinvestment is developed and implemented.
- Consider a Business Improvement District downtown to assist in the maintenance cost.

# Financial Management

- Consider the creation of a Park Foundation to increase capital and operational dollars to support the system as a strategic partner.
- Evaluate land leases on excess park property for commercial investment to generate revenue to offset existing operational costs.
- Consider a land dedication ordinance on new development to cover capital costs in lieu of park land.
- Consider an impact fee on new development to cover capital costs for future city-wide attractions.

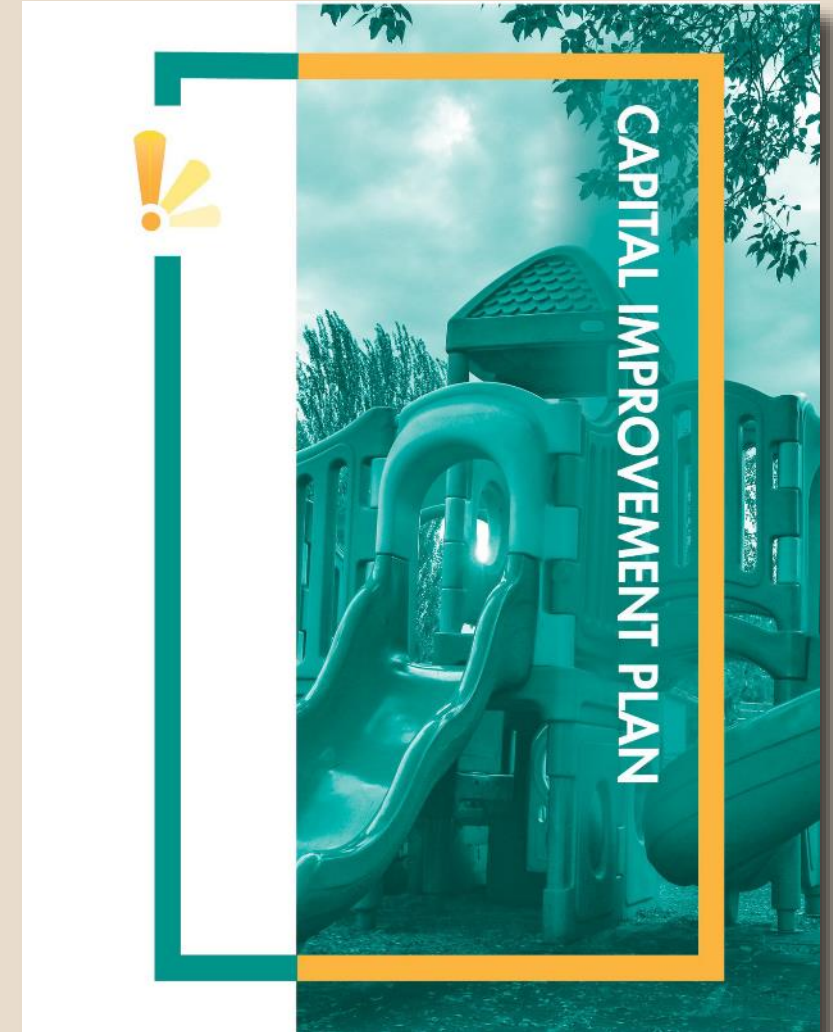


# Capital Improvement Plan



# CAPITAL IMPROVEMENT PLAN

1. Based on the findings of the Park and Facility Assessment, estimates for probable costs for Park improvements were developed for inclusion in the Parks Department 5-year and 10-year Capital Improvement Plan. Costs developed are based on local and regional historical cost data.
2. Improvements were organized into a three-tier plan, identifying improvements as one of the following categories:
  - Critical/Sustainable Alternative
  - Expanded Services Alternative
  - Visionary Alternative



# CAPITAL IMPROVEMENT PLAN

## 1. Critical/Sustainable Alternative

Prioritized spending within existing budget targets and focuses on deferred maintenance and lifecycle replacement of assets and amenities within the existing parks system. The intention of the alternative is to refocus and make the most of existing resources with the primary goal being for the City to maintain high quality services.

### Representative Projects Added to the CIP:

Arrowhead Park - Court Reconstruction

Dakota Nature Park - Trail Repairs

Lions Park - Playground Equipment Replacement

Sexauer Park - Update Park Signage



# CAPITAL IMPROVEMENT PLAN

## 2. Expanded Services Alternative

Extra services or capital improvement that should be undertaken when additional funding is available. This includes strategically enhancing and renovating existing parks and facilities to better meet the park and recreational needs of residents that would require additional operational or capital funding.

### Representative Projects Added to the CIP:

Sexauer Park - Bike Trail Extension

Splash Park

Pickleball Courts

Community Garden Site II



# CAPITAL IMPROVEMENT PLAN

## 3. Visionary Alternative

Represents the complete set of services and facilities desired by the community. It is fiscally unconstrained but can help provide policy guidance by illustrating the ultimate goals of the parks and recreation system and by providing a long-range look to address future needs and deficiencies.

Visionary Alternatives address complete renovations of aging parks and facilities and the development of new parks and facilities. Funding for visionary projects would be derived from partnerships, private investments and new tax dollars.

### Representative Projects Added to the CIP:

New Indoor Community/Recreation Center

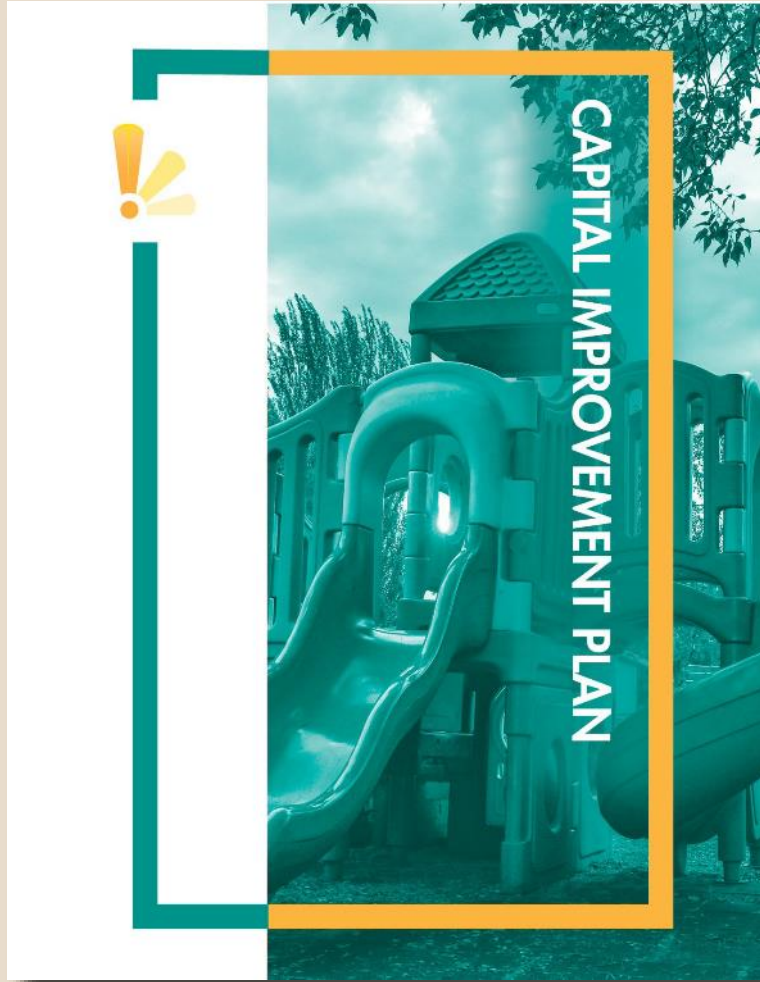
New Sledding Hill

New Miracle Field

New Ballfields (4)



# CAPITAL IMPROVEMENT PLAN



The proposed additions to the 5- and 10-year CIP that were identified through the Park and Facility Assessment include approximately 48 new improvements across the Park and Recreation System, totaling approximately \$2.5 million in new Critical/Sustainable Improvements, \$850,000 in new Expanded Services, and \$34.8 million in potential Visionary Investments.

# Open Discussion: Any Questions?

