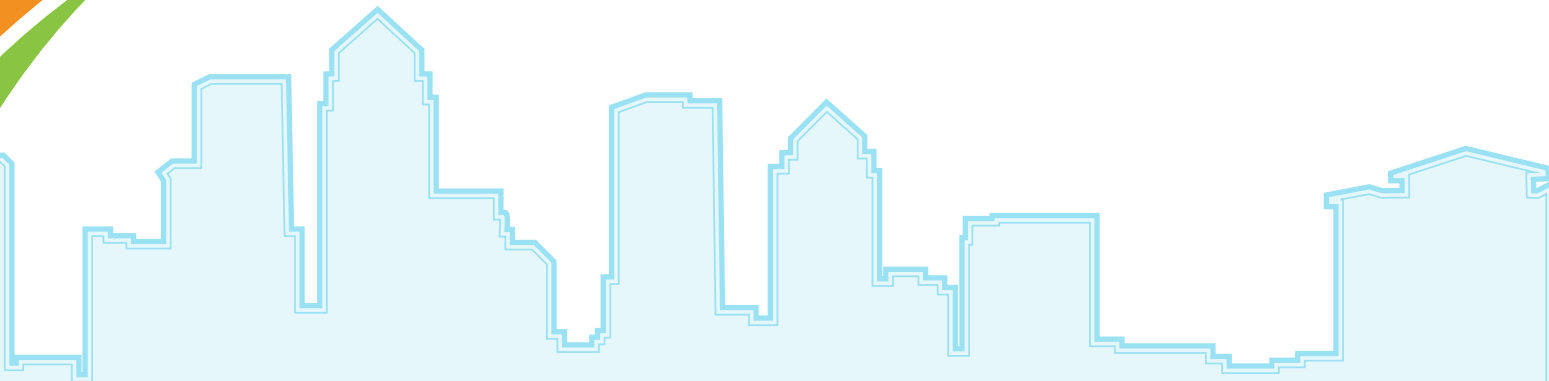


City of Tampa Parks and Recreation Master Plan

FINAL
DRAFT



Your Vision for
Our Tomorrow



City of Tampa Parks and Recreation Master Plan



City of Tampa Skyline
(Source: WSTP)



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Your Vision for Our Tomorrow



Parks & Recreation
CITY OF TAMPA

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TABLE OF CONTENTS

CHAPTER 1: INTRODUCTION	6
1.1 Purpose of This Plan	8
1.2 Project Process	18
CHAPTER 2: SYSTEM INVENTORY & ANALYSIS	20
2.1 Guiding Documents and Planning Context.....	22
2.2 Demographics Analysis	34
2.3 Parks and Recreation Inventory Analysis	44
2.4 Level of Service Analysis	68
2.5 Operations & Maintenance Practices Assessment	92
2.6 Financial Strategies & Comparative Analysis	100
2.7 Recreation Program Assessment	119
2.8 Existing Conditions Analysis Summary	148
CHAPTER 3: COMMUNITY NEEDS ASSESSMENT	150
3.1 Methodology	152
3.2 Community Engagement	155
3.3 Community-wide Online Survey	175
3.4 Statistically Valid Survey	185
3.5 Trends Analysis	206
3.6 Needs and Priorities Assessment Summary.....	228
CHAPTER 4: VISION	230
4.1 Your Vision for Our Tomorrow: Long-Range Vision	232
4.2 Vision Subsystems	236
4.3 The Vision Summary	278
CHAPTER 5: IMPLEMENTATION	280
5.1 Introduction	282
5.2 Policies and Initiatives	284
5.3 Programming and Operations Recommendations	294
5.4 Capital Improvements Recommendations	300
5.5 Maintenance Management Recommendations	328
5.6 Priority Action Items	335

CHAPTER

1



INTRODUCTION

22nd Street Park

1.1 - THE PURPOSE OF THE PLAN

A PLAN FOR THE FUTURE

The City of Tampa Parks and Recreation Master Plan (PRMP) is a long-range planning document intended to help shape the direction, development and delivery of the City's parks and recreation facilities and services over the course of the next 10-15 years. Based on a comprehensive planning approach, this plan considers previous planning efforts conducted throughout the City of Tampa, department goals, existing conditions, and an assessment of needs to provide a framework for the direction of the Vision, recommendations, and prioritization strategies.

This Comprehensive Parks and Recreation Master Plan is a project being undertaken by the City of Tampa Parks and Recreation Department that will have a profound impact on the future direction of the department and the development of parks and recreation facilities.

Plans such as this are often undertaken to help address system-wide deficiencies, operational inefficiencies, or years of deferred maintenance. In Tampa's case, this plan offers the opportunity for a fresh look at all aspects of the Department, and to better position its resources to meet the needs of the community moving forward.

Multiple elements of this plan relate to the City's desire to improve the quality of life for its residents, while also addressing current trends in the City such as a growing, diverse population, a desire for a more equitable parks system, and an increased focus on sustainability and resilience. The development of PRMP is based on the acknowledgment that providing high-quality parks and recreation facilities and program opportunities for a broader segment of the population will be a critical component of accomplishing the City's overarching goals.



Sunset Park

YOUR VISION FOR OUR TOMORROW

The PRMP presents the opportunity to conduct a comprehensive public engagement effort to establish the community's needs and priorities at both system-wide and neighborhood-focused levels. This engagement process allows the City to directly respond to community input. These needs and priorities are the foundation for the development of a new, shared-community Vision for the parks and recreation system and associated goals and objectives that define the direction for the delivery of parks and recreation services to both current and future residents.

The comprehensive nature of the plan, as well as the foundation built on public engagement, create a sense of community ownership for the priorities and visionary ideas established by the residents. Extensive involvement from residents from across the City, as well as neighborhood stakeholders, City

staff and community leaders, help make the PRMP a document that works for all residents and will continue to serve their interests in the future.

Acknowledging the collective nature of the Visioning process, the PRMP began with the development of a branding and project messaging exercise that would not only tie all engagement efforts together, but also define the project in a way that inspired those that participated in its creation. The resulting document theme not only represents the community ownership of the Vision, but also the forward-thinking initiative of a City that values its parks and recreation opportunities and seeks to ensure they are available for future generations. This unique opportunity for Tampa to define the future of its park system is driven by:

YOUR VISION FOR OUR TOMORROW



Your Vision for Our Tomorrow

PROJECT OBJECTIVES

Provide a Great Parks and Recreation System Plan

At its most core intent, the PRMP seeks to provide the direction that will establish the City of Tampa as a great parks and recreation system. Good parks and recreation systems provide quality facilities, and excellent programs and services, but great parks and recreation systems go beyond - forming a critical component of their City's infrastructure.

Great Parks and Recreation Systems are transformational for the community they serve. Great Parks and Recreation systems contribute to health and wellness, conservation, social equity, economic development, smart growth, and sustainability and resilience. Great Parks and Recreation Systems are the frameworks for livable communities.

Great Parks and Recreation systems go beyond the traditional notion of just being places to play, and provide community assets that have a profound impact on the quality of life for residents, including:

- Highly Utilized and Diverse Parks
- Greenways and Trails
- Blueways
- Great Streets
- Historic Sites
- Conservation Lands
- Waterfronts
- Public Art

Develop a Great Parks and Recreation Master Plan

Great Parks and Recreation systems are built on strong planning efforts, a shared-community Vision, and a bold, achievable implementation plan. It is imperative that the PRMP be a great plan. To achieve this, the PRMP is driven by community needs, wants and priorities. The plan is visionary and aspirational, while providing clear implementation steps for the advancement of the Vision.



Seminole Heights Garden Center

The PRMP was conducted through a highly inclusive process that energized staff and leadership and integrated seamlessly with other City initiatives. Because the PRMP is built on the community's needs and priorities, all aspects of the process should be unique to Tampa.

Integrate the PRMP Seamlessly with Other City Initiatives

The City of Tampa has a rich history of developing bold, visionary planning initiatives to help advance a high quality of life for its residents. Throughout development of the plan, existing City initiatives surrounding transportation, stormwater, urban design, economic development, conservation, sustainability and resilience were reviewed in order to establish long-term goals for the parks that align and complement existing city priorities. The project team utilized an integrated and collaborative approach to identify linkages and innovative options that focus on the unique needs of the parks, while simultaneously complementing the goals of multiple departments.

Consider The Changing Role Of Parks

Over time the functions of parks within the American cultural environment and our relationship to our public spaces have changed. Today the recognition that integrated park systems can form the core of successful communities is well documented and understood within the planning profession. Solving more problems through parks systems means that departments are asked to provide an increasingly diverse breadth of recreational facilities, services and programs in order to meet the needs of citizens.

Economic, social, and environmental trends have had a profound impact on the value of parks within the urban community. Parks have become more than just recreation amenities that passively contribute to communities. Parks and open spaces are now the economic drivers and place-defining cores of communities, as well as critical components of broader efforts to create resilient



Ignacio Haya Linear Park

communities that can respond to climate shocks and stressors that are increasing in frequency. Parks have also demonstrated their value as essential assets during the recent COVID-19 pandemic. Outdoor recreation witnessed a surge not seen in decades, and many parks became critical resources for establishing testing centers and vaccination sites.

In many larger Cities and their suburbs, changes in demographics are having a profound impact on recreation demand - particularly in Florida. Driven by influxes of affluent, knowledge-based workers, coupled with the simultaneous impacts of aging populations, growing inequity among households, and high immigration levels, the demand for variety from a wide spectrum of users has never been greater. Flexibility, adaptability, and ease of access are becoming the most important qualities of successful parks and recreation spaces.

In rapidly urbanizing areas, parks are becoming critical components of everyday life. In addition to providing a recreational space, parks serve essential functions for City-dwellers as places for reprieve from urban lifestyles and a forum for neighborhood engagement. This has been made even more evident during the last two years, as COVID-19 accelerated trends already present in parks systems across the Country. For new and prospective residents of Tampa, parks and open space serve as an enticement to move to the City, by providing a place to socialize, learn, and assimilate within the community.

Capitalizing on the Benefits of Parks

With more research in the fields of parks, public health, urban planning, and landscape architecture, as well as increasing advocacy over the last decade, the positive contributions of parks are being recognized across a wide range of disciplines. One such aggregator is The National Recreation and Parks Association (NRPA) which has documented several categories of contributions that parks and recreation provide to healthy and vibrant communities.

Three Pillars of the NRPA

The National Recreation and Parks Association (NRPA) established a three-pillar philosophy that defines its work and guidance of parks and recreation service agencies around the country. Those three pillars are Conservation, Health and Wellness, and Social Equity. The organization's specific goal is that people are positively affected by parks and recreation through avenues such as fitness and exercise, leisure, community engagement, access to nutritious food, and experiencing the benefits of clean air and water in preserved green and open spaces.

Pillar 1: Conservation

The NRPA champions the belief that connection to the outdoors and nature is vital for the wellbeing of every person and that parks and green space provide critical access to the life-giving benefits of the outdoors. As such, the NRPA pillar of conservation promotes stewardship of land, water, and natural resources. Many of our most critical and most overlooked ecosystems are found in our parks. They are vital to the health of our environment, clean air and water. The NRPA promotes park design with carbon-reducing sustainable landscapes that cleanse air and water, replenish aquifers, reduce stormwater runoff, and protect wildlife habitat. The organization believes that these types of parks allow for conservation of energy and precious resources thereby also contributing significantly to the economic wellbeing of our communities.

Pillar 2: Health and Wellness

The NRPA is well aware of the systemic physical challenges individuals and our communities face because of poor nutrition, hunger, obesity, and physical inactivity. In an effort to support good health for people of all abilities, ages, socio-economic backgrounds, and ethnicities, they advocate for comprehensive change through collaborative programs and policies that impact broad populations. The goal of the NRPA philosophy pillar of health and wellness is to provide connections to nature. It is based

on studies that tie interaction with nature to lower levels of stress, stronger interpersonal relationships, and improved mental health. The NRPA actively supports greater public access to physical activity opportunities and the work of parks and recreation agencies to improve nutrition. They advocate for increased funding for health-related research into best practices that parks and recreation agencies can use to create healthy communities.

Pillar 3: Social Equity

The third pillar of the NRPA philosophy is social equity and is grounded on a foundational principle of the association that public parks and recreation services should be equally accessible and available to all people regardless of income level, ethnicity, gender, ability, or age. Public agencies have a duty to provide parks and recreation services and programs including the maintenance, accessibility, and safety of parks facilities on an equitable basis to all citizens of the communities that they serve. Because of the importance of natural environments to human life, the NRPA advocates that access to parks, recreation, and open green space is a right, not a privilege, for people nationwide. This pillar also cultivates community relationships through programs and services for all that connect people deeply to their community. Studies show that a strong sense of connection makes communities livable and desirable. Parks and recreation services provide a reason and space to enjoy quality leisure time, relaxation, and fun with family and friends, and this strengthens the social and family bonds that help provide belonging and satisfaction in life.

Categories of Contribution (NRPA):

Physical Health

Simply put, communities with more parks are healthier. Studies by the Center for Disease Control (CDC), as well as academic and other public research have concluded that time spent outdoors completing physical activities lead to lower rates of chronic disease, lower rates of obesity and longer, richer life spans.



Figure 1-1: Three Pillars of the NRPA

Socialization

Parks are social destinations. By providing comfortable options to sit, relax and socialize, parks commonly become the meeting locations for neighbors. Research documents that communities with parks have more cohesion among neighbors leading to less isolation of at-risk populations and the elderly.

Mental Health

For many people, a relaxing walk in a park is an unparalleled stress reliever. Studies have shown that having access to nature or open space can reduce stress, improve cognitive functions and reduce depression and anxiety.

Youth Development

Commonly an under-represented segment of the population when tackling the challenges of society, youth can respond positively to being introduced to life-skills early through extracurricular activities, free play and artistic expression in parks.

Environmental

Parks are where the impacts of urban environments meet the sensitivities of nature. When developed to be sustainable and resilient, parks can provide net-positive impacts to water quality and quantity, and healthy habitat restoration.

Economic Impact

Parks provide some of the best return on investment a community can make. Studies have documented the wide-reaching impacts parks have economically on communities from sustaining or improving property values, to encouraging redevelopment or job creation, parks make for great public investments. Parks play a key role in attracting and retaining businesses and entrepreneurs seeking a community with a high quality of life. Cities like Bentonville, Arkansas, the home of Walmart Headquarters, have invested heavily in parks and other quality of life improvements in order to encourage talented workers to move there.



Cuscaden Park

Resiliency

In addition to the contributions recognized by NRPA, many communities are seeking to leverage the environmental benefits of parks and open space to make neighborhoods more resilient to the impacts of climate change, natural disasters or energy scarcity.

Social Equity

Recognized as one of the three pillars of the NRPA, social equity is essential to providing a social environment that serves people of all ages and promotes cultural diversity. Safe, equitable communities attract people with a wide variety of needs, and encourage participation in community building. Through the development of this Park System Master Plan, the City of Tampa has the opportunity to prioritize the community and ensure that all people have access to the benefits of local parks and recreation. Helping to break down potential barriers between people from different cultural backgrounds and fostering social cohesion throughout the City.

Elements of a Successful Parks System

The elements of a successful parks system are based on a set fundamental principles of park system planning that include:

Access

Every resident should be able to safely and comfortably walk, bicycle, drive and/or ride transit from their home to parks, community facilities work, school, and shopping.

Equity

Every resident should be able to enjoy the same quality of public facilities and services regardless of income, age, race, ability or geographic location.



Plant Park

Sustainability

Every action and improvement of the Park System, including facilities, programs, operations and management, should contribute to the economic, social and environmental prosperity of the City.

Multiple Benefits

Every public action should generate multiple public benefits to maximize taxpayer dollars.

Seamlessness

City parks and recreation services should work in concert with other local providers to provide integrated recreational opportunities to local residents.

Resiliency and Sustainability

Planning for resiliency and sustainability should be incorporated in the decision-making process. Climate change stressors (e.g., rising temperatures, increased flooding, and drought conditions) and non-climate stressors (e.g., traffic congestion, aging infrastructure, and population demographic changes) are examples of factors that could affect the health and longevity of a park system and should be considered in the planning and design process.



Takomah Trail Park

Placemaking

Placemaking in parks and public spaces and the inclusion of art and branding should be an integral part of park planning and design process. Placemaking capitalizes on a local community's assets, inspiration, and potential, with the intention of creating public spaces that promote people's health, happiness, and well-being.

Livability

The concept of how parks contribute to making communities great places to live should be planned. This should include how residents and local employees can live, work and play all within close proximity to their homes.

Health and Wellness

Health and wellness benefits are driving park infrastructure, park-centered urban design, and programs to a degree not expected in the past. This has been driven by unambiguous research findings showing correlation between increases in significant health care costs, premature mortality, and morbidity associated with physical inactivity. Cities and counties are responding to this interest with new partnerships, programs and opportunities that should be priorities in a new plan.



1.2 - PROJECT PROCESS

This document is intended to serve as a comprehensive guide for the planning, acquisition, development and operations of parks, trails, park facilities and recreation programs throughout the City. As such, this PRMP will assist users in the formation of programming needs and priorities and long range visioning for the provision of parks and recreation facilities and programs.

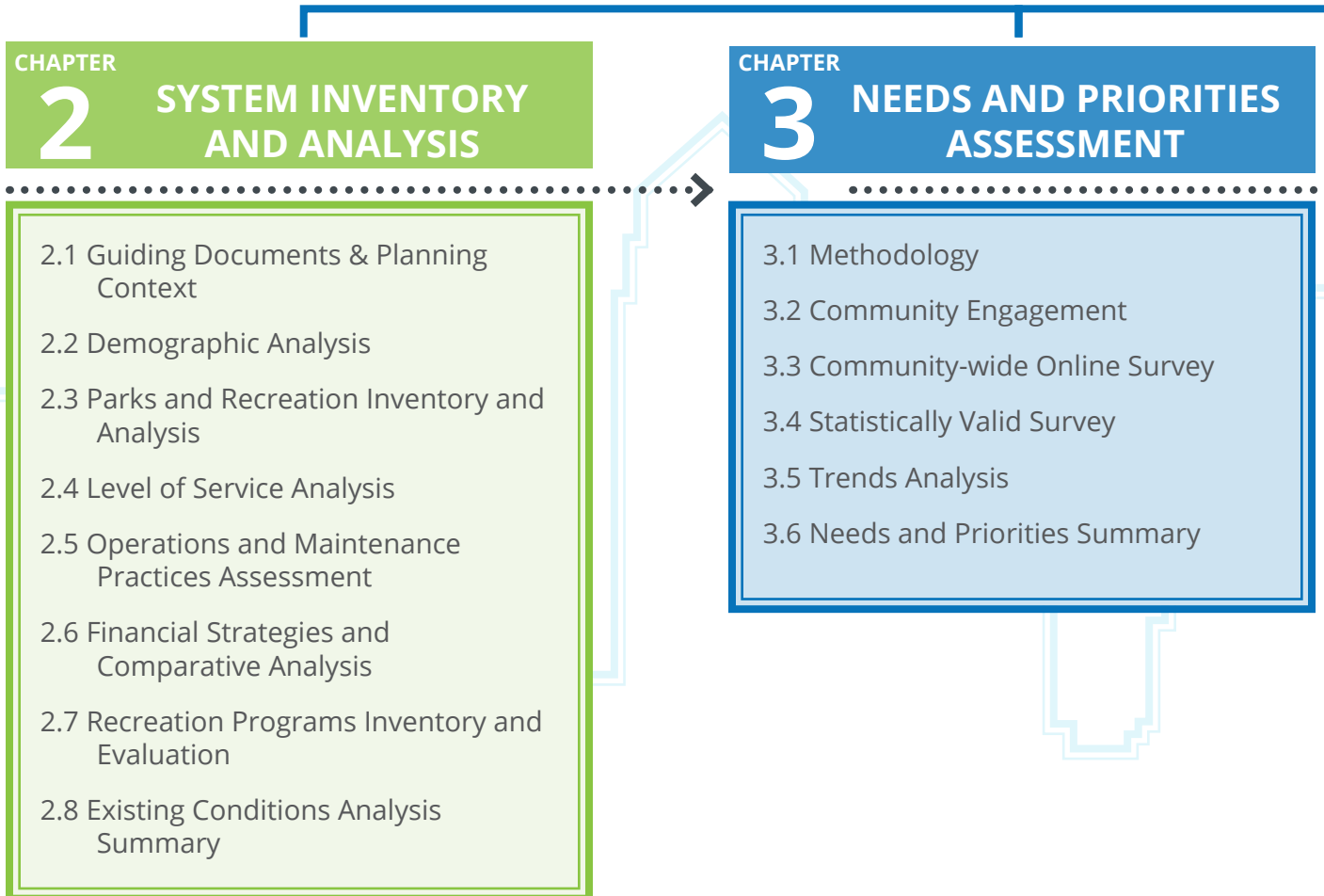
This document has been developed in a linear process, building upon previous work; beginning with an overview of the existing parks system, analysis of public needs and priorities, formation of a long-range vision, and lastly a strategic plan for implementation.

The diagram on this spread illustrates the four step process utilized in this Master Plan. The System Inventory & Analysis provides the context in which

needs and priorities are assessed. These needs and priorities are refined through the creation of publicly developed vision, and detailed strategic plan. Together, these provide an achievable plan for the design, development, and delivery of parks and recreation facilities throughout Tampa.

PROCESS OF DATA ANALYSIS

To gain an accurate understanding of the City of Tampa Parks and Recreation system, as well as residents' needs, the consultant team will utilize a mixed methods, triangulated approach to data analysis. Using quantitative, qualitative, and observational data gathering techniques allows for a better understanding of community needs and priorities that should be met in the Tampa park system.



Multiple Techniques for a Triangulated, Comprehensive Approach

Observational Techniques:

- Individual Park Evaluations
- Programming Analysis
- Operations and Maintenance Analysis
- Population and Demographic Overview



Quantitative Techniques:

- Benchmarking & Trends Analysis
- Level of Service Analysis
- Statistically Valid Survey
- Financial Analysis

Qualitative Techniques:

- Stakeholder Interviews and Focus Groups
- Community Workshops
- Special Events
- Virtual Open House
- Social Media
- Websites
- Online Survey

CHAPTER

4

VISION

- 4.1 Vision Development
- 4.2 Vision Subsystems
- 4.3 Comprehensive Vision

CHAPTER

5

IMPLEMENTATION

- 5.1 Introduction
- 5.2 Policies and Initiatives
- 5.3 Programming and Operations Recommendations
- 5.4 Capital Improvement Recommendations
- 5.5 Maintenance Management Plan
- 5.6 Priority Action Items

CHAPTER

2

CHAPTER 2: SYSTEM INVENTORY AND ANALYSIS

- 2.1 Guiding Documents & Planning Context
- 2.2 Demographic Analysis
- 2.3 Parks and Recreation Inventory and Analysis
- 2.4 Level of Service Analysis
- 2.5 Operations and Maintenance Practices Assessment
- 2.6 Financial Strategies and Comparative Analysis
- 2.7 Recreation Programs Inventory and Evaluation
- 2.8 Existing Conditions Analysis Summary



SYSTEM INVENTORY AND ANALYSIS

Bern's Park

2.1 - GUIDING DOCUMENTS AND PLANNING CONTEXT

OVERVIEW

The City of Tampa Parks and Recreation Master Plan sits at the intersection of an interrelated network of planning initiatives occurring at the regional and local scale. It serves as the framework to align the Parks and Recreation Department's efforts within the larger vision and strategic objectives of the City, while simultaneously offering a unique view of the City through a park lens. Due to this interconnectivity, the Parks and Recreation Master Plan needs to align and connect to nearly every aspect of the City's planning work, coordinate with new projects, and be considered in broad City policies.

To achieve alignment with other City activities and ensure a concerted effort toward a common City vision, the parks and recreation planning process included a review of guiding and planning documents developed for the City and the greater Tampa Bay region. Below is a brief summary of the most significant documents that express vision, context, and complementary supportive efforts. Cumulatively, these plans will be used to guide the direction of the Tampa Parks and Recreation Master Plan to ensure that the plan promotes the goals of the City and works harmoniously with other planning efforts already underway. A listing, though not exhaustive, of significant influencing plans or documents includes:

List of Guiding Documents

- Imagine 2040: Tampa Comprehensive Plan
- InVision Tampa – Center City Plan (2013)
- It's Time Hillsborough 2045 Long Range Transportation Plan (LRTP) (2019)
- Sea Level Rise Vulnerability Assessment for the City of Tampa (2017)
- Sea Level Rise Vulnerability Analysis and Resiliency Strategy Report (June 2020)
- Transforming Tampa's Tomorrow (T3 Initiatives and Strategic Goals) 2019
- City of Tampa Parks and Recreation Master Plan Phase 1 (2007)
- City of Tampa Parks and Recreation Strategic Plan 2009-2014 (2009)
- Tampa Greenways and Trails Master Plan (2001)
- Tampa/Hillsborough Greenways and Trails Master Plan Update (2016)
- City of Tampa Urban Forest Management Plan (2013)
- Walk/Bike Plan for the City of Tampa (2016)
- Resilient Tampa (2021)
- Parks & Recreation Capital Improvement Projects FY2019-2023



VISION DOCUMENTS

Imagine 2040: Tampa Comprehensive Plan

Tampa's Comprehensive Plan provides a collective vision for the future as a 'Livable City' and a planning framework to get there by the year 2040. The guiding principles toward shaping the City's future involve steering growth and change to specific parts of the city while strengthening and protecting existing residential neighborhoods from development pressures. Lauding the City's role as an attractive metropolitan area with a high quality of life, the Comprehensive Plan seeks to preserve the City's reputation of major sports and entertainment opportunities, diverse population, and representing an economic center of the Tampa Bay region.

The Comprehensive Plan also explores the multifaceted evolution of the City (e.g., demographics, land use, etc.) and the ongoing challenges the City faces, including aging infrastructure, limited connectivity via mass transit options, and attracting and maintaining talent for the local job force. Opportunities to increase the livability of the City are organized by grouping the City's five planning districts based on distinct shared characteristics that could foster similar recommendations for enhancement. Goals, objectives, and policies are provided to guide the community and elected officials on achieving the Livable City vision for the categories of People, Places, Natural Spaces, and Governance and Implementation.



Relevance to the Parks and Recreation Master Plan

The Comprehensive Plan supports the City of Tampa's ability to grow in a prosperous and sustainable manner through the year 2040. It also sets forth goals and policies, to which, all planning and development decisions across the City must adhere. The significance of parks to creating a truly Livable City is echoed throughout all elements of the Comprehensive Plan. For example, the "Structuring Growth for Livability" Chapter recognizes the opportunities that park and recreation facilities provide toward creation of safe and walkable communities, distinctive neighborhoods, and significant public spaces and civic architecture; the "Our Neighborhoods" Chapter reinforces the importance of recreation as a quality of life factor that needs to be integrated into communities; and the "Sustainable Infrastructure" chapter links the recreation value associated with mobility policies for development of a pedestrian master plan and a trails master plan. The plan also contains a Recreation and Open Space Section, providing a guide for the future development of parks and open space facilities, including: Level of Service standards, aesthetics, best practices for land stewardship, facilities and programming, park improvements, accessibility, financing, capital projects, public awareness, and greenways. The Recreation and Open Space Section also includes policies intended for the protection of park space (e.g., ROS Policy 1.1.5) and incorporation of parks into the City's fabric (e.g., ROS policy 1.1.6).

InVision Tampa – Center City Plan (2012)

InVision Tampa is a master plan to define the aspirational future of Tampa’s Center City, spanning from downtown to Ybor City on the east, Armenia Avenue on the west and north along historic Nebraska Avenue to Hillsborough Avenue. The vision, informed by broad community discussions, is for the Center City to be a community of livable places, connected people, and collaborative progress that embraces and celebrates its river and waterfront. The plan describes the Hillsborough River being the focal point of the downtown, providing an accessible, comfortable, safe and highly active place for residents and visitors. The surrounding neighborhoods are envisioned to be vibrant, diverse, and distinctive settings with each neighborhood linked through a series of attractive bike and pedestrian connections.

Relevance to the Parks and Recreation Master Plan

Parks and open spaces represent a critical component of achieving the future described in InVision Tampa. Community discussions used to formulate the plan revealed that parks and schools are neighborhood amenities that residents want to be better physically connected in the area. To address this need, the City continues to use parks, open space areas, and greenways as opportunities to connect downtown neighborhoods to each other and to the Hillsborough River, creating improved local connections while enhancing the downtown urban experience.



Salcines Park

It's Time Hillsborough: 2045 Long Range Transportation Plan (LRTP) (2019)

Developed by the Hillsborough Transportation Planning Organization, this plan represents a 25-year plan for the prioritization of funding for regional transportation projects based on future growth scenarios, existing and changing conditions, and transportation needs that reflect updated public and stakeholder perspectives. Through a public involvement process, the needs and priorities of the community were assessed with two major themes emerging for future needs: mass transit (e.g., Bus Rapid Transit, passenger rail, streetcar expansion, water transit), and multimodal projects (e.g., greenways and trails, targeted road widening, downtown interchanges and safety quick-fix).

Relevance to the Parks and Recreation Master Plan

As a part of the vision for Hillsborough County's transportation system, the LRTP describes future priorities to invest in infrastructure for alternative transportation options, including new trails, greenways, and side paths to better connect the region. Increasing multimodal options via the expansion of trails and trail access directly complements the City's vision for the local parks system and will help to create an integrated regional network.



Bayshore Boulevard Linear Park

CONTEXT DOCUMENTS

Sea Level Rise Vulnerability Analysis for the City of Tampa (2017)

The City of Tampa worked closely with the Tampa Bay Regional Planning Council to complete a sea level rise vulnerability assessment to understand the potential impacts posed by chronic sea level rise that will eventually overtop sections of the City's low-lying shoreline. Based on this study, with 1.59 feet of sea level rise, 30 parks were identified as vulnerable to flooding during average high tide conditions.

Relevance to the Parks and Recreation Master Plan

The Sea Level Rise Vulnerability Analysis represents a high-level assessment of future sea level rise conditions that may impact the City's infrastructure.

Sea Level Rise Vulnerability Analysis and Resiliency Strategy Report (2020)

The City of Tampa performed a sea level rise vulnerability assessment focused on high priority stormwater outfalls and impacts to corresponding basins. A mid-century planning horizon was selected for the study using the NOAA 2017 Intermediate scenario, which equates to 1.44 feet of sea level rise by 2050. Sea level rise was added to existing tide conditions to understand the impacts it would have on the stormwater system's capacity to convey excess floodwater from inland areas of the City. Identified high priority stormwater basins include Davis Island, Conley Basin, Spring Lake Basin, Buffalo Basin, Cedar Channel Basin, and the Downtown Basin. The study also identified potential short- and long-term adaptation measures to apply to stormwater infrastructure to mitigate flood impacts posed to inland assets. Adaptation measures included additional studies to inform data gaps, installing stormwater backflow prevention, increasing minimum roadway elevation design criteria, and elevating shorelines through earthen berms, living levees, or seawalls.

Relevance to the Parks and Recreation Master Plan

The Sea Level Rise Vulnerability Analysis and Resiliency Strategy Report reflects an initial evaluation of potential areas of the City at high risk flooding posed by a combination of sea level rise and precipitation events. Results of the assessment will be used to inform the future planning of the City's waterfront parks, which may be at risk to future flooding and erosion hazards. The assessment can also inform the identification and design of parks that can help to manage area-scale flood risk by: 1) creating a space that can capture and store floodwaters during heavy rainfall events with minimal damage to the park infrastructure and 2) acting as a buffer during coastal storms through elevated park topography along the shoreline.

Transforming Tampa’s Tomorrow (T3 Initiatives and Strategic Goals) 2019

The Transforming Tampa’s Tomorrow project created an advisory team dedicated to formulating a preliminary roadmap for the Mayor’s initial priorities. The priorities formed the foundation for the strategic goals for the city. The first goal is to strengthen community-centric services. The intent of the goal is to facilitate growth and ensure Tampa continues to evolve as a competitive city, by establishing a solid foundation built on strong quality basic services that are connected to the community it serves. The second goal is enhancing workforce development. The intent of this goal is to uplift the Tampa workforce by defining pathways through higher education and certification programs to promote career readiness and foster a healthy workforce. The third goal is increasing housing affordability. The intent of this goal is for the City to take an active and aggressive role to ensure there are sufficient housing options for Tampanians at all income levels to afford. The fourth goal is improving infrastructure and mobility. The intent of this goal is for the City to take the lead on transportation solutions for the future, developing a first-class transportation system that is

Relevance to the Parks and Recreation Master Plan

The T3 Initiatives are critical to the Parks and Recreation Master Plan because they provide a road map for Tampa’s major community goals. Those goals coincide with many of the services that parks can provide to a community including providing safe, clean places to live, and equitable transit access to community services. By renewing or adding parks in undeserved areas, the standard of everyday living is raised for the whole community helping to achieve the broader vision of the T3 efforts.

affordable, accessible, and innovative. The fifth and final goal is establishing sustainability and resilience. The intent of this goal is to ensure that the most vulnerable residents of Tampa have equal access to healthy, safe, and clean places to call home and that they are not disproportionately burdened by environmental hazards.

Transforming Tampa’s Tomorrow - Mayor’s Strategic Goals

Strengthening Resident Services	To facilitate growth and ensure Tampa continues to evolve as a competitive city, Tampa needs a solid foundation built on strong quality basic services that are connected to the community it serves.
Enhancing Workforce Development	Tampa’s workforce is the backbone of our economy -- now more than ever we need to lift up our workforce. Tampa will define pathways through higher education and certification programs to promote career readiness and foster a healthy workforce
Increasing Housing Affordability	Tampa will take an active and aggressive role to ensure there are sufficient housing options for Tampanians at all income levels to afford.
Improving Infrastructure and Mobility	Tampa will take the lead on transportation solutions for the future, developing a first-class transportation system that is affordable, accessible, and innovative.
Establishing Sustainability and Resilience	All Tampa residents deserve healthy, safe, and clean places to call home. The City will strive to ensure that our most vulnerable residents have equal access to these opportunities and that they are not disproportionately burdened by environmental hazards.

Tampa Parks and Recreation Strategic Plan (2009)

The Parks and Recreation Strategic Plan outlines the City’s vision of a parks system that, “...meets the community’s needs for recreation and learning opportunities to benefit health and well-being.” The Strategic Plan reviews the strengths, weaknesses, threats, and opportunities and presents a series of fundamental statements related to the Parks and Recreation Department’s vision, mission, values, and objectives while proposing a series of supporting strategies, goals, and action programs. The six goals outlined in the Parks and Recreation Department’s Strategic Plan include:

- 1) Provide recreation and learning opportunities;
- 2) Steward Tampa parks and open spaces for long-term sustainability;
- 3) Maintain parks and facilities to enrich the recreational experience of patrons;
- 4) Develop team capacity and organizational culture;
- 5) Strengthen organizational systems and structures; and
- 6) Actively engage and build relationships with Tampa’s diverse population.

Relevance to the Parks and Recreation Master Plan

The Department’s Strategic Plan represents an outline to address short-term (5-year) goals from 2009-2014 and next steps to achieve the defined goals. It provides valuable context for the master planning process about values of the department and identified strengths and opportunities for improvement that can be further addressed in the Parks and Recreation Master Plan.

Tampa Parks and Recreation Master Plan Phase I (2007)

In 2007, the City of Tampa engaged in Phase I of a Parks and Recreation Master Plan to communicate a strategic vision for parks and recreation programs in the context of the City’s overall land use. Phase I represents the first step of this process by completing an existing inventory and needs assessment of the City’s parks and recreation facilities and services and identifying the desired level of services overall. Community surveys and workshops were also performed to inform the park system vision and priorities. Identified high priority needs from the park system included an interconnected and well-landscaped system of access pathways to parks. Respondents also emphasized the need for parks that can support a diversity of uses with an increase in neighborhood integration into park design.

Relevance to the Parks and Recreation Master Plan

Phase I of the Tampa Parks and Recreation Master Plan provides foundational findings that will be used to inform the updated master planning process. The approach and findings from the inventory and needs assessment will be used as a baseline for conducting updated assessments of park needs based on the latest-available information. Phase I results can also be used for comparison with the updated Parks and Recreation Master Plan supporting analysis to better understand the evolving needs and goals of the City’s park system.



Sulphur Springs Park

COMPLEMENTARY PLANNING DOCUMENTS

Tampa Greenways and Trails Master Plan (2001)

The Greenways and Trails Master Plan increases public access throughout the City of Tampa to recreation and non-motorized transportation opportunities. It identifies a network of existing public roads, rights of way, sidewalks, trails, bridges and blueways organized into six “greenway areas” that can be used to create a predominately urban trail system, which will bring about a sense of connectivity between Tampa’s neighborhoods. The Master Plan is consistent with the Hillsborough County Transportation Planning Organization (TPO) commitment to implementing a multi-modal transportation system that improves bicycle and pedestrian travel for the region. Planning, prioritization, and design of the various segments was largely informed by a Citizens Advisory Committee, which included local neighborhoods, businesses, community organizations, and public agencies. Vital public priorities identified included the construction of greenways and trails to provide alternative forms of transportation that will be used to link parks, schools, transit hubs, waterfront, and places of cultural significance.

Relevance to the Parks and Recreation Master Plan

The Greenways and Trails Master Plan identifies priority greenway trail projects to better connect the City. Since its adoption in 2001, the City has continued to make progress on achieving this initiative. The Parks and Recreation Master Plan will build upon these successes, evaluate recommendations that have not yet been implemented, and provide new initiatives that are in line with the current City’s vision.

City of Tampa Urban Forest Management Plan (2013)

The Urban Forest Management Plan provides a detailed scientific look into the economic and ecological value (e.g., energy conservation, air pollution removal, carbon storage, rainfall interception, etc.) of Tampa’s urban forest. The Plan includes information about the 2011 conditions of the forest as well as how the forest and associated benefits have changed since the last five-year monitoring period of 2006/07. To understand the geographic distribution of the City’s urban forest, satellite and high-resolution aerial photography and satellite imagery from 2011 was used to classify and map the location of tree canopy, other vegetation, water, bare earth and impervious land cover. The tree canopy mapping showed that tree canopy between 2006-2011 varies throughout the City and ranged from a loss of more than 15% tree cover in some areas and a gain of greater than 15% tree cover in others.

Relevance to the Parks and Recreation Master Plan

The Urban Forest Management Plan provides an understanding of the current state of the City’s urban forest ecosystem. Outcomes from the Urban Forest Management Plan will be used to: 1) understand how urban forest values, policies, planning and management can be better supported by the Parks and Recreation Master Plan and 2) help inform how to strategically plan incorporation of increased tree canopies in the City’s parks and streets to reduce stormwater runoff, energy consumption, and the urban heat island effect.

Tampa / Hillsborough Greenways and Trails Master Plan Update (2016)

The Greenways and Trails Master Plan Update increases public access throughout region to contiguous recreation and non-motorized transportation opportunities by unifying Hillsborough County and City of Tampa planning documents related to trails and greenways. While the focus of the document is on connecting and maintaining existing and planned trail investments in Hillsborough County, it also takes a regional approach to connect with trail infrastructure in greater Tampa Bay area (e.g., Pasco, Polk, Pinellas, and Manatee Counties). The plan identifies a network of existing public roads, rights of way, sidewalks, trails, and bridges organized into three categories (key intra-county connections, SunTrail eligible, and other project concepts), which will bring about a sense of connectivity between Tampa's neighborhoods and the larger region. Trails are prioritized to provide linkages from the regional trail system to public transit, parks, schools, open spaces, neighborhoods, community gathering spaces, and employment centers.

Relevance to the Parks and Recreation Master Plan

The Greenways and Trails Master Plan identifies priority greenway and trail projects, including opportunities that need to be made to complete the network over time. Together, these priority projects provide many connections to parks and schools throughout the City. Connecting parks to this system, as well as providing safe routes to Tampa's neighborhoods and destination areas, can help create a parks and open space system that is readily accessible to all residents and contributes to a high quality of life.



Takomah Trail Park

City of Tampa Walk Bike Plan (2016)

The City's Walk Bike Plan implements the City's Comprehensive Plan and the Hillsborough County MPO 2035 Long Range Transportation Plan. As part of the "Livable City" vision of the Comprehensive Plan, the Walk Bike Plan identifies alternatives to single-occupant vehicle travel and focuses on redevelopment along mixed-use corridors. The plan includes recommendations for urban villages, and areas within the three major business centers: Downtown, Westshore, and the University of South Florida. The Walk Bike Plan has been implemented over five key phases. Phase I (2011) focused on identifying and establishing a grid of bicycle and pedestrian facilities to support the City's major business centers. Phase II (2012) expands the plan beyond the major business centers to identify bicycle and pedestrian projects within the Interbay Peninsula and throughout west, central, and east Tampa. Phase III (2013) focuses on opportunities in the New Tampa area and work with local planning organizations to refine the Green ARTery "Perimeter Trail" concept, which connects trails and paths across Tampa. Phase IV (2014) includes a feasibility study of bicycle/pedestrian infrastructure projects in the downtown area. Phase V (2016) identifies a bicycle/pedestrian loop trail linking downtown to the neighborhoods of Palmetto Beach, Ybor City, Rowlett Park, Sulphur Springs, and Lowry Park along the Hillsborough River.

Relevance to the Parks and Recreation Master Plan

The Walk Bike Plan identifies priority projects to increase the connectivity of the City using a series of bicycle/pedestrian trail networks. The Parks and Recreation Master Plan will build on initiatives carried out in each phase of the Walk Bike Plan to complement projects completed while further supporting and informing those that have not yet been implemented.

Resilient Tampa (2021)

As part of Mayor Castor's vision for the future through the Transforming Tampa's Tomorrow (T3) initiative, Resilient Tampa lays out a roadmap to address the City's most pressing challenges. The document emphasizes collaborative partnerships across sectors to address multiple shocks and stressors, while maximizing benefits with limited resources. Key shocks and stressors targeted include climate risks and economic and social inequalities. Through a series of workshops, focus groups, literature reviews, and surveys, fifty-eight actions were prioritized around the following scales: individual households, neighborhoods, critical infrastructure, and the City government as a whole.

Relevance to the Parks and Recreation Master Plan

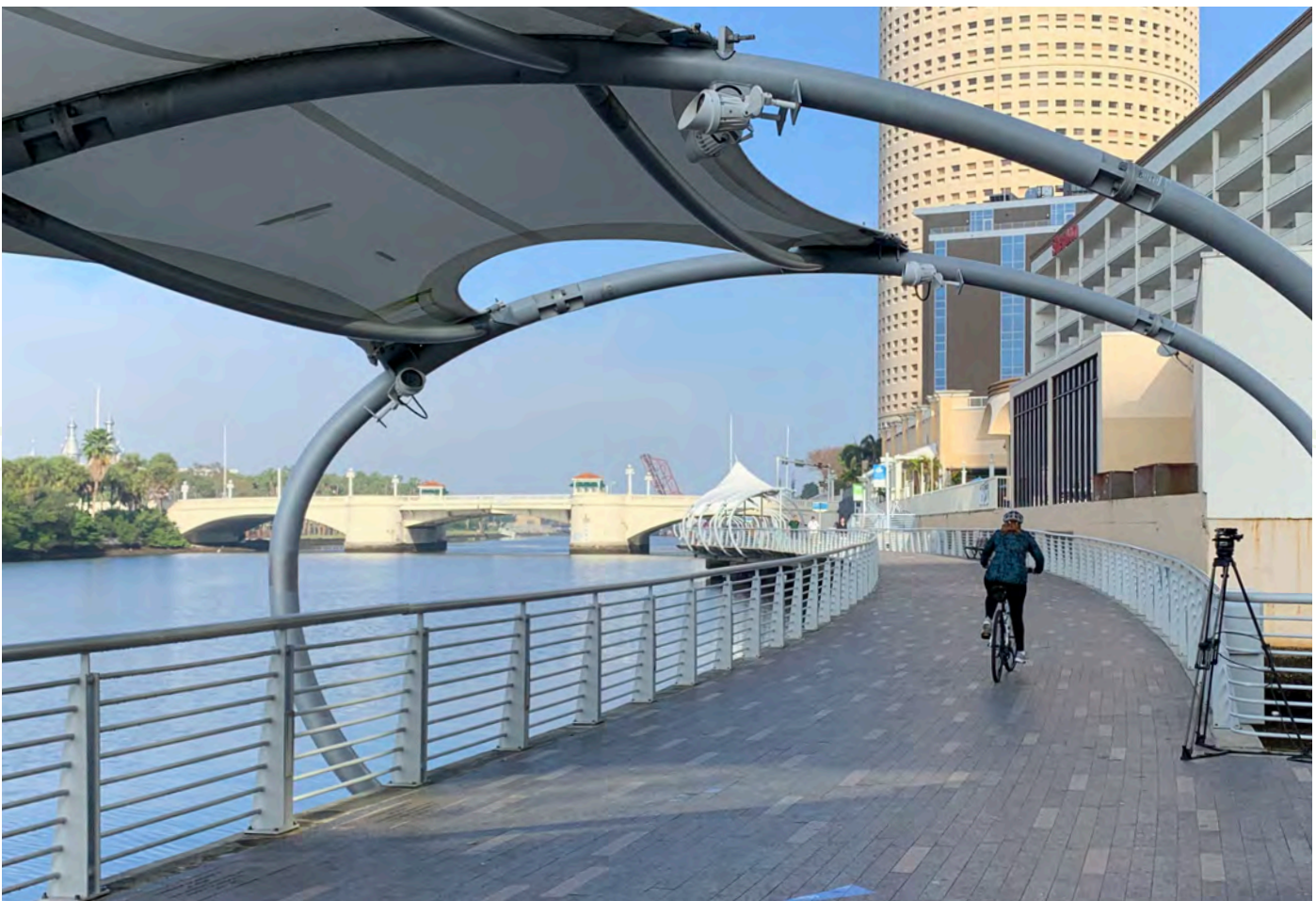
The Resilient Tampa plan highlights the important role of the City's park system in achieving a resilient city. Many actions, including 'Expand the Stay and Play Program, 'Leverage Storm Retention Ponds for Social and Environmental Benefits, and 'Explore Partnerships to Increase Access to Open Space with Multiple Benefits,' identify the Parks and Recreation Department as the lead or key implementation partner. Prioritized actions outlined in the document will be evaluated for opportunities for advancement through the updated Parks and Recreation Master Plan.

Parks & Recreation Capital Improvement Projects FY2019-2023

The Tampa Parks and Recreation Department is continuously carrying out projects to improve park facilities, promote public safety, and enhance the aesthetics of park facilities throughout the City. Replacement and repairs are prioritized through the City's Capital Improvement Program (CIP), which guides the long-term investment and rehabilitation of the park system. Capital improvement projects are evaluated on a 5-year basis with the current focus on FY2019-2023.

Relevance to the Parks and Recreation Master Plan

The FY2019-2023 Parks & Recreation Capital Improvement Projects sets the current funding priorities for park repair and enhancement projects. Completed and planned projects will be reviewed for context and to inform future planning priorities of the park network. Conversely, the final Parks and Recreation Master Plan will provide recommendations for the future Capital Improvements program, based on community needs and priorities identified and the future vision for the parks system derived through this planning process.



Tampa Riverwalk

2.2 DEMOGRAPHICS ANALYSIS

INTRODUCTION

An analysis of population demographic data and housing characteristics in Tampa, Florida revealed important existing conditions and current trends of the City. A thorough Parks and Recreation Master planning process requires this foundational knowledge which will allow the plan to respond to the needs of the Tampa community and chart a relevant path forward reflecting the existing culture and values. Research of future projections also allowed the team to identify changes that have the potential to impact delivery of city parks and recreation services over the next 10+ years.

POPULATION GROWTH

Between 1990 and 2010, the City of Tampa saw fairly consistent growth between 8.0 and 11.0%. While the growth during this time was consistent with trends across the state, it was lower in Tampa than in Hillsborough County and statewide (**Table 2.1**). In 2000, the County saw nearly a 20% growth, and the State saw 23.53% growth. The County growth increased to 23.05% by 2010 and the State growth slowed to nearly 18%, Tampa growth increased to approximately 11% during this same time. Going into 2010, the population of Tampa was 335,709 people. From 2010 to 2020, the community experienced an increase in growth of by more than 14%. Currently the population of Tampa is 384,959 people. In the next five years, and looking forward to the next 15 to 20 years, Tampa, Hillsborough County, and the State of Florida expect to see slowing but moderate population growth.

These already observed increases and projected continued population increases present an opportunity to re-evaluate the City's park system services in order to identify priorities that will address the City's evolving needs.

This re-evaluation process will provide insight into how much Tampa has changed and how it should continue to meet existing and new needs over the

next decade. The characteristics of a population transform with growth, and parks and recreation needs associated with population characteristics are strongly impacted as neighborhoods and urban settings become increasingly dense. As such, the master planning team studied three primary demographic categories; population growth, population characteristics, and housing characteristics. The following sections highlight key findings of these three study categories.

Today, the City of Tampa has a land area of approximately 113 square miles. The City is predominantly urban. Service and industry are key players of the economy. Tampa has the power by statute to extend its corporate limits through annexation, when deemed appropriate by the Council, which periodically leads to increases in land and population.

In the 2000s, the City saw growth and economic expansion, which was curbed sharply by the 2007 recession leading to city-wide economic downturn and a considerable slowing of new construction. During this challenging time, the population of the City remained fairly stable but experienced the resulting high unemployment rate that spread across most of the Country. With 2019 data indicating a cautious, but encouraging decline in unemployment, signs such as a strengthening housing market began to appear again indicating growth in the local economy.

After multiple years of population increases that remained steady but notably lower than that of Hillsborough County and the state of Florida, in the early 2000s, the City saw a jump in population by more than 14% in 2020. Future population growth in Tampa is expected to be similar to the County and State with a projected drop by over half in 2025 and steadily slowing to just over 5% growth in 2040.

According to the 2045 Long Range (Hillsborough) Transportation Plan, Hillsborough County's population is projected to increase by approximately 600,000 people by 2040 and with an increase in population comes an increase in traffic. The greater

Tampa metropolitan area is currently the 12th most congested metropolitan area in the nation with citizens commuting for an average of 28 minutes. Data from the 2045 Long Range Transportation Plan suggests that traffic congestion is not limited to Hillsborough County's key economic areas and also extends into the City's suburban communities as well. Suburban expansion also places new burdens on existing roadways, thereby causing the need for more frequent roadway maintenance and repairs. The Tampa Bay region also has the highest pedestrian fatality rate in the nation with 3.5 pedestrian fatalities per 100,000 residents.

In order to accommodate the population growth, the Parks and Recreation Master planning team must identify the needs of the residents in 2040 and beyond. The strongest areas of employment growth potential were identified as Greater Downtown, Westshore District, USF & Med Centers, and Airport North.

While future growth is desirable, it will also create capacity concerns for certain facilities and programs, especially on the heels of the rapid population increase coming into 2020. Needs and priorities of the community have been evolving faster as a result of this growth. With those needs comes a requirement for more access to transit and walkable facilities in densely populated areas, as well as an emphasis on providing parks and open spaces in the growing urban areas along the City's main transit corridors. However, in order to maintain a uniformly high quality of park services for all residents in the City, in both urban and more suburban and rural locations, updates and programmatic service adjustments will be necessary across the entire parks and recreation system.

Table 2-1: Population Estimates in the City of Tampa, Hillsborough County, and Florida, 1990-2040

Year	City of Tampa		Hillsborough County		State of Florida	
	Total	Percent Change	Total	Percent Change	Total	Change
1990	280,015		834,054		12,938,071	
2000	303,447	8.37%	998,948	19.77%	15,982,824	23.53%
2010	335,709	10.63%	1,229,226	23.05%	18,801,310	17.63%
2020	384,959	14.67%	1,459,762	18.75%	21,538,187	14.56%
2025	410,669	6.68%	1,611,300	10.38%	22,943,900	6.53%
2030	433,103	5.46%	1,721,600	6.85%	23,872,566	4.05%
2035	457,322	5.59%	1,809,000	5.08%	25,397,400	6.39%
2040	481,128	5.21%	1,887,700	4.35%	26,426,400	4.05%

Hillsborough County/Tampa 1990 census information 2000 census, Tampa Population Projections 2020 - 2045, Hillsborough County Proj. 2020 - 2045 (with 2019 Percentages)

POPULATION CHARACTERISTICS

In a city that has experienced consistent growth over the last thirty years, it is vital to assess the entire population and its growth trends to determine broad level of service goals in the community. Specific population characteristics also help define the types of facilities that will serve a community best. Data collected from Tampa between 2010 and 2020 through the U.S. Census, American Community Survey (ACS) reveals these types of population trends. Comparing the City's data with that of Hillsborough County and the State of Florida during the same time period, reveals the trends specific to Tampa and puts them in a temporal, geographic context. The characteristics and historic growth trends unique to Tampa begin to surface through this comparative process. This population characteristics analysis is documented in the follow sections and is one of the important

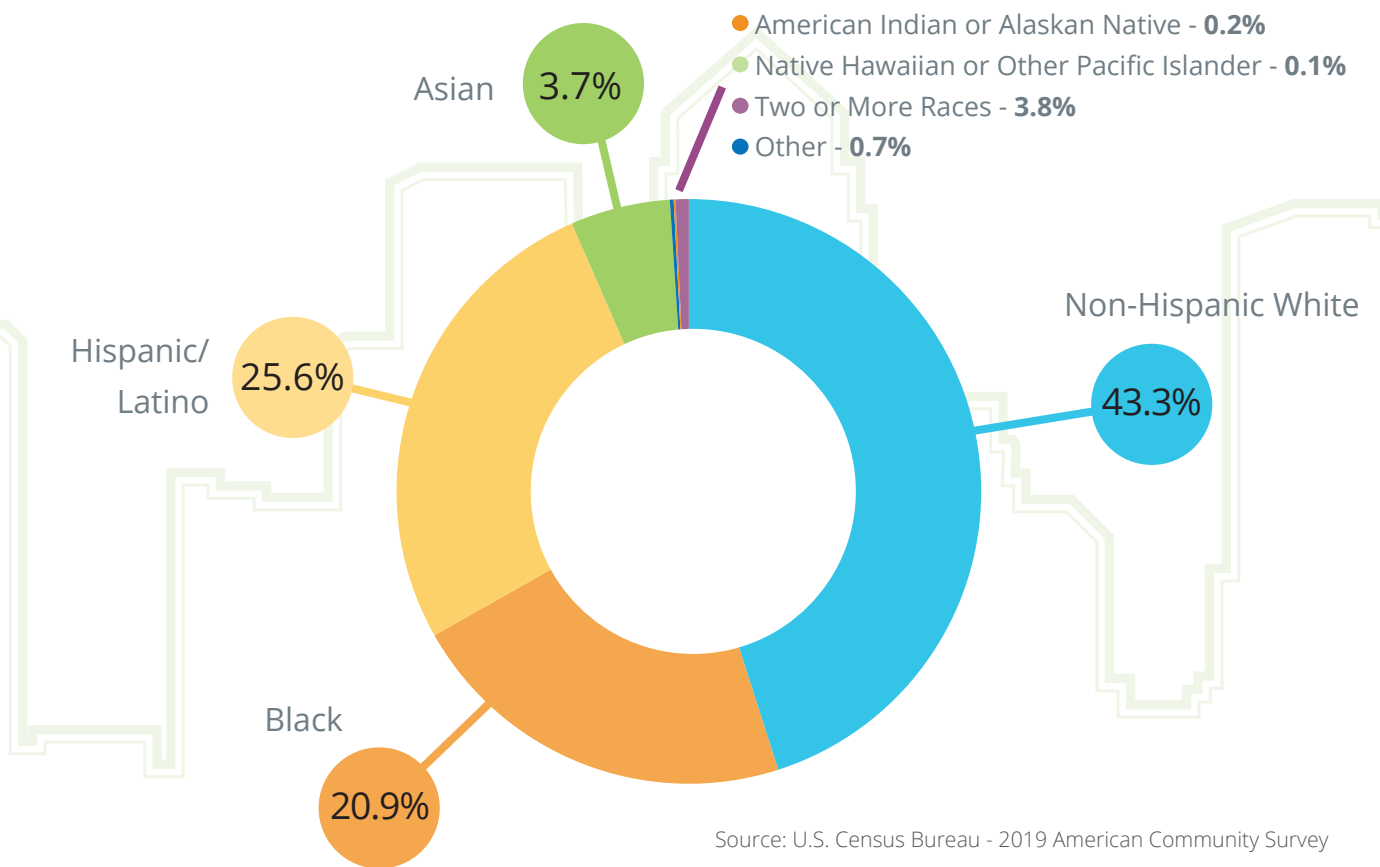
factors used to establish the needs for Tampa parks and recreation services. The full tables of the demographic analysis can be found in the Appendix.

Race/Ethnicity

As Tampa's population has grown, it has also become more diverse. While non-Hispanic White represents the largest portion of the City's race and ethnic make-up, the Hispanic/Latino and Asian populations have seen significant increases in the last 10 years. Similar trends are also present in both Hillsborough County and the state of Florida.

Diversifying communities often have increasingly varying recreation preferences, needs and priorities. This is particularly evident in cultural programming and special events. **Figure 2-1** illustrates the racial and ethnic make-up of the City of Tampa.

Figure 2-1: Ethnicity by Percentage of the Population in the City of Tampa (2020)

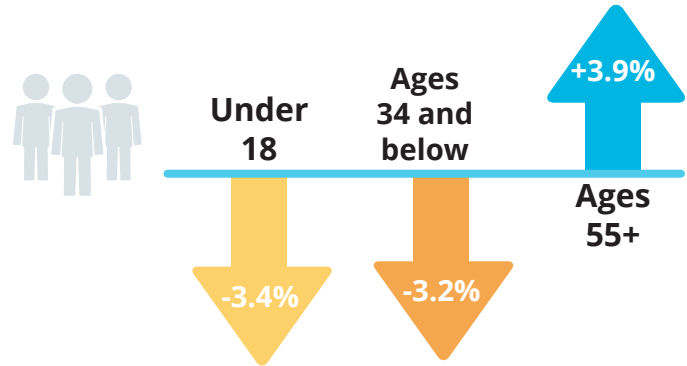


Age

The population of Tampa is younger than that of Hillsborough County and the rest of the State of Florida. The median age in Tampa is 35.9, which is lower than that of Hillsborough County and the state of Florida, but is increasing at a faster rate. To have an understanding of these unique characteristics in the Tampa community and their driving causes, requires a closer examination of key age groups.

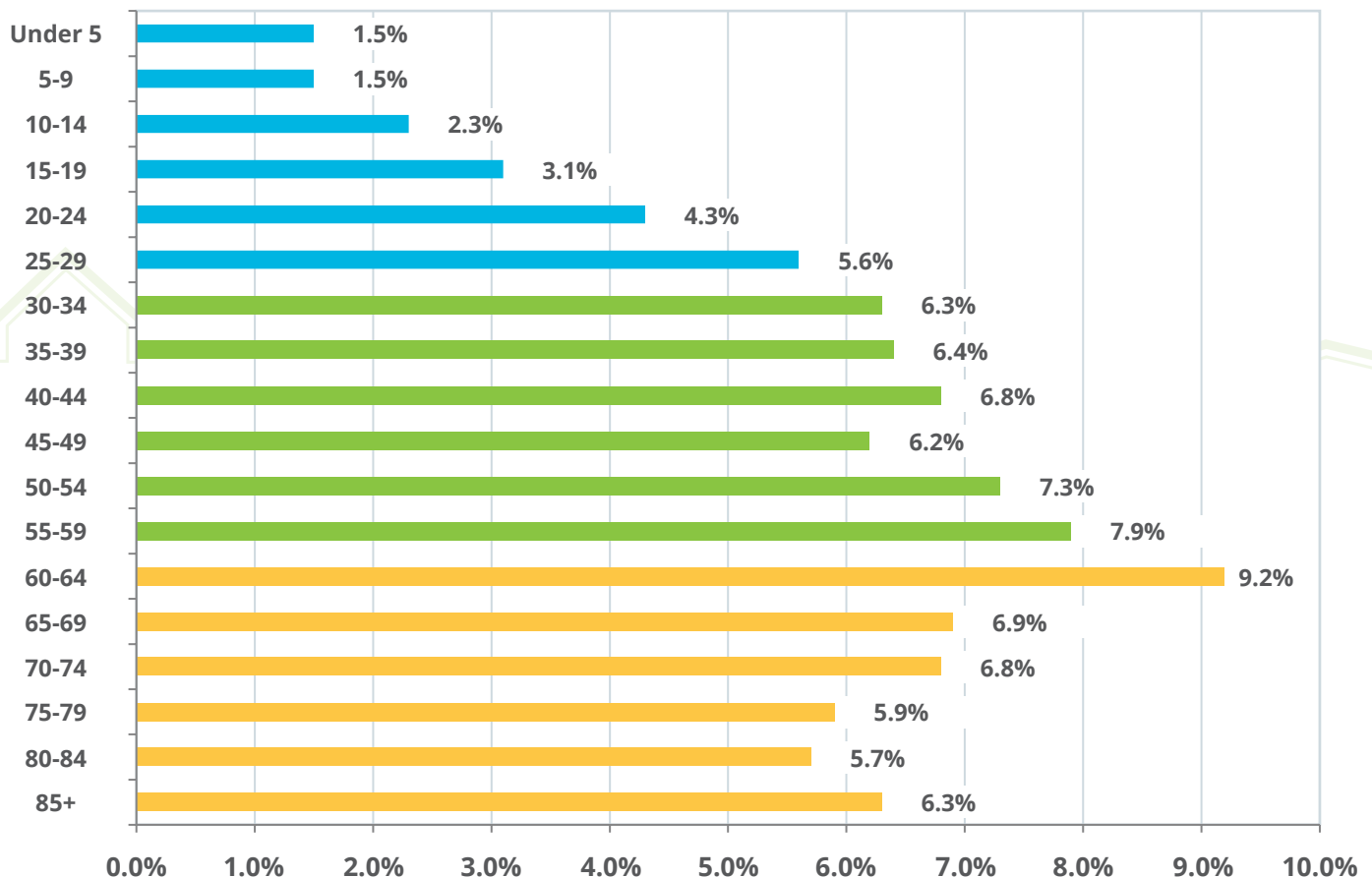
Contributing to the rise in the median age is the change in age groups 55 and older. These age groups collectively rose by 3.9% since 2010. In contrast, age groups 34 and below are down by 3.2%, and age groups 18 and under fell by 3.4%.

Figure 2-2: Notable Age Group Growth Rates in the City of Tampa (2010-2020)



Source: U.S. Census Bureau - 2019 American Community Survey

Figure 2-3: Age Groups in the City of Tampa (2020)



Income

Residents in Tampa, like most residents across Florida, have seen an increase in their incomes over the last 10 years. The 2010 census indicated that the median household income in Tampa was \$40,883 per year. Between 2010 and 2020, the median income of the City increased by nearly \$15,000 and is currently \$55,634 per year. This strong financial growth is indicative of a city like Tampa that is expanding in population and growing economy. However, even with its stronger growth than other parts of Florida, Tampa still has an overall lower median income than the rest of Hillsborough County and the State.

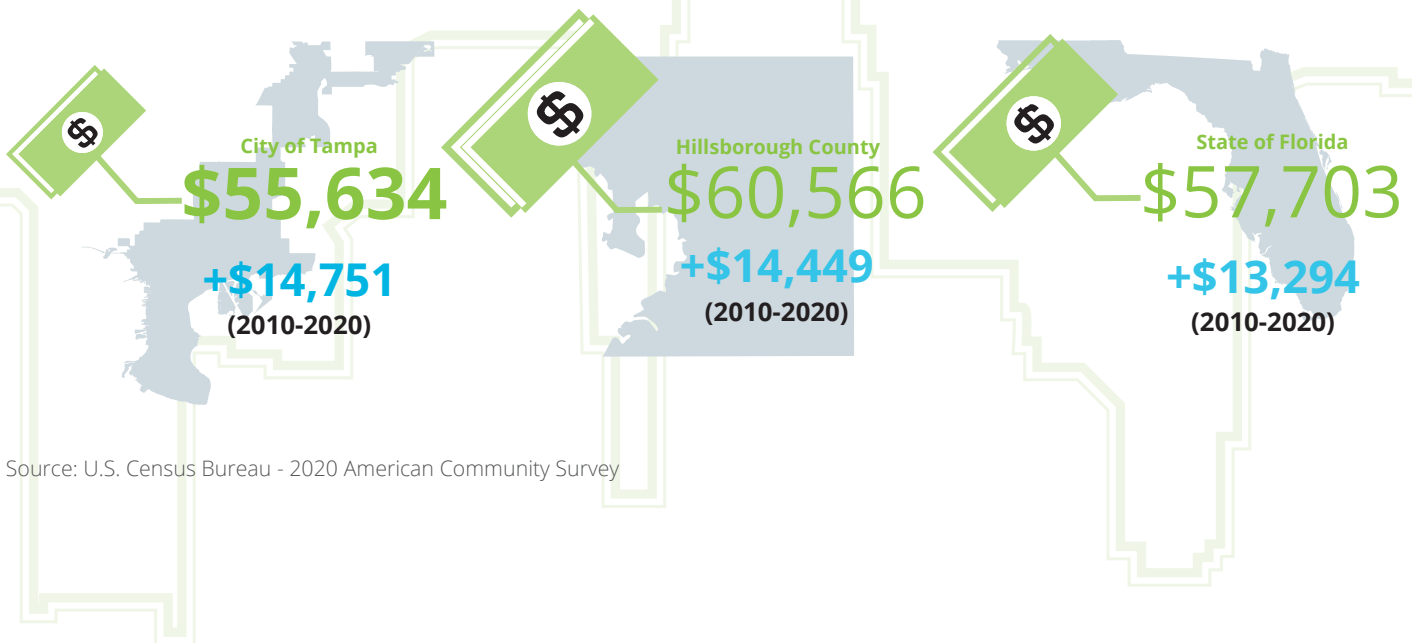
The City of Tampa has also seen a notable decline in the percentage of households in lower income brackets. Between 2010 and 2020, there was nearly a 9% decrease in Tampa households making \$25,000 per year or less. Tampa’s highest income bracket of over \$200,000 saw the most increase and increased faster than that same group in the County or State.

Strong growth like that experienced over the last 10 years in higher income bracket households in Tampa, allows for budgets with greater disposable resources. With this type of change often comes stronger community desire for specialized parks and recreation services. As a result, the Tampa Parks and Recreation Department leadership should proactively prepare for increasing interest in more diverse recreation options.

Educational Attainment

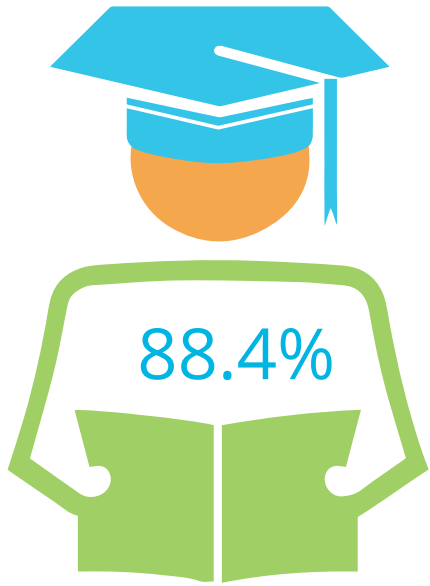
Overall, the City of Tampa is a well-educated community with over 88% of the population having a high school degree or higher. This figure is in line with educational attainment levels in both Hillsborough County and the State of Florida. The highest growth in educational attainment in Tampa was in people getting a Graduate degree or higher which experienced an increased by almost by over 4% between 2010 and 2020. The overall percentage of Tampa residents with a Master’s Degree or higher is close to 16%. This is notably higher than the percentage exhibited by the County or State.

Figure 2-4: Median Income in the City of Tampa, Hillsborough County, and Florida (2010-2020)



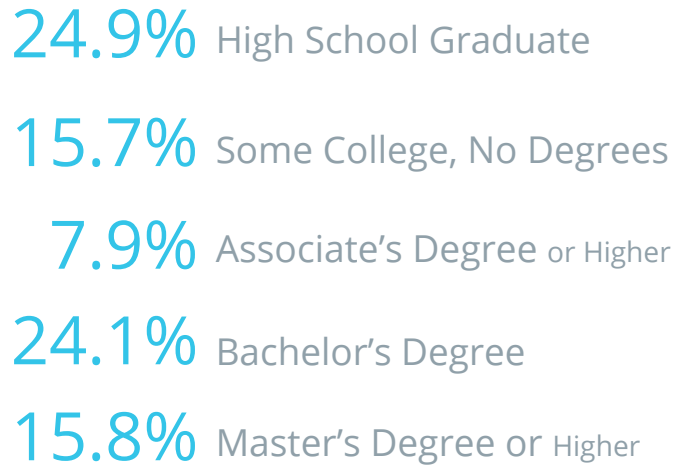
Source: U.S. Census Bureau - 2020 American Community Survey

Figure 2-5: Educational Attainment in the City of Tampa (2020)



High School Degree or Higher

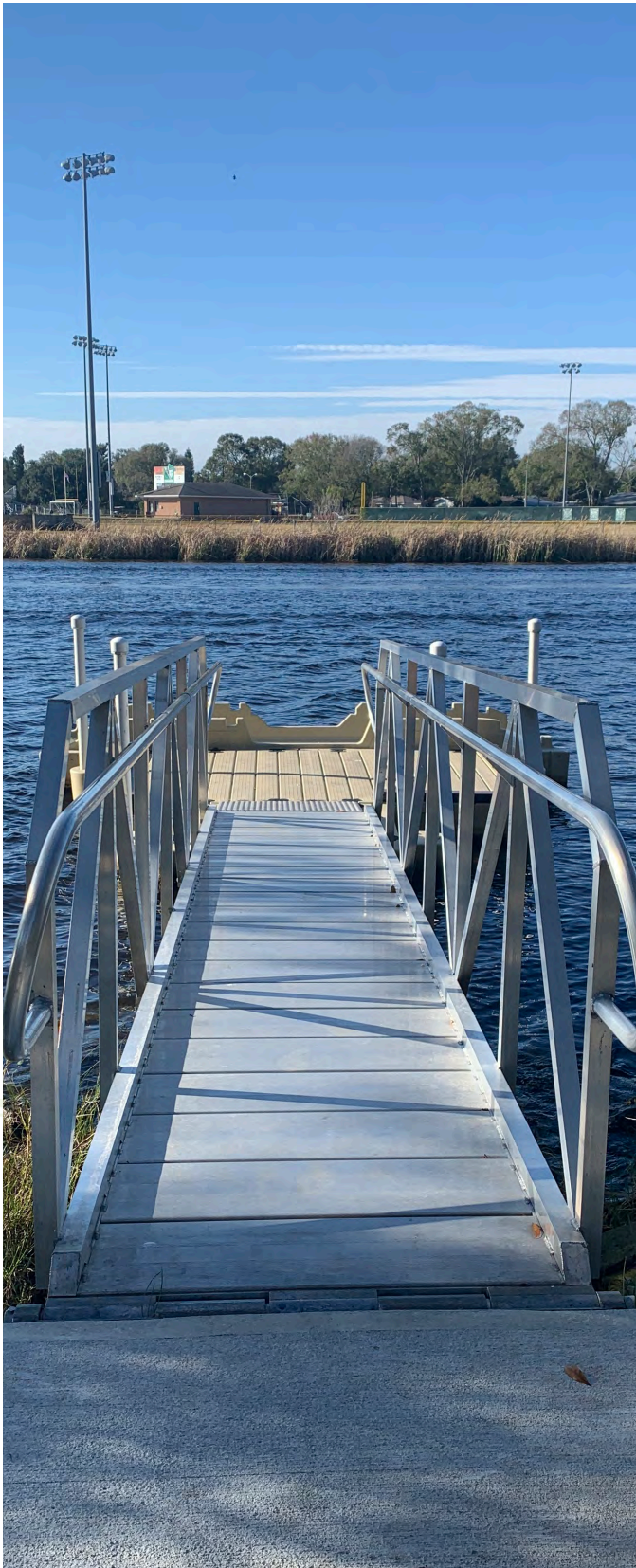
Figure 2-3: Educational Attainment in the City of Tampa.



Source: U.S. Census Bureau - 2020 American Community Survey



Herman Massey Park



Reed Park

Employment

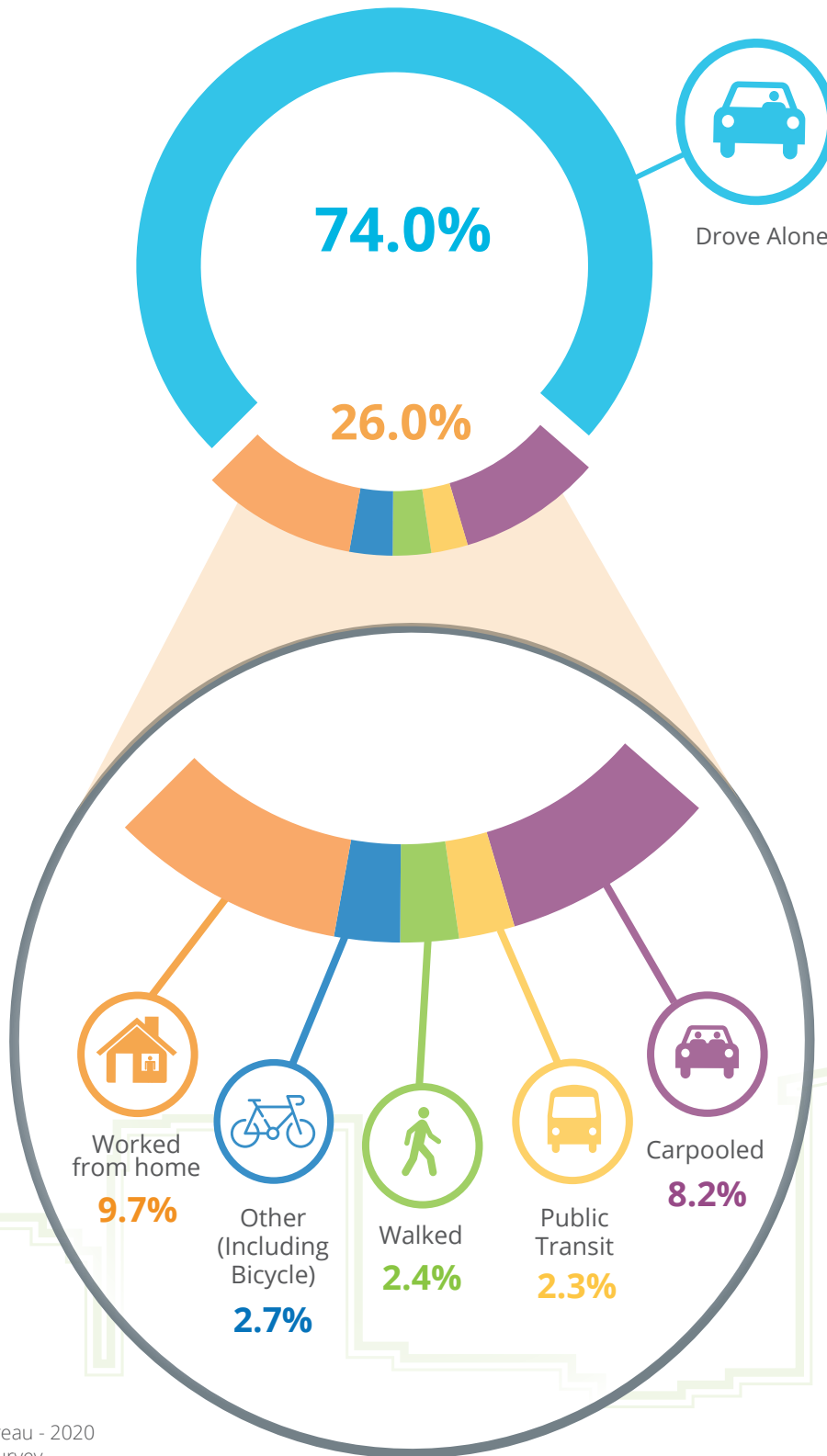
Between 2010 and 2020, the City of Tampa saw a slight decrease in the labor force, however, unemployment dropped dramatically from 9.0% in 2010 to 3.8% in 2022. These trends mirror changes in Hillsborough County and the State of Florida. High labor force participation and the strong drop in unemployment indicates a strengthening economy able to support the community with jobs. The quality of labor force paired with the increase in annual incomes implies a strengthening financial state in the City.

Mode of Commute

A majority of the Tampa labor force, 74%, drives alone to work. Less people are driving to work than they did in 2010, and the percentage of people driving to work in Tampa is lower than the County and the State. Data from 2010 to 2020 indicates that more people are walking to work, and even more people are working from home. This is likely a result of changes in work trends due to the COVID-19 pandemic.

While the majority of the population is still traveling to their place of work, more people are starting to seek to avoid the commute. Alongside this trend, however, participation in alternative methods of transportation for getting to work other than standard solo driving decreased. In order to encourage residents to seek out these methods again, the Tampa Parks and Recreation department should consider ways to support the attractiveness of alternative transit options and implement methods to tie its services into the design of public transit facilities. Continuing to make public transit and other travel methods even more accessible and attractive to Tampa residents will put the City on course to lead by example in establishing a well-used, integrated/complete, diversified transportation network.

Figure 2-6: Modes of Commute in the City of Tampa (2020)



Source: U.S. Census Bureau - 2020 American Community Survey

HOUSING CHARACTERISTICS

Housing characteristics reveal additional trends and details about a population. High levels of homeownership typically signify stable communities, whereas high levels of vacancy can indicate a struggling local economy. Additionally, the number of new residential units not only mirrors population growth but can provide clues as to how densely and rapidly a community is growing based on the residential building types. This information can provide input in the amount of additional future parkland or facilities needed or even the type of facilities based on an increase in urban densities which represent an evolving lifestyle.

Housing Units

In absolute numbers, the quantity of housing units in Tampa increased by 11,976 units, from a total 158,988 to 170,964 between 2010 to 2020. This housing increase is lower than that of Hillsborough County and the state of Florida. The vacancy rate of housing units in the Tampa fell by over 8%, which was consistent with the County and State. Historically, the percentage of homes that are owner-occupied in Tampa has been lower than percentages observed at the County or State level. Data collected over the past 10 years indicates that the trend remains relatively unchanged.

Households and Family

The household type most common in Tampa are family households, with approximately 56.4% of all Tampa households having families. This represents a slight decrease from 2010. This figure is significantly lower than both Hillsborough County and the State of Florida. Household and family sizes in Tampa on average are slightly lower than those in the County and the state, and these figures have remained relatively stable since 2010. One particular trend to note is the households with people over 65, which has increased by nearly 5% since 2010.

Figure 2-7: Households with Families, Non-Family Households, and Households with people over 65 (2010-2020)

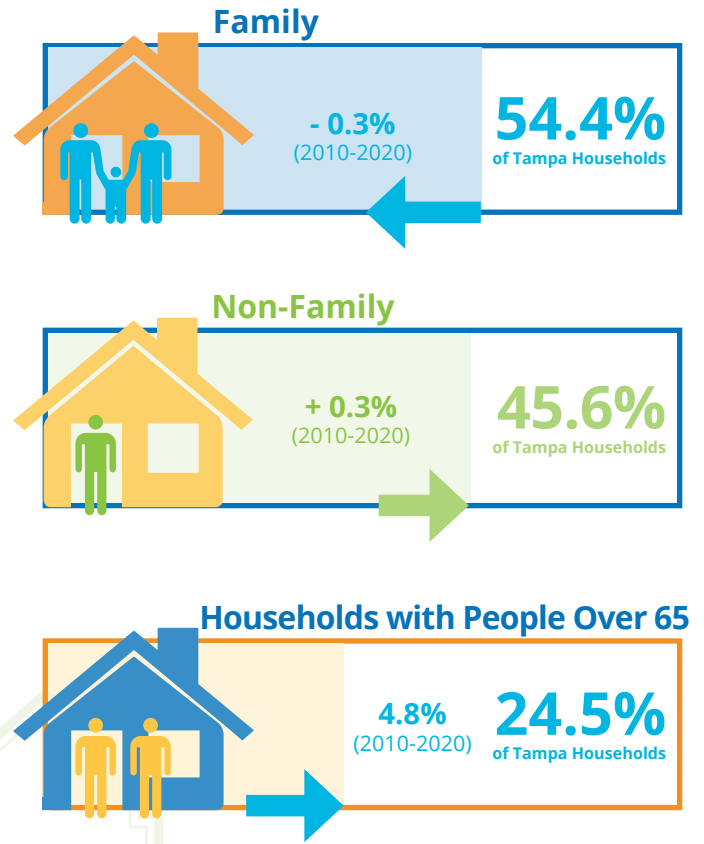
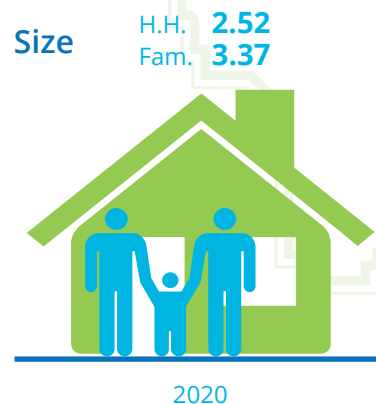


Figure 2-8: Household and Family Size in the City of Tampa (2020)





Water Works Park

2.3 - PARKS AND RECREATION INVENTORY AND ANALYSIS

SYSTEM OVERVIEW

The City of Tampa Parks and Recreation Department is responsible for the operation and maintenance of municipal parks and recreation facilities; provision of attractive streetscapes, roadways and gateways; maintenance of street and park trees; and the preservation and restoration of conservation lands and shorelines. The department is also responsible for special events, maintaining cemeteries, providing recreational programming of facilities including athletic leagues, after-school and other children’s programs, and classes for various activities.

A total 191 parks and recreation facilities are operated and managed by the City of Tampa Parks and Recreation Department. These facilities are classified by a variety of functions into the following categories:

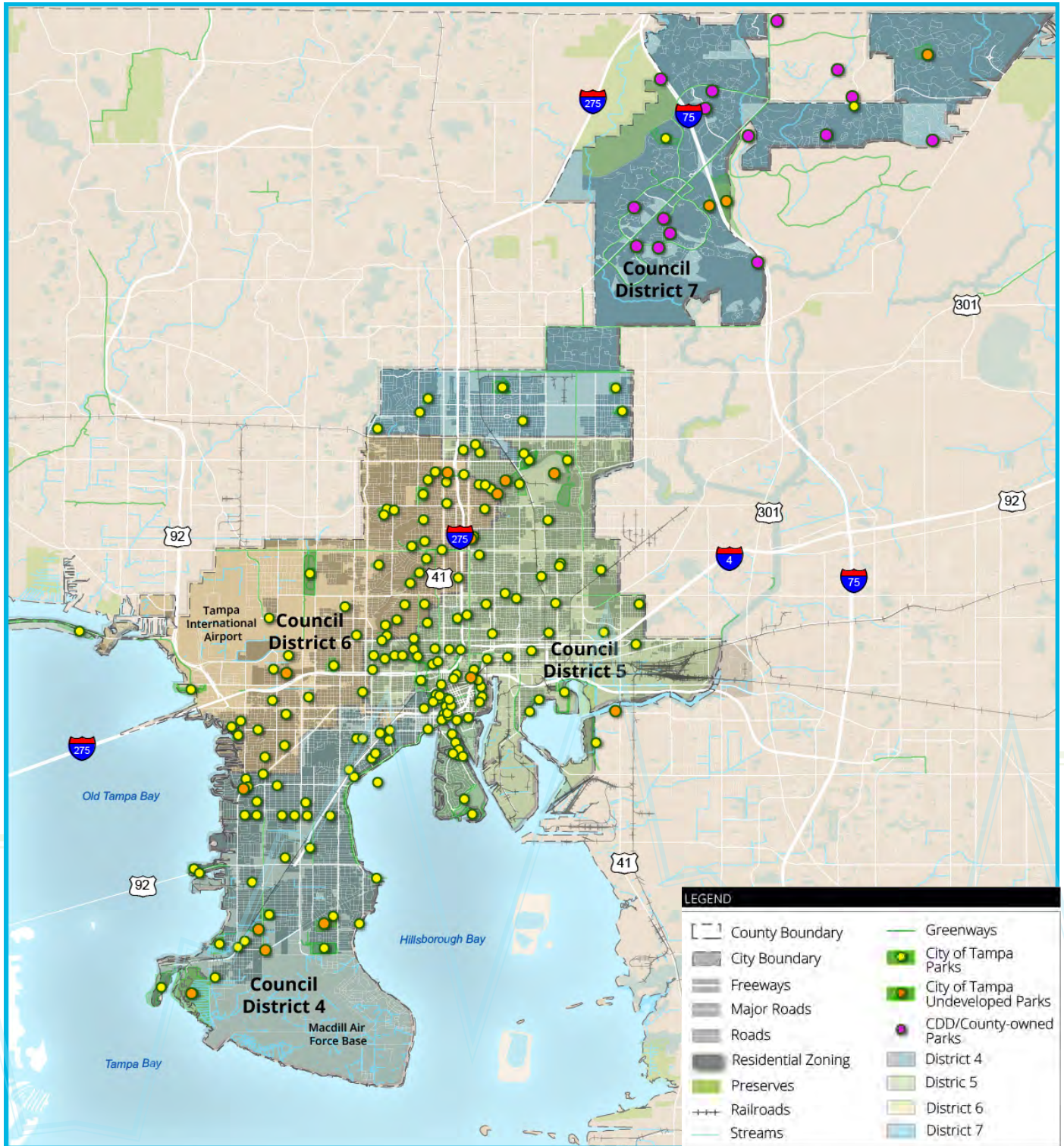
- 8 Major Parks
- 6 Regional Parks
- 13 Special Use Facilities
- 96 Neighborhood Parks
- 47 Urban Relief Parks
- 4 Resource-Based Parks
- 2 Conservation Parks
- 15 Undeveloped Parks





Sulphur Springs Park

Map 2-1: City of Tampa Parks & Recreation System Map



NEIGHBORHOOD PARKS

1 22nd Street Park	61 Foster Park	127 Plymouth Playground
2 A. J. Palonis Jr. Park	62 Fred Ball Park	128 Port Tampa Park
5 Alan Wright Park	63 Freedom Park	130 Ragan Park
6 Alfred 'Al' Barnes Jr. Park	64 Fremont Linear Park	131 Reed Park
7 American Legion Park	65 Gadsden Park	133 Rey Park
8 Anderson Park	66 Gandy Park South	135 River Cove Park
9 Angus Goss Park	67 Giddens Park	136 Riverside Garden Park
10 Ballast Point Park	69 Grant Park	137 Rivercrest Park
16 Benito Center	73 Henry and Ola Park	139 Riverview Terrace Park
18 Bern's Park	74 Herbert D. Carrington Sr. Community Lake	140 River Tower Park
20 Bobby Hicks Park	76 Highland Pines Park	141 Robert C. Gardner Sr. Highland Avenue Park
21 Borrell Park	78 Himes Ave. Sports Complex	142 Robert L. Cole Sr. Community Lake
22 Calvin R. Taylor Park	79 Hyde Park	144 Robles Park
23 Capaz Park	80 Ignacio Haya Linear Park	145 Rome and Sligh Park
25 Centennial Park	82 Jackson Heights Park	151 San Jose Park
26 Charles B. Williams Park	83 Jim Walter Park	153 Seminole Garden Center Park
27 Cheney Park	84 Jose Marti Park	157 Skyview Park
29 Clarence Fort Freedom Trail	86 K-Bar Ranch	161 Southwest Port Tampa Park
31 Clifton 'Cal' Dixon Tennis Park	90 Lincoln Gardens Park	162 Spanish American War Memorial Park
36 Corona Park	92 Loretta Ingraham Recreation Complex	164 Spring Hill Park
40 Cuscaden Park	98 Madison St. Park	167 Sulphur Springs Baseball Complex
42 Cyrus Greene Recreation Complex	99 Marcellino Chelo Huerta Friendship Park	168 Sulphur Springs Park
44 David E. West Park	101 McDugald Park	170 Swann Avenue Circle
46 Davis Islands Park	109 New Tampa 5 Acre Park	171 Swann Pond
47 Davis Islands Seaplane Basin	109 North Tampa Park	172 Takomah Trail Park
49 Desoto Park Recreation Complex	111 Oak Park	176 Tampa Park Plaza
50 Dr. Martin L. King Recreation Complex	112 PAL Center Park	179 Temple Crest Park
53 Duran Park	113 Palm River Park	181 Tony Jannus Park
54 East Ybor Park	114 Palma Ceia Lions Park	183 Vila Brothers Park
56 Epps Park	115 Palma Ceia Park	184 Washington Street Park
57 Fair Oaks Park	117 Patterson Street Park	185 Water Works Park
58 Fernando Rodriguez Mesa Morgan Street Park	119 Perry Harvey Sr. Park	187 Wellswood Park
59 Fire Station 19 Park	121 Philips Park	190 Williams Park
60 Forest Hills Park	125 Plant Park	191 Woodland Terrace Park
	126 Plymouth Park	

URBAN RELIEF PARKS

3 Aids Memorial Park	116 Park Circle Park
11 Bay to Bay Blvd Park	120 Phil Bourquardez Park
14 Bayside Dr. Park	124 Pierhouse Park
17 Bermuda Blvd. Linear Park	132 Renellie Circle
24 Captain Joseph Fry Park	134 River Boulevard Park
28 City Hall Plaza	138 River Shore Dr Linear Park
30 Clark Circle Park	143 Roberta Circle Park
32 Collins Park	148 Royal Palm Circle Park
33 Columbus Drive Park	149 Royal Poinciana Park
34 Columbus Statue Park	150 Salcines Park
35 Convention Center Park	154 Shorecrest Drive Linear Park
45 Davis Islands Apex Park	155 Sierra Circle Park
51 Druid Park	156 Simms Park
52 Dundee Park	158 Snow Park
55 Edgewood Park	159 South Davis Blvd. Linear Park
68 Glenwood Drive Park	160 South Hale Park
72 GSA Railroad Spur	163 Spanish Towne Creek Park
75 Herman Massey Park	165 St. Joseph Hospital Linear Park
77 Hillsborough Ave. Linear Park	166 Sterling Circle Park
87 Kathy Echevarria Green Space	169 Sunset Park
89 Kiley Garden	173 Tampa Bay Blvd. Linear Park
94 Lykes Gaslight Park	175 Tampa Park Circle
96 MacDill Park	180 TGH Park
108 North Bridge Greenway	182 USF Park
110 Nuccio Parkway	186 Waverly Park
	189 William F. Poe Plaza

RESOURCE-BASED PARKS

18 Blackwater Hammock Park
95 MacDill 48 Park
102 McKay Bay Nature Park
107 New Tampa Nature Park
129 Purity Springs Park
178 Tappan Park

REGIONAL PARKS

4 Al Lopez Park
37 Courtney Campbell Park
39 Curtis Hixon Park
85 Julian B. Lane Park
93 Lowry Park
17 Tampa Riverwalk

CONSERVATION PARKS

13 Bayshore Restoration Park
71 Greenwood Park
99 McKay Bay Trail East
122 Picnic Island Bayou

SPECIAL USE PARKS

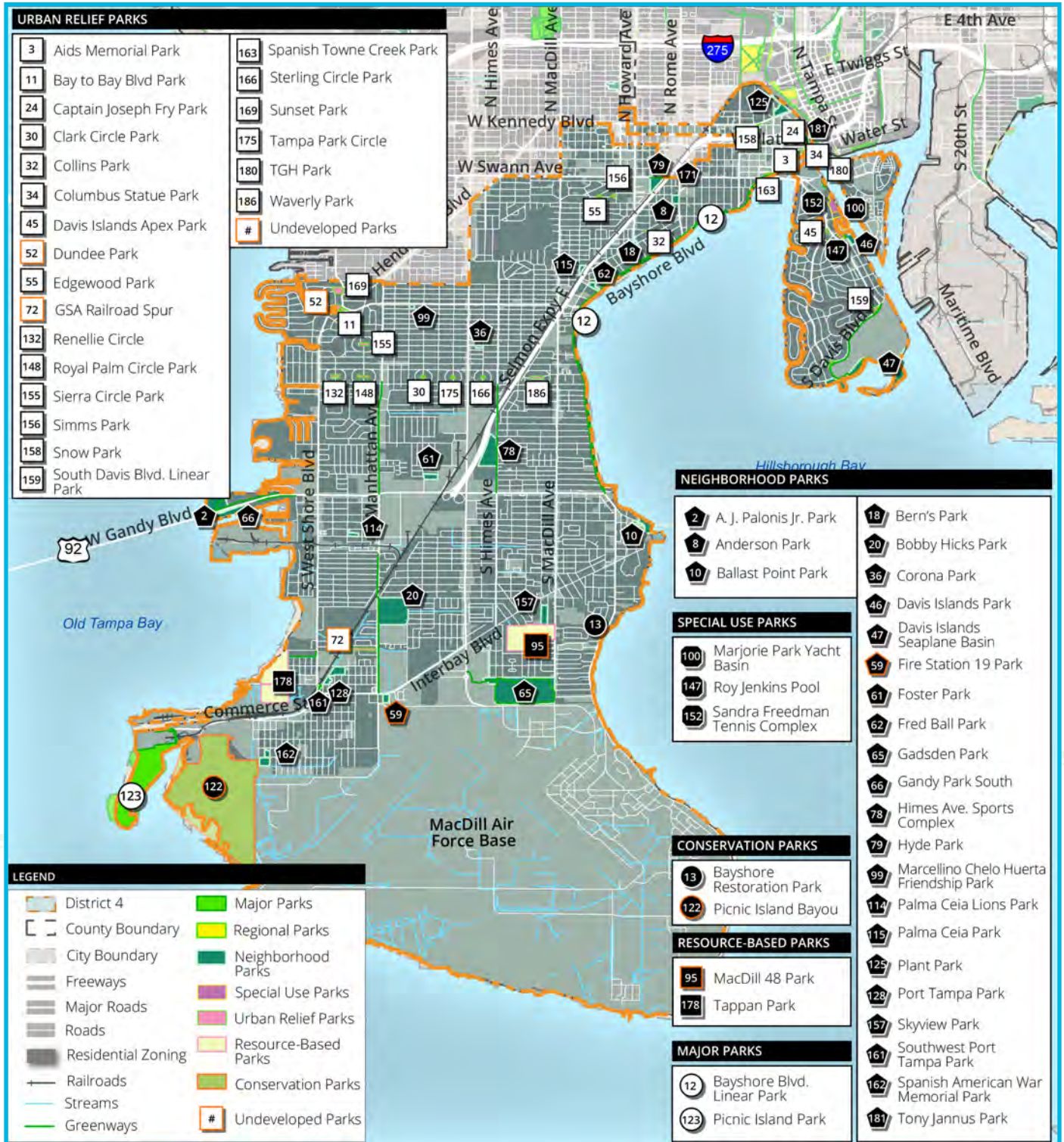
15 Ben T. Davis Beach
43 Danny Del Rio Pool
48 Deputy John Kotfila Jr. Memorial Dog Park
70 Greco Softball Complex
81 Interbay Pool
88 Kid Mason Community Center
100 Marjorie Park Yacht Basin
104 Mickey McGuire Creative Arts Theater
118 Perio and Albany Park
147 Roy Jenkins Pool
152 Sandra Freedman Tennis Center
174 Tampa Heights Greenway
188 West Riverwalk

MAJOR PARKS

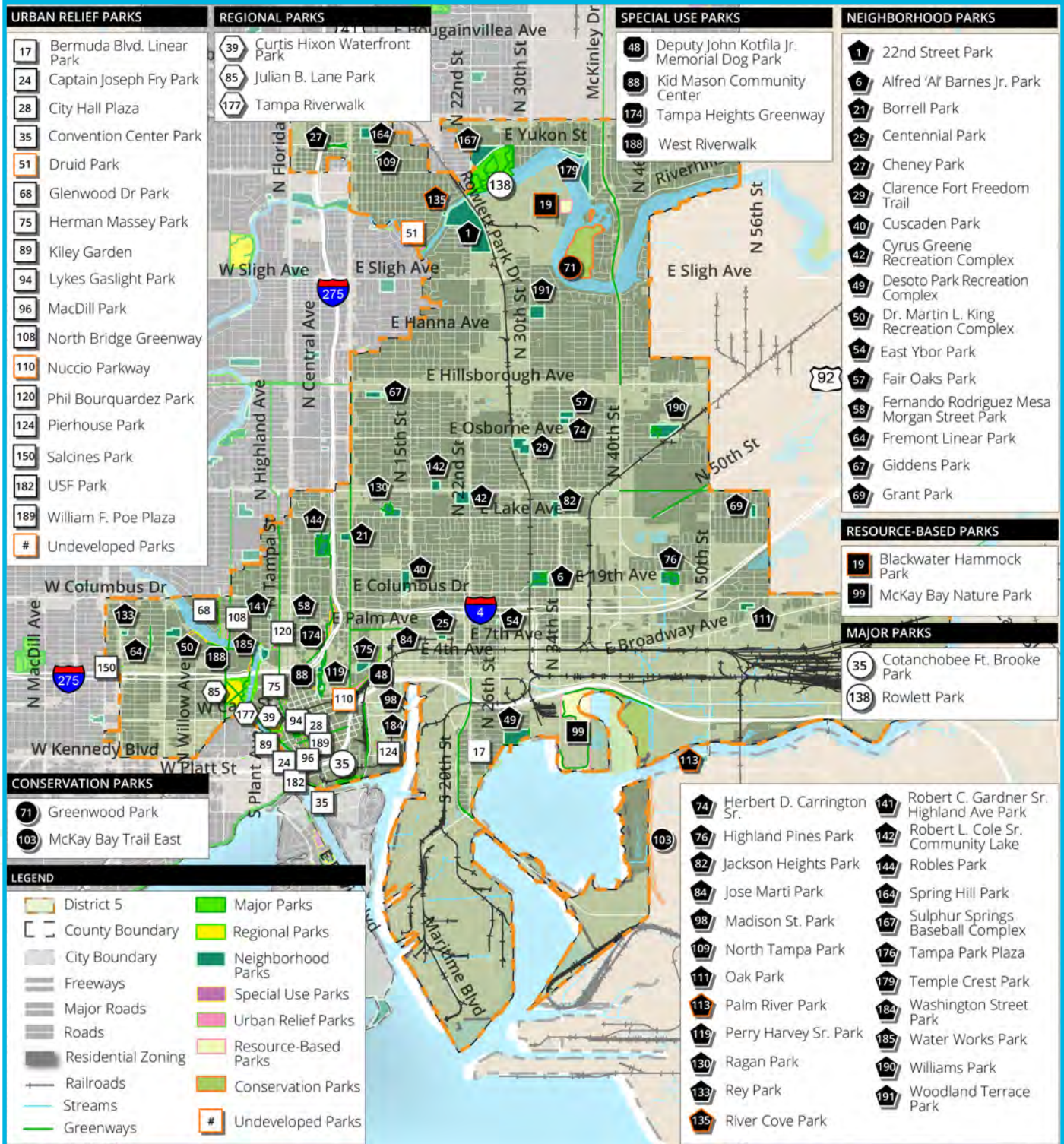
12 Bayshore Blvd. Linear Park
38 Cotanchobee Ft. Brooke Park
41 Cypress Point Park
91 Lloyd Copeland Park
97 Macfarlane Park
105 New Tampa Community Park
123 Picnic Island Park
146 Rowlett Park

Note: Icons highlighted in orange represent undeveloped parks sites owned by the City.

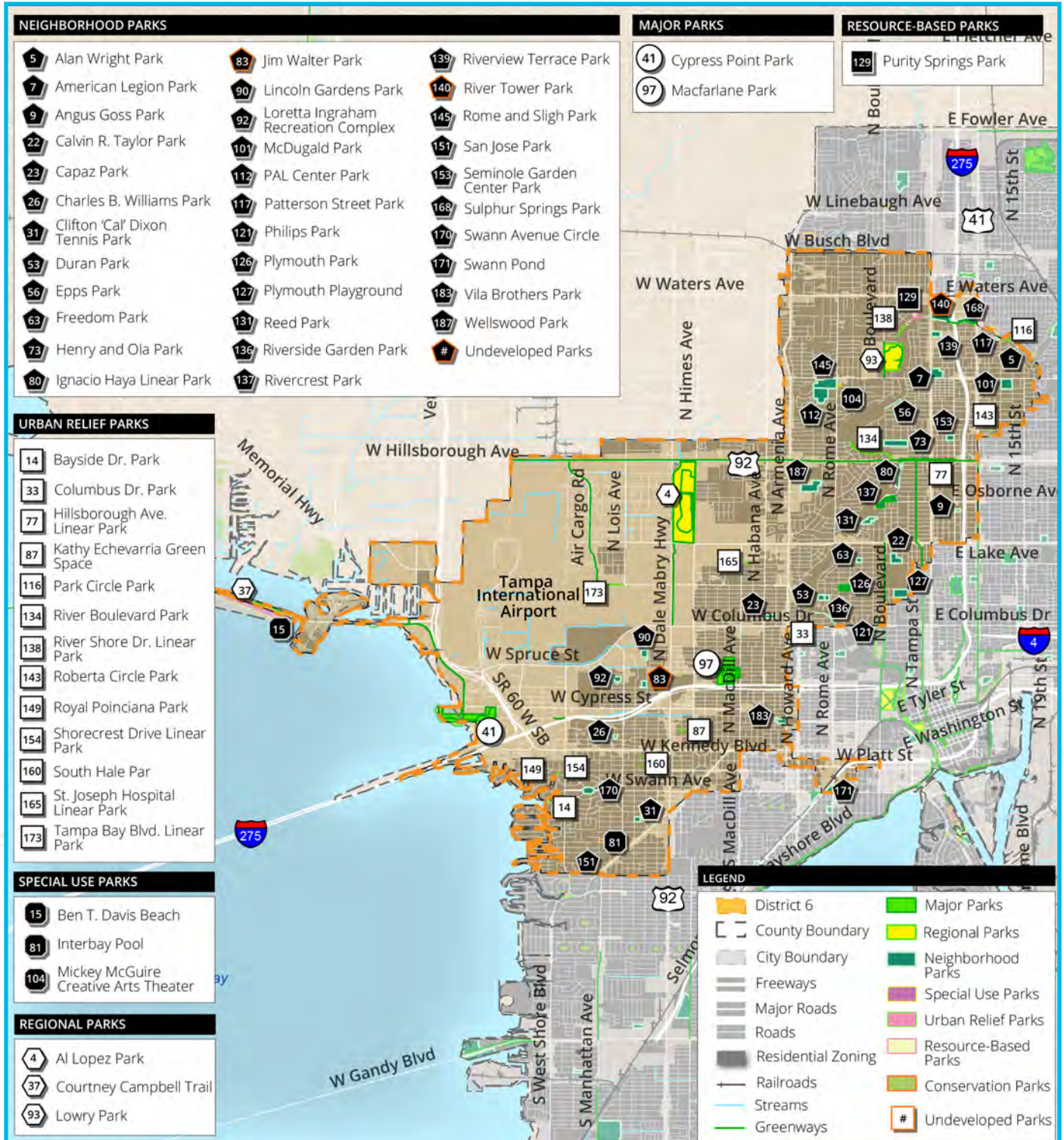
Map 2-2: City of Tampa Parks & Recreation System Map - Council District 4



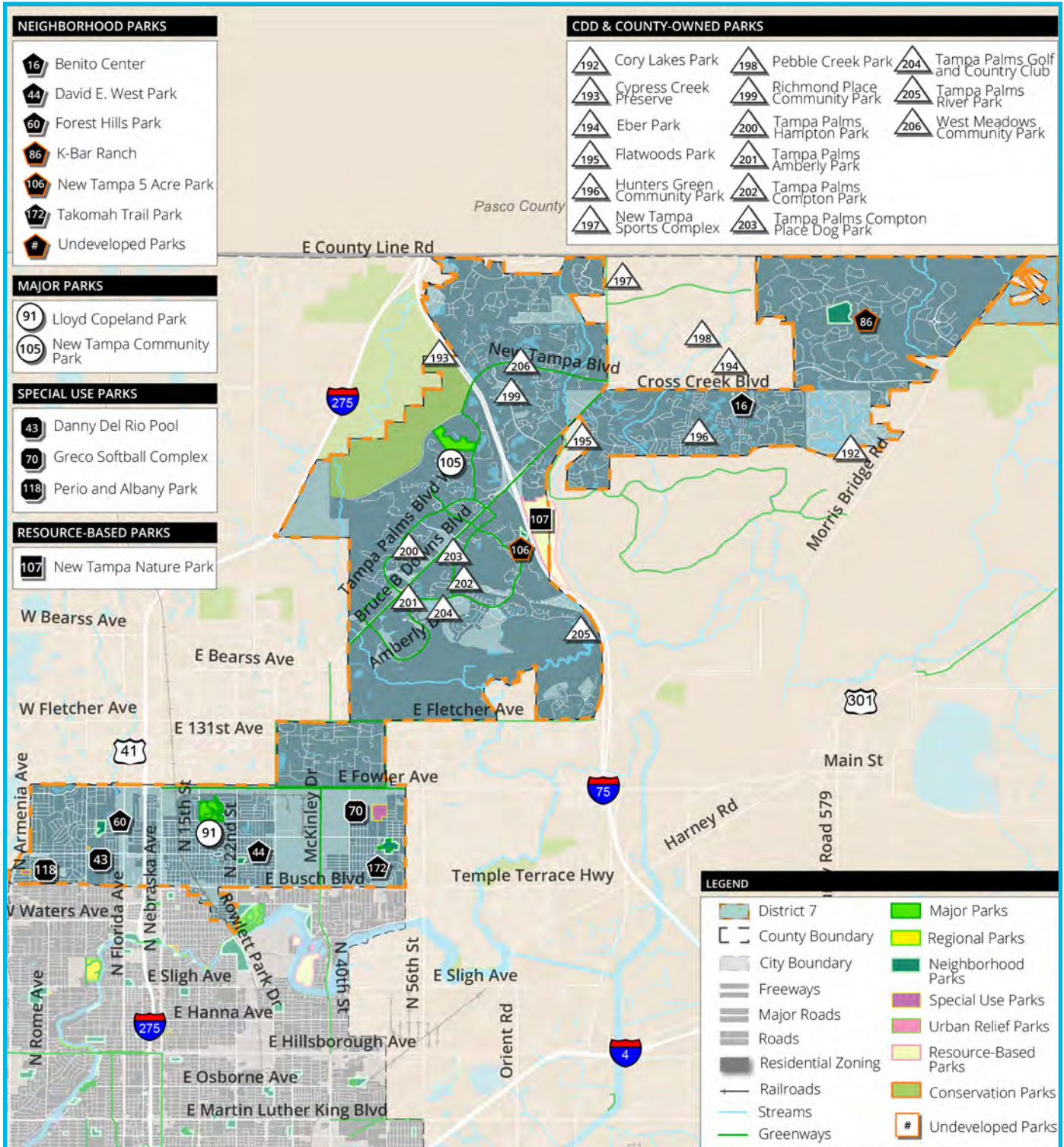
Map 2-3: City of Tampa Parks & Recreation System Map - Council District 5



Map 2-4: City of Tampa Parks & Recreation System Map - Council District 6



Map 2-5: City of Tampa Parks & Recreation System Map - Council District 7



PARK EVALUATION METHODOLOGY

The methodology utilized by the Master Planning team is based on research and validation by the Project for Public Spaces (PPS). This research has shown, through the evaluation of thousands of public spaces around the world, that there are common qualities shared universally among the spaces celebrated as successful by a majority of users. These qualities include: accessibility and linked to other features in the City; people are engaged in activities; the space is comfortable and has a good image; and the space is a social one where people gather and meet. The PPS methodology for evaluating public spaces is a derivative of the pioneering work of William (Holly) Whyte who specialized in the study of human behavior in urban settings.

Grouped into six categories or topics, specific questions have been developed that are evaluated through the observation of each space in Tampa. These six categories are:

Design and Construction

Includes observations of the quality of design, materials, use of standards and incorporation of current codes or requirements, and the durability of a space.

Effectiveness

Includes the observation of users or evidence of users of a space, range of offerings, balance of activities and contextual consistency. (See PPS's The Power of 10+)

Social life in public spaces contributes fundamentally to the quality of life of individuals and society as a whole. Create physical places that facilitate civic engagement and community interaction.

Bottom-up place design as a new way of designing public spaces. Begin to understand the way people use spaces and how they want to use space. This emphasizes the power of providing a comfortable space for users.

Clear observation of spaces without theoretical or aesthetic biases. Analyzing a space, sometimes more than once, can help the observer see/ learn the successes and failures of the space.

Whyte's Three Key Perspectives for Public Spaces

Condition

Includes observations of the quality of upkeep of a space, evidence of pride of users and maintenance, and presence of deferred improvements.

Comfort and Image

Includes observation of a space's first impression, comfort of users, visual attractiveness, and perception of safety. (See Crime Prevention Through Environment Design – CPTED)

Access and Linkages

Includes observation of universal accessibility barriers, multimodal connectivity, dominance of the space by a transportation use other than pedestrian and bicycles and ease of access from surrounding areas. (See Parks and Inclusive Play)

Sustainability

As a three-part category, observations focus on social interactions and connections to surrounding neighborhoods, environmental considerations and promotion that result in net positive contributions, and economic viability and contributions.



Perry Harvey Sr. Park

PARK EVALUATION QUESTIONS

To observe system wide successes and opportunities, representatives of the project team reviewed each of the parks and facilities operated by the City and completed an observational form for each site. The observational forms for each park space were categorized by the following guidelines.

Design and Construction

- Is there evidence that the design and construction of the site meets the needs of users served?
- Is the site readily accessible to the users being served (walking, biking, vehicle, etc.)?
- Does the site utilize durable materials or products?
- Does the site include appropriate recreation amenities for intended users? (field, courts for athletics, docks for boats, etc.)
- Has the site been developed or recently renovated?
- Is there evidence that the site utilizes design standards for branding, materials etc.

Effectiveness

- Are people using the site, or is it empty?
- Is there evidence that the site is used by people of different ages?
- How many different types of activities are available?
- Are there choices in intensity of activities? (passive/at-will or active/programmed)
- Is there a balance of active recreation (programmed spaces) and passive (at-will) opportunities?
- Is there evidence that the site serves users' current needs for recreation, relaxing or other activities?

Condition

- How would you rate the site's maintenance? (grass cutting, working equipment, etc.)
- What level of use is evident from users?
- What level of pride is evident from staff regarding maintenance or customer service?
- Does the site need improvements? (1= very much, 5 = no/none)

Comfort and Image

- Does the site make a good first impression?
- Are there ample places to sit and are they conveniently located?
- Is the site clean and free of litter?
- Does the site provide a feeling of safety or perceived safety (CPTED standards, etc.)
- Do vehicles dominate the site through access roads, parking and/or maintenance?

Access and Linkages

- Are there clear and open view lines into open spaces?
- Is there clear and useful wayfinding/signage within the site?
- Can people easily walk to the site from surrounding areas?
- Does the site function for people with special needs?
- Do paths and/or roads connect people to primary amenities?
- Are there transit stop(s) near (within 1/4-mile) and/or parking and bike racks near primary entrance points?

Sustainability

Social Sustainability

- Does the site provide places for people to gather?
- Does the site promote healthy lifestyle and/or reduce daily stress?
- Is the site connected with clear and safe access point(s)?

Environmental Sustainability

- Does the site use energy, water, and material resources efficiently?
- Does the site improve water quality?
- Does the site enhance, preserve, promote, or contribute to biological diversity?
- Is the site a node within a larger ecological corridor or habitat?
- Does the site enhance environmental awareness and knowledge?

Economic Sustainability

- Does the site create public and/or private revenue-generating opportunities?
- Does the site sustain or increase adjacent property values?
- Does the site contribute to nearby property development or redevelopment potentials?
- Does the site provide permanent jobs?



Julian B. Lane Riverfront Park

Evaluation Results

The following section details the scoring range of evaluations along with documentation of each key success and opportunities for each park, greenway, or open space observed. Additional contributing information is included for three tools or sets of standards that are part of the evaluation criteria through the use of individual questions or themes. Every space observed was assigned a score for each categorical question based on the qualitative assessment of how the park met the aforementioned criteria at the time of observation.

Once all scores were assigned, a matrix was created (see **Table 2-8 through Table 2-14**) that allowed trends to become visible across the entire system. It is important to note that there is no “one size fits all” set of criteria that can accurately evaluate every type of park. However, seeing each individual park’s score and system-wide scores allows for the identification of unique trends, and a general comparison of parks within the system.



Columbus Statue Park

Exceeding Expectations

Parks with scores in this range are defined as parks with new or recently enhanced facilities or features, readily accessible through multiple modes of transportation, exhibit multiple features that enhance the comfort and experience of park users, and that exhibit a maintenance quality that meets or exceeds the standards of the City:

- These parks are functioning as intended and are also exceptionally well maintained, aesthetically pleasing, safe, and often demonstrate sustainable techniques.
- The park accommodates a wide variety of uses and maintains a consistently high level of activity while still remaining flexible.

- The park shows clear evidence of good design standards and embraces heritage resources (if applicable).
- There are many ways for users to access the park including via mass transit, walking, and biking.
- Multi-purpose fields or lawn surfaces are well maintained and could be considered tournament/competition grade.
- Sports fields may contain premium amenities such as score boards, enclosed dugouts, bleachers and lighting.

These parks score in the 75-100 range.



Tampa Riverwalk

Meeting Expectations

Parks with scores in this range are defined as parks with serviceable facilities or features providing functional recreational access for the public, accessed primarily by vehicle with some connections to adjacent neighborhoods. These parks exhibit few features that enhance the comfort and experience of park users beyond a minimal recreational access capacity, and that exhibit a maintenance level sufficient for the uses in the park but would benefit from additional maintenance:

- From a programmatic level, these parks function as intended.
- They are generally well maintained, and may be aesthetically pleasing.
- The park can accommodate several different activities and has a moderate level of activity.
- This park may or may not have a transit stop nearby and has reasonable sidewalk connectivity.
- This park is generally compatible with the surrounding land uses and provides the user with a feeling of safety.
- Field surfaces are well maintained and playable, but typically do not include the premium features that may be present in parks that “exceed expectations.”

These types of parks score in the 50-74 range.

Not Meeting Expectations

Parks within this score range are generally defined as parks with facilities or features that have exceeded their functional life span and/or need enhancement or replacement to provide functional recreational access for the public, accessed primarily by vehicle and are disconnected from adjacent neighborhoods. These parks exhibit few, if any, features that enhance the comfort and experience of park users, and that exhibit a maintenance level insufficient to continue to provide the desired uses and recreational access:

- These parks are not currently performing as intended.
- Although they can still be well maintained and/or aesthetically pleasing, many typically are not.
- These parks may have a consistently low level of activity; few accommodated uses, and may not be compatible with the surrounding land uses.
- These parks may not be perceived as safe by their users.
- It is common for these parks to be difficult to access either by public transit, bicycle, or on foot.
- Field surfaces are not typically well maintained, or the fields are so over-programmed that adequate maintenance is impossible.

These types of parks score in the 0-49 range.

Table 2-2 on the following spread provides the weighted average scores for each park type. Park evaluations for each park can be found in the Appendix.



Tampa Riverwalk

Table 2-2: Facility Evaluation Ratings by Park Type

Legend:

- Exceeding Expectations
- Meeting Expectations
- Not Meeting Expectations

- **Design & Construction (Max: 30)**
- Is there evidence that the design and construction of the site meets the needs of users served?
- Is the site readily accessible to the users being served? (walking, biking, vehicle, etc.)
- Does the site utilize durable materials or products?
- Does the site include appropriate recreation amenities for intended users? (fields and courts for athletics, etc.)
- Has the site been developed or recently renovated?
- Is there evidence that the site utilizes design standards for branding, materials, etc.
- **Effectiveness (Max: 35)**
- Are people using the site or is it empty?
- Is there evidence that the site is used by people of different ages?
- How many different types of activities are available?
- Are there choices in intensity of activities?
- Is there a balance of active recreation (programmed spaces) and passive (at-will) opportunities?
- Does the site promote or encourage good health and fitness?
- Is there evidence that the site serves users' current needs for recreation, relaxing, or other activities?
- **Condition, Comfort and Image (Max: 30)**
- Does the site make a good first impression?
- How would you rate the site's maintenance? (grass cutting, working equipment, etc.)
- Is the site clean and free of litter?
- Are there enough places to sit and are they conveniently located?
- Does the site feel safe? (1=Very Much; 5=Not/None)
- Does the site need improvements? (1=Very Much; 5=Not/None)

Major Parks

Weighted Averages by Park Type	Design & Construction (Max: 30)					Effectiveness (Max: 35)					Condition, Comfort and Image (Max: 30)											
Major Parks	82	93	88	85	94	60	75	88	95	98	83	88	77	90	88	81	90	83	85	75	88	68
Regional Parks	86	93	90	87	96	73	77	87	87	90	87	80	80	93	93	84	90	83	87	87	87	70
Special Use Parks	68	70	77	77	76	48	62	61	71	69	49	38	51	78	67	65	65	72	75	56	70	50
Neighborhood Parks	67	73	75	76	74	51	56	59	61	60	58	53	50	64	64	68	70	71	76	62	75	55
Urban Relief Parks	50	45	76	60	41	40	36	39	45	44	32	30	30	46	47	69	72	81	84	44	73	61
Resource-Based Parks	45	44	60	55	55	24	32	41	40	48	40	32	25	56	48	45	47	60	63	30	43	27
Conservation Parks	44	50	47	60	70	20	20	27	20	20	27	20	20	33	47	58	60	67	80	40	47	53
All Parks	63	66	76	72	66	48	52	55	58	58	52	47	45	61	61	68	71	74	78	57	73	57

TOTAL SCORES



Access and Linkages (Max: 35)										Sustainability (Max: 60)										Sociability Sustainability										Environmental Sustainability										Economic Sustainability										Totals																																																																																																																																																					
Are there clear and open view lines into open spaces?										Are there transit stops or parking near (within 1/4 mile) of primary entrance points?										Does the site provide places for people to gather?										Does the site use energy, water, and material resources efficiently?										Does the site enhance, preserve, promote, or contribute to biological diversity?										Does the site create public and/or private revenue-generating opportunities?										Does the site contribute to nearby property development or redevelopment potentials?																																																																																																																																											
Is there clear and useful wayfinding/signage within the site?										Does the site help sustain or increase adjacent development or redevelopment potentials?										Does the site provide permanent jobs?										Does the site enhance environmental awareness?										Does the site help sustain or increase adjacent development or redevelopment potentials?																																																																																																																																																															
Can people easily walk to the site from surrounding areas?										Do vehicles dominate the site through access roads, parking and/or maintenance needs?										Do paths and/or roads connect people to primary amenities?										Does the site improve water quality?										Is the site a node within a larger ecological corridor or habitat?										Does the site enhance environmental awareness?																																																																																																																																																					
78	90	66	80	65	78	90	78	78	93	93	98	88	66	77	75	73	50	55	76	66	87	80	71	80	82	93	92	87	50	80	87	87	80	92	90	97	90	63	70	57	63	63	60	85	84	96	75	84	82	60	69	49	67	42	50	67	77	56	66	62	74	62	37	53	24	36	36	36	64	67	62	60	67	61	61	78	52	71	43	53	60	70	58	70	68	74	69	44	64	47	45	34	30	60	44	74	66	55	60	63	85	35	82	57	47	58	75	44	53	43	56	59	38	48	38	45	34	28	42	27	66	50	27	51	34	43	20	37	30	33	27	50	46	41	37	50	37	60	60	68	72	60	40	37	20	60	48	20	42	38	33	50	45	30	20	40	50	49	43	20	60	50	63	60	67	65	75	47	42	27	60	60	20	44	61	79	47	73	47	52	61	71	55	66	61	70	66	45	59	46	47	38	33	56	42	72	62	48	59

Urban Relief Parks

51

Resource-Based Parks

42

Conservation Parks

44

ALL PARKS

59

SUCCESSSES

Regional Parks

- Regional Parks are doing well in many categories including design, construction, comfort and image. Their overall condition displayed a high level of care and maintenance, which is helping them remain highly effective in serving the community. With overall scores in each of these categories of 84 or better, evaluations showed indicators of the success of the investments that the City has made in these parks.
- Tampa's Regional Parks scored remarkably well in social and economic sustainability. Scoring 85 or higher there is a strong indication that the City has made strong effort to provide equitable services in these outdoor spaces. This often promotes a high quality of life for residents grounded by quality parks and facilities.

Major Parks

- The Major Parks scored successfully in effectiveness and design. This has resulted in high scores in comfort that creates welcoming spaces for community members. The Major Parks had overall scores of 75 or better. This indicates the City is maintaining the condition of these parks at a high level, which gives them a good first impression to visitors and a helps create a quality image for the City.

Maintenance

- In general, parks have been maintained and kept clean and free of litter. While it was evident that many of the facilities, equipment, and amenities found within the parks may be nearing the end of their life cycle, the maintenance staff is doing a good job of keeping them in working order. In the near future the City should consider updating park facilities to boost the quality work that the maintenance team is doing to allow their efforts to be more recognizable by community members

OPPORTUNITIES

Small Parks

- While Regional and Major Parks scored well overall, smaller neighborhood and urban relief parks scored low in most categories. These parks make up a large majority of their park system, and are contributing to the low scores for a system as a whole. Many of these parks lack amenities, are difficult to access, and are generally ineffective for the users in their context. Small parks are essential to maintaining an equitable park system with walkable access to recreation opportunities in all neighborhoods. Given the large number of these parks and their neighborhood context, the City of Tampa has a unique opportunity to greatly expand access to parks throughout the community.

Access, Amenities and Effectiveness

- Generally, the lower scores in many of the parks indicate a need for improvement to the effectiveness of the parks and amenities that may be aging. While ratings indicate an overall positive level for the condition of the parks, there remains an ongoing need to improve and update amenities as their effective lifespan is maximized and surrounding community needs evolve. Accessibility and connectivity can also be improved by upgrading the existing infrastructure that provides access to parks, such as replacing aged sidewalks, repainting directional markers on walkways and bikeways, and upgrading signage to be more visible to users.

Sustainability

- A majority of the parks visited received favorable scores in the Social Sustainability categories, however, there is room for improvement by activating smaller parks and open spaces throughout the City. Many parks are well positioned and have the opportunity to serve as important features of the surrounding neighborhoods and communities. With enhanced amenities and improved access to open spaces, these parks could become places for people to meet family and friends, and the sites provided relief from the daily stresses of life.
- Environmental sustainability metrics assess facilities, features, or other measures used to utilize energy, water, biological diversity, and other resources in a sustainable fashion. Average conditions within the assessed parks indicate a lack of opportunities for environmental education, as well as opportunities to improve water quality. While some of the parks function as important storm water collection areas for the surrounding neighborhoods, there is an opportunity to enhance their contribution to a larger ecological corridor and highlight these successes with educational signage. Biological diversity can also be improved, particularly in smaller parks throughout the City.



Takomah Trail Park

PARK EVALUATION RESULTS

The existing City of Tampa Parks and Recreation System is highlighted by a diverse range of conditions and opportunities. By combining the results of each of the five specific areas, an overall summary of the ratings in each category can be calculated on a scale of **1-100** to represent the system as a whole. **Figure 2-8** highlights system-wide results for each evaluation category, indicating the categories overall score as well the scores for each question. This allows for the identification of successes and opportunities that are present throughout the The City of Tampa Parks and Recreation System.

Figure 2-8: Park & Facility System-wide Evaluation Ratings



Access & Linkages

61

Overall Rating:

Are there clear and open view lines into open spaces?

79

Is there clear and useful wayfinding/signage within the site?

47

Can people easily walk to the site from surrounding areas?

73

Do vehicles dominate the site through access roads, parking and/or maintenance?

47

Does the site function for people with special needs?

52

Do paths and/or roads connect people to primary amenities?

61

Are there transit stop(s) or parking near (within 1/4 mile) of primary entrance points?

71

Sustainability

55

Overall Rating:

Social Sustainability

Does the site provide places for people to gather?

61

Does the site promote healthy lifestyle and/or reduce daily stress?

70

Is the site connected with clear and safe access point(s)?

66

Environmental Sustainability

Does the site use energy, water, and material resources efficiently?

59

Does the site improve water quality?

46

Does the site enhance, preserve, promote, or contribute to biological diversity?

47

Is the site a node within a larger ecological corridor or habitat?

38

Does the site enhance environmental awareness and knowledge?

33

Economic Sustainability

Does the site create public and/or private revenue-generating opportunities?

42

Does the site sustain or increase adjacent property values?

72

Does the site contribute to nearby property development or redevelopment potentials?

62

Does the site provide permanent jobs?

48

TREE CANOPY ANALYSIS

As part of the inventory and analysis evaluations, each park was assessed for the condition and age of its tree canopy as well as planting potential. The purpose of this analysis was to obtain an accurate assessment of how the parks are contributing to the City's goal to improve both the quantity and quality of its urban shade trees.

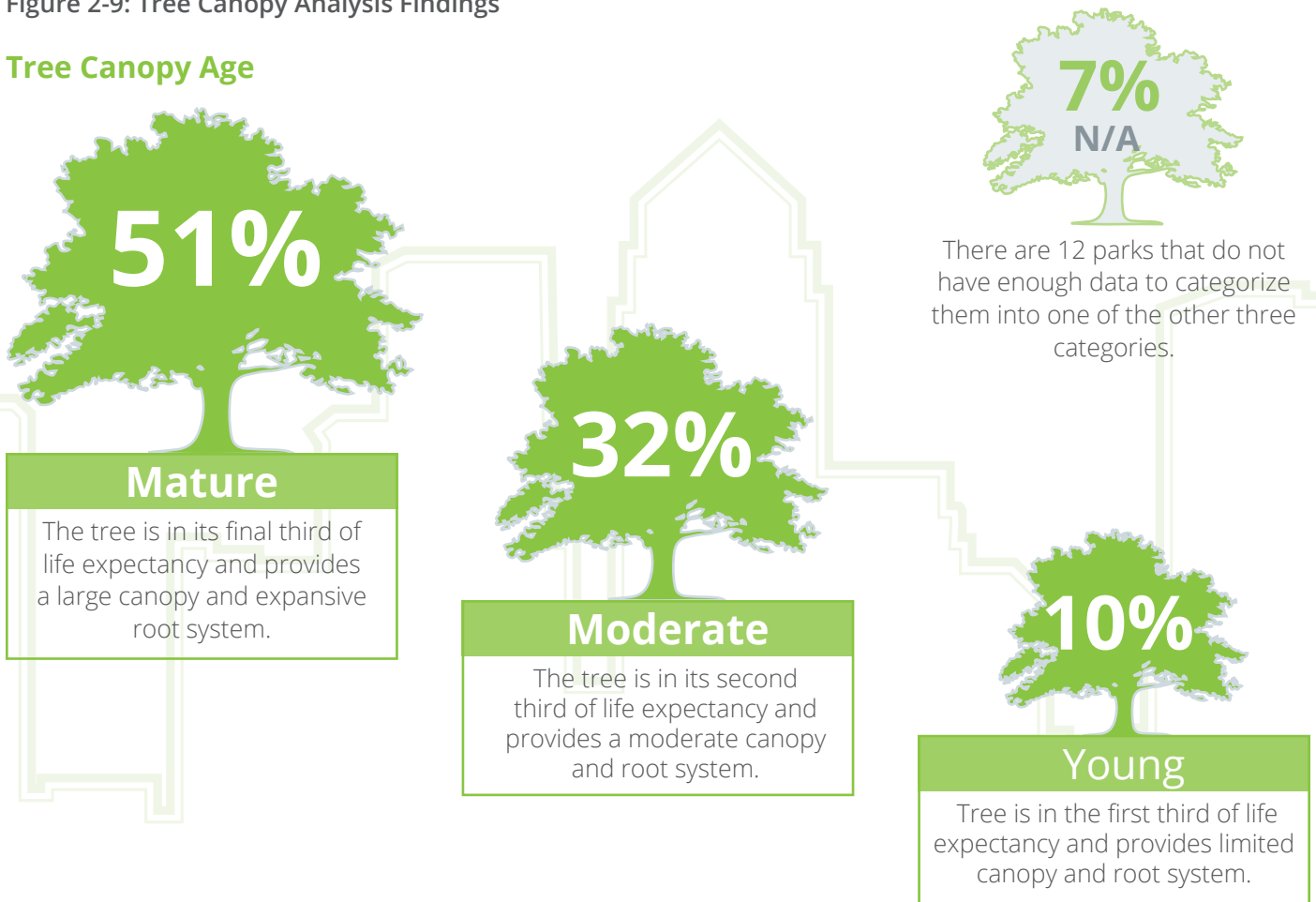
Tree canopies are important to the urban fabric as they provide shade, critical habitats, rainfall interception and ecological services related to air quality. Mature canopies in good condition maximize these services, while fair and poor condition canopies provide limited economic, environmental and social benefits. Rooting space may also be limited and in many cases impacts infrastructure and impervious surfaces nearby.

The parks provide a unique opportunity to easily add additional shaded spaces to the urban fabric as well as to better utilize parks where a shade canopy is already well established. The assessment also gives City leadership guidance about parks that can be modified by adding new trees to integrate them as part of the City tree canopy mission for the future. Lastly, analysis of the age of a park tree canopy is important for generational planting that anticipates the natural life cycles of tree cover thinning so the City can plan targeted and timely replacement strategies.

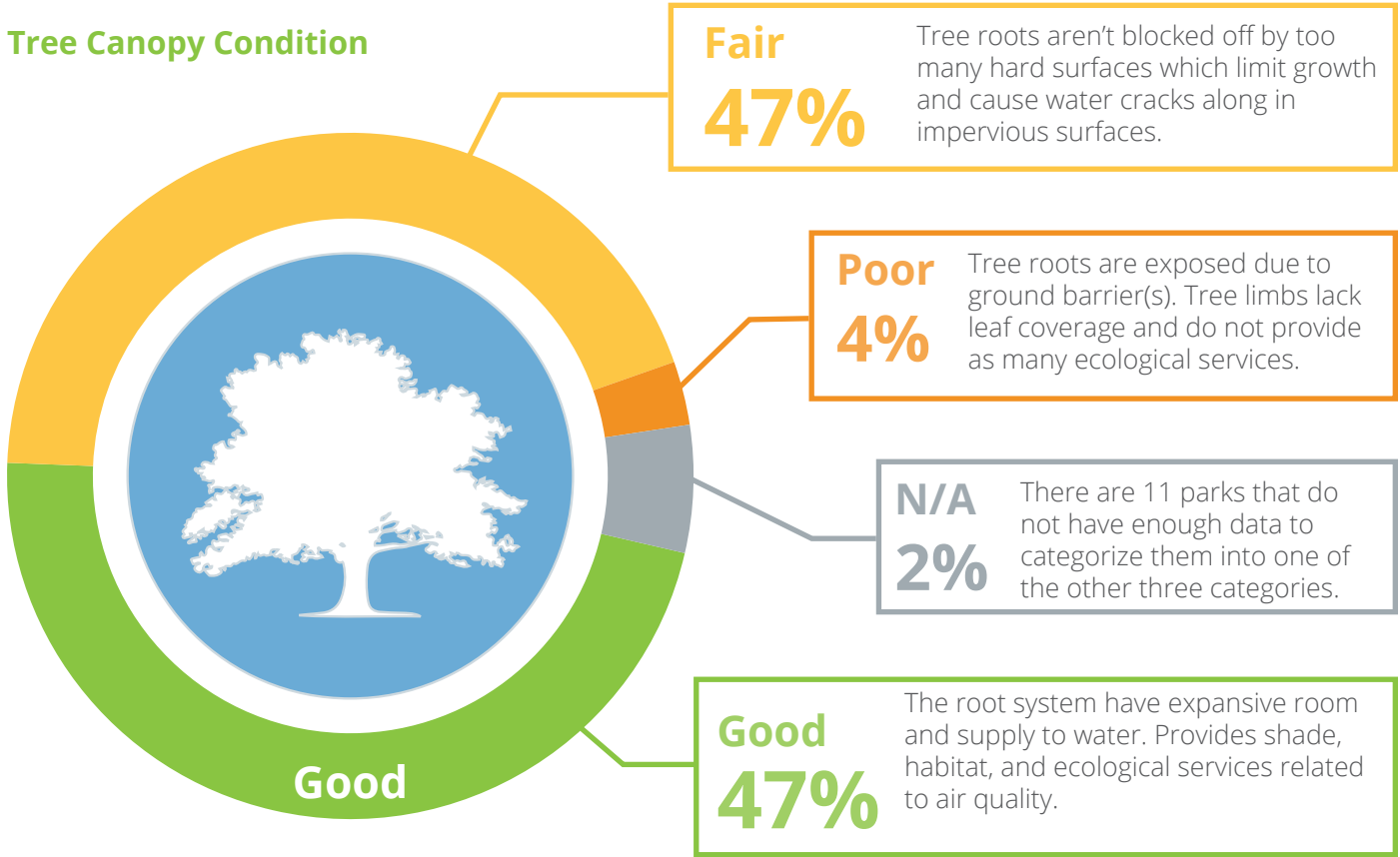
Figure 2-9 provides a summary of the tree canopy analysis, highlighting the percentage of parks in the system that fall within each rating.

Figure 2-9: Tree Canopy Analysis Findings

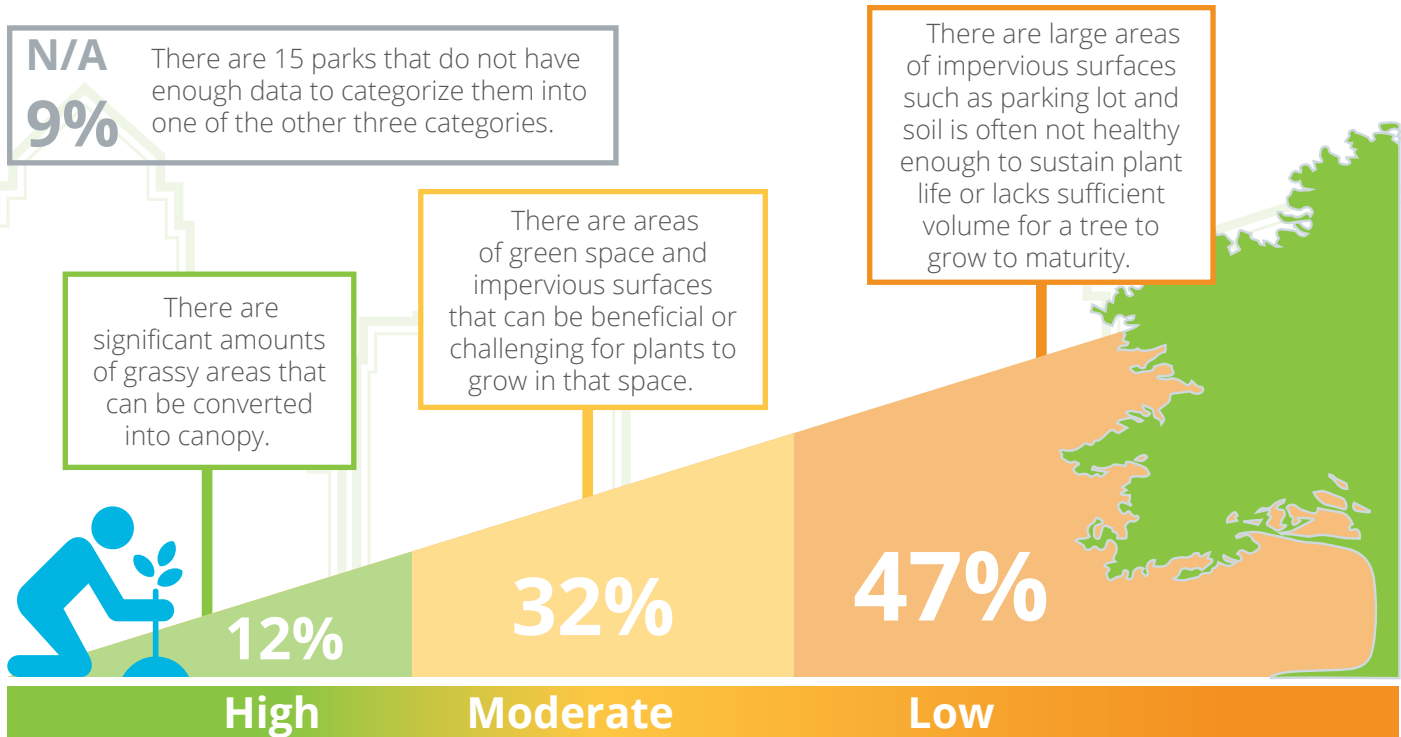
Tree Canopy Age



Tree Canopy Condition



Planting Potential



2.4 LEVEL OF SERVICE ANALYSIS

OVERVIEW

The purpose of an Existing Level of Service (LOS) analysis is to quantify how well the existing park system is meeting the needs of residents. The National Recreation and Park Association's definition of LOS is "an allocation mechanism for the delivery of park land and basic recreation facilities throughout a community. By adoption of such a standard, a community in essence says that all citizens, [...], will have an equal opportunity to share in the basic menu of services implicit in the standard and accompanying spatial distribution and allocation of policies."

The City of Tampa LOS analysis was measured based on three basic principles that will be continually refined based on public input in subsequent phases of this planning process. While LOS can typically be analyzed using acreage and facility quantities compared to population, LOS can also be measured using access to park facilities. For the City of Tampa Parks and Recreation Master Plan, the LOS analysis is based on three methodologies:

- Acreage (Amount of Park Land) 4.3 acres/1000 population
- Facilities (Amount of Facilities)
- Access (Distance or Travel Time)

ACREAGE LEVEL OF SERVICE

The most common way to measure LOS for existing acreage is the number of public park acres per 1,000 residents in a community. Currently, there are 2,016.69 acres of developed public park lands within the City of Tampa. The 2020 population of Tampa is estimated by the U.S. Census Bureau to be 384,959 residents, which translates into an Acreage LOS of 5.24 acres per 1,000 residents when considering the City's parks. If no additional park land is acquired, the acreage LOS will drop to 4.12 acres per 1,000 residents in 2040. **Table 2-3** shows the LOS analysis for each

park type and calculates the projected LOS for 2030 and 2040, as well as the acreage needed to maintain current acreage LOS figures as the population grows.

Acreage LOS Findings

The 2019 Statewide Comprehensive Outdoor Recreation Plan (SCORP) does not provide a standard for acreage LOS, as the agency shifts more towards an access-based model. However, the 2020 NRPA Agency Performance review found that a typical park and recreation agency oversees 9.9 acres of parkland per 1,000 residents. Tampa's LOS is relatively lower than this figure at 5.24, and will slightly fall over the next 20 years with projected population growth. However, these figures are similar to many municipalities in the Central Florida Area. Acreage LOS is useful in establishing a baseline for understanding how population growth may place a strain on the available open space for future resident access. As the City's population experiences growth in the next 20 years, the overall park system will need to maintain over 1,000 acres of park land in order to meet 2040 LOS projections.

It should also be noted that the City of Tampa currently owns 611.23 acres of undeveloped parkland located in 15 different sites, ranging from less than one acre to nearly 400 acres in size. When considering the acreage needed to maintain current acreage LOS in 2030 and 2040, the deficits of 258 and 549 acres, respectively, could be mitigated by the development of the undeveloped parks. This puts Tampa in a unique position to increase its park acreage without having to bear the burden of high costs for land acquisition. The development of these parks, especially in areas where access is limited, should be a priority for the department moving forward.

While Acreage LOS helps ensure a commitment of park land as the City develops, there are shortcomings. Comparison to other cities may be difficult as some cities operate golf courses

Table 2-3 City of Tampa Acreage LOS

City Park Type	Number of Parks	Acreage	City of Tampa LOS (2020) acreage/ 1000 pop.	City of Tampa LOS (2030) acreage/ 1000 pop.	2030 acreage needed to meet current Central West LOS	City of Tampa LOS (2040) acreage/ 1000 pop.	2040 acreage needed to meet Current Central West LOS
Major Parks	8	430.29	1.12	0.99	55	0.99	117
Regional Parks	6	252.14	0.65	0.58	32	0.58	69
Special Use Parks	13	101.02	0.26	0.23	13	0.23	28
Neighborhood Parks	96	794.12	2.06	1.83	102	1.83	216
Urban Relief Parks	47	58.63	0.15	0.14	8	0.14	16
Resource-Based Parks	4	359.01	0.93	0.83	46	0.83	98
Conservation Parks	2	21.48	0.06	0.05	3	0.05	6
Total Developed City Parks	176	2,016.69	5.24	4.64	258	4.12	549
				City of Tampa LOS (2030) acreage/ 1000 pop.		City of Tampa LOS (2040) acreage/ 1000 pop.	
Undeveloped Parks	15	611.23					
Total Including Undeveloped parks	191	2,627.92		6.05		5.37	

or other non-recreational facilities that are high in acreage but low in available capacity. Acreage LOS also does not consider amenities that are accessible to residents but owned and operated by entities other than the municipality or consolidated municipal/county park systems. Examples include school fields and playgrounds, parks operated by other agencies located adjacent or near the municipal border, and privately-operated programs. Although, Tampa also has similar park acreage within its city limits in the form of County operated parks and Community Development District (CDD) Parks.

For these reasons this Master Plan explores additional techniques such as Existing Access LOS and Facility LOS to better determine the extent of specific parks, recreation, and other cultural

resource facilities/programs. This information can help to determine if the Tampa park system is able to meet the needs of their residents. This methodology assumes the following principles:

Facilities (Amount of Facilities)

- Every resident should have similar opportunities to use recreation facilities.

Access (Distance or Travel Time)

- Every Resident should be able to access specific park facilities within similar walking, biking, public transit and/or driving distances.

FACILITY LEVEL OF SERVICE

Another technique used to measure existing parks and recreation LOS is by the number of facilities per population. Like acreage, there are no strict standards for the number of facilities that a community needs.

This section of the document utilizes recommendations from the Natural Spaces component of the Imagine 2040 Tampa Comprehensive Plan. This plan provides facilities and programming based on the current Local Facilities Guidelines (LFG). These guidelines are intended to be evaluated and updated as part of this Master Plan. In addition to recommendations from the Imagine 2040, this analysis also

evaluates and compares the number of facilities per population to averages in the Central West Region of Florida in the 2019 Florida Statewide Comprehensive Outdoor Recreation Plan (SCORP). This multi-level analysis provides two perspectives on facility level of service evaluation and helps inform recommendations for future updates to the LFG guidelines

Imagine 2020 LFG Guidelines Evaluation Findings

Table 2-4 provides a summary of the facilities included in the LFG, the numbers of these facilities in the City of Tampa Park System, and how these facilities are performing based on the LFG metrics. Based on this evaluation, the City



Al Lopez Park

of Tampa is currently experiencing a surplus in baseball fields, softball fields, playgrounds, community centers, gymnasiums, and football/soccer fields. The summary also indicates that the City is experiencing severe deficits in tennis courts, pools, boat ramps, and beaches. While these metrics provide valuable insight into how the current park system is performing with respect to the established standards, the findings may not align input from City of Tampa staff, stakeholders and the community. These guidelines may also not account for the physical limitations of developing additional facilities with deficits such as pools and beaches. Recommendations for changes to Facility Level of Service guidelines can be found in the Implementation Chapter (**Chapter 5**).

Facility LOS SCORP Evaluation

Demand for Outdoor Recreation

The 2019 SCORP document contains a survey conducted in 2016 that included responses from over 4,000 residents regarding their participation in outdoor recreation activities during the previous 12 months, as well as their primary reasons for participating in these activities. Highlighted in **Table 2-5** and **Table 2-6**, the top activities for households in the Central West Region include fitness walking/ jogging, wildlife viewing, and saltwater beach activities (not including fishing). The top reasons for participation in outdoor recreation activities include relaxation, scenery, and physical/ mental well being. The survey also

Table 2-4 City of Tampa Facility LOS and Comprehensive Plan LFG Recommendations

Facility Type	Com Plan Recommendations	Number of Units in System	Current Performance	Units need to meet Recommendations
Tennis Courts	1 per 2000 Residents Aged 9-70	47	0.31	103
Swimming Pools	450 SF per 1000 residents	85,953 SF	223	87,278.55 SF
Baseball Fields	1 per 6000 Residents Aged 5-19	36	1.45	(24)
Softball Fields	1 per 3000 Residents Aged 15-34	41	1.02	(1)
Playgrounds	1 per 1000 residents aged 5-14	103	2.20	(56)
Recreation & Community Centers	1 per 25,000 residents (additional access requirements)	42	2.73	(27)
Gyms	One gymnasium in each quadrant of the City	11	Exceeding	-
Racquetball Courts	1 court per 10,000 residents aged 9-59	24	0.87	4
Football/Soccer Fields	1 field per 10,000 residents aged 5-34	18	1.08	(1)
Boat Ramps	1 per 15,000 residents	12	0.47	14
Beaches	.2 acres per 1,000 residents	13.43 acres	0.03	372 acres

Table 2-5: Top 10 Outdoor Recreation Activities Household Participation Percentage Rates for Central West Region Residents and Statewide

Activity	Central West	Statewide
Fitness walking/ jogging	68%	68%
Wildlife viewing	60%	61%
Saltwater beach activities, not including fishing	54%	54%
Bicycling	47%	49%
Picnicking	43%	44%
Visiting historical or Archaeological Sites	39%	46%
Hiking	39%	42%
Saltwater fishing	37%	36%
Swimming in public outdoor pools	36%	38%
Canoe, kayaking, stand-up paddle boarding	32%	33%

Source: 2019 Florida Statewide Comprehensive Outdoor Recreation Plan (SCORP)

Table 2-6 Primary Reasons for Participation in Outdoor Activities for Central West Region Residents and Statewide Based on Percentage of the State Resident Participation

Activity	Central West	Statewide
For relaxation	66%	66%
To enjoy the scenery	65%	60%
For my health in general	57%	54%
For my mental well being	56%	50%
For my physical fitness	54%	54%
To be with friends & family	54%	51%
To be close with nature	48%	46%
It is affordable	49%	45%
To spend time by myself	26%	27%
Because of the variety of available opportunities	26%	26%

Source: 2019 Florida Statewide Comprehensive Outdoor Recreation Plan (SCORP)

identified the most desired facilities, shown in **Table 2-7** with the top facilities including hiking/ walking trails, nature/ interpretive trails, biking paths/ trails, and wildlife viewing areas. These facilities align with the activities and participation rates and indicate the types of facilities that receive the most use from current and future populations.

In addition to providing the results from the survey, the SCORP document also provides 2017 recreation expenditures for outdoor activities in Hillsborough County. Analyzing recreation expenditures provide a better understanding of the demand for facilities/activities, as this provides an indication of what people are willing to spend their disposable income on. When considering total spending from both residents and tourists, total spending for the County was nearly \$3 Billion. The activities receiving the most spending included saltwater beach activities, fitness walking/ jogging, hiking, wildlife viewing, picnicking, and golfing. The results from the survey are generally in line with

the level of recreation expenditures associated with the top activities. This is helpful to determine the kind of recreational activities that citizens wish to engage in, spend money on, and identify the types of facilities that can best serve these demands.

Supply for Outdoor Recreation

The Florida SCORP uses the supply of recreation services and compares them to the resident demand figures to establish a LOS for the supply of resources. In order to more accurately relate the supply metrics to the demand, SCORP considers the percentage of participation in the LOS calculations for recreation supply of facilities. This means that the LOS is measured in the amount of resources and facilities that are available to support an activity, expressed in terms of units of supply per 1,000 participants.

Table 2-7: Top 10 Most Desired Recreation Facilities for Central West Region Residents and Statewide

Rank	Central West	Statewide
1	Hiking/ walking trails	Hiking/ walking trails
2	Nature/ interpretive trails	Biking paths/ trails
3	Biking paths/ trails	Nature/ interpretive trails
4	Wildlife viewing areas/ overlooks	Community parks
5	Community parks	Wildlife viewing areas/ overlooks
6	Paved walkways	Paved walkways
7	Beach access/ parking	Playgrounds for children
8	Playgrounds for children	Beach access/ parking
9	Off-leash dog areas	Off-leash dog areas
10	Campgrounds	Campgrounds

Source: 2019 Florida Statewide Comprehensive Outdoor Recreation Plan (SCORP)

Table 2-8: Top 10 Expenditures for Recreation Activities in Hillsborough County, Florida

Rank	Activity	Residential Spending	Visitor Spending	Total Spending (Residential + Visitor)
1	Saltwater Beach Activities (not including fishing)	\$174,592,780	\$213,712,104	\$388,304,884
2	Fitness Walking / Jogging	\$83,505,093	\$135,221,476	\$218,736,570
3	Hiking	\$47,883,954	\$123,511,027	\$171,394,981
4	Wildlife Viewing (<1 mile from home)	\$9,106,500	\$149,167,041	\$158,273,541
5	Picnicking	\$10,365,837	\$135,420,560	\$145,786,397
6	Golfing	\$31,655,783	\$102,633,020	\$134,288,803
7	Bicycle Riding - Paved Roads/ Trails	\$15,297,838	\$100,967,441	\$116,265,279
8	Tent Camping	\$445,723	\$102,565,289	\$103,011,012
9	Paddling Activities (Canoe/ Kayak/ SUP)	\$32,638,003	\$65,273,529	\$97,911,532
10	Visiting Historical or Archaeological Sites	\$14,213	\$91,682,052	\$91,696,265

Source: 2019 Florida Statewide Comprehensive Outdoor Recreation Plan (SCORP)

Each region’s level of service was estimated for 26 activities to provide a geographically relevant standard to which counties and municipalities can compare. The Central West Region serves as the benchmark by which Tampa can be compared. In addition to supplying participation data for these 26 activities, the SCORP divides the results into two categories: resource-based facilities and user-oriented facilities. Resource-based facilities are those that are dependent upon some element or combination of elements in the natural or cultural environments that cannot be easily duplicated. Activities supported by these facilities include beach access, fishing, hiking, biking, and nature study. User-oriented facilities are those that can be provided almost anywhere for convenience of the user. These facilities support more specific activities that include soccer, tennis, baseball, basketball, golf, and pool swimming (Table 2-7).

Table 2-9 shows the current facility LOS for The City of Tampa and the Central West Region of Florida. This data is evaluated based on the percentage of resident participants each unit is serving. The LOS for these facilities is compared to the Central West Region LOS. Facility deficits in Tampa have been identified for the current population and for population estimates for 2030 and 2040. Facilities that are not quantified in the LOS calculations by SCORP are evaluated based on growth, with units needed to maintain current LOS figures provided.

When compared to the SCORP LOS figures for the Central West Region, Tampa has adequate number of canoe/ kayak launches and basketball courts, with a significant surplus of swimming pools, and baseball/ softball fields. Even as the population gradually increases over the next 20 years, the City retains a surplus in swimming pools and baseball/ softball fields.

Table 2-9 City of Tampa Facility LOS

Facility Type	Central West Region LOS units/ 1000 pop (2016)	Number of Facilities in City of Tampa	City of Tampa Existing LOS (2020) units/ 1000 pop.	2020 Units needed to meet Central West LOS	City of Tampa LOS (2030) units/ 1000 pop.	2030 Units Needed to meet Central West LOS	City of Tampa LOS (2040) units/ 1000 pop.	2040 Units Needed to meet Current Central West LOS
Tennis Courts	1.28	47	1.02	12	0.90	20	0.80	28
Swimming Pools	0.056	16	0.12	(8)	0.10	(7)	0.09	(6)
Basketball Courts	1.22	78	1.27	(3)	1.12	7	1.00	18
Baseball / Softball Fields	0.92	77	1.67	(35)	1.48	(29)	1.31	(23)
Canoe / Kayak Launches	0.093	8	0.06	3	0.06	5	0.05	7
Facilities not Qualified by SCORP								
Playgrounds	n/a	103	0.27	-	0.24	13	0.21	28
Recreation & Community Centers	n/a	42	0.11	-	0.10	5	0.09	11
Multipurpose Fields	n/a	55	0.14	-	0.13	7	0.11	15
Dog Parks	n/a	19	0.05	-	2	0.04	5	5
Football / Soccer Fields	n/a	18	0.05	-	0.04	2	0.04	5
Gymnasiums	n/a	11	0.03	-	0.03	1	0.02	3
Splash Pads	n/a	12	0.03	-	0.03	2	0.02	3
Volleyball Courts	n/a	13	0.03	-	0.03	2	0.03	4
Pavilion	n/a	200	0.52	-	0.46	26	0.41	54

The user-oriented facilities that are not quantified in the SCORP LOS calculations are evaluated based on the units that will be needed to maintain the current Tampa LOS figures. Like the facilities discussed in the previous paragraph, there is a surplus of facilities needed in the next 20 years. As these estimates are not based on SCORP participation levels, further input from the community will be necessary to identify the facilities that have the greatest unmet needs and highest demand. It should also be noted that the facility LOS evaluation only includes facilities that are in the Parks and Recreation System inventory, and excludes all school sites, private recreation areas, and parks run by other agencies that are not in the park system inventory. Many of these sites contain additional facilities that could potentially supplement the deficits experienced in the user-oriented categories. However, public access to these facilities may be limited.

Access Level of Service

A third approach explored to better determine existing LOS is analyzing the level of access that residents have to park facilities. This is typically measured as a distance, either in miles or travel time. The NRPA uses access as a key component in the concept of Park Equity, which is defined as “ensuring that all people have access to the benefits of local parks and recreation.” The 2019 SCORP discusses the emergence of park access as the recommended metric by which agencies set their LOS standards. In addition to Tampa’s park types, access LOS will also be evaluated for select facilities, consistent with the park classification or park type each facility is typically found. Facility types analyzed are also consistent with facilities identified in the Facility LOS section of the chapter. Elements analyzed include:

Existing Park Type Classifications

- Neighborhood Parks - 1/4 and 1/2 mile
- Urban Relief Parks - 1/4 and 1/2 mile
- Major Parks - 2 and 3 mile
- Special Use Parks - 2 and 3 mile
- Conservation Parks - 3 and 5 mile
- Regional Parks - 3 and 5 mile
- Resource-Based Parks - 3 and 5 mile

Neighborhood-Serving Facilities

- Playgrounds - 1/2 and 1 mile
- Pavilions - 1/2 and 1 mile
- Basketball Courts - 1/2 and 1 mile
- Volleyball Courts - 1 and 2 miles
- Tennis Courts - 1 and 2 miles
- Multipurpose Fields - 1 and 2 miles
- Dog Parks - 1 and 2 miles

Community-Serving and Special Use Facilities

- Football / Soccer Fields - 2 and 3 miles
- Baseball / Softball Fields - 2 and 3 miles
- Community Recreation Centers - 2 and 3 miles
- Gymnasiums - 2 and 3 miles
- Swimming Pools - 2 and 3 miles
- Splash Pads - 2 and 3 miles
- Canoe / Kayak Launches - 2 and 3 miles

Access LOS Findings

Park Classifications

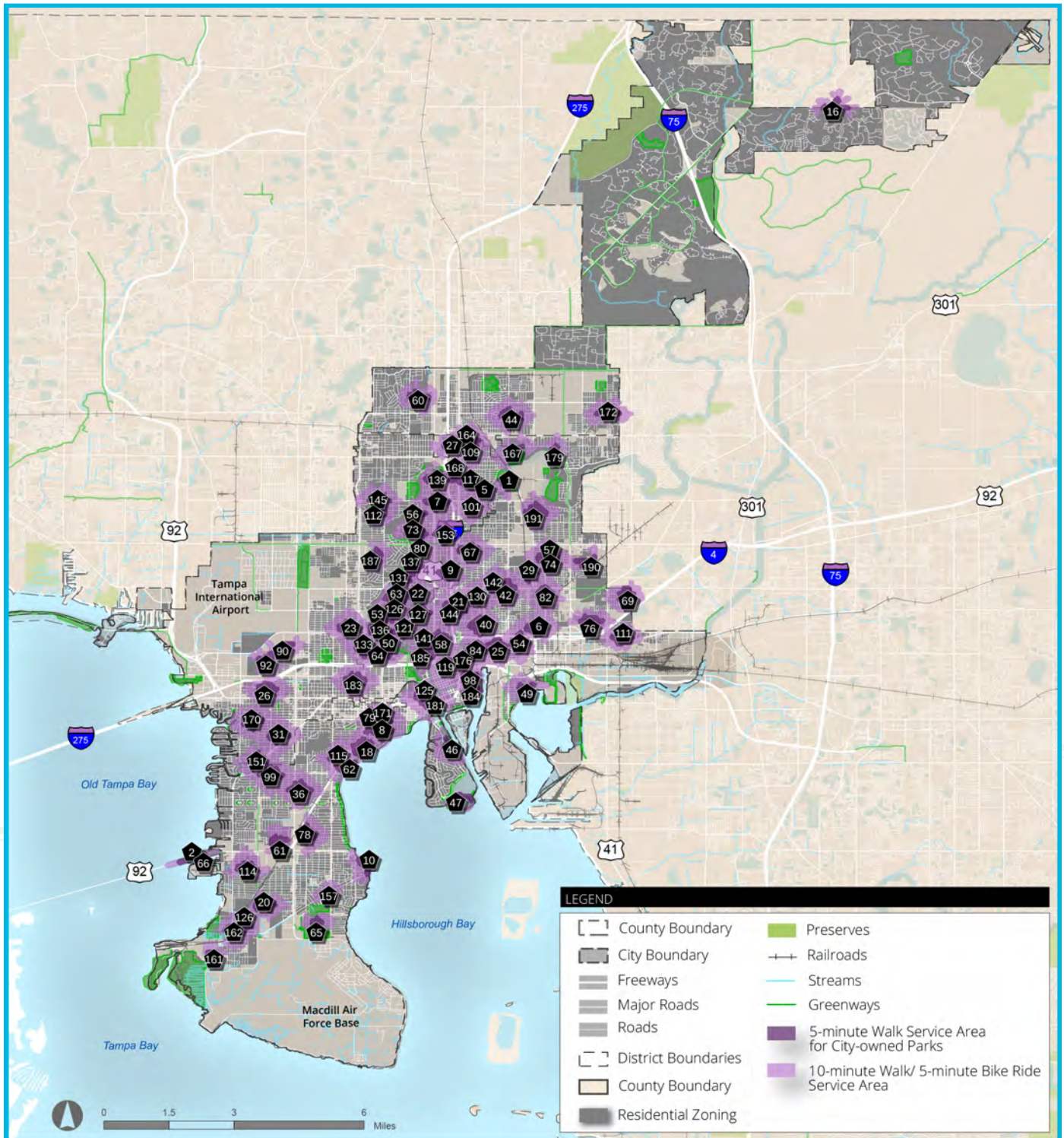
In general, neighborhood parks are found evenly distributed throughout District 4, 5, and 6 with adequate level of service to those areas when analyzed at a 1/2-mile and 1-mile service area. Apart from the three (3) neighborhood park facilities in the northern area of the City, the other regions of the City provide equitable access to neighborhood parks for Tampa residents.

Analyzed at a 2-mile and 3-mile service area, special use parks and facilities provide service to a majority of Tampa, with the exception of some of the northern regions of the City. Portions of MacDill Airforce Base create barriers to access in some areas of southern Tampa, and the Tampa International Airport creates a barrier to access along the western boundary of the City. The result of multiple park types found throughout the City, many are found within District 5 which provides a hub of access for citizens and tourist to explore Tampa's park system.



Tampa Riverwalk

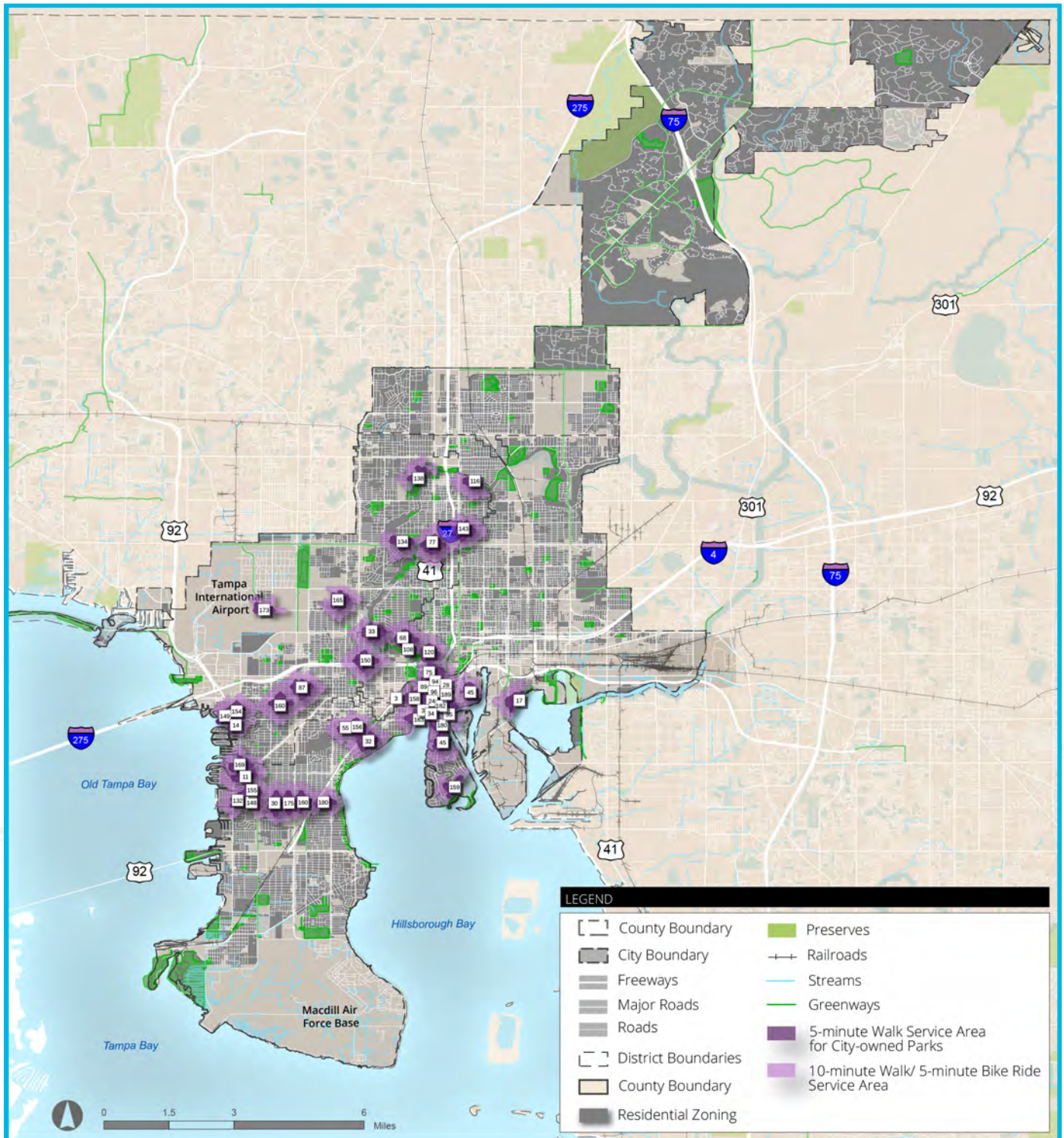
Map 2-6: City of Tampa Neighborhood Parks - 1/4-mile and 1/2-mile LOS



NEIGHBORHOOD PARKS

1	22nd Street Park	61	Foster Park	131	Reed Park
2	A. J. Palonis Jr. Park	62	Fred Ball Park	133	Rey Park
5	Alan Wright Park	63	Freedom Park	136	Riverside Garden Park
6	Alfred 'Al' Barnes Jr. Park	64	Fremont Linear Park	137	Rivercrest Park
7	American Legion Park	65	Gadsden Park	139	Riverside Terrace Park
8	Anderson Park	66	Gandy Park South	141	Robert C. Gardner Sr. Highland Avenue Park
9	Angus Goss Park	67	Giddens Park	142	Robert L. Cole Sr. Community Lake
10	Ballast Point Park	69	Grant Park	144	Robles Park
16	Benito Center	73	Henry and Ola Park	145	Rome and Sligh Park
18	Bern's Park	74	Herbert D. Carrington Sr. Community Lake	151	San Jose Park
20	Bobby Hicks Park	76	Highland Pines Park	153	Seminole Garden Center Park
21	Borrell Park	78	Himes Ave. Sports Complex	157	Skyview Park
22	Calvin R. Taylor Park	79	Hyde Park	161	Southwest Port Tampa Park
23	Capaz Park	80	Ignacio Haya Linear Park	162	Spanish American War Memorial Park
25	Centennial Park	82	Jackson Heights Park	164	Spring Hill Park
26	Charles B. Williams Park	84	Jose Marti Park	167	Sulphur Springs Baseball Complex
27	Cheney Park	90	Lincoln Gardens Park	168	Sulphur Springs Park
29	Clarence Fort Freedom Trail	92	Loretta Ingraham Recreation Complex	170	Swann Avenue Circle
31	Clifton 'Cal' Dixon Tennis Park	98	Madison St. Park	171	Swann Pond
36	Corona Park	99	Marcellino Chelo Huerta Friendship Park	172	Takomah Trail Park
40	Cuscaden Park	101	McDugald Park	176	Tampa Park Plaza
42	Cyrus Greene Recreation Complex	109	North Tampa Park	179	Temple Crest Park
44	David E. West Park	111	Oak Park	181	Tony Jannus Park
46	Davis Islands Park	112	PAL Center Park	183	Vila Brothers Park
47	Davis Islands Seaplane Basin	114	Palma Ceia Lions Park	184	Washington Street Park
49	Desoto Park Recreation Complex	115	Palma Ceia Park	185	Water Works Park
50	Dr. Martin L. King Recreation Complex	117	Patterson Street Park	187	Wellswood Park
53	Duran Park	119	Perry Harvey Sr. Park	190	Williams Park
54	East Ybor Park	121	Philips Park	191	Woodland Terrace Park
56	Epps Park	125	Plant Park		
57	Fair Oaks Park	126	Plymouth Park		
58	Fernando Rodriguez Mesa Morgan Street Park	127	Plymouth Playground		
60	Forest Hills Park	128	Port Tampa Park		
		130	Ragan Park		

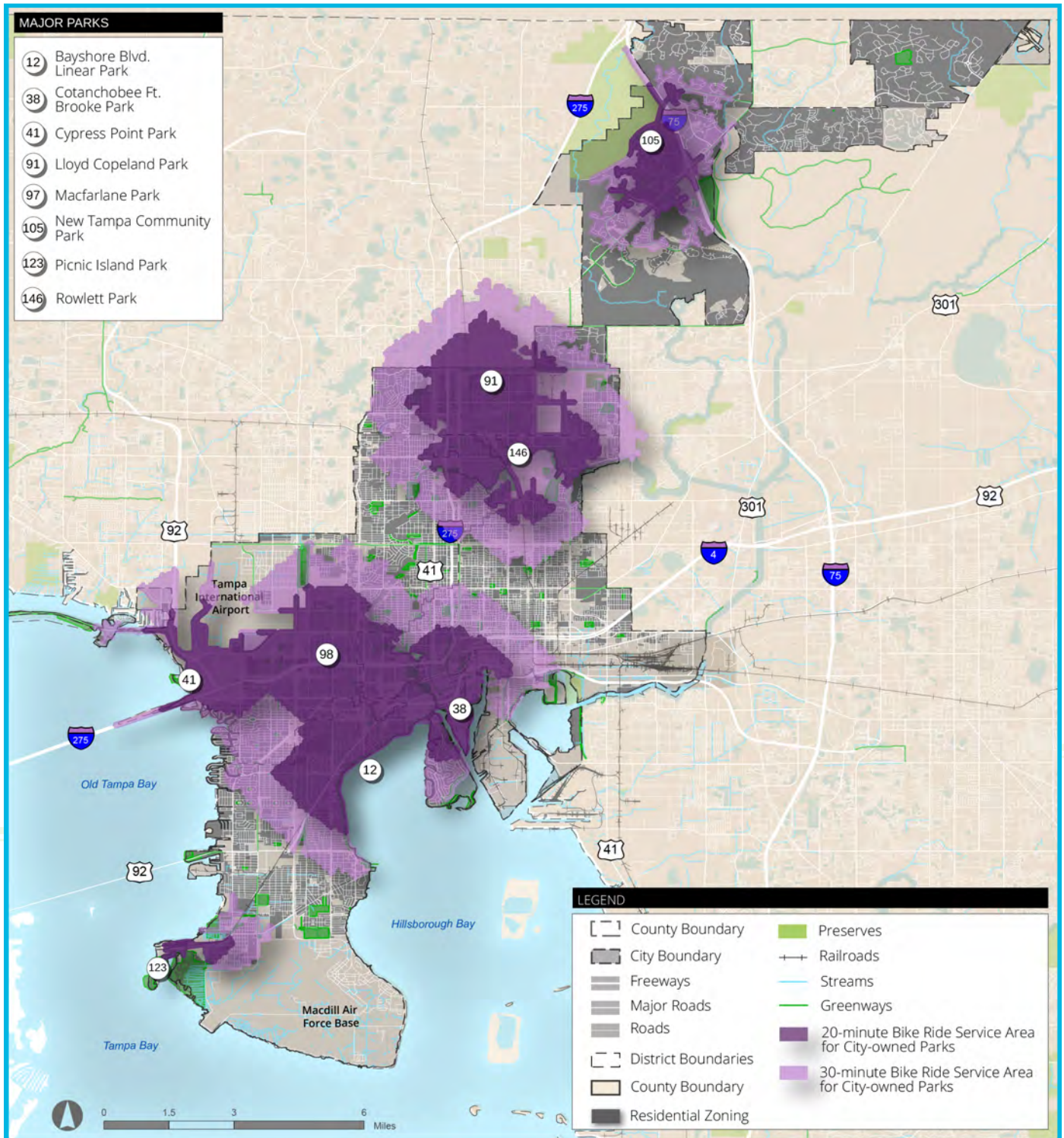
Map 2-7: City of Tampa Urban Relief Parks - 1/4-mile and 1/2-mile LOS



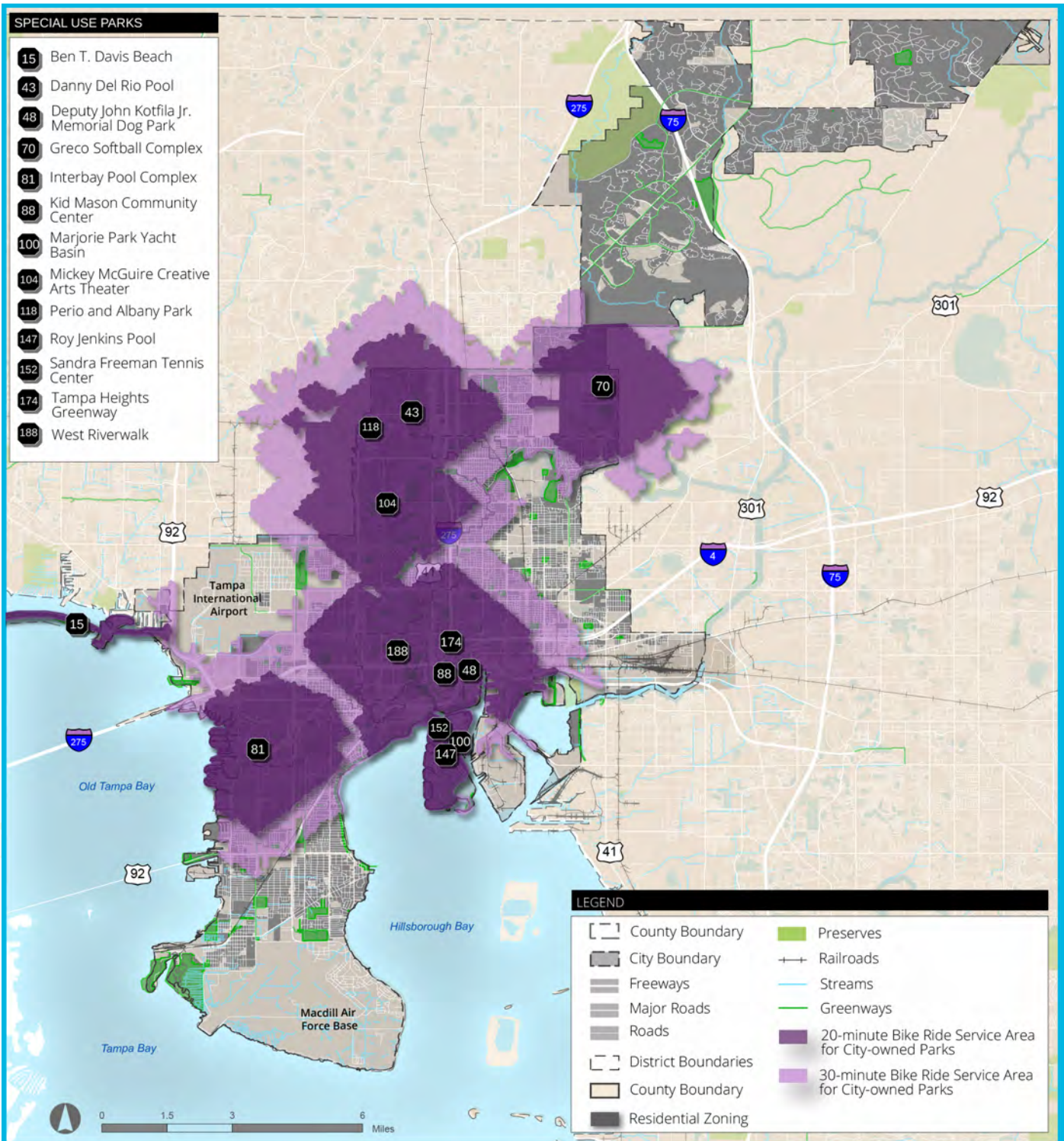
URBAN RELIEF PARKS

3	Aids Memorial Park	132	Renellie Circle
11	Bay to Bay Blvd Park	134	River Boulevard Park
14	Bayside Dr. Park	138	River Shore Dr Linear Park
17	Bermuda Blvd. Linear Park	143	Roberta Circle Park
24	Captain Joseph Fry Park	148	Royal Palm Circle Park
28	City Hall Plaza	149	Royal Poinciana Park
30	Clark Circle Park	150	Salcines Park
32	Columbus Drive Park	154	Shorecrest Drive Linear Park
32	Columbus Statue Park	155	Sierra Circle Park
35	Convention Center Park	156	Simms Park
45	Davis Island Apex Park	158	Snow Park
55	Edgewood Park	159	South Davis Blvd. Linear Park
68	Glenwood Drive Park	160	South Hale Par
75	Herman Massey Park	163	Spanish Towne Creek Park
77	Hillsborough Ave. Linear Park	158	St. Joseph Hospital Linear Park
87	Kathy Echevarria Green Space	165	Sterling Circle Park
89	Kiley Garden	169	Sunset Park
94	Lykes Gaslight Park	173	Tampa Bay Blvd Linear Park
96	MacDill Park	180	TGH Park
108	North Bridge Greenway	182	USF Park
116	Park Circle Park	185	Waverly Park
120	Phil Bourquardez Park	189	Williams F. Poe Plaza
124	Pierhouse Park		

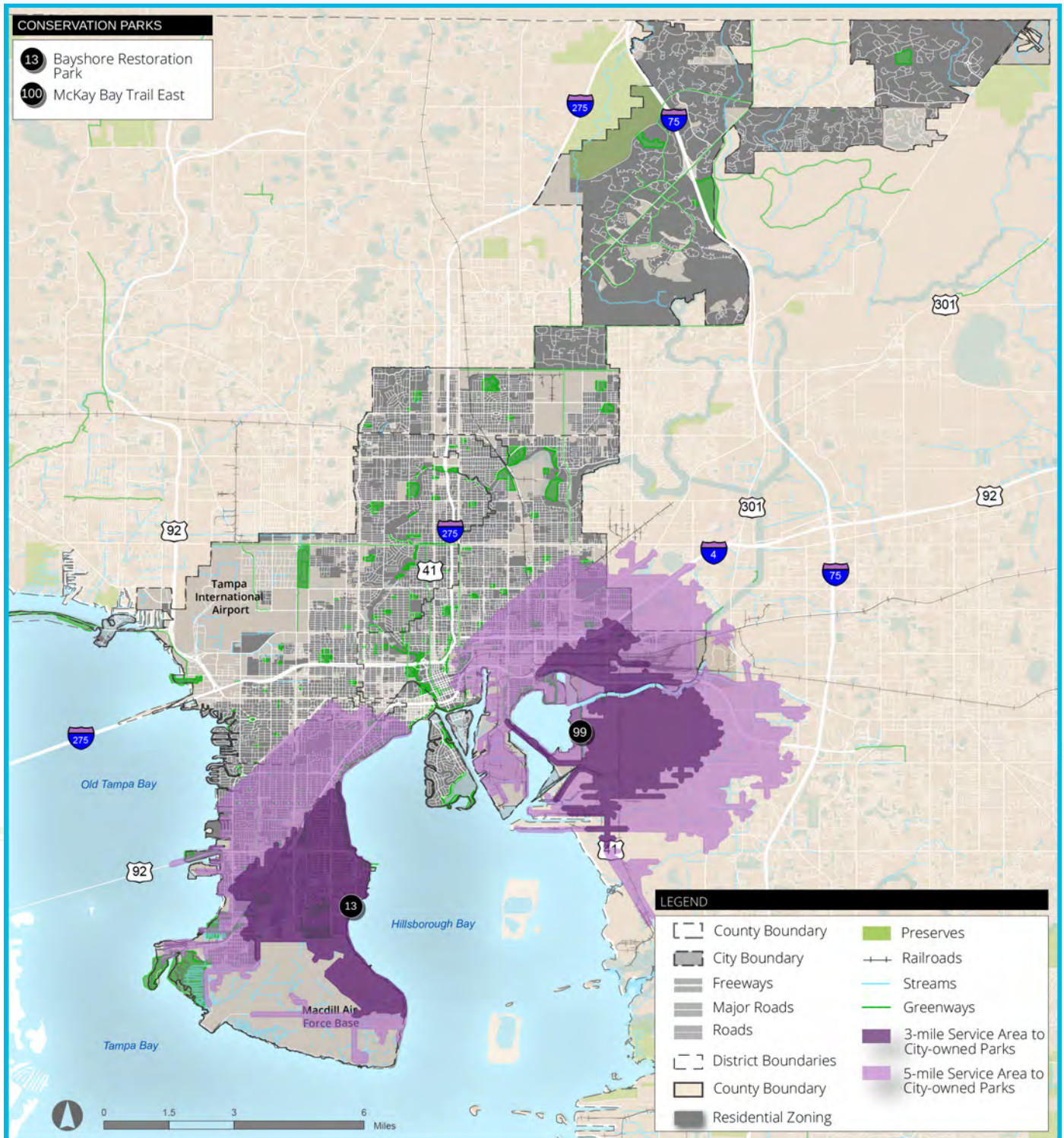
Map 2-8: City of Tampa Major Parks - 2-mile and 3-mile LOS



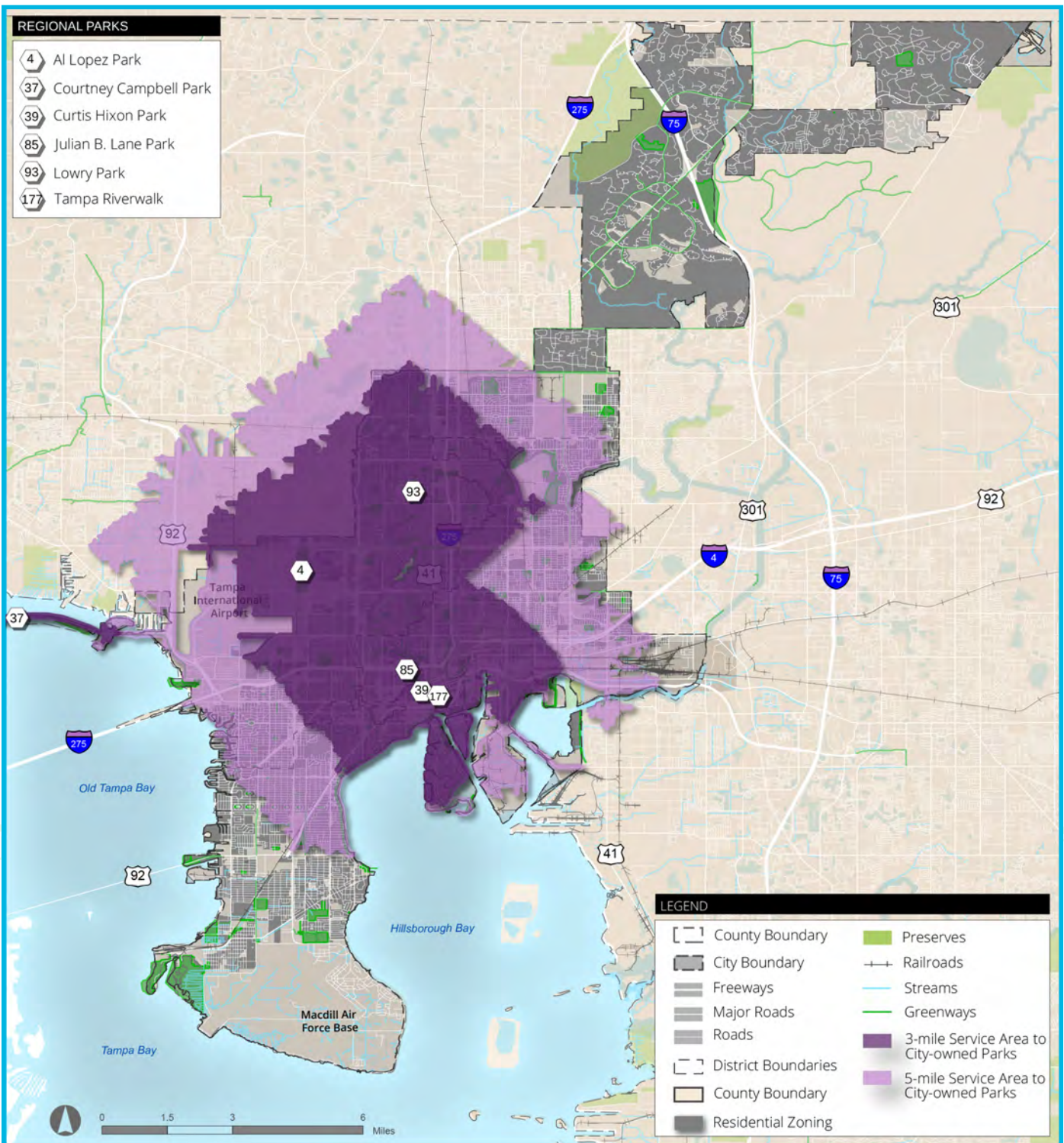
Map 2-9: City of Tampa Special Use Parks - 2-mile and 3-mile LOS



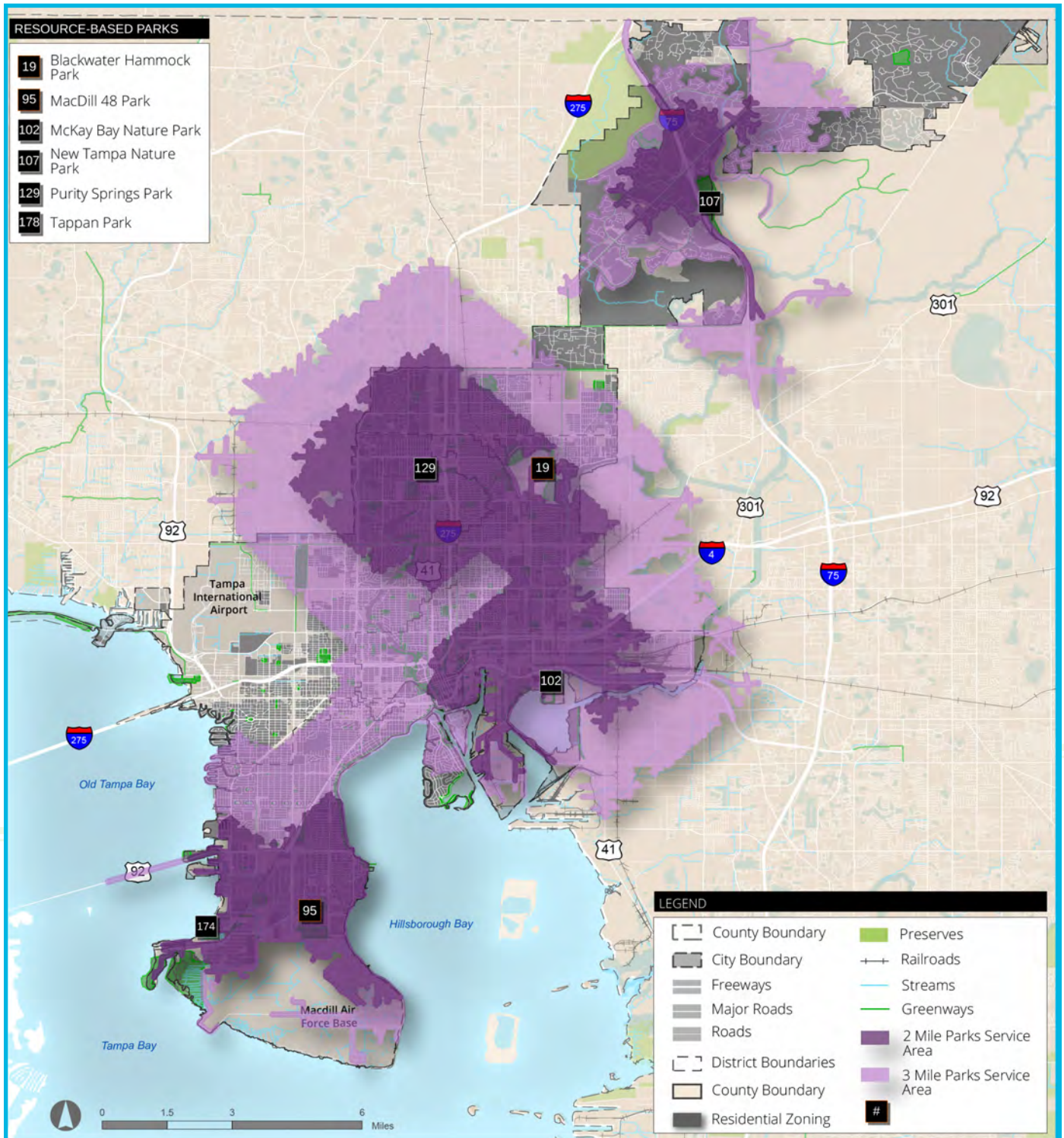
Map 2-10: City of Tampa Conservation Parks - 2-mile and 3-mile LOS



Map 2-11: City of Tampa Regional Parks - 3-mile and 5-mile LOS



Map 2-12: City of Tampa Resource-Based Parks - 3-mile and 5-mile LOS





Fernando Rodriguez Mesa Morgan Street Park

Park Access LOS

To provide a more comprehensive understanding of the access LOS for the entire Park System, **Maps 2-6 through 2-12** look at each park type and analyzes access at average walking and biking ranges. All parks maintained by The City of Tampa Parks and Recreation Department are included in this analysis, in an effort to provide a graphic representation of how easy it is for residents to access a park in their neighborhood. This analysis also includes the undeveloped parks, as they may eventually provide accessible park amenities, and Community Development District Parks that provide access to many residents in the northern portion of the City.

Analyzing the 1/2 - 1-mile, 2 - 3-mile, and 3 - 5-mile access Level of Service for all of Tampa's existing park types, reveal gaps in the LOS within the northern region of the City (District 7) and swaths of residential neighborhoods North of the MacDill AirForce Base in the southern region of the City (District 4). Although there are exceptions for some parks, these gaps are commonly found among all seven (7) park types. The central region of Tampa which includes areas of District 4, 5, and 6 are well served by Neighborhood Parks, Major Parks, Special Use Parks, and Regional Parks. The majority of Urban Relief parks are heavily concentrated in the Central Business District of Tampa. The largest gap revealed is found in the eastern and western residential districts that provide insufficient access in greenspace to residents at 1/2 - and 1-mile radius level of service. The result of this analysis may indicate that some neighborhoods in the City do not have open space within walking distance, however the need for park facilities around their neighborhood will need to be analyzed alongside the community input as well as future growth patterns.

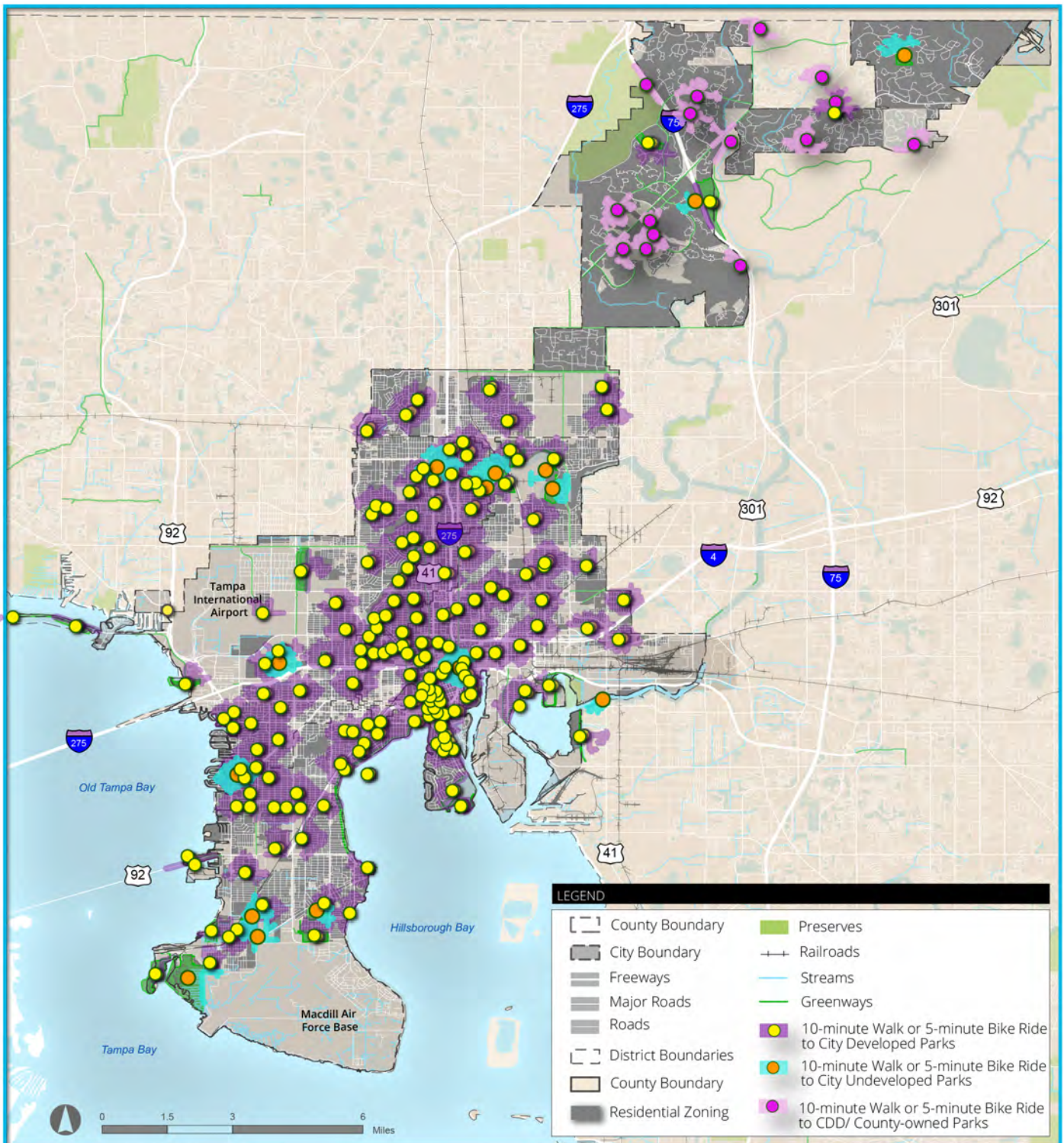
Facility Access LOS

The facility access LOS analyzes neighborhood-serving, walk-to facilities at 1/2-mile and 1-mile as well as 1-mile and 2-mile service area, while neighborhood facilities may serve a slightly larger population, community-serving and special use facilities are analyzed at a 2-mile and 3-mile

service area. The CDD and County-owned facilities are included however, access to these parks by the general public may be limited. The facilities within Tampa that have generally have adequate coverage are playgrounds, pavilions, basketball courts, multipurpose fields, football/soccer fields, and community centers. The SCORP LOS figures highlight a surplus of basketball courts, tennis courts, baseball/ softball fields, and swimming pools. These facilities are visually well dispersed across the City leaving minimal gaps of access. With an average of 2.5 parks per District that have tennis courts, it is possible these locations are not providing equitable access for all residents in the northern region of Tampa. Basketball courts in District 4 visually show a gap of access as well limited access in District 7 for basketball courts and multipurpose fields.

The community-serving and special use facilities such as canoe/ kayak launches are sufficiently dispersed between different park types and bodies of water. There is an indication that there is uneven access with most of it launches concentrated around Hillsborough Bay. This leaves no access point for Old Tampa Bay and only one park entry at Tampa Bay. The concentrated access covers the central district but leaves the majority of District 6 coast inaccessible. The community-serving and special use facilities have service areas that are generally accessible within two to three miles of the facility location. In Tampa, volleyball courts, can only be found at six City-owned parks across the city. However, the coverage of these facilities reveal inadequate access for the majority of residential zoning. Gymnasiums provide City-wide uniform access with minimal gaps. However, most of the splash pads are concentrated near the central business district in District 5, leaving limited access along the western edge of the peninsula near Old Tampa Bay and the northern region of the City. The facility access LOS maps can be found in the Appendix.

Map 2-12: City of Tampa Resource-Based Parks - 3-mile and 5-mile LOS



Level of Service Summary

Utilizing a three-level approach to analyze the level of service for parks and recreation facilities a number of trends can be spotted that, in conjunction with the Needs Assessment, can help inform the vision for the park system and future facility development.

Acreage LOS

- When compared to NRPA agency averages, Tampa's current acreage level of service is below the national average, and this acreage would decrease with future population growth. However, the activation of parkland in the 15 City-owned undeveloped parks could help improve the acreage LOS in the future
- The community's need for access to Neighborhood and Urban Relief Parks will need to be continuously monitored and evaluated to maintain an inclusive park system

Facility LOS

- When compared to LFG recommendations, the City of Tampa Parks and Recreation facilities have varying degrees of success in meeting the established metrics. Evaluation of the LFG will be included in later sections of this Master Plan.
- Tampa enjoys a wealth of recreational facilities that in most cases provide a significant surplus of facilities, particularly a surplus of basketball courts, baseball/ softball fields, and swimming pools when compared to SCORP standards.
- For the facilities not measured by SCORP, the City is comfortably set with an ample number of facilities like playgrounds, multipurpose fields, and pavilions.

Access LOS

- In general, the parks and recreation system in Tampa is providing a high level of access to parks and recreation facilities for its residents.
- While the southern part of the city in District 4 faces a deficit of park variation, it is amply served by conservation and resource-based parks that have significant acreage.
- When considering all park types and facilities, the neighborhoods in northern Tampa don't have walkable access to nearby parks or amenities.
- District 5 has sufficient access to most facilities offered at its park sites.
- In regard to facilities, the majority of gaps are in the central region of District 4, and the northern areas of District 7. Although, there are plenty of CDD and County-owned parks in District 7.
- In terms of facilities, there is adequate access for playgrounds, multipurpose fields, community centers, and pavilions for the entire community.



Robles Park

2.5 OPERATIONS AND MAINTENANCE PRACTICES ASSESSMENT

OVERVIEW

As part of the Master Plan process, the consulting team reviewed staffing and operations of the Parks and Recreation Department. Assessing operations is a critical component of the Department's ability to successfully deploy the Master Plan. Developing an effective leadership system and well-defined organizational culture is essential to supporting the effective implementation of the Plan's recommendations. This Assessment focuses primarily on the overall operations of the Department and does not include deep analysis of individual Departments, given the scope of the consulting team's efforts.

Fifteen employee meetings/focus groups were held that included 74 employees at the director, manager, and supervisor levels. Individual meetings were facilitated with six of the seven division managers, excluding the park maintenance manager position that is currently being filled. In addition, eight employee focus groups of 4 to 11 employees were also facilitated where employees were asked to discuss various operational topics, from strengths and areas of improvement to comments about the organizational structure and process in needs of improvement. In addition to the employee meetings/focus groups, an employee survey was distributed to both full-time and part-time employees via Survey Monkey. Detailed results from the employee meetings and survey can be found in the Appendix.

Utilizing input from surveys and aligning this with research and analysis of department policies, operations and strategies, the consulting team developed the following assessment of the Parks and Recreation Department Operations.

STAFFING, STRUCTURE, AND OPERATIONS

The following information details information about the organizational structure, staffing, and other operational information.

Organizational Structure Observations

This section details a list of organizing principles that guide decision making for the Department's structure for the future. The list includes best practice approaches to establishing an effective organizational structure

Organizing Principles:

- 1. Span of Control:** In most agencies, supervisory staff can and should efficiently and directly supervise a minimum of five and a maximum of nine direct reports. The types of and number of positions influences the effective number of direct reports. The number of direct reports can be greater when there are similar position responsibilities reporting, such as a position overseeing several recreation program coordinators. Conversely, a position managing disparate job responsibilities may be more effective with a narrower span of control.
- 2. Supervision level:** For every year the span of control remains the same and employees in those positions remain the same, the amount of supervision can include 10% fewer labor resources allocated toward management functions. This assumes managers should work toward improving value through system and process improvements and not through inspection of work of subordinates.

3. **Vertical integration:** Based on experience with operations nationally, a more effective structure exists when employees within the facility/program/maintenance area report upward to staff within the facility or program and not laterally to other areas or other departments. This depends on organizational competencies and skill sets of individual employees. This structure simplifies experiences for the external customer, as it more clearly identifies the hierarchy and who the responsible employee is for any questions/challenges a customer may have.
4. **Hierarchy:** There should be as few levels as possible of hierarchy in order for services to be closer to the external customer as well as minimizing the amount of management inspection and bureaucracy. Public sector agencies historically have excessive amounts of management levels built into operations, which results in an expensive way of doing business.
5. **Senior leadership strategic focus:** Directors and positions reporting to the director need to spend time on visionary and strategic initiatives and less time on tactical day-to-day activities.
6. **Functional organizational structures:** Most agencies have a functional approach to organizational structure and find this the most successful organizing approach. This includes areas such as recreation, parks and facilities, and administrative functions such as human resources, marketing, and finance. This is true for Tampa Parks and Recreation, having changed from a geographical structure several years ago.
7. **Management return on investment:** Management staff should supervise positions that warrant a sufficient return on investment of their time. Specifically, this suggests positions of higher level of responsibility should be responsible for supervising positions that in turn have supervisor responsibilities. A senior-level manager should supervise a mid-level manager and not a front line employee.
8. **Clarity of roles and responsibility:** Employees should have a clear understanding of their individual roles, roles of their supervisors, and roles of any staff above their direct supervisor. A clear direction from supervisor to individual employees should exist, even when work tasks involve reporting to more than one supervisor.
9. **Future organization chart:** A three-year human resource plan should show the Department's organization structure for the future, giving employees an opportunity to prepare for future advancement.
10. **Succession planning:** Positions should be earmarked for possible successors to the Department Director's position. In addition, all of the managers reporting to the Director should also have succession plans in place for their future departure from the agency.

Span of Control

The existing organization of the five functional divisions is appropriate for the Department the size of Tampa. The Department experienced a significant change in structure from a geographically based structure to one aligned more with functions. As a result, the existing structure should continue as is, given that a significant change somewhat recently occurred. Therefore, no wholesale change is recommended; recommendations will focus on smaller changes throughout the Divisions.

The span of control for the Director position is fairly large with five Division Managers and two Superintendents reporting to the Director. In addition to these positions, there are also two additional positions: Project and Services Coordinator and an Executive Aide. As a result, the span of control is nine positions, which represents the upper limit of the span of control guideline mentioned previously. The recommendation is to continue with this structure, but after a year's time, evaluate how it is working and make adjustments from there.

The typical local government approach to structure includes having a deputy director position. BerryDunn sees this as a somewhat outdated approach to structure, and it adds a significant expense, considering the salary and benefits. A few employees mentioned that decision making would move quicker with a deputy director.

The existing Division Managers and Superintendents are strong leaders and have been in their positions for quite some time. They are capable of running their Divisions and can handle the day-to-day affairs of their operations. Adding one deputy position does not significantly change the span of control that would report to the deputy, with the Department organized into seven divisions. Again, the recommendation is to not make this change and continue as is. However, as the system becomes larger, consideration may be given to creating four assistant director positions:

- Administration
- Recreation/Aquatics/Special Events
- Planning
- Park Maintenance/Urban Forestry

The span of control for the seven Division Managers overall is appropriate, as the three large operating Divisions: Aquatics/Athletics/Special Facilities, Recreation, and Park Maintenance all have either six or seven direct reports. The smaller Divisions of Administration, Planning and Design, and Urban Forestry have fewer positions and therefore the span of control is adequate.



Gandy Park South

Staffing and Structure

General Comments

Throughout our conversations with employees, there is a widely held opinion that the Department needs additional employees. Most of the Divisions expressed the need for additional staff, though the most acute areas are Parks Maintenance and Urban Forestry. As a result of the demand for maintenance support and tasks, there is an inability to plan for ongoing preventive maintenance activities. A significant amount of time is spent reacting to problems and issues, such as Urban Forestry not being able to reach their annual tree planting goal.

A staffing study could be done with benchmark communities to develop comparative information that will help identify quantifiable data to make staffing level recommendations. Though, this type of analysis is difficult to develop as agencies are very different in terms of maintenance required (golf course and athletic field maintenance requirements are much different than general park maintenance). In addition, programming positions are also difficult to compare, given the differences in size and number of facilities.

An important source of data is to quantify the impact of additional parks, facilities, amenities, and programs to show evidence of growing demand for work and the number of staff that support the work. This will show trend lines in the increase in workload as compared to changes in staffing levels. This may be helpful in trying to show evidence of needed additional positions.

The most significant pain point mentioned by employees was the hiring process, and how long it takes to bring someone on board. It may be worth considering trying to influence the City's Human Resources Department to be able to manage some of the process within the Parks and Recreation Department.

There are examples of job descriptions not matching the actual job of an employee as the confined job titles used by the City do not always represent the individual nuances of some positions in the Department. While this may be beyond the control

of the Department, it may be worthwhile to try to influence change to more accurately reflect actual job duties, such as Urban Forestry .

Many staff commented that they do not always know whom to contact for addressing questions, concerns, or support. This could be accomplished through the development of a document that lists the divisions and specific responsibilities included in each division. Longer term employees know who to contact, but newer employees mentioned this being an obstacle to getting work done.

In looking at the structure, there are examples of Tampa parks that have several staff reporting to different supervisors, and as a result, there is no ultimate person in charge which may end up being confusing to the external customer. Supervisors within a park setting should meet together on a regular basis to share updates, open lines of communication and establish responsibility for customer inquiries.

Cities across the country are facilitating efforts related to diversity, equity, and inclusion. It's important for the Department to align efforts with any citywide efforts in this area. It may be useful to develop policies and practices aligned with the over-arching practices the City develops. This can include examples such as public outreach, cultural variety of special event offerings, and hiring of staff.

There is a park security function. Many large systems augment safety through the use of a park police force, which may be a consideration for the future.

Park Maintenance

Within the Parks Maintenance Division, there currently is a South and North District, complemented with a Citywide Horticulture Team. Given the expanse and size of the City, a future recommendation includes adding two additional Districts that result in a North/South/East/West configuration. This would reduce the amount of driving time for staff. On the other hand, equipment inventory will need to increase somewhat, but the efficiencies derived from this structure will result in a better return on investment of staff time.

In the review of financial results, it appears that there

is an excess of \$600,000 in overtime pay, primarily within the Parks Maintenance Division. This is, in part, a result of assigned schedules that end mid-afternoon. As a result, the Department is looking into staggering work schedule hours to reduce the amount of overtime required, which should result in a significant lowering of labor expenses.

Maintenance contract oversight is housed within the Administration Division. This is typically housed in park maintenance as this Division is more closely related to the contract work. The same is true for cemeteries, that the responsibility is housed within park maintenance. However, this position includes mostly administrative responsibilities; therefore, there is not a need to move the area from Administration to Parks Maintenance. In addition, fleet typically is located within parks maintenance divisions, as the staff are closer to the process and have the need for equipment and vehicles. Therefore, the recommendation is to move management of maintenance contracts and fleet to Parks Maintenance and leave Cemeteries within Administration.

Technology tools will increasingly be used to reduce staff time dedicated toward maintenance activities. An example is staff members getting drone certification. In the future, opportunities will arise for additional ways of reducing maintenance labor hours through the use of robotics, such as a Turf Tank GPS paint robot for athletic fields, and mobile applications for work orders and inspections.

Administration and Resources

The Administrative and Resources Division includes two Team Supervisor positions reporting to the Division Manager. The two Team Supervisors oversee the same job duties, including budget, human resources, and asset management. There is also an Office Support Specialist IV reporting to the Division Manager.

While administration's role is to develop and help ensure compliance with many policies and procedures, there is a lack of consistency in many practices among staff, with bank reconciliations and purchasing being two examples. Creating better consistency requires process documentation and

ongoing training and education. Many times the lack of consistency is a result of staff being pressed for time and not taking the time to follow established protocols. Administration could offer quarterly education updates.

The OSS positions were mentioned as an area of concern for the incumbents in the position as well as for other employees. In some cases, the OSS report to multiple supervisors. This, in and of itself, is not necessarily problematic. The OSS positions are set up as a matrix type function, supporting where needed. As a result of working across Divisions, this is another example of the importance of documenting information, outlining what each OSS is responsible for and the support they provide for other divisions. This is also an area that should continue providing cross training opportunities for the OSS staff.

Recreation and Aquatics/ Athletics and Special Facilities

The organization structure for Recreation consists of three Team Supervisors, overseeing a geographical area and two Team Supervisors overseeing Arts/Theatre and Fitness/Wellness. For programming, the consulting team wondered if there would be any benefit to pulling out additional core program areas and developing those as citywide programs, following the Department's approach to a functional structure. Currently the four program areas mentioned above and special population programming are set up Citywide.

A key theme from meetings with recreation staff was that the staffing and facility maintenance gaps were due to funding/budgetary constraints. Front-line staff do not feel they have the human, fiscal, and facility resources to be successful, and they are not receiving adequate resources and/or the Department is not promoting revenue generation/additional funds.

Recreation staff feel that it would be helpful if they had their own small maintenance crew to help support their efforts. The same is true for Aquatics/Athletics/Special Facilities. This would enable them to have direct control over getting needed maintenance support, rather than having to rely on Parks Maintenance or the City's Facility Department.

There is no position that is focused on outdoor recreation and nature-based programs. It remains to be seen how those program types fare in the community engagement and survey process, but nationally, these program areas are growing.

Athletics, Aquatics, and Special Facilities includes six Team Supervisors. Areas of responsibility include Citywide Athletics, Athletic Field Management, Aquatic Facility Maintenance, Citywide Aquatics, JBL River Center/Boat Operations, and Special Facilities. Typically, park maintenance divisions include this area of responsibility in other systems we have reviewed. The six reporting areas to the Division Manager is appropriate, and no changes are recommended. Staff working within Aquatic Facility Maintenance have left to take positions with the City's Facility Maintenance Department because of higher pay with the City's Facility Department.

Planning and Design and Natural Resources

The Division is organized with five Landscape Architects reporting to the Division Superintendent. This structure makes sense and no changes to the structure are recommended. The group is extremely challenged with maintaining the infrastructure with limited resources. Project management is a challenge as a result of each staff member having so many projects to manage simultaneously.

As a result, the Department is in a reactionary mode many times, and is not able to devote enough time to long term planning. Similarly to other Divisions, the employees in Planning and Design also feel that a small special projects crew would be helpful to assist with projects given the volume of work they manage. A staff person to manage the multiple requests from the public is also desired.

According to staff there is no long-term replacement plan for assets. This should be a priority recommendation for the Department and noted within the Master Plan.

Urban Forestry

Reporting to the Division Manager are three positions: a Site Supervisor I, Contract Monitor, and Tree Planting Specialist. No changes to the structure are recommended. The group feels that major progress has been made in how they do their work, have improved the use of data for decision making, and have continuously improved processes. The most significant problem for the Urban Forestry group is the lack of staff and equipment.

Office of Special Events

The Special Events Division includes a Division Superintendent and seven Special Events Team members. The Special Events Team includes two Senior Special Event Coordinators, two Special Event Coordinators, and two Customer Service Representatives.

There is great value in the "one stop shop" experience for the public facing events, the Division leads the permitting elements of planning events as well as the coordination and operations of the events. There are challenges in the way that special events are categorized, and so some articulation in code and policy would make it easier for oversight.

Special events in large park and recreation systems typically report to the City Manager's office. Again, we are not recommending changing this. We have asked the question if the Department is cannibalizing staff to support special events, taking staff away from other functions. It would be useful to do an analysis of events, total costs versus revenue, though, special events are difficult to assess when merely looking at expense and revenue because of the indirect public relations/brand awareness created by events.

Future Positions

It's more typical to find approximately three to four marketing-related positions for the size of Tampa. Currently, there is one, newly hired dedicated marketing staff. Many times these positions are part of a marketing and communications group and include both corporate (departmental) and tactical marketing in support of recreation programming, facility operations, and events. These positions work closely with the City's public information office or mayor's office. More frequently, agencies are adding job responsibilities that include community outreach and sometimes partnerships.

It's common to find at least one management analyst position in a department the size of Tampa. This position would be able to provide data to assist in decision making with quantifiable information.



New Tampa Recreation Center



Anderson Park

2.6 FINANCIAL STRATEGIES & COMPARATIVE ANALYSIS

INTRODUCTION

This section of the report provides a high-level background of the project, as well as key terms and their definitions.

Project Background

The project team completed a parks and recreation budget and funding analysis and peer cities comparison in support of the City of Tampa (City), Florida's Parks and Recreation Department's (Department) master planning efforts. The analysis was conducted by reviewing the Department's fiscal year (FY) 2022 proposed operating and capital improvement plan (CIP) budgets, in addition to available prior year's data and information. Furthermore, the consultants surveyed the FY 2022 proposed operating and CIP budgets of five peer cities in order to gain greater insight into how the Department's financial and demographic metrics compare to those park and recreation operations which operate in similar environments with similar characteristics. In addition to reviewing readily available budget and financial information, the project team met with Department staff to gain insight on financial policies and trends at the Department level.

This report provides the City with an overview of Department revenues generated by way of user fees and charges and associated operational expenses for FY 2022. The report also documents the estimated percentage of full costs recovered by way of programs and services for which user fees and charges are currently assessed. This information will allow City officials to make informed policy decisions regarding future adjustments to fees and charges, if so desired. Finally, this report also describes the approach to the analysis and understanding of the Department's organizational structure and services provided, technical findings, and peer city comparisons.

APPROACH AND WORK PERFORMED

This section of the report outlines how the financial analysis approach and summarizes the major tasks that were performed within each phase.

Work Performed

The approach to complete this analysis involved three phases: Phase 1 – Project Management and Initial Planning; Phase 2 – Budget and Funding Analysis, and Peer City Comparisons; and Phase 3 – Final Report Findings. Central to the approach was the use and review of publicly available financial and statistical data, Department specific financial information and data, and information gathered from discussions with Department subject matter experts (SME), all which was used to calculate the Department's cost recovery level and capital funding level. Furthermore, the Department's FY 2022 operating and capital budget information and data was used to perform comparison scenarios against select peer cities to further assess the Department's revenue generation and funding levels to those of similar parks and recreation operations throughout the country.

After an initial project planning call with the City to clarify goals and objectives, identify known project constraints, and refine dates and/or tasks as appropriate, the team requested and reviewed documentation and data to get a better understanding of the current services and financial environment.

The project team conducted a project kickoff meeting and scheduled a series of follow-up meetings with City SMEs directly involved in the Department's budget development and management and service delivery functions. The team also followed up with City staff on multiple occasions throughout the course of the project to confirm BerryDunn's understanding of the data and information provided. The aim of these meetings and conversations was to discuss the level of revenue generated by way of user fees and

charges, and to discuss the associated expenses incurred to provide Department programs and services.

The team reviewed the Department's FY 2019, 2020, 2021, and 2022 financial and program data and guided City staff through discussions to consider adjustments to the fee schedule that might better reflect the cost of services the City commonly provides, and the way in which those services are delivered.

This section of the report provides a general overview of the Department's organizational structure and the major technical findings identified.

BUDGET AND FUNDING FINDINGS

Table 2-10 : Departmental Overview

Name/ Function	Function Description
Parks and Recreation Department	The Department has broad responsibilities, including providing recreational services, parks operation and maintenance, and recreation centers operation and maintenance. The Department strives to be responsive to the community and to provide outstanding customer service and contributes to a healthy, active, and educated community, providing stewardship and management of parklands, waterfront and civic facilities and creating opportunities for all people to participate in a rich variety of recreational activities. Over 450 full-time staff (FTE) and many part-time and seasonal staff work together to accomplish these goals.
Programs and Activities	The Department offers a full-range of recreational and therapeutic recreation programs and services for participants of all ages including, but not limited to: aquatics, arts, dance and theater, athletics, camps, special events, health and fitness, nature, and trips.
Parks and Outdoor Facilities	The Department operates and maintains and number of parks and open spaces encompassing thousands of acres throughout the city. This diverse offering allows residents and visitors alike to participate in a wide-range of activities ranging from wildlife and plant observation to more active pursuits such as fishing, hiking, biking, tennis, basketball and other outdoor recreational opportunities.
Facilities and Rentals	The Department operates and maintains facilities used for recreational activities and programs, community and resident use, special events, and private rentals.
Technology	The Department uses RecTrac to manage in-person, phone and online registrations for recreation programs and activities; Ungerboeck is used for special events management; Plant Geo Tree Plotter for tree management and work order record keeping; and, the Department is currently planning implementation of TMA System for work order management.
Budget and Funding Structure	The Department accounts for fees and charges revenue, and expenses related to the provision of Departmental programs and services in two operating budget categories: Culture and Recreation Services and Physical Environment Services, and utilizes 26 cost centers for more detailed budgeting. The major funding source for Departmental operations comes from the City's General Fund.

Departmental Overview

The Department offers a variety of recreational programs and services and access to parks and facilities which feature amenities to suit all interests. Common amenities include: athletic fields and courts; arts, performance and event spaces; fitness and wellness opportunities; marine and waterfront areas; natural and open spaces; playgrounds and picnic shelters; all for residents and visitors to enjoy. Department staff also operate and maintain over 191 parks covering more than 2,600 acres which offer organized and open recreation opportunities, picnic areas, and children’s play areas. Finally, the Department is responsible for the operation and maintenance of multiple recreation centers which are utilized for planned group programs, meetings, and special events. **Table 2-10** summarizes the departmental structure and operations as they are currently organized.

General Fund

The Parks and Recreation Department’s total proposed operating budget for FY 2022 is \$55,356,778 representing a 14.7% increase from the prior FY. The Department is primarily funded by General Fund revenue with revenue generated from user fees and charges projected to be 7.2% of total funding for FY 2022. The low percentage of revenue recovered from user fees and charges is not surprising given the relatively small base of revenue producing facilities and programs. **Figure 2-10** depicts user fees and charges revenue, operating expenditures and percent of costs recovered for the FYs shown.

As is depicted below in **Figure 2-10**, revenue generated from charges for services have, or are projected to, remain less than 10% of total funding for the FYs 2019 – 2022. Overall, when compared to national averages for parks and recreation operations across the country that attempt to maintain levels of cost recovery in the 25% to 50% range, the Department remains well outside of the low end of that range. All Department revenue generated from user charges is accounted for in the City’s General Fund. The Department does not utilize any special revenue funds or enterprise

Figure 2-10: Charges for Services and Operating Expense

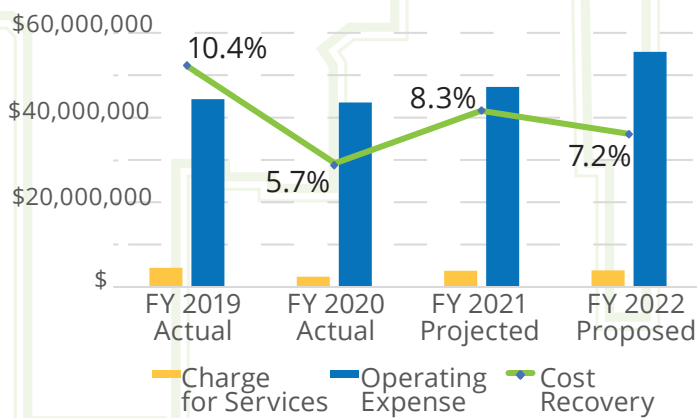
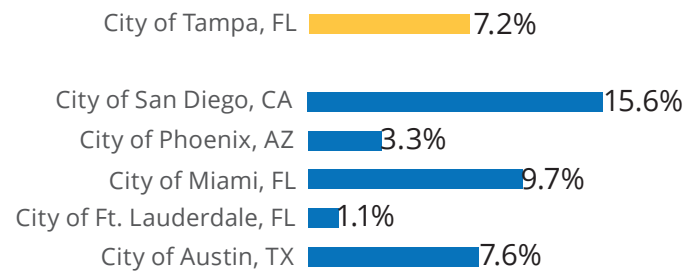


Figure 2-11: Projected Cost Recovery



funds to account for and separate out user charges revenue received from all other General Fund support. And while it is evident that revenues earned by the Department do not fully fund its operations, with the Department relying on General Fund revenues to provide the remaining funding, it appears that this is driven more by local policy than by poor financial management.

Departmental cost recovery, the percentage of costs covered by revenue, was surveyed across five peer cities selected by identifying revenue generation associated with user fees and charges for park and recreation programs and services, and identifying all operational costs associated with, and applicable to program and service delivery. **Figure 2-11** depicts user fees and charges revenue as a percent of operating expenditures for the cities depicted, specifically for FY 2022.

CIP Investments

The Department continues its commitment towards community-centric quality services with over \$9.5 million in capital investments planned for FY 2022 for a variety of parks and recreation neighborhood projects. Specific, major projects include: \$2.6 for the East Tampa Recreational Complex, \$2.4 million for the Forest Hills Park Improvements, \$1.7 million for the New Tampa Inclusive Playground, \$1.1 million for Rivercrest Park Boardwalk Renovations, \$0.8 million for small neighborhood parks, as well as \$1.0 million for various projects including ADA improvements, security lighting, shade structures, and the demolition of old structures. Furthermore, planned CIP investments planned for the next five years and beyond total more than \$33 million for continued improvements to parks and recreation infrastructure.

In order to understand how the Department’s planned CIP investments for FY 2022, as well as planned CIP investments over the next five years and beyond, compared to that of similar, large, parks and recreation operations across the country, planned capital allocations were compared to other agencies in Arizona, California,

Florida, and Texas with similar demographics, economic development activity, and departmental organizational structures. **Figure 2-12** and **Figure 2-13** compare the Department’s planned FY 2022 CIP investments and beyond to that of peer cities surveyed, beginning with FY 2022.

Figure 2-12: Proposed CIP Investments FY 2022

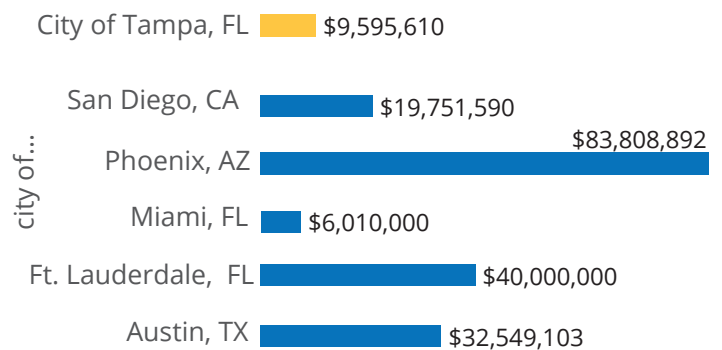
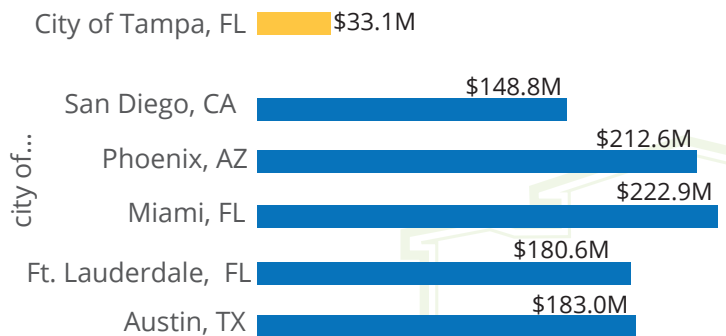


Figure 2-13: Proposed CIP Investments Five Years and Beyond



The City of Austin planned FY 2022 CIP investments total more than \$32 million. Major projects include new construction, upgrades and safety enhancements to aquatics facilities, such as municipal pools, neighborhood pools, wading pools, and splash pads; athletic facilities; buildings improvements related to the expansion or renovation of existing facilities and the construction of new facilities; land acquisition, including land on which to build new facilities; and park development and improvements to metropolitan parks, district parks, neighborhood parks, pocket parks, greenbelts and preserves, and special parks.

The City of Ft. Lauderdale has earmarked \$40 million for planned capital spending to fund the cost of development, design, acquisition, construction, equipping, installation, improvement and furnishing of a variety of parks and recreation projects throughout the community.

The City of Miami parks and recreation department plans to invest over \$6 million in FY 2022 for citywide parks safety enhancements, equipment, and site improvements; tennis court reconstruction and lighting Improvements; upgrades to a sand filtration system for a pool; and at least five additional major park amenities renovations.

The City of Phoenix plans over an \$83 million investment in parks, recreation, and mountain preserves capital infrastructure for FY 2022. Major projects include construction of three new parks, design of a future mountain park, and five major park renovations including aquatic infrastructure renovations, mountain park improvements, and facility repairs.

The City of San Diego parks and recreation department, in collaboration with the engineering & capital project department and the San Diego Unified School District, are planning almost \$20 million in capital investments and joint use projects to enhance the overall park system throughout the community. Currently identified are 34 specific park and facility projects and joint use facility projects planned to commence in FY 2022.

In addition to the planned CIP investments for FY 2022, also surveyed were planned capital investments for the next five years and beyond, to give further insight into the longer term investments some agencies are committing to their parks and recreation capital infrastructure. The graphic below compares the Department's planned CIP investments over the next five years and beyond to that of peer cities surveyed.

It is important to note, as is evident from **Figure 2-12** and **Figure 2-13**, that the Department's planned investments in parks and recreation capital improvements over the next five to six years are about 17.5% of those of the peer cities surveyed.



Fund Balance/ Reserves

Some park and recreation agencies choose to employ a fund structure and set fees at levels designed to generate a fund balance sufficient to help ensure business and service continuity if a downturn in the economy, or some other unforeseen event or circumstance occurs. The use of the reserve balance funds for specific expenditures and the maximum allowable fund balance (fund balance ceiling) is generally determined by local policy, State legislative statute, or a combination of both. Specific to this study, the project team did not identify or calculate an existing fund balance designated specifically for Department use.

Formal Fee Update

The City does not undertake basic cost of service updates annually and has not conducted a formal fee assessment since 2009, at which time only a few select fees were proposed for adjustment. To that end, with the exception of charges associated with special events and user fees and charges developed for new parks and amenities, the majority of Department user fees and charges have remained unchanged since 2009. It is important to note, fee schedule adjustments are flexible, and often provide for ranges at the Director's approval.

Summary of Technical Findings

Table 2-11 provides a summary of the key technical findings from the analysis of the Department's revenues and expenditures.

Table 2-11 : Summary of Technical Findings

Category	Findings
Current Overall Operation Cost Recovery	For FY 2022, the Department has and assigned \$3,985,894 of revenue and \$55,356,778 of estimated operation expense for FY 2022. The Department's current cost-recovery rate for all programs and services analyzed in this study is 7.2%. A comparison of how this rate of cost recovery compares to peer cities across the country can be found below and in section 4.0 below.
Operating Budget as a Percent of the City's General Fund.	The Department's operating budget represents 11.4% of the City's General Fund budget for FY 2022. A comparison of how this value compares to peer cities across the country can be found below and in section 4.0 below.
Operating Budget per Capita	The Department's operating budget for FY 2022 allows for an estimated \$142.70 of budget per capita. A comparison of how this value compares to peer cities across the country can be found below and in section 4.0 below.
Population per FTE	The Department employs one FTE for every 854 residents.
Planned CIP Investments	This study revealed that the Department proposes to allocate \$33,103,896 over the next five to six years for parks and recreation related infrastructure improvements.

PEER CITY COMPARISONS

This section of the report outlines the summary findings the project team identified and compiled to develop peer city comparisons.

Peer city comparisons can provide useful insights into how Tampa’s parks and recreation funding compares with similar cities across the country. And while Tampa’s parks and recreation system is unique in many ways with regards to demographics, funding, and community characteristics, the selection of peer cities attempts to reflect as closely as possible the unique elements found throughout the Tampa community.

Austin, TX



Fort Lauderdale, FL



San Diego, CA



Miami, FL



Phoenix, AZ



City of Austin, TX

Based on 2019 estimates, the City of Austin served an estimated population of 950,807 people, within its 272 square miles, an area over 50% larger than that of Tampa. Austin's population density is slightly lower than that of Tampa's with an estimated 3,162 people per square mile. The City's median household income for 2019 was estimated to be \$80,954 compared with that of Tampa's estimated 2019 median household income of \$53,833.

Austin's parks and recreation department is a full service operation providing a wide variety of recreational opportunities and access to parks and open space. The Department employs over 700 full-time staff and 1,000 part-time and seasonal staff across 14 divisions to provide recreation programs and services; operates and maintains over 17,000 acres of parkland throughout 291

parks. Additional system highlights include the operation of: 40 pools and 20 recreation centers offering residents and visitors a variety of aquatic, athletic, environmental, recreation, and cultural opportunities, as well as educational programming, all at affordable price structures.

Austin's parks and recreation department maintains facilities and grounds landscaping for parks, trails, cemeteries, playgrounds, and recreation facilities, along with providing input for developing capital improvement projects. The department of parks and recreation ranks second in the City with \$182 million planned CIP spending for the next five years and beyond, focused on investing heavily in parks, trails, and facility improvements



Downtown Austin

Table 2-12 : Demographic & Park Summary of Findings

City	Population	Jurisdiction (sq. mi)	Population Density (sq. mi)	Median Household Income
Tampa ¹	387,916	176	3,549	\$53,833
Austin ¹	950,807	272	3,162	\$80,954

City	Number of Parks	Total Park Acreage	Acres/1000 pop.	% of Municipality as Parkland
Tampa	176	2017	5.24	1.79%
Austin	291	17,000	17.88	9.77%

1) United States Census data 2019 <www.census.gov>

Table 2-13 : Budget Summary of Findings

City	City General Fund (\$000's)	P&R Operating Budget (\$000's)	P&R % of General Fund	Budget per Capita	CIP Investment 5+ Years (\$000's)	% of Cost Recovered from Charges
Tampa ¹	\$483,891	\$55,356	11.4%	\$142.70	\$33,104	7.2%
Austin ²	\$1,200,000	\$112,492	9.4%	\$118.31	\$182,984	7.6%

1) City of Tampa Operating Budget FY 2022 & CIP Program FY 2022 <www.tampa.gov>
 2) City of Austin Operating Budget FY 2021 & FY 2022 <www.austintexas.gov>

City of Ft. Lauderdale, FL

Located roughly 250 miles southeast of Tampa, the City of Ft. Lauderdale serves an estimated 180,124 residents. Encompassing approximately 36 square miles, Ft. Lauderdale covers an area about five times smaller than Tampa. With an estimated population density of 5,294 people per square mile, Ft. Lauderdale is significantly denser than Tampa. The City's median household income in 2019 was estimated to be \$59,450 slightly more than that of Tampa households.

With an annual operating budget of more than \$50 million and employing 236 full-time staff, the parks and recreation department offers a wide range of programs and activities to meet the health, recreation, and leisure needs of the community. The department's divisions include special facilities and administration, cemetery, recreation, facilities maintenance, parks, marine facilities, and sanitation. The department has recently

constructed new parks and expanded green space to further contribute to the City's aesthetic enhancement and livability. The City's parks and recreation department boasts endorsement from the Commission for Accreditation of Park and Recreation Agencies (CAPRA).

The City is currently making significant investments to its parks and recreation system with the first \$80 million, of the voter approved \$200 million in general obligation bonds for improvements to the City's parks and recreation system, planned for projects in parks throughout the city. The parks bond will enable Ft. Lauderdale to make significant citywide investments in its parks system with the City planning for nearly every park in the system to benefit from upgrades and enhancements such as new playgrounds, walking trails, pools and splash pads, boat slips and ramps, outdoor fitness equipment, athletic courts and fields, lighting, solar panels and shade structures, pavilions, restrooms, ADA improvements, and new dog parks.



Fort Lauderdale Riverwalk

Table 2-14 : Demographic & Park Summary of Findings

City	Population	Jurisdiction (sq. mi)	Population Density (sq. mi)	Median Household Income
Tampa ¹	387,916	176	3,549	\$53,833
Ft. Lauderdale ¹	180,124	36	5,294	\$59,450

City	Number of Parks	Total Park Acreage	Acres/1000 pop.	% of Municipality as Parkland
Tampa	176	2017	5.24	1.79%
Ft. Lauderdale ¹	125	1,089	6.05	4.73%

1) United States Census data 2019 <www.census.gov>

Table 2-15 : Budget Summary of Findings

City	City General Fund (\$000's)	P&R Operating Budget (\$000's)	P&R % of General Fund	Budget per Capita	CIP Investment 5+ Years (\$000's)	% of Cost Recovered from Charges
Tampa ¹	\$483,891	\$55,356	11.4%	\$142.70	\$33,104	7.2%
Ft. Lauderdale ²	\$386,000	\$54,271	14.1%	\$301.30	\$180,607	1.1%

1) City of Tampa Operating Budget FY 2022 & CIP Program FY 2022 <www.tampa.gov>
 2) City of Ft. Lauderdale Operating Budget FY 2021 & FY 2022 <www.fortlauderdale.gov>

City of Miami, FL

Located just 30 miles south of Ft. Lauderdale and 280 miles southeast of Tampa, the City of Miami serves an estimated 454,279 residents spanning 56 square miles. With an estimated 13,286 people per square mile, Miami boasts the highest population density among peer cities surveyed. With a median household income \$39,049, about 27% less than that of Tampa households.

The City's parks and recreation department is a full-service CAPRA accredited operation with an annual operating budget of over \$53 million, employing 288 staff, providing recreational activities and access to open spaces in 147 parks totaling more than 1,400 acres. Additional system highlights include 43 community centers, 12 swimming pools and four gymnasiums.

To account for the ongoing acquisition, rehabilitation, maintenance and construction of parks and capital facilities throughout the city, capital investments totaling more than \$220 million over the next five years and beyond have been planned.



Downtown Miami and Biscayne Bay

Table 2-16 : Demographic Summary of Findings

City	Population	Jurisdiction (sq. mi)	Population Density (sq. mi)	Median Household Income
Tampa ¹	387,916	176	3,549	\$53,833
Miami ¹	454,279	56	13,286	\$39,049

City	Number of Parks	Total Park Acreage	Acres/1000 pop.	% of Municipality as Parkland
Tampa	176	2017	5.24	1.79%
Miami ¹	147	1400	3.08	3.91%

1) United States Census data 2019 <www.census.gov>

Table 2-17 : Budget Summary of Findings

City	City General Fund (\$000's)	P&R Operating Budget (\$000's)	P&R % of General Fund	Budget per Capita	CIP Investment 5+ Years (\$000's)	% of Cost Recovered from Charges
Tampa ¹	\$483,891	\$55,356	11.4%	\$142.70	\$33,104	7.2%
Miami ²	\$866,130	\$53,177	6.1%	\$117.06	\$222,863	9.7%

1) City of Tampa Operating Budget FY 2022 & CIP Program FY 2022 <www.tampa.gov>

2) City of Miami Operating Budget FY 2021 & FY 2022 <www.miamigov.com>

City of Phoenix, AZ

Located in the southwestern part of the country, the City of Phoenix serves and estimated 1.6 million residents throughout its 517 square miles making it the most populous and most expansive peer city surveyed. Phoenix has a population density of 3,349 people per square mile and a median household income estimated to be \$57,459.

The City provides residents and visitors access to more than 41,000 acres of desert parks and mountain preserve land and more than 200 miles of trails. Additional system highlights include: 185 parks, 32 community and recreation centers, eight golf courses, 29 pools.

The City's planned capital improvement investments over the next five years and beyond for parks, recreation and mountain preserves projects totals over \$212 million. Funded primarily by general obligation bonds, supplemented by, operating grants, capital grants, capital reserves, and development impact fee funds the capital program includes land acquisition; improvement and rehabilitation of city parks, trails, sports fields and pools; installation and replacement of security and sports field lighting; parking lot improvements; construction of ADA accessible amenities; and other citywide park infrastructure improvements. Major CIP highlights include: \$2.8 million for community centers, \$118 million for parks development, \$29 million for specialty parks, \$29 million for preservation, \$30 million for land acquisition, and \$4 million for trails development.



Phoenix Civic Space Park

Table 2-18 : Demographic Summary of Findings

City	Population	Jurisdiction (sq. mi)	Population Density (sq. mi)	Median Household Income
Tampa ¹	387,916	176	3,549	\$53,833
Phoenix ¹	1,633,000	517	3,349	\$57,459

City	Number of Parks	Total Park Acreage	Acres/1000 pop.	% of Municipality as Parkland
Tampa	176	2017	5.24	1.79%
Phoenix	185	41,000	25.11	12.39%

1) United States Census data 2019 <www.census.gov>

Table 2-19 : Budget Summary of Findings

City	City General Fund (\$000's)	P&R Operating Budget (\$000's)	P&R % of General Fund	Budget per Capita	CIP Investment 5+ Years (\$000's)	% of Cost Recovered from Charges
Tampa ¹	\$483,891	\$55,356	11.4%	\$142.70	\$33,104	7.2%
Phoenix ²	\$1,607,618	\$124,443	7.7%	\$76.20	\$212,697	3.3%

1) City of Tampa Operating Budget FY 2022 & CIP Program FY 2022 <www.tampa.gov>
 2) City of Phoenix Operating Budget FY 2022 and CIP FY 2022 - 2026 <www.phoenix.gov>

City of San Diego, CA

The most western city surveyed, San Diego has an estimated population of 1.4 million encompassing 372 square miles. The city has a population density of 4,381 people per square mile and a median household income of \$79,673, the second highest among peer cities surveyed.

The Department operates and maintains recreational facilities including recreation centers, playgrounds, athletic fields, pools, campgrounds, nature center, gymnasiums, skate parks, boat launch ramps, waterfront amenities and piers, dog off-leash areas, and golf courses and complexes.

The system includes over 42,000 acres of parks and almost 27,000 acres of open space, and major aquatic areas. The department provides a wide variety of recreational opportunities throughout 400 parks and across 27 miles of waterfront, which includes 13 miles of oceanfront shoreline and 14 miles of bay front shoreline.

Additional system highlights include: 59 recreation centers, 13 aquatic centers, and approximately 289 playgrounds. There are approximately 210 miles of multi-use trails throughout the open space park system.

The department's robust CIP plays an important role in providing funding for new facilities and addressing deferred capital of existing facilities, and to continually invest in capital improvements in order to keep park facilities safe, available, and accessible for recreational activities.

In the last six years, the City has built 14 joint use projects throughout the city. Future planned investments include the design and construction of approximately 37 new and expanded joint use facilities.



Balboa Park

Table 2-20 : Demographic & Park Summary of Findings

City	Population	Jurisdiction (sq. mi)	Population Density (sq. mi)	Median Household Income
Tampa ¹	387,916	176	3,549	\$53,833
San Diego ¹	1,410,000	372	4,381	\$79,673

City	Number of Parks	Total Park Acreage	Acres/1000 pop.	% of Municipality as Parkland
Tampa	176	2017	5.24	1.79%
San Diego	400	42,000	29.79	17.64%

1) United States Census data 2019 <www.census.gov>

Table 2-21 : Budget Summary of Findings

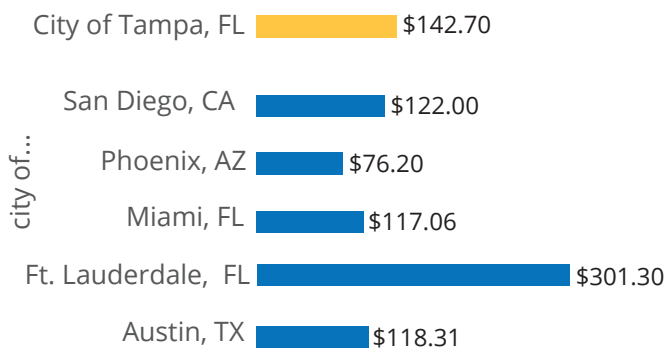
City	City General Fund (\$000's)	P&R Operating Budget (\$000's)	P&R % of General Fund	Budget per Capita	CIP Investment 5+ Years (\$000's)	% of Cost Recovered from Charges
Tampa ¹	\$483,891	\$55,356	11.4%	\$142.70	\$33,104	7.2%
San Diego ²	\$1,743,548	\$172,166	9.9%	\$122.00	\$148,780	15.6%

1) City of Tampa Operating Budget FY 2022 & CIP Program FY 2022 <www.tampa.gov>
 2) City of San Diego Operating Budget FY 2022 & CIP Program FY 2022 <www.sandiego.gov>

Project Spending per Citizen

Shown in **Figure 2-14** below highlights the estimated operating budget spending authority per citizen for FY 2022 for the Tampa Department of Parks and Recreation, and for each Parks and Recreation Department of the peers surveyed.

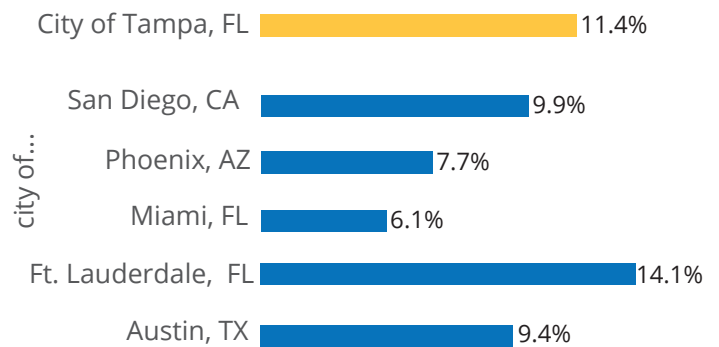
Figure 2-14: Operating Budget Expense per Citizen



Projected Operating Budget/ Percent of General Fund

Figure 2-15 below depicts the estimated operating budget as a percent of the City of Tampa's General Fund for FY 2022, and for each Parks and Recreation Department compared to the respective City's General Fund of the peers surveyed.

Figure 2-15: Operating Budget as a Percent of General Fund



Summary of Comparative Findings

It is evident that the City continues to make significant investments in its parks and recreation operations and capital infrastructure; however, it does fall short, specifically pertaining to planned levels of capital investment on an annual basis, when compared to similar parks and recreation operations across the country. And while every peer city is unique, when considering options for strategic capital investment, it is helpful to examine what other agencies with similar characteristics are choosing to invest in and to what levels.

Table 2-22 provides a summary of the key technical findings of the project teams analysis of the Department’s operating and capital metrics compared to peers surveyed. Additionally, comparative demographic metrics are included as well.

Table 2-22 : Summary of Comparative Findings

Category	Findings
Capital Investments: 12 – 18 Months	When compared to the average capital investments of peer agencies surveyed, the Department’s planned capital investments over the next 12 to 18 months are 26.3% of what peers have planned to invest.
Capital Investments: 5+ Years	When compared to the average capital investments of peer agencies surveyed, the Department’s planned capital investments for the next five years and beyond are 17.5% of what peers have planned to invest.
Annual Operating Budget	When compared to the average annual operating budgets of peer agencies surveyed, the Department’s operating budget for FY 2022 is 46.4% less than the average budgets of peers.
Operating Budget as a Percent of General Fund	When examined as a percent of the City’s general fund, the Department’s operating budget represents an estimated 11.4% of all general fund expenditures, compared to an average of 9.4% of peers surveyed.
Budget per Capita	The Department’s estimated operating budget per capita is \$142.70, significantly higher than all agencies surveyed other than Ft. Lauderdale, FL.
Median Household Income	When compared to peer agencies surveyed, Tampa’s annual median household income of \$53,833 is 15.0% less than the average annual median household income of peers surveyed.

2.7 RECREATION PROGRAM INVENTORY AND EVALUATION

The consulting team completed a recreation programming assessment in support of the City of Tampa, Florida's Parks and Recreation Department's (Department's) master planning efforts. The assessment reviewed the program menu's age segmentation and distribution, life cycle, outcomes and conditions, participation, and revenue. Additionally, similar providers and a sports and leisure market potential review provided information for a market assessment. Interviews with the Department's staff provided insight from the practitioner lens and a best practices review completed Part One of the assessment. Following this assessment, the data compiled herein will be synthesized with the community's input; the subsequent recreation services analysis will provide recommendations regarding the Department's future programmatic direction.

Some of the assessment components reviewed multiple years of data. It should be noted that performance trends in these instances were all impacted by the COVID-19 pandemic in 2020. Additionally, the single-year assessment components used data from 2019 in lieu of the most recent fiscal year's data.

CORE PROGRAMS

The following section provides specific detail about the core program areas and services offered by the Department. Department staff have defined core program areas as after school, aquatics, arts, athletics, education, fitness/wellness, gymnastics/dance, leisure, summer camps, and adaptive recreation.

After School

The After School Activities Program, known as ASAP in Tampa, provides positive, affordable opportunities for children to recreate after school. Participants can attend Monday through Friday, from 2:00 p.m. to 6:00 p.m. as well as on early release and no school days. Camps are offered during school break weeks. Department staff cited the program as one of the Department's strengths that should be capitalized on.

Aquatics

The 12 pools and 10 splash pads provide aquatic destinations throughout the City. The four seasonal and eight year-round pools provide relief from the heat, and yet struggle to support the demand of lap-lane recreation use. Structured aquatic experiences, such as swim lessons, swim teams, aquatic fitness, water safety, scuba, synchronized swimming, water polo, master's swimming—all the aquatic recreation endeavors that require large and deeper bodies of water—put a straining demand on the lap lanes.

Arts

Four art studios support a variety of visual art experiences, including pottery, fiber arts, glass, painting, printmaking, jewelry, drawing, and mixed media. A creative arts theatre company tours its shows around town for free—over 100 performances annually. Visual performances, youth workshops, and summer camps are generally inspired by children's literature.

The ArtReach program brings free art-based music, performing arts, and theatre workshops to youth at the community centers. Funded by grants and partnerships, ArtReach seeks to break down barriers to participation and expose youth to quality arts events.

Athletics

The athletics program offers an array of activities, including rowing, pickleball, basketball, swim teams, cricket, flag football, softball, soccer, football, volleyball, street hockey, and more.

After school intramural sports offer participants the opportunity to attend age-specific sport clinics or compete in basketball, flag football, T-ball, street hockey, and lacrosse. The department also hosts athletic leagues specifically for basketball, softball, flag football, lacrosse, and soccer.

The Department continues to partner with CANDO, or Children's Athletic Network & Dance Opportunities, Inc. to provide affordable softball, basketball, gymnastics and dance, and rowing for Tampa youth. The local nonprofit was established in 1993 and serves as a strong partner in providing athletic services to the community.

Education

Education programs are held for participants of varying ages throughout the community centers. Examples of education programs are cooking, computer skills, workshops, and life skills.

Fitness/ Wellness

Fitness center memberships are available at Joe Abrahams Fitness & Wellness Center, and fitness rooms are available at ten other local community centers. A variety of classes are offered throughout the community center locations, fitness centers, and parks. Examples include stretching, cardio, spin, yoga, tai chi, and Zumba, to name a few.

Gymnastics/ Dance

The gymnastics/dance program serves the largest number of participants out of any other City-run program. With more than 11,000 participants in 2019, the two locations that house the program are unable to accommodate all of the people interested in participating. As mentioned in the program performance section, the thousands of people on the waitlist each year are a testament to the enormous demand. From entry-level skill development to high-level competition, the array of gymnastic and dance opportunities is unmatched.

Leisure

Leisure programs provide an opportunity to socialize and recreate with peers. Examples of leisure programs include clubs (e.g., Fun with Me Club, Golden Super Seniors Club, Bunco Club), Parent's Night Out, Tampa Tots in Transition, social events, senior field trips, cards, movie nights, and more.

Summer Camps

Recreate, Educate, Create (R.E.C.) summer day camps are offered for approximately 10 weeks at 23 sites throughout the City for children ages 5 to 12. Participants can attend from 7:00 a.m. to 6:00 p.m., if needed. Three additional sites offer field trips with the camp experiences, but instead of \$80 per summer, the trip camps cost \$300 per summer. Additionally, a supervised playground camp located at one park site is free. Fourteen sites offer Teens Leading Change camps for participants ages 13 – 17. In addition to these summer-long camp opportunities, a plethora of sport, art, aquatic, dance, fishing, rowing, skating, and theater camps are offered in a half-day, single-day, and/or short-term lengths.

Adaptive Recreation

Adaptive, or therapeutic, recreation is a form of recreation programming specifically designed for special needs populations. Programs that fall under the realm of adaptive recreation generally span a variety of activity types. Examples include adaptive sports, bowling, art, dance, gardening, events (e.g., Monthly Parent Night Out), out-of-school activities, and camps. The staff who lead these programs are specially trained to serve the participants' unique cognitive and/or physical needs.

The City and Department are making strides to serve residents with disabilities. Designated as an Autism Friendly City, the facilities have assigned quiet rooms and supplies, and the Department staff have received autism awareness training. The adaptive recreation program grew between the start and end of this analysis; for example, the fall 2019 program guide did not mention adaptive recreation, and the fall 2021 program guide lists adaptive recreation alongside the rest of the core program areas. There is one recreation center site designated for the adaptive program, and staff see the need to create more. Additionally, adaptive services could be expanded by providing comprehensive inclusion services. Inclusion services offer special needs participants the support they need to successfully participate in mainstream recreation programming. Trained inclusion aides are assigned a participant and provide individualized, often one-on-one, attention as a means to foster semi-independent leisure experiences. The key to these services is that they are provided by trained staff.

Seniors

Designed for participants 50 years and older, senior programs offer fitness, wellness, aquatic, art, social, and lifelong learning activities throughout the year. Registration-based and drop-in activities include examples such as Stretch & Tone, Dominoes, Tae Kwon Do, Line Dancing, Sewing, and more. Senior programs occur at the Barksdale Active Adult Center as well as other recreation centers and pools throughout the City.

AGE SEGMENTATION

The age segment analysis reviews the distribution of the program offerings according to the age segments serviced. For the purposes of this assessment, the consulting team delineated age categories according to the following age structure:

- Toddler, ages 0 – 3 years
- Preschool, ages 3 – 5 years
- Youth, ages 6 – 12 years
- Teen, ages 13 – 17 years
- Adult, ages 18 – 49 years
- Senior, ages 50+ years

Table 2-23 displays the Department's 2019 program menu's quantity and percentage of enrollment-based programs offered per season and in total, according to each age segment.

Table 2-23: Age Segmentation of Enrollment-Based Programs Offered, by Season

	Winter/Spring		Summer		Fall/Winter		Age Segment	
	#	%	#	%	#	%	#	%
Early Childhood (0-5 years)	268	12.7%	176	9.4%	221	10.1%	665	10.8%
Youth (6-12 years)	697	33.0%	926	49.5%	856	39.0%	2,479	40.2%
Teen (13-17 years)	217	10.3%	112	6.0%	256	11.7%	585	9.5%
Adult (18-49 years)	427	20.2%	272	14.6%	398	18.1%	1,097	17.8%
Seniors (50+ years)	218	10.3%	125	6.7%	216	9.8%	559	9.1%
All Ages	282	13.4%	258	13.3%	248	11.3%	788	12.8%
Season Total	2,109	100%	1,869	100%	2,195	100%	6,173	100%

Advisors developed this information by reviewing the “2019 Activities for Categories” report from the recreation registration software. Department staff tallied the number of registration-based program opportunities geared toward particular age groups for the three seasons. If a program section spanned clearly across two age categories (e.g., ages 8 – 14 years), staff accounted for the program in the majority or focused age group of those enrolled. The age distribution within program offerings is as follows:

The age group that had the highest total quantity of programs planned was ages 6 – 12 years, at 2,479 (40.2%) of all programs offered. Programs for adults were the second-highest total offering, with 1,097 (17.8%). Seasonally, the quantity of programs offered in Fall/Winter was the highest at 2,195. Summer had the smallest quantity of programs offered, 1,869, due to most sites transitioning to full day summer camp programs.

An important note to keep in mind while reviewing the age segmentation analysis data is that the registration software requires the staff to designate a single age group designation per course code. This means that courses offered for participants that span two age groups (e.g., 10 – 14 years) will only appear in one of the two groups

Figure 2-16 represents the full year’s programmatic opportunities by specific age segment, only available through preregistration: A typical goal of a public recreation provider is to offer programs for all ages in a manner that balances resident demand with an equitable supply.

Figure 2-16: Age Segmentation of Enrollment-Based Programs Offered

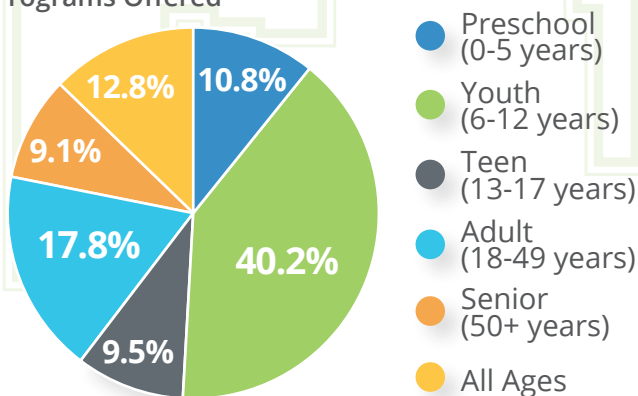
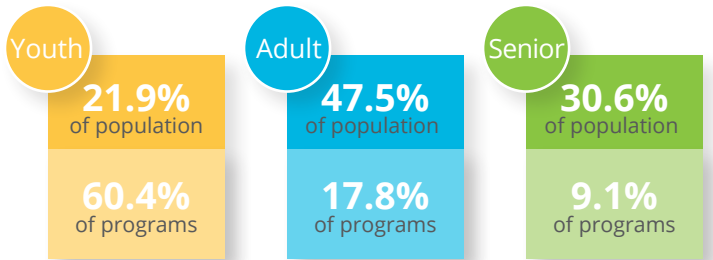


Figure 2-17 depicts the programming age segmentation that currently exists for enrollment-based programs. The segmentation review can be used to assess the extent to which each age group is being served with structured recreation opportunities. The segmentation does not necessarily need to mirror the community’s age demographic segmentation in an exact manner; however, an ongoing goal can be to balance the menu toward a reflection of the community makeup. The side-by-side comparison of the Department’s actual population and enrollment-based program offerings in **Figure 2-17** demonstrates the current scenario.

Figure 2-17: Population vs. Program Menu



As the Department considers opportunities for program expansion, **Figure 2-17** can help identify target age segments for enhancements, additions, and/or innovations. Extending the programmatic reach to those age segments that have the highest spread between offerings and population is more likely to result in a higher potential of market capture (e.g., the adult category displays a current 29.7 percentage-point difference).

Drop-In Data

It is important to recognize that the Department offers more than just enrollment-based leisure opportunities. Drop-in leisure experiences are offered throughout the City at recreation center and park locations throughout the year. For example, programs such as Teen Stay and Play have a significant reach to the teen population; therefore, the fact that 9.5% of enrollment-based programming is geared toward the teen population does not indicate that there is a lack of services being provided to that age segment. It can, in this example, indicate an opportunity to grow the opportunity for pre-scheduled, structured leisure experiences for teens.

PROGRAM CATEGORIES AND DISTRIBUTION

Figure 2-18 lists major program categories that parks and recreation agencies throughout the country commonly provide. This list helps to identify if there are any common program areas not offered by an agency; most agencies offer a majority of programs. In matching the Department’s inventory of programs against this list, a majority of the program areas, 91.1% are represented. (Blue text represents programs not offered.)

In addition to these benchmark categories, staff were proud to share that programs such as street hockey are offered. Many of the categories were marked in black text due to the fact that the after school and summer camp programs include a variety of experiences as a part of their curriculum. The programs are offered on varying degrees, in that some are offered occasionally, and some are offered more robustly and frequently. Staff also shared that they are working toward licensing child care.

For comparison purposes, the consulting team reviewed the program category percentages against its database of park and recreation agencies nationwide. The comparison agencies’ average percentage of program categories was 65.8%, which is significantly lower than the Department’s 91.1%. The program categories depicted with

blue text represent opportunities for program menu expansion. Programming existing outdoor facilities with structured opportunities, such as hosting clinics and competitions at the skate parks or facilitating biking groups on the extensive bike paths, can increase the total program menu’s diversity. That said, any new categories should first consider the associated need, based on factors such as community feedback, similar providers, appropriateness to the Department’s mission, and fiscal realities.

Department staff have defined the categories in **Table 2-24** as the core program areas. **Table 2-24** shows the quantity of total enrollment-based programs offered in each of the core program areas according to season, along with the corresponding percentage of the whole, by both program area and season.

Total enrollment-based programming across the seasons was extremely consistent, with the winter/spring season showing the highest total quantity of programs (2,042), the fall/winter season had 1,981 programs, and the summer season had the lowest quantity of programs (1,814). Aquatics programming had the highest total quantity (1,629), which accounted for over one-fourth of the total programs, as well as the highest quantity offered in each season.

Figure 2-18: Major Program Categories Commonly Provided by Park and Recreation Agencies Throughout the Country

ACTIVE ADULT	GOLF	SENIORS
AQUATICS	GYMNASTICS/ TUMBLING	SPECIAL/ COMMUNITY EVENTS
ARTS	HISTORICAL PROGRAMS	SPECIALTY CAMPS
BEFORE/ AFTER SCHOOL	HOMESCHOOL	SPORTS
BIKING	HORSEBACK RIDING	STEM/ STEAM
BIRTHDAY PARTY SERVICES	ICE SKATING/ HOCKEY	SUMMER CAMP (DAY-LONG)
CHILD CARE	LANGUAGE ARTS	SUSTAINABILITY/ GREEN
COOKING	LIFELONG LEARNING	TEEN
DANCE	MARTIAL ARTS	TENNIS
DAY/ SCHOOL BREAK CAMPS	MUSIC	THEATRE/ ACTING
E-SPORTS	OPEN GYM	THERAPEUTIC RECREATION
EARLY CHILDHOOD	OUTDOOR ADVENTURE	TRIPS
ENVIRONMENTAL/ NATURE	PETS	WELLNESS
EXTREME SPORTS	PICKLEBALL	
FITNESS	PRESCHOOL	
GENERAL INTEREST	RUNNING/ WALKING	

Table 2-24: Program Types by Season, 2019

	Winter/Spring		Summer		Fall/Winter		Total Programs	
	#	%	#	%	#	%	#	%
After School	19	0.9%	0	0.0%	261	13.2%	280	4.8%
Aquatics	569	27.9%	631	34.8%	429	21.7%	1,629	27.9%
Arts	255	12.5%	154	8.5%	225	11.4%	634	10.9%
Athletics	369	18.1%	112	8.2%	290	14.6%	771	13.2%
Education	79	3.9%	49	2.7%	72	3.6%	200	3.4%
Fitness/Wellness	163	8.0%	89	4.9%	180	9.1%	432	7.4%
Gymnastics/Dance	405	19.8%	200	11.0%	386	19.5%	991	17.0%
Leisure	183	9.0%	45	2.5%	138	7.0%	366	6.3%
Summer Camps	0	0.0%	534	29.4%	0	0.0%	534	9.1%
Total	2,042	100%	1,814	100%	1,981	100%	5,837	100%

Conversely, the area with the lowest quantity of programming was education, followed by after school. It is important to note that only the registration-based programs were accounted for in the after school program category. The opportunities for drop-in leisure experiences at the recreation centers are not accounted for in these figures. Due to the varying nature between the core program areas, it is important to remember that the levels of staff and/or instructor time and the quantity of individual attendance days within each program will vary.

The Department equitably provides service across all three seasons.

Figure 2-19 captures the quantity of total registration-based programming offered by the Department during the year examined and depicts how the programming was distributed across core program area categories. The most notable observation is the balanced nature of the percentage distribution between so many of the program types.

It is important to note once again that the Department offers several recreation opportunities in a drop-in format rather than registration-based format. Examples include the open use of the fitness centers, gyms, pools, and club experiences.

Figure 2-19: 2019 Program Distribution by Season

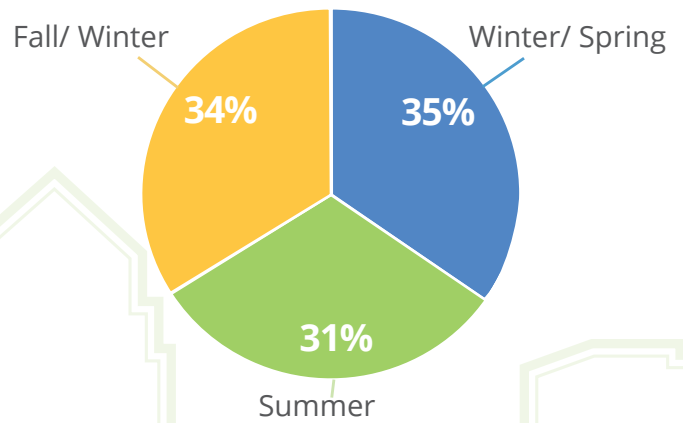
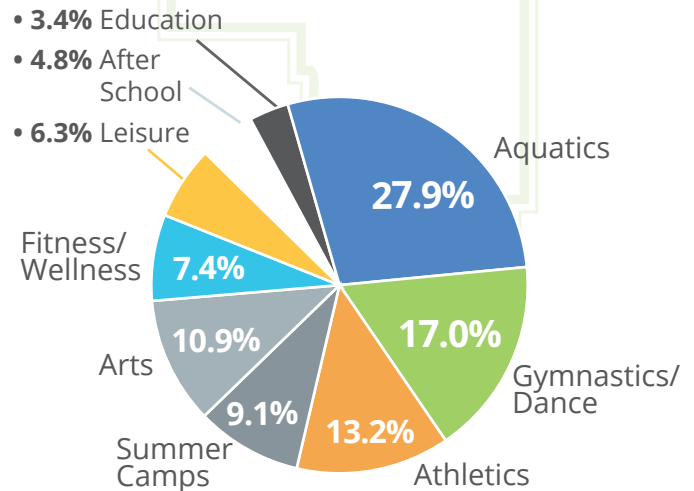


Figure 2-20: 2019 Program Distribution by Type

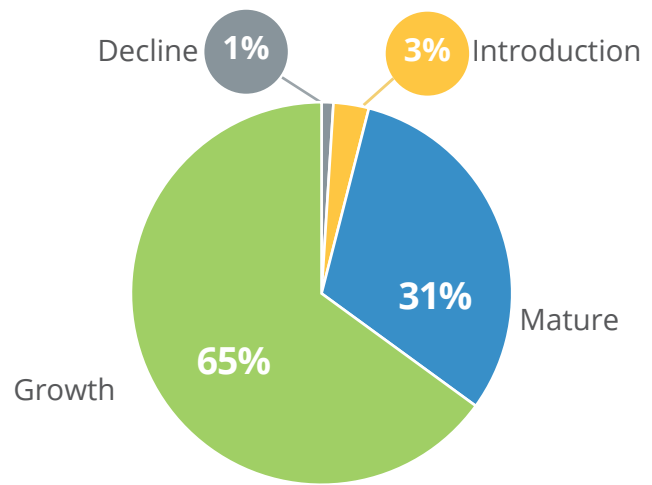


LIFE CYCLE ANALYSIS

The program assessment included a life cycle analysis of programs selected for review. This type of assessment helps to determine if Department staff need to develop new and more innovative programs, reposition programs that are in the decline stage, or continue with the current balance of life cycle stages. BerryDunn based this assessment on staff members' variety of opinions of how their core programs were categorized according to four life cycle stages: introduction, growth, mature, and decline. **Table 2-25** outlines the description of those life cycle stages and the Department's percentage of programs within each stage.

Figure 2-21 depicts the percentage of programs in each life cycle stage. A healthy balance between the stages is optimal, with a bulk of programs in the growth and mature stages. While the Department definitely has a bulk of programs in the growth and mature stages, 96% is extremely high

Figure 2-21: Life Cycle Stages



As a normal part of the program planning cycle, there should always be programs in the introduction stage, which bring new and innovative programming to the menu. There will typically also be programs in the decline stage; those programs are typically either repositioned or decommissioned. The Department's percentage of programs in the decline stage (1%) is very low. Additionally, 3% of programs in the introduction stage is very low.

Table 2-25: Life Cycle Stages

Life Cycle Stage	Description	Department Percentage
Introduction	Getting a program off the ground, heavy marketing	3%
Growth	Moderate and interested customer base, high demand, not as intense marketing	65%
Mature	Steady and reliable performer, but increased competition	31%
Decline	Decreased registration	1%

Figure 2-22 provides a visual representation of all major program categories and their respective spread across life cycle stages for each program planning area.

Individual program planning areas and/or program categories should strive to have programming that falls into all four life cycle stages, with the majority in the growth and mature stages (green and blue in **Figure 2-22**, for example). Four of the six program planning areas have programming in all four life cycle stages; north and arts demonstrate the strongest balance. Conversely, the southwest planning area demonstrates programming in only two stages, growth and a majority of mature, which indicates a need to focus on introducing and growing new programs.

A detailed analysis of each planning area’s life cycle distribution can be located in [Appendix A](#).

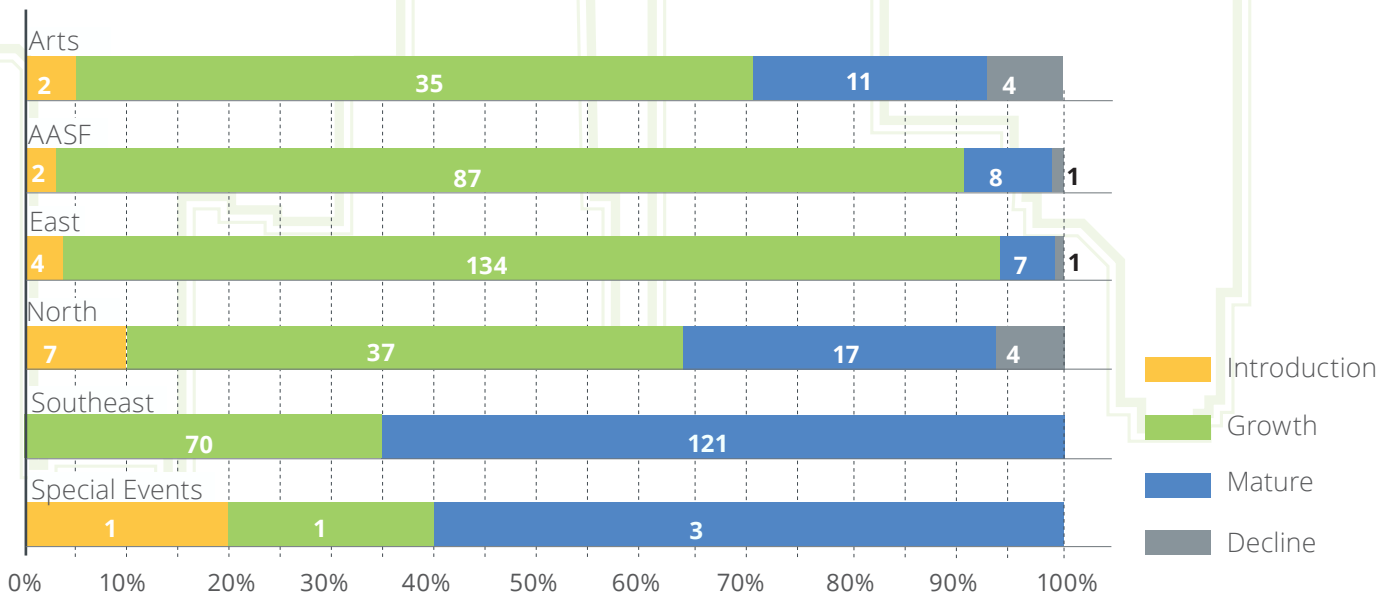
OUTCOME ANALYSIS

The outcomes analysis helps to understand the qualitative outcomes that result from the Department’s recreation programs. This type of assessment looks beyond typical outputs, such as revenue, and examines a series of seven outcomes categories: impact, execution, community, leverage, competition, equity, and diversity. Within each outcome category are indicators to help assess the performance in that category. A description of the outcome categories and their indicators (noted in blue text) are outlined below:

Impact

Key indicators—such as participant feedback and supervisor observations—can measure the extent to which a program is impactful. Participant feedback gathered through evaluations and dialogue can help measure the level of impact. Supervisors can conduct their own observations by taking note of the participants’ attentiveness, smiles, and engaging behaviors. It could also be inferred that a program with participants who choose to re-enroll session after session has a positive impact on customers.

Figure 2-22: Life Cycle Distribution of Programs Overall



Execution

A service-based agency can gauge its performance by how well it carries out the service. Execution can be measured through instructor and financial performance. Participant feedback data and supervisor observation can inform the degree of the instructor's execution. A service can be considered well-executed if the service provided fulfills participant expectations; is a well-organized and comprehensive experience; and if the instructor is engaging, inclusive, and effectively imparts knowledge. Financial performance can be measured against the intended fiscal outcomes, such as the achievement of cost recovery goals

Community

Two core questions can assess the extent to which the program area positively impacts the community:

- Does the program foster community collaboration or partnerships?
- Would there be a significant community impact if the program went away?

A park and recreation agency's involvement in the community's provision of leisure services can be achieved using different approaches, depending on the community's need. Coordinated efforts between agencies can pool shared resources to achieve a common leisure goal; alternatively, acting as the community's sole provider can ensure a leisure service is available and accessible to a community.



Special Event at Curtis Hixon Park

Leverage

Sometimes a program adds value to the agency's comprehensive offerings due to a leveraging effect. The program could positively enhance public relations and/or serve as a feeder into other programs. A program may have a lower score in other outcomes areas, but strong leverage performance due to its potential political and/or participation growth strengths.

Competition

The effect that competition has on service outcomes can be measured by the quantity of providers within a 20-minute drive. A high supply can be considered positive due to the community's increased quantity of choices in service providers; conversely, excess competition can mean that the agency needs to either find its niche or perhaps remove itself from that service provision. An agency can use competition to influence pricing outcomes. Price comparisons against the local competition can help ensure the price points remain affordable for the community. Price comparisons can also help ensure the program "stays in the market," as prices that are too low could imply low value.

Equity

Two equity indicators related to recreation service delivery include access and inclusion. The location of a program helps assess whether or not a program is accessible to all neighborhoods. The program's price and the availability of financial assistance can help measure the extent to which the program cost is inclusive for participants within lower income levels. The extent to which a program includes and/or meets the needs of underserved groups can also provide insight into equity performance.

Diversity

A program menu that offers a variety of program types indicates an effort to reach diverse leisure interests. Additionally, a variety of skill-level offerings within a single program signifies an effort to meet diverse leisure needs. The cultural connections within the program content, such as ethnic, artistic, historic, linguistic, culinary, and/or customs included as part of the experience also helps to measure the extent to which a program has a diversity focus.

Overall Outcomes and Conditions

The outcomes analysis uses a quantitative scale to measure qualitative results. Department staff rated their program areas according to the seven outcome categories, and their respective indicators, to assess the Department's core program areas. Staff reviewed each indicator using a four-point scale, with one being the least effective and four being the most effective. Table 4 shows ratings summarized into the seven outcome categories; **Table 2-26** in Appendix B provides detailed outcomes information by outcome indicators and program areas.

Department staff indicated their programs' strongest outcomes were impact and equity, each scoring a 3.5-point average. Conversely, the programs' connection with the community scored the lowest (2.7).

The individual indicators within each outcome category (see Appendix B) averaged scores ranging between 1.8 on the low end and 3.9 on the high end. The individual indicator that scored the top score of 3.9 was "programs' pricing as compared to the others." The individual indicator that scored the lowest was "the program is a community collaboration/partnership" (1.8).

The cultural connection outcome indicator was difficult for some of the staff to assess, given that the majority of their participants are themselves diverse. While the results are a strong outcome, the important factors to also consider here are whether or not the programs have a high ethnic, artistic, historic, linguistic, culinary, and or/customs content.

The idea of measuring program performance based on qualitative outcomes rather than on quantitative participation and/or revenue figures is often foreign to staff. Continued assessment based on outcome indicators can result in more robust and impactful product to the community.

A detailed analysis of each planning area's outcomes and conditions assessment can be located in [Appendix B](#).

Table 2-26: Outcomes and Conditions Summary: Overall

	Impact	Execution	Community	Leverage	Competition	Equity	Diversity
Aquatics	3.2	2.9	2.3	2.3	3.5	2.9	1.3
Arts	3.3	2.9	2.5	2.1	3.3	2.5	4.0
Athletics	3.7	3.1	2.7	3.0	3.1	3.4	3.6
Fitness/ Wellness	3.5	2.9	2.8	3.3	3.0	3.6	3.6
General Interest	3.5	2.9	2.7	3.2	3.1	3.7	3.6
Gymnastics/ Dance	3.6	2.8	2.7	3.3	2.8	3.5	3.7
Out of School	3.5	3.0	2.9	3.4	3.0	3.7	3.7
Senior	3.6	3.1	2.9	3.1	3.0	3.8	3.8
Special Events	3.4	2.8	3.5	2.9	3.3	3.5	2.7
Teen	3.6	2.9	2.9	3.4	3.1	3.7	3.7
Therapeutic Recreation	4.0	2.5	2.5	3.5	3.3	4.0	3.1
Average	3.5	2.9	2.7	3.0	3.1	3.5	3.3

PROGRAM PERFORMANCE

An organization can measure the extent to which its programs perform well by reviewing participation and finances. The following section will help the Department review its offerings from a global, department-wide perspective..

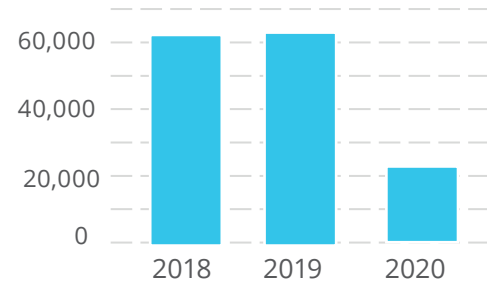
Participation

In order to participate in most Department programs, a current Rec Card, membership, or drop-in fee is required. Annual Rec Cards are sold to resident individuals for \$15, families for \$50, or teens for free. Four types of Department-led activity structures inform the total participation story—registration-based opportunities, leagues, memberships, and drop-in leisure opportunities. These four types of leisure opportunities reached 311,085 users in 2019. Combined with the partner athletic groups, athletic field rentals, room and pavilion rentals, and the millions touched by the events planned for and hosted by the special events team, the Department’s total annual reach is tremendous.

Registration-Based Participation

Activities that require the participant to preregister are considered registration-based. Camps, classes, special programs, and trips are all examples of registration-based activities. Generally, these types of activities are advertised with a specified date, time, location, and price (if applicable), along with any other information needed to register (e.g., gender, shirt size, emergency contact information).

Figure 2-23: Total Enrollment Trends



Total enrollment in registration-based programs

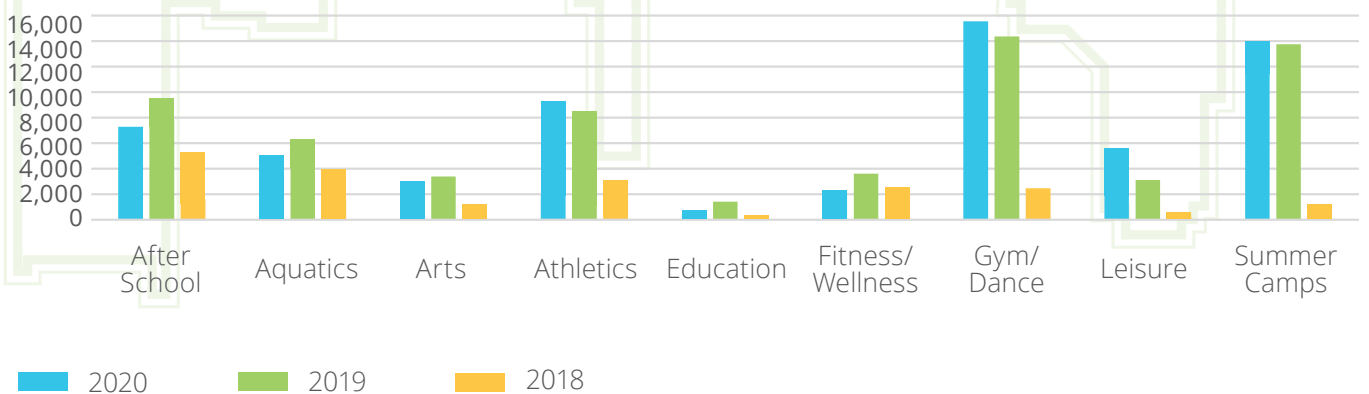
Examining enrollment into registration-based activities over time can inform overall participation trends.

Figure 2-23 demonstrates an increase in the Department’s total enrollment between 2018 and 2019 by 724 participants. The COVID-19 pandemic severely impacted the Department’s ability to provide recreation services; the 25% maximum capacity requirement is the rationale for the significant drop in 2020 enrollment from the previous year.

To understand enrollment trends on a more granular level, **Figure 2-24** depicts three years of enrollment data into nine specific program areas.

Every program area saw a reduction in participation between 2019 and 2020 due to the COVID-19 pandemic. Athletics and summer camp program enrollment stayed relatively consistent between 2018 and 2019; after school, aquatics, arts, education, and fitness/wellness all experienced increased enrollment in that time frame. Gymnastics/dance saw a decrease due

Figure 2-24: Enrollment Trends by Program Area



to the construction of a facility addition. Core program enrollment trends can be found in the Appendix

Leagues

The Department's AASF team runs what it calls the City of Tampa Youth and Adult Leagues. Eleven youth and eight adult leagues offer recreation-based, competitive athletic opportunities. Participation trends for the 2018 and 2019 planning years are depicted in **Tables 2-27** and **Table 2-28**.

Overall, youth league participation remained nearly identical between 2018 and 2019. Other than the large drop in Short Shooters Basketball (85% reduction), the other sports leagues saw relatively steady participation.

Participation in adult leagues declined by 5.7% between 2018 and 2019. Coed Volleyball leagues

experienced a dramatic reduction of 290 participants (-126%), while the other athletic leagues maintained similar registration totals.

Memberships

The total number of unique membership passes sold can also shed light on overall participation.

The Department sold 23,652 total passes in 2019, 431 less than 2018. The total number of passes retained a respectable total (11,824) through the 2020 COVID-19 pandemic due to an extension of pass expiration dates. **Figure 2-26** depicts the trends of membership pass sales from 2018 – 2020, by pass type.

Rec Card sales dominated the types of passes sold in all three years, and all Rec Card types retained similar quantities of passes between 2018 and 2019. Fitness membership and lap swim passes

Table 2-27: Youth League Participation

City of Tampa Youth Leagues	2018	2019	% Change
Soccer League	624	630	1.0%
Basketball League	144	155	7.1%
Short Shooters Basketball	52	28	-85.7%
Street Hockey	104	106	1.9%
Lacrosse	106	111	4.5%
Flag Football	180	175	-2.9%
Girls' Flag Football	120	135	11.1%
Miss Tampa Softball Leagues	300	297	-1.0%
TT Basketball	72	96	33.3%
TT Softball	96	108	12.5%
TT Rowing	18	120	566.7%
Year Total	1,816	1,961	8.0%

Table 2-28: Adult League Participation

City of Tampa Youth Leagues	2018	2019	% Change
Basketball Leagues	280	292	4.1%
Coed Volleyball Leagues	520	230	-126.1%
Womens Volleyball Leagues	320	310	-3.2%
Men's Softball Leagues	3,162	3,190	0.9%
Coed Softball Leagues	567	550	-3.1%
Women's Basketball Leagues	64	60	-6.7%
Law Basketball League	112	110	-1.8%
Teacher Softball League	180	165	-9.1%
Year Total	5,205	4,907	-5.7%

represented the second- and third-most popular passes. decline between 2018 and 2020.

Drop-In

Drop-in leisure experiences require no preregistration. Generally speaking, the times that recreation facilities are open for certain types of drop-in activities will be advertised as such, and participants are welcome to join for any length of time within the designated time block. Examples of drop-in experiences include open gym (for basketball, pickleball, etc.), open swim, events, senior activities, and staffed park/playground activities.

For Department staff, it was difficult to gain participation information on drop-in programming, as this data had been tracked by hand. Two activities that did have drop-in data were aquatics and Teen Stay and Play.

Figure 2-25: Membership Pass Trends

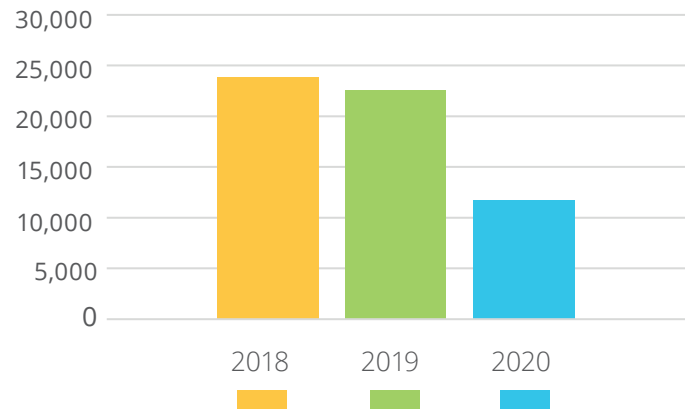
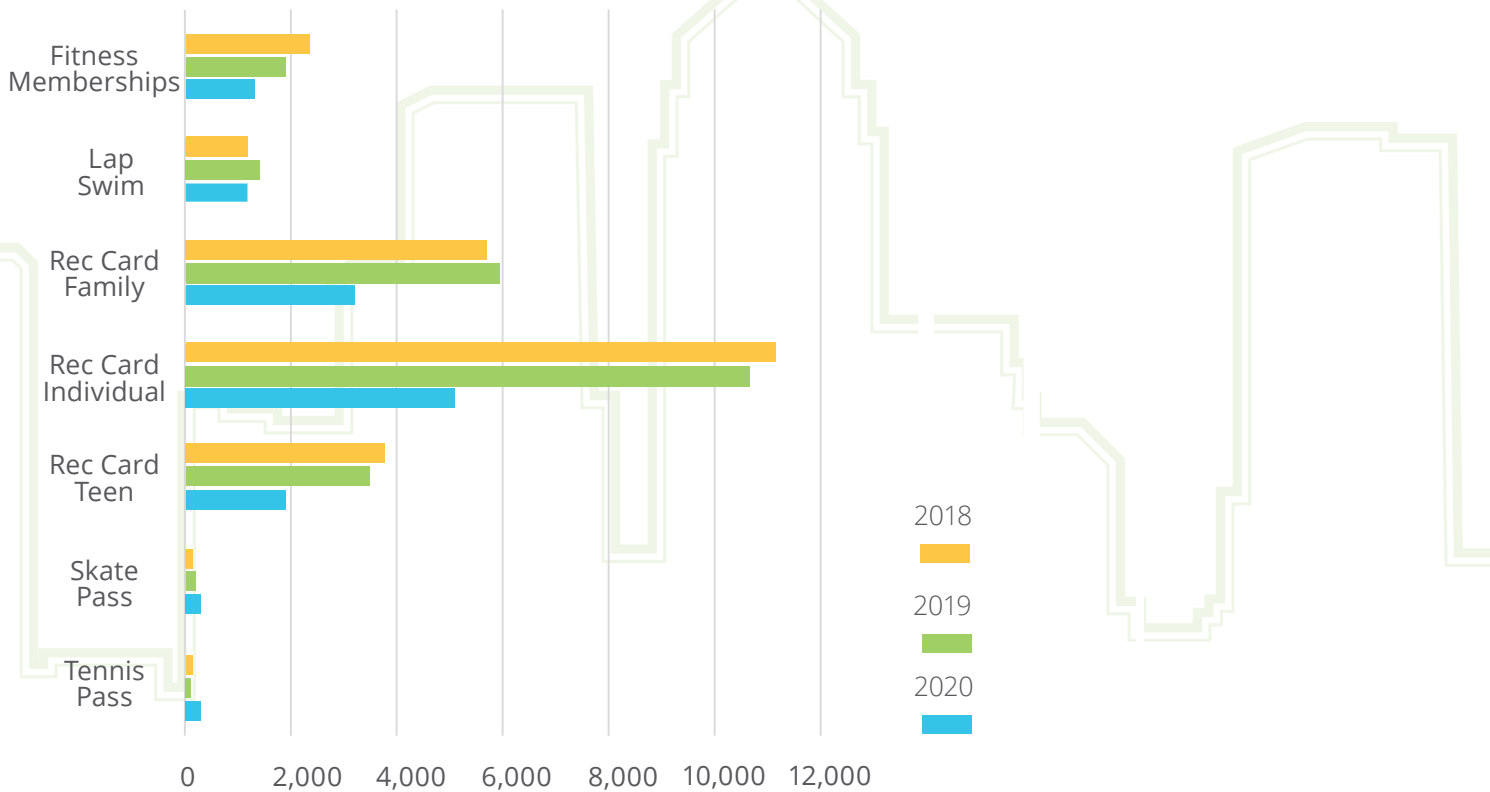


Figure 2-26: Membership Passes Sold, by Pass Type



Aquatics

The Department manages 12 pools; eight are open year-round and four are open seasonally. In addition to tracking participation using pool program registration and through membership pass sales, staff tracks daily attendance to the 12 sites.

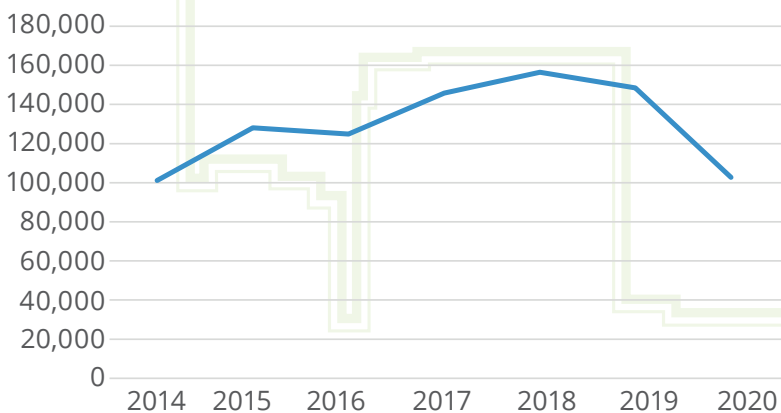
Pool attendance figures are impacted by inclement weather, maintenance closures, and/or closures while following the Centers for Disease Control and Prevention guidelines. Attendance figures were also impacted by the COVID-19 pandemic; year-round pools closed for two months in spring of 2020, Cyrus Greene pool closed for two weeks at the beginning of June 2020, and seasonal pools opened June 14, 2020. Because of the factors impacting the ability to operate, aquatic attendance trends should be observed in multiple-year increments. For example, the growth of nearly 57,000 visitors between 2014 and 2018 shows a steady increase over time, where the success of that growth should not be swayed by a slight dip in 2016 figures. Attendance related to specific facilities is depicted in [Appendix B](#).

Teen Stay and Play

Teen Stay and Play is a free program that offers teenage youth a safe place to hang out—designated recreation centers are open until at least 10pm.

The program experienced steady increases in participation between 2015 and 2019, nearly doubling between those years.

Figure 2-27: Total Aquatic Attendance

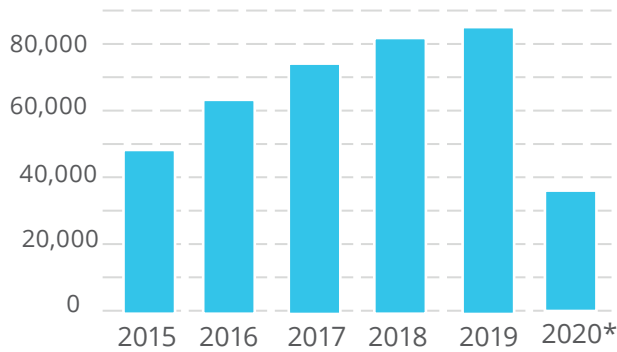


*COVID-19 pandemic forced closure for (3) months; facilities reopened at 25% capacity until April 2021

Partner Athletics

Three key affiliate sports groups also support the community's access to athletic opportunities. Soccer, baseball/softball, and football/cheer groups reached nearly 6,000 participants in 2019.

Figure 2-28: Teen Stay and Play Participation



*COVID-19 pandemic forced closure for (3) months; facilities reopened at 25% capacity until April 2021

Figure 2-29: Participation: Soccer Partners

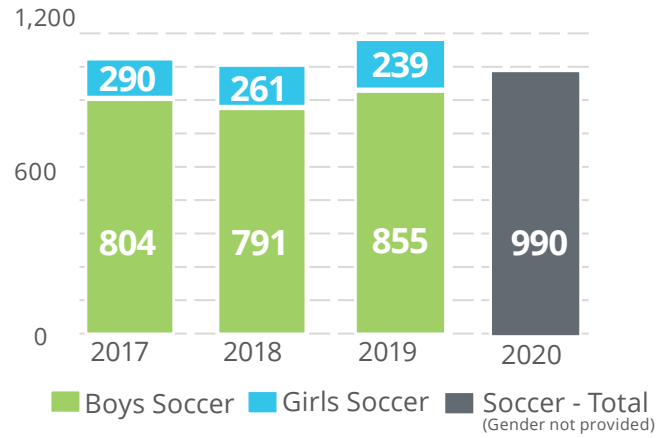


Figure 2-30: Participation: Baseball/Softball Partners

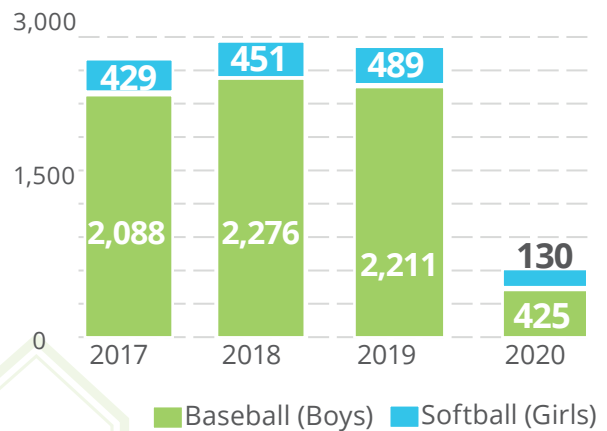


Figure 2-31: Participation: Football/Cheer Partners



External Athletic Partners

In addition to partner athletic groups, external athletic partners also work with Department staff to coordinate athletic field use. These independent sports teams, schools, and tournament promoters use the City's athletic fields to facilitate their sport services. The staff assist these groups by coordinating practice and game schedules, as well as prep the fields for the corresponding use. Three types of field use groups are described below:

- *Facility Use Partners* – Defined as recreational community athletic organizations affiliated with a national governing body, facility use partners provide access to all community youth and must have a current facility use agreement with the Department.

- *Independent Athletic Partners* – Comprised of travel teams and organizations, the independent athletic partners can operate as for-profit or non-profit. The Department coordinates field permits for independent athletic partner practices and games at City-owned facilities as well as charter, public, and private school fields.
- *Athletic Event Renters* – Athletic competition organizers that coordinate tournament-style athletic events.

Table 7 demonstrates the extent to which these groups use the fields, in both function and participant reach.

Table 2-29: External Athletic Partners' Participation

Partner Field Use	2018	2019	% Change
Facility Use Partners			
Little League Baseball & Softball	2,727	2,7000	-1.0%
Youth Soccer	1,156	1,094	-5.4%
Youth Football	1,846	1,801	-2.4%
Facility Use Partner Total	5,729	5,596	-2.3%
Independent Athletic Partners			
Independent Teams	650	4,278	558.2%
Rowing Partners	N/A	1,196	1,196.0%
Club Sports Leagues	1,900	8,225	332.9%
School Athletics	400	750	87.5%
Cricket	N/A	N/A	N/A
Miscellaneous Athletics	5,388	10,840	101.2%
Independent Athletic Partner Total	8,338	25,289	203.3%
Athletic Event Renters			
Tournament Events	22,254	18,530	-16.7%
Athletic Event Renters Total	22,254	18,530	-16.7%

Tampa River Center Facility Participation

The final participation method reviewed in this analysis is the indoor facility use at Julian B. Lane Riverfront Park, location of the Tampa River Center and Boathouse. The main floor of the Tampa River Center has hosted a variety of events for private, public, corporate, and nonprofit groups since 2018. Tampa River Center hosted 23,783 guests in 2019, its first full year of operation.

The ground floor is known as The Boathouse, host to local rowing and dragon boat teams as well as kayak and stand-up paddle board rentals. Team Tampa Rowing program participation increased from 18 in 2019 to 120 in 2020. Boathouse attendance figures reached 39,572 in 2021. In 2019, the boathouse hosted 643 rowers for winter/spring training. Since its opening in May of 2018 through current 2022 bookings, the River Center has collected \$1,613,569 in fees.

Table 2-30: Tampa River Center Use

Tampa River Center Groups Served	2019	2020	% Change
Private	4,010	3,742	-6.7%
Corporate	6,069	5,554	-8.5%
Non-Profit	3,360	2,160	-36.0%
Major Park Event	6,300	2,150	-66.0%
City of Tampa Use	4,081	900	-78.0%
Year Total	23,820	14,506	

Participant Demographics

The participants' gender, age, and residency breakdowns can help identify demographic groups being reached and any subsequent gaps. Race, ethnicity, and income are not collected as a part of the registration process and therefore are not included in this study.

Gender

Gender is collected based on male/female designations; other designations such as nonbinary are not currently offered.

Overall, the gender breakdown between 2018 and 2019 registration-based participants remained nearly identical. The interesting shift was the increase of male participants in 2020, with an increase of more than six percentage points.

Department staff were interested in learning more about the gender breakdown within athletics; **Figure 2-32** through **2-61** depict the results from 2019.

The results of these six analyses depict a higher percentage of female participation in gymnastics/dance and softball. Overall, the combined total indicates that 51.4% of the depicted athletic activities were male participants, and 48.6% were female.

Figure 2-32: Participant Gender

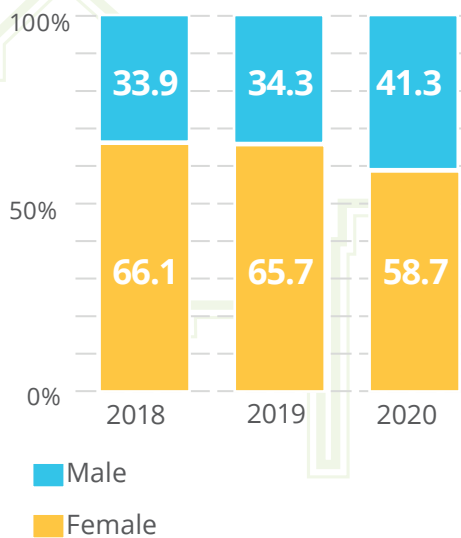


Figure 2-33: Soccer Partners Average Participation, by Gender

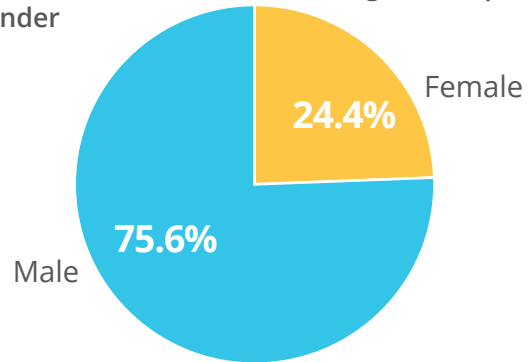


Figure 2-34: Basketball/Softball Partners Average Participation, by Gender

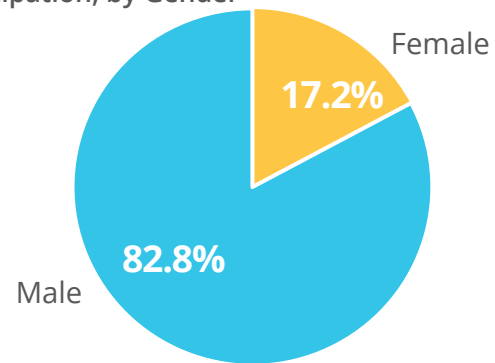


Figure 2-35: Football/Cheer Partners Average Participation, by Gender

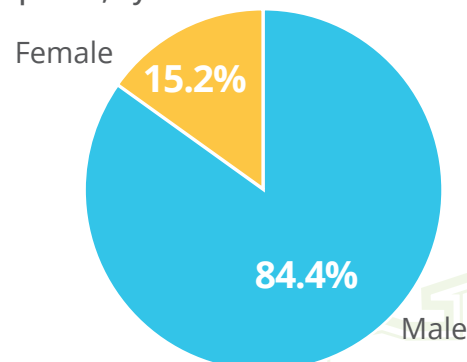


Figure 2-36: Gymnastics/Dance 2019 Participation, by Gender

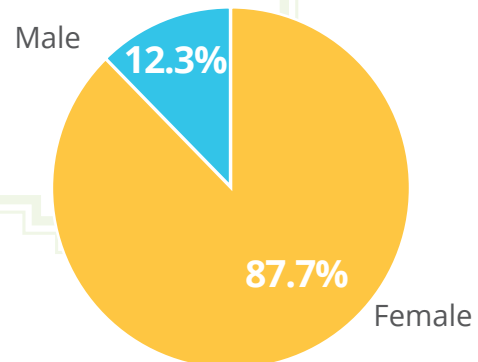


Figure 2-37: Athletic Rentals, by Gender

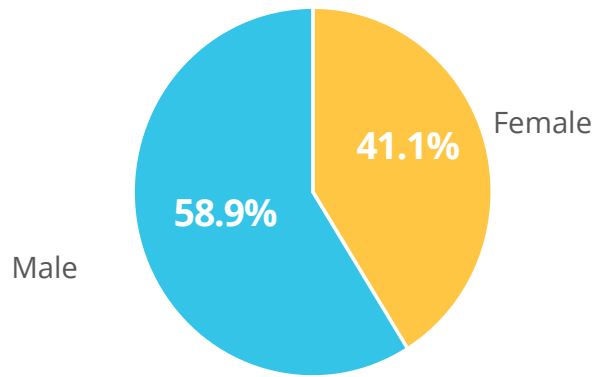
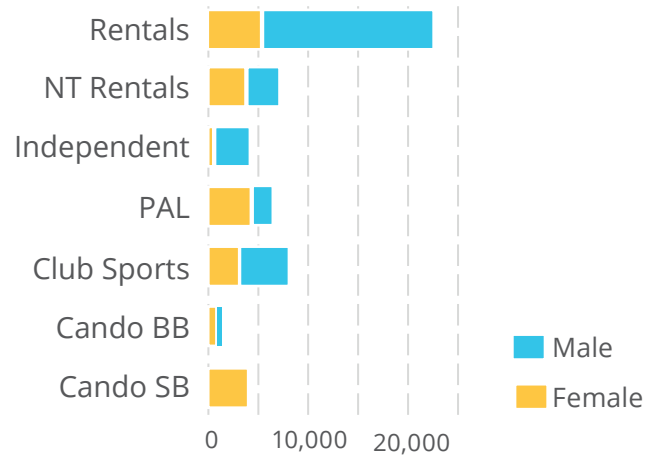


Figure 2-38: Athletic Rentals, by Type and Gender



Age

The average participant age rose from 22.3 years in 2018 to 25.6 years in 2019. 2020's average participant age rose even higher, to 33.6 years.

Figure 2-39: Average Participant Age

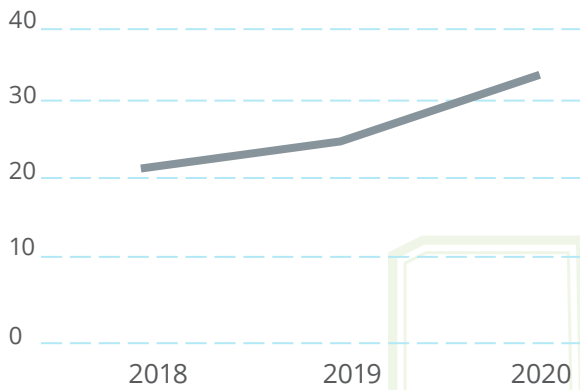
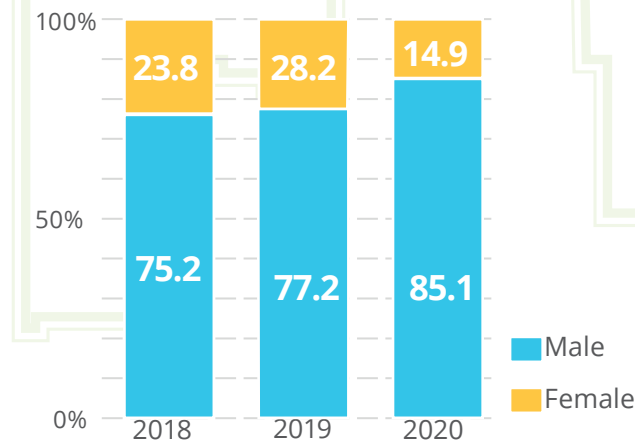


Figure 2-40: Participant Residency



Residency

The percentage of nonresidents that participated between 2018 and 2019 rose by nearly five percentage points, then took a sharp decline to just under 15% in 2020. The increase in resident registrants in 2020 was due to the opening of programs to residents first, before nonresidents.

Cancellation Rates

The difference between the number of courses offered and the number of courses held results in the cancellation rate. A higher rate will generally indicate one of two things: either a) the programming team has been charged with trying new, innovative programs that have not been successful yet; or b) the programs being offered simply are not meeting the needs of the community. The first scenario requires patience and perseverance to allow time for exploration and to push communication efforts. The second scenario requires research to understand what factors contributed to the program cancellations (e.g., instructor performance, child aged-out, or other barriers such as time, day, or transportation).

In 2018, 2,046 program codes (34.1%) had zero enrollees; this data result typically indicates that the program had to be canceled. The number and percentage of program codes with zero enrollees increased in 2019 to 2,472, or 39.4%.

Typically, the target range of a “desirable” cancellation rate is between 10% – 20%, with 12% – 15% being most ideal. Any higher than 20% indicates the staff are doing a lot of work preparing for and marketing courses that do not run.

Waitlists

When a program code is created, the staff person must enter a maximum number of participants allowed to register into that code. When more interest is generated than there are spots available, a waitlist can be formed. Generally speaking, the goal of a recreation staff person is to enroll as many participants off the waitlist as possible—to enroll known, willing participants who are waiting (and willing) to pay. In a lot of cases, space can be created in programs by increasing the number of instructors, or by increasing the number of sections of that program.

The registration software data indicated that 4,020 people were left on the waitlist in 2019. Of that total, 3,112 were gymnastics/dance waitlisted participants. It is typical for courses to have one or two participants remaining on a waitlist at the end of a season. It is atypical, however, for a department to have thousands of people waiting to get into a program area. When discussed with staff, they indicated that the only way any more participants could be enrolled from the waitlist would be to add another facility and additional qualified staff—both of which would be very difficult to achieve.

Financial Performance

Gross Revenue

Gross revenue for fiscal year 2019 (FY2019) totaled \$4,642,589. The consulting team examined the Department’s five main types of revenue and their corresponding amounts for FY2019. **Figure 2-41** depicts the breakdown of the main revenue types.

Program fees accounted for the largest percentage (38.4%) of total revenue. Program fees include revenue from classes, camps, and leagues. Rentals accounted for the second-largest percentage (31.6%) of total revenue. Rental fees include revenue from boat slips, facilities, rooms, swimming pool lanes, courts, fields, and picnic shelters. Service fees accounted for approximately one-fifth of the total revenue, and included revenue gleaned from athletic field lights, open swim, point of sale items, and marina gas/oil sales.

Expenses

Personnel expenses are typically the largest portion of total expenses, and therefore, the Department’s 67.7% was not surprising. What was surprising was the fact that overtime accounted for nearly 4% of personnel expenses in FY2019. This is quantity aligned with the staff’s comments that they would rather employ a larger quantity of employees with that \$1,188,291 than have an overworked team..

Figure 2-41: FY2019 Gross Revenue Performance

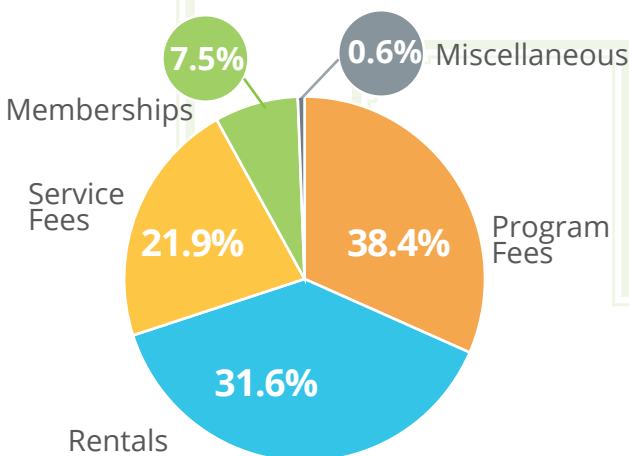
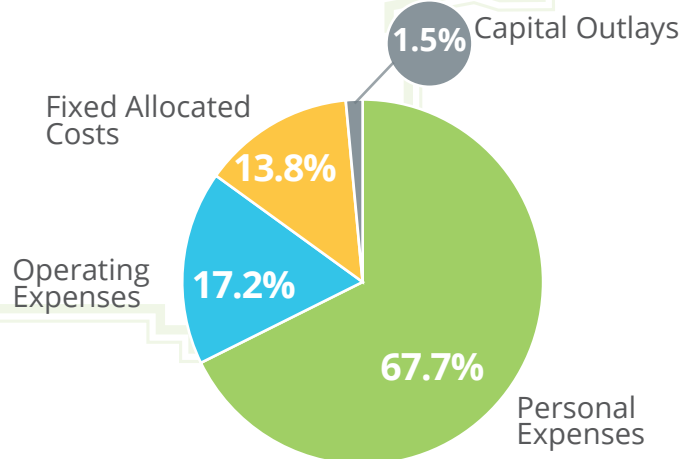


Figure 2-42: FY 2019 Expenses



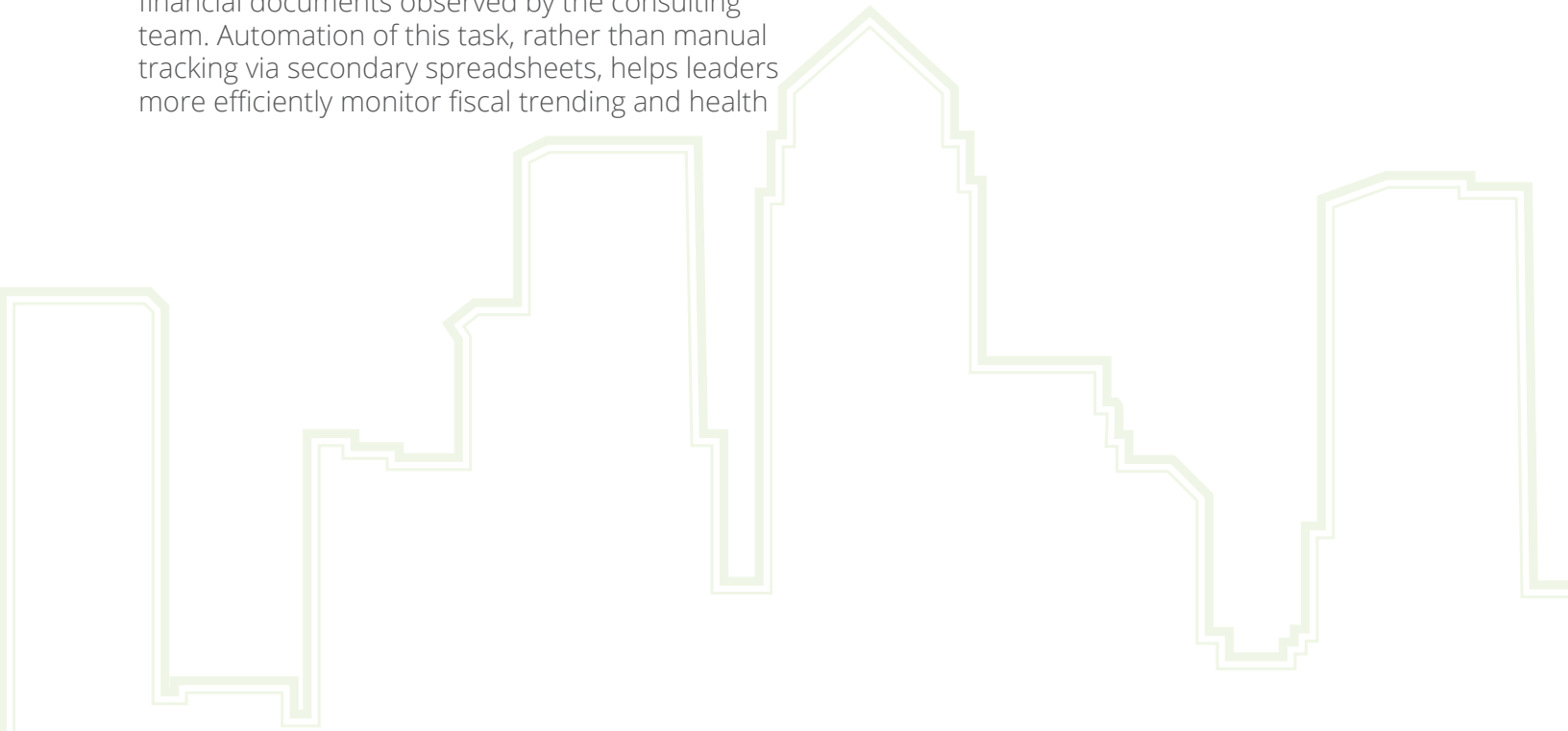
Net Revenue

The breakdown of revenue and expenses by program area and facility was not available as a part of this study. Analyzing gross revenue only tells a portion of the fiscal story. A full analysis would involve an account for each program area's expenses as well as each facility's expenses. Program expenses include costs for instructors, supplies, and/or vendor fees (e.g., tickets), which account for the direct expenses. Indirect expenses—such as administrative salaries, utilities, and capital expenses—can also be included in a full analysis. The result would be the net revenue amount for each program area and facility, which is a more accurate depiction of fiscal performance. The net revenue metric provides insight into how effectively the Department is managing the program's finances. The metric also simultaneously allows analysis of fiscal success across program areas and facilities on an equal basis.

Net program performance is the best way to tell the fiscal performance story. Revenue and expenses are not easily monitored within the financial documents observed by the consulting team. Automation of this task, rather than manual tracking via secondary spreadsheets, helps leaders more efficiently monitor fiscal trending and health

Free Activities and Rec Cards

In Department staff's activity listing of 282 recreation activities, 183 (64.9%) were identified as free. Most (180) of those free activities required Rec Cards; the three that did not (and were therefore entirely free) were an artist lecture series, touring art shows, and senior day in the park. Rec Cards earned \$239,337 in FY2019. The AASF program offered 27 free activities, all of which required Rec Cards. The 27 free activities included after school sports, youth arts and crafts, computer mentors, and adult pickleball. The Rec Cards serve as a mechanism by which to track participant data and also foster a sense of investment and buy-in; conversely, they can become a cumbersome annual task for participants to renew and staff to monitor.



SIMILAR PROVIDERS

Like many other municipally supported recreation agencies throughout the nation, the Department is the low-cost, community-focused provider of leisure services. While analysis of the Department's services is generally internally focused, it is important to understand some of the other recreation services available to the community outside of the Department's offerings. The similar providers analysis helps to identify any gaps or duplication of service.

The list in [Appendix E](#), provides insight into providers of similar services in the area, including private, public, and non-profit entities. It is important to note that these providers' focus areas and service offerings, price points, and business models are not necessarily the same as the Department's.

Between the YMCA's, Boys and Girls Clubs, JCC, and Hillsborough County community centers, there are several other recreation center providers in the area. The variety of leisure services offered at the community centers is similar to the variety offered throughout the City's recreation facilities. The private fitness industry has an abundant presence throughout the City and surrounding area.



Wellswood Recreation Center

SPORTS AND LEISURE MARKET POTENTIAL

The project team used the Sports and Leisure Market Potential Report, created by ESRI, to measure the likelihood of the Department population to participate in recreational activities. The report interprets the data collected by Growth for Knowledge Mediamark Research and Intelligence, LLC (GfK MRI) in a nationally representative survey of U.S. households

The data measures the national propensity to use various products and services and then applies it to the specific geographic location that the Department serves. A Market Potential Index (MPI) that is assigned to each item measures the relative likelihood of the adults in the specified area to exhibit certain consumer behavior compared to adults elsewhere in the United States. An MPI of 100 represents the U.S. average. The top active recreational activities residents will likely participate in (based on an MPI over 100) is summarized in **Table 2-31**.



Bobby Hicks Pool

Table 2-31: Top Active Recreational Activities

ACTIVE Recreational Activity	Adults/Households #	%	MPI
Participated in tennis in last 12 months	14,037	4.5	126
Participated in Pilates in last 12 months	9,775	3.1	123
Participated in Zumba in last 12 months	11,970	3.9	118
Danced/went dancing in last 12 months	27,415	8.8	117
Participated in soccer in last 12 months	15,314	4.9	117
Participated in basketball in last 12 months	28,267	9.1	116
Participated in Frisbee in last 12 months	13,308	4.3	116
Participated in backpacking in last 12 months	12,109	3.9	115
Participated in skiing (downhill) in last 12 months	8,733	2.8	114
Participated in aerobics in last 12 months	24,355	7.8	112
Participated in volleyball in last 12 months	11,713	3.8	112
Participated in jogging/running in last 12 months	41,971	13.5	111
Visited an aquarium in last 12 months	19,322	6.2	111
Participated in ice skating in last 12 months	9,779	3.1	111
Flew a drone in last 12 months	9,418	3	111
Participated in yoga in last 12 months	27,839	9	109
Went to art gallery in last 12 months	25,773	8.3	109
Participated in baseball in last 12 months	13,598	4.4	109
Went to museum in last 12 months	49,661	16	108
Participated in football in last 12 months	15,603	5	108
Participated in weightlifting in last 12 months	33,736	10.9	106
Participated in ping-pong in last 12 months	11,281	3.6	106
Participated in softball in last 12 months	9,326	3	106
Went to zoo in last 12 months	38,405	12.4	105
Participated in bicycling (mountain) in last 12 months	13,252	4.3	105
Visited an indoor water park in last 12 months	10,815	3.5	105
Participated in bicycling (road) in last 12 months	29,753	9.6	104
Participated in bowling in last 12 months	28,004	9	103
Participated in fishing (saltwater) in last 12 months	12,606	4.1	103
Participated in canoeing/kayaking in last 12 months	19,644	6.3	100

Thirty active recreational activities scored a 100 MPI or greater; most communities have scores over 100 for 31 activities, on average. This indicates an average opportunity for future program growth. Six activities to give particular attention to are: dancing, basketball, jogging/running, museum visits, aerobics, and art gallery visits. These six activities ranked highest in both percentage of expected adults and MPI top-20 individual rating analyses and are therefore the top potential active activities for growth. **Figure 2-43** depicts the activities with the highest combined rating of percentage of expected adults and MPI.

Four of the six top-scoring activities can be done within existing Department facilities and/or parks. Because the Department already provides these services within existing facilities, the results validate their continuation due to the strong market potential.

Four of the six top-scoring activities can be done within existing Department facilities and/or parks. Because the Department already provides these services within existing facilities, the results validate their continuation due to the strong market potential (**Table 2-32**).

Figure 2-43: Top Active Recreational Activities

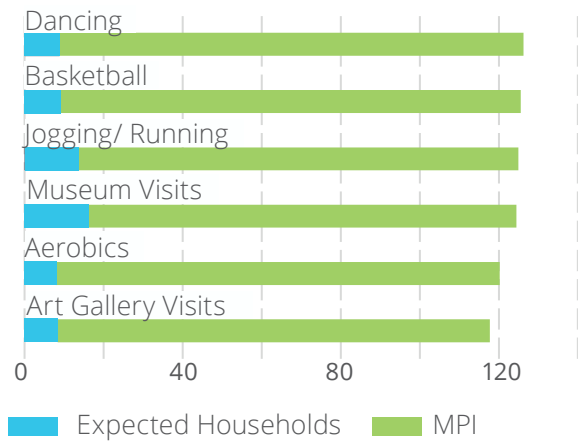


Table 2-32: Top Passive Recreational Activities

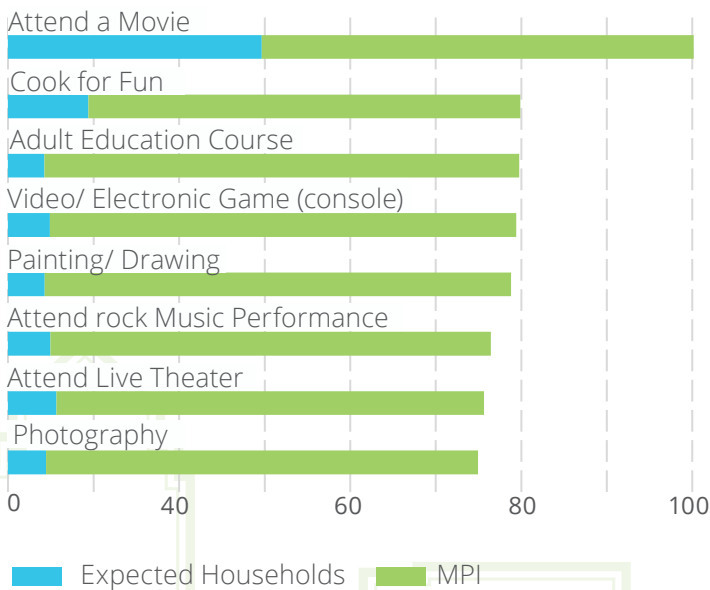
PASSIVE Recreational Activity	Adults/ #	Households %	MPI
Participated in karaoke in last 12 months	14,898	4.8	125
Attended classical music/opera performance/12 months	13,931	4.5	114
Played chess in last 12 months	12,197	3.9	113
Attended adult education course in last 12 months	26,446	8.5	111
Played billiards/pool in last 12 months	22,691	7.3	111
Participated in fantasy sports league in last 12 months	15,961	5.1	111
Played video/electronic game (console) in last 12 months	30,527	9.8	109
Did painting/drawing in last 12 months	26,624	8.6	109
Played video/electronic game (portable) in last 12 months	14,275	4.6	107
Participated in book club in last 12 months	9,769	3.1	107
Played musical instrument in last 12 months	23,039	7.4	105
Attended dance performance in last 12 months	14,719	4.7	105
Attended rock music performance in last 12 months	30,720	9.9	103
Played bingo in last 12 months	14,404	4.6	102
Attended a movie in last 6 months	184,170	59.3	101
Cooked for fun in last 12 months	58,309	18.8	101
Did photography in last 12 months	27,590	8.9	101
Participated in trivia games in last 12 months	19,154	6.2	101
Went to live theater in last 12 months	35,237	11.3	100
Did furniture refinishing in last 12 months	12,065	3.9	100

The top eight passive recreation themes in the City are: attending a movie, cooking for fun, adult education, video games, painting/drawing, attending rock music performance, attending live theatre, and photography. These eight activities ranked highest in both percentage of expected adults and MPI top-20 individual rating analyses and are therefore the top potential passive activities for future growth. **Figure 2-44** depicts the activities with the highest combined rating of percentage of expected adults and MPI.

Adult education classes that could include baking, cooking, painting/drawing, or photography show great future market potential. Organized movie, music, and theater trips could offer passive recreators an opportunity to socialize.

The data presented in the Sports and Leisure Market Potential Report helps provide details regarding how Tampa residents recreate. The 30 active and 20 passive activities that scored an MPI over 100 allude to the fact that Tampa residents have more potential to be participants in active recreational endeavors than passive activities. The national benchmark is 65, which is higher than the Department's total of 50. When planning for the future, it is important to identify which activities listed, with either a high MPI or on the top-ranked list, are not currently available through the Department, but should or could be developed.

Figure 2-44: Top Passive Recreational Activities



STAFF FEEDBACK

Process

In order to glean insight into current conditions, the project team conducted a series of virtual meetings over Zoom and offered a pre-meeting electronic survey. The meetings occurred January 5 – 8, 2021. The six meeting groups were divided by functional area: Supervisor II; AASF (2); Recreation Programming (2); and Special Events. Twenty-seven staff participated in the pre-meeting electronic survey, and 46 participated in the meetings

Themes

The feedback gleaned through the meeting process gave the consultants insight into program and service provision, specifically in areas such as programming strengths, programming opportunities, facilities, support systems, and organization. Feedback shared during the meeting discussions is categorized into the following themes.

Service Provision

Programming: Within the meetings, the staff indicated that the Department's programmatic strengths were the after school program, events as a one-stop-shop service, inexpensive event rental rates, summer camps, and athletics. The survey identified the top five programs as athletics, summer camp, swim lessons, senior, and fitness. Opportunities for program strengthening included the expansion of teen activities, reducing transportation as a barrier to participation, and partnering with outside organizations (e.g., police department, schools, professional sports teams, Hillsborough County). From a planning perspective, 28% of respondents indicated that they engaged a comprehensive review of participation, financial, and program evaluation results prior to the development of the next season's program plan. The majority of respondents (44%) indicated they tried to thoroughly assess one program area each season. Some staff indicated in the interviews that they did not have a program evaluation system in place; others indicated they ask the community

members what they want and/or respond to community requests. Additionally, the expectations surrounding the program proposal form were described as inconsistent.

Infrastructure: A common theme throughout the conversations was the need to do a better job maintaining facilities. In both preventive maintenance and deferred maintenance, the staff cited numerous examples of the Department doing a great job spending capital dollars on new facilities but not maintaining the existing—often aging—facilities. Antiquated field lighting, old pool filtration systems, and frequent use of “Band-Aids” to fix problems were mentioned frequently. The lack of a scheduled maintenance plan at the indoor facilities, along with the issue of no funding and no programmatic downtime to allow for the maintenance to occur, clarified the expressed frustrations. The staff requested an opportunity to provide input into the maintenance project prioritization process. Outdoor concerns mirrored indoor; court surface repairs, time to rest athletic fields, and time to rest special event parks exemplified the need to maintain existing facilities. The need for storage space was also a consistent message. Programs that could use facility space to support their expansion included arts, therapeutic recreation, lap-lane-based aquatic programs, athletics, and small outdoor events.

Support Systems

Human Resources: Based on the quantity and frequency of references, Human Resources was the support system with the greatest number of identified improvement opportunities. Staff described the hiring process as lengthy, outdated, and full of the proverbial red tape. Communication regarding the hiring process progress, described as inconsistent and nonexistent, was frequently mentioned as rationale for the staff's frustrations. Onboarding summer employees has been a challenge due to the slow hiring pace and slow onboarding process. Staff felt the slow hiring process can result in an aquatic safety issue when the proper amount of lifeguard positions are not filled. Finally, because the current job descriptions

are generic, staff felt the people filling specialized staff positions are misled and not set up for success in their roles.

Marketing: From an awareness perspective, staff expressed concern that residents “do not know what’s out there” in regard to the Department’s programs and services. More marketing resources in the realm of personnel and processes were desired. Staff indicated they often try to do their own marketing.

Technology: The most frequent request from the staff participants was to bring Wi-Fi into all the buildings. Second to that, staff indicated the facilities needed enhanced technology to be able to support activities for non-athletic youth. Additional cited needs included: a work order system, more dependable technology, updated hardware, Apple product support, security cameras at all sites, an athletic scheduling software such as Sports Engine, and more automated registration and rental processes.

Funding: Funding was an obstacle noted by a few different function areas. Funding/budget allocations to support new programs and equity of fund distribution between facilities were two areas of concern. Staff also requested the use of a credit card system to help purchase program supplies and equipment.

Human Capital

Staffing: The tenure of existing staff emerged as a strength early on in the meetings; the approximate average tenure with the City was 17 years. Staff’s resounding message about staffing was that they simply do not have enough staff; security staff were mentioned as the highest need, followed by seasonal help for special events, summer camp, and parks support. The open-ended, pre-meeting survey question regarding programming roadblocks resulted in 33% of responses referencing staffing as a roadblock. The discussions regarding program expansion possibilities inevitably included indications of needing more staff to make any expansion realistic.

Staff Development: Staff indicated that the lack of upward mobility potential frequently results in retention difficulties. More staff training and accountability for the training were cited as improvement opportunities; specifically, customer service and safety trainings were desired. A succession plan was also suggested.

Collaboration: Internal collaboration among Department staff was described as a need by several staff. Examples included a desire for staff to work together more, to streamline communication, and to know “who is doing what.” Staff identified inconsistencies in the program proposal form use, how to decide what programs to offer, and between the RecTrac and marketing information.

Leadership Support: Staff identified some inconsistent expectations and information dissemination between leaders. One staff group indicated a lack of support in getting programs started, specifically in the realm of direction, funding, and mentoring. Staff also requested more support for centers in high crime areas, in the realm of lighting, safety communication, and staffing.

Politics: Staff often described being “pulled” between their duty to uphold existing policies and the opposing requests to bend the rules that are frequently exhibited by those with political clout. Staff consistently expressed that if a community member complains, or if they know someone, they will get their way—regardless of the rules.

2.8 SYSTEM INVENTORY AND ANALYSIS SUMMARY

Demographics Summary

Growth

- The City of Tampa has seen substantial growth over the last 20 years, and this growth is expected to continue at a slower rate over the next 20 years.
- This growth will continue to increase demand for parks and recreation facilities and services, particularly when it comes to access.

Characteristics

- The growth during the last 10 years has made Tampa’s population younger, and more diverse.
- Tampa’s population is also becoming better educated and more affluent.
- Both household size and family size are increasing.

Guiding Documents Summary

- Tampa has a strong foundation of planning initiatives that have defined a City-wide Vision for achieving, a livable, sustainable and equitable community.
- The PRMP will continue to build upon this Vision by integrating the needs and priorities from the next chapter into a shared set of community-defined goals and objectives.

Operations and Maintenance Practice Assessment Summary

- The Department’s strengths include skilled employees, variety of offerings, good communication, improvements in organization and technological efficiency, and a general feeling that the Department is heading in the right direction.
- Areas of improvement include staffing inefficiencies, aging infrastructure throughout the parks, performance measurement, inefficiencies in communication with the Facilities Department, modernization of practices, and the need for an overall strategic Vision.

Financial Strategies & Comparative Analysis Summary

- Tampa’s Operating Budget and CIP Investment have seen an increase over the last few years.
- Tampa’s Operating Budget as a percentage of the General Fund and Budget per Capita exceeded all peer cities with the exception of Fort Lauderdale, however CIP Investment is substantially lower than all five cities.
- Tampa is outperforming both Florida peer cities in terms of total parks, and acreage LOS, however peer Cities outside of Florida have significantly higher level of service.

Recreation Program Assessment

- The City of Tampa offers a wide range of programming opportunities for residents of all ages.
- Despite the impacts from COVID-19, participation remains strong.
- Opportunities exist for improved evaluation of program performance, improved facilities for increased flexibility and availability.
- Market Potential indicates that Tampa residents are more likely to participate in active recreation than passive recreation, which may result in an increased demand for programmed opportunities

Level of Service Summary

Acreage LOS

- When compared to NRPA agency averages Tampa's current acreage level of service is below the national average, and this acreage would decrease with future population growth.

Facility LOS

- Tampa enjoys a wealth of high quality recreational facilities that in most cases, provide a significant surplus of facilities, particularly a surplus of basketball courts, baseball/ softball fields, and tennis courts when compared to SCORP standards.

Access LOS

- When considering all park types and facilities, the neighborhoods in northern Tampa have limited walkable access to nearby City-owned parks or amenities.
- The core neighborhoods of the City generally have sufficient access to most facilities.

Park System Resources Summary

Successes

- Regional and Major Parks displayed a high level of care and maintenance making them highly effective in serving the community.
- Maintenance and condition of the parks was generally good throughout the system, although many amenities may be reaching the end of their life cycle.

Opportunities

- There is great need for improved amenities, access and effectiveness of small neighborhood parks.
- Social and environmental sustainability can be improved at a system-wide level - providing new opportunities for park users.

Overall System Ratings:

Design and Construction

63

Condition, Comfort and Image

68

Effectiveness

55

Access and Linkages

61

Sustainability

55

Scoring based on potential ratings of 1-100 for each category.

CHAPTER

3

CHAPTER 3: NEEDS AND PRIORITIES ASSESSMENT

- 3.1 Methodology
- 3.2 Community Engagement
- 3.3 Community-wide Online Survey
- 3.4 Statistically Valid Survey
- 3.5 Trends Analysis
- 3.6 Needs and Priorities Assessment
Summary



NEEDS AND PRIORITIES ASSESSMENT

Bayshore Blvd Linear Park

3.1 METHODOLOGY

Overview

Building on the information gathered as part of the system inventory and analysis, the City of Tampa Parks and Recreation Master Planning team utilized a wide-range of techniques to conduct a comprehensive, city-wide needs and priorities assessment. Techniques utilized are a combination of qualitative and quantitative industry best practices that provide a system of cross checks to determine the community's top parks and recreation needs and priorities. Unique to this plan is the inclusion of a robust virtual engagement effort in order to provide safe, accessible engagement opportunities for residents across the City.

Virtual engagement provides several benefits that go beyond the traditional community outreach process. Today's world has increasingly become more "on-demand", with busy schedules and a desire for flexibility driving the way people absorb information and interact with the community. Virtual engagement aligns with this concept by providing multiple ways of obtaining project information and providing feedback, fully independent of set dates and times. Direct access to engagement portals can also be easily distributed through a variety of medium, ensuring a large cross section of the community is able to provide their ideas.

Introduction

The following chapter documents the specific information received through each phase of the Needs and Priorities engagement processes. The chapter begins by presenting the virtual platforms that the planning team utilized to present the project to the community. Direct responses and comments received from attendees and participants are presented following the methods section. This section also provides system-wide themes identified through interviews with key stakeholders in the City. The end of the first section documents focus groups which the master planning team conducted to hone in to more specific details related to specific communities and topics already identified as important to Tampa residents. The second and third sections of the

chapter detail the community-wide online survey and the statically valid survey results that helped to identify top priorities for the parks system. These results were utilized in a benchmarking analysis comparing the Tampa parks system data to other National datasets for strategic parks and recreation planning and management issues. This helps further identify the current successes and opportunities in the overall system. The final section of the chapter, a national trends analysis, gives a higher-level insight into current cultural trends related to parks and recreation services. The chapter is completed with a summary of these findings.

Outreach Efforts

Despite the many advantages of virtual engagement, an online community involvement effort will only succeed if sufficient outreach is conducted. Virtual engagement allows for easy, on-demand access, but the public must be made aware of the master plan effort and know how to become engaged. It is also critical to help the public understand why their feedback is important, and how the results of this plan can impact the future of their parks and recreation services.

City Facilitated Engagement Meetings

In preparation for the master planning process, the City of Tampa Parks and Recreation Department facilitated a series of eight preliminary public outreach meetings. The meetings were intended to launch the planning process by collecting the feedback of residents related to Parks and Recreation in their community. The meetings were held at key public centers across the City to capture an equitable cross-section of feedback from residents.

The meeting locations were:

- Port Tampa Community Center - Nov. 5, 2019
- Barksdale Senior Center - Nov. 13, 2019
- Freedom High School - Nov. 18, 2019
- Cyrus Greene Park - Nov 19, 2019
- Kate Jackson Community Center - Nov. 21, 2019
- Kid Mason Community Center - Nov. 21, 2019
- Copeland Park - Dec. 2, 2019
- Wayne C. Papy Athletic Center - Dec. 5, 2019

The predominant themes heard from residents at these meetings are compiled below:

- Ensure equitable access to high-quality pools.
- Invest in neighborhood parks and resources that promote local community building.
- Maintain or update existing recreation facilities and parks.
- Make environmental updates in parks utilizing methods such as smart storm water management and native vegetation.
- Provide equitable facilities and programs across the whole City and particularly for in inner City neighborhoods.



Joseph Frye Park

- Expand park hours to include evening access and incorporate amenities for nighttime safety.
- Support and invest in diverse transit access to parks and facilities.
- Improve trails and greenways connectivity in the City.
- Increase the number of restrooms in parks and the quality of their maintenance.
- Notify the public about the work and timeframes in advance of park updates and improvements.
- Raise the parks budget to meet the needs of the growing community in the coming years.
- Include more public organizations and community groups in park maintenance efforts.
- Make the entire parks system ADA compliant, sensory friendly, and welcoming for people with various disabilities.
- Provide Wi-Fi and electronics services in parks.
- Increase the number of lighted tracks and running amenities in the parks and the City.
- Create additional places for large community gatherings and celebrations.
- Provide additional public boating and kayak access points along the blueways.
- Develop stronger relationships between members of the police force and the community.



Cancer Survivor Plaza at Al Lopez Park

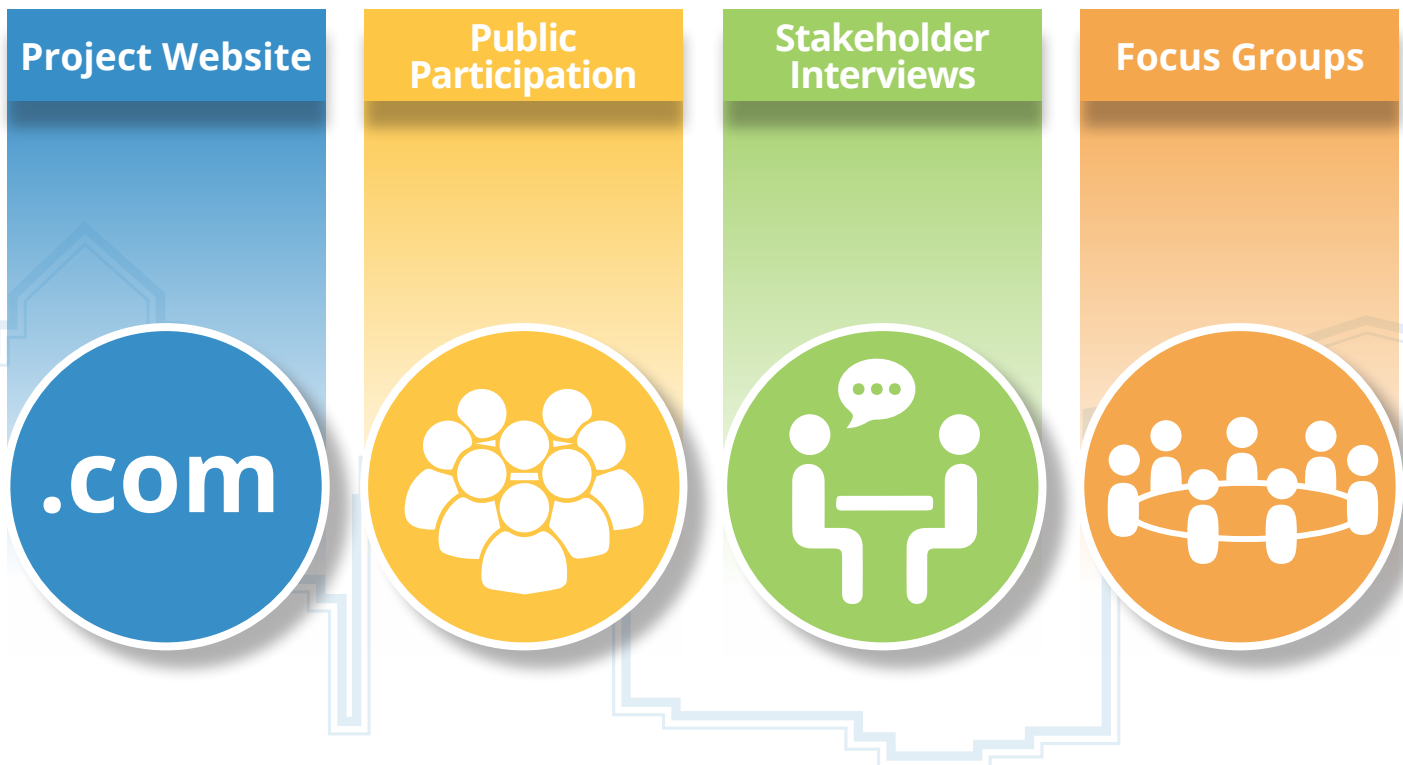
3.2 COMMUNITY ENGAGEMENT

Overview

The City of Tampa Parks and Recreation Master Plan is built on the foundation of an extensive community involvement process which forms the cornerstone of the qualitative research methodology grounding the plan. A primary goal of the community involvement was to reach out to the general public and stakeholders to gather their thoughts and input to make the parks and recreation system of Tampa robust and equipped for the future. The first component of this public participation approach included creating a project website to find the direction of the City of Tampa Parks and Recreation Master Plan to ensure that the Plan promotes the goals of the City and works harmoniously with

other planning efforts already underway. The second component of this public participation approach included conducting a virtual open house and community meetings held through an online platform. Each meeting was offered on weekday evening making it possible for a larger number of people to attend. The third component included 13 stakeholder interviews with elected officials, Parks and Recreation staff, officials, and community leaders in Tampa. The fourth component of community involvement was conducting 8 topic-based focus groups addressing a selection of community recreation elements. The following are summaries of findings for each method of outreach.

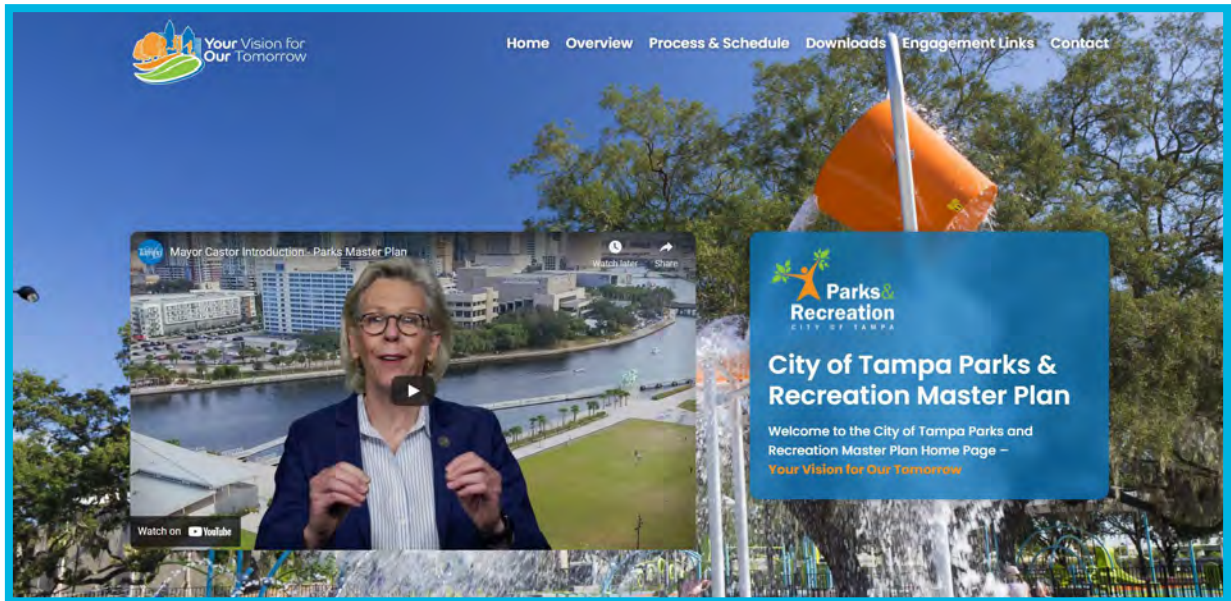
City of Tampa Parks and Recreation Master Plan Four-part Community Engagement Process



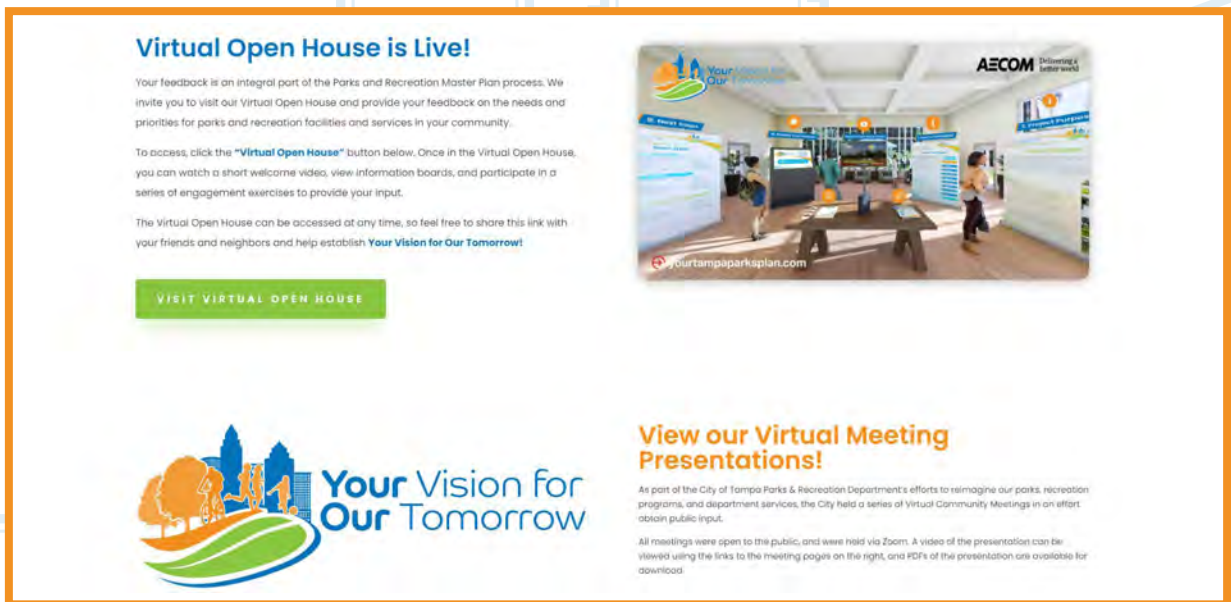
Project Website

In light of the COVID-19 pandemic and resulting public health concerns, a decision was made to utilize a virtual platform for a major portion of the community engagement. This platform was run through PublicInput.com and utilized the URL, www.yourtampaparksplan.com as the landing page for all online engagement. The platform served as the access point for project information and updates, the Virtual Community Meetings, and the online survey. Extensive outreach was conducted to encourage access to this platform, as well as provide input opportunities for those who may have difficulty accessing the site.

www.yourtampaparksplan.com



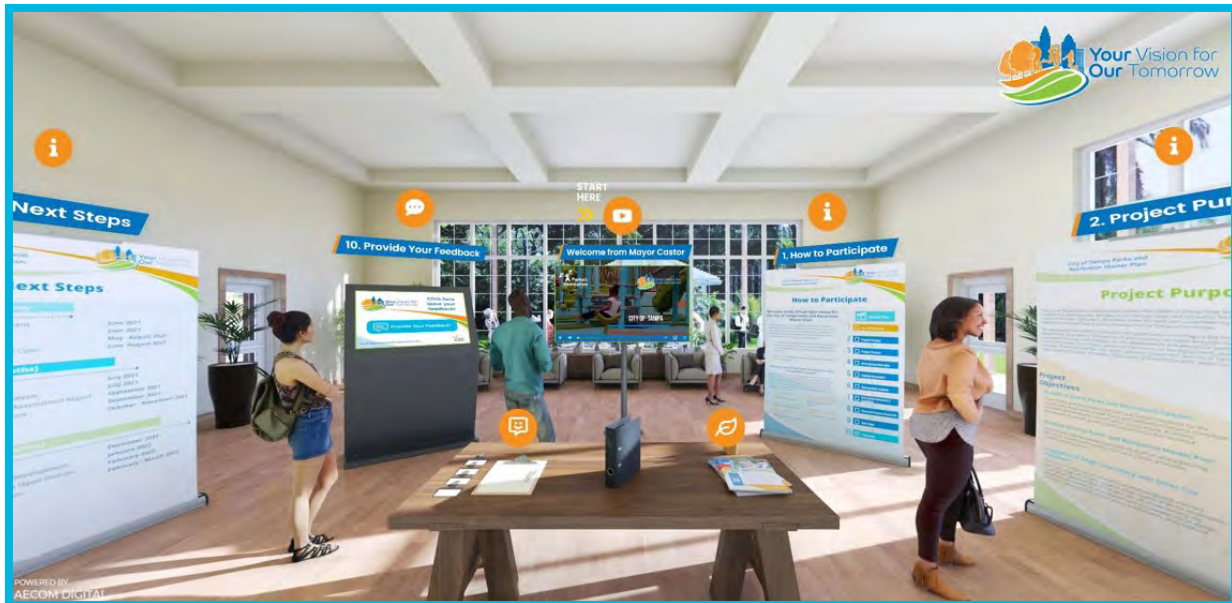
City of Tampa Parks and Recreation Master Plan Project Website



Project Website - Virtual Open House Web Page

Virtual Open House

Tampa Community feedback is integral to the Parks and Recreation Master Plan process. Community members were invited to visit a Virtual Open House and provide feedback on the needs and priorities for parks and recreation facilities and services for their specific community. Once in the Virtual Open House, participants could watch a welcome video, view information boards, and participate in a series of engagement exercises to provide input (**Figure 3-1**). The Virtual Open House remained accessible at any time online for 3 1/2 months to provide an opportunity for the community to learn and provide input about the Plan priorities.



Virtual Open House Public Engagement Room



Virtual Open House Information Boards

ACTIVITIES YOU CURRENTLY PARTICIPATE IN OR HAVE A NEED FOR

Figure 3-1: Top 3 Most Participated in Activities



What Would You Change? - Key Themes

Amenities & Programming

- Provide additional public beach areas in Tampa.
- Create more pocket parks, linear trails, greenways.
- Improve variety and quality of programs for seniors within water aerobics.
- Consider bringing in outside programs to facilitate the classes and provide a variety of expertise.
- Consider adding public running tracks to the parks system.
- Increase the food and concessions services at well attended parks.
- Provide more organized outdoor community activities such as organized hikes, educational walks, gardening events, and sporting days.
- Consider increasing connections between trails and existing transit corridors.
- Design multi-use amenities in park open space that inspire residents to create/ participate in planned engagement activities.

- Increase adult education and program activities.

Environmental Sustainability

- Expand use of the City's stormwater assets to compliment community values related to water quality, recreation, and aesthetics.
- Prioritize and increase the frequency of clean rest facilities at parks and playgrounds.
- Expedite replanting of trees to provide ecological, environmental, and social benefits.
- Add solar-charging shade structures at throughout the park system.
- Consider moving the basketball courts indoors to open up the waterfront at DeSoto park. Upgrades to the seawall and current flooding concerns could be addressed while doing this.



Go to Beach



Events & Festivals



Exercising Outdoors



Biking



Visit Museums



Kayaking / Boating



Fitness Classes



Hiking

Safety

- Provide more sufficient lighting in all parks to enhance safety.
- Identify areas that are currently overlooked in the parks and recreation system and provide additional upkeep services to those facilities.
- Allot more City funds to provide better maintenance of existing parks and resources.
- Improve cleanliness of parks by utilizing trash amenities that cannot be tampered by wildlife.
- Create additional bike paths separated from pedestrian paths in larger parks.
- Utilize a schedule for updating parks and recreation equipment more regularly.
- Consider eliminating several transit lanes on Bayshore Blvd. to expand the park along the waterfront.
- Provide clear signage in the larger parks for park paths for runners and walkers.

Access

- Extend pool hours at parks like DeSoto Park because the pool is heated.
- Provide a more equitable parks system by utilizing resources to upgrade neighborhood parks and facilities in less affluent locations.
- Bring consistency to programming locations.
- Increase public outreach to inform the public about the facilities available in the park system.
- Allow public high school tracks to be accessible to the public through reservation.
- Consider providing free or rentable supplies such as shade umbrellas and chairs.
- Prioritize completion of the West Riverwalk.
- Consider the needs that were exposed due to Covid-19 during the evaluation of the park system and creation of the Master Plan.
- Increase the flexibility for smaller groups (20 or fewer) to get approved to hold classes at park facilities.

Virtual Open House Participants

● **36,560**
**People Reached
Through Virtual
Platform**

● **593**
**Engagement
Responses**

● **184**
**Virtual Open House
Participants**

What Would You Add? - Key Themes

Amenities & Programming

- Increase the connectivity between biking and walking trails for more extended walks and rides and substantial transit means.
- Build a public rubberized running track facility with lights.
- Increase the number of beach volleyball courts.
- Consider adding dog parks and paved trails in or around neighborhood parks.
- Create areas of comfort and safety in parks for families and children.
- Consider recommending specific parks to undergo a full master planning process.
- Add exercise equipment and workout spaces to existing parks.
- Evaluate opportunities to add gardens to neighborhoods.

Community

- Work with local neighborhoods to define priority park needs and goals.
- Increase park programming to encourage healthy lifestyles and capitalize on Tampa being a coastal city.
- Create spaces where local entertainment groups are encouraged to perform in parks.
- Utilize sports franchises more in giving back to the community.
- Consider having park security be more active and personally involved in regulating the rules of the parks system such as unleashed dogs, excessively loud music, and rowdy visitors.
- Incorporate services in public spaces and parks to help meet the needs of people without housing or face more dangerous situations after dark.

COMMON THEMES FROM PARTICIPANT COMMENTS IN VIRTUAL OPEN HOUSE



Access

- Increase trail network for cross country teams that serve individual practices and group meets.
- Work with local neighborhoods to define priority park needs and goals.
- Incorporate safe streets and other multi-modal methods throughout Tampa's park system
- Provide a variety of class and programming times that accommodate people with all different types of work schedules.
- Consider collecting fees that would supplement specialty programs costs for under-served populations.
- Increase the number of protected bike paths around the City.
- Provide additional access to the river including kayak and canoe launches.
- Increase pedestrian trails to small neighborhood parks.

- Add more bike parking throughout the City.
- Consider additional communication methods such as a quarterly newsletter about classes and activities.

Comfort & Environment

- Develop a maintenance plan for facilities and landscaping to create welcoming park environments.
- Add shade structures at playgrounds.
- Pay attention to comfort, condition, and safety needs related to sporting activities such as shading and resurfacing of athletic courts.
- Add more trees and additional shade structures across the park system.
- Increase green infrastructure in City parks.
- Increase vegetation and prioritize native planting in parks.

VIRTUAL OPEN HOUSE - IDEA BOARDS RESULTS

What type of facilities or activities would you like to have access to in 5 years?

<h1>5</h1> <h2>Years</h2>	<ul style="list-style-type: none"> ▪ Safe bike, walking, and running paths ▪ Connected greenways ▪ More neighborhood parks ▪ Increased water play options ▪ Volleyball courts ▪ Dog parks ▪ Public outdoor exercise equipment ▪ More co-ed sport leagues ▪ Public pools year-around 	<ul style="list-style-type: none"> ▪ Lighting along the bayfront ▪ Park shelters and seating ▪ Services for people without housing ▪ Pickleball courts ▪ Public gardens ▪ Public activity spaces for yoga and pilates ▪ Swimming classes ▪ Multiple-use courts ▪ Frisbee golf
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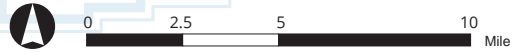
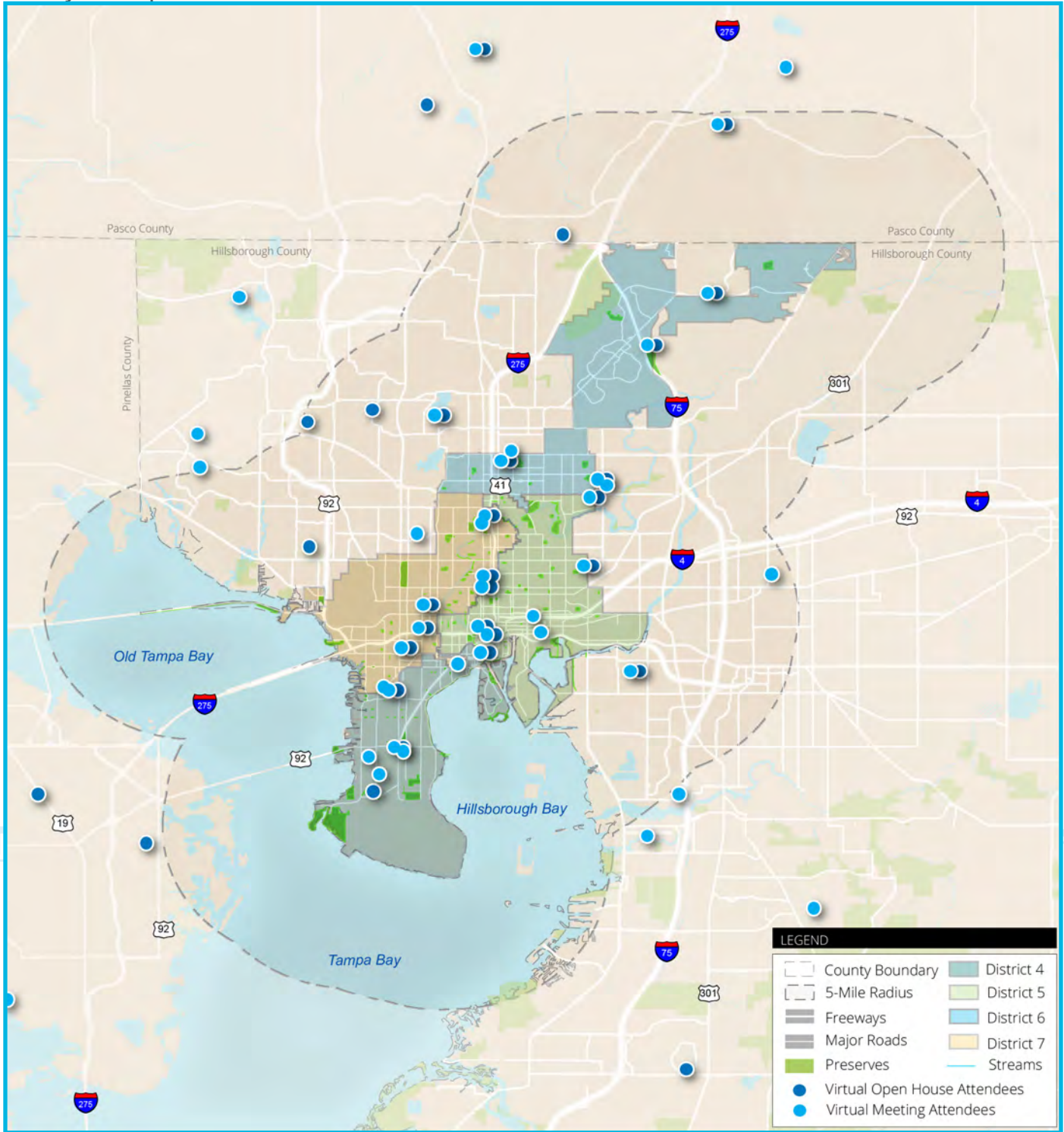
What type of facilities or activities would you like to have access to in 10 years?

<h1>10</h1> <h2>Years</h2>	<ul style="list-style-type: none"> ▪ More parks ▪ Bypass canal greenway & Nature walks ▪ Mountain biking trails ▪ Public waterways access ▪ Martial arts ▪ Pools combined with local food and restaurants ▪ Older populations programs, activities, and transportation ▪ Neighborhood parties, meetings, and dinners ▪ Sustainable pool management 	<ul style="list-style-type: none"> ▪ Public running tracks ▪ Pickleball courts along rivers ▪ Co-ed sports leagues ▪ Water activities and facilities ▪ Biking amenities such as showers, storage, and covered parking ▪ Native food gardens ▪ Indoor and outdoor fitness centers ▪ Neighborhood-centered programming like gardening and fitness meets
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What type of facilities or activities would you like to have access to in 20 years?

<h1>20</h1> <h2>Years</h2>	<ul style="list-style-type: none"> ▪ Fully interconnected, well-lit bike, walking trail, and greenway system ▪ Quiet, shaded open spaces and parks ▪ Martial arts ▪ Pavilions and stages for outdoor events ▪ Adult co-ed sports leagues ▪ Creative lighting methods and fountains in parks ▪ Nature preserves and education centers ▪ Environmental land management 	<ul style="list-style-type: none"> ▪ Promotion of native, healthy wildlife habitat in parks ▪ Wildlife education centers ▪ Seniors programs and activities ▪ Seniors transportation services, meal delivery, and aging well programs ▪ Wheelchair accessible programming, activity spaces, and trails ▪ Fully equipped facilities for art, dance, gymnastics, cooking classes
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Map 3-1: Distribution of Virtual Meeting and Virtual Open House Attendance for City of Tampa Parks and Recreation Master Plan



VIRTUAL MEETINGS

As part of the City of Tampa Parks and Recreation Department's efforts to reimagine our parks, recreation programs, and department services, the City held a series of Virtual Community Meetings with each Council District in an effort to obtain public input all meetings were open to the public, and were held via Zoom. A high-level summary of comments received for each meeting is summarized below.

City of Tampa, Council District 4: Virtual Tampa Community Meeting - Tuesday July 13th, 2021 (6:30-7:30pm)

- Integrate Urban Forestry Management Plan in the Parks System Master Planning process.
- Coordinate plan with other City departments such as Transportation and Public Works.
- Consider utilizing the railway traversing South Tampa as a greenway or walking trail.
- Safe bicycle access in and to parks should be addressed.
- Expand public volunteer opportunities as part of the planning approach for creating clean, safe parks.
- Create more swim lessons programming and swim club options.
- Increase youth and older populations sports.
- Propose locations for a community water park.
- Consider opportunities to support disk golf.
- Add multiple-use sporting amenities to parks to provide for many types of activities.

City of Tampa, Council District 5: Virtual Tampa Community Meeting - Thursday July 15th, 2021 (6:30-7:30pm)

- Safety is a challenge for getting to and from the parks.
- Cover outdoor basketball courts and resurface sports courts across the City.
- Increase high-quality maintenance of existing parks and trails.
- The parks plan should address smaller public green spaces as well as large parks.
- Include neighborhood residents to help maintain and care for the sites.
- Consider neighborhood associations and groups that could partner with the City for funding and improvement projects.
- Identify and address parks that are a haven for illegal activity.
- Seminole Heights needs a dog park and dog run.
- Plan intervention methods for potential displacement of people due to park projects.
- Incorporate reliable Internet access in the parks system.
- Improve signage and wayfinding across the park system. Regularly update and repair existing signage.
- Use the plan to address crosswalks and safety for foot traffic in and to parks.
- Improve communication of what the parks provide – such as a calendar that highlights the events and opportunities of an individual park each month.
- Consider at-risk youth and how parks can meet their needs.
- Repair the boardwalk and trails in Copeland Park.

- Consider methods to address drainage problems in public athletic fields.
- Drug use, and drug trash left behind in parks and general lack of safety are key concerns.
- Consider including play equipment and amenities that better meet the needs of special populations members.
- Add a covered and lit roller hockey rink to the park system in town.
- There is a desire for more pools and increased public pool access.
- Provide a community center building at Henry and Ola Park.
- Consider replacing some of the permanently removed recreation facilities in the City.
- Activate underused and unsafe parks with activities the surrounding community wants.
- Consider partnering with the Florida Housing Authority to integrate underutilized community centers and senior centers into the plan for the general public.
- Provide more safe places, neighborhood and pocket parks in East Ybor City for underprivileged children.
- Add more city outdoor basketball courts.

City of Tampa, Council District 6: Virtual Tampa Community Meeting - Tuesday July 20th, 2021 (6:30-7:30pm)

- Reformat City website for ease of navigation and communication about parks and events.
- Seminole Heights – Henry and Ola Park needs a true recreation center.
- Seminole Heights has a history of recreation amenities being taken away and not replaced.



Lloyd Copeland Park

- The recreation center was closed during COVID-19 because it was too small.
- Updates have been made to other parks across the system that already had extensive amenities while the Seminole Heights parks and the needs documented by residents have not been addressed.
- Swann Circle would benefit from a playground and additional amenities to serve families and the many young children in the neighborhood.
- Angus R. Goss pool served the Hillsborough High School swimming team for meets and practices. A neighborhood pool needs to be reopened in walking distance for the neighborhood.
- Angus R. Goss pool served the underserved youth in the neighborhood.
- Angus R. Goss pool was an important place for young people to learn to swim, which was critical for a community in a peninsula City.
- There is support in the neighborhood to rebuild the Angus R. Goss pool in its original location.
- Create additional programming and events for ages 18-49 at the community center.
- Provide active adults programming and facilities in all neighborhoods.
- Foster relationships with the Transportation Department to sell bus passes at community centers to support alternative transit options.
- Create marketing brochures documenting the services and programs at each community center to help people become aware of what is available and where it is offered.
- Eliminate high membership fees that create exclusivity at some community centers.
- The plan should help address the recreation needs and requests of City residents.
- Streamline and improve a funding and maintenance request system for neighborhood community centers.
- Complete remodeling for the Wellswood Activity Center and incorporate a community feedback process similar to the one used for MacFarlane Park Barksdale Senior Center.
- Sidewalks need to be integrated in older neighborhoods to create connections to parks.
- Advertise the successes of sporting programs to help build interest and community support for scholarships program that could help inner city young people to go to nationals and pre-qualifying events.
- Confirm that the Parks and Recreation Master Plan collaborates with the The Channelside CRA Master Plan standards for park acres per 1000 people.
- Additional amenities such as a dog park or pickleball in the Riverside neighborhood parks could help activate them.
- Use parks as transit hubs by connecting them together for walking, biking, and other modes of transportation.

City of Tampa, Council District 7: Virtual Tampa Community Meeting - Thursday July 22th, 2021 (6:30-7:30pm)

- City pools have accessibility challenges because they can be overly busy and are often being used by groups.
- Even if a park has good bike trails, if the park is difficult to get to by bike, often the trails go unused.
- Develop neighborhood trail connections and a greenway system that connects parks and recreation facilities to neighborhoods to improve safe travel for residents.
- Neighborhood residents have to travel to community centers elsewhere to access services such as games rooms, pools, outdoor activities, and field trips.

- A community center is needed in Seminole Heights.
- Lack of space at the Henry and Ola center is creating an unsafe environment for youth especially with Covid-19.
- A larger, updated community center at Henry and Ola Park would activate the park and help create a closer community.
- Diving amenities should be included in any future redesign and redevelopment of Angus R. Goss pool.
- Learning to swim classes are critical for community youth in Florida. Rebuilding the community pool and providing swimming classes could help reduce child drownings in Tampa.
- Existing pool hours are very inconvenient for families.
- Expand advertising and membership to the soccer leagues at the community centers and provide soccer in the fall.
- A youth soccer league for girl's could increase the number of female participants in the soccer community.
- A track program would be very welcome in Seminole Heights.
- It is very unaffordable to participate in the higher soccer leagues that are essentially required to play soccer in college. Even local high schools are extremely unprepared and almost endangered when playing against the traveling leagues. A public option with higher level soccer could lead to much higher competition in the area.
- Parks and recreation facilities need to be accessible to everyone easily, simply, and safely.



Wellswood Park

STAKEHOLDER INTERVIEWS

In order to better understand the priorities that the City of Tampa's elected officials are facing, the consultant team conducted a series of thirteen interviews with the Mayor, City Council members, and various departments and community leaders. Each interviewee was asked a series of questions regarding the issues they are hearing from constituents throughout the City or their district, thoughts on comparable cities or regions, and potential implementation strategies for improvements/ enhancements to the parks and recreation system. Responses were recorded by the project team who identified consistent themes. The following is a comprehensive compilation of the discussion from the interviews:

Stakeholder Interview Discussions

Improve Park Connectivity

- Create an inclusive and equitable park system
- Improve open space connectivity
- Easily accessible open space
- Utilize private/ public partnerships to expand greenway systems

The City of Tampa parks stakeholders emphasized that the city park system should be designed to facilitate inclusivity and equity. City open space and amenities need to meet the needs of all park users from the surrounding area. Providing safe access for multiple generations will help keep the park activated and offer spaces to maintain a healthy lifestyle. Investment for this type of access could be achieved through greenways/ trail systems through residential neighborhoods or business districts. This could result in creating a larger park system that is integrated into Tampa to provide the greatest benefit to the entire community. Outdoor spaces can bring people together and promote the goal of inclusivity in parks across all districts of the City. Stakeholders recommended developing creative partnerships with private/ public entities to have larger outreach efforts.

Expand Utilization of Existing Open Space

- Existing park infrastructure can be better utilized to improve programming
- Activate parks with simple furnishings

Throughout the stakeholder meetings, there were two key opportunities for parks and recreation facilities in the City of Tampa. First, existing park infrastructure can be better utilized for increased programming to improve park participation. Having communities invest in their local parks is needed to make them high quality outdoor spaces that emphasize safe, joyful, recreational activity. Many open spaces that are one-dimensional today could host multiple sports and recreation services to activate them for community engagement throughout the year. Developing better programming and outreach efforts for community members could enhance public participation so existing facilities don't become underutilized. Using technology applications as a form of outreach could help inform community members about what types of programs are happening within their local parks. Stakeholders also suggested that benches, playgrounds, and community creative services such as, arts and crafts programming could attract all ages. Other potential investments included a youth sports commission, habitat, ecological education, and areas of relaxation. The second key need is to address the dispersion of park programs and how it is reflected with the changing demographic of Tampa. These new target parks could help facilitate social interactions in a safe and welcoming environment. Stakeholders recommended the Plan consider these changing trends to attract multiple generations to use the park system for long-term activation. Incorporating forecasted park use trends in the planning process could help increase park attendance, which will increase their priority for regular maintenance.

Establish the City's Identity

- Historical signage in parks to celebrate City's history
- Implement strategies to make parks unique to their locations and neighborhoods

Stakeholders agreed that using the parks to play a role in the City's identity would benefit from a complete park plan that helps denote a sense of place and character that reflects the citizens. This could be achieved by using broad strokes to induct new markers or spaces into the park that represent the citizens of Tampa. Ideas generated by stakeholders were to develop iconic photo opportunities in existing or underutilized parks for residents and tourists to visit. Creating unique partnerships with well established agencies within the City could help attract users to regional parks that fosters neighborhood uniqueness. These partnerships could be driven by demographic data to support recommended locations.

Cohesive Park System Planning

- Actionable strategies to be taken by City Council members
- Develop a comprehensive master plan for the City of Tampa
- A robust, inclusive plan to likely receive project funding and recommendations

Tampa parks stakeholders emphasized the importance of having a clearly defined and cohesive parks master plan was critical to take actionable steps moving forward. With an influx of community members in the next several years there should be an effective strategy to accommodate this upcoming change. Stakeholders clearly want to utilize survey data for annual benchmarking that will inform the Master Plan. To create more social and environmental decision-based design, the City would like to reflect on lessons learned from other cities to better understand what does and doesn't work. It was noted that many successes within the Parks Department have been found using immediate-, short-, and long-term strategies. This can clearly identify how communities will quickly see change to sustain engagement over the project(s) lifespan. Due to Covid-19, concerns were highlighted from community members regarding the maintenance and safety of park amenities.

This data can help visually show what amenities have received extensive attention and where potential services are needed to create a well-maintained park system.

Robust Funding

- Consider corporate sponsors, local businesses, and community organization to develop mutual partnerships
- Allocate an amount of tourism development tax to the Parks and Recreation Department
- Include neighborhood associations during public engagement
- Consider additional local funding methods like a CIT tax, a parks bond, user fees, and neighborhood marketing

Stakeholders expressed several ideas for increasing park awareness and financial support for the Parks and Recreation Department. The community of Tampa has a broad group of leaders in professional sports and localized neighborhood HOAs that could help guide future missions and raise support for the parks and recreation programs. Corporate sponsors, local businesses, and community organizations should be considered to develop partnerships due to their network, financial resources, and existing interest in the success of their regional communities. They are equipped to provide services that complement the mission and programs of parks while increasing business engagement. Implementing strategies that utilize these private funds and sponsorships help avoid the city tax burden on the government and citizens. Other considerations would be using large bonds for park improvements once passed by voter support and if raising taxes would be welcomed by the public. If the raising of taxes is supported, a recommended method would be implementing a 5-year CIT tax to help conduct City projects. The stakeholders believe the key to this Plan is focusing on attainable financial actions that City can take to make this proposal a reality.

FOCUS GROUPS

Eight topic-based focus groups were identified and interviewed to address a selection of specific community recreation topics. The focus groups included people from different fields of expertise associated with the City’s Parks and Recreation facilities. These community members shared their thoughts about the current status of the system and offered ideas of future improvements.

Each meeting was approximately one hour in length and started with a brief introduction of the planning process, followed by an in-depth discussion of needs and priorities, then capped by a discussion of preliminary vision ideas for each topic and potential implementation strategies.

- Natural Areas & Sustainability Focus Group - Monday, May 24, 2021
- Youth Organization Focus Group - Tuesday, May 25, 2021
- Athletics Focus Group - Wednesday, May 26, 2021
- Seniors & Special Needs Focus Group - Wednesday, May 26, 2021
- City Departments Focus Group - Friday, May 28, 2021

- Planning & Development Focus Group - Tuesday, June 1, 2021
- Facilities Management Focus Group - Tuesday, June 15, 2021
- Family Services Focus Group - Wednesday, June 16, 2021

Records of these meetings can be found in Appendices, along with comments recorded from each meeting. The following summarizes questions, comments, and directions that emerged during the focus group meetings.

Focus Group Discussions

Natural Areas & Sustainability Focus Group - Monday, May 24, 2021

- Offer design guidelines for areas that face severe weather destruction.
- Develop comprehensive planning to enhance the park system network.
- Some concerns with the existing allocated funds for parks.
- Increase exposure to grant funding sources like FEMA BRIC.



Riverside Garden Park

- Build partnerships with other departments to improve funding. Increase greenways and trails.
- Opportunities to work with local vendors to enhance community connectivity.
- Provide more specific amenities to local parks to decrease residences' travel.
- Enhance neighborhood parks to build a stronger sense of identity.
- Prioritize conservation and resilient design to strengthen ecosystems and encourage environmental education.
- Acquire vacant parcels for parks.
- Highlight stormwater infrastructure in existing parks to improve water quality and natural areas.

Youth Organization Focus Group - Tuesday, May 25, 2021

- Neighborhoods want more programs for park activation and attention.
- Promote the existing match program to improve funding and create ownership between communities and local parks.
- Focused collaboration between facilities and park programs.
- Offer more community fitness classes for family activities and younger populations that are health conscious.
- Get kids involved with youth leadership opportunities and community activities.
- Facility improvements to ensure safety.
- Play equipment replenished and updated within parks.
- Inclusive design to allow play for all.
- Partnerships with schools keep parks activated.

- Eliminate single-use spaces for programs and activities.
- Create safe spaces that would encourage parental involvement and decrease juvenile crime.
- Develop marketing that keep community members aware of the free/ affordable opportunities found within the Parks and Recreation Department.

Athletics Focus Group - Wednesday, May 26, 2021

- Improve facilities.
- Develop a maintenance budget for park facility improvements.
- Modernize infrastructure and technology
- Bathrooms that promote safety and create a welcoming environment.
- Accommodate and address the popularity of new sports that are trending such as, pickleball.
- Evaluate the use of existing fields to meet the demands of programs that are growing and require more space.
- Create schedules and partnerships between sports teams to provide more multi-use sports fields.
- Make a platform that streamlines community feedback to the city after changes have been made.
- Replace water fountains as water filling stations to be more sanitary.
- Marketing and resource exposure to residents to keep neighborhoods safe.
- Invest in turf fields to save money on maintenance in the long-term.
- Continue to offer inclusive community programs.

- Grow the programs/ needs and implement them into the recreation centers that are active.
- Develop partnerships businesses help with upkeep of park facilities and programming.
- Form new partnerships with sports clubs and non-profits.
- Walking trails, paved trails, trail loops and bike trails need to be added across the park system.
- Place resting areas along trails in shaded areas for people with limited mobility.
- Install charging stations for community members that use motorized vehicles.

Seniors & Special Needs Focus Group - Wednesday, May 26, 2021

- Exercise programs and equipment in local parks for older adults to improve health.
- Create a hybrid model of in-person and virtual park programs
- Expand partnerships with organizations such as Visit Tampa to improve marketing and outreach efforts.
- Pursue more grant funding.
- Improve park and amenities accessibility for multiple generations and for communities with varying abilities.
- Install exercise pools that can provide low-impact cardio.
- Incorporate safe streets to strengthen neighborhood connectivity.
- Easy access to bathrooms from all spaces within the park.
- Create separate areas for engagement for bicycles and scooters.



Tony Jannus Park

- Collaborate with libraries and offer Little Free Libraries to designate areas of reading
- Connect with businesses that provide benches/ trees at little to no cost for the city/ community.

City Departments Focus Group - Tuesday, June 1, 2021

- Provide more catering/ food options in the park facilities to attract users.
- Develop a strategy to capture data about park needs and park assessments.
- Begin to measure ecological park functions such as, carbon sequestration, habitat, and tree canopy health.
- Seek more grant funding for maintenance and infrastructure repair.
- Increase sponsorships with local artists for public events.
- Identify areas that need additional parks to meet new growth trends.
- Strengthen park connectivity.
- Develop programs and activities to target residents' needs.
- Look at strategies on how private development can contribute to the parks/open spaces.
- Improve quality of life with more outdoor spaces
- Expand funding for the Parks and Recreation Department.
- Prioritize ADA accessibility.
- Increase the number and quality of events spaces for large gathering.
- Design parks spaces that are flexible and adaptable.

Planning & Development Focus Group - Tuesday, June 1, 2021

- Activate parks with fitness classes and entertainment.
- Increase the number of playgrounds.
- Promote diversity.
- Upgrade restrooms to create a welcoming and clean environment.
- Implement design methods that activate spaces in future parks so they do not become unused.
- Identify and better utilize potential supporters such as neighborhood associations.
- Improve park maintenance.
- Decrease the homeless population within parks to promote safety.
- Develop a strong park system to attract future residents.
- Expand marketing.
- Create a technology interface that allows users to see where amenities are located.
- Incorporate the culture of Tampa throughout each park to build a stronger identity.

Facilities Management Focus Group - Tuesday, June 15, 2021

- Provide modernization and updates for parks and facility buildings that are old and need repair.
- Discourage vandalism.
- Expand current park hours to meet community needs/wants.
- Improve park maintenance and upkeep.
- Increase the number of park security employees.
- Pursue more funding.
- Install lighting to serve and increase safety for evening park users.
- Improve drinking water stations.
- Update playground units.
- Enhance landscape for safety and aesthetics.
- Add parking.
- Prioritize the process of park enhancement projects to equitably address what is needed not only what is desired.

Family Services Focus Group - Wednesday, June 16, 2021

- Park buildings are old and need repair.
- Modernizations and updates are needed.
- Park infrastructure and amenities are outdated.
- Discourage vandalism.
- Address current park hours to meet community needs/wants.
- Internal concerns with regular upkeep.
- Workers are falling behind schedule due to the small security and maintenance crews.
- Increase the amount of park security employees.
- Pursue more funding.
- Concerns about security and safety, install more lighting.
- Improve drinking water stations.
- Update playground units.
- Enhance landscape for safety and aesthetically.
- Improve communication between maintenance workers and the Parks and Recreation Department.
- Add parking.
- Create a schedule to hold employees accountable to park programs.
- Prioritize the process of park enhancements to address what is needed not what is desired.

3.3 COMMUNITY-WIDE ONLINE SURVEY

Overview

The City of Tampa Parks and Recreation Master Plan online survey was conducted via a survey website. The purpose of the online survey was to begin a process of collecting insight and feedback for the City of Tampa Parks and Recreation Master Planning process. The survey was designed seeking input from the public for this planning project on various topics such as demographics, usage patterns, barriers to usage, priorities, and communication. Surveys were collected over several months. The survey site had 2,800+ visitors and 898 responders. The following collective of charts and data highlight results from the online survey.

Detailed results of all the survey questions can be found in the Appendices.

Facilities and Amenities Level of Satisfaction

The majority of the online survey respondents expressed a split level of satisfaction and dissatisfaction with each type of city's recreation facilities. The level of dissatisfaction percentages were relatively higher in comparison. The various levels of satisfaction responses were calculated and converted to weighted averages; lower weighted averages equaling higher levels of satisfaction. Bigger community facilities like the park restrooms and senior centers had the lowest weighted averages while larger community parks, open spaces or lawns, conservation/environmental lands, and splash pads had the highest weighted averages. These sentiments were reflected throughout the survey with calls for additional facilities similar to those that are already being used and enjoyed as well as calls for improvements to or increased numbers of smaller neighborhood park and picnic areas. There were also a need expressed for more trails/ sidewalks/ multi-use paths for to make parks more accessible to non-motorized transportation. As the online survey showed currently 89% of respondents indicated they use driving as a method of travel to the parks and recreation facilities that household members use.

Map 3-2: Distribution of Online Survey Participants across the City of Tampa

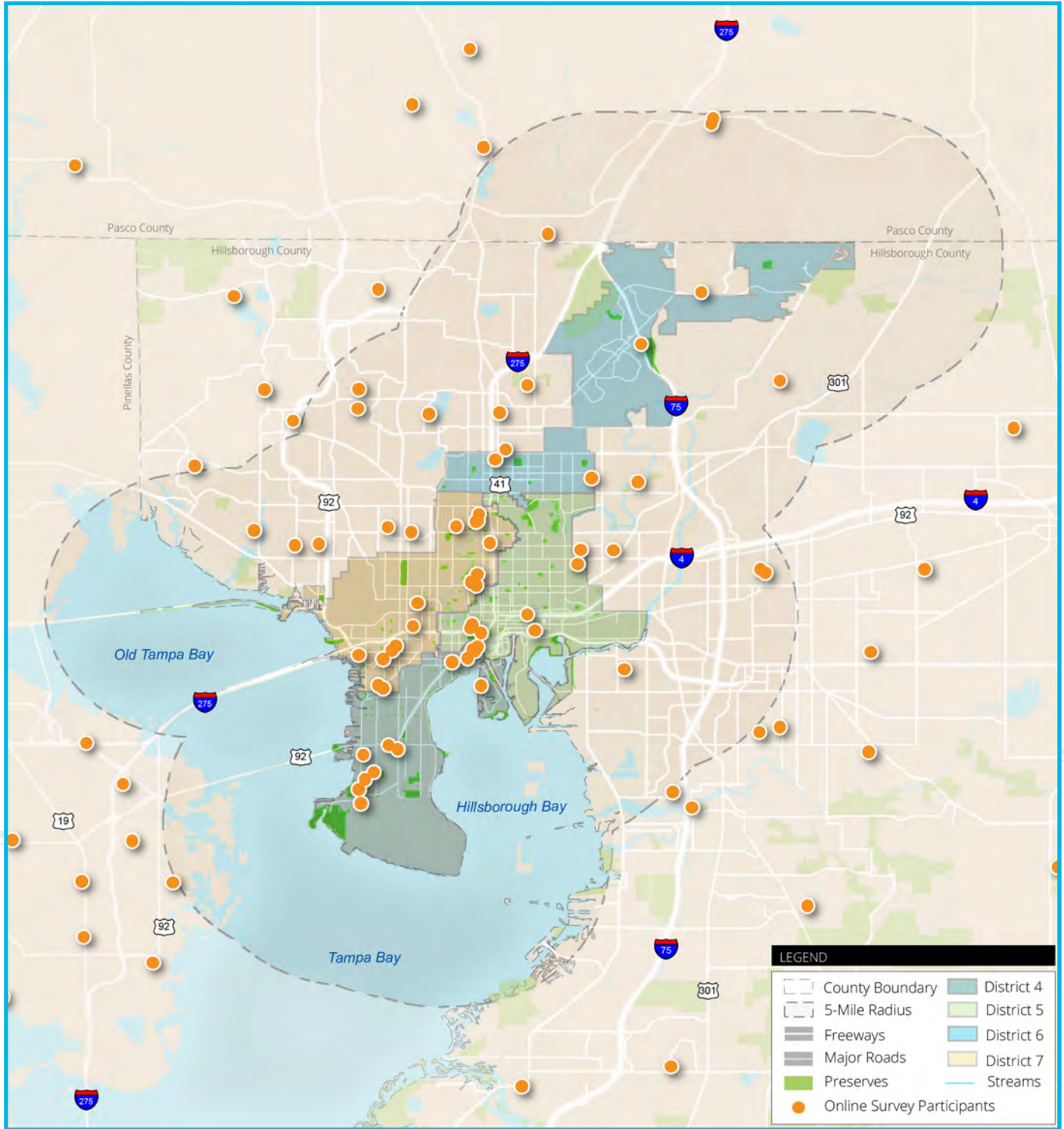


Figure 3-2: Survey Responses to the Quality of City Parks and Recreation Amenities listed that have been used during the last 24 months

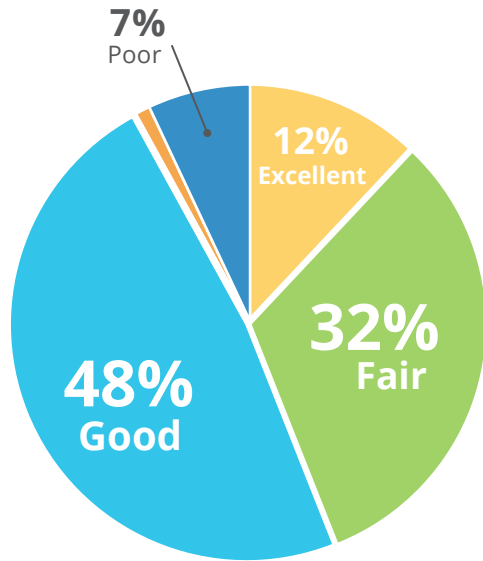
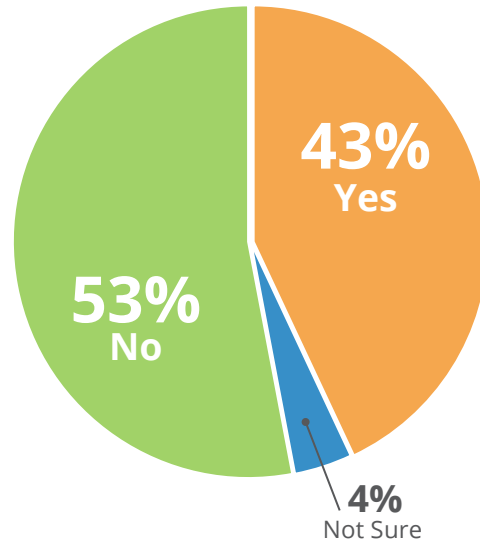


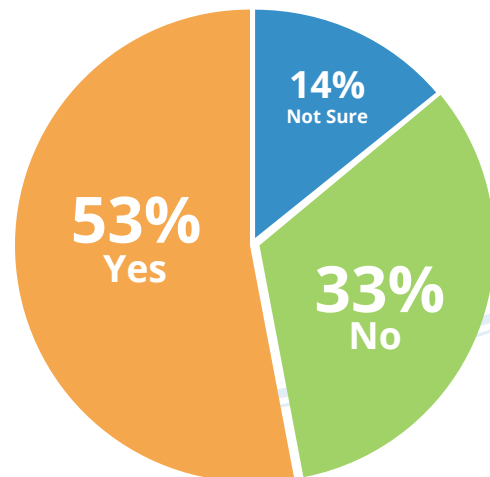
Figure 3-3: Survey Responses to Parks and Green Space Areas within Walking Distance



Top 5 Most Satisfied Parks and Recreation Amenity Types:

1. Larger Community Parks
2. Open Spaces or Lawns
3. Conservation Areas and Environmental Lands
4. Splash Pads
5. Beaches

Figure 3-4: Survey Responses to the City adequately maintaining their parks, recreation facilities, and landscapes



Top 5 Most Dissatisfied Parks and Recreation Amenity Types:

1. Park Restrooms
2. Senior Centers
3. Art Studios
4. Gym and Dance Centers
5. Canoe / Kayak Launches

Figure 3-5: Top 10 Facilities with a Need for in Tampa

Top 10 Facilities with a Need for*:

- Smaller Neighborhood Parks (47%)
- Park Restrooms (46%)**
- Trails / Sidewalks / Multi-use Paths (46%)**
- Natural Parks and Preserves (45%)
- Larger Community Parks (44%)
- Beaches (43%)
- Conservation Areas (41%)**
- Picnic Areas (41%)
- Community Centers (37%)**
- Community Gathering Spaces (37%)

Figure 3-6: Top 10 Facilities with an Unmet Need for in Tampa

Top 10 Facilities with an Unmet Need:

- Indoor Courts
- Park Restrooms**
- Sand Volleyball
- Trails / Sidewalks / Multi-use Paths**
- Conservation Areas**
- Senior Centers
- Community Centers**
- Outdoor Fitness Equipment
- Pickleball Courts
- Multipurpose Fields

* Bold answers are facilities or programs that are common themes across engagement techniques.

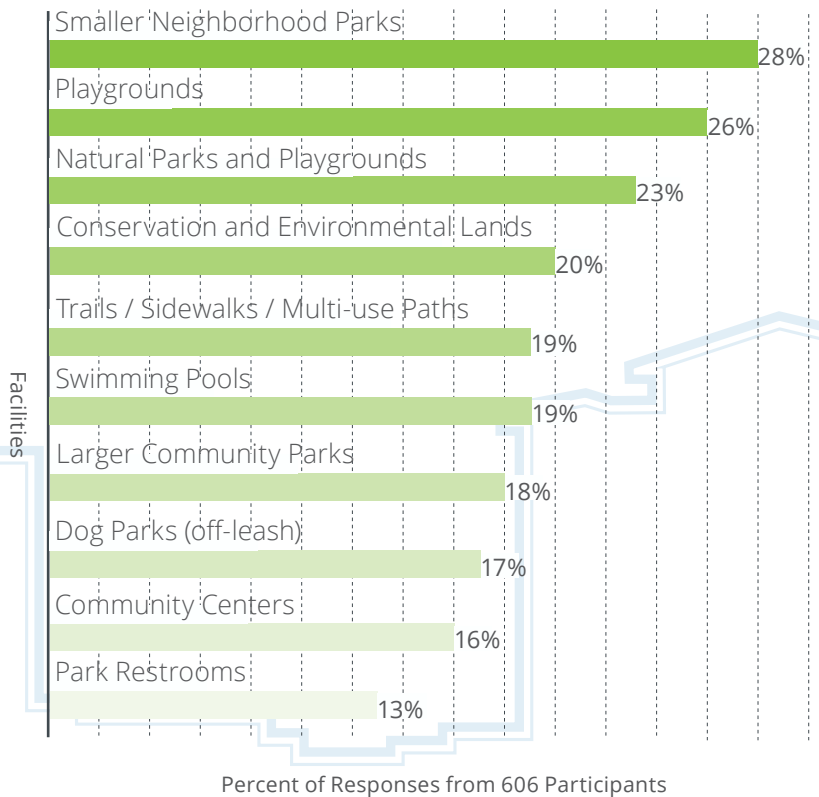


Figure 3-7: Top 5 Amenities/Facilities that Should Receive the Most Attention Over the Next 2 Years

Top 5 amenities/ facilities to receive the most attention over the next 2 years

- Smaller Neighborhood Parks
- Playgrounds
- Conservation Areas and Environmental Lands
- Larger Community Parks
- Park Restrooms

Figure 3-8: Top 10 Facilities that are most important to individuals and / or household members



Programming Level of Satisfaction

The majority of those surveyed expressed a very high level of satisfaction with the City's nature enjoyment. Much of the positive feedback surrounded activities such as outdoor/ adventure and visiting conservation areas. Recreation issues of community such as neighbor Some of the feedback for opportunities to grow relate to the expansion of classes for all ages. Although many classes are currently being offered new methods for modernized communication to

make the community aware of facilities and the programming the City offer would help prevent individuals from participating in these programs. There is very strong support for increasing the pool/ aquatic programs or activities and offering more family events at neighborhood parks. Some of the events that responders expressed interest for food and entertainment events. While the survey indicated that program participation is down in the last year, this is likely due to the impacts of COVID-19.

Figure 3-9: Top 10 Activities with a Need for In Tampa

Top 10 Activities with a Need for:

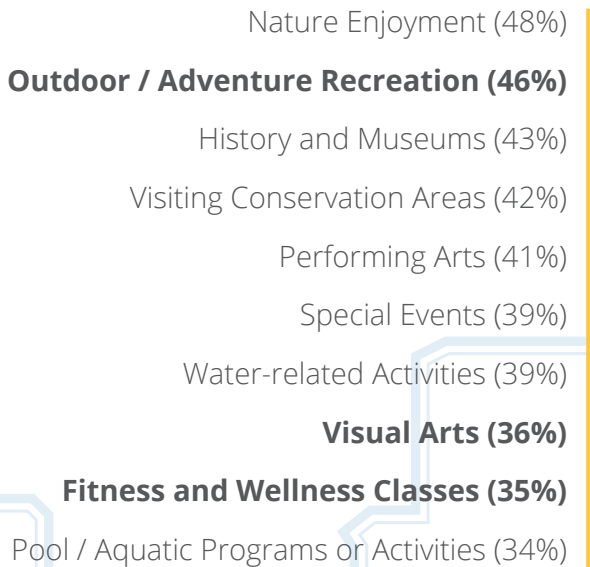


Figure 3-10: Top 10 Activities with an Unmet Need for in Tampa

Top 10 Activities with an Unmet Need:



Figure 3-111 : Reasons that Prevent Individuals from Using Amenities Offered by The Parks Department

Top 5 reasons that prevent individuals from using the parks, greenways trails, recreation facilities or programs

- Parks/ facilities too far from residence
- I do not know what is being offered
- Lack of sidewalk or bike lane access
- Security is insufficient / loitering
- Lighting, not open after dark

Top 6 Single or Multi-day Events That Are of Interest to Tampa Residents:

1. Food events (farmer's market, food tastings, beer / wine)
2. Entertainment (music, movies, performers)
3. Cultural celebrations (music, traditions, performances)
4. Holiday celebrations (Memorial, Veterans, 4th of July)
5. Environmental event (sustainability, recycling)
6. Competitions (triathlon, bike, 5K/10K runs, adventure/obstacle courses)

Figure 3-12: Survey Responses to the quality of programs participated in by residents

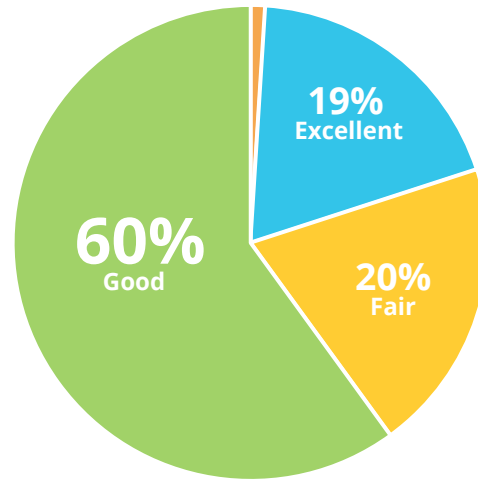
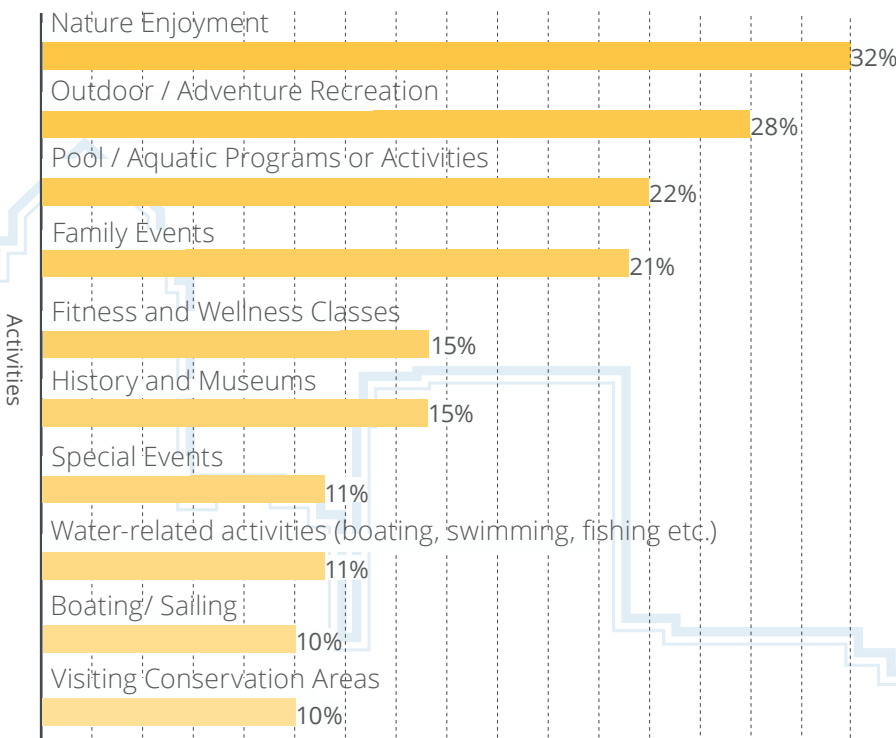


Figure 3-13: Top 10 Activities that are most important to individuals and / or household members

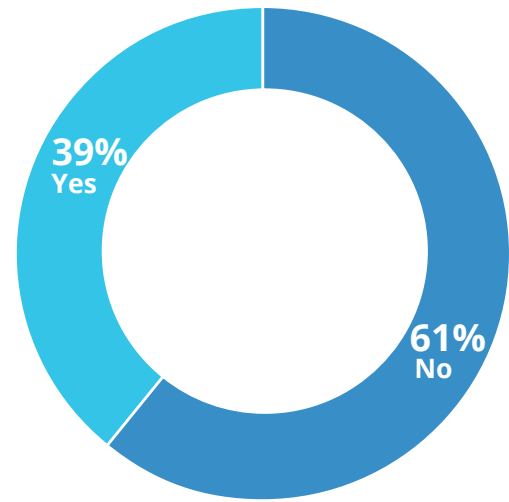


Percent of Responses from 528 Participants

Aquatics Level of Satisfaction

Respondents expressed a strong need in designating an area for swim lessons, recreation oriented pools, and splash pads. These three features that are needed are also the top three most needed features in Tampa. Swimming facilities and/or program utilization could be improved from 39% if the Parks Department looked at what amenities the residents are looking for at the aquatic facilities.

Figure 3-14: Survey Responses to City of Tampa swimming facilities and/or program utilization



Top 3 Pool/Water Play Features That Are Strongly Needed in Tampa:

1. Area for swim lessons
2. Recreation Oriented pools
3. Splash Pads

Top 3 Pool Features That Are Most Needed in Tampa:

1. Area for swim lessons
2. A recreation oriented pool with features such as slides, water spray elements, and zero depth entry
3. Splash pads

Figure 3-15: Reasons Tampa Pools Were Not Utilized

Top 5 reasons City of Tampa Pools were not utilized in the last year

- I do not utilize swimming facilities
- Other
- The pool is not in a convenient location
- The pool hours are not convenient
- Condition of restrooms/ changing rooms

Figure 3-16: Water-related Recreations that Residents would Participate in Tampa

Top 5 swimming/ water recreations that residents would participate

- Recreational swimming: fun swimming and water play
- Splash Pads
- Lap Swimming
- Swim lessons
- Water exercise

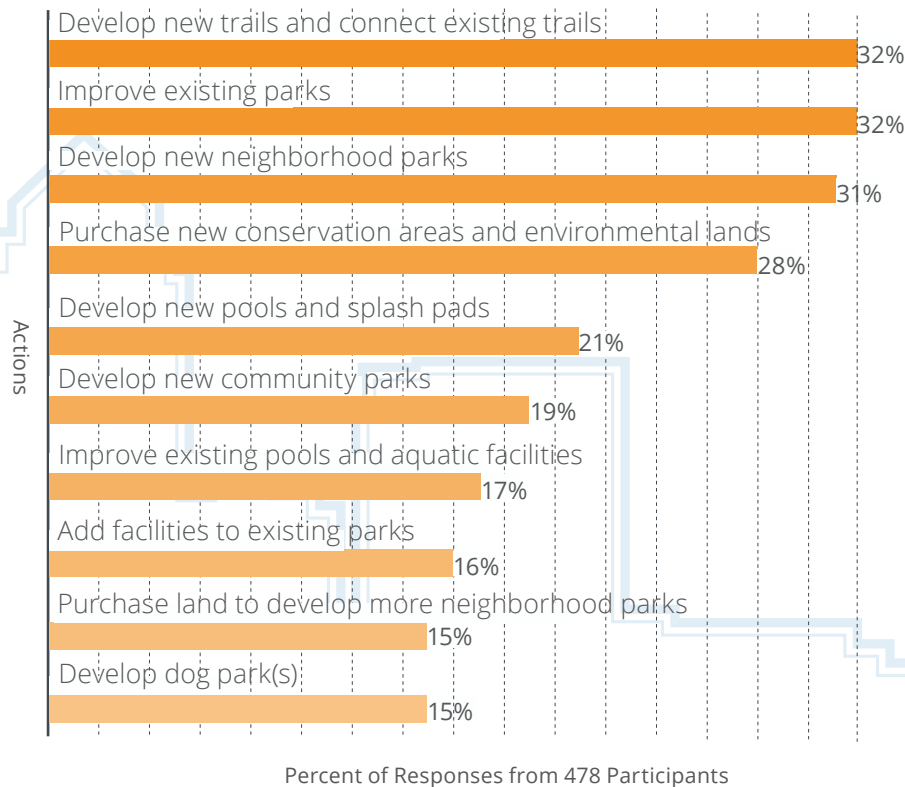
Future Actions, Benefits, and Funding Level of Satisfaction

The majority of the online survey respondents expressed a strong interest in developing new neighborhood parks, trails, and connecting existing trails. Residents also indicated that it is a priority to improve existing parks and they are willing to fund both of those interest with tax dollars if the opportunity presented itself. One-third of survey respondents agreed that they would be in favor of paying \$10 or more per month in taxes to fund new or existing park developments. With only 10% of residents willing to contribute nothing per month.

Top 10 Supported Actions Tampa Could Take to Improve the Parks:

1. Develop new neighborhood parks
2. Improve existing parks
3. Develop new trails and connecting existing trails
4. Add facilities to existing parks
5. Purchase land to develop more neighborhood parks
6. Purchase new conservation areas
7. Improve existing beach parks
8. Improve existing recreation/ community centers
9. Develop new pools and splash pads
10. Improve existing pools and aquatic facilities

Figure 3-17: Top 10 actions that residents are willing to fund with tax dollars



With over 70% of survey respondents in favor of voter referendum to help improve and develop parks, trails, and recreation facilities in Tampa, it is easily indicated that the residents are invested in the park system. Individuals and households are seeking the benefits outdoor spaces provide such as physical fitness, improved mental health, and a safe place for youth and teens to gather. As well as the greater ecological benefits that are provided by preserving open space and the environment

that contribute to a more sustainable city. The Park system is not only an investment in the individual but an investment in the city that attracts more people and makes it a more desirable place to live.

Figure 3-18: Perceived Park Benefits by Tampa Residents

Top 5 Benefits That Residents Could Receive from Parks

- Improve physical health and fitness
- Preserve open space and the environment
- Improve mental health and reduce stress
- Make Tampa a more desirable place to live
- Contribute to city-wide sustainability

Figure 3-19: Most Important Benefits to Tampa Residents

Top 5 Benefits That Are Most Important to Residents:

- Improve physical health and fitness
- Improve mental health and reduce stress
- Preserve open space and the environment
- Make Tampa a more desirable place to live
- Provide a safe place for youth and teens to gather

Figure 3-20: Survey Responses to the additional amount residents would be willing to pay per month to fund new or existing park/facility improvements

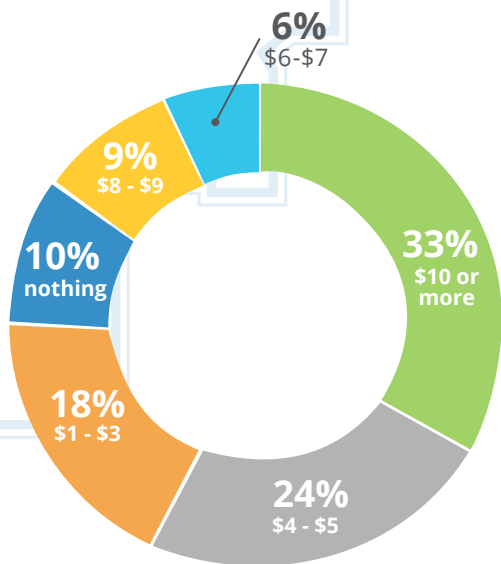
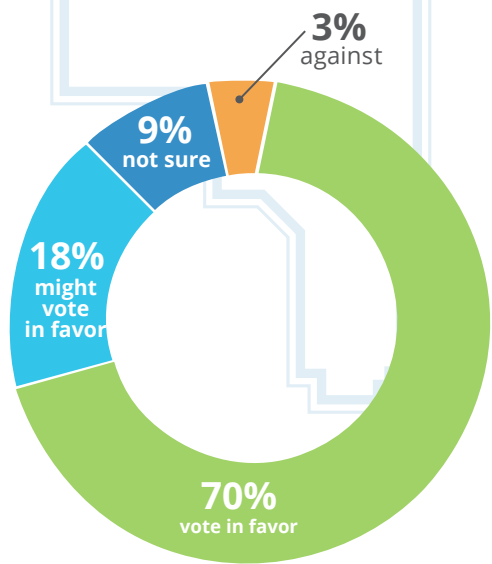


Figure 3-21: Survey Responses to a voter referendum held to improve and develop parks, trails, and recreation facilities



3.4 - STATISTICALLY VALID SURVEY

Overview

As part of the Master Plan process a Community Interest and Opinion Survey was conducted by the ETC institute on behalf of the City of Tampa during the spring of 2021. The purpose of the survey was to establish the needs and priorities for the future development of parks, trails, recreation facilities, programs and services within the community. The survey was designed to obtain statistically valid results from households throughout Tampa and was administered by a combination of mail, emails/ text messages, and website.

The final survey was 9 printed pages in length and contained 30 questions. A target sample size of 1,200 was set for mail and website responses and that goal was surpassed with 1,323 completed surveys. Questions focused on parks, park and recreation facilities, needs and priorities, satisfaction, communication, benefits, funding, and sample demographics, which were used to validate the survey to the demographics of Tampa.

Methodology

The survey packet was mailed to a random sample of households in the City of Tampa. Each survey packet contained a cover letter, a copy of the survey, a postage-paid return envelope. Households who received the survey were given the option of returning the survey by mail or completing it online at www.TampaSurvey.org. To encourage participation, approximately ten days after the surveys were mailed, emails/ text messages were sent to households that received the survey. The email/ text contained a line to the online version of the survey to make it simple for households to complete.

To prevent households who were not residents of the City for participating, everyone who completed the survey online were required to enter their home address prior to submitting the survey. The addresses entered online were then matched with the addresses that were originally selected for the random sample. If the address from the survey completed online did not match one of the addresses selected for the sample, the online survey was not counted.

The goal was to obtain completed surveys from at least 1,200 residents. The goal was exceeded with a total of 1,323 residents completing the survey. The overall results for the sample of 1,323 surveys have a precision of at least +/- 2.6% at the 95% level of confidence.

A detailed copy of the report findings can be found in the Appendices.

Amenity, Facility, and Park Use Ratings

Facility Use

Residents were asked to select all major parks and recreation amenity types, provided by the City of Tampa, they use. The top 4, major parks and recreation amenities used by most residents are:

- Beaches
- Smaller neighborhood parks
- Park restrooms
- Larger community parks

Amenity and Facility Satisfaction

The majority of City amenities had most of households satisfied. The four amenities/ facilities that had the highest percentage of households satisfied are listed below.

- Larger community Parks (91.9%)
- Conservation areas and environmental lands (90%)
- Multi-use trails (88.8%)
- Splash pads (88.3%)

Figure 3-22: Quality of parks and recreation facilities used during the past 24-months rated by households

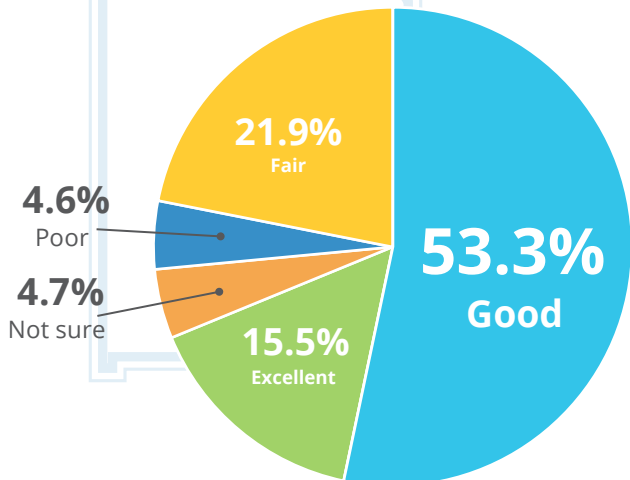
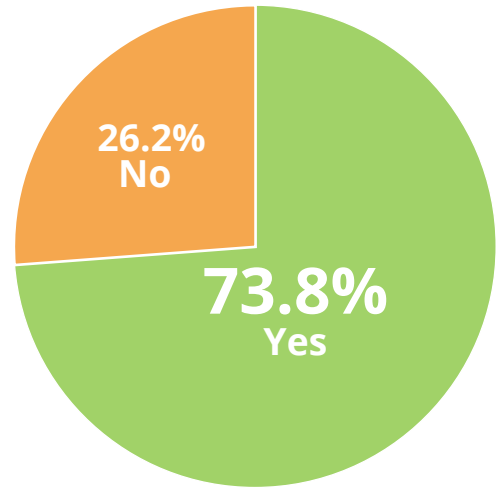


Figure 3-23: Survey responses regarding Parks Recreation Department doing an adequate job maintaining street and park trees.



Methods of Travel

The survey prompted residents to select all of the methods an individual and/or members of their household used to travel to parks and recreation facilities they use.

- Most of residents drive (91.4%)
- 57.4% indicated they walked,
- 40.5% bike, 2.8% use public transportation and,
- 3.8% use other electronic motor vehicles.



Facility and Park Needs and Priorities

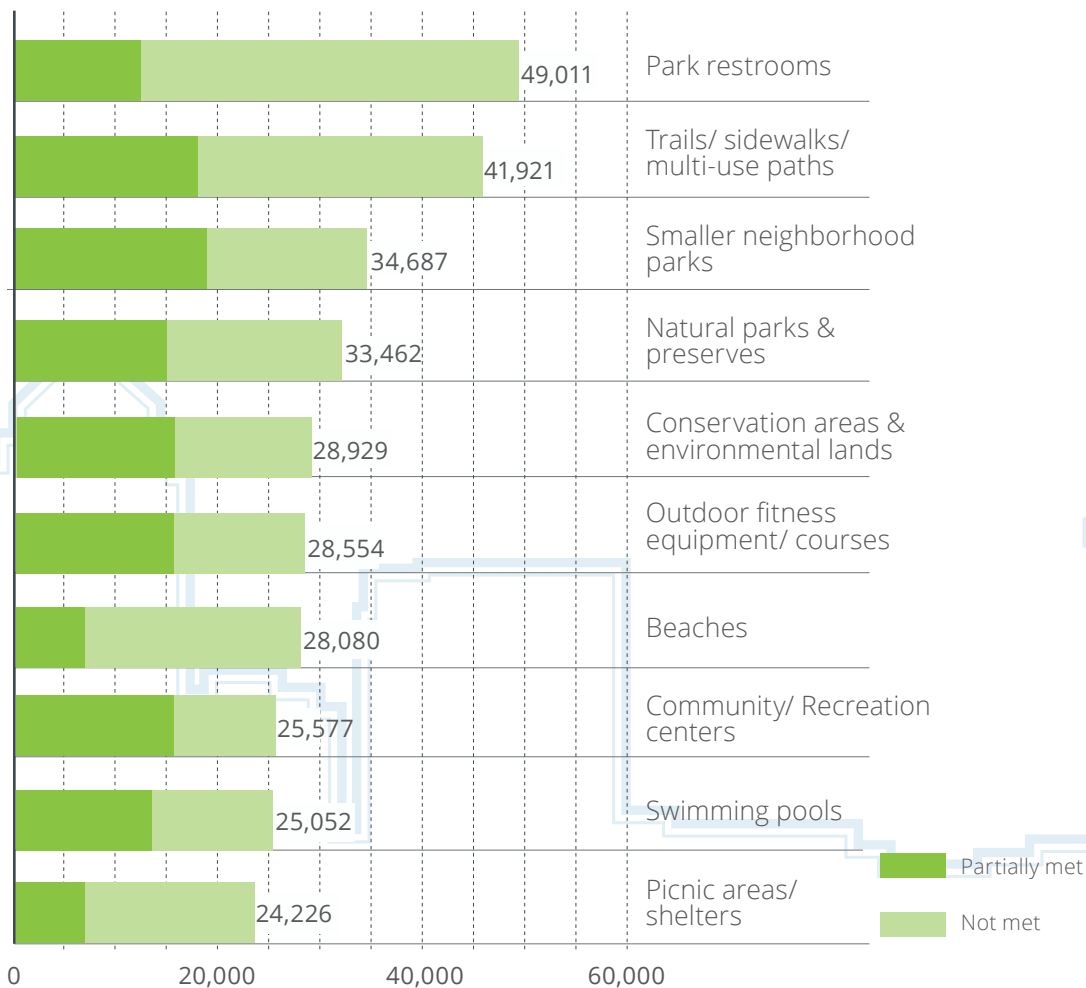
Facility Needs

Respondents were asked to identify if their household had a need for 29 facilities and rate how well their needs for each were currently being met. Based on this analysis, the number of households in the community that had the greatest “unmet” need for various facilities was estimated. The estimated number of households that have unmet needs for the top 10 facilities that were assessed is show in the **Figure 3-24**.

The four facilities with the highest percentage of households who needs for facilities are being partly or not met are listed below

- Park restrooms - 49,001 households (28.1%)
- Trails/ sidewalks/ multi-use paths - 49,921 (24.0%)
- Smaller neighborhood parks - 34,687 households (19.9%)
- Natural parks and preserves - 33,462 households (19.2%)

Figure 3-24: Top 10 estimated number of households whose needs for facilities are being partly met or not met



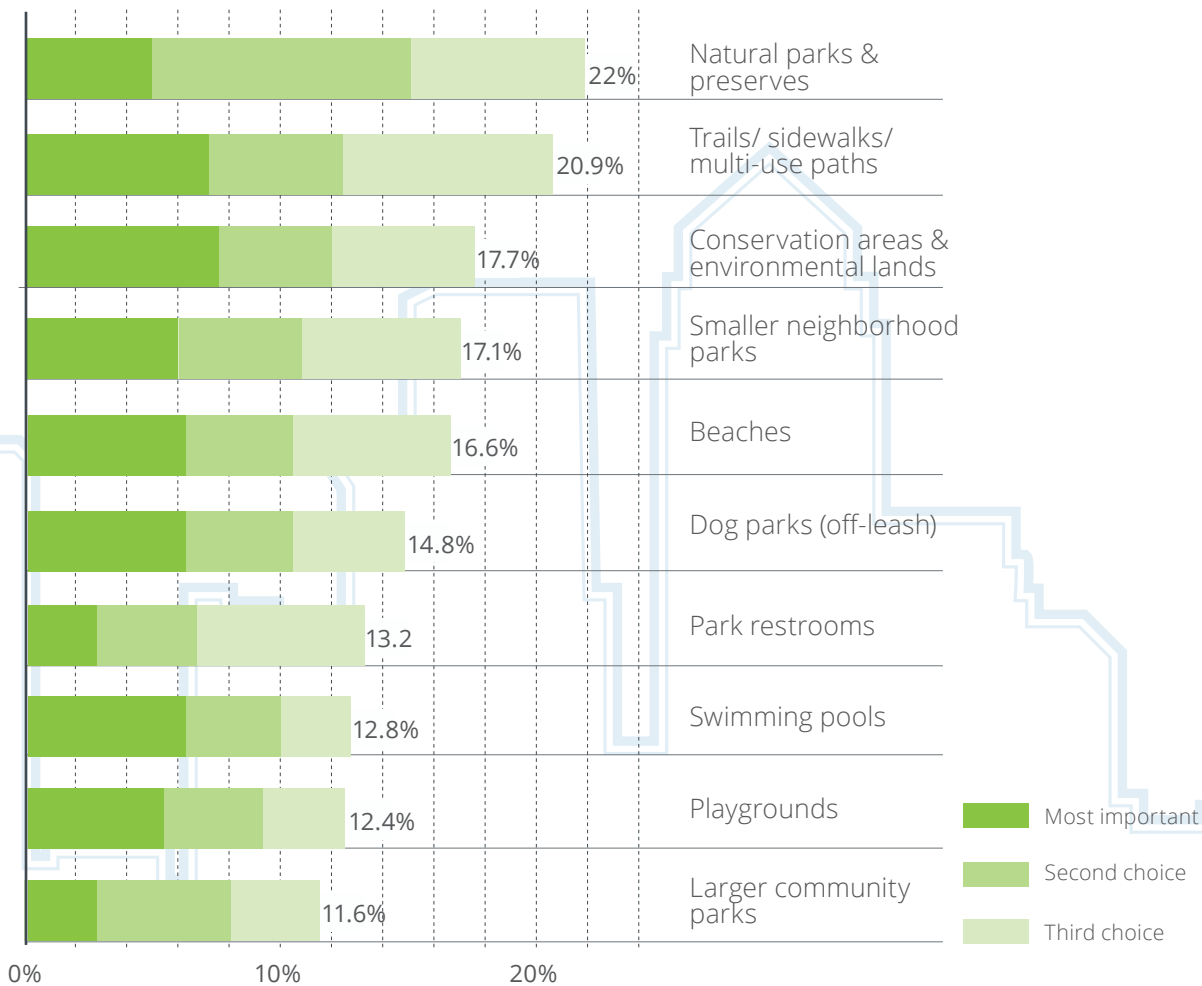
Facility Importance

In addition to assessing the needs for each facility, there was also an assessment of the importance that residents placed on each facility. The Top 10 percentages of residents who selected each facility as one of their top three choices is depicted in **Figure 3-25**.

Based on the sum of respondents' top three choices, the two Parks and Recreation facilities that households indicated are most important to them are listed below:

- Natural parks and preserves (22%)
- Trails/ sidewalks/ multi-use paths (20.9%)

Figure 3-25: Top 10 facilities that are most important to households



Priorities for Facility Investments

The Priority Investment Rating (PIR) was developed to provide organizations with an objective tool for evaluating the priority that should be placed on Parks and Recreation Investments. The Priority Investment Rating (PIR) equally weighs (1) the importance that residents place on each facility/ amenity/ program and (2) how many residents have unmet needs for the facility/ amenity/ program. Based on the PIR, the nine facilities that were rated as high priorities for investment can be found in **Table 3-1**.

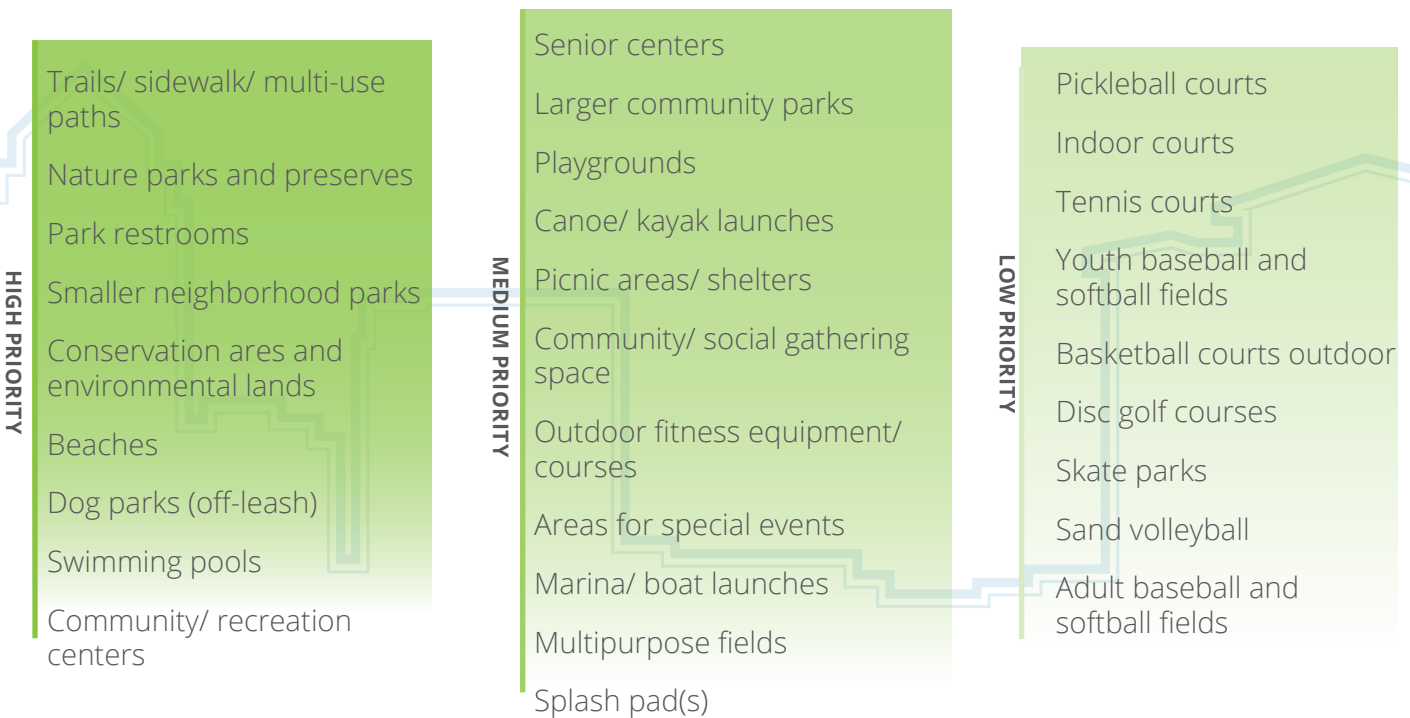
The figure below shows the PIR for each amenity that was rated.

Table 3-1: Top 9 Facility Priority Investment Ratings

Facility	Priority Investment Rating (PIR)
Trails/ sidewalks/ multi-use paths	180.5
Natural parks and preserves	168.3
Park restrooms	160.0
Smaller neighborhood parks	148.5
Conservation areas and environmental lands	139.5
Beaches	132.7
Dog parks (off-leash)	111.3
Swimming pools	109.3
Community/ Recreation centers	103.5

Figure 3-26: Priority Investment Rating for the 29 facilities listed in the survey

Top Priorities for Investment for Parks and Recreation Facilities:

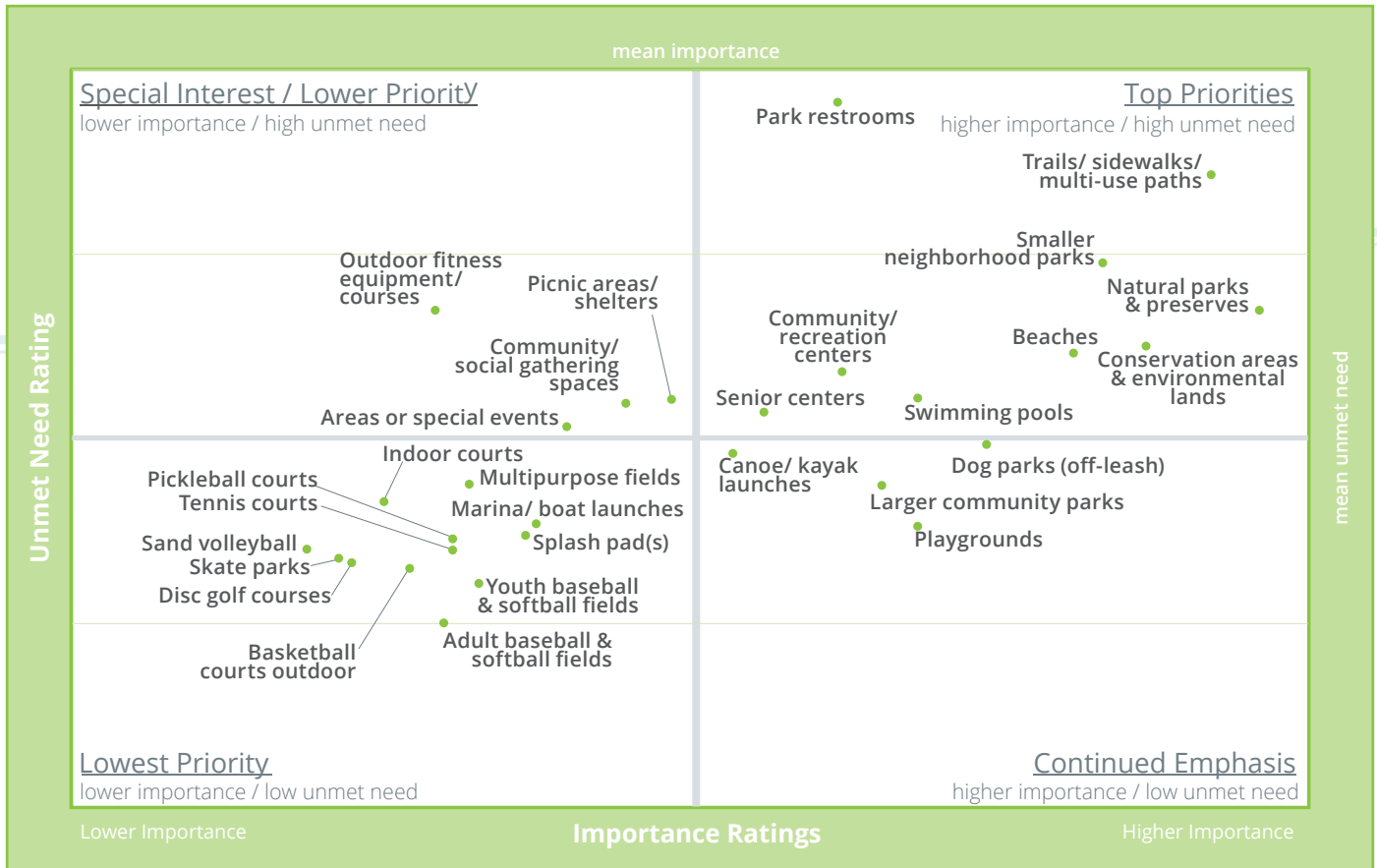


Importance-Unmet Needs Matrix

The Importance-Unmet Needs Matrix is a tool for assessing the priority that should be placed on parks and recreation facilities and recreation programs in the City of Tampa Importance-Unmet Needs Assessment were completed for the City of Tampa. Each of the facilities that were assessed on the survey were placed in one of the following four quadrants:

- Top Priorities (*higher importance and high unmet need*). Items in this quadrant should be given the highest priority for improvement. Respondents placed a high level of importance on the facilities listed in **Figure 3-27**. Improvements to items in this quadrant will have positive benefits for the highest number of residents.
- Continued Emphases (*higher importance and low unmet needs*). Items in this quadrant should be given secondary priority of improvement. Respondents placed a high level of importance on these facilities, but the unmet need rating is relatively low.
- Special Interest/ Lower Priority (*lower importance and high unmet need*). This shows where improvements may be needed to serve the needs of specialized populations. Survey respondents placed a lower level of importance on these items, but the unmet need rating is relatively high.
- Lowest Priority (*lower importance and low unmet need*). Items in this quadrant should receive the lowest priority for improvement. Residents placed a lower level of importance on these facilities, and the unmet need rating is relatively low.

Figure 3-27: Importance-Unmet Needs Assessment Matrix for Parks and Recreation Facilities



Program and Activity Use and Ratings

Figure 3-28: Quality of Programs

Program Participation

Over a quarter (27.8%) of respondents households indicated that they or a household member have participated in recreation programs offered by the City of Tampa during the past 24-months. Within that population, 81.7% of those households rated the quality of programs as excellent/good, 16.6% rated them fair, and 1.7% gave a rating of poor. In addition to rating the programs, respondents were asked approximately how many recreational programs they had participated in over the last 24-months.

- 81.2% had participated in 2 to 3 programs
- 14.4% had participated in 4 to 6 programs
- 2.5% had participated in 7 to 10 programs
- 1.9% had participated in 11 or more programs

Households disclosed that the more favorable time and day to participate in recreational activities were weekday evenings (50.8%) and weekend daytime (46.5%).

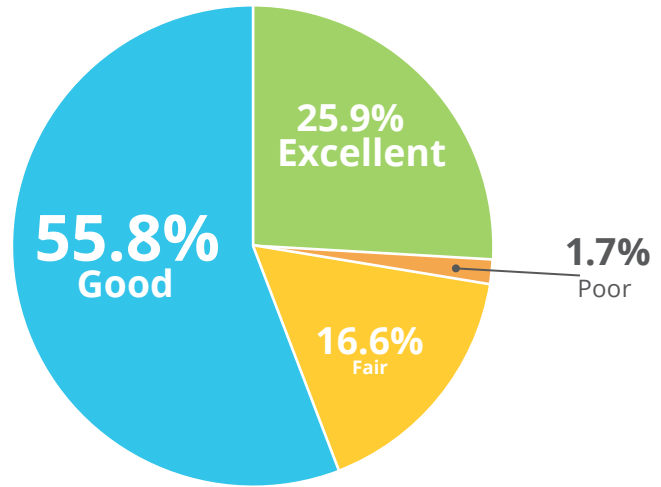
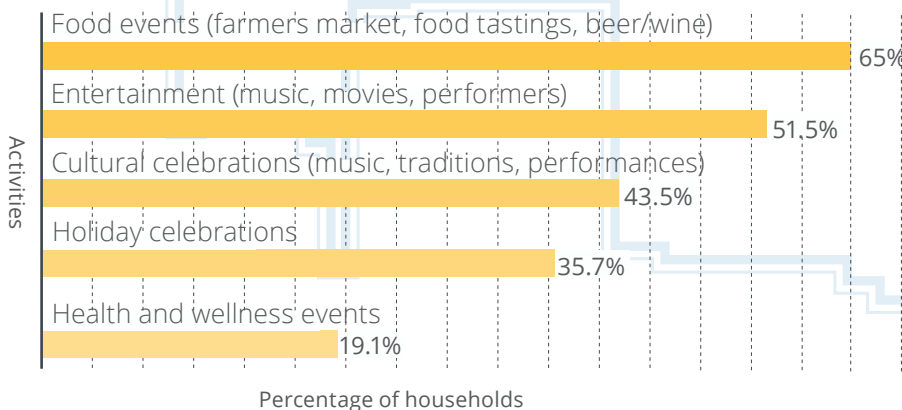


Figure 3-29: Top 5 single/ multi-day events most interesting to households



Satisfaction with Program Services

The households that participated in recreation programs, provided by the City of Tampa were asked to rate their satisfaction with various program services that are provided. The program services that received the highest rating of satisfaction were the quality of instructions (89.4%), fees charged for value received (89.1%), quality of customer service for registration (86.5%), and quality of the facility where the program was offered (86.3%).

Programming and Activity Commute Preferences

Respondents were asked what the maximum distance they would be willing to travel to use City of Tampa recreation facilities that provided the programs/ activities that were most important to them or a member of their household, the results are listed below.

- 34.5% would be willing to travel 3 to 5 miles
- 22.5% would be willing to travel more than 5 miles
- 18% would be willing to travel 2 miles
- 14.2% would be willing to travel 1 mile
- 10.7% do not know or are not sure

In addition, the survey asked household members to chose from a list of 17 reasons that prevent them from using parks, greenways trails, recreation facilities, or programs in Tampa. The Top 10 can be seen in **Figure 3-30**.

Figure 3-30: Top 10 reasons that prevent households from using parks, greenways trails, recreation facilities, or programs in Tampa

Top 10 reasons that prevent individuals from using the parks, greenways trails, recreation facilities or programs

- I do not know what is being offered (37%)
- I do not know the locations of parks/ facilities (26.1%)
- Parks/ facilities too far from residence (25%)
- Lighting, not open after dark (22.3%)
- Security is insufficient/ loitering (21.5%)
- Program or facility is not offered (19.3%)
- Lack of sidewalk or bike lane access (16.7%)
- Facilities are not well maintained (15.3%)
- Lack of parking (14.6%)
- Parks/ facilities are too crowded (13.8%)

Program and Activity Needs and Priorities

Recreational Activity Needs

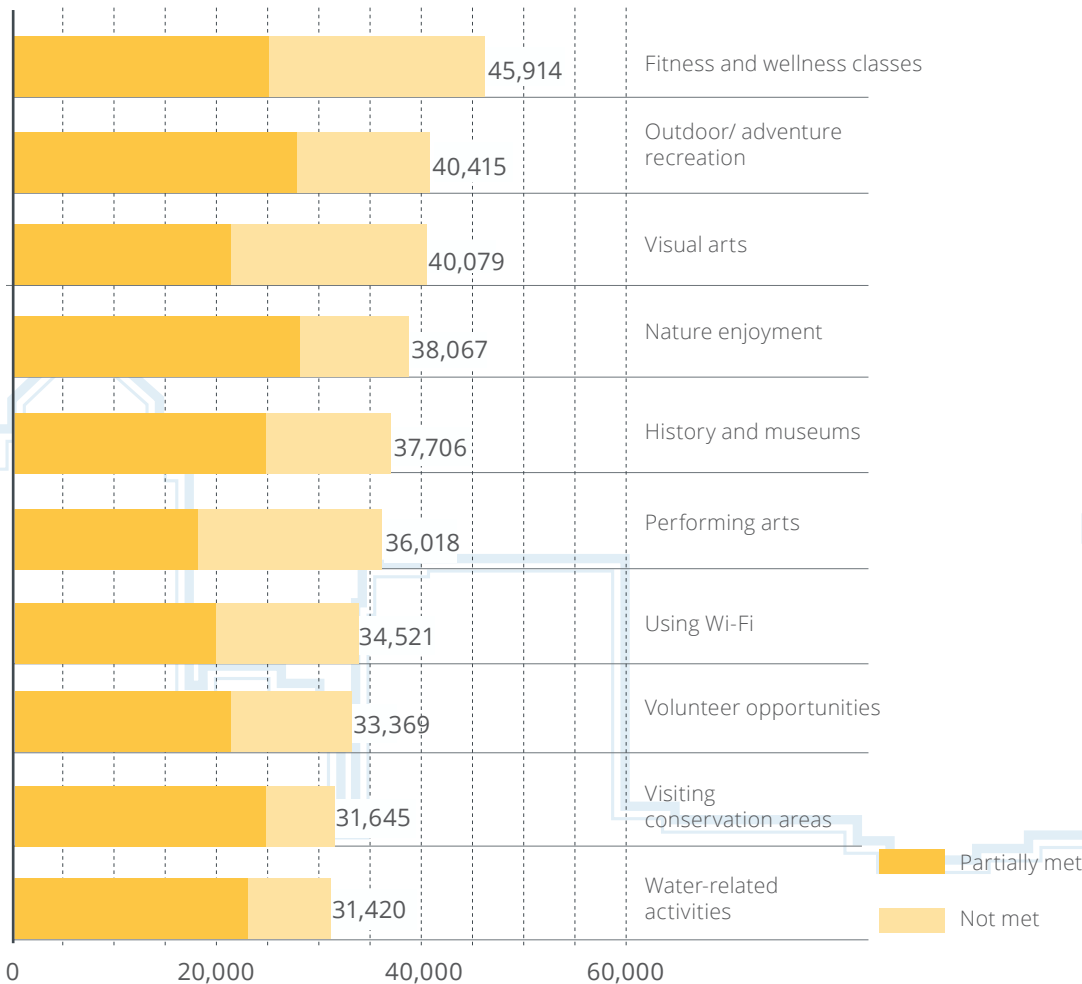
Respondents were asked to identify if their household had a need for 29 recreational activities and rate how well their needs for each were currently being met. Based on this analysis, the number of households in the community that had the greatest “unmet” need for various facilities was estimated.

The four facilities with the highest percentage of households who needs for facilities are being partly or not met are listed below

- Fitness and wellness classes - 45,915 households (26.3%)
- Outdoor/ adventure recreation - 40,415 households (23.2%)
- Visual arts - 40,072 households (23%)
- Nature enjoyment - 38,087 households (21.8%)

The estimated number of households that have unmet needs for the top 10 recreational activities that were assessed is show in the **Figure 3-31**.

Figure 3-31: Top 10 estimated number of households whose needs for activities are being partly met or not met

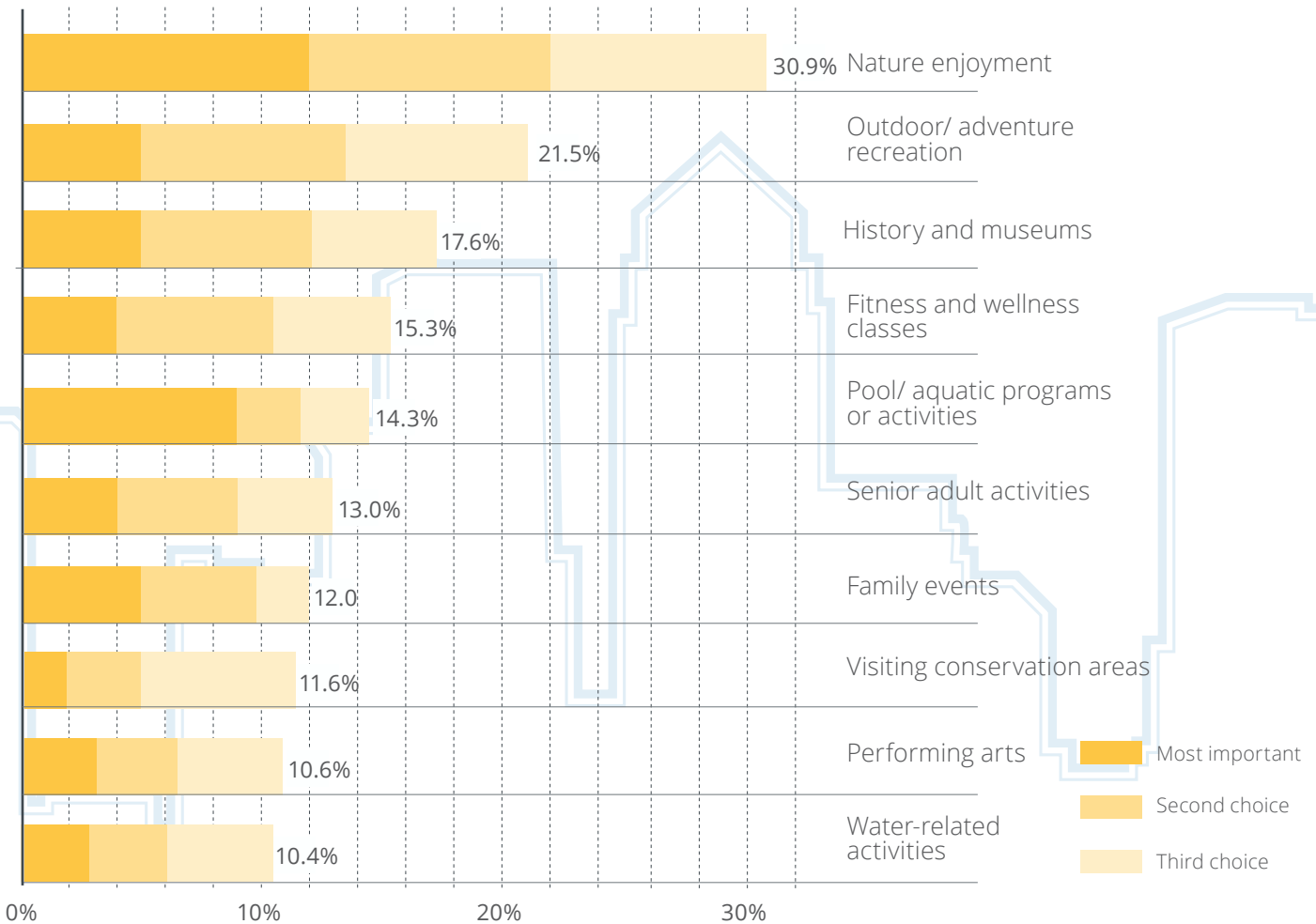


Recreational Activity Importance

In addition to assessing the needs for each activity, there was also an assessment of the importance that households placed on each one. Based on the sum of households' top three choices, the activity that is important to a substantially higher percentage, 9.4% higher, than other activities is Nature enjoyment.

The top 10 choices which is the percentage of households that selected each recreational activity as one of their top three choices is depicted in **Figure 3-32**.

Figure 3-32: Top 10 facilities that are most important to households



Priorities for Recreational Activity Investments

Based on the Priority Investment Rating (PIR), the ten recreational programs were rated as high priorities for investment are shown in **Table 3-2**

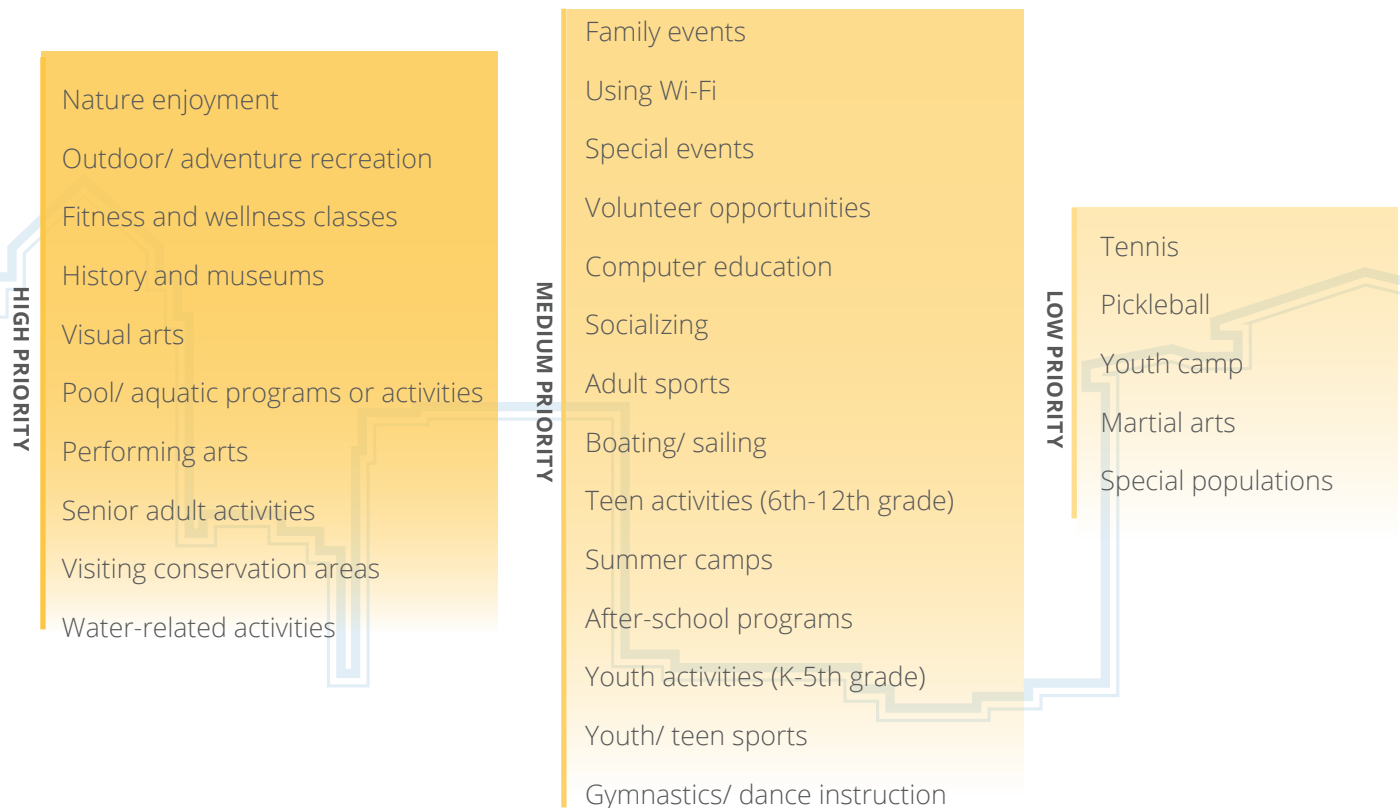
Figure 3-33 below shows the PIR for each recreational activity analyzed.

Table 3-2: Top 10 Activity Priority Investment Ratings

Facility	Priority Investment Rating (PIR)
Nature enjoyment	182.9
Outdoor and adventure recreation	157.6
Fitness and wellness classes	149.5
History and museums	139.1
Visual arts	113.2
Pool/ aquatic programs or activities	112.9
Performing arts	112.7
Senior adult activities	110.3
Visiting conservation areas	106.5
Water-related activities	102.1

Figure 3-33: Priority Investment Rating for the 29 recreational activities listed in the survey

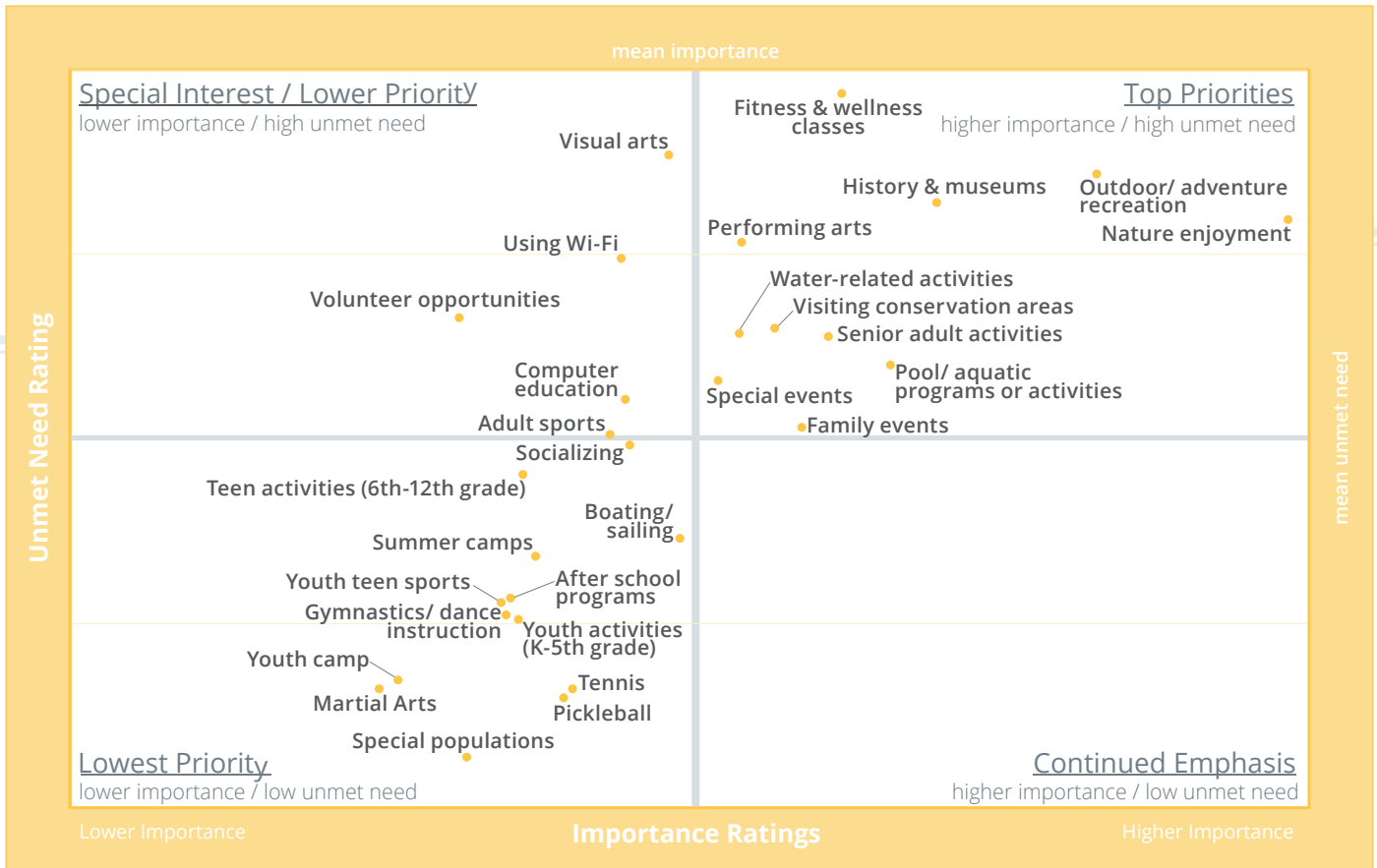
Top Priorities for Investment for Recreation Activities:



Importance-Unmet Needs Matrix

The Importance-Unmet Needs Matrix is a tool for assessing the priority that should be placed on parks and recreation facilities and recreation programs in the City of Tampa. As shown in **Figure 3-34**, there is a heavy concentration of recreational activities that fall within 'Top Priorities' and 'Lowest Priority' with a few outliers in 'Special Interest / Lower Priority'. Tampa residents placed their highest importance and most unmet need with recreational activities such as outdoor/ adventure recreation, nature enjoyment, history and museums, and family events. Survey respondents indicated recreation activities with the least amount of importance and the low amount of unmet need included youth camps, martial arts, and pickleball.

Figure 3-34: Importance-Unmet Needs Assessment Matrix for Recreation Activities

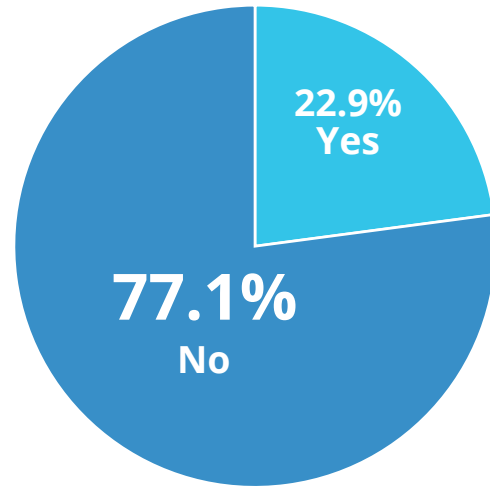


Aquatics Use and Ratings

In the community-wide online survey, 22.9% of respondents shared that they currently utilize the City of Tampa swimming facility/ programs. Of the households that do utilize the pools, the majority (61.3%) use the facility to participate in recreational swimming.

Households indicated that they have not utilized the City's swimming facilities/ programs was for predominantly two reasons (1) they simply do not utilize swimming facilities and (2) the pool is not in a convenient location.

Figure 3-35: Percent of household members that utilize City of Tampa swimming facilities and/ or programs



Top 5 reasons households have not utilized a City of Tampa Pool within the last year:

- I do not utilize swimming facilities
- The pool is not in a convenient location
- The pool hours are not convenient
- Condition of restrooms/ changing rooms
- Too expensive to use

Top 5 swimming/ water recreations that residents would participate:

- Recreational swimming
- Lap swimming
- Water exercise
- Splash pads
- Swim lessons

Aquatic Needs

Households were asked, out of nine various pool/ water play features, which of those aquatic features do members of the household believe are strongly needed. Top responses included:

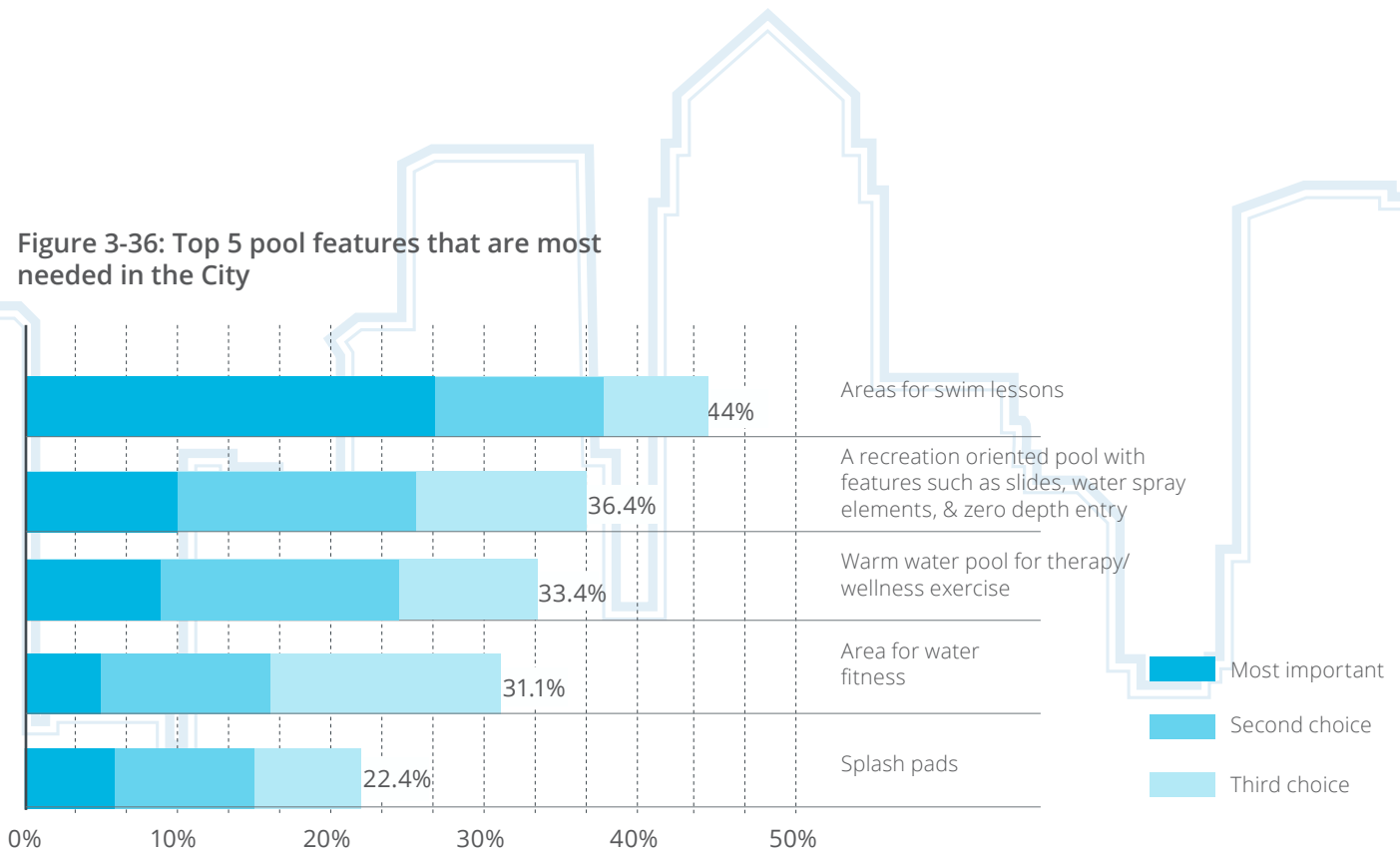
- Area swim lessons (71.3%)
- Warm water pool for therapy/ wellness exercise (48.4%)
- Area for water fitness (47.8%)

The three water/ pool features with the highest percent of responses of households who think they are not needed were:

- Diving boards for competitions (36.4%)
- 50-meter competition pool (29.5%)
- 25-yard competition pool (26.9%)

Based on the sum of respondents' top three choices, one third of households feel the water/ play features listed in **Figure 3-36** are most needed in Tampa.

Figure 3-36: Top 5 pool features that are most needed in the City



Future Actions, Benefits, and Funding Ratings

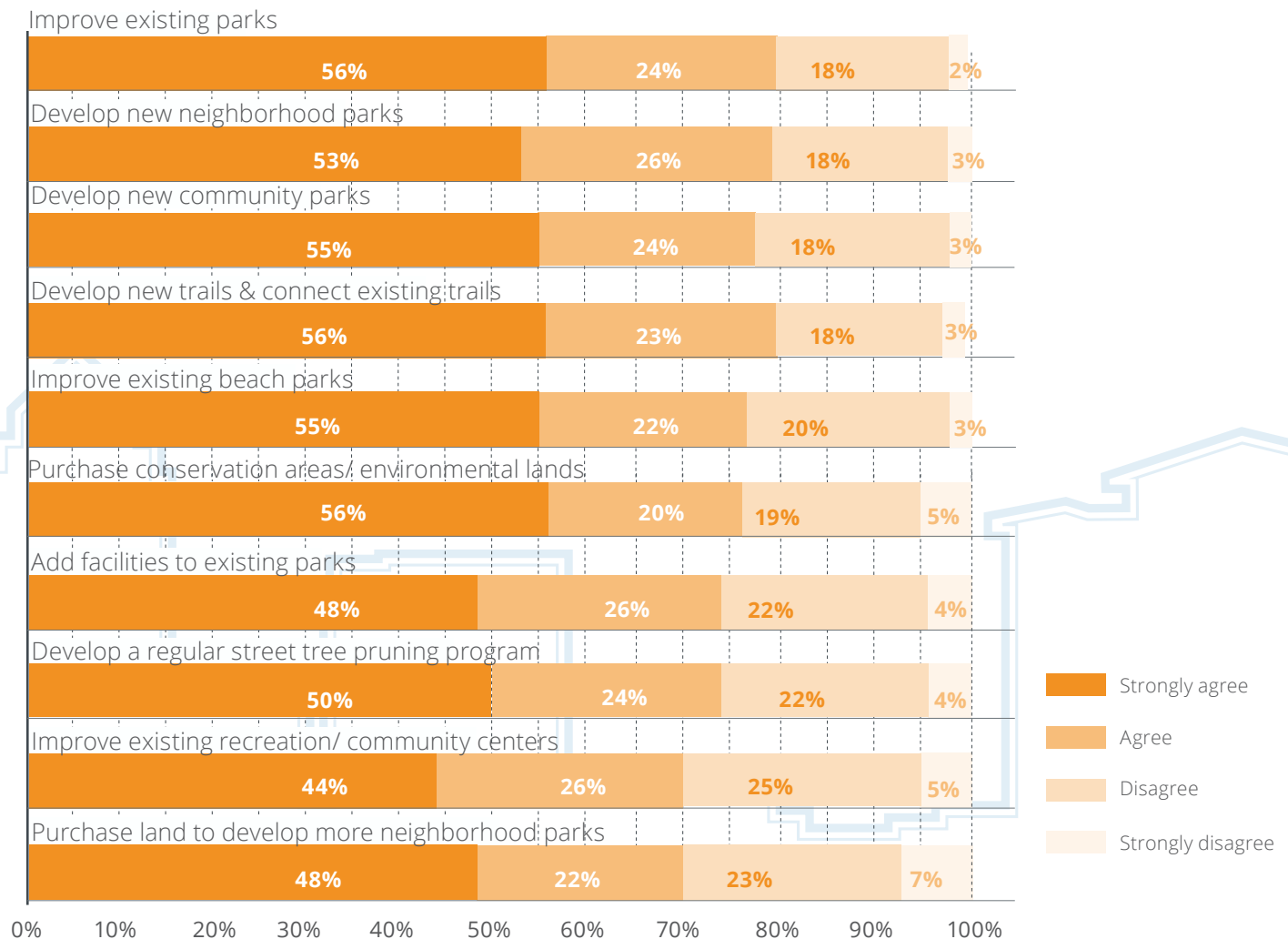
Over three-quarters of households are supportive of the actions that the City of Tampa could take to improve and develop the Parks and Recreation system. The top 5 survey responses can be seen in **Figure 3-37** with the highest rated action being Improve the existing parks.

Based on the sum of the top four choices, the top three actions that households indicated they would be most willing to fund with tax dollars are the following:

- Purchase new conservation areas and environmental lands (27.2%)
- Improve existing parks (26.1%)
- Develop new trails and connect existing trails (25.4%)

Shown in **Figure 3-37** are the top 10 actions households would be most willing to support with tax dollars.

Figure 3-37: Top 10 actions households are willing support to improve the Parks and Recreation System



Future Actions, Benefits, and Funding Priorities

The survey asked household respondents how much of an additional amount would they be willing to pay per month to fund improvements and development of new/existing parks and facilities. As seen in **Figure 3-38**, nearly a quarter of the respondents were willing to pay \$10 or more per month to contribute to the future park system.

Listed below in **Figure 3-39** are the top 10 actions that each household would be most willing to have their tax dollar support.

Figure 3-38: Additional dollar amount households would be willing to pay per month

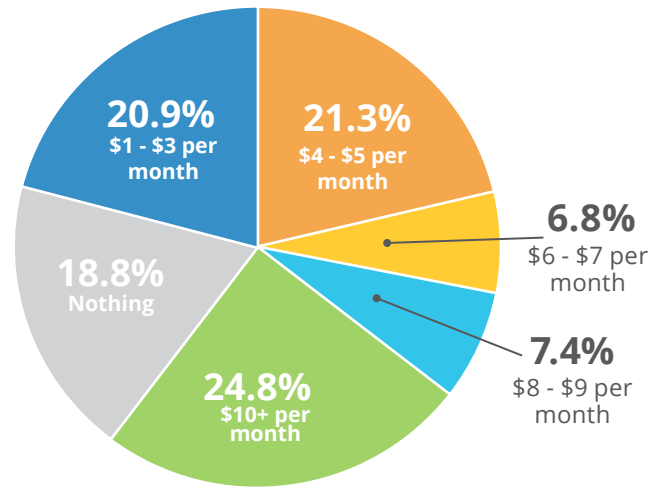
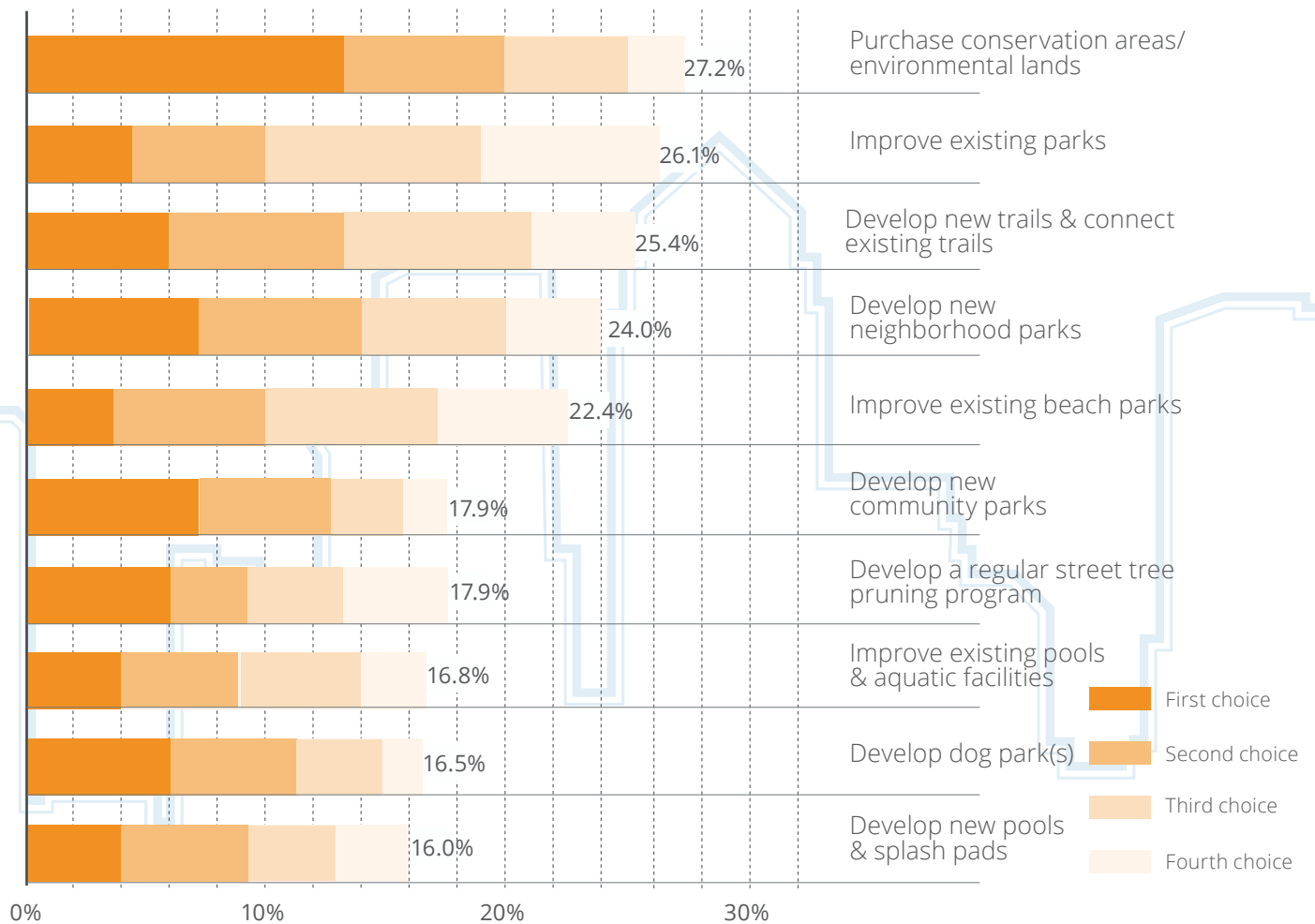
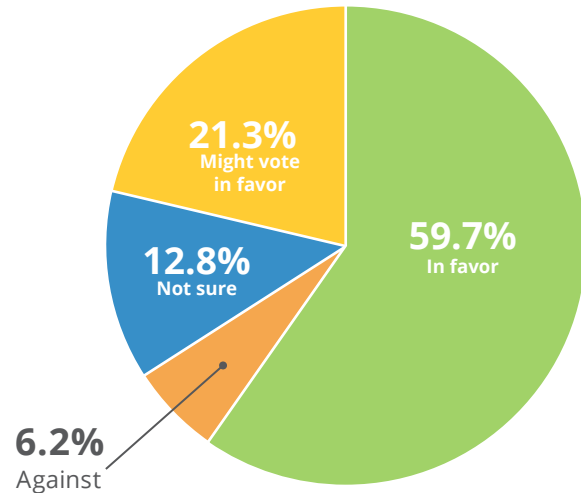


Figure 3-39: Top 10 actions to improve the Parks and Recreation System that Households would be most willing to fund with tax dollars



Nearly 60 percent of household residents also indicated that they would vote in favor if a voter referendum was held to improve and develop parks, trails, and recreational facilities. For exact surveyed responses, the distribution of responses from being “in favor” to “against” are shown in **Figure 3-40**.

Figure 3-40: How would a households vote in a referendum for additional tax funding



Based on the household’s perception of value, residents were asked how they would want the City to fund future parks, improve park maintenance, recreation trails, and open space needs. As shown in **Figure 3-41**, close to 50 percent of households indicated they were in support of increased funding. With only 1.9% of the survey respondents preferring to reduce current funding.

Figure 3-41: How households value and want the City to fund future parks and improve systems

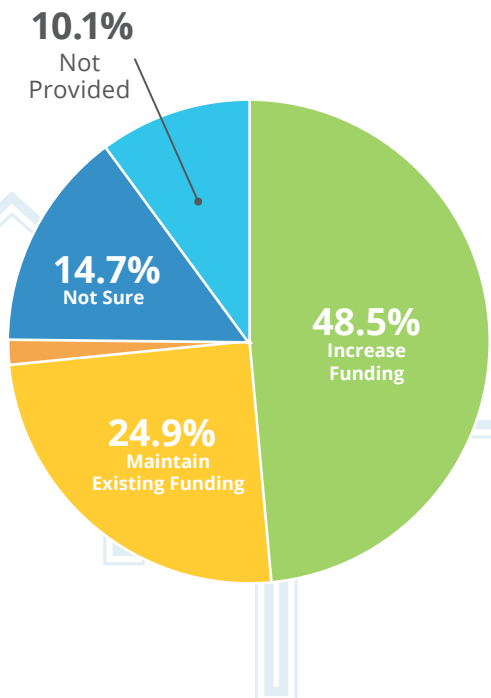


Figure 3-42: Top 5 most important benefits to households that are provided by City parks, trails, and recreation facilities

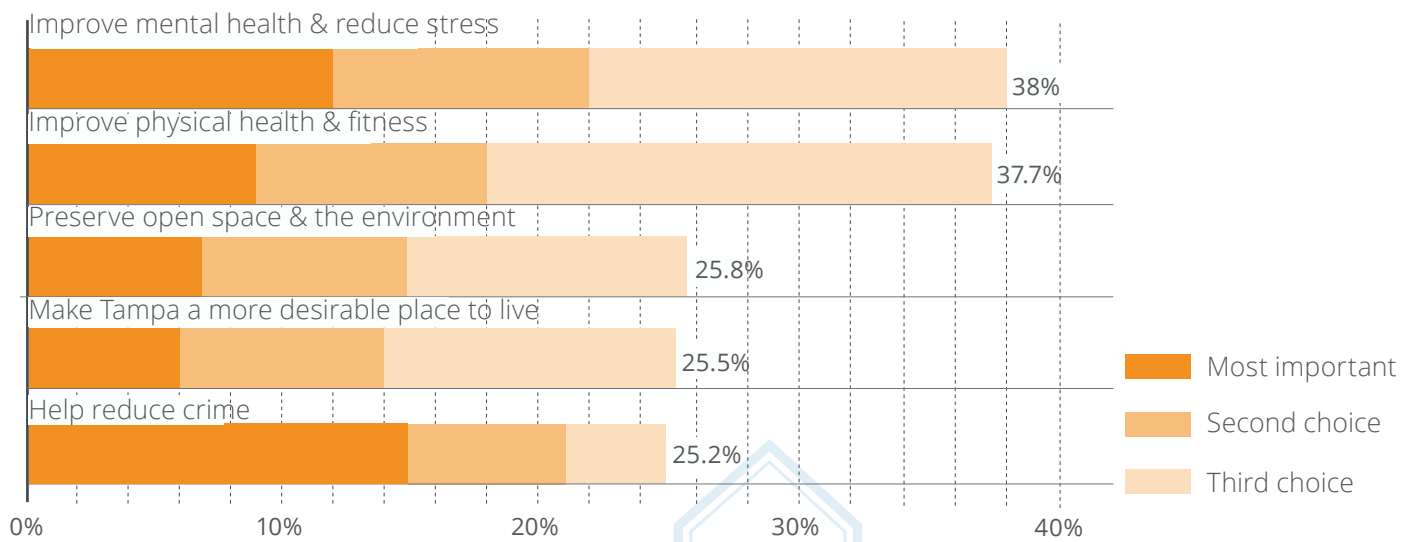
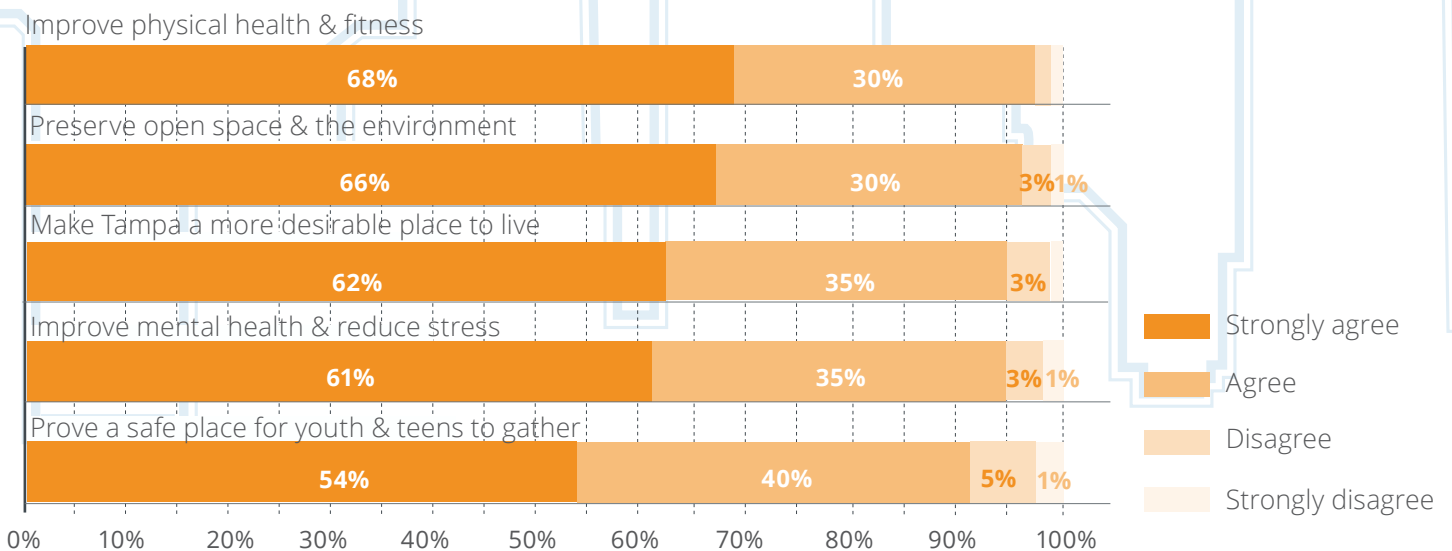


Figure 3-43: Top 5 level of agreement with potential benefits households receive from provided by City Parks, Trails, and Recreation Facilities



Benchmark Analysis

The results from the statistical survey have provided an unparalleled database of information to compare responses from household residents in client communities to “National Averages” and therefore provide a unique tool to assist organizations such as Tampa Parks and Recreation Department in better decision making. To compare the statistically valid survey data from Tampa residents, the communities within the “National Average” data base include a full range of municipal and county governments from 20,000 in population through over 1 million in population. They include communities in warm weather climates and cold weather climates, mature communities and some of the fastest growing cities and counties in the country. These National Averages have been developed for strategic parks and recreation planning and management issues including but not limited to; customer satisfaction

Figure 3-44: Percent of Households that Have Needs for Sports Facilities

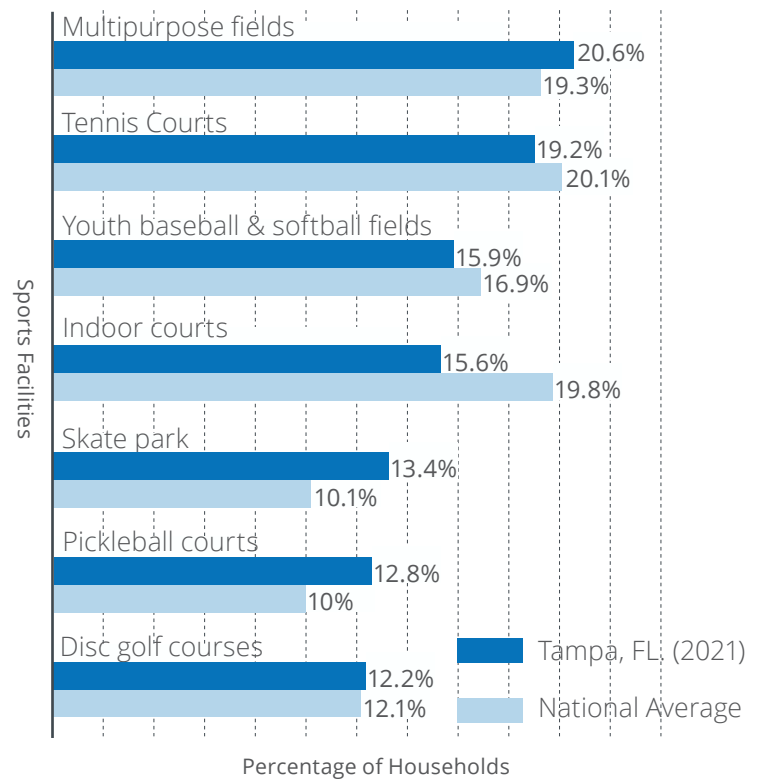
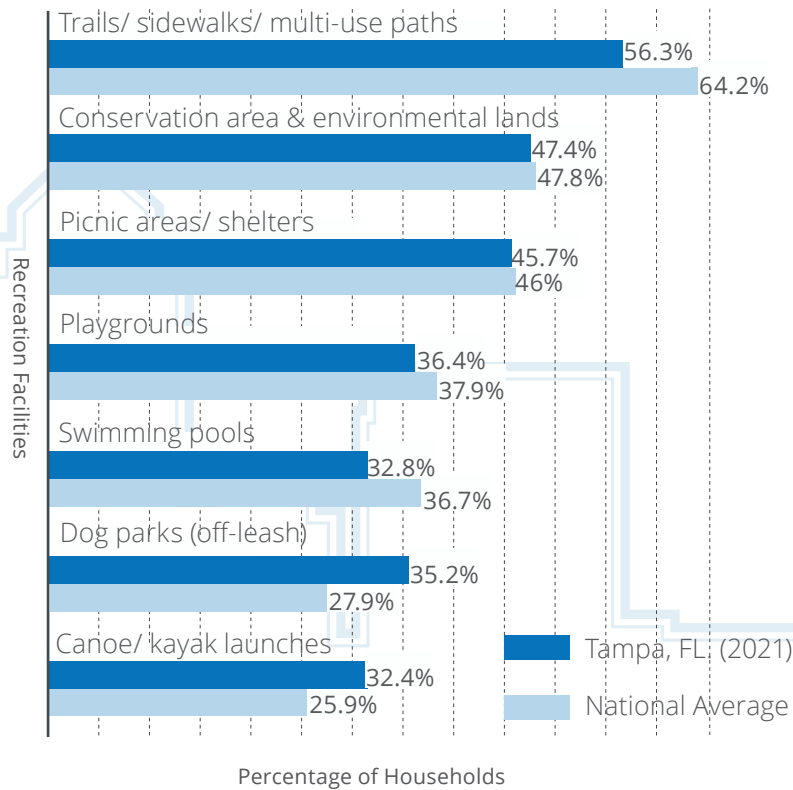


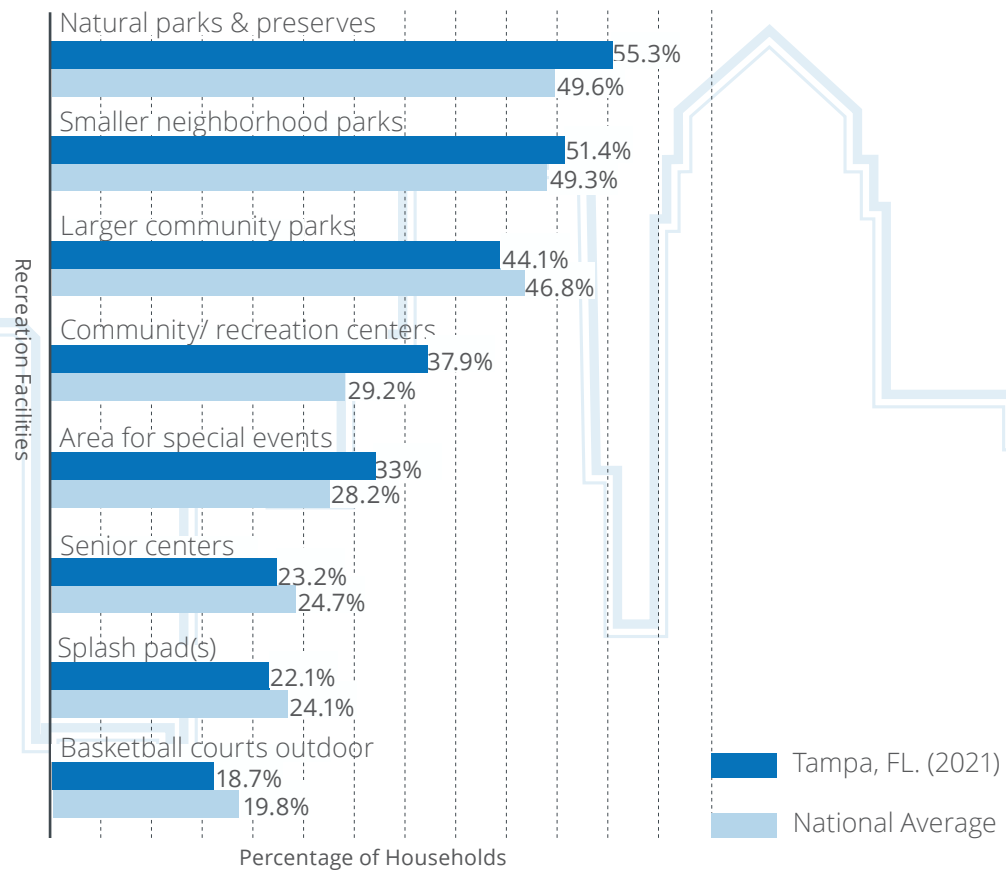
Figure 3-45: Percent of Households That Have Needs for Recreation Facilities



and usage of parks and programs; methods for receiving marketing information; reasons that prevent members of households from using parks and recreation facilities more often; priority recreation programs, parks, facilities and trails to improve or develop; priority programming spaces to have in planned community centers and aquatic facilities; potential attendance for planned indoor community centers and outdoor aquatic centers; etc. To keep the benchmarking database current with changing trends, the “National Average” used in **Figures 3-44** through **Figure 3-49** only include the results of surveys administered over the past five years.

As shown in **Figure 3-46**, 55.3% of Tampa households have expressed need for natural parks and preserves which is 5.7% higher than the national average. Where as, only 18.7% of households expressed a need for more basketball courts which is 1.1% lower than the national average.

Figure 3-46: Percent of Households That Have Needs for Other Recreation Facilities



Based on **Figure 3-48** the percent of household's response, 41.4% of Tampa residents have a need for fitness and wellness classes and 34.8% need for special events. Both of these recreational programs just fall short of the national average. While the Tampa household needs for visual arts and gymnastics/dance classes are 3% or greater higher than the national average.

A significant indicator, shown in **Figure 3-49**, is the survey participants' top reasons for not participating in recreational programs. Over 30% of participating households do not know what programs are being offered and nearly 26% of residents do not know the locations of parks/facilities. This indicates that communication advertisement could be improved.

Figure 3-47: Percent of Households That Have Needs for Other Recreation Programs

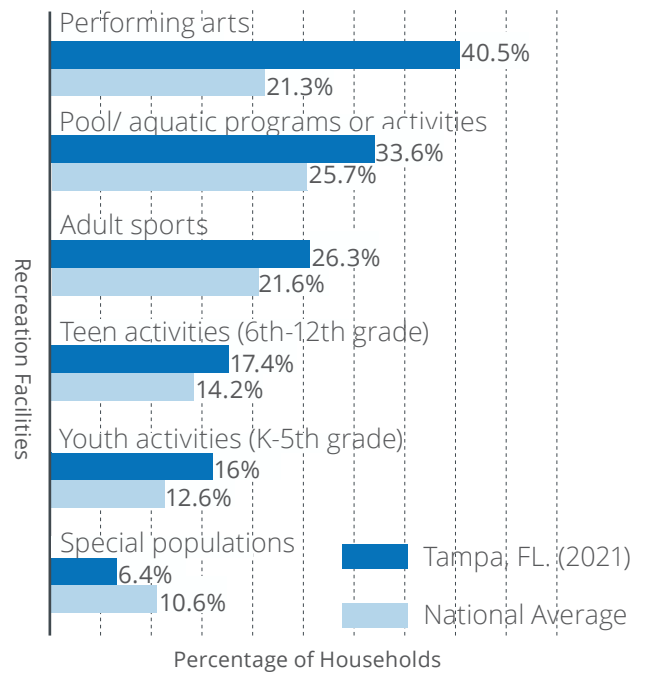


Figure 3-48: Percent of Households That Have Needs for Recreation Programs

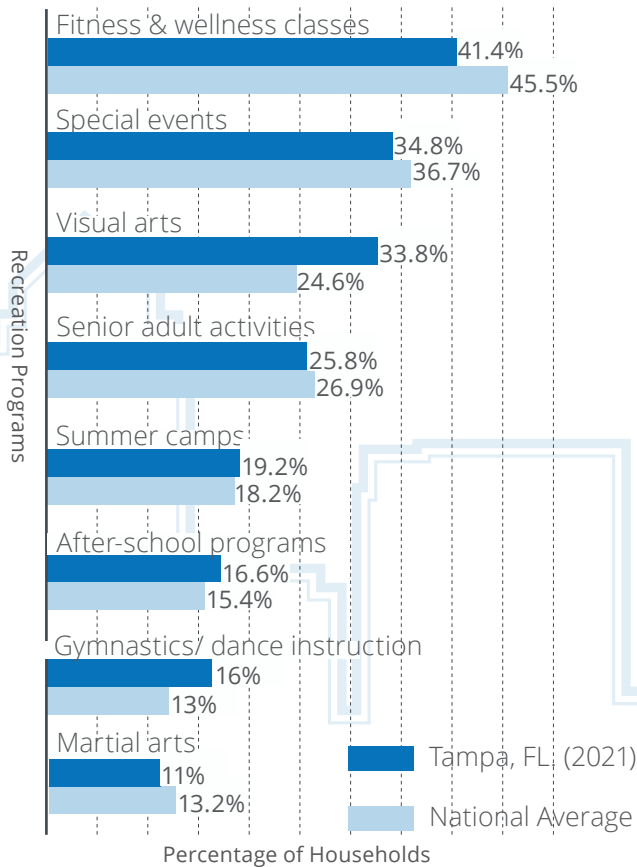
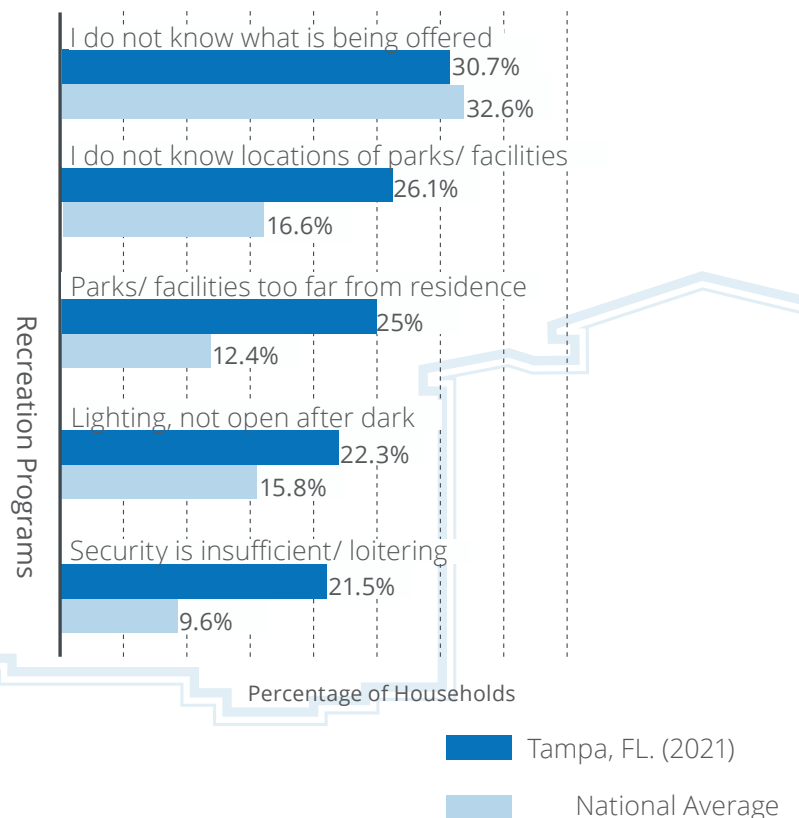


Figure 3-49: Top 5 Reasons that Prevent Households from Participating in Recreation Programs



3.5 TRENDS ANALYSIS

This Trends Report was compiled as part of the City of Tampa Parks and Recreation Master Plan. Trends can allow an organization to peer into the minds of current and potential participants, making the organization aware of challenges and opportunities. Understanding trends can also help an organization reach new audiences. Trends can also help determine where to direct additional data collection efforts within an organization.

A wide variety of sources were used in gathering information for this report, including:

- American College of Sports Medicine (ACSM)
- American Council on Exercise (ACE)
- Forbes
- Harris Poll Results/The Stagwell Group
- Impacts Experience
- National Recreation and Park Association (NRPA)
- The Aspen Institute
- The Learning Resource Network (LERN)
- The New York Times
- The Outdoor Industry Association
- The Society of Health and Physical Educators (SHAPE America)
- USA Pickleball website

In addition, the Parks, Recreation, Libraries team consists of six consultants with a combined total of over 130 years working in the field as practitioners. These consultants attend and speak at conferences regularly, and have a wide network of other professionals who help shape the depth of knowledge that informs the trends found in this Plan.

The information contained in this Trends Report can be used by staff when planning new programs, considering additions to parks and new park amenities, and creating the annual budget and capital improvement plan.

The following information details parks and recreation industry trends grouped according to categories, including:

- General
- Fitness
- Aquatic
- National Recreation and Park Association (NRPA) Trends
- Age-Related
- Park Design
- Covid-19 Response
- Diversity, Equity, and Inclusion

Along with these trends, it is also important to note the significant impact COVID-19 currently has and will have in the future in parks and recreation. The design of parks and facility spaces and the management and offering of recreation programs has already significantly changed the way services are offered as of the summer of 2020. COVID-19 will continue to impact the way parks and recreation agencies will operate in the future.

GENERAL TRENDS

Environmental Stewardship

Parks and recreation officials embrace their roles in environmental leadership, and according to the NRPA, most believe they should be the environmental leader within municipal government and encourage members of the community to be better environmental stewards. In the past five years, environmental stewardship has become

more important to 80% of agencies nationwide, and there is a national trend toward providing education and awareness opportunities (classes and special events) that encourage conservation and environmental stewardship.

Environmental education activities are the most commonly planned new program additions for parks and recreation departments, with over 60% of organizations reporting that they will offer additional services to meet the need in their communities.

Recycling has traditionally been a cornerstone of conservation efforts in parks and recreation agencies, but it is becoming much more difficult with China's recycling plants closing off access to recycle paper waste materials. Parks and recreation agencies will need to reexamine the messaging that has become an important and long-standing part of the park experience to encourage stewardship in other ways. (NRPA 11/2019)

Technology

Parks and recreation agencies are consistently embracing the use of technology for a variety of purposes, including the utilization of wearable technology for fitness class instruction, monitoring park visitors, biometric identification at entrances to public facilities and programs, and scientific uses, such as surveying fire-prone landscapes and charting the spread of invasive species. Facial recognition software might be coming to parks and recreation sooner than one might think, as it already has for retail businesses and law enforcement.

Wi-Fi enabled smart parks are popping up all over the nation in municipalities of all sizes. The smart park allows digitally tethered citizens to remain connected to their critical applications while still being outdoors. Not only do municipalities benefit from higher attendance by investing in smart parks, connected visitors are more likely to share and post photos, videos, and messages of their



Water Works Park

time at the park to their social followers, which serves as free marketing and third-party validation and can further help to increase park usage.

Some smart parks also provide on-site digital displays and mobile apps that promote park and facility features and allow guests to register for upcoming events and activities while such offerings are top-of-mind. Such conveniences are both revenue generators and attendance boosters. These types of kiosks and apps can also serve as education tools, as it can provide area history or fun facts about local flora and fauna.

At a time when it feels as if every coffee shop and airport terminal is increasing the availability of charging stations, it should be no surprise that some communities are adding solar-powered charging benches to their parks.

A technology solution created by CivicPlus called “311” is a citizen request management system that assists park staff with maintenance issues. This tool allows guests to report observed maintenance needs from any connected device. A photo can be taken and geo-tagged and then sent with the request, streamlining the repair process.

The results of the Tampa survey indicate that the ability to use Wi-Fi in parks and facilities is fairly important, with 7% of households listing it in their top three choices.



New Tampa Recreation Center

Outdoor Adventure Activities

Consumers are seeking activities to help them stay occupied and healthy as Covid-19 necessitates social distancing. As a result, a number of outdoor activities have experienced growth. Many sought out family-based activities in order to keep everyone safe and increase health. A Harris Poll from October 2020 found that 69% of Americans reported a heightened appreciation for outdoor spaces during the pandemic, with 65% sharing that they try to get outside of the house as much as possible. The results of the Tampa survey indicate that the outdoors is important, with over 34,000 households having a desire for trails and over 33,000 showing an interest in natural parks and preserves.

Outdoor cycling tops the list of popular outdoor activities as bicycle sales increased 63% (as of June 2020) compared to the same time period the year prior. For the first several months of the Covid-19 outbreak, the growth in bicycle sales was from family-friendly bikes. Then the growth in sales shifted to higher-end bicycles (including road bikes and full suspension mountain bikes). This was likely due to a shortage of family-friendly bikes as well as from cyclists more willing to invest in the activity for the future. Connecting local bike trails in Tampa and marketing these opportunities should be a priority.

Paddle sports (including kayaks, paddleboards, rafts and canoes) have also increased in popularity as the sale of equipment rose 56% in 2020 over the prior year. Inflatable versions of kayaks and paddleboards have gained in popularity due to their cost and the ability of the consumer to store these bulky pieces of equipment. Adding instructional paddle boarding or kayaking may be advantageous for Tampa. Often times, people are interested in a brief lesson before going out on their own.

Camping has surged in popularity due to the Covid-19 outbreak as well. Consumers looking for a break from home life pitched tents in their yards or at a local destination. The sale of recreational tents increased in 2020 two times faster than backpacking tents that are favored

by serious campers and hikers. Offering camping opportunities in local parks and providing opportunities to try the activity before investing money in the equipment would be a good step for Tampa.

The New York Times published an article (May 2020) regarding the increase in bird watching during the early stages of the Covid-19 outbreak. To aid in their sightings, many purchased binoculars, which saw a 22% increase in sales in June 2020 over the prior year. Unique bird species can be found in rural areas and urban areas which has contributed to the appeal of this activity.

Many people will not flock back to fitness centers to exercise following the Covid-19 outbreak. With the desire to keep moving, however, people are walking and running outdoors when the weather is suitable. Outdoor walking and running clubs will continue to be a popular way for people to exercise with others in a safe manner.

Partnerships (public, private, and intradepartmental)

Burgeoning populations require access to facilities outside of the current inventory in typical parks and recreation agencies, and the ability to partner with other departments within a municipality is crucial to meeting the programming needs of a community. Forming healthy partnerships with public libraries and school districts to utilize facilities and collaborate on programs is one of the top priorities for agencies that do not currently have agreements in place. Additionally, offering cooperative, consortium-based programs with existing nonprofit and private entities allows several organizations to join partnerships to collectively offer programs in specific niche areas. For example, if one organization has the best computer labs, facilities, and instructors then they offer that program for the consortium. If another organization has the largest aquatic center with trained staff then they offer aquatics programs for the consortium, potentially eliminating duplication in programming. The COVID-19 pandemic has reinforced the need for partnerships due to budget and staff cuts.

Niche Programming

Decades ago, recreation agencies focused on offering an entire set of programs for a general audience. Since that time, market segments have been developed, such as programming specifically for seniors. Recently, more market segments have been developed for specialty audiences such as the LGBTQ community, retirees, military veterans, cancer patients, people needing mental health support, and individuals with visible and invisible disabilities. Organizations are taking a much more holistic approach to program and service offerings, beyond what it typically thought of as a recreation program.

Generational Programming

There has been an increase in the number of offerings for families with children of all ages. This



Herman Massey Park

is a departure from past family programming that focused nearly entirely on younger children and preschoolers. Activities such as Family Fossil Hunt and Family Backpacking and Camping Adventure have proven very popular for families with teens. This responsiveness to the Generation X and Generation Y parents of today is an important step, as these age groups place a high value on family. GameTime’s “Challenge Course” is an outdoor obstacle course that attracts people of all ages and backgrounds to socialize with family and friends while improving their fitness. This type of playground encourages multigenerational experiences.

Animal-Friendly Facilities

A dog park is a great way to give people an opportunity to get some fresh air, enjoy time with their dog, and bring communities together. With 90 million dogs residing in the United States, dog parks continue to be the fastest growing type of park (according to NRPA)—especially in urban areas. Not everyone wants to live next door to a dog park, but it is desired in nearly every community.



Lincoln Gardens Park

Fitness Playgrounds

Some municipalities are installing fitness playgrounds that can be used by children and adults. With multiple levels of challenge and multiple options within each level, these types of playgrounds offer experiences for beginner, intermediate, and advanced visitors to improve fitness and have fun.

FITNESS TRENDS

Each year, the American College of Sports Medicine (ACSM) conducts a survey of worldwide fitness trends. Now in its 15th year, the ACSM circulates an electronic survey to thousands of fitness professionals around the world to determine health and fitness trends. The Covid-19 outbreak certainly impacted the results of the survey with the top trend now Online Training, which was #26 in 2020. The list below includes the top 10 fitness trends for 2021.

Online Training

Virtual online training was first included in the survey in 2019 and was number three before dropping to number 26 in 2020 when the word “virtual” was eliminated from the title. The big changes within the fitness industry as a result of the Covid-19 outbreak resulted in the temporary closure of fitness centers around the world forcing innovation in the way classes are delivered. Online training was developed for the at-home exercise experience. This trend uses digital streaming technology to provide group or individual fitness programs online. Online training is available 24/7 and can be a prerecorded or live class.

Wearable Technology

Wearable technology, which includes activity trackers, smart watches, heart rate monitors, GPS tracking devices, and smart eyeglasses (designed to show maps and track activity), has been one of the top three trends since 2016. Examples include fitness and activity trackers such as those from Misfit, Garmin, Pebble Time, Samsung, Basis, Jawbone, Fitbit, and Apple. These devices can track heart rate, calories, sitting time, and much more. It is estimated that wearable technology is a \$95 billion industry.

Body Weight Training

Body weight training uses minimal equipment, which makes it an inexpensive way to exercise effectively. Although most people think of body weight training as being limited to push-ups and pull-ups, it can be much more than that. This type of training first appears in the trends survey in 2013 at number three.

Outdoor Activities

Likely because of the Covid-19 pandemic, outdoor activities such as group walks, group rides, or organized hiking groups are gaining in popularity. These can be short events, daylong events, or planned weeklong excursions. Typically, people meet at a local park, hiking area, or bike trail with a designated leader. This trend for health and fitness professionals to offer outdoor activities to clients began in 2010 and has been in the top 20 ever since 2012. This has become much more popular the past several months as agencies work to offer fitness programs outdoors that help to ensure physical distancing. According to the Tampa survey results, nature enjoyment, and outdoor/adventure recreation are rated the top two recreation activities that are due future investment.

High-Intensity Interval Training (HIIT)

HIIT involves short bursts of high-intensity exercise followed by a short period of rest or recovery and typically takes fewer than 30 minutes to perform (although it is not uncommon for these programs to be much longer in duration.) HIIT has been a top-five trend since 2014. Despite warnings by some fitness experts of the potential for increased injury using HIIT, this form of exercise is popular in fitness centers all over the world.

Virtual Training

This is the first time that virtual training has appeared separately from virtual online training. Virtual training is defined as the fusion of group exercise with technology offering workouts designed for ease and convenience to fit a variety of schedules and needs. Typically, virtual workouts are played in gyms or fitness centers on a big screen attracting a smaller number of participants compared with live classes while providing people of all fitness levels and ages with a different group fitness experience. Participants in virtual training can work at their own pace, making it ideal for those new to the class. As with online training, virtual training may be in the top 10 now due to the Covid-19 outbreak.

Exercise is Medicine

Exercise is Medicine® (EIM) is a global health initiative that is focused on encouraging primary care physicians and other healthcare providers to include physical activity when designing treatment plans for patients and referring their patients to exercise professionals. In addition, EIM recognizes fitness professionals as part of the healthcare team. EIM was number 10 in 2019, jumping up to number 6 in 2020.

Strength Training With Free Weights

Strength training remains popular in all sectors of the health and fitness industry and for many different kinds of clients. Free weights, barbells, kettlebells, dumbbells, and medicine ball classes do not just incorporate equipment into another

functional class or activity. Instructors begin by teaching the proper form and technique for each exercise and then progressively increase the resistance. New exercises are added periodically, starting with proper form and technique. Many younger clients of both community-based programs and commercial clubs train almost exclusively using weights. In today's gyms, however, there are many others (men and women, young and old, children, and patients with stable chronic diseases) whose main focus is using weight training to improve or maintain strength.

Fitness Programs for Older Adults

This trend continues to stress the fitness needs of the baby boomers and older generations. People are working longer, living longer, and remaining active much longer. Fitness professionals should take advantage of the growing market of older adults now retiring by providing age-appropriate and safe exercise programs for this once-ignored sector of the population. The highly active older adult can be targeted to participate in more rigorous exercise programs, including strength training, team sports, and HIIT when appropriate. Even the elderly who are frail can improve their balance and ability to perform activities of daily living when given appropriate functional fitness program activities.

Personal Training

Personal training is a one-on-one workout with a trainer that begins with fitness testing and goal setting. The trainer then works with the client and prescribes workouts specific to their needs. The profession of personal training is becoming more accessible online, in clubs, in the home, and in worksites that have fitness facilities. Many fitness centers continued to offer personal training during the Covid-19 outbreak. Since this survey was first published in 2006, personal training has been ranked in the top 10.

AQUATIC TRENDS

Pool Design

Municipal pools have shifted away from the traditional rectangle shape, and instead have shifted to facilities that include zero-depth entry, play structures that include multiple levels, spray features, small to medium slides, and separate play areas segmented by age/ability.

Indoor warm water therapy pools continue to grow in popularity with the aging population, creating a shallow space for low-impact movement at a comfortable temperature enables programming options to multiply. “Endless” or current pools that are small and allow for “low impact, high intensity movement” are becoming popular, as well.

Water Fitness

The concept of water fitness is a huge trend in the fitness industry, with many new programs popping up such as aqua yoga, aqua Zumba, aqua spin, aqua step, and aqua boot camp. Whether recovering from an injury, looking for ease-of-movement exercise for diseases such as arthritis, or simply shaking up a fitness routine, all demographics are gravitating toward the water for fitness. Partnerships can be important for parks and recreation agencies, such as working with hospitals to accommodate cardiac patients and those living with arthritis or multiple sclerosis.

Youth Programming

Swim lessons generally include the most significant number of participants and revenues for public pool operations. Programs can be offered for all ages and levels, including private, semi-private, and group lessons. Access to swimming pools is a popular amenity for summer day camp programs, too.

Aquatics was identified by Tampa staff as a core program area and analyzed in the Recreation Assessment. Tampa currently offers a robust menu of aquatic programs including swim lessons,

swim teams, aquatic fitness, water safety, scuba, synchronized swimming, water polo, and master’s swimming. The four seasonal and eight year-round pools struggle to support the demand for lap swimming.

Spray Parks

Spray parks (or spray grounds) are now a common replacement for aging swimming pools, particularly because it provides the community with an aquatic experience without the high cost of traditional pools. Spray parks do not require high levels of staffing, require only minimal maintenance, and offer a no-cost (or low-cost) alternative to a swimming pool. A spray park typically appeals to children ages 2 – 12 and can be a stand-alone facility in a community or incorporated inside a family aquatic center.

Tampa has 10 splash pads throughout the City that, combined with the 12 pools, provide relief from the Florida heat.



Water Works Park

NRPA TOP TRENDS

Each year, the NRPA publishes an article about industry trends and predictions in the Parks and Recreation Magazine. In the January 2021 edition of the Parks and Recreation magazine, an article titled Top Trends in Parks and Recreation for 2021, (written by Richard Dolesh—former Vice President of Strategic Initiatives for NRPA)—acknowledged that the changes caused by the COVID-19 outbreak are here for the foreseeable future. Dolesh's list for 2021 includes:

- With a renewed interest in parks, trails, and walkable environments, many positive changes will continue, including the expansion of pedestrian spaces and outdoor dining on urban streets, the conversion of bike lanes and trails, and the installation of parklets in parking spaces and former travel lanes.
- State and local municipal budgets will continue to be impacted as revenues continue to decline; the cost of responding to the pandemic will continue to rise; and help from the federal government might be limited.
- There will be a strong focus on health and health equity in 2021 as many park and recreation agencies look for ways to support food distribution, food pantries, COVID-19 testing, daycare for children of essential workers and first responders, and safe spaces for learning.
- Due to the increasing rates of social isolation and loneliness, community mental health and well-being will become a focus area for park and recreation agencies. There will be more cooperation with social service agencies, public health departments, and school systems.
- Social and racial equity will become more important as park and recreation agencies will do more to address disparities in services and to transform the work force by hiring health, equity, trauma-informed, and community engagement specialists.
- Technology trends are being embraced by park and recreation systems including robotic cleaning, self-cleaning toilets, line-painting vehicles, autonomous-mowing equipment, and semi-autonomous drones for a variety of tasks. Many guests to modern parks expect Wi-Fi access and have become accustomed to charging stations and downloadable content, such as reality walks, games, and exhibits. Another aspect of technology that will be important is data privacy. Park and recreation agencies collect a lot of data from users, such as photos, financial data, biometric data, and personally identifiable medical data. In addition, data collected from cell phones can be easily obtained to learn where people are and for how long they stay in each park location. Some park and recreation agencies will start to leverage this data to learn more about customers. What information is collected, what is done with that information, and how it is secured will remain important questions to answer.



USF Park

- The impacts of climate change have become a racial justice problem as low-income communities and people of color are disproportionately affected. High temperatures in many parts of the country impact the ability of park and recreation agencies to conduct day camps, after-school programs, fitness classes, and outdoor activities. The need for more green space in low-income communities far outweighs the funds available to purchase new land. Climate change has also degraded our natural resources, leading to a loss of wildlife. According to a recent scientific study conducted by the Smithsonian, nearly a third of all birdlife in North America has been lost since 1970.
- As parks, trails, and beaches became high-priority destinations during the COVID-19 outbreak, many park and recreation agencies stayed open and provided places for physical activity. In addition, many agencies became creative with programming, offering grab-and-go and take-it-with-you programs, which provided kits or bags of activities that people could perform on their own at home.

Organizations across the country started offering a wide variety of virtual programming for children and adults. Esports (also known as electronic sports, e-sports, or eSports), which are forms of competition using video games, were popular before the pandemic, and participation continues to increase—especially with the decrease in participation in traditional team sports due to the Covid-19 outbreak. One of the benefits of eSports is that they are more inclusive than many other activities because participants do not need to be able-bodied to play. In addition, eSports are moving toward team competitions.

- Creating parks that are “insta-worthy” will become more important as people look for great places to take photos to share on social media with family and friends. These places can also be used to promote visitation and to attract local photographers.



Lloyd Copeland Park

AGE RELATED TRENDS

Trends for Youth ages 13 and Younger

Traditional Sport Programming

Prior to the Covid-19 outbreak, the number of youth involved in team sports was beginning to decline. From 2008 to 2018, the participation rate of kids between the ages of 6 and 12 dropped from 45 to 38% due to the increasing costs, time commitments, and the competitive nature of organized sports leagues.

According to the Aspen Institute, after most athletic programs were shut down in the spring of 2020, 30% of children who previously played team sports now say that they are no longer interested in returning. It is estimated that up to 50% of the private, travel sports clubs will fold following the pandemic, putting pressure on municipal recreation programs to fill the gaps for those children who do want to continue playing organized sports. There is a heightened need to save and build affordable, quality, community-based sports programs that can engage children in large numbers.

Tampa offers a wide array of athletic programming including rowing, pickleball, basketball, swim teams, cricket, flag football, softball, soccer, football, volleyball, and street hockey, among others. It is unclear if the participant numbers for these programs will return to pre-pandemic numbers. Many agencies across the country are seeing a sluggish return to youth athletics (particularly those that are held indoors, such as basketball and volleyball).

Science, Technology, Engineering, and Mathematics (STEM, STEAM) Programs

Science, technology, engineering, and mathematics (STEM, STEAM) programs – including arts programming – are growing in popularity. Some examples include: learn to code, design video games, Minecraft, create with Roblox (an online gaming platform and game creation system), engineer robots, print 3D characters, and build laptops.

During the Recreation Assessment portion of the Master Planning process, STEAM programming is not a core program in Tampa. When staff are adding programming, this would be a good area to consider for new programs to meet the needs of



Jackson Heights Park

the population who are not drawn to athletics.

Summer and School Break Camps

Participation in parks and recreation youth camp programs continues to be very strong. For some agencies, these programs are the most significant revenue producers. This is true for Tampa as the City offers 10 weeks of summer camp at 23 sites throughout the City for children ages 5 – 12 years. Summer camps are considered a core program in Tampa. In addition to the traditional day camp option, the City also offers camps that provide field trips (three sites). Tampa also offers a supervised summer camp experience at a park site that is free of charge.

Nature-Related Programming

There is an international movement to connect children, their families, and their communities to the nature world called the New Nature Movement, and it is having an impact. In addition to new nature programming, nature-themed play spaces—such as the nature-inspired playground at Debbie Curtain Park in Miami, FL—are becoming popular. Some park and recreation agencies are now offering outdoor preschool where the entire program takes place outside. One example of this is the Tender Root Forest Kindergarten Program in Sarasota, FL. Over 30% of Tampa households indicated that nature enjoyment activities are important to them. Nature-related recreation is not a core program for Tampa. When adding future new programs, this would be another good area of focus.

Youth Fitness

The organization Reimagine Play developed a list of the top eight trends for youth fitness. The sources for this information include the ACSM's Worldwide Survey of Fitness Trends, ACE Fitness, and SHAPE America. The top eight trends are:

- Physical education classes are moving from sports activities to physical literacy curriculum that include teaching fundamentals in movement skills and healthy eating

- HIIT classes that involve bursts of high-intensity exercise followed by a short period of rest with classes ranging 30 minutes or less
- Wearable technology and digital fitness media including activity trackers, smart watches, heart rate monitors, GPS tracking devices, and smart eye glasses and virtual headsets
- Ninja warrior training and gyms as a result of NBC's premier shows American Ninja Warrior and Spartan Race
- Outdoor recreational activities including running, jogging, trail running and BMX biking
- Family (intergenerational) fitness classes such as family fitness fairs, escape rooms and obstacle races are gaining in popularity among Gen X and Gen Y families who place a high value on family time
- Kids obstacle races in conjunction with adult obstacle races such as the Tough Mudder, Spartan Race and Warrior Dash
- Youth running clubs that also teach life skills such as risk-taking, goal-setting and team building

Trends for Teens/Younger Adults Ages 13– 24

Esports

Esports (also known as electronic sports, e-sports, or Esports) is a form of competition using video games. Forbes reported in December 2019 that Esports audiences exceed 443 million people across the world, and the International Olympic Committee is considering it as a new Olympic sport. Local recreation offerings can include training classes, open play, tournaments, and major competition viewing. A new recreation center in Westerville, Ohio includes a dedicated Esports room, and college campuses across the country are also launching Esports programs. Florida Southern College offers Esports as a club sport for both community and competitive players. And Florida Tech, in Melbourne, FL, has a dedicated Esports facility. The Esports team at Florida Tech competes in a variety of leagues

and tournaments. As a result of the COVID-19 pandemic, many parks and recreation agencies are including Esports in their programming mix.

This is a program area that Tampa has not yet offered. Due to the popularity, the City might seek out a contractor to hire to offer this program to Tampa youth. This can be done at a low cost with little risk with no investment into the equipment needed

Parkour

Parkour is a physical training discipline that challenges the participant to move their body through obstacle courses, similar to military training. Using body movements such as running, jumping, and swinging, the participant moves through static indoor courses or outdoor urban environments.

Outdoor Active Recreation

This includes activities such as kayaking, canoeing, stand-up paddle boarding, mountain biking, and climbing. Rentals for those who want to “try before they buy” are popular in many areas. All of these

types of activities have experienced an increase since the start of the COVID-19 pandemic. A survey by Civic Science found that those between 13 and 25 years old were the most likely age group to indicate that they planned to participate in more outdoor activities as a result of Covid-19-related shutdowns. The Tampa survey results confirm that outdoor/adventure recreation is important with 23.2% of households indicating that they have a need that is partly or not met for this type of activity.

Bicycling

According to the Aspen Institute, bicycling became the third most popular sport for kids in 2020. Skate park usage surged as well.

Life Sports

According to the Learning Resources Network “Top Trends in Recreation Programming, Marketing and Management” article, “life sports” are a new priority in the recreation world, where the focus is on developing youth interests in activities that they can enjoy for a lifetime, such as biking, kayaking, tennis, golf, swimming, and jogging/walking.



Julian B. Lane Riverfront Park

Holistic Health

Parks and recreation's role in maintaining a holistic lifestyle will continue to grow. People are seeking opportunities to practice mindfulness, authentic living, and disconnection from electronic media. Programs to support mental health, including those that help to combat anxiety, perfectionism, and substance abuse in youth and young adults, are increasingly needed. The United Nations has urged governments around the world to take the mental health consequences of COVID-19 seriously and help to ensure the widespread availability of mental health support to constituents.

Trends for Adults ages 25 – 54

Aerobic Activities

For most age groups, swimming for fitness and weight training are the two most frequently mentioned activities in which people indicate interest. Running, walking, and biking for fitness continue to show strong and consistent growth. A good balance of equipment and classes is necessary to keep consistent with trends. Fitness and wellness classes rated very high on the priority investment rating in the Tampa survey results. The priority investment rating is a combination of the number of households who have a need for a specific activity combined with the number of households whose needs for this type of activity are not being met.

Fun Fitness

"Fun" fitness is a current trend. Exercises such as "P90x," "Insanity," and "CrossFit" have proven that a lot of equipment is not required to get fit. Since these programs have become popular, newer versions have become available, some cutting the time it takes to look and feel fit in half. These types of classes have been growing and will continue to grow in popularity at recreation departments and fitness centers.

Group Cycling

Group cycling continues in popularity as the younger fitness enthusiasts embrace this high-performance group exercise activity as well as program variations that are developed to attract the beginner participant.

Yoga

While Pilates has shown an incredible 10-year growth trend, the past three years have seen a decline in participation. Perhaps participation migrated to yoga, as participation is up across all levels for the year. Yoga is more class based, while Pilates is more of an individual activity. The millennial fitness participants (ages 25 – 39) are showing a higher propensity to go with group-oriented programs.



Glenwood Drive Park

Outdoor Fitness

Many agencies around the country have added fitness equipment in parks. Miami-Dade County, FL refers to these areas as Fitness Zones and has added this type of equipment in 30 of its parks. The exercise equipment is permanently installed in a specific area of the park designed for exercise. Miami-Dade partnered with the Trust for Public Lands to create these spaces in neighborhood parks in order to improve the health of South Florida residents. The statistically valid survey results for Tampa indicate that over 28,000 households have a need that is partly or not met for outdoor fitness equipment. When renovating, upgrading, or creating new parks, outdoor fitness equipment should be included in the mix of amenities.

Cornhole (or Bags)

Cornhole is a low-impact, low-cost activity that can be played by people of all ages. Young adults are signing up for leagues (that can be held indoors or outdoors and are offered all year long). It does not take any skill, and it is a social activity. Although it can be offered recreationally, some competitive leagues are offered, as well. This would be a great addition to adult programming during and following the COVID-19 pandemic.

Trends for Adults ages 55 and over

Lifelong Learning

A Pew Research Center survey found that 73% of adults consider themselves lifelong learners. Do-it-yourself project classes and programs that focus on becoming a more “well-rounded” person are popular. Phrases such as “how to” can be added to the agency website’s search engine optimization as consumers now turn to the internet as their first source of information regarding how-to projects. Safeguarding online privacy is also a trending course. Providing classes that teach residents how they can be more sustainable in their own homes might be a good addition for Tampa.

Fitness and Wellness

Programs such as yoga, Pilates, tai chi, balance training, chair exercises, and others continue to be popular with the older generation. Fitness is another core program for Tampa. With fitness center memberships available at two of the Department’s facilities and fitness rooms available in nine other local community centers, there are many fitness options for residents. A wide variety of group exercise classes are also offered throughout the City.



New Tampa Recreation Center

Encore Programming

This is a program area for baby boomers who are soon to be retired and focuses on a broad range of programs to prepare people for transitions into retirement activities. Popular programs for 55+ market include: fitness and wellness (specifically yoga, mindfulness, tai chi, relaxation, personal training, etc.), drawing and painting, photography, languages, writing, computer and technology, social media, cooking, mahjong, card games, volunteering, and what to do during retirement.

Specialized Tours

Participants are looking for more day trips that highlight unique local experiences or historical themes. For example, a focus on authentic food, guided night walks, bike tours, concentration on a specific artist's work, and ghost walks are among the themes being sought out.

Creative Endeavors

Improv classes are specifically targeting age groups with classes called "Humor Doesn't Retire."

Workshops and groups help seniors play, laugh, and let loose while practicing mental stimulation, memory development, and flexibility.

Pickleball

With 2.8 million people in the country playing Pickleball, it is a trend not to be taken lightly. Though not at its peak, Pickleball is still trending nationwide as the fastest growing sport in America with the active aging demographic, as 75% of core players are age 55 or older. It can be played as singles or doubles, indoors or out, and it is easy for beginners to learn but can be very competitive for experienced players. The game has developed a passionate following due to its friendly, social nature, and its multigenerational appeal.

PARK DESIGN TRENDS

Sustainability

Sustainability and eco-friendliness have become a priority in park design. Parks provide ideal opportunities for green infrastructure, as sites are



MacDill 48 Park

often already highly visible, multifunctional public spaces that typically include green elements. The use of green infrastructure has increased over the last decade as knowledge of its benefits has grown. High-performance landscapes with green infrastructure provide the maximum amount of benefits to communities, including:

- Green jobs
- Opportunities for recreation, education, and relaxation
- Economic growth
- Improved water and water quality
- Community resilience
- Lower urban heat island effects
- Manage flood risks
- New and improved wildlife habitat

The implementation of green storm water infrastructure duplicates a natural process to prevent, capture, and/or filter storm water runoff. A survey by the Trust for Public Land found that more than 5,000 acres of parkland in 48 major cities have been modified in some way to control storm water. With community parks containing

thousands of acres across the country, there is a multitude of opportunities for integrating green infrastructure into park systems nationwide.

Common green storm water infrastructure projects include bio-retention, bio swales, constructed wetlands, impervious surface disconnections, green roofs, permeable pavements, rainwater harvesting, stream restoration, urban tree canopy, land conservation, vegetation management, and vegetated buffers.

Inclusive Playgrounds

Well-designed inclusive parks and inclusive playgrounds welcome children of all abilities to play, learn, and grow together. An inclusive playground takes away the barriers to exclusion, both physical and social, providing a “sensory rich” experience for all. Accommodating physical disabilities is one component of an inclusive playground—this refers to providing wheelchair-accessible routes and ramp transfer points. Customized equipment, such as special swings, allow all kids to enjoy the playground as it is meant to be enjoyed.

An inclusive playground also provides a number of different opportunities for children to explore. They are able to integrate all the senses, and the



Anderson Park

amenities encourage social play. A true inclusive playground does not mean that there is a special piece of equipment in a separate area off to the side, but rather that the space is designed as a cohesive community where play opportunities are integrated throughout. These types of park facilities stress the importance of inclusion in daily activities, regardless of ability level. More and more parks and recreation agencies across the country are installing inclusive playgrounds to better meet the needs of all constituents. Tampa has recently made strides to better serve Tampa residents with disabilities. An inclusive playground may be a good addition in the future to complement the designation as an Autism Friendly City

The Impacts of Climate Change

Climate change is affecting public parks and recreation agencies across the country. The gradual rise in sea level make storm surges capable of much greater damage.

Tampa's hot season lasts from early May to early October, with an average daily temperature of 86 degrees. With hot months getting hotter, there will be a need for more shade in all types of parks (especially those with playgrounds, skate parks, ball fields, and fitness equipment). In addition, lighting as many athletic fields as possible so they can be used in the cooler part of the day will be necessary. Many parks and recreation agencies are converting grass athletic fields into synthetic turf—increasing the number of days fields can be used. With synthetic turf, there is no longer a need for constant irrigation and, after heavy rain events, the fields can be used nearly immediately.

Although it has been 99 years since Tampa Bay suffered a direct hit from a hurricane, the National Hurricane Center estimates that, statistically, the area should get hit by a Category 3 or higher storm about every three decades. Tampa should build future parks and facilities with this notion in mind.

From an educational perspective, the Department should do its part in educating residents about the impacts of climate change on the local economy and how residents can make a difference.

COVID-19 RESPONSE

The “new normal” in the parks and recreation world will be vastly different from recent history. As parks and facilities reopen with new guidelines and programming resumes with physical distancing and smaller participant-to-instructor ratios, operational budgets will continue to take a hit. Many parks and recreation agencies that are starting to resume programming are experiencing low registration rates, as parents are hesitant to send their children to public places. Although all areas of programming will be affected, two areas that are likely to be hit very hard by the pandemic are youth sports and child care.



Cuscaden Park

Youth Sports

There are many private, travel sports organizations in Hillsborough County serving children in Tampa. The Aspen Institute estimates that many of these clubs will not survive the COVID-19 pandemic. Sponsorships are likely to diminish, many coaches who went without a paycheck for many months might have moved on, and 50% of parents fear that their children might get sick if they resume youth sports when restrictions are lifted. A total of 46% of parents fear they will become ill watching a youth sports event. Financial concerns are also a factor when considering a return to youth sports, as 54% of sports parents' finances have been negatively impacted by the pandemic.

It appears from the research that families might be looking to scale back, stay closer to home, and spend less money on youth sports experiences. All of these factors will likely put pressure on public parks and recreation agencies to provide local, affordable, equitable, and quality sports options for all children, regardless of ability.

Child Care

According to the National Association for the Education of Young Children (NAEYC), the value of the child care sector in the United States was \$99 billion prior to the COVID-19 pandemic. Unfortunately, this is one of the industries that will be hit the hardest, as it relies on the ability of customers to safely show up day after day. It has been estimated that nearly 20,000 day care facilities may have closed across the country due to the pandemic. In a study by the NAEYC, 47% of programs indicated that facilities that have not closed have raised tuition and taken on new debt just to stay open and serve families.

The United States had a child care crisis before COVID-19, and the pandemic is making it worse. Once child care facilities fully reopen, they are likely to remain unstable due to under-enrollment as parents may be cautious sending their child back to a group care setting. Parks and recreation agencies can bridge the gap and provide safe, affordable child care options for residents. This is a service that Tampa does not currently offer.

It could prove worthwhile for Department staff to research current programs offered throughout the City to see if there is a shortage or gaps in needed activities. The City then might consider partnering with other agencies to fill gaps that exist.

Best Practices

In June 2020, NRPA reported on the results of a national survey that was conducted during the pandemic, and the following practices were prioritized by park and recreation practitioners:

- In-person and virtual programs will continue to coexist. More than 60% of agencies have launched some type of virtual programs. As in-person programs restart, there will be opportunities to continue virtual offerings to serve those who are unwilling to or unable to return to in-person participation due to health, transportation, or other issues.
- People will view access to parks and the outdoors as a right and not a luxury. During



Julian B. Lane Riverfront Park

the pandemic, the only places available to maintain physical health and well-being were parks, trails, and open space. This increased usage should result in increased advocacy and, hopefully, more funding support. Natural parks and preserves are at the very top of the list of parks and recreation facilities that are most important to Tampa households with 22% of those that responded to the ETC survey indicating that these types of outdoor spaces are desired. Conservation areas was near the top of the results as well with 17% of those responding including this space in their top three choices.

- Virtual meetings are here to stay as the past year has proven that not every meeting needs to be done in-person. This is especially true for public engagement where virtual meetings will be a requirement for future planning efforts.
- Basic personal hygiene and public sanitation requirements will increase significantly. In addition to increased handwashing, public sanitation requirements and community expectations will be significantly higher. Agencies will implement new cleaning guidelines, resulting in increased staffing and additional time in between programs to help ensure compliance. There may be new opportunities to partner with local healthcare companies and hygiene and sanitizer companies to provide approval for disinfecting practices
- Park and recreation professionals will be viewed as essential workers due to the many pandemic-related tasks being performed including the distribution of masks, providing emergency health services, serving meals, hosting drive-through Covid-19 testing sites, and all of the virtual recreation programs provided. It is imperative that park and recreation agencies do a better job of telling our story to attract and recruit the Generation Z audience (born 1997 to 2002)—a group that is not just interested in earning money, but also making an impact.

- Permanent offices will shrink as working remotely from home becomes an expectation and not a perk. Although a number of parks and recreation staff will be required on-site, the Covid-19 outbreak has proven that it is not required that every staff person be in the office every day of the week.
- Customer experiences will become more faceless and/or touchless. From online registration to making digital payments, this trend is already occurring in parks and recreation agencies across the country. The fear of contact that many immunocompromised individuals have will accelerate this experience. In addition, job loss from artificial intelligence and automation will make experiences more faceless. Esports will continue to grow exponentially. As sports events and leagues started getting canceled, playing and watching Esports began to accelerate. Every major sport has started to participate in Esports—NASCAR has been one of the most successful, attracting over 1.3 million viewers for one race.

As the country continues to evolve during and after the pandemic, trends will continue to change. What was popular a year ago might never return. Parks and recreation professionals will need to stay current on trends and experiment with new programming in their community to see what works and what constituents most need.

DIVERSITY, EQUITY, AND INCLUSION

Due to the Covid-19 outbreak, there is growing recognition that access to parks and recreational spaces is not equitable. According to the Urban Institute, in many cities across the United States, there are fewer quality parks in close proximity to low-income residents and communities of color. As a result, many large cities have started to establish data-driven criteria to guide investment in public recreation to improve equity. The City Parks Alliance identified five common elements that are critical to developing, implementing, and evaluating a data-driven equitable investment strategy.

1. Leverage leadership from one or more sectors. Strong leadership is critical for making the case for creating and implementing an equitable approach. In addition to various governmental bodies, involving local foundations and those from the nonprofit sector can help to bring the need for equity into focus.
2. Define equity goals, and collect data to support the goals. Data collection and analysis must be reliable, consistent, and transparent, and guided by agreed-upon equity goals. The data collected in each city may vary but often includes statistics on poverty, crime, health, youth population, unemployment, past capital and maintenance investment, and access to parks.
3. Educate and engage the community on equity data. Educating all levels of government, residents, nonprofits, foundations, and the private sector on data findings is important for building awareness and buy-in, as well as a commitment to implementation. Extensive outreach and engagement is critical to help ensure the data aligns with reality and that the process builds ownership of the results.
4. Establish and sustain equitable funding practices. A variety of strategies can be implemented to help ensure that equity becomes a reality, including new ordinances, voter-approved measures, strategic plans, and internal reorganization.
5. Institute consistent tracking and evaluation procedures. Tracking new funding initiatives with an oversight committee that is required to produce an audit, reports, or study results helps to ensure consistent implementation over time.



Bern's Park

3.6 - NEEDS AND PRIORITIES ASSESSMENT SUMMARY

Through the compilation of findings from various research techniques, a number of parks and recreation needs and priorities emerged. The table to the right is an overview of the findings from each analysis technique, which were further refined based on additional public input and analysis.

Three types of research were utilized in a mixed methods, triangulated approach as part of the needs assessment process: observational; qualitative; and quantitative. Together these three types of research provided ten techniques to cross-check results and better determine an accurate understanding of the needs and priorities of the residents of the City of Tampa. **Table 3-3** summarizes the synthesized findings of these methods, which included observational evaluations, two community surveys, community and stakeholder meetings, and a level of service analysis.

The top facilities and program needs are highlighted in **Table 3-3**. These facilities and activities are identified through these ten techniques to have the highest level of importance and largest unmet need by the community.

- #### Top Facility Needs and Priorities
- Trails/Greenways/Sidewalks
 - Neighborhood Parks
 - Natural Areas
 - Conservation and Environmental Lands
 - Large Community Parks
 - Swimming Pools
 - Community Centers
 - Park Restrooms
 - Playgrounds
 - Water Access

- #### Top Activity Needs and Priorities
- Nature Enjoyment
 - Outdoor/Adventure Recreation
 - Pool/Aquatic Programs
 - Fitness and Wellness
 - Special Events
 - Performing and Visual Arts
 - Visiting Conservation Areas and Environmental Lands
 - Water-related Activities
 - History/Museums
 - Senior/Adult Activities

Table 3-3: Needs Assessment Summary

		Needs Assessment Techniques										
		Park System Resource Evaluation	Acreage Level of Service	Facility Level of Service	Access Level of Service	Previous Meetings	Virtual Open House	Virtual Meetings	Stakeholder Interview	Focus Groups	Online Survey	Statistically Valid Survey
Facilities	Trails/Greenways/Sidewalks	●	●	●	●	●	●	●	●	●	●	●
	Neighborhood Parks	●	●	○	○	●	●	●	●	●	●	●
	Natural Areas	○	○		●		●	○	○	●	●	●
	Conservation and Environmental Lands	○	●		●	○	○	○	○	●	●	●
	Large Community Parks		○		○					○	○	●
	Swimming Pools	●		●	○	●	●	●	○		○	○
	Community Centers					○	○	●	○		○	○
	Park Restrooms	●				○				●	○	●
	Playgrounds	●		○	○		●	○		●	●	○
	Water Access	○		○	●		●				○	○
Programs and Activities	Nature Enjoyment	●				○	●	○	○	○	●	●
	Outdoor/Adventure Recreation	○					●	○		○	●	●
	Pool/Aquatic Programs	●				○	●	○	○		●	○
	Fitness and Wellness	●				●	●		○	●	●	●
	Special Events	●				●	○		○	●	●	○
	Performing and Visual Arts	○				○	○					●
	Visiting Conservation Areas and Environmental Lands						○	○		●	○	○
	Water-related Activities	●					○	○			○	○
	History/Museums	○				○	○				○	●
	Senior/Adult Activities	●				●	○	●		●	○	○

CHAPTER

4

CHAPTER 4: VISION

4.1 Your Vision for Our Tomorrow:
Long-Range Vision

4.2 Vision Subsystems

4.3 Comprehensive Vision



VISION



Your Vision for Our Tomorrow

4.1 YOUR VISION FOR OUR TOMORROW: LONG-RANGE VISION

The development of the Long-Range Vision for the City of Tampa Parks and Recreation Master Plan was derived directly from the Needs and Priorities process and is organized in the thematic categories based on the community's expressed needs and priorities for park facilities and recreation services. The results from this effort allowed the community to provide the foundation for an extensive, detailed Vision for their parks and recreation programs. The following chapter builds on the results of this process and also presents the Vision Subsystems distilled from that process that collectively represent the comprehensive, long-range Vision for the City of Tampa Parks and Recreation System.

APPROACH

The approach for developing the Vision is composed of three parts:

1. A multi-phased community involvement process (Chapter 3) revealed residents' needs and priorities for parks and recreation facilities and programs.
2. The consultant team and City staff then completed a supplementary technical review of the existing park system that identified needed improvements in order to maintain a high level of service for existing and future residents.
3. A Vision Workshop was held with City Staff and key stakeholders to develop guiding principles, vision goals, and discuss several themes

identified through the needs assessment phase. These themes ultimately led to the development of Vision Subsystems and their associated goals, priority projects, and policy recommendations.

The City of Tampa Parks and Recreation Vision is intended to work in conjunction with other City plans and initiatives, and the goals in its subsystems are intended to encourage collaboration and partnerships with other City departments and external stakeholders. These goals, as well as a summary of the Vision Workshop results, can be found on the following pages.

VISION WORKSHOP

Methodology

The Vision for the City of Tampa Parks and Recreation System is intended to guide the department over the next 10-15 years. The guiding principles and goals are targeted to reflect community desires, and are also intended to allow for flexibility and modification to meet needs and changing priorities of the community over time. This intentional flexibility is an important part of meeting goals and needs in a timely manner through the anticipated growth of the City and the changing parks and recreation priorities of its current and future residents. In the next chapter, action items are identified that will implement this Vision for the City. These items specifically focus

on community priorities, funding strategies and defined roles. They are intended to be updated on a regular basis by staff to reflect the changing trends, priorities and roles within the community.

The Vision Workshop

Held on June 15th, 2022, the Vision Workshop was a collaborative effort to develop guiding principles, goals, strategies, and potential projects or actions for the long-range Vision. The workshop was held with Parks and Recreation staff, City department leaders, and other key stakeholders to increase collaborative participation. The workshop utilized an interactive format that allowed for active participation from attendees during group exercises and collective discussions. Exercises included the establishment of general principles and specific goals for each of the defined Vision Subsystems.

Workshop Results

The Vision Workshop resulted in the development of a set of guiding principles and overarching vision goals for the City of Tampa Parks and Recreation Department. These goals and principles were created as a cumulative representation of the ideas and thoughts shared by the community and stakeholders throughout the Master Plan Process. The Master Plan will play a key role in the continued development of Tampa's parks, recreation facilities, and program opportunities. The Vision outlines a continued investment in these contributing community assets and consistency with the needs and priorities expressed through engagement efforts.

Implementation of the priorities developed during the workshop will enable the City of Tampa to develop a premier park and recreation system that will enrich the lives of people in its communities. The Master Plan will serve as a guideline for



Vision Workshop - Guiding Principles Exercise

creating a robust parks and recreation system by identifying priority improvements and additions to existing parks; enhancing city-wide connectivity and water access; incorporating sustainable and resilient strategies into park development and improvement; providing destination recreation hubs that meet the programming needs of the community; promoting cultural assets as an integral part of the park system fabric; and, establishing equitable connections and access

throughout neighborhoods. The Master Plan will carry forward the comprehensive Vision into an implementable program that will serve residents for generations to come. The guiding principles and overarching vision goals can be found below, and detailed information on each Subsystem can be found on the following pages in **Section 4.2**. Detailed workshop results can be found in the **Appendix**.

GUIDING PRINCIPLES

1. We provide quality service to all people, of all ages and abilities, equitably and fairly
2. We believe everyone should feel welcome in a City park or recreation facility
3. We strive to maintain a sustainable park system
4. We are driven by public engagement, needs and priorities
5. We strive to be stewards of the natural environment
6. We provide inclusive recreation programs and services for all
7. We embrace placemaking in the development of parks and facilities
8. We are committed to building relationships with our community stakeholders
9. We promote community health and wellness through our comprehensive services
10. We strive to be adaptable, proactive and opportunistic in our approach to park and facility development



Vision Workshop

VISION GOALS

1. Improve park access, mobility and connectivity throughout the system
2. Provide cutting edge, flexible, multi-use facilities and program opportunities for residents of all ages
3. Promote health, safety and welfare for all park users, neighborhoods and communities
4. Encourage partnerships and collaborations to maximize the public realm for the greatest public benefit
5. Prioritize walkability, safety, and user comfort in parks and neighborhoods throughout the City
6. Integrate sustainable and resilient practices into all facets of the park system and the public realm
7. Upgrade existing parks to ensure all residents have access to quality amenities that meet the needs and priorities of the community
8. Incorporate unique destinations with the Tampa “wow” factor in more areas of the park system
9. Integrate arts, cultural programming and special events into parks and facilities throughout the system
10. Provide a wide variety of programming opportunities for users of all ages and abilities



4.2 VISION SUBSYSTEMS

As a result of the previous efforts documented in this report, the Vision is based on a framework of key priorities distilled from broad public input, a comprehensive analysis, and collaborative goal-setting. The approach for Your Vision for Our Tomorrow established a set of Subsystems that help guide the development of the parks and facilities across the spectrum of parks, open spaces, programs and services provided by the City.

The Vision goals and objectives for each of these subsystems are intended to guide the parks and recreation system over the next 10 to 15 years. Subsystem goals have been developed to reflect the combined results of input and

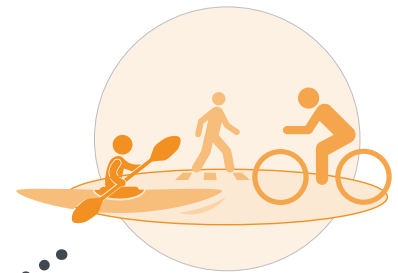
analysis completed in Chapter 2 (Existing Conditions Analysis), Chapter 3 (Needs and Priorities Assessment), and the top needs and priorities established in the Vision Workshop. The subsystem goals and the associated concepts are intended to be modified, as needed, to ensure achievement of the overall Vision. In the next chapter, a comprehensive implementation strategy for achieving this Vision is presented with a focus on community priorities, funding strategies and defined roles. This Implementation Plan is intended to be updated on a regular basis by staff to reflect the changing trends, priorities and roles within the community.



Vision Workshop - Subsystem Exercise

Based on community input, we have organized that input into a set of thematic Subsystems. Collectively, these Subsystems form a vibrant and dynamic system that contributes to a high quality of life for all residents and furthers the achievements of Tampa’s overall vision and goals.

Neighborhood and Community Parks



Connectivity, Walkability, and Water Access



Conservation, Sustainability, and Resilience



Athletics and Aquatics



Cultural Programming and Special Events



Recreation Programming, Health and Wellness





Neighborhood and Community Parks

TOP NEEDS	TOP PRIORITIES
<ul style="list-style-type: none"> ■ Mix of active and passive recreation ■ Educational opportunities in parks ■ Recreational water access ■ Improved walkability and user comfort to neighborhood parks ■ Art in parks ■ Integration of cultural and historic resources ■ Bike lane & bike trail connections to parks 	<ul style="list-style-type: none"> ■ Equitable access to neighborhood parks ■ Reinvestment in existing parks and facilities ■ Variety and diversity of amenities in parks ■ Develop parcels into parks along future impact coastal and submerging land ■ Increase funding for parks including the pursuit of alternative funding sources

VISION GOALS FOR NEIGHBORHOOD AND COMMUNITY PARKS

The City of Tampa’s parks and open spaces serve as a major contributor to the sense of community that makes the City a unique place to live. These physical spaces provide access to park space for residents with quality recreation experiences within proximity to their homes. Neighborhood parks provide open spaces and recreation experiences that meet the needs and priorities of each individual community. These smaller parks provide all residents an opportunity to refresh, explore and play, while also contributing to the unique characteristics that help define certain neighborhoods and communities. Using community input from the Needs Assessment and Visioning Workshop, the following goals were developed for neighborhood and community parks.

VISION GOALS

- **Provide Equitable Access to Quality Parks at the Neighborhood Level**
- **Reinvest in Existing Parks to Provide Amenities that Meet the Needs of Neighborhood and Communities**
- **Ensure Existing and Future Parks are Part of a System that Brings Premier Resources into Every Neighborhood in The City**

Provide Equitable Access to Quality Parks at the Neighborhood Level

Neighborhood Parks play a fundamental role in enhancing the physical environments in which we live. Despite the importance of parks and other recreational open spaces, many residents do not have adequate access to these important community resources. This is particularly true in areas where park access is often inequitably distributed or there are significant barriers to access, which put certain populations at risk for health problems associated with inactivity. Tampa currently faces challenges stemming from incomplete sidewalk networks, walkability gaps in neighborhood parks access, and a general lack of awareness of what is available to residents.

To provide an equitable, comprehensive park system, all community members should have easy access to open space. **Map 4-1** shows all existing neighborhood parks and undeveloped parks within the City of Tampa within a 10-minute

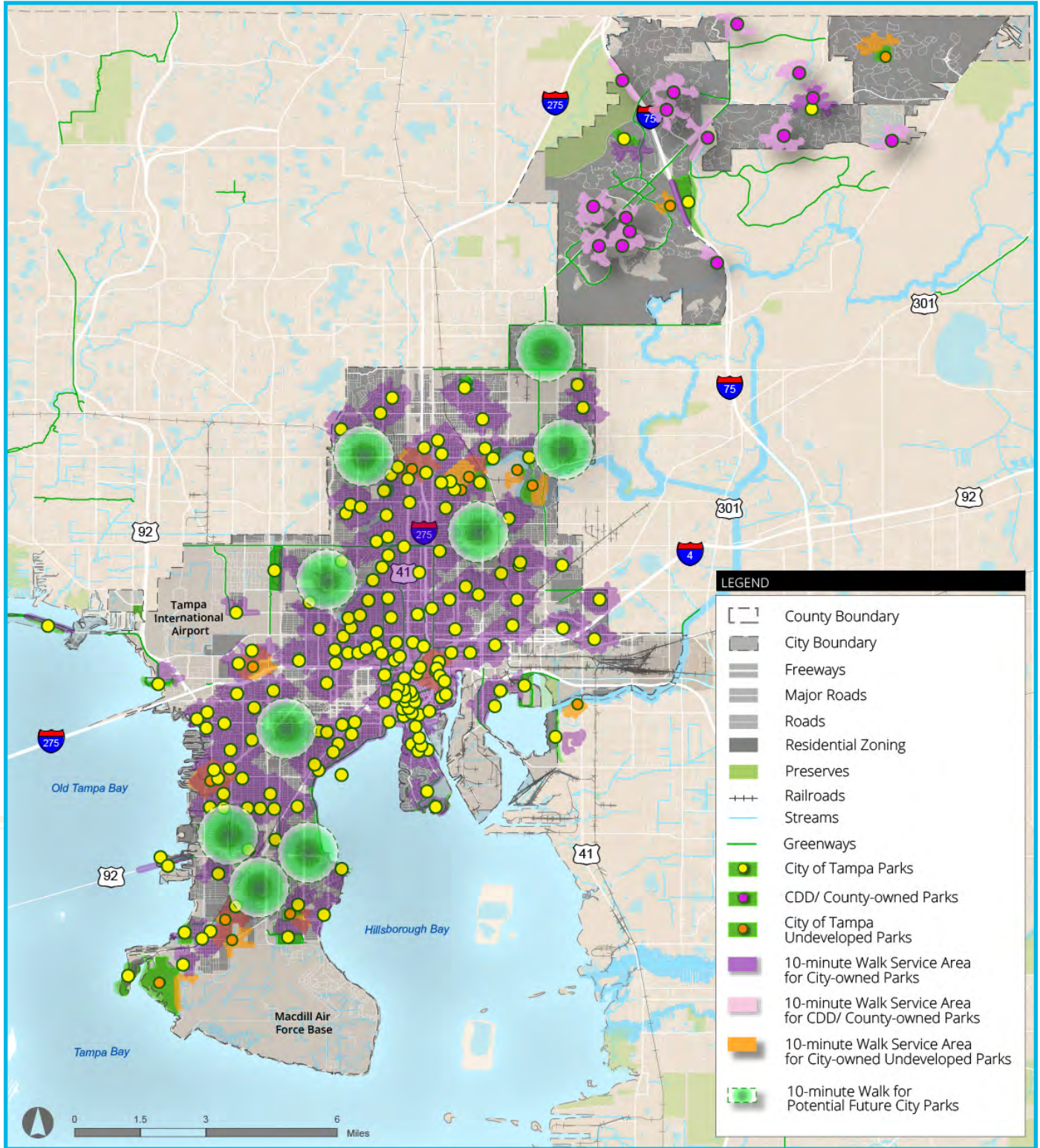
walk of residential neighborhoods. Utilizing the undeveloped parks to provide underserved areas can provide residents with more equitable access to neighborhood open space.

In park systems across the country, there have been consistent lessons learned over time with regards to barriers to park access. These barriers often prevent entire neighborhoods and sections of the community from utilizing the park system. Creating park connections, highlighting accessibility, and improving user comfort through shaded street trees is essential to create a comprehensive system. Parks have the ability to build healthy communities by creating stable neighborhoods and strengthening community development. Parks achieve this by providing opportunities for people to work together, build trust, and foster companionship. Neighborhood parks provide residents with a sense of place and allow them to take ownership of these assets in their communities.



Bern's Park

Map 4-1: Neighborhood Park 10-minute Walk Level of Access & Undeveloped Parks



Reinvest in Existing Parks to Provide Amenities that Meet the Needs of Neighborhoods and Communities

The park evaluations conducted for Neighborhood Parks during the System Inventory and Analysis revealed many potential investment opportunities including the condition, access, design, and effectiveness of facilities and amenities. As noted in the overall rating summary in Chapter 2, Neighborhood Parks as a whole are not meeting expectations for several evaluation categories, particularly for effectiveness and sustainability. While these parks are generally in fair condition, many of the facilities and amenities found in the neighborhood parks are at the end of their life span. Continued growth and demand for resources will accelerate this trend, as more residents use existing park infrastructure more frequently.

While the implementation chapter of this Master Plan identifies capital improvements to help maintain the quality and functionality of all parks in the system, the department will need to take this a step further and develop a replacement schedule for all amenities within their parks, particularly those that serve core neighborhood experiences. The replacement schedule will help the capital improvement plan be further refined and adjusted when needed. The schedule will also allow the department to identify unique procurement opportunities, particularly when the schedule aligns the replacement of similar amenities at multiple locations.



Anderson Park

Ensure Existing and Future Parks are Part of a System that Brings Premier Resources into Every Neighborhood in The City

While much of the focus of this section has been on the equitable access to neighborhood parks and ensuring that existing parks have the investment to provide high-quality recreation facilities, it is equally important for City residents to have a wide variety of amenities that meet the needs and priorities of users. One of the top priorities from residents is to integrate health, wellness, safety and inclusivity into all aspects of the park system. The highest priority amenities for residents of Tampa includes, small neighborhood parks; trails, sidewalks and paths; natural areas; and community centers.

Through the Master Plan and its resulting recommendations built on extensive community input, the City must acknowledge that recreation preferences change over time. Providing a variety of amenities that can be used by people of all ages provides something for everyone. As the City continues to grow and more families move to new neighborhoods, having a wide variety of amenities offered within each neighborhood park will promote user participation. Working with community members, partners, and stakeholders to continually refine neighborhood needs and priorities will ensure park elements and programs support the needs of users they serve.



Potential Variety of Park Amenities to make Tampa's Parks Premier Resources



Robles Park



Conservation, Sustainability, and Resilience

TOP NEEDS	TOP PRIORITIES
<ul style="list-style-type: none"> Enhance urban tree canopy in parks, public spaces, and public right-of-way Restore and protect springs, shorelines and waterbodies Incorporate native vegetation in all parks and public spaces Environmental educational opportunities Improved collaboration among stakeholders 	<ul style="list-style-type: none"> System-wide resilient design and planning practices Conservation and restoration of water-based amenities Improved management and maintenance for trees Engage external stakeholders for support in environmental programs Develop plans/ programs and policies for acquisition & protection of park lands and conservation areas

VISION GOALS FOR CONSERVATION, SUSTAINABILITY, AND RESILIENCE

A sustainable and resilient park system begins with planning, designing, and implementing best practices and strategies at each individual park. The incorporation of these practices establishes a culture in which every park contributes to sustainability, resilience, and the overall success of the natural environment throughout the City. Utilizing strategies such as sustainable materials, alternative energy opportunities, efficient lighting, innovative stormwater mitigation, and abundant shade trees can enhance the overall environmental quality of the parks and the system as a whole. These scalable features can be incorporated in applicable parks throughout the City to provide ecological benefits, and resilient park infrastructure with an emphasis on environmental and educational opportunities.

VISION GOALS

- Continue On-the-Ground Initiatives and Interventions to Contribute to a More Sustainable and Resilient System**
- Encourage Meaningful Collaborations and Partnerships with Internal and External Stakeholders**
- Develop Resilient Design Guidelines and Conduct Long-Range Planning Strategies for Parks and Recreation Facilities**

Continue On-the-Ground Initiatives and Interventions to Contribute to a More Sustainable and Resilient System

With increasing climatic changes and sea-level rise the City of Tampa's coastline experiences more climate vulnerabilities. The social, economic, and environmental conditions can be impacted rapidly by these climate shocks and stressors. These events and external pressures can often overwhelm City management. Developing partnerships with national, regional, and statewide agencies as well as for-profit and non-profit community groups can help position the City prepare to address these challenges that face the South Florida region as a whole. Maintaining these types of relationships will encourage new and

existing residents to participate in City promotions that enrich their spaces.

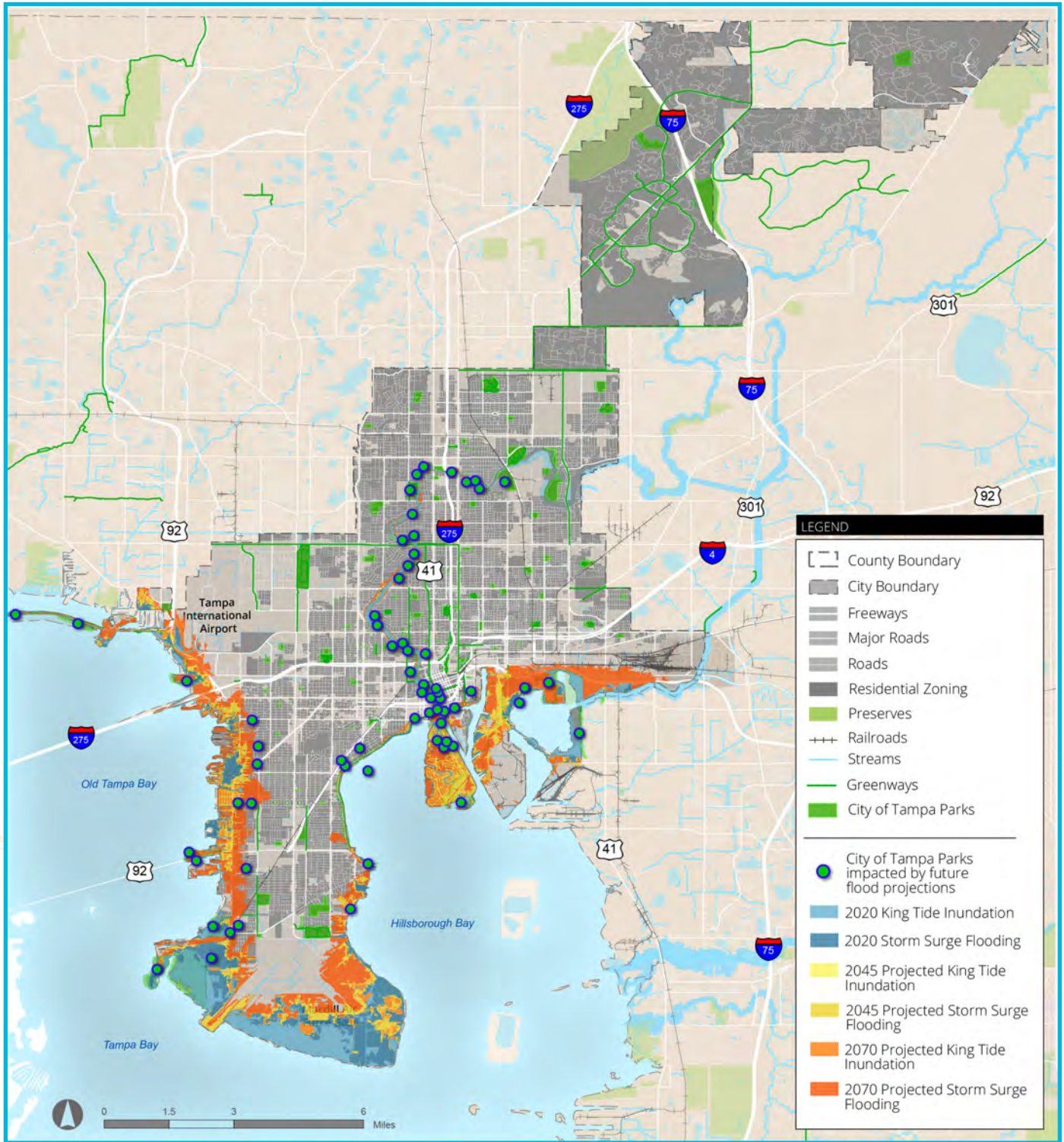
Due to the coastal environment of Tampa, the City is susceptible to severe flooding, which is often a result of large coastal storms coupled with high tide or high intensity rainfall events. As shown in **Map 4-2**, the highlighted parks (approximately 70) can contribute to the physical resilience of the community by being the frontline of defense against coastal floods. It is critical to utilize resilient design and initiate sustainable best practices at the park level for the system as a whole to mitigate the impacts from shocks and stressors.

Combating these shocks and stressors can be reduced through annual management and maintenance practices to promote long-term



Examples of Potential Sustainable Resilient Design Interventions in Parks

Map 4-2: City of Tampa Parks Impacted by Projected Sea Level Rise



sustainability and resilience. Encouraging public engagement through public-led campaigns can coincide with sustainable community-led resiliency interventions. Continuing to improve water quality, urban tree canopy, and water access can align with nature-based solutions and infrastructure retrofits and can help build a more resilient park system.

Encourage Meaningful Collaborations and Partnerships with Internal and External Stakeholders

Throughout the planning process, stakeholders and community members were encouraged to consider long-term planning to set goals and think strategically about the future of Tampa to create a more resilient City. Continuing to prioritize adaptive strategies to combat environmental challenges such as sea level rise were consistently

discussed throughout the Visioning Workshop. City residents value their natural environment and express a strong desire to protect the waterfront areas. Instituting policies to protect park land from future development by other City departments, agencies, or nonprofits can begin to build a framework to incorporate undeveloped land into conservation, particularly in vulnerable areas. This would allow for expanded programming opportunities for all user groups while enhancing the physical environment. As the City begins to look forward, developing partnerships and creating programs that engage residents in helping combat climate stressors will not only strengthen community identity but reduce maintenance cost.

Particular attention should be paid to ensuring how initiatives and policies are structured or updated to address climate change. Improving collaboration between Departments such as the



Volunteer Day at Ignacio Haya Linear Park

Parks and Recreation, Stormwater, Mobility, Water Wastewater etc. is strongly encouraged in order to maintain an internal working group that presents a unified path forward. Other agencies, private organizations, and public-facing entities that are established in Tampa can assist in providing environmental awareness and programs to improve community participation.

Develop Resilient Design Guidelines and Conduct Long-Range Planning Strategies for Parks and Recreation Facilities

Resilience throughout the Tampa park system was one of the top priorities across all methods of engagement. A primary goal for the City is to develop a toolkit for sustainable & resilient strategies to address short and long-term ecological impacts, while also providing educational opportunities for park users within the existing and proposed parks. The City's park system currently offers a diverse range of typologies for user experiences and various ways to engage in the natural environment. A key element of these experiences is the environmental value of City

parks, and their ability to integrate users into a larger natural system.

As the City of Tampa continues to grow in population and density, the sustainability and resilience of its natural system will become more critical. Increasing development alongside sensitive ecosystems will provide the setting for environmental challenges that require both system-wide planning and interventions at the park level. Integrating the park system and educational projects that promote resilient design strategies that can be implemented from residential to city-wide scale can help communities respond to these challenges and continue to have access to quality recreation.

Design guidelines should provide recommendations for each park type and prioritize strategies that are unique to their context, and how they can contribute to the sustainability and resilience of the communities they serve. The following series of graphics provides examples of different strategies that can be utilized at a range of current park types in the City of Tampa.



USF Park

Neighborhood Park on the Water - Desoto Park



Sustainable Strategies

- Preserving/Increasing tree canopy
- Following sustainable turf management practices
- Establishing and promoting community gardening opportunities
- Promoting activities that lead to the creation and conservation of habitat
- Managing human-wildlife interaction while fostering human-wildlife coexistence
- Following integrated pest management practices
- Setting up educational kiosks, displays and bulletin boards in public areas
- Using Energy Star-rated appliances and low-flow plumbing fixtures/water stations
- Installing green roofs on agency buildings
- Mitigating actions for sea-level rise, extreme weather events, flooding, etc.
- Protecting species in need of conservation
- Implementing adaption strategies for climate change conditions

Resiliency Strategies

- Oyster reefs
- Mangroves
- Coastal marshes
- Building rain gardens
- Green parking lots
- Green roofs
- Green streets
- Urban trees/forests
- Coastal and offshore habitat
- Seagrass
- Flood water detention areas
- Living breakwaters (oysters and coral reefs)

Green Infrastructure Strategies

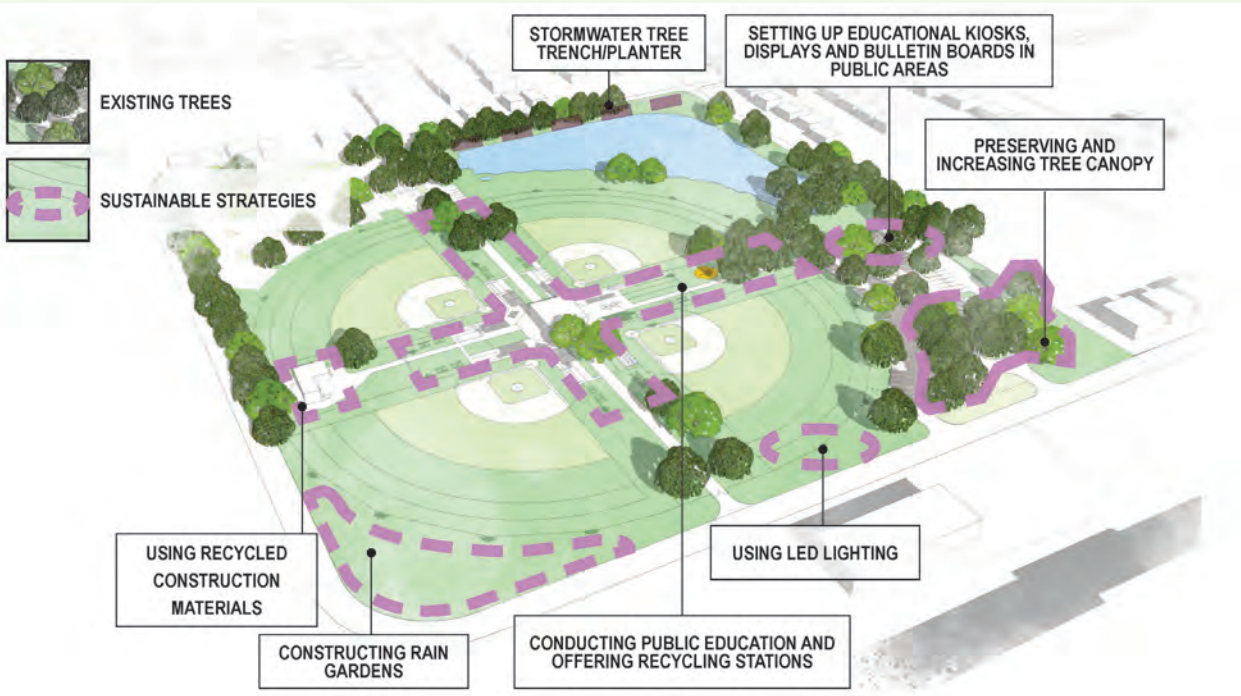
- Bioswales
- Stormwater tree trench/planters
- Pervious parking lots
- Porous asphalt basketball courts
- Rain gardens
- Protected habitat
- Native trees
- Constructed wetlands
- Permeable paving
- Sunken fields

Major Park - Macfarlane Park



Sustainable Strategies	Resiliency Strategies	Green Infrastructure Strategies
<ul style="list-style-type: none"> ■ Solar-powered amenities ■ Sensitive rehabbing and reusing historic buildings 	<ul style="list-style-type: none"> ■ Planning and zoning for appropriate uses ■ Building rain gardens ■ Green parking lots 	<ul style="list-style-type: none"> ■ Bioswales ■ Stormwater tree trench/planters ■ Pervious parking lots ■ Porous asphalt basketball courts ■ Rain gardens ■ Protected habitat ■ Native trees ■ Constructed wetlands ■ Permeable paving ■ Sunken fields

Special Use Athletic Complex - Greco Softball Complex



Sustainable Strategies

- Constructing bioswales and rain gardens
- Setting up educational kiosks, displays and bulletin boards in public areas for environmental education opportunities
- Using LED lighting, low-flow plumbing fixtures/water stations
- Offering recycling stations
- Reducing the use of plastic bottles
- Purchasing fuel-efficient vehicles and machinery for maintenance needs
- Using environmentally friendly cleaning supplies
- Using recycled construction materials

Resiliency Strategies

- Green parking lots
- Urban trees/forests
- Flood water detention areas
- Green roofs
- Rain gardens

Green Infrastructure Strategies

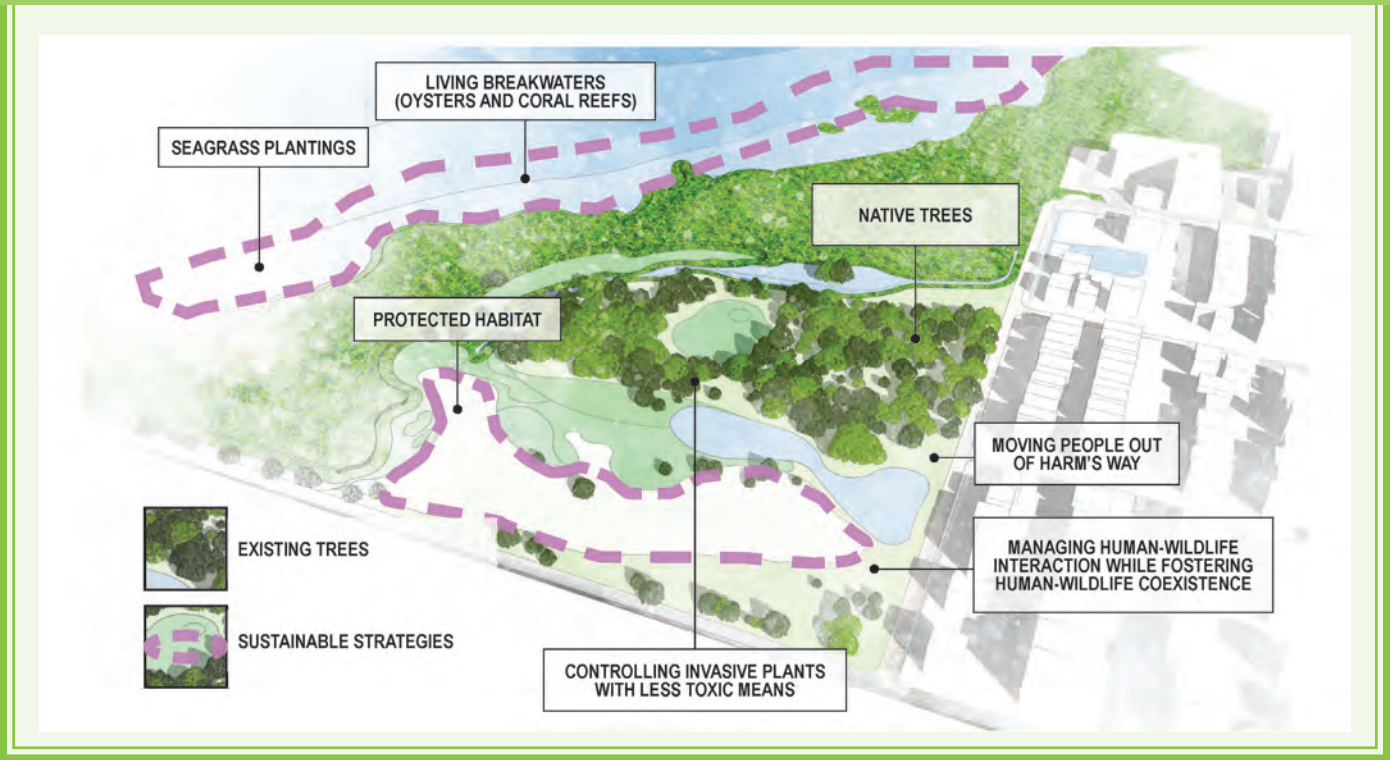
- Bioswales
- Stormwater tree trench/planters
- Pervious parking lot
- Rain garden
- Native trees
- Constructed wetland
- Permeable paving
- Sunken fields

Regional Park - Al Lopez Park



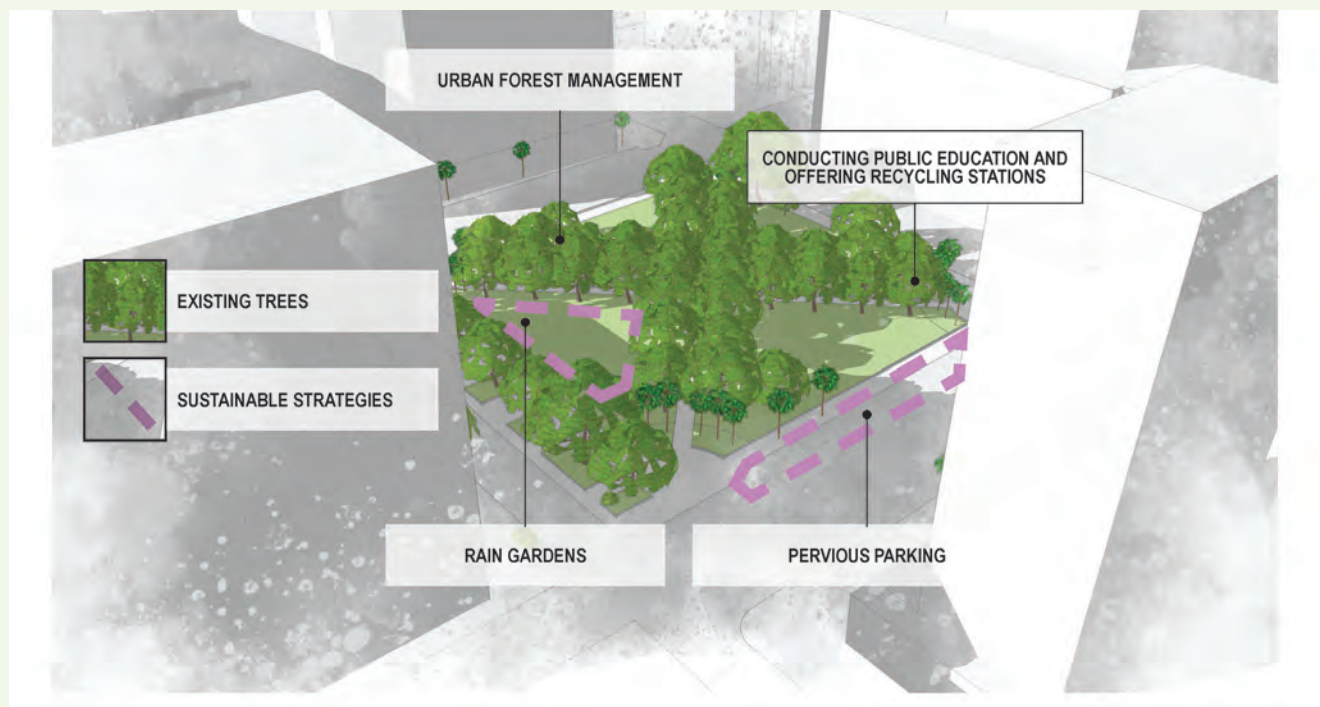
Sustainable Strategies	Resiliency Strategies	Green Infrastructure Strategies
<ul style="list-style-type: none"> Increasing the opportunities for walking, biking, and public transit Controlling and managing invasive species, and planting native and regionally appropriate species Recycling/upcycling, using LED lighting, and offering environmental education opportunities Managing human-wildlife interaction while fostering human-wildlife coexistence Conducting regular inventories of species, habitats and communities Conserving and maintaining trail systems Preserving/increasing tree canopy and controlling invasive plants with less toxic means Using low-flow plumbing fixtures/water stations/water recycling Establishing and promoting composting and community gardening opportunities 	<ul style="list-style-type: none"> Urban trees/forests Green parking lots Flood water detention areas Rain gardens 	<ul style="list-style-type: none"> Bioswales Stormwater tree trench/planters Pervious parking lot Porous asphalt basketball courts Rain gardens Protected habitat Native trees Constructed wetland Permeable paving Sunken fields

Resource Based Park - Tappan Park



Sustainable Strategies	Resiliency Strategies	Green Infrastructure Strategies
<ul style="list-style-type: none"> ■ Solar-powered amenities ■ Mitigating actions for sea-level rise, extreme weather events, flooding, etc. ■ Implementing adaption strategies for climate change conditions 	<ul style="list-style-type: none"> ■ Open space acquisition in urban areas ■ Moving residential areas out of harm's way ■ Living breakwaters (oysters and coral reefs) 	<ul style="list-style-type: none"> ■ Protected habitat ■ Native trees and plantings

Urban Relief Park - Lykes Gaslight Park



Sustainable Strategies	Resiliency Strategies	Green Infrastructure Strategies
<ul style="list-style-type: none"> ■ Implementing adaption strategies for climate change conditions 	<ul style="list-style-type: none"> ■ Urban trees/forests ■ Green streets ■ Green parking lots 	<ul style="list-style-type: none"> ■ Bioswales ■ Stormwater tree trench/ planters ■ Rain gardens ■ Native trees ■ Permeable paving



New Tampa Nature Park



Connectivity, Walkability, and Water Access

TOP NEEDS	TOP PRIORITIES
<ul style="list-style-type: none"> ■ Safe walking and biking access to parks ■ Improved water access to and from parks ■ Safe access on site, reduction of conflicts between pedestrians and vehicles ■ Equitable maintenance for connectivity infrastructure across the system 	<ul style="list-style-type: none"> ■ Planning for system-wide accessibility improvements ■ Greenways, blueways and water access ■ Develop park performance and program standards for measuring access ■ Access and safety assessments ■ Implementation plan for critical improvements

VISION GOALS FOR CONNECTIVITY, WALKABILITY, AND WATER ACCESS

One of the most prevalent topics during the community engagement process was the need for greenways and trails, multi-use pathways and access between parks and communities. Improved access throughout the City can promote the park system’s overall Vision. The guiding principles for access are supported by other City and County initiatives that seek to improve multi-modal transportation, overall quality of life for residents, and stimulate economic growth throughout the City. The Subsystem goals established through the Vision Workshop include more opportunities for walking and biking connections to parks, blueway and water access, accommodation of safe streets city-wide, equitable access to facilities, and regional connectivity.

VISION GOALS

- **Promote Safe and Convenient Access to All Parks through All Modes of Transportation**
- **Improve Water Access Throughout the Park System**
- **Prioritize the Development of Greenways and Multi-use Trails for both Neighborhood and Regional Connectivity**

Promote Safe and Convenient Access to All Parks through All Modes of Transportation

A primary theme that rose from conversations with community members, City staff, and City leaders focused on prioritizing the development of pedestrian access across all parks and park connectivity. The community expressed a strong desire to see more trails, greenways and sidewalk connections between Tampa parks to promote multi-modal transportation. Implementing greenway corridors increase recreational participation, but the multi-modal infrastructure will also serve as a community asset that enhances the overall quality of life for City residents (**Map 4-3**).

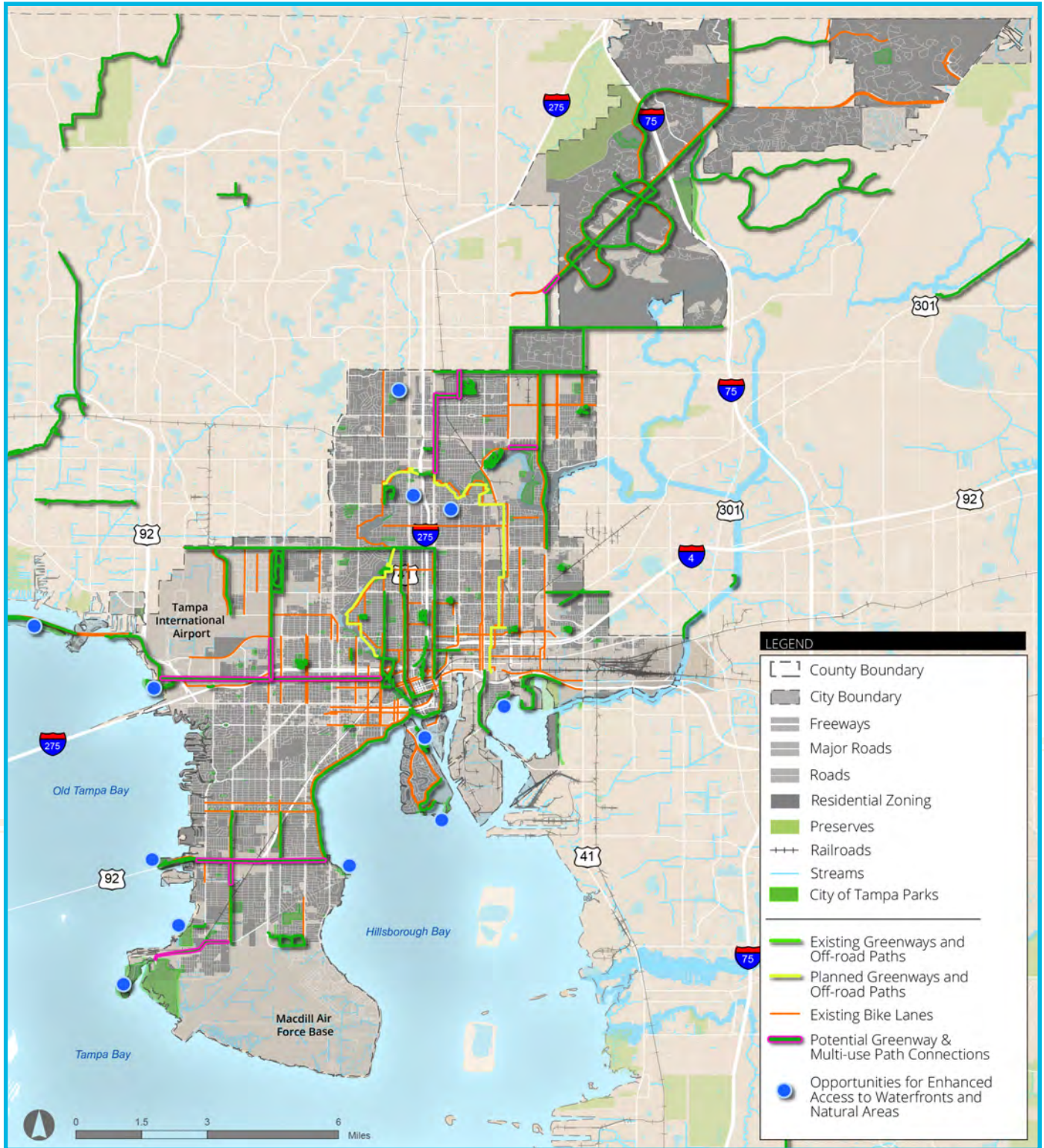
The long-term intent to promote walking and biking opportunities for the City residents should include new design standards that enhance the

safety of residents by creating visible sidewalks and signage, sidewalks that prioritize pedestrians and multi-modal transit. Strategies such as buffers, street trees, and pedestrian-friendly vegetation help protect pedestrians from traffic by creating safe routes along major corridors while enhancing the residents' experience. Key components of creating better connections include comprehensive goals that align with existing Mobility Plans. Prioritizing projects and defining the hierarchy better position City staff for successful funding and meeting the needs of community members. Working with developers to ensure access and connectivity planning is integrated into proposed projects help ensure community support and build comprehensive development. The elements that should be considered include amenities that promote multi-modal connectivity such as transit hubs and bike storage.



Tampa Riverwalk

Map 4-3: Tampa Parks and Recreation Facilities Connectivity and Access - Priority Bicycle & Pedestrian Networks



Improve Water Access Throughout the Park System

Throughout the Community Needs Assessment, water-related activities emerged as one of the top recreation activities desired by residents. Both community members and stakeholders expressed a need to have direct access to water and blueways for recreational activities and programming, such as canoe/ kayak launches or outdoor education. Input received from the Vision Workshop included exploring waterways as a potential mode of transit and activating waterfronts and existing resources to increase residential water access and parks.

Utilizing gaps identified from the Level of Service analysis, the Parks and Recreation Department should consider enhancing water access opportunities in park locations found in the City. Currently the City of Tampa has several parks that

provide access to waterfronts and natural areas (**Map 4-3**). While some of these parks provide facilities for motorized and non-motorized water access, many could be enhanced to provide additional opportunities for residents throughout the City. These potential access points should also be considered as nodes for additional connectivity improvements, enhancing the mobility of citizens by creating opportunities to connect their neighborhoods to waterfront parks. Incorporating water access points into pedestrian and bicycle networks provides meaningful recreation opportunities for residents, while also enhancing waterfront resilient design strategies and enhancing existing resources that are unique to the City and its natural environment.



Julian B. Lane Park

Prioritize the Development of Greenways and Multi-use Trails for both Neighborhood and Regional Connectivity

During the Vision Workshop, stakeholders and community members recognized the need to coordinate local planning efforts with national, state, and county initiatives to increase connectivity and accessibility. Working with regional municipalities and participating in scalable system plans is a way to leverage funding to continue to develop a comprehensive trail network throughout the City and the region. Prioritizing neighborhood connections to ensure pedestrian safety and the protection of natural resources can boost planning efforts and initiatives.

Community members and stakeholders value the importance of developing a large, multi-faceted system that increase naturalized land, trail connectivity, and public awareness of both local and regional opportunities. Developing a multi-modal transit system can only strengthen recreational participation, while also serving as a community asset that enhances the overall quality of life for City residents.

The three types of connectivity improvements recommended in this plan are shown on the right, with a brief description of the potential context and intent of these improvements.



Captain Joseph Frye Park

Neighborhood Sidewalk Improvements



Takoma Trail Park

Neighborhood sidewalk infrastructure is a critical component that can have a direct impact on park access for residents and the quality of their recreation experiences. Sidewalk upgrades are generally less intensive than adding greenways and multipurpose trails and utilize existing infrastructure in many cases. A large majority of the City of Tampa's parks would benefit from upgrades to sidewalks, crosswalks, signage, sub-surface tree conditions, shade, and easily accessible amenities. These improvements across the system will greatly increase the overall safety and accessibility of the parks in neighborhoods across the City.

Typical Neighborhood Greenway



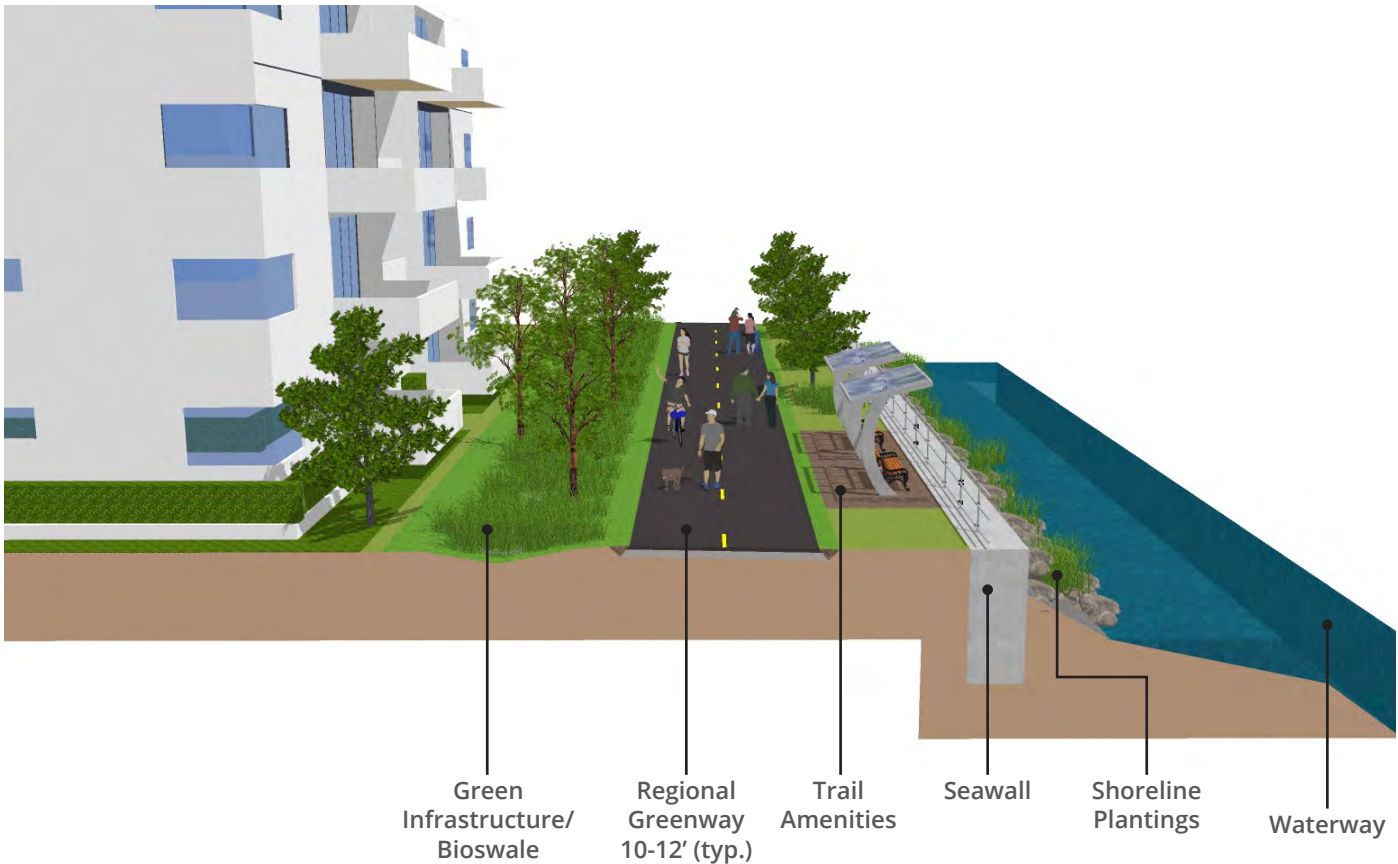
Neighborhood Park Neighborhood Sidewalk 6-8' (typ.) Green Infrastructure/ Shade Tree Area Residential Street Neighborhood Greenway 8-10' (typ.) Green Infrastructure/ Bioswale



Freemont Linear Park

Neighborhood greenways provide multi-modal transportation solutions in residential areas and greatly improve access to parks and recreation facilities. These greenways are more effective when planned in conjunction with new development, but can also be implemented in existing neighborhoods through easements and natural areas. Neighborhood greenways are a great way to connect residents with urban centers, parks, natural areas, and larger regional networks. Opportunities for shade tree planting and native vegetation should also be incorporated wherever possible.

Typical Regional Greenway



Tampa Riverwalk

Regional greenways are the longest stretches of multi-use trails and serve as primary corridors for alternative transportation. Regional greenways are often found in large natural areas, along major transportation corridors, and in major utility easements. In the City of Tampa, these currently exist along the River and in other natural areas. The City has a unique opportunity to continue to expand the waterfront trail network, and also work with other agencies to develop larger greenway corridors that connect to different parts of the City and beyond.



Athletics and Aquatic Facilities

TOP NEEDS	TOP PRIORITIES
<ul style="list-style-type: none"> Community-based aquatic facilities to meet the future needs of residence Improved maintenance/ upgrade of existing athletic and aquatic facilities Standardization of equipment Synthetic turf in fields Covered play courts Improved lighting 	<ul style="list-style-type: none"> Increased capacity and availability of aquatic and athletic facilities Improved equity and efficient distribution of aquatic and athletic facilities Annual update of operational and maintenance budget Master planning for athletic facilities that support competitive organizations

VISION GOALS FOR ATHLETICS AND AQUATICS

Parks are the cornerstone for youth, teens, and adults to participate and engage with community members. Expanding upon the existing athletic and aquatic facilities to develop premier facilities provide opportunities to invest in existing and future facilities that equitably serve Tampa residents. Athletics and aquatics were common topics from stakeholders and residents during the community engagement and Vision Workshop. Incorporating multi-use facilities, community-based complexes, and innovative strategies are guiding principles to address the Vision and needs community members aim to achieve.

VISION GOALS

- **Develop Premier Athletic and Aquatic Facilities that Equitably Serve Residents of Tampa**
- **Upgrade Athletic and Aquatic Facilities and Develop New Community-based Facilities**
- **Incorporate Innovative, Multi-use Strategies into the Development of Future Facilities**

Develop Premier Athletic and Aquatic Facilities that Equitably Serves Residents of Tampa

The City of Tampa community-based pools have recently been the focus of a series of planning efforts to help develop premier aquatic facilities for city residents. Aquatic facilities not only provide recreational activity for people of all ages and abilities but improve the health and wellness of the community. To improve the quality of facilities, the City went through a series of planning efforts that began with a city-wide evaluation of existing aquatic facilities. Currently there are 12 community-based pools that with varying degrees of deficiencies and require maintenance to improve the user experience. Prior to this study, the City also closed two additional pools, Angus Goss and Baldomero Lopez, due to a combination of aging facilities, limited site size, and declining

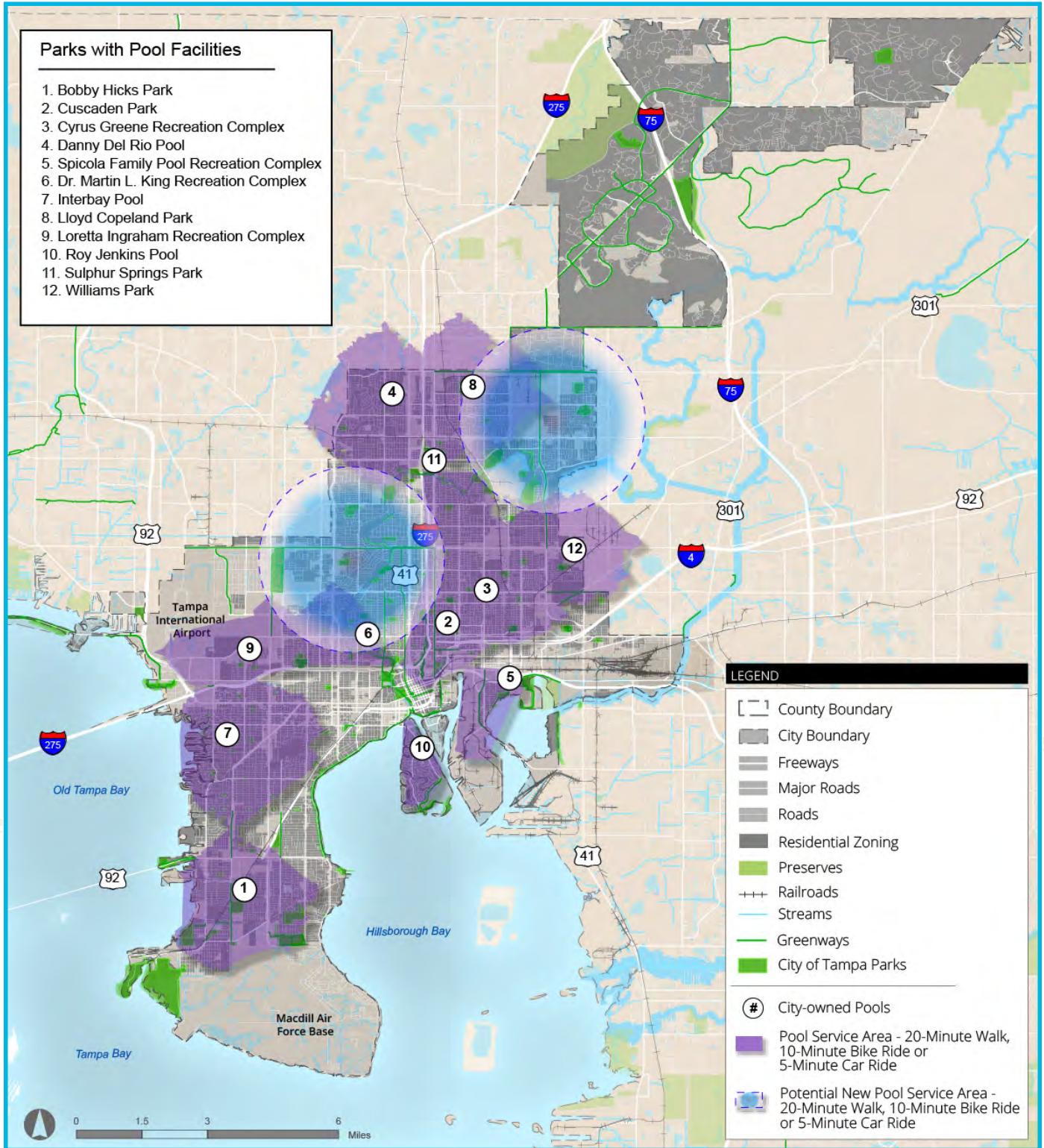
attendance. These two locations and their respective service areas also did not provide a substantial increase in the city-wide level of service for community pools. The detailed Aquatic Study, can be found in the Appendix with all the criteria used to evaluate the City aquatic facilities.

In addition to the 12 city maintained facilities, there are five CDD/ County-owned facilities within the City of Tampa. However, these CDD/ County-owned aquatic facilities are not maintained by the City and have limited access. The Vision Plan proposes potential locations for new multi-use, multi-generational athletic and aquatic facilities in the central part of the City. These locations include many residential areas that currently have limited access or are impacted by capacity limitations at existing facilities, and also address service areas lost by the two closed pools. Through the combination of aquatic fitness and wellness



Potential Aquatic Amenities for the City

Map 4-4: City of Tampa Park System Proposed Pool Facility - 20-Minute Walk, 10-Minute Bike Ride or 5-Minute Car Ride



programs, and personalized experiences through age group customizations, these new facilities could help meet the City's need for premier athletic and aquatic facilities.

Upgrade Athletic and Aquatic Facilities and Develop New Community-based Facilities

Similar to the community pool evaluation, the City of Tampa Parks and Recreation Department conducted a city-wide athletic facilities evaluation to implement a strategic capital investment program that addresses deferred maintenance and amenity upgrades to provide premiere community-based facilities for Tampa residents. The evaluation was thorough and looked at different amenities found within each park to assess maintenance needed and prioritize those that require the most intervention.

This evaluation helped inform the CIP recommendations found in the Implementation Chapter, and will also provide a valuable tool for prioritizing improvements, efficient design and construction of similar items, and greatly reduce maintenance needs once the improvements are in place.

Incorporating standardized, high-efficiency, and sustainable amenities to modernize existing recreational facilities will not only extend the life span of any new or improved facilities but increase user participation. Consolidation of facilities will also help reduce the maintenance strain on City staff and increase availability of athletic facilities. This strategy is currently being utilized in the development of the new East Tampa Community Park, however similar efforts also need to be explored in other areas of the City with gaps in service. Developing community-serving complexes with multiple athletic facilities, aquatic centers, and lifestyle pools or alternative aquatic amenities provide recreational opportunities for residents with different backgrounds.



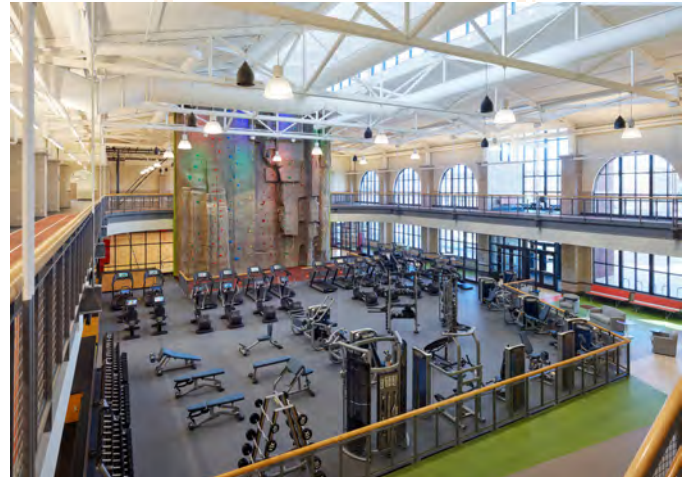
Cyrus Greene Recreation Complex

Incorporate Innovative, Multi-use Strategies into the Development of Future Facilities

The Community's desire to incorporate more program offerings is currently limited by the existing facilities that can host such programs and the number of staff available to facilitate. Many programs and athletic offerings require parks with larger open space and indoor facilities to operate effectively. Integrating sustainable and resilient design strategies in larger athletic parks provides multi-benefit infrastructure and minimizes maintenance needs. Utilizing synthetic turf, covered courts, and high-efficient lighting at new and existing facilities can not only increase availability and use but reduce the maintenance

cost and needs. Aligning proposed improvement recommendations with community needs and athletic participation can support competitive organizations that in return maximize resources and increase user availability.

As the Department adds more programs, recreation staff should explore innovative strategies to design and build indoor facilities to be used as flexible space for multi-functional and multi-generational activities. Consolidating athletic facilities can help alleviate pressure on staff to provide and maintain quality indoor and outdoor recreational centers.



Examples of Multi-use Facilities



Jackson Heights Park



Recreation Programming, Health and Wellness

TOP NEEDS	TOP PRIORITIES
<ul style="list-style-type: none"> Equitable distribution of programs offered within all four districts Expand multi-purpose fields and courts for athletic programming opportunities Wellness centers Outdoor adventure programming Programs for people of all ages and abilities within the community 	<ul style="list-style-type: none"> Youth athletics Core Programs Create new and diverse recreation opportunities for all Create partnerships with local agencies to offer supplemental recreation and health services

VISION GOALS FOR RECREATION PROGRAMMING, HEALTH AND WELLNESS

Park programming has served as an anchor for providing community recreation and encouraging the health and wellness for residents. While recreation programming currently endorses community participation, there are opportunities to provide greater variety and availability of recreation experiences for people of all ages. The health and wellness of residents have always been the top priority for the City of Tampa. Recreational programming has long served as catalyst to foster health and wellness for the Tampa park system. Community members expressed a desire for the expansion of recreation and flexible scheduling through multiple engagement techniques, and the following guiding principles were developed to address recreation programming, health and wellness needs in the future.

VISION GOALS

- Continue to Provide Programs for a Dynamic and Diverse Population**
- Emphasize Health and Wellness in the Development of Parks, Recreation Facilities and Programs**
- Adapt to Trends in Parks and Recreation to Provide Unique Programming Opportunities for the Community**

Continue to Provide Programs for a Dynamic and Diverse Population

The Vision Workshop discussions emphasized the need to prioritize the availability of health and wellness programs for all ages. Having a wide range of programming and opportunities encourages user participation. As the City continues to grow and more families move to new neighborhoods, the demand for wide range of program offerings will only increase. It is important that as programs become more diversified, the public facilities are equitably distributed across the City for residents to easily access.

To accommodate the demand, it is important to evaluate the existing facilities and explore the opportunities to facilitate programs at various times of the day for different user groups. Emphasizing equity will include ensuring core programs are accessible to all residents. All existing programs and future programs established will require program planning and prioritization, as well as equitable access to programs in the communities they are serving. The community should be engaged throughout the planning and design of program, and construction of facilities. Flexibility of programming and adaptive uses will be a key consideration in development, ensuring these facilities function for the greatest range of users.



Examples of Potential Recreational Programs Catering to a Diverse Population

Emphasize Health and Wellness in the Development of Parks and Recreation Facilities

Public parks and recreation agencies create healthy communities and play a fundamental role in enhancing the physical environments in which we live. Park facilities, open space, and park services provided support good health for people of all abilities, ages, and backgrounds. With the development of more refined fitness and wellness programs, the greater opportunity for populations to be exposed to new activities that cultivate shared experiences between community members.

Evaluating the existing facilities and designing a framework to utilize the indoor/outdoor spaces to provide more flexible programming. Incorporating more flexible spaces allow for a variety of programs to occur at different times of the day.

With a strong focus on health and wellness, the City has an opportunity to develop more recreation centers with multi-purpose facilities that can be used as flexible programming. Promoting physical activity in the park system through walking, biking, and water-based activities highlights the benefits of a robust park system.

Exposure to nature and participation in fitness can improve mental health and aid in medical applications. This not only brings awareness to the benefits of parks but also helps bring support for necessary funding to improve the park system. Parks provide children with opportunities in the development of muscle strength and coordination, language, and cognitive abilities. It is recommended that the Department continues to highlight the benefits of health and wellness by actively encouraging residents to engage in both physical parks and programs offered within them.



Desoto Park

Adapt to Trends in Parks and Recreation to Provide Unique Programming Opportunities for the Community

With the City of Tampa continually growing, it will inherently bring an influx of user participation and community priorities will adapt over time. Continuing to use methods of public engagement into program planning will ensure the needs and priorities of the community are met. Utilizing a platform that engages park users will help the Department continue to diversify and expand programs that are relevant and reflect the current trends and activities residents prioritize.

Building partnerships with agencies such as public schools offers the ability to create unique programming that correspond with the needs of the youth and teens. Leveraging partnerships alleviates maintenance costs and provides a diversification of programming for community members. Adapting to and developing programming based on the current trends seen through the partnerships and within the parks help create inclusive programming for people of all ages. Staying connected with community members is a way for the Department to adapt and implement recreational opportunities that provide and maintain user engagement.



Programming Examples



Cultural Programming and Special Events

TOP NEEDS	TOP PRIORITIES
<ul style="list-style-type: none"> ■ Large multi-purpose event space in all districts of the city ■ Annual city-wide parks and recreation led events celebrating Tampa’s diverse culture ■ Creative use of outdoor spaces ■ Expansion of art programming offerings and studio space 	<ul style="list-style-type: none"> ■ Simplify systems through shared resources and department connections ■ Explore and identify multiple funding options ■ Incorporate arts into cultural programming ■ Integrate conservation and natural lands into cultural programming ■ Explore additional revenue generation opportunities ■ Provide more opportunities for art programs through improved spaces and operations

VISION GOALS FOR CULTURAL PROGRAMMING AND SPECIAL EVENTS

The need to preserve community assets and highlight cultural resources is a high priority for the City of Tampa. Top priority activities such as history, performing and visual arts, and special events indicate residents’ desire for a recreation system that fosters culture and enriches the lives of community members of all ages. Recreation programs and special events are a critical component of the park system that provide positive community identity for City residents. The following principles will help establish and guide the Vision for Cultural Programming and Special Events.

VISION GOALS

- **Continue to Celebrate the Rich Culture, History, and Arts of Tampa through Programming and Special Events**
- **Provide Equitably Distributed Event Venues and Cultural Programming Opportunities Throughout the City**
- **Leverage Existing Parks, Open Spaces, and Strategic Partners to Provide Unique Special Events and Cultural Experiences**

Continue to Celebrate the Rich Culture, History, and Arts of Tampa Through Programming and Special Events

Tampa Parks and Recreation is a community leader in hosting special events for residents and visitors alike. With a rich cultural history, the arts can promote social diversity within the community and lead to positive social and economic impacts. With this established presence as a cultural leader in the community, the park system has the opportunity to highlight unique partnerships and embrace all of the cultural assets the City has to offer. As Tampa continues to grow and becomes more diverse, establishing the presence of performing arts and integrating the City's cultural background will become an asset to build upon a unique foundation .

A consistent hurdle to people accessing the rich culture Tampa has to offer simply comes from community members being unaware of what is available. Small improvements that can be made quickly to promote participation can be through resource identification on a digital or physical platform while a more substantial platform is developed. Utilizing QR codes, social media platforms, or interactive experiences built within an app create consistency and build a visual language that people associate with parks, programming, and special events. These types of creative strategies could not only draw attention to the arts and cultural assets in parks but also educate residents on the history and unique qualities of their City.



Potential Cultural Programming and Special Events in Tampa Parks

Provide Equitably Distributed Event Venues and Cultural Programming Opportunities Throughout the City

Expanding upon the existing park system to develop more opportunities to provide programmatic opportunities was a desire revealed by community members through all platforms of engagement. Acquiring properties will afford the City to tailor special events and program the new facilities to fit within the unique neighborhoods and communities. As the City continues growing in population and the demographics of the City change, evaluating what the Needs and Priorities residents desired will help inform how open space and facility programs should move forward.

The development of new parks, recreation centers, and aquatic facilities provide opportunities to be a destination for special events and programming. The accessibility of events and programs should be equitably distributed throughout community neighborhoods. The Parks and Recreation Department can provide user experiences that highlight the Tampa park system while also reflecting neighborhood priorities. Hosting unique programs and events that reflect Tampa residents can boost public engagement while promoting development and investment in the park system.



Kid Mason Center

Leverage Existing Parks, Open Spaces, and Strategic Partners to Provide Unique Special Events and Cultural Experiences

Throughout the Needs and Priorities Assessment, as well as the Vision Workshop, the need to integrate cultural experiences to spur economic development within the park system was a top priority for community members and stakeholders. With multiple park types and an expansive park system, there is an opportunity to partner with local organizations, businesses, and other entities to provide events all for users.

There are multiple successful professional sports teams within Tampa that allow for the Parks and Recreation Department to leverage the existing

open spaces to bolster economic activity and build more resources to host events. Utilizing this type of partnership to foster a healthy relationship between the City and its residents can provide unique special events and cultural experiences. Tampa residents expressed a desire to have more access to creative events such as community kitchens, community gardens, and life skill education opportunities that would benefit families throughout the City. Utilizing the waterfronts, conservation areas, and environmental lands provide informative and unique cultural programming opportunities while promoting the City's park system.



Curtis Hixon Park

4.3 THE VISION SUMMARY

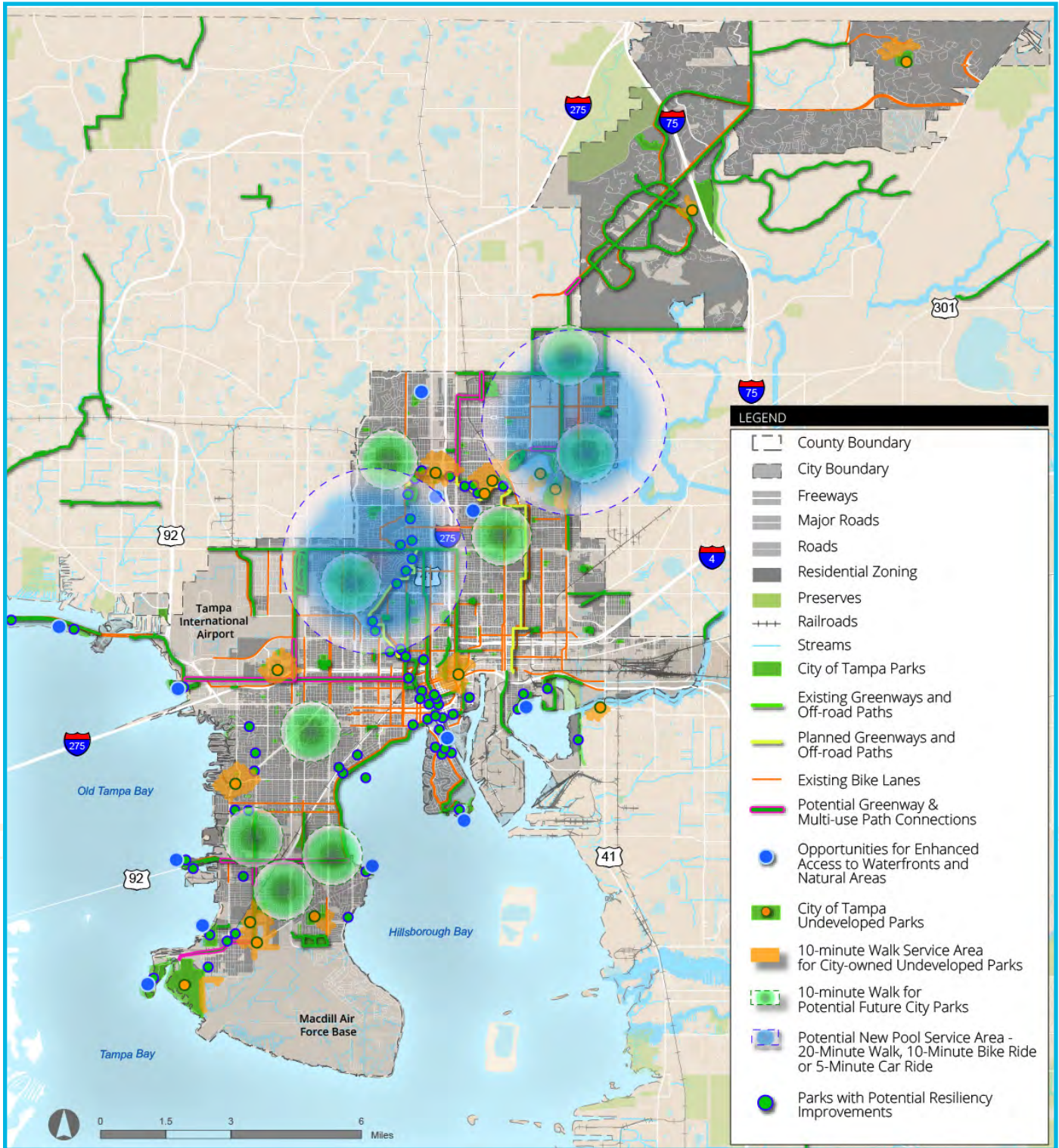
The comprehensive Vision is a cumulative representation of the ideas and thoughts shared by residents and stakeholders during the Needs and Priorities Assessment and the resulting goals and objectives established during the Visioning Workshops. The compilation of findings from various research techniques allow the community to provide a robust plan for the future of Tampa Parks and Recreation. A well-articulated Vision can be distilled down by each of the Subsystems and guiding principles. As noted in previous sections, the Parks and Recreation Department will play a key role in the continued development of the City of Tampa and its communities. The Vision outlines a continuation of investment in these contributing community assets and is consistent with the needs and priorities expressed through public participation.

The long-range Vision for the Tampa Parks System is shown collectively on **Map 4-5**. These Subsystems begin to develop a comprehensive, connected, accessible, and resilient park system that enriches the lives of the people in the community and serves as a primary attraction for people visiting the City. The synthesized Vision shows proposed parks, community facilities, enhanced access points, and potential connection routes. The Vision provides a direction for the parks and recreation facilities to be more than just open space for recreation but also contribute to the health and development of a sustainable City.



Julian B. Lane Riverfront Park and Downtown Tampa

Map 4-5: Vision Summary



CHAPTER

5

CHAPTER 5: IMPLEMENTATION

- 5.1 Introduction
- 5.2 Policies and Initiatives
- 5.3 Programming and Operations
Recommendations
- 5.4 Capital Improvement
Recommendations
- 5.5 Maintenance Management
Recommendations
- 5.6 Priority Action Items



IMPLEMENTATION

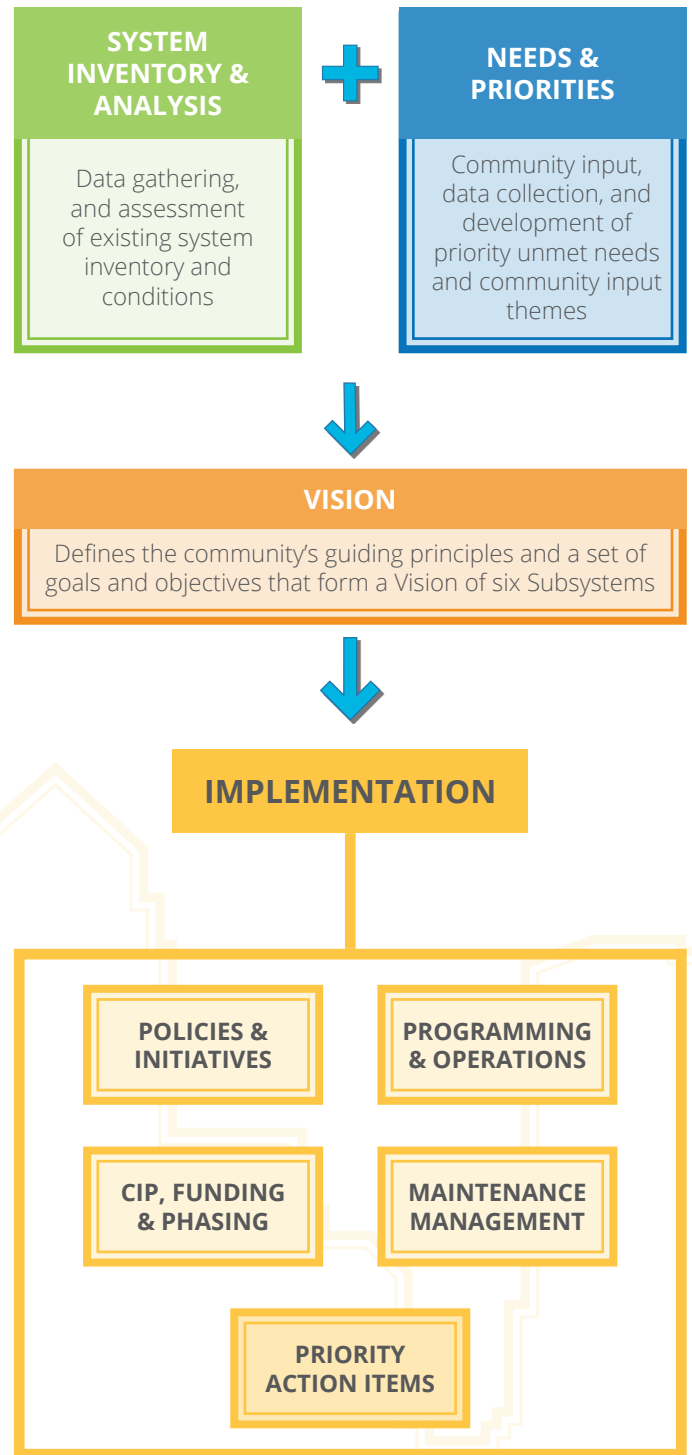
5.1 INTRODUCTION

THE IMPLEMENTATION PLAN

The Implementation Plan for the City of Tampa Parks and Recreation Master Plan focuses on the implementation of the Vision and guiding principles through several components that are intended to define the direction of the Parks and Recreation System for the next 15-20 years. The Implementation Plan includes recommendations for policy initiatives, recreation programming, department operations, environmental sustainability and conservation, capital improvements, maintenance management recommendations, and priority action items. Together, these components will allow the Parks and Recreation Department to review and, as needed, efficiently revise this implementation plan in the future to reflect changing conditions, demographics or priorities.

The Vision (Chapter 4) of the Master Plan identified six subsystems defined through a series of goals and objectives. Outlining these goals allowed the project team to better understand how to address the needs and priorities that were identified throughout the planning process, as well as the individual park needs that resulted from the System Inventory and Analysis and cost estimate development with City staff. Utilizing these efforts, recommendations intended to satisfy system-wide Vision objectives were developed at an individual park level. These recommendations formed a portion of the probable cost estimate that will be discussed in this section.

The funding and phasing Plans focus on the Implementation of the Vision and objectives by identifying existing funding available for priority projects, as well as alternative funding the City may consider. These may include leveraging or ‘stacking’ potential grants, partnerships with public, private or non-profit agencies, and bond sales for parks and recreation improvements. Analyzing available existing and potential funding sources lays the foundation for the phasing recommendations for funding the probable cost estimates. For the phasing recommendations, four categories of



time have been identified; short-term represents CIP recommendations to be completed in the next 1-5 years; medium-term, which represents CIP recommendations to be completed in a 6 to 10 year time-frame; long-term, to be completed in a 10-15 year time frame; and, ongoing, which represent large, opportunistic projects that require efforts over the entire span of the implementation period.

IMPLEMENTATION WORKSHOPS

The recommendations included in the Implementation Chapter are intended to provide achievable steps for the realization of the Vision established through community engagement and coordination with City staff. In order to maintain continuity with this process, the Implementation Plan was developed through a series of implementation workshops with City staff.

The first implementation workshops began with a detailed overview of the Vision cost estimate in order to provide a summary of the estimate and to confirm the validity of the content. This included a discussion of the alignment of the estimate with the Vision Subsystems, and preliminary discussions on priorities and phasing over the 15-year timeframe.

The second implementation workshop focused on policies, initiatives and operational strategies to better align the department to implement the Vision. Participants were asked to identify policy changes and initiatives needed to implement the Vision, and in particular, strategies to fund and implement the projects in the Vision cost estimate. The results from this workshop help inform the departmental strategies that will be necessary to make the physical improvements to the parks and recreation system, especially in the short-term.

The third and fourth implementation workshops included members of the Finance Department, and focused on funding and phasing strategies for the CIP cost estimates. Finance staff were first introduced to the cost estimate and given an overview of its development and structure, and then given three weeks to review and provide comments and recommendations for potential funding. Once this input was obtained, the project team was able to refine the phasing plan to align with potential funding strategies and develop a funding plan for the phases of the implementation program.



22nd Street Park

5.2 POLICIES & INITIATIVES

As part of the planning process, the project team completed a review of current policies, initiatives and ongoing planning efforts to ensure alignment of goals and objectives identified in the Vision, and help ensure the successful implementation of capital improvement, programming, and operations and maintenance management recommendations.

It is important to note that the City's park and recreation system can form a vital part of the City's efforts to address future and current environmental, social, and economic challenges that many communities face, as well as provide unique opportunities to increase quality of life for the City of Tampa residents. Areas of focus for policies and initiatives could include:

- Increasing access to recreation opportunities at neighborhood and community-wide levels
- Responding to residents' needs more effectively through collaboration with complementary agencies
- Maintaining a high-quality park system through continued capital investment
- Increase multi-modal transportation options and system-wide connectivity
- Enhance the City's sense of place by prioritizing the development and management of public open spaces
- Responding to the effects of climate change and becoming a more resilient City
- Achieving sustainability at both a system-wide and individual park level

While there is a strong focus on the multiple roles of the department in the provision of parks and open space and recreation services, there are several policies and initiatives that can be implemented to better align the department with the Vision as well as the overall goals and objectives of the City.

UPDATE THE RECREATION AND OPEN SPACE ELEMENT OF THE TAMPA COMPREHENSIVE PLAN

Part of the Guiding Document's review for this Master Plan, the project team reviewed the Imagine 2040 Tampa Comprehensive Plan, and in particular the Recreation and Open Space Section. The Imagine 2040 Plan does a good job in setting forth goals that protect natural resources, promote a robust urban tree canopy, and expand the greenway system. While the Plan provides a wide range of policies that enforce these goals, there are several areas of the Recreation and Open Space Section that could be updated to better align with the goals established in this plan's Vision.

The Recreation and Open Space Section of the City of Tampa Imagine 2040 Plan begins with establishing the categories of recreation spaces that include population-based, resource-based, natural open space, and amenity-based. The plan then goes on to establish recommendations for acreage level of service, Neighborhood Parks, Regional Parks, and Major Parks, as well as access level of service recommendations for these facilities. These are the only park types mentioned, despite the City currently providing additional park types. In order to create a more cohesive level of service strategy, the City could benefit from simplifying their park nomenclature, and moving to a more experience-based level of service model that aligns with the nomenclature.

Revise Park and Open Space Nomenclature

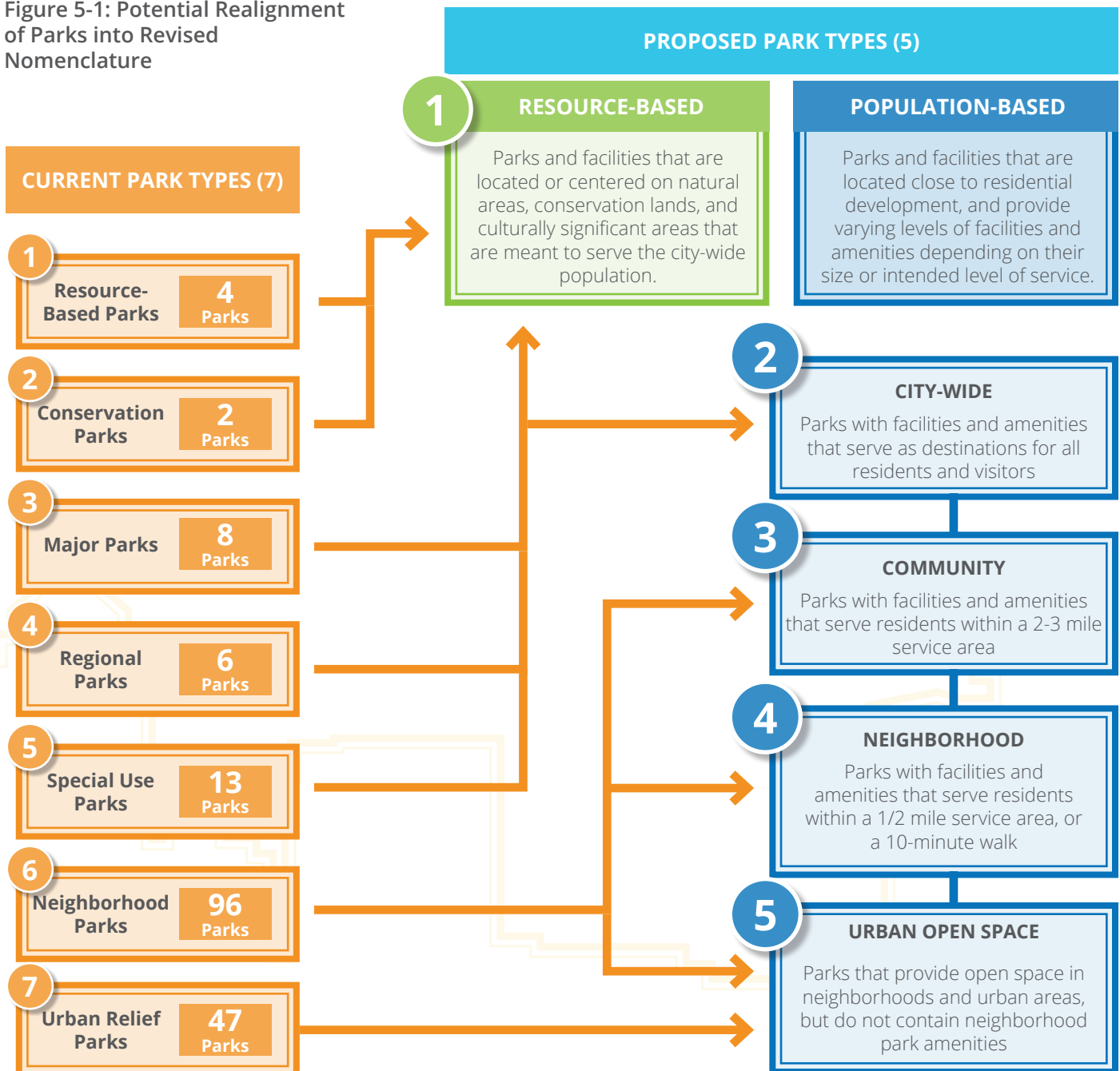
The Parks Department currently includes seven (7) park types, some of which have formal definitions in the Department Inventory and/or the Comp Plan, while some are not present in either. This may lead to inconsistency on the level of service recommendations for the park types, as there is some redundancy across the park types and the neighborhood park typology may contain parks

that actually meet a much larger level of service area based on the amenities they contain.

The recommended update to the park nomenclature centers on the types of parks identified in the introduction to the Recreation and Open Space Section, and simplifying this to include either Resource-based Parks or Population-Based Parks. A diagram of the potential realignment of

the park types and the description of the new park types can be found in **Figure 5-1**. Based on the size and amenities of the parks organized in the current nomenclature, there may be parks in a current park type that fit into more than one proposed park type. All parks should be evaluated individually based on any new park nomenclature established.

Figure 5-1: Potential Realignment of Parks into Revised Nomenclature



Dedicated Park List

As part of the Department's evaluation of its inventory and park nomenclature, it should also consider updating its list of Dedicated Parks. Dedicated Parks are a list of properties that have been adopted by ordinance of the City Council as dedicated park property to be held by the city for the benefit and use of its citizens for parks and recreational purposes. This list of dedicated parks can only be amended by ordinance, and only if done so by no fewer than a vote of five members of the City Council. As undeveloped park sites are developed and new parks are constructed, the Dedicated Park list will need to be updated. This will be an opportunity to not only confirm the Dedicated Park list for existing parks, but also update the definition of Dedicated Parks to meet the evolving level of service needs of the Department.

Revise Level of Service Recommendations

Historically, the City of Tampa has acquired and planned parks and recreation facilities using a mix of level of service recommendations that include acreage, facilities, and access.

While these measurement techniques help ensure a commitment to park land and facilities as the city develops, they have shortcomings. The Level of Service Analysis in Chapter 2 discussed the need to update facility LOS metrics to better fit the existing system and reasonable expectations. Acreage LOS should also be reevaluated to consider the realignment of park types, as well the potential development of undeveloped sites to maintain current and future levels.

These updates will be helpful for future comprehensive planning, however, the City should prioritize access LOS moving forward. Equitable access to inherent experiences expected by neighbors is not measured with these techniques. Implementation of a new Level of Service criteria based on desired experiences would include additional refinement of activities and experiences based on community input and further analysis. Using this input and analysis from the Master Plan, a new model for access-

based Level of Service for priority recreation experiences should be considered in future planning efforts.

The benefit of an experience-based access model is the ability to remain flexible and provide better service to the community. As a priority identified by neighbors, a set of inherent park and recreation experiences have been identified that the city would prioritize in order to provide equal access to these for all neighbors. These experiences are grouped into two categories: core neighborhood; and area-wide. Furthermore, the area-wide experiences and activities are grouped into two types: 'at-will' or programmed. Programmed activities are traditional types of recreation that are scheduled at specific times and for specific activities. At-will activities encompass activities that can be completed at the user's will. Community input has indicated that Tampa residents are increasingly interested in activities such as walking or biking that do not require them to meet an exact schedule or to be coordinated with large numbers of people.

Once gaps and areas of need are identified using the new Level of Service Criteria, the department should conduct further analyses to determine if needs can be fulfilled through reinvestment in the existing system or through partnerships. If neither is available, then the department may look to acquire new property to provide identified experiences. At this first step, only city-owned facilities or operated programs are included as accuracy and availability of data for other agencies and private providers is unreliable. Future efforts can focus on working with other agencies to include county, state and other providers in the criteria.

Distance or travel time standards are best based on development patterns, street networks, bicycle/pedestrian networks, and demographics in the community. As part of this first step, a travel distance of up to 1/2 mile, or a 10-minute walk, for core neighborhood-based experiences has been recommended. A range of distances is recommended with shorter distances for the urban core and corridor areas of the city while longer distances may meet needs of more

suburban neighborhoods. It is also recommended that phasing of the shorter urban distance be a priority once an equitable distance has been achieved city-wide. Distances are based on survey results and public input from community meetings and the Master Plan website in which the majority of respondents indicated a preferred travel distance of 1/2 mile.

Update the Dedicated Capital Improvement Program

The Capital Improvement Section of this Chapter (Section 5.4) includes a detailed list of recommended improvements for each park in the system, as well as new parks that may be needed to maintain level of service as the City continues to grow. While many of these improvements are addressing existing facilities that are in need of improvement or replacement to get the entire park system up to high level of quality, approximately half are directed towards new facilities in existing parks, activating undeveloped parks, and developing new parks.

These new facilities will provide enormous benefits for both current and future residents by expanding the capacity of the parks system to provide recreation opportunities and providing upgraded facilities and amenities. The improvements to existing facilities will also reduce maintenance needs in the short-term and improve the sustainability of the park system.

Addressing the improvements to the existing parks and facilities with a mix of funding sources will help address immediate maintenance and upgrade needs. However these improvements, as well as proposed new facilities, will need continued funding to ensure they maintain high quality and functionality in the future. While a funding plan may be successful in achieving a large portion of the proposed improvements to the park system, a consistent, dedicated funding source will be needed to ensure the necessary maintenance and additional improvements can be implemented.

The City of Tampa has historically utilized the dedicated CIP fund for improvements to the park system as well as the development of new parks.

This includes the \$36+ MM allocated in FY 2023 for the new East Tampa Recreation Complex. While this is a significant allocation to a particular park that will undoubtedly provide quality recreation benefits, the planned dedicated funding for the remaining parks in the system over the next five years is approximately \$32M. The implementation of the comprehensive Vision will require not only significantly more funding than is currently allocated, but the funding that does become available will need to be strategically aligned with the priorities in this plan and equitably distributed across the park system. Following the adoption of this master plan, the department should work to update the dedicated CIP funding plan to be more robust and set guidelines to strategically align the proposed projects with available funding.

PARTNERSHIPS AND COOPERATIVE AGREEMENTS

Comprehensive Park/School Agreement

The Imagine 2040: Tampa Comprehensive Plan references a desire to coordinate the location of facilities with public schools in order to share facilities and provide safe access to parks and schools. Working closely with schools also promotes coordination to provide youth after school programs and services, education classes for youth (and even adults), as well as youth sports. School facilities should continue to be integrated into recreation programming, and joint-use facilities should be utilized whenever possible. These initiatives can be facilitated by updating the Intra-Governmental Agency between the City and schools, which could ensure a higher utilization rate in the future.

Cooperative Working Agreement with County P&R Department

While School Board partnerships provide opportunities for facility and program coordination, partnerships and agreements with the County Parks and Recreation department can yield similar opportunities, as well as help supplement gaps in level of service. This is especially true for the

northern areas of Tampa, where County and CDD parks provide many of the recreation facilities and services that residents in this area utilize. While this is advantageous from a level of service perspective, the City of Tampa should continue to coordinate with these agencies to ensure that the needs and priorities of the residents in this area are met.

Coordination with the County Parks and Recreation department also remains important for athletics and other special-use recreation facilities. The City of Tampa offers a large quantity of both of these facilities, however, capacity and availability remain challenges. While the Capital Improvements section of this chapter provides substantial recommendations to help address these issues, the City must recognize that it cannot always offer everything. Coordination with County-operated facilities will help alleviate some of the concerns with programming capacity and availability, as well as improve access for residents in close proximity to these facilities.

CONTINUED COMPREHENSIVE PLANNING EFFORTS

The Parks and Recreation Master Plan lays the groundwork for a comprehensive Vision for the park system that can be carried well into the future. However, this plan is only the first step in a series of continued planning efforts that will be necessary to achieve this Vision.

Comprehensive, City-wide Greenways and Trails Master Plan

The Vision for the Connectivity, Walkability and Water Access Subsystem represents the second largest Subsystem when considering the amount of capital investment proposed. This includes nearly 35 miles of improved sidewalks, neighborhood greenways and multi-use trails throughout the City.

Many of these recommendations are based on planned and proposed connections from City, County and Regional planning efforts. However, the Parks Department should conduct

a Comprehensive Greenways and Trails Master Plan to develop clear priorities for the City of Tampa. This planning effort will help further define proposed connections, evaluate feasibility, coordinate partnerships, and align proposed projects with funding sources.

Comprehensive, City-wide Arts and Culture Master Plan

The Parks and Recreation Department is well-renowned for its delivery of cultural services and special events. The implementation of this master plan will only further the Department's capacity and ability to provide these valuable experiences to Tampa residents. Included in this plan are capital investments in spaces for cultural programming and special events, operational recommendations for the expansion of these services, and an allowance for arts in public places that will help provide additional cultural and historic resources in new and existing parks.

The implementation of these recommendations and the strategic allocation of the capital investment will require further planning efforts, particularly with the allowance for art in public places. It is recommended that the Department also undertake a Comprehensive Arts and Culture Master Plan in order to ensure this unique aspect of the Park System remains a priority.

Develop a Comprehensive Cemeteries Master Plan

While parks, greenways, and recreation services are a primary focus of recommendations for capital investment, the Department's management of Cemeteries cannot be neglected. Cemeteries can play a large role in green space and tree canopy conservation. In addition to comprehensive plans for greenways, arts and culture, the Department should also develop a Comprehensive Cemeteries Master Plan. This will help ensure the care of cemeteries and their natural resources is a priority, and these facilities are integrated into sustainability and resilience efforts throughout the City.

IMPLEMENTATION OF RECOMMENDED IMPROVEMENTS

Park Program Plans and General Management Plans

While the Capital Improvement Section details proposed improvements for all 191 parks in the system, the cost estimate development process identified several parks in the system that were in need of some level of planning, public engagement, or concept development prior to the implementation of improvements. Shown in **Table 5-1** these parks include a mix of park types and

sizes - ranging from less than one acre to over 80 acres.

Several of the City of Tampa parks that house environmental sensitive lands or conservation areas have active management plans that are required to maintain compliance with agencies that provided funding assistance. The Department continues to provide stewardship reports for these properties as required. Continuing to follow the management plans and provide stewardship updates will be critical to ensuring that future parks users have access to these resources, and these properties contribute to the overall sustainability and resilience of the City.

Table 5-1: Parks Identified for Planning Efforts

Park Name	Acreege
Regional Parks	
Tampa Riverwalk	7.82
Special Use Parks	
Danny del Rio Pool	1.25
Perio and Albany Park	4.90
West Riverwalk	6.08
Neighborhood Parks	
22nd Street Park	54.96
American Legion Park	8.40
Angus Goss Park	1.14
Borrell Park	3.49
Centennial Park	1.92
Charles B. Williams Park	1.46
David E. West Park	6.59
Freedom Park	2.15
Gadsden Park	84.80
Hyde Park	5.69
Plymouth Park	6.26
Southwest Port Tampa Park	6.46
Tampa Park Plaza	5.09
Temple Crest Park	18.13
Urban Relief Parks	
Kiley Garden	2.01
Lykes Gaslight Park	1.01
Resource-Based Parks	
Tappan Park	61.43
Undeveloped Parks	
Druid Park	1.72
Fire Station 19 Park	2.70
K-Bar Ranch	56.39
Greenwood Park	63.57
GSA Railroad Spur	4.00
New Tampa 5 Acre Park	5.36
Nuccio Parkway	5.64
Proposed Parks	
Aquatics Center	12.00 min.
Tyson St. Park	3.00
Relocation of Sulphur Springs Pool and Redevelopment of Existing Site	12.00 min.
Potential New Parks for LOS Improvement (Locations TBD)	2.50 each min.
Water Access Points	.25 each min.
Greenways and Trails	
Various Greenway and Trail Projects	n/a

Design Guidelines

A key component to efficient implementation of proposed improvements is developing a cohesive design language toolkit that ensures consistency across the park system. This includes components such as hardscape materials, landscape and tree canopies, high-quality amenities, signage, lighting, vertical components such as shade and fencing, sustainability interventions, and any other components proposed for multiple parks. Elements such as these help establish a character that can be used to create sense of place but can also be replicated and quickly implemented. Particular attention should be paid to ensuring that each neighborhood and community retains characteristics that make them unique while also incorporating elements that tie into the overall park system vernacular.

The continued development of these standards, as well as the standard details for greenways and trailhead projects, can help streamline the design and construction process and provide opportunities for “bundling” projects across the system. The design guidelines should be routinely reviewed, updated and implemented based on trends in the market as well as needs and priorities of the community. This will help ensure that all elements in the park system are high quality, safe, accessible, properly connected, and help promote sustainability and resilience throughout the network.

In addition to the design elements listed above, public art should be integrated into the park system as well as the overall public realm, whenever possible. This is especially important in more urban areas with the potential to be destinations. Public art not only provides a unique aesthetic to the public realm, but it also creates social value by demonstrating the unique cultural aspects of a community.

ENVIRONMENTAL SUSTAINABILITY, CONSERVATION AND RESILIENCE

Protecting Parkland for Park Purposes

City Ordinance 16-92 addresses the potential sale or lease of park property by requiring a referendum prior to any such action. While this protects the Dedicated Park list from divestment and/or non-public use, no such referendum is required for public purpose uses, governmental uses, renewal of certain easements, or public utility easements. As available land continues to become more scarce, the City may want to place more protections on parks in the Dedicated Park list from uses that limit open space access and recreation opportunities. Considering the long-term sustainability and resilience of the park system should also be a priority as the City considers additional protections for the Dedicated Park list and how the list is defined. Parks that provide benefits for conservation, stormwater management, sustainability, and system-wide resilience will continue to be critical infrastructure as well as providing quality recreation experiences.

Prioritize the Urban Tree Canopy

Urban Tree Canopy (UTC) is a measurement that quantifies the layer of tree material that shelters the ground beneath the trees. This measurement is typically expressed as a percentage of ground area covered by tree branch spread in an urban context. In addition to maintaining all parks and recreation facilities throughout the City, the Department is also responsible for maintaining the UTC within public ROW - amounting to over 1,400 miles of street and median trees.

The UTC provides multiple benefits for mitigating climate hazards, particularly in dense urban environments with large areas of hardscape and impervious surfaces. These benefits include:

- Reduction of surface temperatures by providing shade from direct sunlight and releasing water vapor into the atmosphere

- Reduction of stormwater runoff through interception of rainfall
- Removal of urban pollutants from air, soil and water
- Carbon sequestration
- Energy savings through a reduction in cooling costs
- Shade for parks, open space and trail users
- Enhancement of alternative modes of transportation

Parks and open spaces play a critical role in providing UTC in an urban context, particularly through neighborhood and community parks in residential areas spread throughout the system. The UTC in greenway and trail corridors also provides multiple benefits for resilience by establishing continuous natural corridors and also serving as alternative transportation routes to key destinations throughout the City.

The department's responsibilities for maintaining the UTC throughout the City include irrigation, pruning replacement, and new planting. The scope of their responsibility has created challenges to maintaining a healthy tree canopy, with increasing amounts of tree material dying and unable to be replaced due to lack of funding.

To help address these issues, the City should set measurable goals for city-wide tree canopy, which should include pruning and replacement cycles, new planting targets, and recommended funding levels. The following strategies should also be prioritized when establishing these goals:

- Preserving trees with the most potential to establish and grow
- Aggressive planting program
- A street and park tree maintenance program including a tree inventory and establishment of pruning cycles
- Ensuring necessary space above and below ground for establishment and growth.



Blackwater Hammock Park

Implement Sustainable and Resilient Strategies into Design Guidelines

As stated in the Conservation, Sustainability and Resilience Vision Sub-system, parks are essential infrastructure and have long contributed to the health and well-being of residents and visitors alike. All types of parks, trails, natural areas, and community recreation facilities all offer opportunities for exercise, recreation, and socialization for community members. The City of Tampa parks also improve the economic vitality of the community, and offer significant ecological functions, providing critical habitats and resting areas for a variety of wildlife.

The City of Tampa recognizes that planning for and adapting to anticipated changes in the climate represent many challenges for the park system. However, it also presents an equal number of opportunities to reimagine how our parks function and how they can continue to prosper in the future. Development and adoption of sustainable and resilient park design guidelines that provide strategies for these opportunities will prepare the park system for future climate conditions, improve many park attributes and services, and enhance the overall resilience of the City.

Once these strategies have been identified and included in the guidelines, effective implementation is a critical component to adapting Tampa's parks, trails, and waterfront amenities to climate change. This includes not only the incorporation of these strategies into the planning and design of future parks and facilities, but policy and practice recommendations internally within the City of Tampa Parks and Recreation Department, with other City departments, stakeholders, and constituents. Continued engagement and collaboration with these groups throughout the development of the guidelines and on through implementation will help ensure that the planning, design, development, and maintenance of the park system will be at the forefront of resilient design.

Stormwater Management in Parks

Stormwater management in parks plays a critical role in addressing the challenges of climate shocks and stressors in the City. Parks have the ability to absorb excess stormwater from surrounding neighborhoods and protect communities from the impacts of excess precipitation and flooding resulting from intense storm events. As the Department seeks to build a more sustainable and resilient park system, recognizing sources of potential stormwater hazards and incorporating stormwater treatment into parks will help mitigate potential hazards to vulnerable areas of the City, and provide the opportunity to adopt best practices and operations and maintenance standards for a high functioning system.

Best Practices for Stormwater Management at Parks

- **BMP Selection** - Evaluate each project for physical and technical limitations, pollutant reduction capabilities, cost considerations, supplement benefits or side effects, and public acceptance. BMPs can be implemented at new site construction or retrofitted into existing sites.
- **Structural BMPs** - Structures utilized may include dry detention basins, exfiltration trenches, pervious paving, vegetated filter strips, bioswales, detention ponds, and wetlands
- **Nonstructural BMPs** - Low-impact development, conservation plans, reclaimed water reuse, source control (proper waste disposal), turf and landscape management, street cleaning, road maintenance, catch basin cleaning, educational and outreach programs.
- **Mosquito Control** - Measures should be taken to limit debris in BMPs, excess erosion, invasive species, and diseased vegetation.

Stormwater Operations and Maintenance Manual

In order to ensure proper maintenance of stormwater BMPs in parks and public spaces, an operations and maintenance manual should be developed specifically for these maintenance activities. This manual should include the identification of the parties responsible for maintenance, schedules, inspection requirements, frequency of inspections, easements or covenants for maintenance, and description of basic maintenance activities like weeding, mulching, trimming of shrubs and trees, replanting, sediment and debris removal, and inlet/outlet cleaning. This manual should be developed in collaboration with other City departments including, but not limited to Stormwater, Utilities, Planning, Emergency Management, and Infrastructure.

The operations and maintenance manual should also set general level of service (LOS) characterizations for the stormwater system elements, establish the LOS goals, inspect the system for LOS conditions, and define recommended maintenance activities for undesirable conditions.

Funding sources that align with installation and maintenance of stormwater BMPs should also be included in the manual. This could include green infrastructure funding for water conservation, forest conservation, natural or nature-based coastal storm protection, and wetland acquisition/restoration/enhancement.

Inspection Checklist

Included in the operations and maintenance manual should also be standardized reviews, compiled into an inventory, to set work priorities. Examples of these could include:

- **Stormwater Ponds and Wetlands** - Vegetation management, erosion, seepage, obstructions, debris, concrete condition, pipe condition, valves, outfall, sediment, outfall condition, aesthetics, maintenance route condition, hazards, invasive species

- **Infiltration Basins and Trenches, Bioretention Areas, and Bioswales** - Debris accumulation, sedimentation, vegetation management, dewatering, inlet/outlet condition, access condition

Green Infrastructure Guidelines

The manual may also provide a set of guidelines that are specifically tailored toward the routine maintenance and activities of green infrastructure. Categories in these guidelines may include:

- Landscape and Vegetation - Plant health, weed accumulation, aesthetics, mulch
- System Function - Vegetation coverage, infiltration, need for maintenance
- Hardscape - Sediment accumulation, accessibility, debris, erosion, flow control function
- Porous Pavement - Infiltration rate, debris accumulation, vegetative growth, structural integrity
- Other Elements - Debris accumulation, flow control function, irrigation system functionality, ponding
- Safety - Sight visibility, infrastructure accessibility, fire access

5.3 PROGRAMMING AND OPERATIONS RECOMMENDATIONS

RECREATION PROGRAMMING ASSESSMENT RECOMMENDATIONS

While the Vision for the Parks and Recreation System included Subsystems for Recreation Programming, Health and Wellness and Cultural Programming and Special Events, recreation programming is integrated into every Vision Subsystem. At the heart of the City of Tampa Parks and Recreation System is to provide quality programming and recreation opportunities to its residents. This can be achieved by ensuring programming recommendations are aligned with other efforts to provide a high quality park system. The following provides recreation programming recommendations under each of the six Vision Subsystems.

Recommendations by Vision Subsystem

- Promote increased accessibility and connection to nature, consider neighborhood and community parks as new program locations.

Cultural Programming and Special Events Recommendations

- Increase internal marketing at special events. Special events should serve as a prime opportunity to market the Department's plethora of recreation opportunities and therefore act as a feeder into other programs. Each event should have at least one booth with program information, signs promoting the upcoming opportunities and deadlines, and interactive experiences that engage and inform the public. Doing so will enhance public relations, increase awareness, and drive participation (and subsequently increase the outcomes analysis scores).
- Strengthen the diversity outcomes analysis score. Infuse more cultural components (e.g., ethnic, artistic, historic, linguistic, culinary, and/or customs content) throughout

programming. Offer a greater variety of skill and ability levels, with intentional outreach to all abilities and backgrounds, in each program area.

Connectivity, Walkability, and Water Access Recommendations

- Better-utilize the water as a programming resource
 - Expand water related programming (e.g., boating safety, fishing, open water/master's swimming, themed boat excursions, more rowing) and corresponding support staff
 - Improve marketing of kayaks and paddle board rentals, which are currently a "best kept secret"
- Expand marina boat slips, as the waiting list is consistently over 100

Recreation Programming, Health and Wellness Recommendations

- In addition to the current, center-based programming model program structure, consider expanded system-wide programming. Possibilities include e-sports, nature/environmental education, special events (small, community/neighborhood based), "mobile rec" (traveling movie nights, mini concerts, family fun), and City based initiatives (community gardening/local food production, mental health)
- Offer or continue to offer programs that scored high in the market potential analysis. Continue to offer museum and art gallery visits through summer camp field trips and senior day trips. Due to the wide range of ages that can also participate in indoor and outdoor jogging/running clubs or classes, these activities would likely be well-received and successful. Future program

considerations should include the programs with the highest percentage of household and MPI measurement; therefore, additional activities to consider include more tennis, Pilates, Zumba, and other programs for expecting and new mothers.

- Continue to develop adaptive/therapeutic recreation services
 - Expand adaptive/therapeutic services to more centers, throughout the City
 - Consider inclusion services as a part of the adaptive/therapeutic recreation
- Examine early childhood, teen, and senior populations' enrollment-based program menus for expansion opportunities.
- Introduce new and innovative programs in the Arts, East, Southwest, and AASF planning areas, to balance the program menu's lifecycle distribution.

Athletics and Aquatics Recommendations

- Respond to the demand for and participation at outdoor athletic fields that are used year-round. Develop strategies to better-maintain existing fields, add fields into the inventory, and ensure proper natural turf rest periods are incorporated. Recent growth in the City of Tampa Youth Leagues (e.g., lacrosse, flag football, softball, soccer) and the demands of independent athletic partners will continue to strain existing space unless addressed or additional facilities are added to the system.
- If staffing and facility space allow, consider expanding popular services like the Gymnastics/Dance program. With a reach of 3,000 participants and 1,000 on the waiting list, the demand far exceeds the supply.
- Repair and/or expand lap swimming pool space to meet the high demand. The four seasonal and eight year-round pools struggle to support the community's demand for recreational and competitive lap-lane use.



Sulphur Springs Park

Conservation, Sustainability, and Resilience Recommendations

- Enhance the Department's focus on its role as a community leader and community-based provider. Increase the number of community collaborations and/or partnerships (e.g., police department, schools, professional sports teams, Hillsborough County), and continue to provide both low-cost recreational services as well as services not found elsewhere in the community. These efforts will increase the Department's outcomes analysis scores.
- Consider outdoor recreation and/or nature-based programming as a new core program area
- Identify and address barriers to participation, such as transportation, parking and sidewalk access

Facilities to Support Programming

- Take care of existing recreation program facilities before building new. Between the YMCA's, JCC, and Hillsborough County community centers, there are several other recreation center providers in the area. The variety of leisure services offered at the community centers is similar to the variety offered throughout the City's recreation facilities. Because of these factors, and the backlog of preventative and deferred maintenance, existing facilities should be repaired first.
- Consider new program space for growing emerging services. Programs that could use facility space to support their expansion including arts, therapeutic recreation, lap-lane-based aquatic programs, athletics, and small outdoor events, and aquatic programs that appeal to a more diverse range of user groups. New space can be added via lease, acquisition of existing empty buildings,



New Tampa Nature Park

expansion of existing buildings, or partnering with other agencies – all options should be explored before new facilities are constructed.

- Use lighting, park design, safety communication, security cameras, and human support to promote safety in and around park and facility spaces.

Administrative Recommendations

- Automate Department revenue and expense tracking in a manner that better-reports net program performance, rather than manual tracking via secondary spreadsheets. The Department's leadership would benefit from automated, point-in-time data, to monitor fiscal trending and health.
- Work toward reducing the cancellation rate to below 20%

- Conduct a Rec Card cost-benefit analysis to investigate whether the fiscal and operational benefits outweigh the administrative costs.
- Enable registration software functionality for league registration, field rentals, and drop-in participation tracking, either within the existing system or via a new software or service.
- Create consistent formatting and criteria for the program proposal form.
- Develop a formal, system-wide program evaluation process.
- Develop and promote a seasonal program offering menu development workshop with all programming staff, to cultivate collaboration, efficiency, consistency, innovation, and continuous improvement.



West Tampa Little League

CITY OF TAMPA PARKS AND RECREATION DEPARTMENT OPERATIONAL ASSESSMENT RECOMMENDATIONS

Organizational Improvements

- Create a well-defined organizational culture.
 - Get employees involved in establishing their desired culture, measure where the Department currently stands, and then develop employee teams to work on strengthening areas that need improvement.
 - One area of the culture that needs specific attention is reducing the amount of status quo thinking that exists. There is a strong pull to doing work the way it has always been done. In order to be an innovative organization, the ability to manage change and adapt to new ways of doing business is important.
 - The creation of internal values can be a starting point for this recommendation.
- Create a set of key performance indicators (KPIs) to measure organizational performance. Start small with key measures that reflect how the Department is performing. Once the organization has developed a set of KPIs, each Division can supplement this with the creation of their own set of metrics.
- Develop operations and maintenance impacts for all new capital projects to help ensure ongoing Operations and Maintenance will occur for all new assets.
- Reduce the ability for special interest driven requests to be prioritized over others.
 - Any requests will need to fit within the priority list within the Master Plan
- The Master Plan provides direction for the physical assets and services for the Department. Subsequent to the initiation of the Master Plan, consider doing a strategic plan that focuses on the strategic direction of the Department, or the leadership infrastructure. Strategic plans assist agencies with the ability to be more proactive, rather than reactive. The employee survey results indicated an employee perception that the Department is too reactive.
- Develop internal and external communication guidelines. Consider creating a cross functional team to manage the internal communication process in order to improve overall Departmental communication.
- Develop replacement schedules for vehicles, equipment, and park assets. Continue to work on upgrading the condition of vehicles and equipment but recognize there will be limitations to what the City can provide in the way of capital improvements.
- Many processes were identified as ones needing improvement. Some of these included purchasing, procurement, registration, bank deposits, hiring, visa reconciliation, etc. Create a cross-functional staff group to identify a few processes in most need of improvement and have them work on improvements each year in coordination with other City departments who set up these processes. It would also be helpful to provide staff training about how to improve processes to the staff members who will be working on process improvements.

Staffing and Structure

- Continue the existing organizational structure and continue evolving and improving the structure. Employees feel the change in structure has worked well and should continue.
- Move oversight of maintenance contracts and fleet operations from Administration to Park Maintenance.

- Start building a marketing and communications team that can either report to the director or within administration. This can start with using area college/university interns, and part-time positions that can evolve into full-time positions over time.
 - Based on experience with other agencies, there should be three – four marketing related positions budgeted
- Hire for a data analysis position.
 - National trends show that more agencies are dedicating resources to hire for data analysis positions
- Help ensure the Office Support Specialist positions clearly identify their responsibilities, and provide education about matrix organizations, as a result of these positions reporting to multiple supervisors.
- Study the potential for adding additional maintenance districts.
- Consider adding labor resources to provide small Departmental special project crews for with specializations or unique skills that apply to Recreation, Aquatics/Athletics/Special Facilities, and Planning and Design.

Training and Development

- Build a systematic approach to training and development, identifying required skills by position and identifying both in-house and out of house training opportunities. If funding is not available, even establishing internal knowledge sharing sessions, similar to a book club, can be helpful. As an example, individual employees can review webinars or readings they have done and provide an overview for other employees.
- Develop a leadership training program for the supervisor level of management. This can begin by identifying the core competencies needed to manage others.



Simms Park

5.4 CAPITAL IMPROVEMENT RECOMMENDATIONS

COST ESTIMATE

The capital improvement cost estimate is intended to be a direct reflection of the Vision and associated Subsystems established through the evaluation of the existing park system and extensive community engagement. While intended to be budget level, the cost estimate was developed based on thorough evaluations of each of the 191 parks in the system, condition assessment of facilities provided by City staff, and the needs and priorities expressed by the public for the future of their parks and recreation facilities.

While typical parks and recreation master plans are intended to inform the Parks and Recreation Department's 10-year Capital Improvement Program (CIP), this cost estimate was developed to be implemented over a longer period of 15-20 years. The expansion of the time period will allow the department to better utilize resources for year-by-year implementation and provide the flexibility to capitalize on opportunistic projects as funding becomes available.

The cost estimate also includes a phasing plan that was developed through a more detailed evaluation of the components that informed the cost estimate. The phasing plan directly responds to the greatest needs from the park evaluations that were conducted by teams made up of the consultant team and City staff (using criteria developed by the project team), as well as additional assessment of specific facilities provided by City staff. The findings from these evaluations and assessments were then cross-referenced with the highest priority unmet needs from the community to determine projects that fall within each phasing term. The Phasing Plan ultimately will serve as the 15-year recommendations for the CIP, providing a list of projects and estimated costs per each year. These recommendations are built upon the summary of improvements at each park, as well as proposed facilities, and the results of prioritization efforts during the Implementation Workshops with City Staff.

Based on cost estimates derived from the Vision and Implementation efforts, the estimated probable cost is approximately **\$742.8 MM** in 2022 dollars for complete implementation of all aspects of the Vision. The cost estimate is organized by improvement type as well as by park typology to better illustrate how the cost estimate is distributed across the system. A summary can



be found on the following spread in **Tables 5-2 and 5-3**. The following provides a more detailed description of the Vision probable cost estimate:

In addition to the breakdown by park, the cost estimate is also organized to show how the line items align with each Vision Subsystem. This can help identify potential grants and other funding sources that may be specific to certain types of projects. **Figure 5-2** on the following page shows the breakdown of the cost estimate by Vision Subsystem.

- **Neighborhood and Community Parks:** Includes improvements or additions to existing parks, as well as the acquisition and development of new parks and facilities that provide improved recreation opportunities at the neighborhood and community level.
- **Conservation, Sustainability and Resilience:** Projects in existing and new parks that contribute to conservation, site sustainability and system-wide resilience.
- **Connectivity, Walkability, and Water Access:** Improvements and/or enhancements to pedestrian or bicycle facilities to provide better and safer connections in parks and on routes to and from park facilities, as well as project providing enhances access to river and bayfront areas.
- **Athletics and Aquatic Facilities:** Projects that improve and increase the capacity and performance of athletic fields, courts, and aquatic facilities.
- **Recreation Programming, Health and Wellness:** Projects that have a direct impact on increasing programming capacity and new opportunities at existing and new facilities.
- **Cultural Programming and Special Events:** Projects that enhance the ability of both existing and new parks to host special events and cultural programs or promote the presence of art and historical elements in parks.

The full list of projects and estimated costs included in this estimate includes over 2,200 items. The figures provided in this chapter are order-of-magnitude costs that are intended for planning purposes only. Acquisition costs for new facilities on land that is not currently owned by the City shall be evaluated on a project-specific basis once individual parcels have been identified.

The proposed vision may be modified over time in response to actual population growth, future resident desires, and available funding sources. Additionally, it is recommended that each proposed project should undergo a detailed feasibility and cost analysis prior to physical implementation. Final actual costs could vary significantly depending on many factors including but not limited to:

- Time-frame of implementation
- Individual project scale
- Changing land acquisition costs
- Property market values rise/decline
- Raw products and materials costs
- General escalation due to inflation and related factors

What goes into the Cost Estimate?

The cost estimate is composed of over 2,200 line items across the 191 existing parks, 23 new parks, and greenway and trail projects. Each line item includes an estimate for a direct construction cost, indirect construction costs (mobilization and general conditions; bonds, insurance and overhead; contractor profit; and, contingency), design fees (design, permitting and construction management), and an art in public places allowance. This helps provide a realistic picture of the true “all-in” costs of the improvements. The full cost estimate can be found in the Appendix.

Table 5-2: Cost Estimate by Improvement Type

Improvement Type	Capital Improvement Cost
Renovations and Replacements of Facilities in Existing Parks	\$360,955,130
New Facilities in Existing Parks	\$171,489,329
Undeveloped Parks	\$76,865,253
New Parks	\$55,429,226
Trails and Greenways	\$45,045,084
Land Acquisition	\$33,000,000
Total	\$742,784,022

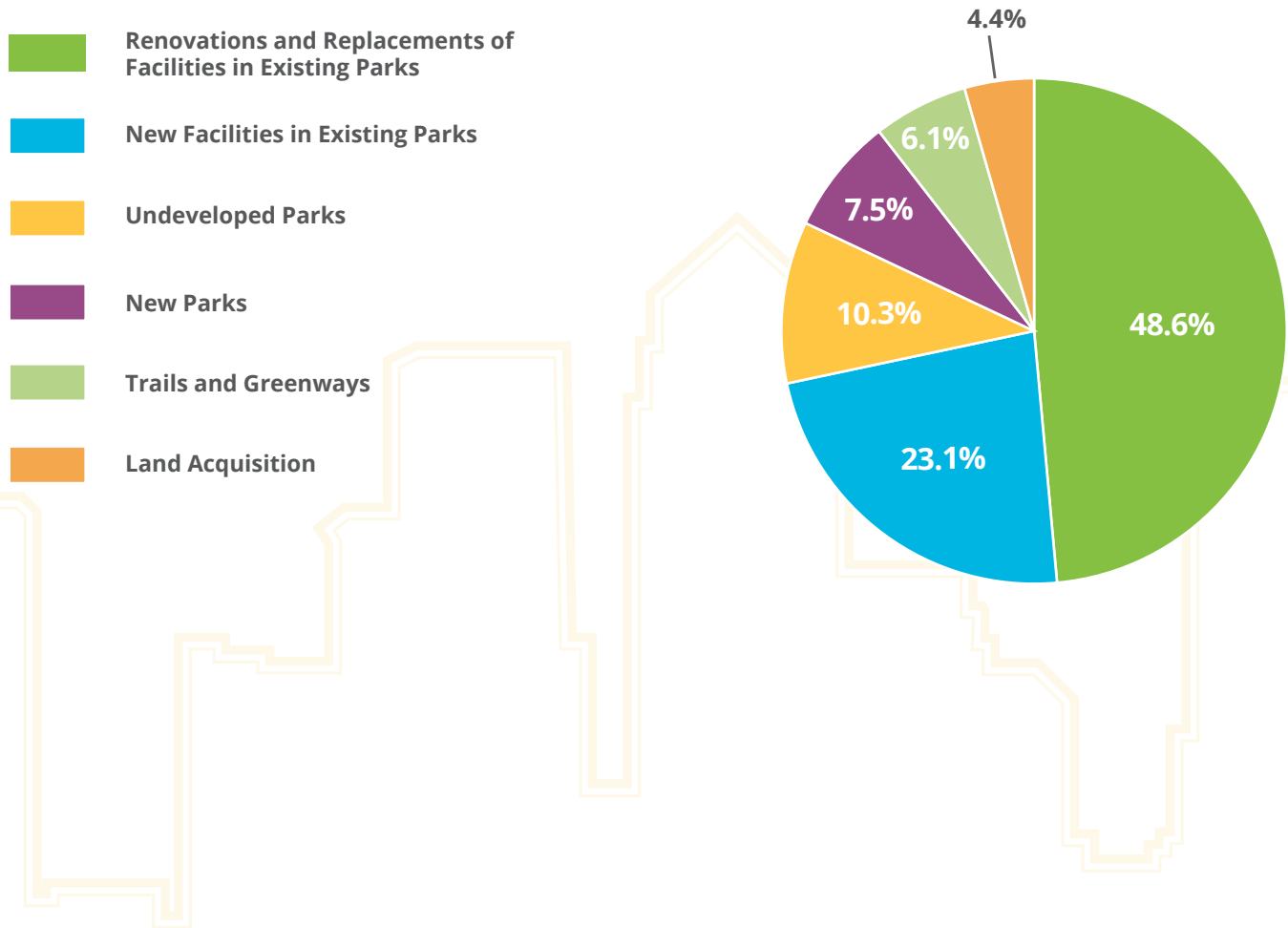


Table 5-3: Cost Estimate by Park Typology

Park Typology	Capital Improvement Cost	Number of Parks
Major Parks	\$68,717,053	8
Regional Parks	\$72,940,709	6
Special-use Parks	\$59,827,266	13
Neighborhood Parks	\$292,299,468	96
Urban Relief Parks	\$19,205,705	47
Resource-based Parks	\$13,052,077	4
Conservation Parks	\$4,001,147	2
Undeveloped Parks	\$76,241,287	15
Proposed Parks and Open Spaces	\$88,429,226	23
Greenways and Trails	\$45,045,084	-
Planning	\$3,025,000	29
Total	\$742,784,022	

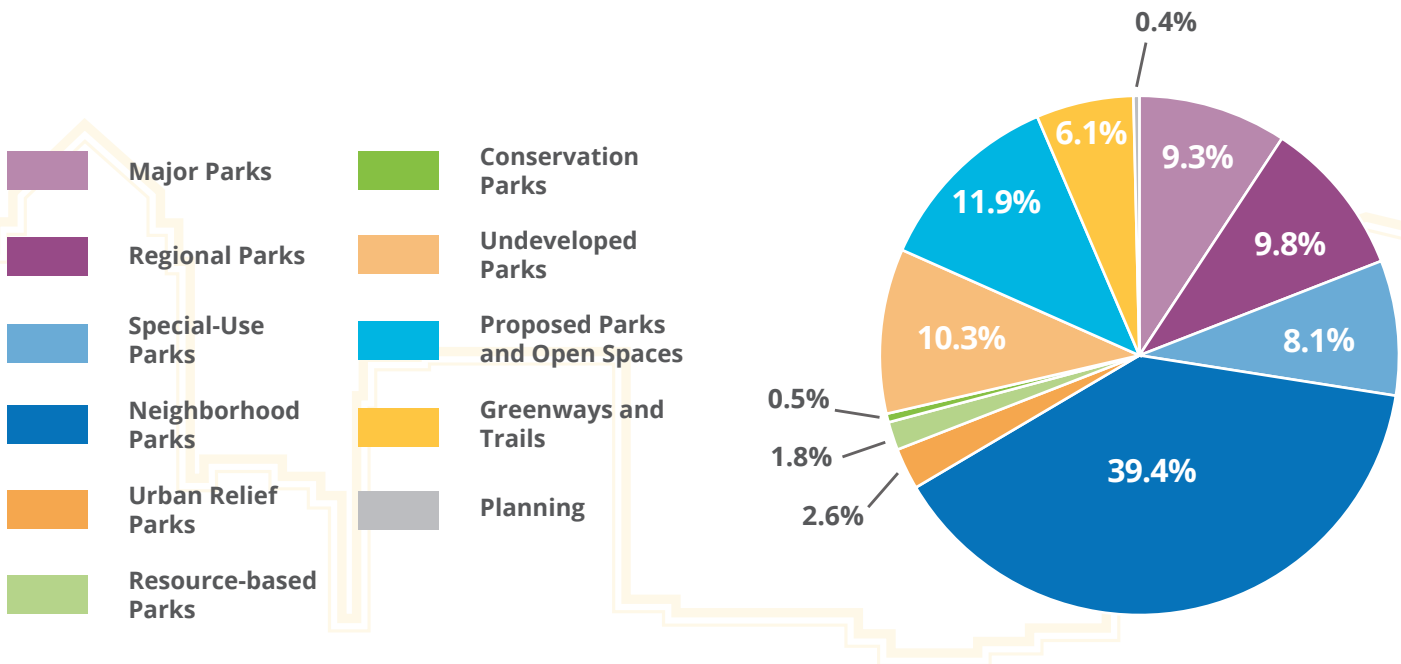
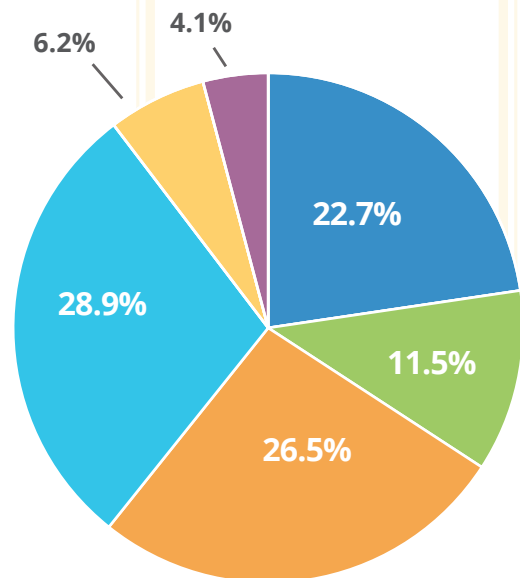


Figure 5-2: Cost Estimate by Vision Subsystem (Direct costs)

	Neighborhood and Community Parks	\$114,056,951
	Conservation, Sustainability, and Resilience	\$58,107,300
	Connectivity, Walkability, and Water Access	\$133,656,512
	Athletics and Aquatic Facilities	\$145,520,428
	Recreation Programming, Health and Wellness	\$31,376,250
	Cultural Programming and Special Events	\$20,760,868



FUNDING STRATEGIES

Historical and Projected Funding

As noted in the Financial Analysis in Chapter 2, the Parks and Recreation department has seen gradually increasing General Fund appropriations over last five years. This trend is set to continue in 2023, with an operating budget of \$62,197,853.

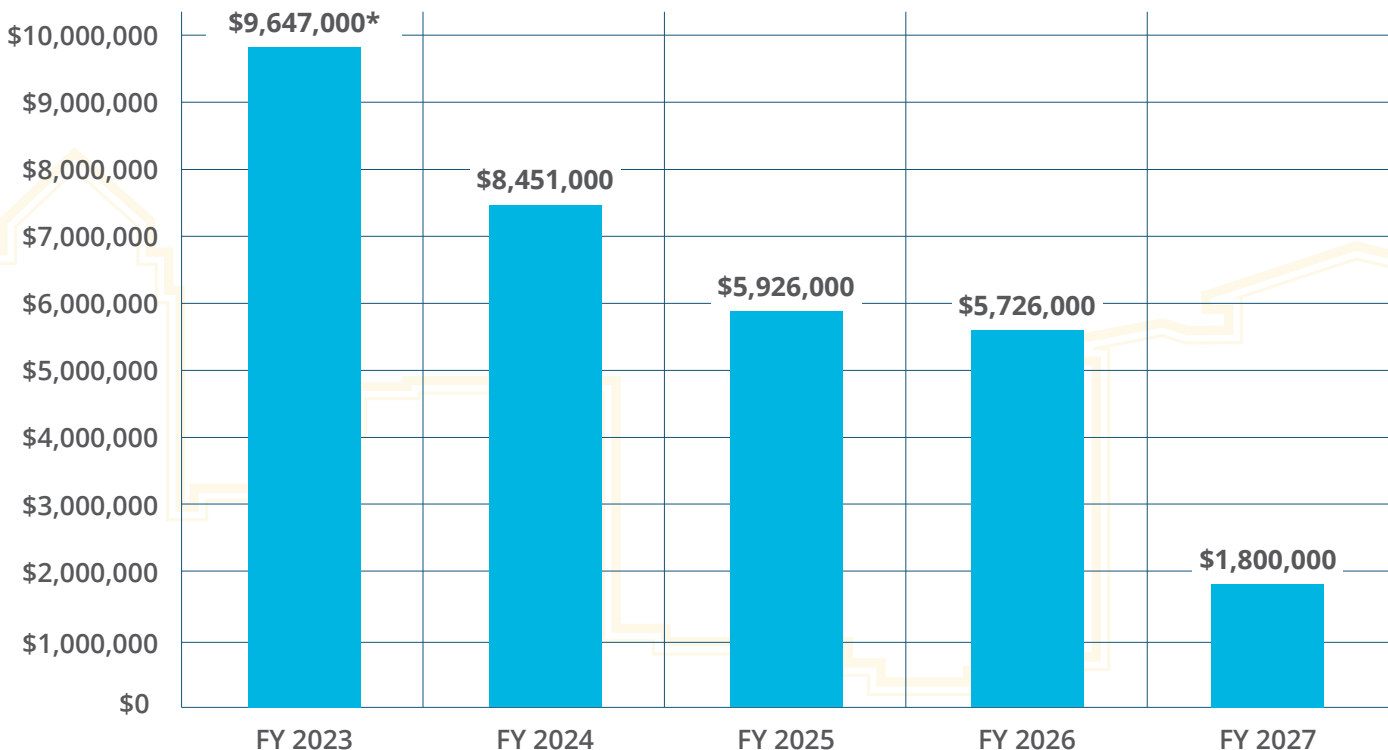
When evaluating Capital Improvement Project (CIP) spending, the department is currently receiving \$46,320,291 from the general fund, with nearly 80% of that figure directed towards the East Tampa Recreation Complex. Remaining capital funds total \$9,647,000 for other projects throughout the city. Capital project funding for the 2023-24 budget drops to \$8,451,000, with projections continuing to decline on to 2027, totaling approximately \$32M over the next 5 years. **(Figure 5-3).**

When considering time frames of projects discussed later in this section in the Vision cost estimates, the department could potentially fund approximately 15% of the short-term projects identified in the cost estimate. Increasing current CIP funding for FY 2024, with gradual increases over the remainder of the Vision will continue to contribute to park improvements, as well as contribute matching funds for competitive grants. However, other funding alternatives should be considered to achieve funding necessary to implement significant portions of the Vision.

Potential Grants

Forty potential grant funding sources have been identified for the Tampa Parks and Recreation Master Plan. The process to identify these funding sources began with evaluation of the project elements for the City's projects as a whole, as well as alignment of these elements with potential funding sources. The tables included

Figure 5-3: Parks and Recreation Department Projected CIP Funding - 2023-2027



* Excludes \$36,637,921 for East Tampa Recreation Complex

in this section summarize the funding sources that have been identified based on the park and recreation needs of the City. It is important to note that TBD has been listed for the grant amount, match requirement and anticipated deadline for a number of funding sources. The grant amount, match requirement, and the application deadline change for many funding opportunities based on when and how much funding is available. TBD has been included for those sources that do not have a set amount, match, or application deadline.

Important aspects of project funding include leveraging and project consolidation. Understanding these concepts will support the City's decision-making process when pursuing funding sources for critical projects.

Leveraging is simply using funds from one source, internal or external, as match for another funding source thereby increasing the available funding for a project. Evaluation of all aspects of a project greatly improves chances of success to maximize the leveraged funds from one source and use those to match another.

Project consolidation or “bundling” is used when smaller projects, or project elements, are combined to increase the potential award success of a project. Strategically bundling projects or project elements can add value from a funding agency perspective and potentially boost the scores of a funding application.

Tables 5-4 through 5-9 on the following pages highlight grant opportunities that align with the six Vision Subsystems.



Williams Park



Table 5-4: Grants Aligning with Neighborhood and Community Parks

FUNDING PROGRAM	GRANT AMOUNT	MATCH REQUIREMENT	TYPES OF ELIGIBLE ELEMENTS	ANTICIPATED DEADLINE
AARP Community Challenge	\$50,000	0%	Park Improvements, Mobility, Transportation, Connectivity, Walkability, Bikeability, Wayfinding	March
"American Academy of Dermatology Shade Structure Grant Program "	\$8,000	0%	Shade Structures	December
Boating Infrastructure Program (BIGP)	\$1,500,000	25%	Boat Facilities for Vessels Larger than 26'	July
Cultural Facilities Grant Program	\$500,000	50%	Renovation, New Construction, Acquisition of Cultural Facilities	June
"Florida Communities Trust Parks and Open Space"	\$5,000,000	0%	Land Acquisition	December
Florida Recreational Development Assistance Program (FRDAP)	\$200,000	50%	Ballfields, Courts, Trails, Fishing Facilities, Playground, Restrooms, Shade Structures, Lighting, Landscaping, etc.	August
Historic Preservation Small Matching Grant	\$50,000	50%	Survey, Planning, National Register Nomination, Education, Historical Markers	June
KABOOM! Community-Built Playspace	TBD	TBD	Playgrounds, Adventure Courses, Multi-Sport Courts	Ongoing
Land and Water Conservation Fund Program (LWCF)	\$1,000,000	50%	Ballfields, Courts, Trails, Fishing Facilities, Playground, Restrooms, Shade Structures, Lighting, Landscaping, etc.	January

National Recreation and Park Association (NRPA) and The Walt Disney Company Meet Me At The Park!	TBD	TBD	Playgrounds, Trails, Signage, Greenspaces, Butterfly Garden, Benches, Invasive Species Removal	TBD
PeopleForBikes Industry Community Grants	TBD	TBD	Bike-Related Projects	October
PetSafe® Bark for Your Park	\$25,000	0%	Dog Parks	June
Recreational Trails Program (RTP)	\$400,000	20%	Trails and Support Facilities	March
Transportation Alternative Program (TAP)	\$1,000,000	0%	Pedestrian & Bicycle Trails and Greenways	February
Urban Waters Restoration	\$50,000	50%	Urban Wildlife Corridors, Green Infrastructure, Stormwater	January
"Waste Management Local Charitable Contribution"	TBD	TBD	Environmental Conservation, Environmental Education, Community Vitality	Ongoing
"Wells Fargo Local Community Grants"	TBD	TBD	Trees, Stormwater, Wetland Plantings	Ongoing



PAL Center Park



Table 5-5: Grants Aligning with Conservation, Sustainability, and Resilience

FUNDING PROGRAM	GRANT AMOUNT	MATCH REQUIREMENT	TYPES OF ELIGIBLE ELEMENTS	ANTICIPATED DEADLINE
"Bank of America Community Resilience Grant"	\$50,000	0%	Landscaping, Stormwater, LID Elements	November
Brownfield Assessment Grants	\$1,000,000	0%	Site Inventory, Prioritization, Planning, Assessment, and Cleanup Planning for Brownfield Sites	November
Brownfield Cleanup Grants	\$2,000,000	0%	Cleanup Activities at Brownfield Sites	November
Building Resilient Infrastructure and Communities (BRIC) Grant Program	TBD	25%	Stormwater, Drainage, Utilities	November
Coastal Resiliency Implementation Grant	\$500,000	0%	Seawall, Living Shoreline, Wetlands, Beaches, Habitat Improvements	April
"Florida Legislative Local Funding Initiative Program "	TBD	0%	Stormwater, Wastewater, Water, Parks	December
Florida Recreational Development Assistance Program (FRDAP)	\$200,000	50%	Ballfields, Courts, Trails, Fishing Facilities, Playground, Restrooms, Shade Structures, Lighting, Landscaping, etc.	August
Fruit Trees For Your Community	Tree Donation	0%	Fruit Trees, Shrubs	Ongoing
Hazard Mitigation Grant Program (HMGP)	\$1,500,000	25%	Structure Hardening, Stormwater, Drainage, Utilities	TBD
Land and Water Conservation Fund Program (LWCF)	\$1,000,000	50%	Ballfields, Courts, Trails, Fishing Facilities, Playground, Restrooms, Shade Structures, Lighting, Landscaping, etc.	January

National Recreation and Park Association (NRPA) and The Walt Disney Company Meet Me At The Park!	TBD	TBD	Playgrounds, Trails, Signage, Greenspaces, Butterfly Garden, Benches, Invasive Species Removal	TBD
Resilient Florida Program	TBD	TBD	Stormwater, Seawalls, Swales, etc.	September
Section 319(h) Nonpoint Source Implementation Grant	TBD	40%	Stormwater, Water Quality Improvements, Nutrient Reduction, Educational Signage	April/ October
State Water-Quality Assistance Grants (SWAG)	TBD	0%	Stormwater, Water Quality Improvements, Nutrient Reduction	April/ October
"Southwest Florida Water Management District (SWFWMD) Cooperative Water Program"	\$5,000,000	50%	Irrigation, Plumbing Fixtures	October
"U.S. Fish and Wildlife Service Coastal Program"	\$200,000	0%	Restore and Protect Fish and Wildlife Habitat	September
Urban and Community Forestry Grants (UCF)	\$50,000	50%	Tree Purchase, Planning, Survey, Planting, Invasive Removal	November
Urban Waters Restoration	\$50,000	50%	Urban Wildlife Corridors, Green Infrastructure, Stormwater	January
"Waste Management Local Charitable Contribution"	TBD	TBD	Environmental Conservation, Environmental Education, Community Vitality	Ongoing
"Wells Fargo Local Community Grants"	TBD	TBD	Trees, Stormwater, Wetland Plantings	Ongoing



Table 5-6: Grants Aligning with Connectivity, Walkability, and Water Access

FUNDING PROGRAM	GRANT AMOUNT	MATCH REQUIREMENT	TYPES OF ELIGIBLE ELEMENTS	ANTICIPATED DEADLINE
Boating Infrastructure Grant Program (BIGP)	\$1,500,000	25%	Boat Facilities for Vessels Larger than 26'	July
Florida Boating Improvement Program (FBIP)	TBD	0%	Boating Ramps, Day Docks, Other Boat Facilities	April
"Florida Legislative Local Funding Initiative Program "	TBD	0%	Stormwater, Wastewater, Water, Parks	December
Florida Recreational Development Assistance Program (FRDAP)	\$200,000	50%	Ballfields, Courts, Trails, Fishing Facilities, Playground, Restrooms, Shade Structures, Lighting, Landscaping, etc.	August
Land and Water Conservation Fund Program (LWCF)	\$1,000,000	50%	Ballfields, Courts, Trails, Fishing Facilities, Playground, Restrooms, Shade Structures, Lighting, Landscaping, etc.	January
MLB-MLBPA Youth Development Foundation	TBD	50%	Field Lighting, Renovations, Construction	Ongoing
National Recreation and Park Association (NRPA) and The Walt Disney Company Meet Me At The Park!	TBD	TBD	Playgrounds, Trails, Signage, Greenspaces, Butterfly Garden, Benches, Invasive Species Removal	TBD
PeopleForBikes Industry Community Grants	TBD	TBD	Bike-Related Projects	October
Recreational Trails Program (RTP)	\$400,000	20%	Trails and Support Facilities	March
Transportation Alternative Program (TAP)	\$1,000,000	0%	Pedestrian & Bicycle Trails and Greenways	February
"U.S. Fish and Wildlife Service Coastal Program"	\$200,000	0%	Restore and Protect Fish and Wildlife Habitat	September



Table 5-7: Grants Aligning with Athletics and Aquatic Facilities

FUNDING PROGRAM	GRANT AMOUNT	MATCH REQUIREMENT	TYPES OF ELIGIBLE ELEMENTS	ANTICIPATED DEADLINE
ESPN/LISC Home Court Program	\$25,000	TBD	Building or Refurbishing Basketball Courts	TBD
Florida Boating Improvement Program (FBIP)	TBD	0%	Boating Ramps, Day Docks, Other Boat Facilities	April
Florida Recreational Development Assistance Program (FRDAP)	\$200,000	50%	Ballfields, Courts, Trails, Fishing Facilities, Playground, Restrooms, Shade Structures, Lighting, Landscaping, etc.	August
KABOOM! Community-Built Playspace	TBD	TBD	Playgrounds, Adventure Courses, Multi-Sport Courts	Ongoing
Land and Water Conservation Fund Program (LWCF)	\$1,000,000	50%	Ballfields, Courts, Trails, Fishing Facilities, Playground, Restrooms, Shade Structures, Lighting, Landscaping, etc.	January
MLB-MLBPA Youth Development Foundation	TBD	50%	Field Lighting, Renovations, Construction	Ongoing
National Recreation and Park Association (NRPA) and The Walt Disney Company Meet Me At The Park!	TBD	TBD	Playgrounds, Trails, Signage, Greenspaces, Butterfly Garden, Benches, Invasive Species Removal	TBD
Recreational Trails Program (RTP)	\$400,000	20%	Trails and Support Facilities	March
"U.S. Tennis Association Adaptive Tennis Grant"	\$4,000	0%	Promotion, Implementation and Growth of Adaptive Tennis Programs	October
"U.S. Tennis Association Facility Funding"	\$50,000	50%	Tennis Court Construction/ Improvements, Backboards, Fencing, Windscreens, etc.	Ongoing



Table 5-8: Grants Aligning Recreation Programming, Health and Wellness

FUNDING PROGRAM	GRANT AMOUNT	MATCH REQUIREMENT	TYPES OF ELIGIBLE ELEMENTS	ANTICIPATED DEADLINE
Florida Recreational Development Assistance Program (FRDAP)	\$200,000	50%	Ballfields, Courts, Trails, Fishing Facilities, Playground, Restrooms, Shade Structures, Lighting, Landscaping, etc.	August
Land and Water Conservation Fund Program (LWCF)	\$1,000,000	50%	Ballfields, Courts, Trails, Fishing Facilities, Playground, Restrooms, Shade Structures, Lighting, Landscaping, etc.	January
National Recreation and Park Association (NRPA) and The Walt Disney Company Meet Me At The Park!	TBD	TBD	Playgrounds, Trails, Signage, Greenspaces, Butterfly Garden, Benches, Invasive Species Removal	TBD
Recreational Trails Program (RTP)	\$400,000	20%	Trails and Support Facilities	March



Julian B. Lane Riverfront Park



Table 5-9: Grants Aligning with Cultural Programming and Special Events

FUNDING PROGRAM	GRANT AMOUNT	MATCH REQUIREMENT	TYPES OF ELIGIBLE ELEMENTS	ANTICIPATED DEADLINE
Cultural Facilities Grant Program	\$500,000	50%	Renovation, New Construction, Acquisition of Cultural Facilities	June
Historic Preservation Fund Save America's Treasures Preservation Grants	\$125,000	50%	Property Rehabilitation	December
Historic Preservation Small Matching Grant	\$50,000	50%	Survey, Planning, National Register Nomination, Education, Historical Markers	June
Historic Preservation Special Category Grant	\$500,000	50%	Development/Rehabilitation, Architectural Research, Museum Exhibit, Acquisition	June
Land and Water Conservation Fund Program (LWCF)	\$1,000,000	50%	Ballfields, Courts, Trails, Fishing Facilities, Playground, Restrooms, Shade Structures, Lighting, Landscaping, etc.	January
National Park Service Cultural Resources Financial Assistance	\$750,000	50%	Rehabilitation of Properties listed in the National Register of Historic Places at the national level of significance (not state or local significance)	December
National Recreation and Park Association (NRPA) and The Walt Disney Company Meet Me At The Park!	TBD	TBD	Playgrounds, Trails, Signage, Greenspaces, Butterfly Garden, Benches, Invasive Species Removal	TBD
Our Town Grant	\$150,000	50%	Innovative Public Art Projects	August

Summary

The following table provides a list of all grants identified and the Subsystems with which they align.

Table 5-10: Summary of Grant Alignment with Subsystems

FUNDING OPPORTUNITIES	VISION SUBSYSTEM					
	Neighborhood and Community Parks	Conservation, Sustainability and Resilience	Connectivity, Walkability and Water Access	Athletics and Aquatics	Recreation Programming, Health & Wellness	Cultural Programming and Special Events
AARP Community Challenge	●		●			
American Academy of Dermatology Shade Structure Grant Program	●					
Bank of America Community Resilience Grant		●				
Boating Infrastructure Program	●		●			
Brownfield Assessment Grants		●				
Brownfield Cleanup Grants		●				
Building Resilient Infrastructure and Communities Grant Program		●				
Coastal Resiliency Implementation Grant		●				
Cultural Facilities Grant Program	●					●
ESPN/LISC Home Court Program				●		
Florida Boating Improvement Program			●	●		
Florida Communities Trust Parks and Open Space	●					
Florida Legislative Local Funding Initiative Program		●	●			
Florida Recreational Development Assistance Program	●	●	●	●	●	
Fruit Trees For Your Community		●				
Hazard Mitigation Grant Program		●				
Historic Preservation Fund Save America's Treasures Preservation Grants						●
Historic Preservation Small Matching Grant	●					●
Historic Preservation Special Category Grant						●
KABOOM! Community-Built Playspace	●			●		

FUNDING OPPORTUNITIES	VISION SUBSYSTEM					
	Neighborhood and Community Parks	Conservation, Sustainability and Resilience	Connectivity, Walkability and Water Access	Athletics and Aquatics	Recreation Programming, Health & Wellness	Cultural Programming and Special Events
Land and Water Conservation Fund Program	●	●	●	●	●	●
MLB-MLBPA Youth Development Foundation			●	●		
National Park Service Cultural Resources Financial Assistance						●
National Recreation and Park Association and The Walt Disney Company Meet Me At The Park!	●	●	●	●	●	●
Our Town Grant						●
PeopleForBikes Industry Community Grants	●		●			
PetSafe® Bark for Your Park	●					
Recreational Trails Program	●		●	●	●	
Resilient Florida Program		●				
Section 319(h) Nonpoint Source Implementation Grant		●				
State Water-Quality Assistance Grants		●				
SWFWMD Cooperative Water Program		●				
Transportation Alternative Program	●		●			
U.S. Fish and Wildlife Service Coastal Program		●	●			
U.S. Tennis Association - Adaptive Tennis Grant				●		
U.S. Tennis Association - Facility Funding				●		
Urban and Community Forestry Grants		●				
Urban Waters Restoration	●	●				
Waste Management Local Charitable Contribution	●	●				
Wells Fargo Local Community Grants	●	●				

In addition to aligning potential grants with Vision Subsystems, the funding analysis also evaluated the alignment of grants with specific types of projects that are identified for implementation across the park system. **Table 5-11** below provides a summary for these types of projects.

Table 5-11: Summary of Grant Alignment with Project Type

FUNDING OPPORTUNITIES	VISION SUBSYSTEM												
	Trails	Land Acquisition	Environmental Ed./ Interpretive Facilities	Structure Hardening/ Elevation	Active Recreational Elements (Baseball, Soccer, Volleyball, Playgrounds, Dog Park)	Stormwater/ Environment/Habitat Improvements	Picnic Facilities	Cultural Facilities	Support Facilities (Restrooms, Parking, Benches, Lighting, Showers)	Landscaping	Water Access	Streetscape/Sidewalks	Historic/Heritage
AARP Community Challenge	●		●		●		●		●	●	●		
American Academy of Dermatology Shade Structure Grant Program								●					
Bank of America Community Resilience Grant						●			●				
Boating Infrastructure Program										●			
Brownfield Assessment Grants						●							
Brownfield Cleanup Grants						●							
Building Resilient Infrastructure and Communities Grant Program						●							
Coastal Resiliency Implementation Grant						●							
Cultural Facilities Grant Program		●	●				●						
ESPN/LISC Home Court Program					●								
Florida Boating Improvement Program										●			
Florida Communities Trust Parks and Open Space		●											
Florida Legislative Local Funding Initiative Program	●		●	●	●	●	●	●	●	●	●		
Florida Recreational Development Assistance Program	●	●	●		●		●	●	●	●	●		
Fruit Trees For Your Community									●				
Hazard Mitigation Grant Program				●		●							
Historic Preservation Fund Save America's Treasures Preservation Grants													●
Historic Preservation Small Matching Grant													●
Historic Preservation Special Category Grant		●											●
KABOOM! Community-Built Playspace					●								

FUNDING OPPORTUNITIES	VISION SUBSYSTEM												
	Trails	Land Acquisition	Environmental Ed./ Interpretive Facilities	Structure Hardening/ Elevation	Active Recreational Elements (Baseball, Soccer, Volleyball, Playgrounds, Dog Park)	Stormwater/ Environment/Habitat Improvements	Picnic Facilities	Cultural Facilities	Support Facilities (Restrooms, Parking, Benches, Lighting, Showers)	Landscaping	Water Access	Streetscape/Sidewalks	Historic/Heritage
Land and Water Conservation Fund Program	●		●		●		●		●	●	●		
MLB-MLBPA Youth Development Foundation					●				●				
National Park Service Cultural Resources Financial Assistance													●
National Recreation and Park Association and The Walt Disney Company Meet Me At The Park!	●		●		●	●	●		●	●			
Our Town Grant								●					
PeopleForBikes Industry Community Grants	●								●				
PetSafe® Bark for Your Park					●								
Recreational Trails Program	●								●				
Resilient Florida Program				●		●							
Section 319(h) Nonpoint Source Implementation Grant				●		●							
State Water-Quality Assistance Grants				●		●							
Southwest Florida Water Management District Cooperative Water Program						●							
Transportation Alternative Program	●											●	
U.S. Fish and Wildlife Service Coastal Program						●							
U.S. Tennis Association - Adaptive Tennis Grant					●				●				
U.S. Tennis Association - Facility Funding					●				●				
Urban and Community Forestry Grants						●				●			
Urban Waters Restoration						●							
Waste Management Local Charitable Contribution			●			●							
Wells Fargo Local Community Grants						●			●				

POTENTIAL FUNDING STRATEGIES

The Funding Analysis highlights the 15-year schedule of projected funding that may be utilized to advance capital projects. Though the overall shared-community Vision created during the master plan process is estimated at approximately **\$742,498,943** in 2022 dollars. The City of Tampa has several funding sources available that can be utilized for implementation, many of which can be phased or even enhanced for additional funding opportunities to help address economic fluctuations and changing City priorities over time. Through the analysis of existing sources, projections of future funding options and recommendations are as follows:

- **CIP** – As stated previously, the operating budget for the City of Tampa has been increasing over the last five years. The 2023 operating budget of \$62,197,853 is a 12% increase of the previous year’s budget. However, with the exception of the East Tampa Recreation Complex, capital investment from the general fund is projected to be \$32MM over the next five years, which is below peer communities and approximately 14% of the short-term Vision. As general fund revenues continue to increase, capital investment must become more of a priority, particularly for existing parks and facilities. It is recommended that CIP investments seek to increase to fund approximately \$16MM each year, or \$240MM over the course of a fifteen-year time frame.
- **Grants** – Through the identification of over \$25MM in grant opportunities annually, the department has the potential to increase funds available for capital improvements over the next fifteen years. While grants are a great strategy for funding projects, especially those that improve access, sustainability, and resilience, they are increasingly competitive, often require matching funds, and are difficult to manage and track.

- **Borrowing** – As a funding source, general obligation bonds have historically received support from many communities in Florida. While Tampa has made it a practice to fund most capital outlay from general fund budgets rather than through long-term financing, debt financing may prove to be the most cost-effective means of future funding for infrastructure improvements. A potential option to consider is utilizing projected funding through CIP, grants and taxes to fund certain improvements to existing parks, while utilizing a bond to fund the proposed improvements that fall within the medium and long-term time frames. A parks and recreation bond of \$500MM would provide substantial funding to complete the larger proposed improvements at existing parks, new parks, community centers, aquatic facilities, and greenways, while also providing incentive for potential partners or private developers to contribute additional funds. It is recommended that the City explore the feasibility of a bond through additional public engagement and financial analysis.

Though there are additional funding sources available to the City, the funding options listed above are traditionally the most utilized and supported. As a result, the City has the potential to secure funding to implement a significant portion of the Vision. With further evaluation of the feasibility of a parks and recreation bond, the City could achieve \$755MM or more in funding over the next fifteen years.

Table 5-12: Summary of Potential Funding Sources

Funding Source	Potential Funding over 15 Years
General Fund CIP	\$240,000,000
Grants	\$15,000,000
Parks and Recreation Bond	\$500,000,000
Total	\$755,000,000

PHASING PLAN

The Phasing Plan for Capital Improvement Projects is comprised of three different phases based on community needs and priorities, existing conditions assessments, and staff input. These phases, summarized to the right in **Figure 5-4**, provides a framework for the implementation of approximately \$742.5MM in capital improvement projects over the next 15+ years.

Included in the three capital project phases are on-going efforts that should be conducted concurrently across the fifteen-year period. These projects help advance longer term projects including trails and greenway development, new park development, land acquisition, water access and public art installations.

Considering Phases 1-3 in the fifteen-year time-frame, on-going projects total approximately \$81MM, or approximately \$5.2M per year, with an additional \$27M projected to last past the 15-year time-frame.

Each phase of the implementation is shown in detail on the following pages, with **Table 5-13** providing categories and capital improvement project figures for each year.

It should also be noted that these cost estimates are in 2022 dollars. It is assumed that as the implementation plan progresses, costs will escalate due to inflation and related factors and later phases may carry a higher actual cost than what is shown at this time. Escalation estimates are included in the full cost estimate in the Appendix.

Figure 5-4: Phasing Plan Totals



Phase 1: Short-term Capital Projects 1-5 Years - \$247,014,852

Phase 1 focuses on immediate needs and the highest priorities of the community; renovations and reinvestment in existing parks and facilities, new facilities in existing parks, and providing additional recreation amenities in undeveloped parks. These immediate actions will also help increase the capacity of the park system by adding more facilities, amenities, and open space at existing parks.



**Average
Cost Per Year:
\$49,402,970**

Phase 2: Medium-term Capital Projects 6-10 Years - \$180,718,077

Phase 2 further advances improvements to existing parks and continues addressing aged amenity / equipment replacement. This phase also includes the continuation of projects that improve undeveloped parks, increase sustainability and resilience, and add more parks, open spaces and aquatic facilities, while also positioning the department for further land acquisition and new park development.



**Average
Cost Per Year:
\$36,143,615**

Phase 3: Long-term Capital Projects 11-15+ Years - \$206,998,075

Phase 3 is focused on continuing to improve and replace aging facilities in existing parks, as well as activate the remaining undeveloped parks to increase the level of service of the park system, and provide high quality recreation opportunities for City of Tampa Residents.



**Average
Cost Per Year:
\$41,399,615**

Ongoing Capital Projects: - \$108,053,018

Ongoing projects are improvements that require significant resources, projects that do not have a defined location, or projects that are more opportunistic and benefit from strategic partnerships. This includes the development of K-Bar Ranch, new parks and water access points, and greenway projects. Ongoing projects are intended to be implemented gradually over the course of a 20-year period.



**Average
Cost Per Year:
\$5,402,651***

* Ongoing Capital Costs are spread over a 20-year period.

Table 5-13: Parks Included in Phasing Plan

Parks in Phase 1: Short-term	
Major Parks	Neighborhood Parks
Bayshore Blvd Linear Park	22nd Street Park - Initial Projects
Cypress Point Park - Initial Projects	Alan Wright Park
Lloyd Copeland Park	Alfred 'Al' Barnes Jr. Park
Macfarlane Park - Initial Projects	American Legion Park - Initial Projects
New Tampa Community Park - Initial Projects	Angus Goss Park
Picnic Island Park - Initial Projects	Bobby Hicks Park
Regional Parks	Borrell Park
Al Lopez Park - Initial Projects	Calvin R. Taylor Park - Initial Projects
Courtney Campbell Trail - Initial Projects	Capaz Park
Curtis Hixon Park - Initial Projects	Charles B. Williams Park - Initial Projects
Lowry Park - East side	Cheney Park - Initial Projects
Tampa Riverwalk - Initial Projects	Clifton 'Cal' Dixon Tennis Park - Initial Projects
Special-Use Parks	Corona Park
Ben T. Davis Beach - Initial Projects	Cuscaden Park - Initial Projects
Danny del Rio Pool	Cyrus Greene Recreation Complex - Initial Projects
Deputy John Kotflia Jr. Memorial Dog Park	David E. West Park
Greco Softball Complex - Initial Projects	Davis Islands Park
Interbay Pool	Desoto Park Recreation Complex - Initial Projects
Marjorie Park Yacht Basin - Initial Projects	Dr. Martin L. King Recreation Complex - Initial Projects
Mickey McGuire Creative Arts Theater	Duran Park - Initial Projects
Perio and Albany Park	Epps Park - Initial Projects
Sandra Freedman Tennis Complex	Forest Hills Park
	Foster Park - Initial Projects

Parks in Phase 1: Short-term

Fred Ball Park

Fremont Linear Park - Initial Projects

Gadsden Park

Giddens Park

Grant Park

Henry and Ola Park

Highland Pines Park

Himes Ave. Sports Complex

Hyde Park

Lincoln Gardens Park - Initial Projects

Loretta Ingraham Recreation Complex

McDugald Park - Initial Projects

North Tampa Park

Oak Park

Palma Ceia Park

Phillips Park

Plymouth Playground

Port Tampa Park

Rey Park

Riverview Terrace Park

Robles Park - Initial Projects

Skyview Park - Initial Projects

Southwest Port Tampa Park

Takomah Trail Park

Tampa Park Plaza

Temple Crest Park

Tony Jannus Park

Wellswood Park - Initial Projects

Williams Park

Urban Relief Parks

Bay to Bay Blvd Park

Bermuda Blvd. Linear Park

Columbus Drive Park

Edgewood Park

Hillsborough Ave. Linear Park

Lykes Gaslight Park

River Shore Dr Linear Park

Simms Park

Snow Park

Sunset Park

Tampa Bay Boulevard Linear Park

TGH Park

Resource-Based Parks

McKay Bay Nature Park - Initial Projects

New Tampa Nature Park

Purity Springs Park

Tappan Park

Conservation Parks

McKay Bay Trail East - Initial Projects

Parks in Phase 1: Short-term

Undeveloped Parks

- Blackwater Hammock Park
- Dundee Park
- Greenwood Park - Initial Projects
- Jim Walter Park
- K-Bar Ranch - Initial Projects
- New Tampa 5 Acre Park
- Picnic Island Bayou - Initial Projects
- River Tower Park

Proposed Parks

- Relocation of Sulphur Springs Pool and Redevelopment of Existing Site

Parks in Phase 2: Medium-term

Major Parks

- Cypress Point Park - Additional Projects
- Macfarlane Park - Additional Projects
- Picnic Island Park - Additional Projects
- Rowlett Park - Initial Projects

Regional Parks

- Al Lopez Park - Additional Projects
- Courtney Campbell Trail - Additional Projects
- Curtis Hixon Park - Additional Projects
- Julian B. Lane Riverfront Park - Initial Projects

Parks in Phase 2: Medium-term

Special-use Parks

- Ben T. Davis Beach - Additional Projects
- Greco Softball Complex - Additional Projects
- Roy Jenkins Pool
- Tampa Heights Greenway
- Marjorie Park Yacht Basin - Additional Projects

Neighborhood Parks

- 22nd Street Park - Additional Projects
- A.J. Palonis Jr. Park
- American Legion Park - Additional Projects
- Anderson Park
- Ballast Point Park
- Benito Center
- Bern's Park
- Calvin R. Taylor Park - Additional Projects
- Charles B. Williams Park - Additional Projects
- Cheney Park - Additional Projects
- Clarence Fort Freedom Trail
- Clifton 'Cal' Dixon Tennis Park - Additional Projects
- Cuscaden Park - Additional Projects
- Cyrus Greene Recreation Complex - Additional Projects
- Davis Islands Seaplane Basin
- Desoto Park Recreation Complex - Additional Projects
- Dr. Martin L. King Recreation Complex - Additional Projects

Parks in Phase 2: Medium-term

Duran Park - Additional Projects

East Ybor Park

Epps Park - Additional Projects

Fernando Rodriguez Mesa Morgan Street Park

Foster Park - Additional Projects

Freedom Park

Fremont Linear Park - Additional Projects

Ignacio Haya Linear Park

Jackson Heights Park

Lincoln Gardens Park

McDugald Park - Additional Projects

PAL Center Park - Initial Projects

Palma Ceia Lions Park - Additional Projects

Perry Harvey Sr. Park

Plymouth Park

Riverside Garden Park

Robert C. Gardner Sr. Highland Avenue Park

Robert L. Cole Sr. Community Lake

Robles Park

Rome and Sligh Park

Skyview Park - Additional Projects

Spanish American War Memorial Park

Spring Hill Park

Swann Avenue Circle

Wellswood Park - Additional Projects

Woodland Terrace Park

Urban Relief Parks

Bayside Dr. Park

Collins Park

Columbus Statue Park

Glenwood Drive Park

Kathy Echevarria Green Space

Park Circle Park

River Boulevard Park

Roberta Circle Park

Shorecrest Drive Linear Park

South Hale Park

Spanish Towne Creek Park

USF Park

Waverly Park

Resource-Based Parks

McKay Bay Nature Park - Additional Projects

Conservation Parks

Bayshore Restoration Park

McKay Bay Trail East - Additional Projects

Undeveloped Parks

Druid Park

Fire Station 19 Park

Greenwood Park - Additional Projects

K-Bar Ranch - Additional Projects

River Cove Park

Parks in Phase 2: Medium-term

Proposed Parks

New Aquatics Center

Tyson St. Park

Parks in Phase 3: Long-term

Major Parks

Cotanchobee Ft. Brooke Park

Macfarlane Park - Additional Projects

New Tampa Community Park - Additional Projects

Picnic Island Park - Additional Projects

Rowlett Park - Additional Projects

Regional Parks

Al Lopez Park - Additional Projects

Courtney Campbell Trail - Additional Projects

Curtis Hixon Park - Additional Projects

Julian B. Lane Riverfront Park - Additional Projects

Tampa Riverwalk - Additional Projects

Special-use Parks

Greco Softball Complex - Additional Projects

Marjorie Park Yacht Basin - Additional Projects

West River Walk

Parks in Phase 3: Long-term

Neighborhood Parks

22nd Street Park - Additional Projects

Calvin R. Taylor Park - Additional Projects

Centennial Park

Davis Islands Park - Additional Projects

Fremont Linear Park - Additional Projects

Gadsden Park - Additional Projects

Gandy Park South

Giddens Park

Grant Park - Additional Projects

Henry and Ola Park - Additional Projects

Jose Marti Park

Madison St. Park

Marcellino Chelo Huerta Friendship Park

McDugald Park - Additional Projects

PAL Center Park - Additional Projects

Patterson Street Park

Plant Park

Ragan Park

Reed Park

Rey Park - Additional Projects

Rivercrest Park

San Jose Park

Seminole Garden Center Park

Southwest Port Tampa Park

Sulphur Springs Baseball Complex

Sulphur Springs Park

Swann Pond

Temple Crest Park - Additional Projects

Vila Brothers Park

Washington Street Park

Water Works Park

Williams Park - Additional Projects

Urban Relief Parks

Aids Memorial Park

Captain Joseph Fry Park

Davis Islands Apex Park

Kiley Garden

MacDill Park

Phil Bourquardez Park

Sierra Circle Park

South Davis Blvd. Linear Park

St. Joseph Hospital Linear Park

Undeveloped Parks

GSA Railroad Spur

K-Bar Ranch - Additional Projects

MacDill 48 Park

Nuccio Parkway

Palm River Park

Picnic Island Bayou - Additional Projects

Ongoing Projects

Special-Use Parks

Ben T. Davis Beach - Beach Renourishment and Stabilization

Undeveloped Parks

K-Bar Ranch - Parking and Pedestrian Paths

Proposed Parks

New Parks to Improve LOS

Water Access Points

Greenways and Trails

Neighborhood Greenways (Approximately 10 Miles)

Major Greenways (Approximately 10 Miles)

Enhancements to Existing Sidewalks (Approximately 15 Miles)

5.5 MAINTENANCE MANAGEMENT & STAFFING RECOMMENDATIONS

With the addition of park acreage and new facilities, operation and maintenance (O&M) costs can be expected to increase. These increases, however, can be off-set by the fact that a significant portion of recommended capital improvements are for the replacement or enhancement of existing facilities or parks. In many cases, replacement of worn park amenities or facilities in poor conditions can result in cost savings due to lower needs in maintenance and staffing to repair, inspect facilities, or in equipment and material costs. This plan is conservative in the assumption that replacement of existing park amenities or facilities will result in a net zero cost adjustment for operations and maintenance.

Adding parkland, developing undeveloped parks, and new facilities, however, will commonly result in additional O&M costs. With full implementation of the Vision, approximately 611 acres of undeveloped parks will be activated and approximately 50 acres of new park land will be added to the system, along with 35 miles of greenways, trails, and improved sidewalk connections. New facilities added to existing parks also can result in increased maintenance, staffing, and programming costs.

Tables 5-14 through 5-17 identify the estimated phased annual O&M cost for new or expanded facilities with each of the phasing terms. Elements included in these estimates that will require future maintenance and operational funding include:

- **New Facilities in Existing Parks:** These improvements include additions to existing parks that are not currently in the parks.
- **Undeveloped Parks:** These improvements include the development and activation of the 15 parks that are currently owned by the City but do not have any programmatic elements at this time.
- **New Parks:** These improvements include the development of new parks such as new Aquatic Facilities, Tyson Street Park, future

parks to improve level of service, and water access points.

- **Land Acquisition:** Land that is currently not in the park system but will be necessary to develop new parks.
- **Staff Additions (City of Tampa):** Staff additions estimates are provided at an annual salary over the five years encompassed by each term. Ongoing project staff costs are spread over a term of 20 years.
 - **Maintenance:** Additional staff needed to address maintenance needs for park improvements within each term.
 - **Financial Administration:** Additional staff needed to manage improvement program budgets, procurement and funding allocation.
 - **Programming/Facility Staffing:** Additional staff needed to facilitate programs within new indoor and outdoor facilities, as well as staff needed to operate new indoor and aquatic facilities.
 - **Planning and Design:** Additional staff needed to internally manage planning and design projects associated with proposed improvements.
- **Improvement Program Management:** Management of the overall CIP improvement program including program initiation, public communication, planning, design, and construction. These services would be provided by an outside consultant, and percentages vary by term.
- **Increase in Programming Allowance:** Funds allocated toward the implementation of new programs and services in new facilities (15% of improvements cost).

Table 5-14: Operations and Maintenance Estimates for Short-Term Improvements (1-5 Years)

Improvement Type	Short-Term Total Costs		Short-Term O&M
New Facilities in Existing Parks	\$62,426,932		\$749,123
Undeveloped Parks	\$25,789,537		\$309,474
New Parks	\$18,337,200		\$220,046
Trails and Greenways	-		-
Land Acquisition	\$6,000,000		\$72,000
Sub Total	\$112,553,670		\$1,350,644
Staff Additions			
Maintenance	Number of Staff	8	\$2,500,000
Financial Administration (For CIP Improvements)	Number of Staff	2	\$900,000
Programming/Facility Staffing	Number of Staff	8	\$2,225,000
COT Planning and Design	Number of Staff	8	\$3,165,000
Improvement Program Management (1.5%)*		-	\$3,705,223
Increase in Programming Allowance (15%)		-	\$1,187,347
Sub Total		26	\$13,682,569
Total Over Short-Term			\$15,033,213
Average Annual Cost Over Short-Term			\$3,006,643

*1.5% of all Short-Term improvement costs. Includes program initiation and public engagement for program validation

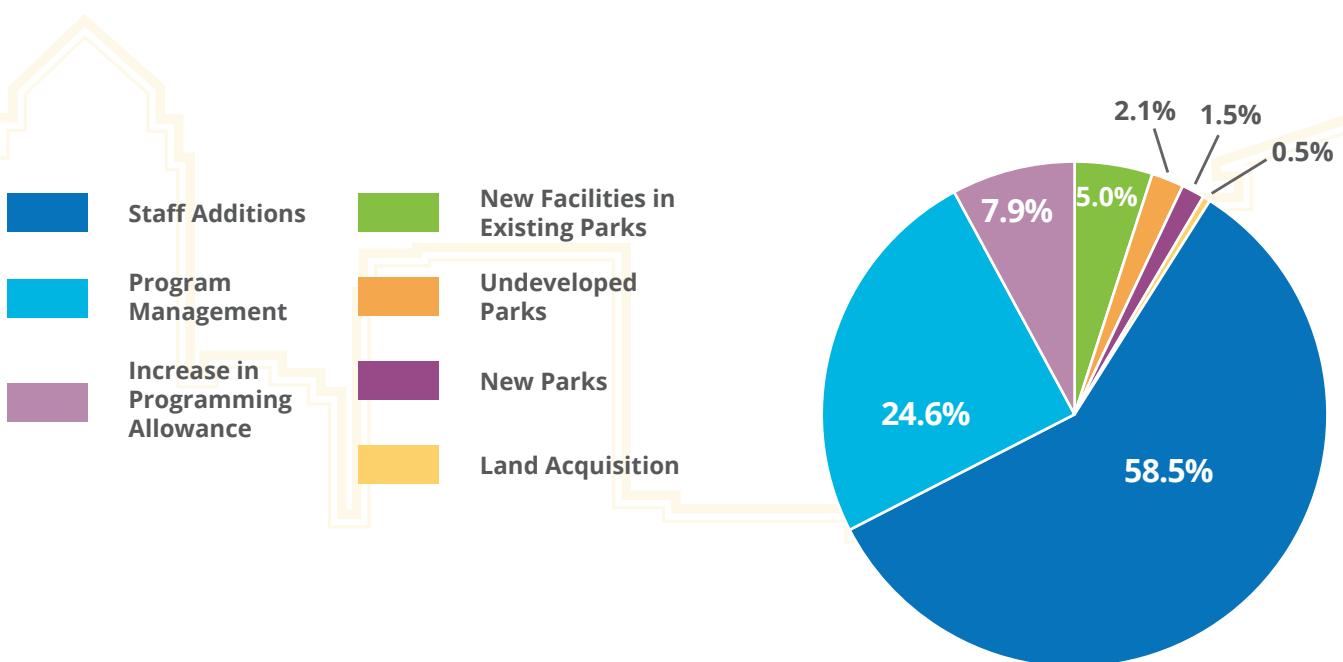


Table 5-15: Operations and Maintenance Estimates for Medium-Term Improvements (6-10 Years)

Improvement Type	Medium-Term Total Costs		Medium-Term O&M
New Facilities in Existing Parks	\$47,361,849		\$568,342
Undeveloped Parks	\$15,726,214		\$188,715
New Parks	\$21,889,000		\$262,668
Trails and Greenways	-		-
Land Acquisition	\$6,000,000		\$72,000
Sub Total	\$90,977,063		\$1,091,725
Staff Additions			
Maintenance	Number of Staff	14	\$3,800,000
Financial Administration (For CIP Improvements)	Number of Staff	2	\$900,000
Programming/Facility Staffing	Number of Staff	18	\$4,625,000
COT Planning and Design	Number of Staff	-	-
Improvement Program Management (1.5%)	-	-	\$1,355,386
Increase in Programming Allowance (15%)	-	-	\$868,759
Sub Total	34		\$11,549,144
Total Over Medium-Term			\$12,640,869
Average Annual Cost Over Medium-Term			\$2,528,174

*1.5% of all Medium-Term improvement costs. Includes program initiation and public engagement for program validation

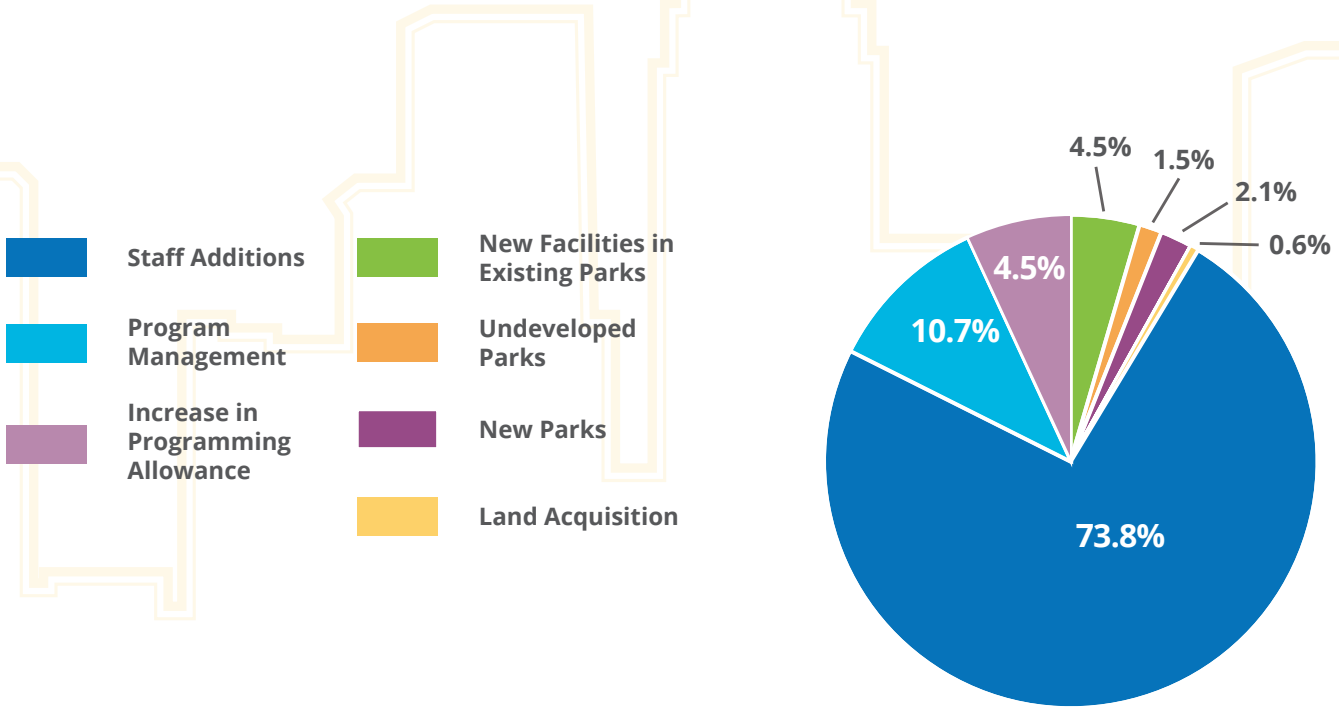


Table 5-16: Operations and Maintenance Estimates for Long-Term Improvements (11-15+ Years)

Improvement Type	Long-Term Total Costs		Long-Term O&M
New Facilities in Existing Parks	\$61,700,548		\$740,407
Undeveloped Parks	\$27,457,892		\$329,495
New Parks	-		-
Trails and Greenways	-		-
Land Acquisition	\$6,000,000		\$72,000
Sub Total	\$89,158,440		\$1,069,901
Staff Additions			
Maintenance	Number of Staff	16	\$3,800,000
Administration (For CIP Improvements)	Number of Staff	-	-
Programming/Facility Staffing	Number of Staff	20	\$4,925,000
COT Planning and Design	Number of Staff	-	-
Improvement Program Management		-	\$1,552,486
Increase in Programming Allowance		-	\$730,485
Sub Total		36	\$11,007,971
Total Over Long-Term			\$12,077,872
Average Annual Cost Over Long-Term			\$2,415,574

*1.5% of all Long-Term improvement costs. Includes program initiation and public engagement for program validation

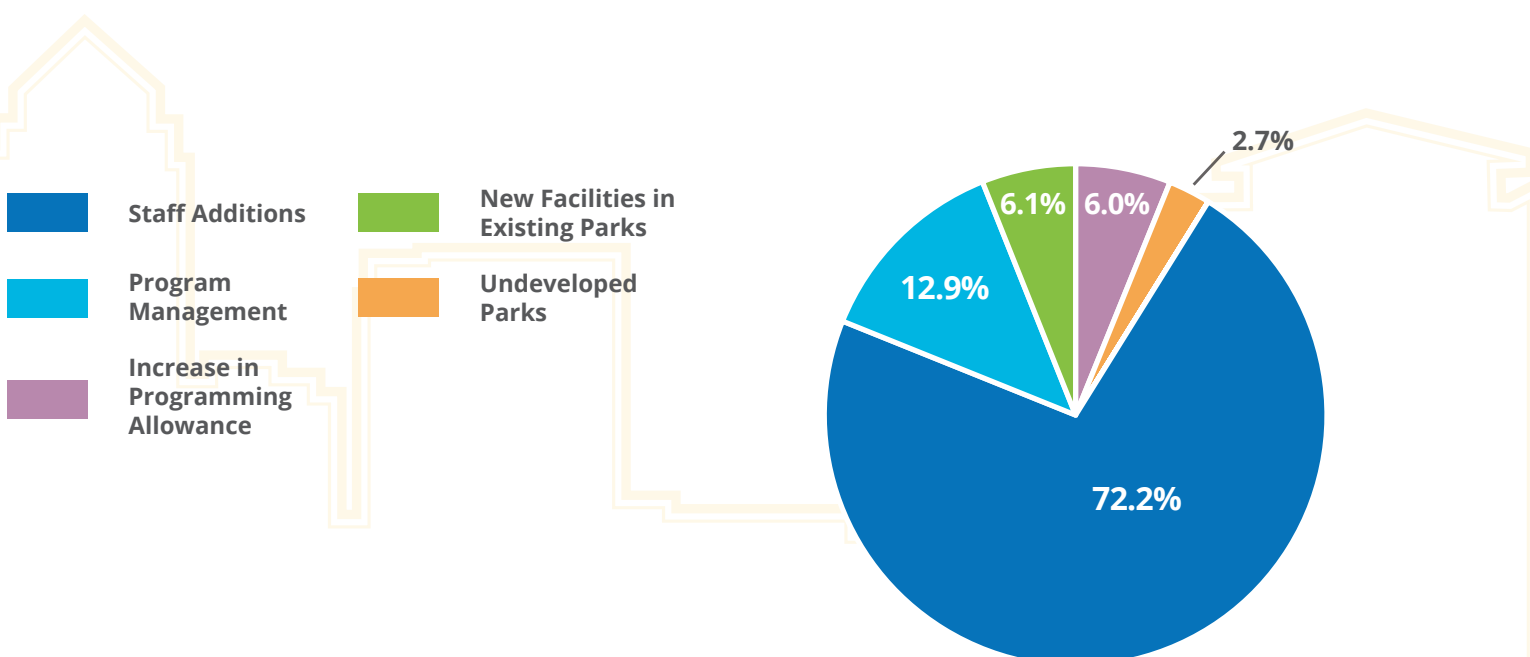


Table 5-17: Operations and Maintenance Estimates Ongoing Improvements

Improvement Type	Ongoing Total Costs	Ongoing O&M
New Facilities in Existing Parks	-	-
Undeveloped Parks	\$7,891,610	\$94,699
New Parks	\$15,203,026	\$182,436
Trails and Greenways	\$45,045,084	\$540,541
Land Acquisition	\$21,000,000	\$252,000
Sub Total	\$89,139,720	\$1,069,677
Staff Additions		
Maintenance	Number of Staff	-
Financial Administration (For CIP Improvements)	Number of Staff	-
Programming/Facility Staffing	Number of Staff	-
COT Planning and Design	Number of Staff	3
Improvement Program Management	-	\$540,265
Increase in Programming Allowance	-	-
Increase in Marketing	-	-
Sub Total	3	\$5,080,265
Total Over Ongoing		\$6,149,942
Average Annual Cost Over Ongoing		\$307,497

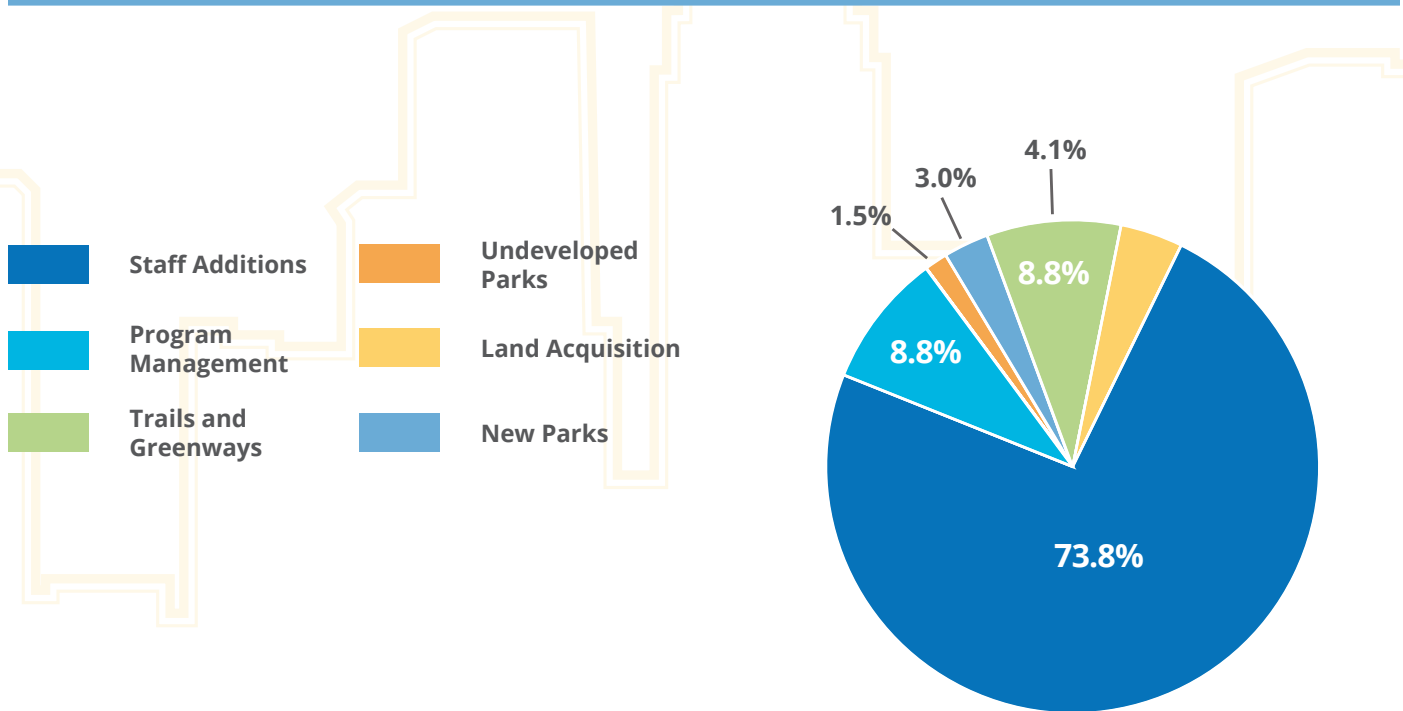


Table 5-18 below provides a summary of the total O&M costs over each term for new facilities in existing parks, new parks, and new greenways and trails. Also included is the average cost per year over the five years of each term. This table also provides total O&M costs and average O&M cost per year when O&M costs for ongoing projects are factored in. The ongoing projects are spread across a 20-year term, so the ongoing O&M costs applied to each term represent five years of the 20 years of ongoing projects.

It is also important to note that O&M costs are accrued each year that the program continues. For example, all annual O&M costs associated with the Short-term projects will also be present when the Medium-term is implemented. The last line of **Table 5-18** provides an estimate of the average total O&M cost per year for each term once the previous term is applied.

This concept is also illustrated in **Table 5-19**, where the increase in O&M costs are applied to each year of the 15-year improvement program to show the cumulative increases for each year. The increases in the operating budget are further illustrated by adding them to the adopted 2023 budget for reference. This provides a representation of how the overall operating budget will need to grow over 15 years to accommodate the proposed improvements. The percentage increase of the operating budget each year is also shown, with the average percentage increase over the course of 15 years provided.

Table 5-18: Operations and Maintenance Estimate Summary

	Short Term O&M Costs	Medium-Term O&M Costs	Long-Term O&M Costs	Ongoing O&M Costs
Total O&M Costs	\$15,033,213	\$12,640,869	\$12,077,872	\$6,149,942
Average O&M Costs per Year Over Term	\$3,006,643	\$2,528,174	\$2,415,574	\$307,497
Total O&M Costs per Year Including Ongoing	\$16,570,699	\$14,178,354	\$13,615,357	-
Average O&M Costs per Year Including Ongoing Over Term	\$3,314,140	\$2,835,671	\$2,723,071	
Average Total O&M Cost per Year Over Term Including Previous Term	\$3,314,140	\$6,149,811	\$8,872,882	
Average Cost per Year of Remaining Ongoing				\$1,537,485

Table 5-19: Cumulative Average Operating Cost, Operating Budget, and Percentage Increase Over 15-Year Improvement Program

Average Operating Cost per Year Over 15-Year Implementation Program					
	Year	Increase in O&M Costs	Increase in O&M Costs + Escalation*	Current Operating Budget** Increase in O&M Costs	Percentage Increase in Operating Budget Over Previous Year
Short-Term	Year 1	\$2,995,430	\$3,529,559	\$65,727,412	-
	Year 2	\$5,990,860	\$7,059,118	\$69,256,971	5.37%
	Year 3	\$8,986,291	\$10,588,677	\$72,786,530	5.10%
	Year 4	\$11,981,721	\$14,118,235	\$76,316,088	4.85%
	Year 5	\$14,977,151	\$17,647,794	\$79,845,647	4.62%
Medium-Term	Year 6	\$17,663,465	\$20,667,784	\$82,865,637	3.78%
	Year 7	\$20,349,779	\$23,687,773	\$85,885,626	3.64%
	Year 8	\$23,036,092	\$26,707,763	\$88,905,616	3.52%
	Year 9	\$25,722,406	\$29,727,752	\$91,925,605	3.40%
	Year 10	\$28,408,720	\$32,747,742	\$94,945,595	3.29%
Long-Term	Year 11	\$36,868,419	\$42,197,361	\$104,395,214	9.95%
	Year 12	\$45,328,118	\$51,646,981	\$113,844,834	9.05%
	Year 13	\$53,787,818	\$61,096,600	\$123,294,453	8.30%
	Year 14	\$62,247,517	\$70,546,220	\$132,744,073	7.66%
	Year 15	\$70,707,217	\$79,995,839	\$142,193,692	7.12%
<i>Average Percentage Increase in Operating Budget</i>					5.69%

* Assumes an annual escalation factor of 6.5%
 **Based on adopted 2023 operating budget of \$62,197,853

5.6 PRIORITY ACTION ITEMS

ACTION ITEMS

The recommendations in this section outline an approach to implementing various parks and facility improvements, policy updates, sustainability and resilience strategies, and operational best practices needed to address the shared-community Vision for the City of Tampa Parks and Recreation Department. **Table 5-20** on the following pages identifies action items for implementation that can help advance many of the recommendations provided in the previous sections. These action items are intended to be completed within the next -1-3 years, in order to facilitate the advancement of the objectives of the Vision, as well as the priorities identified by parks and recreation staff that will be critical to a successful implementation of this Master Plan.



Julian B. Lane Riverfront Park

Table 5-20: Priority Action Items

Priority Action Items (Completion in 1-3 years)
<i>Capital & Acquisitions</i>
Implement a focused approach for capital improvements that prioritizes reinvestments in existing parks that address safety, user experience, programming capacity, and community aesthetics.
Expand dedicated capital funding sources to address deferred maintenance and capacity-building expansions in existing parks.
Evaluate the potential for alternative funding sources for phases capital improvements including, bonds, taxes, and grants. This should include a feasibility study for a Parks and Recreation bond or tax referendum.
Secure additional grants by leveraging dedicated funding sources for targeted capital improvements or need-based grants from State, Federal, or non-profit sources.
Work with strategic partners to identify opportunities for improved access to parks and key connectivity nodes - prioritizing safety, neighborhood connectivity, ADA accessibility, and access to natural areas.
Develop a strategic land acquisition program to target and secure land acquisition opportunities - particularly locations for community pool facilities, opportunities for access to the waterfront, and locations to enhance access level of service.
<i>Policy & Initiatives</i>
Update the City Comprehensive Plan to include recommendations from the Master Plan including updating park nomenclature, tree canopy goals, and level of service standards.
Evaluate the Dedicated Park list to ensure all applicable existing parks are incorporated into the list. Provide provisions for the incorporation of future parks, and update City Ordinance 16-92 to provide additional protections against non-park use.
Develop comprehensive master plans for specific areas of focus that include: city-wide greenways and trails; arts and culture; and, cemeteries.
Initial site-specific master plans for all Phase 1 parks that were identified as needing additional planning efforts or public engagement.
Develop park and facility design guidelines and standards for use internally and by consultants to maintain a consistent design patten and language that visually brands the City's parks, and also enhances individual neighborhoods.
Work in conjunction with other City departments to develop a parks-oriented approach to access and linkages, stormwater management, sustainability, and resilience.

Environmental Sustainability, Conservation and Resilience

Develop guidelines for sustainable and resilient strategies in parks to coincide with the park and facility design guidelines

Establish measurable goals for the city-wide tree canopy with a focus on properly maintaining existing trees, planting new trees in parks and public ROWs, and ensuring trees have a healthy environment to grow and flourish.

Continue to utilize best practices for stormwater management in parks, and adopt a Stormwater Operations and Maintenance Manual to set standards for maintenance and guidelines for green infrastructure.

Incorporate educational opportunities into existing parks that emphasize the importance of conservation, stormwater management, sustainable practices, and a resilient park system.

Programming and Operations

Continue to offer a wide-range of recreation programs, cultural opportunities, and city-wide special events for residents of all ages and abilities.

Increase internal marketing efforts to highlight the benefits of the parks and recreation system and the programs and services available to the community - particularly at city-wide special events with large audiences.

Develop education programs in coordination with local school and other partners to promote nature-based activities, health and wellness, sustainability, and resilience.

Continue to enhance the Department's focus on its role as a community leader, and foster new and improved collaborative relationships with City departments, other recreation providers, local businesses, and professional sports teams.

In addition to the center-base programming model, develop a plan to expand programming into additional parks and natural areas throughout the City.

Enhance staff and volunteer training to include safety, community health, and emergency management courses and perceived safety assessment techniques.

Continue to evaluate the operations and maintenance needs of all capital improvements projects to ensure the department has accurate estimates and preparations for new facilities.

Develop the park amenity replacement matrix for all facilities in exiting parks to help mitigate deferred maintenance in the future.

Continue to modernize programming and operations practices such as registration, key performance indicator (KPI) tracking, personnel management, asset tracking, and maintenance standards.





Your Vision for
Our Tomorrow

