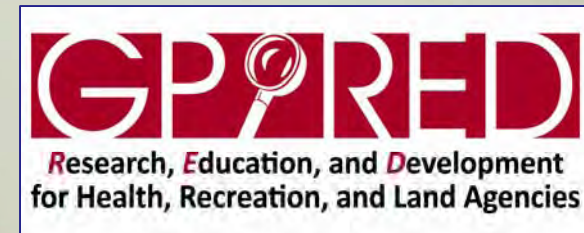


Safeguarding Our Health & Heritage

How Open Space, Parks, Recreation, Cultural, and Historic Resources Provide Bergen with an Enriched Quality of Life

Teresa Penbrooke, MS, CPRP



Today's Conditions

- Funding Challenges
- Attracting and Keeping Diverse Residents and Jobs
- Not commonly viewed as “essential services” – need for repositioning
- Social service or entrepreneurialism?
- Need for decisions related to balance of conservation, protection, and active recreation



Organizational Vision

Our Purpose

Why do we exist?

Our Values

Core Beliefs

Guiding Principles

Mandates

Our Mission
Where do we want to be?
What's the future service?

We Are Here

Our Purpose

Why do we exist?

Our Values

Core Beliefs

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Organizational Vision



Our Mission
Where do we want to be?
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Organizational Vision



Our Mission
Where do we want to be?
What's the future service?

Our Purpose
Why do we exist?

Need Assessment
Master Plan
Strategic Plan

Our Values
Core Beliefs
Guiding Principles
Mandates

We Are Here

Your
Agency and Community

Plans

Site Master
Plan

Plans

Master Plan

Plans

Feasibility
Study

Strategic
Plan

Conceptual
Study

Operational
Audit

Comprehensive
Plan

Needs
Assessment

Community Comprehensive Plan

Master Plan

Needs Assessment

Strategic Plan

Operational Audit

Park Master Plan

Conceptual Study

Feasibility Study

Policies and Ordinances

Budgets

Departmental Work Plans

Planning Model



VISION:

KEY ELEMENTS:

Land Use Transportation Community Facilities
Utilities Housing Urban Design
Environment Economic Development

MASTER PLANS:

Parks, Recreation, Open Space and Trails
Transportation, Utilities, etc.

SPECIFIC
MASTER PLANS:

City Park Concept Plan
Open Space Summary Report and Recommendations
Recreation Facility Feasibility Study

IMPLEMENTATION
TOOLS:

Regulations, Ordinances, Land Use Code Resolutions,
Annual Budget, CIP Budget, Annual Workplans,

Look at Your Mission

- Who are you serving?
- What is your vision of service for the community?
- Who are your programs targeting?
- How much are you subsidized?
- How much do you need to recover?
- What are your values?

What are your
roadblocks?



Concepts of Sustainability



Conservation/Passive

Mixed Use

Active

**Societal/Community
Values**



**Organizational
Values**

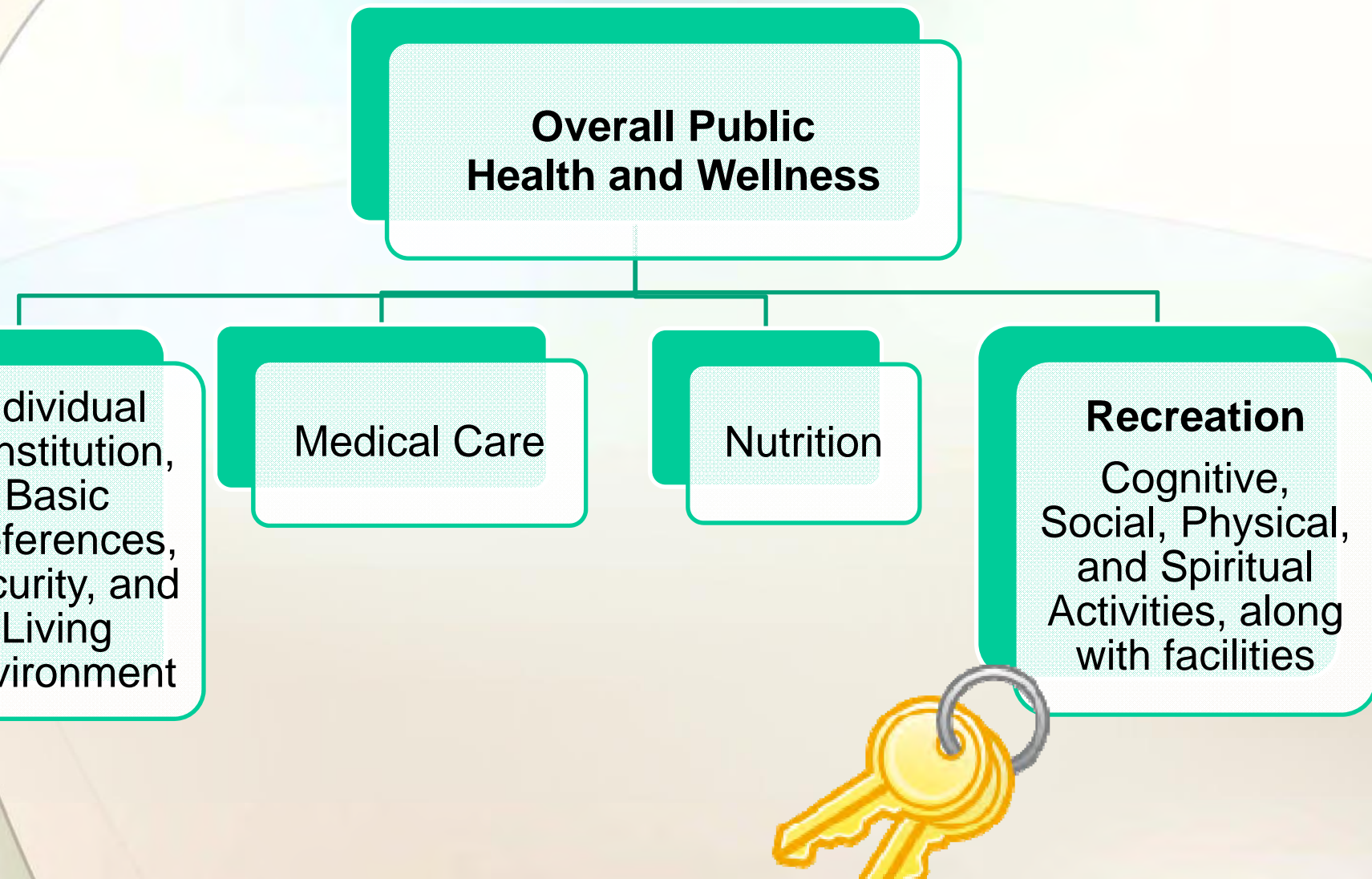
**Member/Staff
Values**

**Governing Bodies/
Policy Maker
Values**

Public Assessment & Information Gathering

Who	Users	Citizens/ Voters	Key Stakeholders Staff & Decision Makers Partners Alternative Providers	Consultants Project Team
Methodologies	Intercept Surveys Focus Groups Questionnaires Various Group Process Techniques SWOT Analysis Dot-ocracy	Public Meetings Statistically-Valid Survey Board/Commission Meetings Websites Other Media Outlets Nominal Group Process SWOT Analysis Dot-ocracy	Individual Interviews Small Group Meetings SWOT	Facilitation Inventory Trends Demographics Benchmarking Best Practices
Outcomes	Issues Needs Satisfaction Willingness to Pay Desired Amenities Identity Stakeholders	Support Consensus Education Funding Tolerance Priorities	Opportunities Constraints Gap Analysis Special Interest Political/ Historic Issues Niche Markets	Recommendations Policies Staff Development Sustainability Level of Service Partnerships Business Planning Funding: Traditional Alternative

Our Role in Overall Public Health



The Epidemic

Age-adjusted Percentage of U.S. Adults Who Were Obese

Obesity (BMI ≥ 30 kg/m²)

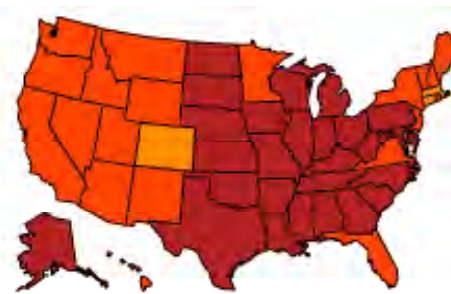
1994



2000



2008



In NJ – 23% are Obese, and 31% are Overweight

Example “Healthy Communities” Objectives



Our Role in Public Safety

Examples:

Swim Lessons

After school crime
reduction

Midnight basketball

Activation of spaces

Guardians of our youth



Our Role in Transportation

Trails and sidewalks

Alternative
transportation

- Walking
- Biking
- Skating
- And?

Access to the
community



How Do We Know What We Should Do?

- **Organizational Sustainability**
- **Good Planning**
- **Inventory and Analysis of Possibilities**
- **Assess Community Needs and Impacts**
- **Economic and/or Other Benefits**
- **Positioning and Marketing - Communications**

Measuring Levels of Service and Access to the Environment

Capacity-Based LOS

vs.

Composite-Values
Based LOS



What Really Affects Service?

- Capacity
- Quality and Condition
- Location and Access

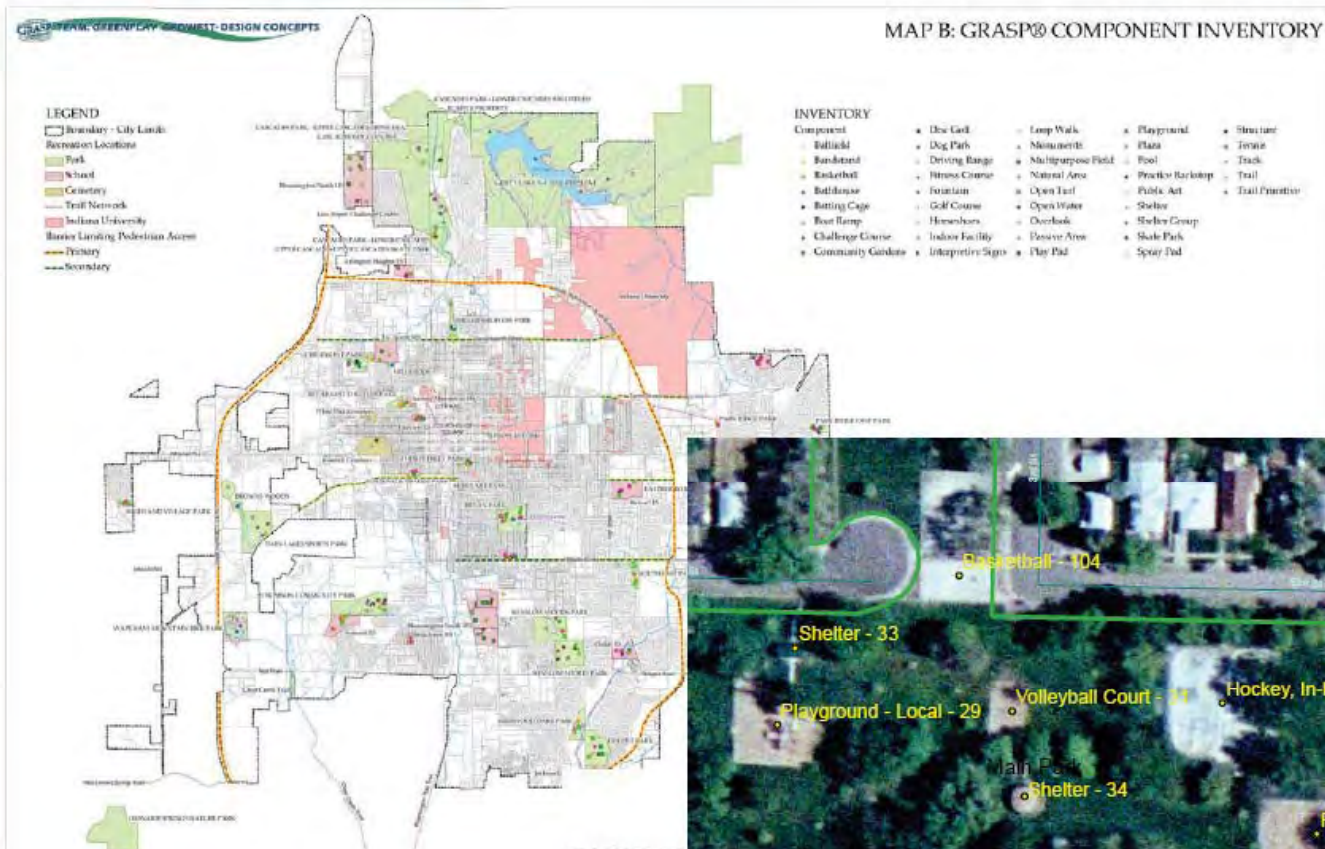


**The Built
Environment**

1 Inventory

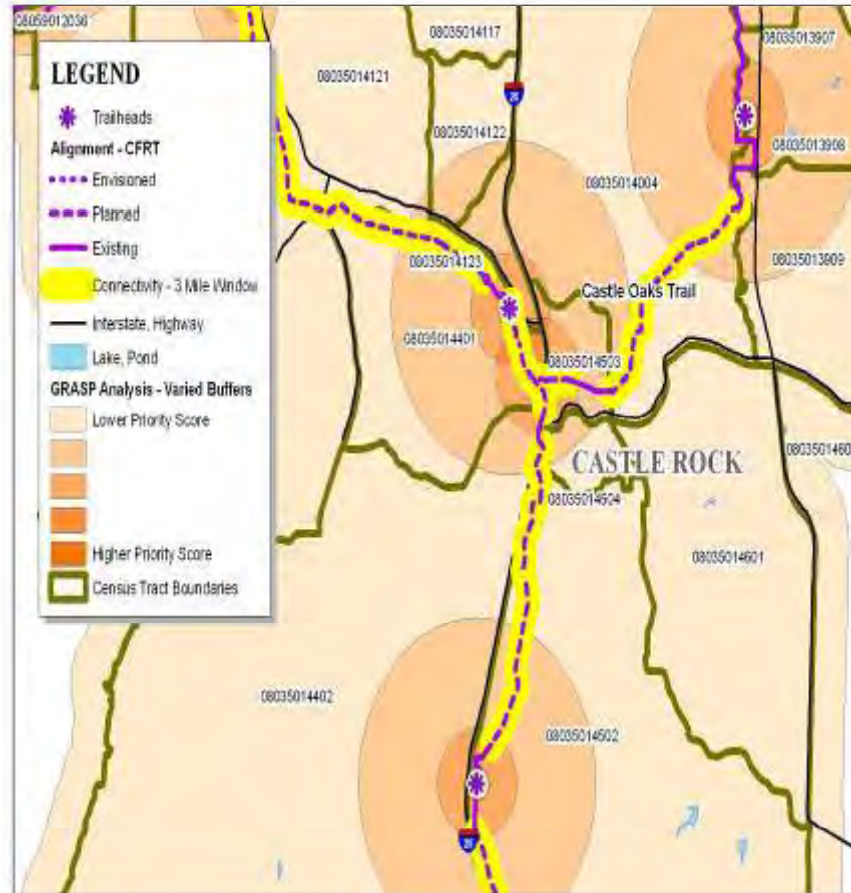
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3



Tools

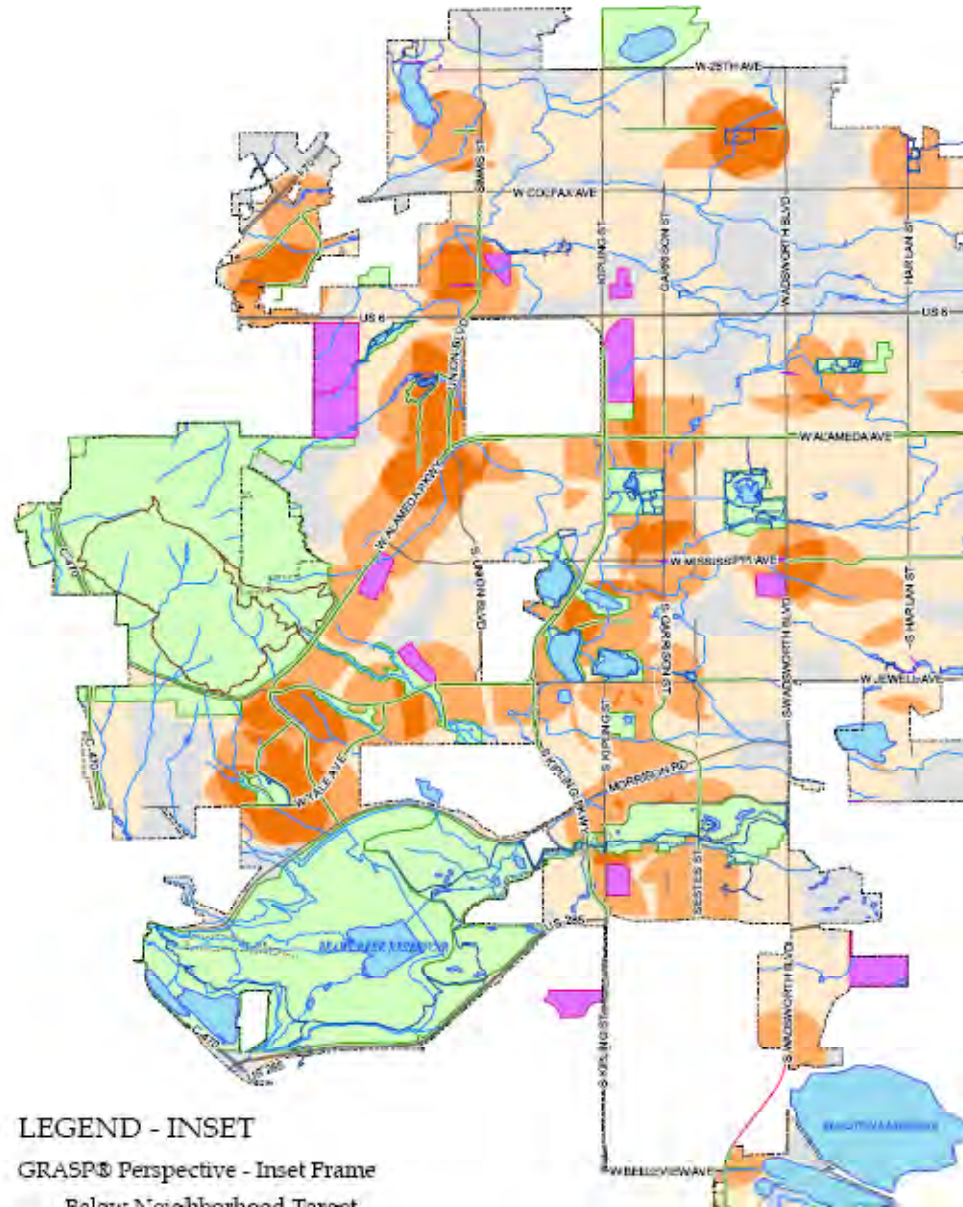
Analysis Perspectives




WALKABLE ACCESS TO TEEN COMPONENTS

LEGEND

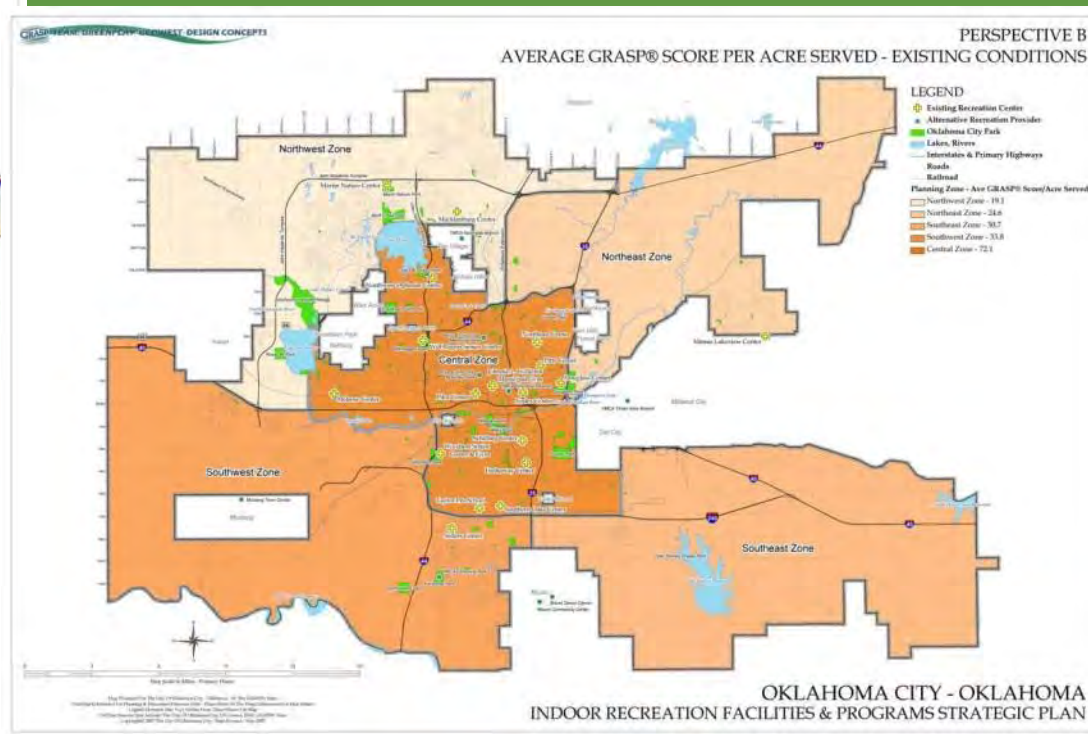
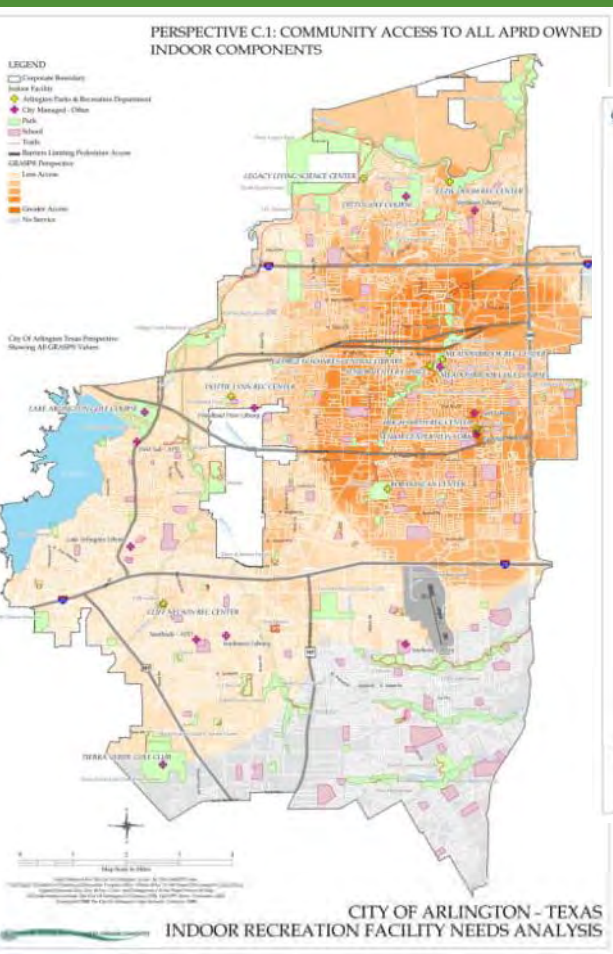
-  Corporate Limit
- Recreation Location
-  Park
-  School
-  Indoor Facility
- Recreation Trail
-  Detached
-  Attached
-  Other agency
-  Park Path
-  Primitive - Single Track
-  Primitive - Equestrian
-  Rivers, Streams, Irrigation
-  Lakes, Ponds, Rivers
-  Barrier Limiting Pedestrian Access
- GRASP® Perspective - Primary Frame
-  Less Access
-    Greater Access



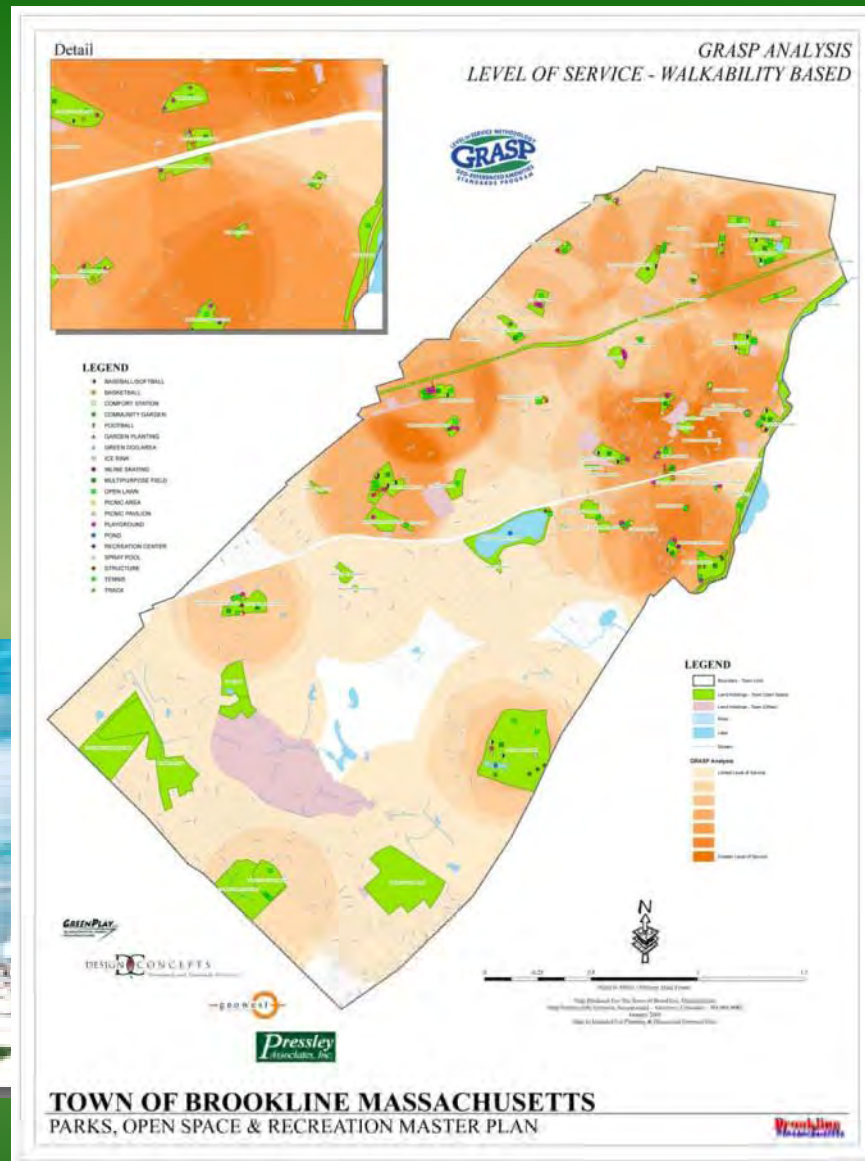
LEGEND - INSET

- GRASP® Perspective - Inset Frame
-  Below Neighborhood Forest

Indoor Components



Application



What Shade is Your Goal?

Our Role in Financial Sustainability

Organizational Values
Vision

Core Service Identification
& Provision Strategies

Organizational Mission

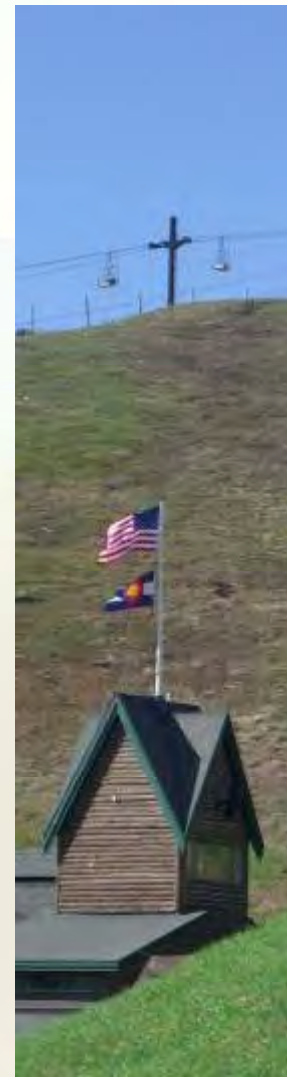
Financial Resource
Allocation Philosophy

Financing Goals &
Objectives



Economic Benefits

**How do you
prioritize
between revenue-
generation,
serving low-
income, social
good, and
conservation or
preservation?**

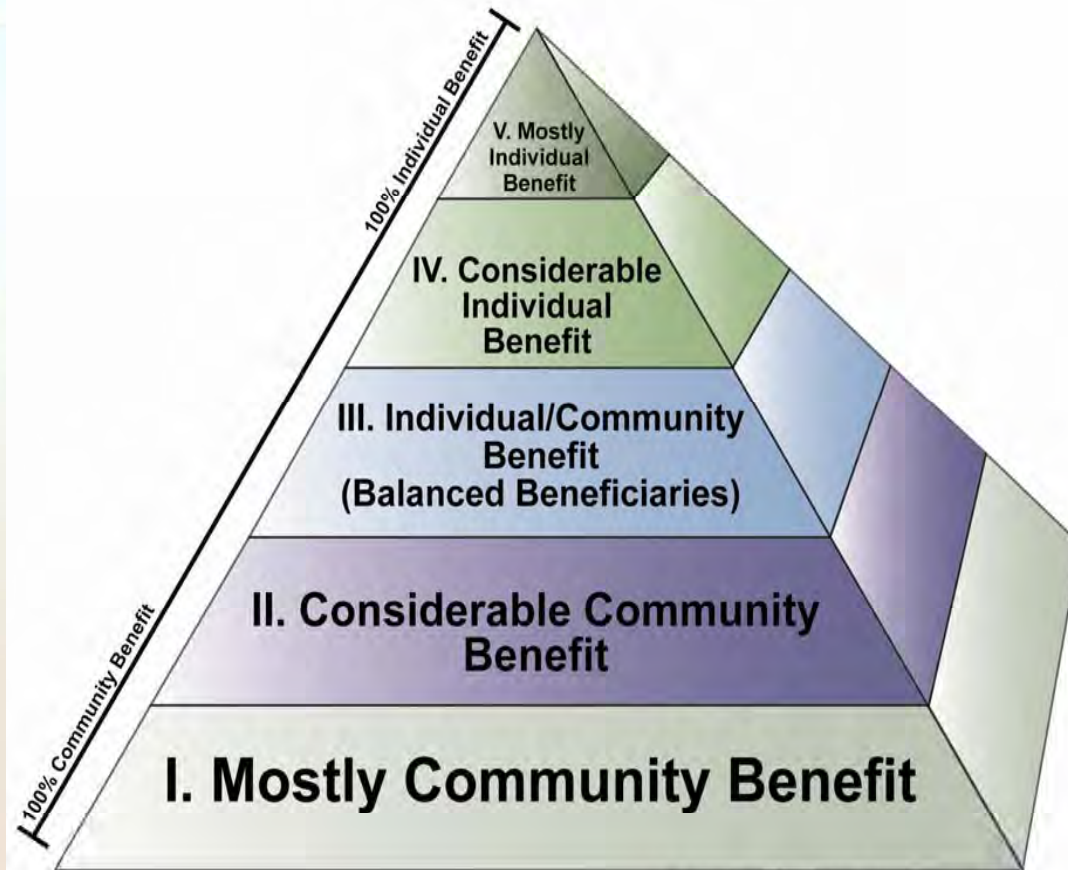


Pyramid Methodology

management tool utilized by agencies across the country
articulates the level of benefit that services provide
aligns with core services

allows for logical
determination of:

- ✓ resource allocation
 - ✓ Subsidy and cost recovery goals
 - ✓ future fees and charges
- justifies decisions



Services Assessment Matrix		Financial Capacity Economically Viable		Financial Capacity Not Economically Viable		
		Alternative Coverage High	Alternative Coverage Low	Alternative Coverage High	Alternative Coverage Low	
		Strong Market Position		Weak Market Position		Poor Fit
© 2009 GreenPlay LLC and GP RED	Strong Market Position	Affirm Market Position 1	Advance Market Position 2	Complementary Development 5	“Core Service” 6	
	Weak Market Position	Divest 3	Invest, Collaborate or Divest 4	Collaborate or Divest 7	Collaborate or Divest 8	
Poor Fit	Divest					9



What are our Roles?

- ▶ Recreation and Experiences!
- ▶ Public Health!
- ▶ Public Safety!
- ▶ Transportation!
- ▶ The built and natural environment!
- ▶ Finance!
- ▶ Quality of Life!



Thank You!

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