



OKC PARKS

# OKLAHOMA CITY PARKS MASTER PLAN *2020 UPDATE*



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NOTE: Updates to the *2013 Parks Master Plan* are found  
in green text throughout the document.



# OKLAHOMA CITY PARKS MASTER PLAN

## 2020 UPDATE

The *Oklahoma City Parks Master Plan 2020 Update* was developed and funded by the Oklahoma City Parks and Recreation Department (OKC Parks) and the Oklahoma City Community Foundation, in partnership with Wallace, Roberts & Todd, LLC (WRT). The *2020 Update* builds on the *2013 Parks Master Plan*, providing anticipated updates on the progress OKC Parks has made in recent years.



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Source: OKC Parks

ABOVE: Myriad Botanical Gardens



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Source: OKC Parks

ABOVE: Myriad Botanical Gardens





"Children of the Pathways Preschool celebrated May in particular and spring in general this morning with a party at McKinley Park in northwest Oklahoma City."

Source: Oklahoma Times, May 3, 1977



# CH. 1 | EXECUTIVE SUMMARY

Oklahoma City is on an impressive track towards national urban prominence with a vibrant economy, an admired massive infrastructure program, a growing presence in the world of professional sports and Olympic and amateur rowing, and an increasing arts and cultural scene. The city's success has attracted growth downtown and at the fringes.

The City of Oklahoma City is looking for ways to continue providing parks and recreation services and facilities in established neighborhoods as well as brand new neighborhoods. *The 2013 Parks Master Plan provided a compelling vision for our park system. The Parks Master Plan 2020 Update brings this vision in sync with new city-wide plans and incorporates the changes our city and park system have experienced in recent years. The Parks Master Plan 2020 Update is the guiding document for park system planning in Oklahoma City.*

- **Chapter 2** explains the history and role of the Oklahoma City Parks and Recreation Department, the importance of planning for our park system, ongoing city-wide and parks-wide efforts, and voter-approved funding.
- **Chapter 3** covers how the *2020 Parks Master Plan* was developed, key findings from previous efforts, how city-wide plans affect park planning, and how we compare to peer cities. The chapter explains community engagement efforts, the community's vision, and the strategic directions that came from those efforts.
- **Chapter 4** provides an overview of our park system. This includes descriptions of each park type, guidelines for designing safe parks, and considerations for evaluating if a park meets community needs.
- **Chapter 5** takes a deeper look at how our park system is serving the community. The chapter outlines level of service standards for different park types and how the city is or isn't meeting those standards. It applies these standards to our existing park system and identifies gaps in service for local and regional parks and trails. These analyses are accompanied by strategies to fill service gaps.
- **Chapter 6** is the Action Plan. It contains individual tasks that support each Action Step and strategic direction (identified in Chapter 3). The Action Plan is a working tool to carry out the vision, mission, and strategic directions.
- **Chapter 7** is about specific strategies to achieve the community's vision for our park system. The chapter covers funding, maintenance and partnership suggestions and strategies for achieving the action steps in chapter 6.





“Phon Nguyen, 17, grabs the lead in the wheelchair race of Oklahoma City’s handicapped youth track and field meet Saturday at Dolese Youth Park, NW 50 and Meridian.”

Source: Daily Oklahoman, July 3, 1988



## CH. 2 | INTRODUCTION

This chapter introduces the *Parks Master Plan 2020 Update (2020 Update)* and provides context for why the update occurred. Chapter 2 provides an understanding of why planning for the Oklahoma City park system (park system) is important to current and future generations. The chapter introduces the Oklahoma City Parks and Recreation Department (OKC Parks), including its history and role. Lastly, the chapter covers the agency's ongoing efforts and the role of voter-approved funding in the development of our parks.



# ABOUT THIS PLAN

This *Parks Master Plan 2020 Update*—funded and developed by OKC Parks and the Oklahoma City Community Foundation—is an update to the *2013 Parks Master Plan (2013 Plan)*. The *2013 Plan* provided direction for the stewardship and enhancement of Oklahoma City’s park system. However, since completion of the *2013 Plan*, the City Council has adopted multiple city-wide plans. Identifying the need to incorporate these plans into the parks master plan and to update parks data, the City, along with consultant Wallace Roberts & Todd (WRT), developed this *2020 Update*.

The *2020 Update* is a collection of information supporting the development of our park system. It includes the community’s vision; an overview of our park system; an analysis of how well the park system serves the community; an Action Plan to meet our goals; and strategies for funding, maintenance, and partnerships to achieve the community’s vision. The *2020 Update* will guide OKC Parks, City Council, the Park Commission, and other stakeholders in achieving the vision for our park system.

## WHAT IS A PARKS MASTER PLAN?

A parks master plan provides a framework for the planning, land acquisition, development, and administration of parks and recreation programs and facilities. It relies on community and stakeholder input to identify needs and create a cohesive vision for the parks and recreation system. Using this vision, consultants and stakeholders work together to develop a strategic plan. With a framework in place, a parks master plan guides decision makers and partners towards improving their park system.

## WHY UPDATE?

Planning is an ongoing process. Since the *2013 Parks Master Plan*, several accomplishments have been made in Oklahoma City. New trails and parks have been added to the park system, and several reports and studies relevant to our park system have been completed. The *2020 Update* provides updated data and incorporates policies and plans that have been completed since the *2013 Plan*. Two of these plans are Oklahoma City’s comprehensive plan, **planokc** (adopted in 2015), and Oklahoma City’s bicycle and pedestrian master plan, **bikewalkokc** (adopted in 2018).



Source: OKC Parks

ABOVE: Children’s Soccer League





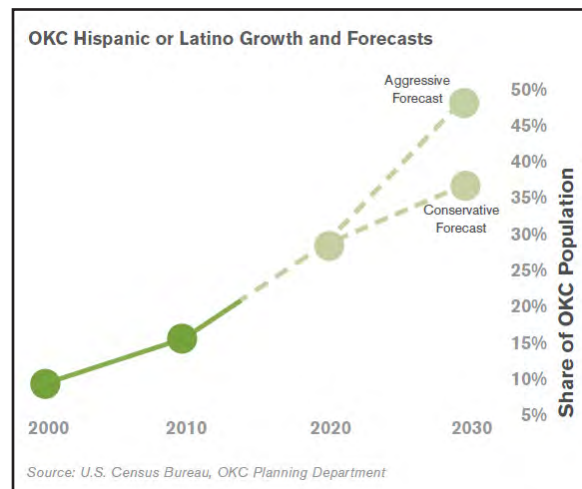
Source: OKC Parks

ABOVE: Will Rogers Gardens



# WHY PLAN?

Great parks build strong communities. Planning our park system to address the needs and challenges of our community will lead to great parks for Oklahoma City. As a part of the planning process for plan**okc**, residents, stakeholders, and city staff identified significant issues that will challenge our community now and in the future. Parks and recreation can play a role in addressing issues related to health and wellness, air and water quality, a changing population, and the transportation system.



## ISSUES FACING OUR COMMUNITY

### Health & Wellness

According to the American Fitness Index, in 2014, the Oklahoma City Metropolitan Statistical Area (MSA) ranked 48th among the nation's 50 largest metro areas for health and fitness (plan**okc**). A sedentary lifestyle is one factor that contributes to Oklahoma's high obesity rates. This can be influenced by the quality of outdoor environments and the recreational opportunities they provide.

### Air & Water Quality

According to the *Oklahoma Water Resources Board 2013 Beneficial Use Monitoring Program* reports, about 70% of Oklahoma City's major lakes and streams fail to meet water quality standards (plan**okc**). Since 1871, 60% of the area's forest has been removed (according to the 2009 Oklahoma City Native Tree Inventory), producing a city-wide heat island (plan**okc**). Environmental quality affects many important community issues related to health and wellness, economic diversity, and city quality.

### Changing Population

From 2000 to 2010, the City's Hispanic population grew from 10.1% to 17.2%. It is expected to increase at a similar rate over this decade. Forecasts predict that Oklahoma City's population will be approximately 35%-50% Hispanic by 2030.

Also by 2030, the City's largest population growth will be among older and younger adults. The number of residents aged 65 or older will increase from 11% to about 15%. At the same time, the greatest projected population growth is among young adults aged 20 to 30.

Households are changing. Between 1990 and 2010, the traditional two-parent family with children decreased from 27% to 18% of all households (Census Bureau). Over the last five decades, one-person households have increased from 16.7% to 28.4% (Census Bureau).

A changing population means changing needs. Understanding those needs is vital to ensuring the park system is relevant to our entire community. Population forecasts allow us to proactively plan for these changes.

### Transportation System

Over 96% of Oklahoma City residents travel to work in an automobile (Census Bureau). However, there is growing preference for active transportation, like walking and biking. This is demonstrated in surveys conducted during the planning process for both plan**okc** and the *2013 Parks Master Plan*. These preferences, combined with more older adults who will want to drive less, will make active transportation options an important component in our transportation system.



## PARKS ARE IMPORTANT

Some of the issues Oklahoma City is facing and will face in the future can be addressed by parks and recreation. Parks provide the vital infrastructure to support the community's needs, while recreation programming provides opportunities to engage, learn, and grow with the community.



Source: OKC Parks



### **Parks provide crucial health and wellness opportunities.**

*Use of green spaces is associated with decreased health complaints, improved blood pressure and cholesterol levels, reduced stress, improved general health perceptions and a greater ability to face problems.<sup>1</sup>*

### **Parks provide measurable economic and environmental benefits.**

*Parks contribute significantly to the economic well-being of communities through energy and resource conservation and provide many economic benefits to communities derived from outdoor recreation.<sup>2</sup>*



### **Parks strengthen community ties and bring diverse populations together.**

*Parks and recreation services provide a space and a reason to partake in enjoying quality time, relaxation, and fun among family members and friends, thus strengthening the social and familial bonds that provide balance and satisfaction in life.<sup>3</sup>*



<sup>1</sup> Making the Case for Designing Active Cities, Active Living Research (King's Fund, 2013), 2015  
<sup>2</sup> <https://www.nrpa.org/our-work/Three-Pillars/role-of-parks-and-recreation-in-conservation/>

<sup>3</sup> <https://www.nrpa.org/our-work/Three-Pillars/social-equity-and-parks-and-recreation/>



# ABOUT OKC PARKS

## Roles & Responsibilities

- The **Grounds Management Division** maintains our parks and athletic fields, keeps our park tree canopy in good health, oversees large special events in our parks, and provides hazard response services. This division ensures safe, well-maintained parks, amenities, trails, and other City properties.
- The **Natural Resources Division** stocks our ponds for sport fishing, provides unique horticulture displays, and engages with our community through environmental education programming. This division promotes the use and appreciation of Oklahoma's natural environment.
- The **Recreation, Health & Wellness Division** provides programs, events, and sports activities that reflect residents' interests. This division provides opportunities to socialize, develop skills, and participate in health affirming activities.
- The **Administration Division** provides leadership, support and information to the department so it can fulfill its mission and vision.

## OKC Parks Mission

The mission of OKC Parks is to provide cultural, social and recreational experiences to our community so they can have the opportunity to cultivate wellness and enjoy a healthy lifestyle.

## OKC Parks Vision

OKC Parks inspires our community to explore, learn, grow and play.



## GROUND'S MANAGEMENT

- Grounds & Park Maintenance
- Hazard Response Services
- Forestry Services
- Recreational Trails
- Oklahoma River
- Special Events





## NATURAL RESOURCES

- Martin Park Nature Center
- Will Rogers Gardens
- Fisheries Management Program
- Educational Programs
- Bricktown Canal
- Park Landscapes



## RECREATION, HEALTH, & WELLNESS

- Recreation Programs
- Athletics
- Aquatics
- Camps
- Arts
- City-wide Special Events



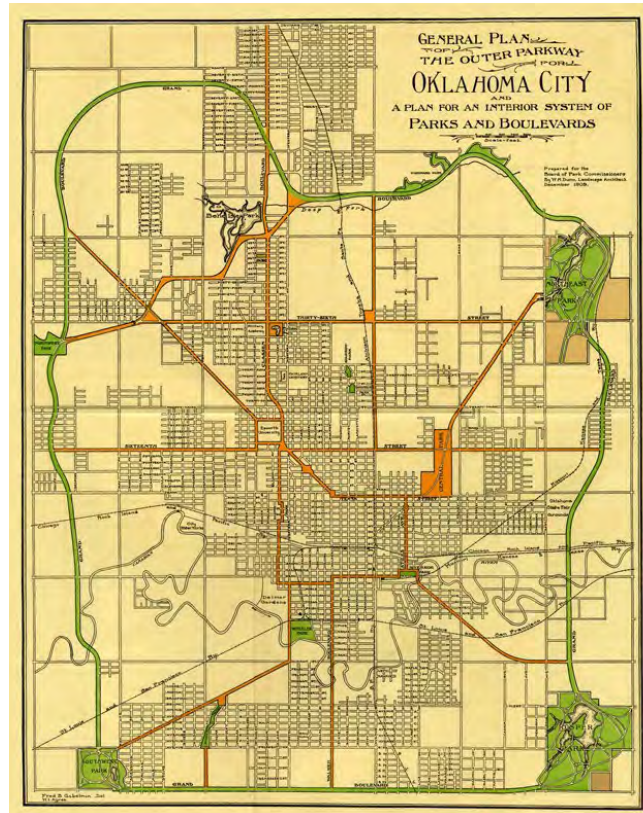


## OKC PARKS HISTORY

To create a vision for the future of our park system, we must understand its history. Oklahoma City's earliest leaders knew that planning for parks would be important to quality of life and, ultimately, to the growth of the city. Although our park system has evolved, some of the earliest visions for the park system can still be seen in our city today.

In the early years of the 20th century, the Oklahoma City Park Commission hired W.H. Dunn, a landscape architect from Kansas City, to design a system for the young city which, at the time, had the ambitious goal of reaching a population of 200,000 within a decade. He proposed a bold and striking plan—four major corner parks connected by a beautiful, tree-lined Grand Boulevard. With the strong backing of the park commissioners, the leading newspapers, and other city leaders, a major park bond was passed, the land was purchased or donated, and the great boulevard was laid out and graded. Learning from older cities like Camden, New Jersey, Lowell, Massachusetts, and Hartford, Connecticut, the Oklahoma City Park Commission plunged ahead, buying land not only for parks but also for adjoining development that, when sold, was used to cover costs of park acquisition and development. As a result, Northeast Park (now Lincoln Park), Southeast Park (now Trosper Park), Southwest Park (now Woodson Park) and Northwest Park (now Will Rogers Park) were opened in short order. They were all on the outskirts of the small city but helped lead to its expansion and development, and many other infill parks were acquired or donated by generous individuals or real estate developers.

Between 1950 and 1970, two factors changed our Park System dramatically—the construction of the interstate highway system and the city's dramatic expansion through annexation. As a result, several older parks are now bisected by highways, and parts of Grand Boulevard no longer exist.



Source: City of Oklahoma City



Source: Oklahoma Daily, 1981

.....

### ABOVE:

Concert at Will Rogers Park amphitheater.

### LEFT:

1910 Parks and Boulevard Plan by W.H. Dunn.

### BELOW:

Cross country meet at Woodson Park.

.....



Source: Oklahoma Daily, 1981



As the city's population has continued to grow farther from the center, the City has been presented with the challenge of providing services and facilities to serve a larger geographic area. OKC Parks has not had the funds to provide new parks while maintaining the older ones. As a result, in The Trust for Public Land's 2019 ParkScore® ranking of the park systems of the 100 largest cities, Oklahoma City came in 97th based on such factors as acreage, park access, amenities, and public spending.

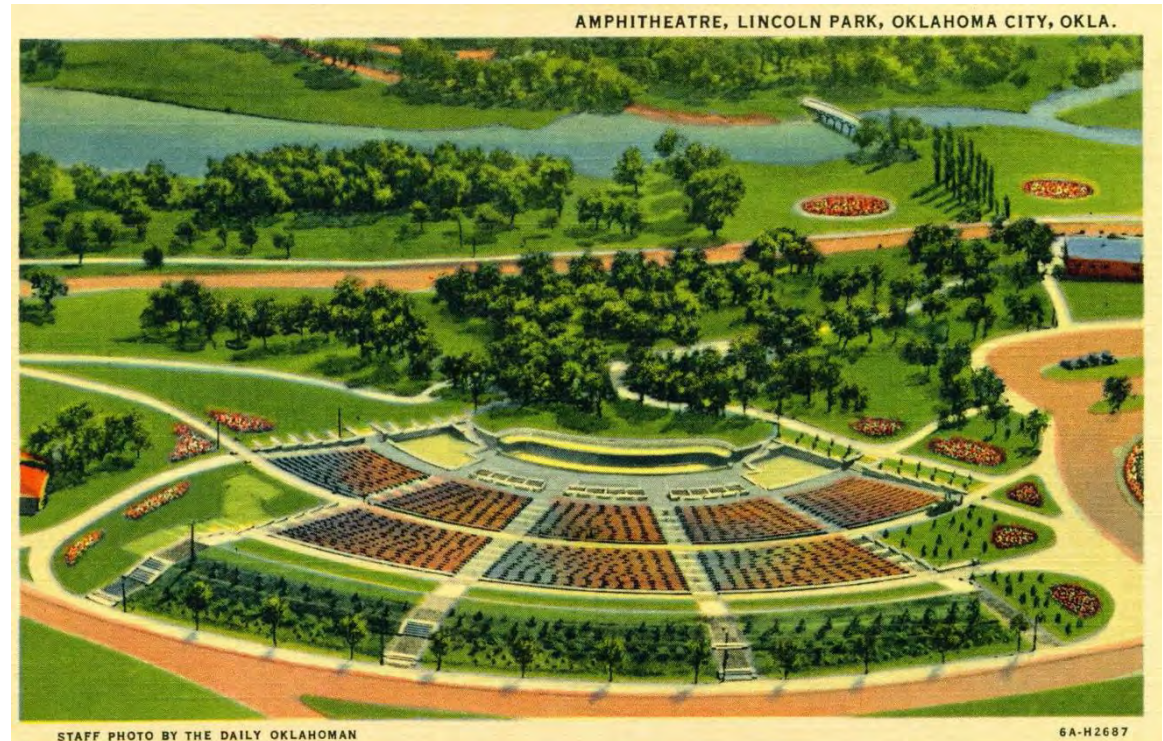
There is, however, a strong, new civic commitment to improve the parks and the urban fabric of Oklahoma City. This includes making better use of existing parkland; redefining conventions of park management and maintenance; devising more linkages between parks; creating more parkland; and building public-private and public-public partnerships. This spirit emanates from OKC Parks, as well as the corporate and philanthropic sectors, the sports and nature constituencies, the Oklahoma City Planning Department, the mayor and city council, and residents. In 2014, City Council elevated the role of OKC Parks by adding a sixth commitment to its Council Priorities: enhancing recreational opportunities and community wellness.

This document, based on input from hundreds of people and institutions as well as the accumulation of management and comparative data, provides the blueprint for an improved park system.

.....

[W.H. DUNN] PROPOSED A BOLD AND STRIKING PLAN—FOUR MAJOR CORNER PARKS CONNECTED BY A BEAUTIFUL, TREE-LINED GRAND BOULEVARD.

.....



Source: The Daily Oklahoman



Source: Oklahoma Daily, 1979

ABOVE:  
Kids playing at McKinley Park, 1979.



RIGHT:  
Kids bait fishing at Crown Heights Park, 1978.

Source: Oklahoma Daily, 1978



# ONGOING EFFORTS

## CITY-WIDE EFFORTS

The following ongoing efforts affect several city departments and have a tremendous impact on our parks system.

### 1% For the Arts (2009)

Arts and cultural investments make cities great places to live, study, and visit. They also foster economic development. In 2009, the City passed the One Percent for Art Ordinance. It requires that one percent of construction budgets for buildings and parks be allocated to public art. OKC Parks has worked with more than 20 artists, who rely on the community's input to develop and design public art. Public art in parks can create identities for individual parks, evoke community pride, and elicit emotional connections to parks. This, in turn, leads to site stewardship.

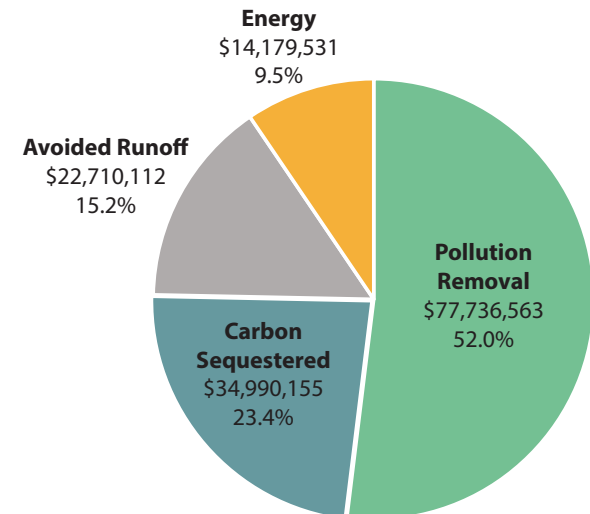
### Oklahoma City Metropolitan Tree Canopy Assessment (2019)

In 2019, the Oklahoma City Community Foundation partnered with the Association of Central Oklahoma Governments (ACOG) and Oklahoma Forestry Services to commission the Oklahoma City Metropolitan Area Tree Canopy Assessment. Conducted by Davey Resource Group, the project provides baseline data for managing the city's urban forest through a comprehensive, 536-square-mile study of tree canopy in the Oklahoma City Metro area. The final report and accompanying geocoded maps illustrate how trees provide community-wide environmental, functional and aesthetic benefits. This data helps shape our community's approach to beautification, quality of life and environmental sustainability including air quality and stormwater runoff planning, as well as the location and type of trees that should be considered for future planting.

### Major findings include:

- Annually, the study area's forest provides nearly \$150 million in environmental benefits to the community (**right**).
- The study area contained nearly 65 million total trees (SE 10 million trees), with 74 tree species. The most prevalent tree species include: Eastern redcedar (*Juniperus virginiana*, 13.2%), slippery elm (*Ulmus rubra*, 9.7%), and western soapberry (*Sapindus saponaria* ssp. *drummondii*, 9.6%)
- Excluding impervious surface and open water, this area contains approximately 197 square miles of land which has the potential to support tree canopy. Landcover totals are summarized **below**.

### ENVIRONMENTAL BENEFITS (CITY-WIDE TREES)



Source: Oklahoma City Metropolitan Tree Canopy Assessment

THE [CITY-WIDE] STUDY AREA'S FOREST PROVIDES NEARLY **\$150 MILLION** ANNUALLY IN ENVIRONMENTAL BENEFITS TO THE COMMUNITY.

### LANDCOVER (CITY-WIDE TREE CANOPY ASSESSMENT)

The Central Oklahoma Tree Canopy Assessment encompasses 536.4 square miles. Excluding impervious surface and open water, this area contains approximately 197 square miles which has the potential to support tree canopy. The following information characterizes land cover within the study area:

- **40.1% (137,787 acres) of grass and low-lying vegetation**
- **30.1% (103,407 acres) of impervious surface, including roads and structures**
- **22.4% (76,903 acres) of tree canopy, including trees and shrubs**
- **3.7% (12,866 acres) of bare soil**
- **3.6% (12,352 acres) of water**



# PARKS-WIDE EFFORTS

The following ongoing efforts are related specifically to our park system.

## OKC Parks Tree Inventory (2016)

In 2016, the Oklahoma City Community Foundation and the Oklahoma Forestry Services funded a tree inventory study to evaluate the health of trees in Oklahoma City’s public parks. More than 19,000 trees were surveyed in 134 city parks. The result was an expansive inventory of individual trees that will help OKC Parks’ forestry crews prevent disease and ensure the viability of the city’s urban tree canopy. This study established a baseline of data to more efficiently plan for tree maintenance, planting and replacement.

### Major Findings Include:

The tree population in Oklahoma City parks meets diversity standards and includes 185 species, with 60 percent being native to Oklahoma.

The estimated value of the inventoried trees is \$42.1 million, or an average of \$2,146 per tree.

Trees growing in Oklahoma City parks provide \$163,603 in annual environmental benefits to the city, including:



ENVIRONMENTAL BENEFITS (PARK TREES)

The 19,000+ trees throughout the City’s parks, 94% of which are in good or fair condition, also provide unquantified aesthetic, human health, socioeconomic, property value, and wildlife sustainability benefits.

The data from the study is available in an online interactive map, which can be used for neighborhood park planning, environmental education, and personal landscaping projects. Information about tree species can help residents plant the most suitable and beneficial trees for their geographic location, resulting in an increase of the city’s overall tree canopy cover.

## Park Impact Fee (2017)

The 2013 Plan recommended establishing a Park Impact Fee to help fill gaps in parks and trails service. In 2017, the City implemented development impact fees for streets and parks to help infrastructure keep pace with the growth of the city. The Park Impact Fee is collected for new residential developments like single-family homes, apartments and assisted living centers. Developers can choose to develop a park to serve nearby residents or pay the full Park Impact Fee. These fees fund capital improvement projects in the areas they were collected. If the developer chooses to develop a park to reduce their park impact fee, the City enters into an agreement with the developer to ensure that the park meets City standards for quality, safety, and access.

The Park Impact Fee Ordinance has had a great impact on our park system, including:

- 22 new privately developed, publicly accessible parks, serving approximately 60,000 residents (based on 2017 Census Data Population Estimates).
- The acquisition of a 122-acre park in north Oklahoma City. When developed, it will serve surrounding residents in a previously underserved area.

## Athletic Field Master Plan (2019)

With a growing population and increased participation in athletic field sports, OKC Parks sought to determine if more athletic fields were needed. The City contracted with PROS Consulting to complete an Athletic Field Master Plan, which will guide OKC Parks on enhancing existing facilities and developing new athletic fields over the next 15 years. With extensive public input and participation from City leaders, the consultants developed recommendations based on community needs and expected trends. The study redefined levels of service, which revealed the need to build and update athletic fields to meet the needs of our population in 2034. To achieve the recommendations presented in the Athletic Field Master Plan, the team developed a reliable and sustainable funding plan.

THE ESTIMATED VALUE  
OF INVENTORIED  
TREES IN PARKS IS  
\$42.1 MILLION.



# VOTER-APPROVED FUNDING

OKC Parks' operations are funded primarily from the City's General Fund which is comprised of sales tax dollars and is vulnerable to national and local economic fluctuations. These influences make it difficult to consistently plan and provide quality parks and recreation services that meet evolving community needs. With limited funds and changing demands, voter-approved funding for capital improvement projects is critical to the growth and development of our park system.

Over the last 25 years, Oklahoma City residents have strongly supported General Obligation Bonds and sales tax initiatives—beginning with the original MAPS program in 1993—that fund parks and recreation, wellness, and quality of life projects. The funding sources discussed in the section below are voter-approved propositions that are currently funding capital improvements to our park system.

## GENERAL OBLIGATION BOND 2007

Voters approved the 2007 General Obligation Bond to use property tax revenue to fund basic infrastructure needs. Of the \$835.5 million program, parks and recreation received \$90 million. These funds were used to improve parkland and recreation facilities, acquire new parkland, and construct new public golf course clubhouses. Highlights from this GO Bond package include:

- The Wendel Whisenhunt Sports Complex.
- Improvements to Kitchen Lake.
- Memorial Park redevelopment.
- A new clubhouse at Lincoln Park Golf Course.

## MAPS 3 (2010)

In 2010, voters approved MAPS 3, a one-cent, limited-term sales tax to pay for debt-free projects that improve Oklahoma City residents' quality of life. These projects are guided by a subcommittee of civic-minded residents who are stakeholders in the MAPS 3 projects. MAPS 3 expanded Oklahoma City's park and trail system, including:

- A whitewater rafting facility.
- 3 new multi-use trails—West River Trail (7.5 miles), Will Rogers Trail (8 miles), and Lake Draper Trail (13 miles).
- 4 new senior health and wellness centers.
- A 70-acre downtown park, Scissortail Park.

These projects have had a great impact on Oklahoma City's residents and visitors, improving the social and economic climate of the city and providing diverse experiences for all ages.

## GENERAL OBLIGATION BOND 2017

Voters approved the 2017 General Obligation Bond to use property tax revenue to fund basic infrastructure needs. Of the \$967 million program, parks and recreation received \$138 million. This funding will go toward:

- Making critical improvements to public golf facilities and the Softball Hall of Fame Stadium.
- Expanding our trail system.
- Acquiring new parkland in underserved areas.
- Improving local and regional parks.
- Providing trail wayfinding and signage.

This GO Bond package will help ensure our park system keeps pace with the City's growth.



Source: OKC Parks

ABOVE: Lincoln Golf Course Club House



## BETTER STREETS, SAFER CITIES (2017)

In 2017, the City held a special election to consider a temporary 27-month continuation of the expiring MAPS 3 penny sales tax. This was passed by voters to fund a total of \$240 million of improvements that include:

- \$128 million for street resurfacing.
- \$24 million for streetscapes.
- \$24 million for sidewalks.
- \$12 million for trails.
- \$12 million for bicycle infrastructure.

These improvements will enhance walking and biking infrastructure and better connect residents to parks and trails.

## MAPS 4 (2019)

In 2019, voters approved MAPS 4, a debt-free public improvement program funded by a temporary penny sales tax that will raise a projected \$978 million over eight years. More than 70 percent of MAPS 4 funding is dedicated to neighborhood and human needs, while the remaining 30 percent will enhance residents' quality of life and create jobs. Funding includes:

- \$140 million for upgrading community and neighborhood parks, acquiring new land for parks in underserved areas, and enhancing the Oklahoma River.
- \$110 million for four new youth centers that will provide athletics, arts, family, health, and education programming.
- \$30 million for a new senior wellness center to connect seniors to wellness, recreational, and social opportunities.

- \$87 million to transform the environment in neighborhoods across the city through funding for sidewalks, bike lanes, trails and streetlights.

Guided by bikewalk**okc**, several new sidewalks and bike lanes will be added to increase access to Oklahoma City's parks, trails, and recreational amenities. These improvements will expand our park system and improve quality of life for Oklahoma City residents and visitors.

...**VOTER-APPROVED FUNDING**  
FOR CAPITAL IMPROVEMENT  
PROJECTS IS **CRITICAL TO THE**  
GROWTH AND **DEVELOPMENT OF**  
OUR PARK SYSTEM.



Source: City of Oklahoma City

ABOVE: Drone footage of West River Trail.





"Sophie, 4, and Claybourn, 4, enjoy a snowy day Saturday at Douglas Park, NW 46 and Lee."

Source: Daily Oklahoman, January 14, 1989



## CH. 3 | THE PLANNING PROCESS

This chapter details the planning process for the *2013 Parks Master Plan (2013 Plan)* and the *2020 Update*. This includes an explanation of how the plans were developed, a review of previous parks-related studies, an overview of city-wide plans related to parks, and a benchmark comparison to peer cities. The chapter also covers community outreach efforts from the *2013 Plan* that resulted in valuable feedback from residents. A section about feedback loops summarizes the city's efforts to solicit ongoing input from residents. Lastly, the chapter discusses meeting the community's needs through six strategic directions.



# HOW WE DEVELOPED THE PLAN

The primary goals for this *2020 Update* are the same as those from the *2013 Plan*. These include assessing community needs for parks and open space, assessing connectivity and access to parks and open spaces, and defining a strategic action plan to meet identified needs and increase connectivity—including strategies for funding, management, and partnerships. For the *2013 Plan*, a Steering Committee comprised of representatives from OKC Parks, the Oklahoma City Planning Department, and the Oklahoma City Community Foundation stewarded the process and oversaw a consultant team led by WRT. For the *2020 Update*, a Revision Committee comprised of representatives from the previously mentioned agencies and consultant WRT oversaw the revisions and updates to this plan.



Source: City of Oklahoma City

ABOVE: Bicentennial Park

## PROJECT PHASES

The *2013 Plan* project had four initial phases. Five years later, the plan was due for an update, leading to this *2020 Update*, which began in 2019.

### Phase 1: Project Launch

The Steering Committee and consultant team reviewed existing plans, data, budgets, operational practices, and funding sources. In June 2012, the Steering Committee and consultant team met to review, update, and confirm the mission and goals for the *2013 Plan* and present the planning process to key stakeholders. The consultant team also interviewed Steering Committee member organizations and other key stakeholders about strengths of and opportunities for the city's park system.

### Phase 2: Analysis

The consultant team administered a community survey over the winter of 2012–2013 to over 600 households to help identify park and recreation priorities; analyze park access and connectivity; analyze park needs in relation to existing and projected population; and review current funding, operations, and maintenance practices of OKC Parks.

### Phase 3: Synthesis

Direction was set for the development of the *2013 Plan*. In March 2013, the consultant team presented the results of the analysis phase to the Steering Committee and key stakeholders. The Steering Committee and consultant team synthesized a set of strategic directions to focus the development of plan recommendations. Stakeholders confirmed and prioritized these strategic directions.

### Phase 4: Strategic Plan Development

The consultant team worked with the Steering Committee to develop plan recommendations, including actions for the City and partners to take to meet community needs. Stakeholders reviewed plan recommendations in August 2013. The plan was accepted by the City Council in January 2014.

## Parks Master Plan Update

The *2020 Update* was developed by the City of Oklahoma City in partnership with the Oklahoma City Community Foundation and WRT. The core content, including goals, community feedback, recommendations, and strategic directions from the *2013 Parks Master Plan* remained as the framework for this plan, with updates reflecting changes in the park system and city-wide policies.





Source: OKC Parks ABOVE: Boardwalk at Martin Park Nature Center.

## MISSION FOR THE PLAN

The mission that guided the *2013 Plan*, and guides this *2020 Update*, was adapted from the *2005 Parks and Recreation Comprehensive Plan*:

The mission of the Oklahoma City park system is to promote the highest quality of life and to stimulate the economic viability of Oklahoma City by providing great parks, public areas, and quality cultural and leisure time opportunities for our citizens and visitors.

## GOALS FOR THE PLAN

The goals from play**okc**, the parks element of Oklahoma City's comprehensive plan, plan**okc**, were incorporated as the goals of the *2013 Plan* and continue to serve as the goals of this *2020 Update*.

### OUR GOALS

#### Funding, Maintenance, and Operations

1. City parks are funded, operated, and maintained in a manner in which people have the amenities and park services they need, and enjoy a safe and clean park environment.

#### Levels of Service / Programming Needs

2. Parks in Oklahoma City have facilities, programming, amenities, and activities well matched to the recreational needs of residents and visitors.

#### Accessibility and Use

3. Oklahoma City's park system is accessible to its users by a connected system including roadways, transit, trails, bicycle facilities, and sidewalks.

#### Safety and Design

4. Public and private parks are designed to achieve optimum safety, accessibility, and attractiveness while reflecting the character of the surrounding community.

#### Social and Environmental Effects

5. Oklahoma City's park system provides multiple opportunities for people to enjoy a healthy lifestyle.



# KEY FINDINGS FROM PREVIOUS EFFORTS

The *2000 Community Survey* and the other studies conducted since its completion provided a basis for developing the *2013 Plan* and the *2020 Update*.

## 2000 Community Survey

A city-wide recreation needs survey was commissioned by OKC Parks in 2000 to solicit input for the city-wide master plan. Major findings included:

- Non-motorized “trail-based” activities were very important to Oklahoma City residents. Sixty-one percent of respondents frequently participated in walking for pleasure.
- Many respondents (40%) were not aware of programs and activities sponsored by OKC Parks and did not believe that OKC Parks was an important provider of recreation for their household.
- The highest priorities overall were upgrading parks and playgrounds (91%), building trails (90%), and providing recreation programs/facilities for children (90%) and teenagers (89%).

## Oklahoma City Parks and Recreation Comprehensive Plan (2005)

The *2005 Oklahoma City Parks and Recreation Comprehensive Plan* was the last plan done for our park system. The plan lays out a park classification system and population-based standards adapted from the National Recreation and Park Association (NRPA) for park acreage and selected facilities. The classification system was used as a basis for the park classification system in Chapter 4.

## Oklahoma City Park System Study (2011)

The Oklahoma City Community Foundation commissioned the Meinders School of Business at Oklahoma City University to assess the Oklahoma City park system in terms of funding, demographics, and safety; to assess the park system within the context of the Trust for Public Land’s seven measures of an excellent system; and to review the operational cost impacts of new park improvements. Major findings include:

- The operating budget for OKC Parks is tied to the cyclically sensitive general sales tax—which accounts for half the city’s General Fund—because property tax revenues in Oklahoma may only be used for capital projects.
- There is no comprehensive marketing plan for the Oklahoma City park system. OKC Parks marketing staff consists of one person.
- Information on the demographic makeup of users and non-users of parks, or on the benefits of parks (such as property values) is not routinely analyzed.



NON-MOTORIZED “TRAIL-BASED” ACTIVITIES WERE VERY IMPORTANT TO OKLAHOMA CITY RESIDENTS.



## Analysis of Crime in Oklahoma City Parks (2012)

The Oklahoma City Planning Department analyzed crime in and near city parks. Major findings include:

- In 2012, the City’s DirectionFinder® Survey indicated that 31% of residents felt unsafe in city parks.
- The crime rate for parks, and their respective service areas, is two orders of magnitude less than the city average.
- Due to significantly low crime rates, city parks are relatively safe in terms of reported crime incidents.
- Residents’ feelings of being unsafe in parks are based more on perception than reality and may be related to factors such as park maintenance, lighting, and design.



Source: OKC Parks

ABOVE: Martin Park Nature Center



# RELATION TO CITY-WIDE PLANS

Since the *2013 Plan*, the City has adopted several city-wide plans—**planokc**, **bikewalkokc**, **adaptokc**, and **preserveokc**. Core to Shore, adopted in 2008, serves as a framework for downtown park development.

## Core to Shore Plan (2008)

The I-40 highway constructed in 1965 effectively created a barrier between downtown Oklahoma City and a more underdeveloped, industrial, and blighted area to the south. In 2002, federal funding was approved to renovate I-40, which included relocating the portion crossing downtown five blocks to the south. The City recognized this as an opportunity to rejoin the downtown core to the developing Oklahoma River area. The resultant Core to Shore Plan’s goal was to connect the river to downtown by creating a new urban neighborhood and revitalizing 750 acres of underutilized land. The plan envisioned a grand central park that would provide a greenbelt to the river and serve as a catalyst for area revitalization. In 2009, funding for the 75-acre grand park was included on the MAPS 3 initiative. Construction of the \$132 million Scissortail Park is broken into two sections: upper park and lower park. The construction of the upper park began in 2017 and was completed in late 2019. The south section, connected to the north section by the SkyDance Bridge, is scheduled to be completed in 2021.

## planokc (2015)

**planokc** is a long-range plan with the goal of ensuring a healthy environment, community, and economy for the city’s residents. The plan has nine elements:

<b>sustainokc</b>	future land use
<b>connectokc</b>	transportation
<b>greenokc</b>	environmental & natural resources
<b>liveokc</b>	communities
<b>enrichokc</b>	preservation, appearance & culture
<b>playokc</b>	parks & recreation
<b>strengthenokc</b>	economic development
<b>serveokc</b>	public services
<b>gookc</b>	implementation

The parks and recreation element is **playokc**. **playokc** summarizes the future policies and actions the City and its partners will take to reach the plan’s goals. There are 32 **planokc** policies related to parks. These range from strategies to reduce maintenance costs to developing key partnerships to expand programming. It is worth noting that the nine elements of **planokc** are interrelated and some elements may have policies that apply to parks.

*For more information on **playokc**’s policies, see [Appendix A \(p. 105\)](#).*

## bikewalkokc (2018)

**bikewalkokc** is an implementation component of **planokc**. It consists of two interrelated plans: the Pedestrian Plan and the Bicycle and Trails Plan. The Bicycle and Trails Plan details a transformative expansion and improvement of the city’s network. It replaces the 1997 Trails Master Plan for on-street bicycle and off-street trails improvements. The Pedestrian Plan was developed to facilitate comfortable, safe walking to destinations within or close to neighborhoods. The plan focuses on ten identified Pedestrian Priority Areas based on population density, land use, public transit, infrastructure conditions, public safety concerns, demographics, and more. Additionally, sidewalk priority locations were assessed city-wide based on proximity to public transit, schools, and parks. Together, the two plans in **bikewalkokc** are the guide to implementing the City’s vision of safe, comfortable, and connected bicycling and walking infrastructure.

## adaptokc (2020)

**adaptokc** is an implementation component of **planokc**. It is Oklahoma City’s first sustainability plan. The plan identifies Oklahoma City’s greatest risks and opportunities in the face of economic, environmental, and social challenges.

## preserveokc (2020)

**preserveokc** is an implementation component of **planokc**. It is Oklahoma City’s first citywide historic preservation plan. The plan was developed to identify tools and policies for the identification, recognition, protection and revitalization of Oklahoma City’s historic resources.



# HOW DO WE COMPARE?

Benchmarking is a way of discovering best practices in cities similar to Oklahoma City. It helps us identify gaps in our park system and develop strategies to address these gaps.

## BENCHMARKING

For the *2013 Plan*, Oklahoma City's publicly-owned park system was compared with the publicly-owned park systems of six peer cities. This *2020 Update* compares Oklahoma City to five of these peer cities (Indianapolis data was not available):

- Charlotte, North Carolina (Mecklenburg County Parks)
- Fort Worth, Texas
- Kansas City, Missouri
- Louisville, Kentucky
- Memphis, Tennessee

Of the cities, Oklahoma City is by far the largest in area (even larger than Mecklenburg County). But, interestingly, it is the third-smallest (after Kansas City and Memphis) in population. These facts highlight how sparsely populated the city is in relation to its geographic area.

Numbers for Oklahoma City do not include the Civic Center Music Hall, Oklahoma City Zoo, Myriad Botanical Gardens, or other special facilities (nor do the benchmark numbers include some specialized parks in other cities). Data sources include the 2018 National Recreation and Park Association Park Metrics and the 2019 City Park Facts from the Center for City Park Excellence and the Trust for Public Land.

Highest
Second Highest
Above the Average
Below the Average

## Amenities

The city scores high in relation to park acres per population, but is below average in park acres as a percentage of city land area.

On a per-capita basis, Oklahoma City outperforms its peer cities in several categories. This includes the number of basketball courts, skate parks, and multi-use fields used for cricket, football, and soccer. In terms of the number of recreation centers, senior centers, and aquatic centers, Oklahoma City also stands out among its peers.

On the other hand, it scores below the mean, per capita, in ball fields, dog parks, community gardens, outdoor pools, and tennis courts.

Amenities Benchmarking (2018 - 2019)	Oklahoma City Parks and Recreation	Fort Worth (City of) Parks and Community Services	Kansas City, Missouri Parks and Recreation	Louisville Metro Parks	Mecklenburg County Park and Recreation	Memphis (City of) Parks & Neighborhoods Division
Parks per 10,000 residents	2.37	3.31	4.57	1.59	2.09	2.48
Percent of city land area as parkland	3.7%	5.5%	6.0%	5.1%	6.2%	1.6%
FTE's per 10,000 population	4.14	5.59	6.69	4.96	4.82	6.82
Acres of parkland per 1,000 residents	21.7	14.1	25.4	17.0	19.4	4.9
Ball fields <sup>1</sup> per 10,000 residents	0.96	0.55	2.60	0.84	1.04	0.55
Basketball courts per 10,000 residents	1.17	0.90	0.96	1.06	1.03	0.98
Dog parks per 100,000 residents	0.30	0.59	0.83	0.65	0.65	0.61
Community gardens per 10,000 residents	0.00	0.00	0.25	0.08	0.17	0.08
Playgrounds per 10,000 residents	2.03	2.29	2.33	2.35	2.04	1.13
Outdoor pools per 100,000 residents	0.59	0.23	1.87	0.52	0.19	1.99
Skate parks per 100,000 residents	0.44	0.00	0.42	0.26	0.09	0.15
Rectangular fields <sup>2</sup> per 10,000 residents	2.96	1.04	2.41	1.79	1.44	0.37
Tennis courts per 10,000 residents	1.20	1.01	1.93	2.33	1.63	1.23
Recreation/Community centers per 50,000 residents	1.41	0.88	1.04	0.91	0.84	1.92
Senior centers per 50,000 residents	0.15	0.00	0.00	0.07	0.14	0.38
Aquatic centers per 100,000 residents	0.74	0.00	0.42	0.13	0.09	0.61

Source: All data is self-reported by each agency through the NRPA Agency Performance Survey. This data is from the 2018 NRPA Park Metrics.

<sup>1</sup>Ball fields include baseball (youth & adult), softball (youth & adult), and tee-ball.

<sup>2</sup>Rectangular fields include multi-purpose, cricket, football, and soccer (adult & youth).



## Spending

Oklahoma City spends less than its peers on parks. It is below the mean, per capita, on operating spending, tax expenditures, and spending per full-time employee. Oklahoma City also generates significantly less revenue per capita than its peers. It is below the mean on private funds raised for the agency, but performs well in total volunteer hours.

.....  
**VALUE OF VOLUNTEER  
 HOURS IN OKC PARKS:**  
**\$3.66 MILLION**  
 .....

Highest
Second Highest
Above the Average
Below the Average

Spending Benchmarking (2018 - 2019)	Oklahoma City Parks and Recreation	Fort Worth (City of) Parks and Community Services	Kansas City, Missouri Parks and Recreation	Louisville Metro Parks	Mecklenburg County Park and Recreation	Memphis (City of) Parks & Neighborhoods Division
Operating expenditures per capita	\$32	\$61	\$103	\$34	\$35	\$55
Revenue per capita	\$2	\$14	\$22	\$7	\$6	\$12
Total revenue to total operating expenditures	6.7%	23.5%	21.1%	20.8%	16.8%	21.7%
Total tax expenditures per capita	\$30	\$47	\$81	\$27	\$29	\$43
Operating expenditures per acre of parkland	\$1,472	\$4,314	\$4,055	\$2,013	\$1,815	\$11,215
Operating expenditures per Full-Time Employee	\$77,194	\$109,072	\$154,203	\$69,068	\$73,247	\$81,178
Total Volunteer Hours	159,442	102,205	64,909	74,518	52,128	386,400
Value of Volunteer Hours	\$3.66M	\$2.57M	\$1.56M	\$1.60M	\$1.26M	\$8.76M
Private Funds Spent	\$0.15M	\$0.83M	\$1.54M	\$1.57M	\$1.15M	\$11.76M

Source: All data is self-reported by each agency through the NRPA Agency Performance Survey and the Trust for Public Land ParkScore Survey. This data is sourced from the 2018 NRPA Park Metrics and the 2019 data from Center for City Park Excellence and Trust for Public Land.



Source: OKC Parks

ABOVE: Kids perform Snow White at Northwest Optimist Performing Arts Center.



# THE COMMUNITY'S VISION

Input from residents and stakeholders was critical in developing the *2013 Plan*. The team engaged with the community through interviews, a survey, and a work session to learn about their wants and needs for Oklahoma City's park system. *Community engagement was not a part of this 2020 Update. The team relied on previous surveys and feedback to execute the update.*

## WORK SESSION (2012)

At a Strategic Planning Work Session in June 2012, stakeholders were given the issue statements from **playokc** and asked, in groups, to confirm and elaborate on them. This input was combined with issues identified through interviews with individual Steering Committee organizations and other stakeholders. Five major themes emerged from the combined stakeholder input.

.....

APPROXIMATELY **85% OF**  
**RESPONDENTS** FEEL  
**QUALITY PARKS, FACILITIES, AND**  
**PROGRAMS ARE IMPORTANT**  
**TO THE OVERALL PURSUIT OF A**  
**HEALTHY AND ACTIVE LIFESTYLE.**

.....

## WHAT WE HEARD: THEMES

### Need to Increase Connectivity and Access

- Better connect parks to each other through sidewalks, trails, greenbelts, open space, etc.
- Enable more residents to travel to parks by improving connectivity and access of the street, sidewalk, and bicycle networks.
- Ensure that residents throughout the city are adequately served by parks.

### Parks Are Undervalued

- Improve awareness of publicly-owned parks through customized branding strategies.
- Improve public perception about the value and safety of parks.
- Increase awareness and participation in park programs through better recognition of partnerships.
- Lack of awareness of park classifications and maintenance standards leads to expectations of consistent maintenance across all parks.

### Health and Wellness

- Lack of access to parks has been shown in studies to correlate with high obesity rates.
- Maximize opportunities for residents and visitors to use the park system to stay healthy and fit.
- Local organizations, such as the City-County Health Department and Wellness Now, may be potential partners that support using parks to promote health and wellness.

### Growth Patterns Affect Service

- Increasing development and growth is occurring outside of the area currently served by city parks.
- New neighborhoods being built beyond the area served by city parks may include private parks, but many do not.

### Proactive vs. Reactive Management Posture

- The limited resources of OKC Parks make it difficult to respond to current parks and recreation needs. As the city continues to grow outward and the population increases, residents' needs and expectations will outpace the City's capacity to respond.



# COMMUNITY SURVEY (2013)

During the fall of 2012 and winter of 2013, Leisure Vision, a division of ETC Institute, conducted a citywide community interest and opinion survey about parks, recreation, and open space. This survey was a key component of the analysis supporting the *2013 Plan* to understand current park system use, determine priorities for future improvements, and measure support for ways to financially sustain the park system.

The survey was designed to obtain statistically valid results from households across Oklahoma City. Over 600 mail and phone surveys were completed from a random sample of 2,400 households. Some results are compared to national benchmarks developed by ETC Institute from over 400 parks and recreation surveys administered across the country. Key findings are summarized by category.

## Park Access and Use

Fairly equal numbers of households use neighborhood parks (55%) and community parks (53%).

Over three quarters of households have visited at least one Oklahoma City park in the past year.

Nearly two thirds of households consider city parks to be in good condition. Excellent ratings (13%) are lower than national benchmarks (31%), while fair ratings (21%) are higher (12%).

Households primarily drive (90%) and walk (38%) to parks.

A majority (52%) of respondents do not feel there are sufficient parks and green space areas within walking distance of home.

Only about 11% of respondents participated in programs offered in the last year, much lower than

national benchmarks. A majority of those who participate rate the quality as good.

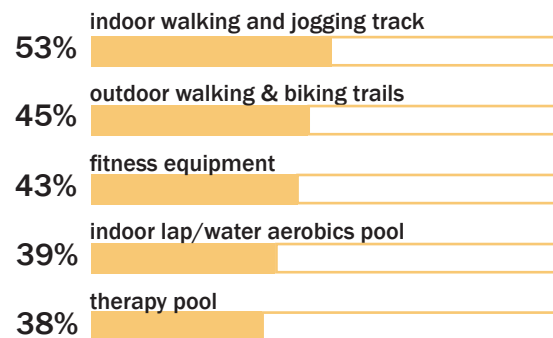
Almost half (45%) of respondents find out about parks, programs, and activities from friends and neighbors.

Over a third (37%) of respondents do not use parks and recreation facilities because they do not know what is being offered, and nearly a third say they are too far from home.

Approximately 85% of respondents feel quality parks, facilities, and programs are important to the overall pursuit of a healthy and active lifestyle.

## Senior Wellness Centers

The five amenities that would be used most at a Senior Wellness Center are:



A majority of households would use a Senior Wellness Center if it had the program spaces of most importance to them.

Approximately 58% of respondents would use the center at least once a week.

## Funding

To fund the parks, trails, and recreation facilities that are most important to them:

- 58% support some increase in taxes
- 62% support some increase in user fees
- Two-thirds of respondents would be willing to

pay a fee for membership to a Senior Wellness Center. Of those, over 80% would pay \$5–30 per person per month.

## Identified Priorities

The survey identified priority types of parks and recreation facilities, priority programs, and priority actions for the City to take to improve the park system. The top five priorities **below** represent the areas of greatest need that are not being met.

## COMMUNITY PRIORITIES

### Parks & Facilities

1. Walking & Biking Trails
2. Indoor Pool/Leisure Pool
3. Small Neighborhood Parks
4. Indoor fitness/exercise facilities
5. Large community parks

### Programs

1. Adult fitness & wellness programs
2. Special events/festivals
3. Senior programs
4. Walking/biking groups
5. Family programs

### Investment Actions

1. Upgrade Neighborhood Parks
2. Build new walking/biking trails
3. Upgrade community parks
4. Develop new senior wellness centers
5. Purchase land for neighborhood parks

*For more information about the results of the 2013 community survey, see [Appendix B](#) (p. 107).*



## ONGOING FEEDBACK LOOPS

Soliciting feedback from the community is an ongoing process. OKC Parks collects data from residents in a variety of ways, including surveys, community meetings, and interviews. This provides ongoing feedback for the department to stay accountable, make changes, and meet the needs of our community. Strategies for data collection include:

- **Leading For Results (LFR):** This is the City's program for collecting performance data from each department to be shared publicly. Annual resident surveys provide feedback on service quality, priorities and overall performance. These are then integrated into the LFR business plan, which provides performance goals for each department.
- **Customer Surveys:** These surveys go out to customers who use our parks for special events or rent an event center. OKC Parks uses the survey results to make changes that improve the user experience.
- **User Surveys:** These surveys are given to users after they attend a recreation program. The feedback is used to assess the success of the program and make improvements where needed.
- **Community Meetings:** These meetings are conducted, as needed, when a park receives funding for capital improvements. The intent of these meetings is to inform residents and collect feedback on their wants, needs, and concerns.
- **Interviews:** An interview would be considered any feedback received from residents, whether in a formal or informal setting. This could include phone conversations, social media interactions, or comments made to a Parks employee.



Source: OKC Parks

ABOVE: OKC Parks staff sharing information with the public.



# SETTING STRATEGIC DIRECTIONS

The strategic directions that follow provide high-level guidance for the City and its partners in establishing new policies and programs, developing new partnerships, and allocating resources to maintain, improve, and leverage the park system for greater community benefit. Through the 2013 Community Survey, residents expressed clear needs and priorities for the park and recreation system in Oklahoma City. Interviews with stakeholders echoed the same needs and priorities. The following six strategic directions were synthesized to steer the city's park and recreation system toward meeting identified community needs. The order of the strategic directions reflects stakeholders' prioritization during a Strategic Planning Retreat in March 2013.



Source: OKC Parks

ABOVE: Martin Park Nature Center

## 1. Maintain and improve physical assets of existing parks.

OKC Parks is doing the most it can to maintain and improve existing parks. However, the Department's budget is not sufficient to maintain and improve current parks to the level needed to meet community needs.

## 2. Develop facilities and programs in existing parks to meet community needs.

The community parks and recreation survey asked residents to rate support for improving various components of the parks and recreation system. The actions that received the highest support were upgrading existing neighborhood and community parks.

## 3. Improve access to existing parks.

The ability of residents to access parks on foot and by bicycle varies from neighborhood to neighborhood, due to sidewalk and trail availability and the location of access points into parks. New sidewalks, trails, and access points can improve access.

## 4. Promote and increase awareness of the value of parks.

Oklahoma City's parks provide essential and irreplaceable environmental, economic, and quality of life benefits to residents beyond serving as recreation spaces. Among these benefits, parks filter the air, recharge groundwater, increase the value of surrounding properties, attract businesses and new residents, foster a sense of community, and improve public health. Touting these and other benefits can strengthen support for parks and create a case for increased park system funding.

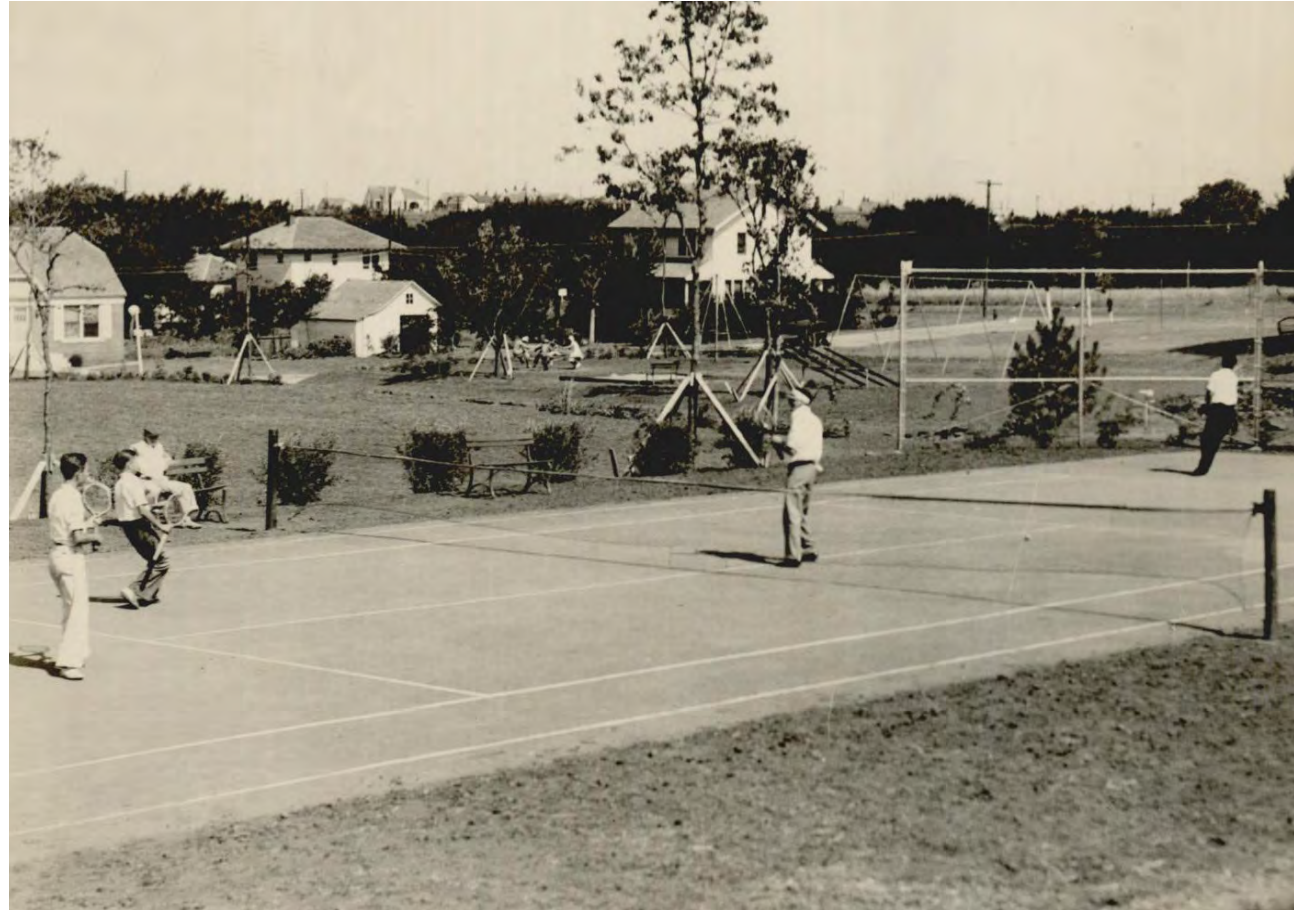
## 5. Develop new parks and facilities.

Oklahoma City is large in land area and growing in population. In both currently underserved areas and developing areas, new parks and facilities are needed to provide park access to all residents.

## 6. Establish agreements and standards for private parks and school parks.

To expand park access, the City of Oklahoma City should seek to more formally incorporate existing recreation spaces it does not own, including private parks and school parks, into the park system. By developing standards for these spaces, the City can ensure that a combination of City-owned and non-City-owned parks contribute to meeting community needs.





"Asphalt tennis courts will be recommended for all city parks in the future because of the success of this one built last summer at Glenn Ellyn park, 1200 block Northeast Twenty-second street, according to Donald Gordon, park department superintendent."

Source: Oklahoma Times, June 21, 1933



## CH. 4 | ABOUT OUR PARK SYSTEM

Oklahoma City’s park system offers residents and visitors diverse amenities and attractions. Each of our parks is organized within a park classification system. Parks are categorized into Local, Regional, or Other parks based on characteristics such as size and expected use. Each park category has an accompanying list of appropriate amenities. Community input is used to determine the program at each park and guide the City in deciding which amenities to include.

This chapter provides an overview and description of our park system, how it is organized, and appropriate design guidelines for each park type. It covers strategies for designing safe parks as well as evaluating if a park serves community needs.



# PARK ASSETS

6,200+  
ACRES OF  
PARKLAND



OKC PARKS

8,000+  
ACRES OF  
WATER

SERVING **591,613** ⇒ **655,216**  
(2017 population estimates) (2030 population estimates)



**167**

Public Parks



**16**

Recreation Centers



**6**

Senior Centers



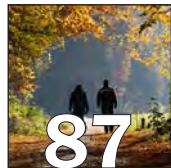
**2**

Aquatic Centers



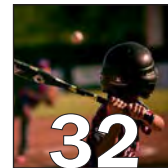
**118**

Playgrounds



**87**

Miles of Multi-use Trail



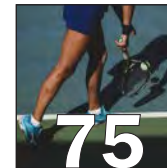
**32**

Baseball/Softball Diamonds



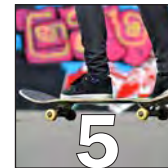
**35**

Soccer Fields



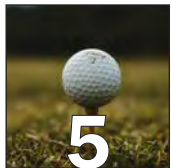
**75**

Tennis Courts



**5**

Skate Parks



**5**

Golf Courses



**3**

Disc Golf Courses



**216**

Acres of "Close to Home" Fishing



**17**

Splash Pads



**2**

Dog Parks

## Legend

- Public Parks
- Private Parks
- Protected Open Space

## Community Centers (Operated by OKC Parks)

- 1 Douglass Center
- 2 Foster Center
- 3 Macklanburg Center
- 4 Melrose Center
- 5 Minnis Lakeview Center
- 6 NW Optimist Performing Arts Center
- 7 Pitts Center
- 8 Schilling Center
- 9 Southern Oaks Center
- 10 Taylor Center

## Community Centers (Operated by Partners)

- 1 Capitol Hill Center - Draper Park
- 2 Hathaway Park Center
- 3 Lincoln Center
- 4 McKinley Park Center
- 5 Diggs Center
- 6 Northeast Center

## Senior Centers (Operated by OKC Parks)

- 1 Will Rogers Senior Center
- 2 Woodson Senior Center

## Senior Centers (Operated by Partners)

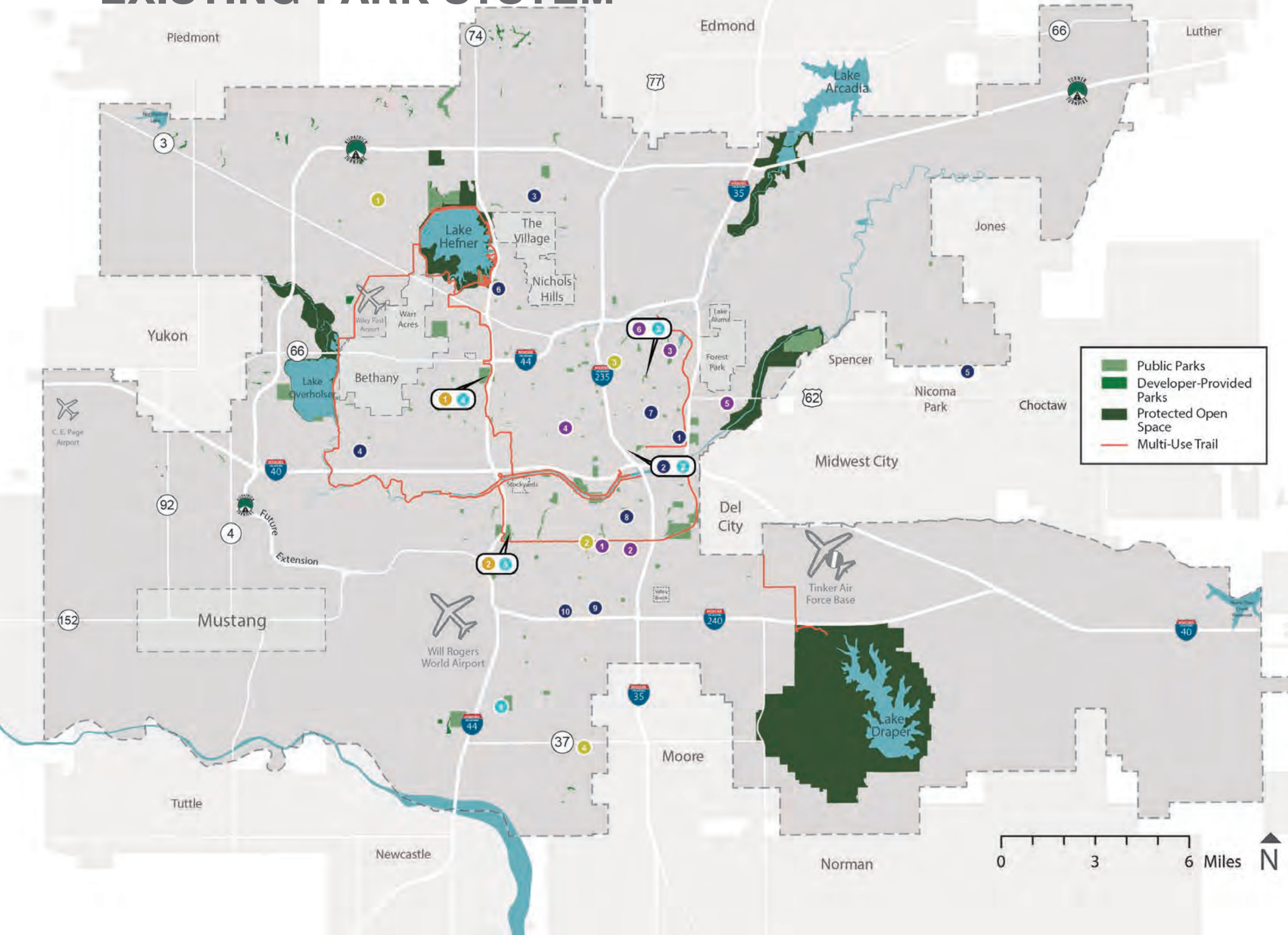
- 1 Healthy Living and Fitness Center
- 2 Pete White Health and Wellness Center
- 3 Senior Health and Wellness Center No. 3
- 4 Senior Health and Wellness Center No. 4

## Aquatics Facilities

- 1 Earlywine Family Aquatic Center
- 1 Foster Indoor Pool
- 1 Northeast Community Pool
- 1 Will Rogers Family Aquatic Center
- 1 Woodson Community Pool



# EXISTING PARK SYSTEM







Source: OKC Parks

ABOVE: Mat Hoffman Skate Park

## PARK TYPOLOGIES

The *2005 Parks and Recreation Comprehensive Plan* included a set of park typologies for Oklahoma City. These were largely unchanged in the *2013 Plan* and this *2020 Update*. These park typologies are organized into three classification tiers: local parks, regional parks, and other parks. Each tier provides a different level of service for the community.

Local Parks	Regional Parks	Other Parks
<i>serve the needs of close-by neighborhoods</i>	<i>serve the needs of close-by neighborhoods and regional needs</i>	<i>integral to the park and recreation system but do not have a defined level of service</i>
Neighborhood Parks	District Parks	Greenspaces
Community Parks	Metropolitan Parks	Greenways & Trails
School Parks		Nature Parks
		Special Use Parks

On the following pages, each park typology includes a general description, a typical size range, a typical length of visit, access provisions, and a list of appropriate amenities for that type of park based on best practices and community input. The list of amenities is not meant to be prescriptive or exhaustive. The appropriate amenities for any individual park should be determined through a regular park master planning process involving the community it is meant to serve. Some amenities or programming may be provided by neighborhood groups or other private partners. All parks should be designed to serve multiple age segments and continue to be designed for safety by following Crime Prevention through Environmental Design (CPTED) principles (p. 40).

There are various ownership and management scenarios in urban parks, including publicly owned and operated, publicly accessible but privately owned and operated, and other public-private partnerships. Regardless of ownership and management scenarios, park typologies are used for all parks in the park system.

*For a list of all publicly-owned parks in Oklahoma City, see [Appendix C](#) (p. 109).*



Local Parks

NEIGHBORHOOD PARKS

Size: 5–20 acres

Length of Visit: 0.5–1.5 hours

ABOUT

Neighborhood parks are the basic unit of the park system and serve the informal recreation needs of residents within walking distance of their homes. Serving as the recreational focus of the neighborhood, these parks should balance informal active and passive spaces. In general, about half of the park’s area should be planned for passive activities and natural features. Neighborhood parks have limited program activities and are not intended to attract users from outside the neighborhood. Neighborhood parks do not have permanent public restrooms, but could have drinking fountains.

ACCESS

Neighborhood parks should be centrally located in residential neighborhoods and should be uninterrupted by non-residential roads or other physical barriers. They should front adjoining streets, providing visibility and enhanced security from surrounding uses. Parkland without frontage on public streets is not acceptable.

Neighborhood parks should be accessible by way of the city’s trail network, sidewalks, or low-volume residential streets. Since they serve nearby residents, neighborhood parks tend to have limited or no associated parking beyond on-street or curbside parking.

Local Parks

COMMUNITY PARKS

Size: 20-100 acres

Length of Visit: 0.5–3 hours

ABOUT

Community parks are larger than neighborhood parks and serve several adjoining neighborhoods, attracting residents from a relatively large area. They should preserve unique landscapes and open spaces, allow for group activities, and offer recreation opportunities not feasible or desirable at the neighborhood level. As with neighborhood parks, they should be developed for both active and passive recreation. Community parks may have one or two revenue-producing facilities and a community center, gym, or senior center. They typically include a permanent and accessible public restroom and drinking fountains.

ACCESS

Community parks should be located in, near, or within residential neighborhoods. They should front adjoining streets, providing visibility and enhanced security from surrounding uses. Public street frontage is desirable.

Community parks should be accessible by the city’s trail network and sidewalks and be serviced by arterial and collector streets. Small parking lots located just off street may be necessary to supplement on-street and curbside parking.

Local Parks

SCHOOL PARKS

Size: 5–30 acres

Length of Visit: 0.5–1.5 hours

ABOUT

Schoolyards and their recreation facilities can be used for public open space that serve surrounding neighborhoods. Smaller elementary schools tend to include amenities geared towards children. Middle and high schools often also include tennis courts, practice and regulation playfields, and running tracks.

ACCESS

School parks that are considered part of the park system are open to the general public outside of school hours, typically following park hours of operation established in the area. They are often operated through joint use agreements between the appropriate school district and OKC Parks. These spaces are meant to accommodate a variety of users.

School parks should front adjoining streets, providing visibility and enhanced security from surrounding uses. They should be accessible by the city’s trail network, sidewalks, or low-volume residential streets. Schools may have parking lots for visitors and staff that can be used outside of school hours.



Regional Parks

**DISTRICT PARKS**

Size: 150-250 acres  
Length of Visit: 1-3 hours

**ABOUT**

District parks serve a broader purpose than neighborhood or community parks and should be used to supplement local parks when they are not adequate to serve community needs. District parks are focused on meeting community-based needs and preserving unique landscapes and open spaces. They should be designed to generate revenue, with more than two revenue-producing facilities. Permanent and accessible public restrooms and drinking fountains should be provided.

**ACCESS**

District parks should be located within walking distance of some residential areas. However, high use activity areas should be separated from adjacent residential areas. The site should be serviced by arterial and collector streets and be easily accessible by public transit and the city’s trail network. Parkland with frontage on public streets is desirable.

Parking lots should be located on site.

Regional Parks

**METROPOLITAN PARKS**

Size: 25-350 acres  
Length of Visit: 1-4 hours

**ABOUT**

Metropolitan parks serve the entire city and may also serve other communities within the metropolitan area and the state. These parks are generally established around natural resources, are typically located along waterways or near bodies of water, and have the potential for many uses. However, active areas should be located relatively close to one another with large surrounding areas of preserved natural or open space. They should be designed to generate revenue, with more than two revenue-producing facilities. Permanent and accessible public restrooms and drinking fountains should be provided, with additional portable facilities added for large special events.

**ACCESS**

The location of metropolitan parks is determined by resource availability and opportunity to utilize and/or protect the resource. They should be serviced by arterial and collector streets, be easily accessible by public transit and the city’s trail network; and have reasonable expressway access when possible.

Parking lots should be located on site.

Other Parks

**GREENSPACES**

Size: varies  
Length of Visit: varies

**ABOUT**

Greenspaces are typically small parcels of preserved open space, including street medians and streetscapes that increase the perception of openness and landscape within highly developed portions of the city. They often provide a buffer and enhance the character of the community. If used at all, they primarily provide areas for walking, dog walking, or jogging.

**ACCESS**

Greenspaces, if usable, should be accessible from the city’s trail network, sidewalks, or low-volume residential streets.



Other Parks

GREENWAYS & TRAILS

Size: varies

Length of Visit: 0.25-1.5 hours

ABOUT

Greenways are narrow open space systems that tie park components together to form a cohesive park, recreation, and open space system. Within a natural environment, they allow for uninterrupted and safe pedestrian movement between parks throughout the community, provide people with a resource based outdoor recreational opportunity and experience, and can enhance property values. Greenways may follow natural resources like stream and river corridors. Others may follow abandoned railroad beds, old industrial sites, power line rights-of-way, pipeline easements, or parkway rights-of-way. Greenway locations are integral to the trail system plan and may be built as part of development projects or interconnected recreational and natural areas. Permanent and accessible public restrooms and drinking fountains should be provided at trail heads and along the trail system when determined necessary and appropriate. Bikewalkokc provides information on trail design, amenities, and planning.

ACCESS

Greenways should have access points where they cross local, arterial, and collector streets. They should be easily accessible by and integrated into the city's trail network.

Other Parks

NATURE PARKS

Size: varies

Length of Visit: 1-3 hours

ABOUT

Nature parks are lands set aside primarily for the preservation of significant natural resources, remnant landscapes, open space, visual aesthetics and buffering, or for wildlife habitat.

ACCESS

Nature parks should have access points where they cross local, arterial, and collector streets. They should be easily accessible by the city's trail network. Parking lots should be located on site but limited in size to minimize crowds at any one time.

Other Parks

SPECIAL USE PARKS

Size: varies

Length of Visit: varies

ABOUT

Special use parks cover a broad range of parks and recreation facilities oriented toward single-purpose use. They can be individual sites or parts of larger parks and typically serve the entire city.

ACCESS

Special use parks should be strategically located community-wide facilities rather than serve well-defined neighborhoods or areas. The site should be easily accessible from arterial and collector streets. Parking lots should be located on site.



## SUMMARY OF AMENITIES

The following table provides a summary of the amenities that are appropriate in each classification of park. This list is not exhaustive. Instead, it provides high-level guidance for park and infrastructure planning.

	Local Parks			Regional Parks		Other Parks			
	Neighborhood Parks	Community Parks	School Parks	District Parks	Metropolitan Parks	Greenspaces	Greenways & Trails	Nature Parks	Special Use Parks
<b>Passive Recreation</b>									
Informal Practice Fields/Open Space	●	●	●	●	●	○	○	●	●
Internal Walking Trails	●	●	●	●	●	○	○	●	●
People Watching Areas	●	●	●	●	●	○	○	●	●
Unique Landscape/Features	●	●	●	●	●	●	○	●	●
Nature Interpretation Areas	○	●	●	●	●	○	○	●	●
Arboretum/Botanical Garden	○	●	●	●	●	○	○	●	●
Ornamental Gardens	●	●	●	●	●	○	○	○	●
Community Gardens	●	●	●	●	●	○	○	●	●
<b>Active Recreation</b>									
Biking Trails	○	●	●	●	●	○	●	●	●
Outdoor Fitness/Exercise Facilities	●	●	●	●	●	○	●	●	●
Play Structures	●	●	●	●	●	○	○	●	○
Creative Play Attractions	●	●	●	●	●	○	○	○	○
Large Play Structures	○	●	●	●	●	○	○	○	○
Court Games	●	●	●	●	●	○	○	○	○
Tennis Courts	●	●	●	●	●	○	○	○	○
Volleyball Courts	●	●	●	●	●	○	○	○	○
Regulation Playfields/Game Fields	○	○	○	●	●	○	○	○	○
Regulation Sport Courts	○	○	○	●	●	○	○	○	○
Splash Pad/Spray Grounds	○	●	●	●	●	○	○	○	○
Outdoor Swimming Pools	○	○	●	●	●	○	○	○	○
Disc Golf Areas	○	○	○	○	●	○	○	○	○
<b>Facilities</b>									
Individual Picnic/Sitting Areas	●	●	●	●	●	○	○	●	●
Group Picnic/Sitting Areas	●	●	●	●	●	○	○	●	●
Park Shelters	●	●	●	●	●	○	○	●	●
Facilities for Plays or Concerts	○	●	●	●	●	○	○	○	●
Aquatic Center	○	○	○	●	●	○	○	○	○
Multi-Generational Center	○	○	○	●	●	○	○	○	○
Senior Wellness Center	○	○	○	●	●	○	○	○	○
Indoor Fitness/Exercise Facilities	○	○	○	●	●	○	○	○	○
Nature Center	○	○	○	○	●	○	○	●	●
Boating Amenities	○	○	○	○	●	○	○	○	○



# DESIGNING SAFE PARKS

## CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN

Crime Prevention Through Environmental Design (CPTED) is a strategy of employing proper design, use, and management of the built environment to reduce the incidence and fear of crime, while improving community vitality and overall quality of life. The following ten principles are guidelines for achieving these results. OKC Parks follows and should continue to follow CPTED principles, as should others responsible for building and maintaining parks in Oklahoma City.

### Natural Surveillance

The design and placement of physical features, such as walkways, gathering areas, roadways, and structures, to eliminate hiding places and increase the perception of human presence or supervision.

### Natural Access Management

The physical guidance of people and vehicles through the use of barriers such as fencing or plantings, and other wayfinding elements such as lighting, signage, and artwork to orient people and provide a pedestrian-friendly environment to discourage would-be offenders.

### Territorial Reinforcement

The use of physical attributes such as art, signs, landscaping, and boundary treatments as well as the orientation and strategic placement of buildings to define borders, express ownership, and communicate a space is cared for and protected.

### Physical Maintenance

The repair, replacement, and general upkeep of a space, building, or area to maintain a clean and orderly environment and allow for the continued use of a space for its intended purpose.

### Order Maintenance

The attention to minor violations and reducing opportunities for inappropriate behavior through posting rules and expectations, using graffiti- and vandalism-resistant materials, and imposing quick, fair, and consistent consequences for violations.

### Activity Support

The planning and placement of safe activities in key community areas to increase the number of people using a space, thereby enhancing visibility, social comfort, and control.

### Social Capital

The sense of community and civic engagement that can be fostered through designated gathering areas, social events, community programs, and communication protocols or equipment to encourage communication, trust, and collaboration among stakeholders and with the governmental agencies that serve them and to discourage inappropriate behaviors.

### Land Use and Community Design

The location of and relationship among land for various uses, densities, and intensities, that, when planned for and designed well, can improve the overall character of an area, ensure activity at different times of day, and result in built environments that increase public safety.

### Target Hardening

The making of potential targets resistant to criminal attack through reinforcement, law enforcement or security presence, and security devices such as locks, alarms, and cameras to increase the efforts that offenders must expend and the risk of their being identified or apprehended.

### Natural Imperatives

The ensured access to necessary goods and services including natural light, clean air and water, healthy foods, and physical activity to promote healthy behaviors and reduce mental fatigue and associated risky behaviors by meeting the biological, social, and economic needs of the population.



# EVALUATING OUR PARKS

## CONSIDERATIONS FOR EVALUATING IF A PARK MEETS COMMUNITY NEEDS

Communities are continuously changing, and with changing demographics and land use comes a need to periodically examine the effectiveness of parks in serving the community. The following considerations can be used to evaluate whether a park is meeting community needs and, if not, how it can better do so. Parks that do not meet any community needs may be surplus. (The City may recommend disposal of property only after conducting a public hearing on the question.)

### General Considerations

The park provides a type of open space or parkland that is not currently available in its neighborhood.

The park meets park design standards.

The park is on site with or adjacent to another public facility.

The park is sized appropriately for necessary facilities and programs.

The park is best administered by the OKC Parks.

The park has proper access for maintenance or security.

### Recreational Facilities and Programs

The park serves multiple age segments.

The park provides a city-wide or local priority facility (Chapter 3, p. 28) not available nearby.

The park provides a city-wide or local priority program (Chapter 3, p. 28) not available nearby.

### Connectivity and Access

The park is in or connects to a residential area.

The park is in an area that would not meet level of service standards without it.

The park provides connections to other destinations (e.g., job or retail centers).

The park is within a half mile of a neighborhood anchor (e.g., school, library, transit stop, community center, or multi-generational center).

The park provides connections to other public open space or natural resources.

The park connects developed areas to park and recreation space.

The park includes a segment of planned trail or connects park clusters.

The park is accessible by at least two of the following: car, bicycle, public transportation, walking.

### Economic Sustainability

The park increases property values.

The park is or can become a signature park.

The park adds to sales tax revenue.

The park has a part of its capital, maintenance, and/or operating costs offset by contributions from foundations, conservancies, or partnerships.

The park has a feasibility study or business plan that projects operating costs will be recouped through user fees.

The park has a set of performance measures that define its success.

The park has concession areas that provide revenue to offset operating and maintenance costs.



## Health, Wellness, and Environmental Sustainability

The park improves air quality.

The park reduces heat island effects.

The park provides opportunities for active recreation.

The park offers facilities for fitness or recreational sports.

The park offers healthy snack or food options.

The park grows healthy foods.

The park provides wildlife and pollinator corridors.

The park reduces stormwater runoff.

The park contributes to watershed health.

The park supports mental health and personal wellness.

## Natural or Historic Value

The park helps protect and preserve the diversity of ornamental plant and tree species within the urbanized city.

The park is associated with architecture, events, or persons that have contributed to the history of Oklahoma or Oklahoma City.

The park is unique in Oklahoma or Oklahoma City.

The park creates buffers around resources (e.g., riparian buffers).

The park has scenic value.

The park offers a resource that is unique in the city.

The park includes interpretation of natural or historic features.

The park preserves the integrity of the historic resource's setting.



Source: OKC Parks

ABOVE: Volunteers at Will Rogers Garden.





"Huckleberry Finn's spiritual descendant was caught in mid-dangle Wednesday afternoon as he swung across the Deep Fork Creek in Oklahoma City's Will Rogers Park."

Source: Daily Oklahoman, June 5, 1980



## CH. 5 | EVALUATING OUR PARK SYSTEM

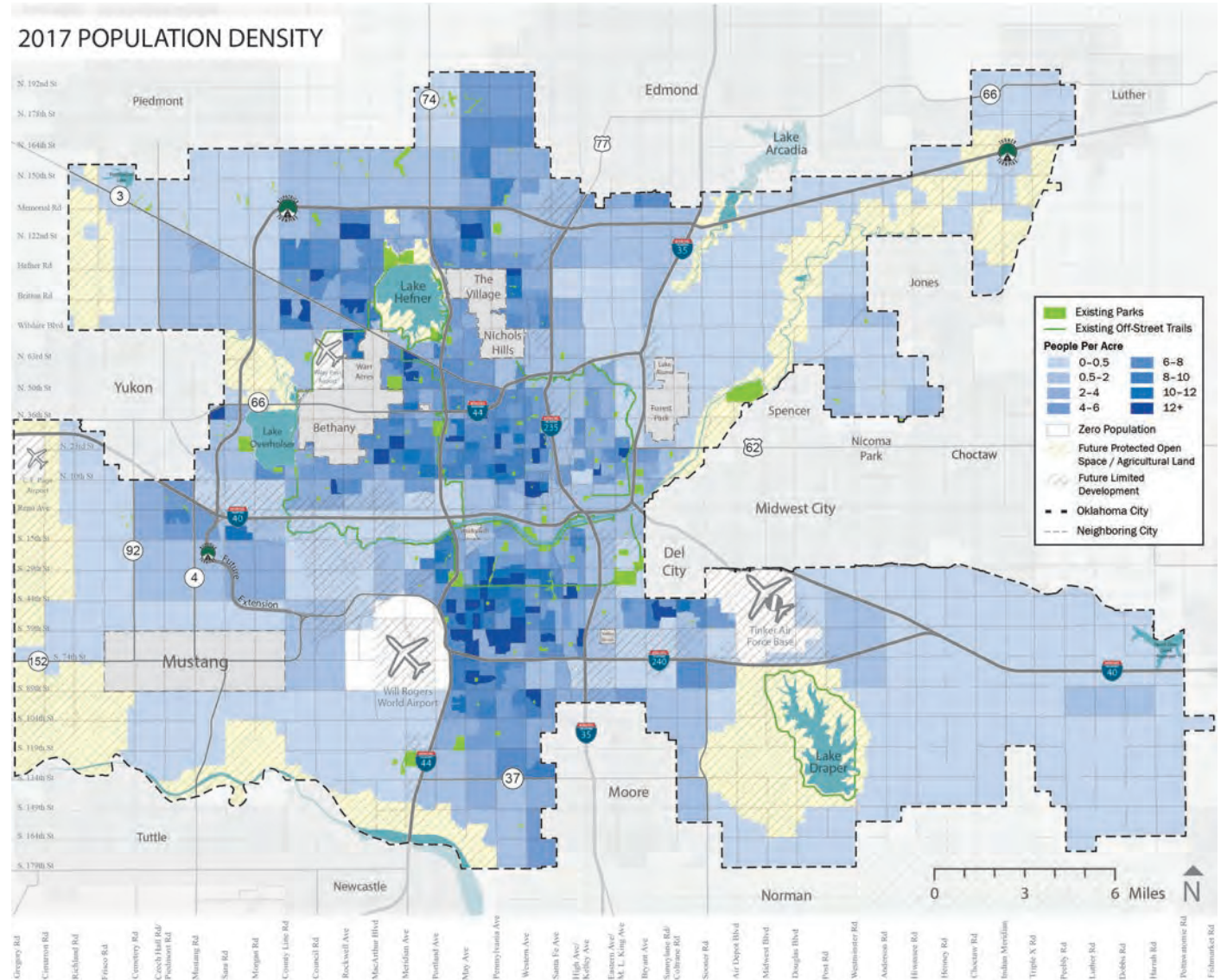
This chapter applies the **planokc** level of service standards to the existing system of local parks, regional parks, and trails within Oklahoma City. It also explores strategies to fill gaps in service through joint-use agreements with schools and developer-provided local parks.

The *2005 Parks and Recreation Comprehensive Plan (2005 Plan)* did a thorough, standards-based analysis of park service areas and park needs. The *2013 Parks Master Plan (2013 Plan)* filled analysis gaps through considering the transportation network for accessing parks and the location of park access points. The *2013 Plan* also explored filling service gaps through school partnerships and developer-provided local parks. This *2020 Update* revisits some of these analyses with updated data and new level of service tiers from Oklahoma City's comprehensive plan, **planokc**.



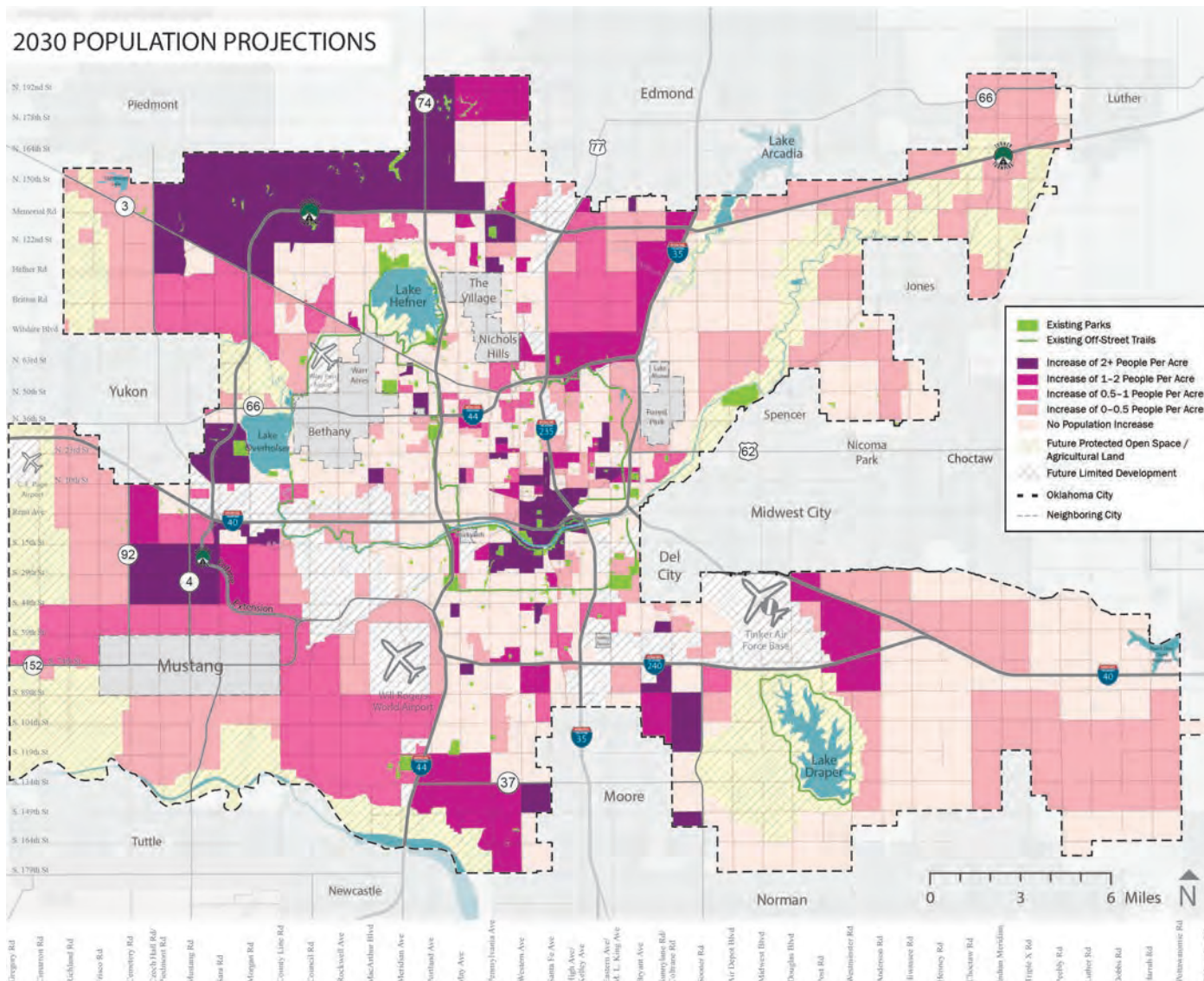
## DEVELOPMENT TRENDS

Development trends provide insight on where large concentrations of population currently exist or might exist in the future. This helps decision makers determine where to locate new parks, expand existing parks, or develop partnerships that increase park access. Current population density is more heavily clustered in the center of the City (**Map 5.1**). Population is expected to increase most rapidly in the northwest, downtown, and southwest areas of Oklahoma City (**Map 5.2**).



Not included on maps: nature parks, green spaces, & specialty parks  
Included on maps: local parks, developer-provided local parks, regional parks, undeveloped parks





2030 population projections were developed by the Oklahoma City Planning Department, based on current and expected development patterns and the planokc land use and development plan

MAP 5.2



## LEVELS OF SERVICE STANDARDS

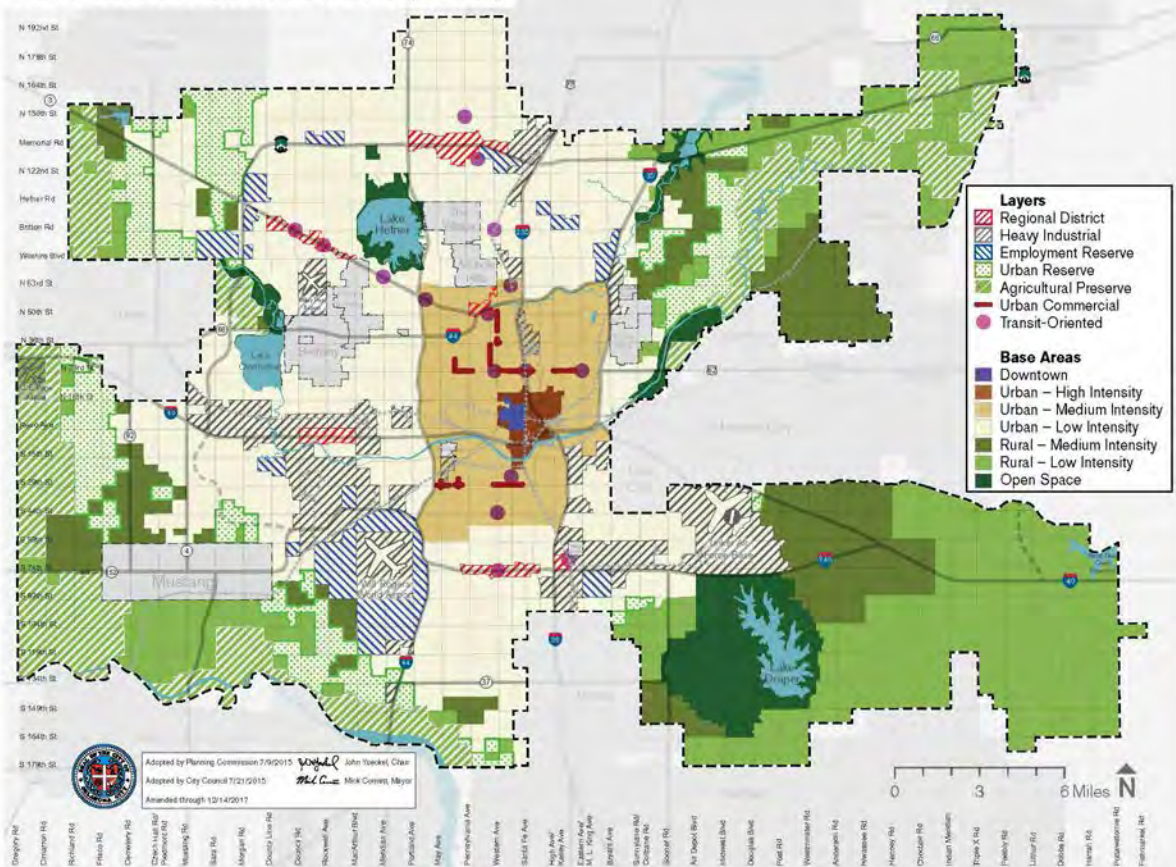
The levels of service in this plan differ from those in the *2013 Plan*. This *2020 Update* adopts the levels of service that were developed alongside other city services as a part of planokc's Land Use Plan, intended to maximize the City's ability to provide high-quality, cost-effective services. These levels of service balance existing park assets with locations of current and projected population. The standards set for each land use typology area (LUTA) (**Map 5.3**) reflect the location of existing parks and the budgetary constraints of developing new parks to increase service. It should be noted that the LUTA map is updated frequently, so it will likely change over time.

*For descriptions of each Land Use Typology Area from planokc, see Appendix D (p. 113).*

In each LUTA, the City is making a commitment to provide the following levels of service, so residents and developers alike know what to expect. Each LUTA has a standard for local parks, regional parks, and trails. The standards take into account existing park locations and survey findings (*2013 Community Survey*) that indicate:

- Driving and walking are the major ways of traveling to parks.
- A slight majority of residents do not feel there are sufficient parks and green space areas within walking distance of home.
- Nearly two thirds of residents would walk or bike a mile or more to get to a park or recreation facility.
- A majority of residents would drive 20 minutes or more to use a park or recreation facility.

LAND USE TYPOLOGY AREAS (LUTAs)



Source: planokc

MAP 5.3

## LEVELS OF SERVICE SUMMARY

LUTA Categories	Access
Urban - Medium, Urban - High, Downtown	Local or Regional: ½-mile walk Regional Park: 5-mile distance Trail: 2 ½-mile distance
Urban - Low	Local or Regional Park: 1-mile walk Regional Park: 15-mile distance Trail: 5-mile distance
Rural - Low, Rural - Medium, Urban Reserve	Local or Regional Park: 30-minute drive Trail: 15-mile distance



# MEETING THE LEVELS OF SERVICE STANDARDS

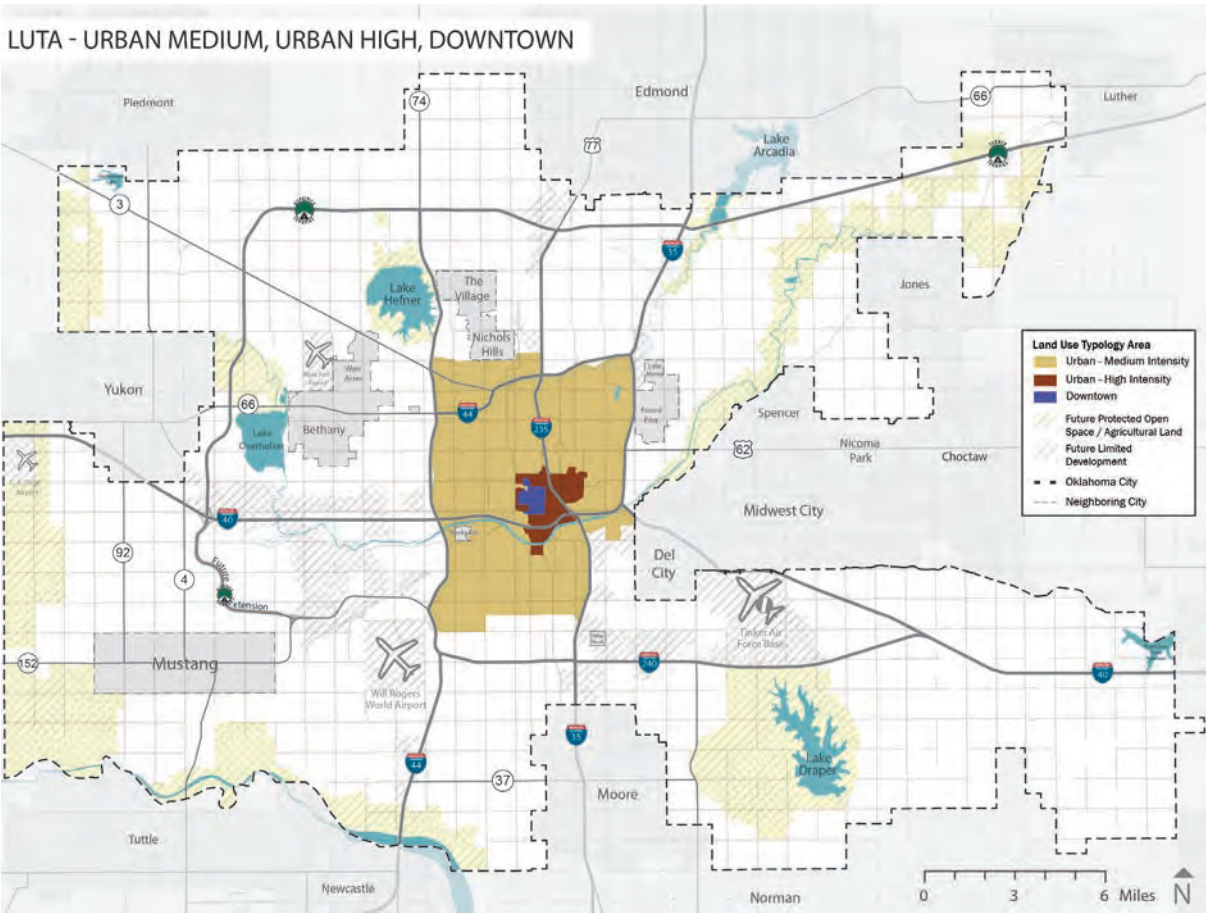
The following pages contain maps showing the boundaries of each LUTA category accompanied by tables that include a description of the standards for local parks, regional parks, and trails; an explanation of current conditions that may impact the City’s ability to meet the standards; and actions that the City could take to meet the standards.

## Map 5.4 Land Use Typology Areas:

Urban - Medium Intensity

Urban - High Intensity

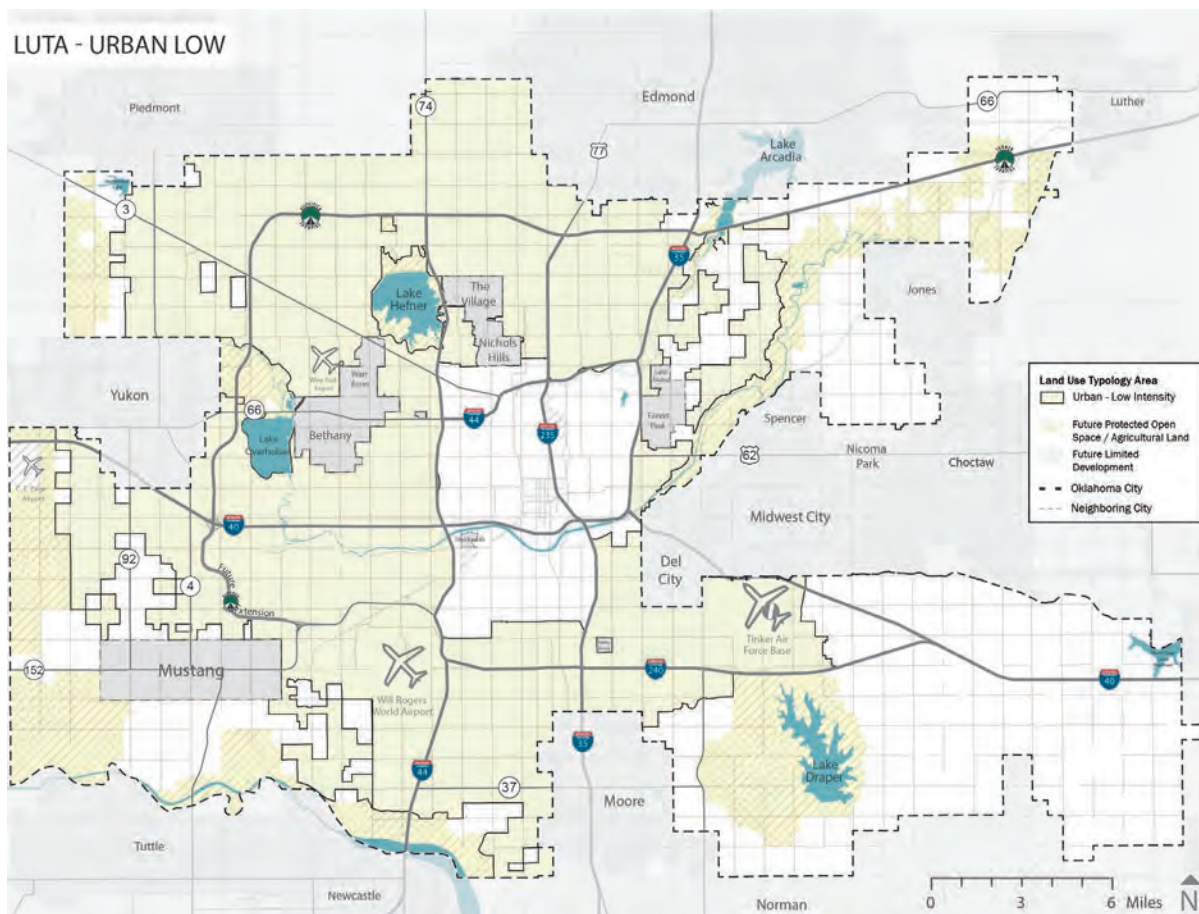
Downtown





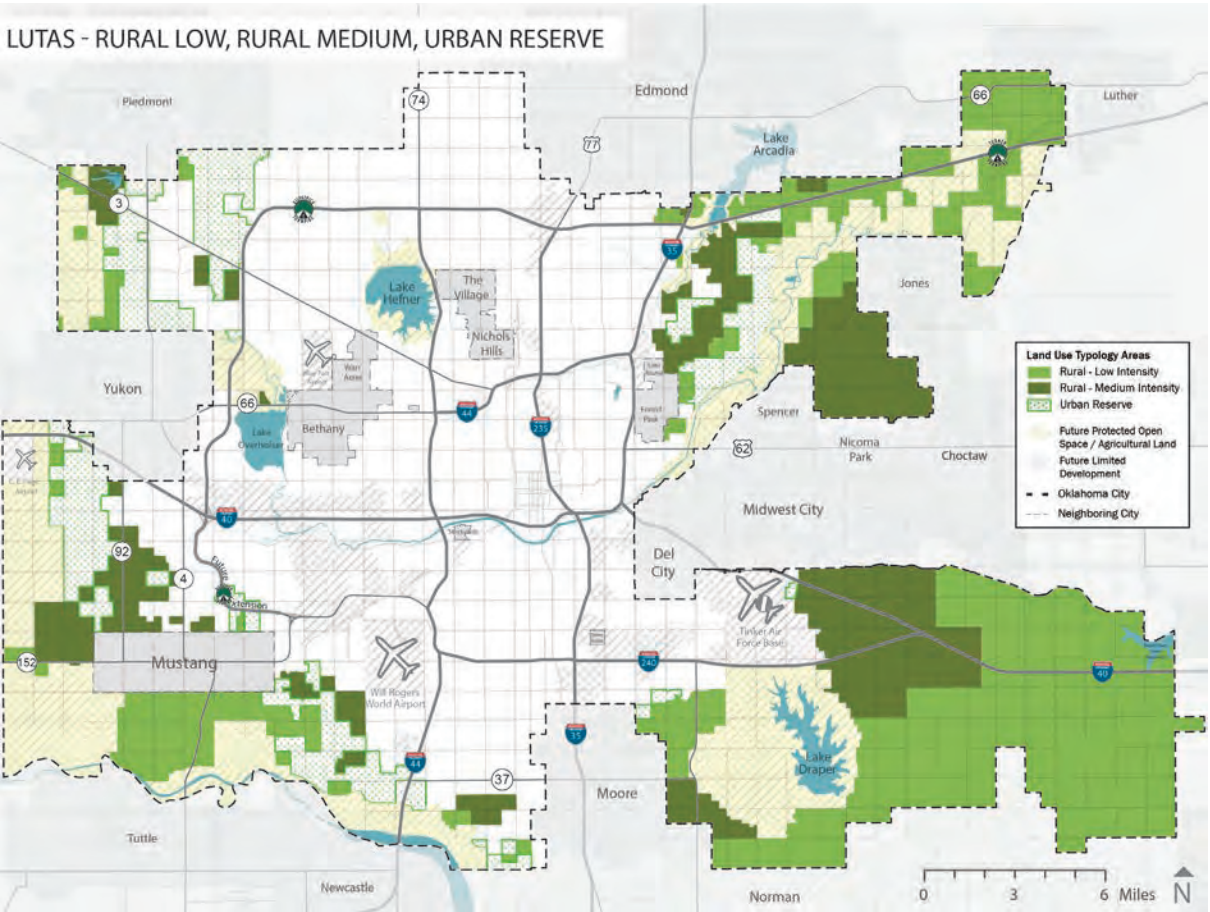
### Map 5.5 Land Use Typology Areas: Urban - Low Intensity

## MAP 5.5



LEVEL OF SERVICE STANDARDS			
	Standard	Existing Conditions	Meeting the Standard
Local Park	All residents are within a 1-mile walk of a local or regional park.	Some areas are well served by existing publicly- and privately-owned parks.	<ul style="list-style-type: none"><li>- Maintain existing parks.</li><li>- Add access points to existing parks.</li><li>- Enable access to existing school parks.</li><li>- Require new development to meet the standard with privately-owned parks.</li><li>- Ensure new schools have accessible parks.</li><li>- Build new public parks on a limited basis where no access exists to existing or new parks</li></ul>
Regional Parks	All residents are within a 15-mile distance of a regional park.	Most areas are well served by existing publicly-owned parks.	<ul style="list-style-type: none"><li>- Maintain existing parks.</li><li>- Develop new publicly-owned parks, preferably in tandem with new privately-owned parks, new school parks, or other new public facilities.</li></ul>
Trails	All residents are within a 5-mile distance of a multi-use trail.	Most areas are well served by existing multi-use trails.	<ul style="list-style-type: none"><li>- Maintain existing trails.</li><li>- Complete planned trails.</li><li>- Build new trails to create a connected trail system.</li></ul>





# MEETING THE LEVEL OF SERVICE STANDARDS

Map 5.6 Land Use Typology Areas:  
 Rural - Low Intensity  
 Rural - Medium Intensity  
 Urban Reserve

MAP 5.6  
 .....  
 POPULATION WITHIN LUTAS (2017):  
 38,314  
 .....

LEVEL OF SERVICE STANDARDS			
	Standard	Existing Conditions	Meeting the Standard
Local Park	All residents are within a 30-minute drive of a local or regional park.	Some areas are well served by existing publicly- and privately-owned parks.	- Require new development to meet the standard with privately-owned parks. - Ensure new schools have accessible parks.
Regional Parks	All residents are within a 30-minute drive of a regional park.	Most areas are well served by existing publicly-owned parks.	- Maintain existing parks.
Trails	All residents are within a 15-mile distance of a multi-use trail.	Most areas are well served by existing multi-use trails.	- Maintain existing trails. - Complete planned trails. - Build new trails to create a connected trail system.





Source: OKC Parks

ABOVE: OKC Parks staff presenting at a public meeting.



# ANALYSIS

## APPLYING LEVEL OF SERVICE STANDARDS

This section applies the level of service standards to the existing system of local parks, regional parks, and trails within Oklahoma City. Developer-provided local parks were included as part of the existing system. School parks were not included as part of the existing system but were included in the analysis to show how they could supplement the local park system under public access agreements. Parks in surrounding communities were not included but may be relevant to the local park service in parts of Oklahoma City.

For each of the maps in this section, “*Future Protected Open Space / Agricultural Land*” represents areas designated in the Land Use Plan as Open Space and Agricultural Preserve. “*Future Limited Development*” represents areas designated in the Land Use Plan as Heavy Industrial. Because development patterns in these areas are not expected to change anytime soon—seeing little to no residential development—city staff and WRT excluded these areas from the calculations for population served by parks and trails.

Due to a lack of current data at the time of this *2020 Update*, analyses are based on the City’s street network, rather than the sidewalk network. Future mapping should include a robust walking network, using sidewalk data to give a more accurate depiction of a pedestrian’s ability to safely reach a park. This should be done on a smaller scale, looking at individual parks or park clusters to assess opportunities to improve pedestrian access. All sidewalk improvements are guided by bikewalk**okc**.



Source: OKC Parks

ABOVE: Archery at Martin Park Nature Center



## LOCAL PARK ACCESS

Local parks are the backbone of our parks system. They serve neighborhoods' passive and active recreational needs (Ch. 4). The following analyses identify gaps in service in our local park system. With Oklahoma City's large geographic footprint and limited financial resources, the City must use multiple strategies to develop a parks system that matches pace with development. Strategies discussed in this section include 1) acquiring land for new publicly-developed local parks, 2) working with developers to provide privately-developed local parks, and 3) working with schools on joint-use agreements.

Local park service is assessed using levels of service from **planokc** (p. 47).

## EXISTING LOCAL PARKS ACCESS: PUBLICLY- & PRIVATELY-DEVELOPED

The *2013 Plan* recommended establishing agreements with developers to build private local parks. In 2017, the City implemented Park Impact Fees, which provides developers the option to either pay full park impact fees or build a park—based on OKC Parks' design standards—for reduced fees. Developer-provided local parks have a service area of ¾-mile because they are meant to serve the development in which they are located. Developer-provided local parks are owned and maintained by the development.

The local park system includes both publicly- and privately- developed parks. Publicly-developed local parks include Oklahoma City's local and regional parks, since a regional park may be a neighborhood's closest park. Privately-developed local parks include all Park Impact Fee parks provided by developers.

Local park standards for each LUTA category were applied to the park system. In **Map 5.7**, light green areas are served by publicly-developed parks. Black dashed areas are served by developer-provided local parks. Dark pink areas represent existing concentrations of population that are not being served by the current park system. Light pink areas represent areas projected to grow by 2030 that will be underserved by the current park system. These areas should be studied for ways to provide better access to existing parks or considered for new local or regional parks.

While much of the rural LUTAs are well-served by local parks, less than half of the urban low area is served. Just over half of the residents in the urban core are served by local parks. Approximately half of the City's population is served by local parks.

The **table below** demonstrates the positive effect of the Park Impact Fee Ordinance on our park system, with increased local park access. Between 2017 and 2030, overall park service remains the same. However, it is likely that more developer-provided parks will be built in the Urban Low (developing) area. This would result in more residents served in 2030 without the City building new parks.

The *2013 Plan* recommended to limit the acquisition of land for local parks to areas already developed. Local park needs for developing parts of the city should typically be met through school parks or the Park Impact Fee—either by using funds collected to develop a regional park, or by developers building private local parks.

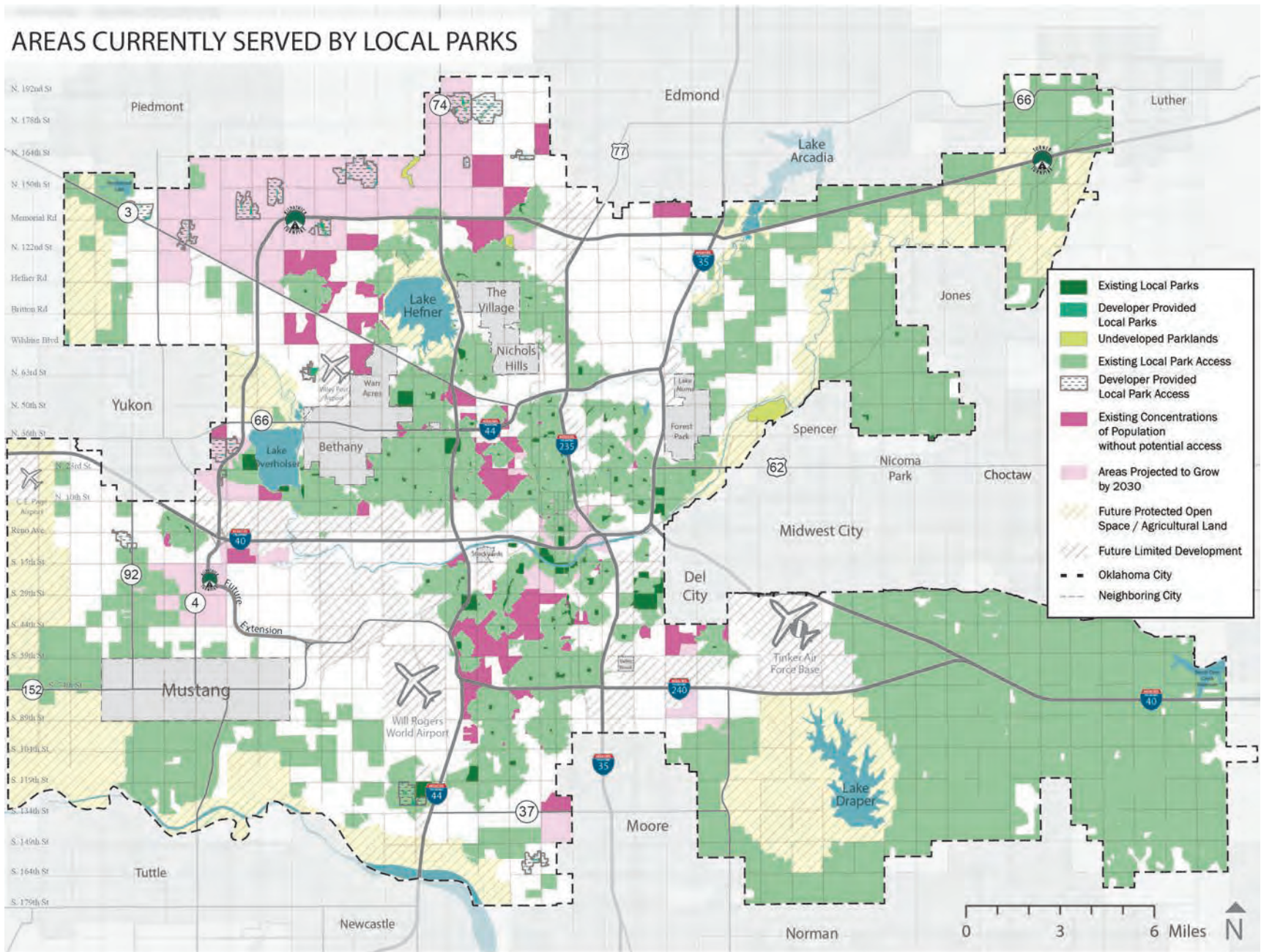
2017	City-Wide Total Population: 591,575*	UM, UH, DT (Total Population: 154,515)	UL (Total Population: 398,745)	RM, RL, UR (Total Population: 38,314)
Population Served by Existing <i>Publicly-Developed</i> Local Parks	48%	55%	41%	97%
Population Served by Existing <i>Privately-Developed</i> Local Parks	10%	0%	15%	0%
<b>Total Population Served by Publicly- and Privately-Developed Local Parks</b>	<b>58%</b>	<b>55%</b>	<b>56%</b>	<b>97%</b>

*Total population calculations are based on 2017 population estimates from the U.S. Census Bureau and exclude areas within the Open Space, Heavy Industrial, & Agricultural Preserve LUTAs.*

2030	City-Wide Total Population: 655,138*	UM, UH, DT (Total Population: 143,226)	UL (Total Population: 447,949)	RM, RL, UR (Total Population: 63,962)
Population Served by Existing <i>Publicly-Developed</i> Local Parks	43%	56%	31%	98%
Population Served by Existing <i>Privately-Developed</i> Local Parks	15%	0%	22%	0%
<b>Total Population Served by Publicly- and Privately-Developed Local Parks</b>	<b>58%</b>	<b>56%</b>	<b>53%</b>	<b>98%</b>

*Total population calculations are based on the 2030 population projections and exclude areas within the Open Space, Heavy Industrial, & Agricultural Preserve LUTAs.*





MAP 5.7

Public parks that are undeveloped are included on this map for reference but are categorized as green spaces and therefore do not currently have a service area.



## POTENTIAL LOCAL PARK ACCESS: SCHOOL PARTNERSHIPS

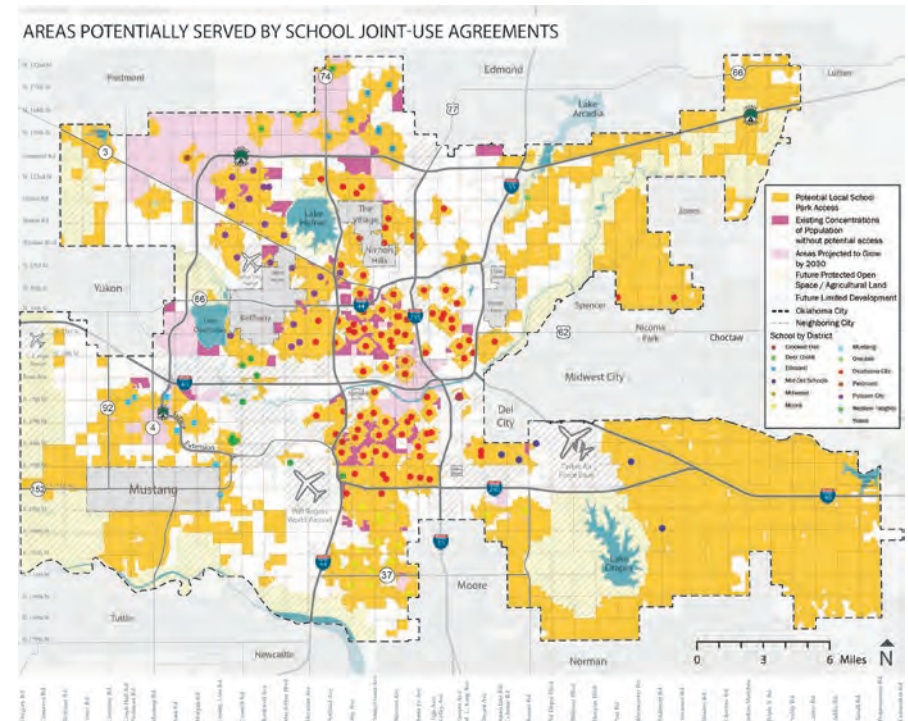
The *2013 Plan* recommended establishing agreements for the joint-use of school parks. There are currently several agreements in place that limit joint-use to programmed recreational activities in school gymnasiums. These limited agreements do not allow for school parkland to be open to the public after school hours as a local neighborhood park. OKC Parks has one joint-use agreement that allows for this—Rotary Playground Park.

This analysis shows how school parks may fill service gaps and supplement our local park system. For this analysis, potential joint-use school parks have the same level of service in each LUTA category as public local parks. **Map 5.8** shows individual schools across the city and what their local park service area would be if a joint-use agreement were reached. Each school district is represented by a different color. Orange represents areas of the city with potential park access through local school partnerships.

When the school partnership map is overlaid with existing local park access gaps, the level of service increases across the city (**Map 5.9**). The **table to the right** shows that for the 2017 population, rural LUTAs do not see an increase in service because a majority of the rural population is already served. The rest of the city sees increases of more than 20% in their local parks access.

**Map 5.9** demonstrates the potential for increased local park access—through school park joint-use agreements—without building new parks. Joint-use agreements between schools and OKC Parks must be mutually beneficial, assigning responsibility for maintenance, playground inspection, asset replacement, and public access.

.....  
**MAP 5.8**  
.....



2017	City-Wide Total Population: 591,575*	UM, UH, DT (Total Population: 154,515)	UL (Total Population: 398,745)	RM, RL, UR (Total Population: 38,314)
Population Served by Existing Publicly-Developed Local Parks	48%	55%	41%	97%
Population Served by Access to School Parks	23%	21%	26%	0%
<b>Total Population Served by Publicly-Developed Local Parks and Access to School Parks</b>	<b>71%</b>	<b>76%</b>	<b>67%</b>	<b>97%</b>

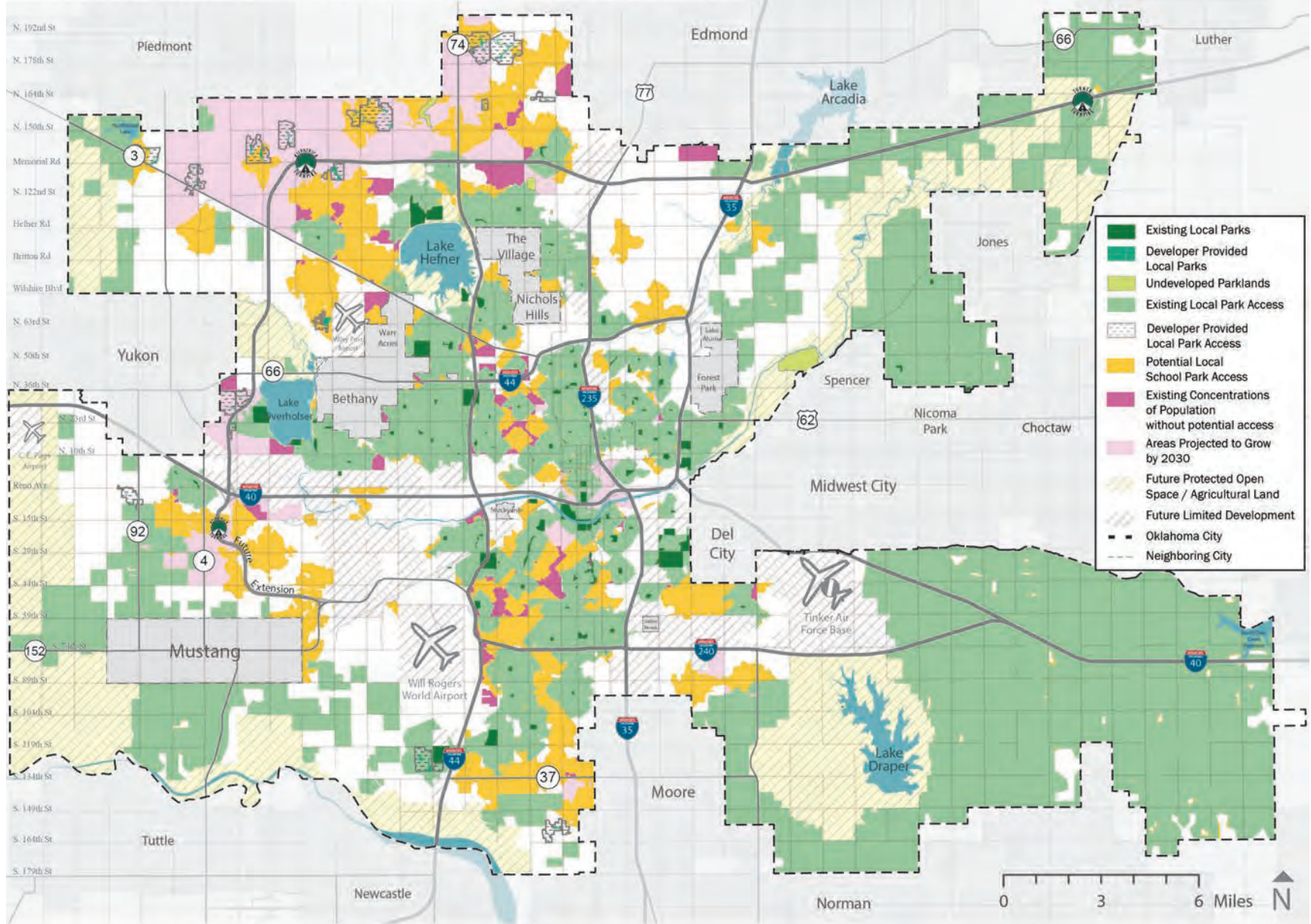
\*Total population calculations are based on 2017 population estimates from the U.S. Census Bureau and exclude areas within the Open Space, Heavy Industrial, & Agricultural Preserve LUTAs.

2030	City-Wide Total Population: 655,138*	UM, UH, DT (Total Population: 143,226)	UL (Total Population: 447,949)	RM, RL, UR (Total Population: 63,962)
Population Served by Existing Publicly-Developed Local Parks	43%	56%	31%	98%
Population Served by Access to School Parks	21%	18%	24%	0%
<b>Total Population Served by Publicly-Developed Local Parks and Access to School Parks</b>	<b>64%</b>	<b>74%</b>	<b>55%</b>	<b>98%</b>

\*Total population calculations are based on the 2030 population projections and exclude areas within the Open Space, Heavy Industrial, & Agricultural Preserve LUTAs.



## AREAS CURRENTLY & POTENTIALLY SERVED BY LOCAL PARKS



MAP 5.9

Public parks that are undeveloped are included on this map for reference but are categorized as green spaces and therefore do not currently have a service area.



## REGIONAL PARK ACCESS

Regional parks are larger than local parks and are focused on meeting the needs of a broader community (Ch. 4). Regional park standards for each level of service tier were applied to the park system. In **Map 5.10**, light green areas are served by the current regional park system.

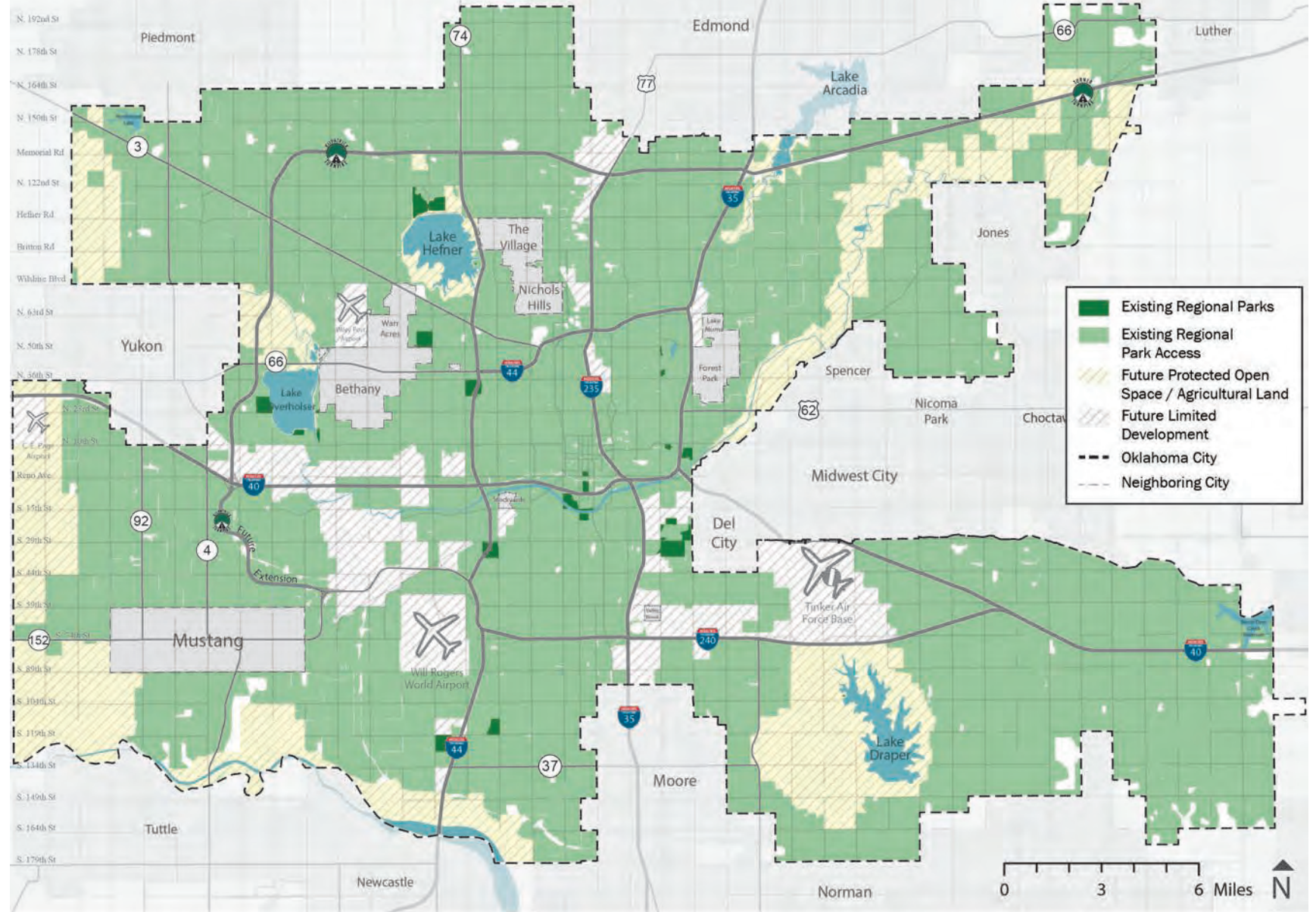
Most of the City's land area, and a majority of residents, are served by regional parks according to standards set by **planokc** (p. 47). Overlaying the areas meeting the standards with 2017 and projected 2030 population showed no significant change in service, due to most of the land area already being served.

Although most of the city is served by regional parks, based on the level of service standards from **planokc**, strategies must be developed to locate future regional parks. When locating regional parks, decision-makers should consult:

- **Map 5.1 & 5.2: 2017 Population & 2030 Population Projections, p. 45-46.** Regional parks are meant to serve community needs. They should have at least one revenue-generating facility (Ch. 4). Locating future regional parks near current or future concentrations of population will ensure the parks have enough users to support their facilities.
- **Map 5.7: Areas Served by Existing Local Parks, p. 54.** Regional parks can fill gaps in service for local parks, while serving community needs with regional park amenities. Future regional parks should be considered in areas underserved by local parks. Funds from the Park Impact Fee can be used to locate regional parks in developing parts of the city that have gaps in local park service.
- **Maps 5.11-5.14: Regional Parks & Park Facilities Locations, p. 59-60.** These maps show regional parks and large park facilities, including recreation centers, senior centers, aquatic centers, and sports complexes. Due to their size and amenities, regional parks are intended to support these types of facilities. Future regional parks should be considered in areas needing these park facilities.
- **planokc maps including Land Supply, Sewer Service Availability, Water Service Availability, Fire Service Availability, Upland Forests, Vulnerable Aquifers, and Riparian Areas.** These maps highlight service availability and environmentally sensitive areas. Considerations should be made for acquiring land for regional parks in areas further from the urban core, including areas of farmland, environmentally sensitive areas, and other open space, to protect the land under city ownership until funding is available to develop it as a regional park. Utility service maps provide insight on where utilities will likely be available in the future to support these parks.



## AREAS CURRENTLY SERVED BY REGIONAL PARKS



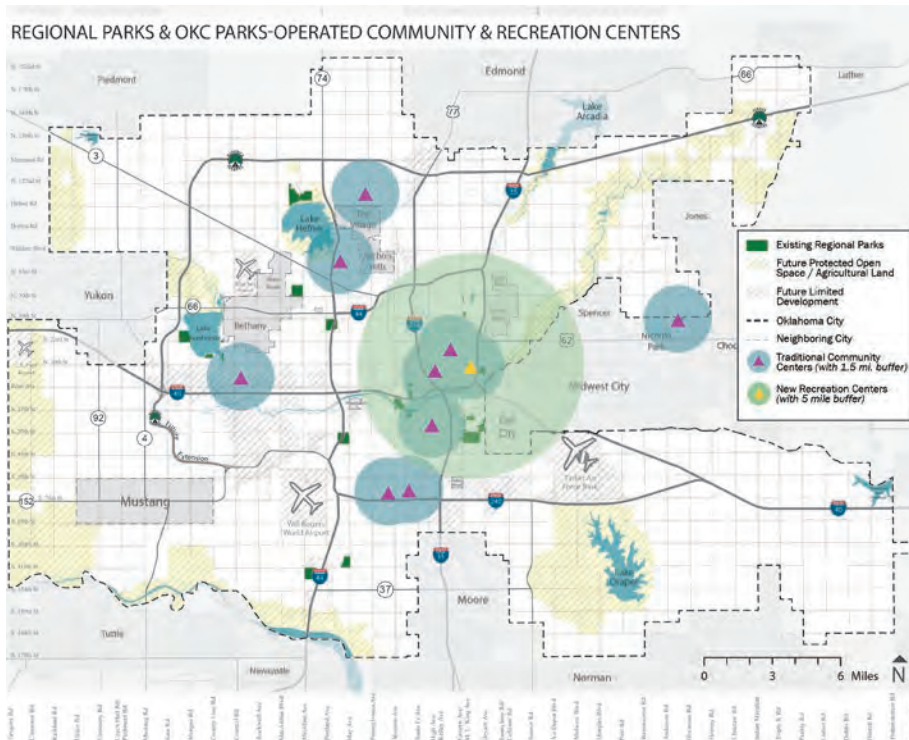
MAP 5.10

Gregory Rd  
Cimarron Rd  
Richland Rd  
Frisco Rd  
Cemetery Rd  
Czech Trail Rd/  
Piedmont Rd  
Mustang Rd  
Sun Rd  
Morgan Rd  
County Line Rd  
Council Rd  
Rockwell Ave  
MacArthur Blvd  
Meridian Ave  
Portland Ave  
May Ave  
Pennywanna Ave  
Western Ave  
Santa Fe Ave  
High Ave/  
Kelley Ave  
Eastern Ave/  
M. L. King Ave  
Byram Ave  
Sunnylane Rd/  
Collins Rd  
Sooner Rd  
Air Depot Blvd  
Midwest Blvd  
Douglas Blvd  
Post Rd  
Westminster Rd  
Anderson Rd  
Hawessee Rd  
Hemmy Rd  
Choctaw Rd  
Indian Meridian  
Triple X Rd  
Teedy Rd  
Luther Rd  
Dobbs Rd  
Harold Rd  
Pottawatomie Rd  
Fishmarket Rd



# REGIONAL PARKS ACCESS

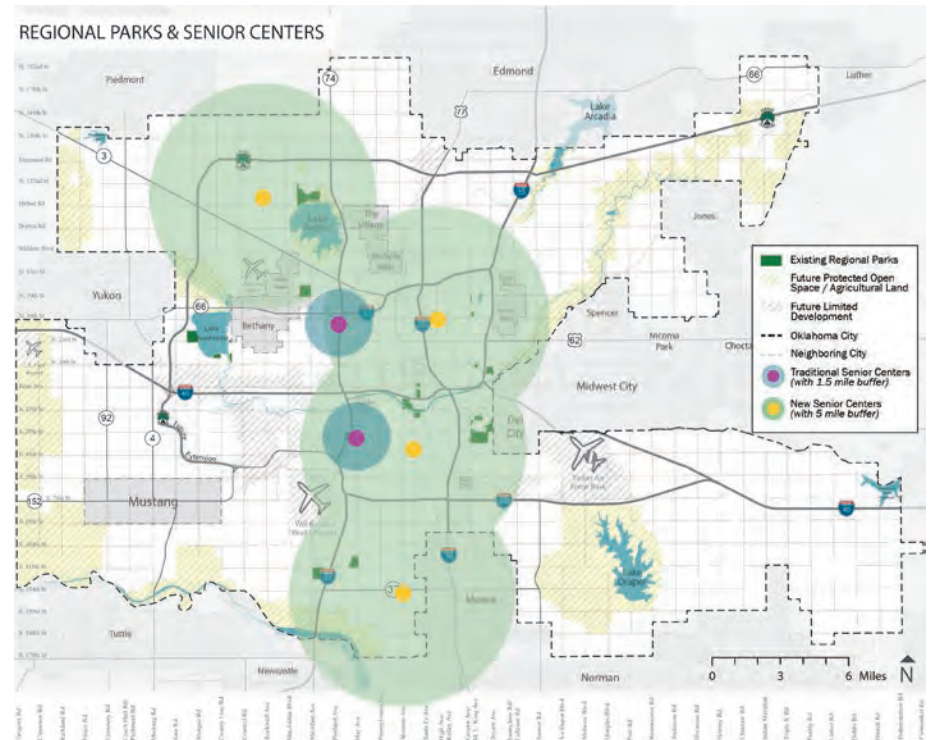
## Community & Recreation Centers



MAP 5.11

Traditional community centers are those built prior to 2020. These small centers each have a 1.5-mile service area because they were designed to serve mostly the neighborhoods they were in. Best practices now suggest that larger recreation centers offering more amenities, programs, and community spaces than traditional community centers are preferable for long-term financial sustainability. These new full-service recreation centers have a service area of 5-miles, serving a larger portion of the population.

## Senior Centers



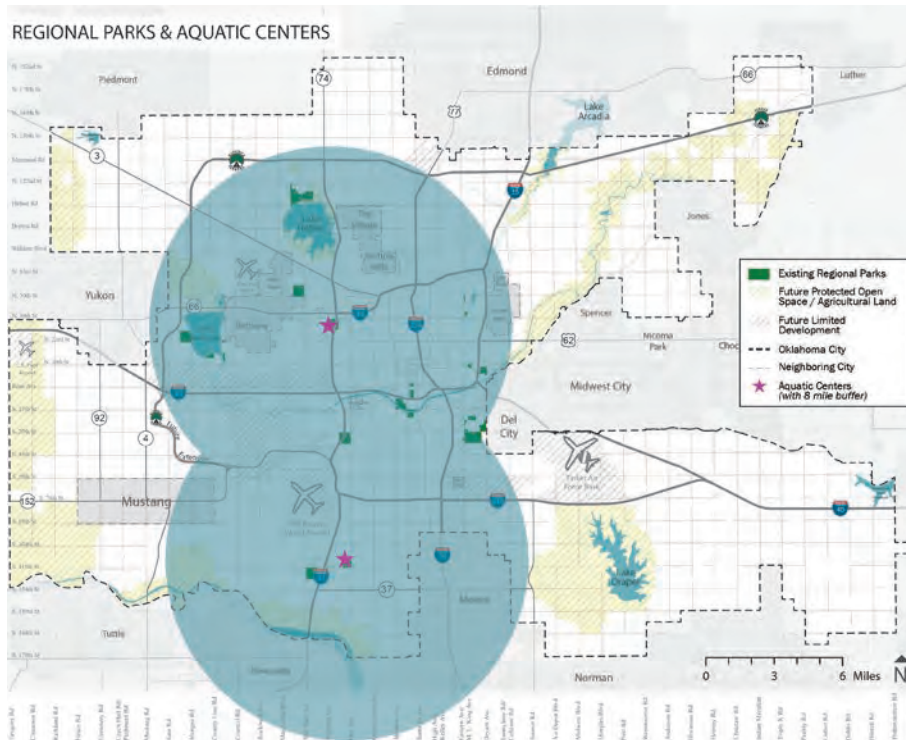
MAP 5.12

Traditional senior centers are those built before 2017. These small senior centers have a 1.5-mile service area. New senior centers, funded by MAPS, have a 5-mile service area. New senior centers are larger and equipped with more amenities, programs, and community spaces than traditional senior centers. Two of the four senior centers, funded by MAPS 3, have not been built, but the locations have been determined. A 5th senior center will be built in the next 10 years with MAPS 4 funding; the location is to be determined.



# REGIONAL PARKS ACCESS

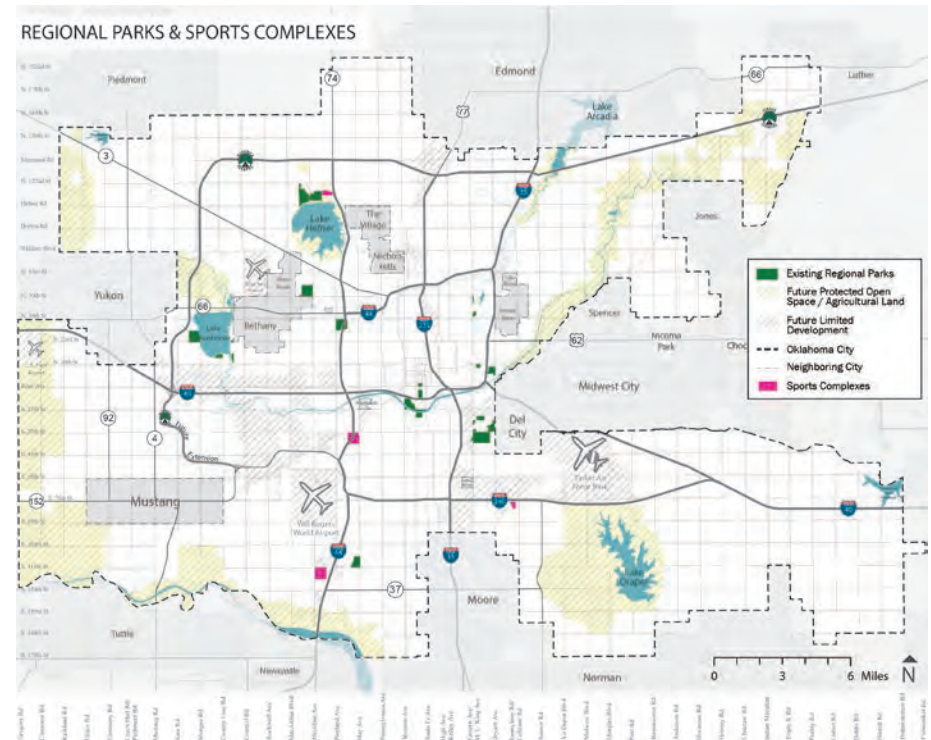
## Aquatic Centers



MAP 5.13

Aquatic centers are highly specialized park amenities and have an 8-mile service area. Due to their size and unique amenities, they can support a larger population.

## Sports Complexes



MAP 5.14

Sports complexes are parklands that have facilities to support tournament play for soccer, baseball, softball, football, lacrosse, and rugby. Sports complexes are closely associated with regional parks because they need the large land area required for regional parks to support their fields, facilities, and operations.





Source: EMBARK

ABOVE: EMBARK bus stop at a park.

## ACCESS TO PARKS: TRANSIT

There has been a growing demand for alternative transportation in Oklahoma City. Previously in this chapter, we looked at the driving network for accessing parks. This section explores how our park system relates to the public transit system.

Transit-accessible parks were defined as those adjacent to or within a quarter-mile (5-minute) walk of existing bus routes. Areas with access to transit-accessible parks were defined as areas adjacent to or within a quarter-mile (5-minute) walk of existing bus routes.

Using these definitions, **Map 5.15** shows that 88 parks are accessible by transit. The **table below** shows 26% of the 2017 population and 21% of the projected 2030 population are within areas that are transit-accessible to parks. The most well-served population is in the downtown area, near the transit hub. As the transit system expands, access to parks via transit is likely to increase.

2017	City-Wide Total Population: 591,575*	UM, UH, DT (Total Population: 154,515)	UL (Total Population: 398,745)	RM, RL, UR (Total Population: 38,314)
Population Within 1/4-mile Transit Service Area	26%	54%	18%	0.5%

*\*Total population calculations are based on 2017 population estimates from the U.S. Census Bureau and exclude areas within the Open Space, Heavy Industrial, & Agricultural Preserve LUTAs.*

2030	City-Wide Total Population: 655,138*	UM, UH, DT (Total Population: 143,226)	UL (Total Population: 447,949)	RM, RL, UR (Total Population: 63,962)
Population Within 1/4-mile Transit Service Area	21%	56%	13%	0.2%

*\*Total population calculations are based on the 2030 population projections and exclude areas within the Open Space, Heavy Industrial, & Agricultural Preserve LUTAs.*



Source: OKC Parks

ABOVE: Streetcar loading passengers at the Myriad Botanical Gardens streetcar stop.



This map illustrates the proposed transit network for Oklahoma City, including bus stops, street car lines, and existing trails. It also highlights parks and areas within a 1/4 mile of transit access. The map includes a legend for various land use categories and a scale bar indicating distances up to 6 miles.

**Legend:**

- Bus Stop
- Street Car Line
- Existing Trail
- Park
- Park within 1/4 mile of transit
- 1/4 mile Transit Access
- Future Protected Open Space / Agricultural Land
- Future Limited Development
- Oklahoma City
- Neighboring City

**Map Labels:**

- Streets: N. 192nd St, N. 178th St, N. 164th St, N. 150th St, Memorial Rd, N. 122nd St, Hefner Rd, Britton Rd, Wilshire Blvd, N. 63rd St, N. 50th St, N. 23rd St, N. 19th St, Reno Ave, S. 15th St, S. 20th St, S. 34th St, S. 50th St, S. 74th St, S. 89th St, S. 104th St, S. 119th St, S. 134th St, S. 149th St, S. 164th St, S. 179th St.
- Highways: 3, 4, 35, 40, 44, 66, 74, 77, 92, 152, 235, 240, 37.
- Neighboring Cities: Piedmont, Edmond, Yukon, Mustang, Tuttle, Newcastle, Norman, Moore, Del City, Midwest City, Spencer, Nicoma Park, Choctaw, Jones, Luther.
- Landmarks: Lake Hefner, Lake Arcadia, Lake Draper, Lake Overholser, Tinker Air Force Base, Will Rogers World Airport, E. Page Airport, The Village, Nichols Hills, Bethany, Forest Park, Lake Mary, Wren Acres, Stockdale.

Gregory Rd	Camaro Rd	Richland Rd	Frisco Rd	Cumery Rd	Czech Hall Rd	Mustang Rd	Sam Rd	Morgan Rd	County Line Rd	Conest Rd	Rockwell Ave	MacArthur Blvd	Merridian Ave	Portland Ave	May Ave	Pennsylvania Ave	Western Ave	Santa Fe Ave	High Ave	Kelley Ave	Eastern Ave	M. L. King Ave	Brant Ave	Souder Rd	Air Depot Blvd	Midwest Blvd	Douglas Blvd	Post Rd	Westminster Rd	Anderson Rd	Hwassee Rd	Henney Rd	Chocoma Rd	Indian Meridian	Triple X Rd	Peasly Rd	Luther Rd	Doobs Rd	Harris Rd	Potterstone Rd	Fishmarket Rd
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Source: OKC Parks

ABOVE: Walking trail at Lake Hefner.

## ACCESS TO TRAILS

Trail standards for each LUTA category were applied to the current trail system. Trail-accessible parks were defined as those adjacent to or within a quarter-mile (5-minute) walk of a multi-use trail. Forty-eight parks are accessible by the existing multi-use trail system.

In **Map 5.16**, light green areas are served by the current trail system (solid green lines). If the planned trails (brown solid lines) were completed, the orange areas would also be served.

Most residents are served by trails, based on the level of service standards from **planokc** (p. 47). **Bikewalkokc** guides the City on planning and building on- and off-street bicycle infrastructure. This includes appropriate amenities and design guidelines.

.....

**48** PARKS ARE  
ACCESSIBLE BY THE EXISTING  
MULTI-USE TRAIL SYSTEM.

.....



This map illustrates the current and future trail network in Oklahoma City and its surrounding regions. It highlights existing trails in green and planned trails in orange. The map also shows areas projected to grow by 2030, indicated by pink shading, and future protected open space or agricultural land, shown with diagonal hatching. Major highways, including I-40, I-44, I-235, and US-66, are depicted as thick grey lines. Key landmarks such as Lake Hefner, Lake Overholser, Lake Draper, and Will Rogers World Airport are labeled. The map includes a scale bar from 0 to 6 miles and a north arrow in the bottom right corner.

**Legend:**

- Existing Trails
- Planned Trails
- Existing Trail Access
- Potential Trail Access
- Areas Projected to Grow by 2030
- Future Protected Open Space / Agricultural Land
- Future Limited Development
- Oklahoma City
- Neighboring City

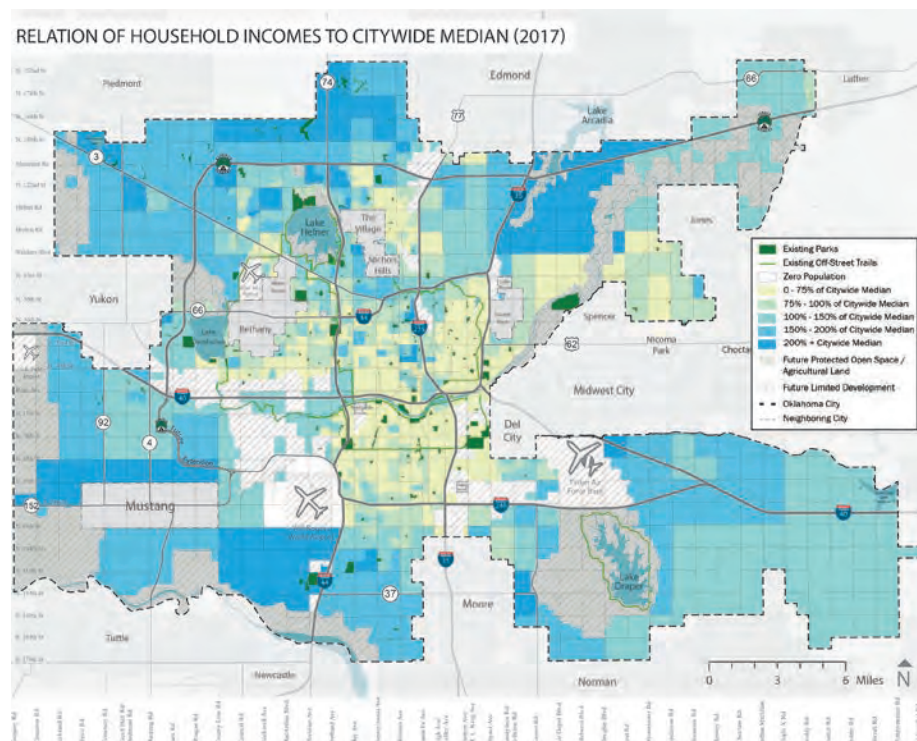
Gregory Rd	Cummins Rd	Richland Rd	Fraser Rd	Cemetery Rd	Czech Hall Rd/ Piedmont Rd	Misting Rd	Sara Rd	Morgan Rd	County Line Rd	Council Rd	Rockwell Ave	MacArthur Blvd	Merridan Ave	Portland Ave	May Ave	Pennsylvania Ave	Western Ave	Santa Fe Ave	High Ave/ Kelley Ave	Eastern Ave/ M. L. King Ave	Sunnylane Rd/ Collamore Rd	Stoner Rd	Air Depot Blvd	Midwest Blvd	Douglas Blvd	Post Rd	Westminster Rd	Anderson Rd	Hawassers Rd	Hemmy Rd	Chocoma Rd	Indian Meridian	Triple X Rd	Pearly Rd	Luttrell Rd	Dobbs Rd	Harris Rd	Pennsylvania Rd	Falmarket Rd
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# DEMOGRAPHICS

To better understand the access of particular segments of the population to existing parks, a demographic analysis was performed to identify areas of the city with higher than average concentrations of particular ages, ethnicities, income groups, and Wellness Scores. For most age and ethnicity cohorts, the population is relatively evenly distributed across the city, with small pockets of concentration. However, four significant patterns were observed.

## Median Household Income

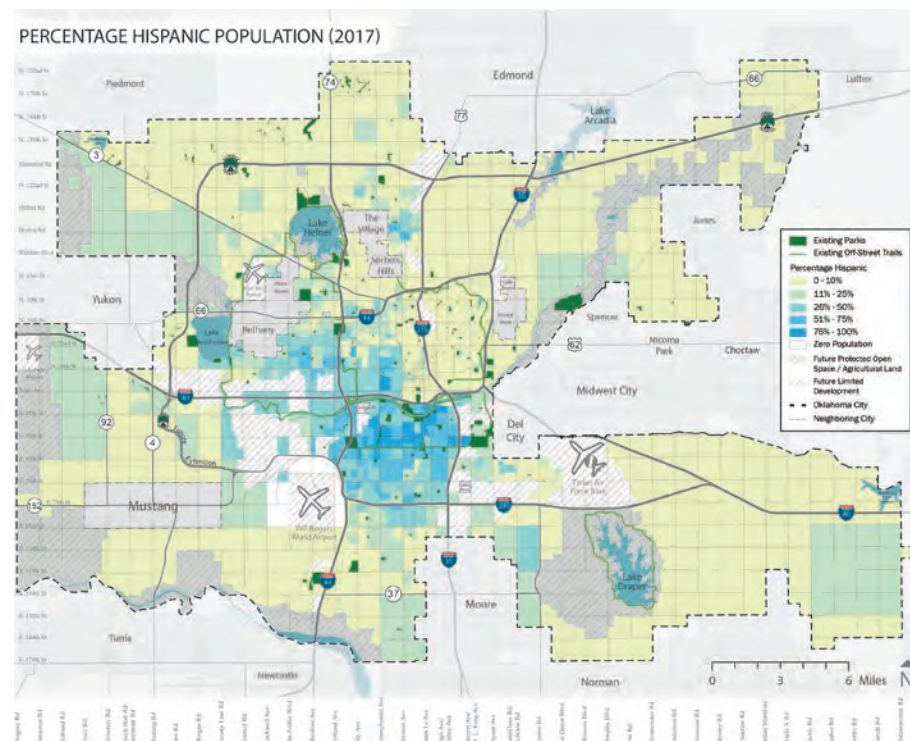


MAP 5.17

The median household income in Oklahoma City is about \$60,000 (2017 Census Bureau Population Estimates). Household incomes are significantly higher outside the urban core than within the urban core, except for a few localized neighborhoods.

Overlaying this on current park access maps, many lower income households within the urban core are not well-served, while the more rural northeast and southeast areas of the City are well-served. Concentrations of higher income households in the north, northwest, and west are also underserved. These areas are projected to grow by 2030.

## Hispanic Population

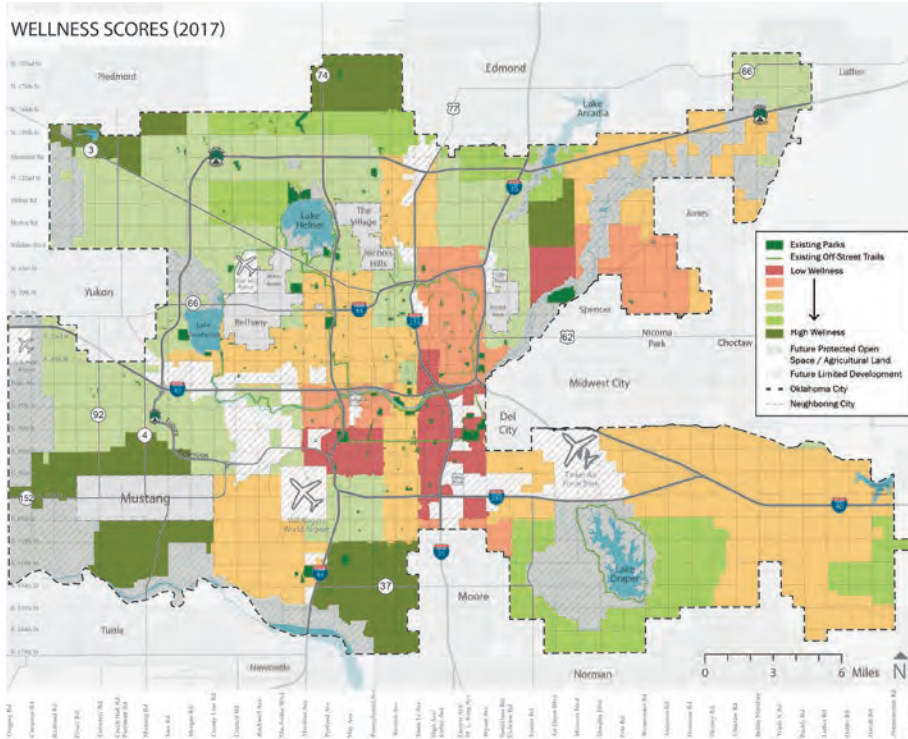


MAP 5.18

About 19% of the city's population is Hispanic (2017 Census Bureau Population Estimates). This population is highly concentrated in the central southern part of the city, within the loop formed by NW 10th Street, I-35, I-240, and MacArthur Boulevard. Overlaying this on current park access maps, much of the Hispanic population in the loop is underserved. Based on the level of service standards, there are existing concentrations of population and areas projected to grow by 2030 that are not well-served by the park system.



## Wellness Scores

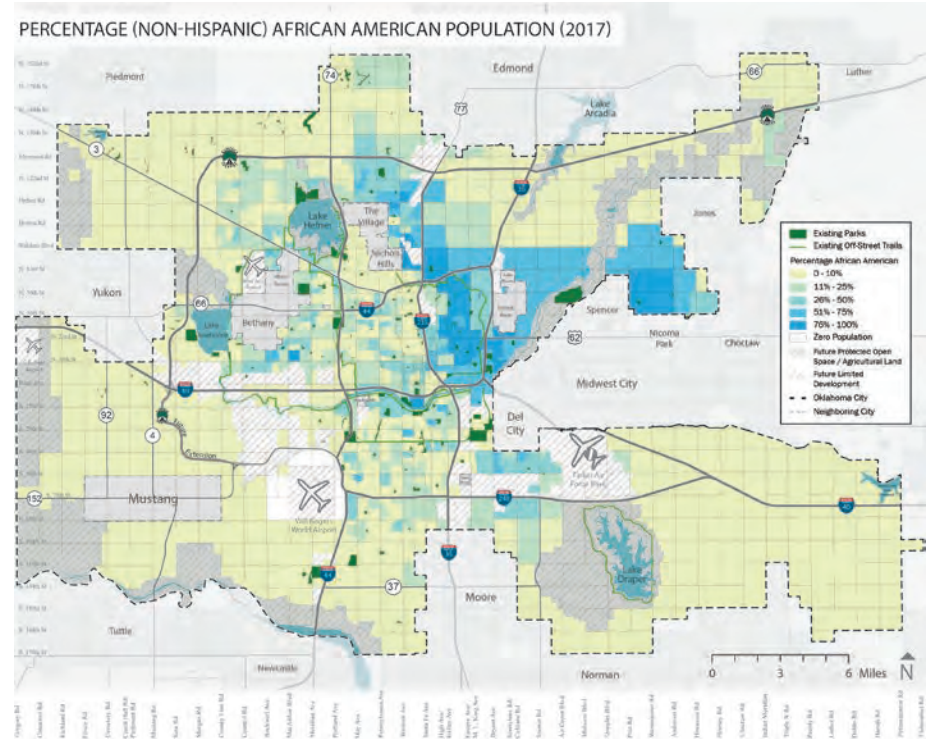


MAP 5.19

The Oklahoma City-County Health Department's Wellness Score is an aggregate measure of the determinants of community health, including socioeconomic, educational, environmental, cultural, and infrastructure factors, as well as the overall health of the community. Wellness scores are higher outside the urban core than within the urban core.

Overlaying this on current park access maps, areas with the lowest wellness scores are somewhat served, while areas with high wellness scores are not as well served. This demonstrates that good access to parks does not necessarily mean people are using parks for health benefits. Oklahoma City continues to compare poorly as a city in terms of health and fitness. In 2014, it ranked 48th in the American College of Sports Medicine's American Fitness Index of the 50 largest metropolitan areas in the country. This indicates that an awareness campaign about how parks can improve individuals' health may be needed, coupled with improved fitness and wellness facilities and programs (a need identified through the 2013 Community Survey).

## African American Population



MAP 5.20

About 14% of the city's population is African American (2017 U.S. Census Bureau Population Estimates). This population is highly concentrated in the northeast quadrant of the city, in a corridor stretching from College Park to Carverdale; around NE 63rd Street and N Sooner Road; and around NE 50th Street and N Anderson Road.

Overlaying this on current park access maps, the area around NE 50th Street and N Anderson Road is well served. This area is a low-density rural community with parks in the vicinity. Although there are gaps in service in the areas from College Park to Carverdale and around NE 63rd and N Sooner Road, there is not a large concentration of population that is underserved based on the established standards.





“Telescopes such as these owned by Russel Wilkerson, will be set up at Will Rogers Park this weekend for the public to gaze through.”

Source: Oklahoma Times, June 13, 1963



## CH. 6 | ACTION PLAN

The following Action Plan provides a framework to guide decision-making and allocate resources to achieve the six strategic directions identified in the *2013 Parks Master Plan*. It should be incorporated into annual work plans and budgeting systems and monitored on a continuous, as-needed basis. This continuous review supports planning as an ongoing process.





Source: OKC Parks

ABOVE: Splash pad at Myriad Botanical Gardens.

## ACTION PLAN

The Action Plan was developed for the *2013 Parks Master Plan* and has not changed for this *2020 Update*.

The Action Plan includes recommendations for how the City of Oklahoma City and community partners can implement each of the six Strategic Directions outlined in Chapter 3 (p. 30). For each of the strategic directions, there is a set of actions that can move the park system in that direction, a rationale for each action, and specific action steps that the City and its partners can take to implement the actions.

The Action Table, located in [Appendix E \(p. 115\)](#) of this document, provides a summary of the strategic directions, actions, and action steps. For each action, the Action Table also:

- Assigns a responsible party for implementation and monitoring/evaluation.
- Lists potential partners outside of OKC Parks, including public, private, and non-profit entities that could assist in implementation.
- Provides performance measures that can be used to gauge success in implementation.
- Indicates a suggested time frame for implementation.
- Indicates the status of completion (2020 Update).

It should be noted that the Action Table is not intended to be definitive, but rather to provide a working framework for discussion and further development by the City of Oklahoma City and its partners. The City has already moved forward with some of the recommendations. Others will be phased in over time or require further evaluation before being implemented. The intent is for the Action Plan to be a working tool to carry out the vision, mission, and strategic directions.



## STRATEGIC DIRECTION

### 1. MAINTAIN AND IMPROVE PHYSICAL ASSETS OF EXISTING PARKS.

- 1.1. Develop and implement a comprehensive asset management and maintenance system with sufficient funding to improve the quality of user experiences in Oklahoma City parks.

*About 76% of survey respondents rated the quality of parks in Oklahoma City as excellent or good. The national average is 85%.*

*The National Recreation and Park Association (NRPA) identifies maintenance standards on a six-level scale. Mode II is the level of maintenance expected on a recurring basis, while Mode I is the highest level maintenance reserved for high-visibility areas and Mode III often results from staffing or funding limitations. Current maintenance in Oklahoma City generally corresponds to NRPA Mode II or III, with sports fields achieving Mode II maintenance and neighborhood parks, community parks, and regional parks achieving Mode III maintenance.*

- 1.1.1. Maintain an inventory of all park assets (facilities, infrastructure, and grounds), including condition, deferred maintenance needs, and life cycle replacement schedules.
- 1.1.2. Establish maintenance standards for park assets (facilities, infrastructure, and grounds) tied to quality outcomes. Target a minimum of Mode II maintenance using NRPA's standards.
- 1.1.3. Prioritize and implement physical investments in existing park assets to implement the standards and address deferred maintenance and life cycle replacement.
- 1.1.4. Update existing facility and grounds

maintenance procedures to support the system.

- 1.1.5. Increase current funding to sufficient levels to implement the system.

- 1.2. Determine additional areas in the system where mowing can be substantially reduced or eliminated to reduce cost and create a more balanced system of natural and maintained areas.

*While OKC Parks has already identified areas that can remain in a natural state, public expectations and climatic conditions contribute to more mowing than may be necessary.*

- 1.2.1. Establish criteria to identify natural areas (e.g., public visibility, ecological restoration value, etc.).

- 1.2.2. Amend the weed ordinance to allow natural areas to be maintained in Oklahoma City parks.

- 1.2.3. Incorporate natural area management zones and practices into the maintenance plans for each park.

- 1.2.4. Undertake public outreach/education on the value of natural areas in city parks.

- 1.3. Develop and implement design standards to improve the attractiveness of and enhance user experiences in community-serving parks.

*To clarify expectations, streamline the design process, and promote equity of service delivery, OKC Parks should codify its current guidelines for the design of neighborhood and other parks into a formal set of design standards for each type of park in the system. The guidelines and approval process for projects in parks should be simpler and more accessible to citizens and neighborhoods to spur additional community involvement.*

- 1.3.1. Structure the design standards to address the desired facilities and amenities for each park

type (see Chapter 4), with the overall goal of providing a range of quality experiences to draw different age groups to use the park.

- 1.3.2. Address the following in the design standards: facility design (e.g., materials); access, circulation, and parking to support different levels of facilities and amenities; landscaping, including tree planting and maintenance per Action 1.4; and signage, safety and security, lighting, costs, environmental sustainability, etc.

- 1.3.3. Apply the design standards to all physical improvement projects in the parks.

- 1.4. Implement a tree planting and replacement program in the Oklahoma City parks.

*Thirty percent of survey respondents indicated that the City should emphasize making improvements to existing parks, including planting trees. The City of Oklahoma City and OKC Parks do not currently have a tree canopy standard. However, parks are natural places to plant trees, increase the city's tree canopy, and maximize the benefits that trees provide.*

- 1.4.1. Develop a GIS inventory of existing trees in the parks (species, size, condition, canopy coverage).

- 1.4.2. Establish a tree canopy coverage target, preferred species, and criteria for priority tree planting locations (e.g., in picnic areas and along walking trails).

- 1.4.3. Allocate funding in the annual parks budget for tree planting and replacement. Include adequate funding for maintenance.

- 1.4.4. Support greenokc's direction to establish an Urban Forestry Program and City Urban Forester position.

- 1.4.5. Coordinate tree planting with city-wide efforts (e.g., the releafokc program).



- 1.5. Identify and dispose of unproductive parks to allow resources to be invested in more productive parks that better serve community needs.

*OKC Parks currently has a system of identifying and disposing of surplus parks. At least 3 parks were identified as surplus since the 2005 Parks and Recreation Comprehensive Plan. However, the Department often finds that parks identified as surplus are difficult to dispose of.*

- 1.5.1. Use the criteria defined in Chapter 4 to identify and dispose of surplus parks.
- 1.5.2. Improve processes for disposal of parkland identified as surplus.

- 1.6. Evaluate the current park maintenance districts for opportunities to increase efficiency and reduce costs.

*To increase the level of maintenance and improve the appearance of parks across the system, OKC Parks can aim to increase efficiency and reduce maintenance costs. One way to achieve this is to optimize maintenance operations, specifically the locations of maintenance districts and the amount of time maintenance staff spends driving.*

- 1.6.1. Undertake a drive time analysis to determine the time maintenance staff spends driving during a typical day.
- 1.6.2. Redesign the existing (five) park maintenance districts to limit the amount of drive time (ideally to no more than an hour and a half daily) to increase productivity and reduce the cost of maintenance and associated expenses such as fuel. Conduct a cost-benefit analysis to compare gains to costs such as increased supervision, new maintenance facility requirements, etc. prior to finalizing a recommendation for revised or new districts.



Source: OKC Parks

ABOVE: OKC Parks' Forestry staff trimming trees.



## 2. DEVELOP FACILITIES AND PROGRAMS IN EXISTING PARKS TO MEET COMMUNITY NEEDS.

### 2.1. Implement a program to improve existing park assets to align with community recreational facility needs.

*Park facilities should meet the needs of the people who live in the neighborhoods they serve. The community survey indicated that 19% of respondents did not use parks and recreation facilities more often because a desired facility or program was not available. The survey also identified priority facility needs, summarized in Chapter 3. Used in combination with the list of amenities in the park classifications in Chapter 4, this can provide a guide to determine whether community needs are being met and what facilities should be added to existing parks.*

- 2.1.1. Evaluate each park for its contribution to community needs using the park classification and evaluation considerations contained in Chapter 4.
- 2.1.2. Using the evaluation conducted per 2.1.1, prioritize deficient parks for improvements (upgrades to existing facilities, development of new ones, etc.) to meet community needs.
- 2.1.3. Develop and regularly update park master plans to define the improvements to be made to priority parks. Engage surrounding residents in the planning process to address the local neighborhood context, demographics, needs, and priorities. Remove or replace unproductive facilities or amenities.
- 2.1.4. Establish long-range maintenance plans for park improvements consistent with the asset management and maintenance system (Action 1.1). Allocate funding to support

improvements and long-term maintenance.

### 2.2. Develop a plan for recreational programs and services to be offered in Oklahoma City parks to meet community needs.

*In addition to aligning park assets with community needs, park programming should be aligned with community needs. Ninety-four percent of survey respondents indicated they are very or somewhat important to overall quality of life. As with facilities, the survey also identified priority program needs, summarized in Chapter 3. In addition, 85% of respondents indicated that parks, facilities, and programs are very or somewhat important to the pursuit of a healthy and active lifestyle, indicating great potential for health and wellness programming.*

- 2.2.1. Identify core programs and services that should be offered by OKC Parks, focusing on health and wellness as the key element. Identify non-core programs that can be offered by other providers.
- 2.2.2. Evaluate, strengthen, and expand existing offerings by OKC Parks consistent with the definition of core programs and services. Incorporate facilities to support these programs and services into park improvement plans.
- 2.2.3. Establish partnership agreements that maximize the extent to which recreational programs and services offered by other providers in Oklahoma City parks meet needs of the overall community (as opposed to specific interest groups).
- 2.2.4. Explore joint programming opportunities with school districts within Oklahoma City.

### 2.3. Implement a model of larger, multi-generational centers located in regional (district or metropolitan) parks to replace the current outdated model of smaller community centers in community parks.

*The current model of many, small dispersed community centers is difficult to maintain and replicate given current funding. Nationally, community centers are being replaced by fewer, larger multi-generational centers that are more cost effective, can offer a larger variety of programs, and cater to much larger segments of the community.*

- 2.3.1. Identify the programs and uses to be accommodated in multi-generational centers based on the needs analysis. Such centers should incorporate the components of aquatic centers, senior wellness centers, and community/health and fitness centers into one facility.
- 2.3.2. Identify locations for multi-generational centers based on the level of service standards. Where feasible, expand/upgrade existing facilities (e.g., regional aquatic centers). Develop plans, allocate funding, and incorporate the identified centers into the city's Capital Improvements Program. Dedicate funding to support long-term maintenance.
- 2.4. Enhance the value of the Oklahoma City parks as places for the community to come together at scales ranging from neighborhood gatherings to large-scale festivals and special events.

*In addition to supporting the highest quality of life for Oklahoma City residents, the mission of the park system includes stimulating the economic viability of the city. Neighborhood gatherings and special events result in increased awareness of the park system and increased spending around the venue, and parks are natural event venues. Large-scale festivals and special events provide an opportunity to draw visitors from outside the city, allowing the city to capture additional spending.*

- 2.4.1. Designate areas for informal gatherings in



- local (neighborhood and community) parks.
- 2.4.2. Incorporate larger special event areas with sufficient support facilities (access, parking, etc.) into regional (district and metropolitan) parks.
- 2.4.3. Evaluate the effectiveness of existing special events offered in Oklahoma City parks. Identify five or more existing or new signature events that can be leveraged for regional economic impact and bring recognition to the park system (see Action 5.2).

2.5. Increase the attractiveness of Oklahoma City parks for young adult professionals as an economic development and community-building strategy.

*Companies looking to hire young professionals consider a good park system among the amenities they know will attract such talent. Young professionals are looking for high quality of life, including recreational opportunities, urban life, and amenities such as parks. These are reasons cited, for example, in Boeing's decision to relocate its corporate headquarters to Chicago in 2001.*

- 2.5.1. Conduct surveys and focus groups to determine the recreational opportunities young professionals seek in a park system, with the goal of increasing the city's competitiveness with other regions in attracting and retaining talented young workers and the businesses that depend upon them.
- 2.5.2. Based on the survey and focus group results, incorporate selected facilities and programs appealing to young adult professionals into regional or community parks.
- 2.5.3. Work with the Chamber of Commerce to market the economic value of parks as a way to attract talented young workers and businesses to the city (Action 4.2).



Source: OKC Parks

ABOVE: Yoga in the Park at Will Rogers Gardens.



## STRATEGIC DIRECTION

### 3. IMPROVE ACCESS TO EXISTING PARKS.

- 3.1. Implement a program to better connect neighborhoods to existing parks via the sidewalk network.

*More than half of survey respondents indicated there are insufficient parks and green space areas within walking distance of their residence. The analysis in Chapter 6 of the 2013 Parks Master Plan showed that nearly 40% of the people who could be within walking distance of a park are not because of a lack of sidewalks.*

- 3.1.1. Use bikewalk**okc** to identify prioritized park sidewalk project locations.
- 3.1.2. Evaluate current park access points as they relate to the existing and potential street/sidewalk connections. Prioritize improvements to existing and development of new access points to create welcoming park entrances (signage, landscaping, etc.). Develop design standards for these entrances (Action 1.3).
- 3.1.3. Prioritize street tree planting along streets leading to parks.
- 3.1.4. Allocate funding for priority park access (sidewalk and entrance) improvements, targeting retrofits in the downtown and urban areas to improve community health and promote economic revitalization.

- 3.2. Connect parks to the citywide trail system.

*Another way to improve access to existing parks—particularly regional parks—is to better connect them to the citywide trail system. Since trails are the highest priority facility identified by survey respondents, there is clearly a desire for a more comprehensive trail network. Trails also attract*

*people from longer distances, so connecting parks to trails increases the number of potential park users.*

- 3.2.1. Prioritize segments of trails from bikewalk**okc** (Action 5.1) connecting to existing parks for implementation, including multi-use trails to create connections to larger parks.

- 3.3. Enhance City design standards to promote connectivity.

*For a period in Oklahoma City, sidewalks were not part of street design standards and were not required to be built as part of new road construction or road improvement projects. This explains why some neighborhoods have no sidewalks and why more residents do not have sufficient parks and green space areas within walking distance. This plan supports plan**okc**'s recommendations to include better pedestrian and bicycle requirements in the City's street design standards.*

- 3.3.1. Implement the pedestrian and bicycle requirements of plan**okc**'s proposed street design standards to improve the pedestrian and bicycle environment, including sidewalks, multi-use paths, and bicycle lanes. Add requirements for street trees along both sides of all new or reconstructed streets.



Source: OKC Parks

ABOVE: Will Rogers Gardens



## STRATEGIC DIRECTION

### 4. PROMOTE AND INCREASE AWARENESS OF THE VALUE OF PARKS.

#### 4.1. Increase the marketing and business development capabilities of OKC Parks.

*The community survey showed the most common way residents hear about parks, programs, and activities is by word of mouth—from friends and neighbors. It also showed that 37% of households do not use parks and recreation facilities and programs more often because they do not know where to go or what is offered, significantly higher than the national average of 22%. This indicates a lack of effective marketing of the park system. Currently, OKC Parks has only a single person dedicated to marketing, and there is no comprehensive marketing plan for the park system. Additionally, business development capabilities could help the Department become more financially self-sufficient and achieve a higher level of cost recovery.*

- 4.1.1. Develop a distinctive “brand” for Oklahoma City parks within the overall city brand.
- 4.1.2. Increase the marketing resources of OKC Parks, and implement a plan to strengthen communication and outreach efforts on the value of parks (website, social media, etc.) using the brand.
- 4.1.3. Ensure that partners who are operating programs and facilities in Oklahoma City parks provide recognition for the park system (partnership agreements, signage, brochures, etc.).
- 4.1.4. Establish a business development office to develop earned income opportunities and other diversified revenue options available to help offset operational and capital costs and to oversee development of business plans for

major facilities and events.

#### 4.2. Initiate a broader, community-wide campaign to increase awareness of the value parks bring to Oklahoma City’s quality of life and economy.

*Survey respondents overwhelmingly indicated that they believe quality parks, facilities, and programs are very or somewhat important to the pursuit of a healthy and active lifestyle (85%) and to the overall quality of life in Oklahoma City (94%). Yet, Oklahoma City continues to compare poorly as a city in terms of health and fitness. It ranked last in the American College of Sports Medicine’s American Fitness Index of the 50 largest metropolitan areas in the country. In addition, parks bring economic value by way of increasing surrounding property values, attracting a skilled workforce, and direct visitor spending. How parks can affect individuals’ health and how parks benefit the economy should be part of a larger campaign to increase awareness of the value parks bring to Oklahoma City’s quality of life and economy.*

- 4.2.1. Conduct a study of the economic impact of Oklahoma City parks.
- 4.2.2. Establish a “Parks Alliance” based on the Neighborhood Alliance model, with funding to focus on marketing the value of parks citywide as a key priority (see Chapter 7).
- 4.2.3. Develop and implement a coordinated marketing campaign to promote the value of Oklahoma City parks. Engage other partners (Chamber of Commerce, City-County Health Department, healthcare institutions, Oklahoma City Schools, Neighborhood Alliance, etc.) and media outlets in this effort.



Source: OKC Parks

ABOVE: Doggy Dip N Dash



## STRATEGIC DIRECTION

### 5. DEVELOP NEW PARKS AND FACILITIES.

#### 5.1. Complete the citywide trails system.

Nearly twice as many survey respondents (38%) selected walking and biking trails as a top priority facility as the next highest choice. There is clearly a desire for a more comprehensive trail network. Since the previous trail master plan was developed, some trail segments have become unfeasible. To achieve a citywide, connected system, new connections will be necessary. Trail design and appropriate amenities can be found in bikewalkokc.

- 5.1.1. Coordinate with the Planning Department on the funding and development of the Bicycle and Recreational Trails Network Prioritization projects identified in bikewalkokc.
- 5.1.2. Identify connections along key streets and boulevards to install multi-use trails or on-street bicycle facilities to increase connectivity and fill in gaps in the system.
- 5.1.3. Require new developments to construct and/or dedicate land or easements for greenways or trails identified in bikewalkokc.
- 5.1.4. Incorporate “healthy heart trail” or similar health and wellness features into the trails system (signage, distance markers, etc.).
- 5.1.5. Develop greenway corridors around trails, where rights-of-way allow, with trees, benches, possible concessions, and other amenities.

#### 5.2. Develop a signature downtown (Core to Shore) park system to leverage economic development and quality of life.

The Core to Shore plan envisions a series of neighborhoods, parks, and economic development opportunities that will reinvigorate the area between downtown Oklahoma City and

the Oklahoma River, bring new jobs, and result in a higher quality of life for residents. A 40-acre Central Park promises to be a centerpiece for the development of new offices, retail, and mixed use housing in the area.

- 5.2.1. Implement the Core to Shore Plan connecting the downtown core to the Oklahoma River, beginning with Central Park. Identify a sustainable funding stream to support park operations and the highest standards of maintenance (Mode I per NRPA’s maintenance standards).

- 5.2.2. Incorporate regionally significant, large-scale events into downtown park programming (see Action 2.4).

- 5.2.3. Incorporate recreational facilities and amenities for downtown residents.

#### 5.3. Develop new local (neighborhood or community) parks where necessary to serve existing residents and regional (district or metropolitan) parks where necessary to serve residents of developing parts of the city (urban or urban growth area).

While the City of Oklahoma City should continue to serve residents with the existing system of local and regional parks in developed parts of the city, the City should focus its attention on filling gaps in service for existing residents and providing regional parks in developing parts of the city. Local park needs for developing areas should be met through school parks and development regulations that require privately-built parks to serve new neighborhoods.

- 5.3.1. Conduct site selection analyses in areas where the level of service standards indicate future local and regional parks will be needed. Incorporate land acquisition and park development into long-term capital improvement plans.
- 5.3.2. Allocate funding to support development of

the new parks when needed to serve residents of developing areas. Consider enactment of a park impact fee proportional to the demand for regional recreation generated by new developments.

#### 5.4. Develop partnerships to develop and manage new facilities.

OKC Parks has some very successful partnership agreements that enable partners to take care of specific parks or operate programs within parks. This helps the City offer programs and services that may not be feasible to provide given current funding. This type of partnership approach could be expanded to develop new facilities. However, the City should make sure its partners provide recognition for its role in partnerships, reversing a common misperception that the parks partners operate in are not publicly accessible or owned.

- 5.4.1. Engage potential partners (e.g., health care providers, YMCA, corporate sponsors) in developing concepts for significant new facilities (e.g., multi-generational centers/senior wellness centers) based on needs assessments.
- 5.4.2. Develop agreements on programs and processes for operating and managing facilities that give proper recognition to Oklahoma City parks.



## 6. ESTABLISH AGREEMENTS AND STANDARDS FOR PRIVATE PARKS AND SCHOOL PARKS.

### 6.1. Develop a coordinated school/park system strategy providing for appropriate use and sharing of facilities for recreational purposes.

*School parks—recreation areas on school property—offer a tremendous opportunity to expand park and recreation access in Oklahoma City. Outside of school hours, these facilities can supplement local park service in developed areas where there are gaps in service and be thought of as integral to providing local park service in developing areas. Standard agreements would help streamline the process of working with the many school districts in Oklahoma City to ensure public access to school properties. Design of these spaces to ensure safety outside of school hours should be considered along with school requirements.*

- 6.1.1. Establish standards and agreements for use of school grounds as school parks, prioritizing areas not meeting the level of service standard for access to public parks. Address safety and liability issues.
- 6.1.2. Develop standards and agreements for joint development of recreational facilities in the construction of new schools or significant upgrades to existing ones.
- 6.1.3. Begin discussions on the above with the Oklahoma City School District. Extend to school districts located elsewhere in the urban area and the urban growth area over time.
- 6.2. Meet the local recreational needs of new residents in developing areas through private parks.

*Oklahoma City's subdivision regulations include provisions requiring open space for gated subdivisions. However, this should be expanded to include all new subdivisions. Adequate public facilities requirements should include parks, as new development causes an increase in demand for and usage of parks. It should be the developer's responsibility to ensure there are adequate local parks to serve new development and that those parks meet the City's standards.*

- 6.2.1. Establish design standards for private parks in new developments (size, walking distance for residents, minimum uses to be provided, long-term maintenance, etc.).
- 6.2.2. Incorporate the design standards into a parkland dedication ordinance or other regulations to ensure that the private parks serve the recreational needs of residents.



Source: OKC Parks

ABOVE: Shelter at a privately-developed park.





Source: OKC Parks

ABOVE: Playground at a privately-developed park.





"Windy day at Woodson Park – Amy, 10, gears up for a windy kite launching at Southside Woodson Park this weekend when the wind had more fun than the other kids, winding up with several kites when strings snapped."

Source: Daily Oklahoman, March 23, 1982



## CH. 7 | ACHIEVING THE COMMUNITY'S VISION

The previous chapter covered action steps the City should take to achieve the six strategic directions identified through the *2013 Parks Master Plan*. Chapter 7 dives deeper into the funding, maintenance, and partnership strategies needed to achieve the community's vision for our park system.



# FUNDING OPTIONS AND STRATEGIES

Based on benchmarking, Oklahoma City is below the mean compared to peer cities on per capita spending for maintenance, operations, full-time employees, and spending per full-time employee (see Chapter 3, p. 26). Like City of Oklahoma City government as a whole, OKC Parks is impacted by the fact that Oklahoma is the only state in the United States in which municipalities do not have access to property taxes for operating expenditures (according to the Oklahoma Municipal League), creating a strong reliance on sales taxes (which are cyclical in nature because of their tie to the economy). This fiscal reality highlights the need for diversified funding sources if the Department is to meet its mission of providing high-quality parks, recreational, and cultural services to Oklahoma City residents and visitors—particularly as the city continues to grow and expand outward from the core.



Source: OKC Parks

ABOVE: Will Rogers Gardens volunteers.

## OKLAHOMA CITY BY THE NUMBERS

The 2013 *Master Plan* consultant team assessed financial information provided by OKC Parks for Fiscal Years (FY) 2007–2008 through 2011–2012 (see [Appendix F, p. 123](#), for the complete financial overview). For this 2020 *Update*, staff updated figures in this section to FY 2019–2020. Unless otherwise noted, resident satisfaction figures are based on surveys conducted to measure OKC Parks’ performance on indicators included in the City of Oklahoma City Strategic Business Plan.

- The operating budget for the Department in 2020 was \$22,924,338. This equates to per capita spending of \$38.75, which is very low for Midwestern cities of similar size to Oklahoma City. Typical levels of per capita spending in the Midwest are \$65–70 dollars.
- The Department had a budget cost recovery level of 7% from earned income revenues in 2019. This figure is lower than most Midwestern cities, which typically recover 35–40% of their budget from earned income.
- The 2020 capital budget for OKC Parks was \$6,408,194. Including bond funding, the capital budget was \$45,503,194. Oklahoma City does not have a permanent, dedicated funding source for capital improvements. Best practice cities typically spend 3–4% annually of their total asset value (less land value) on capital investment in facilities and infrastructure. The total asset value of facilities and infrastructure in the Oklahoma City park system was not available for the financial assessment.
- The 2020 OKC Parks operating budget was \$1,728 per acre on maintenance (4,590 acres maintained), a very low level compared to other Midwest cities. In the 2018 City of Oklahoma City DirectionFinder® Survey, residents had a 66% total satisfaction level (very satisfied and satisfied) with maintenance of city parks. Trails received a 60% level of satisfaction.
- The Department budgets \$4.17 per square foot to maintain 428,793 square feet of flower beds. Typical costs for this task are in the range of \$3.50–4.00 per square foot.
- The City budgets \$8.14 per capita on providing recreational opportunities—such as aquatics, athletics, and fishing—to residents and visitors, which is well below the norm. Other Midwestern cities typically spend around \$20 dollars per capita. Resident satisfaction from the City’s 2018 resident survey shows that 46% of the residents are very satisfied or satisfied with recreation facilities. Program participants expressed a good level of satisfaction with recreation programs (89%), while the resident survey showed that residents had a 62% level of satisfaction (very satisfied or satisfied) with recreation programs. Based on the performance indicators, aquatic programs had a 44% level of user satisfaction (very satisfied or satisfied) while sports programs had a 46% level of satisfaction. The Department budgets \$244.48 per person who participates in organized sport programs, a relatively high number.



## FUNDING SOURCES

Park and recreation agencies across the United States have developed an understanding of how to manage revenue options to support facilities and services in response to the limited availability of tax dollars. Financially sustainable systems no longer rely on taxes as their sole revenue source but have developed new options to help support capital and operational needs.

A growing number of jurisdictions have developed policies on pricing of services, cost recovery rates, and partnership agreements for programs and facilities provided to the community. They have also developed strong partnerships that are fair and equitable in the delivery of services based on whom receives the service, for what purpose, for what benefit, and at what costs. In addition, agencies have learned to use parks and recreation facilities, amenities, programs, and events to create economic development. This development helps keep property values high around parks and along trails through increased maintenance.

Agencies have recognized that people will visit their community for recreation facilities such as sports complexes, pools, special events, and major attractions if the management and presentation results in a high quality experience. In addition, adding sports facilities and events attracts tournaments that create hotel stays and increased expenditures in restaurants and retail areas in the region.

As of 2019, the Department was 7% self-supporting, which is low for an urban park system. As noted, overall per capita spending is also low compared to other park systems, and new and expanded funding sources are needed to sustain the system for the future. A range of funding options is outlined below for consideration in supporting the capital and operational needs of OKC Parks.

### Funding Sources for Land Acquisition and Capital Development

#### Land Dedication and/or Park Impact Fee

Many cities, including Fort Worth, Austin, San Antonio, San Jose, Chicago, Atlanta, Portland (Oregon), Long Beach (California), and (most recently) Houston, have ordinances requiring housing developers to donate land for parks to serve the new residents and to make up for the loss of open space. In most of those communities, developers who do not wish to donate land have the option of paying into a parkland acquisition fund.

On April 26, 2016, the City Council adopted a new ordinance to establish development impact fees to share the cost of providing infrastructure for parks and trails. In Fiscal Year 2019, the impact fee generated \$1,689,763 for parks and \$805,521 for trails. These fees are used in the areas they were collected to fund the purchase of land for new parks and trails and the capitol to improve the new properties.

#### Open Space Bond Issue

Many cities across the United States have used open space bond issues to acquire land for parks, park development and open space. The bonds are paid off by either property or sales taxes and are usually ten years in length. Communities such as Seattle, Phoenix, Chicago Park Districts, Kansas City, and Denver have motivated voters to support open space through bond issues.



Source: OKC Parks

ABOVE: Tree Climbing Class



## **Bond Issue for Park Development and Improvements**

This is the source that most park and recreation agencies use to motivate voters to support infrastructure improvements and new construction projects. Over the last 10 years, the City of Dallas has been using property-tax-related bond issues to fund over \$700 million in park-related improvements, which is significantly benefitting the livability of neighborhoods, the downtown, and regional parks.

OKC Parks has benefitted from using property-tax-related bonds, more commonly referred to as General Obligation Bonds, since 1909. From 1974 to 1995, voters did not approve any bonds for parks, and park development and improvements suffered from that twenty-one year period without a financial source for improvements. However, from 1995 to 2020, voters approved GO Bonds for nearly \$300 million in park-related improvements.

## **Facility Authorities**

A facility authority can be set up to fund development of a specific park or attraction such as a stadium, large recreation center, aquatic center, or sports venue for competitive events. Bond funding usually comes from sales taxes. The City of Indianapolis has created several community recreation facilities and national competition venues for local and economic purposes. The Facility Authority is responsible for managing the sites and operating them in a self-supporting manner.

## **Real-Estate Transfer Fees**

This is a relatively new form of funding that many agencies and jurisdictions have used to acquire parkland and develop the lands they acquire. The money comes from the transfer of real estate from seller to buyer, with the jurisdiction retaining ½% of the value of the property at the time of sale to be dedicated to acquiring parkland.

## **Benefit Districts**

This funding source identifies the benefits associated

with an improvement as the basis for establishing a tax on surrounding properties or a sales tax to support the capital cost associated with land acquisition and development. This mechanism can be applied to large community parks, regional parks, event plazas, signature parks, and attractions. The benefit districts are usually in downtowns or areas of the city slated for redevelopment. This has been used in Oklahoma City in the Downtown District. Parks and trail impact fees are used in the same manner. The impact fee is used in the same benefit area where the development occurs.

## **Lease Backs**

This is another source of capital funding whereby banks or private placement fund companies will develop a park or recreation attraction, recreation center, pool, sports complex, etc. with the intent of buying the land, developing the project, and leasing it back to the city to pay off the capital costs over a 20 to 30 year period. Major banks are using this mechanism to invest billions of dollars in public infrastructure across the United States.

## **Transient Occupancy Tax**

This funding source is used by many cities to fund improvements in parks in urban areas to improve the image of an area, enhance parks where hotels and businesses are located, and to support the development of park-related improvements. Cities will apply a 5–10% tax on the value of a hotel room, which is dedicated to improving facilities and to market the community.

The City of Oklahoma City has a hotel “room tax” of 5.5% that funds a full-time Convention and Visitor Bureau.

## **Special Recognition License Tag**

Some cities have created a special designation car tag that provides income to the city or a parks foundation. In Indianapolis, the city has a designated tag for greenways. The license plate provides \$45 per tag to the Greenways Foundation for greenway development and management.

## **Conservation Districts**

Conservation Districts operate similarly to a land trust (see below under Funding Sources for Park Maintenance) but are set up to protect and preserve property for park systems. Usually these conservation districts are managed by a conservation board for the protection of watersheds or sensitive natural areas. The conservation district’s role is to provide landowners with tax benefits for allowing their property to be put into the district for protection purposes.

## **Park Foundation**

Park foundations have helped many cities acquire land and develop parks across the nation. These foundations are established for the purpose of supporting parks and recreation needs in the city. The Houston Parks Foundation typically raises \$5 million a year for land acquisition and park improvements. The City of Indianapolis has a well-managed park foundation that raises capital dollars for needed projects in the city.

Oklahoma City’s park foundation, The Greater Oklahoma City Parks & Trails Foundation, had its beginnings in 2010. It was relaunched in 2019 after a dedicated group of board members updated the bylaws and had a kickoff event. The Foundation works with donors, community organizations, and government agencies to enhance our parks, trails, and public spaces through advocacy, education, programming, and grantmaking opportunities.

## **Grants**

Grants have always been a good source of funding for parks throughout the United States. Grants can come from the federal government (see below under Federal Funding Sources), state grant sources such as casino revenues or taxes on alcohol, and local grants from community foundations. Indianapolis has received over \$100 million in foundation grants over the last 15 years from the Lilly Endowment for park related improvements in the city.



## Income Tax

In Ohio, many cities have passed a 1% income tax to support parks and recreation needs. This is voted on by the community, and outside residents who work in the city help to pay for park and recreational improvements.

## Temporary Sales Tax Initiatives

By funding projects with a limited term sales tax, projects can be built debt free.

Oklahoma City has used temporary sales tax to fund park-related improvements through MAPS (Metropolitan Area Projects), a temporary penny sales tax, since 1996. Passed in 2019, MAPS 4 is expected to generate \$140 million for park-related improvements, \$110 million for new youth centers, and \$30 million for a new senior wellness center. An additional \$87 million will go towards expanding and improving walking and biking infrastructure.

## Funding Sources for Park Maintenance

Oklahoma City's park system would benefit greatly from dedicated funding for parks maintenance. The following are some funding sources that are particularly suitable for this purpose. They can also provide funding for park and recreational facility development.

### Maintenance Endowment Fund

This fund is dedicated exclusively for maintenance of a major park or recreational attraction.

In 2019, OKC Parks' first-ever maintenance endowment fund was created within the MAPS 4 program to support the maintenance and replacement costs for the MAPS 4 Youth Centers and the MAPS 4 park improvements.

### Boulevard Tax

This funding source is used by the City of Kansas City to develop and maintain parkways and boulevards throughout the city. Residents who live along these corridors are taxed per linear foot, which is added to their property tax bill. It has proven to be very beneficial to home owners who live along these corridors when selling their homes, which are highly valued properties within the city. This same funding source could be developed for Oklahoma City for the historic boulevard system.

### Landscape and Lighting Districts

This funding source is commonly used in California, where neighborhood residents are assessed taxes to support development and ongoing maintenance of parks, landscaped roadways, and boulevards. These improvements raise the value of homes and the quality of the neighborhood.

### Stormwater Utility

This funding source is used in many cities as a way to develop and maintain greenways and green corridors through taxes included in residents' utility bills. Improvements can include trails, drainage areas, retention ponds used for recreation purposes, and natural protection of waterways through cities. The City of Houston is using this source to develop and maintain bayous throughout the city, including improved access and use for flood control and recreation purposes. This funding source would work well in Oklahoma City.



Source: OKC Parks

ABOVE: OKC Parks' Grounds crew installing a sign.





Source: OKC Parks ABOVE: OKC Parks' annual Fiestas Patrias, bringing over 20,000 people to Wiley Post Park.

## Land Trusts

This funding source provides ongoing revenue for a specific property for development and maintenance costs. Land trusts operate with a separate non-profit board that oversees the maintenance and funding needs of the park. Santa Barbara Land Trust is a good example of a land trust that is managing a regional park for that city. Likewise the Piedmont Park Conservancy in Atlanta is a good example of a private land trust managing a signature park.

## Greenway Foundations

Many cities have turned to a foundation to help develop and maintain greenway corridors and trails throughout the city. The City of Indianapolis Greenway Foundation develops and maintains 181 miles of greenways and negotiates land leases along the trails with food, bicycle, and other concessionaires as a funding source to maintain the trails.

## Sale or Lease of Development Rights

Some cities sell or lease the development rights along trail corridors to local utilities for water, sewer, fiber optic, and cable lines on a per-mile basis. This revenue can be used to help develop and manage the corridors. King County in Seattle has done a very good job in accessing this funding source for greenway development.

## Dedicated Sales Tax

A dedicated sales tax has been used by many cities as a funding tool for capital improvements. A one-cent sales tax for parks and recreation in Douglas County, Kansas has generated over \$50 million in park improvements over the last seven years. The City of Phoenix also receives sales tax revenue from rental car taxes to support parks and recreation services.

## Partnership Development Agreement

Oklahoma City relies heavily on partners to provide recreational programs within city parks. Partnership development agreements call for partners to develop their respective facilities based on set design guidelines, with the City or a private management company managing all the site elements. Partners work collectively to promote the site as a whole versus individual amenities. In Oklahoma City, the Oklahoma City Community Foundation has



Source: OKC Parks

ABOVE: OKC Parks' annual Asian Night Market festival, Military Park, with an estimated 15,000 people in attendance.



an agreement to oversee maintenance and funding for Campbell Park.

### **Property Damage Payments**

The City of Oklahoma City collects property damage when vehicles hit street trees and or impact park property. These monies can be used to replace trees and improve parks.

## **Funding Sources for Park, Recreation, and Sports Facility Operations**

Park agencies have numerous revenue sources to draw from to support operational and management costs associated with recreational facilities, including long-term capital replacement costs. The following are funding options to consider:

### **User fees**

In many instances, user fees are charged to access a recreation facility or sports program. Fees can range from \$3–5 per participant to \$400 per team in a sports league.

### **Concessions**

Concessions can be leased to a private operator for a percentage of gross profits. Typically, 15–18% of gross profits can be recovered from a private concessionaire, or the Department could manage the concessions.

### **Parking Fees**

Parking fees (typically \$5) can be charged during tournaments or special events.

### **Field Permits**

Field permits can be issued for practice or games to cover operational and management costs. If a for-profit private operator desires to rent a site or facility for a sporting tournament, the City can charge a permit fee plus a percentage of gross receipts from the event. The City of Las Vegas uses this arrangement on a 22-field soccer complex.

### **Admission Fee**

An admission fee can be charged to an event in a park or sports or recreation complex. In many instances, both admission and parking fees are charged for major sports tournaments at sports complexes. High school sports tournaments typically include an admission fee.

### **Tournament Fees**

Fees for softball, baseball, soccer, etc. can be assessed for each team that enters a tournament. The fees can range from \$150–400 a team, varying based on the number of games guaranteed.

### **Official Drink**

Official drink and food sponsors can be utilized throughout the system or at specific parks or recreation facilities. Each official drink and food sponsor pays a set percentage of gross receipts (typically 5–10%) in exchange for being the official product and receiving exclusive pouring and food rights at the complex. Likewise official equipment sponsors work well for trucks, mowers, and tractors.

### **Scoreboard Sponsors**

Scoreboard sponsors pay for the cost of the scoreboards for the life of the board, which is usually 15 years.

### **Official Product Sponsors**

Official product sponsors for balls, shoes, hats, gloves, etc. can be used throughout the system. The sponsor prices can vary by how much exposure is received and the amount of sales created.

### **Advertising Sales**

Advertising at sports complexes, playgrounds, and dog parks; on scoreboards, gym floors, trash cans, and flower pots; in locker rooms, along trails, and as part of special events have long been an acceptable practice in parks and recreation systems and should be considered to support operational costs.

### **Wi-Fi Revenue**

The City can set up a Wi-Fi area where a Wi-Fi vendor sells the advertising on the Wi-Fi access banner to local businesses, targeting the users at a specific site or facility.

### **Cell Tower Leases**

Cell tower leases on top of sports lights can be used to generate revenue. This could provide \$35,000–50,000 annually for a site if cell tower coverage is needed in the area.

### **Capital Improvement Fee**

Attractions such as a sports complex would benefit from an ongoing maintenance endowment to keep facilities and amenities updated and positioned for the future. A capital improvement fee of \$2–3 on each person who participates in a class, event, or program can be incorporated into the cost of the program or event.

### **Volunteerism**

This is an indirect revenue source in that persons donate time to assist in providing a product or service at a park or recreational facility on an hourly basis. This reduces the City's cost in providing the service plus it builds advocacy for the park system.

OKC Parks has used this model for many years. In 2019, 15,484 volunteers worked 237,574 hours in parks providing a benefit to their fellow residents, which could not have been provided through OKC Parks' budget. The estimated value of their time and the supplies that they provided to the City was over \$8 million.

### **Special Fund-Raiser**

Many agencies hold special fund-raisers on an annual basis to help cover specific programs and capital projects, with the monies raised dedicated for the park system.



## **Private Management of Elements in the Park System**

The City should consider outsourcing elements of the park system to save operating money where appropriate.

### **Recycling Center**

A sports complex or recreation facility will create a large amount of recycling materials that can be used to generate funding.

### **Friends of Sports**

Recreation facilities and sports complexes lend themselves to friends groups established to support individual sports. These groups can assist with tournaments, fund-raising, training of coaches, and clean-up days at a complex or recreation facility.

### **Catering**

Many recreation facilities and sports complexes are well suited to have an on-site caterer that sports groups can utilize. Caterers usually pay a fixed rate on gross revenues, for example 12–15% of the cost of food and 18% of beverages.

### **Membership Fees for Recreation Facilities and Aquatic Center**

Oklahoma City has created some membership and admission fees to aquatic centers. This revenue source could also be applied to recreation centers and special use facilities.

### **Corporate Naming Rights**

In this arrangement, corporations invest in the right to name an event, facility, or product within a park in exchange for an annual fee, typically over a 10-year period. The cost of the naming right is based on the impression points the facility or event will receive from the newspapers, TV, websites, and visitors to or users of the park. Naming rights for park and recreation facilities are typically attached to sports complexes, amphitheaters, recreation centers, aquatic

facilities, stadiums, and events and are a good source of outside revenue.

### **Corporate Sponsorships**

Corporations can underwrite a portion or all of the cost of an event, program, or activity based on their name being associated with the service. Types of sponsorships include title sponsors, presenting sponsors, associate sponsors, product sponsors, or in-kind sponsors. Many agencies seek corporate support for these types of activities.

### **Special Event Fees and Sponsorships**

An admission fee can be included in the cost of a special event or concert hosted within a city park. Sponsor fees can cover the cost of stages, security, and entertainment. Ticket sales combined with sponsorships can provide a good source of revenue.

### **Park Revolving Fund**

This is a dedicated fund used only for park purposes that is replenished on an ongoing basis from various funding sources such as grants, sponsorships, advertising, program user fees, and rental fees within the park. The Department could establish a revolving fund supported by one or more funding sources identified in this section. This would work well for golf courses, aquatic centers, and sports complexes.

### **Permit Fees**

This fee can be charged for exclusive reservation of picnic shelters, sports fields, special events, and competition tournaments held in the city by other organizations. Permit fees include a base fee for all direct and indirect costs incurred by the city plus a percentage of the gross for major special events and tournaments held on publicly owned properties. The receipts could be applied to the Park Revolving Fund to help support park operation and improvements.

### **Adopt-an-Area of a Park**

In this approach, local neighborhood groups or

businesses make a volunteer commitment to maintaining a specific area of a park.

OKC Parks has partnered with OKC Beautiful for many years to administer our Adopt-A-Park program, which also includes medians throughout the City. The department also partners with the Neighborhood Alliance to work with neighborhood groups to beautify public rights-of-way medians near their neighborhoods. OKC Parks has over 80 adopted areas around the city.

### **Adopt-a-Trail Programs**

These are typically small grant programs that fund new construction, repair/renovation, maps, trail brochures, facilities (bike racks, picnic areas, birding equipment), as well as providing maintenance support. Such programs are similar to adopt-a-mile of highway programs. Adopt-a-trail programs can also be in the form of cash contributions typically in the range of \$12,000–\$16,000 a mile to cover the total operational costs.

### **Community Service Workers**

Community service workers are assigned by the court to pay off some of their sentence through maintenance activities in parks, such as picking up litter, removing graffiti, or assisting in painting or “fix-up” activities. Most workers are assigned 30–60 hours of work.

### **Park Admission Fees**

Admission fees to access programs and facilities are a well-accepted management tool based on the value of the experience and the level of exclusive use a user has compared to a general taxpayer.

### **Program Fees**

Fees to support the operations of a facility, park, or attraction can be applied to lessons, clinics, camps, and life skill, wellness, and fitness programs.



### **Race Sponsor Fees**

Race sponsor fees can be applied for various types of run/walk/bike races. The users pay a fee to participate, and race sponsors support the event itself. The city usually receives \$3–5 dollars per participant for exclusive use of a park for a run or walk event.

### **Lease of Office and Storage Space**

The City can consider leasing excess space to partner agencies and sports groups for offices and storage. Office space leases should be in the \$8–10 per square foot range and storage space leases in the \$3–4 per square foot range.

### **Rebuild Baseball in the Inner City**

The RBI program developed by Major League Baseball has helped rebuild inner city baseball and softball fields in many urban areas across the United States. The Indianapolis RBI program has redeveloped over 15 baseball/softball fields, significantly changing how these fields look and operate and increasing the participation of inner city youth in baseball and softball.

### **Redevelopment Funds**

Redevelopment money from a city or county redevelopment agency can be used for park and recreational facility development that spurs economic development in the area (e.g., sports tourism).

## **National, Regional, and Local Foundations**

### **Bike Belong**

Located in Boulder, Colorado, Bike Belong is a not-for-profit group that makes small grants in the \$10,000 range for bike trails, bridges, and similar facilities to enable leveraging of federal funds.

### **American Hiking Society**

The American Hiking Society has a national fund devoted to promoting and protecting foot trails and the hiking experience.

### **The Helen R. Buck Foundation**

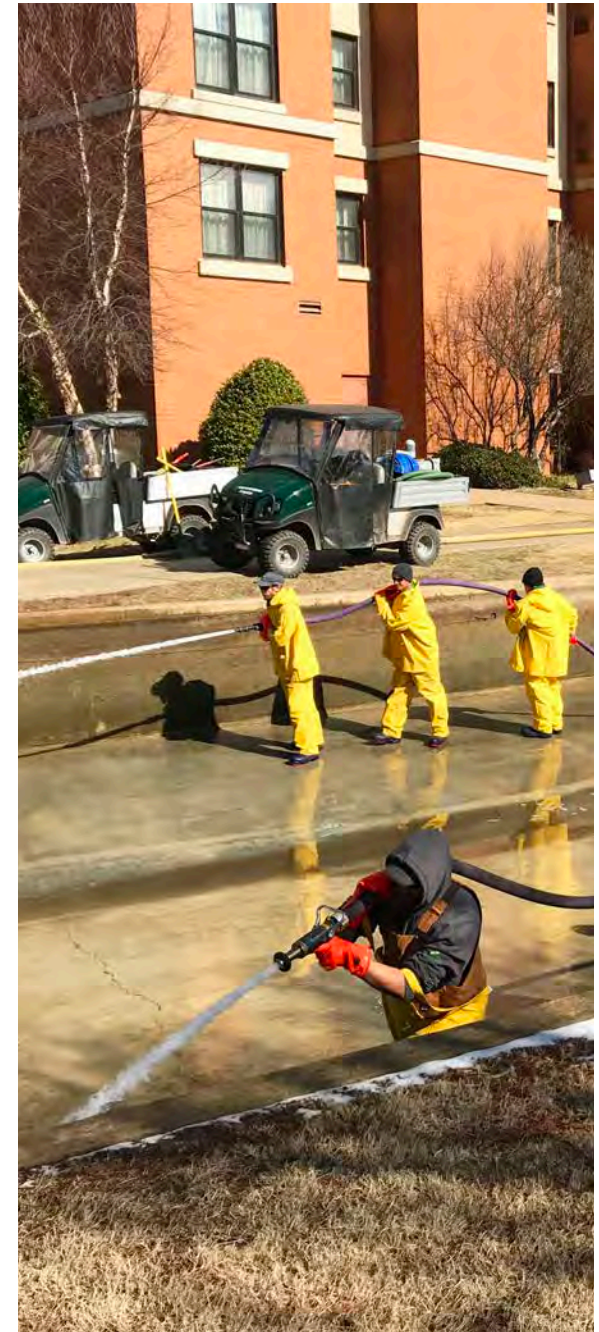
Provides funding for playground equipment and recreational activities.

### **Deupree Family Foundation**

Provides grants for recreation, parks/playgrounds, and children/youth on a national basis. This foundation provides funding and seed money for building/renovation, equipment, general/operating support, and program development.

### **The John P. Ellbogen Foundation**

Provides children/youth services grants as well as support for capital campaigns, general/operating support, and program development.



Source: OKC Parks

ABOVE: OKC Parks' Natural Resources staff cleaning out the Bricktown Canal.





Source: OKC Parks

ABOVE: Route 66 Park

## Oklahoma City Community Foundation - Parks and Public Space Initiative

Supports the beautification, development and activation of neighborhood/community parks, school parks, trails, and other public lands.

OKC Parks has received numerous grants from the Foundation supporting tree planting and other park improvements, for over 25 years.

## Federal Funding Sources

A number of federal programs offer financial aid for projects that aim to improve community infrastructure, transportation, tourism, housing, and recreation. These programs include:

### National Scenic Byways Program

This program is designed to protect and enhance America's designated scenic roads. Money is available for planning, safety, and facility improvements, cultural and historic resource protection, and tourism information signage. Bicycle and pedestrian facilities can be developed in conjunction with scenic roadway projects. Some states with scenic byway programs have developed greenways in conjunction with this initiative.

### Community Development Block Grant Program (CDBG)

The U.S. Department of Housing and Urban Development (HUD) offers grants to communities for neighborhood revitalization, economic development, tourism, and improvements to community facilities and services, especially in low and moderate-income areas. Several communities have used HUD funds to develop greenways and tourism areas.

OKC Parks has partnered with the City of Oklahoma City's Strong Neighborhood Initiative (SNI) to combine funding sources from GO Bonds and SNI's CDBG grants to make improvements to John F. Kennedy Park, McKinley Park, and William Fremont Harn Park.

### Conservation Reserve Program

The U.S. Department of Agriculture (USDA), through its Agricultural Stabilization and Conservation Service, provides payments to farm owners and operators to place highly erodible or environmentally sensitive landscapes into a 10–15 year conservation contract. The participant, in return for annual payments during this period, agrees to implement a conservation plan approved by the local conservation district for converting sensitive lands to less intensive uses. Individuals, associations, corporations, estates, trusts, cities, counties, and other entities are eligible for this program. Funds from this program can be used to fund the maintenance of open space and non-public-use greenways along bodies of water and ridge lines.

### Watershed Protection and Flood Prevention (Small Watersheds) Grants

The USDA Natural Resource Conservation Service (NRCS) provides funding to state and local agencies or nonprofit organizations authorized to carry out, maintain, and operate watershed improvements involving less than 250,000 acres. The NRCS provides financial and technical assistance to eligible projects to improve watershed protection, flood prevention, sedimentation control, fish- and water-based wildlife enhancements, and recreation planning. The NRCS requires a 50% local match for public recreation and fish and wildlife projects.



### **National Recreational Trails Program**

These grants are available to government and nonprofit agencies, for amounts ranging from \$5,000 to \$50,000, for the building of a trail or trail segment. This is a reimbursement grant program (sponsor must fund 100% of the project up front) and requires a 20% local match. It is an annual program, with an application deadline at the end of January. The available funds are split such that 30% goes towards motorized trails, 30% to non-motorized trails, and 40% is discretionary for trail construction.

### **Design Arts Program**

The National Endowment for the Arts provides grants to states and local agencies, individuals and nonprofit organizations for projects that incorporate urban design, historic preservation, planning, architecture, landscape architecture, and other community improvements, including greenway development. Grants to organizations and agencies must be matched by a 50% local contribution. Agencies can receive up to \$50,000.

### **Community Forest and Open Space Program**

This federal grant program has estimated total program funding of \$3,150,000. Individual grant applications may not exceed \$400,000. The program pays up to 50% of the project costs and requires a 50% non-federal match. Eligible lands for grants funded under this program are private forests that are at least five acres in size, suitable to sustain natural vegetation, and at least 75% forested.

### **Land and Water Conservation Fund**

These funds are to be utilized in the preservation, development, and renovation of outdoor recreation facilities, with a focus on America's Great Outdoors Initiative. Land and water conservation funds may be used to create new pavilions or renovate existing structures, playgrounds, or play areas, ball fields, bleachers, golf course meeting rooms, multi-purpose courts, parking facilities, pathways and trails, roads, signs, ski areas, snowmobile facilities, and tennis courts.

OKC Parks has used LWCF grants to purchase parkland and fund park improvements since 1967. Approximately 23 parks have received park improvements and another 11 parks have been acquired or expanded with LWCF funding.

### **Surface Transportation Program Transportation Alternatives Funds**

Enhancement grants have been authorized under successive reauthorizations of the federal transportation program, most recently MAP-21 passed by Congress in 2012. These grants focus on constructing bicycle transportation facilities, pedestrian walkways, maps, brochures, educational activities, bike lanes, signage and bridges. The average grant size is \$300,000.

The City of Oklahoma City has been awarded multiple Transportation Alternatives Program (TAP) grants through the Oklahoma Department of Transportation (ODOT) to support trail projects, including Will Rogers and West River Trail amenities, the Deep Fork Trail, and the Greenway River Trail.

### **Congestion Mitigation and Air Quality Program**

This program funds transportation projects that improve air quality and reduce traffic congestion. Projects can include bicycle and pedestrian projects, trails, links to communities, bike rack facilities, etc. The average grant size is \$50-100,000.

### **Community Facilities Grant and Loan Program**

This program assists communities with grant and loan funding for the expansion, renovation and/or remodeling of former school facilities and/or existing surplus government facilities that have a current or future community use. Facilities may provide space for community gatherings and functions, as well as recreational athletic facilities for community members, particularly youth. Examples include space for nonprofit offices, child care, community education, theater, senior centers and youth centers, and after school programs. Match requirements for requests up to \$250,000 are 10% of eligible project costs. For requests between \$250,000 and \$1 million, the required match is 15%.

### **Economic Development Grants for Public Works and Development of Facilities**

The U.S. Department of Commerce Economic Development Administration (EDA) provide grants to states, counties, and cities designated as redevelopment areas by EDA for public works projects that can include developing trails and greenway facilities. There is a 30% local match required, except in severely distressed areas, where the federal contribution can reach 80%.



Source: OKC Parks

ABOVE: Route 66 Park





Source: OKC Parks

ABOVE: Bedlam Bash 5k

## FINANCIAL SUSTAINABILITY

Financial sustainability is a key issue for the Oklahoma City park system. While significant funding is being devoted to park-related capital projects through MAPS sales tax revenues and bond issues; basic capital, operations, and management expenditures, including maintenance, are well below levels of other comparable systems. The following principles from the *2013 Parks Master Plan* provide a framework and guidance for the City of Oklahoma City in planning for the financial sustainability of the system.

- Diversify funding sources to support investment in existing parks, new facilities, and programs to meet community needs.
- Establish cost-benefit criteria to assess proposed capital improvement projects.
- Establish a maintenance endowment for existing parks and all new park development projects.
- Set cost recovery targets for the system as a whole and for key facilities, programs, and services.
- Develop true cost of service information (direct and indirect costs) on a per unit basis to determine levels of operational efficiency.
- Classify services as core essential, important, or value-added based on the level of benefit an individual user receives compared to the general taxpayer.
- Set a pricing policy for facilities, programs, and services based on the cost recovery targets, true cost of service information, and service classification.
- Develop business plans for revenue-producing facilities, programs, and events to optimize the revenue generated and the ability to manage the facility or program in a cost-effective manner.
- Develop financial criteria for partnerships and sponsorships, including tracking of costs vs. level of investment by the partner and the City.
- Where feasible and consistent with the cost recovery policy, design parks and facilities to produce revenue beyond what is needed to offset operational costs.
- Building on the measures defined in the existing Strategic Business Plan, develop financial and management performance metrics to track return on investment from dollars invested in the system.

### Recommendations

The following are recommendations to help the Department become more financially self-sufficient and achieve a higher level of cost recovery. *Recommendations were developed for the 2013 Parks Master Plan and have not been changed for this 2020 Update.* Key areas to address for the Department to achieve an optimal balance of financial sustainability and customer satisfaction include business development, program services, and park maintenance.

- A major opportunity for the system is to create programs that energize the community to use the parks and facilities at a higher level of productivity. The Department generates a low level of revenue from the participants in program services (\$41,000 in 2012) and does not have a high level of customer satisfaction (44% in 2012) with recreation facilities. This is largely due to many of the recreation facilities and pools being outdated. However, the programs and recreation services held in these facilities have a very high



level of satisfaction (92% in 2012). The highly successful aquatic programming (including admissions) brings in an additional \$1.2 million (2012).

- Programs drive the design of parks and recreation facilities. Therefore, designing parks and recreation facilities to meet program needs and generate revenue should be a higher priority. Based on the evaluation of the system, parks currently have more staffing and development than programs (although dollars spent on park and facility maintenance are relatively low). The low level of program development compared to other park systems is largely due to the numerous recreation partners (107) who provide the majority of recreation services on City-owned property. The City is mainly a facility provider and receives very little if any revenue in return from these partnerships. Partnership agreements should be as financially sustainable as possible and incorporate ways to recover capital as well as operational costs.
- A cost of service analysis should be conducted for recreational programs and services that the Department provides to determine direct and indirect costs incurred. Each program or service should be evaluated against set criteria to determine if it should be classified as “core essential,” “important,” or “value added” and then priced accordingly (**right**). Typical cost recovery levels are 0–20% for core essential services, 20–80% for important services, and 80–120%+ for value added services. This analysis can also help the Department in determining the right level of partnership equity when negotiating contracts with partners.
- Cost recovery goals and pricing of facilities, programs, and services based on the cost of service analysis should be incorporated into the Strategic Business Plan and annual budgeting process.

Core Services
Programs, services, and facilities the Department must provide and/or are essential in order to capably run the Department. The failure to provide a core service at an adequate level would result in a significant negative consequence relative to the city's health and safety or economic and community vitality.
<b>Criteria</b> <ul style="list-style-type: none"> <li>• The Department is mandated by law or charter or is contractually obligated by agreement to provide the service</li> <li>• The service is essential to protecting and supporting the public's health and safety</li> <li>• The service protects and maintains valuable city assets and Infrastructure</li> <li>• The city's residents, businesses customers, and partners reasonably expect and support the City in providing the service. The service cannot or should not be provided by the private sector and provides a sound investment of public funds.</li> </ul>
Important Services
Programs, services, and facilities the City should provide and are important to running the Department and effectively serving residents, businesses, customers, and partners. Providing important services expands or enhances the ability to provide and sustain the City's core services, health and safety, and economic and community vitality.
<b>Criteria</b> <ul style="list-style-type: none"> <li>• The service provides, expands, enhances, or supports core services.</li> <li>• The service is broadly supported and utilized by the community, and it is considered an appropriate, important, and valuable public good. Public support may be conditional upon the manner by which the service is paid for or funded.</li> <li>• The service generates income or revenue that offsets some or all of its operating cost and/or is deemed to provide an economic, social, or environmental benefit to the community.</li> </ul>
Value Added Services
Discretionary programs, services, and facilities that the City may provide when additional funding or revenue exists to offset the cost of providing those services. Value added services provide value to residents, businesses, customers, and partners above and beyond what is required or expected.
<b>Criteria</b> <ul style="list-style-type: none"> <li>• The service expands, enhances, or supports core services, important services, and the quality of life of the community.</li> <li>• The service is supported, well-utilized by the community, and provides an appropriate and valuable public benefit.</li> <li>• The service generates income or funding from sponsorships, grants, user fees, or other sources that offset some or all of its cost and/or provides a meaningful economic, social, or environmental benefit to the community.</li> </ul>

- The use of technology in marketing and communications is an opportunity to build a stronger revenue base for the Department. Currently, marketing and communications and associated performance indicators are not included as a line of business in the Strategic Business Plan. With the many attractions that the City operates or is contracted for in the management of these attractions (golf courses, aquatic centers, Myriad Botanical Gardens, Civic Center Music Hall, nature centers, Will Rogers Gardens, and special events), it is appropriate to develop a Marketing and Communications office. This office's responsibilities would include developing a marketing and branding campaign for the park system as a component of Oklahoma City's overall "brand" and appeal to existing and new residents and businesses. Enhancing the use of social media will keep marketing costs down and provide a new generation of users for the system.



- The Department does a good job of tracking and reporting performance measures through the Strategic Business Plan. The current measures could be enhanced through additional indicators focusing on outcomes, for example direct and indirect costs on a per unit basis (currently it appears that only direct costs are measured), costs and benefits of capital improvements, cost recovery and earned income to support operational and capital costs, and levels of productivity and efficiency. Additional factors that can be tracked include facility usage vs. capacity on a daily and weekly basis for golf, sports fields, aquatic centers, recreation facilities, and programs and cost per visitor experience (some of these are currently tracked). Marketing performance could be measured for return on investment (i.e. growth in users and revenues in relation to marketing dollars spent). Retention of users could also be used as a performance measure.

- Business plans should be developed for operating major facilities (e.g., regional parks, aquatic/multi-generational centers) and for staging programs or special events exceeding \$50,000 in costs to produce. The business plan will determine the true cost of providing the facility, program, or event and the level of cost recovery or tax subsidy required, so the Department can make a sound decision as to whether it should be involved based on cost/benefit to taxpayers.
- A business development office should be established to develop earned income opportunities and other diversified revenue options available to help offset operational and capital costs. In addition to exploring opportunities to apply the revenue generating opportunities listed above, this office would oversee development of business plans for

major facilities and events. Similar functions in other park agencies typically return ten times the dollars invested in staff and administrative costs for the office.

- The departmental organization, including functions and job descriptions, should be revised to incorporate the above changes and generally to align with the desired outcomes. Staffing standards should be designed to place the right person, with the right skill set, into the right job, at the right pay to achieve the right outcome.
- The above principles and recommendations are designed to reinforce a “business management” mind-set and “outcome-based” culture within the Department to enable it to more effectively carry out its mission.



Source: OKC Parks

ABOVE: Multi-use trail at Lake Hefner.



## FUNDING SCENARIOS

Several illustrative scenarios for OKC Parks' budget were developed for the *2013 Parks Master Plan* to test the levels of funding that will be required to meet current and future levels of service for Oklahoma City over a 20-year time horizon. *Data has not been updated for this 2020 Update.*

### Scenario A

Scenario A assumes that levels of funding and parks and recreation expenditures the over the last five years will continue indefinitely. Because the Department's budget was essentially flat during this time period, this scenario results in a \$24 million annual budget and total spending of \$480 million over the 20-year plan time horizon. While requiring no new funding sources, this scenario is clearly unacceptable as it does not allow for additional investment to correct existing levels of service that are deficient, meet levels of service created by future population growth, or otherwise address community needs identified through the resident survey. (It should be noted that this scenario does not account for MAPS spending on park-related projects.)

### Scenario B

Scenario B assumes an incremental increase of 5% a year in the Department's budget to allow for investment to address level of service and community needs for parks and recreation. In this scenario the budget increases from \$24 million in year 1 to \$60.6 million in year 20, with total spending of \$794 million over the 20-year time horizon.<sup>1</sup> While developed for illustrative purposes only, it is interesting to note that the scenario increases per capita spending on parks and recreation to \$81.40 for Oklahoma City's projected population of 743,902 in year 20. This would raise Oklahoma City above the norm for Midwestern cities, signifying a commitment to a best-of-class park system that supports both quality of life and a vigorous economy. Scenario B could be implemented by phasing in selected funding sources as listed above over time. The proposed Business Development Office should be put in place as an early implementation action to develop these funding sources, along with the Marketing and Communications Office to promote involvement of residents, businesses, volunteers, etc. in the park system.

### Scenario C

Scenario B does not account for the full investment required to address deferred needs created by the historic pattern of underinvestment in the park system or the level of investment required to meet level of service needs of present and future Oklahoma City residents. Therefore, Scenario C was developed to characterize the level of investment required, using order-of-magnitude cost estimates for proposed capital investment, maintenance, and operations and management actions with significant cost implications identified in the Action Plan in Chapter 6.<sup>2</sup> These costs were added to a base of \$24 million/year (representing the 2012 OKC Parks budget) to develop an overall estimate. The estimate assumes that capital investments and maintenance will be phased over 20 years. Using the phasing assumptions, the budget would average \$56 million per year, including \$40 million in the first year, \$71 million in year 10, and \$47 million in year 20. The total estimate for the 20-year time period is \$1.3 billion.

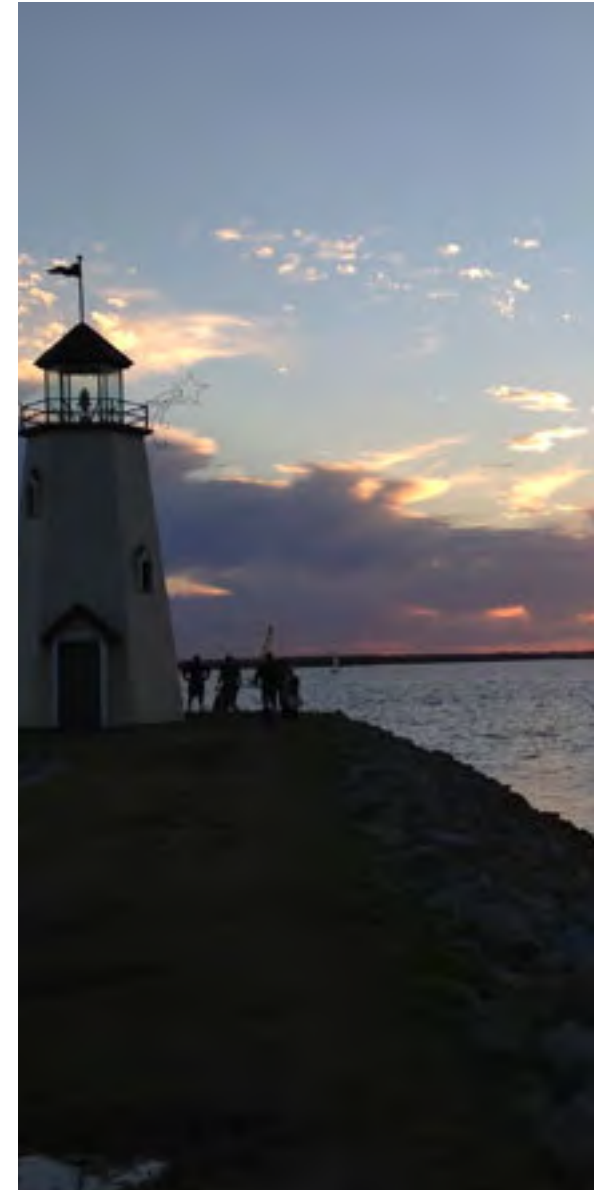
*See Appendix G (p. 125) for a table including order-of-magnitude cost estimates, assumptions, and potential funding sources for the Parks Master Plan actions that are incorporated into Scenario C.*

<sup>1</sup> Scenarios have not been adjusted to account for inflation over 20 years (i.e. assume 2013 dollars).

<sup>2</sup> These costs are based on general "rules of thumb" and need to be further developed and refined for actual budgeting purposes.

## 2020 Update

Between 2014 and 2020, OKC Parks' budget was reduced by approximately 15%.



Source: OKC Parks

ABOVE: Lighthouse at Lake Hefner.



# MAINTENANCE GUIDELINES

OKC Parks is responsible for maintaining not just the public parks in Oklahoma City, but also recreation facilities, land next to state highways, the Civic Center, and other municipal properties. The Department's performance measures indicate the City spends an extremely low figure on park maintenance. Typically, urban park districts in the Midwest spend 2–3 times as much as Oklahoma City does to maintain their parks.

In 2020, OKC Parks budgeted \$1,728 an acre on park maintenance (4,590 acres maintained), a low figure compared to other Midwest cities. Although the maintenance budget has decreased over the past five years, OKC Parks has maintained the same level of care by finding operational efficiencies. In fact, according to the annual resident survey, resident satisfaction levels with maintenance of city parks rose to 71%—an increase of 8% from 2012-2019.

The Department recently completed new Maintenance Standards, which includes standards and frequency rates for the care of all types of parks, park amenities, sports fields, athletic courts, trails, and trees. These standards indicate that local and regional parks are mowed every two weeks, and trails are inspected and swept every week, as needed. High visibility locations (parks in Downtown and Bricktown) are mowed on a one-week schedule.

Most of the park system, with the exception of the high visibility locations, is maintained at a level comparable to Mode III of the National Recreation and Park Association (NRPA) maintenance standards for frequency of tasks such as mowing, trimming, landscaping, and grounds maintenance care (*Appendix H, p. 127*). This is a much lower level of care than in other similar urban park systems in the Midwest. The consultant team recommends that the maintenance level be raised to NRPA Mode II for most maintained areas of the park system, with very high visibility locations receiving a Mode I standard of care. Achieving these standards will require that

more funding be dedicated for maintenance purposes (potential funding sources are identified in this chapter). It should be noted that the recommendation to increase the percentage of natural areas within the park system will reduce the number of acres requiring more costly maintenance.

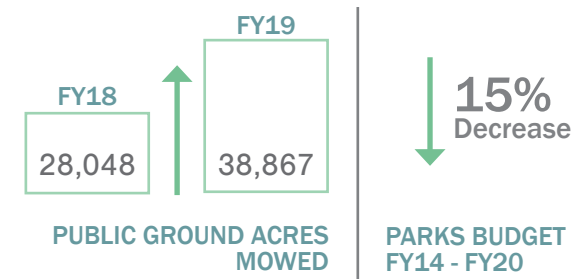
It is also recommended that standards be developed for additional maintenance tasks to augment the current procedures. These include standards and frequency rates for the care of recreation centers, pools, and concession operations, as well as program standards. Putting these standards in place will help support the need for appropriate levels of staffing, help to price services against the benefits received, and increase levels of customer satisfaction. Current satisfaction levels (very satisfied or satisfied), based on the 2018 resident survey, are 60% for trails, 42% for aquatic programs, 39% for sports programs, and 46% for recreation centers—all of which show room for improvement. By contrast, special event satisfaction is 97% and senior program services satisfaction is 99%, which are extremely high levels.

In addition to the standards and procedures for properties it maintains, the Department is developing maintenance requirements for parks or areas of parks managed by private/not-for-profit organizations such as Myriad Botanical Gardens and sports field leases. These arrangements benefit residents because the organizations provide some, if not all, of the resources needed to maintain the properties at a higher level than the City is capable of providing given its current budget. Many cities provide nice incentives to entice partnerships for improving and sponsoring community parks. This chapter provides recommendations for criteria to more explicitly define the partnership responsibilities of the organizations and the City. A key to the future of these partnerships is to ensure sufficient funding for maintenance and improvement of site infrastructure in order to position the sites as valuable

assets that demonstrate a high-quality park system.

Another avenue that the Department could explore to improve the level of maintenance and increase the efficiency of dollars spent is to use volunteers or correctional workers on certain tasks. Based on the \$4.17 cost per square foot to maintain flower beds in the City (as opposed to typical best practice costs of \$3.50-\$4.00 per square costs), this may be an area for an enhanced volunteer program to bring costs down. Volunteerism is not currently listed as a line of business in the City's Strategic Business Plan. Typically, many agencies have full-time staff that recruit, train, and place volunteers in their system, as well as track the number of hours performed and the satisfaction level of volunteers. Volunteers are described by some park and recreation agencies as the next major work force. This may be an opportunity for Oklahoma City to build efficiencies through the use of volunteers in activities such as special event management, park maintenance, trail maintenance, and senior program services.

ALTHOUGH THE MAINTENANCE BUDGET HAS DECREASED OVER THE PAST FIVE YEARS, OKC PARKS HAS MAINTAINED THE SAME LEVEL OF CARE BY FINDING OPERATIONAL EFFICIENCIES.





# PARTNERSHIPS

In earlier decades, some cities were fully responsible for the operation of their parks, and they had funding commensurate with the job. Today that is rare, and most cities need the extra assistance of public-private and public-public partnerships to help with the task at hand. These partnerships should never supersede the leadership of OKC Parks, but they can help make the difference between a park system that struggles and one that thrives. This section covers partnerships generally and then makes some specific recommendations for Oklahoma City.



Source: Riversport

ABOVE: Riversport Rapids

## OVERVIEW OF POTENTIAL PARTNER ORGANIZATIONS

### Friends Organizations

When it comes to support, friends organizations are the basic building block of every park system. Ideally, every park should have one—a group of neighbors who essentially adopt the park, look out for it, report problems, organize volunteer events, and keep the space activated and welcoming. Friends groups can also double as political activists at budget time, either supporting an appropriation or complaining if the funding is not sufficient for the need. In most neighborhoods, the friends group will be relatively loosely structured with volunteers for various tasks. In a larger, denser, or wealthier place, the group might possibly have a paid staff member or two and take on explicit programs for the park.

### Service Providers

There are numerous service providing organizations that are potential natural partners with park agencies—groups that offer youth sports, adult sports, exercise, dance, swimming, senior programs, meditation, arts, child care, learning, environmental education, nature appreciation, and much more. Between the open-air parks, trails, pools and fields, and indoor recreation centers, there are scores of facilities and locations that are ideal for these activities. And, in these days of constricted budgets, OKC Parks frequently does not have the funds or staffing to offer all the courses and sports that people desire. A partnership in this context is ideal—preferably one that explicitly shares in the recognition (via signage and advertising) and that also provides appropriate financial remuneration to both parties to cover their costs. Since Oklahoma City has thousands of acres of parkland and hundreds of facilities, many of which are underused at certain times of the day or the week, it makes sense for OKC Parks to have one or more staff persons who aggressively undertake outreach to all kinds of service providers to let them know about land and facility opportunities. The more that Oklahoma City parks are associated with fun and activity, the better it is for everyone.

### Corporations, Corporate Foundations and Philanthropies

Some corporations are intimately associated with Oklahoma City since their headquarters are here or they have deep historical roots here. Others may simply have a large presence or wish to be better known in the region. Regardless of the motivation, some corporations are willing or eager to become a park partner, usually by making a financial donation for some kind of capital improvement—buying land, building a structure, providing artwork or a fountain, donating a pond, planting a garden, or carrying out dozens of other enhancements. In Chicago's Millennium Park the gifts totaled over \$200 million, with corporations vying with each other for recognition and for the support and love of the public. Again, OKC Parks must always remain the primary decision-making entity, and no gift should be accepted that is not first and foremost in the best interest of the park, but within these constraints corporate contributions (including the donation of working time by employees and their families) can be of great benefit to the city and its parks. Ideally, a corporation or foundation would not take on the entire burden of building or upgrading the park but would use its largess as a challenge gift to stimulate the expenditure of taxpayer funds as well. It is important that parks retain their image as public facilities that provide beauty and value for and by all residents.



## Conservancies

The “Cadillac” of public-private partnerships are park conservancies, where a group of wealthier individuals and institutions form an entity to assist the City in the refurbishment and ongoing maintenance of a park. (Conservancies are usually formed for the single pre-eminent park in a city, although in some places they adopt a number of parks.) Most conservancies begin by taking on a specific capital improvement or repair (such as an intricate non-working fountain, a rundown sports complex, an ecologically damaged lake, or something similar) and then—upon proving their competence and sensitivity to the public—move on to handling more routine day-to-day matters like gardening, cleaning, planting, and sweeping. This gradual phase-in of responsibilities and authority is important in helping the public feel comfortable with the changes—and helping the conservancy learn what is acceptable and what is not (e.g., closing portions of a park for a special event, etc.).

## Public-Public Partnerships

The private sector is not the only entity that can work cooperatively with a parks and recreation department. There are also many public agencies that can benefit from a partnership. For instance, water departments may find it useful to build reservoirs on (or under) parkland, or find it useful to route stormwater onto parkland—and pay a fee in return for this service. Transportation departments might benefit from having bicycle commuter trails located on parkland—and they might be willing to pay the costs rather than having to widen a bridge or a road for all the extra automobiles. Health departments and public hospitals might decide to undertake fitness, weight loss, and other similar programs on parkland. Nutrition agencies might want to establish community gardens in parks.

## A Parks Foundation

A growing number of cities have a formal parks foundation, an entity with money and connections that can do some or all of the things mentioned above—raise money for capital improvements, accept donations of land and money, promote parks to the general public, inform elected officials about the importance and benefits of parks, serve as a meeting place for different park advocates with different ideas, and much more.



Source: OKC Parks

ABOVE: Volunteers at Will Rogers Gardens.



# PARTNERSHIP RECOMMENDATIONS FOR OKC PARKS

## Friends Organizations

The first task is to determine the exact number of existing park friends organizations, along with the names and contact information of each of their leaders. (This effort might be done in conjunction with the Neighborhood Alliance.) Next, an entity such as Oklahoma City Beautiful or the Oklahoma City Community Foundation should step up (on either a permanent or an interim basis) to serve as an umbrella friends entity—a convener and information disseminator for all the current and future local park friends groups. Ideally, this entity would evolve into Friends of Oklahoma City Parks with a small staff and a dynamic, community-based board of directors consisting of leaders from the individual friends groups. In addition to direct service in the parks, the primary role of the friends groups is to be a strong advocate for parks in the city—always pressing for park improvements and also working to make sure the park budget is supported by the politicians. These friends groups, along with advocacy organizations as the Conservation Commission, the Ground Water Protection Council, the Environmental Federation of Oklahoma, and the Central Oklahoma Master Conservancy District (see below), can also use newsletters, web pages, lecture series, and other outreach strategies to spread the word about park opportunities and events to the entire community.

## Service Providers

Since Oklahoma City is on the low side of public park spending, the city is more dependent upon outside service providers to fill the gaps in providing an outstanding park and recreation system. In some cases, the services are offered at market price; in others, philanthropy might allow them to be provided for free or at below-market rates. In Oklahoma City there are already relationships with numerous service providers, many of them in the recreation arena, such as the YMCA/YWCA, the Boys and Girls Clubs, and others. Programs range from Little League baseball to tennis, bicycling, soccer, Pop Warner football, swimming, and more, for youth and even adults. Recommendations for criteria to apply to partnerships in Oklahoma City parks are provided below and are especially relevant to service providers.

## Corporations, Corporate Foundations, and Philanthropies

Oklahoma City boasts a diverse economy, with the energy sector, aviation and aerospace, and engineering making up the largest sector in both employment and economic impact. Public employers with very large workforces include the state of Oklahoma, the City of Oklahoma City, Tinker Air Force Base, Mike Monroney Aeronautical Center, and the University of Oklahoma (including its Health Sciences Center). All of these institutions, as well as many small ones, can serve as outstanding partners to OKC Parks, either by adopting a particular nearby park or by helping out with specific tasks for the entire system. The partnerships can take many forms: financial gifts; employee work days; donation of services such as printing, mailing, signs, banners, and recreation supplies; public service announcements; and much more. These corporate leaders are often also, of course, the movers and shakers of the social and political worlds of Oklahoma City. So they—Oklahoma City Convention and Visitors Bureau, and other business clubs and organizations—should play a significant role in advocating for more parks and park improvements, and also in publicizing the existing parks and programs near and far. Also, the Science Museum of Oklahoma could play a crucial role in spreading the word about the ecological value of parks.



Source: OKC Parks

ABOVE: Volunteer at Will Rogers Garden.





Source: OKC Parks

ABOVE: Tiki Heads at Will Rogers Gardens.

Partnerships with health-oriented companies are particularly relevant. Some doctors have been “prescribing”—literally!—exercise in parks for certain kinds of physical or mental issues. In other cases, a hospital or clinic might be located very near a park and might even enter into a partnership to help create or upgrade a walking or bicycling trail, or install a “Fitness Zone” of outdoor gym equipment, or sponsor some recreational programming for patients and others.

## Conservancies

Oklahoma City has two major park conservancies, the [Myriad Gardens Foundation](#) and the [Scissortail Park Foundation](#). (Although they don’t use the word “conservancy,” they perform like one.) The Myriad Gardens Foundation, which had previously existed for many years in a less visible role as an adjunct to OKC Parks, was substantially reformed and upgraded in conjunction with the erection of the Devon Energy Center and the refurbishment of Myriad Botanical Gardens. Its goal is to raise two-thirds of its \$3.6-million budget from private sources and completely handle the maintenance and programming of the park. By continually working to make Myriad Botanical Gardens into an outstanding and well-known public space that defines park excellence, the Foundation could serve to “raise the tide” for all the parks in the city. For instance, certain events like marathons, runs, and bicycle rides could begin and end at Myriad Botanical Gardens while also following a route that passes through other city parks, introducing them to the public.

The [Scissortail Park Foundation](#) raises money to support Scissortail Park, a 70-acre urban park in downtown Oklahoma City. Donations to the Foundation support park maintenance and operations, programming, and the Scissortail Park Foundation Endowment.

It is conceivable that a conservancy could be created for Oklahoma City’s four major parks from the W.H. Dunn plan of 1910—Lincoln, Trosper, Woodson, and Will Rogers. Perhaps it could be called the Dunn Parks Conservancy. (This would be similar to the Pittsburgh Parks Conservancy, which supports four major parks in Pittsburgh.) While the four parks would be fully owned and operated by OKC Parks, the conservancy could undertake major capital projects, such as upgrades and repairs, thus taking some of the financial burden off the shoulders of the City. This is a model that has been used in numerous places, including Atlanta, Houston, New York, St. Louis, Boston, and Philadelphia.

## Public-Public Partnerships

Three obvious partnerships between OKC Parks and other public entities would involve school districts, the City-County Health Department, and the Public Works Department in its role as manager of the city’s transportation infrastructure.

Schools are key because they have considerable amounts of land, are well located and embedded in their communities, and have access to the majority of young people. In Oklahoma City, as in other communities, school districts manage their land and facilities independent from city government. An increasing number of cities are implementing joint-use agreements between their parks department and schools regarding schoolyards, whereby the play areas are locked for school-only use during school hours and then unlocked for community use after school, on weekends, and during vacations. Particularly in dense urban areas, these “school parks” often offer the only feasible space to play and socialize in the already built-up development around them. One problem in Oklahoma City is that some of the schools are designed in such a way that the schoolyard/playground is in the “back” of the school, away from the street, and not visible to parents and others from the roadway and school front.



This causes some safety concerns and might entail some environmental redesign of either the space or the roadway.

The Oklahoma City-County Health Department (OCCHD) could also be an excellent partner, since both it and the recreation agency have a mandate to help people become and remain healthier throughout their lives. The OCCHD can provide exercise programming, but it does not have its own properties to utilize—particularly outdoor space. Doing this would serve the double benefit of making people healthier and activating the park space to make it safer and more inviting. Oklahoma City already has its “One Million Pound” weight-loss challenge, which is a natural for a partnership between parks and the health department. Instead of simply installing “wellness centers” that are similar to traditional clinics, the joint program could result in more holistic centers that offer numerous kinds of fitness activities (along with healthy food choices).

The Public Works Department can play a major role in the provision of non-motorized trails for walking, running, and bicycling, both on parks and between them. There may also be abandoned railroad or canal corridors available for conversion to park trails utilizing funding and the engineering expertise of the Department. Alternatively, the Department may be able to take on some of the responsibilities of planting and maintaining beautiful rows of street trees in some of Oklahoma City’s boulevard and parkways, like Grand Boulevard. (This could be done in conjunction with the Margaret Annis Boys Trust and/or a tree advocacy organization. See below.)

Another good partner could be local community colleges and universities, whose marketing students might prove adept at getting out much more information about parks, recreation events, conservation issues, and more. Alternatively, business students at the schools might be able to help the Department devise new forms of revenue enhancement activities.

## A Parks Foundation

The Oklahoma City Community Foundation has established a parks foundation to assist neighborhood and community parks. The Greater Oklahoma City Parks and Trails Foundation—comparable to existing such entities in Houston, Cincinnati, Seattle, Portland, Los Angeles, and other cities—could provide a tremendous boost to the city’s park scene. There are likely residents of Oklahoma City who would be willing to make a special donation for parks but are reluctant to contribute directly to the City or the Department since they worry their gift might be used for something else. Having an official foundation that is separate from, but that works closely and cooperatively with, the City on the most badly needed projects is a proven way to make key improvements. The existing Margaret Annis Boys Trust is a start in the right direction, but an active, well-rounded parks foundation could do much more, from acquiring and transferring land to undertaking certain kinds of construction, from making repairs to commissioning artwork, from creating programs to sponsoring holiday celebrations and special events. Positioning the Parks Foundation as the lead organization (“strong and nimble quarterback”) to coordinate the efforts of the other partners could make a tremendous difference in what the City can accomplish for its parks and its people.

## Advocacy Organizations

While park and environmental advocacy organizations are not traditional partners with public agencies, they are a large and growing presence in the world of urban parks throughout the nation, and this is the logical place to acknowledge them. Advocacy groups can be considered partners in the sense that they—like the Department—are deeply committed to a strong, beautiful, useful, and environmentally beneficial park system. While the advocates’

roles and capabilities may be very different from the Department’s, they can often provide the kind of public support that raises the tide for everyone—even if there are the occasional rough edges regarding political and funding issues. Among the many organizations that could help OKC Parks are OKC Beautiful, the Arbor Day Foundation, the Treebank Foundation, and the Oklahoma Urban and Community Forestry Council for tree planting and tree care; the Nature Conservancy for natural protection, enhancement, and interpretation; and, ideally, a cadre of park friends organizations watching over and speaking up for each individual park in the system.



Source: OKC Parks      ABOVE: “Gateway” by Hans Van de Bovenkamp, Myriad Botanical Gardens.





Source: OKC Parks

ABOVE: Dodgers Rookie League Baseball Camp

## PARTNERSHIP AGREEMENTS

While existing partners perform an extremely useful function by providing facilities and programs for the public in Oklahoma City parks, both the City and its partners would benefit from more explicit criteria that define expectations for levels of partnership equity, performance, and measurable outcomes for each partnership. One issue that needs to be addressed is the recognition that the parks and recreation system receives from partners who manage facilities and programs on City-owned property. New, more explicit criteria should include consistency with all relevant OKC Parks' policies plus the following:

What is the partner's mission and goal for the partnership, and how does it support OKC Parks' mission and goals?

To whom does the partner target its services, and what is the value of the targeted users to the Department and Oklahoma City?

What benefits will the Department and partner achieve by partnering together?

What outcomes will be measured to define the benefits for the Department and the partner?

What are the costs for the partner and for the Department, and what level of equity will each partner contribute to the relationship?

The Department should apply these criteria to all new contracts, and it should also update the existing service provider agreements to address these five questions. It should then track the results on a yearly basis.





Source: OKC Parks

ABOVE: OKC Thunder Band, Pitts Park





"Daniel gives his best during the Kid's Pentathlon at Woodson Park."

Source: Daily Oklahoman, August 6, 1984



## CH. 8 | APPENDICES

**Appendix A:** play**okc** policies

**Appendix B:** 2013 Community Survey Summary

**Appendix C:** Park Classifications

**Appendix D:** Land Use Typology Areas Descriptions

**Appendix E:** Action Tables

**Appendix F:** Financial Overview

**Appendix G:** Funding Scenario C (Example)

**Appendix H:** NRPA Maintenance Standards



## APPENDIX A: PLAYOKC POLICIES (ADOPTED 2015)

Subtopic	Policy
Accessibility and Use	Establish connections between parks, residential areas, and other points of interest by constructing additional bike routes, trails and pedestrian paths to meet the growing demands for recreation and alternative transportation routes.
Accessibility and Use	Acquire easements in existing developments to develop and connect trails between greenways.
Accessibility and Use	Require that new development tie into the park and trail system by providing linkages to existing parks or dedicating new park land.
Accessibility and Use	Provide a continuous system of open spaces along stream corridors that link neighborhoods and park lands.
Accessibility and Use	Establish procedures for creating new joint school/park sites, including the division of maintenance responsibilities.
Accessibility and Use	Increase the number of joint-use agreements that allow community access to school playgrounds outside of school hours to improve neighborhood access to recreational facilities.
Accessibility and Use	Increase the level of involvement and resources from agencies and other community groups to provide physical activity programming, such as after-school programs.
Accessibility and Use	Improve safety of users of the parks and trails system by: A. Providing good lighting, emergency call boxes, and regular police patrols along the trail system. B. Providing shelter structures along the trail networks and determining the appropriate spacing for such structures. Structures could be relatively small to keep costs down but should be sturdy and easy to maintain.
Accessibility and Use	Establish criteria for locating and designing parks to enhance safety and security, including: A. Locating new parks in areas that are highly visible and accessible from surrounding residential streets and utilize trails to increase activity and visibility in parks. B. Utilizing Crime Prevention through Environmental Design principles (includes controlled access, visibility, lighting, etc.) for new parks and retrofitting/redesign of existing parks . C. Design parks and open areas using lighting, landscaping, and site design techniques proven to deter vandalism/crime.
Accessibility and Use	Ensure all homes are within walking distance of a park based on level of service standards for each urban land use typology.
Funding, Maintenance and Operations	Explore public/private funding sources and management structures, including non-profit conservancies, to improve, operate, manage and maintain downtown parks and open spaces.
Funding, Maintenance and Operations	Establish partnerships and programs with neighborhood associations and other organizations to improve maintenance of parks by: A. Increasing participation in the OKC Beautiful's "Adopt a Park" program. Participants can include nearby businesses, neighborhood associations, churches, schools, and nonprofit groups; B. Establishing incentives for participating in the "Adopt a Park" program, such as providing awards. C. Increasing volunteer park maintenance programs.
Funding, Maintenance and Operations	Reduce the City's long term operations and maintenance costs by: A. Adapting more energy efficient technologies for park facilities; B. Using low water landscape palettes and recycled water for irrigation; C. Identifying and pursuing additional funding sources including: increased appropriations to the City's Parks and Recreation department; federal, state, or county funds; dedicated sales tax; impact fees/in lieu fees; private, corporate, and foundation grants; and business improvement or assessment districts.
Funding, Maintenance and Operations	Pursue all opportunities, including donations, conservation easements, inheritance trusts, naming rights, and developer incentives to acquire, preserve and maintain land for parks and open space.
Funding, Maintenance and Operations	Establish a parkland dedication program to ensure adequate provision of parks to serve future populations.
Funding, Maintenance and Operations	Prioritize capital improvements for parks that serve areas where populations are projected to increase.
Funding, Maintenance and Operations	Establish standards for landscaping, lighting, and maintenance of private parks.



Subtopic	Policy
Funding, Maintenance and Operations	Require new subdivisions in under-served areas to construct and maintain private parks to serve those residents.
Funding, Maintenance and Operations	Approve construction of new private parks only when the following provisions are specified: A. Identification of a party, group, or entity responsible for park maintenance ; B. Adoption of maintenance standards for private park facilities, equipment, and natural areas; C. Establishment of a maintenance and inspections schedule; D. Guarantees of a funding source for long-term maintenance (maintenance bonds, open space escrow, fees etc.).
Levels of Service and Programming/Needs	Coordinate planning efforts with school districts to attempt concurrent land purchases for schools and parks.
Levels of Service and Programming/Needs	Prioritize capital improvements to construct linkages and connections from the existing urban parks and open space system to neighborhoods, commercial areas, employment centers, and community facilities.
Levels of Service and Programming/Needs	Identify projected public parkland needs and prospective park sites in areas where future residential development is projected to occur, and establish mechanisms to purchase land (land bank system, developer fees, park user fees , etc.)
Levels of Service and Programming/Needs	Coordinate with school districts, local healthcare providers, and other community organizations to provide recreational programming not offered in nearby public parks or recreation centers, such as after-school fitness and education programs.
Levels of Service and Programming/Needs	Develop a downtown park master plan that identifies the following: A. Opportunities for providing private parks and open space while still maintaining a dense, urban environment (such as vest pocket parks, rooftop gardens, plazas and courtyards); B. Linkages and connections between public and private parks; C. Programming and amenities that complement and support parks in the system; and D. Funding for operations and maintenance.
Levels of Service and Programming/Needs	Amend the Zoning Ordinance and Subdivision Regulations to establish separate dedication requirements for parkland that excludes areas otherwise necessary or dedicated for drainage or detention as these areas should not receive credit to serve both purposes.
Levels of Service and Programming/Needs	Identify if existing parks and facilities are serving the specific needs of the community within the park's service area. If the area has transitioned and the park no longer serves the needs of the surrounding community, reprogram the park, or declare park surplus or seek redevelopment to a more fitting use.
Safety and Design	Conduct an assessment of security needs during the planning stage of proposed parks and recreation areas.
Safety and Design	Replace existing high-maintenance, high-water plant material with attractive native plants.
Safety and Design	Explore the use of artificial turf alternative materials and or other types of ground covers that do not require heavy maintenance or frequent mowing.
Safety and Design	Require development adjacent to parks to maintain open sight lines to the park, and discourage fences and walls around the park perimeter.
Safety and Design	Enhance public park design standards to allow for public art and innovative design solutions regarding stormwater management, open space, and play areas.
Safety and Design	Revise subdivision regulations to require development adjacent to parks and public open spaces to maintain open sight lines to parks and public open space and prevent fences and walls around park and public open space perimeters.
Safety and Design	Enhance the City's ability to improve the appearance of existing parks through the following: A. Targeted cleanup and beautification program; B. Seek sponsors to donate funds to improve park signage and lighting; C. Litter and graffiti abatement program.
Social and Environmental Effects	Protect the health of park visitors by utilizing the most environmentally friendly least toxic means available of reducing weeds and other pests to acceptable levels.
Social and Environmental Effects	Study the feasibility of allowing community gardens in some park areas and create a garden pilot program.
Social and Environmental Effects	Utilize existing natural streams as amenities in public parks, and regularly monitor and maintain stream banks for safety of park users.
Trails	Acquire easements in new developments to develop and connect trails.



# APPENDIX B: 2013 COMMUNITY SURVEY SUMMARY

## Geographic Differences

The survey tallied responses across the city as a whole and by 5 geographic regions: central city, northwest, northeast, southwest, and southeast. The following are key differences in responses among the geographic areas.

### Parks and Recreation Programming

In the northeast, residents are more likely to rate the parks they have visited as being in good condition and less likely to rate them as being in excellent or fair condition.

In the northeast, 2–4 times as many residents have participated in recreation programs offered by the Parks and Recreation Department in the last year.

Citywide, 70% of residents rated the quality of programs they participated in as either good or excellent. In the northeast and southwest, this was 100%. In the central city, this was only 50%.

### How Residents Learn of Parks and Programming

In the northeast, residents are nearly 5 times as likely to learn about parks, programs, and activities from Parks and Recreation staff than in other parts of the city. Those in the northeast are also more likely than in other areas to learn about parks, programs, and activities from social media, flyers distributed at park and recreation facilities, and flyers distributed at schools. Those in the northwest are less likely to receive flyers distributed at schools, and those in the Southwest are less than half as likely to have conversations with Parks and Recreation staff. (Note: The ability to distribute flyers varies by school district.)

### Type of Park

The northeast favors having small neighborhood parks over pocket parks (less than 2 acres) and community parks.

### Getting to Parks

In the northeast, 29% of residents would not get to a park by walking or bicycling, higher than the citywide 19%. Residents in the northeast are also less likely to drive to a park (10%) than in the city as a whole (6%).

### Funding

In the northeast, fewer people are very supportive of some increase in taxes to fund the types of parks, trails, and recreation facilities that are most important to them, and more are likely to not be sure or not be supportive.

### Quality of Life

In the central city, more people are likely to consider quality parks, facilities, and programs as being very important to the overall quality of life in Oklahoma City, and fewer consider them minimally important. In the southeast, more people are likely to consider quality parks, facilities, and programs as being minimally important to the overall quality of life.

## Priority Parks and Facilities

Citywide		Northwest		Northeast		Central City		Southwest		Southeast	
1	Walking and Biking Trails (38%)	1	Walking and Biking Trails (40%)	1	Walking and Biking Trails (49%)	1	Walking and Biking Trails (34%)	1	Walking and Biking Trails (38%)	1	Walking and Biking Trails (41%)
2	Indoor Pool/Leisure Pool (21%)	2	Small Neighborhood Parks (25%)	2	Large Community Parks (29%)	2	Indoor Fitness/Exercise Facilities (22%)	2	Indoor Pool/Leisure Pool (29%)	2	Indoor Pool/Leisure Pool (27%)
3	Small Neighborhood Parks (21%)	3	Nature Center and Trails (22%)	3	Indoor Fitness/Exercise Facilities (23%)	3	Small Neighborhood Parks (21%)	3	Outdoor Pools/Aquatic Center (22%)	3	Small Neighborhood Parks (20%)
4	Indoor Fitness/Exercise Facilities (19%)	4	Large Community Parks (19%)	4	Nature Center and Trails (19%)	4	Outdoor Pools/Aquatic Center (19%)	3	Nature Center and Trails (22%)	3	Indoor Fitness/Exercise Facilities (20%)
5	Large Community Parks (18%)	5	Indoor Fitness/Exercise Facilities (17%)	4	Park Shelters and Picnic Areas (19%)	5	Large Community Parks (18%)	5	Small Neighborhood Parks (21%)	5	Outdoor Pools/Aquatic Center (18%)
				4	Outdoor Fitness/Exercise Facilities (19%)	5	Indoor Swimming/Leisure Pool (18%)				



## Priority Programs

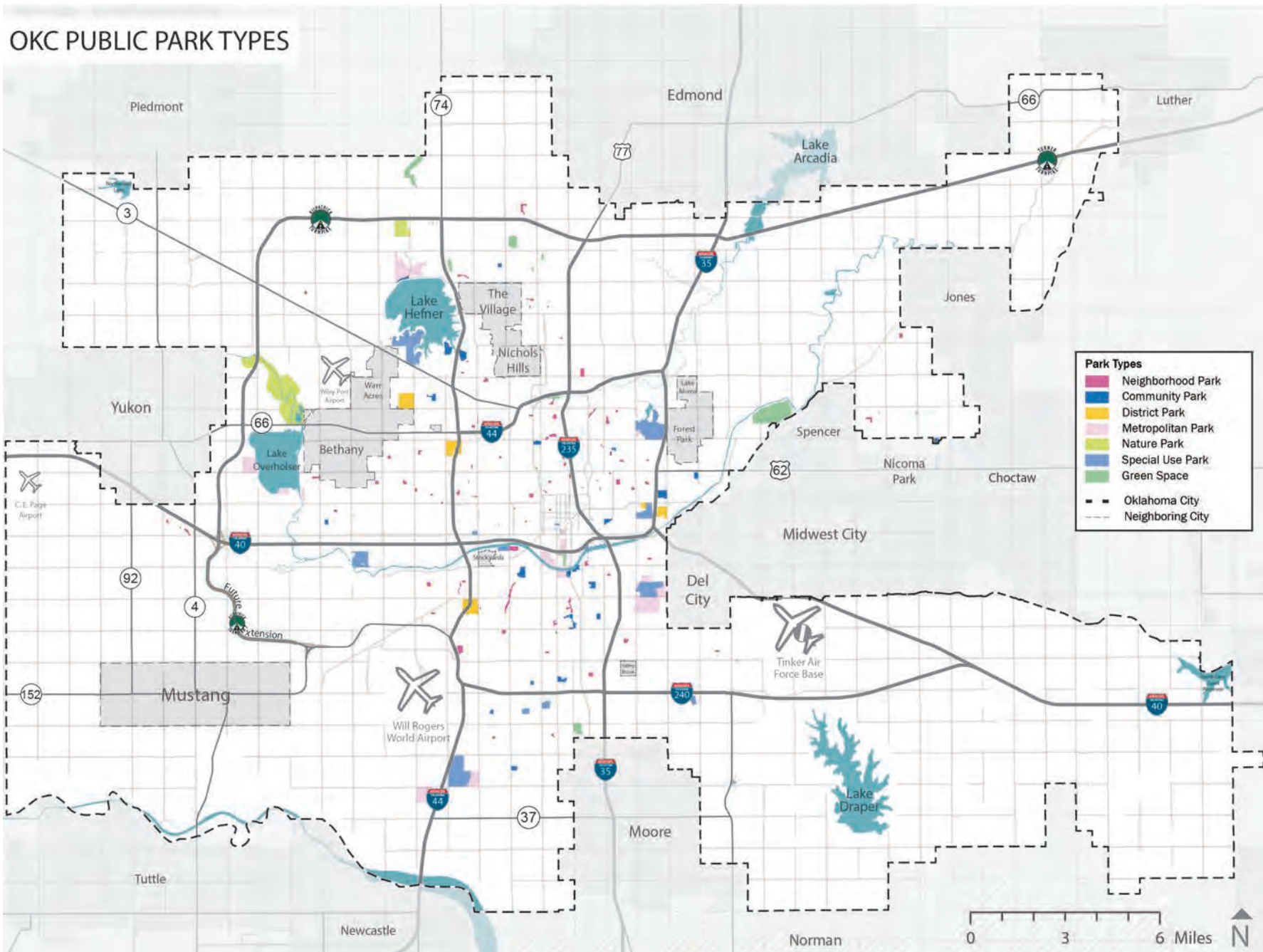
Citywide		Northwest		Northeast		Central City		Southwest		Southeast	
1	Adult Fitness/Wellness Programs (22%)	1	Adult Fitness/Wellness Programs (24%)	1	Youth Sports Programs (19%)	1	Adult Fitness/Wellness Programs (22%)	1	Adult Fitness/Wellness Programs (21%)	1	Adult Fitness/Wellness Programs (27%)
2	Special Events/Festivals (17%)	2	Special Events/Festivals (20%)	2	Youth Summer Programs (16%)	2	Family Programs (21%)	2	Water Fitness Programs (18%)	2	Special Events/Festivals (21%)
3	Senior Programs (16%)	3	Nature/Environmental Programs (20%)	2	Adult Fitness/Wellness Programs (16%)	3	Senior Programs (19%)	3	Walking/Biking Groups (17%)	3	Senior Programs (18%)
4	Walking/Biking Groups (15%)	3	Adult Continuing Ed. Programs (20%)	2	Senior Programs (16%)	4	Walking/Biking Groups (18%)	4	Nature/Environmental Programs (16%)	4	Youth Summer Programs (16%)
5	Family Programs (14%)	5	Senior Programs (14%)	2	Special Events/Festivals (16%)	5	Youth Swim Programs (15%)	5	Special Events/Festivals (15%)	5	Adult Swim Programs (12%)
				2	Nature/Environmental Programs (16%)	5	Special Events/Festivals (15%)	5	Adult Continuing Ed. Programs (15%)	5	Adult Continuing Ed. Programs (12%)
				2	Outdoor Adventure Programs (16%)						
				2	Youth Swim Programs (16%)						

## Priority Actions

Citywide		Northwest		Northeast		Central City		Southwest		Southeast	
1	Upgrade Neighborhood Parks (28%)	1	Upgrade Neighborhood Parks (32%)	1	Upgrade Neighborhood Parks (23%)	1	Upgrade Neighborhood Parks (33%)	1	Purchase Land for Neighborhood Parks (24%)	1	Upgrade Neighborhood Parks (27%)
2	Build New Walking/Biking Trails (22%)	2	Build New Walking/Biking Trails (25%)	1	Improve Park Bike/Pedestrian Access (23%)	2	Develop New Senior Wellness Centers (27%)	1	Build New Walking/Biking Trails (24%)	2	Upgrade Community Parks (27%)
3	Upgrade Community Parks (21%)	3	Purchase Land for Neighborhood Parks (23%)	1	Develop New Senior Wellness Centers (23%)	3	Upgrade Community Parks (21%)	3	Upgrade Neighborhood Parks (22%)	3	Build New Walking/Biking Trails (21%)
4	Develop New Senior Wellness Centers (21%)	3	Upgrade Community Parks (23%)	1	Build New Walking/Biking Trails (23%)	4	Build New Walking/Biking Trails (19%)	4	Upgrade Community Parks (20%)	4	Youth Summer Programs (16%)
5	Purchase Land for Neighborhood Parks (19%)	5	Develop New Senior Wellness Centers (22%)	5	Plant Trees along Trails/in Parks (19%)	5	Upgrade Community Centers (16%)	4	Improve Park Bike/Pedestrian Access (20%)	5	Adult Swim Programs (12%)
						5	Build Outdoor Pools (16%)			5	Adult Continuing Ed. Programs (12%)



## APPENDIX C: PARK CLASSIFICATIONS (2020)





## Neighborhood Parks

Name	Address	Ward	Acres
Airport Heights Park	3605 S SHAWNEE AVE	3	4
Alice Harn Park	926 NW 15TH ST	6	2
Belle Isle Park	2701 NW 62ND ST	2	9
Berta Faye Rex Quail Creek Park	11130 QUAIL CREEK RD	8	10
Bob Akers Park	2408 SE 11TH ST	7	5
Britton Park	1301 NW 96TH ST	2	1
Brock Park	1601 SW 25TH ST	6	29
Brookwood Park	9600 S SHARTEL AVE	5	4
Burton/Britton Park	9701 N SHARTEL AVE	7	1
Campbell Park	41 W PARK PL	6	1
Creston Hills Park	2240 NE 18TH ST	7	6
Crown Heights Park	600 NW 38TH ST	2	17
Denniston Park	2609 DENNISTON DR	2	3
Dolphin Wharton Park	301 NE 63RD ST	7	19
Douglas Park	500 NW 47TH ST	2	8
E.B. Jeffrey Park	4432 NW 16TH ST	3	5
E.W. Perry Park	1329 NE 48TH ST	7	2
Edgemere Park	3421 N HARVEY PKWY	2	23
Elm Grove Park	710 S PENNSYLVANIA AVE	6	4
Flower Garden Park	4711 N CLASSEN BLVD	2	6
Geraldine Park	3203 N GERALDINE AVE	2	7
Girvin Park	3400 NW 14TH ST	6	7
Glen Ellyn Park	2300 N EVEREST AVE	7	2
Goodholm Park	2701 N ROBINSON AVE	2	4
Grant Corbin Park	4032 NW 13TH ST	3	2
Greens Tot-Lot	13048 BURLINGAME AVE	8	0.7
Guilchester Park	2716 DORCHESTER DR	2	0.3
Harden Park	2801 CRESTON DR	7	2
Harlow Park	4800 NW 19TH ST	3	7
Harvest Hills Park	8235 NW 104TH ST	1	4
Highley Park	1934 NW 8TH ST	6	1
Hiram Park	8200 HAPPY LN	7	9
Hosea Vinyard Park	4201 S WALKER AVE	4	8
J. Brayden Black Park	2121 N COUNCIL RD	1	9

## Neighborhood Parks

Name	Address	Ward	Acres
Jack W. Cornett Park	3001 N GROVE AVE	3	5
John F. Kennedy Park	1824 NE 16TH ST	7	5
L.D. Lacy Park	1114 NE 43RD ST	7	12
Lakeshore Estates Park	8115 W LAKE HEFNER DR	1	1
Lela Park	1801 LELA AVE	3	7
Lippert Park	5501 S SHARTEL AVE	4	4
Lorraine Thomas Park	2350 S INDEPENDENCE AVE	6	4
Luther Dulaney Park	2931 NW 41ST ST	2	5
Mackleman Park	5501 MACKLEMAN DR	4	5
Mark Twain Park	2402 NW 1ST ST	6	0.3
May Park	2817 SW 34TH ST	6	1
Mayfair Park	4510 N MAYFAIR DR	2	2
Mayview Park	3135 NW 73RD ST	2	1
McCracken Park	410 SE 64TH ST	4	9
McKinley Park	1300 N MCKINLEY AVE	6	9
McMechan Park	1601 MCMECHAN PKWY	7	1
McNabb Park	901 NE 33RD ST	7	1
Meadowbrook Park	3809 NW 10TH ST	3	2
Mike Dover Park	4601 S WALKER AVE	4	2
Military Park	1200 NW 25TH ST	2	1
Nichols Court Park	1901 CULBERTSON DR	7	0.7
North Highland Park	301 NW 81ST ST	7	2
Oliver Park	65 SW GRAND BLVD	4	17
Perle Mesta Park	1900 N SHARTEL AVE	6	3
Phillips Park	2808 N PROSPECT AVE	7	4
Pied Piper Park	1303 NW 100TH ST	2	7
Pilot Center	1435 NW 2ND ST	6	1
Progressive Community Park	4401 LENOX AVE	7	12
Red Andrews Park	720 NW 8TH ST	6	2
Redlands Park	1425 NW 141ST ST	8	17
Reed Park	1217 N MAY AVE	6	2
Riley Leroy Pitts Park	1920 N KATE AVE	7	11
Rotary Playground Park	416 SE 15TH ST	7	8
Saint Clair Park	2212 N ST CLAIR AVE	6	0.6
Shallowbrook Park	4901 S SHALLOW BROOK DR	4	10



## Neighborhood Parks

Name	Address	Ward	Acres
Siler Park	2508 SW 95TH ST	5	4
Smitty Park	2404 NW 44TH ST	2	6
Sparrow Park	300 NW 30TH ST	2	3
Swatek Park	2301 NW 29TH ST	2	3
Syl Goldman Park	5333 S INDEPENDENCE AVE	3	23
Tinsley Park	3243 NW 65TH ST	2	2
Top O' the Town Park	2102 S EVEREST AVE	7	5
Tulsa Park	2409 S TULSA AVE	3	9
Wayman's Park	1900 N DREXEL BLVD	6	2
William Fremont Harn Park*	331 NE 16TH ST	7	2
William O. Lytle Park	803 GREENVALE RD	1	4
Winans Park	2100 N BROADWAY AVE	6	3
Woodland Park	730 NE 50TH ST	7	7
Woodrun Park	4 N WILLOWOOD DR	1	12
Youngs Park	4610 S YOUNGS BLVD	6	8
Zach D. Taylor Park	633 NW 52ND ST	2	6
Zurline Park	2800 S WOODWARD AVE	6	6

## Metropolitan Parks

Name	Address	Ward	Acres
Bluff Creek Park	10941 N MERIDIAN AVE	8	271
Earlywine Park	3033 SW 119TH ST	5	97
Lake Hefner (Childrens Playground)	8901 LAKE HEFNER PKWY	8	2
Lake Stanley Draper (Childrens Playground Included)	8255 SE 104TH ST	4	2
Lincoln Park	4712 N MARTIN LUTHER KING AVE	7	22
Myriad Gardens	301 W RENO AVE	6	14
Overholser Park	2402 E OVERHOLSER DR	1	59
Route 66 Park	9901 NW 23RD ST	1	148
Scissortail Park North*	300 SW 7TH ST	6	39
South Lakes Park	4302 SW 119TH ST	3	159
Trosper Park	2300 SE 29TH ST	7	367
Wheeler Park	1120 S WESTERN AVE	6, 4	94
Wiley Post Park	2021 S ROBINSON AVE	4, 6, 7	51

## Community Parks

Name	Address	Ward	Acres
Booker T. Washington Park	200 N HIGH AVE	7	18
Daniel J.Diggs Park	2201 N COLTRANE RD	7	15
Draper Park (Capitol Hill)	3816 S ROBINSON AVE	4	30
E.M. Sellers Park	8301 S VILLA AVE	5	8
Edwards Park	1515 N BRYANT AVE	7	45
Frank Hathaway Park	3730 S LINDSAY AVE	7	13
H.C. Schilling Park	539 SE 25TH ST	7	22
Hefner Park (NW Optimist)	3301 NW GRAND BLVD	2	43
Louis A. Macklanburg Park	2234 NW 117TH ST	2	9
Manuel Perez Park	21 SE 17TH ST	7	32
Melrose Park	7800 MELROSE LN	1	9
Memorial Park	1152 NW 36TH ST	2	16
Merrel Medley Park	11100 S PENNSYLVANIA AVE	5	16
Minnis Lake View Park	12520 NE 36TH ST	7	20
North Oklahoma City Rotary Park	5708 N TULSA AVE	1, 2	20
Northeast Center	1300 NE 33RD ST	7	11
Pat Murphy Park	4551 W HEFNER RD	8	12
South Rotary Park	1604 SW 15TH ST	6	41
Southern Oaks Park	6818 S WALKER AVE	4	22
Stars and Stripes Park	3701 S LAKE HEFNER DR	8	47
Taylor Park	1115 SW 70TH ST	5	7

## District Parks

Name	Address	Ward	Acres
Dolese Park	4701 NW 50TH ST	1	153
Douglass Park	900 FREDERICK DOUGLASS AVE	7	81
Will Rogers Park	3400 NW 36TH ST	2	120
Woodson Park	3401 S MAY AVE	3	122



## Green Spaces

Name	Address	Ward	Acres
Canyon Park	624 W I-44 HWY	2	22
Chisholm Creek Detention Pond	902 NW 122ND ST	7	8
Crossroads Sports Complex	120 SE 89TH ST	4	49
Culbertson Park	1101 NE 13TH ST	7	0.4
Florence Park	820 NW 15TH ST	6	0.4
Joe Louis Park	10810 NE 48TH ST	7	2
O'Neil Park	725 NW 13TH ST	6	0.5
Open Space - A	1910 NE 66TH ST	7	2
Open Space - B	4701 N ANDERSON RD	7	4
Open Space - C	5800 SE 59TH ST	4	3
Open Space - D	1722 S DURLAND AVE	7	0.2
Open Space - E	2719 S MERIDIAN AVE	3	0.6
Open Space - F	1800 NW 112ND ST	2	62
Open Space - G	1102 NW 115TH ST	2	5
Open Space - J	4301 NW 150TH ST	8	109
Open Space - K	4899 N AIR DEPOT BLVD	7	404
Pioneer Park	103 NW 3RD ST	6	0.2
Quail Creek Detention Pond	11501 QUAIL CREEK RD	8	23
Rhode Island Park	6623 N RHODE ISLAND AVE	7	0.4
Rockwell Park	618 N ROCKWELL AVE	3	2
Scissortail Park South	300 SW 7TH ST	6	31
Stiles Circle Park	379 NE 8TH ST	7	0.7

## Nature Parks

Name	Address	Ward	Acres
Martin Nature Park	4700 W. MEMORIAL RD	8	137
Stinchcomb Wildlife Refuge	5101 N. STINCHCOMB AVE	1	965

## Special Use Parks

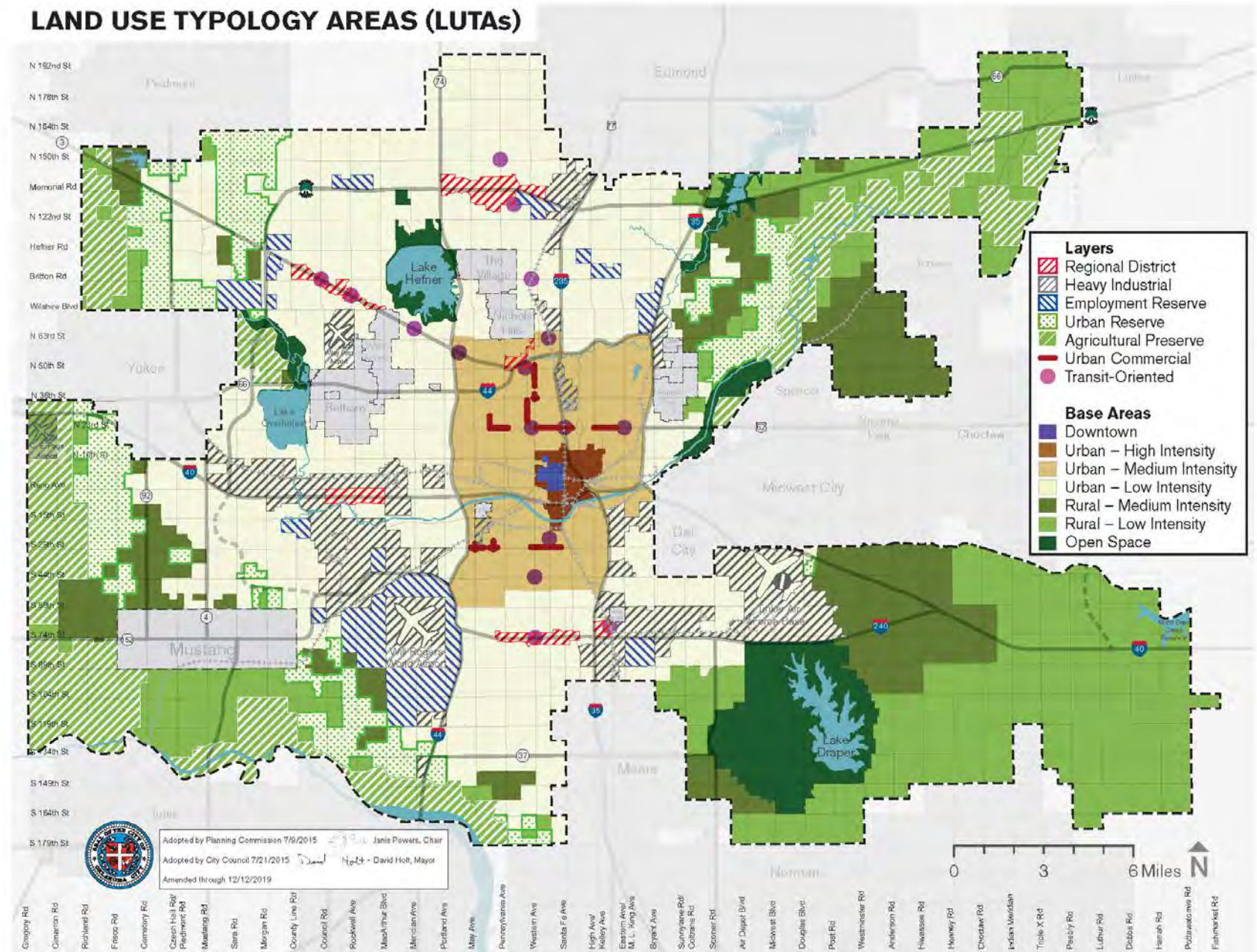
Name	Address	Ward	Acres
Bicentennial Park	500 COUCH DR	6	2
Carolyn Hill Park	228 PATIENCE LATTING CIR	6	0.2
City Hall Park	200 N. WALKER AVE	6	3
Crystal Lake Recreation Area	6901 SW 15TH ST	3	150
Earlywine Golf Course	11600 S PORTLAND AVE	5	337
Hefner Golf Course	4491 S. LAKE HEFNER DR	2	363
Henrietta B. Foster Center	614 NE 4TH ST	7	1
Hightower (Frank J.) Park	208 PATIENCE LATTING CIR	6	0.2
I-240 Sports Complex*	3960 E. I-240 SERVICE ROAD	4	34
James Stewart Golf Course	900 FREDERICK DOUGLASS AVE	7	106
Kitchen Lake Park*	5501 SE. 119TH ST	4	8
Lightning Creek Park	8100 S. WESTERN AVE	5	35
Lincoln Park Golf Course	4001 NE GRAND BLVD	7	324
Maywood Park	101 NE. 3RD ST	7	0.3
Paw Park	3349 NW. GRAND BLVD	2	2
Regatta Park	701 S. LINCOLN BLVD	7	28
River Park	800 S AGNEW AVE	6	32
Robert S. Kerr Park	102 ROBERT S. KERR AVE	6	0.6
Straka Detention Pond	1203 SW. 84TH ST	5	25
Ted Reynolds Park	3005 W RENO AVE	6	11
Trosper Golf Course	2301 SE 29TH ST	7	204

\* Indicates park has been acquired since the 2013 *Parks Master Plan*.



## APPENDIX D: LAND USE TYPOLOGY AREAS DESCRIPTIONS (PLANOKC)

It should be noted that the LUTA map is updated frequently, so it will likely change over time. For the most updated map, see [planokc.org](http://planokc.org).





# Land Use Typology

## BASE LAND USE TYPOLOGY AREAS

The core Land Use Typology Areas are oriented around a spectrum of development intensities – from undeveloped Open Space, to the high intensity of Downtown. Each encompasses development patterns designed to encourage connectivity and compatibility as appropriate to the intended level of intensity. The table at right shows the range of land use intensity from lowest to highest.

## LAYER LAND USE TYPOLOGY AREAS

"Layer" Typology Areas are content-specific designations that adjust the purpose and function of the base LUTAs. The variations from the base LUTAs differ. Agricultural Preserve, Urban Reserve, and Heavy Industrial narrow the range of land uses or densities to avoid incompatible land use patterns. Regional Districts and Employment Reserve encourage retail and industrial/employment uses in targeted areas, while Urban Commercial and Transit-Oriented districts encourage higher levels of intensity and connectivity.

### LUTA DEVELOPMENT POLICIES

The Land Use Typology Areas map is shown at right. Land use policies are explained in detail for each LUTA on the following pages.

(Densities shown in the LUTA descriptions are expressed in gross terms unless otherwise indicated. Gross density is the sum of all residential units divided by the entire site area including all common areas, rights-of-way, etc. and is expressed in dwelling units per acre.)

Source: planokc

## BASE LUTAS

### Open Space (OS)

Concentrations of publicly owned land that are intended to remain undeveloped and natural in character. Certain public uses may be appropriate.

### Rural – Low Intensity (RL)

Large-lot residential (5 acres or more) plus related commercial services. No expectation of urbanization or provision of urban infrastructure such as water or sewer.

### Rural – Medium Intensity (RM)

Large-lot residential (2 acres or more) plus related commercial services. No expectation of urbanization or provision of water or sewer.

### Urban – Low Intensity (UL)

Applicable to the least intensely developed areas of the city that still receive urban water, sewer, police, park, and fire services.

### Urban – Medium Intensity (UM)

Medium intensity urbanized area, reflective of the historic urban core, which balances small-and medium-lot housing and commercial districts.

### Urban – High Intensity (UH)

Applies to the area surrounding the central business district. Developments are expected to have notably higher densities, scale, and mixture of uses than those found in UM.

### Downtown (DT)

The city center, Oklahoma City's most intense development area, envisioned as a regional center for commerce and tourism.

## LAYER LUTAS

### Agricultural Preserve (AP)

Preserves large scale acreages used primarily for agricultural purposes as well as large floodplain areas. Existing development patterns are expected to remain unchanged for a long period of time.

### Urban Reserve (UR)

Reserves agricultural land and large acreage estates until the area is ready for urbanization. Maintains land to provide the most flexibility for future urban development and the ability to efficiently and sustainably deliver services.

### Employment Reserve (ER)

Reserves priority areas for large industrial and business development essential for the City's economic stability and future growth.

### Urban Commercial (UC)

Encourages the concentration of small-scale retail, office, and service businesses in locations that serve as hubs for neighborhood and city-wide consumer activity.

### Regional District (RD)

Designates areas that strategically prioritize the location and concentration of regionally serving retail and entertainment uses.

### Transit-Oriented (TO)

Encourages mixed-use development and higher connectivity, density, and intensity, as well as concentrations of commercial activity around areas designated as important future mass transit stops.

### Heavy Industrial (HI)

Intended to accommodate industrial uses that are difficult to integrate with less intense uses due to negative impacts from heavy traffic, noise, or odors.



## APPENDIX E: ACTION TABLES (2020 UPDATE)

2020 Update	Not Started	Ongoing	Completed
	○	●	✓

Strategic Direction 1: Maintain and improve physical assets of existing parks.							
	Action Steps	Method	Responsible Parties	Potential Partners	Potential Funding Sources	Performance Measure	Time Frame
	Action 1.1. Develop and implement a comprehensive asset management and maintenance system with sufficient funding to improve the quality of user experiences in Oklahoma City parks.						
●	1.1.1. Maintain an inventory of all park assets (facilities, infrastructure, and grounds), including condition, deferred maintenance needs, and life cycle replacement schedules.	Task	Parks and Recreation Department	"Friends of OKC Parks" organization(s)	Maintenance enhancement fund (field and shelter fees, golf fees, etc.), sponsorships, advertising, donations	All park assets and their condition inventoried.	Short term (0–5 years)
✓	1.1.2. Establish maintenance standards for park assets (facilities, infrastructure, and grounds) tied to quality outcomes. Target a minimum of Mode II maintenance using NRPA's standards.	Task	Parks and Recreation Department				
○	1.1.3. Prioritize and implement physical investments in existing park assets to implement the standards and address deferred maintenance and life cycle replacement.	Policy	Parks and Recreation Department				
●	1.1.4. Update existing facility and grounds maintenance procedures to support the system.	Task	Parks and Recreation Department				
●	1.1.5. Increase current funding to sufficient levels to implement the system.	Policy	Parks and Recreation Department				
	Action 1.2. Determine additional areas in the system where mowing can be substantially reduced or eliminated to reduce cost and create a more balanced system of natural and maintained areas.						
●	1.2.1. Establish criteria to identify natural areas (e.g., public visibility, ecological restoration value, etc.).	Task	Parks and Recreation Department	Multiple environmental and conservation organizations by way of newsletters, conferences, hikes, lectures, etc. Native plant societies	Maintenance enhancement fund	Keep the balance of maintained vs. natural areas at or below the best practice of 60%/40% over time.	Short term (0–5 years)
○	1.2.2. Amend the weed ordinance to allow natural areas to be maintained in Oklahoma City parks.	Regulation	Planning Department				
●	1.2.3. Incorporate natural area management zones and practices into the maintenance plans for each park.	Policy	Parks and Recreation Department				
●	1.2.4. Undertake public outreach/education on the value of natural areas in city parks.	Partnership	Parks and Recreation Department				
	Action 1.3. Develop and implement design standards to improve the attractiveness of and enhance user experiences in community-serving parks.						
✓	1.3.1. Structure the design standards to address the desired facilities and amenities for each park type (see Chapter 4), with the overall goal of providing a range of quality experiences to draw different age groups to use the park.	Policy	Parks and Recreation Department, Planning Department				Short term (0–5 years)
●	1.3.2. Address the following in the design standards: facility design (e.g., materials); access, circulation, and parking to support different levels of facilities and amenities; landscaping, including tree planting and maintenance per Action 1.4; and signage, safety and security, lighting, costs, environmental sustainability, etc.	Policy	Parks and Recreation Department, Planning Department				
●	1.3.3. Apply the design standards to all physical improvement projects in the parks.	Policy	Parks and Recreation Department, Planning Department				



### Strategic Direction 1: Maintain and improve physical assets of existing parks.

	Action Steps	Method	Responsible Parties	Potential Partners	Potential Funding Sources	Performance Measure	Time Frame
Action 1.4. Implement a tree planting and replacement program in the Oklahoma City parks.							
✓	1.4.1. Develop a GIS inventory of existing trees in the parks (species, size, condition, canopy coverage).	Policy	Parks and Recreation Department	Tree promotion organization (e.g., OKC Arbor Day Foundation)	Insurance monies received from cars damaging city trees, developer fees/tree fund	All trees inventoried. Trees canopy target reached.	Long term (0–20 years)
●	1.4.2. Establish a tree canopy coverage target, preferred species, and criteria for priority tree planting locations (e.g., in picnic areas and along walking trails).	Policy	Parks and Recreation Department				
●	1.4.3. Allocate funding in the annual parks budget for tree planting and replacement. Include adequate funding for maintenance.	Policy	Parks and Recreation Department, City Management				
●	1.4.4. Support greenokc's direction to establish an Urban Forestry Program and City Urban Forester position.	Policy	Parks and Recreation Department, Planning Department				
○	1.4.5. Coordinate tree planting with city-wide efforts (e.g., the releafokc program).	Policy	Parks and Recreation Department, Planning Department				
Action 1.5. Identify and dispose of unproductive parks to allow resources to be invested in more productive parks that better serve community needs.							
●	1.5.1. Use the criteria defined in Chapter 6 to identify and dispose of surplus parks.	Policy	Parks and Recreation Department				Short term (0–5 years)
●	1.5.2. Improve processes for disposal of parkland identified as surplus.	Task	Parks and Recreation Department				
Action 1.6. Evaluate the current park maintenance districts for opportunities to increase efficiency and reduce costs.							
●	1.6.1. Undertake a drive time analysis to determine the time maintenance staff spends driving during a typical day.	Task	Parks and Recreation Department, Planning Department		Efficiencies gained, outsourcing	Drive time for maintenance staff reduced.	Medium term (0–10 years)
○	1.6.2. Redesign the existing (five) park maintenance districts to limit the amount of drive time (ideally to no more than an hour and a half daily) to increase productivity and reduce the cost of maintenance and associated expenses such as fuel. Conduct a cost-benefit analysis to compare gains to costs such as increased supervision, new maintenance facility requirements, etc. prior to finalizing a recommendation for revised or new districts.	Policy	Parks and Recreation Department				



## Strategic Direction 2: Develop facilities and programs in existing parks to meet community needs.

	Action Steps	Method	Responsible Parties	Potential Partners	Potential Funding Sources	Performance Measure	Time Frame
Action 2.1. Implement a program to improve existing park assets to align with community recreational facility needs.							
○	2.1.1. Evaluate each park for its contribution to community needs using the park classification and evaluation considerations contained in Chapter 6.	Task	Parks and Recreation Department, Planning Department	"Friends of OKC Parks" organization(s)	Maintenance enhancement fund (field and shelter fees, golf fees, etc.), sponsorships, advertising, donations	All park assets and their condition inventoried.	Short term (0–5 years)
○	2.1.2. Using the evaluation conducted per 2.1.1, prioritize deficient parks for improvements (upgrades to existing facilities, development of new ones, etc.) to meet community needs.	Task	Parks and Recreation Department				
○	2.1.3. Develop and regularly update park master plans to define the improvements to be made to priority parks. Engage surrounding residents in the planning process to address the local neighborhood context, demographics, needs, and priorities. Remove or replace unproductive facilities or amenities.	Task	Parks and Recreation Department				
○	2.1.4. Establish long-range maintenance plans for park improvements consistent with the asset management and maintenance system (Action 1.1). Allocate funding to support improvements and long-term maintenance.	Policy	Parks and Recreation Department				
Action 2.2. Develop a plan for recreational programs and services to be offered in Oklahoma City parks to meet community needs.							
○	2.2.1. Identify core programs and services that should be offered by the Parks and Recreation Department, focusing on health and wellness as the key element. Identify non-core programs that can be offered by other providers.	Task	Parks and Recreation Department	School Districts, Boys and Girls Clubs, YMCA, YWCA, other recreational providers	Pricing policy, partnerships	Increase to 85% from 71% the percentage of residents rating the quality of programs good or excellent.	Medium term (0–10 years)
○	2.2.2. Evaluate, strengthen, and expand existing offerings by the Parks and Recreation Department consistent with the definition of core programs and services. Incorporate facilities to support these programs and services into park improvement plans.	Policy	Parks and Recreation Department				
●	2.2.3. Establish partnership agreements that maximize the extent to which recreational programs and services offered by other providers in Oklahoma City parks meet needs of the overall community (as opposed to specific interest groups).	Partnership	Parks and Recreation Department, Oklahoma City Community Foundation				
○	2.2.4. Explore joint programming opportunities with school districts within Oklahoma City.	Partnership	Parks and Recreation Department, Oklahoma City Community Foundation, Oklahoma City Public Schools				



Strategic Direction 2: Develop facilities and programs in existing parks to meet community needs.							
	Action Steps	Method	Responsible Parties	Potential Partners	Potential Funding Sources	Performance Measure	Time Frame
Action 2.3. Implement a model of larger, multi-generational centers located in regional (district or metropolitan) parks to replace the current outdated model of smaller recreation centers in community parks.							
○	2.3.1. Identify the programs and uses to be accommodated in multi-generational centers based on the needs analysis. Such centers should incorporate the components of aquatic centers, senior wellness centers, and community/ health and fitness centers into one facility.	Task, Program		City/County Health Department, YMCA, YWCA	Bonds, facility authority, lease backs, user fees or other form of cost recovery to support operations and maintenance	Eight multi-generational centers built in 20 years.	Long term (0–20 years)
○	2.3.2. Identify locations for multi-generational centers based on the level of service standards. Where feasible, expand/ upgrade existing facilities (e.g., regional aquatic centers). Develop plans, allocate funding, and incorporate the identified centers into the city's Capital Improvements Program. Dedicate funding to support long-term maintenance.	Task, Program					
Action 2.4. Enhance the value of the Oklahoma City parks as places for the community to come together at scales ranging from neighborhood gatherings to large-scale festivals and special events.							
✓	2.4.1. Designate areas for informal gatherings in local (neighborhood and community) parks.	Task	Parks and Recreation Department, Oklahoma City Community Foundation		Sponsorships, cost recovery from events	Host 5 new annual signature events.	Medium term (0–10 years)
●	2.4.2. Incorporate larger special event areas with sufficient support facilities (access, parking, etc.) into regional (district and metropolitan) parks.	Policy	Parks and Recreation Department, Oklahoma City Community Foundation				
✓	2.4.3. Evaluate the effectiveness of existing special events offered in Oklahoma City parks. Identify five or more existing or new signature events that can be leveraged for regional economic impact and bring recognition to the park system (see Action 5.2).	Policy	Parks and Recreation Department, Oklahoma City Community Foundation				
Action 2.5. Increase the attractiveness of Oklahoma City parks for young adult professionals as an economic development and community-building strategy.							
○	2.5.1. Conduct surveys and focus groups to determine the recreational opportunities young professionals seek in a park system, with the goal of increasing the city's competitiveness with other regions in attracting and retaining talented young workers and the businesses that depend upon them.	Task	Parks and Recreation Department	Chamber of Commerce	Foundation, economic development agency funding		Short term (0–5 years)
○	2.5.2. Based on the survey and focus group results, incorporate selected facilities and programs appealing to young adult professionals into regional or community parks.	Program	Parks and Recreation Department				
●	2.5.3. Work with the Chamber of Commerce to market the economic value of parks as a way to attract talented young workers and businesses to the city (Action 4.2).	Program	Parks and Recreation Department				



Strategic Direction 3: Improve access to existing parks.							
	Action Steps	Method	Responsible Parties	Potential Partners	Potential Funding Sources	Performance Measure	Time Frame
Action 3.1. Implement a program to better connect neighborhoods to existing parks via the sidewalk network.							
●	3.1.1. Use bikewalkokc to identify prioritized park sidewalk project locations.	Task, Program	Planning Department		Dedicated sales tax, bonds, boulevard fee	All streets in the downtown area not meeting local park level of service standards retrofitted with sidewalks.	Medium term (0–10 years)
●	3.1.2. Evaluate current park access points as they relate to the existing and potential street/sidewalk connections. Prioritize improvements to existing and development of new access points to create welcoming park entrances (signage, landscaping, etc.). Develop design standards for these entrances (Action 1.3).	Task, Program	Planning Department				
●	3.1.3. Prioritize street tree planting along streets leading to parks.	Policy	Planning Department, Public Works Department				
●	3.1.4. Allocate funding for priority park access (sidewalk and entrance) improvements, targeting retrofits in the downtown and urban areas to improve community health and promote economic revitalization.	Policy	Planning Department, Public Works Department, Parks and Recreation Department				
Action 3.2. Connect parks to the citywide trail system.							
●	3.2.1. Prioritize segments of trails from bikewalkokc (Action 5.1) connecting to existing parks for implementation, including multi-use trails to create connections to larger parks.	Policy	Parks and Recreation Department, Planning Department		Dedicated sales tax, bonds, greenway foundation, land lease/concessions, special recognition license tag		Long term (0–20 years)
Action 3.3. Enhance city design standards to promote connectivity.							
●	3.3.1. Implement the pedestrian and bicycle requirements of planokc’s proposed street design standards to improve the pedestrian and bicycle environment, including sidewalks, multi-use paths, and bicycle lanes. Add requirements for street trees along both sides of all new or reconstructed streets.	Policy	Planning Department, Public Works Department				Short term (0–5 years)
✓	3.3.2. Adopt a new “multi-use trail” classification (separated paths wide enough to accommodate both pedestrians and bicycles along boulevards and other streets designated in the City’s trails master plan).	Policy	Planning Department, Parks and Recreation Department				



#### Strategic Direction 4: Promote and increase awareness of the value of parks.

	Action Steps	Method	Responsible Parties	Potential Partners	Potential Funding Sources	Performance Measure	Time Frame
	Action 4.1. Increase the marketing and business development capabilities of the Oklahoma City Parks and Recreation Department.						
✓	4.1.1. Develop a distinctive “brand” for Oklahoma City parks within the overall city brand.	Task	Parks and Recreation Department	Universities (marketing or business department), Boys and Girls Clubs, YMCA, YWCA	Parks foundation, user fees (permits, rentals, programs, etc.)	Business Development Office generates 10 times its cost in revenue.	Short term (0–5 years)
✓	4.1.2. Increase the marketing resources of the Parks and Recreation Department, and implement a plan to strengthen communication and outreach efforts on the value of parks (website, social media, etc.) using the brand.	Policy	City Management				
○	4.1.3. Ensure that partners who are operating programs and facilities in Oklahoma City parks provide recognition for the park system (partnership agreements, signage, brochures, etc.).	Policy	Oklahoma City Community Foundation				
○	4.1.4. Establish a business development office to develop earned income opportunities and other diversified revenue options available to help offset operational and capital costs and to oversee development of business plans for major facilities and events.	Program	Parks and Recreation Department				
	Action 4.2. Initiate a broader, community-wide campaign to increase awareness of the value parks bring to Oklahoma City’s quality of life and economy.						
○	4.2.1. Conduct a study of the economic impact of Oklahoma City parks.	Task	Parks and Recreation Department, Planning Department, Oklahoma City Community Foundation	TPL’s Center for City Parks Excellence, Chamber of Commerce, City-County Health Department, healthcare institutions, School Districts, Neighborhood Alliance	Foundation, economic development agency funding		Short term (0–5 years)
✓	4.2.2. Establish a “Parks Alliance” based on the Neighborhood Alliance model, with funding to focus on marketing the value of parks citywide as a key priority (see Chapter 10).	Program	Oklahoma City Community Foundation				
●	4.2.3. Develop and implement a coordinated marketing campaign to promote the value of Oklahoma City parks. Engage other partners (Chamber of Commerce, City-County Health Department, healthcare institutions, Oklahoma City Schools, Neighborhood Alliance, etc.) and media outlets in this effort.	Program	Oklahoma City Community Foundation				



## Strategic Direction 5: Develop new parks and facilities.

	Action Steps	Method	Responsible Parties	Potential Partners	Potential Funding Sources	Performance Measure	Time Frame
Action 5.1. Complete the citywide trails system.							
●	5.1.1. Coordinate with the Planning Department on the funding and development of the Bicycle and Recreational Trails Network Prioritization projects identified in bikewalkokc.	Task	Parks and Recreation Department, Planning Department	City-County Health Department, healthcare institutions, (hospitals, medical clinic, insurance company, etc.), biking/ walking organizations	Dedicated sales tax, developer dedications, bonds, greenway foundation, land lease/ concessions, special recognition license tag	One hundred miles of trail complete in 20 years.	Long term (0–20 years)
●	5.1.2. Identify connections along key streets and boulevards to install multi-use trails or on-street bicycle facilities to increase connectivity and fill in gaps in the system.	Task	Parks and Recreation Department, Planning Department				
●	5.1.3. Require new developments to construct and/or dedicate land or easements for greenways or trails identified in bikewalkokc.	Regulation	Planning Department				
●	5.1.4. Incorporate “healthy heart trail” or similar health and wellness features into the trails system (signage, distance markers, etc.).	Program	Parks and Recreation Department, Planning Department				
●	5.1.5. Develop greenway corridors around trails, where rights-of-way allow, with trees, benches, possible concessions, and other amenities.	Policy	Parks and Recreation Department, Public Works Department, Planning Department				
Action 5.2. Develop a signature downtown (Core to Shore) park system to leverage economic development and quality of life.							
✓	5.2.1. Implement the Core to Shore Plan connecting the downtown core to the Oklahoma River, beginning with Central Park. Identify a sustainable funding stream to support park operations and the highest standards of maintenance (Mode I per NRPA’s maintenance standards).	Policy	Parks and Recreation Department, Planning Department	Mayor’s office, Governor’s office, convention and visitor’s bureau, chamber of commerce, leading media outlets	Business Improvement District, special event revenues, sponsors, naming rights		Medium term (0–10 years)
✓	5.2.2. Incorporate regionally significant, large-scale events into downtown park programming (see Action 2.4).	Program	Parks and Recreation Department, Planning Department				
✓	5.2.3. Incorporate recreational facilities and amenities for downtown residents.	Program	Parks and Recreation Department				
Action 5.3. Develop new local (neighborhood or community) parks where necessary to serve existing residents and regional (district or metropolitan) parks where necessary to serve residents of developing parts of the city (urban or urban growth area).							
●	5.3.1. Conduct site selection analyses in areas where the level of service standards indicate future local and regional parks will be needed. Incorporate land acquisition and park development into long-term capital improvement plans.	Policy	Parks and Recreation Department, Planning Department		Park impact/ land dedication fees, bonds	Five new regional parks and 25 new local parks developed in the downtown and urban areas.	Long term (0–20 years)
●	5.3.2. Allocate funding to support development of the new parks when needed to serve residents of developing areas. Consider enactment of a park impact fee proportional to the demand for regional recreation generated by new developments.	Policy	City Management				



### Strategic Direction 5: Develop new parks and facilities.

	Action Steps	Method	Responsible Parties	Potential Partners	Potential Funding Sources	Performance Measure	Time Frame
<b>Action 5.4. Develop partnerships to develop and manage new facilities.</b>							
●	5.4.1. Engage potential partners (e.g., health care providers, YMCA, corporate sponsors) in developing concepts for significant new facilities (e.g., multi-generational centers/senior wellness centers) based on needs assessments.	Partnership	Oklahoma City Community Foundation	Health care institutions, YMCA/YWCA, corporations	Partnerships, sponsorships		Short term (0–5 years)
○	5.4.2. Develop agreements on programs and processes for operating and managing facilities that give proper recognition to Oklahoma City parks.	Partnership, Program	Parks and Recreation Department, Oklahoma City Community Foundation				

### Strategic Direction 6: Establish agreements and standards for private parks and school parks.

	Action Steps	Method	Responsible Parties	Potential Partners	Potential Funding Sources	Performance Measure	Time Frame
Action 6.1. Develop a coordinated school/park system strategy providing for appropriate use and sharing of facilities for recreational purposes.							
○	6.1.1. Establish standards and agreements for use of school grounds as school parks, prioritizing areas not meeting the level of service standard for access to public parks. Address safety and liability issues.	Policy, Partnership	Parks and Recreation Department, Oklahoma City Community Foundation, Oklahoma City Public Schools Planning Department	“Friends of OKC Parks” organization(s)	Bonds, donations, benefit districts, user fees or other form of cost recovery to support operations and maintenance	Agreement in place to use Oklahoma City Schools as school parks.	Short term (0–5 years)
○	6.1.2. Develop standards and agreements for joint development of recreational facilities in the construction of new schools or significant upgrades to existing ones.	Policy, Partnership	Parks and Recreation Department, Oklahoma City Community Foundation, Oklahoma City Public Schools Planning Department				
●	6.1.3. Begin discussions on the above with the Oklahoma City School District. Extend to school districts located elsewhere in the urban area and the urban growth area over time.	Policy, Partnership	Parks and Recreation Department, Oklahoma City Community Foundation, Oklahoma City Public Schools Planning Department				
Action 6.2. Meet the local recreational needs of new residents in developing areas through private parks.							
✓	6.2.1. Establish design standards for private parks in new developments (size, walking distance for residents, minimum uses to be provided, long-term maintenance, etc.).	Regulation	Planning Department	School Districts, Boys and Girls Clubs, YMCA, YWCA, other recreational providers	Pricing policy, partnerships		Short term (0–5 years)
✓	6.2.2. Incorporate the design standards into a parkland dedication ordinance or other regulations to ensure that the private parks serve the recreational needs of residents.	Regulation	Planning Department				



## APPENDIX F: FINANCIAL OVERVIEW

### Introduction

This appendix presents a financial overview of OKC Parks. The revenues and expenditures were analyzed to assess the Department's financial integrity. The cost recovery for facilities, programs and services at major functional levels has been analyzed to access the cost of service readiness.

### Data Reviewed

For the *2013 Parks Master Plan*, PROS Consulting reviewed the detailed cost and activity information prepared by OKC Parks staff. PROS reviewed City Budgets 2009-2013 and a Revenue and Expenditure Report for 2012. *This 2020 Update expands on that, providing City Budgets 2013-2019 and a Revenue and Expenditure Report for 2019.*

### Operating Expenditures

Historical Expenses from Fiscal Years Ending 2008 through 2012					
Source: Annual Budgets	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12
Operating Expenditures					
Administration	\$4,288,948	\$4,409,819	\$3,874,181	\$3,794,670	\$3,802,934
Horticulture & Gardens	\$1,530,162	\$1,835,371	\$1,736,461	\$1,636,742	\$2,546,556
Civic Center Music Hall	\$2,084,030	\$2,500,880	\$2,559,833	\$2,404,400	\$2,477,567
Grounds Maintenance	\$9,046,565	\$9,001,386	\$8,360,948	\$7,916,515	\$8,846,181
Recreation	\$4,859,750	\$4,785,731	\$4,912,096	\$4,881,277	\$4,988,633
Total Operating Expenditures	\$21,809,455	\$22,533,187	\$21,443,519	\$20,633,604	\$22,661,871
Capital Expenditures	\$1,144,449	\$650,416	\$1,050,057	\$214,684	\$189,407
Non-Operating Expenditures	\$59,565	\$114,920	\$93,371	\$241,592	\$1,036,863
Total Expenditures	\$23,013,469	\$23,298,523	\$22,586,947	\$21,089,880	\$23,888,141

The capital expenditures compared to operation and maintenance expenditures have decreased significantly over the five year period from 2008-2012. This is a reflection of the Department's ability to maintain and replace the current equipment and facilities.

Historical Expenses from Fiscal Years Ending 2013 through 2019							
Source: Annual Budgets	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19
Operating Expenditures							
Administration	\$4,036,907	\$3,928,821	\$3,672,549	\$5,058,729	\$4,711,927	\$4,888,438	\$4,807,336
Horticulture & Gardens	\$4,726,094	\$4,923,842	\$4,961,890	\$4,942,536	\$4,354,541	\$5,056,212	\$8,412,052
Civic Center Music Hall	\$2,594,851	\$2,664,793	\$2,984,853	\$3,112,730	\$3,891,550	\$2,944,270	\$889,681
Grounds Maintenance	\$7,303,254	\$7,142,520	\$7,572,873	\$8,018,329	\$6,863,183	\$7,145,830	\$8,024,494
Recreation	\$5,022,838	\$4,808,577	\$5,002,912	\$4,612,576	\$4,130,466	\$4,101,031	\$4,196,119
Total Operating Expenditures	\$23,683,944	\$23,468,553	\$24,195,077	\$25,744,900	\$23,951,667	\$24,135,781	\$26,329,682
Capital Expenditures	\$181,332	\$243,126	\$189,922	\$248,178	\$927,579	\$95,854	\$220,154
Non-Operating Expenditures	\$1,087,091	\$942,080	\$1,940,015	\$4,119,032	\$306,378	\$144,676	\$336,659
Total Expenditures	\$24,952,367	\$24,653,759	\$26,325,014	\$30,112,110	\$25,185,624	\$24,376,311	\$26,886,495



## Cost Recovery from Earned Income (2012)

The industry best practices are 35–40% for cost recovery from revenues other than taxes for similar park and recreation agencies. Non-tax revenues, which exclude revenues from property taxes, were 46% of expenditures in 2012. The table below shows the Department's cost recovery from non-tax revenues by major funding sources.

Department Cost Recovery (2012)			
Fund	Revenue	Budget	Recovery %
General Fund	\$1,259,810	\$23,142,479	5%
Special Purpose Fund (donations, park land sales)	\$1,064,619	\$2,941,245	36%
OCMFA (oil and gas Royalties)	\$916,917	\$2,155,893	43%
OCPPA (golf and Civic Center Music Hall)	\$15,726,695	\$13,399,607	117%
<b>Totals</b>	<b>\$18,968,040</b>	<b>\$41,639,224</b>	<b>46%</b>

The industry best practices for private benefit programs and services are 100% or greater cost recovery from revenues other than taxes for similar park and recreation agencies. The table below shows that the Department's cost recovery of the selected programs from non-tax revenues is 83% to 103% of the total operating expenses.

Cost Recovery of Selected Programs (2012)				
Program	Revenues	Expenditures	Revenues Over/Under Expenditures	Cost Recovery
Civic Center/Rose State	\$2,047,376	\$2,477,567	-\$430,191	83%
Golf	\$12,802,685	\$12,464,128	\$338,557	103%
Water Taxi	\$714,496	\$805,946	-\$91,450	89%

## Cost Recovery from Earned Income (2019)

Non-tax revenues, which exclude revenues from property taxes, were 22% of expenditures in 2019. The table below shows the Department's cost recovery from non-tax revenues by major funding sources.

Department Cost Recovery (2019)			
Fund	Revenue	Budget	Recovery %
General Fund	\$1,461,197	\$26,703,368	5%
Special Purpose Fund (donations, park land sales)	\$1,285,545	\$3,384,751	38%
OCMFA (oil and gas Royalties)	\$113,618	\$4,718,580	2%
OCPPA (golf and Civic Center Music Hall)	\$13,813,237	\$50,820,163	27%
Parks Impact Fees	\$1,689,763	\$1,730,497	98%
Trail Impact Fees	\$805,521	\$834,397	97%
<b>Totals</b>	<b>\$19,168,882</b>	<b>\$88,191,756</b>	<b>22%</b>

Cost Recovery of Selected Programs (2019)				
Program	Revenues	Expenditures	Revenues Over/Under Expenditures	Cost Recovery
Civic Center/Rose State	\$2,686,679	\$1,360,385	\$1,326,294	197%
Golf	\$11,126,558	\$38,850,417	\$(27,723,859)	29%
Water Taxi (N/A)	-	-	-	-
Special Purpose Fund (donations, park land sales)	\$1,267,756	\$290,311	\$977,444	437%
Parks Impact Fees	\$1,689,763	\$817,000	\$872,763	207%
Trail Impact Fees	\$805,521	-	\$805,521	-



## APPENDIX G: FUNDING SCENARIO C (EXAMPLE)

The table on the following pages is from the *2013 Parks Master Plan* and presents the order-of-magnitude cost estimates, assumptions, and potential funding sources for the Parks Master Plan actions that are incorporated into Scenario C. As noted for Scenario B, the Business Development and Marketing and Communications Offices should be put in place as an early implementation action to generate resources to fund the *Parks Master Plan* actions.

Scenario C Funding Assumptions (2012 Data)		
Action	Potential Funding Sources	Cost
Strategic Direction 1: Maintain and improve physical assets of existing parks.		
<b>Maintain Existing Parks</b>		
Maintain 70% of local and regional parks (2460 acres), down from 77%, at NRPA maintenance Mode II at an incremental cost of \$1294 per acre per year over the current \$3206 per acre per year, and maintain 30% of local and regional parks in an unmowed state, up from 23%, at a cost of \$800 per acre per year.	user fees, dedicated sales tax for maintenance, improvement districts and regular operating taxes	\$36,279,096
<b>Tree Planting and Replacement Program</b>		
Plant 1500 trees per year, for a total of 30000 new trees, at a cost of \$180 per tree.	land dedication fees, developer impact fees, property damage monies	\$5,400,000
Maintain 30000 new trees, at a cost of \$30 per tree per year.	business improvement districts, home owners fees, general taxes, boulevard tax	\$9,315,000
Subtotal Strategic Direction 1		\$50,994,096
Strategic Direction 2: Develop facilities and programs in existing parks to meet community needs.		
<b>Improvements to Existing Parks</b>		
Update playgrounds, lighting, restrooms, sports courts, loop trails, spray grounds, picnic areas, etc. in 60% of the local and regional parks (2460 acres) at \$50000 per acre.	dedicated capital improvement fees, users fees, maintenance endowments, permit fees, reservation fees, redevelopment funds	\$84,100,000
Subtotal Strategic Direction 2		\$84,100,000
Strategic Direction 3: Improve access to existing parks.		
<b>Sidewalk Connections to Parks</b>		
Construct 200 miles of new sidewalk in the central city, at a cost of \$260000 per mile.	dedicated sales tax, redevelopment funds, home owners fees, street funds	\$52,000,000
<b>Citywide Trail System</b>		
Construct 5 miles of new trails per year, for a total of 100 miles of new trails, at a cost of \$700000 per mile.	dedicated sales tax, Federal Transportation funds, greenway foundation, sale of greenway license plates, sale of development rights below the ground along the trails, trail sponsorships	\$70,000,000
Maintain 100 miles of new trails, at a cost of \$12000 per mile per year.	sponsorship of a mile of trail, land leases along the trail	\$12,600,000
Subtotal Strategic Direction 3		\$134,600,000



Action	Potential Funding Sources	Cost
<b>Strategic Direction 4: Promote and increase awareness of the value of parks.</b>		
<b>Marketing</b>		
Hire 3 new marketing staff members: one for social media, one for print media, and one for selling advertising, sponsorships, and tracking the costs of marketing and return on investment, at an annual cost of \$200000. Fund additional printing and other materials to promote the park system, at an annual cost of \$400000.	user fees, advertising sales, sponsorships, partnerships, registration fees	\$12,000,000
<b>Business Development</b>		
Hire 3 new business development staff member, at an annual cost of \$250000. (These positions should be able to produce 10 times their cost in revenue, or \$2500000.)	user fees, sponsorships, partnerships, advertising, grants	\$12,000,000
<b>Subtotal Strategic Direction 4</b>		<b>\$24,000,000</b>
<b>Strategic Direction 5: Develop new parks and facilities.</b>		
<b>Multi-Generational Centers</b>		
Construct one 80000 sq.ft. multi-generational center every other year, starting in year 4, for a total of 8 new multi-generational centers across the city, at a cost of \$350 per sq.ft.	bond issue, dedicated capital taxes, user fees, naming rights, foundations	\$224,000,000
Maintain 8 new multi-generational centers, assuming the City pays 30% of the annual \$2000000 per center cost and the rest of the cost is recovered through user fees.	user fees and membership fees	\$48,000,000
<b>Downtown (Core to Shore) Signature Parks</b>		
Construct new Central Park and Promenade Park according to the Core to Shore Plan.	dedicated sales tax, bond issue, business improvement district, conservancy	\$132,168,000
Maintain new Central Park and Promenade Park according to the Core to Shore Plan.	business improvement district, redevelopment funds, user fees, land leases, concessions	\$51,900,000
<b>New Local Parks</b>		
Acquire land for and construct 5 new local parks every 4 years, for a total of 25 new local parks, at about 10 acres per park, \$10000 per acre for acquisition, and \$100000 per acre for construction.	developer impact fees, bond issue, land dedication, private funding, gifts	\$27,500,000
Maintain 60% of 25 new local parks (250 acres) at NRPA maintenance Mode II, at a cost of \$4500 per acre per year, and maintain 40% in an unmowed state, at a cost of \$800 per acre per year.	dedicated sales taxes, user fees, partnerships	\$7,701,000
<b>New Regional Parks</b>		
Acquire land for and construct a new regional park every two years, starting in year 11, for a total of 5 new regional parks, at about 120 acres per park, \$10000 per acre for acquisition, and \$100000 per acre for construction.	developer impact fees, bond issue, land dedication, private funding, gifts	\$66,000,000
Maintain 60% of 5 new regional parks (600 acres) at NRPA maintenance Mode II, at a cost of \$4500 per acre per year, and maintain 40% in an unmowed state, at a cost of \$800 per acre per year.	dedicated sales taxes, user fees, partnerships, entrance fees, concessions	\$10,872,000
<b>Subtotal Strategic Direction 5</b>		<b>\$568,141,000</b>
<b>Subtotal Scenario C Costs Over 20 Years</b>		<b>\$863,835,096</b>
<b>Base (Current) Costs Over 20 Years</b>		<b>\$480,000,000</b>
<b>Total Cost Over 20 Years</b>		<b>\$1,343,835,096</b>



# APPENDIX H: NRPA MAINTENANCE STANDARDS

## MODE I

State of the art maintenance applied to a high quality diverse landscape. Usually associated with high traffic urban areas such as public squares, malls, governmental grounds or high visitation parks.

### Turf Care

Grass height maintained according to species and variety of grass. Mowed at least once every five working days but may be as often as once every three working days. Aeration as required, not less than four times per year. Reseeding or sodding as needed. Weed control should be practiced so that no more than one percent of the surface has weeds present.

### Fertilizer

Adequate fertilization applied to plant species according to their optimum requirements. Application rates and times should ensure an even supply of nutrients for the entire year. Nitrogen, phosphorus and potassium percentages should follow local recommendations from your County Extension Service. Trees, shrubs and flowers should be fertilized according to their individual requirements of nutrients for optimum growth. Unusually long or short growing seasons may modify the chart slightly.

### Irrigation

Sprinkler irrigated. Electric automatic commonly used. Some manual systems could be considered adequate under plentiful rainfall circumstances and adequate staffing. Frequency of use follows rainfall, temperature, seasonal length and demands of plant material.

### Utter Control

Minimum of once per day, 7 days per week. Extremely

high visitation may increase the frequency. Receptacles should be plentiful enough to hold all trash generated between servicing without normally overflowing.

### Pruning

Frequency dictated primarily by species and variety of trees and shrubs. Length of growing season and design concept also a controlling factor as are clipped hedges versus natural style. Timing usually scheduled to coincide with low demand periods or to take advantage of special growing characteristics such as low demand periods or to take advantage of special growing characteristics such as pruning after flowering.

### Disease and Insect Control

Control program may use any of three philosophies: 1) Preventative; a scheduled chemical or cultural program designed to prevent significant damage. 2) Corrective; application of chemical or mechanical controls designed to eliminate observed problems.

3) Integrated pest management; withholding any controls until such time as pests demonstrate damage to plant materials or become a demonstrated irritant in the case of flies, mosquitoes, gnats, etc. At this maintenance level the controlling objective is to not have the public notice any problems. It is anticipated at Mode I that problems will either be prevented or observed at a very early stage and corrected immediately.

### Snow Removal

Snow removal starts the same day as accumulations of  $\frac{1}{2}$  inch are present. At no time will snow be permitted to cover transportation or parking surfaces longer than noon of the day after the snow stops. Applications of snow melting compound and/or gravel are appropriate to reduce the danger of injury due to falls.

### Lighting

Maintenance should preserve the original design. Damaged systems should be repaired as quickly as they are discovered. Bulb replacement should be done during the first working day after the outage is reported.

### Surfaces

Sweeping, cleaning and washing of surfaces needs to be done so that at no time does an accumulation of sand, dirt and leaves distract from the looks or safety of the area. Repainting or restaining of structures should occur when weather or wear deteriorate the appearance of the covering. Wood surfaces requiring oiling should be done a minimum of four times per year. Stains to surfaces should be taken off within five working days. Graffiti should be washed off or painted over the next working day after application.

### Repairs

Repairs to all elements of the design should be done immediately upon discovery provided replacement parts and technicians are available to accomplish the job. When disruption to the public might be major and the repair not critical, repairs may be postponed to a time period which is least disruptive.

### Inspection

Inspections of this area should be done daily by a member of staff.

### Floral Plantings

Normally extensive or unusual floral plantings are part of the design. These may include ground level beds, planters or hanging baskets. Often multiple plantings are scheduled, usually at least two blooming cycles per year. Some designs may call for a more frequent



rotation of bloom. Maximum care of watering, fertilizing, disease control, disbudding and weeding is necessary. Weeding flowers and shrubs is done a minimum of once per week. The desired standard is essentially weed free.

## Rest Rooms

Not always a part of the design but where required will normally receive no less than once per day servicing. Especially high traffic areas may require multiple servicing or a person assigned as attendant.

## Special Features

Features such as fountains, drinking fountains, sculpture, speaker systems, structural art, flag poles or parking and crowd control devices may be part of the integral design. Maintenance requirements can vary drastically but for this mode it should be of the highest possible order.

# MODE II

High level maintenance—associated with well developed park areas with reasonably high visitation.

## Turf Care

Grass cut once every five working days. Aeration as required but not less than two times per year. Reseeding or sodding when bare spots are present. Weed control practiced when weeds present visible problem or when weeds represent 5 percent of the turf surface. Some pre-emergent products may be utilized at this level.

## Fertilizer

Adequate fertilizer level to ensure that all plant materials are healthy and growing vigorously. Amounts depend on species, length of growing season, soils and rainfall. Rates should correspond to the lowest recommended rates shown on the chart on page 14. Distribution should ensure an even supply of nutrients for the entire year. Nitrogen, phosphorus and potassium percentage should follow local recommendations from the County Extension Service. Trees, shrubs and flowers should receive fertilizer levels to ensure optimum growth.

## Irrigation

Some type of irrigation system available. Frequency of use follows rainfall, temperature, seasonal length, and demands of plant material.

## Litter Control

Minimum of once per day, five days a week. Off-site movement of trash dependent on size of containers and use by the public. High use may dictate once per day cleaning or more. Containers are serviced.

## Pruning

Usually done at least once per season unless species planted dictate more frequent attention. Sculptured hedges or high growth species may dictate a more frequent requirement than most trees and shrubs in natural growth style plantings.

## Diseases and Disease Control

Usually done when disease or insects are inflicting noticeable damage, reducing vigor of plant materials or could be considered a bother to the public. Some preventative measures may be utilized such as systemic chemical treatments. Cultural prevention of disease problems can reduce time spent in this category. Some minor problems may be tolerated at this level.

## Snow Removal

Snow removed by noon the day following snowfall. Gravel or snow melt may be utilized to reduce ice accumulation.

## Lighting

Replacement or repair of fixtures when observed or reported as not working.

## Surfaces

Should be cleaned, repaired, repainted or replaced when appearance has noticeably deteriorated.

## Repairs

Should be done whenever safety, function, or bad appearance is in question.

## Inspection

Inspection by some staff member at least once a day when regular staff is scheduled.



## Floral Planting

Some sort of floral plantings present. Normally no more complex than two rotations of bloom per year. Care cycle usually at least once per week except watering may be more frequent. Health and vigor dictate cycle of fertilization and disease control. Beds essentially kept weed free.

## Rest Rooms

When present should be maintained at least once per day as long as they are open to public use. High use may dictate two servicings or more per day. Servicing period should ensure an adequate supply of paper and that rest rooms are reasonably clean and free from bad odors.

## Special Features

Should be maintained for safety, function and high quality appearance as per established design.

## MODE III

Moderate level maintenance—associated with locations with moderate to low levels of development, moderate to low levels of visitation or with agencies that because of budget restrictions can't afford a higher intensity of maintenance.

### Turf Care

Cut once every 10 working days. Normally not aerated unless turf quality indicates a need or in anticipation of an application of fertilizer. Reseeding or resodding done only when major bare spots appear. Weed control measures normally used when 50 percent of small areas is weed infested or general turf quality low in 15 percent or more of the surface area.

### Fertilizer

Applied only when turf vigor seems to be low. Low level application done on a once per year basis. Rate suggested is one-half the level recommended on page 14 for species and variety.

### Irrigation

Dependent on climate. Rainfall locations above 25 inches a year usually rely on natural rainfall with the possible addition of portable irrigation during periods of drought. Dry climates below 25 inches normally have some form of supplemental irrigation. When irrigation is automatic a demand schedule is programmed. Where manual servicing is required two to three times per week operation would be the norm.

### Litter Control

Minimum service of two to three times per week. High use may dictate higher levels during warm season.

## Pruning

When required for health or reasonable appearance. With most tree and shrub species this would not be more frequent than once every two or three years.

## Disease and Insect Control

Done only on epidemic or serious complaint basis. Control measures may be put into effect when the health or survival of the plant material is threatened or where public's comfort is concerned.

## Snow Removal

Snow removal done based on local law requirements but generally accomplished by the day following snowfall. Some crosswalks or surfaces may not be cleared at all.

## Lighting

Replacement or repair of fixtures when report filed or when noticed by employees.

## Surfaces

Cleaned on complaint basis. Repaired or replaced as budget allows.

## Repairs

Should be done whenever safety or function is in question.

## Inspections

Once per week.

## Floral Planting

Only perennials or flowering trees or shrubs.



## Rest Rooms

When present, serviced a minimum of 5 times per week. Seldom more than once each day.

## Special Features

Minimum allowable maintenance for features present with function and safety in mind.

## MODE IV

Moderately low level-usually associated with low level of development, low visitation, undeveloped areas or remote parks.

### Turf Care

Low frequency mowing schedule based on species. Low growing grasses may not be mowed. High grasses may receive periodic mowing to aid public use or reduce fire danger. Weed control limited to legal requirements of noxious weeds.

### Fertilizer

Not fertilized.

### Irrigation

No irrigation.

### Litter Control

Once per week or less. Complaint may increase level above one servicing.

### Pruning

No regular trimming. Safety or damage from weather may dictate actual work schedule.

### Disease and Insect Control

None except where epidemic and epidemic condition threatens resource or public.

### Snow Removal

None except where major access ways or active parking areas dictate the need for removal.

## Lighting

Replacement on complaint or employee discovery.

## Surfaces

Replaced or repaired when safety is a concern and when budget is available.

## Repairs

Should be done when safety or function is in question.

## Inspections

Once per month.

## Floral Plantings

None, may have wildflowers, perennials, flowering trees or shrubs in place.

## Rest Rooms

When present, five times per week.

## Special Features

Minimum maintenance to allow safe use.



## MODE V

High visitation natural areas-usually associated with large urban or regional parks. Size and user frequency may dictate resident maintenance staff. Road, pathway or trail systems relatively well developed. Other facilities at strategic locations such as entries, trail heads, building complexes and parking lots.

### Turf Care

Normally not mowed but grassed parking lots, approaches to buildings or road shoulders, may be cut to reduce fire danger. Weed control on noxious weeds.

### Fertilizer

None.

### Irrigation

None.

### Litter Control

Based on visitation, may be more than once per day if crowds dictate that level.

### Pruning

Only done for safety.

### Insect and Disease Control

Done only to ensure safety or when problem seriously discourages public use.

### Snow Removal

One day service on roads and parking areas.

### Lighting

Replaced on complaint or when noticed by employees.

## Surfaces

Cleaned on complaint. Repaired or replaced when budget will permit.

### Repairs

Done when safety or function impaired. Should have same year service on poor appearance.

### Inspection

Once per day when staff is available.

### Floral Planting

None introduced except at special locations such as interpretive buildings, headquarters, etc. Once per week service on these designs. Flowering trees and shrubs, wildflowers present but demand no regular maintenance.

### Rest Rooms

Frequency geared to visitor level. Once a day is the common routine but for some locations and reasons frequency may be more often.

### Special Features

Repaired whenever safety or function are a concern. Appearance corrected in the current budget year.

## MODE VI

Minimum maintenance level-low visitation natural area or large urban parks that are undeveloped.

### Turf Areas

Not mowed. Weed control only if legal requirements demand it.

### Fertilizer

Not fertilized.

### Irrigation

No irrigation.

### Litter Control

On demand or complaint basis.

### Pruning

No pruning unless safety is involved.

### Disease Insect Control

No control except in epidemic or safety situations.

### Snow Removal

Snow removal only on strategic roads and parking lots. Accomplished within two days after snow stops.

### Lighting

Replacement on complaint basis.

### Surfaces

Serviced when safety is consideration.

### Repairs

Should be done when safety or function is in question.



### **Inspection**

Once per month.

### **Floral Plantings**

None.

### **Rest Rooms**

Service based on need.

### **Special Features**

Service based on lowest acceptable frequency for feature. Safety and function interruption a concern when either seem significant.



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# Athletic Field Master Plan

2019







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## Chapter One – EXECUTIVE SUMMARY

### 1.1 OVERVIEW

Oklahoma City is a growing and dynamic community with an estimated population approaching 700,000. The community is proud of its parks and recreation system that matches Oklahoma City's reputation of being a vibrant and attractive community in which to live, work, play and visit.

The Parks and Recreation Department manages and operates a range of parks and recreation facilities, and offers recreational opportunities for people of all ages and abilities.

A significant aspect of the Parks and Recreation Department's offerings is providing athletic fields for youth and adult sports programs. With a growing population and increased participation in athletic field sports programs, the City desired to determine if need exists for more athletic fields. The City subsequently contracted with PROS Consulting to complete an Athletic Field Master Plan.

### 1.2 PROJECT OUTCOMES

The outcomes of the Athletic Field Master Plan are to:

- Provide a review of the existing facility and uses and collection of background information.
- Analyze current uses by all users of existing facilities.
- Gather information from City staff, through public workshops and focus group and stakeholder meetings. Utilize other methods needed to collect relevant data related to current and future uses.
- Determine projected increases or decreases of programmatic needs related to athletic fields.
- Establish a prioritized project list that identifies needs, improvements and enhancements to existing facilities and the development of new athletic fields.

### 1.3 PROJECT PROCESS

The process of developing the Oklahoma City Athletic Field Master Plan followed a logical planning path as illustrated below:







The foundation of the work was to “mine” local knowledge through the use of a creative and comprehensive public participation process. It was important to engage community members and the leadership of athletic organizations who enjoy the opportunity to participate in planning as well as to encourage thoughts from other stakeholders that typically do not voice their opinions. The public input process incorporated a variety of methods that included interviews, focus group meetings and public forums. The data generated from these critical community interactions was used to aid the consulting team when accurately articulating the true unmet needs, addressing key operational issues, providing recommendations for system improvements, and strategizing to move the Oklahoma City athletic field system forward for optimum results.

#### **1.4 MASTER PLAN ORGANIZATION**

This Athletic Field Master Plan presents the overall analysis, findings, and recommendations of the consulting team related to the areas outlined in the scope of services. This study begins with an Introduction that provides an overview, and the following sections respond to the desired categories outlined in the study scope to reveal findings, determine needs and to offer operational and capital improvement recommendations.

#### **1.5 SUMMARY OF KEY FINDINGS AND RECOMMENDATIONS**

Following the assessment of the City’s athletic field system, a variety of key findings were identified to support the implementation of the Master Plan. These key findings help to guide decision-making for the next fifteen years.

### **1.5.1 COMMUNITY PROFILE**

#### **POPULATION**

The population is increasing and is projected to experience a 29% population growth over the next 15 years (870,000). This is much greater than the national average over the same time period. With a fast-growing population, park and recreation services will need to strategically invest, develop, and maintain athletic facilities in relation to current and future residential growth.

#### **AGE SEGMENTATION**

Oklahoma City has a balanced age segmentation with the largest group being 35-54+. Over the next 15 years, the service area is projected to remain balanced but also age slightly as the 55+ segment will be the largest age segment in 15 years.

#### **RACE AND ETHNICITY**

A slightly diversifying population will likely focus the City on providing traditional and non-traditional programming and service offerings while always seeking to identify emerging activities and sports that in some cases will be defined by cultural influences.

#### **HOUSEHOLDS AND INCOME**

With median and per capita household income averages in-line with state and national averages, it would be important for the City to prioritize providing offerings that are first class with exceptional customer service while seeking opportunities to create revenue generation.



### 1.5.2 COMMUNITY INPUT KEY FINDINGS

There has been extensive public input and participation as part of this process. Twelve (12) leadership interviews and community focus groups, and four public workshops were conducted as the foundation of public participation.

The following summarizes the themes of community input:

- Participants felt that the Oklahoma City's athletic field system has a limited presence in the community.
- Participants see the system as adequately maintained with limited staff.
- Updating and expanding the athletic field system was continually expressed throughout all focus groups as anecdotal demand for athletic fields significantly outweighs the supply.
- Meeting the local current and future needs for athletic fields should be balanced with opportunities for sports tourism.
- Participants felt that the Oklahoma City's athletic field system has a strong albeit limited presence in the community.

### 1.5.3 LEVEL OF SERVICE AND FACILITY ANALYSIS

Level of Service (LOS) standards are guidelines that define service areas based on population that support investment decisions related to athletic fields. LOS standards can and will change over time; as the population increases, the need to acquire additional land and develop athletic fields also increases as will the costs to do so.

The LOS standards analysis is a review of the inventory of athletic fields in relation to the total population of the study area and community needs. Ultimately, these standards should be used as goals for Oklahoma City leadership to use in measuring service levels and making decisions about providing athletic fields. The standards should not be the sole determinant of how Oklahoma City will invest in its athletic field system over the next 15 years.

The current service levels have NOT served Oklahoma City well and with the rapid increase in population will not be sufficient in meeting the athletic field needs in the future. Coupled with the athletic field system assessments, community input and analysis conducted, it is recommended at a minimum, that the City adopt the Athletic Field LOS Standards as recommended by the consulting team as shown below.

Athletic Field Inventory				2019 Facility Standards		2034 Facility Standards	
	Total Developed Inventory	Current Service Level	Recommended Service Levels	Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed	Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed
<b>ATHLETIC FIELDS</b>							
Diamond Baseball (Teen/Adult)	7.00	1.00 Field per	1.00 Field per	40,000	Need Exists	Need Exists	15 Field(s)
Diamond Little League Girls Fast Pitch Softball	9.00	1.00 Field per	1.00 Field per	20,000	Need Exists	Need Exists	34 Field(s)
Diamond Softball (Adult)	11.00	1.00 Field per	1.00 Field per	20,000	Need Exists	Need Exists	32 Field(s)
Rectangle Fields (Practice Only)	28.00	1.00 Field per	1.00 Field per	10,000	Need Exists	Need Exists	59 Field(s)
Rectangle Fields (Game)	66.00	1.00 Field per	1.00 Field per	15,000	Meets Standard	Meets Standard	- Field(s)





1.5.4 LEVEL OF SERVICE AND FIELD PRIORITIZATION SUMMARY

In reviewing the current athletic field offerings against the desired offerings of the community, there is great need to expand or add athletic fields in Oklahoma City. The preferred recommendation of the consulting team is for the City adopt the Athletic Field LOS Standards for the City as a whole and invest in athletic fields accordingly.

Prioritizing athletic field needs provides Oklahoma City with an objective tool for evaluating the priority that should be placed on parks and recreation assets and investments. The priority needs rating reflects the importance residents place on items and the unmet needs (needs that are only being partly met or not met) for each athletic field typology relative to the athletic field typology that rated the highest overall. Since decisions related to future investments should consider both the level of unmet need and the importance of facilities and programs, the priority needs rating weights each of these components equally. Prioritization and number of fields for each to meet level of service needs in 2034 is provided for the City as a whole. PLEASE NOTE: Additional fields needed by 2034 is based on current developed inventory.

ATHLETIC FIELD PRIORITIZATION	
ATHLETIC FIELD TYPE	ADDITIONAL FIELDS NEEDED by 2034
Diamond, Baseball (Teen/Adult)	15
Diamond, Little League/Girls Fast Pitch Softball	34
Diamond, Softball (Adult)	32
Rectangle Fields	59

1.5.5 RECOMMENDED CAPITAL IMPROVEMENT PLAN (CIP)

This section of the plan reflects the capital improvement recommendations for the next 15 years that are necessary to fulfill the athletic field needs of the community BASED ON THE PREFERRED LEVEL OF SERVICE RECOMMENDED.

CAPITAL IMPROVEMENT SUMMARY	
Tier	Estimated Total Project Cost
EXISTING ATHLETIC FIELDS	\$34,375,000
UNDEVELOPED PARK/ATHLETIC FIELD IMPROVEMENTS	\$350,000
NEW SPORTS COMPLEX DEVELOPMENT	\$140,000,000
TOTAL	\$174,725,000

1.6 FUNDING THE MASTER PLAN

To achieve the outcomes identified in the key findings and recommendations as presented in the Master Plan, a reliable and sustainable funding plan is needed. The consulting team identified and analyzed primary funding sources that may be used to fund portions of the capital improvement plan as well as the operations and maintenance for new athletic field complexes as part of the Master Plan process.



## Chapter Two – COMMUNITY PROFILE

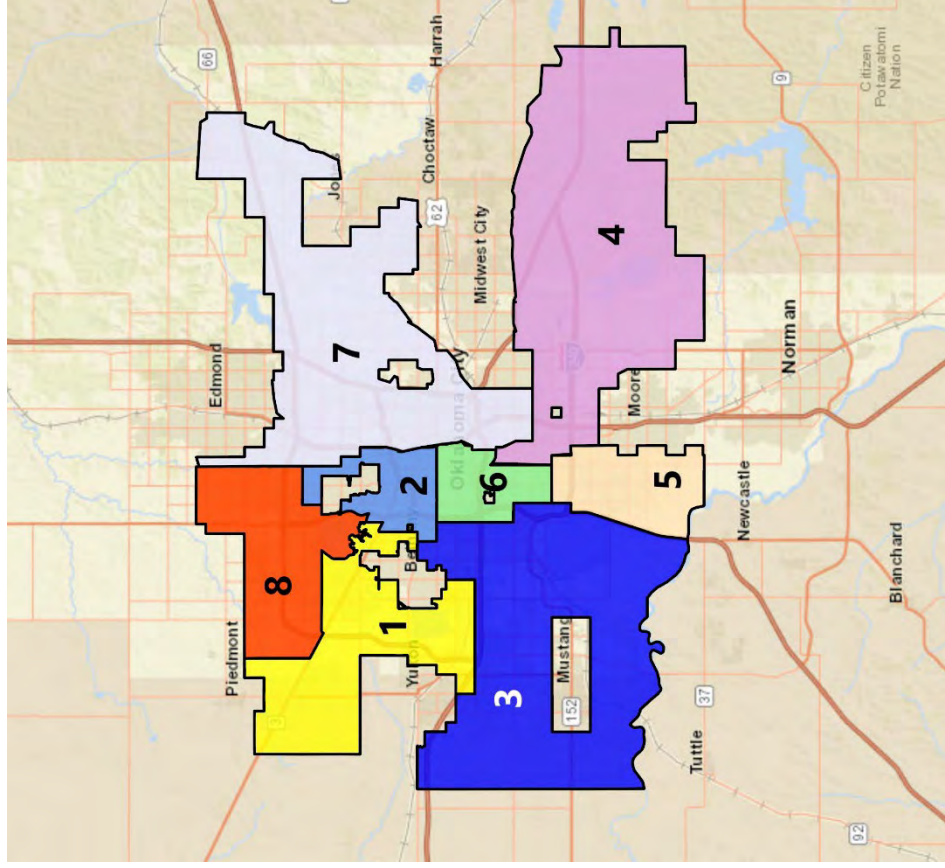
### 2.1 DEMOGRAPHIC ANALYSIS

The Demographic and Trend Analysis provides an understanding of the population of the Oklahoma City, Oklahoma. This analysis demonstrates, BY COUNCIL WARD, the overall size of total population by specific age segment, race and ethnicity, and the overall economic status and spending power of the residents through household income statistics. It is important to note that while the demographics analysis evaluates the population characteristics based on the geographic area, the Parks and Recreation Department does tend to serve an audience outside that as well.

All future demographic projections are based on historical trends. All projections should be utilized with the understanding that unforeseen circumstances during or after the time of the projections could have a significant bearing on the validity of the final projections.

### 2.2 DEMOGRAPHIC ANALYSIS METHODOLOGY

Demographic data used for the analysis was obtained from U.S. Census Bureau and from ESRI, the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in January 2019 and reflects actual numbers as reported in the 2010 Censuses, and estimates for 2018 and 2023 as obtained by ESRI. Straight line linear regression was utilized for projected 2028 and 2033 demographics.







### 2.2.1 RACE AND ETHNICITY DEFINITIONS

The minimum categories for data on race and ethnicity for Federal statistics, program administrative reporting, and civil rights compliance reporting are defined as below. The Census 2010 data on race are not directly comparable with data from the 2000 Census and earlier censuses; caution must be used when interpreting changes in the racial composition of the US population over time. The latest (Census 2010) definitions and nomenclature are used within this analysis.

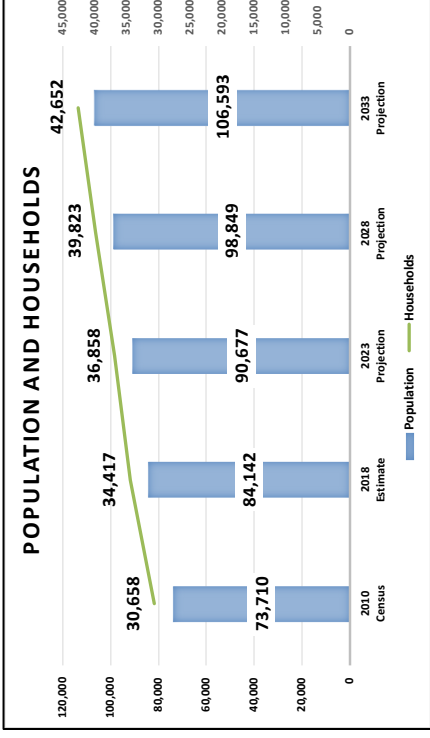
- American Indian – This includes a person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment.
- Asian – This includes a person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.
- Black – This includes a person having origins in any of the black racial groups of Africa.
- Native Hawaiian or Other Pacific Islander – This includes a person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.
- White – This includes a person having origins in any of the original peoples of Europe, the Middle East, or North Africa.
- Some Other Race – Includes all other responses not included in the "White", "Black or African American", "American Indian and Alaska Native", "Asian" and "Native Hawaiian and Other Pacific Islander" race categories described above.
- Two or more races – People may have chosen to provide two or more races either by checking two or more race responses.
- Hispanic or Latino – This is an ethnic distinction, a subset of a race as defined by the Federal Government; this includes a person of Mexican, Puerto Rican, Cuban, South or Central American, or other Spanish culture or origin, regardless of race.



## 2.3 OKLAHOMA CITY – WARD 1 POPULACE

### 2.3.1 POPULATION – WARD 1

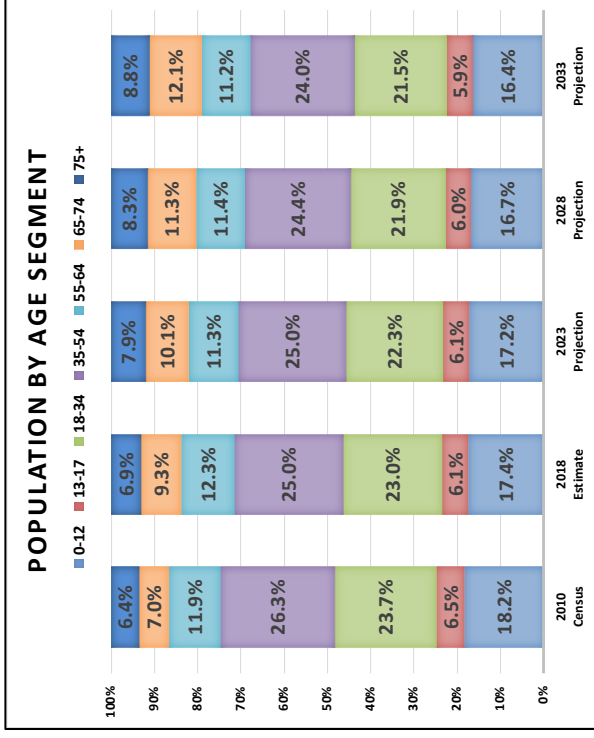
Ward 1's population has experienced a growing trend in recent years and is currently estimated at 84,142 individuals. Projecting ahead, the total population is expected to continue to grow over the next 15 years. Based on predictions through 2033, the service area is expected to have 106,593 residents living within 42,652 households.



### 2.3.2 AGE SEGMENT – WARD 1

Evaluating the population by age segments, the service area exhibits a fairly balanced distribution among the major age segments. Currently, the largest age segment is the 55+ segment, making up 28.5% of the population.

The overall age composition of the population within Ward 1 is projected to undergo a slight aging trend. While most of the younger age segments are expected to remain the same or experience slight decreases in population percentage; those who are 55 and older are projected to continue increasing over the next 15 years, making up 32.1% of the population by 2033 – an increase of 3.6% over 2018. This is assumed to be a consequence of a vast amount of the Baby Boomer generation shifting into the senior age segment.



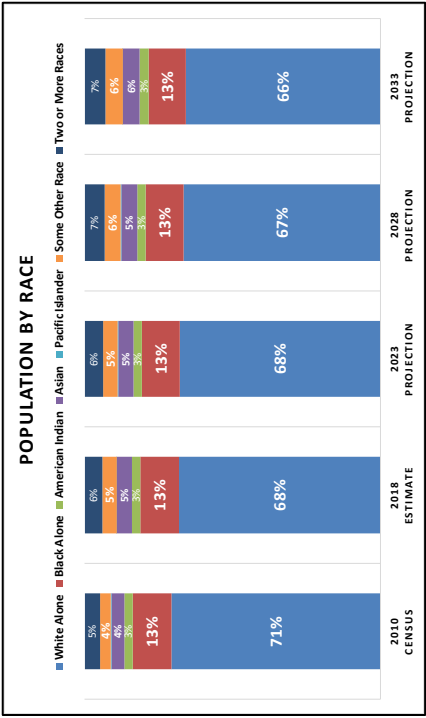
Given the differences in how the active adults (55 and older) participate in recreation programs, the trend is moving toward having at least two to three different program age segments for older adults. When developing the park and recreation system, the City should evaluate recreation experiences that would cater to active adults who are 55-64, 65-74, and 75+ age segments.



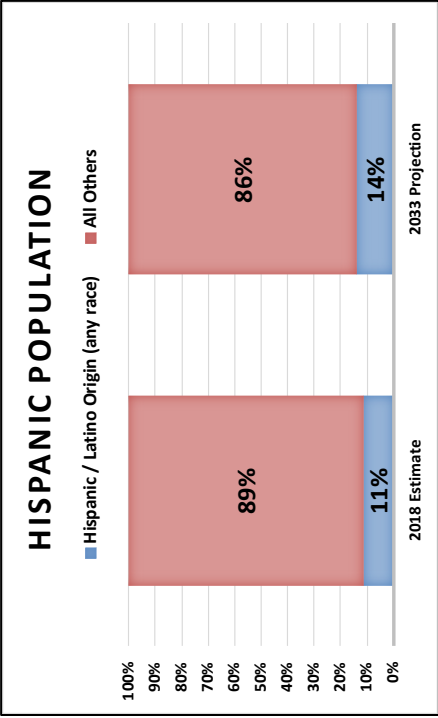


2.3.3 RACE AND ETHNICITY – WARD 1

In analyzing race, the service area’s current populations are predominately White Alone. The 2018 estimates show that 68% of the service area’s population falls into the White Alone category, while Black Alone (13%) represents the largest minority. The predictions for 2033 expect that the service area’s population by race will diversity slightly with a decrease in the White Alone population by approximately 2% and slight gains in most every other category.

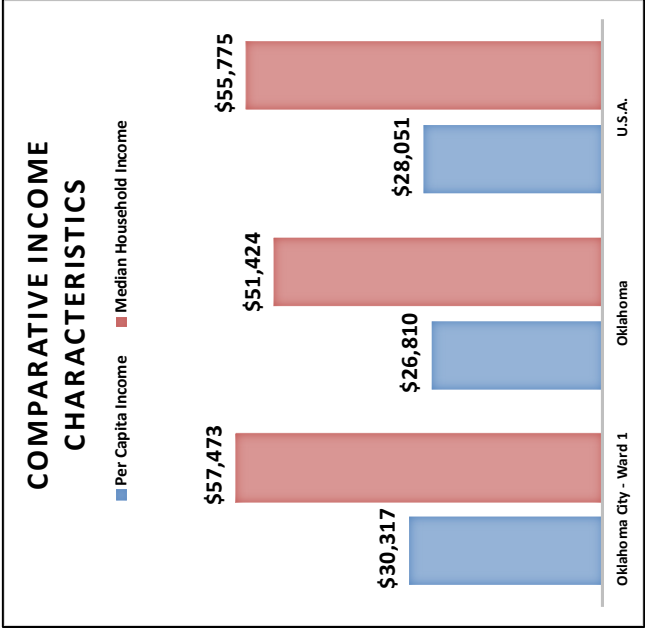


Based on the 2018 estimate, those of Hispanic/Latino origin represent 11% of Ward 1’s total population. The Hispanic/Latino population is expected to experience a slight increase to 14% by 2033.



2.3.4 HOUSEHOLDS AND INCOME – WARD 1

As seen in the chart to the right, the Ward 1’s per capita and median household income levels are slightly above the state and national averages.





### OKLAHOMA CITY WARD 1 SERVICE AREA DEMOGRAPHIC IMPLICATIONS

The following implications are derived from the analyses provided above. Each implication is organized by the outlined demographic information sections.

#### POPULATION

The population is increasing and is projected to experience a 27% population growth over the next 15 years. This is much greater than the national average over the same time period. With a fast-growing population, park and recreation services will need to strategically invest, develop, and maintain athletic facilities in relation to current and future residential growth.

#### AGE SEGMENTATION

Ward 1 has a balanced age segmentation with the largest group being 55+. Over the next 15 years, the service area is projected to remain balanced but also age slightly as the 55+ segment will be 32.1% in 2033.

#### RACE AND ETHNICITY

A population lacking diversity will likely focus the City on providing traditional programming and service offerings while always seeking to identify emerging activities and sports.

#### HOUSEHOLDS AND INCOME

With median and per capita household income averages above state and national averages, it would be important for the City to prioritize providing offerings that are first class with exceptional customer service while seeking opportunities to create revenue generation.

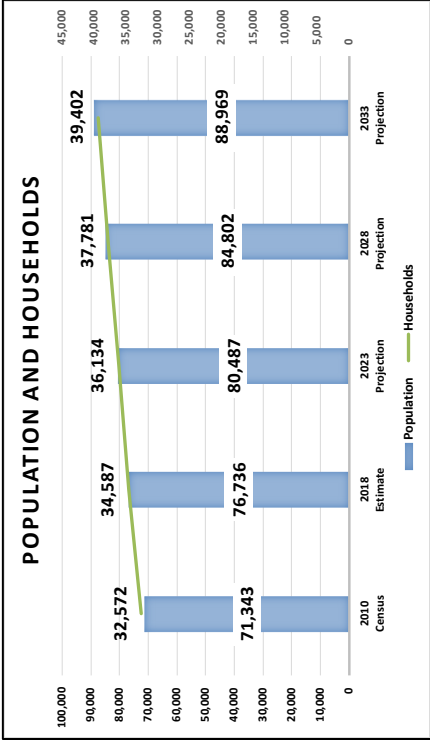




## 2.4 OKLAHOMA CITY – WARD 2 POPULACE

### 2.4.1 POPULATION – WARD 2

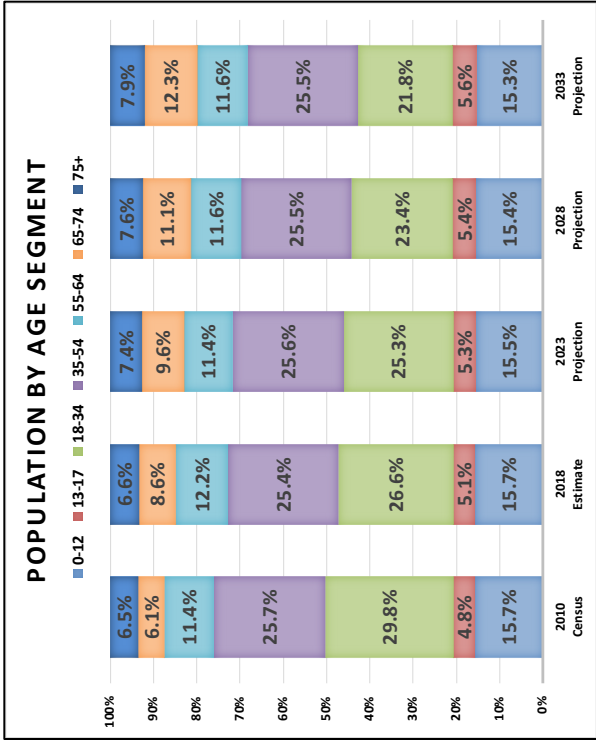
Ward 2’s population has experienced a growing trend in recent years and is currently estimated at 76,736 individuals. Projecting ahead, the total population is expected to continue to grow over the next 15 years. Based on predictions through 2033, the service area is expected to have 88,969 residents living within 39,402 households.



### 2.4.2 AGE SEGMENT – WARD 2

Evaluating the population by age segments, the service area exhibits a fairly balanced distribution among the major age segments. Currently, the largest age segment is the 55+ segment, making up 27.4% of the population.

The overall age composition of the population within Ward 2 is projected to undergo a slight aging trend. While most of the younger age segments are expected to remain the same or experience slight decreases in population percentage; those who are 55 and older are projected to continue increasing over the next 15 years, making up 31.8% of the population by 2033 – an increase of 4.2% over 2018. This is assumed to be a consequence of a vast amount of the Baby Boomer generation shifting into the senior age segment.

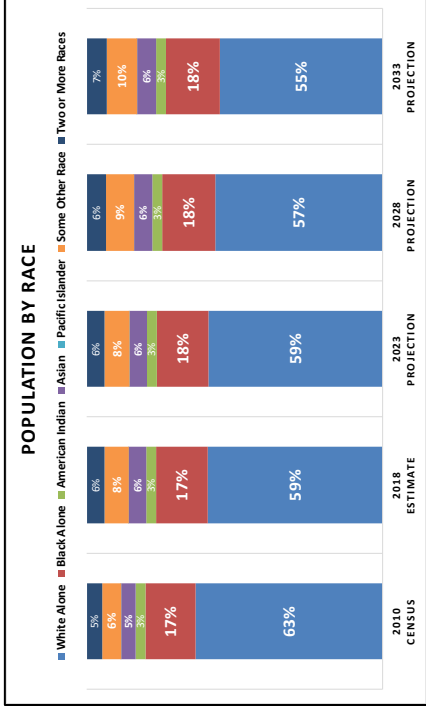


Given the differences in how the active adults (55 and older) participate in recreation programs, the trend is moving toward having at least two to three different program age segments for older adults. When developing the park and recreation system, the City should evaluate recreation experiences that would cater to active adults who are 55-64, 65-74, and 75+ age segments.

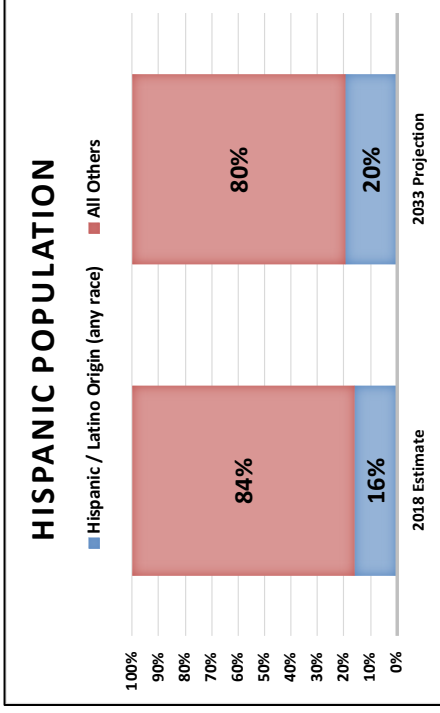


### 2.4.3 RACE AND ETHNICITY – WARD 2

In analyzing race, the service area's current populations are predominately White Alone. The 2018 estimates show that 59% of the service area's population falls into the White Alone category, while Black Alone (17%) represents the largest minority. The predictions for 2033 expect that the service area's population by race will diversity slightly with a decrease in the White Alone population by approximately 4% and slight gains in most every other category.

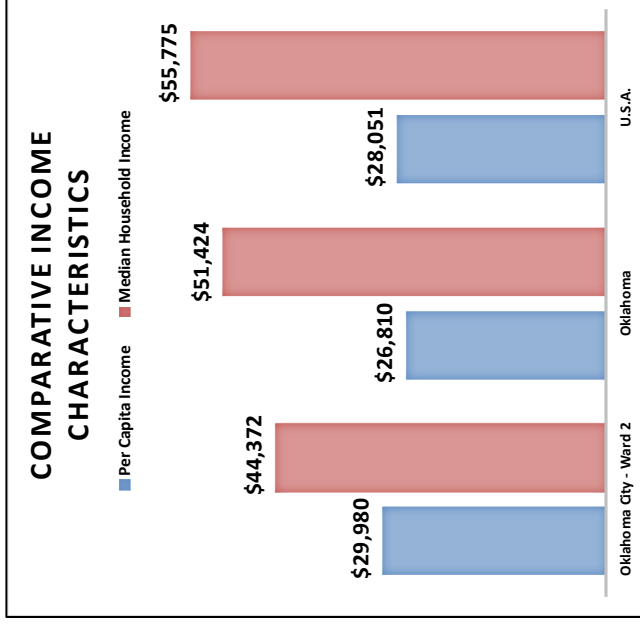


Based on the 2018 estimate, those of Hispanic/Latino origin represent 16% of Ward 2's total population. The Hispanic/Latino population is expected to experience a slight increase to 20% by 2033.



### 2.4.4 HOUSEHOLDS AND INCOME – WARD 2

As seen in the chart to the right, the Ward 2's per capita income is slightly above the state and national averages but median household income levels are below the state and national averages.







## OKLAHOMA CITY WARD 2 SERVICE AREA DEMOGRAPHIC IMPLICATIONS

The following implications are derived from the analyses provided above. Each implication is organized by the outlined demographic information sections.

### POPULATION

The population is increasing and is projected to experience a 16% population growth over the next 15 years. This is much greater than the national average over the same time period. With a fast-growing population, park and recreation services will need to strategically invest, develop, and maintain athletic facilities in relation to current and future residential growth.

### AGE SEGMENTATION

Ward 2 has a balanced age segmentation with the largest group being 55+. Over the next 15 years, the service area is projected to remain balanced but also age slightly as the 55+ segment will be 31.8% in 2033.

### RACE AND ETHNICITY

A diversifying population will likely focus the City on providing traditional and non-traditional programming and service offerings while always seeking to identify emerging activities and sports that in some cases will be defined by cultural influences.

### HOUSEHOLDS AND INCOME

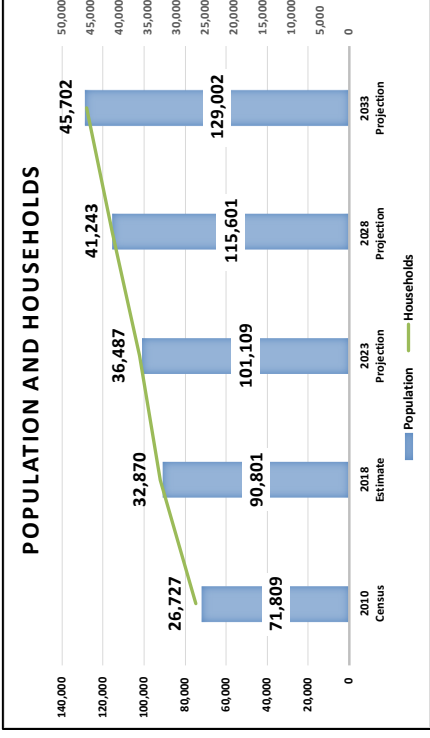
With median income levels being above state and national averages and per capita household income averages below that of state and national averages, it would be important for the City to prioritize providing offerings that are first class with exceptional customer service.



## 2.5 OKLAHOMA CITY – WARD 3 POPULACE

### 2.5.1 POPULATION – WARD 3

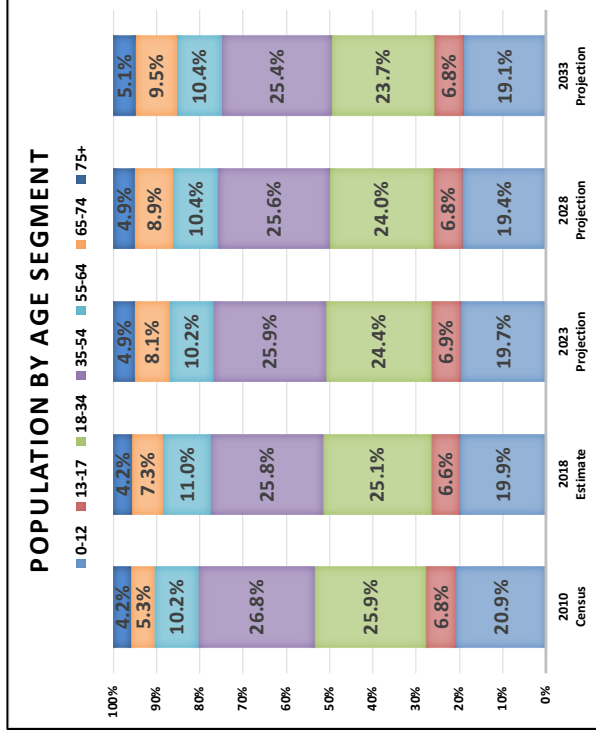
Ward 3's population has experienced a growing trend in recent years and is currently estimated at 90,801 individuals. Projecting ahead, the total population is expected to continue to grow over the next 15 years. Based on predictions through 2033, the service area is expected to have 129,002 residents living within 45,702 households.



### 2.5.2 AGE SEGMENT – WARD 3

Evaluating the population by age segments, the service area exhibits a fairly balanced distribution among the major age segments. Currently, the largest age segment is the 0-17 segment, making up 26.5% of the population.

The overall age composition of the population within Ward 3 is projected to undergo a slight aging trend. While most of the younger age segments are expected to remain the same or experience slight decreases in population percentage; those who are 55 and older are projected to continue increasing over the next 15 years, making up 25% of the population by 2033 – an increase of 2.5% over 2018. This is assumed to be a consequence of a vast amount of the Baby Boomer generation shifting into the senior age segment.

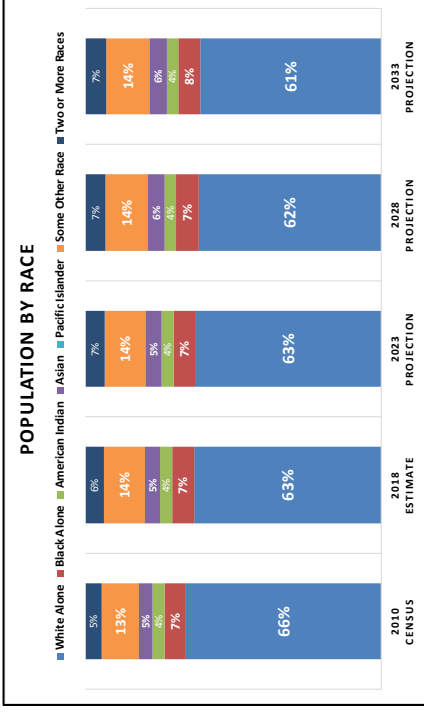






### 2.5.3 RACE AND ETHNICITY – WARD 3

In analyzing race, the service area's current populations are predominately White Alone. The 2018 estimates show that 63% of the service area's population falls into the White Alone category, while Some Other Race (14%) represents the largest minority. The predictions for 2033 expect that the service area's population by race will diversity slightly with a decrease in the White Alone population by approximately 2% and slight gains in most every other category.

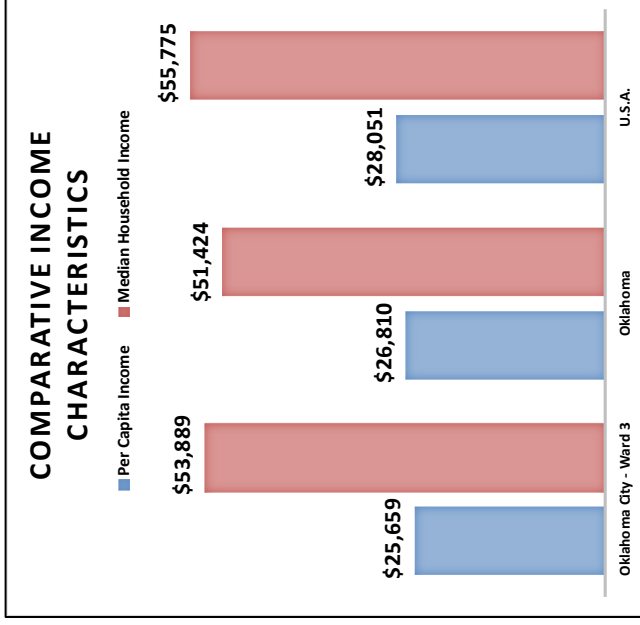


Based on the 2018 estimate, those of Hispanic/Latino origin represent 24% of Ward 3's total population. The Hispanic/Latino population is expected to experience a slight increase to 25% by 2033.



### 2.5.4 HOUSEHOLDS AND INCOME – WARD 3

As seen in the chart to the right, the Ward 3's per capita and median household income levels are in-line with the state and national averages.





### OKLAHOMA CITY WARD 3 SERVICE AREA DEMOGRAPHIC IMPLICATIONS

The following implications are derived from the analyses provided above. Each implication is organized by the outlined demographic information sections.

#### POPULATION

The population is increasing and is projected to experience a 42% population growth over the next 15 years. This is much greater than the national average over the same time period. With a fast-growing population, park and recreation services will need to strategically invest, develop, and maintain athletic facilities in relation to current and future residential growth.

#### AGE SEGMENTATION

Ward 3 has a balanced age segmentation with the largest group being 0-17. Over the next 15 years, the service area is projected to remain balanced but also age slightly as the 55+ segment will be 25% in 2033.

#### RACE AND ETHNICITY

A slightly diversifying population will likely focus the City on providing traditional and non-traditional programming and service offerings while always seeking to identify emerging activities and sports that in some cases will be defined by cultural influences.

#### HOUSEHOLDS AND INCOME

With income levels being in-line with state and national averages, it would be important for the City to prioritize providing offerings that are first class with exceptional customer service.

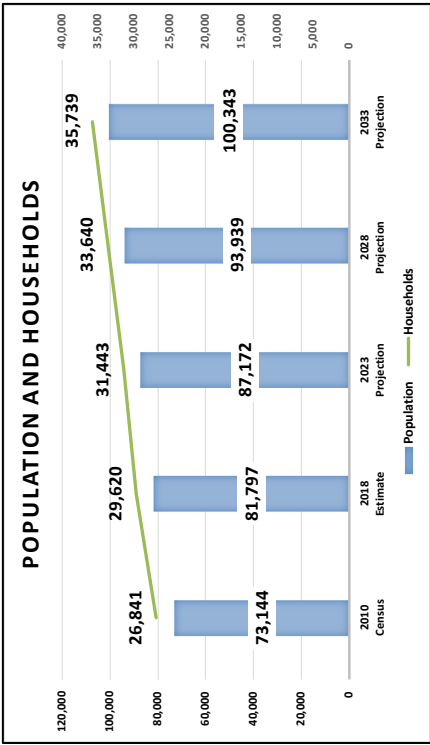




## 2.6 OKLAHOMA CITY – WARD 4 POPULACE

### 2.6.1 POPULATION – WARD 4

Ward 4’s population has experienced a growing trend in recent years and is currently estimated at 81,797 individuals. Projecting ahead, the total population is expected to continue to grow over the next 15 years. Based on predictions through 2033, the service area is expected to have 100,343 residents living within 35,739 households.



### 2.6.2 AGE SEGMENT – WARD 4

Evaluating the population by age segments, the service area exhibits a fairly balanced distribution among the major age segments. Currently, the largest age segment is the 0-17 segment, making up 25.9% of the population.

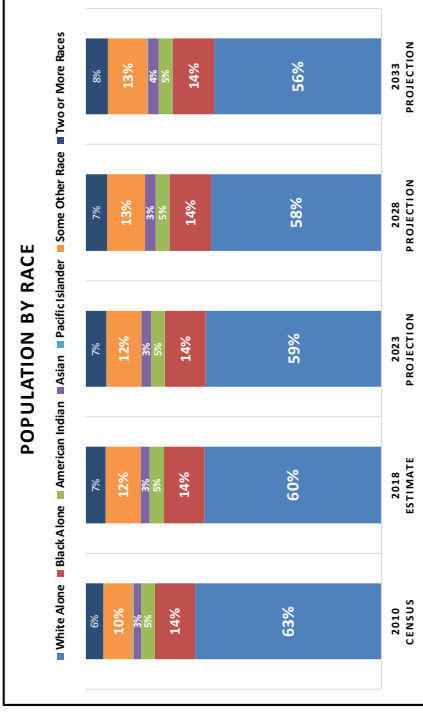
The overall age composition of the population within Ward 4 is projected to undergo a slight aging trend. While most of the younger age segments are expected to remain the same or experience slight decreases in population percentage; those who are 55 and older are projected to continue increasing over the next 15 years, making up 28.2% of the population by 2033 – an increase of 3.7% over 2018. This is assumed to be a consequence of a vast amount of the Baby Boomer generation shifting into the senior age segment.



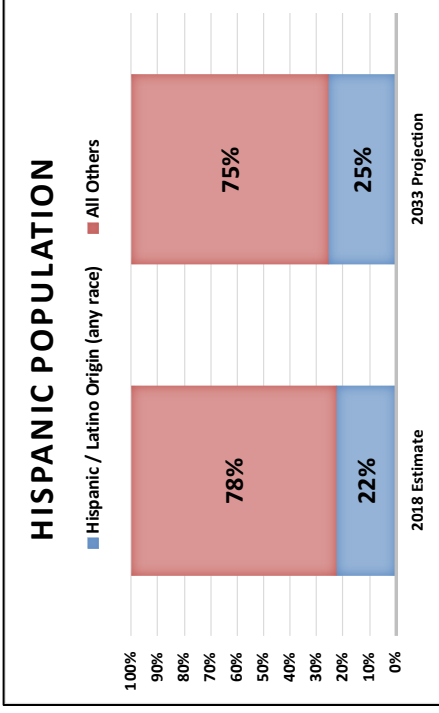


### 2.6.3 RACE AND ETHNICITY – WARD 4

In analyzing race, the service area's current populations are predominately White Alone. The 2018 estimates show that 60% of the service area's population falls into the White Alone category, while Black Alone (14%) represents the largest minority. The predictions for 2033 expect that the service area's population by race will diversity slightly with a decrease in the White Alone population by approximately 4% and slight gains in most every other category.

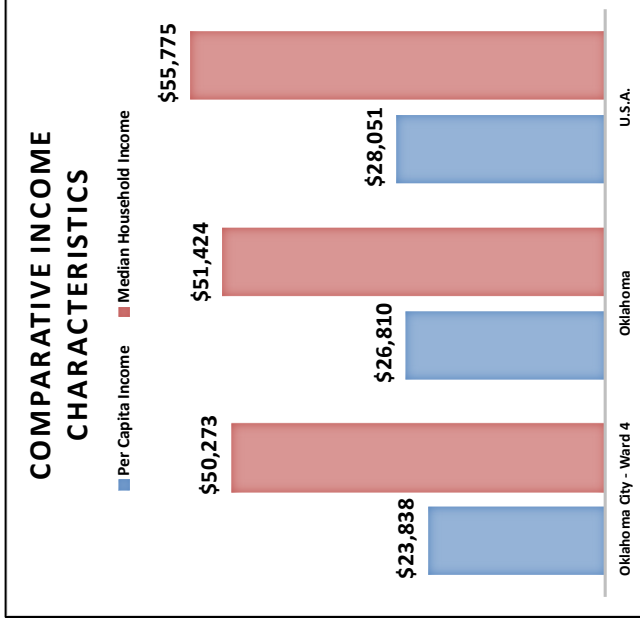


Based on the 2018 estimate, those of Hispanic/Latino origin represent 22% of Ward 4's total population. The Hispanic/Latino population is expected to experience a slight increase to 25% by 2033.



### 2.6.4 HOUSEHOLDS AND INCOME – WARD 4

As seen in the chart to the right, the Ward 4's per capita and median household income levels are slightly below that of state and national averages.







#### OKLAHOMA CITY WARD 4 SERVICE AREA DEMOGRAPHIC IMPLICATIONS

The following implications are derived from the analyses provided above. Each implication is organized by the outlined demographic information sections.

##### POPULATION

The population is increasing and is projected to experience a 23% population growth over the next 15 years. This is much greater than the national average over the same time period. With a fast-growing population, park and recreation services will need to strategically invest, develop, and maintain athletic facilities in relation to current and future residential growth.

##### AGE SEGMENTATION

Ward 4 has a balanced age segmentation with the largest group being 0-17. Over the next 15 years, the service area is projected to remain balanced but also age slightly as the 55+ segment will be 28.2% in 2033.

##### RACE AND ETHNICITY

A diversifying population will likely focus the City on providing traditional and non-traditional programming and service offerings while always seeking to identify emerging activities and sports that in some cases will be defined by cultural influences.

##### HOUSEHOLDS AND INCOME

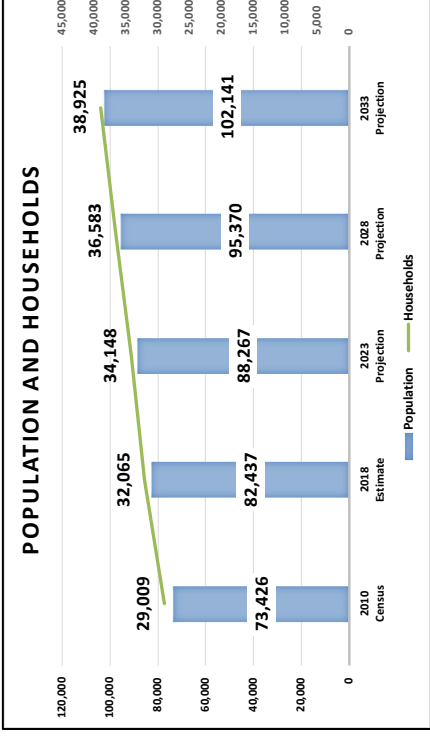
With income levels being slightly below that of state and national averages, it would be important for the City to prioritize providing offerings that are first class with exceptional customer service.



## 2.7 OKLAHOMA CITY – WARD 5 POPULACE

### 2.7.1 POPULATION – WARD 5

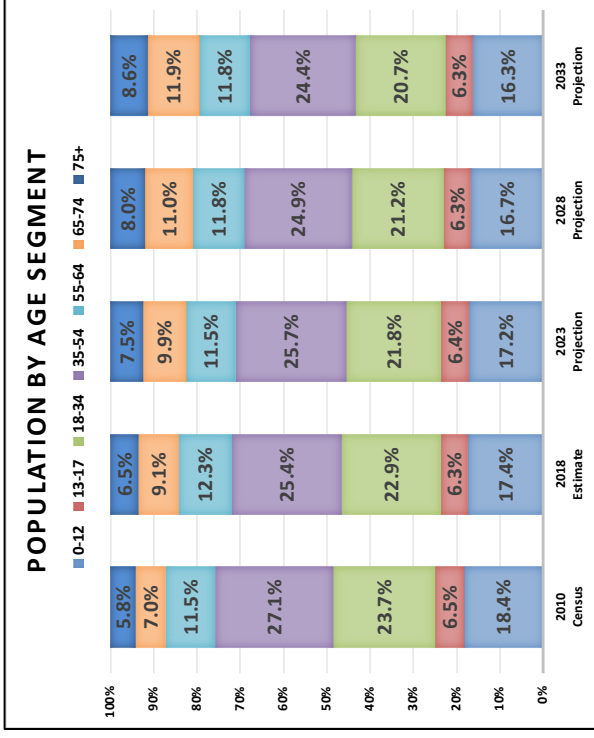
Ward 5's population has experienced a growing trend in recent years and is currently estimated at 82,437 individuals. Projecting ahead, the total population is expected to continue to grow over the next 15 years. Based on predictions through 2033, the service area is expected to have 102,141 residents living within 38,925 households.



### 2.7.2 AGE SEGMENT – WARD 5

Evaluating the population by age segments, the service area exhibits a fairly balanced distribution among the major age segments. Currently, the largest age segment is the 55+ segment, making up 27.9% of the population.

The overall age composition of the population within Ward 5 is projected to undergo a slight aging trend. While most of the younger age segments are expected to remain the same or experience slight decreases in population percentage; those who are 55 and older are projected to continue increasing over the next 15 years, making up 32.3% of the population by 2033 – an increase of 4.4% over 2018. This is assumed to be a consequence of a vast amount of the Baby Boomer generation shifting into the senior age segment.

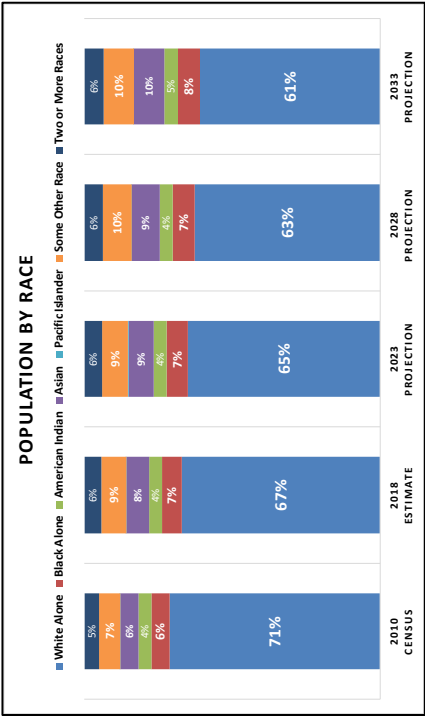




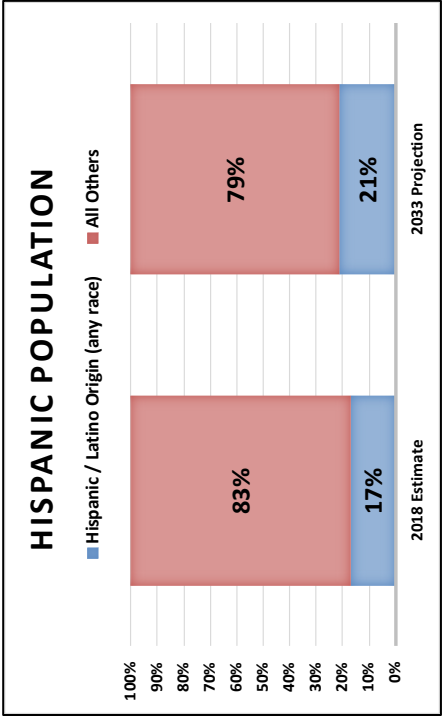


2.7.3 RACE AND ETHNICITY – WARD 5

In analyzing race, the service area’s current populations are predominately White Alone. The 2018 estimates show that 67% of the service area’s population falls into the White Alone category, while Some Other Race (9%) represents the largest minority. The predictions for 2033 expect that the service area’s population by race will diversity slightly with a decrease in the White Alone population by approximately 6% and slight gains in most every other category.

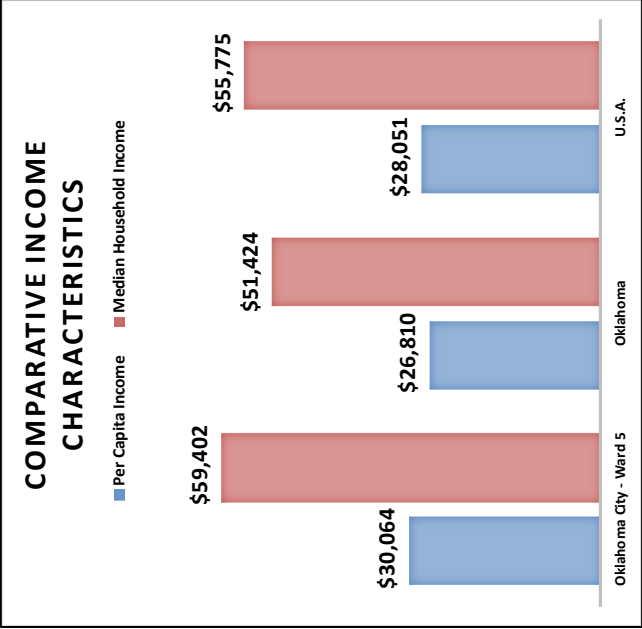


Based on the 2018 estimate, those of Hispanic/Latino origin represent 17% of Ward 5’s total population. The Hispanic/Latino population is expected to experience a slight increase to 21% by 2033.



2.7.4 HOUSEHOLDS AND INCOME – WARD 5

As seen in the chart to the right, the Ward 5’s per capita and median household income levels are above that of state and national averages.





### OKLAHOMA CITY WARD 5 SERVICE AREA DEMOGRAPHIC IMPLICATIONS

The following implications are derived from the analyses provided above. Each implication is organized by the outlined demographic information sections.

#### POPULATION

The population is increasing and is projected to experience a 24% population growth over the next 15 years. This is much greater than the national average over the same time period. With a fast-growing population, park and recreation services will need to strategically invest, develop, and maintain athletic facilities in relation to current and future residential growth.

#### AGE SEGMENTATION

Ward 5 has a balanced age segmentation with the largest group being 55+. Over the next 15 years, the service area is projected to remain balanced but also age slightly as the 55+ segment will be 32.3% in 2033.

#### RACE AND ETHNICITY

A slightly diversifying population will likely focus the City on providing traditional and non-traditional programming and service offerings while always seeking to identify emerging activities and sports that in some cases will be defined by cultural influences.

#### HOUSEHOLDS AND INCOME

With income levels being above that of state and national averages, it would be important for the City to prioritize providing offerings that are first class with exceptional customer service while seeking opportunities for revenue generation.

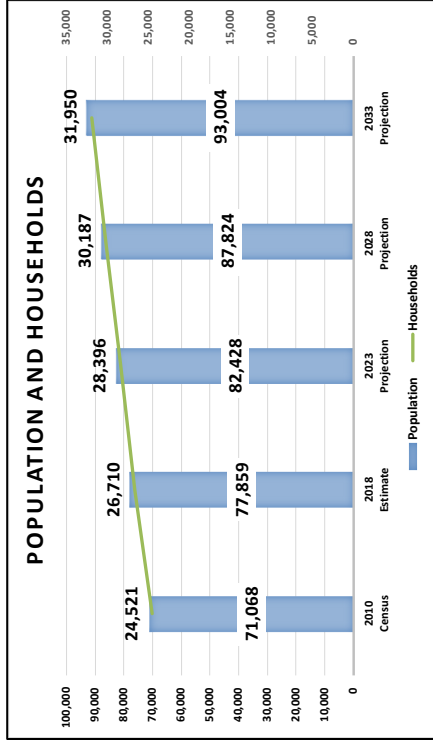




## 2.8 OKLAHOMA CITY – WARD 6 POPULACE

### 2.8.1 POPULATION – WARD 6

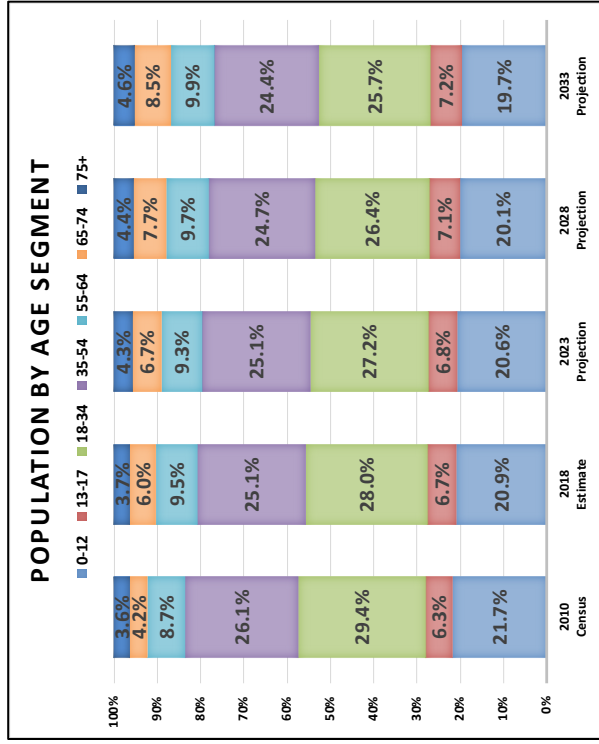
Ward 6’s population has experienced a growing trend in recent years and is currently estimated at 77,859 individuals. Projecting ahead, the total population is expected to continue to grow over the next 15 years. Based on predictions through 2033, the service area is expected to have 93,004 residents living within 31,950 households.



### 2.8.2 AGE SEGMENT – WARD 6

Evaluating the population by age segments, the service area exhibits a fairly balanced distribution among the major age segments. Currently, the largest age segment is the 18-34 segment, making up 28% of the population.

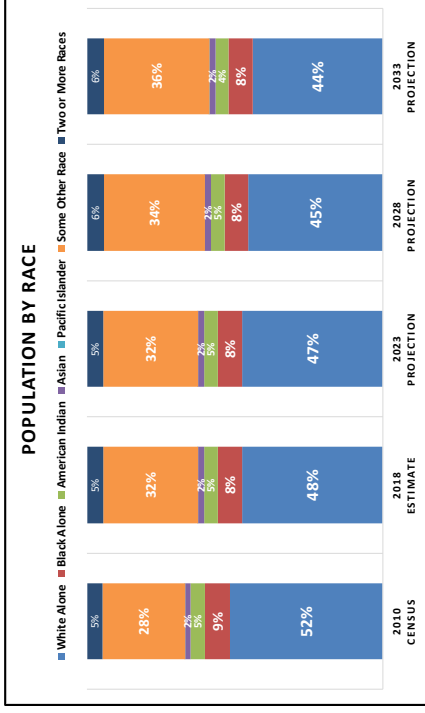
The overall age composition of the population within Ward 6 is projected to undergo a slight aging trend. While most of the younger age segments are expected to remain the same or experience slight decreases in population percentage; those who are 55 and older are projected to continue increasing over the next 15 years, making up 23% of the population by 2033 – an increase of 3.8% over 2018. Despite the aging trend, the 55+ segment will be the second smallest of the four major age segments.



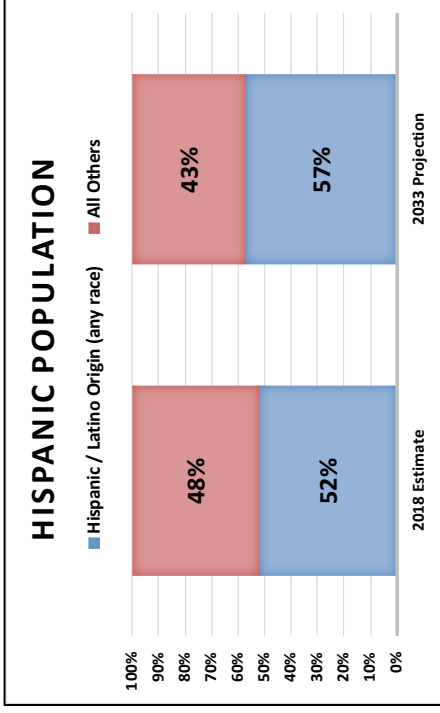


2.8.3 RACE AND ETHNICITY – WARD 6

In analyzing race, the service area's current populations are predominately White Alone. Despite having the highest percentage of population, the 2018 estimates show that the White Alone Category at 48% of the service area's population is a minority majority. Some Other Race (32%) represents the largest minority. The predictions for 2033 expect that the service area's population by race will diversity slightly with a decrease in the White Alone population by approximately 4% and slight gains in most every other category.

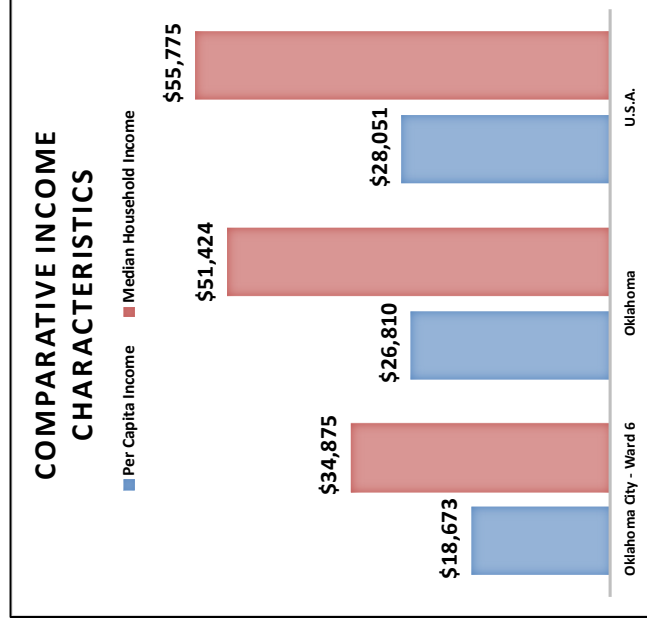


Based on the 2018 estimate, those of Hispanic/Latino origin represent 52% of Ward 6's total population. The Hispanic/Latino population is expected to experience a slight increase to 57% by 2033.



2.8.4 HOUSEHOLDS AND INCOME – WARD 6

As seen in the chart to the right, the Ward 6's per capita and median household income levels are significantly lower than that of state and national averages.







## OKLAHOMA CITY WARD 6 SERVICE AREA DEMOGRAPHIC IMPLICATIONS

The following implications are derived from the analyses provided above. Each implication is organized by the outlined demographic information sections.

### POPULATION

The population is increasing and is projected to experience a 19% population growth over the next 15 years. This is much greater than the national average over the same time period. With a fast-growing population, park and recreation services will need to strategically invest, develop, and maintain athletic facilities in relation to current and future residential growth.

### AGE SEGMENTATION

Ward 6 has a balanced age segmentation with the largest group being 18-34. Over the next 15 years, the service area is projected to remain balanced but also age slightly as the 55+ segment will be 23% in 2033.

### RACE AND ETHNICITY

A diverse and diversifying population will likely focus the City on providing traditional and non-traditional programming and service offerings while always seeking to identify emerging activities and sports that in some cases will be defined by cultural influences.

### HOUSEHOLDS AND INCOME

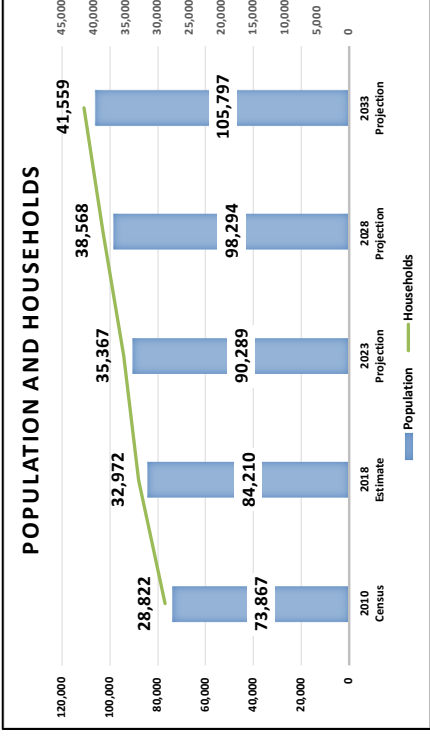
With income levels being significantly below that of state and national averages, it would be important for the City to prioritize providing offerings that are first class with exceptional customer service.



## 2.9 OKLAHOMA CITY – WARD 7 POPULACE

### 2.9.1 POPULATION – WARD 7

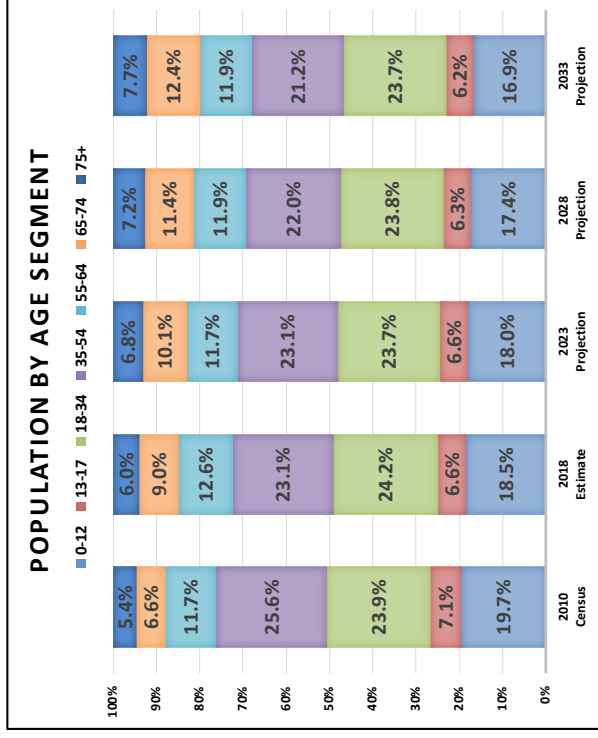
Ward 7's population has experienced a growing trend in recent years and is currently estimated at 84,210 individuals. Projecting ahead, the total population is expected to continue to grow over the next 15 years. Based on predictions through 2033, the service area is expected to have 105,797 residents living within 41,559 households.



### 2.9.2 AGE SEGMENT – WARD 7

Evaluating the population by age segments, the service area exhibits a fairly balanced distribution among the major age segments. Currently, the largest age segment is the 55+ segment, making up 27.6% of the population.

The overall age composition of the population within Ward 7 is projected to undergo a slight aging trend. While most of the younger age segments are expected to remain the same or experience slight decreases in population percentage; those who are 55 and older are projected to continue increasing over the next 15 years, making up 32% of the population by 2033 – an increase of 4.4% over 2018.

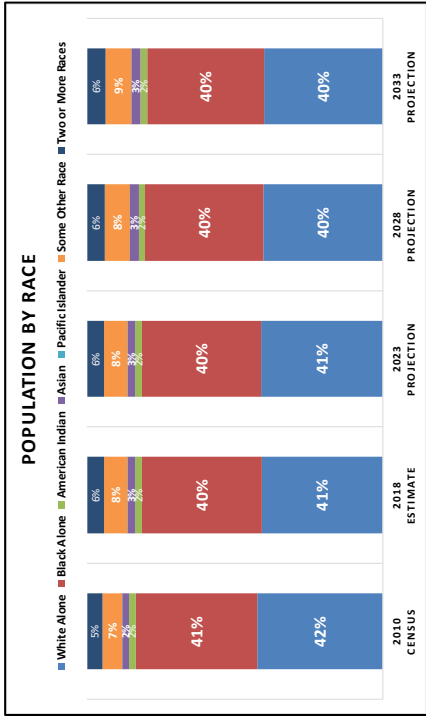




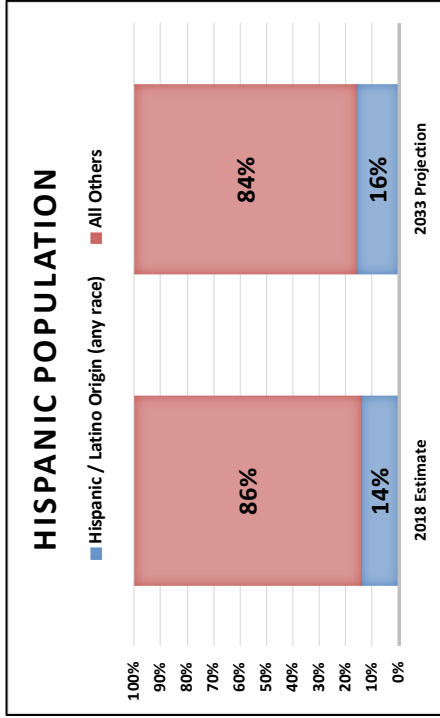


2.9.3 RACE AND ETHNICITY – WARD 7

In analyzing race, the service area’s current populations are predominately White Alone (41%) and Black Alone (40%). Some Other Race (8%) represents the second largest minority. The predictions for 2033 expect that the service area’s population by race will remain relatively unchanged with slightly with a decrease in the White Alone and Black Alone each making up 40% of the service areas population.

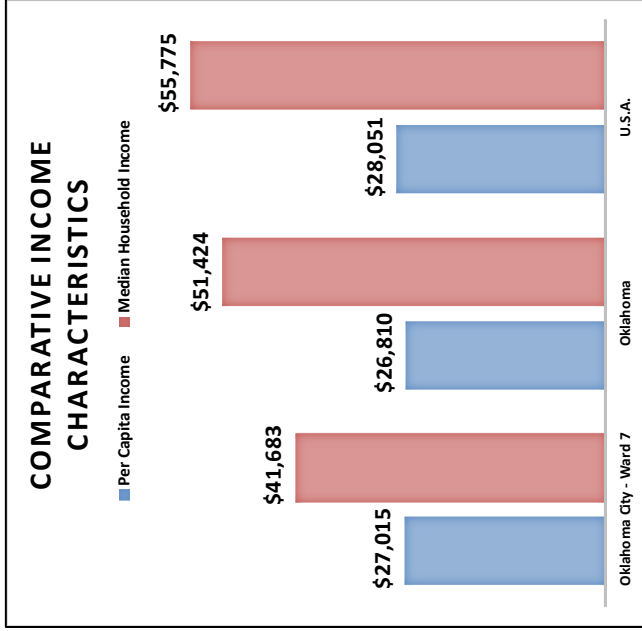


Based on the 2018 estimate, those of Hispanic/Latino origin represent 14% of Ward 7’s total population. The Hispanic/Latino population is expected to experience a slight increase to 16% by 2033.



2.9.4 HOUSEHOLDS AND INCOME – WARD 7

As seen in the chart to the right, the Ward 7’s per capita income level is in-line with state and national averages while median household income levels are significantly lower than that of state and national averages.





### OKLAHOMA CITY WARD 7 SERVICE AREA DEMOGRAPHIC IMPLICATIONS

The following implications are derived from the analyses provided above. Each implication is organized by the outlined demographic information sections.

#### POPULATION

The population is increasing and is projected to experience a 25% population growth over the next 15 years. This is much greater than the national average over the same time period. With a fast-growing population, park and recreation services will need to strategically invest, develop, and maintain athletic facilities in relation to current and future residential growth.

#### AGE SEGMENTATION

Ward 7 has a balanced age segmentation with the largest group being 55+. Over the next 15 years, the service area is projected to remain balanced but also age slightly as the 55+ segment will be 32% in 2033.

#### RACE AND ETHNICITY

A diverse population will likely focus the City on providing traditional and non-traditional programming and service offerings while always seeking to identify emerging activities and sports that in some cases will be defined by cultural influences.

#### HOUSEHOLDS AND INCOME

With median household income levels being below that of state and national averages, it would be important for the City to prioritize providing offerings that are first class with exceptional customer service.

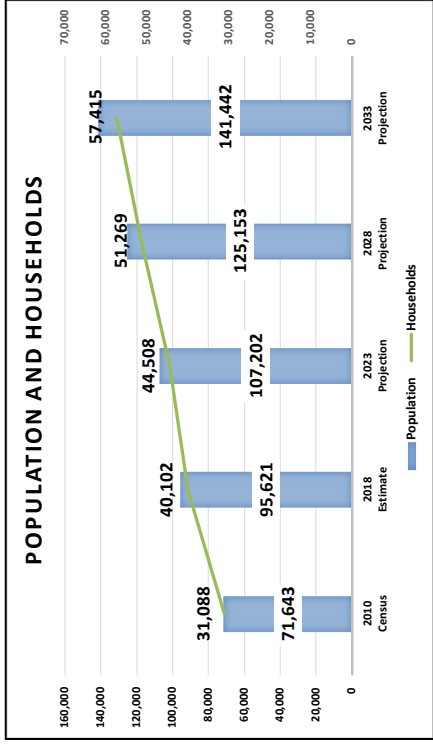




### 2.10 OKLAHOMA CITY – WARD 8 POPULACE

#### 2.10.1 POPULATION – WARD 8

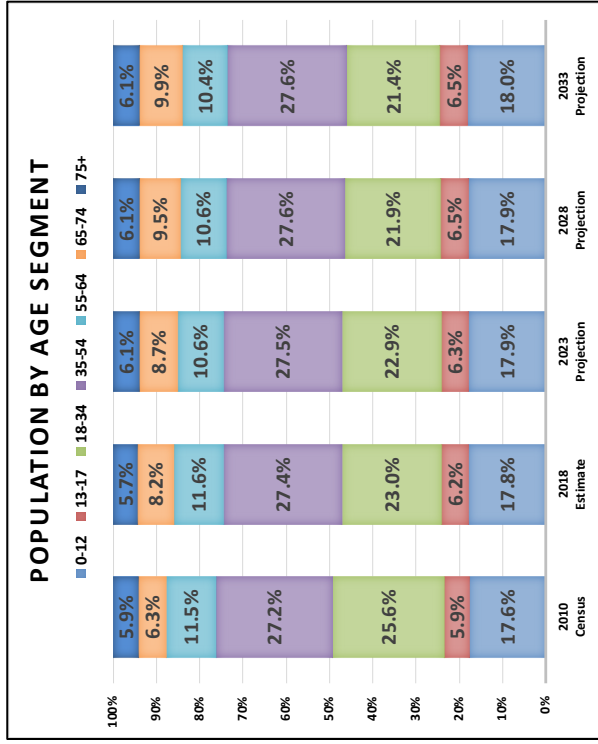
Ward 8’s population has experienced a growing trend in recent years and is currently estimated at 95,621 individuals. Projecting ahead, the total population is expected to continue to grow over the next 15 years. Based on predictions through 2033, the service area is expected to have 141,442 residents living within 57,415 households.



#### 2.10.2 AGE SEGMENT – WARD 8

Evaluating the population by age segments, the service area exhibits a fairly balanced distribution among the major age segments. Currently, the largest age segment is the 35-54 segment, making up 27.4% of the population.

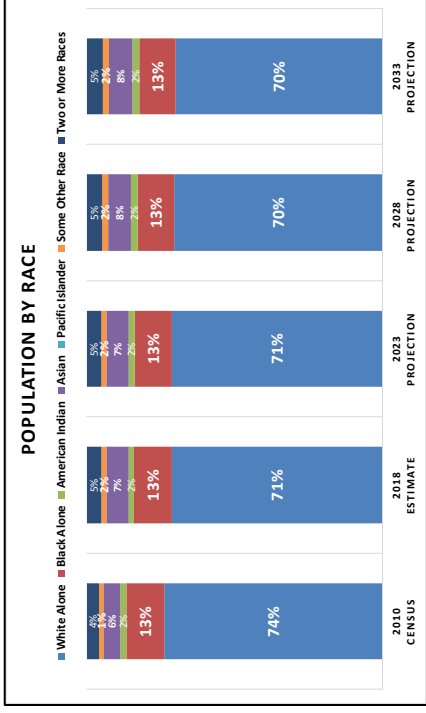
The overall age composition of the population within Ward 8 is projected to remain balanced and relatively unchanged over the next 15 years despite the significant growth that is projected.



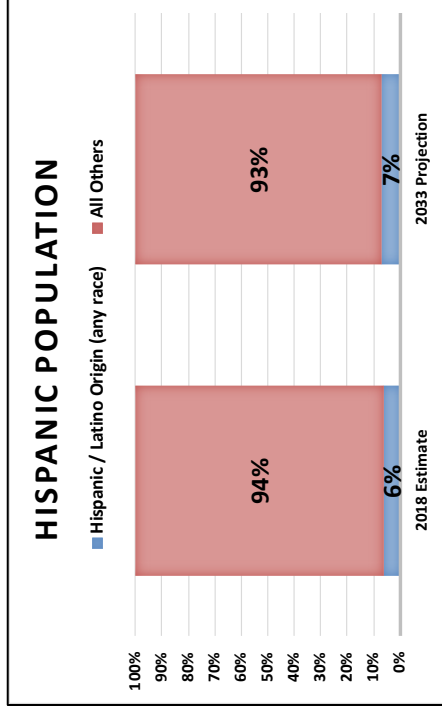


2.10.3 RACE AND ETHNICITY – WARD 8

In analyzing race, the service area's current populations are predominately White Alone. The 2018 estimates show that 71% of the service area's population falls into the White Alone category, while Black Alone (13%) represents the largest minority. The predictions for 2033 expect that the service area's population by race will remain relatively unchanged despite the significant growth (48%) that is projected.

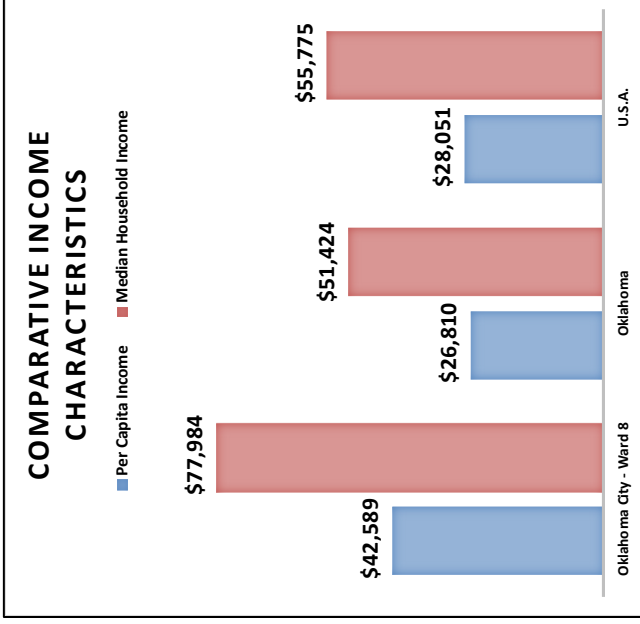


Based on the 2018 estimate, those of Hispanic/Latino origin represent 6% of Ward 8's total population. The Hispanic/Latino population is expected to remain relatively unchanged (a slight increase to 7%) by 2033.



2.10.4 HOUSEHOLDS AND INCOME – WARD 8

As seen in the chart to the right, the Ward 8's per capita and median household income levels are significantly higher than that of state and national averages.







### OKLAHOMA CITY WARD 8 SERVICE AREA DEMOGRAPHIC IMPLICATIONS

The following implications are derived from the analyses provided above. Each implication is organized by the outlined demographic information sections.

#### POPULATION

The population is significantly increasing and is projected to experience a 48% population growth over the next 15 years. This is much greater than the national average over the same time period. With a fast-growing population, park and recreation services will need to strategically invest, develop, and maintain athletic facilities in relation to current and future residential growth.

#### AGE SEGMENTATION

Ward 8 has a balanced age segmentation with the largest group being 35-54. Over the next 15 years, the service area is projected to remain balanced and relatively unchanged.

#### RACE AND ETHNICITY

A population lacking diversity will likely focus the City on providing traditional programming and service offerings while always seeking to identify emerging activities and sports.

#### HOUSEHOLDS AND INCOME

With median household income levels being significantly higher than that of state and national averages, it would be important for the City to prioritize providing offerings that are first class with exceptional customer service while seeking revenue generation.

### 2.11 DEMOGRAPHIC SUMMARY

The following chart summarizes the demographic trends of Oklahoma City by council ward.

COUNCIL WARD	DEMOGRAPHIC PROJECTIONS for 2033			
	POPULATION	AGE SEGMENTATION	RACE	INCOME
WARD 1	Significant Growth (27% over the next 15 years)	Aging Population (32% of population will be 55+)	Significantly White (66%)/Black (13%); Hispanic (14%)	Equal to/Greater than Oklahoma and US Averages
WARD 2	Average Growth (16% over the next 15 years)	Aging Population (32% of population will be 55+)	White (60%)/Black (18%); Hispanic (20%)	Below/Equal to Oklahoma and US Averages
WARD 3	Extreme Growth (42% over the next 15 years)	Consistent (equitable distribution across age segments)	White (61%); Hispanic (25%)	Equal to Oklahoma and US Averages
WARD 4	Significant Growth (23% over the next 15 years)	Slightly Aging Population (29% of population will be 55+)	White (56%)/Black (14%)/Some Other Race (13%); Hispanic (25%)	Slightly Below Oklahoma and US Averages
WARD 5	Significant Growth (24% over the next 15 years)	Consistent (equitable distribution across age segments)	White (61%); Hispanic (21%)	Above Oklahoma and US Averages
WARD 6	Average Growth (19% over the next 15 years)	Slightly Aging (52% of population 34 & younger)	White (44%)/Some Other Race (36%); Hispanic (57%)	Far Below Oklahoma and US Averages
WARD 7	Significant Growth (25% over the next 15 years)	Aging Population (32% of population will be 55+)	White (40%)/Black (40%); Hispanic (16%)	Far Below Oklahoma and US Averages
WARD 8	Extreme Growth (48% over the next 15 years)	Consistent (equitable distribution across age segments)	Significantly White (70%)/Black (13%); Hispanic (7%)	Far Above Oklahoma and US Averages



## Chapter Three - RECREATION TRENDS

### 3.1 NATIONAL RECREATION TRENDS ANALYSIS

The Trends Analysis provides an understanding of national, regional, and local recreational trends as well as generational participation trends. Trends data used for this analysis was obtained from Sports & Fitness Industry Association's (SFIA), National Recreation and Park Association (NRPA), and Environmental Systems Research Institute, Inc. (ESRI). All trends data is based on current and/or historical participation rates, statistically-valid survey results, or NRPA Park Metrics.

#### 3.1.1 METHODOLOGY

The Sports & Fitness Industry Association's (SFIA) Sports, Fitness & Recreational Activities Topline Participation Report 2019 was utilized in evaluating the following trends:

- National Sport and Fitness Participatory Trends
- Core vs. Casual Participation Trends
- Participation by Generation
- Non-Participant Interest by Age Segment



The study is based on findings from surveys carried out in 2018 by the Physical Activity Council (PAC), resulting in a total of 20,069 online interviews. Surveys were administered to all genders, ages, income levels, regions, and ethnicities to allow for statistical accuracy of the national population. A sample size of 20,069 completed interviews is considered by SFIA to result in a high degree of statistical accuracy. A sport with a participation rate of five percent has a confidence interval of plus or minus 0.31 percentage points at a 95 percent confidence interval. Using a weighting technique, survey results are applied to the total U.S. population figure of 300,652,039 people (ages six and older). The purpose of the report is to establish levels of activity and identify key participatory trends in recreation across the U.S.

#### CORE VS. CASUAL PARTICIPATION

In addition to overall participation rates, SFIA further categorizes active participants as either core or casual participants based on frequency. Core participants have higher participatory frequency than casual participants. The thresholds that define casual versus core participation may vary based on the nature of each individual activity. For instance, core participants engage in most fitness and recreational activities more than 50 times per year, while for sports, the threshold for core participation is typically 13 times per year.

In a given activity, core participants are more committed and tend to be less likely to switch to other activities or become inactive (engage in no physical activity) than casual participants. This may also explain why activities with more core participants tend to experience less pattern shifts in participation rates than those with larger groups of casual participants.





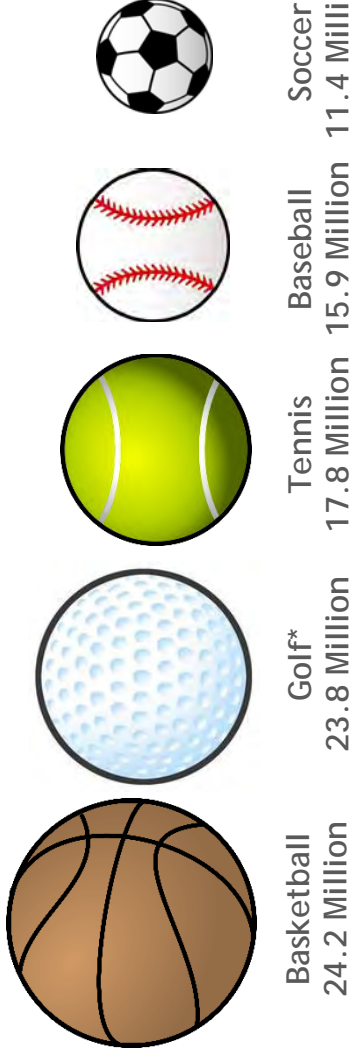
NATIONAL SPORT AND FITNESS PARTICIPATORY TRENDS

3.1.2 NATIONAL TRENDS IN GENERAL SPORTS

PARTICIPATION LEVELS

The sports most heavily participated in the United States were Basketball (24.2 million) and Golf (23.8 million in 2017), which have participation figures well in excess of the other activities within the general sports category. Followed by Tennis (17.8 million), Baseball (15.9 million), and Soccer (11.4 million).

The popularity of Basketball, Golf, and Tennis can be attributed to the ability to compete with relatively small number of participants. Even though Golf has experienced a recent decrease in participation, it still continues to benefit from its wide age segment appeal and is considered a life-long sport. Basketball's success can be attributed to the limited amount of equipment needed to participate and the limited space requirements necessary, which make basketball the only traditional sport that can be played at the majority of American dwellings as a drive-way pickup game.



FIVE-YEAR TREND

Since 2013, Roller Hockey (33.6%) and Rugby (31.9%) have emerged as the overall fastest growing sports. During the last five-years, Baseball (19.5%), Cheerleading (18.7%), and Flag Football (17.1%) have also experienced significant growth. Based on the five-year trend, the sports that are most rapidly declining include Ultimate Frisbee (-46.6%), Touch Football (-22.7%), Tackle Football (-16.4%), Badminton (-11.4%), and Outdoor Soccer (-10.4%).

ONE-YEAR TREND

In general, the most recent year shares a similar pattern with the five-year trends; with Pickleball (5.4%), Basketball (3.5%), and Baseball (1.5%) experiencing the greatest increases in participation this past year. However, some sports that increased rapidly over the past five years have experienced recent decreases in participation, such as Roller Hockey (-5.5%). Other sports including Squash (-13.9%) and Ultimate Frisbee (-13.3%) have also seen a significant decrease in participation over the last year.



National Participatory Trends - General Sports						
Activity	Participation Levels			% Change		
	2013	2017	2018	5-Year Trend	1-Year Trend	
Golf (9 or 18-Hole Course)	24,720	23,829	N/A	N/A	N/A	N/A
Basketball	23,669	23,401	24,225	2.3%	3.5%	
Tennis	17,678	17,683	17,841	0.9%	0.9%	
Baseball	13,284	15,642	15,877	19.5%	1.5%	
Soccer (Outdoor)	12,726	11,924	11,405	-10.4%	-4.4%	
Softball (Slow Pitch)	6,868	7,283	7,386	7.5%	1.4%	
Football, Flag	5,610	6,551	6,572	17.1%	0.3%	
Badminton	7,150	6,430	6,337	-11.4%	-1.4%	
Volleyball (Court)	6,433	6,317	6,317	-1.8%	0.0%	
Football, Touch	7,140	5,629	5,517	-22.7%	-2.0%	
Soccer (Indoor)	4,803	5,399	5,233	9.0%	-3.1%	
Football, Tackle	6,165	5,224	5,157	-16.4%	-1.3%	
Volleyball (Sand/Beach)	4,769	4,947	4,770	0.0%	-3.6%	
Gymnastics	4,972	4,805	4,770	-4.1%	-0.7%	
Track and Field	4,071	4,161	4,143	1.8%	-0.4%	
Cheerleading	3,235	3,816	3,841	18.7%	0.7%	
Racquetball	3,824	3,526	3,480	-9.0%	-1.3%	
Pickleball	N/A	3,132	3,301	N/A	5.4%	
Ultimate Frisbee	5,077	3,126	2,710	-46.6%	-13.3%	
Ice Hockey	2,393	2,544	2,447	2.3%	-3.8%	
Softball (Fast Pitch)	2,498	2,309	2,303	-7.8%	-0.3%	
Lacrosse	1,813	2,171	2,098	15.7%	-3.4%	
Wrestling	1,829	1,896	1,908	4.3%	0.6%	
Roller Hockey	1,298	1,834	1,734	33.6%	-5.5%	
Rugby	1,183	1,621	1,560	31.9%	-3.8%	
Squash	1,414	1,492	1,285	-9.1%	-13.9%	
Boxing for Competition	1,134	1,368	1,310	15.5%	-4.2%	
NOTE: Participation figures are in 000's for the US population ages 6 and over						
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)		





## CORE VS. CASUAL TRENDS IN GENERAL SPORTS

Highly participated in sports, such as Basketball, Baseball, and Slow Pitch Softball, have a larger core participant base (participate 13+ times per year) than casual participant base (participate 1-12 times per year). While less mainstream sports, such as Ultimate Frisbee, Roller Hockey, Squash, and Boxing for Competition have larger casual participation base. These participants may be more inclined to switch to other sports or fitness activities, which is likely why they have all experienced a decline in participation this past year.

National Core vs Casual Participatory Trends - General Sports										
Activity	Participation Levels						% Change			
	2013		2017		2018		5-Year Trend		1-Year Trend	
	#	%	#	%	#	%				
<b>Golf (9 or 18-Hole Course)</b>	24,720	100%	23,829	100%	N/A	100%	N/A		N/A	
<b>Basketball</b>	23,669	100%	23,401	100%	24,225	100%	2.3%		3.5%	
Casual (1-12 times)	6,998	30%	8,546	37%	9,335	39%	33.4%		9.2%	
Core (13+ times)	16,671	70%	14,856	63%	14,890	61%	-10.7%		0.2%	
<b>Tennis</b>	17,678	100%	17,683	100%	17,841	100%	0.9%		0.9%	
<b>Baseball</b>	13,284	100%	15,642	100%	15,877	100%	19.5%		1.5%	
Casual (1-12 times)	4,201	32%	6,405	41%	6,563	41%	56.2%		2.5%	
Core (13+ times)	9,083	68%	9,238	59%	9,314	59%	2.5%		0.8%	
<b>Soccer (Outdoor)</b>	12,726	100%	11,924	100%	11,405	100%	-10.4%		-4.4%	
Casual (1-25 times)	6,532	51%	6,665	56%	6,430	56%	-1.6%		-3.5%	
Core (26+ times)	6,194	49%	5,259	44%	4,975	44%	-19.7%		-5.4%	
<b>Softball (Slow Pitch)</b>	6,868	100%	7,283	100%	7,386	100%	7.5%		1.4%	
Casual (1-12 times)	2,685	39%	3,060	42%	3,281	44%	22.2%		7.2%	
Core (13+ times)	4,183	61%	4,223	58%	4,105	56%	-1.9%		-2.8%	
<b>Badminton</b>	7,150	100%	6,430	100%	6,337	100%	-11.4%		-1.4%	
Casual (1-12 times)	4,834	68%	4,564	71%	4,555	72%	-5.8%		-0.2%	
Core (13+ times)	2,316	32%	1,867	29%	1,782	28%	-23.1%		-4.6%	
<b>Volleyball (Court)</b>	6,433	100%	6,317	100%	6,317	100%	-1.8%		0.0%	
Casual (1-12 times)	2,715	42%	2,939	47%	2,867	45%	5.6%		-2.4%	
Core (13+ times)	3,718	58%	3,378	53%	3,450	55%	-7.2%		2.1%	
<b>Football, Flag</b>	5,610	100%	6,551	100%	6,572	100%	17.1%		0.3%	
Casual (1-12 times)	2,813	50%	3,572	55%	3,573	54%	27.0%		0.0%	
Core (13+ times)	2,797	50%	2,979	45%	2,999	46%	7.2%		0.7%	
Core Age 6 to 17 (13+ times)	1,363	50%	1,565	55%	1,578	54%	15.8%		0.8%	
<b>Football, Touch</b>	7,140	100%	5,629	100%	5,517	100%	-22.7%		-2.0%	
Casual (1-12 times)	3,952	55%	3,332	59%	3,313	60%	-16.2%		-0.6%	
Core (13+ times)	3,188	45%	2,297	41%	2,204	40%	-30.9%		-4.0%	
<b>Volleyball (Sand/Beach)</b>	4,769	100%	4,947	100%	4,770	100%	0.0%		-3.6%	
Casual (1-12 times)	3,261	68%	3,544	72%	3,261	68%	0.0%		-8.0%	
Core (13+ times)	1,509	32%	1,403	28%	1,509	32%	0.0%		7.6%	
<b>Football, Tackle</b>	6,165	100%	5,224	100%	5,157	100%	-16.4%		-1.3%	
Casual (1-25 times)	2,601	42%	2,145	41%	2,258	44%	-13.2%		5.3%	
Core (26+ times)	3,564	58%	3,078	59%	2,898	56%	-18.7%		-5.8%	
Core Age 6 to 17 (26+ times)	2,586	42%	2,427	41%	2,353	44%	-9.0%		-3.0%	
<b>Gymnastics</b>	4,972	100%	4,805	100%	4,770	100%	-4.1%		-0.7%	
Casual (1-49 times)	3,209	65%	3,139	65%	3,047	64%	-5.0%		-2.9%	
Core (50+ times)	1,763	35%	1,666	35%	1,723	36%	-2.3%		3.4%	
<b>Soccer (Indoor)</b>	4,803	100%	5,399	100%	5,233	100%	9.0%		-3.1%	
Casual (1-12 times)	1,967	41%	2,657	49%	2,452	47%	24.7%		-7.7%	
Core (13+ times)	2,836	59%	2,742	51%	2,782	53%	-1.9%		1.5%	
NOTE: Participation figures are in 000's for the US population ages 6 and over										
<b>Participation Growth/Decline</b>	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)			
<b>Core vs Casual Distribution</b>	Mostly Core Participants (greater than 75%)		More Core Participants (50-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)		Mostly Casual Participants (greater than 75%)	



### 3.2 LOCAL TRENDS – GENERAL SPORTS MARKET POTENTIAL

A Market Potential Data (MPI) measures the probable demand for a service in the target area. The MPI communicates the likelihood that a resident of the service area will exhibit certain consumer behavior when compared to the US National average. The National average is 100, therefore above 100 would represent a higher than average participation rate. The following table illustrates and summarizes the index of the general sports market potential in each of the council wards.

ATHLETIC FIELD ACTIVITY	WARD 1	WARD 2	WARD 3	WARD 4	WARD 5	WARD 6	WARD 7	WARD 8
Baseball	105	100	98	98	102	97	99	117
Football	104	99	105	102	105	107	116	113
Soccer	95	103	96	96	96	111	95	107
Softball	105	109	110	112	111	103	113	112

#### 3.2.1 CONCLUSION

It is critically important for Oklahoma City to understand the national participation trends in recreation activities. In doing so, the department can gain general insight into the lifecycle stage of recreation sports programs and activities and thereby anticipate potential changes in need and demand for the programs and activities that it provides to the residents of Oklahoma City.

Locally, participation in team sports in each council ward at or above average and indicate an opportunity to grow these services.





## Chapter Four - COMMUNITY INPUT

There has been extensive public input and participation as part of this process. Ten (10) leadership interviews and community focus groups were conducted as the foundation of public participation.

### 4.1 INPUT OPPORTUNITIES

The qualitative data collected included multiple leadership interviews, focus groups and community meetings. A summary of the public input opportunities is provided below.

Note: The findings listed below are solely the opinion of the attendees at these meetings and do not reflect the overall community, staff or the consultant's opinion.

- Ten (10) leadership group interviews and focus groups were conducted to be representative, but not exhaustive of interests affecting athletic fields in the Oklahoma City. These sessions included:
  - Administration and leadership
  - Stakeholders
  - Users and non-users of the athletic field system
  - Parks, recreation, and sports user groups
  - Business and community leaders

### 4.2 KEY LEADERSHIP, FOCUS GROUP AND PUBLIC INPUT SUMMARY

There has been extensive public input and participation in the planning process. Key leadership interviews and focus groups were conducted to help gain an understanding of the community values, as well as determining the priorities for athletic field needs of Oklahoma City.

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#### 4.2.1 RATING OF ATHLETIC FIELD SYSTEM

- Ranked the overall quality of the system as average to below average.
- Generally acknowledged the limited staff available to the Department to provide programs and maintain athletic fields.
- The level of maintenance effectiveness was varied.
- The limited number of developed sports complex parks leads to a lack of options for organized team practice and game locations.

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#### 4.2.2 MOST IMPORTANT FUNCTION PROVIDED BY CITY

- To provide fields to be utilized the community for sports.
  - Participants felt that the most important role was to provide safe, diverse, quality spaces for people to recreate.
  - Participants valued the diversity of the facilities, which allows for multiple activities without duplication, which keeps them coming back.
- To focus equally on maintaining existing and developing new parks for athletic fields.



#### 4.2.3 ROLE IN ATHLETIC FIELD SYSTEM IN ECONOMIC DEVELOPMENT OF CITY

- Huge!
  - The role of athletics in business attraction and the livability/quality of life attributes that communities need.
  - Missed opportunities associated with sports tourism due to lack of quality athletic field complexes.
- Reflection of community values.
  - Affirmative investment in athletic fields will reflect a community's value set and attitudes towards the investment in the community itself.
- Destination sports complexes are needed.

#### 4.2.4 MOST IMPORTANT ISSUES THAT NEED TO BE ADDRESSED

- Funding
  - Funding to keep up with maintenance and the ability to have enough staff to execute a plan.
  - People felt that the current user fee (i.e. field rental) structure is not logical.
  - Lease agreements need to be updated and equitable.
- Quantity and quality of athletic fields and support facilities.
  - Current quality and quantity of existing athletic fields is underserved.
- Leveraging community support.
  - Better relationship with outside partners could increase the awareness of the Department's needs.
- Many cited their appreciation for the planning process.
- Changing demographics.
  - Concerned that City will repeat its past reactive planning by only focusing on the demographics of the present versus the demographics of the future.

#### 4.2.5 SUMMARY

- Participants felt that the Oklahoma City's athletic field system has a limited presence in the community.
- Participants see the system as adequately maintained with limited staff.
- Updating and expanding the athletic field system was continually expressed throughout all focus groups as demand for athletic fields significantly outweighs the supply.
- Meeting the local current and future needs for athletic fields should be balanced with opportunities for sports tourism.





## Chapter Five – ATHLETIC FIELD INVENTORY

In October 2018, Oklahoma City Staff and PROS Consulting spent several days visiting and inventorying the existing sports fields owned by Oklahoma City. During the tour, members of the Oklahoma City staff supplied key information regarding athletic field condition and performance. These individuals also provided considerable insight into the functional relationships and challenges present that affect customer service.

The purpose of the inventory process is to evaluate the existing conditions and functionality of the athletic fields owned by the Oklahoma City. The inventory and assessments provide insight and suggestions as to possible repair, replacement or modification of each field element to meet the recreational use requirements in the City. The following is a summary of city-owned athletic fields.

### 5.1 DEVELOPED ATHLETIC FIELD INVENTORY

CURRENT CITY OWNED ATHLETIC FIELD INVENTORY									
Park Name	Address	Council Ward	Acres	Field Inventory				Diamond, Baseball (Teen/Adult)	
Dolese Youth Park	4701 NW 50TH ST	1	153	4	4			Diamond, Little League	Diamond, Softball (Adult)
North Rotary Park	5708 N TULSA AV	1	20					Rectangle Fields (Practice)	Rectangle Fields (Game)
Overholser	1601 N COUNTY LINE RD	1	59						
Prairie Dog Point	8535 W LAKE HEFNER DR	1	6						
Douglas Park	500 NW 47TH ST	2	8						
Hefner Park	3301 NW GRAND BLVD	2	43	1					
Lake Hefner Park (Leased - PCAA)	3100 W. Britton Rd.	2	14		5				
Will Rogers Park (East)	3200 NW 32ND	2	120						
South Lakes Park	4302 SW 119TH ST	3	159						
Wendel Whisenhunt Sports Complex	3200 S INDEPENDENCE AV	3	128	1					
Woodson Park	3401 S MAY AV	3	122						
Earlywine Park	3033 SW 119th ST	5	96						
Lightning Creek Park	801 SW 81ST	5	35						
Ted Reynolds Park	3005 W RENO AVE	6	11	1					
USA Softball Hall of Fame Complex	2801 NE 50th St.	6	113						
Wheeler Park	1120 S WESTERN AV	6	94						
Douglass Park	900 FREDERICK DOUGLASS AV	7	187						
Edwards Park	1515 N BRYANT AVE	7	45						
Washington Park	400 N HIGH AV	7	18						
North Oklahoma City Soccer Complex	11711 PORTLAND AVE	8	75						
Stars and Stripes Park	3701 S LAKE HEFNER DR	8	69						
TOTALS			1576	7	9	11	28		66



## 5.2 INVENTORY ELIMINATED

As part of the inventory and assessment of athletic fields, the consulting team and staff identified that the Department had been carrying in its inventory rectangle fields that were not “true” athletic fields. Most of these “athletic fields” could best be classified as open spaces within neighborhood parks that lacked definition and support facilities, namely parking and restrooms. Additionally, the utilization of these spaces as formal, reservable athletic fields generated only \$7,669 in rental income in Fiscal Year 2018 - approximately 50% of the annual costs expended to reserve and maintain these spaces as athletic fields.

After much discussion and analysis of these spaces, the consulting team and staff agreed to eliminate 65 rectangle practice fields from its athletic field inventory. The chart on the following page details the athletic fields that were eliminated from the City's inventory. These fields will no longer be made available for rent, but can be used by the community on a first come, first serve basis.

ATHLETIC FIELD INVENTORY REMOVED							
Park Name	Address	Council Ward	Diamond, Baseball (Teen/Adult)	Diamond, Little League	Diamond, Softball (Adult)	Rectangle Fields (Practice)	Rectangle Fields (Game)
Harvest Hills Park	8235 NW 104TH	1				2	
J.B. Black Park	2121 N COUNCIL RD	1				1	
Lytle Park	801 GREENVALE RD	1				1	
Melrose Park	7800 MELROSE LN	1				3	
Crown Heights Park (East)	600 NW 38th ST	2				2	
Edgemere Park	3301 N HARVEY	2				1	
Geraldine Park	3203 N GERALDINE	2				1	
Macklanburg Park	2234 NW 117TH ST	2				1	
Smitty Park	2400 NW 44TH ST	2				1	
Swatek Park	2301 NW 29TH	2				1	
Harlow Park	4800 NW 19TH	3				3	
Lela Park	1801 LELA AVE	3				1	
Tulsa Park	2500 S TULSA AVE	3				1	
Crossroads Sports Complex	120 SE 89TH ST	4				7	
Draper Park	9050 N STANLEY DRAPER DR	4				2	
Lippert Park	5500 S SHARTEL AVE	4				1	
Mackleman Park	5501 MACKLEMAN DR	4				1	
Shallowbrook Park	4901 S SHALLOW BROOK DR	4				1	
Southern Oaks	6818 S WALKER AVE	4				1	
Merrel Medley Park	11100 S PENNSYLVANIA AV	5				5	
Sellers Park	8301 S VILLA AV	5				2	
Siler Park	2500 SW 95TH ST	5				1	
Straka Detention Pond	1203 SW 84TH	5				1	
Girvin Park	3400 NW 14TH	6				1	
McKinley Park	1300 N MCKINLEY AV	6				2	
South Rotary Park	1604 SW 15TH ST	6				4	
Bob Akers Park	2408 SE 11TH ST	7				1	
Diggs Park	2201 N COLTRANE RD	7				3	
Dolphin Wharton Park	301 NE 63RD ST	7				1	
Hathaway Park	3730 S LINDSAY AV	7				1	
John F. Kennedy Park	1824 NE 16TH	7				1	
North Highland Park	301 NW 81ST ST	7				4	
Rotary Playground Park	416 SE 15TH ST	7				2	
Schilling Park	601 SE 25TH ST	7				3	
Top O' Town Park	2102 S EVEREST AV	7				1	
		TOTAL	0	0	0	65	0





## Chapter Six – OPERATIONAL ASSESSMENTS

### 6.1 ATHLETIC FIELD COMPLEX MAINTENANCE

Athletic fields that are well maintained, playable, safe and clean are critical elements to delivering high quality sports programs and services. The Oklahoma City Parks and Recreation Department outsources much of its athletic field maintenance to its partners but does maintain a handful of its athletic field complex in-house as shown in the table below.

Park Name	Address	Council Ward	Amenity Inventory				Rectangle Fields (Practice)	Rectangle Fields (Game)
			Diamond, Baseball (Teen/Adult)	Diamond, Little League	Diamond, Softball (Adult)			
Wendel Whisenhunt Sports Complex	3200 S INDEPENDENCE AV	3	1					7
Ted Reynolds Park	3005 W RENO AVE	6	1					
Wheeler Park	1120 S WESTERN AV	6			4	2		
Stars and Stripes Park	3701 S LAKE HEFNER DR	8			3			
			2.0	0.0	7.0	2.0	7.0	7.0

PLEASE NOTE: All other athletic fields in the system maintained by Oklahoma City staff are managed as practice only fields and are maintained by the General Grounds Management Division as part of everyday parks maintenance.

#### 6.1.1 STAFFING

The Athletic Field Maintenance Division is comprised of only 4 full-time employees. Best practice ratio of staff per athletic field complex, maintained at a best practice Level 1 maintenance standard, is 3-5 full-time employees per complex. With the responsibility of actively managing 2 athletic field complexes (Wendel Whisenhunt and Wheeler Park), as well as two other locations, the division DOES NOT have the staffing capacity to manage the athletic field system consistently at a Level 1 maintenance standard.

PROS Consulting evaluated (6) other large park systems in the United States to determine how they approach their operations as it applies to the athletic field maintenance crews being a part of the overall park maintenance division or are a separate division like a golf course maintenance staff. PROS discovered the following:

- In Prince Georgia’s County, Maryland, the athletic field maintenance division is under the park’s division. The Supervisory Management Staff of Prince Georgia’s County indicate that their fields are not that well maintained and that they get constant complaints by users of the fields the maintenance conditions that exists. The person overseeing athletic field maintenance indicated that they need a different approach to athletic field maintenance in the future.



- **Miami Dade County Parks and Recreation Department** has a separate ball field crew that takes care of their 200 plus fields that is a separate unit from their park maintenance staff and have their own maintenance shops for the athletic field crews to operate out of for managing staff and equipment. They do not contract any fields out to be managed by other contractors. The Supervisory Staff indicate they get some push back from users in their raining season, but overall people get what they pay for in the quality of athletic fields that are permitted to them. They have 10 three-member crews to cut down on drivetimes. Half of their fields are in regional parks. The other half are in local parks and school facilities. Weather and design of sports fields to handle the large level of play is their biggest issue.
- **Dallas Parks and Recreation Department** has a separate athletic field maintenance crew outside of park maintenance and do all the athletic fields themselves with no contractors involved. They do get some complaints for the higher end competitive fields but only on the ones that they can't control the site by keeping it locked up for just competitive play. They have three athletic field crew locations in the city for athletic fields crews to locate out of to maintain their over 250 sites and 500+fields. They do not manage school district field sites.
- **Chicago Parks System** has their own parks athletic field crews that makes up their approach to managing over 400 athletic field sites with over 1,200 sports fields spread out over the city. They only provide athletic field crews for recreation and competitive fields. All practice field sites are managed by regular park maintenance staff.
- **San Diego Parks and Recreation** have their own athletic field crews and operate out of separate park maintenance sites specifically operating independently of the park maintenance crews. They only take care of 379 recreational and competitive fields. They don't get a lot of complaints on their fields except they can easily get over played if not permitted correctly. They play year-round on their fields and rest them three months a year on a rotation basis. They do not maintain the school district fields.
- **Fairfax County Parks** has separate maintenance crews for athletic field maintenance. They currently maintain 403 diamond fields and 383 rectangular fields. They make athletic field maintenance a major priority for them because it is one of their largest user groups with the most impact to their system. They get some complaints but usually it is for when they won't let teams on fields because they are too wet versus the care of them according to the Director.

#### 6.1.2 MAINTENANCE STANDARDS

Through the review of data and workshops with staff, the PROS Consulting team determined that the Athletic Field Maintenance Division does athletic field maintenance standards with task, frequency and season of year in which work is performed in place, however, a formalized athletic field maintenance management plan does not exist. Maintenance standards are dependent upon the athletic field type being maintained.

DEFINITION OF COMPETITIVE, INTERMEDIATE AND PLAYFIELD TYPES OF FIELDS





- **Competitive Fields:** are defined as athletic fields that include diamond and rectangular fields that can have complete controlled usage. These fields have the highest level of maintenance frequency care as it applies to mowing, aeration, fertilizing, over seeding, and weed free care. These fields typically will host 400-500 hours of competitive permitted play each year for leagues and competitive sports tournaments. These fields are viewed as the best fields in the system.
- **Intermediate Fields:** are defined as athletic fields that include single only diamond and rectangular fields that have both controlled permitted use and uncontrolled permitted use. These fields typically get 500-600 hours of permitted play a year. Recreational competitive play occurs on these fields a year. These athletic fields get mowed once a week, receive aeration at least once or twice a year, and over seeding.
- **Playfield Fields:** These fields are athletic fields that have numerous overlays that can accommodate baseball, softball, soccer and field hockey in the same field area and will change by season. These fields get at least one aeration each year, one over seeding each year and weekly mowing. These fields can have 600-800 hours of permitted use a year. These fields typically serve users that are begging their first experience in an outdoor field sport.

#### **COMPETITIVE FIELD MAINTENANCE STANDARDS**

- Athletic Fields Grounds Maintenance (baseball, soccer, all-purpose fields and softball)
  - High Profile Fields
  - Use mower capable of “striping” the turf (preferably a reel mower)
  - Mowing will occur 2 times/week
  - Mowing heights
    - 2” during cool season (day time highs consistently below 75 degrees)
  - Edging of all field perimeters will occur once monthly
  - 96% turf coverage at the start of every season
  - 92% turf coverage after play begins
  - 4% weed infestation
  - 0% bare area at the start of every season
  - 4% bare area will be acceptable after play begins
  - Remove grass clippings if visible
  - Aerate three times annually
  - Spot aerate high use areas as needed
  - Inspect thatch layer regularly and remove as needed
  - Test soil and water annually
    - Additional testing will occur if deemed necessary
  - Soil moisture will be consistent
    - No wet areas



- No dry areas
- Firm enough for foot and mower traffic
- Apply wetting agents to assist in uniform soil moisture
- Hand water as needed
- Inspect daily for insects, disease, and stress and respond to outbreaks within 24 hours
- Re-work infield at the conclusion of individual seasons
- Prep fields per requests and agreements with sports staff and or rental participating group
- Prep fields once weekly when not in use (no chalk)
- Repair mounds and worn areas during field prep (additional repairs as safety dictates)
- Keep infields weed-free when not in use
- “Rotara” twice a year - infields
- Fertilize once a month
- Over seed and top dress once a year
- Paint lines weekly
- Infield lips drag daily and broom daily
- Warning tracks drag once a week
- Athletic fields grounds maintenance (multiuse fields)
  - Use mower capable of “striping” the turf
  - Mowing will occur twice weekly
  - Mowing heights
    - 2” during cool season (day time highs consistently below 75 degrees)
  - Edging of field perimeters will occur twice monthly
  - 95% turf coverage at the start of every season
  - 80% turf coverage after play begins
  - 5% weed infestation
  - 0% bare area at the start of every season
  - 15% bare and weak areas will be acceptable after play begins
  - Apply pre-germinated seed to heavily worn areas after every tournament
  - Remove grass clippings if visible
  - Aerate 3 times annually
  - Spot aerate high use areas as needed
  - Inspect thatch layer regularly and remove as needed





- Test soil and water annually
  - Additional testing will occur if deemed necessary
- Soil moisture will be consistent
  - No wet areas
  - No dry areas
  - Firm enough for foot and mower traffic
  - Apply wetting agents to assist in uniform soil moisture
  - Hand water as needed
- Inspect daily for insects, disease, and stress and respond to outbreaks within 24 hours
- Fertilize monthly
- Aerate and over seed yearly

#### **INTERMEDIATE MAINTENANCE STANDARDS FOR ATHLETIC FIELDS**

- Concession Standards (outdoor)
  - Concession facilities cleaned, wiped down, and sanitized before opening
  - Electrical appliances checked for compliance and repaired if damaged
  - Lights checked and repaired as needed
  - Concession operating permits secured before opening
  - Appliances cleaned thoroughly before opening
  - Prices for concessions will be posted
  - Cash registers tested to ensure they work properly
  - Circuit breakers tested prior to opening
  - Cleaning and sanitization supplies on hand before opening
  - Pick up debris daily
- Closing Concession Standards (outdoor)
  - Equipment cleaned thoroughly
  - Supplies removed and discarded
  - Electricity should be turned off
  - Refrigerators and cables turned off and sealed
  - Facility floors, sinks, and counters cleaned thoroughly
  - Hoses cleaned and drained
  - Kitchen cleaned thoroughly
  - Inspections of standards will occur monthly



- Turf Maintenance
  - Mowing will occur once weekly
  - Mowing heights
  - 2½" during cool season (day time highs consistently below 75 degrees)
  - Edging of all turf perimeters will occur weekly during season and every 2 weeks in off-season
  - 88% turf coverage
  - 8% weed infestation
  - 4% bare area will be acceptable after play begins
  - Remove grass clippings if visible
  - Aerate once annually in low use areas
  - Aerate twice annually in high use areas (additional if needed)
  - Inspect thatch layer regularly and remove as needed
  - Test soil and water annually
  - Additional testing will occur if deemed necessary
  - Soil moisture will be consistent
  - No wet areas
  - No dry areas
  - Firm enough for foot and mower traffic
  - Apply wetting agents to assist in uniform soil moisture
  - Hand water as needed
  - Inspect weekly for insects, disease, and stress, and respond to outbreaks within 24 hours
  - Fertilize twice yearly
- Athletic Field Grounds Maintenance (baseball & softball)
  - Mowing will occur twice weekly
  - Mowing heights
  - 2 ½" during cool season (day time highs consistently below 75 degrees)
  - Edging of all field perimeters will occur twice yearly
  - Broom lips weekly or as needed
  - Broom warning tracks twice weekly
  - 80% turf coverage at the start of every season
  - 76% turf coverage after play begins
  - 20% weed infestation





- 0% bare area at the start of every season
- 4% bare area will be acceptable after play begins
- Remove grass clippings if visible
- Aerate once annually
- Spot aerate high use areas as needed
- Inspect thatch layer regularly and remove as needed
- Test soil and water annually
- Additional testing will occur if deemed necessary
- Soil moisture will be consistent
- No wet areas
- No dry areas
- Firm enough for foot and mower traffic
- Apply wetting agents to assist in uniform soil moisture
- Hand water as needed
- Inspect daily for insects, disease, and stress and respond to outbreaks within 24 hours
- Re-work infield at the conclusion of individual seasons
- Prep fields per requests and agreements with Recreation and participating group
- Repair mounds and worn areas during field prep (additional repairs as safety dictates)
- Keep infields weed-free when not in use
- Athletic Field Grounds Maintenance (multi-use fields)
  - Mowing will occur twice weekly
  - Mowing heights
  - 2 ½ " during cool season (day time highs consistently below 75 degrees)
  - 3" during warm season (day time highs consistently above 75 degrees)
  - Edging of all field perimeters will occur once monthly
  - 80% turf coverage at the start of every season
  - 65% turf coverage after play begins
  - 20% weed infestation
  - 5% bare area at the start of every season
  - 15% bare and weak areas will be acceptable after play begins
  - Remove grass clippings if visible
  - Aerate once annually



- Inspect thatch layer regularly and remove as needed
- Test soil and water annually
- Additional testing will occur if deemed necessary
- Soil moisture will be consistent
- No wet areas
- No dry areas
- Firm enough for foot and mower traffic
- Inspect weekly for insects, disease, and stress, and respond to outbreaks within 24 hours
- Fence and Gate Maintenance
  - Inspect fences, gates, and bollards at least once annually. Complete safety-related repairs immediately, and complete other repairs within 5 days of discovery
  - Clean debris annually
- Sign Maintenance
  - Inspect sign lettering, surfaces, and posts at least once every 3 months
  - Repair/replace signs to maintain design and safety standards within 5 days of discovery
  - Clean sign once a year
- Pest Control
- Vandalism and Graffiti Removal
  - Complete repairs immediately upon discovery. Document and photograph damage as necessary
- Picnic Shelters at Sports Parks
  - Reserved units cleaned, and litter removed prior to and after each reservation
  - Minor repairs are made immediately upon discovery
  - Non-reserved units are cleaned bi-weekly, or as necessary
- Lighting Security/Area
  - Inspect quarterly
  - Repairs/bulb replacement will be completed within 72 hours of discovery

#### **PLAYFIELD MAINTENANCE STANDARDS FOR ATHLETIC FIELDS**

- Turf Maintenance
  - Mowing will occur once weekly
  - Mowing heights
  - 2½" during cool season (day time highs consistently below 75 degrees)





- Edging of all turf perimeters will occur weekly during season and every 2 weeks in off-season
- 70% turf coverage
- 30% bare area will be acceptable after play begins
- Aerate once annually in low use areas
- Aerate twice annually in high use areas (additional if needed)
- Firm enough for foot and mower traffic
- Fertilize twice yearly
- Athletic Field Grounds Maintenance (baseball & softball)
  - Mowing will occur once weekly
  - Mowing heights
  - 2 ½" during cool season (day time highs consistently below 75 degrees)
  - Edging of all field perimeters will occur once yearly
  - Broom lips weekly or as needed
  - Broom warning tracks twice weekly
  - 80% turf coverage at the start of every season
  - 70% turf coverage after play begins
  - 30% weed infestation
  - 10% bare area at the start of every season
  - Aerate once annually
  - Firm enough for foot and mower traffic
  - Re-work infield at the conclusion of individual seasons
  - Repair mounds and worn areas during field prep (additional repairs as safety dictates)
  - Keep infields weed-free when not in use
- Athletic Field Grounds Maintenance (multi-use fields)
  - Mowing will occur once weekly
  - Mowing heights:
    - 2 ½ " during cool season (day time highs consistently below 75 degrees)
    - 3" during warm season (day time highs consistently above 75 degrees)
  - Edging of all field perimeters will occur once monthly
  - 70% turf coverage at the start of every season
  - 65% turf coverage after play begins
  - 20% weed infestation



- 5% bare area at the start of every season
- 15% bare and weak areas will be acceptable after play begins
- Aerate once annually
- Firm enough for foot and mower traffic
- Fence and Gate Maintenance
  - Inspect fences, gates, and bollards at least once annually. Complete safety-related repairs immediately, and complete other repairs within 5 days of discovery
  - Clean debris annually
- Sign Maintenance
  - Inspect sign lettering, surfaces, and posts at least once every 3 months
  - Clean sign once a year
- Vandalism and Graffiti Removal
  - Complete repairs immediately upon discovery. Document and photograph damage as necessary

## DIAMOND FIELDS MAINTENANCE STANDARDS

Diamond Fields						
Both the frequency and timeframe vary for each level.						
Task	Competitive		Intermediate		Playfield	
	Frequency	Timeframe	Frequency	Timeframe	Frequency	Timeframe
Mow grass at 2.5-3" height per mowing	3x/week	Growing Season	2x/week	Growing Season	1x/week	Growing Season
Overseed	Twice/year	Spring/Fall	Once/year	Fall	As needed	Fall
Fertilizer	3x/year	Spring, Summer/Fall	2x/year	Spring/Fall	1x/year	Fall
Herbicide / pesticide	2x/year	Spring, Fall	1x/year	Fall	n/a	n/a
Aerate	2x/year	Spring, Fall	1x/year	Fall	As needed	Fall
Drag fields for games	Daily	Playing Season	Daily	Playing Season	As needed	Playing Season
Line fields for games	Daily	Playing Season	Daily	Playing Season	As needed	Playing Season
Batter box care	Daily	Playing Season	Daily	Playing Season	As needed	Playing Season
Pitching mound maintenance	Daily	Playing Season	Daily	Playing Season	As needed	Playing Season
Pick up trash and clean during events	Twice Daily	Playing Season	Daily	Playing Season	1x/week	Playing Season
Inspect bleachers	Monthly	Playing Season	2x/year	Spring/Fall	1x/year and as needed	Spring
Inspect scoreboards	Annually	Season start	Annually	Season start	n/a	n/a
Inspect lighting	Annually	Season start	Annually	Season start	n/a	n/a
Inspect fencing	Weekly	Playing Season	Weekly	Playing Season	Weekly	Playing Season
Inspect base anchorings	Daily	Playing Season	Daily	Playing Season	Daily	Playing Season
Water ( 1.1 inch / week)	Daily	Spring, Summer, Fall	As Needed	Spring, Summer, Fall	As Needed	Spring, Summer, Fall
Paint Backstops	Every 2 years	Spring	Every 3 years	Spring	Every 5 years	Spring
Set up recreational amenities	Daily	Playing Season	Daily	Playing Season	Daily	Playing Season
Clean restroom facilities	Daily	Playing Season	Daily	Playing Season	Daily	Playing Season
Pickup trash / empty trash receptacles	Daily	Playing Season	Daily	Playing Season	Daily	Playing Season
Parking lot cleanup	Daily	Playing Season	Daily	Playing Season	Daily	Playing Season
Clean dugouts	Daily	Playing Season	Daily	Playing Season	n/a	n/a
Inspect sound systems	2x/year	season end / start	2x/year	season end / start	n/a	n/a
Laser surveying of fields	1x/year	season start	1x/year	season start	If needed	season start
Inspect water fountains	Daily	Playing Season	Daily	Playing Season	Daily	Playing Season
Concession stand cleaning	Daily	Shift end	Daily	Shift end	n/a	n/a
First Aid / Emergency preparedness check	Daily	Playing Season	Daily	Playing Season	Daily	Playing Season





RECTANGULAR FIELDS MAINTENANCE STANDARDS

Rectangular Fields						
Both the frequency and timeframe vary for each level.						
Task	Competitive		Intermediate		Playfield	
	Frequency	Timeframe	Frequency	Timeframe	Frequency	Timeframe
Mow grass at 2.5-3" height per mowing	3x/week	Growing Season	2x/week	Growing Season	1x/week	Growing Season
Overseed	Twice/year	Spring/Fall	Once/year	Fall	As needed	Fall
Fertilizer	3x/year	Spring, Summer Fall	2x/year	Spring,Fall	1x/year	Fall
Herbicide / pesticide	2x/year	Spring, Fall	1x/year	Fall	n/a	n/a
Aerate	2x/year	Spring, Fall	1x/year	Fall	As needed	Fall
Line fields and place markers for games	Daily	Playing Season	Daily	Playing Season	As needed	Playing Season
Pick up trash and clean during events	Twice Daily	Playing Season	Daily	Playing Season	1x/week	Playing Season
Inspect bleachers	Monthly	Playing Season	2x/year	Spring Fall	1x/year and as needed	Spring
Inspect scoreboards	Annually	Season start	Annually	Season start	n/a	n/a
Inspect lighting	Annually	Season start	Annually	Season start	n/a	n/a
Inspect fencing	Weekly	Playing Season	Weekly	Playing Season	Weekly	Playing Season
Inspect goal posts / soccer goals and nets	Daily	Playing Season	Daily	Playing Season	Daily	Playing Season
Move soccer mouths	Annually	Season start	Annually	Season start	Annually	Season start
Water (1 inch / week)	Daily	Spring, Summer, Fall	As Needed	Spring, Summer, Fall	As Needed	Spring, Summer, Fall
Paint Backstops	Every 2 years	Spring	Every 3 years	Spring	Every 5 years	Spring
Set up recreational amenities	Daily	Playing Season	Daily	Playing Season	Daily	Playing Season
Clean restroom facilities	Daily	Playing Season	Daily	Playing Season	Daily	Playing Season
Pickup trash / empty trash receptacles	Daily	Playing Season	Daily	Playing Season	Daily	Playing Season
Parking lot cleanup	Daily	Playing Season	Daily	Playing Season	Daily	Playing Season
Inspect sound systems	2x/year	season end / start	2x/year	season end / start	n/a	n/a
Inspect water fountains	Daily	Playing Season	Daily	Playing Season	Daily	Playing Season
Concession stand cleaning	Daily	Shift end	Daily	Shift end	n/a	n/a
First Aid / Emergency preparedness check	Daily	Playing Season	Daily	Playing Season	Daily	Playing Season



## SYNTHETIC FIELDS MAINTENANCE STANDARDS

Synthetic Fields		
Both the frequency and timeframe vary for each level.		
Task	Competitive	
	Frequency	Timeframe
Inspect playing surface	3x/week	Growing Season
Wash playing surface	Annually	Season start
Drag fields for games (diamonds with dirt base pods)	Daily	Playing Season
Place markers for games	Daily	Playing Season
Batter box care	Daily	Playing Season
Pitching mound maintenance	Daily	Playing Season
Pick up trash and clean during events	Twice Daily	Playing Season
Inspect bleachers	Monthly	Playing Season
Inspect scoreboards	Annually	Season start
Inspect lighting	Annually	Season start
Inspect fencing	Weekly	Playing Season
Inspect base anchorings	Daily	Playing Season
Inspect goal posts / soccer goals and nets	Daily	Playing Season
Water turf	As needed	Spring, Summer, Fall
Paint Backstops	Every 2 years	Spring
Set up recreational amenities	Daily	Playing Season
Clean restroom facilities	Daily	Playing Season
Pickup trash / empty trash receptacles	Daily	Playing Season
Parking lot cleanup	Daily	Playing Season
Clean dugouts	Daily	Playing Season
Inspect sound systems	2x/year	Season end / start
Inspect water fountains	Daily	Playing Season
Concession stand cleaning	Daily	Shift end
Assess infill levels	Quarterly	Each season
First Aid / Emergency preparedness check	Daily	Playing Season

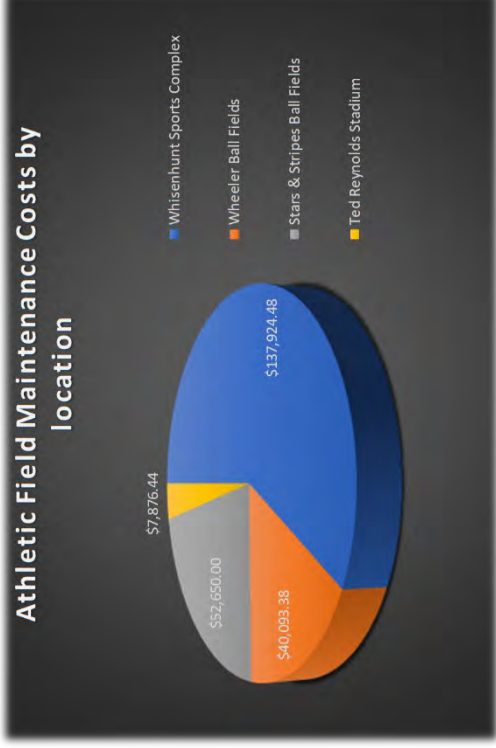




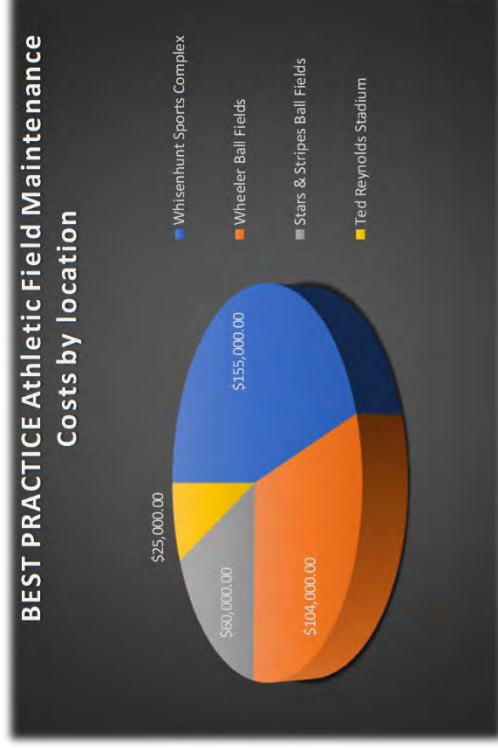
### 6.1.3 ANNUAL ATHLETIC FIELD COMPLEX MAINTENANCE FUNDING

Based on analysis conducted by PROS Consulting, unit costs are not in alignment with best practice cost per acre.

#### CURRENT ATHLETIC FIELD COMPLEX FUNDING



#### RECOMMENDED ATHLETIC FIELD COMPLEX FUNDING



As noted in the chart above, the athletic field maintenance budget is currently underfunded by approximately \$106,000 annually, with over 50% of the deficit attributed to the lack of funding available to maintain diamond fields at best practice levels at Wheeler. General funding guidelines for athletic field maintenance are as follows:

- Rectangular Field (Game) = \$15K/field
- Rectangular Field (Practice) = \$10-12K/field
- Baseball Field = \$25K/field
- Adult Softball Field = \$20K/field
- General Acreage of Park = \$5K/acre



## 6.2 LEASE MANAGEMENT

The lease agreements with youth sport organizations for the management, maintenance and operations of Oklahoma City Athletic Field Complexes are outdated and lack the standards by which the complexes should be maintained. It is imperative that these lease agreements be re-written within the next 18 months. Examples of a best practice lease agreement have been provided to the Department as stand-alone documents.

## 6.3 FIELD ALLOCATION

The current field allocation policies for all non-leased locations are in need of updating.

### 6.3.1 INVENTORY TO BE PERMITTED

Given the removal of the athletic fields as identified in Chapter Five, the following charts identify fields that should continue to be permitted as well as the open spaces in parks that should no longer be permitted (and informally made available on a first come, first serve basis).

#### CONTINUE

Park Name
Earlywine #1 Practice Field
Earlywine #1 Soccer Field
Earlywine #2 Practice Field
Earlywine #2 Soccer Field
Earlywine #3 Soccer Field
Earlywine #4 Soccer Field
Edwards Football #2 N. Game Field
Hefner Soccer-Football Game Field
Lightning Creek #1 W. Soccer Field
Lightning Creek #3 E. Soccer Field
Page Stadium
Stars & Stripes Game Field #1
Stars & Stripes Practice Field
Ted Reynolds Game Field
Washington Soccer Field #1
Wheeler Eggeling Softball Stadium
Wheeler Field #1
Wheeler Field #2
Wheeler Soccer Field #1
Will Rogers Rugby Field

#### DISCONTINUE

Park Name
Crossroads #1 Practice Field
Crossroads #2 Practice Field
Crossroads #3 Practice Field
Crossroads #4 Practice Field
Crossroads #5 Practice Field
Crossroads #6 Practice Field
Crown Heights East Practice Field
Geraldine #1 North Practice Field
Harvest Hills #1 Practice Field
Harvest Hills #2 Practice Field
Hathaway Practice Field
Macklanburg Practice Field
McKinley Soccer Field
Melrose #2 Soccer Field
Merrel Medley #1 Practice Field
Merrel Medley #2 Practice Field
Merrel Medley #3 Practice Field
Merrel Medley #4 Practice Field
Merrel Medley Soccer Field
North Rotary Soccer Field #1
North Rotary Soccer Field #2
Prairie Dog PT #1 E Practice Field
Prairie Dog Pt S Soccer Field
Sellers Soccer Field
Siler Practice Field
South Rotary #1 Practice Field
Straka Cricket Field
Swatek Practice Field





### 6.3.2 UPDATE PRICING OF PERMITS BASED ON THE TRUE COST AND LEVEL OF CARE

Update the pricing of permits based on the expectations of the users for quality of the site desired. The true cost to provide the level of maintenance desired against the cost recovery goal desired and level of exclusivity the user receives. This should lead to a financial sustainability plan for the division.

### 6.3.3 COMPILE AND ANALYZE DATA ON CURRENT PERMITTED HOURS OF USE VS CAPACITY

Consistently assess level of utilization and how to move users to underutilized facilities before building new.





## Chapter Seven - LEVEL OF SERVICE STANDARDS

Level of Service (LOS) standards are guidelines that define service areas based on population that support investment decisions related to athletic fields. LOS standards can and will change over time; as the population increases, the need to acquire additional land and develop athletic fields also increases as will the costs to do so.

The LOS standards analysis is a review of the inventory of athletic fields in relation to the total population of the study area and community needs. Ultimately, these standards should be used as goals for Oklahoma City leadership to use in measuring service levels and making decisions about providing athletic fields. The standards should **not** be the sole determinant of how Oklahoma City will invest in its athletic field system over the next 15 years.

### 7.1 OKLAHOMA CITY LEVEL OF SERVICE STANDARDS

#### 7.1.1 CURRENT OKLAHOMA CITY LEVEL OF SERVICE

The current level-of-service for athletic fields in the Oklahoma City service area are displayed below.

Athletic Field Inventory						
	Previous Inventory	Previous Service Level		Removed Inventory	Current Inventory	Current Service Level
ATHLETIC FIELDS						
Diamond, Baseball (Teen/Adult)	7.00	1.00	field per 96,229		7.00	1.00 field per 96,229
Diamond, Girls Fast Pitch Softball	-	1.00	field per #DIV/0!		-	1.00 field per #DIV/0!
Diamond, Little League	9.00	1.00	field per 74,845		9.00	1.00 field per 74,845
Diamond, Softball (Adult)	14.00	1.00	field per 48,115		14.00	1.00 field per 48,115
Rectangle Fields (Practice Only)	97.00	1.00	field per 6,944	65.00	32.00	1.00 field per 21,050
Rectangle Fields (Game)	44.00	1.00	field per 15,309		44.00	1.00 field per 15,309

#### 7.1.2 SERVICE LEVELS RECOMMENDATION

The current service levels have served NOT Oklahoma City well, and with the rapid increase in population, they will not be sufficient in meeting the athletic field needs in the future. Coupled with the athletic field system assessments, community input and analysis conducted, it is recommended at a minimum, that the City adopt the Athletic Field LOS Standards as recommended by the consulting team as shown in the table below.

Athletic Field Inventory			2019 Facility Standards		2034 Facility Standards	
	Total Developed Inventory	Current Service Level	Recommended Service Levels		Additional Facilities/ Amenities Needed	
			Meet Standard/ Need Exits	Additional Facilities/ Amenities Needed	Meet Standard/ Need Exits	Additional Facilities/ Amenities Needed
<b>ATHLETIC FIELDS</b>						
Diamond, Baseball (Teen/Adult)	7.00	1.00 field per 96,229	1.00 field per 40,000	10 Field(s)	Need Exits	15 Field(s)
Diamond, Little League/Girls Fast Pitch Softball	9.00	1.00 field per 74,845	1.00 field per 20,000	25 Field(s)	Need Exits	34 Field(s)
Diamond, Softball (Adult)	11.00	1.00 field per 61,237	1.00 field per 20,000	23 Field(s)	Need Exits	32 Field(s)
Rectangle Fields (Practice Only)	28.00	1.00 field per 24,057	1.00 field per 10,000	39 Field(s)	Need Exits	59 Field(s)
Rectangle Fields (Game)	66.00	1.00 field per 10,206	1.00 field per 15,000	- Field(s)	Meets Standard	- Field(s)





## 7.2 OKLAHOMA CITY TECHNICAL NEEDS ANALYSIS

### 7.2.1 EQUITY MAPPING – CURRENT INVENTORY

Oklahoma City service area's athletic field system has evolved over time and distribution of sites and facilities throughout the community is reflected in the current site locations.

To further illustrate the distribution of current athletic fields in the City, an equity-mapping analysis was conducted to show the service areas and the gaps in service of the current inventory of athletic field types and amenities based on the recommended LOS standard. The recommended standards established are also indicated in the map title.

The equity mapping service areas for each athletic field type are calculated by the quantity of inventory of each site extended in a uniform radius until the population served by the recommended standard is reached. Shaded areas indicate the extent of the service area based on recommended inventories; unshaded areas indicate locations that would remain outside of the standard service area for each park type or park asset. Unshaded areas are not always the most appropriate location for future parks or park assets. They only represent areas that might be more thoroughly reviewed for potential additional facilities.

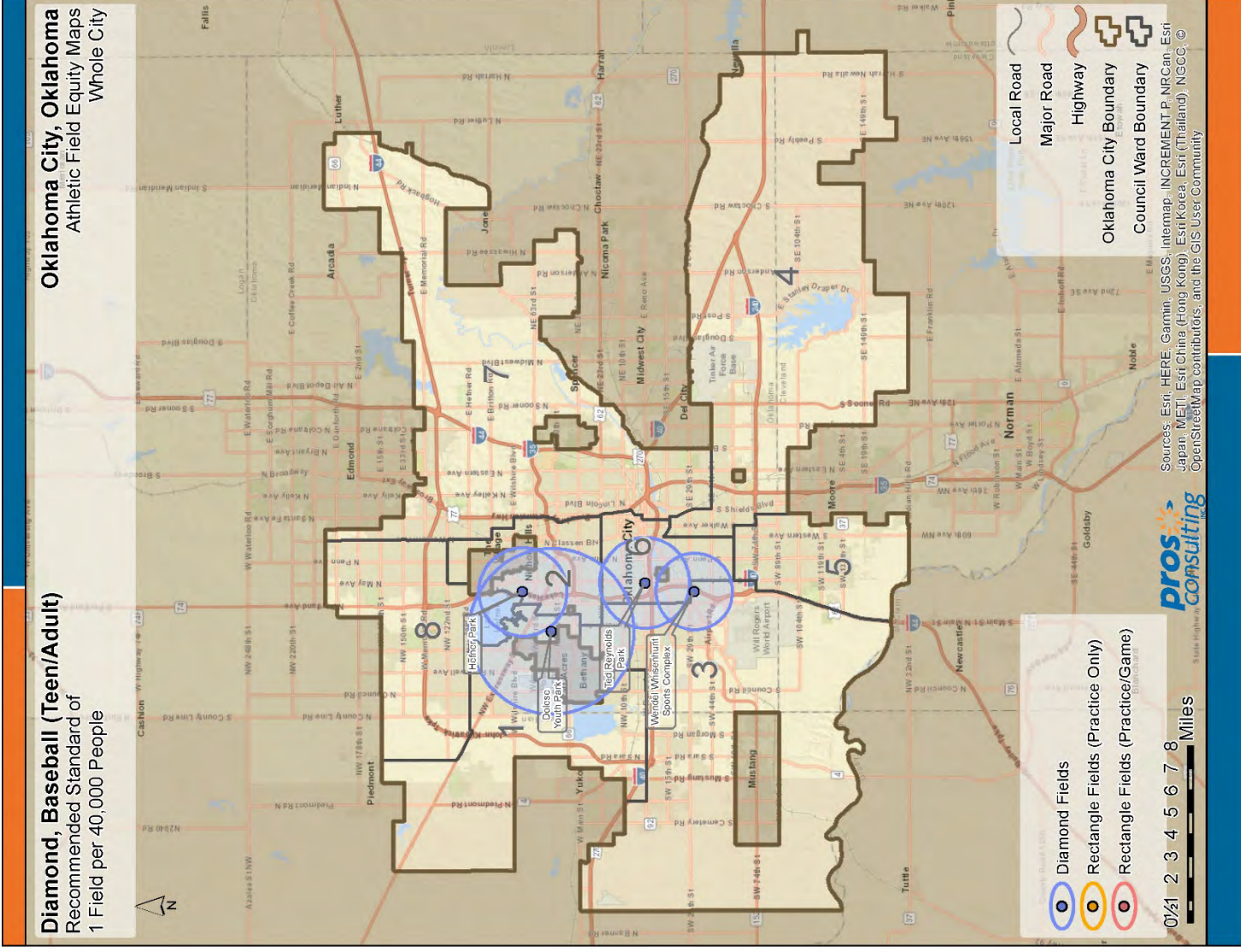
Although there are occasions when the equity mapping service areas may extend beyond the City's borders, only the Oklahoma City's population was utilized for calculating service area standards in this analysis.

Community-wide maps of existing athletic fields in the Oklahoma City service area identified in this Athletic Field Master Plan are provided in the pages that follow. The maps on the following pages identify existing:

1. Diamond, Baseball (Teen/Adult)
2. Diamond, Little League/Girls Fast Pitch Softball
3. Diamond, Softball (Adult)
4. Rectangle Fields (Practice Only)
5. Rectangle Fields (Game)



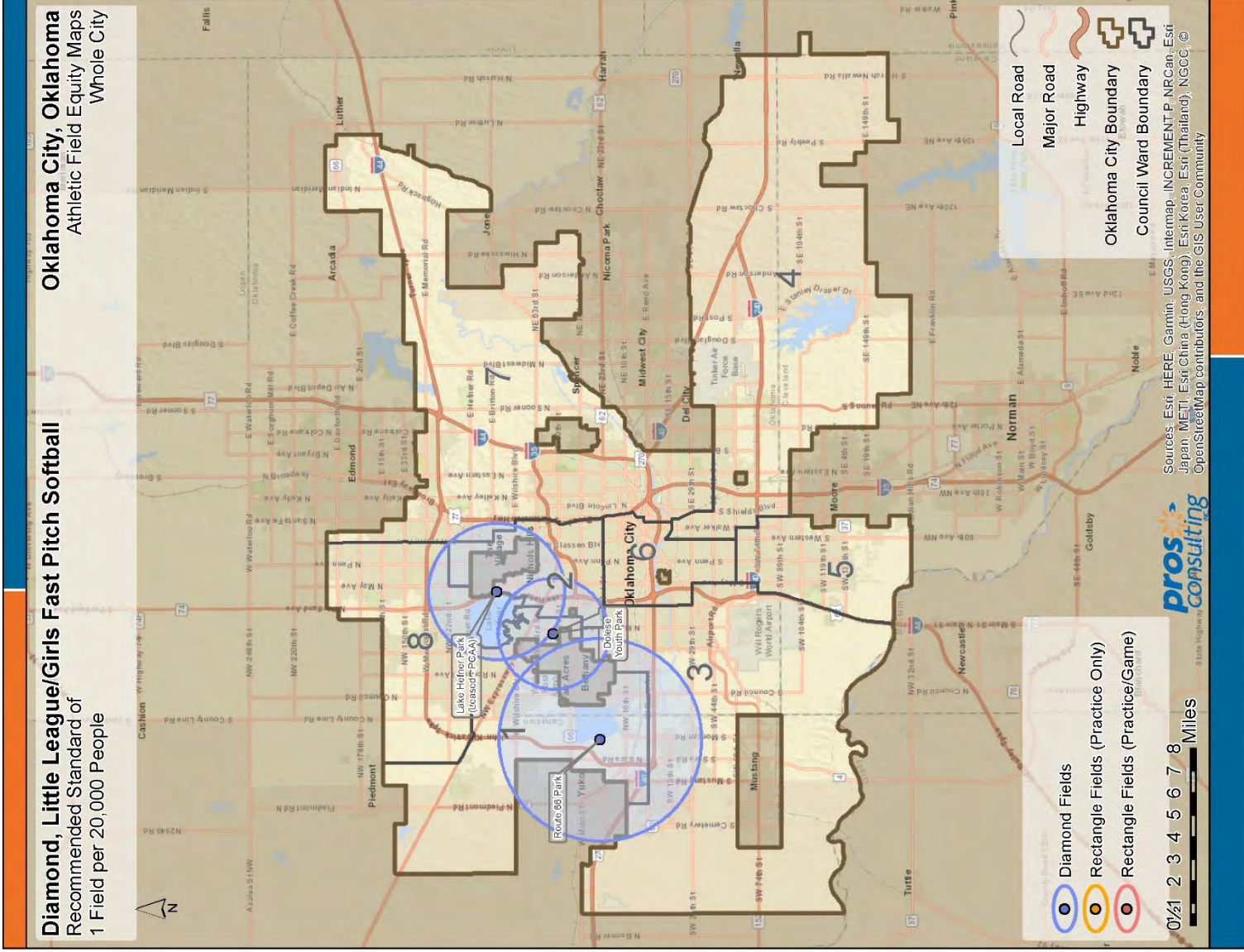
**Diamond, (Baseball) Teen/Adult** - Existing baseball diamond fields for teens and adults provide adequate equity in the central part of the community but opportunities exist to add fields in the corners of the community. Need for these fields will increase as the population grows by 29% over the next 15 years.





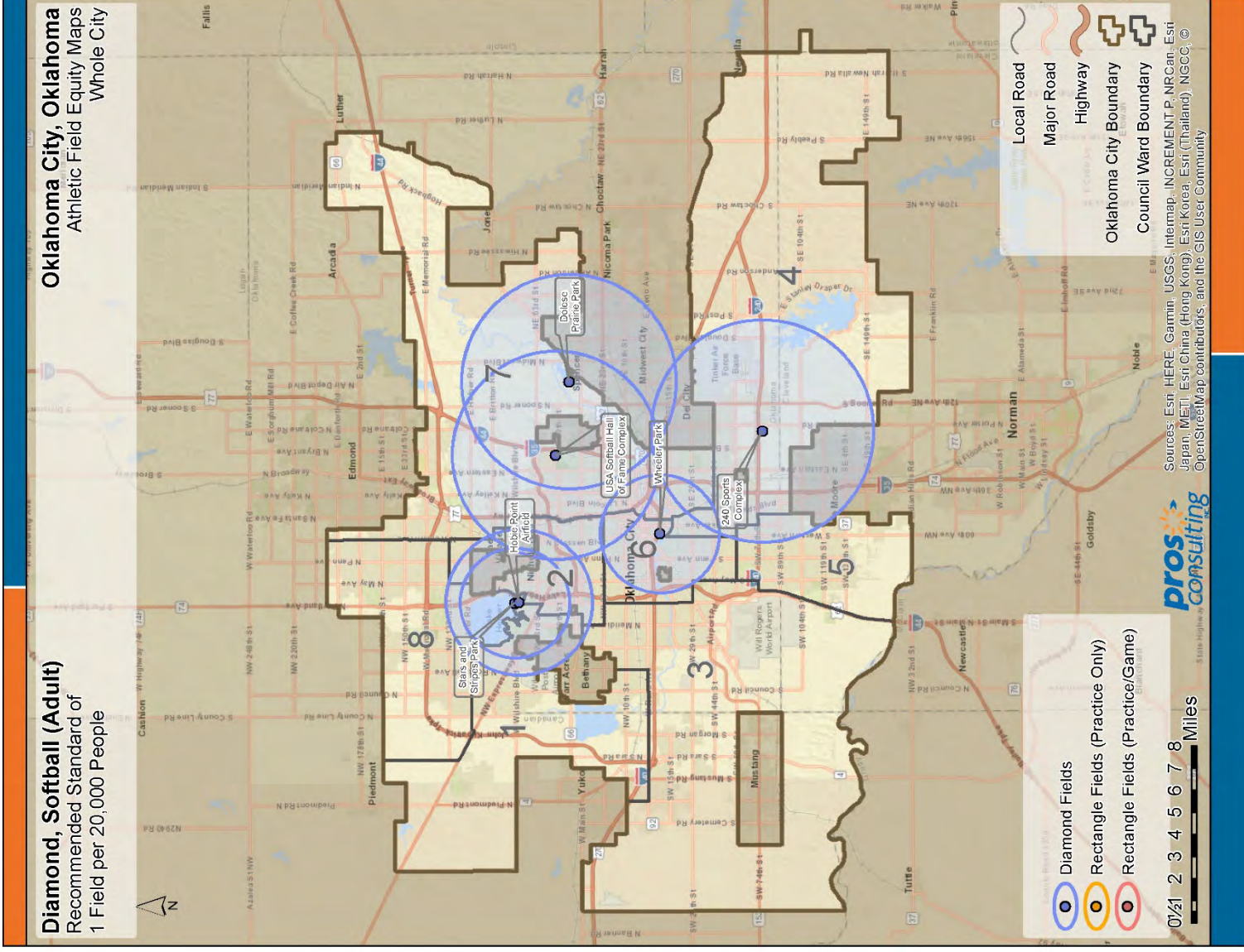


Diamond, Little League/Girls Fast Pitch Softball - Existing diamond fields for little league and girls fast pitch softball do not provide adequate equity in all but the central part of the community. This inequity will increase significantly over the next 15 years with population growth.





Diamond, Softball (Adult) - Existing diamond fields for adult softball provide for adequate equity in the central and eastern parts of the community only. The need to add fields over the next 15 years will increase as the population increases.

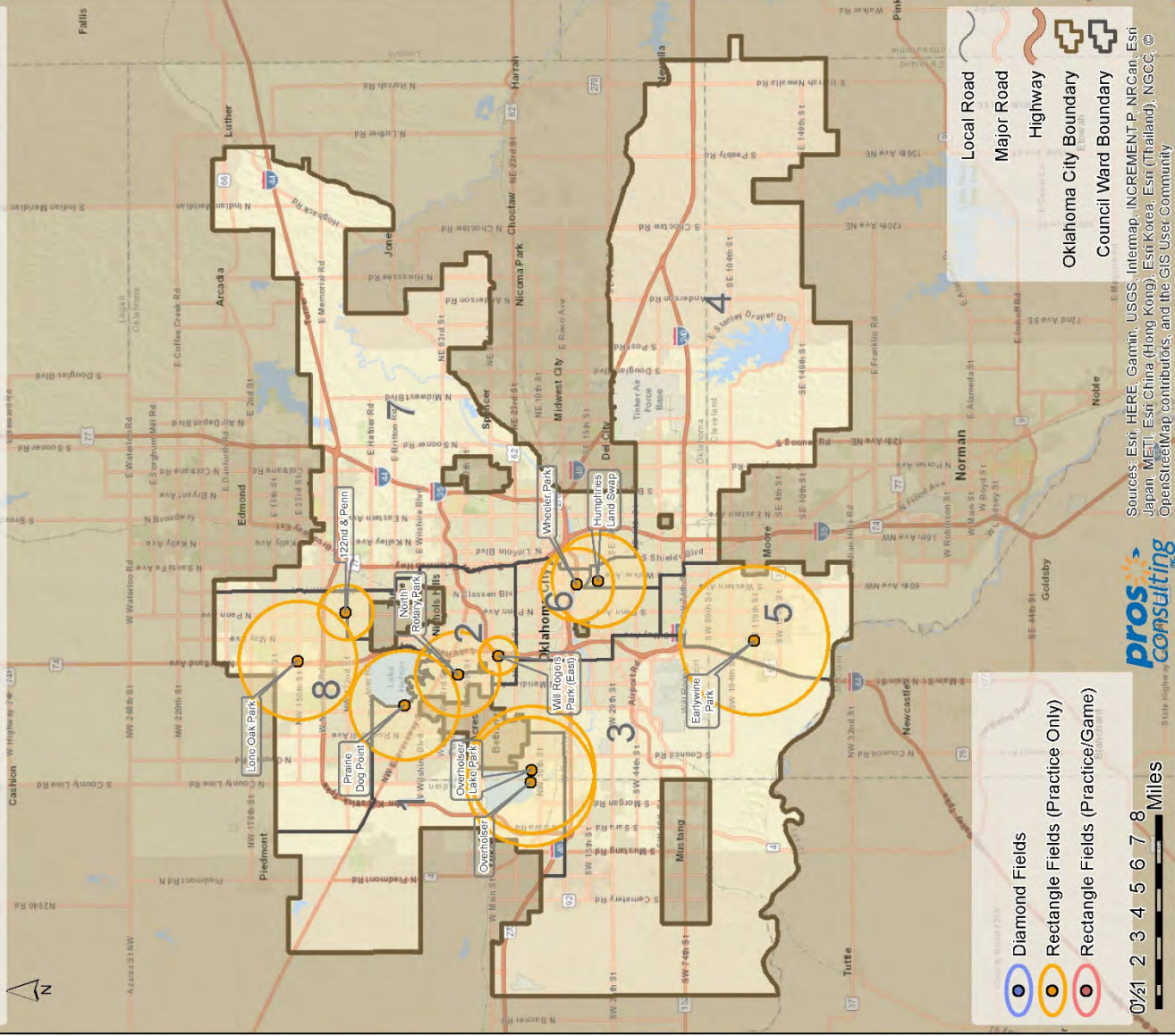






**Rectangle Fields (Practice Only)**  
Recommended Standard of  
Practice Only: 1 Field per 10,000 People

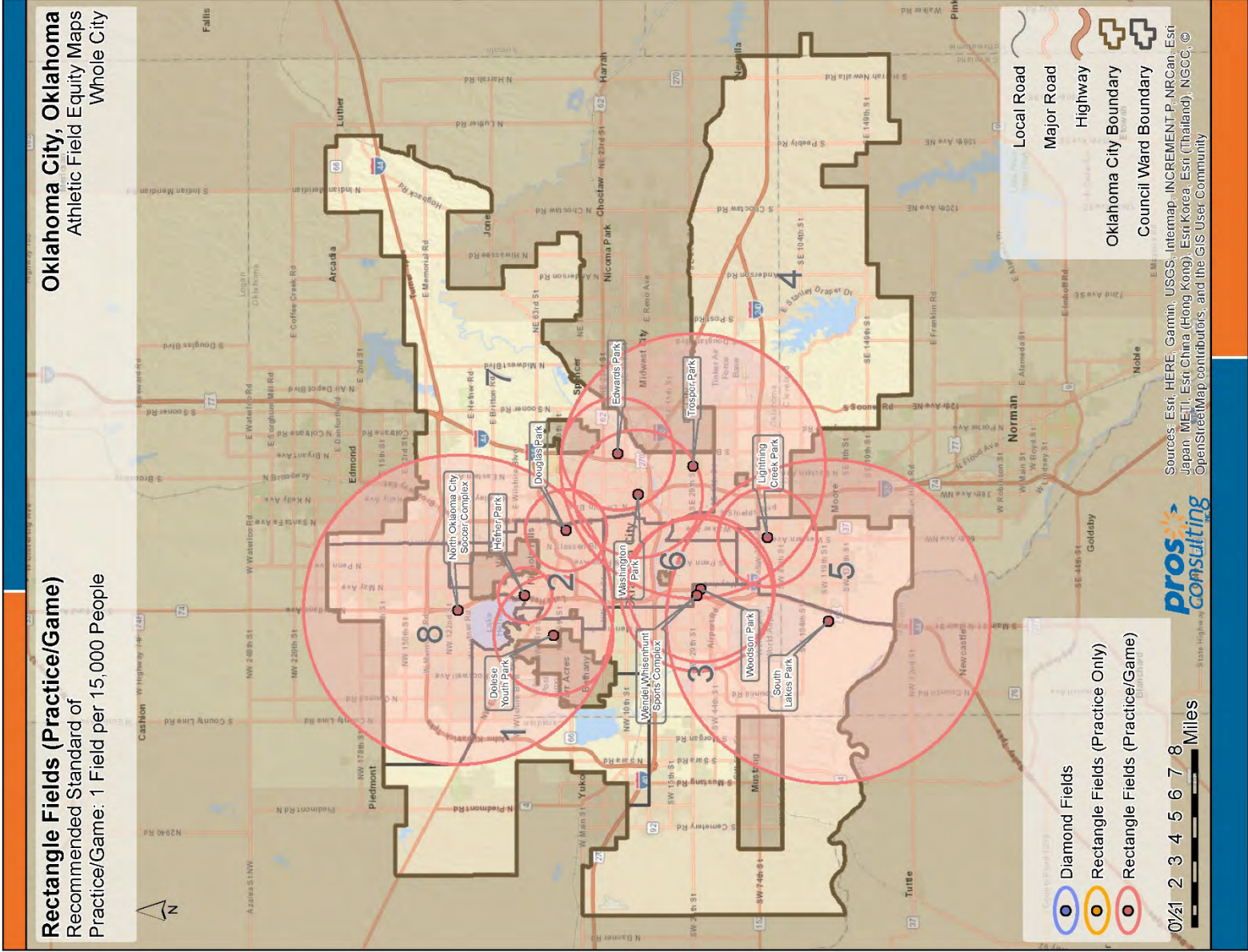
**Oklahoma City, Oklahoma**  
Athletic Field Equity Maps  
Whole City



Sources: Esri, HERE, Garmin, USGS, Intermap, INCREMENT P, NRCan, Esri Japan, METI, Esri China (Hong Kong), Esri Korea, Esri (Thailand), NGCC, © OpenStreetMap contributors, and the GIS User Community



**Rectangle Fields (Practice/Game)** - Opportunity will exist to add rectangle fields for soccer, lacrosse and football throughout the community as population grows by 29% in the next 15 years.







### 7-3 LEVEL OF SERVICE STANDARDS - FUTURE

As Oklahoma City has grown over the last decade, future locations for athletic fields have been identified. and are as follows:

UNDEVELOPED PARK PROPERTY FOR FUTURE ATHLETIC FIELDS					Diamond, Baseball (Teen/Adult)	Diamond, Little League	Diamond, Softball (Adult)	Rectangle Fields (Practice)	Rectangle Fields (Game)
Park Name	Address	Council Ward	Field Inventory						
Route 66 Park	9901 NW 23RD	1		6					
Overholser	1601 N COUNTY LINE RD	1						4	
122nd & Penn (Unnamed Park)	122ND & PENN	2						2	
240 Sports Complex	3820 E INTERSTATE 240 SERVICE RD	4				8			
Humphries Land Swap	701 SW 22ND ST	6						5	
Trosper Park	2300 SE 29TH ST	7							20
Dolese Prairie Park	4001 N AIR DEPOT BLVD	7					4		
Hobie Point Airfield	3701 S LAKE HEFNER DR	8					6		
		TOTAL	0	6	18	11	20		

**7.3.1 IMPACT OF POTENTIAL OF FUTURE ATHLETIC FIELDS ON LEVEL OF SERVICE NEEDS**  
To understand the impact that the future parks will have on the City's ability to meet the LOS standard needs shown on the previous table, a comparative level of service table was developed as shown below.

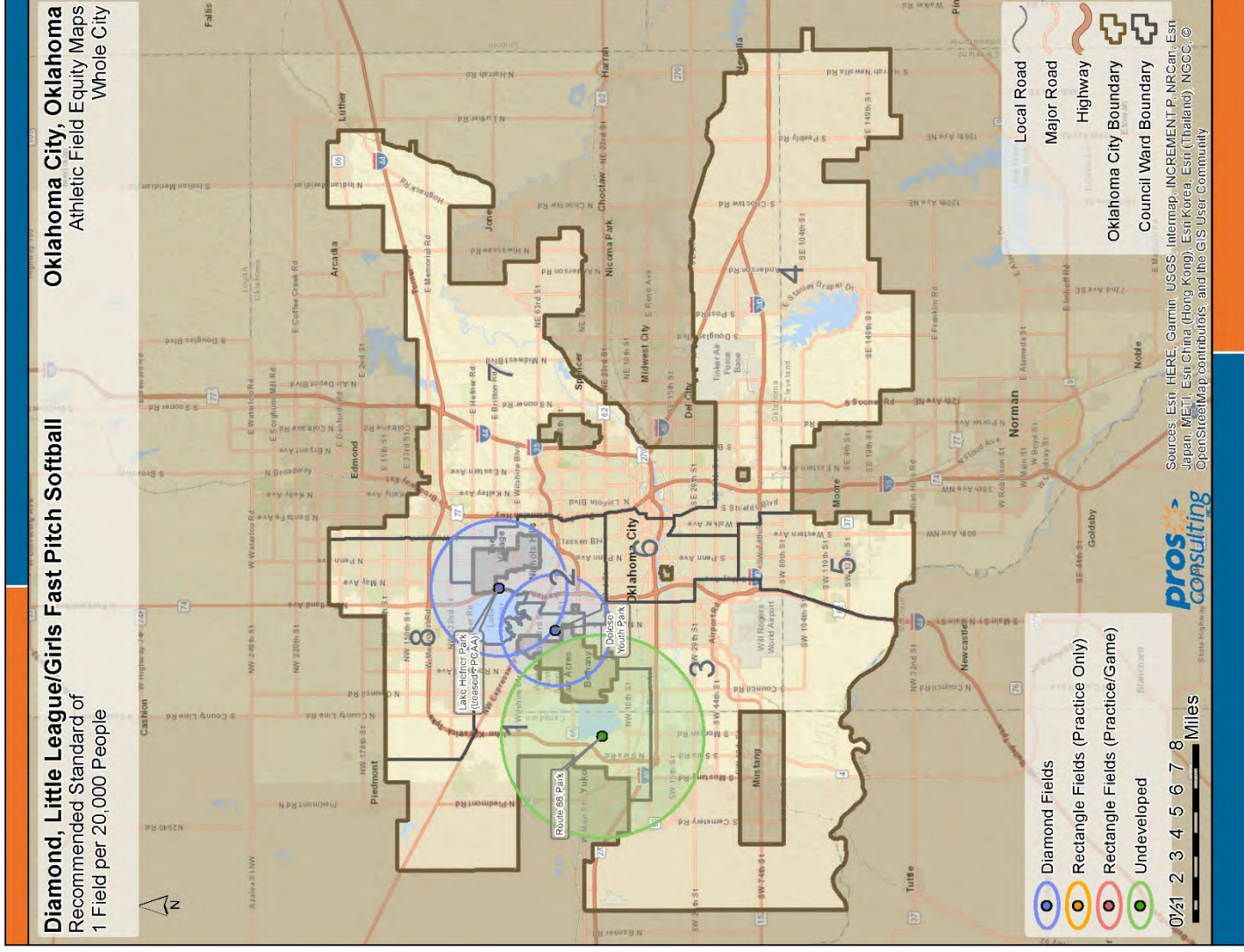
Athletic Field Inventory				2034 Facility Standards (BEFORE)			2034 Facility Standards (AFTER)		
	Developed Inventory	Undeveloped Inventory	Total Inventory	Recommended Service Levels	Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed	Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed	
ATHLETIC FIELDS									
Diamond, Baseball (Teen/Adult)	7.00	-	7.00	1.00 field per 40,000	Need Exists	15 Field(s)	Need Exists	15 Field(s)	
Diamond, Little League/Girls Fast Pitch Softball	9.00	6.00	15.00	1.00 field per 20,000	Need Exists	34 Field(s)	Need Exists	28 Field(s)	
Diamond, Softball (Adult)	11.00	18.00	29.00	1.00 field per 20,000	Need Exists	32 Field(s)	Need Exists	14 Field(s)	
Rectangle Fields (Practice Only)	28.00	11.00	39.00	1.00 field per 10,000	Need Exists	99 Field(s)	Need Exists	48 Field(s)	
Rectangle Fields (Game)	66.00	20.00	86.00	1.00 field per 15,000	Meets Standard	- Field(s)	Meets Standard	- Field(s)	



### 7.3.2 SERVICE EQUITY MAPPING – CURRENT AND FUTURE INVENTORY

To further illustrate the impact that the future athletic field locations will have on the Oklahoma City's Athletic Field System, additional service area equity maps were produced.

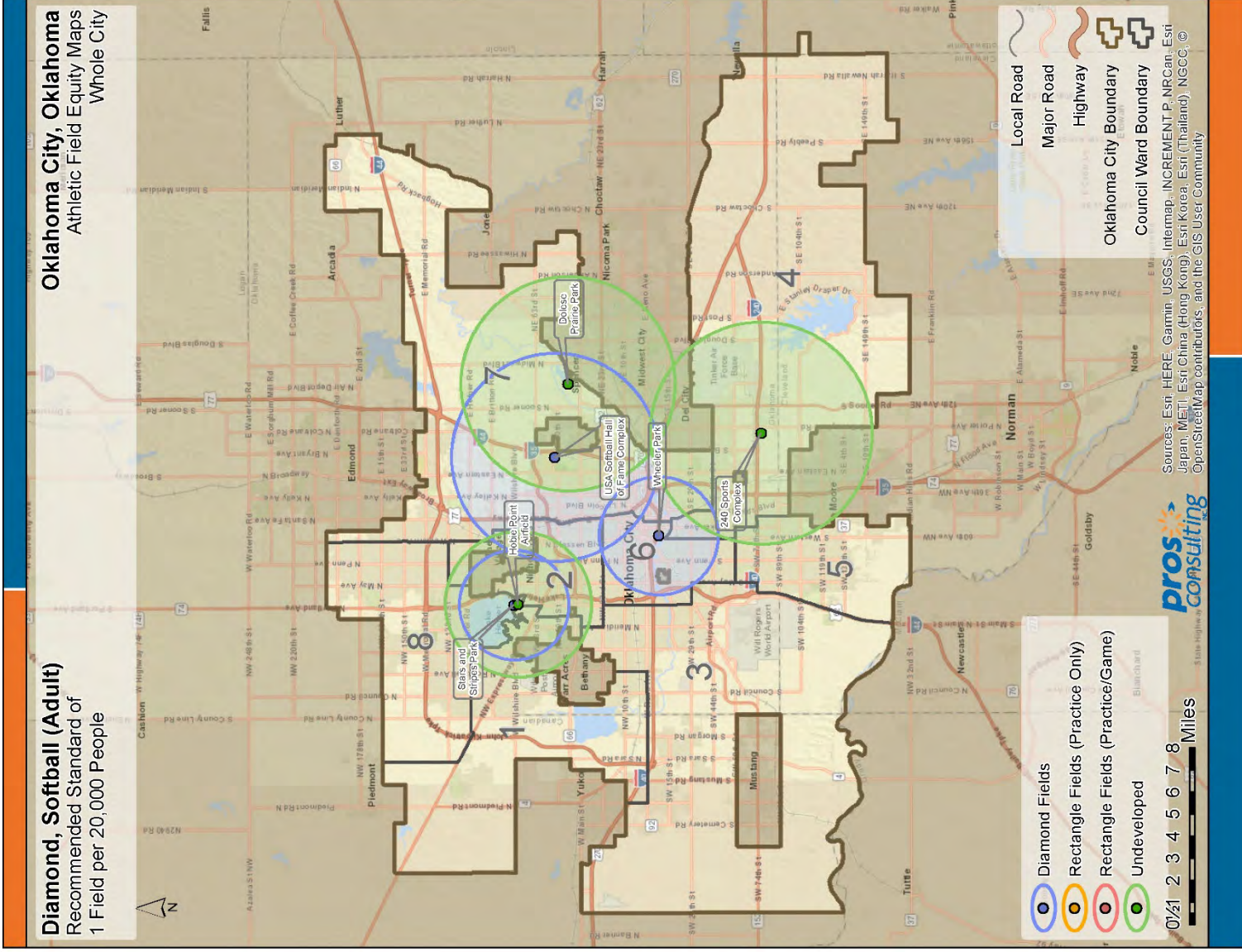
Diamond, Little League/Girls Fast Pitch Softball – Additional diamond fields for little league and girls fast pitch softball will provide additional service equity but only in the western areas of the community.





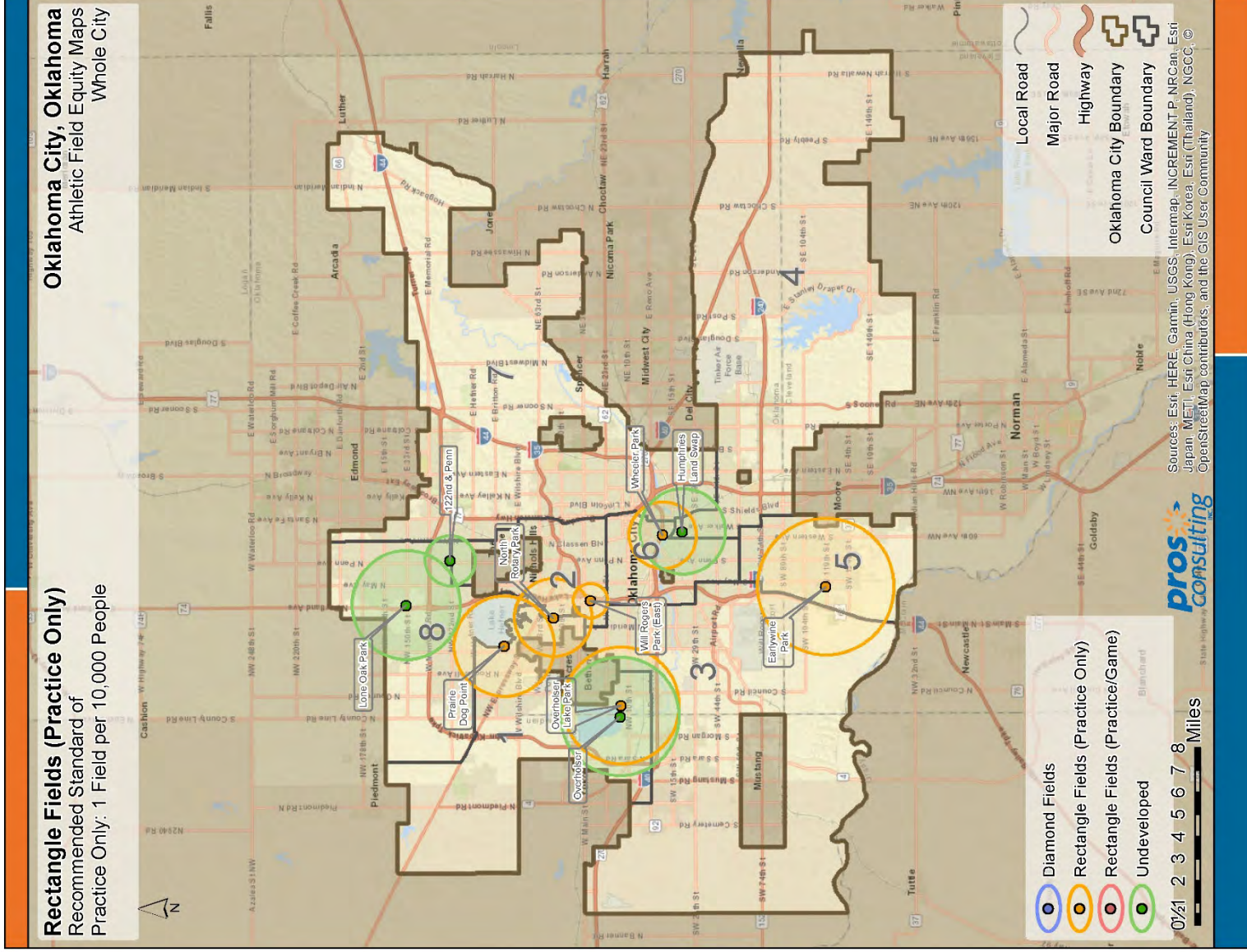


Diamond, Softball (Adult) - Additional diamond fields for adult softball provide for adequate equity in the most parts of the community, however, the need to add fields over the next 15 years will increase as the population increases.





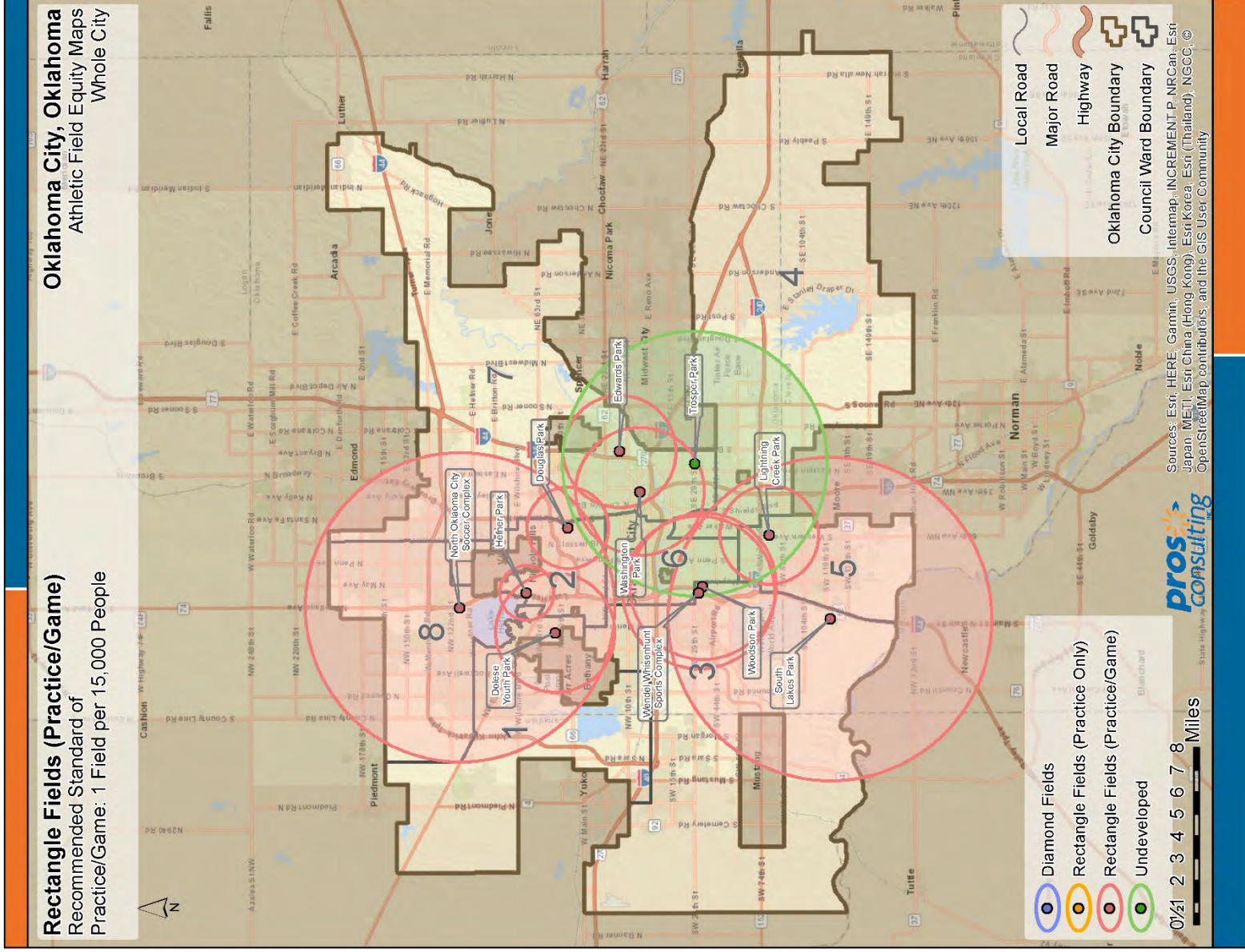
**Rectangle Fields (Practice Only)** - Existing rectangular fields for practice are found throughout the central, northern and southern areas of the community but opportunities to add fields to the eastern parts of the City exists currently and will increase over the next 15 years.







Rectangle Fields (Practice/Game) - Opportunity will exist to add rectangle fields for soccer, lacrosse and football throughout the community as population grows by 29% in the next 15 years.





#### 7.4 ATHLETIC FIELD NEED SUMMARY

In reviewing the current athletic field offerings against the desired offerings of the community, there is great need to expand or add athletic fields in Oklahoma City. The preferred recommendation of the consulting team is for the City adopt the Athletic Field LOS Standards for the City as a whole and invest in athletic fields accordingly.

Prioritizing athletic field needs provides Oklahoma City with an objective tool for evaluating the priority that should be placed on parks and recreation investments. The priority needs rating reflects the importance residents place on items and the unmet needs (needs that are only being partly met or not met) for each athletic field typology relative to the athletic field typology that rated the highest overall. Since decisions related to future investments should consider both the level of unmet need and the importance of facilities and programs, the priority needs rating weights each of these components equally. Prioritization and number of fields for each to meet level of service needs in 2034 is provided for the City as a whole. PLEASE NOTE: Additional fields needed by 2034 is based on current developed inventory.

ATHLETIC FIELD PRIORITIZATION	
ATHLETIC FIELD TYPE	ADDITIONAL FIELDS NEEDED by 2034
Diamond, Baseball (Teen/Adult)	15
Diamond, Little League/Girls Fast Pitch Softball	34
Diamond, Softball (Adult)	32
Rectangle Fields	59





### Chapter Eight - CAPITAL IMPROVEMENT PLAN

This section of the plan reflects the capital improvement recommendations that are necessary to fulfill the facility needs of the community by 2034 based on the **LEVEL OF SERVICE RECOMMENDED**. In order to plan and prioritize capital investments, the consulting team recommends that Oklahoma City apply specific guiding principles that balances the improvement/maintenance of current assets over the development of new fields. This CIP framework is also utilized to determine and plan CIP projects and make budget decisions that are sustainable over time. These criteria (e.g., safety compliance, commitment, efficiency, revenue) and priorities are also focused on maintaining the integrity of the current infrastructure and facilities before expanding and/or enhancing fields and facilities.

#### 8.1 EXISTING ATHLETIC FIELD IMPROVEMENTS

The following chart summarizes the projects and costs of the recommended capital improvements for Oklahoma City's existing athletic field system.

Please Note: Site Specific Master Plans as a project is just for conducting the master plan work. The Capital Improvement Plan will need to be updated based on the outcomes of the various site-specific studies.

EXISTING ATHLETIC FIELDS		
Asset	Brief Description	Estimated Total Project Cost
240 Sports Complex	Activation of Use following Purchase of Property - add 8 Adult Softball Fields	\$0
Dolese Youth Park	Update Lease; Site Specific Master Plan Update	\$50,000
Douglas Park	No Improvements Anticipated	\$0
Earlywine Park	Site Specific Master Plan Update	\$50,000
Edwards Park	Implement Master Plan; No Changes to Inventory Anticipated	\$0
Hefner Park	Synthetic Turf	\$2,000,000
Lake Hefner Park (Leased - PCAA)	Update Lease; Lifecycle Replacement of Assets (possibly via Site Specific Master Plan)	\$1,000,000
Lightning Creek Park	No Improvements Anticipated	\$0
North Oklahoma City Soccer Complex	Update Lease; Implement Master Plan	\$5,000,000
North Rotary Park	No Improvements Anticipated	\$0
Overholser	Site Specific Master Plan Update	\$50,000
South Lakes Park	No Improvements Anticipated	\$0
Stars and Stripes Park	Add Lighting on Third Field	\$100,000
Ted Reynolds Park	Establish Long Term Lease with Fairgrounds; Full Renovation	\$1,500,000
USA Softball Hall of Fame Complex	No Improvements Anticipated	\$50,000
Washington Park	Implement Master Plan; No Changes to Inventory Anticipated	\$650,000
Wendel Whisenhunt Sports Complex	Restroom Addition at Baseball Field; Synthetic Turf of Lighted Rectangular Field	\$1,250,000
Wheeler Park	Implement Master Plan; No Changes to Inventory Anticipated	\$2,675,000
Will Rogers Park (East)	No Improvements Anticipated	\$0
Woodson Park	Synthetic Turf and Light Fields; New Softball Complex	\$20,000,000
SUBTOTAL EXISTING ATHLETIC FIELDS		\$34,375,000



## 8.2 UNDEVELOPED PARK/ATHLETIC FIELD IMPROVEMENTS

The following chart summarizes the projects and costs of the recommended capital improvements for development of athletic fields at existing parks in Oklahoma City.

UNDEVELOPED PARK/ATHLETIC FIELD IMPROVEMENTS		
Asset	Brief Description	Estimated Total Project Cost
Route 66 Park Overholser	Site Specific Master Plan - add 6 Youth Baseball/Girls Fastpitch Fields	\$50,000
122nd & Penn (Unnamed Park)	Site Specific Master Plan - add 4 Rectangular Fields	\$50,000
Humphries Land Swap	Site Specific Master Plan - add 2 Rectangular Fields	\$50,000
Trosper Park	Site Specific Master Plan - add 5 Rectangular Fields	\$50,000
Dolse Prairie Park	Site Specific Master Plan - add 20 Rectangular Fields	\$50,000
Hobie Point Airfield	Site Specific Master Plan - add 4 Adult Softball Fields	\$50,000
	Site Specific Master Plan - add 6 Adult Softball Fields	\$50,000
SUBTOTAL UNDEVELOPED FIELDS		\$350,000

## 8.3 NEW SPORTS COMPLEXES

Through the completion of a comprehensive public input process, the level of service analysis and the identification of implementable improvements to the existing athletic field system, the framework for the core program and conceptual plan for the expansion of the athletic field system were defined.

### 8.3.1 DESIGN PRINCIPLES

In developing design principles for an athletic field complex, it is important that the complex be programmed, planned, and designed to meet the needs of its service area within the context of the overall parks and recreation system. The term programming, when used in the context of planning and developing parkland, refers to a list of uses and facilities and does not always include staff-managed recreation programs.

Every park, regardless of type, needs to have an established set of outcomes. Park planners /designers design to those outcomes, including operational and maintenance costs associated with the design outcomes.

### DEFINITIONS USED IN THE ATHLETIC FIELD COMPLEX DESIGN PRINCIPLES

**Land Usage:** The percentage of space identified for either passive use or active use in the athletic field complex. An athletic field complex conceptual plan should follow land usage recommendations.

**Programming:** Can include active or passive (i.e. none). Active means it is organized and planned with pre-registration by the user. Examples of active programming include sports practices, leagues, and tournaments. Passive programming is self-directed by the user at their own pace. Examples of passive programming include playground usage, picnicking, or walking/jogging.

### ATHLETIC FIELD COMPLEX DESIGN PRINCIPLES

Athletic field complexes are developed to provide a minimum of ten athletic fields in one location. Athletic field complexes can be single focused or multi-focused to serve the needs of both youth and adults. Athletic fields should be lighted to maximize value and productivity of the complex. Agencies developing athletic field complexes focus on meeting the needs of residents while also attracting sport tournaments for economic purposes to the community.





Sport field design includes appropriate field distances for each sport's governing body and support amenities designed to produce revenue to offset operational costs.

Signature athletic field complexes include enhanced amenities such as artificial turf, multipurpose field benches and bleachers, scoreboards, amplified sound, scorer's booths, etc. Enhanced amenities would be identified through discussion between the City, the IDC, NBISD and/or sports associations and dependent upon adequate funding.

- Size of park: Preferably 60 or more acres for stand-alone complexes
- Service radius: Determined by community demand
- Site Selection: Stand-alone athletic field complexes are strategically located on or near arterial streets. Preference is streets on four sides, or three sides with school or municipal use on fourth side.
- Length of stay: Two to three hours experience for single activities. Can be all day for tournaments or special events
- Amenities: A minimum of ten athletic fields in one setting; public restrooms, ample parking, turf types appropriate for the facility and anticipated usage, and field lighting. Amenities are ADA compliant.
- Revenue facilities: Four or more (e.g. fields, concession stand, shelters, retail)
- Land usage: 95 percent active and 5 percent passive
- Programming: Focus on active programming of all amenities
- Maintenance Standards: Provide the highest-level maintenance with available funding. Plan for Level 1 and sometimes 2 level of maintenance standards at signature facility
- Parking: Sufficient to support the amenities. Traffic calming devices encouraged within and next to park
- Lighting: Amenity lighting includes sport field light standards. Security lighting on dual system with 50 percent of lights off at a set time and 50 percent on all night for security
- Signage: Directional signage and facility/amenity regulations to enhance user experience. May include kiosks in easily identified areas of the facility
- Landscape Design: Appropriate design to enhance the park theme/use/experience. Enhanced landscaping at entrances and throughout complex
- Naming: Consistent with the City's naming ordinance, may be named after a prominent or historic person, event, or natural landmark
- Other: Integrated color scheme throughout the park; safety design meets established Crime prevention through environmental design (CPTED) standards.

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#### ATHLETIC FIELD AMENITIES

Basic athletic field amenities are listed below.



## BASEBALL FIELD AMENITIES

- Youth Field Size: Preferred: 225-foot outfield fence with minimum 4-foot high outfield fence. Alternate: 215-foot outfield fence with 6-foot high outfield fence.
- Teen/Adult Field Size: Preferred: 300-foot outfield fence at each foul-line increasing to 400 feet in centerfield with minimum 8-foot high outfield fence.
- Youth Field Baselines and infield: 60-foot and 70-foot skinned baseline w/ base sleeves w/ grass infield. Ball field mix extends from backstop down sidelines to fence opening at end of dugout. Home plate included. Bases specified by City and provided by user groups.
- Teen/Adult Field Baselines and infield: 105-foot (first and third base) and 140-foot (second base) skinned baseline with base sleeves w/ grass infield. Ball field mix extends from backstop down sidelines to fence opening at end of dugout. Home plate included. Bases at 90 foot.
- Permanent backstop. Preferred: 2-foot high concrete block w/ safety padding and 18-foot vertical fence (black vinyl coated chain link).
- Fencing: 8-foot high fence (Preferred: black vinyl coated chain link) from backstop to end of skinned infield. Foul poles at outfield fence. 12-foot wide dual-gate opening on one sideline fence for field maintenance equipment access.
- Concrete block bin: 6-foot by 6-foot for ball field mix located adjacent to 12-foot fence opening.
- Dugout: 21-foot by 7-foot including 15-foot long players bench with backrest. 8-foot high fencing around dugout. Dugout opens onto field at home base side of dugout. 2-foot safety wing fencing inside dugout to prevent foul ball entry. Slatted roof over dugout.
- Youth Field Pitching Mound: Raised pitching mound with two pitching rubbers (46-foot and 50-foot to home plate).
- Teen/Adult Field Pitching Mound: Raised pitching mound with one pitching rubbers (60-foot, 6-inches to home plate).
- Interior warm up/practice pitching mound along sideline fences backing up to outfield fence (46-foot distance from pitching rubber to plate). Slats or padding in fence to maintain fence longevity.
- Three row bleachers (21-foot long) on concrete pad both baselines.
- 12-foot by 8-foot concrete pad for storage box. Equipment storage unit funded by user group - approved and installed by City maintenance staff on same side as field mix bin.
- Conduit and pull boxes from power source to backstop, and from backstop to outfield field for future scoreboard. Scoreboard/controller provided by user group.
- Athletic Field Lighting as specified by manufacturer.
- Concrete behind dugouts and in dugouts connected to park walkways on all fields.
- Quick disconnect for water behind pitcher's mound.





### SOFTBALL FIELD AMENITIES - YOUTH SIZE

- Field size: Preferred: 225-foot outfield fence with 10-foot warning track with 4-foot high outfield fence. Alternate: 215-foot outfield fence with 8-foot high outfield fence.
- Baselines and infield: 50-foot and 60-foot baseline w/ base sleeves on completely skinned infield. Home plate included. Bases specified by City and provided by user groups.
- Permanent backstop. 2-foot high concrete block w/ safety padding and 18-foot vertical fence (black vinyl coated chain link).
- Fencing: 8-foot high fence (black vinyl coated chain link) from backstop to end of skinned infield. On 225-foot field, 4-foot high sideline and outfield fence (black vinyl coated chain link). On 215-foot field, outfield fence increases to 8-foot high. Yellow safety top on outfield fence. Foul poles at outfield fence. 12-foot wide dual-gate opening on one sideline fence for field maintenance equipment access.
- Concrete block bin: 6-foot by 6-foot for ball field mix located adjacent to 12-foot fence opening.
- Dugout: 21-foot by 7-foot including 15-foot long players bench with backrest. 8-foot high fencing around dugout. Dugout opens onto field at home base side of dugout. 2-foot safety wing fencing inside dugout to prevent foul ball entry. Slatted roof over dugout.
- No pitching mound: Three pitching rubbers (30-foot/35-foot/40-foot to home plate). Equipment installed by City maintenance staff.
- Interior warm up/practice pitching area along sideline fences backing up to outfield fence (30-foot/35-foot/40-foot to home plate distance from pitching rubber to plate). Slats or padding in fence to maintain fence longevity.
- Three row bleachers (21-foot long) on concrete pad both baselines.
- 12-foot by 8-foot concrete pad for storage box. Equipment storage unit funded by user group - approved and installed by City maintenance staff on same side as field mix bin.
- Conduit and pull boxes from power source to backstop, and from backstop to outfield field for future scoreboard. Scoreboard/controller provided by user group.
- Field lighting at community and regional parks.
- Concrete behind dugouts and in dugouts connected to park walkways on all fields.
- Quick disconnect for water behind pitcher's mound.

### SOFTBALL FIELD AMENITIES - ADULT SIZE

- Field size: 300-foot outfield fence with 10-foot warning track and 8-foot high outfield fence.
- Baselines and infield: 60-foot/ 65-foot/ 70-foot/ 80-foot baseline w/ base sleeves on skinned infield. Home plate included. Bases specified by City and provided by user groups.
- Permanent backstop. 2-foot high concrete block w/ safety padding and 18-foot vertical fence (black vinyl coated chain link).
- Fencing: 8-foot high fence (black vinyl coated chain link) from backstop to end of skinned infield. 8-foot high sideline and outfield fence (black vinyl coated chain link). Foul poles at outfield fence. 12-foot wide dual-gate opening on one sideline fence for field maintenance equipment access.



- Concrete block bin: 6-foot by 6-foot for ball field mix located adjacent to 12-foot fence opening.
- Dugout: 27-foot by 9-foot including 21-foot long players bench with backrest. 8-foot high fencing around dugout. Dugout opens onto field at home base side of dugout. 2-foot safety wing fencing inside dugout to prevent foul ball entry. Slatted roof over dugout.
- No pitching mound: Two pitching rubbers (50-foot /54-foot to home plate). Equipment installed by City maintenance staff.
- Three row bleachers (21-foot long) on concrete pad both baselines.
- 12-foot by 8-foot concrete pad for storage box. Equipment storage unit funded by user group - approved and installed by City maintenance staff on same side as field mix bin.
- Conduit and pull boxes from power source to backstop, and from backstop to outfield field for future scoreboard. Scoreboard/controller provided by user group.
- Field lighting at community and regional parks.
- Concrete behind dugouts and in dugouts connected to park walkways on all fields.
- Quick disconnect for water behind pitcher's mound.

#### MULTIPURPOSE FIELDS (SOCCER/FOOTBALL/LACROSSE/FIELD HOCKEY)

- Field size: Regulation field – 360-foot by 240-foot. Limited space field– 210-foot by 150-foot. 25-foot buffer on same plane as field with no obstructions or drainage fixtures. Buffer applies to both field sizes.
- Goals: Portable, with size specified by user group and provided by City.
- No bleachers or players benches.
- Field lighting at community and regional parks.

#### 8.3.2 SITE SELECTION CRITERIA

The following site selection criteria should be utilized in determining the most appropriate location for the development of the Athletic field complexes:

- Adequate Site Size
- Availability of Utilities
- Cost/Availability of Acquisition
- Topography of the Site
- Known Construction Cost Impacts (soils, earthwork, etc.)
- Major Arterial Access
- Pedestrian/ Bicycle Access
- Central to Service Area Population (5, 10, 15-minute drive time)





### 8.3.3 NATURAL VS. SYNTHETIC TURF PLAYING FIELDS

Based on research available through [www.safehealthfields.org](http://www.safehealthfields.org), synthetic fields are typically more expensive than natural turf in the short and long-run. The initial costs to install a synthetic field is more expensive than constructing a natural field, ongoing maintenance costs are similar, and synthetic turf will need replacement at the end of its useful life. The following sections compare the installation, equipment, and routine maintenance costs for natural versus synthetic turf.

#### INSTALLATION COSTS

According to experts from Duke University, the average cost to implement a synthetic turf field can range from \$850 to \$1 million. (Brian Wolfson, Duke University Soccer Politics Blog, 2015)

Based on information from the Sports Turf Managers Association, per square foot construction costs for various sports field surfaces are as follows (Natural Grass Athletic Fields, Sports Turf Managers Association, and 2009 p.7):

- Natural with on-site native soil (no added top soil or sod) - \$0.60-\$0.90 per sq. ft
- Natural turfgrass with native soils - \$1.25-\$2.50 per sq. ft
- Natural with sand cap - \$2.60-\$3.85 per sq. ft
- Natural with sand and drainage - \$4.25-\$5.00 per sq. ft
- Synthetic infill systems (carpet, infill, and base) - \$4.50 - \$10.25 per sq. ft

#### EQUIPMENT COSTS

Based on data from the Turfgrass Resource Center (TRC), the equipment, supplies, and labor costs can range from \$23,250-\$12,000 for synthetic turf, and from \$42,800-\$205,500 for natural grass. Although startup equipment costs may be less for synthetic fields than for grass fields, converting from natural to synthetic turf will require significant replacement costs for specialized equipment. (Cost Analysis - Sports Turf Alternatives Assessment, September 2016, Massachusetts Toxics Use Reduction Institute, Turfgrass Resource Center (TRC) "Natural Grass and Artificial Turf: Separating Myths and Facts.")

Cost of Equipment, Supplies, and Labor (TRC)			
Synthetic Turf		Natural Grass	
Water (cooling)	\$6,000 - \$35,000	Irrigation	\$6,000 - \$35,000
Sprayer (water application)	\$1,000 - \$35,000	Equipment for Irrigation	\$3,000 - \$31,000
Sweeper	\$1,500 - \$20,000	Mower	\$13,000 - \$69,000
Mechanical Broom	\$500 - \$1,000	Fertilizer Application	\$1,000 - \$3,000
Line Painter	\$500 - \$3,000	Line Painter	\$700 - \$3,000
Groomer	\$1,500 - \$2,000	Rollers	\$2,000 - \$4,000
Cart (towing)	\$7,000 - \$16,000	Cart (towing)	\$7,000 - \$18,500
Field Magnet	\$500 - \$1,000	Aerator	\$3,500 - \$17,000
Rollers	\$250-\$2,000	Vacuum	\$2,100 - \$5,000
Top Dresser	\$4,500 - \$10,000	Top Dresser	\$4,500 - \$20,000
Total	\$23,250 - \$127,000	Total	\$42,800 - \$205,500

Source: Cost Analysis - Sports Turf Alternatives Assessment, September 2016 , Massachusetts Toxics Use Reduction Institute , Turfgrass Resource Center (TRC) "Natural Grass and Artificial Turf: Separating Myths and Facts."



### MAINTENANCE COSTS

Research has dispelled the myth that synthetic fields are cheaper to maintain or that they are maintenance free. Compared to natural grass, synthetic fields require: additional infill, irrigation because of unacceptably high temperatures on warm-sunny days, chemical disinfectants, sprays to reduce static cling and odors, drainage repair and maintenance, erasing and repainting temporary lines and removing organic matter accumulation.

According to Brian Wolfson, "Maintaining a natural grass field is slightly more expensive than a turf field, but not by a significant margin. Plus, if one takes into consideration the \$500,000 that must be paid every 8-10 years to replace the carpet of an artificial turf field, and the fact that it is at least \$250,000 more expensive to implement, then using natural grass ends up being cheaper in the short and long run." (Brian Wolfson, Duke University Soccer Politics Blog, 2015)

As seen below, the typical annual maintenance costs of synthetic turf fields ranged from \$13,720-\$39,220, while the typical annual maintenance costs of natural turf fields had a similar range of \$8,133-\$48,960. (Cost Analysis - Sports Turf Alternatives Assessment, September 2016, Massachusetts Toxics Use Reduction Institute, Turfgrass Resource Center (TRC) "Natural Grass and Artificial Turf: Separating Myths and Facts.")

Annual Maintenance Costs			
Synthetic Turf		Natural Grass	
Painting / Removal	\$1,000 - \$10,000	Painting	\$800 - \$12,300
Top Dressing / Infill	\$5,000	Top Dressing (sand)	\$0 - \$5,400
Brushing / Sweeping	\$1,000 - \$5,000	Dragging	\$0 - \$200
Disinfecting / Fabric Softener	\$220	Fertilizers	\$1,200 - \$11,000
Carpet Repair (rips, joints)	\$1,000 - \$8,000	Pesticides	\$650 - \$6,300
Water Cooling	\$5,000 - \$10,000	Aeration	\$700 - \$960
Weeding	\$500 - \$1,000	Sod Replacement	\$833 - \$12,500
		Irrigation	\$300 - \$3,000
<b>Total</b>	<b>\$13,720 - \$39,220</b>	<b>Total</b>	<b>\$8,133 - \$48,960</b>

Source: *Cost Analysis - Sports Turf Alternatives Assessment, September 2016, Massachusetts Toxics Use Reduction Institute, Turfgrass Resource Center (TRC) "Natural Grass and Artificial Turf: Separating Myths and Facts."*



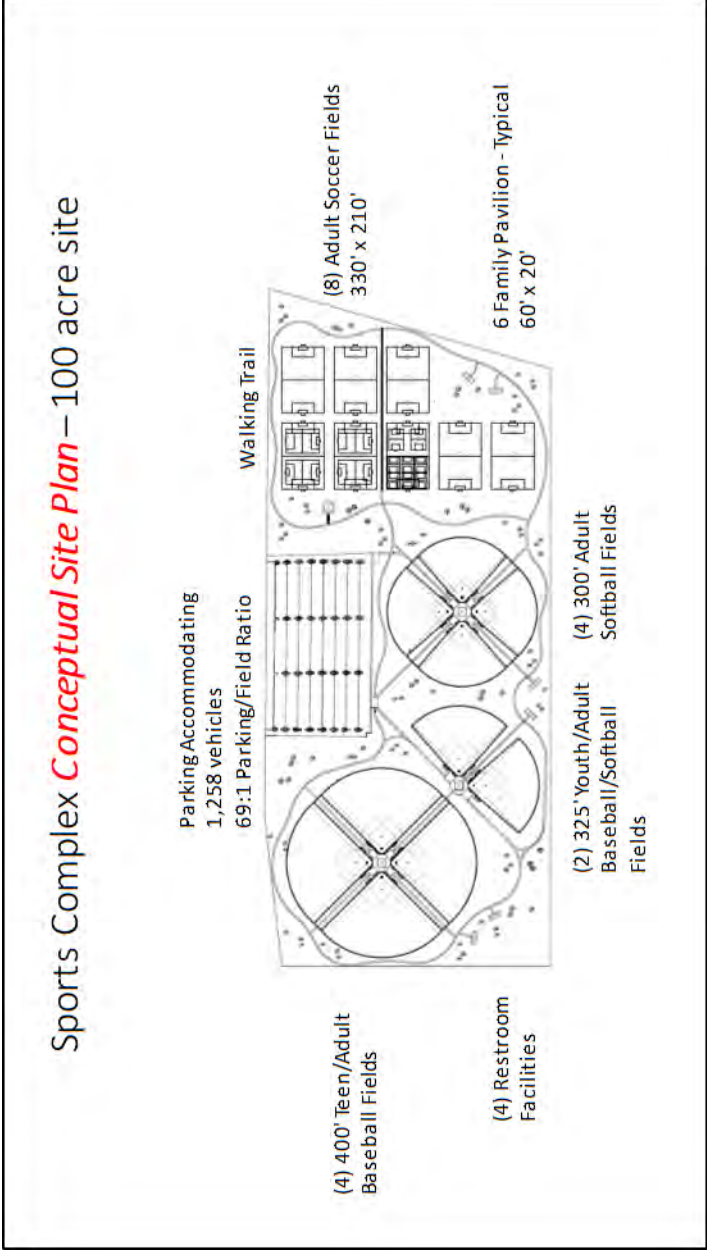


8.3.4 NEW SPORTS COMPLEX CAPITAL IMPROVEMENT SUMMARY

Based on future population growth, the need for future athletic field development, and the service equity gaps, the consulting team recommends the development of four new sports complexes in Oklahoma City. The following chart summarizes this recommendation. Please Note: Costs are based on natural turf fields.

NEW SPORTS COMPLEX DEVELOPMENT		
Asset	Brief Description	Estimated Total Project Cost
Sports Complex Development - West/Northwest - Ward 1/8	Diamond and Rectangular Fields	\$35,000,000
Sports Complex Development - Northeast - Ward 7	Diamond and Rectangular Fields	\$35,000,000
Sports Complex Development - East/Southeast - Ward 4	Diamond and Rectangular Fields	\$35,000,000
Sports Complex Development - Southwest - Ward 3	Diamond and Rectangular Fields	\$35,000,000
SUBTOTAL NEW SPORTS COMPLEXES		\$140,000,000

8.3.5 CONCEPTUAL SPORTS COMPLEX PLAN – 100 ACRE SITE



8.4 SUMMARY OF ALL ATHLETIC FIELD CAPITAL IMPROVEMENTS

CAPITAL IMPROVEMENT SUMMARY	
Tier	Estimated Total Project Cost
EXISTING ATHLETIC FIELDS	\$34,375,000
UNDEVELOPED PARK/ATHLETIC FIELD IMPROVEMENTS	\$350,000
NEW SPORTS COMPLEX DEVELOPMENT	\$140,000,000
<b>TOTAL</b>	<b>\$174,725,000</b>



## Chapter Nine - OPERATIONAL AND FINANCIAL PLAN

### 9.1 OPERATIONAL STANDARDS

The Operational Standards for each athletic field complex start with a clear philosophy that the city would consider the development of these athletic field complexes to achieve three key goals.

1. Meet the local community sports leagues and tournaments needs for baseball, softball, soccer, lacrosse, football and rugby for both youth and adults.
2. The athletic field complexes can be an economic driver for local economy by providing local retail operations revenue from the sale of food, lodging and retail purchasing from users who play in the local tournaments on weekends and clinics and showcases during the week.
3. Demonstrate to potential residents and businesses that Oklahoma City has a high quality of life and has invested in quality of life amenities that will attract people to want to live in the area.

To accomplish these three goals the city must be willing to invest in the capital costs and operational costs to accomplish these goals and to put the right management in place to oversee and maintain the athletic field complexes.

If this is accomplished the athletic field complexes will achieve the expectations outlined in this Master Plan. The city must self-operate the facility versus being a facility provider. The Parks and Recreation Department has the skill set to manage this resource within these standards.

The Parks and Recreation staff must operate the athletic field complexes like a revenue center in that they choose to operate the athletic field complexes in a business concept versus a social concept. This will require that the programs, leagues, tournaments and clinics are priced to market rates and managed to the quality that user will expect when they come to the park which is a much higher level than currently exists in the other sports fields in the city currently.

The City must not let sports leagues become entitled to a site and must support the staff in allowing them to operate the athletic field complexes as first-rate athletic field complexes that can serve the needs of local residents and can attract the larger sports tournaments by aggressively marketing the athletic field complexes as a high end destination park. The staff must also track the economic impact of the park on the local community so that residents can see the value of the investment to the community.

#### 9.1.1 MANAGEMENT OF ATHLETIC FIELD COMPLEXES

The Oklahoma City should consider two options for the management of the athletic field complexes.

**Preferred Option - Self-operate:** This would be the preferred option from the Consulting Team's perspective. Under this arrangement the city is a caretaker only and receives very little public support yet pays for most of the cost to maintain the fields.

If the city self-operates, they would take over ownership of developing the leagues and tournaments for the new site and build public support the value of offering youth and adult sports on the site. They also are able to control all the revenues for the site including concession revenues from the leagues and tournaments held at the athletic field complexes. The city has an excellent maintenance staff that can manage the site and they have a proven program staff that can manage the leagues, tournaments and clinics.





**Alternative Option - Contract the Management of the Athletic field complexes:** This option provides the opportunity for the city to contract with a private operator to manage the athletic field complexes for a percentage of the gross. Typical percentage costs are 35% which would cover the city's maintenance and utility costs for the athletic field complexes. The key to this option is finding an operator who has the expertise to manage the athletic field complexes to its highest use and is willing to spend the time marketing the site and programming the site year-round. The operator would schedule all games, develop the leagues, clinics and tournaments for the city and manage the concession operations. Risks of this option include the residents of Oklahoma City being charged admission for entrance to the athletic field complexes and/or being charged for parking.

#### **9.1.2 ORGANIZATIONAL STRUCTURE**

The following organizational structure is provided to give the city a description of how the athletic field complexes should be operated and maintained. The goal of the athletic field complexes is to be as self-supporting as possible and to become an economic tool for the city for weekend tournaments while still serving the local community.

The organizational staffing structure recommended for the athletic field complexes is as follows for the preferred "self-operate" management option:

- Manager (1) FT
- Maintenance Management Staff- (3) FT
- Sports Site Supervisor (1)
- 1200 annual hours for part-time Maintenance Staff

#### **9.1.3 MINIMUM EQUIPMENT INVENTORY PER SPORTS COMPLEX MAINTENANCE YARD**

The following equipment should be the minimum each maintenance yard should have to support the athletic field maintenance needs.

- 5-ton dump truck with 12-ton trailer (air brakes) 40ish hp tractor
- 70ish hp tractor Vertidrain deep tine aerator First products aerovator
- Large area seeder (Redexim 2075 or 2400)
- Heavy duty utility vehicle with an interchangeable bed for sprayer/spreader Skid steer (T660+) with attachments
- Topdresser (drop style preferred)
- Ventrac 4500 (versatility for all types of athletic field maintenance and renovation) Ventrac attachments
- 2 high end rotary mowers (Toro groundsmaster 3500D or equal)
- 1-reel mower (Toro Reelmaster 5010)
- 4 100" rear discharge mowers with appropriate engine
- New zero turn mowers 72" deck with appropriately sized engines



## 9.2 FINANCIAL PLAN

PROS Consulting reviewed the preliminary design plans for the athletic field complexes to determine revenue sources to develop, operate and maintain the athletic field complexes. Athletic field complexes of this magnitude should incorporate this business plan/Master Plan for daily operations and revenue management of the site to achieve the desired outcomes of all parties involved. This will include partnership agreements between all entities using the site. The pro forma identifies appropriate levels of staffing, supply and maintenance costs, asset management costs and revenue management requirements desired by the City.

### 9.2.1 CAPITAL FUNDING SOURCE OPPORTUNITIES

The following funding sources can provide revenue opportunities for the City, but it will take a dedicated staff person to investigate and pursue the source and manage for the future. The following are funding sources that can be developed for the athletic field complexes:

- **Redevelopment Funding:** Redevelopment money from the County or the State to promote sports tourism and for economic development in the area. Redevelopment agencies are typically located as part of cities and counties in most states and this could be a good source to draw on for the capital costs needed for developing the site.
- **Dedicated Sales Tax:** A dedicated sales tax of \$0.1 cent on food and beverages sold in the City could be dedicated to the athletic field complexes.
- **Bed Tax (transient occupancy tax):** A Bed Tax (transient occupancy tax) money from the development of future hotels and motels in the City who would directly benefit from the sports tournaments held at the site. Cities/counties usually manage this funding source, which would require mutual support for the funding source. This could be one or two percent added to the existing bed tax to support the development of the facility.
- **Facility Improvement District:** Cities across the United States can develop a Facility Improvement District or Business Improvement District to support a recreation sports facility due to the number of people who will use it in one location. Based on the existing partnerships involved between the Oklahoma City, and the school district, this should be considered.
- **Local, Regional or National Foundations:** Many communities have turned to their local, regional and national foundations in their area to support the development of an athletic field complex. The Harvest Foundation, located in Martinsville, Virginia has successfully developed a \$20 million athletic field complex to support local economic opportunities for the community from sports tourism.
- **City Bond Issue:** This would require local residents to vote on a bond issue to develop the site from property tax or sales tax commitments by residents.
- **Lease Back Option:** The City would enter into a lease back option with a private finance company to provide the financing for the project. The City, along with their partners, would agree to pay the development costs back over a 30-year period from the revenues earned from the site or from general fund dollars dedicated to the project.
- **Partnership Development Agreement:** Each partner would develop their respective facilities based on set design guidelines with the City or a private management company managing all the





site elements. Partners would work collectively to promote the site as a whole versus individual amenities.

- **Naming Rights:** Private fundraising could be developed to fund a portion or all of it through naming rights for the site and through individual amenity naming rights. Naming rights are calculated by the number of impression points by visitors to the site. Complexes could raise 20%-30% of the development costs from naming rights.
- **Grants:** Grants have always been a good source for funding of parks throughout the United States. Grants can be provided by the Federal Government such as the land and conservation fund, transportation enhancement funds for trails and greenways, state grant funds from gambling taxes or alcohol funds, and local grants from community foundations.
- **Land and Water Conservation Fund:** Preserve, develop and renovate outdoor recreation facilities. Focus is on America's Great Outdoors Initiative. New or renovation of pavilions, playgrounds or play areas, ball fields, bleachers, golf course meeting rooms, multi-purpose courts, parking facilities, pathways and trails, roads, signs, ski areas, snowmobile facilities, tennis courts-Federal Funds-Average Award 70k.
- **Establish a Facility Authority:** A Facility Authority is sometime used by park and recreation agencies to improve a specific park or develop a specific improvement such as a stadium, large recreation centers, large aquatic centers, sports venues for competitive events. The sale of these bonds usually comes from sales taxes. The City of Indianapolis has created several community venues for recreation and national competition events for local and economic purposes. The Facility Authority is responsible for managing the sites and operating them in a self-supporting manner.

#### 9.2.2 OPERATIONAL FUNDING COSTS OPPORTUNITIES

Athletic field complexes have numerous revenue sources to draw from to support operational and management costs that include long term capital replacement costs. The following are funding options to consider in operations of the site.

- **User fees:** User fees to access or use the athletic field complexes. Fees can range from \$35 dollars for the maintenance cost per player to \$400 per team in a sports league.
- **Concessions:** Concessions can be leased out to a private operator for a percentage of gross profits. Typically, 15%-18% of gross profits for concessions of a profit operator, or a managing agency over the site could manage concessions. In this case, it would be the Oklahoma City.
- **Parking Fees:** During major special tournaments the City could charge a \$5 parking fee for soccer, baseball, or softball tournament.
- **Field Permits:** The City can issue field permits for practice or games. Permits should cover the operational cost of each field and management costs. If a private operator desires to rent the site for a sporting tournament for private gain, the City should provide a permit fee plus a percentage of gross from the event. The City of Las Vegas, Nevada provides this arrangement on a 22-field soccer complex.
- **Admission Fee:** An admission fee to an event in the park can be utilized. Athletic field complexes similar to this include an admission fee and a parking fee for major sports tournaments. High School sports tournaments typically include an admission fee.



- **Tournament Fees:** Tournament fees for softball, baseball, soccer can be assessed for each team who enters a tournament and can range from \$150-\$400 a team and can vary based on the number of games guaranteed.
- **Official Drink, Food and Equipment Sponsors:** Official drink and food sponsors can be utilized for the complexes. Official drink and food sponsors pay the agency a set percentage of gross. Typically, this is 5%-10% of costs for being the official product and receiving exclusive pouring and food rights to the complexes. Likewise, official equipment sponsors work well for trucks, mowers, and tractors.
- **Scoreboard Sponsors:** Scoreboard sponsors pay for the cost of the scoreboards for the life of the board, which is usually 15 years.
- **Official Product Sponsors:** Official product sponsors for balls, shoes, hats, gloves, etc. can be used for the site. The sponsor prices can vary by how much exposure is received and the amount of sales created.
- **Advertising Revenue:** Advertising revenue can come from the sale of ads on banners in the park. The advertising could include sports fields, score boards, dugouts, and sun umbrellas over picnic tables, and in restrooms.
- **Wi-Fi Revenue:** The City can set up a Wi-Fi area whereby a Wi-Fi vendor is able to sell the advertising on the Wi-Fi access banner to local businesses targeting the users of the site. This revenue has amounted to \$20,000-\$50,000 in revenue for similar sites.
- **Cell Tower:** Cell tower leases on top of sports lights can be used. This revenue source would support \$35,000-\$50,000 annually for the site if cell towers are needed in the area.
- **Program Fees:** Program Fees to support existing programs at each attraction can be employed in the form of lessons, clinics, camps, life skill programs, and wellness and fitness. These types program would help support the operations of each facility and the park as a whole.
- **Capital Improvement Fee:** A Capital Improvement Fee on all programs and events can be added. The athletic field complexes will require an on-going maintenance endowment to keep the park and amenities updated and positioned for the future. A capital asset fee of \$2-\$3 on each person who participates in a class, event, or program can be incorporated into the cost of the program or event.
- **Batting Cages:** Batting cages could be incorporated into the facility. They can have a monthly pass available for youth and adults, as well as an individual use fee. This will generate money to support operating and managing the batting facility.
- **Volunteerism:** The revenue source is an indirect revenue source in that persons donate time to assist the complexes in providing a product or service on an hourly basis. This reduces the City's cost in providing the service plus it builds advocacy into the complexes.
- **Special Fundraiser:** Many agencies hold special fundraisers on an annual basis to help cover specific programs and capital projects to be dedicated to the athletic field complexes.
- **Private Management of Elements the Complex:** The City should consider outsourcing elements of the complexes to save operating money where appropriate.





9.2.3 SIX YEAR PRO FORMA – NEW SPORTS COMPLEX

The following is a summary report of the revenues and expenditures for each sports complex over a six-year period. The breakdown of the summary report is listed in the tables that follow this summary report and takes in a phased approach with the facility achieving higher capacity utilization beginning in year three. The tables breakdown the revenues by category and the expenses by category. Overall the athletic field complexes will be able to achieve a 71% cost recovery rate if managed to the operational and financial plans outlined in this Master Plan. PLEASE NOTE: Operational costs are based on natural turf fields.

REVENUES AND EXPENDITURES						
	1st Year	2nd Year	3rd Year	4th Year	5th Year	6th Year
Revenues*						
Sports Complex Revenue	\$601,000.00	\$619,030.00	\$637,600.90	\$656,728.93	\$676,430.79	\$696,723.72
Total Revenues	\$601,000.00	\$619,030.00	\$637,600.90	\$656,728.93	\$676,430.79	\$696,723.72
Expenditures	\$843,749.53	\$869,062.01	\$895,133.88	\$921,987.89	\$949,647.53	\$978,136.95
Net Revenues Over (Under)						
Expenditures	(\$242,749.53)	(\$250,032.01)	(\$257,532.98)	(\$265,258.96)	(\$273,216.73)	(\$281,413.24)
Total Cost Recovery	71.2%	71.2%	71.2%	71.2%	71.2%	71.2%
*NOTE: Revenues assume a full-time year of operations. First year revenues could be significantly less based on when during the fiscal year the facility starts operations, and the initial marketing and promotional efforts. PROS anticipates that the full potential revenues will be reached by the fifth year of operations.						

9.2.4 REVENUE MODEL – SPORTS COMPLEX

REVENUE MODEL					
DIVISION	ACCOUNT TITLE	PRICE	UNITS	REVENUES	EXPLANATION
REVENUES					
Multi-Purpose Sports Fields	Tournaments-Soccer	\$600.00	5	\$144,000.00	Average \$500 per team with the average size tournament of 48 teams for soccer hosting 5 tournaments a year
Multi-Purpose Sports Fields	Field Rentals	\$60.00	2,000	\$120,000.00	\$60 per field for a two hour time period minimum with 2000 rentals a year (lights included) (50% of total availability rented)
Baseball 4-plex	Tournaments - Youth Baseball	\$450.00	24	\$129,600.00	Average \$500 per team with the average size tournament of 12 teams for baseball hosting 24 tournaments a year (2 per month)
Softball 4-plex	Tournaments - Adult Softball	\$450.00	12	\$64,800.00	Average \$500 per team with the average size tournament of 12 teams for adult softball hosting 12 tournaments a year (1 per month)
Baseball/Softball 4-plex	Field Rentals	\$60.00	500	\$30,000.00	\$60 a field for a two hour time period minimum with 500 rentals a year (lights included)
Softball 4-plex	League Fees Spring/Summer	\$400.00	1	\$4,800.00	\$400 for teams a total of 12 teams in adult softball
Softball 4-plex	League Fees Fall	\$400.00	1	\$4,800.00	\$400 for teams a total of 12 teams in adult softball
Sports Complex	Miscellaneous Revenues	\$500.00	1	\$500.00	
Sports Complex	Sponsorships	\$500.00	50	\$25,000.00	\$500 a season with 50 sponsors for the complex
Sports Complex	Wi-Fi Revenue	\$25,000.00	1	\$25,000.00	Wi-Fi revenue \$25,000
Sports Complex	Concessions	\$52,500.00	1	\$52,500.00	Concession revenue based on \$350,000 in gross revenue @15% commission
TOTAL SPORTS COMPLEX REVENUES				\$601,000.00	



## 9.2.5 EXPENDITURE MODEL – SPORTS COMPLEX

Operations and Maintenance Expenditures		
PERSONNEL SERVICES		
Complex Manager	\$65,000.00	1 FT
Site Supervisor	\$35,000.00	1 FT
Field Staff	\$150,000.00	3 FT, 1-\$60,000 2-\$45,000
Part Time	\$64,800.00	4 PT @ average \$13.50 for average 30 hrs/wk for 40 weeks
Overtime	\$5,000.00	
Employer's Share of FICA	\$13,979.28	6.36% of Salaries and Wages
Employer's Share of Medicare	\$3,275.02	1.49% of Salaries and Wages
Additional Full-Time Benefits	\$89,250.00	35% of Full Time Regular
<b>Total</b>	<b>\$326,304.30</b>	
Personnel Services		
SUPPLIES		
Stationary & Printed Materials	\$0.00	
Office Supplies	\$500.00	
Gasoline	\$4,000.00	
Garage & Motor Supplies	\$2,000.00	
Repair Parts	\$1,500.00	
Small Tools & Minor Equip.	\$3,600.00	
Other Maint. Supplies	\$1,750.00	
Safety Supplies	\$2,000.00	First aid supplies
General Program Supplies	\$1,200.00	
Other Miscellaneous	\$1,000.00	
<b>Total</b>	<b>\$17,550.00</b>	
Supplies		
OTHER SERVICES & CHARGES		
Info Sys Maint./Contracts	\$1,200.00	Phone and IT system support
Marketing & Promotions	\$24,575.23	3% of other expenditures
Security Services	\$1,200.00	
Training Travel & Lodging	\$2,500.00	
Cellular Phone Fees	\$1,000.00	
Electricity	\$30,000.00	\$20 for 1500 hours
Water & Sewer	\$50,000.00	
Gas	\$2,000.00	
Equipment Repairs & Maint.	\$5,000.00	
Tournament Management	\$84,600.00	25% of tournament revenues
Field Maintenance - Multipurpose	\$144,000.00	\$18,000 per turf field
Field Maintenance - Baseball/Softball Quad	\$80,000.00	\$10,000 per baseball field
General Area Maintenance	\$25,000.00	\$5,000/acre for 5 acres
Trash Collection	\$3,000.00	\$250 / Mon Dumpster
Subscriptions	\$120.00	
Organization & Membership Dues	\$1,000.00	
Staff Clothing	\$700.00	7 @ \$100 ea.
Irrigation Materials	\$10,000.00	
Repair Parts	\$10,000.00	Plumbing, Hardware, Electrical, Lighting, etc...
Small Tools & Minor Equip.	\$5,000.00	Misc. and Specialty Tools
Other Maint. Supplies	\$12,000.00	Lubricants, light bulbs, etc.
Safety Supplies	\$1,500.00	Safety Glasses, Gloves, Harness, etc...
Internal Instruction Fees	\$2,500.00	Customer service training, CPR/First Aid/AED training
External Instructional Fees	\$2,000.00	
Special Projects	\$1,000.00	Staff morale/incentives
<b>Total</b>	<b>\$499,895.23</b>	
Other Services		
<b>TOTAL EXPENSES</b>	<b>\$843,749.53</b>	





## Chapter Ten – CONCLUSION AND IMPLEMENTATION

The Oklahoma City Park and Recreation Department is a best practice agency that has demonstrated to the community the value of having a park and recreation system to access and take great pride in for living in Oklahoma City. The Athletic Field Master Plan is a guide for the development of athletic fields for Department for the next ten years.

The recommendations outlined in the Athletic Field Master Plan are aligned with the vision, mission and core values of the community and the Department. These recommendations follow what the community has voiced as a priority. It is possible under the current conditions that all the recommended capital projects in this Master Plan can be completed within 10 years. Overall, the capital improvements can be utilized as a guideline for future improvements and development with flexibility to be altered and updated as needed.



## APPENDIX - ECONOMIC IMPACT ANALYSIS

### 10.1.1.1 INTRODUCTION

PROS Consulting performed an economic impact analysis to measure the economic benefit of construction and estimated tourism related to the Oklahoma City Sports Field improvements IF the community chose to utilize new athletic field complexes to increase sports tourism in the city. Economic multipliers used in the analysis are from the Regional Input-Output Modeling System produced by the U.S. Department of Commerce - Bureau of Economic Analysis. A model developed in Microsoft Excel uses survey data and the regional multipliers to present the approximate economic impact on the local economy. The economic impact is expressed in terms of dollars generated in the economy and in terms of the change in the number of jobs. The multipliers in this analysis are for illustrative purposes and not specific the Oklahoma City area.

### 10.1.1.2 SUMMARY PROJECTIONS:

The table below shows the summary of the construction and tourism economic analysis for the Multi-Purpose Sports Fields. Tourism spending is estimated at \$326,938 annually. The economic impact is of \$590,341 of final demand value added with a local job impact of 12 full-time jobs. Final economic impact of \$40 Million construction spending for the construction of the athletic field complexes is estimated to be \$55,682,214 with a local job increase of 772 full-time jobs. The combined economic impact from tourism and construction is \$28,933,672 with a total job increase of 784.

	Economic Impact	Equivalent Jobs
Tourism Total	\$ 590,341	12
Construction	\$ 55,682,214	772
<b>Total</b>	<b>\$ 56,272,555</b>	<b>784</b>

### 10.1.1.3 SOCCER TOURNAMENT ASSUMPTIONS

The projected revenues from the estimated economic impact modeling are based on assumptions of events, attendance, and spending patterns. These assumptions were prepared by PROS Consulting in conjunction with the Oklahoma City staff and based on operational experience nationwide.

### SOCCER TOURNAMENT EVENT AND ATTENDANCE ASSUMPTIONS

Soccer Tournaments are projected to have 4,320 annual participants. The analysis assumed that 5 tournaments will be held each year, with an average of 48 teams per tournament, and an average of 18 persons per team. Total annual attendees are estimated to be 4,320 as shown below.

Tournaments-Soccer Participants	
5 Tournaments	
18 Players Per team	
48 Teams	
<b>4,320 Estimated Participants</b>	





PROJECTED REVENUES RELATED TO PROPOSED SOCCER TOURNAMENTS

The estimated annual revenues from Soccer Tournaments are shown below. The revenues are projected based on the estimated attendees/visitors shown previously. The average team fee is estimated to be \$500. Concession and Wi-Fi spending per person is estimated to be \$10 and \$1 respectively.

Tournaments-Soccer Revenues			
5 Tournaments		48 Teams	
240	Estimated Participants		
\$500	Average Fee Per Team		
\$120,000	Tournament Revenues		
Concessions			
4,320	Estimated Participants		
\$10	Average Revenue Per Participant		
\$43,200	Tournament Revenues		
Wi-Fi			
4,320	Estimated Participants		
\$1	Average Revenue Per Participant		
\$4,320	Tournament Revenues		
Total Tournament Revenues			
\$	167,520	Tournament Revenues	



# **PROJECTED OUT-OF-TOWN VISITOR SPENDING RELATED TO PROPOSED SOCCER TOURNAMENTS**

The estimated out-of-town visitor revenues from Soccer Tournaments are shown in the table below. Out-of-town visitors are estimated to be 20% of the total attendees/visitors. The out-of-town visitors are estimated to stay one night with average room rate of \$100 per double occupancy. The meals and retail spending are estimated to be \$30 and \$10 respectively.

The estimated economic impact revenues estimated to be \$160,224 from Soccer Tournaments are shown. Local spending was not considered in this analysis as money spent at the Athletic field complex is likely a transfer of resources from one sector (e.g. going to the movies) within the local economy to another sector (e.g. going to the Athletic field complex). The transfer of local spending from one sector to another sector within the local economy is typically accounted for as an economic growth neutral.

<b>Total Tournament Revenues</b>	
\$	167,520
<b>Tournament Revenues</b>	
	20% Estimated Percent Out-of-Town Attendees/Visitors
\$	33,504
<b>Estimated Out-of-Town Tournament Revenues</b>	

<b>Estimated Out-of -Town Attendee/Visitor Revenues</b>	
4,320	Estimated Attendees/Visitors
20%	Estimated Percent Out-of-Town Attendees/Visitors
864	Estimated Out-of-Town Attendees/Visitors
\$	100.00
<b>Average Cost Per Room Night</b>	
	3 Occupants Per Room
\$	33.33
<b>Per Person Room Costs</b>	
\$	30.00
<b>Daily Spending: Meals</b>	
\$	10.00
<b>Daily Spending: Retail, Other</b>	
\$	73.33
<b>Daily Attendee/Visitor Spending</b>	
	2 Average Attendee/Visitor Days
\$	146.67
<b>Average Attendee/Visitor Spending Per Event</b>	
\$	126,720
<b>Estimated Annual Average Attendee/Visitor Spending</b>	

<b>Estimated Total Out-of -Town Soccer Tournament Revenues</b>	
\$	33,504
<b>Estimated Out-of-Town Tournament Revenues</b>	
\$	126,720
<b>Estimated Annual Average Attendee/Visitor Spending</b>	
\$	160,224
<b>Estimated Total Out-of -Town Revenues</b>	





The Soccer Tournament revenues are shown in the table below, grouped by the economic impact categories used by the U.S. Department of Commerce.

Out-of -Town Soccer Tournament Revenues by Category		
\$	24,000	Tournament Fees
\$	57,600	Lodging
\$	26,784	Retail
\$	51,840	Meals
\$	<b>160,224</b>	Estimated Total Out-of -Town Revenues

10.1.1.4 YOUTH BASEBALL TOURNAMENT ASSUMPTIONS

The projected revenues from the estimated economic impact modeling are based on assumptions of events, attendance, and spending patterns. These assumptions were prepared by PROS Consulting in conjunction with the Oklahoma City staff and based on operational experience nationwide.

YOUTH BASEBALL TOURNAMENT EVENT AND ATTENDANCE ASSUMPTIONS

Youth Baseball Tournaments are projected to have 4,320 annual participants. The analysis assumed that 24 tournaments will be held each year, with an average of 15 teams per tournament, and an average of 12 persons per team. Total annual attendees are estimated to be 4,320.

Tournaments-Youth Baseball Participants	
24	Tournaments
12	Players Per team
15	Teams
4,320	Estimated Participants





### PROJECTED REVENUES RELATED TO PROPOSED YOUTH BASEBALL TOURNAMENTS

The estimated annual revenues from Youth Baseball Tournaments are shown below. The revenues are projected based on the estimated attendees/visitors shown previously. The average team fee is estimated to be \$500. Concession and Wi-Fi spending per person is estimated to be \$10 and \$1 respectively.

Tournaments-Youth Baseball Participants	
24 Tournaments	
12 Players Per team	
15 Teams	
4,320 Estimated Participants	
Tournaments-Youth Baseball Revenues	
24 Tournaments	
15 Teams	
360 Estimated Participants	
\$500 Average Fee Per Team	
\$180,000 Tournament Revenues	
Concessions	
4,320 Estimated Participants	
\$10 Average Revenue Per Participant	
\$43,200 Tournament Revenues	
Wi-Fi	
4,320 Estimated Participants	
\$1 Average Revenue Per Participant	
\$4,320 Tournament Revenues	
Total Tournament Revenues	
\$ 227,520 Tournament Revenues	





PROJECTED OUT-OF-TOWN VISITOR SPENDING RELATED TO PROPOSED YOUTH BASEBALL TOURNAMENTS

The estimated out-of-town visitor revenues from Youth Baseball Tournaments are shown previously. Out-of-town visitors are estimated to be 20% of the total attendees/visitors. The out-of-town visitors are estimated to stay one night with average room rate of \$100 per double occupancy. The meals and retail spending are estimated to be \$30 and \$10 respectively.

The estimated economic impact revenues estimated to be \$172,224 from Youth Baseball tournaments are shown in the table on the following page.

Local spending was not considered in this analysis as money spent at the Athletic field complexes is likely a transfer of resources from one sector (e.g. going to the movies) within the local economy to another sector (e.g. going to the Athletic field complexes). The transfer of local spending from one sector to another sector within the local economy is typically accounted for as an economic growth neutral.

Total Tournament Revenues	
\$	227,520
Tournament Revenues	
20%	Estimated Percent Out-of-Town Attendees/Visitors
\$	45,504
Estimated Out-of-Town Tournament Revenues	

Estimated Out-of - Town Attendee/Visitor Revenues	
4,320	Estimated Attendees/Visitors
20%	Estimated Percent Out-of-Town Attendees/Visitors
864	Estimated Out-of-Town Attendees/Visitors
Average Cost Per Room Night	
\$	100.00
3 Occupants Per Room	
\$	33.33
Per Person Room Costs	
\$	30.00
Daily Spending: Meals	
\$	10.00
Daily Spending: Retail, Other	
\$	73.33
Daily Attendee/Visitor Spending	
2	Average Attendee/Visitor Days
\$	146.67
Average Attendee/Visitor Spending Per Event	
\$	126,720
Estimated Annual Average Attendee/Visitor Spending	

Estimated Total Out-of - Town Youth Baseball Tournament Revenues	
\$	45,504
Estimated Out-of-Town Tournament Revenues	
\$	126,720
Estimated Annual Average Attendee/Visitor Spending	
\$	172,224
Estimated Total Out-of - Town Revenues	



The Youth Baseball Tournament revenues are shown below, grouped by the economic impact categories used by the U.S. Department of Commerce.

Out-of -Town Youth Baseball Tournament Revenues by Category			
\$	36,000	Tournament Fees	
\$	57,600	Lodging	
\$	26,784	Retail	
\$	51,840	Meals	
\$	<b>172,224</b>	Estimated Total Out-of -Town Revenues	

**10.1.5 ADULT SOFTBALL TOURNAMENT ASSUMPTIONS**

The projected revenues from the estimated economic impact modeling are based on assumptions of events, attendance, and spending patterns. These assumptions were prepared by PROS Consulting in conjunction with the Oklahoma City staff and based on operational experience nationwide.

**ADULT SOFTBALL TOURNAMENT EVENT AND ATTENDANCE ASSUMPTIONS**

Adult Softball Tournaments are projected to have 1,728 annual participants. The analysis assumed that 12 tournaments will be held each year, with an average of 12 teams per tournament, and an average of 12 persons per team. Total annual attendees are estimated to the 1,728 as shown below.

Tournaments-Adult Softball Participants	
12	Tournaments
12	Players Per team
12	Teams
<b>1,728</b>	<b>Estimated Participants</b>





PROJECTED REVENUES RELATED TO PROPOSED ADULT SOFTBALL TOURNAMENTS

The estimated annual revenues from Adult Softball Tournaments are shown below. The revenues are projected based on the estimated attendees/visitors shown previously. The average team fee is estimated to be \$500. Concession and Wi-Fi spending per person is estimated to be \$10 and \$1 respectively.

Tournaments-Adult Softball Revenues		
24 Tournaments		
15 Teams		
360 Estimated Participants		
\$500 Average Fee Per Team		
\$180,000 Tournament Revenues		
Concessions		
1,728 Estimated Participants		
\$10 Average Revenue Per Participant		
\$17,280 Tournament Revenues		
Wi-Fi		
1,728 Estimated Participants		
\$1 Average Revenue Per Participant		
\$1,728 Tournament Revenues		
Total Tournament Revenues		
\$ 199,008 Tournament Revenues		



# PROJECTED OUT-OF-TOWN VISITOR SPENDING RELATED TO PROPOSED ADULT SOFTBALL TOURNAMENTS

The estimated out-of-town visitor revenues from Adult Softball Tournaments are shown previously. Out-of-town visitors are estimated to be 20% of the total attendees/visitors. The out-of-town visitors are estimated to stay one night with average room rate of \$100 per double occupancy. The meals and retail spending are estimated to be \$30 and \$10 respectively.

The estimated economic impact revenues estimated to be \$90,490 from Adult Softball Tournaments are shown in the table below.

Local spending was not considered in this analysis as money spent at the Sports Fields is likely a transfer of resources from one sector (e.g. going to the movies) within the local economy to another sector (e.g. going to the Sports Fields). The transfer of local spending from one sector to another sector within the local economy is typically accounted for as an economic growth neutral.

<b>Total Tournament Revenues</b>	
\$	199,008
20% Estimated Percent Out-of-Town Attendees/Visitors	
\$	39,802
Estimated Out-of-Town Tournament Revenues	

<b>Estimated Out-of - Town Attendee/Visitor Revenues</b>	
1,728	Estimated Attendees/Visitors
20% Estimated Percent Out-of-Town Attendees/Visitors	
346	Estimated Out-of-Town Attendees/Visitors
\$	100.00
Average Cost Per Room Night	
3 Occupants Per Room	
\$	33.33
Per Person Room Costs	
\$	30.00
Daily Spending: Meals	
\$	10.00
Daily Spending: Retail, Other	
\$	73.33
Daily Attendee/Visitor Spending	
2 Average Attendee/Visitor Days	
\$	146.67
Average Attendee/Visitor Spending Per Event	
\$	50,688
Estimated Annual Average Attendee/Visitor Spending	

<b>Estimated Total Out-of - Town Adult Softball Tournament Revenues</b>	
\$	39,802
Estimated Out-of-Town Tournament Revenues	
\$	50,688
Estimated Annual Average Attendee/Visitor Spending	
\$	90,490
Estimated Total Out-of - Town Revenues	





The Adult Softball Tournament revenues are shown below, grouped by the economic impact categories used by the U.S. Department of Commerce.

Out-of -Town Adult Softball Tournament Revenues by Category			
\$	36,000	Tournament Fees	
\$	23,040	Lodging	
\$	10,714	Retail	
\$	20,736	Meals	
\$	<b>90,490</b>	Estimated Total Out-of -Town Revenues	

**10.1.6 OUT-OF-TOWN REVENUE ASSUMPTIONS**

Thus, the projected out-of-town revenue assumptions for the Athletic field complexes are a total of \$422,938 as shown below.

Spending Category	Soccer		Youth Baseball		Adult Softball	
	Tournaments	Tournaments	Tournaments	Tournaments	Tournaments	Total
Tournament Fees	\$ 24,000	\$ 36,000	\$ 36,000	\$ 36,000	\$ 96,000	
Lodging	\$ 57,600	\$ 57,600	\$ 23,040	\$ 23,040	\$ 138,240	
Retail	\$ 26,784	\$ 26,784	\$ 10,714	\$ 10,714	\$ 64,282	
Meals	\$ 51,840	\$ 51,840	\$ 20,736	\$ 20,736	\$ 124,416	
Total	\$ 160,224	\$ 172,224	\$ 90,490	\$ 90,490	\$ 422,938	

As noted previously, the assumptions have been intentionally conservative and local spending has not been considered in this analysis in order to accurately depict new revenue and economic impact being driven by these facilities and not simply a transfer from one sector in the Oklahoma City to another.



### 10.1.7 ECONOMIC IMPACT ANALYSIS OF PROPOSED OKLAHOMA CITY MULTI-PURPOSE SPORTS FIELDS FROM TOURISM

The economic impact multipliers used in this analysis are from U.S. Department of Commerce - Bureau of Economic Analysis, Regional Economic Analysis Division, Analysis and Special Studies Branch, Regional Input-Output Modeling System (RIMS II). The multipliers in this analysis are for illustrative purposes and not specific to the Oklahoma City area. The table on the following page shows the factors used in the analysis.

Industry	(Impact of Estimated Tourism)				Direct Effect	
	Output (Dollars) <1>	Earnings (Dollars) <2>	Employment / \$M Sales (Jobs) <3>	Final-demand Value-added (Dollars) <4>	Direct-effect Earnings (dollars) <5>	Direct-effect Employment (number of jobs) <6>
Performing arts, spectator sports, museums, and related activities	1.5516	0.4508	24.8090	0.9346	1.5513	1.4887
Accommodation	1.5612	0.3952	15.6434	0.8815	0.1566	1.4207
Retail Trade	1.5236	0.4087	16.1219	0.9804	1.4547	1.3434
Food services and drinking places	1.5401	0.4179	23.6217	0.8604	1.4420	1.2095

### 10.1.8 ECONOMIC IMPACT FROM OUT-OF-TOWN VISITOR SPENDING RELATED TO PROPOSED OKLAHOMA CITY ATHLETIC FIELD COMPLEX

The total direct economic impact of the proposed Oklahoma City Athletic field complex tourism is shown in the table below. Column 1 shows the output in terms of dollars and represents the total dollar change in output that occurs in all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry. Columns 2 and 3 are estimates of the final effect earnings and employment (jobs), on the Oklahoma City area. Column 2 represents the total dollar change in earnings of households employed by all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry. Column 3 represents the total change in number of jobs that occurs in all industries for each additional million dollars of output. Columns 5 and 6 show the Direct-effect Earnings and Total Jobs, respectively. Column 6 represents the total change in number of jobs in all industries for each additional job in the industry corresponding to the entry. The Final-demand Value-added factors include direct, indirect, and induced economic impacts. The economic impact of the proposed Oklahoma City Athletic field complex is total output of \$654,326 and \$590,341 of final demand effect value-added with a local job impact of 12 full-time jobs.

Industry Segment	Total Rev/Sales Captured by Local Region	(Impact of Estimated Tourism)				Direct Effect	
		Output (Dollars) <1>	Earnings (Dollars) <2>	Employment / \$M Sales (Jobs) <3>	Final-demand Value-added (Dollars) <4>	Direct-effect Earnings /\$ (dollars)	Direct-effect Employment /6/ (number of jobs)
Performing arts, spectator sports, museums, zoos, and parks	96,000	148,954	43,277	2	139,212	67,135	4
Accommodation	138,240	215,820	54,632	2	190,246	8,558	3
Other Retail	64,282	97,939	26,272	1	96,020	38,218	1
Food services and drinking places	124,416	191,613	51,993	3	164,864	74,975	4
Total Annual Spending	\$ 422,938	\$ 654,326	\$ 176,175	9	\$ 590,341	\$ 188,885	12





### 10.1.9 ECONOMIC IMPACT ANALYSIS OF OKLAHOMA CITY ATHLETIC FIELD COMPLEXES CONSTRUCTION

The construction of permanent structures has a strong positive impact of the local economy. The City's construction of the Athletic field complex is the basis for the analysis. The impact of the project was analyzed using construction impact economic multipliers from the U.S. Department of Commerce, Bureau of Economic Analysis, and Regional Input-Output Modeling System (RIMS). Each RIMS industry category has a value multiplier and a jobs multiplier.

The economic impact multipliers used in this analysis are shown below. The multipliers in this analysis are for illustrative purposes and not specific the Oklahoma City area.

Industry Segment	Final-demand Output /1/ (dollars)	Final-demand Earnings /2/ (dollars)	Final-demand Employment /3/ (number of jobs)	Final-demand Value-added /4/ (dollars)	Direct-effect Earnings /5/ (dollars)	Direct-effect Employment /6/ (number of jobs)
Construction	1.5737	0.4486	12.354	0.8605	1.4648	1.5723
Professional, scientific, and technical services	1.5270	0.4963	10.7786	1.0395	1.3666	1.7257

The following table illustrates the total final economic impact of the Athletic field complex construction. Column 1 shows the output in terms of dollars. Columns 2 and 3 are estimates of the final effect earnings and employment (jobs), in the City. The Final-demand Value-added in dollars is shown in Column 4. The Final-demand Value-added factors include direct, indirect, and induced economic impacts.

Industry Segment	Total Rev/Sales Captured by Local Region	Final Demand				Direct Effect	
		Output (Dollars) <1>	Earnings (Dollars) <2>	Employment / \$M Sales (Jobs) <3>	Final-demand Value-added (Dollars) <4>	Direct-effect Earnings /5/ (dollars)	Direct-effect Employment /6/ (number of jobs)
Construction	33,500,000	52,718,950	15,028,100	414	45,364,656	22,013,161	651
Professional, scientific, and technical services	6,500,000	9,925,500	3,225,950	70	10,317,557	4,408,583	121
Total Annual Spending	\$ 40,000,000	62,644,450	18,254,050	484	55,682,214	26,421,744	772

### CONCLUSION OF CONSTRUCTION ECONOMIC IMPACT

Final economic impact of Athletic field complex construction is estimated to be \$55,682,214 with a local job increase of 772 full-time jobs.