

LAKE WALES, FLORIDA

**PARKS & REC**  
*— master plan —*  
EMPOWER • CONNECT • ACTIVATE

City Commission Workshop

Wednesday, August 11, 2021



# Agenda



- 1 Introductions
- 2 Review of Scope
- 3 Schedule
- 4 Survey Results
- 5 User Fee Study
- 6 Funding Opportunities

# Meet the Team!



**Chris Dougherty**  
Planner & Project Manager



**David Barth, PhD**  
Planner, Landscape  
Architect and Certified  
Parks and Recreation  
Professional



**Carter Gresham**  
Landscape Architect



**Katie Martin**  
Planner

**ETC Institute**

**PROS Consulting**  
**Straughn Trout**

**Chastain Skillman**



# Project Scope

**Kickoff and Preliminary Implementation Framework**

**Existing Conditions Analysis**

**Public Engagement, Needs & Priorities Assessment**

- Existing Level of Service (LOS) Analysis
- Benchmarking (User Fee Study)
- Public Workshops (3)
- Individual Interviews & Focus Group Meetings
- Needs Assessment Presentation
- Mail Survey & Online Survey / Engagement

**Long Range Vision, Recommendations & Master Plan**

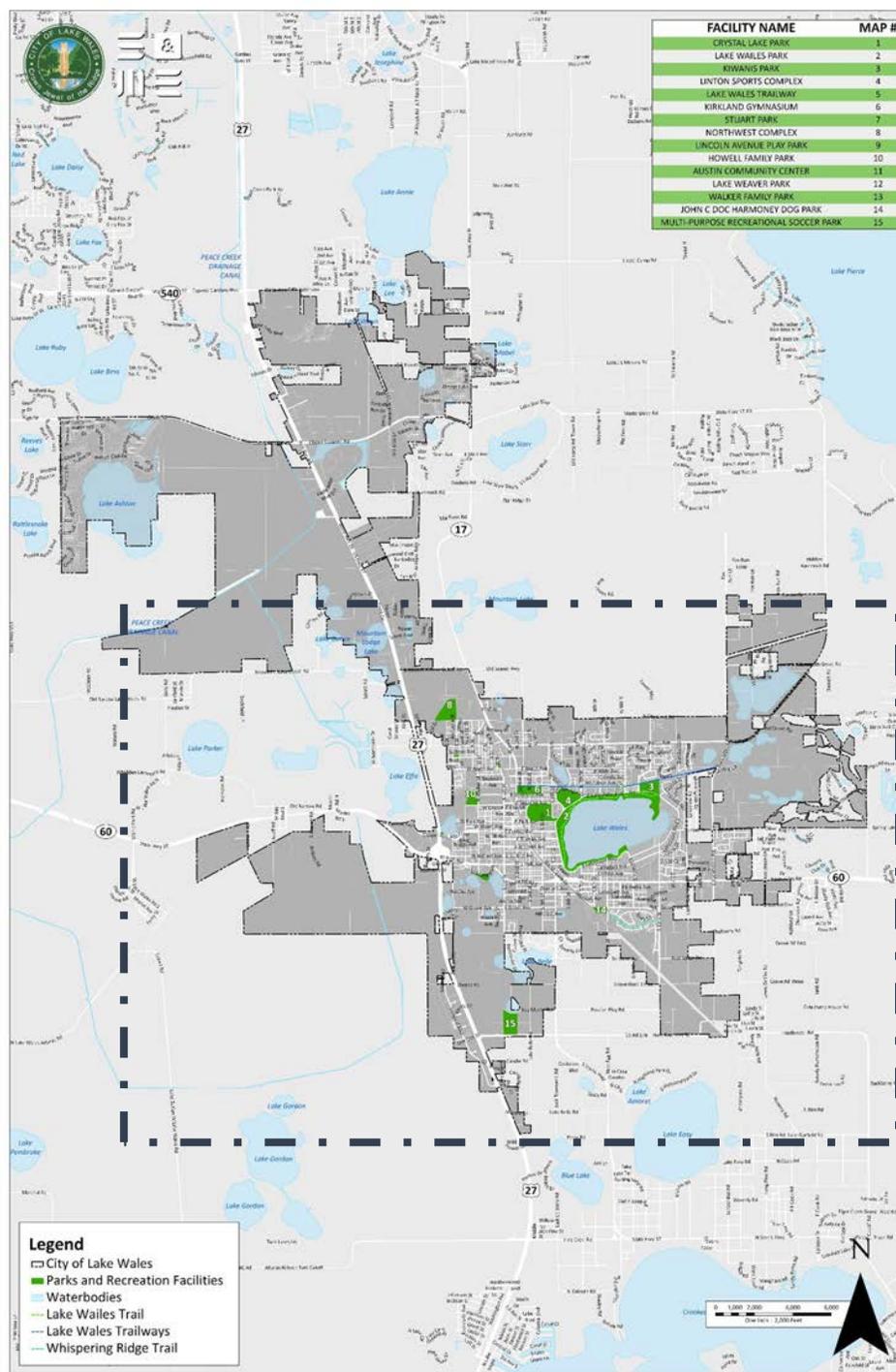
***We're Here!***



# Schedule

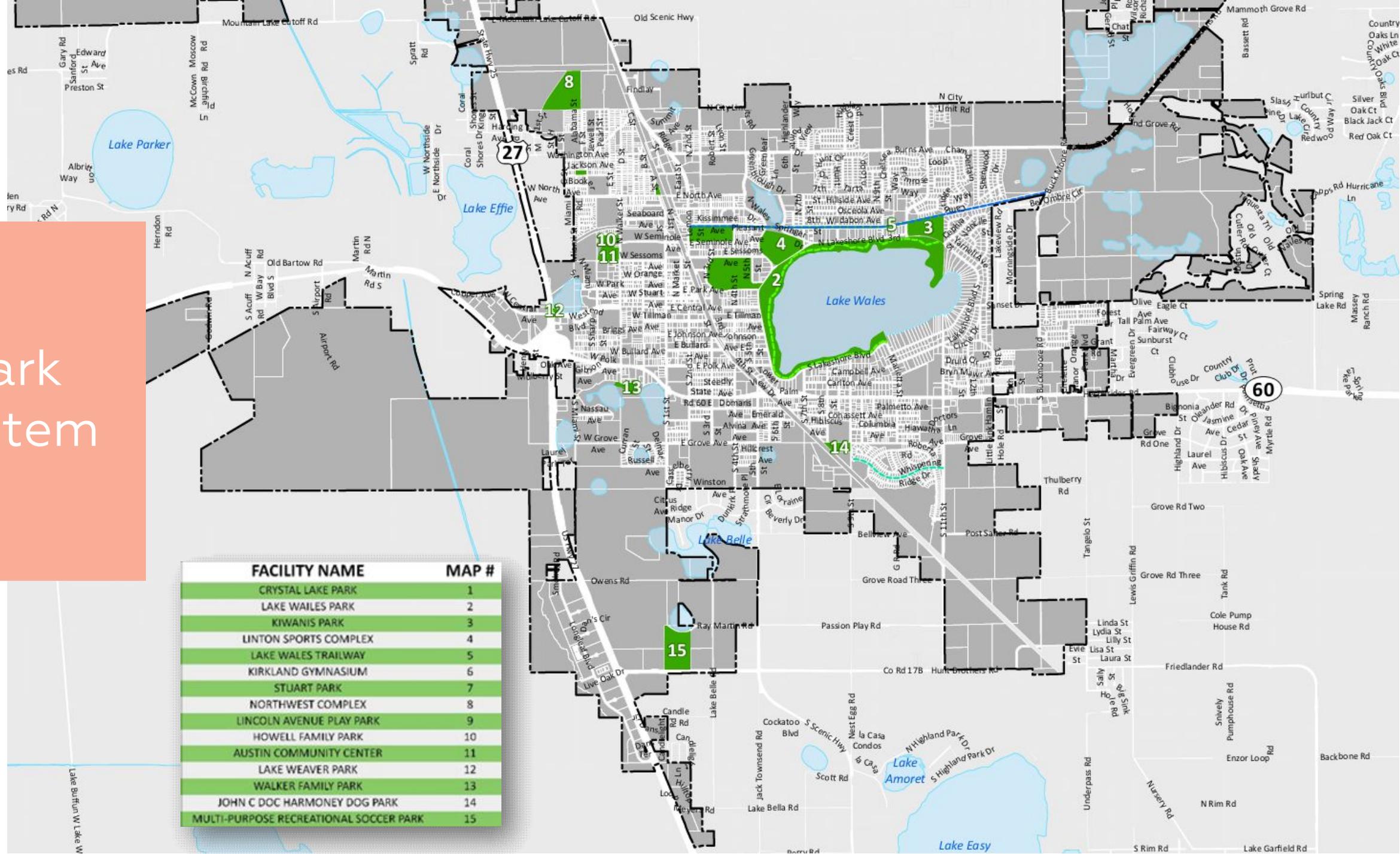


# Park System



# Park System

FACILITY NAME	MAP #
CRYSTAL LAKE PARK	1
LAKE WAILES PARK	2
KIWANIS PARK	3
LINTON SPORTS COMPLEX	4
LAKE WALES TRAILWAY	5
KIRKLAND GYMNASIUM	6
STUART PARK	7
NORTHWEST COMPLEX	8
LINCOLN AVENUE PLAY PARK	9
HOWELL FAMILY PARK	10
AUSTIN COMMUNITY CENTER	11
LAKE WEAVER PARK	12
WALKER FAMILY PARK	13
JOHN C DOC HARMONEY DOG PARK	14
MULTI-PURPOSE RECREATIONAL SOCCER PARK	15



# Needs Assessment

## Highlights from the Survey (developed & implemented by ETC Institute)

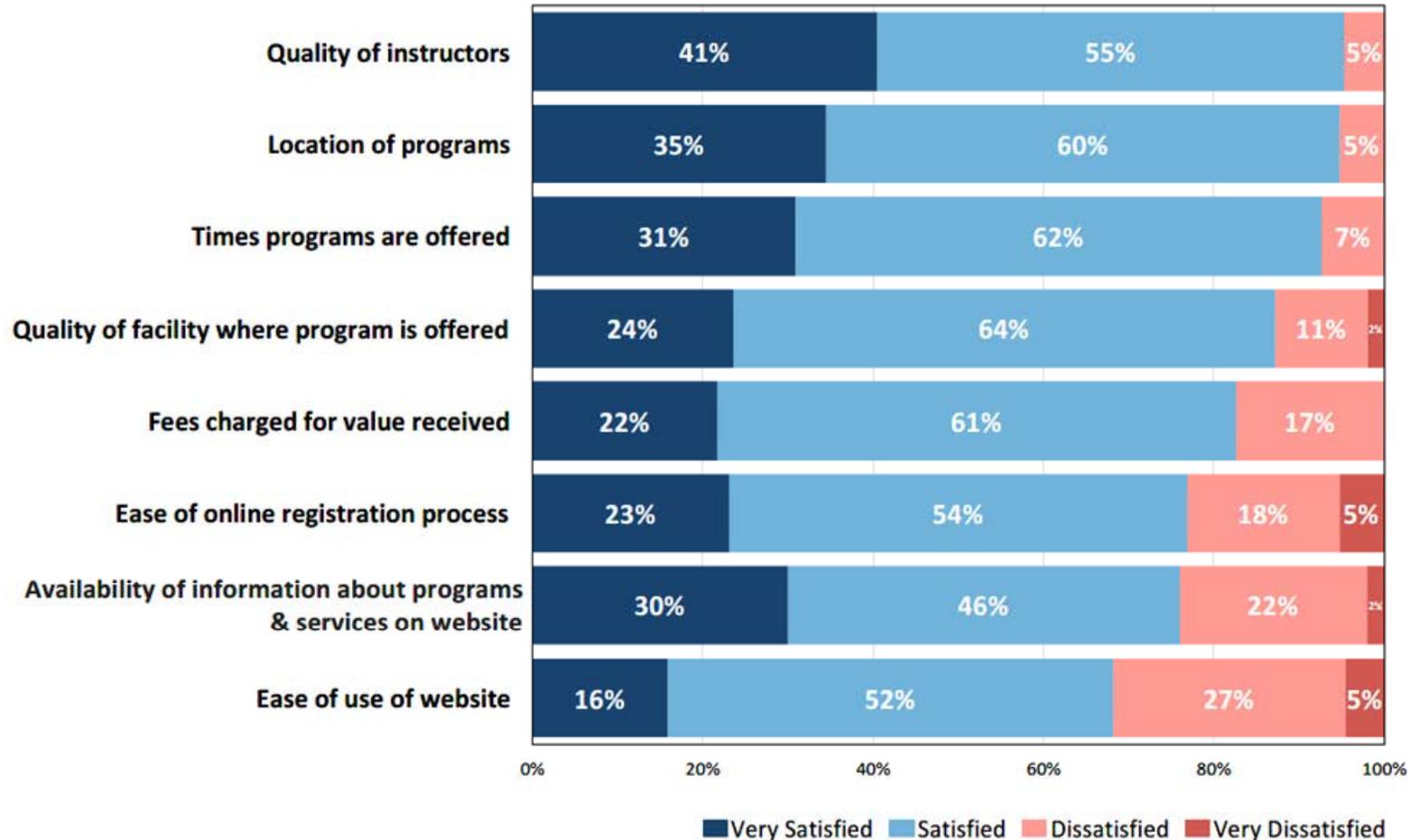
- 80%+ of households rated the quality of the following City amenities/facilities as *excellent* or *good*.
  - Walking paths (86%)
  - Indoor fitness equipment (83%)
  - Large community parks (83%)
- *Lake Wailes Park* was used by majority (53.0%) of households over the last year and 37.8% of households used the *Lake Wales Trails*
- Households generally travel to parks & recreation facilities via *driving* (64%), *walking* (44%) or *biking* (26%)
- The top two methods for learning about City recreation programs and activities are from *friends and neighbors* (45%) and *social media* (37%)



# Needs Assessment

## Q8b. Households' Level of Satisfaction with the Recreation Program Services Provided by the City of Lake Wales

by percentage of households who indicated they have participated in recreation programs during the past 12-months, using a 4-point scale, where 4 means very satisfied and 1 means very dissatisfied (excluding N/A responses)

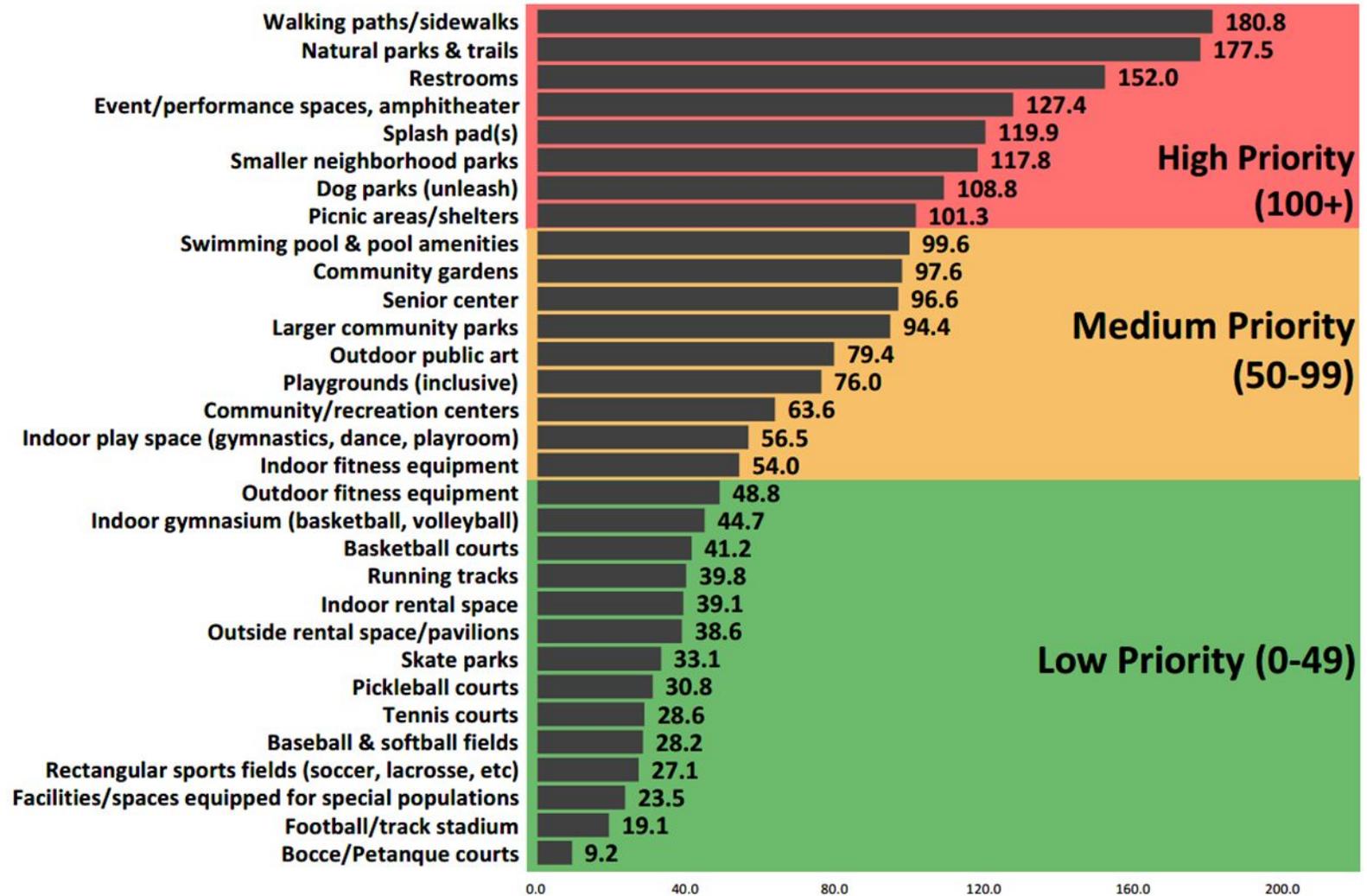


# Needs Assessment

	Facility/Amenity	Priority Investment Rating
1	Walking paths and sidewalks	180.8
2	Natural parks & trails	177.5
3	Restrooms	152.0
4	Event spaces, performance spaces, amphitheater	127.4
5	Splash pad(s)	119.9
6	Smaller neighborhood parks	117.8
7	Dog parks (unleash)	108.8
8	Picnic areas/shelters	101.3

## Top Priorities for Investment for Recreation Facilities & Amenities

Based on the Priority Investment Rating (PIR)

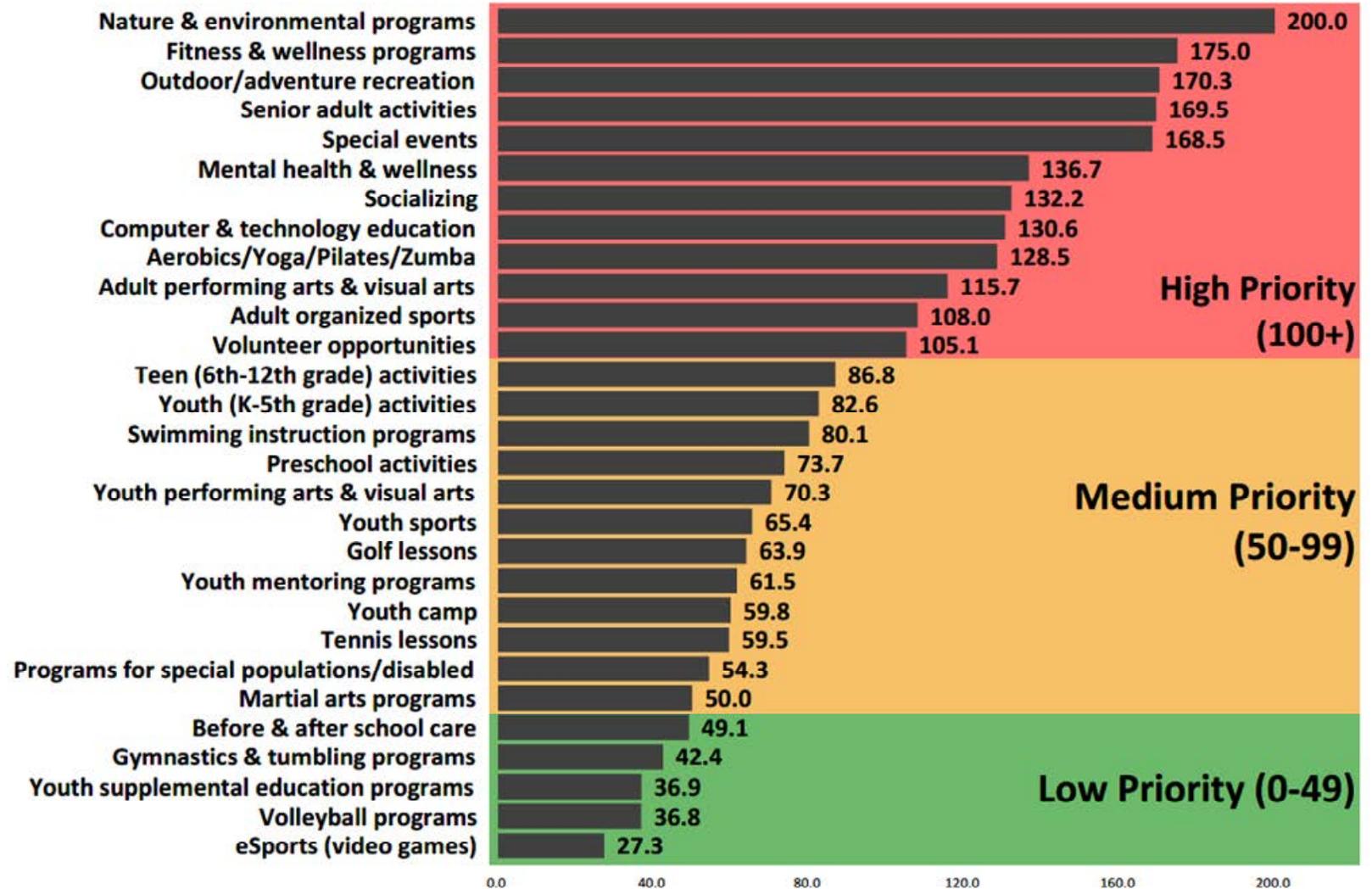


# Needs Assessment

Activity	Priority Investment Rating	Activity	Priority Investment Rating
1 Nature & environmental programs	200.0	7 Socializing	132.2
2 Fitness & wellness programs	175.0	8 Computer & technology education	130.6
3 Outdoor and adventure recreation	170.3	9 Aerobics/Yoga/Pilates/Zumba	128.5
4 Senior adult activities	169.5	10 Adult performing arts & visual arts	115.7
5 Special events	168.5	11 Adult organized sports	108.0
6 Mental health & wellness	136.7	12 Volunteer opportunities	105.1

## Top Priorities for Investment for Parks and Recreation Activities

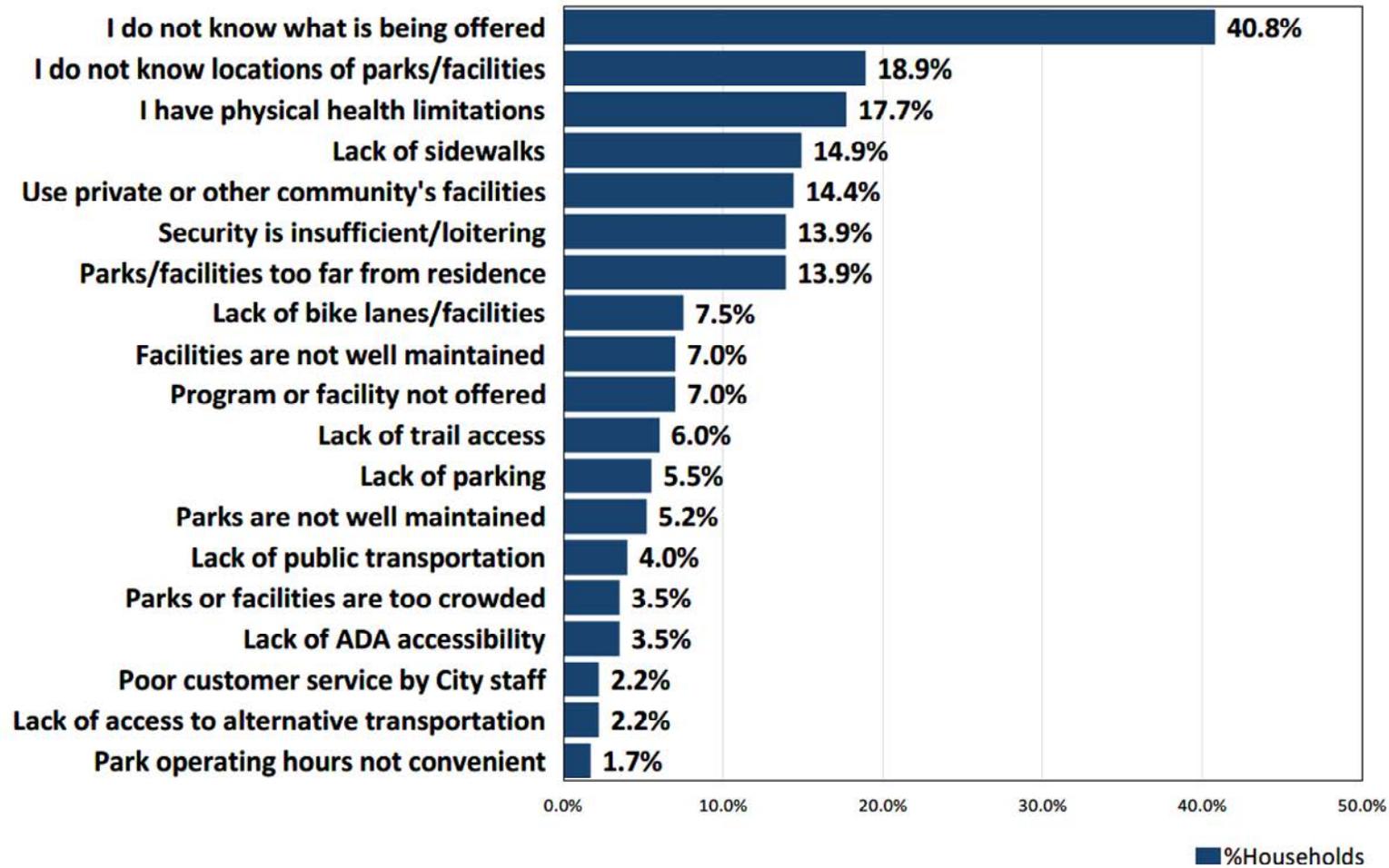
Based on the Priority Investment Rating (PIR)



# Needs Assessment

## Q9. Reasons That Prevent Households From Using Parks, Trails, Recreation Facilities, or Programs in the City of Lake Wales

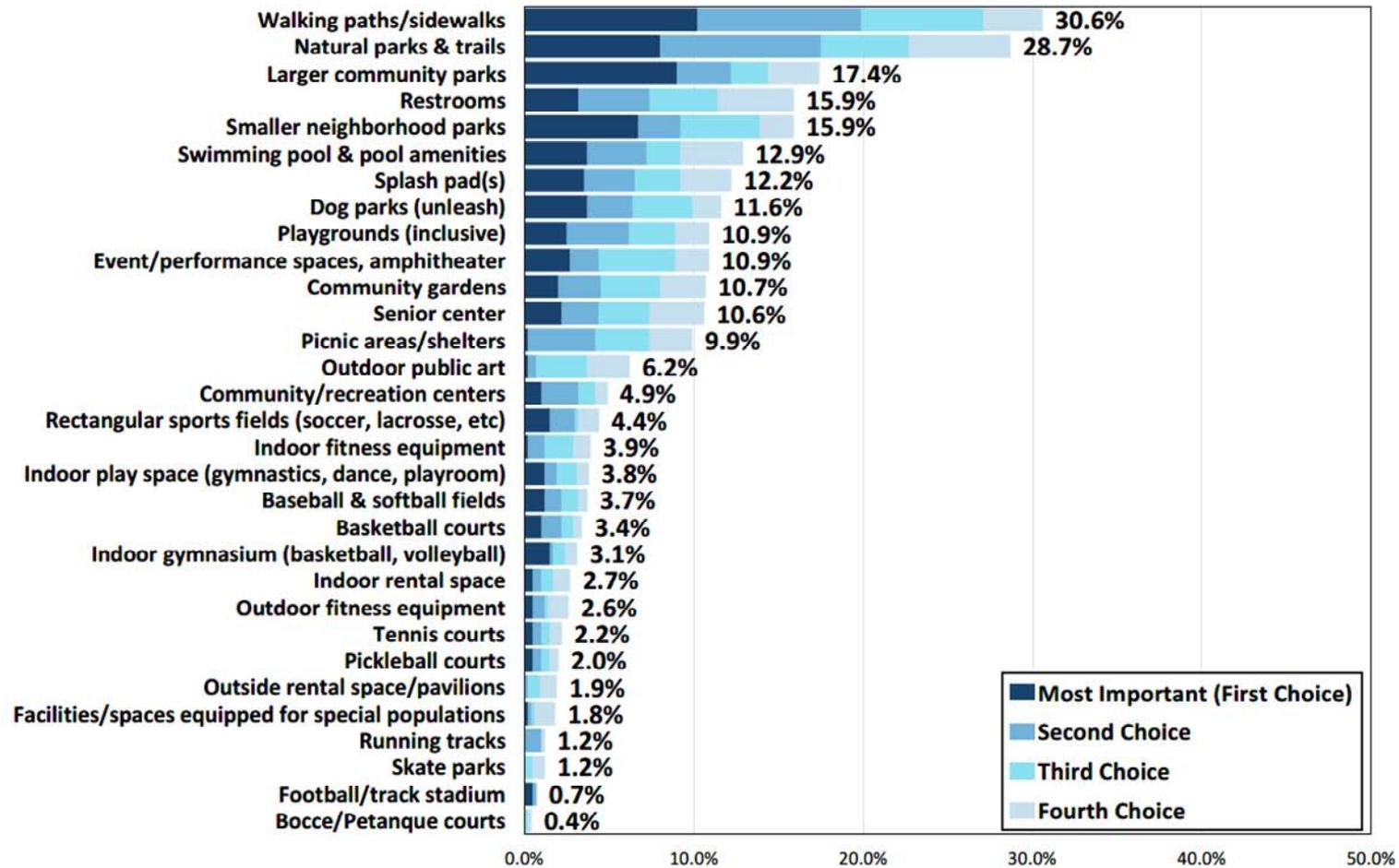
by percentage of households (multiple choices could be selected)



# Needs Assessment

## Q11. Parks and Recreation Facilities/Amenities That Are Most Important to Households

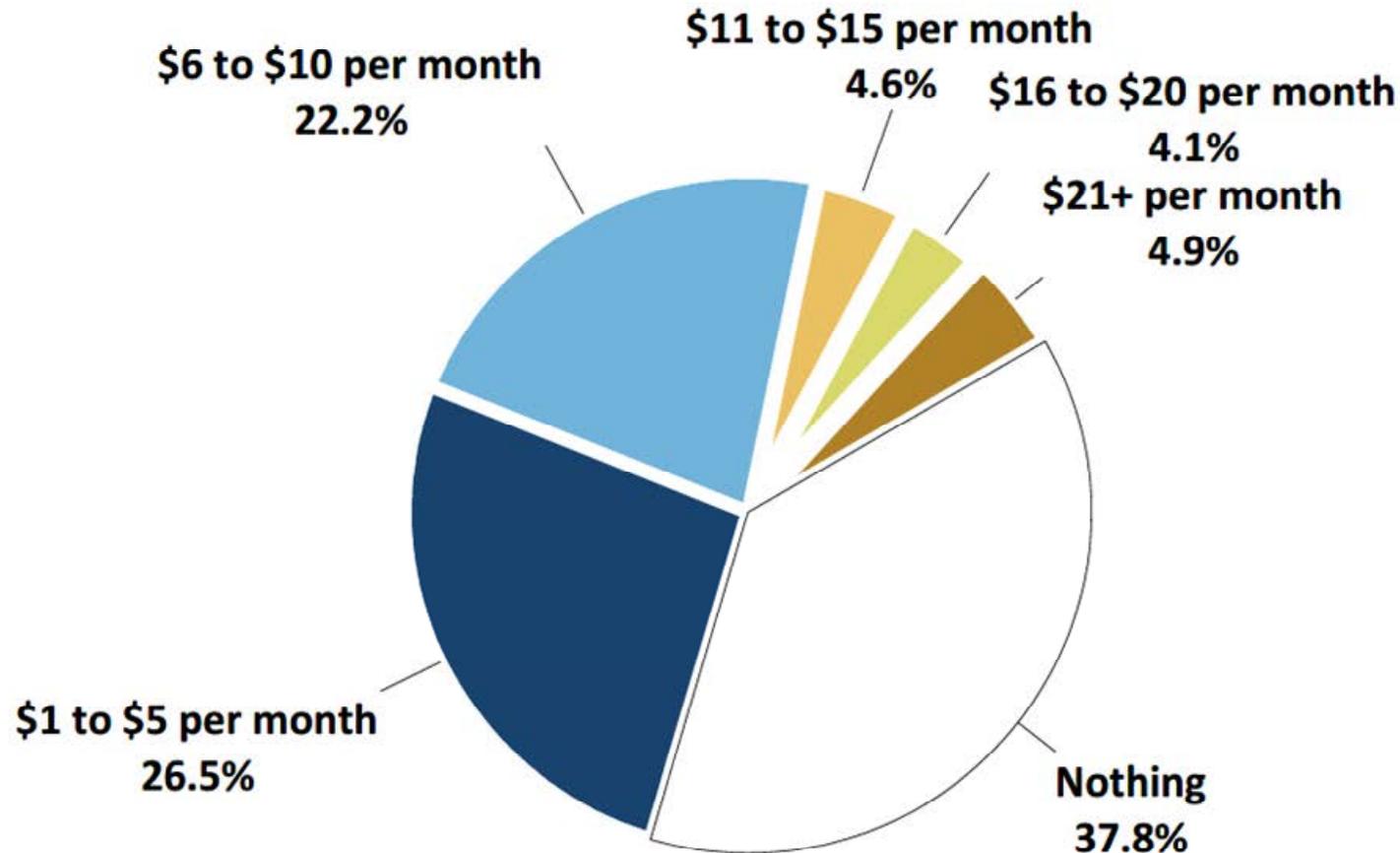
by percentage of households that selected the items as one of their top four choices



# Needs Assessment

**Q19. The Additional Amount Households Would be Willing to Pay Per Month in Additional Taxes or Fees to Fund Improvements or New Development to the Parks and Facilities That Are Most Important to Them**

by percentage of households



# Needs Assessment

## Needs Based on Stakeholder & Public Engagement

1. Trails
2. Maintenance
3. Stadium
4. Tennis/Pickleball
5. Youth Sports/Programming
6. Splash Pad/Amenities
7. Event Space @ Lake Wailes Park
8. Community/Multi-use Center



# User Fee Study

## User Fee Study/Benchmarking Scope

- Analyze peer communities (Local & Aspirational)
- Cost Recovery Goals
- Pricing Strategy
  - Resident/Non-Resident
  - Prime Hours of Operation



# User Fee Study

## Cost Recovery Goals

Agency	Youth Sports		Adult Sports		Youth Activities		Adult Activities		Special Events		Rentals		Formal Cost Recovery Policy?
	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	
Haines City Parks & Recreation	100%	75%-80%	100%	75%-80%	100%	90%	100%	98%	100%	100%	0%	0%	No
Kissimmee Parks & Recreation	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	No
Lake Wales Parks & Recreation	0%	0%	0%	0%	0%	0%	0%	0%	N/A	5%	N/A	15%	No
Lakeland Parks & Recreation	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	No
Tavares Parks & Recreation	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	No
Winter Haven Parks, Recreation & Culture	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	No
Winter Park Parks & Recreation	0%	0%	80%	90%	0%	0%	0%	0%	N/A	N/A	30%	35%	No



# User Fee Study

## Pricing Strategies

Agency	Resident/ Non-Resident	Prime/ Non-Prime Time	Weekday/ Weekend	Age Segment	Family/ Household Status	Group Discount	By Location	By Competition (Market Rate)	By Cost Recovery Goal	By Customers Ability to Pay
Haines City Parks & Recreation	X	X	X	X		X	X		X	
Kissimmee Parks & Recreation										
Lake Wales Parks & Recreation	X						X			
Lakeland Parks & Recreation			X	X	X					
Tavares Parks & Recreation			X							
Winter Haven Parks, Recreation & Culture	X		X				X			
Winter Park Parks & Recreation	X	X	X		X		X			



# User Fee Study

Agency	Pavilion/ Shelter Rentals		Park Rentals		Community Center Rentals		Written Rental Policy
	Deposit	Fee	Deposit	Fee	Deposit	Fee	
Haines City Parks & Recreation	\$200	\$50-\$250 (Full-Day)	N/A	N/A	\$200	\$300 (R) Full-Day \$500 (NR) Full-Day	Yes
Kissimmee Parks & Recreation	-	\$75-\$175 (Full-Day)	N/A	N/A	\$50	\$65/hr	Yes
Lake Wales Parks & Recreation	Free (R) \$135.69 (NR)	Free (R) \$26.09 (NR)	N/A	N/A	\$195.99 (R) \$379.30 (NR)	\$156.57 (R) Full-Day \$679.30 (NR) Full-Day	Yes
Lakeland Parks & Recreation	- (CGP) \$100 (CP)	\$106-\$164 (2 hrs: CGP) \$237 (4 hrs: CP)	\$500-\$750	\$521-\$558 (Full-Day)	\$750	\$533-\$1,812 (Full-Day)	N/A
Tavares Parks & Recreation	-	\$60-\$90 (Full-Day)	N/A	N/A	\$75-\$400	\$10-\$60/hr	Yes
Winter Haven Parks, Recreation & Culture	-	\$44-\$70 (Full-Day)	N/A	N/A	\$100-\$200	\$28-\$75/hr (R)* \$34-\$90/hr (NR)*	Yes
Winter Park Parks & Recreation	\$100-\$300	\$35-\$90 (Half-Day) \$60-\$125 (Full-Day)	\$100	\$750-\$3,250 (Full-Day)	\$100-\$400	\$70-\$100/hr	Yes

Agency	Athletic Field Rentals		Sport Court Rentals	
	Deposit	Fee	Deposit	Fee
Haines City Parks & Recreation	-	\$200 (4hrs) \$75 each additional hr	N/A	N/A
Kissimmee Parks & Recreation	\$50/hr	\$20-\$30/hr	\$50	\$10/hr
Lake Wales Parks & Recreation	N/A	N/A	N/A	N/A
Lakeland Parks & Recreation	N/A	N/A	N/A	N/A
Tavares Parks & Recreation	\$200 (Tournaments Only)	\$20/hr	N/A	N/A
Winter Haven Parks, Recreation & Culture	-	\$75 (Full-Day) Plus \$25/hr Light Fee	N/A	N/A
Winter Park Parks & Recreation	N/A	\$35-\$45 (Non-PT) \$55-\$70 (PT)	N/A	\$5-\$6/hr (R) \$6-\$7/hr (NR)

**Note:**

(R) = Resident Rate

(NR) = Non-Resident Rate

(PT) = Primetime Rate

(Non-PT) = Non-Primetime Rate

(CGP) = Common Ground Pavilion

(CP) = Corporate Pavilion

- = No Fee

\* = \$50 Non-Refundable Holding Fee



# User Fee Study

Agency	Baseball		Basketball		Soccer	
	Fee	Duration	Fee	Duration	Fee	Duration
Haines City Parks & Recreation	Private	N/A	\$40	8-12 weeks	\$30	8-12 weeks
Kissimmee Parks & Recreation	\$65	6 weeks	\$85	8 weeks	\$50	6 weeks
Lake Wales Parks & Recreation	\$100	8-weeks	\$60	8-weeks	\$35-45 (Spring) \$85-\$95 (Fall)	N/A
Lakeland Parks & Recreation	\$25	N/A	\$50	N/A	N/A	N/A
Tavares Parks & Recreation	\$85	9 weeks	N/A	N/A	\$40	6 weeks

Agency	Volleyball		Football		Cheerleading	
	Fee	Duration	Fee	Duration	Fee	Duration
Haines City Parks & Recreation	\$30	6-8 weeks	Private	N/A	Private	N/A
Kissimmee Parks & Recreation	\$70	8 weeks	\$85 (flag)	9 weeks	N/A	N/A
Lake Wales Parks & Recreation	\$65-\$85	8 weeks	\$35 (Flag) \$45 (Tackle)	N/A	\$50	N/A

Agency	Tennis		Sailing/Pram Fleet		Ultimate Frisbee		Theater	
	Fee	Duration	Fee	Duration	Fee	Duration	Fee	Duration
Haines City Parks & Recreation	N/A	N/A	N/A	N/A	N/A	N/A	Private	N/A
Kissimmee Parks & Recreation	\$60	4 weeks	N/A	N/A	N/A	N/A	N/A	N/A
Lake Wales Parks & Recreation	N/A	N/A	\$60	8-weeks	Free	Year-Round	N/A	N/A
Lakeland Parks & Recreation	\$45	N/A	N/A	N/A	N/A	N/A	Private	N/A
Winter Park Parks & Recreation	\$20 (monthly) \$100 (annually)	Year-Round	N/A	N/A	N/A	N/A	N/A	N/A



# User Fee Study

## User Fee Study & Benchmarking Analysis Outcome

- Rental fees – Lake Wales is Underpriced
- Sports / Activities fees – Lake Wales Aligns with The Median Benchmark
- Pricing & Cost Recovery Tracked On a Very Limited Basis
- Establish Pricing Strategies and Cost Recovery Goals
- Establish KPI – Key Performance Indicators



# Funding Opportunities

1. General Fund
2. Impact Fees
3. Designated Ad Valorem Tax – Set aside of % of Ad Valorem
4. Bonds
5. Special Assessment
6. Grants (FRDAP, NRPA, FCT, RTP)
7. Public/Private Partnerships
8. CRA TIF (Parks within CRA)



# Next Steps

1. Long Range Visioning
2. Implementation Workshop
3. Draft MP Document
4. Document Review
5. Presentation to the Board





Q&A