

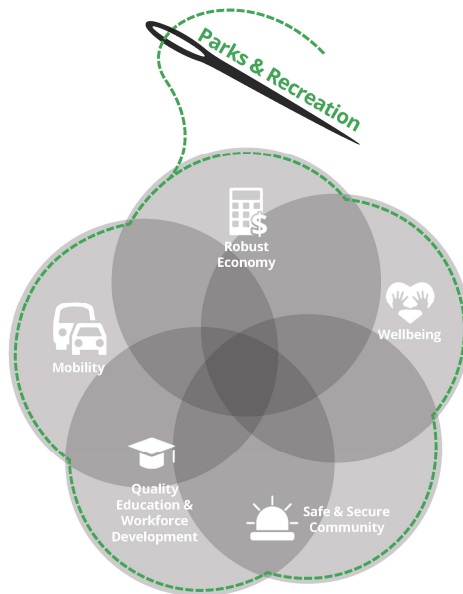


# Park-enomics: Strategic Park Investment for a Robust Economy

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## Strategic Plan



# Robust Economy



A community's Park & Recreation system is critical to its economic vitality

A well planned and managed system can contribute significantly to the local economy through:

1. Spurring Tourism Spending
2. Catalyzing Investment
3. Reducing the Tax Burden



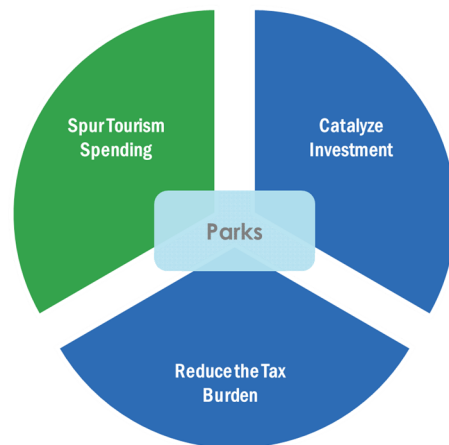
# Robust Economy



## Spurring Tourism Spending

World-class facilities attract visitors with disposable income from outside a community for:

- Sports tourism
- Cultural tourism
- Dynamic recreation experiences



# Robust Economy



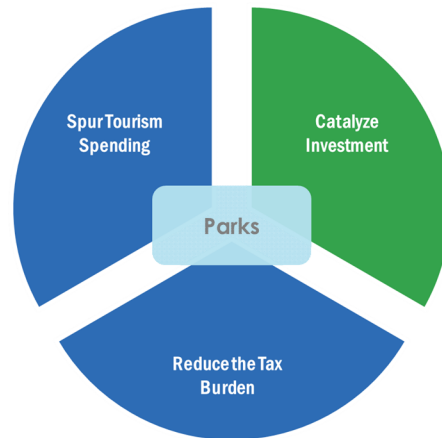
## Catalyzing Investment

### Parks:

- Increase property values
- Attract talented and affluent residents
- Stimulate sales tax revenues\*

### In Virginia, outdoor recreation generates:

- 138,000 jobs
- \$13.6 billion in annual consumer spending
- \$923 million in annual State and Local Tax revenue\*\*



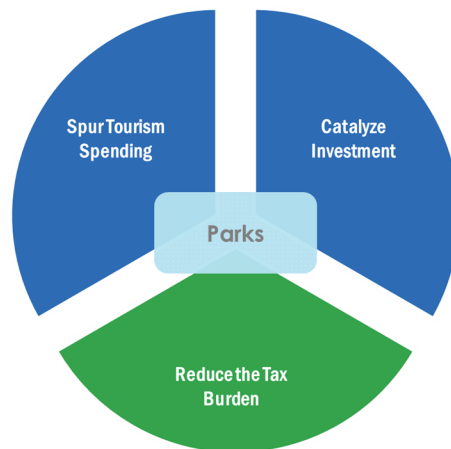
\* Source: American Planning Association  
\*\*Source: Outdoor Industry Association 2017 Economic Impact Report

# Robust Economy



## Reducing the Tax Burden

- Strong systems can sustain off fewer tax dollars



\*Source: Outdoor Industry Association 2017 Economic Impact Report

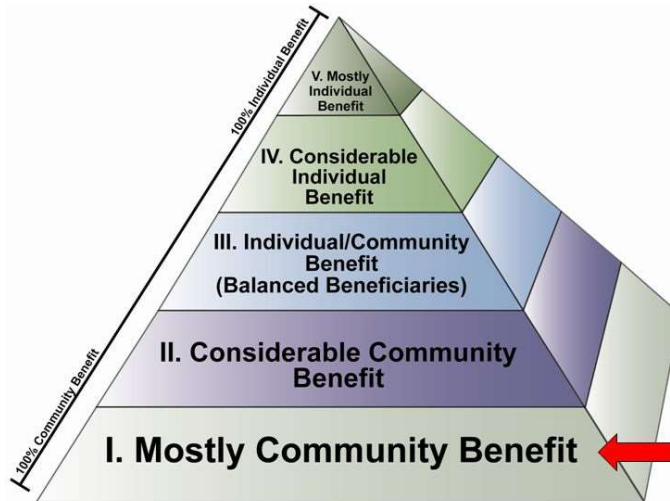
## System Model



### 2 types of Park and Recreation systems

- Low cost-recovery
- High cost-recovery

**Cost Recovery:** The concept of charging individuals for intermediate to advanced programs or services that have less of a communitywide benefit



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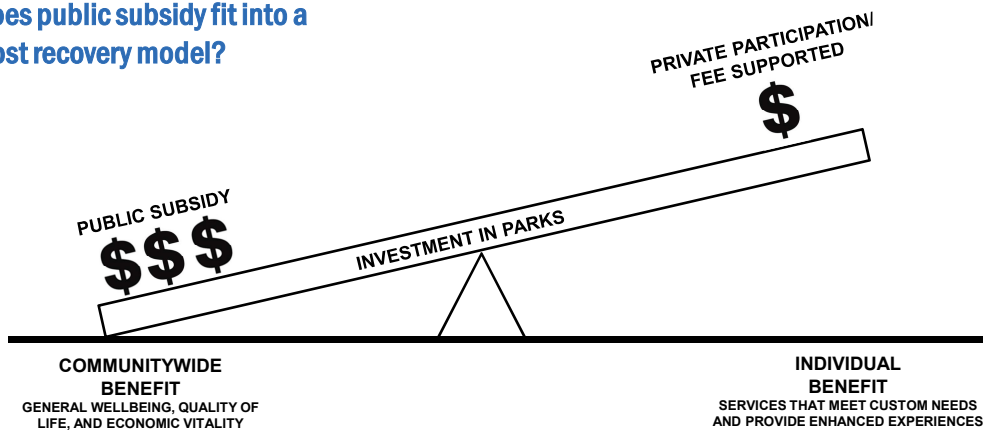
December, 2016

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## System Model



### How does public subsidy fit into a High cost recovery model?



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## System Model



### High Cost-Recovery Sites/Programs

- Splashdown Water Park
- Water Works Water Park
- Chinn Aquatic and Fitness Center
- Sharron Baucom-Dale City Recreation Center
- 2,614 fee-for-service offerings

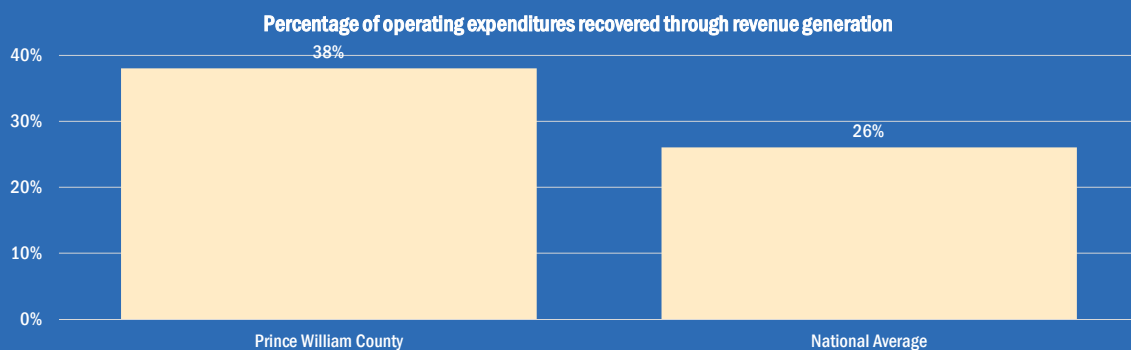
### Low and non-cost recovery sites/programs

- Parks and trails
- Playgrounds
- Community pools
- Sports fields

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## DPR's Revenue Focus



*DPR is budgeted to recover 38% of total expenses through revenue-generating activities.*

FY18

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## Marketing Operations



### Breadth

- 5.75 FTEs
- Web development
- Social Media/e-mailing marketing
- Advertising
- Graphic arts
- Market analysis
- Copy editing
- User surveying
- Provide targeted marketing for 2 water parks, 2 recreation centers, 400 summer camps

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## Marketing Impact



### Focused on Results:

- 900,000 visitors in calendar year 2016\*
- 74,000 pieces of printed collateral produced from 400 individual designs
- 40 million ad impressions delivered
- 188k engaged social media users
- 2m web page views served
- 5 major marketing industry awards
- Adaptive to changing market forces
- Budgeted to deliver \$14.8m revenue in FY17
- \$60m revenue collected over last 5 years
- Every \$1 of marketing money spent = \$15 in revenue

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\* Only cost-recovery facilities

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## The Future



**What do we do with our capacity?**

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## The Future



**What does strategic investment look like?**

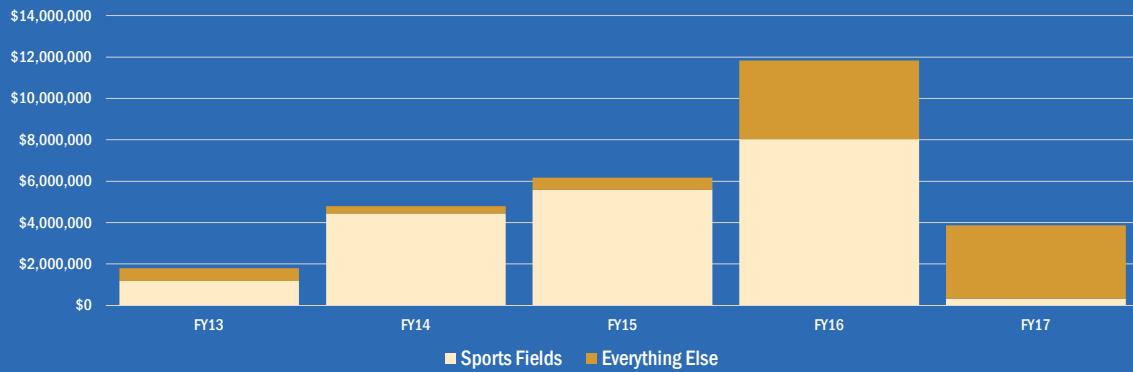
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# CIP FY13 - FY17



### CIP Expenditures Over Time



*Sports field projects accounted for 69% of DPR's CIP Expenditures over the last 5 fiscal years.*

# The Future



Next steps