



Parks and Recreation Commission Meeting Agenda
Wednesday, June 24, 2026, 5:00 PM
ZOOM and Council Chambers, 616 NE 4th AVE

NOTE: The City welcomes public meeting citizen participation. TTY Relay Service: 711. In compliance with the ADA, if you need special assistance to participate in a meeting, contact the City Clerk's office at (360) 834-6864, 72 hours prior to the meeting so reasonable accommodations can be made (28 CFR 35.102-35.104 ADA Title 1)

To Participate Remotely:

OPTION 1 -

1. Go to www.zoom.us and download the app or click "Join A Meeting" and use Meeting ID – 861 3821 1597
2. Or, from any device click <https://zoom.us/j/86138211597>

OPTION 2 - Join by phone (audio only):

Dial 877-853-5257 and enter meeting ID# 861 3821 1597

For Public Comment:

Click the raise hand icon in the app or by phone, hit *9 to "raise your hand" (or email to parks@cityofcamas.us)

CALL TO ORDER

ROLL CALL

PUBLIC COMMENTS

APPROVAL OF MINUTES

1. [Approve Minutes of Parks & Recreation Commission Meeting – May 27, 2026](#) Presenter: Ellen Burton, Chair
Time Estimate: 5 minutes

MEETING ITEMS

2. [Regional Funding Task Team \(Discussion\)](#)
Presenter: Ross Hoover, Division Director, Clark County Parks & Nature
Time Estimate: 30 minutes
3. [NRPA Benchmarking Report \(Update\)](#)
Presenter: Chris Witkowski, Parks and Recreation Director
Time Estimate: 15 minutes
4. Special Events (Update)
Presenter: Chris Witkowski, Parks and Recreation Director
Time Estimate: 5 minutes

5. 2027/28 Budget (Discussion)
Presenter: Chris Witkowski, Parks and Recreation Director
Time Estimate: 15 minutes

PROJECT UPDATES

6. Parks Projects Updates (Update)
Presenter: Chris Witkowski, Parks and Recreation Director
Time Estimate: 15 minutes

OTHER ITEMS

7. Commissioners Updates
Presenter: Ellen Burton, Chair
Time Estimate: Remainder of Time

CLOSE OF MEETING



Parks and Recreation Commission Meeting Minutes
Wednesday, May 27, 2026, 5:00 PM
ZOOM & Council Chambers, 616 NE 4th AVE

CALL TO ORDER

Meeting was called to order at 5:00 p.m. by Commissioner Irving

ROLL CALL

Present: Ellen Burton, Alicia Brazington, Katy Daane, Bud Hensen, Jason Irving, Adam Stadtlander and Jenny Wu

Staff: Chris Witkowski and Jacquie Hill

PUBLIC COMMENTS

Greg Harrington, Vancouver.

APPROVAL OF MINUTES

1. Approve Minutes of Parks & Recreation Commission Meeting – April 22, 2026
 Presenter: Ellen Burton, Chair

It was moved by Henson, and seconded, to approve the April 22, 2026 Parks and Recreation Meeting Minutes. The motion carried unanimously.

MEETING ITEMS

2. Memorial Benches & Amenities (Discussion)
 Presenter: Ellen Burton, Chair

This item was for the Parks and Recreation Commission's information only. Irving and Burton provided an overview of memorial benches, and amenities.

3. Department Budget Update (Update)
 Presenter: Chris Witkowski, Parks and Recreation Director

This item was for the Parks and Recreation Commission's information only. Witkowski provided an overview of department operating budget.

4. Special Events (Update)
 Presenter: Chris Witkowski, Parks and Recreation Director

This item was for the Parks and Recreation Commission's information only. Witkowski provided an update on Camtown Arts & Music Festival, and Crown Park Grand Reopening.

5. Commission Committees (Discussion)
 Presenter: Chris Witkowski, Parks and Recreation Director

This item was for the Parks and Recreation Commission's information only. Witkowski provided an update on the commission committees.

6. Parks Projects Updates (Update)
Presenter: Chris Witkowski, Parks and Recreation Director

This item was for the Parks and Recreation Commission's information only. Witkowski provided updates on Legacy Lands, T3 Trail, RCO Grant for Forest Home Park, Crown Park, E-Bikes ordinance, NPRA Benchmarking Report, Regional Funding Task Team

OTHER ITEMS

7. Commissioners Updates
Presenter: Ellen Burton, Chair

Burton commented on Washougal River greenway.

Brazington commented on Ivy League pull at the Skatepark, and the impressive number of seasonal parks staff volunteering at events.

Stadtlander commented on Fallen Leaf Lake Park.

Wu commented Fallen Leaf Lake Park.

Henson commented on Crown Park and Goot Park.

Irving commented on Legacy Lands, and the Clark County Parks Foundation Luncheon, Forest Home Park and Louis Block Park.

CLOSE OF MEETING

Irving adjourned the meeting at 6:38 p.m.



Regional Parks Funding

Task Team Report

May 2026



Clark County Public Works - Parks & Nature Division
1300 Franklin Street, Vancouver, WA 98660
www.clark.wa.gov/public-works/clark-county-parks

Acknowledgements – Regional Funding Task Team

The preparation of this report was made possible through the support and direction of the elected officials and staff on the Regional Funding Task Team.

Clark County Councilors:

Glen Yung
Alt: Matt Little

Vancouver City Councilor:

Diana Perez

Camas City Councilor:

Tim Hein

Battle Ground City Councilors:

Jeanie Kuypers
Alt: Victoria Ferrer

Washougal City Councilors:

Michelle Wagner
Alt: David Fritz
Alt: Molly Coston

Ridgefield City Councilor:

Rian Davis

The department also recognizes the contributions of key staff members whose efforts were essential to completing this project, including:

Ross Hoover, Clark County
Evelyn Ives, Clark County
David Perlick, City of Vancouver
Katherine Stokke, City of Vancouver
Corey Crownhart, City of Ridgefield
Chris Witkowski, City of Camas
Joanna Martin, City of Battle Ground
Kris Swanson, City of Battle Ground
Joe Walsh, City of Washougal
Tracy Coleman, City of La Center

Introduction

Clark County Parks and Nature enriches communities by creating and stewarding parks that promote health and wellness, boost economic vitality, preserve natural areas, and ensure access to the outdoors for all. With over 100 parks in its system, Clark County Parks and Nature provides public access to special places, from beaches along the Columbia River, to home plates on little league fields. The parks system also protects public access to nature by acquiring, building, and maintaining trailheads and trails in forests and along rivers that connect people with the outdoors. The County's nine regional parks received an estimated 2 million visits in 2025. Clark County Parks and Nature Division has grown into a large, developed park system over decades. But, as the County population continues to grow, the funding sources for parks operations and maintenance budgets have not kept pace with rising costs and growing community needs. Without a new source for operations and maintenance, the County will not be able to develop new parks and eventually will have to make difficult decisions to close parks where safe and clean conditions cannot be maintained.

In 2025, Clark County Council directed the formation of a regional parks task team to tackle current and future challenges presented by lack of adequate park funding options. The regional task team is made up of city council representatives and staff from: Vancouver, Ridgefield, Battle Ground, Camas, Washougal and La Center as well as representatives from Clark County. The task team set out to understand the needs of each local park system and evaluate dedicated park funding options for the Clark County region based on a review of models in other regions throughout the country. The team convened a total of ten meetings between October 2025 to April 2026 and developed this report summarizing the information discussed during that time.

Clark County's Urgent Need

Clark County's Parks and Nature Division funds park operations and maintenance from three main sources: 1) The Greater Clark Parks District (GCPD); 2) park-generated revenue from paid parking, shelter reservations, and sport field rentals; and 3) the County's general fund. These funding sources have generally not kept pace with expenses. The costs of utilities, labor, materials and supplies are increasing rapidly. This is due to many factors including inflation and changes in the labor market. Additionally, because of constraints on funding sources, some of Clark County's park properties are getting more attention than others, which has caused an imbalance within the system.

Revenue Sources

The Greater Clark Park District (GCPD) is a voter-approved Metropolitan Park District (MPD) created in 2005. The district is not County-wide; rather, it encompasses just the unincorporated urban growth area of Vancouver, which at the time was growing rapidly in population, but had few developed park properties. Generally, funding generated within the park boundary can only be used for parks within the boundary. The formation of the GCPD along with its funding mechanisms enabled the County to build 30 new parks and operate and maintain those parks over the last 20 years. The levy is a stable and parks-dedicated funding source. The main challenge is that these funds cannot be used outside of the GCPD.

There are eight large, regional parks outside of the GCPD that rely only on general funds and park-generated revenue. These regional parks are: Lewisville, Daybreak, Lucia Falls, Moulton Falls, Lacamas, Whipple Creek, Vancouver Lake, and Frenchman's Bar. Not only are these the most heavily used parks in the County system, but they also are some of the oldest, largest, and most remote parks. They require more staff time for operations and maintenance to keep the parks safe and clean. Unfortunately, the funding sources for these parks have become limited over time.

Currently, park-generated revenue covers about 12% of total park operating expenses, and the general fund only covers about 23% (see Figure 1).

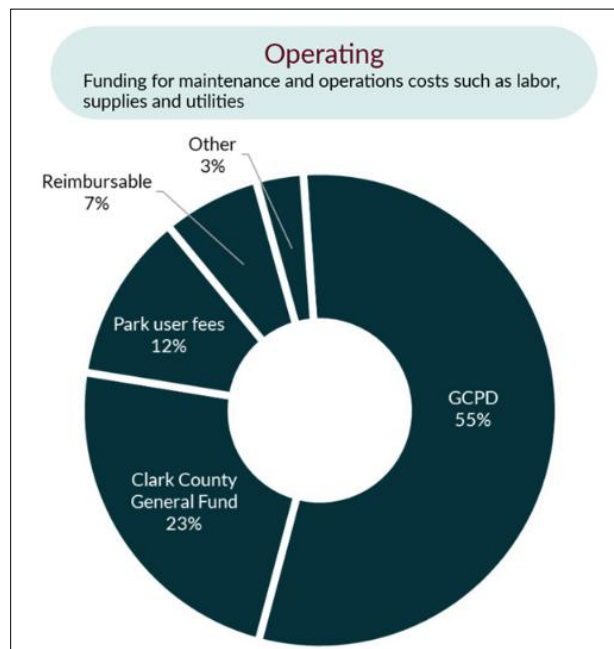


Figure 1: Clark County Parks Operations and Maintenance funding sources.

Expenses

Over the years, Clark County has taken many measures to reduce costs, including reducing staffing levels. Currently, the County employs 37 operations and maintenance staff to maintain 7,166 acres of park land. Compared to other parks agencies of similar size, this level of staffing is 80% less than the national median. Compared to other park agencies, regardless of size, the County's staffing level is 92% less than the national median (see Figure 2). Figure 2 shows the ratio of full-time employees (FTEs) per 10,000 residents based on data collected by the National Recreation and Park Association (NRPA) in 2024.

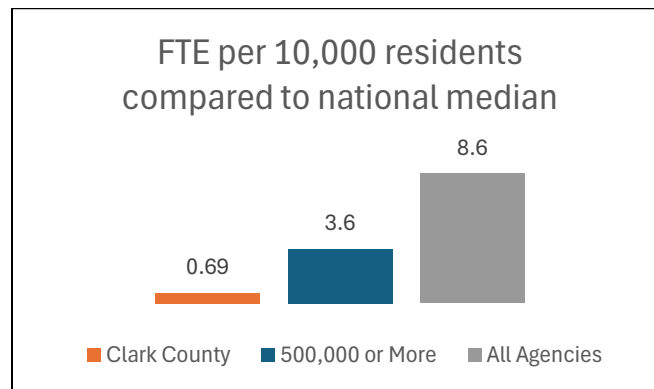


Figure 2: Comparison of staffing ratio to residents for park system reported in the 2024 NRPA Park Metrics database.

Staffing levels are lower, but the usage of County parks has increased with the rapidly expanding residential population. Increased usage means more garbage, more vandalism, and more wear and tear on facilities. Using task tracking software, the County has documented that 33% of daily tasks assigned to staff cannot be completed and only the most urgent maintenance and repairs are being done. Graffiti and vandalism can't be addressed as quickly, if at all. Bathrooms must be closed more frequently due to damage or disrepair. The list of deferred repairs continues to grow and over time becomes more costly to repair.

For the last seven years, the County has had to dip into reserve funds to cover the gap between regional parks' available funding and their actual operational costs (see Figure 3).



Figure 3: Regional parks revenues and expenditures between 2019 and 2025, without the Council-approved subsidies from reserve funds.

Expense Reductions and Revenue Enhancement Strategies

With an already lean staff, the County has had to turn to other measures to try to reduce the budget deficit. In 2025, County Council approved a resolution to increase park user fees, such as parking and picnic shelter reservations, which had not increased since 2010. Additionally, starting in July 2025, Park Management reduced irrigation of natural turf areas in Clark County-owned and operated parks. The effort reduced water usage by about 40% and saved approximately \$116,000. Furthermore, in 2026, Council also approved the creation of a new partnerships position for the Parks and Nature Division. This position is solely focused on new contracts with park partner organizations to produce revenue and offset operating expenditures.

These measures have helped to reduce the budget deficit in the meantime, but aren't enough to close the level of service gaps and will not be enough to address future needs.

Cities and County Data Evaluation

To better understand the status quo of the other regional park providers in the county, the task team learned about each agency's unique park system. Together, the task team members compiled data from each of their park systems to benchmark against national metrics. Benchmarking metrics were pulled from the NRPA 2024 Annual Report based on data from member agencies across the country. Each park system compared their metrics to the national median for communities of their size.

One shared strength of our region is the amount of open spaces and natural resources. The amount of park-owned properties, including open spaces or natural areas, is high compared to national levels. Figure 4 shows little to no gap existing for the metric of total parkland per 1,000 residents. For Clark County and the City of Camas, their metrics are significantly above national median levels.

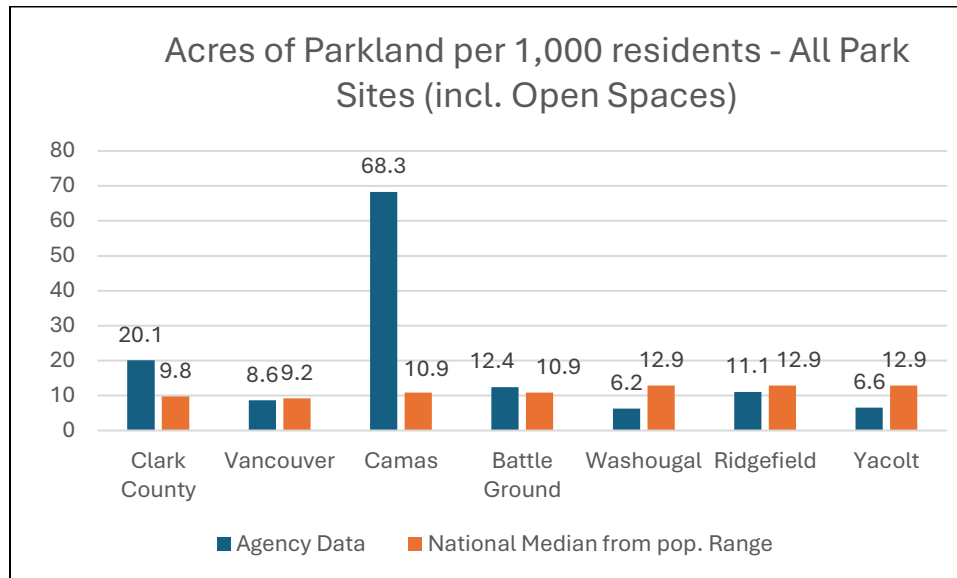


Figure 4: The comparison between agency data and national median data (based on population size) for acres of parkland per 1,000 residents.

Other metrics varied widely between agencies, depending on the size and number of parks each agency maintains and the level of development within the city. One commonality of all the park agencies in Clark County is that they are **funded and staffed below the National Median for agencies of their size.**

The figures prepared below are part of a gap analysis conducted using the national median benchmarking. Park system data are plotted in orange and the gap to meet the national median is plotted in blue. The vertical scale is zero to 100 percent, with 100 percent representing the national median value. For example, if the national median value is 100 parks facilities per agency and the City of Vancouver's count was 60 parks, then the chart would show the City of Vancouver at 60 percent and the gap at 40 percent.

As shown in Figure 5, all the task team's park systems are below national median levels for operating expenditures from regions with similar populations. Since some of the park system providers in Clark County don't provide recreation programming, the Figure 5 comparisons do not include recreational programming costs.

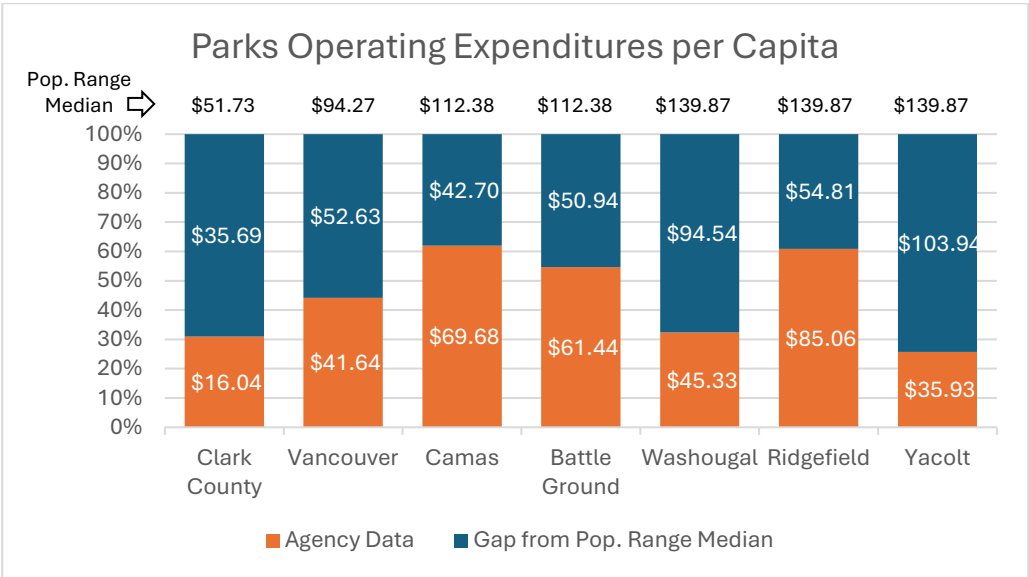


Figure 5: The percentage gap between agency data and the national median data (based on population size) for operating expenditures per capita for parks only (does not include recreation expenses)

In addition to operating expenditures, **staffing levels are also all below national median levels.** As shown in Figure 6, the ratio of full-time park employees (FTE) per 10,000 residents in each agency is below the national median for similar populations. Again, this comparison does not factor recreation programming staff into the comparison.

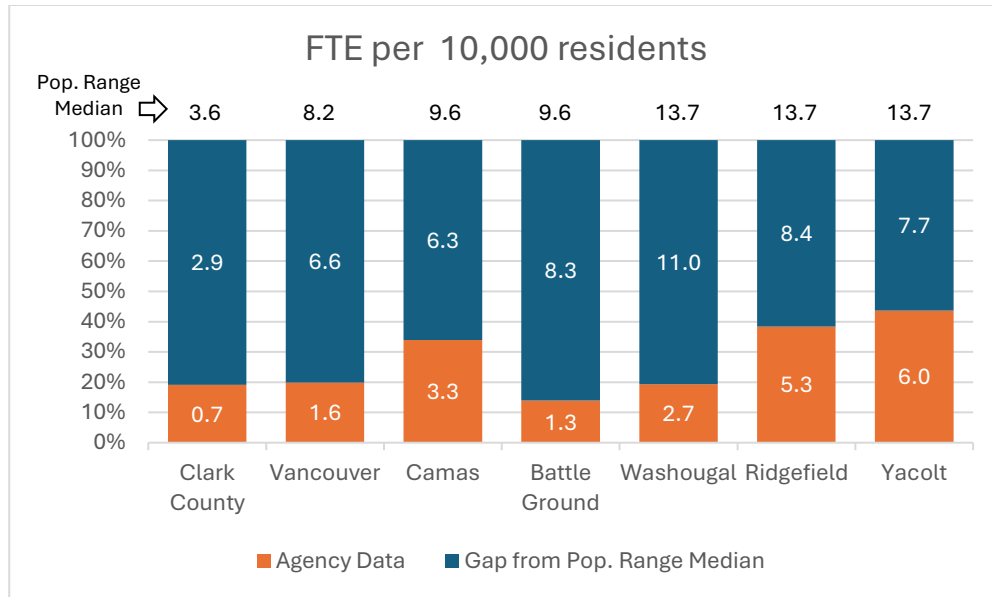


Figure 6: The percentage gap between agency data and the national median data (based on population size) for full-time employees (FTE) per 10,000 residents for parks only (does not include recreational programming staff)

The current data illustrates the realities of rapidly growing communities that will need park and recreation spaces and services. Based on State growth projections, the county will see a projected population growth of 34% over the next 20 years. That equates to about 154,854 more residents by 2045, which is similar to adding another city the size of Vancouver (current population of 202,600) to the County. This massive growth will require investment in park systems or drastic reductions in the level of service and numbers of parks in Clark County.

Given the demand for parks and open space access, each provider agrees that reduction is not a viable path forward. And while each agency has gaps in comparison to the national median, the task team members acknowledge that each system’s needs and level of service goals look different. This report will not prescribe the funding needs to meet each agencies’ needs or goals. While a shared revenue source for parks would be beneficial to cities that participate, it will likely not be a total solution to filling gaps at all agencies.

Models and Case Studies

The task team narrowed their focus to explore two types of viable funding models: a **Metropolitan Park District (MPD)** and a **Regional Levy**. Either of these models would allow for the County to share part of the tax revenue with cities. This section summarizes

each type of model and discusses the potential implications if either model were implemented for Clark County.

Metropolitan Parks District

An MPD is a special-purpose local government entity established by voter approval under Washington's statute RCW 35.61 to fund a defined district that can cross multiple governmental jurisdictions. The MPD funds can be used to acquire, develop, maintain, and operate parks, trails, recreational facilities and other related amenities or programming. Establishment of an MPD allows for a permanent property tax levy that does not require periodic renewal votes from the public. Once created, the MPD is governed by a board or legislative authority, who would control the property tax levy rate on an annual basis.

Currently, Clark County contains one MPD, the GCPD, which generally has a boundary limited to Vancouver's unincorporated urban growth area (as defined in 2005 when the MPD was formed). The GCPD was established with a property tax levy cap of 27 cents per \$1,000 of assessed home value, and County Council was designated as the governing body. The rate of the levy has decreased over time because, even though housing prices have increased rapidly, Washington State limits the annual revenue growth of local governments to one percent annually (plus new construction). The levy rate is adjusted each year based on total revenue projections. As of 2026, the levy rate is approximately 13 cents.

One viable option would be an expansion of the GCPD boundary into a County-wide district. This would allow money generated by the MPD to be used throughout the county, including regional parks. The County could also share portions of the tax revenue with cities utilizing intergovernmental agreements. At approximately 13 cents per \$1,000 of assessed value, a County-wide MPD would generate an estimated \$15 million dollars annually.

To initiate a ballot measure for expansion of the GCPD, petitions within each jurisdiction must be signed first. In accordance with RCW 35.61.020, a petition for a new city to join an MPD must be signed by 20 percent of the registered voters residing within the territory proposed to be annexed into the MPD. If the petition effort is successful, then annexation requires a simple majority to be approved by voters.

Regional Parks Levy

A county-wide property tax dedicated to parks, if approved by voters, could be levied for a six-year period, per RCW 36.68.525. Washington's statute limits the levy amount to 60

cents or less per thousand dollars of assessed value of property and requires a voter approval rate of at least 60 percent. Levy revenues may be used to acquire, build, operate, maintain, or regulate parks, trails, recreational facilities and other related amenities or programming. The levy would be governed by County Council, who would be allowed to increase the rate up to one percent annually without voter approval.

The levy provides more flexibility to cities that might consider a city-wide MPD in the future. The levy's six-year term limit might be more palatable to tax-sensitive voters but would not provide a permanent solution for the problems facing parks systems. Additionally, levy renewals would likely require some level of investment in public education every six years. If a County-wide levy were established, it would not change the existing GCPD tax rate and boundary. Many task team members brought up an equity concern regarding overlaying a park-levy on top of the GCPD. The GCPD populus would be paying two property taxes dedicated to parks, while the rest of the County population would only be paying one. Without additional benefits within the GCPD, this approach may be seen as inequitable by some taxpayers within the GCPD. Some task team members have concerns about the County-wide levy option, as it would result in a layered park tax for some residents.

Conclusion

Based on the information presented herein, the task team developed the following facts and findings:

Park Systems Value:

- 1) The benefits of parks, trails, natural areas, and recreational facilities extend beyond the land, helping to strengthen the local economy, make our region more desirable for businesses, workers, families, individuals, and visitors, as well as supporting public health and wellness and creating spaces that reflect the needs of all residents.ⁱ
- 2) Community members across our region place high value on parks, trails, and recreation. Parks, natural areas and trails are consistently ranked among the most important public infrastructure in our region.ⁱⁱ

Challenges:

- 1) Every park system in our region is funded below the national median of peer agencies of similar population size.ⁱⁱⁱ
- 2) Communities throughout our region are projected to see continued rapid population growth.^{iv} Current funding sources are limited and insufficient to meet

present needs.^v Due to the continued rapid population growth coupled with existing gaps, agencies across the region will not be able to meet future needs without a new approach and additional funding.

- 3) Clark County has valuable recreational trails, but lacks an interconnected regional trail system, which contributes to our area's health, wellness and future economic development goals.^{vi}

Findings and Next Steps

City- and County- owned parks serve all community members, regardless of their residential location. The Regional Funding Task Team finds that it is important to consider a regional funding source to fund all park and recreation systems in our region. Similar regional funding models are utilized around the country.^{vii} The Task Team acknowledges that ultimately this will be a voter decision, but believe it is important for the cities and county governments to work in concert with one another.

Recommended Actions

The task team reviewed models that might meet this future funding need and identified impacts and implications for proposing each model in Clark County. The task team recommends that County Council take the next steps to further explore these funding models and how revenue could be shared with interested cities, by:

1. **Conducting market research** to provide the data, feasibility evaluations, and **conducting public education** and other preparatory work needed for County Council to make a decision on a potential future ballot measure.
2. **Determining viability and process** for adopting either funding mechanism by conducting formal legal reviews.
3. **Developing a framework for revenue sharing** by directing county staff to continue to work with city representatives so that city park providers can also benefit from a potential revenue source dedicated to parks.

Process for Decision-Making

The potential next steps of this process are outlined below:

- County Council consideration of Recommended Actions
- Present public information on need and benefits of funding dedicated to parks
- Market research prior to potential ballot measure, with the following outcomes:

- Ballot measure feasibility
- Levy price sensitivity
- Community values and motivations toward parks, trails, and recreation
- Strategic timing of a ballot measure
- Accountability benchmarking and baseline data for future evaluations of levy success
- Cities and County staff work to develop a framework for revenue sharing and draft the terms of interlocal agreements (ILAs), including:
 - Mechanics of revenue sharing
 - Calculation of revenue share
 - Clarification of intended use of funds
 - Articulation of autonomy within a shared purpose
 - Specific mutual investment (regional parks, regional trails)
 - Synchronization with City goals from County investment
 - County commitments to cities
- Draft interlocal agreements are presented to City Councils for consideration
- Possible ballot measure in Fall 2027

ⁱ Washington State Parks Economic Impact Report: [Economic Benefits of Parks | Washington State Parks](#)
 Earth Economics Report: [Economic Analysis of Outdoor Recreation in Washington State](#)
 Trust for Public Land Report: [The Power of Parks to Promote Health - Trust for Public Land](#)
 UW Report: <https://rco.wa.gov/wp-content/uploads/2020/01/HealthBenefitsofNature.pdf>

ⁱⁱ City of Camas: [findingsreport_camaswa24120624.pdf](#)

City of Battle Ground: [2025-Battle-Ground-Survey-Findings-Report](#)

ⁱⁱⁱ Regional Funding Task Team, Data Summary Infographic

^{iv} Washington State Office of Financial Management, Growth Projections: [gma_2022_5yr.xlsx](#)

^v Clark County Council Meeting, 3/26/25: [032625-sustainable-future-parks-and-nature_0.pdf](#)

^{vi} Clark County Bicycle and Pedestrian Master Plan: [Clark Cover OCT](#)

Regional Transportation Council, Active Transportation Plan: [RAPT2021-Report.pdf](#)

^{vii} King County Parks Levy: [Parks Levy - King County, Washington](#)

Sonoma County Parks Levy: [Measure M FAQ](#)

Parks: Regional Funding Task Team

Public Works – Parks and Nature Division

May 20, 2026



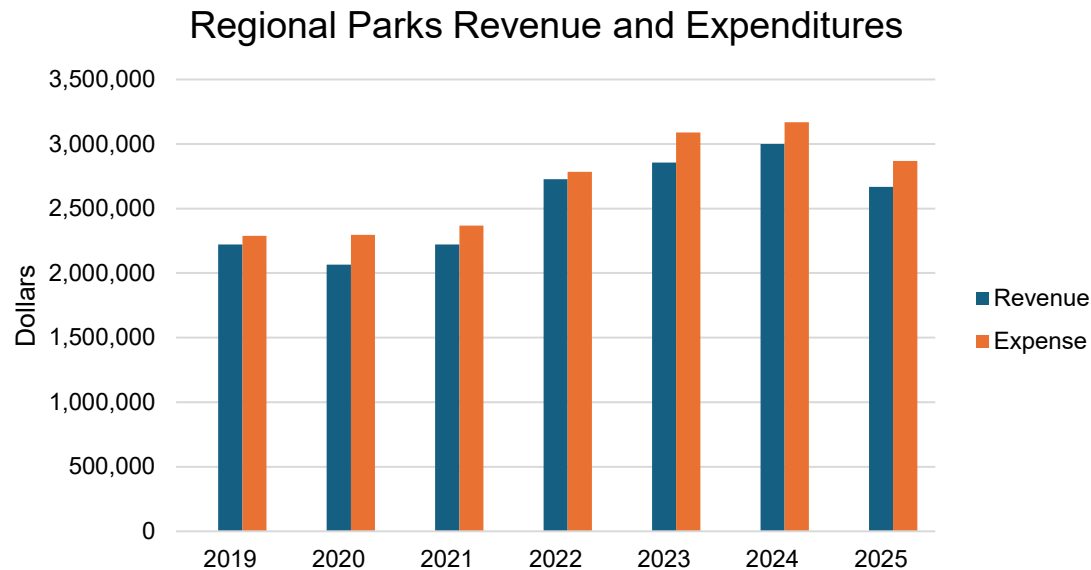
Agenda

- Summary of Needs
- National Benchmarking
- WA State Benchmarking
- Funding Models Comparison
- Recommended Next Steps



Summary of Needs – Clark County

- Clark County parks system is not meeting its existing needs due to a lack of available funding, rising costs, and rapid population growth.
- For the past 5 years, the County has had to use reserve funds just to cover the basic services at our Regional Parks.

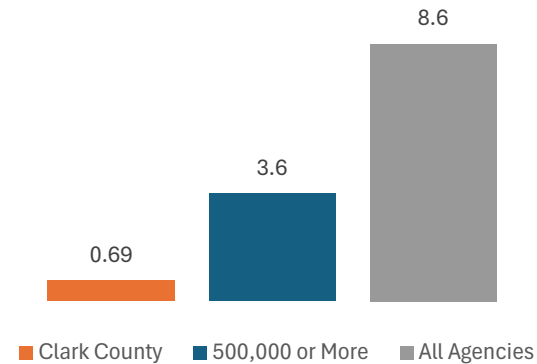


Summary of Needs – Clark County

- With an already lean staff, there are no longer ways to cut costs.
- Park up-keep has suffered.
- Maintenance has been deferred.



FTE per 10,000 residents compared to national median

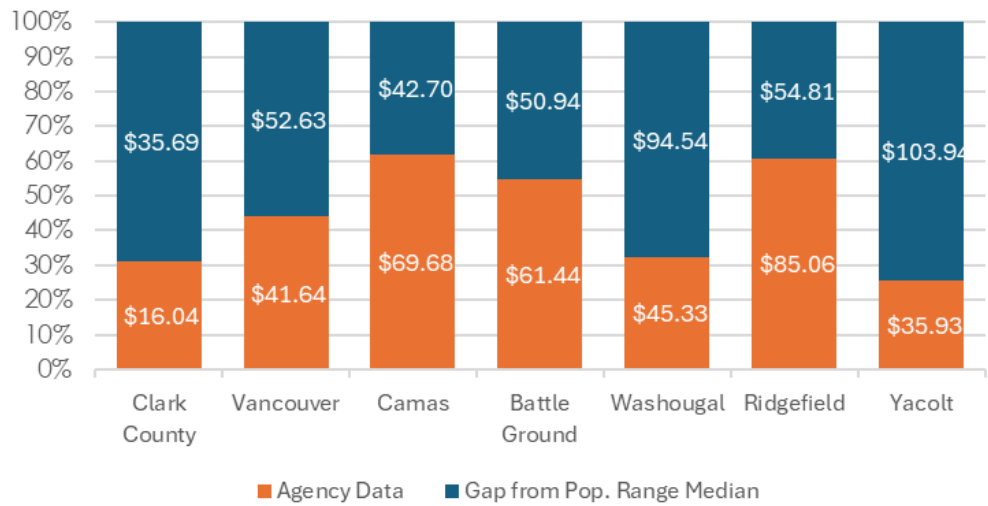


33% of daily tasks assigned are not being completed


National Benchmarking – All regional providers

Parks Operating Expenditures Per Capita

Median values: \$51.73 \$94.27 \$112.38 \$112.38 \$139.87 \$139.87 \$139.87



All park systems are below the national median for operating expenditures of similar populations.

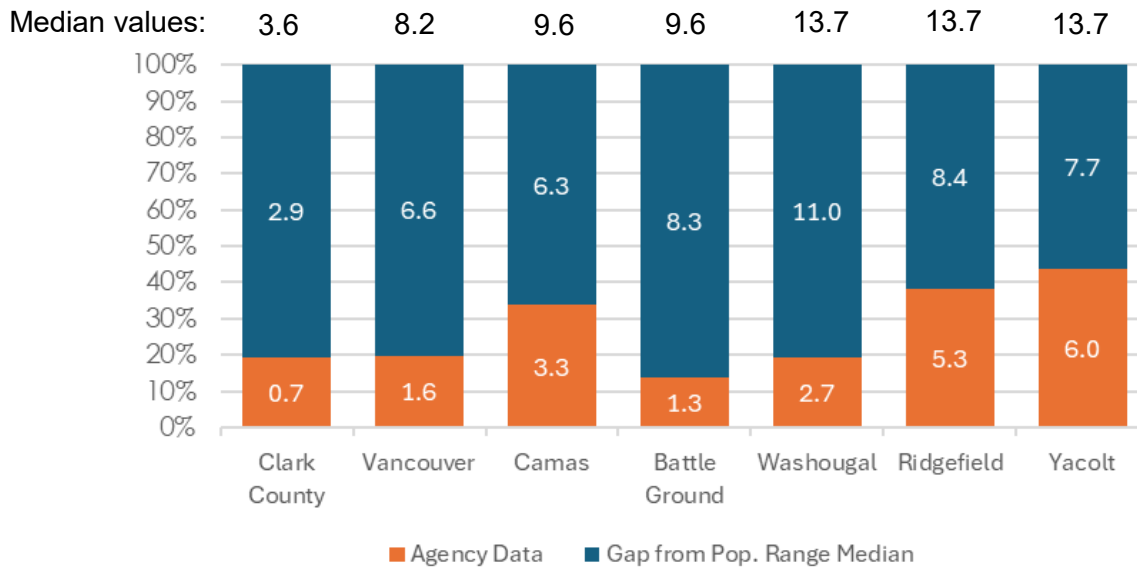


Each park system compared their metrics to the national median for communities of their size. Park system data are plotted in orange and the gap to meet the national median is plotted in navy blue.



National Benchmarking – All regional providers

Full Time Employees per 10,000 residents



All park systems are below the national median for full time employees (FTE) per 10,000.

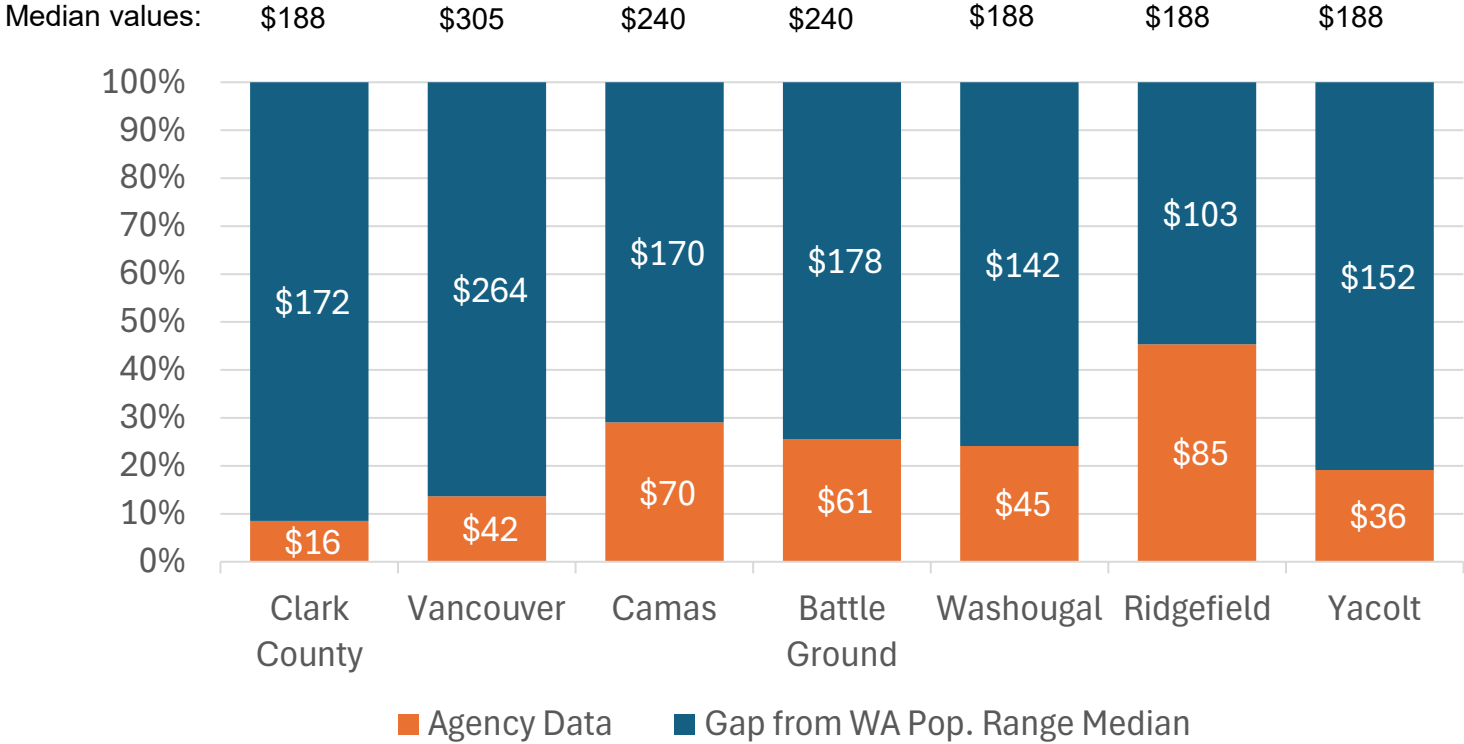


Each park system compared their metrics to the national median for communities of their size. Park system data are plotted in orange and the gap to meet the national median is plotted in navy blue.



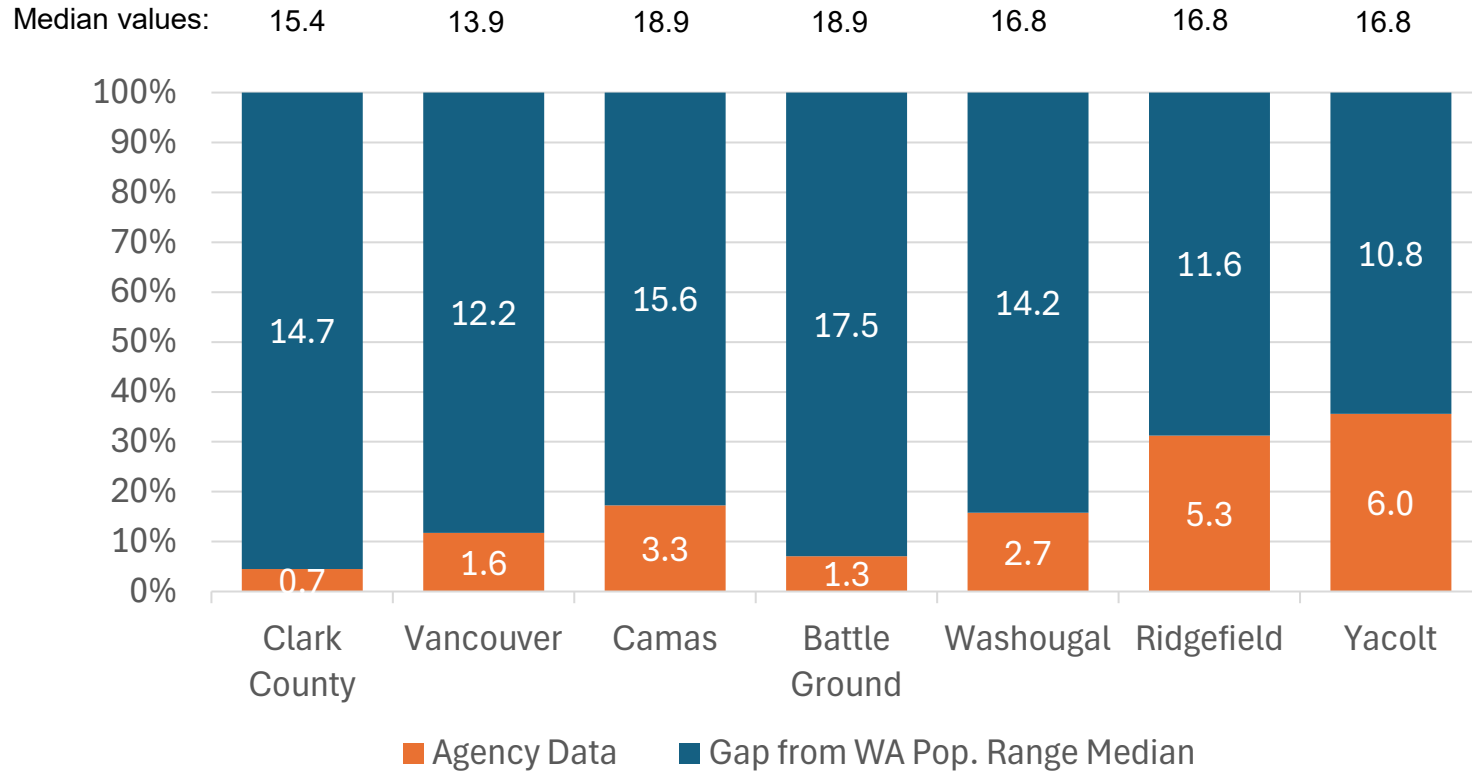
WA State Benchmarking – All regional providers

Parks Operating Expenditures Per Capita



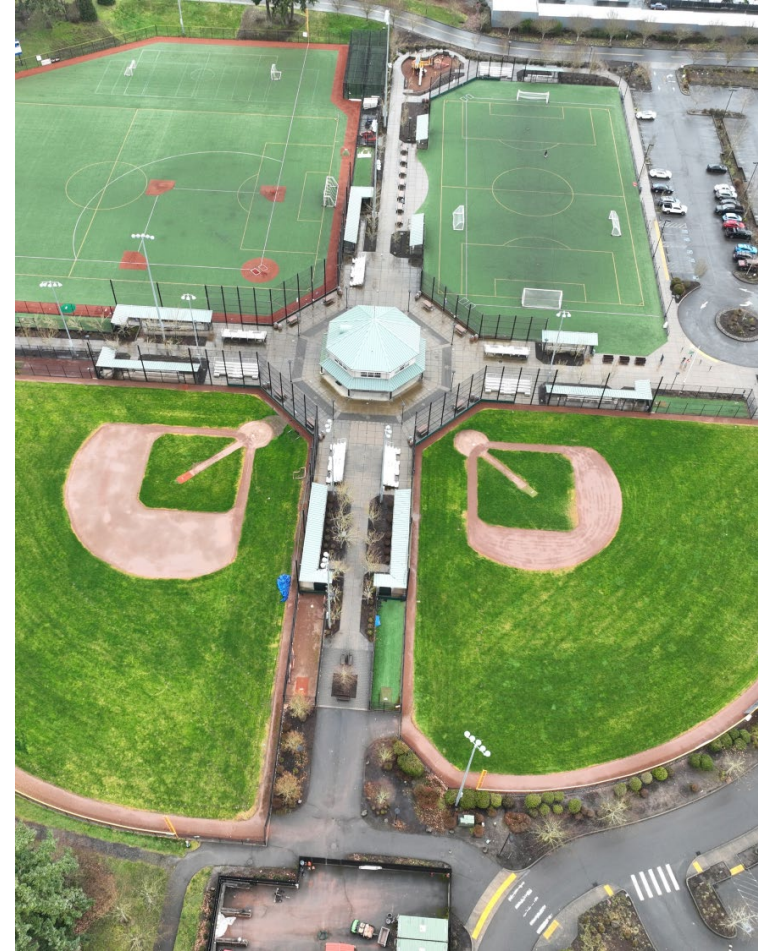
WA State Benchmarking – All regional providers

Full Time Employees per 10,000 residents



Future Needs

- County expected to grow 34% over the next 20 years
- Parks systems need to grow to match these needs

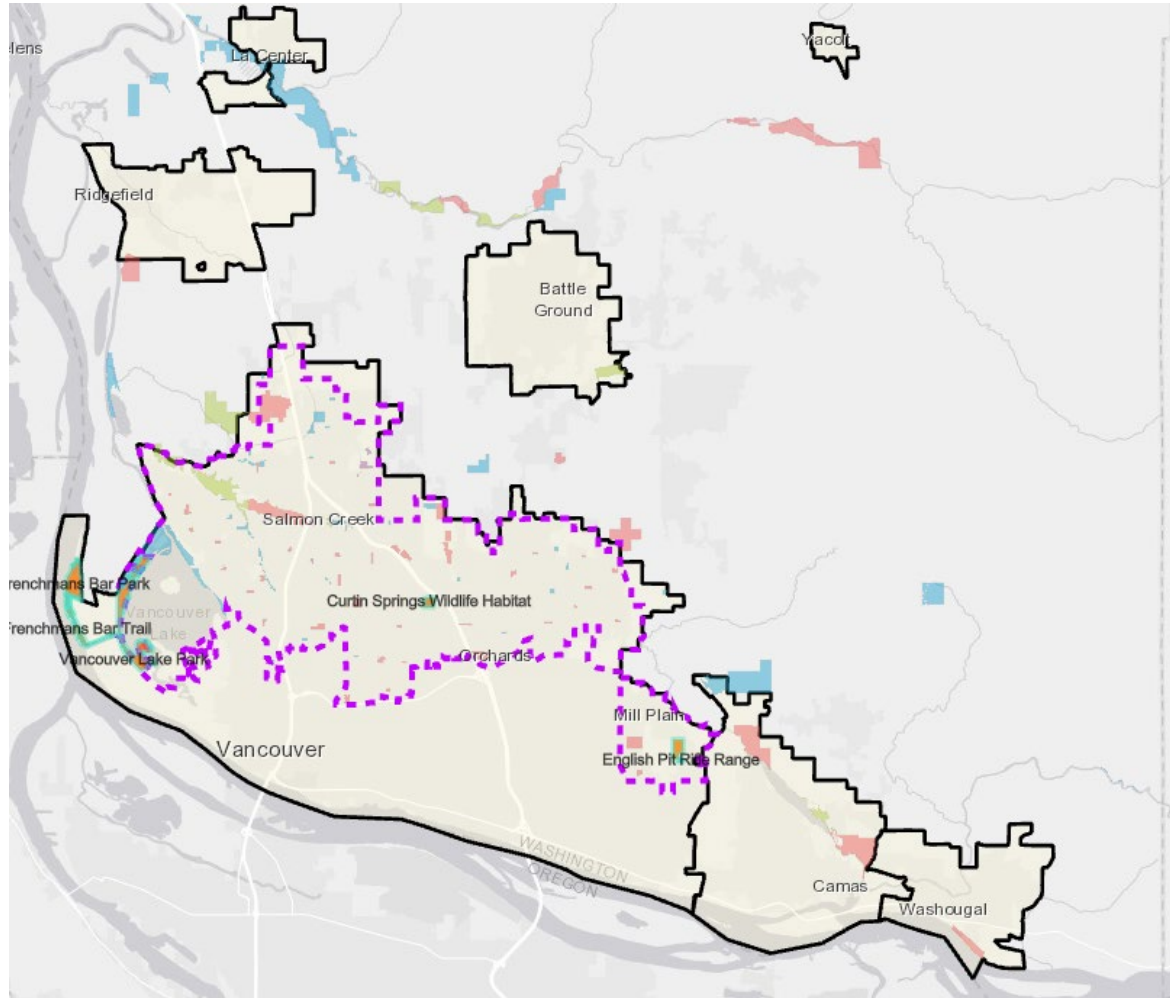


Funding Models Comparison

	Metropolitan Parks District - funding structure	Regional Levy (county-wide)
Requires voter-designated boundary	●	
Funds cannot leave district	●	
Permanent levy	●	Voter renewal required
Board/Council oversight	●	●
Potential for shared revenue	●	●
Potential for shared resources	●	●
Funds can be used for operations (both parks and recreational services) and capital	●	●



Existing MPD: Greater Clark Park District



RECOMMENDED ACTIONS

1. **Conducting market research** to provide the data, feasibility evaluations, and **conducting public education** and other preparatory work needed for County Council to make a decision on a potential future ballot measure.
2. **Determining viability and process** for adopting either funding mechanism by conducting formal legal reviews.
3. **Developing a framework for revenue sharing** by directing county staff to continue to work with city representatives so that city park providers can also benefit from a potential revenue source dedicated to parks.



Market Research

What is it?

- An external agency that provides polling information on potential ballot measures
- Collects statistically valid survey data from County-wide population

What will it provide?

- Feasibility
- Price sensitivity
- Community values and motivations
- Strategic timing
- Accountability benchmarking and baseline data for future evaluations of levy success
- Other preparatory work to establish a ballot measure



Interlocal Agreement (ILA) Development

Interlocal agreements with participating cities to share some of the revenue if a ballot measure is approved

Revenue sharing model development includes:

- Mechanics
- Calculation
- Clarification of intended use of funds
- Articulating autonomy within a shared purpose
- Specific mutual investment (regional parks, regional trails)
- Synchronization with City goals from County investment
- County commitments to cities



Public Education and Outreach

Public Education includes:

- Current under funding challenges
- Impacts of population growth on parks system
- Consequences if new funding is not secured
- Residents, businesses, cities, organizations, partners
- Social media, signage in parks, press releases



Next Steps

- Market Research
- Public Outreach Strategy
 - Assets include signage, flyers, social media costs, etc.
- Staff Costs
- Ballot Costs



2026 NRPA AGENCY PERFORMANCE REVIEW

City of Camas Parks and Recreation



Introduction

Using Data to Drive Optimal Decision Making

You have many questions about how to best lead your parks and recreation agency. The questions may be about budget size, optimal staffing or revenues generated from agency activities. Perhaps you are looking towards the future and seeking opportunities where your agency can better serve its community while also outperforming its peers elsewhere in the U.S.

In your hands is one resource that can assist you with answering these many questions. The customized Parks and Recreation Agency Performance Report shows you how your community's parks and recreation services compare to those of its peers throughout the U.S. The data in this report comes from what your agency and other agencies entered in [NRPA's Park Metrics](#) website and compares specific measures of parks and recreation efficiency and effectiveness against thousands of other parks and recreation agencies across the country. Use this report to make informed decisions about your parks and recreation agency. Capitalize on your strengths and address your weaknesses – and increase the positive impact of your parks and recreation offerings on those in the community you serve.

Of course, data itself does not provide complete answers to your many questions. But combined with the collective knowledge of yourself, your team, your external partners and other resources, the insights contained within this report are an important step to leading your agency into the future.

About this Report

Earlier this year, your agency submitted operational information into the National Recreation and Park Association's (NRPA) *Park Metrics* website by completing your Agency Performance Survey. Thanks to the participation of park and recreation agencies throughout the U.S., NRPA is providing the field with key data on the management and operation of park and recreation agencies. The [Agency Performance Review](#) is a customized look at your agency in comparison to all agencies that responded to the survey and a subset of agencies that serve a similar population density (the online NRPA Park Metrics system allows you to create much more detailed data aggregations to **compare your agency to agencies that meet specific criteria of your choice**). The results contained in this report offer broad "yardsticks" on your agency's management and operations, allowing you to gauge your agency's strengths, weaknesses and improvement opportunities.

The aggregated data contained in this report was derived from 2023 – 2025 data in the *NRPA Park Metrics* database as of February 2026. As the NRPA Park Metrics system is "evergreen" (available 24/7/365), the data can and will change throughout the year. [NRPA Park Metrics](#) allows you to run reports on-demand, based on real-time data, so the reports you create will always be based on the most current data available. To run additional reports, simply login to your account and go to the "Reports" tab to use the *Custom Reports* or *Agency Performance Dashboard* to drill-down into the full data set to compare your agency alongside agencies that meet your search criteria in areas such as Jurisdiction Population, Budget Size, State, Population Density, etc.

For a broader view of park and recreation agency benchmark and performance data, check out the *2026 NRPA Agency Performance Review* and its accompanying interactive tools. This report is the most comprehensive resource of data and insights for park and recreation agencies in the United States. The report and interactive tools present *NRPA Park Metrics* data from 2023 through 2025 with 27 figures that highlight critical park and recreation metrics on park facilities, programming, responsibilities of park & recreation agencies, staffing, budget and agency funding. [Explore the 2026 NRPA Agency Performance Review.](#)

Using this Report

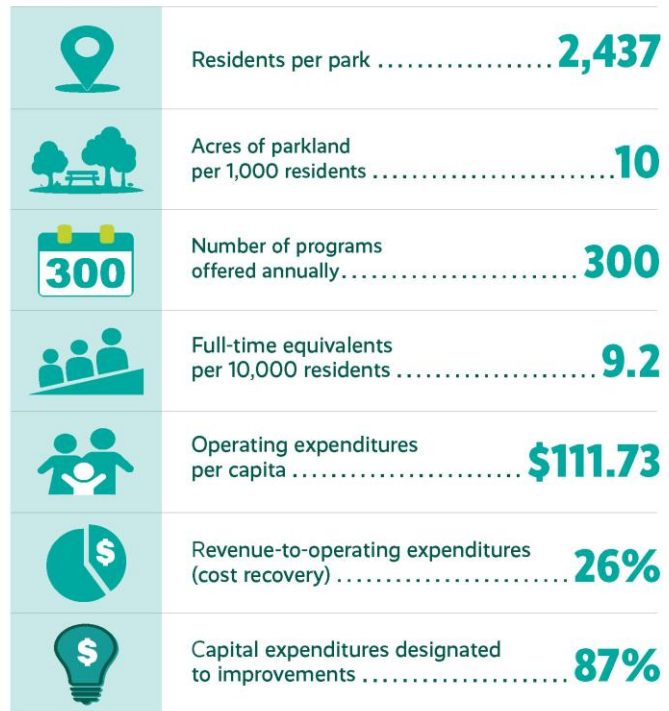
The *Agency Performance Report* is designed to assist you in evaluating your own agency’s results relative to other *Agency Performance Survey* participants. The information in this report is designed to be a tool for helping you to better evaluate your agency and its offerings. Spotting significant differences between your own figures and the composites can be the first step toward identifying improvement opportunities. Please keep in mind:

1. A deviation between your figures and figures in the report is not necessarily good or bad. It merely indicates additional analysis may be required. As a rule, the larger the difference, the greater the need for further investigation.
2. In situations where large deviations do exist, it may be helpful to go back and calculate the same measure over the past several years to identify any trends that may exist.
3. The information in this report should be used as a tool for informed decision making rather than absolute standards. Since agencies differ as to their location, size, and other factors, any two agencies can be successful yet have very different experiences with regard to certain measures.

If you have any questions or comments about this report, please contact Greg Manns of Industry Insights at gmanns@industryinsights.com or (614) 389-2100.

Infographic

2026 NRPA Agency Performance Review Key Findings



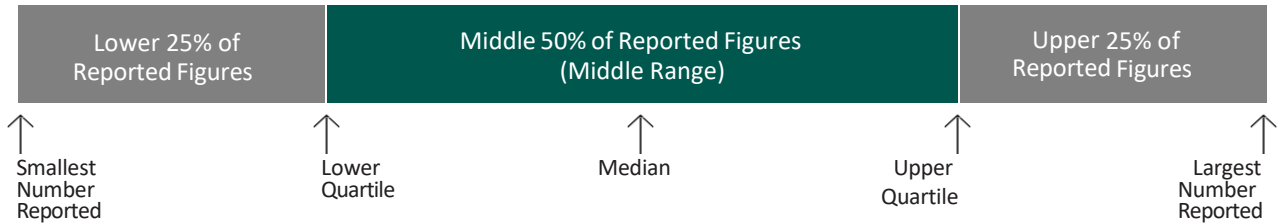
*These numbers represent the typical U.S. park and recreation agency

2026 NRPA Agency Performance Review | 5

Interpreting the Numbers

Most of the results included in this study are reported on the basis of medians rather than arithmetical averages or means. Unlike the mean, the median is not distorted by a few unusually high or low values that may exist in the sample due to special circumstances. The “median” value represents the mid-point of the data for a particular measure, with one-half of the respondents reporting figures above it and one-half below. Each median was computed independently based on the agencies that reported for that item. As a result, mathematical relationships do not always exist when different ratios are used together in the calculation.

Figures reported were not used unless they were in accordance with the survey instructions and definitions. In cases where the number of respondents was considered inadequate for the computation of a meaningful figure, “ISD” appears in the tables.



If you see “no data” in the table of data under a graph, you haven’t answered the required Agency Performance Survey questions to generate this comparison.

Definitions

Median (or 50th percentile):

The center value of the total distribution of the data that was reported (e.g., it is the value at which 50% of the responses are above and 50% are below). This measure is less likely than an average to be distorted by a few outlying responses.

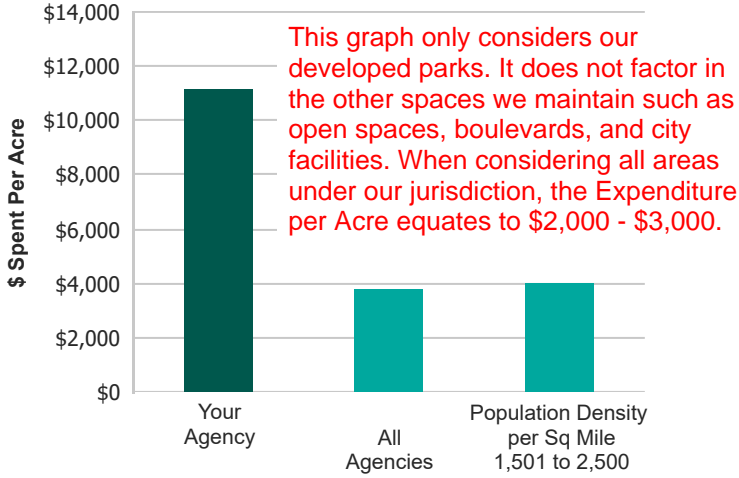
Lower Quartile (or 25th Percentile):

The observation point below which 25% of the responses lie (e.g., 25% of the respondents reported a figure less than this amount and 75% a figure higher than this amount).

Upper Quartile (or 75th Percentile):

The observation point below which 75% of the responses lie (e.g., 75% of the respondents reported a figure less than this amount and 25% a figure higher than this amount).

Park Operating Expenditures per Acre of Parkland



Two metrics that can be used to gauge whether a community is adequately funded to manage, operate, and maintain its parks and recreation areas are “park related operating expenditures per acre of parkland managed” and “operating expenditures per capita.” The first metric, operating expenditures per acre, is calculated by dividing total park related operating expenditures by total parkland acres managed by the agency. The second metric, operating expenditures per capita, is calculated by dividing total operating expenditures by the population of the jurisdiction served by the agency.

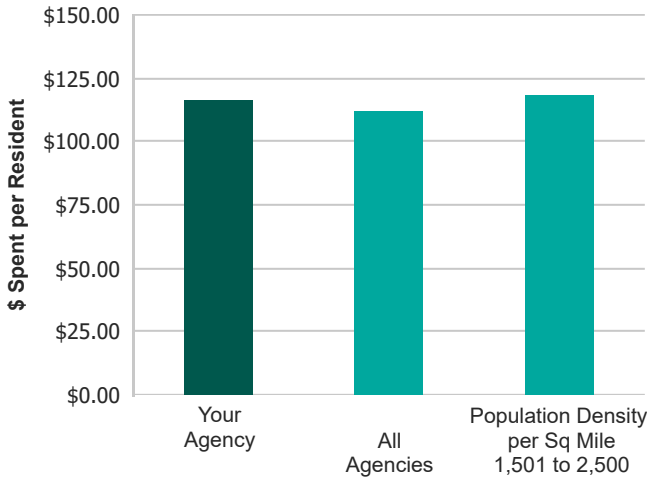
Operating expenditures include all of the costs to provide parks and recreation services to the community, including personnel salaries, benefits, utilities, equipment, and materials. Operating expenditures may also include debt service if it is paid out of the annual operating budget, as well as any expenditures incurred as part of a special or enterprise fund (such as a golf course) managed by the public agency.

It is important to note that operating costs can vary widely between communities due to differences in parks and recreation facility standards, types of equipment, repair and replacement schedules, types and topography of parkland, degree of maintenance required, levels of use, and other variables. Operating costs and efficiencies can also vary with the number of acres managed and/or the size of the population served. For example a community that manages extensive conservation lands will have a lower ratio of expenditures/acre than a community that primarily manages developed parkland.

Communities that benchmark operating expenditures should conduct follow-up research to analyze and document the specific reasons for differences in operating expenditures. For example it may be helpful to find a similar agency in Park Metrics, then visit and photograph the facilities at benchmarked communities, and meet with agency staff to document key differences in facility quality or levels of maintenance. It may also be helpful to determine if a community is serving a larger population than its own residents. Elected officials, managers, and residents may be more supportive of increased operation budgets if they clearly understand the reasons for variations in funding between communities, and/or the implications of different funding levels.

	Your Agency	All Agencies	Population Density per Sq Mile 1,501 to 2,500
Lower Quartile		\$1,764	\$2,242
Median	\$11,138	\$3,790	\$3,996
Upper Quartile		\$9,159	\$9,639

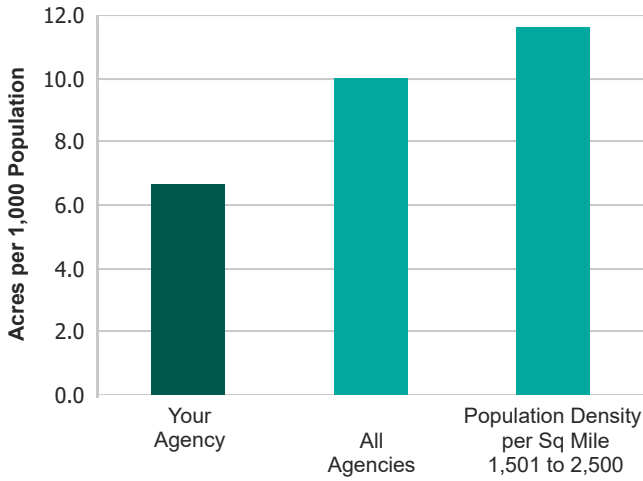
Operating Expenditures per Capita



	Your Agency	All Agencies	Population Density per Sq Mile 1,501 to 2,500
Lower Quartile		\$62.59	\$74.26
Median	\$116.15	\$111.73	\$118.41
Upper Quartile		\$204.68	\$219.95

Are you adequately funded?

Acres of Parks per 1,000 Population



	Your Agency	All Agencies	Population Density per Sq Mile 1,501 to 2,500
Lower Quartile		5.0	6.3
Median	6.6	10.0	11.6
Upper Quartile		17.4	19.1

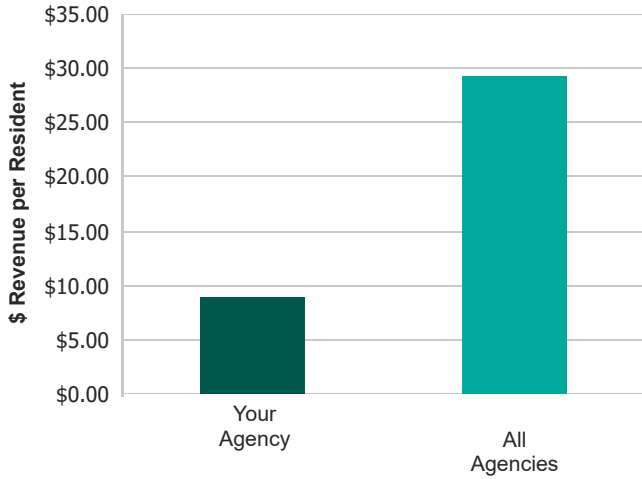
Do you have enough parkland?

The “acres of parkland per 1,000 population” metric is the most common technique for determining whether a community has “enough” parkland. It is also known as a community’s “acreage level of service (LOS).” There is no standard acreage LOS in the United States, and LOS can vary widely due to a community’s history, culture, demographics, density, development patterns, and other factors. For example, the acreage LOS of communities within the Park Metrics (formerly PRORAGIS) database ranges from less than 2 acres per 1,000 citizens to over 100 acres per 1,000 citizens. An often-asked question is “what should be counted in an acreage LOS?” Unfortunately, there is no standard answer. Some communities include public golf courses and beaches, while others include publicly accessible lakes and wetlands. Some cities and counties also include public parkland owned by other agencies, such as state parks and national forests. Some communities also count private recreation areas, owned and managed by homeowners associations, because these areas help meet residents’ local recreation needs. Since the primary purpose of acreage LOS is to determine a community’s need for parkland, it is recommended that communities only count developable, publicly accessible parkland within their jurisdiction.

Open space lands that are undevelopable, such as privately owned open spaces, private golf courses, or private beaches; or open space lands that are permanently protected such as wetlands, water bodies, or protected conservation lands, cannot be used in calculations to determine how much open space is needed for future community needs for facilities such as parks, playgrounds, athletic fields, or community recreation centers. Privately owned parkland is not open to the public, and could be sold or redeveloped. Public parkland owned by another jurisdiction (such as state or county-owned land within a municipality) should be counted only for the population served by that jurisdiction.

Acreage LOS should be used in conjunction with other needs assessment techniques to gauge a community’s need for additional parkland. For example a community may conclude that it is not necessary to acquire additional parkland after comparing its acreage LOS to other communities. However other needs assessment techniques such as surveys, focus group meetings, and population projections may indicate that residents’ needs are not being met, and additional parkland may be required.

Revenue per Capita



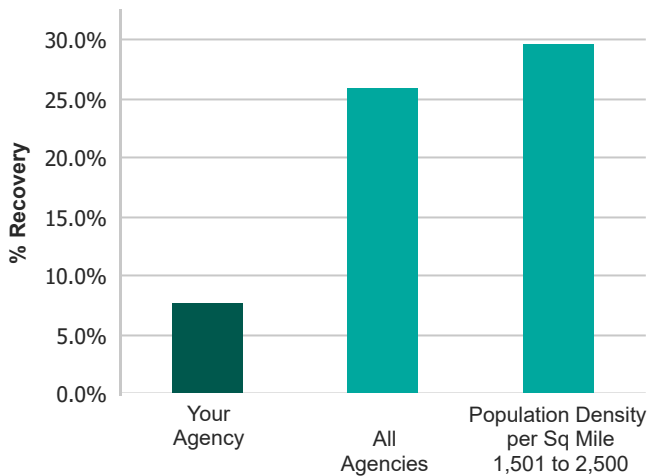
Revenues (also known as “annual direct revenues”) include all of the monies generated directly from parks and recreation classes, programs, memberships, concessions, permits, rentals, and other non-tax sources. Revenues do not include funding from taxes, grants, foundations, bonds, assessments, or other indirect sources.

Two metrics that can be used to track revenues, and/or compare revenue generation to other agencies, are “revenue per capita” and “revenue as a percentage of total operating expenditures.” The first metric, revenue per capita, is calculated by dividing the total revenues generated by the agency by the population of the jurisdiction served by the agency. The second metric, revenue as a percentage of total operating expenditures (also known as “cost recovery”), is calculated by dividing the total revenues generated by the agency by the total operating expenditures of the agency.

In addition to using these metrics for revenue tracking and benchmarking, they can also be used to establish cost recovery policies and goals. There are no industry standards for cost recovery; for example, some communities have established different cost recovery policies for senior, adult, and youth programs, while others have established overall cost recovery goals as a percentage of operating expenses. NRPA Park Metrics (formerly PRORAGIS) can help agencies to determine reasonable and realistic cost recovery goals based on data from other agencies.

	Your Agency	All Agencies	Population Density per Sq Mile 1,501 to 2,500
Lower Quartile		\$9.95	\$15.56
Median	\$8.88	\$29.26	\$39.44
Upper Quartile		\$71.33	\$100.15

Revenue as % of Operating Expenditures (Cost Recovery)



How much are you making?

	Your Agency	All Agencies	Population Density per Sq Mile 1,501 to 2,500
Lower Quartile		13.7%	17.3%
Median	7.7%	26.0%	29.7%
Upper Quartile		44.4%	50.8%

Agency Effectiveness Ratios

Item 3.

	Your Agency	All Agencies	Population Density per Sq Mile 1,501 to 2,500
1. Operating expenditures per capita	\$116.15	\$111.73	\$118.41
2. Revenue per capita	\$8.88	\$29.26	\$39.44
3. Total revenue to total operating expenditures	7.7%	26.0%	29.7%
4. Total tax expenditures per capita	\$107.27	\$82.00	\$82.27
5. Park operating expenditures per acre of parkland	\$11,138	\$3,790	\$3,996
6. Operating expenditures per acre of parkland	See note below		
7. Operating expenditures per acres of parks and non-park sites	\$3,387	\$9,470	\$9,003
8. Operating expenditures per FTE	\$267,729	\$120,639	\$113,765
9. FTE's per 10,000 population	4.3	9.2	10.4
10. Acres of parks per 1,000 residents	6.6	10.0	11.6
11. Number of residents per park	1,627	2,437	1,930
12. Number of acres per park	10.8	24.9	22.8
13. Number of participants per program	34	44	42
14. Ratio of fee programs to all programs	97.2	80.0	87.8
15. Ratio of building attendance to park attendance	10.0	37.5	33.4

Agency Operations: Operating Budget

	Your Agency	All Agencies	Population Density per Sq Mile 1,501 to 2,500
1. Agency's total annual operating expenditures			
<i>Number of Responses</i>		725	173
Lower Quartile		\$2,723,000	\$3,743,925
Median	\$3,212,750	\$7,901,989	\$8,596,866
Upper Quartile		\$20,838,155	\$19,817,232
2. Percentage of agency's total operating expenditures for the following categories:			
<i>Number of Responses</i>		567	135
Parks	63.7%	37.0%	36.8%
Recreation	8.3%	35.9%	37.1%
Administration	28.0%	19.1%	18.2%
Other	0.0%	8.0%	8.0%
3. Percentage of agency's total operating expenditures for the following categories:			
<i>Number of Responses</i>		646	149
Personnel services	42.7%	54.0%	54.5%
Operating expenses	53.6%	37.5%	37.3%
Capital expense not in CIP	3.7%	5.9%	6.1%
Other	0.0%	2.6%	2.1%
4. Percentage of agency's total operating expenditures from the following sources:			
<i>Number of Responses</i>		573	137
General fund/Appropriations	100.0%	62.8%	59.5%
Special taxes/Levies (voter approved)	0.0%	10.1%	12.2%
Special taxes/Levies (non-voter approved)	0.0%	3.7%	4.1%
Earned revenue	0.0%	17.6%	18.3%
Sponsorships, in-kind donations, or private operating grants/donations	0.0%	1.4%	1.5%
Operating Grants from public agency	0.0%	2.1%	1.7%
Other	0.0%	2.5%	2.7%
5. Agency's total annual non-tax revenues			
<i>Number of Responses</i>		578	138
Lower Quartile		\$620,873	\$1,145,586
Median	\$245,665	\$2,395,434	\$2,916,714
Upper Quartile		\$7,253,998	\$7,357,099

#6 is dividing our entire op budget, including recreation and special events, and spreading across only our developed parks

Agency Operations: Operating Budget (continued)

Item 3.

	Your Agency	All Agencies	Population Density per Sq Mile 1,501 to 2,500
6. Please estimate how your agency's TOTAL Earned Revenue is allocated.			
<i>Number of Responses</i>		483	117
Allocated to the Jurisdiction's General Fund	0.0%	54.9%	53.4%
Kept by the Parks and Recreation Agency	100.0%	40.4%	41.4%
Other	0.0%	4.7%	5.3%

Capital Budget

	Your Agency	All Agencies	Population Density per Sq Mile 1,501 to 2,500
1. Agency's total capital budget for the next 5 years and total capital budget for the fiscal year:			
a. Capital budget for next 5 years			
<i>Number of Responses</i>		553	130
Lower Quartile		\$3,708,216	\$5,250,000
Median	\$9,892,000	\$15,000,000	\$12,868,224
Upper Quartile		\$47,626,806	\$39,750,000
b. Capital budget for the fiscal year			
<i>Number of Responses</i>		617	144
Lower Quartile		\$780,000	\$1,000,000
Median	See note below	\$6,314,502	\$3,367,000
Upper Quartile		\$13,400,000	\$10,773,825
2. Agency's current year's capital budget expenditures from the following sources:			
<i>Number of Responses</i>		520	123
General Fund / Appropriations	0.0%	39.8%	38.8%
Bonds and Taxes - Voter Approved	0.0%	21.5%	21.7%
Bonds and Taxes - Non Voter Approved	74.0%	8.9%	13.1%
Private Capital Grants or Donations to Park Agency	0.0%	2.2%	1.9%
Capital Grants from Public Agency	4.0%	12.1%	9.9%
Development Fees	15.0%	7.4%	6.4%
Other	7.0%	8.1%	8.3%
3. Percentage of agency's current fiscal year's capital budget designated for the following purposes:			
<i>Number of Responses</i>		500	121
Acquisition	0.0%	8.3%	7.2%
Improvements	96.3%	87.4%	90.1%
Other	3.7%	4.3%	2.7%
4. Of the Improvement dollars reported above, estimate the percentage split between renovations vs. new:			
Renovation	50.0%	62.8%	62.8%
New Development	50.0%	37.2%	37.2%
5. Of the Improvement dollars reported above, estimate the percentage split between buildings vs. parks:			
Buildings	15.0%	29.6%	28.7%
Parks	85.0%	70.4%	71.3%
6. Value of deferred maintenance projects your agency faces:			
<i>Number of Responses</i>		498	116
Lower Quartile		\$0	\$0
Median	\$1,500,000	\$1,000,000	\$1,370,195
Upper Quartile		\$10,000,000	\$15,000,000

Capital expense is high due to peak construction for Crown Park and South Lacamas Creek Trailhead

This is factoring playgrounds only

	Your Agency	All Agencies	Population Density per Sq Mile 1,501 to 2,500
1. Number of funded employees at your agency:			
a. Number of full-time employees			
<i>Number of Responses</i>		662	152
Lower Quartile		14	20
Median	12	43	47
Upper Quartile		103	102
b. Number of non-full-time employees			
<i>Number of Responses</i>		638	149
Lower Quartile		31	50
Median		113	171
Upper Quartile		312	354
c. Total annual hours worked by non-full-time employees			
<i>Number of Responses</i>		643	150
Lower Quartile		13,086	21,561
Median		50,058	67,033
Upper Quartile		141,240	156,975
d. Total number of full-time equivalent employees (FTEs)			
<i>Number of Responses</i>		664	153
Lower Quartile		24.6	35.5
Median	12.0	73.9	89.1
Upper Quartile		178.6	180.0
2. Percentage of total full-time equivalents (FTEs) involved in the following operational areas:			
<i>Number of Responses</i>		645	147
Administration	8.0%	16.6%	15.7%
Operations/Maintenance	67.0%	45.4%	44.3%
Programming	17.0%	31.9%	34.6%
Capital Development	8.0%	3.1%	2.8%
Other	0.0%	2.9%	2.6%
3. Number of volunteers and number of annual hours worked by the volunteers at the agency			
a. Number of volunteers			
<i>Number of Responses</i>		608	138
Lower Quartile		48	95
Median	110	191	244
Upper Quartile		865	1,184
b. Total hours worked by volunteers			
<i>Number of Responses</i>		567	134
Lower Quartile		862	826
Median	640	3,830	3,652
Upper Quartile		17,358	24,290
4. Percentage of agency's that have staff covered by collective bargaining (i.e., are union members)			
<i>Number of Responses</i>		670	150
Yes	X	36.4%	32.7%
No		63.6%	67.3%

	Your Agency	All Agencies	Population Density per Sq Mile 1,501 to 2,500
1. Number of individual parks or non-park sites the department/agency maintains and/or has management responsibility over:			
a. Total number of parks			
Number of Responses		664	152
Lower Quartile		11.0	16.0
Median	17.0	25.0	29.0
Upper Quartile		52.3	60.0
b. Total park acres			
Number of Responses		648	151
Lower Quartile		205.8	224.0
Median	183.6	660.0	700.0
Upper Quartile		2,258.3	1,601.5
c. Total number of non-park sites			
Number of Responses		664	152
Lower Quartile		0.0	1.0
Median	41.0	3.0	4.0
Upper Quartile		14.0	13.0
d. Total acres of non-park sites			
Number of Responses		648	151
Lower Quartile		0.0	0.3
Median	764.9	20.5	27.5
Upper Quartile		200.0	223.0
Total number of parks + non-park sites			
Number of Responses		664	152
Lower Quartile		15.0	21.0
Median	58.0	34.0	40.0
Upper Quartile		72.0	80.3
Total acres of parks + non-park sites			
Number of Responses		648	151
Lower Quartile		292.3	349.3
Median	948.5	822.8	830.0
Upper Quartile		2,699.5	2,028.0
2. Number of acres of designed (developed) and natural (undeveloped) open space for which the agency has management responsibility or maintains:			
a. Designed/Developed			
Number of Responses		591	143
Lower Quartile		128.0	139.0
Median	183.6	419.2	400.0
Upper Quartile		1,208.0	1,110.5
b. Natural/Undeveloped			
Number of Responses		592	139
Lower Quartile		44.8	78.0
Median	727.7	264.5	344.0
Upper Quartile		1,129.2	1,142.0
c. Non-park acres			
Number of Responses		226	61
Lower Quartile		0.0	0.0
Median	37.2	19.5	10.7
Upper Quartile		157.3	100.0
3. Total number of trail miles managed or maintained by the agency			
Number of Responses		613	145
Lower Quartile		6.0	8.0
Median	21.0	18.8	21.0
Upper Quartile		50.0	60.0

Workload (continued)

Item 3.

	Your Agency	All Agencies	Population Density per Sq Mile 1,501 to 2,500
4. Number of buildings and the square footage of the buildings operated by the agency:			
a. Number of operated buildings			
<i>Number of Responses</i>		616	145
Lower Quartile		3	4
Median	2	8	9
Upper Quartile		21	23
b. Square footage of operated buildings			
<i>Number of Responses</i>		536	125
Lower Quartile		35,941.5	50,000.0
Median	20,000.0	115,373.5	140,000.0
Upper Quartile		240,702.5	247,269.0
5. Number of programs the agency offers annually and the number of people (i.e., contacts) served by these programs:			
a. Total number of programs offered			
<i>Number of Responses</i>		568	136
Lower Quartile		75	133
Median	36	300	453
Upper Quartile		1,535	1,413
b. Number of fee based programs			
<i>Number of Responses</i>		542	131
Lower Quartile		35	72
Median	35	155	268
Upper Quartile		924	1,068
c. Total program contacts (estimate as necessary)			
<i>Number of Responses</i>		540	131
Lower Quartile		4,527	6,248
Median	1,240	20,029	20,047
Upper Quartile		70,435	69,280
6. Number of contacts (e.g. participants, users) of the agency's parks and facilities per year:			
a. Total building facility contacts			
<i>Number of Responses</i>		468	111
Lower Quartile		15,000	24,131
Median	25,262	108,849	129,772
Upper Quartile		435,384	470,981
b. Total park facility contacts			
<i>Number of Responses</i>		468	111
Lower Quartile		32,750	61,500
Median	253,200	250,000	340,000
Upper Quartile		1,410,414	1,483,875
c. Total facilities and parks contacts			
<i>Number of Responses</i>		468	111
Lower Quartile		150,000	184,500
Median	278,462	546,000	560,283
Upper Quartile		1,933,236	1,873,638

We are low on recreation programming due to limited availability of indoor space and staffing

Agency Responsibilities

Item 3.

	Your Agency	All Agencies	Population Density per Sq Mile 1,501 to 2,500
1. Agency Responsibilities			
a. Operate and maintain park sites	X	98.6%	99.4%
b. Operate and maintain indoor facilities	X	93.2%	96.2%
c. Operate, maintain, or contract golf courses		38.5%	48.1%
d. Operate, maintain, or contract campgrounds		22.9%	16.5%
e. Operate, maintain, or contract indoor swim facilities/water parks		33.7%	38.0%
f. Operate, maintain, or contract outdoor swim facilities/water parks		68.3%	73.4%
g. Operate, maintain, or contract racquet sport activities/courts/facilities?	X	82.7%	82.9%
h. Operate, maintain, or contract tourism attractions		38.1%	42.4%
i. Provide recreation programming and services	X	94.2%	96.8%
j. Operate and maintain non-park sites	X	70.3%	75.3%
k. Operate, maintain, or manage trails, greenways, and/or blueways (TGB)	X	87.5%	93.0%
l. Operate, maintain, or manage special purpose parks and open spaces	X	76.8%	81.6%
m. Manage or maintain fairgrounds		6.7%	6.3%
n. Maintain, manage or lease indoor performing arts center		19.3%	22.2%
o. Administer or manage farmer's markets		23.7%	29.1%
p. Administer community gardens	X	49.0%	53.2%
q. Manage large performance outdoor amphitheaters		33.7%	38.0%
r. Administer or manage professional or college-type stadium/arena/racetrack		10.2%	15.8%
s. Administer or manage tournament/event quality indoor sports complexes		21.9%	25.9%
t. Administer or manage tournament/event quality outdoor sports complexes	X	58.5%	66.5%
u. Conduct jurisdiction wide special events	X	82.1%	84.2%
v. Have budgetary responsibility for your administrative staff	X	90.3%	91.8%
w. Include in your operating budget the funding for planning and development functions	X	76.4%	80.4%
x. Operate, maintain or contract marinas		12.2%	9.5%
y. Maintain or manage beaches (inclusive of all waterbody types)		26.0%	24.7%

Facilities

	Your Agency	All Agencies	Population Density per Sq Mile 1,501 to 2,500
1. Median jurisdiction population per facility or activity areas within facilities			
a. Recreation centers		33,231	32,373
b. Community centers	13,830	37,858	43,232
c. Senior centers		66,375	76,780
d. Teen centers		79,377	123,760
e. Stadiums		102,647	119,946
f. Indoor ice rink		58,308	66,462
g. Arena		100,382	121,492
h. Performance amphitheater		68,658	65,000
i. Nature centers		151,731	123,102
j. Permanent and semi-permanent restrooms	2,766	5,270	5,411
k. Facilities with restrooms available free of use to public, not included above	27,660	16,116	14,667

Facilities (continued)

Item 3.

	Your Agency	All Agencies	Population Density per Sq Mile 1,501 to 2,500
2. Median jurisdiction population per facility or amenity.			
a. Playgrounds or play structures	2,128	3,711	3,000
Playgrounds primarily dedicated for kids aged 5-12		4,860	3,436
Tot lots primarily dedicated for kids aged 2-5		11,841	12,789
Playgrounds with Inclusive plays structures		21,287	21,279
b. Community gardens	13,830	42,472	45,291
c. Basketball courts, standalone (outdoor)	3,073	8,634	8,051
d. Basketball courts , standalone (indoor)		23,839	25,596
e. Multiuse courts -basketball, volleyball, etc. (outdoor)		26,534	22,651
f. Multiuse courts -basketball, volleyball, etc. (indoor)		23,568	23,145
g. Volleyball, standalone (outdoor)		24,991	20,946
h. Diamond fields, standalone: total	5,532	5,257	4,889
i. Skateboard Parks	27,660	58,404	60,468
j. Dog park		48,539	45,105
k. Ice rink (outdoor only)		25,000	18,600
l. Rectangular fields, standalone: total		6,839	5,968
Synthetic rectangular fields		43,643	53,198
m. Overlay field		19,189	23,798
n. Walking loops / running tracks (outdoor)		16,570	14,667
o. Walking loops / running tracks (indoor)		55,250	49,315
p. Splashpads, spraygrounds or spray showers		44,052	37,000
q. Fitness zones / exercise stations (Outdoor)		33,188	30,864
3. Median jurisdiction population per golf facility			
a. Driving range stations		27,830	21,667
b. Regulation 18-hole courses		102,422	82,512
c. Regulation 9-hole courses		130,822	81,127
d. Disc golf courses		66,898	48,809
4. Median jurisdiction population per swimming facility			
a. Aquatics centers		56,850	53,950
b. Swimming pools (outdoor only)		48,461	47,158
c. Total indoor competitive swimming pools		68,723	69,646
d. Indoor pool designated exclusively for leisure (i.e. non-competitive)		70,440	68,245
e. Therapeutic pool		81,127	69,646
f. Waterpark		67,893	58,496
5. Median jurisdiction population per racquet sports facility			
a. Dedicated Tennis courts (outdoor only)		7,278	6,816
b. Dedicated Tennis courts (indoor)		25,414	8,526
c. Dedicated Pickleball (outdoor)		10,657	8,023
d. Dedicated Pickleball (indoor)		15,893	15,328
e. Multiuse courts- Tennis, Pickleball (outdoor)	13,830	16,651	14,875
f. Multiuse courts- Tennis, Pickleball (indoor)		17,138	12,538
g. Racquetball/handball/squash courts (outdoor)		45,060	39,094
h. Racquetball/handball/squash courts (indoor)		35,220	50,319

	Your Agency	All Agencies	Population Density per Sq Mile 1,501 to 2,500
1. Percentage of agencies offering the following activities:			
a. Health and wellness education		82.0%	87.3%
b. Safety training		70.2%	75.3%
c. Fitness enhancement classes	X	83.7%	88.7%
d. Team sports	X	86.2%	92.7%
e. Individual sports		77.9%	84.7%
f. Running/cycling races		55.8%	64.7%
g. Racquet sports		76.6%	81.3%
h. Martial arts	X	57.8%	64.0%
i. Aquatics		69.1%	74.0%
j. Golf		51.3%	64.0%
k. Social recreation events	X	88.0%	94.7%
l. Cultural crafts		69.0%	73.3%
m. Performing arts		65.8%	72.0%
n. Visual arts		65.8%	74.0%
o. Natural and cultural history activities		71.6%	78.0%
p. Themed special events	X	92.1%	96.7%
q. Trips and tours		64.0%	66.7%
r. eSports/eGaming		27.2%	28.0%
2. Percentage of agencies offering the following Out-of-School Time (OST) activities:			
a. Summer camp	X	84.1%	86.8%
b. Before school programs		17.4%	17.1%
c. After school programs		55.8%	55.9%
d. Preschool		31.8%	38.4%
e. Full daycare		8.5%	5.8%
f. Specific teen programs		70.6%	76.2%
g. Specific senior programs	X	80.2%	88.3%
h. Programs for people with disabilities	X	69.8%	77.6%
i. STEM programs		62.1%	73.9%

	Your Agency	All Agencies	Population Density per Sq Mile 1,501 to 2,500
1. Does your agency have a policy barring the use of all tobacco products in its parks and at its facilities and grounds?			
<i>Number of Responses</i>		668	152
Yes, at all locations		58.7%	47.4%
Yes, at select locations	X	26.3%	36.2%
No		13.6%	15.8%
N/A		1.3%	0.7%
2. Does your agency have a policy that allows the consumption of alcohol by legal-aged adults on its premises?			
<i>Number of Responses</i>		669	153
Yes, at all locations		18.4%	15.7%
Yes, at select locations		59.2%	68.0%
No	X	21.4%	15.7%
N/A		1.0%	0.7%
3. Does your agency sell alcoholic beverages to legal-aged adults on its premises (sold either by the agency or by a concessionaire authorized by the agency)?			
<i>Number of Responses</i>		665	152
Yes, at all locations		5.1%	2.6%
Yes, at select locations		49.9%	60.5%
No	X	43.8%	36.2%
N/A		1.2%	0.7%
4. Does your agency provide healthy food options in its vending machines?			
<i>Number of Responses</i>		667	153
Yes, at all locations		16.8%	23.5%
Yes, at select locations		29.2%	26.1%
No		21.7%	21.6%
N/A	X	32.2%	28.8%
5. Does your agency provide healthy food options at its concession stands?			
<i>Number of Responses</i>		665	153
Yes, at all locations		16.2%	20.9%
Yes, at select locations		33.4%	34.0%
No		23.3%	24.2%
N/A	X	27.1%	20.9%
6. Does your agency charge a parking fee at its parks or facilities?			
<i>Number of Responses</i>		670	153
Yes, at all locations		0.1%	0.7%
Yes, at select locations		17.3%	16.3%
No	X	79.1%	81.0%
N/A		3.4%	2.0%
7. Does your agency charge an admission fee to enter its parks?			
<i>Number of Responses</i>		666	152
Yes, at all locations		0.8%	0.7%
Yes, at select locations		19.5%	14.5%
No	X	76.9%	82.9%
N/A		2.9%	2.0%
8. Does your agency have an expressed commitment to diversity, equity and inclusion (DEI) in vision, mission and/or strategic plan documents?			
<i>Number of Responses</i>		656	148
Yes, at all locations	X	68.6%	70.9%
Yes, at select locations		2.4%	2.7%
No		22.0%	19.6%
N/A		7.0%	6.8%

	Your Agency	All Agencies	Population Density per Sq Mile 1,501 to 2,500
9. Does your agency have hiring practices and policies that promote a diverse agency workforce?			
<i>Number of Responses</i>		656	147
Yes, at all locations		84.3%	83.0%
Yes, at select locations		1.2%	2.0%
No	X	9.0%	8.2%
N/A		5.5%	6.8%

Jurisdiction Information

	Your Agency	All Agencies	Population Density per Sq Mile 1,501 to 2,500
1. Agency/department's jurisdiction type			
<i>Number of Responses</i>		866	187
Borough		0.1%	0.0%
Village		1.5%	1.6%
City	X	53.0%	58.3%
Town		8.8%	12.3%
Township		3.2%	3.7%
County		17.0%	4.8%
State		0.1%	0.5%
Special District		11.9%	14.4%
Regional/Metro Authority		0.7%	0.5%
Independent District/Authority		1.4%	2.1%
School District		0.5%	0.0%
Military Department		0.5%	0.5%
Tribal Lands/Reservation		0.0%	0.0%
Other		1.4%	1.1%
2. Country			
<i>Number of Responses</i>		866	187
United States	X	99.5%	98.9%
Canada		0.3%	0.5%
Mexico		0.0%	0.0%
Other		0.1%	0.5%
3. Jurisdiction's total annual operating and capital budget			
a. Jurisdiction annual total operating budget			
<i>Number of Responses</i>		811	180
Lower Quartile		\$11,352,687	\$15,895,210
Median	\$54,714,427	\$52,237,399	\$54,640,499
Upper Quartile		\$253,415,538	\$170,616,155
b. Jurisdiction annual capital budget			
<i>Number of Responses</i>		754	168
Lower Quartile		\$1,919,928	\$3,183,804
Median	\$39,148,458	\$13,256,250	\$17,226,880
Upper Quartile		\$63,602,847	\$56,347,737

Jurisdiction Information (continued)

Item 3.

	Your Agency	All Agencies	Population Density per Sq Mile 1,501 to 2,500
4. Square mileage and population of the incorporated jurisdiction the agency serves			
a. Square mileage of incorporated jurisdiction			
<i>Number of Responses</i>		849	187
Lower Quartile		13.0	12.1
Median	16.2	34.0	26.6
Upper Quartile		162.2	66.7
b. Population of jurisdiction			
<i>Number of Responses</i>		851	187
Lower Quartile		21,527	23,620
Median	27,660	57,109	50,000
Upper Quartile		169,811	125,880