

AGENDA – WORKSHOP OF THE PLANNING & ZONING COMMISSION OF THE CITY OF PEARLAND, TEXAS, TO BE HELD ON MONDAY, MAY 21, 2012, AT 6:00 P.M., IN THE 2ND FLOOR CONFERENCE ROOM, CITY HALL, 3519 LIBERTY DRIVE, PEARLAND, TEXAS.

I. CALL TO ORDER

II. PURPOSE OF THE WORKSHOP:

- 1. COMMISSION INPUT AND DISCUSSION: PEARLAND ECONOMIC AND DEVELOPMENT CORPORATION QUARTERLY UPDATE.** *Presentation by Matt Buchanan, President.*
- 2. COMMISSION INPUT AND DISCUSSION: OVERVIEW OF DR. JOHN L. CROMPTON'S PRESENTATION.** The centrality of recreation and park services to peoples' lives and the substantial direct and indirect contributions they make to the city's economic well-being. *Presentation by Ms. Lata Krishnarao, Director of Community Development.*

III. ADJOURNMENT

This site is accessible to disabled individuals. For special assistance, please call Young Lorfing at 281-652-1840 prior to the meeting so that appropriate arrangements can be made.

I, Judy Brown, Office Coordinator of Community Development of the City of Pearland, Texas, do hereby certify that the foregoing agenda was posted in a place convenient to the general public at City Hall on the 18th day of May 2012, A.D., at 5:30 p.m.

Judy Brown, Office Coordinator of Community Development

Agenda removed _____ day of May 2012.

MAY 21, 2012
P&Z WORKSHOP



City of Pearland

P&Z AGENDA REQUEST

TO: Planning & Zoning Commission
REQUESTOR: Ian Clowes
DATE: May 17, 2012
AGENDA ITEM SUBJECT: Workshop with PEDC, Matt Buchanan

Old Business New Business Discussion Item Workshop

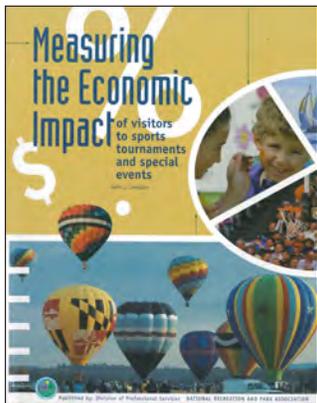
- 1. Summary: Per our Planning and Zoning Strategic Plan, the commission requested that we have quarterly updates from The Chamber of Commerce and Pearland Economic Development Corporation. Matt Buchanan, Executive Director of the PEDC will discuss what has been happening at the PEDC and any future developments.**

An Evening with Dr. John L. Crompton

Texas A&M University Distinguished Professor, Regents Professor, Presidential Professor for Teaching Excellence
Department of Recreation, Park and Tourism Sciences and Former College Station City Council Member

Topic: The centrality of recreation and park services to peoples' lives and the substantial direct and indirect contributions they make to the city's economic well-being.

Wednesday, April 18, 6:30 p.m.
Pearland Recreation Center & Natatorium
4141 Bailey Road
Pearland, Texas 77584



John L. Crompton holds the rank of University Distinguished Professor of Recreation, Park and Tourism Sciences, and is both a Regents Professor and a Presidential Professor for Teaching Excellence at Texas A&M University. He received his basic training in England. His undergraduate work was in physical education and geography at Loughborough College. After teaching high school for a year, he attended the University of Illinois where he completed a M.S. degree in Recreation and Park Administration in 1968. In 1970, he was awarded another M.S. degree from Loughborough University of Technology majoring in Business Administration. In 1974, Dr. Crompton came to Texas A&M University and received his doctorate in Recreation Resources Development in 1977.

Now a professor at Texas A&M, Dr. Crompton is Cintron University Professor for Excellence in Undergraduate Teaching. He has received the Bush Excellence Award for Public Service (presented personally by President H. W. Bush); the Vice-Chancellor's Award for Excellence in Graduate Teaching; the Texas Agricultural Experiment Station's Faculty Fellow and Senior Faculty Fellow Awards for exceptional research contributions; the University Distinguished Achievement Award for Research and the University Distinguished Achievement Award for Teaching.

Dr. Crompton is author or co-author of 16 books and a substantial number of articles which have been published in the recreation, tourism, sport and marketing fields. He is the most published scholar in the history of both the parks and recreation, and the tourism fields and has conducted many hundreds of workshops on Marketing and/or Financing Leisure Services. Dr. Crompton has lectured or conducted workshops in a number of foreign countries and has delivered keynote addresses at the World Leisure Congress and at Annual National Park and Recreation Conferences in Australia, Canada, Great Britain, Japan, New Zealand, South Africa, and the United States.

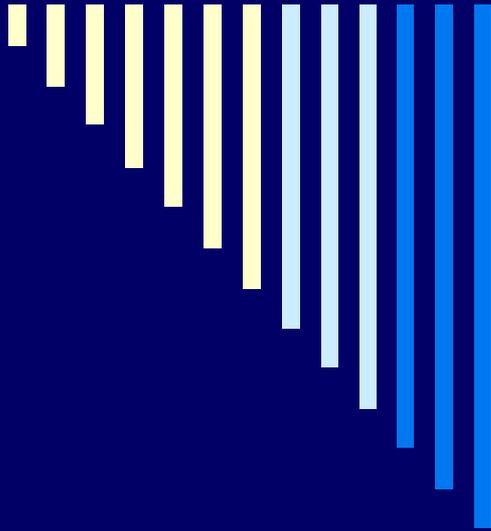
He is a past recipient of the National Park Foundation's Cornelius Amory Pugsley award for outstanding national contributions to parks and conservation; the National Recreation and Park Association's (NRPA) Distinguished Professional Award; the NRPA National Literary Award; the NRPA Roosevelt Award for outstanding research; the Distinguished Colleague and the Distinguished Teaching Awards of the Society of Park and Recreation Educators; and the Travel and Tourism Research Association's Travel Research Award.

He was a member of the NRPA's Board of Trustees for nine years; and is a past president of four professional bodies: the Texas Recreation and Parks Society; the American Academy of Park and Recreation Administration; the Society of Park and Recreation Educators and the Academy of Leisure Sciences. He is a Board member of the National Recreation Foundation.

In addition to his achievements in research and academics, Dr. Crompton served 4 years as a city councilman for College Station from 2007-2011, and was Mayor Pro Tem in 2010-2011. The city's population is 95,000, the annual budget is \$260 million; and there are approximately 1000 full-time employees.



Learn more at www.pearlandparks.com



What Business Are We In?

City of Pearland
April 18, 2012

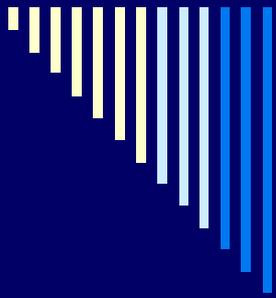
John L. Crompton
University Distinguished Professor and Regents Professor
Presidential Professor for Teaching Excellence
Texas A&M University

Marketing Myopia

□ Narrow, short-term thinking

TN Levitt
HBR July-August 1960





□ What business are we in?



RY

TING SHOCK HITS
RES FROM HELL
"THE DEMON"
NO DESTRUCTION
"IT CLAW"

ALSO



VICTORY

2 ACTION PACKED ADVENTURE
BOLD - BRITAIN - LIFE IN THE AIR
"THE LOST CONTINENT"
AFLAME WITH BARBARIC DEEDS
"F RBIDDEN ISLAND"

"The Lost Continent"
1941-1942

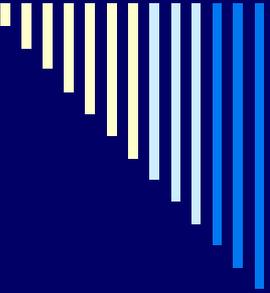
THE
LIVE
SHOW

LIVE
THE
LIVE
SHOW

LIVE SHOW
EVERY NIGHT

THE
LIVE
SHOW
EVERY
NIGHT





What Business Are We In?

□ Charles Revson:

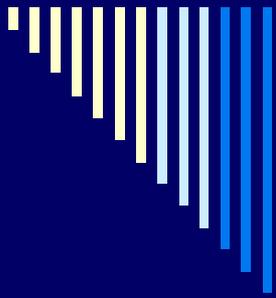
“ In the factory we make cosmetics. In the store we sell hope.”

Repositioning
Movement

Community
Benefits
Movement

Gestation Movement

Activity / Custodial Focus



Danger



Opportunity

Chinese Symbol for Crisis.

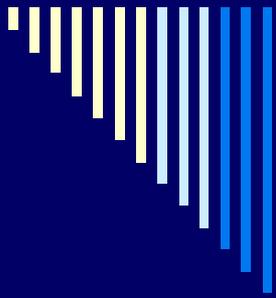
Repositioning
Movement

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Benefits
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Gestation Movement

Promotion / Selling Focus

Activity / Custodial Focus



~~Marketing~~

Facilitating User Benefits

Repositioning
Movement

Community
Benefits
Movement

Gestation
Movement

User Benefits Focus

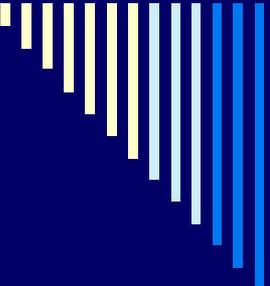
Promotion / Selling Focus

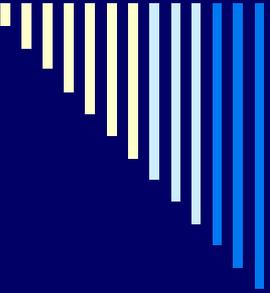
Activity / Custodial Focus

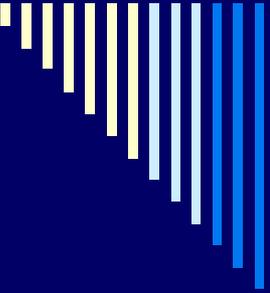






- 
- ❑ Social interaction with friends and family kin.
 - ❑ Social interaction with previously unknown others.
 - ❑ Ethnic and cultural identity
 - ❑ A gain in prestige; social recognition; status. The mastery of particular skills may be regarded as a form of “conspicuous consumption,” which brings forth peer group recognition.
 - ❑ Excitement; an adrenaline rush; exhilaration.
 - ❑ Ego-satisfaction of achievement and accomplishment; a desire to be successful.
-

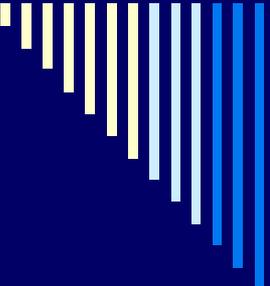
- 
- ❑ Security; to be part of a group that gives a sense of belonging, connectedness to others, and sense of affection.
 - ❑ The feeling of being important and having responsibility; growth of self-worth and self-confidence.
 - ❑ Fantasy; illusion; offering temporary escape from the realities and routines of everyday life.
 - ❑ Relaxation and alleviation of stress and tension, which may be obtained from hard or no physical effort.
 - ❑ Catharsis from “flow” to alleviate negative tensions, anxiety, anger and unwanted adrenaline.
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- ❑ Acquisition of knowledge; satisfaction of curiosity.
 - ❑ Feeling of well-being and vitality that derive both from exercise and physical fitness, and from mental alertness.
 - ❑ Regression; the desire to “let your hair down” and act in a puerile, adolescent way.
 - ❑ Aesthetic enhancement derived from being in an attractive natural environment.
 - ❑ Challenge and risk, which lead to self-exploration, self-discovery, and self-development and may be obtained from sailing or skydiving, or from acting, dancing, or fly fishing.
-





Why am
I doing
this?



Why Do People Go Fishing?

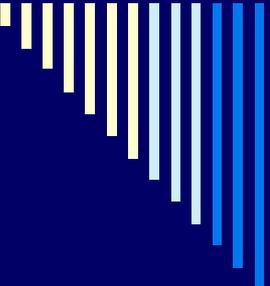
□ To:

- Experience the outdoors
 - Develop skills
 - Pit wits with the fish
 - Be with friends
 - Share skills with others – especially children
 - Mental change and relaxation
 - Escape from pressures of everyday life
 - Take a trophy
 - Get food
-



What is this?

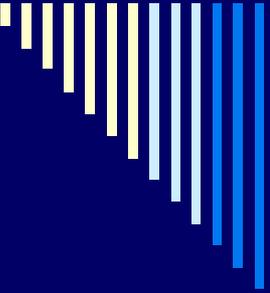




The Transformational Lens

It is

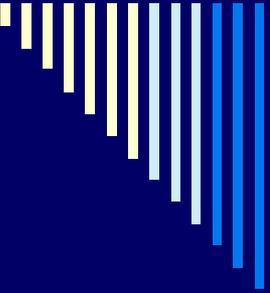
- Social recognition
 - Excitement
 - Ego-satisfaction of achievement
 - Security of belonging to a group
 - Social interaction
-



User Benefits Are Important

- Meet basic human needs
-



- 
- A gain in prestige; social recognition; status. The mastery of particular skills may be regarded as a form of “conspicuous consumption,” which brings forth peer group recognition.
 - Excitement; an adrenaline rush; exhilaration.
 - Ego-satisfaction of achievement and accomplishment; a desire to be successful.
 - Security; to be part of a group that gives a sense of belonging, connectedness to others, and sense of affection.
 - The feeling of being important and having responsibility; growth of self-worth and self-confidence.
 - Acquisition of knowledge; satisfaction of curiosity.
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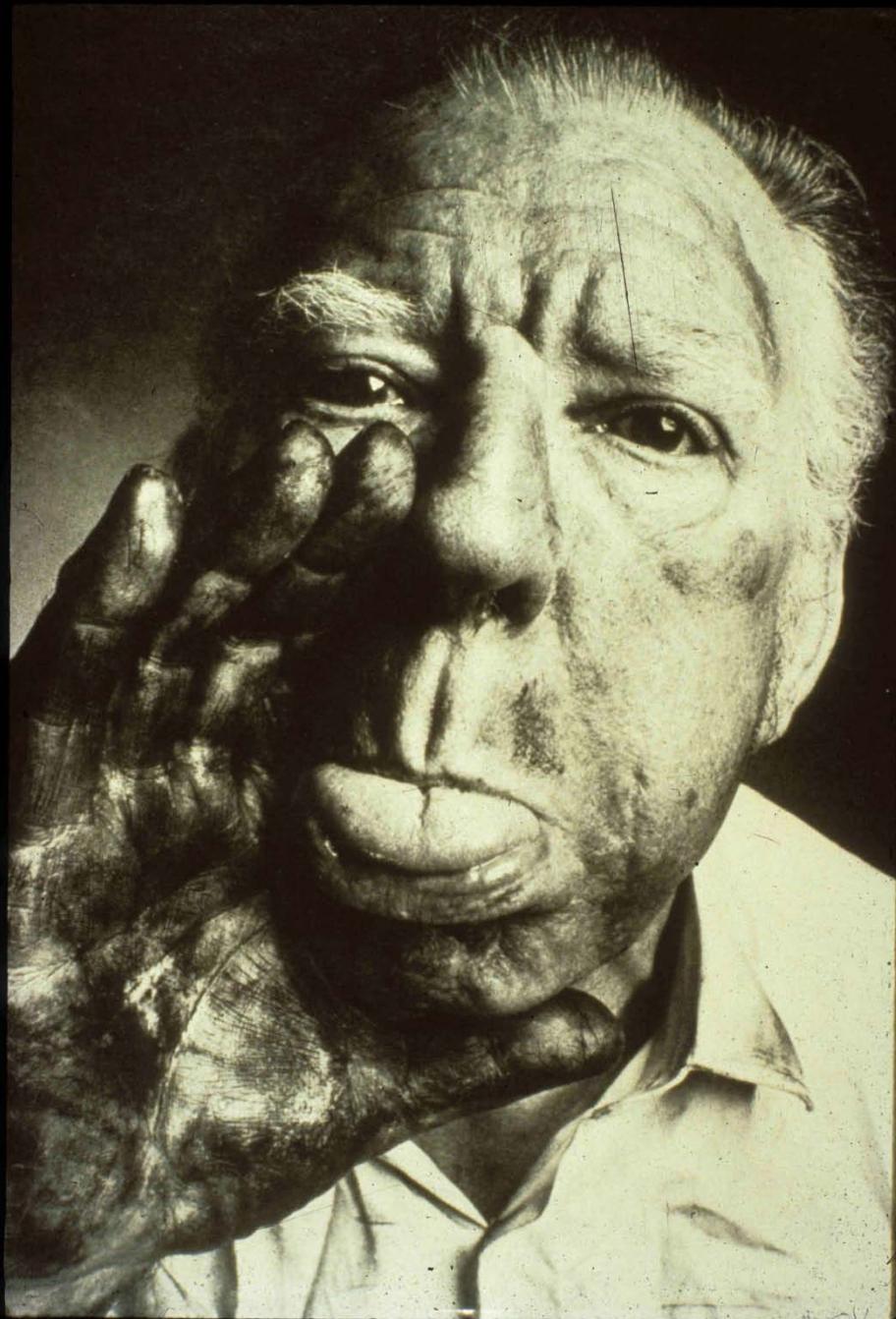
Occupations Projected to Have the Largest Job Growth (Thousands)

Job Category	Employment		Change		\$\$\$
	2010	2020	#	%	
Total, All Occupations	143068	163537	20468	14.3	\$33,840
Registered nurses	2737	3449	711	26.0	\$64,690
Retail salespersons	4261	4968	706	16.6	\$20,670
Home health aides	1017	1723	706	69.4	\$20,560
Personal care aides	861	1468	607	70.5	\$19,640
Office clerks, general	2950	3440	489	16.6	\$26,610
Combined food preparation and serving workers, including fast food	2682	3080	398	14.8	\$17,950
Customer service representatives	2187	2525	338	15.5	\$30,460
Heavy and tractor-trailer truck drivers	1604	1934	330	20.6	\$37,770
Laborers and freight, stock, and material movers, hand	2068	2387	319	15.4	\$23,460
Postsecondary teachers	1756	2061	305	17.4	\$45,690
Nursing aides, orderlies, and attendees	1505	1807	302	20.1	\$24,010

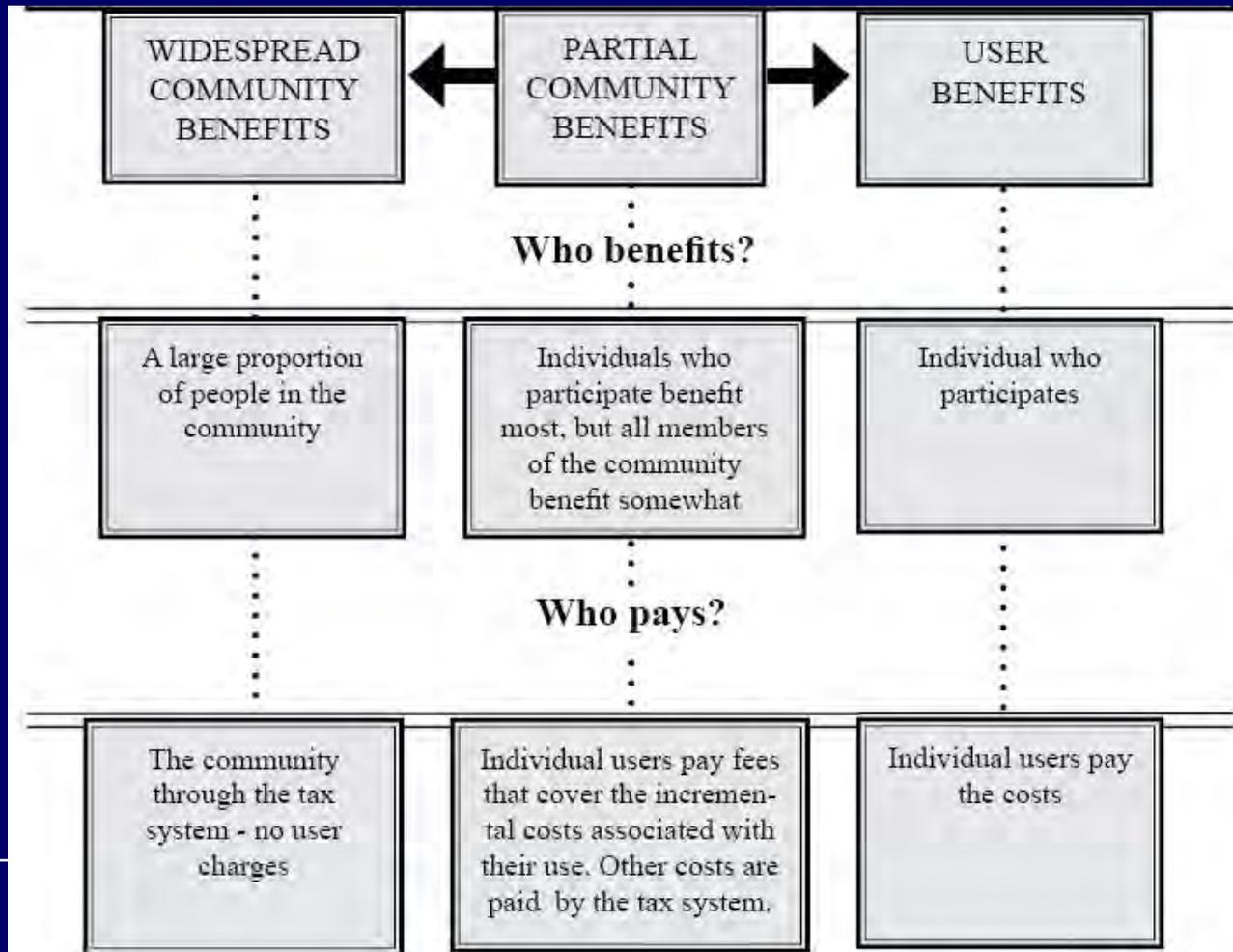
Occupations Projected to Have the Largest Job Growth (Thousands)

Job Category	Employment		Change		\$\$\$
	2010	2020	#	%	
Childcare workers	1282	1544	262	20.4	\$19,300
Bookkeeping, accounting, and auditing clerks	1989	2157	259	13.6	\$34,030
Cashiers	3362	3612	250	7.4	\$18,500
Elementary school teachers, except special education	1476	1725	248	16.8	\$51,660
Receptionists and information clerks	1048	1297	248	23.7	\$25,240
Janitors and cleaners, except maids and housekeeping cleaners	2310	2556	246	10.7	\$22,210
Landscaping and groundskeeping workers	1151	1392	240	20.9	\$23,400
Sales representatives, wholesale and manufacturing, except technical and scientific products	1430	1653	223	15.6	\$52,440
Construction laborers	998	1211	212	21.3	\$29,280
Medical secretaries	508	718	210	41.3	\$30,530

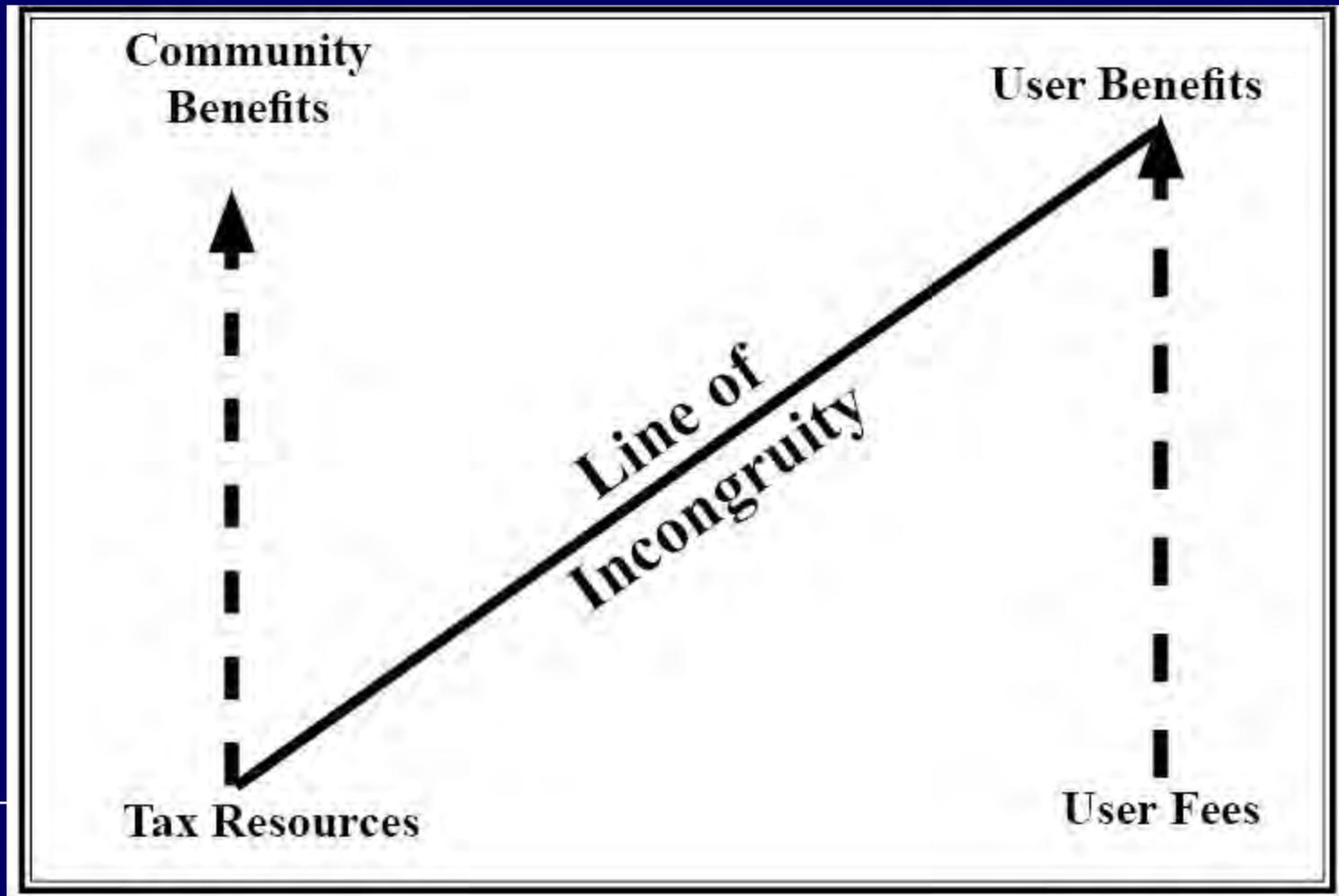


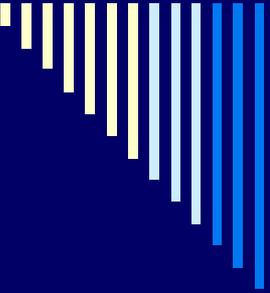


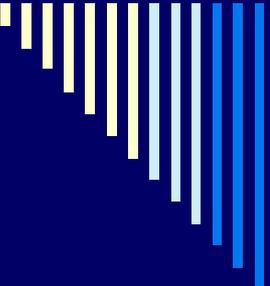
Implications of the Range of Benefits Continuum



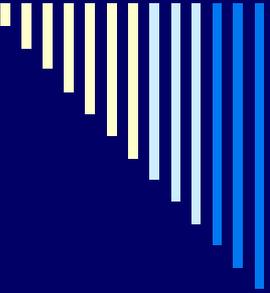
Incongruency Associated with the User Benefits Paradigm



- 
-
- User satisfaction is an inadequate measure of the success of park and recreation agencies. Most taxpayers are not users of most of our services, so why should they support them? Need wider base of support.
-

- 
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- User satisfaction is an inadequate measure of the success of park and recreation agencies. Most taxpayers are not users of most of our services, so why should they support them? Need wider base of support.
 - It is “off-site” benefits that count highest, not “on-site” benefits.
-



- 
- User satisfaction is an inadequate measure of the success of park and recreation agencies. Most taxpayers are not users of most of our services, so why should they support them? Need wider base of support.
 - It is “off-site” benefits that count highest, not “on-site” benefits.
 - The field’s *sine qua non* is that it performs a necessary service for the community beyond responding to the demands of particular user groups
-

Repositioning
Movement

Community
Benefits
Movement

Gestation Movement

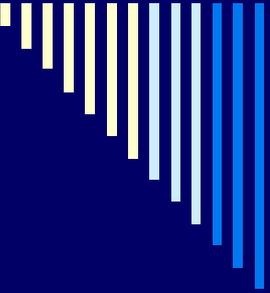
Community Benefits Focus

User Benefits Focus

Promotion / Selling Focus

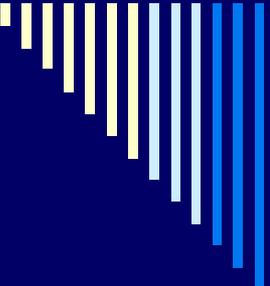
Activity / Custodial Focus



- 
- The provision of leisure for its own sake still lacks political clout. It has to show other, more tangible returns, such as jobs, urban regeneration, alleviating delinquency or whatever, to be worth funding...On its own it sounds too flippant: It carries real political conviction only if advocated for other, instrumental, reasons too.

What is this?





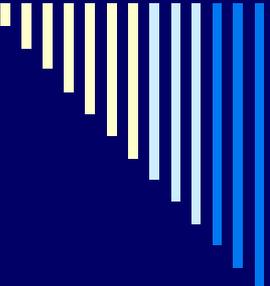
The Transformational Lens

It is

- Social recognition
 - Excitement
 - Ego-satisfaction of achievement
 - Security of belonging to a group
 - Social interaction
-

What is this?





The Transformational Lens

It is:

- Social recognition
- Excitement
- Ego-satisfaction of achievement
- Security of belonging to a group
- Social interaction

But more importantly
it is:

- Reduced health care costs
 - Alleviate juvenile crime
 - Community cohesion
 - Economic development
-

Repositioning
Movement

Community
Benefits
Movement

Gestation Movement

Activate
the Position

Select a
Position

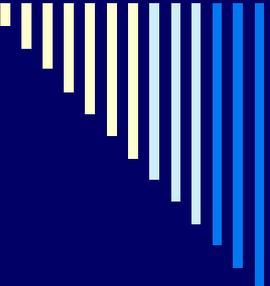
Community Benefits Focus

User Benefits Focus

Promotion / Selling Focus

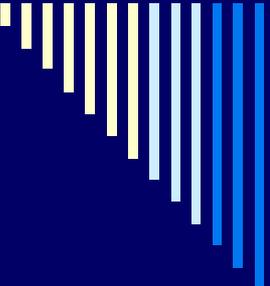
Activity / Custodial Focus





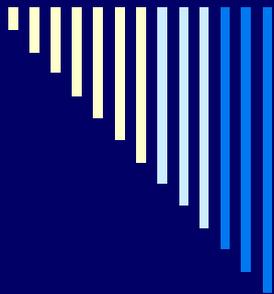
Present Position

- Recreation and park provision is perceived to be a relatively discretionary, non-essential government service. It is nice to have if it can be afforded.
-



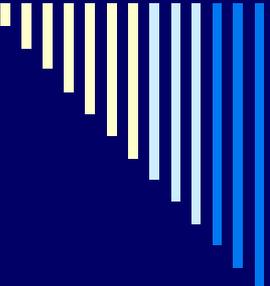
Reposition

- Position recreation and park services so that they are perceived to be a central contribution to alleviating the major problems in a community identified by tax payers and decision makers.
-



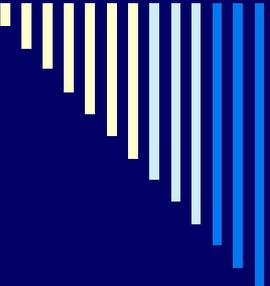
“Working out an identity program [position] for a corporation usually entails a retracing of steps until you discover the basic business of a company. This requires poring over old plans and programs. Seeing what worked and what didn’t”

Source: Ries & Trout p. 203



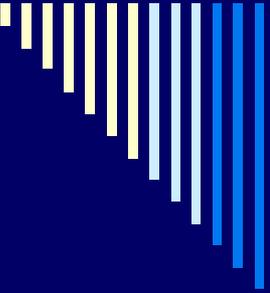
The Secondary Rationales for Urban Parks

- Regenerated working people so they would be more productive workers
- Attracted tourists who spent money in the local economy
- Foster democratic equality
 - Different classes mingle together while strolling, picnicking, and croquet playing, thus social homogeneity are nurtured
- Social coherence
 - Parks were incubators of safety and social order; they alleviated crime by strengthening local pride and affection of the inhabitants for each other



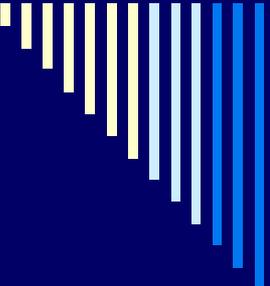
The Major Rationales for Urban Parks

- Public health
 - Provided fresh air which counteracted “miasmas”
 - Raised property values and the property tax base
-



Public Recreation

- Alleviate juvenile crime among young males; encourage civility and civic responsibility
-



Jan 14, 1912 Chicago Tribune

“Recreation is the antitoxin of delinquency and the sooner it is administered the milder will be the disease and the better it will be for all children.”

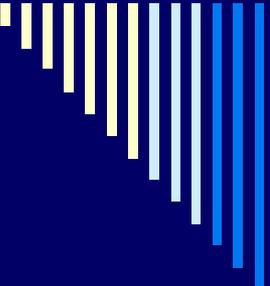
Mrs. J.T. Bowen, President of the
Juvenile Protection Association



All these children were arrested in a single day for playing in the street.

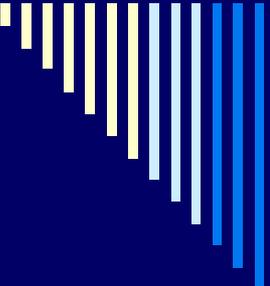
WILL YOU HELP PROVIDE PLAYGROUNDS ?

PLAYGROUND AND RECREATION ASSOCIATION OF AMERICA
1 MADISON AVENUE, NEW YORK CITY



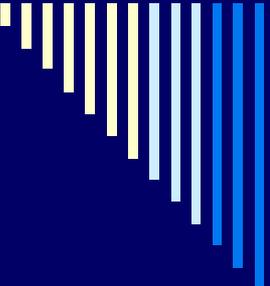
Benefits Related to Economic Prosperity

- Attracting tourists
 - Attracting businesses
 - Attracting retirees
 - Enhancing real estate values
 - Reducing taxes
 - Stimulation of equipment sales
-



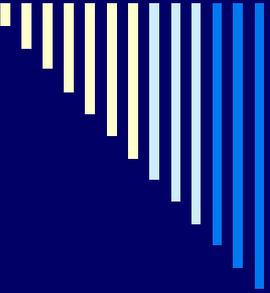
Benefits Related to Environmental Sustainability

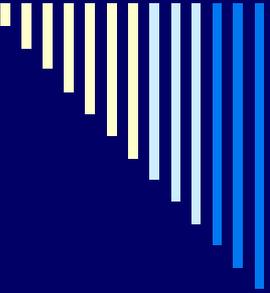
- ❑ Cleaning water
 - ❑ Controlling flooding
 - ❑ Cleaning air
 - ❑ Reducing traffic congestion
 - ❑ Reducing energy costs
 - ❑ Preserving biological diversity
-



Benefits Related to Alleviating Social Problems

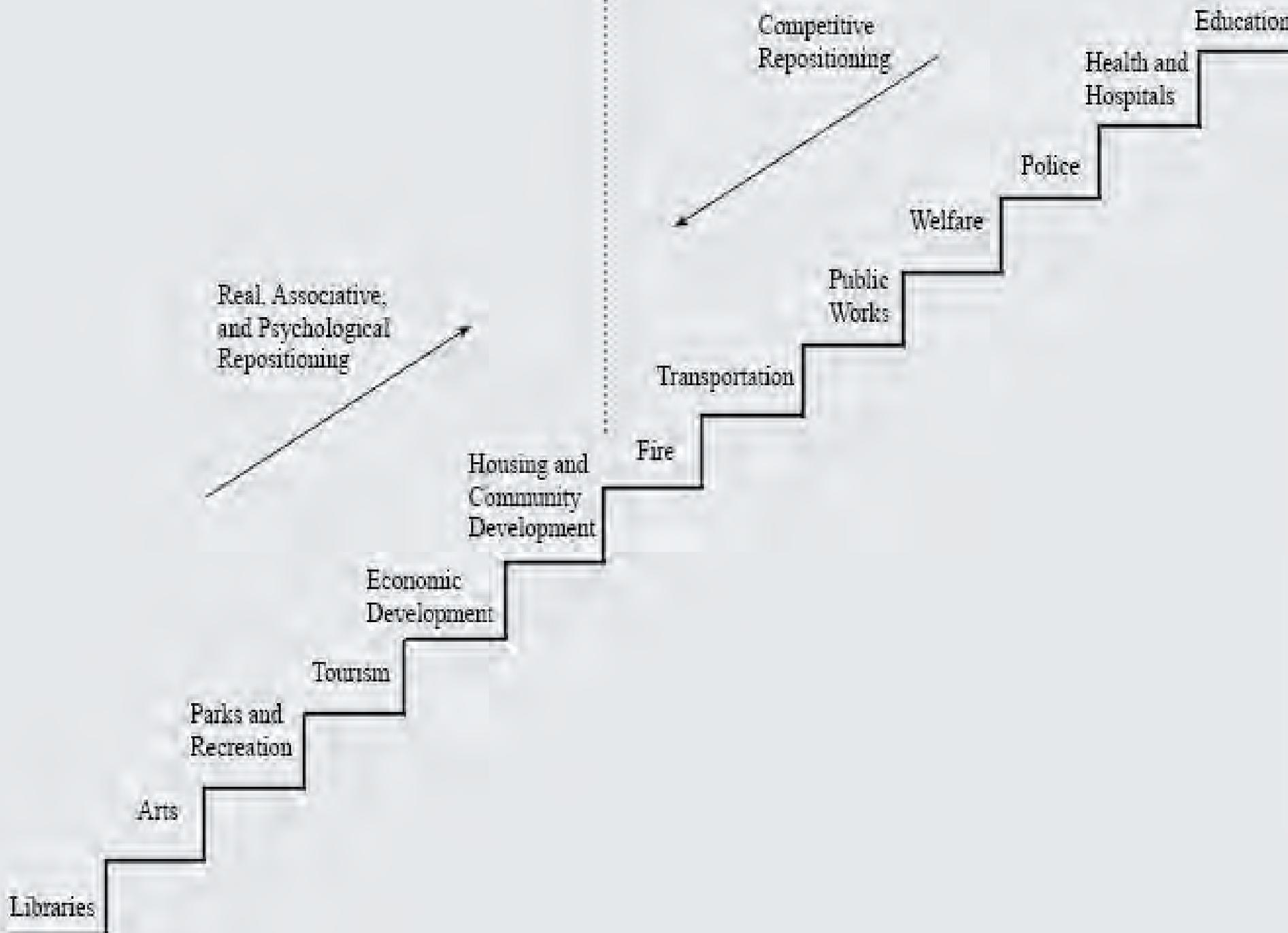
- ❑ Reducing environmental stress
 - ❑ Community regeneration
 - ❑ Cultural and historical preservation
 - ❑ Facilitating healthy lifestyles
 - ❑ Alleviating deviant behavior among youth
 - ❑ Raising levels of educational attainment
 - ❑ Alleviating unemployment distress
-

- 
-
- The “big idea” associated with repositioning is that funds are **invested in solutions** to a community’s most pressing problems. The term “investing” suggests a positive, forward-looking agenda with a return on the investments. Elected officials usually have no mandate to fund programs; their mandate is to invest resources into solutions.
-



Positioning Implications

- Positioning is a relative rather than an absolute concept
-



Real Associative,
and Psychological
Repositioning

Competitive
Repositioning

Libraries

Arts

Parks and
Recreation

Tourism

Economic
Development

Housing and
Community
Development

Fire

Transportation

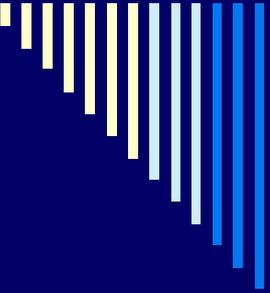
Public
Works

Welfare

Police

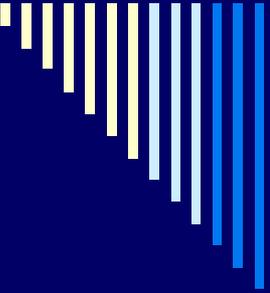
Health and
Hospitals

Education



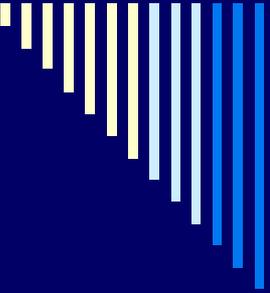
Positioning Implications

- Positioning is a relative rather than an absolute concept
 - Legislators' political platforms represent residents' concerns
-



Positioning Implications

- Positioning is a relative rather than an absolute concept
 - Legislators' political platforms represent residents' concerns
 - The challenge is not financial, it is political
-



Positioning Implications

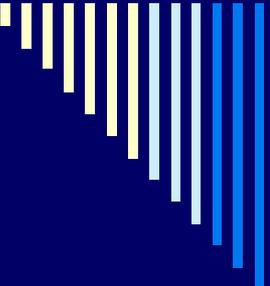
- Positioning is a relative rather than an absolute concept
 - Legislators' political platforms represent residents' concerns
 - The challenge is not financial, it is political
 - Some services will be discretionary – “Strategic importance”
-

Repositioning
Movement

Community
Benefits
Movement

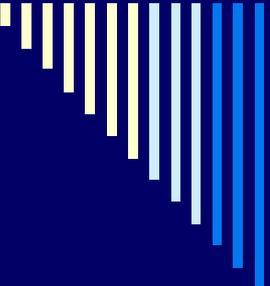
Gestation Movement





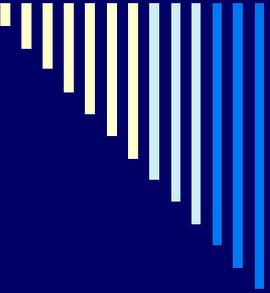
Formulate a preferred position statement

- How the agency wants to be identified in the public's eyes. What business are we in?
-



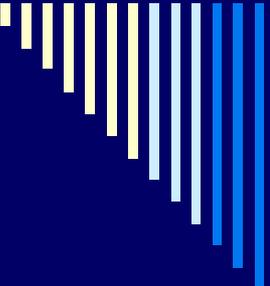
Formulate a preferred position statement

- How the agency wants to be identified in the public's eyes. What business are we in?
 - Select only one or two positions
-



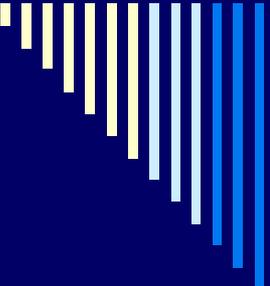
Four Criteria

1. Relevance: Is it substantive and important to the community?
 - Pick the biggest, NOT the most convenient issues
-



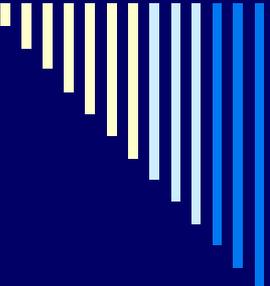
Politically Important Issues

- Economic development
 - Safety
 - Health
 - Environment
 - Quality of life
 - Unemployment
 - Downtown redevelopment
 - Education
-



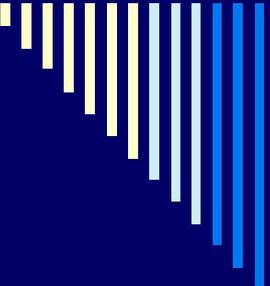
The Power of “Obviousness” in Repositioning

- Don't try to change people's minds – *Refocus* their minds.
-



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-



The Power of “Obviousness” in Repositioning

- Don't try to change people's minds – *Refocus* their minds.
- Reinforce the intuitive; fit with existing perceptions.
- If the linkage is evident to them it will work.

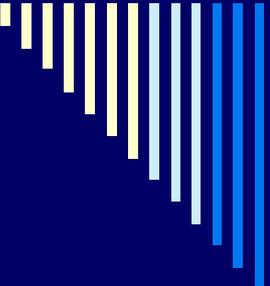
“Experience has shown that a positioning exercise is a search for the obvious. Those are the easiest concepts to communicate because they make the most sense to the recipient of a message”

Source: Ries & Trout p. 204

Four Criteria for Selecting a Preferred Position

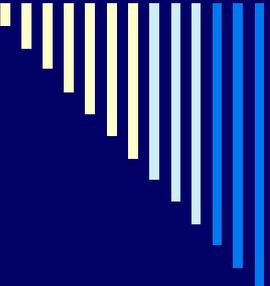
Formulate a Preferred Position

- Relevance
- Obviousness
- Conceptual Nexus



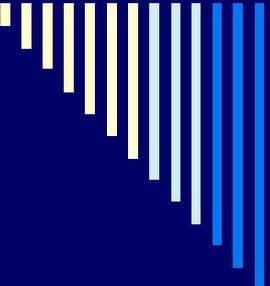
Conceptual Nexus

- Activity friendly neighborhoods and open spaces create opportunities to reduce obesity
-



Formulated Position: What Business Are We In? (ugh!)

- The Benefits are Endless
 - Discover the Benefits
 - The Fun Experts
 - Providers of the Good Things in Life
-



Formulated Position: What Business Are We In?

- Economic Prosperity
 - Lifelong Learning
 - Investing in Youth: Our Greatest Asset
 - Step Up to Health: Healthy Communities Start in Parks
 - Healthy by Nature
 - Greener, Cleaner, Safer, Stronger
 - Healthy Lifestyles, Livable Communities: It Starts in Parks
-

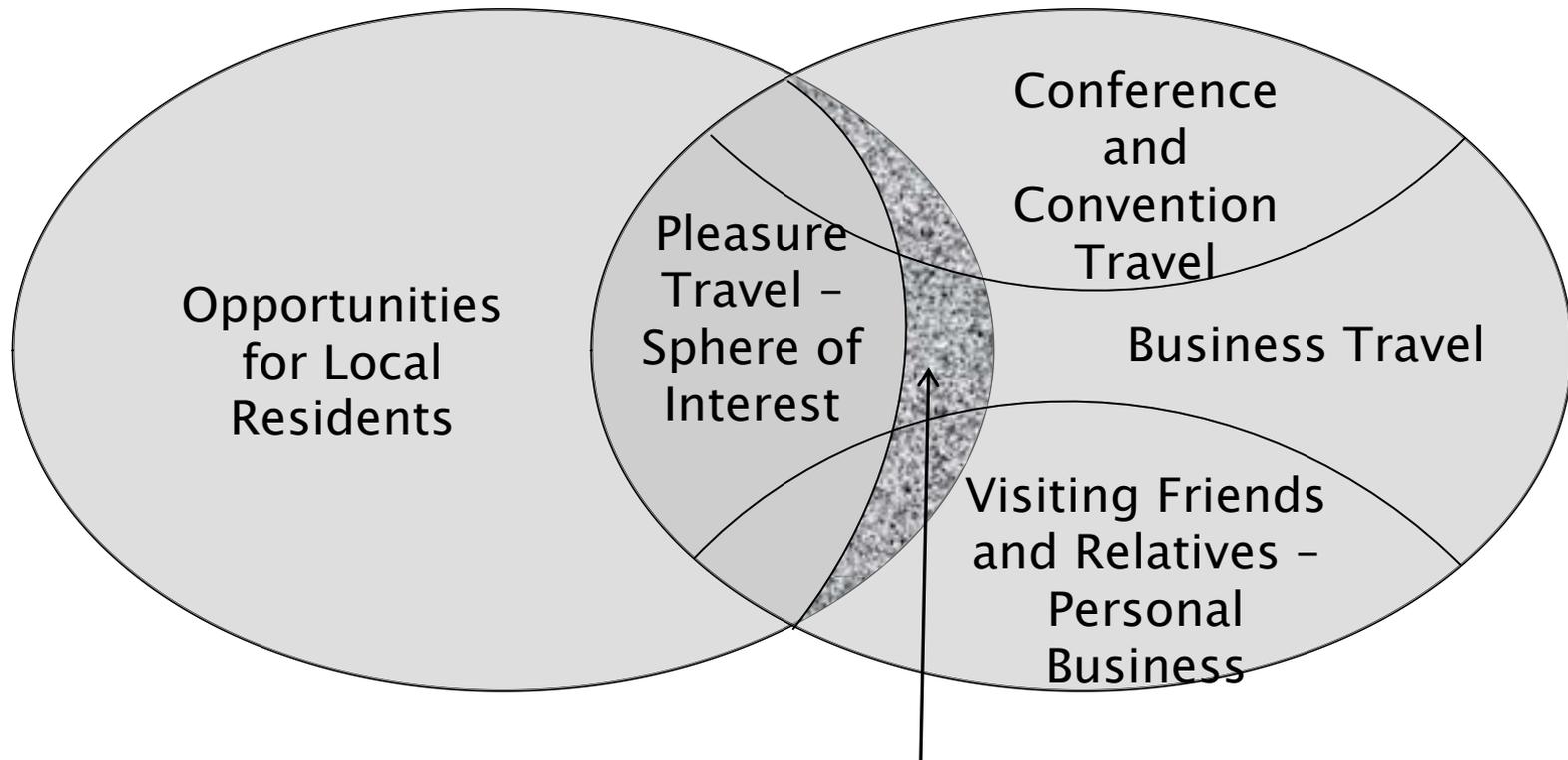
Economic Dimensions of Park and Recreation Services

John L. Crompton
Distinguished Professor and Regents
Professor
Texas A&M University

Segments of Travel and their Inter-relationship with Parks and Recreation

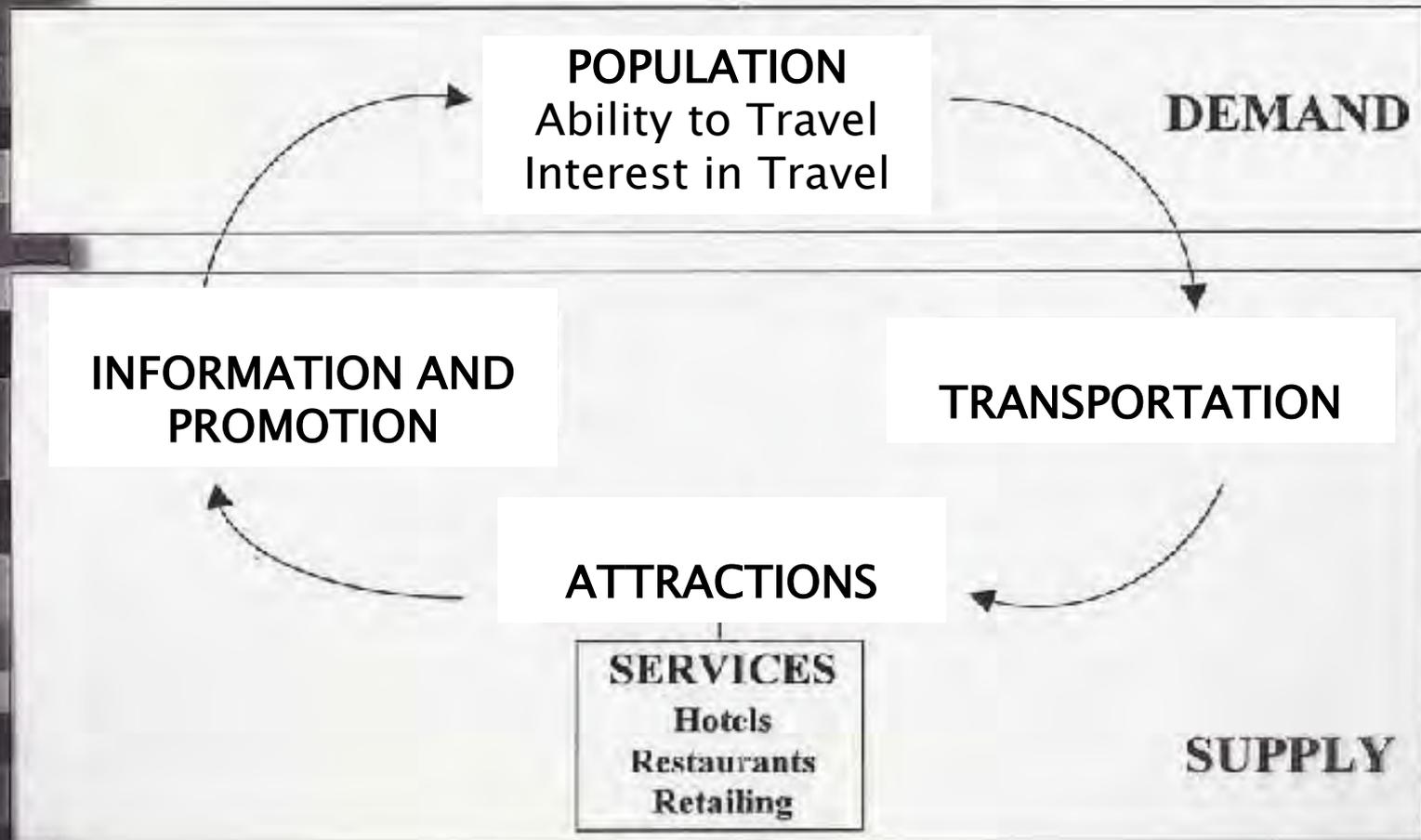
Recreation and Park Attractions in a Jurisdiction

Tourism

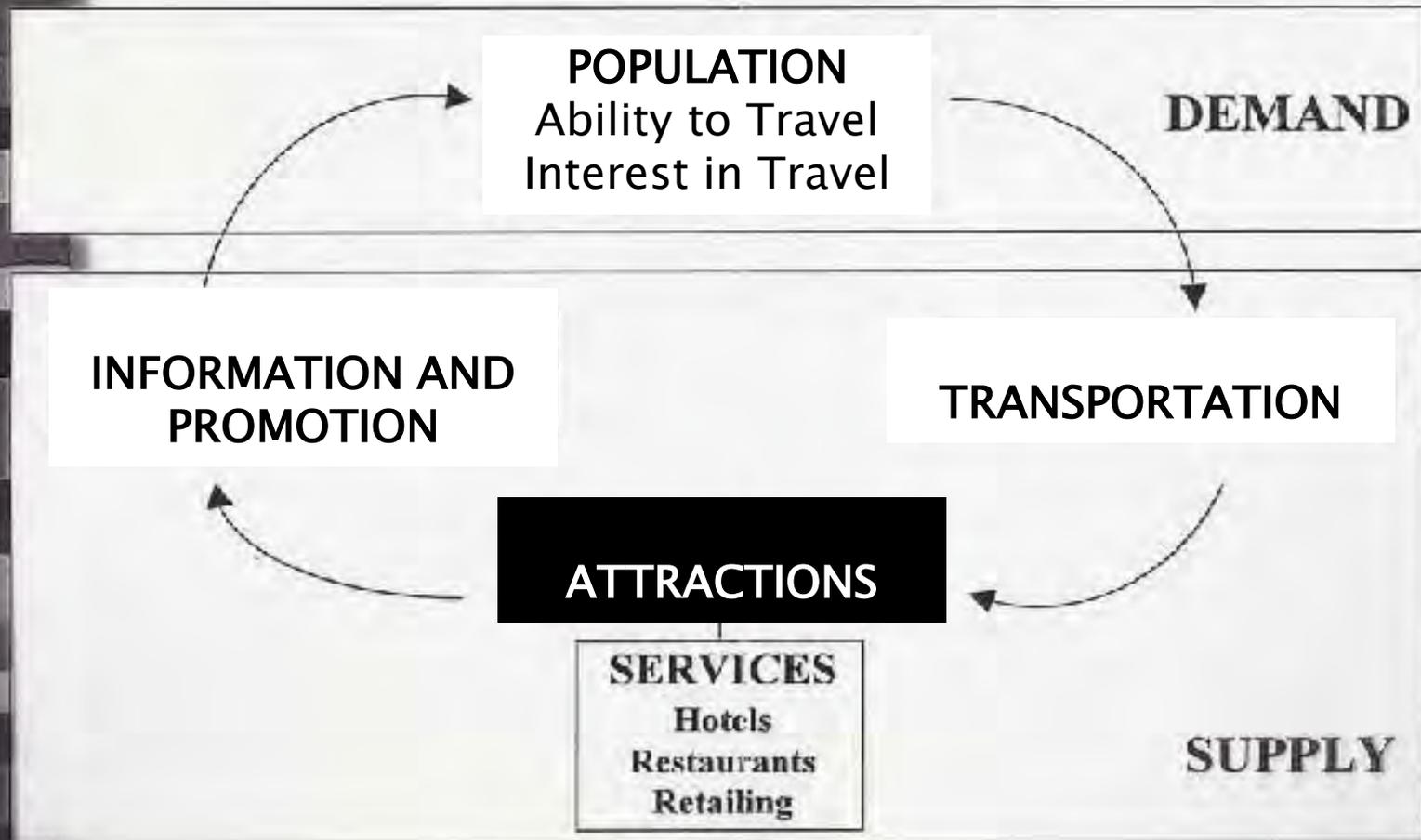


Recreation and park attractions NOT operated by a public agency

Model of the Tourism System



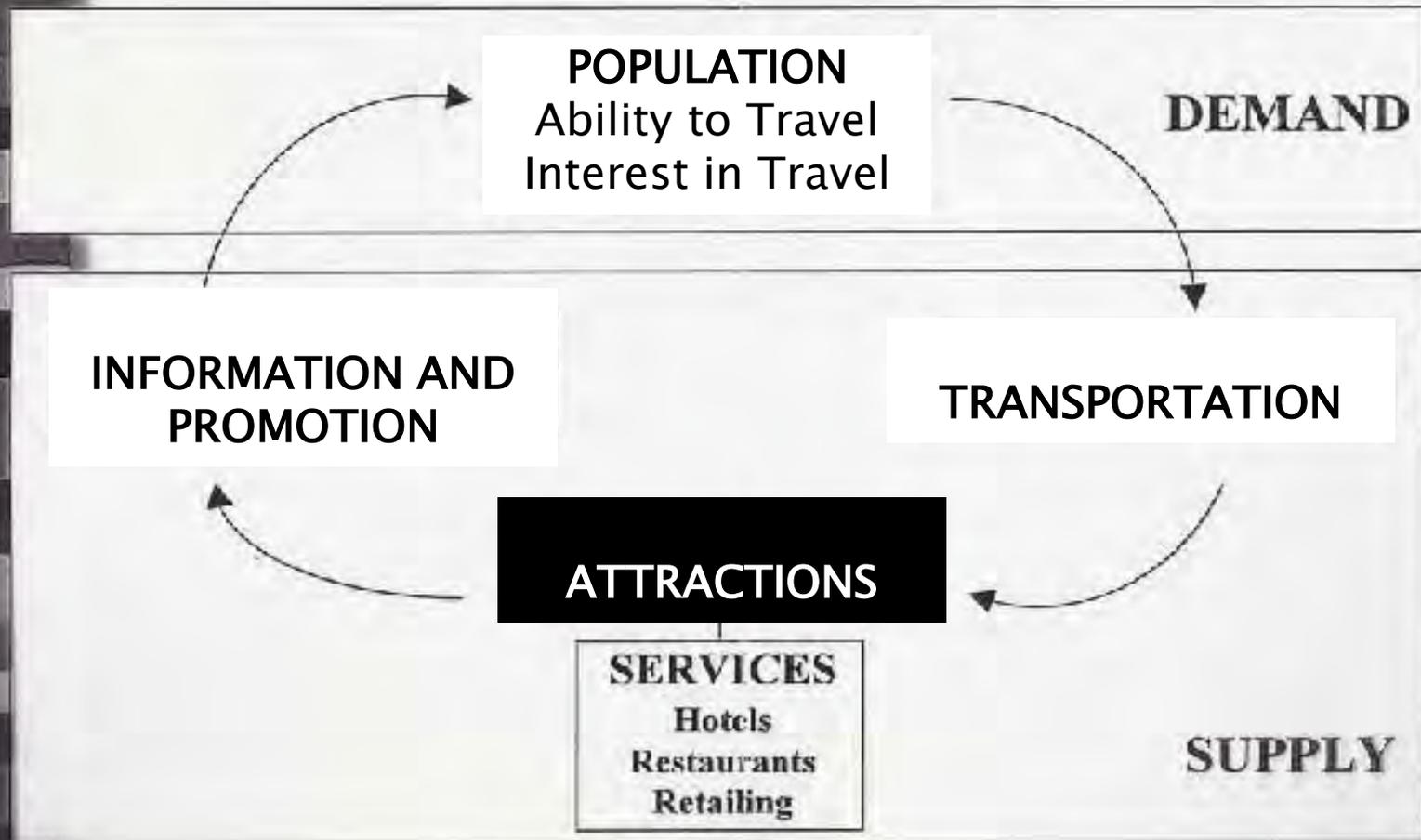
Model of the Tourism System



A Taxonomy of Tourist Attractions

- ▶ **Arts** Theaters, Art Galleries, Museums, Performing Groups, Music Concerts
- ▶ **Heritage Places** Ethnic Cultural Places, Shrines/Churches, Historical Sites and Structures, Educational Institutions, Industry Factory Tours
- ▶ **Parks** National, State, Regional, Local, Beaches, Theme Parks
- ▶ **Recreation** Events and Festivals, Aquatic and Coastal Areas, Outdoor recreations (e.g. camping, fishing, hunting), golf, tennis, skiing, sailing, softball), Fitness and Wellness Centers
- ▶ **Arenas** College Sports, Professional Franchises, Concerts and Exhibitions
- ▶ **Other** Gambling Places, Cruise Ships

Model of the Tourism System



Tourism is a public/non-profit sector driven business.



A comparison of the Financial and Economic Returns to a City from an Amateur Softball Association Girls 18 & Under Class A National Softball Championship Tournament

Context

1810 players on 133 teams participated in the tournament. All were from out-of-town. Because it was an elimination tournament, the length of time that the teams stayed in the community varied from 4 to 7 nights. 697 players' parents were interviewed.

Financial Data

Income: Entry fees $\$300 \times 133$	\$39,900
Tournament costs and staff time	\$119,617
Net loss	(\$79,717)

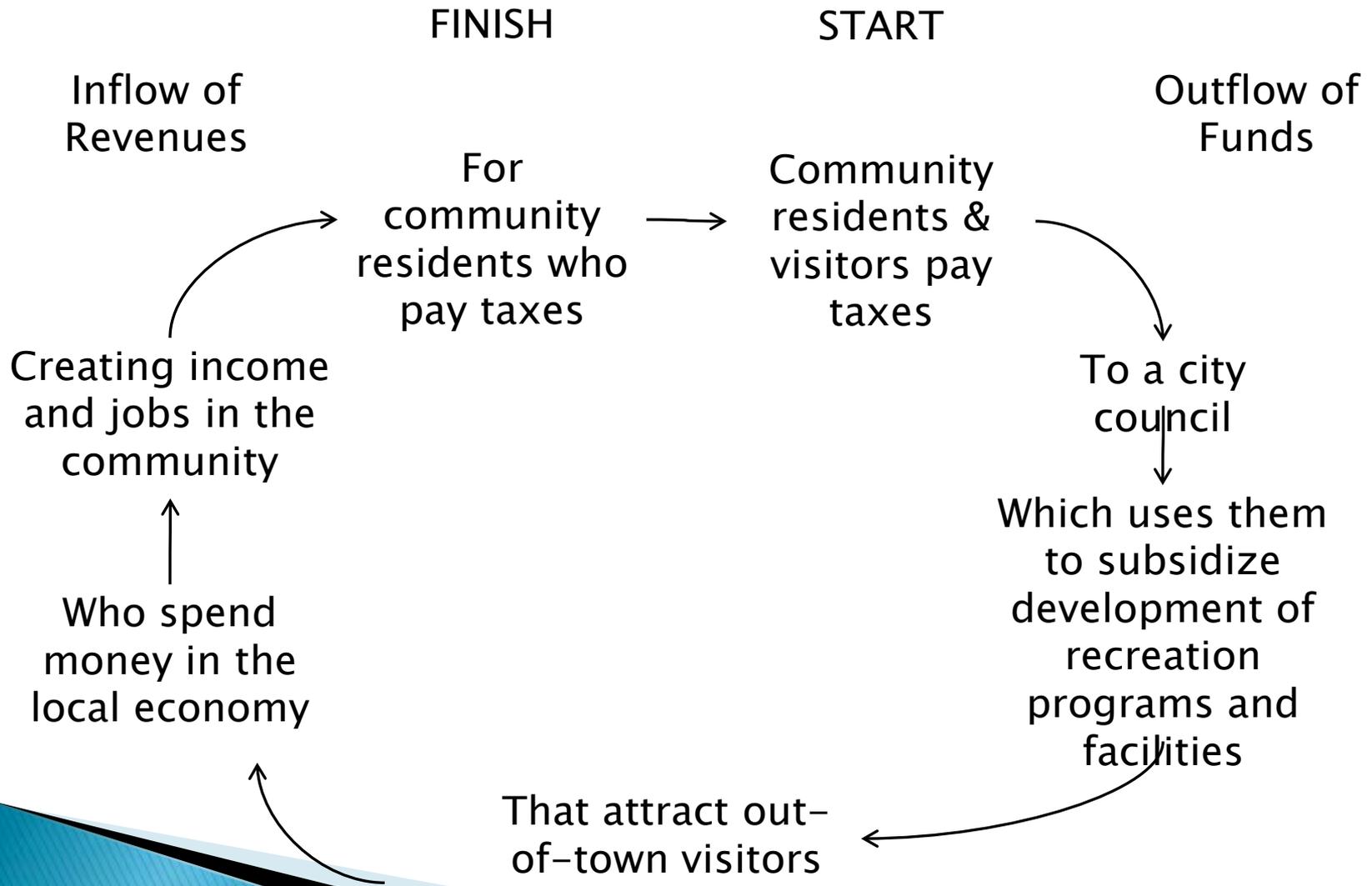
Economic Data

Total expenditures in the local area by the 1810 players and their family/friends	\$2,039,000
Economic impact on sales	\$3,731,000
Economic impact on income	\$1,162,000

Return on investment

For each dollar invested, residents' income increased by \$14.58 ($1,162,000/79,717$). Facility cost \$12 million; payback period to residents is 10 tournaments of this size.

The Conceptual Rationale For Undertaking Economic Impact Studies



John L. Crompton
University Distinguished Professor
And
Regents Professor
Texas A&M University

Déjà vu: The Impact of Parks on Property Values

www.rpts.tamu.edu/faculty/crompton/crompton-recent-presentations.shtml

Pebble Creek Development Costs



- 1,300 acres total
 - 150- acres for a golf course
- Cost of golf course development = \$4 million

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 - Golf course replaced 450 lots
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- College Station sub-division lots = \$30,000
- Pebble Creek averages 3 lots per acre
 - Golf course replaced 450 lots
- 450 lots at \$30,000 = **13.5 million**
- Total cost of the golf course - **\$17.5 million**

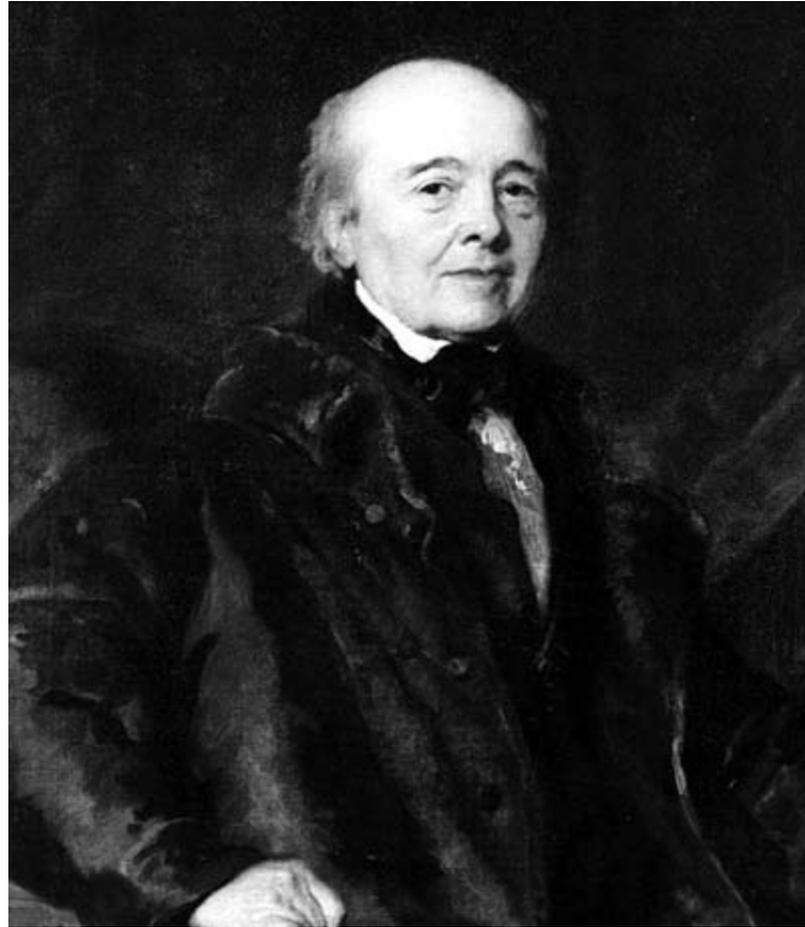
Revenues

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Revenues

- Pebble Creek lots = \$40,000 on average (\$10,000 more per lot because of golf course)
- 1,150 remaining acres X 3 lots per acre = 3,450 lots
- 3,450 x \$10,000 premium = **\$34.5 million**

John Nash



Central Principle

- Nash established as the central principle of his plan: “that the attraction of open Space, free air and scenery of Nature, with the means and invitation of exercise on horseback, on foot and in Carriages, shall be preserved in Marylebone Park, as allurements or motives for the wealthy part of the public to establish themselves.”

1833 Parliamentary Select Committee on public walks urged cities to develop parks for the health of their residents

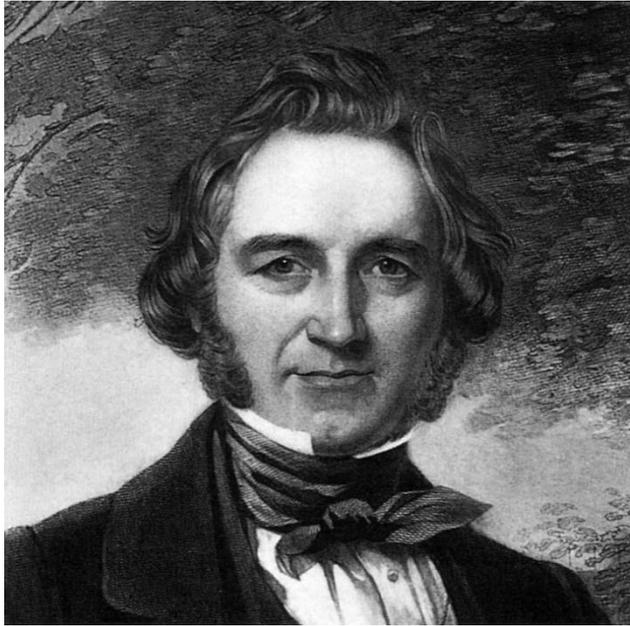
Liverpool City Council (1837):

The Council is well disposed to provide a public park and the subject has been discussed, but the value of the land is so great in the vicinity of Liverpool and the council have had so many demands upon it that they do not consider justified in incurring such an expense.

Prince's Park

- Richard Vaughn Yates purchased 97 acres for around £50,000: 40 acres for a park

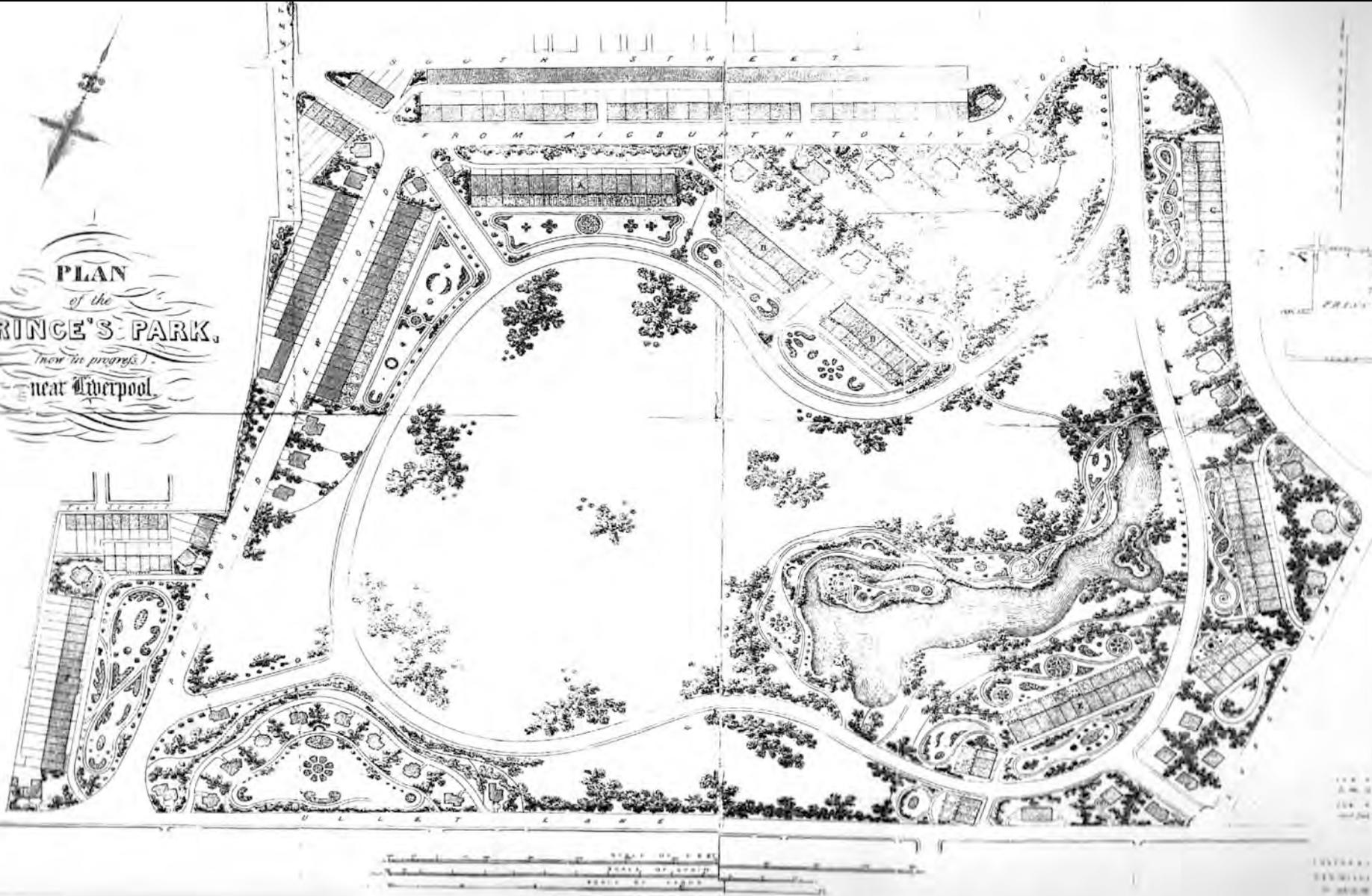
Prince's Park



Joseph Paxton

- Richard Vaughn Yates purchased 97 acres for around £50,000: 40 acres for a park
- Hired Joseph Paxton, the leading botanist-garden in the country based at Chatsworth
- “A marketing coup”
- Paxton’s first venture into municipal design
- Assisted by James Pennethorne – a protégé of Nash – worked with him at Regent’s Park

PLAN
of the
PRINCE'S PARK.
(now in progress)
near Liverpool



10000
5000
2500
1250

Birkenhead Park

- **1843-1850**

- Cost of land acquisition and development of the park £146,619
- Projected income from lot sales £155,872
- **Surplus** **£9,253**

- £1 in 1850 = £82.37 in 2007 (using the retail price index)

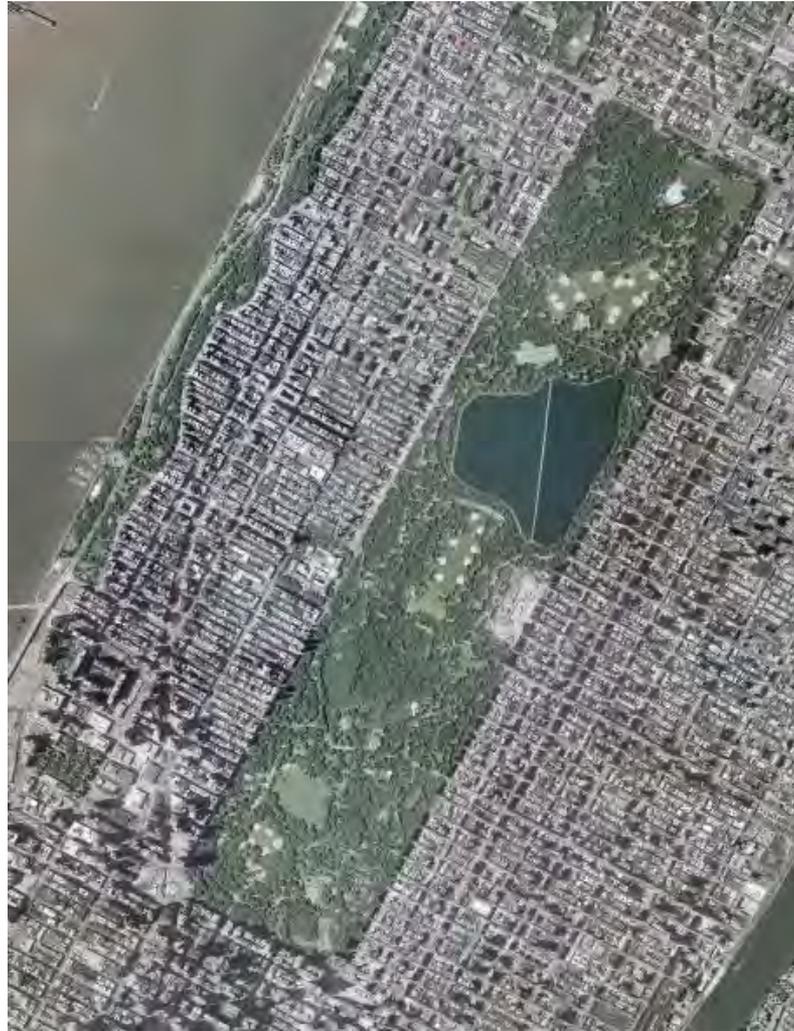
- **Contemporary value using the average earnings index: £ in 1850 = £746.30 in 2007**

- Cost of land acquisition and development of the park £112 million
- Projected income from lot sales £119 million
- **Surplus** **£7 million**

Olmsted 1850

- “A perfection that I had never dreamed of. I cannot undertake to describe the effect of so much taste and skill as had evidently been employed...and all this magnificent pleasure-ground is entirely, unreservedly, and forever the people’s own...but you are inquiring who paid for it. The honest owners—the most wise and worthy people of Birkenhead—in the same way that New Yorkers pay for ‘The Tombs’, and the hospital, and the cleaning (as they amusingly say) of their streets.”

Central Park



Olmsted's Central Park Calculations

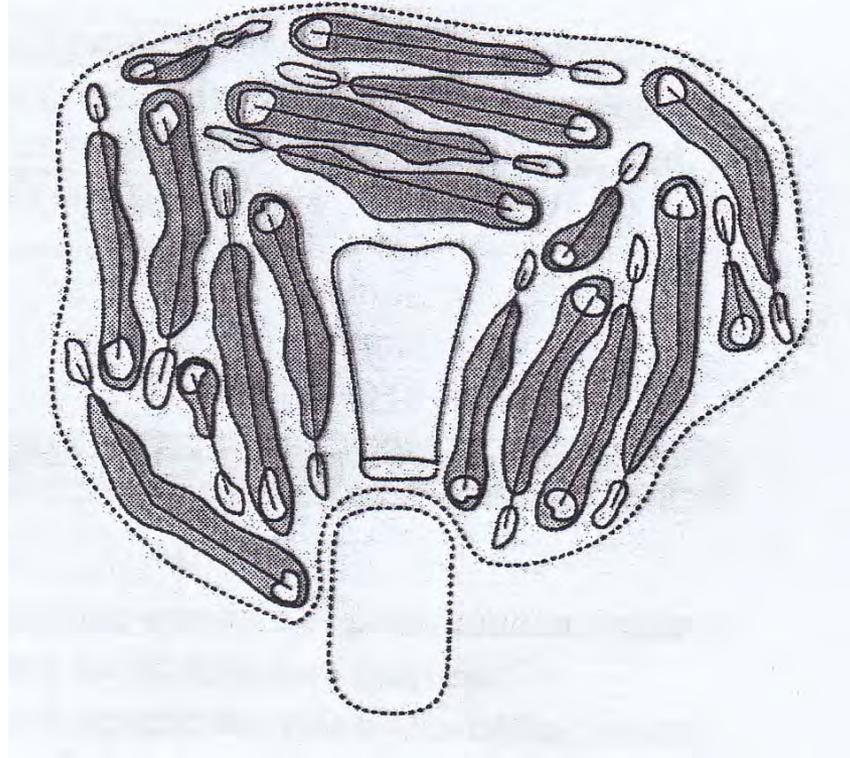
	Value of Real Estate	
Ward	1856	1873
Twelfth	8,149,360	62,457,680
Nineteenth	8,041,183	110,519,303
Twenty-Second	<u>10,239,022</u>	<u>63,104,530</u>
	\$26,429,563	\$263,081,515
Increase in Assessed Valuation =		\$209,651,950
Tax rate in 1873 was \$2.50		
so Tax revenue on increased AV =		\$5,241,200
Total Cost of land and development for Central Park		\$13,902,515
Annual debt charges		\$830,158
Excess of tax revenues over debt charges		\$4,411,140

An Illustration of How Incremental Increases in Property Taxes May Pay for the Acquisition and Development of Parks

Costs

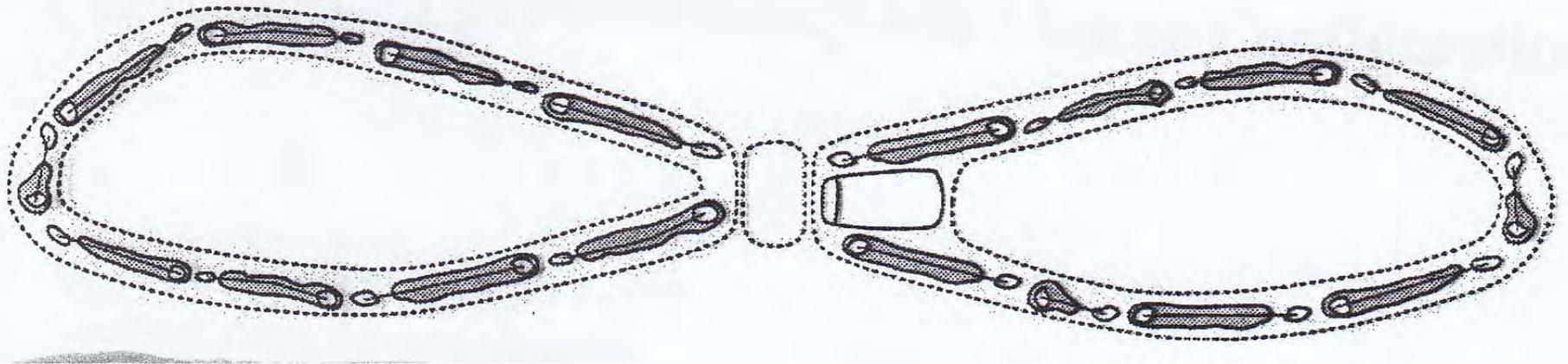
- Acquisition and development of a 50-acre natural park area with some appealing topographical and vegetation features.
- Assume cost of acquisition and development (e.g., fencing, trails, supplementary planting, some landscaping) is \$20,000 an acre, so total park capital cost is \$1 million.

The Edge-Effect Alternate Golf Course Configurations



The Core Golf Course – the length of lot frontage is 10,000 feet.

The Edge-Effect Alternate Golf Course Configurations



The Single Fairway – the length of lot frontage is 44,000 feet.

Why Do People Choose to Live in Golf Course Communities?

Pebble Creek Sub-Division Survey

707 homeowners; 466 (66%) responded.
29% had a member in the household who played golf once a month or more on the Pebble Creek Course

Why Do People Choose to Live in Golf Course Communities?

Other Studies

10% Firth (1990)

30% Solano (1991)

33% McElyea, Anderson and Krekonian (1991)

20% Gimmey and Benson (1992)

20% Belden (1993)

20-30% Muirhead and Rand (1994)

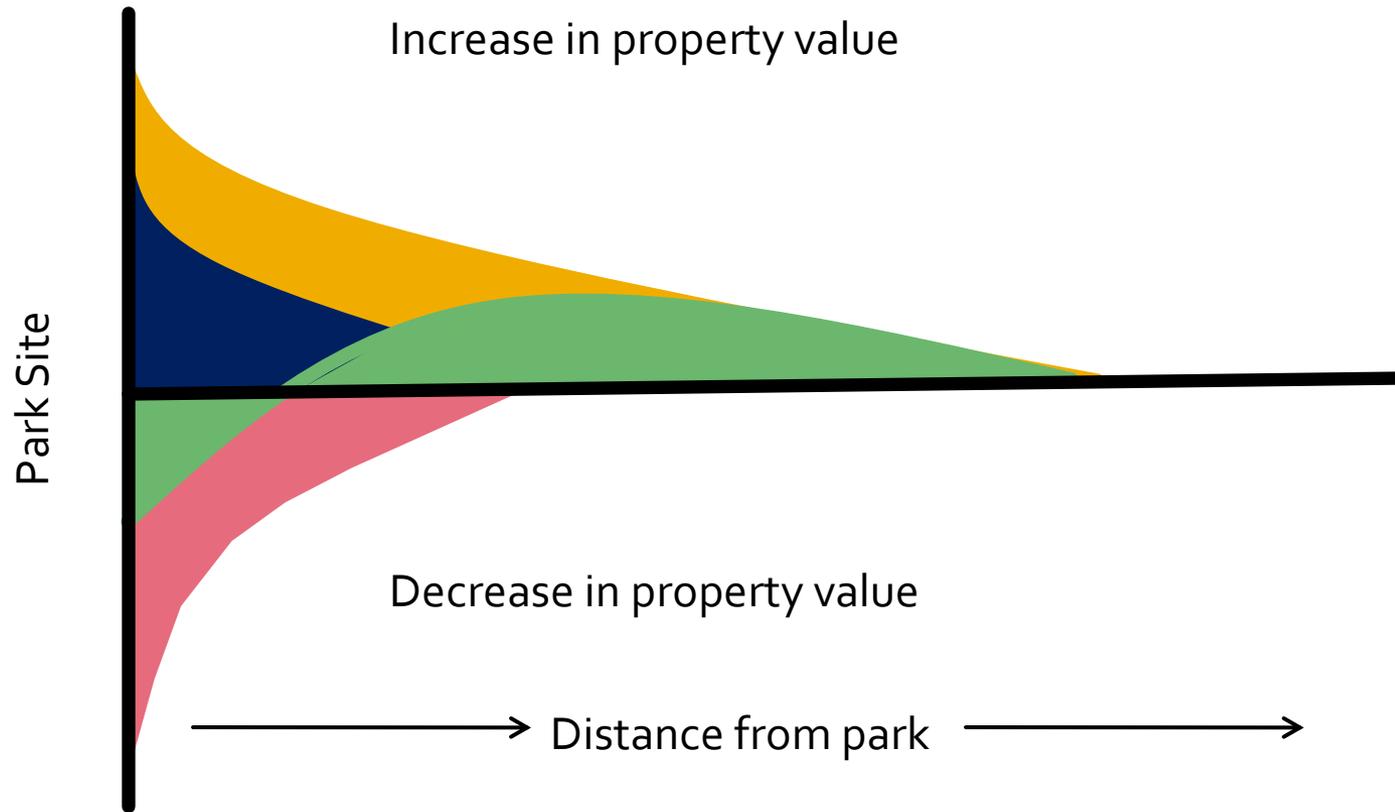
A Park's Impact is Not Always Positive

- Analogy with a well-groomed vs. an untidy front lawn of a house
- Poorly maintained or blighted facilities

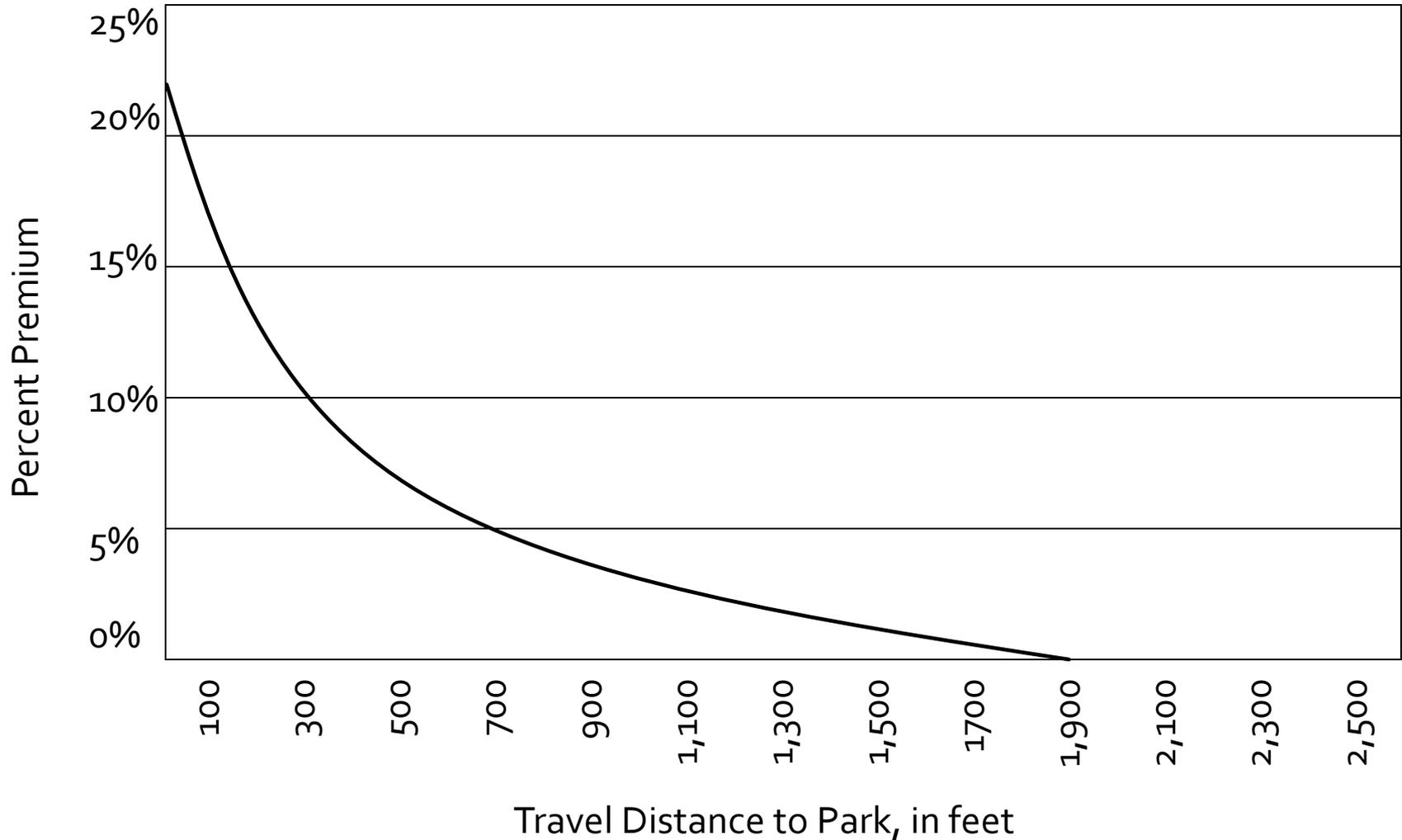
A Park's Impact is Not Always Positive

- Analogy with a well-groomed vs. an untidy front lawn of a house
- Poorly maintained or blighted facilities
- Congestion, street parking, litter and vandalism from those coming into a neighborhood to use a park
- Noise and ballfield lights intruding into adjacent residences
- Undesirable groups congregating – morally offensive activities

Alternate Scenarios Reflecting the Range of Impacts that Parks and Open Spaces May Exercise on Property Values



14 Neighborhood Parks, Dallas-Fort Worth Metroplex



Conclusions from the Empirical Studies

- 35 Empirical Studies that investigated the proximate principle were found.

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- 35 Empirical Studies that investigated the proximate principle were found.
- The proximate impact of park land is substantial up to 500 feet and in the case of community parks the measurable impact extended out to 2000 feet.
- A positive impact of 20% on property values abutting or fronting a passive park area is a reasonable starting point guideline.

- Write down the place you would like to live, given your druthers (i.e., your preferred place, ignoring practical concerns such as a job, family, language, and heritage).

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- Write down the place you would like to live, given your druthers (i.e., your preferred place, ignoring practical concerns such as a job, family, language, and heritage).
- Write in one sentence, why you picked that place.
- More than 80% of participants will cite some park, recreational, cultural, or environmental ambiance dimension in their responses.

Business Relocation Context

- More than 10,000 economic development groups are competing to attract businesses.
- Footloose Industries
- “Information Factories” whose main asset is highly educated professional employees.

Drivers

- Beyond a threshold salary level, people are persuaded to relocate by quality of life factors rather than money.



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Drivers

- Beyond a threshold salary level, people are persuaded to relocate by quality of life factors rather than money.
- No matter how "quality of life" is defined, parks, recreation, and open space are part of it.
- There are no great cities in this world that do not have a great park (recreation and culture) system.
- "Disamenity compensation" – companies located where there is only mediocre quality of life have to pay higher wages to attract the same quality work (and vice-versa).

Comparison of the Perceptions of the Relative Importance of General Elements in Location Decisions Between Decision Makers in Large and Small Companies

Elements	Small Company Means (n=38)	Large Company Means (n=42)
Government Incentives	3.9	14.2
Quality of Life	33.3	14.7
Labor	10.3	24.0
Proximity to Customers	28.4	11.6
Operating Costs	17.2	24.3
Transportation	6.7	7.7

Comparison of Perceptions of the Relative Importance of Quality-of-Life Elements in Location Decisions in Large and Small Companies

Elements	Small Company Means (n=38)	Large Company Means (n=42)
Primary/Secondary Education	19.4	18.0
Recreation/Open Spaces	26.4	12.1
Cost of Living/Housing	23.0	34.5
Personal Safety/Crime Rate	12.9	13.2
Cultural Opportunities	10.6	9.5
Health/Medical Services	7.1	9.2

Significance

- Most new business growth comes from small companies.
- 90% of businesses in the U.S. employ 10 or fewer people.
- Small business owners often “satisfice” rather than “optimize” their profit potential.

Retirement Relocation:

The new clean growth industry in
America today

John L. Crompton

*Distinguished Professor
Texas A&M University*

Target Market

- Growing number of Retired Active Monied People In Excellent Shape

Target Market

- Growing number of Retired Active Monied People In Excellent Shape

G.R.A.M.P.I.E.S.

Economic Impact

- Annual inflow of 100 retired households with \$40,000 annual income = a new \$4 million annual "payroll"

"You are what you were, yesterday."

GRAMPIES Are an Appealing Economic Target Market Because:

- Social Security and Private Retirement incomes are stable – not subject to the vicissitudes of economic business cycles
- “Positive” taxpayers i.e., generate more tax revenue than the cost of serving them (e.g., schools, criminal justice)
- Contribute to development of the health care industry
- Volunteer pool – active in churches, service organizations, and philanthropic organizations
- Stimulate housing and retail, but do not put pressure on local job markets or social services

Key Requirement

- Amenity rich community especially recreation: socialization; active lifestyle

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- Amenity rich community especially recreation: socialization; active lifestyle
- Sun City and Leisure World communities

Sun City, Arizona...

An Extraordinary Past - A Brilliant Future

retirement worth looking forward to

We know this site won't answer all your questions about the community. Its purpose is only to give you a glimpse of what life is like for our 40,000+ residents.

Take a look around. We think you will enjoy what you see and possibly want to visit, play and perhaps become part of this unique, active retirement community.

We were the first, and to those of us who live here, we feel we are still the best.

Sun City, Arizona . . . means many things to many people, but all agree it is a place of cleanliness and friendliness, a wide variety of interests and activities, an ideal adult community where all residents can be as active as they wish.

Seven recreation centers, 8 golf courses, 3 country clubs, 2 bowling centers, Sun Bowl, and Viewpoint Lake constitute the largest concentration of year round recreational facilities in the Maricopa County area.

[If Golf Is Your Game You've Found Your Place.](#)
(click above to learn more)



Lakeview Recreation Center, View Point Lake and Lakes West Golf Course

QUICK LINKS

[Recreation Centers of Sun City](#) | [Condo Owners Association \(COA\)](#)

[Sun City Home Owners Association](#)



[Maricopa County Sheriff](#)
[Sun City Sheriff's Posse](#)

[Sun City Weather](#)



Click the logo for extra information. Check out the website. Then contact us and get involved. The success of the party depends on Sun City residents.



Click above for Senior Employment Opportunities

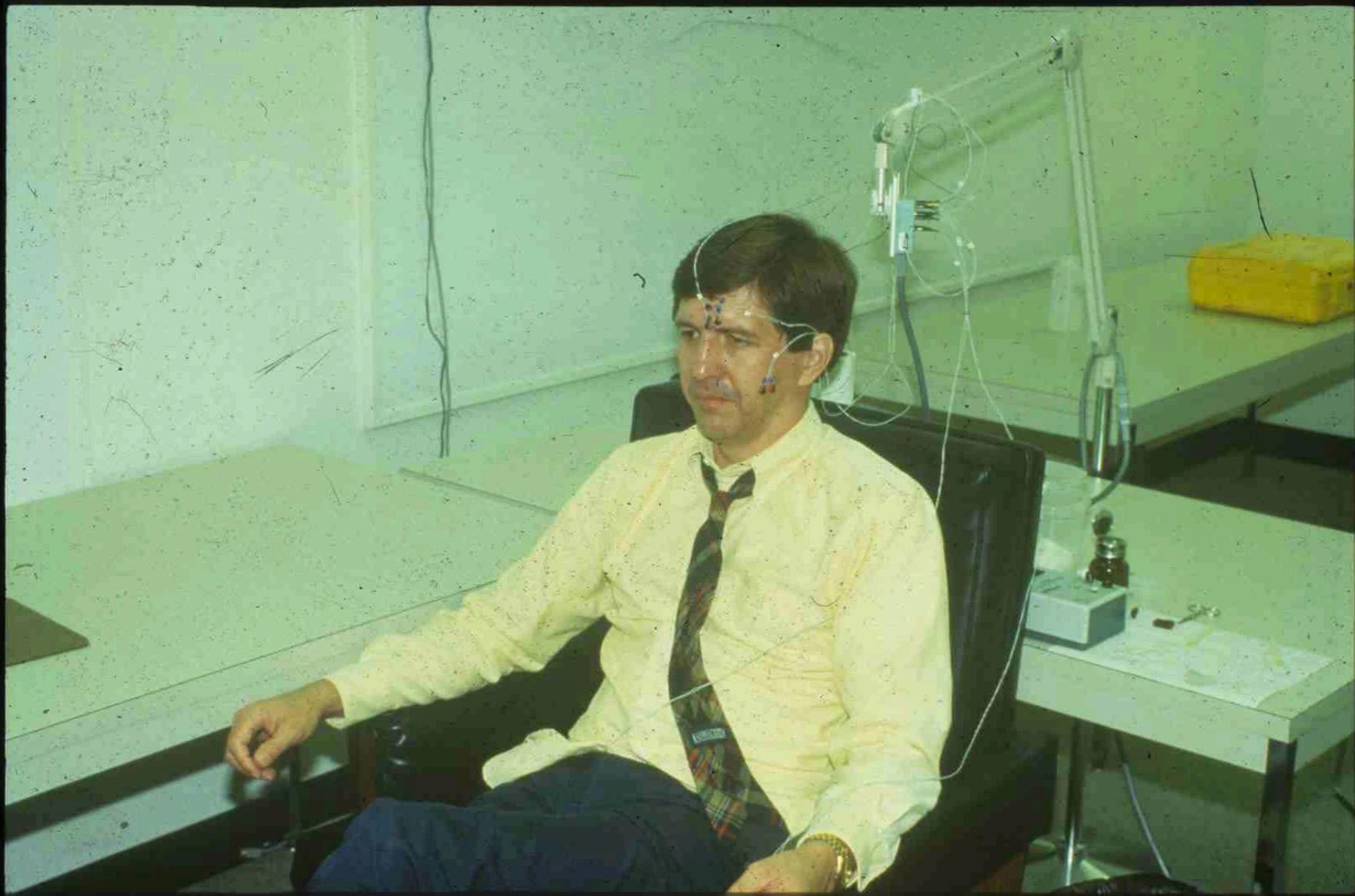


Key Requirement

- Amenity rich community especially recreation: socialization; active lifestyle
- Sun City and Leisure World communities
- Retention is as valuable as recruitment

Survey: 270 Recently Relocated GRAMPIES in the Lower Rio Grande Valley

- Top 3 out of 40 reasons for moving away from the previous residence were:
 - Desire to live in a more recreationally enjoyable area
 - Desire to get away from cold weather
 - Desire to live in a place where recreation opportunities are plentiful



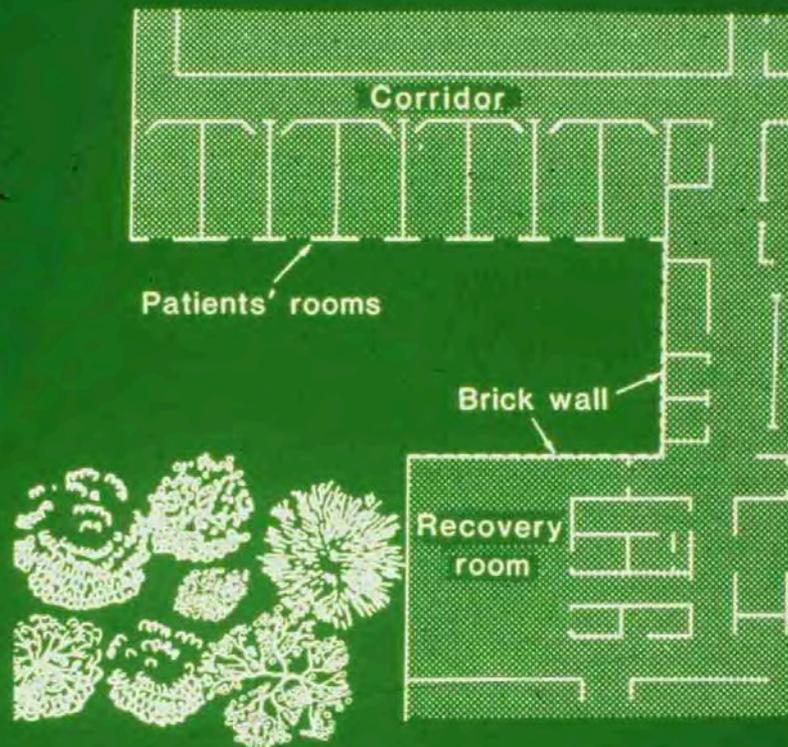
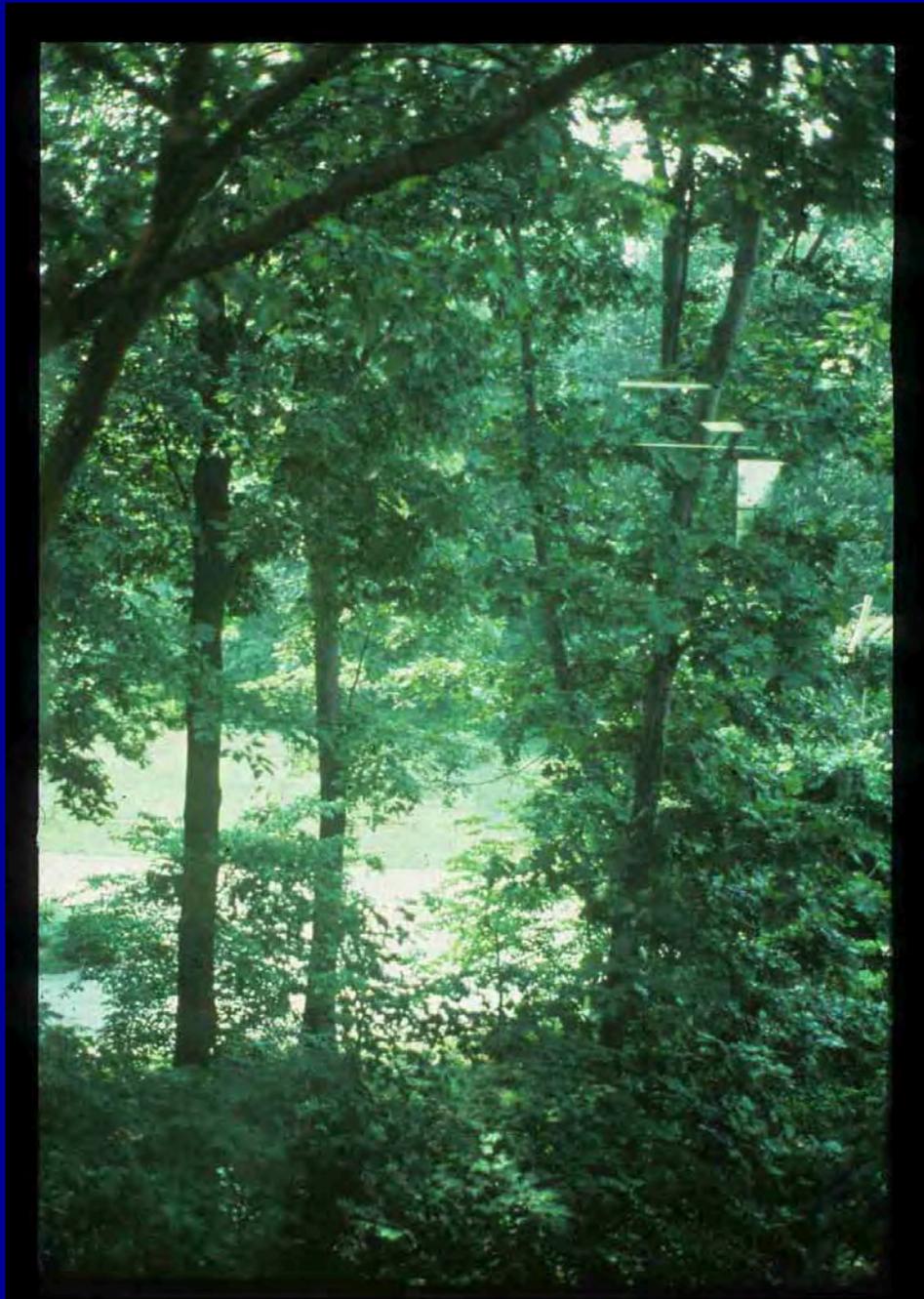


Fig. 1. Plan of the second floor of the study hospital showing the trees versus wall window views of patients. Data were also collected for patients assigned to third-floor rooms. One room on each floor was excluded because portions of both the trees and wall were visible from the windows. Architectural dimensions are not precisely to scale.



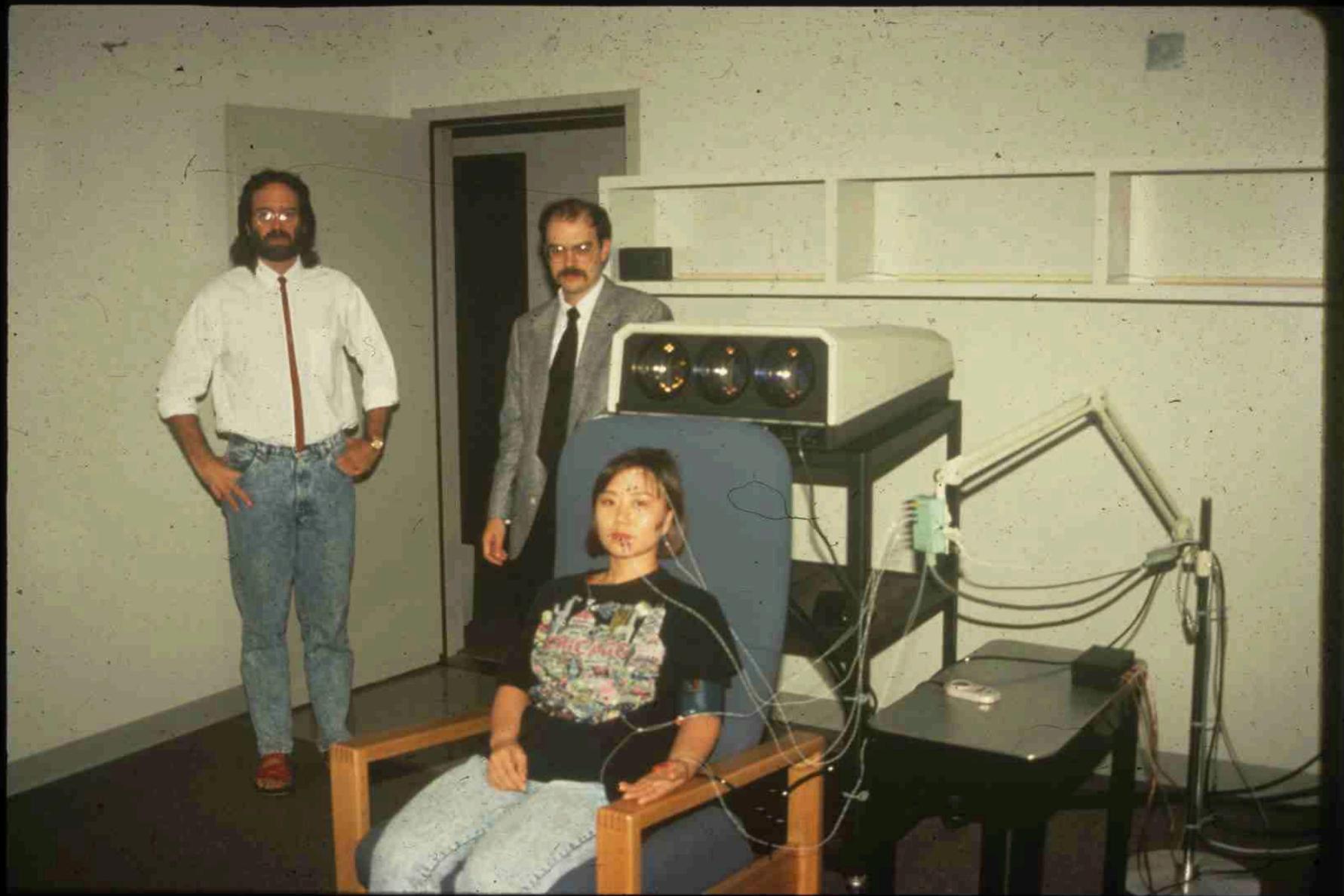


COMPARISON OF TREE-VIEW AND WALL-VIEW GROUPS

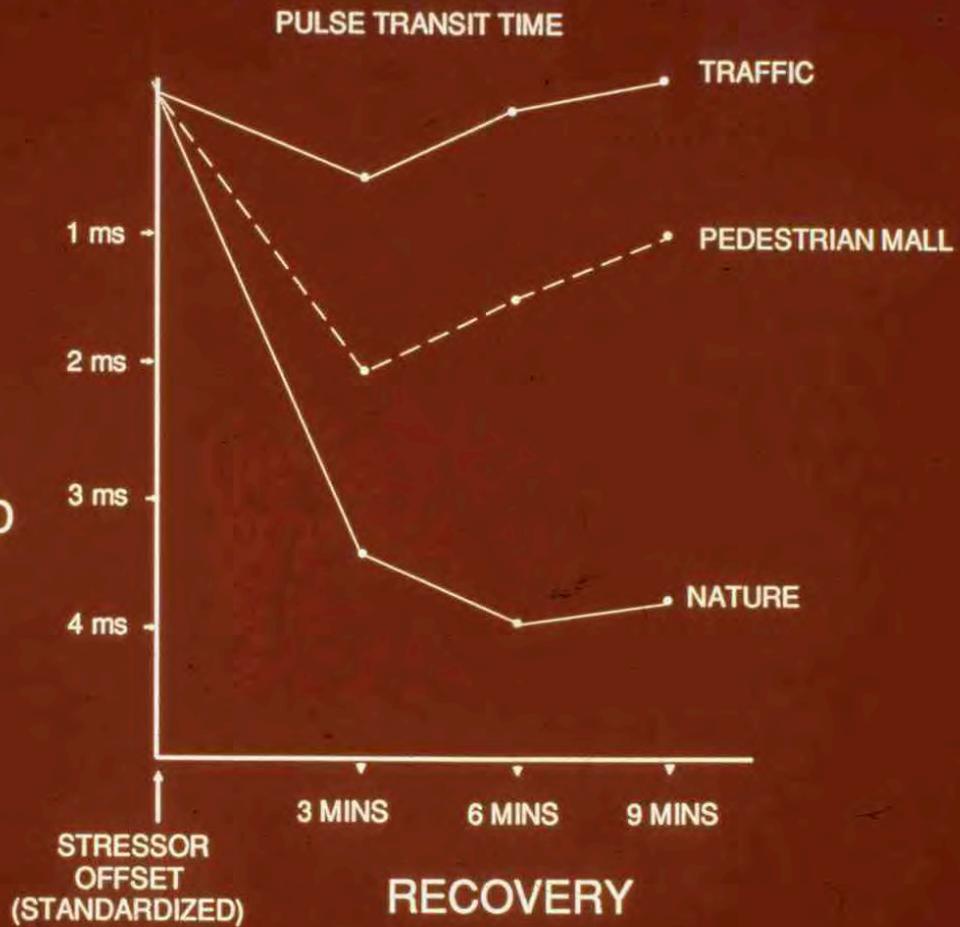
- TREE GROUP 7.96 days in hospital; WALL GROUP 8.70
- TREE GROUP fewer minor postsurgical complications
- TREE GROUP fewer negative evaluative comments in nurses' notes
- WALL GROUP more doses of pain drugs classified as moderate or strong

Comparison of Analgesic Doses per Patient for Wall-View and Tree-View Groups

Analgesic Strength	Number of Doses of Pain Drugs					
	Days 0-1		Days 2-5		Days 6-7	
	Wall Group	Tree Group	Wall Group	Tree Group	Wall Group	Tree Group
Strong	2.56	2.40	2.48	0.96	0.22	0.17
Moderate	4.00	5.00	3.65	1.74	0.35	0.17
Weak	0.23	0.30	2.57	5.39	0.96	1.09

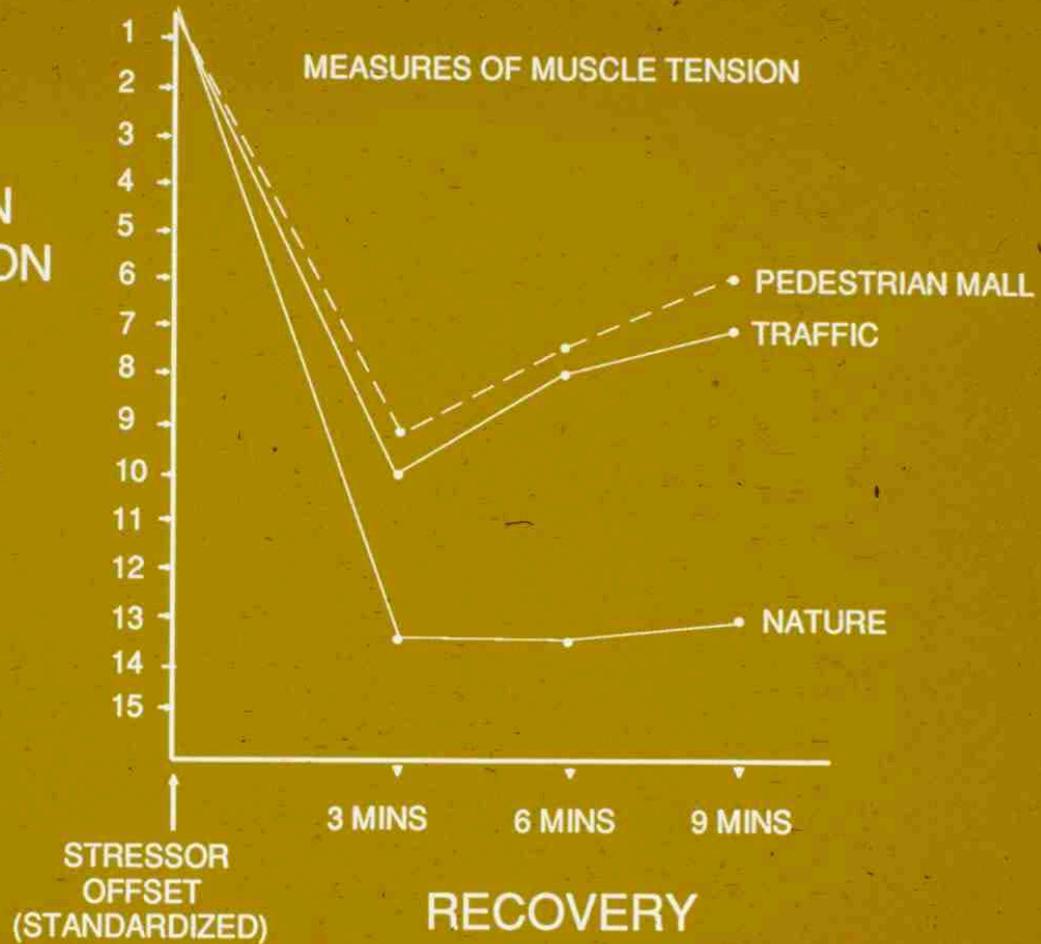


INCREASED
TRANSIT TIME
(LOWER BLOOD
PRESSURE)

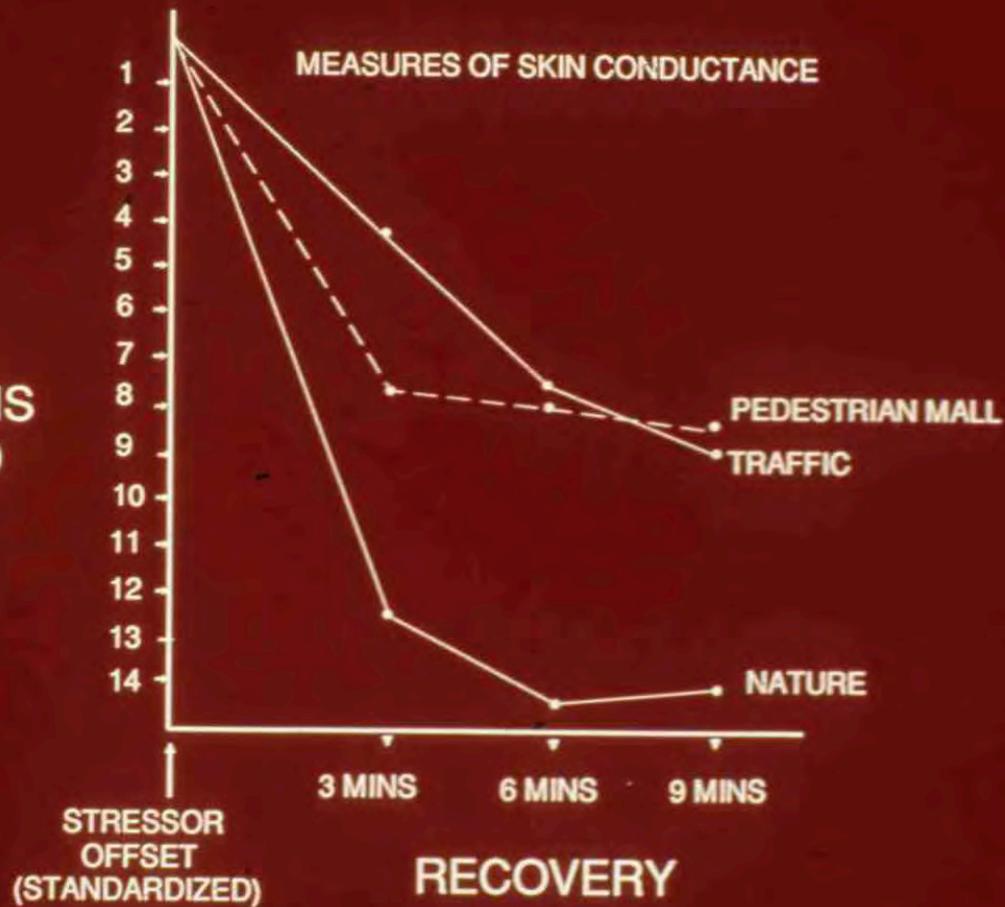


REDUCTION IN
MUSCLE TENSION

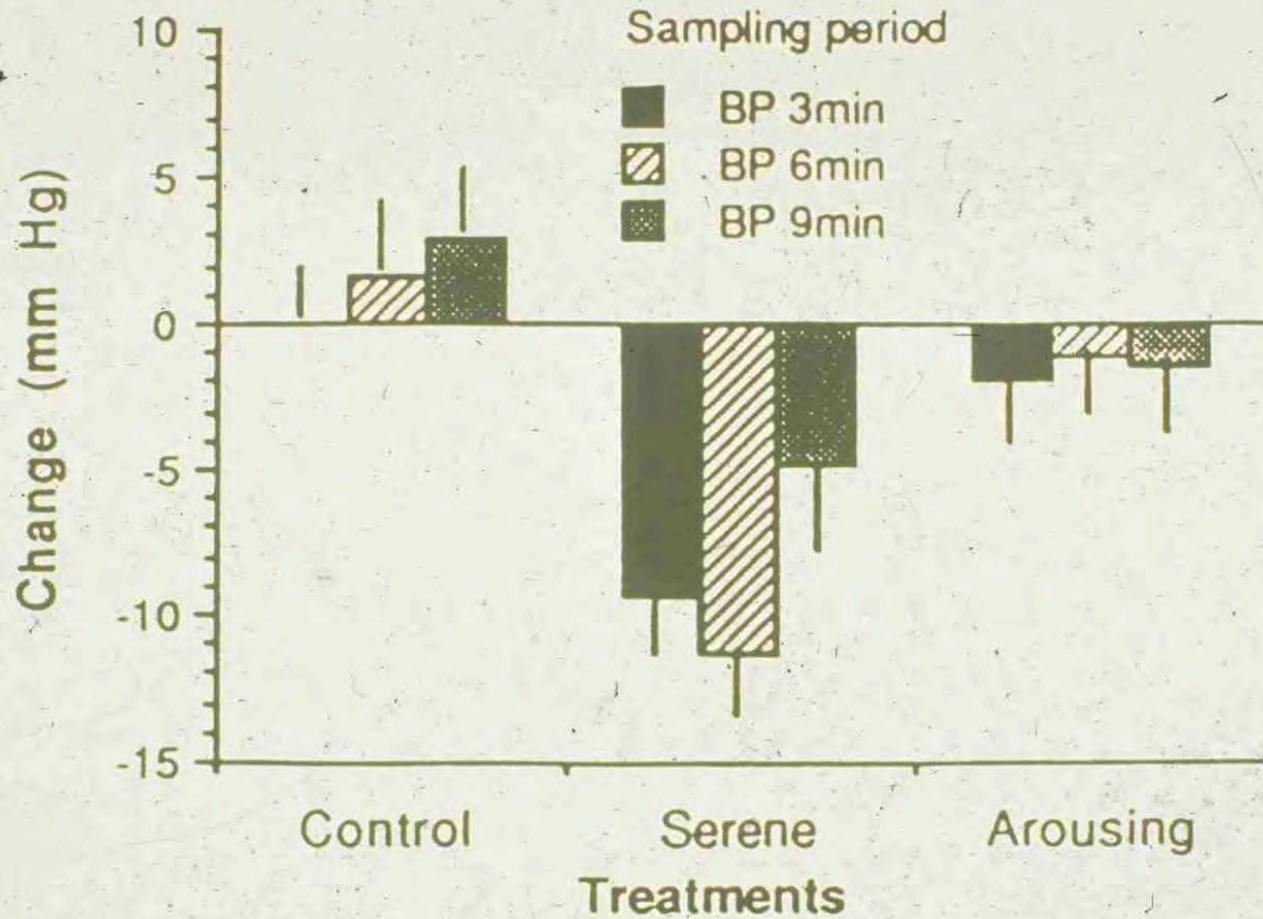
INTEGRATED MUSCLE
ACTIVITY
(X 100 millvolt seconds)



DECLINE IN
FLUCTUATIONS
PER SECOND



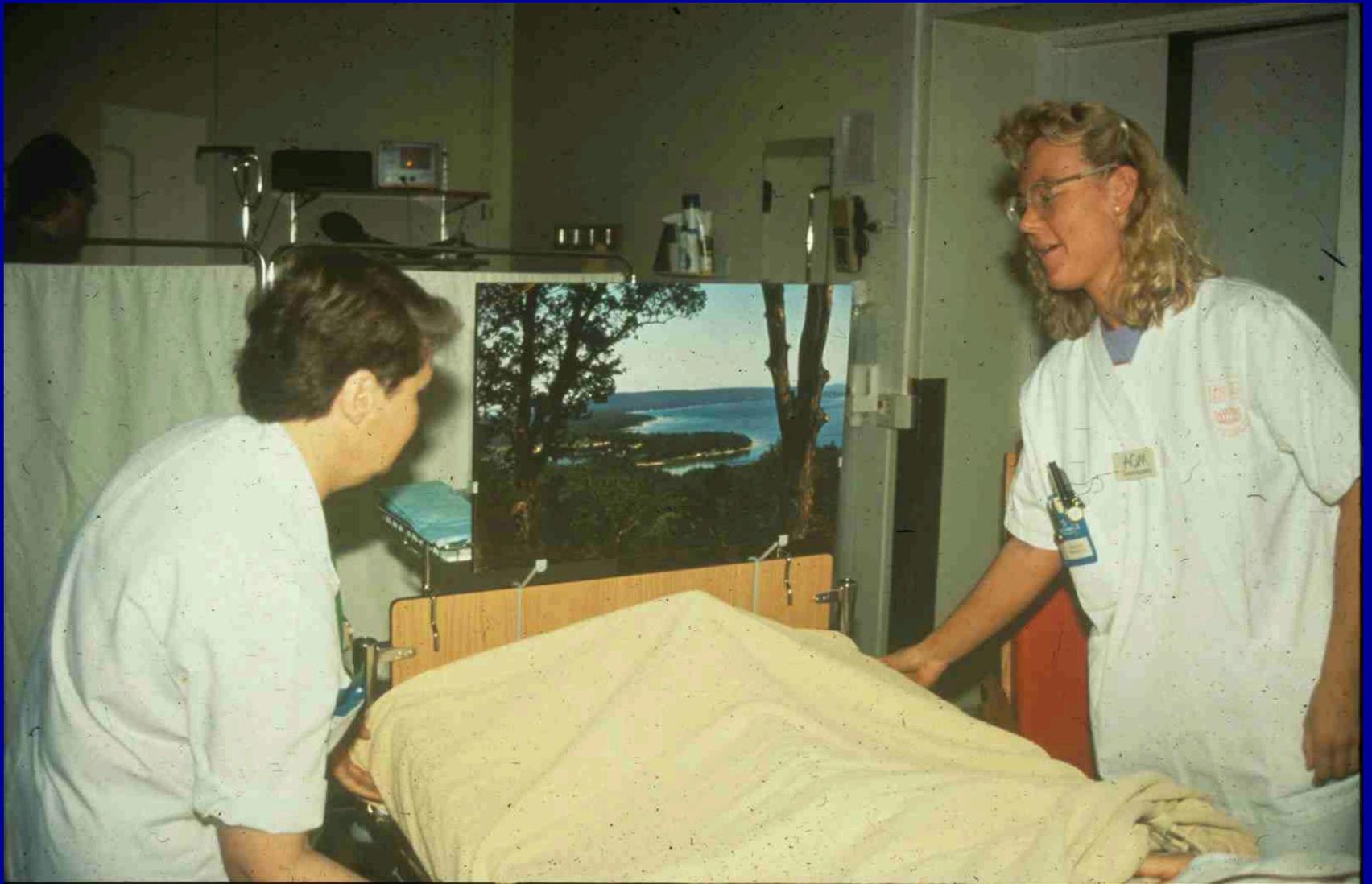
A. Systolic blood pressure



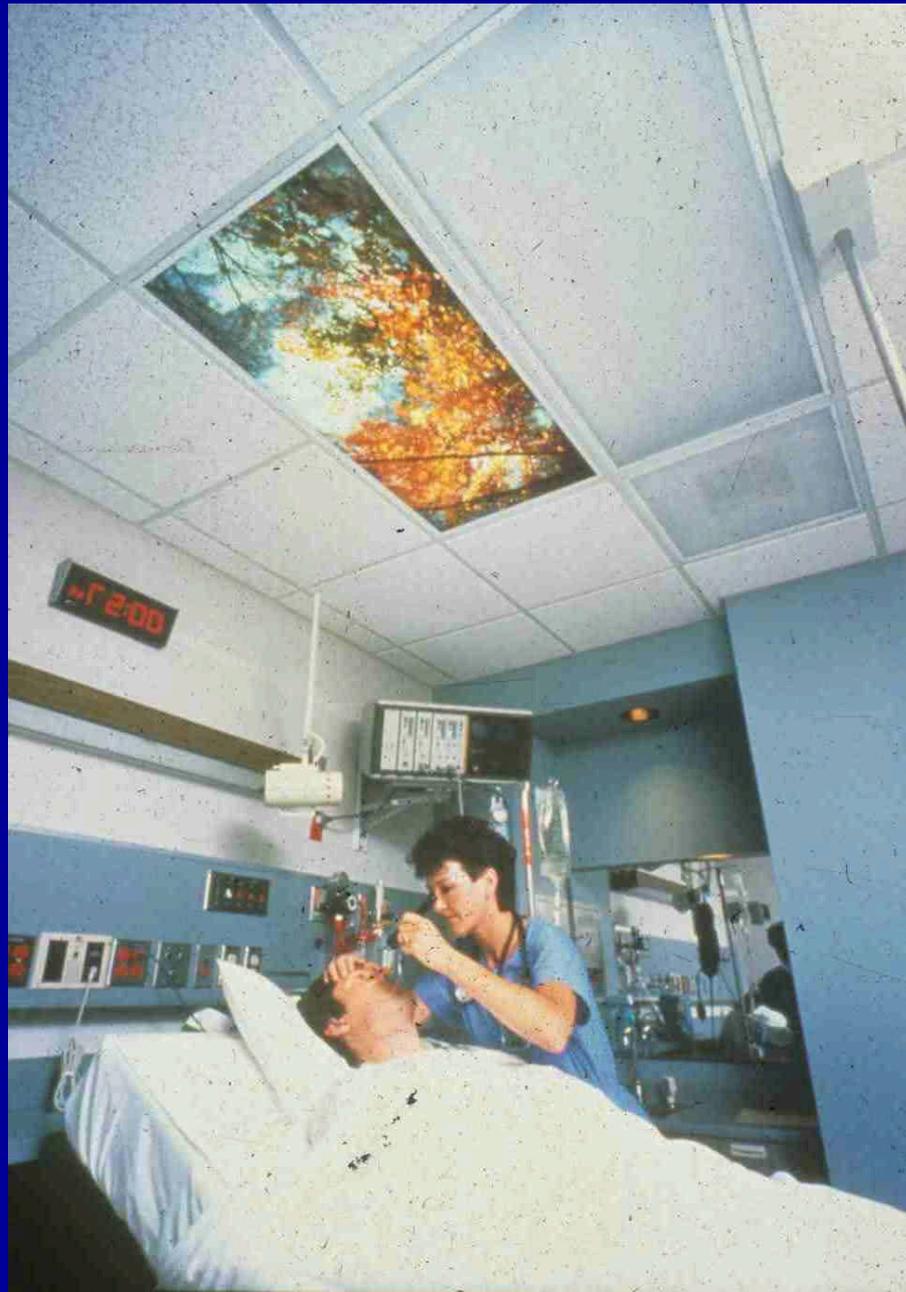
















Ida B. Wells Housing Project

(Kuo and Sullivan 2001)

- 5700 people: 97% African American
93% Unemployed
- One of the twelve poorest neighborhoods in U.S.

Measures

- Level of vegetation: (0) no trees or grass
(4) completely covered with tree canopy
- Police crime reports:
property crimes (thefts, burglary, arson)
violent crimes (assault, homicide)



Relatively barren and relatively green courtyards at Ida B. Wells (aerial photo)

Photo credit William C. Sullivan

School of Public Health & Social Policy





Relatively barren and relatively green courtyards at Ida B. Wells

Photo credit William Sullivan



University
of Victoria

Human and Social
Development

School of Public Health & Social Policy



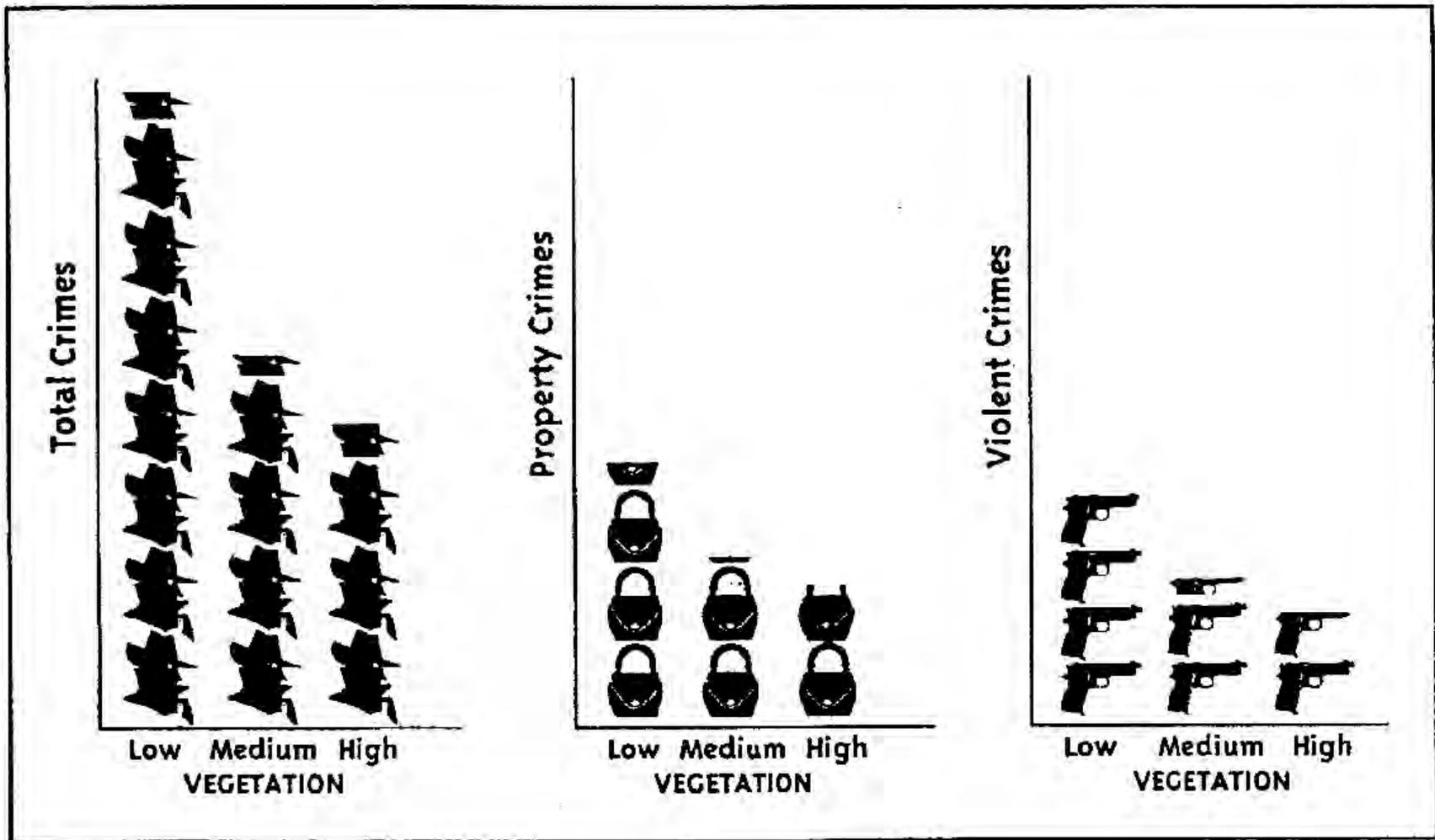


Figure 3: Mean Number of Crimes Reported Per Building for Apartment Buildings With Different Amounts of Vegetation (each icon represents one reported crime)

Reductions in crime in high and medium vegetation areas compared to low vegetation areas

	Total Crime	Property Crime	Violent Crime
High	-52%	-48%	-56%
Medium	-42%	-40%	-44%

"The greener a building's surroundings are, the fewer total crimes: the pattern holds for both property crimes and violent crimes"

Why?

- "Greener outdoor spaces receive greater use thereby increasing informal surveillance"
- Psychological impact: less aggressive and violent behavior; less incivility









