



# Appendices

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**WILLAMALANE PARK AND  
RECREATION DISTRICT  
COMPREHENSIVE PLAN**



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# **Appendix 1:**

## Community Engagement Summary

# Appendix 1. Community Engagement Summary

Over the course of the planning process, more than 3,800 community members provided input, with a majority coming from the needs assessment survey and intercept events. Overall, 32,285 district residents either received targeted social media posts or email notifications (passive engagement) or provided some form of input (active engagement).

To help confirm the results from the public engagement process, two town hall meetings and discussions were held with the Springfield planning commission, the Springfield City Council, and the Lane County Board of Commissioners.

## 1.1 Community Engagement by the Numbers

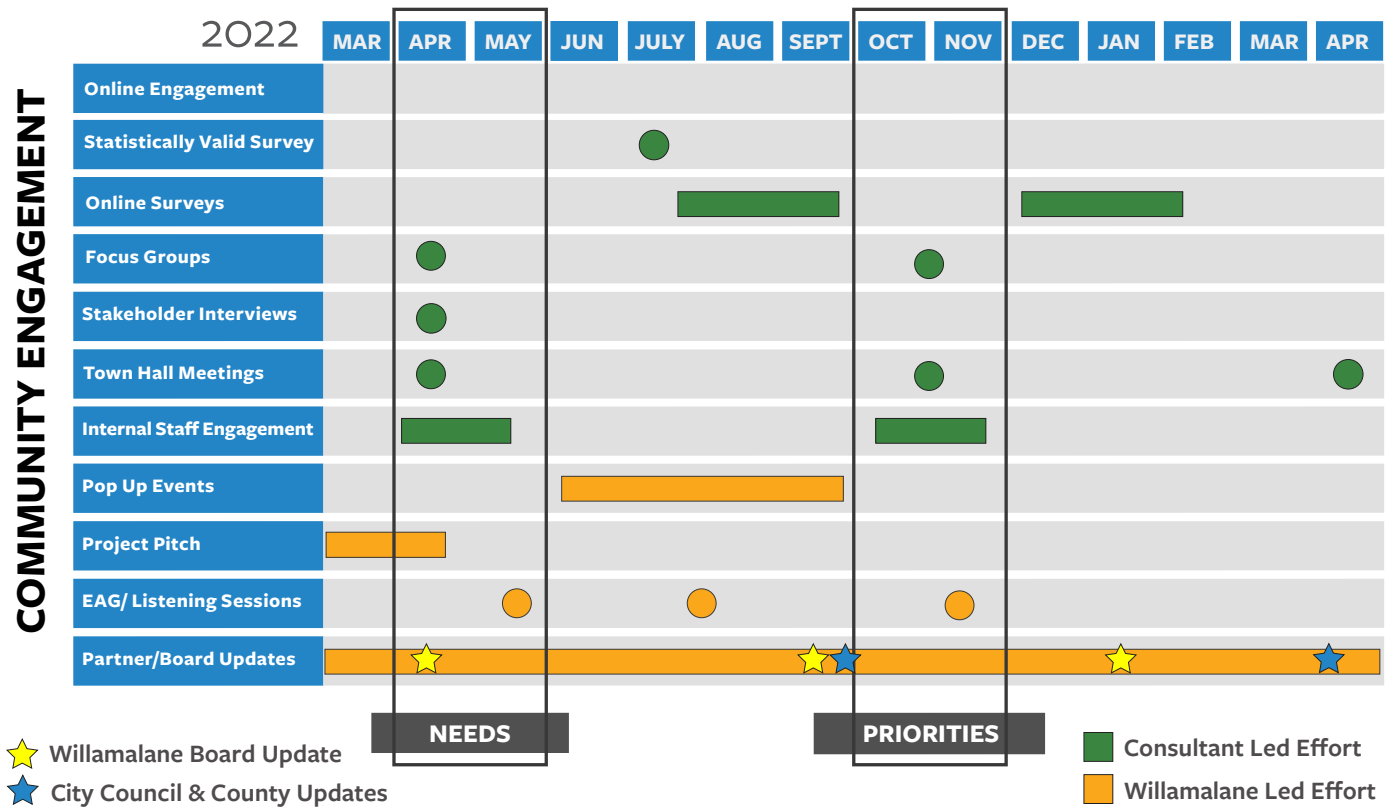
Five categories of engagement were completed:



## 1.2 Outreach Strategy – Identifying Needs and Desires

This comprehensive parks and recreation plan was built upon the foundation of active engagement with district community members, stakeholders and both users and non-users of parks and trails, programs, and facilities. An important goal was to complete a needs analysis incorporating the opinions, needs, and desires of district members that was transparent, credible, and inclusive of all residents needs and desires. Priorities were set to attract input from individuals and groups that may have been historically and disproportionately less involved in past engagement opportunities.

To meet this goal, the project team initiated a series of engagement opportunities along with a survey administered as both a random invitation and open-link survey. To help ensure compliance with the State of Oregon planning standards, a formal outreach strategy was presented to the City of Springfield near the outset of the project. The schedule presented in the engagement plan focused first on identifying needs and then on confirming those needs as priorities.



The community engagement strategies selected for this plan support the following five goals in order to inform the overall comprehensive planning process:

### **GOAL 1 Promote project awareness throughout the planning process**

- Find opportunities to engage early with various groups in the community
- Provide as many opportunities as possible for community members to engage
- Follow up and promote additional involvement with those that engage
- Build relationships with participants and provide information about programs, events, and services Willamalane offers

### **GOAL 2 Gain a deeper understanding of who Willamalane serves**

- Who does Willamalane currently serve? Who is not being served?
- What are the demographics of users/non-users (age, race/ethnicity, families, renters/homeowners, gender, and socioeconomic status)?
- What demographic groups use Willamalane's facilities the most/least?
- What programs, parks, trails, activities, and events are accessed the most/least?
- How does the community learn about programs, events and services offered by Willamalane?
- How satisfied is the community with Willamalane's offerings?
- What are common hardships that make accessing park and recreation services challenging (physical/cognitive limitations, socioeconomic limitations, language barrier, schedule, feeling of safety or belonging, etc.)?

### **GOAL 3 Learn about gaps, barriers, needs, and preferences within the park district**

- What does Willamalane do well? What can Willamalane do better?
- What improvements or changes would increase use of Willamalane parks, facilities, and programs?
- What new park opportunities should be considered?
- What new recreation opportunities should be considered?
- What is Springfield lacking?

### **GOAL 4 Understand the community's priorities for park and recreation for the future**

- What are the most desired park/facility improvements?
- What are the most desired recreational opportunities?
- What types of park & facility improvement projects would the community fund?

### **GOAL 5 Gain support of final plan recommendations**

### 1.3 Stakeholders and Focus Groups

The community engagement process included a variety of both internal stakeholders (staff, elected officials, and leadership) and external stakeholders (community members, tribal leadership, teens, sports leaders, educators, etc.). Stakeholder interviews were conducted with community leaders from the school district, utilities, Willamalane board members, and political leaders. The district provided many community engagement opportunities with a specific focus on DEI.

While many of the focus groups included community members with varying backgrounds and interests, some specific focus groups were held to help ensure participation was inclusive for groups that may not have participated in engagement opportunities in the past.

General focus groups with varied community members were held to gain a general perspective and to create discussion. Other topic-specific focus groups were hosted for teens, the Latinx community, individuals with disabilities advocates, natural areas advocates, trails advocates, and American Indians and Alaskan natives.

#### The effort resulted in:

- Community stakeholders and focus group participants – 41 participants
- Inclusion and individuals with disabilities advocates – 12 participants
- Teen focus groups – 111 participants
- Latinx specific focus group – 30 participants
- American Indians/Alaska Natives – 22 participants representing 13 tribal nations
- Natural areas specific focus group – 12 participants
- Trails – 6 participants

### 1.4 A Summary of Input Received During General Stakeholder and Focus Group Interviews and Meetings

#### Strengths of the district (in no particular order):

- Community support
- Partnership with Springfield School District
- District Funding
- 1Pass
- Skate Park at Willamalane Park Swim Center
- Growth (Improvements)
- Marketing and communication
- Youth programs
- Service district status
- Community First initiatives
- Leadership and board representation
- Combination of neighborhood and community parks
- Outdoor recreation equipment rental
- Trail system
- Affordability of services and facilities
- Parks maintenance
- River access
- Diversity of activities and programs
- Customer service

#### Areas of improvement (in no particular order):

- Safe routes to parks
- Activity guide (Discontinued)
- Cultural special events
- River access
- Fitness centers
- Trash cans in parks
- Sand pit at Volunteer Park
- Parking at the Adult Activity Center and aquatic facilities
- Alternative transportation
- Pool access
- Shaded park benches
- ADA accessibility at parks and facilities
- COVID-19 measures
- Lack of bilingual signage
- Restrooms in parks unavailable
- Dog stations in parks
- Class and activity times
- Connectivity of bike paths and trails
- Communication with non-users
- More volunteer opportunities

### Barriers that limit access (in no particular order)

- Pedestrian walking routes to parks
- District outreach to non-users
- Parking at Clearwater Park
- Accessibility (ADA)
- Facility availability

### Additional desired amenities (in no particular order):

- Outdoor basketball court
- Pump track
- Bilingual signage
- Skate Park
- Commissioned artwork in parks
- Splash pad
- Community gardens
- Dog stations in parks
- Long course swimming pool
- River access
- Dog park
- Fitness stations on trails
- Family friendly restrooms in parks
- Complete bike paths to promote connectivity and safety
- Pickleball courts
- All-inclusive playgrounds
- Disc golf course (18 Holes)

### Additional desired activities (in no particular order):

- Activities for adults (Ages: 21 – 50)
- Family activities
- Disc golf events and classes
- Volunteer programs
- Enrichment classes
- Pickleball classes
- Special events in Parks (movies, concerts, and cultural festivals)
- Swim lessons
- Outdoor yoga
- Environmental education/outdoor programs

### Key partners and stakeholders (in no particular order):

- Springfield Library
- Radio stations
- Historical Society
- International Paper
- Museum of Natural Cultural History
- Nature Conservancy
- Business community
- Friends of Buford Park and Mount Pisgah
- Civic organizations (Rotary Club)
- Lane Transportation District
- Indigenous community
- Team Eugene Aquatics
- Relief Nursery
- AARP Lane County
- Community members
- Lane Community College
- Warehouse Federal Credit Union
- Volunteers
- School district
- University of Oregon
- Springfield Education Foundation
- Senior adults

### Priorities (in no particular order):

- Increase footprint to help ensure accommodation of development and growth
- Generating more resources to bring more people into Springfield
- Expansion of trails
- District will see significant demographic changes that will need local government support to immigrants
- Connectivity of bike path systems (Master Trail Plan)
- Allow more immigrants into the states
- Plan to develop the Glenwood area
- Focus on community and inclusivity
- Concentrate on recruiting retirees for vacant positions
- Continue to focus on district branding and staying the course within mission
- Strategize with local partners to be strategic about funding levy and bond requests to the public
- Deciding on district branding
- Indoor activities for summer to combat climate change
- Must address all forms of inequity not just racial

- Market what is done with personal property money and SDC fees; Residents are starting to ask why they must pay them to add a home dwelling
- Bob Artz Park is under-utilized should be prioritized for future development
- Use of organic waste in parks (no pesticides near playgrounds and areas of use)
- Helping to ensure that district is abreast with programs, parks, and activities
- Access to nature
- Swim lessons for all kids

**Vision for District**

- Decrease footprint to help ensure accommodation of development
- Continue to grow the district and offer great programs and facilities to youth while providing health awareness to increase inclusivity
- Continue to grow partnerships with Springfield School District
- Safety – Safety measures and park rangers are needed in plan
- Fiscal responsibility – Taxpayers should know their money is not being wasted
- Staying engaged with the public and serving underserved populations
- DEI is met on all levels

**1.5 A Summary of Input Received During Topic-Specific Focus Groups**

These important focus groups brought stakeholders into the process that may not have participated otherwise.

**Teen-Focused Input**

During the Comprehensive Plan update scoping and planning process, the project Advisory Committee identified teens as a user group they felt may not be reached through typical forms of public engagement (surveys and focus groups). To respond to this need, a focused effort was made to engage teens in their classrooms during the Spring 2023 term (see Appendix 5 for a thorough summary of this important engagement effort).

**Process**

A total of 111 students in four classes (two middle school and two high school) volunteered to participate in this effort. Students in each class were given a presentation on what Willamalane does in the community, what the comprehensive plan is and how it guides district work, and how the plan is updated. After the presentation, students were asked a series of questions in large or small groups facilitated by Willamalane staff. The session closed with a paper survey.

Two of the classes (one middle school and one high school) made this the subject of a final project for the class, and on June 7th, 2022, these students presented their research, recommendations, and ideas to Willamalane staff.

## Key Topics/Themes

### A FEW KEY THEMES EMERGED FROM THE FEEDBACK:

- Teens are generally familiar with Willamalane and satisfied with their experiences at Willamalane parks and programs
- Students are generally most familiar with bigger, destination-type recreation facilities in addition to the parks closest to their neighborhoods
- Students are busy, and many teens who play sports are reaching more competitive levels. Many students indicated they would like Willamalane to provide:
  - » Events that are geared toward teens. Some ideas suggested: movie nights, music gatherings, street fairs, and neighborhood parties/picnic days in parks. Music and food were two commonly requested things to include at events.
  - » Ways teens can gather more informally.
- Students rely on social media as a primary way of receiving information; another opportunity they recommended using to promote teen centered opportunities is school announcements (especially at the start of the year).
- Some teens are at or close to an age where they will start working. There was interest in opportunities to gain experience through leadership roles, training, volunteering, etc. to help prepare them for the work force. Some teens were interested in working for Willamalane.

### Results From the Teen Paper Survey (n = 111)

The students completed a needs assessment and satisfaction survey and their responses to some of the key questions are presented in Table 6.

## Latinx Community Input

Willamalane partnered with Latino Professionals Connect, a local network of approximately 300 business people, leaders, educators, community members, and professional activists to plan and host an event that would help inform needs, desires, and priorities of Latinx community members. A two-hour networking event was promoted to Latino Professionals Connect members and community partners, such as the Springfield Alliance for Equity and Respect (SAfER), Escudo, and Community Alliance of Lane County. The event included a brief presentation about Willamalane's mission and values, what they do, and how the information will be used. Willamalane also introduced the DEI Action Plan and DEI supervisor as a future point of contact for collaboration and questions.

Approximately 22 attendees were broken into three groups, each participated in an input session conducted bilingually. Each small group having a translator available as needed for discussions focusing on:

- Parks
- Recreation programs and events
- Communication

An activity asked participants to place three dots on their top priorities for improving services. The bilingual list of options included topics and ideas mentioned in previous meetings, discussions, and engagement events. Key outcomes, overarching themes, and other input can be found in Appendix 6. Four priorities were identified that speak to the most valued improvements Willamalane could make to better service the Latinx community:

- Hiring more bilingual staff
- Providing more stipends/scholarships for programs
- Providing more Latino/a focused programming

#### Most Used Parks, Trails, and Facilities

- Splash at Lively Park (wave pool)
- Bob Keefer Center for Sports and Recreation
- Dorris Ranch
- Thurston Hills Natural Area

#### Most Popular Teen Participatory Activities

- Hiking
- Swimming
- Weightlifting
- Video Games

#### Teen Desires for Additional Activities

- Roller skating in its own facility
- Movie nights
- PE games (Badminton, Spike ball, corn hole, etc.)

## Appendix 1: Community Engagement Summary

- Providing more bilingual information in parks and buildings.

### Natural Area Specific Focus Group

Including input specific to natural areas was important because by the 2012 update to the district comprehensive plan, Willamalane only managed 186 acres of natural area, and there were no dedicated natural resource staff. Ten years later, Willamalane manages more than 1,000 acres of natural area and two full-time staff dedicated to planning and managing these areas. The district regularly collaborates with partners to plan and implement projects across the region. Given the significant and rapid growth in natural resource area, a conversation with regional partners was hosted to evaluate Willamalane's approach to natural areas management and priorities for the coming years.

#### PARTICIPATING AGENCIES:

Willamalane invited partners from 19 different agencies in the region that have experience working with the district in various ways and/or doing similar work in the region to attend a discussion focusing on natural resource management. At least one representative from the agencies below were able to attend the meeting.

- Bureau of Land Management (BLM)

- Long Tom Watershed Council (LTWC)
- Upper Willamette Stewardship Network (UWSN)
- Middle Fork Willamette Watershed Council (MFWWC)
- Oregon Department of Fish and Wildlife (ODFW)
- Eugene Water and Electric Board (EWEB)
- Eugene Parks and Open Space
- McKenzie River Trust (MRT)
- Lane County Parks
- McKenzie Watershed Council
- Willamette Riverkeeper
- Springfield Utility Board (SUB)
- Rivers to Ridges Partner

The following is a synthesized list of key topics and themes identified during the natural areas focus group meeting.

| EDUCATIONAL OPPORTUNITIES                                                                                                                                                                                                                                | PRIORITY PROJECTS                                                                                                                                                                                                                      | ACQUISITION OPPORTUNITIES                                                                                                                                                                                                         |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>» Nature hikes &amp; tours</li> <li>» Interpretive panels</li> <li>» Increase public awareness of efforts</li> <li>» Local flora/fauna, sensitive areas, and cultural aspects of natural resource work</li> </ul> | <ul style="list-style-type: none"> <li>» Focuses: Urban stormwater, riparian and floodplain areas, urban forest, oak habitat</li> <li>» More Viewpoints</li> <li>» Locations: Island Park Slough, Cedar Creek, Maple Slough</li> </ul> | <ul style="list-style-type: none"> <li>» Hayden Bridge boat ramp</li> <li>» McKenzie River Trust land</li> <li>» Land to promote trail/habitat connectivity (especially along rivers)</li> <li>» McKenzie River access</li> </ul> |
| PARTNERSHIPS                                                                                                                                                                                                                                             | MANAGEMENT STRATEGIES                                                                                                                                                                                                                  | APPROACH                                                                                                                                                                                                                          |
| <ul style="list-style-type: none"> <li>» Maintain existing partnerships</li> <li>» Expand for: fuel reduction work, land acquisition, and floodplain restoration</li> </ul>                                                                              | <ul style="list-style-type: none"> <li>» Cross-train staff</li> <li>» Implement prescribed burns</li> <li>» Be systematic and proactive</li> <li>» Prioritize heavy impact areas</li> </ul>                                            | <ul style="list-style-type: none"> <li>» Increase staff and capacity</li> <li>» Incorporate social justice</li> <li>» Acquire strategically/be proactive</li> <li>» Hire grant writer</li> </ul>                                  |

### Trails Specific Focus Group

Walking for pleasure and for exercise and hiking on both paths and trails was a top issue identified during the initial engagement process and the needs assessment survey. As a result, a trails specific focus group was facilitated to best understand trail needs both in the district and in the region. Individuals attending had backgrounds and represented:

- Dorris Ranch and general horseback riders and dog walkers
- Back county equestrians

- Local hiking and climbing clubs
- City of Springfield, bike, and pedestrian group
- Rivers to Rivers group, working to update the regional vision
- Springfield transportation planners
- Lane County senior transportation planner

Key issues identified during the focus group meeting are shown in Table 7.

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                     |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>TRAILS AND TRAILHEADS NEEDS</b></p> <ul style="list-style-type: none"> <li>• Thurston Hills leading to McKenzie area</li> <li>• Trails that highlight to views, vistas, or viewpoints. Connections from Doris Ranch to Springfield Butte</li> <li>• Maple Island Slough</li> <li>• North Bank needs lighting on path</li> <li>• Harvest landing and McKenzie Weyerhaeuser</li> <li>• Maple Island Slough – soft-surface trail opportunity</li> <li>• Coburg Hills (no public easement)</li> <li>• Connection Howard Buford recreation area near Dorris Ranch</li> </ul> | <p><b>PHYSICAL GAPS IN NETWORK</b></p> <ul style="list-style-type: none"> <li>• Connection to Howard Buford recreation area and covert loop area/hermitage park</li> <li>• River Bend hospital extension</li> <li>• River of high banks road</li> <li>• More regional connections outside of Springfield.</li> <li>• 42nd and Levee path</li> </ul>                 |
| <p><b>UNDERSERVED CURRENT TRAIL NETWORK AND SYSTEM</b></p> <ul style="list-style-type: none"> <li>• West of the express way north of main street and south of G street</li> <li>• The Obsidian Group sometimes uses Pisgah and Thurston Hills</li> <li>• Ridgeline</li> <li>• Equestrian trails in the Thurston trail system</li> </ul>                                                                                                                                                                                                                                       | <p><b>DESIRED OR MISSING EXPERIENCES</b></p> <ul style="list-style-type: none"> <li>• Updated signage and consideration of multi-use trails</li> <li>• Universal access trails (flat)</li> <li>• Mountain bike trails</li> <li>• Need more benches – shaded</li> <li>• Safe routes to schools in Guy Lee Park</li> <li>• Poop loop for equestrian trails</li> </ul> |

**Accessibility and Inclusion Specific Focus Group**

Given the high percentage of individuals with disabilities in the Springfield UGB, a targeted focus group was held to add perspectives offered by individuals or advocates for individuals with disabilities. Table 8 illustrates the key comments made during the focus group meeting

**American Indian/Alaskan Native**

Given the significant influence Willamalane and the City of Springfield have on land management in the area and the history of the Kalapuya forced removal from the area, Willamalane and the city of Springfield recognized a gap in public engagement with local Tribes and American Indian/Alaska Native (AI/AN) residents.

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                          |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>DISTRICT STRENGTHS IN TERMS OF ACCESSIBILITY AND INCLUSION</b> <ul style="list-style-type: none"><li>● Mobility needs (visual)</li><li>● Equitable fee structure</li><li>● Listening to input</li><li>● Providing accommodations to youth with disabilities</li></ul>                                                                                                                                                                                                                    | <b>AREAS THE DISTRICT NEEDS TO IMPROVE</b> <ul style="list-style-type: none"><li>● Mobility needs (visual)</li><li>● Equitable fee structure</li><li>● Listening to input</li><li>● Providing accommodations to youth with disabilities</li><li>● Inclusion services are free to include support workers</li></ul>                                                                       |
| <b>OPPORTUNITIES FOR MARKETING INCLUSIVE RESOURCES</b> <ul style="list-style-type: none"><li>● Need for external outreach and speaking to other providers</li><li>● Update website to call out support services and availability</li><li>● Lane County ARC and DDS will be a great partner</li><li>● Update verbiage of services</li><li>● Reminding agencies, such as Direction Services, Family Resource Coordinators at the school level, and using social media to share info</li></ul> | <b>ACTIONS TO IMPROVE ACCESSIBILITY IN PARKS</b> <ul style="list-style-type: none"><li>● Additional fencing for safety (playgrounds)</li><li>● Assessable parking for an aging population</li><li>● Interpretable signage on trails (easy, intermediate, and hard) – rough, steep, and declining, for example</li><li>● Add hex boards to playgrounds with communication tools</li></ul> |

This led Willamalane and the city to host a Tribal Dialogue to understand and learn about awareness, values, and priorities of self-identified American Indian/Alaska Native residents living within Springfield and the surrounding area—especially individuals who interact with both agencies’ services and jurisdictions. Representatives from the Springfield School District were also invited and participated in the process.

**PROCESS**

Willamalane and the City collaborated with an Indigenous planning consultant to host a public dialogue for AI/AN residents to share feedback and perspectives around agency awareness, values, and priorities. The planning

consultant applied elder teachings while facilitating and aiming to eliminate power dynamics to provide a safe platform and space for residents to openly speak and be in community.

Co-facilitation was practiced by Indigenous community representatives leading round table discussions with agency representatives listening, learning, and taking notes on behalf of each table. Questions were prepared in advance by agency collaborators to help guide discussion. Example answers were provided for each question if there were not many responses to help trigger ideas. Community members were encouraged to share ideas and to engage in story telling of their personal experiences if they were comfortable.

Agency representatives were encouraged to not influence conversation or make statements/promises regarding next steps.

### TRIBAL OUTREACH

Agencies outreached via printed material, social media, email, and phone. Emailed invitations were distributed to the Confederated Tribes of Siletz Indians Eugene area office and Confederated Tribes of Grand Ronde. Phone outreach was conducted with the Confederated Tribes of Coos Lower Umpqua and Siuslaw Eugene area office. Additionally, a Facebook event was advertised on local AI/AN community Facebook groups and via the Springfield Chifin Indian Education Program page. Printed material was distributed at the Lane Community College Longhouse, University of Oregon Many Nations Longhouse, Ko-Kwel Wellness Center (Indian Health Clinic), and at the Springfield Chifin Indian Education Center.

### PARTICIPANT DEMOGRAPHICS

The event included 22 AI/AN participants that are affiliated with 13 Tribal nations. There were eight participants affiliated with one of the Nine federally recognized Tribal Nations in Oregon including The Klamath Tribes, Confederated Tribes of Grand Ronde, and Confederated Tribes of Siletz Indians. Additionally, four participants are affiliated with tribes that had traditional and customary tribal boundaries in parts of the land now formally recognized as the state of Oregon.<sup>1</sup> Two participants were non-Native but participated because they are raising Native children in the Springfield area.

Our agencies recognize this dialogue was not a form of Government-to-Government consultation between the City of Springfield and the tribes with ancestral ties to the area, the Confederated Tribes of Grand Ronde, and the Confederated Tribes of Siletz Indians.<sup>2</sup> The feedback received and included in this summary represents the perspectives of only the AI/AN residents that chose to participate and share perspective in our planning dialogue.

### KEY RECOMMENDATIONS/TAKEAWAYS

Dialogue participants shared several insights and suggestions based on their own experiences with the agencies and what opportunities exist for strengthening tribal relationships and services. Key themes emerged and were shared, and specific, applicable themes

are included here. Opportunities for the agencies to collaborate better with native people are in Table 9.

- Participating members voiced familiarity with the Springfield Library, swimming pools, and the Springfield City Council
- A dire need for community space or a community center
- A need for greater accurate representation that will raise awareness regarding accurate Kalapuya history and for current Indigenous people
- A desire for protecting and planting of native plant species
- A need for more communication/outreach specifically for Native programming
- A need for continued relationships between agencies and the community – town hall meetings, discussion forums, and regular community meetings
- Greater Indian Health Services in Springfield
- A need to prioritize Native language and signage in the public realm
- Greater access to space, water/rivers, harvesting of traditional plants, affordable services, leadership roles, and employment
- A desire for Intergenerational programming from babies to elders
- Cultural programming outwardly to the community and internally
- Space and time to interact across our AI/AN cultures
- Gathering -> Safely -> place (all inter-sectional)
- Powwow classes
- Prioritize Native people in the hiring process – high admin role, a board position, people from the culture, full-time positions inside agencies (not just consultants), not limited duration
- Liaison to work with Tribes and Native communities with a team to support staffing. Provide them with fiscal and decision-making – not just a representative and not just tokenism but understanding tribal protocols is important

<sup>1</sup> <https://admissions.uoregon.edu/residency/tribes>

<sup>2</sup> <https://www.grandronde.org/>, <https://www.ctsi.nsn.us/>

## Appendix 1: Community Engagement Summary

- Governance representation – tribal communities do not have relationships with governance bodies Planning Commission or other committees – no seat at the table
- Language/place names indigenizing – land acknowledgment and signage
- Town hall meeting, discussion forums, and regular community meetings (like this one)
- Protecting and planting more Native plants and opportunities to gather Native plants
- Invasive species removal
- Recreation boating – example of how Portland has inter-tribal canoeing for kids and elders and community
- Access to water – Nature, natural spaces, and fish/salmon
- Learn about Native plants in the landscape – keep them prominent
- Communication – lack of outreach to Native people presents a barrier
- Community events

- Tribal consultation practice with Grande Ronde and Siletz
- Native program at Springfield Schools – after school education/cultural classes for Native students
- Excitement for Native murals and art with Native scenery
- More Native representation in the public realm
- Opportunities for community space that might include space to gather, the use of Willamalane space, and community space for Powwows

- Keys discussion item were the reference to the people this land belongs to – Kalapuya Ilihi (homelands) and acknowledgment that the Chifin Center is not sufficient because it is prioritized for the school district
- Collaboration with the Springfield Museum – include and begin with Native history of this land, begin conversations around this work, redo maps in museums, map the seasonal rounds, and recognize talking stones and create more
- Native representation in parks & city – Signage and native plants including more Kalapuya language
- Springfield flag raising – include more flags and have them year round

### 1.6 Internal Staff Engagement

To best understand issues pertinent to the master plan, City leadership and staff were interviewed as part of a SWOT analysis. Results were used to craft questions for the needs assessment survey and gain a greater perspective on key issues affecting the district.

Two hundred and seven staff members provided input into the planning process:

- Staff Strength, weakness, opportunities, and threats process (SWOT) - 141
- Aquatics staff focus group - 38
- Operations and maintenance staff focus group - 28

#### District Staff and Leadership Input

The SWOT analysis identified strengths, weaknesses, threats, and opportunities in both a written survey form and in-person interviews. The following two sets of results were received:

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>MOST REPORTED STRENGTHS</b></p> <ul style="list-style-type: none"> <li>• Dedicated and competent staff</li> <li>• Teamwork</li> <li>• Attentive leadership</li> <li>• Amenities and facilities</li> <li>• Resiliency (adaptability to change)</li> <li>• Staff communication</li> <li>• Parks</li> <li>• Staff retention rate</li> <li>• Seasonal community events (mega hunt)</li> <li>• Workplace culture</li> <li>• Dedication to DEI</li> <li>• Funding Base (property tax provided to District)</li> <li>• Community support</li> </ul> | <p><b>MOST REPORTED WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>• Not enough staff for the workload</li> <li>• Insufficient programming space</li> <li>• Internal Communication</li> <li>• Programs (ages: 20-50)</li> <li>• Staff salaries</li> <li>• Vehicle replacement program</li> <li>• Staying within mission</li> <li>• Adding amenities without maintenance budget</li> <li>• Reactive maintenance (be more strategic)</li> <li>• Corrective action (patrons)</li> <li>• Fee structure (increasing of fees)</li> <li>• Visual appearance of parks</li> <li>• ADA updates to facilities and parks</li> </ul>   |
| <p><b>MOST REPORTED THREATS</b></p> <ul style="list-style-type: none"> <li>• Funding (not sustainable)</li> <li>• Retaining employees</li> <li>• Covid-19 pandemic</li> <li>• Partnerships/Sponsorships</li> <li>• Grow volunteer programming</li> <li>• Utilization of friend's group</li> <li>• Extend river access</li> <li>• Prioritizing underserved populations</li> <li>• Hiring a procurement manager</li> <li>• Employee engagement</li> <li>• Outdoor tennis/pickleball courts</li> <li>• Disc Golf (will add value to parks)</li> </ul> | <p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>• Park projects that increase capacity</li> <li>• Partnerships and cultural opportunities</li> <li>• A new community center and indoor aquatic facility</li> <li>• Lack of frontline staff</li> <li>• Mid management working outside of scope</li> <li>• Lack of police response (safety and security)</li> <li>• Need pay study to assist with recruitment</li> <li>• Maintaining assets with growth</li> <li>• Eugene fees being inexpensive</li> <li>• Inaccurate media</li> <li>• School district (need for updated MOU)</li> <li>• Climate change</li> </ul> |

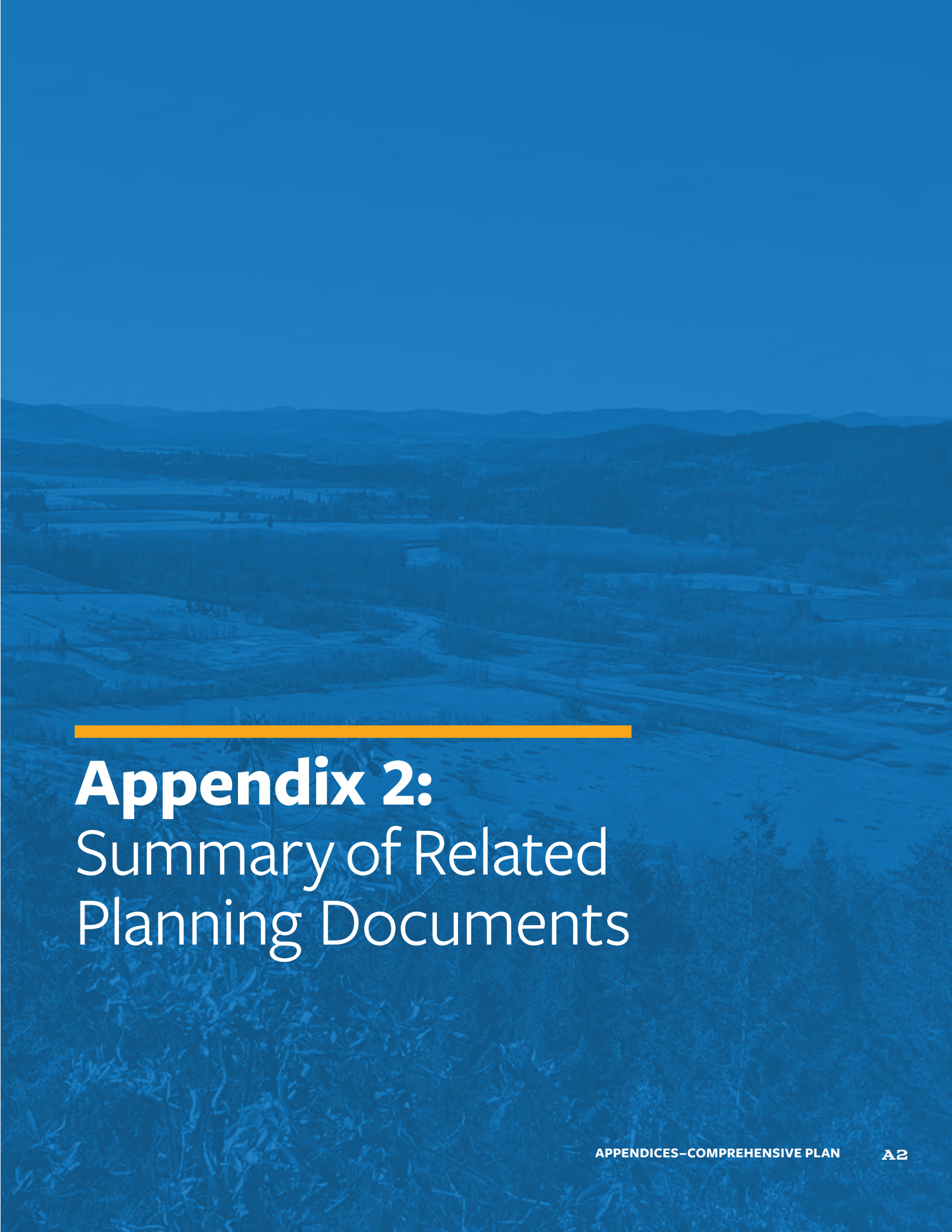
### Aquatics Staff Input

Thirty-eight aquatics staff, (full and part-time) met in October and were asked a series of questions using the Menti digital platform. Menti allows real time input using cell phones. Results to questions were instantly projected on a screen in front of the group. A summary of the input received is provided in this Appendix. Staff identified higher wages, additional staff, lifeguard recruitment and retention efforts and more consistent operation hours as priorities for improvement.

### Operations and Maintenance Staff Input

Twenty-five staff members were asked a series of questions in November, 2022 using the Menti platform to help understand maintenance challenges. The results were used in the maintenance assessment. Priorities identified are shown here:

- Active management, designed for both users and maintenance
- Additional dog parks
- Find a solution to maintain parks given homelessness and vandalism
- Get all parks and site amenities up to “standards” and be able to keep them there. Goal being to keep parks looking new. Be able to replace equipment more often.
- Have a playground replacement program built into the budget.
- Have funding in place to maintain new parks, trails
- Homeowners on park borders maintaining vegetation on their fence lines
- Increasing natural area maintenance and operations capacity
- Low maintenance landscapes, drought tolerant parks
- Lower maintenance design
- Make adjustments to outdated park practices. Eliminate trouble amenities such as sandbox’s and beds
- Planning and maintenance crew having more meetings. There’s a lot of maintenance tasks that could be made way easier if we just do simple small adjustments to the designs of the parks.
- More connecting trails.
- No more red osier dogwoods.
- Additional dog park.
- More natural resources resource
- Move ornamental beds 50 ft from playgrounds
- New Equipment, more staffing, bigger shop
- No chain link fence along pathways
- No invasive plants in parks / natural areas
- No new parks, maintain what we have until we get more staff
- NO porta potties as permanent restroom in parks!!
- Wider sidewalks. No sandboxes. Different style of restrooms



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## **Appendix 2:** Summary of Related Planning Documents

# Appendix 2. Summary of Related Planning Documents

Willamalane Park and Recreation District partnered with Berry Dunn McNeil & Parker, LLC (BerryDunn) to create this 2023 Comprehensive Plan for the Willamalane Park and Recreation District (WILLAMALANE). An integral part of the planning process was to help ensure both consistency with other planning documents and compliance with the State of Oregon’s planning goals. The purpose of this summary review was to provide background, identify priorities and recommendations, and perspective to be used throughout the plan.

Many local, regional and district planning documents and some specific plans for parks and natural areas were reviewed to inform context. Some background document review was accomplished to support specific parts of the plan such as the recreation plan and materials related to the district’s recent accreditation process that were used in this plan but not necessarily summarized in this review.

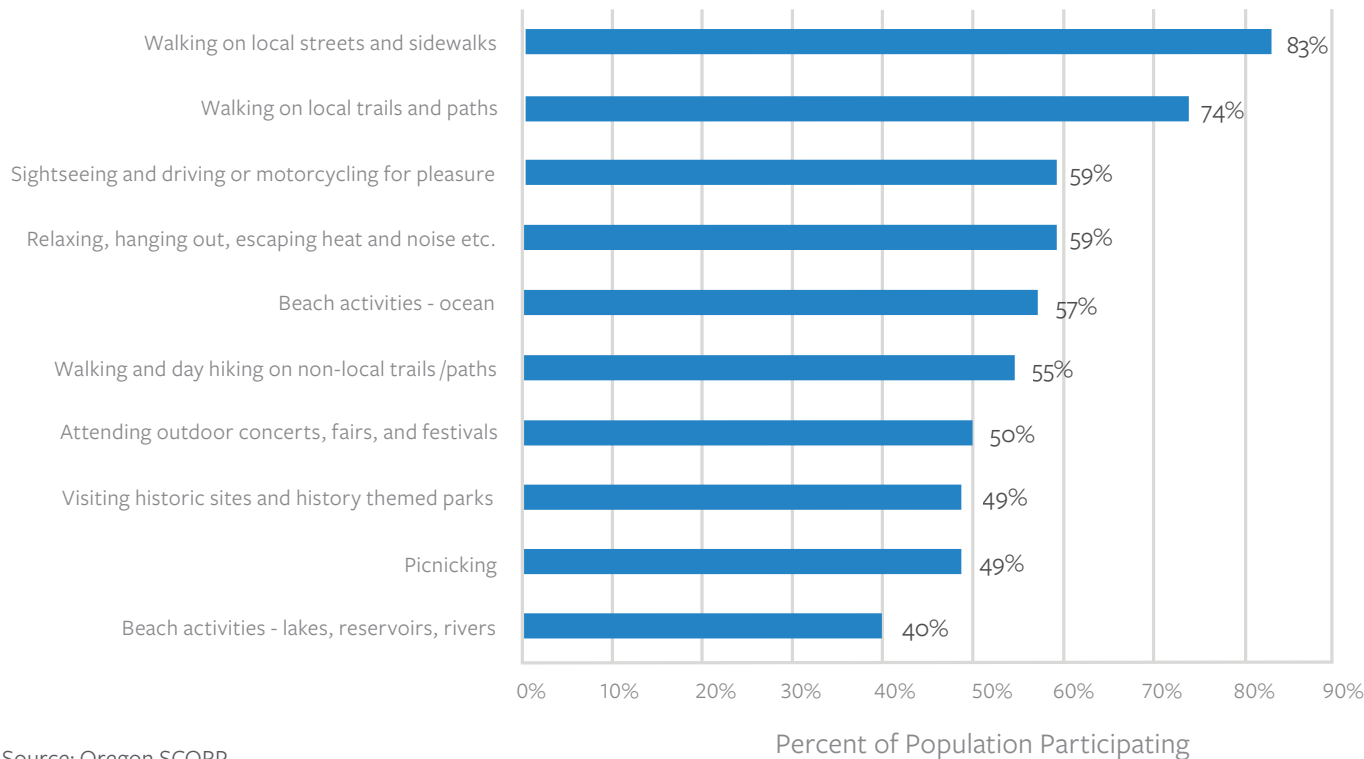
## 2.1 Applicable Planning Documents

### Oregon Statewide Comprehensive Outdoor Recreation Plan (SCORP) 2019-2023

Careful attention was paid to the SCORP to help ensure that priorities in comprehensive plan align with those in the planning document. The SCORP is Oregon’s five-year planning tool for outdoor recreation and guides the use of Land and Water Conservation Fund (LWCF) funds that come into the state of Oregon. The plan looks at participation across a series of state and County locations as well as numerous age, ethnic, economic, and other demographic groups. The plan is based on a statewide survey and helps to set priorities for local, regional, and statewide funding. The report identifies five statewide issues that apply to the district and this comprehensive plan:

- 1. An aging population
- 2. An increasingly diverse population
- 3. A lack of youth engagement in outdoor recreation
- 4. An underserved low-income population
- 5. The health benefits of physical activity

Below are figures that portray participation in outdoor recreation activities in Lane County and across Oregon, based on the 2019-2023 SCORP survey data.



The chart below shows the top ten outdoor recreation activities throughout Oregon, and the percentage of population engaged in each of them. SCORP data reported that 83% of the population walks on local streets and sidewalks as the top outdoor recreation activity, followed by 74% walking on local trails and paths.

Data in the Table below demonstrates that greater access to clean restrooms, and trails for walking are the highest future priorities for outdoor recreation participants in Oregon.

#### PRIORITIES FOR FUTURE PARKS AND RECREATION INVESTMENT IN OREGON

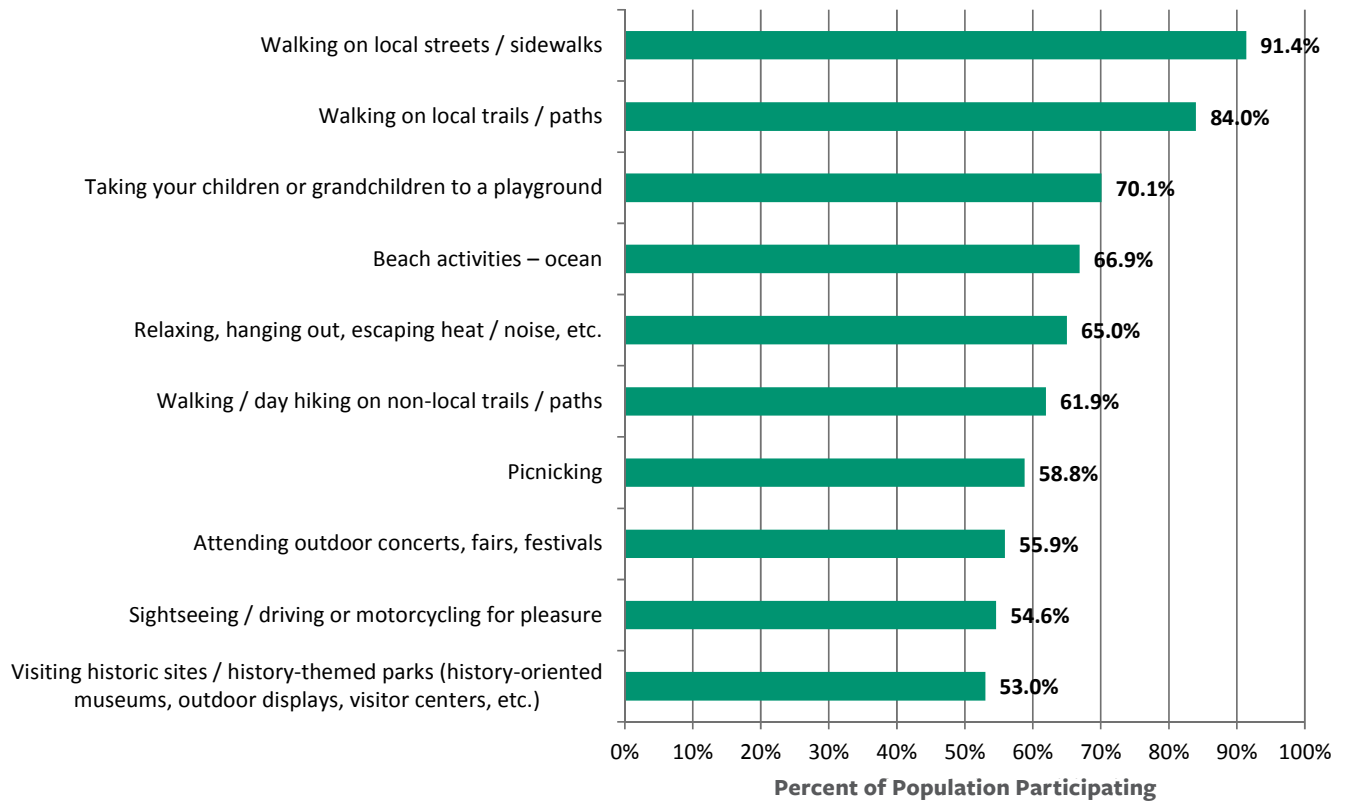
| Item                                                                                                                      | Mean | Percent |      |      |      |      |
|---------------------------------------------------------------------------------------------------------------------------|------|---------|------|------|------|------|
|                                                                                                                           |      | 1       | 2    | 3    | 4    | 5    |
| Cleaner restrooms                                                                                                         | 3.94 | 5.3     | 6.4  | 19.9 | 25.3 | 43.0 |
| Dirt / other soft surface walking trails and paths                                                                        | 3.71 | 5.9     | 8.7  | 22.3 | 34.5 | 28.6 |
| More restrooms                                                                                                            | 3.62 | 6.8     | 10.9 | 24.4 | 28.9 | 28.9 |
| Children's playgrounds and play areas made of natural materials (logs, water, sand, boulders, hills, trees)               | 3.54 | 11.6    | 9.4  | 22.5 | 26.3 | 30.1 |
| Nature and wildlife viewing areas                                                                                         | 3.52 | 8.1     | 10.8 | 26.5 | 30.0 | 24.6 |
| Public access sites to waterways                                                                                          | 3.52 | 10.1    | 10.0 | 24.9 | 27.5 | 27.5 |
| Picnic areas and shelters for <u>small</u> visitor groups                                                                 | 3.48 | 6.3     | 12.3 | 28.5 | 32.6 | 20.2 |
| More places and benches to observe nature and others                                                                      | 3.39 | 9.8     | 13.4 | 26.2 | 28.8 | 21.8 |
| Security cameras in key places                                                                                            | 3.33 | 16.1    | 12.7 | 20.6 | 23.7 | 26.9 |
| Paved / hard surface walking trails and paths                                                                             | 3.32 | 12.6    | 14.9 | 24.0 | 25.1 | 23.4 |
| Off-street bicycle trails and pathways                                                                                    | 3.26 | 17.2    | 12.4 | 22.2 | 23.7 | 24.2 |
| Children's playgrounds and play areas built with manufactured structures like swingsets, slides, and climbing apparatuses | 3.25 | 13.8    | 14.2 | 25.9 | 25.0 | 21.1 |
| More shaded areas                                                                                                         | 3.25 | 13.1    | 12.9 | 29.6 | 25.1 | 19.3 |
| Picnic areas and shelters for <u>large</u> visitor groups                                                                 | 3.05 | 13.9    | 19.1 | 30.1 | 22.0 | 14.8 |
| Additional lighting                                                                                                       | 3.02 | 19.6    | 15.9 | 25.2 | 21.2 | 18.0 |
| Community gardens (where you can grow vegetables)                                                                         | 2.94 | 24.9    | 15.2 | 20.9 | 18.9 | 20.1 |
| Off-leash dog areas                                                                                                       | 2.92 | 25.9    | 14.4 | 21.9 | 17.7 | 20.2 |
| Multi-use sports fields                                                                                                   | 2.80 | 24.7    | 18.0 | 24.4 | 18.2 | 14.8 |
| Designated paddling routes for canoes, kayaks, rafts, driftboats                                                          | 2.79 | 25.3    | 17.1 | 24.5 | 19.5 | 13.6 |
| Low-impact exercise equipment                                                                                             | 2.48 | 34.1    | 18.8 | 22.7 | 13.8 | 10.6 |
| Off-highway vehicle trails/ areas                                                                                         | 2.44 | 36.9    | 19.3 | 19.3 | 12.2 | 12.4 |

Source: 2019-2023 Oregon SCORP

**COMMUNITY RECREATION PROGRAM NEED, OREGON GENERAL POPULATION IN 2017**

| Type of program, class, or event     | Do you have a need for this program, class, or event? |      | If yes, how well is your need being met? – Mean score* | Which programs are most important? |              |              |              |
|--------------------------------------|-------------------------------------------------------|------|--------------------------------------------------------|------------------------------------|--------------|--------------|--------------|
|                                      | % Yes                                                 | % No |                                                        | % 1st Choice                       | % 2nd Choice | % 3rd Choice | % 4th Choice |
| Farmer's market                      | 68.6                                                  | 31.4 | 3.83                                                   | 40.8                               | 16.6         | 10.3         | 7.1          |
| Concert                              | 56.3                                                  | 43.7 | 3.29                                                   | 9.9                                | 18.1         | 14.0         | 9.1          |
| Outdoor sports                       | 48.5                                                  | 51.5 | 3.43                                                   | 13.8                               | 8.2          | 9.0          | 9.4          |
| Outdoor movies                       | 46.2                                                  | 53.8 | 2.63                                                   | 3.2                                | 7.5          | 9.5          | 11.9         |
| Water exercise                       | 41.0                                                  | 59.0 | 3.00                                                   | 5.8                                | 6.8          | 6.5          | 7.5          |
| Historical tours                     | 40.2                                                  | 59.8 | 2.75                                                   | 2.9                                | 5.6          | 8.7          | 8.9          |
| Arts and crafts (ceramic, painting)  | 39.8                                                  | 60.2 | 3.04                                                   | 4.0                                | 6.9          | 7.3          | 7.5          |
| Quiet zone for reading or meditating | 38.8                                                  | 61.2 | 3.20                                                   | 4.8                                | 6.5          | 6.9          | 7.1          |
| Environmental education              | 34.9                                                  | 65.1 | 2.74                                                   | 3.1                                | 4.6          | 5.9          | 7.4          |
| Yoga                                 | 34.4                                                  | 65.6 | 3.12                                                   | 3.0                                | 4.5          | 4.8          | 4.5          |
| Game area (e.g., chess, cards)       | 26.4                                                  | 73.6 | 2.58                                                   | 1.2                                | 2.3          | 3.3          | 4.4          |
| Walking club                         | 26.3                                                  | 73.7 | 2.73                                                   | 0.7                                | 1.1          | 1.2          | 0.5          |
| Computer education                   | 25.5                                                  | 74.5 | 2.77                                                   | 1.3                                | 2.4          | 3.4          | 4.0          |
| Social dancing                       | 24.3                                                  | 75.7 | 2.68                                                   | 1.3                                | 2.5          | 3.0          | 4.2          |
| Aerobics                             | 22.8                                                  | 77.2 | 3.10                                                   | 1.1                                | 1.7          | 1.8          | 1.7          |
| Tai Chi                              | 20.8                                                  | 79.2 | 2.73                                                   | 1.5                                | 2.2          | 2.0          | 2.1          |
| Zumba                                | 18.7                                                  | 81.3 | 3.02                                                   | 1.0                                | 1.6          | 1.6          | 1.6          |
| Pilates                              | 18.4                                                  | 81.6 | 2.84                                                   | 0.5                                | 0.8          | 0.8          | 1.2          |

Source: 2019-2023 Oregon SCORP

**TOP TEN ACTIVITIES FOR OREGON FAMILIES WITH CHILDREN**

Source: 2019-2023 Oregon SCORP

**LANE COUNTY OUTDOOR RECREATION NEEDS**

| LANE COUNTY NEED                                |      |                                             |      |
|-------------------------------------------------|------|---------------------------------------------|------|
| Oregon Public Recreation Provider Survey        |      |                                             |      |
| Close-To-Home Priorities                        | Mean | Dispersed-Area Priorities                   | Mean |
| Trails connecting adjacent communities          | 4.50 | Connecting trails into larger trail systems | 4.71 |
| Urban bike paths (separate from street traffic) | 4.50 | Day-use hiking trails                       | 4.57 |
| Community trail system                          | 4.00 | Off-highway vehicle trails/ areas           | 4.43 |

Source: 2019-2023 Oregon SCORP

## Appendix 2: Summary of Related Planning Documents

### Oregon Statewide Planning Goals - 2019

The state of Oregon updated mandatory planning goals in 2019; eight of these goals are applicable to this comprehensive plan. Because this plan is programmatic and does not directly lead to purchase

of property, construction of parks or facilities, or create environmental impacts, many of the planning guidelines from the 2019 statewide goals are not applicable. BerryDunn worked to help ensure Willamalane's plans follow the statewide planning goals.

| Planning Goal # | Statewide Planning Goal                                       | Applicable to Willamalane's Comprehensive Planning |
|-----------------|---------------------------------------------------------------|----------------------------------------------------|
| 1               | Citizen Involvement                                           | Yes                                                |
| 2               | Land Use Planning                                             | Yes                                                |
| 3               | Agricultural Lands                                            | Minimally                                          |
| 4               | Forest Lands                                                  | Yes                                                |
| 5               | Natural Resources, Scenic and Historic Areas, and Open Spaces | Yes                                                |
| 6               | Air, Water, and Land Resources Planning                       | Yes                                                |
| 7               | Areas Subject to Natural Hazards                              | Yes                                                |
| 8               | Recreation Needs                                              | Yes                                                |
| 9               | Economic Development                                          | No                                                 |
| 10              | Housing                                                       | No                                                 |
| 11              | Public Facilities and Services                                | Minimally                                          |
| 12              | Transportation                                                | Minimally                                          |
| 13              | Energy Conservation                                           | Minimally                                          |
| 14              | Urbanization                                                  | No                                                 |
| 15              | Willamette River Greenway                                     | Minimally                                          |
| 16              | Estuarine Resources                                           | No                                                 |
| 17              | Coastal Shorelands                                            | No                                                 |
| 18              | Beaches and Dunes                                             | No                                                 |
| 19              | Ocean Resources                                               | No                                                 |

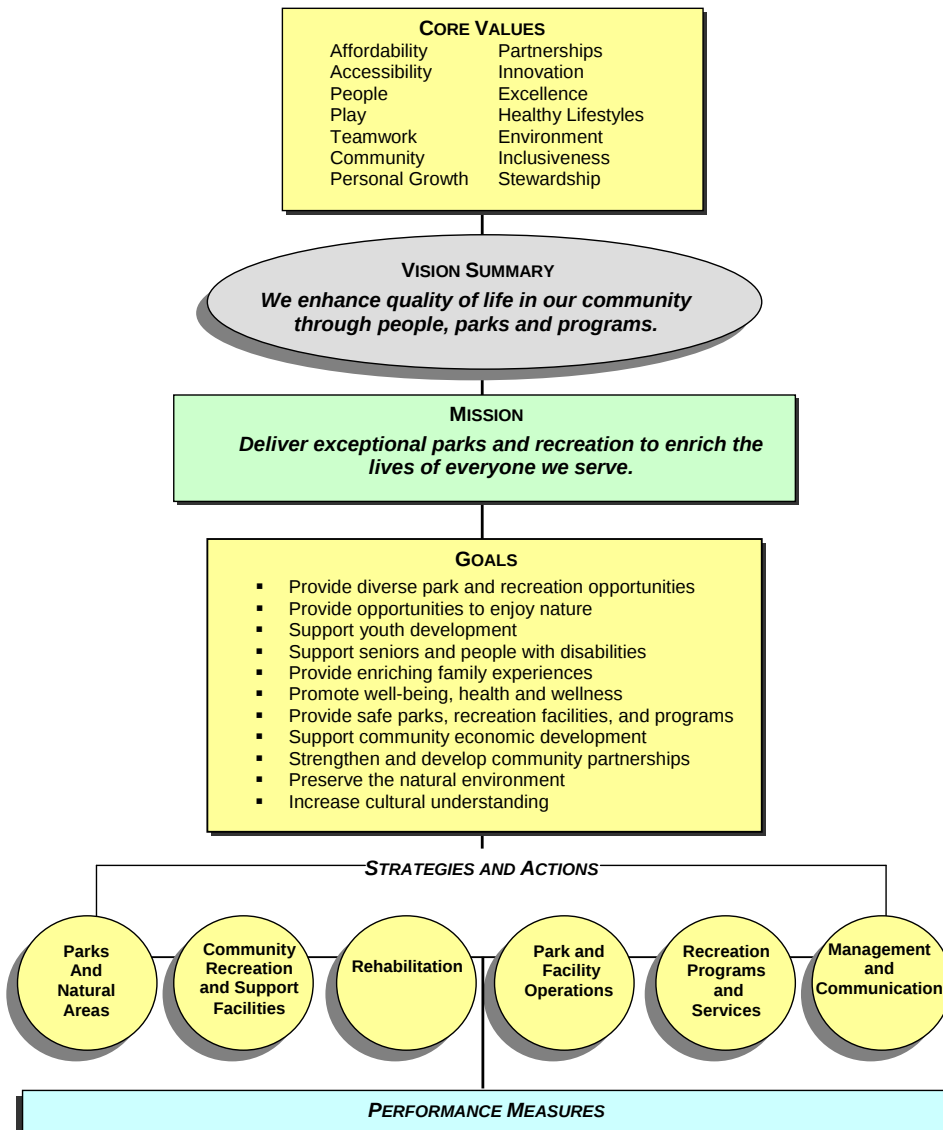
### Willamalane Park and Recreation District Comprehensive Plan - 2012

The 2012 WILLAMALANE comprehensive plan focused on the district's fourteen core values; development of eleven goals that led to six strategies regarding parks and natural areas; community recreation and support facilities; rehabilitation; park and facility operations; recreation programs and services; and department management and communication. The plan did an excellent job identifying performance measures. The plan resulted in a district capital improvement plan that identified \$39 million in capital projects from 2012 to 2021 and an additional \$29 million between 2022 and 2031. An additional \$34 million in unfunded projects was also documented. Capital project funding was identified from existing fund balances, system development charges, grants and donations, and a general obligation bond.

The plan also focused on the following areas of improvement:

- Collaboration
- Glenwood and Downtown areas
- Thurston Hills Ridgeline
- Connections to waterways
- Opportunities for active play
- Reinvestment
- Resource conservation
- Recreation programs

#### 2012 WILLAMALANE COMPREHENSIVE PLAN MISSION, VALUES, GOALS, AND STRATEGIES



## 2.2 Community Needs Assessment - 2017

The district published the results of their last community needs assessment in 2017, allowing comparisons to the 2012 assessment conducted during the last comprehensive plan update. The community was engaged with a 23-question survey that received 139 paper responses, 1,079 online responses, and 664 intercept surveys and targeted conversations with members of the Latinx community. The needs assessment analysis concluded:

- 90% of district residents are highly satisfied with facilities and services
- District programs and services provided great value
- Over 94% of district residents feel welcome, safe, and comfortable with district facilities and services

In addition to satisfaction, the assessment also evaluated participation, awareness of district facilities and programs, and communication.

Key findings led to the following areas of focus for Willamalane:

- Increase community outreach in general, but target underserved populations
- Diversify programs and services to serve the Latinx population
- Increase awareness of available inclusion and accessibility accommodations
- Adjust programming schedules, fees, and locations to meet the needs of the patrons
- Collect feedback on a more regular basis and utilize that data in future programming
- Consider data from this needs assessment as baseline information when collecting feedback in the future

## 2.3 Willamalane Strategic Priorities, Recommendations, and Findings - 2018

The district set strategic priorities, identified value statements, created a structure, and identified teams for implementing the five strategic priorities below. This was a significant undertaking that provided a baseline for many of the recommendations found in this comprehensive plan.

| Strategic Priorities (SP)                                                        | Key Findings/Areas of Improvement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|----------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Desirable place to work and job satisfaction</b>                              | <ul style="list-style-type: none"> <li>• Clear, transparent, and effective communication across the organization</li> <li>• Open and clear communication with diverse groups within the organization</li> <li>• Employee involvement in decision making</li> <li>• Trust in management or board decisions</li> <li>• Opportunities for equitable promotion and advancement</li> </ul>                                                                                                                                                           |
| <b>Reinvestment plan for physical assets</b>                                     | <ul style="list-style-type: none"> <li>• A system to inventory assets to create an asset management plan</li> <li>• A system for asset maintenance and replacement funding plan</li> <li>• A schedule for maintenance and replacement of assets</li> <li>• An evaluation of district facilities</li> <li>• Creation of maintenance standards</li> <li>• Appropriate staffing and organizational structure to support maintenance</li> </ul>                                                                                                     |
| <b>Complete current bond-funded capital projects and nurture public trust</b>    | <ul style="list-style-type: none"> <li>• A summary of the use of the bond was presented with only seven projects outstanding.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Enhance diversity</b>                                                         | <ul style="list-style-type: none"> <li>• Increase employee awareness</li> <li>• Develop an understanding of how to reach and meet the needs of the Latinx community</li> <li>• Examine access opportunities for individuals and families experiencing homelessness</li> <li>• Develop signage standards that help meet the needs of diverse populations</li> <li>• Three objectives around the Latinx population, the Americans with Disabilities Act, inclusion, and socioeconomic factors were identified along with action items.</li> </ul> |
| <b>Generate operating efficiencies through integrated administrative systems</b> | <ul style="list-style-type: none"> <li>• Adopt software and practices that are consistent with Willamalane goals of efficiency and flexibility</li> <li>• Develop consistent district-wide training standards and professional development opportunities</li> <li>• Ensure the security of Willamalane's information and communication resources</li> </ul>                                                                                                                                                                                     |

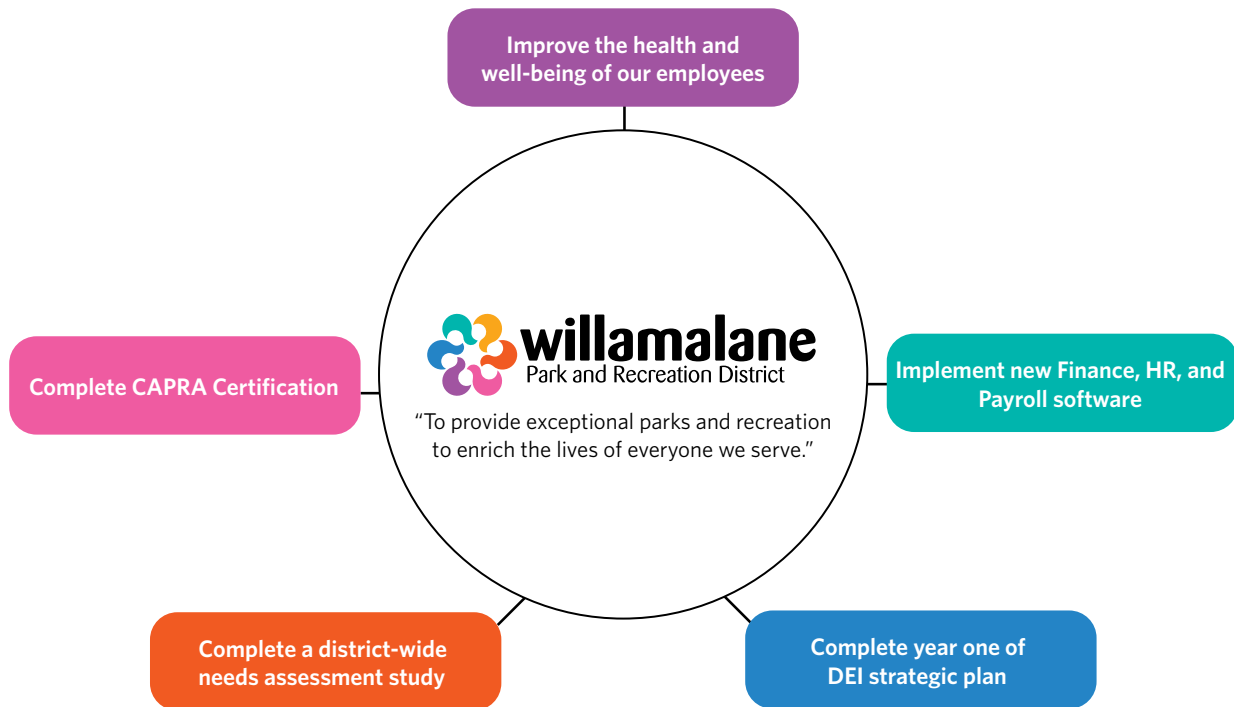
## 2.4 Willamalane Operational Objectives - 2022

The district identified five operational objectives to be completed by June 30, 2022. The district completed work on all five objectives in 2022.

# SUCCESS IN FISCAL YEAR 2022

SMART goals for Willamalane staff from July 1, 2021 - June 30, 2022

**S** - Specific  
**M** - Measurable  
**A** - Actionable  
**R** - Realistic  
**T** - Timely



## WILLAMALANE OPERATIONAL OBJECTIVES - 2022

### 2.5 Community Engagement Strategic Plan - 2022

The district's Community Engagement Division has eight focus areas as documented in the strategic plan, along with nine priority projects for FY 2022.

#### COMMUNITY ENGAGEMENT FOCUS AREAS

- Serving as a strategic partner for the district
- Facilitating community connection
- Ensuring brand consistency
- Advocating for an exceptional patron experience
- Marketing
- Public relations and communication
- Legislative affairs
- Resource development

**PRIORITY PROJECTS FOR FY22**

- Lead district marketing, communication, and design that supports recreation, parks, district initiatives, and the Willamalane brand
- Develop and deploy a district-wide internal communication strategy
- Lead district public communication
- Obtain \$151,500 in sponsorships and donations
- Deploy and implement brand guidelines
- Develop and deploy an annual report
- Lead the district's legislative affairs efforts
- Lead the district in the production and execution of the 1PASS Program (programs for 2021 and 2022)
- Support and activate registration day campaigns

## 2.6 Diversity, Equity, and Inclusion (DEI) Strategic Action Plan - 2021

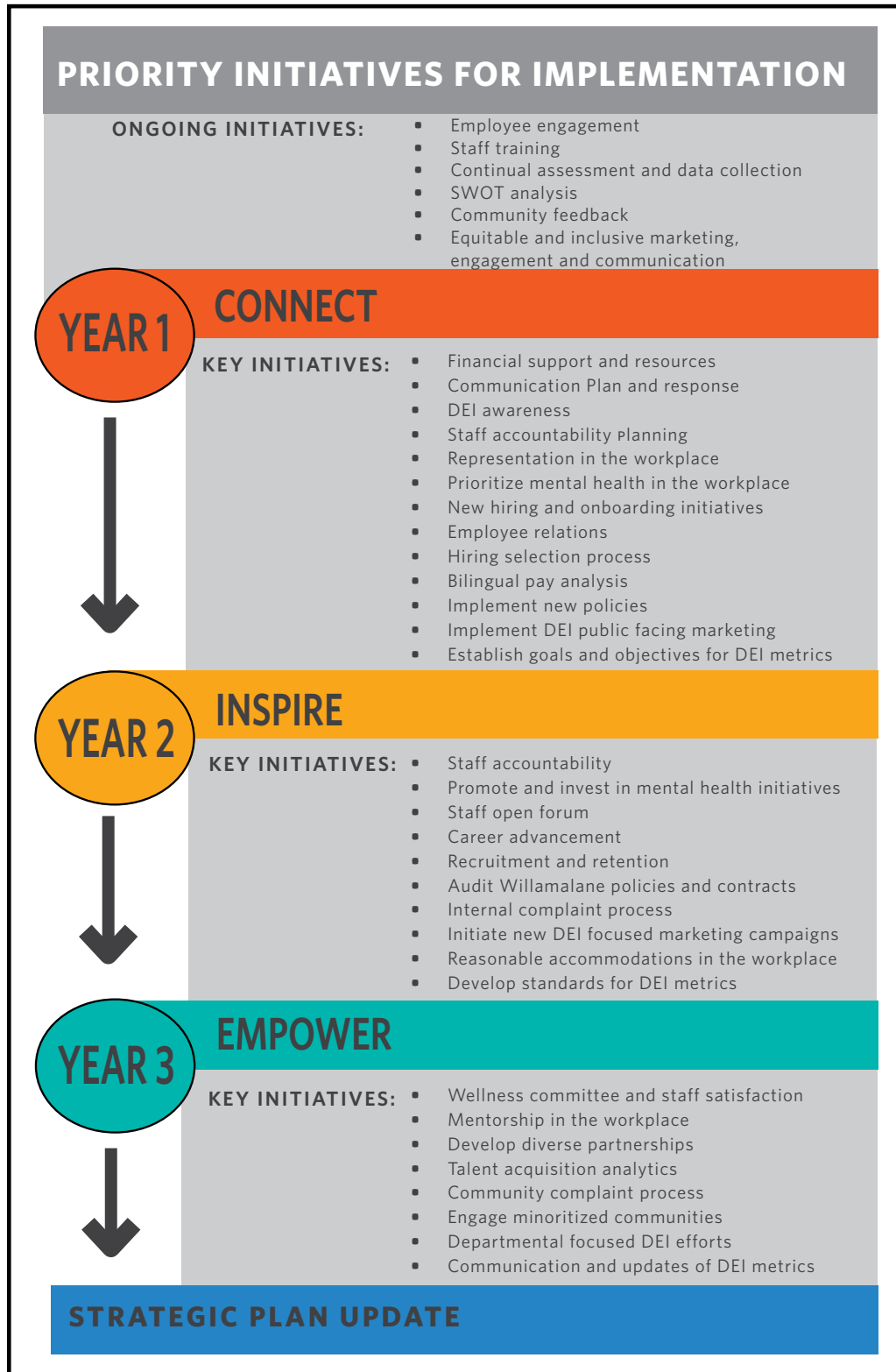
Willamalane's 2021 DEI Strategic Action Plan lays out goals that represent a three-year, comprehensive

approach to Diversity, Equity, Inclusion, and a sense of belonging for district residents and employees.

The plan identified the nine goals below and included action items directly applicable to this planning effort.

1. Develop a support system for DEI initiatives
2. Demonstrate leadership and staff commitment and accountability
3. Design a cohesive and inclusive work culture
4. Ensure recruitment, hiring practices, selection, and promotion processes encourage diversity, equity, and inclusion
5. Encourage Diversity, Equity, and Inclusion
6. Create and implement policies and procedures that are socially responsible for staff, stakeholders, patrons, participants, and vendors
7. Engage minoritized communities
8. Support departmental DEI efforts
9. Provide reasonable accommodations in the workplace

**DEI STRATEGIC PLAN PRIORITY INITIATIVES**



## 2.7 The City of Springfield, Oregon Comprehensive Plan - 2012



The City of Springfield Comprehensive Plan includes a recreation element, adopting the Willamalane Comprehensive

Plan by reference. Each update to the Willamalane comprehensive plan is to be reviewed and accepted by the City of Springfield after adoption by the district. To ensure consistency, a public engagement plan was presented to the City of Springfield at the onset of this planning process.

## 2.8 Lane County Parks and Open Space Plan – 2018



Lane County Parks span a large area that includes Florence to the West and the McKenzie and Willamette Rivers to the east. Willamalane is in the center of Lane County. Community priorities identified were to be accessible to water and nature-based recreation. Strategies include collaborating,

connecting, creating vibrance, building economic vitality, protecting resources, and creating a reflection of the county's values. Recommendations within this comprehensive plan will consider these strategies.

## 2.9 The Rivers to Ridges Metropolitan Regional Parks and Open Space Study - 2003

To create a regional vision for parks, recreation, and natural areas, the Eugene and Springfield City Councils, the Lane County Board of Commissioners, and the Willamalane Park and Recreation Board met jointly in 2000 and agreed to complete a Metropolitan Regional Parks and Open Space Study. The outcome was the Rivers to Ridges Metropolitan Regional Parks and Open Space Study that identified long- and short-term strategies for implementing the vision. While the Vision was first published in 2003, many of the elements continue to apply to current and future planning efforts.

- Variety
- Scenic Quality
- Connectivity
- Recreation and Education
- Habitat
- Rivers, Waterways, and Wetlands
- Community Buffers

## 2.10 Rivers to Ridges Metropolitan Regional Parks and Open Space Study, 2003

The 2003 study included nine vision strategies and a regional visioning map as described below.

### 1. Existing Open Space Anchors

These include existing regionally significant public parks and open space areas that form the foundation of the existing open space system. These include areas such as the Dorris Ranch Park, Buford Recreation Area, Spencer Butte Park, Island Park, Alton Baker Park, Delta Ponds, the west Eugene wetlands, the Willow Creek Natural Area, Elijah Bristow State Park, Armitage Park, and Fern Ridge Reservoir.

### 2. Potential Future Open Space Anchors

These are areas that have been identified as potential key additions to the regional parks and open space system based on ecological, scenic, recreational, or cultural values.

### 3. Key Future Upland Connections (Greenways)

These are primarily ridgeline corridors that could be used to connect major open space anchors and serve as recreational and wildlife corridors.

### 4. Key Water-Based Connections (Blueways)

These are linear corridors that follow major rivers and creeks. These corridors typically include the riparian zones and floodplains associated with creeks and rivers and are well suited for habitat protection and restoration.

### 5. Existing Recreational Trails

These include the existing major multi-use paths and trails within the study area and provide both recreational and transportation uses.

### 6. Potential Future Recreational Trails and Pathways (Opportunities)

These potential recreational trails and pathways could provide access to and between major open space anchors and would be sited to avoid impacts to sensitive habitat and private property.

### 7. Community Buffers

These are critical areas needed to provide separation between the metro area and nearby small cities. In most instances, these separators or buffers could take the form of agricultural or forest lands, riparian corridors, or other natural areas.

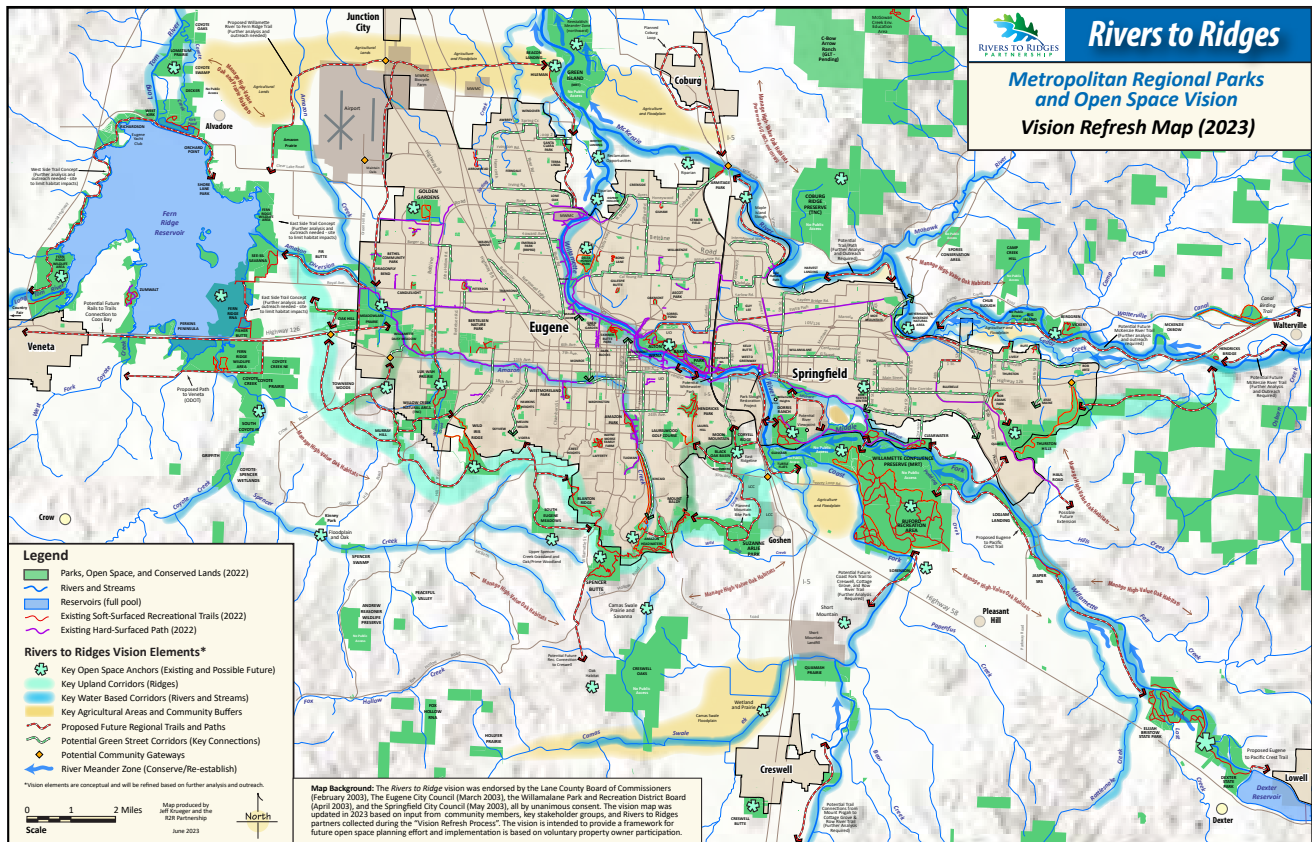
## 8. Community Gateways

These are major points of entry into the community and have the potential to provide a scenic gateway and a clear urban-rural transition.

## 9. Highly Visible Scenic Resources

These are generally forested hills, slopes, and buttes that are highly visible from population centers.

### RIVERS TO RIDGES REGIONAL PARKS AND OPEN SPACE STUDY VISION MAP



## 2.11 The 2017 Community Needs Assessment (Summary)

The district published the results of their last community needs assessment in 2017, allowing comparisons to the 2012 assessment conducted during the last comprehensive plan update.

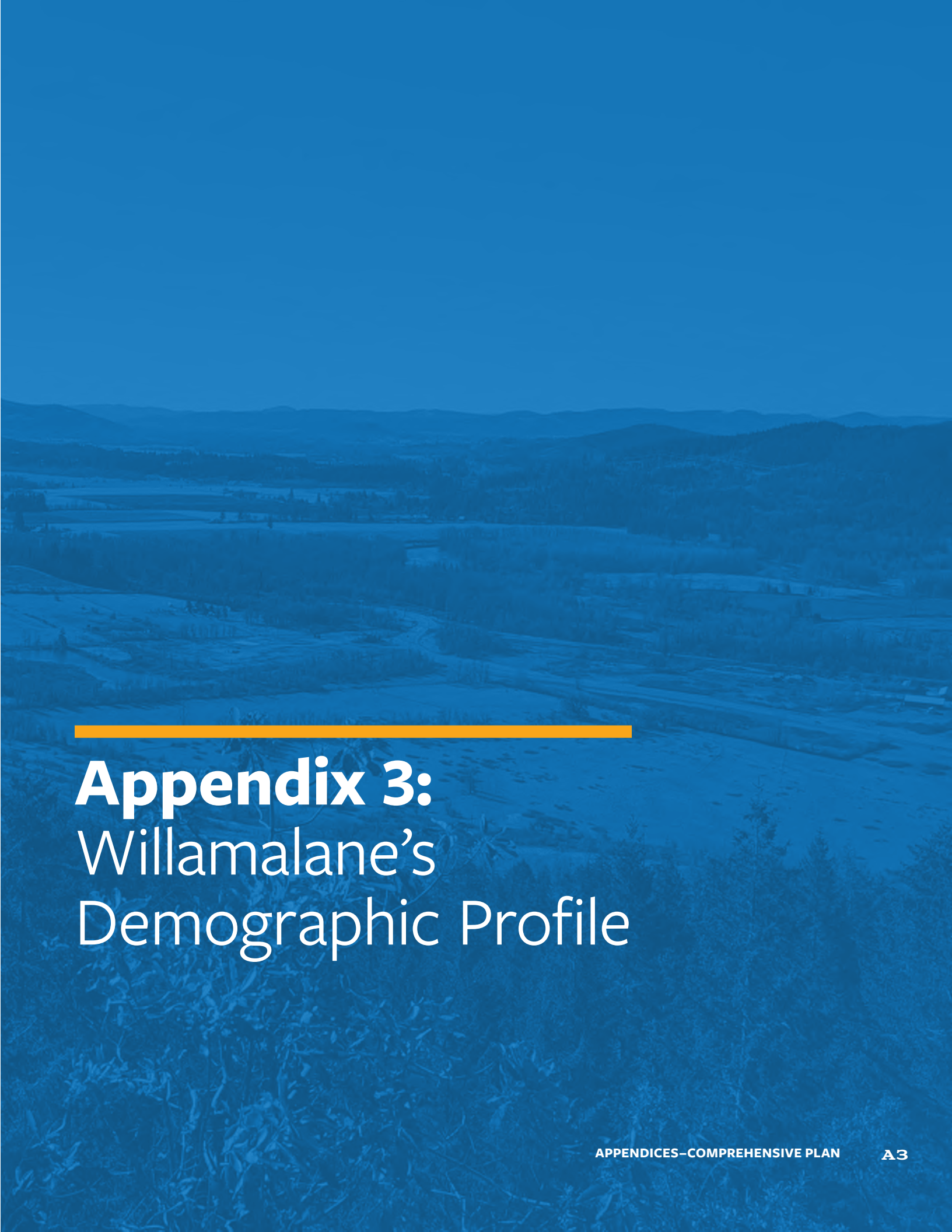
The community was engaged with a 23-question survey that received 139 paper responses, 1,079 online responses, and 664 intercept surveys and targeted conversations with members of the Latinx community. The needs assessment analysis concluded:

- Ninety percent of district residents are highly satisfied with facilities and services
- District programs and services provided great value
- Over 94% of district residents feel welcome, safe, and comfortable with district facilities and services

In addition to satisfaction, the assessment also evaluated participation, awareness of district facilities and programs, and communication.

Key findings led to the following areas of focus for Willamalane:

- Increase community outreach in general, but target underserved populations
- Diversify programs and services to serve the Latinx population
- Increase awareness of available inclusion and accessibility accommodations
- Adjust programming schedules, fees, and locations to meet the needs of the patrons
- Collect feedback on a more regular basis and utilize that data in future programming



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## **Appendix 3:** Willamalane's Demographic Profile

# Appendix 3. Willamalane’s Demographic Profile

The Willamalane Park and Recreation District demographic profile was developed to provide an analysis of household and economic data in the area, helping residents to understand the historical and projected changes that may impact the community. The demographics analysis provides insight into the potential market for community parks, trails, and recreation programs and services by highlighting where and how the community is likely to change.

## 3.1 Sources

Reference data was primarily sourced from Esri Business Analyst as of May 2022. According to its website, Esri Business Analyst is “a solution that applies Geographic Information Systems (GIS) to extensive demographic, consumer spending, and business data to deliver on-demand analysis.” At the time of this report, Esri’s primary source for demographic information is the 2020 U.S. Census.

This study also analyzed data from the Population Research Center (PRC) located within the College of

Urban Planning and Affairs at Portland State University, which tracks Oregon’s growth and demographic changes. Data available from the PRC was used as the basis of the population estimates and projections for this report.

While PRC and Esri both utilize the U.S. Census as their primary data source, the data represented here differs due to local and regional estimates. When compared, those differences in data have been noted and analyzed.

Finally, information about health, wellness, and disability status was sourced from the American Community Survey (ACS) and the Robert Wood Johnson Community Health Foundation.

## 3.2 Area of Study

Willamalane utilized Springfield’s urban growth boundary (UGB) as the geographic boundary for the demographic analysis. In addition, comparisons to the City of Springfield’s city limits were analyzed to provide additional context.

The boundary of the UGB is approximately 24.1 square miles. The City of Springfield’s city limits is an estimated 15.74 square miles.

### CITY OF SPRINGFIELD AND SPRINGFIELD URBAN GROWTH BOUNDARIES



### 3.3 Community Profile

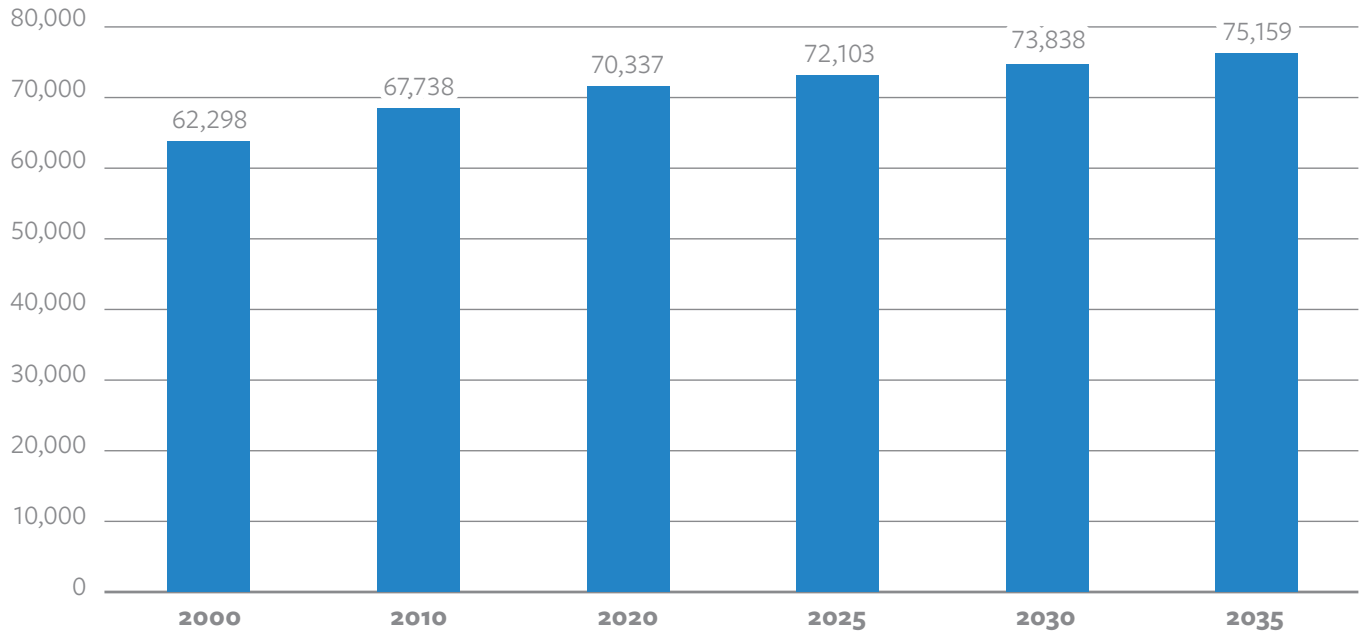
#### Population

From 62,298 in 2000, the population within the Springfield UGB has continued to grow steadily over the past two decades. In 2020, the population was estimated at 70,337. The PRC projects that the UGB population will grow to over 75,159 by 2035.

The UGB population was estimated at 70,337 in 2020.



#### HISTORIC AND PROJECTED POPULATION GROWTH IN SPRINGFIELD UGB



#### Household Information

Analysis of the household characteristics within the Springfield UGB indicates that the area has a lower median income and a lower average home value than the state of Oregon. The following facts demonstrate the key highlights regarding household information compared to the state:

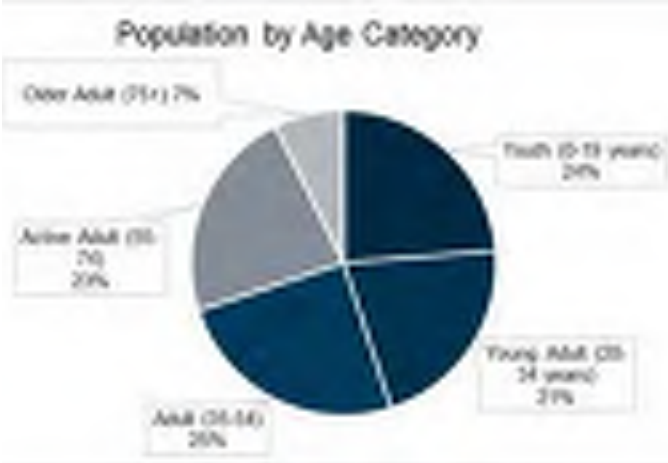
- The median household income was \$50,481, which is over \$15,000 less than the median household income of \$65,472 for the state of Oregon (Esri, 2021).
- The average home value was \$311,024, which is less than the home value average of \$441,837 in the state of Oregon (Esri, 2021).
- Over 18.3% of households in the City of Springfield were below the poverty level in 2020 compared to 12.4% in the state of Oregon (ACS, 2020).
- The average household size in the Springfield UGB (2.48) was similar to the state of Oregon (2.47) (ACS, 2020).
- Children in the Springfield Public Schools System had a 61.5% participation rate in the free and reduced lunch program as reported in 2018, which is the third highest rate of the 12 school districts in Lane County.
- The average household size in the Springfield UGB (2.48) was similar to the household size in state of Oregon (2.47), (ACS, 2020).

Age

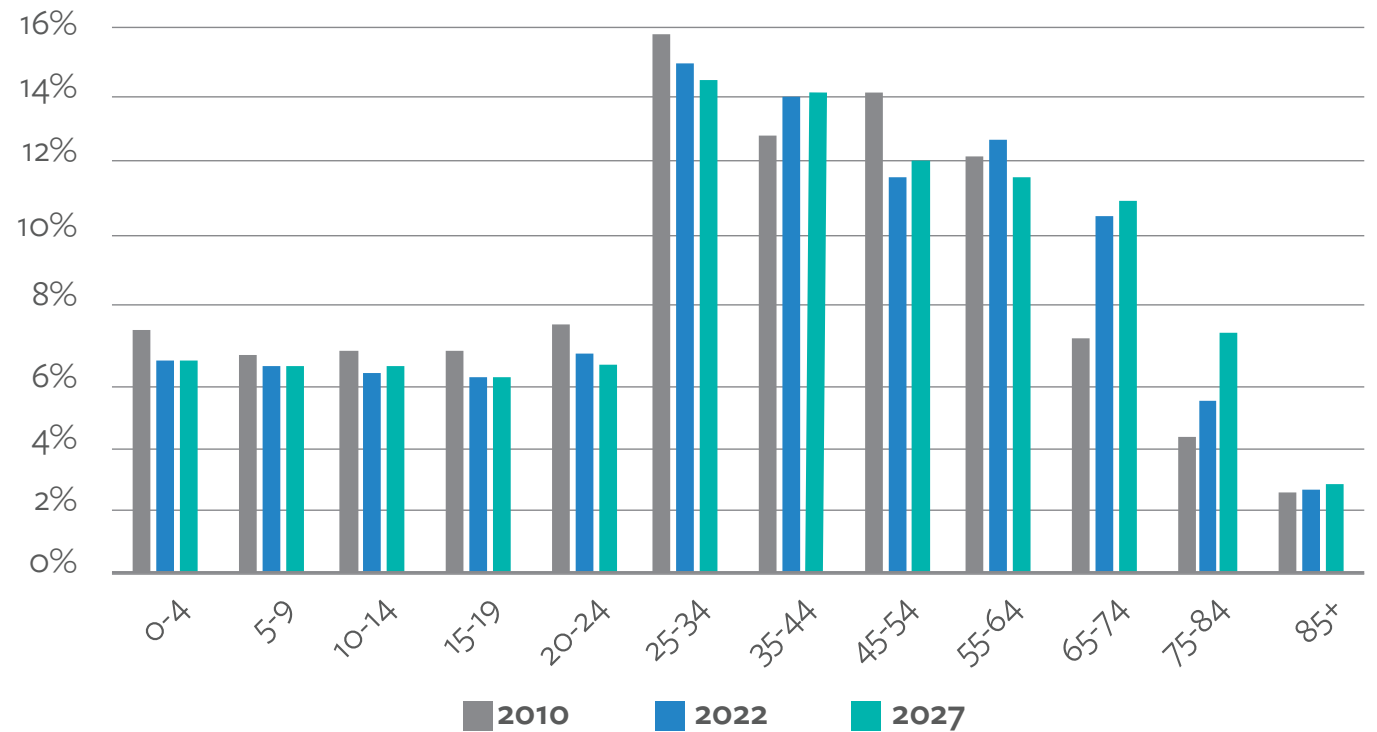
The median age in the Springfield UGB was 38.4 years old in 2021. This is slightly younger than the median ages in the state of Oregon (40.3) and the United States (38.8) (Esri, 2021).

The median age in 2022 was 48.4 years old.

AGE DISTRIBUTION CHARACTERISTICS IN SPRINGFIELD UGB (PROJECTED POPULATION IN 2026)



Age groups 0 – 4, 5 – 9, 10 – 14 and 15 – 19 all account for approximately one-fourth of the total youth population in each group. Age group projections are in the chart below.



Source: 2021 Esri Business Analyst

## Race and Diversity

The UGB population is becoming more diverse over time. While still mostly white, the number of Latinx people (irrespective of race) has increased from 11.32% in 2010 to an estimated 16.95% in 2026.

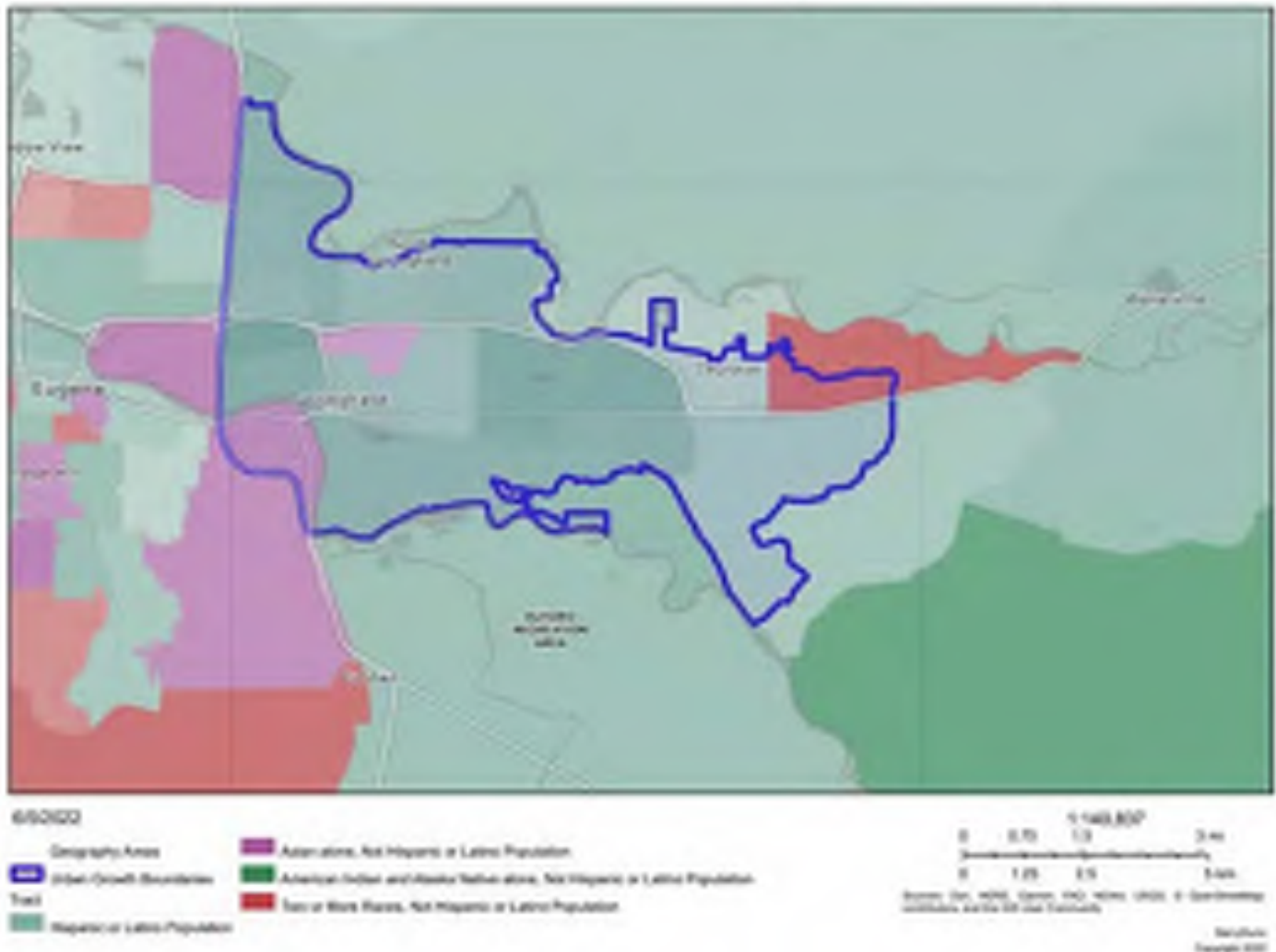
The population of people of color distribution is mapped in the figure below; purple represents the Asian population, and red represents a population of two or more races. The eastern side of Springfield has a higher percentage of those from two or more races (not Hispanic or Latinx), while most of the UGB population is primarily white. Parts of central Springfield and southwestern Springfield have a higher percentage of the Asian residents.

## RACE AND ETHNICITY IN THE SPRINGFIELD UGB

| Population Group               | 2010   | 2021   | 2026 Projection |
|--------------------------------|--------|--------|-----------------|
| White                          | 86.55% | 82.91% | 81.04%          |
| Black/African American         | 1.01%  | 1.29%  | 1.42%           |
| Asian                          | 1.26%  | 1.68%  | 1.87%           |
| American Indian/ Alaska Native | 1.39%  | 1.65%  | 1.76%           |
| Pacific Islander               | 0.31%  | 0.34%  | 0.35%           |
| Two or More Races              | 4.63%  | 5.78%  | 6.34%           |
| Other Race                     | 4.85%  | 6.36%  | 7.22%           |
| Hispanic                       | 11.32% | 14.84% | 16.95%          |

Source: Esri Business Analyst, 2021

## MINORITY RACE DISTRIBUTION IN SPRINGFIELD UGB



People with Disabilities

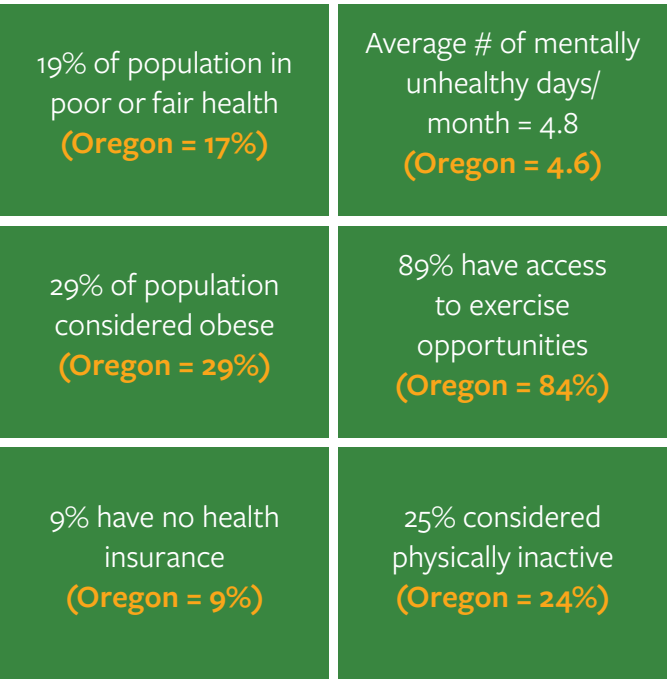
According to the ACS, 19.1% of Springfield’s UGB population experienced living with some sort of hearing, vision, cognitive, ambulatory, self-care, and/or independent living difficulty in 2021. This is higher than the state of Oregon at 14.3% and reaffirms the importance of inclusive programming and Americans with Disabilities Act (ADA) transition plans for parks and facilities. See Table 5b below for a breakout of disability by percentage in the Springfield UGB. The highest percentage of individuals with disabilities in Lane County are American Indian/Alaska Natives (21.6%), white (17.6%), two or more races (15.6%), and Latinx (11.1%).<sup>3</sup>

3.4 Health and Wellness

Understanding the status of a community’s health can help inform policies related to recreation and fitness. The Robert Wood Johnson Foundation’s County Health Rankings and Roadmaps provide annual insight on the general health of national, state, and county populations. Lane County, home to the city of Springfield, ranked in the higher-middle range of counties in Oregon (higher 50% – 75%) in 2021. The following figure provides additional information regarding the county’s health data as it may relate to parks, recreation, and community services (Robert Wood Johnson Foundation, 2021).

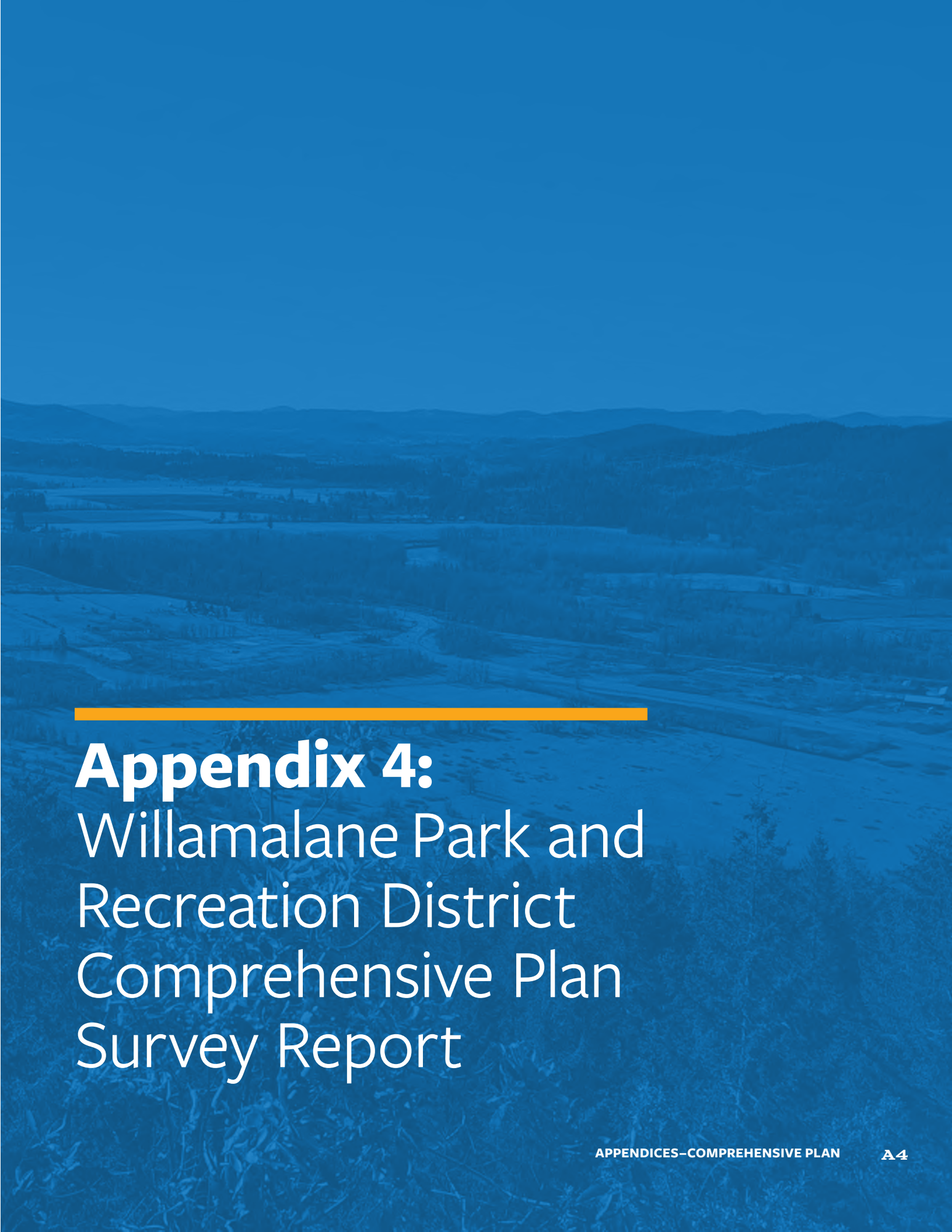
TYPES OF DISABILITIES IN THE CITY OF SPRINGFIELD UGB

|                               |      |
|-------------------------------|------|
| Hearing difficulty            | 5.7% |
| Vision difficulty             | 3.4% |
| Cognitive difficulty          | 8.9% |
| Ambulatory difficulty         | 9.1% |
| Self-care difficulty          | 3.3% |
| Independent living difficulty | 8.4% |



Source: Robert Wood Johnson Foundation’s County Health Rankings and Roadmaps

<sup>3</sup> Lane County Health Equity Report, 2020.



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# **Appendix 4:** Willamalane Park and Recreation District Comprehensive Plan Survey Report

# Appendix 4. Willamalane Park and Recreation District Comprehensive Plan Survey Report





## Table of Contents

- Introduction
- Methodology
- Key Findings
- Living in Willamalane
- Current Usage
- Current Conditions
- Future Facilities, Amenities and Services
- Communication
- Financial Choices/Fees
- Demographics

## Introduction

- The purpose of this study was to gather community feedback on the Willamalane PRD parks, recreation facilities, amenities, future planning, communication, and more.
- This survey research effort and subsequent analysis were designed to assist the Willamalane PRD in developing a plan to reflect the community's needs and desires.



# Research Methods

1 = Statistically Valid (Invitation Survey)  
Paper surveys were mailed to a systematic random sample of addresses in Willamalane Park and Recreation District with the option to complete online through password protected website (1 response per household).

 262 Invitation surveys completed  
+/- 6.0% Margin of Error

2 = Open Link Survey  
Later, the online survey was made available to all Willamalane Park and Recreation District stakeholders, including non-county residents (e.g., commuters, residents of nearby communities)

 1,336 Open Link surveys completed

4,502 Surveys Mailed  
(4,406 delivered)



# Weighting the Data

1

The underlying data from the survey were weighted by age and ethnicity to ensure appropriate representation of **Willamalane Park and Recreation District residents** across different demographic cohorts in the sample.



2

Using U.S. Census Data, the age and ethnicity distributions in the total sample were adjusted to more closely match the actual population profile of the **Willamalane Park and Recreation District**.

## Key Findings



Two samples were collected in the survey effort, the statistically-valid invite sample and the Open link sample, which had a strong response. Together they provide an excellent source of input on topics addressed through the survey. Survey results are presented in formats that compare responses from each sample, along with an overall response. **In general, responses from the Open link survey are similar to the invite, a positive finding that it indicates a more general consensus across the two samples.**



**Respondents show higher levels of familiarity of the parks, recreation facilities and services provided by Willamalane.** The average rating for the invite sample was 3.6 out of 5 with 5 being “very familiar” and an average of 4 out of 5 for the Open link. Trails/paths maintained by Willamalane, natural areas/open spaces and parks and playgrounds are the most frequently used amenities by both samples.



**Awareness of facilities and services provided by Willamalane are the top areas if addressed, would increase use;** including for those who identify as Latinx particularly for Areas A and F, and households with a disability.

## Key Findings



**Overall, respondents generally feel very welcome in Willamalane parks and facilities.** The average was 4.3 for the Invite sample and 4.4 for the Open link on a scale of 1 to 5, with 5 being “very welcome”.



**The top future amenity and facility priority for both samples is park safety and maintenance. Top priorities for the trail system include soft-surface hiking trails in scenic settings, connectivity between existing trails, and accessible walking trails.**



**Natural areas/open spaces, community centers and basketball court needs are highly meeting the needs of the community.** Restrooms in parks, pickleball courts and outdoor fitness stations in parks needs are not being met as well.

# Key Findings



**Approximately 89% of invite respondents have children 12-17 at home.** Among those with 12–17-year-old children at home, 96% respond saying more trails and bike paths are needed.



**Among invite respondents, 69% prefer direct mail for communication, and 64% prefer email communication.** Currently, 63% of respondents use direct mail for communication. Effectiveness of communication about parks, recreation facilities, and services is rated to be at least a 3 out of 5 by 74% of invite respondents.



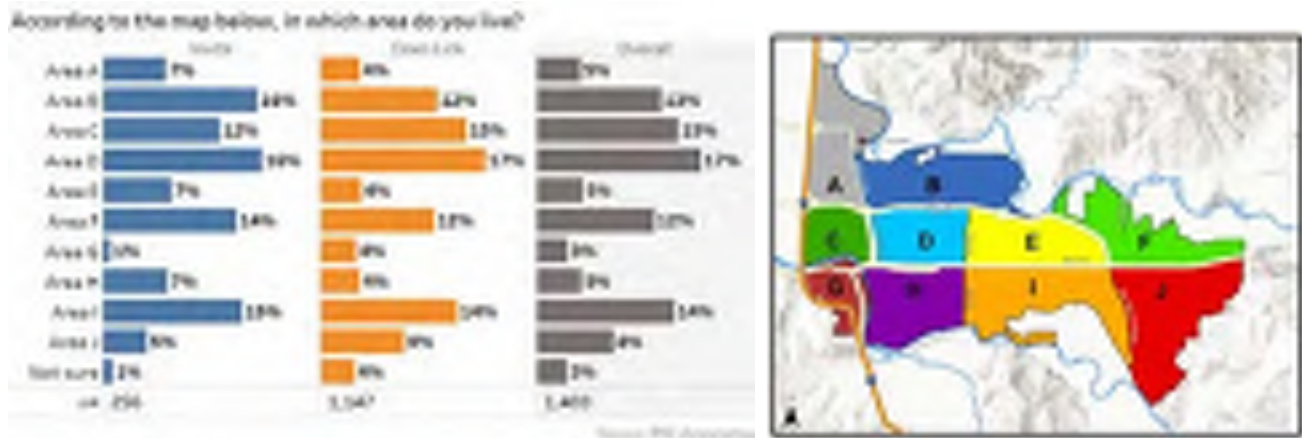
**About 69% of the Invite respondents responded they will probably or definitely support a bond referendum for specific projects.** In total for both samples, over half of respondents support fees for new development of parks and recreation facilities. 45% of invite respondents do not support increased property taxes.

## Living in Willamalane



## Location in Willamalane

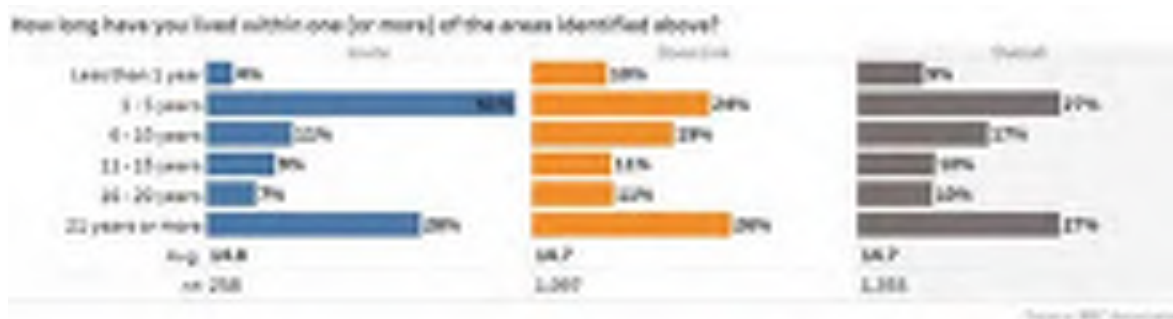
Respondents are well dispersed throughout the Willamalane Park and Recreation District, with fewer from Area G.



11 RRC

## Length of Time in Willamalane

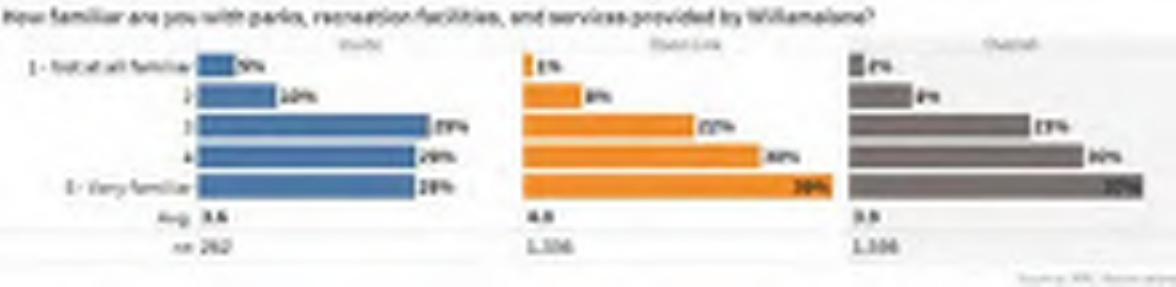
There are both newer residents and older residents in the District. A total of 45% of the Invite sample has lived in the area for less than a year to five years, and 28% have lived in the area for 21 years or more. The average length of time in the community for both samples is about 15 years.



12 RRC

## Familiarity with Parks and Recreation Facilities

Respondents show higher levels of familiarity of the parks, recreation facilities and services provided by Willamalane. The average rating for the invite sample was 3.6 out of 5 with 5 being “very familiar” and an average of 4 out of 5 for the Open link.



## Current Usage



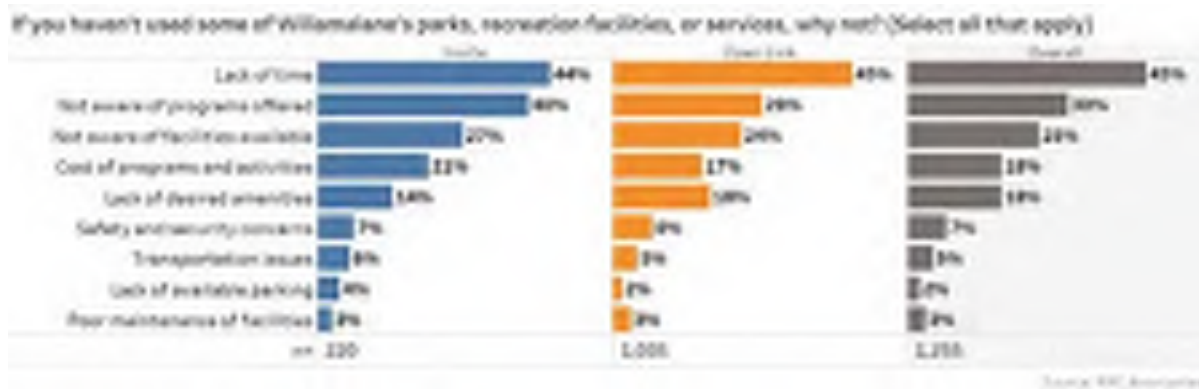
## Frequency of Use

- Trails/paths maintained by Willamalane, natural areas/open spaces and parks and playgrounds are the most frequently used amenities by both samples.
- Les Schwab Sports Park was the least frequently used.



## Reasons for Non-Use

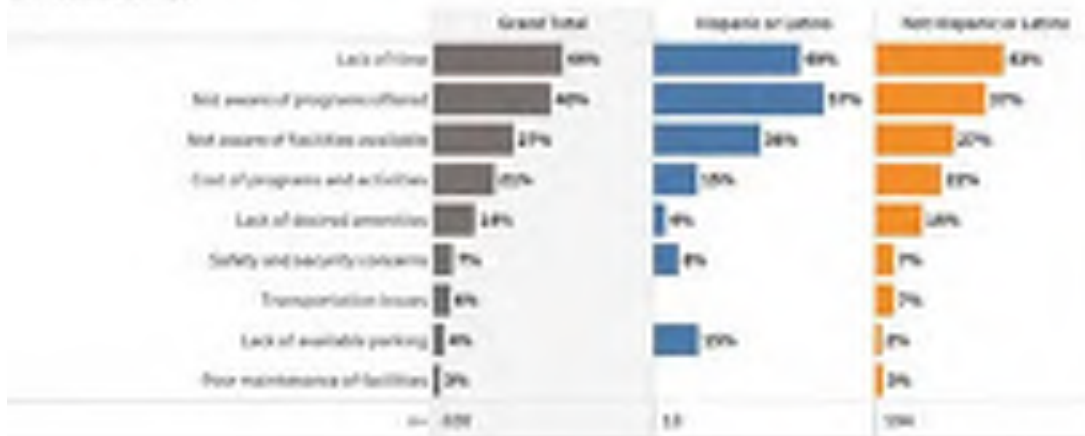
About 45% of both samples say one of their main reasons for not using the District's facilities and services is lack of time. Over two-thirds (67%) of Invite respondents, and 52% of Open link respondents are unaware of programs and facilities offered and available.



## Reasons for Non-Use By Ethnicity of the Invite Sample

The sample size of Hispanic or Latino respondents for this question was low, so results may not be representative of the entire community; however, among the Hispanic or Latino respondents, 57% are unaware of programs offered, 20% more than those who are not Hispanic or Latino. Additionally, 36% of respondents who are Hispanic or Latino are not aware of facilities available compared to 27% of those that are not.

If you haven't used some of Willamalane's parks, recreation facilities, or services, why not? (Select all that apply) (Invite Sample only)



Source: 2017 Survey Data

17



## Reasons for Non-Use By Location of the Invite Sample

By area, reasons for non-use varied, but are generally concentrated on a lack of time, awareness and cost. Individual sample sizes for this question are low for many areas after segmenting and may not represent the full community. Caution should be used for any results with a sample size less than 30.

If you haven't used some of Willamalane's parks, recreation facilities, or services, why not? (Select all that apply) (Invite Sample only)



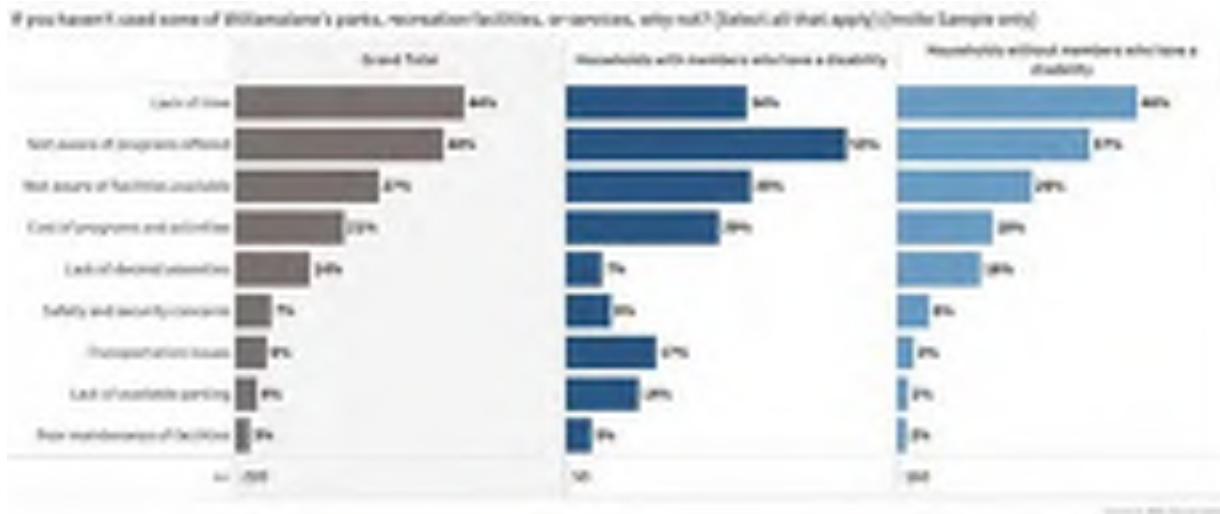
Source: 2017 Survey Data

18



## Reasons for Non-Use By Households with a Disability (Invite Sample)

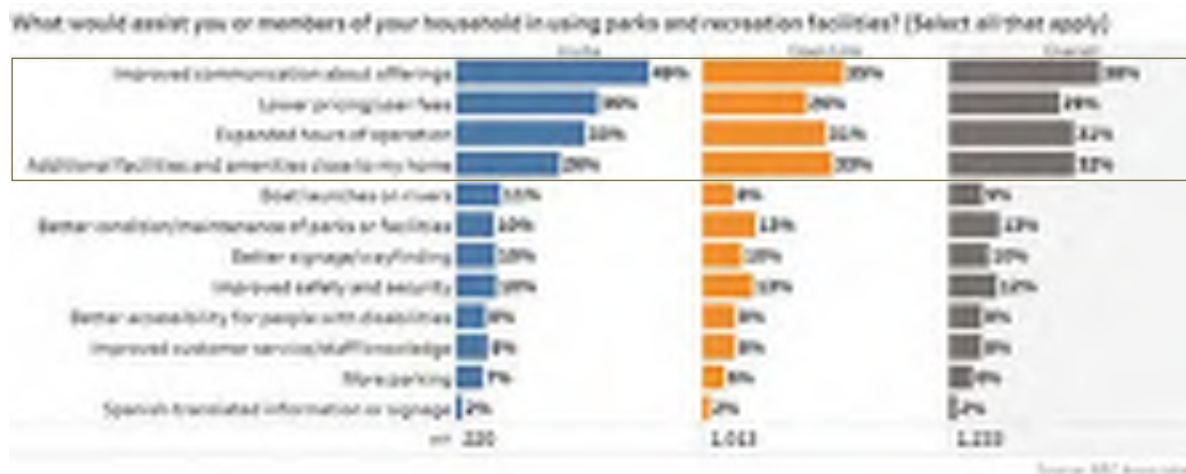
Over half of households with members who have a disability (53%) are unaware of programs and 35% are unaware of facilities available by Willamalane Park and Recreation District.



19 RRC

## Assistance to Use Parks or Recreation Facilities

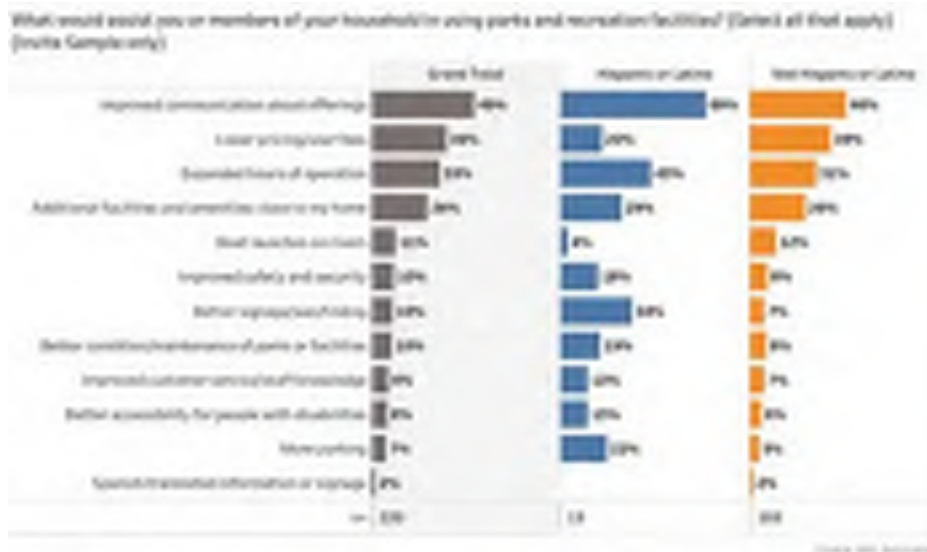
The highlighted responses show the top methods of assisting members of the area in using the Willamalane's parks and recreation facilities. At least a quarter of both samples feel that including improved communication, lower pricing/fees, Expanded hours and additional facilities would increase their use of parks and recreation facilities.



20 RRC

## Assistance to Use Parks or Recreation Facilities By Ethnicity of the Invite Sample

While the sample size is too low to generalize to the community, 69% of Hispanic or Latino respondents indicate that improved communication about offerings would assist households in using parks and recreation facilities.

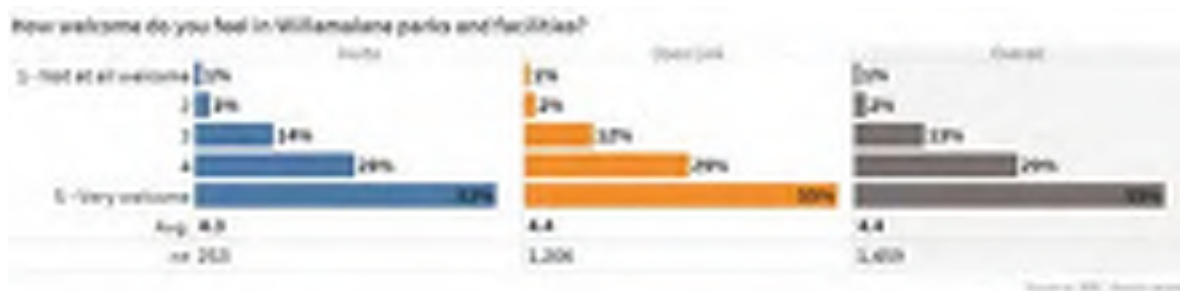


21



## Sense of Welcomeness at Parks and Facilities

Overall, respondents generally feel very welcome in Willamalane parks and facilities. The average was 4.3 for the Invite sample and 4.4 for the Open link on a scale of 1 to 5, with 5 being "very welcome".



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## Why Respondents Don't Feel Welcome in Willamalane Parks and Facilities

### Open-Ended Comments

Respondents who rated a 1 (not at all welcome) or 2 in the prior question were asked to provide more details as to why they do not feel welcome in Willamalane PRD. Out of 44 comments made, common themes include parks feeling dangerous at times or are not advertised enough for support.

“Feel that it is only for the wealthy and doesn’t accommodate the people that have to work 9 to 5 Monday – Friday”

"Scary to walk around the parks because there are people using drugs in those areas"

"I have had several experiences where persons were unhelpful and put up barriers to me obtaining services."

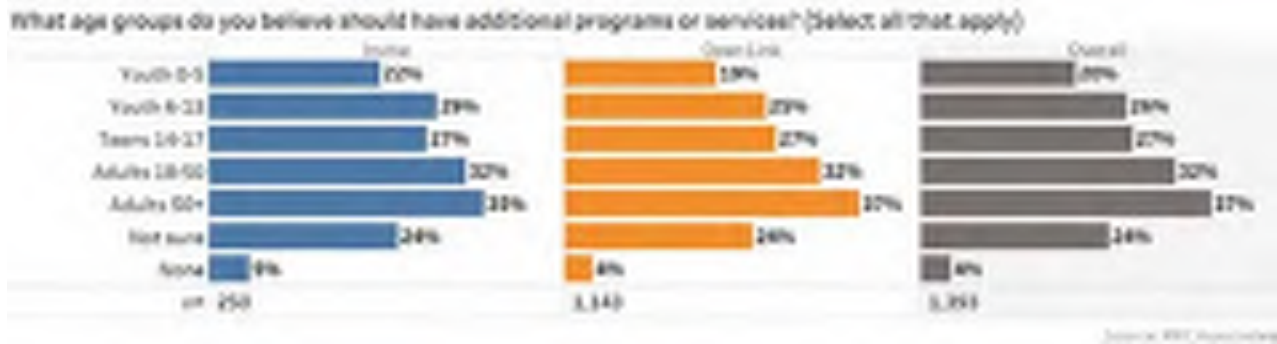
23  RRC

## Current Conditions



## Age Groups and Additional Programing

All ages groups showed some level of support for additional programming; however, the majority of respondents expressing a desire for additional programs and services focused on adults. For the invite sample, 32% believe adults 18-50, and 35% believe adults over 50, should have additional programs and services.

25  RRC

## Facilities and Amenities- Importance



- Among Invite respondents, 90% agree park safety and maintenance is very important.
- The top five most important amenities among Invite respondents include park safety and maintenance, natural areas/open space, trails, restrooms in parks and indoor pools.
- Tennis courts, basketball courts and disc golf courses are of less importance to both samples.

26  RRC

## Facilities and Amenities- Needs Met

Q-26: Please rate how well you think the following facilities and services are currently meeting the needs of the community. Please provide an answer regardless of whether you have used the facility or service.



- All facilities and amenities are adequately meeting the needs of the community (3.1 and above), with the areas of most concern being pickleball courts and restrooms in parks.
- At least 41% of Invite respondents agree that all 14 amenity needs are being met at a 4-5 rating level.

## Programs & Services- Importance

Q-27: Please indicate the importance of the following facilities and services to you and your household. Please provide an answer regardless of whether you have used the facility or service.



- Almost all programs and services showed higher levels of importance, particularly for the Open link sample.
- The most important programs and services include environmental and outdoor programs and swimming (both recreational and lap)
- Of lesser importance are after-school programs and seasonal camps/youth programs.

## Programs and Services - Needs Met

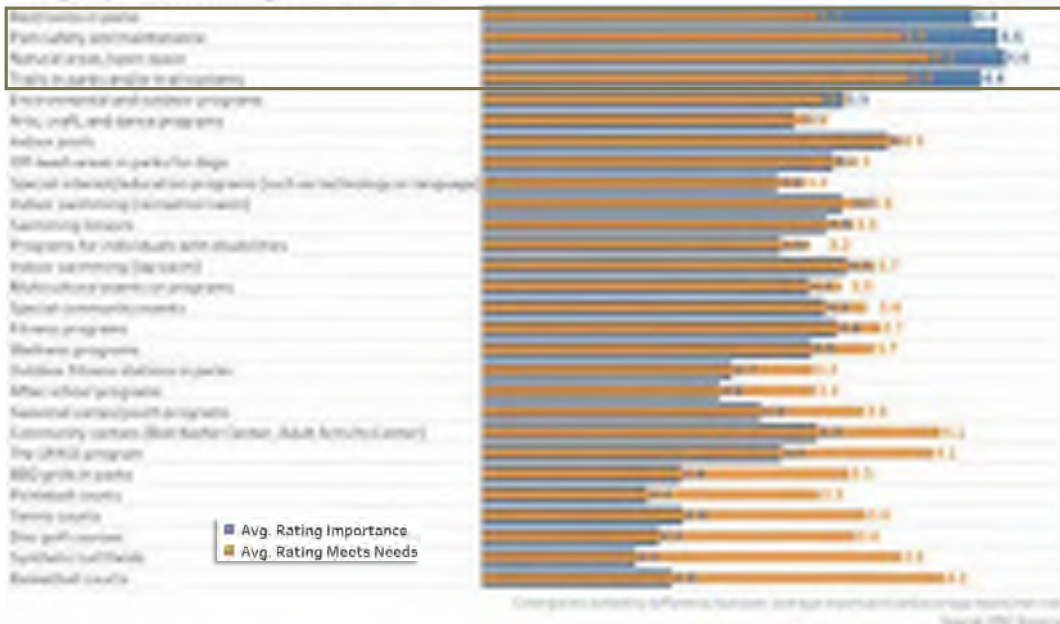
Q 20: Please rate how well you think the following facilities and services are currently meeting the needs of the community. Please provide an answer regardless of whether you have used the facility or service.



- All programs and services are adequately meeting the needs of the community (scoring 3.0 and above).
- Respondents are most highly satisfied with the 1PASS program.

## Facilities and Amenities- Importance & Satisfaction By Invite Sample

Average Importance vs. Average Satisfaction

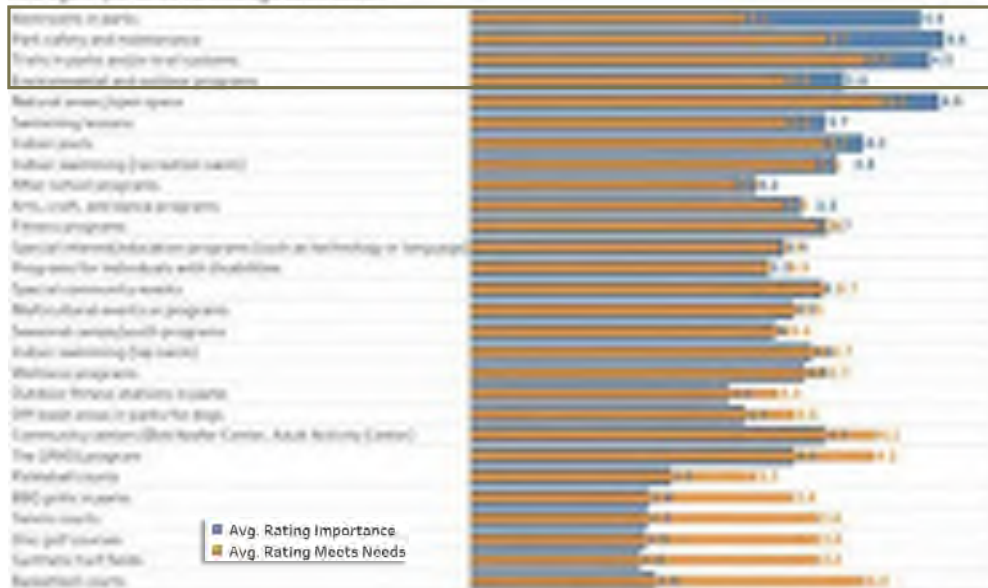


This chart shows the difference between the average importance rating and the average needs met rating.

The highlighted areas show the greatest differences between importance and needs met and could be considered priorities for future planning.

## Facilities and Amenities- Importance & Satisfaction By Open Link Sample

Average Importance vs. Average Satisfaction



The greatest differences between importance and needs met are similar for the Open link sample with a greater difference for environmental and outdoor programs.

## Future Facilities, Amenities and Services





## Future Priorities Programs & Services

Q 13: What are the most important needs regarding parks, recreation facilities, and/or services to be addressed by Willamalane over the next five years?



- Programs and services show higher ratings overall, with the top-rated categories being a community farmers market, inclusive programs for individuals with disabilities and enrichment classes and activities

35



## Top 3 Future Needs Slide 1 of 2

Q 14: Which 3 future needs would be MOST important to you or members of your household?



- Among Invite respondents, the most important future needs are the addition of more trails and bike paths, betterment of maintenance of existing parks and recreation facilities, an outdoor swimming pool and park safety and maintenance

36



## Top 3 Future Needs

### Slide 2 of 2

Q 16. Which 3 future needs would be MOST important to you or members of your household?



- Additional skate park, food access programs and synthetic turf fields are the lowest priorities for both samples.
- The Open link sample feels slightly stronger towards more community special events.

37



## Top 3 Future Needs

### By Households with Children of the Invite Sample (Top 16)

Q 16. Which 3 future needs would be MOST important to you or members of your household? (Invite Sample only)

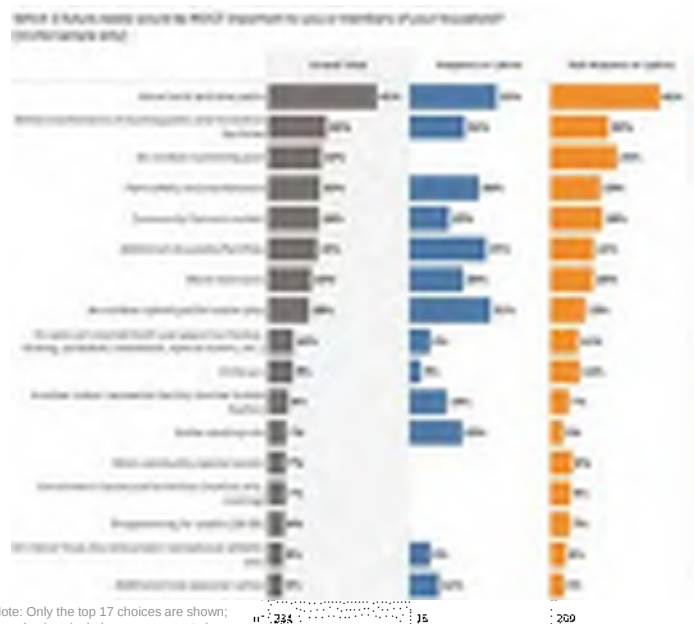


- Among households with children at home, as well as those without children at home, the most important future need is more trails and bike paths.
- An outdoor swimming pool is also important among households with children 12-17 at home; however, the overall sample size for this group is low and may not be representative of the whole community.

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## Top 3 Future Needs By Ethnicity of the Invite Sample (Top 17)



- While the sample size is too low to generalize to the community for Hispanic or Latino respondents, more trails and bike paths are most important for future needs for both groups
- Other top future needs for Hispanic or Latino respondents include better maintenance of existing parks and recreation facilities, an outdoor swimming pool and park safety and maintenance

## Top 3 Future Needs By Location of the Invite Sample (Top 16)

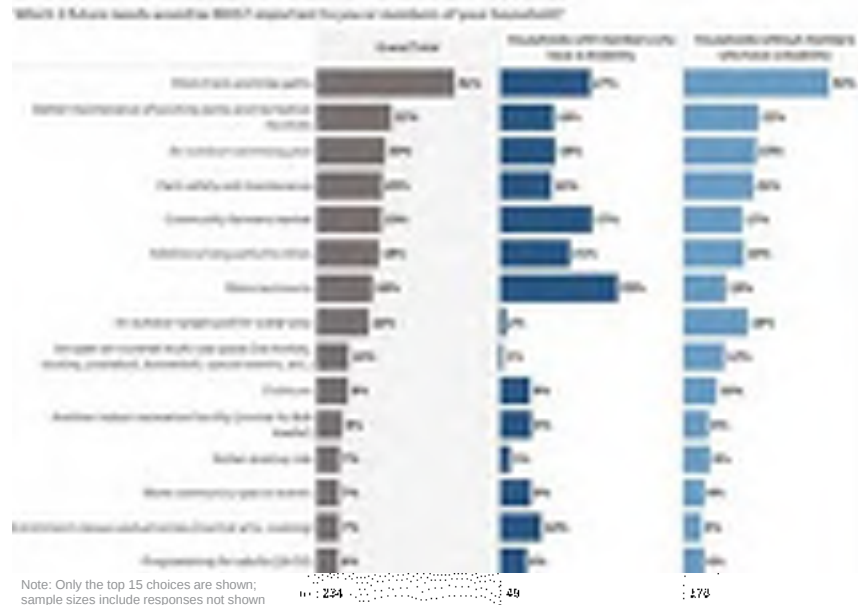
- Below the top 3 future needs are shown by resident location; however, many locations have very low sample sizes so caution should be used when interpreting these results.



## Top 3 Future Needs

### By Households with a Disability – Invite Sample (Top 15)

- Among Invite respondents, 35% of households with members who have a disability say more restrooms are needed. The least important future needs are an outdoor splash pad and an open-air covered multi-use space.



## Top 3 Priorities

Both samples felt similarly regarding priorities for improvement within the trail system with soft-surface hiking trails in scenic settings and connectivity between existing trails showing similar importance. Equestrian trails showed little to no support.

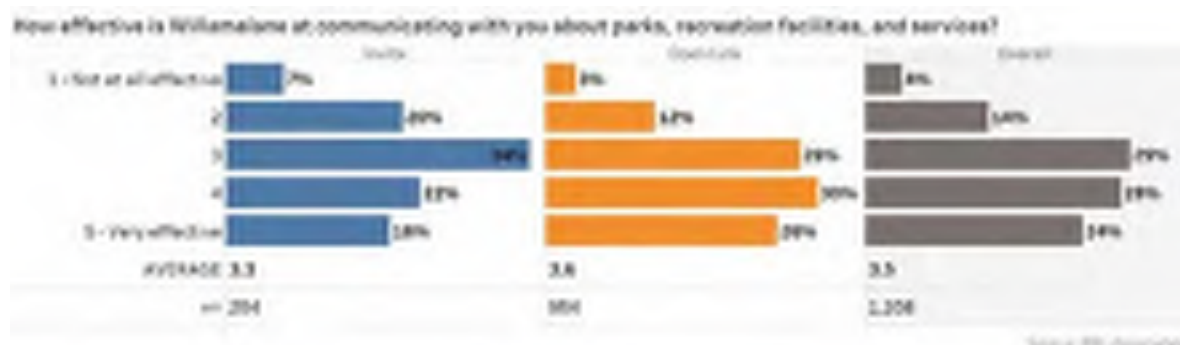


# Communication



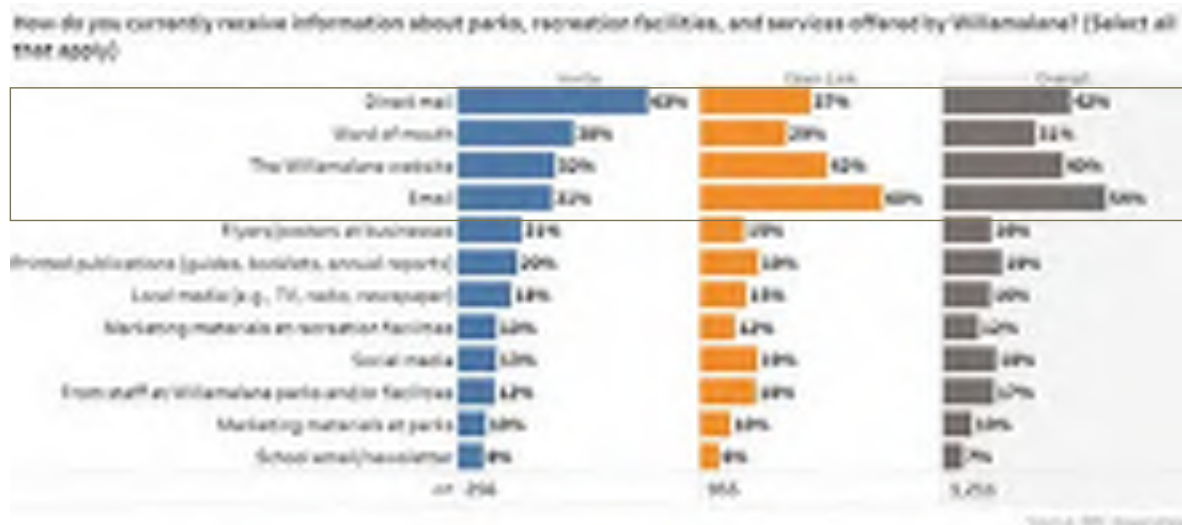
## Effectiveness of Communication

There is some room for improvement regarding Willamalane's communication about parks and recreation opportunities. The average rating for the Invite sample is 3.3 on a scale of 1-5, with 5 being "very effective". The Open link rated effectiveness of communication slightly higher, with an average score of 3.6.



## Current Communication Methods

A majority (63%) of Invite respondents said direct mail is how they currently receive information about parks, recreation facilities and services while 60% of the Open link sample said their currently receive information via email. The top four categories for each sample is highlighted below.



45



## Current Communication Methods By Age of the Invite Sample

How respondents currently receive information was similar across all age categories, with direct mail being the highest form of communication for all groups. Younger age groups were more likely to receive information through other methods.

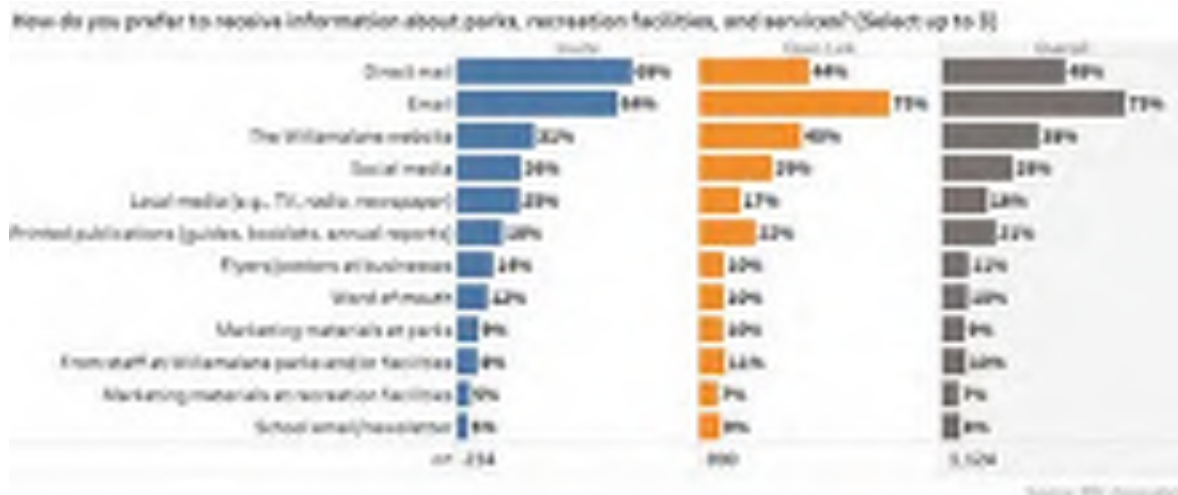


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## Preferred Communication Methods

The methods respondents most preferred to receive information about parks, recreation facilities and services are by direct mail and email. Three-quarters of the Open link sample said they prefer email as the main form of communication.

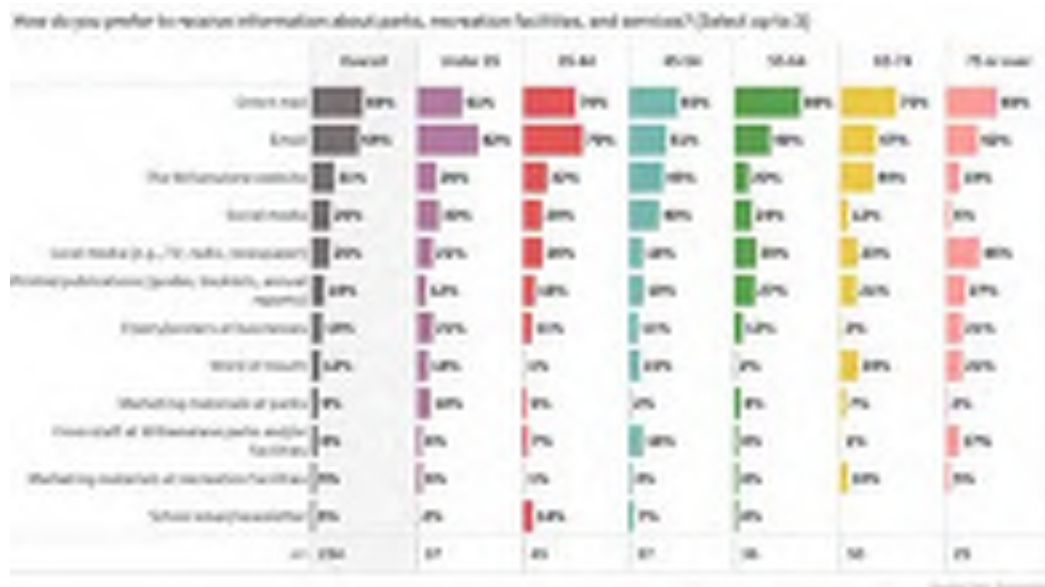


47



## Preferred Communication Methods By Age of the Invite Sample

How respondents *prefer* to receive information was more varied across age categories, with younger respondents preferring email over direct mail.



48



# Financial Choices



## Support for Different Types of Funding Support

Among Invite respondents, 69% support/highly support a bond referendum for specific projects for potential funding sources for Willamalane, and over half (55%) support fees for new development. Taxes and user fees received less support.

Q 23: Please indicate how strongly you support each of the following potential funding sources for Willamalane: Financial Choices/Fees



### Additional Comments/Suggestions

Based on 595 additional comments and suggestions, survey respondents are supportive of the parks and recreation department. Common themes of comments made by respondents include additional amenities and programs with extended hours within the parks and recreation facilities as well as stricter safety guidelines. Reference the full comment document for more details and direct quotes from residents.

"A very good park district. Would like more info on happenings other than internet"

“Please add more security features... Additional lighting and some visible cameras might help.”

"Thank you for all you do!  
What a wonderful  
community system we  
have. Willamalane does a  
great job!!"

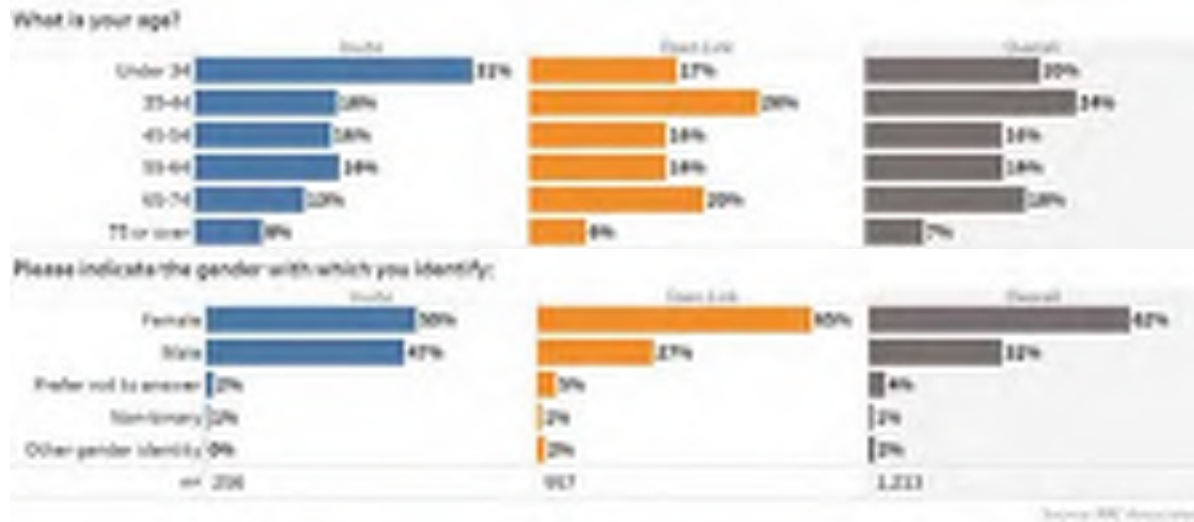
51  RRC

## Demographics



## Gender & Age

The Invite sample was weighted by age to better reflect the demographics of the community.

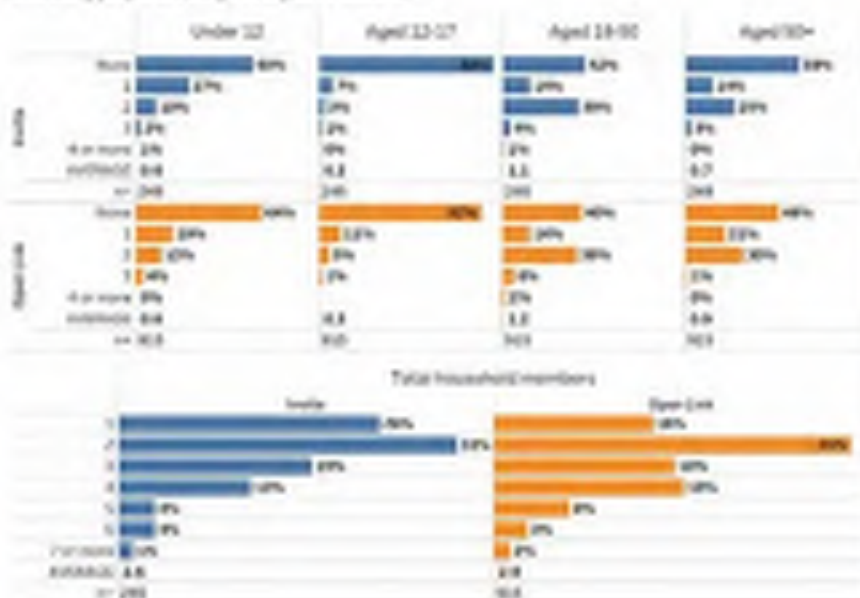


53



## Household Makeup

How many people currently live in your household?



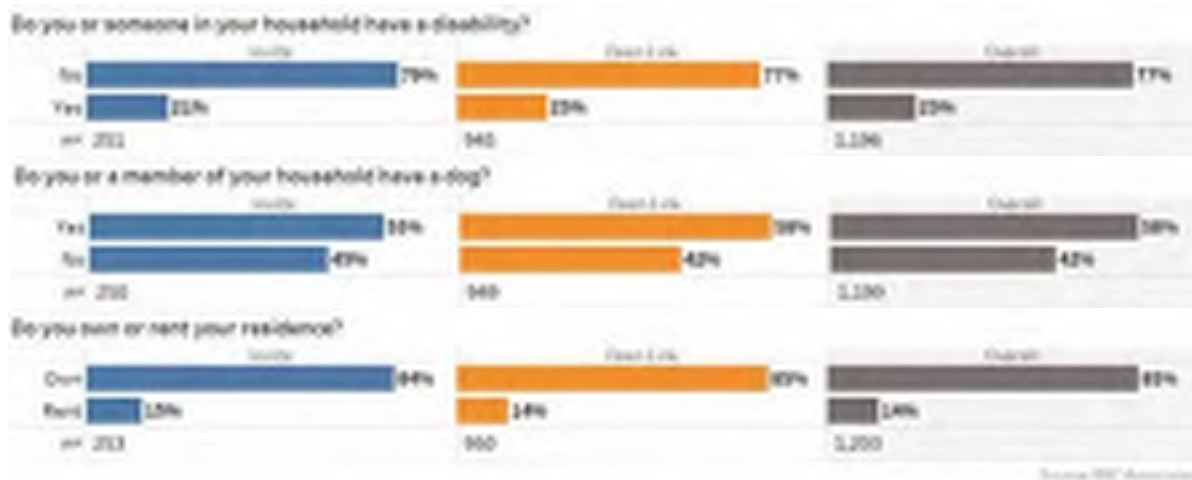
- A total of 27% of the Invite sample report having one child under the age of 12 at home.
- The average number of household members for the Invite sample is 2.6 and for the Open link is 2.9 people.

54



## Disabilities, Dog Ownership & Residence Ownership

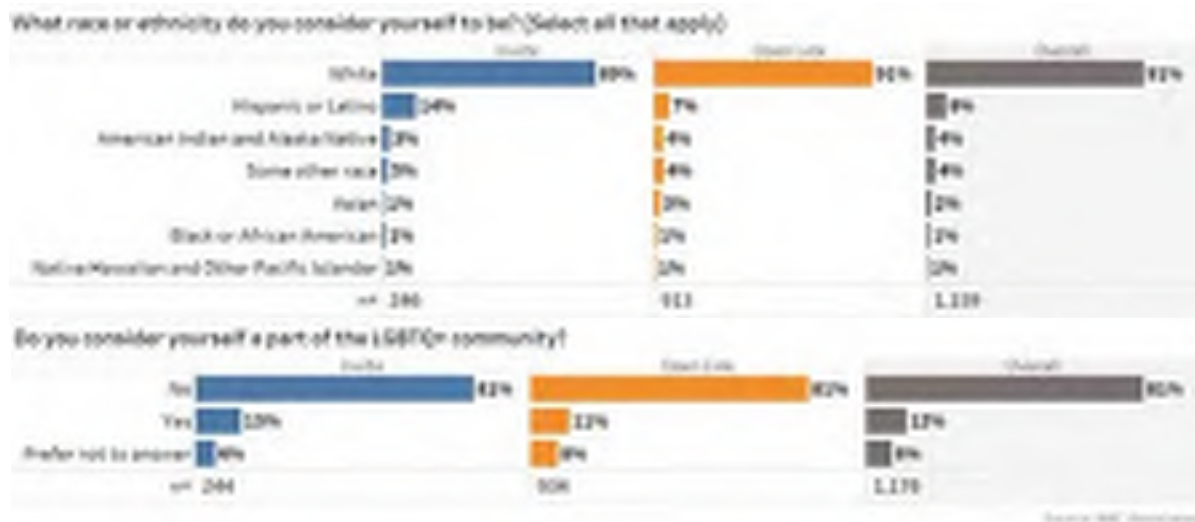
A total of 21% of the Invite sample and 23% of the Open link sample report that someone in their household has a disability. More than half of all respondents own a dog, and most (about 85% of both samples) of respondents own their residence.



55 RRC

## Ethnicity and Race & LGBTQ+ Community

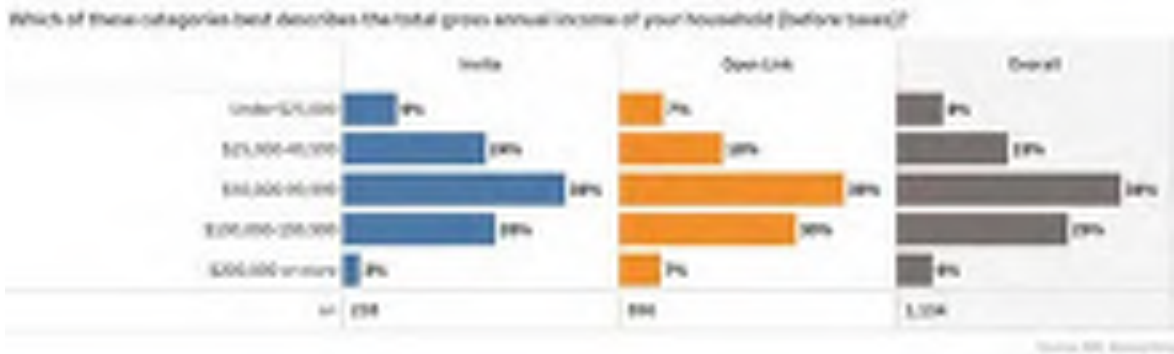
Invite responses were weighted by ethnicity to better reflect the community profile of Willamalane.



56 RRC

# Income

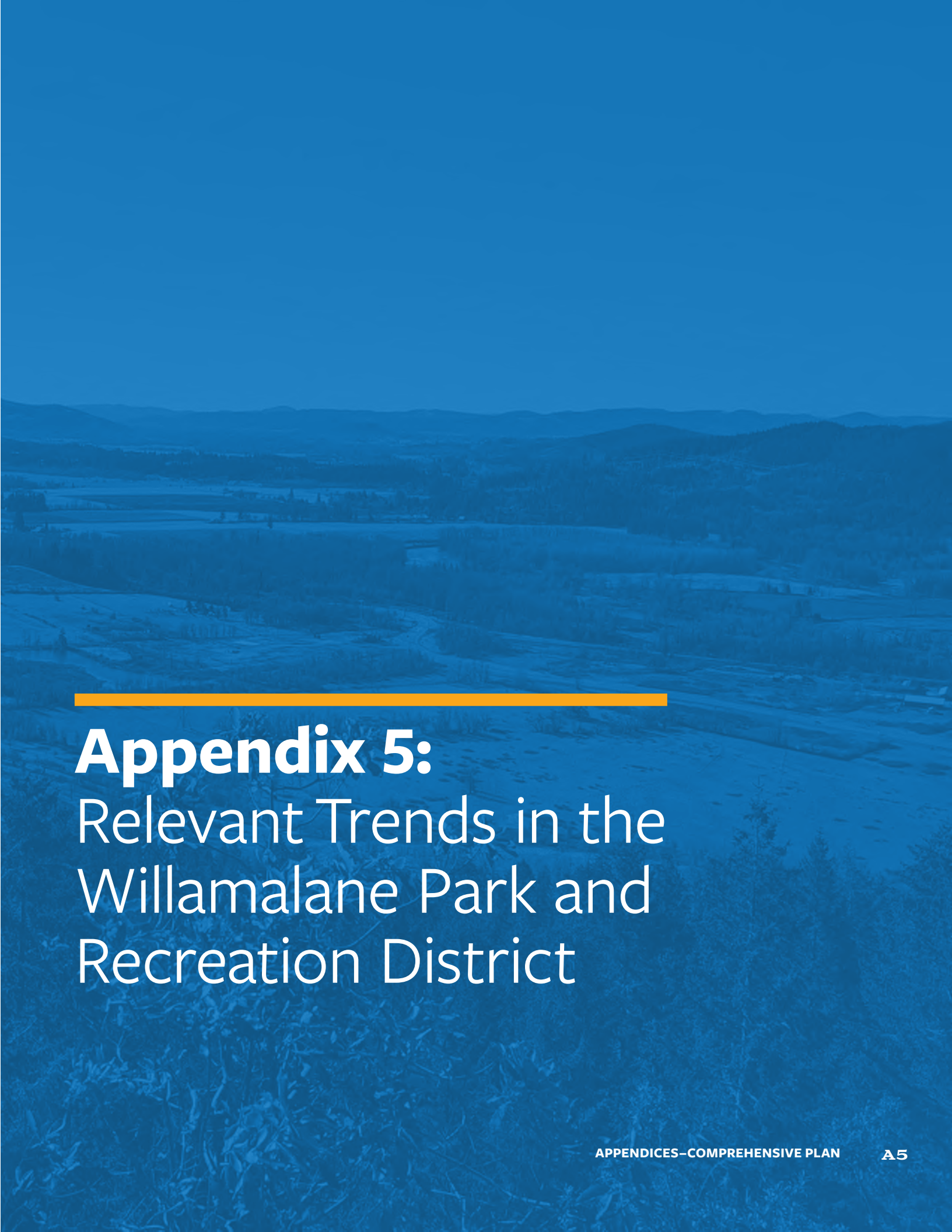
Most respondents have an annual household income between \$50,000-\$99,999 (38%). Levels of income are similar across sample types.



RRCAssociates.com  
303-449-6558

RRC Associates  
4770 Baseline Road, Suite 355  
Boulder, CO 80303





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## **Appendix 5:** Relevant Trends in the Willamalane Park and Recreation District

## Appendix 5. Relevant Trends in the Willamalane Park and Recreation District

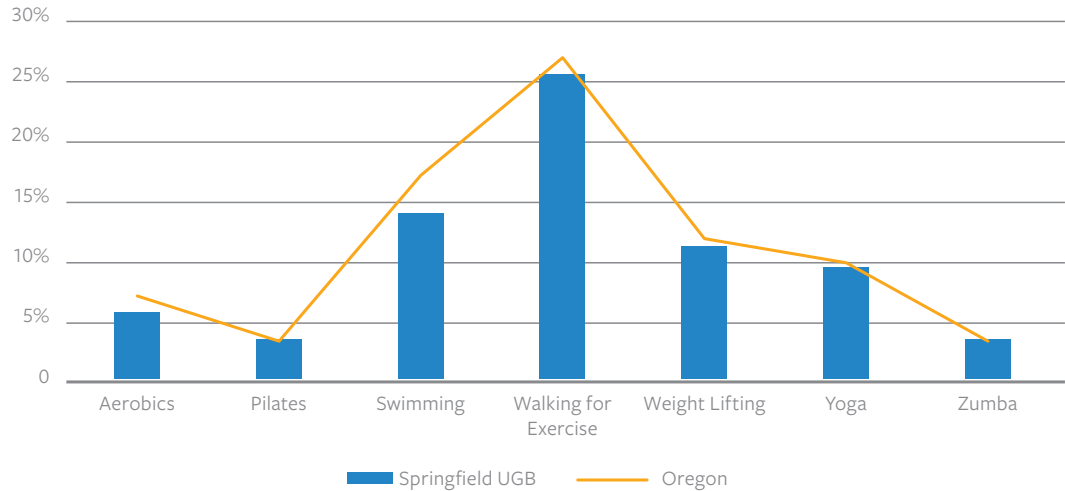
This report details the trends and interests that were identified within the public engagement process – and references various sources from both regional and national research. The following sections summarize an overview of participation within the Springfield Urban Growth Boundary (UGB).

### 5.1 Estimated Recreation Participation

This section showcases participation in fitness activities, outdoor recreation, and sports teams for adults 25 and older in the Springfield UGB, compared to the State of Oregon. Activity participation and consumer behavior is based on a specific methodology and survey data to makeup what Esri terms “Market Potential Index.”

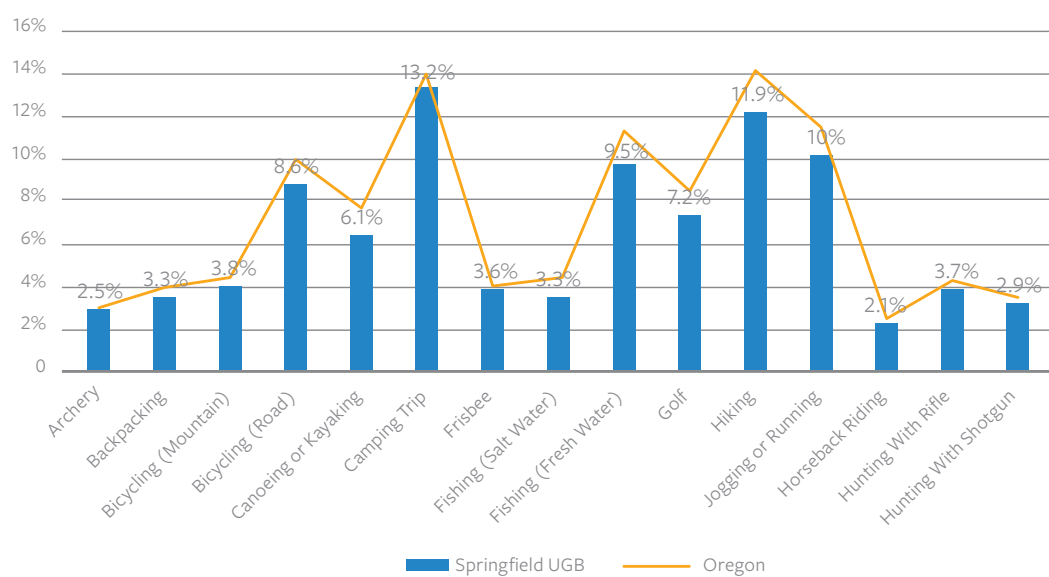
In regard to fitness activities, walking for exercise was the most popular, with over 26.5% of Springfield adults participating. Swimming followed next, with almost 18% of adults participating. Finally, weightlifting was another popular activity with 12.3% participation.

ADULT PARTICIPATION IN FITNESS ACTIVITIES



Source: Esri Business Analyst

ADULT PARTICIPATION IN OUTDOOR RECREATION ACTIVITIES

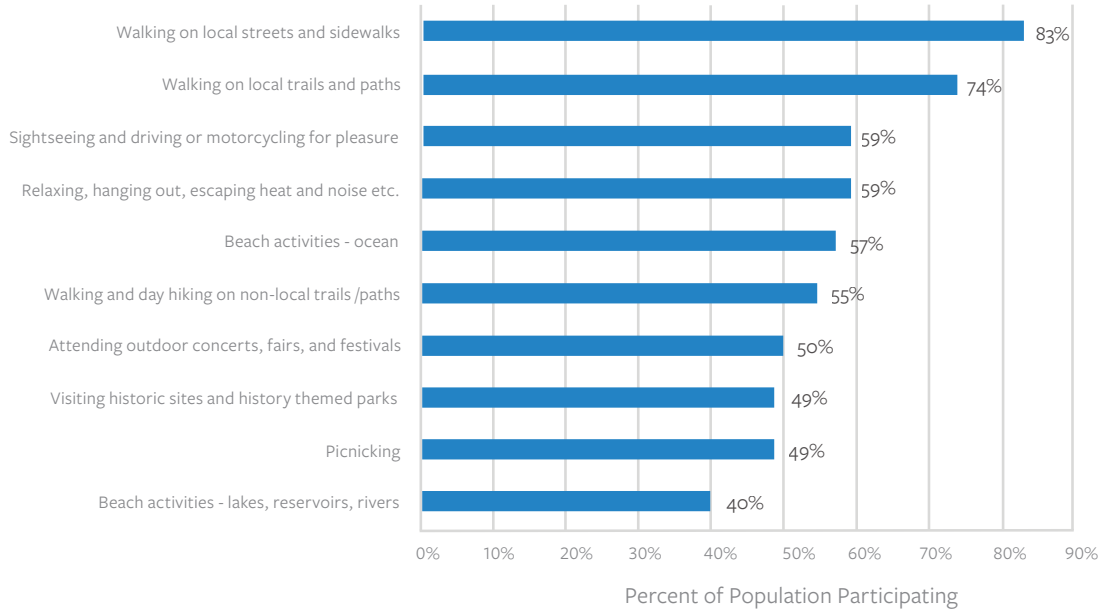


Source: Esri Business Analyst

The most popular outdoor recreation activity in 2021 was overnight camping, followed by hiking/jogging, and freshwater fishing. The Oregon Statewide Comprehensive Outdoor Recreation Plan (SCORP) (2019

– 2023) reflected similar participation trends, as noted in the figure below. Walking on local streets, sidewalks, and trails was the top activity. Following this was sightseeing, relaxing, beach activities, day hiking, and outdoor concerts.

### TOP TEN ACTIVITIES FOR OREGON RESIDENTS IN 2017



Source: Oregon SCORP

## 5.2 ADA Compliance

On July 26, 1990, the federal government officially recognized the needs of people with disabilities through the Americans with Disabilities Act (ADA). This civil right law and the subsequent 2011 update expanded rights for activities and services offered by both state and local governmental entities (Title II) and non-profit/for-profit entities (Title III). Parks and Recreation agencies are expected to comply by the legal mandate, which means eliminating physical barriers to provide access

to facilities, and providing reasonable accommodations in regard to recreational programs through inclusive policies and procedures.<sup>1</sup>

It is a Department of Justice (DOJ) requirement that agencies develop an ADA Transition Plan, which details how physical and structural barriers will be removed to facilitate access to programs and services. The transition plan also acts as a planning tool for budgeting and accountability.<sup>2</sup>

<sup>1</sup> “Changes Are Coming to ADA -- New Regulation Standards Expected for Campgrounds, Parks & Beaches.” Recmanagement.com, 2012, [recmanagement.com/feature\\_print.php?fid=201211fe03](https://recmanagement.com/feature_print.php?fid=201211fe03). Accessed 30 Sept. 2021.

<sup>2</sup> Parks and Recreation: The Leaders in Before and Afterschool Care, National Recreation and Parks Association. Accessed December 2019. <https://www.nrpa.org/publications-research/park-pulse/parks-and-recreation-the-leaders-in-before-and-after-school-care/>

<sup>3</sup> 2018 Out-of-School Time Report, National Recreation and Parks Association Accessed February 2020: <https://www.nrpa.org/contentassets/c76ea3d5bcee4595a17aac298a5f2b7a/out-of-school-time-survey-results-report-2018.pdf>

## 5.3 Before and After-School Care Programs

### OVERVIEW OF NRPA PARK PULSE REPORT ON BEFORE- AND AFTER-SCHOOL CARE



Source: NRPA Park Pulse Report

Many Park and recreation agencies offer before and after-school care programs. These programs may include fitness/play opportunities, healthy snack, and tutoring/homework services. According to a National Recreation and Park Association (NRPA) poll, 90 percent of U.S. adults believe that before-and after-school programs offered by local park and recreation agencies are important. According to the NRPA's 2018 Out-of-School Time Report, approximately 55 percent of local parks and recreation agencies offer after-school programming. Parks and recreation professionals consider the top five benefits of afterschool programs provided to youth are:<sup>3</sup>

- Safe spaces to play outside of school

- Free or affordable places for health and wellness opportunities
- Opportunities to network and socialize with others
- Experience nature and outdoors
- Educational support and learning opportunities

## 5.4 Community and Special Events

Community-wide events and festivals often act as essential place-making activities for residents, economic drivers, and urban brand builders. Chad Kaydo describes the phenomenon in *Governing Magazine*: "Municipal officials and entrepreneurs see the power of cultural festivals, innovation-focused business conferences and the like as a way to spur short-term tourism while shaping an image of the host city as a cool, dynamic location where companies and citizens in modern, creative industries can thrive."<sup>4</sup> According to the 2020 Event Trends Report by EventBrite, the following trends are expected to impact event planners and community builders in the coming years:<sup>5</sup>

- Focus on sustainability: Zero-waste events are quickly becoming an expectation. Some of the primary ways of prioritizing environmental sustainability include e-tickets, reusable or biodegradable items, offering vegan/vegetarian options, encouraging public transport and carpooling, and working with venues that recycle
- Diversity, Equity, and Inclusion (DEI): Ensuring that the venue is inclusive to not only all abilities by offering ADA facilities, but also welcoming to all races, ethnicities, and backgrounds through signage, messaging, and the lineup of speakers. Ways to incorporate a focus on inclusivity include planning for diversity through speakers, talent, and subject matter, enacting a code of conduct that promotes equity, and possibly providing scholarships to attendees
- Engaging Experiences: Being able to customize and cater the facility to create immersive events that bring together culture, art, music, and elements of a company's brand will be critical in creating a more authentic experience

4 Kaydo, Chad. "Cities Create Music, Cultural Festivals to Make Money." *Governing*, 18 Dec. 2013, [www.governing.com/archive/gov-cities-create-music-festivals.html](http://www.governing.com/archive/gov-cities-create-music-festivals.html). Accessed 30 Sept. 2021.

5 "The 2020 Event Trends Report- Eventbrite." Eventbrite US Blog, 2020, [www.eventbrite.com/blog/academy/2020-event-trends-report/](http://www.eventbrite.com/blog/academy/2020-event-trends-report/). Accessed 30 Sept. 2021.

6 Joe Bush, "Tour-Legged-Friendly Parks, Recreation Management, February 2, 2016.

7 "State of the Industry Report, Trends in Parks and Recreation," Recreation Management, June 2021.

## 5.5 Dog Parks

Dog parks continue to see high popularity and have remained among the top planned addition to parks and recreational facilities over the past three years. They help build a sense of community and can draw potential new community members and tourists traveling with pets.<sup>6</sup>

Recreation Magazine suggests that dog parks can represent a relatively low-cost way to provide an often-visited popular community amenity.<sup>7</sup> Dog parks can be as simple as a gated area, or more elaborate with “designed-for-dogs” amenities like water fountains, agility equipment, and pet wash stations, to name a few. Even “spraygrounds” are being designed just for dogs. Dog parks are also places for people to meet new friends and enjoy the outdoors.

|                          |                   |
|--------------------------|-------------------|
| <b>Generation Alpha</b>  | Born 2010-Present |
| <b>Generation Z</b>      | Born 1997 - 2010  |
| <b>Millennials</b>       | Born 1981 - 1996  |
| <b>Generation X</b>      | Born 1965 - 1980  |
| <b>Baby Boomers</b>      | Born 1946 - 1964  |
| <b>Silent Generation</b> | Born 1928 - 1945  |

The best dog parks cater to people with design features for their comfort and pleasure, but also with creative programming.<sup>8</sup> Amenities in an ideal dog park might include the following:

- Benches, shade and water – for dogs and people
- At least one acre of space with adequate drainage
- Double gated entry
- Ample waste stations well-stocked with bags
- Sandy beaches/sand bunker digging areas
- Custom designed splash pads for large and small dogs
- People-pleasing amenities such as walking trails, water fountains, restroom facilities, picnic tables, and dog wash stations

## 5.6 Generational Changes

Activity participation varies based on age, but it also varies based on generational preferences. The Sports and Fitness Industry Association (SFIA) issues a yearly report on generational activity. In the 2020 SFIA report, millennials’ had the highest percentage of those who were “active to a healthy level,” but a quarter also remained sedentary. Nearly 28 percent of Generation X were inactive, with Baby Boomers at 33 percent inactive. Baby Boomers prefer low impact fitness activities such as swimming, cycling aquatic exercise, and walking for fitness.

A condensed list of generational trends which may impact recreational services are below:

- Baby Boomers are staying in the workforce longer than generations before them<sup>9</sup>
- Almost a third of millennials are not affiliated with religion, and half of them describe themselves as political independents<sup>10</sup>
- Approximately 13 percent of teens (Generation Z) said they’ve had a major depressive episode in the last year<sup>11</sup>

8 Dawn Klingensmith “Gone to the Dogs: Design and Manage an Effective Off-Leash Area”, Recreation Management, March 2014. ([http://recmanagement.com/feature\\_print.php?fid=201403fe02](http://recmanagement.com/feature_print.php?fid=201403fe02)).

9 <https://www.pewresearch.org/fact-tank/2019/07/24/baby-boomers-us-labor-force/>

10 <https://www.pewresearch.org/fact-tank/2014/03/07/6-new-findings-about-millennials/>

11 <https://www.pewresearch.org/fact-tank/2019/07/12/a-growing-number-of-american-teenagers-particularly-girls-are-facing-depression/>

12 <https://www.pewresearch.org/fact-tank/2019/06/18/americans-60-and-older-are-spending-more-time-in-front-of-their-screens-than-a-decade-ago/>

13 <https://www.pewsocialtrends.org/2018/11/15/early-benchmarks-show-post-millennials-on-track-to-be-most-diverse-best-educated-generation-yet/>

14 <https://www.pewresearch.org/fact-tank/2014/03/07/6-new-findings-about-millennials/>

- Those 60 and older (Baby Boomers) spend more than of their leisure time (about 4 hours) a day in front of a screen<sup>12</sup>
- Generation Z is the most racially and ethnically diverse generation, with only 52 percent identifying as non-Hispanic whites.<sup>13</sup>
- Millennials have more financial hardships, such as student loan debt, poverty and unemployment, and lower levels of wealth, but are optimistic about their future<sup>14</sup>

### 5.7 Outdoor Fitness Trails

A popular trend in urban parks for health, wellness, and fitness activities is to install outdoor fitness equipment along trails and in parks. The intent of the outdoor equipment is to provide an accessible form of exercise for all community members, focusing on strength, balance, flexibility, and cardio exercise. These fitness stations – also known as “outdoor gyms” -- are generally meant for adults but can be grouped together near a playground or kid-friendly amenity so that adults can exercise and socialize while supervising their children. The fitness equipment can also be dispersed along a nature trail or walking path to provide a unique experience to exercise in nature. Educational and safety signage should be placed next to equipment to guide the user in understanding and utilizing the outdoor gyms.

### 5.8 Nature Programming & Nature-Deficit Disorder

Playing in nature is an educational opportunity that has numerous benefits, from increasing active and healthy lifestyles, to developing a conservation mindset, to understanding the ecosystems and wildlife that depend on them.<sup>15</sup> According to the report, “Nature Play & Learning Places: Creating and Managing Places where Children Engage with Nature” there is a genuine need in today’s society for learning spaces that spark creative

play with natural materials, such as plants, vines, shrubs, rocks, water, logs, and other elements.

Richard Louv introduced the term, “Nature-Deficit Disorder” in 2005, which describes the effects of urbanization, technological advances, and social changes. Scientific evidence suggests that this disorder contributes to emotional and physical illnesses, including attention difficulties, obesity, nature illiteracy, and an “epidemic of inactivity.”<sup>16</sup> Environmental education, provided by non-profits and parks and recreation agencies, can help combat nature-deficit disorder by sparking curiosity in the outdoors either through structured nature programming or through unstructured nature play. Nature Play is defined as “A designated, managed area in an existing or modified outdoor environment where children of all ages and abilities play and learn by engaging with and manipulating diverse natural elements, materials, organisms, and habitats, through sensory, fine motor and gross motor experiences.”

Nature play spaces can provide valuable lessons for children, not only in regard to learning their natural environment and appreciation for nature, but also for personal development. These spaces, similar to playgrounds, provide safe spaces to take risks and understand behavioral outcomes. One of the most essential elements in planning nature play spaces is to conduct a risk assessment to reduce the unnecessary potential of injury. For instance, natural objects such as logs and boulders may be placed strategically for climbing but consider where the child might land if he or she were to fall or jump off. Similarly, trees can be used as natural climbing features, with consideration to removing shrubs and nearby smaller trees below. Nature play can happen in forest-based schools, play zoos, gardens, and summer camps. The American Camp Association reported that there are approximately 5,000 nature day camps that currently operate in the U.S.<sup>17</sup>

15 Moore, R. (2014). Nature Play & Learning Places. Creating and managing places where children engage with nature. Raleigh, NC: Natural Learning Initiative and Reston, VA: National Wildlife Federation

16 Children and Nature Network, “Nature Deficit Disorder” Accessed January 2020: <https://www.childrenandnature.org/about/nature-deficit-disorder/>

17 Moore, R. (2014). Nature Play & Learning Places. Creating and managing places where children engage with nature. Raleigh, NC: Natural Learning Initiative and Reston, VA: National Wildlife Federation

18 “2021 Outdoor Participation Trends Report.” Outdoor Industry Association, 2021, [outdoorindustry.org/resource/2021-outdoor-participation-trends-report/](https://www.outdoorindustry.org/resource/2021-outdoor-participation-trends-report/). Accessed 6 Oct. 2021

## 5.9 Outdoor Recreation

Outdoor recreation has become a thriving economic driver, even in the midst of a global pandemic. In 2020, 53% of Americans over six years of age participated at least once in outdoor recreation – an increase of 7.1 million Americans over the previous year. However, a number of challenges continue to impact the industry, including retention of new COVID participants, lack of diversity, fewer outings, and stagnant female participation.<sup>18</sup>

The Outdoor Recreation economy in Oregon generates nearly:

- 88,000 direct jobs
- \$4.0 billion in wages and salaries
- \$7.2 billion in total outdoor recreation value added
- 2.9% share of Oregon's Gross Domestic Product (GDP)

### TOP FIVE RATED ACTIONS TO INCREASE OUTDOOR RECREATION ENGAGEMENT IN COMMUNITIES BY AGE/DEMOGRAPHIC GROUP

| Action                                                  | General Population | Young Old Population | Middle Old Population | Latino Population | Asian Population | Families with Children | Low Income Population |
|---------------------------------------------------------|--------------------|----------------------|-----------------------|-------------------|------------------|------------------------|-----------------------|
| Providing more free-of-charge recreation opportunities  | 1                  | 2                    | 3                     | 1                 | 3                | 1                      | 1                     |
| Ensuring clean and well-maintained parks & facilities   | 2                  | 1                    | 1                     | 2                 | 1                | 2                      | 2                     |
| Developing walking/hiking trails closer to home         | 3                  | 4                    |                       | 4                 | 4                | 3                      | 3                     |
| Making parks safer from crime                           | 4                  | 3                    | 2                     | 3                 | 2                | 5                      | 4                     |
| Developing parks closer to home                         | 5                  |                      |                       | 5                 | 5                | 4                      | 5                     |
| Expanding park facilities                               |                    | 5                    | 4                     |                   |                  |                        |                       |
| Placing more benches & restroom facilities along trails |                    |                      | 5                     |                   |                  |                        |                       |

Source: Oregon SCORP

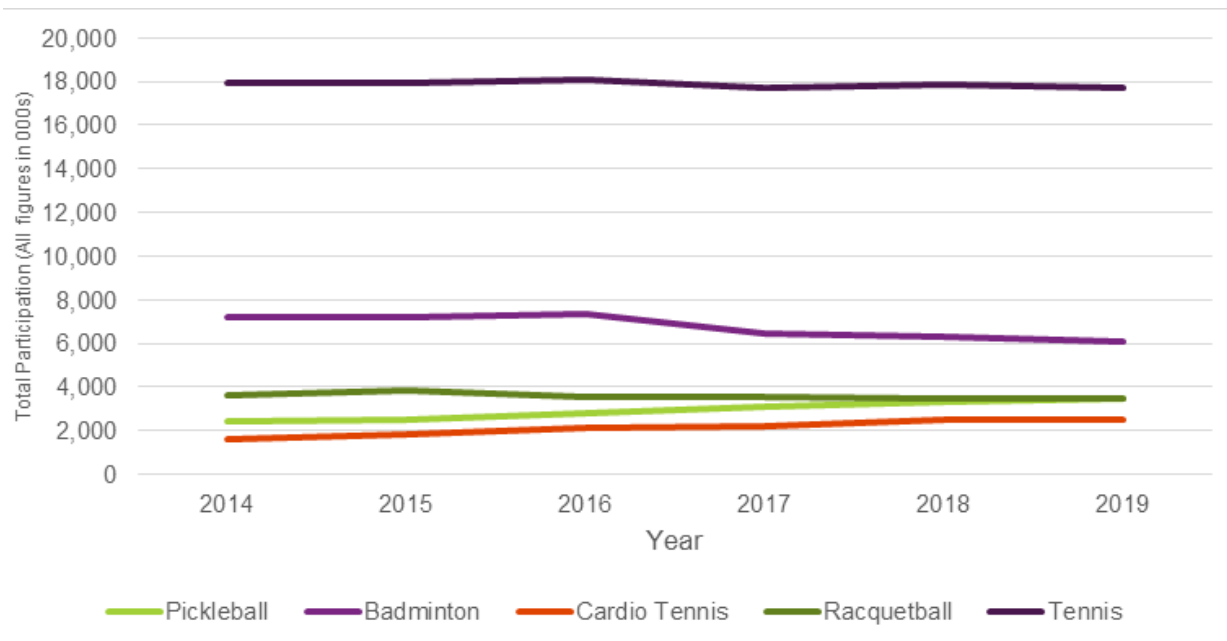
Data provided by the Oregon Statewide Outdoor Recreation Plan (SCORP) indicates that the top ways to increase outdoor recreation engagement in local communities is primarily to provide more free-of-charge recreation opportunities, ensure clean and well-maintained parks and facilities, and develop walking/

hiking trails closer to home. The top five priorities varied based on age, income, and the presence of children – as seen below.

Note: Young Old represents 60-74 years of age, and Middle Old represents 75-84 years of age

19 Green, Daniel, August 2018. "ACE-Sponsored Research: Can Pickleball Help Middle-aged and Older Adults Get Fit?" American Council on Exercise. Accessed 2020. <https://www.acefitness.org/education-and-resources/professional/certified/august-2018/7053/ace-sponsored-research-can-pickleball-help-middle-aged-and-older-adults-get-fit/>

20 "SFIA Sports, Fitness and Leisure Activities Topline Participation Report" February 2020. Sports & Fitness Industry Association. Accessed 2020.

**RACQUET SPORT PARTICIPATION FROM 2014 - 2019**

Source: 2020 SFIA Topline Report

### 5.10 Pickleball

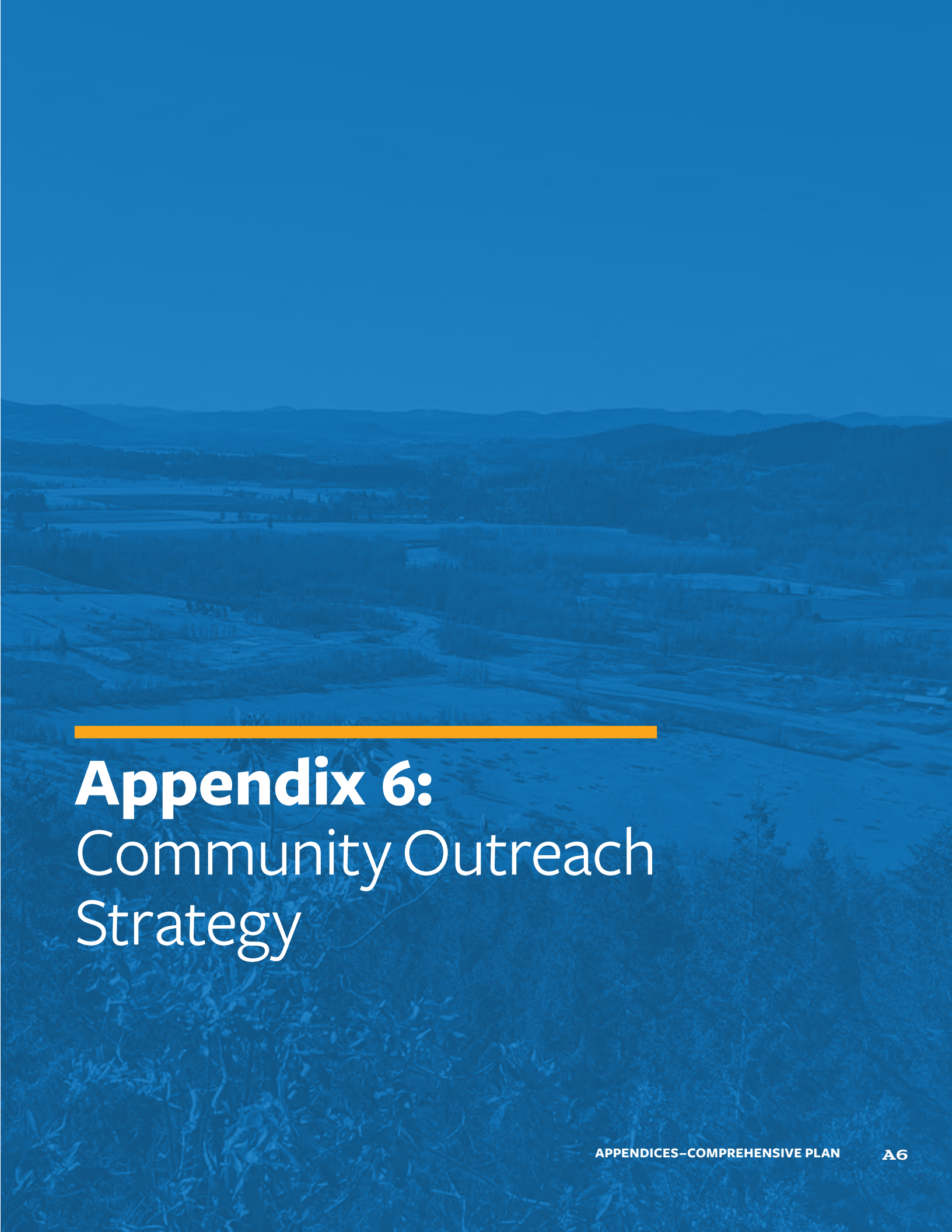
Pickleball continues to be a fast-growing sport throughout America. Considered a mix between tennis, ping pong, and badminton, the sport initially grew in popularity with older adults but is now expanding to other age groups. According to the American Council on Exercise (ACE), regular participation in Pickleball satisfied daily exercise intensity guidelines for cardio fitness for middle-aged and older adults.<sup>19</sup> The sport can be temporarily played on existing indoor or outdoor tennis courts with removable equipment and taped or painted lining. This lining, if painted on tennis surfaces, may interfere with requirements for competitive tennis programs or tournaments. Agencies will need to look at their community's tennis and pickleball participation to determine the benefits and costs of constructing

new pickleball courts versus utilizing existing tennis courts. Best practices regarding pickleball setup and programming can be found on [usapa.com](https://usapa.com), the official website for the United States Pickleball Association.

According to the 2020 SFIA Topline Report, over the past five years, from 2014 to 2019, total participation in Pickleball increased 7.1 percent on average each year. From 2018 to 2019, the sport grew 4.8 percent. Out of the most common racquet sports, pickleball and cardio tennis are the only sports that have seen positive growth on average over the past five years. Tennis is still the most popular racquet sport by far, although participation growth has slowed over the past five years.<sup>20</sup>

<sup>21</sup> <https://udisc.com/disc-golf-growth-report/2021/bid>.

<sup>23</sup> <https://www.wilddiscs.com/2021/03/20/playing-disc-golf-the-mental-and-physical-benefits/>



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# **Appendix 6:** Community Outreach Strategy

## Appendix 6. Community Outreach Strategy

Willamalane Park and Recreation District (Willamalane) recently initiated a project to update its 2012 Park and Recreation Comprehensive Plan (“Comprehensive Plan,” “Plan”). To incorporate Willamalane’s updated Plan as the Recreation Element of the overall Springfield Comprehensive Plan, the City Council and Lane County Board of Commissioners must co-adopt the Plan as a legislative Plan Amendment—a process that involves public hearings and adoption of an ordinance. The process for developing the plan must comply with Oregon’s Statewide Planning Goals, including Goal 1 - Citizen Involvement. This document provides the context, scope, and timing of the community engagement strategies that will be incorporated into the planning process for this Plan update.

### 6.1 Project Background

Willamalane operates five recreation facilities and 46 parks and natural areas totaling nearly 1,600 acres. Highlights include 10 waterfront areas, 29 miles of hiking and biking trails, 13 sports fields, and 27 playgrounds. A portion of the 29 miles of trails also serve the City’s transportation system in the form of paved paths. With these parks, natural areas, and recreation sites, Willamalane offers recreation programs to people of all ages and abilities to serve their mission of delivering “exceptional parks and recreation to enrich the lives of everyone” they serve.

Willamalane strategically plans to meet its service needs by exploring opportunities for future growth, improvements, and priorities for land. Updates to its Comprehensive Plan will provide a 20-year vision and a prioritized project list to guide Willamalane’s fiscal planning and future work. Willamalane’s administrative policies call for major updates to its Comprehensive Plan every 10 years.

Willamalane has contracted with BerryDunn (“Consultants”, previously known as “GreenPlay”), to assist with the Plan update. The process for the update is heavily founded on public engagement. In addition to

engagement, the Consultants will do a thorough analysis of all parks and facilities, management & operations, and finances to identify gaps, barriers and opportunities for Willamalane to prioritize moving forward. The final Plan will include visions for the future, a capital improvement plan, and a financial strategy along with metrics to assist with implementation.

The community engagement strategies incorporated in this plan include some that will be facilitated by Consultants and some facilitated by Willamalane staff. The intention is to reach as many community members as possible and incorporate the values identified in the recently adopted Willamalane Diversity, Equity, & Inclusion Strategic Action Plan.

### 6.2 Community Engagement Goals

The community engagement strategies selected for this plan support the following goals in order to inform the overall comprehensive planning process:

#### 1. Promote project awareness throughout the planning process.

- a.** Promote project awareness throughout the planning process.
- b.** Find opportunities to engage early with various groups in the community.
- c.** Provide as many opportunities for community members to engage as possible.

#### **d.** Follow up with those that engage:

Provide opportunities for patrons to see they were “heard” and how feedback was integrated.

Promote ongoing involvement.

- e.** Build relationships with participants and provide information about programs, events & services Willamalane offers.

## 2. Gain a Deeper Understanding of who Willamalane Serves.

- a.** Who does Willamalane currently serve? Who is not being served?
- b.** What are the demographics of users/non-users (age, race/ethnicity, families, renters/homeowners, gender, socioeconomic status)?
- c.** What demographics use Willamalane's facilities the most/least?
- d.** What programs, parks, trails, activities, and events are accessed the most/least?
- e.** How does the community learn about programs, events and services offered by Willamalane?
- f.** How satisfied is the community with Willamalane's offerings?
- g.** What are common hardships that make accessing park and recreation services challenging (physical/cognitive limitations, socioeconomic limitations, language barrier, schedule, feeling of safety or belonging, etc.)

## 3. Learn about gaps, barriers, needs, and preferences within the park district.

- a.** What does Willamalane do well? What can Willamalane do better?
- b.** What improvements or changes would increase use of Willamalane parks, facilities, and programs?
- c.** What new park opportunities should be considered?
- d.** What new recreation opportunities should be considered?
- e.** What is Springfield lacking?

## 4. Understand the community's priorities for park and recreation for the coming future.

- a.** What does Willamalane do well? What can Willamalane do better?
- b.** What improvements or changes would increase use of Willamalane parks, facilities, and programs?
- c.** What new park opportunities should be considered?
- d.** What new recreation opportunities should be considered?
- e.** What is Springfield lacking?

## 5. Gain support of final plan recommendations.

### 6.3 Target Audience

- General public - current users and non-users
- Target user groups and demographics as stated in the Oregon's Statewide Comprehensive Outdoor Recreation Plan. These groups include: older adults (and those with limited abilities), diverse populations, youth, and those with low income. Willamalane would like to work with partners to engage Latinx and Indigenous residents living in the district.
- Community partners in Springfield. This includes the City of Springfield, Lane County, Springfield School District, Springfield Utility Board, local nonprofits that provide community services and many other agencies that contribute towards furthering Willamalane's mission.
- Willamalane Staff

### 6.4 Process Overview and Timeline

Understanding community priorities for park and recreation programs and facilities forms the basis for any parks and recreation plan, and community collaboration and support is essential to the Plan's implementation. Community members and key stakeholders need to be intimately involved during the project in order to create a fully implementable Plan. Exhibit A shows the tasks identified in the Consultant's contract for the overall project and how community engagement is embedded within the overall planning effort.

Willamalane intends to engage with the community early and often throughout the planning process through a diverse set of strategies. Exhibit B showcases all of the engagement strategies and their associated timelines. There are two benchmarks in the engagement process where efforts will be amplified. The first benchmark will focus on goals 2, to better understand the community, and 3, to understand gaps, barriers, needs, and preferences of the community. The second benchmark will occur later in the process after results from the statistically valid survey have been analyzed. The focus of this effort will be goals 4, to understand future priorities, and 5, to gauge support for the draft recommendations in the plan.

### INVOLVED PARTIES & OVERSIGHT

Willamalane staff and the Consultants will work collaboratively to ensure maximum participation in the engagement process. The Consultants have worked on over 600 comparable plans for other communities and their knowledge and expertise will be a critical asset to the planning process. During the engagement process they will serve as a neutral third party to facilitate interviews, focus groups, and public meetings. They will also facilitate two rounds of surveys, including one statistically valid survey. Willamalane staff will provide support for these and take leadership of engagement strategies that amplify awareness of the project and promote participation. Willamalane will also implement strategies that support the inclusion of groups that may not otherwise participate through typical forms of engagement or that Willamalane has a special interest in hearing from.

Willamalane's Community Engagement team will be taking a strong leadership role in reviewing final plans for engagement activities and any and all content prior to it going public. The Planning and Development Department at Willamalane will manage the overall project, the contract with the Consultants, and assist with the implementation of the strategies included in this plan.

Willamalane's staff will be actively engaged through the entire planning process. The overall project is being vetted through a Project Team that includes management representation from all Divisions, and a project Advisory Group that includes staff from various departments across the agency. A Communication Plan diagram is included to showcase the meeting frequency for key players of the project. Staff not actively engaged through these teams will have opportunities to contribute through staff surveys and staff meetings facilitated by the Consultants. There will also be many opportunities for staff to assist with the implementation of engagement strategies such as the Project Pitch and/or Pop Up Events (described in the next section).

The following figure shows the cycle of communication between Consultants and Willamalane to oversee the planning process and outcomes.

| COMMUNICATION STRATEGY   |        |        |        |        |
|--------------------------|--------|--------|--------|--------|
|                          | WEEK 1 | WEEK 2 | WEEK 3 | WEEK 4 |
| PM Meeting               | ●      | ●      | ●      | ●      |
| PSD Check In             | ●      |        | ●      |        |
| PM meets with CoS        |        | ●      |        |        |
| Superintendent Report    | ●      |        |        |        |
| Board Update (Quarterly) |        | ●      |        |        |
| SD Agenda Outline        |        |        | ●      |        |
| Advisory Group Meeting   |        |        |        | ●      |
| Project Team Meeting     |        |        |        | ●      |

BB: BerryDunn, Project Consultant (Jake Greenberg)  
 PROJECT MANAGER (PRC): Kristina Bink (201905), Jeff Miles (SD)  
 CoS: City of Springfield, Monica Sather & Sandy Belsch  
 PROJECT TEAM: Eric Adams, Michael Papp, Kenny Fitzgerald, Jesse Newton, Kristina Bink, BerryDunn Project Team  
 ADVISORY GROUP: Project Team + Eamonn Butler, Simon Evans, Tracy Webb, Brandon Gamble, Fraser MacDonald, Skylee Sharp

## CITY INVOLVEMENT

The Consultants, Willamalane, and City staff will ensure the update to Willamalane's 2012 Plan meets requirements for legislative land use decisions. The City, Willamalane, and Consultants will also work together to maximize areas of potential collaboration, including transportation, economic development, operations, and natural resources. Springfield's Planning Commission and City Council will play a key role in the process to adopt the Plan as a land use decision.

There will be one or more Work Sessions with the Springfield Planning Commission and the Springfield City Council before the public hearings.

## 6.5 Engagement Strategies

Feedback from the community, along with additional research will strongly inform the recommendations and priorities identified in the final Plan. The strategies presented below were proposed in a work plan approved by the City's Committee for Citizen Engagement and aim to reach a diverse audience in as many ways as possible.

### 1. ONLINE ENGAGEMENT: [willamalane.org/future](http://willamalane.org/future)

**Target Audience:** General public

**Lead Agency:** Willamalane

**Timeframe:** Ongoing

**Measure of Success:** Willamalane will be able to monitor web page analytics to assess activity and engagement levels. A goal of 4,000 page views to [willamalane.org/future](http://willamalane.org/future) has been established. This is based on previous outreach and engagement campaigns Willamalane has completed in the last 12 months.

**Incentives:** N/A

**Summary:** Willamalane will host a landing page ([www.willamalane.org/future](http://www.willamalane.org/future)) for this project. The page will include: a project description, project contacts, a timeline of upcoming milestones and events, promotion of engagement strategies, an opportunity to submit comments, an opportunity to sign up for future email updates, and potentially other interactive tools for providing feedback (e.g., maps, polls, etc.).

#### **Diversity, Equity & Inclusion**

**Considerations:** The landing page will be able to be translated into over 100 languages using Google Chrome's translation tool.

## 2. SURVEYS

**Target Audience:** General public

**Lead Agency:** RRC Associates (sub-consultant) in coordination with Consultants and Willamalane.

**Timeframe:** (1) Mid-summer (both paper and online) and (1) late fall-winter (online only)

**Measures of Success:** Success will be determined by achieving a 95% confidence for the statistically valid survey. For online/non-statistically valid surveys there is a target of 1,000 responses.

**Incentives:** RRC Associates will provide incentives for participating in the survey.

**Summary:** Two rounds of surveys will occur during this project. The first survey will be a statistically valid survey that will launch early summer after the first round of engagement. Questions for this survey will be formed based on information learned through the first set of focus groups, stakeholder interviews, the public meeting, and staff survey/engagement. It will be mailed to a random invitation sample of approximately 2,000 to 3,000 people living within the district boundary. Appropriate outreach will be completed to target statistically valid results with a margin of error +/- 5 at a 95% confidence level. This will allow both district users and non-users to provide input.

Following closure of the random invitation survey, an open link version of the same survey will be published, and the remaining district residents will be encouraged to complete the survey online. Those participating in the open-link survey will be able to be differentiated from those participating in the statistically valid survey as to not skew or duplicate results.

## 2. SURVEYS

**Summary:** A second online survey will be pushed out at the end of the second round of engagement (late fall-winter) to validate what was heard and gauge support of the draft recommendations being prepared for the plan. Willamalane plans for this to be an online survey, however if deemed valuable as the project progresses this may transition to a second statistically valid survey following the same process noted above.

### Diversity, Equity & Inclusion

**Considerations:** The survey will be produced in both English and Spanish, the two most common languages spoken in the Springfield community. Reasonable accommodations will be made for residents who cannot complete the survey as it is posted by contacting Willamalane's Inclusion Coordinator.

## 3. FOCUS GROUP

**Target Audience:** Community partners and representatives of target demographics

**Lead Agency:** Consultants will facilitate, Willamalane will recruit and host.

**Timeframe:** (3-4) April 2022, (2-3) Fall 2002

**Measures of Success:** Minimum of 6 participants in at least 5 Focus Group discussions including representation from each demographic identified by the district (see below).

**Incentives:** \$50 gift card, snacks and drinks for those participating in person.

**Summary:** Willamalane will invite project stakeholders such as community leaders, organizers, user group representatives, and/or affiliates of local community groups to participate in these focus groups.

## 3. FOCUS GROUP

**Summary:** These small group discussions will be facilitated by Consultants in order to build an initial assessment of park and recreation opportunities, challenges, existing conditions, needs, trends, and goals. Lessons learned through this process will help inform the questions used for the creation of the statistically valid survey that will launch directly after these efforts.

Based on best practices and recommendations from Consultants, the focus groups should be representative of the Springfield community. The groups should include both currently served and historically underrepresented community members. To facilitate this, Willamalane developed a roster of demographics they will seek when recruiting for this project, some examples include: older adults, teens, racial and ethnic diversity, those with limited abilities, current users of parks and facilities, special interest groups, etc. Willamalane will aim to include representation from at least 5 of these demographics in each meeting.

The focus groups will be hosted at a Willamalane facility with virtual/hybrid options for those who choose it. Food and snacks will be provided and participants will be reimbursed with a gift card for their time and participation. Willamalane staff will be available to answer questions about the district through this process; however, will not participate in the conversations otherwise.

### Diversity, Equity & Inclusion

**Considerations:** Focus groups participants will receive a small stipend for their time and contributions. Through the registration process participants will be asked if they will require translation or any other reasonable accommodations in order to participate so Willamalane can make accommodations in advance of the event. Participants will be strongly encouraged to attend in person; however, virtual attendance will be available for those who request it.

#### 4. STAKEHOLDER INTERVIEWS

**Target Audience:** Community leaders and decision makers

**Lead Agency:** Consultants will host these conversations, Willamalane will schedule

**Timeframe:** (3-4) in April 2022

**Measures of Success:** Completion of 3-4 interviews by the consultant team

**Incentives:** N/A

**Summary:** These interviews will cover similar topics as those addressed in the Focus Group Discussion, however will be conversational in nature and will have the overall intention of providing the consultant team any additional context or information needed to understand the needs of the district and the priorities of those who influence it. Participants in each interview will hopefully include:

1. Willamalane Board members and Superintendent,
2. Representatives and decision makers from the City of Springfield,
3. Representatives and decision makers from the School District.

##### **Diversity, Equity & Inclusion**

**Considerations:** Reasonable accommodations will be made for accessibility, scheduling, language or any other considerations that may limit a stakeholder's ability to participate.

#### 5. TOWN HALL MEETINGS

**Target Audience:** General public

**Lead Agency:** Consultants will facilitate, Willamalane will help coordinate

**Timeframe:** (1) April 2022, (1) Fall 2022, (1) Spring 2023

**Measures of Success:** Attendance of 100 people from the community

**Incentives:** N/A

**Summary:** These meetings are intended to share progress to date and ask community members to confirm that what the consultants heard is correct and complete.

1. Public Forum #1 Information Gathering (present input received at initial engagement)
2. Public Forum #2 Findings (Survey results, demographics, trends, and Level of Service)
3. Public Forum #3 Draft Report

##### **Diversity, Equity & Inclusion**

**Considerations:** A Spanish language and ASL translator will be available during the presentations.

## 6. INTERNAL WILLAMALANE STAFF ENGAGEMENT

**Target Audience:** Willamalane staff at all levels in all departments

**Lead Agency:** Consultants

**Timeframe:** (1) April 2022, (2) Fall 2022

**Measures of Success:** 40% response rate on survey, meetings/interviews with staff from each division.

**Incentives:** N/A

**Summary:** Staff will be engaged via an online survey and through in person meetings. Meetings will occur during both rounds of engagement (Spring/Fall). Consultants will use these to understand specifics about how Willamalane is operated and ways operations could be more efficient.

### **Diversity, Equity & Inclusion**

**Considerations:** All staff will be able to attend during their paid work hours. Those who are not able to attend will be able to respond to the virtual survey during work hours.

## 7. POP-UP EVENTS

**Target Audience:** General public, target user groups, community partners

**Lead Agency:** Willamalane

**Timeframe:** Ongoing

**Measures of Success:** 6 pop up events at locations outside of Willamalane events/facilities + 6 events within Willamalane events/facilities

**Incentives:** Willamalane will provide small, fun giveaways at events

**Summary:** These events will occur at both Willamalane and non-Willamalane programs/sites and high traffic locations. The main objective is to let people know about the project and encourage community members to participate in the survey or other engagement strategies. These events will include fun, interactive ways that people can provide feedback as well.

### **Diversity, Equity & Inclusion**

**Considerations:** By creating a mobile promotional event Willamalane can target groups that may not already be engaging with the agency. Willamalane will provide bilingual material (English/Spanish) and include a Spanish speaking staff member or partner to the extent possible.

## 8. PROJECT PITCH

**Target Audience:** Target demographics and community partners

**Lead Agency:** Willamalane

**Timeframe:** March-May 2022, or as needed

**Measures of Success:** Complete a minimum of 4 pitches to public groups

**Incentives:** N/A

**Summary:** Willamalane staff will attend community meetings and give a pitch about the Comprehensive Plan project to spread awareness and let stakeholders know how to engage throughout the process. Some possible groups may include: the Springfield Area Chamber of Commerce, Rotary Club of Springfield, Springfield Bike and Pedestrian Committee, Friends of the Springfield Library, Huerto de la Familia, Community Alliance of Lane County, etc.

### **Diversity, Equity & Inclusion**

**Considerations:** Willamalane will work with groups prior to attending the meeting to determine whether Spanish speaking staff or translation services will be beneficial.

## 9. EXTERNAL ADVISORY GROUPS / LISTENING SESSIONS

**Target Audience:** Target demographics and community partners

**Lead Agency:** Willamalane

**Timeframe:** At least (1) meeting in May, with the rest of the meetings occurring as possible throughout the project.

**Measures of Success:** Minimum of 5 participants representing different perspectives per meeting. The number and focus of overall groups/sessions will be determined based on feedback received in the first round of engagement.

**Incentives:** \$50 gift card, snacks and drinks for those participating in person.

**Summary:** These meetings will include groups of people invited based on their professional or lived experiences in order to inform specific content in the plan. These exact topics and groups will become more apparent as the planning process moves forward, however some key subject areas already being considered as focuses for these meetings include: natural resources, accessibility in parks/facilities, culturally responsive design for parks and programs, establishing relationships with native people, and understanding barriers for Latinx and other Black, Indigenous, People of Color (BIPOC).

Each group will meet at least one time during the planning process. Meetings will be facilitated by key Willamalane staff with support from Willamalane's DEI Committee and external partners and groups with expertise in the subject matter as appropriate. Settings and structure for these conversations will be informal and will occur in a neutral/non-threatening environment.

### **Diversity, Equity & Inclusion**

**Considerations:** Willamalane will work with groups prior to attending the meeting to determine whether Spanish speaking staff or translation services will be beneficial.

**EXHIBIT A: OVERALL PROJECT SCOPE AND WORK PLAN****EXHIBIT B: SEQUENCING AND LAYOUT OF PROPOSED COMMUNITY ENGAGEMENT STRATEGIES.**

Green Tasks will be led by Consultants and orange tasks will be led by Willamalane staff; however, both groups will be working collaboratively to support all aspects of public engagement. Within the timeline there are two consolidated engagement efforts: (1) in the spring to determine needs and (2) one in the fall to assess priorities for the district.

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# Appendix 7: Pop-Up Intercept Events and Digital Outreach

## Appendix 7. Pop-Up Intercept Events & Digital Outreach

### 7.1 Pop-Up Intercept Events

Twenty-two community intercept events were held that created significant input to be used in the comprehensive plan.

A key part of this campaign was the event activation and survey promotion. Willamalane created staffed pop-up event tables and attended community events over the summer. Staff invited event attendees to play a voting game where each community member received five tokens and placed them in their choice of nine voting boxes (categories listed below). The voting game helped people understand the types of projects Willamalane is considering and collected feedback from various demographics about the community's broad priorities for park, facility, and recreation improvements.

Willamalane staffed the pop-up event table at 22 events between June 11 and Sept. 21. Some events were hosted by Willamalane and others were hosted by partner organizations. The target audiences for these events included families with children, older adults, people with Latinx heritage, people with AAPI heritage, and people in the LGBTQ+ community.

In total, 1,766 people cast their votes at these events. The vote breakdown is as follows:

- Outdoor Pool and/or Water Play: 27.5%
- Expand Trail System: 13.9%
- Improve Existing Playgrounds: 13%
- Childcare Opportunities: 11.3%
- Field/Court Options in Parks: 7.5%
- Outdoor Recreation Equipment Rentals: 7.3%
- Fitness Classes: 7.1%
- Recreation Classes: 7%
- Other: 5%



Those who voted for “Other” shared their ideas with a staff member who recorded them. Some ideas that were shared multiple times included:

- Dog parks
- Indoor or shaded playgrounds
- Disc golf courses
- Additional summer camp opportunities
- Splash pads
- Video game programs
- Therapeutic saltwater pool

### 7.2 Digital Outreach

Digital outreach included communication and outreach to district residents through the [Willamalane.org/future](https://willamalane.org/future) website, email blasts and use of social media. The outreach effort impacted the whole of the engagement process.

- 3,723 visited the Willamalane Project specific webpage [Willamalane.org/future](https://willamalane.org/future)
- 23,493 people were reached on social media ad campaigns
- 1,052 people were reached by email blasts
- 213 people responded to advertised QR Codes

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# Appendix 8: Level of Service Assessment

## Appendix 8. Level of Service Assessment

### 8.1 Level of Service Assessment

#### What is Level of Service, and why do we use it?

LOS measures how a system provides residents access to parks, open spaces, trails, and facilities. It indicates the ability of people to connect with the outdoors and nature and pursue active lifestyles with implications for health and wellness, the local economy, and quality of life. LOS for a park and recreation system tends to mirror community values reflective of personal connections to communities. It is also useful in benchmarking current conditions and directing future planning efforts. The service offered by a park or a component is a function of two main variables: location and ease of access.

#### What is GRASP®?

GRASP® (Geo-referenced Amenities Standards Process) has been applied in many communities across the country as a measure of LOS. With GRASP®, information from the park and facilities inventory is combined with GIS software produces analytic maps and data called Perspectives that show the distribution and quality of these services.

#### What do Perspectives do for us?

Perspectives can be maps or other analyses incorporating statistics, diagrams, tables, and charts that provide benchmarks or insights useful in determining community success in delivering services. The park and facility inventory provides details of what is available at any given location, and GIS analysis measures user access. People use various ways of reaching a recreation destination: on foot, on a bike, in a car, via public transportation, or some combination. There are two distinct types of service areas for examining the park system to account for this variability:

- 1) Walkable Access– uses a travel distance of one-half mile, a suitable distance for a ten-minute walk.
- 2) Neighborhood Access– uses a travel distance of one mile to each component and gives a premium for areas within a ten-minute walk. It is intended to account for users traveling from home or elsewhere to a park or facility, most likely by bike, bus, or automobile.

#### A Brief History of Level of Service Analysis

To help standardize parks and recreation planning, many parks & recreation professionals look for ways to benchmark and provide “national standards.” These standards might include how many acres, how many ballfields, pools, playgrounds a community should have. In 1906 the fledgling “Playground Association of America” called for playground space equal to 30 square feet per child. In the 1970s and early 1980s, the first detailed published works on these topics began emerging (Gold, 1973; Lancaster, 1983). In time “rule of thumb” ratios emerged with 10 acres of parkland per thousand, becoming the most widely accepted norm. Other normative guides also have been cited as traditional standards but have been less widely accepted. In 1983, Roger Lancaster compiled a book called “Recreation, Park and Open Space Standards and Guidelines,” published by the National Park and Recreation Association (NRPA). In this publication, Mr. Lancaster centered on a recommendation “that a park system, at minimum, be composed of a core system of parkland, with a total of 6.25 to 10.5 acres of developed open space per 1,000 population (Lancaster, 1983, p. 56). The guidelines went further to recommend an appropriate mix of park types, sizes, service areas, acreages, and standards regarding the number of available recreational facilities per thousand population. While published by NRPA, the table became widely known as “the NRPA standards,” but these were never formally adopted for use by NRPA.

Since that time, various publications have updated and expanded upon possible “standards,” several of which have been published by NRPA. Many of these publications did a benchmark and other normative research to determine what an “average LOS” should be. Organizations such as NRPA and the American Academy for Park and Recreation Administration have focused on accreditation standards for agencies. These standards have been less directed towards outcomes and performance and more on planning, organizational structure, and management processes. The popularly referred to as “NRPA standards” for LOS, as such, do not exist.

It is critical to realize that the above standards can be valuable when referenced as “norms” for capacity but not necessarily as the target standards for which a community should strive. Each agency is different, and the criteria above do not address many factors. For example:

- Does “developed acreage” include golf courses”? What about indoor and passive facilities?
- What are the standards for skateparks? Ice Arenas? Public Art? Etc.?
- What if it’s an urban land-locked community? What if it’s a small town surrounded by open Federal lands?
- What about quality and condition? What if there are many ballfields, but they are not maintained?
- And many other questions.

### 8.2 The GRASP® Process – a greater tool for completing level of service analysis

Parks, trails, recreation, and open space are part of an overall infrastructure for a community made up of various components, such as playgrounds, multi-purpose fields, passive areas. A methodology for determining the LOS is appropriate to address these and other relevant questions. Composite-values methods are applied to measure better and portray the service provided by parks and recreation systems. The trademarked name for the composite-values methodology process is called GRASP® (Geo-Referenced Amenities Standards Program). For this methodology, capacity is only part of the LOS equation. Consider other factors, including quality, condition, location, comfort, convenience, and ambiance.

This methodology records each park component’s geographic location, quantity, and capacity. Also, it uses comfort, convenience, and ambiance as characteristics that are part of the context and setting of a component. They are not characteristics of the element itself, but they enhance the value when they exist. Combining and analyzing each component’s composite value makes it possible to measure the service provided by a parks and recreation system from various perspectives and for any given location. Typically, this begins with deciding on “relevant components,” collecting an accurate inventory of those components, and analysis. Maps and tables represent the results of the GRASP® study.

### Utilizing GRASP® Perspectives

GRASP® perspectives evaluate the LOS throughout an area. Their purpose is to reveal possible gaps in service; however, it is not necessarily beneficial for all community parts to score equally in the analyses. The desired LOS for a location should depend on the type of service, the site’s characteristics, and other factors, such as community need, population growth forecasts, and land-use issues. For example, commercial, institutional, and industrial areas might reasonably have lower service levels for parks and recreation opportunities than residential areas. GRASP® perspectives focus attention on gap areas for further scrutiny. Perspectives can determine if current levels of service are appropriate if used in conjunction with other assessment tools, such as needs assessment surveys and a public input process.

Table 33 lists those components that although present and available in the park system, scored a “1” suggesting that they perform poorly and need to be upgraded, repaired or replaced. These components directly impact the GRASP® scores and thus the overall level of service provided.

### A GRASP® Glossary

**Buffer:** see catchment area

**Catchment area:** a circular map overlay that radiates outward in all directions from a component and represents a reasonable travel distance from the edge of the circle to the asset. Used to indicate access to an asset in a level of service assessment

**Component:** an amenity such as a playground, picnic shelter, basketball court, or athletic field that allows people to exercise, socialize, and maintain a healthy physical, mental, and social wellbeing

**Geo-Referenced Amenities Standards Process® (GRASP®):** a proprietary composite-values methodology that takes quality and functionality of assets and amenities into account in a level of service assessment

**GRASP® Level of service (LOS):** the extent to which a recreation system provides community access to recreational assets and amenities

**GRASP®-IT audit tool:** an instrument developed for assessing the quality and other characteristics of parks, trails, and other public lands and facilities. The tested, reliable, and valid tool has been used nationwide in more than 125 park systems inventories.

**Low-score component:** a component given a GRASP® score of “1” or “0” as it fails to meet expectations

**Low-service or Lower-service area:** an area that has some GRASP® LOS but falls below the minimum standard threshold for the overall LOS

**Modifier:** a basic site amenity that supports users during a visit to a park or recreation site, to include elements such as restrooms, shade, parking, drinking fountains, seating, BBQ grills, security lighting, and bicycle racks, among others

**No-service area:** an area with no GRASP® LOS

**Perspective:** a perspective is a map or data quantification, such as a table or chart, produced using the GRASP® methodology that helps illustrate how recreational assets serve a community

**Radius:** see catchment area

**Recreational trail:** a recreation trail can be a soft or hard-surfaced off-street path that promotes active or passive movement through parkland or natural areas. Recreational trails are typically planned and managed by parks and recreation professionals or departments.

**Service area:** all or part of a catchment area ascribed a particular GRASP® score that reflects the LOS provided by a specific recreational asset, a set of assets, or an entire recreation system

**Target or Threshold:** a minimum LOS standard typically determined based on community expectations

**Trail:** any off-street or on-street connection dedicated to pedestrian, bicycle, or other non-motorized users

**Trail network:** a trail network is a functional and connected part of a trail system. Different networks are separated from other trail networks by missing trail connections or barriers such as roadways, rivers, or railroad tracks.

**Trail system:** all trails in a community that serve pedestrian, bicycle, and alternative transportation users for purposes of both recreation and transportation

**Transportation trail:** a hard-surface trail, such as a sidewalk, intended for traveling from one place to another in a community or region. These trails typically run outside of parkland and are managed by Public Works or another City utility department.

## GRASP® COMPONENTS AND DEFINITIONS

| GRASP® Outdoor Component List |                                                                                                                                                                |
|-------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Component                     | Definition                                                                                                                                                     |
| <b>Adventure Course</b>       | An area designated for activities such as ropes courses, zip-lines, challenge courses. Type is specified in the comments.                                      |
| <b>Amusement Ride</b>         | Carousel, train, go-carts, bumper cars, or other ride-upon features. The ride has an operator and controlled access.                                           |
| <b>Aquatics, Complex</b>      | An aquatic complex has at least one immersion pool and other features intended for aquatic recreation.                                                         |
| <b>Aquatics, Lap Pool</b>     | A swimming pool intended for swimming laps.                                                                                                                    |
| <b>Aquatics, Leisure Pool</b> | A swimming pool intended for leisure water activities. May include zero-depth entry, slides, play and spray features.                                          |
| <b>Aquatics, Spray Pad</b>    | A play feature without immersion intended for interaction with moving water.                                                                                   |
| <b>Aquatics, Therapy Pool</b> | A temperature-controlled pool intended for rehabilitation and therapy.                                                                                         |
| <b>Basketball Court</b>       | A dedicated full-sized outdoor court with two goals.                                                                                                           |
| <b>Basketball, Practice</b>   | A basketball goal for half-court play or practice, including goals in spaces associated with other uses like parking lots.                                     |
| <b>Batting Cage</b>           | A stand-alone facility with pitching machines and restricted entry.                                                                                            |
| <b>Bike Complex</b>           | A bike complex accommodates various bike skills activities with multiple features or skill areas.                                                              |
| <b>Bike Course</b>            | A designated area for non-motorized bicycle use may be constructed of concrete, wood, or compacted earth. Includes pump tracks, velodrome, and skills courses. |
| <b>Camping, Defined</b>       | Defined campsites may include a variety of facilities such as restrooms, picnic tables, water supply. Use the official agency count for quantity if available. |

| Component                      | Definition                                                                                                                                                                                                                                       |
|--------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Camping, Undefined</b>      | Allows users to stay overnight outdoors in undefined sites and receives a quantity of one for each park or location.                                                                                                                             |
| <b>Climbing, Designated</b>    | A designated natural or human-made facility provided or managed by an agency for recreation climbing but is not limited to play.                                                                                                                 |
| <b>Climbing, General</b>       | Allows users to participate in a climbing activity. Use a quantity of one for each park or other location.                                                                                                                                       |
| <b>Concession</b>              | A facility used for the selling, rental, or other provision of food, drinks, goods, and services to the public.                                                                                                                                  |
| <b>Diamond Field</b>           | Softball and baseball fields, suitable for organized diamond sports games. Not specific to size or age-appropriateness.                                                                                                                          |
| <b>Diamond Field, Complex</b>  | Many ballfields at a single location that are suitable for tournaments.                                                                                                                                                                          |
| <b>Diamond Field, Practice</b> | An open or grassy area is used to practice diamond sports and is distinguished from a ballfield. Does not lend itself to organized diamond sports games and from open turf by the presence of a backstop.                                        |
| <b>Disc Golf</b>               | A designated area for disc golf.<br><br>Quantities: 18 hole course = 1; 9 hole course =.5                                                                                                                                                        |
| <b>Dog Park</b>                | An area explicitly designated as an off-leash area for dogs and their guardians.                                                                                                                                                                 |
| <b>Educational Experience</b>  | Signs, structures, or features provide an educational, cultural, or historical experience. They are distinguished from public art by the presence of interpretive signs or other information. Assign a quantity of one for each contiguous site. |
| <b>Equestrian Facility</b>     | An area designated for equestrian use and typically applied to facilities other than trails.                                                                                                                                                     |

| Component                | Definition                                                                                                                                                                                                                           |
|--------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Event Space</b>       | A designated area or facility for an outdoor class, performance, or special event, including an amphitheater, bandshell, stage.                                                                                                      |
| <b>Fitness Area</b>      | Features intended for personal fitness activities. Fitness areas are groupings of equipment in immediate proximity.                                                                                                                  |
| <b>Fitness Course</b>    | Features intended for personal fitness activities are typically located along a path or trail. A course receives a quantity of one for each complete grouping of fitness equipment.                                                  |
| <b>Game Court</b>        | Outdoor court designed for a game other than tennis, basketball, and volleyball distinguished from a multi-use pad, including bocce, shuffleboard, and lawn bowling. The type specified in the comments. Quantity counted per court. |
| <b>Garden, Community</b> | A garden area that provides community members a place to have a personal vegetable or flower garden.                                                                                                                                 |
| <b>Garden, Display</b>   | An area designed and maintained to provide a focal point or destination, including a rose garden, fern garden, native plant garden, wildlife/habitat garden, and an arboretum.                                                       |
| <b>Golf</b>              | A course designed and intended for the sport of golf counted per 18 holes.<br><br>Quantities: 18 hole course = 1; 9 hole course =.5                                                                                                  |
| <b>Golf, Miniature</b>   | A course designed and intended as a multi-hole golf putting game.                                                                                                                                                                    |
| <b>Golf, Practice</b>    | An area designated for golf practice or lessons, including driving ranges and putting greens.                                                                                                                                        |
| <b>Historic Feature</b>  | A site designated to commemorate an event, person, or place of local, statewide or national significance.                                                                                                                            |

| Component                 | Definition                                                                                                                                                                                                                                |
|---------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Horseshoe Court</b>    | A designated area for the game of horseshoes, including permanent pits of regulation length. Quantity counted per court.                                                                                                                  |
| <b>Horseshoes Complex</b> | Several regulation horseshoe courts in a single location. They are suitable for tournaments.                                                                                                                                              |
| <b>Ice Hockey</b>         | Regulation size outdoor rink explicitly built for ice hockey games and practice. General ice skating included in "Winter Sport."                                                                                                          |
| <b>In-line Hockey</b>     | Regulation size outdoor rink built specifically for in-line hockey games and practice.                                                                                                                                                    |
| <b>Loop Walk</b>          | Opportunity to complete a circuit on foot or by non-motorized travel mode. Suitable for use as an exercise circuit or leisure walking. Quantity of one for each park or other location unless more than one particular course is present. |
| <b>Multi-Use Pad</b>      | A painted area with games such as hopscotch, four square, tetherball found in schoolyards. As distinguished from "Games Court," which is typically single-use.                                                                            |
| <b>Natural Area</b>       | Describes an area in a park that contains plants and landforms that are remnants of or replicate undisturbed native regions of the local ecology. It can include grasslands, woodlands, and wetlands.                                     |
| <b>Open Turf</b>          | A grassy area that is not suitable for programmed field sports due to size, slope, location, or physical obstructions. It may be used for games of catch, tag, or other informal play and uses that require an open grassy area.          |

| Component                        | Definition                                                                                                                                                                                              |
|----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Other</b>                     | An active or passive component that does not fall under another definition. Specified in comments.                                                                                                      |
| <b>Passive Node</b>              | A place designed to create a pause or particular focus within a park includes seating areas, plazas, overlooks, and not intended for programmed use.                                                    |
| <b>Pickleball Court</b>          | A designated court designed primarily for pickleball play.                                                                                                                                              |
| <b>Picnic Ground</b>             | A designated area with a grouping of picnic tables suitable for organized picnic activities. Account for individual picnic tables as Comfort and Convenience modifiers.                                 |
| <b>Playground, Destination</b>   | A destination playground attracts families from the entire community. Typically has restrooms and parking on-site. May include special features like a climbing wall, spray feature, or adventure play. |
| <b>Playground, Local</b>         | A local playground serves the needs of the surrounding neighborhood. Includes developed playgrounds and designated nature play areas. These parks generally do not have restrooms or on-site parking.   |
| <b>Public Art</b>                | Any art installation on public property. Art receives a quantity of one for each contiguous site.                                                                                                       |
| <b>Rectangular Field Complex</b> | Several rectangular fields in a single location. A complex is suitable for tournament use.                                                                                                              |

| Component                          | Definition                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Rectangular Field, Large</b>    | Describes a specific field large enough to host one adult rectangular field sports game such as soccer, football, lacrosse, rugby, and field hockey. The approximate field size is 180' x 300' (60 x 100 yards). The field may have goals and lines specific to an individual sport that may change with the permitted use.                                                                                                                                                                                |
| <b>Rectangular Field, Multiple</b> | Describes an area large enough to host one adult rectangular field sports game and a minimum of one other event/game, but with an undetermined number of actual fields. This category describes a large open grassy area arranged in configurations for any number of rectangular field sports. Sports may include but are not limited to: soccer, football, lacrosse, rugby, and field hockey. The field may have goals and lines specific to an individual sport that may change with the permitted use. |
| <b>Rectangular Field, Small</b>    | Describes a specific field too small to host a regulation adult rectangular field sports game but accommodates at least one youth field sports game. Sports may include but are not limited to: soccer, football, lacrosse, rugby, and field hockey. A field may have goals and lines specific to a particular sport that may change with a permitted use.                                                                                                                                                 |
| <b>Shelter, Large</b>              | A ramada, shade shelter, or pavilion large enough to accommodate a group picnic or other event for a minimum of 16 seated. Address lack of seating in scoring.                                                                                                                                                                                                                                                                                                                                             |
| <b>Shelter, Small</b>              | A ramada, shade shelter, or pavilion large enough to accommodate a family picnic or other event for approximately 4-16 persons with seating for a minimum of four. Covered benches are included in comfort and convenience scoring and should not be included here.                                                                                                                                                                                                                                        |

| Component                    | Definition                                                                                                                                                                                                                                                                                    |
|------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Skate Feature</b>         | A small or single feature primarily for wheel sports such as skateboarding, in-line skating. The component may or may not allow freestyle biking. Categorize dedicated bike facilities as Bike Course.                                                                                        |
| <b>Skate Park</b>            | An area set aside primarily for wheel sports such as skateboarding and in-line skating. The park may allow freestyle biking. It may be specific to one user group or allow for several user types and accommodate various abilities. Typically has a variety of concrete or modular features. |
| <b>Target Range</b>          | A designated area for practice or competitive target activities. The type specified, such as archery or firearms, in comments.                                                                                                                                                                |
| <b>Tennis Complex</b>        | Multiple regulation courts in a single location with amenities suitable for tournament use.                                                                                                                                                                                                   |
| <b>Tennis Court</b>          | A court that is suitable for recreation or competitive play. Quick-start or other non-standard types specified in comments.                                                                                                                                                                   |
| <b>Tennis, Practice Wall</b> | A wall intended for practicing tennis.                                                                                                                                                                                                                                                        |
| <b>Track, Athletic</b>       | A multi-lane, regulation-sized running track appropriate for track and field events.                                                                                                                                                                                                          |
| <b>Trail Access Point</b>    | A point of connection to a trail or trail system, without amenities                                                                                                                                                                                                                           |
| <b>Trail, Multi-Use</b>      | A trail, paved or unpaved, is separated from the road and provides recreational opportunities or connections to walkers, bikers, rollerbladers, and equestrian users. Paths that make a circuit within a single site are Loop Walks.                                                          |
| <b>Trail, Primitive</b>      | An unpaved path is located within a park or natural area that provides recreational opportunities or connections to users. Minimal surface improvements that may or may not meet accessibility standards.                                                                                     |

| Component                      | Definition                                                                                                                                                                                  |
|--------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Trail, Water</b>            | A river, stream, canal, or other waterway trails for floating, paddling, or other watercraft.                                                                                               |
| <b>Trailhead</b>               | A designated staging area at a trail access point may include restrooms, an information kiosk, parking, drinking water, trash receptacles, and seating.                                     |
| <b>Volleyball Court</b>        | One full-sized court. It may be a hard or soft surface, including grass and sand. May have permanent or portable posts and nets.                                                            |
| <b>Wall Ball Court</b>         | Walled courts are associated with handball and racquetball—the type specified in the comments.                                                                                              |
| <b>Water Access, Developed</b> | A developed water access point includes docks, piers, kayak courses, boat ramps, fishing facilities. It is specified in comments, including the quantity for each unique type.              |
| <b>Water Access, General</b>   | Measures a user's general ability to access the edge of open water. May include undeveloped shoreline. Typically receives a quantity of one for each contiguous site.                       |
| <b>Water Feature</b>           | This passive water-based amenity provides a visual focal point of fountains and waterfalls.                                                                                                 |
| <b>Water, Open</b>             | A body of water such as a pond, stream, river, wetland with open water, lake, or reservoir.                                                                                                 |
| <b>Winter Sport</b>            | An area designated for a winter sport or activity. For example, a downhill ski area, nordic ski area, sledding hill, tobacco run, and recreational ice. The type specified in the comments. |

### 8.3 Inventory Methods and Process

The planning team's detailed GIS inventory first prepared a preliminary list of existing components using aerial photography and GIS data. Components identified in aerial photos were located and labeled.

Next, the consulting team conducted field visits to confirm or revise preliminary component data, make notes regarding sites or assets, and understand the system. The inventory for this study focused primarily on components at public parks. Each element's evaluation ensures it serves its intended function, noting any parts needing refurbishment, replacement, or removal.

Collection of the following information during site visits:

- Component type and geo-location
- Component functionality
- Assessment scoring is based on the condition, size, site capacity, and overall quality. The inventory team used the following three-tier rating system to evaluate these:
  - 1** = Below Expectations
  - 2** = Meets Expectations
  - 3** = Exceeds Expectations
- Components were evaluated from two perspectives: first, the value of the component in serving the immediate neighborhood (N Score), and second, its value to the greater community (C Score). The score is on a scale of 0-3, with zero meaning non-functioning, one being below expectations, two meeting expectations, and three exceeding expectations.
- Neighborhood Score:
  - » Each component was evaluated from the perspective of a resident that lives nearby.
  - » High scoring components are easily accessible to pedestrians in the neighborhood, are attractive for short and frequent visits, and are unobtrusive to the surrounding neighborhood.
  - » Low-scoring components may have limited access to residents such as locked gates, have nuisance features such as sports lighting, or draw large crowds for which parking is not provided.

- Community Score:
  - » Components were evaluated from residents' perspective in the greater community.
  - » High scoring components in this category may be unique components within the parks and recreation system, have a broad draw from throughout the community, have the capacity and associated facilities for community-wide events, or are in areas that are accessible only by car.
  - » An example of low-scoring components may be when a park's components are limited to only Homeowners' Association (HOA) residents
- Site modifiers
  - » In addition to standard components, the inventory also evaluates features that provide comfort and convenience to the users.
  - » These are things that a user might not go to the parks specifically to use but are things that enhance the users' experience by making it a nicer place to be.
  - » Modifiers encourage people to stay longer and enjoy the components more fully.
  - » The presence of features such as drinking water, shade, seating, and restrooms in proximity to a component increases the component's value.
  - » These features are scored as described above with the 0-3 system.
  - » Scoring focuses on service to the user rather than the quantity
- Site design and ambiance
- Site photos
- General comments

### 8.4 Asset Scoring

All components were scored based on condition, size, site capacity, and overall quality, reflecting the user's expectations of recreational features. Beyond the quality and functionality of components, however, GRASP® LOS analysis considers other essential aspects of a park or recreation site. Not all parks are created equal, and their surroundings may determine the quality of a user's experience. For example, the GRASP® system acknowledges the essential differences between identical playground structures as displayed in the following example figures:

#### GRASP® EXAMPLES



In addition to scoring components, GRASP®-IT assesses each park site or indoor facility for comfort, convenience, and ambient qualities. These qualities include the availability of restrooms, drinking water, shade, scenery. These modifier values then enhance or amplify component scores at any given location.

This inventory atlas consists of the Geographic Information System (GIS) data displayed by location on an aerial photograph. Compiled GIS information collected during the site visit, including all GIS data and staff input. An accompanying data sheet for each site lists modifier and component scores and observations and comments.

Analyzing the existing parks, open space, trails, and recreation systems determines how they serve the public. LOS defines the capacity of various components and facilities to meet the public's needs regarding the size or quantity of a given facility.

**DESIGN AND AMBIANCE** – Simple observation proves that places that “feel” right attract people. A sense of safety and security, pleasant surroundings, attractive views, and a sense of place impact ambiance. A well-designed park is preferable to a poorly designed one, enhancing its components' degree of service.

**COMFORT AND CONVENIENCE** – The service provided by a component, such as a playground, is increased by having amenities such as shade, seating, and a restroom nearby. Comfort enhances the experience of using a component. Convenience encourages people to use

an element, which increases the amount of service that it offers. Easy access and the availability of trash receptacles, bike racks, or nearby parking are examples of conveniences that enhance the service provided by a component.

**LOCATION** – To be served by something, you need to be able to get to it. The typical park playground is more service to people who live within easy reach than someone living across town. Therefore, service is dependent upon proximity and access.

**QUALITY** – The service provided by anything, whether a playground, soccer field, or swimming pool, is determined in part by its quality. A playground with various features, such as climbers, slides, and swings, provides a higher degree of service than one with nothing but an old teeter-totter and some “monkey-bars.”

**CONDITION** – The condition of a component within the park system also affects the service it provides. A playground in disrepair with unsafe equipment does not offer the same function as one in good condition. Similarly, a soccer field with a smooth surface of well-maintained grass certainly provides more service than one full of weeds, ruts, and other hazards.

## 8.5 GRASP® Score

Each park or recreation location and all on-site components have been assigned a GRASP® Score. The resulting scores reflect the overall value of that site. A basic algorithm calculates scoring totals, accounting for components and modifiers, every park and facility in the inventory. Scores for each inventory site and its components may be found in the GRASP® Inventory Atlas provided to the district as a staff document.

### GRASP® SCORE CALCULATION

**Component Assessment Score: 1, 2, or 3**

**The sum of site modifiers determine a multiplier: 1.1, 1.3, or 1.3**

**Design & Ambiance as a stand alone modifier: 1, 2, or 3**

**Component GRASP Score: 4.8**

Catchment Areas

Catchment areas also called buffers, or service areas, are drawn around each component. The GRASP® Score for that component is then applied to that buffer and overlapped with all other component catchment areas. This process yields the data used to create perspective maps and analytical charts.

Perspectives

Maps and data produced using the GRASP® methodology are known as perspectives—each perspective models service across the study area. The system can be further analyzed to derive statistical information about service in various ways. Maps, tables, and charts provide benchmarks or insights a community may use to determine its success in delivering services.

Mapping service areas for multiple components on a map produces a heat map representing the cumulative LOS provided by that set of elements in a geographic area. On a map, darker orange shades result from the overlap of multiple service areas. They indicate areas served by more or higher quality components. For any given spot, there is a GRASP® Value that reflects cumulative scoring for nearby assets. The figure below provides an example.

8.6 Component Scoring

To assess quality of service within existing parks, each park improvement, or component, was given a score of 1-3 based on condition, size, site capacity, and overall quality that impacts the experience provided to the user.

- 1 = Below Expectations
- 2 = Meets Expectations
- 3 = Exceeds Expectations

Typically, a rating of 1 suggests a need for improvement or replacement, 2 suggests the component meets the need but is not ideal and 3 is newer and excellent. Willamalane components are more likely to be scored a “2” (over 80% of components), and less likely to be scored a “3” (less than 5% of components) when compared to averages from the national dataset. This could signify fewer signature or special improvements across the system. The table below illustrates district component scores compared to the national dataset.

DISTRICT COMPONENT SCORE BREAKDOWN VS NATIONAL DATASET

| Willamalane |           | Willamalane Community Park |           | National Dataset |           | National Dataset Community Park |           |
|-------------|-----------|----------------------------|-----------|------------------|-----------|---------------------------------|-----------|
| Scores      | Percent % | Scores                     | Percent % | Scores           | Percent % | Scores                          | Percent % |
| 0           | 1%        | 0                          | 0%        | 0                | 3%        | 0                               | 3%        |
| 1           | 11%       | 1                          | 11%       | 1                | 10%       | 1                               | 11%       |
| 2           | 84%       | 2                          | 85%       | 2                | 78%       | 2                               | 77%       |
| 3           | 4%        | 3                          | 4%        | 3                | 8%        | 3                               | 9%        |

PLAYGROUNDS EXAMPLE PHOTOS



An example of a scorecard is shown below as is an example of a component assessment (for playgrounds).

### EXAMPLES SCORECARD

| Quartz Park                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |        |                                                                                                                        |         |                                                                                                                                                              |       |              |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|------------------------------------------------------------------------------------------------------------------------|---------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|--------------|
| <b>Address:</b> 6001 Quartz Ave.<br><b>GIS Acres:</b> 2.68<br><b>Classification:</b> Neighborhood Park<br><b>Inventory Date:</b> 4/22/2022                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |        | <b>Park Overview:</b><br>Former development with large play set. Portable restroom. Next to trail but no-trail access. |         | <b>Park Cumulative Scores:</b><br><div> <div>24</div> <div>GISP+ Community Score</div> </div> <div> <div>24</div> <div>GISP+ Neighborhood Score</div> </div> |       |              |
| <b>Comfort and Convenience Scores:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |        |                                                                                                                        |         |                                                                                                                                                              |       |              |
| <div> <div>2</div> <div>-Design and Ambiance</div> </div> <div> <div>0</div> <div>-Trail Connection</div> </div> <div> <div>2</div> <div>-Dog Pick-Up Station</div> </div> <div> <div>2</div> <div>-Park Access</div> </div> <div> <div>2</div> <div>-Seating</div> </div> <div> <div>0</div> <div>-Seasonal Plantings</div> </div> <div> <div>2</div> <div>-Bike Parking</div> </div> <div> <div>2</div> <div>-Parking</div> </div> <div> <div>2</div> <div>-Picnic Tables</div> </div> <div> <div>0</div> <div>-Shade</div> </div> <div> <div>2</div> <div>-Drinking Fountains</div> </div> <div> <div>1</div> <div>-Restrooms</div> </div> <div> <div>0</div> <div>-BBQ Grills</div> </div> <div> <div>1</div> <div>-Ornamental Plantings</div> </div> <div> <div>2</div> <div>-Security Lighting</div> </div> |        |                                                                                                                        |         |                                                                                                                                                              |       |              |
| <b>Components:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |        |                                                                                                                        |         |                                                                                                                                                              |       |              |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | MAP ID | N Score                                                                                                                | C Score | Qty                                                                                                                                                          | Light | Observations |
| Basketball Court                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | C298   | 2                                                                                                                      | 2       | 1                                                                                                                                                            |       |              |
| Loop Walk                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | C296   | 2                                                                                                                      | 2       | 1                                                                                                                                                            |       |              |
| Open Trail                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | C297   | 2                                                                                                                      | 2       | 1                                                                                                                                                            |       |              |
| PARCEL                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | L305   | 2                                                                                                                      | 2       | 1                                                                                                                                                            |       |              |
| Playground, Local                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | C299   | 2                                                                                                                      | 2       | 1                                                                                                                                                            |       |              |
| <i>N Score = Neighborhood Score / C Score = Community Score / Qty = Quantity</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |        |                                                                                                                        |         |                                                                                                                                                              |       |              |

## Appendix 8: Level of Service Assessment

| Map ID | Park / Location                 | Component               | Qty | Neighborhood Score | Community Score | Comments / Observations                 |
|--------|---------------------------------|-------------------------|-----|--------------------|-----------------|-----------------------------------------|
| C381   | Arrow Park                      | Playground, Local       | 1   | 2                  | 2               |                                         |
| C182   | Bluebelle Park                  | Playground, Local       | 1   | 2                  | 2               |                                         |
| C187   | Bob Artz Memorial Park          | Playground, Local       | 1   | 1                  | 1               | Minimal                                 |
| C204   | Douglas Gardens Park            | Playground, Local       | 1   | 1                  | 1               | Minimal and older                       |
| C212   | Fort (William S.) Memorial Park | Playground, Local       | 1   | 2                  | 2               |                                         |
| C218   | Gamebird Park                   | Playground, Local       | 1   | 1                  | 1               | Minimal                                 |
| C235   | Island Park                     | Playground, Local       | 1   | 2                  | 2               |                                         |
| C244   | Lively Park                     | Playground, Destination | 1   | 2                  | 2               |                                         |
| C248   | James Park                      | Playground, Local       | 1   | 1                  | 1               | Minimal, old equipment                  |
| C250   | Jasper Meadows Park             | Playground, Local       | 1   | 2                  | 2               | Newer climber                           |
| C257   | Jesse Maine Memorial Park       | Playground, Local       | 1   | 2                  | 2               |                                         |
| C265   | Les Schwab Sports Park          | Playground, Local       | 1   | 2                  | 2               | Minimal set but with climbing structure |
| C267   | Marylhurst Park                 | Playground, Local       | 1   | 2                  | 2               | Minimal, but suits pocket park          |
| C270   | Meadow Park                     | Playground, Local       | 1   | 2                  | 2               | Nicer than other sets                   |
| C276   | Menlo Park                      | Playground, Local       | 1   | 2                  | 2               |                                         |
| C284   | Pacific Park                    | Playground, Local       | 1   | 2                  | 2               |                                         |
| C295   | Pride Park                      | Playground, Local       | 1   | 1                  | 1               | Older set                               |
| C299   | Quartz Park                     | Playground, Local       | 1   | 2                  | 2               |                                         |
| C301   | Rob Adams Park                  | Playground, Local       | 1   | 2                  | 2               |                                         |
| C306   | Robin Park                      | Playground, Local       | 1   | 2                  | 2               | Small but suiting pocket park           |
| C310   | Royal Delle Park                | Playground, Local       | 1   | 2                  | 2               |                                         |
| C318   | Thurston Park                   | Playground, Local       | 1   | 2                  | 2               |                                         |
| C321   | Tyson Park                      | Playground, Local       | 1   | 1                  | 1               | Old and battered                        |
| C327   | Volunteer Park                  | Playground, Local       | 1   | 2                  | 2               |                                         |
| C333   | West D St Greenway              | Playground, Local       | 1   | 1                  | 1               | Small                                   |
| C346   | Willamalane Park                | Playground, Local       | 1   | 2                  | 2               |                                         |

The table includes the park name, playground type, quantity, neighborhood score, community score, and site visit notes.

## 8.7 Park Scoring

Park scoring measures how the parks and components serve residents and users. These scores often make the most sense when compared within the same classification, i.e., when comparing one neighborhood park to another neighborhood park. It may be reasonable that there are wide ranges of scores within a category. It may also be an opportunity to re-evaluate a park's particular classification based on the service to the community or neighborhood it serves. Park scores are made up of the collective component scores from the assessment.

In addition to locating components, the assessment includes quality, function, condition, and modifiers. Cumulative scores most directly reflect the number and quality of improvements, or components, within a park. The availability of modifiers, such as restrooms, drinking fountains, seating, parking, and shade, also affects park scores. Higher scores reflect more and better recreation opportunities than lower scores. There is no ultimate or perfect score.

To assist in prioritizing parks to improve level of service, each park has a neighborhood score and a community score. The biggest difference in these two scores is that the neighborhood score is focused on the diversity of experiences available at a park while community score considers the quantity of each experience and its ability to support a broader, community-wide use. An example of this might be a park that has several different improvements including a playground, a picnic shelter, a basketball court, and four tennis courts. The neighborhood score would reflect that users have access to four different components. The community score recognizes the four unique component types but also factors in the fact that there are multiple courts available. In this case, the park would have a higher community score than neighborhood score.

In Willamalane's park district, scores among the different classifications vary greatly (tables 21-26). This likely means that some adjustments may need to be made to park categories (classifications) to closely match these park services and public expectations. The follow park scores are grouped by classification and listed from high to low for both neighborhood and community score.

### COMMUNITY PARK SCORES

|                       | Neighborhood Score | Community Score |
|-----------------------|--------------------|-----------------|
| <b>Community Park</b> |                    |                 |
| International Park    | 58                 | 62              |
| Leaky/Jack B. Park    | 54                 | 61              |
| Wood Park             | 53                 | 60              |

Average Neighborhood Score: 57

Average Community Score: 69

### NEIGHBORHOOD PARK SCORES

|                                 | Neighborhood Score | Community Score |
|---------------------------------|--------------------|-----------------|
| <b>Neighborhood Park</b>        |                    |                 |
| Medlow Park                     | 46                 | 29              |
| Fort Johnson S.J. Memorial Park | 25                 | 26              |
| Arroyo Park                     | 38                 | 38              |
| Thompson Park                   | 34                 | 25              |
| Robt. Mann Park                 | 25                 | 25              |
| Upper Meadows Park              | 25                 | 25              |
| Insurrection Park               | 24                 | 24              |
| Quinn Park                      | 24                 | 24              |
| Bushnell Park                   | 24                 | 24              |
| Williamette Heights Park        | 23                 | 23              |
| Royal Zelle Park                | 23                 | 23              |
| John M. M. Memorial Park        | 23                 | 23              |
| Swanfield Park                  | 22                 | 22              |
| Pacific Park                    | 19                 | 19              |
| Pipe Park                       | 18                 | 18              |
| Morris Park                     | 18                 | 18              |
| Pink Park                       | 14                 | 14              |
| Douglas Gardens Park            | 12                 | 12              |
| Fulton Park                     | 9                  | 9               |
| James Park                      | 8                  | 8               |

Average Neighborhood Score: 57

Average Community Score: 69

### POCKET PARK SCORES

|                    | Neighborhood Score | Community Score |
|--------------------|--------------------|-----------------|
| <b>Pocket Park</b> |                    |                 |
| Robert Park        | 20                 | 22              |
| Washington Park    | 10                 | 12              |

Average Neighborhood Score: 18

Average Community Score: 18

### SPORTS PARK SCORES

|                         | Neighborhood Score | Community Score |
|-------------------------|--------------------|-----------------|
| <b>Sports Park</b>      |                    |                 |
| Lee Johnson Sports Park | 30                 | 32              |
| Long Lake Park          | 32                 | 29              |
| Wegman Memorial Park    | 34                 | 43              |

Average Neighborhood Score: 29

Average Community Score: 50

### SPECIAL USE FACILITY SCORES

|                                     | Neighborhood Score | Community Score |
|-------------------------------------|--------------------|-----------------|
| <b>Special Use Park</b>             |                    |                 |
| Corte Ranch                         | 30                 | 30              |
| Greenwater Park                     | 38                 | 38              |
| Walt Whitbeck (W. J.) Memorial Park | 34                 | 34              |
| Wild River Park                     | 31                 | 31              |
| Walt Whitbeck (W. J.) Memorial Park | 35                 | 35              |

Average Neighborhood Score: 38

Average Community Score: 38

## 8.8 Target Score Calculation

The ability to show where LOS is adequate or inadequate is an advantage of GIS analysis. First, an appropriate LOS for District residents is determined. The target value would be comparable to a typical neighborhood park, such as Bluebelle Park, Quartz Park, Thurston Park, or Volunteer Park. Higher-scoring parks also exceed the target score as well. The diversity within these parks represents the critical finding that parks vary greatly yet score similarly in the GRASP® system and are presented in the table below.

### TARGET SCORE CALCULATION

| Park Classification       | Service Area Radius | Current Range    | Proposed average size for new parks | Examples of components and amenities                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|---------------------------|---------------------|------------------|-------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Pocket Parks</b>       | 1/4 to 1/2 mile     | 0.3 to 0.8 acres | less than 1 acre                    | <ul style="list-style-type: none"> <li>» Small playground</li> <li>» Water fountain</li> <li>» Plantings</li> <li>» Monuments or art installations</li> <li>» Sport court</li> <li>» Limited seating</li> </ul>                                                                                                                                                                                                                                                                    |
| <b>Neighborhood Parks</b> | 1/4 to 1/2 mile     | 1 to 32 acres    | 3 acres to 20 acres                 | <ul style="list-style-type: none"> <li>» Children's play areas</li> <li>» Court sports facilities</li> <li>» Picnic tables and benches</li> <li>» Paths</li> <li>» Lighting</li> <li>» Drinking fountains</li> <li>» Informal play areas</li> <li>» Neighborhood gardens</li> <li>» Portable restrooms, when needed</li> <li>» Natural areas</li> <li>» Recreational facilities intended for large groups</li> <li>» Off-street parking</li> <li>» Permanent rest rooms</li> </ul> |

## Appendix 8: Level of Service Assessment

|                           |              |                 |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|---------------------------|--------------|-----------------|----------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Community Parks</b>    | 2 miles      | 16 to 31 acres  | 15 to 30 acres | <ul style="list-style-type: none"> <li>» Children's play areas</li> <li>» Competitive sports fields</li> <li>» Community recreation facilities</li> <li>» Court sports facilities</li> <li>» Skateboarding facilities</li> <li>» Off-street parking</li> <li>» Rest rooms</li> <li>» Public art/Fountains</li> <li>» Single and group picnic areas</li> <li>» Paths</li> <li>» Lighting</li> <li>» Natural areas</li> <li>» Interpretive facilities</li> <li>» Water access</li> <li>» Amphitheaters</li> <li>» Festival space</li> <li>» Community garden</li> <li>» Unprogrammed open space</li> </ul> |
| <b>Natural Area Parks</b> | 2 to 5 miles | 11 to 666 acres | Varies         | <ul style="list-style-type: none"> <li>» Trailhead amenities</li> <li>» Multi-purpose paved trails</li> <li>» Soft-surface trails</li> <li>» Boardwalks</li> <li>» Benches</li> <li>» Overlooks</li> <li>» Interpretive facilities</li> <li>» Wildlife blinds</li> <li>» Water access</li> <li>» Should not include facilities that conflict with nature-and trail oriented recreation, or ornamental plants</li> </ul>                                                                                                                                                                                  |

|                                               |                 |                  |                                                                               |                                                                                                                                                                                                                                              |
|-----------------------------------------------|-----------------|------------------|-------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Linear Parks<br/>(Trails and Pathways)</b> | Varies          | Varies           | Varies                                                                        | <ul style="list-style-type: none"> <li>» Multiple access points</li> <li>» Benches</li> <li>» Limited recreation facilities</li> <li>» Soft-surface trails</li> <li>» Water access</li> <li>» Picnic facilities</li> </ul>                   |
| <b>Special-Use Parks</b>                      | Varies          | 0.4 to 300 acres | Varies                                                                        | <ul style="list-style-type: none"> <li>» Water access</li> <li>» Arboretum</li> <li>» Viewpoints</li> <li>» Neighborhood park facilities</li> <li>» Natural areas</li> <li>» Picnic facilities</li> </ul>                                    |
| <b>Sports Parks</b>                           | 2 miles         | 11 to 19 acres   | 5 to 30 acres or sufficient to place rectangle and diamond fields on the site | <ul style="list-style-type: none"> <li>» Diamond ballfields</li> <li>» Rectangle ballfields</li> <li>» Lights</li> <li>» Parking</li> <li>» Restrooms</li> <li>» Irrigated turf</li> <li>» Playground</li> <li>» Storage facility</li> </ul> |
| <b>Pocket Parks</b>                           | 1/4 to 1/2 mile | 0.3 to 0.8 acres | less than 1 acre                                                              | <ul style="list-style-type: none"> <li>» Small playground</li> <li>» Water fountain</li> <li>» Plantings</li> <li>» Monuments or art installations</li> <li>» Sport court</li> <li>» Limited seating</li> </ul>                              |

## Appendix 8: Level of Service Assessment

|                           |                 |                |                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|---------------------------|-----------------|----------------|---------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Neighborhood Parks</b> | 1/4 to 1/2 mile | 1 to 32 acres  | 3 acres to 20 acres | <ul style="list-style-type: none"> <li>» Children's play areas</li> <li>» Court sports facilities</li> <li>» Picnic tables and benches</li> <li>» Paths</li> <li>» Lighting</li> <li>» Drinking fountains</li> <li>» Informal play areas</li> <li>» Neighborhood gardens</li> <li>» Portable restrooms, when needed</li> <li>» Natural areas</li> <li>» Recreational facilities intended for large groups</li> <li>» Off-street parking</li> <li>» Permanent rest rooms</li> </ul>                                                                                                                       |
| <b>Community Parks</b>    | 2 miles         | 16 to 31 acres | 15 to 30 acres      | <ul style="list-style-type: none"> <li>» Children's play areas</li> <li>» Competitive sports fields</li> <li>» Community recreation facilities</li> <li>» Court sports facilities</li> <li>» Skateboarding facilities</li> <li>» Off-street parking</li> <li>» Rest rooms</li> <li>» Public art/Fountains</li> <li>» Single and group picnic areas</li> <li>» Paths</li> <li>» Lighting</li> <li>» Natural areas</li> <li>» Interpretive facilities</li> <li>» Water access</li> <li>» Amphitheaters</li> <li>» Festival space</li> <li>» Community garden</li> <li>» Unprogrammed open space</li> </ul> |

|                                           |              |                 |                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-------------------------------------------|--------------|-----------------|--------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Natural Area Parks</b>                 | 2 to 5 miles | 11 to 666 acres | Varies                                                                         | <ul style="list-style-type: none"> <li>» Trailhead amenities</li> <li>» Multi-purpose paved trails</li> <li>» Soft-surface trails</li> <li>» Boardwalks</li> <li>» Benches</li> <li>» Overlooks</li> <li>» Interpretive facilities</li> <li>» Wildlife blinds</li> <li>» Water access</li> <li>» Should not include facilities that conflict with nature-and trail oriented recreation, or ornamental plants</li> </ul> |
| <b>Linear Parks (Trails and Pathways)</b> | Varies       | Varies          | Varies                                                                         | <ul style="list-style-type: none"> <li>» Multi-purpose paved trails</li> <li>» Multiple access points</li> <li>» Benches</li> <li>» Limited recreation facilities</li> <li>» Soft-surface trails</li> <li>» Water access</li> <li>» Picnic facilities</li> </ul>                                                                                                                                                        |
| <b>Special-Use Parks</b>                  | Varies       | .4 to 300 acres | Varies                                                                         | <ul style="list-style-type: none"> <li>» Interpretive facilities</li> <li>» Water access</li> <li>» Arboretum</li> <li>» Viewpoints</li> <li>» Neighborhood park facilities</li> <li>» Natural areas</li> <li>» Picnic facilities</li> </ul>                                                                                                                                                                            |
| <b>Sports Parks</b>                       | 2 miles      | 11 to 19 acres  | 15 to 30 acres or sufficient to place rectangle and diamond fields on the site | <ul style="list-style-type: none"> <li>» Diamond ballfields</li> <li>» Rectangle ballfields</li> <li>» Lights</li> <li>» Parking</li> <li>» Restrooms</li> <li>» Irrigated turf</li> <li>» Playground</li> <li>» Storage facility</li> </ul>                                                                                                                                                                            |

## Appendix 8: Level of Service Assessment

Presented here is additional comparative data from other communities of similar populations to the District across the United States. As every community is unique, there are no standards or “correct” numbers, but the analysis offers interesting comparisons.

### GRASP® COMPARATIVE DATA (SIMILAR-SIZE AGENCY)

| City / Agency                                    | Encinitas, CA | Tamarac, FL | Grand Junction, CO | Willamalane PRD, OR | Arlington Heights PD, IL | Georgetown, TX | Frederick, MD | Average |
|--------------------------------------------------|---------------|-------------|--------------------|---------------------|--------------------------|----------------|---------------|---------|
| Year                                             | 2016          | 2020        | 2020               | 2022                | 2015                     | 2021           | 2021          |         |
| Population                                       | 61,518        | 66,138      | 66,764             | 70,337              | 72,465                   | 74,198         | 75,281        | 67,444  |
| Study Area Size (Acres of City or County Limits) | 13,339        | 7,662       | 34,741             | 14,610              | 9,883                    | 38,151         | 15,366        | 16,047  |
| Population Density (Per Acre)                    | 4.6           | 8.6         | 1.9                | 4.8                 | 7.3                      | 1.9            | 4.9           | 5       |
| # Of Sites (Parks, Facilities, Etc.)             | 63            | 15          | 53                 | 48                  | 57                       | 52             | 85            | 47      |
| Total Number of Components                       | 439           | 110         | 312                | 249                 | 348                      | 302            | 366           | 292     |
| Average # of Components per Site                 | 7             | 7           | 6                  | 5                   | 6                        | 6              | 4             | 6       |
| Total GRASP® Value (Entire System)               | 1,931         | 624         | 1,824              | 1,511               | 2,078                    | 1,609          | 1,766         | 1,594   |
| GRASP® Index                                     | 31            | 9           | 27                 | 21                  | 29                       | 22             | 23            | 19      |
| Average Score/Site                               | 31            | 42          | 34                 | 31                  | 36                       | 31             | 21            | 35      |
| % of Total Area w/LOS >0                         | 97%           | 93%         | 90%                | 1                   | 100%                     | 71%            | 99%           | 96%     |
| Average LOS per Acre Served                      | 252           | 110         | 163                | 148                 | 353                      | 101            | 241           | 205     |
| Components per Capita                            | 7             | 2           | 5                  | 4                   | 5                        | 4              | 5             | 4       |
| Average LOS / Population Density per Acre        | 55            | 13          | 85                 | 31                  | 48                       | 52             | 49            | 46      |
| % of Population with Walkable Target Access      | 63%           | 27%         | 35%                | 32%                 | 64%                      | 23%            | 79%           | 44%     |
| People per Park                                  | 976           | 4,409       | 1,260              | 1,465               | 1,271                    | 1,427          | 886           | 1,876   |
| Park per 1k People                               | 1.0           | 0.2         | 0.8                | 0.7                 | 0.8                      | 0.7            | 1.1           | 0.7     |
| Better Than The Average                          |               |             |                    |                     |                          |                |               |         |
| Below The Average                                |               |             |                    |                     |                          |                |               |         |
| Neutral                                          |               |             |                    |                     |                          |                |               |         |

### Park Acreage Analysis

Comparison of and projection for park acres and number of parks is also a traditional analysis. Table 31 shows the need for 36 acres of developed parkland and two new parks based on projected growth. The district currently exceeds the NRPA median for park acres per capita and has fewer people per park than other agencies.

## 8.9 Making Justifiable Decisions

GRASP® stores all data generated from the evaluation in an electronic database available and owned by the agency for use in various ways. The database tracks facilities and programs and can schedule services, maintenance, and components’ replacement. In addition to determining LOS, it can be used to project long-term capital and life-cycle costing needs. All portions of the information are in available standard software and can be produced in various ways for future planning or sharing with the public.

The methods provide accurate LOS and facility inventory information and integrates with other tools to help agencies decide. It is relatively easy to maintain, updatable, and creates easily understood graphic depictions of issues. Combined with a needs assessment, public and staff involvement, program, and financial assessment, GRASP® allows an agency to defensibly make recommendations on priorities for ongoing resource allocations along with capital and operational funding.

## 8.10 Addressing Low-scoring Components

Components whose functionality ranks below expectations are identified and scored with a “one.” Find a list of these as extracted from the inventory dataset below. When raising the score of a component through improvement or replacement, the LOS is increased. The following is an outline strategy for addressing the repair/refurbishment/replacement or repurposing of low-functioning components.

Determine why the component is functioning below expectations.

- a.** Was it poorly conceived in the first place?
- b.** Is it something that was not needed?
- c.** Is it the wrong size, type, or configuration?
- d.** Is it poorly placed or located in a way that conflicts with other activities or detracts from its use?
- e.** Have the needs changed so that the component is now outdated, obsolete, or no longer needed?
- f.** Has it been damaged?
- g.** Has the component’s maintenance been deferred or neglected to the point where it no longer functions as intended?
- h.** Does the component score low because it is not available to the public in a way that meets expectations?

Is the component old, outdated, or otherwise dysfunctional but has historical or sentimental value? An example would be an archaic structure in a park such as a stone barbecue grill that is not restorable to its original purpose but has historical significance.

Depending on the answers from the first step, select a strategy for addressing the low-functioning component:

Suppose the need for that type of element in its current location still exists. In that case, the feature should be repaired or replaced to match its original condition as much as possible.

- a.** If the need for that type of component has changed to where the original one is no longer suitable, replace it with a new one that fits the current requirements.
- b.** If a component is poorly located or poorly designed to start with, consider relocating, redesigning, or otherwise modifying it.
- a.** Remove a component because of changing demands unless it can be maintained in good condition without excessive expense or has historical or sentimental value. In-line hockey rinks may fall into this category. If it has been allowed to deteriorate because the community has no desire for in-line hockey, repurpose it into some other use.

Through ongoing public input and as needs and trends evolve, there may be the identification of new demands for existing parks. Suppose there is no room in an existing location for unique needs. In that case, the decision may include removal or repurposing a current component, even if it is functional.

- a.** As tennis’s popularity declined and demand for courts dropped off in some communities over recent decades, functional courts became skate parks or in-line rinks. In most cases, this was an interim use, intended to satisfy a short-term need until a decision to either construct a permanent facility or let the fad fade. The need for in-line rinks now seems to have diminished. In contrast, temporary skate parks on tennis courts have now had permanent locations of their own. They become more elaborate facilities as skateboarding, and other wheel sports have grown in popularity and permanence.
- b.** One community repurposed a ball diamond into a dog park. The diamond is well-suited because it is already fenced. Combining the skinned infield where the dogs enter and natural grass in the outfield where traffic disperses. In time this facility either becomes a permanent facility or is constructed elsewhere. It could also turn out that dog parks fade in popularity and dog owners have other preferences. Meanwhile, the use of the diamond for this purpose is an excellent interim solution.

PARKS SUMMARY MATRIX

| Classification    | Park / Location                 | Basketball Court | Basketball, Practice | Bike Course | Concessions | Diamond Field | Diamond Field, Complex | Diamond Field, Practice | Disc Golf | Dog Park | Educational Experience | Event Space | Fitness Area | Game Court | Garden, Community | Garden, Display | Golf, Miniature | Historic Feature | Horseshoe Court | Loop Walk | Natural Area | Open Turf | Passive Node | Pickleball Court | Playground, Destination | Playground, Local | Public Art | Rectangular Field, Complex | Rectangular Field, Large | Shelter, Large | Shelter, Small | Skate Park | Tennis Court | Trail Access Point | Trail, Primitive | Trailhead | Volleyball Court | Water Access, Developed | Water Access, General | Water, Open | Total Components | Component Diversity % | Acres |     |   |
|-------------------|---------------------------------|------------------|----------------------|-------------|-------------|---------------|------------------------|-------------------------|-----------|----------|------------------------|-------------|--------------|------------|-------------------|-----------------|-----------------|------------------|-----------------|-----------|--------------|-----------|--------------|------------------|-------------------------|-------------------|------------|----------------------------|--------------------------|----------------|----------------|------------|--------------|--------------------|------------------|-----------|------------------|-------------------------|-----------------------|-------------|------------------|-----------------------|-------|-----|---|
| Community Park    | Island Park                     |                  |                      |             |             |               |                        |                         |           |          | 1                      | 1           |              |            |                   |                 |                 |                  |                 | 1         | 1            | 1         |              |                  |                         | 1                 | 1          |                            |                          | 2              |                |            |              |                    |                  |           | 1                | 1                       | 1                     | 12          | 92               | 16                    |       |     |   |
|                   | Lively (Jack B.) Park           | 1                |                      |             |             |               |                        |                         | 1         |          | 1                      |             |              |            | 1                 |                 |                 |                  |                 | 1         | 1            | 1         |              |                  | 1                       |                   |            |                            |                          | 2              |                |            |              |                    | 1                |           |                  |                         |                       | 11          | 91               | 31                    |       |     |   |
|                   | Willamalane Park                | 2                |                      |             |             | 1             |                        |                         |           |          | 1                      | 1           |              |            |                   |                 |                 | 1                | 3               | 1         |              | 1         |              |                  |                         | 1                 | 1          |                            |                          |                |                | 1          | 4            |                    |                  |           |                  |                         |                       |             | 18               | 67                    | 17    |     |   |
| Sports Park       | Bob Artz Memorial Park          |                  |                      |             | 1           | 3             | 1                      |                         |           |          |                        |             |              |            |                   |                 |                 |                  |                 |           |              |           |              |                  |                         | 1                 |            |                            |                          |                |                |            |              |                    |                  |           |                  |                         |                       |             |                  | 6                     | 67    | 11  |   |
|                   | Guy Lee Park                    |                  |                      |             |             | 2             |                        |                         |           |          |                        |             |              |            |                   |                 |                 |                  |                 |           | 1            | 1         |              |                  |                         |                   |            |                            |                          |                |                | 2          |              |                    |                  |           |                  |                         |                       |             |                  | 6                     | 67    | 14  |   |
|                   | Les Schwab Sports Park          |                  |                      |             |             |               |                        | 2                       |           |          |                        |             | 1            |            |                   |                 |                 |                  |                 | 1         |              | 1         |              |                  |                         | 1                 |            | 1                          | 4                        |                |                |            |              |                    |                  |           |                  |                         |                       |             |                  | 11                    | 64    | 19  |   |
| Neighborhood Park | Arrow Park                      | 1                |                      | 1           |             |               |                        |                         |           |          |                        |             |              |            |                   |                 |                 |                  |                 | 1         |              | 1         |              |                  |                         | 1                 |            | 1                          |                          |                |                |            | 1            |                    |                  |           |                  |                         |                       |             |                  |                       | 6     | 100 | 6 |
|                   | Bluebelle Park                  |                  | 1                    |             |             |               |                        |                         |           |          |                        |             |              |            |                   |                 |                 |                  |                 | 1         |              | 1         |              |                  |                         | 1                 |            |                            |                          |                |                |            |              |                    |                  |           |                  |                         |                       |             |                  | 4                     | 100   | 3   |   |
|                   | Douglas Gardens Park            | 1                | 1                    |             |             |               |                        |                         |           |          |                        |             |              |            |                   |                 |                 |                  |                 |           |              | 1         |              |                  |                         | 1                 |            |                            |                          | 1              |                |            |              |                    |                  |           |                  |                         |                       |             |                  | 6                     | 100   | 6   |   |
|                   | Fort (William S.) Memorial Park | 2                |                      |             |             |               |                        |                         |           |          |                        |             |              |            |                   |                 |                 |                  |                 | 1         |              | 1         |              |                  |                         | 1                 |            |                            |                          |                |                |            |              |                    | 2                |           |                  |                         |                       |             |                  | 7                     | 71    | 5   |   |
|                   | Gamebird Park                   | 1                |                      |             |             |               | 1                      |                         |           |          |                        |             |              |            | 1                 |                 |                 |                  |                 |           |              | 1         |              |                  |                         | 1                 |            |                            |                          |                |                |            |              |                    |                  |           |                  |                         |                       |             |                  | 5                     | 100   | 3   |   |
|                   | James Park                      |                  | 1                    |             |             | 1             |                        |                         |           |          |                        |             |              |            |                   |                 |                 |                  |                 |           |              |           |              |                  |                         | 1                 |            |                            |                          |                |                |            |              |                    |                  |           |                  |                         |                       |             |                  |                       | 3     | 100 | 3 |

| Classification | Park / Location           | Basketball Court | Basketball, Practice | Bike Course | Concessions | Diamond Field | Diamond Field, Complex | Diamond Field, Practice | Disc Golf | Dog Park | Educational Experience | Event Space | Fitness Area | Game Court | Garden, Community | Garden, Display | Golf, Miniature | Historic Feature | Horseshoe Court | Loop Walk | Natural Area | Open Turf | Passive Node | Pickleball Court | Playground, Destination | Playground, Local | Public Art | Rectangular Field, Complex | Rectangular Field, Large | Shelter, Large | Shelter, Small | Skate Park | Tennis Court | Trail Access Point | Trail, Primitive | Trailhead | Volleyball Court | Water Access, Developed | Water Access, General | Water, Open | Total Components | Component Diversity % | Acres |     |
|----------------|---------------------------|------------------|----------------------|-------------|-------------|---------------|------------------------|-------------------------|-----------|----------|------------------------|-------------|--------------|------------|-------------------|-----------------|-----------------|------------------|-----------------|-----------|--------------|-----------|--------------|------------------|-------------------------|-------------------|------------|----------------------------|--------------------------|----------------|----------------|------------|--------------|--------------------|------------------|-----------|------------------|-------------------------|-----------------------|-------------|------------------|-----------------------|-------|-----|
|                | Jasper Meadows Park       |                  | 1                    |             |             |               |                        |                         |           |          |                        |             |              |            |                   |                 |                 |                  |                 |           | 1            | 1         |              |                  |                         | 1                 | 1          |                            |                          |                |                |            |              |                    |                  |           |                  |                         |                       |             | 5                | 100                   | 6     |     |
|                | Jesse Maine Memorial Park |                  | 1                    |             |             |               |                        |                         |           |          |                        |             |              |            |                   |                 |                 |                  |                 |           |              | 1         | 1            |                  |                         | 1                 |            |                            |                          |                |                |            |              |                    |                  |           |                  |                         |                       |             | 4                | 100                   | 2     |     |
|                | Meadow Park               | 2                |                      |             |             |               | 1                      |                         |           |          |                        |             |              |            | 1                 |                 |                 |                  |                 | 1         |              |           |              | 8                |                         | 1                 |            |                            |                          | 1              |                |            |              |                    |                  |           |                  |                         |                       |             | 16               | 50                    | 8     |     |
|                | Menlo Park                |                  | 1                    |             |             |               |                        |                         |           |          |                        |             |              |            |                   |                 |                 |                  |                 |           |              | 1         |              |                  |                         | 1                 |            |                            |                          |                |                |            |              |                    |                  |           |                  |                         |                       |             | 3                | 100                   | 1.4   |     |
|                | Pacific Park              | 1                |                      |             |             |               |                        |                         |           |          |                        |             |              |            |                   |                 |                 |                  |                 |           |              | 1         |              |                  |                         | 1                 |            |                            |                          |                |                |            |              |                    |                  |           |                  |                         |                       |             | 3                | 100                   | 5     |     |
|                | Page Park                 |                  |                      |             |             |               | 1                      |                         |           |          |                        |             |              |            |                   |                 |                 |                  |                 |           |              | 1         |              |                  |                         |                   |            |                            |                          |                |                |            | 1            |                    |                  |           |                  |                         |                       |             | 3                | 100                   | 4     |     |
|                | Pride Park                | 1                |                      |             |             |               |                        |                         |           |          |                        |             |              |            |                   |                 |                 |                  |                 |           |              | 1         |              |                  |                         | 1                 |            |                            |                          |                |                |            |              |                    |                  |           |                  |                         |                       |             | 3                | 100                   | 2     |     |
|                | Quartz Park               | 1                |                      |             |             |               |                        |                         |           |          |                        |             |              |            |                   |                 |                 |                  |                 | 1         |              | 1         |              |                  |                         | 1                 |            |                            |                          |                |                |            |              |                    |                  |           |                  |                         |                       |             | 4                | 100                   | 3     |     |
|                | Rob Adams Park            | 1                |                      |             |             |               |                        |                         |           |          |                        |             |              |            |                   |                 |                 |                  |                 |           | 1            |           | 1            |                  |                         | 1                 |            |                            |                          |                |                |            | 1            |                    |                  |           |                  |                         |                       |             | 5                | 100                   | 32    |     |
|                | Royal Delle Park          |                  | 1                    |             |             |               |                        |                         |           |          |                        |             |              |            |                   |                 |                 |                  |                 | 1         |              | 1         |              |                  |                         | 1                 |            |                            |                          |                |                |            |              |                    |                  |           |                  |                         |                       |             | 4                | 100                   | 3     |     |
|                | Thurston Park             |                  | 2                    |             |             |               |                        |                         |           |          |                        |             |              |            |                   |                 |                 |                  |                 | 1         |              | 1         |              |                  |                         | 1                 |            |                            |                          |                |                |            |              |                    |                  |           |                  |                         |                       |             | 5                | 80                    | 6     |     |
|                | Tyson Park                | 1                |                      |             |             |               |                        | 1                       |           |          |                        |             |              |            |                   |                 |                 |                  |                 |           |              | 1         |              |                  |                         | 1                 |            |                            |                          |                | 1              |            |              |                    |                  |           |                  |                         |                       |             |                  | 5                     | 100   | 4   |
|                | Volunteer Park            | 1                |                      |             |             |               |                        |                         |           |          |                        |             |              |            |                   |                 |                 |                  |                 |           | 1            |           | 1            |                  |                         | 1                 |            |                            |                          |                |                |            |              |                    |                  |           |                  |                         |                       |             |                  | 4                     | 100   | 5   |
|                | Willamette Heights Park   |                  |                      |             |             |               |                        |                         |           |          |                        |             |              |            |                   |                 |                 |                  |                 |           |              | 1         | 1            | 1                |                         |                   |            | 1                          |                          |                |                |            |              |                    |                  |           |                  |                         |                       |             |                  | 4                     | 100   | 4   |
|                | Pocket Park               | Marylhurst Park  |                      |             |             |               |                        |                         |           |          |                        |             |              |            |                   |                 |                 |                  |                 |           |              |           | 1            |                  |                         |                   | 1          |                            |                          |                |                |            |              |                    |                  |           |                  |                         |                       |             |                  |                       | 2     | 100 |
| Robin Park     |                           |                  | 1                    |             |             |               |                        | 1                       |           |          |                        |             |              |            |                   |                 |                 |                  |                 |           |              | 1         |              |                  |                         | 1                 |            |                            |                          |                |                |            |              |                    |                  |           |                  |                         |                       |             |                  | 4                     | 100   | 0.8 |

| Classification    | Park / Location                                 | Basketball Court | Basketball, Practice | Bike Course | Concessions | Diamond Field | Diamond Field, Complex | Diamond Field, Practice | Disc Golf | Dog Park | Educational Experience | Event Space | Fitness Area | Game Court | Garden, Community | Garden, Display | Golf, Miniature | Historic Feature | Horseshoe Court | Loop Walk | Natural Area | Open Turf | Passive Node | Pickleball Court | Playground, Destination | Playground, Local | Public Art | Rectangular Field, Complex | Rectangular Field, Large | Shelter, Large | Shelter, Small | Skate Park | Tennis Court | Trail Access Point | Trail, Primitive | Trailhead | Volleyball Court | Water Access, Developed | Water Access, General | Water, Open | Total Components | Component Diversity % | Acres    |
|-------------------|-------------------------------------------------|------------------|----------------------|-------------|-------------|---------------|------------------------|-------------------------|-----------|----------|------------------------|-------------|--------------|------------|-------------------|-----------------|-----------------|------------------|-----------------|-----------|--------------|-----------|--------------|------------------|-------------------------|-------------------|------------|----------------------------|--------------------------|----------------|----------------|------------|--------------|--------------------|------------------|-----------|------------------|-------------------------|-----------------------|-------------|------------------|-----------------------|----------|
|                   | Mill Race Park                                  |                  |                      |             |             |               |                        |                         |           | 1        |                        |             |              |            |                   |                 |                 |                  |                 |           | 1            | 1         |              |                  |                         |                   |            |                            | 1                        |                |                |            | 1            |                    |                  |           |                  | 1                       | 6                     | 100         | 0.4              |                       |          |
|                   | Ruff (Wallace M. Jr.) Memorial Park             |                  |                      |             |             |               |                        |                         |           | 1        |                        |             |              |            |                   | 1               |                 |                  |                 | 1         | 1            | 1         | 1            |                  |                         |                   |            |                            |                          |                |                |            |              |                    |                  |           | 1                | 6                       | 100                   | 17          |                  |                       |          |
| Natural Area Park | Eastgate Woodlands of the Whilamut Natural Area |                  |                      |             |             |               |                        |                         |           | 1        |                        |             |              |            |                   |                 |                 |                  |                 | 1         | 1            |           |              |                  |                         | 1                 |            |                            |                          |                |                |            | 1            | 1                  |                  |           | 1                | 8                       | 100                   | 41          |                  |                       |          |
|                   | Georgia Pacific Natural Area                    |                  |                      |             |             |               |                        |                         |           |          |                        |             |              |            |                   |                 |                 |                  |                 | 1         | 1            |           | 1            |                  |                         |                   |            |                            |                          |                |                |            | 2            |                    |                  |           | 1                | 1                       | 7                     | 86          | 120              |                       |          |
|                   | Harvest Landing                                 |                  |                      |             |             |               |                        |                         |           |          |                        |             |              |            |                   |                 |                 |                  |                 |           | 1            |           |              |                  |                         |                   |            |                            |                          |                |                |            |              |                    |                  |           |                  | 1                       | 2                     | 100         | 23               |                       |          |
|                   | Moe Mountain Natural Area                       |                  |                      |             |             |               |                        |                         |           |          |                        |             |              |            |                   |                 |                 |                  |                 |           | 1            |           |              |                  |                         |                   |            |                            |                          |                |                |            |              |                    |                  |           |                  |                         | 1                     | 100         | 11               |                       |          |
|                   | Thurston Hills Natural Area                     |                  |                      | 1           |             |               |                        |                         |           |          |                        |             |              |            |                   |                 |                 |                  |                 |           | 1            |           |              |                  |                         |                   |            |                            |                          |                |                |            | 1            |                    | 1                |           |                  |                         | 4                     | 100         | 666              |                       |          |
|                   | Weyerhaeuser McKenzie Natural Area              |                  |                      |             |             |               |                        |                         |           |          |                        |             |              |            |                   |                 |                 |                  |                 |           | 1            |           |              |                  |                         |                   |            |                            |                          |                |                |            |              |                    |                  |           |                  |                         | 1                     | 1           | 4                | 100                   | 99       |
|                   | System Totals                                   | 16               | 10                   | 2           | 1           | 7             | 1                      | 7                       | 1         | 1        | 6                      | 4           | 1            | 0          | 3                 | 1               | 0               | 2                | 3               | 17        | 14           | 28        | 7            | 8                | 1                       | 24                | 5          | 1                          | 4                        | 6              | 3              | 1          | 8            | 8                  | 1                | 3         | 3                | 3                       | 5                     | 9           | 225              |                       | 1,571.64 |

**INDOOR FACILITIES SUMMARY MATRIX**

| LOCATION                                                | Aquatics, Lap Pool | Aquatics, Leisure Pool | Aquatics, Therapy Pool | Arts and Crafts | Auditorium/Theater | Childcare/Preschool | Climbing, Designated | Concessions | Fitness/Dance | Food - Vending | Gallery/Exhibits | Gymnasium | Kitchen - Commercial | Kitchen - Kitchenette | Lobby/Entryway | Multi-purpose Room | Patio/Outdoor Seating | Retail/Pro-shop | Weight/Cardio Equipment | Total Indoor Components |
|---------------------------------------------------------|--------------------|------------------------|------------------------|-----------------|--------------------|---------------------|----------------------|-------------|---------------|----------------|------------------|-----------|----------------------|-----------------------|----------------|--------------------|-----------------------|-----------------|-------------------------|-------------------------|
| Bob Keefer Willamalane Center for Sports and Recreation |                    |                        |                        |                 |                    | 1                   | 1                    | 1           | 2             | 1              | 1                | 2         |                      | 4                     | 1              | 4                  | 1                     |                 | 1                       | 20                      |
| Splash!                                                 | 1                  | 1                      | 1                      |                 |                    |                     |                      | 1           |               | 1              |                  |           |                      |                       | 1              | 1                  | 1                     | 1               |                         | 9                       |
| Willamalane Adult Activity Center                       |                    |                        |                        | 2               | 1                  |                     |                      |             |               | 1              | 1                |           | 1                    | 3                     | 1              | 5                  | 1                     | 1               |                         | 17                      |
| Willamalane Park Swim Center                            | 1                  | 1                      | 1                      |                 |                    |                     |                      |             |               | 1              |                  |           |                      |                       | 1              |                    |                       | 1               | 1                       | 7                       |
| <b>SYSTEM TOTALS</b>                                    | <b>2</b>           | <b>2</b>               | <b>2</b>               | <b>2</b>        | <b>1</b>           | <b>1</b>            | <b>1</b>             | <b>2</b>    | <b>2</b>      | <b>4</b>       | <b>2</b>         | <b>2</b>  | <b>1</b>             | <b>7</b>              | <b>4</b>       | <b>10</b>          | <b>3</b>              | <b>3</b>        | <b>2</b>                | <b>53</b>               |

^Includes indoor components only. For outdoor components see Les Schwab Sports Park in the Outdoor Summary Table.

## 8.11 LOS Improvements

### Addressing Lower and No-Service Areas

One way of using GRASP® Perspectives is to prioritize gap areas. For example, the walkable access analysis identified several regions with low or no service.

Future growth or subdivision development may significantly impact future gap areas. Further investigations of these areas can help prioritize improvements and opportunities. Willamalane District may consider multiple factors, including providing maximum impact to the highest number of residents. Social equity factors, such as average household income, could also influence priorities.

### Component Inventory and Assessment

Maintaining and improving existing facilities typically ranks very high in public input. Existing features that fall short of expectations should be enhanced to address this concern. Elements have been assessed based on condition and functionality in the inventory phase of this plan. Identify and treat those with low scores, as explained below. The assessment should be updated regularly to assure the upgrade or improvements of components affected by wear and tear over time.

### Addressing Low-Scoring Components

Low-scoring components are found in the following table:

**LIST OF PARK COMPONENTS THAT WERE SCORED A “1”**

| Map ID | Park / Location        | Component               | Qty | Neighborhood Score | Community Score | Comments / Observations                    |
|--------|------------------------|-------------------------|-----|--------------------|-----------------|--------------------------------------------|
| C202   | Douglas Gardens Park   | Basketball Court        | 1   | 1                  | 1               | Rough                                      |
| C219   | Gamebird Park          | Basketball Court        | 1   | 1                  | 1               | Old                                        |
| C269   | Meadow Park            | Basketball Court        | 1   | 1                  | 1               | Rough surface and graffiti                 |
| C293   | Pride Park             | Basketball Court        | 1   | 1                  | 1               | Older goals, rough surface, no access path |
| C320   | Tyson Park             | Basketball Court        | 1   | 1                  | 1               | Malfunctioning goals                       |
| C358   | James Park             | Basketball, Practice    | 1   | 1                  | 1               | Eroded surface, no net                     |
| C365   | Douglas Gardens Park   | Basketball, Practice    | 1   | 1                  | 1               | Behind tennis court, rough                 |
| C226   | Guy Lee Park           | Diamond Field           | 2   | 1                  | 1               | Deferred maintenance                       |
| C249   | James Park             | Diamond Field           | 1   | 1                  | 1               |                                            |
| C348   | Willamalane Park       | Diamond Field           | 1   | 1                  | 1               | Less maintained                            |
| C370   | Tyson Park             | Diamond Field, Practice | 1   | 1                  | 1               | Minimal                                    |
| C237   | Island Park            | Event Space             | 1   | 1                  | 1               | Small stage area                           |
| C343   | Willamalane Park       | Horseshoe Court         | 3   | 1                  | 1               | Old deferred maintenance                   |
| C187   | Bob Artz Memorial Park | Playground, Local       | 1   | 1                  | 1               | Minimal                                    |
| C204   | Douglas Gardens Park   | Playground, Local       | 1   | 1                  | 1               | Minimal and older                          |
| C218   | Gamebird Park          | Playground, Local       | 1   | 1                  | 1               | Minimal                                    |
| C248   | James Park             | Playground, Local       | 1   | 1                  | 1               | Minimal, old equipment                     |
| C295   | Pride Park             | Playground, Local       | 1   | 1                  | 1               | Older set                                  |
| C321   | Tyson Park             | Playground, Local       | 1   | 1                  | 1               | Old and battered                           |
| C333   | West D St Greenway     | Playground, Local       | 1   | 1                  | 1               | Small                                      |
| C323   | Tyson Park             | Shelter, Small          | 1   | 1                  | 1               | No tables or bbq, deferred maintenance     |
| C203   | Douglas Gardens Park   | Tennis Court            | 1   | 1                  | 1               | Rough                                      |
| C227   | Guy Lee Park           | Tennis Court            | 2   | 1                  | 1               | Rough surface                              |

**Booster Components**

Another way to enhance service is by adding booster components at specific park sites or recreation facilities. These are most effective in low-service areas where parks exist that have space for additional features.

**High-Demand Components**

The statistically valid survey asks respondents to rank facilities by importance based on those they felt needed to add or improve. Many of these needs may be addressed by upgrading facilities, retrofitting lesser used assets, and adding components that could serve as future program opportunities. Consider these high-demand components when adding new elements to the system.

- Trails and Paths
- Outdoor Swimming Pool

- Splash Pad / Sprayground
- Dog Park Trends in Parks and Recreation

Trends to consider when deciding what to do with low-functioning facilities, or improving existing parks to serve the needs of residents, include things like:

- Dog parks continue to grow in popularity and may be related to an aging demographic in America. It is also a basic form of socializing for people who may have once socialized with other parents in their child's soccer league. Now that the kids are grown, they enjoy the company of other dog owners at the dog park. And for singles, a dog park is an excellent place to meet people.
  - » Willamalane has a dog park at Lively Park.
- Skateboarding and other wheel sports continue to grow in popularity. Distributing skating features throughout the community provides greater access to this activity for younger people who cannot drive to a more extensive centralized skate park. Add skate features to neighborhood parks in place of larger skate parks.
  - » There is a skate park at Willamalane Park.
- A desire for locally-grown food and concerns about health, sustainability, and other issues leads to community food gardens in parks and other public spaces.
  - » Community Gardens are located at Meadow Park, Gamebird Park, and Lively Park.
- Events in parks, from a neighborhood "movie in the park" to large festivals in regional parks, are growing in popularity to build a sense of community and generate revenues. Providing spaces for these could become a trend.
  - » Event spaces were identified at Island Park, Dorris Ranch, Willamalane Park, and Lively Park.
- Spray grounds are growing in popularity, even in colder climates. An extensive and growing selection of products raises the bar on expectations and offers new possibilities for creative facilities.
  - » The District does not currently offer an outdoor Sprayground.
- Pickleball, as a sport is growing in popularity. Many agencies are facing demand for new courts or conversion of existing sport courts such as tennis or basketball to pickleball courts. Often overlays of court lines and portable nets can add multi-functionality to these existing and underutilized courts. In other cases, larger, multi-court facilities have been added to address demand.
  - » Meadow Park features eight pickleball courts.
- New playgrounds are emerging, including discovery, nature, adventure, and even inter-generational play. Some of these rely upon movable parts, supervised play areas, and other variations from the standard fixed "post and platform" playgrounds found in the typical park across America. These types of nature-based opportunities help connect children and families to the outdoors.
- Integrating nature into parks by creating natural areas is a trend for many reasons. These include a desire to make parks more sustainable and introduce people of all ages to the natural environment.

**Capacity Analysis****LIST OF PARK COMPONENTS THAT WERE SCORED A “1”**

| Map ID | Park / Location          | Component               | Qty | Neighborhood Score | Community Score | Comments/ Observations                     |
|--------|--------------------------|-------------------------|-----|--------------------|-----------------|--------------------------------------------|
| C202   | Douglas Gardens Park     | Basketball Court        | 1   | 1                  | 1               | Rough                                      |
| C219   | Gamebird Park and Garden | Basketball Court        | 1   | 1                  | 1               | Old                                        |
| C269   | Meadow Park              | Basketball Court        | 1   | 1                  | 1               | Rough surface and graffiti                 |
| C293   | Pride Park               | Basketball Court        | 1   | 1                  | 1               | Older goals, rough surface, no access path |
| C320   | Tyson Park               | Basketball Court        | 1   | 1                  | 1               | Malfunctioning goals                       |
| C358   | James Park               | Basketball, Practice    | 1   | 1                  | 1               | Eroded surface, no net                     |
| C365   | Douglas Gardens Park     | Basketball, Practice    | 1   | 1                  | 1               | Behind tennis court, rough                 |
| C226   | Guy Lee Park             | Diamond Field           | 2   | 1                  | 1               | Deferred maintenance                       |
| C249   | James Park               | Diamond Field           | 1   | 1                  | 1               |                                            |
| C348   | Willamalane Park         | Diamond Field           | 1   | 1                  | 1               | Less maintained                            |
| C370   | Tyson Park               | Diamond Field, Practice | 1   | 1                  | 1               | Minimal                                    |
| C237   | Island Park              | Event Space             | 1   | 1                  | 1               | Small stage area                           |
| C343   | Willamalane Park         | Horseshoe Court         | 3   | 1                  | 1               | Old deferred maintenance                   |
| C187   | Bob Artz Memorial Park   | Playground, Local       | 1   | 1                  | 1               | Minimal                                    |
| C204   | Douglas Gardens Park     | Playground, Local       | 1   | 1                  | 1               | Minimal and older                          |
| C218   | Gamebird Park and Garden | Playground, Local       | 1   | 1                  | 1               | Minimal                                    |
| C248   | James Park               | Playground, Local       | 1   | 1                  | 1               | Minimal, old equipment                     |
| C295   | Pride Park               | Playground, Local       | 1   | 1                  | 1               | Older set                                  |
| C321   | Tyson Park               | Playground, Local       | 1   | 1                  | 1               | Old and battered                           |
| C333   | West D St Greenway       | Playground, Local       | 1   | 1                  | 1               | Small                                      |
| C203   | Douglas Gardens Park     | Tennis Court            | 1   | 1                  | 1               | Rough                                      |
| C227   | Guy Lee Park             | Tennis Court            | 2   | 1                  | 1               | Rough surface                              |

**TARGET PARK CALCULATION**

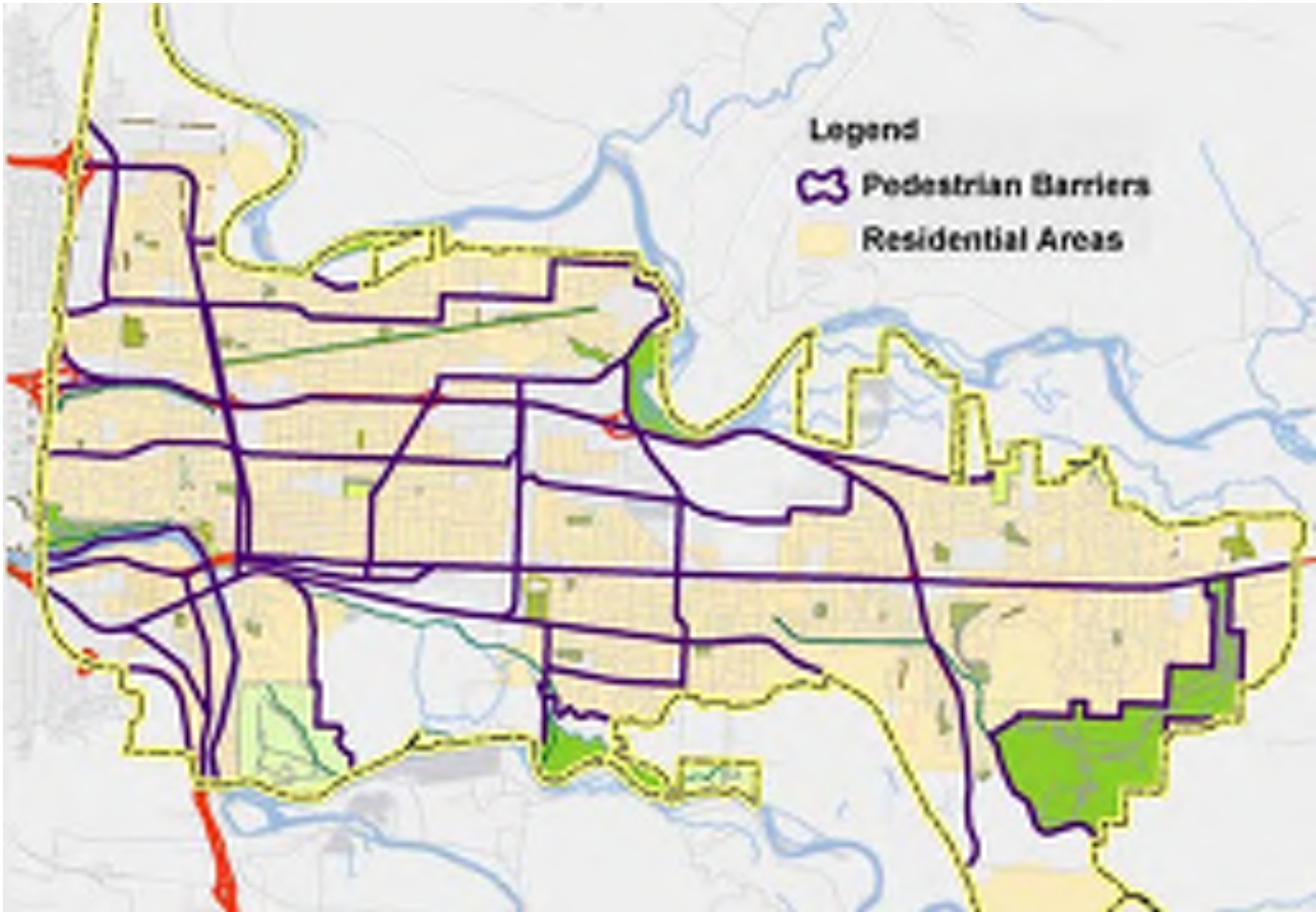
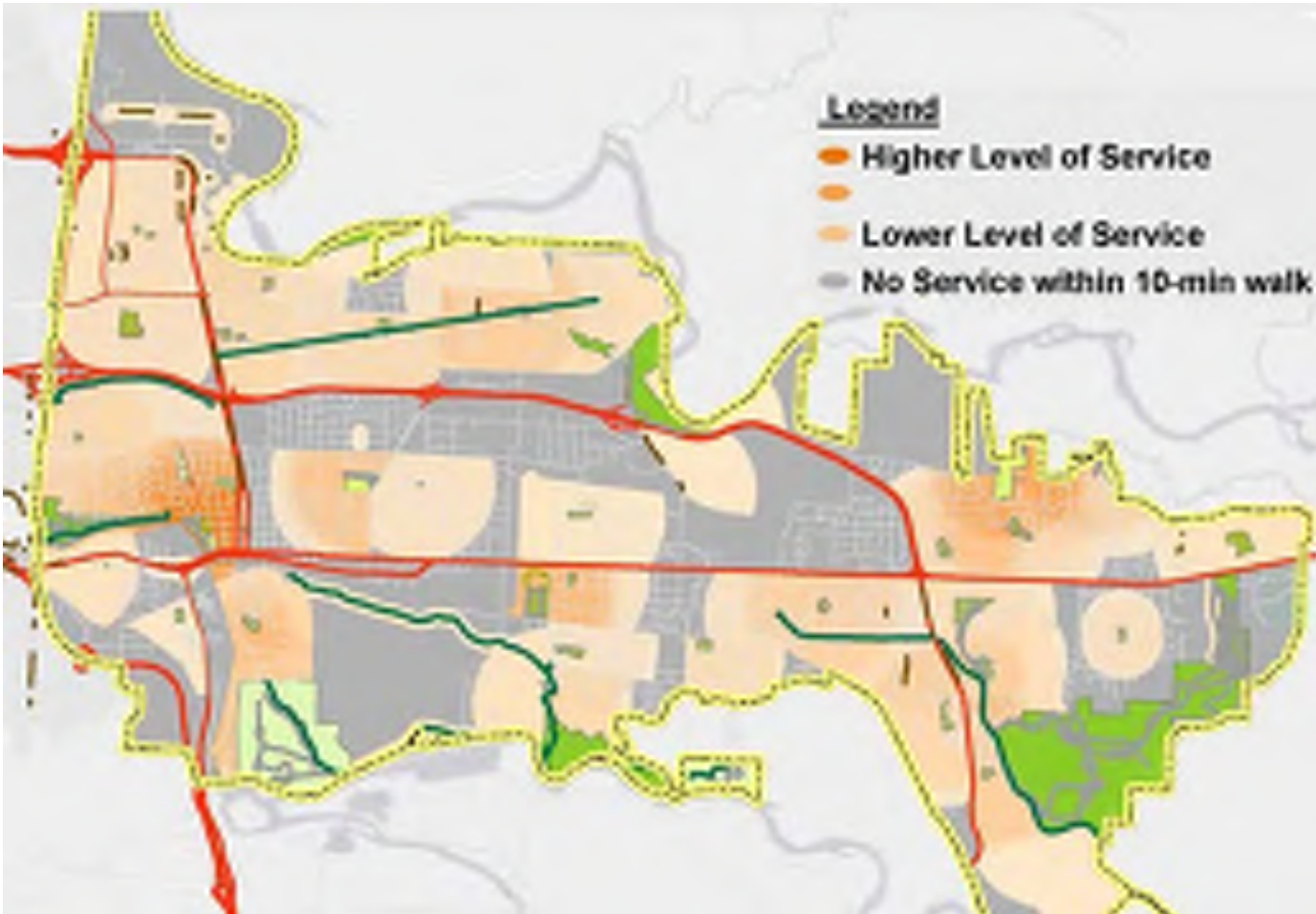
| LOCATION                  | Basketball Court | Basketball, Practice | Diamond Field, Practice | Garden, Community | Loop Walk | Natural Area | Open Turf | Passive Node | Playground, Local | Public Art | Total Components | Component Diversity | Neighborhood Score | Community Score | GIS Acres |
|---------------------------|------------------|----------------------|-------------------------|-------------------|-----------|--------------|-----------|--------------|-------------------|------------|------------------|---------------------|--------------------|-----------------|-----------|
| Bluebelle Park            |                  | 1                    |                         |                   | 1         |              | 1         |              | 1                 |            | 4                | 100%                | 24                 | 24              | 2.9       |
| Quartz Park               | 1                |                      |                         |                   | 1         |              | 1         |              | 1                 |            | 4                | 100%                | 24                 | 24              | 2.7       |
| Thurston Park             |                  | 2                    |                         |                   | 1         |              | 1         |              | 1                 |            | 5                | 80%                 | 24                 | 29              | 5.6       |
| Volunteer Park            | 1                |                      |                         |                   | 1         |              | 1         |              | 1                 |            | 4                | 100%                | 24                 | 24              | 4.5       |
| Gamebird Park             | 1                |                      | 1                       | 1                 |           |              | 1         |              | 1                 |            | 5                | 100%                | 22                 | 22              | 2.9       |
| Jesse Maine Memorial Park |                  | 1                    |                         |                   |           |              | 1         | 1            | 1                 |            | 4                | 100%                | 22                 | 22              | 2.3       |
| Robin Park                |                  | 1                    | 1                       |                   |           |              | 1         |              | 1                 |            | 4                | 100%                | 22                 | 22              | 0.8       |
| Royal Delle Park          |                  | 1                    |                         |                   | 1         |              | 1         |              | 1                 |            | 4                | 100%                | 22                 | 22              | 2.6       |
| Willamette Heights Park   |                  |                      |                         |                   |           | 1            | 1         | 1            |                   | 1          | 4                | 100%                | 22                 | 22              | 4.2       |

A review of the scores suggests that a reasonable target score for a park is four components and access to a trail (trailhead or trail access point) or five elements where trail access is more limited. Translating this score to an orange gradient on the map is equal to a value of 56.

**TARGET SCORE CALCULATION**

| Design & Ambiance                               | Comfort & Convenience | Diverse Components | Parcel | Average Component Quality | Trail Access | Walkability Premium |
|-------------------------------------------------|-----------------------|--------------------|--------|---------------------------|--------------|---------------------|
| 2                                               | 1.2                   | 4                  | 1      | 2                         | 4            | 2                   |
| $2 * (((2 * (1.2 * (2 * (4 + 1)))))) + 4) = 56$ |                       |                    |        |                           |              |                     |

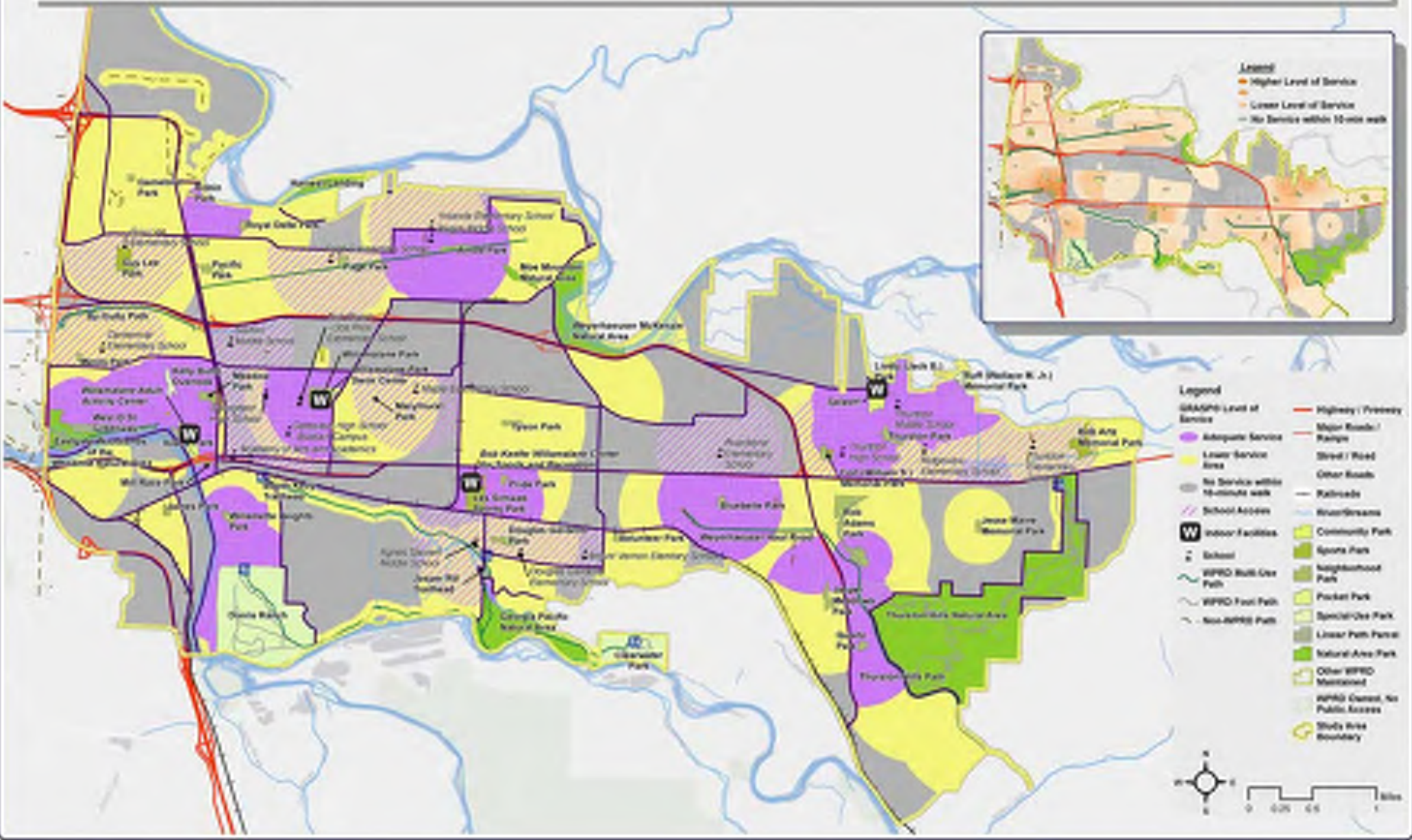
8.12 Large Scale Maps



# Walkable (1/2-mile) Access to Outdoor Recreation Opportunities

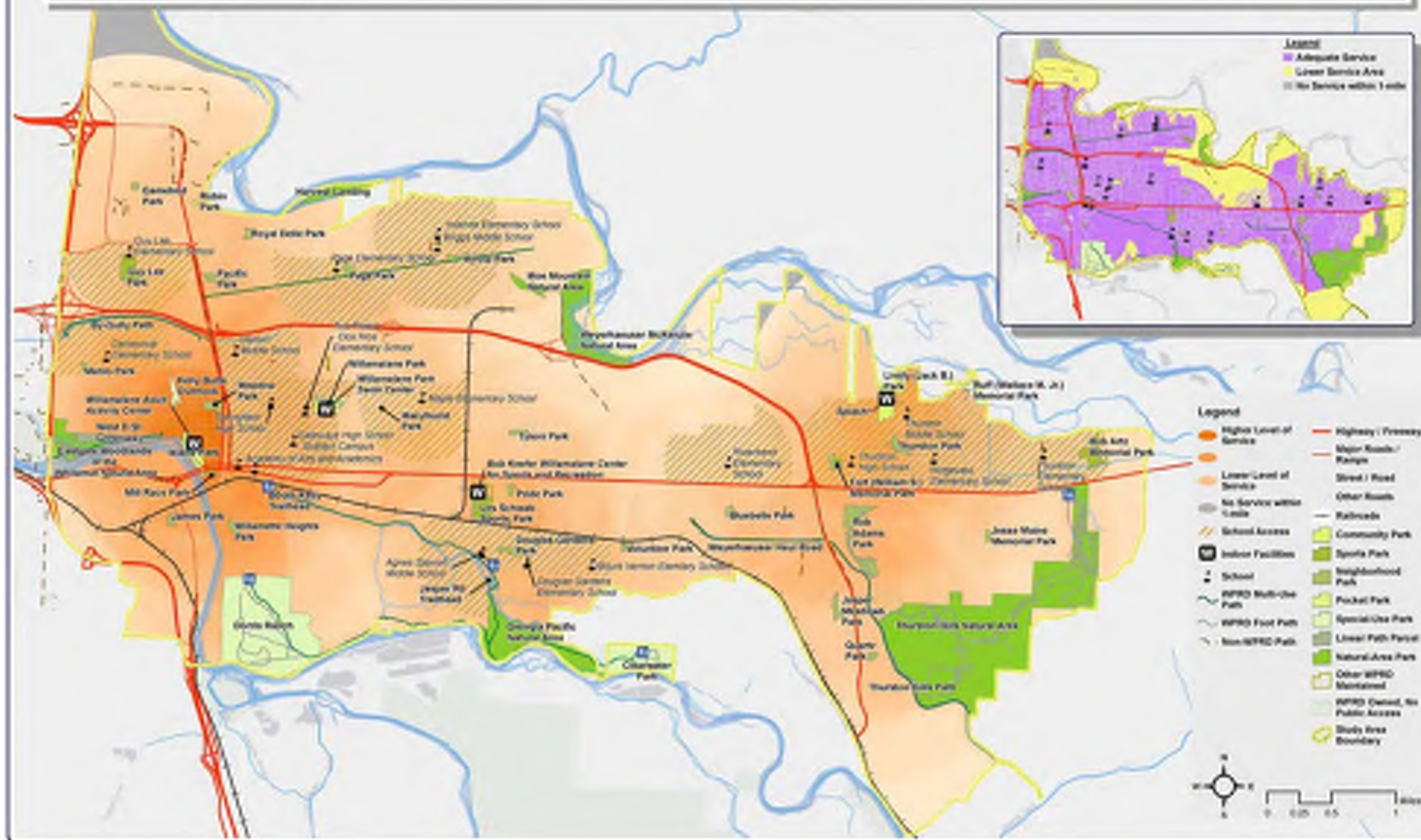


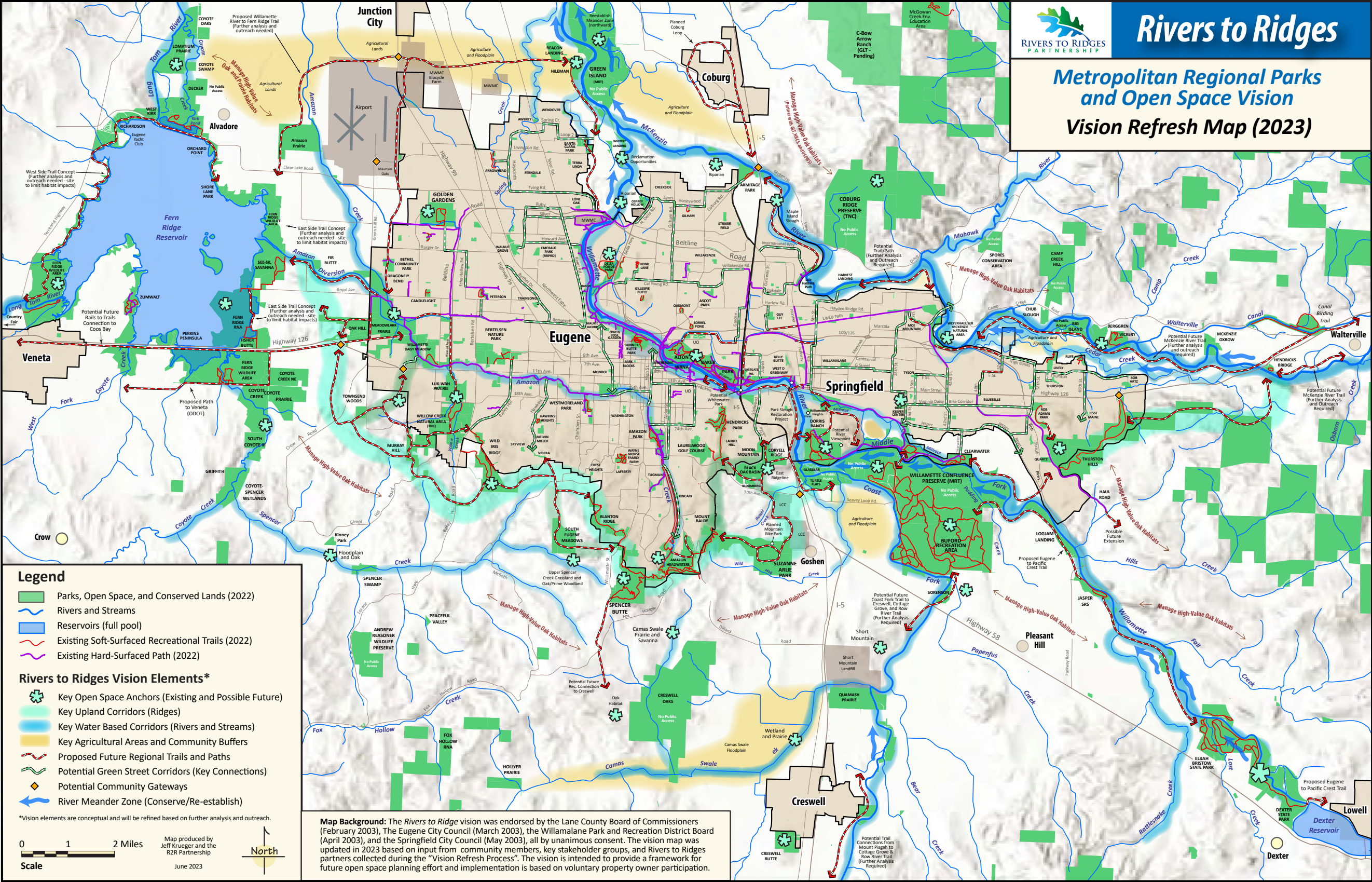
Willamalane Park and Recreation District, OR

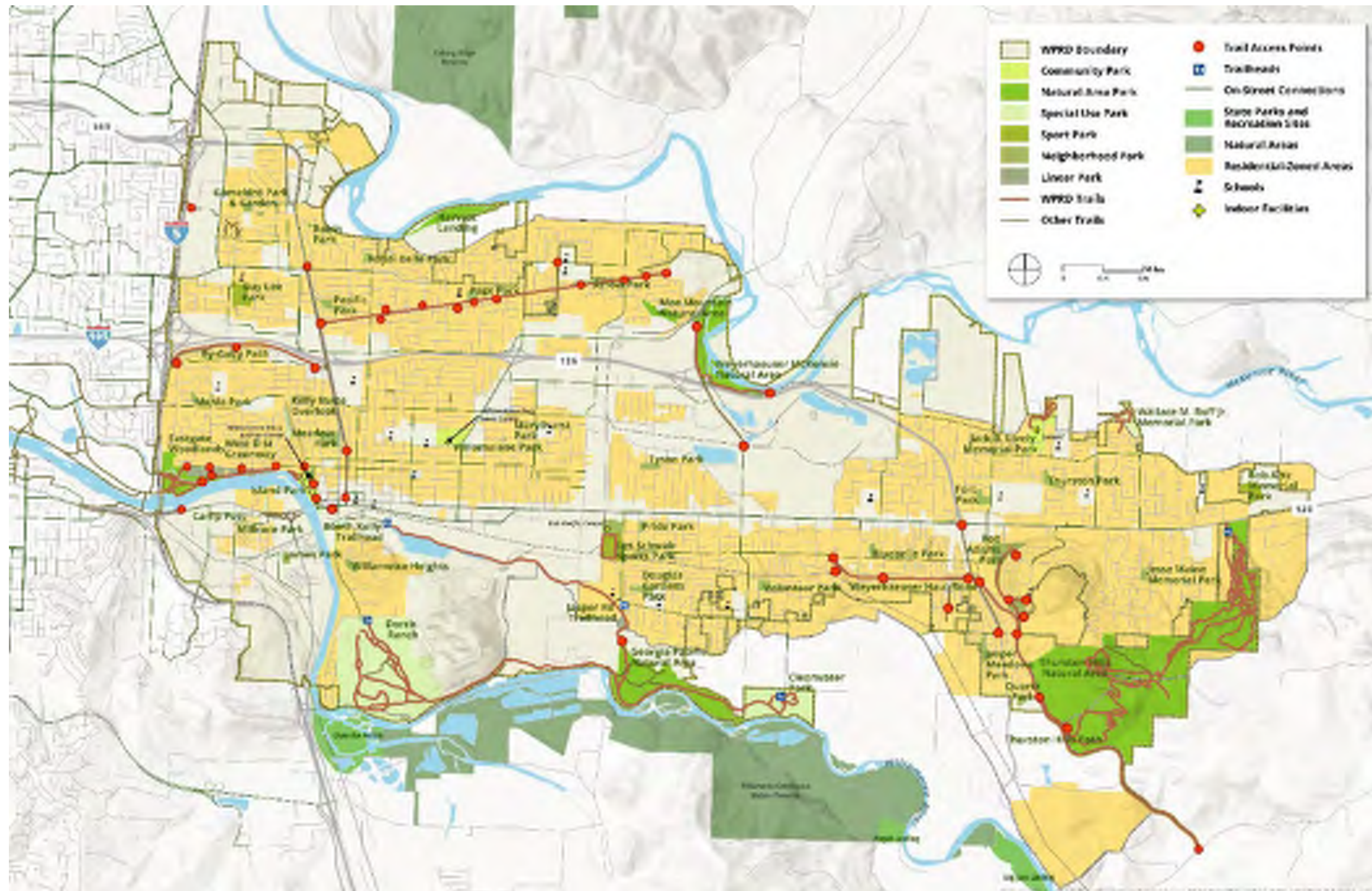


# Neighborhood (One-mile) Access to Outdoor Recreation Opportunities

Willamalane Park and Recreation District, OR

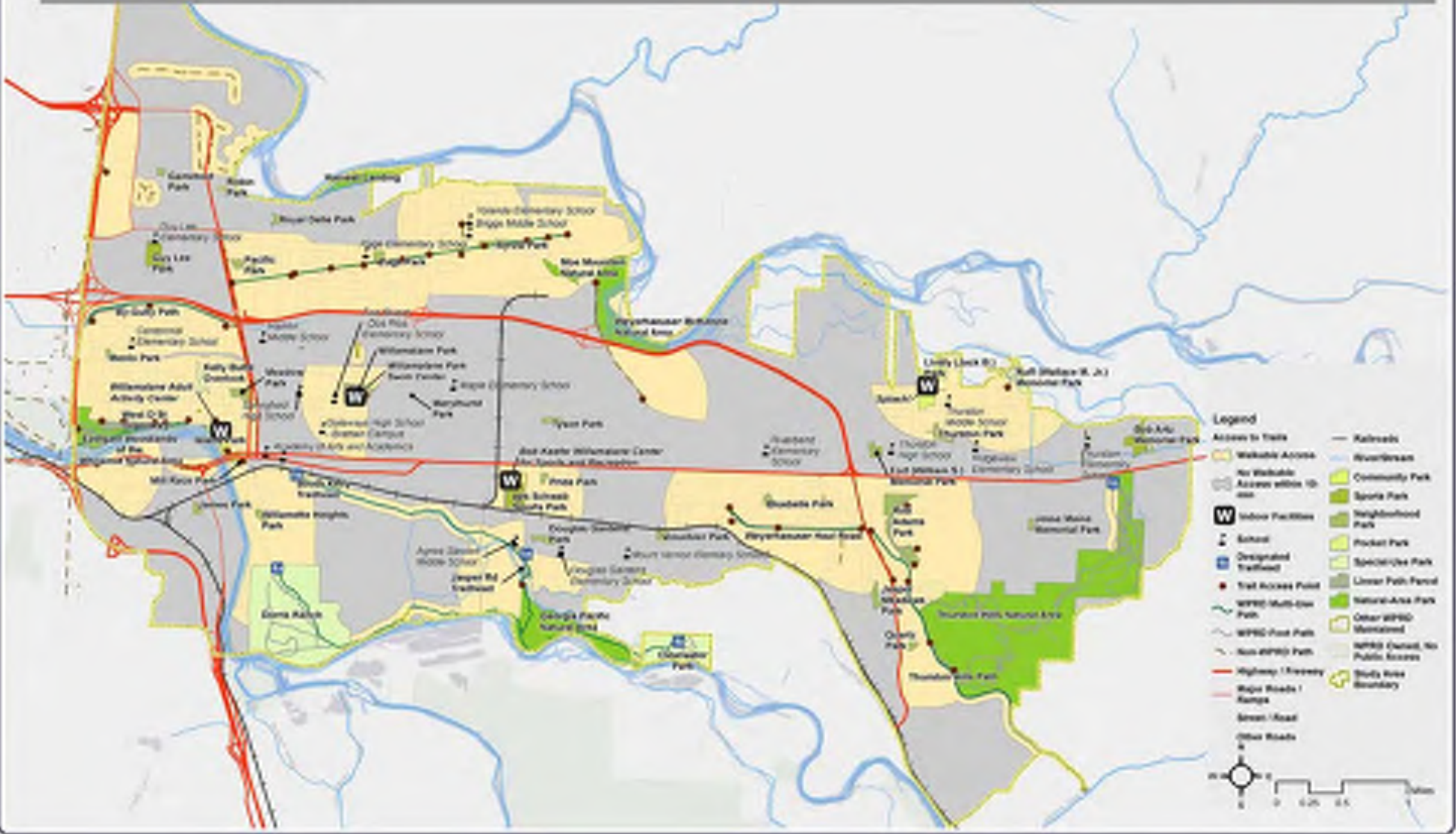


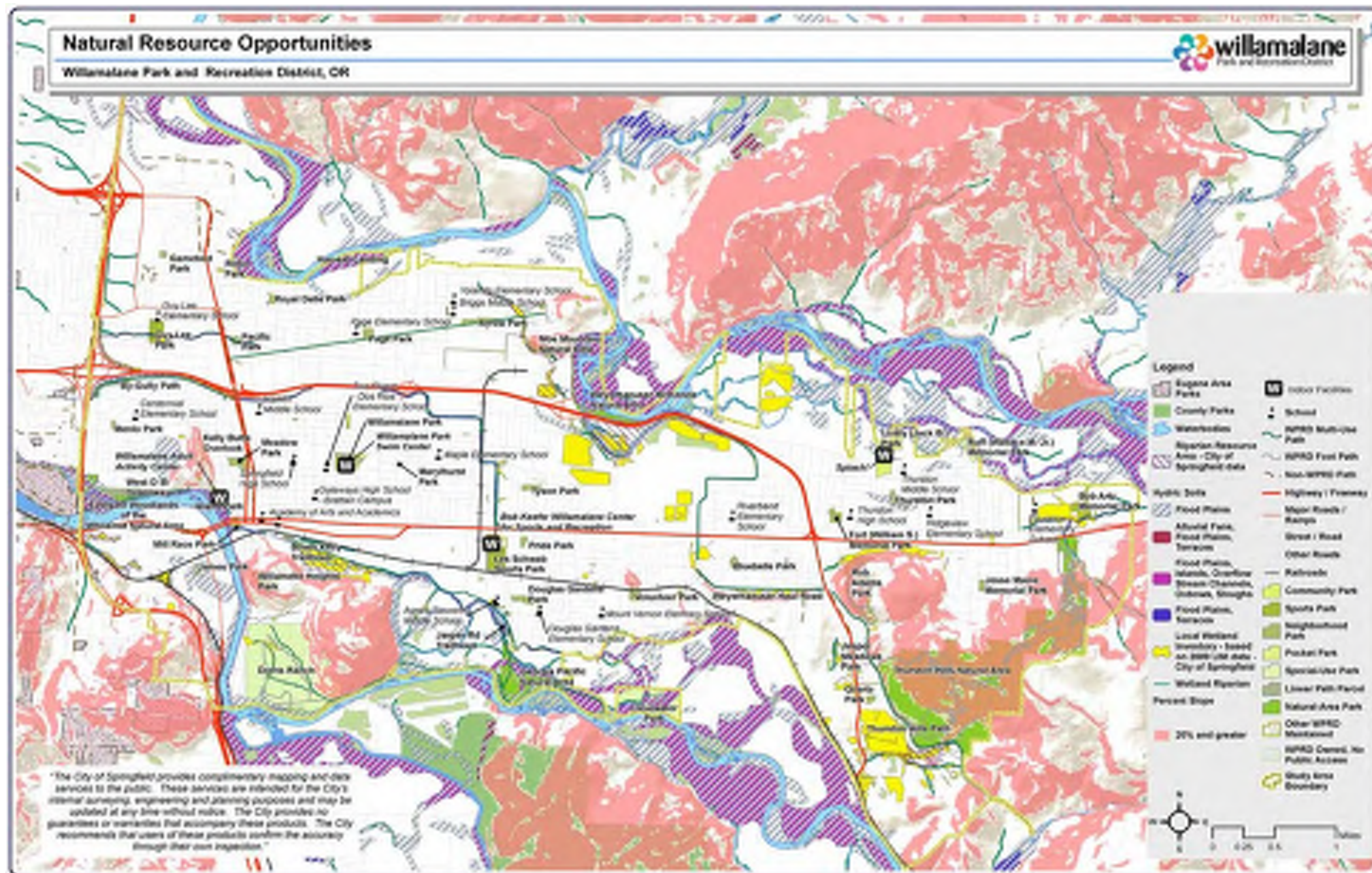




Walkable Access To Trails

Willamalane Park and Recreation District, OR





The figure shows the high-value area near Island Park. The red star indicates the highest scoring area in the district. Community members can access 41 components at seven parks, including the Willamalane Adult Activity Center, and a number of trails within the area defined by the dark red dashed-line.



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# Appendix 9: Service Assessments

## Appendix 9. Service Assessments

### 9.1 Organizational and Financial Analysis

BerryDunn broadly assessed the organizational and management structure and staffing of Willamalane with respect to effectiveness and efficiency.

Under the guidance of the Willamalane Board of Directors, the Executive Director autonomously oversees daily operations including the budget, personnel, policy development, parks, facilities, special events, inter-governmental relationships, and recreation programs and facilities. Supporting the Director is the management team including the Recreation Services Director, the Chief Financial Officer, the Community Engagement Director, the Parks, Planning and Facilities Director, the Information Technology Manager, the Human Resources Director, and an Operations Analyst. A number of additional project managers and lead employees assist the Executive Director as part of a Leadership team.

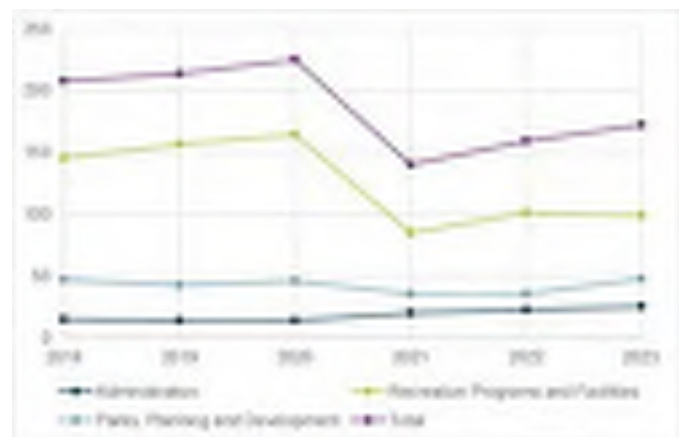
### 9.2 Willamalane Staffing

Willamalane is organized into six functional areas that employ 82.92 full-time positions supported by an additional 73.5 part-time/casual positions. In total, the district had 156.42 full-time equivalent (FTE) positions as

of June 30, 2022. Non-supervisory full-time department employees are represented by the American Federation of State, County, and Municipal Employees (AFSCME) under a collective bargaining agreement.

Willamalane staffing, as was the case across the United States, was greatly impacted by the COVID-19 pandemic. Staffing in 2021 fell by 35 percent, fueled by reductions in recreation programs and facility operations. Parks, Planning and Development division staffing remained stable (except for the elimination of all seasonal positions due to budget cuts), although use of district parks was very high during 2020 and 2021 when residents sought safe recreation spaces in parks, trails, and natural areas.

**WILLAMALANE STAFFING FY 2018-2023**



#### WILLAMALANE FUNCTIONAL AREAS

| Administration                                                                                                                                                                           | Planning, Parks and Facilities                                                                                                                                                                                                                                                             | Recreation Services                                                                                                                                                                                                                                                       |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>» Executive Director</li> <li>» Finance</li> </ul>                                                                                                | <ul style="list-style-type: none"> <li>» Parks and Open Space Management</li> <li>» Trails Management</li> <li>» Natural Areas</li> <li>» Park Rangers</li> <li>» Planning and Development</li> <li>» Capital Improvement Plan</li> <li>» Facilities Operations and Maintenance</li> </ul> | <ul style="list-style-type: none"> <li>» Enrichment and leisure programs</li> <li>» Special Events</li> <li>» Program Operations</li> <li>» Early Childhood and Youth Enrichment</li> <li>» Senior Services and Programs</li> <li>» Sports</li> <li>» Aquatics</li> </ul> |
| COMMUNITY ENGAGEMENT                                                                                                                                                                     | INFORMATION TECHNOLOGY                                                                                                                                                                                                                                                                     | HUMAN RESOURCES                                                                                                                                                                                                                                                           |
| <ul style="list-style-type: none"> <li>» Community Engagement</li> <li>» Communication</li> <li>» Marketing</li> <li>» Resource Development</li> <li>» Print and Social Media</li> </ul> | <ul style="list-style-type: none"> <li>» Desktop Technology</li> <li>» Software</li> <li>» Network Performance</li> <li>» Information Security</li> </ul>                                                                                                                                  | <ul style="list-style-type: none"> <li>» Personnel</li> <li>» Risk and Safety</li> <li>» Benefits</li> <li>» Diversity, Equity and Inclusion</li> </ul>                                                                                                                   |

In 2022, Willamalane funded 156.42 FTE or 22.15 FTE per 10,000 residents. Comparing the district to other similar agencies in the 2022 NRPA Agency Performance Review, this is outside the range a typical agency might employ from 5.3 (low) to 14.4 (high) and above the median of 9.6 FTE per 10,000 residents.

Population density can help explain the staffing levels. Agencies that serve communities with greater population density typically have more FTEs per resident. Agencies serving communities with more than 2,500 people per square mile may have up to double the staffing compared to those agencies with only 500 people per square mile. The Springfield Urban Growth Boundary (study area) has a population density of 4,458 people per square mile.

Another consideration is the distribution of positions. Typically, operations and maintenance may have 45 percent of positions compared to 31 percent in recreation, 17 percent in administration, three percent in capital development, and an additional four percent in other categories. Willamalane supports recreation with 64 percent off staffing (primarily from part-time and seasonal positions) and 21 percent for maintenance and operations.

Note: Budgeted positions included all full-time, part-time and seasonal positions but not contracted individuals. Administration includes the Executive Director’s Office, Community Engagement, Human Resources, and information Technology. Parks and Facilities Operation/ Maintenance includes Parks, Planning and Facilities.

The number of recreation positions is directly related to the size of the program and, more particularly, the number of facilities. Again, comparing typical

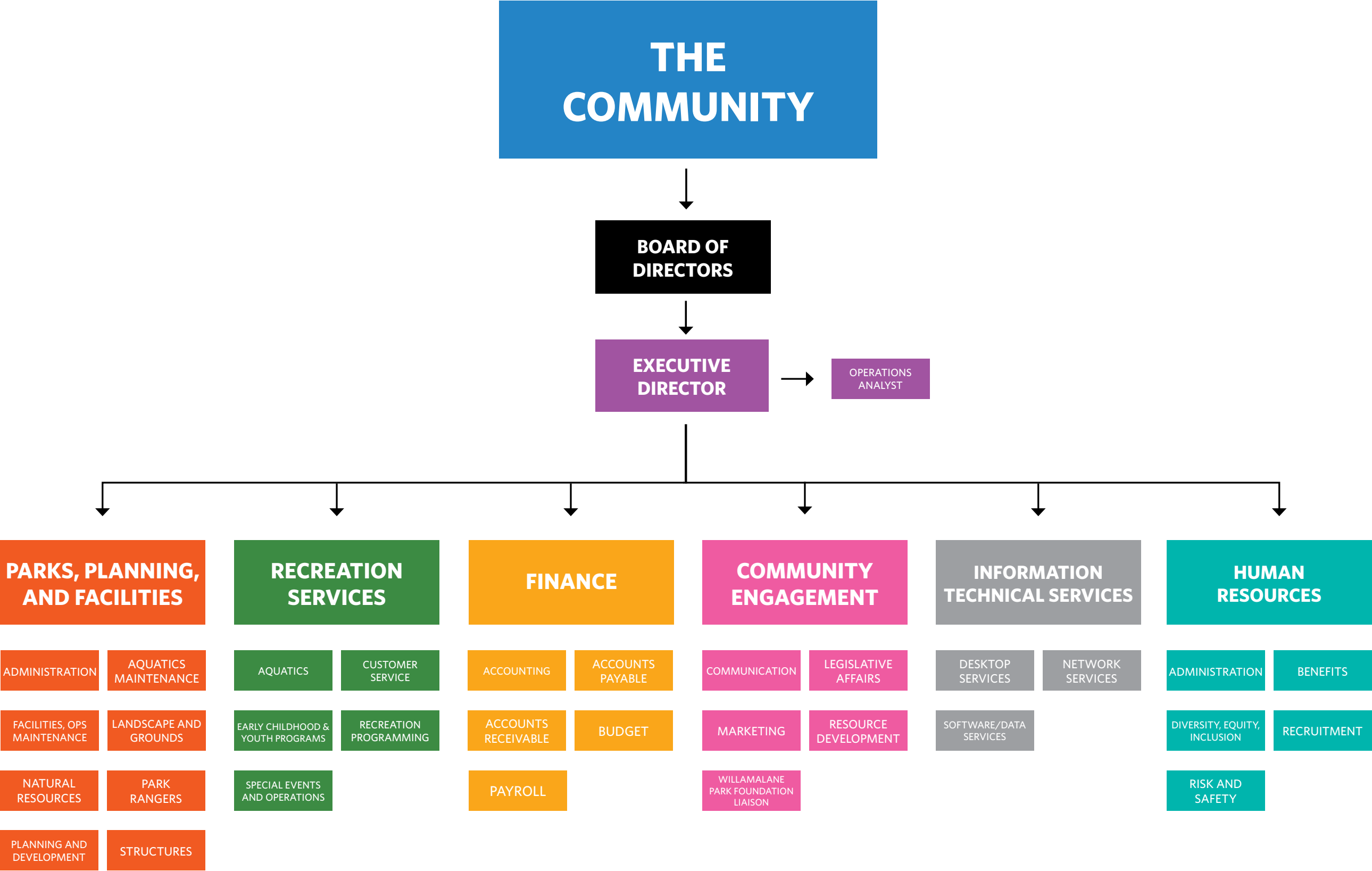
communities, one would expect one community center, one adult center, and one aquatic facility. The 2022 NRPA Agency Performance Review suggests that the median number of residents per aquatic facility is 60,944. Willamalane’s district population is 70,621 and currently provides a very high level of aquatic service, sufficient to support a population of over 120,000. This helps to explain the high level of recreation programs and facilities staffing. This evaluation suggests that operations and maintenance with only 21 percent of district FTE (compared to a typical distribution of 45 percent) appear to be under-staffed for the number of parks, acres, trails, and particularly the amount of natural area acreage the district manages. As discussed in the maintenance and operations assessment, the investment per acre of developed park space is \$1,572 compared to other parks and recreation agencies across the United States (\$9,642). Given the amount of natural areas and open space, a more accurate investment per acre (only developed parks) may be closer to \$3,368.

Staffing Challenges

Several staffing challenges were identified during the planning process that include the ability to recruit and retain staff, and the impact of COVID-19. At times, being able to fill vacant positions, especially in maintenance and operations, and in aquatics has decreased service levels and has even led to intermittent closures of the Splash facility. Other challenges include the growth of natural areas fueled by the Thurston Hills acquisition, with a minimal level of staffing, a need for greater park ranger coverage, and the lack of office and work space for expansion of staff.

DISTRIBUTION OF WILLAMALANE BUDGETED STAFFING

| Willamalane Functional Area                   | Typical Staffing Distribution | 2022 Willamalane Budgeted Position Distribution |
|-----------------------------------------------|-------------------------------|-------------------------------------------------|
| » Parks and Facilities Operations/Maintenance | » 45%                         | » 21% (33.5)                                    |
| » Recreation Programs/Facilities              | » 32%                         | » 64% (101.5)                                   |
| » Administration                              | » 17%                         | » 14% (22.5)                                    |
| » Capital development                         | » 03%                         | » 01% (2 FTE)                                   |
| » Other                                       | » 03%                         | » 00% (0 FTE)                                   |



### Future Staffing Considerations

The project team recommends that Willamalane will need between five and seven additional positions to operate and expand its system over the next 10 years. These positions will be directly related to park maintenance and daily operation and specifically related to natural areas, and the park ranger program. The addition of these positions would address the needs of the growing parks and recreation agency and bring it closer to what typical agencies may employ.

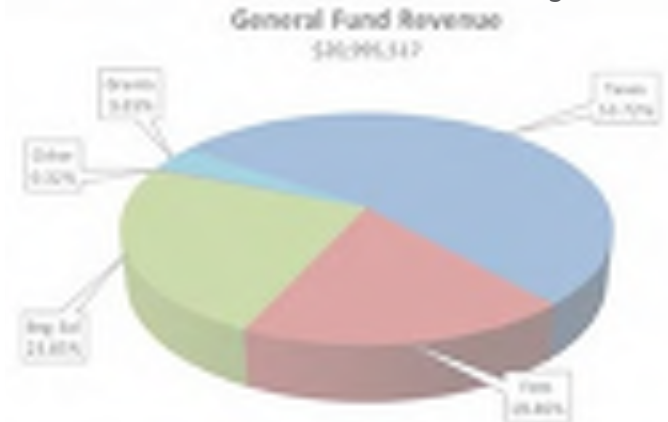
## 9.4 Financial Analysis

Willamalane's financial investment, financial management and organizational structure is purposeful and well thought out. Financially, the district, along with its many partners ensure a high quality parks and recreation system is available to residents. Since 2018, prior to COVID-19, the district has continued to increase its investment and in 2023, is proposed to invest better than forty percent more to operate the district that it did in 2018.

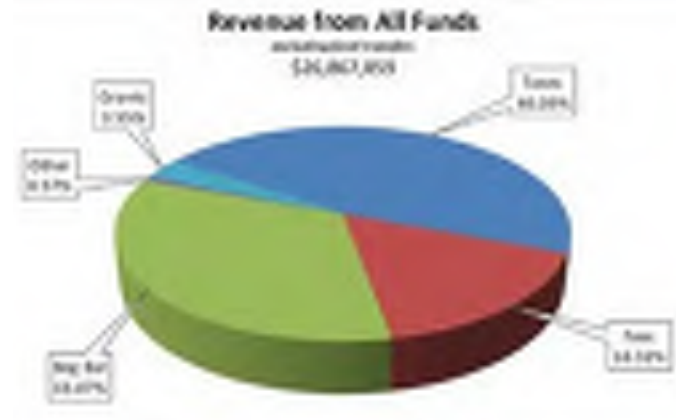
### Current Circumstances

Willamalane adopts an annual budget that sets priorities, guides staff, and provides the primary resources to meet the parks and recreation needs of district residents. The General Fund is the primary operating fund that also funds some capital expenditures. It is comprised of property tax revenues, grants, and fees and charges generated by the district. The General Fund has projected revenues of \$20,995,517 in the 2023 adopted budget, and revenues from all sources including system

### SOURCES OF REVENUE BUDGETED IN FY 2023



### REVENUES FROM ALL FUNDS



This chart illustrates funds in addition to the General Fund that include system development charges

development charges and other sources total over \$26 million.

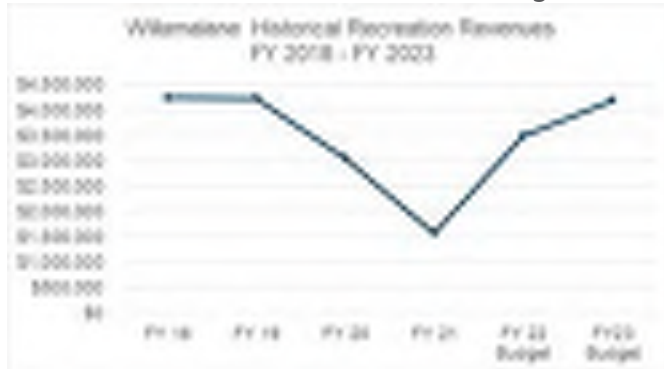
### OPERATING BUDGET SUBSIDY TRENDS FY 2018-2023

|                                               | Fiscal Year (FY) | Administration, HR, IT, DEI, Rental Properties, Risk, Finance, and Community Engagement (2021-2023) | Planning, Park Services, and Facilities | Recreation Programs, Services, Facility Operations, and Community Engagement (2018-2020) | Total             |
|-----------------------------------------------|------------------|-----------------------------------------------------------------------------------------------------|-----------------------------------------|------------------------------------------------------------------------------------------|-------------------|
| Actuals                                       | 2018             | \$1,694,417                                                                                         | \$3,643,707                             | \$3,021,202                                                                              | \$8,359,326       |
|                                               | 2019             | \$1,534,602                                                                                         | \$4,031,957                             | \$2,535,282                                                                              | \$8,101,841       |
|                                               | 2020             | \$1,902,987                                                                                         | \$4,710,643                             | \$2,973,779                                                                              | \$9,587,409       |
|                                               | 2021             | \$2,538,782                                                                                         | \$4,242,187                             | \$2,743,469                                                                              | \$9,524,438       |
| Budget                                        | 2022             | \$2,803,628                                                                                         | \$5,045,831                             | \$2,192,564                                                                              | \$10,042,023      |
|                                               | 2023             | \$3,291,535                                                                                         | \$6,050,835                             | \$2,342,431                                                                              | \$11,684,801      |
| Change from 2018 (Prior to Covid-19 pandemic) |                  | \$1,597,188 - 94%                                                                                   | \$2,407,128 - 66%                       | \$678,771 - 22%                                                                          | \$3,325,475 - 40% |

## Locally Generated Revenues

Revenues from recreation programs and services, and facility rentals fees and charges were greatly impacted by the Covid-19 pandemic and have yet to completely rebound. Assuming Willamalane continues to recover and implement its cost recovery policy, revenues are projected to continue to recover to pre-COVID-19 levels.

### WILLAMALANE REVENUES FY 2018 - FY 2023



## Measuring the Financial Health of the District

There are several ways to gauge Willamalane's financial health. Benchmarking against other similar communities can assist with planning and leadership decisions. However, because communities are different, benchmarking is not intended to be a sole tool for making such decisions. NRPA's 2022 Agency Performance Review offers opportunities to compare the district's financial performance to other agencies serving similar-

sized communities. Over 1,000 agencies across the U.S. provided data that is used to benchmark against in this comprehensive plan in the sections that follow.

## Revenue-to-Operating Expenditures: Cost Recovery

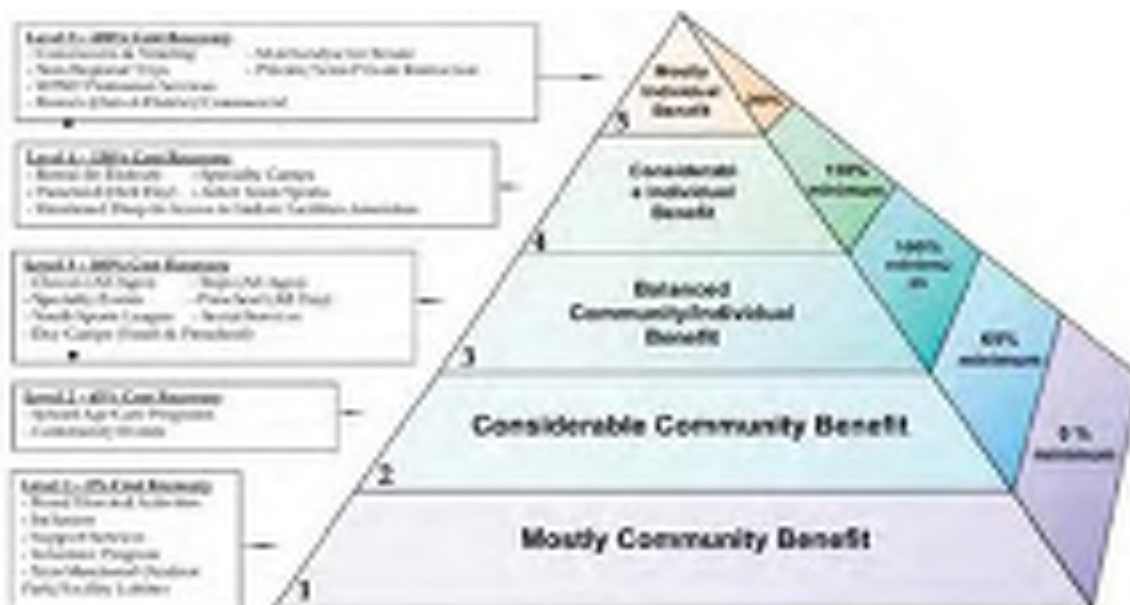
Willamalane adopted and carefully follows a resource allocation and cost recovery policy

The district allocates resources, as possible through subsidies and fees based on the 2008 resource allocation study, updated every five years, conducted by GreenPlay, LLC, now BerryDunn.

The philosophy of the cost recovery model is based on the concept that while all parks and recreation facilities, programs, and services are intended to improve the lives of community members, not all should necessarily receive the same level of subsidy. In general, the more a facility, program, or service provides a community benefit, the greater the taxpayer subsidy. Programs that provide unique, individual benefits are funded more by user fees and may subsidize programs lower on the pyramid.

Overall operating cost recovery is projected in the FY 2023 budget to be 20.2%. The 2022 NRPA Performance Review suggests that typical parks and recreation agencies serving similar communities may have a cost recovery of 26.6%. Given the district's stated goal of 65% direct cost recovery in the recreation area, the overall cost recovery goal appears reasonable to provide a high level of service to district residents.

### WILLAMALANE PYRAMID RESOURCE ALLOCATION METHODOLOGY



Operating Expenditures per Capita

Another metric NRPA aggregates and reports on annually in its Agency Performance Review is typical operating expenditures per capita. In 2021, the typical parks and recreation agency similar in size to Willamalane invested between \$61.13 and \$180.29 per capita or a median of \$104.38 per capita. In 2021, the district invested \$162.01 per person. This was higher than the median but within the typical range.

Local Comparison of Investment in Parks and Recreation

It may also be helpful to consider the operating (non-capital) investment per capita made by other parks and recreation agencies in Oregon. While benchmarking analysis provides another perspective, it is important to acknowledge that each agency has different goals, standards, and methods of accounting. The following figure demonstrates that Willamalane’s investment per capita in 2021 and while higher than what is typical nationally, it is lower than the average of the selected Oregon agencies of \$190 per capita. Looking at budgeted data for FY 2022 and 2023, the district allocated \$203.12 per capita in FY 2022 and \$232.36 per capita in FY 2023,

DISTRICT OPERATING  
EXPENDITURES  
PER CAPITA:

\$162.01  
IN FY 2021

Source: 2021 NRPA Agency Performance Review

both in excess of the \$190 per capita average for the State of Oregon.

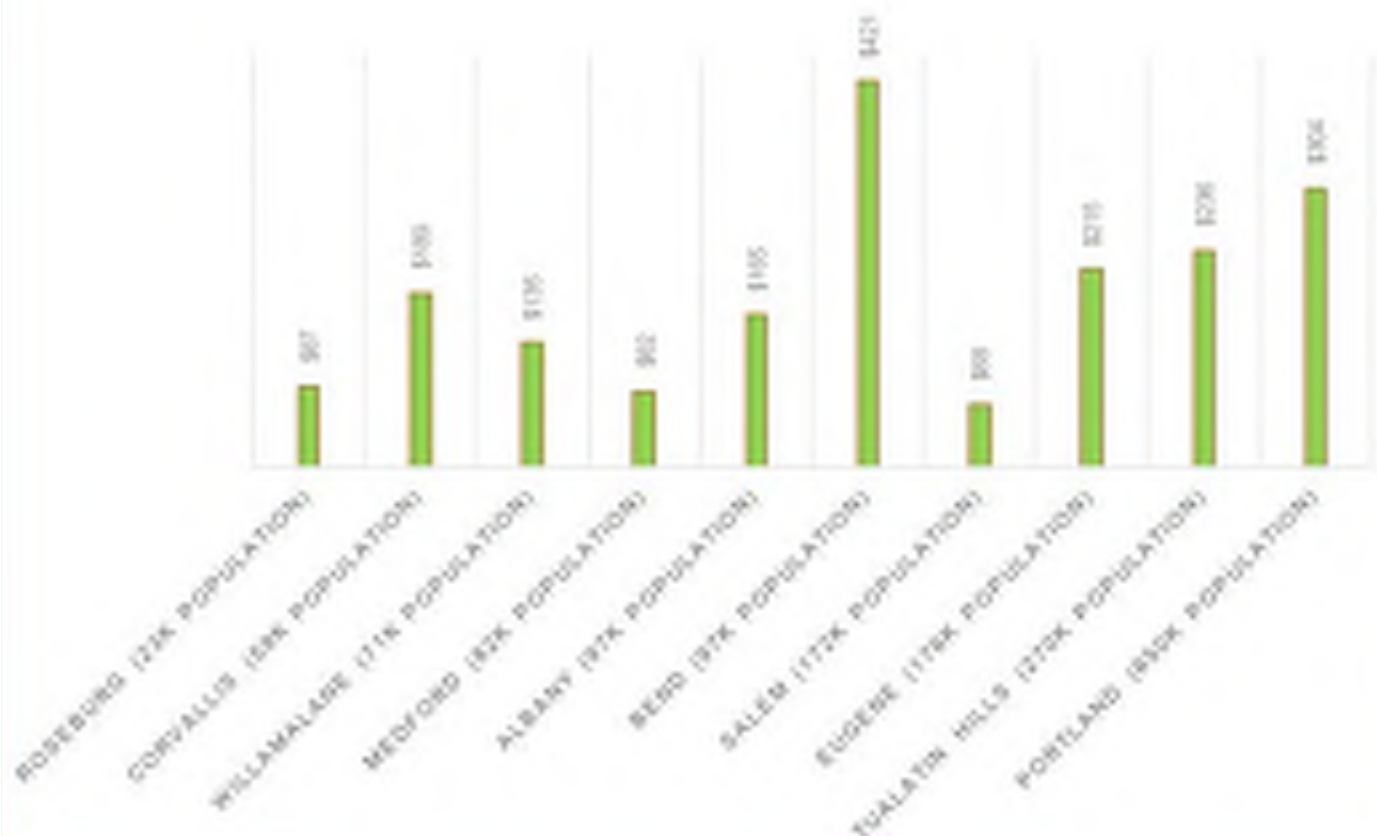
Data was taken from available budgets and population data found on-line and as such are intended to provide a general overview of spending by each agency.

Managing Growth Through Impact Fees (System Development Charges)

There are three basic options to pay for growth. Either: (1) existing residents pay for new growth through taxes or fees; (2) provide parks and recreation services at a lower level of service by absorbing growth into existing resources; or (3) developers and home builders pay for the impact of growth so that the growth pays its own way.

Option 1 unfairly assigns responsibility for funding of growth. Option 2 creates a poor dynamic where the

APPROXIMATE INVESTMENT PER CAPITA IN PARKS AND RECREATION IN SELECTED OREGON COMMUNITIES



**TABLE 3: SUPPORT FOR CAPITAL PROJECT FUNDING**

| Funding Category                      | Average Rating from Invitation Sample | Probably or Definitely Support |
|---------------------------------------|---------------------------------------|--------------------------------|
| Bond referendum for specific projects | 3.8                                   | 69%                            |
| Fees for new development              | 3.4                                   | 55%                            |
| User fees                             | 3.2                                   | 45%                            |
| Increased property tax                | 2.7                                   | 33%                            |

level of service, (often determined as a percentage of developed acreage per 1,000 residents) will decrease over time, as new residential developments are added without contributing to the funding of new parks. This may lead to higher density of use or the need to travel further distances to gain access to parks. Option 3 allows growth to pay its own way in an more equitable manner. Home builders typically include park development in the price of the homes, as they would other infrastructure costs.

The methodology was last updated in 2006 and is outdated given the changes to the district over the past seventeen years. The district is budgeted to update the System Development charge fee methodology in 2023.

### **District Community Members' Preferences for Different Ways of Financing.**

The needs assessment survey asked respondents for preferences and support for future capital funding. Support was measured on a scale of 1 (does not support) to 5 (definitely support). For additional information, see Table 3.

The needs assessment survey determined that, among invitation survey respondents, only eighteen percent confirmed the cost of programs or services impact their participation. Twenty-nine percent of respondents that report a disability in their household may have participation impacted by fees and charges. Twenty-two percent of Latinx open-link respondents' participation is impacted by fees and charges.<sup>1</sup>

### **Traditional Parks and Recreation Operations and Capital Development Funding Sources**

There are a variety of mechanisms that local governments can employ to provide services and to make public improvements. Parks and recreation

operating, and capital development funding typically comes from conventional sources such as sales, use, and property tax referendum voted upon by the community, along with developer exactions. Operating funds are typically capped by legislation; may fluctuate based on the economy, public spending, or assessed valuation; and may not always keep up with inflationary factors. In the case of capital development, "borrowed funds" sunset with the completion of loan repayment and are not available to carry over or re-invest without voter approval. Shown in Appendix 1 are the salient points of many traditional and alternative funding sources and efficiencies available to Willamalane. Many of these strategies may be currently in use to some extent by the agency. Note that tax compression resulting from property tax relief measures adopted in Oregon may impact Willamalane's use of some of the funding opportunities.

Funding categories considered include:

- Traditional tax and exactions-based funding resources
- Development funding
- Fees and charges
- Alternative operations and capital development funding sources
- Loan mechanisms
- Alternative service delivery and funding structures
- Partnership opportunities
- Community resources
- Grants

<sup>1</sup> Open-link data was used in this comparison due to a small sample size for Latinx invitation respondents.

## Appendix 9: Service Assessments

- Philanthropy
- Community services fees and assessments
- Permits, licensing rights, and use of collateral assets
- Funding resources and other options
- Cost-saving measures
- Green trends and practices

During the planning process, sixty funding sources/strategies were identified that are currently not in use but could easily be used, possibly or definitely be used. Below are some funding options identified by district leadership that could be used by the district.

### Key Findings

Observations and staff feedback were considered to determine if the current organizational and management structure was satisfactory. The analysis included the observations and assessments from community input, staff focus groups, and community satisfaction ratings. This analysis resulted in the following key findings:

1. A comparative pay-scale analysis may greatly assist with recruitment and retention, especially in the aquatics program.
2. Internships may assist with entry level staffing shortfalls.
3. Partnering with certificate training programs, opportunities at Lane Community College or the University of Oregon may assist the district.
4. Current challenges include a lack of frontline staff and inability to recruit candidates resulting from the Covid-19 pandemic and causing intermittent facility closures.
5. The district invests an appropriate amount of tax support in delivering parks and recreation services.
6. The district's cost recovery demonstrates a high functioning parks and recreation agency. The application of their resource allocation philosophy drives budget and programming decisions.
7. A significant number of district residents may support bond measures for specific projects.
8. Many alternative methods of financing, and efficiencies that reduce funding needs for parks and recreation agencies are available to the district.
9. The district's current system development charge methodology is out of date and an update study needs to be completed.
10. Organizational elements are not consistent. Some are referred to as departments and some as divisions
11. The district's distribution of positions suggests that the district is understaffed in park maintenance and has above average staffing in recreation delivery.

### 9.5 Recreation Program Analysis

The analysis of the recreation program delivered by Willamalane is intended to assess the effectiveness of the district's provision of community recreation facilities and programs. The general overview looked at district programs and services based on staff interviews, the needs assessment survey and Willamalane's recreation program plan 2022-2024, that includes goals for each functional area of the recreation department and is presented in Appendix 1. Community input was also received during the engagement process that helped to inform findings. To accurately assess the recreation program, data from 2018/19 was used, prior to the COVID-19 pandemic. Some data is more current where the pandemic was less impactful. The analysis attempted to answer some basic questions about the program:

- What are the core programs, and do they match community desires?
- Does the recreation program mix meet the needs of the community?
- Are programs and services offered at times convenient for the community?
- What challenges exist that may act as barriers to Willamalane delivering high quality programs and services?
- Does Willamalane invest an appropriate amount of resources in recreation?

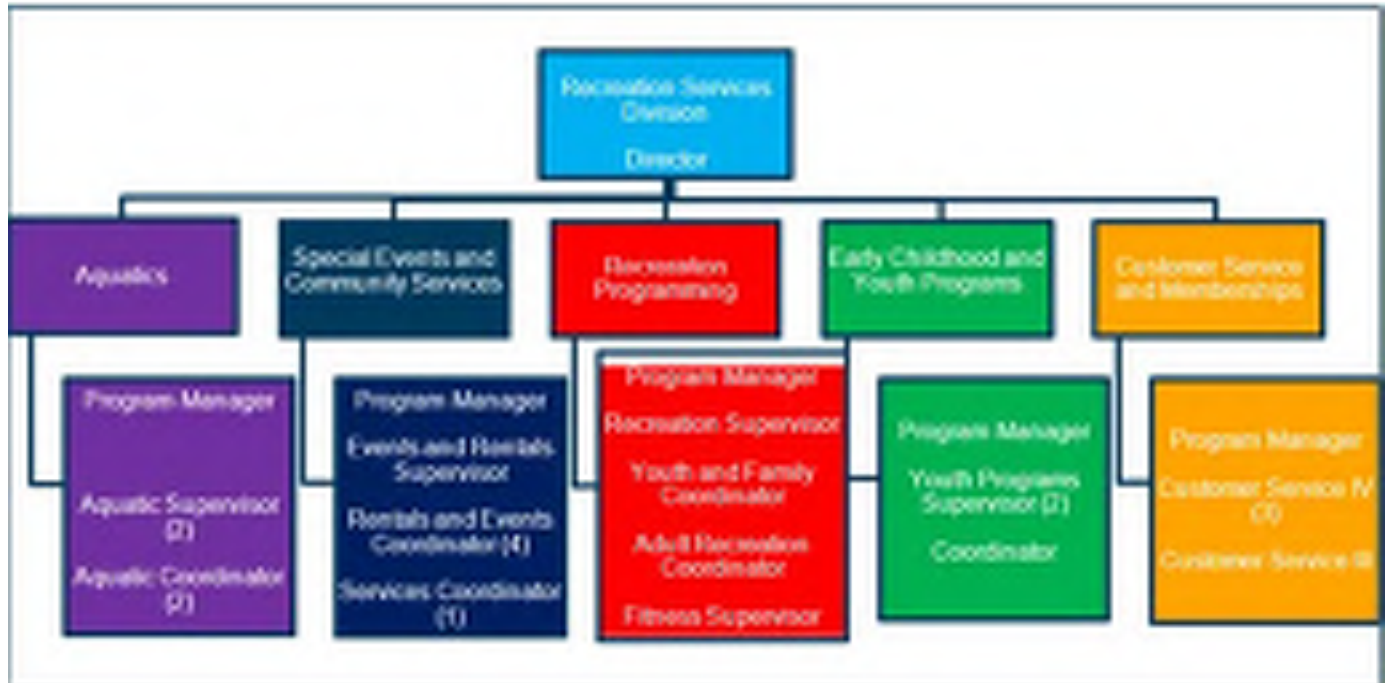
## Staffing Structure

Willamalane's Recreation Division is organized into five functional areas, overseen by program managers. Many of the front-line positions are part/time or seasonal.

## WILLAMALANE RECREATION STAFFING TRENDS FISCAL YEARS 2018-2023

|         | FT | PT    | Total |
|---------|----|-------|-------|
| FY 2018 | 29 | 116.5 | 145.5 |
| FY 2019 | 28 | 128.5 | 156.5 |
| FY2020  | 32 | 132   | 164   |
| FY2021  | 23 | 62    | 85    |
| FY2022  | 23 | 78.5  | 101.5 |

## 2023 RECREATION DIVISION ORGANIZATIONAL CHART



### Investment in Recreation Program Delivery

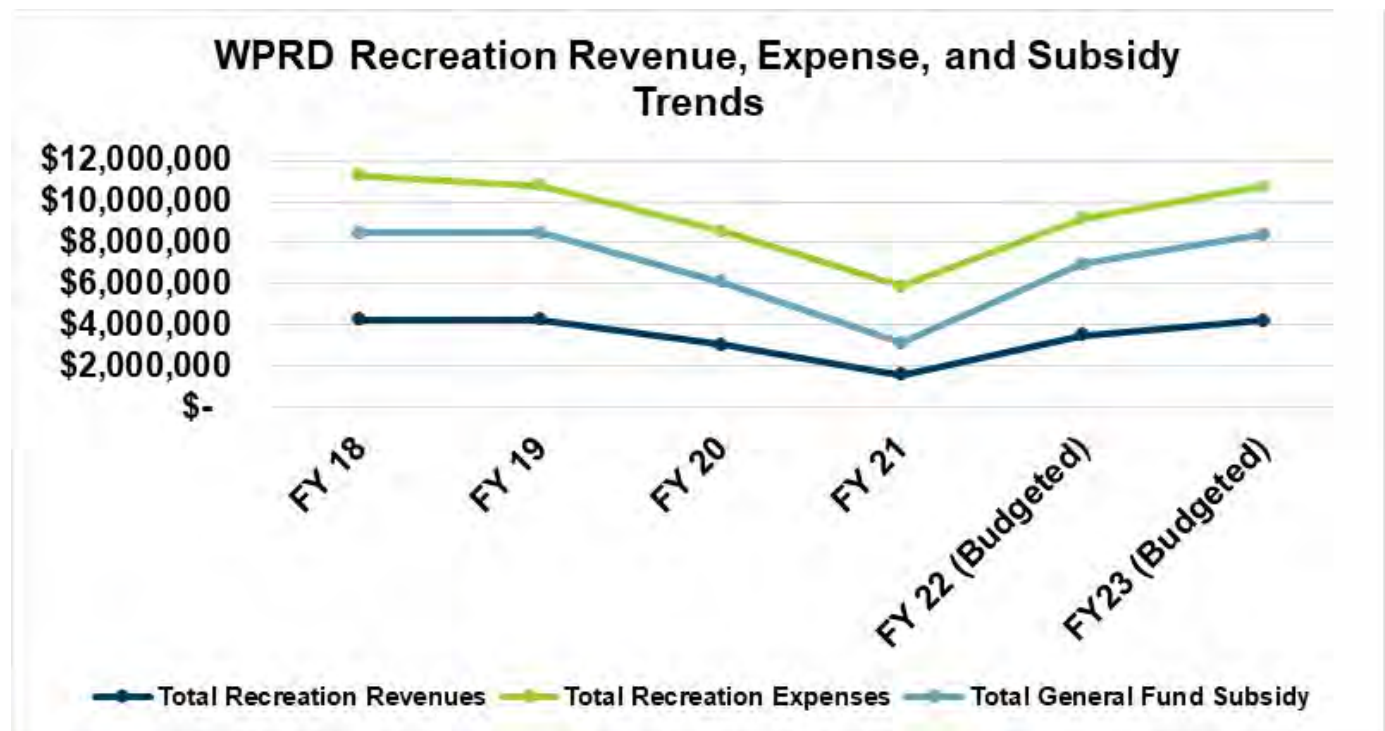
Willamalane does a good job staffing and funding its recreation program. Although greatly impacted by the COVID-19 pandemic, the district continues to recover. Programs are provided at the Bob Keefer Willamalane Center for Sports and Recreation, Splash!, Willamalane Park Swim Center, Willamalane Adult Activity Center, Camp Putt, and at eleven public school sites.

### Financial Trends and Subsidy

Revenues from recreation programs are budgeted to exceed four million dollars again in Fiscal Year (FY) 2023 as they did pre-pandemic in 2018 and 2019. Expenses are budgeted significantly lower, which accounts for a budgeted subsidy in 2023 of over four-hundred and fifty thousand dollars less than 2018.

Individual subsidies per functional area are shown in the table and figure below by percentage of total General Fund subsidy.

**WILLAMALANE RECREATION REVENUE, EXPENSE, AND SUBSIDY TRENDS FY 2018-FY 2023**



**WILLAMALANE RECREATION STAFFING TRENDS FISCAL YEARS 2018-2023**

| Budget                                | FY 2018     | FY 2019     | FY 2020     | FY 2021     | FY 2022     | FY2023      |
|---------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Aquatics                              | \$845,211   | \$806,453   | \$677,483   | \$648,222   | \$294,680   | \$440,922   |
| Special Events and Community Services | \$631,970   | \$654,151   | \$648,907   | \$354,085   | \$133,431   | \$223,312   |
| Recreation Programming                | \$487,055   | \$536,881   | \$417,830   | \$849,040   | \$1,025,065 | \$923,019   |
| Early Childhood and Youth Programs    | \$248,322   | \$107,825   | \$378,585   | \$719,087   | \$484,506   | \$480,813   |
| Recreation Administration             | \$590,128   | \$218,368   | \$326,207   | \$173,035   | \$254,882   | \$274,365   |
| Total General Fund Subsidy            | \$2,802,686 | \$2,323,678 | \$2,449,012 | \$2,743,469 | \$2,192,564 | \$2,342,431 |

### PERCENTAGE OF RECREATION DIVISION GENERAL FUND SUBSIDY BY FUNCTIONAL AREA



### Recreation Subsidy Fiscal Years 2018-2023

Note: Customer service/passes are included in areas in the table and thus, are not shown as a separate functional area.

The investment in recreation in the FY 2023 budget is \$2.3 million, or a subsidy of \$33.16 per capita. Per the NRPA 2022 Performance Review data, typical parks and recreation agencies allocate around 31% of their general fund budget on recreation, and Willamalane is in-line at 33%.

### Program Partnerships

Willamalane strives to cultivate strong partnerships to be more effective in providing recreational opportunities and services in the community. As a result of partnering with Springfield Public Schools, several programs and services have been provided within the community. This has recently included the 1Pass program in the summer, two weeks of swimming lessons for all 4th grade students, and in 2022, summer camps for Springfield youth. Key community partners for the recreation division include:

- City of Springfield
- Springfield Public Schools
- The Springfield Utility Board
- Lane Transit District
- City of Eugene Parks and Recreation

In addition to these key players Willamalane regularly collaborates with many Community Organizations (e.g., Rotary Club, Springfield Babe Ruth, AARP, Emerald Valley Pickleball Club, etc.) and local business to successfully implement its recreation programs and services.

The partnership with the Springfield School District allows Willamalane to offer daily recreation programming at 15 after school locations (4 middle schools, 11 elementary) and middle school sports (11 different seasons).

Another very successful group of partnerships are Silver and Fit, Renew Active, Silver Sneakers, and Active and Fit that provide insurance sponsored recreation passes for older adults, attracting over 1500 members annually.

### Core Recreation Program Service Areas

Programs, events, and activities are offered primarily in five service areas. These differ slightly from those described in the recreation program plan based on the needs assessment survey and public engagement results. Descriptions of the program service areas and 2018/2019 participation rates are summarized below, with key observations provided at the end of each section.

- Aquatics Programs
- Special Events and Community Services
- Recreation Programs
- Early Childhood and Youth Programs
- Customer Service and Memberships

| Program Service Area                  | Program Type Examples                                                                                                                                                                                                                                           |
|---------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Aquatic Programs                      | <ul style="list-style-type: none"> <li>Swim lessons</li> <li>Private swim lessons</li> <li>Lap swimming</li> <li>Recreational swimming</li> <li>School swimming lessons (4th grade – Springfield)<sup>2</sup></li> </ul>                                        |
| Special Events and Community Services | <ul style="list-style-type: none"> <li>Special Events (Haunted Hayride, Kids nights out, Turkey Stuffer Fun Run, Megga Hunt)</li> <li>Community services (Two50, inclusion services, playground program, SRTS, WAAC Services)</li> </ul>                        |
| Recreation Programs                   | <ul style="list-style-type: none"> <li>Classes (Adaptive, dog obedience, training classes, multimedia, arts and culture, language, cooking and nutrition, ECR)</li> <li>Trips (Day Trips, Multi-Day Trips)</li> <li>Sports (Adult Leagues, E-Gaming)</li> </ul> |

| Program Service Area               | Program Type Examples                                                                                                                                                                                                                                                           |
|------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Early Childhood and Youth Programs | <ul style="list-style-type: none"> <li>Childcare Programs (Preschool all day, preschool part-time, Kids Club, no school day, early start)</li> <li>Camps (preschool, day camps, and specialty camps)</li> <li>Sports (Middle School Sports, Youth Leagues, E-Gaming)</li> </ul> |
| Customer Service and Memberships   | <ul style="list-style-type: none"> <li>Rentals (indoor rentals, outdoor rentals)</li> <li>Memberships (iPass, Fitness, Corporate, All Access, Silver)</li> </ul>                                                                                                                |

To accurately count participation in each of the program service areas, both unique registrations and actual participation were analyzed. Actual participation is counted in Participant Contact Units (PCUs), which are the number of times the individual took part in the class or activity. For instance, one child registering for a camp that meets five times would be one registration and five PCUs. PCUs provide a much clearer picture of the effort required to provide a service than individual registrations. In 2018 and 2019, the district managed almost 22,000 registrations and over 310,000 individual PCU's. The table below shows that while early childhood and youth programs accounted for 32% of unique registrations,

#### WILLAMALANE 2018-2019 PROGRAM/ACTIVITY REGISTRATIONS AND PARTICIPANT CONTACT UNITS

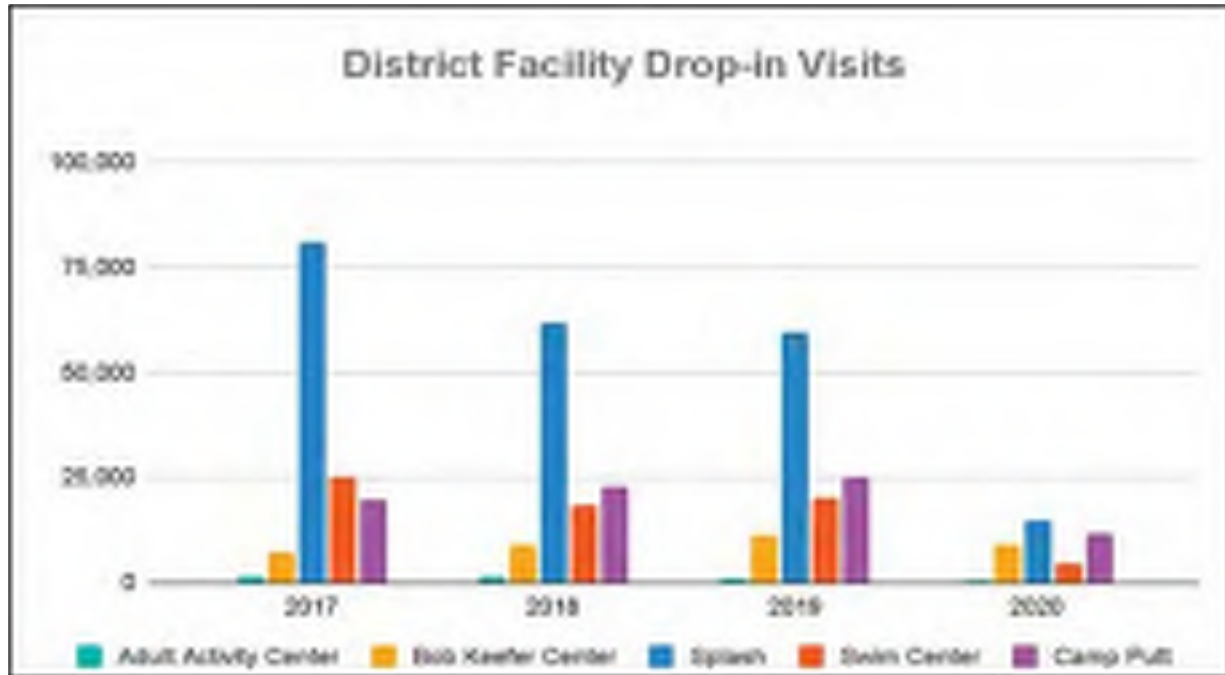
| Program Service Area                  | Program/Activity Registrations  | Percent of Registration | Participant Contact Units       | Percent of Contact Units |
|---------------------------------------|---------------------------------|-------------------------|---------------------------------|--------------------------|
| Aquatics Programs                     | 5,139                           | 23%                     | 17,441                          | 6%                       |
| Special Events and Community Services | 4,345                           | 20%                     | 5,247                           | 2%                       |
| Recreation Programs                   | 5,422                           | 25%                     | 32,405                          | 10%                      |
| Early Childhood and Youth Programs    | 7,081                           | 32%                     | 255,507                         | 82%                      |
| Customer Service and Memberships      | Included in other service areas | N/A                     | Included in other service areas | N/A                      |
| <b>TOTAL:</b>                         | <b>21,987</b>                   | <b>100%</b>             | <b>310,600</b>                  | <b>100%</b>              |

<sup>2</sup> This is a community service but is listed under aquatic programs due to the nature of the activity

those programs accounted for over 80% of registered participation. The inverse are aquatics programs, which accounted for 23% of registrations and only 6% of actual participation. Note that this analysis only includes

registered activities and not drop-in, self-directed participation. Drop-in, self-directed participation was greater than 100,000 in 2018.<sup>3</sup> Over 250,000 visits were registered in 2018/19 resulting from membership sales.

#### DROP-IN SELF-DIRECTED PARTICIPATION



#### VISITS RESULTING FROM MEMBERSHIPS



<sup>3</sup> Drop-in participation at facilities was dramatically decreased due to the COVID-19 pandemic.

Out-of-District Residents

Thirty percent or 6,676 registrations were made in 2018 from out-of-district residents who pay an additional 15% fee.

District residents paid a property tax of \$146.35 in 2022 for each adult and child in the district.<sup>4</sup> It is unlikely that the 15% rate will cover the full cost of the tax burden. It would take a non-resident to sign up for 20 classes or activities at \$57.50 per registration (\$50 per class – in-district rate) in order to pay their own way and avoid a district resident subsidy.

Recreation Program Market Segments

The population in the district has changed since the Park and Recreation Comprehensive Plan was last updated in 2012. In addition to increasing, the population has become more diverse and is aging. Even so, primary markets to focus on may include youth, adults and seniors and individuals of Latinx backgrounds, as further discussed below.

Youth Population

The number of children in the district, while decreasing as a percentage of the total population, is still sizable and requires additional services. School enrollment described in the figure below shows that while middle school and high school aged youth have decreased since 2015 in total numbers, elementary school enrollment has increased by

over 800 children. These children are potential district participants.

Latinx Population

The Latinx population is expected to continue to increase in the future. This population made up 11.32 percent of district residents in 2010, 14.84 percent in 2021, and is projected to reach 16.95 percent in 2026. In real numbers, there were approximately 10,000 district residents of Latinx background and over 12,000 projected in 2026.

Older Adult Population

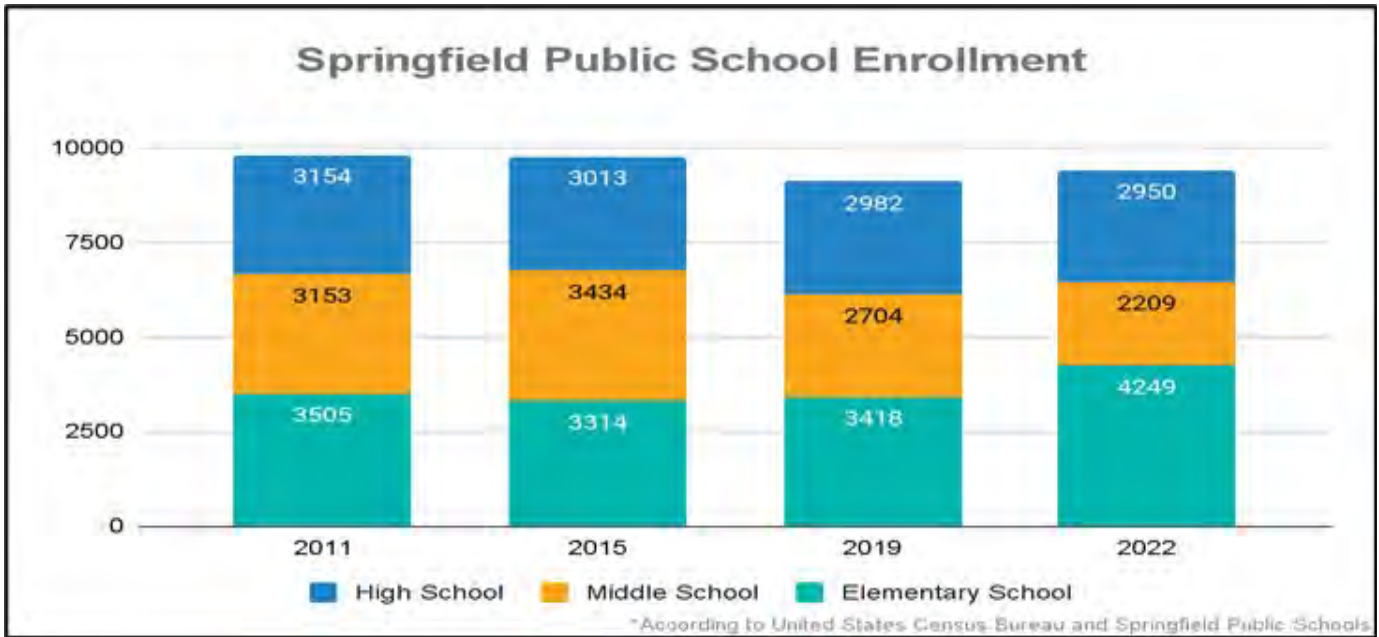
The number of district residents 50 years of age and older are overall increasing marginally. However, within that age group, those 65 and older are projected to increase from 17.6 to 20.2 percent of the population between 2021 and 2026.

Program Age Segmentation

Comparing programs offered by age population can offer insight into an appropriate mix of program opportunities. The percent of program opportunities were calculated from programs currently offered (December 2022).

There is no right, or wrong percentage of programs offered in any given age group and those decisions are driven by Willamalane’s values and policies. With that said, the data calls out similar concerns shown by community engagement findings and the needs assessment survey (shown in Appendix 4) that a potential

SPRINGFIELD PUBLIC SCHOOL ENROLLMENT



<sup>4</sup> Property tax divided by population

gap exists in programs and services for the adults and mature adult categories.

Comparing age population to program enrollment can also offer insight into an appropriate mix of program opportunities.

Actual enrollment in district programs follows the same pattern as programs offered and further demonstrates the gap in participation for those ages 19-49 and those 50+. Drop-in and self-directed activities illustrate the district's success in reaching the adult populations with respect to special events.

The needs assessment survey also demonstrated that for both the open link and invite samples, that adults ages 18-50 and adults 50+ are both in the need of additional programs.

## 9.6 Program Access and Convenience

Looking at times when Willamalane offers enrichment programs and classes, (fitness, dog obedience, training classes, multimedia, arts and culture, language, cooking and nutrition, etc.) can also add insight into best meeting district resident's needs. Willamalane offers and activities at the following days and times:

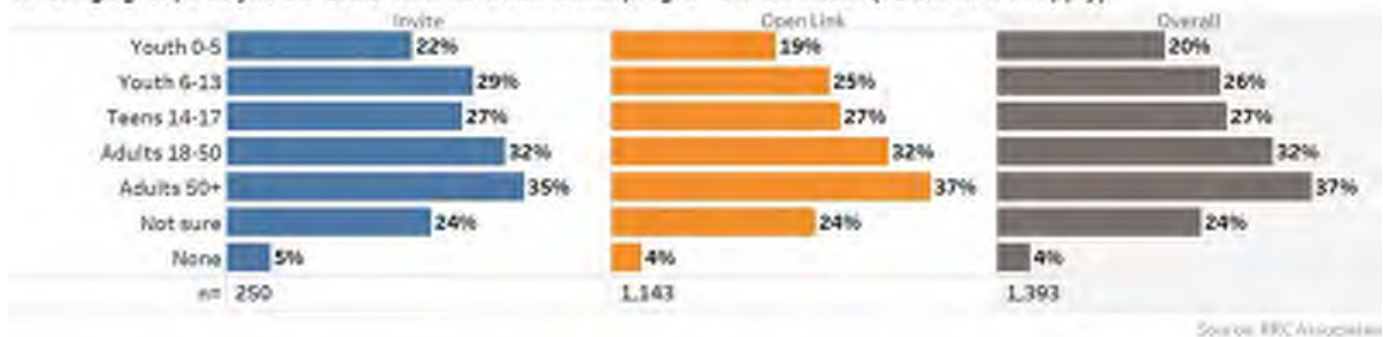
|                    |     |
|--------------------|-----|
| Weekday mornings   | 25% |
| Weekday afternoons | 39% |
| Weekday evenings   | 21% |
| Weekends           | 15% |

|                               |                   |                            |
|-------------------------------|-------------------|----------------------------|
| 0-05<br>Preschool/<br>Toddler | 7%<br>population  | 27% of programs<br>offered |
| 6-11 Youth                    | 7%<br>population  | 35% of programs<br>offered |
| 12-18 Teen                    | 8%<br>population  | 15% of programs<br>offered |
| 19-49 Adult                   | 42%<br>population | 16% of programs<br>offered |
| 50+ Mature                    | 36%<br>population | 7% of programs<br>offered  |

|                              |                   |                              |
|------------------------------|-------------------|------------------------------|
| 1-5<br>Preschool/<br>Toddler | 7%<br>population  | 17% of program<br>enrollment |
| 6-11 Youth                   | 7%<br>population  | 37% of program<br>enrollment |
| 12-18 Teen                   | 8%<br>population  | 11% of program<br>enrollment |
| 19-49 Adult                  | 42%<br>population | 14% of program<br>enrollment |
| 50+ Mature                   | 36%<br>population | 21% of program<br>enrollment |

### COMMUNITY DESIRE FOR PROGRAMS BY AGE GROUP

What age groups do you believe should have additional programs or services? (Select all that apply)



While programming and instructional space is at a premium during the evening times, this data is consistent with what was learned during the public engagement process and from the needs assessment survey. A greater mix of weekday evening and weekend programs for adults, outside of work hours are needed while youth programming needs are currently being better met.

### Financial Assistance

In order to help ensure community member access regardless of household income, the district offers a scholarship program that is generally funded between \$60,000 and \$70,000 per year.

### Meeting the Changing Needs of the Willamalane Community

The Recreation Division faces many of the same challenges as other parks and recreation agencies across the country. The population is getting older and more diverse; COVID-19 changed the way people view public events, and the district's prioritization on Diversity, Equity, Inclusion and a sense of belonging require a purposeful and strategic approach to delivering recreation.

In the Recreation Program Plan 2022-24, the following challenges were highlighted along with a few others. Staffing remains perhaps the most difficult challenge as the district staffs two large aquatic facilities and one large sports and recreation center.

- **Population Growth.** Continued population growth, especially among older adults and people moving from outside the area, will create an increasing and potential shifting demand for many recreation programs.
- **Affordable Programs.** Patrons currently utilizing our programs or facilities receive affordable rates to participate. Having said that, a primary barrier of participation is the ability to make programs affordable to all. And with limited resources, these program rates are likely to increase in the future.
- **Cost of Service.** The increased cost in providing services is an ongoing challenge and has been heightened due to the COVID-19 pandemic. Staffing costs and program expenditures will continue to increase regularly.

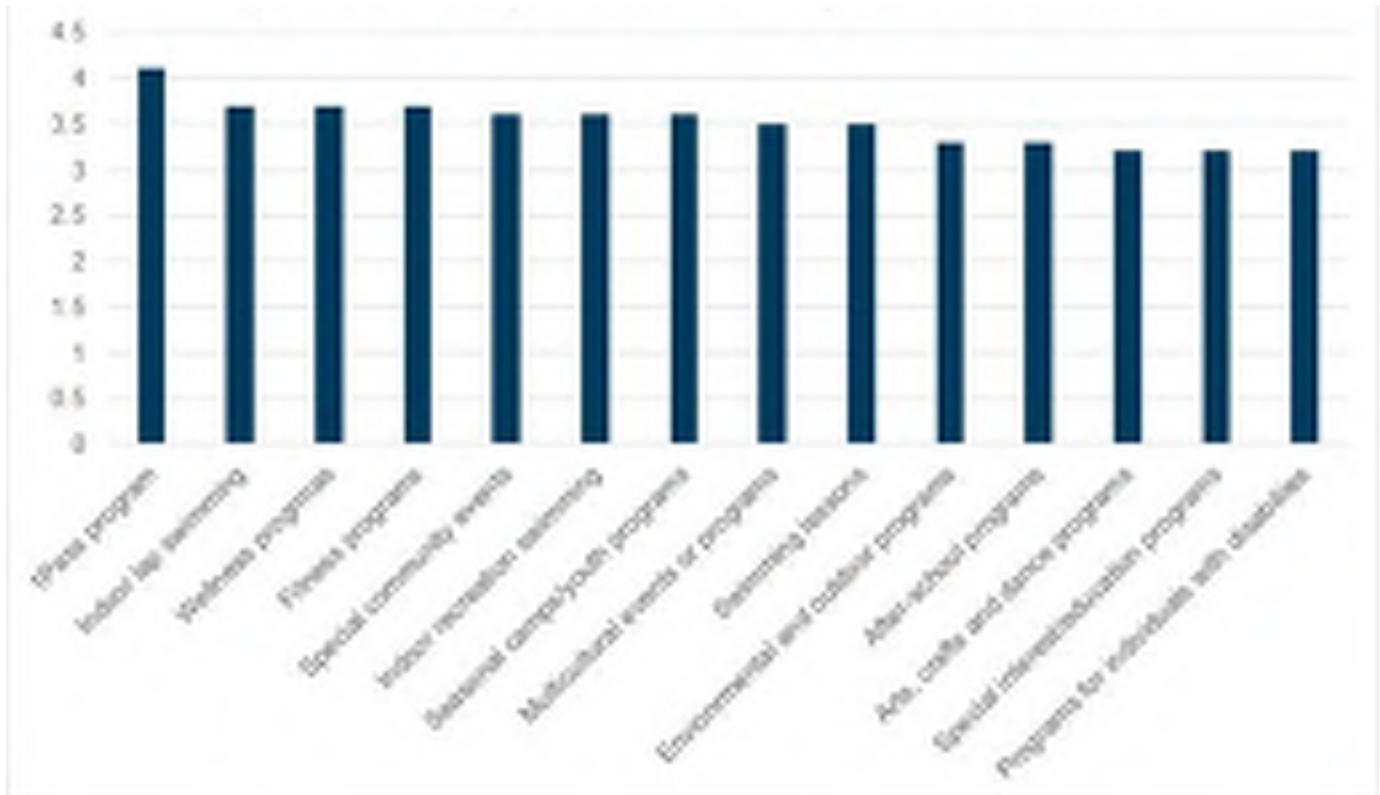
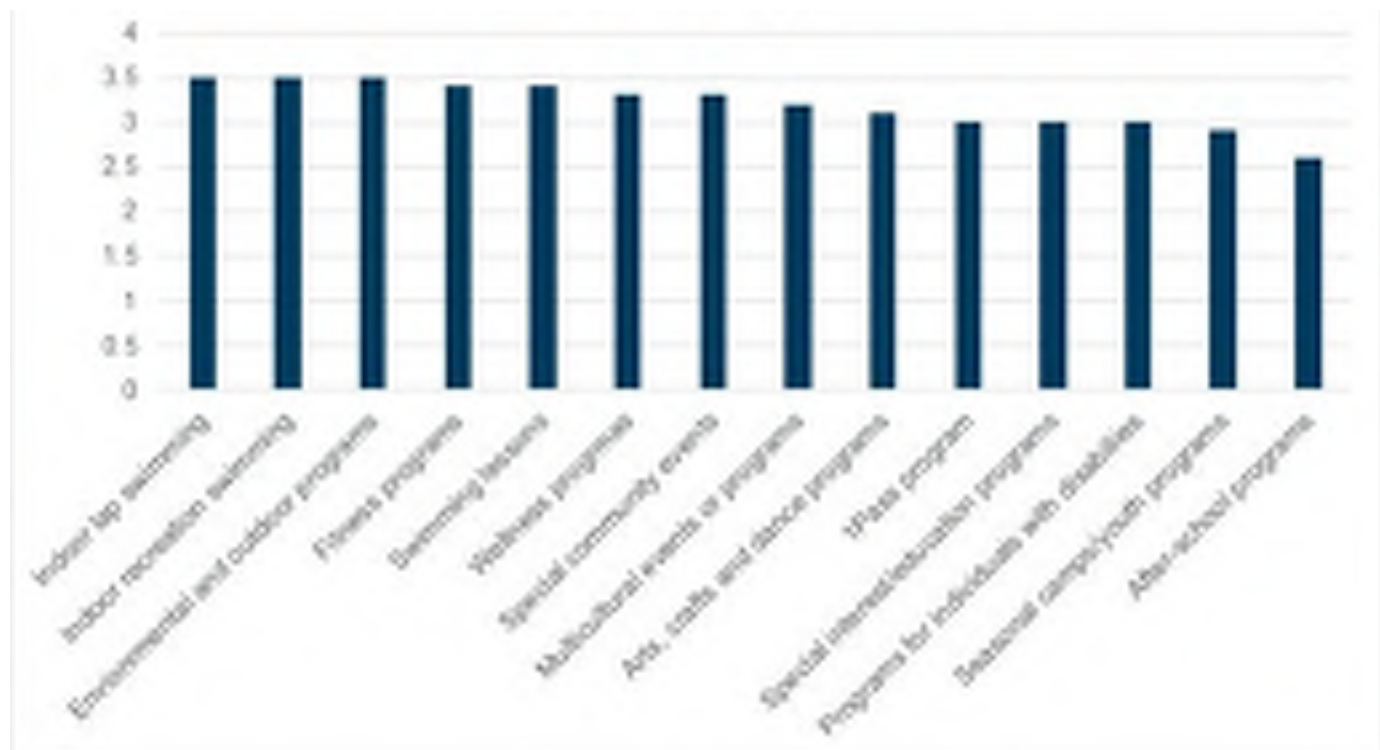
- **Program and Facility Capacities.** Full programs and overcrowded facilities, both real and perceived, are viewed as an increasing barrier to participation. Finding additional space to expand current offerings will continue to be a challenge.
- **Staffing.** Hiring and retaining quality staff, both front line and full time, has become increasingly difficult in part due to the labor market and recovery from COVID-19.
- **Space for programming is at a premium in district facilities.** Community members are often not able to register for some programs and classes due to limited space.
- **Space for athletic activities.** Due in part to the rainy weather in the Willamette Valley, natural turf fields can't be programmed year-round, and could be better utilized if they were artificial turf. As well, in late fall, winter and early spring, dusk begins near the time children are released from school. As a result, there is substantial opportunity for lighted artificial turf fields.

## 9.7 Community Needs, Desires for Recreation and Satisfaction

The needs assessment survey and a series of public input opportunities informed the comprehensive plan, illustrating needs and desires for services.

### Program Importance and Satisfaction

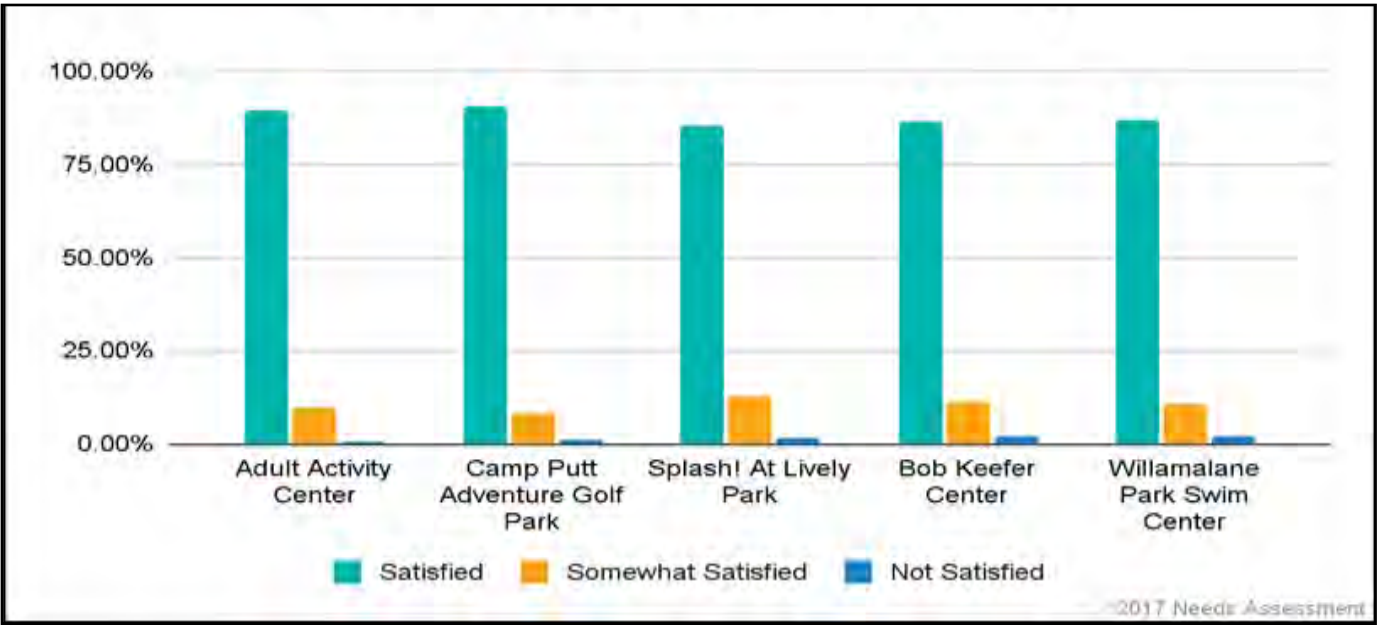
The needs assessment survey included an opportunity to rate the importance of programs and facilities. Environmental and outdoor programs, indoor swimming opportunities, lap swimming, fitness programs, swimming lessons and special community events rated the highest. The invitation survey showed that all of the programs were important although less so for camps and after-school programs (Table 5). The survey also included an opportunity to rate how well certain programs and services are currently meeting the needs of district residents. The 1Pass program, indoor swimming, wellness programs and swimming lessons were rated the highest in importance.

**DISTRICT RESIDENTS RATING OF IMPORTANCE FROM THE NEEDS ASSESSMENT SURVEY****DISTRICT RESIDENTS RATING OF SATISFACTION OF RECREATION ACTIVITIES**

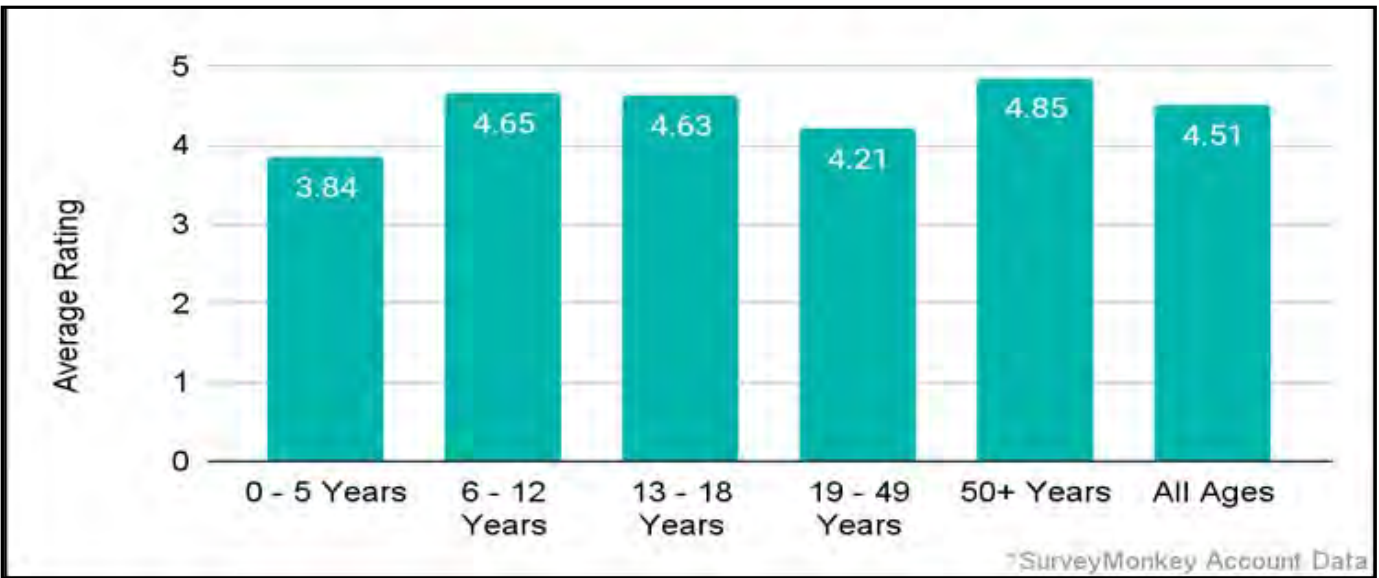
5 Figure illustrates the importance ratings from the statistically valid portion of the needs assessment survey

The district documented high satisfaction in both programs and facilities in the 2022-2024 Recreation Program Plan.

SATISFACTION BY FACILITY



PROGRAM SURVEY RATINGS



Recreation Program Demand: Needs and Desires

The engagement process and the needs assessment survey identified a number of needs and desires for programs and activities. Enrichment classes and special events, fitness classes, environmental education/

outdoor programs and childcare opportunities raise to the top of repeated topics between the various engagement opportunities and the survey. The following chart summarizes input related to additional desires for programs and activities received from the public engagement comments, needs assessment survey, teen engagement and the pop-up intercept events.

**RECREATION PROGRAM DESIRES<sup>6</sup>**

| Public Engagement Comments                                                                                                                                                                                                                                                                                                                                                                      | Needs Assessment Survey                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Activities for adults (Ages: 21- 50)</li> <li>Disc golf events and classes</li> <li>Pickleball classes</li> <li>Swim lessons</li> <li>Environmental education/outdoor programs</li> <li>Family activities</li> <li>Volunteer programs</li> <li>Enrichment classes</li> <li>Special events in parks (movies, concerts, and cultural festivals)</li> </ul> | <ul style="list-style-type: none"> <li>Community farmers market</li> <li>Inclusive programs for individuals with disabilities</li> <li>More enrichment classes</li> <li>Food access programs</li> <li>Community special events</li> <li>Programming for adults</li> <li>Additional youth sports opportunities</li> <li>Additional kid's seasonal camps</li> <li>Childcare</li> <li>Culturally relevant events and programs</li> <li>Outdoor fitness programs</li> </ul> |
| Teen Engagement                                                                                                                                                                                                                                                                                                                                                                                 | Pop-up Intercept Public Input Opportunities                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <ul style="list-style-type: none"> <li>Roller skating</li> <li>Badminton</li> <li>Spike ball</li> <li>Corn hole</li> <li>Movie nights</li> <li>Bowling</li> <li>Live music events</li> <li>Cooking events</li> </ul>                                                                                                                                                                            | <ul style="list-style-type: none"> <li>Outdoor pool and/or water play</li> <li>Childcare opportunities</li> <li>Field/court options in parks</li> <li>Outdoor recreation equipment rentals</li> <li>Fitness classes</li> <li>Recreation classes</li> </ul>                                                                                                                                                                                                              |

Also identified as a priority are expanded athletic programs (leagues) for adults. While a majority of parks and recreation agencies across the United States offer adult team sports (87%) and adult individual sports (76%), Willamalane does not. The current space limitations in Willamalane facilities would certainly be further exacerbated by the inclusion of additional adult sports programs.

**Key Findings**

1. The survey data demonstrate that the overall community recreation needs of district residents are being met. A variety of additional recreation activities were identified in the engagement process and needs assessment survey.
2. The Latinx population continues to grow, and Willamalane may best meet their needs by continued purposeful outreach and continuing to implement the district's DEI Strategic Action Plan.

<sup>6</sup> Programs and activities are listed in a random order

3. A gap exists in adult (20-54) and older adult (55-85+) programming. The adult population makes up 46 percent of district residents and older adults make up 30 percent but combined, receive only 23% of enrichment programs offered and make up 35% of registrations. As the district continues to age among district residents, additional programming to meet the needs of older adults is anticipated. A majority of programs take place at the Adult Activity Center which is already at capacity for programming space. An additional activity center to add programming capacity may be needed
4. Adult athletic events are in high demand and Willamalane does not currently offer this type of programming. An athletic field demand study could help clarify the possible need for additional artificial turf fields to support adult programming and other field use needs.
5. Hiring and retaining staff has become very challenging due to the job market. While Willamalane has done a very good job attempting to address this issue, staff shortages have nevertheless caused temporary facility closures – largely due to fluctuating availability and retention of lifeguards. Opportunities to partner with other local aquatic facilities may assist with this challenge.
6. While Willamalane does a good job surveying program participants, additional performance measures, reported quarterly, may help the Recreation Division to become more flexible in changing program opportunities as needed.
7. Staff carefully monitor cost recovery and program lifecycles.
8. A majority of programs and activities are offered during working and school hours versus evenings and weekends. This comes in part as a result of high demand for facility space during the evening program times and the recovery from the pandemic.
9. Willamalane has many partnerships that add great value to the Springfield community.
10. A significant amount of program registration comes from out-of-district residents (30%). A district “buy-in” membership may help ensure in-district residents are not subsidizing out-of-district residents.

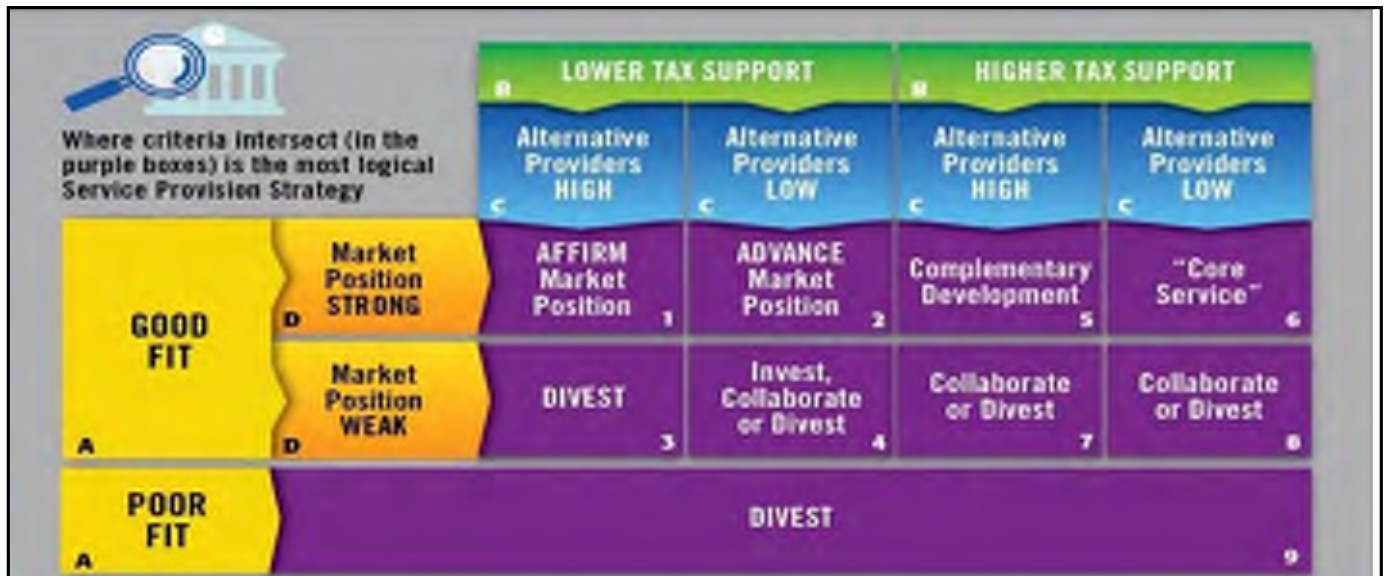
### Future Implementation: Program Evaluation and Performance Measures

#### PROGRAM LIFECYCLE

Parks and recreation agencies must recognize that certain programs and activities have a lifespan and must be evaluated on a continual basis. In the district in 2018 and 2019, 16 percent of programs or activities (of the 20,184 activities offered) did not have sufficient enrollment to hold the activity. This number of canceled programs is not unusual, and, in fact, is better than a general 20% rule of thumb. Nevertheless, Willamalane is encouraged to continue to audit programs each quarter, tracking those that did not go after two or three sessions, and consider discontinuing them. Currently, staff poll and survey participants to best understand areas of potential improvement.

A service assessment matrix may also be useful to determine if programs are best offered by the district, partners, or not at all. When making program decisions, a few simple questions should be asked by staff about each program:

- Is participation increasing or decreasing? If participation is increasing, then it could mean that the program should be continued. If participation is decreasing, are there steps to take to increase interest through marketing efforts, changes to the time/day of the program, format, or instructor? If not, it may be time to discontinue the program.
- Is there information contained in the participation/ staff feedback that can be used to improve the program?
- Are cost recovery goals being met? If not, can program costs be reduced or can fees be realistically increased?
- Is there another provider of the program that is more suitable to offer it? If yes, Willamalane could provide referrals for its customers.
- Willamalane can also use cancellation rates to help make decisions regarding resource allocation and to focus marketing efforts.

**PROGRAM PROVISION STRATEGY****Performance Metrics**

Successful recreation programs typically track and report on performance measures that help to describe

successful recreation program delivery. A few examples are included for consideration.

| Performance Measure                                                                           | Purpose                                                                                   | Outcome                                                                                                                              |
|-----------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|
| Assessment of program participation – if new programs are added, assess program participation | Maintain a fresh and novel recreation program                                             | Attract new and returning participants                                                                                               |
| # Of program cancellations                                                                    | Keep programming from stagnating                                                          | Make efficient use of coordination time and marketing budget                                                                         |
| Participant satisfaction rates                                                                | Maintain and attract advocates, strong, sustainable revenues, and word of mouth marketing | Encourage high quality program delivery Survey at least seventy-five percent of program participants with a goal of 95% satisfaction |
| Cost Recovery Assessment                                                                      | Help ensure program fees and expenses are in line with cost recovery policy               | Programs with appropriate subsidy as directed by the board or directors                                                              |
| Program Enrollment                                                                            | Help ensure program minimums for enrollment are met                                       | Efficient program and efficient use of resources                                                                                     |

## 9.8 Maintenance and Operations Analysis

This assessment of parks maintenance and operation practices is intended to assist Willamalane to provide safe, clean, and green parks, trails, open space, and facilities. The evaluation, analysis and recommendations are intended to identify efficiencies and opportunities to help Willamalane meet its maintenance and operational objectives.

Willamalane maintenance and operations functions are completed by four work units – Landscaping & Grounds, Structures, Facility Operations & Maintenance, and Natural Resources. All work units have separate budgets, and, at present, operate from a central reporting location.

At times, maintenance is reactive, which is not unusual for many parks and recreation agencies. Staff expressed priorities to include a more planned and proactive park inspection schedule, technical skills improvement opportunities for staff, a fully integrated maintenance management system that interacts with GIS and additional resources.

### The Importance of Quality Park Maintenance

Proper maintenance of parkland can slow the depreciation of parkland, enhance public perception of district operations, and positively influence property values surrounding parks. Poor park maintenance can lead to increased crime, illicit activity, vandalism, and increased renovation costs. While safety and security issues in Willamalane parks are primarily managed by its park ranger program in concert with Springfield public safety officers, park safety can also be addressed by the frontline staff working in the parks and facilities, through

### Investment in Park Maintenance

Willamalane annually invests approximately \$2.5 million to operate and maintain the parks, trails, open spaces, and athletic facilities. While it is not uncommon for parks maintenance departments to be responsible for maintaining medians and ancillary areas, Willamalane maintains twenty-one acres of non-park assets, some under an agreement with the City of Springfield. The district maintains 695.58 acres of developed parks, 919.92 acres of natural areas, and 38 miles of trails and multi-use paths. The district's investment in park operations was greatly impacted by the COVID-19 pandemic, and in FY 2021, maintenance budgets were reduced by 35%. The FY 2022 natural areas management budget is \$223,608 to maintain the natural areas.

The National Recreation and Park Association, (NRPA) in the 2022 Agency Performance Review provides data about typical community investment to maintain and operate parks, trails, and open space. Several metrics are especially applicable to this analysis.

### OPERATING EXPENDITURES PER ACRE OF PARK AND NON-PARK SITES

The park metrics data suggests that a typical agency serving a population between 50,000 and 99,999 invests from \$4,458 to \$23,983 per acre or a median of \$9,642 per acre. In FY 2022, Willamalane is budgeted to invest \$1,572 per acre which reflects the unusually high percentage (61%) of park space made up of natural areas (particularly Thurston Hills and Dorris Ranch parks). To add greater perspective, it may be helpful to look at natural areas maintenance per acre separate from developed parks and properties. The district invests \$3,668 per acre for developed parks and a minimal

### LANDSCAPE & GROUNDS, STRUCTURES, AND NATURAL RESOURCES, HISTORICAL FINANCIAL PERFORMANCE

|                            | Actuals     |             |             |             | Budget      |             |
|----------------------------|-------------|-------------|-------------|-------------|-------------|-------------|
|                            | FY 2018     | FY 2019     | FY 2020     | FY 2021     | FY 2022     | FY 2023     |
| Total Revenues             | \$164,327   | \$55,556    | \$131,302   | \$189,323   | \$9,600     | \$80,600    |
| Total Expenses             | \$2,324,241 | \$2,284,417 | \$2,516,764 | \$2,170,814 | \$2,481,796 | \$2,820,010 |
| Total General Fund Subsidy | \$2,159,914 | \$2,228,861 | \$2,385,462 | \$1,981,491 | \$2,472,196 | \$2,739,410 |

t the manner parks are maintained and operated.

\$233 per acre to maintain and operate natural areas. Willamalane's investment is below the lower quartile and less than one-half of the national median.

Willamalane's population is expected to grow by only seven percent through 2040, and, assuming the district maintains a similar level of service, increased maintenance costs to provide additional acres of park space will be minimal. However, the cost to bring Willamalane to the national median may in excess of \$4,000,000 annually.

#### RESIDENTS PER PARK

Park maintenance costs typically increase with the density of use in public spaces. As such, the NRPA metric suggests that a typical park system serving a similar population would provide between one park per 1,519 people on the lower quartile and 4,582 people on the upper quartile. The district provides one park per 1,563 people compared to a median of 2,516. Less people per park reduces the maintenance burden. Population growth in Springfield will increase density of park use which will impact the level of maintenance required into the future.

#### STAFFING RESOURCES DEDICATED TO PARK MAINTENANCE AND FACILITY OPERATIONS

Park maintenance and operations, natural areas management and facilities and operations are

#### LANDSCAPES AND GROUNDS, STRUCTURES, NATURAL RESOURCES, AND FACILITIES, OPERATIONS, AND FLEET FTES (FY 2023)

| Work Unit                        | Full-time | Part-time/<br>seasonal | FTE          |
|----------------------------------|-----------|------------------------|--------------|
| Landscape and Grounds            | 10        | 2                      | 12.0         |
| Structures                       | 6         | 3.95                   | 9.95         |
| Natural Resources                | 2         | 1                      | 3.0          |
| Facilities, Operations and Fleet | 8         | 4.41                   | 12.41        |
| <b>TOTAL</b>                     | <b>26</b> | <b>16.26</b>           | <b>42.26</b> |

accomplished by a team of 42.26 full-time equivalent (FTE) staff responsible for turf, horticulture, pathways, athletic fields, restrooms, park components, trails, natural areas, recreation facilities, structures and recreation facilities, and the daily upkeep of parks.

The Parks Management team also supports recreation programs in a variety of ways, including providing support for certain special events to include the Haunted Hayride, Megga Hunt spring event, Children's Celebration, and Light of Liberty 4th of July event, etc.

Staff provide an excellent level of service, seven days per week as demonstrated in the needs assessment survey. Park Maintenance was rating as highly meeting district resident's needs. Restrooms are generally cleaned two times per day and some remain open year-round. Although a bit reactive to changing work needs, staff spend time on routes in district regions and collectively, dedicated to project work. The district employs individuals with expertise in the trades – irrigation, electricians, playgrounds inspectors, mechanics, etc. However, staff report a desire to add arborists and horticulturists to the team in the future.

It is important to acknowledge that although the primary district maintenance facility is well located, the facility is used to capacity, leaving little room for additional staff, vehicles, etc. Additional storage for equipment and supplies is needed.

#### SEASONAL STAFF

In FY 2023, Willamalane supplemented full-time staffing with 16.26 part-time and seasonal positions. Prior to the Covid-19 pandemic, the landscaping and grounds team funded five seasonal positions. Currently, the district has not restored three lost positions, two of which completed a bulk of athletic field maintenance. Even so, seasonal positions continue to be difficult to attract candidates.

The AFSCME union contract gives priority to seasonals for full-time positions and priority for internal vacancies for existing represented employees. A pipeline to full-time employment may assist the district to fill part-time and seasonal vacancies.

#### Compliance and Enforcement of Park Rules

Challenges related to houselessness, vandalism, and inappropriate use of park space around the country continue to impact park use in larger, urban areas. However, for Willamalane, safety and security in the parks were not identified in the needs assessment survey as a limiting factor to park use. The parks maintenance team reported concerns with significant workloads resulting from these issues.

Willamalane employs two park rangers (2.0) which is insufficient to provide seven days per week coverage.

Park rangers typically address up to twenty illegal camping sites per month. The district has a good relationship with the Lane County Sheriff’s Office and the City of Springfield Police Department, both of which are generally responsive to the district’s needs.

Only 3% of needs assessment survey respondents suggested their participation was impacted by poor maintenance practices. The same sample also suggested (14% to 30%), depending on location where respondents lived, that improved park maintenance was their second highest future need.

**Satisfaction with Park Maintenance and Operations**

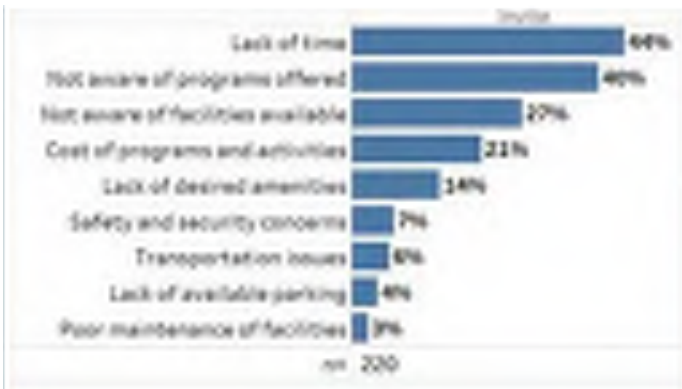
The survey demonstrated that the community is very satisfied with the quality of the parks, which reflects on park maintenance practices. On a scale of 1 (not at all satisfied) to 5, (very satisfied), both the random, invite sample and much larger open-link sample results reported almost identical results.

Across the board, all park types and components received satisfaction scores greater than 3. The satisfaction ratings for natural areas/open space, park safety and maintenance, synthetic turf fields and trails in parks and/or trail systems are very high, demonstrating extreme satisfaction.

**NEEDS ASSESSMENT SURVEY - SATISFACTION WITH WILLAMALANE PARK TYPE/COMPONENTS**



**REASONS FOR NON-USE (INVITE SURVEY SAMPLE)**



**Use of District Parks**

The needs assessment survey identified community needs and desires related to park use, facilities, and amenities. The statistically valid, invite survey revealed that trails and paths are the most widely used facilities, followed by natural areas/open space and parks. Overall, greater than 40% of invite respondents reported use of trails/paths, natural areas/open space, or parks and playgrounds at least once a week or more. The percentage of respondents who reported never using park spaces was relatively small.

**FREQUENCY OF USE OF PARKS, AND PLAYGROUNDS, TRAILS, AND NATURAL AREAS FROM THE NEEDS ASSESSMENT SURVEY**

| Park Category             | Daily | Weekly | Monthly | Yearly | Never |
|---------------------------|-------|--------|---------|--------|-------|
| Parks and Playgrounds     | 10%   | 30%    | 27%     | 18%    | 15%   |
| Trails/paths              | 19%   | 25%    | 26%     | 13%    | 16%   |
| Natural Areas/ Open Space | 13%   | 29%    | 28%     | 14%    | 16%   |

## Maintenance Challenges

A focus group and listening session was held in November, 2022, with a majority of the park maintenance staff to learn about their daily challenges and to confirm study findings. A series of questions was used to prompt

input using cell phone technology, allowing the team to provide input and see the results in real time. Most repeated comments are included in the table below

### MAINTENANCE AND OPERATIONS STAFF INPUT

|                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                          |                                                                                                                                                                                                               |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>STRENGTHS</b> <ul style="list-style-type: none"> <li>Teamwork</li> <li>Flexibility</li> <li>Ability to keep parks well maintained and safe</li> </ul>                                                                                                     | <b>CHALLENGES</b> <ul style="list-style-type: none"> <li>Vandalism/homeless issues</li> <li>Funding and sufficient operations space</li> <li>Short on staff at critical seasons</li> <li>Greater use with more areas to cover</li> </ul>                 | <b>DO YOU HAVE CAPACITY ISSUES IN PARKS (ARE THEY OVER USED)?</b> <ul style="list-style-type: none"> <li>Yes 12</li> <li>No 13</li> </ul>                                                                     |
| <b>DO YOU HAVE CAPACITY ISSUES IN ATHLETIC FIELDS?</b> <ul style="list-style-type: none"> <li>Yes 9 (comments – dogs in parks issues, and trash collection)</li> <li>No 12</li> </ul>                                                                        | <b>DO YOU FEEL THE ATHLETIC FIELD PERMITTING PROCESS MAXIMIZES USE OF DISTRICT ATHLETIC FIELDS?</b> <ul style="list-style-type: none"> <li>Yes 14</li> <li>No 6</li> <li>Unsure 3</li> </ul>                                                             | <b>WHAT AREAS WOULD YOU LIKE TO SPEND MORE TIME ON?</b> <ul style="list-style-type: none"> <li>Preventive maintenance</li> <li>Managing irrigation</li> <li>Project work</li> <li>Tree maintenance</li> </ul> |
| <b>IS HOMELESSNESS AN ISSUE FOR STAFF?</b> <ul style="list-style-type: none"> <li>Yes 26</li> <li>No 0</li> </ul>                                                                                                                                            | <b>WHAT NEW EQUIPMENT DO YOU NEED?</b> <ul style="list-style-type: none"> <li>Newer equipment across the board</li> <li>Transition to electric equipment</li> <li>Excavator, skidsteer, forklift</li> <li>Bucket truck</li> <li>More vehicles</li> </ul> | <b>HAS YOUR WORKLOAD INCREASED IN THE PAST FEW YEARS?</b> <ul style="list-style-type: none"> <li>Yes – 26</li> <li>No – 0</li> </ul>                                                                          |
| <b>COMMENTS:</b> <ul style="list-style-type: none"> <li>More parks with no new staff</li> <li>Limited access to seasonal staff</li> <li>Nuisance behavior</li> <li>Staff turn-over</li> <li>Insufficient staffing</li> <li>Unsustainable workload</li> </ul> |                                                                                                                                                                                                                                                          |                                                                                                                                                                                                               |

In addition to the input above, maintenance and operations staff voiced the following future priorities and focus areas:

- Add additional dog parks to the system
- Remove sandboxes from the parks; Be mindful of the maintenance requirement for sandboxes
- Focus on a solution to the homeless issues and continual vandalism in the parks
- Bring all parks and site amenities up to “standard”
- Implement a better equipment replacement/asset management program
- Implement a playground replacement program and budget funds each year
- Ensure operations and maintenance funding is in place at time of park project approval
- Increased natural areas funding and staffing are needed for the amount of acreage maintained
- Convert to low maintenance landscapes, drought tolerant plants
- Increase coordination and communication between planning and maintenance staff
- Plant ornamental beds a minimum of 50 feet from playgrounds to minimize maintenance conflicts
- A larger shop with sufficient storage is needed
- Do not place fencing along pathways
- Do not develop new parks and focus on maintaining existing spaces until additional resources and staff are available.
- Replace use of portable restrooms with permanent
- Choose playground components with longer lifespans
- Consider adding Park Ranger staffing for better coverage

### Park Components and Playgrounds

As needed, components are replaced with standardized equipment which is especially important for efficient maintenance and because some of the playgrounds may soon be reaching the end of their useful life. Playgrounds are inspected regularly by a certified playground inspector. The population of youth who reside in the district make up ~24% of the overall population and are expected to remain consistent in the future. Playground maintenance and replacement of those playgrounds that have reached their useful life remain a priority for the district.

### Athletic Fields

Maintenance of athletic fields includes field preparation completed by staff. Prior to the pandemic, the district provided three staff to support athletic field maintenance. Although sports fields are being used again, the district currently provides only one FTE staff resource.

### Volunteer Support for Parks, Trails, and Natural Areas

There is limited volunteer support although a friend's group at Ruff Park. The district has designated three pesticide free parks that require successful volunteer programs. The district employs a volunteer coordinator who is available to recruit and manage volunteers. In the recent past, volunteers have played an important role in natural area and trails management.

### Maintenance Performance and Operating Standards

The district maintains a comprehensive district maintenance manual with the following three objectives:

1. To provide a consistent set of standards for parks district-wide
2. To clearly define staff roles and level of expectations
3. To be used as a training/learning tool

## 9.9 Key Findings:

This evaluation of maintenance and operations practices recognize many of the same topics identified in the public input process and needs assessment survey. The need for greater resources has been identified as a key priority area.

- Park maintenance is sufficient to meet community needs. Poor maintenance is not identified to impact participation. However, there is a public desire for a higher level of standard and care.
- Space at the Park Service Center is limited and requires expansion of office space, storage, vehicle parking and staging areas.
- Willamalane recognizes the importance of an asset management program related to equipment replacement. A full equipment risk assessment may greatly assist the district to prioritize equipment replacement.
- The natural areas management budget is insufficient to adequately maintain and manage natural areas in a long-term sustainable manner.
- Seasonal staffing related to athletic field maintenance was reduced during the COVID-19 pandemic and not restored.
- Willamalane's investment in park maintenance is below the national median for typical agencies similar in size. Focus areas may include fully funding operations and maintenance for new park development when new parks are approved, and incrementally increasing funding and FTE closer to the typical national median.
- Willamalane could create neighborhood-based friends groups for parks to assist with project work and to provide stewardship of the spaces.
- A pipeline built into the AFSCME contract to provide seasonal employees with opportunities for full-time positions may assist the district to fill seasonal vacancies.
- Additional park rangers may help to keep the parks safer, but also reduce maintenance and operations costs.
- Willamalane's maintenance manual is an exceptional resource, clearly defining standards for maintenance of park components and amenities.
- Parks Maintenance and operations are currently staffed at a lower FTE than other agencies reviewed. As a result, Park maintenance is reactive at times due in-part to staffing needs, both in approved positions and ability to recruit applicants.
- There is increasing demand placed on park maintenance positions based on nuisance behavior in the parks.
- The park maintenance facility lacks space for expansion and will need to be addressed in order to accommodate hiring additional park maintenance employees.

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# Appendix 10:

## Willamalane Key Issues Matrix

| Willamalane Park and Recreation District                                                                                                                                                                                                                                                                                                      | Qualitative Data |              |            | Quantitative Data |                          |            |                 |  |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|--------------|------------|-------------------|--------------------------|------------|-----------------|--|
| Key Findings - Rating Scale<br>a - priority<br>b - opportunity to improve<br>c - minor or future issue<br>blank means the issue didn't come up or wasn't addressed                                                                                                                                                                            | Staff Input      | Public Input | Leadership | Surveys           | Other Planning Documents | Assess/LOS | Consultant Team |  |
| <b>Sustaining a High Performing Team</b>                                                                                                                                                                                                                                                                                                      |                  |              |            |                   |                          |            |                 |  |
| The district has strong leadership and a very positive culture                                                                                                                                                                                                                                                                                | A                | A            | A          | A                 | A                        |            | A               |  |
| The district is well staffed with full-time positions within what a typical agency would employ                                                                                                                                                                                                                                               | A                |              |            |                   | A                        |            | A               |  |
| Seasonal/casual staffing presents a challenge given difficulty attracting candidates for seasonal positions                                                                                                                                                                                                                                   | A                | A            | A          | A                 | A                        |            | A               |  |
| A position to support procurement is desired by employees                                                                                                                                                                                                                                                                                     | A                |              | C          |                   |                          |            | C               |  |
| Part-time seasonal wages may lag behind market making recruitment and retention challenging                                                                                                                                                                                                                                                   | A                | B            |            |                   |                          |            | B               |  |
| Some staff may be working out of scope a regular basis which requires a careful evaluation of job descriptions                                                                                                                                                                                                                                | A                | B            | C          |                   |                          |            | B               |  |
| <b>Delivering a Full and Diverse Range of Parks and Recreation Services</b>                                                                                                                                                                                                                                                                   |                  |              |            |                   |                          |            |                 |  |
| A majority of community members favor both taking care of existing assets and expanding                                                                                                                                                                                                                                                       | A                | A            | A          | A                 |                          |            |                 |  |
| Encouraging Diversity, Equity, and Inclusion is of the utmost importance to the community                                                                                                                                                                                                                                                     | A                | A            | A          | A                 | A                        | A          | A               |  |
| The district is expected to experience modest population growth in the next 10 years                                                                                                                                                                                                                                                          |                  | A            | A          |                   | A                        |            | A               |  |
| The median age of district residents has increased from 34.6 in 2010 to 38.6 in 2026 . The popular is growing older.                                                                                                                                                                                                                          | A                | A            | A          |                   | A                        |            | A               |  |
| The percent of adults 55+ is growing from 25% in 2010, anticipated to grow to 31% by 2026                                                                                                                                                                                                                                                     | A                | A            | A          | A                 | A                        |            | A               |  |
| Younger age groups (0-14) are trending downward but will be stable in the next five years                                                                                                                                                                                                                                                     |                  |              |            |                   | A                        |            | A               |  |
| The district is getting more diverse. Hispanic populations are trending upward from 11.3 in 2010 to ~17% in 2026.                                                                                                                                                                                                                             | A                |              |            | A                 | A                        |            | A               |  |
| Tribal cultural programming is desired by Springfield's Tribal community                                                                                                                                                                                                                                                                      | A                | A            | A          |                   |                          |            | A               |  |
| A greater relationship and connection is desired by the tribal communities. There are many opportunities to collaborate with Tribal                                                                                                                                                                                                           | A                | B            | A          |                   |                          |            | A               |  |
| 18% of district residents live below the poverty level                                                                                                                                                                                                                                                                                        | A                |              | A          | A                 | A                        |            | A               |  |
| The number of individuals with disabilities is larger that the state of Oregon and almost 1 in 5 district residents.                                                                                                                                                                                                                          | A                |              |            | A                 | A                        |            | A               |  |
| Many playgrounds use engineered playground chips which meet ADA requirements but provide limited inclusive opportunities.                                                                                                                                                                                                                     | A                |              | A          |                   |                          |            | A               |  |
| District Priorities from intercept engagement:<br>Outdoor Pool and/or Water Play: 27.5%<br>Expanded Trail System: 13.9%<br>Improvements to existing playgrounds: 13%<br>Childcare opportunities: 11.3%<br>Field/court options in parks: 7.5%<br>Outdoor recreation equipment rentals: 7.3%<br>Additional recreation and fitness classes: 7.0% | A                | A            | A          | A                 | A                        | A          | A               |  |
| Twenty-nine percent of district residents are obese                                                                                                                                                                                                                                                                                           |                  | A            | A          | A                 | A                        |            | A               |  |

# Appendix 10: Willamalane Key Issues Matrix

| Key Findings - Rating Scale                                                                                                                                                   |             |              |            |         |                          |            |                 |  |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|--------------|------------|---------|--------------------------|------------|-----------------|--|
|                                                                                                                                                                               | Staff Input | Public Input | Leadership | Surveys | Other Planning Documents | Assess/LOS | Consultant Team |  |
| 78% of open link respondents support bond referendum for specific projects. 69% of statistically valid survey respondents may support a bond for specific projects            |             | A            | A          | A       | A                        |            | A               |  |
| Households with children desire trails and bike paths, better maintenance of existing parks and recreation facilities, and an outdoor                                         |             |              | A          | A       |                          |            | A               |  |
| <b>Community Recreation Programs and Facilities</b>                                                                                                                           |             |              |            |         |                          |            |                 |  |
| Recreation programs and services are adequately meeting community needs                                                                                                       |             |              |            | A       |                          |            | C               |  |
| Priorities for recreation programs include community farmers market, inclusive programs, enrichment classes, food access programs, and                                        | A           | A            | A          | A       |                          |            | A               |  |
| Program gaps exist for programs for adults 18-50 and 50+ which are very important to the community                                                                            | A           | A            | A          | A       |                          |            | A               |  |
| An outdoor swimming pool is desired and prioritized by district residents                                                                                                     |             | A            | A          | A       |                          |            | B               |  |
| Walking and swimming are the two largest participatory fitness activities within the district and remain a priority of district residents                                     | A           | A            | A          | A       | A                        |            | A               |  |
| The 1Pass program is very popular and valuable to the community                                                                                                               | A           | A            | A          | A       | A                        |            | A               |  |
| Accessibility to district recreation programs is a key priority for district residents.                                                                                       | A           | A            | A          | A       | A                        |            | A               |  |
| There is demand for bilingual (Spanish) classes and programs of all sorts, but especially relating to arts, culture, and fitness.                                             | A           | A            | A          | A       |                          |            | A               |  |
| There is demand for music and dancing events in the parks, (salsa, swing, and bachata).                                                                                       |             | A            |            | A       |                          |            | A               |  |
| There is a desire for additional facility hours of operation. Expanded hours of operation might lead to increased participation (1/3 of the community)                        | A           | A            | B          | A       |                          |            | A               |  |
| Teens desire similar recreation activities to adults – walking, swimming, hiking                                                                                              |             | A            |            |         |                          |            | A               |  |
| Senior programs are sometimes difficult to access. Very popular and parking is a barrier.                                                                                     | A           | A            | A          | A       |                          |            | A               |  |
| Environmental and outdoor programs, indoor swimming opportunities and fitness programs, and swimming lessons are the most important recreation programs to district residents | A           | A            | A          | A       | A                        |            | A               |  |
| <b>Level of Service Delivered by Parks</b>                                                                                                                                    |             |              |            |         |                          |            |                 |  |
| A little less than have of survey respondents feel amenity needs are very well met                                                                                            |             |              |            | A       |                          | A          |                 |  |
| The LOS can be greatly impacted by adding or improving additional components/amenities in parks - particularly restrooms, courts, shelters, shade, etc.                       | A           | A            | A          | A       |                          | A          | A               |  |
| People do not shy away from use of facilities due to safety and security concerns, transportation issues, parking, or poor maintenance of                                     |             |              |            | A       |                          |            | C               |  |
| Natural areas are important to the community and there are many opportunities to develop additional natural areas                                                             | A           | A            | A          | A       | A                        | A          | A               |  |
| System lacks a "signature park                                                                                                                                                |             |              |            |         |                          | A          | A               |  |
| 36 acres will be needed to maintain current standard of LOS by 2030 (2 parks)                                                                                                 |             |              |            |         | A                        | A          | A               |  |

| Key Findings - Rating Scale                                                                                                                                                                                                                |             |              |            |         |                          |            |                 |  |  |  |   |  |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|--------------|------------|---------|--------------------------|------------|-----------------|--|--|--|---|--|
|                                                                                                                                                                                                                                            | Staff Input | Public Input | Leadership | Surveys | Other Planning Documents | Assess/LOS | Consultant Team |  |  |  |   |  |
| <b>a - priority</b><br><b>b - opportunity to improve</b><br><b>c - minor or future issue</b><br><b>blank</b> means the issue didn't come up or wasn't addressed                                                                            |             |              |            |         |                          |            |                 |  |  |  |   |  |
| 32% have walkable access within a 10-minute walk; 45% have some access but not at target and 23% lack access (population)                                                                                                                  |             |              |            |         |                          | A          | A               |  |  |  |   |  |
| Many barriers may be limiting walkable access                                                                                                                                                                                              |             | A            | A          |         | A                        | A          | A               |  |  |  |   |  |
| Household Income, diversity and crime indexes track the areas where better parks are                                                                                                                                                       |             |              |            |         |                          | A          | A               |  |  |  |   |  |
| Almost everyone lives within a one-mile drive to parks with outdoor recreation components                                                                                                                                                  |             |              |            |         |                          | A          | A               |  |  |  |   |  |
| Latinx residents rank outdoor splash pads and trails as top priorities                                                                                                                                                                     |             |              |            | A       |                          | A          | A               |  |  |  |   |  |
| The greater the walkable access, the less crime and diversity and household income                                                                                                                                                         |             |              |            |         |                          | A          | A               |  |  |  |   |  |
| <b>Parks and Facility operations</b>                                                                                                                                                                                                       |             |              |            |         |                          |            |                 |  |  |  |   |  |
| There has been significant growth in natural areas from 186 acres of natural area and no dedicated natural resource staff to well over a 800 acres of natural area and two full-time staff dedicated to planning and managing these areas. | A           |              | A          |         | A                        | A          | A               |  |  |  |   |  |
| The district invests \$1,932 per acres in park maintenance, far below the median of \$9,642 that a typical agency may invest. This is primarily due to the amount of open space/natural areas the district manages.                        |             | A            |            | A       | A                        |            | A               |  |  |  |   |  |
| Homelessness & camping issues within the parks suggesting a need for an expanded park rangers program.                                                                                                                                     | A           | A            | A          | A       |                          |            |                 |  |  |  | B |  |
| There is increasing demand placed on park maintenance positions based on nuisance behavior in the parks                                                                                                                                    | A           | A            | A          | A       |                          |            |                 |  |  |  | A |  |
| The park maintenance facility lacks space for expansion and will need to be addressed in order to accommodate additional park maintenance                                                                                                  | A           |              | A          |         |                          |            |                 |  |  |  | A |  |
| Regional park maintenance plans, generated by the maintenance team may be very helpful                                                                                                                                                     |             |              | A          | A       |                          |            |                 |  |  |  | A |  |
| Park maintenance is reactive at times due in-part to staffing needs, both in approved positions and ability to recruit applicant pools                                                                                                     | A           | A            | A          |         | A                        |            |                 |  |  |  | A |  |
| <b>Trails and Natural Areas</b>                                                                                                                                                                                                            |             |              |            |         |                          |            |                 |  |  |  |   |  |
| Soft surface trails and scenic areas are top trail desires, connection is second, following by paved walking paths                                                                                                                         |             | A            | A          | A       | A                        |            |                 |  |  |  | A |  |
| Trail Systems, soft surface and paved paths are very popular and are the top priority among district residents. Connectivity of bike paths and trails remains a very high priority.                                                        | A           | A            | A          | A       | A                        |            |                 |  |  |  | A |  |

## Appendix 10: Willamalane Key Issues Matrix

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# Appendix 11: Project List and Phasing Plan

This project list includes capital projects prioritized into short-term (1-5 years), mid-term (6-10 years), and long-term (11+ years) project phases. It also identifies ongoing project priorities that will be implemented as opportunities arise. The map at the end of the section serves as a reference to identify project locations.

| Phase         | Time to Complete |
|---------------|------------------|
| 1. Short-term | 1-5 years        |
| 2. Mid-term   | 6-10 years       |
| 3. Long-term  | 11+ years        |





# Proactively Plan and Design for Future Park Projects

## PROJECT

### S1 - Booth Kelly Trailhead to Middle Fork Path Connector

Work with partners and landowners to design an additional trail connector along Springfield Butte that connects the Middle Fork Path to the Booth Kelly Trailhead. Include consideration of a new viewpoint along Springfield Butte if feasible.

Estimated Project Cost: \$225,000

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 2.1      | K      | H    | L31/<br>N02   |

### S2 - Dorris Ranch

Plan and design for master plan improvements including parking lot, use of the Allen property, and nature play areas.

Estimated Project Cost: \$100,000

| STRATEGY | ACTION | AREA | PRIORITY ZONE  |
|----------|--------|------|----------------|
| 2.1      | K      | H    | West of<br>N02 |

### S3 - Guy Lee Park / Elementary

Work with SPS to create a master plan for the park that maximizes recreation opportunities and public access on the combined properties.

Estimated Project Cost: \$22,500

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 2.1      | K      | A    | L18           |

### S4 - Island Park Design

Work with partners to update the master plan for Island Park.

Estimated Project Cost: \$62,500

| STRATEGY | ACTION | AREA | PRIORITY ZONE  |
|----------|--------|------|----------------|
| 2.1      | K      | C    | West of<br>N19 |



# Proactively Plan and Design for Future Park Projects

## PROJECT

### S5 - Moe Mountain Natural Area

#### Multi-use Path Design

Work with partners to design new multi-use path from northernmost point of Moe Mountain Natural Area, connecting to northernmost point of the Levee Path. (4.3a, 4.3b)

Estimated Project Cost: \$192,500

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 2.1      | K      | B    | L05           |

### S6 - Wallace M. Ruff Jr. Memorial Park

Update park master plan to incorporate acquired land since the last master planning effort.

Estimated Project Cost: \$20,000

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 2.1      | K      | F    | East of N20   |

### S7 - West D St. Greenway Master Plan

Work with partners and the public to create a master plan for the waterfront area. (1.9, 8.18)

Estimated Project Cost: \$75,000

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 2.1      | K      | C    | South of L40  |

**NOTES:** Numbers in parentheses shown at end of project descriptions (e.g., 1.14) are references to related actions from the 2012 Comprehensive Plan.



# Expand Level of Service in Existing Parks

## PROJECT

### S8 - Gamebird Park and Garden

Revisit design and conduct entire park upgrade. Look for opportunities to expand service on adjacent Springfield Public Schools land. (1.4) Add path connection between Flamingo Ave. and N. Cloverleaf Loop. (4.7, 8.1)

Estimated Project Cost: \$1,150,000

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 2.1      | L      | A    | L16           |

### S9 - Georgia Pacific Natural Area

Implement Georgia Pacific Natural Area improvements per the park master plan.

Estimated Project Cost: \$1,700,000

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 2.1      | L      | I    | L35           |

### S10 -James Park

Prepare master plan and redevelop park. (1.24, 8.6)

Estimated Project Cost: \$1,225,000

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 2.1      | L      | G    | L33           |

### S11 -Menlo Park

Update and add to components in this park to provide better level of service to the neighborhood. (8.5)

Estimated Project Cost: \$675,000

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 2.1      | L      | C    | L17           |

**NOTES:** Numbers in parentheses shown at end of project descriptions (e.g.,1.14) are references to related actions from the 2012 Comprehensive Plan.



# Expand Level of Service in Existing Parks

## PROJECT

### S12 - Tyson Park

Prepare master plan and redevelop park. (8.7)

Estimated Project Cost: \$1,100,000

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 2.1      | L      | E    | L15           |

### S13 - Willamalane Park

Complete master plan for this park and implement improvements. (8.16)  
Based on the results of the feasibility study, expand the aquatic facility to incorporate outdoor pool and/or water play elements.

Estimated Project Cost: \$4,600,000\*

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 2.1      | L      | D    | West of L19   |

### S14 -Outdoor Water Play Feature

Determine ideal location(s) for development and then develop an outdoor water feature within the district. (7.6)

Estimated Project Cost: \$712,500

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 2.1      | N      | All  | All           |

\*The outdoor pool at Willamalane Park (approximately \$19 million) is not included in Phase One estimates.

NOTES: Numbers in parentheses shown at end of project descriptions (e.g.,1.14) are references to related actions from the 2012 Comprehensive Plan.



# Conduct Minor Updates in Existing Parks

## PROJECT

### S15 - Bob Artz Memorial Park

Update playgrounds.

Estimated Project Cost: \$550,000

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 2.1      | M      | F    | L08           |

### S16 - Meadow Park

Upgrade courts at this park.

Estimated Project Cost: \$700,000

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 2.1      | M      | C    | West of N19   |

NOTES: Numbers in parentheses shown at end of project descriptions (e.g.,1.14) are references to related actions from the 2012 Comprehensive Plan.



# Develop New Parks in Growing and High Priority Areas

PHASE ● ○ ○

SHORT-TERM (1-5 YRS)

## PROJECT

### S17 - New Neighborhood Park

Develop a neighborhood park adjacent to new Woodland Ridge development in this region. (1.33)

Estimated Project Cost: \$1,940,000

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 2.2      | L      | I    | L10           |

### S18 - New Pocket Park

Plan, design, construct a new pocket park in region No7. (1.11)

Estimated Project Cost: \$1,000,000

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 2.2      | L      | D    | N07           |

NOTES: Numbers in parentheses shown at end of project descriptions (e.g.,1.14) are references to related actions from the 2012 Comprehensive Plan.



# New Acquisitions

## PROJECT

### S19 - New Neighborhood Park

Acquire land for a new neighborhood park adjacent to new development happening at Woodland Ridge. (1.33)

Estimated Project Cost: \$400,000

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 2.2      | M      | I    | L10           |

### S20 - New Neighborhood Park

Seek opportunities for acquisition for future neighborhood or pocket park in this high priority area. (1.14)

Estimated Project Cost: \$270,000

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 2.2      | M      | E    | N06           |

### S21 - New Pocket Park

Acquire land in this high priority area for a new pocket park. (1.30, 1.31)

Estimated Project Cost: \$135,000

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 2.2      | M      | I    | N23           |

### S22 - Bob Artz Memorial Park

Acquire adjacent land to expand ballfields.

Estimated Project Cost: \$270,000

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 2.2      | N      | F    | L08           |

### S23 - Moe Mountain Natural Area

Acquire land south of Moe Mountain Natural Area (i.e. abandoned railroad) to promote connectivity between the south end of Moe Mountain to the Levee Path.

Estimated Project Cost: \$270,000

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 2.2      | N      | B    | L05           |

### S24 - Thurston Hills Natural Area

Acquire land adjacent to park for improved access and an additional trailhead.

Estimated Project Cost: \$5,070,000

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 2.2      | N      | J    | Various       |

**NOTES:** Numbers in parentheses shown at end of project descriptions (e.g., 1.14) are references to related actions from the 2012 Comprehensive Plan.



# Trail Projects

## PROJECT

### S25 - McKenzie River Multi-use Path

Design and construct a new multi-use path from the south end of the Levee Path, along McKenzie River (north of 126), connecting to High Banks Road at 52nd St. (4.11)

Estimated Project Cost: \$2,675,000

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 3.1      | M      | B/F  | L23           |

### S26 -South Weyerhaeuser Haul Road (Thurston Hills Path)

Design and construct a multi-use path on existing Weyerhaeuser Haul Road. (4.12)

Estimated Project Cost: \$2,350,000

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 3.1      | M      | J    | L02 - L04     |

### S27 - Gary Walker Trail System at Dorris Ranch

Build additional trails at Dorris Ranch per the master plan update.

Estimated Project Cost: \$575,000

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 3.1      | N      | H    | West of N02   |

### S28 - Thurston Hills Natural Area Trail Expansion

Develop trails to accommodate beginner mountain bike riders and trails that consider principles of universal design within the Thurston Hills Natural Area.

Estimated Project Cost: \$275,000

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 3.1      | N      | J    | Various       |

### S29 - Thurston Hills Natural Area South Trailhead

New trailhead access to Thurston Hills Natural Area on the south side.

Estimated Project Cost: \$1,975,000

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 3.1      | O      | J    | North of L04  |

**NOTES:** Numbers in parentheses shown at end of project descriptions (e.g.,1.14) are references to related actions from the 2012 Comprehensive Plan.



# Building Facilities

## PROJECT

### S30 - District Space Study

Conduct a district-wide space assessment to address needs and maximize use of existing facilities to meet programmatic and staffing capacity needs for the district.

Estimated Project Cost: \$80,000

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 4.1      | B      | All  | All           |

### S31 - Willamalane Park Swim Center Feasibility Study

Complete a seasonal outdoor pool feasibility study to assess opportunities to co-locate an outdoor swimming pool at the Willamalane Park Swim Center.

Estimated Project Cost: \$70,000

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 4.1      | C      | All  | All           |

### S32 - Park Services Center Facility

Design and build Park Services Center facility improvements based on recommendations from the facility space study.

Estimated Project Cost: \$652,000

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 4.1      | F      | E    | L15           |

### S33 - Willamalane Adult Activity Center Parking Lot Renovation

Improve existing parking lot to minimize erosion and improve year round usability. Design expansion of parking lot and an accessible walkway from the adjacent parcel to the west.

Estimated Project Cost: \$437,500

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 4.1      | G      | C    | West of N19   |

### S34 - Bob Keefer Center Expansion

Develop a master plan and construct an expansion to the Bob Keefer Center to provide additional programming and recreation space. (7.3)

Estimated Project Cost: \$17,550,000

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 4.1      | J      | I    | South of L15  |

NOTES: Numbers in parentheses shown at end of project descriptions (e.g.,1.14) are references to related actions from the 2012 Comprehensive Plan.



# Coordinate with Partners

## PROJECT

### S35 - Centennial Elementary

Work with SPS to improve playground and increase public access to this school to help meet the need for service in this neighborhood.

Estimated Project Cost: \$250,000

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 2.2      | E      | C    | L17           |

### S36 - Maple Elementary

Work with SPS to improve playground and increase public access to this school to help meet the need for service in this neighborhood. Work with the City and Safe Routes to Schools to assure safe connections to this play area from adjacent underserved areas.

Estimated Project Cost :\$250,000

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 2.2      | E      | D    | L19           |

### S37 - Riverbend Elementary

Work with SPS to improve playground and increase public access to this school to help meet the need for service in this neighborhood.

Estimated Project Cost: \$250,000

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 2.2      | E      | E    | N03           |

NOTES: Numbers in parentheses shown at end of project descriptions (e.g.,1.14) are references to related actions from the 2012 Comprehensive Plan.



# Proactively Plan and Design for Future Park Projects

## PROJECT

### M1 - McKenzie River Boat Access

Work with regional partners to design improvements at the Hayden Bridge Boat Ramp to be constructed in Phase 3.

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 2.1      | O      | B    | L05           |

### M2 - Jack B. Lively Memorial Park Design

Update the master plan to reflect existing improvements and re-assess current needs. (2.5, 8.15)

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 2.1      | O      | F    | N20           |

### M3 - Rob Adams Park

Design park improvements to update existing features and increase level of service to adjacent neighborhood.

| STRATEGY | ACTION | AREA | PRIORITY ZONE     |
|----------|--------|------|-------------------|
| 2.1      | O      | J    | L02, South of L02 |

### M4 - Weyerhaeuser McKenzie Natural Area

Work with partners to create a master plan, promoting improved public access/use of this natural area. (3.2)

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 2.1      | O      | B    | L23           |

**NOTES:** Numbers in parentheses shown at end of project descriptions (e.g., 1.14) are references to related actions from the 2012 Comprehensive Plan.



# Expand Level of Service in Existing Parks

## PROJECT

### M5 - Bob Artz Memorial Park

Design and construct improvements to fields and areas surrounding fields. (8.22)

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 2.1      | P      | F    | L08           |

### M6 - By-Gully Pocket Park

Coordinate with landowners to add a small pocket park on west end of path. (1.6)

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 2.1      | P      | C    | L17           |

### M7 - Dorris Ranch

Build improvements per the park master plan including parking lot, phase 1 improvements of the Allen property and nature play areas. (5.5, 8.21)

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 2.1      | P      | H    | West of N02   |

### M8 - Eastgate Woodlands of the Whilamut Natural Area

Coordinate with the Citizen Planning Committee (CPC) to improve undeveloped land per the master plan. Consider updates to the master plan upon full implementation. (8.25)

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 2.1      | P      | C    | South of L40  |

### M9 -Guy Lee Park

Coordinate with SPS and the City to develop a park master plan for park and implement improvements. Consider improved neighborhood access and a multi-use path along the SCS Channel (4.4, 8.23).

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 2.1      | P      | A    | L18           |

**NOTES:** Numbers in parentheses shown at end of project descriptions (e.g.,1.14) are references to related actions from the 2012 Comprehensive Plan.



# Expand Level of Service in Existing Parks

## PROJECT

### M10 - Jesse Maine Memorial Park

Provide additional components at this park to increase service to adjacent neighborhood.

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 2.1      | P      | J    | L03           |

### M11 - Les Schwab Sports Park

Complete full implementation of the park master plan and replace turf surfacing on sport fields. (6.1)

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 2.1      | P      | I    | South of L15  |

### M12 - Mill Race Park

Work with partners and landowners to create a master plan and build improvements to park. (5.3, 8.19)

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 2.1      | P      | H    | NW of L31     |

### M13 - Page Park

Work with partners at SPS to create a master plan for this park and develop park accordingly. (8.3)

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 2.1      | P      | B    | L06           |

### M14 - Wallace M. Ruff Jr. Memorial Park

Implement improvements per updated master plan.

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 2.1      | P      | F    | East of N20   |

**NOTES:** Numbers in parentheses shown at end of project descriptions (e.g., 1.14) are references to related actions from the 2012 Comprehensive Plan.



# Conduct Minor Updates in Existing Parks

## PROJECT

### M15 - Douglas Gardens Park

Reconstruct tennis & basketball courts. Consider needs for playground replacement. (8.11)

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 2.1      | Q      | I    | L30           |

### M16 - Fort Park

Upgrade playground and surfacing. (8.8)

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 2.1      | Q      | F    | L07           |

### M17 - Heron Park

Update playground and surfacing.

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 2.1      | Q      | C    | South of L40  |

### M18 - Pride Park

Renovate play area and courts. (8.12)

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 2.1      | Q      | I    | West of L39   |

NOTES: Numbers in parentheses shown at end of project descriptions (e.g.,1.14) are references to related actions from the 2012 Comprehensive Plan.



# Conduct Minor Updates in Existing Parks

## PROJECT

### M19 - Robin Park

Update playground and surfacing.

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 2.1      | Q      | B    | L20           |

### M20 - Royal Delle Park

Upgrade the playground and surfacing at park.

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 2.1      | Q      | B    | L22           |

### M21 -Thurston Park

Upgrade playground and repair basketball courts as needed.

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 2.1      | Q      | F    | West of L08   |

NOTES: Numbers in parentheses shown at end of project descriptions (e.g.,1.14) are references to related actions from the 2012 Comprehensive Plan.



# Develop New Parks in Growing and High Priority Areas

PHASE ●●○

MID-TERM (6-10 YRS)

## PROJECT

### M22 - New Neighborhood or Special Use Park

Work with the City to improve pedestrian access and provide a neighborhood or special use park in this redeveloping area. (1.26)

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 2.2      | Q      | G    | N27           |

### M23 - New Pocket Park

Develop a new pocket park to expand service in this high priority area.

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 2.2      | Q      | I    | N23           |

NOTES: Numbers in parentheses shown at end of project descriptions (e.g.,1.14) are references to related actions from the 2012 Comprehensive Plan.



# New Acquisitions

## PROJECT

### M24 - Harvest Landing

Look for opportunities to acquire land adjacent to Harvest Landing to improve public access to that natural area.

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 2.2      | F      | B    | L36           |

### M25 - Area J / Lo4

Acquire land for a new community recreation facility, community park, and wetland natural area park in this region. (2.4, 3.7)

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 2.2      | R      | J    | L04           |

### M26 - Area J / Lo4

Acquire land for a new neighborhood park in this redeveloping area. (1.19)

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 2.2      | R      | J    | L04           |

NOTES: Numbers in parentheses shown at end of project descriptions (e.g.,1.14) are references to related actions from the 2012 Comprehensive Plan.



# Trail Projects

## PROJECT

### M27 - Booth Kelly Trailhead to Island Park Connector

Work with partners and landowners to design, develop, and sign pedestrian/bike connection from Island Park to Booth Kelly Trailhead utilizing both on- and off-street connections.

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 3.1      | A      | C, H | Various       |

### M28 - Booth Kelly Trailhead to Middle Fork Path Connector

Build a trail connector from the Booth Kelly Trailhead to the Middle Fork Path via the east side of Springfield Butte per previous design. (modified from 4.25)

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 3.1      | A      | H    | N02           |

### M29 - By-Gully Path Extensions

Work with partners to design and construct connections from the By-Gully Path to Eastgate Woodlands and neighborhoods and schools to the east. (4.8, 4.9, 8.17)

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 3.1      | A      | C, D | Various       |

### M30 - Glenwood Riverfront Multi-use Path Design -West

Work with partners to plan for and design a riverfront linear park and multi use path from I-5 to the Springfield Bridge, consistent with the Glenwood Refinement Plan. (4.13)

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 3.1      | A      | G    | Various       |

**NOTES:** Numbers in parentheses shown at end of project descriptions (e.g., 1.14) are references to related actions from the 2012 Comprehensive Plan.



# Trail Projects

## PROJECT

### M31 - Moe Mountain Natural Area Multi-use Path Construction

Develop new multi-use path from northernmost point of Moe Mountain Natural Area south, connecting to northernmost point of the Levee Path per plans from previous design efforts.(4.3a, 4.3b)

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 3.1      | A      | B    | L05, L23      |

### M32 - Bridge to Glenwood at Island Park

Work with the city to explore the feasibility of a bicycle/pedestrian bridge from the riverfront path in Glenwood to Island Park, per the Downtown District Urban Design Plan. (4.15)

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 3.1      | B      | C, G | North of L31  |

### M33 - Bridge to Howard Buford Recreation Area

Conduct feasibility with regional partners on the siting and design of a pedestrian bridge across the Willamette, providing access to Howard Buford Recreation Area. Include pedestrian, bike, and equestrian access as considerations in this process.

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 3.1      | B      | TBD  | TBD           |

### M34 - Clearwater Park Trails

Build additional, remaining trails at Clearwater Park per master plan.

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 3.1      | C      | I    | South of L25  |

### M35 - Thurston Hills Natural Area North Trailhead

Design and construct expansion of existing parking lot to support additional capacity at the north side of Thurston Hills Natural Area.

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 3.1      | D      | J    | L01, N12      |

**NOTES:** Numbers in parentheses shown at end of project descriptions (e.g.,1.14) are references to related actions from the 2012 Comprehensive Plan.



# Expand Level of Service in Existing Parks

## PROJECT

### L1 - Clearwater Park

Fully implement the park master plan. (5.4)

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 2.1      | R      | I    | South of L25  |

### L2 - Douglas Gardens Park

Upgrade playground, surfacing, and consider other park improvements in Coordinate with partners at SPS. (8.11)

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 2.1      | R      | I    | L30           |

### L3 - Island Park

Implement the updated master plan, including playground renovations. (8.14)

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 2.1      | R      | C    | West of N19   |

### L4 - Jasper Meadows Park

Design and develop park improvements to increase level of service to adjacent neighborhood.

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 2.1      | R      | I    | L11           |

### L5 - Kelly Butte Overlook

Design and construct improvements to park so it provides a better level of service to neighbors and visitors. (8.20)

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 2.1      | R      | C    | South of L17  |

### L6 - Lively (Jack B.) Park

Implement park improvements per the updated master plan, including plans for underutilized space and additional walking trails.

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 2.1      | R      | F    | N20           |

**NOTES:** Numbers in parentheses shown at end of project descriptions (e.g., 1.14) are references to related actions from the 2012 Comprehensive Plan.



## Expand Level of Service in Existing Parks

### PROJECT

#### L7 - Marylhurst Park

Work with partners to increase recreation opportunities on adjacent City-owned land west of Marylhurst Park.

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 2.1      | R      | D    | L19           |

#### L8 - Pacific Park

Upgrade and expand recreation opportunities at this park.

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 2.1      | R      | B    | L06           |

#### L9 - Rob Adams Park

Develop park improvements per previous design efforts.

| STRATEGY | ACTION | AREA | PRIORITY ZONE           |
|----------|--------|------|-------------------------|
| 2.1      | R      | J    | L02,<br>South<br>of L02 |

#### L10 - Volunteer Park

Design and develop park improvements to increase level of service to adjacent neighborhood.

| STRATEGY | ACTION | AREA | PRIORITY ZONE   |
|----------|--------|------|-----------------|
| 2.1      | R      | I    | South<br>of L15 |

#### L11 - Weyerhaeuser McKenzie Natural Area

Construct improvements identified in the updated master plan. (3.2)

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 2.1      | R      | B    | L23           |

#### L12 - Willamette Heights

Design a master plan for this park and implement improvements to increase level of service to adjacent neighborhood. (8.13)

| STRATEGY | ACTION | AREA | PRIORITY ZONE   |
|----------|--------|------|-----------------|
| 2.1      | R      | H    | South<br>of L31 |

**NOTES:** Numbers in parentheses shown at end of project descriptions (e.g.,1.14) are references to related actions from the 2012 Comprehensive Plan.



# Trail Projects

## PROJECT

### L13 - Booth Kelly Road Multi-use Path

Work with the City to provide a multi-use path along the Booth-Kelly Road corridor from Mill Race Path to the Weyerhaeuser Haul Road. (4.22)

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 3.1      | E      | I    | Various       |

### L14 - EWEB Path Extension to Don St.

Work with the City and EWEB to design and construct an extension of the EWEB Path to Don St. (4.2)

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 3.1      | E      | A    | L18           |

### L15 - EWEB Path Extension to Laura St.

Work with the City and EWEB to design and construct EWEB path extension, west to Laura Street. (4.1)

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 3.1      | E      | A    | L18           |

### L16 - Glenwood Riverfront Multi-use Path South

Work with partners to develop a riverfront linear park and multi-use path from the Springfield Bridge to Seavey Loop Road. (4.14)

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 3.1      | E      | G    | N18           |

### L17 - Glenwood Riverfront Multi-use Path West

Build a riverfront linear park and multi-use path per the design in Phase 2. (4.13)

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 3.1      | E      | G    | Various       |

**NOTES:** Numbers in parentheses shown at end of project descriptions (e.g.,1.14) are references to related actions from the 2012 Comprehensive Plan.



## Trail Projects

### PROJECT

#### L18 - Bridge to Glenwood at Island Park

Work with the City to construct a bicycle/pedestrian bridge from the riverfront path in Glenwood to Island Park, per the design in Phase 2. (4.15)

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 3.1      | F      | C, G | North of L31  |

#### L19 - Bridge to Howard Buford Recreation Area

Work with partners to develop a pedestrian bridge across the Willamette River per design in phase 2, providing access to Howard Buford Recreation Area. Include pedestrian, bike, and equestrian access as a considerations in this process. (4.23)

| STRATEGY | ACTION | AREA    | PRIORITY ZONE |
|----------|--------|---------|---------------|
| 3.1      | F      | Various | Various       |

#### L20 - Bridge to Glenwood at Dorris Ranch

Conduct a feasibility study with regional partners on the siting and design of a pedestrian bridge across the Willamette River, connecting Dorris Ranch to future path systems along the south side of the river. (4.24)

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 3.1      | G      | G, H | N18 - East    |

**NOTES:** Numbers in parentheses shown at end of project descriptions (e.g., 1.14) are references to related actions from the 2012 Comprehensive Plan.



# Building Facilities

## PROJECT

### L21 - Splash!

Design and construct a building expansion to provide additional community space. (7.2)

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 4.1      | M      | F    | N20           |

.....

**NOTES:** Numbers in parentheses shown at end of project descriptions (e.g.,1.14) are references to related actions from the 2012 Comprehensive Plan.



# Trail Projects

## PROJECT

### O1 - EWEB Path On-street Connection

Work with City partners to provide on-street connection from EWEB Path to Moe Mountain Natural Area Multi-use Path. (4.3a)

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 3.1      | B      | B    | West of L05   |

### O2 - Middle Fork and Mill Race Path North Extensions

Explore opportunities for additional on- and off-street connections from the Middle Fork Path to the north, providing better connectivity to the trail system from residential areas in Springfield. (4.2o)

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 3.1      | F      | H, I | Various       |

### O3 - North Springfield Trail Connectivity

Work with regional partners to support a bike and pedestrian connection to the Coburg Loop Area and Armitage Park from north Springfield as opportunities exist.

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 3.1      | H      | A    | N01           |

### O4 - Thurston Hills Natural Area Expansion

Coordinate with BLM to promote opportunities for expansion of trail network to adjacent property to the east.

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 3.1      | H      | J    | N12           |

**NOTES:** Numbers in parentheses shown at end of project descriptions (e.g., 1.14) are references to related actions from the 2012 Comprehensive Plan.



## Trail Projects

### PROJECT

#### O5 - Lyle Hatfield Path Extension

Work with public and private partners to seek opportunities to expand the Lyle Hatfield multi-use path from RiverBend Hospital in either direction along the McKenzie River, utilizing on-street neighborhood connections when necessary.

| STRATEGY | ACTION | AREA | PRIORITY ZONE        |
|----------|--------|------|----------------------|
| 3.1      | I      | A, B | North & South of L28 |

#### O6 - Middle Fork Path East Extension

Explore opportunities for additional on- and off-street connections from the Middle Fork Path to the east, eventually connecting to Jasper Road. (4.21)

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 3.1      | K      | I    | Various       |

**NOTES:** Numbers in parentheses shown at end of project descriptions (e.g., 1.14) are references to related actions from the 2012 Comprehensive Plan.



## New Acquisitions

### PROJECT

#### 07 - Thurston Hills Natural Area

Seek opportunities for acquisition and expansion of the natural area to support increase capacity/use and improved access to neighbors and visitors.

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 2.2      | F      | J    | Various       |

#### 08 - Willamette Heights

Look for opportunities to acquire land to expand oak habitat and trails on south side of park.

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 2.2      | F      | H    | South of L31  |

#### 09 - Booth Kelly / Mill Pond Park

Work with the City to develop a natural area park at the Booth-Kelly / Mill Pond site. (3.4)

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 2.2      | G      | H    | L13, L31      |

#### 010 - Glenwood Riverfront

Acquire land to accommodate access to and along the river for a riverfront trail.

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 2.2      | I      | G    | N18           |

**NOTES:** Numbers in parentheses shown at end of project descriptions (e.g.,1.14) are references to related actions from the 2012 Comprehensive Plan.



## New Acquisitions

### PROJECT

#### O11 - Jasper Meadows Wetland Park

Work with developer to acquire and develop natural area park south of Jasper Meadows Park. (3.6)

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 2.2      | I      | I    | L11           |

#### O12 - New Neighborhood Park

Acquire land for a new neighborhood park on east side of this region in advance of development. (1.22)

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 2.2      | I      | J    | L02           |

#### O13 - New Community Park

Collaborate with public and private partners to pursue acquisition and development of a community park south of Main Street in east Springfield. (2.4)

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 2.2      | F      | J    | L04           |

#### O14 - Glenwood Riverfront Parkland

Look for opportunities for a larger acquisition in this redeveloping area to support future growth and special uses. (1.25)

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 2.2      | I      | G    | L29/<br>N26   |

**NOTES:** Numbers in parentheses shown at end of project descriptions (e.g., 1.14) are references to related actions from the 2012 Comprehensive Plan.



## New Acquisitions

### PROJECT

#### O15 - New Pocket or Neighborhood Park

Seek opportunities for acquisition for future pocket or neighborhood park in this region.

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 2.2      | I      | E    | N03           |

#### O16 - New Pocket or Neighborhood Park

Seek opportunities for acquisition or easements to expand recreational use and access to this underserved neighborhood.

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 2.2      | I      | D    | N07           |

#### O17 - New Pocket or Neighborhood Park

Work with partners to look for opportunities for acquisition in this underserved area.

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 2.2      | I      | D    | N14           |

#### O18 - South Jasper Natron Wetland Park

Collaborate with City and developers to pursue acquisition and development of a natural area park connecting to neighborhoods and other parks. (3.6)

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 2.2      | I      | J    | L04           |

#### O19 - McKenzie Riverfront & Cedar Creek

Look for opportunities to acquire land or develop easements that provide access to the McKenzie River and Cedar Creek.

| STRATEGY | ACTION | AREA    | PRIORITY ZONE |
|----------|--------|---------|---------------|
| 3.1      | J      | A, B, F | Various       |

**NOTES:** Numbers in parentheses shown at end of project descriptions (e.g., 1.14) are references to related actions from the 2012 Comprehensive Plan.



# Coordinate with Partners

## PROJECT

### O20 - Safe Access to Willamalane Park

Work with City to assure bike/pedestrian safety is prioritized along main corridors providing access to Willamalane Park from adjacent underserved neighborhoods.

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 3.1      | G      | D    | Various       |

### O21 - By-Gully Path Improvements

Look for opportunities to increase aesthetics and improve user experience through increased shade and seating along existing trail corridor.

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 3.2      | H      | C    | L17           |

### O22 - Downtown Urban Park / Plaza

Coordinate with Team Springfield to explore feasibility of developing an urban plaza or park downtown per the City’s Downtown District Urban Design Plan. (5.2, 1.16)

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 2.2      | H      | D    | TBD           |

### O23 - EWEB Path Improvements

Make improvements to enhance the user experience, such as benches, public art, and other amenities. (8.2)

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 3.2      | H      | B    | Various       |

### O24 - Thurston Hills Natural Area Mountain Bike Trails

Continue to monitor, expand, and adapt the trail system to meet user needs and create a sustainable trail system.

| STRATEGY | ACTION | AREA | PRIORITY ZONE |
|----------|--------|------|---------------|
| 3.2      | I      | J    | TBD           |

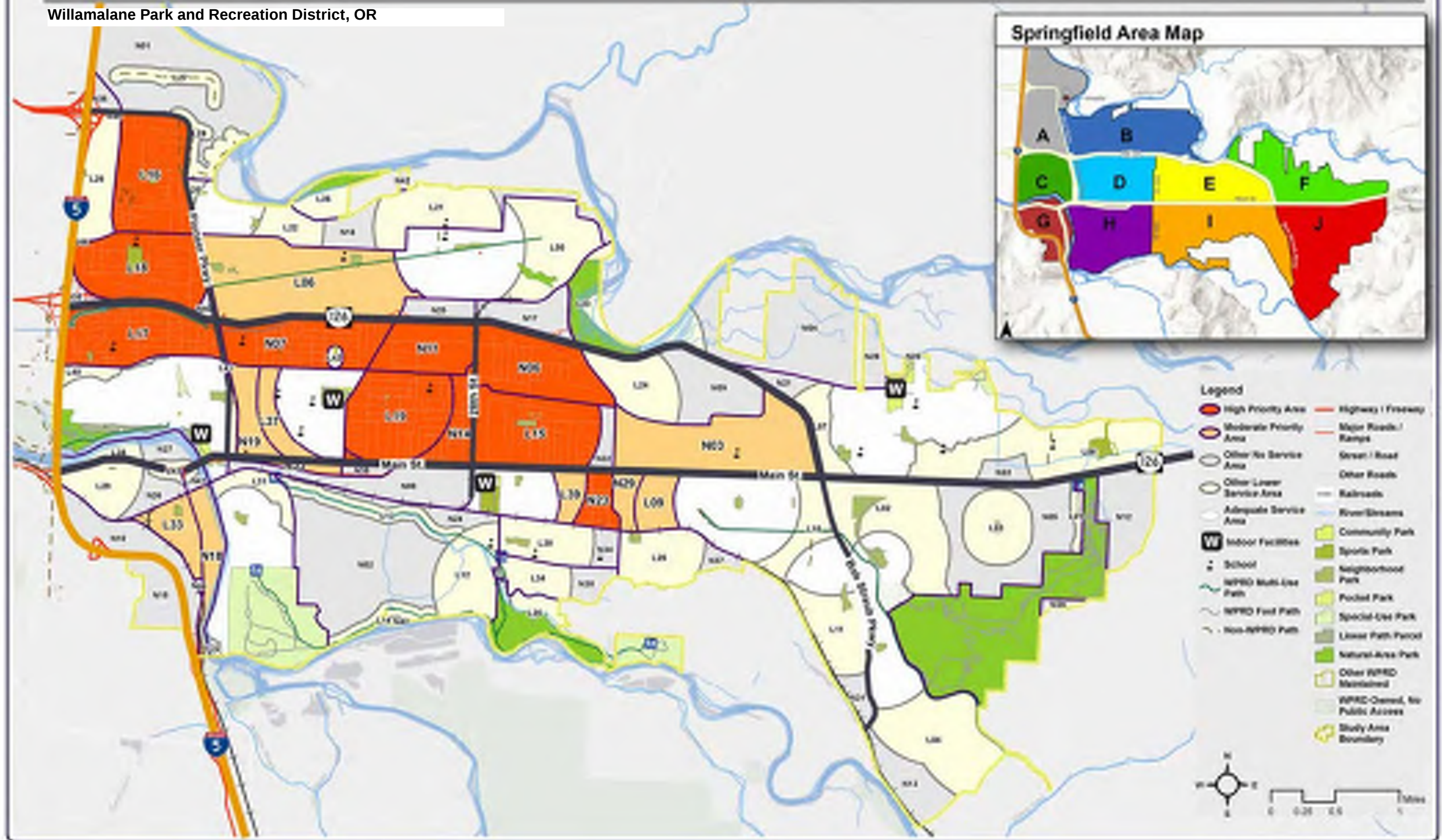
NOTES: Numbers in parentheses shown at end of project descriptions (e.g.,1.14) are references to related actions from the 2012 Comprehensive Plan.

# Priority Zones

Willamalane Park and Recreation District, OR



Willamalane Park and Recreation District, OR



# Park Project List and Recommendations Map

Willamalane Park and Recreation District, OR



## Projects\*

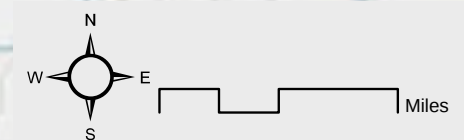
- S# Short-term Projects (Phase 1, 1-5 years)
- M# Mid-term Projects (Phase 2, 6-10 years)
- O# Ongoing Projects (Continuous)

\*Project descriptions are provided for each project number in the Project List (Appendix 11).

## Legend

- Willamalane Parks
- W Indoor Facilities
- School
- Study Area Boundary
- Willamalane Multi-Use Path
- Willamalane Foot Path
- Highway / Major Road
- Railroads
- River/Stream
- Other Parkland (County/City of Eugene)

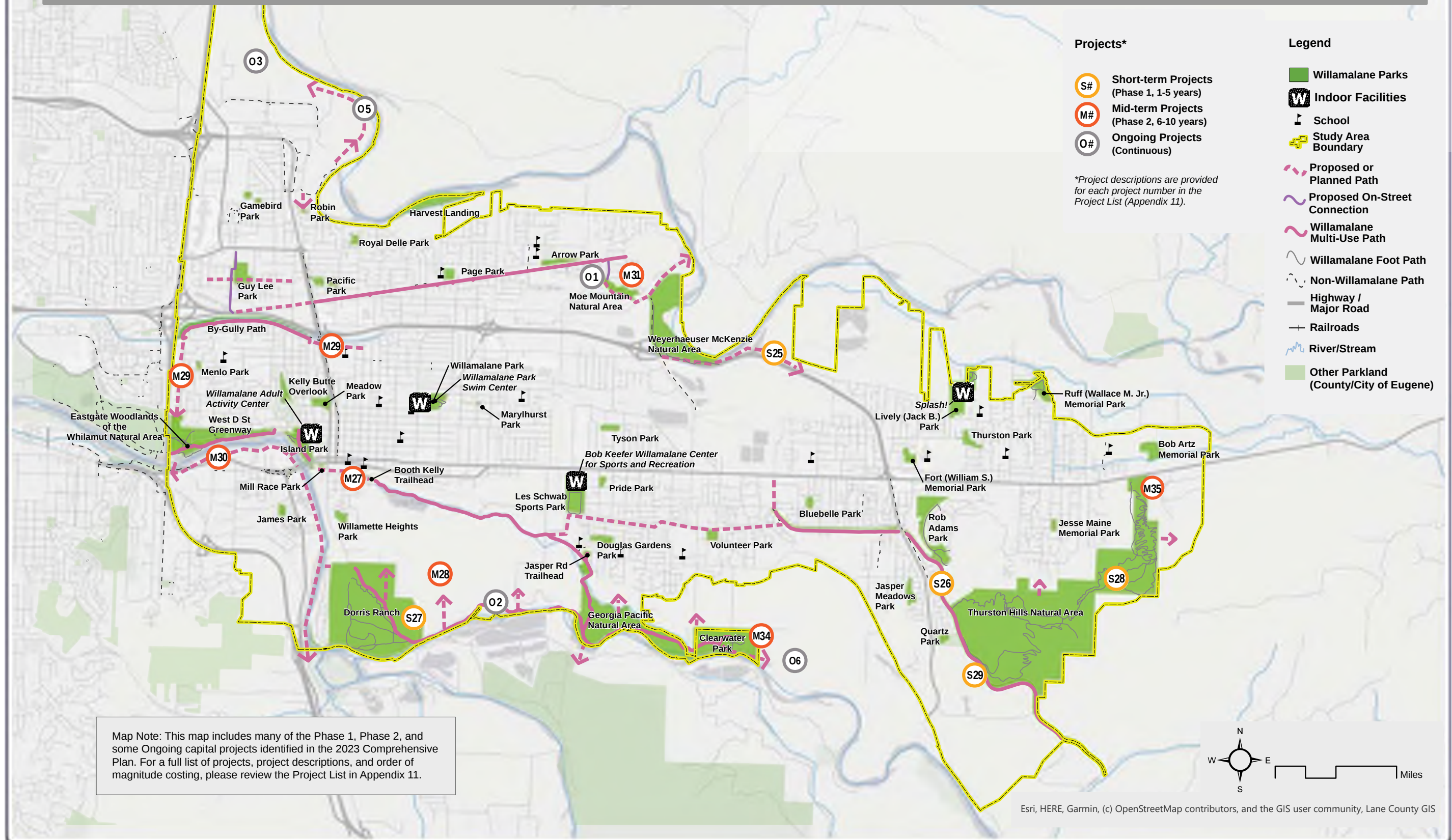
Map Note: This map includes many of the Phase 1, Phase 2, and some Ongoing capital projects identified in the 2023 Comprehensive Plan. For a full list of projects, project descriptions, and order of magnitude costing, please review the Project List in Appendix 11.



Esri, HERE, Garmin, (c) OpenStreetMap contributors, and the GIS user community, Lane County GIS

# Path and Trail Project List and Recommendations Map

Willamalane Park and Recreation District, OR



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# Appendix 12:

## Performance Measures

### PERFORMANCE MEASURES

The performance measures are examples and serve as a starting point for the district to consider in developing ways to evaluate progress on implementing the plan.

Performance measures can assist the district to evaluate plan implementation and are based on the plan goals described in Chapter 9, which are printed below in bold. Staff will periodically evaluate progress toward these goals and periodically report progress to the district board.

Baselines for each measure should be approved by the district Executive Director and be adjusted as appropriate.

Data collection for implementing the performance measures come from a combination of quantifiable data from budgets, participation, etc., while data for many measures may come from a district survey that can be completed annually or every two years. Those are annotated below with an (S). It is important that the survey questions be consistent from year to year, allowing progress to be measured.

#### 1. Continue to operate the district at a nationally accredited (CAPRA) standard.

- Progress toward reaccreditation process

#### 2. Provide a safe and equitable system of parks and natural areas.

- Number of residential areas with access to a neighborhood park within a ten-minute walk
- Acres of parkland per thousand residents
- Acres of accessible natural areas per thousand residents
- Percentage of community members who rate Willamalane parks as very good or

Excellent (S)

- Percentage of residents visiting a park or natural area at least once per year (S)

#### 3. Provide an easily accessed and connected system of paths and trails.

- Trails and trail connections rated very good or excellent (S)
- Miles of trails per thousand residents
- Percentage of residents using a trail at least once per year (S)

#### 4. Provide access to high-quality and affordable recreation facilities.

- Percentage of residents who report that cost does not inhibit participation (S)
- Number of scholarships provided to district residents
- Number of free or low-cost events/programs provided



**5. Strive for a high standard of care for the maintenance of parks, trails, and facilities across the district.**

- District investment in maintenance and operations of parks and facilities (per capita)
- Satisfaction with park and facility maintenance – Very good to excellent (S)

**6. Offer recreation programs and services that respond to district needs and encourage healthy lifestyles.**

- Percentage of respondents participating in a program or activity at least once per Year (S)
- Percentage of population familiar with Willamalane facilities and programs (S)
- Satisfaction with programs and services (S)
- Number of new programs and activities offered each quarter

- Number of family programs provided by Willamalane
- Participation rates in senior programs
- Participation rates in adaptive recreation programs
- Percentage of Willamalane employees who speak a language in addition to English
- Number of Willamalane programs or events targeted to the Latinx population

**7. Be a responsible steward of district resources and partnerships.**

- Percentage of park operations budget dedicated to natural resource restoration
- Percentage of park sites with natural resource management plans
- Number of volunteer hours reported



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# **COMPREHENSIVE PLAN**

## Appendices