



# Willamalane

Park and Recreation District • Springfield, OR

Menus



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## 20-Year Park and Recreation Comprehensive Plan

A true community plan

### City and County Adopt District's 20-Year Vision for the Future

It's official! The Willamalane Board of Directors,  
 the Springfield City Council, and the Lane County

documents can be  
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## Other Related Links

[Planning and  
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Board of Commissioners have all adopted  
 Willamalane's Park and Recreation  
 Comprehensive Plan – our guide for the  
 development and rehabilitation of parks and  
 recreation facilities in the Springfield area over  
 the next 20 years. The Comp Plan, as it is called,  
 is now an official part of the Eugene-Springfield  
 Metro Area General Plan.



"The Comp Plan is a true  
 community plan," says

Willamalane Superintendent

Bob Keefer. "With input from more than 750 area  
 residents, you and your neighbors have helped  
 develop a working vision for the future of parks  
 and recreation in the Springfield area."

That vision includes a neighborhood park within a  
 half-mile of every District resident; Lively Park  
 developed as a true community park with a  
 playground, picnic area, trails and more; multiuse  
 walking and bicycling paths along the Millrace and  
 the Middle Fork of the Willamette River; a new  
 community recreation center to replace the

Memorial Building; and a riverfront park in

Glenwood.

Community partners include the City of

Springfield, Springfield School District, Springfield

Utility Board, private developers, area residents,

and others. Area residents and public officials also

made up our Citizen Advisory Committee, which

oversaw the two-and-a-half year-long project.

### **Questions**

For more information, contact Rebecca Gershow

at [rebeccag@willamalane.org](mailto:rebeccag@willamalane.org), or 736-4052.

## **Take Look at the Plan**

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**Click on a link to view each portion of the Plan. When you click on a link, the document will open in a separate window.**

You will need Acrobat Reader to view the

documents.

### **FOREWORD**

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[Foreward](#)

### **RESOLUTION**

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[Resolution](#)

## **ACKNOWLEDGEMENTS**

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[Summary](#): Summarizes the contents of the Plan in six pages.

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[Introduction](#): Provides background on the District's planning process, Community Needs Assessment, and report organization. Also contains a map showing the District's planning area.

[Map 1](#): Planning Sub Areas

## **CHAPTER 2: VISION**

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[Chapter 2](#): Discusses Willamalane's core values, vision, mission, goals, and strategy categories.

## **CHAPTER 3: HIGHLIGHTS OF IMPROVEMENTS**

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[Chapter 3](#): Illustrates key strategies in the Plan

by highlighting improvements, many of which will take place in the first two phases of Plan implementation.

#### **CHAPTER 4: STRATEGIES AND ACTIONS**

---

[Chapter 4](#): Describes strategies and actions for enhancing parks, open space, recreation facilities, and programs in Springfield over the next 20 years. Also contains two maps showing the geographic distribution of major projects included in the Plan.

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Resources

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Bikeways

#### **CHAPTER 5: CAPITAL IMPROVEMENT AND OPERATIONS PLAN**

---

[Chapter 5](#): Provides an overview of the financing strategy for implementation of Willamalane's Park and Recreation Comprehensive Plan.

#### **CHAPTER 6: PERFORMANCE MEASURES**

---

[Chapter 6](#): Outlines performance measures that will be developed to evaluate Plan implementation.

## **APPENDIX A: COMMUNITY NEEDS ASSESSMENT**

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[Map 5](#): Neighborhood Park Service Areas

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[Table A-17](#): Recreation Facility Standards and Anticipated Need

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---

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## **APPENDIX C: PARK AND FACILITY**

## **CLASSIFICATIONS AND**

---

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## **APPENDIX D: PARK AND FACILITY INVENTORY**

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District 19 resources.

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District Resources

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District and Other Providers

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## FOREWORD

Dear Reader,

As you begin reviewing the Park and Recreation Comprehensive Plan, there is one central question I would like you to think about:

***What kind of community  
do you want to live in?***

During the development of this 20-year plan for parks and recreation—with help from close to 1,000 residents of the Springfield area—I've stopped and asked myself that question many times. With the adoption of this Plan, we will have a vehicle to help us achieve our vision of enhancing the quality of life in our community through people, parks and programs.

And remember, this is your Plan. It is not just Willamalane's; it is a community plan where you and your neighbors have helped develop a vision for the future of parks and recreation in Springfield.

There are many possible futures for our community. It is the role of Willamalane to work with the people of Springfield to equitably provide parks and recreation programs and services that form a vital and healthy community—both today and in the future.

The Park and Recreation Comprehensive Plan establishes the groundwork for achieving our vision. It provides the means by which progress can be measured over the next 20 years. The Plan shows where we are today and where we would like to go. More importantly, it gives direction on how we can get there together.

Look through this Park and Recreation Comprehensive Plan and it will become clear that what we want to achieve for Springfield is challenging. But with help from you and other community members, we can realize our dreams. Please join me in making our dreams a reality.

Thank you,

Bob Keefer  
Superintendent  
Willamalane Park and Recreation District  
March 2004



***"This is a community plan where you  
and your neighbors have helped  
develop a vision for the future of  
parks and recreation in Springfield."***



**RESOLUTION**

TO ADOPT PARK AND RECREATION COMPREHENSIVE PLAN

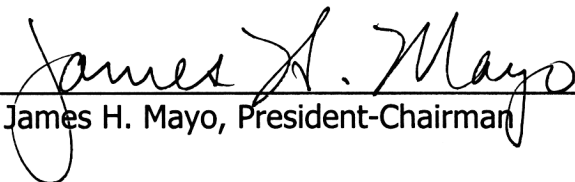
**WHEREAS**, the Willamalane Park and Recreation District is desirous of adopting a 20-year Park and Recreation Comprehensive Plan to guide future parks, open space, recreation facilities, programs, and services for Springfield and its urbanizable area; and

**WHEREAS**, the District has concluded the planning process for the 20-year Park and Recreation Comprehensive Plan including, but not limited to, an extensive public input process from the general public as well as from partner governing agencies;

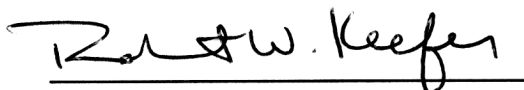
**NOW, THEREFORE**, be it known that the Board of Directors of Willamalane Park and Recreation District hereby adopts the Park and Recreation Comprehensive Plan dated March 2004.

This resolution unanimously adopted by the Board of Directors of Willamalane Park and Recreation District on the 17th day of March 2004.

WILLAMALANE PARK AND RECREATION DISTRICT

By:   
James H. Mayo, President-Chairman

ATTEST:

  
Robert W. Keefer, Secretary

## ACKNOWLEDGEMENTS

### ***BOARD OF DIRECTORS***

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Greg James, Director  
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## ABBREVIATIONS AND ACRONYMS

ADA	Americans with Disabilities Act
ADAAG	Americans with Disabilities Act Accessibility Guidelines
ATBCB	Architectural and Transportation Barriers Compliance Board
Admin.	Administration
B & C	Building and Construction Fund
BLVD	Boulevard
BRT	Bus Rapid Transit
CAC	Citizen Advisory Committee
CDBG	Community Development Block Grants
CIP	Capital Improvement Plan
Comm.	Community
COPs	Certificates of Participation
Dev.	Development
District	Willamalane Park and Recreation District
ES	Elementary School
EWEB	Eugene Water & Electric Board
FY	Fiscal Year
General Fund	Building and Construction Fund
HS	High School
HWY	Highway
Improv.	Improvements
ISTEA	Intermodal Surface Transportation Efficiency Act
LCOG	Lane Council of Governments
LOS	Level of Service
LPSC	Lively Park Swim Center
LTD	Lane Transit District
MBCC	Memorial Building Community Center
Mgmt.	Management
MS	Middle School
Mt.	Mountain
MWMC	Metropolitan Wastewater Management Commission
Nat-Area	Natural-Area
Neigh.	Neighborhood
NRPA	National Recreation and Park Association
ODOT	Oregon Department of Transportation
OECDD	Oregon Economic and Community Development Department
OWEB	Oregon Watershed Enhancement Board
PSC	Park Services Center
Plan	Willamalane Park and Recreation Comprehensive Plan
RD	Road
SCS	Soil Conservation Service
SD 19	School District 19
SDC	System Development Charges
Sf	Square foot/feet
ST	Street
SUB	Springfield Utility Board
TAC	Technical Advisory Committee
UGB	Urban Growth Boundary
UPARR	Urban Park and Recreation Recovery
Var. sites	Various sites
WAAC	Willamalane Adult Activity Center
WPRD	Willamalane Park and Recreation District
WPSC	Willamalane Park Swim Center



## EXECUTIVE SUMMARY

Willamalane Park and Recreation District (WPRD) manages approximately 680 acres of land in 31 parks and open spaces and two undeveloped properties. The District provides a variety of recreational facilities and a wide range of services, including aquatics, community athletics, special events, specialized recreation, and adult and senior programs. District parks, recreation facilities, and services are important community resources. The District contributes to the quality of life in Springfield, enhancing the lives of the people who live there.

The population within the Willamalane Park and Recreation District is expected to grow by more than 25,000 people in the next 20 years. Demographic trends project that an overall increase in parks, facilities, and services will be needed. To identify future needs for parks, open space, recreation facilities, programs, and services, the District began a comprehensive planning process in December 2001. Over 750 residents participated in the planning process.

This comprehensive planning process included three phases that each involved significant community input:

- Determining needs;
- Developing the Plan; and
- Adopting the Plan.

Throughout the planning process, a Project Management Team, Citizen Advisory Committee, and Technical Advisory Committee provided vision, direction, and oversight by identifying key issues to be addressed in the Plan, reviewing work products, and encouraging resident participation.

## PLANNING FRAMEWORK

The Plan consists of six key elements, which are identified in Chapter 2:

- *Core values* or the values that all services are based upon;
- *A vision* for the Willamalane's Park and Recreation District that describes its preferred future;
- *A mission* that describes the business of Willamalane Park and Recreation District;
- *Goals* that describe the outcomes to be produced by implementing the Comprehensive Plan;
- *Strategies and actions* that describe how Willamalane Park and Recreation District will achieve its vision; and
- *Performance measures* that measure success at achieving this vision.

The Comprehensive Plan provides a specific, community-supported plan for the future of the District's parks, open space, recreation facilities, programs, and services.

### Core Values

Core values are the qualities most valued by Willamalane Park and Recreation District. These qualities will guide all services that WPRD provides.



*Living History activities at Dorris Ranch*

## Executive Summary

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The values embodied in the goals and strategies for Willamalane's parks, open space, recreation facilities, programs, and services are:

- Affordability
- Accessibility
- People
- Play
- Teamwork
- Community
- Personal Growth
- Partnerships
- Innovation
- Excellence
- Healthy Lifestyles
- Environment
- Inclusiveness
- Stewardship

### ***Vision***

Willamalane Park and Recreation District's values and aspirations for the future have been guiding forces for the Comprehensive Plan. The District's vision is summarized as follows:

*We enhance quality of life in our community through people, parks, and programs.*

### ***Mission***

The mission of Willamalane Park and Recreation District is:

*To provide exceptional park and recreation services that enhance the livability of our community and the lives of the people we serve.*



*Willamalane Adult Activity Center patrons*

### **Goals**

Goals provide focus and direction to the Comprehensive Plan. Eleven goals emerged during the comprehensive planning process. These goals are:

- Provide diverse park and recreation opportunities;
- Provide opportunities to enjoy nature;
- Support youth development;
- Support seniors and people with disabilities;
- Provide enriching family experiences;
- Promote well-being, health and wellness;
- Provide safe parks, recreation facilities and programs;
- Support community economic development;
- Strengthen and develop community partnerships;
- Preserve the natural environment; and
- Increase cultural understanding.

## **HIGHLIGHTS OF IMPROVEMENTS**

An overview of key Plan improvements, provided in Chapter 3, include the following:

- *Partnerships* – Willamalane recognizes the importance of community partnerships and collaborations in maximizing resources and delivering the greatest benefit to the community. The District is an important partner in TEAM Springfield, a cooperative effort between the City of Springfield, School District 19, Willamalane, and the Springfield Utility Board. The District also collaborates with local and regional planners and providers and with non-profit organizations to reach all members of our community.
- *School District/Willamalane Collaboration* – Willamalane Park and Recreation District relies on its partnership with School District 19 to meet community park and recreation needs. In the Comprehensive Plan, Willamalane proposes to expand these collaborations. One example is increasing the number of school/park projects to meet neighborhood park needs. Other school/park sites will serve as community parks and sports parks. WPRD will work with the School District on a site-by-site basis to explore the possibilities of joint use, shared maintenance, and joint master planning in order to maximize recreation opportunities. Also, WPRD will develop future school sites to maximize recreational opportunities.
- *Park Development* – According to the results of the Community Needs Assessment, over 500 acres of additional parkland will be needed to serve District residents by 2022. A variety of park types will be provided. Significant projects to be implemented

in the next 12 years are described in the Capital Improvement Plan in Chapter 5.

- *Community Center* – Developing a multiuse community center is one of the top five projects needed in Springfield, according to the results of the Community Needs Assessment. To create a focal point for community pride and a site for expanded recreation programs, Willamalane proposes to develop a new community center no later than 2015. The new community center will replace the Memorial Building.
- *Natural Areas, Linear Parks, and Trails* – Willamalane has a lower inventory of natural-area parks than many other jurisdictions in the state. To meet District goals of providing opportunities to enjoy nature and preserve the natural environment, the District proposes to expand natural-area parks, linear parks, and trails. A complete list of projects that will be implemented during the first 12 years of the Plan is provided in Chapter 5.



*Volunteers at Eastgate Woodlands*

- *Park and Facility Rehabilitation* – Willamalane recognizes the importance of maintaining existing recreation resources and facilities. Many of the District's parks and major facilities are in need of long term improvement plans to effectively serve the community in the future. Major issues for rehabilitation include:

- Renovations to comply with ADAAG;
- Improvements to meet current safety guidelines; and
- New site master plans for aging parks.

- *Recreation Services Plan* – To achieve its vision of the future, Willamalane will strive to offer recreation programs and services that respond to District needs, strengthen families and the community, and encourage healthy lifestyles. A well-designed Recreation Services plan will assure that these benefits are provided. The plan will reflect the following important concepts:

- Partnerships;
- Youth development;
- Youth employment and job training;
- A sense of community;
- Diversity and changing trends; and
- Opportunities to enjoy nature and the outdoors.

- *Park Maintenance and Operations* – Willamalane's park and facility maintenance staff will play an important role in implementing many of the Comprehensive Plan improvements highlighted in Chapter 3. To meet these growing responsibilities and still be able to

maintain the current level of park and facility maintenance, the ratio of maintenance staff to park acres must be maintained or expanded. Recommendations for expanding maintenance funding are discussed in Chapter 5.

### **STRATEGIES AND ACTIONS**

Strategies are the means to achieve the District's vision for parks, open space, recreation facilities, programs, and services. In Chapter 4, strategies were developed in six categories:

- *Parks and Open Space*

Provide parks, open spaces, river access, and pathways, while respecting private property rights.

- *Community Recreation and Support Facilities*

Provide community recreation and support facilities that facilitate a wide variety of activities, create community gathering places, and enhance community pride.



*Lively Park Swim Center*

▪ *Rehabilitation*

Upgrade and revitalize existing parks and recreation facilities to provide recreation opportunities, protect recreation resources, improve the environment, enhance user safety, and improve accessibility for people with disabilities.

▪ *Park and Facility Operations*

Manage park, open space, and community facilities to promote recreation, user safety, and sustainable environmental practices; and to protect public investment.

▪ *Recreation Programs and Services*

Offer recreation programs and services that respond to residents' needs, strengthen families and the community, and encourage healthy lifestyles.

▪ *Management and Communication*

Manage the District in a sound, responsible manner that emphasizes effective stewardship of public resources, partnerships and joint ventures, and expanded staff and community involvement.

Each strategy category includes a corresponding list of policies that will be implemented to achieve the District's vision for the future. Tables listing actions for each strategy area are included in Chapter 4. These action tables represent Willamalane's 20-year Comprehensive Plan.

Willamalane's 20-year Comprehensive Plan is illustrated in Map 2 (Existing and Proposed Park and Recreation Resources) and Map 3 (Existing, Planned, and Proposed Multiuse Paths and Bikeways), which are included in this chapter. These maps do not include special projects or rehabilitation of existing parks and facilities.



*All smiles at the Children's Celebration*

## ***CAPITAL IMPROVEMENT AND OPERATIONS PLAN***

An overview of the financing strategy for implementing the recommended strategies and actions is included in Chapter 5. The total capital costs for the first two phases of the proposed Capital Improvement Plan (CIP) are estimated at \$22.9 million, while the overall cost of implementing all projects identified in the 20-year Comprehensive Plan will exceed \$50 million. At the same time, revenues (without significant additional revenue sources) would total approximately \$22.6 million, leaving a potential capital funding shortfall of \$27.4 million over the 20-year planning horizon.

To meet this shortfall, a variety of potential funding sources are considered in the plan, including a serial levy, general obligation bonds, revenue bonds, certificates of participation, and public and private grants, among others.

Chapter 5 also describes new operational and maintenance costs resulting from improvements recommended in the Plan. These additional costs, averaged annually, are estimated at \$137,300 at

## Executive Summary

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the end of Phase 1, and \$701,600 at the end of Phase 2.

Options for meeting these additional costs include, asking voters to approve a levy for park operations, securing additional grants and donations, improving operating efficiency, and using more volunteers, among others.

### ***PERFORMANCE MEASURES***

To assess progress in Plan implementation, performance measures were developed. Each measure is linked to one of the goals described in Chapter 2. In addition to providing feedback on the success of this plan, the collected data will guide future planning decisions. Performance measures are described in Chapter 6.



*Willamalane league sports (Bobby Quick)*

## INTRODUCTION

The Willamalane Park and Recreation District began a comprehensive planning process in December 2001 to identify future needs for parks, open space, recreation facilities, programs, and services. This Comprehensive Plan responds to identified community needs and provides an action plan to ensure the most effective use of community resources.

This report describes the planning process, including the comprehensive assessment of community needs. It also presents District strategies for achieving the community's vision and a framework for action.

### ***THE PLANNING AREA***

The Willamalane Park and Recreation District is designated in the Eugene-Springfield Metropolitan Area General Plan as the park and recreation service provider for Springfield and its urbanizable area, including Glenwood. The current District boundary includes the area within Springfield's city limits, as well as areas outside of the city limits and within the urban growth boundary (UGB). In addition, any newly developed areas annexed by the City of Springfield are automatically annexed to the District. In total, the District includes 5,367 more acres than the City of Springfield's current jurisdiction.

The planning area (Map 1) for the Comprehensive Plan includes the area of potential development over the next 20 years, and therefore, it is broader than the current District boundary.

It was developed for the 1999 Neighborhood Parkland Needs Assessment and has been updated to conform to 2000 U.S. Census boundaries. The planning area generally covers the entire area within the Springfield UGB or the District Boundary, whichever is greater. It is divided into six planning sub-areas: Central, East, South, Southwest, West, and North. These smaller sub-areas allow distinctions in population growth, park and facility need, and community preferences to emerge.

Within its current boundary, the District manages approximately 680 acres of land in 31 parks and open spaces and two undeveloped properties, and provides a wide range of recreational facilities and services. Recreation services include programs for all age groups, including aquatics, community athletics, special events, specialized recreation, and environmental and history education programs.

Residents also have limited access to more than 300 acres of facilities and open space owned by Springfield School District 19.



*Clearwater Park*



Kids learning at Dorris Ranch

Trails and bikeways owned by Eugene Water & Electric Board (EWEB) and the City of Springfield provide additional opportunities for trail-related recreation.

Other regional providers include Lane County, the City of Eugene, and Oregon Parks and Recreation Department, as well as natural resource opportunities provided by the U.S. Forest Service, Bureau of Land Management, and Oregon Department of Fish and Wildlife.

### **THE PLANNING PROCESS**

The comprehensive planning process for the Willamalane Park and Recreation District included three phases (Figure 1):

- Determining needs;
- Developing the Plan; and
- Adopting the Plan.

#### **Phase I: Determining Needs**

This phase involved significant outreach to community members to identify key issues, priorities, and perceived needs for the Willamalane Park and Recreation District. A Community Needs Assessment incorporated community involvement activities, a community profile, a demographic analysis, a program analysis, a park and facility analysis, and a management and operations analysis.

A Citizen Advisory Committee and a Technical Advisory Committee were formed to identify their vision for parks and recreation in the District. They provided direction and approval at key milestones throughout the project. A Project Management Team was coordinated to oversee the planning process.

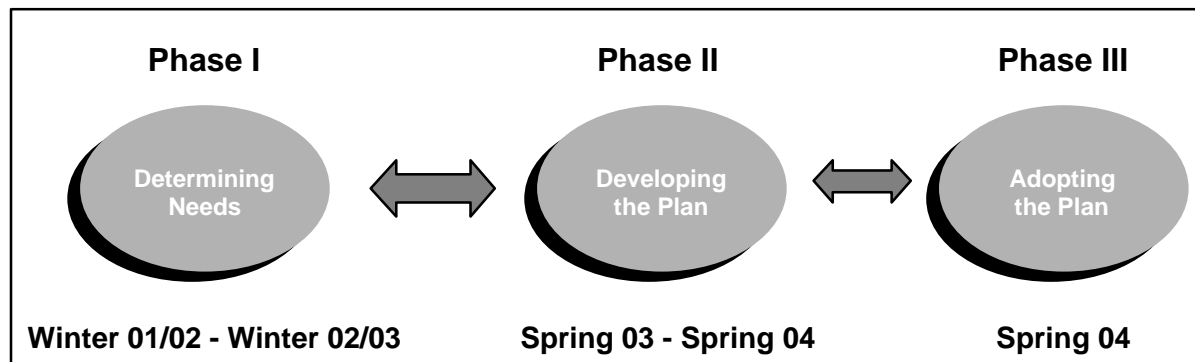


Figure 1: Comprehensive Planning Process



***Insert Map 1: Planning Sub-Areas***



**Phase II: Developing the Plan**

Based on the results of the Community Needs Assessment, strategies and actions were developed. Potential sources and levels for funding for parks and recreation were incorporated into a Capital Improvement and Operations Plan. A Draft Comprehensive Plan was created for committee, staff, and community review. Next, recommendations were finalized, and the final Plan was produced.

**Phase III: Adopting the Plan**

In the final phase, the Park and Recreation Comprehensive Plan will be adopted by the Willamalane Board of Directors. It also will be adopted as a Refinement Plan to the Eugene-Springfield Metropolitan Area General Plan by the City of Springfield and Lane County.

**COMMUNITY NEEDS ASSESSMENT**

To develop a solid foundation for the Comprehensive Plan, a Community Needs Assessment was conducted to solicit feedback from District staff and residents regarding their needs and preferences. Activities were planned to ensure the participation of a diverse cross-section of the District's population. A technical assessment of the District's parks and facilities, current programs, and finances and operations also was conducted.

The Community Needs Assessment process included the following:

- A demographic profile of the Willamalane Park and Recreation District;
- A statistically valid community survey of 529 District households;

- Focus groups with non-users, teens, and Willamalane staff to identify needs and preferences;
- Thirty-nine stakeholder interviews with Board members and residents;
- A Park and Recreation Fair held at the Gateway Mall (214 residents completed the Park and Recreation Fair Questionnaire);
- Citizen Advisory Committee, Technical Advisory Committee, Board of Directors, and Project Management Team Meetings;
- A recreation program and service analysis;
- An assessment of Willamalane's existing parks and facilities and future facility needs; and
- A management and operations analysis.

A summary of the findings of the Community Needs Assessment is presented in Appendix A.

**PLAN DEVELOPMENT**

Strategies and actions were developed with input from a broad spectrum of community members. Figure 2 illustrates how the Community Needs Assessment process included community involvement opportunities as well as a technical analysis of facilities, programs, and finances. These findings formed the basis of a community vision and the development of strategies and actions for parks, open space, recreation facilities, programs, and services presented in this document.

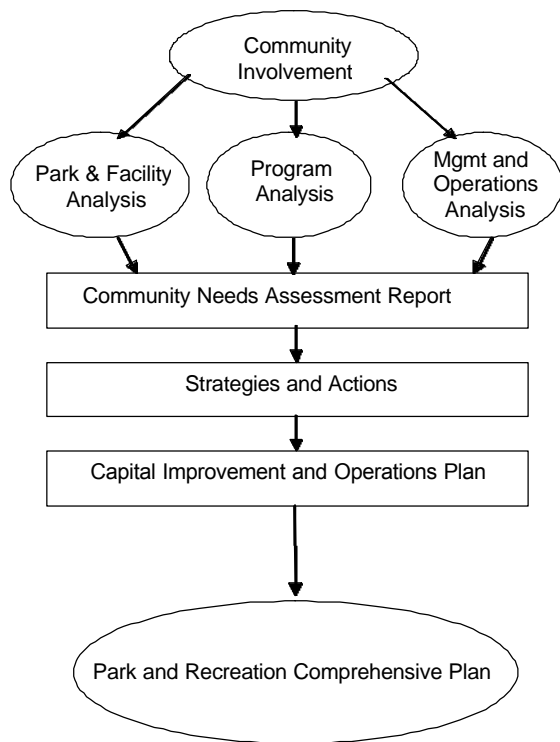


Figure 2: Plan Development

## REPORT ORGANIZATION

The Willamalane Park and Recreation Comprehensive Plan is organized into six chapters.

- *Chapter 1: Introduction* describes the purpose of the plan, the planning area, the plan development process, and the organization of this document.
- *Chapter 2: Planning Framework* describes the core values, vision, mission, goals, strategies and actions, and performance measures that form the comprehensive planning framework for parks and recreation.
- *Chapter 3: Highlights of Improvements* identifies key improvements that will be made during Plan implementation.






- *Chapter 4: Strategies and Actions* describes the specifics of how the District will achieve its vision, and includes maps of proposed projects.
- *Chapter 5: Capital Improvement and Operations Plan* describes a phased capital improvement and operations plan and funding options for implementing Plan improvements.
- *Chapter 6: Performance Measures* describes measures linked to each of the goals of the Comprehensive Plan. These measures will be used to evaluate successful Plan implementation.



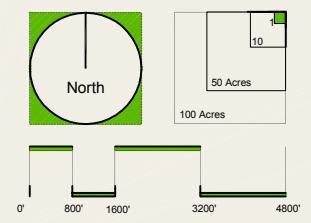
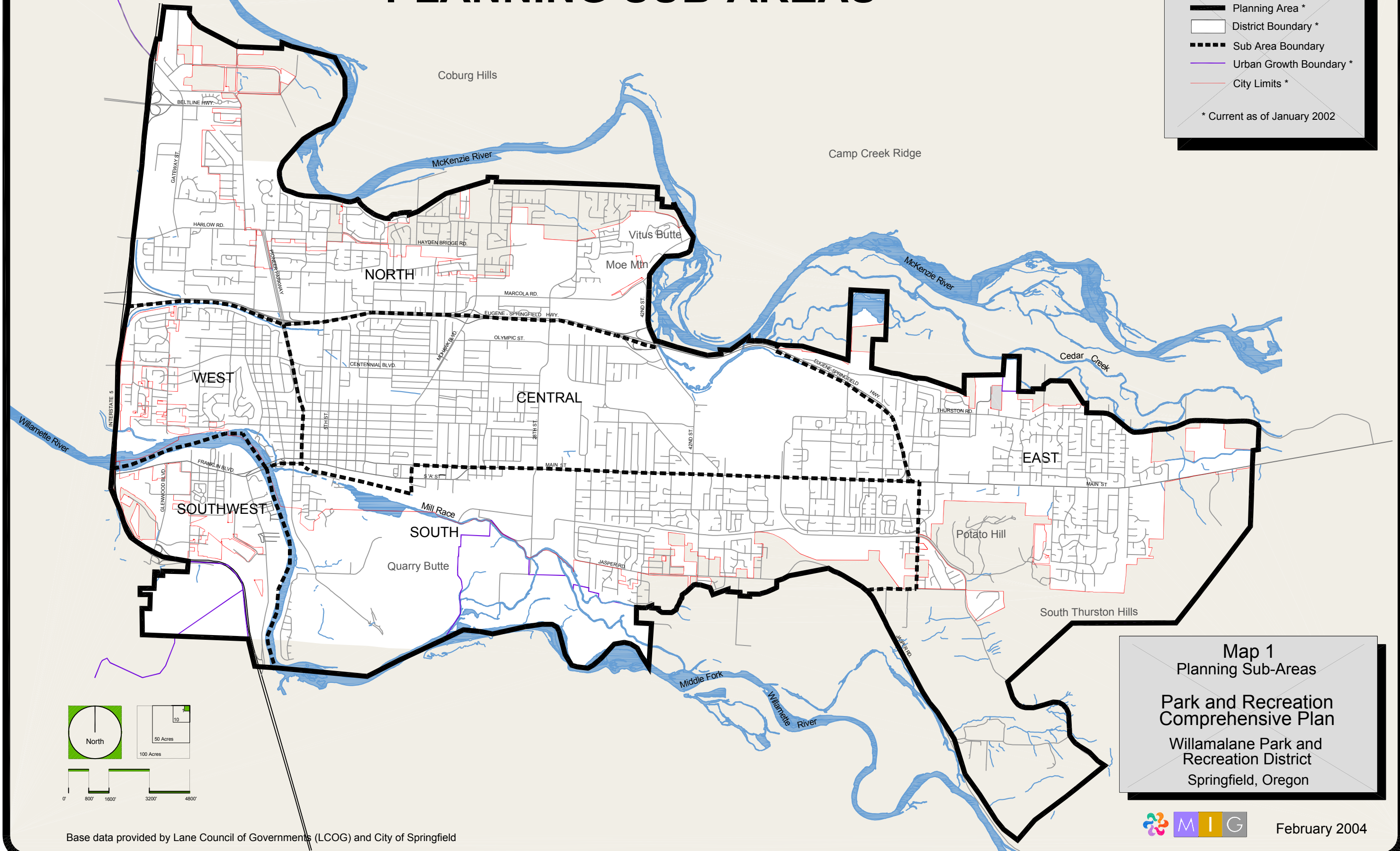
Douglas Gardens Park

# PLANNING SUB-AREAS

**LEGEND**

-  Planning Area \*
-  District Boundary \*
-  Sub Area Boundary
-  Urban Growth Boundary \*
-  City Limits \*

\* Current as of January 2002



Map 1  
 Planning Sub-Areas  
 Park and Recreation  
 Comprehensive Plan  
 Willamalane Park and  
 Recreation District  
 Springfield, Oregon

Base data provided by Lane Council of Governments (LCOG) and City of Springfield

## PLANNING FRAMEWORK

Willamalane Park and Recreation District's values and aspirations for the future have been guiding forces for the Comprehensive Plan. As illustrated in the Comprehensive Plan Framework presented in Figure 3, there are six key elements of the plan:

- **Core values** or the values that all services are based upon;
- A **vision** for the Willamalane Park and Recreation District that describes its preferred future;
- A **mission** that describes the business of Willamalane Park and Recreation District;
- **Goals** that describe the outcomes to be produced by implementing the Comprehensive Plan;
- **Strategies and actions** that describe how Willamalane Park and Recreation District will achieve its vision; and
- **Performance measures** that measure success at achieving this vision.

This chapter describes in more detail each of these key elements.

### CORE VALUES

Core values are the qualities most valued by Willamalane Park and Recreation District. These qualities will guide all services provided by the District. The following values are embodied in the goals and strategies for Willamalane's parks, open space, recreation facilities, programs, and services:

- *Affordability*
- *Accessibility*
- *People*

- *Play*
- *Teamwork*
- *Community*
- *Personal Growth*
- *Partnerships*
- *Innovation*
- *Excellence*
- *Healthy Lifestyles*
- *Environment*
- *Inclusiveness*
- *Stewardship*

The District elaborated on a number of the core values by developing the following value statements:

- *We Value People*

Willamalane has excellent resources, both physical and service-oriented. But none are as important or as valuable as our Patrons, our Volunteers, our Board Members, and our Staff. People are our most precious resource.



*Ruff (Wallace M. Jr.) Memorial Park*

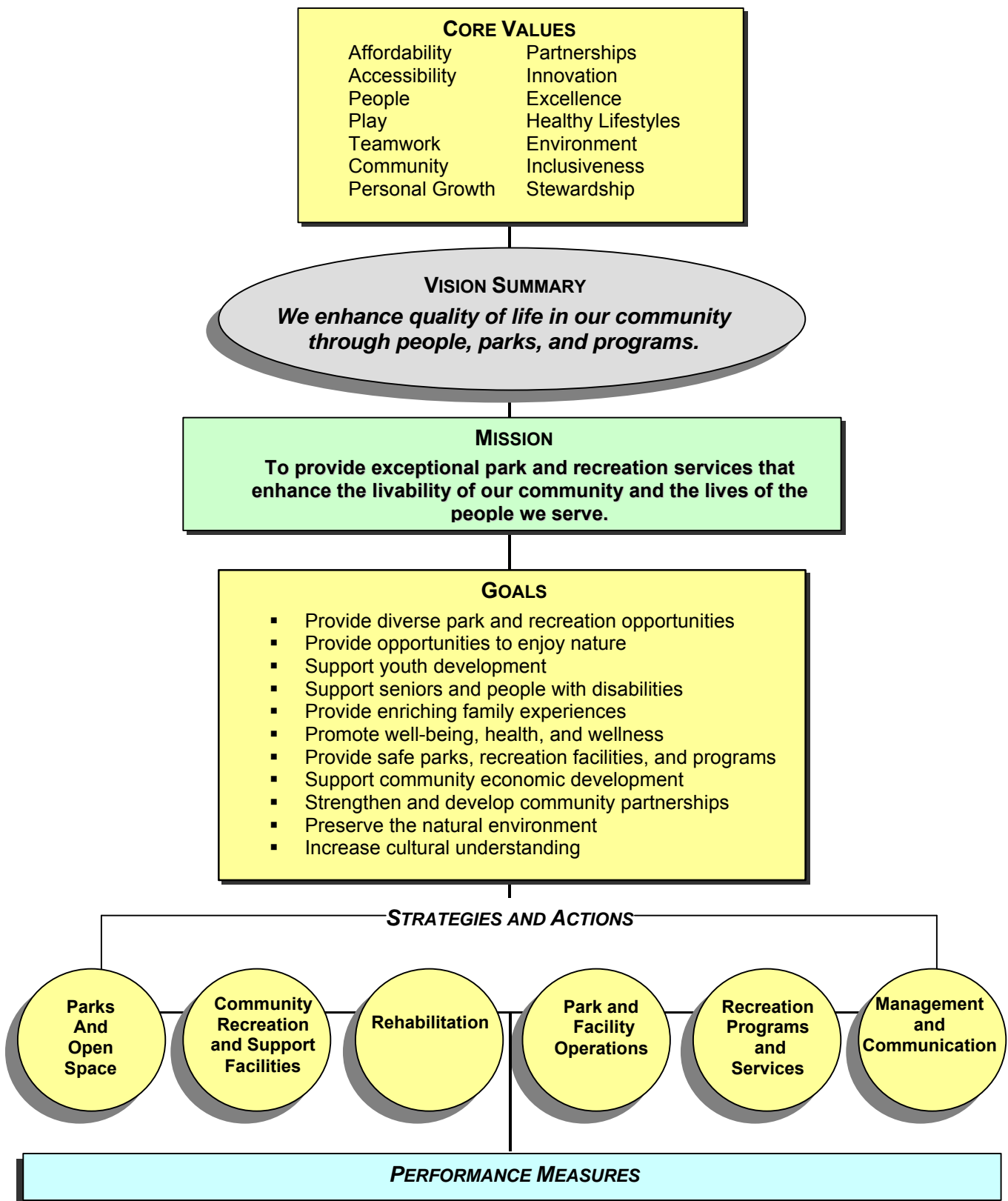


Figure 3: Comprehensive Plan Framework



Dorris Ranch

■ *We Value Teamwork*

The whole is greater than the sum of the individual parts. We are much stronger and more effective when working as a team than as individuals. We are committed to building teamwork, respect, and trust among ourselves and with our patrons.

■ *We Value Our Community*

We are committed to improving the quality of life in our community by promoting healthy lifestyles, strengthening our families, maintaining community assets, being good stewards of our parks and open spaces, and fostering a sense of community pride and common purpose.

■ *We Value Personal Growth*

We are committed to enhancing the quality of people's emotional, physical, and social well-being, and promote their personal growth through play, discovery, enrichment, and learning.

■ *We Value Accessibility*

We are committed to offering all segments of the community a high level of physical, social, and economic access to our programs and facilities.

■ *We Value Partnerships*

We are committed to building partnerships with our patrons, coworkers, and other organizations to address common issues, promote mutual interests, benefit our community, and enhance the quality of life in Springfield.

■ *We Value Innovation*

Willamalane is committed to a tradition of creative thinking, trend-setting, and calculated risk-taking. We embrace change and encourage flexibility so that patrons can benefit from new and unique opportunities.

■ *We Value Excellence*

Excellence is a commitment to provide more than what is expected, be accountable for our actions, and be efficient and effective with what we have. We are committed to providing the resources, the support, and the encouragement to deliver the highest quality service to the community and to each other.

■ *We Value the Environment*

Our community looks to us to be the stewards of our present and future natural resources. We are committed to providing leadership in conserving those resources, and looking for new and better ways to be environmentally responsible.

## **VISION**

The vision creates a picture of success for the community served by the District's parks and recreation opportunities. Through the public involvement process, the Project Management Team and the Citizen Advisory Committee summarized the vision of Willamalane Park and Recreation District as:





- Willamalane will be a **partner** with our community. Through strong partnerships we will achieve exceptional service and foster an atmosphere of cooperation, trust, and innovation to better serve our patrons.
- Willamalane will be a **leader** in providing activities and places for people to play and enrich their lives. We will dedicate ourselves to improving the quality of life for our patrons.
- Willamalane will be a **steward** of our environment. We will treasure and preserve our natural resources and open spaces.
- Willamalane will be a **friend** to the community and become a valued part of each person's life. People are the core of our organization, and people are who we exist to serve. We will work to touch every life in a positive way.
- Willamalane will be dedicated to the **dreams** of our patrons. Working together, we will contribute to the livability and culture of our community and strive to create a better future.

### **MISSION**

A mission is a statement that describes "the business" of Willamalane Park and Recreation District. This mission is:

***To provide exceptional park and recreation services that enhance the livability of our community and the lives of the people we serve.***

### **GOALS**

Goals are the outcomes to be produced by implementing the Comprehensive Plan. Eleven goals emerged during the comprehensive planning process, reflecting key directions for Willamalane's future. These goals are:

- *Provide diverse park and recreation opportunities*

Community health and well-being are strengthened through recreation experiences. Willamalane Park and Recreation District will provide diverse parks, facilities, and programs that interest a wide variety of people at all levels of participation.



*Memorial Building Community Center*

- *Provide opportunities to enjoy nature*

Willamalane's parks, programs, and facilities offer unique opportunities to enjoy nature, view wildlife, and develop a sense of well-being that grows from a deep relationship with nature and a connection to the natural world.

- *Support youth development*

Youth development is a critical concern of the Springfield community. Willamalane recognizes that youth are our future. The District will continue to form partnerships and offer programs that help youth reach their fullest potential.

- *Support seniors and people with disabilities*

Including all people in the fabric of society strengthens community and individuals and enhances quality of life. Willamalane Park and Recreation District will promote inclusion and opportunities for choice for its residents, including seniors and people with disabilities.

- *Provide enriching family experiences*

Willamalane is committed to improving the quality of life in our community by strengthening our families. Through its parks, programs, and facilities, Willamalane Park and Recreation District will create opportunities for families of all configurations to play together, learn new skills, and grow closer to one another.

- *Promote well-being, health, and wellness*

Recreation is key to human development and renewal. Personal health and wellness require opportunities to be physically active, mentally and emotionally recharged, and socially engaged. Willamalane Park and Recreation District will provide parks,

facilities, programs, and services that contribute to health and wellness.

- *Provide safe parks, recreation facilities, and programs*

Parks, recreation facilities, and programs should provide healthy, inviting environments for social interaction and enjoyment. Willamalane Park and Recreation District will provide such places that foster a sense of community and provide safe recreation opportunities for community members.

- *Support community economic development*

Community health and vitality are essential to attract and retain employees and businesses and to fuel the local economy. Diverse cultural and recreational opportunities appeal to employers and employees. Willamalane Park and Recreation District will provide attractive community facilities and programs to enhance Springfield's economy and strengthen neighborhoods.

- *Strengthen and develop community partnerships*



*Island Park*

Additional resources are needed to expand and sustain attractive, high-quality parks and facilities, programs, and services. Community partnerships and collaborations in service delivery maximize available resources, resulting in greater community benefit. Willamalane Park and Recreation District will continue to seek out new and beneficial partners to join our efforts in obtaining those resources needed to provide the quality of life our community deserves.

- *Preserve the natural environment*

Willamalane will provide parks and open spaces that offer close-to-home access to recreational opportunities, while preserving important natural resources.

- *Increase cultural understanding*

Willamalane strives to foster an inclusive sense of community by honoring and celebrating people of all cultures. Willamalane Park and Recreation District is committed to hiring a diverse staff, highlighting diversity in our staff training, and creating programs and facilities that raise awareness of diverse cultural traditions.

### **STRATEGIES**

To accomplish the District's vision, strategies were developed in six categories. These are methods, resources, processes, and systems we will deploy to achieve success.

These categories are:

- *Parks and Open Space*

Provide parks, open spaces, river access, and pathways, while respecting private property rights.

- *Community Recreation and Support Facilities*

Provide community recreation and support facilities that facilitate a wide variety of

activities, create community gathering places, and enhance community pride.

- *Rehabilitation*

Upgrade and revitalize existing parks and recreation facilities to provide recreation opportunities, protect recreation resources, improve the environment, enhance user safety, and improve accessibility for people with disabilities.

- *Park and Facility Operations*

Manage park, open space, and community facilities to promote recreation, user safety, and sustainable environmental practices; and to protect public investment.

- *Recreation Programs and Services*

Offer recreation programs and services that respond to residents' needs, strengthen families and the community, and encourage healthy lifestyles.

- *Management and Communication*

Manage the District in a sound, responsible manner that emphasizes effective stewardship of public resources, partnerships and joint ventures, and expanded staff and community involvement.

### **PERFORMANCE MEASURES**

To evaluate Plan implementation, performance measures tied to the goals presented in this chapter are proposed in Chapter 6.

## HIGHLIGHTS OF IMPROVEMENTS

To illustrate key strategies in the Comprehensive Plan, this chapter highlights improvements, many of which will take place in the first 12 years of Plan implementation. These improvements respond to Community Needs Assessment findings, and will make a substantial contribution to enhancing quality of life in Springfield through people, parks, and programs. The following improvements are described in this chapter:

- Partnerships
- School District/Willamalane Collaboration
- Park Development
- Community Center
- Natural Areas, Linear Parks, and Trails
- Park and Facility Rehabilitation
- Recreation Services Plan
- Maintenance and Operations



*Summer Playground Program*



*John C. and Frederick Law  
Olmsted, Jr.*

## Chapter Three

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*Meadow Park Neighborhood Garden*

### **PARTNERSHIPS**

One of the District's goals is to strengthen and develop community partnerships. Willamalane recognizes the importance of community partnerships and collaborations in maximizing resources and delivering the greatest benefit to the community.

Willamalane will continue to rely on partnerships to meet community needs. The District is an important partner in TEAM Springfield, a cooperative effort between the City of Springfield, School District 19, Willamalane, and the Springfield Utility Board (SUB). The District collaborates with School District 19 to provide programs, parks, and facilities. Willamalane works with local and regional planners and providers, such as Lane Transit District, Oregon Department of Transportation, City of Eugene, Lane County, and Lane Council of Governments, to provide residents with local and regional recreation opportunities. The District partners with non-profit organizations, such as FOOD for Lane County, McKenzie River Trust, and Centro Latino Americano, to reach all members of our community. The District works with the private sector and developers to promote community

economic development and provide services to employees and new residents. The District partners with the City of Springfield on many projects, including the Heron Playground, the 32<sup>nd</sup> Street Community Sports Park, and the Weyerhaeuser McKenzie Natural Area Park.

The Meadow Park Neighborhood Revitalization Project is an example of successful collaboration. The neighborhood was identified by TEAM Springfield as an area in need of assistance in public safety, youth activities, neighborhood cleanup, lighting, and nuisance enforcement.

The Meadow Park Neighborhood Revitalization Project involved the funding of police bike patrols, a neighborhood cleanup day, summer park activities, and work with owners of rental properties to improve buildings and close drug houses. Willamalane developed a neighborhood garden and received a Community Development Block Grant (CDBG) from the City of Springfield for tree planting and lighting in Meadow Park.

In this Comprehensive Plan, the District pledges to continue partnerships with both the public and private sector to maximize the benefits delivered to residents for each dollar of public investment.



*Springfield Holiday Parade*



*Face painting at the Children's Celebration*

### **SCHOOL DISTRICT/WILLAMALANE COLLABORATION**

Willamalane Park and Recreation District relies on its partnership with School District 19 (SD 19) to meet community park and recreation needs. For example, SD 19 owns approximately 300 acres of land throughout the city. These School District properties play a critical role in meeting day-to-day neighborhood park needs in Springfield. SD 19 owns and operates 24 gymnasiums, which serve as Springfield's only public indoor settings for competitive sports. In addition, Willamalane and SD 19 have collaborated to ensure that all Springfield children have safe, supervised settings for play and learning after school, during holidays, and during vacation periods.

In this Comprehensive Plan, Willamalane proposes to continue to expand these collaborations and strengthen existing collaborations. One of the key strategies will be to expand the number of school/park projects in order to help meet Springfield's neighborhood park needs.

Willamalane seeks to work with the School District on a site-by-site basis to explore possibilities for school/park collaboration. This collaboration may vary widely, depending on mutual benefit and individual site constraints and

opportunities. Possibilities range from joint use to shared maintenance and coordinated master planning. The District and SD 19 currently have such sites, including Douglas Gardens School/Park, Page School/Park, and Maple School.

residents identified smaller, close-to-home neighborhood parks as one of the top improvements needed in the District. According to the Community Survey, neighborhood parks are the recreation facility most often visited by residents. There are over 19 areas of the District that do not have access to a neighborhood park, but many areas already have a school site nearby. By working with SD 19 to improve existing school sites, the District will expand the quality and quantity of recreation opportunities available in neighborhoods without costly land acquisition.

In addition to existing school sites, future school sites could be developed to maximize recreational opportunities as well as meet educational needs. Map 2 identifies priority school/park projects that will help meet neighborhood park needs in underserved neighborhoods (Chapter 4).



*Douglas Gardens Park*

### ***PARK DEVELOPMENT***

Based on the results of the Community Needs Assessment, almost 500 acres of additional parkland will be needed to serve District residents by 2022. Given this, park development will be a priority over the next 20 years. These new parks will enable the District to meet its goals of providing diverse park and recreation opportunities as well as opportunities to enjoy nature. A variety of park types will be provided, including neighborhood and community parks. Other park types, such as natural-area parks, linear parks, special-use parks and sports parks, will serve specific functions and may also help the District meet neighborhood and community park needs in constrained areas. Willamalane's park classification system is described in Appendix C.

Given the great need for additional parks, potential projects were prioritized to provide diverse recreation opportunities and serve all areas of the community. These projects were included in a two-phase, 12-year capital improvement plan. A few of the significant park development projects that will be implemented in the next 12 years are highlighted below:

- ***32nd Street Community Sports Park:*** Willamalane has partnered with the City of Springfield, as well as with private and non-profit organizations, to launch the development of a community sports park. The site will provide needed competitive sports facilities and will help meet some community park needs in the south planning sub-area.
- ***Glenwood Riverfront Park:*** As the Glenwood area is revitalized, Willamalane has an opportunity to expand the popular Willamette River riverfront park system. This system, which includes multiuse trails, picnic

and active recreation areas, and river access, is one of our most significant regional recreation resources. The park will also expand recreation opportunities for Glenwood residents, who currently have limited access to close-to-home parks.

- ***Jasper-Natron Area Parks:*** Willamalane hopes to work with the City and developers to develop adequate neighborhood and community parks in the quickly-developing Jasper-Natron area. As a result, parks and recreation will be an integral part of this new area.

Additional projects that protect natural areas and support nature-related recreation are described in the Natural Area Parks, Linear Parks, and Trails section. A complete list of Willamalane's 20-year Comprehensive Plan projects is provided in Chapter 4. Chapter 5, Capital Improvement and Operations Plan, highlights all new park acquisition and development projects that will be implemented during the first 12 years of the Plan.



*Bob Artz Memorial Park*

### **COMMUNITY CENTER**

For many years, the District has documented the need for a community center that serves as a gathering place and site for recreation programs. The Comprehensive Plan's Community Needs Assessment confirms and reiterates this need.

The Memorial Building was constructed in 1951. It is not built to current code and many of its systems have exceeded their design life. The second floor, which houses many programs, is not accessible to community members with disabilities. The gymnasium is too small to be programmed for league play. Continued investment is needed to keep the building functioning, and the extensive remodeling required to address current design, health, and safety issues would likely be cost prohibitive. The downtown location does not allow for expanded parking or outdoor amenities. The 17,200 sf building is small in size when compared to most modern community centers, and there isn't adequate space to expand recreation programs to keep pace with population growth.



*Pancake breakfast at the Willamalane Adult Activity Center*



*Diverse recreational opportunities*

Not surprisingly, *develop a multiuse community center* was selected as one of the top five major projects that is needed in Springfield during the Community Needs Assessment process. A community center could help the District meet the needs of many residents, including youth, seniors, and families.

To create a focal point for community pride and a site for expanded recreation programs, Willamalane proposes to develop a new community center no later than 2015. The project will require the passage of a general obligation bond, which could be pursued as soon as adequate community support is obtained. The community center also may house Willamalane administrative office space, replacing the current Administration Center. Achieving this long-term dream will help the District meet many of the goals outlined in this Plan.



## Chapter Three

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### **NATURAL-AREA PARKS, LINEAR PARKS, AND TRAILS**

Natural areas, linear parks, and trails enhance the livability and character of a community by preserving habitat and open space. Natural areas also provide opportunities for passive outdoor recreation, such as hiking and wildlife viewing. Willamalane residents value their natural environment and outdoor recreation activities. Providing opportunities to enjoy nature and the outdoors was noted as the second most important benefit (out of 11) the District provides to residents, according to the Community Needs Assessment. Walking for pleasure is the most desired activity of community members and off-street bicycle paths and trails are the most desired outdoor recreation facility.

Many of Willamalane's existing natural areas could have additional recreation facilities that support outdoor recreation, such as seating and trails. Trails and bikeways are popular with planning area residents. There is a demand for more trails in the District, and existing trails are well-used.

According to the Community Needs Assessment, Willamalane has a smaller inventory of natural-area parks than many other jurisdictions in the state. To meet District goals of providing opportunities to enjoy nature and preserving the natural environment, the District proposes to develop additional natural-area parks, linear parks, and trails in this Comprehensive Plan. A number of these projects will be developed in partnership with the City of Springfield. A complete list of projects that will connect residents with their natural environment during the first 12 years of Plan implementation is provided in Chapter 5. Projects include:

- *Booth-Kelly/Millpond Natural-Area Park*: the development of a natural-area park at Springfield's historic Millpond site, including multiuse trail development and habitat restoration.
- *Middle Fork Willamette Path*: the development of a multiuse path along the Willamette River connecting Dorris Ranch, the Georgia-Pacific property, and Clearwater Park.
- *Weyerhaeuser McKenzie Natural-Area Park*: preserving and providing public access to one of the most significant natural areas in Springfield.



*Clearwater Park*

### **PARK AND FACILITY REHABILITATION**

Willamalane residents recognize the importance of maintaining existing recreation resources as well as developing new parks and recreation facilities. During the Community Needs Assessment, residents rated upgrading existing parks as one of the top two major projects most needed in Springfield. In addition, most residents support maintaining the current maintenance level provided by the District.

As part of the Comprehensive Plan's Park and Facility Analysis, existing parks and facilities were evaluated and needed improvements were noted (MIG, Inc., 2002). Some of the major issues included:

- Renovations needed to comply with the Americans With Disabilities Act Guidelines;
- Improvements needed to comply with current safety guidelines; and
- Aging parks that need new site master plans to better serve the community.

Willamalane recognizes the importance of developing a park master plan with resident involvement to guide future development at each site. As improvements are made to these park sites, additional recreation facilities can be added where appropriate to meet changing park and recreation needs. These could include dog parks, skateparks, community gardens, etc.

All of Willamalane's major recreation facilities, including Willamalane Adult Activity Center, Willamalane Park Swim Center, and Lively Park Swim Center, are in need of long-term improvement plans

to effectively serve the community in the future. These may include the addition of new recreation attractions to encourage participation. As noted previously, the Memorial Building Community Center is targeted for replacement, but will need renovations to continue functioning until replacement occurs. In addition, Willamalane's Administration Center and Park Services Center are in need of renovation or replacement to continue to serve the growing needs of the District.

With this Comprehensive Plan, Willamalane will move forward with the community mandate to maintain and improve its existing parks and recreation facilities. Generally, it is more cost efficient to rehabilitate existing park and recreation facilities than to replace them with new facilities. With the goal of providing diverse and safe parks and recreation facilities, the Comprehensive Plan outlines many improvements to Willamalane's existing parks and valued recreation facilities within the first 12 years of Plan implementation. For a complete list of these improvements, see Chapter 5.



*Skatepark development at Willamalane Park*

## Chapter Three

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### **RECREATION SERVICES PLAN**

To achieve its vision of the future, Willamalane will strive to offer recreation programs and services that respond to District needs, strengthen families and the community, and encourage healthy lifestyles.

According to the results of the Community Needs Assessment, community members desire many benefits from recreation participation. The following desired benefits can be provided to the community through carefully designed recreation programs:

- Promote youth development;
- Provide enriching family experiences;
- Promote well-being, health, and wellness;
- Provide opportunities to enjoy nature;
- Increase cultural understanding;
- Support the well-being of seniors and persons with disabilities; and
- Provide opportunities to experience play and recreation.

However, to effectively deliver these benefits, a detailed plan for future service delivery must be produced. This plan will further outline service goals, strategies for achieving these goals, anticipated outcomes and evaluation procedures, operations requirements, and financing. It will integrate facility planning, such as the replacement of the Memorial Building Community Center, with a delivery plan for programs and services.

Willamalane will develop a Recreation Services plan during the first phase of Comprehensive Plan implementation (Chapter 5). It will reflect concepts that were identified by the community during the needs assessment process, including:

- *Partnerships are essential for effective service delivery.* Willamalane will continue to emphasize cooperative efforts with the City of Springfield, School District 19, non-profit agencies, private providers, and corporate partners to improve services and maximize efficiency and convenience.
- *Youth development is a critical concern of the Springfield community.* Willamalane will partner with other agencies to develop a comprehensive strategy for fostering youth development during out-of-school times, such as mornings, afternoons, holidays, and summertime.
- *Willamalane plays an essential role in creating a sense of community in Springfield.* The District will continue to provide activities and programs that bring neighborhoods and the community together.



*Springfield is getting more diverse*

- *Willamalane must respond to new trends and changing community demographics, such as the growth of the senior population.* Willamalane will strive to increase cultural understanding among all community members and serve Springfield's diverse population, including its growing Latino community, seniors, and people with disabilities. Programs and services will be updated as demand changes.
- *Willamalane provides residents with opportunities to enjoy nature and the outdoors -- one of the top benefits desired by the community.* Willamalane will expand outdoor recreation activities and volunteer programs to foster environmental awareness. Introducing residents to these activities is an essential part of creating stewards who will be our partners in protecting priceless open spaces for the generations that follow.



*Aquatics play swims*

### ***MAINTENANCE AND OPERATIONS***

The role of maintenance staff in parks and recreation agencies across the country is growing and changing. Maintenance staff are not only stewards of Willamalane's many community resources, their work keeps parks and recreation facilities safe, accessible, and ready to support community recreation activities. Willamalane's park and facility maintenance staff will play an important role in implementing many of the key Comprehensive Plan improvements highlighted in this chapter, including the following:

- ***Natural Areas:*** Willamalane currently manages many of the most significant natural areas in Springfield and plans to acquire additional natural areas as part of this Comprehensive Plan. Willamalane staff will develop and implement natural resource management plans that outline sound management practices that not only maintain but also restore significant resources as part of the community legacy.
- ***Park and Facility Rehabilitation:*** Many improvements noted in this Plan will be completed by Willamalane staff as well as by private contractors. Willamalane staff's ongoing stewardship of existing parks is a critical concern of the community, as noted in the Community Needs Assessment.
- ***Community Partnerships:*** Willamalane staff promote community stewardship of parks and facilities by expanding volunteer and Adopt-A-Park programs. While these programs often leverage District dollars and play an important role in educating community members about the value of our parks, they require significant

staff coordination and supervision. The ongoing presence of maintenance staff in our parks and facilities creates frontline ambassadors for the District, enhancing the connection between District staff and the people they serve.

- ***Park Development:*** As our park system grows, Willamalane park maintenance staff will participate in park planning and development, contributing their knowledge to help ensure that new parks and facilities are designed for ease of maintenance as well as participating in construction projects.

As noted in the Community Needs Assessment, District residents would like to maintain the current level of park and facility maintenance. To do so in spite of the growing responsibilities outlined above and as new parkland and facilities are acquired, the ratio of maintenance staff to park acres must be maintained or expanded. As outlined in Chapter 5, more funding will be needed. Developing a detailed plan of action to fund maintenance and operations as the District grows is important for successful implementation of this Comprehensive Plan. This financial plan will describe how the District will pay for the additional operational impacts of new development.



*Mowing at the Adult Activity Center*

## STRATEGIES AND ACTIONS

This chapter describes strategies and actions for enhancing parks, open space, recreation facilities, and programs in Willamalane's planning area. The strategy categories are:

- Parks and Open Space;
- Community Recreation and Support Facilities;
- Rehabilitation;
- Park and Facility Operations;
- Recreation Programs and Services; and
- Management and Communications.

Strategies and actions were developed based on the Community Needs Assessment completed in August 2002 as part of the Park and Recreation Comprehensive Plan. Each strategy category includes a statement in italics that describes the strategy's purpose and a list of policies that will be implemented to achieve Willamalane's vision for the future:

***We enhance quality of life in our community through people, parks, and programs.***



*Family recreation opportunities*

Tables listing actions for each strategy area are provided at the end of this chapter. These action tables represent Willamalane's 20-year Comprehensive Plan. The highest priorities were incorporated into a 12-year Capital Improvement and Operations Plan that outlines potential improvements throughout the Willamalane Park and Recreation District (Chapter 5).

Willamalane's 20-year Comprehensive Plan is illustrated in Map 2 (Existing and Proposed Park and Recreation Resources) and Map 3 (Existing, Planned, and Proposed Multiuse Paths and Bikeways). These maps do not include special projects or rehabilitation of existing parks and facilities. Map project numbers correspond to project numbers in Tables 1-10.

### ***PARKS AND OPEN SPACE***

*Provide parks, open spaces, river access, and pathways, while respecting private property rights.*

A1. Work with School District 19 to create school/park complexes where parks abut schools and to optimize the use of other school sites for public recreation, especially in areas that are underserved by neighborhood parks.

A2. Work with School District 19 when siting and developing future parks and schools to create school/park facilities best suited to meet the community's needs, where consistent with the goals and standards of this Plan.

A3. Work with the City to encourage the private provision of quality parks, urban plazas, trails, linear parks, rooftop open space, and other amenities in private developments, where consistent with the goals and standards of this Plan, the provisions of the Springfield Development

Code, and other applicable codes and standards.

A4. Work with the City, Oregon Department of Transportation (ODOT), and other agencies to improve safe pedestrian access to parks, such as across Centennial and Mohawk Boulevards to Willamalane Park; across Pioneer Parkway to Meadow Park; and across Jasper Road to Douglas Gardens Park.

A5. Balance the need to provide new parks and facilities with the need to protect and preserve public investment in existing parks and facilities.

A6. Provide a variety of basic facilities in District parks, such as signage, park benches, shelters, picnic tables, playgrounds, and playfields.

A7. Explore opportunities for developing dog parks to meet this growing need.

A8. Explore developing a regional-scale children's playground in a community park.

A9. Develop play areas that meet the safety requirements and developmental requirements of preschool and school-age children.

A10. Develop more rental facilities, such as meeting space, wedding sites, and picnic areas, that can generate revenue and provide an important service to the community.

A11. Work with agency partners to provide all-weather sports fields where appropriate.

A12. Work with Lane County and other recreation providers to improve boating and fishing access.

A13. Consider operations impacts when acquiring and developing new parks and facilities.



*Robin Park*

### **Neighborhood Parks**

A14. Develop a system of neighborhood parks that provides basic park and recreation opportunities, such as sports fields, courts, play areas, picnic facilities, and pathways.

A15. Ensure an equitable distribution of neighborhood parks throughout the District.

A16. Adopt a standard of two acres per 1,000 population for neighborhood parks.

A17. Adopt a service-area radius of  $\frac{1}{4}$  to  $\frac{1}{2}$  mile for neighborhood parks. Take into consideration major streets, railways, topography, and rivers, which can pose additional barriers to safe and convenient park access for pedestrians.

A18. Pursue joint land acquisition opportunities with partner agencies, such as School District 19, when planning for neighborhood parks in developing areas.

INSERT MAP 2



BACK OF MAP 2

INSERT MAP 3

BACK OF MAP 3

A19. Pursue acquisition and development of other park types, such as community and natural-area parks, when suitable parcels for neighborhood parks cannot be obtained to meet neighborhood park needs.

A20. Develop partnerships with public agencies, developers, and property owners to help meet neighborhood park needs in served, as well as underserved, areas.

A21. Consider acquiring neighborhood parks that are less than the proposed average size in areas where only limited parcels are available.

A22. Pursue agreements to provide public access to privately owned open space, such as hospitals, churches, and private developments, to help mitigate neighborhood park deficiencies.

A23. Pursue redevelopment opportunities for development of neighborhood parks in underserved areas where vacant land is not available and partnerships are limited, such as the following underserved areas in the Central planning area (C1, C2, C3) and East planning area (E4).

A24. Provide neighborhood park amenities as waysides in linear parks and in other park types to expand opportunities to meet community needs.

A25. Provide appropriately-scaled interpretive and recreational features in neighborhood parks, such as an arboretum of preferred street trees, native plant garden, and interpretive signage, etc., to increase use and meet neighborhood needs.

*Table 1 lists proposed actions relating to neighborhood parks.*



*Willamalane Park – Community Park*

**Community Parks**

A26. Develop a system of community parks that provides active and passive recreation opportunities for all residents and accommodates large group activities.

A27. Ensure an equitable distribution of community parks throughout the District.

A28. Adopt a standard of two acres per 1,000 population for community parks.

A29. Adopt a service-area radius of two miles for community parks.

A30. Recognize that some of the need for active and passive recreation will be provided by other park types, such as sports parks, natural-area parks, special-use parks, and linear parks. Pursue acquisition and development of other park types to provide for specific community needs when suitable parcels for community parks cannot be obtained.

A31. Pursue joint land acquisition opportunities with partner agencies, such as School District 19, when planning for future community park needs in developing areas.

A32. Develop public and private partnerships to help meet community park needs in served, as well as underserved, areas.

*Table 2 lists proposed actions relating to community parks.*

### **Other Parkland**

A33. Develop a system of other park types, including natural-area parks, linear parks, special-use parks, and sports parks that provide active and passive recreation opportunities for all residents and preserve natural and historic areas for the enjoyment of future generations.

A34. Adopt a standard of ten acres per 1,000 population for other park types to allow maximum flexibility in responding to community needs and acquisition opportunities.



*Eastgate Woodlands – Natural-Area Park*

### **Natural-Area Parks**

A35. Consider unique and significant natural areas for acquisition and development, as appropriate.

A36. Acquire and develop a system of natural-area parks that protects, conserves, and enhances elements of the natural and historic landscape that give the region its unique sense of place.

A37. Develop comprehensive natural resource management plans for natural areas as a basis for making acquisition, development, and restoration decisions.

A38. Provide opportunities for nature-based recreation, such as wildlife viewing, fishing, hiking, bicycling, etc.

A39. Protect and enhance a variety of habitat types within Willamalane's park and open space system, including upland and wildlife communities such as oak savanna, wetlands, upland prairie, and riparian forest.

A40. Work with others, as appropriate, to acquire significant natural areas. Priorities include:

- Large parcels;
- Sites that provide uninterrupted corridors that link parks, schools, habitats, and natural-resource areas;
- Sites with high outdoor recreation potential;
- Sites that serve as greenbelts or urban buffers; and
- Sites that provide significant views.

A41. Work with other agencies and providers to support conservation and acquisition of nearby key regional natural-resource areas.

A42. Coordinate with other agencies and providers to protect riparian areas and floodplains along creeks and rivers within Willamalane's park and open space system.

A43. Explore the feasibility of a wetland mitigation banking program at District park sites.

A44. Work with other agencies and providers to encourage the development of appropriate recreation amenities in nearby regional natural areas where appropriate.

A45. Orient riverfront parks to the rivers and their natural resource values; support water-related recreation activities where appropriate.

A46. Develop and manage parks and facilities to protect and enhance wetlands, waterways, and water quality, and to take advantage of their natural amenities and recreation values.

A47. Incorporate natural resource enhancement into plans for park and facility development where appropriate.

A48. Use environmentally-sustainable park development and management practices.

A49. Work with the City and developers to coordinate park and open space planning with planning for stormwater, wetlands mitigation/protection, multipurpose trails, and natural-resource conservation, as appropriate.

A50. Continue to participate in the TEAM Springfield-sponsored Mill Race Ecosystem Restoration Project, representing public recreation and education interests.

*Table 3 lists proposed actions relating to natural areas.*



*West D Street Greenway – Linear Park*

### **Linear Parks and Trails**

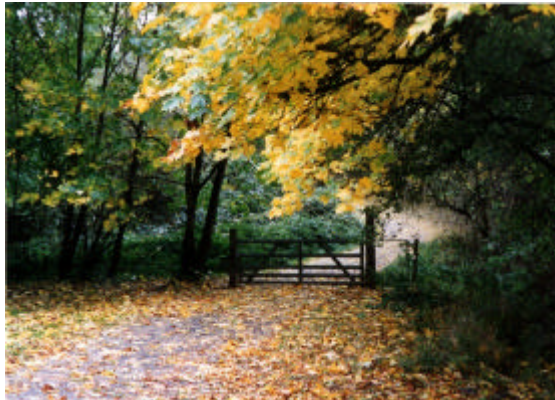
A51. Develop linear parks and trails that preserve open space and provide opportunities for trail-oriented activities, such as walking, running, biking, skating, etc. Linear parks also may provide neighborhood recreation facilities when adequate space is available.

A52. Be sensitive to key issues such as privacy, security, and property rights when planning and developing linear parks and pathways.

A53. Work with partner agencies, including the City of Springfield, ODOT, and other jurisdictions, to implement bicycle and multiuse trails recommended in the City of Springfield Bicycle Plan and TransPlan.

A54. Work with City of Springfield and other affected agencies to evaluate the feasibility of proposed multiuse paths and, where feasible, to include the paths in future TransPlan updates.

A55. Connect schools, parks, and other community destinations with linear parks, bikeways, and trails where feasible.



*Dorris Ranch – Special-Use Park*

A56. Work with the City of Springfield to encourage the development of linear parks as part of new residential, commercial, and industrial development.

A57. Work with Lane Transit District and the City of Springfield to develop plans for a multiuse pathway in conjunction with the Bus Rapid Transit (BRT) program.

A58. Work with Weyerhaeuser to enhance use of, and access to, the Weyerhaeuser Haul Road as a recreational corridor.

A59. Coordinate with other agencies and providers to encourage the acquisition and development of a regional trail system.

*Table 4 lists proposed actions relating to linear parks and trails.*

### **Special-Use Parks**

A60. Provide special-use parks that support specific recreation activities, and/or that have unique features, such as viewpoints, boating and fishing facilities, scenic areas, and historic sites.

A61. Work with partner agencies, such as the City of Springfield and Lane County, to protect and enhance important scenic and historic sites.

A62. Redesign and improve existing special-use parks to maximize the benefit that these parks provide to residents and to the region, as needed.

A63. Develop and manage Dorris Ranch as a unique, historic natural area and recreational resource.

A64. Investigate needs and opportunities for recreation facilities and programs to serve growing industrial and commercial areas.

*Table 5 lists proposed actions relating to special-use parks.*

### **Sports Parks**

A65. Provide sports parks that are suitable for league and tournament sports. These parks may have other park amenities, such as play areas, picnic facilities, natural areas, and trails.

A66. Work with partner agencies to help meet demand for outdoor sports facilities.

*Table 6 lists proposed actions relating to sports parks.*



*Bob Artz Memorial Park – Sports Park*

## **COMMUNITY RECREATION AND SUPPORT FACILITIES**

*Provide community recreation and support facilities that facilitate a wide variety of activities, create community gathering places, and enhance community pride.*

B1. Strive to build multiuse facilities with flexible, adaptable, programming space whenever feasible.

B2. Explore opportunities for developing an interim facility to replace office and program space at the Memorial Building Community Center until a new community center can be constructed.

B3. Develop a multipurpose recreation facility/center that includes, among other things:

- Program space for all ages, including youth and seniors;
- Offices for Administration and Program Staff;
- Multiuse rooms/multiuse facility;
- Concessions, such as a coffee shop; and
- Gymnasium.



*Lively Park Swim Center*

B4. Provide adequate facilities for Park Services to keep pace with the District's growing park and facility inventory.

B5. Develop and maintain partnerships to increase indoor recreation opportunities for Willamalane programs.

B6. Work with cooperative partners to increase gymnasium space for Willamalane programs.

*Table 7 lists proposed actions relating to community recreation and support facilities.*

## **REHABILITATION**

*Upgrade and revitalize existing parks and recreation facilities to provide recreation opportunities, protect recreation resources, improve the environment, enhance user safety, and improve accessibility for people with disabilities.*

C1. Develop or update master plans for all parks before making any significant improvements.

C2. When renovating existing parks, provide a variety of basic facilities, such as signage, park benches, shelters, picnic tables, playgrounds, and playfields.

C3. Continue to standardize site furnishings provided at parks for ease of maintenance.

C4. Continue to emphasize safety and accessibility when renovating existing parks and recreation facilities.

C5. When renovating existing parks or developing new site master plans, add facilities that expand recreation opportunities, such as skateparks, dog parks, basketball courts, sand volleyball courts, rental facilities, fishing access, and playfields, as appropriate.

C6. Develop accessible pathways and multiuse trails in existing and future parks, where appropriate.





*Eastgate Woodlands rehabilitation*

C7. When renovating recreation facilities, add features that improve functionality and recreation opportunity.

C8. Renovate Willamalane Adult Activity Center, Lively Park Swim Center, and Willamalane Park Swim Center, as needed, to maintain their roles as focal points for community recreation.

*Table 8 lists proposed actions relating to rehabilitation of parks and facilities.*

### **PARK AND FACILITY OPERATIONS**

*Manage park, open space, and community facilities to promote recreation, user safety, and sustainable environmental practices; and to protect public investment.*

D1. Continue to meet or exceed park maintenance standards.

D2. Implement maintenance and operations programs that maintain and enhance natural resources and minimize disturbance to natural vegetation and critical wildlife habitats.

D3. Use sustainable environmental practices.

D4. Manage natural-area parks, and natural areas in other parks, both for

natural-resource values and passive recreation.

D5. Continue to emphasize public safety and security in the design and operations of District parks, open spaces, and facilities.

D6. Increase natural-resource management expertise through partnerships, hiring, and staff development.

D7. Manage natural areas to protect unique environments, including the removal of invasive, exotic vegetation.

D8. Retain, replace, and introduce native plants wherever appropriate.

D9. Manage vegetation in scenic areas and at overlooks to preserve and maintain important views and scenic qualities.

D10. Emphasize safe pest-management techniques that use sound environmental practices.

D11. Continue partnerships with the City and others to improve and maintain the urban forest.

D12. Continue to facilitate and encourage the formation of adopt-a-park groups for each park and facility.

D13. Involve Park Services Division staff in park planning and design.

D14. Develop a routine preventive maintenance programs for all District facilities, equipment, vehicles, and other assets.

D15. Regularly assess long-term maintenance, repair, and replacement needs for all District facilities.

D16. Coordinate with the City to successfully implement stormwater Best Management Practices to assist in meeting State and Federal water-quality standards and Endangered Species Act requirements.

*Table 9 lists proposed actions relating to Park and Facility Operations.*

**RECREATION PROGRAMS AND SERVICES**

*Offer recreation programs and services that respond to District needs, strengthen families and the community, and encourage healthy lifestyles.*

E1. Provide diverse community-driven recreation services that:

- Promote youth development;
- Provide enriching family experiences;
- Promote well-being, health, and wellness;
- Provide opportunities to enjoy nature;
- Increase cultural understanding;
- Support the well-being of seniors and persons with disabilities; and
- Provide opportunities to experience play and recreation.

E2. Establish a delivery system that provides equal access to these services for all residents through a variety of community facilities, including:

- Community centers;
- Aquatic facilities;
- Schools; and
- Facilities provided by private and commercial providers and partner agencies.

E3. Provide services to all residents, including the following core programs:

- Preschool and elementary programs;
- Teen programs;
- Adult and senior programs;
- Aquatics;
- Fitness;
- Community athletics;
- Specialized recreation;
- Drop-in activities;
- Special events; and
- Information and referral.

E4. Be adaptable in order to best meet the changing needs of the community and identify new core programs as community needs change.

E5. Continue to provide community centers to augment recreation programs based on District needs and interests.



*Community Athletics*

E6. Continue to emphasize cooperative efforts with the City of Springfield, School District 19, non-profit agencies, private providers, and corporate partners to improve services and maximize efficiency and convenience.

E7. Partner with other agencies to develop a comprehensive strategy for fostering youth development during out-of-school times, such as mornings, afternoons, holidays, and summertime.

E8. Continue to develop Willamalane's role in the community in providing job training and work experience for youth.

- Increase community awareness about Willamalane's employment opportunities for youth; and
- Work with Lane Community College, the University of Oregon, and School District 19 to expand internship opportunities at Willamalane.

E9. Cooperate with partner agencies to establish computer centers at public facilities, and to provide residents with computer access and information and referral services, where feasible.

E10. Adapt programs for seniors and adults (50+), in response to changing demographics.

E11. Increase community awareness about recreation opportunities for adults provided by Willamalane and partner agencies.

E12. Continue to improve services for people with disabilities and expand integration efforts.

E13. Increase activities and programs that bring neighborhoods and the community together.

E14. Increase access to services for the growing Latino population.

E15. Expand outdoor recreation activities and programs that foster environmental awareness and stewardship.

E16. Provide drop-in activities that respond to residents' active, busy lifestyles.

E17. Offer programs at a range of costs (free, low cost, etc.) and implement strategies to ensure program affordability, such as an expanded scholarship program.

E18. Evaluate existing programs on an ongoing basis in relationship to changing community needs, attendance, and achievement of program outcomes. Adjust services to meet community needs.

E19. Evaluate existing levels of self-support achieved in program areas consistent with Willamalane's adopted Fees and Charges Policy.

E20. Aggressively promote and market revenue-generating programs.

E21. Continue pursuing alternative funding for out-of-school-time initiatives.

E22. Complete a long-term Recreation Services delivery plan.

*Table 10 lists proposed actions relating to recreation programs and services, and management and communication.*

## **MANAGEMENT AND COMMUNICATION**

*Manage the District in a sound, responsible manner that emphasizes effective stewardship of public resources, partnerships and joint ventures, and expanded staff and community involvement.*

### **Districtwide Administration**

F1. Maintain involvement with TEAM Springfield, which includes Willamalane Park and Recreation District, the City of Springfield, School District 19, and SUB.

F2. Consider joint-venture opportunities with other recreation providers in the area.

F3. Continue developing a Districtwide alternative revenue/grant program to acquire additional revenue.

F4. Provide parks and facilities that provide a variety of active and passive recreation opportunities to meet the needs of residents.



*Willamalane Administration Center*

F5. Increase the District's commitment to natural resource management and developing natural resource expertise.

F6. Pursue and maintain partnerships with the City and other public, private, and non-profit organizations to acquire, develop, and maintain parks, open space, and recreation facilities.

### **Planning and Development**

F7. Acquire parkland in advance of need and in accordance with identified community priorities.

F8. Pursue redevelopment, as well as acquisition opportunities, to acquire needed land for future parks, such as surface parking lots, old retail areas, etc.

F9. Work with all interested parties to acquire and preserve open space for future generations.

F10. Coordinate efforts with other appropriate agencies related to "Rivers to Ridges," the Metropolitan Regional Parks and Open Space Study.

F11. Emphasize coordination with TEAM Springfield and other agency partners when developing new public resources, such as parks, schools, and public spaces.

F12. Continue to collaborate with the City in implementing community planning and economic development objectives, such as downtown redevelopment, planning for new development, and refinement planning for existing neighborhoods.

F13. Expand collaboration with the City and other involved agencies in citywide planning for tourism, open space, wetlands, trails and bikeways, and other efforts focused on improving quality of life.

F14. Work with the City to assure Willamalane's compliance with applicable statewide planning goals.

F15. Ensure safe and convenient access to parks, open space, and recreation facilities, including access for persons with disabilities, bicycles, pedestrians, and users of public transportation.

F16. Work with partner agencies to ensure that all new parks and facilities meet the Americans with Disabilities Act (ADA) requirements.

F17. Update the District's ADA transition plan for existing parks and facilities.

F18. Work with appropriate agencies to integrate Willamalane's pedestrian and bicycle network with other city, metropolitan, and regional plans, such as the City of Springfield Bicycle Plan and TransPlan.

F19. Work with Lane Transit District to provide convenient transit access to existing and future District parks and recreation facilities.

F20. Develop long-term plans for District community recreation facilities and support facilities.

F21. Develop long-term plans for rental facilities owned by the District.

F22. Encourage collaboration with private landowners and the development community to advance joint goals of park, recreation, and open space acquisition and development.

F23. Minimize the impacts of parks and community facilities on adjacent development, including impacts of noise, traffic, and lights.

F24. Coordinate location and site design of parks and recreation facilities with schools, fire stations, libraries, and other public facilities where possible to effectively and efficiently provide service.

F25. Work with the City to develop appropriate methods of addressing adequate provision of parks and open spaces through the development review process.

F26. Explore the feasibility of establishing additional trails in conjunction with public utility and mass transit corridors, and along abandoned railway and road rights-of-way.

F27. Balance long-term, communitywide interest with the interests of neighborhoods and individuals when planning the District's park, recreation, and open space system.

F28. Continue to coordinate with Springfield Utility Board regarding joint use opportunities on Willamalane and SUB properties, as appropriate.

F29. Continue to work with Springfield Utility Board to explore the mutual benefits of providing water for irrigation through on-site wells.

F30. Assess community needs and update the District's Comprehensive Plan every five years to respond to changing trends.



*Community Involvement*

**Public Information and Community Involvement**

F31. Update District marketing plans in order to increase public awareness and use of parks, recreation facilities, and programs and services.

F32. Continue to emphasize community involvement and volunteerism to involve individuals, groups, and businesses in the planning, design, operation, and programming of parks and recreation facilities.

F33. Implement marketing strategies to increase District awareness and participation among targeted groups, focusing on the benefits provided by participation.

F34. Work with the City to support community-based crime prevention.

F35. Increase efforts to inform residents about the benefits of parks and recreation and the value of District natural, historic, and recreation resources.

F36. Emphasize inclusivity and ethnic diversity in District communications, programs, and policies.

F37. Increase efforts to inform Latino residents of District programs and services, including providing opportunities for staff to learn Spanish.

**Personnel**

F38. Regularly evaluate the employment needs of the District.

F39. Commit to developing a work environment that promotes trust, respect, open communication, and teamwork between all levels of staff.

F40. Coordinate a Districtwide staff development and training program.

F41. Further develop a coordinated volunteer recruitment, training, and recognition program.

F42. Work with governmental partners to share technology resources.

F43. Keep pace with current and new technology.

F44. Stay competitive in the job market in order to attract and retain quality employees.

*Table 10 lists proposed actions relating to recreation programs and services, and management and communication.*

**TABLE 1: NEIGHBORHOOD PARKS**

	Planning Sub-area <sup>a</sup>	Project Name	Action
<b>North</b>			
1.1	North	Gamebird School/Park Master Plan	Develop a master plan for the park and adjacent SD 19 property that provides for continuing interim joint uses, such as the FOOD for Lane County Youth Garden, and for long-term use as a school/park.
1.2	North	Page School/Park Improvements	Continue working with SD 19 to optimize use of Page Elementary School grounds and Page Park for public recreation. (See <i>Park and Facility Analysis</i> p. D-35.)
1.3	North	Yolanda/Briggs/Pierce School/Park	Work with SD 19 to develop and implement a school/park master plan for the Pierce property and adjacent Briggs and Yolanda School grounds that provides for coordinated development and optimizes outdoor recreation opportunities.
1.4	North	Pierce property Expansion	Investigate expansion of the park onto the vacant land to the south.
1.5	North	EWEB Path Neighborhood Park Improvements	Pursue opportunities to improve the EWEB bicycle path and develop park facilities on adjacent land to help meet neighborhood park needs (e.g., the Pierce property).
1.6	N1	RiverBend Area Parks and Open Space	Work with the City and property owners to: 1) evaluate the need for a neighborhood park and/or riverfront park; 2) help meet neighborhood park needs by providing park and recreation facilities in the RiverBend development; and 3) ensure adequate public access to these facilities. (Also see Table 5.)

<sup>a</sup> Symbols (e.g., N1, W1, etc.) refer to neighborhood park underserved area reference numbers. See Appendix A, Map 5.

**Table 1: Neighborhood Parks (continued)**

<b>North</b>			
1.7	N2	Pacific Park Subdivision Neighborhood Park	Work with the City and property owners to acquire a portion of the Pacific Park subdivision's common open space area and to develop and operate that area as a neighborhood park.
<b>West</b>			
1.8	West	Centennial School/Park	Pursue a partnership agreement with SD 19 to optimize use of Centennial Elementary School grounds for public recreation.
1.9	West	West By-Gully Area Neighborhood Park	Pursue acquisition of vacant land near the west end of the By-Gully Bike/Jogging Path for development of neighborhood park facilities.
1.10	W1	Rainbow Drive School/Park	Pursue a partnership agreement with SD 19 for interim recreational use of the Chase School site, and for future development as joint school/park complex.
1.11	W1	Wet Weather Management Site Neighborhood Park Improvements	Explore amending the existing partnership agreement with the Metropolitan Wastewater Management Commission (MWMC) to develop additional neighborhood park amenities at the surge basin site.
1.12	W2	East By-Gully Area Neighborhood Park	Pursue vacant land and redevelopment opportunities near the eastern portion of the By-Gully Bike/Jogging Path in order to develop a neighborhood park in this underserved area.



**Table 1: Neighborhood Parks (continued)**

<b>Central</b>			
1.13	C1	Brattain School/Park	Pursue a partnership agreement with SD 19 to optimize use of Brattain Elementary School grounds for public recreation.
1.14	C2	Moffitt School/Park	Pursue a partnership agreement with SD 19 to optimize use of Moffitt Elementary School grounds for public recreation.
1.15	C2	West Mohawk Area Neighborhood Park	Pursue vacant land acquisition and redevelopment opportunities in order to develop a neighborhood park in this underserved area.
1.16	C3	Maple School/Park	Reinforce the existing partnership agreement with SD 19 to optimize use of Maple Elementary School grounds for public recreation.
1.17	C3	East Mohawk Area Neighborhood Park	Work with the City to develop the 18 <sup>th</sup> and H property as a neighborhood park in this underserved area.
1.18	C4	Adams Plat Area Neighborhood Park	Pursue vacant land acquisition and redevelopment opportunities in order to develop a neighborhood park in this underserved area.
1.19	C5	Riverbend School/Park	Pursue a partnership agreement with SD 19 to optimize use of Riverbend Elementary School grounds for public recreation.
<b>East</b>			
1.20	East	Fort Park Expansion/Access Improvements	Investigate needs and opportunities to expand Fort Park and to improve access from the west.

**Table 1: Neighborhood Parks (continued)**

<b>East (continued)</b>			
1.21	E1	North Jasper-Natron Area Neighborhood Park	Collaborate with the City and developers to pursue acquisition and development of a neighborhood park, coordinated with and connected by natural-area/linear parks.
1.22	E2	South Jasper-Natron Area Neighborhood Park	Collaborate with the City and developers to pursue acquisition and development of a neighborhood park, coordinated with and connected by natural-area/linear parks.
1.23	E3	MountainGate Area Neighborhood Park	Work with property owners to acquire and develop an integrated open space system, including a neighborhood park, natural-area parks, and a trail system, as shown in the MountainGate Master Plan development. (Also see Table 3.)
1.24	E4	Ridgeview Elementary School/Park	Pursue a partnership agreement with SD 19 to optimize use of Ridgeview Elementary School grounds for public recreation.
1.25	E4	Thurston Elementary School Park	Pursue a partnership agreement with SD 19 to optimize use of Thurston Elementary School grounds for public recreation.
1.26	E5	Thurston Hills Area Neighborhood Park	Pursue opportunities for acquisition and development of a neighborhood park in this underserved area.
<b>Southwest</b>			
1.27	Southwest	James Park Expansion	Pursue vacant land acquisition and redevelopment opportunities to better connect James Park to the surrounding neighborhood.
1.28	G1	Central Glenwood Area Neighborhood Park	Pursue opportunities for acquisition and development of a neighborhood park in this underserved area.

**Table 1: Neighborhood Parks (continued)**

<b>South</b>			
1.29	South	Mt. Vernon Area Neighborhood Park	Develop a neighborhood park at the Mt. Vernon property. (See <i>Park and Facility Analysis</i> p. D-34.)
1.30	S2	South Jasper Road Area Neighborhood Park	Pursue vacant land acquisition and redevelopment opportunities in order to develop a neighborhood park in this underserved area.
1.31	S2	Agnes Stewart School/Park	Pursue a partnership agreement with SD 19 to optimize use of Agnes Stewart Middle School grounds for public recreation.
1.32	S3	West 42 <sup>nd</sup> Street Area Neighborhood Park	Pursue opportunities for acquisition and development of a neighborhood park in this underserved area.
1.33	S4	East 42 <sup>nd</sup> Street Area Neighborhood Park	Pursue opportunities for acquisition and development of a neighborhood park in this underserved area.
1.34	S6	South 57 <sup>th</sup> Street Area Neighborhood Park	Pursue opportunities for acquisition and development of a neighborhood park in this underserved area.

**TABLE 2: COMMUNITY PARKS**

	<b>Planning Sub-area</b>	<b>Project Name</b>	<b>Action</b>
2.1	Central	Willamalane Park/SD 19 Coordination	Work with SD 19 to optimize use of adjacent Springfield Middle and High School grounds for public recreation.
2.2	Central	Willamalane Park Expansion	Work with SD 19 to explore acquisition of the eastern portion of the Springfield Middle School property, which is currently used as parkland.
2.3	East	Southeast Springfield Area Community Park	Collaborate with the City and developers to pursue acquisition and development of a community park south of Main Street in East Springfield.
2.4	East	Lively Park Master Plan and Development	Develop and implement a master plan for full improvement of Lively Park as a community park.
2.5	East	Lively Park Expansion	Evaluate needs and opportunities for expansion of Lively Park.
2.6	East	Lively/Thurston School/Park	Pursue a partnership agreement with SD 19 to optimize use of Lively Park and adjacent Thurston Middle School grounds for outdoor recreation.

**TABLE 3: NATURAL-AREA PARKS**

	<b>Planning Sub-area</b>	<b>Project Name</b>	<b>Action</b>
3.1	North	Weyerhaeuser McKenzie Natural-Area Park	Work with the City to develop a natural-area park at the Weyerhaeuser McKenzie Natural-Area site, consistent with the City's McKenzie River Oxbow Natural-Area Master Plan.
3.2	North	Weyerhaeuser McKenzie Natural-Area Expansion	Pursue opportunities for expansion of the Weyerhaeuser McKenzie Natural-Area, as appropriate.
3.3	South	Georgia-Pacific Natural-Area Park	Work with the City and Springfield Utility Board (SUB) to develop and implement a master plan for a natural-area park at the jointly owned Georgia-Pacific property.
3.4	South	Georgia-Pacific Access Improvements	Work with the City and SUB to acquire street access to the jointly owned Georgia-Pacific property.
3.5	South	Booth-Kelly/Millpond Natural-Area Park	Work with the City to develop the Booth-Kelly/Millpond area as a natural-area park.
3.6	South	Agnes Stewart Property Natural-Area Park	Work with the City and SD 19 to develop a natural-area park and outdoor classroom with access to the Mill Race at the vacant portion of the Agnes Stewart Middle School site.
3.7	South	Mount Vernon Uplands Natural-Area Park	Work with the landowner(s) to develop a natural-area park in coordination with future residential development.
3.8	E1, E2	Jasper-Natron Natural-Area Park	Collaborate with the City and developers to pursue acquisition and development of natural areas coordinated with and connecting to neighborhoods and other parks.

**Table 3: Natural-Area Parks (continued)**

3.9	E3, E5	Thurston Hills Natural-Area Park	Collaborate with appropriate partners to pursue acquisition and development of natural-area parks as opportunities arise.
3.10	East	MountainGate Natural-Area Park	Work with property owners to acquire and develop an integrated open space system, including a neighborhood park, natural-area parks, and a trail system, as shown in the MountainGate Master Plan development. (Also see Table 1.)

**TABLE 4: LINEAR PARKS AND TRAILS**

	Planning Sub-area	Project Name <sup>b</sup>	Action
<b>North</b>			
4.1	North	EWEB Bike Path Extension West (18)	Explore the feasibility of extending the multiuse path west to Laura Street (750 ft.).
4.2	North	EWEB Bike Path Extension to Guy Lee Park (via Don Street)	Work with the City and EWEB to explore the feasibility of extending the multiuse path west from Laura Street to Don Street (along utility corridor).
4.3a	North	EWEB Bike Path Extension [731]	Work with the City and EWEB to extend the multiuse path south to Marcola Road.
4.3b	North	Moe Mountain Linear Park	Explore the feasibility of developing a multiuse path in the former Moe Mountain property and Union Pacific Railroad corridor, connecting the EWEB Bike Path (via brief neighborhood street connection) to the 42nd Street Path.
4.4	North	SCS Channel Path	Explore the feasibility of developing a multiuse path through Guy Lee Park and along the SCS Channel.
4.5	North	McKenzie-Gateway Path (26) [759]	Work with the City and property owners to develop a 1.6-mile multiuse path bordering the McKenzie River from north end of Pioneer Parkway to Deadmond Ferry Road.
4.6	North	Gamebird Park Path [734]	Work with the City and SD 19 to develop a multiuse path between Flamingo Avenue and North Cloverleaf Loop (0.10 miles).
4.7	North	BRT Multiuse Path	Work with Lane Transit District (LTD) and the City to ensure the retention of the multiuse path South of Hayden Bridge Road, in association with the BRT Pioneer Parkway corridor.

<sup>b</sup> Number in parenthesis ( ) indicates 1998 Springfield Bicycle Plan project number AND Number in brackets [ ] indicates TransPlan project number (December 2001)

**Table 4: Linear Parks and Trails (continued)**

<b>West</b>			
4.8	West	By-Gully to Eastgate Woodlands Path	Explore the feasibility of extending the By-Gully path south along I-5 to the Eastgate Woodlands.
<b>Central</b>			
4.9	Central	By-Gully Across Pioneer Parkway [812]	Work with the City and LTD to extend the By-Gully Bike/Jog Path across Pioneer Parkway to 5th Street.
4.10	Central	By-Gully East Extension	Explore the feasibility of extending the By-Gully Bike/Jog path from 5 <sup>th</sup> to 8 <sup>th</sup> Streets.
<b>East</b>			
4.11	East	Thurston Hills Ridgeline Trail	Work with property owners (Bureau of Land Management, others) to explore the feasibility of development of a ridgeline trail in the South Thurston Hills.
4.12	East	Gay Creek Linear Park	Explore the feasibility of acquiring and developing a linear park along Gay Creek, connecting neighborhoods south of Main Street to Bob Artz Park.
4.13	East	McKenzie River Connector [753] (13)	Work with the City on development of a multiuse path between 42nd Street and 52nd Street between Eugene-Springfield Highway and the McKenzie River.
4.14	East	Weyerhaeuser Haul Road	Work with Weyerhaeuser to explore the feasibility of providing a multiuse path along the Haul Road, from the Potato Hill Summit Route through the Jasper-Natron Area.



**Table 4: Linear Parks and Trails (continued)**

<b>Southwest</b>			
4.15	Southwest	South Bank Trail A [851]	Work with the City and County to develop a multiuse path along the Willamette River from I-5 to the Springfield Bridge.
4.16	Southwest	South Bank Trail B [854]	Work with the City to develop a multiuse path along the Willamette River from the Springfield Bridge to Seavey Loop Road.
<b>South</b>			
4.17	South	Lower Mill Race Path (39) [840]	Work with the City to develop a 1.6-mile, multiuse trail along the Mill Race (South 2nd to South 28th Street).
4.18	South	Upper Mill Race Path	Work with the City and other partners to explore the feasibility of developing a multiuse path connecting Agnes Stewart Middle School to Clearwater Park via the Georgia-Pacific property and the Middle Fork Willamette Path.
4.19	South	Mill Race Connector Path (28th to 32nd) (38) [859]	Work with the City to develop a multiuse path on undeveloped land adjacent to the Mill Race from South 28th Street to South 32nd Street.
4.20	South	Middle Fork Willamette Path [21]	Work with the City and other partners to develop a multiuse path along the Middle Fork of the Willamette River connecting Dorris Ranch, the Georgia-Pacific property, and Clearwater Park.
4.21	South	Dorris Ranch Connector Path	Explore the feasibility of connecting the Middle Fork Willamette Path to the on-street bicycle system via a multiuse path through Dorris Ranch.
4.22	South	Booth-Kelly Road (40) [921]	Work with the City and Weyerhaeuser to provide a 2.1-mile multiuse path along the Booth-Kelly Road corridor from 28th Street to Weyerhaeuser Haul Road.

**Table 4: Linear Parks and Trails (continued)**

4.23	South	Springfield-Mount Pisgah Connector [960]	Work with the City to explore the feasibility of a 2.7-mile multiuse path from Clearwater Lane south to Mount Pisgah (includes bridge).
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**TABLE 5: SPECIAL-USE PARKS**

	<b>Planning Sub-area<sup>a</sup></b>	<b>Project Name</b>	<b>Action</b>
5.1	Outside	Wallace M. Ruff Jr., Memorial Park	Pursue expansion of Ruff Park and develop a master plan that expands its use as a neighborhood park and magnolia arboretum.
5.2	Outside	Wallace M. Ruff Jr., Memorial Park	Pursue a special use permit, zone change, and/or urban growth boundary expansion to address Ruff Park's status as a nonconforming use.
5.3	G2	Glenwood Riverfront Park	Pursue acquisition and development of a multiuse riverfront park in the Glenwood area.
5.4	South	Clearwater Park Expansion; Improvements	Work with the City to acquire the adjacent Vinyard property and more fully develop Clearwater Park to meet community park needs.
5.5	N1	RiverBend Area Parks and Open Space	Work with the City and property owners to: 1) evaluate the need for a neighborhood park and/or riverfront park; 2) help meet neighborhood park needs by providing park and recreation facilities in the RiverBend development; and 3) ensure adequate public access to these facilities. (Also see Table 1.)

<sup>a</sup> Symbols (e.g., N1, W1, etc.) refer to neighborhood park Underserved Area Reference Numbers. See Appendix A, Map 5.

**TABLE 6: SPORTS PARKS**

	<b>Planning Sub-Area</b>	<b>Project Name</b>	<b>Action</b>
6.1	South	32nd and Main Community Sports Park	Develop a sports park, consistent with the existing five-party (Willamalane, City, KIDSPORTS, Broad Base, Arlie & Co.) agreement, which will also help meet community park needs.
6.2	North	Guy Lee School/Park Improvements	Work with SD 19 to develop and implement a sports park master plan to optimize use of Guy Lee Park and Guy Lee Elementary School grounds for public recreation, including the undeveloped SD 19 property in the south-east corner of the park.
6.3	North	Guy Lee Park Expansion	Explore the feasibility of expanding Guy Lee Park onto adjacent land to the east.
6.4	East	Bob Artz Memorial School/Park Improvements	Work with SD 19 on design of adjacent School District property to optimize use of Bob Artz Park and the future school for outdoor recreation in order to help meet additional community park needs as the surrounding area grows.

**TABLE 7: COMMUNITY RECREATION AND SUPPORT FACILITIES**

	<b>Planning Sub-area</b>	<b>Project Name</b>	<b>Action</b>
7.1	Central	Interim Community Center	Pursue opportunities for an interim facility that could replace the office and programs housed at the Memorial Building.
7.2	Districtwide	New Community Center	Develop a centrally located, multigenerational community center to replace the MBCC, including office space for Recreation Services Division and Administration staff, and flexible program space to meet the needs of the growing community.
7.3	Districtwide	Park Services Center Replacement	Acquire property to develop a larger maintenance facility, or expand and renovate existing facility.

**TABLE 8: REHABILITATION**

	Planning Sub-area	Project Name	Action
<b>All Parks</b>			
8.1	Districtwide	Accessibility and Safety Improvements	As improvements are made, bring all parks up to current ADA and safety standards.
<b>Neighborhood Parks</b>			
8.2	Districtwide	Neighborhood Park Irrigation Improvements	Install or upgrade irrigation, as necessary, at all neighborhood parks.
8.3	North	Robin Park Improvements	Develop and implement a master plan for Robin Park per <i>Park and Facility Analysis</i> p. D-41. <sup>c</sup>
8.4	North	Royal Delle Park Improvements	Develop and implement a master plan for Royal Delle Park per <i>Park and Facility Analysis</i> p. D-42.
8.5	West	Meadow Park Improvements	Complete Meadow Park improvements per <i>Park and Facility Analysis</i> pp. D-28, 29.
8.6	West	Menlo Park Improvements	Develop and implement a master plan for Menlo Park per <i>Park and Facility Analysis</i> p. D-32.
8.7	West	McKenzie Village Playground Maintenance	Continue to work with McKenzie Village to maintain playground facility.
8.8	Central	Tyson Park Improvements	Develop and implement a master plan for Tyson Park per <i>Park and Facility Analysis</i> p. D-46.
8.9	East	Fort Park Improvements	Make improvements to Fort Park per <i>Park and Facility Analysis</i> p. D-12.

**Table 8: Rehabilitation (continued)**

8.10	East	Jesse Maine Memorial Park Improvements	Make improvements to Jesse Maine Memorial Park per <i>Park and Facility Analysis</i> p. D-23.
8.11	East	Thurston Park Improvements	Make improvements to Thurston Park per <i>Park and Facility Analysis</i> p. D-45.
8.12	South	Bluebelle Park Improvements	Develop and implement a master plan for Bluebelle Park per <i>Park and Facility Analysis</i> p. D-1.
8.13	South	Douglas Gardens School/Park Improvements	Complete master plan improvements per <i>Park and Facility Analysis</i> p. D-9.
8.14	South	Pride Park Improvements	Make improvements to Pride Park per <i>Park and Facility Analysis</i> p. D-40.
8.15	South	Willamette Heights Park/Overlook Improvements	Develop and implement a master plan for Willamette Heights Park/Overlook per <i>Park and Facility Analysis</i> p. D-53.
8.16	South	Mill Race Corridor Improvements	Work with the City to enhance recreational and natural resource values along the Mill Race corridor.
<b>Community Parks</b>			
8.17	Districtwide	Regional Playground	Develop a regional children's play area at a community park, as appropriate.
8.18	West	Island Park Improvements	Complete master plan improvements, including B Street Bridge replacement, path and entrance improvements, per <i>Park and Facility Analysis</i> p. D-19, 20.
8.19	West	Island Park Access Improvements	Work with the developers of the property to the east of the park to preserve parking, improve park entrances, and improve the park's connection to downtown Springfield.

**Table 8: Rehabilitation (continued)**

<b>Community Parks (continued)</b>			
8.20	Central	Willamalane Park Master Plan and Improvements	Update master plan and implement improvements, including picnic facilities, path system, and playground improvements, per <i>Park and Facility Analysis</i> p. D-50, 51.
<b>Linear Parks</b>			
8.21	West	By-Gully Bike/Jog Path Improvements	Develop a master plan and implement improvements per <i>Park and Facility Analysis</i> p. D-4.
8.22	West	West D Street Greenway Improvements	Develop a master plan and implement improvements per <i>Park and Facility Analysis</i> p. D-49.
8.23	North	EWEB Bike Path Improvements (18)	Resurface the trail and improve street crossings; bring up to current standards and take over management as a linear park.
<b>Special-Use Parks</b>			
8.24	West	Kelly Butte Park/Overlook Improvements	Develop a master plan and implement improvements per <i>Park and Facility Analysis</i> p. D-24.
8.25	Central	Pocket Park Improvements	Develop and implement a master plan in collaboration with SD 19 and the City per <i>Park and Facility Analysis</i> p. D-39.
8.26	South	Dorris Ranch Master Plan and Improvements	Update and implement the master plan per <i>Park and Facility Analysis</i> p. D-7, 8.
8.27	South	Dorris Ranch Facility Needs Assessment and Improvements	Develop and implement a Dorris Ranch facility needs assessment, including building renovations, as appropriate.



**Table 8: Rehabilitation (continued)**

<b>Special-Use Parks (continued)</b>			
8.28	Outside	Clearwater Park Master Plan and Improvements	Develop and implement a master plan, per <i>Park and Facility Analysis</i> p. D-5, 6.
<b>Sports Parks</b>			
8.29	East	Bob Artz Memorial Park Improvements	Complete planned improvements (jogging track, scorekeepers' loft, play structure) per <i>Park and Facility Analysis</i> p. D-2, 3.
<b>Natural-Area Parks</b>			
8.30	Districtwide	Natural Resource Master Plan and Improvements	Develop and implement a Districtwide natural resource management plan and site-specific natural resource management plans, as needed, for natural-area parks and significant natural resources within other parks, including Harvest Landing, Dorris Ranch, Clearwater Park, Eastgate Woodlands, West D Street Greenway, By-Gully Path, Island Park, Kelly Butte Park/Overlook, Millrace Park, Guy Lee Park, Lively Park, Ruff Park, Jesse Maine Park, Willamette Heights Park/Overlook, and the Georgia-Pacific property.
8.31	Outside	Harvest Landing Master Plan and Improvements	Develop and implement a site master plan and natural resource management plan in collaboration with Lane County and ODFW. (See <i>Park and Facility Analysis</i> p. D-18.)
8.32	West	Eastgate Woodlands Improvements	Complete master plan improvements, including habitat restoration. (See <i>Park and Facility Analysis</i> p. D-10, 11.)

**Table 8: Rehabilitation (continued)**

<b>Facilities</b>			
8.33	Districtwide	Accessibility and Safety Improvements	As improvements are made, bring all facilities up to current ADA and safety standards.
8.34	Central	Willamalane Park Swim Center Reserve Fund and Improvements	Develop and implement a plan and establish a reserve fund for addressing periodic repair and replacement needs, per <i>Park and Facility Analysis</i> p. D-52.
8.35	Central	Memorial Building Community Center Improvements	Until other facilities are acquired, continue to maintain the Memorial Building Community Center (MBCC) to meet the needs of the staff and programs housed there (i.e., clean, safe, and accessible).
8.36	C1	Memorial Building Playground	Add a playground at the MBCC to provide small-scale outdoor recreational opportunities for users of the MBCC and area residents.
8.37	West	Adult Activity Center Parking	Explore options for additional parking, per <i>Park and Facility Analysis</i> p. D-43-44.
8.38	West	Adult Activity Center Reserve Fund and Improvements	Develop and implement a plan and establish a reserve fund for addressing periodic repair and replacement needs, per <i>Park and Facility Analysis</i> p. D-43-44.
8.39	East	Lively Park Swim Center Reserve Fund and Improvements	Develop and implement a plan and establish a reserve fund for addressing periodic repair and replacement needs, per <i>Park and Facility Analysis</i> p. D-27.

**Table 8: Rehabilitation (continued)**

<b>Facilities (continued)</b>			
8.40	Central	Administration Center Replacement	Maintain the existing Administration Center until another facility that is adequate to meet long-term needs is identified.
8.41	Central	Teen Center Replacement	Maintain the Teen Center at the Willamalane Park Swim Center Annex until another facility that is adequate to meet long-term needs is identified.

<sup>c</sup> *The Park and Facility Analysis is a technical supplement and published under separate cover.*

**TABLE 9: PARK AND FACILITY OPERATIONS**

	<b>Planning Sub-area</b>	<b>Project Name</b>	<b>Action</b>
9.1	Districtwide	Playground Safety Program	Maintain a comprehensive playground safety program for participant health and safety.
9.2	Districtwide	Recycling Program	Develop a Districtwide recycling program.
9.3	Districtwide	Energy-Efficiency Program	Develop energy-efficiency programs at District facilities to minimize consumption and utilities costs.

**TABLE 10: MANAGEMENT AND COMMUNICATION/RECREATION PROGRAMS AND SERVICES**

Project Name		Action
10.1	ADA Transition Plan	Update and implement the District's ADA Transition Plan.
10.2	Web Site Enhancement	Continue to enhance the Willamalane Web site.
10.3	On-line Registration	Develop and implement an on-line reservation and registration system.
10.4	Staff Training	Emphasize comprehensive staff development and training.
10.5	Staff Orientation	Continue employee orientation program. Ensure all new employees attend.
10.6	Salary Survey	Conduct salary survey every three to five years.
10.7	Information Technology	Evaluate and report on District's information technology every three years. Continue to update information technologies when necessary.
10.8	Speaker's Bureau	Develop a speaker's bureau with presentation kits for community and school presentations.
10.9	Information Packets	Provide information packets to new residents and businesses on District parks and programs.
10.10	Materials in Spanish	Provide targeted program and facility information in Spanish.
10.11	Informational Campaign	Develop an informational campaign to inform residents about where their District taxes go.
10.12	SDC Methodology	Periodically update the District's system development charges (SDC) methodology.
10.13	Signage Plan	Develop and implement a Districtwide signage plan for regulatory, directional, identification, marketing, and other signage.

**Table 10: Management and Communication/Recreation Programs and Services  
(continued)**

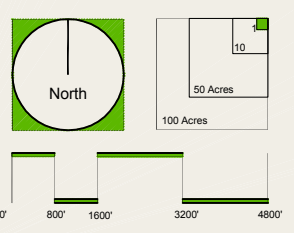
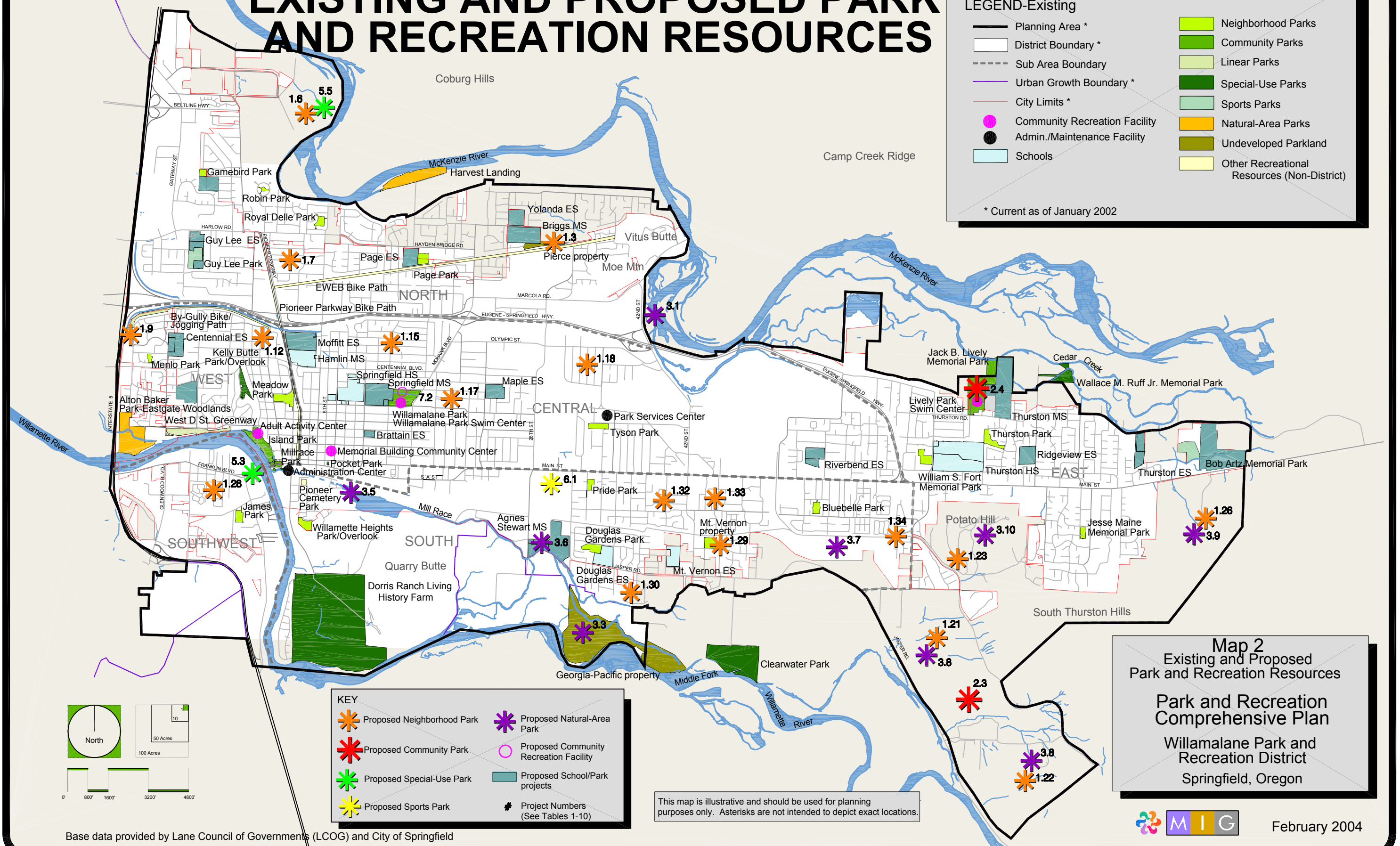
10.14	Recreation Services Delivery Plan	Develop a long-term recreation services delivery plan.
10.15	Rental and Surplus Facility Plan	Develop a long-term plan for rental and surplus facilities.
10.16	Memorial Building Community Center Disposition	Explore options for disposition of the Memorial Building Community Center.
10.17	Recovery Action Plan	Update annually as needed.

# EXISTING AND PROPOSED PARK AND RECREATION RESOURCES

**LEGEND-Existing**

Planning Area *	Neighborhood Parks
District Boundary *	Community Parks
Sub Area Boundary	Linear Parks
Urban Growth Boundary *	Special-Use Parks
City Limits *	Sports Parks
Community Recreation Facility	Natural-Area Parks
Admin./Maintenance Facility	Undeveloped Parkland
Schools	Other Recreational Resources (Non-District)

\* Current as of January 2002



**KEY**

Proposed Neighborhood Park	Proposed Natural-Area Park
Proposed Community Park	Proposed Community Recreation Facility
Proposed Special-Use Park	Proposed School/Park projects
Proposed Sports Park	Project Numbers (See Tables 1-10)

This map is illustrative and should be used for planning purposes only. Asterisks are not intended to depict exact locations.

**Map 2**  
Existing and Proposed  
Park and Recreation Resources

**Park and Recreation  
Comprehensive Plan**

Willamalane Park and  
Recreation District  
Springfield, Oregon

Base data provided by Lane Council of Governments (LCOG) and City of Springfield

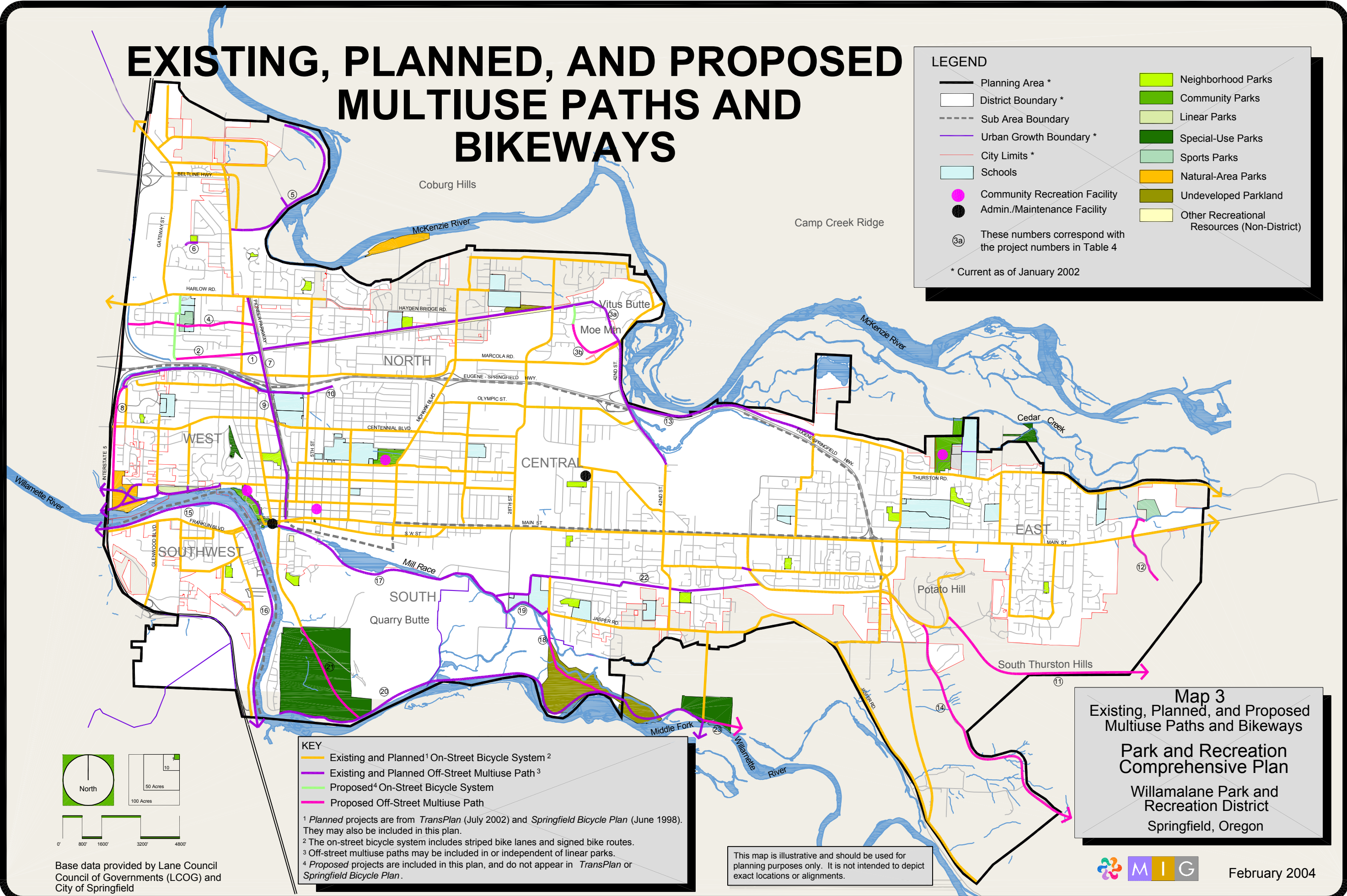


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# EXISTING, PLANNED, AND PROPOSED MULTIUSE PATHS AND BIKEWAYS

## LEGEND

- Planning Area \*
  - District Boundary \*
  - Sub Area Boundary
  - Urban Growth Boundary \*
  - City Limits \*
  - Schools
  - Community Recreation Facility
  - Admin./Maintenance Facility
  - These numbers correspond with the project numbers in Table 4
  - Neighborhood Parks
  - Community Parks
  - Linear Parks
  - Special-Use Parks
  - Sports Parks
  - Natural-Area Parks
  - Undeveloped Parkland
  - Other Recreational Resources (Non-District)
- \* Current as of January 2002



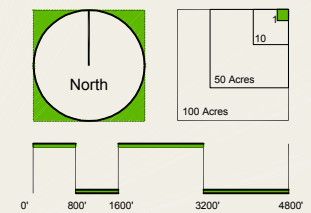
**KEY**

- Existing and Planned<sup>1</sup> On-Street Bicycle System<sup>2</sup>
- Existing and Planned Off-Street Multiuse Path<sup>3</sup>
- Proposed<sup>4</sup> On-Street Bicycle System
- Proposed Off-Street Multiuse Path

<sup>1</sup> Planned projects are from *TransPlan* (July 2002) and *Springfield Bicycle Plan* (June 1998). They may also be included in this plan.  
<sup>2</sup> The on-street bicycle system includes striped bike lanes and signed bike routes.  
<sup>3</sup> Off-street multiuse paths may be included in or independent of linear parks.  
<sup>4</sup> Proposed projects are included in this plan, and do not appear in *TransPlan* or *Springfield Bicycle Plan*.

**Map 3**  
Existing, Planned, and Proposed  
Multiuse Paths and Bikeways  
  
Park and Recreation  
Comprehensive Plan  
  
Willamalane Park and  
Recreation District  
Springfield, Oregon

This map is illustrative and should be used for planning purposes only. It is not intended to depict exact locations or alignments.



Base data provided by Lane Council  
Council of Governments (LCOG) and  
City of Springfield



February 2004



## CAPITAL IMPROVEMENT AND OPERATIONS PLAN

This chapter provides an overview of the financing strategy for implementation of Willamalane's Comprehensive Plan. A Capital Improvement Plan (CIP) for two phases, 2004-2009 and 2010-2015, provides cost estimates for the priority capital improvement projects identified in the Plan. Funding options that can be used to implement the Plan are also provided. In addition, this chapter describes new operational and maintenance costs resulting from improvements described in this Plan. Options for meeting these additional costs are listed.

A three-phase Capital Improvement Plan is proposed. The first phase is a six-year, pay-as-you-go program (2004-2009). The second phase (2010-2015) reflects a much larger financing package with a bond measure as its primary funding source. The third phase (2016-2022) includes the remainder of the projects identified in the Comprehensive Plan.

All costs represent 2003 dollars and do not reflect inflation or any increases in assessed valuation. Itemized cost estimates, revenue projections, and specific funding sources have not been determined for the third phase and are not included in this report.

### ***FINANCING STRATEGY***

The total capital costs for the first two phases (12 years) of the proposed Capital Improvement Plan (CIP) are estimated at approximately \$22.9 million (see Tables 12 and 14). Based on a rough projection, it is estimated that the overall capital cost of implementing all of the projects identified in the 20-year Comprehensive Plan will exceed \$50 million, excluding operations and maintenance costs.

Current funding levels (Table 11) projected over the six years of Phase 1 are approximately \$6.78 million, or \$1.13 million per year.<sup>1</sup> Projected over the 20-year Comprehensive Plan, revenues (without significant additional revenue sources) would total approximately \$22.6 million. This leaves a potential capital funding shortfall of over \$27.4 million over the 20-year planning horizon.

Current funding sources include the District's Building and Construction (B&C) Fund, the System Development Charges (SDC) Fund, grants, and donations. Potential additional funding sources for future projects include general obligation bonds, revenue bonds, serial levies, and additional grants and donations. (See Funding Options for more information about these and other potential funding sources.)

The most likely source of significant additional funding is through a general obligation bond. As of June 30, 2002, the District had a total of \$5.8 million in debt service. Most of this amount is payment on two bond measures for improvements to the two aquatics centers. The last of these bonds will be paid off in 2009. Because of current debt, this plan proposes that the District limit its capital improvement spending for the first six years to projects that can be funded from System Development Charges (SDCs) and the General Fund (B&C Fund), and to continue an aggressive program of seeking grants and donations. When the current debt is retired in 2009, the District should seek additional revenue from a bond measure and other sources to fund

<sup>1</sup> Revenues in Table 11 are based on the District's currently adopted five-year CIP, which is updated annually. The currently adopted CIP reflects a policy of aggressively pursuing additional revenues through grants and donations. That policy remains a key component of the financing strategy proposed here.

the second phase of the proposed Capital Improvement Plan, including a community recreation center.

Based on this analysis, a two-phase capital improvement plan is proposed. Each phase will include six years: a short-term plan will include the years 2004-2009 (Phase 1) and a subsequent intermediate plan will include 2010-2015 (Phase 2).

Projects are organized into the following categories: Acquisition; Planning and Design; Park Development (new parks and major new development of existing parks and park properties); Park Rehabilitation (renovations or improvements to existing parks); Facility Development; Facility Rehabilitation; and Trails/Linear Park Development.

All projects are derived from the Comprehensive Plan's Strategies and Actions (Chapter 4). An effort was made to equitably prioritize a wide variety of types of projects based on the results of the Community Needs Assessment, as well as staff and advisory committee input.

Cost estimates were derived from community comparisons and recent District projects. Some projects are shown with zero cost. These are most often anticipated land donations, and are shown as placeholders. Other projects are grouped together for simplicity (e.g., accessibility and safety improvements at a number of park sites, etc.).

### ***PHASE 1 CAPITAL IMPROVEMENT PLAN (YEARS 2004-2009)***

Table 11 describes the funding sources for Phase 1 of the proposed Capital Improvement Plan. This phase is a pay-as-you-go approach relying on SDCs, the B&C Fund, and grants and donations.

Nearly 50% of the revenue in Phase 1 is expected to be from grants and donations. The SDC and B&C Funds each supply 25% of the revenue in Phase 1.

The majority of Phase 1 grants and donations are earmarked for the 32nd Street Sports Park Project. If these are not obtained, the District will postpone some planned projects or will seek additional funding sources; e.g., general obligation bonds, revenue bonds, or certificates of participation, etc. A number of potential sources are described in Funding Options presented in this chapter.

The plan assumes that SDC revenues for Phase 1 will remain consistent with past revenues (at about \$250,000 per year). The District may update its SDC methodology and increase the SDC rate. However, current economic conditions suggest that it is prudent to assume that the increased rate may be offset by a reduction in housing starts.

Funding Source	Amount
B&C Fund <sup>a</sup>	\$ 1,722,000
System Development Charges <sup>b</sup>	\$ 1,737,000
Sports Park Grants & Donations <sup>a</sup>	\$ 2,096,000
Other Grants <sup>a</sup>	\$ 1,161,000
Other Donations <sup>c</sup>	\$ 60,000
<b>TOTAL</b>	<b>\$ 6,776,000</b>

<sup>a</sup> From District's adopted 5-year CIP

<sup>b</sup> Based on the current revenue rate of \$250,000 per year; includes SDC Fund Beginning Balance for fiscal year 2004

<sup>c</sup> Assumes \$10,000 per year

Table 11: Project Funding Sources, Phase 1  
(Years 2004-2009)

Table 12 describes the Capital Improvement Plan for Phase 1, including a list of projects and estimated costs. All projects in the District's currently adopted 5-year CIP are included in Phase 1.

The single largest project in Phase 1 is the development of the 32nd Street Community Sports Park. Other projects include developing a community park at Lively Park; acquiring land in the north Jasper-Natron area for a neighborhood park; developing the vacant Pierce property in coordination with the adjacent schools; improving the playground and adding picnic shelters at Willamalane Park; and renovating the Lively Park Swim Center.

The CIP includes the acquisition and master planning and design phases of major development projects. Seven acquisition projects are shown with zero cost. These are anticipated land donations or transfers and are included as placeholders for future development. Improvements are programmed for all of the District's facilities except the Willamalane Park Swim Center, which was recently renovated.

Project	Amount
Acquisition	
N. Jasper-Natron Area Neigh. Park	\$500,000
Clearwater Park Expansion	\$168,000
Middle Fork Willamette Path	\$50,000
EWEB Bike Path	0
Irving Slough/Moe Mt. Linear Park	0
McKenzie-Gateway Path	0
Weyerhaeuser McKenzie Natural-Area Park	0
RiverBend Area Parks & Open Space	0
Pacific Park Neighborhood Park	0
East Mohawk Area Neigh. Park	0
<b>Subtotal - Acquisition</b>	<b>\$718,000</b>
Planning and Design	
Natural Resource Mgmt. Plan	\$55,000
Dorris Ranch Master Plan	\$50,000
Clearwater Park Master Plan	\$20,000
Lively Park Master Plan	\$20,000
Willamalane Park Master Plan	\$20,000
Recovery Action Plan	\$10,000
<b>Subtotal - Planning and Design</b>	<b>\$175,000</b>
Park Development	
32 <sup>nd</sup> Street Community Sports Park	\$2,421,000
Lively Park Development	\$839,000
Yolanda/Briggs/Pierce School Park	\$550,000
East Mohawk Area Neigh. Park	\$160,000
Booth-Kelly/Millpond Nat-Area Park	0
RiverBend Area Park & Open Space	0
<b>Subtotal - Park Development</b>	<b>\$3,970,000</b>
Park Rehabilitation	
Willamalane Park Improvements	\$220,000
Island Park Improvements	\$55,000
Bluebelle Park Improvements	\$55,000
Royal Delle Park Improvements	\$55,000
Maple School/Park Improvements	\$30,000
Ruff Park Improvements	\$27,000
Other Park Improv. (various sites)	\$296,000
<b>Subtotal - Park Rehabilitation</b>	<b>\$738,000</b>

Continued . . .

Table 12: Capital Improvement Plan, Phase 1  
(Years 2004-2009)

Capital Improvement Plan continued	
Facility Rehabilitation	
<i>LPSC Improvements</i>	\$440,000
MBCC Improvements	\$139,000
<i>PSC Improvements</i>	\$125,000
<i>WAAC Improvements</i>	\$43,000
Admin. Center Improvements	\$21,000
<b>Subtotal - Facility Rehabilitation</b>	<b>\$768,000</b>
Trails/Linear Park Development	
Middle Fork Willamette Path	\$407,000
<b>Subtotal - Trails/Linear Park Dev.</b>	<b>\$407,000</b>
<b>TOTAL PROJECTS PHASE 1</b>	<b>\$6,776,000</b>

\*Italics indicate projects that span two phases.

Table 12: Capital Improvement Plan, Phase 1 (Years 2004-2009) continued here

### PHASE 2 CAPITAL IMPROVEMENT PLAN (YEARS 2010-2015)

Table 13 describes the funding sources for Phase 2 of the Capital Improvement Plan. The key component of Phase 2 is the passage of an \$11 million bond measure for the development of a new community recreation facility and additional capital improvements.

Phase 2 B&C revenue is projected to increase by 4%, and SDC revenue is projected to increase by 25% in Phase 2 based on increases in both fees and land and development costs. Revenue from grants and donations will be lower than in Phase 1 due to the fact that fund-raising for the 32nd Street Sports Park project will be completed.

Funding Source	Amount
B&C Fund	\$1,791,000
General Obligation Bond <sup>a</sup>	\$11,200,000
System Development Charges <sup>b</sup>	\$1,875,000
Other Grants <sup>c</sup>	\$1,161,000
Other Donations <sup>d</sup>	\$60,000
<b>TOTAL</b>	<b>\$16,087,000</b>

<sup>a</sup> A general obligation bond of this amount will cost about \$.30 per \$1,000 assessed valuation per year based on an interest rate of 5.25% and paid over 15 years

<sup>b</sup> Assumes a 25% increase in the rate over the rate in the first phase

<sup>c</sup> Assumes the same amount will be received as in Phase 1

<sup>d</sup> Assumes \$10,000 per year

Table 13: Project Funding Sources, Phase 2 (Years 2010-2015)

Table 14 describes the Capital Improvement Plan for Phase 2, including a list of projects and estimated costs. Significantly more projects can be funded with the passage of an \$11 million bond measure.

The single largest project in Phase 2 is the development of a new community recreation center. The 32nd Street Community Sports Park and Lively Park development are completed in Phase 2, as well as a variety of other park acquisition and development projects. Willamalane Park Swim Center renovations and natural resource enhancements at a variety of park sites are also included.

Project	Amount	Project	Amount
Acquisition		Park Rehabilitation	
South Jasper-Natron Area Neighborhood Park	\$500,000	Natural Resource Enhancement (various sites)	\$275,000
MountainGate Neigh. Park	\$250,000	Dorris Ranch Improvements	\$200,000
Glenwood Riverfront Park	\$221,500	Accessibility/Safety Improvements (various sites)	\$100,000
Georgia-Pacific Natural-Area Park Access	\$200,000	James Park Improvements	\$100,000
Upper Mill Race Path	\$145,000	<i>Ruff Park Improvements</i>	\$100,000
Jasper-Natron Nat-Area Park	\$100,000	<i>Willamalane Park Improv.</i>	\$50,000
MountainGate Nat-Area Park	\$100,000	<i>Island Park Improvements</i>	\$45,000
Park Svcs Ctr Expansion	\$100,000	<i>Other Park Improvements (various sites)</i>	\$100,000
Thurston Hills Nat-Area Park	\$100,000	<b>Subtotal - Park Rehabilitation</b>	<b>\$970,000</b>
WAAC Parking Expansion	\$97,000	Facility Development	
Lower Mill Race Path	\$0	Community Recreation Center	\$6,300,000
<b>Subtotal - Acquisition</b>	<b>\$1,813,500</b>	<b>Subtotal - Facility Develop.</b>	<b>\$6,300,000</b>
Planning and Design		Facility Rehabilitation	
Georgia-Pacific Natural-Area Management Plan	\$40,000	<i>PSC Improvements</i>	\$383,000
<b>Subtotal - Planning and Design</b>	<b>\$40,000</b>	Accessibility/Safety Improvements (various locations)	\$200,000
Park Development		<i>LPSC Improvements</i>	\$200,000
<i>32nd St. Comm Sports Park</i>	\$1,129,000	<i>WAAC Improvements</i>	\$200,000
North Jasper-Natron Area Neighborhood Park	\$1,100,000	WPSC Improvements	\$200,000
<i>Lively Park Development</i>	\$960,000	<b>Subtotal - Facility Rehabilitation</b>	<b>\$1,183,000</b>
Clearwater Park Upgrade	\$310,000	Trails/Linear Park Development	
Georgia-Pacific Nat-Area Park	\$268,000	Lower Mill Race Path	\$330,000
Pacific Park Neigh. Park	\$254,000	Glenwood Riverfront Park	\$201,000
MountainGate Neigh. Park	\$250,000	Upper Mill Race Path	\$132,000
Weyerhaeuser McKenzie Natural-Area Park	\$194,000	Irving Slough/Moe Mountain Linear Park	\$82,500
Jasper-Natron Nat-Area Park	\$185,000	<b>Subtotal - Trails/Linear Park Development</b>	<b>\$745,500</b>
Thurston Hills Nat-Area Park	\$185,000	<b>TOTAL PROJECTS PHASE 2</b>	<b>\$16,087,000</b>
Mill Race Access Park (Agnes Stewart Site)	\$100,000		
MountainGate Nat-Area Park	\$100,000		
<b>Subtotal - Park Development</b>	<b>\$5,035,000</b>		

\*Italics indicate projects that span two phases.

Table 14: Capital Improvement Plan, Phase 2 (Years 2010-2015)

### **CIP FUNDING OPTIONS**

The following are possible funding sources for acquiring, developing, and maintaining parks and other recreational facilities:

1. *B&C Fund*: This fund is allocated to planning and capital development. It comes from the District's General Fund and has averaged about \$287,000 per year.
2. *System Development Charges*: System Development Charges (SDCs) are fees imposed on new development to pay for impacts on the District's park and open space infrastructure caused by new growth. Park SDCs can only be used for parkland acquisition and/or development. In partnership with Springfield, the District has this charge in place, but it is low when compared to the actual impact. The District's current SDC rate was designed to recover approximately 50% of the actual cost of serving new growth from SDCs. The District has not updated its SDC Methodology or increased the SDC rate since it was first adopted several years ago. Since costs have increased during that time, the original policy of 50% recovery is not being met. The current SDC rate ranges from \$1,000 for a single family home to \$692 per multi-family unit. Many agencies in Oregon charge much more than this amount.
3. *Special Serial Levy* (Local Option Levy): This is a property tax assessment that can be used for the construction, operation, and/or maintenance of parks and facilities. This type of levy is established for a given rate or amount for a specific period of time, generally one to five years. Passage requires a double majority (a majority of registered voters must vote and a majority of those voting must approve the measure), unless during a general election, in which case a simple majority is required. The advantage of the serial levy is that there are no interest charges. However, serial levies have become more difficult to pass in Oregon because of the double-majority requirement. In the future, the use of a serial levy also may be difficult because of a \$10 tax limitation for all taxing agencies in the area.
4. *General Obligation Bond*: These voter-approved bonds are an assessment on real property. Funding can be used for capital improvements, but not maintenance. This property tax is levied for a specified period of time, usually 10-30 years. As with serial levies, passage requires a double majority, unless during a general election. This type of property tax does not affect the overall tax limitation as described in *Special Serial Levy*. One disadvantage of the general obligation bond is the interest costs.
5. *Revenue Bonds*: These bonds are sold and paid from the revenue produced from the operation of a facility.
6. *Certificates of Participation*: This is a lease-purchase approach in which the District sells Certificates of Participation (COPs) to a lending institution. The District then pays the loan off from revenue produced by the facility or from its general operating budget. The lending institution holds title to the property until the COPs are repaid. This procedure does not require a vote of the public.

One example of a COP program that is available to Willamalane is the “FlexLease” program, administered by the Special Districts Association of Oregon.

7. *Public/Government Grant Programs:*

*7a. Community Development Block Grants (CDBG):* These grants from the Federal Department of Housing and Urban Development are available for a wide variety of projects. Most are distributed in the lower income areas of the community. Grants can cover up to 100% of project costs. The District has received several small grants in the past.

*7b. Land and Water Conservation Fund:* This is a federal grant program that receives its money from offshore oil leases. The money is distributed through the National Park Service and is administered locally by the Oregon Parks and Recreation Department. In the past, this was one of the major sources of grant money for local agencies. In the 1990s, funding at the federal level was severely cut, but in recent times more money has become available. For the year 2003, the amount available for local agency projects was \$825,722. The funds can be used for acquisition and development of outdoor facilities and require a 50% match.

*7c. Urban Park and Recreation Recovery (UPARR) Program:* This is a grant managed by the National Park Service and is a subpart of the Land and Water Conservation Fund. The grant is intended to finance park rehabilitation. The District is one of the few park agencies in Oregon eligible for the grant. In the 2004 President’s budget, no

money is proposed for this program. However, in the long term, it is expected that this program will continue to be funded.

*7d. Intermodal Surface Transportation Efficiency Act (ISTEA):* Over the years, Oregon has received considerable revenue for trail-related projects. Originally called The Intermodal Surface Transportation Efficiency Act (ISTEA), it funded a wide variety of transportation-related projects. In 1998 this program was modified and is now referred to as TEA21. In 2002, Oregon’s apportionment was \$856,248.

*7e. State Bicycle Funds:* This revenue from state gas taxes is distributed to each city for the development of bicycle lanes. The District would need to work with Springfield to obtain this funding source.

*7f. Local Government Grants:* This Oregon program uses Lottery dollars to fund land acquisition and development and rehabilitation of park areas and facilities. A 50% match is required for larger agencies and a 40% match for small agencies. The Oregon Parks and Recreation Department staff reviews and approves small projects of \$50,000 or less. Large projects exceeding this amount, but less than \$250,000, are reviewed and approved by the Local Government Advisory Committee. The funds for this program are available on a biannual basis. The latest funding round was in early 2003. The total amount of grant money available in the 2003-2004 period is \$4.5 million.

*7g. Recreation Trails Program:*

This is a grant program funded through the Oregon Parks and Recreation Department. Projects eligible under this program include: 1) maintenance and restoration of existing trails, 2) development and rehabilitation of trailhead facilities, 3) construction of new recreation trails, and 4) acquisition of easements and fee simple title to property. Grants are distributed on an annual basis and require a 20% match.

*7h. Oregon State Marine Board Grants:* The Oregon State Marine Board manages Oregon's waterways. The agency also provides construction grants for waterfront improvements such as boat ramps, rest rooms, parking, and other related projects; and operations funds for maintenance and patrol. It receives its revenue for grants from the licensing of pleasure boats and a portion of the automobile gas tax.

*7i. Urban Forestry Grants:* There are several grant programs that provide money for urban forestry projects. One is funded by the U.S. Small Business Administration and provides grants to purchase and plant trees. This program sometimes funds urban street tree-planting programs.

*7j. Oregon Watershed Enhancement Board:* The Oregon Watershed Enhancement Board (OWEB) is a State agency led by a policy oversight board. Together, they promote and fund voluntary actions that strive to enhance Oregon's watersheds. The Board fosters the collaboration of citizens, agencies, and local interests. OWEB's programs support Oregon's efforts

to restore salmon runs, improve water quality, and strengthen ecosystems that are critical to healthy watersheds and sustainable communities. OWEB administers a grant program that awards more than \$20 million annually to support voluntary efforts by Oregonians seeking to create and maintain healthy watersheds.

8. *Private Grants and Foundations:* Private grants and foundations provide money for a wide range of projects. They are sometimes difficult to find and equally difficult to secure because of the open competition. They often fund unique projects or projects that demonstrate extreme need.
9. *Land Trusts:* Private land trusts such as the Trust for Public Land and the Nature Conservancy employ various methods, including conservation easements, to work with willing owners to conserve important resource land. Land trusts assist public agencies in various ways. For example, land trusts may acquire and hold land for eventual acquisition by the public agency.
10. *National Tree Trust:* National Tree Trust provides trees through two programs: America's Treeways and Community Tree Planting. These programs require that trees be planted on public lands by volunteers. In addition, America's Treeways requires that a minimum of 100 seedlings be planted along public highways.
11. *Donations:* Donations of labor, land, or cash by service agencies, private groups, or individuals is a popular way to raise small amounts of money for specific projects. Service agencies such as the



Lions, Kiwanis, and Rotary often fund small projects such as picnic shelters or playground improvements.

12. *Lifetime Estates*: This is an agreement between a landowner and the District that gives the owner the right to live on the site after it is sold to the District.
13. *Exchange of Property*: An exchange of property between a private landowner and the District can occur. For example, the District could exchange a less useful site it owns for a potential park site currently under private ownership.
14. *Public/Private Partnerships*: This concept is relatively new to park and recreation agencies. The basic approach is for a public agency to enter into a working agreement with a private business to help fund, build, and/or operate a public facility. Generally, the three primary incentives that a public agency can offer is free land to place a facility (usually a park or other piece of public land), certain tax advantages, and access to the facility. While the public agency may have to give up certain responsibilities or control, it is one way of obtaining public facilities at a lower cost.

### **OPERATIONAL IMPACTS**

This section analyzes the potential operational costs of implementing projects identified in the Park and Recreation Comprehensive Plan. For this analysis, additional operational costs are divided into two categories: Capital Project Operational Costs (which are divided into phases that correspond with the 12-year Capital Improvement Plan) and Noncapital Project Costs.

A number of assumptions were used to forecast operational costs, including:

- *Operational costs* include labor, materials, and supplies, unless otherwise noted.
- Estimates of operational costs for most *new park development* projects are based on the District's current expenses per acre for maintenance of developed parkland<sup>2</sup> (see Appendix B, Note 2).
- *Trail maintenance* and *natural area maintenance* costs were derived from actual costs tracked by other agencies. For trails, three levels of costs were used, depending upon the type of trail, amount of adjoining turf, and the maintenance level required. For natural areas, two levels of costs were used, depending on size (see Appendix B, Notes 3 and 4).
- For calculating operational costs of new parks, trails, and natural areas, costs were increased by 24% for Phase 2, to reflect a 4% annual increase for inflation.
- In some instances, where a breakdown of *labor costs* was needed in order to forecast the overall maintenance costs of a project, specific District labor rates (including benefits) were used (see Appendix B, Note 1).
- Estimates of operational costs for the proposed *Community Recreation Center* are based on actual costs per square foot for similar facilities in other communities. The community recreation center will generate significant revenue (forecasted at 60% of the total operating cost).<sup>3</sup> Therefore, the operating cost is net

<sup>2</sup> See Table A-26, Appendix A.

<sup>3</sup> Operational costs and revenue projections were based on facilities of similar size located in the Northwest.

cost after the projected revenue has been deducted.

- For CIP projects in the categories of *improvements to existing parks or facilities*, it is assumed in most cases that there will be no additional operational costs.
- Other than where noted, operational costs are calculated in current dollars, and costs are to be used as generalized estimates only.
- A financial forecast for the *overall operation of the District* is outside the scope of this project. Only costs for proposed CIP and other (noncapital) projects were estimated.

### **CAPITAL PROJECT OPERATIONAL COSTS**

Developing new capital projects—projects identified in the 12-year CIP proposed in this Plan—will have a significant impact on the District’s operating budget. The following types of CIP projects will generate additional operational costs: New Park Development, Trail/Linear Park Development, and New Facility Development (e.g., the Community Recreation Center). Operational costs for capital projects are summarized in Tables 15 and 16.

#### **PHASE I OPERATIONAL COSTS**

Table 15 shows that the additional annual cost for maintenance and operations of new capital projects included in the first phase of the CIP (2004-09) is estimated to be approximately \$137,300. This assumes that all proposed projects have been completed by the end of Phase 1. Project categories in Table 15 correspond to those shown in the CIP; some categories are assumed to have no additional maintenance and operations costs. See Appendix B for cost details.

<b>Project Category</b>	<b>Amount<sup>a</sup></b>
Land Acquisition	\$0
Planning and Design	\$0
New Park Development	\$130,700
Park Improvements	\$0
Facility Improvements	\$0
Trail/Linear Park Development	\$6,600
<b>TOTAL</b>	<b>\$137,300</b>

<sup>a</sup> Numbers are rounded from the worksheet in Appendix B.

*Table 15: Forecasted Additional Annual Operations Cost at the Completion of Phase 1 (Years 2004-2009)*

The additional annual operational costs of \$137,300 at the end of Phase 1 equal approximately 1.85 FTE additional Park Services Division (PSD) staff persons. This estimate is based on the assumption that 71% of PSD expenses are personnel costs and the average labor rate (including benefits) is \$25.31. Based on FY 2003 expenses, these additional operational costs also reflect an 11% increase in PSD expenses at the end of Phase 1.

#### **PHASE 2 OPERATIONAL COSTS**

Table 16 shows that the additional annual cost for maintenance and operations of new capital projects included in the second phase of the CIP (2010-2015) is estimated to be approximately \$701,600. This assumes that all proposed projects have been completed by the end of Phase 2. It does not include the additional operational costs incurred in Phase 1.

As in Table 15, project categories in Table 16 correspond to those shown in the CIP, and some categories are assumed to have no additional maintenance and operations costs. As there are more capital projects planned for Phase 2, the operational impacts are significantly greater. Major projects include the construction of a community recreation center. See Appendix B for cost details.

Project Category	Amount <sup>a</sup>
Land Acquisition	\$0
Planning and Design	\$0
New Park Development	\$227,000
Park Improvements	\$31,000
Community Recreation Center	\$433,300
Facility Improvements	\$0
Trail/Linear Park Development	\$10,300
<b>TOTAL</b>	<b>\$701,600</b>

<sup>a</sup> Numbers are rounded from the worksheet in Appendix B.

Table 16: Forecasted Additional Annual Operations Cost at the Completion of Phase 2 (Years 2010-2015)

At the end of Phase 2, an additional 2.92 FTE in the park Services Division will be needed, based on additional annual operational costs of \$268,300 (Table 16 costs minus the Community Recreation Center). This estimate is based on the assumption that the average labor rate (including benefits) will increase to \$31.38 based on 4% annual inflation. Additional personnel costs for the Community Recreation Center are included in the estimated operational costs of that facility.

Based on FY 2003 expenses, these additional operational costs also reflect an overall 21% increase in PSD expenses at the end of Phase 2.

### NONCAPITAL PROJECT COSTS

In addition to the ongoing costs of operating capital projects, there are a number of noncapital projects recommended in the Plan that will also require funding. These projects, along with their costs, are shown in Table 17. For Phase 1, the noncapital projects will cost the District approximately \$148,000, or approximately \$24,700 per year. In Phase 2, the District will spend approximately \$28,000 on noncapital projects, or \$4,700 annually.

### TOTAL ADDITIONAL OPERATIONAL COSTS

Implementing the projects identified in this Comprehensive Plan will significantly increase the District's operating costs.

Project Name	Task <sup>b</sup>	Additional costs <sup>a</sup>	
		Phase 1	Phase 2
Recycling Program	Audit, assess and design program (9.2)	\$2,500	\$2,500
Energy Efficiency Program	Audit, assess and design program (9.3)	\$5,000	\$5,000
ADA Transition Plan	Consultant work on plan update (10.1)	\$10,000	
On-Line Registration	Develop on-line registration program (10.3)	\$50,000	
Staff Training	Consultants and conferences (10.4)	\$5,000	\$5,000
Information Technology	Consultant reviews information technology status (10.7)	\$3,000	\$3,000
Materials in Spanish <sup>c</sup>	Provide translation of graphic material in Spanish (10.10)	\$5,000	\$5,000
SDC Methodology	Update SDC rates (10.12)	\$7,500	\$7,500
Signage Plan <sup>d</sup>	Develop signage plan (10.13)	\$10,000	
Recreation Services Plan	Develop long-term recreation plan (10.14)	\$50,000	
<b>TOTAL</b>		<b>\$148,000</b>	<b>\$28,000</b>
<b>Average Annual Cost</b>		<b>\$24,700</b>	<b>\$4,700</b>

<sup>a</sup> This table assumes that District responsibilities will be covered by existing administrative costs.

<sup>b</sup> The numbers in parentheses refer to numbered action plan items (Chapter 4).

<sup>c</sup> Includes design, Spanish translation, and printing cost.

<sup>d</sup> Includes design program only; excludes construction.

Table 17: Estimated Cost of Noncapital Projects

Operational costs associated with new capital projects are estimated to be approximately \$137,300 per year at the end of Phase 1 of the CIP and an additional \$701,700 at the end of Phase 2. Together, \$839,000 per year will be needed to operate new parks and facilities proposed in this plan. In addition, noncapital projects will cost the District approximately \$176,000 during the two phases.

### ***OPTIONS FOR MEETING THE ADDITIONAL OPERATIONAL REQUIREMENTS***

While specific revenue sources are identified for the capital projects proposed in Phase 1 and 2 of this Plan, identification of specific sources for additional operational revenue is outside the scope of this project. However, it is important that the District formulate a financial plan for the additional operational impacts of new development as it proceeds with implementing this Comprehensive Plan. Fewer revenue sources are available for operational costs than for capital projects. However, there are a variety of options available for addressing the projected impacts to the District's operational budget, including the following:

- **Ask the voters to approve a local option levy (or serial levy) for park operations.** As described in the CIP Funding Options section of this chapter, this type of levy is established for a given rate or amount for a specific period of time, generally from one to five years. Serial levies have become more difficult to pass in Oregon because of the double-majority requirement, and approval is historically less likely when the levy is earmarked for operations.
- **Secure additional grants and donations.** Grants are typically harder to secure for operations than for capital projects. However, a campaign might be developed to set up a special endowment fund for park operations or operation of a specific park facility.
- **Improve operating efficiency** by examining possible ways the District could reduce costs, such as additional out-sourcing, additional cost-sharing with other public agencies, avoiding duplication of services, and improving District efficiency in specific maintenance tasks.
- **Use more volunteers** to offset some maintenance costs, while acknowledging that it takes staff time to coordinate volunteer programs. Examples include enhancing the current Adopt-a-Park program or increasing the use of service clubs, school groups, peer court, and neighborhood associations to help maintain our parks and facilities.
- **Use more low-cost labor**, where appropriate, such as Northwest Youth Corps, Sheriff's Work Crew, etc.
- **Increase recreation program revenue** by increasing fees and charges, expanding the number of revenue-producing programs and services offered, or eliminating costly programs. Take a more entrepreneurial approach to providing non-public service programs.
- **Increase Park Services revenue** through expanding rental facilities, charging for maintenance services that benefit specific groups or organizations rather than the community as a whole, charging for parking or park admission at our most highly-used parks, etc.

- **Lower the District's maintenance standards.** The District has a tiered system of maintenance standards, based on the type of park and its level of use. If funds are limited, the number of parks with higher maintenance standards could be reduced, decreasing the amount of maintenance and staff time at those parks.
- **Postpone capital development projects until operating funds are available.** Some communities have officially adopted this as a strategy, including Bellevue and Vancouver, Washington.

## PERFORMANCE MEASURES

To evaluate Plan implementation, performance measures have been developed. These measures are tied to the goals described in Chapter 2, which are printed in bold below. The performance measures, listed in bullets, help evaluate progress toward achieving these goals.

A variety of methods will be used to measure Plan implementation, involving information collected from the District and other agencies. These methods may include the collection of budget data, inventory data, attendance data, and customer satisfaction survey data. Once baseline data is collected, the District will set annual goals for each of these measures. However, some performance measures will be harder to gauge than others. In addition to providing feedback on the success of this Plan, this data will guide future planning decisions.

The Comprehensive Plan should be updated every five years to reflect current needs and trends.

### ***Provide diverse park and recreation opportunities***

- Percentage of population served by Willamalane programs.
- Percentage of residents who do not have access to a neighborhood park within safe walking distance.
- Percentage of residents who report that services are affordable.

### ***Provide opportunities to enjoy nature***

- Acres of parkland per thousand residents provided by the District.

### ***Support youth development***

- Percentage of youth who participate in District programs that report that they watch television two hours or less per day.
- Percentage of youth who participate in District programs that report that they participate in moderate physical activity a minimum of 60 minutes per day.

### ***Support seniors and people with disabilities***

- Percentage of people with disabilities reporting that District services increased their ability to live independently.
- Percentage of the District senior population using District programs and services.

### ***Provide enriching family experiences***

- Number of family programs provided by the District.
- Number of participants served by District family programs.



*Willamalane Park Swim Center*

### ***Promote well-being, health, and wellness***

- Percentage of participants reporting that District services made a positive difference or improvement in their lives or the lives of their family members.
- Percentage of participants who report improved health status from participation in District fitness and wellness programs or use of District recreation facilities.

### ***Provide safe parks, recreation facilities, and programs***

- Percentage of community members who rate District parks and recreation facilities as safe or very safe.
- Percentage of participants who rate program safety as good or excellent.

### ***Support community economic development***

- Percentage increase of new residents within the District's planning area.
- Percentage increase of new businesses within the District's planning area.

### ***Strengthen and develop community partnerships***

- Number of partnerships developed by the District.
- Dollar value of partnership contributions to parks and recreation in the District.

### ***Preserve the natural environment***

- Acres of natural-area parks per thousand residents provided by the District.

- Percentage of park sites with significant natural resources which have a natural resource management plan.

### ***Increase cultural understanding***

- Percentage of participants who report that they increased their cultural understanding as a result of participating in District programs.
- Percentage of District employees who speak a language in addition to English.



*Children's Celebration*

## COMMUNITY NEEDS ASSESSMENT

The purpose of the Community Needs Assessment is to summarize the findings of the environmental scan conducted in 2002 for the Willamalane Park and Recreation District's Comprehensive Plan.

Key findings from the following reports and activities are presented and synthesized to show what the community needs and wants in terms of parks, open space, facilities, and programs:

- Park and Facility Analysis;
- Recreation Program Analysis;
- Management and Operations Analysis; and
- Community involvement activities.

The Community Needs Assessment process included community involvement opportunities as well as technical analysis of facilities, programs, and finances. These findings will be the foundation for the strategies and action plan developed for the Comprehensive Plan and will form the basis of Willamalane's plan for the next 20 years.

Community involvement activities included: Community Survey, Park and Recreation Fair and Questionnaire, Focus Groups, Stakeholder Interviews, and Project Management Team and Citizen and Technical Advisory meetings. Over 750 residents participated in the planning process.

### KEY FINDINGS

The following is a summary of the Community Needs Assessment key findings:

- District parks, recreation facilities and services are important community resources. Twenty six percent of Community Survey respondents have participated in recreation programs and 60% have visited a park or facility in the last year.
- The District planning area's population is expected to grow from 62,514 to 88,720 residents in the next 20 years. An overall increase in services to District residents and an increase in services targeted toward the Latino and senior populations will be needed.
- District residents want more recreation programs for teens, seniors, middle school youth, and families.
- The total proposed overall standard for parkland is 14.00 acres per 1,000 population, which means that 129.97 acres of parkland (in addition to all existing acres) are currently needed. By 2022, 496.14 acres (in addition to all existing acres) will be needed. In addition to acquiring more parkland, the District will need to renovate and develop existing sites.
- There is strong community interest in natural-area parks, as well as maintaining and expanding a comprehensive system of developed parks that are easily accessible to residents.
- A variety of community recreation facilities should be developed to meet future needs, including basketball courts and gymnasiums, dog parks, skateparks, and multipurpose trails.
- There is a need to develop a new community center or to examine the District's service delivery strategy for recreation programs for all ages given the condition and space limitations of the Memorial Building.



- The District should continue to collaborate with local and regional partners to meet park, recreation facility, and program needs. This collaboration is needed to most effectively meet needs and avoid duplication of efforts.
- The District should examine its strategy for cost recovery from recreation services.

### **COMMUNITY DESCRIPTION**

Springfield, located in the southern portion of the Willamette Valley, is bordered on the north and south by the McKenzie and Willamette Rivers, and stretches toward the Cascade foothills to the east and the City of Eugene to the west. The area is rich in natural resources. With the abundance of rivers, there is great potential for providing opportunities for education and interpretation, as well as for river-based recreation such as fishing and boating. These areas also provide important wildlife habitat and are rich in local history. Hills and other landforms add to the area's visual character, including the Coburg Hills and Camp Creek Ridge to the north; and the Thurston Hills, Mt. Pisgah, "Potato Hill," Quarry Butte, and Willamette Heights to the south. Other smaller uplands, such as Kelly Butte to the west and Moe Mountain to the north, also are prominent features. The close proximity of agriculture, such as farmland and forests on the urban fringe, adds to the local character and increases the community's appeal.

Together, Eugene and Springfield comprise Oregon's second largest metropolitan statistical area with approximately 225,000 people. In addition to easy access to many outdoor activities, such as fishing and hiking, Springfield residents also enjoy cultural

resources, including the Springfield Museum and Historic Interpretative Center, Washburne Historic District, Springfield Railroad Depot, Oregon Trail Mural, and Dorris Ranch Living History Farm. Although there are no higher learning centers within Springfield or the Willamalane Park and Recreation District itself, the University of Oregon (19,000 students) and Lane Community College (41,000 students) are both less than two miles from the District.

The District's service area represents a community in transition, as Springfield shifts from a timber-based economy to a more diversified, service-based economy. Most recently, Springfield's Gateway area has welcomed high tech companies and Symantec's new regional administrative office and call center. These businesses, together with the proposed development of a new hospital in the Gateway area, further diversify the economy and add to the region's growing economic foundation.

Currently, manufacturing is the District's largest employment sector followed by the visitor industry, government and schools, wood products, retail, and then services (Springfield Chamber of Commerce 2002). In Spring of 2002, the largest ten employers were:

- Springfield School District 19 - 1374 employees
- McKenzie-Willamette Hospital - 1150 employees
- Symantec - 850 employees
- Weyerhaeuser Company - 511 employees
- City of Springfield - 350 employees
- Rosboro Lumber Company - 340 employees
- Wal\*Mart - 340 employees

- Sony Disc Manufacturing - 276 employees
- Fred Meyer - 250 employees
- Springfield Forest Products - 194 employees

Lane County, and all of Oregon, experienced an economic downturn in late 2000, which resulted in layoffs. In the short term, slow economic growth is expected to continue, but as the national economy recovers, so should Lane County (Oregon Economic Development Department 2002).

**RELATED PLANNING EFFORTS**

Presently, there are several adopted plans and ongoing planning efforts that relate to the Comprehensive Plan and will be considered as recommendations are developed:

- *Eugene-Springfield Metropolitan Area General Plan and Plan Update:* The City of Eugene, City of Springfield, and Lane County Land Management Division developed the initial plan in 1982 and the update in 1987. This plan is the official long-range general plan of metropolitan Lane County and the cities of Springfield and Eugene. It outlines general planning policies and land-use designations.
- *Springfield Bicycle Plan:* Developed in 1998, this 20-year plan describes ways to develop a comprehensive bicycling system in Springfield and provides implementation details for the Bicycle Element of the 1986 TransPlan.
- *Parks 2005 Plan:* This plan developed by Lane County Parks Division provides an operational, developmental, and financial guide for

Lane County Parks between 2000-2005.

- *Metropolitan Natural Resources Study:* A joint project of the City of Eugene, the City of Springfield, and Lane County to address Oregon Statewide Planning Goal 5. Lane Council of Governments (LCOG) manages this project on behalf of the three jurisdictions. The draft inventory has been completed, which compiles information on wetlands, riparian, and wildlife habitat resources in the metro area.
- *Metro Regional Parks and Open Space Study:* Coordinated by LCOG, this effort will provide an open space vision and strategic plan for the metro region that considers significant natural resource areas.

In addition, the implementation of nodal development in the Glenwood, Downtown, Mohawk, and Jasper areas could increase residential density and the need for parks and recreation facilities and services in the District.

Three Willamalane planning documents directly relate to the Comprehensive Plan project. They are:

- The 1999 Neighborhood Parkland Needs Assessment and Strategy Recommendation Report;
- The 1995 Park, Recreation, and Open Space Plan; and
- The 1980 Comprehensive Plan.

Other plans and studies that will impact the development of Springfield and have been considered during the Comprehensive Plan process include:

- Glenwood Refinement Plan;
- Downtown Refinement Plan;
- East Kelly Butte Neighborhood Plan;

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- East Main Refinement Plan;
- Gateway Refinement Plan.

See the bibliography for a complete list of documents used in this report.

### **DEMOGRAPHIC PROFILE**

The demographic profile provides a snapshot of the community, including population data and projections for the District and each planning area, and information on income, housing, and households. It provides information about Willamalane's customer base that will be used to launch park and recreation strategies and policies.

#### **Methodology**

Information from the U.S. Census Bureau, Springfield Chamber of Commerce, and Oregon Economic Development Department was used to develop the demographic profile.

Lane Council of Governments (LCOG) provided the District population projections based on buildable residential land, net housing densities, occupancy rate, household size, census data, and current planning efforts.

#### **Population**

In 2000, Springfield had a population of 52,864 (U.S. Census Bureau 2000), and the Planning Area had a population of

62,514 (LCOG 2002). Between 1990 and 2000, Springfield grew by 18%, whereas Lane County grew by 14% and the state as a whole grew by 20% (Table A-1).

Table A-2 shows a projected 42% population growth for the planning area, from 62,514 in 2000, to 88,720 by the year 2022. Because of this population growth, Willamalane Park and Recreation District will have to increase services, parks, and facilities by 2022 to maintain the current level of service for the area.

The planning sub-areas are expected to grow at different rates, which will create varied demand for park and recreation facilities and services.

- The eastern sub-area of the District is expected to increase by 11,000 people by the year 2022. This increase would represent a 111% change from the 2000 population numbers. Significant increases in parks, recreation facilities, and services will need to be provided in this area to meet this demand.
- The southwest planning sub-area is expected to grow by only 2,547 people; however, this addition would represent a 150% increase in population for the area.
- The western and central sub-areas of the District are expected to experience the least amount of population growth, but the rate of growth in these areas is still projected to be over 10%.

	1990	2000	Change	% Change
Springfield	44,664	52,864	8,200	18.4
Eugene	112,733	137,893	25,160	22.3
Lane County	282,912	322,959	40,047	14.2
Oregon	2,842,321	3,421,399	6,260,299	20.4

Source: LCOG 2002, OECDD 2002

Table A-1: Population Growth, 1990 - 2000

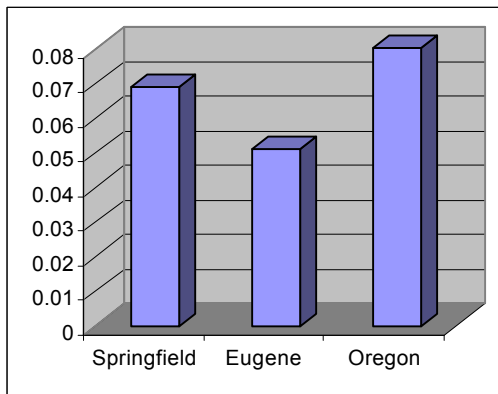
Planning Area	2000	2022	Change	% Change
Central	16,615	18,770	2,155	13
East	10,186	21,500	11,314	111
South	10,457	14,900	4,443	43
Southwest	1,703	4,250	2,547	150
West	7,393	8,300	907	12
North	16,160	21,000	4,840	30
<b>Total</b>	<b>62,514</b>	<b>88,720</b>	<b>26,206</b>	<b>42</b>

Source: LCOG 2002

Table A-2: Planning Sub-area Population, 2000-2022

**Ethnicity**

The Latino population is growing quickly in Springfield. Between 1990 and 2000, it almost tripled, growing from 1,299 persons to 3,651 persons, (about 6.9% of the population). During the same decade, Eugene experienced a doubling of the total Latino population, bringing their proportion to 5.1%. Even though Springfield's Latino population dramatically grew in the last 10 years, it is still below the statewide average of 8.0% (Table A-3).



Source: U.S. Census Bureau, 2000

Table A-3: Latino Population, 2000

In order to respond to the increase of Spanish-speaking residents in the area, the District will need to diversify its marketing strategies, provide bilingual services, and expand its cultural awareness programs. Park and facility needs of this population also should be addressed.

**Age**

Tables A-4 and A-5 describe the age distribution of the District's current population and compare changes in this population from 1990 to 2000.

- Springfield is a young community. The median age for Springfield residents rose from 30.2 years old to 32.1 years between 1990 and 2000; however, it is below the statewide average of 36.3 years.
- The number of younger seniors and seniors is expected to increase. In 2000, adults aged 20-44 made up about 40% of the total population. If this group of people remains in the Springfield area until 2020, the number of 45- to 64-year-olds will greatly increase.

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Similarly, if the 45-64 group, the Baby Boomers, which comprise approximately 20% of the 2000 population, remain in the area, the senior population (65- to 84-year-olds) will also increase.

- Between 1990 and 2000, persons 85 years and older increased by 95%. This age group was only 1.5% of the total population in 2000; however, the percentage might increase as the 65-84 group ages. Subsequently, more services may be needed for older seniors.
- In 2000, children under the age of 19 represented 30% of the Springfield population and 29% of the planning area population. This group has traditionally been the focus of District services and the needs of children and youth will continue to be important.

- As the population in the planning area continues to become older and a larger percentage of the population is over 55, the District will need to develop facilities and services that meet the needs of the older population, such as senior centers and senior programs, gardening plots, paths for dog walking and walking for pleasure, and natural areas for bird watching.

Age Group	2000	% of Total Population
Under 5 years	4,776	8
5-19 years	13,391	21
20-44 years	23,897	38
45-64 years	13,316	21
65-84 years	6,169	10
85 years and older	965	2
<b>Total</b>	<b>62,514</b>	

Source: LCOG, 2002

Table A-4: Planning Area Age Distribution, 2000

Age Group	1990	% of Total Population	2000	% of Total Population	Change	% Change
Under 5 years	3,929	8.8	4,327	8.2	398	10.1
5-19 years	9,745	21.8	11,585	22	1,840	18.9
20-44 years	19,468	43.6	20,983	39.7	1,515	7.8
45-64 years	6,733	15.1	10,546	19.9	3,813	56.6
65-84 years	4,400	9.5	4,626	8.8	226	5.1
85 years and older	408	0.9	797	1.5	389	95.3
<b>Total</b>	<b>44,683</b>	<b>100</b>	<b>52,864</b>	<b>100</b>	<b>8,181</b>	<b>18</b>

Source: LCOG, 2002

Table A-5: Springfield Age Distribution, 1990-2000

### **Households**

In 2000, family households comprised 66% of all households in Springfield. A family household is defined as two or more persons living together that are related by birth, marriage, or adoption. They may be comprised of siblings or other relatives, as well as married couples and any children they have. Of the family households, approximately 53% have children and 33% of those families are married couples with children. The traditional married-couple family with related children was 22% of all households in Springfield. This was a drop from 25% in 1990. Because more than half of the family households have children, it will be important for Willamalane to continue to provide special activities for families with children, as well as address the needs of changing families, such as single parents and families without children.

### **Income**

Springfield households earn less than the statewide median and are more likely to be below the poverty level than the statewide average. In 2000, the median household income in Springfield was \$33,031, and almost 15% of the households were below poverty level. The median household income for the state of Oregon was \$40,916, with 7.9% of the households below poverty level. Considering the high rate of households existing at or below poverty level, affordability of services will remain an issue for the District.

### **Housing**

As population has increased in Springfield, the number of housing units has also increased from 19,121 in 1990 to 20,514 in 2000. Home ownership also increased from 50% to 54%. The Eugene/Springfield MSA and the state of Oregon experience slightly higher owner

occupancy rates than Springfield, with rates of 57% and 64.3% respectively. In 2000, the median value of owner-occupied housing was \$107,000 in Springfield (Springfield Chamber of Commerce 2002). Since the District's major source of revenue is property taxes, the high rate of home ownership affects its revenue base.

### **PUBLIC INVOLVEMENT FINDINGS**

Public involvement is a critical part of the comprehensive planning process. To develop a solid foundation for the Comprehensive Plan, feedback was solicited from District staff and residents regarding their needs and preferences. Activities were planned to ensure the participation of a diverse cross-section of the District's population.

This section summarizes the public involvement findings to date.

#### **Methodology**

The public involvement process during the environmental scan included the following:

- A statistically valid community survey of 529 District households;
- Focus groups with non-users, teens, and Willamalane staff to identify needs and preferences;
- Thirty-nine stakeholder interviews with Board members and residents;
- A Park and Recreation Fair held at the Gateway Mall (214 residents responded to the Park and Recreation Fair Questionnaire);
- Citizen Advisory Committee, Technical Advisory Committee, Board of Directors, and Project Management Team Meetings.

Over 750 residents have participated in the planning process to date.

### **COMMUNITY SURVEY**

A community survey was conducted with 529 residents over the age of ten living in the planning area. Questions focused on public attitudes, recreation interests, recreation participation characteristics, and maintenance and financial issues.

The survey was designed to achieve statistical reliability for the Willamalane planning area. In general, findings from the total sample have a confidence level of 95% with a +/- 5% margin of error. Subgroup results were provided by planning area and by age group when they varied significantly from the Willamalane planning-area results. It is important to note, while the planning-area results are statistically valid, subgroup responses have a lower confidence level and should be given less weight.

A complete record of the Community Survey findings can be found in the Community Survey Report (MIG, Inc. 2002).

Table A-6 ranks 50 recreation activities in order of participation, and shows the average number of times in a month respondents participated in each activity. The participation rate for Willamalane is compared to the Northwest Average. The Northwest Average is the average participation rate for that activity in the Northwest based on the last 15 surveys conducted by MIG, Inc. Activities with lower-than-average participation rates are indicated by grey shading. Table A-7 shows the top five recreation activities for various age groups.

The 20 recreational activities people would most like to participate in if facilities were available are shown on Table A-8. The activities highlighted in grey were ranked lower as preferred activities than in current participation. The remaining activities have a higher preferred ranking.

This suggests that respondents want to participate in this activity, but, for various reasons, they are not currently doing so.

### **Key Findings – Community Survey**

- The majority of respondents are somewhat to relatively familiar with Willamalane (66.3%).
- Almost 26% of the respondents have participated in Willamalane programs in the last year - slightly fewer than the average of 30.3% reported for other communities (i.e., Albany, Corvallis, Camas, Medford, Oregon City, and Olympia).
- The current low reported use of the Willamalane Web site and the high use of personal computers indicate that there is great potential to increase use of the Web site.
- The most common reason for not participating in programs is because people are not aware of what is offered (33.0%). Participation may be increased by increasing awareness of programs. The *Community Survey Report* highlights the most common ways each age group receives program information so marketing can be targeted.
- Promoting youth development (18.1%), providing opportunities to enjoy nature and the outdoors (14.8%), and helping seniors and disabled people remain independent (14.2%) were the three most important benefits of park and recreation services identified by respondents. Identifying these benefits will help guide facility and program improvements.
- Teens were the group identified as needing more or better services.

- Most respondents who had an opinion would like the Willamalane planning area to maintain its current maintenance level if future funding is limited. If park maintenance budgets were reduced, 36.6% of the respondents recommended limiting the development of new parks to avoid the cost of increasing maintenance.
- Personal computers, walking for pleasure, and dog walking are the activities with the greatest participation rates (Table A-6).
- Working on personal computers is the activity with the greatest participation rate for every age group except for residents over age 65 (Table A-7).
- Walking, camping, and bicycling for pleasure are the three most desired activities if facilities were available. (Table A-8).



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Rank	Activity	Willamalane	Northwest Average
1	Computers, Personal	8.24	6.68
2	Walking for Pleasure	5.67	5.51
3	Dog walking / exercising	4.77	4.77
4	Gardening	4.58	4.21
5	Family Activities	4.57	3.7
6	Bicycling, Pleasure	3.91	3.01
7	Exercise / Aerobics	3.54	2.48
8	Camping, General	3.4	2.68
9	Playground - visit / use	3.13	2.76
10	Swimming, indoor	2.95	2.29
11	Fishing, Freshwater	2.86	1.98
12	Fairs, Festivals	2.65	2.53
13	Swimming, outdoors	2.62	2.59
14	Nature Walks	2.61	2.54
15	Basketball	2.6	2.35
16	Picnicking	2.54	2.08
17	Bird Watching	2.23	1.71
18	Wildlife Watching	2.19	2.28
19	Hiking / Backpacking	2.19	2.07
20	Hunting	2.1	2.1
21	Jogging / Running	2.04	2.51
22	Concerts - attending	1.97	1.98
23	Football	1.96	1.56
24	Weightlifting	1.76	1.97
25	Boating, Power	1.75	1.72
26	Photography	1.64	1.57
27	Woodworking	1.53	0.97
28	Soccer	1.35	1.81
29	Crafts (Pottery, Ceramics)	1.32	1.25
30	Skateboarding	1.31	0.81
31	Dancing, Social	1.31	1.01
32	Cultural Event - attending	1.22	1.35
33	Golf, Play	1.21	1.48
34	Painting / Sketching	1.13	1.14
35	Baseball, Youth	1.11	1.12
36	Roller Skating / Inline	1.05	1.25
37	Instructional Classes	0.98	0.99
38	Bicycling, BMX	0.96	0.87
39	River Rafting	0.9	0.78
40	Softball	0.84	1.37
41	Volleyball, indoor	0.68	0.92
42	Canoe / Kayaking	0.62	0.79
43	Dancing (Ballet, Tap, etc.)	0.61	0.55
44	Horseback Riding	0.56	0.44
45	Tennis	0.54	1.14
46	Rock Climbing	0.44	0.62
47	Gymnastics	0.44	0.26
48	Volleyball, outdoor	0.39	0.89
49	Ice Skating	0.34	0.55
50	Handball / Racquetball	0.2	0.54

Source: Community Survey Report, MIG, Inc.

*Table A-6:  
Participation in Recreation Activities in the Last 30 Days*

<b>Age</b>	<b>1st</b>	<b>2nd</b>	<b>3rd</b>	<b>4th</b>	<b>5th</b>
<b>10 to 14</b>	Computers 8.83	Basketball 7.72	Bicycling for Pleasure 6.25	Swimming (outdoors) 6.12	Swimming (indoors) 5.72
<b>15 to 17</b>	Computers 11.48	Swimming (indoors) 6.14	Swimming (outdoors) 6.00	Family Activities 5.10	Jogging / Running 5.05
<b>18 to 24</b>	Computers 13.03	Walking 7.00	Camping 6.66	Bicycling 6.38	Family Activities 6.21
<b>25 to 34</b>	Computers 12.14	Family Activities/ Gardening 6.69	Dog walking 6.39	Exercise / Aerobics 5.9	Walking 5.27
<b>35 to 44</b>	Computers 7.99	Dog walking 5.48	Family Activities 5.37	Bicycling 5.27	Gardening 5.18
<b>45 to 54</b>	Computers 8.01	Walking 7.09	Gardening 6.2	Dog walking 4.85	Exercise / Aerobics 3.95
<b>55 to 64</b>	Computers 7.44	Walking 6.44	Gardening 5.57	Family Activities 4.13	Dog walking 4.01
<b>65 +</b>	Walking 6.09	Gardening 3.78	Dog walking 3.28	Bird watching 3.11	Computers 2.66

Source: Community Survey Report, MIG, Inc.

*Table A-7: Top 5 Recreation Participation Activities for Age Groups in the Last 30 Days*

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Activity	Weighted Score	Preferred Score	Participation Ranking	Latent Demand
Walking for Pleasure	678	1	2	1
Camping	663	2	8	6
Bicycling for Pleasure	640	3	6	3
Family Activities	580	4	5	1
Nature Walks	497	5	14	9
Fishing (freshwater)	493	6	11	5
Swimming (indoors)	486	7	10	3
Gardening	464	8	4	-4
Concerts, attending	455	9	22	13
Fairs/Festivals	445	10	12	2
Dog walking / exercise	399	11	3	-8
Picnicking	386	12	16	4
Computers, personal	380	13	1	-12
Exercise / Aerobics	366	14	7	-7
Swimming (outdoors)	354	15	13	-2
Crafts (pottery, ceramics)	339	16	29	13
Hiking / Backpacking	300	17	19	2
Playground (visit)	294	18	9	-9
Golf (play)	292	19	33	14
Cultural events (attend.)	280	20	32	12

Source: Community Survey Report, MIG, Inc.

Table A-8: Top 20 Preferred Recreation Activities

### Key Findings – Community Survey (continued)

- At least 60% of the respondents have used parks and recreation facilities once in the last year (Table A-9).
- Residents are most likely to use neighborhood parks in their area, Island Park, and Lively Park Swim Center (Table A-9).
- Residents were least likely to use the Adult Activity Center, the Memorial Building Community Center, and Bob Artz Memorial Park (Table A-9).
- About 24% of seniors between 55-64 and 30% of seniors over age 65 have visited the Willamalane Adult Activity Center between 1-5 times.
- The most frequent reason for non-use of parks and pools was lack of time (59.6% and 43.3% respectively). More effort needs to be made to increase residents' awareness of opportunities for short recreation breaks close to home.
- For youth 10-17, cost limits use of Willamalane swim centers.
- Desired major projects included: develop a sports park; upgrade and renovate existing parks; develop smaller, close-to-home neighborhood parks; and provide a senior center on the east side of town (Table A-10).

- Off-street bike paths were identified as the number one outdoor recreation facility needed in Springfield. Other desired facilities included an outdoor water park, skateparks, and more riverfront access for fishing and boating (Table A-11).
- In an open-ended question in the Community Survey, build a skatepark and provide middle school-age and teen programs were listed as the park, recreation facility, or program improvements most needed in Springfield.
- In order to fund top-priority projects, most of the respondents said that they would support an increase in property tax depending on the amount and the facilities that it would fund (65.5%).

Parks and Facilities	Yes	No	Number of Visits		
			1 to 5 times	6 to 11 times	12 + times
Neighborhood park in area	58.2	41.8	36.3	9.7	12.2
Island Park	51.1	48.9	40.6	7.4	3.0
Lively Park and Swim Center	48.3	51.7	35.2	6.6	6.4
Off-street bike paths	44.1	55.9	21.7	8.0	14.3
Willamalane Park	43.1	56.9	29.8	7.0	6.2
Willamalane Swim Center	36.9	63.1	23.6	4.6	8.6
Dorris Ranch	21.6	78.4	19.2	1.6	0.8
Adult Activity Center	19.6	80.4	13.3	2.6	3.6
Memorial Building	18.6	81.4	13.4	2.8	2.4
Bob Artz Memorial Park	10.1	89.9	8.1	1.2	0.8

Source: Community Survey, MIG, Inc.

Table A-9: Percent of Visitation in the Last 12 Months

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Activity	Rank			TOTAL
	1st	2nd	3rd	
Develop a sports park	98	58	63	15,923
Upgrade and renovate existing parks	84	62	65	15,125
Develop smaller, close-to-home neighborhood parks	59	58	44	11,412
Provide a senior center on the east side of Springfield	42	59	47	10,241
Develop a multiuse community center	34	52	53	9,525
Develop a large, multiuse community park	46	46	30	8,666
Purchase open space and natural areas	33	34	41	7,545
Acquire parkland for future development	14	24	25	4,289
Other	14	7	14	2,520

Source: Community Survey, MIG, Inc.

Table A-10: Desired Major Projects

Activity	Rank			TOTAL
	1st	2nd	3rd	
Off-street bicycle paths and trails	125	71	62	579
An outdoor water play park	74	68	62	420
Skateparks in different areas	65	66	64	391
Riverfront access for fishing and boating	50	79	65	373
Fenced, off-leash dog park	39	51	39	258
Community gardens	34	45	54	246
Other	14	7	14	70

Source: Community Survey, MIG, Inc.

Table A-11: Desired Outdoor Recreation Facilities

**PARK AND RECREATION FAIR**

A Park and Recreation Fair was held at the Gateway Mall in Springfield on March 16, 2002. The purpose of the fair was to involve community members of all ages in the plan development process. Displays and activities were set up to inform residents about park and recreation resources and to give them the opportunity to comment on park and recreation needs and priorities. Two hundred fourteen (214) questionnaires were completed during the event. Responses to the questionnaire are qualitative only and are not designed to produce statistically valid results. The *Park and Recreation Fair Report* provides detailed description of responses (MIG, Inc. 2002).

**Key Findings – Park and Recreation Fair**

- Overall, Park and Recreation Fair and Community Survey responses were very similar, reinforcing the Community Survey findings.
- The majority of respondents are somewhat to very familiar with Willamalane (64%). This is very similar to familiarity ratings in the Community Survey (61.2%).
- Promoting youth development (20.9%), providing opportunities to enjoy nature (17.1%), and providing quality time for families (14.6%) were identified as the three most important benefits of parks and recreation. The most frequently selected benefits in the Community Survey were also promote youth development (18.1%) and provide opportunities to enjoy nature (14.8%). However, the third most frequently selected benefit was helping seniors and disabled people remain independent. Survey

respondents rated quality time for families fourth.

- Both Survey and Fair respondents rated off-street bicycle paths and trails, an outdoor water play park, and skateparks in different areas as the top three outdoor recreation facilities needed in Springfield today (Table A-12).
- Respondents to both the Park and Recreation Fair Questionnaire and Community Survey identified teenagers as the group needing more or better recreation services in Springfield.
- Most respondents to the Park and Recreation Fair Questionnaire and Community Survey would like the District to maintain its current maintenance level. If park maintenance budgets were reduced, 30.1% of Park and Recreation Fair participants recommend mowing the parks less frequently and reducing the watering of grass. Survey respondents also favor these reductions.
- Overall, participants were pleased with the Park and Recreation Fair. Almost 80% rated it very favorably. This indicated that Willamalane should consider holding such an event again in the future.
- Both Survey and Fair respondents included developing a sports park and upgrading existing parks as the top two major projects most needed in Springfield (Table A-13).

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Activity	Rank			TOTAL
	1st	2nd	3rd	
An outdoor water play park	31	22	14	<b>151</b>
Skateparks in different areas	23	22	7	<b>120</b>
Off-street bicycle paths and trails	23	18	11	<b>116</b>
Community gardens	15	10	13	<b>78</b>
Playgrounds	11	13	18	<b>77</b>
Picnic facilities	7	19	13	<b>72</b>
Fenced, off-leash dog park	10	12	10	<b>64</b>
Riverfront access for fishing & boating	6	10	19	<b>57</b>
Basketball courts	6	7	8	<b>40</b>
Soccer fields	4	4	5	<b>25</b>
Softball fields	2	2	5	<b>15</b>
Other	3	0	5	<b>14</b>

Source: Park and Recreation Fair, MIG, Inc.

*Table A-12: Desired Outdoor Recreation Facilities*

Activity	Rank			TOTAL
	1st	2nd	3rd	
Upgrade and renovate existing parks	34	17	22	<b>158</b>
Develop a sports park	16	27	26	<b>128</b>
Develop a large, multiuse community park	24	22	11	<b>127</b>
Develop a multiuse community center	19	21	17	<b>116</b>
Develop smaller, close-to-home neighborhood parks	16	16	18	<b>98</b>
Purchase open space and natural areas	16	11	13	<b>83</b>
Acquire parkland for future development	11	10	6	<b>59</b>
Provide a senior center on the east side of Springfield	6	11	10	<b>50</b>
Other	1	1	2	<b>7</b>

Source: Park and Recreation Fair, MIG, Inc.

*TableA-13: Desired Major Projects*

## ***FOCUS GROUPS***

Three focus groups were conducted to gather in-depth information about residents' and staff's needs and preferences. The focus groups included non-users, teens, and an all-staff workshop.

### ***Non-User Focus Group***

Community members who do not currently participate in Willamalane programs or do not visit parks or facilities more than five times a year were invited to this focus group session. Participants completed a brief comment sheet and participated in a discussion focusing on reasons why they do not use Willamalane services, marketing suggestions, and ways to improve parks, facilities, and programs. Twelve community members attended the meeting. See Non-User Focus Group Meeting Summary for a complete discussion (MIG, Inc. 2002).

### ***Key Findings – Non-User Focus Group***

- Lack of awareness of Willamalane services and lack of time are major reasons for non-use of programs and facilities.
- Flexible recreation opportunities and targeted marketing strategies would help residents increase participation and use small blocks of free time for recreation. Specific suggestions included expanding drop-in opportunities, distributing targeted program information to specific market segments, and increasing awareness of the District's Web site.
- Despite the fact that they were non-users, all of the focus group participants felt that there is value in parks and recreation opportunities, and that parks and recreation benefit the entire community.

- The most valued benefits of parks, programs, and recreation facilities were providing opportunities for families to spend quality time together and providing opportunities for socializing and the enjoyment of the outdoors and nature.

### ***Teen Focus Group***

Two teen focus groups were held at Springfield High School in which youth discussed their participation in Willamalane programs, best ways to reach teens, ways to improve parks, facilities, and programs, and community and personal benefits of park and recreation services. In addition, teens were given a questionnaire to complete at home regarding these issues. In total, 41 teens attended the meetings and 30 questionnaires were returned.

Table A-14 ranks 50 recreation activities in order of participation, and shows the average number of times respondents participated in each activity in the previous month. The participation rate is compared to the Northwest Average. The 20 recreation activities teens would most like to do if facilities were available are shown in Table A-15.

### ***Key Findings – Teen Focus Group***

- One third of teen focus group participants had attended recreation programs in the past year – slightly higher than the participation rate reported among the general population in the Community Survey (26%).
- The most common ways for youth to learn about District programs were through the Quarterly Program Guide and through friends or word of mouth. The Willamalane Web page is not a highly used source for this information, but with the high rate of computer use



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- reported, it has good potential for expansion.
- Not being aware of programs (38.1%) and not offering programs of interest (23.8%) were the most frequently reported reasons why teens did not participate in District programs. Teen focus group participants (23.8%) were more likely than Community Survey respondents (13.9%) to list not offering programs of interest as a reason for not participating in recreation programs. Providing programs more targeted to teen interests will be important to increase program participation.
  - Both current teen participation in recreation activities and latent demand were measured by responses to the teen focus group questionnaire. Both indicate areas for possible future expansion of teen programs.
  - The activities with the highest rate of teen participation during the last month were personal computer, dog walking, aerobics, social dancing, and jogging (Table A-14).
  - The activities with the highest latent demand for teens were attending concerts (25), playing soccer (15), photography (15), swimming outdoors (13), and horseback riding (12).
  - Teen focus group participants most frequently reported that not enough time and lack of adequate things to do were the main reasons that they did not visit parks. These teens were more likely to state that parks lacked adequate things to do (27.8%) than the general population (6.4%).
  - Teens have limited access to transportation and were more likely to say than the general population that parks and facilities that are too far away limit their recreational access.
- When teen focus group results are compared to the Community Survey, Willamalane teens are more likely to use parks and community facilities than the general population. In contrast to the general population, teens are more likely to use communitywide facilities, such as Lively Park Swim Center, than neighborhood parks.
  - When asked to identify their highest priority park and facility improvements, teen focus group participants identified a park with sand volleyball and a teen center. They would also like to have access to a natural park with features such as trees, birds, trails, picnic facilities, and ponds.
  - Teen focus group participants would also like Willamalane to enhance recreation programming by providing dance and kickboxing classes and an indoor/outdoor volleyball program.

Rank	Activity	Teen Focus Group	Northwest Average
1	Computers, Personal	8.18	6.68
2	Dog walking / exercising	7.50	4.77
3	Exercise / Aerobics	7.03	2.48
4	Dancing, Social	6.65	1.01
5	Jogging / Running	6.09	2.51
6	Basketball	5.53	2.35
7	Weightlifting	5.03	1.97
8	Family Activities	4.91	3.7
9	Playground - visit / use	4.85	2.76
10	Fairs, Festivals	4.82	2.53
11	Walking for Pleasure	4.62	5.51
12	Painting / Sketching	4.47	1.14
13	Football	4.44	1.56
14	Camping, General	4.38	2.68
15	Volleyball, outdoor	4.35	0.89
16	Volleyball, indoor	4.21	0.92
17	Swimming, outdoors	4.18	2.59
18	Skateboarding	3.76	0.81
19	Bicycling, Pleasure	3.65	3.01
20	Soccer	3.53	1.81
21	Ice Skating	3.32	0.55
22	Swimming, indoors	3.21	2.29
23	Crafts (Pottery, Ceramics)	2.97	1.25
24	Gardening	2.56	4.21
25	Horseback Riding	2.53	0.44
26	Dancing (Ballet, Tap, etc.)	2.44	0.55
27	Concerts (attending)	2.44	1.98
28	Nature Walks	2.21	2.54
29	Photography	2.06	1.57
30	Hiking / Backpacking	1.94	2.07
31	Softball	1.88	1.37
32	Gymnastics	1.88	0.26
33	Boating, Power	1.88	1.72
34	Cultural event - attending	1.85	1.35
35	Fishing, Freshwater	1.82	1.98
36	River Rafting	1.68	0.78
37	Rock Climbing	1.56	0.62
38	Canoe / Kayaking	1.47	0.79
39	Baseball, Youth	1.47	1.12
40	Picnicking	1.44	2.08
41	Roller Skating / Inline	1.41	1.25
42	Bicycling, BMX	1.21	0.87
43	Hunting	1.18	2.1
44	Bird Watching	1.15	1.71
45	Handball / Racquetball	0.88	0.54
46	Woodworking	0.71	0.97
47	Tennis	0.68	1.14
48	Wildlife Watching	0.62	2.25
49	Golf, Play	0.35	1.48
50	Instructional Classes	0.26	0.99

Source: Teen Focus Group

*Table A-14: Youth Participation in Recreation Activities in the Last 30 Days*

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Activity	Preferred Ranking	Participation Ranking	Latent Demand
Dancing, Social	1	4	3
Concerts (attending)	2	27	25
Fairs, Festivals	3	10	7
Swimming, outdoors	4	17	13
Soccer	5	20	15
Volleyball, outdoor	6	15	9
Basketball	7	6	-1
Camping, General	8	14	6
Ice Skating	9	21	12
Dog walking / Exercising	10	2	-8
Computers, Personal	11	1	-10
Exercise / Aerobics	12	3	-9
Horseback Riding	13	25	12
Photography	14	29	15
Dancing (Ballet, Tap, etc.)	15	26	11
Painting / Sketching	16	12	-4
Volleyball, indoor	17	16	-1
Swimming, indoors	18	22	4
Walking for Pleasure	19	11	-8
Family Activities	20	8	-12

Source: Teen Focus Group

*Table A-15: Top 20 Preferred Recreation Activities*

**All-Staff Focus Group**

The purpose of this meeting was to obtain staff input on their vision for the District, core services, gaps in service, and their top priorities for District service improvements. Staff broke into six groups for small group discussions. Approximately 62 Willamalane staff members participated in the meeting. See the All Staff Workshop Report for a complete discussion of the focus group findings (MIG, Inc., 2002).

**Key Findings – All Staff Focus Group**

The following are the common elements of the vision for Willamalane's future described by staff:

- Making a difference in the community through quality programs
- Serving all ages and abilities
- Celebrating diversity
- Providing safe and well-maintained parks and facilities
- Preserving natural open space
- Having adequate, carefully managed, financial resources
- Meeting the needs of residents and, therefore, creating a high level of customer satisfaction

According to staff, the core services provided by the District include:

- Parks and open spaces
- Aquatic programs
- Senior programs
- Kids Club
- Teen programs
- Lifelong learning
- Health and fitness

- Special events
- Employment opportunities

The following were most often mentioned as top priorities during the small group sessions:

- Increase funding
- Hire more maintenance staff
- Replace aging facilities
- Increase marketing/program awareness
- Build a new community center

**STAKEHOLDER INTERVIEWS**

Interviews with 39 key stakeholders were conducted to identify key community issues, priorities, and perceived needs. The stakeholders consisted of Board members, sport program directors, School District staff, City employees, non-profit directors, and other citizens. See the Stakeholder Interview Report for a complete discussion (MIG Inc. 2002).

During the interviews a range of topics was discussed, including:

- The most pressing community needs in the Springfield area
- Role of parks and recreation in addressing these needs
- Major issues facing the District
- Benefits of park and recreation services
- Needed improvements
- Underserved areas
- Funding options for park and recreation services
- Public involvement opportunities

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### **Key Findings – Stakeholder Interviews**

The following are the key findings from the Stakeholder Interviews:

#### *Strengths*

- Residents recognize the importance of parks and recreation in creating a livable community.
- Willamalane staff is committed and well-respected.
- The Springfield area is rich in natural resources that can form the basis of an outstanding park system.
- In general, the community is supportive of recent park development efforts, such as the skatepark, sports park, Eastgate Woodlands improvements, and partnerships with other agencies to expand natural-area parks.
- Willamalane’s recreation and aquatic services are important to the community.

#### *Weaknesses*

- Willamalane should ensure that all stakeholder interests are represented, both in planning efforts and in District governance and staff.
- The District’s image was not always positive during the past, and this has not been entirely overcome.
- The perception of the previous comprehensive planning process was that it did not effectively involve the community or represent all stakeholders.
- All residents have not been adequately served due to limited finances and conflicting priorities, including teens, adults, Latino residents, and low-income individuals.

- All residents are not aware of the full range of services provided by the District.
- District finances and its financial capacity to meet future needs is a concern.

#### *Opportunities*

- Provide a strong system of neighborhood and community parks within easy access to all residents.
- Develop natural-area parks and related recreation amenities to meet needs for outdoor recreation.
- Work with the City of Springfield to revitalize downtown.
- Develop a plan for parks and open space in the East, North, and Southwest planning sub-areas before further development takes place.
- Work with the City of Springfield to implement the Glenwood Refinement Plan.
- Enhance Springfield’s multiuse trail system.
- Develop a new community center.
- Make Springfield’s outstanding water features more accessible to the community, e.g., the Mill Race and the Willamette River between Dorris Ranch and Clearwater Park.
- Become a more sustainable organization that contributes to a sustainable community.
- Provide safe, clean parks.
- Balance growth with community livability.
- Build a closer relationship with the School District in light of recent school budget cuts.

- Continue and expand services for children, youth, and families, enhancing youth development and building stronger families.
- Increase services to the Latino community.
- Address community health and wellness, e.g., physical fitness.
- Expand services to adults.
- Expand community special events.
- Expand services to seniors to meet growing needs.
- Address the needs of homeless and low-income residents.
- Continue to expand Willamalane’s leadership in the community.
- Consider increasing user fees, expanding grant efforts, and business support as well as increasing SDCs as a means of financing future improvements.
- Expand community involvement in planning and providing recreation opportunities and caring for our recreation resources.
- Hire bilingual and bicultural staff.

*Threats*

- The community is clearly divided over the appropriateness of providing natural-area parks vs. a focus on active parks as part of the park system.
- The community’s expectations regarding user fees for recreation services may not be aligned with financial realities.
- Issues facing the community require continued multiagency collaboration.

**OTHER PUBLIC COMMENTS**

The Project Management Team, Citizen Advisory Committee, and Technical Advisory Committee provide oversight for the Comprehensive Plan process by providing input, reviewing work products, and encouraging resident participation in the planning process. During the TAC and the joint Board and CAC meeting, participants discussed key issues to be addressed in the Plan. For the TAC, creating and maintaining partnerships was identified as a major issue in developing the District’s Comprehensive Plan. Partnerships help expedite plan development, facilitate plan implementation, support a collective vision for Springfield, and help eliminate duplication across the region. The Board and CAC also believed that partnerships were a key issue to be addressed in the Plan. The following potential partners were identified: City of Springfield, City of Eugene, Lane Council of Governments, School District, Hospitals, Fire and Police, Lane Community College, and University of Oregon.

According to the TAC, CAC, and Board, other key issues to be addressed in the Plan included:

- Assess the need for new community center.
- Develop implementation strategies for the Comprehensive Plan.
- Provide youth enrichment programs.
- Evaluate future land needs for open space, neighborhood parks, and bike paths in order to determine the need for future parkland acquisition.
- Evaluate bikeways and the level of connectivity within the District and to Eugene.

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- Develop comprehensive programs serving all populations including seniors, ethnic groups, youth, adults.
- Maintain affordability of programs and services.

The Board's and CAC's vision for the District's future was based on the following three categories:

- Park and recreation access for everyone;
- Well-maintained parks and facilities;
- Partnering with other agencies.

According to the Board and the CAC, the main outcomes to be produced by the Plan included:

- Enhanced community livability consisting of a sense of community and pride for the community.
- A wide variety of positive activities for residents, especially youth.

Board and CAC potential strategies to reach desired outcomes included:

- Develop more programming for teens.
- Create intergenerational programs to bring generations together.
- Diversify types of parks and facilities (i.e., dog park, rose gardens, climbing wall).
- Improve connectivity between parks and community destinations.
- Complete an assessment of all community facilities to determine possible partnerships and joint use of facilities.
- Partner with other organizations to share resources.

### **PARK AND FACILITY ANALYSIS**

To plan for future needs, it is important to understand the current system of parks, open spaces, and recreation facilities available to Willamalane Park and Recreation District residents. A park and facility analysis was conducted to:

- Document the type, number, and condition of parks and recreation facilities available to District residents today;
- Analyze the ratio of facilities to population (current level of service), assess current and future needs, and provide a basis for the development of strategies and actions for the Willamalane Park and Recreation Comprehensive Plan.

### **Methodology**

A variety of methods was used to assess current and future park and recreation facility needs:

- *Public Involvement:* A comprehensive public involvement program involved over 750 citizens, including children and youth, in assessing needs.
- *Park and Facilities Inventory:* District parks, community recreation facilities, and indoor and outdoor District recreation facilities were inventoried. An inventory also was prepared of indoor and outdoor recreation facilities owned by the School District (Appendix D).
- *Site Visits:* All District parks and facilities were visited to assess their current condition, and develop an understanding of the system of parks and facilities available to residents.

- **Park and Facility Classifications and Definitions:** Based on the District’s current inventory and commonly used classification systems, such as those used by the National Recreation and Park Association, a classification system of parks and facilities was developed (Appendix C).
- **Geographic Distribution Analysis:** Maps were created to illustrate current park, recreation, and open space resources and their distribution throughout the planning area (Maps 4 through 7).
- **Standards Analysis:** For over 30 years, the National Recreation and Park Association has recommended standards for parks, recreation, and open space which have been modified and adapted by agencies across the country. Standards are minimum - not maximum - goals for service. NRPA currently does not publish numerical standards, but recommends that agencies develop customized standards for their community (NRPA 1995). However, historic NRPA standards are still used as a reference in park planning. Level of Service (LOS) describes the service currently provided by parks and recreation facilities. Both standards and level of service are generally expressed as a ratio of number of facilities provided per 1,000 population. To establish standards for Willamalane, the current level of service provided was compared to standards of other agencies and historic NRPA standards. Community demand was considered and standards for Willamalane were proposed for both parkland and recreation facilities (Tables A-16 and A-17).

**Key Findings - Park and Facility Analysis**

As Table A-16 illustrates, the total proposed overall standard for parkland is 14.00 acres per 1,000 population, which is equal to the average standard for comparable cities/districts. Based on the proposed overall standard of 14.00 acres per 1,000 population, 130 acres of parkland (in addition to all existing acres) are currently needed. By 2022, almost 500 acres (in addition to all existing acres) will be needed. In addition to acquiring more parkland, the District will need to renovate and develop existing sites.

To allow the District the maximum flexibility in responding to the needs of residents, and to take advantage of land availability, an individual standard is not proposed for specific park types other than Neighborhood and Community Parks. Rather, a standard 10.00 acres per 1,000 population is proposed for all Other Parkland including:

- Natural-Area Parks
- Linear Parks
- Special-Use Parks
- Sports Parks

No standard is proposed for Undeveloped Parkland, as it is land proposed for future development in one of the above categories.

A variety of community recreation facilities should also be developed to meet future needs, including basketball courts and gymnasiums, dog parks, skateparks, and multipurpose trails.

There is a need to examine the District's service delivery strategy for recreation programs for all ages, given the condition and space limitations of the Memorial Building and the anticipated need for growth of these programs. Finally, the



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District should continue to collaborate with local and regional partners to meet these needs. This collaboration is needed to most effectively meet needs and avoid duplication of efforts.

### ***District Parks and Facilities***

District parks and facilities are heavily used - at least 60% of Community Survey respondents have used these parks and facilities at least once in the last year.

The District owns and manages the following types of parks and facilities:

- Neighborhood Parks
- Community Parks
- Natural-Area Parks
- Linear Parks
- Special-Use Parks
- Sports Parks
- Undeveloped Parkland
- Community Recreation Facilities
- Other Facilities

Definitions for each type and a list of facilities usually associated with each, are included in Appendix C.

A complete inventory of District parks and facilities is included in Appendix D.

Existing District recreation resources are illustrated in Map 4.

### ***Benefits of Parks and Recreation***

The benefits residents desire the most from the District's parks and recreation programs are listed below. These benefits should guide the community's park and facility planning and development:

- ***Promote youth development:*** Willamalane has an opportunity to provide parks and facilities that provide positive activities for youth. Participating in recreation activities can foster youth development.
- ***Provide opportunities to enjoy nature:*** From small neighborhood parks to large natural areas, Willamalane's park system can provide relief from urban development and opportunities to appreciate nature.
- ***Help seniors and people with disabilities remain active and socially engaged:*** By providing accessible parks and facilities, Willamalane can ensure that people with disabilities have equal access to recreation opportunities. Willamalane also can help seniors remain active by providing facilities for recreation and social services. In addition, Willamalane can provide facilities that meet the recreation interests of older adults, such as pathways for walks, community gardens, and natural areas for wildlife viewing.
- ***Provide quality time for families:*** Willamalane's parks and recreation facilities can provide places for quality family time, e.g., picnic areas, places for community festivals and events, play areas, and swim centers.
- ***Improve health and wellness:*** Close-to-home recreation facilities encourage people to develop active, healthy lifestyles. These facilities can include trails, aquatic facilities, sports facilities, fitness centers, skateparks, etc.

***Insert Table A-16***

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**Back of Table A-16**

***Insert Map 4***

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**Neighborhood Parks**

Neighborhood parks are intended to meet the day-to-day recreational needs of the surrounding neighborhood. They are located within walking and bicycling distance of residents, serve up to a one-half-mile radius, and are generally five to ten acres in size. For planning purposes, the service areas do not extend beyond busy streets or other crossings that would be dangerous for young pedestrians or bicyclists.

The District provides 16 neighborhood parks ranging in size from one to seven acres, totaling more than 57 acres. Some of these sites are not fully realizing their potential because of public access limitations. Many sites need improvements to meet current accessibility and playground safety standards. Other sites could benefit from improvements to site furnishings and recreation facilities. District neighborhood parks include:

- Bluebelle Park
- Douglas Gardens Park
- Fort (William S.) Memorial Park
- Gamebird Park
- James Park
- Jesse Maine Memorial Park
- Meadow Park
- Menlo Park
- Mt. Vernon property
- Page Park
- Pride Park
- Robin Park
- Royal Delle Park
- Thurston Park

- Tyson Park
- Willamette Heights Park/Overlook

James Park in Glenwood in the Southwest sub-area dates back to 1948. Today, it is cut off from residential neighborhoods by Franklin Boulevard, railroad tracks, and an industrial area. The only exception is the mobile home park immediately adjacent to the park.

Three of the neighborhood parks (Gamebird, Page, and Douglas Gardens) are sited adjacent to School District 19 property. The adjacency offers the potential for shared use of public facilities.

However, security concerns have prompted the School District to erect chain link fencing along some of its school boundaries, diminishing some joint use opportunities.

Several neighborhood parks have limited street frontage, and some are almost totally enclosed by neighbors' back fences. Parks that are properly sited and well designed (such as Douglas Gardens and Meadow Park) are heavily used and suffer less vandalism. Those that are hidden behind backyards are more likely to be misused and abused.

*Public Involvement Findings*

Community members recognize the need for more neighborhood parks, and also want improvements at existing parks. According to the Community Survey, neighborhood parks are the most highly used recreation facilities in the District. About 60% of Survey respondents reported at least one visit in the past year. In the Community Survey, *develop smaller, close-to-home, neighborhood parks* was identified as the third (out of 8) most needed major project in Springfield, and Park and Recreation Fair Questionnaire respondents rated it fifth. Survey respondents also expressed

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interest in renovating existing parks. They ranked *upgrade and renovate existing parks* as the second (out of 8) most needed major project in Springfield.

Support for *acquiring more neighborhood parks and renovating existing parks* also was expressed in other Comprehensive Plan public involvement venues, including the teen and non-user focus groups.

### *Standards Analysis*

In 1999, Willamalane retained Lane Council of Governments to study its neighborhood park system. The findings of this study, *Willamalane Neighborhood Parkland Needs Assessment and Strategy Recommendation Report*, were incorporated into this analysis. These findings were adjusted based on updated population data and new or reclassified neighborhood-serving acreage.

The *Neighborhood Parkland Report* recognizes the contribution of other park types in meeting neighborhood park needs. These include community parks, natural-area parks, special-use parks, and sports parks. Other parks that were identified as neighborhood-serving parks included:

- Island Park
- Lively (Jack B.) Memorial Park
- Willamalane Park
- Ruff (Wallace M. Jr.) Memorial Park
- Bob Artz Memorial Park
- Guy Lee Park

For this analysis, two additional parks were identified as neighborhood-serving:

- Eastgate Woodlands
- Dorris Ranch

A playground has been installed adjacent to the Eastgate Woodlands since 1999, and public input indicated that both parks are used by neighbors as neighborhood parks.

Acreage counted in the standards analysis for non-neighborhood parks serving a neighborhood park function was set at either ten acres (a larger size neighborhood park) for parks larger than ten acres or the actual park size for parks less than ten acres. For Bob Artz Memorial Park, a sports park with limited neighborhood-serving elements, one acre was counted as neighborhood-serving. Willamalane has a total of 68.47 acres of neighborhood-serving parkland in other park types (Appendix D).

The geographic distribution of neighborhood parks also was considered. *Map 5* shows existing neighborhood parks as well as those that serve a neighborhood function, and a  $\frac{1}{4}$  -  $\frac{1}{2}$  mile service-area radius for each. It also shows underserved areas not within the one-half mile service area radius. Based on these service areas, underserved areas exist in each of the six planning sub-areas.

The current neighborhood park level of service Districtwide is 2.10 acres per 1,000 population (Table A-16). All comparable standards show a minimum standard of at least two acres per thousand population for neighborhood. The *Neighborhood Parkland Report* also proposed a standard of two acres per thousand. The community demand for this park type is high. A standard of two acres per thousand is proposed.

That would indicate a need for an additional 46.15 acres of neighborhood parkland by 2022, based on a projected population of 88,720. If the parks were an average of five acres in size, about

***Insert Map 5***



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nine parks would be needed. These findings are similar to the *Neighborhood Parkland Report*, which identified an additional 76.4 acres needed by 2015 to serve the projected population of 92,260.

### **Community Parks**

Community parks are large parks that provide a wide range of active and passive recreational opportunities for all District residents. They are large enough to accommodate large group activities and range in size from 15 to 35 acres.

The District owns three community parks totaling almost 62 acres. As with neighborhood parks, some community parks are not yet realizing their full potential for development. The current inventory of District community parks includes:

- Island Park
- Lively (Jack B.) Memorial Park
- Willamalane Park

*Island Park* on the Willamette River is a park at the edge of downtown. It is a place for community festivals and large events, such as the Filbert Festival, as well as day-to-day recreation activities. Improvements include a boat landing, playground, two reserveable picnic shelters, a rest room and a stage. It also includes a multipurpose paved trail and bridge, making it possible for users to connect to trails in the West D Street Greenway and Alton Baker Park.

According to the Community Survey, more residents have been to Island Park than to any other park in the District.

Island Park has the potential to become the front room for the city of Springfield. The recent purchase of adjacent office space and riverfront property for redevelopment provides opportunities for potential partnerships, and may enable

the District to further enhance Island Park and connect it to the heart of the city.

At this time, the only development at the *Lively (Jack B.) Memorial Park* in the East sub-area is the Lively Park Swim Center (Splash!) and associated parking. This lack of development does not allow the park site to fully serve its purpose as a community park. The 32-acre site borders Thurston Middle School to the east and Cedar Creek to the north, and is well suited for additional passive and active recreation opportunities.

*Willamalane Park*, in the Central sub-area, contains Willamalane Park Swim Center, the Teen Annex, a playground, basketball courts, tennis courts, reservable picnic facilities, and a softball field shared with the adjacent Springfield Middle School. A remodel of the swim center was designed to accommodate future construction of a community center. However, in 1996, voters rejected a bond measure that would have funded the project. A health and wellness center in partnership with McKenzie-Willamette Hospital also has been proposed at the site, but remains unfunded. Construction of a skatepark facility is planned for 2002.

### *Public Involvement Findings*

According to the Community Survey and teen focus group results, these community parks are important community assets. About 40-50% of the Survey respondents have visited Willamalane community parks. Teen focus group participants were more likely to visit community parks than the population as a whole.

In addition, residents would like to see new community parks developed. In both the Community Survey and the Park and Recreation Fair Questionnaire, respondents selected *develop a large multipurpose community park* as a medium priority project (ranked fifth and

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third respectively out of eight). Additionally, youth respondents to the Community Survey aged 10-17 rated the development of more community parks second out of eight options.

### *Standards Analysis*

The District currently provides 0.99 acres of community parks per 1,000 population (Table A-16).

Map 6 shows existing community parks and illustrates community park service areas. When a two-mile service area radius is considered, portions of the South, North, Central, and East planning sub-areas are underserved. Expanded development of existing park sites, development of community park facilities at the proposed sports park at 32nd and Main, and/or acquisition and development of additional park sites would help meet this need.

Comparable standards for Community Parks range from 2.3 to eight acres per 1,000 population (Table A-16). Because other park types serve community park functions, a standard of two acres per 1,000 population is recommended. Based on that standard, 63.41 acres are currently needed, and 115.82 additional acres of community parkland will be needed by 2022. At 30 acres per park, this would equal almost four additional parks.

***Insert Map 6***

**Appendix A**

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Back of Map 6

**Other Parkland**

Other Parkland includes:

- Natural-Area Parks
- Linear Parks
- Special-Use Parks
- Sports Parks

**Natural-Area Parks**

Natural areas enhance the livability and character of a community by preserving natural amenities and open space. These parks also provide opportunities for passive outdoor recreation such as hiking and wildlife viewing. Willamalane’s existing natural-area parks include:

- Eastgate Woodlands/Alton Baker Park
- Harvest Landing

The District currently provides 6.58 acres of natural-area parks per 1,000 population (Table A-16). In addition to the specific natural-area parks listed in this section, other parks have substantial natural areas within their boundaries, including:

- Bob Artz Memorial Park
- Clearwater Park
- Dorris Ranch
- Guy Lee Park
- Island Park
- Jesse Maine Park
- Kelly Butte Park/Overlook
- Lively (Jack B.) Park
- Millrace Park
- Ruff Park
- West D Street Greenway
- Willamette Heights Park/Overlook

Natural-area acreages from these parks have been added to the total natural-area acreages in order to calculate the existing level of service (Appendix D and Table A-16). Other potential natural-area sites currently in the planning stages include the Weyerhaeuser McKenzie Natural-Area Park and Mill Race/Millpond sites and parkland within the currently proposed MountainGate subdivision.

In addition to meeting recreational needs, natural-area parks also preserve open space and habitat. Although natural-area parks do not have extensive recreation facilities, natural areas do require active intervention and ongoing maintenance (e.g., invasive species management) to maintain their natural integrity.

Many of Willamalane’s existing natural areas could have additional recreation facilities that support outdoor recreation, such as seating and trails.

*Eastgate Woodlands* (West sub-area) is a 39-acre park along the Willamette River on the west edge of Springfield. It is part of the 237-acre Whilamut Natural Area of Alton Baker Park. Eastgate Woodlands contains more than a mile of paved trails that connect to the West D Street Greenway and Eugene’s riverfront trail system. This park also contains one of the District’s boat ramps, the Prefontaine trail, a canoe canal, a heron rookery, and interpretive signage, including four Talking Stones engraved with Kalapuya Indian words.

The District acquired *Harvest Landing*, a 22-acre natural resource area along the McKenzie River in 1964. The natural area contains informal trails leading to the river. The adjacent boat landing is owned by Oregon Department of Fish and Wildlife and maintained by Lane County. Complaints about alcohol consumption and vandalism recently prompted Lane

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County Public Works to build a berm on the road shoulder to prevent anyone from parking along the road or from entering the wooded area from the roadside. Consequently, access is limited.

### *Public Involvement Findings*

Willamalane residents value their natural environment and outdoor recreation activities. *Providing opportunities to enjoy nature and the outdoors* was noted as the second most important benefit (out of 11) the District provides to residents, according to the Community Survey. When asked to identify their highest priority park and facility improvements, teen focus group participants identified *natural-area park* as one of their top three priorities.

In addition, natural-area parks support a number of recreation activities that are among the top 20 most popular recreation activities in the District: walking (2), fishing (11), nature walks (14), bird watching (17), wildlife watching (18), and hiking (19). There is a latent demand for walking, fishing, nature walks, and hiking, as Community Survey respondents indicated that they would like to be participating in these activities more than they currently are.

The City of Springfield, City of Eugene, Lane County, and Lane Council of Governments completed the *Draft Inventory for the Metropolitan Natural Resources Study* in October 2001. This study is the local agency response to Statewide Planning Goal 5, which requires all Oregon cities and counties to conserve open space and protect natural and scenic resources. The Draft Inventory accomplished the first step in the process of complying with Goal 5: establishing an inventory of wetlands, riparian, and wildlife habitat resources. The location, quantity, and quality of natural resources within the study area

were determined. All sites deemed significant are subject to further review and analysis in this planning process.

For the entire Metro study area within the UGB, a total of 74 significant sites were identified. Within the Comprehensive Plan planning area, 26 sites were identified. These sites consist of wetland, riparian, and upland environments. All three types also provide wildlife habitat. A number of these sites are within existing Willamalane parks, such as Guy Lee, Dorris Ranch, and park sites along the Willamette River. These sites, as well as local and national inventories, flood plains, and existing natural-area parks, are illustrated in Map 7, Natural Opportunity Areas.

### *Standards Analysis*

Willamalane has a lower inventory of natural-area parks than other jurisdictions in the state, including the comparable cities/districts of Bend Metro Park and Recreation District, City of Salem, and City of Corvallis, which have an average standard of 10.05 acres per population.

Natural-area park opportunities are limited to land with specific characteristics like rivers, creeks, woodlands, and habitat. Therefore, opportunities for natural-area park acquisition are limited. In addition, natural-area parks are often part of a larger connected landscape of riparian areas, forests, or prairie, and are less likely to be distributed evenly throughout the community. As with the other park types in the “Other Parkland” category, no quantitative standard is proposed for natural-area parks. This is in part to allow maximum flexibility as opportunities arise to meet future community needs.

***Insert Map 7***



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**Linear Parks**

Linear parks provide opportunities for trail-oriented activities, connect community facilities, and protect valuable natural resources. This park type can be incorporated into new housing development to enhance both property values and recreation opportunities. Linear parks may have a natural or landscaped character.

The District has two linear parks totaling 24.59 acres. The current level of service is 0.39 acres per 1,000 population (Table A-16). Together, the parks provide almost two miles of multipurpose paved trails, and a half mile of soft-surface trails. They could be improved with additional supportive amenities such as benches and landscape improvements. The sites include:

- By-Gully Bike/Jog Path
- West D Street Greenway

Some neighborhood and natural-area parks, such as Thurston Park and Eastgate Woodlands, also serve a linear park function, providing multipurpose pathways that connect people to schools, community facilities, and neighborhoods. Linear parks and multiuse trails are illustrated on Map 4.

In addition to those provided by the District, the City and EWEB provide other trail-based recreation opportunities including Pioneer Parkway Bike Path and the EWEB Bike Path.

*Public Involvement Findings*

Trails and bikeways are popular with planning area residents. There is a demand for more trails in the District, and existing trails are well-used: almost 45% of Community Survey respondents and 54% of teen focus group participants

have visited off-street bike paths in the past year.

Survey respondents selected *off-street bicycle paths and trails* as the outdoor recreation facility most needed in Springfield (out of six). According to the Community Survey, *walking* and *dog walking* are among the top five most popular recreational activities in Springfield for five of the eight age groups. Park and Recreation Fair participants ranked *bicycle paths and trails* as the third (out of 11) most needed recreation facility in Springfield.

*Standards Analysis*

While no specific standard is proposed for linear parks, they should be a priority for the District based on strong public input. Linear parks should be developed when opportunities present themselves, such as incorporating them into existing public rights-of-way, current parks, and new or existing residential areas, to create connections to natural areas and community facilities.

**Special-Use Parks**

Special-use parks have unique features and/or uses. The District has five sites in this category. They range in size from less than one-half acre to more than 258 acres. These sites include:

- Clearwater Park
- Dorris Ranch
- Kelly Butte Park/Overlook
- Millrace Park
- Pocket Park
- Ruff (Wallace M. Jr.) Memorial Park

The District currently provides 5.16 acres of special-use parks per 1,000 population (Table A-16).

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*Dorris Ranch* in the South sub-area is a living history farm with 75 acres of filbert orchards and 175 acres of natural-resource area, including an oak woodland and riparian forest. It is located at the confluence of the Coast Fork and Middle Fork of the Willamette River. The site is rich in both agricultural and natural history. The Ranch provides miles of soft-surface trails through the orchards and natural area.

The site is used for living history programming, District special events, such as the Haunted Hayride and A Day on the Farm, summer camps, and community rentals. It is also used by residents and visitors to the area for self-guided interpretive walks and bird watching.

*Kelly Butte* in the West sub-area is an important community landmark and scenic feature. Although this site offers panoramic views of the city, the Willamette River, and the Cascades beyond, it offers little else in outdoor amenities.

*Millrace Park* in the West sub-area is located adjacent to the Willamalane Administration Center and across from the Springfield Chamber of Commerce. Designed and constructed by University of Oregon students, the small park includes a pergola and interpretive displays featuring the historical significance of the Mill Race, gravel pathway, benches, and an overlook to the Mill Race. This park celebrates the city's history and its connection to its waterways.

*Pocket Park* in the Central sub-area is owned by the School District and maintained by Willamalane. It occupies one lot in downtown Springfield across from the Richard E. Wildish Community Theater. Two of its sides are formed by buildings with painted murals. Its back is

formed by the parking lot of an adjacent business. It includes benches and minimal plantings, and is used as a warm-weather lunch spot during the week. Pocket Park could be enhanced as part of downtown revitalization efforts in partnership with the City and the private sector.

*Wallace M. Ruff Jr. Memorial Park* is a young magnolia arboretum located on Cedar Creek in the East sub-area. Wallace "Mac" Ruff, Sr., a landscape architect and professor emeritus at the University of Oregon, donated the park to Willamalane in honor of his son. The park includes magnolias Mac and others collected, as well as soft-surface paths, benches, and a natural area along Cedar Creek.

The park sits on the edge of the urban growth boundary, and the area surrounding the park is growing. Access, parking, and concerns about flooding from nearby neighbors are challenges the park faces. A hard-surfaced pedestrian path was recently developed connecting the park to a new subdivision to the south. Parking is limited to on-street parking in the subdivision or a few undeveloped spaces at the park entrance on 66th Street. The Friends of Ruff Park, a volunteer group, is instrumental in helping maintain the park and assisting with improvements. With improvements, Ruff Park's function both as a neighborhood park and regional attraction could be enhanced.

*Clearwater Park* is a former Lane County Park located outside of the District's planning area on the Willamette River. The improvements on the 48 acres currently include a popular boat landing, a pit toilet, a small parking lot, and soft-surfaced trails.

The Army Corps of Engineers, the City of Springfield, and the District are working to

develop a plan for relocating the Mill Race intake to Clearwater Park. That project could include major improvements, including a potential trail along the Mill Race to downtown. In addition to a large riparian natural area, the site also includes areas potentially suitable to develop for active recreation.

Just beyond privately owned land across the Willamette River is the 263-acre Howard Buford Recreation Area, a regional park owned and operated by Lane County. Previous plans, including the *Springfield Bicycle Plan*, show a bridge linking the two publicly owned sites.

Because of its size, natural-area opportunities, and location on the Willamette River at the mouth of the Mill Race across from a major regional park, Clearwater Park holds significant potential for future development.

#### *Public Involvement Findings*

Community residents value recreating in natural areas. According to the Community Survey, walking for pleasure, nature walks, picnicking, bird watching, wildlife watching, and hiking/backpacking are among the top 20 recreation activities in the District. However, Dorris Ranch is an underutilized resource with only 21.6% of Community Survey respondents reporting having visited the park in the past year. Its natural-area features could attract more local use. Dorris Ranch and Ruff Park also have additional potential for attracting students and cultural tourists. Selective site improvements to all special-use parks could increase their use.

#### *Standards Analysis*

Special-use parks development is generally opportunity based. Though this park type contributes to overall District

open space standards, no individual standard for this park type is proposed.

#### **Sports Parks**

The primary features of sports parks are facilities suitable for league and tournament sports. They may also have other park amenities, such as play areas or picnic facilities. Willamalane's sports parks include:

- Bob Artz Memorial Park
- Guy Lee Park

*Bob Artz Memorial Park* is a new softball complex located in the East sub-area adjacent to property owned by School District 19. The three fields are programmed by the District's Recreation Services Division and used by adult softball leagues. Bob Artz also includes associated parking, rest rooms, a concession stand, and a small play area. The play area is used by other District residents, and will receive more use as the surrounding land is developed. The park is open for use by the general public.

The site contains natural features, including riparian vegetation along a drainage channel that forms the southern boundary of the site, a small wetland mitigation site at the property's southwest corner, and emergent and forested wetlands on adjacent School District property.

*Guy Lee Park* is located adjacent to Guy Lee Elementary School in the North sub-area and was formerly classified as a neighborhood and school park. Due to security concerns, the School District has erected a chain link fence between the school and park, limiting joint use opportunities. With this study, the park is being reclassified as a sports park.

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One multipurpose sports field and two softball fields are used annually by an average of 120 teams. Games are played on the fields six nights per week from June through mid-October. Soccer continues through the fall. In addition to the sport fields, there are four lighted tennis courts, a rest room, picnic area, and a butterfly garden. Parking is available on the street and on the adjacent School District property.

A storm drainage channel maintained by the City of Springfield separates the sport fields from the tennis courts. An Ash Grove is located on the southeast edge of the park on adjacent School District property, and is connected by informal trails. It is used by Guy Lee Elementary School students and others, for nature study.

In addition to the two sports parks currently operated by Willamalane, the District is working with the City and Broad Base Programs to develop a new sports complex at 32nd and Main Streets. The private indoor facility may include a roller hockey rink and basketball and volleyball courts. The adjacent sports park may include facilities such as soccer fields, a play area, skatepark, and picnic shelter. Because of its broad range of recreational opportunities, it may meet the needs of a community park.

In the future, if additional land were acquired adjacent to Bob Artz or Guy Lee Parks and additional recreational facilities were developed, these facilities could also meet community park needs.

### *Public Involvement Findings*

Community Survey and Park and Recreation Fair Questionnaire respondents selected develop a sports park as one of the top two major projects most needed in Springfield (out of eight). However, the use of these sites may be

limited to sports participants if other facilities are not also developed on site. For example, a large majority of respondents have not been to Bob Artz Memorial Park (89.9%), although its recent development may be a factor in this use pattern.

### *Standards Analysis*

The District currently provides 0.30 acres of sports parks per 1,000 population (Table A-16). The need for this type of facility can best be analyzed by looking at the projected need for sports facilities (see Recreation Facilities section in this report).

### *Undeveloped Parkland*

In addition to its developed parks, the District has acquired properties for open space and future park development:

- Georgia-Pacific property
- Pierce property

A natural-area park is anticipated for the Georgia-Pacific property, a 125-acre riparian natural area in the South sub-area. It is bounded by the Mill Race to the north and the Willamette River to the south. The property was acquired through bargain sale by Willamalane, City of Springfield, and Springfield Utility Board in 1994. There is an agreement between the co-owners to develop a management plan for the property. Conceptual designs have been developed for the Mill Race portion of the site as part of the Mill Race improvement project. A constraint to future development is that no public access route currently exists to the property.

The Pierce property is 5.5 acres in the North sub-area between the EWEB Bike Path and Briggs Middle School. It has limited street access from the end of a cul-de-sac. There are opportunities to

work with the School District and EWEB on future improvements to the Pierce property as a neighborhood park and a wayside for the EWEB Bike Path.

No standard is proposed for undeveloped parkland, as it is land proposed for future development in one of the above categories.

**Community Recreation Facilities**

Community recreation facilities provide indoor recreational opportunities for District residents. The District owns four community recreation facilities including swim centers, a senior center, and a community center:

- Lively Park Swim Center (Splash!)
- Memorial Building Community Center
- Willamalane Adult Activity Center
- Willamalane Park Swim Center

These facilities are important recreation resources for the community and also attract regional use and contribute to community identity. Community recreation facilities are particularly important to youth. The need for these facilities is analyzed by facility type in the *Park and Facility Analysis Report* and is discussed briefly in the Recreation Facilities section of this report.

**Other Facilities**

Other District facilities include the Park Services Center and the Administration Center. In addition, the public can rent two historic buildings at Dorris Ranch for various functions. The District also owns rental houses at Dorris Ranch, one rental house on West D Street, and an apartment and office on South 2nd Street. These rental facilities should be evaluated to determine the best future use of these buildings.

**Administration Center**

The Administration Center is located on the Mill Race adjacent to Island Park. With the growth of District services, the building is reaching its capacity and parking is limited. Additionally, there is no disabled access to the downstairs rest room or offices. Comfortable meeting space for large groups is limited at this facility.

**Park Services Center**

The Park Services Center is a well-organized, centrally located facility that is reaching its capacity. As the District makes improvements to its parks and develops new ones over the next 20 years, additional property may be needed.

Although the facility is in a central location, its current entrance is between two homes on a residential street. In order to bring the site into compliance with City codes, the District will need to improve the existing entrance from 36th Street.

**Other Providers**

In addition to facilities provided by Willamalane Park and Recreation District, area residents have access to recreation facilities provided by others.

**School District 19**

School District facilities can be used by the public when they are not being used for school-related activities. However, access has been reduced in response to recent school violence, budget cuts, and increased school use. For example, chain link fences have been installed around many school facilities, thereby limiting access. Continuing to collaborate with the School District to increase community use of its significant recreation and open space (about 300 acres) and

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numerous recreation facilities should continue to be a priority for the District. An inventory of School District recreation facilities is contained in Table D-2.

### *City of Springfield*

The City of Springfield owns Pioneer Cemetery Park in the South sub-area, and the Pioneer Parkway Bike Path, a 1.5-mile-long, multipurpose, rail-trail, traveling from downtown Springfield to Hayden Bridge Road.

Other sites also have been acquired by the City for future development, including the Weyerhaeuser McKenzie Natural-Area Park and Booth-Kelly site. In addition, the City has plans for the development of the 42nd Street Pathway, a one-mile-long, multipurpose trail which would utilize the abandoned Weyerhaeuser right-of-way between Weyerhaeuser Gate and Marcola Road.

The District is exploring other potential collaborative efforts with the City of Springfield, such as the development of the jointly-owned Georgia-Pacific property and efforts to revitalize downtown.

### *Eugene Water & Electric Board (EWEB)*

The 2.5-mile-long, multipurpose EWEB Bike Path is located in the North sub-area between Pioneer Parkway and 35th Street. The 20-year-old trail is owned by EWEB and currently maintained by Lane County.

### *Adjacent Jurisdictions*

District residents also have access to Lane County's Howard Buford Recreation Area as well as other regional parks and boat launches, and to City of Eugene parks, including adjacent Alton Baker Park. Other regional providers include Oregon Parks and Recreation Department, as well as natural-resource opportunities provided by the U.S. Forest

Service and Bureau of Land Management. The District should continue to strengthen partnerships with other providers and to evaluate future needs with a regional perspective in mind.

### ***Districtwide Site Issues***

General observations for parks and recreation facilities are discussed below. For observations regarding specific parks and facilities, see the Parks and Facilities Analysis Report (MIG, Inc. 2002).

#### *Maintenance and Operations*

Park Services staff takes professional pride in the parks and open spaces they manage and maintain, and it shows. About 70% of Park and Recreation Fair participants were very satisfied with park and facility maintenance. Most Community Survey and Fair participants favored retaining the current level of maintenance even if funds were cut. Respondents did not favor closing rest rooms or reducing general cleanup in order to reduce park maintenance costs. They were most likely to support reduced watering or mowing and avoiding new park development to control or reduce costs. In open-ended responses, many of the respondents suggested involving the community through volunteer efforts to supplement park maintenance.

Alcohol consumption, security, vandalism, and transients continue to be problems in some parks.

#### *Site Furnishings*

Benches, picnic tables, trash cans, and signage vary throughout the District. There are no formalized standards for site furnishings in District parks. Most picnic tables are unfixed, on grass, and not accessible. A new park entrance sign style is being phased in throughout the District. Directional signage is not provided to many parks and facilities.

### *Plantings*

In most developed parks, plantings are primarily lawn and trees. Shrubs and perennials are used sparingly for visual interest, to mitigate problems such as steep slopes, and to provide buffers.

### *Irrigation*

Over the past several years, the District has converted irrigation at several parks from manual to automatic, resulting in water conservation, labor savings, and improved turf health and appearance. Consequently, most parks now have automatic irrigation systems.

### *Accessibility*

The Americans with Disabilities Act of 1990 (ADA) is a comprehensive civil rights law that provides equal access to goods, services, and facilities offered to the general public to people with disabilities. Recreation districts and other government agencies are addressed under Title II of this law. Title II requires each agency to complete a transition plan and self-evaluation in order to make their programs and services usable by people with disabilities.

When completing a transition plan, facilities are evaluated against the guidelines presented in the *Americans with Disabilities Act Accessibility Guidelines (ADAAG)*, which were first issued in 1991 (U.S. ATBCB, 1998). These guidelines address general facilities that are found throughout the built environment, such as parking, rest rooms, and walkways. Since that time, the Access Board has been developing specific technical provisions for recreation facilities. Accessibility guidelines for play areas were released in 2001. Guidelines for several other recreation facilities will be released this year, including boating facilities, fishing piers and platforms, golf courses, exercise equipment, shooting

facilities, and swimming pools and spas. More information about ADAAG and the Access Board can be found at <http://www.access-board.gov>.

Although a thorough ADA assessment was not possible within the scope of this project, access for people with disabilities is an issue at many District parks and facilities. To comply with the Americans with Disabilities Act and to maintain eligibility for federal grants, the District plans to update and adopt its ADA transition plan in the near future. The plan will document barriers at each facility, and will establish a schedule and budget for remediation. A District staff person has been identified to oversee plan implementation. As Willamalane renovates older facilities, access improvements must also be made as required by the ADA.

One major accessibility issue that the District needs to address is providing an accessible path of travel from parking areas to the park or facility and then within the park or facility itself to connect all accessible features. The surface of this pathway must be firm, stable, and slip resistant as prescribed in the ADAAG. Other major accessibility issues observed included:

- Cedar shavings, as opposed to accessible surfacing, used in children's play areas
- Slopes greater than five percent on walkways through parks
- Unpaved and inaccessible entrances into parks
- Inaccessible facilities, such as picnic tables and play areas



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### **Recreation Facilities**

Willamalane provides a variety of indoor and outdoor recreation facilities to support participation in specific recreation activities. The recreation facilities addressed in this report include:

Outdoor:

- Basketball Courts
- Boat Landings and Fishing
- Community Gardens
- Dog Parks
- Outdoor Water Play Park
- Playgrounds
- Skateparks
- Sports Fields: Football/Soccer
- Sports Fields: Adult Softball
- Sports Fields: Youth Softball
- Tennis Courts
- Trails – Paved, multipurpose
- Trails – Soft-surfaced
- Volleyball, sand or grass

Indoor:

- Community Center
- Teen Center
- Senior Center
- Indoor Basketball (Gymnasium)
- Swimming Pool, Indoor

The current inventory and proposed standards for these facilities are summarized in Table A-17. A complete inventory of existing facilities by park is included in Table D-1.

For the full discussion of recreation facility needs and an analysis of standards, see the *Park and Facility Analysis Report* (MIG, Inc. 2002).

### *Standards Analysis*

Future need for indoor and outdoor recreation facilities was determined by analyzing the existing level of service, the demand noted in the Comprehensive Plan public involvement process, and comparable standards. For some sports facilities, a demand model was created to compare the supply of fields with the demand created by current team use.

The School District plays a large role in the community in providing sports fields and facilities for competitive sports, as well as other recreation facilities.

Therefore, School District facilities were included to calculate current and future need for these facilities. A complete inventory by school is provided in Table A-17.

***Insert Table A-17***

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### **PROGRAM ANALYSIS**

A program analysis was conducted to identify community needs, and to tie future service needs to facility improvements. The study documented trends, public involvement results, and potential strategies for meeting community needs. It addressed the following program areas: aquatics; recreation programs for all age groups; community athletics; special events; marketing; partnerships; facility rentals; and program evaluation.

This section is a summary of that report. For additional detail, please refer to the *Recreation Program Analysis*, (MIG, Inc. 2002).

#### **Methodology**

A variety of sources were used in the preparation of the Program Analysis including:

- Interviews with stakeholders
- All-staff and Recreation Services Division meetings
- Program participation data
- Community input received through the Park and Recreation Fair, Community Survey, and teen and non-user focus groups

#### **Current Services**

The District provides programs and services throughout its parks, the Lively Park and Willamalane Park Swim Centers, Dorris Ranch, the Willamalane Adult Activity Center, the Memorial Building Community Center, and Springfield schools. Table A-18 shows program types and visitation numbers.

Willamalane's primary programs are:

- *Aquatics*: The aquatics program is a year-round comprehensive program for all ages, abilities, and interests. Services are offered at Lively Park Swim Center and Willamalane Park Swim Center. The program includes swim instruction, water exercise instruction, drop-in lap swim and water exercise, play swims, group rentals, and special events. In addition, Willamalane Swim Club, SD 19, other agencies, commercial contractors, individuals, or community groups use the swim centers for competitive trainings and swim or water polo meets, commercial rentals for SCUBA and kayak instruction, and special events.
- *Early Childhood Recreation*: The program offers developmentally appropriate classes for young children that focus on each child as an individual. Play-based classes endeavor to raise self-esteem, create independence, and foster creativity and imagination. Classes are provided at the Memorial Building Community Center and the Family Resource Center.
- *Little Kids Club*: Offers a variety of child care and preschool programs for young children. The program offers morning and all-day care programs.
- *Kids Club and Kids Club Kinders*: A before- and after-school care program for kindergarten through 5th grades. Kids Club is located at all Springfield elementary schools within the Willamalane boundaries. Kinders spend a portion of their day at Kids Club school sites and a portion of the day at the Memorial Building Community Center.

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- *After-School Enrichment/Recreation Program:* The After-School Enrichment/Recreation Program is designed to provide fun and educational activities and programs for elementary-aged children. Most programs occur during the after-school hours at each school site. After-school programs are held at each elementary school within the Willamalane District boundaries.
- *No-School Days:* Provides all-day programs for most no-school days. Activities might include sports, board games, crafts, swimming, or field trips.
- *Teen Activities:* The Willamalane Teen Center provides a safe, supervised environment where middle school-age kids can hang out after-school and during their free time. Middle School dances and some off-site activities also are offered.
- *Summer Camps:* Offers seasonal recreation camps for preschool children to high school youth.
- *Special Events:* Offers opportunities for families or specific age groups to celebrate the season, attend educational sessions, or participate in athletic activities throughout the year.
- *Community Athletics:* Provides team sports and athletic programs (from walking to aerobics) for all ages.
- *Adults of All Ages:* Provides a variety of adult programs, including community athletics, aquatics, and creative arts.
- *Adult 50+ Activities:* The Willamalane Adult Activity Center is a multipurpose center, open to adults 50 and over, that offers educational lectures, classes, health and wellness programs, fitness programs, computer classes, and a travel program.
- *Specialized Recreation:* Willamalane offers a wide range of programs designed primarily for teens and adults who have developmental disabilities. Program areas include social events, sports and recreation, and arts and crafts.
- *Dorris Ranch:* Dorris Ranch is Springfield's unique living history farm. Established in 1892, the 250-acre farm is Oregon's oldest working filbert (hazelnut) farm. It offers walking tours, special events, facility rentals, and living-history school programs.

Program Type	Name	Visits	Individuals
<b>Early Childhood Recreation</b>	Early Childhood Rec	1,926	531
	Preschool	5,046	29
	<b>Subtotal</b>	<b>6,972</b>	<b>560</b>
<b>Kids Club/School Programs</b>	Little Kids Club	2,262	13
	Kids Club Kinders	7,830	45
	Kids Club	38,976	224
	Willamalane After-School	8,208	2,592
	No-School Days	1,785	105
	<b>Subtotal</b>	<b>59,061</b>	<b>2,979</b>
<b>Teen Programs</b>	Teen Activities School Year	12,468	1,232(a)
<b>Summer Camps and Recreation Programs</b>	Kids Club Day Camp	4,655	150
	Little Kids Club Day Camp	784	25
	Teen Challenge Camp	1,372	60
	<b>Subtotal</b>	<b>6,811</b>	<b>235</b>
<b>Special Events</b>	Egg Hunt	2,800	2,800
	Children's Celebration	5,000	5,000
	Breakfast with Santa	400	400
	Concert Series	9,000	n/a
	<b>Subtotal</b>	<b>17,200</b>	<b>8,200</b>
<b>Specialized Recreation</b>	General	810	810
	Head Injured	288	6
	Trip	30	10
	<b>Subtotal</b>	<b>1,128</b>	<b>826</b>
<b>Community Athletics</b>	Bobby Quick	1,680	70
	THS Boys	300	60
	THS F-ball	2,215	335
	SHS F-ball	390	85
	Fitness	4,500	200
	Basketball	7,700	770
	Softball	20,625	2,325
	Tennis	266	50
	<b>Subtotal</b>	<b>37,676</b>	<b>3,895</b>
<b>Adult Recreation</b>	Volkswalks	110	110
	Bike Rides	7	70
	<b>Subtotal</b>	<b>117</b>	<b>180</b>
<b>Dorris Ranch</b>	Living History Program	3,800	3,800
	A Day on the Farm	1,200	1,200
	Haunted Hayride	1,200	1,200
	Powwow	1,500	1,500
	<b>Subtotal</b>	<b>7,700</b>	<b>7,700</b>
<b>Aquatics</b>	Lively	159,905(b)	n/a
	Willamalane	142,656(b)	n/a
	<b>Subtotal</b>	<b>302,561</b>	<b>n/a</b>
<b>Senior Activities</b>	Adult Activity Center	152,314	6400
<b>Totals</b>		<b>439,226</b>	<b>n/a</b>

(a)This number is not known with accuracy

(b)These numbers include repeated visits and n/a = Information not provided

Source: Willamalane Park and Recreation District

Table A-18: Willamalane Programs, 2000-2001

## Appendix A

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### **Key Findings - Program Analysis**

The benefits residents desire the most from the District's parks and recreation programs are listed below. These benefits should guide the District's program planning and evaluation:

- Promote youth development
- Provide opportunities to enjoy nature
- Help seniors and disabled people remain active and socially engaged
- Provide quality time for families
- Improve health and wellness

The following is a summary of other major findings from the *Recreation Program Analysis* (MIG, Inc. 2002):

- Community needs are constantly evolving. An evaluation of existing programs on an ongoing basis in relationship to changing community needs, attendance, and achievement of program outcomes would allow the District to adjust services to meet community needs.
  - Currently, some recreation programs are not at capacity while others are full. An increase in marketing and program expansion would help balance the enrollment.
  - The Latino population in the District is growing and will need additional services.
  - Community residents feel that these groups should be the major focus of program expansion: 1) teens; 2) seniors; 3) middle school youth; and 4) families.
  - Currently, programming for adults is limited and residents think that the District should serve all age groups. Providing fully self-supporting programs for adults may allow the District to expand adult programming at the lowest possible cost.
- The School District and Willamalane have both been offering after-school programs. The District needs to continue collaboration with the School District to avoid duplication of services and to obtain federal funding for these services.
  - There is concern about maintaining program affordability. Providing a mix of higher-cost programs designed to produce revenue above expenses and low-cost, drop-in activities to ensure program affordability could be explored. Additional ways to ensure affordability, such as expanding scholarships, also could be explored to ensure that programs are accessible to low-income people.
  - District residents have busy and active lifestyles. Drop-in activities may be of greater interest to this group than ongoing class enrollment.
  - Currently, the District's programming for young adults 18-24 years of age is limited. This group has a high interest in sports activities. These and other factors indicate a potential for expanding young adult programming through self-supporting sports programs.
  - Many adults aged 45-64 have active lifestyles and want facilities and recreation services to match their interests. Traditional senior programming may not respond to the interests of this group.
  - Special events have the potential of meeting many of the primary benefits of parks and recreation identified by community members. In many communities, these events are revenue generating rather than subsidized.

- People with disabilities need access to District facilities and services. The District is planning to implement a complete program self-evaluation of accessibility and integration efforts that will identify possible areas for improvement as required by the Americans with Disabilities Act.
- The District could benefit from ways to increase revenue while meeting community needs. Facility rentals, such as meeting space, wedding sites, and picnic areas, can generate revenue and provide an important service to the community.
- Computer use is the top recreation activity in the District, but reported use of the Willamalane Web site is low. The Willamalane Web site has great potential for increased use.
- Results of the Community Survey indicate that there is a need to increase residents' awareness of programs. Targeted marketing strategies focusing on the benefits provided by participation should be considered.
- Additional partnership efforts continue to be needed to maximize services to residents.
- Willamalane has not recently conducted a comprehensive review of its policies regarding self-support and revenue generation from recreation programs.
- District residents need to understand the need for fees and charges to support recreation programs. An informational campaign to inform residents about where their District taxes go and why recreation programs depend on fees and charges could increase understanding.
- The public involvement findings described in this report are a rich source of program opportunities.
- Maintaining high-quality staff is critical to District success. Providing ongoing staff development and training could help maintain and improve staff skills.
- During community involvement activities, District residents identified the primary benefits of parks and recreation and their top ten recreation activities. This information can be used to expand or adjust programs.



# Appendix A

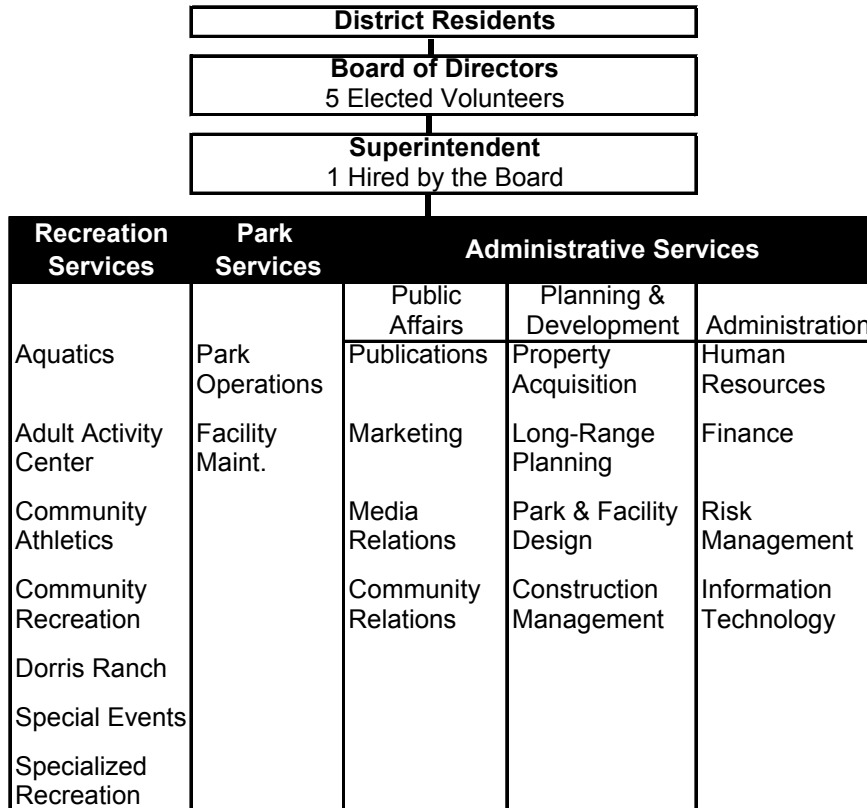
## MANAGEMENT AND OPERATIONS ANALYSIS

### Organizational Structure

Unlike many communities in Oregon, Springfield's park and recreation governing body exists separately from the City government. Willamalane Park and Recreation District was organized on September 29, 1944, when voters in Springfield and Glenwood approved a proposal to create Willamalane as the state's second special-purpose park and recreation district. Since its inception, it has grown from serving an area of less than 3 square miles and a population of 3,800 to having a service area of over 23 square miles and serving more than 52,000 people. Willamalane is governed by a policy-making Board of Directors

consisting of lay people who are elected by the public (Figure A-1). The Superintendent, who is hired by the Board, oversees the District's three divisions: Recreation Services; Park Services; and Administrative Services.

The Willamalane Park and Recreation District employs about 49 full-time personnel and 88 part-time employees during the year. As a means of comparison, Willamalane Park and Recreation District has the equivalent of one full-time employee per 1,276 persons living in the planning area. Tualatin Hills Park and Recreation District has a ratio of one employee per 1,418 persons and North Clackamas Park and Recreation District has a ratio of one employee per 2,815 persons. Table A-19 breaks down the labor force by major category.



Source: Willamalane Park and Recreation District  
Figure A-1: District Organization

Cost Center	Full-Time	Part-Time	Total FTE
Administration			
Supt/Development	3.0		3.0
Marketing	2.0	0.9	2.9
Planning	3.0		3.0
Administration	5.0	1.7	6.7
<b>Sub Total</b>	<b>13.0</b>	<b>2.6</b>	<b>15.6</b>
Recreation			
Administration	1.0	0.2	1.2
General Recreation	4.0	3.9	7.9
Athletics	1.0	0.8	1.8
Comm. Recreation	4.0	33.4	37.4
Aquatics	4.9	34.4	39.3
Adult Activity Center	6.0	6.8	12.8
Special Rec		1.0	1.0
<b>Sub Total</b>	<b>20.9</b>	<b>80.5</b>	<b>101.4</b>
Park Services			
Administration	2.0		2.0
Operations	13.0	4.0	17.0
<b>Sub Total</b>	<b>15.0</b>	<b>4.0</b>	<b>19.0</b>
<b>Total</b>	<b>48.9</b>	<b>87.1</b>	<b>136.0</b>

Source: Willamalane Park and Recreation District

Table A-19: Personnel Requirements by Cost Center, FY 2003

### Total Operating Budget

For purpose of this analysis, the operating budget for the District is divided into two general categories--the Total Fund, which represents revenue from all sources, and the General Fund, which only includes the Administration, Recreation Services, and Park Services funds.

Except for an increase in the 2000 and 2001 fiscal years, the overall operating budget has remained fairly constant (Table A-20). The reason for the increase these two years was the issuance of bonds to cover the repair and upgrade of the Willamalane Park Swim Center.

Fiscal Year	Total Operating Budget	% of Change
1998	\$10,828,520	
1999	\$11,101,266	2.5
2000	\$15,034,963	35.4
2001	\$13,076,963	(15.0)
2002	\$11,544,641	(11.7)

Source: Willamalane Park and Recreation District

Table A-20: Total Operating Budget, FY 1998-2002

## Appendix A

The District's total operating budget is divided into eight categories. These are shown in Table A-21. A description of each fund follows.

- **General Fund:** Revenue from property taxes and fees and charges makes up the major revenue sources for this category. Administration, Recreation Services, and Park Services make up most of the expenses.
- **Bonded Debt Fund:** This is a fund dedicated to financing debt service for the two general obligation bonds sold to finance the two swimming pool projects.
- **Capital Improvement Fund:** Capital development projects are funded from this source.
- **System Development Charges (SDCs):** SDCs are fees imposed on residential development. This revenue source is used for land acquisition, and park and facility development. The fund amount varies from year to year depending upon construction and/or parkland acquisition activity in the District.
- **Dorris Ranch Fund:** This is a special revenue fund dedicated to the development and operation of Dorris Ranch.
- **42nd Street Property Fund:** This fund included revenue from a house rental on the site and was used to pay for the maintenance of the site. The property was divested in 2003.
- **Ruff Property Fund:** This is a special revenue fund that is used for fund-raising and development of this site.
- **Vehicle/Equipment Reserve:** Money is reserved for the purchase and maintenance of operating equipment.

Fund	Revenue by Category	% of Total
General Fund	\$8,328,897	72.1
Bonded Debt Fund	\$1,177,791	10.2
Capital Improvement Fund	\$517,173	4.5
SDC Fund	\$1,223,696	10.6
Dorris Ranch Fund	\$149,764	1.3
42 <sup>nd</sup> St. Property Fund	\$31,750	0.3
Ruff Property Fund	\$6,150	0.1
Vehicle/Equip. Fund	\$109,420	0.9
Total	\$11,544,641	100.0

Source: Willamalane Park and Recreation District

Table A-21: Budget by Fund Category, FY 2002

**General Fund Budget**

*Revenues*

For this analysis, only the General Fund category will be reviewed. It represents about 69% of the total operating budget. The General Fund represents tax-generated revenue, as well as grants, fees and charges, donations, and other miscellaneous related items. The General Fund is the most useful for comparison with other park and recreation agencies.

As illustrated in Table A-22, property taxes make up the highest portion of the General Fund revenue (65%). Fees and charges from program services account for 22% of the revenue.

Revenue Source	Amount	% of Total
Taxes	\$5,394,731	64.77
Fees & Charges	\$1,866,722	22.41
Interest Income	\$50,000	0.60
Grants	\$309,516	3.72
Donations	\$27,200	0.33
Miscellaneous	\$67,241	0.81
Cash Carryover	\$613,487	7.36
Total	\$8,328,897	

Table A-22: General Fund Revenue Sources, FY 2002

*User Fees*

Willamalane's program for fees and charges was examined in light of nationwide trends and community input, and potential strategies for fees and cost recovery were suggested.

In this section, direct and supervisory costs are considered, but not facility-related costs.

Generally in communities, recreation programs are funded through a combination of general funds and user fees. To a lesser extent, grants or corporate sponsorships can be a source of funding. Up until the late 1960s and 1970s, programs were often offered free of charge.

With overall decreases in public funding and more constraints to increased property taxes, recreation agencies across the country now rely more on user fees for program funding.

A variety of strategies is used by park and recreation agencies to set program fees. Generally, policies are based on the *priority of the program area, community expectations* regarding fees and charges, and *trends* in the field of parks and recreation. For example, if serving teens is a high community priority, lower fees may be set to increase use and make programs accessible. Often fees and charges cover the majority of the cost for adult programs and athletics. Programs for youth, seniors, and individuals with disabilities are frequently subsidized. Most aquatic programs are subsidized. Agencies often design some programs to generate a profit, such as special events and golf. Sometimes this profit is earmarked for the operation of the profit center. It can also be returned to the general fund to subsidize less profitable programs that are highly valued by the community.

There is great concern in the community about keeping programs affordable. Willamalane residents do not expect to pay fees that fully cover program costs. However, community expectations about fees and charges

## Appendix A

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may not be aligned with the realities of District finances.

According to the Community Survey, most respondents indicated that program participants should pay between 25-50% of the program cost in fees. Almost half of the Survey respondents thought non-District residents should pay all the cost of programs (100% self-supporting). Survey respondents thought programs for preschoolers and people with disabilities should be the most highly subsidized, while programs for adults should have the highest level of self-support.

When calculating program costs, many communities consider direct staff cost, cost of supervisory staff, and program supplies, but not facility-related or administrative costs. Many communities now strive for programs that are 50-75% self-supporting overall, with higher levels for certain programs. Often, these goals are phased in over time.

As illustrated in Table A-23, five of Willamalane's ten Recreation Services Division departments operate with budgets which are at least 50% self-supporting. Community Athletics, Lively Park Swim Center programs, and Early Childhood Recreation have the highest level of self-support, while Specialized Recreation and Memorial Building Community Center Activities have the lowest (8.94% and 15.72% respectively). Overall, Willamalane's programs and services are 60% self-supporting.

The following are potential strategies for readjusting Willamalane's fees and charges schedule:

- Conduct a fees and charges study to more fully evaluate the potential for achieving more revenue.
- Refine Willamalane's policy regarding self-support.

- Identify potential revenue-producing programs.
- Develop an information campaign to inform residents about where their District taxes go and why recreation programs depend on fees and charges.

## Community Needs Assessment

Department	Revenue	Expense <sup>A</sup>	Net Surplus/ (Subsidy)	Self- Supporting <sup>B</sup>	
<b>Early Childhood Recreation</b> <i>Department 242</i>	180,875	219,475	(38,600)	82.41%	
<b>Kids Club/School Programs</b> <i>Department 241</i>	450,808	676,707	(225,899)	66.62%	
<b>Teen Programs</b> <i>Department 243</i>	79,398	146,464	(67,066)	54.21%	
<b>Special Events</b> <i>Department 244</i>	16,166	44,391	(28,225)	36.42%	
<b>Specialized Recreation</b> <i>Department 280</i>	3,348	37,468	(34,120)	8.94%	
<b>Community Athletics</b> <i>Department 230</i>	106,438	108,731	(2,293)	97.89%	
<b>Dorris Ranch</b> <i>Department 210</i>	17,651	72,849	(55,198)	24.23%	
<b>Aquatics</b> <i>Department 252</i> <i>Department 251</i>	Lively Willamalane	553,477 141,664	669,030 350,186	(115,553) (208,522)	82.73% 40.45%
<b>Senior Activities</b> <i>Department 270</i>	184,480	488,458	(303,978)	37.77%	
<b>Memorial Building Activities</b> <i>Department 220</i>	19,394	123,388	(103,994)	15.72%	
<b>Total</b>	1,753,699	2,937,147	(1,183,448)	59.71%	

Source: Willamalane Park and Recreation District, MIG, Inc.

<sup>A</sup> Expense includes direct costs, staff costs, supervisory costs, and program supplies. Not included are facility-related or administrative costs.

<sup>B</sup> Shows percent of program revenue (fees and charges) that offsets the expense (revenue/expense).

Table A-23: Recreation Services Division Percent of Self-Support, 2000-2001

## Appendix A

### Expenditures

Table A-24 shows District expenditures by category. The Recreation Services Division is allocated the largest portion of the General Fund at 54%. The Administrative Services and Park Services Divisions utilize about equal shares of the fund (\$1 million).

However, if the administrative costs within the Recreation and Park Services Divisions were added to the Administrative Services account, it would amount to about 20% of the General Fund.

Within the Recreation Services Division, aquatics makes up the major portion at 29%. The net cost to provide aquatic services (after revenue is deducted) amounts to about \$2.97 per visitor use.

Park Services accounts for 15% of the budget, which is below average when compared to most other park agencies MIG has studied. Many agencies spend in the 30% to 35% range for park maintenance.

The subsidy rate reflects the amount of tax dollars supporting each department. Table A-25 reports this information based on the Willamalane FY 2003 budget. As expected, the Administrative Services and Park Services Divisions produce the least amount of revenue and, therefore, have high subsidy rates. The Recreation Division, which produces 97% of the non-tax revenue from fees and charges, has a subsidy rate of 51%.

Item	Expenditure	% of Total
Administrative Services	\$1,397,665	16.78
Recreation Services Division	\$4,495,352	53.97
Park Services Division	\$1,268,509	15.23
Debt Payments/Transfers	\$545,070	6.50
Contingency	\$622,301	7.50
Total	\$8,328,897	100.00

Source: Willamalane Park and Recreation District

Table A-24: Expenditures by General Fund Category, FY 2002

Item	FY 2003 Expenditures (Adopted Budget)	Percent of Division	Percent Subsidy
Administrative Services Division			
Board/Superintendent	\$289,654	20.7	100
Public Affairs	267,896	19.2	97
Planning & Development	201,232	14.4	100
Human Resources	188,207	13.5	100
Accounting	128,984	9.2	100
Risk Management	231,850	16.6	84
Administration Center	89,842	6.4	100
<b>TOTAL Admin Svcs</b>	<b>\$1,397,665</b>	<b>100.0</b>	<b>97</b>
Recreation Services Division			
Administration	\$154,037	3.4	100
Mem. Bldg. – Front Office	272,707	6.1	89
Mem. Bldg. – Comm Ctr.	107,494	2.4	100
Athletics	155,229	3.5	11
Comm. Rec. – General	307,610	6.8	100
Comm. Rec. – Elem.	566,671	12.6	19
Comm. Rec. – Early Child	182,024	4.1	(7)
			Table continues on next page ...

Source: Willamalane Park and Recreation District

Table A-25: Expenditures and Percent Subsidy by General Fund Category, FY 2003 Adopted Budget



## Appendix A

Item	FY 2003 Expenditures (Adopted Budget)	Percent of Division	Percent of Subsidy
Comm. Rec. – Teen	68,102	1.5	17.0
Comm. Rec. – Special Events	29,060	0.6	28.0
Comm. Rec. - BEST	197,216	4.4	0.0
Comm. Rec. – School Plus	93,400	2.1	(1.0)
Aquatics - General	347,431	7.7	97.1
Aquatics – WPSC	481,259	10.7	52.0
Aquatics - LPSC	841,510	18.7	37.0
Adult Activity Center	660,541	14.7	67.0
Specialized Recreation	31,061	0.7	87.0
<b>TOTAL Rec Svcs</b>	<b>\$4,495,352</b>	<b>100.0</b>	<b>51</b>
Park Services Division			
Administration	\$145,201	11.4	91.0
Operations	948,358	74.8	100.0
Vehicles and Equipment	56,800	4.5	96.0
Structures and Systems	46,800	3.7	100.0
Site Improvements	37,550	3.0	88.0
Horticulture & Grounds	33,800	2.7	96.0
<b>TOTAL Park Svcs</b>	<b>\$1,268,509</b>	<b>100.0</b>	<b>98</b>
<b>GRAND TOTAL</b>	<b>\$7,161,526</b>		<b>68</b>

Source: Willamalane Park and Recreation District

Table A-25: Expenditures and Percent Subsidy by General Fund Category, FY 2003 Adopted Budget  
(continued from previous page)

**Park Maintenance Cost**

The Willamalane Park and Recreation District spends approximately \$4,248 per acre for maintenance of developed parkland. This figure is about average for other Oregon park and recreation districts (Table A-26).

District	Parks Maintenance Budget	Maintained Acres	Cost per Acre
Willamalane Park and Recreation District, Springfield, Oregon	\$1,244,707	293	\$4,248
North Clackamas Park & Recreation District, Milwaukie, Oregon	\$430,587	101	\$4,263
Tualatin Hills Park and Recreation District, Beaverton, Oregon	\$6,980,031	1,716	\$4,067
Bend Metro Park and Recreation District, Bend, Oregon	\$2,169,382	475	\$4,567
Chehalem Park and Recreation District, Newberg, Oregon	\$475,750	88	\$5,406

Source: Willamalane Park and Recreation District

*Table A-26: Maintenance Cost per Maintained Acre of Selected Park Districts in Oregon*

Note: Willamalane staff maintains over 670 acres of parkland and open space. This table looks at developed parkland only for comparison purposes. While large natural areas have been removed from the total, Park Services Division staff has responsibility for oversight of these areas also. In addition, not all PSD costs go directly to parks: approximately 25% of the labor costs for the Electrician, Structures Supervisor, and Mechanic positions are spent on recreation-related special events. The Park Services budget has been adjusted to remove fuel and maintenance costs for Recreation Services Division vans.

## Appendix A

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### **Debt Service**

The District has a total of nine outstanding, long-term debts consisting of general obligation bonds and loans. However, the two major loans are general obligation bonds for the construction and improvements of the two swimming pools. A breakdown of these loans is as follows:

WPSC Pool Bond	\$3,535,000
LPSC Construction Bond	\$1,920,000
Miscellaneous Loans	375,324
<b>Total</b>	<b>\$5,830,324</b>

The District is currently paying about \$1.2 million annually to debt service. At the end of 2009, the District will be free from all bonded debt.

The current assessed valuation of the District is about \$2,658,000,000. If a future bond measure was passed, a \$10 million bond calculated at a rate of 5.25% paid over 20 years would cost the tax payer about \$0.31 per \$1,000 assessed valuation.

### **Key Findings - Management and Operations Analysis**

- There is great concern in the community about keeping programs affordable. Willamalane residents do not expect to pay fees that fully cover program costs. However, community expectations about fees and charges may not be aligned with the realities of District finances.
- The Recreation Services Division, which produces 97% of the District's non-tax revenue from program fees and charges, has an overall subsidy rate of 51%. When facility-related and administrative costs are removed, Willamalane's programs and services are 60% self-supporting. Many communities strive for programs that average 50-75% self-support.

- Increasing the schedule of fees and charges may reduce the subsidy rate for individual programs and also provide more revenue for additional District services if enrollment numbers do not decrease.
- Under the current organization, Administration accounts for 17% of the General Fund. If the administrative costs for the Recreation Services and Park Services Divisions were added to this account, it would reflect 20% for administration. Most agencies try to keep administrative costs to about 15-20%.
- The District currently spends about \$4,248 per developed acre for park maintenance. This is in line with most park and recreation districts in Oregon.
- Approximately \$1.2 million is spent annually on debt service for repayment of bonds on the swimming pool improvements. The last of these bonds will be paid off in the year 2009. A new \$10 million bond would cost the taxpayer about \$0.31 per \$1,000 assessed valuation.

# EXISTING PARK AND RECREATION RESOURCES

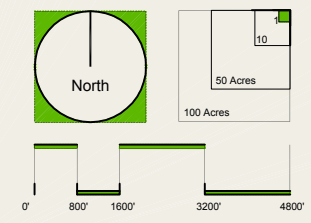
**LEGEND**

— Planning Area *	■ Neighborhood Parks
□ District Boundary *	■ Community Parks
- - - Sub Area Boundary	■ Linear Parks
— Urban Growth Boundary *	■ Special-Use Parks
— City Limits *	■ Sports Parks
■ Elementary Schools	■ Natural-Area Parks
■ Middle Schools	■ Undeveloped Parkland
■ High Schools	■ Other Recreational Resources (Non-District)
● Community Recreation Facility	
● Admin./Maintenance Facility	

\* Current as of January 2002



**Map 4**  
Existing Park & Recreation Resources  
**Park and Recreation Comprehensive Plan**  
Willamalane Park and Recreation District  
Springfield, Oregon



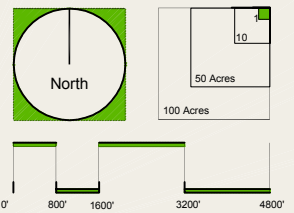
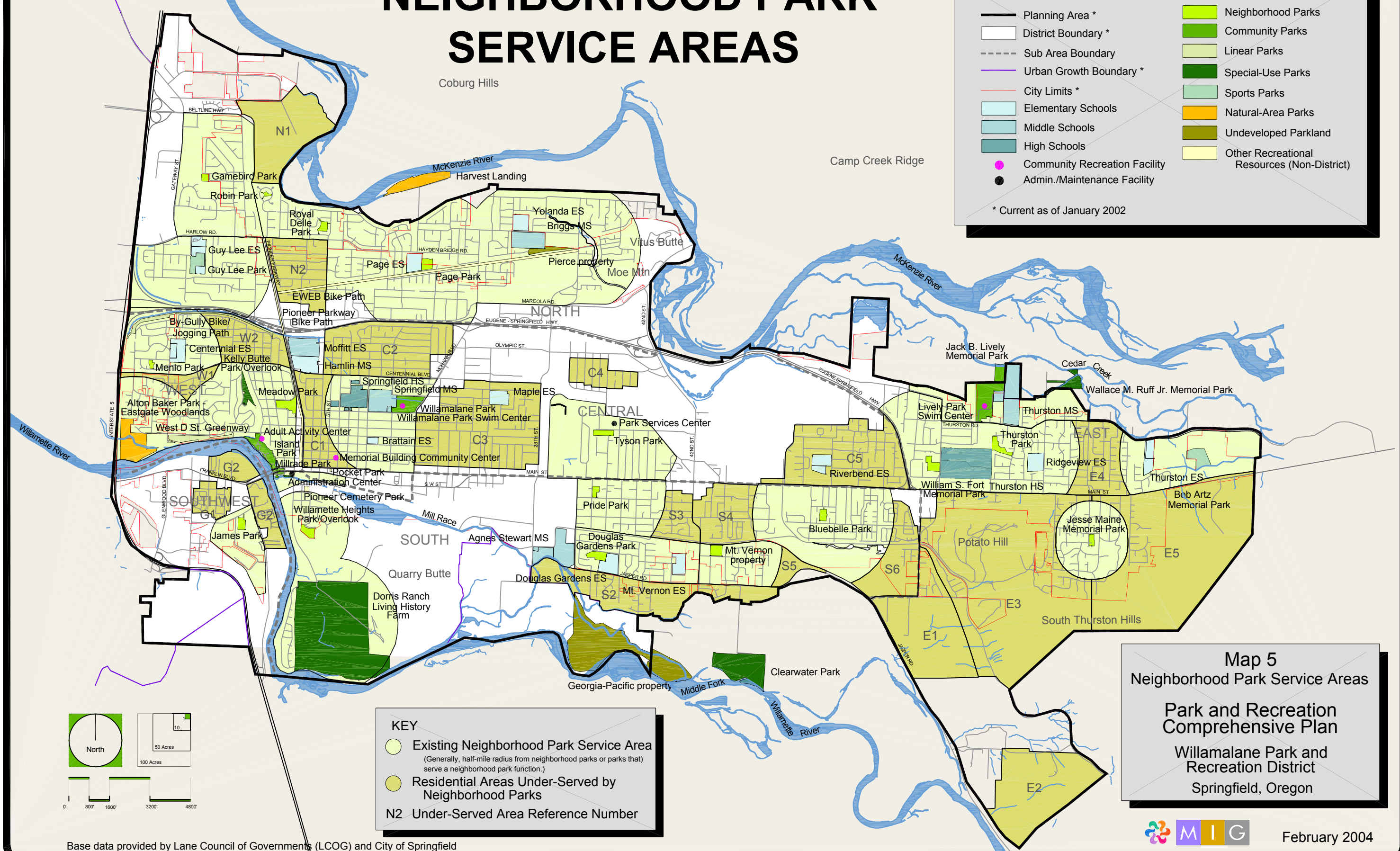
Base data provided by Lane Council of Governments (LCOG) and City of Springfield

# NEIGHBORHOOD PARK SERVICE AREAS

**LEGEND**

	Planning Area *		Neighborhood Parks
	District Boundary *		Community Parks
	Sub Area Boundary		Linear Parks
	Urban Growth Boundary *		Special-Use Parks
	City Limits *		Sports Parks
	Elementary Schools		Natural-Area Parks
	Middle Schools		Undeveloped Parkland
	High Schools		Other Recreational Resources (Non-District)
	Community Recreation Facility		
	Admin./Maintenance Facility		

\* Current as of January 2002



**KEY**

- Existing Neighborhood Park Service Area  
(Generally, half-mile radius from neighborhood parks or parks that serve a neighborhood park function.)
- Residential Areas Under-Served by Neighborhood Parks

N2 Under-Served Area Reference Number

Map 5  
Neighborhood Park Service Areas  
Park and Recreation  
Comprehensive Plan  
Willamalane Park and  
Recreation District  
Springfield, Oregon

Base data provided by Lane Council of Governments (LCOG) and City of Springfield



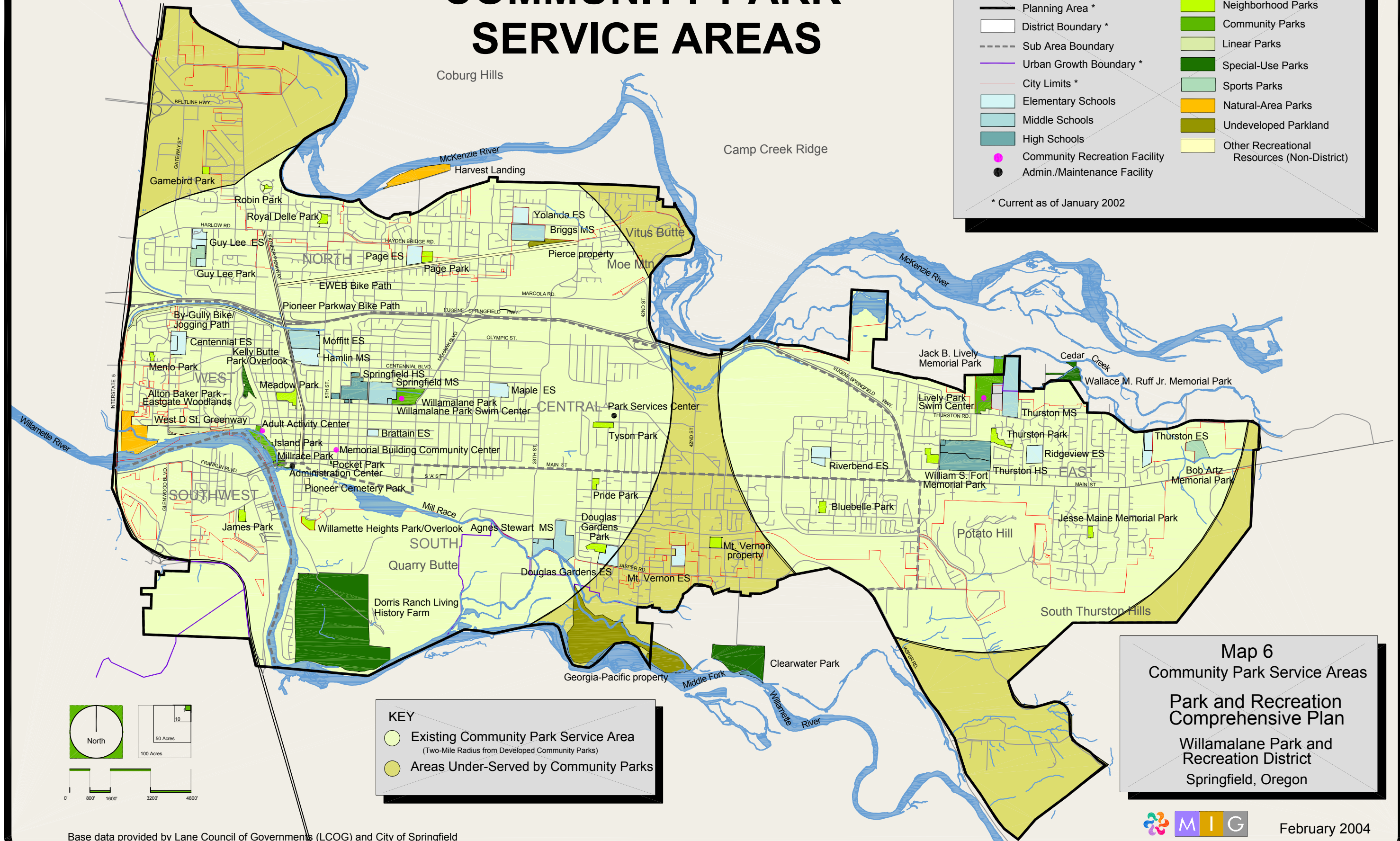
February 2004

# COMMUNITY PARK SERVICE AREAS

**LEGEND**

Planning Area *	Neighborhood Parks
District Boundary *	Community Parks
Sub Area Boundary	Linear Parks
Urban Growth Boundary *	Special-Use Parks
City Limits *	Sports Parks
Elementary Schools	Natural-Area Parks
Middle Schools	Undeveloped Parkland
High Schools	Other Recreational Resources (Non-District)
Community Recreation Facility	
Admin./Maintenance Facility	

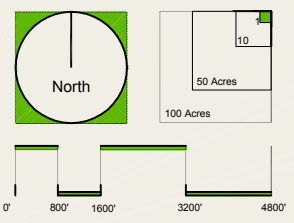
\* Current as of January 2002



**KEY**

- Existing Community Park Service Area (Two-Mile Radius from Developed Community Parks)
- Areas Under-Served by Community Parks

**Map 6**  
 Community Park Service Areas  
 Park and Recreation  
 Comprehensive Plan  
 Willamalane Park and  
 Recreation District  
 Springfield, Oregon



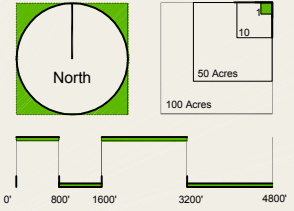
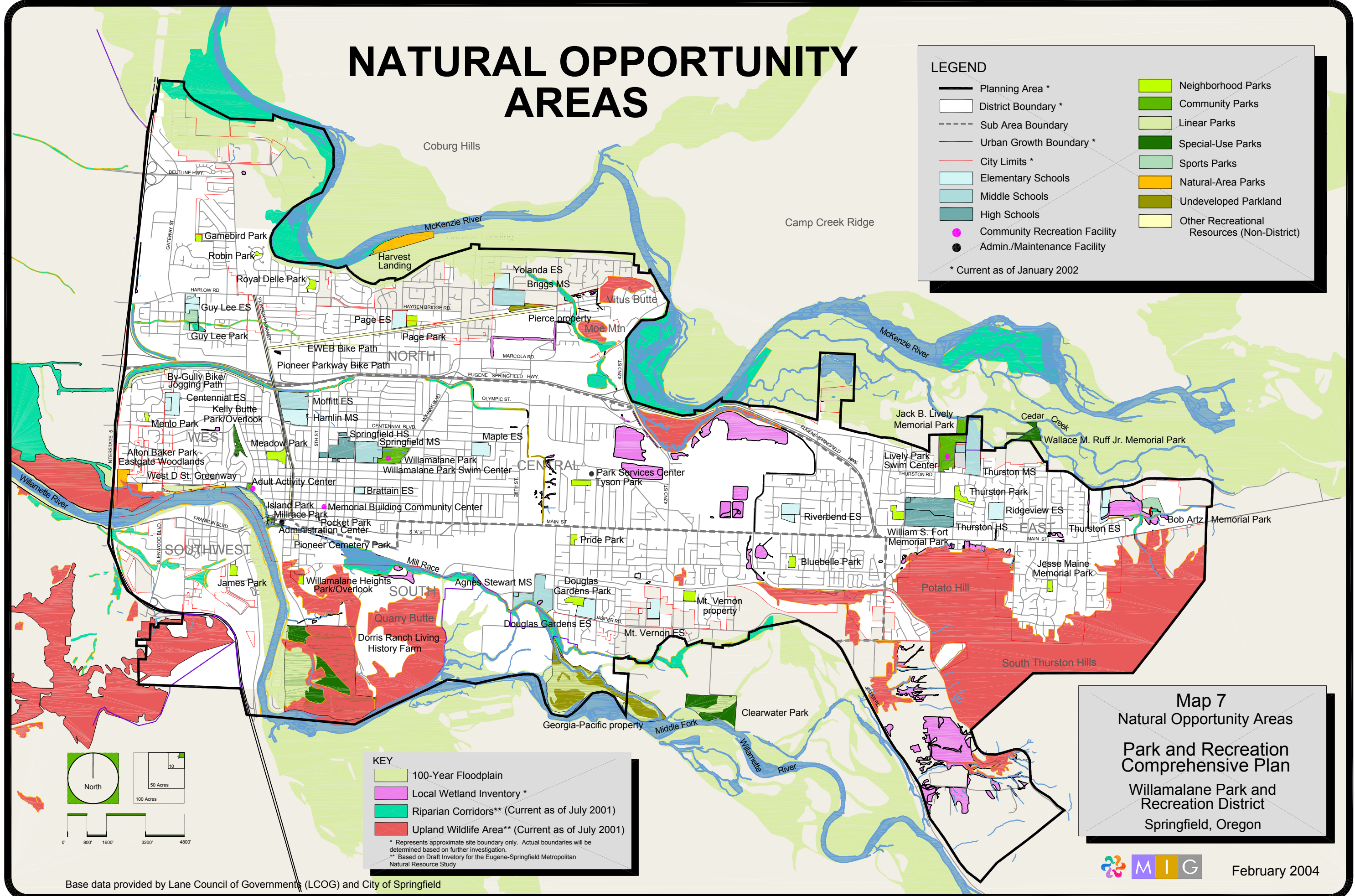
Base data provided by Lane Council of Governments (LCOG) and City of Springfield

# NATURAL OPPORTUNITY AREAS

**LEGEND**

— Planning Area *	■ Neighborhood Parks
□ District Boundary *	■ Community Parks
- - - Sub Area Boundary	■ Linear Parks
— Urban Growth Boundary *	■ Special-Use Parks
— City Limits *	■ Sports Parks
■ Elementary Schools	■ Natural-Area Parks
■ Middle Schools	■ Undeveloped Parkland
■ High Schools	■ Other Recreational Resources (Non-District)
● Community Recreation Facility	
● Admin./Maintenance Facility	

\* Current as of January 2002



**KEY**

■ 100-Year Floodplain
■ Local Wetland Inventory *
■ Riparian Corridors** (Current as of July 2001)
■ Upland Wildlife Area** (Current as of July 2001)

\* Represents approximate site boundary only. Actual boundaries will be determined based on further investigation.  
 \*\* Based on Draft Inventory for the Eugene-Springfield Metropolitan Natural Resource Study

Map 7  
 Natural Opportunity Areas  
 Park and Recreation  
 Comprehensive Plan  
 Willamalane Park and  
 Recreation District  
 Springfield, Oregon

Base data provided by Lane Council of Governments (LCOG) and City of Springfield

**Table A-17: Recreation Facility Standards and Anticipated Need (Updated 11/03)**

Park and Facility Analysis Page Reference	Facility	Oregon Average Standards <sup>A</sup>	Historic NRPA Guidelines	Existing Facilities			Unit of Measure	Total	Existing Level of Service (WPRD, SD19, Other Public Agencies)	Proposed Standards (WPRD, SD19, Other Public Agencies)	Need	
				WPRD	SD 19 <sup>B</sup>	Other Public Agencies					Current Population 62,514	Projected 2022 Population 88,720
<b>OUTDOOR</b>												
p. 26	Basketball - Full Court	1 / 1,761	1 / 5,000	9	13		each	22	1/ 3,126	1/ 3,000	-1	8
p. 26	Basketball - Half Court <sup>C</sup>			6	35		each	41	1/ 1,603			
p. 26	Boat Landings and Fishing <sup>D</sup>			3		1	each	4	1/ 15,629			
p. 27	Community Garden			1	0	1	each	2	1/ 31,257	1/ 15,000	2	4
p. 27	Dog Park			0	0		each	0	0	1/ 15,000	4	6
p.33	Outdoor Water Play Park <sup>E</sup>			0	0		each	0	0			
p. 28	Playground <sup>F</sup>			18	12		each	30	1/ 2,156			
p. 29	Skateparks			0	0		each	0	0	1/ 15,000	4	6
p. 29	Sport Field Football/Soccer <sup>G</sup>	1 / 2,013	1 / 10,000	4	42		each	46	1/ 1,389	1/ 1,800	0	3
p. 31	Sport Field Softball - Adult			5	0		each	5	1/12,503	1/ 12,500	0	2
p. 32	Sport Field Softball - Youth <sup>H</sup>			8	20		each	28	1/2,315	1/ 2,500	0	7
p. 33	Tennis Court	1/ 1,500	1 / 2,000	12	8		each	20	1/ 3,126	1/ 5,000	0	0
p. 34	Trail, Paved Multipurpose			3.5		3.8	miles	7.3	1/ 8,563	1/ 5,000	5.2	10.4
p. 34	Trail, Soft-surfaced <sup>I</sup>			4.7			miles	4.7	1/ 13,301			
p. 35	Volleyball, Sand or Grass	1 / 3,069	1 / 5,000	2	2		each	4	1/ 15,629	1/ 15,000	0	2
<b>INDOOR</b>												
p. 36	Community Center			1			each	1	1/ 62,514	1/ 30,000	1	1
p. 37	Teen Center <sup>J</sup>			1			each	1	1/ 62,514			
p. 37	Senior Center <sup>K</sup>			1			each	1	1/ 62,514			
p. 38	Indoor Basketball (Gymnasium) <sup>L</sup>			1	24		each	25	1/ 2,501	1/ 2,000	6	19
p. 39	Swimming Pool, Indoor		1/20,000	2			each	2	1/ 31,257	1/ 35,000	0	0

<sup>A</sup> Oregon Average includes 45 Oregon cities surveyed between 1992 and present (figures were not available from all agencies in all categories).

<sup>B</sup> SD 19 facilities are not necessarily open to the general public, and the quality of the inventory was not evaluated.

<sup>C</sup> No numerical standard is proposed. Continue practice of developing in neighborhood parks.

<sup>D</sup> No numerical standard is proposed. Consider acquiring additional riverfront land for boating/fishing access as opportunities arise.

<sup>E</sup> No numerical standard is proposed, but high demand; consider development at future community parks and existing pools.

<sup>F</sup> No numerical standard is proposed. Continue practice of developing one at each neighborhood and community park, and other park sites, where appropriate.

<sup>G</sup> Of the 45 soccer fields in the inventory, 14 are not being used for league play (4-WPRD, 10-SD19). The numbers shown in the "Current/Projected Need" columns reflect the assumption that these fields could be used to meet demand.

<sup>H</sup> Of the 27 youth softball fields in the inventory, 3 are not being used for league play (all WPRD). The numbers shown in the "Current/Projected Need" columns reflect the assumption that these fields could be used to meet demand.

<sup>I</sup> No numerical standard is proposed. Develop in natural area parks and other park types where appropriate.

<sup>J</sup> No numerical standard is proposed. Further evaluate policy for providing teen centers.

<sup>K</sup> No numerical standard is proposed. Examine opportunities for providing additional senior services.

<sup>L</sup> Of the 25 indoor basketball courts in the inventory, 7 are not being used for league play (1-WPRD, 6-SD19). The numbers shown in the "Current/Projected Need" columns reflect the assumption that these could be used to meet demand.



**Appendix B**

**Table B-1: Operations and Maintenance Impact Analysis Worksheet**

Added maintenance costs based on the Plan recommendations

Improvement	Units	No.	Unit	Annual	Notes
		Units	Cost	Cost	
<b>PHASE I</b>					
Land Acquisition					
Subtotal				\$0	
Planning & Design					
Subtotal				\$0	
New Park Development					
32nd Street Sports Park	acres	10.0		\$55,120	See Note 5 below
Lively Park Development	acres	10.0	\$4,248	\$42,480	Assume 50% developed
Yolanda/Briggs/Pierce School Park	acres	5.5	\$4,248	\$23,364	
East Mohawk Neighborhood Park	acres	0.3	\$4,248	\$1,274	
Booth-Kelly Millpond Trailhead	acres	2.0	\$4,248	\$8,496	See trail costs below
Subtotal				\$130,734	
Park Improvements					No additional costs assumed
Willamalane Park					No additional costs assumed
Island Park					No additional costs assumed
Bluebelle Park					No additional costs assumed
Royal Delle Park					No additional costs assumed
Maple School Park					No additional costs assumed
Ruff Park					No additional costs assumed
Other Park Sites					No additional costs assumed
Subtotal				\$0	
Facility Improvements					
LPSC Improvements					No additional costs assumed
MBCC Improvements					No additional costs assumed
PSC Improvements					No additional costs assumed
WAAC Improvements					No additional costs assumed
Administration Center Improvements					No additional costs assumed
Subtotal				\$0	
Trail/Linear Park Development					
Middle Fork Willamette Path	miles	3.4	\$1,494	\$5,065	Maintenance level A+C
Booth-Kelly Millpond Trail	miles	1.0	\$1,494	\$1,494	Maintenance level A+C
Subtotal				\$6,559	
<b>Total Phase I</b>				<b>\$137,293</b>	

Improvement	Units	No.	Unit	Annual	Notes
		Units	Cost	Cost	
<b>PHASE II</b>					
Land Acquisition					
Subtotal				\$0	
Planning & Design					
Subtotal				\$0	
New Park Development					
32nd Street Sports Park	acres	9.0		\$36,000	See note 5 below
Jasper-Natron Area N. Park	acres	5.0	\$5,268	\$26,340	
Lively Park Development	acres	10.0	\$5,268	\$52,680	
Clearwater Park Upgrade	acres	2.0	\$5,268	\$10,536	Assumes small new area
Georgia-Pacific Natural-Area Park	acres	124.0	\$155	\$19,220	Maintenance Level B
Pacific Park Neighborhood Park	acres	3.0	\$5,268	\$15,804	
MountainGate Neighborhood Park	acres	5.0	\$5,268	\$26,340	
Weyerhaeuser McKenzie N-A Park	acres	80.0	\$155	\$12,400	Maintenance Level B
Jasper-Natron Natural-Area Park	acres	5.0	\$310	\$1,550	Maintenance Level A
Thurston Hills Natural-Area Park	acres	5.0	\$310	\$1,550	Maintenance Level A
Millrace Access Park	acres	2.0	\$5,268	\$10,536	
MountainGate Natural-Area Park	acres	90.0	\$155	\$13,950	Maintenance Level B
Subtotal				\$226,906	
Park Improvements					
Natural Resources Enhancement	acres	200.0	\$155	\$31,000	Maintenance Level B
Dorris Ranch Improvements					No additional costs assumed
Accessibility/Safety Improvements					No additional costs assumed
James Park Improvements					No additional costs assumed
Ruff Park Improvements					No additional costs assumed
Willamalane Park Improvements					No additional costs assumed
Island Park Improvements					No additional costs assumed
Other Park Improvements					No additional costs assumed
Subtotal				\$31,000	
Facility Development					
Community Recreation Center	sq. ft.	35,000	\$12.38	\$433,300	Net after revenue (60%)
Subtotal				\$433,300	
Facility Improvements					
PSC Improvements					No additional costs assumed
Accessibility/Safety Improvements					No additional costs assumed
LPSC Improvements					No additional costs assumed
WAAC Improvements					No additional costs assumed
WPSC Improvements					No additional costs assumed
Subtotal				\$0	

**PHASE II (continued)**

Improvement	Units	No.	Unit	Annual	Notes
		Units	Cost	Cost	
Trail/Linear Park Development					
Lower Mill Race Path	miles	2.0	\$1,853	\$3,706	Maintenance level A+C
Glenwood Riverfront Path	miles	1.2	\$2,555	\$3,117	Maintenance level A,B,C
Upper Mill Race Path	miles	0.8	\$1,853	\$1,482	Maintenance level A+C
Irving Slough/Moe Mountain Lin. Pk.	miles	0.8	\$2,555	\$2,044	Maintenance level A,B,C
Subtotal				\$10,349	
<b>Total Phase II</b>				\$701,555	

## NOTES

**Note 1**

WPRD FY02 Labor Rates	Unit	Rate	Benefit	Total Rate
Maintenance Supervisor	per hr.	\$19.00	35.00%	\$25.65
Park Specialist	per hr.	\$15.30	35.00%	\$20.66
Seasonal Park Worker	per hr.	\$9.40	15.00%	\$10.81
Program Leader (part time)	per hr.	\$10.15	15.00%	\$11.67
Recreation Coordinator	per hr.	\$15.30	35.00%	\$20.66
Custodian	per hr.	\$15.30	35.00%	\$20.66
Recreation Supervisor	per hr.	\$19.00	35.00%	\$25.65

**Note 2**

**Phase 1 cost per acre for maintenance of developed parkland**      **\$4,248**      FY02 actuals  
**Phase 2 cost per acre for maintenance of developed parkland**      **\$5,268**      24% increase  
 Note: 1st phase rate is based on current park maintenance costs for the District, per Table 41 in Appendix A.

**Note 3**

<b>Trail Maintenance Cost</b>		(1st phase rate)		
Pathway repair and maintenance	84.5 hrs per mile	Level A	\$1,329/mile @ \$15.73/hr	
Adjoining turf maintenance	36 hrs per mile	Level B	\$566/mile @ \$15.73/hr	
Sweeping and blowing	10.5 hrs per mile	Level C	\$165/mile @ \$15.73/hr	
		(2nd phase rate)		
Pathway repair and maintenance	84.5 hrs per mile	Level A	\$1,648/mile @ \$19.66/hr	
Adjoining turf maintenance	36 hrs per mile	Level B	\$702/mile @ \$19.66/hr	
Sweeping and blowing	10.5 hrs per mile	Level C	\$205/mile @ \$19.66/hr	

**Note 4**

<b>Natural-Area Maintenance</b>	1st Phase	2nd Phase
Level A (small sites)	\$250 per acre	\$310 per acre
Level B (large sites)	\$125 per acre	\$155 per acre

**Note 5**

**32nd Street Sports Park (Phase 1)**

Turf and parking maintenance	5.4	acres	\$5,300	\$28,620
Two artificial fields maint. (see below)				\$26,500
Total Phase 1				\$55,120

**32nd Street Sports Park (Phase 2)**

Grass soccer fields	9.0	acres	\$4,000	\$36,000
Total Phase 2				\$36,000

**Artificial Field Maintenance (Phase 1 and Phase 2)**

Grooming	96	hours	\$26.66	\$2,559
Repairs	40	hours	\$26.66	\$1,066
Lighting				\$7,500
Miscellaneous tasks	80	hours	\$26.66	\$2,133
Total				\$13,258

Table C-1: Park and Facility Classifications and Definitions

Type of Park or Facility	Definition	Benefits May Include	Size	May Include	Typically Does Not Include	Maintenance Level and Standard	Parks and Facilities
<b>Neighborhood Park</b>	Small park located within biking and walking distance of users, generally designed for informal activities.  Service Area Radius of 1/4 to 1/2 mile	Provides <b>ACCESS</b> to basic recreation opportunities for nearby residents of all ages  Contributes to <b>NEIGHBORHOOD IDENTITY</b>	Current Range: .81 to 7.1 acres  Proposed average size for new parks: minimum 5 acres	Children's play areas Court sports facilities Picnic tables and benches Paths Lighting Drinking fountains Informal play areas Neighborhood gardens Portable rest rooms, when needed Natural areas	Recreational facilities intended for large groups, i.e., sport league games, tournaments  Off-street parking Permanent rest rooms	WPRD Class A Service Level: Meadow, Fort Park, Thurston Park  WPRD Class B Service Level: Douglas Gardens Park  WPRD Class C Service Level: Gamebird, James, Menlo, Pride, Robin, Royal Delle, Tyson  WPRD Class D Service Level: Bluebelle, Page, Jesse Maine, Mt. Vernon property, Willamette Heights Park/Overlook	Bluebelle Park Douglas Gardens Park Fort (William S.) Memorial Park Gamebird Park James Park Jesse Maine Memorial Park Meadow Park Menlo Park Mt. Vernon property Page Park Pride Park Robin Park Royal Delle Park Thurston Park Tyson Park Willamette Heights Park/Overlook
<b>Community Park</b>	Larger park that provides active and passive recreational opportunities for all city residents. Accommodates large group activities.  Service Area Radius of 2 miles	Provides a variety of <b>ACCESSIBLE RECREATION OPPORTUNITIES</b> for all age groups  Provides <b>ENVIRONMENTAL EDUCATION</b> opportunities  Serves <b>RECREATION NEEDS OF FAMILIES</b>  Provides opportunities for <b>COMMUNITY SOCIAL ACTIVITIES</b> and positive <b>COMMUNITY IDENTITY</b>	Current Range: 14.03 to 32.64 acres  Proposed average size for new parks: 15 to 30 acres	Children's play areas Competitive sports fields Community recreation facilities Court sports facilities Skateboarding facilities Off-street parking Rest rooms Public art/Fountains Single and group picnic areas Paths Lighting Natural areas Interpretive facilities Water access Amphitheaters Festival space Community garden Unprogrammed open space		WPRD Class A Service Level: Lively, Willamalane, Island Parks	Island Park Lively (Jack B.) Memorial Park Willamalane Park
<b>Natural-Area Park</b>	Area managed for both recreational use and natural values. Provides opportunities for nature-based recreation, such as wildlife viewing, hiking, jogging, bicycling, and nature photography.	Provides opportunities for <b>EXPERIENCING NATURE</b> close to home  Protects valuable <b>NATURAL RESOURCES</b> and <b>WILDLIFE</b>  Contributes to the <b>ENVIRONMENTAL HEALTH</b> of the community	Sufficient size to protect resource and accommodate passive recreation	Trailhead amenities Multi-purpose paved trails Soft-surface trails Boardwalks Benches Overlooks Interpretive facilities Wildlife blinds Water access	Facilities that conflict with nature- and trail-oriented recreation  Ornamental plants	WPRD Class C Service Level: Eastgate Woodlands  WPRD Class E Service Level: Harvest Landing	Eastgate Woodlands/Alton Baker Park Harvest Landing
<b>Linear Park</b>	A linear park provides public access to trail-oriented activities, which may include walking, running, biking, skating, etc., and preserves open space.  May also provide neighborhood recreation facilities where adequate space is available.	Provides opportunities for <b>TRAIL-ORIENTED ACTIVITIES</b>  Reduces <b>AUTO DEPENDENCY</b>  Protects valuable <b>NATURAL RESOURCES</b>  Connects <b>COMMUNITY FACILITIES</b>	Sufficient size to accommodate trail-related activities and green space	Multi-purpose paved trails Multiple access points Benches Children's play area Soft-surface trails Water access Picnic facilities Natural areas		WPRD Class D Service Level: By-Gully Bike/Jog Path, West D Street Greenway	By-Gully Bike/Jog Path West D Street Greenway
<b>Special-Use Park</b>	Special-use parks have unique features or uses.	Provides a variety of <b>ACCESSIBLE RECREATION OPPORTUNITIES</b> for all age groups  Provides <b>ENVIRONMENTAL/HISTORICAL EDUCATION</b> opportunities  Serves <b>RECREATION NEEDS OF FAMILIES</b>  Provides opportunities for <b>COMMUNITY SOCIAL ACTIVITIES</b>	Sufficient size to accommodate activities	Living-history farm Interpretive facilities Water access Arboretum Viewpoint Neighborhood park facilities Natural areas Picnic facilities	Facilities that are in conflict with the special use	WPRD Class A Service Level: Millrace Park  WPRD Class C Service Level: Clearwater Park, Dorris Ranch, Ruff Park  WPRD Class D Service Level: Kelly Butte Park/Overlook, Pocket Park	Clearwater Park Dorris Ranch Kelly Butte Park/Overlook Millrace Park Pocket Park Ruff (Wallace M. Jr.) Memorial Park
<b>Sports Park</b>	A park primarily containing competitive sports facilities. May include outdoor and indoor facilities.	Provides opportunities for <b>COMPETITIVE SPORTS</b> activities  Serves active <b>RECREATION NEEDS OF FAMILIES</b>	Sufficient size to accommodate activities	Competitive sports facilities Children's play area Paths Picnic facilities		WPRD Class A Service Level: Bob Artz Memorial Park, Guy Lee Park	Bob Artz Memorial Park Guy Lee Park
<b>Undeveloped Parkland</b>	Land acquired by the District for future improvement for recreational use.	Provides land to meet future recreational needs of the District	Sufficient size to accommodate planned use		Public access	WPRD Class E Service Level: Georgia-Pacific property, Pierce property	Georgia-Pacific property <sup>1</sup> Pierce property <sup>2</sup>
<b>Community Recreation Facility</b>	Indoor facility intended for recreational use.	Provides a variety of <b>ACCESSIBLE RECREATION OPPORTUNITIES</b> for all age groups  Serves <b>RECREATION NEEDS OF FAMILIES</b>  Provides opportunities for <b>COMMUNITY SOCIAL ACTIVITIES</b>	Sufficient size to accommodate activities	Senior center Community center/Wellness center Aquatic facility Museum			Lively Park Swim Center Memorial Building Community Center Willamalane Adult Activity Center Willamalane Park Swim Center

## Reference and Notes:

WPRD Park Services Division Park Maintenance Standards, 2001

<sup>1</sup> Future natural-area park<sup>2</sup> Future neighborhood park



Appendix D

Table D-2: Park and Facility Inventory: School District and Other Providers (Updated 11/03)

Outdoor Facilities	Total Facility Acreage	Basketball Full-Court	Basketball Half-Court	Playground	Running Track	Sport Field Football / Soccer	Sport Field Formal - Youth Softball	Sport Field Informal - Youth Softball	Tennis Court	Volleyball Court Sand or Grass	Trail Paved Multipurpose (miles)	Indoor Basketball Full Court
<b>School District 19 Facilities</b>												
<b>Elementary Schools</b>												
Brattain Elementary	2.50		2	1								1
Centennial Elementary	13.00		4	1		3		2				1
Douglas Gardens Elementary	13.00	1	1	1		2	1					1
Guy Lee Elementary	10.40	1	1	1								1
Maple Elementary	9.80		3	1		2		2				1
Moffitt Elementary	16.90		3	1								1
Mt. Vernon Elementary	10.00	2	2	1		1		1				
Page Elementary	9.70		3	1		2						1
Ridgeview Elementary	10.00	2		1		1		1				1
Riverbend Elementary	11.30	2		1		1		1				1
Thurston Elementary	10.70		3	1		2	1					1
Yolanda Elementary	10.00		3	1		1		1				1
<b>Subtotal</b>	<b>127.30</b>	<b>8</b>	<b>25</b>	<b>12</b>	<b>0</b>	<b>15</b>	<b>2</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11</b>
<b>Middle Schools</b>												
Agnes Stewart Middle School	31.90	1	4			2		1				2
Briggs Middle School	18.00		2		1	4		3				1
Hamlin Middle School	14.90	2			1	1				2		2
Springfield Middle School	20.79		4									1
Thurston Middle School	34.60	2			1	12		2	2			1
<b>Subtotal</b>	<b>120.19</b>	<b>5</b>	<b>10</b>	<b>0</b>	<b>3</b>	<b>19</b>	<b>0</b>	<b>6</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>7</b>
<b>High Schools</b>												
Springfield High School	18.81				1	4	2					3
Thurston High School	52.30				1	4	2		6			3
<b>Subtotal</b>	<b>71.11</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>8</b>	<b>4</b>	<b>0</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>
<b>Total</b>	<b>318.60</b>	<b>13</b>	<b>35</b>	<b>12</b>	<b>5</b>	<b>42</b>	<b>6</b>	<b>14</b>	<b>8</b>	<b>2</b>	<b>0</b>	<b>24</b>
<b>Other Providers Facilities</b>												
EWEB Bike Path											2.2	
Pioneer Cemetery Park												
Pioneer Parkway Bike Path											1.6	
<b>Total</b>	<b>0.00</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3.8</b>	<b>0</b>