



Section
15

APPENDICES

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Appendix

A

APPENDIX A: TERMS & ACRONYMS

Parks, Recreation & Cultural Services Department Common Acronyms		
Acronym	Full Name	Brief Description
ADA	Americans with Disabilities Act	Program to make new and existing facilities readily accessible to and usable by persons with disabilities.
CAF	Cost Adjustment Factor (PIF)	Discount for other taxes and fees currently paid by new homeowners towards park system acquisition and development within the park impact fee (PIF) formula.
CDBG	Community Development Block Grant	Federal funds local governments receive through the state to help develop and preserve affordable housing and provide services to the most vulnerable in our communities. The funds also help to create and retain jobs. The requirements of 24 CFR 570.486 must be followed.
CFP	Capital Facilities Plan	A required component of the comprehensive plan dealing with proposed projects and services and their related costs.
CP	Community Park	Urban Park Type, ideally 20+ acres, serving residents within a 3-mile radius area. Common amenities typically include walking paths, themed play areas, open lawns, benches, shelters, picnic tables, play courts and sport fields. Parking and restrooms are needed due to the larger service area.
DOC - WA	Washington State Department of Commerce	The Department of Commerce strengthens communities and works to grow Washington's economy. Grant programs support local projects.
GIS	Geographic Information Systems	A computer application used to store, view and analyze geographical information. Maps are an important function of the system.
GMA	Growth Management Act	State law that requires the fastest growing counties in the state to develop comprehensive plans to guide planning for growth (see RCW 36.70A).
ILA	Interlocal Agreement	An agreement between local public agencies in the interest of sharing resources for mutual public benefit.
I-UNA	Improved Urban Natural Area	A new improvement level to enhance the access to and safety of natural areas for passive recreation that may include trails, benches and picnic tables.
LOS	Level of Service	Measurement between the standard and actual level or quality of a particular public service.
M & O	Maintenance and Operations	The various activities commonly undertaken to maintain and operate park and recreation facilities.
MOU	Memorandum of Understanding	A document describing a bilateral or multilateral agreement between parties.
NH	Neighborhood Park	Urban Park Type, typically 2–5 acres, serving residents within a 1/2-mile, or 10-minute walk service area. Common amenities include walking paths, play areas, open lawns, benches, picnic tables and sport courts. This is a walk-to destination to serve the local community and do not typically include supportive facilities such as restrooms and parking. Some high use areas may warrant expanded amenities and support services where community parks are not available or in higher density land use areas.
NRPA	National Recreation and Parks Association	NRPA is the leading advocacy organization dedicated to the advancement of public parks and recreation opportunities.
OFM	Washington State Office of Financial Management	State office that officially provides the County and City population projections that, as a minimum, must be used in growth management planning.
Park AC	Park Acreage	Number of acres per type of park. For example, the current level of service is Park Ac/1000 residents.
PC	Planning Commission	A group of people appointed by the City Council to administer planning and land use regulations for the jurisdiction.
PIF	Park Impact Fee	A fee levied on the developer of single or multi-family residential units as compensation for the increased park system needs created by the development (RCW 82.02).

PIF District	Park Impact Fee District	A defined service area in which park impact fees are collected and expended to provide urban park and open space services.
PRAC	Parks & Recreation Advisory Commission	A collection of City-appointed citizen and agency representatives who advise the city council on matters related to the provision of park and recreation services.
RCO	Recreation & Conservation Office	A state agency that serves five boards; implements policies and programs established by the boards, the Legislature, and the Governor; and administers state and federal grant programs for outdoor recreation and habitat conservation.
RCW	Revised Code of Washington	The most recent edition, in a consolidated form, of all laws of the state of a general and permanent nature (https://apps.leg.wa.gov/rcw/).
REET	Real Estate Excise Tax	A tax on all sales of real estate, measured by the full selling price, including the amount of any liens, mortgages and other debts given to secure the purchase, at a pre-determined rate, subject to state law.
REET-C	City Real Estate Excise Tax	Real Estate Excise Tax collected within the city limits.
REET-R	Regional Real Estate Excise Tax	Real Estate Excise Tax collected outside city limits and urban growth areas.
REET-U	Urban Unincorporated Real Estate Excise Tax	Real Estate Excise Tax collected outside the Vancouver City limits, but within the Vancouver Urban Area.
RG PK	Regional Park	Regional Park Type, serving residents throughout Clark County, are usually larger than 50 acres and provide opportunities for diverse recreational activities, including sport fields, extensive trail systems and large picnic areas. Amenities vary by site. Location examples include Vancouver Lake Regional Park and Frenchman's Bar within the City of Vancouver boundaries.
SEPA	State Environmental Policy Act	Washington State Environmental Policy Act which requires that the environmental impacts of a proposed action be considered, analyzed, and, if necessary, mitigated prior to enactment.
UC	Urban Center (New categories)	Mixed-use, high-density residential, commercial/industrial area that includes Civic Plazas or Civic Squares, and Linear Parks.
UGA	Urban Growth Area	Areas established as part of the growth management process to allow for the efficient provision of urban levels of governmental services and where urban growth will be encouraged.
UGB	Urban Growth Boundary	The line designating the extent of the urban growth area.
UNA	Urban Natural Area	Urban Park Type that is managed for both natural and ecological value and light-impact recreational use. These areas can range in size from one to hundreds of acres, and may include natural areas of a regional scale (RNA), but otherwise serve similar functions as urban natural areas.
UUA	Urban Unincorporated Area	The area within the Vancouver Urban Growth Area that is outside of the City limits.
VPRCS	Parks, Recreation & Cultural Services Department	City of Vancouver, Parks, Recreation & Cultural Services Department name.
VMC	Vancouver Municipal Code	A codification of the General Ordinances of the City of Vancouver.
WAC	Washington Administrative Code	Laws adopted by state agencies to implement state legislation.

Dense Urban Center Park Types will be added when available.

Appendix

B

**APPENDIX B:
COMMUNITY ENGAGEMENT TOOLS & SURVEYS**

APPENDIX B: COMMUNITY ENGAGEMENT

INTRODUCTION AND OVERVIEW

The theme of Essential Spaces was selected for the comprehensive plan update to reflect the important role parks, recreation, trails, natural areas and art have on the physical, mental and economic health of the community. The foundation of the Parks, Recreation & Cultural Services Comprehensive Plan is community engagement, and the Essential Spaces brand was utilized via the Be Heard Vancouver online public engagement platform at www.beheardvancouver.org/Essential-Spaces.

A variety of public involvement methods were used including two online surveys, in-person community outreach at multiple locations, online discussions with stakeholder groups and information shared through newsletters, social media channels, news releases, flyers, signs, and the City of Vancouver website.

An online survey was launched on May 20, 2021 and closed on August 30, 2021. The survey was available in English, Spanish, Russian and Vietnamese. A link to the survey was sent by email to over 45,000 addresses through the Vancouver Parks, Recreation & Cultural Services (VPRCS email subscriber list; the City of Vancouver's Office of Neighborhoods email list; the Vancouver Connects Newsletter; the project website; diverse community groups; and several social media channels. Flyers and information cards were also shared with youth day camps and other recreation program participants.

Photos were posted on the Essential Spaces web page to show community members how some parks were reimagined during updates since 2014. The neighborhood parks highlighted in the photo series included Clearmeadows, Dubois, Summer's Walk and First Place Park.

Community Engagement Tools

Information cards with the Essential Spaces webpage address in both English and Spanish were distributed to over 1,600 individuals at 12 community-based events. More than 80 informational signs with a QR code linked to the project webpage were posted in Vancouver parks, along trails and within Firstenburg and Marshall community centers. The signs were posted in English, Spanish, Russian and Vietnamese.

In-person outreach was completed at the Vancouver Farmers Market, community centers, area parks and along trailways.

Most of the tabling events were held in partnership with the VPRCS Special Events team. In-person outreach was held at *Party in the Parks*, a series of free, pop-up gatherings designed to help neighbors connect and have fun while enjoying their local parks. Vancouver Parks & Recreation provided music, games and crafts at several neighborhood parks in July and August. The events were held on Tuesdays and Thursdays from 4 p.m. to 8 p.m. Movies in the Park locations were held on Friday nights at several locations.

Bookmarks in English and Spanish were given to participants that included QR codes that linked to the survey. An interpreter was available to assist people who spoke Spanish as their primary language.

Children and families who visited the tabling events were asked what they like about parks, recreation, trails and open spaces and what they would like to see improved. They were also asked to envision the future of the park system. Several children shared their thoughts about themed parks and creative amenities.

Tabling events occurred at the following locations on the dates shown below:

COMMUNITY ENGAGEMENT TABLING EVENTS

Location	Date	Event Type
Endeavour Neighborhood Park	7/13/2021	Party in the Park
Fisher Basin Community Park	7/16/2021	Movie in the Park
Edgewood Neighborhood Park	7/20/2021	Party in the Park
Vancouver Farmers Market (East)	7/22/2021	Farmers Market at Columbia Tech
Edgewood Neighborhood Park	7/23/2021	Movie in the Park
Nikkei Neighborhood Park	7/29/2021	Party in the Park/ Grand Opening
Washington School Park	8/3/2021	Party in the Park
Marshall Community Center	8/5/2021	Lobby Booth
Washington School Park	8/6/2021	Movie in the Park
Bagley Community Park	8/17 & 8/19/2021	Party in the Park
Bagley Community Park	8/20/2021	Movie in the Park

Community engagement was informal, open and positive. The events were popular and well attended with over 1,600 people reached through this effort. Most of the outreach participants were supportive and had positive things to say about the department, park facilities and recreation programs.

Conversations with individuals during outreach echoed the responses to the survey. People were thankful for the parks and programs being provided by the City of Vancouver. Common themes included:

- Walking paths, connecting trails, and creating welcoming and inviting spaces are important.
- People living east of I-205 expressed a need for more parks.
- People living west of I-205 said many of their parks need to be updated with additional amenities like walking trails and benches.
- Concerns about the lack of sidewalks and safe access to walk or ride to their local park was a consistent message from residents in all three park districts.

- Restrooms and additional trash receptacles due to increased park use was recommended. Several parents shared that they love walking to the park with their children, however their time is cut short due to the need for a restroom facility.
- Individuals with limited mobility requested additional parking.
- Other popular requests included the addition of splash pads, more water features integrated into park spaces like the educational Columbia River water feature at Vancouver Waterfront Park and the tranquil water fall area at Esther Short Park.

The challenges of the COVID-19 pandemic arose often during outreach conversations. Many shared that access to parks and trails became vital and essential to their well-being during the pandemic. The park and trail system provided a place where individuals and families could safely enjoy nature, participate in healthy activities, and natural areas with walkways and benches for time to rest and reflect were mentioned as important amenities to the community.

Stakeholder Meetings

In addition to the online surveys and in-person community outreach, a series of five stakeholder meetings were held to discuss current collaborative efforts, potential improvements for partnership and visioning for the future of the park system.

Among those represented in four of the meetings were Vancouver and Evergreen Public School Districts; City of Vancouver Community and Economic Development; Public Works; Maintenance and Operations; Transportation; Urban Forestry; Engineering; Planning; Water Quality; and Utilities.

Common themes in all five discussions included:

- Sidewalk connections, trail connectivity and alternative transportation modalities.
- Growing the tree canopy for carbon sequestration and other benefits.
- Collaborative review of issues and opportunities to help each group achieve common goals.
- Need for additional staff to help with maintenance to meet current park standards.

Opportunities for future collaboration to improve sidewalk connections, extend trails and partner in trail projects like the Burnt Bridge Creek Greenway were included in the discussion.

A fifth meeting was held in partnership with the City of Camas Parks & Recreation to gather representatives from several community groups and services to discuss diversity, equity and inclusion in the parks,

recreation and open space systems. Participants represented the Hispanic Chamber of Commerce, Clark County Community Planning, the Commission on Aging, Clark County Community Services/CDBG block grant, Washington State School for the Blind, Washington Center of the Deaf and Hard of Hearing, and written input from Clark County Public Health (CCPH). A summary of comments and suggestions provided include:

- Universal design must go beyond ADA accessibility requirements.
- Parks and trail areas should be welcoming and inviting for all users, regardless of ability.
- Areas for people to be active in multiple ways should be provided and the design should allow for areas of rest.
- Park design should consider the various ways people communicate in terms of language, sight and sound.
- Connectivity through continuous sidewalks and pathways are also important to provide access to all park users.
- An audit of the website and signage were recommended so that communication is accessible by all. Finding ways to help the community understand what is available to them and the various ways spaces can be used or accessed is a priority.
- Involve community members and community groups that represent underserved residents to develop parks, trails, public spaces and community centers.

Summary notes for all five meetings are included in **Appendix C** of the Parks, Recreation & Cultural Services Comprehensive Plan report.

Essential Spaces Community Survey

The purpose of the Essential Spaces survey was to engage the broader general public across the City of Vancouver in the planning process and help guide the development of potential plan alternatives for the comprehensive plan, it was not a statistically valid survey. The survey aimed to solicit feedback about the community's priorities and preferences associated with parks, recreation, trails, open spaces and cultural services, level of service standards (distance to local parks, access, access barriers, types of park amenities, and facility use. The survey also gauged what was valued, safety challenges and what participants would like changed.

A total of 2,339 people completed the online Essential Spaces survey. Responses indicated a geographic diversity within the Vancouver city limits. Responses were also received from individuals living in other areas of Clark County and the Portland-Metro area who use the Vancouver park system.

Most of those that took the survey used a park (94 percent) or trail (82 percent) in the past 30 days. Respondents agreed that public parks, trails, natural areas, community centers, programs, activities and events:

- Make the City of Vancouver a better place to work and live (98.2 percent)
- Contribute to a livable and sustainable community (97 percent)
- Create healthy opportunities to support active lifestyles and community connections (97 percent)
- Increase appreciation and stewardship for natural resources and access to the natural environment (94 percent)

Respondents also agreed that these places, activities and events offer opportunities to learn about arts, heritage, history and culture (89 percent) and contribute to local economic stability (88 percent).

When asked what the primary reasons were for using parks in Vancouver, exercise such as walking or biking or just enjoying nature were among the top two responses. More than half (53 percent) walk to get to their local park and 41 percent drive.

Respondents were asked if they experience any barriers to access their local park. Lack of sidewalks and concerns for safety were selected by 26 percent of the respondents. The need for connecting sidewalks and pathways was a common concern in all outreach efforts.

Ninety-seven percent of respondents shared that it was important or very important to have a park or trail near their home. When asked what people valued most in the park and trail system, hiking, walking and biking trails (86 percent) and public access to streams, rivers and lakes (60 percent) were the top two responses. The top amenities that respondents would add to the park and trail system were restrooms (35 percent), park benches (25 percent), nature play areas (25 percent) and water play/splash pads (24 percent).

Several of the questions provided an opportunity for written responses for “other” reasons than the selected items provided. Common requests included more access to nature with extended pathways, increased maintenance throughout the park and trail system, concerns about the number of people living outside, requests for special recreation facilities, more natural areas and universal design considerations that are multi-generational. A summary of responses is included within the survey results.

Essential Spaces Budget Priorities Survey

The results of the first survey were used to create a follow-up survey to determine the budget priorities for the comprehensive plan.

A budget priorities survey was launched on September 1, 2021 via the Be Heard Vancouver online public engagement platform at www.beheardvancouver.org/Essential-Spaces. The survey was made available in English and Spanish and closed on September 30, 2021.

A link to the survey was sent by email to over 45,000 people through the Vancouver Parks, Recreation & Cultural Services (VPRCS) stakeholder list; the City of Vancouver's Office of Neighborhoods list; the Vancouver Connects Newsletter; the project website and several social media channels.

A total of 1,478 people completed the online Essential Spaces Budget Priorities survey. Two questions were asked based on the results of the first survey to help set budget priorities for the Parks, Recreation and Cultural Services comprehensive plan update. Due to multiple written responses expressing concern about current maintenance and garbage in the parks and along trails, the survey asked if they were supportive of increasing funding to provide a higher quality of maintenance for parks and trails. All (100 percent of the respondents answered this question with 68 percent selecting Yes, they were supportive.

The second question asked participants to rank goals to improve parks, recreation, trails and open spaces. Survey responses coupled with written comments led to the selections provided in the survey.

Weighted scoring was used for each goal that summarized the number of times each goal was placed in a ranking position. *Repair or replace worn or older park features* received the highest score of 5.87, this was followed by *Purchase land and develop new parks in areas where residents have limited access to parks and natural areas* with a score of 4.79. The Essential Spaces Budget Priorities survey questions and results are included on pages 197-198 within this appendix.

Conclusion

The public involvement opportunities yielded valuable input on the pulse of the community to inform future planning efforts.

Local trends emphasize a long standing and growing interest in local parks and trails, particularly within walking distance from residential areas. This expanding focus on the local community could be explained with the challenges individuals and families faced during the pandemic, economic challenges and increasing densities within the urban area.

The importance of water access is also noted, a reflection of a community fronting on the Columbia River, the largest river in the Pacific Northwest.

The 2021 survey data identified trends that are consistent with state-wide results identified in the State Comprehensive Outdoor Recreation Plan (SCORP 2018-2022).

SURVEY RESULTS

1 Please select one response for each statement that completes the sentence: Public parks, trails, natural areas, community centers, programs, activities and events...

A total of 2,329 individuals responded to this question with representation from all four languages provided. Ten individuals skipped the question in the English survey. Most of the respondents agreed with all six statements.

Statement	Strongly/ Somewhat Agree	Strongly / Somewhat Disagree
...make the City of Vancouver a more desirable place to live and work.	98.20%	1.07%
...contribute to a sustainable and livable community.	97%	2%
...create healthy opportunities to support active lifestyles and community connections.	97%	1%
...contribute to local economic stability.	88%	5%
...offer opportunities to learn about arts, heritage, history and culture.	89%	7%
...increase appreciation and stewardship for natural resources and access to the natural environment.	94%	3%

2 How many times in the past 30 days did you or members of your household visit a public park in Vancouver, Washington?

A total of 2,323 individuals responded to this question within all four languages provided. Sixteen individuals skipped the question in the English survey. Nearly all (94 percent) of the respondents had visited a park in the past 30 days. Of these, 66 percent visited a park four or more times and 28 percent visited a park one to three times in the past 30 days.

# of Times	%
11 or more	30%
8 to 10	14%
4 to 7	23%
1 to 3	28%
0	6%

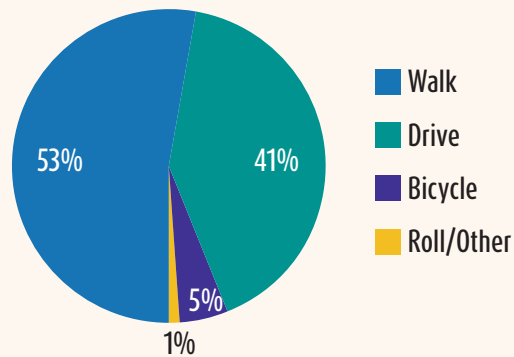
3 What are the primary reasons you use parks in Vancouver? (Please check your top 2 choices)

There were 2,328 responses to this question from all four languages provided. Eleven individuals skipped the question in the English survey. Exercise and enjoying the outdoors or nature were the top two selections. Other popular reasons for going to the park included taking children to the playground and reducing stress or improving mental health.

Selections	%
To exercise (walk, bicycle, etc.)	59%
To enjoy outdoors or nature	57%
To take my children, or children in my care to the playground	25%
To reduce stress and improve mental health	19%
To participate in activities with friends or family.	11%
To attend special events, concerts or movies.	6%
To play sports; picnic and general leisure activities	5%

4 When you visit the park closest to where you live, what is the primary way you get there?

There were 2,307 responses to this question from all four languages provided. Nineteen individuals skipped the question in the English survey. Most of the respondents walked or drove to the park closest to where they lived. About 5 percent said they rode their bicycle and a few people used other methods to access their local park.



5 How many times in the last 30 days have you or members of your household used a public trail in Vancouver, Washington?

A total of 2,325 individuals responded to this question within all four languages provided. Fourteen individuals skipped the question in the English survey. **Most (82 percent) of the respondents used a public trail in the past 30 days.** Of these, 42 percent used a public trail four or more times, and 39 percent used a public trail one to three times in the past 30 days.

# of Times	%
11 or more	16%
8 to 10	8%
4 to 7	18%
1 to 3	39%
0	8%

6 Do you experience any barriers to safely walk or roll to a developed park or trail near where you live? (Check all that apply)

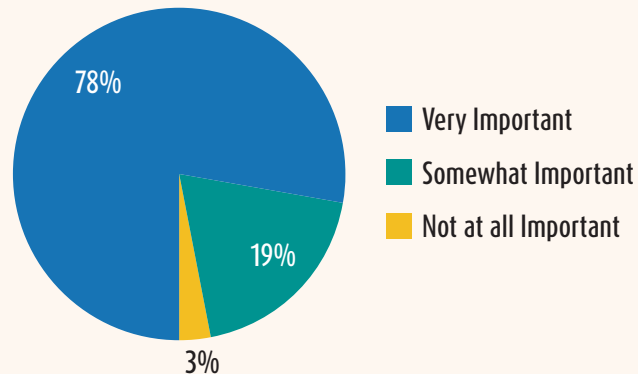
A total of 2,232 individuals responded to this question within all four languages provided. There were 102 individuals who skipped the question in English and one individual skipped the question in Vietnamese. There were some (37 percent) who responded that there were no barriers to access a park or trail near their home. The greatest percentage of barriers included no sidewalk (26 percent), concerns for safety (26 percent), or they were uncomfortable to go to the park or trail alone (18 percent). Other concerns were that the park or trail was too far from home (15 percent), there were no bike lanes (14 percent) or no crosswalks (9 percent).

7 Do you feel that there are sufficient public park, natural areas and trails within a safe walking/rolling distance of your home?

There were 2,303 responses to this question. Thirty-six individuals skipped the question in the English survey. The responses were nearly even with 56 percent responding “Yes” and 44 percent responding “No”.

8 How important is having a park or trail within walking/rolling distance from your home?

There were 2,322 responses to this question. Seventeen individuals skipped the question in the English survey. Of these, 78 percent selected very important, 19 percent selected important and 3 percent selected not at all important.



9 What is the name of the park closest to where you live?

2,103 individuals responded to this question by providing the name of the park closest to where they live. Of those who responded, 1,336 live near a park within the City of Vancouver, 693 live near a park within the Clark County jurisdiction, 45 lived in surrounding cities that included Battle Ground (6), Camas (32), La Center (2), Ridgefield (1) and Washougal (4). Another 32 individuals named local trails such as the Fort Vancouver Historic Site and the WSU Campus trails.

There were 223 individuals who skipped the question in English and two that skipped the question in Spanish. Written responses also included:

- *I don't know the name of the park closest to where I live.*
- *We don't have a park near where we live, and we have to drive to another location.*
- *The park closest to where we live hasn't been developed yet.*
- *We drive to other parks because the one closest to us doesn't provide the amenities we enjoy.*

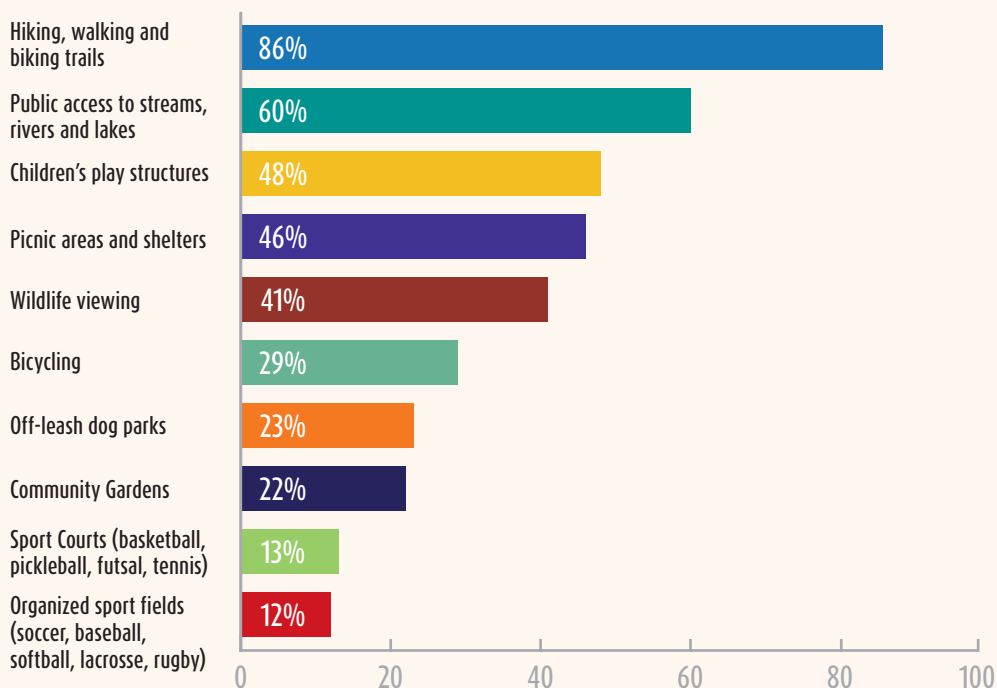
The top ten park locations closest to where people live:

1. Leroy Haagan Memorial Park
2. Esther Short Community Park
3. Ellsworth Springs Neighborhood Park
4. Hidden Neighborhood Park
5. Leverich Community Park
6. Franklin Neighborhood Park
7. Burnt Bridge Creek Greenway Trail
8. Homestead Neighborhood Park
9. Burnt Bridge Creek Neighborhood Park
10. Carter Neighborhood Park

10 What do you value the most as part of the outdoor parks and recreation system? (Select your five top choices)

A total of 2,332 individuals responded to this question in all four languages provided. Seven individuals skipped the question in the English survey. Hiking, walking and biking trails were selected by 86 percent of the survey respondents, followed by Public access to streams, rivers and lakes (60 percent). Children's play structures were the third most popular (48 percent) followed by Picnic areas and shelters (46 percent). Interestingly all four items were also within the top four selections within the 2013 responses with slight differences in ranking: 1. Hiking & biking trails, 2. Children's play structures, 3. Public access to streams, rivers and lakes and 4. Picnic areas and shelters.

The top ten responses include:



11 Please select the reasons why your household does not use the City of Vancouver parks, recreation facilities or trails more often. (Check all that apply)

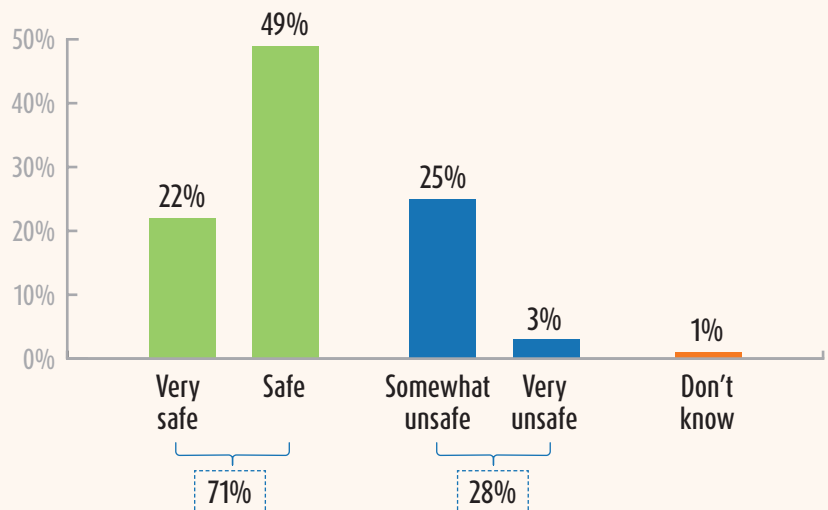
A total of 2,279 individuals responded to this question. There were 60 individuals that skipped the question in the English survey. Just over a third (34 percent) shared that they visit often, and the question did not apply to them. The top ten responses include:

Rank	Selections	%
1	N/A - I visit often/ Does not apply to me	34%
2	Concern for safety	22%
3	Too far away	19%
4	Too few walking or biking connections	15%
5	Too crowded	12%
6	The facilities need updating	12%
7	Not enough parking	11%
8	Poor maintenance	10%
9	Facilities do not meet my needs	6%
10	Boring	5%

12 How many times in the last 30 days have you or members of your household used a public trail in Vancouver, Washington?

A total of 2,328 individuals responded to this question. There were 11 individuals that skipped the question in the English survey. Most (71 percent) of the respondents felt very safe or safe and 28 percent felt somewhat unsafe or very unsafe when visiting their local park or trail.

How safe do you feel visiting your local park or trail?



13 If you felt unsafe, please tell us why. (Check all that apply)

A total of 1,873 individuals responded to this question. About 50 percent of respondents selected “N/A—I feel safe this does not apply to me”. There were 453 individuals who skipped the question. For those who did respond, the top two concerns within the selection provided were not enough clear sightlines (10 percent) and amenities in need of repair (7 percent).

There were 678 written responses (37 percent). Written response concerns included: Homeless encampments (430); Behaviors of people, concerns of theft (110); Lack of lighting, sightlines and personal safety (70); Unleashed dogs and dog owners not cleaning up after their pet (20); Too much garbage, graffiti, lack of benches and restrooms (20); and Lack of sidewalks, bike lanes and safe access (10). Other concerns included COVID-19, racial tensions and lack of police presence (18).

14 If you could change up to 3 things at your local park, what would that be? (Select up to 3 things)

A total of 2,224 individuals responded to this question. There were 117 individuals who skipped the question. For those who did respond, the top five requests for added features included: Add restrooms (35 percent), Provide more park benches (25 percent), Add more nature play areas (25 percent), Water play/splash pad (24 percent) and Include exercise equipment stations (19 percent). The top ten responses are provided in the table.

There were 382 written responses (17 percent). Written responses included:

- *Additional maintenance such as garbage removal, adding trash receptacles, dog refuse bags, mowing, etc. (77)*
- *More natural areas with trails and multi-use trails that provide linkages between parks (73)*
- *Add more parks, enlarge park properties and park features where parks exist (42)*
- *Additional security like more police/security presence, enforcement of laws and additional lighting (40)*
- *Add fenced in off-leash dog parks (37)*
- *Reduce homeless encampments in park areas (34)*
- *Plant more trees to provide shade and increase the tree canopy (26)*
- *Provide better access to parks with bike paths, sidewalks, multi-generational universal design, cleared brush and paved paths in more parks (22)*

- Add special facilities like disc golf, skateparks, RC car track, outdoor rock wall, and mountain bike/pump tracks (20)
- Additional responses included a wide variety of items that included more community gardens, water features, outdoor swimming pools, add more flora to the park landscape, provide an online nature guide to identify plants and animals on hiking trails and more.

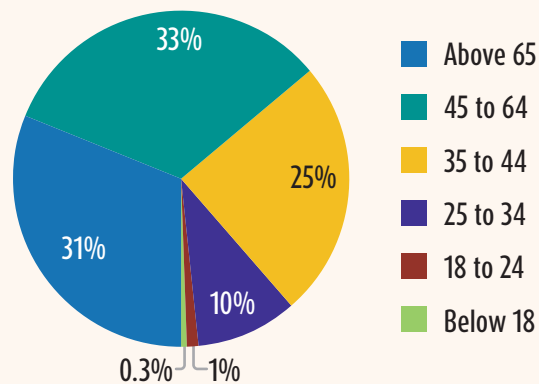
Rank	Selections	%
1	Add restrooms	35%
2	Provide more park benches	25%
3	Add nature play areas	25%
4	Water play/splash pad	24%
5	Include exercise equipment stations	19%
6	Install more art, historic, and cultural exhibits in parks and along trails	17%
7	Update the playground	17%
8	Add picnic tables	14%
9	Add play features that can be used by children of varying abilities	14%
10	Add more activities and features for teenagers	13%

DEMOGRAPHICS

15 What is your age?

2,307 people responded to this question and 19 skipped the question. The responses:

- Above 65 (31 percent)
- 45 to 64 (33 percent)
- 35 to 44 (25 percent)
- 25 to 34 (10 percent)
- 18 to 24 (1 percent)
- below 18 (0.3 percent)



16 What is your zip code?

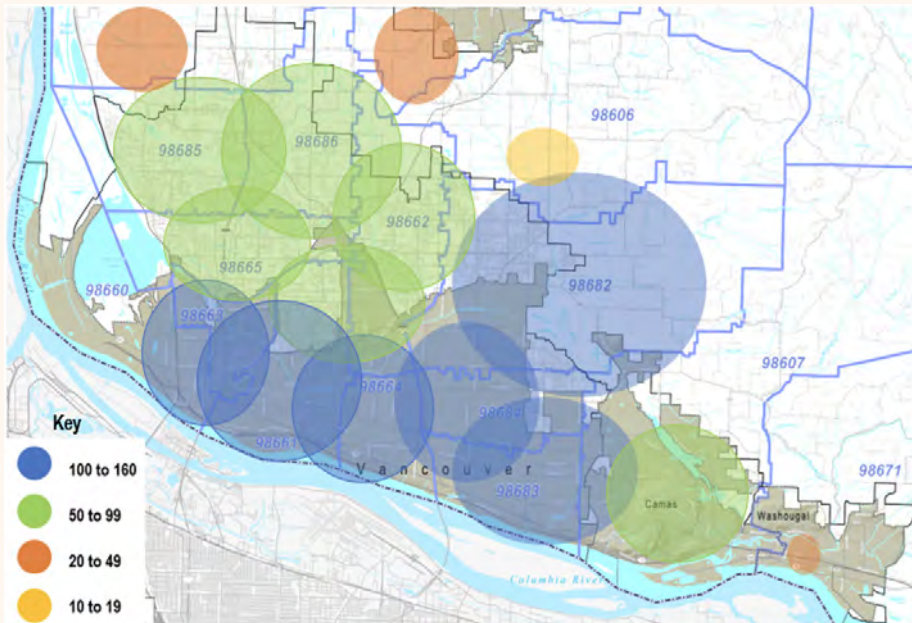
1,388 people answered this question and 951 skipped the question. Responses represented a geographic diversity from across the City of Vancouver and adjacent communities within Clark County. Most responses were received from households living within the City of Vancouver boundaries and urban growth boundary.

The largest number of responses were received from:

- Orchards/98682 (158)
- Minnehaha/98661 (156)
- Cascade & Fisher's Landing/98683 (147)
- Evergreen/98684 (155)

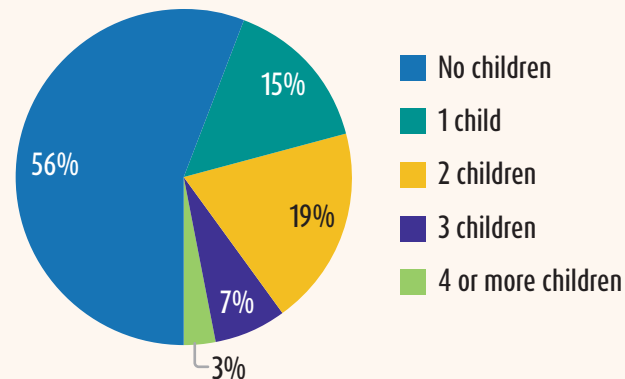
Response numbers were consistent across Vancouver within zip codes 98663 (110), 98660 (108) and 98664 (106).

The map shows the distribution of zip codes for those who responded. Not shown on the map are La Center (4); Woodland (2); Portland/Happy Valley, Oregon (6), and Juneau, Alaska (1).



17 How many children (including grandchildren under age 18) currently live in your household?

2,314 people answered and 25 skipped this question. Just over half (56 percent) responded that there were no children living in the home and 44 percent had one or more children living in the home. For households with children, 15 percent had one child, 19 percent had two children, 7 percent had 3 children and 3 percent had four or more children living in their home.



18 How do you identify?

2,292 people answered and 34 skipped this question. Most of the respondents selected Woman (68 percent) in response to the question, 28 percent selected Man, 5 percent selected Prefer not to say and 1 percent selected Non-binary.

19 Which of the following best describes your race or ethnicity? (Check all that apply).

2,271 people responded and 68 skipped this question. Staff tracked responses throughout the public involvement process and adjusted outreach to speak in person with diverse community members. During discussions, community members shared their thoughts about the current parks, recreation and cultural services as well as their hopes for the future. These thoughts and ideas are reflected in outreach summary. In addition to meeting people within the communities where they live, a stakeholder group on the topics of Diversity, Equity and Inclusion provided further input.

The race and ethnicity selections for the survey were discussed with the Director of diversity, equity and inclusion for the City of Vancouver before the survey was published. Alicia Sojourner provided the suggested changes that vary from the US Census Survey. Some of these changes were in direct response to some challenges the US Census Bureau experienced during the 2020 decennial census. The bureau was criticized for not including a category for Middle Eastern respondents. This survey aimed for inclusivity within the demographic questions.

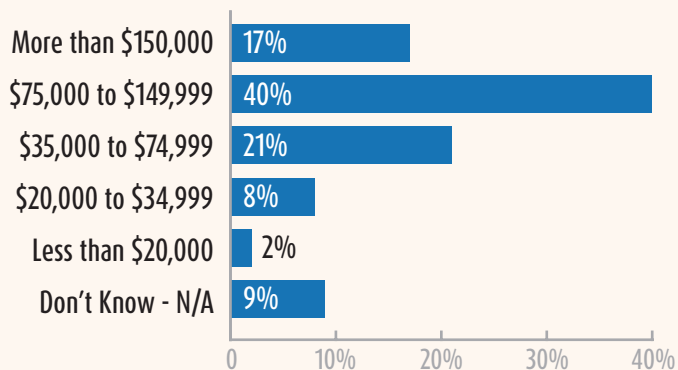
For those who responded to the survey, 81.9 percent selected European American and/or White, this is slightly higher than the 2020 estimates of 80.1 percent from the U.S. Census Bureau for the City of Vancouver. The percentage of individuals who selected Two or more races/ethnicities was slightly higher at 7 percent compared to the US Census population estimates of 6 percent. Other race/ethnicities for those who responded included: Hispanic/Latino/a (7 percent); Asian American and/or Asian (4 percent); American Indian and/or Alaska Native (1.1 percent); African American, Black and/or African (2.0 percent); Middle Eastern/North African (0.5 percent) and Native Hawaiian and/or Pacific Islander (0.4 percent). The chart provides the survey responses, and the US Census population estimates for race and ethnicity within the City of Vancouver.

Race/Ethnicity	Survey	US Census
European American and/or White	81.9%	80.1%
Two or more races/ethnicities	7.0%	6.0%
Hispanic/Latino/a	4.3%	13.9%
Asian American and/or Asian	4%	5.6%
American Indian and/or Alaskan Native	1.1%	0.6%
African American, Black and/or African	2.0%	2.3%
Middle Eastern/North African	0.5%	0.0%
Native Hawaiian and/or Pacific Islander	0.4%	1.5%

20 Which category best describes your approximate annual household income before taxes?

2,250 people answered and 89 skipped this question. Of those who answered, 31 percent had household incomes below \$74,999, 40 percent had household incomes of \$75,000 to \$149,000 and 17 percent had household incomes of more than \$150,000.

According to the US Census American Community Survey (2015–2019), the Median household for the City of Vancouver is \$61,714 compared to \$73,775 statewide and \$62,843 nationally. About 40 percent of the respondents have household incomes that are similar to the median average or below. Another 40 percent of respondents have household income above the median household average within the range of \$75,000 to \$149,000 and 17 percent have an annual household income above \$150,000.



BUDGET PRIORITIES SURVEY RESULTS

The results of the first survey were utilized to format the budget priorities survey launched on September 1, 2021. Please find the results of the second survey on the following pages.

A budget priorities survey was launched on September 1, 2021 via the Be Heard Vancouver online public engagement platform at www.beheardvancouver.org/Essential-Spaces. The survey was made available in English and Spanish and closed on September 30, 2021.

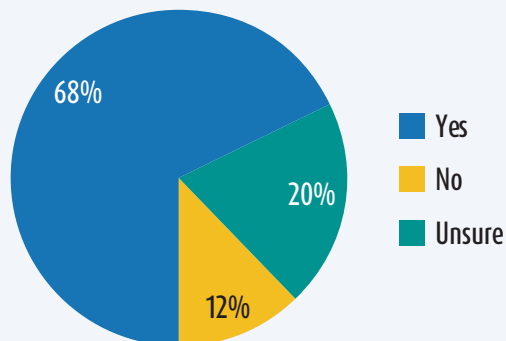
A link to the survey was sent by email to over 45,000 people through the Vancouver Parks, Recreation & Cultural Services (VPRCS) stakeholder list, the City of Vancouver's Office of Neighborhoods list, the Vancouver Connects Newsletter, the project website and several social media channels.

Two questions were asked based on the results of the first survey to help set budget priorities for the Parks, Recreation & Cultural Services comprehensive plan update. Due to multiple written responses expressing concern about current maintenance and garbage in the parks and along trails, the survey asked if they were supportive of increasing funding to provide a higher quality of maintenance for parks and trails.

The second question asked participants to rank goals to improve parks, recreation, trails and open spaces. Survey responses coupled with written comments led to the selections provided in the survey.

1 Do you support increasing funding to provide a higher quality of maintenance for existing and future parks and trails?

1,478 people answered this question representing 100 percent of all survey participants. Most (68 percent) selected Yes, 12 percent selected No and 20 percent were unsure.



2 Please rank how important these goals are to your household. Rearrange the list by dragging each line into your preferred priority order from 1 (most important) to 8 (least important).

1,180 answered the question and 298 people skipped the question. Some email responses shared that the “dragging” feature was difficult to navigate on mobile devices. A written response provided another way for users to share their ranking. While this was offered, none were received in this format.

Weighted scoring was used for each goal that summarized the number of times each goal was placed in a ranking position. Repair or replace worn or older park features received the highest score of 5.87, this was followed by Purchase land and develop new parks in areas where residents have limited access to parks and natural areas with a score of 4.79.

Rank	Goal	Weighted Score
1	Repair or replace worn or older park features.	5.87
2	Purchase land and develop new parks in areas where residents have limited access to parks and natural areas.	4.79
3	Add improvements such as restrooms, picnic shelters and parking in more neighborhood parks. (These amenities are typically only provided in larger community parks).	4.69
4	Develop/build new local or regional trails.	4.68
5	Enhance parks, recreation amenities, and trails along natural waterways to create more opportunities for water contact.	4.68
6	Buy land to connect and /or extend existing local or regional trails	4.52
7	Expand the size and/or variety of amenities at existing parks, where feasible.	4.27
8	Develop/build more playgrounds that are centered on themes like dinosaurs, outer space etc.	2.50

What if Playgrounds Could...



Spark Curiosity

Flowers, mushrooms and bees teach visitors about the importance of pollinators at Clearmeadows Park.



Celebrate Nature

Natural elements like logs and boulders provide plenty of spaces to explore, play and get active at DuBois Park.



Stretch Imaginations

The past comes to life with dinosaurs, fossils and prehistoric plant life at the new neighborhood park at 52nd Street.



Invite Everyone to Play

Fully accessible playgrounds designed to connect people through play with help from Harper's Playground.



Shape the future of your community, take the survey!

Visit www.beheardvancouver.org/Essential-Spaces

Vancouver's Essential Spaces...



Preserve Natural Areas

Open grasslands, heavily wooded areas and wetlands are all protected along the Burnt Bridge Creek Greenway Trail.



Make Memories

Events are even more special at the park! Families and friends enjoy a movie night at Leroy Haagen Memorial Park.



Sustain Landscapes

Green infrastructure beautifully balances the impact of the urban environment along the Columbia River Boardwalk.



Connect the Community

Shared public spaces like the Vancouver Waterfront fosters a sense of belonging and improves quality of life.



Shape the future of your community, take the survey!

Visit www.beheardvancouver.org/Essential-Spaces

Community Engagement: Two-sided bookmark provided at Community Centers and all in-person events.

ESSENTIAL SPACES
A VISION FOR PARKS, RECREATION & CULTURAL SERVICES

Shape the future of your community, take the survey today!

SCAN ME

www.beheardvancouver.org/Essential-Spaces

ESSENTIAL SPACES
A VISION FOR PARKS, RECREATION & CULTURAL SERVICES

Dale forma al futuro de tu comunidad. ¡Responda la encuesta hoy!

ESCANEAR AQUÍ

www.beheardvancouver.org/Essential-Spaces

Community Engagement: Lawn Signs placed in 80 parks and along trails in English (also provided in Spanish, Russian and Vietnamese.)

Got a minute?

ESSENTIAL SPACES

Help us reimagine Vancouver parks, recreation & cultural services!

SCAN ME

Take the Essential Spaces survey now to shape the future of your community.

VISIT beheardvancouver.org/EssentialSpaces

EMAIL EssentialSpaces@cityofvancouver.us

Community Engagement: Flyers were shared with recreation program participants.



We Want to Hear from You!

Parks, trails, natural areas and celebrations of art and culture are **essential spaces** that contribute to a vibrant, healthy and connected community.

They create public spaces where people of all ages can relax, have fun, get inspired and be active outdoors.

In just five minutes, you can help shape the vision of parks, recreation and cultural services for the next 10 years.

SCAN ME



Take the Essential Spaces survey today!

VISIT beheardvancouver.org/EssentialSpaces

EMAIL EssentialSpaces@cityofvancouver.us



Appendix

C

APPENDIX C: STAKEHOLDER MEETING NOTES

APPENDIX C: STAKEHOLDER MEETING NOTES

Stakeholder Discussion Notes

Thursday, September 9, 2021

Group Focus: Maintenance and Operations

Attending:

Public Works:

- Tim Buck, Operations Manager
- Bill Bjerke, Operations Superintendent
- Ryan Miles, Engineering Program Manager
- Charles Ray, Urban Forestry Coordinator

Parks, Recreation & Cultural Services:

- David Perlick, Interim Director and Recreation Program Manager
- Roman Gutierrez, Park Developer
- Monica Tubberville, Senior Planner
- Katherine Stokke, Financial Analyst
- Laura Hoggatt, Planner

Overview of Comprehensive Plan and process

Vancouver Parks, Recreation & Cultural Services department is seeking public input to update its comprehensive plan. The theme of the plan update is “Essential Spaces” to reflect the important role parks, trails, natural areas and art have on the physical, mental and economic health of the community. Outreach has included an online survey, in-person outreach at various locations, various communications through email and social media, presentations and stakeholder discussions.

Information collected from the various methods of public input will help shape updates to the Parks, Recreation & Cultural Services Comprehensive Plan.

The plan will set goals and identify specific projects for the city’s parks, recreational lands, and cultural services for the next six to 10 years. The comprehensive plan will provide eligibility for state and federal grants and is a requirement of the Growth Management Act.

Overview of plan update changes

As demands increase for access to public parks and open spaces, and available lands become scarce and more expensive, staff are recommending some revisions for park classifications and development to meet this demand.

New classifications include Urban Centers, Linear Parks and Improved Natural Areas.

- Urban Centers or Civic Plazas are centrally located within high-density residential mixed-use areas that could also include commercial and industrial areas. The new park classifications would serve residents and day-use visitors. The proposed Heights development is one example of this new park type.
- Linear Parks follow linear corridors and provide amenities similar to a neighborhood park. Amenities may include seating for resting or viewing nature; small play areas that may include nature play or play structures; viewpoints and landscaping, etc.
- Improved Natural Areas: These properties are currently undeveloped, but with a few amenities like a trail, benches and sustainable landscapes the property takes advantage of the sight character and provides public access to an underutilized resource.

Other proposed changes include the following:

- Themed play areas and improvements to serve all ages. Example parks: DuBois, Clearmeadows and North Image (Nikkei Park). All are proving to generate higher level of use and public interest.
- Add amenities to the larger neighborhood parks such as parking, a restroom and a small picnic shelter. Example: North Image (Nikkei Park).
- Encourage universal accessible design at Community Parks.
- Review and set a plan to meet the new State of Washington legislation to support sustainability of pollinator species within the landscaped area. The new legislation encourages 25% of landscaped area for pollinator habitat. We are waiting for further direction as this moves forward.

Group Discussion

1 Communication & Collaboration

There is a current agreement for Public Works to provide maintenance in the parks, recreation, open space, trails and cultural services system. There is an interdepartmental collaboration that reviews current needs and discusses future planning. Regularly scheduled meetings help the two departments stay connected with open lines of communication. When improvements are needed, the two departments work together to find solutions that increase productivity and outcomes to serve the public.

Urban Forestry Coordinator, Charles Ray noted improvements in collaboration for the George and Hazel Stein and the R.E Schaffer park projects. The new process is working very well. Charles also noted that there was good collaboration between maintenance, park development and urban forestry.

2 Park Development Standards/Code Requirements

When asked if there are new standards or code requirements that could be added to development plans, participants encouraged natural and sustainable landscape design. A smaller turf focus could help to reduce maintenance and mowing requirements and improve climate action efforts. Another suggestion was to place signs to help educate the public on why some areas are left to grow naturally. This might be especially useful as the pollinator legislation is activated and additional plantings have a more natural aesthetic. The signs could include a QR code that links park users to information in more than one language. Using different plant materials in the natural spaces that have a less unkept look to them, such as salal or ferns instead of grasses.

Discussion also included the potential for park staff to work with a consultant to complete a follow-up study on best management practices to meet sustainable design, carbon footprint reduction and climate resiliency in park design and landscaping. The study would need to review the balance of natural areas and public space uses. Participants encouraged park development plans to consider providing more than what is required in code.

Some examples included:

- Parking lot construction in a park requires a smaller base and asphalt thickness than WSDOT transportation standards. There are some large trucks and equipment that use the parking areas resulting in damage to the pavement and a shortened lifespan. Using a higher standard would reduce the need for expensive maintenance.

- Retain more trees and/or plant larger stature trees to increase the canopy. Project phasing is understandable due to limited funding.
- Continue the practice of including internal partners in development design review and consultant selection.
- Provide a maintenance manual for developed parks to guide operations.

3 Park Acquisition/Tree Canopy/ Maintenance of undeveloped properties

Participants discussed the following when considering property acquisition and the maintenance of undeveloped properties:

- Include operations and urban forestry in a property walk-through when acquiring a property.
- Consider proactive tree maintenance and rotation management of urban natural areas to identify hazard concerns, tree health and pruning cycles.
- Consider the tree base and future master planning efforts.
- When considering tree planting, urban forestry reviews plans set for the next five years. If nothing is planned, they proceed with tree planting. A similar process is used for vacant right of way areas.
- There is a Community Forest Grant Program to consider that is offered by the State of Washington Recreation and Conservation Office (RCO): <https://rco.wa.gov/grant/community-forests-program/>. The funding program began 9/1/2020. According to RCO, communities can apply for grants of up to \$3 million in the newly created Community Forests Program. The grants must be used to buy at least 5 acres of forestland and the land must be maintained as forestland forever. The land must be actively managed to include timber harvest and other income generating activities.

Grants also may be used to restore the land or provide recreation opportunities, such as trails, when combined with land purchases.

4 Total Cost of Operations (TCO), 2018 Report Review

In addition to caring for over 1,700 acres of parkland at 113 sites, Public Works Operations staff are also responsible for maintaining water stations, police stations, medians and transportation properties. The maintenance responsibilities are broadly diversified and not specialize specifically for park land care.

There were 30 staff completing this work in 2009. As noted on page 19 of the report, funding support to provide sufficient staff-to-work ratio to perform the assigned tasks has not returned to the 2009 funding level. Additional properties have been added to the City of Vancouver assets since 2009 and Public Works continues to complete the work with fewer staff (24 staff in 2021).

Currently, 19 staff positions are partially or completely dedicated to parks grounds maintenance related duties. The addition of 8 full time staff members to the maintenance crews for parks maintenance and operations was suggested in the TCO report in 2018 (Page 7 1.4b). Adding two to three FTE per year until the optimum staffing level of 27 to 30 FTE is reached would provide a higher level of care.

It is also important to remember that as new property is acquired, and parks are developed both staffing and equipment for maintenance should be considered (1.4c). Reviewing current park inventory that includes developed/undeveloped acres, natural areas, special facilities, etc. are also recommended to determine staffing needs. Maintenance service level expectations cannot be met for new assets without adequate staffing.

Funding to contract out specific services, tasks and projects would also be beneficial. This would allow current staff to continue the work of ongoing maintenance and allow companies with knowledge and expertise to provide professional services such as tree work, turf renovations, irrigation installation, walkway replacements, etc.

It would be helpful to hire additional seasonal employees for tasks like mowing, trimming, weeding, garbage collection, etc. The volunteer program has been an important partner to assist with park inspections and litter/waste/debris clean-up. Continue to strengthen this program as well as implementing volunteer park clean-up days. Intermittent corrections crews have had multiple cancellations and low participant numbers. Despite these challenges, the contracted labor costs are still the same. Similar funding could help to support City-managed crews. Creating 3 crews consisting of 1 Specialist and 3 modified seasonal workers would increase reliable productivity.

The National Recreation and Parks Association collects data from member agencies related to parks and recreation operations, maintenance and performance management. The data collected can be used as a form of benchmarking for other agencies to compare their operations, maintenance and performance management using several different metrics. Using these metrics, other jurisdictions had up to 39 maintenance staff to maintain 1,001 to 3,500 acres. Public Works crew members are currently maintaining two to three times the acreage per staff person as their counter parts noted in the NRPA study.

Similar to the capital facilities program (CFP), a capital repair and replacement program could be identified that places items on a schedule so that not all items are replaced at the same time. Funding could be set aside for this purpose.

Ideas to improve efficiencies and levels of maintenance service

Add enough maintenance staff, equipment and funding support to expedite the return to expected maintenance service levels and asset preservation.

Create a Median's Crew to focus exclusively on medians, right-of-way landscapes, City sidewalks, highway ramps/crossings and subdivision road construction. Currently all grounds staff migrate back and forth between Medians & Parks, creating a reactive rather than proactive approach to landscape maintenance.

- Four FTEs & Four Seasonal Workers needed.

Create a High-Profile Campus Maintenance Crew to maintain the downtown area landscapes. A dedicated grounds landscape crew can focus on level IV high profile landscapes and provide more coverage for relatively the same amount of expense.

When dumping vegetation at CRC or H&H, entrance lines are often long which consumes a great deal of down time. Currently this equates to 1 to 2 hours per trip, per vehicle, per day when performing vegetation or leaf cleanup work. Consider creating a City-owned dumping pad for brush & leaves that can be converted to mulch.

Preventative Maintenance Budget: Dedicated capital funding is needed to protect and expand the lifespan of assets. For example, seal coat asphalt walks after 5 years or replace assets with known lifespans, such as playgrounds, after 20 years. Purchasing playground replacement parts has been challenging since Wildwood Playground Systems closed and staff are unable to order playground replacement parts from Columbia Cascade Corporation.

5 Vision for 2032

Question: What should Vancouver prioritize in the next 10 years for acquisition and development within the parks, recreation, trails and open space system?

- Continue to review aging infrastructure. This is the biggest challenge in maintenance.
- Continue to add more nature play and variety of uses within the terrain.
- The direction of innovative and creative design is exciting.

Other Feedback (emailed response):

Notes from Vancouver Urban Forestry Staff

Provided by Charles Ray, Urban Forestry Coordinator
on September 15, 2021

Park System

- Reevaluate where we are headed. Are we on track to have a grand park system? Make a switch now to be on schedule for a great system.
- Previous VPRCS staff have done a great job getting us to where we are now. We just need to reevaluate to see if it will get us to our future goals.
- Do we have an adequate park system i.e., land walkable within certain distance from residents' homes? Enough natural areas/conservation areas? If I recall correctly, surveys indicate the public want more natural areas to preserve open space for future generations.
- We need to capitalize on sustainability and climate change that has been in the press and what parks do for the community, for example: benefits of greenspace/trees. What is VPRCS role in climate strategy? Parks needs to be a leader and lead by example and build excitement for the parks system.
- Foster an ethic of environmental stewardship through natural resource education, outreach and hands-on volunteerism. Urban Forestry is a strong partner including Neighborhood Tree Stewards program, Tree Talk workshop series, an annual Arbor Day and Old Apple Tree celebrations and volunteer tree work parties.

Acquisition

- Purchase parcels in areas of the city for parks and natural areas that we know have high rates of health adversities, high temperatures and/or lower income levels. Utilize data from Health Disparities Map to target land acquisition and ensure access to nature is accessible for Vancouver's most vulnerable populations.
- Purchase more parks and natural areas before they are developed. Property will become more expensive in the long-term. I heard the idea years ago of working with a real estate agent and targeting/ identifying certain properties for purchase when they come up for sale to complete connections to the trail and park system. This was a long-term view, not sure if it was implemented. Need to close the gap to have more parks near where residents live.
- Develop pocket parks which could be small parcels along trails or bike routes for reprieve that can also be carbon sinks and wildlife habitat. Work with Facilities & Transportation to have a first right of refusal to add these remnant parcels prior to sale. These can help connect the parks system. These can be low maintenance with just trees, groundcover, mulch and perhaps a bench.

Design

- Design system for a natural landscape reflecting the Pacific Northwest. Plant majority native trees and large stature trees to grow tree canopy. Move away from great lawn design with extensive high maintenance and expensive turf system.
- Incorporate nature patches which are large landscape beds with native plants, especially near impervious surfaces.
- How often do residents ask for more turf? We hear all the time we need more trees and shade especially around playgrounds and for care givers adjacent to play equipment.
- Lead by example and strive to meet tree canopy goals, our parks should be our air and water filters. Plant large groves of native trees which require less maintenance. Design and install to meet tree standards from the beginning, not just meet code requirements. Increase tree canopy on existing park properties in partnership with Urban Forestry prioritize tree planting projects based on disparity between existing canopy and the target level of 62 percent tree canopy cover for neighborhood parks and 46 percent for community parks.
- Provide manuals for Ops which covers how to maintain park based on design. This manual can describe best management practices and how to maintain these vegetation zones.

- Do we have great gems in every district of our system? We need to plan for future generations. We are on pace to be the 3rd largest city. Where is our Central Park, Laurelhurst Park, Forest Park, Park Blocks or Washington Park? We have opportunities we need to design for them. For example, Leverich Park could be a grand park like a Washington Park.

Maintenance

- How do we move from gray to green infrastructure and highlight natural features and reduce energy and pesticide use? Do residents care if there are leaves in the park or landscape beds? Perhaps leave more leaves for nutrient cycling and weed control.
- Move to more sustainable maintenance practices to lower maintenance costs (reduce mowing/irrigation and small engine use). Shearing is the default. Need annual training on how to properly prune different types of vegetation. How do we get staff off mowers and enjoy/connect to the park and ecosystem? More job satisfaction and pride in their work? This would require designing more natural features less turf and also provide manuals for parks and training to Operations. Training for natural area maintenance which is a low-impact maintenance i.e. less power equipment, hand pruners vs shears, spot spray, rough mow. Shearing is quick but has long term consequences as it becomes high maintenance (i.e. has to be repeated more often and ultimately caused plant decline and bare areas in the landscape that need replanting).

Connections & Vision for the future

- We should make parks significantly greener than the surrounding neighborhood and connect them through trails, bike paths and cohesive tree canopy corridors. This could be accomplished through the ideas above.

Supporting documents and source materials:

- Urban Forestry Management Plan:
https://www.cityofvancouver.us/sites/default/files/fileattachments/public_works/page/1389/ufmp_final-web.pdf
- Total Cost of Operation: Park System Maintenance/February 2018
- 2014 PROS Plan: 2014 Parks Comprehensive Plan | City of Vancouver Washington
- Public Works Maintenance website information:
<https://www.cityofvancouver.us/publicworks/page/grounds-maintenance>

Stakeholder Discussion Notes

Tuesday, September 14, 2021

Group Focus: Planning and Development

Attending

Community & Economic Development

- Rebecca Kennedy, Deputy Community Development Director
- Peggy Sheehan, Community Development Manager
- Jennifer Campos, Principal Planner

Public Works

- Ryan Lopossa, Streets and Transportation Manager
- Annette Griffy, Utility Engineering Program Manager
- Charles Ray, Urban Forestry Coordinator
- Michelle Henry, Senior Civil Engineer (for Tyler Clary, Engineering Program Manager)

Parks, Recreation & Cultural Services:

- David Perlick, Interim Director and Recreation Program Manager
- Monica Tubberville, Senior Planner
- Katherine Stokke, Financial Analyst
- Laura Hoggatt, Planner

Overview of Comprehensive Plan and process

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- Improved Natural Areas: These properties are currently undeveloped, but with a few amenities like a trail, benches and sustainable landscapes the property takes advantage of the sight character and provides public access to an underutilized resource.

Other proposed changes include the following:

- Themed play areas and improvements to serve all ages. Example parks: DuBois, Clearmeadows and North Image (Nikkei Park). All are proving to generate higher level of use and public interest.
- Add amenities to the larger neighborhood parks such as parking, a restroom and a small picnic shelter. Example: North Image (Nikkei Park).
- Encourage universally accessible design at Community Parks.
- Review and set a plan to meet the new State of Washington legislation to support sustainability of pollinator species within the landscaped area. The new legislation encourages 25% of landscaped area for pollinator habitat. We are waiting for further direction as this moves forward.
- Change classification of specific park locations, or portions of park properties.

Group Discussion

1 In what ways does your department or organization currently contribute or collaborate to improve the parks, recreation, open space, trails and cultural services system?

In general, each department and program work directly with the Parks, Recreation & Cultural Services (VPRCS) Department as projects or needs arise. Each department participates in site plan and engineering review during the park development process. Other examples of collaboration include:

- The Surface Water Management team has partnered with VPRCS to provide trail amenities along water ways. One of the best examples is the Burnt Bridge Creek Greenway trail that preserves one of the core watersheds and provides a public access amenity. Urban Forestry also partners in this project with tree plantings. The volunteer program is involved to help with native vegetation plantings. Other partnerships include property acquisitions, stormwater design and development review.
- Public Works Transportation and CED recently partnered with VPRCS to identify locations where trail counters could be installed for ongoing data collection. The data will be used for alternative transportation studies and future grant applications. Other partnerships include successful grant writing for sidewalks on Evergreen Highway to extend the Lewis and Clark Trail corridor.
- Transportation has also provided crosswalks and other connectors to help community members safely access park properties. One example is the PW Transportation partnership with WSDOT to install a new signal and crosswalks to improve access to the school and the new Fenton Park property.
- Community & Economic Development has been working closely with VPRCS to discuss new developments and sub area plans. These discussions and projects have prompted the addition of new park categories that are proposed for the Comprehensive Plan update.
- Public Works Urban Forestry Department works with the VPRCS to provide tree assessments, tree plantings and is involved in the design and development review. The implementation of new processes have improved collaboration for park projects. Examples include the George and Hazel Stein and R.A. Schaffer park projects. The new process is working very well. Charles also noted that there was good collaboration between maintenance and urban forestry.

2 Are there other ways the departments could contribute or collaborate to improve the parks, recreation, open space, trails and cultural services system in the future?

Several ideas emerged during discussion. Some of these include:

- Review opportunities to partner with VPRCS and Surface Water Management to further the Burnt Bridge Creek Greenway. Other opportunities could include land acquisition partnerships for future park or trail development, and wetland and soil testing within the park property acquisition process.
- Transportation and CED would like to partner to improve intersection crossings for the Burnt Bridge Creek Greenway, where identified improvements are needed. Additionally, the team could work with VPRCS to identify gaps in sidewalks to address safety and accessibility leading to parks and schools. Sidewalk grant applications could be submitted to help offset costs for these projects. There are other projects that could provide key opportunities for partnering as well.
- Public Works, Water Utilities has an internal review distribution routing list for projects and would like to include someone from VPRCS. This could lead to an opportunity for coordination of utility easements to fill trail or park access gaps.
- CED has completed a citywide vulnerability mapping with input from Alicia Sojourner, Director of Diversity, Equity and Inclusion. VPRCS completed similar work with input from the DEI Director. CED and VPRCS will compare the mapping sets to provide consistent messaging to City Council and others as service gaps are identified.
- CED identified a need to involve VPRCS in discussions as community development subarea plans are reviewed to provide adequate greenspace and amenities to serve the public. Subarea plan examples include Riverview Gateway and Section 30.

3 How could we be more innovative in the dense urban setting to maximize existing and future assets, as well as funding sources to provide parks, trails, and open spaces?

- Multi-modal interconnections to help community members safely access parks and trails rose to the top in both the transportation survey and the Essential Spaces survey. Working together with Public Works Transportation, Surface Water Management and CED to maximize funding sources to purchase right of way, build trails and sidewalks benefits the community and helps each department achieve goals and objectives.

- Adding the new park classifications that includes Urban Centers, Linear Parks and Improved Natural Areas will help to maximize existing and future assets. Work with CED to update code 20 and other related codes to facilitate and manage these changes.
- Clark County GIS has updated the trail layers to include planned regional trail systems. The layer has also been added to the Development Review map site. Something similar could be added to the City of Vancouver GIS and development review process.
- Smaller “pocket parks” have been reviewed in other jurisdictions and through a “Total Cost of Operation” study for maintenance. Pocket parks were determined to not be cost effective and not currently a goal of the VPRCS department. CED is reviewing ways to work with developers to build and maintain pocket parks if this becomes part of the final design. Public access to the smaller parks in the urban setting will be within the criteria for development incentives.

4 What should Vancouver prioritize in the next 10 years for acquisition and development within the parks, recreation, trails and open spaces system?

- The new criteria for mapping review that includes service gaps, DEI/Vulnerability areas, safety and creativity are important steps toward system wide improvements.
- Continue to find ways to partner with other departments to maximize available funding.
- Participate in the Climate Action Plan and use the plan as another tool for acquisition and development goals.

5 Jump forward 10 years and imagine Vancouver in 2032. Please share your vision for one stand-out project that is completed or initiated to improve access to the park, open space and trail system.

- The new park classifications are implemented, and Urban Centers/Plazas are completed to benefit the local community.
- The larger City of Vancouver comprehensive plan and the Parks, Recreation & Cultural Services comprehensive plan are aligned for adoption timelines. Both plans cohesively reflect vision and goals to benefit the larger community.

6 What, if any, are the barriers you see or face in accessing the city's park system?

- There are currently no dedicated staff assigned in any department to the City of Vancouver to oversee the trail system or actively pursue grant opportunities.
- City of Vancouver Code needs to be updated for open space requirements and mixed use to align with park standards. Note: There are no VPRCS staff assigned specifically to development review.
- The DEI mapping review is new to both CED and VPRCS. It is important to make sure the messaging for gaps and service delivery is consistent for all City of Vancouver departments.

7 Is there anything else that the comprehensive plan should address that we haven't discussed already?

- Consider pocket parks as scaled-down, low-maintenance opportunities for carbon sinks and urban nature exposure.
- Consider updating the VPRCS parking study completed in 2009.
- Consider developing parks above the current code requirements. Examples include parking lot pavements could be upgraded to meet WSDOT or more trees could be planted to provide ample shade and improve the tree canopy.

Stakeholder Discussion Notes

Thursday, September 16, 2021

Group Focus: Diversity, Equity and Inclusion

This meeting was held in partnership with the City of Camas, Parks and Recreation.

Notes by Laura Hoggatt, City of Vancouver and Steve Duh, Conservation Technix

Participants

Jenna Kay, Clark County Community Planning/
Commission on Aging

Rebecca Royce, Clark County Community Services/
Community Development Block Grant

Scott McCallum, Superintendent at Washington State
School for the Blind

Terese Rogmo, Director of the SW Washington Center of
the Deaf and Hard of Hearing

Gigi Olguin, Hispanic Metropolitan Chamber of Commerce of
SW Washington

Trang Lam, City of Camas, Parks and Recreation Director

Laura Hoggatt, City of Vancouver
Parks, Recreation & Cultural Services Planner

Steve Duh, Conservation Technix

Subject: Stakeholder Group

Discussion: Diversity Equity and Inclusion

Purpose

To discuss current interests and future needs addressing community members of traditionally under-represented voices. The meeting took place on September 16, 2021, via a Zoom video conference from 10:30 a.m. to Noon.

Discussion

The discussion began with brief introductions and an overview of the PROS Plan updates for Camas and Vancouver. A set of questions were used to initiate the group discussion.

Trang Lam, City of Camas Parks and Recreation Director, provided an overview of their PROS Plan update, noting that it began in the spring of this year. The PROS Plan will cover the six-year period from 2022–2028 and provide a decision-making framework to steward and build upon a park, trail and recreation system that serves and enhances our community's health and quality of life—now and into the future.

Laura Hoggatt provided a brief overview of the Vancouver Parks, Recreation & Cultural Services Comprehensive Plan update and stressed that the plan fundamentally is based on community engagement. A variety of methods were used for public involvement that include two surveys, in-person community outreach at multiple locations, stakeholder group discussions and information dispersion through multiple resources.

Steve Duh, Conservation Technix, provided additional background for the purpose of the comprehensive plan framework and noted that the adoption and certification of the plan for each city fulfills the requirements of the State of Washington Recreation and Conservation Office (RCO) for grant funding eligibility.

Introductions:

- Gigi Olguin is a Business Development Coordinator for the Hispanic Metropolitan Chamber of Commerce in the Clark County area. She works with Hispanic community members to develop a business plan, provides support through business coaching, connects them to resources and additional services.
- Scott McCallum is the Superintendent for Washington State School for the Blind, serves on multiple boards and commissions, including the State of Washington Commission for blind children. He currently lives in the Salmon Creek area.
- Terese Rognmo is the Director for the SW Washington Center for the Deaf and Hard of Hearing. She is currently responsible for three regions that includes Clark County, Cowlitz County and the Yakima area. The center was established in 1993 and is located in Vancouver, Washington. The center provides advocacy, assistance for basic needs, training services, referrals, advocacy workshops and general support. Their mission is to improve and enhance the lives of deaf and hard of hearing community members in the southwestern Washington region.
- Rebecca Royce, Clark County Community Services oversees the Community Development Block Grant (CDBG) program for affordable housing and community development. She also oversees programs for the community action program. There is a requirement to complete a comprehensive community assessment. The most recent report is available at: <https://clark.wa.gov/community-services/community-action>
- Jenna Kay is a Land Use Planner for Clark County Community Planning. She also provides support for the Commission on Aging. Part of her participation role in the conversation will center on advocacy for the goals and objectives of the Commission.

Comments on Improving Access to Recreational Opportunities

- Connect directly with blind and low vision people. Some resources include the National Federation for the Blind and the Washington Council for the Blind and Low Vision People.
- Conduct an accessibility audit of the website and signage. Communications and signage need to be accessible.
- Partner with people who have expertise in varying abilities and pay them for their time.
- Provide signage in braille.
- Use simple language.
- Easier fonts that can be accessed by Braille readers are important.
- Dark backgrounds with yellow/gold colored text are helpful.
- Pictures in signage are sometimes distracting; they are difficult to read linguistically.
- The Commission on Aging has talked about universal design going beyond ADA accessibility. For instance, benches with backs areas to rest. Utilize an audit of current amenities to help move toward universal design.
- Walking trails are very popular for aging. Many are mobility device (e.g., walkers, scooters) friendly, and others are not.
- Access to bathrooms and water (fountains) is important for all users.
- Parks provide multi-generational spaces, and the placement of amenities (such as benches or picnic tables near playgrounds) should be accommodated.
- For those who are struggling financially, accessing parking and having to pay to park are barriers.
- It would be beneficial to provide free parking passes based on low income thresholds, where fees are required. Consider creating options for income-qualified users for free parking or nearby parking in neighborhoods. Also, consider public transportation access and overlay transit route maps with park planning and design.
- It would be nice if the parks had a visual identifier in the park or along a trail, like a map or wayfinding signs that are visually accessible and for the user to know 'you are here'.

- Another thing to consider is disaster events (e.g., flood, wind, ice). How is the park system going to notify people at the park that something is happening if they are blind or hearing impaired? Some ideas could include a flashing light for hearing impaired, a loudspeaker and clear messaging to get people to safety.
- For some in the Latinx community, they don't consider hiking as something to do. The trail areas do not feel welcoming, there are concerns there may not be any phone reception, and the signs are only in English and English units (miles only, instead of miles plus kilometers).
- Many families enjoy picnic shelters and large gatherings in the parks; however, the fees that are added are often intimidating, such as a pinata fee. Re-branding fees as clean-up fees is a better direction.
- There are Hispanic business owners who would like to opportunities to provide pop-up vendors booths at games and events to sell their food or commercial goods. The process to get a permit or who to contact is challenging. Opportunities could be shared with community members to participate at events besides the Farmer's Market.
- Consider paying community members as consultants for advice for development and design. A list of vendors to assist could be developed, and then continue to add folks to the list. If this approach is used, consider what kind of insurance or licensing might be needed. Get help from community-based groups to build up the roster or list.

Age groups or communities needing more focus

- Provide opportunities for a wide range of users that are inter-generational and inter-cultural, so the design does not silo people by age.
- Restrooms should be gender-inclusive and not binary. Gender specific bathrooms are not good for the LBGTQ community.
- Restrooms with baby changing stations should always be provided.

Other barriers to address

- Not everyone knows what is available.
- Make sure communications are provided in the top languages, such as Russian, Vietnamese and Pacific Island languages.
- Schools are trusted resources, use trusted community-based organizations to build trust for both culture and community.
- If tapping into local residents as support for outreach or translations, do not expect them to do this for free. Provide a fee for the service; compensate people for the experience they bring to the community.

- The association for blind athletes a great resource. The athletes have provided tandem bike rides for individuals who would otherwise never get to have the experience of riding a bicycle. The program is run by a person who is low vision. They have also conducted hikes and kayak/paddleboard experiences.
- Larger parks are well advertised. More information is needed to help people be aware of all of the parks. A key or legend of what is available at each location and other information would also be helpful.
- There is wonderful new signage in Vancouver for the Waterfront park. There is little signage for neighborhood parks.
- In terms of access to parks, there is a lack of sidewalks to get to a park to walk or roll, and many are not located near public transit etc.
- The Community Development Block Grant (CDBG) can help with funding to build or improve sidewalks in low-income neighborhoods.

Future Investments

- Add interpretive cultural and historical information to the parks or trails to honor local heritage. Highlight tribal history. This information can draw people into a park, and it helps teach kids. This is very important to tribal members. Provide signage in a blind/deaf-friendly way.
- Expand access for transportation. A shuttle bus could be considered to get people to Vancouver Lake, Frenchman's Bar or other regional parks.
- The Hispanic Chamber of Commerce has clients that would like an opportunity to set up a booth for soccer or other events. Is there a way to help provide support or do something in the future? For example, during a Sunday league championship there are clients who would like to set up a booth for a couple of hours. This is common in the communities where they used to live.
- The COVID pandemic has left us to reimagine what life could be like in the future. For the aging community we are considering how future of programming might need to look different. If recreation programs and senior centers were the only socializing people utilized before the pandemic, how are they doing now? What can we do to make it better?
- The old papermill sight could be used for a venue that might provide indoor and outdoor amenities. Expand the site to provide a great variety of opportunities that brings the whole community together. The old Torpedo Factory in Alexandria, VA was repurposed as an Arts Center, this could provide some ideas.

- If there was a web page that would provide more history, please include video with captions.

Elements to prioritize to advance diversity, equity and inclusion in the park and open space system

- Hire diverse staff and appoint diverse commissions/advisory boards. Provide support, such as a stipend, childcare, free parking, transportation if needed, etc. Don't make it a burden.
- Make sure to provide communication access for any kind of meetings, such as live captioning. This includes having back up plans in place.
- Make sure you provide the opportunity and hear from the voices of diverse individuals. Talk to the people who are experiencing challenges.
- Go beyond just the requirements for ADA per code. We can all do much better and make our parks and recreation spaces accessible for all.

Other Feedback (emailed response)

From Yasmina Aknin, Clark County Chronic Disease Prevention Team Input

A wide array of amenities exists today—from sport fields and courts, to aquatics, to walking/running trails, to playgrounds, to lake and river water access. What recreation opportunities are missing or should be improved to meet the needs of the group(s) you regularly work with and/or support? For example, what is missing and needs to be addressed.

- More public pools needed
- Extend and expand paved trails for multi-use (example: extend Round Lake pavement)
- Ensure and expand recreation equipment for children living with disabilities
- Improve lighting and other safety features to existing trails (i.e., Burnt Bridge Trail)
- Add more parks (even small ones) or nature spaces in low-income areas
- Add pump station/repair station near recreation water areas for paddle boarders
- Ensure all parks have picnic/gathering places (ideally near play structures, etc.)
- Ensure access to clean bathrooms at all parks, even small ones or porta-potty service during Summer

At recreation centers:

- Affordable childcare services on a regular basis/schedule
- Breastfeeding/breast-pumping clean, safe spaces and/or family “rooms” for changing diapers/ breastfeeding
- Information about parks/park amenities in different languages
- Bilingual staff
- Grants for children’s memberships
- Add a private shower section for respect to some cultures/families

What age groups or communities need more focus in general?

- Community members that don’t speak English
- People with disabilities (including youth)
- Seniors
- Low-income communities
- BIPOC
- Teens (offer varied sport opportunities at parks—pickle ball, tennis, skateboarding, etc.)
- New moms/parents (fitness classes/support groups like lactation support, post-partum blues, play groups)

Jump forward 5 years and imagine Vancouver and Camas in 2026. Please share your vision for one stand-out project/amenity to be completed or initiative started to improve access to the park and recreation system.

- **Big Dream:** add at least two recreation centers in priority areas (low-income areas) with full amenities that are welcoming to all.
- **Realistic Dream #1:** Make Burnt Creek Trail more inviting with enhanced safety features, improved signage in multi-language (graffiti free) and other improvements to increase use/value to community.
- **Realistic Dream #2:** Add water fixture and restroom to the Evergreen Park on the Fourth Plain corridor/add camera surveillance system.

What, if any, barriers do you see or face in accessing either city's park and recreation systems? (e.g., physical access, safety, cultural concerns, communications/information)

- Reduce parking fees
- Make recreation memberships more accessible via multi-lingual applications, promotional materials, diverse staff, etc.
- Some community members may not feel welcome, work to make recreation systems/parks more inviting to diverse cultures/BIPOC communities
- Language/multiple language spoken and offered
- Increase connectivity of trails/transportation systems
- Increase access to off-leash dog parks with walking areas
- Multi-use areas (i.e., play structures next to soccer areas, etc.)

How would you suggest increasing awareness about parks, trails or recreation programs within your community?

- Promote recreation opportunities in multiple languages
- Host Open Houses with multi-cultural activities (pinata-making, etc.)
- “If You Build It, They Will Come” (Washington County does a great job of building inviting spaces and collaborating with schools/youth programs to promote them)
- Create culturally specific trail groups so community members feel safer exploring new trails/being out in nature (i.e., not alone)
- Host walking events for older adults (partner with senior centers/AAA/independent living centers)
- Host day trips to fun places/trails, rivers in our county i.e., Salmon related activities, nature conservancy related, etc. select days for different language hosts/guides

What should the City of Vancouver and the City of Camas prioritize in order to advance diversity, equity and inclusion in its parks and facilities?

- There are significant language barriers. More bilingual staff and multi-lingual signage, promotional materials and forms in multiple language needed at recreation facilities/centers. Translated signs on trails.
- Increase safety—lighting, visibility (open-spaces).
- Add parks/recreation areas in areas of density that are easily accessibility.
- Reduce barriers to accessing fee-based programs, streamline application processes and eligibility for paid programming.
- Promote services in diverse areas.

What contribution or collaboration can you or your organization bring to the advancement of inclusion in either city's park system?

- CCPH shares the vision of encouraging people being active (indoor and outdoors) and could assist with community engagement.

Stakeholder Discussion Notes

Monday, September 20, 2021

Group Focus: Public School Partnerships

Attending:

Vancouver Public School District

- AJ Panter, Director of Facilities, Transportation and Community Services
- Nicole Daltoso, Facilities Planning Manager

Parks, Recreation & Cultural Services:

- David Perlick, Interim Director and Recreation Program Manager
- Monica Tubberville, Senior Planner
- Laura Hoggatt, Planner

Overview of Comprehensive Plan and process

Vancouver Parks, Recreation & Cultural Services department is seeking public input to update its comprehensive plan. The theme of the plan update is “Essential Spaces” to reflect the important role parks, trails, natural areas and art have on the physical, mental and economic health of the community. Outreach has included an online survey, in-person outreach at various locations, various communications through email and social media, presentations and stakeholder discussions.

Information collected from the various methods of public input will help shape updates to the Parks, Recreation & Cultural Services Comprehensive Plan.

The plan will set goals and identify specific projects for the city’s parks, recreational lands, and cultural services for the next six to 10 years. The comprehensive plan will provide eligibility for state and federal grants and is a requirement of the Growth Management Act.

Group Discussion

1 Collaboration: Current conditions and opportunities for improvements.

Nicole Daltoso stepped into the Facilities Planning Manger role in 2019. AJ Panter has been with Vancouver Public Schools for over 20 years. His responsibilities expanded in 2019 and he is now the Director of Facilities, Transportation and Community Services.

There are multiple school sites with adjoining public parks and collaborative agreements that have existed for several years. Just a few of these sites include Bagley Community Park that is adjacent to Eleanor Roosevelt Elementary: Harney, Lieser, Washington and Peter S. Ogden School Neighborhood Parks.

While the agreements exist, it was acknowledged by both Vancouver Public School (VPSD) staff and Vancouver Parks, Recreation & Cultural Services (VPRCS) staff that the agreements should be reviewed, improved and updated. Thereafter, periodic review would be helpful to verify that all parties understand the responsibilities of each entity. Regular meetings would help to keep the line of communication open so that everyone has a clear understanding of any changes that may occur moving forward.

Current collaboration between VPSD and VPRCS is good. In terms of maintenance and other problems that may arise, there are challenges in some neighborhood park locations with staff not having a clear path of communication for who does what at each property. Improved synergy to communicate who does what and why would be helpful. It would be helpful to educate maintenance crews on each of the agreements as well. Staff changes contribute to internal disconnects for both entities.

When asked; “What would help you in the communication challenges?” VPSD stated that maintenance and operations staff need to connect with the correct point of contact. A current list of contacts should include VPRCS, utilities, transportation, public works staff etc. It is important to build and sustain relationships to keep the lines of communication open. One example of a recent challenge is the Vancouver School of Arts and Academics site that is adjacent to Shumway Park. VPSD answered similar questions that were asked by multiple contacts from the city, including the hired consultant for the park development update. The process became confusing and challenging. A coordinated effort and method for transitions would improve process efficiencies.

Quarterly meetings with maintenance staff reps would be beneficial. Updating agreements would be ideal opportunity to start building relationships. Updated GIS maps would help to support agreements and reduce assumptions.

2 We know that the population continues to grow at a quick pace in the region (+17.25% from 2010 to 2020).

Are there ways the school park agreements might be different in the future due to the need for expansion of school facilities?

The primary focus for VPSD has been to complete the items promised to voters within the current bond measure. It is difficult to know what may be needed over the next ten years or when the next bond measure might take place. Building expansion includes two story designs to maximize space and reduce the footprint of buildings and thereby preserve green spaces. Current projects are located on the VPSD website at: <https://vansd.org/reschools/>.

Lieser School Park is adjacent to the current Lieser Elementary School and is one example of a current bond measure project. The Lieser campus programs that serve students in kindergarten through 12th grade, will move to the former site of Marshall Elementary, on MacArthur Boulevard. Moving is expected to take place over winter break 2021. The former Marshall building is being updated and will be renamed Heights Campus. The Early Childhood Evaluation Center will move to the former site of one of McLoughlin Middle School's pods. The pod is being renovated. Staff will move in this winter.

The Lieser Elementary School property has been sold to the Vancouver Housing Authority. It is uncertain at this time what the final plan will look like or what amenities will remain. Vancouver Parks and Recreation staff have been involved in the conversations about the sale and new owner of the property that includes the public park area that was previously owned by Vancouver Public Schools.

3 Are there other ways the school district and the City of Vancouver could contribute or collaborate to improve the parks, recreation, open space, trails and cultural services system in the future?

Regular meetings to review the current agreements, upcoming projects or changes will improve the collaborative partnership. It would also be helpful for the planning team of both VPSD and VPRCS to meet on a regular basis to discuss projects and plans for property acquisitions that would provide an efficient use of public funds. As the population density increases it is harder to find land for parks and schools. The collaborative partnership could help both entities meet their goals to serve the public.

4 Thank you for contributing to the conversation about public access to school playgrounds and field areas. Do you have anything else you would like to add to the conversation about adding outdoor areas to the Level of Service review for public access to parks and trails within the City of Vancouver boundaries?

The Vancouver Public School District staff agree with the analysis for the Level of Service to support the goals of the Vancouver Parks, Recreation & Cultural Services comprehensive plan update. While the school properties are public, it is important to assure the safety of students. Many of the areas are pre-programmed as identified within the Level of Service analysis. Pre-K areas are excluded from public access with fenced in courtyards. VPSD has a desire to make the schools available outside of school hours. Signs are posted to VPSD after school access may improve with the new school rebuilds.

5 How could we be more innovative in the dense urban setting to maximize existing and future assets, as well as funding sources to provide parks, trails, and open spaces?

VPSD is motivated to collaborate with other agencies. It is also important to be transparent and make these partnerships visible to the community. Partnership opportunities could include coordinated land acquisition planning and built resources for cost efficiencies.

There are also opportunities for indoor school facility use partnerships for Parks and Rec youth programs. It would be important to identify buildings that are underutilized to make better use of buildings for indoor activities. There are currently some outdoor summer park partnerships. It would be helpful to coordinate programming earlier so the school district is aware of Parks and Recreation program needs. This could help prioritize some of the subsidized programming on a regular seasonal basis. It is notable that a fair allocation to multiple community programs is important.

The need for indoor gym and restroom use has been integrated into newer designs so that the community can have access to these amenities and keep the rest of the building secure after hours.

6 Jump forward 10 years and imagine Vancouver in 2032. Please share your vision for one stand-out project that is completed or initiated to improve access to the park, open space and trail system.

Communication and building relationships are primary. There have been many challenges currently and in the last 18 months due to the pandemic. VPSD plans to wrap up bond construction. Future visioning: VPSD and VPRCS will work together to identify potential acquisition partnerships and combine funds when possible to help achieve goals and meet the needs of the community.

7 What, if any, are the barriers you see or face in accessing the city's park system? (Internal discussion—where are these located?) (e.g., physical access, safety, cultural concerns, communications/information)

Safe routes to schools and parks are important. There is a lack of sidewalks, crossings and bike lanes for safe alternative transportation access to many of the school sites.

8 What are you doing as a school district to help improve diversity, equity and inclusion?

Diversity Equity and Inclusion has been in the forefront of VPSD building details and space design. For example, more sensory improvements, nature play, etc. More accessible wheelchair access, supportive play equipment like ADA swings, universal accessibility in rebuilds, and more.

Stakeholder Discussion Notes

Tuesday, September 28, 2021

Group Focus: Public School Partnerships

Attending:

Evergreen Public School District

- Susan Steinbrenner, Executive Director of Facilities
- Scott Eppinger, Operations
- Gail Spolar, Communications (PRAC liaison)

Parks, Recreation & Cultural Services:

- Monica Tubberville, Senior Planner
- Laura Hoggatt, Planner

Overview of Comprehensive Plan and process

Vancouver Parks, Recreation & Cultural Services department is seeking public input to update its comprehensive plan. The theme of the plan update is “Essential Spaces” to reflect the important role parks, trails, natural areas and art have on the physical, mental and economic health of the community. Outreach has included an online survey, in-person outreach at various locations, various communications through email and social media, presentations and stakeholder discussions.

Information collected from the various methods of public input will help shape updates to the Parks, Recreation & Cultural Services Comprehensive Plan.

The plan will set goals and identify specific projects for the city’s parks, recreational lands, and cultural services for the next six to 10 years. The comprehensive plan will provide eligibility for state and federal grants and is a requirement of the Growth Management Act.

Group Discussion

1 **Collaboration: Current conditions and opportunities for improvements.**

The Evergreen School District is comprised of 54 square miles. The district serves portions of the Vancouver, Camas and Clark County. There are multiple school sites with adjoining public parks and collaborative agreements that have existed for several years. Example sites within the Vancouver Parks and Recreation area include: Fisher Basin, Burnt Bridge Creek School Park, Ellsworth School Park, Endeavour School Park and Marrion School Park.

While the agreements exist, it was acknowledged by both Evergreen Public School District (EPSD) staff and Vancouver Parks, Recreation & Cultural Services (VPRCS) staff that the agreements and co-location of parks and schools should be reviewed, improved and updated. Overall current collaboration between EPSD and VPRCS is good.

Additional collaboration includes:

- VPRCS was involved in the design of new schools such as Marrion and Image.
- A recent agreement was implemented to help with overflow parking at Nikkei to maximize public benefits.
- The Youth Opportunity Pass (YOP) program in partnership with C-Tran provides middle and high school students unlimited access to C-TRAN local service from September 1 through August 31. In addition, enrolled students are also eligible for free access to Firstenburg and Marshall community centers during non-school hours.
- The Recreation Summer programs are using facilities in conjunction with Share.
- There are other opportunities moving forward with specialty schools for more programs and in-door programming.
- Need to look at shared parking at Firstenburg and Haagen. Building rentals at a discounted rate as a non-profit? Limited opportunities for indoor uses during Covid, cut tried to provide facilities for childcare.
- Club Wednesday is a partnership program between EPSD and the Vancouver Parks Firstenburg Center. Once a month, EPSD middle school students have a free activity option on the districtwide monthly early release that usually occurs on the third Wednesday of each month. Club Wednesday and other after school programs also shared some support staff.

2 We know that the population continues to grow at a quick pace in the region (+17.25% from 2010 to 2020).

Are there ways the school park agreements might be different in the future due to the need for expansion of school facilities?

In 2018, voters approved a bond measure to replace five elementary schools, construct a new elementary school, replace WY 'east Middle School, replace Mountain View High School, add to Heritage High School, replace alternative schools, including Legacy, 49th Street Academy and the Transition program. A new district office was also included in the approved bond.

While growth may be projected for the City of Vancouver and Clark County, EPSD enrollment has declined in part due to COVID, and delayed birth rates of millennials. EPSD continues to work toward completing the projects promised to voters within the bond measure. There is potential for shared maintenance opportunities in the future between EPSD and VPRCS.

Other points of discussion:

- Ridgefield and SeaTac area are examples where the schools and parks came together for YAF funding through the State of Washington Recreation and Conservation Office (RCO) to expand youth sport facilities.
- Tennis courts need replacement. There is potential to stripe courts for co-sharing with Pickleball.
- There is a population shift in baby boomers with increased demand by seniors. Intergenerational day care, after school programs and mentoring are potential ways to engage seniors as volunteers with the schools and recreation programs. Explore additional ideas for intergenerational connection.
- It would be helpful to track demographics of parks and recreation users.
- Career centers are recruiting from high schools. Several high school students are working at the recreation centers during the summer months.

3 Are there other ways the school district and the City of Vancouver could contribute or collaborate to improve the parks, recreation, open space, trails and cultural services system in the future?

Conduct regular meetings to review the current agreements, upcoming projects or changes will improve the collaborative

partnership. It would also be helpful for the planning team of both EPSD and VPRCS to meet on a regular basis to discuss projects and plans for property acquisitions that would provide an efficient use of public funds. As the population density increases it is harder to find land for parks and schools. The collaborative partnership could help both entities meet their goals to serve the public.

Additional topics of discussion:

- Explore opportunities to share consultants for projects such as nature play or accessible play.
- Partnership potential for field trips to North Image and leverage opportunities at Fenton for environmental education.
- Explore ways to improve communications and timing for decision making that might involve both the school district and Vancouver Parks, Recreation & Cultural Services.
- There is potential to consider and include curriculum in the park design to expand STEM opportunities. An example is the Fenton property and the environmental qualities of the property.

- 4 Thank you for contributing to the conversation about public access to school playgrounds and field areas. Do you have anything else you would like to add to the conversation about adding outdoor areas to the Level of Service review for public access to parks and trails within the City of Vancouver boundaries?

The Evergreen Public School District staff agree with the analysis for the Level of Service to support the goals of the Vancouver Parks, Recreation & Cultural Services comprehensive plan update. While the school properties are public, it is important to assure the safety of students. Many of the areas are pre-programmed as identified within the Level of Service analysis.

EPSD took the analysis to the school board for review. Their only concern was to make sure school priority use understood. Signs may be needed for notification of when school grounds are open. Availability is unique for each site.

5 How could we be more innovative in the dense urban setting to maximize existing and future assets, as well as funding sources to provide parks, trails, and open spaces?

EPSD is interested in collaborating when possible. Partnership opportunities could include coordinated land acquisition planning and built resources for cost efficiencies.

There are also opportunities for indoor school facility use partnerships for Parks and Rec youth programs. There are currently some outdoor summer park partnerships. Some of the discussion points included:

- Share funding opportunities when possible.
- Increase nature play in park designs and development.
- More choices on the playground need to be available to serve varying abilities and ages.
- Consider multigenerational design.

6 What should Vancouver prioritize in the next 10 years for acquisition and development within the parks, recreation, trails and open spaces system?

- Continue the work to identify gaps in service areas for where parks are needed.
- The new Diversity, Equity and Inclusion matrix to identify areas of vulnerable populations is important in the planning process.

7 Jump forward 10 years and imagine Vancouver in 2032. Please share your vision for one stand-out project that is completed or initiated to improve access to the park, open space and trail system.

For ESPD the past year has been challenging due to the pandemic. Completing bond levy approved projects through the construction process is priority.

Continue to build communication and relationships. Work together and combine funding when possible to achieve goals and meet the needs of the community.

- 8 What, if any, are the barriers you see or face in accessing the city's park system? (Internal discussion—where are these located?) (e.g., physical access, safety, cultural concerns, communications/information Safe routes to School: Expanding consideration to sidewalks and crossings. EPSD currently focuses on busing more students rather than focus on safe walking routes to schools. Funding and resource limits at EPSD on this. Replacing 11 of 40 sites so they have improved on-site sidewalks.
- 9 What are you doing as a school district to help improve diversity, equity and inclusion?

Staff are participating in workshops on how to translate policy into three-dimensional space. In review EPSD is asking: What makes people feel welcome and on making sure they get it right? Two recent projects partnered with a native owned firm and expanded STEM programs to assure more diverse student participation. School districts are working with the students themselves and providing opportunities for them to learn more about expanded employment trades.

- 10 Is there anything else that the comprehensive plan should address that we haven't discussed already?

Consider ways to educate students and families on how they can use a park adjacent to the school and help students and families identify park locations. Raising awareness of sites with signage for park-sheds, distribution of park and trails maps in multiple languages.

Thank you for this opportunity to discuss current and potential partnership opportunities.

Appendix

D

APPENDIX D: PARTNERSHIPS

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This plan includes a series of general and category-specific goals, objectives and policies that emphasize the need for partnerships and interagency coordination. These include intergovernmental, interdepartmental, educational, public/private, and bi-state partnership activities.

These kinds of partnerships continue to be essential to meeting the needs of the park, recreation and natural area system. They also allow VPRCS to share financial, acquisition, planning management, development, knowledgesharing, and community involvement responsibilities with other agencies and the community at large.

This appendix documents some of the existing partnerships employed by Vancouver Parks, Recreation & Cultural Services.

Neighborhood and Community Parks

VPRCS, Clark County and local school districts are the most significant providers of neighborhood and community park land within the city and Vancouver UGA. Currently, the department partners with school districts and individual schools to co-locate some neighborhood park facilities and realize cost efficiencies for land acquisition and maintenance. This strategy should be continued to close service gaps in the future where public access can be provided during school hours of operation.

Natural Areas

There are several potential partners in the private, public, and non-profit sectors that could help in the effort to preserve and manage expansive and diminishing natural areas in the planning area, helping to defray costs and meet acquisition goals. Other city departments, Washington Department of Fish and Wildlife and the Washington Trails Association may be interested in joint acquisition, management or improvement of properties that include critical areas, stream corridors, floodplains or the Columbia River lowlands.

Trails and Greenways

Partnerships with other public agencies and user groups on both sides of the Columbia River will become increasingly significant to provide an interconnected trail system. Working with other municipalities to link major community facilities via trails will help to implement the trails plan. Working with private and non-profit trail organizations in the community and region is also important to trail development and maintenance. These partnerships are a crucial piece of realizing this vision.

Special Areas and Facilities

Given that most special facilities within the planning area are owned by other providers, there are several opportunities for partnerships that could support maintenance and operations. In many cases, these partners are environmentally or historically oriented, providing swimming holes, fish hatcheries, or historic sites for public use. Schools and private providers also present opportunities for partnerships, as these providers often need to develop special facilities like sports complexes or community buildings to accommodate their user groups.

Sports Fields

Clearly, other providers in Vancouver and throughout the county do a large part to boost the region's total supply of ball fields. Continued partnerships with schools, other municipalities, and private groups will be a major component of any future strategy to ensure the development of sufficient fields to accommodate future adult and youth play.

Community Centers

Partnerships with other providers including cities, and public and private organizations could help to meet future community center need. For example, partnerships with schools could allow the construction of community schools, or schools which serve as both public, community gathering, and educational facilities.

Gymnasiums

Schools are the most obvious potential partner for gymnasiums. Partnerships with local schools could allow the development of joint use agreements to provide space for Department programming.

Off Leash Areas

There is clear potential for VPRCS community partnerships for off-leash areas. Community members with a strong interest in off-leash areas and dog issues could be engaged to develop and maintain dog parks in the future, as well as organized advocacy groups like DOGPAW.

Pools

Joint use agreements with other providers in the planning area could allow the Department to use other providers' facilities for overflow programming. Likewise, these facilities could be used to accommodate temporary pool needs.

Skate Parks

The private sector provides a natural opportunity for partnership. Local skate shops could be involved in skate park design, funding, construction, programming and maintenance. Schools could also serve as valuable partners.

Existing Partnerships

Partnerships foster collaboration across interests, industries and communities. Existing partnerships have contributed significantly to the success of the VPRCS system and the department continues to seek out new partnership opportunities in Vancouver, throughout the region and beyond.

Partnership Types

The City of Vancouver employs varying types of partnerships including:

- Monetary, land, and in-kind donations
- Bargain sales
- Grant programs
- Master planning and design
- Recreation activities
- Clean-up and stewardship
- Research and monitoring
- Habitat restoration/enhancement
- Trail building
- Community Involvement & education
- Operations & maintenance

Partnership Categories

The Vancouver Parks, Recreation & Cultural Services department partners with a variety of agencies and groups, including:

- Federal agencies
- State agencies
- Cities and towns
- Port districts
- Schools & Colleges
- Local government agencies & departments
- Public utilities
- Non-profit agencies
- Private-sector business
- Neighborhood groups
- Individual citizens
- Conservation Districts
- Special Interest Groups
- Other



Agency Partners

A partial list of specific agencies, organizations and programs that are now or have been involved in partnerships with the city, including the following:

State & Federal Agencies

AmeriCorps/Washington Service Corps

Department of Community Trade and Economic Development

Early Childhood Education and Assistance Program

Environmental Enhancement Group (EEG)

Federal Aviation Administration

Governor's Salmon Recovery Office

Lower Columbia Fish Recovery Board (LCRFB)

National Historic Reserve

Natural Resource Conservation Service

North American Wetlands Conservation Act (NAWCA)

U.S. Fish and Wildlife Service (USFWS)

Office of the Superintendent of Public Instruction, Child Nutrition Services

Southwest Washington Trail Riders Association

State of Washington for Motorcycle Program

United States Department of Agriculture, Child and Adult Care Food Program

United States Department of Agriculture, Summer Food Service Program

United States Department of Fish and Wildlife

United State Army Corps of Engineers

United States Forest Service

United States National Park Service

Washington State Department
of Fish and Wildlife (WDFW)
Washington State Department of Health
Washington State Department
of Natural Resources (DNR)
Washington State Department of Natural Resources
(Aquatic Lands Enhancement Account
[ALEA] Program)
Washington State Parks
Washington State Recreation and
Conservation Office (RCO)
Washington State Salmon
Recovery Funding Board (SRFB)
Washington Wildlife and Recreation
Program (WWRP)
Wetlands Reserve Program (WRP)

Cities & Towns

City of Battle Ground
City of Camas
City of La Center
City of Portland
City of Ridgefield
City of Washougal
City of Yacolt

Port Districts

Port of Vancouver
Port of Camas-Washougal
Port of Ridgefield

School Districts & Colleges

Education Service District (ESD) 112
Evergreen Public Schools
Vancouver Public Schools
Clark College
Clark County Home Educators
Private Schools
Washington State School for the Blind
Washington State School for the Deaf
Washington State University Vancouver

Local Government Agencies & Departments

City of Vancouver, Community Economic Development
City of Vancouver, Economic Prosperity and Housing
City of Vancouver Fire Department
City of Vancouver, Foster Grandparent Program
City of Vancouver, Grounds Maintenance/
Operations
City of Vancouver, Human Resource Department
City of Vancouver, Office of Neighborhoods
City of Vancouver, Police Department
City of Vancouver Public Works
City of Vancouver, Retired and
Senior Volunteer Program
City of Vancouver, Water Resources
Education Center (WREC)
Clark County
Clark County Community Development
Clark County Community Services
Clark County Community Planning
Clark County Geographic Information Services (GIS)
Clark County Public Health
Clark County Public Works
Clark County Watershed Stewards
Clark County Water Quality
Columbia Springs Environmental Education Center
Vancouver Housing Authority

Public Utilities

Bonneville Power Administration
City of Vancouver
Clark Public Utilities

Non-Profit Groups and Agencies

Adult Day Center/Columbia River Mental
Health Services
Americans Building Communities
Boy/Girl Scouts
Boys and Girls Club of
Southwest Washington Churches
City of Vancouver Chamber of Commerce

Clark Conservation District
Clark County Food Bank
Clark County Historical Society
Clark-Skamania Flyfishers
Columbia Land Trust (CLT)
Columbia Play Project
Columbia Springs
Community Foundation of Southwest Washington
Confluence Project
Downtown Rotary Club
Ducks Unlimited
East Vancouver Rotary Club
Educational Service District 112 (ESD 112)
Fish First
Friends of Trees
Fourth Plain Forward
Harmony Sports Association
Harper's Playground
Historic Trust Vancouver
Hough Foundation
Human Services Council
Humane Society of Southwest Washington
International Society of Arboriculture, PNW Chapter
Intertwine Alliance
Metro of Greater Portland
National Arbor Day Foundation Northwest National
Recreation & Parks Association (NRPA) Nonprofit
Network
Oregon Recreation & Park Association (ORPA) Parks
Foundation of Clark County
Police Activity League
Red Cross
Salvation Army
Share Vancouver
Southwest Washington Medical Center Foundation
Special Olympics
Stop Hunger Warehouse
Southwest Washington Independent
Ford Thrust (SWIFT)

USPTA (United States Professional Tennis Association)
USTA (United States Tennis Association)
Vancouver Audubon Society
Vancouver Rotary Foundation
Vancouver Tennis Center Foundation
Washington Trails Association (WTA)
Watershed Alliance of SW Washington
Washington Recreation & Parks Association (WRPA)
Youth & Family Alliance

Private Sector Businesses

Air Academy
American Sani-can
Active Network
Albertsons
Bi-Mart
Bleu Door Bakery
Brad's Septic Service
Brightview Landscape LLC
Burgerville USA
Columbia Cascade
Council for the Homeless
Country Financial
Epact
First Independent Bank
Fred Meyer
H.B. Fuller Corporation
Habitat Partners
Harpo Credit Union
Hilton Vancouver
Hispanic Chamber of Commerce Vancouver
Holt Homes International
IQ Credit Union
Lasko Printing
McDonalds
Mountain View Ice Arena
NIKE
Northwest Health and Safety Inc.
Northwest Sports Photography
NW Staffing

PacifiCorp Parent Teachers Association
Pacific Talent
Play It Again Sports
Riverview Community Bank
Round Table Pizza
Safeway Sports Medicine and Rehab Clinic
State Farm Insurance
Southwest Washington Medical Center
Sysco Food Services
Texaco
The Columbian
Vancouver Family Magazine
Vancouver Girls Softball Association
Vancouver Mall
Vancouver Downtown Association
Vancouver Wildlife League
Vancouver/Portland Rowing Club
Wager Audio
Waste Connections
West Coast Bank

Interest Groups

All Weather Walkers Volkssport Club
Amateur Softball Association
American Legion Auxiliary
Children's Alliance of Washington
Dog Owners for Greater Park Access
in Washington (DOGPAW)
Evergreen Basketball Association Evergreen
Officials Association
Fort Vancouver Little League
Fort Vancouver National Historical Site—
National Park Service
Fort Vancouver Regional Library
Fruit Valley Foundation
Honor Ambassadors
Neighborhood Associations
Portland Kayak & Canoe Team
Spare Tire Bunch
Sports Officials Services, Inc.

St. Joe's Swim Club (Use of Marshall Pool)
United Way
Vancouver Bike Club
Vancouver Downtown Association
Vancouver National Historic Reserve Trust
Vancouver Police Activities League
Vancouver Softball Association
Vancouver Swim Club
Vancouver USA Regional Tourism Office
Vancouver West Soccer Club
Volleyball Board of Officials
Washington Amateur Softball Association
Youth Initiative

Appendix

E

APPENDIX E: FUNDING PROGRAMS

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Federal & State Funding Programs

RCO Grant Programs—

Washington State Recreation and Conservation Office

The Recreation and Conservation Office (RCO) was created in 1964 as part of the Marine Recreation Land Act (Initiative 215). The RCO grants money to state and local agencies, generally on a matching basis, to acquire, develop and enhance wildlife habitat and outdoor recreation properties. Some money is also distributed for planning grants. RCO grant programs utilize funds from various sources. Historically, these have included the federal Land and Water Conservation Fund, state bonds, Initiative 215 monies (derived from unreclaimed marine fuel taxes), off-road vehicle funds, Youth Athletic Facilities Account and the Washington Wildlife and Recreation Program. (A separate summary has been prepared for the WWRP.)

Washington Wildlife and Recreation Program (WWRP)

RCO is a state office that allocates funds to local and state agencies for the acquisition and development of wildlife habitat and outdoor recreation properties. Funding sources managed by RCO include the Washington Wildlife and Recreation Program (WWRP). WWRP is divided into Habitat Conservation and Outdoor Recreation Accounts, and further divided into several project categories. Cities, counties and other local sponsors may apply for funding in urban wildlife habitat, local parks, trails and water access categories. Certain state agencies may also apply for funding in natural areas, critical habitat and state parks categories. Funds for local agencies are awarded on a matching basis. Grant applications are evaluated in odd-numbered years. The State Legislature must authorize funding for the WWRP project lists.

Aquatic Lands Enhancement Account (ALEA)—

WA Department of Natural Resources

This program provides matching grants to state and local agencies to protect and enhance salmon habitat and to provide public access and recreation opportunities on aquatic lands. In 1998, DNR refocused the ALEA program to emphasize salmon habitat preservation and enhancement. However, the program is still open to traditional water access proposals. Any project must be located on navigable portions of waterways. ALEA funds are derived from the leasing of state-owned aquatic lands and from the sale of harvest rights for shellfish and other aquatic resources. ALEA is administered by RCO.

**Salmon Habitat Recovery Grants—
WA Salmon Recovery Funding Board (SRFB)/
Lower Columbia Fish Recovery Board (LCRFB)**

The Washington State Legislature established the Salmon Recovery Funding Board in 1999 to help support salmon recovery in Washington State. The SRFB provides grant funding to local, state, and private individuals and organizations for habitat protection and restoration projects and activities that produce sustainable and measurable benefits to fish. Grants are submitted through local and regional “lead entities,” where those have been established in the state. The Lower Columbia Fish Recovery Board serves as the lead entity for the lower Columbia region, including Clark County.

**Wetlands Reserve Program (WRP)—
Natural Resources Conservation Service (NRCS)**

The WRP provides landowners the opportunity to preserve, enhance and restore wetlands and associated uplands. The program is voluntary and provides three enrollment options: permanent easements, 30-year easements and 10-year restoration cost-share agreements. In all cases, landowners retain the underlying ownership in the property and management responsibility. Land uses may be allowed that are compatible with the program goal of protecting and restoring the wetlands and associated uplands. The NRCS manages the program and may provide technical assistance.

**Water Resources Development Act (WRDA)
Environmental Restoration Programs and Authorities—
U.S. Army Corps of Engineers**

The U.S. Army Corps of Engineers provides funds for environmental and/or ecosystem restoration projects under provisions of the Water Resources Development Act (WRDA), as amended. Section 306 of the WRDA of 1990 specifically authorizes environmental restoration as one of the primary missions of the Corps. Environmental and/or ecosystem restoration projects are intended to “improve the condition of a disturbed ecosystem, including its plant and animal communities, or portions thereof, to some prior ecological condition.” Various authorities and programs are established for these purposes. These include General Investigation Studies and “Continuing Authorities” under Sections 206 ('96), 1135 ('86), and 204 ('92) of the WRDA. Generally, projects require the support of a local sponsoring organization and some level of cost sharing is required. The federal share on Continuing Authorities may range as high as \$5 million. For General Investigations there is no per project cost limit.

**Conservation Reserve Program (CRP)
United States Department of Agriculture—
Farm Service Agency**

The Conservation Reserve Program provides annual rental payments and cost-share assistance to help preserve and enhance sensitive habitat areas on qualifying agricultural lands. The program, established in 1986, is voluntary. Lands enrolled in the CRP must be used for riparian buffers, filter strips, shallow water areas for wildlife, or other uses that provide beneficial habitat values. Landowners enter into agreements that last 10 to 15 years. Unlike the 1998 CREP, the CRP is not limited to stream areas that support salmon runs listed under the federal Endangered Species Act.

**Washington Conservation Reserve Enhancement Program (CREP)—
US Department of Agriculture—Farm Service Agency/
Natural Resources Conservation Service (NRCS)/
Clark County Conservation District**

This program is a federal/state partnership, authorized in 1998, that involves the retirement of farmland for conservation purposes. Washington CREP focuses on the preservation and restoration of riparian habitat that supports salmon listed under the Endangered Species Act. This voluntary program provides financial incentives to farmers and ranchers to remove lands from agricultural production. Eligible landowners enter into agreements for periods of 10 to 15 years. Landowners receive an annual rental payment and cost-sharing is available for habitat enhancements. The federal Farm Service Agency is the primary administrative agency; the Natural Resource Conservation Service and Clark County Conservation District provide technical assistance.

**Trust Lands Transfer Program—
Washington State Department of Natural Resources DNR**

This program provides a mechanism to protect DNR-managed properties with significant natural, park or recreational attributes while infusing money into the public school construction fund. The program has been in effect since 1989. The program identifies “common school trust lands” with significant park, recreation, and natural features, which are difficult to manage as income-producing properties for trust beneficiaries and transfers them to more appropriate ownership. The Legislature appropriates funds to “buy out” these properties from the School Trust Program. Revenues equal to the timber value on subject properties are placed in the Common School Construction Account, while the timber is not harvested. The Legislature

also provides for the replacement of the land by appropriating the land value of the property to purchase other real property having better income potential for trust beneficiaries. The properties to be preserved may be transferred to local or state agencies. The selection process involves a detailed evaluation system. Key features include:

- 1 Properties must have a high timber value to land value ratio
- 2 Properties present statewide significance for park, recreation, or natural area uses
- 3 The properties must have significant difficulties (e.g., sensitive wildlife habitat) in managing the property for income to trust beneficiaries

Jobs for the Environment (JFE)— WA Department of Natural Resources

The JFE program was created by the state Legislature in 1993. The program promotes the long-term, stable employment of dislocated natural resource workers in the performance of watershed restoration activities. The program provides minimum funding commitments for salaries and benefits for displaced workers, and funding is also available for training. Since its inception, the program has completed many in-stream, riparian and upland restoration projects. Entities eligible to apply for funding include state and local governments, tribes, and nonprofit organizations. Funding proposals will focus on limiting factors and recovery strategies within all or a portion of a Water Resource Inventory Area (WRIA). Specific projects will then be identified, prepared, and approved for implementation over the life of the grant agreement.

Forest Legacy Program— WA Department of Natural Resources/U.S. Forest Service

This program provides funds to acquire permanent conservation easements on private forestlands that are at risk of being converted to non-forest uses such as residential or commercial development. Congress established the program in 1990, and DNR is the lead state agency for the program in Washington State. The program is intended to preserve “working forests,” where forestlands are managed to produce forest products and where traditional forest uses are encouraged. These uses will include both commodity production and non-commodity values such as healthy riparian areas, important scenic, aesthetic, cultural, fish, wildlife and recreation resources, and other ecological values. Historically, the program focus has been on the I-90 Highway Corridor east of Puget Sound within the Mountains-to-Sound Greenway area.

Washington State Ecosystems Conservation Program (WSECP)— U.S. Fish and Wildlife Service (USFWS)

The WSECP was established in 1990 and is divided into federal—and state-managed components. The federal program focuses funds on projects that help restore habitat for threatened, endangered and sensitive species and, secondarily, for species of concern. In addition, the program attempts to concentrate funds within a limited number of watersheds to maximize program benefits. The program provides funds to cooperating agencies or organizations. These grants, in turn, can be distributed among project sites. The program requires a 50 percent cost-share from cooperating agencies, and individual landowners at project sites must enter into maintenance/management agreements that have a 10-year minimum duration.

Washington State Ecosystems Conservation Program, Upland Wildlife Restoration Initiative— WA Department of Fish and Wildlife (WDFW)

The Washington Department of Fish and Wildlife will purchase important upland habitat, or provide technical and/or financial assistance to protect, restore, or enhance such habitat on private property. The program emphasizes certain target species including pheasant, quail, and turkey, but also emphasizes protecting and enhancing habitats that support species diversity. The program covers the entire state, with an emphasis on eastern Washington. Private landowners who volunteer for this program enter into agreements that outline protection and maintenance programs. The program includes both agricultural and forestlands.

Local Transportation Improvement Projects— WA Department of Transportation Southwest Washington District

The Southwest Washington District of the Washington State Department of Transportation undertakes a variety of multi-modal transportation construction and improvement projects. These include non-motorized transportation improvements that target pedestrian, bicycle and other non-motorized methods of transportation. For example, the department started in 1999 a large-scale interchange realignment and widening project along I-5, between Main Street and N.E. 78th Street. The project includes a pedestrian overpass that will facilitate a connection of the Burnt Bridge Creek trail system, which is currently divided by the freeway. In general, the cost of the improvements directly associated with the bicycle/pedestrian element can be utilized as a source of local matching funds for grant application purposes.

Community Development Block Grants (CDBG)— U.S. Department of Housing and Urban Development

Vancouver receives funds each year from the federal Community Development Block Grant Program. These funds are intended to develop viable urban communities by providing decent housing and a suitable living environment, and by expanding economic opportunities, principally for low and moderate income persons.

Vancouver distributes its annual allocation among community development projects (streets, parks, sidewalks, etc.), housing projects and administration. City policy has placed an increasing emphasis on using CDBG funds for housing-related projects, with an allocation goal of 40 percent. Both city agencies and qualifying non-profit organizations apply for project funding during an annual review process.

Boating Facilities Program (BFP)

Funding for this program comes from gas taxes from Washington boaters. Eligible projects are those that feature acquisition, development, planning and renovation that relates to boat ramps, transient moorage or upland support facilities. Projects that mix planning with acquisition or development may be allocated up to \$1,000,000, while projects that involve planning only may be allocated up to \$200,000. These grants are made by the RCO and require a minimum 25 percent match from a local agency.

National Recreational Trail Program (NRTP)

This program, administered by the IAC, is funded by federal gasoline taxes attributed to recreation on non-gasoline tax supported roads. Funded projects include upkeep and repair of recreational trails that provide a “backcountry experience,” as well as safety and environmental programs. The IAC will contribute \$5,000 to \$10,000 to education programs and up to \$50,000 to others. At least 20 percent of the project funding must come from the application sponsor in the form of cash, bond, or an approved contribution of labor or materials.

Non-Highway and Off-Road Vehicles Activities Program (NOVA)

These program grants are funded by off-road vehicle (ORV) gas tax and permits. Acceptable uses for funds include the acquisition, development, maintenance and management of opportunities for ORVs, hikers, equestrians, bicyclists and other users of non-highway roads. Depending on the project, maximum grants are between \$50,000 and \$100,000.

Safe, Accountable, Flexible, Efficient Transportation Equity Act— A Legacy for Users (SAFETEA-LU)

Originally known as the Intermodal Surface Transportation Efficiency Act (ISTEA), this program funds a wide variety of transportation related projects. In 1998, it was reauthorized under the name Transportation Equity Act for the Century (TEA-21). The act was authorized again in 2005 as SAFETEA-LU, with similar provisions to ISTEA and TEA-21. In addition to bicycle, pedestrian and trail-related capital projects, SAFETEA-LU funds can generally be used for landscape and amenity improvements related to trails and transportation. The money can also be used for maintenance. SAFETEA-LU funds are primarily focused on regional systems and not local neighborhood trails.

U.S. Fish and Wildlife Service (USFWS)/Washington State Department of Fish and Wildlife (WDFW)

USFW and WDFW may provide technical assistance and administer funding for projects that enhance water quality, including debris removal, flood mitigation and enhancements to water crossings.

Youth Athletic Fund (YAF)

This grant program aims to fund new, improved, and better maintained outdoor athletic facilities for youth and their communities. The program was established as part of the same state referendum (48) that funded the Seattle Seahawks Stadium. Administered by the RCO, applicants must match 50 percent of funds awarded. Amounts vary from a \$5,000 minimum for maintaining existing facilities to a maximum of \$150,000 for developing new ones. Most of this grant money has been allocated.

Local Funding Options

Excess Levy

Washington law allows cities and counties, along with other specified junior taxing districts, to levy property taxes in excess of limitations imposed by statute when authorized by the voters. Levy approval requires 60 percent majority vote at a general or special election. Excess levies by school districts are the most common use of this authority.

General Obligation Bonds (GO)

For the purposes of funding capital projects, such as land acquisitions or facility construction, cities and counties have the authority to borrow money by selling bonds. Voter-approved general obligation bonds may be sold only after receiving a 60 percent majority vote at a general or special election. If approved, an excess property tax is levied each year for the life of the bond to pay both principal and interest. Vancouver has maximum debt limits for voter-approved bonds of two and one-half percent of the value of taxable property in the city and the county, respectively. The city has an additional 2½ percent for municipal water, sewer and lighting facilities, and an additional two and one-half percent for acquisition and development of open space and park facilities.

Councilmanic Bonds—Vancouver

Councilmanic bonds may be sold by cities and counties without public vote. The bonds—both principal and interest—are retired with payments from existing county or city revenue or new general tax revenue, such as additional sales tax or real estate excise tax. For both cities and counties, the Legislature has set a maximum debt limit for councilmanic bonds of one and one-half percent of the value of taxable property in the city or county, respectively.

Revenue Bonds

Revenue bonds are sold with the intent of paying principal and interest from revenue generated by the improvement, such as fees and charges. For example, revenue bonds might be sold to fund a public water system that will generate revenue through utility charges to customers. Other funds may be dedicated to assist with repayment; however, it is desirable to have the improvements generate adequate revenue to pay all bond costs. Limits on the use and amount of revenue bonds are generally market-driven through investor faith in the adequacy of the revenue stream to support bond payments.

Development Impact Fees

Development impact fees are charges placed on new development as a condition of development approval to help pay for various public facilities the need for which is directly created by that new growth and development. Under the Growth Management Act of 1990 (ESHB 2929, counties, cities and towns may impose impact fees on residential and commercial “development activity” to help pay for certain public facility improvements for fire, transportation, schools and parks and recreation facilities. Clark County and Vancouver both charge impact fees on new development to help pay for parks, schools, and transportation facilities. Several school districts within the county have also adopted development impact fees.

Utility Taxes

Cities are authorized to impose taxes on utility services, such as telephone, electric and natural gas. Legislative maximums limit the amount of tax that may be collected. For example, the maximum tax rate for electric and natural gas is six percent. Maximums may be exceeded for a specific purpose and time period with majority voter approval. City operated water and sewer utilities do not share the six percent limit.

Sales Tax

Washington law authorizes the governing bodies of cities and counties to impose sales and use taxes at a rate set by the statute to help “carry out essential county and municipal purposes.” The authority is divided into two parts.

Cities and counties may impose by resolution or ordinance, sales and use tax at a rate of five-tenths of one percent on any “taxable event” within their jurisdictions. Cities and counties may also impose an additional sales tax at a rate “up to” five-tenths of one percent on any taxable event within the city or county. In this case, the statute provides an electoral process for repealing the tax or altering the rate.

Real Estate Excise Tax (REET)

Washington law authorizes the governing bodies of counties and cities to impose excise taxes on the sale of real property within limits set by the statute. The authority of cities and counties may be divided into four parts.

A city or county may impose a real estate excise tax on the sale of all real property in the city or unincorporated parts of the county, respectively, at a rate not to exceed $\frac{1}{4}$ of 1 percent of the selling price to fund “local capital improvements,” including parks, playgrounds, swimming pools, water systems, bridges, sewers, etc. Also, the funds must be used “primarily for financing capital projects specified in a capital facilities plan element of a comprehensive plan...” This tax is now in effect in the City of Vancouver.

A city or county may impose a real estate excise tax on the sale of all real property in the city or unincorporated parts of the county, respectively, at a rate not to exceed $\frac{1}{2}$ of 1 percent, in lieu of five-tenths of one percent sales tax option authorized under state law. These funds are not restricted to capital projects. The statute provides for a repeal mechanism.

A city or county that required to prepare comprehensive plan under the new Growth Management Act is authorized to impose an additional real estate excise tax on all real property sales in the city or unincorporated parts of the county, respectively, at a rate not to exceed $\frac{1}{4}$ of 1 percent. These funds must be used “solely for financing capital projects specified in a capital facilities plan element of a comprehensive plan.”

Boards of County Commissioners may impose-with voter approval-an excise tax on each sale of real property in the county at a rate not to exceed one percent of the selling price for the purpose of acquiring and maintaining conservation areas. The authorizing legislation defines conservation areas as “land and water that has environmental, agricultural, aesthetic, cultural, scientific, historic, scenic or low-intensity recreational value for existing and future generations...” These areas include “open spaces, wetlands, marshes, aquifer recharge areas, shoreline areas, natural areas and other lands and waters that are important to preserve flora and fauna.”

State-Distributed Motor Vehicle Fund

State law establishes requirements for planning, construction and preservation of trails and paths during the construction or reconstruction of both limited-access and nonlimited-access highways. It also authorizes cities and counties to expend state-distributed motor vehicle fund revenues for planning, accommodating, establishing and maintaining trails and paths. Qualified trails and paths must be served by highways or their rights-of-way, or must separate motor vehicle traffic from pedestrians, equestrians or bicyclists to a level that will materially increase motor vehicle safety, and be part of the adopted comprehensive plan of the governmental authority with jurisdiction over trails.

Regular Property Tax—Lid Lift

Counties and cities are authorized to impose ad valorem taxes upon real and personal property. A county's maximum levy rate for general county purposes is \$1.80 per \$1,000 of assessed valuation. A city's maximum levy rate for general purposes is \$3.375 per \$1,000 of assessed valuation unless the city is annexed to either a library or fire district, in which case the city levy may not exceed \$3.60 per \$1,000 of assessed valuation. Based on the city's Firemen's Pension Fund and the existence of the Fort Vancouver Regional Library, Vancouver currently has a statutory limit of \$3.325 per \$1,000 of assessed valuation.

Limitations on annual increases in tax collections, coupled with changes in property value, causes levy rates to rise or fall. However, in no case may they rise above statutory limits. Once the rate is established each year under the statutory limit, it may not be raised without the approval of a majority of the voters. Receiving voter approval is known as a lid lift. A lid lift may be permanent, or may be for a specific purpose and time period. Other limits on taxing authority remain in effect, such as the aggregate levy rate limits of \$5.90 per \$1,000 of assessed value and 1 percent of true and fair market value.

Conservation Futures

The Conservation Futures levy is provided for in Chapter 84.34 of the Revised Code of Washington. Boards of County Commissioners may impose by resolution a property tax up to six and one-quarter cents per thousand dollars of assessed value for the purpose of acquiring interest in open space, farm, and timber lands. The Board of Clark County Commissioners adopted the Conservation Futures levy in October 1985. Conservation Futures funds may be used for acquisition purposes only. Funds may be used to acquire mineral rights, and leaseback agreements are permitted. The statute prohibits the use of eminent domain to acquire property. Clark County allows all eligible jurisdictions, including cities, to apply for funding from Conservation Futures.

Legislative Action

The state legislature provides for special capital allocations to support projects of special concern and interest.

Incentive Measures

Current Use Taxation

Clark County's current use taxation program applies to lands in both incorporated and unincorporated areas. It provides tax reductions to land holders in return for maintaining their land in an undeveloped condition. The program derives its authority in the 1970 Washington Open Space Taxation Act (RCW 84.34, 458-30 WAC), which establishes procedures for tax deferrals for agricultural, timber, and open space lands. Owners of such lands may apply to be taxed according to current use, rather than true market value—a considerable difference in some cases. When the property is removed from the program, the tax savings realized by the landowners for a period dating back up to seven years, plus interest, are collected. Tax savings dating back further than seven years may not be collected. If the removal of classification or change of use occurs in less than ten years or if the owner fails to provide two years advance notification of withdrawal, an additional 20 percent penalty is imposed.

Density Bonuses

Density bonuses are a planning tool used to encourage a variety of public land use objectives, usually in urban areas. They offer the incentive of being able to develop at densities beyond current regulations in one area, in return for concessions in another. Density bonuses are applied to a single parcel or development. An example is allowing developers of multi-family units to build at higher densities if they provide a certain number of low-income units. For density bonuses to work, market forces must support densities at a higher level than current regulations.

Parkland Dedication

Parkland dedication allows developers to dedicate land or capital infrastructure in exchange for a park impact fee credit. The developer is entitled to a credit against the applicable impact fee component for the fair market value of any dedication of land and reasonable documented construction costs acceptable to the jurisdiction and associated with the improvement to, or new construction of park system improvements provided by the developer to facilities that are/were identified in the capital facilities plan and that are required by the jurisdiction as a condition of approval for the immediate development proposal. Parkland dedication in lieu of fee is allowed under Section 20.915.090 of the City of Vancouver Municipal Code.

Transfer of Development Rights

The transfer of development rights is an incentive-based planning tool that allows landowners to trade the right to develop property to its fullest extent in one area for the right to develop beyond existing regulations in another area. Local governments may establish the specific areas in which development may be limited or restricted and the areas in which development beyond regulation may be allowed. Usually, but not always, the “sending” and “receiving” property are under common ownership. Some programs allow for different ownership, which, in effect, establishes a market for development rights to be bought and sold.

Regulatory Measures

A variety of regulatory measures are available to state and local agencies and jurisdictions. Vancouver has exercised their regulatory authority under several programs. Programs available to state and local agencies include: Forest Practices—Conversion of Timber Lands, Washington Department of Natural Resources; Shorelines Management Program; State Environmental Policy Act (SEPA); and Hydraulic Code, Washington State Department of Fisheries and Department of Wildlife.

Other Methods

Land Trusts

Land trusts are private non-profit organizations that traditionally are not associated with any government agency. Land trusts that have completed projects in Clark County include the Nature Conservancy (TNC), the Trust for Public Land (TPL) and the Columbia Land Trust.

Parks Foundation of Clark County

The Parks Foundation of Clark County was established in 1999 to accept donations, gifts, and bequests for the enrichment of our community’s parks, recreation, and cultural services. It was formed to offer a stable source of funding to enable parks to serve at the basic level and beyond. The Foundation is a 501(C)3, non-profit corporation, and all gifts are tax-deductible. It is governed by a board of directors that oversee, invest, and administer the donations made to the Foundation.

Private Grants, Donations, and Gifts

Many trusts and private foundations provide funding for park, recreation and natural resource projects. Grants from these sources are typically allocated through a competitive application process, and vary dramatically in size based on the financial resources and funding criteria of the organization. Philanthropic giving is another source of project funding. Efforts in this area may involve cash gifts and include donations through other mechanisms such as wills or insurance policies. Community fund-raising efforts can also support park, recreation, or open space facilities and projects.

Business Sponsorships/Donations

Business sponsorships for youth, teen, adult and senior programs are available throughout the year. Sponsorships and donations range from \$5 to \$1,000. In-kind contributions are often received, including food, door prizes and computer equipment.

Sponsorship or Naming Rights

This practice generates revenue by offering sponsorship and naming rights to private entities.

Fundraising

Fundraising projects are used to support special projects and programs. Recycling drives, golf tournaments and candy sales are three examples of successful fundraising efforts.

Interagency Agreements

State law provides for interagency cooperative efforts between units of government. Joint acquisition, development and use of park, recreation and open space facilities have been successfully used by the City of Vancouver. Shared school/park facilities are the most visible example of this concept.

Public/Private Partnerships

The concept of public/private partnerships has become increasingly popular for park and recreation agencies. The basic approach is to enter into a working agreement with a private corporation, non-profit organization, or other agency to help fund, build, and/or operate a public facility. Generally, the three primary incentives that a public agency can offer are a fee waivers, tax advantages, and facility access. While the public agency may have to give up certain responsibilities or control, it is one way of providing public facilities at lower cost.

Public/Private Utility Corridors

Utility corridors can be managed to maximize protection or enhancement of open space lands. Utilities maintain corridors for provision of services such as electricity, gas, oil, and rail travel. Historically, some utility companies have cooperated with local governments for development of public programs such as parks within utility corridors.

Local Improvement District (LID)

Local Improvement Districts can be formed by local governments for capital projects. The capital project must directly benefit those properties that are assessed, and there must be a relationship between the benefit received and the assessment paid. Typically, these districts fund improvements to sewer, water or road systems through bonds that are subsequently paid back from special assessments that are levied on district members. LIDs are initiated by petition, or in the case of a citywide project, the city could initiate the project by resolution. A petition signed by property owners representing 60 percent of the affected area is necessary to stop a project. Funding for LIDs is usually spread over 10 years. Specific legislation covers use and operation of various LIDs.

Park and Recreation Districts

Park and recreation districts may be formed for the purposes of providing leisure-time activities and recreation facilities. Authorized facilities include parks, playgrounds, public campgrounds, boat ramps, public hunting and fishing areas, bicycle and bridal paths, and “other recreation facilities.” Park and recreation districts are explicitly authorized to acquire and hold real and personal property. Formation of a park and recreation district must be initiated by petition and requires voter approval.

Park and Recreation Service Areas

Park and recreation service areas may be formed to finance, acquire, construct, improve, maintain or operate park and recreation facilities. They may be initiated by a resolution adopted by the county legislative authority or by a petition. Voter approval is required. Members of the county legislative authority, acting ex officio and independently, compose the governing body of any park and recreation service area created within their county.

Metropolitan Park District (Independently-Elected Park District Commissioners)

Metropolitan park districts may be formed for the purposes of management, control, improvement, maintenance and acquisition of parks, parkways and boulevards. In addition to acquiring and managing their own lands, metropolitan districts may accept and manage park and recreation lands and equipment turned over by any city within the district or by the county. Formation of a metropolitan park district may be initiated in cities of five thousand population or more by city council or city commission ordinance, or by petition, and requires voter approval. The proposed district must have limits coextensive with the limits of the city, and must exclude cities of the fourth class.

Metropolitan Municipal Corporation (Independent Board of Designated Elected officials and Appointees)

Metropolitan municipal corporations may be formed in any area of the state containing two or more cities of which one is a city of the first class (e.g., Vancouver). They may be authorized to perform one or more of the following functions: water pollution abatement, water supply, public transportation, garbage disposal, parks and parkways, and comprehensive planning. Formation of a metropolitan municipal corporation may be initiated by resolution from the largest city, two or more smaller cities, the board of county commissioners of the proposed area, or by petition. Voter approval is required.

Matching Fund Programs

With a matching fund program, the City of Vancouver could extend its financing by matching revenue raised by community groups for capital projects.

User Charges for Services

Revenue for maintenance and operations can be generated through fees and charges, including:

- Revenue from daily fees or seasonal passes can support maintenance and operations at various sites such as parking fees, boat launch fees, park or user fees.
- Facility rentals can increase revenue for park services by expanding rental facilities (picnic shelters, amphitheater, meeting rooms, swimming pools, etc.) or by increasing rental fees and other facility-use charges.
- Property rentals or leased properties owned by the City of Vancouver and managed by may provide revenue to support ongoing maintenance or repairs at the respective site or other locations as needed.
- Retail sales of merchandise, or food and beverage operations run by VPRCS or external vendors generate revenue for the Department.
- Membership dues for visitation or use of the fitness activities and other programs.
- Revenue generated through event admissions, program and class fees, gate admissions to facilities or program and class fees.
- Drop-in user fees at the recreation centers.

Volunteers

Volunteers from community groups have participated in a wide range of different VPRCS projects, including tree planting, invasive species removal, trail maintenance and environmental education. Through labor and the provision of resources, volunteers can make a definite and lasting contribution to maintaining parks, green spaces and natural areas.

Private Foundations

Private foundations provide money to a wide variety of agencies, if the work of those agencies advances their specific missions. Several foundations do not provide grants to governments, however, and competition makes grant difficult to find and equally difficult to secure.

Appendix

F

APPENDIX F: PARK IMPACT FEES

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Park Impact Fee Program

The park impact fee program was approved in the mid-1990s by both the City of Vancouver and Clark County to provide a joint funding source for the acquisition and development of urban parkland in the City of Vancouver and Vancouver Urban Growth Area. The program establishes level of service standards for neighborhood and community parks and urban natural areas (urban open space), and assesses park impact fees on new residential development to offset the cost of meeting the recreational needs of a growing population.

The formula used to compute park impact fee rates is based on the cost of land and the cost of park development in each of the three park districts within the City of Vancouver. The park impact fee districts are fixed until modified by city action.

The park impact fees currently charged by Vancouver were last updated in 2020. The Park Impact Fee Technical Document provides the framework and details of the Park Impact Fee (PIF) program and is designed to serve as a vehicle to streamline rate updates and program changes at the direction of the elected officials of the City of Vancouver.

The PIF Technical Document details the numeric formula factors used in the fee calculation, delineates applicable service districts and defines the fee rate schedule by park district and residential structure type. In addition, the document outlines a methodology for implementation of annual park impact fee indexing in order to keep pace with fluctuations in the economic market and more accurately reflect current acquisition and development costs.

The 2019 amendments to the PIF Technical Document reflect the addition of Park Overlay Service Areas to provide the option to use funds outside city limits under limited circumstances, and 2020 amendments outline the results of a complete cost analysis to serve future growth at adopted standards, updates formula factor values and a revised rate schedule.

Statutory Authority

State statute (RCW 82.02) authorizes qualified Washington counties and cities to collect impact fees to “ensure that adequate facilities are available to serve new growth and development.” The statute requires that impact fees are reasonably related to and reasonably benefit the new development (nexus), and they must not exceed a proportionate share of system improvements.

Public facilities on which impact fees may be spent are limited to parks, roads, schools and fire protection facilities. These facilities must be part of a capital facilities plan that is a component of an adopted comprehensive land use plan. Impact fees must be expended or encumbered within ten years of collection, or refunded.

The statute also requires an adjustment to the cost of public facilities for past or future payments made or reasonable anticipated to be made by new development for particular system improvements in the form of other taxes and fees. This is commonly referred to as the cost adjustment factor (CAF), or proportionate public share.

History of the Park Impact Fee Program

The City of Vancouver instituted impact fees for parks, roads, and schools with the adoption of Ordinance M-3201 on August 7, 1995. Park impact fees are based on four elements:

- Land and development costs in each of the park impact fee districts
- Acquisition and development standards based on adopted standards of acres per thousand population respectively
- Dwelling occupancy rates for single-family and multi-family units
- Five percent proportionate public share (minimum)

1995

The City's park and recreation plan was incorporated into the impact fee program and fees for the PIF districts were reaffirmed with the adoption of Ordinance M-3206 on September 5, 1995. On January 16, 1996, Vancouver adopted Ordinance M-3224, which amended the city's zoning ordinance to achieve consistency between the comprehensive plan and its implementing ordinances as required by the Growth Management Act. Section 20.97.090 codified park impact fees as established by Vancouver City Council.

1996

To properly fund the City's public share of park development, the Vancouver City Council adopted on July 1, 1996, Ordinance M-3251 establishing a new 0.25 percent Real Estate Excise Tax (REET) within the City, effective until 2002. Revenue generated was to be used to address the service level deficit in existing neighborhoods as state statute prohibits park impact fees from being used for this purpose. Funds were dedicated to parks uses as defined in the statute.

2002

The City of Vancouver extended REET collections permanently in 2002 and reallocated 30 percent of revenues to transportation uses, up to a maximum of \$500,000 per year plus inflation. City REET revenues available for park purposes are now primarily devoted to debt service on recreation center construction and redevelopment. These allocations affect the relative cost adjustment necessitated by the REET funding source (City of Vancouver Ordinance M-3590 and M-3598).

Updated PIF rates for the City were adopted in May 2002, as part of the 2001 Comprehensive Parks, Recreation, and Open Space Plan update (City of Vancouver Ordinance M-3584). This rate update also included an adjustment to the CAF calculation methodology, as occurred in the County.

2004

The City of Vancouver updated its rates in 2004, lowering the acquisition rate an average of \$30 per person from 2001, and increasing the development component to \$244 per person (City of Vancouver Ordinance M-3652).

2009

In 2009 amendments to the Parks Comprehensive Plan and the Vancouver Municipal Code streamlined the process for future park impact fee (PIF) rate updates by removing references to PIF rate schedules and numeric calculation factors, and established a process for adoption of rate changes using a PIF Technical Document to adopt both rate schedules and numeric calculation factors.

City ordinance (VMC 20.915.100) states that Park Impact Fee rates may be revised through periodic revisions to the PIF Technical Document when financial analysis establishes that there is a need for a major program update. Between major program updates, the calculated park impact fee will be adjusted annually to account for inflation/deflation using the indexing methodology described in the PIF Technical Document. Such adjustments shall only become effective upon adoption by the City Council.

2014

The Interlocal Agreement for joint administration of the Park System and Park Impact Fee program between the City of Vancouver and Clark County was terminated with a Wind-Up Agreement adopted by both jurisdictions. Effective January 1, 2014, the city and county began the administration of independent park impact fee programs. No rate, district boundary or PIF related policy changes were adopted with the 2014 Comprehensive Parks, Recreation and Natural Areas Plan that followed. Termination of the interlocal agreement initiated multiple amendments to this document in 2016 to improve flexibility in management of the program, and assure compliance with state statutes regarding concurrency and use of impact fees.

2016

In 2016 additional amendments to the PIF Technical Document were adopted by Resolution M-3910 and Ordinance M-4181. Amendments included:

- Applicability to only the area within Vancouver city limits.
- Realignment of the original ten (10) park impact fee service area districts to three (3) service area districts, A, B, and C.
- Fee schedule revised to reflect an average of the then existing 2004 schedule based on the districts located within the realigned Districts A, B, and C.



- Clarification that revenues collected within each park impact fee service area, including acquisition and development components, are to be managed as a single account for expenditures and concurrency.

2020

The most current program 2019–2020 PIF Technical Document amendments included:

Establishing Park Overlay Service Areas to clarify the use of PIF outside city limits to capture service area gaps proximate to the Vancouver city limits and provide the flexibility needed for site acquisition or development to address system deficits. The overlays are drawn to extend outside city limits one-half of the service area standard for Neighborhood or Community Parks as defined in the Vancouver Comprehensive Parks, Recreation & Cultural Services Plan.

- Annual automatic rate updates using indexing
- Irrigation and themed play structures added to Level 3 development standards for cost estimates
- Results of a detailed land and development cost analysis for system improvements
- Updated formula factors values
- Revised fee rates and phased implementation schedule
- Adjustments to the PIF formula for indexing

Fee Structure & Rate Calculation

Park Impact Fee rates are determined for each PIF district by calculating the cost of acquiring and developing parkland to serve new development and deducting the impact of taxes and fees currently paid by new residential development that contribute to park system improvements (the cost adjustment factor, or CAF).

$$(\text{Acquisition Cost} + \text{Development Cost}) - \text{CAF} = \text{PIF Rate}$$

Acquisition Component

Acquisition costs are developed using a compilation of the average assessed values of vacant or underutilized, non-critical lands within each of the park districts using the county's buildable vacant lands model. This method provides a large sample size, and the reliability of the Assessment and GIS database. The current fee schedule uses a consistent land cost across all districts. The per person acquisition component is calculated based on the average assessed land value and transaction costs, multiplied by the urban park acquisition standard. This per person rate is then multiplied by the number of people per dwelling unit to determine the acquisition component.

Development Component

The development cost component is constant for all PIF districts. The average development cost per acre for neighborhood and community parks is determined by averaging the cost of recent development projects and the estimated cost of near term projects. The average per acre cost is weighted to reflect the varying guidelines for the proportion of neighborhood to community parks (2 acres/1,000 persons versus 3 acres/1,000 persons respectively). The average cost is then multiplied by the development standard and the number of persons per dwelling unit to determine the development component.

Cost Adjustment Factor

The Cost Adjustment Factor (CAF) reflects the contribution of other sources of public funds that contribute to park system improvements, as the financing system cannot rely solely on impact fees. RCW 82.02.050 (2) is intended to meet two statutory requirements:

First RWC 82.02.060 (1)(b) requires that a local impact fee include: (a) an adjustment to the cost of the public facilities for past or future payments made or reasonably anticipated to be made by new development to pay for system improvements in the form of user fees, debt service payments, taxes or other payments earmarked for or proratable to the system improvement.

Second, RCW 82.02.050 (2) provides that, “the financing for system improvements to serve new development must provide for a balance between impact fees and other sources of public funds and cannot rely solely on impact fees.”

Because CAF is intended to address two distinct statutory requirements, a two-step approach to calculating the value of CAF is used:

- 1** Revenue-Based CAF: As a first step, the CAF is calculated based solely on “payments made or reasonably anticipated to be made by new development to pay for particular system improvements.”
 - a** Identify principles for including a candidate revenue source in the CAF calculation.
 - b** Survey park revenue sources and identify specific sources to include. For each included revenue source, estimate the per capita contribution of new development. Combine these contributions into an Acquisition CAF, a Development CAF and a Total CAF.
- 2** Minimum CAF: As the second step, compare the Total CAF to the total (per capita) PIF in each district. If the Total CAF equals or exceeds the minimum level (recommended at 5 percent of total PIF) no further action is needed—the district meets its “minimum CAF” requirement. However, if the Total CAF is less than 5 percent of a district’s per capita PIF, increase the Acquisition CAF and/or Development CAF by the amount(s) necessary to bring the total to 5 percent. The allocation of this increase between the Acquisition and Development CAF should be at the discretion of the City Council and should be based on their evaluation of the likely availability of public funds for those purposes.

Revenue-Based CAF Principles

Step One of the CAF Methodology is identification of principles to be used in deciding whether a revenue source should be considered a “payment made or reasonably expected to be made by new development to pay for particular system improvements.” The statute contemplates payments “in the form of user fees, debt service payments, taxes or other payments earmarked for or proratable to the particular system improvement.” The following principles are recommended as guidelines for determining whether particular revenue streams fall within this category.

- 1 Covered System Improvements:** A revenue stream should be included in the CAF calculation only if it supports (i.e., is earmarked for or proratable to) system improvements of a type for which park impact fees are assessed—in particular, the neighborhood parks (acquisition and development), community parks (acquisition and development) and urban natural area (acquisition). The intent of the statute is to prevent “double-charging” new development for system improvements, once via PIF and once via other payments. If a particular cost or facility type is not covered by PIF (i.e., is not included in the standard costs used to compute PIF), there is no possibility of “double-charging.”
- 2 System Expansion versus Repair and Renovation:** A revenue stream should be included in the CAF calculation only if it supports projects which expand the capacity of the parks system as measured against the standards defined in the parks facilities plan; revenues supporting bona fide repair, reconstruction and renovation only should not be included. Rationale: PIFs are collected and expended only for the purpose of increasing system capacity, so this principle is simply a corollary of the preceding one. Moreover, it seems unlikely that the legislature intended to prohibit localities from asking new development to participate, along with the rest of the community, in supporting the ongoing preservation of existing facilities.
- 3 Earmarked Revenues:** Revenues formally earmarked for expansion of supported facilities by statutes, ordinance, or formally adopted local policy should be included in the CAF calculation.
- 4 Proratable Revenues:** Revenues “proratable to particular system improvements” form a potentially much broader category than earmarked revenues, and some judgment is required to determine how broadly the statutory language should be read. As a partial criterion we recommend that candidate proratable revenue be included in the CAF calculation only if there is a distinct nexus between the occurrence of new development within the community and the subsequent availability of the revenue in question to the community. As a hypothetical example, if the State of Washington

were to impose a new tax on development activity, and the proceeds of that tax were redistributed to cities and counties on a per capita basis for parks purposes, then that tax would be included in the CAF calculation because development in the community (by raising its population) contributes to making the resource available to the community (via the redistribution formula). Conversely, grants awarded based on project-proposal competition, for example, would not be included in the CAF calculation, despite the possibility that new development may indirectly finance some portion of such a program through general federal or state taxes. The rationale is that it seems likely that the legislature's intent in adoption RCW 82.02.060 (1) (b) was to prevent substantial, direct "double-charging" of new development by local governments, rather than to require an immensely complex tracing of marginal payments through the state and federal budgets. The criterion above is offered as a principled way of distinguishing direct "double-charging" from the more roundabout financial linkages.

- 5** Reasonably Anticipated: In some cases, the Parks Department may find it useful to list funding sources in its comprehensive facilities plan which may or may not actually materialize, representing, for example, grants applied for or general fund support requested. We recommend that only revenues "reasonably anticipated" be included in the CAF calculation. The Parks Department may have to estimate the probability of receiving various types of funding to carry out this recommendation. Rationale: This is simply in conformity with the terms of the statute.

Revenue Sources to Include in CAF

The primary source for identifying candidate revenue sources for the CAF calculation is the financial element of the park capital facilities plan. That document shows the planned revenue sources for all parks projects within the timeframe of the adopted plan. The following paragraphs summarize the rationale for including or excluding each source, based on the principles outlined above.

REET-2: Include, assuming source is renewed and that it remains earmarked by ordinance for parks development.

City General Fund: Exclude, based on Principles 2 and 5. Most of the projects listed as general fund supported represent repair and renovation efforts, which do not increase the capacity of the parks system.

County Remediation Payment: Exclude, as this represents a single lump-sum payment made to the County several years ago (~\$2.9 million) from accumulated fund balance. Thus, it represents no tax burden on current or future development.

CDBG & IAC Grants: Exclude, on the criteria proposed under Principle 4. Although these grant funds may arguably include some trace amount of tax dollars paid by new development, development itself does not cause these funds to be available to the community.

Private Donations: Exclude, as these are unconnected with any taxes, fees, or other payments imposed on new development.

Other Sources: There are additional funding sources included in the parks facilities plan to finance projects outside the core parks system to which PIF funding is dedicated. Such sources are excluded under Principle 1, i.e., they do not reflect spending on system improvements “covered” by the PIF program.

CAF Calculations

Of the candidate revenue sources reviewed above, only one is recommended for inclusion in the CAF calculation: REET-2.

The following paragraphs outline assumptions and methodologies for this funding source.

Real Estate Excise Tax Assumptions

- 1** Continuation of Source: It is assumed that both the City of Vancouver will continue collection of the 0.25 percent real estate excise tax and that proceeds of the tax will continue to be dedicated, at least in part, to parks purposes. The CAF calculation accounts only for the percentage of REET-2 devoted to parks development.
- 2** First Sale: For this calculation, the revenue attributed to new development is the tax collected on the first sale of newly developed residential property. The full value of the first sale is included in the calculation—that is, no attempt is made to estimate and deduct the value of the bare land underlying the new development.
- 3** Occupants per dwelling Unit: The Cost Adjustment Factor (CAF) calculation shall assume the same persons per household statistical standard for single family or multi family dwelling units used for calculation of the park impact fee schedule for the applicable time period. This conforms to the assumptions incorporated in the Parks Facilities Plan.
- 4** Single Family versus Multi-Family Dwelling Units: According to City staff, the majority of building permits issued over the past years have been for multi-family units. This calculation assumes this mix will continue in the future.

- 5 **Multi-Family Unit Sales:** New construction generates REET revenue at the time the newly constructed unit is sold. In the case of single family units, nearly all are expected to be sold prior to occupancy. (This analysis assumes that all single family units are sold prior to occupancy, ignoring builder-owned housing.) However, multi-family complexes (e.g., apartment buildings) may be occupied by new residents—typically renters—without being sold. To take this into account, this calculation assumes that 20 percent of multi-family units will change hands each year. Over the 2006–2012 period, statistics showed 74 percent of multi-family units were be sold, generating REET revenues at least one time.
- 6 **Unit Sales Price:** The average sale price of new single family dwelling unit is used, and the average sale price for multi-family homes is assumed at 50 percent of single-family. The 50 percent ratio reflects the ration or average construction costs for single family and multi-family housing units in the year 2000 (as of the last census) for Vancouver assumption that the ratios between construction costs and initial sales price are approximately equal for both types of housing.

Real Estate Excise Tax Calculation

- 1 REET per capita (Single Family) equals the median price of a new single family dwelling unit times the tax rate times the percent allocated to parks purposes divided by occupants per dwelling unit.
- 2 REET per capita (Multi-Family) equals the median price of a new multi-family dwelling unit times applicable tax rate times the percent allocated to parks purposes divided by occupants per dwelling unit, times turnover rate (see assumption 5).
- 3 **Average REET per capita:** REET per capita (Single Family) times percentage of new population in single family housing plus REET per capita (Multi-Family) times percentage of new population in multi-family housing.

This calculation yields an average REET-2 revenue amount for each jurisdiction per new resident. This is then multiplied by the average number of people per household to determine average single family and multi-family CAF rates. This calculated CAF must be compared to the 5 percent of total PIF minimum, and the greater of these deducted from the PIF development rate.

Future PIF Rate Review

The current fees charged by Vancouver were last updated in 2020 with a six year phasing plan followed by annual indexing per the methodology contained in the PIF Technical Document. A reduced rate and phased implementation approach was designed to soften the impact of the revised rates on the building community and affordable housing market.

Progressive review and updates of the fee schedule to reflect actual costs as much as possible fulfill the responsibility to ensure new development pays a proportionate share to serve new residential developed based on the adopted service standards. The value of land, and therefore the cost of park acquisition, and park development costs continue to increase rapidly largely due to declining availability of developable land within the city limits and increases in material and labor costs.

The adopted PIF Technical Document may be revised periodically by the City Council when financial analysis establishes that there is a need for a major program update. Between major program updates, the calculated park impact fee will be adjusted annually to account for inflation/deflation using the indexing methodology described in the adopted PIF Technical Document. Such adjustments shall only become effective upon adoption by the City Council.

Appendix

G

APPENDIX G: PIF TECHNICAL DOCUMENT

City of Vancouver, Washington

PARK IMPACT FEE TECHNICAL DOCUMENT

November 2020



INTRODUCTION & PURPOSE

State statute RCW 82.02.050 authorizes qualified Washington counties and cities to collect impact fees to “ensure that adequate facilities are available to serve new growth and development.” The statute requires that impact fees are reasonably related to and reasonably benefit new development, must provide a balance between impact fees and other sources of public funds, and cannot rely solely on impact fees for the cost of system improvements to serve new growth.

Impact fees are to be based on established standards, procedures and criteria. Public facilities or system improvements on which impact fees may be spent are limited to 1) parks, open space and recreation facilities, 2) roads, 3) schools, and 4) fire protection facilities. These facilities must be part of a capital facilities plan that is a component of an adopted comprehensive land use plan. Impact fees must be encumbered or expended within ten years of collection, or refunded.

The Park Impact Fee Technical Document provides the framework and details of the Park Impact Fee (PIF) program and is designed to serve as a vehicle to streamline rate updates and program changes at the direction of the elected officials of the City of Vancouver.

The PIF Technical Document details the numeric formula factors used in the fee calculation, delineates applicable service districts, and defines the fee rate schedule by park district and residential structure type. In addition, the document outlines a methodology for implementation of annual park impact fee indexing in order to keep pace with fluctuations in the economic market and more accurately reflect current acquisition and development costs.

The 2019 amendments to the PIF Technical Document reflect the addition of Park Overlay Service Areas to provide the option to use funds outside city limits under limited circumstances, and 2020 amendments outline the results of a complete cost analysis to serve future growth at adopted standards, updates formula factor values and a revised rate schedule.

BACKGROUND

On August 7, 1995 the City of Vancouver implemented the collection of impact fees for parks, roads and schools. More specifically, the Park Impact Fee program was structured to support urban park system improvements, including the acquisition and development of neighborhood and community parks and urban open space at adopted standards. In 1997, the City of Vancouver and Clark County entered into an Interlocal Agreement for the consolidation and management of a county wide park system and administration of the Park Impact Fee Program. Minor amendments to the program occurred over the years that followed, with the most recent City of Vancouver PIF update going into effect on June 3, 2004, sixteen years prior to the 2020 fee amendments.

In 2009, references to the fee schedule, service area maps and numeric calculation factors were removed from the 2007 Vancouver-Clark Parks and Recreation Comprehensive Parks, Recreation and Open Space Plan (Parks Plan) and the Vancouver Municipal Code with the adoption of the first Park Impact Fee Technical Document. The purpose of the PIF Technical Document was to streamline future updates outside of the Comprehensive Plan amendment process, define a methodology for future implementation of fee indexing, and improve consistency between city and county administrative codes

as they related to the application and management of the joint park impact fee program in effect at that time.

Park Impact Fees are calculated using acquisition and development cost components. Historically, revenues received from park impact fees were held in separate acquisition and development accounts for each of the park districts. Although this was not required by either state law or city code, their use was restricted by city policy to either acquisition or development depending on which account the revenue was drawn from until the accounts were merged retroactively in 2016.

The Interlocal Agreement for joint administration of the Park System and Park Impact Fee Program between the City of Vancouver and Clark County was terminated with a *Wind-Up Agreement* adopted by both jurisdictions. Effective January 1, 2014, the city and county began the administration of independent park impact fee programs. Termination of the interlocal agreement initiated multiple amendments to this document in 2016 to improve flexibility in management of the program, and assure compliance with state statutes regarding concurrency and use of impact fees.

2016 PIF Technical Document amendments included:

- Applicability to only the area within Vancouver city limits,
- Realignment of the original ten (10) park impact fee service area districts to three (3) service area districts,
- Fee schedule revised to reflect an average of the then existing 2004 schedule based on the districts located within the realigned Districts A, B, and C, (**Figure 2**),
- Clarification that revenues collected within each park impact fee service area, including acquisition and development components, are to be managed as a single account for expenditures and concurrency, and
- Reformatting, clarifications, and correction of scrivener's errors.

(Approved by Resolution M-3910 and Ordinance M-4181)

2019-2020 PIF Technical Document amendments include:

- Establishing Park Overlay Service Areas to clarify the use of PIF outside city limits
- Reformatting, updating program history, clarifications, and corrections.
- Annual automatic rate updates using indexing,
- Irrigation and themed play structures added to Level 2 development standards for cost estimates,
- Results of a detailed land and development cost analysis for system improvements,
- Updated formula factors values,
- Revised fee rates and phased implementation schedule
- Adjustments to the PIF formula for indexing, and
- Reformatting, updating the program history, clarifications, and corrections.

PARK IMPACT FEE FACTORS

The formula used to compute park impact fee rates is based on four primary factors: 1) acquisition costs, 2) development costs, 3) adopted park standards, and 4) a cost adjustment factor as required by state law.

1. **Acquisition cost** is the unique cost of land acquisition in each of the established park districts.
2. **Development cost** is the average cost of park development over all park districts within the City of Vancouver.
3. **Adopted park standards** are those adopted by the City of Vancouver Comprehensive Parks, Recreation and Natural Areas Plan for Neighborhood and Community Parks and Urban Natural Areas (also referred to as Urban Open Space). These standards are population based and represent the acres of land needed to serve one thousand residents for each of the respective park types.
4. **Adjustment factor** is based on state statute that requires an “adjustment to the cost of public facilities for past or future payments made or reasonably anticipated to be made by new development...”.

State law requires that park facilities on which impact fees may be spent must be part of a capital facilities plan that is a component of an adopted comprehensive land use plan. The Vancouver Municipal Code (*VMC 20.915.100*) anticipates that impact fee rates may be reviewed by City Council when financial analysis establishes that there is a need for a major program update, but no less than every three years to evaluate the status of the rate collection and the projected need to serve future residents. Such adjustments shall only become effective upon adoption by City Council.

Between major program updates park impact fee rates may be adjusted automatically, no more than once annually to account for inflation/deflation using the indexing methodology contained in this document in order to keep fees in pace with market changes in land values, construction material and labor costs as much as possible.

Park Impact Fee Formula

$$\begin{aligned}
 \text{PIF} &= \left[\text{Acquisition Cost} + \text{Development Cost} \right] \times \text{Cost Adjustment Factor} \\
 \text{PIF} &= \left[\left[\left[\frac{(\text{Ca} \times \text{Sa})}{\text{P}} \right] \times \text{Ia} \right] + \left[\left[\frac{(\text{Cd} \times \text{Sd})}{\text{P}} \right] \times \text{Id} \right] \times \text{U} \right] \times \text{A}
 \end{aligned}$$

Figure 1 – Park Impact Fee Formula

“**PIF**” represents the total cost of the impact fee per single family/duplex, or multi-family residential unit.

Acquisition Cost

“**Ca**” represents the average cost per acre for land appraisal, land acquisition, associated due diligence fees and expenses, closing costs and Level 1 Development for each service area as described in the Parks Plan for Neighborhood Parks, Community Parks and Urban Natural Areas, and adopted by City Council in the impact fee revision process pursuant to VMC 20.915.100.B.

“**Ia**” represents the percentage annual inflation/deflation adjustment index applicable to the acquisition component, as outlined in the Park Impact Fee Program Technical Document and pursuant to VMC 20.915.100.B.

“**Sa**” represents the parks acquisition standard in acres per one thousand residents for Neighborhood Parks, Community Parks and Urban Natural Areas as established in the City of Vancouver Comprehensive Parks, Recreation and Natural Areas Plan (Parks Plan). The current (2014) acquisition standard per the Parks Plan is 6 acres per thousand residents. This standard is designed to include a combined 5 acres per 1,000 residents for Neighborhood and Community Parks and one acre per thousand for Urban Natural Areas. Within the combined standard, the preferred distribution is two acres for Neighborhood Parks and three acres for Community Parks. However, the combined standard allows for modifications where existing and proposed development limits the availability of parcels large enough to accommodate the preferred standard-size for Community Parks.

“**P**” represents one thousand (1,000) residents.

Development Cost

“**Cd**” represents the average cost per acre for site development. Development costs shall be calculated assuming development standards described in the Parks Plan for Neighborhood and Community Parks. The 2019 development cost includes changes in the Level-2 development standard to install irrigation at all neighborhood and community parks as well as incorporate more themed play structures where feasible to create a variety of recreational experience options and neighborhood identity throughout the city.

“**Id**” represents the percentage annual inflation/deflation adjustment index applicable to the development component as outlined in the Park Impact Fee Program Technical Document and pursuant to VMC 20.915.100.B.

“**Sd**” represents the parks development standard in acres per thousand residents for Neighborhood and Community Parks as established in the Parks Plan. The current development standard per the Parks Plan is 4.25 acres of developed park land per 1,000 residents. No

development standard is proposed for Urban Natural Areas, which should remain in a relatively natural condition.

“P” represents one thousand (1,000) residents.

Occupants per Dwelling Unit

“U” represents the average number of occupants per single-family/duplex dwelling unit or per other multifamily dwelling unit, based on the most current applicable statistical census data (US Census Bureau or Washington State Office of Financial Management (OFM) census data for persons per dwelling unit).

Current fee rates are based on 2018 OFM census data identifying 2.67 persons per dwelling unit for a single family/duplex (SF) residence, and 2.11 persons per household for a multi-family (MF) residence of two or more units (including condominiums).

Cost Adjustment Factor (CAF)

“A” represents an adjustment to the cost of park facilities for past or future payments made or reasonably anticipated to be made by new development to pay for park system improvements in the form of user fees, debt service payments, or other payments earmarked for, or proratable to, park system improvements. The City of Vancouver adjustment value is determined to be five percent (5%), so that “A” factor equals 95%.

City General Fund and Real Estate Excise Tax (REET) contributions to park system capital improvements were calculated from 2008 through 2018. The ten-year average confirmed that five percent (5%) or less of other public funds support park capital projects eligible for PIF funding.

PARK DISTRICT SERVICE AREAS

State statutes allow cities and counties to impose impact fees to support public facilities needed to serve new growth and development. The public facilities need to be reasonably related to and benefit the new development. Jurisdictions are required to establish one or more defined geographic service areas within which it shall calculate and impose impact fees.

With the 1997 Interlocal Agreement for joint management of the county-wide park system and the park impact fee program, ten park impact fee districts, or service area boundaries, were delineated irrespective of jurisdictional boundaries. Boundaries focused primarily on natural and manmade barriers to walkability to assure the maximum possible nexus relationship between those paying the fee and those benefiting from the facility improvements.

Changing conditions led to the 2016 realignment of district boundaries to increase flexibility in the management of the Park Impact Fee Program, including:

- **Dissolution of Interlocal Agreement**

The Interlocal Agreement for joint management of the county-wide park system and the park impact fee program was dissolved, effective January 1, 2014.

- **Increased Residential Densities**

Residential densities within the City of Vancouver increased significantly in the twenty years following the adoption of the original 1995 PIF program. With fewer properties to develop, PIF funds accumulated more slowly within the respective park districts.

- **Economic Recession**

Although the impact fee program provides a significant portion of the funds that support park land acquisition and development, park maintenance revenues are supported by the City of Vancouver General Fund. Housing markets as well as city revenues were significantly impacted by the economic recession that was felt nationwide.

- **Concurrency**

State statutes define the timeline within which impact fee funds must be committed, expended or refunded to the current property owner. With a slower rate of growth resulting from increased residential densities and the economic recession, it became increasingly difficult to accumulate the resources necessary to fund projects and commit maintenance resources within the concurrency timelines specified by state law.

- **Level of Service**

Our community enjoys the benefit of having multiple streams and rivers that lace through our landscape. However, some park districts have a greater abundance of these natural resources than others, creating a notable imbalance in the measurable level of service by park district for Urban Natural Areas. Likewise, some of the larger community parks that functionally serve outside of their current park district boundaries also present an unrealistic measure of our level of service city wide.

Combined, these factors supported the need for increased flexibility in the management of the impact fee program by reducing the number of park districts or service areas. The 2016 amendments to the Park Impact Fee Technical Document realigned the districts as shown in **Figure 2**. Districts 1, 9 and 10 merge to form District A. Districts 2, 7 and 8 merge to form District B, and districts 3, 4, 5, and 6 merge to form District C.

Districts A, B, and C cover the entire City of Vancouver and Vancouver Urban Growth Area, however City park impact fees are only collected in those areas within the Vancouver city limits. As areas within the unincorporated Vancouver Urban Growth Boundary are annexed, the City of Vancouver's jurisdiction for

collection of fees will expand automatically, with newly annexed properties assigned to the appropriate park district based on **Figure 2**.

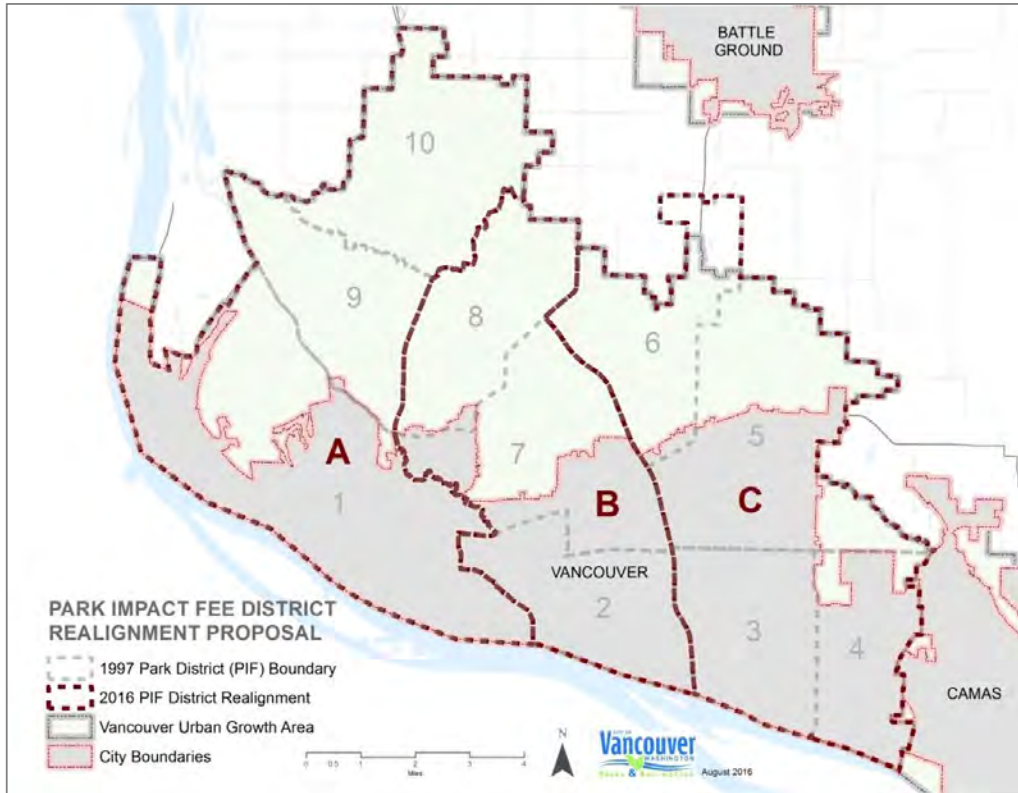


Figure 2 – Park Impact Fee Districts (2016)

Park Overlay Service Areas

Park Overlay Service Areas are identified in **Figure 3** as provided in VMC 20.915.030(C)(3), for situations ‘where a system improvement is designed to serve an established service area, or service areas, but is located entirely or partly outside of the City and/or urban growth area, and provides a substantial benefit to the assigned service area’.

The overlays are part of the underlying Districts A, B, and/or C, as identified in the **Figure 3**, and do not constitute a new park impact fee district or unique fee schedule. Properties within an overlay service area are not subject to City impact fees to the extent those properties are outside the City.

Park Overlay Service Areas have been generally defined adjacent to and outside city limits and the VUGA, as shown in **Figure 3**. This delineation intends to capture the service area gaps proximate to the Vancouver city limits and provide the flexibility needed for site acquisition or development to address system deficits. The overlays are drawn to extend outside city limits one-half of the Community Park

service area as defined in the Vancouver Comprehensive Parks, Recreation and Natural Areas Plan (Park Plan). When this provision is utilized for a Neighborhood Park outside city limits, projects will be located one-half of the applicable service area as defined in the Park Plan for Neighborhood Parks.

The use of PIF for a system improvement within a Park Overlay Service Area shall meet these criteria:

1. The presence of a system deficit within the applicable park district(s) and a lack of reasonable alternatives available within the district or within city boundaries to address the identified need.
2. Park needs located within city limits and/or the Vancouver Urban Growth Area would be met through the proposed system improvement(s).
3. System improvements within the overlay area align with projects identified in the capital facilities plan.
4. Benefits provided by projects within the overlay areas equal or exceed benefits from alternatives available within the established underlying service area(s).
5. Potential partnerships with other jurisdictions or public agencies within the overlay service area lying outside city limits have been explored to address planning, funding, management, and/or maintenance opportunities.

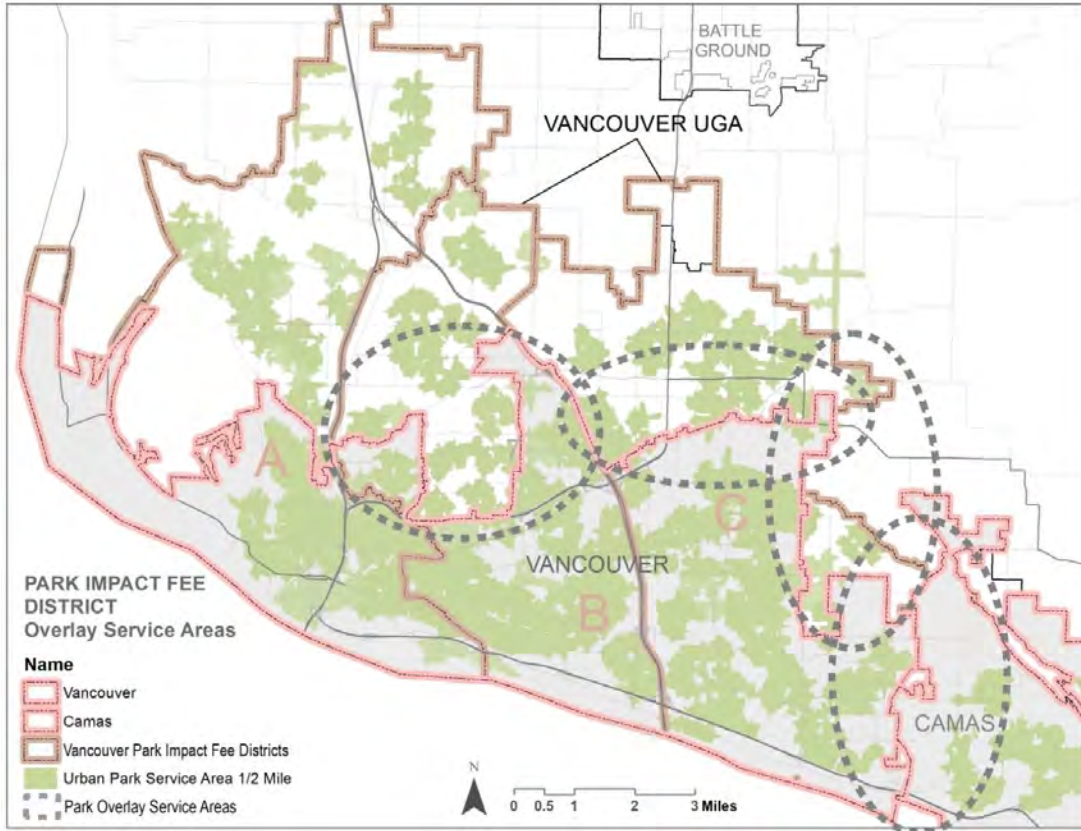


Figure 3 –Park Overlay Service Areas (2019)

2019 PARK IMPACT FEE COST ANALYSIS

Prior to adoption of the 2020 edition of the PIF Technical Document, PIF rates were based on a cost analysis implemented in 2004 using 2001-2002 property value and construction cost data. Multiple analyses were completed between 2004 and 2019, but neither fee adjustments nor fee indexing were implemented. Following a similar methodology to prior studies, the 2019 analysis reviewed the most current data available for land and development costs as well as applicable updates to formula factors.

Calculating the average land value estimates began with generating data on vacant and underutilized parcels within the City of Vancouver. The Assessor values represent the market value on January 1, 2018 for 2019 taxes. This data was then progressively filtered to identify reasonably viable future park land acquisition parcels.

Due to the declining availability of undeveloped parcels within city limits, the filter criteria were modified to include vacant and underutilized multi-family, commercial and industrial zoned parcels as viable future park sites. Additional adjustments included using group-market value per acre versus value per acre by parcel, and the threshold building value was increased to reflect the significant rise in residential structure values, yet maintain representing the bottom 20th percentile of Building Value Average (BVA) as in prior fee studies. The revised criteria resulted in a reduced BVA and increased the sample set of viable parcels for future park use.

Land value estimates include average transactions costs associated with land purchases such as closing costs, appraisals, land surveys, environmental and cultural studies, and Level-1 improvements. Level-1 improvements represent initial site improvements following a land purchase in order to remove liability and safety concerns, preserve existing natural resources and to prepare a site master plan (conceptual plan) for future site development.

Development cost estimates were based on average costs per acre using prior city and county park construction projects completed between 2009 and 2018. Per acre costs were adjusted with a modest annual inflation rate since the date of construction and the addition of irrigation and themed play structures to Level-2 development standards.

Based on the cost analysis, the resulting acquisition and development cost per person, and per acre, are listed by park district in **Table 1**. The cost variations per park district reflect the differences in property values across the city, whereas the development costs are consistent across park districts. With the acquisition and development cost estimates per person, **Table 2** applies the Cost Adjustment Factor (variable 'A') to calculate the PIF rate per single family and multi-family housing unit. **Table 3** provides a comparison of the 2004 to the 2019 estimate of housing unit costs.

Table 1: ACQUISITION AND DEVELOPMENT COST PER ACRE AND PER PERSON
 (2019 Cost Analysis)

PIF DISTRICT	ACQUISITION ¹		DEVELOPMENT ²		TOTAL Per District	
	Average \$ Per Acre ⁴	Acquisition \$ / Person	\$ Per Acre	Development \$ / Person	PIF District	Cost Per Person
A	316,231	1,976	260,333	1,106	A	3,082
B	547,021	3,360	260,333	1,106	B	4,467
C	456,538	2,817	260,333	1,106	C	3,924
Average	\$ 483,223	\$ 2,718	\$ 260,333	\$ 1,106	Average	\$ 3,824

NOTES:

1. Average 2018 Grouped Market Land Values based on Clark County GIS dataset. County data removed for city only analysis.
2. Development costs reflect combined average of Neighborhood and Community Parks.
2. Includes development standard upgrades including irrigation and themed play equipment.
4. Average value per Park Impact Fee District.

Table 2: PIF RATE PER HOUSING TYPE BASED ON 2019 COST ANALYSIS

Costs Per Person (2019 Cost Analysis)					PIF Rate per Housing Type (2019 Cost Analysis)	
PIF District	Acq. \$ Per Person	Devel. \$ Per Person	Total \$ Per Person	Minus 5% CAF	Single Family (2.67 persons)	Multi-Family (2.11 persons)
A	1,976	1,106	3,082	2,928	7,822	6,182
B	3,360	1,106	4,467	4,243	11,336	8,959
C	2,817	1,106	3,924	3,728	9,959	7,870
Average	2,718	1,106	3,824	3,633	9,706	7,671

NOTES:

Assumes 2.671569 PPH based on 2018 estimate provided by OFM for SFR and 2.111388 PPH for MFR
 Includes Stronger Vancouver Development Cost Upgrade Values
 2018 Parcel Property Value dataset
 Based on average cost of land per acre by district (avg. of \$483,000 per ac)

Table 3: PIF RATE COMPARISON-2019 COST ANALYSIS (\$483,000 PER ACRE LAND VALUE)

Current PIF Rates 2004 - 2020		PIF Rate per Housing Type (2019 Cost Analysis)		PIF Rate % Change	
Single Family Unit (2.6 persons)	Multi-Family Unit (1.9 persons)	Single Family (2.67 persons)	Multi-Family (2.11 persons)	Single Family % Change	Multi-Family % Change
2,243	1,639	7,822	6,182	249%	277%
2,379	1,739	11,336	8,959	377%	415%
2,142	1,565	9,959	7,870	365%	403%
2,255	1,648	9,706	7,671	330%	365%

NOTES:

*Assumes 2.671569 PPH based on 2018 estimate provided by OFM for SFR and 2.111388 PPH for MFR
Includes Stronger Vancouver Development Cost Upgrade Values
2018 Parcel Property Value dataset
Based on average cost of land per acre by district (avg. of \$483,000 per ac)*

The cost analysis was reviewed internally regarding assumptions and methodology and evaluated by a private financial consultant, which confirmed the approach was consistent with the intent of the PIF Technical Document and prior analyses.

Although the cost analysis accurately reflects typical land acquisition and development market costs based on the best available data, the land value component is the most challenging factor in the PIF formula to evaluate due to the multitude of variables that influence land prices. The declining availability of developable land with city limits and the resulting rise in land costs played a significant factor in the cost analysis results. Although it would reduce the size of the data set significantly and diverge from the criteria of prior studies, future cost analyses could consider the removal of all parcels under one-half acre. These smaller parcels are typically too small to be stand-alone parks but do provide the opportunity for site expansion or to consolidate multiple parcels to secure a viable park area.

Recognizing the potential impact of the calculated increase on the vulnerable margins of affordable housing, land costs were reevaluated based upon prior land purchases (in the last 10 years) with a three percent (3%) inflation factor for each year since the transaction occurred. This exercise identified an average per acre land only cost of approximately \$250,000 per acre for park and open space properties compared to \$483,000 per acre based upon the assessor land value data.

With the adjusted land value of \$250,000 per acre, **Table 4** reflects the average percent of increase in park impact fee rates at 203% and 227% for single family/duplex and multi-family units, respectively, compared to 2004 rates. This represents a 40% reduction from the rate calculated in the 2019 cost

analysis using the 2018 land value data. This decrease provides some relief to the challenges of providing affordable housing and the impact to the housing industry. By using a consistent land cost variable for all districts, the fee rates are the same regardless of district.

Table 4: PIF RATE COMPARISON - ADJUSTED FOR \$250,000 PER ACRE LAND VALUE

PIF District	2004 - 2020 PIF Rates		PIF Rate per Housing Type (2019 Cost Analysis w/ Adjusted Land Cost of \$250,000/ac)		PIF Rate % Change	
	Single Family (2.6 persons)	Multi-Family (1.9 persons)	Single Family (2.67 persons)	Multi-Family (2.11 persons)	Single Family % Change	Multi-Family % Change
A	2,243	1,639	6,813	5,385	204%	229%
B	2,379	1,739	6,813	5,385	186%	210%
C	2,142	1,565	6,813	5,385	218%	244%
Average	2,255	1,648	6,813	5,385	203%	227%

NOTES:

Assumes 2.671569 PPH based on 2018 estimate provided by OFM for SFR and 2.111388 PPH for MFR
Uses \$250,000/ac land value across all districts.

PARK IMPACT FEE RATE SCHEDULE

Following City Council deliberations, a modified rate schedule and phasing plan were adopted to align with the Stronger Vancouver ten-year vision. The phasing plan provides a gradual increase over six years followed by annual indexing per the methodology contained herein for a total cumulative increase of approximately 218% over a ten-year period. This approach was designed to soften the impact of the revised rates on the building community and affordable housing market.

Table 5 reflects the phasing plan for fee implementation effective January 1, 2021. Fee increases will be implemented effective January 1st of each year thereafter to align with all other fee changes in the permit process. This alignment with other fee changes allows for comprehensive, consistent and efficient technical testing for implementation purposes.

Consistent with VMC 20.915.100 Council will review a fee analyses in 2023 to evaluate actual fund collection since implementation compared to forecasting and adjust rates as needed. City Council also directed staff to explore the adoption of a commercial and industrial park impact fee for consideration. Commercial/Industrial land uses benefit from the park system infrastructure by business patrons as well as employees. The adoption of commercial and industrial park impact fee programs by other Washington jurisdictions have been used to share the funding burden with residential land uses and/or to provide a separate funding source for additional types of recreational amenities not within the scope of existing PIF program (e.g., trails, sports fields, etc.).

Table 5: 6-YEAR PIF PHASING IMPLEMENTATION SCHEDULE

Year	Park District	% Increase	SF	MF
2004-Dec. 1, 2020	A, B, C		2,255 (Avg)	1,648 (Avg)
January 1, 2021	A, B, C	25% Increase	\$2,819	\$2,060
January 1, 2022	A, B, C	25% Increase	\$3,523	\$2,575
January 1, 2023	A, B, C	35% Increase	\$4,757	\$3,476
January 1, 2024	A, B, C	10% Increase	\$5,232	\$3,824
January 1, 2025	A, B, C	10% Increase	\$5,756	\$4,206
January 1, 2026	A, B, C	6.5% Increase	\$6,130	\$4,480

NOTES:
Automatic annual Indexing of fees begins 2027
Adopted by Resolution M-XXXX, effective date January 1, 2021.

FUND MANAGEMENT

RCW 82.020.070 and Vancouver Municipal Code 20.915.100 both specify that a non-lapse impact fee fund will be established and separate accounts within the fund will be established for each type of facility and service area. These references are applied in the context of the collection of funds for transportation, school and park facilities.

The park impact fee calculation formula includes an acquisition and development component. Prior to 2016 there were separate acquisition and development accounts for each of the park districts although this was not required by either state law or city code. Acquisition and development accounts were merged in 2016 into a single account retrospectively for each of the original ten districts, and each of the realigned park districts (A, B and C) have a single account prospectively.

This revised approach to fund management provides improved flexibility and responsiveness to meet community needs and adopted standards. In the long term, every effort should be made to implement the intent of the Park Impact Fee Program to provide equitable distribution of parks and natural areas throughout each park district as identified in the Park Plan, providing a long term balance between land acquisition and site development. This management policy is consistent with the historic calculation and tracking of concurrency by park district with the merging of the acquisition and development accounts.

The use of park impact fees will continue to be restricted to the district from which they were collected. For example, a fee collected in what was District 3, should only be spent within the District 3 service area until these original district funds are exhausted. In the future, fees collected in District B may be spent anywhere within the service area of District B. Exceptions to the use of PIF funds within the park impact fee district where it was collected are based upon the conditions and factors outlined for *Park Overlay Service Areas* above and VMC 20.915.030.

PARK IMPACT FEE INDEX

The intent of impact fee indexing is simply to keep rates as current as possible between major program updates by accounting for fluctuations in the economic market using recognized industry standards or common factors such as the consumer price index or a construction cost index. Annual adjustments minimize the progressive accumulation of park system deficits created by under-collection of fees for the private share created by new growth. Likewise, it adjusts for an over-collection of fees if market costs decline. Indexing is implemented based on VMC20.915.100 (Other Provisions).

Index Models Commonly Used

Numerous jurisdictions across Washington and Oregon apply an annual inflation index to their impact fees or system development charges. Common indices include:

- **Consumer Price Index (CPI)** – shows day-to-day inflation in prices as experienced by urban consumers for a representative basket of consumer goods and services published by the Bureau of Labor Statistics.
- **Engineering News Record (ENR)** – ENR offers two indices, the Construction Cost Index (CCI) and the Building Cost Index (BCI)¹. The CCI can be used where labor costs are a high proportion of total costs. The BCI is more applicable for structures. A comparable Southwest Washington-specific index is not available, so the ENR index for the City of Seattle provides the best comparable available.

The difference is in their labor component. The CCI uses 200 hours of common labor, multiplied by the 20-city average rate for wages and fringe benefits. The BCI uses 68.38 hours of skilled labor, multiplied by the 20-city wage- fringe average for three trades—bricklayers, carpenters and structural ironworkers. For their materials component, both indexes use 25 cwt of fabricated standard structural steel at the 20-city average price, 1.128 tons of bulk Portland cement priced locally and 1,088 board ft. of 2x4 lumber priced locally. The ENR indexes measure how much it costs to purchase this hypothetical package of goods compared to what it was in the base year. (Source: enr.com)

Additionally, two primary approaches exist to apply index adjustments uniformly across components or uniquely to each component.

- **Uniform Indexing Approach**
The uniform approach merely applies an index to the composite impact fee, and in the case of park fees, it would apply to the combined acquisition and development rates equally. No distinction is made between components or between the relative impacts of how each component is affected by the index. Upon initial review of the application of indices throughout the region, it was noted that most jurisdictions elected to index impact fee rates uniformly.

▪ **Unique, Component-Specific Indexing Approach**

An alternative approach is to annually adjust each impact fee component based on a unique index, both pertinent and suitable to that component. For example, the development component is adjusted based on a construction cost index, and the acquisition component is adjusted based on a real estate or land valuation index as appropriate. By design, component-specific indexing allows for a higher degree of congruence between the component and the index, along with providing a clearer reflection of local changes on an annual basis.

A component-specific indexing approach would provide a more direct relationship between the fees and construction and/or real estate market changes, but could result in dramatic annual fluctuations in rates in response to local and national economic conditions. Using a uniform indexing approach for both the acquisition and development components of the fee calculation, such as the CPI or construction index, may not reflect applicable cost changes in the short term. However, the CPI could offer a more stable adjustment pattern and prove to be more essential to the long-term success in the implementation of annual indexing. The following section details the index methodology.

Index Methodology

The Vancouver Municipal Code provides for automatic annual fee adjustments between major fee studies using the methodology described below. The Consumer Price Index Consumer Price Index (CPI-W, Seattle-Tacoma-Bellevue) will be applied equally to the acquisition (“Ia”) and development (“Id”) components of the fee calculation on an annual basis. The index should be implemented at the same time each year to provide the most predictability for the building industry. Following the six-year phasing plan from 2021 through 2026, automatic annual index will be applied to the then current fee beginning January 1, 2027. See **Table 6** for an example of the CPI factor:

Table 6: ANNUAL CONSUMER PRICE INDEX

Month / Year	12-Month % Change - All Items
Jan-20	2.5%

Indexing alone is insufficient over long periods of time to align fee rates with the market. Every three years a complete fee analysis is required per VMC 20.915.100 (B)(1) for review by City Council to consider benchmark adjustments to PIF rates based upon current market conditions. Major fee analysis will also include consideration of accomplishments in site acquisition and development to meet anticipated growth and concurrency compliance.

Appendix

H

APPENDIX H: TOTAL COST OF OWNERSHIP



TOTAL COST OF OWNERSHIP (TCO)

Park System Maintenance

February 2018



Acknowledgements

Executive Steering Committee

Julie Hannon, Parks and Recreation Director,
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Brian Potter, Public Works Parks/Ground Superintendent
Dave Perlick, Recreation Manager
Shannon Turk, Financial Analyst, Public Works
Hailey Heath, City-wide Volunteer Coordinator

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I. Executive Summary

Introduction

The City of Vancouver has a strong legacy of parks, natural areas, and recreation dating back to the dedication of Esther Short Park back in 1853. Since then, the community's resources have grown dramatically. Today, the City of Vancouver serves the community with over 1,577 acres of parkland at 113 sites. The Vancouver Parks and Recreation Department serves a city with diverse recreational interests and a strong environmental ethic. The Parks and Recreation Department and the Department of Public Works cooperatively manage the maintenance of the park system. Residents and City staff have not been satisfied with the level of park maintenance for approximately ten years.

The Vancouver Parks and Recreation Department contracted GreenPlay to provide an independent, professional assessment of parks maintenance in key areas to evaluate effectiveness, efficiency, and ability to deliver the appropriate services to the community. The desired outcome of the study is to assess, refine, and optimize its ground maintenance practices through a Total Cost of Ownership (TCO) assessment and development of suggested alternatives that will ensure that the City is meeting all of its maintenance objectives in an efficient manner.

Planning Process Summary

A project team that included City staff has guided this project. This team provided input to the consultant team throughout the planning process, resulting in a collaborative effort to create a plan that blends the consultant's expertise with that of the Parks and Recreation Department and Department of Public Works. The plan includes a comprehensive process encompassing staff and stakeholder meetings, site, facilities and equipment inspections, review of materials provided by the City, and observations of maintenance crews in action. Analysis of all collected data provides an understanding of how well the maintenance of the parks system is meeting the community's expectations and recommendations to improve and enhance the level of services provided.

The project consisted of the following tasks:

- Evaluation of the distribution of work among staff, optimal staffing levels, productivity and effectiveness, management/staff communications, management, and organizational structure including challenges and opportunities.
- Evaluation of the effectiveness of current maintenance operations with regard to customer needs and expectations, customer satisfaction, timeliness of work, quality of work performed and services provided, knowledge and experience of employees, and training and certification opportunities or technological advances that may improve maintenance operations.
- Evaluation the City's operational structure for parks maintenance with regard to its operational sustainability.
- Establishment of recommendations, including a draft work plan with actions, timelines, and costs for continuing areas of success and implementing changes in areas where opportunities for improvement exist.

Key Issues and Recurring Themes Summary

- Condition of amenities, facilities, and landscapes throughout the parks system is not meeting staff, administration, or community expectations.
- The Parks and Recreation maintenance and operations budget is insufficient to support the necessary staffing levels.
- There is a lack of industry standard parks systems maintenance requirements.
- Maintenance crews are not operating at maximum efficiency.
- There is a lack of acknowledgement that the Department of Public Works staff’s responsibilities include 40 – 50 percent of work not associated with parks maintenance.
- The organizational structure of maintenance crews needs attention and revision.
- Schedules for major maintenance tasks are needed.
- Regular routine work assignments and daily/weekly/monthly/seasonal task schedules are not in place.
- Advanced distribution of work schedules and assignments is not provided.
- Daily deployment of grounds crews is not efficient.
- Advanced preparations for the next day’s work are not occurring.
- Full grounds maintenance set ups (enclosed landscape trailers, tools, fuel, material, etc.) are needed.
- Staff morale/sense of ownership/empowerment needs improvement.

Recommendations and Action Plan

The following Goals, Objectives, and Action Items for the recommendations have been developed. Timeframe to complete is designated as:

- Short-term (up to 3 years)
- Mid-term (4-6 years)
- Long-term (7-10 years)
- Ongoing (occurs on a continuous basis)

Goal 1: Improve Current Staffing and Deployment Model of the Grounds Maintenance Staff and Operations

Objective 1.1 Reorganization of maintenance and operations crew structure for parks system			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.1.a Using the existing 3 Park Districts to divide the parks system into 3 maintenance zones. Assign each Lead to be responsible for 1 Park District with responsibilities to include supervision and task assignments of crews, inspections (entirety of park including landscaping and all equipment), and work order system (generation – assignment – verification of completion). Assign appropriate sized crews to each Park District with responsibilities to include all routine landscaping tasks (mowing, edging, trimming, blowing, etc.), litter/trash/debris pick up, equipment repair, general inspections, and placing work order requests.		Staff time	Short-Term

<p>1.1. b A second option for improving the Maintenance and Operations Crew Structure would be to assign each of the 3 Leads to be responsible for one of the following specific areas: 1. all routine landscaping tasks (mowing, edging, trimming, blowing, etc.); 2. all litter/trash/debris pick up, ballfield maintenance, equipment repair, general inspections; 3. Irrigation, turf management, tree and shrub management, invasive species, natural areas, habitat, pathways, and parking lots. All 3 Leads should have the ability to submit work orders and assign work to their crews. Each lead should also be responsible to verify and close work orders in their area of responsibility once complete. The 3 Leads will need to coordinate work together, help each other out, and take on much of the responsibilities in the field.</p>		Staff time	Mid-Term
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Objective 1.2 Implement the recommended Park Systems Maintenance Standards

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
<p>1.2.a Develop regular routine work assignments and daily/weekly/monthly/seasonal tasks to ensure that each park is maintained at a minimum of an existing level III standard in the parks systems maintenance standards.</p>		Staff time	Short-Term
<p>1.2.b Issue both the parks maintenance standards and regular routine work assignments and tasks for daily and weekly schedules in a paper copy to all Public Works Department maintenance crew members assigned to parks maintenance and operations.</p>		Staff time	Short-Term
<p>1.2.c Provide staff training on reason for and detailed components of standards.</p>	4 staff hours per FTE	Staff time	Short-Term

Objective 1.3: Improve time management and efficiency of Public Works Department maintenance crews assigned to parks system

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
<p>1.3.a Incorporate labor and cost-saving elements – issue regular routine work assignments and tasks weekly so that maintenance crews can plan and prepare ahead for their activities.</p>		Staff time	Short-Term
<p>1.3.b Set a goal of the crews deploying each day within 15 minutes from start of shift and when the crews return to the operations center. The crew works until end of shift preparing equipment and tools for the next day’s activities.</p>		Staff time	Short-Term
<p>1.3.c Replace daily morning meetings with scheduled weekly staff meeting (Wednesday?).</p>	1 staff hour per FTE per week	Staff time	Short-Term
<p>1.3.d Distribute other information via bulletin boards or through Leads.</p>		Staff time	Short-Term

1.3.e Assign vehicles to work units to reduce deployment time.		Staff time	Short-Term
Objective 1.4: Increase the number of FTEs assigned to the Public Works Department maintenance crews for parks system maintenance and operations			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.4.a Add a Supervisor and Lead position to the Public Works Department Maintenance Crews for Parks System Maintenance and Operations.		2 – 3 X FTE salary plus benefits and equipment	Short-Term
1.4.b Add a total of 8 FTE staff members to the Public Works Department Maintenance Crews for Parks System Maintenance and Operations. The City should implement adding 2 – 3 FTEs per year until the optimum staffing level of 27 FTEs is reached.		2 X FTE salary plus benefits and equipment	Short-Term
1.4.c The City will need to continue to evaluate staffing levels as new parks and facilities are brought on-line. One FTE for each additional 24 acres of new developed neighborhood or community parklands should be considered.		Staff time and cost of FTE salary plus benefits and equipment	Short-Term
Objective 1.5: Develop a preventive maintenance program for all parks, facilities, equipment, vehicles, and other assets			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.5.a Develop and implement a routine inspection and preventive maintenance program for all parks, facilities, equipment, vehicles, and other assets.		Staff time	Short-Term
Objective 1.6: Continue to develop a volunteer program/adopt a park program to assist with park operation			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.6.a Continue to strengthen a program where or volunteers assist with parks inspections and litter/waste/debris pick up.		Staff time	Short-Term
1.6.b Continue to strengthen the adopt a park volunteers for as many park sites as possible, recruit area businesses to sponsor adoption activities.		Staff time	Short-Term
Objective 1.7: Develop a plan for use of technology			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.7.a. Add specifically developed apps and software packages including GIS that can be used on mobile devices to track desired variables pertaining to parks and grounds maintenance work.		\$5,000	Short-Term
1.7.b Collect and analyze data on key performance measurements to hone maintenance practices, scheduling, budgeting etc. to determine average production rates for crews, specific pieces of equipment, average time needed for regularly occurring maintenance tasks at each location, etc.		Staff time	Short-Term

1.7.c Issue Wi-Fi capable iPads or tablets to the Leads to allow them to access the work order system remotely from the field to enter new work orders and to edit existing work orders.		\$600 per lead per year	Short-Term
1.7.d Offer access to online training, courses, and certifications for staff members.		TDB	Short-Term
1.7.e Add full grounds maintenance set ups (enclosed trailers, tools, fuel, material, etc.) as needed for regular crew operations.	\$10,000 per setup	TDB	Short-Term
Objective 1.8: Outsource specialty and time constraining tasks as well as many deferred projects			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
<p>1.8.a. Contract out certain services, tasks, and projects that the Public Works Department Maintenance Crews assigned to the parks systems don't have the time available, the expertise, or the necessary manpower to handle without negatively affecting the regular, routine, necessary tasks.</p> <ul style="list-style-type: none"> • Projects on the Composite Work List 91312 that have been deferred (Capital Repair Inventory) • Traffic control services to assist with roadway median and right of way landscape maintenance • Invasive species removal, natural area restoration, and habitat preservation • Enhanced turf management, aeration, fertilization, etc. • Landscaping around all facilities to include City facilities, such as the recreation centers, fire stations, police stations, etc. • Removal of health and safety hazards caused by illegal dumping, homeless camps, auto abandonment, and hazardous wastes • Tree and shrub trimming and maintenance 		Costs of the contracts for each task needs to be determined by issuing RFPs	Short-Term
Objective 1.9: Onetime outsourcing of the complete tune up of several parks to meet the level of the new Parks Systems Maintenance Standards			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.9.a. Contract on a one-time basis several parks each year to have grounds improved to meet basic Parks Systems Maintenance Standards and then return the maintenance of these parks back over to the Public Works Department Maintenance Crews for ongoing maintenance.		Costs of the contracts for each task needs to be determined by issuing RFPs	Short-Term

Objective 1.10: Use of seasonal employees			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.10.a. Consider increasing use of seasonal employees for tasks like mowing, trimming, weeding, landscaping during certain seasons.		Less expensive than FTEs could provide more manpower hours	Short-Term

Goal 2: Improve the Current Design of Existing Parks to Improve Maintenance and Operations of the Park System

Objective 2.1: Select turf areas to naturalize in existing parks			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
2.1.a. Increase areas of turf that are not readily usable for recreation purposes and allow to grow naturally. Mow and landscape designated distances along paths (6' width) and allow remaining turf to grow naturally, reducing maintenance needs.		Staff time	Short-Term
2.1. b. In certain parks mow and landscape designated distances along paths (6' width) and allow remaining turf to grow naturally, reducing maintenance needs.		Staff time	Mid-Term
Objective 2.2: Redesign landscape elements of existing parks			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
2.2.a Change current landscape designs elements in existing parks – increase areas that are allowed to grow naturally.		Staff time	Short-Term
2.2. b Redesign landscape areas to have low maintenance elements.		Staff time	Mid-Term
Objective 2.3: Increase tree canopy coverage on existing park properties through Urban Forestry's Canopy Restoration Program			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
2.3.a Add more native trees and allow turf around trees to grow naturally.	Urban Forestry will supply trees	Urban Forestry will plant trees	Short-Term

Objective 2.4: Design new parks for efficient maintenance			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
2.4.a Develop and implement Maintenance Management Plans following established Parks Systems Maintenance Standards prior to construction.		Staff time	Short-Term
2.4.b Involve maintenance staff at a variety of levels and program staff in the design process.		Staff time	Short-Term
Objective 2.5: Standardize and upgrade park site furnishings			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
2.5.a Develop and implement replacement plans following established Parks Systems Maintenance Standards to upgrade and replace all playgrounds and park furnishings.		Staff time and cost of playground equipment and park furnishings	Short-Term

Goal 3: Improve the Current Level of Funding for Parks Maintenance and Operations

Objective 3.1: Increase budgetary funding for additional FTEs			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.1.a. Increase annual staff budget to allow for addition of necessary FTEs as indicated.		2 -3 X FTE salary plus benefits and equipment	Short-Term
Objective 3.2: Continue to pursue partnerships to enhance park maintenance and operations			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.2.a Continue working with local business and community groups to seek funding, donations, gift of kind, or other support for parks maintenance and operations.		Staff time	Short-Term
Objective 3.3: Continue leveraging volunteer support to enhance park maintenance and operations			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.3.a Continue to strengthen program of volunteers assisting with parks inspections and litter/waste/debris pick up. Implement volunteer park clean up days.		Staff time	Short-Term

II. Introduction

The City of Vancouver encompasses 48.61 square miles with a population of more than 169,000, projected to exceed 200,000 within the next 10 years. The City is located on the I-5 corridor and extends along the shore of the Columbia River, 100 miles upstream from the Pacific Ocean. It lies directly across the river from Portland, Oregon, and is the southern gateway to the State of Washington.

The City is responsible for vital municipal infrastructure and urban services. It builds and repairs roads, maintains water and sewer service, provides fire and police protection as well as parks and recreation programs, administers land use policy, and takes an active role in Vancouver's commercial and industrial development.

Vancouver has a Council/Manager form of government with a City Council comprised of the Mayor and six councilmembers who set policy and direction. The City Manager oversees the day to day operations of the City.

The City of Vancouver has a strong legacy of parks, natural areas, and recreation dating back to the dedication of Esther Short Park back in 1853. Since then, the community's resources have grown dramatically. Today, the City of Vancouver serves the community with over 1,577 acres of parkland at 113 sites. The Vancouver Parks and Recreation Department serves a city with diverse recreational interests and a strong environmental ethic.

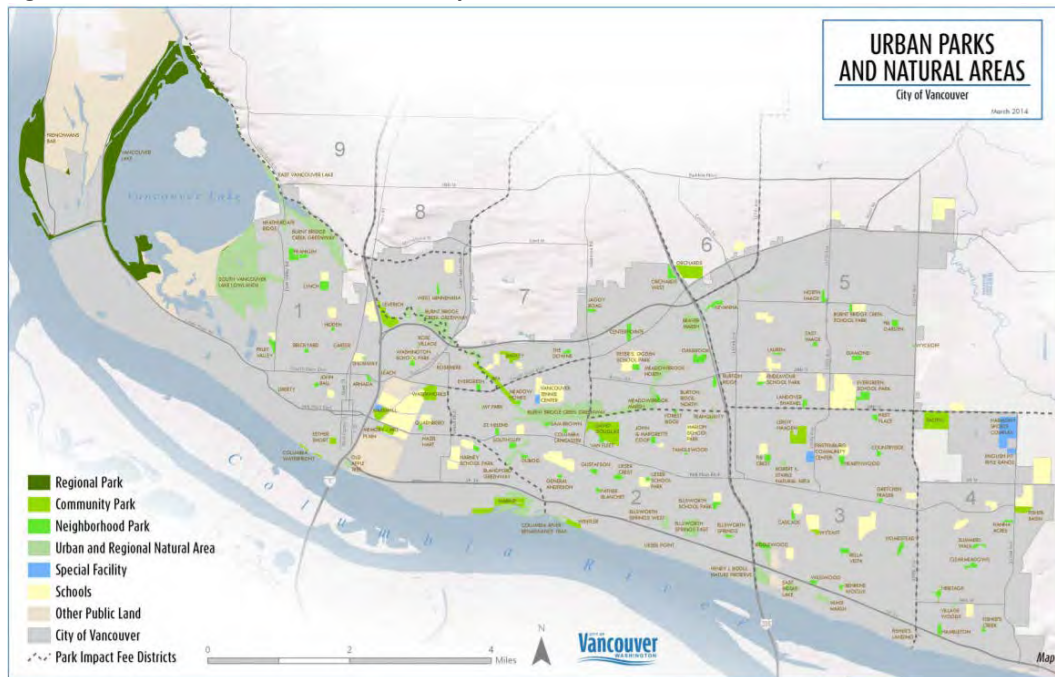
Background

The Parks and Recreation Department is responsible for the recreation programming and recreation facility management as well as overall vision for the park system including strategic oversight, capital planning, improvements, and property acquisition and development.

The City of Vancouver Department of Public Works staff currently performs grounds maintenance for all city-owned parks. Nineteen (19) staff positions are partially or completely dedicated to Parks grounds maintenance related duties. A superintendent and an analyst spend part of their work week on park maintenance related activities, while a supervisor and a number of parks maintenance workers and parks specialists are employed fulltime. The City also has dedicated vehicles, mowers, equipment, and tools for parks maintenance work.

The Parks and Recreation Department and the Department of Public Works cooperatively team to manage the park system in the City of Vancouver. Residents and City staff have not been satisfied with the level of park maintenance for approximately ten years, when budgets and resources for parks (and other City services) was cut due to the economic recession. Since that time, economic conditions have improved, but conditions in parks in general have not caught up, leaving staff and residents frustrated.

Figure 1: Urban and Natural Parks in the City of Vancouver



Source: City of Vancouver

There are three categories of City parks. By category and acreage breakdown there are 362.53 acres of community park land, 287.90 acres of neighborhood park land, and 19 urban natural areas consisting of 531.59 acres.

Table 1: Vancouver Parks and Recreation – Acres of Parks

Acres of Park	ACRES			SITE COUNT		
	Undeveloped	Developed	Total	Undeveloped	Developed	Total
City of Vancouver						
NEIGHBORHOOD	59.02	228.88	287.90	16	60	76
COMMUNITY	10.41	318.67	329.08	1	12	13
URBAN NATURAL AREA	522.49	9.10	531.59	17	2	13
REGIONAL	307.53	89.00	396.53	0	2	2
SPECIAL FACILITY	61.05	20.93	81.98	1	4	5
REGIONAL NATURAL AREA	376.83	48.00	424.83	2	1	3
Total All Types by Location	1,337.33	714.58	2,051.91	37	81	118

Source: City of Vancouver 20147 VPR Plan

There are 76 neighborhood parks in the City of Vancouver – more than any other park type. Neighborhood parks range in size from 0.25 acres at Rosemere Neighborhood Park to 13.35 acres at Oakbrook Neighborhood Park.

The City of Vancouver owns and/or manages 362.53 acres of community parks at 14 sites within the planning area. These parks range in size from 5.29 acres at Esther Short to over 88.04 acres at David Douglas. The community parks are currently separated into three Districts (no community parks in what previously designated as District 5). Vancouver currently owns and/or manages 19 urban natural areas totaling 531.59 acres. The urban natural areas are also separated into three districts.

The City of Vancouver currently owns one regional natural area totaling 376.83 acres located at South Vancouver Lake. Within the Vancouver Urban Growth Area, there are four additional regional natural area sites totaling 974.24 acres. All regional parks are managed by Clark County. The City of Vancouver owns and operates the Firstenburg Community Center and Marshall Community Center. The Vancouver Tennis Center is owned by Vancouver School District, but site improvements and management are funded by the City. In addition, the City of Vancouver owns and operates several special facilities which include several water stations, three cemeteries as well as keeping up grounds around police stations.

The parks system was previously separated into seven districts. Recently, the parks system was consolidated into three districts.

Purpose of this Plan

This plan provides recommendations based on a review of the City's Parks and Recreation Department and the Department of Public Works Department operational plan that are intended to improve the efficiency and effectiveness of the parks maintenance function. These recommendations will assist the City of Vancouver by identifying industry best practices, protocols, and maintenance standards that if/when implemented, should improve the efficiency and effectiveness of City parks maintenance operations, and result in improved conditions at Vancouver parks and recreation sites. Potential modifications considered to the current maintenance program included improving work efficiency, partnerships, leveraging volunteer assistance, or making changes to the current operational model intended to result in improved parks conditions.

The City desires the following outcomes from the TCO:

1. Recommendations on how to improve the current staffing and deployment model of the Grounds Maintenance Staff and operations
2. Suggestions on any equipment and/or park features that could assist in making efficiencies possible
3. Evaluation of the current staffing level and if how different staffing models could affect the quality of maintenance. Justify and make recommendation to staff levels, if needed
4. Estimates on the capital repair deficiency in the Parks system
5. Recommend staffing ratios, which provides a formula for adding staff as additional assets (acreage or amenities) are added to the parks inventory

III. Integration of Existing Values, Vision, Mission and Goals

Guiding Documents Assessment

Vancouver Parks and Recreation Department Mission and Community Goals

Our mission is to meet community needs by providing an interconnected system of parks, trails, recreation facilities, and diverse recreational programs and opportunities:

- Provide diverse recreational opportunities for all residents
- Be effective stewards of the land
- Maintain and enhance existing parks and recreation facilities
- Create a dynamic and effective organization
- Acquire adequate funding to meet these needs
- Build strong partnerships in the community
- Reflect the community we serve

Vancouver Comprehensive Parks, Recreation, and Natural Areas Plan 2014

GreenPlay reviewed Vancouver Comprehensive Parks, Recreation, and Natural Areas Plan 2014 provided by the City. Key themes, observations, information, and recommendations from the report are included below.

The 2014 Parks, Recreation, and Natural Areas Plan included general recommendations to maintain and revitalize existing park resources, including:

- Protect existing investments
- Enhance public safety and accessibility
- Maximize maintenance cost efficiency
- Support recreation activities
- Reduce environmental impacts

Located throughout the system, renovations recommended in the Parks, Recreation, and Natural Areas Plan included ADA accessibility improvements and facility upgrades. In addition, it proposed the development and implementation of maintenance standards and an integrated pest management plan.

To date, parks system maintenance standards do not appear to have been developed to industry standards, and the existing Parks System Maintenance Standards set by the City do not appear to be being followed.

The goals, objectives, and standards recommended in the Parks Plan suggest numerous capital and non-capital projects. The anticipated cost of implementing all improvements would exceed the Park and Recreation Department’s available funds, so the actual timeline for implementation will depend on securing community support and necessary funding.

The capital facilities plan (CFP) also included a cost estimate for maintenance of existing and proposed parks, natural areas, and special facilities. The majority of the projects identified in the six-year capital facilities plan were included from previous comprehensive plans, totaling an estimated \$95 million. By comparing revenue forecasts from existing sources for capital and maintenance projects, it becomes clear that a funding shortfall of approximately \$53.5 million exists. This shortfall does not account for the expenditure of existing Park Impact Fees balances for acquisition and development in the respective park impact fee districts.

To date parks system capital improvement and capital repair projects appear to have been placed on hold.

Improving maintenance and operations was identified as a key strategy of the 2014 Parks, Recreation, and Natural Areas Plan. Specifically, Goal 5 noted the following 12 points:

As of this date, the City has not fully implemented an action plan to address these goals.

Goal 5: Maintain and enhance existing parks and recreation facilities and assets. The Vancouver Parks and Recreation Department will maintain and revitalize parks and facilities to support recreation activities, protect existing investments, maximize maintenance efficiencies, and improve user safety and accessibility.

- *5-1. Establish and meet park maintenance standards.*
- *5-2. Develop capital improvement plans, criteria for prioritization, and schedules aimed at addressing deficiencies in existing parks.*
- *5-3. Develop and regularly update asset management plans to promote efficiency and stewardship system-wide.*
- *5-4. Establish maintenance unit costs and annually review these for budgeting purposes for recreation facilities and special use areas.*
- *5-5. Design new parks for efficient maintenance by developing maintenance management plans prior to construction, evaluating operational impacts and feasibility, and involving maintenance and program staff in the design process.*
- *5-6. Incorporate labor and cost-saving elements, such as mow strips, in park design.*
- *5-7. Standardize and upgrade park site furnishings for ease of maintenance and sustainability.*
- *5-8. Budget and schedule for system-wide renovation programs of critical recreation components, including fields, courts, play areas, and amenities.*
- *5-9. Provide a routine preventive maintenance program for all parks, facilities, equipment, vehicles, and other assets.*
- *5-10. When upgrading or renovating existing parks and recreation facilities, add features that meet current needs, address ADA accessibility issues, and maximize maintenance and operations efficiencies.*
- *5-11. Increase tree canopy on existing park properties within the City of Vancouver through Urban Forestry's Canopy Restoration Program.*
- *5-12. Develop a policy manual for unified maintenance procedures and service levels throughout the planning area.*

As illustrated in **Table 2** below, the 2014 Parks, Recreation, and Natural Areas Plan, Capital Facilities Plan, major land acquisition for future parks, and priorities were based on the City's understanding of the community's recreation needs.

Table 2: Vancouver Parks and Recreation – Summary 2014-2020 Capital Facilities Plan

Project Name	2014	2015	2016	2017	2018	2019	2020	Total Estimated Local Cost
Project Type								
Urban Park Acquisitions	\$1,760,813	\$5,597,125	\$3,323,630	\$2,308,696	\$1,032,254	\$1,499,696	\$811,250	\$16,333,464
Urban Park Development	\$609,000	\$8,194,410	\$776,370	\$10,087,423	\$942,794	\$773,279	\$273,760	\$21,657,036
Urban Park Improvement & Repair	\$930,000	\$315,250	\$325,200	\$530,341	\$342,850	\$7,802,918	\$361,250	\$10,607,809
Trail Planning, Acq., Development & Repair	\$2,320,000	\$501,267	\$286,290	\$203,467	\$299,673	\$1,190,175	\$1,941,197	\$6,742,068
Special Facility Development & Improvements	\$555,000	\$1,619,160	\$858,600	\$1,461,145	\$560,145	\$488,601	\$16,678,237	\$22,220,889
Planning & Other Expenses	\$0	\$300,000	\$150,000	\$80,000	\$0	\$0	\$0	\$530,000
Park Maintenance	\$2,103,970	\$2,167,089	\$2,232,102	\$2,299,065	\$2,368,037	\$2,439,078	\$2,512,250	\$16,895,830
GRAND TOTAL	\$8,278,783	\$18,694,301	\$7,952,192	\$16,970,137	\$5,345,754	\$14,193,747	\$22,577,944	\$94,987,097

Source: City of Vancouver 2014 VPR Plan

In addition to proposing the development of new facilities, the 2014 Parks, Recreation, and Natural Areas Plan recommended the repair, renovation, and improvement of existing facilities. While some ongoing maintenance costs for older, existing infrastructure may be able to be reduced after improvements are made, the addition of new amenities and facilities to the park system will increase maintenance and operational costs substantially. The 2014 Park Plan estimated the cost of maintaining the parks, recreation, and natural areas system as proposed in the six-year CFP (**Table 2**). For the sake of financial analysis only, this section assumes implementation of all capital projects at the projected time frames, which is considered highly optimistic.

Table 3: Vancouver Parks and Recreation – Park Maintenance Cost

Park Type	Maint. Level	Per Acre Average \$
Community Park	Level 2	\$ 3,809
	Level 3	\$ 3,809
	Level 4	\$ 3,809
Neighborhood	Level 1	\$ 962
	Level 2	\$ 2,112
	Level 3	\$ 2,675
	Level 4	\$12,948
Undeveloped or UNA	Level 1	\$ 321

Park Development Levels from Vancouver Comprehensive Parks, Recreation and Natural Areas Plan 2014 - 2020 (Current Standards as May 2017 per current Parks & Recreation Director)

Parks are designated Level 1 – 4. The Parks and Recreation Department currently employs four maintenance levels of service which apply to both Neighborhood and Community Parks. These levels of service are designed to correspond with the Department’s existing parks development levels. The maintenance costs were averaged to arrive at estimated annual maintenance costs per acre.

Level 1 – Open Space Property – acquired for future neighborhood or community park – graded, seeded, fenced, and signed; no improvements, amenities, irrigation, or equipment. Maintenance activities include litter removal, maintain grass at six inches, vegetation clear at fence lines, hazard tree removal, and sign maintenance.

Level 2 – Parks – developed, graded, fenced, seeded lawn, play equipment, ADA access from street, drinking fountain, garbage receptacle, and drip irrigation where street trees are required, missing landscaping, and completed trail system. Maintenance activities include litter removal, empty garbage receptacle, maintain grass at three inches, vegetation clear at fence lines, hazard tree removal, sign maintenance, monthly play equipment inspection, prune trees, and maintain drinking fountain.

Level 3 and 4 – Parks – completely developed with no future development planned. These sites have a full complement of park amenities. Maintenance activities include litter removal, empty garbage receptacle, maintain healthy green turf at three inches, vegetation clear at fence lines and tree rings, hazard tree removal, irrigated lawn, sign maintenance, play equipment inspection/repair monthly, prune trees, maintain drinking fountain, landscape and shrub care, irrigation maintenance, turf care, park furniture, walkway cleaning, janitorial service, and parking lot cleaning.

Table 4: Vancouver Parks and Recreation – Summary 2014-2020 Capital Facilities Plan

Project Name	2014	2015	2016	2017	2018	2019	2020	Total Estimated Local Cost
Project Type								
Urban Park Acquisitions	\$1,760,813	\$5,597,125	\$3,323,630	\$2,308,696	\$1,032,254	\$1,499,696	\$811,250	\$16,333,464
Urban Park Development	\$609,000	\$8,194,410	\$776,370	\$10,087,423	\$942,794	\$773,279	\$273,760	\$21,657,036
Urban Park Improvement & Repair	\$930,000	\$315,250	\$325,200	\$530,341	\$342,850	\$7,802,918	\$361,250	\$10,607,809
Trail Planning, Acq., Development & Repair	\$2,320,000	\$501,267	\$286,290	\$203,467	\$299,673	\$1,190,175	\$1,941,197	\$6,742,068
Special Facility Development & Improvement:	\$555,000	\$1,619,160	\$858,600	\$1,461,145	\$560,145	\$488,601	\$16,678,237	\$22,220,889
Planning & Other Expenses	\$0	\$300,000	\$150,000	\$80,000	\$0	\$0	\$0	\$530,000
Park Maintenance	\$2,103,970	\$2,167,089	\$2,232,102	\$2,299,065	\$2,368,037	\$2,439,078	\$2,512,250	\$16,895,830
GRAND TOTAL	\$8,278,783	\$18,694,301	\$7,952,192	\$16,970,137	\$5,545,754	\$14,193,747	\$22,577,944	\$94,987,097

Source: City of Vancouver 2014/7 VPR Plan

The Capital Facilities Plan found in **Table 4** above utilizes per acre maintenance averages for the existing parkland inventory and proposed capital acquisition and development costs for maintenance cost estimates.

Existing and Proposed Costs: The 2014 plan uses the Vancouver Parks and Recreation Department's existing averages in **Table 5** to develop projected maintenance costs for the City's park system in 2014 through 2020. Since these existing averages are considered relatively low compared to local jurisdictions, further study of the City's funding allocation for park maintenance is recommended. Pending the results of further study and community input, defined maintenance standards should be established, and maintenance projections should be updated to more accurately represent actual costs.

Maintenance costs for undeveloped acreage and urban natural areas may vary depending on the resource value and maintenance strategy for individual areas. However, the regional and national trend for natural area management is to move beyond the basic removal of hazards and begin to restore critical habitat. Maintenance tasks in these areas may include:

- Invasive species removal, natural area restoration, and habitat preservation
- Monitoring and reporting for wetlands and other sensitive areas as required by regulatory mandates
- Removal of health and safety hazards caused by illegal dumping, auto abandonment, hazardous wastes, and homeless camps
- Water quality enhancement, drainage improvements, and flood damage assessment
- Upkeep of natural areas damaged by off-trail mountain bikes, motor bikes, ATV use, and hiking through non-designated areas

A greater allocation of funding per acre for undeveloped parkland could help address park safety, health, resource quality, and recreational issues in natural areas. **Table 5** shows the anticipated total annual cost for maintaining the existing and proposed parks and recreation system as reflected in the six-year capital facilities plan. The additional annual maintenance cost at plan implementation will add an estimated \$300,640 (**Table 5**) as these projects come on-line for regular maintenance following acquisition or development. As with projected costs for capital and non-capital projects, these estimated maintenance expenses exceed available funding. When per acre expenditures are updated as recommended in the plan, this shortfall will likely increase.

Staffing Needs: Maintaining the additional parkland as proposed in the six-year capital facilities plan will require both additional materials and additional staffing. Further costs analysis will be needed. As VPRD expands its park planning, recreation services, and programming, it will need to reevaluate other staffing requirements for the Department. For example, the Department may need additional staff for resource development and marketing. Adding staff in positions like these will help to improve the long-term sustainability of the Department.

Key Recommendations – Maintenance and Operations

- Develop an integrated system-wide plan for the management of natural areas
- Establish park maintenance standards
- Develop a site condition assessment program to identify, assess, and monitor maintenance needs
- Develop an asset management strategy to guide future maintenance and repair of parks and facilities
- Examine the feasibility of a ranger program to improve park maintenance and security

Key Recommendations – Organizational

- Develop a business plan
- Develop department-wide standards, policies, and procedures
- Evaluate the staffing needs of the Department and hire adequate staff
- Implement programs and actions to retain quality employ

2009 Year End Costs – Grounds

Detailed report of all grounds expenses for the Public Works Department – Oracle allows the data to be sorted in multiple ways including year-end undefined cost per acre. **Table 5** below is a snapshot of Grounds Year End Costs 2009 from this report. The Public Works Department staff stated on several occasions that the last time the grounds department was properly funded to perform the assigned tasks was 2009. During the recession of 2008-09, both The Public Works Department’s budget and staffing levels were reduced. As of 2017, neither the budget nor staffing levels have returned to the 2009 level, while the responsibilities and assigned tasks associated with parks maintenance and operations have returned to the 2009 levels and in some instances increased.

Table 5: Vancouver Parks and Recreation – Grounds Year End Costs 2009 Summary

GROUNDS YEAR END COSTS - 2009 SUMMARY					
		Oracle Year-End	Oracle	Oracle Year-End	Oracle and
	Acreage	Numbers	\$ per Acre	Numbers with	Undefined
				Undefined	\$ per Acre
All Property	1046.4	\$ 2,099,709.34	\$ 2,006.55	\$ 3,694,106.96	\$ 3,530.20
Level 1	178.48	\$ 98,249.26	\$ 550.48	\$ 172,854.06	\$ 968.48
Level 2	394.47	\$ 634,115.70	\$ 1,607.51	\$ 1,115,626.42	\$ 2,828.17
Level 2 (minus Medians & ROW)	308.96	\$ 279,179.38	\$ 903.61	\$ 433,324.67	\$ 1,402.53
Level 3	459.52	\$ 1,194,872.63	\$ 2,600.26	\$ 2,102,189.68	\$ 4,574.75
Level 4	13.96	\$ 165,195.20	\$ 11,833.47	\$ 290,634.86	\$ 20,819.12
Properties with no assigned level		\$ 7,276.55		\$ 12,801.94	
Community Parks	235.96	\$ 565,079.39	\$ 2,394.81	\$ 994,167.94	\$ 4,213.29
Neighborhood Parks (all levels)	258.91	\$ 515,957.19	\$ 1,992.81	\$ 907,745.19	\$ 3,506.03
Neighborhood Parks - Level 1 Only	42.34	\$ 23,360.46	\$ 551.74	\$ 41,099.04	\$ 970.69
Neighborhood Parks - Level 2 Only	93.05	\$ 137,579.45	\$ 1,478.55	\$ 242,049.31	\$ 2,601.28
Neighborhood Parks - Level 3 Only	121.66	\$ 331,944.65	\$ 2,728.46	\$ 584,004.19	\$ 4,800.30
Neighborhood Parks - Level 4 Only	1.86	\$ 23,072.63	\$ 12,404.64	\$ 40,592.65	\$ 21,824.00
Medians	102.74	\$ 420,755.56	\$ 4,095.34	\$ 740,252.95	\$ 7,205.11
Fire Stations	13.04	\$ 6,523.70	\$ 500.28	\$ 11,477.42	\$ 880.17
Water Stations	35.45	\$ 58,407.64	\$ 1,647.61	\$ 102,759.02	\$ 2,898.70
Cemeteries	70	\$ 234,847.94	\$ 3,354.97	\$ 413,177.86	\$ 5,902.54
Open Space	93.27	\$ 23,121.87	\$ 247.90	\$ 40,679.28	\$ 436.15
Special Properties	205.43	\$ 211,894.54	\$ 1,031.47	\$ 372,794.98	\$ 1,814.71
Trails	31.63	\$ 55,844.96	\$ 1,765.57	\$ 98,250.39	\$ 3,106.24
Art		\$ 670.43		\$ 1,179.52	
Other		\$ 6,606.12		\$ 11,622.42	

2009 General Parks and Recreation Site Maintenance Guidelines

Mowing:

- Grass height 2.5 inches during the growing season, mow one time per week accomplished 90% of the time
- Rough mowing and fire hazard mowing a minimum of twice a year

Currently, it appears that these guidelines are not being followed.

Shrubs Beds:

- Esther Short Park annuals – two plantings May and late September early October
- Edging annual one time per year
- Leaf removal has needed November through February focus on the turf
- Pruning annual and by service request
- Trails prone to 10’ height; Two inch shoulder clearance and by request

Chemical Application:

- Turf fertilizer fall application
- Chemical application turf annual shrub beds annual or by service request

Irrigation:

- Turned on starting in May through June begin shut down mid-September
- Drinking fountains freestanding shut down and winterized during daylight savings time

Restrooms:

- Cleaning seven days a week; closures are based on 2009 budgets
- Clean one time per day; restrooms are closed October 31 open starting mid-March
- 12-month restrooms are available at Esther Short Park, Boat Launch at Marine Park

Litter, Trash & Graffiti:

- Litter and trash as needed community parks daily
- Garbage can cans emptied daily in community parks, weekly in neighborhood parks
- Wintler, Haagen, and Marine have drop boxes emptied twice a week during summer months
- Graffiti removed by service request or during routine maintenance

Other:

- Boat docks removed November installed February or March
- Playground inspections monthly
- Bench and picnic table inspection monthly
- Sign replacement by service request
- Sidewalk repairs emergency within five working days; nonemergency – fall, winter, and early spring per request
- Snow removal as needed
- Set up/clean-up for events as needed
- Turf aeration annual prior to fertilization inspect the boat docks repair as needed

Composite List Work In progress 91312

Summary tab – A detailed listing of 68 neighborhood parks separated into seven Districts which include estimated total costs of needed repair, ADA improvements needed (by priority 1-5), capital repair replacement cost, new construction cost all listed by categories (play area, play area surfacing, asphalt, benches, tables [by priority 1-5]). A total estimated cost for all capital improvements = \$9,215,611.01, of which ADA improvements costs estimates = \$3,275,925, capital repair and replace = \$2,916,026, and new construction = \$3,282,318.

The items addressed as needing repair/replacement remain important projects today. It appears the majority of the projects have not been completed.

Park tabs (each park had its own tab) – detailing needed work related to clear and grub, earthwork, pavings, site furnishings, playground equipment/wood chips, utilities and landscape/irrigation as well as notes detailing items needing repair/replacement.

Updated Grounds Inventory 2014

A detailed listing of all grounds areas that the Public Works Department is responsible for maintaining was supplied by the City. The inventory is maintained as a staff resource within the Department. The document was very detailed. The inventory has not been updated since 2014.

As of July 2017, the City's Park Inventory has not substantially changed.

Joint Labor Coalition 2015-2016 Contract

Most of the ground staff are represented by this teamsters union labor contract. The City appears to follow the rules of this contract, and the grounds staff appears to understand their responsibilities and rights as described in the contract.

AFSCME, Local #307VC 2015-2016 Contract

The Grounds Supervisor is part of the AFSCME union. The City appears to follow the rules of this contract, and the Grounds Supervisor appears to understand their responsibilities and rights as described in the contract.

NRPA PRORAGIS 2015 Field Report

Operations, Maintenance, and Performance Management

The National Recreation and Parks Association collects data from member agencies related to parks and recreation operations, maintenance, and performance management. The data collected can be used as a form of benchmarking for other agencies to compare their operations, maintenance and performance management using several different metrics. Below are two very relevant metrics for the City of Vancouver to consider.

The following chart provides average operating expenditures per acre as of 2015.

Figure 2: NRPA Operating Expenditures per Acre

Figure 23 Operating Expenditures per Acre of Land Managed or Maintained

Number of Acres	Lower Quartile		Median		Upper Quartile	
	2013	2014	2013	2014	2013	2014
250 or fewer	\$6,454	\$6,054	\$16,523	\$12,403	\$34,000	\$27,242
251 to 1,000	\$3,487	\$4,163	\$8,974	\$8,884	\$18,747	\$17,597
1,001 to 3,500	\$1,855	\$2,827	\$4,808	\$5,928	\$6,904	\$11,234
More than 3,500	\$1,213	\$2,064	\$3,001	\$3,564	\$3,846	\$5,662

Figure 3: Average Acres of Parkland Maintained per FTE as of 2015

Figure 24 Acres of Park Maintained Per FTE

Number of Acres	Lower Quartile		Median		Upper Quartile	
	2013	2014	2013	2014	2013	2014
250 or fewer	2.7	3.7	5	5.7	9.8	16.6
251 to 1,000	6	5.4	8.7	12.8	19.6	24.1
1,001 to 3,500	9	12.2	21.6	18.3	54.7	39.4
More than 3,500	18.4	16.4	32.8	46.1	66.3	139.3

NRPA PRORAGIS 2016 Field Report

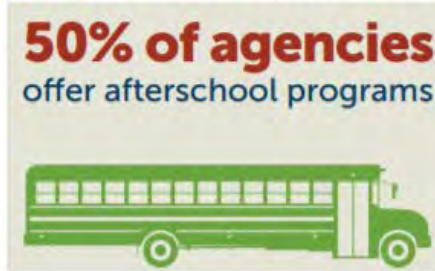
The following charts provides averages of numerous park metrics from NRPA member institutions as of 2016.

NRPA FIELD REPORT AT A GLANCE

The Typical Park and Recreation Agency...



Has 1 Park for every
2,277 residents



IV. Management and Organizational Assessment

The project team that included City staff has guided this project. This team provided input to the consultant team throughout the planning process, resulting in a collaborative effort to create a plan that blends the consultant's expertise with that of the Parks and Recreation Department and Department of Public Works. The plan includes a comprehensive process encompassing staff and stakeholder meetings, site, facilities and equipment inspections, review of materials provided by the City and observations of maintenance crews in action. Analysis of all collected data provides an understanding of how well the maintenance of the parks system is meeting the community's expectations and recommendations to improve and enhance the level of services provided.

The project consisted of the following tasks:

- Evaluation of the distribution of work among staff, optimal staffing levels, productivity and effectiveness, management/staff communications, and management and organizational structure including challenges and opportunities
- Evaluation of the effectiveness of current maintenance operations with regard to customer needs and expectations, customer satisfaction, timeliness of work, quality of work performed and services provided, knowledge and experience of employees, and training and certification opportunities or technological advances that may improve maintenance operations
- Evaluation the City's operational structure for parks maintenance with regard to its operational sustainability
- Provide recommendations, including a draft work plan with actions, timelines, and costs for continuing areas of success and implementing changes in areas where opportunities for improvement exist

The following information was discovered during our evaluation:

Strengths:

- The relationship developed between the Parks and Recreation Director, the Public Works Operation Manager, the Public Works Parks/Ground Superintendent, the Public Works Supervisor, and Urban Forestry.
- Maintenance crews confident in their abilities to complete tasks.
- Maintenance crews desire to do good work.

Areas of Need and Ideas for Improvements:

General:

- Citywide budget increase to support the necessary staffing levels.
- Condition of amenities, facilities, and landscapes throughout the parks system.
- Lack of industry standard parks systems maintenance standards.
- Organizational Structure of maintenance crews needs attention and revision.
 - Span of control for Grounds Supervisor is too large, an additional supervisor should be added (see recommend new organizational chart)
 - Another crew leader should be added, so there are two supervisors with each supervisor managing two crew leaders.
- Schedules for major maintenance tasks are needed.
- Regular routine work assignments and daily/weekly/monthly/seasonal task schedules are not in place.

- Advanced distribution of work schedules and assignments is not provided.
- Daily deployment of grounds crews and preparations for the next day's work requires advance planning.
- Full grounds maintenance set ups (trucks w/outfitted enclosed landscape trailers, tools, fuel, material, etc.).
- Staff morale/sense of ownership/empowerment.

Key Observations:

- Operations team would benefit from team building and efficiency training.
- Maintenance standards/expectations are needed.
- Schedule of major, regularly occurring parks maintenance tasks is needed.
- Reorganization of work crews may be beneficial, i.e. mowing crews, enhancement crew, pruning crew, etc.
- Full grounds maintenance set ups (trucks w/enclosed trailers, tools, fuel, material, etc.) are needed to support effective regular crew operations.
- There is a regular, recurring loss of at least two hours per day per grounds staff (19 team members) for morning work crew mobilization and deployment, and end of day return and nightly equipment storage. Other agencies are able to regularly dispatch larger grounds crews within 15 minutes at the start of day, and crews do not return to the shop/break room more than 15 minutes before closing time, with clean up, and storage of equipment at the end of the day taking about 15 minutes.
- Daily, weekly, and monthly work schedules for all crews are needed; crews should know assignments one to two weeks out what/where they would be working.
- Routine work tasks should be divided by function (mow, sprinklers, trash, playgrounds, etc.) citywide, or divided by geographic areas (maintenance zones) where each crew is responsible for a designated number of parks in defined areas.
- When looking at maintenance standards there is a difference in between general standards and standards for “flagship” or special priority sites. For example: a higher set of standards may be needed for a highly visible showcase riverfront park versus a two-acre basic neighborhood park.
- Mowing should include trimming and cleanup.
- A challenge was reported with grounds crew staff calling in sick when given advanced schedule/notice that work may be on their schedule that they do not want to do. Employees should be prepared to work without “cherry-picking” their preferred tasks. Management has a right to determine work schedules, locations, and tasks. This is a red flag and indication of the need for cultural change within the organization.

Distribution of Work

According to Grounds Year End Costs Report for 2013, 53 percent of the work performed by the 19 Public Works crew members is related to Parks, Recreation, Open Spaces, and Trails, while 47 percent of their work is related to areas of public works (medians, fire stations, water stations, cemeteries, and special properties).

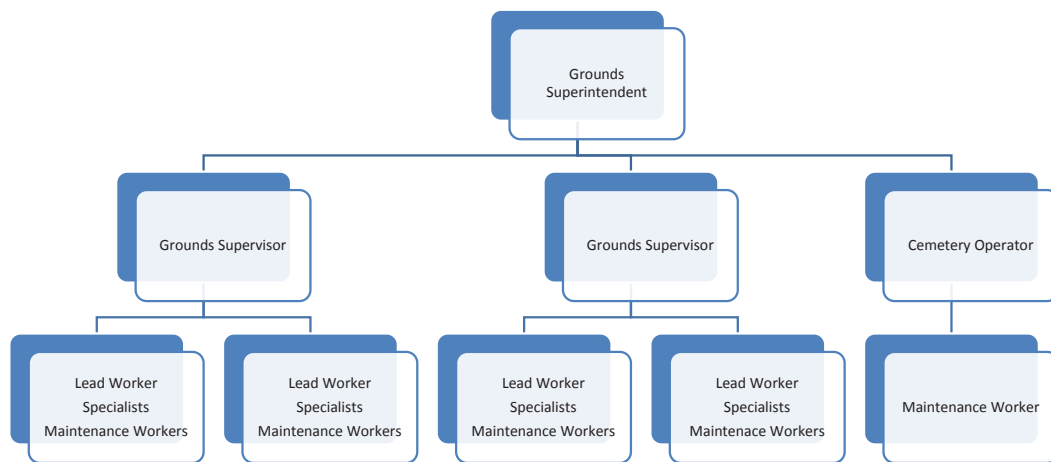
Figure 4: Grounds Year End Costs Report 2013

Parks, Recreation, Open Spaces & Trails	% of Manpower
Community Parks	29%
Neighborhood Parks (all levels)	21%
Open Space	1%
Trails	2%
Total for Parks, Recreation, Open Spaces & Trails	53%
Other Public Works Tasks	% of Manpower
Medians	13%
Fire Stations	0%
Water Stations	2%
Cemeteries	17%
Special Properties	14%
Other	1%
Total for Other Public Works Tasks	47%

The following list of work is currently outsourced and should be considered as a factor when discussing appropriate staffing levels for the Public Works Department:

- Tree Services (routine maintenance, tree removal, stump grinding, etc.)
- Sidewalk repair and replacement
- Boat dock repair

Figure 5: City of Vancouver Department of Public Works Proposed Organization Chart



Currently, each of the 19 Public Works crew members assigned to parks maintenance is responsible for 29 acres (stat provided by City staff via Current Parks Maintenance Standards document). This manpower statistic equates to only 551 acres; however, the City of Vancouver is responsible to maintain 650.43 acres of neighborhood and community parks and an additional 531.49 acres of urban natural areas for a total of 1,182.02 acres. The NRPA PRORAGIS 2015 Report indicates that the national average is between 24.1 – 39.4 acres per FTE for parks maintenance is shown in the figure below. With 1,182 acres of property in the current park system inventory (developed and Open Space sites) the ratio of current FTE to acres is approximately 1 person/62 acres. Also, of note, in addition the 19 Public Works crew members are also responsible for a Train Station, Trails, Fires Stations, Special Properties, Medians and Right of Ways, Water Stations and Cemeteries which add an additional 460 acres. In actuality the 19 Public Works crew members maintain 1,642 acres for a ratio of current FTE to acres of approximately 1 to 86.42 acres. Thus, Public Works crew members are currently maintaining two to three times the acreage per staff person as their counterparts as noted in the following chart of data collected by NRPA. Though these numbers are a guideline only, rather than a defined standard, they do illustrate the magnitude of staff shortages identified in this report. Clearly, staffing requirements vary based on responsibilities, nature, and character of maintained facilities, and regional and seasonal climate conditions. The efficiencies, organizational changes, standards, and use of technology contained in the findings and recommendations of this report will allow Public Works crew members to make some progress in the area of distribution of work and optimal staffing. Closing the existing gap will require efficiencies and expansion of staff levels to reach ratios more comparable to national averages of comparable agencies.

Figure 6: Suggested Acres of Park Maintained Per FTE

Figure 24

Acres of Park Maintained Per FTE						
Number of Acres	Lower Quartile		Median		Upper Quartile	
	2013	2014	2013	2014	2013	2014
250 or fewer	2.7	3.7	5	5.7	9.8	16.6
251 to 1,000	6	5.4	8.7	12.8	19.6	24.1
1,001 to 3,500	9	12.2	21.6	18.3	54.7	39.4
More than 3,500	18.4	16.4	32.8	46.1	66.3	139.3

With better organization, quicker deployment, and better use of the work day; pre-designed and pre-assigned work schedules; and deployment by zones or districts, the 19 Public Works Department crew members would be able to better maintain the City of Vancouver’s parks system. The staffing levels would still fall short of the optimal staffing levels.

Clarification of multiple smaller parcels making up the 24 acres is more expensive and would require more staff due to travel time, more equipment, multiple utility billing. Multiple sites will impact staffing if there are buildings added, more playing fields, intense landscape versus OS, facilities (5 playgrounds vs. one playground). National trends in recent years have been toward larger, multiple use, regional parks rather than smaller pocket parks or neighborhood greenbelts, because it is more practical to provide staff to maintain six baseball fields and a restroom building at one site, than it is to provide a restroom building and one baseball field at six different sites. These are decisions the management staff needs to take into consideration when making development decisions. The multiple small parks model is difficult to sustain with labor and material costs these days.

With regard to adding additional park acreage and the additional staffing required, 24 acres in one large parcel = 1 FTE. If the 24 acres occur in smaller partials of 3 – 7 acres across the city, due to travel time and setup/breakdown time, the ratio of 24 acres = 1 FTE would need to be adjusted. If the 24 acres became 3 separate sites, an additional 3 – 4 man hours per day (208 - 1040 man hours per year) would be needed. This could equate to the need for an additional .1 - .5 FTE for each 24 acres added.

Optimal Staffing Levels

Industry averages from NRPA PRORAGIS 2015 Report indicate that the City of Vancouver could require as many as 30 dedicated FTEs to maintain the 1,182.02-acre parks system. Since the 650.43 acres of neighborhood and community parks require regular weekly maintenance, and the 531.49 acres of urban natural areas may require less frequency of maintenance, the number of recommended FTEs could be reduced to 27. Since 53 percent of the work performed by the 19 Public Works crew members is related to Parks, Recreation, Open Spaces, and Trails, and 46 percent of their work is related to areas of public works (medians, fire stations, water stations, cemeteries, and special properties), the actual number of FTEs need in Public Works could be as high as 44.

Currently, Vancouver’s Public Works Department has 19 members assigned to parks systems maintenance. GreenPlay estimated that the average grounds crew member is losing two hours/day due to inefficiencies within the existing operation. Cumulatively for the 19-member crew, this equates to a loss of 9,120 hours per year, which compares to a productivity loss of 4.4 full time crew/year. In effect, the grounds crew has been operating as if there were only 15 crew members assigned to parks system maintenance. If staff operations becomes more efficient and regains the lost 4.4 fulltime crew/year, the optimal staffing level would be 40 FTEs for all of Public Works Grounds Operations. The optimal staffing level would consist of improving the efficiency of the 19 crew members and to add 8 – 21 additional staff members and possibly one to three additional Lead positions. The current ratio of supervisors/leads/crew members appears to work adequately for both the Public Works Department and the Parks and Recreation Department, as they have developed a great relationship. The operational efficiencies and organizational changes recommended in the report will provide for a more productive environment that is not necessarily a function of any supervisor/employee ratio. We have seen operations where supervisors oversee as many as 20 FTE on multiple crews in the field; communication, standards, organized schedules and enhanced equipment all replace the need for more supervisors.

Many other agencies supplement their recreation and public works ground maintenance crews with additional part-time/seasonal staff. This could be a valid option for the Public Works Department provided at least one additional full-time Lead position is added and sufficient time and resources are provided for hiring and training part-time/seasonal staff. Supplementing with part-time/seasonal staff is a good practice to avoid labor costs; however, most of the part-time/seasonal staff work must be unskilled labor to achieve any savings. This works well for mowing, trimming crews, trash collection, general grounds cleanup, etc. The downside is turnover, employee motivation, and possible small equipment damage/theft. The focus of seasonal staff should be on providing workload assistance to full-time staff during high impact seasonal functions such as mowing, sports field preparation, etc. and not on hourly staff performing basically the same tasks as full-time staff. To be effective, it truly does need to be seasonal, such as hiring 12 people to work on mowing crews from April through August, then laying off the part-time/seasonal staff. Doing this also allows the full-time staff to concentrate on their perhaps more skilled responsibilities rather than being pulled off a skilled job to perform mowing tasks in times of high demand.

GIS Technology

The Public Works Ground Maintenance staff should use GIS technology similar to the other departments in Public Works (Water and Streets). There are a number of specifically developed apps and software packages which utilize GIS mobile devices to track a number of variables pertaining to parks and grounds maintenance work. Collecting and analyzing data on key performance measurements over time would certainly help the city to hone its maintenance practices, scheduling, budgeting etc. Using such data would allow the city to figure out average production rates for crews, specific pieces of equipment, average time needed for regularly occurring maintenance tasks at each location, etc. – the type of information that can be used to strategically improve service delivery. Wi-Fi capable iPads or tablets should be provided to the Leads to allow them to access the work order system remotely from the field to enter new work orders and to edit existing work orders. GIS means many different things to different people. It can be as simple as mapping and inventory (both important to get a handle on what an agency has whether it be acres of turf, trees, parking spaces, etc.). There are apps available that can help with playground inspections and reporting, water conservation and consumption, per acre maintenance costs, coordinating maintenance schedules with program schedules, and calculating materials and supplies needed based on acreage (fertilizer, infield mix for baseball fields, over-seeding).

Productivity and Effectiveness

Productivity and effectiveness of the Public Works grounds crew assigned to parks system maintenance can be greatly improved by:

- Development of maintenance standards/expectations for each park and each maintenance task.
- Development of a regular schedule of major maintenance tasks that minimizes travel needs, and maximizes grounds crew time at park and recreation sites.
- Routine work tasks should be divided by function (mow, sprinklers, trash, playgrounds, etc.) citywide or divided by geographic areas of the city (maintenance zones) where each crew is responsible for a designated number of parks.
- Add full grounds maintenance set ups (trucks w/enclosed trailers, tools, fuel, material, etc.) for regular crew operations.
- Assign vehicles to crew members so that they can have vehicles prepared at the end of each shift for the next day's assignments.
- Dispatch from the public works facility should take no more than 15 minutes each morning. Conversely, grounds crews should not need to return to the facility until 15 minutes prior to closing time.
- Provide the crews with their assignments for the next day and prep equipment for the next day at the end of the previous day.
- Develop and distribute daily, weekly, and monthly work schedules for all crews. Grounds crew staff should know their schedules and general assignments in advance.

Management/Staff Communications

Management and staff communications can be improved by developing and distributing daily, weekly, and monthly work schedules for all crews. Dispatching of crews should occur in a much quicker time (within 15 minutes of the start of the day) than is now occurring. Schedule a once a week – on Wednesday morning or afternoon for a full crew/supervisor update meeting to last no longer than 30 minutes. Other communications should occur using a white board to post information, distributing a printed document or by supervisor site visits in the field with the crew (this will improve communications at the same time providing supervisors with an opportunity to observe the crews in the field). There are electronic means and computer software to schedule and update work activity. If the Department desires to become state-of-the-art, plans should be made to set up work scheduling on computers, tablets or iPads should be provided to all supervisors and crew leaders to update at the end of each day. Such a system could also allow the City to track performance over time and inform future decision making regarding the scheduling.

Management and Organizational Structure

The management and organizational structure that supports grounds operations could be improved by analyzing and developing daily, weekly, and monthly work schedules for all grounds crews. Crews could be divided by function (mow, irrigation, trash, playgrounds, etc.) citywide or divided by geographic areas of the city (3-4 parks maintenance zones) where each crew is responsible for all routine grounds maintenance tasks such as mowing, trimming, and litter/trash/debris pick up for all parks within their zone. Leads could be assigned geographic areas (zones/districts) and be responsible for all aspects of the parks system with in their areas including inspections (including playgrounds and all parks systems equipment), development of work orders, confirmation of completion of work orders and supervision and support of crews working in their assigned areas. The Grounds Supervisor could concentrate on overall management and assign supervision and management of crews to the Leads. A willingness to change and adopt new approaches is essential for improvements to be successful. Managers and supervisors must be champions of change.

Challenges and Opportunities

An understanding of the long history of the Public Works Department and the effects of the 2008/09 recession on the budgets and staffing levels needs to be acknowledged. A culture of defending the actions of the public works grounds crews with regards to parks system maintenance challenges has developed and is impeding positive change.

Knowledge and Experience of Employees

The existing pool of knowledge, skills, abilities and experience of the entire Public Works Department grounds staff (Supervisor, Leads, and Crew members) needs to be maintained and should be harnessed when the City considers major projects that impact their work. Grounds staff can and should provide valuable insight into the maintenances needs, costs, and challenges associated with new park development, or changes to procedures and operating strategies.

Training and Certification Opportunities

Work related training and certification opportunities should be explored and considered as a means for developing and maintaining a skilled grounds crew, leads, and supervisors. Better trained and certified employees typically perform better and are more inclined to work toward their maximum efficiencies and abilities. There are many training and certification programs offered in grounds management including turf management, horticulture, arboriculture, integrated pest management, etc.

V. Financial Resources and Expenditure Analysis

Snapshot of Financial Condition of City Parks and Recreation Department

As noted in previous City reports, most of Vancouver’s parks and recreation sites are in need of some degree of capital improvement or repair. The parks system has an estimated \$9,215,611.01 in needed capital improvement projects. The budget for staff dedicated to the maintenance of the parks systems appears to be approximately 30 percent of the desired level to have a full staff of 27 grounds staff assigned to parks system maintenance. Continued delay in addressing of outstanding capital needs, while maintaining current levels of regular maintenance will only further exacerbate the unsatisfactory conditions of the parks system, and increase the future costs for corrective actions.

Determine financial dynamics necessary to make sound operating decisions

The City, the Public Works Department, and the Parks and Recreation Department all desire the same outcome – improved conditions at all of Vancouver’s parks and recreation sites. To achieve that outcome, all parties need to agree upon:

1. What defines the satisfactory level of grounds maintenance of the parks system?
2. What level of staffing is needed to achieve a satisfactory level of maintenance?
3. What level of funding is needed to achieve the desired outcome?

Identify opportunities to improve the financial sustainability of the city maintenance practices including evaluating expenditures and increasing current sources of revenue

Outsourcing can be extremely labor intensive and time consuming. However, specialized activities such as median maintenance, tree pruning, turf management tasks such as fertilization and aeration or seasonal planting could be considered for outsourcing as a means to reduce overall costs and shift manpower and funds for additional FTEs to the Public Works Department crew assigned to the parks systems maintenance.

City urban forestry staff suggested, and we support, the general concept and practice of reducing “unnecessary” areas of maintained lawn turf in targeted areas of city parks. Urban forestry, Parks and Recreation, and Public Works Department grounds leads should work together to identify and select areas to reduce regular mowing operation, in favor of allowing those areas to naturalize to some degree. Reducing regular mowing needs in many small areas can save significant time when viewed system-wide, and allow for some resources to be focused on other important maintenance items, deferred maintenance issues etc.

Reorganization focusing on improving efficiencies appears to be the best available option to improve financial stability.

Currently, a comprehensive equipment and asset replacement program (ERR) for all vehicles and larger, motorized equipment is in place. Observation of the current condition and age of vehicles and larger equipment indicates that the ERR is not being followed. It is simply a matter of determining the expected life span of equipment (i.e. trucks, mowers, etc.) and site improvements (i.e. playgrounds, tennis courts, etc.), applying a reasonable replacement price that is updated regularly (every two years is suggested), and then determining contributions to be made to a replacement fund annually to fund future replacement. For example, if a large area mower costs \$48,000 and has a life span of five years, the City should be contributing \$9,600 per year into a replacement fund. The other advantage of such a fund is to spread out the impact of bulk purchases. If five trucks are purchased at a time, and used essentially the same amount of time, they will all wear out at the same time. Regular replacement cycles allow for the purchase of new equipment each year, and the general age of the fleet is improved. Capital repair and replacement items can be handled in a similar way using a rotating replacement schedule so that all items are not being replaced all at the same time. Perhaps a portion of the \$300,000 in new funding could be set aside for this purpose.

Rentals of facilities, amenities and fields could be considered to increase sources of revenue; however, these rentals could have costs associated (i.e. additional operation cost, waste removal, potential staffing, etc.) that could reduce the revenue potential.

VI. Evaluation of Potential Partnerships

Continue Identifying key potential partners and viability of community partnerships

Potential partners would include school districts, local sports associations, garden clubs, volunteer clubs, service organizations (Rotary, Kiwanis, Lyons Club...), local recreation orientated businesses, local foundations, and environmental groups.

Identify strategies to continue to leverage partnership opportunities

The City should continue to pursue an aggressive approach to commercial and private citizen funding of "Adopt A Park" programs. A two to three-year focus on this can do wonders in getting local businesses and neighbors to take on trash collection, painting, planting and upkeep of floral beds, fence repairs, etc. to take some of the load off regular maintenance crews. The implementation of this type of program requires some patience and marketing to be successful; approach local media for assistance in promotion. Currently, there are 20 Adopt- a-Park partnerships in place.

Provide recommendations and sample documents to create partnership policy

An alternative funding source document has been provided as a staff resource.

VII. Effectiveness of Current Maintenance Operations

Regarding customer needs and expectations, this study was commissioned because the Vancouver community was generally not pleased with the overall conditions and level of maintenance of the City's parks. Meetings with the Executive Steering Committee, stakeholders, City administrators, staff, grounds crew members, volunteers and participants, combined with site visits and field observations found that city park maintenance operations currently fall below industry standards. The condition of, and maintenance of, the grass/turf, landscaping, trees, walkways, playgrounds, and amenities are generally worse than those of comparable agencies. Existing conditions and level of maintenance of parks and recreation areas in Vancouver are not meeting customers' needs and expectations, and this is unsatisfactory to the Public Works Department and Parks and Recreation Department.

Customer Satisfaction

Based on feedback obtained through this study, Vancouver customers appear to be fairly satisfied with the City's responsiveness to individual maintenance requests, but are dissatisfied with the current conditions of the parks system and the overall level of maintenance grounds. A few questions to be considered for improving customer satisfaction:

- Does the city have a "311" or other user-friendly means for residents or other park users to report problems or concerns? If available, are market efforts reaching park users?
- Can the My Vancouver App be expanded to include Parks and Recreation?

Timeliness of Work

The City's responsiveness to parks maintenance requests appears adequate. The Public Works Department Supervisor makes responding to maintenance requests a priority over routine maintenance work. A system should be implemented to prioritize requests and assign work to crews in a manner that is least disruptive to routine operations, especially as current grounds maintenance is not up to industry standards. The prioritization of individual maintenance requests over routine maintenance is negatively impacting the management of park grounds system wide. This could be corrected by assigning Leads responsibility for all parks management activities within defined geographic areas (zones/districts) including inspections (including playgrounds and all parks systems equipment), development of work orders, confirmation of completion of work orders, and supervision and support of crews working in their assigned areas. Overall scheduling of routine grounds tasks and resource allocation need to be improved.

Quality of work performed and services provided

The quality of City parks system maintenance is below industry standards. The current lack of measurable performance standards, and regular schedules for routine maintenance tasks is significantly impacting the quality of managed park landscapes and site amenities. This can be corrected with a reorganization of the Public Works Department staff assigned to parks system maintenance. Staff safety/best practices training, development of standards and performance review protocols need to be instituted.

Operational Structure for Park Maintenance Sustainability

Vancouver’s current system for maintaining City parks is not meeting expectations, falls below industry standards, and as such, is not a model that is advantageous to continue. General safety/best practices training, equipment, and tool training need to be improved and documented. The City should refine the organizations of grounds maintenance– zones with single maintenance crew “owning” all park grounds in “their” zone, versus grounds crews for specific maintenance tasks for all parks.

From an equipment stand point, generally grounds crews have the majority of basic tools needed to effectively complete tasks. Two key concerns were noted with grounds equipment:

1. Need for enclosed maintenance/equipment trailers for mowing and regular maintenance operations crews.
2. Grounds operations vehicles and large equipment, as noted in the fleet services evaluation done by another consultant last year, are aging. A plan should be developed for routine maintenance and replacement of key equipment.

City urban forestry staff suggested, and we support, the general concept and practice of reducing “unnecessary” areas of maintained lawn turf in targeted areas of city parks. The City may want to consider providing criteria for staff to utilize to identify and select areas to reduce mowing operation, in favor of allowing those areas to naturalize to some degree. By reducing maintenance needs in many small areas of parks, time can be saved overall through reduced mowing, trimming, irrigating, weed control etc. That “saved” staff time could then be utilized to address other important management items, deferred maintenance issues etc.

Sample Maintenance Standards for Parks and Facilities Developed by Consultants and Director of Parks and Recreation

These general maintenance standards were developed as a starting point for the Parks and Recreation Director and the Public Works staff to discuss and refine as a basic desired maintenance standard for all parks.

- Litter control minimum service two to three times per week, high use may dictate higher levels during the warm seasons.
- Repairs to all elements of the design should be done immediately when problems are discovered provided replacement parts and technicians are available to accomplish the job. When disruptions to the public might be major in the repair is not critical, repairs may be postponed to a time that is least disruptive to the routine maintenance schedule.
- Complete park inspections should be conducted daily.

SAMPLE
PARKS, RECREATION & OPEN SPACE
PARK AND PARKWAY MAINTENANCE GUIDELINES

LEVEL	MOWING	TREE AND TURF FERTILIZATION	AERATION	EDGING/ TRIMMING	WEED CONTROL
I	Weekly-32X year Bluegrass, Fescue and athletic turf grasses. Sports fields are mowed 2X/week/ 16 weeks	Turf - 4X year, Sports fields receive 6 applications Trees - 1X every 3 years	Parks - 3X year, Sports fields receive 1 deep core aeration and +/-8 slice aerations annually Parkways - 2X year 3X year	Maintain clean edge on all walks and curbs	Weekly inspections control as needed
II	Weekly-32X year Bluegrass, Fescue and athletic turf grasses	Turf - 4X year Trees - 1X every 3 years		Edge walks periodically to keep grass and weeds off hard surfaces. Parkways edged every 3 rd week.	Weekly inspections-control as needed
III	Every 3 rd week.	Turf - 3X year Trees - 1X every 3 years	1X year	Every 3 rd week.	Weekly inspections-control as needed

LEVEL	IRRIGATION CHECKS	WATERING	TREE AND SHRUB PRUNING	FLOWER OR SHRUB BED MAINTENANCE	DISEASE AND INSECT CONTROL
I	1X weekly	Turf Parks – 27 inches/year * Parkways – 27 inches/year**	1 x every 3 years or as needed	Weekly weeding and clean up	Check weekly - control within 48 hours if severe
II	1X weekly	Turf Parks – 27 inches/year Parkways - 27 inches/year	1X every 3 years or as needed	Weekly weeding and clean up	Check weekly – control within 48 hours if severe
III	1X weekly	Turf Parkways – 15 inches/year	1X every 3 years or as needed	None	Check weekly - control within 48 hours if severe

Level I – Community Entries, High Use Parks and Athletic Fields

Level II – Moderate Use Parks, Arterial Landscaping

Level III – Transition areas – Connecting Tracts. Semi-native grass tracts across open space corridors that connect maintained parcels.

* & ** Parks and parkways are budgeted at 27 inches annually. Sports fields will receive higher amounts. low use/passive areas may receive less. Parks and parkways will not exceed 27" average without approval.

LEVEL	Sidewalk Sweeping	Park Inspections	Restrooms	Playgrounds	Special Park Features
I	4 Rotations/year <ul style="list-style-type: none"> ▪ Mid December ▪ Mid January ▪ Mid February ▪ Mid March Specific dates determined by need and weather	Written Reports: Weekly – April –October Bi-weekly – November –March Visits: Daily – April – October 3X week – November – March	Service daily – April – October Service 3X week – November - March	Check and complete written report: Weekly – January – December Sweep and/or blow around playground 3X weekly – April – October 1X week – November - March	Check during inspection Picnic Areas – Serviced daily April – October 1X week – November - March
II	4 Rotations/year <ul style="list-style-type: none"> ▪ Mid December ▪ Mid January ▪ Mid February ▪ Mid March Specific dates determined by need and weather	Written Reports: Weekly – April –October Bi-weekly – November –March Visits: Daily – April – October 3X week – November – March	Service daily – April – October Service 3X week – November - March	Check and complete written report: Weekly – January – December Sweep and/or blow around playground 3X weekly – April – October 1X week – November - March	Check during inspection Picnic Areas – Serviced daily April – October 1X week – November - March
Check during inspection	4 Rotations/year <ul style="list-style-type: none"> ▪ Mid December ▪ Mid January ▪ Mid February ▪ Mid March Specific dates determined by need and weather	Written Reports: Weekly – April –October Bi-weekly – November –March Visits: Daily – April – October 3X week – November – March	None	None	Check during inspection

LEVEL	Vandalism	Snow Removal	Trash Removal	Signage
I	Repair within 24 hours of report	Parks: 1. Administrative offices, emergency services and employee parking 2. Trails and sidewalks as part of school access routes 3. Parking lots 4. Playgrounds and secondary paths	7X week – April – October 3X week – November - March	Checked weekly – Replaced or repaired within 24 hours
II	Repair within 24 hours of report	Parks: 1. Trails and sidewalks as part of school access routes 2. Parking lots 3. Playgrounds/ secondary paths	7X week – April – October 3X week – November - March	Checked weekly – Replaced or repaired within 24 hours
III	Repair within 24 hours of report	Parks: 1. Trails and sidewalks as part of school access routes 2. Parking lots 3. Playgrounds and secondary paths	7X week – April – October 3X week – November - March	Checked weekly – Replaced or repaired within 24 hours

VIII. Alternatives Analysis and Implementation Strategy

Four alternatives were considered:

1. No change from current operations
2. Outsourcing all or most maintenance services
3. Outsourcing of specialized maintenance services to a third party
4. Reorganization of resources to gain efficiencies and reset priorities

Overall, our recommendation is that a mix of improving existing city service delivery and outsourcing of some specialized maintenance services may be the best strategy for improving parks maintenance conditions moving forward.

The existing staff and resources for grounds operations in Vancouver should focus on regular, routine maintenance activities such as mowing, regular detailed landscape work in high profile/traffic areas at park sites, and regular repair/maintenance of site amenities (touch up painting, replacing broken board in a table, bench, etc.). Based on staff feedback, shrub and tree pruning is not their forte, and training is needed on basic plant identification and horticultural practices. Pruning is also an area of deferred maintenance, and we recommend bringing in a third-party arborist/tree company to tackle priority tree and shrub care projects and to teach public works staff basic best practices. Additional coordination with the urban forestry department (which organizes forestry activity city wide), and roads and highway division of Public Works, as well as with volunteer groups is needed to ensure some basic stewardship projects are completed (trail cleanup, parking lot pothole repair, etc.) using best management practices.

Consider Long-term Outsourcing:

- Shrub and tree pruning – deferred maintenance and targeted ongoing pruning
- Projects on the Composite Work List 91312 that have been deferred
- Roadway median and right of way landscape maintenance
- Invasive species removal, natural area restoration, and habitat preservation
- Removal of health and safety hazards caused by illegal dumping, homeless camps auto abandonment, and hazardous wastes
- Turf Management tasks such as aeration and fertilization
- Maintenance around all facilities

Consider One Time Outsourcing:

- The entire maintenance of several parks for a period of time to allow these parks to be brought back up to acceptable standards. Selected two to four test sites and contract out all maintenance operations; then compare costs and results at end of a trial period (perhaps two years) to determine if continued outsourcing makes sense.

It is recommended to consider any sites where installation of synthetic turf and lights would maximize play while giving a ROI to the City. Emphasis should be placed on studying the following Community Park sites: Marshall, Haagen, David Douglas and Fisher Basin for synthetic turf and lights installations.

IX. Recommendations and Action Plans

The City has requested specific recommendations on the following six items:

1. Recommendations on how to improve the current staffing and deployment model of the Grounds Maintenance Staff and operations
2. Suggestions on any equipment and/or park features that could assist in making efficiencies possible
3. Evaluation of the current staffing level and if how different staffing models could affect the quality of maintenance. Justify and make recommendation to staff levels, if needed
4. Recommend staffing ratios, which provides a formula for adding staff as additional assets (acreage or amenities) are added to the parks inventory
5. Estimates on the capital repair deficiency in the Parks system
6. Recommendations for potential locations synthetic turf and lights installations

Items 1 – 4 are covered specifically in the Recommendations, Goals, and Objection section which follows this section. Items 5 and 6 are addressed below.

Capital Repair Deficiency

Evaluation of necessary fund balances for site depreciation and aging infrastructure replacement for the existing Park system as well as cost estimates to developed current undeveloped park sites

The City requested an evaluation of the 2012 Composite Work List. As requested the following seven parks cost estimates from 2012 have been reviewed:

- Bella Vista
- Fruit Valley
- General Anderson
- Homestead
- Quarnberg
- Clear Meadows
- Edgewood

The cost estimates for these parks are very detailed; however, they are now over five years old. The CPI has averaged approximately 3% per year, so we believe these costs would be at least 15% short of today's costs. The overall cost of the entire 2012 Composite Work List would be estimated to be at least 15% short of today's cost as well. The recommendation would be to obtain new cost estimates prior to implementing any of the work on the 2012 Composite Work List.

A total estimated cost for all capital improvements = \$9,215,611.01 as of 2012 provided by the City
A total estimated cost for all capital improvements = \$10,683,418.92 as of 2017 using an increase of 3% (CPI) per year.

Synthetic Turf Sports Fields

As part of this project, the City requested recommendations for potential sites where installation of synthetic turf and lights would maximize play while giving a return on investment for the City. The following sites: Marshall, LeRoy Haagen Memorial Park, David Douglas, and Fisher Basin were all evaluated. Our assessment and recommendations are as follows.

LeRoy Haagen Memorial Park

Assessment – A 29.6-acre community park located near the Firstenburg Community Center serving residents of East Vancouver. This facility currently has restrooms and picnic shelter, but no sports fields.

Recommendation – This location would be the **#1** location to install a multi-use synthetic turf and lights. The rationale being that no sports fields exist at this location, and adding a synthetic turf with lights would increase the City’s sports field inventory and add the ability to program multiple activities many hours a day, 7 days a week, without concern for field wear and tear.

David Douglas

Assessment – An 88-acre community park serving residents of Central Vancouver and the Northwood Neighborhood. The facility currently has restrooms and picnic shelter, and multiple ball fields.

Recommendation – This location would be the **#2** location to install multi-use synthetic turf and lights. The rationale being that ball fields already exist at this location, and adding synthetic turf with lights would replace existing fields and not necessarily increase the City’s inventory of sports fields, but would add the ability to program multiple activities many hours a day, 7 days a week, without concern of field wear and tear.

Fisher Basin

Assessment – A 12.3-acre community park in partnership with the Evergreen School District serving residents of East Vancouver and the Fisher’s Landing Neighborhood. The facility currently has restrooms a picnic shelter, and sports fields.

Recommendation – This location would be the **#3** location to install multi-use synthetic turf and lights. The rationale being that this is a small site with existing sports fields. Adding synthetic turf with lights would replace existing fields and not necessarily increase the City’s inventory of sports fields, but would add the ability to program multiple activities many hours a day, 7 days a week, without concern of field wear and tear.

Marshall Community Center

Assessment – This site is the location of the Marshall/Luepke Community Center.

Recommendation – This location would **not** be recommended to install multi-use synthetic turf and lights. The rationale being that this site is already stretched to its maximum with the Marshall/Luepke Community Center. Adequate parking is not available, and adding synthetic turf with lights would not necessarily increase the City’s inventory of sports fields, and the ability to program multiple activities many hours a day, 7 days a week. The site would be negatively affected by the existing constraints and lack of parking.

Recommendations

This section describes ways to enhance the efficiency and effectiveness of the Maintenance and Operations of the Parks System.

Goal 1: Improve Current Staffing and Deployment Model of the Grounds Maintenance Staff and Operations

Objective 1.1: Reorganization of Maintenance and Operations Crew Structure for Parks System

Using the existing 3 Park Districts – divide the parks system into 3 maintenance zones. Assign each Lead to be responsible for 1 Park District with responsibilities to include supervision and task assignments of crews, inspections (entirety of park including landscaping and all equipment), and work order system (generation – assignment – verification of completion). Assign appropriate sized crews to each Park District with responsibilities to include all routine landscaping tasks (mowing, edging, trimming, blowing, etc.), litter/trash/debris pick up, equipment repair, general inspections, and placing work order requests.

Or

A second option for improving the Maintenance and Operations Crew Structure would be to assign each of the three Leads to be responsible for one of the following specific areas of responsibility, 1. all routine landscaping tasks (mowing, edging, trimming, blowing, etc.); 2. all litter/trash/debris pick up, ballfield maintenance, equipment repair, general inspections; 3. irrigation, turf management, tree and shrub management, invasive species, natural areas, habitat, pathways, and parking lots. All three Leads should have the ability to submit work orders and assign work to their crews. Each lead should also be responsible to verify and closed work orders in their area of responsibility once complete. The three Leads will need to coordinate work together, help each other out, and take on much of the responsibilities in the field.

Objective 1.2: Implement the Recommended Park Systems Maintenance Standards

Develop regular routine work assignments and daily/weekly/monthly/seasonally tasks to ensure that each park is maintained at a minimum of an existing level III standard in the Parks Systems Maintenance Standards. Issue both the parks maintenance standards and regular routine work assignments and tasks for daily and weekly schedules in a paper copy to all Public Works Department maintenance crew members assigned to parks maintenance and operations. Provide staff training on reason for and detailed components of standards. **A Park Maintenance Standards template has been provided as a staff resource to allow the department to evaluate current conditions and develop appropriate standards for routine maintenance for each park.**

Objective 1.3: Improve Time Management and Efficiency of Public Works Department Maintenance Crews Assigned to Parks System

Incorporate labor and cost-saving elements – issue regular routine work assignments and tasks weekly so that maintenance crews can plan and prepare ahead for their activities. Set a goal of the crews deploying each day within 15 minutes from start of shift and when the crews return to the operations center, they work until end of shift preparing equipment and tools for the next day's activities. Replace daily morning meeting with a scheduled weekly staff meeting (Wednesday?). Distribute other information via bulletin boards or through Leads. Assign vehicles to work units to reduce deployment time. This focus area is a major opportunity for improvement that requires no additional resources.

Objective 1.4: Increase the Number of FTEs Assigned to the Public Works Department Maintenance Crews for Parks System Maintenance and Operations

A Supervisor and a Lead position along with a total of 8-21 FTE staff members should be added to the Public Works Department maintenance crews for parks system maintenance and operations. The City should implement adding 2-3 FTEs per year until the optimum staffing level of 27-40 FTEs is reached. The city will need to continue to evaluate staffing levels as new parks and facilities are brought online. One FTE for each additional 24 acres of new developed neighborhood or community parklands should be considered. The “24” acres metric is an industry standard used by NRPA.

Objective 1.5: Develop a Preventive Maintenance Program for All Parks, Facilities, Equipment, Vehicles, and Other Assets

Develop and implement a routine inspection and preventive maintenance program for all parks, facilities, equipment, vehicles, and other assets.

Objective 1.6: Continue to Develop a Volunteer Program/Adopt A Park Program to Assist with Park Operation

Continue to strengthen a program where volunteers assist with parks inspections and litter/waste/debris pick up. Organize and appoint adopt a park volunteers for as many park sites as possible; recruit area businesses to sponsor adoption activities. The Parks and Recreation Department and the Public Works Department should continue to coordinate this initiative.

Objective 1.7: Develop a Plan for use of Technology

Use of technology should be an area of focus. There are a number of specifically developed apps and software packages including GIS that can be used on mobile devices to track any number of variables pertaining to parks and grounds maintenance work. Collecting and analyzing data on key performance measurements over time would certainly help the city to hone its maintenance practices, scheduling, budgeting etc. Using such data would allow the city to figure out average production rates for crews, specific pieces of equipment, average time needed for regularly occurring maintenance tasks at each location, etc., which is the type of information that can be used to strategically improve service delivery. The City of Vancouver should consider the following technological options to assist in improving parks systems maintenance operations:

- Consider issuing Wi-Fi capable iPads or tablets to the Leads to allow them to access the work order system remotely from the field to enter new work orders and to edit existing work orders
- Consider offering access to on-line training, courses and certifications for staff members
- Full grounds maintenance set ups (enclosed trailers, tools, fuel, material, etc.) are needed for regular crew operations.

Objective 1.8: Outsource Specialty and Time Constraining Tasks as well as Many Deferred Projects

Contract certain services, tasks, and projects that the Public Works Department Maintenance Crews assigned to the parks systems don't have the time available, the expertise, or the necessary manpower to handle without negatively affecting the regular routine necessary tasks.

Specific tasks to outsource include:

- Projects on the Composite Work List 91312 that have been deferred
- Traffic control services to assist with roadway median and right of way landscape maintenance
- Invasive species removal, natural area restoration, and habitat preservation
- Enhanced turf management, aeration, and fertilization

- Landscaping around all facilities to include City facilities, such as the recreation centers, fire stations, police stations, etc.
- Tree and shrub trimming and maintenance (continue outsourcing)

Objective 1.9: Onetime Outsourcing of the Complete Tune Up of Several Parks to Meet the Level of the New Parks Systems Maintenance Standards

Contract on a one-time basis several parks each year to be tuned up to meet the Parks Systems Maintenance Standards and then return the maintenance of these parks back over to the Public Works Department Maintenance Crews for ongoing maintenance.

Objective 1.10: Use of Seasonal Employees

Consider use of seasonal employees for tasks like mowing, trimming, weeding, landscaping during certain seasons.

Goal 2: Improve the Current Designs of Existing Parks to Improve Maintenance and Operations of the Park System

Objective 2.1: Select Turf Areas to Naturalize in Existing Parks

Increase areas of turf that are not readily usable for recreation purposes and allow to grow naturally. In certain parks, mow and landscape designated distances along paths (6' width) and allow remaining turf to grow naturally, reducing maintenance needs.

Objective 2.2: Redesign Landscape Elements of Existing Parks

Change current landscape designs elements in existing parks – increase areas that are allowed to grow naturally. Redesign landscape areas to have low maintenance elements.

Objective 2.3: Increase Tree Canopy Coverage on Existing Park Properties Through Urban Forestry's Canopy Restoration Program

Add more native trees and allow turf around trees to grow naturally.

Objective 2.4: Design New Parks for Efficient Maintenance

Develop and implement Maintenance Management Plans following established Parks Systems Maintenance Standards prior to construction. Involve maintenance staff at all levels and program staff in the design process.

Objective 2.5: Standardize and Upgrade Park Site Furnishings

To improve for maintenance and sustainability develop and implement replacement plans following established Parks Systems Maintenance Standards to upgrade and replace all playgrounds and park furnishing.

Goal 3: Improve the Current Level of Funding for Parks Maintenance and Operations

Objective 3.1: Increase Budgetary Funding for Additional FTEs

Increase annual staff budget to allow for addition of necessary FTEs as indicated.

Objective 3.2: Continue to Increase Partnerships to Enhance Park Maintenance and Operations

Work with local business and community groups to seek funding, donations, gift of kind, or other support for parks maintenance and operations.

Objective 3.3: Continue Leveraging Volunteer Support to Enhance Park Maintenance and Operations

Continue to strengthen program of volunteers assisting with parks inspections and litter/waste/debris pick up. Implement volunteer park clean up days.

B. Action Plan and Prioritization

The following Goals, Objectives, and Action Items for the recommendations
Timeframe to complete is designated as:

- Short-term (up to 3 years)
- Mid-term (4-6 years)
- Long-term (7-10 years)
- Ongoing (occurs on a continuous basis)

Goal 1: Improve Current Staffing and Deployment Model of the Grounds Maintenance Staff and Operations

Objective 1.1 Reorganization of maintenance and operations crew structure for parks system			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
<p>1.1.a Using the existing 3 Park Districts – divide the parks system into 3 maintenance zones. Assign each Lead to be responsible for 1 Park District with responsibilities to include supervision and task assignments of crews, inspections (entirety of park including landscaping and all equipment), and work order system (generation – assignment – verification of completion). Assign appropriate sized crews to each Park District with responsibilities to include all routine landscaping tasks (mowing, edging, trimming, blowing, etc.), litter/trash/debris pick up, equipment repair, general inspections, and placing work order requests.</p>		Staff time	Short-Term
<p>1.1. b A second option for improving the Maintenance and Operations Crew Structure would be to assign each of the three Leads to be responsible for one of the following specific areas of responsibility: 1) all routine landscaping tasks (mowing, edging, trimming, blowing, etc.); 2) all litter/trash/debris pick up, ballfield maintenance, equipment repair, and general inspections; and 3) irrigation, turf management, tree and shrub management, invasive species, natural areas, habitat, pathways, and parking lots. All three Leads should have the ability to submit work orders and assign work to their crews. Each lead should also be responsible to verify and closed work orders in their area of responsibility once complete. The three Leads will need to coordinate work together, help each other out, and take on much of the responsibilities in the field.</p>		Staff time	Mid-Term

Objective 1.2 Implement the recommended Park Systems Maintenance Standards			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.2.a Develop regular routine work assignments and daily/weekly/monthly/seasonally tasks to ensure that each park is maintained a minimum of an existing level III standard in the parks systems maintenance standards.		Staff time	Short-Term
1.2.b Issue both the parks maintenance standards and regular routine work assignments and tasks for daily and weekly schedules in a paper copy to all Public Works Department maintenance crew members assigned to parks maintenance and operations.		Staff time	Short-Term
1.2.c Provide staff training on reason for and detailed components of standards.	4 staff hours per FTE	Staff time	Short-Term
Objective 1.3: Improve time management and efficiency of Public Works Department maintenance crews assigned to parks system			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.3.a Incorporate labor and cost-saving elements – issue regular routine work assignments and tasks weekly so that maintenance crews can plan and prepare ahead for their activities.		Staff time	Short-Term
1.3.b Set a goal of the crews deploying each day within 15 minutes from start of shift and when the crews return to the operations center, they work until end of shift preparing equipment and tools for the next day's activities.		Staff time	Short-Term
1.3.c Replace daily morning meetings with scheduled weekly staff meeting (Wednesday?).	1 staff hour per FTE per week	Staff time	Short-Term
1.3.d Distribute other information via bulletin boards or through Leads.		Staff time	Short-Term
1.3.e Assign vehicles to work units to reduce deployment time.		Staff time	Short-Term
Objective 1.4: Increase the number of FTEs assigned to the Public Works Department maintenance crews for parks system maintenance and operations			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.4.a Add a Supervisor and Lead position to the Public Works Department maintenance crews for parks system maintenance and operations.		1-2 X FTE salary plus benefits	Short-Term
1.4.b Add a total of 8-21 FTE staff members to the Public Works Department maintenance crews for parks system maintenance and operations. The city should implement adding 2-3 FTEs per year until the optimum staffing level of 27-40 FTEs is reached.		2 -3 X FTE salary plus benefits	Short-Term
1.4.c The city will need to continue to evaluate staffing levels as new parks and facilities are brought online. One FTE for each additional 24 acres of new developed neighborhood or community parklands should be considered.		Staff time and cost of FTE salary plus benefits	Short-Term

Objective 1.5: Develop a preventive maintenance program for all parks, facilities, equipment, vehicles, and other assets			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.5.a Develop and implement a routine inspection and preventive maintenance program for all parks, facilities, equipment, vehicles, and other assets.		Staff time	Short-Term
Objective 1.6: Continue developing a volunteer program/adopt a park program to assist with park operation			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.6.a Continue to strengthen a program where volunteers assist with parks inspections and litter/waste/debris pick up.		Staff time	Short-Term
1.6.b Continue to strengthen the adopt a park volunteers for as many park sites as possible; recruit area businesses to sponsor adoption activities.		Staff time	Short-Term
Objective 1.7: Develop a plan for use of technology			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.7.a Add specifically developed apps and software packages including GIS that can be used on mobile devices to track desired variables pertaining to parks and grounds maintenance work.		\$5,000	Short-Term
1.7.b Collect and analyze data on key performance measurements to hone maintenance practices, scheduling, budgeting etc. to determine average production rates for crews, specific pieces of equipment, average time needed for regularly occurring maintenance tasks at each location, etc.		Staff time	Short-Term
1.7.c Issue Wi-Fi capable iPads or tablets to the Leads to allow them to access the work order system remotely from the field to enter new work orders and to edit existing work orders.		\$600 per lead per year	Short-Term
1.7.d Offer access to on-line training, courses and certifications for staff members.		TDB	Short-Term

1.7.e Add full grounds maintenance set ups (enclosed trailers, tools, fuel, material, etc.) are needed for regular crew operations.	\$10,000 per setup	TDB	Short-Term
Objective 1.8: Outsource specialty and time constraining tasks as well as many deferred projects			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
<p>1.8.a. Contract certain services, tasks, and projects that the Public Works Department Maintenance Crews assigned to the parks systems don't have the time available, the expertise, or the necessary manpower to handle without negatively affecting the regular routine necessary tasks.</p> <ul style="list-style-type: none"> • Projects on the Composite Work List 91312 that have been deferred (Capital Repair Inventory) • Traffic control services to assist with roadway median and right of way landscape maintenance • Invasive species removal, natural area restoration, and habitat preservation • Enhanced turf management, aeration, fertilization • Landscaping around all facilities to include City facilities, such as the recreation centers, fire stations, police stations, etc. • Removal of health and safety hazards caused by illegal dumping, homeless camps, auto abandonment, and hazardous wastes • Tree and shrub trimming and maintenance (continue outsourcing) 		Costs of the contracts for each task needs to be determined by issuing RFPs	Short-Term
Objective 1.9: Onetime outsourcing of the complete tune up of several parks to meet the level of the new Parks Systems Maintenance Standards			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.9.a. Contract on a one-time basis several parks each year to be tuned up to meet the Parks Systems Maintenance Standards and then return the maintenance of these parks back over to the Public Works Department Maintenance Crews for ongoing maintenance.		Costs of the contracts for each task needs to be determined by issuing RFPs	Short-Term
Objective 1.10: Use of seasonal employees			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.10.a. Consider use or increasing use of seasonal employees for tasks like mowing, trimming, weeding, landscaping during certain seasons.		Less expensive than FTEs could provide more manpower hours	Short-Term

Goal 2: Improve the Current Designs of Existing Parks to Improve Maintenance and Operations of the Park System

Objective 2.1: Select turf areas to naturalize in existing parks			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
2.1.a. Increase areas of turf that are not readily usable for recreation purposes and allow to grow naturally. Mow and landscape designated distances along paths (6' width) and allow remaining turf to grow naturally; reducing maintenance needs.		Staff time	Short-Term
2.1. b. In certain parks mow and landscape designated distances along paths (6' width) and allow remaining turf to grow naturally; reducing maintenance needs.		Staff time	Mid-Term
Objective 2.2: Redesign landscape elements of existing parks			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
2.2.a Change current landscape designs elements in existing parks – increase areas that are allowed to grow naturally.		Staff time	Short-Term
2.2. b Redesign landscape areas to have low maintenance elements.		Staff time	Mid-Term
Objective 2.3: Increase tree canopy coverage on existing park properties through Urban Forestry's canopy restoration program			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
2.3.a Add more native trees and allow turf around trees to grow naturally.	Urban Forestry will supply trees	Urban Forestry will plant trees	Short-Term
Objective 2.4: Design new parks for efficient maintenance			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
2.4.a Develop and implement Maintenance Management Plans following established Parks Systems Maintenance Standards prior to construction.		Staff time	Short-Term
2.4.b Involve maintenance staff at all levels, and program staff in the design process.		Staff time	Short-Term
Objective 2.5: Standardize and upgrade park site furnishings			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
2.5.a Develop and implement replacement plans following established Parks Systems Maintenance Standards to upgrade and replace all playgrounds and park furnishings.		Staff time and cost of playground equipment and park furnishings	Short-Term

Goal 3: Improve the Current Level of Funding for Parks Maintenance and Operations

Objective 3.1: Increase Budgetary Funding for Additional FTEs			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.1.a. Increase annual staff budget to allow for addition of necessary FTEs as indicated.		2 -3 X FTE salary plus benefits	Short-Term
Objective 3.2: Continue to Increase Partnerships to Enhance Park Maintenance and Operations			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.2.a Continue working with local business and community groups to seek funding, donations, gift of kind, or other support for parks maintenance and operations.		Staff time	Short-Term
Objective 3.3: Continue Leveraging Volunteer Support to Enhance Park Maintenance and Operations			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.3.a Continue to strengthen program of volunteers assisting with parks inspections and litter/waste/debris pick up. Implement volunteer park clean up days.		Staff time	Short-Term

Appendix 1 Park Inventory Tables

The City of Vancouver owns and/or manages 292.03 acres of community parks at 76 sites within the planning area. These parks range in size from 0.16 acres at Hazel Hart to over 13.35 acres at Oakbrook. The neighborhood parks are currently separated into three Districts.

Table 6: Vancouver Parks and Recreation – Neighborhood Parks by District

District	Park Name	Type	Site Count		Current Acres		
			City	Ownership	Undev	Devel	2018 Total
PARK DISTRICT A - City Only PIF District							
A	Arnada	NH	1	Vancouver	0.00	3.00	3.00
A	Brickyard	NH	1	Vancouver	0.00	2.00	2.00
A	Carter	NH	1	Vancouver	0.00	0.69	0.69
A	Evergreen	NH	1	Vancouver	0.00	3.39	3.39
A	Franklin	NH	1	Vancouver	0.00	8.71	8.71
A	Fruit Valley	NH	1	Vancouver	0.00	6.06	6.06
A	Hazel Hart	NH	1	Vancouver	0.00	0.16	0.16
A	Hidden	NH	1	Vancouver	0.00	1.24	1.24
A	John Ball	NH	1	Vancouver	0.00	2.49	2.49
A	Leach	NH	1	Vancouver	0.00	0.23	0.23
A	Liberty	NH	1	Vancouver	0.00	0.30	0.30
A	Lynch / Franklin School Park	NH	1	Vancouver	9.56	0.00	9.56
A	Quarnberg	NH	1	Vancouver	0.00	2.59	2.59
A	Rose Village	NH	1	Vancouver	0.45	0.00	0.45
A	Rosemere	NH	1	Vancouver	0.24	0.00	0.24
A	Shumway School Park	NH	1	Vancouver	0.00	0.44	0.44
A	Harney (Edgewood) School Park	NH	1	School District	0.00	3.00	3.00
A	Washington Elementary School Park	NH	1	School District	0.00	3.00	3.00
District A Subtotal			18		10.25	37.30	47.55

District	Park Name	Type	Site Count		Current Acres		
			City	Ownership	Undev	Devel	2018 Total
PARK DISTRICT B - City Only PIF District							
B	Burton Ridge (Cherington)	NH	1	Vancouver	4.35	0.00	4.35
B	Centerpointe	NH	1	Vancouver	0.00	8.72	8.72
B	Columbia Lancaster	NH	1	Vancouver	0.00	2.00	2.00
B	Coop, John & Margrette	NH	1	Vancouver	0.00	3.56	3.56
B	DuBois	NH	1	Vancouver	0.00	3.00	3.00
B	Ellsworth School Park	NH	1	Vancouver	0.00	5.22	5.22
B	Ellsworth Springs	NH	1	Vancouver	0.00	2.80	2.80
B	Father Blanchet	NH	1	Vancouver	0.00	2.34	2.34
B	Forest Ridge	NH	1	Vancouver	0.00	1.50	1.50
B	General Anderson	NH	1	Vancouver	0.00	1.89	1.89
B	Gustafson	NH	1	Vancouver	0.00	3.98	3.98
B	Jaggy Road	NH	1	Vancouver	0.00	3.42	3.42
B	Kelley Meadows	NH	1	Vancouver	7.25	0.00	7.25
B	Lieser Crest	NH	1	Vancouver	0.00	4.59	4.59
B	Lieser Elementary School Park	NH	1	School District	0.00	2.00	2.00
B	Marrion School Park	NH	1	School District	0.00	5.00	5.00
B	Meadow Homes	NH	1	Vancouver	0.00	2.70	2.70
B	Meadowbrook Marsh	NH	1	Vancouver	0.00	3.50	3.50
B	MyPark	NH	1	Vancouver	0.00	0.40	0.40
B	Oakbrook	NH	1	Vancouver	0.00	13.35	13.35
B	Orchards West	NH	1	Vancouver	0.00	7.53	7.53
B	Peter S. Ogden Elementary School Park	NH	1	Vancouver	0.00	4.85	4.85
B	Sam Brown	NH	1	Vancouver	2.45	0.00	2.45
B	Southcliff	NH	1	Vancouver	0.00	4.50	4.50
B	St Helens	NH	1	Vancouver	0.00	3.20	3.20
B	Stein, George & Hazel	NH	1	Vancouver	3.42	0.00	3.42
B	The Downs	NH	1	Vancouver	0.00	3.25	3.25
B	Van Fleet	NH	1	Vancouver	0.00	2.88	2.88
B	West Minnehaha	NH	1	Vancouver	0.00	3.18	3.18
District B Subtotal			29		17.47	99.36	116.83

District	Park Name	Type	Site Count		Current Acres		
			City	Ownership	Undev	Devel	2018 Total
PARK DISTRICT C - City Only PIF District							
C	Behrens Woods	NH	1	Vancouver	2.05	0.00	2.05
C	Bella Vista	NH	1	Vancouver	0.00	5.32	5.32
C	Biddlewood	NH	1	Vancouver	0.00	7.01	7.01
C	Burnt Bridge Creek School Park	NH	1	Vancouver	0.00	3.20	3.20
C	Cascade	NH	1	Vancouver	0.00	3.52	3.52
C	Clearmeadows	NH	1	Vancouver	0.00	5.69	5.69
C	Countryside	NH	1	Vancouver	0.00	2.35	2.35
C	Diamond	NH	1	Vancouver	0.00	5.27	5.27
C	East Biddle Lake	NH	1	Vancouver	1.61	0.00	1.61
C	East Image	NH	1	Vancouver	2.40	0.00	2.40
C	Endeavour Elementary School	NH	0	School District	0.00	3.00	3.00
C	Endeavour School Park	NH	1	Vancouver	0.00	2.48	2.48
C	Evergreen School Park	NH	1	Vancouver	10.56	0.00	10.56
C	Fir Crest	NH	1	Vancouver	0.00	5.00	5.00
C	Fir Garden	NH	1	Vancouver	0.00	4.98	4.98
C	First Place	NH	1	Vancouver	0.00	3.50	3.50
C	Fisher's Creek	NH	1	Vancouver	0.00	1.89	1.89
C	Gretchen Fraser	NH	1	Vancouver	0.00	2.23	2.23
C	Hambleton	NH	1	Vancouver	4.42	0.00	4.42
C	Hanna Acres	NH	1	Vancouver	3.00	0.00	3.00
C	Hearthwood	NH	1	Vancouver	0.00	6.16	6.16
C	Heritage	NH	1	Vancouver	0.00	4.73	4.73
C	Homestead	NH	1	Vancouver	0.00	6.18	6.18
C	Kevanna	NH	1	Vancouver	0.00	6.26	6.26
C	Landover-Sharmel	NH	1	Vancouver	4.00	0.00	4.00
C	Lauren	NH	1	Vancouver	2.15	0.00	2.15
C	North Image	NH	1	Vancouver	5.57	0.00	5.57
C	Summer's Walk	NH	1	Vancouver	0.00	4.81	4.81
C	Wildwood	NH	1	Vancouver	0.00	3.99	3.99
C	Wycoff	NH	1	Vancouver	0.46	0.00	0.46
C	Wy'East South	NH	1	Vancouver	0.00	3.86	3.86
	District C Subtotal		29		36.22	91.43	127.65
NEIGHBORHOOD PARK TOTAL			76		63.94	228.09	292.03

Source: City of Vancouver 20147 VPR Plan

The City of Vancouver owns and/or manages 362.53 acres of community parks at 14 sites within the planning area. These parks range in size from 5.29 acres at Esther Short to over 88.04 acres at David Douglas. The community parks are currently separated into three Districts (no community parks are located in District 5).

Table 7: Vancouver Parks and Recreation – Community Parks by District

TABLE 7: COMMUNITY PARK INVENTORY							
City of Vancouver							
District	Park Name	Type	Site Count		Current Acres		
			City	Ownership	Undev	Devel	2018 Total
PARK DISTRICT A - City Only PIF District							
A	Columbia Waterfront	CP	1	Vancouver	0.00	10.41	10.41
A	Esther Short	CP	1	Vancouver	0.00	5.29	5.29
A	Leverich	CP	1	Vancouver	0.00	16.02	16.02
A	Marine	CP	1	Vancouver	0.00	58.29	58.29
A	Marshall	CP	1	Vancouver	0.00	14.00	14.00
A	Memory/Mill Plain	CP	1	Vancouver	0.00	13.28	13.28
A	Waterworks	CP	1	Vancouver	0.00	5.48	5.48
District A Subtotal			7		0.00	122.77	122.77
PARK DISTRICT B - City Only PIF District							
B	Bagley	CP	1	Vancouver	0.00	15.30	15.30
B	David Douglas	CP	1	Vancouver	0.00	88.04	88.04
B	Leverich	CP	0	Vancouver	0.00	16.02	16.02
B	Shaffer, Raymond E	CP	1	Vancouver	10.08	0.00	10.08
B	Wintler	CP	1	Vancouver	0.00	12.50	12.50
District B Subtotal			4		10.08	131.86	141.94
PARK DISTRICT C - City Only PIF District							
C	Firstenburg Community Center	CP	0	Vancouver	0.00	3.50	3.50
C	Fisher Basin	CP	1	Vancouver	0.00	12.32	12.32
C	Leroy Haagen	CP	1	Vancouver	0.00	29.60	29.60
District C Subtotal			2		0.00	45.42	45.42
COMMUNITY PARK TOTAL			13	0	10.08	300.05	310.13

Source: City of Vancouver 2014/7 VPR Plan

Vancouver currently owns and/or manages 19 urban natural areas totaling 531.59 acres. The urban natural areas are also separated into three Districts (no maintained urban natural areas are located in the area previously designated as District 6).

Table 8: Vancouver Parks and Recreation – Urban Natural Area by District

District	Park Name	Type	Site Count		Current Acres		
			City	Ownership	Undev	Devel	2018 Total
PARK DISTRICT A - City Only PIF District							
A	Burnt Bridge Creek Greenway	UNA	1	Vancouver	108.80	0.00	108.80
A	Columbia River Renaissance Trail	UNA	1	Vancouver	0.00	7.75	7.75
A	Heathergate Ridge	UNA	1	Vancouver	3.74	0.00	3.74
A	Marine Park Natural Resource Area	UNA	1	Vancouver	42.46	0.00	42.46
A	Old Apple Tree	UNA	1	NPS	0.00	1.35	1.35
District A Subtotal			5		155.00	9.10	164.10
PARK DISTRICT B - City Only PIF District							
B	Beaver Marsh	UNA	1	Vancouver	32.00	0.00	32.00
B	Blandford Greenway	UNA	1	Vancouver	19.70	0.00	19.70
B	Burnt Bridge Creek Greenway	UNA	0	Vancouver	50.90	0.00	50.90
B	Burnt Bridge Creek Greenway	UNA	0	Vancouver	87.85	0.00	87.85
B	Burton Ridge North	UNA	1	Vancouver	0.62	0.00	0.62
B	Elsworth Springs East	UNA	1	Vancouver	30.09	0.00	30.09
B	Elsworth Springs West	UNA	1	Vancouver	9.90	0.00	9.90
B	Leiser Point	UNA	1	Vancouver	0.44	0.00	0.44
B	Meadowbrook Marsh Urban Natural Area	UNA	1	Vancouver	29.96	0.00	29.96
B	Meadowbrook North	UNA	1	Vancouver	35.39	0.00	35.39
B	Tranquility	UNA	1	Vancouver	5.60	0.00	5.60
District B Subtotal			9		221.16	0.00	302.45
PARK DISTRICT C - City Only PIF District							
C	Biddlewood	UNA	0	Vancouver	12.00	0.00	12.00
C	Burnt Bridge Creek Greenway	UNA	0	Vancouver	12.05	0.00	12.05
C	East Biddle Lake	UNA	0	Vancouver	7.33	0.00	7.33
C	Fisher's Landing	UNA	1	Vancouver	1.66	0.00	1.66
C	H.J. Biddle Nature Preserve	UNA	1	Vancouver	18.71	0.00	18.71
C	Mimsi Marsh	UNA	1	Vancouver	7.46	0.00	7.46
C	Starke, Robert K. Natural Area	UNA	1	Vancouver	3.50	0.00	3.50
C	Village Woods	UNA	1	Vancouver	2.33	0.00	2.33
District C Subtotal			5		65.04	0.00	65.04
URBAN NATURAL AREA TOTAL			19		441.2	9.10	531.59

Source: City of Vancouver 20147 VPR Plan

The City of Vancouver currently owns one regional natural area totaling 376.83 acres located at South Vancouver Lake. Within the Vancouver Urban Growth Area, there are four additional regional natural area sites totaling 974.24 acres. The City of Vancouver owns and operates the Firstenburg Community Center, Marshall Community Center. The Vancouver Tennis Center is owned by Vancouver School District, but site improvements and management are funded by the City. In addition, the City of Vancouver owns and operates several special facilities which include several water stations, three cemeteries as well as keeping up grounds around police stations.

Table 9: Vancouver Parks and Recreation – Special Facilities

Sports Fields	39
Community Centers	3
Swimming Pools	2
Off Leash Areas	1
Boat Launch	1
Skate Parks/Spots	3
Community Gardens	8
Disc Golf Course	1
Picnic Shelters (Reservable)	5
Trails-Developed	15.2 Miles
Amphitheaters	2

Source: City of Vancouver 2014/7 VPR Plan

Sports fields are located at several park locations:

Table 10: Vancouver Parks and Recreation – Sport field Locations

Field Location	Ownership	Use	Urban/ Rural	Field Type								
				Adult Baseball	Youth Baseball	Adult Softball	Youth Softball	Adult Soccer	Youth Soccer	Football	Multi- Use	
Bagley Park A	Vancouver	Comm	U			x						
Bagley Park B	Vancouver	Comm	U			x						
Bagley Park C	Vancouver	Comm	U			x						
BPA Park #1 (Burnt Bridge Creek Fields)	Vancouver	Comm	U					x				
BPA Park #2 (Burnt Bridge Creek Fields)	Vancouver	Comm	U					x				
David Douglas Community Park #BB1	Vancouver	Ded	U		x							
David Douglas Community Park #BB2	Vancouver	Ded	U	x								
David Douglas Community Park #BB3	Vancouver	Ded	U		x							
David Douglas Community Park #BB4	Vancouver	Ded	U				x					
David Douglas Community Park #BB5	Vancouver	Ded	U		x							
David Douglas Community Park #BB6	Vancouver	Ded	U		x							
David Douglas Community Park #SB1	Vancouver	Comm	U			x						
David Douglas Community Park #SB2	Vancouver	Comm	U			x						
David Douglas Community Park #SB3	Vancouver	Comm	U			x						
David Douglas Community Park #SB4	Vancouver	Comm	U			x						
Fisher Basin Community Park Field #1	Vancouver	Comm	U									x
Fisher Basin Community Park Field #2	Vancouver	Comm	U									x
LeRoy Haagen Community Park North Field	Vancouver	Comm	U						x			
LeRoy Haagen Community Park South Field	Vancouver	Comm	U					x				
Leverich Park #1	Vancouver	Comm	U									x
Marshall Community Park #1	Vancouver	Comm	U			x						
Marshall Community Park #2	Vancouver	Comm	U						x			
Memory/Mill Plain Park #1	Vancouver	Ded	U	x								
Memory/Mill Plain Park #2	Vancouver	Ded	U		x							
Memory/Mill Plain Park #3	Vancouver	Ded	U		x							
Memory/Mill Plain Park #4	Vancouver	Ded	U				x					
Memory/Mill Plain Park #5	Vancouver	Ded	U			x						
Memory/Mill Plain Park #6	Vancouver	Ded	U									x
Wy'East Park	Vancouver	Ded	U							x		
SUB TOTAL				2	6	9	2	3	3	0	4	
Urban Parks w/ Sports Field Amenities (backstops, benches, etc.)												
Arnada Park	Vancouver		U									x
Father Blanchet Park	Vancouver		U									x
Fruit Valley Park	Vancouver		U									x
Gustafson Park	Vancouver		U									x
Hazel Dell Park	Clark		U									x
John Ball Park	Vancouver		U									x
Leverich Park #2	Vancouver		U									x
Lieser Crest Park	Vancouver		U									x
Oakbrook Park #1	Vancouver		U									x
Oakbrook Park #2	Vancouver		U									x
Quarnberg Park	Vancouver		U									x
SUBTOTAL				0	0	0	0	0	0	0	0	11
TOTAL				2	6	7	2	3	3	0	15	

Source: City of Vancouver 20147 VPR Plan

Appendix 2 Sample Maintenance Standards for Parks and Facilities

ATHLETIC FACILITIES AND COMPETITIVE FIELDS

Turf

- Turf has a healthy dense stand of grass and coverage is no less than 95 percent of playable area
- Play area has a uniform surface and is well drained
- Turf to be mowed at the appropriate height for the type of grass used, time of season, and type of field use
- Turf is free of any litter or debris
- Apply top dressing and over seeding as needed to maintain healthy grass
- Fields may be closed for use periodically to allow for turf recovery
- Turf is free of disease, insects, and weeds

Baseball and Softball Infields

- Infields have a uniform surface and are free of lips, holes and trip hazards
- Infields are well drained with no standing water areas
- Infields have proper soil composition for intended use with ball field mix added as needed
- Infields are free of weeds and grass
- Infields are free of rocks, dirt clods, and debris
- Bases and plates are properly installed, level, and are at proper distances and anchored according to manufacturer's specifications and league requirements
- Fields dragged and lined as needed according to use schedules

Soccer Fields and Goals

- Goals are properly installed and anchored
- Goal frames show no excessive bending
- Nets are in good condition and free of holes, tears and fraying which would allow a soccer ball to pass
- Field lines marked (painted) as needed for specified use
- Goal mouths sodded or reseeded as needed and free of standing water

Bleachers

- Hardware is intact and bracing and safety rails tightly connected
- Seating surface is clean, smooth, free of protrusions and have no exposed sharp edges or pointed corners
- Clean trash receptacles provided and in good condition, area under bleachers free of trash

Lights

- Electrical system and components are operational and in compliance with applicable building codes
- Ninety percent (90%) of lamps for each field are operational
- No electrical conducting wires exposed
- Ballast boxes and components are properly installed and secured
- Lights provide uniform coverage on facilities and fixtures and are adjusted to eliminate dark or blind areas
- Fixtures securely fastened to poles and poles secured in ground according to manufacturer's specifications
- Poles and fixtures inspected immediately after any major wind, ice, or hail storm

Fencing

- Fencing material is galvanized chain link and appropriate gauge wire for specified use
- Fencing material is properly secured to support rails
- Support rails are properly connected and straight
- Fencing is free of holes and protrusions
- Fabric is straight and free of bending and sagging
- Gates and latches are operational

Restrooms/Portable Toilets

- Toilets are clean, sanitary, and properly stocked with paper products
- Lights and ventilation systems are operational
- Toilets, stall doors, and hand air dryers are operational
- Buildings and enclosures are free of graffiti
- Doors are properly marked according to gender
- Restrooms have clean trash receptacles
- All doors and locks are operational
- Restrooms/portable toilets are in compliance with ADA requirements

PLAYGROUNDS

Play Equipment

- Equipment and surrounding play areas meet ASTM and National Playground Safety Institute (NPSI) standards
- Play equipment and hardware is intact
- Play equipment is free of graffiti
- Age appropriateness for equipment is noted with proper signage
- Regular inspection and repair program is in place and enforced

Surfacing

- Fall surface is clean, level and free of debris
- Fall surface meets ASTM and NPSI standards
- Fall surface is well drained
- Rubber cushion surfaces are free of holes and tears
- Rubber cushion surfaces are secure to base material and curbing

Borders

- Playground borders are well defined and intact
- Playground borders meet ASTM and NPSI standards

Decks

- Planks are intact, smooth, structurally sound, free of splinters and no cracks greater than ¼ inch
- Nails, bolts and screws are flush with surface
- Planks are level with no excessive warping

General

- Slides and climbing devices are properly anchored
- All moving parts are properly lubricated and functioning as intended
- S-hooks and swing seats are in good operating condition
- Damaged or under repair equipment is removed or properly marked and isolated from public use until repaired

PICNIC AREAS AND SHELTERS

General

- Access to facilities complies with ADA
- Shelters are clean, sanitary, and free of graffiti
- Lights and electrical plugs are operational and comply with appropriate building codes
- Vegetation around structure is trimmed back to reduce hazards and does not impede entry and egress
- Grounds around structure are mowed, trimmed and free of litter, debris, and hazards
- Shelters are structurally sound, clean, painted with no rotted lumber or rusted metal and no loose siding or loose shingles
- Water fountains and hose bibs (if provided) are operational
- Signage and rules and regulations information are posted in a noticeable location

Tables

- Tables are clean, free of dust, mildew, and graffiti
- Table hardware is intact
- Table frames are intact and slats are properly secured
- Table seats and tops are smooth with no protrusions and have no exposed sharp edges or pointed corners

Grills

- Grills are operational and free of rust and metal deterioration
- Grills are clean and free of grease build-up
- Grill racks are operational and secure, and grills are properly anchored to reduce hazard and theft

Trash Receptacles

- Receptacles are clean, free of odors and liners in place
- Receptacles are painted, free of damaged or missing parts and properly anchored
- Area around receptacles is clean and free of trash and debris

Portable Toilets

- Toilets are clean, sanitary, and properly stocked with paper products
- Enclosures are secure and free of graffiti
- Clean trash receptacles located nearby
- Toilets are in compliance with ADA

TENNIS COURTS

Surfacing

- Surface is smooth, level, and well drained with no standing water
- Surface is free of large cracks, holes, and trip hazards
- Surface is painted and striped in accordance with U.S. Tennis Association court specifications
- Worn painted surfaces do not exceed 30 percent of total court surface
- Surface is free of litter, debris, gravel and graffiti

Nets

- Nets are free of tears and frays
- Nets are properly installed and secured to support poles
- Nets have center stripes installed at the regulated height and are anchored to the court
- Support poles have hardware intact and are properly anchored and installed

Fencing

- Fencing is galvanized chain link and is the appropriate gauge wire for specified use
- Fencing material is properly secured to support rails
- Support rails are properly secured and straight
- Fencing is free of holes, protrusions, and catch points
- Fabric is straight and free of bending or sagging
- Gates and latches are operational
- Windscreens are tightly secured and free of tears and holes

BASKETBALL COURTS

Surfacing

- Surface is smooth, level, well drained, and free of standing water
- Surface is free of large cracks, holes, and tripping hazards
- Surface is painted and striped per court specifications
- Surface is free of litter, debris, gravel, and graffiti

Goals and Backboards

- Goals and backboards are level with hardware intact
- Goals and backboard are painted
- Nets are properly hung and free of tears and fraying
- Support poles are secure in ground and straight

SAND VOLLEYBALL COURTS

Nets

- Nets are free from holes and are not torn or tattered
- Nets are hung tightly at specified height
- Nets are securely attached to support poles
- Support pole shave hardware intact, are properly anchored and installed

Sand Surface

- Court surface is loose sand
- Surface is smooth with good drainage and no standing water
- Surface is free of weeds, grass, debris, and litter

Borders

- Borders are well defined and intact
- Borders meet ASTM and NPSI standards
- Surrounding area is free of debris and encroaching landscaping to reduce hazard

PONDS AND LAKES

Water

- Aerators, if provided, are operational
- Pond surface is at least 90 percent free of vegetation
- Water area is free of trash and debris
- Bank areas are smooth and free of washouts and erosion, rip rap in place where needed
- Ponds and lakes, where appropriate, are stocked with appropriate species of fish
- Inlet and outlet structures are operational
- Appropriate and seasonal rules and regulations signage is in place at noticeable locations

Fishing Piers and Decks

- Planks are intact, smooth, structurally sound, free of splinters and have no cracks greater than ¼ inch
- Nails, bolts, and screws are flush with surface
- Planks are level with no excessive warping
- Handrails are present and structurally sound
- Piers and decks comply with ADA
- Trash receptacles provided nearby

Benches

- Hardware is intact and structurally sound
- Nails, bolts or screws are flush with surface
- Seats and backing are smooth with no protrusions, have no sharp edges or pointed corners, and are structurally sound
- Benches are secured in ground and properly installed

PARKS GENERAL STANDARDS

Grounds

- Grounds mowed and trimmed on a regular schedule
- Park is free of litter, debris, and hazards
- Parking lots, if applicable are clean; striped; and free of debris, holes, and tripping hazards

Drinking Fountains (where applicable)

- Fountains are accessible and operational
- Fountains are in appropriate locations and in compliance with ADA
- Fountains are installed on a solid surface and free of standing water and debris
- Drain system is operational

Signage

- Park identification signs are secure and properly installed in a noticeable location
- Handicapped parking signs are secure, visible, and installed to code
- Park rules signs are secure and properly installed in a noticeable location
- Restroom signs are secure and visible
- Signs are clean, painted, and free of protrusions and graffiti
- Directional signs provided as needed in appropriate locations
- Signs include City logo and contact phone number

Ornamental Plants and Trees

- Plants and trees are healthy and free of disease and insects
- Plant beds are free of litter, debris, and weeds
- Plant selection is appropriate for season and area usage
- Trees trimmed and shaped on a regular basis, inspect for and remove hazardous trees as needed
- Tree species selection should provide a wide variety of native and selected non-native trees where appropriate
- Tree wells and planting beds mulched for protection and water conservation

Walkways and Trails

- May be hard surface or soft surface depending on location and intended use
- Soft surface trails are free of water collecting depressions and erosion
- Walkways and trails have a uniform surface, positive drainage, are level with ground and free of trip hazards and excessive material deflection
- Walkways and trails are free of litter, debris, sediment, and seasonal snow

- Walkways and trails meet ADA requirements
- Walkways and trails provide unobstructed access and are free from low and protruding tree limbs, guide wires, sign posts, and ornamental plants
- Walkways in irrigated park areas are neatly edged
- Walkways and trails are clear of weeds and grass growth in cracks and expansion joints; adequate trash receptacles provided
- Guard rails and safety fencing provided in appropriate locations
- Routine safety and function inspections are performed including surface, culverts, water crossings, signage, and vegetation

Trash Receptacles (random locations)

- Receptacles are clean and free of odor with liners in place
- Receptacles are painted, free of damage and missing parts, and properly anchored
- Roll-off containers and dumpsters are clean, screened, and placed in non-intrusive locations
- Area around trash receptacles is clean and free of trash and debris
- Area around roll off containers and dumpsters is clean and free of trash and debris

Wood Fencing

- Fences are intact, structurally sound, and free of damage or deterioration
- Nails, bolts, and screws are flush with surface with no exposed sharp points
- Fences have no excessive cracks or splintering

Security and Exterior Lights

- Ninety percent (90%) of security and exterior lights are operational
- No electrical conducting wires are exposed
- Lights comply with appropriate building code
- Poles and components are secured in ground, operational and straight

Bridges

- Bridges have a uniform surface, are free of trip hazards, and are free of graffiti
- Lumber and other materials are structurally sound, free of cracking deterioration and splintering
- Bridges comply with ADA requirements
- Bridges have handrails intact and properly installed and anchored
- Bridges are free of litter and debris

General Use Turf Areas

- Turf areas are free of litter and debris
- Turf areas are mowed and trimmed on a regular schedule
- Turf areas have a uniform surface and are well drained
- Areas have clean trash receptacles present that are in good condition
- Turf is free of disease, insects, and weeds
- Supplemental irrigation is provided as needed
- Turf areas are fertilized and aerated on a regular basis

Irrigation

- Irrigation system is fully operational with complete and uniform coverage
- System is free of leaks; backflow prevention devices are in place and functioning properly
- Heads are installed properly for intended use
- Heads are properly adjusted with rotations and arcs to set to reduce water run off
- Systems are set to run at specific times to minimize evaporation and waste
- Systems function checks are conducted on a regular basis
- Repair excavations are properly compacted and turf restored

OPEN SPACE AREAS

- Native grasses mowed, if necessary, according to specific management plans, with focus on promoting natural growth heights and cycles and wildlife habitat
- Trail corridors and picnic areas mowed as needed
- Trail surfaces are free of debris and weeds
- Native tree and shrub growth are encouraged
- Wildlife habitat and water quality preservation emphasized
- Rules and regulations and identification signs are posted in noticeable locations
- Annual and noxious weeds are controlled as needed
- Property access points and boundaries are clearly marked

Appendix

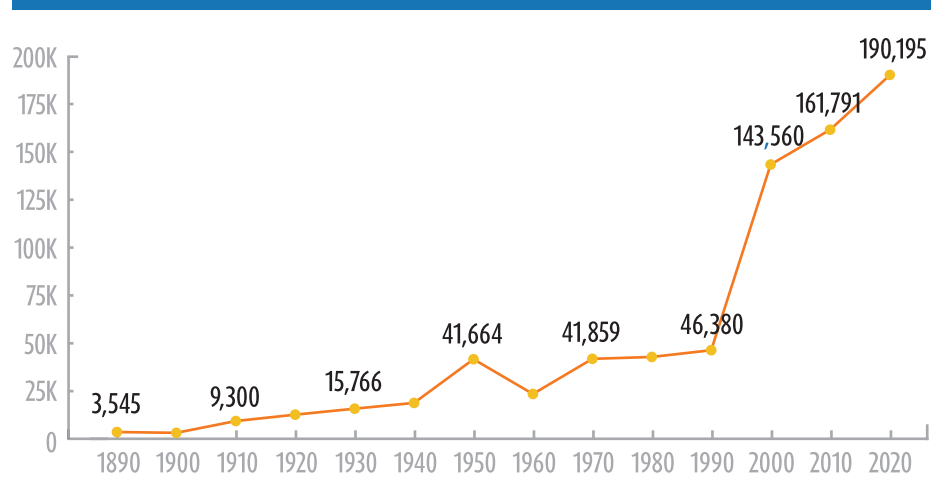
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APPENDIX I: POPULATION GROWTH

APPENDIX I: POPULATION GROWTH

City of Vancouver Population Growth Decennial Census: 1890 to 2020														
Year	1890	1900	1910	1920	1930	1940	1950	1960	1970	1980	1990	2000	2010	2020
Population	3,545	3,126	9,300	12,637	15,766	18,788	41,664	32,464	41,859	42,834	46,380	143,560	161,791	190,195

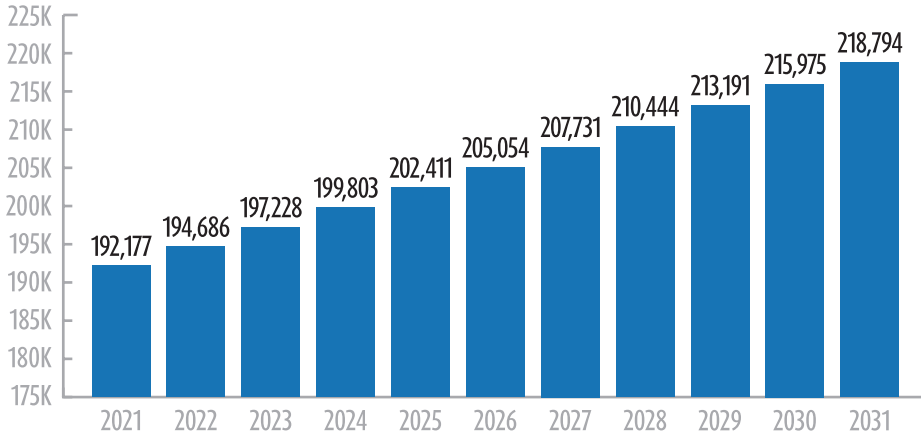
**City of Vancouver Population Growth
Decennial Census: 1890 to 2020**



**City of Vancouver, WA
Population Projections: 2021 to 2031**

Year	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Population	192,177	194,686	197,228	199,803	202,411	205,054	207,731	210,444	213,191	215,975	218,794

**City of Vancouver, WA
Population Projections: 2021 to 2031**



VPRCS Park District											
Year	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Population	192,177	194,686	197,228	199,803	202,411	205,054	207,731	210,444	213,191	215,975	218,794

VPRCS Park District				
YEAR	A	B	C	Total
2021	38,177	60,658	93,342	192,177
2022	38,770	61,324	94,592	194,686
2023	39,369	61,995	95,864	197,228
2024	39,976	62,673	97,153	199,802
2025	40,591	63,358	98,462	202,411
2026	41,215	64,049	99,791	205,055
2027	41,844	64,747	101,140	207,731
2028	42,484	65,451	102,509	210,444
2029	43,130	66,163	103,898	213,191
2030	43,783	66,885	105,306	215,974
2031	44,445	67,614	106,736	218,795

% Growth 2021 to 2031	14%
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**Projected Population Growth by Park District
2021 to 2031**



Appendix

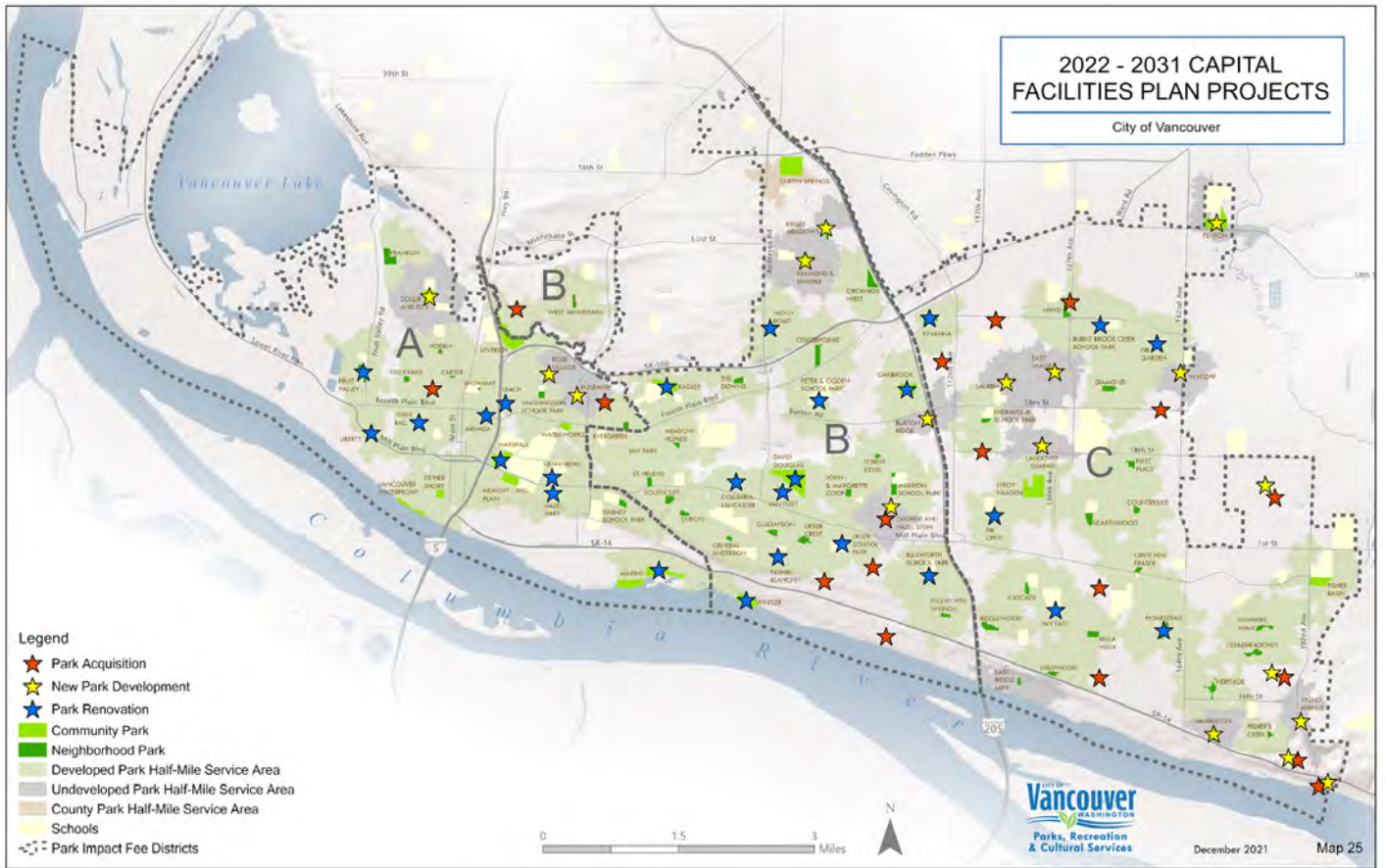
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APPENDIX J: CAPITAL FACILITIES PLAN

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2022 - 2031 CAPITAL FACILITIES PLAN SUMMARY

Project Name	Uninflated Local Cost	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total Estimated Local Cost	Potential Outside Funding
Park Acquisition	35,461,714	9,943,171	18,069,467	3,228,501	1,238,247	1,275,394	444,201	457,527	1,393,658	485,390	499,952	37,035,507	4,557,500
Park Development	115,096,800	4,878,000	7,920,700	8,752,425	9,534,043	16,520,593	18,711,650	18,437,163	14,205,043	18,013,471	17,645,492	134,618,579	13,267,391
Park Improvements	4,896,000	634,000	1,116,520	407,386	426,164	443,450	456,754	482,397	496,869	511,775	527,128	5,502,443	138,000
Capital Repairs, Planning, Trails	7,133,000	320,000	345,050	292,808	1,513,427	472,714	1,322,732	322,394	325,917	1,401,048	2,107,209	8,423,298	-
Special Facility Devel. & Imp.	3,333,000	617,000	541,780	531,511	743,054	769,848	307,208	17,911	18,448	19,002	19,572	3,585,333	-
GRAND TOTAL	165,920,514	16,392,171	27,993,517	13,212,630	13,454,935	19,482,000	21,242,544	19,717,391	16,439,935	20,430,685	20,799,352	189,165,160	17,962,891



Project Name	PIF Dist.	Park Type	Description	GIS Ac	Funding Source	Uninflated Local Cost	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total Estimated Local Cost	Outside Funding Source*	Potential Outside Funding	Expected Outside Source	Year(s) of Expenditure	Total Est. Cost
Park Acquisition																						
Vancouver Waterfront_PIF Credits	A/1	C	Columbia Waterfront, LLC PIF Credits	700	PIF	2,631,714	263,171	271,067	279,199	287,575	296,202	305,088	314,240	323,668	333,378	343,379	3,016,965	-	-	-	2022-2031	\$3,016,965
Neighborhood Park/Expansion	A/1	N	New site or expansion of existing park with low LOS. N of 33rd/E of I-5	2.00	PIF,G	500,000	-	515,000	-	-	-	-	-	-	-	-	515,000	G, D, P	257,500	-	2023	\$772,500
Neighborhood Park/Expansion	A/1	N/C	District-wide; New site or expansion of existing park with low LOS.	2.00	PIF, F, SV	500,000	-	-	530,450	-	-	-	-	-	-	-	530,450	-	-	-	2024	\$530,450
George & Hazel Stein NH Park Expansion	B/2	N	Stein remainder parcel purchase/ FRR	0.52	PIF,G	100,000	100,000	-	-	-	-	-	-	-	-	-	100,000	G,D,P	300,000	\$0	2022	\$400,000
Neighborhood Park	B/2	N	S of Saint Helens/E of Lieser	2.00	PIF, G	500,000	-	515,000	-	-	-	-	-	-	-	-	515,000	G, D, P	-	-	2023	\$515,000
Neighborhood Park	B/2	N/C	S of Mill Plain/E of Lieser; District wide	2.00	PIF, P	500,000	-	515,000	-	-	-	-	-	-	-	-	515,000	G, D, P	-	-	2023	\$515,000
Neighborhood Park	B/7	N	NW Section of District, N of Burnt Bridge Creek, W of BPA corridor; Minnehaha area	2.00	PIF, G	500,000	-	-	530,450	-	-	-	-	-	-	-	530,450	-	-	-	2024	\$530,450
Neighborhood Park	B/2	N	S of SR -14	3.00	PIF, GF, G, P	750,000	-	-	-	-	-	-	-	-	922,405	-	922,405	G, D, P	-	-	2029	\$922,405
WyEast North Land Exchange	B/3	N	Land Exchange of WyEast North for EPS School Park ownership (Marion, BBC, etc.)	3.00	PIF, P	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	\$0
Community Park	C/4	C	District-wide	10.00	PIF, P, G	4,000,000	4,000,000	-	-	-	-	-	-	-	-	-	4,000,000	G,D,P	1,000,000	-	2022	\$5,000,000
Fenton (loan payments)	C/5	C	Interfund loan annual payment	23.22	PIF,G	480,000	160,000	164,800	169,744	-	-	-	-	-	-	-	494,544	G,D,P	1,000,000	-	2022-2024	\$1,494,544
Neighborhood Park	C/3	N	S of Mill Plain/E of 136th Av	3.00	PIF	750,000	-	772,500	-	-	-	-	-	-	-	-	772,500	G, D, P	-	-	2023	\$772,500
Community Park	C/5	C	North Image Expansion to COM classification	3.00	PIF	1,000,000	-	1,030,000	-	-	-	-	-	-	-	-	1,030,000	G, D, P	-	-	2023	\$1,030,000
Neighborhood Park	C/3	N	New Park or expansion of existing low LOS park site.	3.00	PIF, G	750,000	-	-	795,675	-	-	-	-	-	-	-	795,675	G, D, P	-	-	2024	\$795,675
Community Park	C/4	C	District-wide	35.00	PIF, P, G	10,000,000	-	10,300,000	-	-	-	-	-	-	-	-	10,300,000	G,D,P	1,000,000	-	2023	\$11,300,000
Community Park	C/4	C	District-wide	14.00	PIF, P, G	5,300,000	5,300,000	-	-	-	-	-	-	-	-	-	5,300,000	G,D,P	1,000,000	-	2022	\$6,300,000
Neighborhood Park	C/4	N/C	District-wide	6.00	PIF, P, G	3,000,000	-	3,090,000	-	-	-	-	-	-	-	-	3,090,000	-	-	-	2023	\$3,090,000
Neighborhood Park	CS/C	N	Approx. near 18th, S of Endeavor to serve Equity focus area	3.00	PIF,G,F,SV	750,000	-	772,500	-	-	-	-	-	-	-	-	772,500	-	-	-	2023	\$772,500
Neighborhood Park	CS/C	N	N of 28th St., W of 112th; Serve Equity focus area	3.00	PIF,G,F,SV	750,000	-	-	795,675	-	-	-	-	-	-	-	795,675	-	-	-	2024	\$795,675
Neighborhood Park	CS/C	N	W. of 138th @ 49th to Serve Equity Focus Area	3.00	PIF,G,F,SV	750,000	-	-	-	819,545	-	-	-	-	-	-	819,545	-	-	-	2025	\$819,545
Neighborhood Park	CS/C	N	W of 164th, approx. @ 28th	3.00	PIF,G,F,SV	750,000	-	-	-	-	844,132	-	-	-	-	-	844,132	-	-	-	2026	\$844,132
Riparian Natural Areas	All	All	Multiple park districts-in holdings, etc.		PIF, P	200,000	20,000	20,600	21,218	21,855	22,510	23,185	23,881	24,597	25,335	26,095	229,278	G, D, P	-	-	2022-2031	\$229,278
Service Area Expansion	All	All	System Wide Multiple park districts		PIF, P	1,000,000	100,000	103,000	106,090	109,273	112,551	115,927	119,405	122,987	126,677	130,477	1,146,388	G, D, P	-	-	2022-2031	\$1,146,388
SUBTOTAL				132.74		35,461,714	9,943,171	18,069,467	3,228,501	1,238,247	1,275,394	444,201	457,527	1,393,658	485,390	499,952	37,035,507		4,557,500			\$41,593,007
Park Development																						
Rose Village	A/1	N	Master Plan & Development-Level III	2.60	PIF, F, SV	500,000	500,000	-	-	-	-	-	-	-	-	-	500,000	-	-	-	2022	\$500,000
Marshall	A/1	C	Project Play - All Inclusive Playground Upgrade	14.70	P	2,500,000	1,500,000	1,030,000	-	-	-	-	-	-	-	-	2,530,000	-	2,000,000	P	2022-2023	\$4,530,000
Marine	A/1	C	Redesign and Development-Level III	32.86	PIF, GF, G, SV	10,000,000	75,000	25,750	700,194	1,442,400	1,485,672	3,825,604	3,940,373	-	-	-	11,494,992	-	-	-	2022-2028	\$11,494,992
Vancouver Waterfront_PIF Credits	A/1	C	Columbia Waterfront, LLC PIF Credits \$1,000,000	10.41	PIF	1,000,000	100,000	103,000	106,090	109,273	112,551	115,927	119,405	122,987	126,677	130,477	1,146,388	-	-	-	2022-2031	\$1,146,388
Rosemere	A/1	N	Master Plan & Development-Level III	0.24	PIF, R, SV, F	700,000	-	77,250	663,063	-	-	-	-	-	-	-	740,313	-	-	-	2023-2024	\$740,313
Hazel Hart	A/1	N	Playground replacement, ADA compliance	3.23	R, GF, SV, F	150,000	-	-	159,135	-	-	-	-	-	-	-	159,135	-	-	-	2024	\$159,135
Leach	A/1	N	Playground replacement, ADA compliance	2.09	R, GF, SV, F	200,000	-	-	212,180	-	-	-	-	-	-	-	212,180	-	-	-	2024	\$212,180
Fruit Valley	A/1	N	Renovation: playground equipment, signage, plant beds, ADA improvements	11.35	R, SV, GF, G	400,000	-	-	106,090	327,818	-	-	-	-	-	-	433,908	G,D,P	216,954	-	2024-2025	\$650,862
Liberty	A/1	N	Playground replacement, ADA compliance	0.36	R, GF, SV, F	200,000	-	-	-	-	84,413	144,909	-	-	-	-	229,322	-	-	-	2026-2027	\$229,322
Arnada	A/1	N	Renovation: playground equipment, gazebo maintenance, path repairs, electrical/irrigation panel, ADA features	2.08	R, GF, SV, F	525,000	-	-	-	-	84,413	521,673	-	-	-	-	606,086	-	-	-	2026-2027	\$606,086
Quarberg	A/1	N	Renovation: playground equipment, tables, ADA improvements	4.35	R, GF, SV, F	550,000	-	-	-	-	-	115,927	537,324	-	-	-	653,251	-	310,000	-	2027-2028	\$963,251
John Ball	A/1	N	Renovation: playground equipment, basketball court improvements, trail repair, benches, tables, ADA improvements	3.37	R, GF, SV, F	350,000	-	-	-	-	-	-	89,554	338,215	-	-	427,769	-	213,885	-	2028-2029	\$641,654
Dollie & Ed's	A/1	C	New Park Development	9.59	PIF, GF, G	7,600,000	-	-	-	-	-	-	179,108	799,418	4,307,018	4,436,229	9,721,773	-	500,000	-	2028-2031	\$10,221,773
Memory/Mill Plain	A/1	C	Master Plan	11.24	PIF, P, SV, R	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	\$0
Peter S. Ogden	B/7	N	Renovation: playground equipment, benches, irrigation equipment, landscaping, ADA improvements	4.35	R,GF,SV,F,PIF	710,000	710,000	-	-	-	-	-	-	-	-	-	710,000	G,D,P	-	-	2022	\$710,000

Project Name	PIF Dist.	Park Type	Description	GIS Ac	Funding Source	Uninflated Local Cost	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total Estimated Local Cost	Outside Funding Source*	Potential Outside Funding	Expected Outside Source	Year(s) of Expenditure	Total Est. Cost
Park Development (continued)																						
Jaggy Road	B/7	N	Renovation: playground equipment, picnic table replacements, ADA improvements	3.37	R,GF,SV,F,PIF	410,000	110,000	309,000	-	-	-	-	-	-	-	-	419,000	G,0,P	209,500	-	2022-2023	\$628,500
Oakbrook	B/7	C	Renovation-playground equipment, benches, irrigation equipment, landscaping, ADA improvements	13.25	R,GF,SV,F,PIF	1,083,000	333,000	772,500	-	-	-	-	-	-	-	-	1,105,500	-	-	-	2022-2023	\$1,105,500
Lieser School Park	B/2	N		1.86	P	550,000	50,000	515,000	-	-	-	-	-	-	-	-	565,000	-	-	-	2022-2023	\$565,000
Shaffer, Raymond E.	B/7	C	Master Plan & Development-Level III	9.69	R,GF,SV,F,PIF	8,000,000	1,000,000	3,605,000	3,713,150	-	-	-	-	-	-	-	8,318,150	-	500,000	-	2022-2024	\$8,818,150
Van Fleet	A/1	N	Planning, new playground, pathways, irrigation, benches & tables	2.81	R, SV	750,000	-	77,250	716,108	-	-	-	-	-	-	-	793,358	-	-	-	2023-2024	\$793,358
Leverich	B/7	C	Park shelter	28.52	GF, R	300,000	-	-	318,270	-	-	-	-	-	-	-	318,270	-	-	-	2024	\$318,270
George & Hazel Stein	B/2	N	Design and Development-Level III	3.42	PIF, GF, G	700,000	-	-	106,090	655,636	-	-	-	-	-	-	761,726	-	380,863	-	2024-2025	\$1,142,589
Columbia Lancaster	B/2	N	Renovation: playground equipment, irrigation equipment, ADA improvements	2.17	R,GF,SV,F,PIF	550,000	-	-	-	81,955	534,617	-	-	-	-	-	616,571	G,0,P	308,286	-	2025-2026	\$924,857
Father Blanchet	B/2	N	Renovation: playground equipment, signage, new trails, plant beds, ADA improvements	2.34	R,GF,SV,F,PIF	550,000	-	-	-	81,955	534,617	-	-	-	-	-	616,571	G,0,P	500,000	-	2025-2026	\$1,116,571
Bagley	B/7	C	Redesign & Development-Level III	16.19	R,GF,SV,F,PIF	12,100,000	-	-	-	327,818	4,427,001	4,559,811	4,696,606	-	-	-	14,011,236	-	500,000	-	2025-2028	\$14,511,236
Elsworth School Park	B/2	N	Planning, new playground, pathways, irrigation, benches & tables	5.18	R,GF,SV,F,PIF	750,000	-	-	-	-	84,413	782,510	-	-	-	-	866,923	-	-	-	2026-2027	\$866,923
Burton Ridge	B/7	N	Master Plan & Development-Level III	4.42	R,GF,SV,F,PIF	700,000	-	-	-	-	-	115,927	716,431	-	-	-	832,359	-	416,179	-	2027-2028	\$1,248,538
Wintler	B/2	C	Redesign & Development-Level III	14.03	GF	1,650,000	-	-	-	-	-	255,040	131,346	1,623,434	-	-	2,009,820	-	-	-	2027-2029	\$2,009,820
Kelley Meadows	B/7	N	Master Plan & Development-Level III	7.35	R,GF,SV,F,PIF	1,200,000	-	-	-	-	-	115,927	119,405	1,229,874	-	-	1,465,207	-	-	-	2027-2029	\$1,465,207
David Douglas	B/2	C	Redesign & Development-Level III	40.17	R,GF,SV,F,PIF	5,400,000	-	-	-	-	-	-	298,513	430,456	3,040,248	3,131,456	6,900,673	-	500,000	-	2028-2031	\$7,400,673
Neighborhood Park	B/2	SF	Heights Subarea	1.00	GF, G, R, TBD		-	-	-	-	-	-	-	-	-	-	-	-	100,000	-		\$100,000
Neighborhood Park	C/5	N	New Park Development	6.00	PIF, P, G	850,000	50,000	206,000	636,540	-	-	-	-	-	-	-	892,540	G,0,P	1,000,001	-	2022-2024	\$1,892,541
Community Park	C/4	C	New Park Development	14.00	PIF, P, G	10,150,000	50,000	51,500	53,045	5,463,635	5,627,544	-	-	-	-	-	11,245,724	G,0,P	1,000,000	-	2022-2026	\$12,245,724
Community Park	C/4	C	New Park Development	35.00	PIF, P, G	25,850,000	50,000	206,000	212,180	218,545	225,102	5,796,370	5,970,261	6,149,369	6,333,850	6,523,866	31,685,545	G,0,P	1,000,000	-	2022-2031	\$32,685,545
Fenton	C/5	C	Design and Development-Level III	23.22	PIF,G	550,000	-	566,500	-	-	-	-	-	-	-	-	566,500	-	-	-	2023	\$566,500
WyEast	C/4	N	Planning, new playground, pathways, benches & tables; Irrigation.	3.81	R,GF,SV,F,PIF	375,000	-	-	397,838	-	-	-	-	-	-	-	397,838	-	-	-	2024	\$397,838
Landover-Sharmel	C/5	N	Development-Level III	3.99	PIF,GF,G	2,200,000	-	-	212,180	218,545	2,025,916	-	-	-	-	-	2,456,641	-	500,000	-	2024-2026	\$2,956,641
East Image	C/3	N	Master Plan & Development-Level III	2.43	PIF, R, SV	1,000,000	-	-	-	109,273	506,479	521,673	-	-	-	-	1,137,425	-	-	-	2025-2027	\$1,137,425
Lauren Park	C/5	N	Development-Level III	2.09	R,GF,SV,F,PIF	880,000	-	-	-	87,418	225,102	695,564	-	-	-	-	1,008,084	G,0,P	504,042	-	2025-2027	\$1,512,127
Homestead	C/3	N	Renovation: playground equipment, benches, ADA features	6.33	GF,G	385,000	-	-	-	-	84,413	359,375	-	-	-	-	443,788	G,0,P	221,894	-	2026-2027	\$665,682
Burnt Bridge Creek School Park	C/5	N	Renovation: playground equipment, benches, path repair, signage, ADA improvements	2.78	R,GF,SV,F,PIF	550,000	-	-	-	-	-	95,640	558,219	-	-	-	653,860	-	-	-	2027-2028	\$653,860
Hambleton	C/4	N	Design and Development-Level III	4.56	PIF,GF,G	3,300,000	-	-	-	-	-	255,040	262,692	1,352,861	2,229,515	-	4,100,108	G,0,P	500,000	-	2027-2030	\$4,600,108
Skate park		SF	Level III development	3.00	R, GF, G	1,000,000	-	-	-	-	-	-	179,108	1,045,393	-	-	1,224,501	G, 0, P	-	-	2028-2029	\$1,224,501
Kevanna	C/5	N	Redesign and Development-Level III	6.12	GF,G	998,800	-	-	-	-	-	-	131,346	67,643	487,706	585,582	1,272,278	-	500,000	-	2028-2031	\$1,772,278
Fir Garden	C/5	N	Completion of MP Improvements; Playground replacement and expansion	5.04	R,GF,SV,F,PIF	350,000	-	-	-	-	-	-	-	92,241	348,362	-	440,602	-	-	-	2029-2030	\$440,602
Fir Crest	C/3	N	Planning, new playground, irrigation, pathways, benches & tables	4.70	R, SV	750,000	-	-	-	-	-	-	-	122,987	126,677	717,625	967,290	-	-	-	2029-2031	\$967,290
192nd Avenue	C/4	N	Killian/192nd Ave	2.08	PIF	600,000	-	-	-	-	-	-	-	122,987	126,677	521,909	771,574	G,0,P	385,787	-	2029-2031	\$1,157,361
Community Park	C/4	C	New Park Development	10.00	PIF, P, G	600,000	-	-	-	-	-	-	-	245,975	253,354	260,955	760,283	G,0,P	1,000,000	-	2029-2031	\$1,760,283
Wycoff	C/5	N	Master Plan & Development-Level III	0.46	PIF	675,000	-	-	-	-	-	-	-	-	95,008	782,864	877,872	-	-	-	2030-2031	\$877,872
Healthy Pollinator Landscapes	A-C	All	Create healthy biodiversity citywide, including through native and pollinator-friendly plants for improved climate resilience	NA	GF, P, G	205,000	-	15,450	15,914	27,318	28,138	28,982	29,851	30,747	31,669	32,619	240,688	-	-	-	2023-2031	\$240,688
Improved Natural Areas	A-C	UNA	Access, safety and ecosystem health for improved passive uses at UNA's systemwide	NA	TBD	450,000	-	51,500	53,045	54,636	56,275	57,964	59,703	61,494	63,339	65,239	523,194	-	-	Volunteer Labor	2023-2031	\$523,194
Park Capacity Enhancements/Expansion	All	All	System-Wide; Level III Dev/Complete MP; Access Easements to increase Service Area; ADA Access		PIF	3,000,000	300,000	309,000	318,270	327,818	337,653	347,782	358,216	368,962	380,031	391,432	3,439,164	G,0,P	-	-	2022-2031	\$3,439,164
Riparian Natural Areas Enhancements, easements	All	All	Access/passive use improvements, pocket parks, trailheads w/n Greenways & UNA's		GF, P,	300,000	50,000	-	53,045	-	56,275	-	59,703	-	63,339	65,239	347,600	G, 0, P	-	-	2022-2031	\$347,600
SUBTOTAL						115,096,800	4,878,000	7,920,700	8,752,425	9,534,043	16,520,593	18,711,650	18,437,163	14,205,043	18,013,471	17,645,492	134,618,579		13,267,391			\$147,885,970

Project Name	PIF Dist.	Park Type	Description	GIS Ac	Funding Source	Uninflated Local Cost	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total Estimated Local Cost	Outside Funding Source*	Potential Outside Funding	Expected Outside Source	Year(s) of Expenditure	Total Est. Cost
Park Improvements																						
Esther Short	A/1	C	Plans, Specs and Permits for all-inclusive playground Construction pd by developer Waterfront block 20	5.34	P, T, GF	200,000	200,000	-	-	-	-	-	-	-	-	-	200,000	-	138,000	-	2022	\$338,000
Esther Short	A/1	C	Restroom; permits, construction	5.34	P, T, GF	800,000	100,000	721,000	-	-	-	-	-	-	-	-	821,000	-	-	-	2022-2023	\$821,000
NH/COM Parks, as needed	All	N/C	Site Asset Replacement/Capital Repair; ADA access improvements system-wide	-	R, GF	3,000,000	300,000	309,000	318,270	327,818	337,653	347,782	358,216	368,962	380,031	391,432	3,439,164	G, D, P	-	-	2022-2031	\$3,439,164
Volunteer Program Support	All	All	Support for citywide volunteer program	-	GF, SV, D, P	326,000	22,000	22,660	23,340	30,596	36,016	37,097	50,150	51,655	53,204	54,800	381,519	G, D, P	-	-	2022-2031	\$381,519
NH/COM Parks, as needed	All	N/C	Parking lot and walkway projects	-	R, GF	450,000	-	51,500	53,045	54,636	56,275	57,964	59,703	61,494	63,339	65,239	523,194	G, D, P	-	-	2023-2031	\$523,194
Park Partners-Match	All	All	Match funds for Volunteer Projects	-	GF	120,000	12,000	12,360	12,731	13,113	13,506	13,911	14,329	14,758	15,201	15,657	137,567	G, D, P	-	-	2022-2031	\$137,567
SUBTOTAL			Miscellaneous repairs and upgrades to parks.			4,896,000	634,000	1,116,520	407,386	426,164	443,450	456,754	482,397	496,869	511,775	527,128	5,502,443		138,000			\$5,640,443
Trails: Planning; Capital Repairs																						
Waterfront Connection to Port	1	-	Waterfront, Grant St., Jefferson to Mill Plain and West to Port of Vancouver Trail	-	GF, TBD	1,000,000	-	154,500	106,090	109,273	168,826	115,927	119,405	122,987	126,677	130,477	1,154,163	-	-	-	2023-2031	\$1,154,163
Columbia River Renaissance Trail	1	-	Gen. Capital Repairs/Asset preservation; signage.	-	GF, TBD	200,000	-	-	-	109,273	112,551	-	-	-	-	-	221,824	G, D, P	-	tbd	2025-2026	\$221,824
Evergreen Hwy. West	2	-	Chelsea to Lieser/Wintler (2.2 mi)	-	GF, TBD	1,000,000	150,000	-	-	-	-	985,383	-	-	-	-	1,135,383	G, D, P	-	tbd	2022-2027	\$1,135,383
Evergreen Hwy. East	263	-	Ellsworth to 192nd Ave.	-	GF, TBD	1,500,000	150,000	-	-	-	-	-	-	-	-	1,761,444	1,911,444	G, D, P	-	tbd	2022-2031	\$1,911,444
Trail and Pedestrian Safety & Planning and Improvements	NA	-	-	-	GF, TBD	140,000	20,000	20,600	21,218	21,855	22,510	23,185	23,881	-	-	-	153,249	G, D, P	-	tbd	2022-2028	\$153,249
Vancouver Lake Lowland Trails	-	-	Trail Improvements	-	GF, TBD	1,200,000	-	154,500	159,135	163,909	168,826	173,891	179,108	184,481	-	195,716	1,379,566	G, D, P	-	tbd	2023-2031	\$1,379,566
Local connector trails	-	-	Improve connectivity and service area; Adopted subarea plans, NHA, utilities	-	GF, TBD	75,000	-	15,450	-	16,391	-	17,389	-	18,448	-	19,572	87,250	G, D, P	-	tbd	2023-2031	\$87,250
Trail Counters	-	-	Planning, purchase, installation and repair/replacement	-	GF, TBD	18,000	-	6,365	-	-	-	6,956	-	-	7,601	-	20,922	G, D, P	-	tbd	2024-2030	\$20,922
Burnt Bridge Creek Greenway	1,2,3	-	Trail improvements and development of segments where gaps exist: Meadowbrook Marsh & 112th/138th to Harmony	-	GF, TBD	2,000,000	-	-	-	1,092,727	-	-	-	-	1,266,770	-	2,359,497	-	-	-	2025-2030	\$2,359,497
SUBTOTAL						7,133,000	320,000	345,050	292,808	1,513,427	472,714	1,322,732	322,394	325,917	1,401,048	2,107,209	8,423,298					\$8,423,298
Special Facility Development & Improvement																						
Marshall/Luepke	A/1	SF	MCC - Rebuild Elevator	-	-	127,000	127,000	-	-	-	-	-	-	-	-	-	127,000	-	-	-	2022	\$127,000
Marshall/Luepke	A/1	SF	MCC - Upgrade Heat Recovery System	-	-	150,000	150,000	-	-	-	-	-	-	-	-	-	150,000	-	-	-	2022	\$150,000
Marshall/Luepke	A/1	SF	MCC - Boiler Replacement	-	-	100,000	100,000	-	-	-	-	-	-	-	-	-	100,000	-	-	-	2022	\$100,000
Marshall/Luepke	A/1	SF	MCC - Relocate Generator	-	-	100,000	100,000	-	-	-	-	-	-	-	-	-	100,000	-	-	-	2022	\$100,000
Marshall/Luepke	A/1	SF	MCC - Waterfront Park Water Feature Upgrades	-	-	32,000	-	32,960	-	-	-	-	-	-	-	-	32,960	-	-	-	2023	\$32,960
Marshall/Luepke	A/1	SF	MCC - Esther Short Park Water Feature Upgrades	-	-	79,000	-	81,370	-	-	-	-	-	-	-	-	81,370	-	-	-	2023	\$81,370
Marshall/Luepke	A/1	SF	MCC - Relamp Natorium and Gym	-	-	150,000	-	154,500	-	-	-	-	-	-	-	-	154,500	-	-	-	2023	\$154,500
Marshall/Luepke	A/1	SF	MCC - Digital Signage Exterior and Lobby	-	-	50,000	-	51,500	-	-	-	-	-	-	-	-	51,500	-	-	-	2023	\$51,500
Marshall/Luepke	A/1	SF	MCC - Parking Lot Overlay and Restriping	-	-	100,000	-	-	106,090	-	-	-	-	-	-	-	106,090	-	-	-	2024	\$106,090
Marshall/Luepke	A/1	SF	MCC - HVAC Gymnasium	-	-	150,000	-	-	-	163,909	-	-	-	-	-	-	163,909	-	-	-	2025	\$163,909
Marshall/Luepke	A/1	SF	Luepke - Kitchen and Refrigeration Repairs	-	-	200,000	-	-	-	218,545	-	-	-	-	-	-	218,545	-	-	-	2025	\$218,545
Marshall/Luepke	A/1	SF	MCC - Gym Floor Replacement	-	-	120,000	-	-	-	-	135,061	-	-	-	-	-	135,061	-	-	-	2026	\$135,061
Firstenburg Center	C/3	SF	FCC - Pool UV Replacement	-	-	75,000	75,000	-	-	-	-	-	-	-	-	-	75,000	-	-	-	2022	\$75,000
Firstenburg Center	C/3	SF	FCC - HVAC Trapedero and Resource Classroom	-	-	50,000	50,000	-	-	-	-	-	-	-	-	-	50,000	-	-	-	2022	\$50,000
Firstenburg Center	C/3	SF	FCC - Replace Cooling Tower	-	-	100,000	-	103,000	-	-	-	-	-	-	-	-	103,000	-	-	-	2023	\$103,000
Firstenburg Center	C/3	SF	FCC - Pool Pumps Motor Replacements	-	-	25,000	-	25,750	-	-	-	-	-	-	-	-	25,750	-	-	-	2023	\$25,750
Firstenburg Center	C/3	SF	FCC - Digital Signage Exterior and Lobby	-	-	50,000	-	51,500	-	-	-	-	-	-	-	-	51,500	-	-	-	2023	\$51,500
Firstenburg Center	C/3	SF	FCC - Filter Sand and Plumbing Replacement	-	-	25,000	-	25,750	-	-	-	-	-	-	-	-	25,750	-	-	-	2023	\$25,750

Project Name	PIF Dist.	Park Type	Description	GIS Ac	Funding Source	Uninflated Local Cost	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total Estimated Local Cost	Outside Funding Source*	Potential Outside Funding	Expected Outside Source	Year(s) of Expenditure	Total Est. Cost	
Special Facility Development & Improvement (continued)																							
Firstenburg Center	C/3	SF	FCC - Sprayground Area Leveling and Reuse	-	-	200,000	-	-	212,180	-	-	-	-	-	-	-	212,180	-	-	-	2024	\$212,180	
Firstenburg Center	C/3	SF	FCC - Gymnasium Roof Ventilation	-	-	111,000	-	-	117,760	-	-	-	-	-	-	-	117,760	-	-	-	2024	\$117,760	
Firstenburg Center	C/3	SF	FCC - Floor Carpet Upgrades	-	-	75,000	-	-	79,568	-	-	-	-	-	-	-	79,568	-	-	-	2024	\$79,568	
Firstenburg Center	C/3	SF	FCC - Intrusion System Security Panel	-	-	15,000	-	-	-	16,391	-	-	-	-	-	-	16,391	-	-	-	2025	\$16,391	
Firstenburg Center	C/3	SF	FCC - Lobby And Customer Service Remodel	-	-	200,000	-	-	-	218,545	-	-	-	-	-	-	218,545	-	-	-	2025	\$218,545	
Firstenburg Center	C/3	SF	FCC - LED Parking Lot Street Lights	-	-	100,000	-	-	-	109,273	-	-	-	-	-	-	109,273	-	-	-	2025	\$109,273	
Firstenburg Center	C/3	SF	FCC - Rebuild/Upgrade Elevator	-	-	175,000	-	-	-	-	196,964	-	-	-	-	-	196,964	-	-	-	2026	\$196,964	
Firstenburg Center	C/3	SF	FCC - Upgrade Chillers	-	-	224,000	-	-	-	-	252,114	-	-	-	-	-	252,114	-	-	-	2026	\$252,114	
Firstenburg Center	C/3	SF	FCC - Spa UV Replacement	-	-	50,000	-	-	-	-	56,275	-	-	-	-	-	56,275	-	-	-	2026	\$56,275	
Firstenburg Center	C/3	SF	FCC - Water Features Replacement	-	-	100,000	-	-	-	-	112,551	-	-	-	-	-	112,551	-	-	-	2026	\$112,551	
Firstenburg Center	C/3	SF	FCC - Full Slide Replacement	-	-	250,000	-	-	-	-	-	289,819	-	-	-	-	289,819	-	-	-	2027	\$289,819	
Vancouver Tennis Center	B/2	SF	General Capital Repairs	-	GF	150,000	15,000	15,450	15,914	16,391	16,883	17,389	17,911	18,448	19,002	19,572	171,958	-	-	-	2022-2031	\$171,958	
SUBTOTAL						3,333,000	617,000	541,780	531,511	743,054	769,848	307,208	17,911	18,448	19,002	19,572	3,585,333					3,585,333	
GRAND TOTAL						165,920,514	16,392,171	27,993,517	13,212,630	13,454,935	19,482,000	21,242,544	19,717,391	16,439,935	20,430,685	20,799,352	189,165,160		17,962,891				207,128,051

Local Funding Sources:

- B** Bonds
- CDBG** Community Development Block Grant
- GF** General Fund
- L** Other Local Funding (Public Works, etc.)
- P** Park Impact Fees
- REET-C** City of Vancouver REET
- SV** Stronger Vancouver Funding Options

Outside Funding Sources:

- CF** Conservation Futures
- D** Donations
- F** Federal Funding
- G** Grants
- P** Partnerships
- S** State Funding
- TBD** To Be Determined

Appendix

K

APPENDIX K: PARK INVENTORY & ANALYSIS

APPENDIX K: PARK INVENTORY & ANALYSIS

PROPERTY INVENTORY SUMMARY & SITE COUNT

ACRES OF PARK LAND																	
Ownership within City of Vancouver	Neighborhood Park			Community Park			UNA	Regional Park			Special Facility			Regional Natural Areas			Grand Total
	Undev	Devel	Total	Undev	Devel	Total	Area	Undev	Devel	Total	Undev	Devel	Total	Undev	Devel	Total	
Vancouver	33.05	195.99	229.05	42.50	230.86	273.36	265.47	-	-	-	4.76	19.33	24.09	967.78	-	967.78	1,759.74
Clark County	-	-	-	-	-	-	-	400.40	89.00	489.40	2.90	62.36	65.26	28.80	48.00	76.80	631.46
Schools	-	85.79	85.79	-	-	-	-	-	-	-	-	5.08	5.08	-	-	-	90.87
Other Providers	-	-	-	-	-	-	14.64	-	-	-	32.29	206.9	238.48	-	-	-	253.12
Total	33.05	281.79	314.84	42.50	230.86	273.36	280.11	400.40	89.00	489.40	39.95	292.96	332.91	996.58	48.00	1,044.58	2,735.20

NUMBER OF SITES																	
Ownership within City of Vancouver	Neighborhood Park			Community Park			UNA	Regional Park			Special Facility			Regional Natural Areas			Grand Total
	Undev	Devel	Total	Undev	Devel	Total	Area	Undev	Devel	Total	Undev	Devel	Total	Undev	Devel	Total	
Vancouver	12	54	66	3	13	16	22	-	-	-	-	3	3	6	-	6	113
Clark County	-	-	-	-	-	-	-	-	-	2	-	2	2	1	-	1	5
Schools	-	25	25	-	-	-	-	-	-	-	-	1	1	-	-	-	26
Other Providers	-	-	-	-	-	-	1	-	-	-	-	3	3	-	-	-	4
Total			91			16	23			2			9			7	148

PARK DEMAND (2022)

City of Vancouver		Neighborhood Park		Community Park		Urban NA	Total Park Acres	
Standard		Acquire	Develop	Acquire	Develop	Acquire	Acquire	Develop
Acres /1,000		2.00	2.00	3.00	2.25	1.00	6.00	4.25
Park District	Population	Demand in Acres					Total Park Acres	
A	38,770	77.5	77.5	116.3	87.2	38.8	232.6	164.8
B	61,324	122.6	122.6	183.9	138.0	61.3	367.9	260.6
C	94,592	189.2	189.2	283.8	212.8	94.6	567.6	402.0
Total	194,686	389.3	389.3	584.0	438.0	194.6	1,168.0	827.4

PARK DEMAND (2031)

City of Vancouver		Neighborhood Park		Community Park		Urban NA	Total Park Acres	
Standard		Acquire	Develop	Acquire	Develop	Acquire	Acquire	Develop
Acres /1,000		2.00	2.00	3.00	2.25	1.00	6.00	4.25
Park District	Population	Demand in Acres					Total Park Acres	
A	44,445	88.9	88.9	133.3	100.0	44.4	266.7	188.9
B	67,614	135.0	135.0	202.6	151.9	67.5	405.1	287.0
C	106,736	213.5	213.5	320.2	240.2	106.7	640.4	453.6
Total	218,794	437.4	437.4	656.1	492.0	218.7	1,312.2	929.5

TOTAL LEVEL OF SERVICE (2022)

City of Vancouver		Neighborhood Park		Community Park		Urban NA
Standard		Acquire	Develop	Acquire	Develop	Acquire
Acres /1,000		2.00	2.00	3.00	2.25	1.00
Park District	Population	Level of Service (Acres/1,000 Population)				
A	38,770	1.40	1.39	2.59	2.34	2.14
B	61,324	2.00	1.75	1.75	1.60	1.54
C	94,592	1.46	1.27	0.69	0.45	1.09
Total	194,686	1.62	1.45	1.40	1.19	1.44

* Includes All Providers

City Wide Level of Service (Acres/1,000 Population)	
Neighborhood & Community Parks	3.02
Urban Natural Areas	1.44
	4.46

PARK NEED (2022)

City of Vancouver		Neighborhood Park		Community Park		Urban NA	Total Park Acres	
Standard		Acquire	Develop	Acquire	Develop	Acquire	Acquire	Develop
Acres /1,000		2.00	2.00	3.00	2.25	1.00	6.00	4.25

Park Dist.	Population	Need in Acres					Need in Acres	
A	38,770	23.1	23.8	16.0	0.3	0.1	39.2	24.1
B	61,324	0.6	15.1	76.4	40.1	28.4	105.4	55.2
C	94,592	51.5	68.7	218.3	170.6	20.3	290.2	239.3
Total	194,686	75.2	107.6	310.7	211.0	48.8	434.8	318.6

PARK NEED (2031)

City of Vancouver		Neighborhood Park		Community Park		Urban NA	Total Park Acres	
Standard		Acquire	Develop	Acquire	Develop	Acquire	Acquire	Develop
Acres /1,000		2.00	2.00	3.00	2.25	1.00	6.00	4.25

Park Dist.	Population	Need in Acres					Need in Acres	
A	44,445	34.4	35.1	33.0	9.3	0.1	67.6	44.4
B	67,614	12.5	27.7	95.3	54.2	32.4	140.1	81.9
C	106,735	75.8	93.0	254.8	197.9	30.1	360.7	290.9
Total	218,794	122.7	155.8	383.0	261.4	62.6	568.4	417.2

NEIGHBORHOOD PARK INVENTORY (PIF DISTRICT A)

			Site Count	Acres			
PARK IMPACT FEE DISTRICT A							
Orig Dist.	Park Name	Type		Ownership	Undev	Devel	Total
1	Arnada	NH	1	Vancouver	-	2.68	2.68
1	Brickyard	NH	1	Vancouver	-	1.99	1.99
1	Carter	NH	1	Vancouver	-	0.69	0.69
1	Evergreen	NH	1	Vancouver	-	3.26	3.26
1	Franklin	NH	1	Vancouver	-	11.35	11.35
1	Fruit Valley	NH	1	Vancouver	-	6.04	6.04
1	Hazel Hart	NH	1	Vancouver	-	0.16	0.16
1	Hidden	NH	1	Vancouver	-	1.24	1.24
1	John Ball	NH	1	Vancouver	-	2.37	2.37
1	Leach	NH	1	Vancouver	-	0.26	0.26
1	Liberty	NH	1	Vancouver	-	0.36	0.36
1	Quarnberg	NH	1	Vancouver	-	2.60	2.60
1	Rose Village	NH	1	Vancouver	0.45	-	0.45
1	Rosemere	NH	1	Vancouver	0.24	-	0.24
1	Shumway	NH	1	Vancouver	-	0.44	0.44
1	Harney School Park	NH	1	VSD	-	3.23	3.23
1	Washington School Park	NH	1	VSD	-	3.26	3.26
1	Franklin Elem. (Field Ac)	NH	1	VSD	-	1.58	1.58
1	Fruit Valley Elem. (Field Ac)	NH	1	VSD	-	0.84	0.84
1	Harney Elem. (Field Ac)	NH	0	VSD	-	4.98	4.98
1	Hough Elem. (Field Ac)	NH	1	VSD	-	1.61	1.61
1	Jim Tangeman Center Elem. (Field Ac)	NH	1	VSD	-	0.91	0.91
1	Lincoln Elem. (Field Ac)	NH	1	VSD	-	2.56	2.56
1	Washington Elem. (Field Ac)	NH	0	VSD	-	1.37	1.37
	District A Subtotal		22		0.69	53.77	54.46

NEIGHBORHOOD PARK INVENTORY (PIF DISTRICT B)

			Site Count				
			Acres				
PARK IMPACT FEE DISTRICT B							
Orig Dist.	Park Name	Type		Ownership	Undev	Devel	Total
7	Burton Ridge	NH	1	Vancouver	4.42	-	4.42
7	Centerpointe	NH	1	Vancouver	-	8.52	8.52
2	Columbia Lancaster	NH	1	Vancouver	-	2.17	2.17
2	Coop, John & Margrette	NH	1	Vancouver	-	3.41	3.41
2	DuBois	NH	1	Vancouver	-	3.12	3.12
2	Ellsworth School Park	NH	1	Vancouver	-	5.18	5.18
2	Ellsworth Springs	NH	1	Vancouver	-	2.81	2.81
2	Father Blanchet	NH	1	Vancouver	-	2.34	2.34
2	Forest Ridge	NH	1	Vancouver	-	1.37	1.37
2	General Anderson	NH	1	Vancouver	-	1.90	1.90
2	Gustafson	NH	1	Vancouver	-	3.98	3.98
7	Jaggy Road	NH	1	Vancouver	-	3.37	3.37
7	Kelley Meadows	NH	1	Vancouver	7.35	-	7.35
2	Lieser Crest	NH	1	Vancouver	-	4.97	4.97
2	Meadow Homes	NH	1	Vancouver	-	2.01	2.01
2	MyPark	NH	1	Vancouver	-	0.39	0.39
7	Orchards West	NH	1	Vancouver	-	8.07	8.07
2	Southcliff	NH	1	Vancouver	-	4.49	4.49
2	St Helens	NH	1	Vancouver	-	3.00	3.00
2	Stein, Geroge & Hazel	NH	1	Vancouver	3.42	-	3.42
7	The Downs	NH	1	Vancouver	-	3.46	3.46
2	Van Fleet	NH	1	Vancouver	-	2.81	2.81
7	West Minnehaha	NH	1	Vancouver	-	3.05	3.05
2	Lieser School Park	NH	1	VSD	-	1.86	1.86
2	Marrion School Park	NH	1	ESD	-	6.12	6.12
7	Peter S. Ogden School Park	NH	1	ESD	-	4.35	4.35
2	Ellsworth Elem. (Field Ac)	NH	1	ESD	-	2.46	2.46
2	Heights Elem. (Field Ac) (formerly Lieser)	NH	0	VSD	-	-	-
2	King Elem. (Field Ac)	NH	1	VSD	-	1.84	1.84
2	Marrion Elem. (Field Ac)	NH	0	ESD	-	5.66	5.66
7	Minnehaha Elem. (Field Ac)	NH	1	VSD	-	3.98	3.98
7	Ogden Elem. (Field Ac)	NH	0	ESD	-	8.77	8.77
7	Roosevelt Elem. (Field Ac)	NH	1	ESD	-	2.08	2.08
	District B Subtotal		30		15.19	107.54	122.73

NEIGHBORHOOD PARK INVENTORY (PIF DISTRICT C)

			Site Count	Acres			
PARK IMPACT FEE DISTRICT C							
Orig Dist.	Park Name	Type		Ownership	Undev	Devel	Total
4	192nd Avenue	NH	1	Vancouver	2.08	-	2.08
3	Bella Vista	NH	1	Vancouver	-	5.36	5.36
3	Biddlewood	NH	1	Vancouver	-	6.82	6.82
5	Burnt Bridge Creek School Park	NH	1	Vancouver	-	2.78	2.78
3	Cascade	NH	1	Vancouver	-	3.39	3.39
4	Clearmeadows	NH	1	Vancouver	-	5.62	5.62
3	Countryside	NH	1	Vancouver	-	3.07	3.07
5	Diamond	NH	1	Vancouver	-	5.28	5.28
3	East Biddle Lake-Addition	NH	1	Vancouver	1.56	-	1.56
5	East Image	NH	1	Vancouver	2.43	-	2.43
5	Endeavour School Park	NH	1	Vancouver	-	2.48	2.48
3	Fir Crest	NH	1	Vancouver	-	4.70	4.70
5	Fir Garden	NH	1	Vancouver	-	5.04	5.04
3	First Place	NH	1	Vancouver	-	3.49	3.49
4	Fisher's Creek	NH	1	Vancouver	-	1.90	1.90
3	Gretchen Fraser	NH	1	Vancouver	-	2.24	2.24
4	Hambleton	NH	1	Vancouver	4.56	-	4.56
3	Hearthwood	NH	1	Vancouver	-	5.85	5.85
4	Heritage	NH	1	Vancouver	-	5.41	5.41
3	Homestead	NH	1	Vancouver	-	6.33	6.33
5	Kevanna	NH	1	Vancouver	-	6.12	6.12
5	Landover-Sharmel	NH	1	Vancouver	3.99	-	3.99
5	Lauren	NH	1	Vancouver	2.09	-	2.09
5	Nikkei	NH	1	Vancouver	-	5.18	5.18
4	Summer's Walk	NH	1	Vancouver	-	4.10	4.10
3	Wildwood	NH	1	Vancouver	-	3.17	3.17
5	Wycoff	NH	1	Vancouver	0.46	-	0.46
3	Wy'East	NH	1	Vancouver	-	3.81	3.81
3	Burnt Bridge Creek Elem. (Field Ac)	NH	0	ESD	-	3.19	3.19
3	Burton Elem. (Field Ac)	NH	1	ESD	-	1.25	1.25
3	Columbia Valley Elem. (Field Ac)	NH	1	ESD	-	2.18	2.18
3	Crestline Elem. (Field Ac)	NH	1	ESD	-	2.72	2.72
3	Emerald Elem. (Field Ac)	NH	0	ESD	-	-	-
4	Endeavour Elem. (Field Ac)	NH	1	ESD	-	1.04	1.04
4	Fircrest Elem. (Field Ac)	NH	1	ESD	-	2.54	2.54
4	Fisher's Landing Elem. (Field Ac)	NH	1	ESD	-	2.34	2.34
4	Hearthwood Elem. (Field Ac)	NH	1	ESD	-	3.13	3.13
5	Illahsee Elem. (Field Ac)	NH	1	ESD	-	1.75	1.75
5	Image Elem. (Field Ac)	NH	0	ESD	-	-	-
5	Mill Plain Elem. (Field Ac)	NH	1	ESD	-	1.38	1.38
5	Pioneer Elem. (Field Ac)	NH	1	ESD	-	4.52	4.52
5	Riverview Elem. (Field Ac)	NH	1	ESD	-	2.29	2.29
5	Early Childhood Center (Op. by SWCCC)	NH	N	ESD	-	-	-
	Home Choice Academy	NH	N	ESD	-	-	-
District C Subtotal			39		17.17	120.49	137.66
NEIGHBORHOOD PARK TOTAL			91		33.05	281.79	314.84
School Parks (School District Ownership)			25		-	85.79	85.79
City Park Ownerships			66		33.05	195.99	229.05

COMMUNITY PARK INVENTORY

Orig. Dist.	Park Name	Type	Site Count		Acres		
			City	Ownership	Undev	Devel	Total
PARK IMPACT FEE DISTRICT A							
1	Dollie and Ed's Park	CP	1	Vancouver	9.59	-	9.59
1	Esther Short	CP	1	Vancouver	-	5.34	5.34
1	Leverich	CP	1	Vancouver	-	14.26	14.26
1	Marine	CP	1	Vancouver	-	32.86	32.86
1	Marshall	CP	1	Vancouver	-	14.70	14.70
1	Memory Mill Plan	CP	1	Vancouver	-	11.24	11.24
1	Vancouver Waterfront	CP	1	Vancouver	-	6.88	6.88
1	Waterworks	CP	1	Vancouver	-	5.46	5.46
District A Subtotal			8		9.59	90.74	100.33
PARK IMPACT FEE DISTRICT B							
7	Bagley	CP	1	Vancouver	-	16.19	16.19
2	David Douglas	CP	1	Vancouver	-	40.17	40.17
7	Leverich	CP	0	Vancouver	-	14.26	14.26
7	Oakbrook	CP	1	Vancouver	-	13.25	13.25
7	Shaffer, Raymond E.	CP	1	Vancouver	9.69	-	9.69
2	Wintler	CP	1	Vancouver	-	14.03	14.03
District B Subtotal			5		9.69	97.90	107.59
PARK IMPACT DISTRICT C							
5	Fenton	CP	1	Vancouver	23.22	-	23.22
4	Fisher Basin	CP	1	Vancouver	-	12.67	12.67
3	Haagen, Leroy	CP	1	Vancouver	-	29.55	29.55
District C Subtotal			3		23.22	42.22	65.44
COMMUNITY PARK TOTAL			16		42.50	230.86	273.36

URBAN NATURAL AREAS

Orig. Dist.	Park Name	Type	Site Count		Acres		
			City	Ownership	Undev	Devel	Total
PARK IMPACT FEE DISTRICT A							
1	Franklin East	UNA	1	Vancouver	1.48	-	1.48
1	Heathergate Ridge	UNA	1	Vancouver	4.04	-	4.04
1	Marine Park Natural Area	UNA	1	Vancouver	36.54	-	36.54
1	Old Apple Tree	UNA	1	Vancouver	-	1.24	1.24
1	Columbia River Renaissance Trail	UNA	1	Vancouver	-	24.85	24.85
1	NPS Waterfront	UNA	1	NPS	-	14.64	14.64
District A Subtotal			6		42.06	40.73	82.79
PARK IMPACT FEE DISTRICT B							
2	Blandford Greenway - East Side	UNA	1	Vancouver	9.35	-	9.35
2	Blandford Greenway - West Side	UNA	1	Vancouver	11.36	-	11.36
7	Burton Ridge North	UNA	1	Vancouver	0.62	-	0.62
2	David Douglas Park Natural Area	UNA	1	Vancouver	25.00	-	25.00
2	Ellsworth Springs East	UNA	1	Vancouver	29.81	-	29.81
2	Ellsworth Springs West	UNA	1	Vancouver	9.45	-	9.45
2	Lieser Point	UNA	1	Vancouver	1.92	-	1.92
2	Tranquility	UNA	1	Vancouver	7.00	-	7.00
District B Subtotal			8		94.51	-	94.51
PARK IMPACT DISTRICT C							
3	Behrens Woods	UNA	1	Vancouver	2.29	-	2.29
3	Biddlewood Natural Area	UNA	0	Vancouver	12.30	-	12.30
3	East Biddle Lake	UNA	0	Vancouver	9.43	-	9.43
5	Evergreen School Park	UNA	1	Vancouver	10.81	-	10.81
5	Donald and Jean Fenton Natural Area	UNA	0	Vancouver	20.65	-	20.65
3	Fisher's Landing	UNA	1	Vancouver	0.80	-	0.80
4	Hanna Acres	UNA	1	Vancouver	4.10	-	4.10
3	Henry J. Biddle Nature Preserve	UNA	1	Vancouver	22.23	-	22.23
3	Mims Marsh	UNA	1	Vancouver	10.04	-	10.04
3	Rivershore	UNA	1	Vancouver	4.63	-	4.63
3	Robert K. Starke Natural Area	UNA	1	Vancouver	3.49	-	3.49
4	Village Woods	UNA	1	Vancouver	2.04	-	2.04
District C Subtotal			9		102.81	-	102.81
COMMUNITY PARK TOTAL			23		239.38	40.73	280.11

SPECIAL FACILITIES INVENTORY

	Park Name	Type	Site Count		Acres		
			City	Ownership	Undev	Devel	Total
R	Firstenburg Community Center	SF	1	Vancouver	-	13.94	13.94
R	Marshall Community Center	SF	1	Vancouver	-	5.39	5.39
R	Wy'East North	SF	1	Vancouver	4.76	-	4.76
R	English Pit Rifle Range	SF	1	Clark County	2.90	3.00	5.90
R	Harmony Sports Complex	SF	1	Clark County	-	59.36	59.36
R	Fort Vancouver National Historic Site	SF	1	NPS	-	192.05	192.05
R	Weber Arboretum	SF	1	Private	-	6.14	6.14
R	Vancouver Tennis Center	SF	1	School District	-	5.08	5.08
R	Columbia Springs	SF	1	WDFW	32.29	8.00	40.29
SPECIAL FACILITY TOTAL			9		39.95	292.96	332.91

REGIONAL NATURAL AREAS

District	Park Name	Type	Site Count		Acres		
			City	Ownership	Undev	Devel	Total
B	Beaver Marsh	RNA	1	Vancouver	32.98		32.98
B	Meadowbrook North	RNA	1	Vancouver	35.55	-	35.55
B	Sam Brown	RNA	1	Vancouver	2.45	-	2.45
A	Frenchman's Bar Trail	RNA	1	Clark County	28.80	48.00	76.84
A	South Vancouver Lake (Vancouver)	RNA	1	Vancouver	418.40	-	418.40
A-C	Burnt Bridge Creek Greenway	RNA	1	Vancouver	423.72	-	423.72
C	Meadowbrook Marsh	RNA	1	Vancouver	54.68		54.68
REGIONAL NATURAL AREA TOTAL			7		996.58	48.00	1,044.58

REGIONAL PARKS

Park Name	Type	Site Count			Ownership	Acres		
		Vancouver	UGA	Rural		Undev	Devel	Total
Bratton Canyon	RP			1	Clark County	62.00	18.00	80.00
Brush Prairie	RP			1	Clark County	76.48	7.50	83.98
Capt. William Clark	RP			1	Port C-W	39.28	35.46	74.74
Daybreak	RP			1	Clark County	183.64	6.00	189.64
Frenchman's Bar	RP	1			Clark County	114.40	37.00	151.40
Green Mountain	RP			1	Clark County	360.00	-	360.00
Lacamas	RP			1	Clark County	290.00	7.39	297.39
Lewisville	RP			1	Clark County	68.45	90.00	158.45
Lucia Falls	RP			1	Clark County	22.83	25.60	48.43
Moulton Falls	RP			1	Clark County	413.91	27.00	440.91
Salmon Creek (Includes Kline Line)	RP		1		Clark County	122.93	51.10	174.03
Vancouver Lake	RP	1			Clark County	286.00	52.00	338.00
Whipple Creek	RP			1	Clark County	295.35	4.00	299.35
Battle Ground Lake	RP			1	State	240.00	40.00	280.00
Paradise Point	RP			1	State	61.00	35.00	96.00
Reed Island	RP			1	State	510.00	-	510.00
TOTAL REGIONAL PARKS		2	1	13		3,146.27	436.05	3,582.32

PARK LEVEL OF SERVICE MATRIX - Quantity, Creativity, Safety and Sustainability Criteria

Indicators of Level of Service	Data Source	Numerical Scoring by Park Service Area					
Quantity/Density Matrix							
LEVEL OF SERVICE BY SERVICE AREA (Park ac/1000)		0	1	2	3	4	5
% difference between existing LOS within the park service area and the adopted standard for the applicable park type.	Inventory/GIS (Already Avail)	LOS exceeds Standard	100-75% of Standard for park type	74-61% of Standard for park type	60-41% of Standard for park type	40-21% of Standard for park type	20% or less of Standard for park type
Creativity Matrix - Quality/Variety Criteria							
PARK DEVELOPMENT		0	1	2	3	4	5
Current Level of site development from Level 1 improvements with site used as interim UNA, to master plan through full construction to Level 4 standard or above.	Inventory Matrix	Level 4 development	Construction completed per Master Plan (Level 3)	51-90% of MP funded (Level 2+)	< 50% of MP funded (Level 2); w/ or w/o MP update	MP completed but no implementation funded	Undeveloped: Level 1 Improvements. Used for UNA
LENGTH OF TIME SITES HAVE REMAINED UNDEVELOPED		0	1	2	3		
Years site has remained undeveloped since acquisition date.	Chronology Table		<5	5-999	10 or greater		
URBAN NATURAL AREAS/IMPROVEMENTS & ACCESSIBILITY, USEABLE, SAFE, WELCOMING		0	0		3		5
Level of site improvements available for UNA's accessible for passive uses. Identify areas that are under-utilized that could be improved for safe access to natural areas. These range from no improvements, Level 1 w/ seasonal mowing only, to maximum capital improvements appropriate to the site to facilitate passive use and protect resources.	Inventory Matrix	Not applicable	Little to no potential for additional improvements/enhancement		Some potential for additional improvements/enhancement, but also some concerns with environmental limitations and cost		High potential for additional improvements/enhancement
VARIETY OF REC. EXPERIENCE AND LANDSCAPES		0	0	1	3		
Developed portion of Park/ Built Environment: Park site provides a variety of recreational opportunities, both active and passive through a variety of natural landscapes; themed play structures; variety of age group amenities, art or cultural amenities; unique natural resources, etc.	Inventory Matrix	Undev (NA)	Yes, lots of variety	Some	None (Undeveloped)		
Unimproved park area or Undeveloped sites: Property provides a variety of natural landscapes and ecosystems, (e.g., mature trees, stream/river frontage, viewpoints, etc.).	Inventory Matrix	Undev (NA)	Yes, lots of variety	Some	None		
Safety & Sustainability Matrix							
CONDITION/AGE/LIFE SPAN OF BUILT ASSET		0	1	2	3	4	5
Play structure (age of structure)	Inventory Matrix	Undev (NA)	0-5 years	6-10 years	11-15 years	16-20+ years	Remove/replace due to safety, liability, ADA
		0	0	3	3	5	5
Park furniture (tables, benches, signage)	Inventory Matrix	N/A	Good Condition. No pending replacement or repairs anticipated Next 10 years		Notable repair or replacements anticipated in next 10 years	Undeveloped (assets needed)	Removal or replacement of assets needed due to excessive wear, safety or liability.
Park structures (shelters, gazebos, restrooms)	Inventory Matrix	N/A	Good Condition.No pending replacement or repairs anticipated Next 10 years	Developed site - asset could be considered	Notable repair or replacements anticipated in next 10 years	Undeveloped (assets needed)	Removal or replacement of assets needed due to excessive wear, safety or liability.
Other park infrastructure (surfacing, pathways, irrigation, water lines, parking, etc.)	Inventory Matrix	N/A	Good Condition. No pending replacement or repairs anticipated Next 10 years		Notable repair or replacements anticipated in next 10 years	Undeveloped (assets needed)	Removal or replacement of assets needed due to excessive wear, safety or liability.
PERSONAL SAFETY:		0	1		3		
Lighting, sightlines, etc. (developed areas of parks)		No concerns	Some improvement needed		Safety concerns require safety improvements		
SUSTAINABILITY:		0	0	1	3		
Durability of built assets for sustainability.	Inventory Matrix	Undev (NA)	Yes, multiple enhancement and sustainability measures in place	Some resource enhanc. and sustainability measures included, but more are needed; more opportunities available	Notable improv. are needed for sustainability and resource protection		
Natural resource enhancement and protection, landscaping and plant materials; expansion of tree canopy and care of site trees; clean water or shoreline enhancements; native plantings, pollinators species	Inventory Matrix	Undev (NA)	Yes, multiple enhancement and sustainability measures in place	Some resource enhanc. and sustainability measures included, but more are needed; more opportunities available	Notable improv. are needed for sustainability and resource protection		
ACCESSIBILITY:		0	0		3		5
ADA Compliance to Universal accessibility of play structures as well s other features available on site (play structures, pathways, ramps, other special features).	Inventory Matrix	Undev (NA)	Meets or Exceeds ADA standards; some universal accessibility (Community Only)		ADA Compliant, Need or opportunity for improvement		Non-Compliance of many existing assets. Action needed immediate to < 5 years
Equity Focus Area							
EQUITY		0	0	2	4	6	8
Ranks 8 criteria associated with socioeconomic variables related to equity to identify areas of greatest need and more vulnerable populations: Pop% under 19 years and 65 and over; BIPOC; Income Below Poverty Level; Median Household Income; Households w/ 1 or more member with a disability; population density per acre; Obesity (self reporting).	ESRI			Total score 12-15	Total score 16-18	Total score 19-21	Total score 22-27

URBAN NATURAL AREA LEVEL OF SERVICE MATRIX - Quantity, Creativity, Safety and Sustainability Criteria

Indicators of Level of Service	Numerical Scoring by Site					
Creativity Matrix - Quality/Variety Criteria						
VARIETY OF REC. EXPERIENCE AND LANDSCAPES	0	0	1	3		
Built Environment: Site provides both active and passive opportunities/experiences through a variety of natural landscapes, nature play, trails, interpretive/cultural resources (signage, etc.).	N/A	Yes, lots of variety	Some	None		
	0	0	1	3		5
Urban Natural Areas: Property provides a variety of natural landscapes and ecosystems (e.g., waterways, wetlands); variety of trees (e.g., species, age), full tree canopy, native/pollinator plant understory, unique natural resources.	N/A	Yes, lots of variety	Some variety, but opportunity for more	Some variety, but needs more		None
CONDITION/AGE/LIFE SPAN OF BUILT ASSET	0	0	1		3	3
Natural area infrastructure/built environment (trail systems/pathways, benches, tables, surfacing, irrigation, water lines, parking, etc.)	N/A	Good Condition. No pending replacement or repairs anticipated in next 10 years	Some existing infrastructure in need of updates		Undeveloped (assets needed)	Notable repair or replacements anticipated in next 10 years
	0	1	2	3		
Estimated coverage of invasive plant species	None	Some invasives	Considerable invasives	Majority of trees and ground covered by invasives		
PERSONAL SAFETY:	0	1		3		
Established trails that are well traveled; appropriate balance of sightlines and vegetation, overhead hazards, lighting, etc.	No concerns	Some improvement needed		Safety concerns require safety improvements		
SUSTAINABILITY:	0	1		3		5
Natural resource enhancement and protection; naturescaping (e.g., native species, pollinators, climate appropriate plantings, etc.), carbon sequestration through healthy soils, diversity in tree and plant matter (e.g., species, age), renewable energy (e.g., EV charging stations, solar panels), permeable surfaces, water quality enhancements.	Yes, multiple enhancement and sustainability measures in place	Multiple enhancement and sustainability measures in place, with opportunities for more		Some resource enhancement and sustainability measures included, but more are needed		Notable improvements are needed to optimize for climate change adaptation and mitigation
ACCESSIBILITY:	0	1		3	4	
ADA Compliance to Universal accessibility of features available on site (pathways, other special features).	Exceeds ADA standards; some universal accessibility	ADA compliant; opportunity for more		Portions are ADA compliant; Need for improvement	Non-compliance of many existing assets. Action needed immediate to < 5 years	

Appendix

L

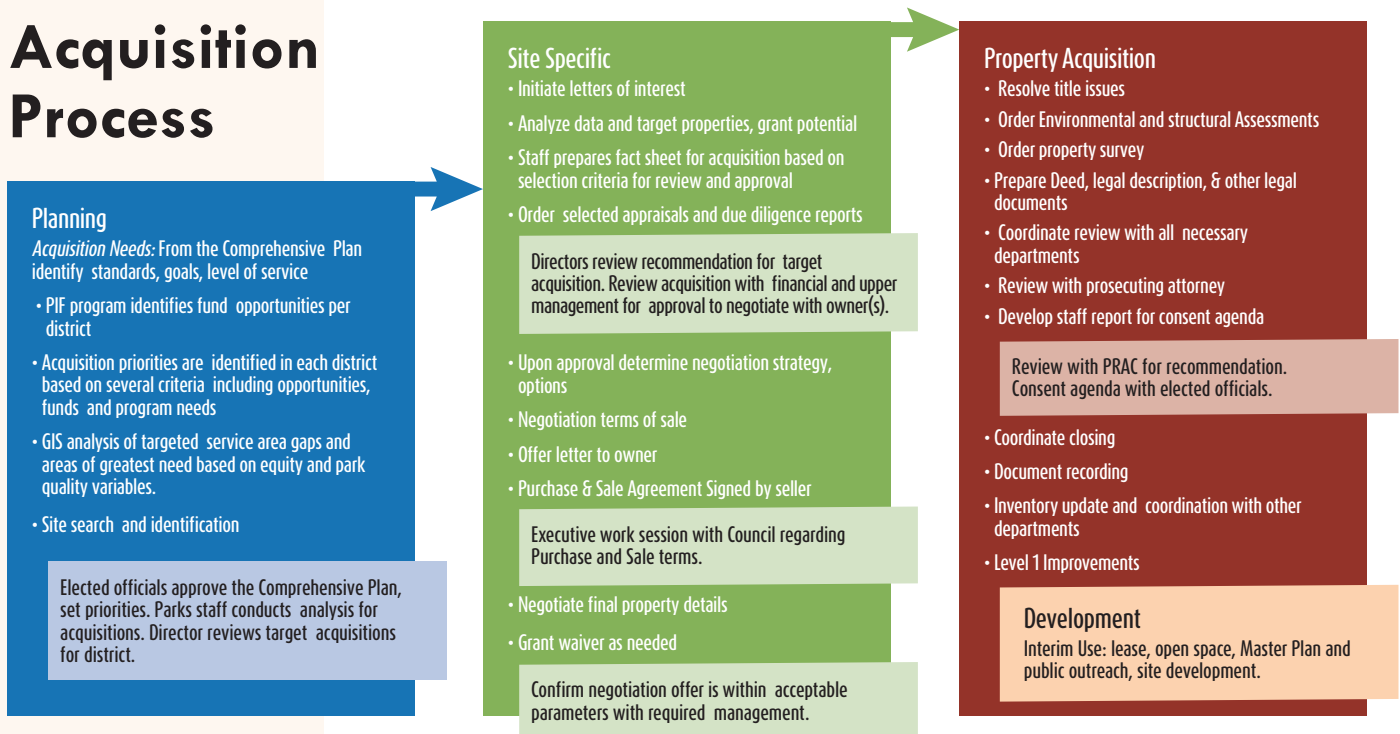
**APPENDIX L:
LAND ACQUISITION & DEVELOPMENT CRITERIA**

As the focus shifts from the big picture to site selection and prioritization of acquisition and development projects, additional criteria and considerations serve to further refine and guide decision making. These guidelines have been compiled into a summary of best management practices for park system planning purposes.

These guidelines are not intended to supersede the park comprehensive plan policies and guidelines or to preclude opportunities to acquire or develop park system assets that the Parks Department may determine to be in the public interest. Rather, these best management practices are designed to document the considerations that guide site selection and prioritization of limited funding to focus acquisition and development efforts within the multi-facet dynamics of the planning process.

As urban densities increase and vacant lands become scarce, proactive efforts to secure options for future park system expansion through land acquisition are considered prudent and often critical. Properties with existing structures will be evaluated with additional criteria including interim rental options, public use considerations and costs for demolition, maintenance, management and site restoration.

Acquisition Process



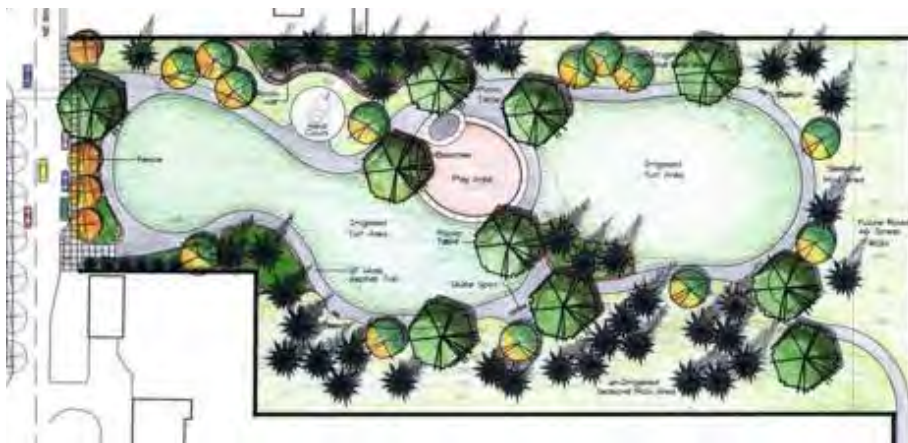
Development Program, Master Planning Process

After Level 1 improvements are completed as a part of the acquisition process, master planning for the site is the first step in development. The master plan gives direction for development and provides a steady point of reference once the project moves forward. Master planning reviews existing conditions and considers the wide range of available resources available. Topography such as slope, wetlands and natural areas are considered. The design aims to preserve the community character and reflect the needs of residents.

As funding permits, Vancouver Parks, Recreation & Cultural Services will engage the public in the planning and design of new park and trail facilities. The public's role is to provide valuable information about how the park is currently used, and how they would like to see it used, both now and in the future. Project staff then uses this feedback to create the master plan in accordance with its park development standards.

The master plan timeline varies by project. For smaller neighborhood parks the process usually takes between 4–6 months to complete. It can take between 6 to 18 months to complete this process for larger, more complex community parks or trail systems.

Once a preferred master plan alternative has been developed, it is presented to the Parks and Recreation Advisory Commission for review and approval. Once approved by the Advisory Commission, the master plan may then be presented to the Vancouver City Council for review and approval. The Parks and Recreation Advisory Commission and the Vancouver City Council can request changes to the master plan prior to approving it if they desire. Once the master plan has been approved by the elected officials, project staff can begin final design and permitting to get the project ready for construction if funding is available.



Sample Master Plan of a Neighborhood Park

Best Management Practices— Project Location and Prioritization Criteria

To fulfill the Park Plan mission to enhance livability and create a complete park system, an evaluation process guides the prioritization of sites for acquisition and development. The focus begins with the Vancouver city limits, narrowing to park impact fee districts, and finally to specific sites or parcels. Each step in the evaluation process provides a target threshold for further acquisition or development efforts. Some of the criteria influence both acquisition and development considerations, while others are more applicable at one stage or the other.

COMPREHENSIVE PLAN	
Need or Level-of-Service	Park Need based on adopted acreage standards, equity and park variables matrix.
Geographic Equity	½-mile Service Area; Walkability (10-min); Gap Analysis for Unserved or Underserved Areas
Demographics - Unique Need	Low-income areas, unique cultural need, high density residential, older residents, high crime area, etc.
Parcel Size	Sufficient land area to meet preferred site size standards for the proposed park classification
	Vacant or underutilized parcel analysis
	Functional lot configuration (dimension, access, etc.)
Partnership Potential	Potential partnership opportunity for joint acquisition, development, management or maintenance with other public entities, non-profits, other city/county departments (e.g., schools, utility providers, storm water, developers, etc.)
Zoning	Urban Low, Medium or High-Density Residential zoning is preferred but not mandated. * Current PIF program as adopted is to serve residential development. Acquisition of commercial or industrial land must be weighed for location suitability, cost effectiveness and compatibility.
Supports Implementation of Other Planning Effort(s)	Consistent with Subarea Planning goals, plans, transportation projects, etc.
Capital Facilities Plan (CFP)	Project identified in current CFP, or a plan amendment can be processed prior to a project financial commitment.

SITE SUITABILITY	
Vacant or Underutilized (VBLM)	Land that is not currently built to the allowable zoning density.
Access	Contiguous public right-of-way is preferred to assure public access and visibility. Consider extensive right-of-way improvement costs.
	Minimal width to accommodate maintenance and emergency vehicles.
	Opportunity for public access easements for secondary access to avoid additional frontage requirements and maximize service area.
Connectivity	Expands the opportunity for pedestrian connections to parks, trails, and other public amenities, fills missing links, etc.
Visibility/Security	Multiple lines of visibility for site security and safety.
Unique Natural or Cultural Resources	Water access, vistas, established trees, cultural or historical significance, unique ecosystem, etc.
Developable	Maximum future development potential with no unusual development costs associated due to grade, critical areas, etc.
Critical Area Limitations	Per the Comprehensive Plan the development standard is 4.25 acres of the total 6 acres per thousand standards. Using this assumption, it gives a conservative standard on the amount of UNA or critical areas that may typically be associated with a neighborhood or community park site.
Compatibility w/ Surrounding Uses	Potential or currently incompatible with public recreational land uses, either passive or active., e.g., noise or odor associated with industrial land uses, commercial adult business uses, etc.
Extraordinary Costs	Unusual liability, risk, or excessive costs, e.g., studies, in-water work, land clearing, site contamination/clean-up, UST removal, additional permitting processes, mitigation costs, dangerous site conditions that require additional design or construction standards, etc.

FUNDING	
Available Funding	PIF, General Fund, REET, grant potential, partnership, or donor.
Park Impact Fee Concurrency	Pending concurrency issue putting funding at risk. Similarly, grant agreement obligations for project completion.
Reduced Costs - Leverage Funding	Seller proposes a donation or bargain sale that will reduce acquisition costs below appraised value or city development costs, including potential grant enhancement, other tax incentives that can reduce the cost of acquisition, development or maintenance, in-kind donations, etc.
High Grant Potential	Site has unique quality or urgency that is likely to rank high on the grant criteria evaluation to add additional funding support to the project.
Reduced Interim Maintenance	Potential for minimal maintenance cost once Level 1 improvements are completed, e.g., residential or agricultural lease, caretaker, etc.
Interim Revenue Generation Opportunity	Habitable Structure on Site-rental, lease back, Life Estate opportunity to reduce interim maintenance costs. Is structure likely to generate high maintenance/repair costs? Agricultural lease for hay or other products self-supporting?

OPPORTUNITY	
Urgency	Site is very favorable or critical to current public ownership or long-term goals and at risk of development which would preclude future public use or partnership.
Contiguous Park Ownership	Is there need for park expansion to better serve surrounding neighborhoods or park district? Does it provide access, resources, security or opportunities not currently available with the existing ownership?
Colocation	Reasonable public access to the adjoining property must be likely/favorable to warrant consideration as an amenity.
	Colocation opportunities with other city or public entities to provide more functional land area for park experience and improvements.
Willing Seller	Timing of the proposed acquisition with a willing seller is reasonable for regarding other considerations, funding, etc.

OTHER CONSIDERATIONS	
Clear Title	Excessive costs for clearing title, such as multiple ownerships with boundary disputes, liens, easements, etc.
Partnerships	Adjoining public agency presence for added security and visibility, e.g., fire station, police station, etc.
Multiple Comparable sites in Service Area	Minimal urgency.
Community/Political Support	Support of neighborhood association(s) or other community leaders.
Served by School, Other Public or Private	Is a reasonable area of a school or other public provider available for passive or active recreational use by the public that would warrant considering the neighborhood served if alternative locations have less opportunity?

Guiding Legislative Policies

The **Washington State Growth Management Act (GMA)** was adopted in 1990 because the legislature found that uncoordinated and unplanned growth posed a threat to the environment, sustainable economic development and quality of life. The legislation requires cities and counties to adopt growth management policies, land use regulations and impact fee programs (RCW 82.02 to ensure overall public health, safety and welfare. Planning for an appropriate system of parks, trails, open space and recreation facilities help provide a healthy and economically sustainable community.

Vancouver City Charter Section 8.04 states, “The city shall acquire, maintain and operate an adequate system of public parks and playgrounds and shall make ample provision for recreational facilities, supervision, and programs, and may cooperate with school districts, public bodies, public corporations, and other organizations to that end.”

The **City of Vancouver Strategic Plan** establishes the overarching vision to ensure that the city will remain one of the nation’s most livable cities, and more specifically, an exceptional riverfront city. One of the ten primary goals of the plan is to, “Ensure that Vancouver’s parks and trails system is the highest quality and most complete in the region”, and “create a sustainable endowment model for developing and maintaining a rich park system”.

Vancouver Municipal Code, Chapter 2.16, charges the **Parks and Recreation Commission** to provide oversight and policy recommendations to City Council regarding priorities for land acquisition, facility development and recreational programs to implement the goals and policies of the Park Plan.

Comprehensive Parks, Recreation & Cultural Services Plan

Core community values shape the Plan’s primary mission to provide an interconnected system of parks, trails, recreation facilities, and activities, and natural areas that support environmental stewardship and diverse recreational programs and opportunities. Inclusive and equitable access for the diverse communities we serve is an important component of the plan.

The Park Plan establishes generally defined park facility classifications, including neighborhood, community, and regional parks, urban natural areas, civic plazas, linear parks and special facilities. The Plan establishes land area and development standards for neighborhood, community and regional parks and natural areas, which are supported by park impact fees, with the exception of regional parks. Existing park assets are then compared to adopted standards to determine the level of service metric for existing and projected residential populations to establish the unmet park needs. In addition, the plan establishes the service area of neighborhood and community parks, which further guide distribution of park assets.

The plan includes a 10-year capital facilities plan (CFP listing generalized acquisition and development targets within each Park Impact Fee District based on identified needs for acreage, improvements and geographic gaps in the park system. This comprehensive plan update includes a ten-year CFP listing for 2022 through 2031.

Park Impact Fee (PIF) Technical Document

The State Growth Management Act grants cities and counties the authority to assess impact fees on new development to provide the infrastructure to support orderly growth. In 1995 the City of Vancouver implemented the collection of impact fees for parks, roads and schools. Minor amendments to the program occurred over the years that followed. The fee update that went into effect on June 3, 2004 was the last update prior to the most recent update that occurred in November of 2020.

The Park Impact Fee Technical Document provides the program framework, details the numeric formula used for fee calculation, delineates a map of the applicable service districts, and defines the fee rate schedule by park district and residential structure type. The PIF program is the primary funding source for park and open space land acquisitions and development in the urban area. This document is included within the Appendices of this plan.

Appendix

M

**APPENDIX M:
REFERENCE DOCUMENTS & RELATED POLICIES**

APPENDIX M: REFERENCE DOCUMENTS & RELEVANT POLICIES

The following provides a list of adopted plans referenced and/or utilized as a part of the Park, Recreation & Cultural Services Comprehensive Plan update.

Plans Adopted in Reference

This plan adopts the recommendations of the following adopted plans in reference:

- 2021 City of Vancouver Shoreline Master Program
- 2021 City of Vancouver Stormwater Management Plan
- 2021 Clark County Buildable Lands Report
- 2020 Park Impact Fee (PIF) Technical Document
- 2019 Clark County Community Health Needs Assessment
- 2018 Culture, Arts and Heritage Plan
- 2018 Total Cost of Ownership Park System Maintenance Assessment, GreenPlay, LLC
- 2016-2021 City of Vancouver Strategic Plan
- 2014 Clark County Conservation Areas Acquisition Plan
- 2013 Organization Assessment, GreenPlay
- 2012 Clark County Aging Readiness Plan
- 2011 Blue Ribbon Commission Final Report and Recommendations
- 2011-2030 City of Vancouver Comprehensive Plan
- 2011 Clark County Comprehensive Growth Management Plan
- 2010 Bi-State Regional Trails Systems Plan, Portland, Metro
- 2010 Clark County Bicycle and Pedestrian Master Plan
- 2006 Regional Trails and Bikeways System Plan
- 2005 City of Vancouver Canopy Report
- 2004 City of Vancouver Transportation System Plan
- 2000 Vancouver Recreation Program and Cost Recovery Plan
- 1999 Vancouver-Clark Facilities and Services Strategic Plan
- 1998 Clark County Sports Fields Master Plan
- 1992 Clark County Open Space Commission Report

State Policies

Washington State Growth Management Act

With the adoption of the Growth Management Act in 1990, the Washington State Legislature prescribed land use planning guidelines for selected cities and counties in the state, including the City of Vancouver. The Legislature identified 13 planning goals to guide the development of comprehensive plans and development regulations (now codified in Chapter 36.70A of the Revised Code of Washington). Three of these goals directly affect the development and implementation of this plan.

RCW 36.70A.020(9) covers parks, recreation, and open space:

“Encourage the retention of open space and development of recreational opportunities, conserve fish and wildlife habitat, increase access to natural resource lands and water, and develop parks.”

RCW 36.70A.020(10) covers the environment:

“Protect the environment and enhance the state’s high quality of life, including air and water quality, and the availability of water.”

RCW 36.70A.020(13) covers historic preservation:

“Identify and encourage the preservation of lands, sites, and structures that have historical or archeological significance.”

The state of Washington has two significant programs that are implemented through counties and cities: The State Environmental Policy Act and the Shoreline Management Act. These programs provide goals and priorities that are used in developing this master plan.

State Environmental Policy Act (SEPA)

The State Environmental Policy Act (RCW 43.21C) was established “to use all practicable means and measures, including financial and technical assistance, in a manner calculated to: (a) Foster and promote the general welfare; (b) to create and maintain conditions under which man and nature can exist in productive harmony; and (c) fulfill the social, economic, and other requirements of present and future generations of Washington citizens.” State agencies and local jurisdictions implement SEPA under seven goals:

- Fulfill the responsibilities of each generation as trustee of the environment for succeeding generations.
- Assure for all people of Washington safe, healthful, productive and aesthetically and culturally pleasing surroundings.
- Attain the widest range of beneficial uses of the environment without degradation, risk to health or safety, or other undesirable and unintended consequences.

- Preserve important historic, cultural and natural aspects of our national heritage.
- Maintain, wherever possible, an environment which supports diversity and variety of individual choice.
- Achieve a balance between population and resource use which will permit high standards of living and a wide sharing of life's amenities.
- Enhance the quality of renewable resources and approach the maximum attainable recycling of depletable resources.

Shoreline Management Act (SMA)

The Shoreline Management Act (RCW 90.58) establishes seven priorities for management of shorelines of state-wide significance. These priorities are used in developing local master programs for shorelines of state-wide significance:

- Recognize and protect the state-wide interest over local interest.
- Preserve the natural character of the shoreline.
- Result in long term over short term benefit.
- Protect the resources and ecology of the shoreline.
- Increase public access to publicly owned areas of the shorelines.
- Increase recreational opportunities for the public in the shoreline.
- Provide for any other element change as defined in Shoreline Management Act deemed appropriate or necessary.

River Systems & Associated Floodplains

- Identify, evaluate, and prioritize for acquisition and/or preservation lands located along river systems and their associated floodplains that create an interconnected system of greenways and conservation areas.
- Attempt to preserve interconnected systems of natural areas along major streams, rivers, and lakes.
- Conserve and restore, when appropriate, natural environments along streams and other natural edges. Encourage uses, densities and development patterns in shoreline areas and adjacent to shoreline areas that are compatible with the goals and policies of the Shoreline Management Act and the local master programs.
- Attempt to connect public ownerships within river systems, to create extended linear greenways.

- Strive to acquire natural areas which allow extensive public access to shoreline properties. If wildlife, wetland, or other sensitive resource values would be significantly affected by public access, consideration should be given to preserving shorelines without or with limited public access.
- Consider relevant state and local policies and guidelines including those set forth in the Shoreline Management Act and the Shoreline Master Program.
- Give priority consideration to shorelines of statewide significance.

Columbia River Lowlands

- Identify, evaluate, and prioritize for acquisition and/or preservation floodplains and lowlands adjacent to the Columbia River in the Vancouver Lake lowlands.
- Implement methods to preserve agriculture within lowland areas to preserve the overall character of this resource category.
- Work cooperatively to acquire additional natural areas and provide greater access to the Columbia River shoreline.
- Coordinate with other agencies to support the acquisition and/or proper management of sensitive wildlife habitat, water-related areas, and other natural areas; where combined funding and/or management is possible, these practices should be encouraged.
- Consider relevant regional, state, and local policies and guidelines including those set forth in the Shoreline Management Act, and Shoreline Master Program.

Wildlife Habitat

Planning

- Preserve, conserve, restore, and enhance fish and wildlife conservation areas and natural areas and raise public awareness about the importance of these resources.
- Designate fish and wildlife habitat protection areas such as greenways, wildlife corridors, refuges, riparian areas and establish programs to manage them.
- Establish planning programs and practices that help protect and conserve fish and wildlife conservation areas and natural areas.

- Define, identify, and map various types of environmentally sensitive areas using data provided by federal, state, or other sources. For example, utilize data provided through the WDFW Priority Habitat and Species Program, DNR Natural Heritage Program, and Washington Conservation Commission Fish Distribution and Limiting Factors Analysis data sets. (In utilizing this data, respect all program guidelines relating to the use of information about sensitive wildlife habitats, wildlife populations, and sites.)
- Utilize data from the PHS program, fish distribution and limiting factors analysis program, and other sources to assist the local planning processes, such as SEPA review and the application of the Critical Areas Ordinances.
- Encourage consistency between jurisdictions regarding planning programs and practices that support the preservation and management of wildlife habitat and populations.
- Help develop plans at the watershed level that address impacts of wildlife habitat.
- Consider relevant state policies and guidelines including those set forth in the Growth Management Act relating to the conservation of fish and wildlife areas to give special consideration to conservation and protection measures to preserve and enhance anadromous fisheries.
- Encourage the promotion and protection of pollinator habitats, as well as the health and sustainability of pollinator species.

Acquisition

- Acquire habitat lands where there is a high probability of loss or conversion before acquiring habitat lands where there is a low probability of loss or conversion. This should take into consideration both actual development and property division and ownership patterns.
- Consider habitat lands that enhance the value of other protected abutting or neighboring parks, forests, wildlife preserves, natural areas, or other open spaces. Preserve and protect habitat lands based on the value and location of the resource, rather than on uniform distribution throughout the county.
- Emphasize the preservation of large contiguous blocks of fish and wildlife habitat. In certain circumstances, however, it may be appropriate and desirable to acquire smaller disconnected areas that provide habitat needs in an urbanizing area, where opportunities are not available to connect habitat sites, or where a disconnected property serves an important habitat need.

- Provide special emphasis to areas that contain, or support threatened or endangered plant or animal habitat.

Preservation & Management

- Protect and conserve high-priority fish and wildlife conservation areas and resource lands.
- Develop and/or maintain acquisition, incentive, and regulatory programs for the protection and conservation of environmentally critical areas including wildlife habitat areas, wetlands and shorelines.
- Use Northwest native plants in the restoration and enhancement of fish and wildlife conservation areas.
- Use Northwest native pollen and nectar-rich pollinator plants to establish, restore and enhance pollinator habitat.
- Restore streams and improve fish passage in urban and rural stream systems.
- Provide habitat protection that will support a diverse and sustainable population of fish and wildlife, and that supports a diversity of habitat types.
- Attempt to preserve interconnected systems of habitat along major streams, rivers, and lakes.
- Give priority consideration to “Shorelines of Statewide Significance.”
- Maintain or enhance the structural and functional integrity of riparian habitat and associated aquatic systems needed to perpetually support fish and wildlife populations on both site and landscape levels.
- Give special consideration to habitat that helps preserve and enhance anadromous fish populations.
- Locate and design recreation facilities in a manner that minimizes impacts to riparian areas and other sensitive habitats.
- Consider a full range of implementation mechanisms to preserve and protect fish and wildlife conservation areas, including transfer of development rights, conservation easements and fee simple acquisitions.
- Encourage the identification and preservation of locally important habitats.

Partnerships & Coordination

- Encourage interagency cooperation for purposes of protecting and conserving fish and wildlife conservation areas and natural resource lands.
- Cooperate with other jurisdictions and agencies to protect environmentally sensitive lands, especially ecosystems that span jurisdictional boundaries.
- Coordinate the habitat acquisition program with all jurisdictions to combine acquisition efforts, maximize funding opportunities and otherwise increase efficiencies
- Coordinate the habitat acquisition program with the State Department of Fish and Wildlife, the Department of Natural Resources, the U.S. Fish and Wildlife Service, and other key agencies to maximize efficiency and avoid duplication.
- Coordinate the acquisition program with METRO, Intertwine, Lower Columbia River Estuary Program, and other programs and agencies in Oregon to promote coordinated bi-state planning and funding efforts.
- Coordinate with the farm community and natural resource and wildlife management agencies, such as the State Department of Fish and Wildlife, U.S. Fish and Wildlife Service, Natural Resources Conservation Service, and Clark County Conservation District, to develop complementary wildlife habitat, land use, and farm practice guidelines that can be applied in critical habitat areas.
- Seek technical assistance from the State Department of Fish and Wildlife and other wildlife resource agencies for development, restoration, and enhancement proposals that affect state or federal sensitive, threatened or endangered species.
- Coordinate with the Lower Columbia Fish Recovery Board in the development and implementation of a regional recovery plan for listed salmon and steelhead populations.
- Coordinate with regional and city-based salmon recovery planning, project implementation, monitoring, and enforcement activities with the National Marine Fisheries Service, Governor's Salmon Team and other appropriate agencies.
- Coordinate with the Columbia Land Trust and other private nonprofit nature conservancy associations to help protect natural areas.
- Coordinate with the ESA programs and other fish and wildlife resource agencies the preparation and implementation of design, development, maintenance, and management practices and standards that support the recovery of endangered and threatened species and that comply with the federal Endangered Species Act.

Outdoor Education & Community Development

- Provide outdoor education and community involvement opportunities that increase public awareness about the importance of fish and wildlife conservation areas and natural resource lands.
- Facilitate public education and outreach programs explaining the variety of critical area and habitat resources, and the benefits and opportunities for conservation and protection.
- Provide opportunities for public access and wildlife observation that are compatible with resource values at project sites.
- Encourage school participation in monitoring, management, and other outdoor education activities and community service projects.
- Encourage community involvement by sponsoring or supporting friends' groups, site tours, and related activities.
- Coordinate with the Lower Columbia Fish Recovery Board, Governor's Salmon Team and other agencies to increase community understanding about salmon recovery programs at the state, regional and local level.
- In the design and development of specific sites, include improvements that help increase understanding of sensitive fish and wildlife populations and that help explain habitat conditions that are needed to support them.
- Establish public recognition programs for developers of projects which are exceptional in their preservation and protection of open space, significant trees and forested areas, natural features, fish and wildlife habitat, air and water quality, and the avoidance of hazard areas.
- Establish public education programs to inform citizens about the value and benefits of natural areas, the urban forest, parks and recreation.
- Recognize people and organizations which donate or preserve land, easements, cash, equipment or services for parks, recreation and natural areas.
- Establish public recognition programs for developers of projects which are exceptional in their preservation and protection of natural resource lands, significant trees and forested areas, natural features, fish and wildlife habitat, air and water quality, and the avoidance of hazard areas.
- Establish public education programs to inform citizens about the value and benefits of natural resource lands, the urban forest, parks and recreation.

Recognize people and organizations which donate or preserve land, easements, cash, equipment or services for parks, recreation and open space.

