City of West Richland
Parks and Recreation Master Plan Update

January 2012

Acknowledgements

The City of West Richland *Parks and Recreation Master Plan Update* was developed by the City's Community Development Department with the technical assistance and design help of PROS Consulting, LLC, and ETC/Leisure Vision Institute. Special thanks go to the many residents, park users, and community leaders for their insight and support throughout the duration of this study.

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Participants in the Trails and Pathways / Open Space Focus Group
Participants in the Sports and Athletics Focus Group

Letter of Transmittal

January 13, 2012

City of West Richland
Mayor Donna Noski

Reference: City of West Richland Parks and Recreation Master Plan Update

Dear Mayor Noski:

PROS Consulting is pleased to present to you, members of the City Council, City of West Richland staff, and residents, the *Parks and Recreation Master Plan Update* for the City of West Richland, Washington. This plan is meant to reflect the needs and desires of the residents of community; the regional users of parks, trails, and recreational facilities; the best practices of the industry; and the recommendations of the consultant team. A significant amount of public input, innovative analysis, discussion and dialogue went into formulating the plan, and as such, the recommendations that were formed out of the planning process mirror the needs that are deemed necessary to meet community needs, improve the operational sustainability of the City's parks and trails, and to become known regionally and state-wide as a high quality municipal park and recreation system.

The many recommendations of this plan are part of a comprehensive analysis and include actions that address immediate needs, as well as ones that are meant to be implemented long term. PROS Consulting is honored to have worked with you, the staff of the City of West Richland, and the leadership of the City Council and community in this process.

Sincerely,
PROS Consulting LLC
Leon Younger
President

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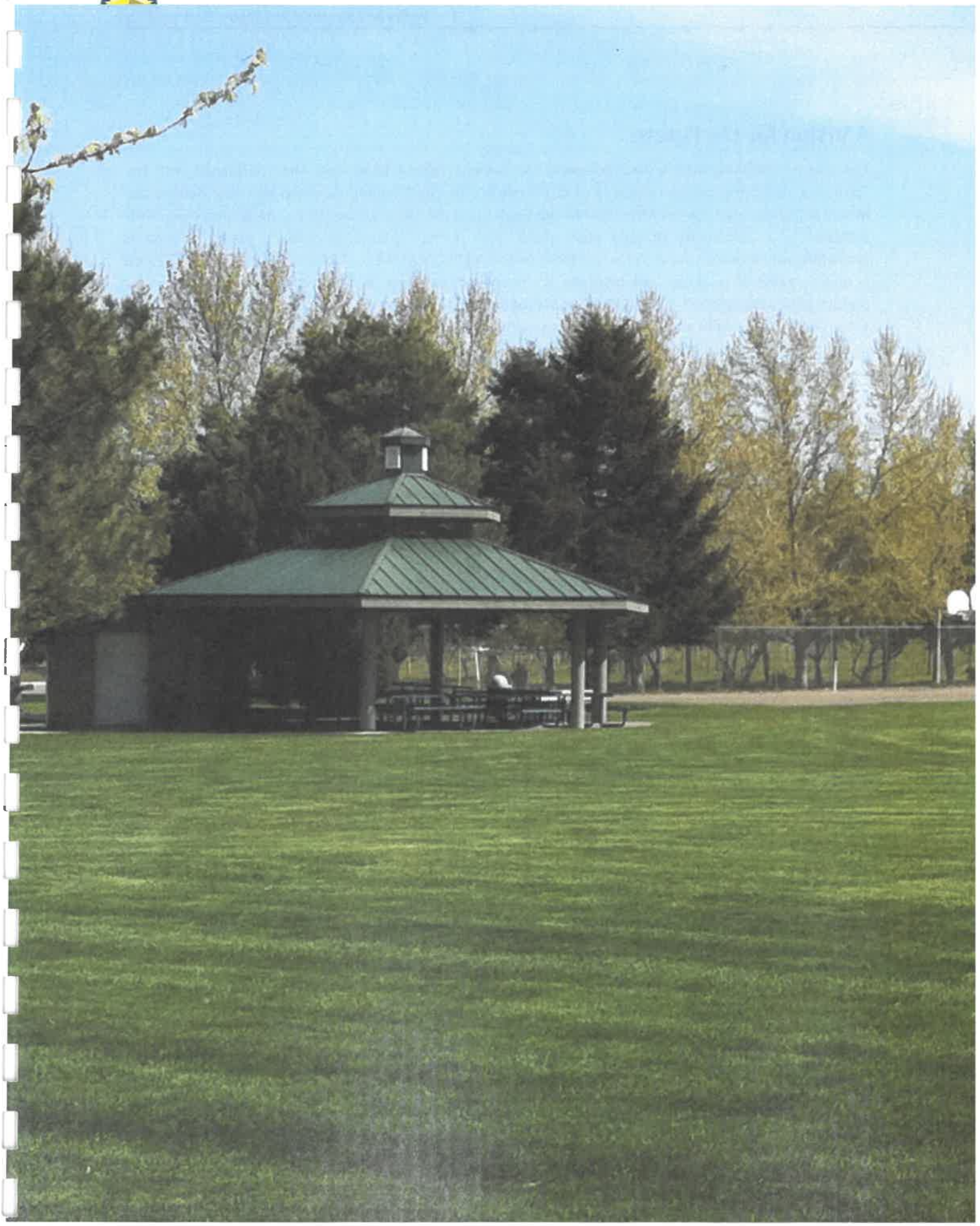


A Vision for the Future

The City of West Richland is located along the famous Yakima River near the confluence with the Columbia, and is the western gateway of Washington's Tri-Cities region. Situated between Rattlesnake Mountain to the west, Candy Mountain to the South, and the Yakima River to the north and east, West Richland is a community of vast view sheds and rolling agricultural lands. West Richland is predominantly a residential area for the three large neighboring cities – Richland, Kennewick and Pasco – and is seeking to grow and diversify its economic presence in the region. There are many opportunities facing West Richland that can support the continued evolution of the community into a great place to live, work and play. Growing the vitality, energy and pride of West Richland has become a major priority for City leadership over the last several years.

To continue its development as a vibrant and robust community, West Richland must maintain its course addressing a few key issues. Among these are to create a more exciting sense of place at key locations in the city which should involve parks; to integrate parks, green space, and trails into the community planning process; and to be the home of regional destinations that are unique to the area and the state.

Parks and recreation play a unique and pivotal role in the community, and this plan details a proactive approach to continue this tradition into the future.

Parks and recreation is a major part of the lifestyle in West Richland, as well as an important strategy for the future. There are current challenges to overcome for the city to continue its pursuit of excellence. These include diversifying neighborhood parks so they have a broader appeal for all ages in the community, incorporating non-traditional recreational amenities into parks that are clearly in demand, establishing a sustainable park or access point on the Yakima River, growing the network of trails and pathways in the city to improve walkability and recreational opportunities, identifying potential regional asset projects that are appropriate for West Richland, projecting growth of parks and trails as the community grows, and supporting more organizational capacity within the city to address the community's park and recreational needs.

This *Parks and Recreation Master Plan Update* supports the intent of the City to manage forward towards the goal of further enriching the lives of residents. Parks and recreation plays a unique and pivotal role in the community, and this plan details a proactive approach to continue this tradition into the future. Intertwined with the City's strategies for economic development, residential life, and cultural vitality, parks and recreation are just as much a part of the future as they are a part of the past and present.

The elements of this master plan outline a multi-dimensional approach for managing the City's parks and recreational assets over the next 10 years. While not every question may be answered, this plan provides the overarching strategies for maintaining and further developing a municipal park system that celebrates national and local best practices. Ultimately, this is another reason why West Richland can become the jewel of the Tri-Cities region!

CITY OF WEST RICHLAND

Photo opposite page: Flat Top Community Park

Executive Summary

The present and future of the City of West Richland is filled with both challenges and opportunities. As the fourth and smallest municipality in an area known as the Tri-cities Region, West Richland often is overlooked as a major stakeholder in the greater Richland-Kennewick-Pasco community. These three large neighbors each have a much larger and more diverse economies with established public park and recreation systems that feature a wide variety of facilities and services. West Richland faces a future where economic diversification is a major priority for community sustainability, as well as to grow the prominence and reputation of the City. Parks and recreation must play a major role in this process.

Today, the City of West Richland is home to 11,772 residents[1] within the city limits, with the potential of a future population many times that size. West Richland is located on the Yakima River approximately six miles upstream of the confluence with the Columbia River. Many residents live in West Richland and work in Richland, Kennewick, Pasco or other nearby points in Benton County and the south-central Washington. These residents are diverse and active recreationalists[2], increasing the demands on the City to stay ahead of community needs.

Parks and recreation as a public service in the City is provided as a partnership between the Community Development Department and the Public Works Department. The program is small, currently has no dedicated employee, and is responsible for the management of 14 separate park sites including some substantial facilities. The success and favorable reputation of parks and recreation in the City is a product of genuine and thoughtful community relations and productive partnerships. This *Parks and Recreation Master Plan Update* supports the future of the Program through the continuation and expansion of these and many other successful traditions.

Guiding Principles and Objectives of the Master Plan

The master plan update has been developed under the following guiding principles and objectives:

- Sustainably grow the best practices and quality services of the City of West Richland
- Serve the relevant park and recreational needs of existing and new residents of West Richland
- Further position the City as a regional, state-wide and national destination, while protecting the accessibility and privacy of City sites and facilities for local residents
- Qualify for enhanced partnerships and funding opportunities in both the public and private sectors
- Leave a positive legacy for current and future generations of West Richland residents

Parks and Recreation in West Richland Today

There are 14 parks and facilities totaling 71.21 acres owned and/or maintained by the City of West Richland. This system includes neighborhood and community parks, as well as regional amenities such as the Bombing Range Sports Complex. Additionally, West Richland boasts a little over five (5) miles of paved trails / recreational paths with plans to expand this in the near future. This is an active and "leisure literate" community. Residents of West Richland can be observed hiking, running, on-road and

[1] U.S. Census Bureau, 2010 U.S. Census.

[2] Washington State Recreation and Conservation Office. June 2008. Defining and Measuring Success: The Role of State Government in Outdoor Recreation.

off-road bicycling, and horseback riding, as well as both youth and adults heavily participating in sports leagues and programs ranging from bat-and-ball sports, soccer, and lacrosse. Overall, the City of West Richland is an active community with a hearty appetite for high quality park and recreation sites, facilities and services.

A few quick facts regarding the parks, trails and recreational fields of West Richland are listed below:

- The City of West Richland manages 14 park and recreation sites, totaling over 68 acres; a variety of recreational amenities and assets; special use facilities; and over five (5) miles of improved surface trails.
- The park and recreation assets of the City of West Richland include many significant amenities within the community such as the Bombing Range Sports Complex, Flat Top Community Park, and South Highlands Community Park, as well as numerous neighborhood parks within the city.
- The parks and recreation function of the City of West Richland is one of the few methods in the community through which public parklands and trails are acquired and managed for public recreation as a direct impact from development.
- While the parks and recreation sites of West Richland are financially supported by the City, which has nearly 12,000 residents, these assets serve the greater Tri-cities region.
- The parks and recreation system of the City of West Richland is operated without any dedicated staff or significant allocation of budget funds, and is managed as a partnership between the Community Development and Public Works Departments.

Vision and Mission Statements

The foundation of meeting the needs and interests of residents in the future is outlined in the vision and mission statements of the Program.

Vision Statement of West Richland Parks and Recreation

West Richland provides a quality park system with a diverse range of experiences, preserving local resources, and supporting safe, healthy and enjoyable lifestyles.

Mission Statement of West Richland Parks and Recreation

Parks and recreation in West Richland will reflect the diverse interests and needs of residents. The City will creatively foster local and regional partnerships, encourage community engagement, and remain financially responsible.

Logical Flow of the Parks, Trails and Recreational Fields Master Plan

The *Parks and Recreation Master Plan Update* follows a logical path for responsive community planning, and contains the major components illustrated in the diagram below. Summaries of the site and facility assessment, and the needs analysis are provided in this report. Full versions of the *Comprehensive Assessment Report* and *Needs Analysis Report* are separately bound appendices to the master plan.

Key Recommendations and Priorities

Maintaining What We Have

There are many great examples of quality parks and trails throughout the West Richland parks and recreation system, including a number of these sites and facilities that are cornerstone assets in the community. It is important to protect and maintain the quality and integrity of these community assets and operational practices. These include:

Enterprise Neighborhood Park

- Maintaining high quality neighborhood parks
- Maintaining high quality sport and athletic facilities
- Maintaining high quality community parks
- Strong and productive partnerships with local user groupsand non-profit organizations
- Maintaining signature assets in the community
- Improved surface trails that support recreation and walkability
- Superb community relations
- Adopting universal maintenance standards for parks

Improving What We Have

While there are many things the West Richland parks and recreation program does exceptionally well, there are a few opportunities to improve the quality of assets and amenities in the system. These include:

South Highlands Community Park

- Improved park and site signage
- Updating and improving recreational assets (playgrounds, picnic areas, sports fields, etc.) as deemed necessary to support community needs
- Diversifying the age appeal of parks and park amenities
- More clearly defined development and subdivision regulations relating to parks and trails
- Connecting existing trails and pathways
- Facility and amenities repairs at some sites

Developing New Opportunities

West Richland residents are generally active and interested in quality recreation opportunities, and the West Richland parks and recreation program can play a significant role in meeting current and future needs. The following new development projects have been identified as relevant to the interests and needs of the communities, are relevant for the City to be focused on, and feature a high probability of success:

Paved trail at Park at the Lakes

- Trails that improve connectivity within the community
- Trails that connect communities to nearby recreational destinations outside of the City
- Improving the distribution of parks to accommodate areas of residential growth and increased density
- Developing more non-traditional sport and recreational opportunities
- Developing an additional community or regional park with broad and age and activity appeal

Enhancing Operations

The West Richland parks and recreation program is known for being a frugal and responsive public service, as seen in the lack of dedicated staffing and creative partnerships to support a multitude of sites and responsibilities. The following key strategies can help to guide the program over the next 10 years in continuing its tradition of excellence while appropriately growing to meet community needs:

Bombing Range Sports Complex

- Appropriately establish staff support for the Program to accommodate responsibilities and community demands
- Expand funding support for capital and operational needs aligned with community expectations and priorities, including establishing a close working relationship with a non-profit fund development partner
- Utilize consistent maintenance and facility standards for the maintenance and development of parks and park amenities
- Establish more consistent guidelines that reflect best practices for subdivision regulations, park dedication, trail development, and cash-in-lieu

Core Services of the West Richland Parks and Recreation Program

The functional core services of the West Richland parks and recreation program are:

- **Site and Infrastructure Stewardship**
  - Parks, facilities, and trails
- **Health**
  - Access to recreational opportunities that can provide for personal wellness
- **Safety**
  - Site and facility maintenance
  - Site security
- **Community Heritage**
  - Conservation of parks and open space

Left to right: Flat Top Community Park; Melinda Park; Paul Keith Wetland Preserve

Overview of the West Richland Parks and Recreation System

General

	FY 2011
Total Full-Time Employees	0
Total Park and Recreation Sites / Facilities	14
Total Park Acreage	71.21 acres
Total Trail Mileage	5.42 miles
Acres of City Park Land per 1,000 Residents (2010)	6.05 acres
Miles of trails per 1,000 Residents (2010)	0.46 miles

West Richland Parks

	Quantity	Acreage
Neighborhood Parks	8	12.43 acres
Community Parks	4	31.28 acres
Regional Parks	1	24.5 acres
Open Space	1	3.00 acres
Total Parks	14	71.21 acres

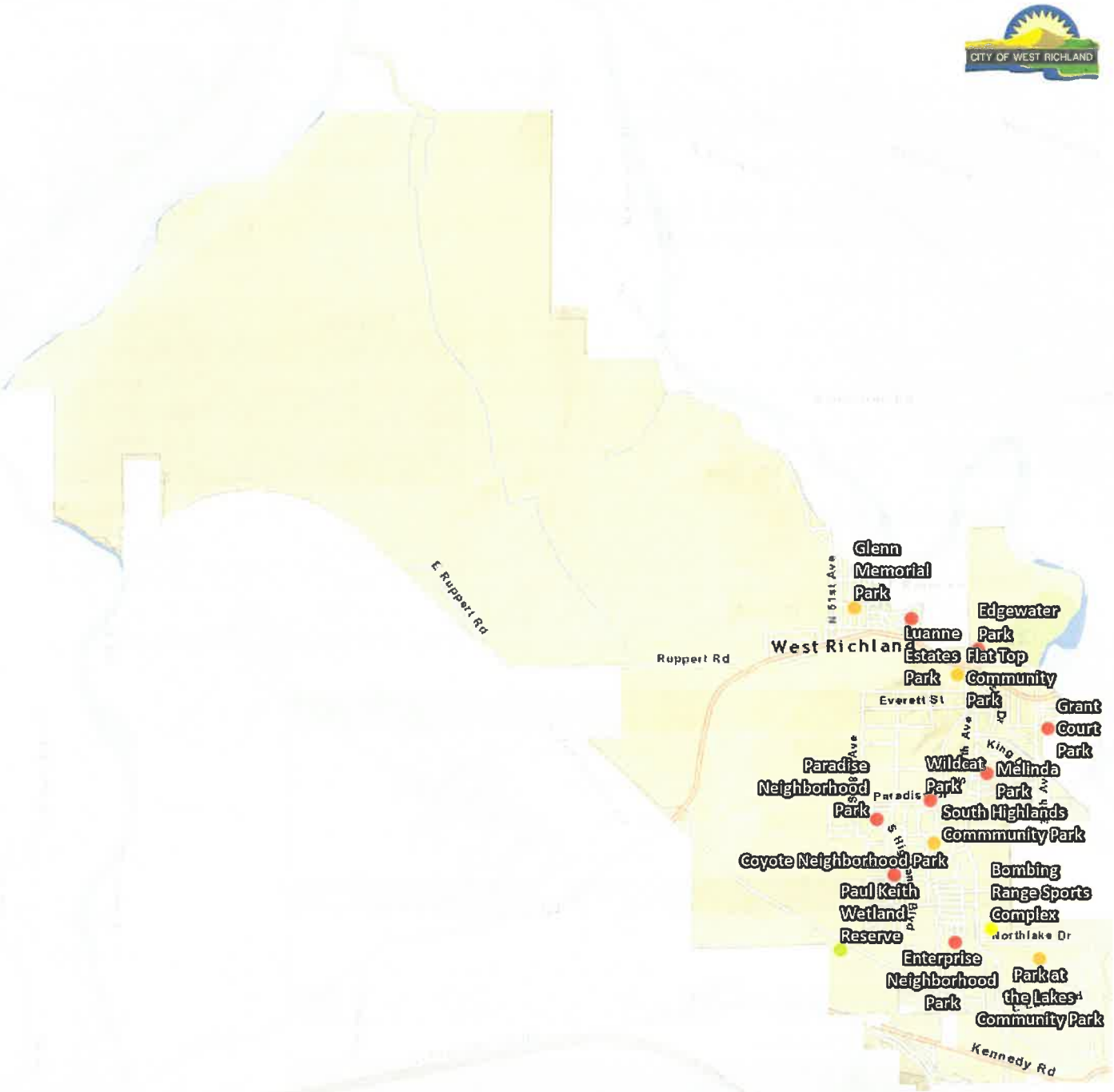
West Richland Trails

	Quantity	Mileage
Natural Surface Trails	None	0 miles
Improved Surface Trails (paved)	Multiple	5.42 miles
Total Trails	Multiple	5.42 miles

Neighborhood Parks	
Coyote Neighborhood Park	Luanne Estates Park
Edgewater Park	Melinda Park
Enterprise Neighborhood Park	Paradise Neighborhood Park
Grant Court Park	Wildcat Park
Community Parks	
Flat Top Community Park	Park at the Lakes Community Park
Glenn Memorial Park	South Highlands Community Park
Regional Parks (Facilities)	
Bombing Range Sports Complex	
Open Space	
Paul Keith Wetland Preserve	
Trails	
Park at the Lakes Community Park	Paved rec paths throughout the City

Overall Park Map

City of West Richland
Parks and Recreation Plan Update



Parks and Facilities

- Neighborhood Park
- Community Park
- Regional Park
- Open Space

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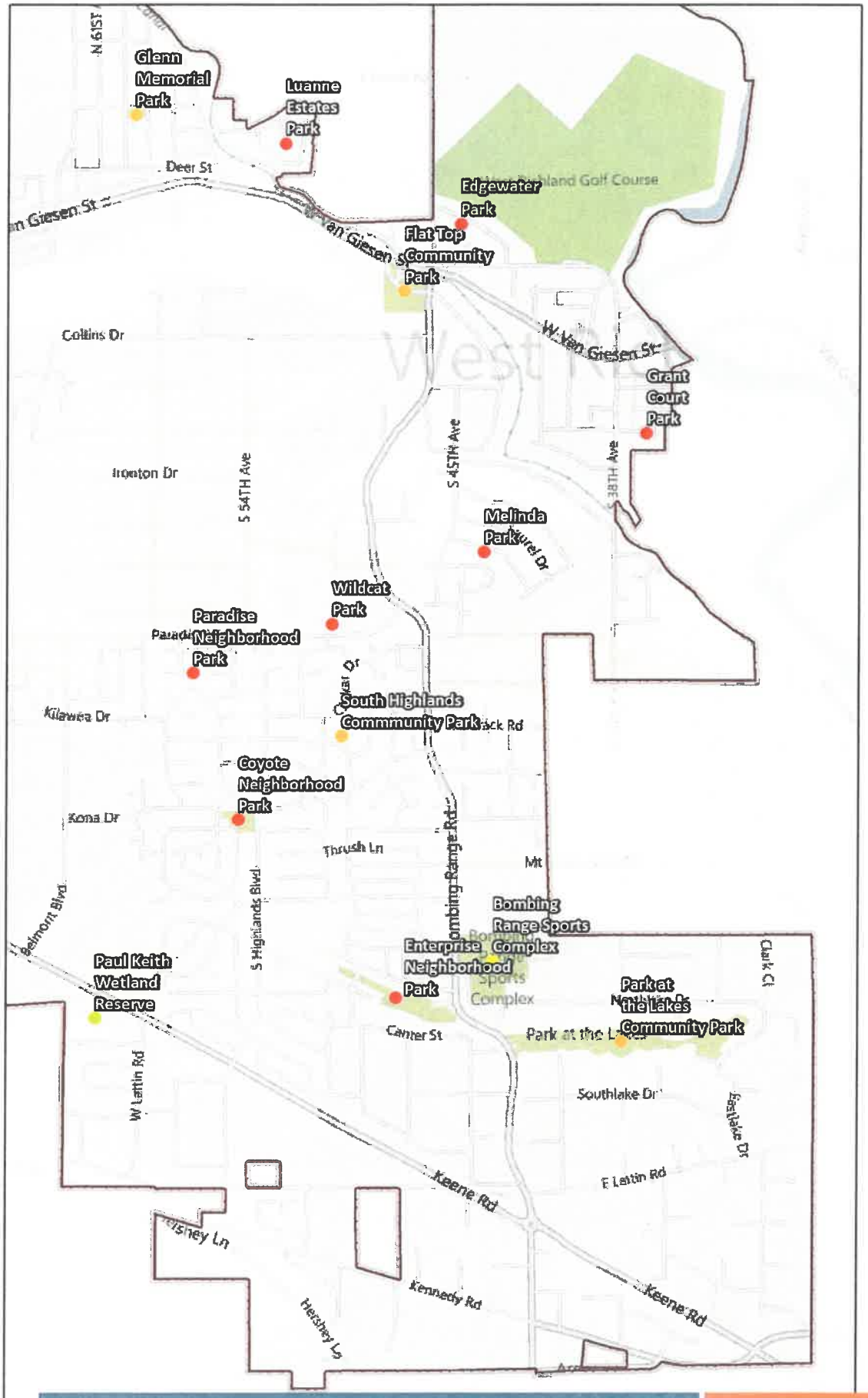
1 inch = 5,500 feet

Miles
0 0.5 1

City of West Richland
Parks and Recreation Plan Update

Parks Location Map



Overview and Map Extent Detail of West Richland City Limits

Parks and Facilities

- Neighborhood Park
- Community Park
- Regional Park
- Open Space
- West Richland City Limits

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1 inch = 2,000 feet

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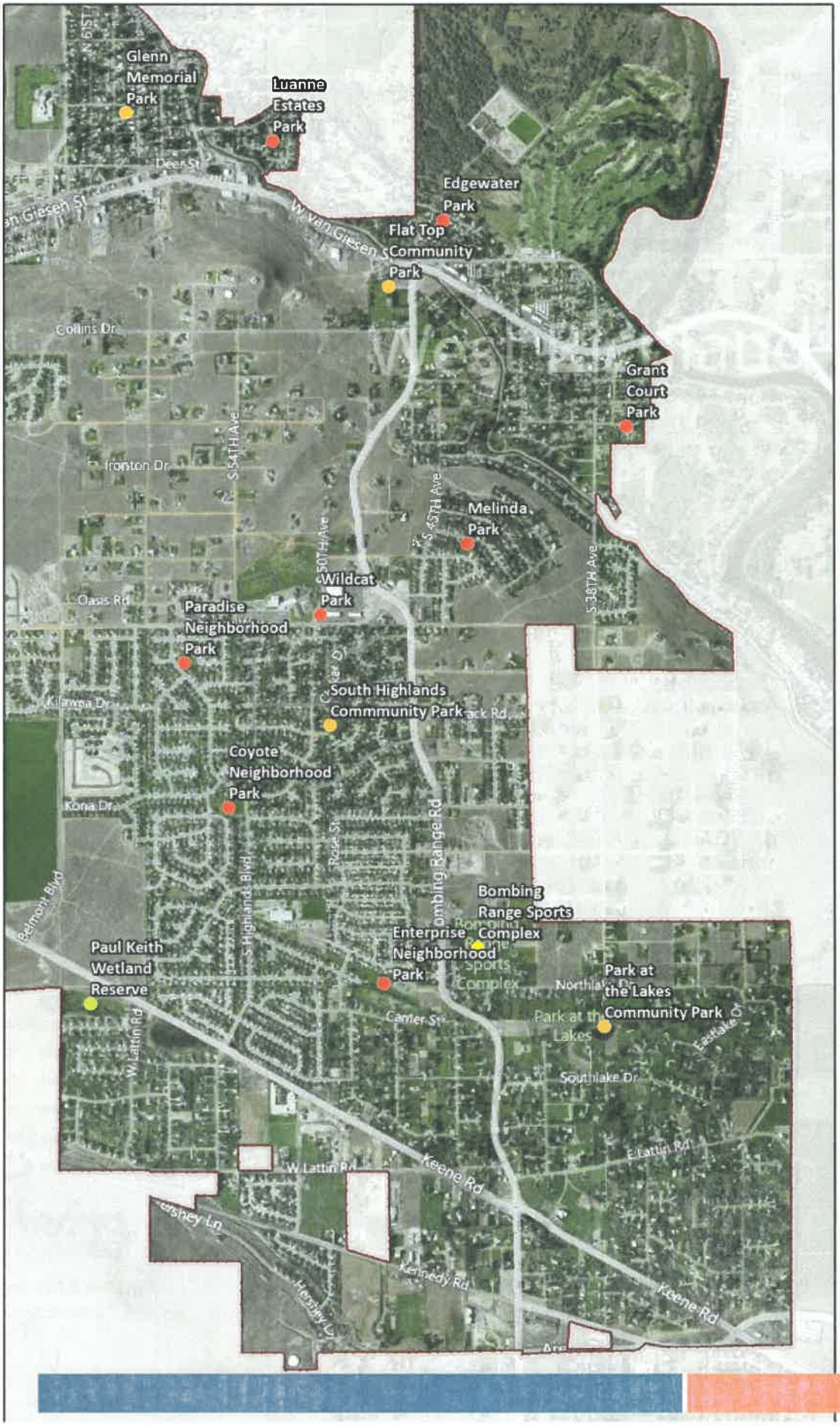

City of West Richland

Parks and Recreation Plan Update

Parks Location Map

Overview and Map Extent Detail of West Richland City Limits

Parks and Facilities

- Neighborhood Park
- Community Park
- Regional Park
- Open Space
- West Richland City Limits

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1 inch = 2,000 feet

Miles

0 0.1 0.2

Chapter 1: Summary of Community Input

There has been extensive public input and participation in the West Richland *Parks and Recreation Master Plan Update* process from May 2011 to October 2011, with additional input opportunities and public meetings yet to be scheduled in the remainder of the project. A total of thirteen leadership interviews and stakeholder focus groups and a community meeting were conducted as the foundation of public participation. In addition to the leadership interviews, focus groups, and community meetings, the public input process also included a statistically-valid household survey of residents.

1.1 Qualitative Input Summary

Input Opportunities

The qualitative data collected included multiple leadership interviews, focus groups, and community meetings. A summary of the public input opportunities to date is provided below:

- Thirteen (13) leadership interviews and focus groups were conducted to be representative, but not exhaustive of interests affecting City of West Richland parks and recreation. These sessions included:
    - Local elected officials
    - Local representatives from federal and state agency stakeholders
    - Administration and department leadership of the City of West Richland
    - Leadership and staff of City of West Richland
    - Parks and trail user and stakeholder groups
    - Business and community leaders from throughout the City and County

- One (1) community meeting was conducted in West Richland before this report was compiled in order to capture representative interests, needs, and priorities of residents through an open forum. This meeting was organized and promoted locally, and held on May 3, 2011. A follow-up public meeting is currently scheduled for October 26, 2011.

General Findings

There were many findings derived from the interviews, focus groups, and community meetings with often great similarities and differences between stakeholder groups. The following general findings are not intended to be comprehensive of everything heard or mentioned, but rather a summary of prevailing and overall themes learned in the process.

- Parks and trails are a valued asset in the community and the region.
- Connectivity within the community is very important to create a "more walkable" West Richland.
- Connectivity with other regional trails in existence or in planning is an important priority
- There is generally a lack of awareness among residents of the number and location of City of West Richland parks and recreation sites.
- There are numerous stakeholders and dedicated users of West Richland parks and recreation facilities that share the responsibility of managing these public recreation lands and opportunities, and therefore all related planning should be cooperative.

- The prevalent use of local partners and volunteers to develop, maintain, and manage parks and trails is extremely successful.
- Alternative funding options including grants, sponsorship, and donations play an important role in making park and recreation projects possible.
- While there is a good start with trails in West Richland, there are many opportunities to make connections that create a more complete system of trails and walkways.
- Major attractions in or near the City that should be connected include, but are not limited to:
    - Downtown / central city area
    - Local schools
    - Major parks – Flattop Community Park and Bombing Range Sports Complex
    - Yakima River
    - Candy Mountain
- The golf course is well managed by a private operator, and well regarded in the region as a high quality recreation destination.
- Bombing Range Sports Complex is a success for West Richland, especially with support of the partner user groups, but is almost too small to support the demand placed on it.
- The growth and popularity of bat-and-ball sports in West Richland is steady, but limited by the number, availability and condition of diamond ball fields for both practice and games.
- There are insufficient rectangular sports fields currently available for use to meet the demands of local user groups.
- West Richland has predominantly served as a "bedroom community" for the larger cities of Kennewick, Pasco and Richland, but continued growth and diversification of the local economy is important. Parks and trails play a significant role in resident quality of life and economic appeal of the City.
- There is limited diversity of recreational amenities for youth in West Richland, consisting largely of sport fields, ball fields, and playgrounds. There are unmet needs reflecting the diverse interests of the City's families and young people.
- City of West Richland parks and recreation is managed as partnership between the City's Community Development and Public Works Departments, , and numerous local user groups and organizations.
- One of the greatest challenges to connectivity in West Richland are older neighborhoods built with greater density and limited space for future trail or walkway expansion. Newer neighborhoods are having trails and walkways planned into them.
- Some City parks have management challenges involving one or more of the following issues:
    - Heavy seasonal uses and competing demands for limited space
    - Turf maintenance
    - Aged equipment
    - Heavy sediment in the irrigation water that requires frequent repair and replacement of sprinkler system components
- Improved access to the Yakima River is a major priority, but there are valid concerns among neighbors and residents along or near the river regarding traffic, litter and disrespectful behavior of the public.

1.2 Quantitative Input Summary

Household Survey Methodology

The City of West Richland conducted a Community Survey from August through September 2011, with the purpose to help establish priorities for the future development of parks, trails and recreation facilities, and programs and services of the City. The survey was designed to obtain statistically-valid results from households of the City, and was administered by a combination of mail and phone.

The Consultant Team (PROS Consulting and Leisure Vision) worked extensively with City of West Richland staff and officials in the development of the survey questionnaire. This work allowed the survey to be tailored to issues of strategic importance to effectively plan the future system. Leisure Vision mailed surveys to a random sample of 900 households in the City. Approximately three days after the surveys were mailed, each household that received a survey also received an automated voice message encouraging them to complete the survey. In addition, about two weeks after the surveys were mailed Leisure Vision began contacting households by phone. Those who indicated they had not returned the survey were given the option of completing it by phone.

The goal was to obtain a total of at least 370 completed surveys and this was exceeded with a total of 796 surveys having been completed. The results of the random sample have a 95% level of confidence with a precision of at least +/- 3.35%.

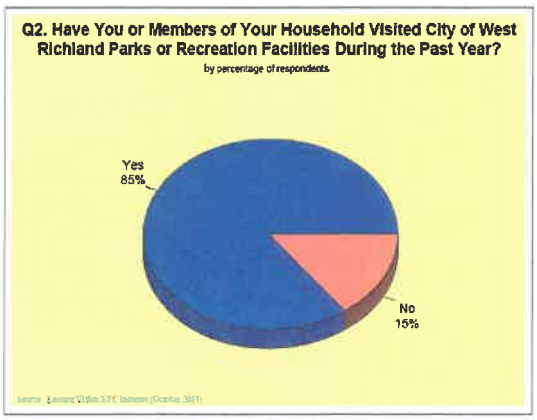
	Goal	Actual	% of Goal
Total Responses	370	796	215%

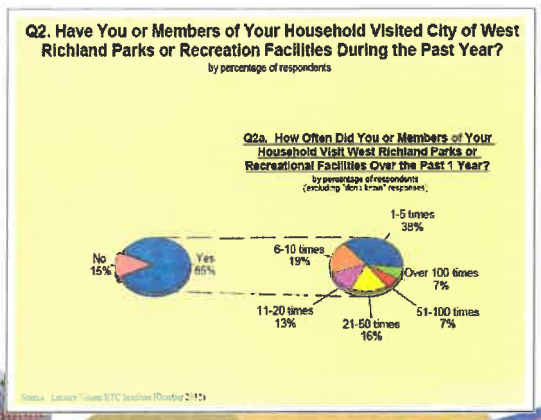
Key Findings

While there are numerous findings detailed in the *West Richland Community Survey Findings Report*, the results described herein represent key findings that describe resident attitudes towards current and future park and recreation opportunities in the City.

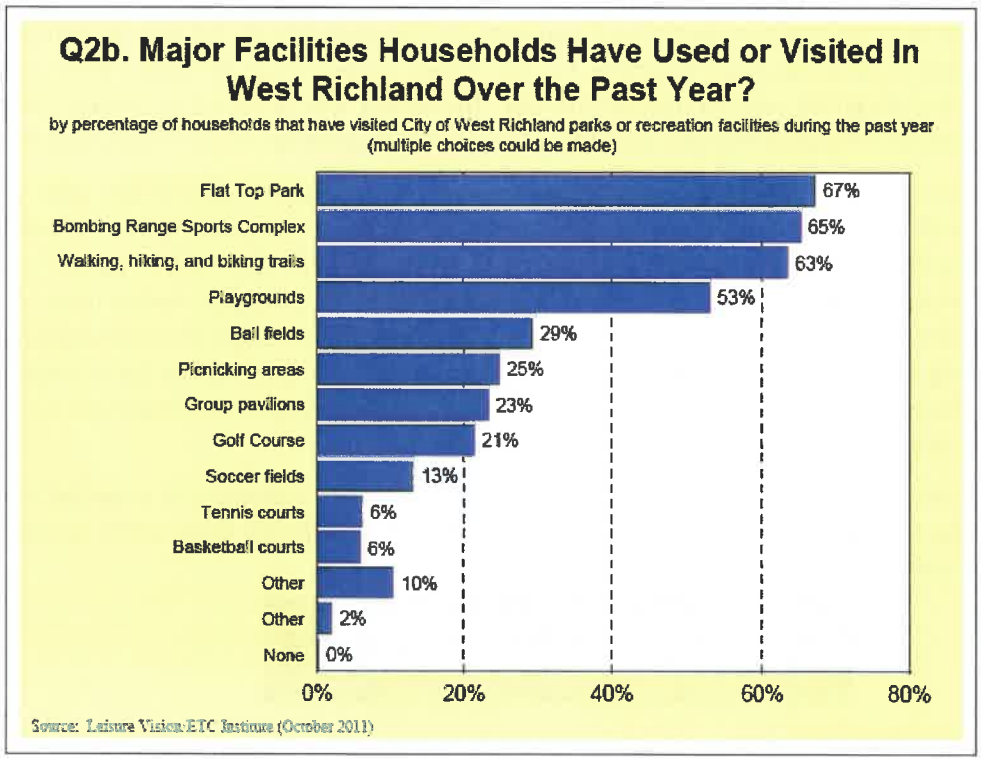
VISITATION

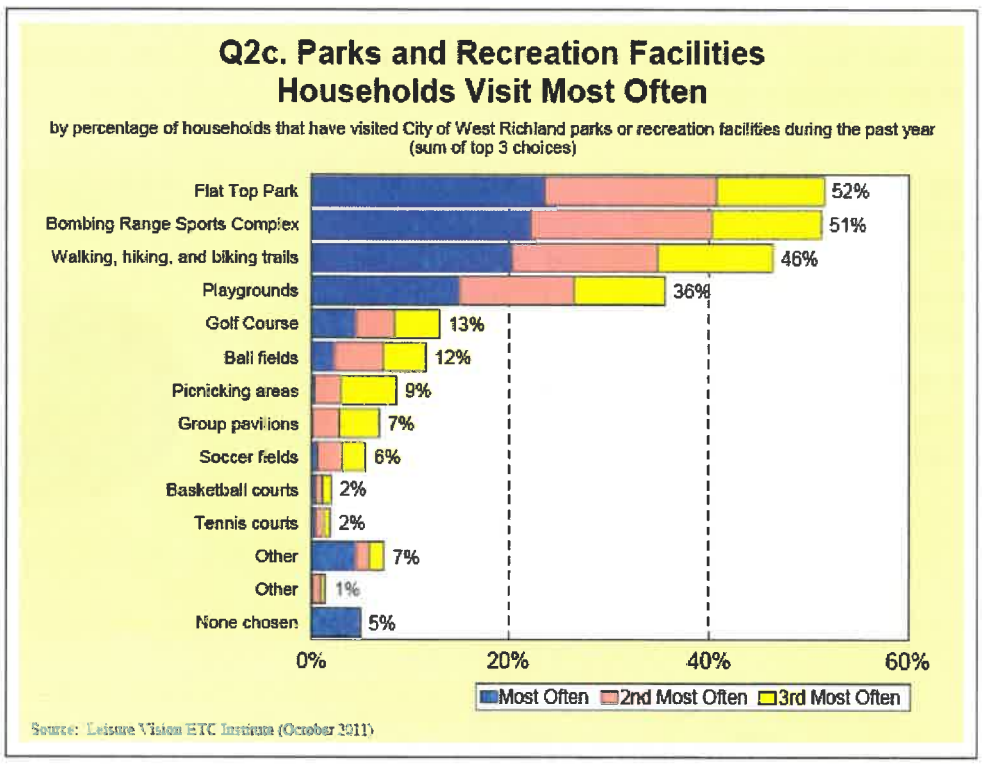
- Eighty-five percent (85%) of respondents indicated they have visited West Richland city parks or recreation facilities within the last 12 months. This exceeds the national average for communities of 72%.
- Of those that visit parks, 30% indicate they visit parks or recreation facilities 21 or more times a year and 7% responded they visit more than 100 times a year.





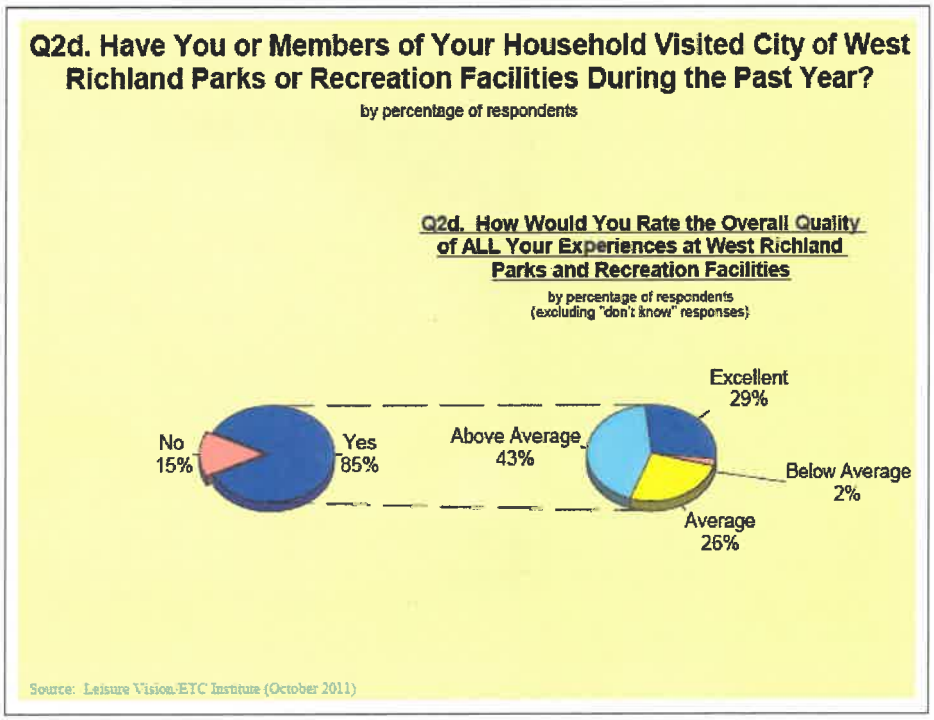
- The top five most commonly visited amenities as indicated by the percentage of households that responded they have used or visited in the last 12 months are Flat Top Park (67%), Bombing Range Sports Complex (65%), trails (63%), playgrounds (53%), and ball fields (29%).

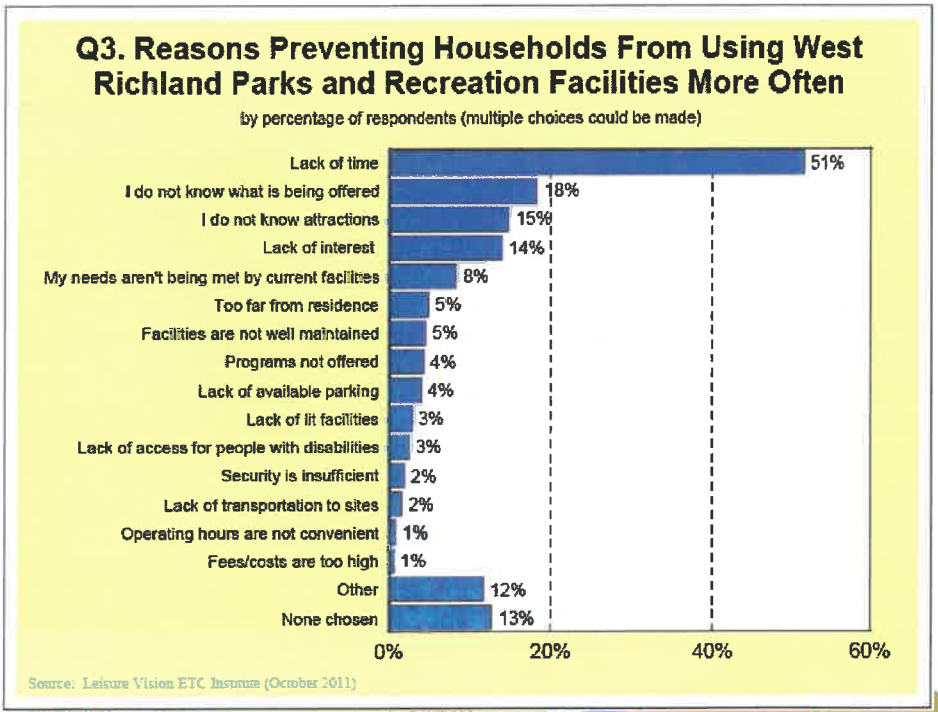




SATISFACTION

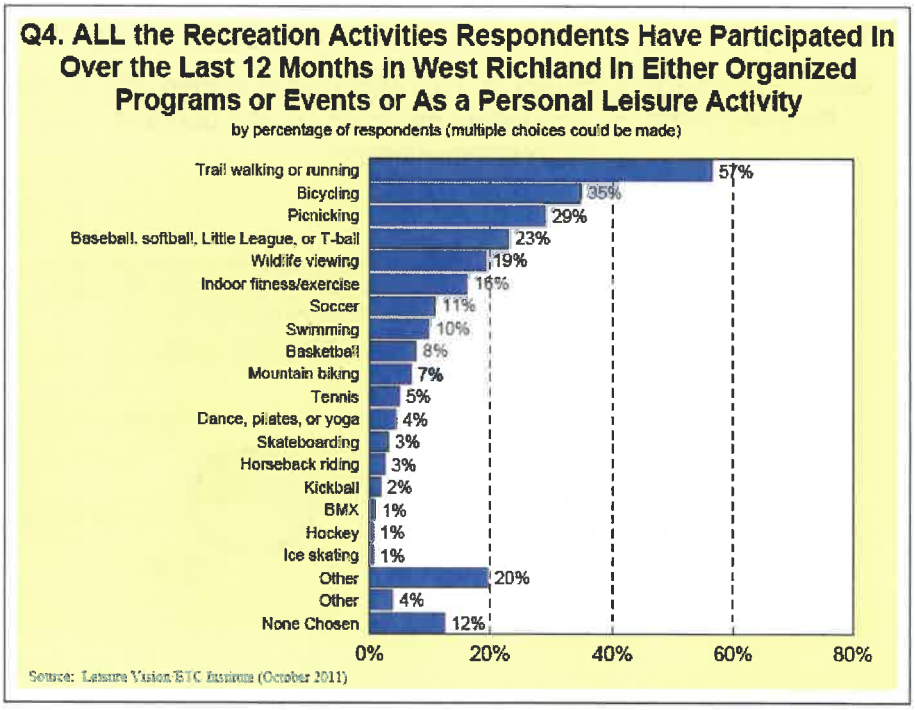
- West Richland residents seem satisfied with the quality of City parks and recreation facilities, with 72% of respondents indicating the overall quality of their experiences as either above average or excellent. Thirty-three percent (26%) indicated average experiences, 2% below average, and less than 1% responded their experiences were poor.
- Lack of time and awareness are the major reasons respondents indicated as to why they or members of their household did not use West Richland parks and recreation facilities more often.





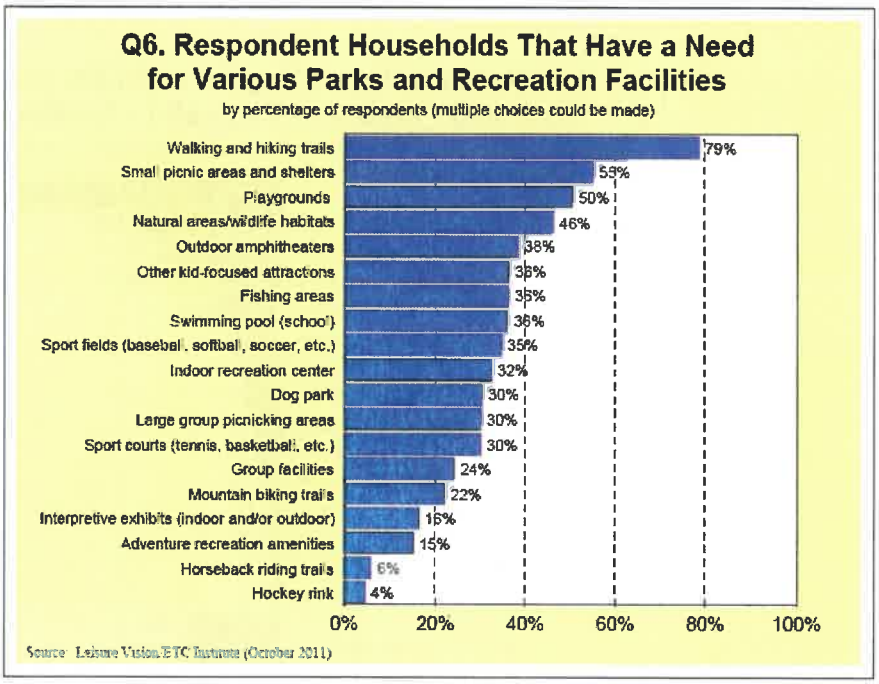
PROGRAM / ACTIVITY PARTICIPATION

- Program or activity participation is heavily dominated by trail walking or running, with bicycling, picnicking, bat-and-ball sports, and wildlife viewing rounding out the top five activities with the greatest percentage of participating households.
- Indoor fitness, soccer, swimming, basketball, and mountain biking were among the top ten activities with heaviest participation.

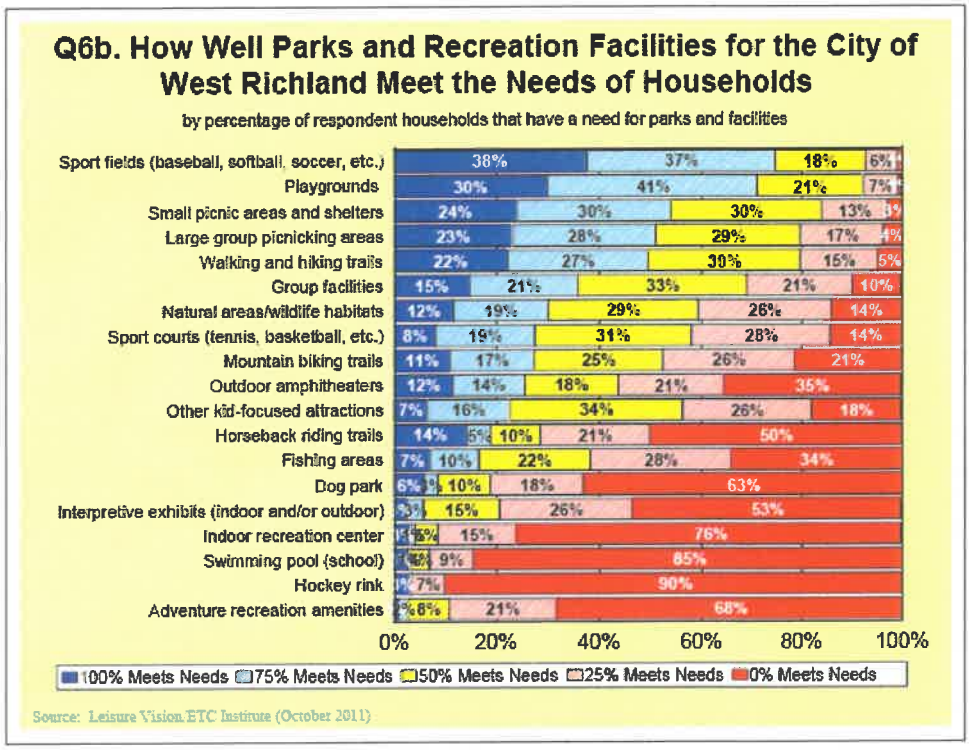


RECREATIONAL NEEDS

- The predominant recreational needs involve passive or self-guided activities that are individual or family oriented.
- The presence and proportion of other recreational needs such as traditional and non-traditional sports, is similar to towns and cities in the American West.

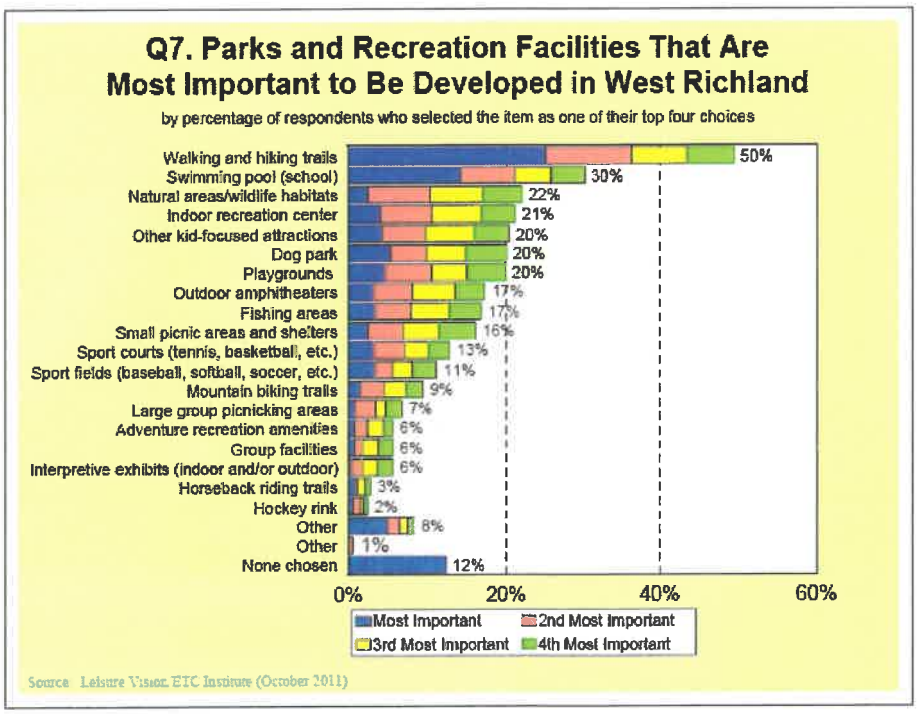


- Many households feel their recreational facility needs are very well met according to the survey responses, with the greatest met needs being sports fields, playgrounds, and picnic areas and shelters. The greatest unmet needs appear to be in adventure recreation amenities, a hicket rink, swimming pool, indoor recreation center, and a dog park.



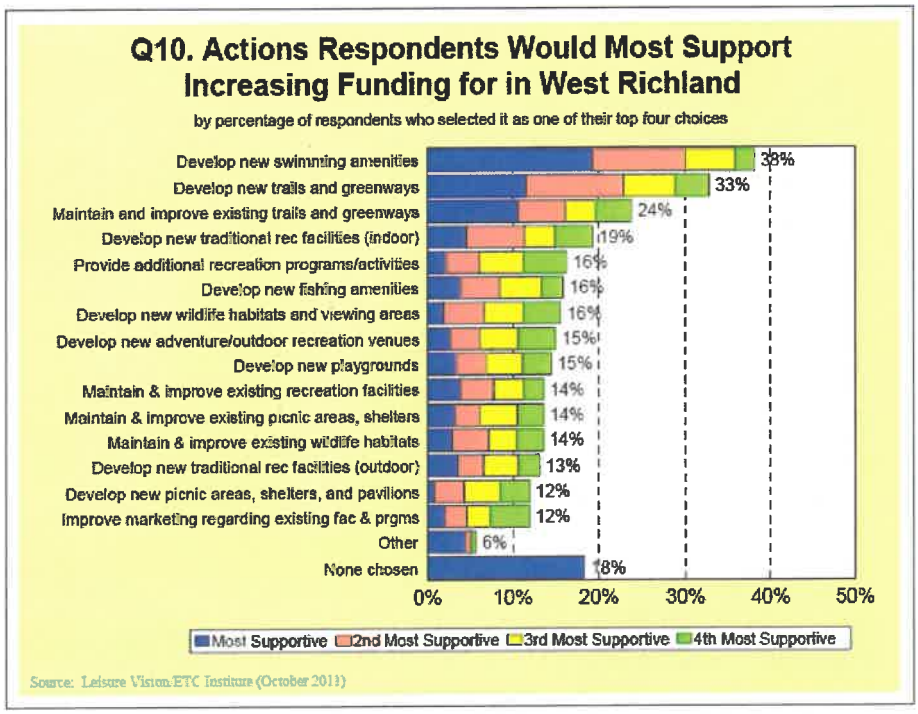
FACILITIES MOST IMPORTANT TO DEVELOP

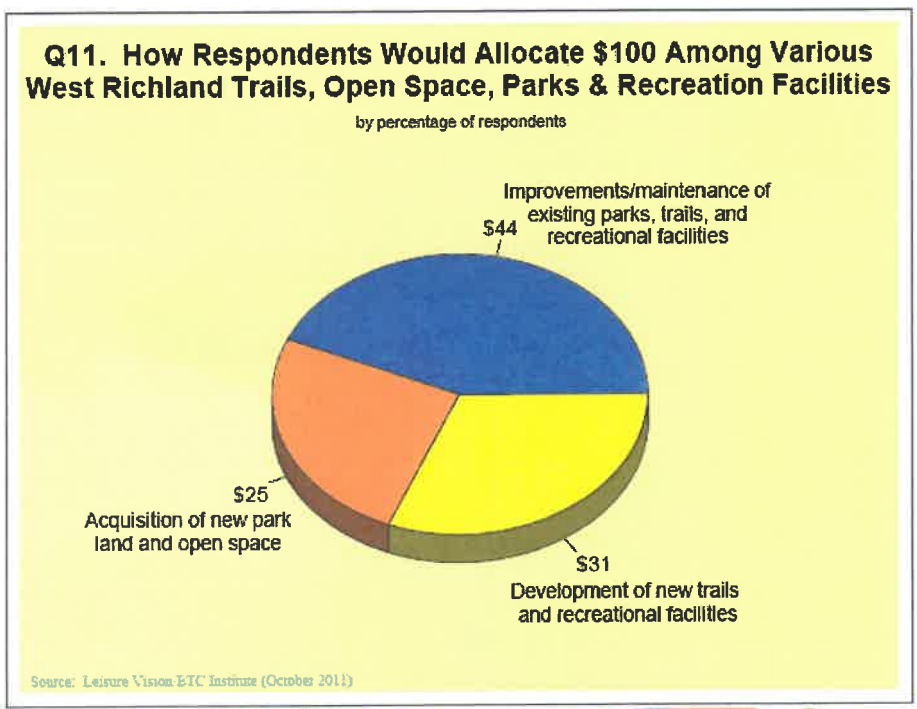
- Walking and hiking trails dominated the park and recreation facilities that respondents indicated were most important to be developed in West Richland. Other facility types ranked very closely to each other.



FUNDING SUPPORT

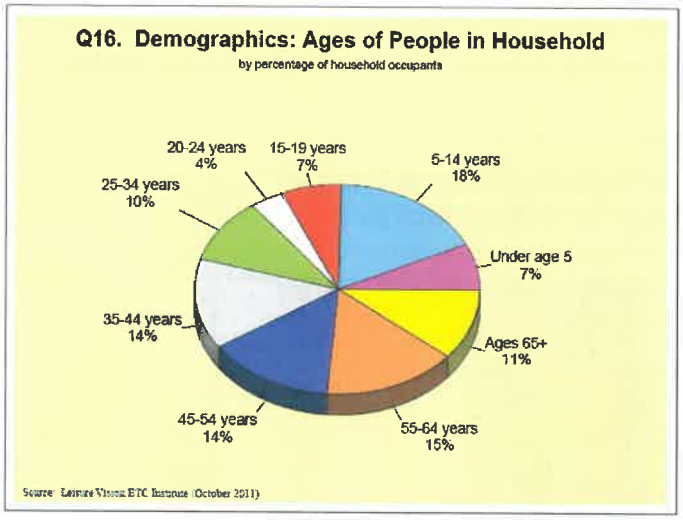
- The highest response for actions respondents would support increasing funding for was developing new swimming , developing new trails and greenways, and maintaining existing trails and greenways.
- Overall, respondents indicated they were more supportive of developing specific new amenities and acquiring new parks than they were of making improvements to and maintaining existing parks, trails and recreation facilities.

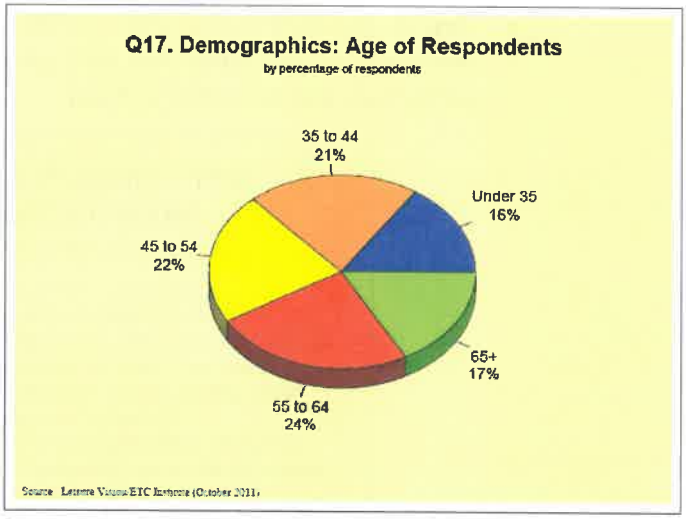


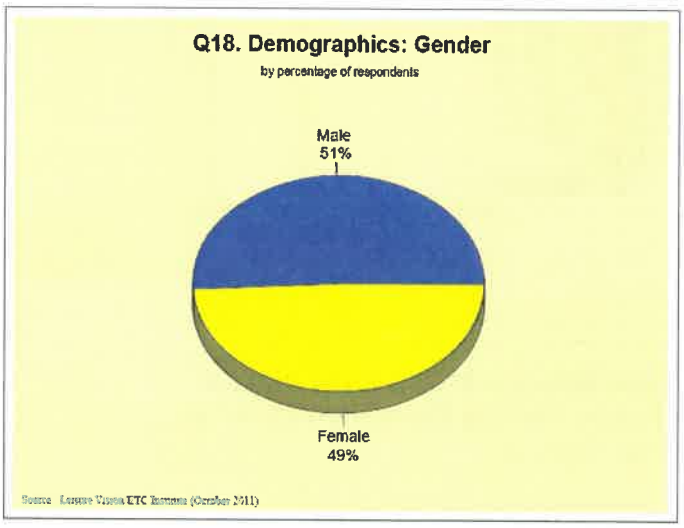


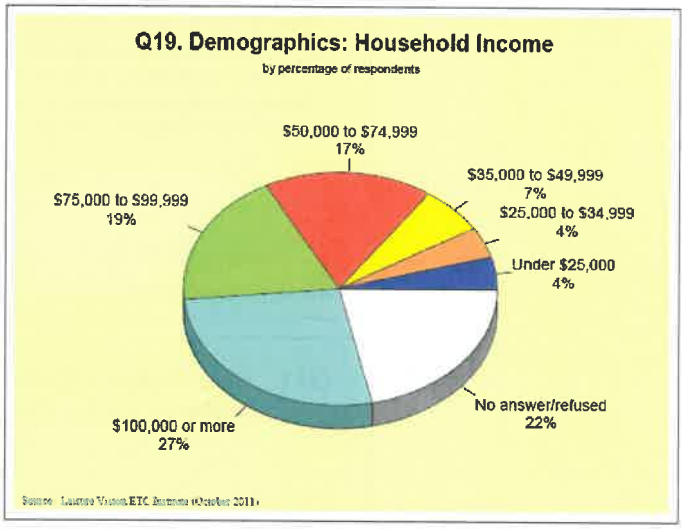
DEMOGRAPHICS OF SURVEY RESPONDENTS

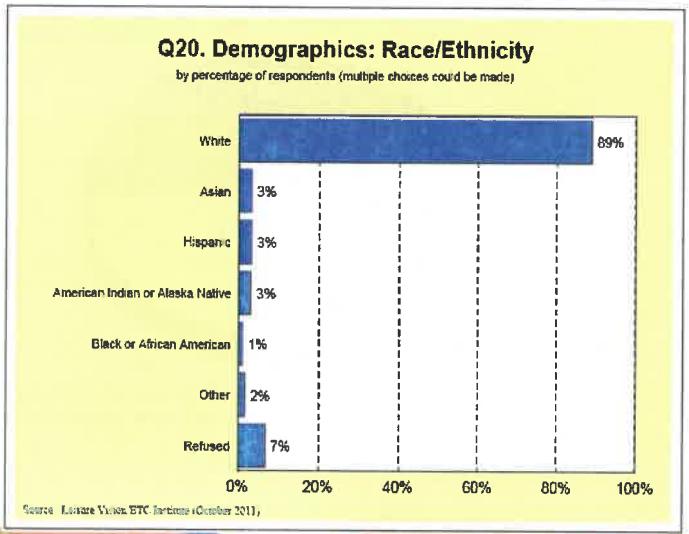
The demographics of survey respondents closely resemble the demographic profile of West Richland residents, further supporting the validity of the survey sample as representative. The graphs below provide the demographic details of the survey sample.











1.3 Community Values Model

The Consultant Team synthesized findings from the comprehensive public input process to develop a framework for guiding the development of recommendations and strategies for the City of West Richland. The *Community Values Model* features recommended strategies that are aligned with five major categories of best practices: Community Mandates, Standards, Program/Services, Business Practices, and Community Outreach and Partnerships.

This strategy matrix is a building block for recommendations in the final master plan process, and represents the prevailing messages the consultant team and staff collected from stakeholder and public input. The Community Values Model should be evaluated and refined by the political and economic circumstances the City operates in, and used to validate the vision and mission of the parks and recreation function within the City of West Richland.

	Community Value 1: Community Mandates
	Maintain and enhance parks, trails and recreational facilities to promote community interaction, healthy lifestyles and safety.
Strategy	Care for and enhance the quality of current park sites, facilities, and amenities of the City of West Richland Parks and Recreation System.
Strategy	Provide parks, trails and recreational facilities that reflect the ability to serve a diverse public.
Strategy	Upgrade parks, trails and recreational facilities to address management challenges and to meet the needs of current users.
Strategy	Continue to enhance safety and security in parks, trails and recreational facilities that encourages positive use of community amenities.
Strategy	Pursue responsible new improvements of the parks, trails and recreational facilities in areas of the greatest growth and unmet needs.
Strategy	Leverage a variety of resources to support capital and operational needs of the City of West Richland Parks and Recreation System.

	Community Value 2: Standards
	Update and utilize standards for acquisition, development, design, operations, and maintenance of parks, trails and recreational facilities.
Strategy	Utilize consistent standards for acquisition of new park lands, trails, or park amenities.
Strategy	Utilize consistent design standards in park and facility development for landscaping, amenities, and infrastructure.
Strategy	Establish standards and parameters for partnerships within both the public and private sectors to augment the capital and operational resources of the City.
Strategy	Enhance communications in marketing and promotions of City parks, trails and recreational facilities to improve community awareness of programs, services, and facilities, as well as to diversify usage of amenities and expand public feedback opportunities.
Strategy	Maintain consistent and updated standards for asset and amenity management in order to maximize and expand their useful lifespan.
Strategy	Maintain local, state, and national recognition as a best practices organization.

Strategy	Maintain compliance with all existing and applicable laws and regulations.
	Community Value 3: Programs and Services
	Provide balance and consistency in delivery of programs and services by meeting the needs of the diverse residents of the City of West Richland.
Strategy	Enhance support of recreational program and service providers that utilize City parks and recreational sites and facilities to sustain and potentially expand community participation.
Strategy	Establish a regional trails collaboration program that can advance the pursuit of trails that connect communities within Benton County and the Tri-Cities region.
Strategy	Develop an interpretive signage program that appropriately interprets the significance of the natural, cultural and historic resources of parks and landscapes within the City of West Richland.

	Community Value 4: Business Practices
	Manage parks, trails and recreational facilities and programs that support the financial goals and policies of the City of West Richland.
Strategy	Establish alternative funding policies and procedures that support capital and operating expenses.
Strategy	Maximize the capability of new and existing technology to enhance business practices.
Strategy	Develop a comprehensive cost recovery plan for programs, services, and facilities that appropriately balances public funding support with earned revenues, and that balances affordability and entrepreneurialism in the programs and services of the City.

	Community Value 5: Community Outreach and Partnerships
	Maximize resources through mutually acceptable partnerships that leverage parks, trails, and recreational facility development and program opportunities.
Strategy	Develop a formalized on-going community outreach strategy to expand awareness of parks and recreation services offered to the community
Strategy	Develop a sustainable partnership with an established non-profit organization to leverage private sector funding to support select capital projects and programs.
Strategy	Review and update terms of agreements with existing partners utilizing City of West Richland parks and facilities for public or private events.
Strategy	Play an active role in the network of park, trail, and recreational services and opportunities available to residents, organizations and businesses in West Richland and the surrounding area.

Photo opposite page: Wildcat Park

Chapter 2: Summary of Comprehensive Assessments

The objectives of the comprehensive assessments performed by the Consultant Team were:

- Identify existing site and operational conditions
- Identify potential areas for improvement or enhancement
- Provide defensibility for future recommendations

The contents of the *Comprehensive Assessment Report* are a basic description of existing conditions, known constraints, observed best practices, and areas for improvement.

The following key findings are the prevailing issues noted by the Consultant Team defining the current site and operating conditions. There are additional detailed findings not referenced in this summary that are outlined throughout the sections of this report.

City Parks are Well Maintained

The City of West Richland maintains 14 sites used for public park and recreation lands and facilities, totaling nearly 70 acres in the community. All of these sites are maintained by the City Public Works Department and all were observed to be in good condition. There are some areas that need minor maintenance attention, but these are more of an exception than the rule. Typically these involve older play structures, or areas of high use, or poor irrigation. Irrigation in most parks is impeded by heavy sediment in the water supply. In summary, City of West Richland parks are maintained with turf; play equipment in good working condition; picnic tables and pavilions in that are in good condition; and sports fields that are well maintained.

Paradise Neighborhood Park

Diverse and Active Community

It is evident that West Richland is a highly diverse community on many levels. Not only is there a diverse population representing multiple race and ethnic groups, and age and socioeconomic diversity as well, but West Richland is also a community with two very distinct areas – the older, more dense residential areas of the northern part of the City (north of Van Giesen), and the more recently developed areas on the hill in the southern portion of town (south of Van Giesen). Maintaining connectivity and appropriate park opportunities in both parts of the City is very important.

On repeated visits to the community in the winter, spring and summer seasons, the citizens of West Richland appear to be an active population with an array of interests. This has been affirmed in preliminary results from the interviews and focus groups conducted in association with this project to date. A large portion of residents are frequent trail users for hiking, running, on-road and off-road bicycling, and horseback riding. Additionally, both youth and adults heavily participate in sports leagues and programs ranging from bat-and-ball sports, soccer, football and lacrosse. Overall, the City of West Richland appears

Youth football practice at Bombing Range Sports Complex

to be an active community with a hearty appetite for high quality park and recreation sites, facilities and services.

Need Parks for all Ages and Diverse Interests

West Richland parks feature a diversity of design and amenities. There are several neighborhood parks multiple community parks, and a large sport complex. While there is diversity, there is also some monotony in neighborhood park amenities. Many of the neighborhood parks feature similar or same play equipment that is predominantly geared towards children ages 3 to 10 years old. There are some additional amenities such as horseshoe pits at three parks, but additional diversity of amenities may become more of a priority as children of resident families get older. Similarly, there are limited amenities available for adults in many parks other than open space and trails. Additional amenities in some parks over time that also engage young and older adults will become important.

Edgewater Park

Limited River Access and Hilltop/Ridgeline Protection

The city of West Richland lies in the rolling landscape of hills and mountains, agricultural plains, and the Yakima River basin. The two most distinctive natural features of the city and its immediate surroundings are the Yakima River and the steep hilltops and ridgelines. There currently is limited access to the Yakima, with potential for controlled and managed growth. Likewise, hilltops and ridgelines are the most visible and pronounced landmarks amidst and on the skyline of West Richland. One of the more appropriate vehicles for the City to protect selected areas is through parks and open space. Strengthening the connection of residents and the community to both the river and hilltops will likely become an opportunity for the City in the next 10 years.

Private stables with Candy Mountain ridgeline in background

Limited Trails, Limited Connectivity

The residents of West Richland are avid trail proponents, and participate in a variety of trail related activities such as hiking, running, bicycling, mountain biking, and horseback riding. There are also motorized trail enthusiasts who largely utilize non-City sites and facilities. Despite this large element in the community, there are limited current trails and limited connectivity. There is, however, new trails and walking paths being constructed in new developments. The connectivity priorities for the community should be determined in this project to assist in developing a solid trails plan for the City.

Chapter 3: Summary of the Needs Analysis

The master plan project is a three-step process – Step 1) assessment of current conditions, Step 2) determine and prioritize relevant community needs, and Step 3) develop strategies and tactics to meet those needs over the next 10 years. The *Needs Analysis Report* is the summary of findings for the second step of the process – determining the relevant needs of communities and residents throughout the City, and prioritizing those needs based on community input and the results of the comprehensive assessments. A full report of the needs analysis is located in the appendices of this master plan, with this section of the master plan providing a summary of the analysis and findings.

3.1 Methodology

In order for a needs analysis to be thorough, multiple types of data and information are taken into account. The following data was reviewed, evaluated, and analyzed for the City of West Richland:

- Multiple forms of public and community input
  - Leadership and stakeholder interviews
  - Focus groups
  - Community meetings
  - Statistically-valid household survey
- Existing site and facility conditions
- Existing financial conditions
- Current and projected demographic characteristics of city residents
- Prevailing local, statewide, and national trends
- Technical analysis –analysis to determine equitability and accessibility of parks, trails, and recreational fields

3.2 Guiding Principles

The needs analysis in a master planning project is the pivotal step in which preliminary recommendations are developed. This is an important point in the planning process where the strategic direction of the program for the next 10 years begins to emerge with more clarity and definition. The result of combining all of these various forms of data and information into the needs analysis ensures that the foundational principles listed below are followed and met:

1. Identified needs reflect the interests and demands of the communities and residents being served;
2. Identified community needs are appropriate and relevant to the mission, purpose and capability of the West Richland parks and recreation program; and
3. Need prioritization is a balance between what is politically palatable and economically feasible, resulting in recommendations that are realistic while still ambitious.

3.3 Key Findings

City Residents are Active and Have Diverse Needs

The results of the community input process to date, as well as the demographic and trends analysis revealed that the population of West Richland is very dynamic in terms of diversity and recreational participation. Residents have been observed in numerous youth and adult recreational activities, and are known to be avid users of the city's parks.

City Parks Play a Pivotal Role in the Local Community

West Richland parks are highly valued assets in the community, and often are only possible through successful and beneficial partnerships with local organizations and residents. The role and potential of West Richland's City parks and trails has evolved over the last 10 years, and will continue to evolve over the next 10 years to serve recreational needs of local residents in a complementary fashion with other public recreation opportunities in the region.

Residents are Open to Enhancements

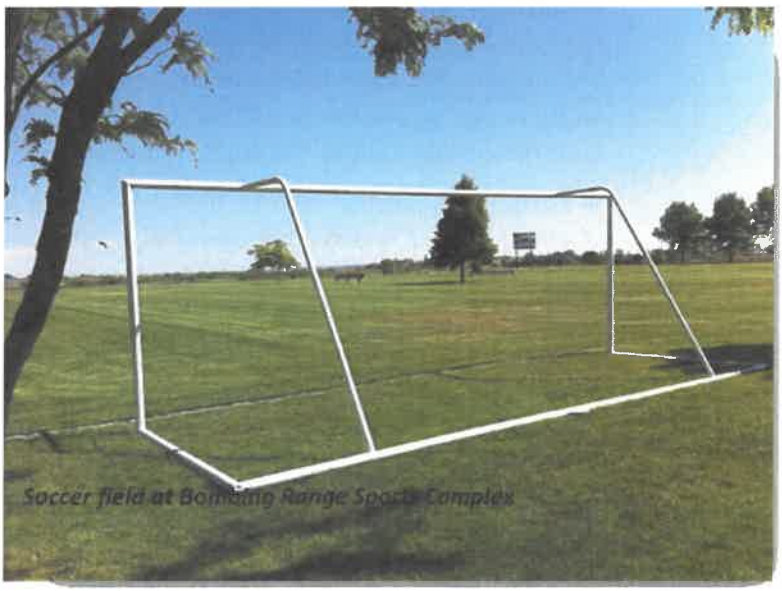
The community input process provided reliable insight that most residents are open to the enhancement of the West Richland Parks and Recreation System in certain areas of interests and with certain priorities. According to the results of the household survey conducted with this project, residents would support either maintaining the same amount of City funding or paying more each year to enhance and improve the parks and recreation system. Among the respondents that indicated they preferred to see increases in funding for specific priorities, developing swimming amenities, developing new trails and greenways, and maintaining and improving existing trails and greenways were the top three choices.

Site and Facilities Supporting Passive Recreation are the Largest Area of Interest

There are many different types of recreational interests and sites and facilities that support those needs. Passive recreation needs are typically self-guided experiences that require little or no development of infrastructure, as compared to active recreation which can be development-intensive. While there are diverse recreational interests among West Richland residents, the predominant needs can be classified as passive recreational interests – picnic areas, river access, and trails.

Active Recreational Sites are Also Extremely Popular

While passive recreation and self-guided recreation is a major area of interest among most West Richland residents, active recreation sites such as sports and ball fields are also very popular and well used. Currently there are six (6) diamond ball fields supporting baseball, softball, Little League and T-ball needs, ten (10) rectangular sports fields supporting soccer and football, two (2) tennis courts, and four (4) basketball courts. The condition of these sites and facilities ranges from excellent to poor, as well as their limited availability for use. West Richland has multiple active sports and athletic groups that place tremendous pressure on these sites, with demand that is currently outpacing supply. These groups involve many City residents, as well as residents from neighborhoods immediately outside West Richland and beyond. Growth or expansion is not required for every area of interest, but there are potential unmet community needs with the current inventory of sites and facilities.



Soccer field at Bombing Range Sports Complex

3.4 Demographics Analysis

One component of the needs analysis for the West Richland *Parks and Recreation Master Plan Update* is a review of the prevailing demographic characteristics of the City of West Richland and the relevant trends that are affecting public interests and needs related to the core services and functions of the City parks and recreation program.

This demographic analysis provides a basic understanding of the population characteristics of the City of West Richland using data from renowned national databases. The analysis that follows identifies multiple demographic characteristics of interest for this project including:

- Overall size of the City population by individuals, households, age segments, and race
- Economic status and spending power as demonstrated by household income statistics

City of West Richland Demographic Quick Facts

- The total population of West Richland has **increased by approximately 41% in the last decade** from 8,344 in 2000, to **11,772 in 2010**. It is projected to grow another 9% in the next five years to 12,805 in 2015.
- West Richland is located in the Tri-Cities region of south-central Washington. The communities of Richland, Kennewick and Pasco are considerably larger and feature more diversified and established economies. Many residents live in West Richland and work in Richland, Kennewick, Pasco, or other points in the region.
- West Richland is a family oriented City in that **79% of total households are families**.
- The total number of **households in West Richland has grown by approximately 34% from 2000 to 2010**, while the number of **families has grown by 33% in that time period**.[3] This indicates that family households continue to be the predominant form of new households.
- The **median household income of West Richland residents appears to have grown by as much as 19% from 2000 to 2010**[4], while **median home value has increased by an estimated 51%** indicating a potential growing issue with affordable housing and cost of living. These estimations are limited by the fact they are based on linear regression projections calculated before the greatest effects of the 2007-2010 economic recession were realized. Presumably, the greatest disparity between these projections and current statistics is in median home value which has fallen dramatically in the last 24 to 36 months throughout the United States. Current statistics collected within the last 12 months were not available at the time of this study.
- In 2010, the population of West Richland is **slightly younger (34.3 years) than the median age of the U.S. (36.8 years)** , but average compared to many other cities in the United States of similar size (typically 34-35 years). The **largest 10-year age segment of City residents are those aged 45-54 years** (16.1% of the total population), with the next largest in descending order being 5-14 years (15.5%), 25-34 years (14.8%), 35-44 years (14.1%), and 15-24 years (11.7%).

[3] Families are defined as one or people living together either married or of the same bloodline. Households are just one or more persons living in the same residence regardless of any family relations.

[4] Household income data for municipalities in Washington are not yet available from the 2010 U.S. Census. Projections from ESRI have proven to be the most conservative and reliable, and are utilized here, but it is likely the actual household income could be as much as 10-15% lower than projected because of the economic conditions that began nationally and statewide in 2008.

- The **median age of city residents has slightly increased** from 34.0 years in 2000 to 34.3 years in 2010, and is projected to decrease slightly back to 34.0 years by 2015.
- The **gender balance of West Richland residents remains fairly equal** (49.8% / 50.2%), with slightly less females than males in both 2000 and 2010.
- The **2010 population of West Richland is predominantly White** (90.9%).Persons of Hispanic origin are considered to be a part of the "White" race, and constitute approximately 7.7% of the total population.[5]

Tables detailing the basic demographic profile of the City of West Richland are provided below.[6]

TOTAL POPULATION

Total population in 2010	**11,772**
Population growth since 2000	**41%**
Projected growth by 2015	**9%**
Projected population in 2015	**12,805**

HOUSEHOLDS AND FAMILIES

Total households in 2010	**3,930**
Average household size in 2010	**2.93**
Household growth since 2000	**34%**
Projected growth by 2015	**11%**
Projected households in 2015	**4,367**
Total families in 2010	**3,094**
Average family size in 2010	**3.30**
Family growth since 2000	**33%**
Projected growth by 2015	**11%**
Project families in 2015	**3,423**

ADDITIONAL DATA (2010)

Median household income	**$67,169**
Median home value	**$175,194**
Per capita income	**$25,203**
Median age	**34.3 years**

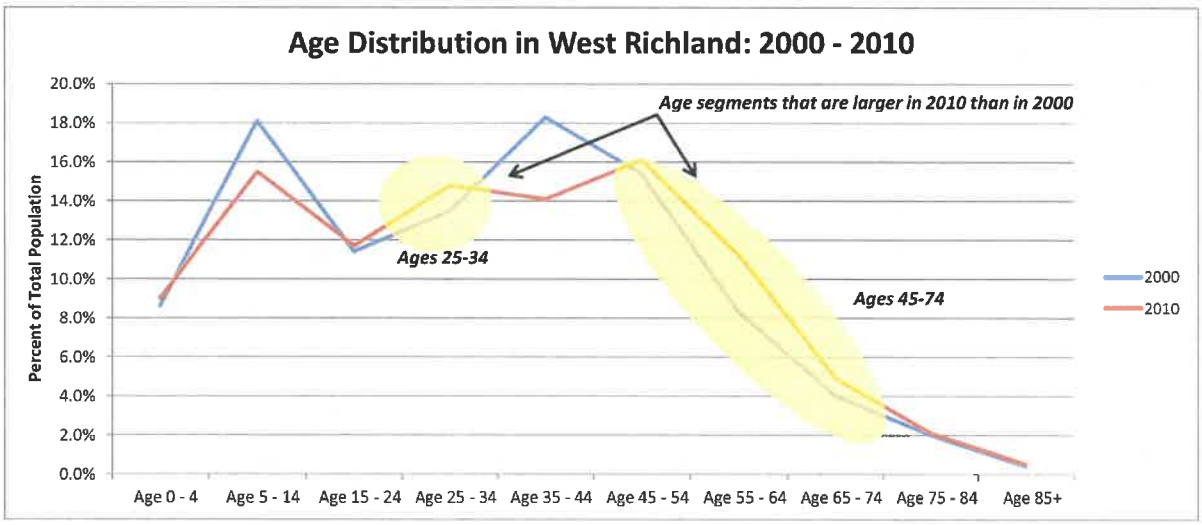
[5] Persons considered of Hispanic Origin are also considered to be racially classified as White. This is a common classification practice utilized by the U.S. Census and other demographic databases.

[6] Detailed statistical demographic data collected by the U.S. Census Bureau in the 2010 Census is only partially available for cities at the time of completion of this report. Where 2010 data is not available, population and demographic projections based on the 2000 Census are utilized as the best data set available.

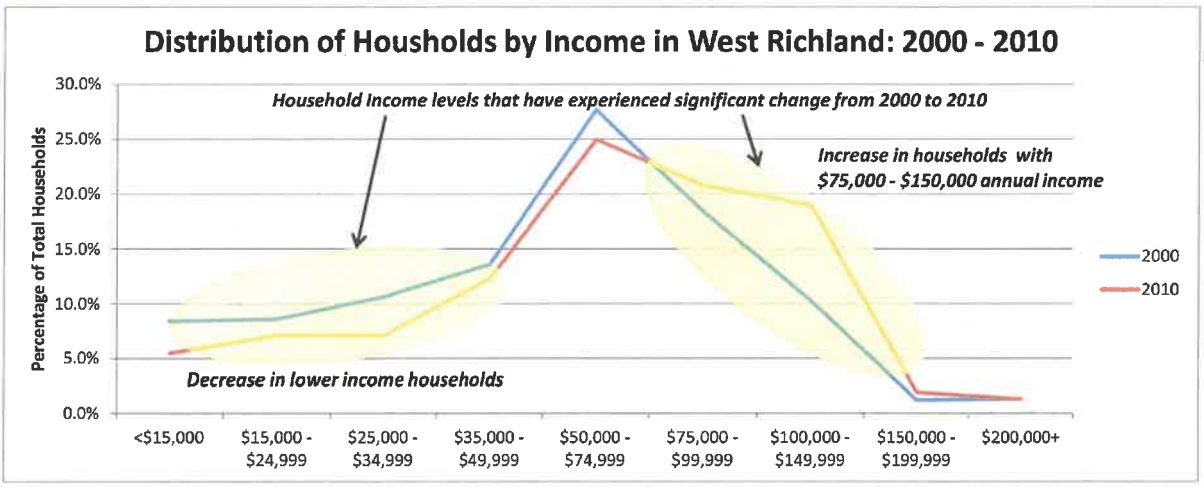
Demographics Analysis Findings

The City of West Richland is a dynamic community that continues to evolve, which will influence the affect the recreational needs most appropriately served by the City in the next 10 years. There is a multitude of data available about the resident population of West Richland, with the following key findings being the foundation for further understanding community needs.

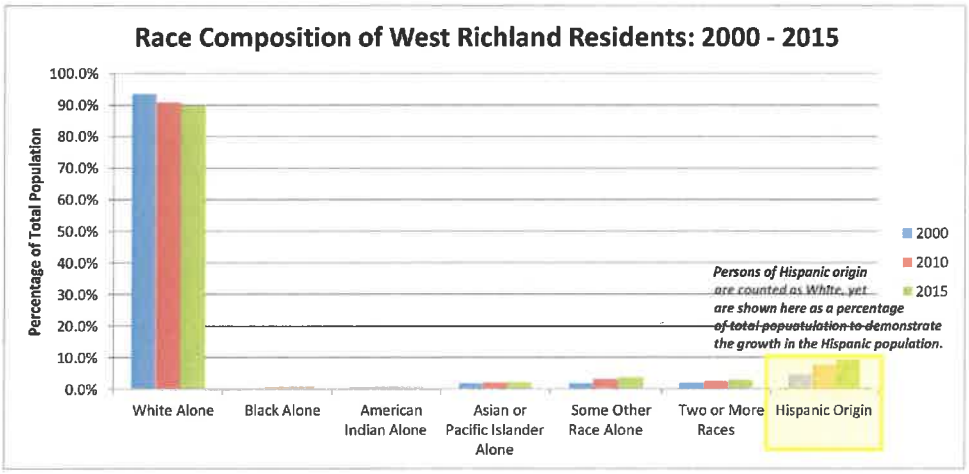
- The resident population is growing rapidly and will continue to grow. The growth of the population since 2000 is proportionally significant (41%), and constitutes 3,428 additional residents over the last 10 years.
- The City of West Richland has many young families with a median age of 34.3 years and over 29% of the total population under 18 years of age.
- The two age segments that have grown the most since 2000 are residents aged 25-34 and those aged 45-74 years. This is illustrated in the graph below.



- Median household income and average household income is typical to most small cities – it is neither a city of high poverty and underserved populations, nor a city with significant populations of wealthy residents. Median home values have increased substantially more than median household income, indicating that the cost of living in West Richland has likely risen significantly in the last 10 years.
- Household income changes in the last 10 years indicate that the number of households with annual incomes less than $35,000 has dropped, and the number of households with incomes from $75,000 - $150,000 has increased. Some of this is influenced by inflation over the last 10 years, but typically this indicates successful economic growth in the region West Richland is located in, as well as West Richland becoming more popular for residents who commute to higher paying jobs outside the City. A graphical illustration of household income from 2000 to 2010 is provided on the following page.



- West Richland remains a family-friendly City with families constituting 79.7% of all households. This has remained consistent since 2000.
- West Richland is a racially diverse community, yet people that are classified as "White" represent the largest race segment in the population at 90.9% of all residents. A graph illustrating the growing diversity, albeit slow growth, is provided below.



WHAT DOES THIS TELL US?

1. The City of West Richland must continue growth and evolution of park and recreation facilities and services to meet the needs of a rapidly growing population.
2. Facilities, amenities and programs that appeal to all age groups is critically important since there is population growth both among young people and older adults.
3. Facilities, amenities and programs that appeal to families are important in West Richland as the majority of households in the City are families. Approximately 37% of households are families with children under 18 years.
4. Residents in West Richland have a typical household income profile, yet live in a City that likely has experienced cost of living increases over the last 10 years higher than income growth. This indicates that while there is capacity among residents to pay more to support additional facilities and services, the threshold for what would be acceptable to them is limited.

3.5 Parks and Recreation Trends Analysis

Washington and many other western states are widely considered to be an outdoor adventure paradise due to its rugged landscapes, pristine wilderness, millions of acres of public lands, and relative remoteness. The parks and facilities of West Richland predominantly provide traditional recreation opportunities and leaves much of the lands and facilities that are geared toward outdoor, nature-based activities to other public park systems and lands in the region. This analysis provides a basic overview of the prevailing trends in the industry locally and nationally that are most relevant to the City of West Richland.

Outdoor Recreation In Washington

Washington is a state rich in outdoor recreation resources, and West Richland emulates many of the statewide recreation trends among local residents. While there is considerable demand for traditional sports in urban Washington, most residents in the smaller rural communities enjoy outdoor recreation such as trail sports and activities as a part of their daily lives. This summary of current trends in Washington focuses on the recreational activities that are more prominent throughout the State and that are most relevant to the facilities and services of the City of West Richland. The data for recreational trends in Washington has been taken from the 2008 Statewide Comprehensive Outdoor Recreation Plan (SCORP), entitled Defining and Measuring Success: The Role of State Government in Outdoor Recreation, completed by the Washington State Recreation and Conservation Office in June 2008.[7]

PARTICIPATION PREFERENCES

The Washington SCORP report featured multiple findings about recreational preferences and participation. The table below illustrates the top 15 activities based on participation and how they ranked. There were strong consistencies in the top three activities and fluctuations in the next ten. The bottom three remained unchanged in this five year period. These surveys were conducted by a diary-based statewide panel (2002), and telephone surveys (2007).[8]

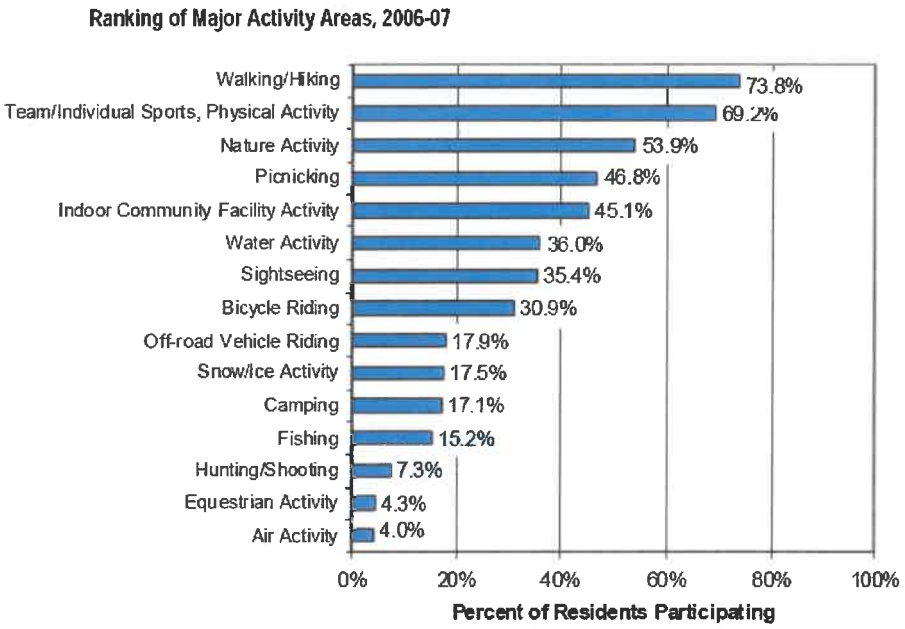
Participation Survey Results 2002 and 2007

Rank	Reported in 2002	Reported in 2007
1	Walking-hiking	Walking-hiking
2	Team-individual sports	Team-individual sports
3	Nature (photography-gardening)	Nature (photography, gardening)
4	Sightseeing	Picnicking
5	Bicycle riding	Indoor activities (classes, events)
6	Indoor	Water activities
7	Picnicking	Sightseeing
8	Water activities	Bicycle riding
9	Snow-ice activities	ORV use
10	Fishing	Snow-ice activities
11	Camping	Camping
12	ORV use	Fishing
13	Hunting-shooting	Hunting-shooting
14	Equestrian activities	Equestrian activities
15	Air activities	Air activities

[7]Washington State Recreation and Conservation Office. June 2008. Defining and Measuring Success: The Role of State Government in Outdoor Recreation.

[8]Washington State Recreation and Conservation Office. June 2008. Defining and Measuring Success: The Role of State Government in Outdoor Recreation.

Details from the 2007 survey provided insight into the percentage of residents that participate in these 15 activities. This is illustrated in the graph below as taken from the 2008 Washington SCORP.[9]



Recreation in America

Our understanding of outdoor recreation trends in America has evolved significantly over the past four decades since the first national survey was conducted in 1960 by the congressionally created Outdoor Recreation Resources Review Commission (ORRRC). Since that time, a long series of statistics have been gathered through seven reiterations of the National Survey on Recreation and the Environment (NSRE) that identify notable trends in participation and the evolution of new forms of recreation activities enjoyed by Americans. The most recent of these updated reports was from the NSRE conducted in 2003-2004. Participation in 37 outdoor recreation activities were evaluated in this study.[10]

Those activities with great relevance to West Richland community interests are presented in the table below. Participation is measured in millions of people and percentage of total U.S. population.

Activity	Participation (millions)	Percent of Population
Trail, Street, or Road Activities	188.2	88.3
Traditional Social Activities	171.8	80.6
Viewing and Photographing Activities	157.5	73.9
Viewing and Learning Activities	143.4	67.3

[9] Washington State Recreation and Conservation Office. June 2008. Defining and Measuring Success: The Role of State Government in Outdoor Recreation.

[10] United States Department of Agriculture, U.S. Forest Service. National Survey of Recreation and the Environment. 2003-2004.

Outdoor Adventure Activities	118.7	55.7

Supporting these statistics are the findings from the recently completed *Outdoor Recreation Participation Report 2009,* conducted in 2009 by the Outdoor Industry Foundation. During January and February 2009 a total of 41,500 online interviews were carried out with a nationwide sample of individuals and households from the US Online Panel operated by Synovate. A total of 15,013 individual and 26,487 household surveys were completed. The total panel has over one million members and is maintained to be representative of the US population.

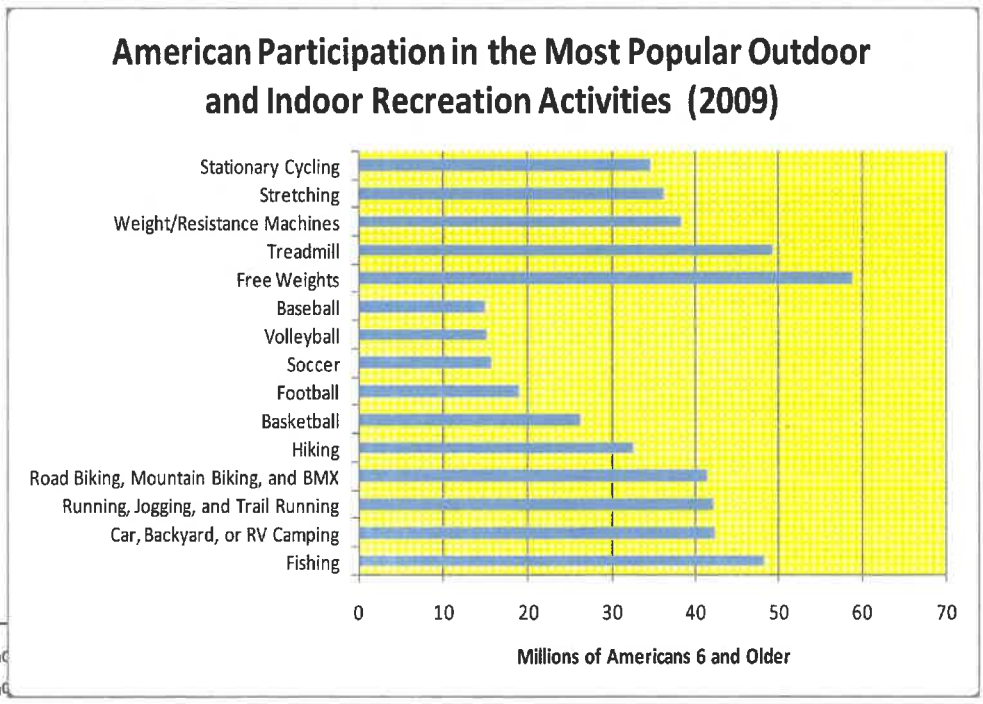
Oversampling of ethnic groups took place to boost response from typically under-responding groups. A weighting technique was used to balance the data to reflect the total US population aged six and above. The following variables were used: gender, age, income, household size, region and population density. The total population figure used was 279,568,000 people aged six and above. The report details participation among all Americans, youth, young adults and adults.

From these results, a current and accurate picture of outdoor recreation participation trends can be ascertained. Below are some of the key findings associated with this report.[11]

PARTICIPATION IN OUTDOOR, NATURE-BASED ACTIVITIES

An interesting note for many public park and recreation agencies whose facilities and programs are heavily geared for traditional and team sports, the largest areas of overall participation and growth in participation are in outdoor, non-traditional sports and activities. An example of this is the finding that participation in mountain biking and trail running increased by 10.2% and 15.2% respectively from 2007 to 2008, while participation in road biking decreased by 2.1% and road running/jogging only increased by 0.2% over the same period.

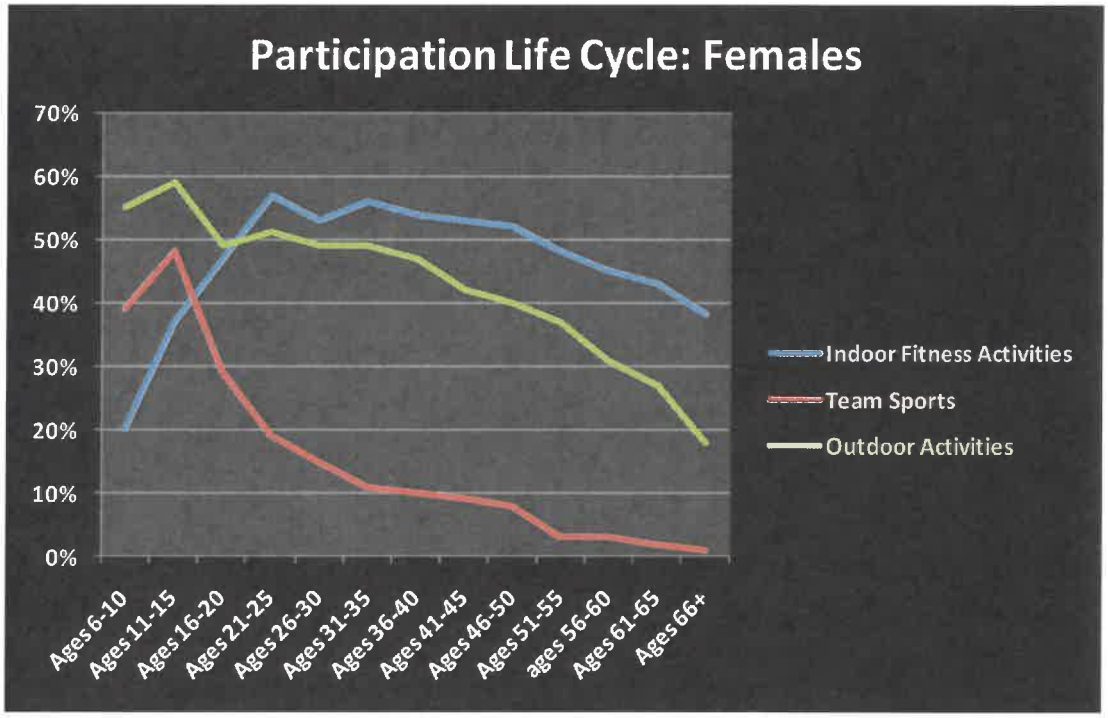
A graph of participation in the most popular indoor recreation, team sports, and outdoor recreation activities in 2009 is provided below. Note that team sport participation in baseball, volleyball, soccer, football, and basketball is considerably less than both indoor and outdoor recreation.[12]

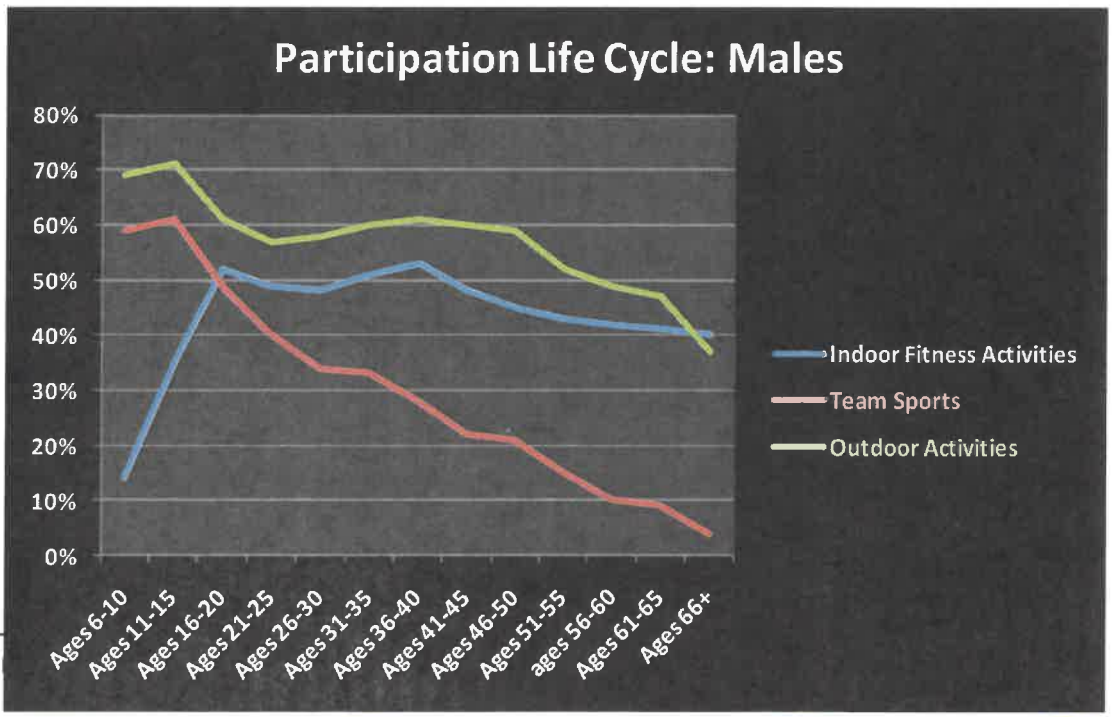


[11] Outdoor In

[12] Outdoor In

The graphs below detail the life cycle participation in recreational pursuits in both female and male participants, as identified in the Outdoor Industry Foundation's 2009 Participation Study. These trends can help to determine which areas of focus and categories of recreational activities are going to appeal best to different age segments by gender among residents of West Richland.[13]





[13] Outdoor

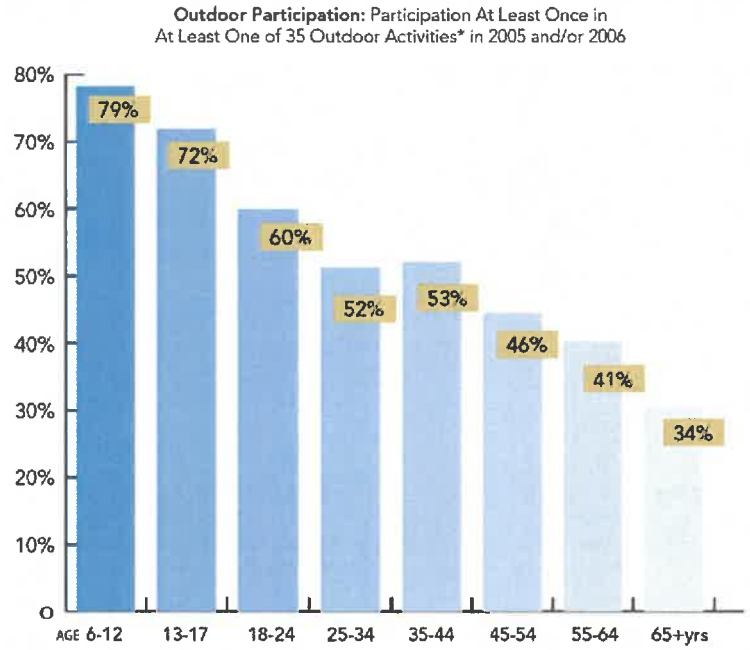
PARTICIPATION TRENDS BY AGE

The Outdoor Industry Association identifies two major generational categories in the U.S.: Baby Boomers (born between 1946 and 1964) and Millennials (born between 1978 and 2003). These two generational cohorts have distinct differences in their preferences for an active lifestyle. Baby boomers have shed the image of the relaxed, sedentary lifestyle of generations past pursue a more active form of "retirement". Many boomers continue the active and healthy lifestyle they converted to in midlife, as evidenced by the increasing number of seniors who participate in the fitness industry. Scott Parmelee, publisher of Outside magazine, describes a boomer as a "hybrid person" who enjoys "less strenuous" activities while still connecting with nature and the outdoors. [14]

While many boomers use outdoor experiences for personal growth, the Millennials seek the thrill. Millennials pioneered adventure and extreme sports and have been most responsible for the decline in the traditional "bat and ball" sports leagues targeting young adults. They elect less structured activities such as skateboarding, rock climbing, and mountain biking in place of organized youth activities like baseball, football, and soccer.

In recent years, the Outdoor Industry Foundation (OIF), a 501l3 organization chartered to research trends and support growth of the outdoor industry, has produced annual reports of the state of the industry and outdoor recreation participation. In early 2007, OIF surveyed 60,169 households from a representative sample that reflects the demographic and socio-economic composition of the United States to determine the highlights of current outdoor recreation trends in America. Results from this survey were published as *The Next Generation of Outdoor Participants – 2005/2006* by the OIF in late 2007.

This report finds that participation in outdoor activities at least once per year drops off dramatically with age. Seventy-nine percent (79%) of respondents aged 6 – 12 years reported participating at least once in one of the 35 outdoor recreation activities polled, while only 34% of respondents aged 65 years and older reported the same level of participation. This is illustrated in the graph below.[15]



[14] Outdoor Industry Association. State of Industry Report: 2006. Boulder, Colorado. 2006.
[15] Outdoor Industry Foundation. The Next Generation of Outdoor Participants – 2005/2006. Boulder, Colorado. 2007

Americans are exposed to and participate in outdoor recreation activities considerably more when they are younger[16], and therefore it is critical to understand the preferences of our young recreationists to stay aligned with evolving trends. The top five outdoor recreation activities by *frequency of outings* in 2006 and in 2008 of Americans aged 6 to 24 years are detailed in the table below. Note the general consistency over the two-year period.

Top Five Outdoor Recreation Activities in 2006[17]	Top Five Outdoor Recreation Activities in 2008[18]
1. Bicycling	**1. Bicycling**
2. Running / jogging / trail running	**2. Running / jogging / trail running**
3. Skateboarding	**3. Skateboarding**
4. Fishing	**4. Fishing**
5. Wildlife viewing	**5. Car and backyard camping**

The tables below detail the participation in these top five outdoor recreation activities in 2008 for all Americans aged six and older, as well as the top five team sport activities and top five indoor recreation activities participated in during the same year.[19]

Outdoor Recreation Activities – All Persons Aged 6+		
Activity	**% of Americans**	**Total Participants**
Freshwater, salt water, and fly fishing	17%	48.2 million
Car, backyard, and RV camping	15%	42.4 million
Running, jogging, trail running	15%	42.1 million
Road biking, mountain biking, and BMX	15%	41.5 million
Hiking	12%	32.5 million

Team Sport Activities - All Persons Aged 6+		
Activity	**% of Americans**	**Total Participants**
Basketball	9%	26.3 million
Football (touch, tackle, and flag)	7%	18.9 million
Soccer (indoor and outdoor)	6%	15.6 million
Volleyball (court, grass, and beach)	5%	15.2 million
Baseball	5%	15.0 million

[16] Outdoor Industry Foundation. The Next Generation of Outdoor Participants – 2005/2006. Boulder, Colorado. 2007
[17] Outdoor Industry Foundation. The Next Generation of Outdoor Participants – 2005/2006. Boulder, Colorado. 2007
[18] Outdoor Industry Foundation. 2009 Participation Study. Boulder, Colorado. 2009.
[19] Outdoor Industry Foundation. 2009 Participation Study. Boulder, Colorado. 2009.

Indoor Recreation Activities - All Persons Aged 6+		
Activity	**% of Americans**	**Total Participants**
Free weights	21%	58.9 million
Treadmill	18%	49.4 million
Weight / resistance machines	14%	38.4 million
Stretching	13%	36.3 million
Stationary cycling	12%	34.7 million

On the older end of the age spectrum, active retirees are one of the largest emerging markets for the recreation and tourism industry. Retirees sixty-five and older remain active in many activities well into their senior years. Just under thirty-five million Americans, or about one of every eight persons (12.4%), were sixty-five years or older at the time of the 2000 Census. Over ninety percent of these older Americans are retired; almost all are retired by age seventy-five.

For purposes of this study, retirees were divided into three age groups, sixty-five to seventy-four, seventy-five to eighty-four, and eighty-five and above. Data was gathered from the National Survey on Recreation and the Environment (NSRE). Across all the activities surveyed, with the only exception being gardening or landscaping for pleasure, the percentage of retirees who participate in an activity is less for persons aged 65 and older than for those under age 65. With a few exceptions among activities, participation percentage falls from age sixty-five to age eighty-five and above. For the more passive activities, such as walking, family gatherings outdoors, sightseeing and viewing/photographing wildlife and flowers, the decrease with age is gradual. With the more physically demanding activities, such as swimming, hiking and mountain biking, the decrease in percentage participating sharply increases with age. However, some percentage of even the oldest retirees participates across most activities, regardless of how physically demanding they are.

Although age does play a role in the ability to participate in all activities, eleven activities surveyed by NSRE remain popular among aging Americans over 65 years of age[20]:

- Walking for pleasure
- Family gatherings
- Gardening and landscaping for pleasure
- View/photograph natural scenery
- Visit nature centers, etc.
- Driving for pleasure
- Picnicking
- Sightseeing
- Visit historic sites

Chapter 4: Park Classifications and Level of Service Standards

There are multiple methods that can be and are frequently used to determine the community need for park and recreation facilities and programs. The most common and universally accepted approach to a level of service analysis originated with the National Recreation and Parks Association (NRPA) in the 1980's when the organization began establishing norms for the amount of park lands or park amenities a community should strive for based on population. The latest NRPA standards published in 1990 compares the supply of facilities against demand, as measured by the total population of a community.[21] These guidelines are typically reflected as the number of facilities or park acreages per a measureable segment of the population. An example of this may be a minimum of 10 acres of total park land for every 1,000 residents.

This master plan update utilizes a level of service analysis to establish reasonable and prudent standards for park lands and park amenities in West Richland over the next 10 years. The reality of current and local economic conditions is that the City is not in a position to pursue large expansion or growth in the parks in the next decade, although there is tremendous interest in trail development. There are specific areas of need where appropriate development of new parks or park amenities, or development of parks should be considered in order to meet the demands and expectations of residents.

4.1 Park and Facility Classifications

A park and facility classification system must utilize key characteristics or descriptive factors of each site including the intent and/or mission of sites, predominant types of site usage, and appropriate performance measures unique to each category of park classification. Proper integration of a park and facility classification system that utilize these criteria to organize and distinguish the diverse purposes served by city parks can help to guide the City in the years to come as a key component of this master plan.

These classifications are used as a foundation to determine level of service standards of parks and facilities in West Richland. In addition, these standards can support the development of a high quality park system by addressing current and emerging recreation trends and public need. The following factors are utilized to distinguish city parks and recreation sites:

1. Park Size – defines the relative size of the park in acres, including ratio of land to per capita population.
2. Service Area – details the service area of the park as defined by its size and amenities.
3. Maintenance standards - details the required / expected standard of maintenance required at the park dependent upon usage levels and degree of facility development.
4. Amenities – Describes the level of facility and/or amenity development that is present.
5. Performance – Establishes performance expectations of the park as reflected in annual operational cost recovery (revenue generation), and annual use of major facilities within the park.

[21] Lancaster, R.A. (Ed.). (1990). Recreation, Park, and Open Space Standards and Guidelines. Ashburn, VA: National Recreation and Park Association.

There are 14 parks and facilities either owned and/or maintained by the City of West Richland, totaling 71.21 acres that serve varied and diverse needs in the community. Using these criteria above, City of West Richland parks and recreational facilities have been classified into the five categories described below. Each of these park area categories provides a different type of environment and public use, and also has distinctive maintenance and habitat management goals and requirements.

1. Neighborhood Parks
2. Community Parks
3. Regional Parks
4. Open Space
5. Trails

The descriptions that follow provide greater detail in the distinguishing qualities of each of the five major park classifications listed above. These points of distinction are reflective of industry best-practices and adopted to improve the organization and management of parks with diverse amenities, aspects and performance measures. This information is pertinent when addressed in the facility needs discussed in the later sections of this report.

Neighborhood Parks

Neighborhood parks are intended to be easily accessible by adjacent neighborhoods and should focus on meeting neighborhood recreational needs, as well as preserving small open spaces in residential or commercial areas. Neighborhood parks are smaller than community or regional parks and are designed typically for residents who live within a one mile radius. Neighborhood parks, which provide recreational opportunities for the entire family, often contain landscaped areas, benches, picnic tables, playgrounds, and small turf areas. Passive recreation activities are predominant at neighborhood parks.

Neighborhood parks generally range from 0. 3 acres depending on the community and the area.

- **Length of stay:** 30 minutes to one hour experience
- **Amenities:** Basic amenities for picnicking and for play. Restrooms are common, as well as occasional pavilions/shelters.
- **Revenue producing facilities:** None
- **Programming:** 100% percent passive
- **Signage:** Limited signage throughout the park
- **Landscaping:** Limited landscaping throughout the park
- **Parking:** Little to no parking
- **Other goals:** Strong appeal to surrounding neighborhoods; integrated color scheme throughout the park; loop trail connectivity; safety design meets established standards.

Community Parks

Community parks are intended to be accessible to multiple neighborhoods and beyond, and meet a broader base of community recreational needs, as well as preserving unique landscapes and open spaces. Community parks are generally larger in scale than neighborhood parks, but smaller than regional parks and are designed typically for residents who live within a three to five mile radius. When possible, the park may be developed adjacent to a school. Community parks often contain facilities for specific recreational purposes: athletic fields, tennis courts, picnic areas, reservable picnic shelters, sports courts, permanent restrooms, large turfed and landscaped areas, and a playground. A mixture of passive and active outdoor recreation activities often take place at community parks.

Community parks generally range from 1.5 to 10 acres depending on the community and available space. Community parks serve a larger area – radius of 5 miles – and contain more recreation amenities than a neighborhood park.

- **Length of stay:** Two to three hour experience
- **Amenities:** A signature facility (i.e., trails, sports fields, large shelters/pavilions, playground, sports courts, water feature); public restrooms, parking, security lighting, ball field lighting are possible support features
- **Revenue producing facilities:** Limited
- **Programming:** 65% percent active; 35% passive
- **Signage:** Limited signage throughout the park
- **Landscaping:** Limited landscaping throughout the park
- **Parking:** Sufficient to support optimal usage
- **Other goals:** Community parks can include unique amenities or facilities that may draw users from a larger service area

Regional Parks

A regional park tyipcally serves multiple communities, residents within a town or city, or even across multiple counties. Depending on activities and amenities with a regional park, users may travel as many as 45-60 miles or 60 minutes for a visit. Regional parks usually include both the basic elements of a neighborhood park, combined with amenities similar to a community park. In addition, regional parks can feature specialized facilities including, but not limited to athletic facilities, sport complexes, and special event venues. Regional parks range in size from 15 to 150 acres, and should promote tourism and economic development by enhancing the economic vitality and identity of the entire region.

- **Length of stay:** Two hours to all day experience
- **Amenities:** Multiple signature facilities (i.e. athletic fields, outdoor recreation/extreme sports amenities, sports complexes, playgrounds, reservable picnic shelters, recreation center, pool, gardens, trails, specialty facilities); public restrooms, concessions, ample parking, and special event site.
- **Revenue producing facilities**: No less than two; park designed to produce revenue to assist in off-setting operational costs
- **Programming:** 50% active; 50% passive
- **Signage:** Strong signage throughout the park including entrance, wayfinding, and interpetive
- **Landscaping:** Strong focal entrances and landscaping throughout the park, only flora native to the site should be considered
- **Parking:** Sufficient for all amenities; can support a special event with a regional draw
- **Other goals:** Regional parks are generally the epicenter of many recreation programs and community events, and frequently draw visitors / users from a regional service area. These facilities are often considered major economic and social assets in a community.

Open Space

Open Space are recreation or natural areas which are usually complimentary to a regional trail system, or to another greenway or open space. These areas can include diverse recreational opportunities that are managed such as multi-use trails (pedestrian, mountain biking, equestrian), fishing areas along creeks or rivers, or just open space. Traditionally, greenways/open space serve both a conservation and interpretive purpose for habitat preservation and responsible recreation. The service area of trails / greenways / open space depends on size of the park: 0 – 3 acres = 2 miles; 4 – 10 acres = 5 miles; 11 – 30 acres = 10 miles.

- **Length of stay:** Two hour to four hour experience

- **Amenities:** Multi-use trails, appropriate outdoor recreation venues dependent on the relevant natural features
- **Revenue producing facilities:** None
- **Signage:** Strong signage throughout including entrance, regulatory, and wayfinding/directional
- **Landscaping:** Limited landscpaing at entrances and only flora native to the site should be considered
- **Parking:** Limited; capable of supporting use of the site and connected trail system
- **Other goals:** Designs should support pedestrian activity and multi-use trail systems; linked to major trails systems

TRAILS

Trails serve diverse recreational opportunities that are managed as multi-use trails (pedestrian, bicycling, mountain biking, equestrian, motorized use, etc.). The trails within the City of West Richland are primarily designed and utilized for walking, running/jogging, and bicylcing due to land availability, City ordinace, and appropriate and authorized uses within the city limits. Typically, trails in West Richland are either unpaved, natural surface trails within parks, or are paved trails that are aligned with public roadways for purposes of recreational use and for non-motorized commuting.

Tables of parks and facilities by classification is provided below and on the following page.

Neighborhood Parks	
Coyote Neighborhood Park	Luanne Estates Park
Edgewater Park	Melinda Park
Enterprise Neighborhood Park	Paradise Neighborhood Park
Grant Court Park	Wildcat Park
Community Parks	
Flat Top Community Park	Park at the Lakes Community Park
Glenn Memorial Park	South Highlands Community Park
Regional Parks (Facilities)	
Bombing Range Sports Complex	
Open Space	
Paul Keith Wetland Preserve	
Trails	
Park at the Lakes Community Park	Paved rec paths throughout the City

These parks are currently undeveloped neighborhood parks that appear as open space in their current condition, but have been envisioned to be enhanced with limited and appropriate amenities in the future.

4.2 LEVEL OF SERVICE STANDARDS

The level of service standards developed in this master plan were derived from the combination of multiple analyses and reflect national and local best practices, the relevant needs of local communities, financial constraints of the City, the limited opportunity for acquiring land for new parks, and alternative providers / recreational sites in the region. Ultimately, these standards should be used to provide defensibility and data for leadership of the City to make decisions about facility and asset priorities, but

should not be taken unilaterally as the sole determinant of how the City will invest in the park, recreational fields, and trails system over the next 10 years.

City of West Richland Level of Service Standards

The level of standards analysis is a review of the inventory of parks and major park assets in relation to the total population of the study area. There are multiple approaches to determine standards that are appropriate for each community, thereby making it a complex analysis to establish relevant standards for the City of West Richland.

In order to establish an appropriate set of standards for West Richland, the Consultant Team utilized a four-step method as described below:

1. Established current level of service standards for existing parks and recreation sites and amenities, and projected future needs based upon projected population growth to maintain these standards.
2. Reviewed the inventory of park land and green space, and recreational amenities provided by alternative organizations in the area (i.e Benton County, state land agencies).
3. Performed the level of service standards analysis with unique standards for West Richland that reflect community needs, priorities, and supporting circumstances (i.e. financial, public support, availability of public lands, etc.)
4. Developed standards collaboratively between the Consultant Team and management staff from the City to project future needs based upon current standards, local trends, public input, and best practices in similar communities around the United States.

Current Inventory

There are 14 parks and facilities totaling 71.21 acres owned and/or maintained by the City of West Richland. This system includes the following park types and major amenities:

Park Type	Quantity
Neighborhood Parks	**8 parks, 12.43 acres**
Community Parks	**4 parks, 31.28 acres**
Regional Parks	**1 park, 24.50 acres**
Open Space	**1 park, 3.00 acres**
Amenity Type	**Quantity**
Natural surface trails (mileage)	**0.00**
Improved surface trails (mileage)	**5.42**
Diamond ball fields	**6**
Soccer fields	**9**
Football fields	**1**
Tennis courts	**2**
Basketball courts	**4**
Playgrounds	**11**
Pavilions	**3**
Picnic areas	**14**
Restrooms	**2**

An inventory and level of service standards analysis of City of West Richland parks and facilities was performed. These current levels of services standards are shown as **current acres per 1,000 residents based on the estimated resident population of 2010.**

Following current level of service standards, **recommended level of service standards were developed for City of West Richland parks.** These standards are based on the following:

1. Public interests, needs and priorities gathered in the community input process
    a. Community meetings
    b. Focus groups and interviews
    c. Household survey
2. Inventory of City park lands, recreational facilities, and trails in the area
3. Capacity for growth
    a. Financial
    b. Land availability
    c. Public interests
    d. Population growth / demand
4. City priorities

CURRENT LEVEL OF SERVICE STANDARDS

Facility Type	Total City Parks	Current City of West Richland Standards (2011)		
Neighborhood Parks (Acres)	12.43	1.06	Acres per	1,000
Community Parks (Acres)	31.28	2.66	Acres per	1,000
Regional Parks (Acres)	24.50	2.08	Acres per	1,000
Open Space (Acres)	6.00	0.51	Acres per	1,000
Trails (Miles)	0.00	-	Miles per	1,000
Total Park Acreage	**74.21**	**6.30**	**Acres per**	**1,000**
Natural surface trails (mileage)	0.00	-	per	1,000
Improved surface trails (mileage)	5.42	0.46	per	1,000
Diamond ball fields	6	0.51	per	1,000
Soccer fields	9	0.76	per	1,000
Football fields	1	0.08	per	1,000
Tennis courts	2	0.17	per	1,000
Basketball courts	4	0.34	per	1,000
Playgrounds	11	0.93	per	1,000
Pavilions	3	0.25	per	1,000
Picnic areas	14	1.19	per	1,000
Restrooms	2	0.17	per	1,000

Recommended Level of Service Standards

PARK STANDARDS

- The prominence of other public lands available in or near West Richland that are passive recreation-based open space, potentially relieves the City of West Richland of preserving large tracts of open space within the city limits.
- Park and facility development can occur either with acquisition and development of a new park, development of a currently undeveloped park, or redevelopment of an existing park.
- City parks often are a major provider of traditional recreation amenities in small, local communities and therefore nominal growth or development of amenities such as basketball courts and ball fields are projected as communities grow.
- These are standards to strive to achieve over the next 10 years through direct City action and partnered initiatives.

TRAIL STANDARDS

- The major level of service recommendations around trails have been developed to support the following needs:
    - Connectivity within the community
    - Connectivity with other regional trails and communities
    - Complementary natural surface trails within City parks to augment the area's recreational opportunities
- Standards for natural surface trails are intended to support development of recreational trails within City parks or on City lands for hiking, biking, or other non-motorized use. Natural surface trails for motorized use often are more appropriate for non-City lands.
- Standards for improved surface trails are intended to support the development of internal trail connections and connections to regional trails.
- These are standards to strive to achieve over the next 10 years through direct City action and partnered initiatives.

Numbers (quantities) listed in the tables on the following pages indicate the inventory required by 2015 or 2020 to meet the recommended standard based on corresponding population projections. **These are cumulative, not additive, recommendations.** In other words, calculations for 2020 based on recommended standards assume that the calculations for 2015 have not been achieved. Negative numbers indicate inventories that exceed the recommended standard.

The table on the facing page details parks, facilities, and trail standards – current and recommended. This table also provides projected park and amenity needs for the next 10 years based on recommended standards and estimated population growth.

Facility Type	Total City Parks	Current City of West Richland Standards (2011)			Recommended City of West Richland Standards			2015 Calculation (Acres) Based on Recommended Standards	2020 Calculation (Acres) Based on Recommended Standards
Neighborhood Parks (Acres)	12.43	1.06	Acres per	1,000	1.25	Acres per	1,000	3.58	5.02
Community Parks (Acres)	31.28	2.66	Acres per	1,000	2.75	Acres per	1,000	3.93	7.10
Regional Parks (Acres)	24.50	2.08	Acres per	1,000	2.00	Acres per	1,000	1.11	3.41
Open Space (Acres)	6.00	0.51	Acres per	1,000	1.00	Acres per	1,000	6.81	7.96
Trails (Miles)	0.00	-	Miles per	1,000	1.00	Miles per	1,000	12.81	13.96
Total Park Acreage	**74.21**	**6.30**	**Acres per**	**1,000**	**7.00**	**Acres per**	**1,000**		
Natural surface trails (mileage)	0.00	-	per	1,000	0.25	per	1,000	3.20	3.49
Improved surface trails (mileage)	5.42	0.46	per	1,000	0.75	per	1,000	4.18	5.05
Diamond ball fields	6	0.51	per	1,000	0.65	per	1,000	2	3
Soccer fields	9	0.76	per	1,000	0.85	per	1,000	2	3
Football fields	1	0.08	per	1,000	0.25	per	1,000	2	2
Tennis courts	2	0.17	per	1,000	0.20	per	1,000	1	1
Basketball courts	4	0.34	per	1,000	0.35	per	1,000	0	1
Playgrounds	11	0.93	per	1,000	1.00	per	1,000	2	3
Pavilions	3	0.25	per	1,000	0.50	per	1,000	3	4
Picnic areas	14	1.19	per	1,000	1.25	per	1,000	2	3
Restrooms	2	0.17	per	1,000	0.20	per	1,000	1	1

Glenn Memorial Park

4.3 Prioritized Needs Summary

This *Prioritized Needs Summary* section of this report summarizes the park and program priorities for the City of West Richland from which specific tactics will be developed in the *Parks and Recreation Master Plan Update.* These needs were identified by the Consultant Team based upon industry best practices and our experience in the field, and were derived from the findings of the following previous analyses:

- Comprehensive site, facility, and program assessments
- Extensive public input
- Interviews with leadership and staff of City of West Richland, Benton County, and State and Federal agency representatives
- Focus groups with key stakeholders, user groups, and community leadership
- Demographics and trends analysis
- Park classifications and facility standards analysis

Each need has been assigned a priority level as primary or secondary to support future project sequencing, investment of public resources, and meeting community expectations. **The priority assignment for each need is not a measure of importance.** Rather, these recommended priorities are a result of both qualitative and quantitative analyses to create and maintain an appropriate balance of focus for the operations the next 10 years. Needs indicated as a primary priority should be considered to be addressed in one to five years, and secondary needs are recommended to be addressed sometime over the next six to ten years.

Prioritized Facility Needs

Park / Facility Need	Recommended Priority Assignment
Multi-use trails to enhance connectivity within the community	Primary
Enhance amenities and equitable distribution of neighborhood parks in the community	Primary
Improve community parks and park amenities	Primary
Enhance the city park and trail signage program	Primary
Develop additional non-traditional sport facilities and amenities	Primary
Multi-use trails that connect to regional trails outside the community	Secondary
Improve existing and develop new diamond ball fields	Secondary
Improve existing and develop new multi-use rectangular sports fields	Secondary
Improve existing and develop new picnic areas and pavilions/shelters	Secondary
Improve existing and develop new playgrounds	Secondary
Develop a river access area	Secondary
Develop a special event venue	Secondary

Prioritized Program Needs

Program Need	Recommended Priority Assignment
Enhance partnership program to engage alternative providers in the community as a network of recreational opportunities in West Richland	Primary
Enhance and modify existing acquisition and development standards to improve the future growth and sustainability of City of West Richland parks, trails and recreational	Primary
Develop partnered programs that improve the health and lifestyles of residents	Secondary
Improve the quality and accessibility of youth programs through partnerships	Secondary
Improve the quality and diversity of programs for adults of all ages through partnerships	Secondary
Improve the quality and diversity of programs for residents with special needs through partnerships	Secondary
Enhance programs that promote safety in the community	Secondary
Develop and support programs that celebrate the significance of natural and cultural resources of West Richland (i.e. interpretive signage, naturalist programs, etc.)	Secondary
Support new programs that will engage whole families in recreational experiences	Secondary
Support programs that promote and draw tourism to the community	Secondary

Grant Court Park

Chapter 5: Technical and Analytical Mapping

This master plan update utilized technical and analytical mapping to assist in determining how future park and recreation developments should be organized in order to meet current and future community needs. The majority of these are Equity Maps[22] that illustrate the service area of parks and recreation amenities based on the following criteria:

1. Size of the park or quantity of the amenity
2. Recommended level of service standard
3. Population density within the service area

The size of the service areas for each park or amenity shown on these maps vary by the size of the park or the number of amenities at each location, and the density of the population that surrounds it. For example, a larger park located in a sparsely populated area will have a smaller service area radius than the same size park in a densely populated area. Similarly, a smaller park will have a smaller service area radius than a larger park that is located in the same area or in areas of similar population. Therefore parks of different sizes in an area of the same population density will feature different sized service areas. Unshaded areas on these maps indicate projected gaps in service in 2010 based upon the recommended level of service standards.

These maps also show the geographic weighted mean center of the total population of West Richland in comparison to the geographic weighted mean center of facilities and recreation assets in the community. This helps to identify in there is a large disparity with how facilities and assets are located throughout the community in relation to overall population distribution.

The following analytical maps are featured on pages 54 – 64:

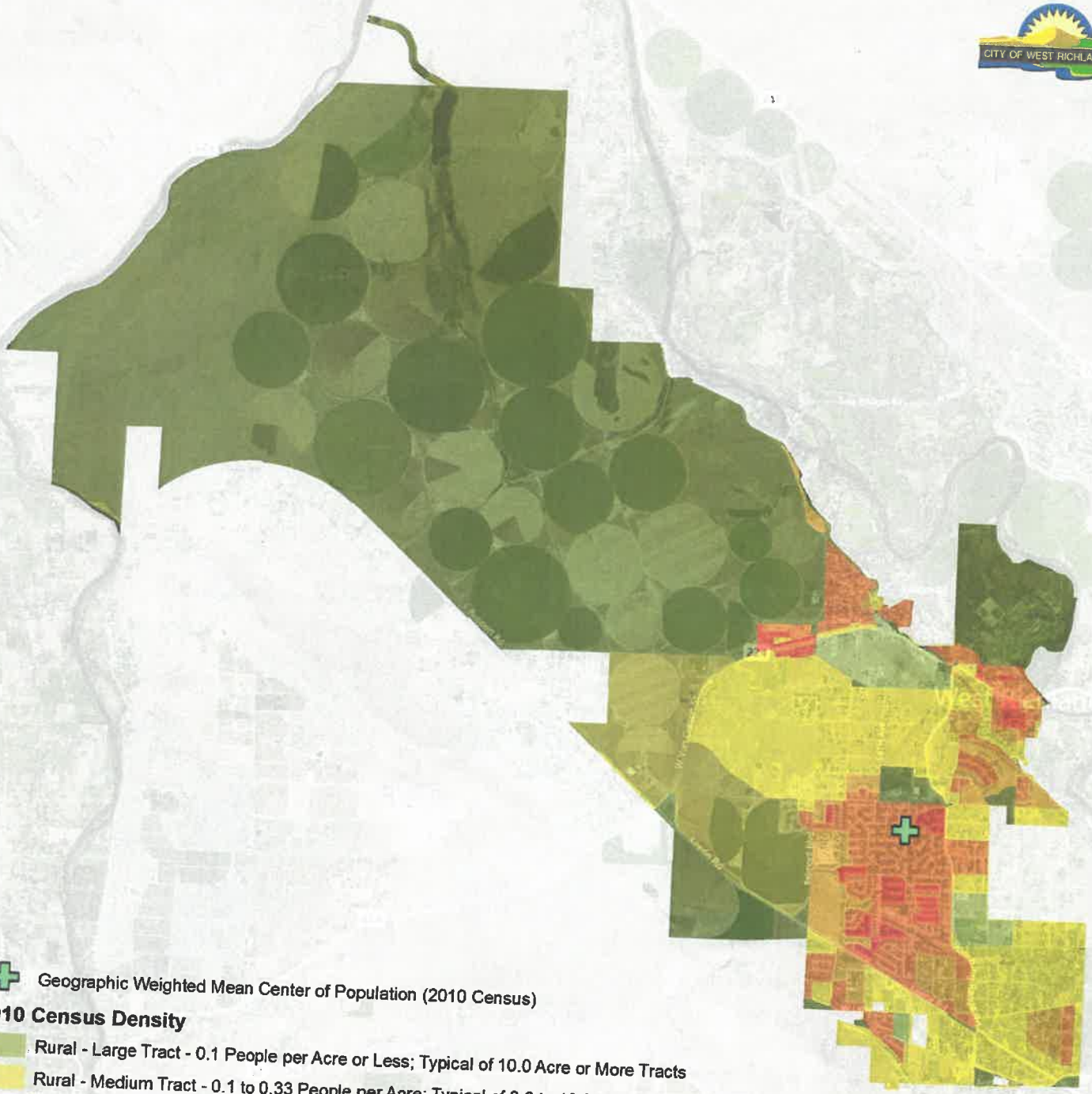
1. **Citywide Population Density** – population density based on 2010 U.S. Census
2. **Neighborhood Parks Equity Map** – existing neighborhood parks and their service areas
3. **Community Parks Equity Map** – existing community parks and their service areas
4. **Diamond Ball Fields Equity Map** – existing fields and their service areas
5. **Rectangular Fields Equity Map** – existing fields and their service areas
6. **Basketball Courts Equity Map** – existing courts and their service areas
7. **Facility Service Areas Map** – existing facilities (parks) and their combined service areas
8. **Asset Service Areas Map** – existing assets (amenities) and their combined service areas
9. **Facility and Assets Combined Service Areas Map** – existing facilities and assets and their combined and blended service areas
10. **Projected Growth and Park Needs Map** – areas of projected population growth and general locations of neighborhood, community and open space park needs

[22] Equity Maps were created by PROS Consulting LLC for illustrating the service areas of parks and recreation sites and facilities in a community in relation to park/amenity size, quantity and population density.

2010 Census - Citywide Density

Geographic Weighted Mean Center of Population
Based on Census Blocks

City of West Richland
Parks and Recreation
Plan Update



Geographic Weighted Mean Center of Population (2010 Census)

2010 Census Density

- Rural - Large Tract - 0.1 People per Acre or Less; Typical of 10.0 Acre or More Tracts
- Rural - Medium Tract - 0.1 to 0.33 People per Acre; Typical of 3.0 to 10.0 Acre Tracts
- Rural - Small Tract - 0.33 to 0.5 People per Acre; Typical of 2.0 to 3.0 Acre Tracts
- Exurban - 0.5 to 2.0 People per Acre; Typical of 0.5 to 2.0 Acre Tracts
- Urban - Low Density - 2.0 to 3.0 People per Acre; Typical of 0.3 to 0.5 Acre Tracts
- Urban - Medium Denisty - 3.0 to 10.0 People per Acre; Typical of 0.1 to 0.33 Acre Tracts
- Urban - High Density - 10.0 People per Acre or More; Typical of 0.1 or Less Acre Tracts

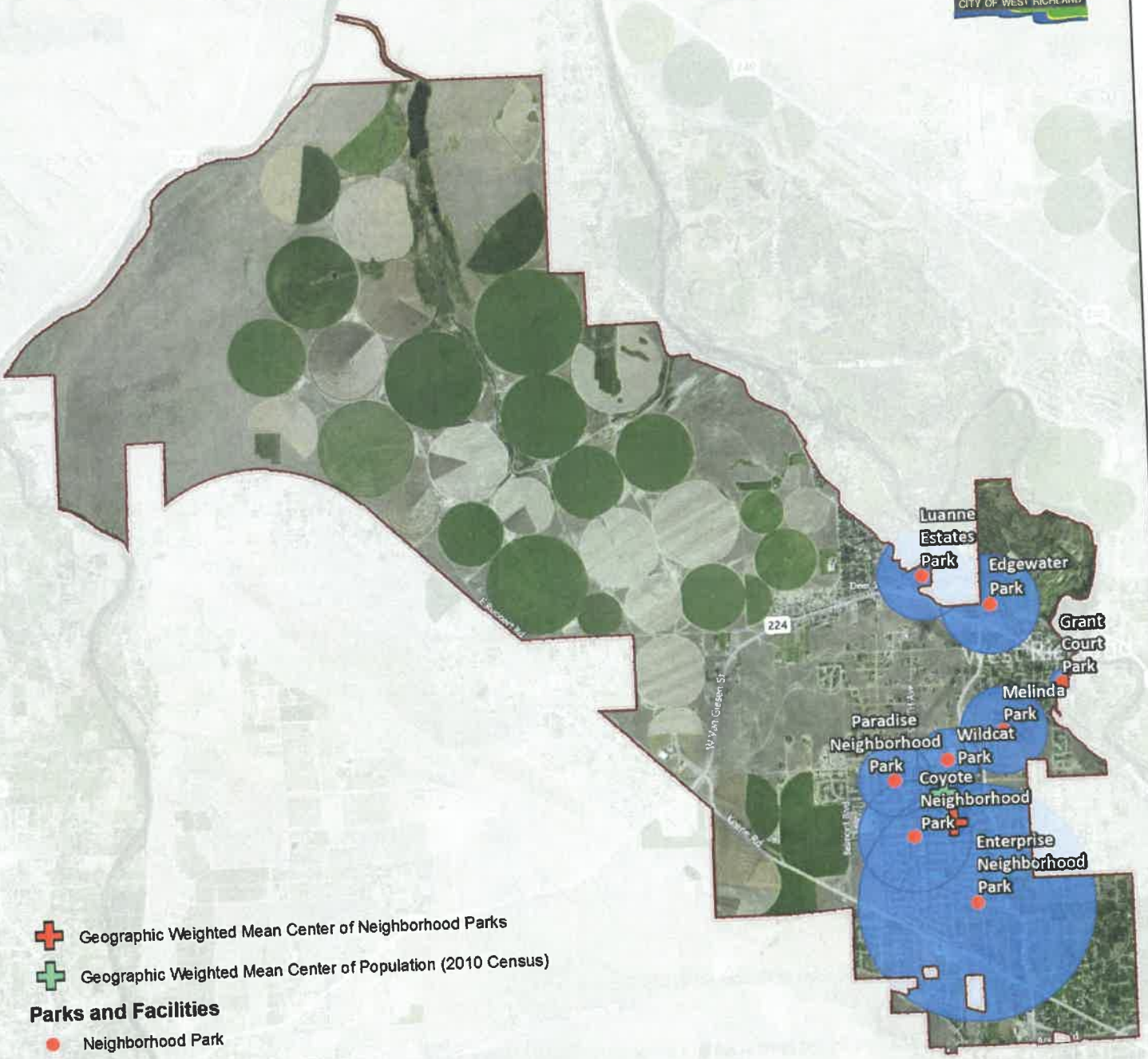
pros consulting

1 inch = 5,500 feet

0 0.5 1 Miles

Neighborhood Parks
Recommended Standard of 1.25 Acres per 1,000 Residents

City of West Richland
Parks and Recreation Plan Update



Geographic Weighted Mean Center of Neighborhood Parks

Geographic Weighted Mean Center of Population (2010 Census)

Parks and Facilities

Neighborhood Park

Neighborhood Parks Service Areas

West Richland City Limits

Unmet 2010 Service Area Population Gap of:
4,174 Residents or 1,528 Households

Equivalent to a Recommended Inventory of:
5.22 Additional Acres of Neighborhood Parks

Inclusive of Service Area Overlaps Based on 2010 Census

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1 inch = 5,500 feet

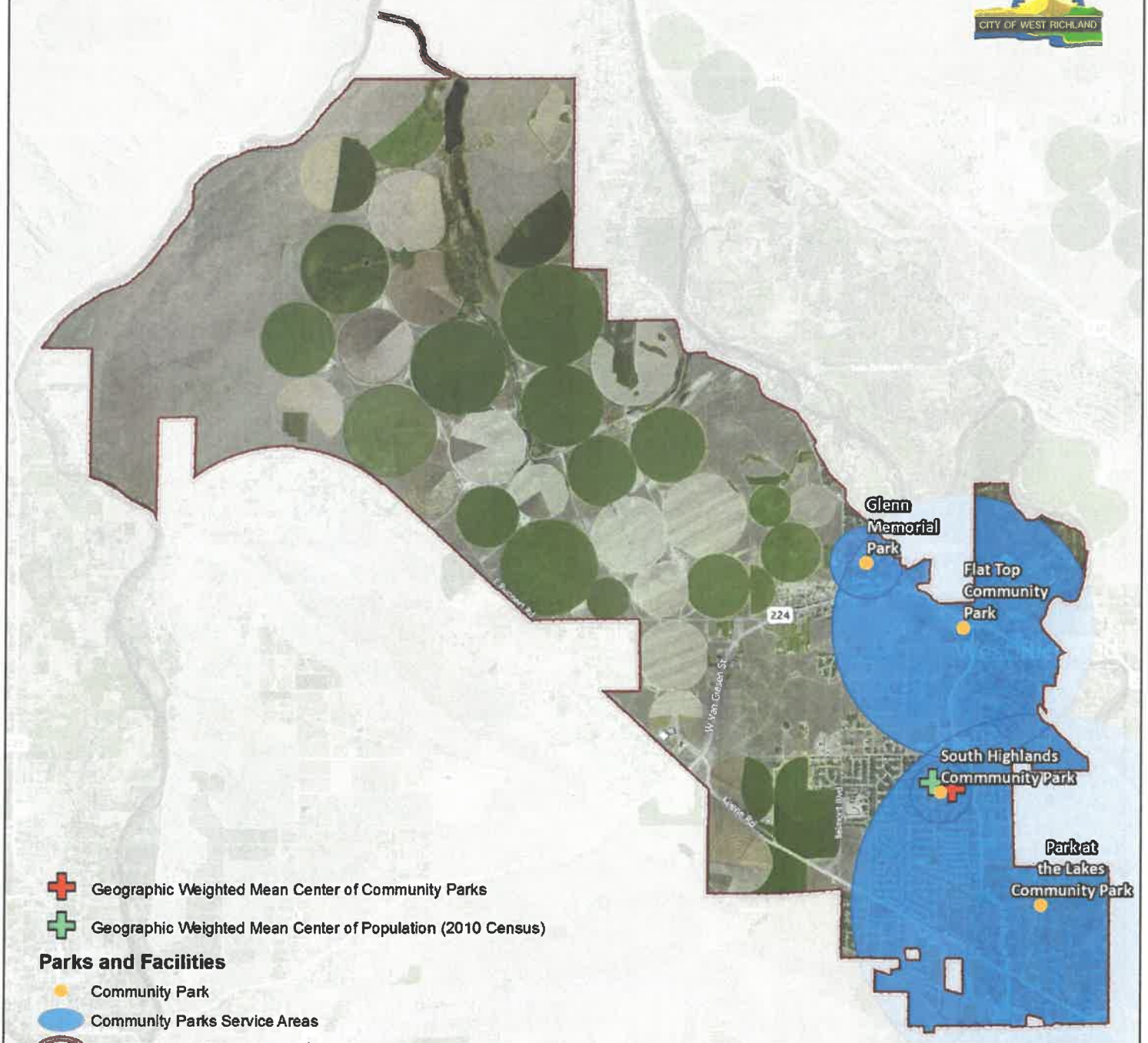
0 0.5 1 Miles

Community Parks

Recommended Standard of 2.75 Acres per 1,000 Residents

City of West Richland

Parks and Recreation Plan Update



Geographic Weighted Mean Center of Community Parks

Geographic Weighted Mean Center of Population (2010 Census)

Parks and Facilities

Community Park

Community Parks Service Areas

West Richland City Limits

Unmet 2010 Service Area Population Gap of:

2,202 Residents or 792 Households

Equivalent to a Recommended Inventory of:

6.06 Additional Acres of Community Parks

Inclusive of Service Area Overlaps Based on 2010 Census

pros consulting

1 inch = 5,500 feet

Miles

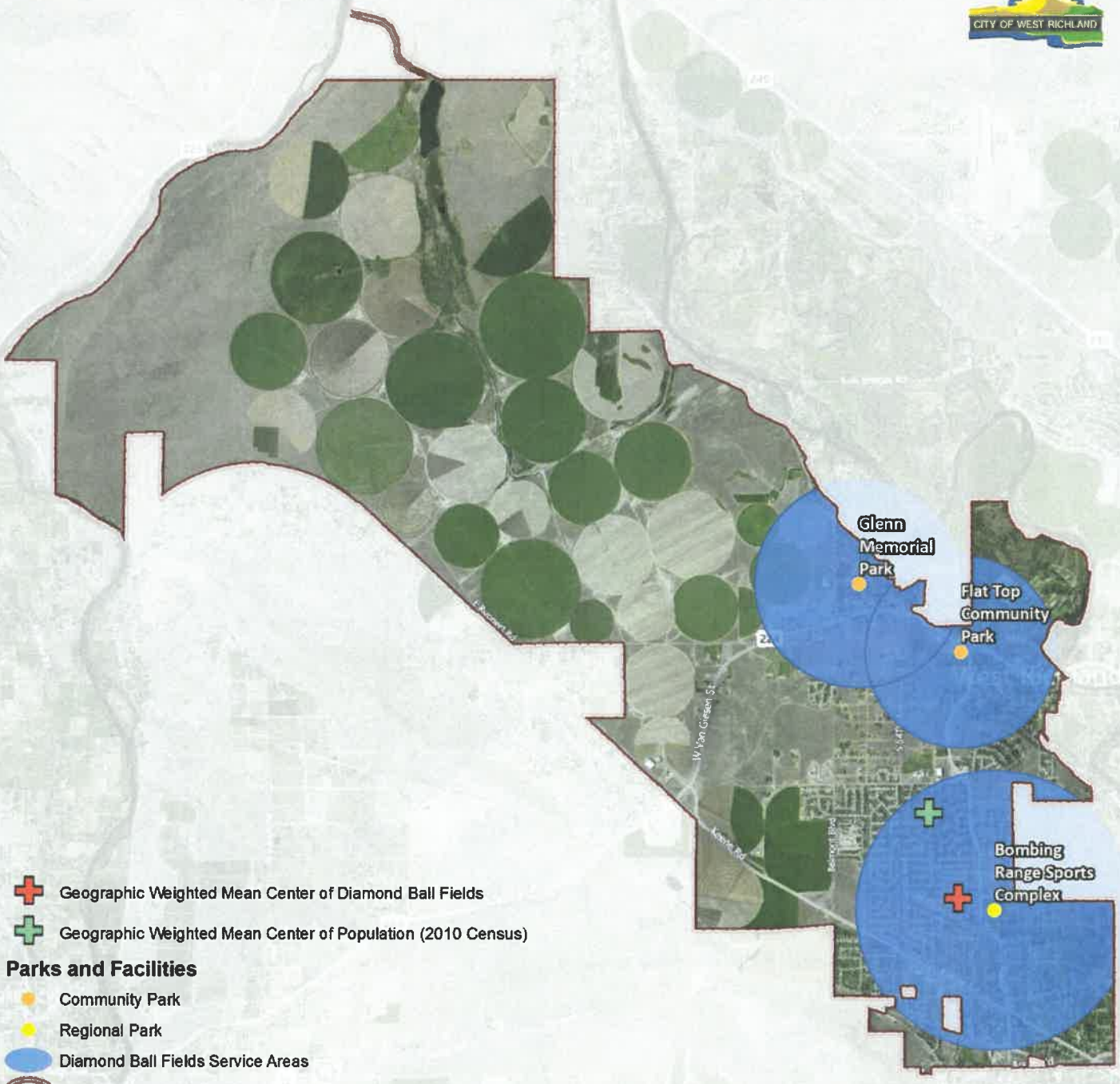
0 0.5 1

Diamond Ball Fields

Recommended Standard of 0.65 Fields per 1,000 Residents

City of West Richland

Parks and Recreation Plan Update



Geographic Weighted Mean Center of Diamond Ball Fields

Geographic Weighted Mean Center of Population (2010 Census)

Parks and Facilities

Community Park

Regional Park

Diamond Ball Fields Service Areas

West Richland City Limits

Unmet 2010 Service Area Population Gap of:

2,975 Residents or 992 Households

Equivalent to a Recommended Inventory of:

2 Additional Diamond Ball Fields

Inclusive of Service Area Overlaps Based on 2010 Census

1 inch = 5,500 feet

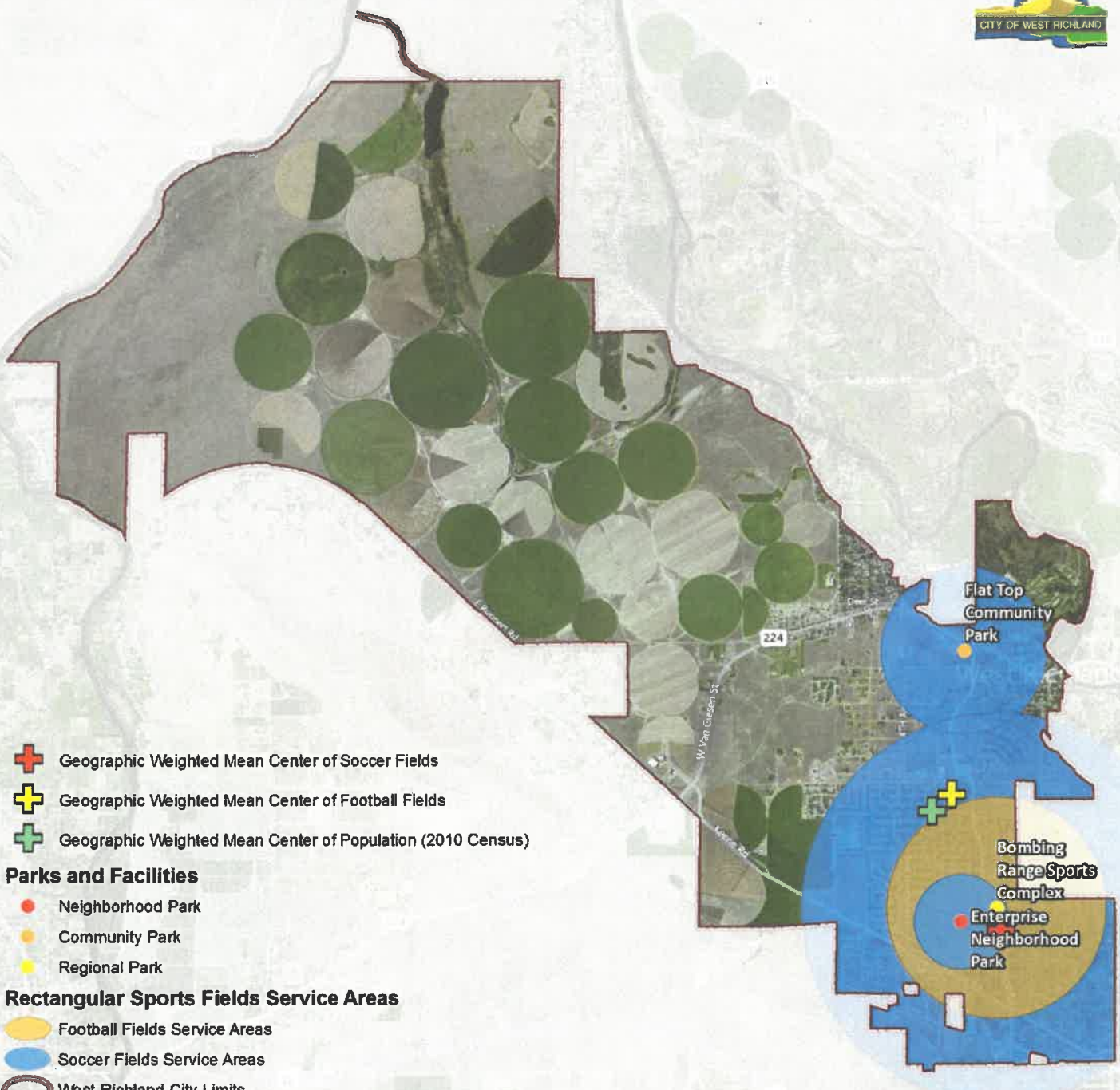
Miles

0 0.5 1

Rectangular Sports Fields

Recommended Standard of 0.85 Soccer Fields per 1,000 Residents
Recommended Standard of 0.25 Football Fields per 1,000 Residents

City of West Richland
Parks and Recreation Plan Update



Geographic Weighted Mean Center of Soccer Fields
Geographic Weighted Mean Center of Football Fields
Geographic Weighted Mean Center of Population (2010 Census)

Parks and Facilities

Neighborhood Park
Community Park
Regional Park

Rectangular Sports Fields Service Areas

Football Fields Service Areas
Soccer Fields Service Areas
West Richland City Limits

Unmet 2010 Service Area Population Gap of:
2,337 Residents or 925 Households

Equivalent to a Recommended Inventory of:
4 Additional Rectangular Sports Fields (2 Soccer and 2 Football)

Inclusive of Service Area Overlaps Based on 2010 Census

pros consulting

1 inch = 5,500 feet

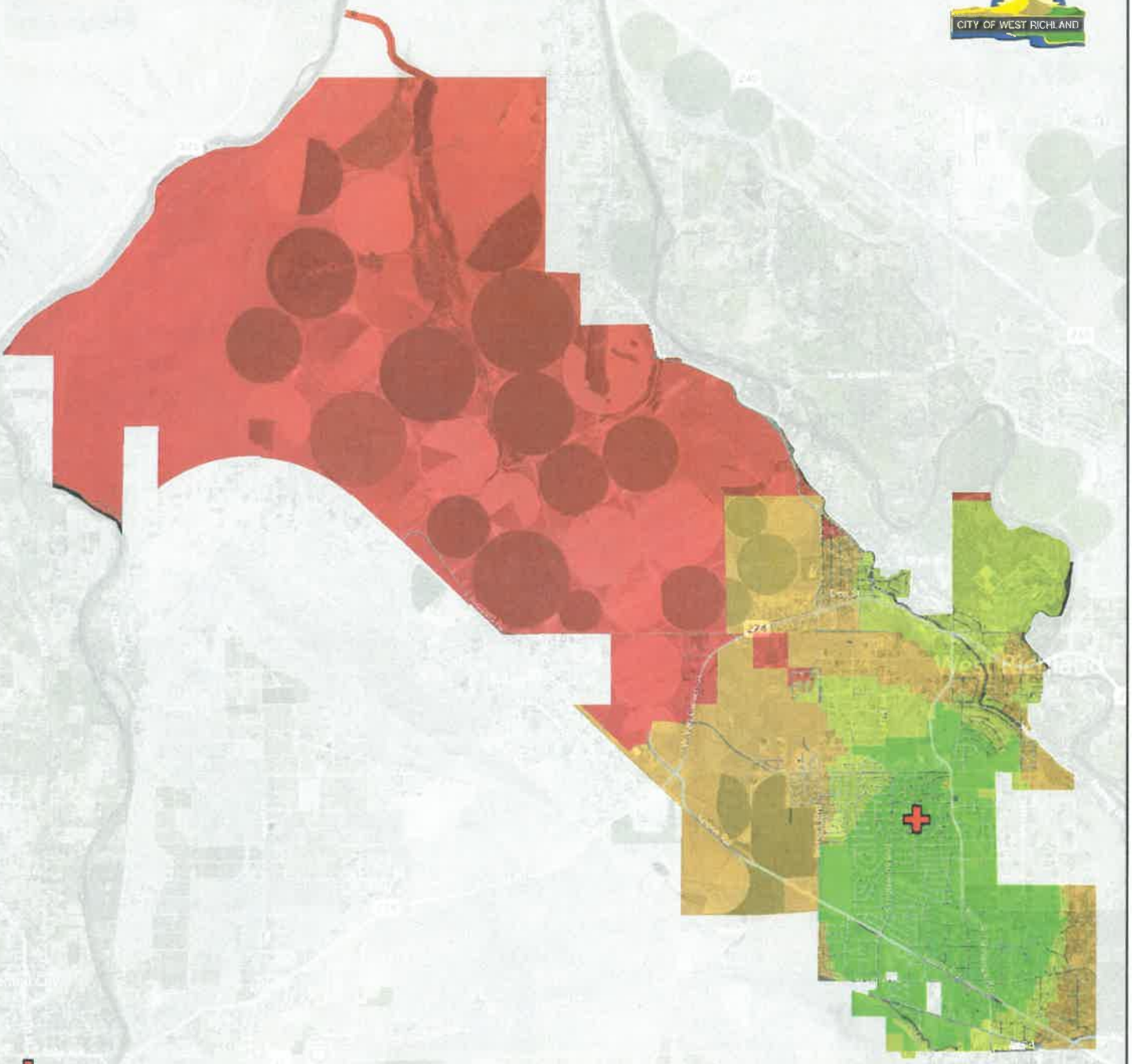
Miles
0 0.5 1

Park Facility Equitable Service Imprint

Based on Service Area Anaylsis at the Parcel Level of Geographic Weighted Mean Center

City of West Richland

Parks and Recreation Plan Update



Geographic Weighted Mean Center of Facilities

Facility Imprint at the Parcel Level

- Parcel with 1 or Fewer Overlapping Service Areas
- Parcel with 2 Overlapping Service Areas
- Parcel with 3 Overlapping Service Areas
- Parcel with 4 Overlapping Service Areas

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1 inch = 5,500 feet

Miles

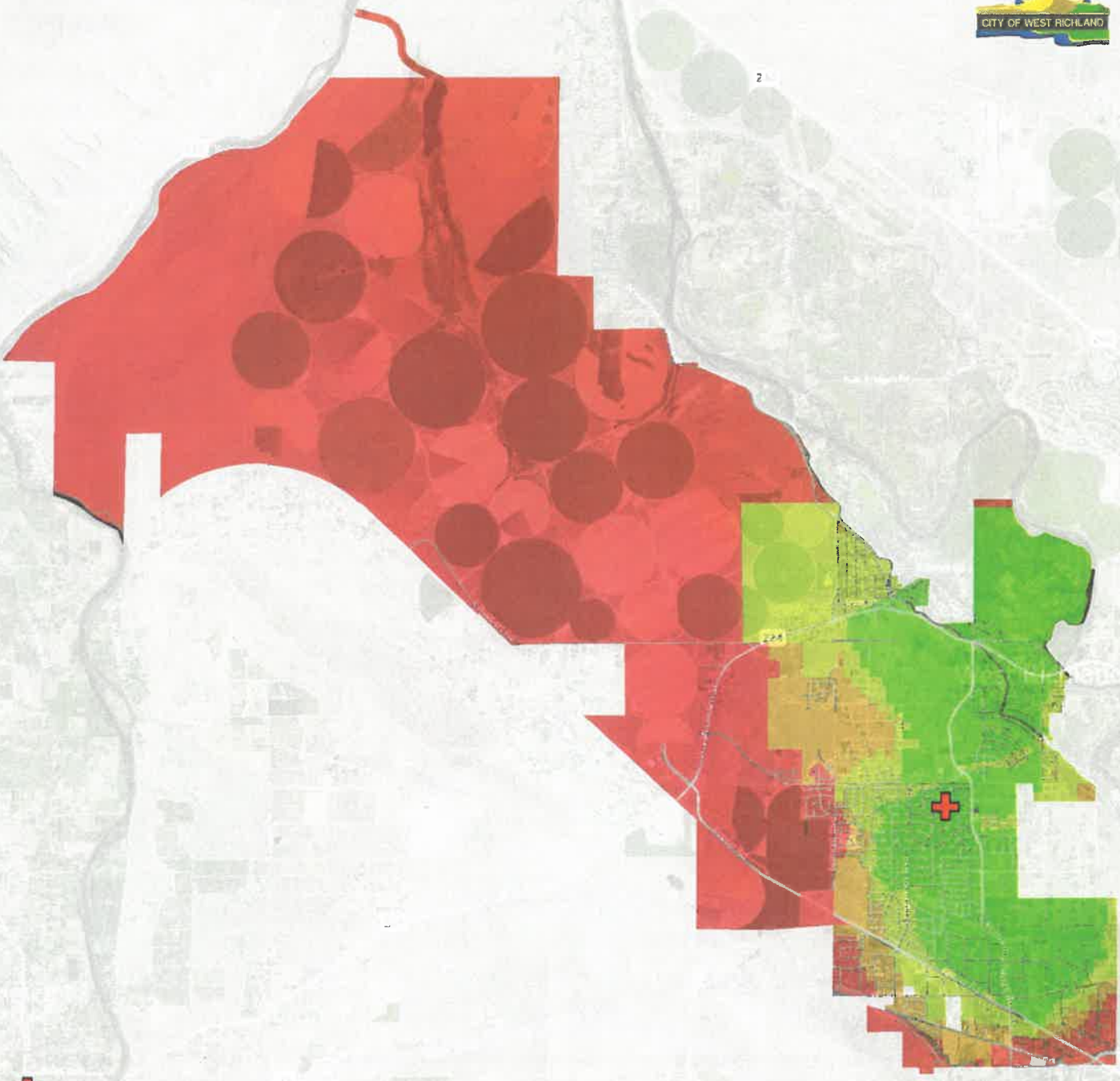
0 0.5 1

Park Asset Equitable Service Imprint

Based on Service Area Anaylsis at the Parcel Level of Geographic Weighted Mean Center

City of West Richland

Parks and Recreation Plan Update



Geographic Weighted Mean Center of Assets

Asset Imprint at the Parcel Level

- Parcel with 2 or Fewer Overlapping Service Areas
- Parcel with 3 to 4 Overlapping Service Areas
- Parcel with 5 to 6 Overlapping Service Areas
- Parcel with 6 or More Overlapping Service Areas

pros consulting

1 inch = 5,500 feet

Miles

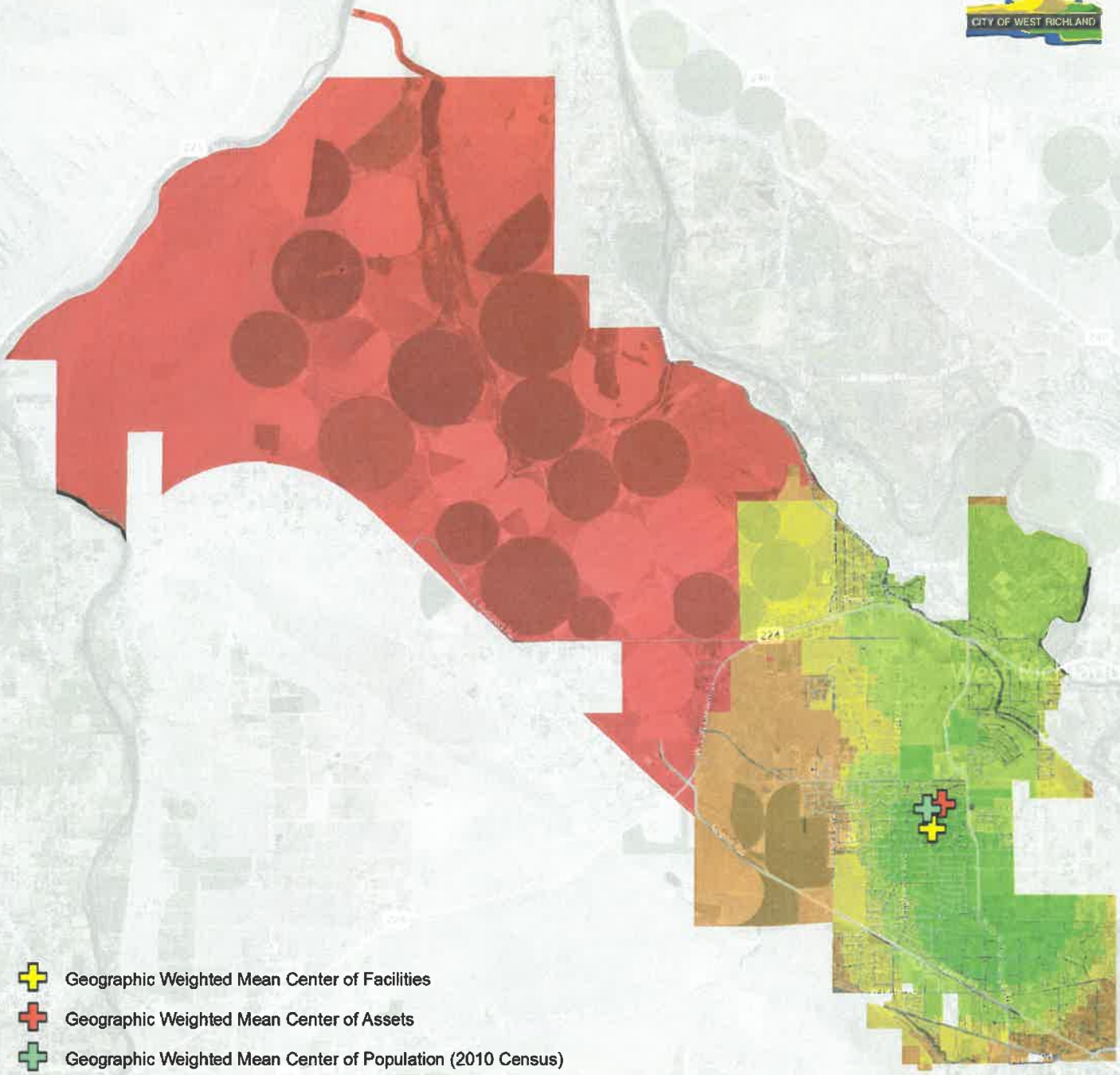
0 0.5 1

Park Facility and Asset Equitable Service Imprint

Based on Service Area Anaylsis at the Census Block and Parcel Level of Geographic Weighted Mean Centers for Population, Assets and Facilities

City of West Richland

Parks and Recreation Plan Update



- Geographic Weighted Mean Center of Facilities
- Geographic Weighted Mean Center of Assets
- Geographic Weighted Mean Center of Population (2010 Census)

Parks and Recreation Imprint at the Parcel Level

- Parcel with 2 or Fewer Overlapping Service Areas
- Parcel with 3 to 5 Overlapping Service Areas
- Parcel with 6 to 8 Overlapping Service Areas
- Parcel with 8 to 11 Overlapping Service Areas
- Parcel with 12 or More Overlapping Service Areas

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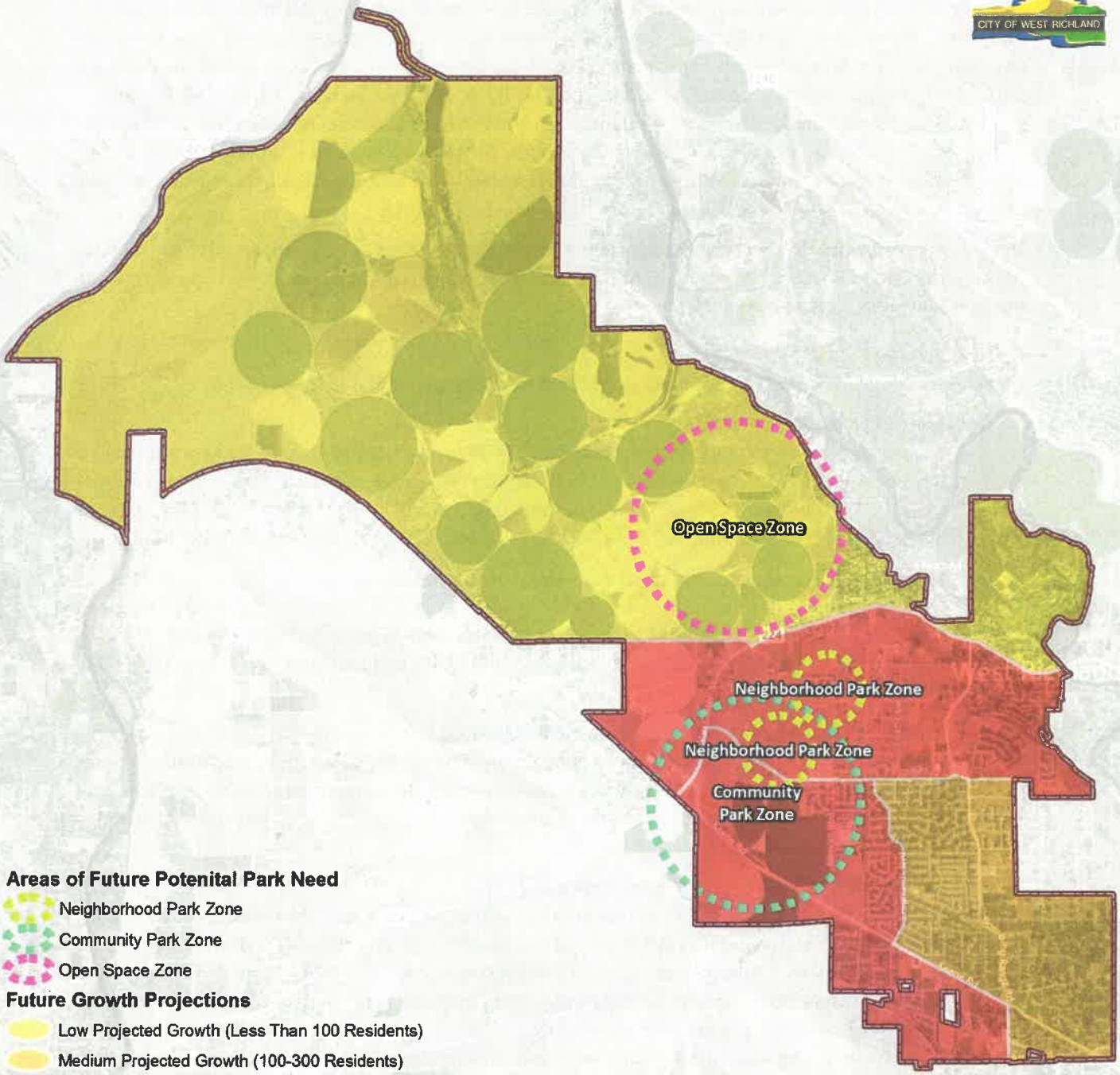
1 inch = 5,500 feet

Miles

0 0.5 1

Projected Growth and Park Needs Map

City of West Richland
Parks and Recreation Plan Update



Areas of Future Potenital Park Need

- Neighborhood Park Zone
- Community Park Zone
- Open Space Zone

Future Growth Projections

- Low Projected Growth (Less Than 100 Residents)
- Medium Projected Growth (100-300 Residents)
- High Projected Growth (300 of More Residents)
- West Richland City Limits

This Map Depicts Projected Population Growth by 2010 Census Tract and Identifies Zones in which Specific Types of Parks May Be Needed Based on Population, Land Use and Zoning, Land Availablity and Community Priorities.

pros consulting

1 inch = 5,500 feet

0 0.5 1 Miles

Chapter 6: Summary of Recommendations

The City of West Richland *Parks and Recreation Master Plan Update* is a living document that provides a framework for guiding West Richland City Council and staff in managing the parks and recreation program over the next 10 years. This plan is based on extensive and thorough public involvement process conducted over the period of seven months (May 2011 to October 2011), and includes a statistically-valid household survey of residents. The public input process revealed ideas, priorities, values, needs, interests, and concerns of residents, many of which varied widely among individuals and among different communities. There were also many similarities of what the residents of West Richland desire from their parks and recreation program today and in the future.

This master plan works to responsibly address the needs that are relevant and appropriate to the City; position the City to improve the provision of parks, recreation and trails in the future; and work to meet the prevailing needs of the community.

6.1 General Recommendations

These general recommendations are briefly summarized below and on the following page.

1. **Develop consistent park signage**
   It is recommended the City of West Richland develop a consistent signage program to clearly and tastefully distinguish park sites, as well as provide usage rules and regulation when they apply. This program should address updating official park names, including use of "neighborhood" or "community" in park names to signify park type and intended site usage.

2. **Adopt park and trail acquisition and development standards**
   Recommendations for updated park and trail acquisition and development standards have been provided for consideration to be incorporated into the subdivision regulations of the City, and to improve the overall quality of future park sites and trails acquired through future residential development.

3. **Enhance and diversify existing parks through upgrading**
   There are opportunities to develop or enhance existing parks with new or updated amenities and features. Park development through upgrading can be a simple process to improve park quality and equity throughout the City. This is especially true in areas that are experiencing population growth.

4. **Establish a Parks and Recreation Department**
   The lack of dedicated staff and personnel to manage the parks and recreation system in West Richland will hinder the implementation of this master plan and the ability of the City to meet community needs. A parks and recreation department should initially consist of one or two persons to coordinate site and facility usage, coordinate site and facility maintenance priorities, work with local user groups and stakeholders, manage contracts and private operators, seek alternative funding to support capital and operational needs, and manage communication and promotion of park and recreation opportunities in the City. This department could directly report to the Community Development Director, and work with the Public Works Department for site and facility maintenance support.

5. **Protect key natural features in the community**

The landscapes and natural features of the region in which West Richland is located are important to protect, particularly with the vast viewsheds and vistas. It is recommended that the City adopt a priority through the parks and recreation program to protect and preserve key natural features. These include, but are not limited to prominent hill tops and ridgelines, as well as riparian areas and river access.

6. **Develop maintenance and management standards**
   Recommended maintenance and management standards have been developed to support the efforts of the Program to improve the upkeep of park sites and trails, as well as to address ongoing maintenance challenges with some sites.

7. **Diversify funding support and recruit a dedicated fund development partner**
   It is recommended that the City of West Richland diversify the funding support provided to the Program by multiple means explained further in the funding and revenue section of this plan. Additionally, West Richland needs support and assistance in acquiring the funds to support the capital and operational demands of the Program beyond just reliance on the taxpayers. The organization of a dedicated fund development partner can be a critical part of a robust funding approach.

8. **Negotiate terms with Bureau of Land Management (BLM)**
   There are several parcels of BLM land within the city limits of West Richland that seem to have no intended future use by the federal agency. It is recommended for the City to negotiate terms to take over ownership or long-term lease of some or all of these lands to either be used as parklands, open space, or however otherwise determined through community-based planning.

6.2 Site Recommendations

Numerous recommendations have been developed for specific parks and sites in West Richland. These recommendations were derived from detailed site assessments, public workshops and involvement, level of service standards analysis, and interviews with stakeholders and leaders in the City. For parks in the West Richland system that do not have specific recommendations featured in this master plan, a subsequent public involvement processes may reveal additional community needs and park issues.

The specific local recommendations are provided on the following pages, not in priority order. Recommended implementation plans are further described in later sections of the master plan.

PARKS

1. **Redevelop South Highlands Community Park**
   South Highlands Community Park is currently developed with two aged tennis courts, a basketball court, playground with a mix of new and old equipment, and picnic areas. It is recommended to redevelop South Highlands Community Park with updated amenities including updated play equipment (transplant existing to Edgewater or Glenn Memorial Park), spray ground (in place of west-end tennis court), a loop trail, a small skateboard amenity, refurbished tennis and basketball courts, and restrooms.

2. **Complete Park at the Lakes Community Park**
   Park at the Lakes Community Park is a unique asset in West Richland with over one mile of paved trail and a lake/water feature that is home to numerous birds and wildlife. It is recommended to complete the development of the park with the second pond (closest to the parking area), and to add to the park with the development of a small community garden and small pavilion near the parking lot as well.

3. **Enhance / Update Play Equipment at Edgewater and Glenn Memorial Park**
   Edgewater Park and Glenn Memorial Park are two older sites in an older residential area of West Richland. These parks are well maintained, but feature outdated play equipment. It is recommended to update the playgrounds at each park with equipment to serve five to 12 year-old children, as well as maintaining limited equipment for children less than five years of age. Additionally, it is recommended to develop a small pavilion at Glenn Memorial Park to support social gatherings and picnicking.

4. **Enhance Amenities at Flat Top Community Park**
   Flat Top Community Park is a signature facility in West Richland, and features diversified usage supported by diversified amenities. Some of these facilities are older and should be either improved or removed. Specifically, it is recommended to refinish the basketball court (including new goal equipment), improve the backstop / baseball practice field, and install screening around the soccer fields especially along Bombing Range Road. It is also recommended to develop a spray ground / splash pad in the undeveloped portion of the park as a low-maintenance, high demand aquatic amenity.

5. **Enhance / Update Play Equipment at Melinda Park**
   Melinda Park is a neighborhood park located in the southeastern portion of the community. It is a well maintained site that features older play equipment. It is recommended to update the playground with equipment to serve five to 12 year-old children, as well as maintaining limited equipment for children less than five years of age.

6. **Skate Park / Pump Track / BMX Park**
   There is strong support among interested residents in the community to expand the adventure sport / non-traditional recreational amenities in the City with the development of a skate park. This facility is recommended to be developed as a combination skate park / pump track / BMX park to provide a site that can manage heavy and diversified usage, particularly in the summer season. It is recommended to develop this park in an area of high visibility and limited residential area, with the City Hall campus as a suggested location. The location of this park should address the following criteria:

   - Site security and enforcement
   - Parking
   - Centralized location that is easy and safe for youth on foot or bicycles to reach from their neighborhoods
   - Appropriateness of surrounding development and real estate

7. **Develop a Trailhead Park on or near Candy Mountain**
   Preserving ridgelines, hilltops and view-sheds is a major priority for residents in West Richland, as well as stakeholders from throughout the region. Candy Mountain is one of the more prominent topographical features in close proximity to existing population of West Richland and features opportunities for future trail and parkland development. It is recommended that West Richland develop a trailhead park on or near Candy Mountain that can serve as an access point for future trails that may be developed in partnership with Benton County or other private and

public stakeholders. This park could include a demonstration / interpretation area for the region's wine industry, and should feature connector trails from nearby residential areas and existing paved pathways.

8. **Improve Access and Amenities at Paul Keith Wetland Preserve**
   Paul Keith Wetland Preserve is a unique park asset in West Richland, but features limited access currently that is not sufficiently marked or designated. Access to the preserve should be improved with clear signage and designated parking that is not in conflict with nearby residences. Expanding the usability of the Preserve as an educational site can include limited development of appropriate amenities such as wildlife viewing blinds, benches, and interpretive signage. This can enable the park to become a popular site for educational groups, as well as quiet reflection and relaxation.

9. **Develop a Ridgeline / Hilltop Open Space Preserve**
   As noted previously, the preservation of ridgelines, hilltops and view-sheds is a major priority for West Richland and the region. There are few opportunities remaining for the City to preserve these prominent natural treasures, and it is recommended to seek a park to be developed in either the western or northwestern portions of the City that can meet these objectives.

10. **Develop a River Access Park on the Yakima River**
    Besides the priorities of ridges and hilltops, access to the Yakima River is also a major priority and value for residents of West Richland. Currently there is only one location in the City in which the public can legally access the river, and this location is small, congested, and features multiple user challenge and neighbor issues. It is recommended to develop a river access park with limited or no structures that would be susceptible to flooding, is properly located for safety and security enforcement, and can be managed to ensure respect of neighbor's property owner rights. Potential locations for this park could include, but not be limited to Fox Island, downstream of the Van Giesen bridge, or upstream of the golf course. Other possible sites for this park could be on the northern boundaries of the City along the river.

11. **Develop Long Range Plans for a Future Community Park**
    Currently there are demands for additional amenities in West Richland that could be served by a well-developed community park, and these demands will increase as the community continues to grow. It is recommended to develop long range plans for an additional community park in the western portion of the City as new residential areas are developed. This park can include sport/athletic fields, playground, pavilions, restrooms, and possibly an outdoor amphitheater. There would be great synergy if this park could be developed in proximity to future mixed use / retail development that would support more diversified and longer usage of the site.

12. **Identify a Targeted Redevelopment Area**
    Parks, trails and open space are very effective as part of a redevelopment strategy for older areas of communities. It is recommended to identify a targeted redevelopment area of the City that would include a park or open space to enhance retail or residential redevelopment. This use of "green infrastructure" in West Richland's economic development strategies not only reflects municipal best practices, but also would likely qualify for outside investment and funding.

TRAILS

1. **Improve connectivity**
   Improve the connectivity within the City of West Richland by completing links within the existing trails and walkways. This should be a phased approach with the following recommendations:

   a. **Priority 1** – redevelop and maintain a natural surface trail along the Yakima River at the Golf Course, which connects to a paved pathway along Fallon Drive extending to the Van Giesen / Bombing Range Road intersection.

   b. **Priority 2** – connect existing pathways along Keene Road and Belmont Boulevard as road and residential developments are completed. Additionally, extend a paved pathway along Van Giesen to the intersection with the planned pathway from Belmont.

   c. **Priority 3** – connect high density residential areas between Paradise Way and Keene Road to a trailhead park at the base of Candy Mountain. Additionally, continue existing paved pathway at Park at the Lakes along the utility corridor, and connect to Keene Road between Belmont Blvd and Van Giesen. This will require a pedestrian crossing near between Park at the Lakes and Enterprise Neighborhood Park.

   d. **Priority 4** – connect Flat Top Community Park with Belmont Boulevard with either a paved or natural surface recreational pathway.

   e. **Priority 5** – complete a paved pathway around the Lewis and Clark Ranch portion of the City to create a western loop, including completing a pathway extending to Grosscup Road as planned.

2. **Improve trail diversity**
   Improve the diversity of trails in the City of West Richland with the addition of designated natural surface trails for hiking and equestrian use.

   a. Consider developing a bridle path in the western portion of the City, possibly alongside a paved pathway that encircles the Lewis and Clark Ranch area.

   b. Consider developing additional natural surface trails along the Yakima River, from the Golf Course northwards if landowner cooperation can be obtained.

   c. Consider developing a riverside trail along the Army COE dike on the Yakima River south of the Van Giesen bridge.

3. **Develop a Fitness Trail**
   Improve the fitness opportunities and impacts provided by trails in the City of West Richland by the following methods:

   a. Grade / rate the trails within West Richland, as well as consistent distance markers that inform users of the health benefit and impacts of each trail.

   b. Establish an official fitness trail in West Richland with multiple fitness and exercise stations.

Photos: Fitness trail signage and stations

4. **Develop an Art and Cultural Trail**
   Diversify the trails and trail experiences in West Richland by developing an art and cultural trail along a section of paved trail near the center of the City. This trail can feature trail art and sculptures that celebrate local artists and local history and culture.

Trail art and sculptures

5. **Future Natural Surface Trails**
   It is recommended to negotiate usage of maintenance roads along the irrigation canals / river dikes as unpaved recreational paths that are cooperatively managed by the City and the affected irrigation district.

RECREATIONAL FIELDS AND FACILITIES

1. **Future Sports Complex**
   As previously identified in the PARKS recommendations, it is recommended to develop an additional sports complex at a future community park that includes two or three diamond ball fields, three or four multi-purpose rectangular fields (or soccer field complex), playground, basketball court, and large group pavilion on the western areas of the City to accommodate current and future demand as the City grows.

2. **West Richland Community Center**
   Currently there are few opportunities for residents of West Richland to gather at indoor community or civic space in the City. It is recommended for the City to develop a partnership with a public or private entity for the development and operation of a multi-generational community center that can provide general and multi-purpose space, a senior center, and a teen center in a centralized location of the City. Optimally, this center should feature both indoor and outdoor activity space, as well as limited administration and storage. The most probable partners for a community center are community service organizations, community-based foundations, or other relevant non-profits.

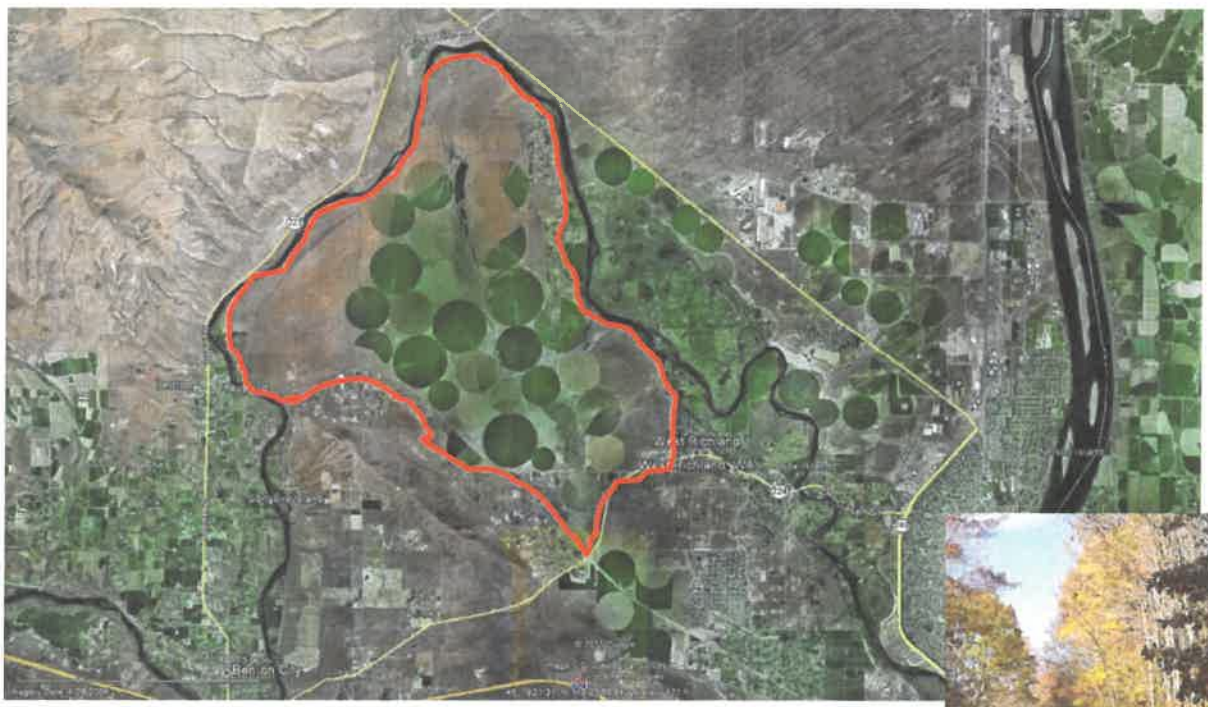
North Tempe Community Center, Tempe, AZ

6.3 VISIONARY PROJECTS

This master plan identifies a limited number of potential visionary projects that can be considered in the future, most likely as a result of a productive partnership between the City of West Richland and public and/or private partners. These projects are ambitious and would likely require funding beyond the means of West Richland acting alone, but could become renowned as regional and statewide attractions. These signature projects are not included in the Capital Improvement Plan or Strategic Action Plan of this master plan document because they are large, ambitious, and visionary possibilities that should be considered only if the correct resources and relationships materialize. They are, however, described here in an effort to include "big ideas" in the vision for what is possible in West Richland.

1. **Lewis and Clark Trailway**

   This project has the potential of becoming one of the most notable recreational trailways in the State of Washington not because it connects regional communities, but because of its length, accessibility and uniqueness. This potential multi-use trail could be a 20-mile recreational path that is a loop, extending from Van Giesen Road up Grosscup Road to and along the Yakima River, around the Lewis and Clark Ranch, back down to Van Giesen Road and returning to its starting point. A rough and potential routing of the trail is shown on the aerial photo below in red (photo courtesy of Google Earth).



The trailway, if paved, would become extremely popular for cyclists of all skill levels, as well as other non-motorized trail uses. It is recommended that at least a portion of the trail could include an equestrian bridle path alongside the paved path, separated by a

fence or barrier, that would further diversify usage of this amenity.

2. **Yakima Whitewater Park**

An exciting visionary project that would require extensive technical and feasibility study is a whitewater park along the Yakima River that utilizes the river as a water source. The major requirement of a whitewater park are reliable stream flows and sufficient space (12-16 acres). Such a development would require permitting from the U.S. Army Corps of Engineers (404 permit) and any applicable state and local regulatory agencies. The nature of the Yakima River in this region would suggest the best whitewater course would be a man-made diversion channel of at least 2,000 feet in length, and an average width of 30 to 50 feet. If a suitable site were located, it is recommended that a whitewater park be developed in concert with mixed use / retail development, and even possible limited residential. The synergy of all these elements would support a more robust business and operating plan for the park. A whitewater park as a vision should be considered only if the design would incorporate diverse usage including rafting, kayaking and canoeing. Guided programs, access fees, and equipment/gear rental would likely be the cornerstone of the operator's business plan.

Top: San Marcos, TX

Bottom: Adventure Sports Center International, McHenry, MD

3. **Nature and Environmental Learning Center**

A nature and environmental learning center in West Richland could be a tremendous compliment to the area's other parks and attractions. Such a facility could also be a component of the tourism appeal of the region, and augment the growing popularity of the wine-making industry. This facility would need to include a minimum of 50 to 100 acres of habitat that could be utilized for wildlife viewing and demonstration sites, depending on the nature of the site and landscape. Wooded areas could be smaller in size; open areas would require more acreage. A nature center building could be the hub of the park with classrooms, exhibit space, and space for administration offices and storage. This facility should be designed to include limited retail opportunities, as well as be a host site for educational groups, tours, weddings, meetings and other special events.

Chapter 7: Operations and Management Manual

The operations and management manual section of the City of West Richland *Parks, Trails, and Recreational Fields Master Plan* provides strategic guidelines and recommended tactics for managing the Program over the next 10 years. The recommendations contained in this manual are derived from a thorough review of the Program's administration and management, the culture and values of the City of West Richland, and best practices in the parks and recreation industry from around the United States. The manual contains the following major areas of focus:

- **Policy and Procedural Recommendations** – A detail of recommendations pertaining to policies and procedures of the Program and how they are administered.
- **Organizational Recommendations** – A detail of organizational recommendations addressing the functionality and structure of the Program.
- **Maintenance Management Recommendations** – A detail of recommendations identifying the current and recommended maintenance functions and priorities supporting parks and recreation sites.

7.1 Policy and Procedural Recommendations

A small number of recommendations in this master plan pertain to suggested policies, procedures and practices. These recommendations are:

1. Improve the ability of the City of West Richland to manage the quality of lands received through subdivision development regulations as viable public park assets.
2. Expand the ability of the City of West Richland to pursue trail development projects through subdivision development regulations.
3. Establish a mechanism within the City of West Richland to coordinate and support the development and maintenance of eligible and approved trail projects throughout the City.
4. Strengthen existing and develop new partnerships with leaseholders, user groups and stakeholders to enhance the quality of West Richland parks, trails and recreational facilities.
5. Establish more consistent maintenance standards for City of West Richland parks.

The following recommendations provide policy considerations that would require adoption by the City Council to be successful, and would require support from City of West Richland staff.

1. SUBDIVISION REGULATIONS

The City of West Richland Subdivision Regulations contain no provisions for park land dedication and cash-in-lieu. These provisions are detailed in Chapter 16 of the City of West Richland Municipal Code – Division of Lands. Within this section, there are requirements for park and open space preservation and development as related to residential subdivision development, most notably through park impact fees. It is recommended to amend the subdivision regulations to include the following park land dedication objectives:

1. Preserve and protect wildlife habitat, species of special concern and their habitat, agricultural uses, historical and cultural features, scenic views, natural drainage areas and systems, and other desirable features of the natural environment, such as healthy long-lived trees,

topography, significant plant communities, ground and surface water, wetlands, and riparian areas;

2. Provide open space areas for conservation or passive recreation;
3. Provide active recreational areas for use by residents of the development and, where specified, the larger community;
4. Meet the goals of the City of West Richland Parks and Recreation Master Plan;
5. Provide areas for social interaction and livability;
6. Arrange open space to be accessible and functional for use by the residents of the development and where specified, the larger community; and
7. Protect sensitive environmental features and natural areas by providing landscape buffers within open space areas.

Current Challenge:

A challenge with many current municipal regulations is that the design standards for what constitutes quality park lands are not adequately detailed. Ambiguity has resulted in the dedication of multiple city parks that are largely unusable as public parks. Recommended changes to City regulations are intended to improve the quality of dedicated parklands in newly developed subdivisions as usable public parks with meaningful recreational value, as well as provide an alternative to subdivision developers to engage in trail development projects in lieu of parkland dedication.

Recommendations:

1. **Develop design standards to include specific requirements for park design, size and dedication options as a result of subdivision development.**

   Specific design standard examples the City may consider as a starting point for revising subdivision regulations are provided as a supplement to this master plan.

2. **Consider formulating and adopting a park development fee associated with cash-in-lieu donations that provides financial resources for the City of West Richland to develop dedicated parklands in subdivisions, versus relying solely on the City taxpayers as a whole to fund park development in subdivisions.**

   Park development fees associated with cash-in-lieu of land dedication in subdivision regulations are beginning to become more accepted as a measure of fairness for who is expected to bear the financial burden of park development in new residential areas. John Crompton, Ph.D., of Texas A&M University recently published "An Analysis of Parkland Dedication Ordinances in Texas" and noted,

   > *A problem with ordinances that contain only the land and fee in lieu elements is that they provide only for the acquisition of land. The additional capital needed to transform that bare land into a park is borne by existing taxpayers. In some instances, the result is that the dedicated land is never developed into a park and remains sterile open space which detracts from a community's appeal rather than*

adding to it. This led...communities to expand their ordinances to incorporate a park development fee element to pay for the cost of transforming the land into a park.[23]

3. **Formalize the alternative for subdivision developers to provide trail development in lieu of parkland dedication or cash-in-lieu donation.**

2. ACQUISITION CRITERIA

RECREATION PARKS

If the parcel is intended to become a recreation park, it should provide a benefit to the area. The below questions can help determine the value of the parcel. These questions are relative to the park's classification (pocket, neighborhood, or community, regional) and general location (rural or urban).

Basic Attributes

1. Is the land of an appropriate size and shape?
2. Is the character of the land (topography, drainage, soils, etc.) appropriate?
3. Does the land have inherent economic value comparable to the lands adjoining it?
4. Is this land suitable to provide the recreation experiences needed in the area?
5. Would the use of this land (as guided by its classification) harm the natural environment?

Location

1. Is the land in an appropriate place?
2. Would this land contribute to the equitable distribution of parks in the planning region?

Access

1. After dedication, would this land, upon casual observation, be easily identifiable as a public park?
2. Will the land be appropriately accessible to the public?

Developments

1. Is the supporting infrastructure (utilities, access, etc.) available in the appropriate form and scale needed?
2. Is the land free of infrastructure (high-tension power lines, sewage lagoons, etc.) that would limit appropriate park uses?
3. Is the land free of easements (drainage, effluent disposal, mineral extraction, motorized access, etc.) that would limit appropriate park uses?
4. Does the land have any special cultural or historical significance?

Hazards and Costs

1. Are there physical hazards, limitations or restrictions that would hinder the intended use of the land?
2. Would the benefits offered by this land outweigh the potential liabilities?
3. Would the benefits offered by this land outweigh foreseeable maintenance costs?

Contribution to the Park System

1. Does the land complement other nearby park lands?
2. Does the land serve as a linkage or corridor to other park lands?
3. Do non-motorized travel-ways exist between this park and residences, schools, and other parks and open space?

Harmonious Existence with Built Environment

1. Would the use of this land (as guided by its classification) conflict with adjacent land use?
5. Does adjacent land use conflict with the intended uses of this land?

[23] Crompton, John L., "An Analysis of Parkland Dedication Ordinances in Texas." Journal of Park and Recreation Administration 28.1 (Spring 2010): 70-102.

CONSERVATION PARKS

If the parcel is intended to become a conservation park, it should provide for the protection of important natural values. The below questions can help determine the value of the parcel.

Physical Landform

1. Does the land contain a riparian area?
2. Does the land contain unique geomorphic features?
3. Is the landform essentially in its natural state, or can it be returned to such a state?

Flora and Fauna

1. Does the land serve an important biological purpose in the area?
2. Is the majority of the vegetation native to the area?
3. Is the habitat unique to the area?
4. Does a diversity of plant species exist on the site?
5. Does a diversity of animal species exist on the site?
6. Is the land large enough and of high enough quality to provide self-contained habitat?
7. Does the land provide for wildlife linkages to other habitat areas?
8. Do any sensitive or rare plant or animal species live on or use this land?
9. Does the land buffer adjacent lands that contain sensitive or rare plants or animals?
10. Is the habitat largely unaltered from its natural state, or can it be restored to such a state?

Human Uses

1. Will human use of this land harm the natural habitat?
2. If the land is intended to serve as a non-motorized linkage to other areas, is it suitable for such a purpose?
3. Does the land provide educational opportunities?
4. Is the land threatened by other uses?

Contribution to the Conservation Land System

1. Is the land in an area identified as having important resources?
2. Does the land link other conservation lands?
3. Does the land contribute to the diversity of conservation lands in the area?

Harmonious Existence with Built Environment

1. Does (or will) adjacent land use degrade the naturalness of the land?
2. Will it be possible to prevent intrusions from exotic plants, domestic animals, and other threats?

3. CONTRACTUAL AGREEMENTS

Some park developments and maintenance may be beyond the abilities of the City of and must be performed by skilled and organized professionals. On-going contracts may be for mowing, landscape maintenance, tree pruning, or litter control and example one time contracts may include well digging, electrical or plumbing installation, timber harvesting, landscaping, surveying, architectural drawings, or heavy equipment use. It may be possible for future parks in West Richland to be developed and maintained, under contract, by other entities.

The City of West Richland will support these contractual agreements to the extent that they meet the goals and criteria identified in this plan.

4. TRAIL RIGHT-OF-WAYS

Trails along roads and highways are often constructed either within the road right-of-way, or on parcels with negotiated easements. In the case that trails are constructed in right-of-ways, the City should verify ownership of the right-of-way and affected current or future trail. Inter-local agreements regarding trail ownership and maintenance should be established between the City of West Richland

and other right-of-way owners (private parties, Benton County, State of Washington, or federal) where trails are constructed or accepted by the City that are not within City right-of-ways.

5. DISABLED ACCESS

Development of a quality parks system requires that all users, of all abilities, have access to at least the basic components of that system. Few City of West Richland parks provide opportunities for the mobility impaired. Meeting the needs of this population, and the requirements of the Americans With Disabilities Act, will take a number of years. Implementation is based on a system that designates the highest priority park needs as follows:

1. Access to the park, including adequate parking and trail system.
2. Access to each major site or facility within the park.
3. Access to restrooms and drinking fountains.

Access to other remaining sites and programs within the park, which are appropriate and will not fundamentally change the site or program, its flora and fauna, and the recreation experiences available there.

6. NAMING CITY PARKS

Every park should feature a sign indicating its name. Signs are appropriate at regional and community parks, and for neighborhood and pocket parks, or when there is a special need to identify the park as public land.

The City Council has authority to name City parks, giving deference to the wishes of those developing the park or local residents. The guidelines below suggest ways of choosing names for placement on signs or for internal reference:

- Name of former City of West Richland resident or elected official.
- Significant local geographical feature.
- Name of a prominent historical resident, interest, or event.
- Name of an organization that has developed and/or maintains the park.
- Name of neighborhood or subdivision (for neighborhood parks).
- Name of an adjacent school.

7. RECOGNIZING DONORS

The City of West Richland may contribute only a portion of the money and time needed for park development or enhancements. Local organizations, residents, and businesses, who provide assistance should be recognized. While the City Council does not typically permit advertising in City parks, it recognizes proper recognition of donors, which the following guidelines help address.

- If a number of donors are recognized for general park improvements and maintenance, one sign should be used.
- Any sign recognizing multiple donors should be of a similar size and shape as a sign that names a park or posts regulations.
- Signs recognizing donors should not be brightly colored and should not include business logos unless otherwise approved.
- Donors of specific facilities or structures (such as benches, water fountains, etc.) can be identified, if desired, by a small, unobtrusive plaque or engraving on or near the structure. This identification should not be brightly colored and should not include business logos. Standard

specifications for the signs will be set by the City of West Richland staff, Parks Board and City Council.

8. PLACING MEMORIALS

Parks are visible, appropriate places to memorialize deceased citizens who have given special service to the community. Deciding whom to memorialize, and how to do so, requires serious consideration and reflection and should be guided by the following:

- Discussions and decisions regarding memorials of persons recently deceased should not occur until a minimum of three months after the person's death.
- A person who dies while performing a public service should receive priority for memorialization.
- Persons who have contributed exceptional services to their community can be memorialized.
- It is not recommended to change the name of an established park.

Trees or benches, accompanied by a small plaque, are ways to memorialize a person within a park. They should be placed in parks that are well-maintained.

9. LEASING CITY PARKS

While City parks are generally available for public use at no charge, there are certain situations when leases for special uses are necessary. This can occur when one individual or group will receive much greater benefits from park usage than would the general public, and the general public has no immediate interest in the land.

TYPES OF LEASES

The following policies will better guide City staff, Parks Board, or City Council in granting leases for City parks. The policies differ depending upon if the proposed purpose of lease is for an optimal recreational use, non-optimal recreational use, or non-recreational use.

Recreational Uses

It should first be determined if the proposed lease or special permit for recreational use would provide for the optimal use of the park. The determination can be guided by this plan, public comment, and staff assistance. If, after this guidance, uncertainty exists, then the use should be considered non-optimal. Different policies exist for optimal and non-optimal recreational uses.

Optimal uses

- The City will consider incentives to the lessee to develop and maintain the land as proposed.
- The City will consider a lease or permit for a length of time most desirable to the lessee.
- The land will be leased for a minimal fee to non-profit organizations. A fair rental amount will be charged to for-profit organizations
- The lessee must have insurance that removes all liability from the City.
- A public hearing must be held before any lease or permit is granted, and comments taken regarding the above issues and any other relevant concerns.
- After the lease or permit expires, and is not renewed by decision of either party, the land must be reclaimed to its previous condition.

Non-optimal uses

- The proposed use must not substantially alter the landscape, nor may it harm the natural environment.

- The lease or permit must be proposed for renewal every year. If an optimal use of the land is proposed at a later date, then the lease for the non-optimal use will not be renewed.
- After the lease or permit expires, and is not renewed by decision of either party, the land must be reclaimed to its previous condition.
- The land will be leased for a minimal fee to non-profit organizations. A fair rental amount will be charged to for-profit organizations
- The lessee must have insurance that removes all liability from the City.
- A public hearing must be held before any lease or permit is granted, and comments taken regarding the above issues and any other relevant concerns.

Non-Recreational Uses

For all non-recreational uses, the following criteria should be met before granting a lease or special use permit:

- The proposed use must not interfere with a public interest in the land.
- The proposed use must not substantially alter the landscape or harm the natural environment.
- The lease or permit must be proposed for renewal every year. If an optimal use of the land is proposed at a later date, then the lease for the non-optimal use will not be renewed.
- After the lease or permit expires, and is not renewed by decision of either party, the land must be reclaimed to its previous condition.
- The City will charge fair-market value for the lease or permit. Revenue will be used for park development, maintenance, or acquisition in the planning region where the funds are generated.
- The lessee must have insurance that removes all liability from the City
- A public hearing must be held before any lease or permit is granted, and comments taken regarding the above issues and any other relevant concerns.

10. FEASIBILITY STUDIES AND FUTURE SITE OPERATIONS PLANS

The City should perform a feasibility study and preliminary operations plan on any future development of park sites or recreational facilities where capital expenses are estimated to exceed $1,000,000.

7.2 ORGANIZATIONAL RECOMMENDATIONS

The current structure and capabilities of the City of West Richland Parks and Recreation Program is limited due to the lack of personnel dedicated exclusively to the public service of parks and recreation by the City. Pursuit of many of the recommendations and strategies contained within this master plan will require enhancing the current Program's organizational capacity. This can be achieved through the following means:

- Establish a Parks and Recreation Department with dedicated or shared staff
- Contract labor
- Volunteers

The organizational recommendations that follow have been developed after careful study of the current capabilities of the Program, a review of priorities for implementing part or all of this master plan, use of multiple means for growing organizational capacity, and discussion with City staff and leadership.

PARKS AND RECREATION DEPARTMENT

Establishing dedicated staff and personnel to manage the parks and recreation system in West Richland will support the implementation of this master plan and the ability of the City to meet on-going community needs. A parks and recreation department should initially consist of one or two persons to coordinate site and facility usage, coordinate site and facility maintenance priorities, work with local user groups and stakeholders, manage contracts and private operators, seek alternative funding to support capital and operational needs, and manage communication and promotion of park and recreation opportunities in the City. This department could directly report to the Community Development Director, and work with the Public Works Department for site and facility maintenance support. The following staff are recommended.

1. **PARKS AND RECREATION DIRECTOR**
   This can be a dedicated position that is focused on the management of park and recreation sites and amenities in the City of West Richland, coordination with Public Works for maintenance, and coordination with user groups and other stakeholders for site and facilities use. This position would also be responsible for developing and maintaining an annual communications plan that promotes community awareness and participation in park and recreation opportunities in the City. Finally, the Parks and Recreation Director should be accountable to an annual budget allocation approved by the City Council, fund development from alternative sources for identified capital and operational needs, and management of additional staff, contract labor and volunteers supporting the City of West Richland Parks and Recreation Program.

2. **PROGRAM AND TRAILS COORDINATOR**
   This can be a dedicated or shared position that is initially part-time and potentially evolves to a full-time position that is focused on the coordination of programs and services, as well as trail maintenance and development projects in the City of West Richland. This employee would be expected to assist in the pursuit of partnership opportunities linked to developing financial or capital resources, delivery of programs and services at parks and recreation facilities, and generating successful grant pursuits. Additionally, this position should be responsible to oversee trail maintenance and repair projects as they are assigned and support the Parks and Recreation Director in the implementation of capital projects related to trails.

CONTRACT LABOR

The Program currently utilizes contract labor for various functions on an as needed basis. There are no recommendations pertaining to any change in the contract labor practices of the Program.

VOLUNTEERS

Volunteers are a major part of current operations of the Program and are generally organized within user groups and leaseholders to meet the needs of an individual park or park asset. It is recommended to consider developing a formalized volunteer program that organizes work-days at parks and could incubate a source of labor support and awareness around meeting park and recreation site and facility needs of the City.

1. PARTNERSHIP STANDARDS

The success of the West Richland Parks and Recreation Program is largely due to the diversity of working partnerships with non-profit organizations and user groups for development, management, utilization and support with maintenance of park sites. It is recommended to develop partnership standards for

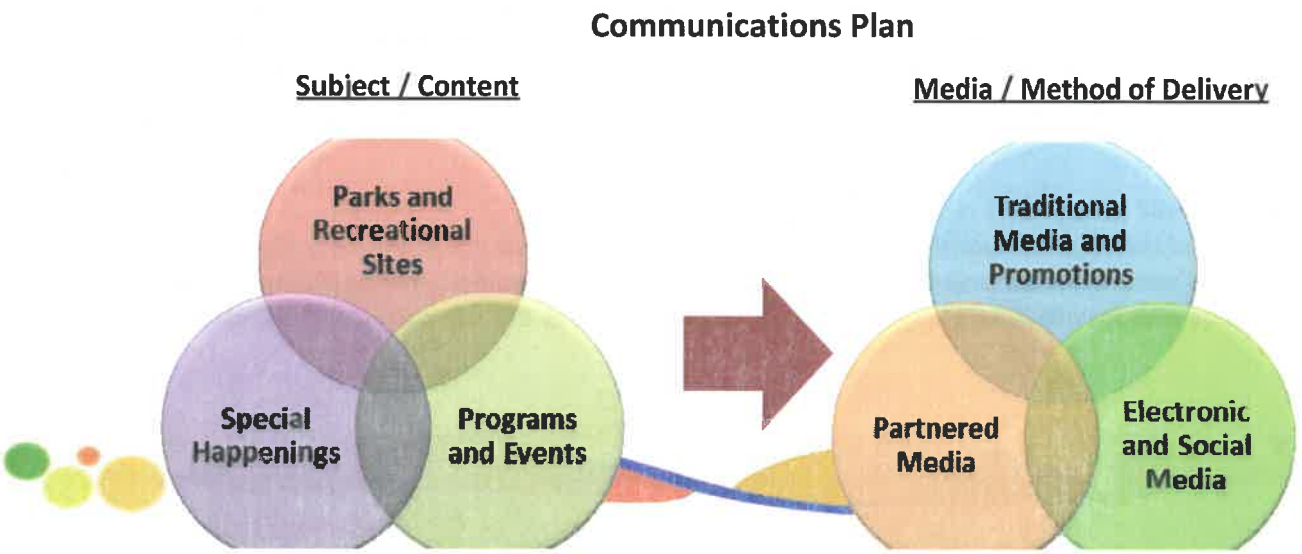
current and future leaseholders and other partners. The following partnership standards are recommended for all current and future leaseholder and partnership agreements:

- All partnerships should require a written working agreement with measurable outcomes that hold each partner accountable to the desired outcomes and will be evaluated by the Program on an annual basis.
- Depending on the level of investment made by the partner, the partnership agreement can be limited to months, a year, or multiple years.
- All partnerships should track direct and indirect costs associated with the partnership investment to demonstrate the level of equity each partner is investing.
- Each partnership should exhibit collaborative planning on a yearly basis; regular communication; and annually reporting to each other's board or owners on how well the partnership is working and the results of their efforts to the taxpayers of West Richland.

Type of Partnership	Potential Partner Entities
Development of amenities, facilities or infrastructure	Public/quasi-governmental agencies, non-profit organizations, commercial/for-profit organizations
Maintenance of sites, facilities or infrastructure	Public/quasi-governmental agencies, non-profit organizations, commercial/for-profit organizations, user groups/associations
Site and/or facility management	Public/quasi-governmental agencies, non-profit organizations, commercial/for-profit organizations
Site and/or facility utilization	Public/quasi-governmental agencies, non-profit organizations, commercial/for-profit organizations, user groups/associations

3. COMMUNICATION PLAN

Among the prevalent findings of the public input process was a general lack of awareness among City residents of the parks and recreation opportunities available in West Richland. It is an important recommendation that the City develop and maintain and annual communication plan for promoting awareness and participation among residents of the City and the surrounding areas that includes a broad diversity of communication media – electronic and otherwise.



7.3 Maintenance Management Recommendations

These maintenance management recommendations have been prepared as a component of the *Parks and Recreation Master Plan Update* project, and were developed following intensive review of the current site and asset maintenance responsibilities of the West Richland Public Works Department specifically focused on park maintenance. These existing circumstances were coupled with industry best practices provided by PROS Consulting LLC as derived from our experience nationally. The resulting recommendations were generated in order to support the strategic decisions of the City for maintaining high quality parks, open space, trails, and recreation assets into the future.

Purpose of Maintenance Management Recommendations

The purpose of these recommendations is to clearly define the requirements and actions of West Richland ("City") for maintaining high quality parks, open spaces, trails, and recreation sites and assets over the next 10 years. This includes consideration of existing conditions of the current inventory, as well as additional sites and assets that are being considered within the next five years.

These recommendations standards are intended to enable the City to improve the identification, justification, and prioritization of maintenance requirements for park and recreation sites and assets. This is achieved by establishing a clear quantification of resources necessary to maintain the current system as high-quality, accounting for aging facilities that continually deteriorate from use, as well as incorporating sites and assets being considered for addition to the West Richland Parks and Recreation System ("System") in the upcoming years.

Industry Best Practices

In the process of completing over 700 projects throughout the United States and abroad, the PROS Team has developed a set of best management practices for park and recreation agencies. Several of these are related directly or indirectly to maintenance responsibilities. These 10 recommended best management practices are provided below for consideration at the City of West Richland.

Best practice agencies integrate sustainability approaches within maintenance management practices. This includes energy conservation, use of alternative fuels and hybrid or electric vehicles, LEED design principles, use of solar and wind power, planting trees, reducing staff driving time, recycling, and the reduction of chemicals in general park maintenance duties. The recommended best practices described below can be integrated into the City of West Richland management priorities and supported by City leadership for purposes of preserving the quality and integrity of facilities, structures, and assets throughout the System.

1. Park maintenance personnel in best management systems maintain 12 to 14 acres per person of managed park space. This can be a combination of public employees and contract employees.[∇]
2. Best managed park and recreation systems have a maintenance work order system in place to track the cost of maintenance, utilities, supplies, equipment and employee time for parks and recreation facilities based on set standards. The work order system also manages asset lifecycles for all replacement schedules to keep parks and facilities up to the level they need to so the public will enjoy them for a long period of time.
3. Best practice agencies have an equipment replacement program established and funded to keep equipment tied to employee productivity and supporting the efficiency goals of the agency.

[∇] This is a best practice finding based on the 700+ projects completed by PROS Consulting LLC over the last 15 years in the parks and recreation industry.

4. Best practice agencies outsource their maintenance operations at no less than 20% of their total labor with the remaining resources dedicated to continuity in case a contract is discontinued the agency can step in and continue operations with limited impact on the users.
5. Best management agencies have maintenance management plans in place to keep control of maintenance costs and efficiency. These plans are updated every five years.
6. Best practice agencies have established design standards for parks and recreation facilities based on the outcomes that they want to achieve and based on the dollars to develop and the return on investment from users to support operational costs if any. These standards apply to neighborhood parks, community parks and all recreational facilities an agency has under its management and control.
7. Best practice agencies reinvest 4-6% of the estimated value of their total assets (less land values) annually in their capital assets and infrastructure in order to maintain what they already own to keep them well positioned in the minds of residents. [▽]
8. Best practice agencies have maintenance and program standards that support design standards to operate as efficiently as possible while supporting the customer service requirements of the program or facility.
9. Best practice agencies seek out bond funds to support capital costs every five years to keep the bond issuance low with the high value of return to taxpayers based on the time-value of money. As parks and recreation facilities are developed and succeed, the community will support these bond issues if presented to clearly identify the benefits residents will receive as a result of these investments and that the improvements have wide-age segment appeal.
10. Best practice agencies have 35-40 funding sources including earned revenues that they use to support operational and capital costs to keep the agency as sustainable as possible.

Regular Maintenance Requirements

The regular maintenance requirements provides calculated unit-based quantification for most major resource requirements, and provides the method through which projections for future resource needs can be developed. Issues not addressed in the section are major capital repair and replacement actions that are beyond the preventative and responsive nature of regular maintenance.

OBJECTIVES OF PARKS AND RECREATION MAINTENANCE

The City's maintenance efforts are expansive and address diverse aspects of maintaining high quality facilities, amenities and infrastructure for the sake of preserving the integrity of public assets and their meaningful use. The prevailing objectives of the park and recreation maintenance program are presented below not in order of importance:

- Maintain and improve the sites, grounds, facilities, and structures of the City of West Richland Parks and Recreation System to provide optimal and enjoyable use.
- Provide landscaping and general maintenance for a multitude of City amenities, including but not limited to City landscaping beds and turf, urban open spaces, urban forests, and select City buildings and structures.
- Be responsive to maintenance needs of the City open space tracts including, but not limited to access points, trail repair, erosion control, and trash removal.

[▽] This is a best practice finding based on the 700+ projects completed by PROS Consulting LLC over the last 15 years in the parks and recreation industry.

Many of these objectives for the Department's maintenance team go beyond the traditional responsibilities of parks and recreation employees, but provide an invaluable service to the community. The assessment performed by the consultant team reviewing the sites and facilities of the System yielded findings that the maintenance staff are extremely productive given their vast responsibilities and limited resources. It is important for members of the community, Department management, and City leadership to project future resource requirements of additional sites and facilities across each of these objectives. These objectives represent the full scope of expectations the community has for the outcome of parks and recreation maintenance efforts.

The consultant team collected data from the Department regarding the current resource requirements of the maintenance team and their responsibilities in both direct labor and contracted labor. These requirements will be detailed in accordance with an objective quantification of maintenance responsibilities in such areas as acres, types of sites and facilities, miles of trails, etc. The sections that follow build the framework of quantifying maintenance resource requirements by unit, which can enable an accurate projection of future requirements with additional sites and assets in the System.

MAINTENANCE MODES

West Richland park and recreation maintenance functions are currently organized into a tiered structure of three different levels of service. These three levels are referred to as *maintenance modes* and each has a unique standard that dictates routine maintenance tasks and their frequency. The appropriate maintenance mode is assigned to each park or site which creates the framework for organizing and scheduling tasks and responsibilities at each location. A description of each of the maintenance modes is provided below.

MAINTENANCE MODE 1

Maintenance Mode 1 (Mode 1) applies to parks or sites that require the greatest level of effort of highest maintenance standard in the system. These are typically highly developed parks with multiple amenities that are heavily used. Parks maintained under Mode 1 are generally regional parks, sports complexes, and specific community parks, with a few exceptions in neighborhood parks and special use facilities. The table below details the maintenance tasks and their frequency for Maintenance Mode 1. The revised spreadsheet needs to be inserted for all three mode levels.

FUNCTIONS	FREQUENCY	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Ball Field Renovation	2 x per year												
Pre-emergent Turf	2 x per year												
Pre-emergent Granite	2 x per year												
Post-emergent Turf	as needed												
Post-emergent Granite	as needed												
Erosion Control	1 x per month												
Grafitti Removal	as needed												
Irrigation Inspection	1 x per month												
Litter/Trash Control	1 per day												
Park Inspection	1 x per day												
Playground Inspected	1 x per wk												
Restrooms cleaned	1 x per day												
Shrub Pruning (major)	min. 1 x per yr												
Tree Pruning (Major)	min. 1 x per yr												
Turf: *Mowing	3 x per month												
Fertilize	2 x per year												
Aerate	2 x per year												
Soil testing	as needed												

MAINTENANCE MODE 2

Maintenance Mode 2 (Mode 2) applies to parks or sites that require a moderate level of effort and maintenance standard in the system. These can include developed and undeveloped parks with amenities that are heavily used. Parks maintained under Mode 2 are generally neighborhood parks, special use facilities, city facilities and fire stations, and some community parks. The table below details the maintenance tasks and their frequency for Maintenance Mode 2.

FUNCTIONS	FREQUENCY	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Ball Field Renovation	as needed												
Pre-emergent Turf	as needed												
Pre-emergent Granite	2 x per year												
Post-emergent Turf	as needed												
Post-emergent Granite	as needed												
Erosion Control	1 x per month												
Grafitti Removal	as needed												
Irrigation Inspection	1 x per month												
Litter/Trash Control	2 x per wk												
Park Inspection	4 x per month												
Playground Inspected	3 x per month												
Restrooms cleaned	1 x per day												
Shrub Pruning (major)	min. 1 x per yr												
Tree Pruning (Major)	min. 1 x per yr												
Turf: *Mowing	3 x per month												
Fertilize	1 x per year												
Aerate	1 x per year												
Soil testing	as needed												

MAINTENANCE MODE 3

Maintenance Mode 3 (Mode 3) applies to parks or sites that require a nominal level of effort and maintenance standard in the system. These generally include undeveloped parks with minimal amenities. Parks and areas maintained under Mode 3 are mostly retention basins.. The table below details the maintenance tasks and their frequency for Maintenance Mode 3.

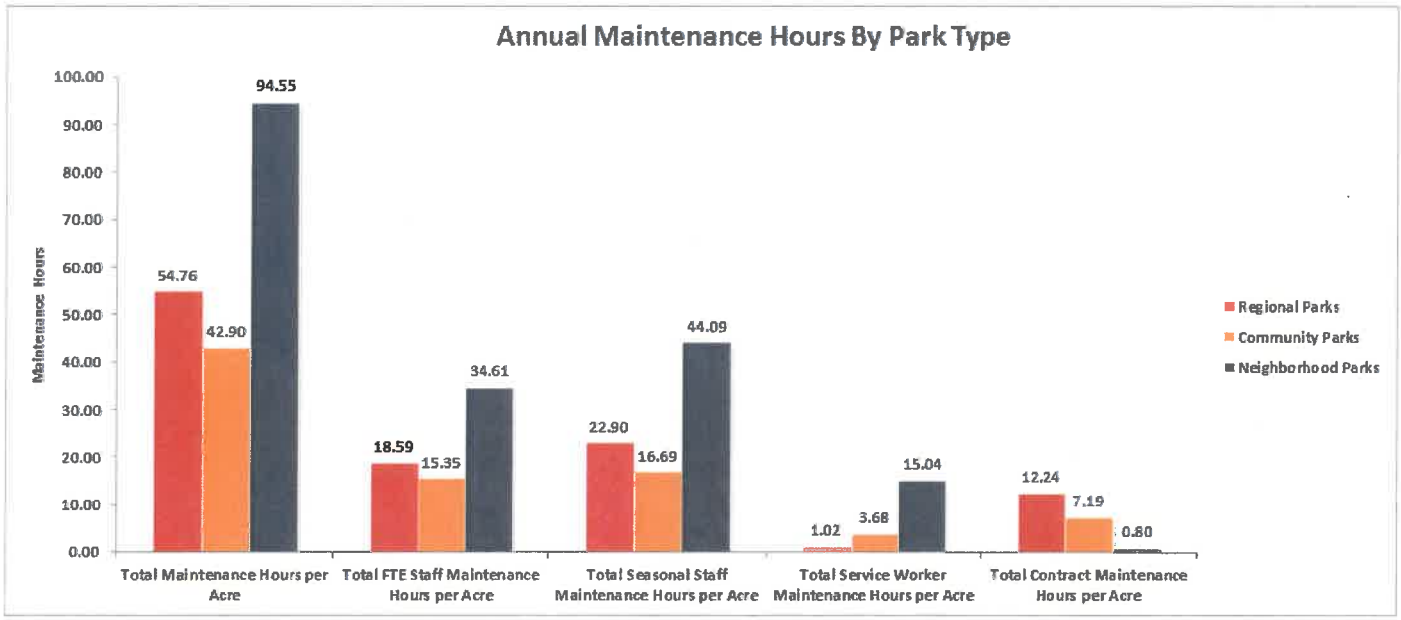
FUNCTIONS	FREQUENCY	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Pre-emergent Turf	as needed												
Pre-emergent Granite	2 x per yr												
Post-emergent Turf	as needed												
Post-emergent Granite	as needed												
Erosion Control	1 x per month												
Grafitti Removal	as needed												
Irrigation Inspection**	1 x per month												
Litter/Trash Control	1 x per wk												
Park Inspection	3 x per month												
Shrub Pruning (major)	min. 1 x per yr												
Tree Pruning (Major)	min. 1 x per yr												
Turf: *Mowing	3 x per month												

It is recommended to develop maintenance standards that can be applied to all City park and recreation sites whether they are managed directly or in concert with lease holders and other partners. These standards do not have to be stringent, just consistent in order to protect the safety of park users. The maintenance standards below are brief examples of high level requirements.

- Establish maintenance standards and frequency levels for each type of amenity based on established expectations of the visitors to the parks and to meet customer service requirements for a well maintained parks system. These standards can also vary by park or asset type, such as day use facilities, community centers, and regional parks.

- Train City staff and partners on maintenance standards and frequency levels for care to meet the expectations of the visitors to the City park system.
- Upgrade the amenities that have the highest level of use first to keep the sites well valued in local communities
- Seek outside funding and resource support to fund improvements for each park.
- Seek the local communities to engage in "clean up, fix up" events and days to keep the parks in prime position to support a strong visitor base appeal.
- Inspect sites and facilities on a seasonal basis to evaluate adherence to maintenance standards at a 90% or greater level of compliance.
- Management of forested areas, noxious weeds, and invasive species should be in accordance with the policies and practices detailed by City ordinance, policies of Benton County, and best practices utilized by other notable forest management agencies (local, state, and federal).

A summary of current labor requirements for managing routine maintenance of parks and recreational facilities in West Richland is provided below and on the following page. These standards can be used for estimating and planning for current and future maintenance requirements of existing and newly developed parks.



Metric	Regional Parks	Community Parks	Neighborhood Parks
Total Maintenance Hours per Acre	54.76	42.90	94.55
Total FTE Staff Maintenance Hours per Acre	18.59	15.35	34.61
Total Seasonal Staff Maintenance Hours per Acre	22.90	16.69	44.09
Total Service Worker Maintenance Hours per Acre	1.02	3.68	15.04
Total Contract Maintenance Hours per Acre	12.24	7.19	0.80

REGIONAL PARKS	24.5 acres
Total Site Maintenance Hours	
Total FTE Staff Hours	455.5
Total Seasonal Staff Hours	561.0
Total Service Worker Hours	25.0
Total Contract Hours	300.0
Total Volunteer Hours	0.0
TOTAL HOURS	1,341.5

Total Maintenance Hours per Acre	54.76
Total FTE Staff Maintenance Hours per Acre	18.59
Total Seasonal Staff Maintenance Hours per Acre	22.90
Total Service Worker Maintenance Hours per Acre	1.02
Total Contract Maintenance Hours per Acre	12.24
Total Volunteer Maintenance Hours per Acre	0

COMMUNITY PARKS	31.28 acres
Total Site Maintenance Hours	
Total FTE Staff Hours	480.0
Total Seasonal Staff Hours	522.0
Total Service Worker Hours	115.0
Total Contract Hours	225.0
Total Volunteer Hours	0.0
TOTAL HOURS	1,342.0

Total Maintenance Hours per Acre	42.90
Total FTE Staff Maintenance Hours per Acre	15.35
Total Seasonal Staff Maintenance Hours per Acre	16.69
Total Service Worker Maintenance Hours per Acre	3.68
Total Contract Maintenance Hours per Acre	7.19
Total Volunteer Maintenance Hours per Acre	0

NEIGHBORHOOD PARKS	12.43 acres
Total Site Maintenance Hours	
Total FTE Staff Hours	430.3
Total Seasonal Staff Hours	548.0
Total Service Worker Hours	187.0
Total Contract Hours	10.0
Total Volunteer Hours	0.0
TOTAL HOURS	1,175.3

Total Maintenance Hours per Acre	94.55
Total FTE Staff Maintenance Hours per Acre	34.61
Total Seasonal Staff Maintenance Hours per Acre	44.09
Total Service Worker Maintenance Hours per Acre	15.04
Total Contract Maintenance Hours per Acre	0.80
Total Volunteer Maintenance Hours per Acre	0

NOTE: All hours depicted in this analysis are total annual hours per acre of different labor efforts at each of the three major classifications of park types.

Chapter 8: Capital Improvement Plan

This *Capital Improvement Plan* section of the master plan is the culmination of facility and asset recommendations derived as priorities over the next 10 years. These recommended capital projects are aligned within the vision, mission, and core values of the Program, and have been preliminarily scoped based upon the findings of the assessments and needs analysis reports.

8.1 Capital Project Identification

This master plan update includes detailed and multi-faceted analyses into the current conditions of the City of West Richland park and recreation facilities and infrastructure, the demographics and trends relevant to the residents of the area, substantial public input and meetings, and additional need analyses. This process has yielded defensible recommendations for capital projects that can maintain and enhance the current quality of facilities available to residents of West Richland, as well as work to better meet the needs of visitors to the community.

Overall, this *Capital Improvement Plan* can be utilized as a guideline for future improvements and development with flexibility to be altered and updated as needed.

Capital Project Priority Assignment

Recommending priorities for capital projects over the next 10 years is a challenge due to all the factors that influence how a project can go from a recommendation to a reality. The suggested prioritization of these capital projects is based upon a number of dynamic factors including, but not limited to:

1. Potential capital costs of the project
2. Potential operating costs of the facility or asset once completed
3. Current financial capacity of the City of West Richland, as well as potential financial capacity available through grants, partnerships, and regional coordination
4. Public need and interests
5. Current political and economic conditions of the local area

Previous sections of this master plan address specific funding and finance alternatives that should be explored as a means to support these projects during both the development and operational phases. The final section of this master plan will organize these projects by their recommended priority status as a suggested action plan over the next decade.

Capital Improvement Principles

Development principles for parks include those that support the programming, planning, and design of facilities and assets to meet the needs of residents of the service area(s) and classifications within the overall parks system. The design of sites and facilities should be driven to create an enriched visitor experience including ease and diversity of use. This pertains to the ingress and egress as well as the circulation once the destination has been reached and participation has commenced. Three principles associated with the visitor experience can be summarized as follows:

- Sense of Arrival
    - Highway / street signage
    - Entrance(s)
    - Landscaping
    - View and aesthetics

- Aesthetic and Functional Signage
  - Directional
  - Safety and management
- Architecture and Use
  - Design with natural surroundings
  - Site circulation
  - Mixed use
  - Visitor satisfaction
  - Supports revenue generation where appropriate

Most activities associated with parks is designed around a desired length of experience. A blend of passive and active recreational opportunities extends the length of experience and increases the frequency of participation by users.

8.2 Capital Project Implementation Plan

The pages that follow detail a recommended sequencing of capital projects for West Richland parks, trails and recreation facilities over the next 10 years. The sequencing of these projects was determined by community input and factors that reflect best practices in the parks and recreation industry. These factors are (not in priority order):

1. Creates or improved connectivity with trail enhancement or development
2. Optimizes use of a key facility or valued asset in the community
3. Optimizes usage of other key facilities in the community
4. Distributes City parks more equitably
5. Improves balance in facility/park types
6. Demand is high or increasing per trend and community research
7. Protects/manages open space
8. Improves park connectivity to communities
9. Partner and/or land is available
10. Targets underserved population
11. Improves current operations
12. Consistent with community survey and public input findings
13. Repairs or improves existing facility

Capital projects have been bundled into priorities for efficiency in this implementation plan. Projects should be unbundled from these priorities for practical purposes throughout the implementation phase. **Estimated capital costs are based upon the experience of the consultant team and are provided as a broad range to account for options for amenities that could be included in the scope, different means and methods for construction, industry inflation, and other variable costs that could be associated with each priority bundle.**

Potential capital costs only apply to the specific amenity, facility, or feature described in the recommended capital priority, and do not include grants, other outside funding sources, or cost sharing that could otherwise reduce the total costs to the City.

Estimated capital cost ranges are:

$ = $0 - $50,000

$$ = $50,000 - $250,000

$$$ = $250,000 - $500,000

$$$$ =$500,000 - $1,000,000

$ =$1,000,000 - $5,000,000
$ =$5,000,000+

Short Term Capital Priorities

The following capital priorities are identified to be the first tier of focus for facility enhancement and development over the next 10 years.

Capital Priority 1:	City of West Richland park signage program		
Recommended Scope:	Develop a consistent park signage program to (1) identify City parks more prominently, (2) provide safety and usage guidelines and regulations, and (3) provide limited, but high quality interpretation of the natural and cultural significance of select sites.		
Estimated Capital Cost:	$	Timeline:	1 to 3 years

Capital Priority 2:	Develop "Priority 1" trail(s) in West Richland		
Recommended Scope:	Develop trail(s) identified previously as Priority 1 (Yakima River trails near golf course/Fallon Drive connector) assisting to connect major focal points, parks, and other areas of interest.		
Estimated Capital Cost:	$	Timeline:	1 to 3 years

Capital Priority 3:	Complete development of Park at the Lake Community Park		
Recommended Scope:	Complete development of Park at the Lakes Community Park recommended in this master plan, including previously planned and additionally identified amenities.		
Estimated Capital Cost:	$	Timeline:	1 to 3 years

Capital Priority 4:	Upgrade existing park and recreation amenities – Phase 1		
Recommended Scope:	Upgrade existing amenities at parks as identified in this master plan. The recommended first phase of this process includes projects detailed for Glenn Memorial Park and Edgewater Park.		
Estimated Capital Cost:	$	Timeline:	1 to 3 years

Capital Priority 5:	Redevelop South Highlands Community park		
Recommended Scope:	Redevelop South Highlands Community Park as recommended within this master plan with suggested renovations to existing amenities, as well as recommended new features.		
Estimated Capital Cost:	$	Timeline:	1 to 3 years

Capital Priority 6:	Improve access and amenities at Paul Keith Wetland Preserve		
Recommended Scope:	Develop amenities as identified in this master plan to enhance access and usage of the site.		
Estimated Capital Cost:	$	**Timeline:**	1 to 3 years

SHORT TERM CAPITAL PRIORITY IMPLEMENTATION RECOMMENDATIONS

The following are recommendations for organizing short term capital priorities:

2012 – 2013

- Develop and install City park signage for 50 – 100% of City park sites
- Organize funding plans and initiatives to support City of West Richland costs to complete identified short term capital projects for trail development
- Organize funding plans and initiative to support City of West Richland costs to complete development of Park at the Lakes and South Highlands Community Parks
- Organize funding plans and initiatives to support City of West Richland costs to complete remaining identified short term capital projects

2013 – 2015

- Develop and install City park signage for remaining 50% of City park sites
- Complete development of Park at the Lakes and South Hghlands Community Parks as recommended
- Complete identified trail development projects
- Complete selected park and recreation amenity upgrades and enhancements
- Complete enhancements to Paul Keith Wetland Preserve
- Reorganize projects not completed due to funding or resource limitations and establish a revised timeline for these projects to be addressed

Tennis courts at South Highlands Community Park

Intermediate Term Capital Priorities

The following capital priorities are identified to be the second tier of focus for facility enhancement and development over the next 10 years.

Capital Priority 7:	Develop a skate park / pump track / BMX park		
Recommended Scope:	Develop a skate park / pump track / BMX park as recommended in this master plan at either the City campus, or at another site that meets the recommended criteria.		
Estimated Capital Cost:	$	Timeline:	3 to 7 years

Capital Priority 8:	Develop "Priority 2" and "Priority 3" trails in West Richland		
Recommended Scope:	Develop trails identified previously as Priority 2 (Belmont / Keene / Van Giesen Road connections) and Priority 3 (Candy Mountain connection) assisting to connect major focal points, neighborhoods, parks, and other areas of interest.		
Estimated Capital Cost:	$	Timeline:	3 to 7 years

Capital Priority 9:	Upgrade existing park and recreation amenities – Phase 2		
Recommended Scope:	Continue to upgrade existing amenities at parks as identified in this master plan. The recommended first phase of this process includes projects detailed for Flat Top Community Park and Melinda Park.		
Estimated Capital Cost:	$	Timeline:	3 to 7 years

Capital Priority 10:	Develop a Fitness Trail and Art & Culture Trail		
Recommended Scope:	Designate a trail section within West Richland as a Fitness Trail, and develop as recommended with a limited number of fitness stations. Also, mark existing and future trail with fitness information signage as detailed in this master plan. Designate a trail section as a Art & Culture Trail, and develop as recommended with trail art.		
Estimated Capital Cost:	$	Timeline:	3 to 7 years

Capital Priority 11:	Develop a trailhead park on or near Candy Mountain
Recommended Scope:	Develop a trailhead park on or near Candy Mountain that can connection to paved pathways in the City and to future natural surface trails on the mountain.

Estimated Capital Cost:	$ [redacted]	**Timeline:**	**3 to 7 years**
Capital Priority 12:	**Develop a river access park on the Yakima River**		
Recommended Scope:	Develop a river access park on the Yakima River that provides consistent public access and recreational opportunities, with limited facilities due to flooding potential, and supports safety, security, and property rights of park neighbors.		
Estimated Capital Cost:	$ [redacted]	**Timeline:**	**3 to 7 years**

INTERMEDIATE TERM CAPITAL PRIORITY IMPLEMENTATION RECOMMENDATIONS

The following are recommendations for organizing intermediate term capital priorities:

2012 – 2013

- Organize funding packages and initiatives to support City of West Richland costs to complete identified intermediate term capital projects

2013 – 2014

- Continue to organize and further develop funding plans and initiatives to support City of West Richland costs to complete identified intermediate term capital projects
- Initiate required or recommended public input processes for intermediate term projects when appropriate.

2014 – 2016

- Complete a skate park/ pump track /BMX park
- Complete selected trail development projects
- Complete selected recreation and play amenity park improvement projects
- Complete a trailhead park on or near Candy Mountain
- Complete a river access park on the Yakima River
- Reorganize projects not completed due to funding or resource limitations and establish a revised timeline for these projects to be addressed

Long Term Capital Priorities

The following capital priorities are identified to be the third tier of focus for facility enhancement and development over the next 10 years.

Capital Priority 13:	Develop a ridgeline / hilltop open space preserve		
Recommended Scope:	Develop a ridgeline/hilltop open space preserve in the western or northwestern portion of the City to meet the regional objectives of protecting significant natural features of the area.		
Estimated Capital Cost:	$	Timeline:	5 to 10 years

Capital Priority 14:	Develop "Priority 4" and "Priority 5" trails in West Richland		
Recommended Scope:	Develop trails identified previously as Priority 4 (Flat Top to Belmont connection) and Priority 5 (Lewis and Clark loop) assisting to connect major focal points, neighborhoods, parks, and other areas of interest.		
Estimated Capital Cost:	$	Timeline:	5 to 10 years

Paved recreational path at Park at the Lakes

Capital Priority 15:	Develop a large community park in southwestern portion of the City		
Recommended Scope:	Develop an additional City park as a large community park with the recommended amenities and features identified in this master plan in the southwestern portion of the City.		
Estimated Capital Cost:	$	Timeline:	5 to 10 years

Capital Priority 16:	Develop a West Richland Community Center		
Recommended Scope:	Develop a multi-generational community center as recommended in this master plan to diversify services and opportunities for residents.		
Estimated Capital Cost:	$	Timeline:	5 to 10 years

Capital Priority 17:	Targeted redevelopment area		
Recommended Scope:	Identify and pursue targeted redevelopment of an older area of the City utilizing parks, open space and trails and major aspect of site and facilities improvements.		
Estimated Capital Cost:	$	Timeline:	5 to 10 years

LONG TERM CAPITAL PRIORITY IMPLEMENTATION RECOMMENDATIONS

The following are recommendations for organizing long term capital priorities:

2012 – 2016

- Organize funding plans and initiatives to support City of West Richland costs to complete identified long term capital projects
- Begin the process of planning long term projects, and building local advocacy

2016 – 2022

- Complete a ridgeline / hilltop open space presreve
- Complete selected trails development projects
- Complete initial plans and potential construction of a new park in the southwestern portion of the City
- Complete a multi-generational community center
- Identify and pursue a redevelopment project in the City incorporating parks, open space and trails
- Reorganize projects not completed due to funding or resource limitations and establish a revised timeline for these projects to be addressed

Shelter and swing at Bombing Range Sports Complex

Summary of Recommended Capital Priorities

The matrix below details a summary of the recommended capital priorities, the estimated capital costs, and the recommended timelines for implementation.

Capital Priorities	Description	Estimated Capital Cost	Timeline
Short Term Priorities			
Capital Priority #1	City of West Richland park signage program	$	1 to 5 Years
Capital Priority #2	Develop "Priority 1" trail(s) in West Richland	$	1 to 5 Years
Capital Priority #3	Complete development of Park at the Lakes Community Park	$	1 to 5 Years
Capital Priority #4	Upgrade existing park and recreation amenities – Phase 1	$	1 to 5 Years
Capital Priority #5	Redevelop South Highlands Community Park	$	1 to 5 Years
Capital Priority #6	Improve access and amenities at Paul Keith Wetland Preserve	$	1 to 5 Years
Intermediate Term Priorities			
Capital Priority #7	Develop a skate park / pump track / BMX park	$	3 to 7 years
Capital Priority #8	Develop "Priority 2" and "Priority 3" trails in West Richland	$	3 to 7 years
Capital Priority #9	Upgrade existing park and recreation amenities – Phase 2	$	3 to 7 years
Capital Priority #10	Develop a Fitness Trail and Art & Culture Trail	$	3 to 7 years
Capital Priority #11	Develop a trailhead park on or near Candy Mountain	$	3 to 7 years
Capital Priority #12	Develop a river access park on the Yakima River	$	3 to 7 years
Long Term Priorities			
Capital Priority #13	Develop a ridgeline / hilltop open space preserve	$	5 to 10 years
Capital Priority #14	Develop "Priority 4" and "Priority 5" trails in West Richland	$	5 to 10 years
Capital Priority #15	Develop a large community park in the southwestern portion of the City	$	5 to 10 years
Capital Priority #16	Develop a West Richland Community Center	$	5 to 10 years
Capital Priority #17	Targeted redevelopment area	$	5 to 10 years

Total Estimated Capital Costs

The total estimated costs projected for capital projects over the next 10 years are provided as a broad range due to unforeseeable circumstances in the future. Varying factors include, but are not limited to scope variations, design criteria, and construction costs. These costs represent the estimated cost to the City which can be reduced or managed through the funding options detailed in this master plan.

Estimated Short Term Costs	Estimated Intermediate Term Costs	Estimated Long Term Costs
$1,600,000 - $2,500,000	$3,500,000 – $12,000,000	$12,500,000 - $25,000,000

Private horse enclosure near Park at the Lakes – ridge of Candy Mountain in background

Chapter 9: Funding and Revenue Plan

The purpose of the funding and revenue plan is to assist the City of West Richland in maximizing its financial sustainability of the Parks and Recreation Program and guide the financial planning process for the next five to ten years. The information provided was from a workshop assessment completed in September 2011 with key staff, community stakeholders, and representation from the City Council.

The City of West Richland mostly uses general fund revenues of the City that are derived predominantly from sales and property taxes to maintain parks and trails. The City of West Richland has the potential to expand to a more diversified funding and finance strategy that involves other revenue sources, as well to supplement general fund allocations for land acquisition and development. The suggested strategies in this funding and revenue plan have been successful in other similar communities around the United States to support their parks and recreation department, and should be reviewed and considered by West Richland as the City builds its own funding strategy for the next 10 years.

9.1 Financial Policies

The Program does not appear to have written policies for managing the financial operations. While West Richland is unique in many ways, many best-in-class programs or departments have policies that assist in both daily and long term decisions. These policies typically address:

- Pricing
- Partnership
- Sponsorship
- Volunteers

Pricing policies establish guidelines for pricing of programs and services. It is likely that the City of West Richland will rarely or never have the occasion where sophisticated pricing schedules are required; however there are circumstances where the Program collects fees or payments for land or amenity usage. Pricing policies can be a guide for cost recovery from fees and charges, peak and off-peak pricing, and tiered pricing based on levels of service as it applies to park usage, reservations, programs and services.

Partnership policies establish guidelines for agreements with partnering entities to assure that there is equity in the partnership to benefit both parties. The guidelines usually include a description of the types of partnerships (public/public, not-for-profit/public and public/private) that are compatible with the community values and a summary of services that are best suited for partnering.

Sponsorship policies establish guidelines for agreements with entities that are interested to sponsor specific events, programs and services. The guidelines should include the type of events and programs that the Program will consider for a sponsorship. Sponsorship pricing and identification/recognition are also established and included in the policy.

Volunteer policies provide operating guidelines recruiting, training, managing, and tracking volunteer efforts. Volunteer guidelines include responsibilities, minimum standards, and rules of operation.

9.2 Funding Options

In order to continue to build and maintain the park system, the Program should pursue funding sources presented in this section for operations and capital improvement projects.

New, sustainable funding sources are essential to implementing the master plan. The Program has relied heavily on taxes, and some developer fees, to support the system. The key for the future is to diversify sources of funding to accomplish the initiatives in this master plan. These sources need to be committed on a long-term basis to assure a continuing income stream. There is significant potential to increase revenue to operate the parks and recreation services, while still meeting the objectives of providing affordable public recreation opportunities. The following are suggested funding options that can be considered by the City of West Richland specifically for parks, recreation and trail projects and initiatives.

External Funding Sources

The following examples provide external funding opportunities for the Program to consider for the future. Each of these sources can be evaluated in more detail to determine the level of funding they would yield if pursued aggressively. External funding sources are those that leverage funding from *outside* the traditional revenue and debt service means of the City, usually seeking funding from outside sources to augment City financial resources.

PARK FOUNDATION OR CONSERVANCY

A park foundation or conservancy partnership is a joint development funding source or operational funding source between the foundation and the government agency. The foundation operates as a non-profit organization working on behalf of the public agency to raise needed dollars to support the vision and operational needs of the Program for the future.

The dollars that are raised from the foundation are tax-exempt. These types of park foundations are non-profit organizations established with private donations in promotion of specific causes, activities, or issues that the park system needs to address. They offer a variety of means to fund capital projects, including capital campaigns, gifts catalogs, fundraisers, endowments, sales of park related items, etc. The park foundation can be an incredible funding source for the Program over the next 15 years if established correctly and with the right staffing to raise significant dollars for the Program for the future.

Private donations may also be received in the form of funds, land, facilities, recreation equipment, art or in-kind services. Donations from local and regional businesses as sponsors for events or facilities should be pursued. A park foundation in West Richland could generate $100,000 to $250,000 a year if set up and managed correctly based on similar type of cities with similar wealth.

GREENWAY FOUNDATIONS

Many cities have turned to greenway foundation to help develop and maintain trails and green corridors throughout the city. The City of Indianapolis Greenway Foundation develops and maintains the greenways throughout the city and seeks land leases along the trails as one funding sources, as well as "selling" miles of trails to community corporations and non-for-profits. In addition, cities sell the development rights along the trails for local utilities for water, sewer, fiber optic, and cable lines on a mile-by-mile basis which helps to develop and manage these corridors.

FRIENDS ASSOCIATION

Friends associations are a form of a foundation but are formed to raise money typically for a single focus purpose that could include a park facility or program that will better the community as a whole and their special interest.

FOUNDATIONS SUPPORT AND SEEK IRREVOCABLE REMAINDER TRUSTS

These trusts are set up with individuals who typically have more than $1 million in wealth. They will leave a portion of their wealth to a park agency in a trust fund that allows the fund to grow over a

period of time and then is available for an agency to use a portion of the interest to support specific park and recreation facilities or programs that are designated by the trustee.

CORPORATE/PERSONAL GIVING

Corporate and personal giving is a process where the Program Coordinator seeks corporate leadership funds via a foundation partner or through personal contact to support a specific project or a specific operational goal that helps the Program to manage forward. These gifts can come in the form of a financial gift for a year or up to five years to support the park system for the future. Many park agencies develop a park fund raising event to appeal to private corporations' leaders to support the park system as part of their fee to come to the event.

GRANTS

The grant market continues to grow annually. Grant writers and researchers are required to make this funding source work financially. Matching dollars are required for most federal grants and some state grants. The type of grants available to the City could be the following:

- Safe Routes to Schools
- Land and Water Conservation Fund Grants (LWCF)
- Community Development Block Grants (CDBG)
- Economic Development Administration (EDA)
- Storm water grants that the limit storm water runoff through parks
- Trail Enhancement Grants for regional trails systems through the state and federal system
- Development grants through community foundations to support specific park projects
- Redevelopment grants to support parks and facilities that increase revenue from the value of property or from activities that create sales and tourism taxes

FACILITY AUTHORITIES

Facility authorities are used by park and recreation agencies to improve a specific park or develop a specific improvement such as a stadium, large recreation centers, large aquatic centers, or sports venues for competitive events. The revenue to sustain repayment of these bonds usually comes from sales and/or property taxes. The City of Indianapolis has created several community venues for recreation purposes and national competition events for local purposes and economic purposes. The facility authority is responsible for managing the sites and operating them in a self-supporting manner.

FACILITIES, IMPROVEMENT OR BENEFIT DISTRICTS

Many municipalities also are a part of regional trails systems have developed a trails district to support costs and management requirements for development and maintenance. Sometimes this includes multiple counties, and usually is funded through a bond issue and/or various tax initiatives. A facilities or trails district can also be a major impetus for raising external financial support from foundations, individuals, corporate sponsors, grants, and more.

A benefit district is similar to an improvement district and identifies the benefits associated with an improvement. A sales or property tax is then established to support the capital cost associated with the acquisition and development of the property. This is usually applied to community parks, regional parks, downtown districts, event plazas, signature parks, and attractions. The benefit districts are usually in downtown areas or in regions of the city slated for redevelopment.

DEVELOPER CONTRIBUTIONS TO PARKS AND TRAILS

Many municipalities seek developer contributions for park land and also for development of trails that could run through their property. The developer sees the value to the sale of their houses and they put

in the trail connection as part of their contribution. Park and/or trail dedication as a requirement of subdivision development is a reliable opportunity to keep pace with neighborhood and community park needs of the City.

DEVELOPER CASH-IN-LIEU FEES

Washington state law allows cities to accept cash-in-lieu of park land. This program can help move away from small developed parks in subdivisions by seeking the cash value of the property to buy the type of land that supports the City's goal for land acquisition and park development. This is very popular and allows counties to put enough cash together to buy larger tracts of land that can support many recreation opportunities in one setting. As recommended in this master plan, park development fees should be considered to be a part of the cash-in-lieu calculation.

DONATIONS

Private donations can be a popular form of fundraising for public agencies, particularly on facilities and services that are highly visible and valued by the public. Donations can either be received directly by the City, or channeled through a park foundation or conservancy aligned with the City's park, recreation and trail priorities. Support from donations for parks and trails can come from through one or more of the following methods:

- Donations of cash to a specific park or trail segment by community members and businesses
- Donations of services by large corporations to reduce the cost of park or trail implementation, including equipment and labor to construct and install elements of a specific park or trail
- Reductions in the cost of materials purchased from local businesses that support parks and trails implementation and can supply essential products for facility

ADOPT-A-TRAIL PROGRAMS

These are typically small grant programs that fund new construction, repair/renovation, maps, trail brochures, and facilities (bike racks, picnic areas, birding equipment), as well as provide maintenance support. These programs are similar to the popular adopt-a-mile of highway programs most states utilize. Adopt-a-trail programs can also be in the form of cash contributions that typically include a range of $12,000 to $16,000 a mile to cover the total operational costs.

ADOPT-A-PARK PROGRAMS

Similar to adopt-a-trail programs, adopt-a-park programs are small grant programs that fund new construction, repair/renovation, and facilities, as well as provide maintenance support. Adopt-A-Park programs can also be in the form of cash contributions that typically include a range of $1,000 to $5,000 an acre to cover the total operational costs.

PARTNERSHIPS – DEVELOPMENT AND/OR OPERATION

Partnerships are joint development funding sources or operational funding sources between two separate agencies, such as two government entities, a non-profit and a public agency, or a private business and a public agency. Two partners jointly develop revenue producing park and recreation facilities and share risk, operational costs, responsibilities and asset management, based on the strengths and weaknesses of each partner.

LEASE BACKS

This is another source of capital funding where banks or private placement fund companies will develop a park, recreation attraction, recreation center, pool, or sports complex with the intent of buying the

land, developing a recreation attraction and then leasing it back to the city to pay off the land or capital costs over a 30 to 40 year period. Cities like to use this source because they can increase their operational budgets easier than they can get capital dollars to pay off the lease over a set period of time.

Internal Funding Sources

The following examples provide internal funding opportunities for the Program to consider for the future. Each of these sources can be evaluated in more detail to determine the level of funding they would yield if pursued aggressively. Internal funding sources are those that represent an expansion or enhancement of traditional revenue and debt service means of the City, usually seeking additional funding from City financial capabilities.

PARKS, RECREATION AND TRAILS DEDICATED FUNDING SOURCES

Municipalities that seek a dedicated funding source for parks, recreation and trails typically have several options: dedicate a percentage of a sales tax, various fees, and/or dedicated millage to park and trail project that is increased or maintained every 10 years. The revenues generated from dedicated funding sources typically go toward operations and maintenance costs of the managing the park sites, programs, and trails in accordance with the community's expectations. These sources can also support the costs of incremental upgrading and replacement of existing park and recreation amenities.

SALES TAX

West Richland currently maintains a 1.8% sales tax that generates between 20-25% of the total revenues of the City. One dedicated funding source for parks, recreation and trails in West Richland is an additional percentage sales tax that is committed to maintaining park sites, infrastructure, recreational fields, and trails. The value of a sales tax is that is collects revenues from both residents and non-residents that do business in West Richland, thereby expanding the funding burden beyond City residents. An increase of ¼ percent (0.25%) is estimated to be able to generate between $200,000 and $300,000 annually.

REAL ESTATE TRANSFER FEES

This is among the newest form of funding many local park agencies and states have used to acquire park land and develop the lands they acquire. The money comes from the transfer of real-estate from one owner to another owner and the city retains ½ percent (0.50%) of the value of the property at the time of sale paid by the buyer, not the seller. Currently there is a ½ percent transfer fee being utilized for the development of City infrastructure, which generates approximately $300,000 annually. It is possible to consider an expansion of this fee to create monies that are then reserved and dedicated to the acquisition and development of parks in the City.

FRANCHISE FEE FOR UTILITY RIGHT-OF-WAYS

Many park and recreation agencies have sold the development rights below the ground to utility companies for fiber optic lines, water, sewer and electricity lines and cable services on linear-foot basis. King County in Seattle sold the development rights below their greenway network and generates $300,000 a year from the utilities involved.

STORM WATER UTILITY FEES

This funding source is used in many cites as a way to develop greenways and trail corridors from the storm water tax on utilities that residents pay as part of their utility bills. Improvements can include trails, drainage areas, retention ponds used for recreation purposes and natural protection of waterways through cities. An example of this is the City of Houston that is using this source to develop

and maintain their bayous in the city, and to improve the access and use of them throughout the community for flood control and recreation purposes.

FOOD AND BEVERAGE TAX

This tax is currently used by many cities. The cities they seek a 1/4 or 1/8 cent sales tax on retail food and beverages to support parks and recreation needs in their community and can raise a substantial amount of revenue that can be used to pay for a improvement bond for needed park and recreation improvements. These dollars can come from the local community as well as visitors to the City to help pay for a bond for existing park and recreation needs as well as finance future park and recreation related improvements. Food and Beverage Taxes are very well accepted in most communities PROS has been involved in using this source.

DEDICATED MILLAGE

This provides the opportunity for the Park System to demonstrate how well they are meeting the community's needs through a voter approved millage. In the last five years in the United States, 93% of all park-related bonds and millage issues have passed. Communities understand the value of parks if given the opportunity to vote on an increase.

PARK, OPEN SPACE, AND TRAIL BOND ISSUES

Cities typically seek park bond issues to support unmet needs in the community. The key is to use debt financing through bonds to address needs that are unmet and clearly a community priority. It is best to deliver a capital bond project that serves a variety of types of users and needs in the City. Even in the worst economic downturn bond issues have been passing because communities see that they are the direct recipient of the money that benefits them and their families on a personal basis. Given the current economic climate and financial circumstances of the City, no more than $2,000,000 - $2,500,000 in bonds is recommended to be considered. A 20-year repayment schedule of $2,500,000 financed at 4.50% (APR), would require an annual debt payment of $192,190.

FEES, LAND LEASES, AND TAX INCREMENT FINANCE OPPORTUNITIES

USER FEES

User fees are fees paid by a user of recreational facilities or programs to offset the costs of services provided by the Department in operating a park, a recreation facility or in delivering programs. In the City of West Richland facility usage is highly undervalued. A perception of "value" needs to be instilled in the community for what benefits the City is providing to the user for their exclusive use. Future fees could be charged by the Department based on cost recovery goals for the parks and or core recreation services based on the level of exclusivity the user receives compared to the general taxpayer. PROS would highly recommend that user fees for programs and facilities continue to be charged to create value and operational revenue. If the City feels that they cannot move forward on user fees to help offset operational costs at a higher level then they might consider contracting with an area non-profit; such as a YMCA, to manage future recreation facilities and programs. The City then could take the dollars they have invested in staff and in subsidized recreation facilities and use those dollars to support an improvement bond to make improvements to existing parks and or build new parks and recreation facilities with the existing dollars in their operational budgets. This would change the role of the City to be a facility provider only versus a facility provider and the program operator. The cost savings from not having recreation staff and not subsiding pools and other recreation facilities could be substantial which can then be used for park and recreation related improvements. The City of West Richland needs to consider non-resident rates for access to their recreation facilities and programs in the future.

CAPITAL IMPROVEMENT FEE

Many agencies add a capital improvement fee onto an existing user fee when they develop or enhance major recreation facilities. This is usually applied to golf courses, aquatic facilities, recreation centers, ice rinks, amphitheaters and special use facilities like sports complexes. The dollars created either pay back the cost of the capital improvement or the revenue bond that was used to develop or enhance the special use facility. Once the capital improvement is paid off, the fee typically expires and is discontinued.

HOMEOWNER ASSOCIATION FEES

This funding source is used highly across the United States for developing parks and maintaining parks. Residents in these neighborhoods tax themselves with a fee for parks, landscape of roadways, boulevards, and neighborhood parks for park developments and ongoing maintenance. These improvements raise the value of homes and the quality of the neighborhood because of this dedicated homeowner fee.

CATERING PERMITS AND SERVICES

This is a license to allow caterers to work in the park system on a permit basis with a set fee or a percentage of food sales returning to an agency. Many agencies have their own catering service contracts in place and receive a percentage of dollars off the sale of their food and drinks for a percentage of gross dollars (10-15%). This would likely be most suitable for large or special events occurring on City properties. Another form of collecting fees for catering is currently used by the City in the requirement of these services to acquire a temporary business license.

RECREATION SERVICE FEES

This is a dedicated user fee, which can be established by a local ordinance or other government procedures for the purpose of constructing and maintaining recreation facilities. The fee can apply to all organized activities, which require a reservation of some type or other purposes, as defined by the local government. Examples of such activities include adult basketball, volleyball, tennis, and softball leagues, youth baseball, soccer, football and softball leagues, and special interest classes. The fee allows participants an opportunity to contribute toward the upkeep of the facilities being used.

SOLID WASTE FEE

Many cities charge a tipping fee at landfills to support parks and recreation facilities including acquiring and developing park land. Tipping fees add $5 dollars per tipping from a user, and also represent a fee that is collected for more than just City residents to support the costs of developing and maintaining park, recreation and trail assets.

PRIVATE CONCESSIONAIRES OPERATING WITHIN A LAND LEASE

Contract with a private business to provide and operate desirable recreational activities financed, constructed and operated by the private sector, with additional compensation paid to the agency through a land lease. The communities that have used land lease look for retail operations that support the needs of recreation users of the parks and the trails. This includes coffee shops, grill and food concessions and small restaurants, ice cream shops, bicycle shops, farmers markets and small local business. Land leases are usually based on 15% of the value of the land plus a percentage of gross from the operation on an annual basis.

REGIONAL "CANNED" EVENTS

Many city and county park systems have bought canned special events that have produced large amount of revenue for their Program. The City can support the event with volunteers and the event is put on by the private franchised agency for a set access fee paid by the either the City and/or its

partners, who then receive a percentage of gross revenues from the event. Events like these have reliably and regularly produced similar communities $300,000 a year in net revenue.

TAX ALLOCATION OR TAX INCREMENT FINANCING DISTRICT

Commonly used for financing redevelopment projects. A Tax Allocation District (TAD) or a Tax Increment Financing District (TIF) involves the issuance of tax-exempt bonds to pay front-end infrastructure and eligible development costs in partnership with private developers and local businesses that benefit by the improvement. As redevelopment occurs in the City of West Richland, the "tax increment" resulting from redevelopment projects is used to retire the debt issued to fund the eligible redevelopment costs. The public portion of the redevelopment project funds itself using the additional taxes generated by the project. TADs or TIF's can be used to fund park improvements and development as an essential infrastructure cost. These funds would work well in the downtown redevelopment, regional park improvements and in trail development the City has proposed. The city of Valparaiso Indiana has used this funding source extensively for their redevelopment of the downtown area and development of its pathways system and it has made a huge impact on the image and impact to parks and business in the downtown area.

ADVERTISING SALES

Advertising sales on sports complexes, scoreboards, gym floors, trash cans, playgrounds, in locker rooms, at dog parks, along trails, flower pots, and as part of special events held in the City to help support operational costs have been an acceptable practice in parks and recreation systems for a long time and should be considered for the City of West Richland to support operational costs.

MAINTENANCE ENDOWMENT FUND

This is a fund dedicated exclusively for a park's maintenance, funded by a percentage of user fees from programs, events, and rentals. The fee comes from players or teams and is incorporated into a dedicated fund for future facility and equipment replacement funds such as fitness equipment, water slides, lights, artificial turf and general park maintenance equipment.

PARK REVOLVING FUND

This is a dedicated fund to be used for park purposes only that is replenished on an ongoing basis from various funding sources such as grants, sponsorships, advertising, program user fees and rental fees within the park. The City could establish a revolving fund supported by one or more funding sources identified in this section.

PERMIT FEES

This fee could be incorporated for exclusive reservation for picnic shelters, sports fields, special events provided by the City, and competition tournaments held in the city by other organizations. Permit fees are include a base fee for all direct and indirect costs for the City to provide the space on an exclusive basis plus a percentage of the gross for major special events and tournaments held on City owned permitted facilities. These dollars could be applied to the Park Revolving Fund to help support park improvements. In addition the Department could develop a catering permit for businesses who want to cater events in the parks or in specific Department buildings. The Department would typically receive 15% of gross on the food and up to 20% of drinks.

9.3 Park Impact Fee Analysis

This section of the funding and revenue plan summarizes the approach used in calculating the **maximum park and recreation impact fees** for the City of West Richland. The calculations of the proposed impact fees have been prepared in compliance with the State of Washington, Growth Management Act (RCW 82.02.050 - .110.)

The Statutes prescribe the use of the incremental cost method. The incremental cost method is based on the concept of new development paying for the incremental cost of system capacity needed to serve new development. This approach proposes to mitigate the impact of new growth on existing customer user rates. The goal is to charge a fee to new customers sufficient to allow existing customer user rates to be revenue-neutral with respect to the growth of the system. With the incremental cost method, the new customer pays for the cost of new facilities constructed to serve them.

The customers are assessed the impact fee based on an Equivalent Residential Unit. The equivalent unit is a single family detached residence with an average population of 2.93 persons.

Assumptions

The maximum impact fee calculation is based on the following assumptions:

- The analysis assumes a system-wide approach to calculation of the park and recreation impact fees.
- The service area is assumed to be within the District boundaries as of January 1, 2010.
- The units of service for new growth are based on growth rates between 2011, and 2021 as presented in City's Comprehensive Plan, Updated 2008.
- The population growth projections are based on the Park and Recreation Master Plan Update demographic analysis.
- The projected equivalent residential unit defined as a single family residence with a population of 2.93.
- The park and recreation capital improvements needed to serve new growth are based on the needs assessment from the Park and Recreation Master Plan Update completed in 2011.
- The capital improvement costs are based on ranges of estimated costs as presented in the Park and Recreation Master Plan Update completed in 2011.
- Debt service interest calculations assume a 5% annual interest rate and a 20 year payment term.
- The Park and Recreation Master Plan Update capital improvements are adjusted based on the applicability of the capital projects as each project relates to the growth in population.
- The Park and Recreation Master Plan Update capital improvements that are related to the elimination of current deficiencies were not included.

Findings and Conclusions

The analysis indicates the following:

- The City intends to use the impact fees to fund the City's park and recreation infrastructure required to meet demands from new system customers while remaining competitive with other area cities for new development.

- The service area for the water impact fees is defined by the City's adopted boundaries.
- The maximum park and recreation impact fee that may be assessed is $6,555.32 per equivalent meter unit. The schedule of maximum park and recreation impact fees is shown in **Figure 6**.

INTRODUCTION

The City of West Richland Acton Municipal Utility District provides park and recreation services and facilities to residents and businesses within and outside the City.

The calculations of the proposed impact fees have been prepared in compliance with the State of Washington, Growth Management Act (RCW 82.02.050 - .110.)

The Statutes prescribe the use of the incremental cost method. The incremental cost method is based on the concept of new development paying for the incremental cost of system capacity needed to serve new development. This approach proposes to mitigate the impact of new growth on existing customer user rates. The goal is to charge a fee to new customers sufficient to allow existing customer user rates to be revenue-neutral with respect to the growth of the system. With the incremental cost method, the new customer pays for the cost of new facilities constructed to serve them.

The impact fees include only those portions of the cost of capital improvements that are directly related to new growth within the City boundaries in the 2011-2021 study period.

The customers are assessed the impact fee based on an Equivalent Residential Unit. The equivalent unit is a single family detached residence with an average population of 2.93 persons.

ASSUMPTIONS

The maximum impact fee calculation is based on the following assumptions:

- The service area is assumed to be within the District boundaries as of January 1, 2010.
- The units of service for new growth are based on growth rates between 2011, and 2021 as presented in City's Comprehensive Plan, Updated 2008.
- The population growth projections are based on the Park and Recreation Master Plan Update demographic analysis.
- The projected equivalent residential unit defined as a single family residence with a population of 2.93.
- The park and recreation capital improvements needed to serve new growth are based on the needs assessment from the Park and Recreation Master Plan Update completed in 2011.
- The capital improvement costs are based on ranges of estimated costs as presented in the Park and Recreation Master Plan Update completed in 2011.
- Debt service interest calculations assume a 5% annual interest rate and a 20 year payment term.
- The Park and Recreation Master Plan Update capital improvements are adjusted based on the applicability of the capital projects as each project relates to the growth in population.
- The Park and Recreation Master Plan Update capital improvements that are related to the elimination of current deficiencies were not included.

GROWTH AND LAND USE ASSUMPTIONS

POPULATION GROWTH

The population growth is based on the Park and Recreation Master Plan Update demographic analysis. The demographic analysis projected the population through 2020. In order to perform a 10-year analysis the 2020 population is increased by 1.014% to estimate the 2021 population. A summary is presented in **Figure 1**.

Figure 1: Estimated Population Growth

Year	Population	Projected Population	Additional Population
2000	8,344		
2010	11,772		
2011	11,972		
2015		12,805	1,033
2020		13,960	1,155
2021		14,158	198
Total Population Growth			2,386

LAND USE ASSUMPTIONS

The City of West Richland is primarily a residential community with commercial that principally supports the residential development. The current land use mix is projected to remain the same as the current mix between residential and commercial development.

CAPITAL IMPROVEMENTS

The impact fee capital improvements from the Parks and Recreation Master Plan Update are the basis of the impact fee capital improvements plan. The capital improvements are based on the Master Plan needs analysis. The capital improvement projects and project descriptions are shown in **Figure 2**. Each project is shown by priority with the cost range and an estimate of project cost for purposes of the impact fee analysis in **Figure 3**.

Figure 2: Master Plan Capital Improvement Projects

Capital Priority	Project	Project Description
1	City of West Richland park signage program	Develop a consistent park signage program to (1) identify City parks more prominently, (2) provide safety and usage guidelines and regulations, and (3) provide limited, but high quality interpretation of the natural and cultural significance of select sites.
2	Develop "Priority 1" trail(s) in West Richland	Develop trail(s) identified previously as Priority 1 (Yakima River trails near golf course/Fallon Drive connector) assisting to connect major focal points, parks, and other areas of interest.
3	Complete development of Park at the Lakes Community Park	Complete development of Park at the Lakes Community Park recommended in this master plan, including previously planned and additionally identified amenities.
4	Upgrade existing park and recreation amenities – Phase 1	Upgrade existing amenities at parks as identified in this master plan. The recommended first phase of this process includes projects detailed for Glenn Memorial Park and Edgewater Park.
5	Redevelop South Highlands Community Park	Redevelop South Highlands Community Park as recommended within this master plan with suggested renovations to existing amenities, as well as recommended new features.
6	Improve access and amenities at Paul Keith Wetland Preserve	Develop amenities as identified in this master plan to enhance access and usage of the site.
7	Develop a skate park / pump track / BMX park	Develop a skate park / pump track / BMX park as recommended in this master plan at either the City campus, or at another site that meets the recommended criteria.
8	Develop "Priority 2" and "Priority 3" trails in West Richland	Develop trails identified previously as Priority 2 (Belmont / Keene / Van Giesen Road connections) and Priority 3 (Candy Mountain connection) assisting to connect major focal points, neighborhoods, parks, and other areas of interest.
9	Upgrade existing park and recreation amenities – Phase 2	Continue to upgrade existing amenities at parks as identified in this master plan. The recommended first phase of this process includes projects detailed for Flat Top Community Park and Melinda Park.
10	Develop a Fitness Trail and Art & Culture Trail	Designate a trail section within West Richland as a Fitness Trail, and develop as recommended with a limited number of fitness stations. Also, mark existing and future trail with fitness information signage as detailed in this master plan. Designate a trail section as a Art & Culture Trail, and develop as recommended with trail art.
11	Develop a trailhead park on or near Candy Mountain	Develop a trailhead park on or near Candy Mountain that can connection to paved pathways in the City and to future natural surface trails on the mountain.
12	Develop a river access park on the Yakima River	Develop a river access park on the Yakima River that provides consistent public access and recreational opportunities, with limited facilities due to flooding potential, and supports safety, security, and property rights of park neighbors.
13	Develop a ridgeline / hilltop open space preserve	Develop a ridgeline/hilltop open space preserve in the western or northwestern portion of the City to meet the regional objectives of protecting significant natural features of the area.
14	Develop "Priority 4" and "Priority 5" trails in West Richland	Develop trails identified previously as Priority 4 (Flat Top to Belmont connection) and Priority 5 (Lewis and Clark loop) assisting to connect major focal points, neighborhoods, parks, and other areas of interest.
15	Develop a large community park in southwestern portion of the City	Develop an additional City park as a large community park with the recommended amenities and features identified in this master plan in the southwestern portion of the City.
16	Develop a West Richland Community Center	Develop a multi-generational community center as recommended in this master plan to diversify services and opportunities for residents.
17	Targeted redevelopment area	Identify and pursue targeted redevelopment of an older area of the City utilizing parks, open space and trails and major aspect of site and facilities improvements.

Figure 3: Capital Improvement Estimated Costs

Capital Priority	Project	Timeline	Costs Range	Estimated Costs for Impact Fee Analysis
1	City of West Richland park signage program	1 to 3 years	$ = $0 - $50,000	$ 50,000
2	Develop "Priority 1" trail(s) in West Richland	1 to 3 years	$ = $250,000 - $500,000	$ 500,000
3	Complete development of Park at the Lakes Community Park	1 to 3 years	$ = $250,000 - $500,000	$ 500,000
4	Upgrade existing park and recreation amenities – Phase 1	1 to 3 years	$ = $50,000 - $250,000	$ 250,000
5	Redevelop South Highlands Community Park	1 to 3 years	$ = $1,000,000 - $5,000,000	$ 2,500,000
6	Improve access and amenities at Paul Keith Wetland Preserve	1 to 3 years	$ = $50,000 - $250,000	$ 250,000
7	Develop a skate park / pump track / BMX park	3 to 7 years	$ = $250,000 - $500,000	$ 500,000
8	Develop "Priority 2" and "Priority 3" trails in West Richland	3 to 7 years	$ = $1,000,000 - $5,000,000	$ 2,500,000
9	Upgrade existing park and recreation amenities – Phase 2	3 to 7 years	$ = $500,000 - $1,000,000	$ 750,000
10	Develop a Fitness Trail and Art & Culture Trail	3 to 7 years	$ = $250,000 - $500,000	$ 375,000
11	Develop a trailhead park on or near Candy Mountain	3 to 7 years	$ = $1,000,000 - $5,000,000	$ 2,500,000
12	Develop a river access park on the Yakima River	3 to 7 years	$ = $500,000 - $1,000,000	$ 750,000
13	Develop a ridgeline / hilltop open space preserve	5 to 10 years	$ = $1,000,000 - $5,000,000	$ 2,500,000
14	Develop "Priority 4" and "Priority 5" trails in West Richland	5 to 10 years	$ =$5,000,000+	$ 7,500,000
15	Develop a large community park in southwestern portion of the City	5 to 10 years	$ =$5,000,000+	$ 7,500,000
16	Develop a West Richland Community Center	5 to 10 years	$ =$5,000,000+	$10,000,000
17	Targeted redevelopment area	5 to 10 years	$ =$5,000,000+	$ 7,500,000
	Total			$46,425,000

ELIGIBLE CAPITAL IMPROVEMENTS

Only those projects determined to serve growth within the City boundaries during the study period are included in the impact fee calculations. The eligible costs include those projects for which the City has park development standards. This includes costs for the parks, trails, and recreation facilities. Of the $46,425,000 of estimated capital improvement costs, the amount recoverable from impact fees is $3,687,500 as shown in **Figure 4**. Capital improvements project that included rehabilitation or are a new service not currently provided were reduced or eliminated as eligible impact fee costs.

Figure 4: Impact Fee Eligible Capital Improvement Estimated Costs

Project Number	Project	Project Costs	% Applicable to Impact Fees	Park Impact Fee Improvements Cost
1	City of West Richland park signage program	$ 50,000	0.00%	$0
2	Develop "Priority 1" trail(s) in West Richland	$ 500,000	100.00%	$500,000
3	Complete development of Park at the Lakes Community Park	$ 500,000	100.00%	$500,000
4	Upgrade existing park and recreation amenities – Phase 1	$ 250,000	0.00%	$0
5	Redevelop South Highlands Community Park	$ 2,500,000	0.00%	$0
6	Improve access and amenities at Paul Keith Wetland Preserve	$ 250,000	0.00%	$0
7	Develop a skate park / pump track / BMX park	$ 500,000	0.00%	$0
8	Develop "Priority 2" and "Priority 3" trails in West Richland	$ 2,500,000	100.00%	$2,500,000
9	Upgrade existing park and recreation amenities – Phase 2	$ 750,000	0.00%	$0
10	Develop a Fitness Trail and Art & Culture Trail	$ 375,000	50.00%	$187,500
11	Develop a trailhead park on or near Candy Mountain	$ 2,500,000	0.00%	$0
12	Develop a river access park on the Yakima River	$ 750,000	0.00%	$0
13	Develop a ridgeline / hilltop open space preserve	$ 2,500,000	0.00%	$0
14	Develop "Priority 4" and "Priority 5" trails in West Richland	$ 7,500,000	0.00%	$0
15	Develop a large community park in southwestern portion of the City	$ 7,500,000	0.00%	$0
16	Develop a West Richland Community Center	$ 10,000,000	0.00%	$0
17	Targeted redevelopment area	$ 7,500,000	0.00%	$0
	Total CIP	$ 46,425,000.00		$ 3,687,500.00

IMPACT FEE CAPITAL IMPROVEMENT PROJECT FINANCING COSTS

The total impact fee capital improvements project costs were developed from the list of eligible projects shown in the previous section. The debt service costs related to the impact fee costs have been added to the direct costs. The debt service interest costs are calculated with the assumption that direct impact fee capital improvements will be funded with 20-year bonds and with interest at a 5% annual percentage rate. The recoverable financing cost for capital improvements is $1,650,723. The total and recoverable park and recreation capital costs are shown in **Figure 5**.

Figure 5: Impact Fee Eligible Capital Improvements with Financing Costs

Project Number	Project Description	Total Impact Fee Capital Improvements	Debt Financed (Yes/No)	Debt Service Interest	Total Project Costs
1	City of West Richland park signage program	$0	Yes	$0	$0
2	Develop "Priority 1" trail(s) in West Richland	$500,000	Yes	$235,818	$735,818
3	Complete development of Park at the Lakes Community Park	$500,000	Yes	$235,818	$735,818
4	Upgrade existing park and recreation amenities – Phase 1	$0	Yes	$0	$0
5	Redevelop South Highlands Community Park	$0	Yes	$0	$0
6	Improve access and amenities at Paul Keith Wetland Preserve	$0	Yes	$0	$0
7	Develop a skate park / pump track / BMX park	$0	Yes	$0	$0
8	Develop "Priority 2" and "Priority 3" trails in West Richland	$2,500,000	Yes	$1,179,088	$3,679,088
9	Upgrade existing park and recreation amenities – Phase 2	$0	Yes	$0	$0
10	Develop a Fitness Trail and Art & Culture Trail	$187,500	No	$0	$187,500
11	Develop a trailhead park on or near Candy Mountain	$0	Yes	$0	$0
12	Develop a river access park on the Yakima River	$0	Yes	$0	$0
13	Develop a ridgeline / hilltop open space preserve	$0	Yes	$0	$0
14	Develop "Priority 4" and "Priority 5" trails in West Richland	$0	Yes	$0	$0
15	Develop a large community park in southwestern portion of the City	$0	Yes	$0	$0
16	Develop a West Richland Community Center	$0	Yes	$0	$0
17	Targeted redevelopment area	$0	Yes	$0	$0
		$3,687,500		$1,650,723	$5,338,223

EQUIVALENT RESIDENTIAL UNITS

The customers are assessed the impact fee based on an Equivalent Residential Unit (ERU.) The equivalent unit is a single family detached residence with an average population of 2.93 persons. The estimated 10-year population growth of 2,386 divided by the estimated average single family residence population of 2.93 results in an estimated 814.33 ERU's

IMPACT FEE CALCULATION

The new development is assessed the impact fee based on an ERU. The final step in determining the maximum assessable impact fee is to divide the total costs included in the CIP by the increase in ERUs. This calculation yields the impact fee assessable per new ERU. The maximum assessable impact fees for water and sewer are calculated as shown in **Figure 6**.

Figure 6: Maximum Park and Recreation Impact Fee

Impact Fee Analysis		Maximum Park & Recreation Impact Fee
Park & Recreation Capital Improvements Related to Growth	$	3,687,500
Debt Service - Interest related to Impact Fee Projects	$	1,650,723
Total Park & Recreation Impact Fee Capital Improvement Costs	$	5,338,223
Projected 10-Year Growth		2,386
Average Population Per Residential Unit		2.93
Equivalent Residential Unit (ERU)		814.33
Maximum Park Impact Fee Per ERU	$	6,555.32

The City is permitted to charge an impact fee that does not exceed the maximum assessable fee. While a lower fee can be adopted, the difference between what is required by the CIP and the amount collected in impact fees would need to be provided through other sources.

9.4 Pricing Plan

The pricing and revenue philosophies of the City are the foundation for building best practices that reflect the City's ability to generate earned revenue to support operational and capital costs. The following recommendations for developing a pricing plan have been identified.

1. **Develop criteria for "Core Essential, Important, and User Supported Services" and then re-adjust the services listed in the policy to fit each category.**

CATEGORY 1 – CORE SERVICES (ESSENTIAL)

Programs, services and facilities the Agency must provide and/or are essential in order to capably govern and meet statutory requirements. The failure to provide a core service at an adequate level would result in a significant negative consequence. The criteria for programs or services to be classified as essential are:

- The Agency is mandated by law, by a charter or is contractually obligated by agreement to provide the service.
- The service is essential to protecting and supporting the public's health and safety.
- The service protects and maintains valuable assets and infrastructure.
- Residents, businesses customers and partners would generally and reasonably expect and support the Agency in providing the service, and that service is one that cannot or should not be provided by the private sector, and provides a sound investment of public funds.

CATEGORY 2 – IMPORTANT SERVICES (BALANCED SUBSIDY)

Programs, services and facilities the Agency should provide, and are important to governing and effectively serving residents, businesses, customers and partners. Providing Category 2 services expands or enhances our ability to provide and sustain our core services. The criteria for programs or services to be classified as important are:

- Service provides expands, enhances or supports identified core services.
- Services are broadly supported and utilized by the community, and are considered an appropriate, important, and valuable public good. Public support may be conditional upon the manner by which the service is paid for or funded.
- Service generates income or revenue that offsets some or all of its operating cost and/or is deemed to provide economic, social or environmental outcomes or results.

CATEGORY 3 – VALUE-ADDED AND USER SUPPORTED SERVICES (NON-SUBSIDIZED)

Programs, services and facilities that the Agency may provide when additional funding or revenue exists to offset the cost of providing those services. Category 3 services provide added value above and beyond what is required or expected. The criteria for programs or services to be classified as user supported are:

- Service expands, enhances or supports Core Services, Category 2 Services, and the quality of life of the community.
- Services are supported and well utilized by the community, and provide an appropriate and valuable public benefit.

- Service generates income or funding from sponsorships, grants, user fees or other sources that offsets some or all of its cost and/or provides a meaningful benefit to users.

CATEGORY 4 – PARTNERSHIP SERVICES

Programs, services and facilities that the Agency may provide through partnerships. Category 4 services usually provide added value above and beyond what is required or expected as a public mandate. The criteria for programs or services to be classified as partnership services are:

- Service expands, enhances or supports Core Services, Category 2 and 3 Services, and the quality of life of the community.
- Services are supported and well utilized by the community, and provide an appropriate and valuable public benefit.
- Service generates income or funding from sponsorships, grants, user fees or other sources that offsets some or all of its cost and/or provides a meaningful benefit to users.

2. **In Category 1, services should be expected to recover : 0-25% of direct and indirect delivery costs through earned revenues.**
3. **In Category 2, services should be expected to recover : 25-80% of direct and indirect delivery costs through earned revenues.**
4. **In Category 3, services should be expected to recover : 80-100% of direct and indirect delivery costs through earned revenues.**
5. **In Category 4, services should be expected to recover : 100% or more of direct and indirect delivery costs through earned revenues.**

Following these recommended updates to develop a pricing plan will require the City to list services in the policy to fit each category. This should help the City to bring in additional dollars and develop better community equity in the availability and delivery of services. The policy should state the level of cost recovery desired by each service listed based on direct and indirect costs and demonstrate the price range that staff is capable of working within.

9.5 Funding Conclusion

The Program should seek external funding sources to provide additional resources to enhance and maintain the quality of the facilities and services. The Program can periodically review the funding model to consider new and enhanced funding opportunities. The results of the community survey indicated that only 16% of City residents were opposed to additional funding initiatives to support parks, recreation and trails in West Richland. The community did express, however, they would only support specific projects with clearly identified costs and benefits. If diversified funding options were implemented in a phased approach over the next 10 years, there is the potential of providing an additional $500,000 - $1,000,000 annually to support debt service or direct costs for park and trail development, improvement and operations. This would include additional funding obtained through foundation support, grants, and other earned revenue opportunities.

FUNDING MATRIX SUMMARY

Funding Option	Capital Funding	Operational Funding	Annual Funding Potential
Park Foundation	X	X	$$$
Grants*	X		$$
Facility Authority	X	X	$$$$
Improvement or Benefit District*	X	X	$$$$
Developer Parkland Dedications*	X		$$
Develop Cash-in-Lieu*	X		$$
Donations	X	X	$
Adoption (Trail or Park) Programs	X	X	$
Partnerships and Lease Backs*	X		$$$$$
Sales Tax	X	X	$$$$
Real Estate Transfer Fees	X	X	$$
Franchise Fee for Utility Right-of-Ways	X	X	$$
Storm Water Utility Fees	X	X	$$
Dedicated Park and Trail Millage	X	X	$$
Park Bond Issue*	X		$$$$$
Food and Beverage Tax		X	$
Capital Improvement Fees	X		$
Homeowner Association Fees	X	X	$
Catering Permits and Services		X	$
Recreation Service Fees / User Fees		X	$
Solid Waste Fee	X	X	$$
Private Concessionaires / Land Leases	X	X	$$
Regional Canned Events*	X	X	$$
Tax Incremental Financing or Allocation District*	X		$$$
Advertising Sales		X	$$
Maintenance Endowment	X	X	$$
Park Impact Fees	X		$$

The relative funding potential is provided as a range based on a review of the capacity of the City of West Richland to mobilize funding in the options detailed above. The ranges are:

$ = $0 - $50,000

$$ = $50,000 - $250,000

$$$ = $250,000 - $500,000

$$$$$ =$500,000 - $1,000,000

*__Note:__ These funding options may not produce annual funds based on how they are pursued and implemented.

Chapter 10: Strategic Action Plan

This final chapter of the master plan has been developed as a tactical tool for planning and executing actions aligned with the approved strategies of the Program in meeting community needs and interests over the next 10 years. These actions and strategies have been tested against and support the core services of the City of West Richland Parks and Recreation Program. These core services are:

- **Site and Infrastructure Stewardship**
  - Parks, facilities, and trails
- **Health**
  - Access to recreational opportunities that can provide for personal wellness
- **Safety**
  - Site and facility maintenance
  - Site security
- **Community Heritage**
  - Conservation of parks and open space

10.1 Strategies of the Master Plan

There were 23 key strategies identified through the public input process associated with this master plan update that were detailed previously in the Community Values Model. These strategies were uniquely developed to steer the Program in the next decade to remain a highly valued asset and service in West Richland by meeting community needs, interests, and expectations, and are based upon the findings from multiple interviews, numerous focus groups, public meetings, and the statistically-valid community survey. The strategies are organized into five categories and have been addressed in all recommendations throughout this master plan. The categories and subsequent strategies are detailed below.

Category 1: Community Mandates

Goal: Maintain and enhance parks, trails and recreation facilities and programs to promote community interaction, healthy lifestyles and safety.

Strategy 1.1: Care for and enhance the quality of current park sites, facilities, amenities of the City of West Richland Parks and Recreation System.

Strategy 1.2: Provide parks, trails and recreational facilities that reflect the ability to serve a diverse public.

Strategy 1.3: Upgrade parks, trails and recreational facilities to address management challenges and to meet the needs of current users.

Strategy 1.4: Continue to enhance safety and security in parks, trails and recreational facilities that encourages positive use of community amenities

Strategy 1.5: Pursue responsible new improvements of the parks, trails and recreational facilities in areas of the greatest growth and unmet needs.

Strategy 1.6: Leverage a variety of resources to support capital and operational needs of the City of West Richland Parks and Recreation System.

CATEGORY 2: SERVICE STANDARDS

Goal: Update and utilize standards for acquisition, development, design, operations, and maintenance of parks, trails and recreational facilities.

Strategy 2.1: Utilize consistent standards for acquisition of new park lands, trails, or park amenities.

Strategy 2.2: Utilize consistent design standards in park and facility development for landscaping, amenities, and infrastructure.

Strategy 2.3: Establish standards and parameters for partnerships within both the public and private sectors to augment the capital and operational resources of the City.

Strategy 2.4: Enhance communication standards for marketing and promotions of City parks and trails to improve community awareness of programs, services, and facilities, as well as to diversify usage of amenities and expand public feedback opportunities.

Strategy 2.5: Maintain consistent and updated standards for asset and amenity management in order to maximize and expand their useful lifespan.

Strategy 2.6: Maintain local, state, and national recognition as a best practices organization.

Strategy 2.7: Maintain compliance with all existing and applicable laws and regulations.

CATEGORY 3: PROGRAMS AND SERVICES

Goal: Provide balance and consistency in delivery of programs and services by meeting the needs of the diverse residents of the City of West Richland.

Strategy 3.1: Enhance support of recreational program and service providers that utilize City parks and recreational sites and facilities to sustain and potentially expand community participation.

Strategy 3.2: Establish a regional trails collaboration program that can advance the pursuit of trails that connect communities within Benton County and the Tri-cities region.

Strategy 3.3: Develop an interpretive signage program that appropriately interprets the significance of the natural, cultural and historic resources of parks and landscapes within the City of West Richland.

CATEGORY 4: BUSINESS PRACTICES

Goal: Manage park and trail facilities and programs that support the financial goals and policies of the City of West Richland.

Strategy 4.1: Establish alternative funding policies and procedures that support capital and operating expenses.

Strategy 4.2: Maximize the capability of new and existing technology to enhance business practices.

Strategy 4.3: Develop a financial plan for programs, services, and facilities that appropriately balances public funding support with earned revenues, and that balances affordability and entrepreneurialism in the programs and services of the City.

CATEGORY 5: COMMUNITY OUTREACH AND PARTNERSHIPS

Goal: Maximize resources through mutually acceptable partnerships that leverage parks, trails and recreation facility development and program opportunities.

Strategy 5.1: Develop a formalized on-going community outreach strategy to expand awareness of parks and recreation services offered to the community

Strategy 5.2: Develop a sustainable partnership with an established non-profit organization to leverage private sector funding to support select capital projects and programs.

Strategy 5.3: Review and update terms of agreements with existing partners utilizing City of West Richland parks and facilities for public or private events.

Strategy 5.4: Play an active role in the network of park, trail, and recreational services and opportunities available to residents, organizations and businesses in West Richland and the surrounding area.

10.2 ACTION PLAN

All the strategies and recommendations of this *Parks and Recreation Master Plan Update* detailed in the tables that follow. Some actions are shown independently and some in bundles for efficiency purposes.

RECOMMENDED ACTIONS: SHORT TERM

Actions / Recommendations	Responsible Parties	Potential Funding Sources
Policy and Procedural Recommendations		
Subdivision regulations / acquisition standards – begin the process of review, potential modification, and adoption of amended subdivision regulations as determined appropriate.	City Staff Parks Board City Planning and Zoning Commission City Council	City operations
Enhance the funding and finance strategies – enhance the funding and finance strategies utilized by the City of West Richland to support the acquisition, development, operations and maintenance of parks, trails and recreation facilities.	City Staff Parks Board City Council	City operations
Park impact fees – update the policies regarding park impact fees in accordance with laws and regulations of the State of Washington, and within the maximum calculated ranges identified in this master plan update.	City Staff Parks Board City Council	City operations
Organizational Recommendations		
Parks and Recreation Department – pursue the development of a Parks and Recreation Department as recommended and as needed to remain aligned with the organizational needs of the City and community needs of residents.	City Staff Parks Board City Council	City operations Dedicated funding source(s) Fees and charges
Maintenance and management standards – begin the process to review, modify and adopt maintenance and management standards as determined appropriate.	City Staff Parks Board City Council	City operations
Volunteers – pursue development of enhanced volunteer program to develop Friends groups and	City Staff Parks Board	City operations Foundations and grants

city-wide volunteer efforts.		

RECOMMENDED ACTIONS: SHORT TERM (CONTINUED)

Actions / Recommendations	Responsible Parties	Potential Funding Sources
Capital Project Recommendations		
City of West Richland park signage program – begin development of a city park signage program as recommended, as well as consistent park rules.	City Staff Parks Board	City operations Dedicated funding source(s) Fees and charges Foundations and grants Adoption programs
Develop "Priorty 1" trail(s) – develop and implement project plans for trails along the Yakima River and related connections.	City Staff Parks Board City Council	City operations Dedicated funding source(s) Fees and charges Foundations and grants Adoption programs
Complete Park at the Lakes Community Park – work to complete Park at the Lakes Community Park as recommended.	City Staff Parks Board City Council	City operations Dedicated funding source(s) Foundations and grants Adoption programs
Upgrade existing park and recreation amenities (Phase 1) – develop project plans to upgrade park and recreation amenities as recommended, including community-driven projects.	City Staff City Council	City operations Dedicated funding source(s) Fees and charges Foundations and grants Adoption programs
Redevelop South Highlands Community Park – redevelop South Highlands Community Park as recommended.	City Staff Parks Board City Council	City operations Dedicated funding source(s) Foundations and grants Adoption programs
Improve access and amenities at Paul Keith Wetland Preserve – begin project plans to enhance usage through development of appropriate amenities as recommended.	City Staff City Council	City operations Dedicated funding source(s) Foundations and grants Adoption programs

RECOMMENDED ACTIONS: INTERMEDIATE TERM

Actions / Recommendations	Responsible Parties	Potential Funding Sources
Policy and Procedural Recommendations		
Continuation of previous actions – continued work to complete and/or implement policy and procedural recommendations as appropriate.	City Staff Parks Board City Council	City operations
Organizational Recommendations		
Continuation of previous actions – continued work to complete and/or implement organizational recommendations as appropriate.	City Staff Parks Board	City operations Dedicated funding source(s) Fees and charges Foundations and grants
Capital Project Recommendations		
Develop a pump track / BMX park – develop project plans to design and construct a pump track / BMX park as recommended.	City Staff Parks Board City Council	City operations Dedicated funding source(s) Fees and charges Foundations and grants Adoption programs
Develop "Priority 2" and "Priority 3" trails, and Fitness and Art & Culture trails – develop and implement project plans for trails as recommended.	City Staff Parks Board City Council	City operations Dedicated funding source(s) Special district Foundations and grants Bond issue Adoption programs Developer contributions
Upgrade existing park and recreation amenities (Phase 2) – develop project plans to upgrade park and recreation amenities as recommended, including community-driven projects.	City Staff Parks Board City Council	City operations Dedicated funding source(s) Fees and charges Foundations and grants Adoption programs
Develop trailhead park on or near Candy Mountain – develop a trailhead park as recommended on or near Candy Mountain.	City Staff Parks Board City Council	City operations Dedicated funding source(s) Fees and charges Foundations and grants Adoption programs
Develop river access park on Yakima River – develop a river access park as recommended.	City Staff Parks Board City Council	City operations Dedicated funding source(s) Foundations and grants Adoption programs

RECOMMENDED ACTIONS: LONG TERM

Actions / Recommendations	Responsible Parties	Potential Funding Sources
Policy and Procedural Recommendations		
Continuation of previous actions – continued work to complete and/or implement policy and procedural recommendations as appropriate.	City Staff Parks Board City Council	City operations
Organizational Recommendations		
Continuation of previous actions – continued work to complete and/or implement organizational recommendations as appropriate.	City Staff Parks Board	City operations Dedicated funding source(s) Fees and charges Foundations and grants
Capital Project Recommendations		
Develop a ridgeline / hilltop open space preserve – develop project plans to design and construct an open space preserve park as recommended.	City Staff Parks Board City Council	City operations Dedicated funding source(s) Foundations and grants Fees and charges Adoption programs Developer contributions
Develop "Priority 4" and "Priority 5" trails, and natural surface trails – develop and implement project plans for trails as recommended.	City Staff Parks Board City Council	City operations Dedicated funding source(s) Special district Foundations and grants Bond issue Adoption programs
Develop a large community park in the southwestern portion of the City – develop project plans to design and construct an additional community park as recommended.	City Staff Parks Board City Council	City operations Dedicated funding source(s) Special district Foundations and grants Bond issue Adoption programs Lease back options Developer contributions
Develop a West Richland Community Center – develop an indoor, multi-generational community center as recommended.	City Staff Parks Board City Council	City operations Dedicated funding source(s) Fees and charges Foundations and grants Adoption programs
Targeted redevelopment area – identify and develop project plans for redevelopment of an area of the City that utilizes parks, trails and open space as recommended.	City Staff Parks Board City Council	City operations Dedicated funding source(s) Foundations and grants Adoption programs Developer contributions Lease back options

Appendices to the Parks and Recreation Master Plan Update

There have been multiple research and analysis reports, technical studies, and site schematics developed as a part of the City of West Richland *Parks and Recreation Master Plan Update* process. The following supplemental reports are provided as appendices to the master plan.

1. **Suggested Maintenance Standards**

   A summary of recommended maintenance standards for West Richland parks and recreation sites based on industry best practices.

2. **Comprehensive Assessment Report**

   A summary of the key findings from the site, facility, program, and financial assessments performed on West Richland parks, trails and recreational facilities from May through June 2011.

3. **Parks and Recreation Needs Assessment Survey Findings Report**

   A summary of the survey process, instruments, and findings of the West Richland community surveys conducted in association with this master plan from August through October 2011.

4. **Needs Analysis Technical Report**

   A summary of the key findings from the community input process, demographics and trends analyses, and the technical needs analyses of relevant parks and trail needs of West Richland residents.

Photo opposite page: Glenn Memorial Park

Appendix 1: Suggested Maintenance Standards

The City of West Richland should consider developing the quantitative standards of the Zero-Based Budgeting (ZBB) process that precisely identifies the number of labor hours necessary to complete a maintenance task or function to the level described in the qualitative standards for the same task. Quantitative standards are determined by multiplying the number of units to be maintained by the number of man-hours needed to complete the task one time by the frequency with which the unit needs to be maintained. The general national industry descriptions are presented below. The recommended standards and levels of effort are adjusted for the client's region.

Level 1 – Developed Areas, Heavy Public Traffic, High Visitor Density

Mowing and Detailing

- Mow to the maximum recommended height for the specific turf variety
- Edge sidewalks, borders, fences and other appropriate areas
- Install sod as needed and mow
- Weeds should cover no more than 15% of the grass surface
- Inspect thatch layer regularly and remove as needed
- Remove grass clippings only if coverage is unsightly or impacts health of the lawn
- Test soil as needed and apply fertilizer according to optimum plant requirements
- Inspect regularly for insects, diseases and rodents and respond to outbreaks according threshold standards

Landscape Maintenance

- Prune shrubs as necessary
- Shear formal shrubs during the growing season consistent with procedures for bird nesting survey
- Prune trees as necessary
- Inspect regularly for insects, diseases and rodents. Respond to outbreaks according to IPM thresholds and procedures
- Place 4" of organic mulch around shrub beds to minimize weed growth
- Remove hazardous limbs and plants immediately upon discovery
- Remove dead trees that pose an immediate hazard upon discovery
- Remove or treat invasive plants
- Replant trees and shrubs as necessary

Irrigation System Maintenance

- Inspect irrigation drip systems a minimum of once per month
- Initiate repairs to non-functioning systems within 24 hours of discovery during the dry season and within 10 days during the wet season
- Inspect and adjust and/or repair drip emitters as necessary weekly during the dry season
- Modify systems as necessary to increase irrigation coverage or efficiency

Road, Trail and Parking Lot Maintenance

- Remove debris and glass immediately upon discovery
- Remove sand, dirt, and organic debris from roads, walks, lots and hard surfaces weekly
- Remove trip hazards from pedestrian areas immediately upon discovery

- Repair concrete walks, scenic view area, curbs and other surfaces as needed
- Repair asphalt trails, or soft surface trails, parking lots, roadways and other surfaces as needed

General Maintenance and Support Services

- Inspect fences, gates and other landscape structures at least once annually. Complete safety-related repairs immediately.
- Water manually as necessary to establish new plantings
- Install and maintain automatic drip irrigation system to reforestation projects
- Prune shrubs and trees as necessary
- Weed by hand or mechanically as necessary
- Provide pest control as needed and as per IPM thresholds
- Plant and renovate areas as necessary

Level 2 – Semi-developed Areas, Moderate Public Traffic and Visitor Density

Mowing and Detailing

- Mow to maximum recommended height for the specific turf variety
- Edge sidewalks, borders, fences and other appropriate areas during the growing season
- Install sod or seed to maintain uniform turf coverage of 80%
- Weeds should cover no more than 25% of the grass surface
- Apply fertilizer according to optimum plant requirements
- Inspect regularly for insects, diseases and rodents and respond to outbreaks according IPM threshold standards

Landscape Maintenance

- Prune shrubs as necessary
- Shear formal shrub hedges monthly during the growing season consistent with procedures for bird nesting survey
- Prune trees as necessary
- Apply fertilizer to plant species only if plant health dictates
- Inspect regularly for insects, diseases and rodents. Respond to outbreaks according to IPM thresholds
- Place 4" of organic mulch around shrub beds to minimize weed growth
- Remove or barricade hazardous limbs and plants immediately upon discovery. Remove barricaded hazards consistent with procedures for bird nesting survey
- Remove or barricade hazardous trees immediately upon discovery. Remove barricaded hazards consistent with procedures for bird nesting survey.
- Remove or treat invasive plants
- Replant as trees and shrubs as necessary

Level 3 – Undeveloped/Natural Areas, Moderate Public Traffic, Low Visitor Density

Mowing and Detailing

- Areas should be left in a natural state. Unless legal requirements dictate, areas are not mowed, trimmed, fertilized, or irrigated
- Weed control limited to legal requirements for eradication of noxious plants
- Respond only for safety-related concerns or where addressed by agency policies

Landscape Maintenance

- Respond only for safety-related concerns or where addressed by agency policies

Road, Trail and Parking Lot Maintenance

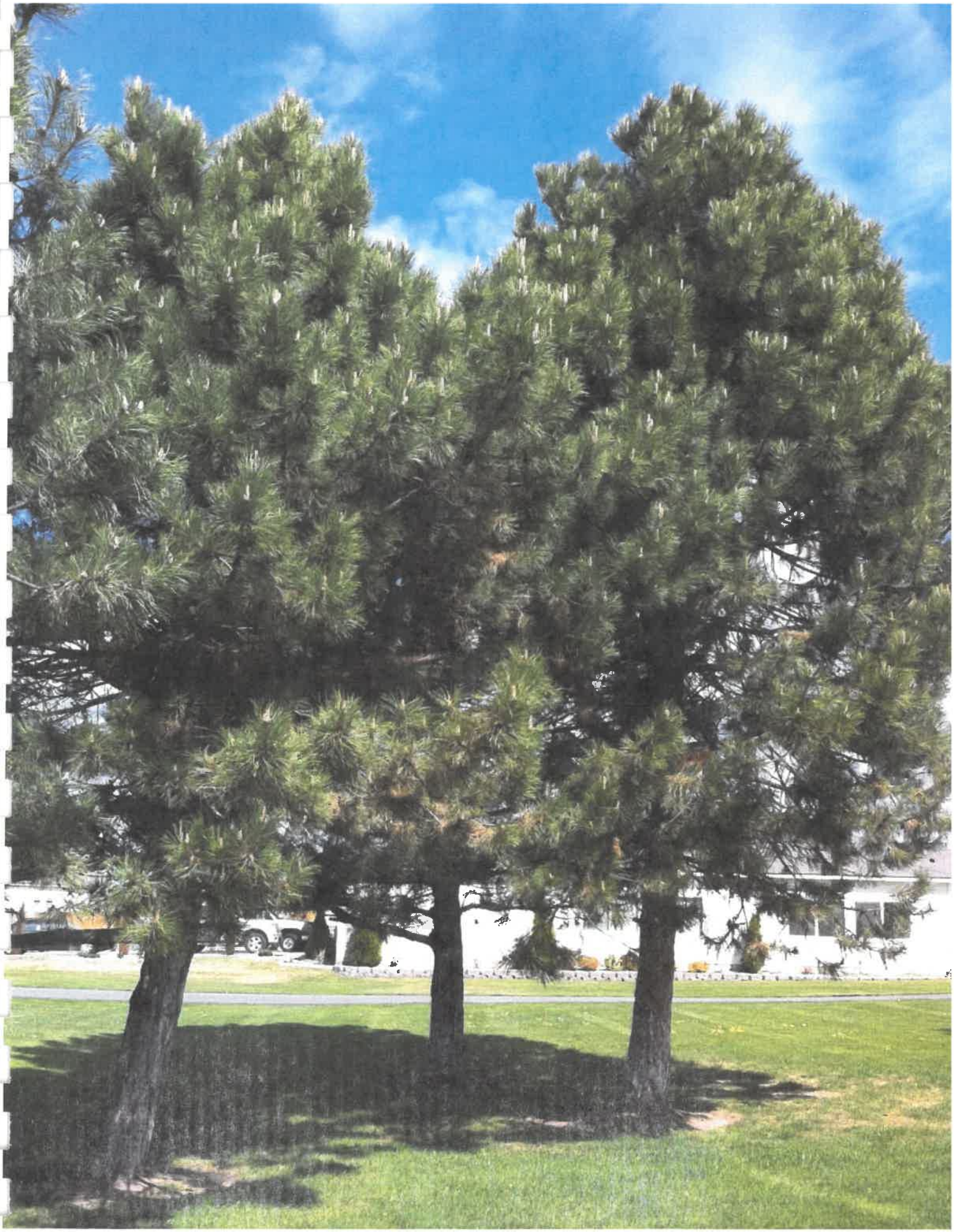
- Respond only for safety-related concerns

Work Priorities for Levels of Service

The following are recommended work priorities by level:

Level 1 & 2 Work Priorities

- Priority 1: Conditions which pose an immediate threat to life or property (fire, explosion, water main break, building structural failure, electrical failure).
- Priority 2: Emergency requests from a regulatory agency to correct immediate hazards (fire code deficiency, hazardous material issue).
- Priority 3: Special request from the Director or designee determined to require immediate attention
- Priority 4: Emergency or routine work intended to improve services for visitors, or the general public.
- Priority 5: Emergency or routine work intended to reduce the long-term maintenance levels.
- Priority 6: Emergency or routine work intended to improve the aesthetics or attractiveness of an area or facility.

Level 3 Work Priorities

- Priority 1: Conditions which pose an immediate threat to life or property (fire, explosion, water main break, building structural failure, electrical failure).
- Priority 2: Emergency requests from a regulatory agency to correct immediate hazards (fire code deficiency, hazardous material issue).
- Priority 3: Emergency or routine work intended to reduce the long-term maintenance levels.
- Priority 4: Emergency or routine work intended to approve the aesthetics or attractiveness of an area or facility.